

2012

**BUDGET &
ANNUAL PLAN**

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E. Abriendo Avenue
Pueblo, Colorado 81004

2012 ANNUAL PLAN and BUDGET

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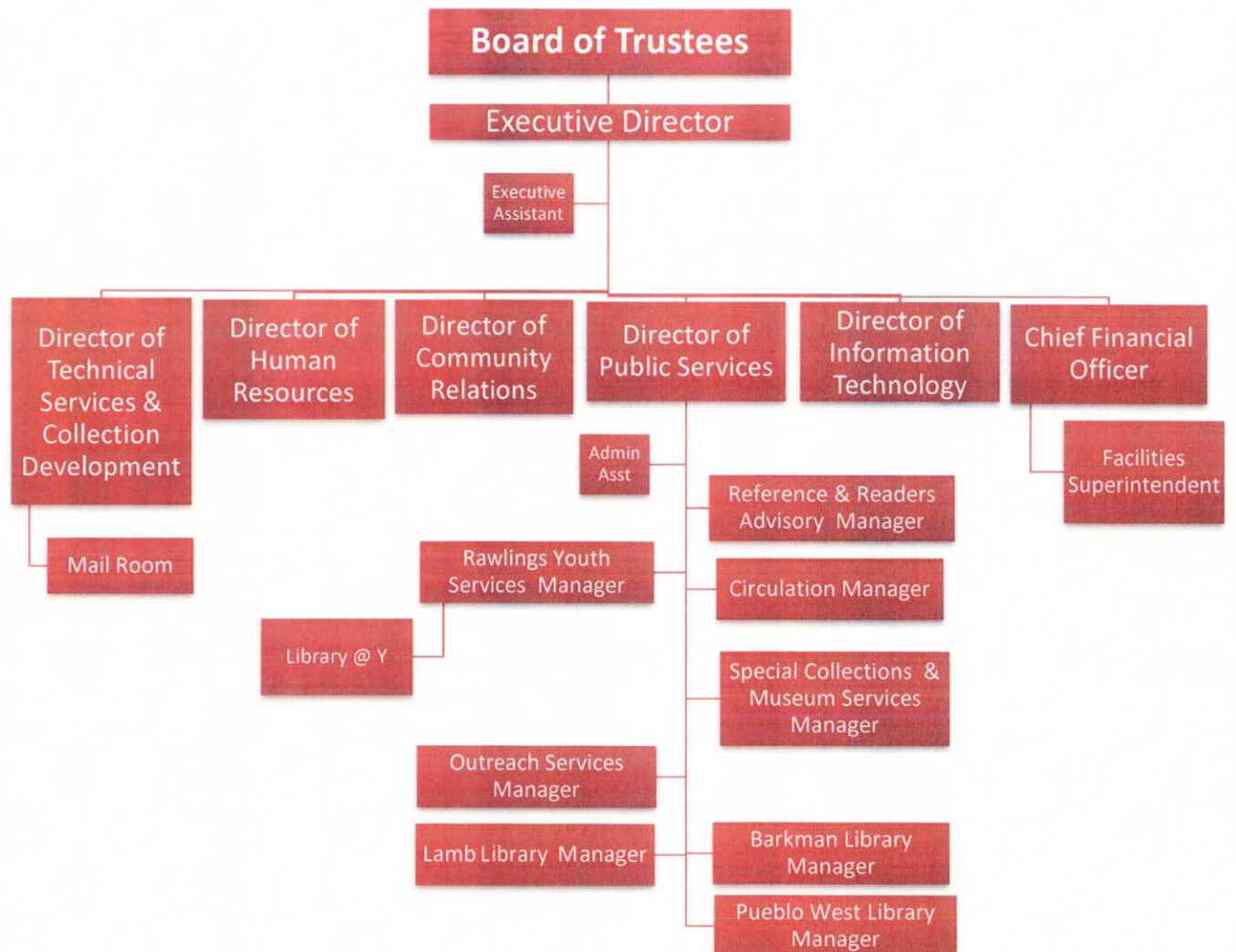
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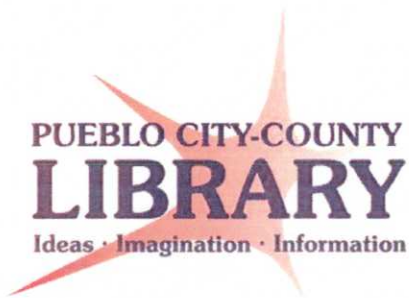
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PUEBLO CITY-COUNTY LIBRARY

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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.
 - 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.

- 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.

- 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.

- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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. Enhance services at the Library @ the Y.
- Action Steps
 1. Offer public access to the Internet.
 2. Provide New Information Center Technology.
- L. Improve marketing of library services and programs in order to increase the use of the library.
- 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.
 - 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.
 - 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.
- 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.
- 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.
- 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.
- 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.
- 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.
 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.
- 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.
- 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.
- 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. Plan for a Greenhorn Valley Library in order to improve services to an underserved part of the community.
- 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.
- D. 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.
- 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.
- E. 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.
- 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.
- F. 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.
- 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.
- G. Evaluate the Centers for New Information Technology pilot project, and modify and expand, as indicated.
- 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 fledgling 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.
- 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.
- Action Steps
 1. Develop district-wide policies and procedures on use of surveillance security cameras.

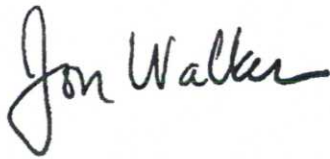
2. Create a work plan and a budget to add cameras to the Lamb Library.
 3. Install security cameras at the Lamb Library.
 4. Create a work plan and a budget to install additional security cameras at the Pueblo West Library.
 5. Install security cameras at the Pueblo West Library.
 6. Create a work plan 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.
- 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.
- 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 solutions as identified in the 2011 audit review by Swanhorst and Company LLC.
- 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.
- 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.
- 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.
- 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.
- 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,

A handwritten signature in black ink that reads "Jon Walker". The signature is written in a cursive, flowing style.

Jon Walker
Executive Director
Pueblo City-County Library District

Annual Plan Costs

GOALS - 2012 ANNUAL PLAN		Total cost	
I	INCREASE USE OF LIBRARY MATERIALS		
A	Utilize retail marketing techniques to highlight library materials in an inviting and delightful manner to attract customers and increase circulation.	11,250	Consulting dollars included in budget to seek best advice on space planning. Some implementation funding also included.
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.	-	No additional budgetary costs - budget neutral.
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.	92,239	
D	Offer additional e-book and e-audiobook content to PCCLD customers in order to meet the growing number of requests for digital books.	27,360	Most of the subscription cost is included above; this amount reflects purchase of additional e-readers for branches.
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.	-	No budget dollars allocated - study best practices, develop plan, implement with current staffing.
F	Maintain centralized weeding effort throughout the District to insure collections are current, relevant, and interesting to the members of our community.	-	No additional budgetary costs.
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.	1,442,268	All costs for equipment, software, installation, tagging materials, etc. are included.
H	Establish procedures to facilitate periodic sampling of reference questions asked at all locations in order to more effectively monitor this metric.	-	No budget dollars allocated - study best practices, develop plan, implement with current staffing.

Annual Plan Costs

GOALS - 2012 ANNUAL PLAN			
		<u>Total cost</u>	
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.	2,250	Consulting dollars included in budget to seek best advice on space planning. Some implementation funding also included.
J	Engage customers and reward staff for performing quality customer service by creating a <i>Thank You for Extraordinary Service</i> program.	2,000	Additional costs for supplies.
K	Improve marketing of library services and programs in order to increase the use of the library.	29,400	New media coordinator : \$14,400; Bookletters - software program for electronic marketing - \$15,000.
II	IMPROVE INFORMATION TECHNOLOGY		
A	Upgrade the District's Integrated Library System (ILS) to the most current general release to utilize enhancements and improve service.	6,375	Half done in 2011; half in 2012.
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.	-	No additional budgetary costs - staff time; upgrade of ILS included above.
C	Plan and implement an initiative to digitize identified portions of the Rawlings Library Special Collections to broaden access to these important resources.	20,500	Includes consulting, equipment and training.
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.	-	No additional budgetary costs - staff time for evaluation only.
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.	-	No additional staffing included.
F	Upgrade old, outdated computer software and hardware to improve productivity, dependability and ensure continuity of business operations.	27,000	Included in Capital Project fund.
G	Continue to expand upon release of library website with addition of more self-service features and an internal staff-use website or Intranet.	-	No budgetary impact

Annual Plan Costs

GOALS - 2012 ANNUAL PLAN			
		<u>Total cost</u>	
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.	-	No budgetary impact.
III	<i>EXPAND SERVICES TO THE UNDERSERVED</i>		
A	Plan for an Eastside Library in order to improve services to an underserved part of the community.	153,000	Preliminary costs for design, consulting, miscellaneous fees.
B	Plan for a Mesa Library in order to improve services to an underserved part of the community.	126,000	Preliminary costs for design, consulting, miscellaneous fees.
C	Plan for a Greenhorn Valley Library in order to improve services to an underserved part of the community.	144,000	Preliminary costs for design, consulting, miscellaneous fees.
D	Review the ability of the current Satellite Library program to meet the needs and interest of customers in the more rural areas of the county.	-	No budgetary impact.
E	Study the feasibility of additional 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	9,363	Salary costs - add hours to existing staff to implement added programs.
F	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.	-	No budgetary impact.
G	Evaluate the Centers for New Information Technology pilot project, and modify and expand, as indicated.	-	No budgetary impact.
IV	<i>IMPROVE FUNDING</i>		
A	Support the fledgling 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.	80,000	Salary & benefits for Foundating staffing; in-kind contribution from PCCLD.

Annual Plan Costs

GOALS - 2012 ANNUAL PLAN			
		<u>Total cost</u>	
V	MAINTAIN DISTRICT ASSETS		
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.	5,000	Exterior cameras for Pueblo West; Rawlings and Lamb completed in 2011.
B	Review and evaluate circulation service activities to provide improved and consistent customer service and maintain fiscal responsibility.	-	No budgetary impact.
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.	-	No budgetary impact.
D	Implement cash management resolutions as identified in the 2011 audit review by Swanhorst and Company LLC.	32,000	POS Software product to integrate with PCCLD ILS system.
E	Modify current PCCLD pay plan to adopt a <i>Pay for Performance</i> model to tie performance more closely to salary and further excellent work.	6,300	Consulting/supplies
F	Develop a program for career progression program to insure employees understand how to be promoted at PCCLD and make the library a career.	2,000	Supplies
G	Evaluate staffing needs and work processes throughout the District.	-	No budgetary impact
H	Utilize volunteers more effectively.	13,842	Salary for part-time HR assistant
	TOTAL	2,232,147	

SUMMARY / REVENUES

The following pages include summaries of both the General Fund and the Capital Project Fund, as well as a combined spread sheet showing totals in both funds. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2012. The General Fund holds all of the operating revenue and expense, including capital outlay, debt service, and foundation and gift revenue and expense. The Capital Project Fund reflects Library Replacement plan expenses, InfoZone news museum expenses, and major building projects. For 2012, the major building projects include 3 new library facilities as well as a \$1.4 million RFID (Radio Frequency Identification) project.

Annual transfers from the General Fund into the Capital Project Fund are anticipated at \$100,000 for 2012 and subsequent years, in order to continue funding for the Library Replacement Plan. The revenue budgeted in the Capital Project Fund reflects income from interest earnings and capital campaign contributions pursuant to the construction of 3 library facilities.

The first call date for the current Certificate of Participation issue is December 2012. The District intends to refinance that debt and seek an additional \$3.8 million to finance construction of facilities and implementation of the RFID project. The District will determine the most advantageous financing vehicle to accomplish this borrowing. The debt service will increase within the General Fund expenditure budget, but the term of the current debt will remain the same, culminating in 2031.

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

Pueblo City-County Library District receives the major amount of its funding from property tax generated in Pueblo County. The boundaries of the County and the Library District are contiguous, so no other property taxes are received. Approximately 87% of the revenues for the District are derived from property tax. The remainder is received through specific ownership tax, interest on investments, fines, photocopy fees, contracts, grants, miscellaneous revenue, and contributions from the Friends of the Library.

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 17 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 2012, the amount of additional mill levy that was certified was .018 mills, generating \$26,762 in revenue, the amount of taxes abated or refunded in 2011. The total mill levy certified to the county for collection of taxes in 2012 is 5.268.

**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	2,783,340
REVENUES	8,239,594	8,401,134	8,409,604	8,922,025
TOTAL BALANCE	9,348,522	10,499,428	10,507,898	11,705,365
EXPENDITURES	7,633,180	7,716,088	7,947,035	8,796,817
TRANSFER IN/OUT-CAPITAL PROJECT	(382,952)	-	-	100,000
BALANCE, End of Year	<u>2,098,294</u>	<u>2,783,340</u>	<u>2,560,863</u>	<u>2,808,548</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	1,880,853
REVENUES	13,581	153,128	138,753	237,000
TOTAL BALANCE	2,671,183	2,304,598	2,290,223	2,117,853
EXPENDITURES	136,761	423,745	638,314	2,313,628
TRANSFER IN/OUT GENERAL FUND	-	-	-	3,900,000
BALANCE, End of Year	<u>2,534,422</u>	<u>1,880,853</u>	<u>1,651,909</u>	<u>3,704,225</u>
 COMBINED FUND BALANCE, End of Year	 <u>4,632,716</u>	 <u>4,664,193</u>	 <u>4,212,772</u>	 <u>6,512,773</u>
 BALANCE, Restricted *	 1,247,188	 1,252,034	 1,252,288	 1,267,661
BALANCE, Available	3,385,528	3,412,159	2,960,484	5,245,112
ANNUAL USE OF RESERVES	(989,366)	(685,046)	(462,569)	(25,208)
 * RESTRICTED FUNDS				
Emergency reserve	247,188	252,034	252,288	267,661
Reserve requirement for COPs	1,000,000	1,000,000	1,000,000	1,000,000
 TOTAL RESTRICTED:	 1,247,188	 1,252,034	 1,252,288	 1,267,661

**MILL LEVY CALCULATIONS
BUDGET 2012**

2012 BUDGET			Formula	2011 BUDGET		
A	1,559,121,403	Total Gross Assessed Valuation		1,398,822,150	Total Gross Assessed Valuation	
B	72,224,737	TIF reductions		45,846,470	TIF reductions	
C	1,486,896,666	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	7,806,207	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	7,832,972	Adjusted total revenue	H X C X .001	7,323,657	Adjusted total revenue	
J	7,793,807	Budgeted revenue @ 99.5%	I X 99.5%	7,287,039	Budgeted revenue @ 99.8%	

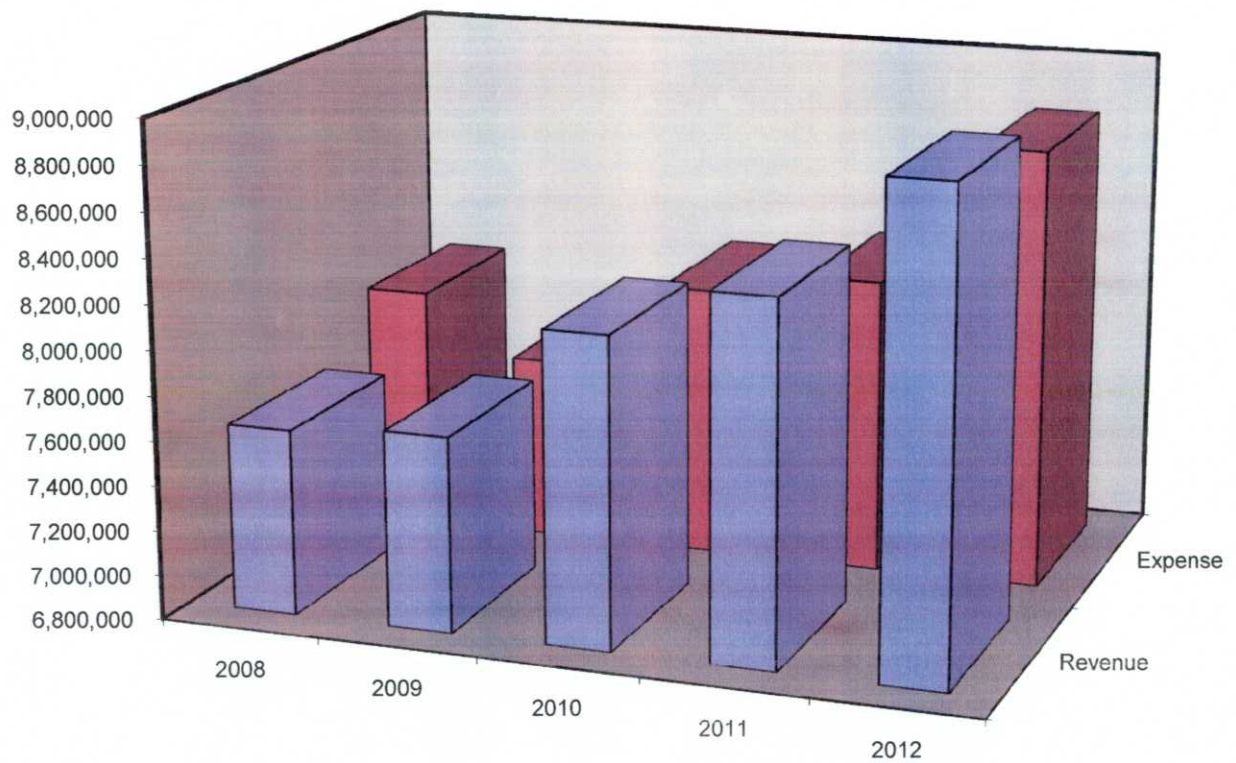
\$ 380,480	Revenue reduction impact of TIF	B X D X .001	\$ 248,167	Revenue reduction impact of TIF
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This chart shows how the mill levy is calculated based on assessed valuations for both current and prior years. The voter approved mill levy is 5.25, 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.

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

5-YEAR GENERAL FUND REVENUE & EXPENSE HISTORY



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%. 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 8% 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 earnings as part of our monthly distribution of taxes.

FINES, FEES: This line item decreases 2% over prior year estimates, as estimates continue to exceed budget amounts. 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 9% 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. An increase of 17% over 2011 Budget is calculated, although this amount is still 10% lower than estimated amounts, in order to remain very conservative in this area.

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 10% over the 2012 estimated figures. All personnel costs are included in this section - salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increases by 7% 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 1.2 FTE for 2012. The 7% 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 also reflects a 7% increase. 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. PERA legislation enacted in 2010 keeps the percentage of 13.7% steady for several years out.

Workers compensation insurance increases by 78% 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 16% increase is forecast in 2012, due in large part to anticipated additional enrollees on the plan, as well as an inflationary increase.

State unemployment compensation has increased by 12%. 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 139% for 2012, primarily to meet HR objectives and provide enhanced services for staff. Again, this calculation is against **estimated** 2011 Budget, which has been significantly underspent in 2011. The increase over actual 2011 Budget is 59%, reflective of added annual plan initiative spending.

Employee training also increases in 2012, by 136%. 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. As with the Miscellaneous personnel line item, this category was underspent by nearly 50% in 2011.

MATERIALS AND SERVICES: This section of the budget has increased by 9% 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 10%. 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. Purchase of circulating e-book equipment has been added to this line item, moved from the Capital Project budget. Adding those items increased to 16% the ratio of materials to total operating budget.

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 32% 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 is projected at a 5% increase from 2011 levels of expenditure based on current expenses and projections, as well as an increase from Black Hills. We anticipate the solar panels on the roof at Rawlings to have a small mitigating impact on the total cost of electricity in that facility.

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. No percentage increase is projected 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 \$3.8 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 a decrease of 8% over estimated. 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 24% increase is due primarily to a number of district-wide objectives containing contractual needs for consulting services.

Contractual library service increases dramatically, by 34%. 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 73% to include CAL and ALA institutional memberships, as well as the new Special Districts Association membership required for our liability/casualty insurance coverage, and a new membership with Urban Libraries Council.

Office supplies, equipment shows an 89% 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 35% 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 increases by 17%, due primarily to adding another courier stop at the Library @ the Y. This line item also includes the armored car service.

Postage and freight shows a 10% increase from 2011 levels.

INFORMATION TECHNOLOGY: This section shows an overall decrease of 1% 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 5% 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 increased by only 3%.

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 14%. The total projected amount for expenditures in 2012 is 11% more than the budget amount in 2011.

FUND BALANCE

The ending fund balance forecast in the 2012 budget is \$2,808,548, an increase of \$25,208 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 \$267,661 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 \$5,245,112.

	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	7,793,807	506,768	7%
Specific ownership tax	626,834	619,398	619,398	662,474	43,076	7%
Contracts, Grants, Gifts	258,022	248,820	275,820	229,075	(19,745)	-8%
Interest	42,176	28,586	28,586	19,115	(9,471)	-33%
Fines, Fees	106,945	157,090	137,931	154,724	(2,366)	-2%
Photocopier & Internet Copy Fees	46,015	45,017	49,128	49,128	4,111	9%
Miscellaneous	41,180	15,184	11,702	13,702	(1,482)	-10%
TOTAL REVENUES	8,239,594	8,401,134	8,409,604	8,922,025	520,891	6%
EXPENDITURES						
PERSONNEL						
Salaries	3,514,400	3,423,072	3,570,263	3,668,983	245,911	7%
PERA	504,218	462,950	483,235	495,801	32,851	7%
PERA 401(k)	21,555	-	-	-	-	#DIV/0!
Workers compensation	6,457	13,508	15,799	24,000	10,492	78%
Employee insurance	327,569	363,732	392,496	421,839	58,107	16%
Unemployment compensation	6,984	9,838	10,732	11,007	1,169	12%
Medicare trust	44,992	46,645	51,145	52,475	5,830	13%
Miscellaneous personnel	22,061	24,927	37,526	59,540	34,613	139%
Employee training	56,389	45,947	88,786	108,537	62,590	136%
TOTAL PERSONNEL	4,504,625	4,390,619	4,649,982	4,842,182	451,563	10%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,007,498	1,127,761	1,127,761	1,244,390	116,629	10%
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	1,492,522	120,014	9%
FACILITIES						
Utilities	368,432	382,888	363,055	401,533	18,645	5%
Vehicle maintenance	5,803	7,969	11,000	11,000	3,031	38%
Building repair & maintenance	229,876	256,554	233,228	257,554	1,000	0%
Rent	21,829	24,608	22,480	22,888	(1,720)	-7%
Buildings & Improvements	-	-	4,500	-	-	#DIV/0!
Lease/purchase of buildings	311,950	311,950	311,950	688,579	376,629	121%
Insurance	55,717	65,618	58,914	60,432	(5,186)	-8%
Friends expenditures	46,518	41,300	41,300	31,300	(10,000)	-24%
TOTAL FACILITIES	1,040,125	1,090,887	1,046,427	1,473,286	382,399	35%
OPERATING						
Contract Services	190,143	217,913	217,913	290,918	73,005	34%
County Treasurer's fees	106,729	109,306	109,306	116,907	7,601	7%
Community relations	34,190	47,200	47,200	62,200	15,000	32%
Professional memberships	8,438	10,805	10,805	18,708	7,903	73%
Office supplies, equipment	44,102	38,231	43,446	72,383	34,152	89%
Photocopiers	60,692	47,720	39,934	31,068	(16,652)	-35%
Courier service	33,593	31,354	36,042	36,580	5,226	17%
Postage & freight	25,511	27,176	25,000	30,000	2,824	10%
TOTAL OPERATING	503,398	529,705	529,646	658,764	129,059	24%
INFORMATION TECHNOLOGY						
Telecommunications	184,637	180,916	197,019	171,335	(9,581)	-5%
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	30,012	900	3%
Technology mtce, licenses, support	124,063	117,341	117,341	123,716	6,375	5%
TOTAL INFORMATION TECHNOLOGY	346,391	332,369	348,472	330,063	(2,306)	-1%
TOTAL EXPENDITURES	7,633,180	7,716,088	7,947,035	8,796,817	1,080,729	14%

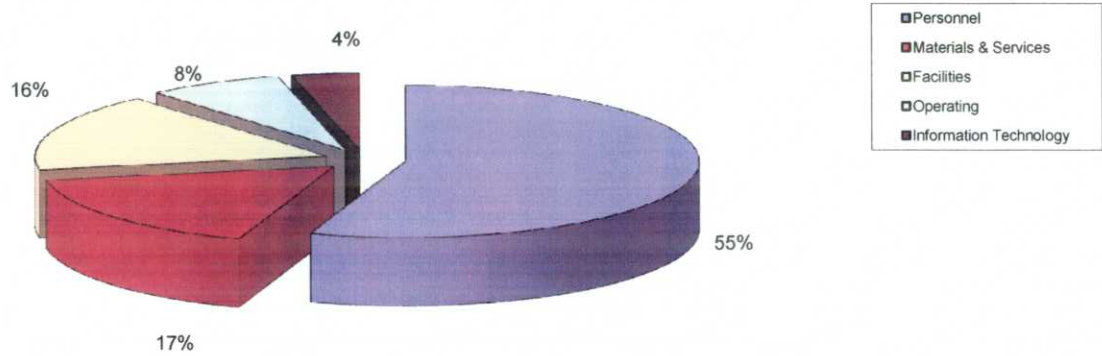
	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	7,118,422	7,287,039	7,287,039	7,793,807	506,768	7%
All other sources	1,121,172	1,114,095	1,122,565	1,128,218	14,123	1%
TOTAL REVENUES	8,239,594	8,401,134	8,409,604	8,922,025	520,891	6%
EXPENDITURES						
PERSONNEL	4,504,625	4,390,619	4,649,982	4,842,182	451,563	10%
MATERIALS & SERVICES	1,238,641	1,372,508	1,372,508	1,492,522	120,014	9%
FACILITIES	1,040,125	1,090,887	1,046,427	1,473,286	382,399	35%
OPERATIONS	503,398	529,705	529,646	658,764	129,059	24%
INFORMATION TECHNOLOGY	346,391	332,369	348,472	330,063	(2,306)	
TOTAL EXPENDITURES	7,633,180	7,716,088	7,947,035	8,796,817	1,080,729	14%
Beginning fund balance	1,108,928	2,098,294	2,098,294	2,783,340	685,046	33%
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	685,046	462,569	125,208	(559,838)	-82%
NET (ending fund balance)	2,098,294	2,783,340	2,560,863	2,808,548	25,208	1%

NET ASSESSED VALUATION - \$1,436,896,666

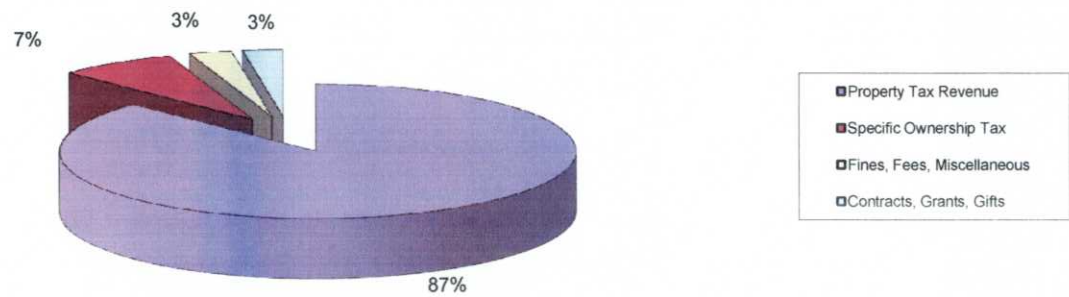
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**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 \$83,872 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 three 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 \$3,800,000 to fund the construction of three new neighborhood libraries – Mesa, East Side and Colorado City – 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 three new libraries are included here: St. Charles Mesa, East Side, and Greenhorn Valley (Colorado City) libraries. Construction costs aren't anticipated for expenditure until 2013, with opening of all three branches currently scheduled for July 1, 2014.

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. Finally, all expenses to implement RFID are budgeted in this category.

Total capital asset needs in 2012 are projected at \$2,313,628.

OTHER FINANCING SOURCES/USES

A bond issue of \$3,800,000 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 \$3,704,225, an increase of \$1,823,372 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 \$5,245,112 at the end of 2012. This is \$2,284,367 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)
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	2,875	4,500	3,000	125
TOTAL REVENUES	13,581	153,128	138,753	237,000	83,872
EXPENDITURES					
New Building Projects					
East Side	-	-	-	153,000	153,000
St. Charles Mesa	-	-	-	126,000	126,000
Greenhorn Valley - Colorado City				144,000	
Renovation projects - existing libraries	-	-	-	113,500	113,500
Contractual expense	-	-	-	-	-
	-	-	-	-	-
TOTAL BUILDING COSTS	-	-	-	536,500	536,500
InfoZone expenses	21,619	37,951	167,796	175,000	137,049
TOTAL INFOZONE EXPENSE	21,619	37,951	167,796	175,000	137,049
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	99,226	173,591	258,315	1,572,858	1,399,267
Furniture, Fixtures, Equipment	1,308	54,279	54,279	14,270	(40,009)
Building Improvements	14,608	157,924	157,924	15,000	(142,924)
TOTAL CAPITAL ASSET EXPENSE	115,142	385,794	470,518	1,602,128	1,216,334
					-
TOTAL EXPENDITURES	136,761	423,745	638,314	2,313,628	1,889,883

	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	2,875	4,500	3,000	125
TOTAL REVENUES	13,581	153,128	138,753	237,000	83,872
EXPENDITURES					
New Building Project	-	-	-	536,500	536,500
InfoZone Expenditures	21,619	37,951	167,796	175,000	-
Capital Asset Expenditures	<u>115,142</u>	<u>385,794</u>	<u>470,518</u>	<u>1,602,128</u>	<u>1,216,334</u>
TOTAL EXPENDITURES	136,761	423,745	638,314	2,313,628	1,889,883
Beginning fund balance	2,657,602	2,151,470	2,151,470	1,880,853	(270,617)
Other Financing Sources					
Proceeds from bond issue				3,800,000	3,800,000
Transfer in from General Fund [Replac.PIn]		-	-	100,000	100,000
Transfer out to General Fund	382,952	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(123,180)	(270,617)	(499,561)	(2,076,628)	(1,806,011)
NET (ending fund balance)	<u>2,151,470</u>	<u>1,880,853</u>	<u>1,651,909</u>	<u>3,704,225</u>	<u>1,823,372</u>

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

**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	7,793,807	87.35%	-	7,793,807	85.09%
All other	1,128,218	12.65%	237,000	1,365,218	14.91%
TOTAL REVENUES	8,922,025	100.00%	237,000	9,159,025	100.00%

EXPENDITURES					
Personnel	4,842,182	55.04%	-	4,842,182	43.58%
Materials & Services	1,492,522	16.97%	-	1,492,522	13.43%
Facilities	1,473,286	16.75%	711,500	2,184,786	19.66%
Operations	658,764	7.49%	29,270	688,034	6.19%
Information Technology	330,063	3.75%	1,572,858	1,902,921	17.13%
TOTAL EXPENDITURES	8,796,817	100.00%	2,313,628	11,110,445	100.00%

Beginning Fund Balance	2,783,340		1,880,853	4,664,193
Excess: Revenues over Expenditures	125,208		(2,076,628)	(1,951,420)
Transfers In/Out	(100,000)		3,900,000	3,800,000

Ending Fund Balance	2,808,548		3,704,225	6,512,773
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Fund balance as a % of operating expense	59%
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Fund balance projected in prior year long-range plan	4,228,406
Variance from long-range plan	2,284,367

BREAKDOWN OF ENDING FUND BALANCE ***

*** Reserves and unrestricted funds	
3% emergency reserve	267,661
Reserve requirement for COPs	1,000,000

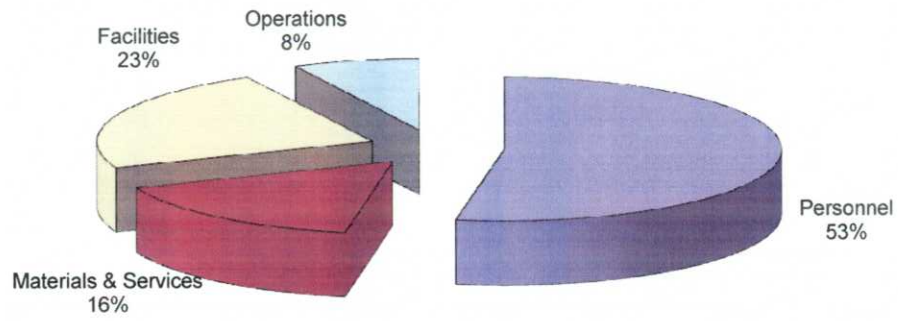
Unrestricted fund balance	5,245,112
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This spread sheet shows the two funds - General Fund & Capital Project

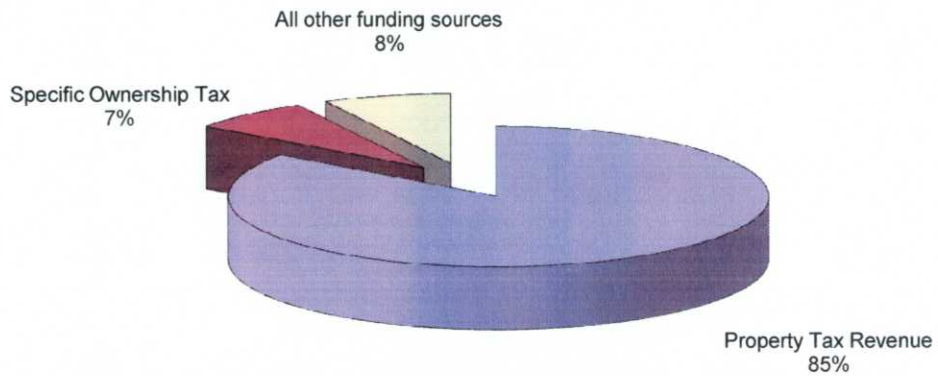
Fund - combined for revenues, expenditures and fund balance.

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

COMBINED FUND BUDGET - EXPENDITURES



COMBINED FUND BUDGET - REVENUES



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

Library @ the Y

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

Lamb

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

Barkman

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

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