


2017 Annual Plan & Preliminary Budget

November 17, 2016



**PUEBLO CITY-COUNTY
LIBRARY**
Ideas • Imagination • Information

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E Abriendo Avenue
Pueblo, Colorado 81004

2017 Preliminary Budget

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Prepared with assistance from:

Jeanette Cortez, Accounting Specialist
Katie Hunt, Accountant

The Pueblo City-County Library District (PCCLD) recently received the Library Journal's prestigious *Star Library* award. This recognition places the local public library among the top three percent of all public libraries in the United States. It also affirms the dedication to planning, accountability, and service of those involved with the district in recent years plus strong support from the community. This work continues with this presentation of the PCCLD 2017 Annual Plan.

PCCLD's new strategic plan

(http://www.pueblolibrary.org/sites/default/files/2015_strategicplan.pdf), which was developed and adopted in 2015 via a comprehensive and collaborative process involving library stakeholders, helps set the current path forward for libraries locally in calling for special attention by the district in these six areas:

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

These areas of focus are prominent in this 2017 annual planning document. The PCCLD team also continues to work toward achieving designated key results, which include increasing use of digital services and traditional collections plus ensuring more customers visit district libraries to read and study, learn, and participate in library-sponsored cultural and educational events and activities. Delivery on these is an important measure of the organization's vitality and success. PCCLD's progress in its mission to provide the best possible public library service for the community relates directly to these strategic areas of focus and institutional key results. PCCLD will strive in 2017 to implement specific objectives in support of the stated areas of strategic focus and key results.

The objectives outlined below in this plan are intended to do this. They are the end product of a planning process that involved participation by PCCLD trustees, managers and administrators, and employees. The planning exercise also integrated contributions from vital PCCLD partners, such as the Friends of the Library and the Pueblo Library Foundation. This 2017 Annual Plan incorporates specific objectives identified as priorities at a special retreat of PCCLD stakeholders conducted on August 24, 2016, including these consensus items: support for procurement of abundant new collection materials, investment in refreshing library facilities and information technology, revitalizing library ADA assistive services, and special attention to library digital and online resources. Finally, this plan takes into consideration revenue projections for 2017 with the somewhat somber anticipation of no increase over current year funding.

Those objectives representing new initiatives for 2017 are delineated in the following pages along with those identified with notable bearing on financial resources. Listed in alphabetical order, each objective is accompanied by action steps intended to facilitate accomplishment. This annual plan document is the outcome of much consideration and effort, and provides positive direction for the district in moving forward to fulfill its mission to provide the best possible public library service to the community.

- I. Accent PCCLD's commitment to support for employee success by fully funding the pay-for-performance program and proportional subsidy for staff health benefits.

Action Steps

1. Allocate money in the 2017 budget sufficient for the pay-for-performance program and to preserve the current level of institutional support for employee health benefits.
2. Complete annual employee benefits enrollment activities.
3. Carry out the pay-for-performance processes in 2017.
4. Award qualifying employees at year end with increases to compensation equal to up to 2.5% of salary where meritorious performance dictates.

- II. Adopt measures for organization success aligned with the Public Library Association's *Project Outcome* recommendations.

Action Steps

1. Review pilot institutional data and recommendations from 2016.
2. Consider best approach for PCCLD positioned with PLA outcomes measures.
3. Develop and launch survey tools.
4. Determine results and recommendations for next steps.

- III. Assess the current contract for outsourced custodial services to ensure the district is receiving the best, lowest-cost janitorial assistance.

Action Steps

1. Review current custodial service contract.
2. Consider best practices and current institutional needs.
3. Develop Request for Proposal and seek qualified vendor responses.
4. Determine best, lowest-cost proposal.
5. Establish service with selected vendor.

- IV. Begin replacing the oldest and malfunctioning security cameras throughout the district in order to ensure good video surveillance of sensitive areas.

Actions Steps

1. Audit current operational statuses of individual security cameras.

2. Procure replacement cameras.

3. Replace outmoded equipment.

V. Bring all call center operations in-house foregoing the current outsourced service.

Action Steps

1. Review telephone systems and call center protocols.

2. Establish new procedures to best manage external calls into the district.

3. Provide training and support for changes.

4. Commence new processes.

5. Evaluate and adjust, as needed.

VI. Conclude lighting upgrade work inside the Lamb Library converting fixtures to brighter, more energy-efficient LED.

Action Steps

1. Survey site for needed additional fixture changes.

2. Procure new lights.

3. Install and test.

VII. Commence a mentoring program for further development of early-career PCCLD professionals.

Action Steps

1. Identify current institutional leaders to oversee program development.

2. Work with Human Resources on curriculum and eligibility for participation.

3. Determine a group of individuals to participate, both mentors and mentees.

4. Initiate the program and evaluate outcomes.

VIII. Complete a competitive bid process for the district's Human Resource Information System (HRIS) to ensure PCCLD enjoys the best possible benefits of online HR activities and processes.

Action Steps

1. Evaluate state of current system, including what is working well, what is not working well, and current best practices.

2. Write and issue Request for Proposal to solicit proposals from qualified vendors.

3. Appraise vendor responses for best, lowest-cost proposal.

4. Negotiate contract and proceed with implementation.

5. Assess outcomes.

- IX. Continue gang suppression activities at the Lucero Library to help prevent crime, increase safety, and create positive future opportunities for neighborhood residents.

Action Steps

1. Employ qualified gang intervention counselor.
2. Provide aggression replacement therapy activities.
3. Develop a parental program.
4. Monitor activity and respond with increased policing and/or other safety measures, as required.

- X. Coordinate efforts to boost district-wide circulation along with visits.

Action Steps

1. Maintain materials expenditures at current year levels.
2. Shift materials procurement from low-use, high-cost to low-cost, high-use formats and titles.
3. Monitor collection circulation using automated tools and staff evaluation.
4. Adjust procurement and collection maintenance protocols with an eye to best circulation outcomes.

- XI. Create an action plan to support Special Collections digitization and other unique technology needs.

Action Steps

1. Resolve digital storage needs for PCCLD special collections.
2. Establish a rotating update to key hardware, including digitization and microform readers/printers.

- XII. Develop custom planning documents reflective of the unique neighborhoods served by each library outlet.

Action Steps

1. Work with each location manager to carry out unique action steps.
2. Action steps to include community surveys, focus groups, demographic analysis, resources audit, and library trends consideration.
3. Write a plan for each branch.

- XIII. Evaluate use of the Ingram Content Group, offering the industry's largest active book inventory, as a principle book and materials jobber for PCCLD.

Action Steps

1. Establish cataloging and 9XX field transfer data.
2. Define physical processing characteristics.
3. Run test orders.
4. Move to production and evaluate.

- XIV. Examine opportunities presented by expiration of long-term Integrated Library System (ILS) service contract with Sirsi/Dynix and to increase efficiency and effectiveness of Interlibrary Loan (ILL) services via Prospector, the single-search unified library catalog of 30 million books, journals, and other materials held by academic, public and special libraries in this region.

Action Steps

1. Evaluate upgrading to most recent major release (Symphony 3.5.2 or later).
2. Examine ILS marketplace for best position for PCCLD in future years.
3. Analyze local ILL practices to determine if Prospector/ILL offers efficiency and effectiveness advantages.

- XV. Finalize data network assessment and Information Technology policy update work.

Action Steps

1. Utilize consultant to review network configuration for best practices and recommendations for future needs.
2. Review acceptable use policies from other similar institutions.
3. Utilize Erate funds to procure new network core equipment.
4. Implement approved changes.

- XVI. Finish internal review of institutional core values work and look to adopt a district *Values Statement*.

Action Steps

1. Review work to date conducted by consultant.
2. Convene stakeholders for consideration of work-to-date and facilitate process for finalizing recommended statement.
3. Conduct steps for institutional adoption.

- XVII. Identify funding support to sustain current level of library cultural and educational programming impact.

Action Steps

1. Retain funding for PCCLD summer reading program and push to revitalize.
2. Apply for *Big Read* grant in support of 2017 All Pueblo Reads.
3. Use grant funds to sustain and grow cultural and educational programming efforts at LU and GV.
4. Use state grant to pilot early literacy program to non-professional caregivers (SPELL 2) to provide training, materials, and programs to support and educate non-licenses childcare providers in promoting early literacy.
5. Work with library supporters for additional sponsorship and support for PCCLD cultural and educational programs and events.

XVIII. Implement ConnectED-type partnerships with Pueblo Community College (PCC) and local charter schools.

Action Steps

1. Assess successes and failures with current ConnectED partners.
2. Reach out to PCC and charter schools to solicit commitment.
3. Address details of the collaborative opportunities.
4. Implement and evaluate.

XIX. Improve access to online and downloadable collections.

Action Steps

1. Continue promotion and instruction about library digital resources to local education communities via ConnectED partners.
2. Review current online presence in light of best practices.
3. Improve website presence.
4. Study best practices of downloadable successes at other libraries and consider best options for increasing market penetration locally.

XX. Improve tracking of library event and program attendance and participation.

Action Steps

1. Review event categories
2. Agree upon reporting standards.
3. Establish defined categories within the tracking software.
4. Train staff in use and implement.
5. Assess results and modify as required.

- XXI. Investigate best, lowest cost contract service for outsourced security to ensure the district employs the security program optimally meeting its needs.

Action Steps

1. Study current contract and services.
2. Consider present PCCLD security requirements.
3. Develop Request for Proposal and distribute to qualified vendors.
4. Evaluate proposals and select best, lowest cost partner.
5. Establish contract for services and proceed with implementation.
6. Gauge results and adjust, as necessary.

- XXII. Lead an institution-wide discussion on the public library principles of privacy and intellectual freedom.

Action Steps

1. Develop curriculum and deliver to internal stakeholders.
2. Assess PCCLD activities to ensure alignment with best practices.
3. Adjust policies and procedures, as needed.

- XXIII. Lower office supply costs via improved procurement efficiencies and conservation.

Action Steps

1. Examine procurement practices.
2. Make changes where cost-savings dictate.
3. Evaluate spending reductions.

- XXIV. Overlay parking lot surface at Pueblo West Library.

Action Steps

1. Solicit price quotes from qualified contractors.
2. Evaluate proposals.
3. Contract with best, lowest-cost proposer to provide work.
4. Evaluate outcome.

- XXV. Pivot staff development toward lower-cost programs offered by the Special District Association and take a one-year hiatus on professional and community memberships.

Action Steps

1. Survey all professional and community memberships, provide notice to affected organizations that PCCLD will forego FY2017 enrollment, and maintain list for consideration for reinstatement in FY2018.
2. Audit individual requests for training and development for 2017, prioritize according to institutional needs, and focus on Special District Association membership training for broad staff and supervisor development.

XXVI. Plan to automate vendor payment processes for collection materials to improve efficiency.

Action Steps

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

XXVII. Rebid contract services for banking in search of the top, least-costly program for PCCLD.

Action Steps

1. Write specifications for desired banking services.
2. Put specifications in form of a Request for Proposal or Request for Bid.
3. Solicit proposals or bids from qualified vendors.
4. Judge responses and award to the best, lowest-cost proposer or bidder.
5. Implement changes, as required.

XXVIII. Reduce surplus equipment stored within PCCLD's area at 622 S. Union rental building and repurpose to better accommodate Facilities Department needs.

Action Steps

1. Inventory equipment and work to dispose of surplus items.
2. Move woodworking operations to 622 S. Union facility
3. Reset Rawlings shop for better support for day-to-day furniture and equipment maintenance duties such as break-fix of furniture, fixtures, and equipment.

XXIX. Re-examine PCCLD processes for recovering overdue materials, fines and fees to improve cost effectiveness.

Actions Steps

1. Analyze the current service provided by Unique Management Service.
2. Solicit other agencies for costs and service offerings.
3. Consider advantages and disadvantages of competing programs.
4. Take best step forward in best interest of PCCLD.

XXX. Refinish front entrance of Rawlings Library to remove chalky, oxidized painted metal surfaces.

Action Steps

1. Solicit proposals from qualified firms.
2. Select best, lowest-cost proposal.
3. Employ chosen firm to complete painting.
4. Assess and report on outcome.

XXXI. Refresh PCCLD's ADA assistive services and technologies.

Action Steps

1. Work with local ADA advocates
2. Provide training for staff in use of the technologies and assistive services.
3. Restart the PCCLD assistive technologies
4. Plan a celebratory event with keynote speaker.

XXXII. Renew insurance broker contracts.

Action Steps

1. Write specifications for desired broker services.
2. Put specifications in form of a Request for Proposal.
3. Solicit proposals or bids from qualified vendors.
4. Judge responses and award to the best, lowest-cost proposer.

XXXIII. Replace aging HVAC and light control systems at the Rawlings Library.

Action Steps

1. Assess current systems and develop a Request for Proposal to solicit proposals from qualified vendors.
2. Review vendor submittals with an eye for the best, lowest cost solutions.
3. Employ selected proposals to complete work.
4. Review finished products.

XXXIV. Study approaches to enhance services for the aging community.

Action Steps

1. Coordinate with partnering groups.
2. Celebratory week and focus services.

XXXV. Swap the Lamb and Pueblo West key audio-visual meeting room equipment with new hardware.

Action Steps

1. Develop a list of specific equipment for replacement.
2. Research best options for new equipment.
3. Issue procurement requests.
4. Install new equipment, test, and train staff in utilization.
5. Assess project outcome.

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

Action Steps

1. Review the current plan.
2. Update the inventory of assets to be periodically replaced.
3. Research costs for replacement items.
4. Produce new plan for discussion and approval.

2017 Annual Plan Costs

STRATEGIC AREAS OF FOCUS:

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

* Total costs reflect 2017 capital spending or a comparison of 2017 general fund budget with 2016 estimated actual costs.

	<u>Objective</u>	<u>Total cost*</u>	<u>Costs</u>
I	Accent PCCLD's commitment to support for employee success by fully funding the pay-for-performance program and proportional subsidy for staff health benefits.	88,559	Salary increases and health benefit premium increases included in the 2017 budget
II	Adopt measures for organization success aligned with the Public Library Association's <i>Project Outcome</i> recommendations.	-	No identified budgetary impact
III	Assess the current contract for outsourced custodial services to ensure the district is receiving the best, lowest-cost janitorial assistance.	-	No identified budgetary impact
IV	Begin replacing the oldest and malfunctioning security cameras throughout the district in order to ensure good video surveillance of sensitive areas.	10,000	Library Replacement Plan item
V	Bring all call center operations in-house foregoing the current outsourced service.	(54,000)	Budget impacted though savings

VI	Conclude lighting upgrade work inside the Lamb Library converting fixtures to brighter, more energy-efficient LED.	6,500	Library Replacement Plan item
VII	Commence a mentoring program for further development of early-career PCCLD professionals.	-	Covered by HR budgeted costs (salaries, supplies, etc.)
VIII	Complete a competitive bid process for the district's Human Resource Information System (HRIS) to ensure PCCLD enjoys the best possible benefits of online HR activities and processes.	-	Improve efficiencies within HR and Payroll. Potential budgetary impact.
IX	Continue gang suppression activities at the Lucero Library to help prevent crime, increase safety, and create positive future opportunities for neighborhood residents.	(24,987)	Continue gang prevention activities/Utilize security services at the Lucero Library
X	Coordinate efforts to boost district-wide circulation along with visits.	-	No identified budgetary impact
XI	Create an action plan to support Special Collections digitization and other unique technology needs.	36,557	General Fund & Library Replacement Plan items
XII	Develop custom planning documents reflective of the unique neighborhoods served by each library outlet.	-	No identified budgetary impact
XIII	Evaluate use of the Ingram Content Group, offering the industry's largest active book inventory, as a principle book and materials jobber for PCCLD.	-	No identified budgetary impact

XIV	Examine opportunities presented by expiration of long-term Integrated Library System (ILS) service contract with Sirsi/Dynix to increase efficiency and effectiveness of Interlibrary Loan (ILL) services via Prospector, the single-search unified library catalog of 30 million books, journals, and other materials held by academic, public and special libraries in this region.	-	No identified budgetary impact
XV	Finalize data network assessment and Information Technology policy update work.	50,000	Network assessment contract awarded in 2016; Policy work will be completed in 2017; Network switch procurement is in Library Replacement Plan
XVI	Finish internal review of institutional core values work and look to adopt a district <i>Values Statement</i> .	-	No identified budgetary impact
XVII	Identify funding support to sustain current level of library cultural and educational programming impact.	(21,761)	Seeking grant support
XVIII	Implement ConnectED-type partnerships with Pueblo Community College (PCC) and local charter schools.	-	No identified budgetary impact
XIX	Improve access to online and downloadable collections.	-	No identified budgetary impact

XX	Improve tracking of library event and program attendance and participation.	-	Covered by Community Relations/Strategic Initiatives budgeted costs (salaries, supplies, etc.)
XXI	Investigate best, lowest cost contract service for outsourced security to ensure the district employs the security program optimally meeting its needs.	-	Potential budgetary impact
XXII	Lead an institution-wide discussion on the public library principles of privacy and intellectual freedom.	-	No identified budgetary impact
XXIII	Lower office supply costs via improved procurement efficiencies and conservation.	(5,539)	District-wide effort to conserve and reduce expenditures
XXIV	Overlay parking lot surface at Pueblo West Library.	20,000	Library Replacement Plan item
XXV	Pivot staff development toward lower-cost programs offered by the Special District Association and take a one-year hiatus on professional and community memberships.	(14,747)	District-wide effort to reduce expenditures
XXVI	Plan to automate vendor payment processes for collection materials to improve efficiency.	-	Improved efficiency of staff efforts anticipated (indirect savings)
XXVII	Rebid contract services for banking in search of the top, least-costly program for PCCLD.	-	Potential budgetary savings

XXVIII	Reduce surplus equipment stored within PCCLD's area at 622 S. Union rental building and repurpose to better accommodate Facilities Department needs.	-	No identified budgetary impact
XXIX	Re-examine PCCLD processes for recovering overdue materials, fines and fees to improve cost effectiveness.	-	No identified budgetary impact
XXX	Refinish front entrance of Rawlings Library to remove chalky, oxidized painted metal surfaces.	20,000	Repair and maintenance budgeted costs
XXXI	Refresh PCCLD's ADA assistive services and technologies.	14,000	IT department budgeted costs + Library Replacement Plan capital items
XXXII	Renew insurance broker contracts.	-	No identified budgetary impact
XXXIII	Replace aging HVAC and light control systems at the Rawlings Library.	110,000	Library Replacement Plan items
XXXIV	Study approaches to enhance services for the aging community.	-	No identified budgetary impact

XXXV	Swap the Lamb and Pueblo West key audio-visual meeting room equipment with new hardware.	32,500	Library Replacement Plan items
XXXVI	Update library capital replacement plan to ensure funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district.	-	No identified budgetary impact
		\$ 267,082	

Pueblo City-County Library District 2017 Annual Budget

SUMMARY / REVENUES

The following pages include summaries of the General Fund, the Capital Project Fund and the Special Revenue Fund, as well as a combined spread sheet showing totals. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2017. The General Fund holds all of the operating revenue and expense, including debt service, Friends contributions and expenses, and miscellaneous gift revenue. The Capital Project Fund reflects Library Replacement plan expenses, InfoZone News Museum expenses, and major building projects, as well as contributions from the Pueblo Library Foundation. The Special Revenue Fund reflects activity in the Chamberlain Fund from which the Pueblo City-County Library District receives funds annually. For 2017, there are no major building projects or renovations. Capital projects include purchase and installation of assistive technology for physically impaired individuals, a network server, audio visual equipment for the Pueblo West Library, and upgrades to HVAC and lighting control systems at the Rawlings Library.

An annual transfer from the General Fund into the Capital Project Fund is budgeted at \$275,000 in 2017. Transfers of varied amounts are planned annually thereafter, in order to continue funding for the Library Replacement Plan. The revenue budgeted in the Capital Project Fund reflects income from interest earnings and federal funding from the E-Rate program for schools and libraries. A transfer from the Special Revenue Fund into the General Fund is budgeted at \$5,000. This transfer will fund library materials purchases in 2017.

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

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

The maximum mill levy for the 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 20 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 2017, the amount of additional mill levy that was certified was .032 mills, generating \$53,230 in revenue, the amount of taxes abated or refunded in 2016. The amount of refunds and abatements in 2017 is approximately 5.76 times more than 2016. The total mill levy certified to the county for collection of taxes in 2017 is 5.282.

**MILL LEVY CALCULATIONS
BUDGET 2017**

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<u>2017 BUDGET</u>		<u>Formula</u>	<u>2016 BUDGET</u>	
A	1,719,573,783	Total Gross Assessed Valuation		1,723,211,379
B	47,287,369	TIF reductions		57,974,780
C	1,672,286,414	Total Net Assessed valuation	A - B	1,665,236,599
D	5.250	Voter approved mill levy limit		5.250
E	8,779,504	Total Revenue	C X D X .001	8,742,492
F	53,230	Abatements, refunds		7,869
G	0.032	Millage for abatements, refunds	F / C X 1000	0.005
H	5.282	Adjusted mill levy	D + G	5.255
I	8,833,017	Adjusted total revenue	H X C X .001	8,750,818
J	8,815,351	Budgeted revenue @ 99.8%	I X 99.8%	8,733,317

\$	249,772	Revenue reduction impact of TIF	B X D X .001	\$	304,657	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.

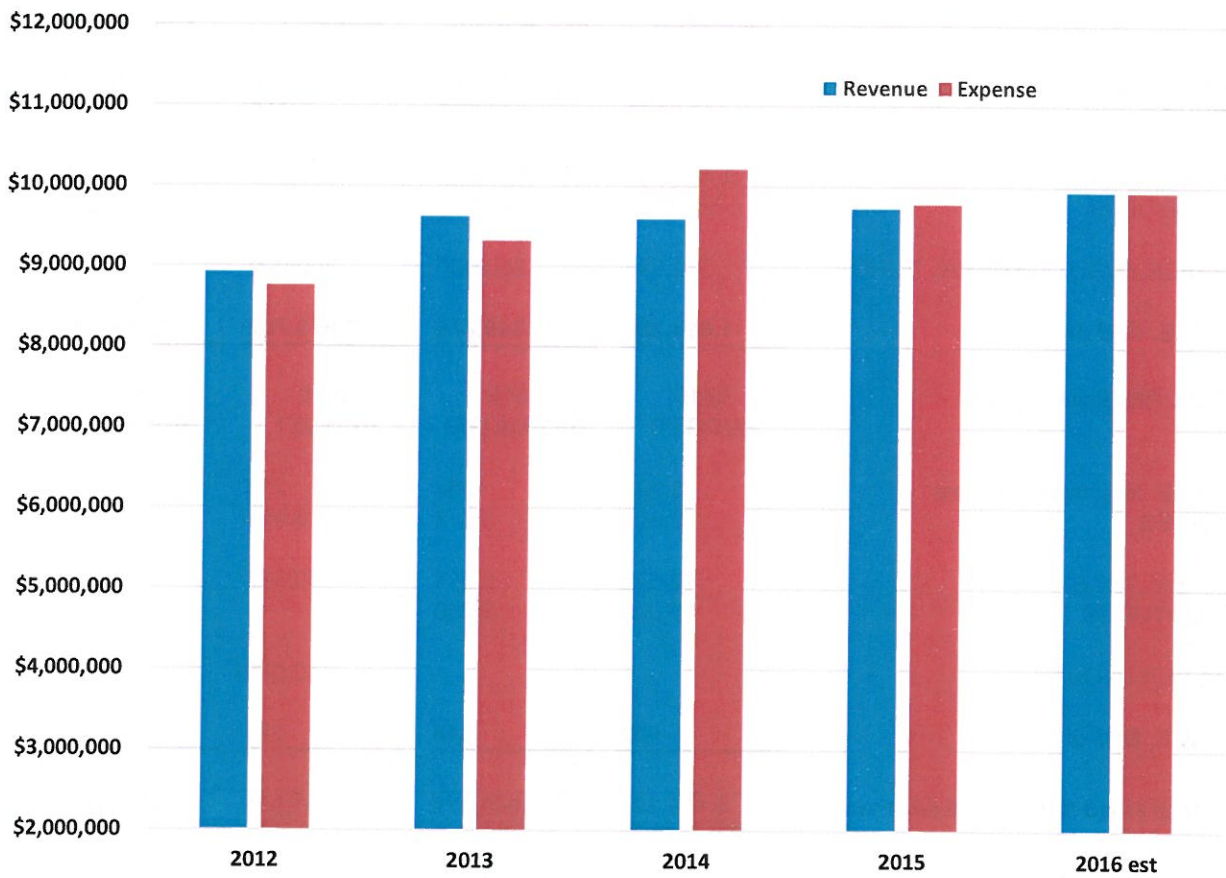
The voter approved mill levy is 5.25, but an increase to capture abatements and refunds from the prior year is allowable.

That increase is reflected here for a total mill levy in 2017 of 5.282.

The total dollar amount increase over the prior year is \$82,034.

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

5-YEAR GENERAL FUND REVENUE & EXPENSE HISTORY



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

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GENERAL FUND	2015 AUDITED	2016 ESTIMATED	2016 BUDGET	2017 BUDGET
BALANCE, Beginning of Year	2,910,540	2,549,587	2,454,783	2,349,587
REVENUES	9,831,683	9,932,449	9,951,220	9,967,472
TOTAL BALANCE	12,742,223	12,482,036	12,406,003	12,317,059
EXPENDITURES	9,800,636	9,932,449	10,028,455	9,967,472
TRANSFER IN/OUT-CAPITAL PROJECT	392,000	200,000	200,000	275,000
TRANSFER IN/OUT-SPECIAL REVENUE	-	-	-	5,000
BALANCE, End of Year	<u>2,549,587</u>	<u>2,349,587</u>	<u>2,177,548</u>	<u>2,079,587</u>
CAPITAL PROJECT FUND	2015 AUDITED	2016 ESTIMATED	2016 BUDGET	2017 BUDGET
BALANCE, Beginning of Year	1,280,871	1,615,256	1,616,859	1,699,775
REVENUES	181,063	11,572	9,358	39,500
TOTAL BALANCE	1,461,934	1,626,828	1,626,217	1,739,275
EXPENDITURES	238,678	127,054	152,434	314,500
TRANSFER IN/OUT GENERAL FUND	392,000	200,000	200,000	275,000
BALANCE, End of Year	<u>1,615,256</u>	<u>1,699,775</u>	<u>1,673,782</u>	<u>1,699,775</u>
SPECIAL REVENUE FUND	2015 AUDITED	2016 ESTIMATED	2016 BUDGET	2017 BUDGET
BALANCE, Beginning of Year	3,201	502	313	514
REVENUES	9,301	5,012	10,008	5,010
TOTAL BALANCE	12,502	5,514	10,321	5,524
EXPENDITURES	12,000	5,000	-	-
TRANSFER IN/OUT	-	-	(10,000)	(5,000)
BALANCE, End of Year	<u>502</u>	<u>514</u>	<u>321</u>	<u>524</u>
COMBINED FUND BALANCE, End of Year	<u>4,165,345</u>	<u>4,049,875</u>	<u>3,851,651</u>	<u>3,779,885</u>
BALANCE, Restricted *	1,114,210	1,111,812	1,112,183	1,112,873
BALANCE, Available	3,051,135	2,938,063	2,739,468	2,667,012
ANNUAL USE OF RESERVES	360,953	200,000	277,235	270,000
* RESTRICTED FUNDS				
Emergency reserve	300,383.00	297,973	298,537	299,024
Reserve requirement for COPs	813,325	813,325	813,325	813,325
Special Revenue Fund	502	514	321	524
TOTAL RESTRICTED:	1,114,210	1,111,812	1,112,183	1,112,873

GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2017 Budget to the 2016 **Estimated Actual**, except in those instances where a Budget-to-Budget comparison is clearly noted.*

REVENUES

PROPERTY TAX: The assessed valuation figures for 2017 reflect a small increase of 1.0%, with a monetary increase of \$82,034 in property tax. The County has until December 10, 2016, to provide final assessed valuation figures, and this may change the property tax revenue estimate, but the change is typically minimal. Property tax revenue is budgeted at slightly less than 100% collections, 99.8%, since delinquencies, abatements and refunds will generally reduce the amount received. Property tax revenues are now 88% of the total revenue budget for the District.

SPECIFIC OWNERSHIP TAX: Specific ownership tax revenue from Pueblo County is currently projected to increase somewhat next year. Collections, so far in 2016, are coming in on budget; however, final budget figures for this area may be adjusted to show any changes. This line item constitutes approximately 7% of the total revenue budget.

CONTRACTS, GRANTS: This category reflects a decrease from prior year mainly due to discontinuing a budgeted contribution for security at the Lucero Library which was budgeted specifically for the prior year. This budget reflects grants and contracts that will come directly to PCCLD. The Pueblo Library Foundation was created in 2012 and receives the majority of grants and contributions. Most grant receipts are budgeted at 2016 levels; however, PCCLD will submit a grant application for \$20,000 for the 2017 All Pueblo Reads program, reflecting a small increase in budgeted grant revenue.

INTEREST: Interest rates continue to remain at basis point levels. We have budgeted based on current collections, but this may be adjusted before final budget. This line also includes earnings on property tax held by Pueblo County. We receive those earnings as part of our monthly distribution of taxes.

FINES, FEES: In part due to automatic renewals and related changes, fines and fees are lower than previous years. With the help of Unique Management Services, we continue to maintain collections activities for smaller debts, from \$10 to \$25. Based on current collections, this budget has decreased by 6% from prior estimated projections.

PHOTOCOPIER & INTERNET COPY FEES: Based on estimated 2016 revenue, budgeted revenue for copier fees match the prior year budget.

MISCELLANEOUS: A slight increase from current year estimates of 6% is projected, again based on current activity. This amount may be adjusted by final budget, as estimates are updated for current year activity. In fact, all revenue accounts will continue to be updated until the final budget is set.

MILL LEVY - TAX RATE: The current mill levy projected for 2017 is 5.282. The law allows an adjustment to the voter-approved mill levy rate in order to collect on amounts withheld in previous years for abatements and refunds of taxes; that amount, 0.032, is included in the total mill levy for 2017.

The total general fund revenue for 2017 reflects a 0.4% increase over the 2016 estimated actual, and a \$16,252 increase over the 2016 budget.

EXPENDITURES

PEOPLE TO PROVIDE SERVICES: This section has increased by 2% over the 2016 estimated figures. All personnel costs are included in this section—salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increase from the 2016 estimated actual by 3% due to salary increases, added or upgraded positions, and a minimum wage increase and a change in the Fair Labor Standards Act (FLSA). The total FTE (Full-Time Equivalent) count for the District is decreasing by 0.32 for 2017 after final adjustments and other organizational changes. However, it still allows for a 2.5% adjustment to salaries, as determined by the salary compensation pay plan. There is a budgeted increase to add a Facilities Technician I to assist with upkeep on the expanded number of buildings owned now by PCCLD.

PERA rates hold steady at 2016 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 an increase in 2017 in this category of approximately \$11,856.

Workers compensation insurance increases are based on recent claim history.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A 2% decrease is forecast in 2017 for this coverage mostly based on census of insureds, but this area, too, could be adjusted by year end as the figures continue to solidify.

State unemployment compensation increases 7% in comparison with current year projections, although it appears that we may underspend slightly in this category in 2016.

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

Employee relations includes those items that are employee related, but 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 is decreased 6% for 2017 reflecting the intention to utilize free or lower cost services in 2017.

Employee training decreases in 2017 by 6%, reflecting a concerted effort for one year to initiate training specific to libraries and special districts and to find efficiencies and reduce costs. This budget continues to provide opportunities for staff and board members to attend educational events and workshops—although on a more defined basis. The amount of this training budget is 1.5% of the total salaries budget.

MATERIALS AND SERVICES: This section of the budget has decreased 2% from the 2016 estimated actual expenditures. A focused effort was made to maintain the 2017 materials amount at exactly 15% of budgeted operational costs. This section includes all of the collections—books, audio visual (AV) materials, periodicals, on-line subscriptions, and digital materials (including circulating tablets)—purchased for public use. It also includes programs, and the costs to order, receive and process the materials.

Books, periodicals, AV and digital material match estimates for 2016. This is largely due to the overall budgeted expenses and consistent with the priority to keep this entire category at 15% of operating budget.

Library programs reflects a decreased budget from prior year, indicating the desire to be efficient with dollars spent on programs that are currently presented throughout the District. The Friends of Pueblo Library District has contributed \$11,500 on an annual basis for various programs which is anticipated to help support the Summer Reading Club and the Read Out Loud program. This generous donation amounts to 9% of the 2017 program budget.

Bindery/processing supplies/services is currently slated to decrease by 3% from 2016 but will be adjusted prior to final budget in line with overall materials spending.

FACILITIES TO PROVIDE SERVICES: This section shows 8% increase over estimated expense for 2016. This increase is due to the upturn in property and liability insurance costs, greater investment in buildings repair and maintenance, increasing utilities costs, and expanded Friends of the Library grant expenses.

Utilities increases by 19% over 2016 estimated expenditures based on current expenses and projections, including a utility company rate increase that will impact 2017 costs.

Vehicle expense is budgeted at a 46% increase over 2016, based on current expenses and projections.

Building repair and maintenance holds those items that are needed to properly maintain the buildings in the District - janitorial, trash removal, carpet cleaning, supplies, etc. - as well as minor maintenance projects. The 14% increase projected in 2017 is reflective of the current year expenses and anticipated projects in 2017.

Rent includes only the lease for the facility occupied primarily by the Friends of the Library, and most of this amount is offset by revenue received in Contracts & Grants. A part of this building is still occupied by PCCLD for storage, so the amount Friends reimburse to us is not the total rent paid. The rent increases by 15% due to contractual agreement.

Lease/Purchase of buildings: This account reflects the annual payments for debt service on the 2012 Certificates of Participation. The 2007 COPS were refunded in 2012, and additional funds secured to complete the new construction of 3 library facilities: the Patrick A. Lucero Library, the Tom & Anne Marie Giodone Library, and the Greenhorn Valley Library. The total amount borrowed, and the project costs, were budgeted in the Capital Project Fund. All three facilities opened in 2014, and a detailed debt service

page, which determines the exact budget amount every year, can be found later in this document.

Insurance shows an increase of 5%. This estimate is in line with an industry-wide average increase. Upon receipt of renewal information, this line may be adjusted.

Friends of the Library expenditures decrease in comparison with 2016 estimates based on decisions about their grant allocations to the District in 2017. This may be further adjusted before final budget approval. In addition to this line item, Friends contributions are also recorded in other line items.

OPERATING: This section reflects expenses for general operations of the District. The 20% decrease from prior year is due primarily to finding efficiencies whenever possible while still meeting current needs of all the libraries.

Contractual library service decreases by \$177,226 over 2016 estimates, which is 32%. Most of the decrease is due to adjustments in security services at the Lucero Library and bringing in-house all call center services.

County treasurer's fees are the charges assessed by the County Treasurer to collect our property and specific ownership taxes, and those fees have increased by 0.9%, in direct correlation to the Property Tax revenue. These fees are 1.5% of the tax amount.

Community relations has decreased from the 2016 budget reflecting a desire to be more efficient with dollars spent on marketing for the library district. A sub-category of this line item is an in-kind donation of costs to the Pueblo Library Foundation.

Professional memberships decrease by 63%, reflecting a redeployment of funds to other areas of the 2017 budget.

Office supplies, equipment shows an 8% decrease in 2017, based on a concerted effort for reductions from all libraries and departments.

Photocopiers is remained constant compared to the 2016 budget to reflect current spending patterns. This line item supports lease and maintenance of the special equipment in Community Relations.

Courier service is maintained nearly constant as compared to 2016 budget to reflect current spending patterns.

Postage and freight remain unchanged to reflect current spending patterns, but this number may be increased prior to final budget numbers.

INFORMATION TECHNOLOGY: This section shows an overall decrease of 1% from estimated budget for current year.

Telecommunications shows a 4% increase from 2016 estimated actual based on current year expenses. It's important to note that the E-Rate reimbursement anticipated in 2017 is \$125,000, which is a significant offset to this expense.

Hardware repair & maintenance shows a 39% increase based on 2017 planned expenditures.

Technology supplies has increased by 6% to reflect anticipated ordering of supplies.

Technology maintenance, licenses, support includes all contractual services expense related to Technology–network maintenance, consulting and support agreements, licenses, etc. This line has decreased by 8% to reflect a decrease in licenses and agreements.

The total increase in expenditures in this budget in comparison with 2016 estimated actual expenditures is 0.4%.

FUND BALANCE

The ending fund balance forecast in the 2017 general fund budget is \$2,079,587, a decrease of \$270,000 over the estimated 2016 General Fund balance. This includes the transfer of \$275,000 from the General Fund to the Capital Project fund planned in the 2017 Budget. This is an amount necessary to help maintain the Library Replacement Plan. A \$5,000 transfer into the General Fund from the Special Revenue fund is intended to offset library materials purchases in 2017.

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 \$299,024 as well as a requirement of the COP financing to maintain \$813,325 in the Debt Service Reserve Fund. This amount will be used to make the final COP payment in 2032. The unrestricted fund balance in Combined Funds is \$2,667,012.

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

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	Actual Prev. year 2015	Estimated Curr. year 2016	Budget 2016	Budget 2017	Increase (Decrease)	%
REVENUES						
Property tax	8,569,246	8,733,317	8,733,317	8,815,351	82,034	1%
Specific ownership tax	719,445	689,932	689,932	696,413	6,481	1%
Contracts, Grants, Gifts	344,172	304,224	350,991	277,408	(26,816)	-9%
Interest	23,560	35,260	16,300	16,300	(18,960)	-54%
Fines, Fees	102,091	101,957	93,480	96,000	(5,957)	-6%
Photocopier & Internet Copy Fees	65,972	62,094	60,000	60,000	(2,094)	-3%
Miscellaneous	7,197	5,665	7,200	6,000	335	6%
TOTAL REVENUES	9,831,683	9,932,449	9,951,220	9,967,472	35,023	0.4%
EXPENDITURES						
PERSONNEL						
Salaries	3,949,736	3,980,933	3,977,918	4,091,234	110,301	3%
PERA	533,999	545,388	554,975	557,244	11,856	2%
Workers compensation	11,892	22,088	19,751	27,399	5,311	24%
Employee insurance	467,669	505,149	493,245	493,462	(11,687)	-2%
Unemployment compensation	11,534	11,439	11,934	12,274	835	7%
Medicare trust	55,691	57,724	57,680	59,323	1,599	3%
Employee relations	32,452	26,730	23,630	25,200	(1,530)	-6%
Employee training	56,741	64,642	78,787	60,727	(3,915)	-6%
TOTAL PERSONNEL	5,119,714	5,214,092	5,217,920	5,326,863	112,771	2%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,181,283	1,196,379	1,196,379	1,196,000	(379)	0%
Bindery/processing supplies/services	228,933	156,950	151,100	152,853	(4,097)	-3%
Library programs	144,155	152,061	156,950	130,300	(21,761)	-14%
TOTAL MATERIALS	1,554,371	1,505,390	1,504,429	1,479,153	(26,237)	-2%
FACILITIES						
Utilities	541,993	464,408	544,363	550,454	86,046	19%
Vehicle maintenance	5,944	4,373	6,000	6,400	2,027	46%
Building repair & maintenance	353,981	357,518	367,518	408,179	50,661	14%
Rent	24,296	25,435	24,778	29,172	3,737	15%
Lease/purchase of buildings	811,550	812,650	812,650	809,000	(3,650)	0%
Insurance	68,770	66,451	66,451	69,722	3,271	5%
Friends expenditures	14,002	37,536	8,116	30,000	(7,536)	-20%
TOTAL FACILITIES	1,820,536	1,768,371	1,829,876	1,902,927	134,556	8%
OPERATING						
Contract Services	459,237	556,313	569,984	379,087	(177,226)	-32%
County Treasurer's fees	128,601	131,027	131,000	132,230	1,203	1%
Community relations	38,776	32,664	65,000	40,000	7,336	22%
Professional memberships	17,214	17,322	17,322	6,490	(10,832)	-63%
Office supplies, equipment	82,647	67,171	67,171	61,632	(5,539)	-8%
Photocopiers	16,263	29,819	27,501	27,501	(2,318)	-8%
Courier service	56,897	57,160	62,000	62,660	5,500	10%
Postage & freight	30,839	25,000	25,000	25,000	-	0%
TOTAL OPERATING	830,474	916,476	964,978	734,600	(181,876)	-20%
INFORMATION TECHNOLOGY						
Telecommunications	222,652	240,369	223,501	249,717	9,348	4%
Hardware repair & maintenance	11,384	9,000	9,000	12,500	3,500	39%
Technology Supplies	33,450	31,012	31,012	32,812	1,800	6%
Technology mtce, licenses, support	208,054	247,739	247,739	228,900	(18,839)	-8%
TOTAL INFORMATION TECHNOLOGY	475,540	528,120	511,252	523,929	(4,191)	-1%
TOTAL EXPENDITURES	9,800,635	9,932,449	10,028,455	9,967,472	35,023	0%

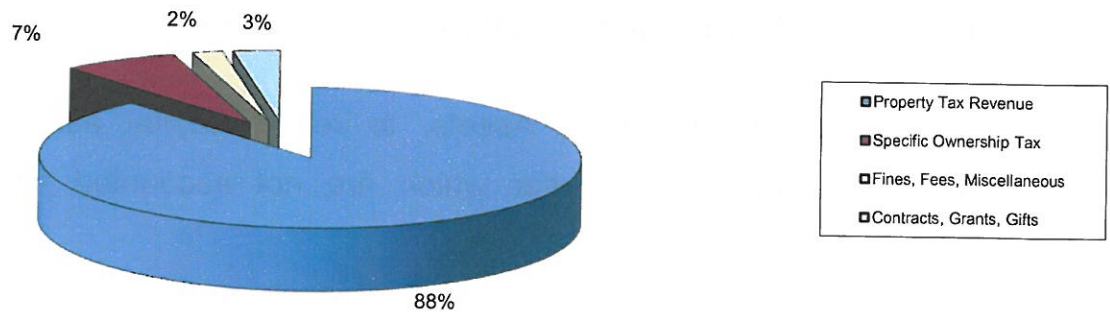
**PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND**

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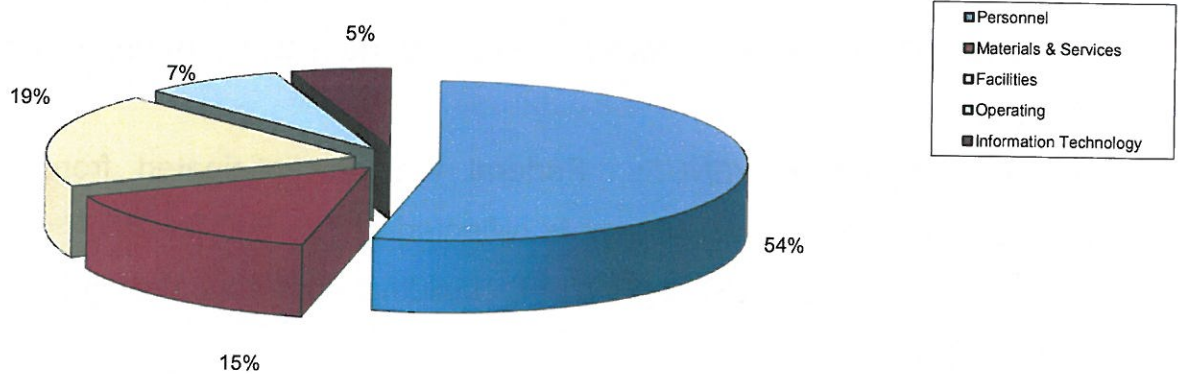
	Actual Prev. year 2015	Estimated Curr. year 2016	Budget 2016	Budget 2017	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	8,569,246	8,733,317	8,733,317	8,815,351	82,034	1%
All other sources	1,262,437	1,199,132	1,217,903	1,152,121	(47,011)	-4%
TOTAL REVENUES	9,831,683	9,932,449	9,951,220	9,967,472	35,023	0%
EXPENDITURES						
PERSONNEL	5,119,714	5,214,092	5,217,920	5,326,863	112,771	2%
MATERIALS & SERVICES	1,554,371	1,505,390	1,504,429	1,479,153	(26,237)	-2%
FACILITIES	1,820,536	1,768,371	1,829,876	1,902,927	134,556	8%
OPERATIONS	830,474	916,476	964,978	734,600	(181,876)	-20%
INFORMATION TECHNOLOGY	475,540	528,120	511,252	523,929	(4,191)	
TOTAL EXPENDITURES	9,800,635	9,932,449	10,028,455	9,967,472	35,023	0%
Beginning fund balance	2,910,540	2,549,587	2,454,783	2,349,587	(200,000)	-8%
Transfer in/out Capital Project Fund	(392,000)	(200,000)	(200,000)	(275,000)	(75,000)	
Transfer in/out Special Revenue Fund	-	-	-	5,000	5,000	
EXCESS Revenues - Expenditures (Reserve increase)	31,048	(0)	(77,235)	-	0	-100%
NET (ending fund balance)	2,549,587	2,349,587	2,177,547	2,079,587	(270,000)	-11%
 NET ASSESSED VALUATION - \$ 1,672,286,414						

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

GENERAL FUND BUDGET - REVENUES



GENERAL FUND BUDGET - EXPENDITURES



CAPITAL PROJECT FUND

The Capital Project fund encompasses four primary functions:

- Library Replacement Plan, established to provide funding for the planned replacement of library infrastructure and capital assets,
- Acquisition of Capital Assets, to reflect capital assets purchased or improved during a fiscal year which are not accounted for in the Library Replacement Plan,
- Building Project account, to record revenues (including donations and outside financing sources) and expenditures for new building projects, and
- InfoZone account, to record contributions (primarily from the Rawlings Foundation) and expenses to maintain the InfoZone Museum located on the 4th floor of the Robert Hoag Rawlings Library.

REVENUES

CONTRIBUTIONS, GIFTS, GRANTS: There is nothing budgeted in this category for 2017.

MISCELLANEOUS REVENUE: Federal funding anticipated from the E-rate program for schools and libraries is reflected at \$35,000 for 2017. This funding reimburses up to 85% for Wi-Fi, building infrastructure and networking expenditures.

INTEREST EARNINGS: This category is budgeted at \$4,500 for interest earned on cash holdings.

EXPENDITURES

New building projects: Nothing is budgeted here for 2017.

InfoZone expenses: Nothing is budgeted here for 2017.

Capital Asset Acquisitions. Several Library Replacement Plan items are included here, including replacement of a network server, upgrading lighting and heating and air controls at the Rawlings Library, updating assistive technology for the physically impaired, and parking lot resurfacing at the Pueblo West library.

Total capital fund needs in 2017 are projected at \$314,500.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2017 there is a budgeted transfer of \$275,000 to the Capital Fund, for ongoing funding of the Library Replacement Plan.

FUND BALANCE

The fund balance forecast in the 2017 Capital Project Budget is \$1,699,755 and is equal to the 2016 estimated ending fund balance. This indicates that planned Capital Fund expenditures match the budgeted income and additional funds transferred from the General Fund to the Capital Fund for the Library Replacement Plan in 2017.

The total combined fund balance, comprised of both the General Fund, Capital Project Fund and the restricted Special Revenue Fund, is projected to be \$3,779,855 at the end of 2017. Of this total fund balance, \$299,024 is restricted for the TABOR 3% reserve requirement, and \$813,325 is restricted in the Debt Service Reserve Fund, and \$524 is the ending fund balance in the Special Revenue Fund, leaving a remaining combined fund balance of \$2,667,012 which is unrestricted.

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

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	Actual Prev.year 2015	Estimated Curr.year 2016	Budget 2016	Budget 2017	Increase (Decrease)
REVENUES					
Contributions, gifts	160,046	-	-	-	-
Grants	16,500	-	-	-	-
Friends of PCCLD contributions	-	4,333	9,258	-	(4,333)
Contributions from Pueblo Library Foundati	-	-	-	-	-
Miscellaneous revenue	-	-	-	35,000	35,000
Interest earnings	4,517	7,239	100	4,500	(2,739)
TOTAL REVENUES	181,063	11,572	9,358	39,500	27,928
EXPENDITURES					
New Building Projects					
Lucero	21,937	-	-	-	-
Giodone	751	-	-	-	-
Greenhorn Valley - Colorado City	4,499	-	-	-	-
Misc.	-	-	-	-	-
Bond issuance costs	-	-	-	-	-
TOTAL BUILDING COSTS	27,187	-	-	-	-
InfoZone expenses	107,702	36,104	49,334	-	(36,104)
TOTAL INFOZONE EXPENSE	107,702	36,104	49,334	-	(36,104)
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	85,036	29,000	38,000	163,500	134,500
Furniture, Fixtures, Equipment	-	13,354	21,300	-	(13,354)
Building Improvements	18,753	48,595	43,800	151,000	102,405
TOTAL CAPITAL ASSET EXPENSE	103,789	90,950	103,100	314,500	223,550
TOTAL EXPENDITURES	238,678	127,054	152,434	314,500	187,446

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

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SUMMARY	Actual Prev.year 2015	Estimated Curr.year 2016	Budget 2016	Budget 2017	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	176,546	4,333	9,258	-	(4,333)
Miscellaneous revenue	-	-	-	35,000	35,000
Interest earnings	4,517	7,239	100	4,500	(2,739)
TOTAL REVENUES	181,063	11,572	9,358	39,500	27,928
EXPENDITURES					
New Building Project	27,187	-	-	-	-
New issue expenses	-	-	-	-	-
InfoZone Expenditures	107,702	36,104	49,334	-	-
Capital Asset Expenditures	<u>103,789</u>	<u>90,950</u>	<u>103,100</u>	<u>314,500</u>	<u>223,550</u>
TOTAL EXPENDITURES	238,678	127,054	152,434	314,500	187,446
Beginning fund balance	1,280,871	1,615,256	1,492,371	1,699,775	84,519
Other Financing Sources					
Proceeds from bond issue	-	-	-	-	-
Premium	-	-	-	-	-
Discount	-	-	-	-	-
Payments to escrow 2007 COPS	-	-	-	-	-
Transfer in from General Fund [Replac.Pl'n]	392,000	200,000	200,000	275,000	75,000
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(57,615)	(115,481)	(143,076)	(275,000)	(159,519)
NET (ending fund balance)	<u>1,615,256</u>	<u>1,699,775</u>	<u>1,549,295</u>	<u>1,699,775</u>	<u>-</u>

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

SPECIAL REVENUE FUND

REVENUES

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

EXPENSES

The distributions received by the District are held in a segregated account at Colotrust, a local government liquid asset trust, and are used on an occasional basis for board-determined purposes. The 2017 budget reflects a \$5,000 transfer to the General Fund to fund purchases of library materials.

FUND BALANCE

At the end of 2017, the fund balance is anticipated to be \$524.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
SPECIAL REVENUE FUND
BUDGET 2017**

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	Actual Prev. year 2015	Estimated Curr. year 2016	Budget 2016	Budget 2017	Increase (Decrease)
REVENUES					
Interest earnings	15	12	8	10	(7)
Distributions from Chamberlain Fund	<u>9,286</u>	<u>5,000</u>	<u>10,000</u>	<u>5,000</u>	<u>714</u>
TOTAL REVENUES	<u>9,301</u>	<u>5,012</u>	<u>10,008</u>	<u>5,010</u>	<u>707</u>
EXPENDITURES					
Contributions	12000	5000	10000	0	(2,000)
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>12,000</u>	<u>5,000</u>	<u>10,000</u>	<u>-</u>	<u>(2,000)</u>
Beginning fund balance	3,201	502	313	514	(2,888)
Other Financing Sources					
Transfer out to General Fund	-	-	-	(5,000)	-
EXCESS Revenues - Expenditures (Reserve increase)	(2,699)	12	8	5,010	2,707
NET (ending fund balance)	<u>502</u>	<u>514</u>	<u>321</u>	<u>524</u>	<u>(181)</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/SPECIAL REVENUE FUND
2017 BUDGET**

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	General Fund	General Fund Budget Percentages	Capital Project Fund	Special Revenue Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES						
Property tax	8,815,351	88.44%	-	-	8,815,351	88.05%
All other	1,152,121	11.56%	39,500	5,010	1,196,631	11.95%
TOTAL REVENUES	9,967,472	100.00%	39,500	5,010	10,011,982	100.00%
EXPENDITURES						
Personnel	5,326,863	53.44%	-	-	5,326,863	51.81%
Materials & Services	1,479,153	14.84%	-	-	1,479,153	14.39%
Facilities	1,902,927	19.09%	-	-	1,902,927	18.51%
Operations	734,600	7.37%	151,000	-	885,600	8.61%
Information Technology	523,929	5.26%	163,500	-	687,429	6.69%
TOTAL EXPENDITURES	9,967,472	100.00%	314,500	-	10,281,972	100.00%
Beginning Fund Balance	2,349,587		1,699,775	514	4,049,875	
Excess: Revenues over Expenditures	-		(275,000)	5,010	(269,990)	
Transfers In/Out	(270,000)		275,000	(5,000)	-	
Ending Fund Balance	2,079,587		1,699,775	524	3,779,885	
Fund balance as a % of operating expense						38%

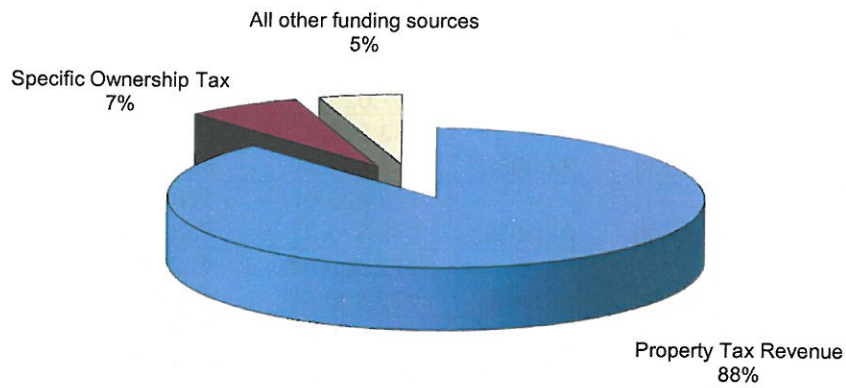
BREAKDOWN OF ENDING FUND BALANCE ***

*** Reserves and unrestricted funds	
3% emergency reserve	299,024
Reserve requirement for COPs	813,325
Special Revenue Fund	524
Unrestricted fund balance	2,667,012

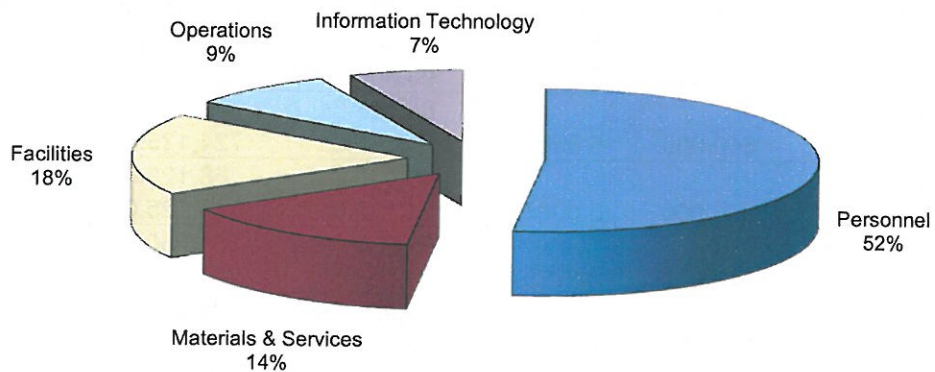
This spread sheet shows the three funds - General Fund, Capital Project & Special Revenue

Fund - combined for revenues, expenditures and fund balance.

COMBINED FUND BUDGET - REVENUES



COMBINED FUND BUDGET - EXPENDITURES



Pueblo City-County Library District, Colorado **2012 COP ISSUE**
Nonbank Qualified Certificates of Participation -- Insured

Date	Principal	Rate	Interest	Debt Service	Annual Debt Service
12/1/2012	-	0.000%	68,222.23	68,222.23	68,222.23
6/1/2013			191,875.01	191,875.01	
12/1/2013	425,000	2.000%	191,875.01	616,875.01	808,750.02
6/1/2014			187,625.01	187,625.01	
12/1/2014	435,000	2.000%	187,625.01	622,625.01	810,250.02
6/1/2015			183,275.01	183,275.01	
12/1/2015	445,000	2.000%	183,275.01	628,275.01	811,550.02
6/1/2016			178,825.01	178,825.01	
12/1/2016	455,000	3.000%	178,825.01	633,825.01	812,650.02
6/1/2017			172,000.01	172,000.01	
12/1/2017	465,000	2.000%	172,000.01	637,000.01	809,000.02
6/1/2018			167,350.01	167,350.01	
12/1/2018	475,000	4.000%	167,350.01	642,350.01	809,700.02
6/1/2019			157,850.01	157,850.01	
12/1/2019	495,000	2.500%	157,850.01	652,850.01	810,700.02
6/1/2020			151,662.51	151,662.51	
12/1/2020	510,000	3.000%	151,662.51	661,662.51	813,325.02
6/1/2021			144,012.51	144,012.51	
12/1/2021	525,000	3.000%	144,012.51	669,012.51	813,025.02
6/1/2022			136,137.51	136,137.51	
12/1/2022	540,000	3.000%	136,137.51	676,137.51	812,275.02
6/1/2023			128,037.51	128,037.51	
12/1/2023	555,000	3.000%	128,037.51	683,037.51	811,075.02
6/1/2024			119,712.51	119,712.51	
12/1/2024	570,000	4.500%	119,712.51	689,712.51	809,425.02
6/1/2025			106,887.51	106,887.51	
12/1/2025	595,000	4.500%	106,887.51	701,887.51	808,775.02
6/1/2026			93,500.01	93,500.01	
12/1/2026	625,000	3.000%	93,500.01	718,500.01	812,000.02
6/1/2027			84,125.01	84,125.01	
12/1/2027	640,000	5.000%	84,125.01	724,125.01	808,250.02
6/1/2028			68,125.01	68,125.01	
12/1/2028	675,000	5.000%	68,125.01	743,125.01	811,250.02
6/1/2029			51,250.01	51,250.01	
12/1/2029	710,000	3.375%	51,250.01	761,250.01	812,500.02
6/1/2030			39,268.76	39,268.76	
12/1/2030	730,000	3.750%	39,268.76	769,268.76	808,537.52
6/1/2031			26,950.00	26,950.00	
12/1/2031	755,000	3.500%	26,950.00	781,950.00	808,900.00
6/1/2032			13,737.50	13,737.50	
12/1/2032	785,000	3.500%	13,737.50	798,737.50	812,475.00
Total	11,410,000.00		4,872,635.09	16,282,635.09	16,282,635.09
Average Coupon		3.281%			