**2018 BUDGET**
*Preliminary*

**PUEBLO CITY-COUNTY LIBRARY DISTRICT**
**10-YEAR FINANCIAL PROJECTIONS**

**11/14/2017**
**FINPROJ2018-PRELIM**

| | A | G | H | I | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | | | | | | | | | | |
| 2 | | 2016 | | 2017 | | 2018 | | 2019 | | 2020 | |
| 3 | **GENERAL FUND:** | (Audit) | | (Estimated) | | (Budget) | | (Projected) | | (Projected) | |
| 4 | Beginning Fund balance | 2,549,587 | -12% | 2,543,319 | 0% | 2,408,339 | -5% | 1,958,194 | -19% | 1,743,100 | -11% |
| 5 | **Revenues:** | | | | | | | | | | |
| 6 | Property tax revenue | 8,730,171 | 2% | 8,806,357 | 1% | 9,088,584 | 3% | 9,330,694 | 3% | 9,778,642 | 5% |
| 7 | Specific ownership tax | 752,678 | 5% | 696,571 | -7% | 717,998 | 3% | 746,456 | 4% | 782,291 | 5% |
| 8 | Other | 560,988 | 6% | 617,514 | 10% | 496,650 | -20% | 496,475 | 0% | 505,508 | 2% |
| 9 | **TOTAL REVENUE** | **10,043,837** | 2% | **10,120,442** | 1% | **10,303,232** | 2% | **10,573,625** | 3% | **11,066,441** | 5% |
| 10 | | | | | | | | | | | |
| 11 | **Expenditures:** | | | - | | | | | | | |
| 12 | Salaries, personnel | 3,987,054 | 1% | 4,049,070 | 2% | 4,130,915 | 2% | 4,213,533 | 2% | 4,297,804 | 2% |
| 13 | Payroll tax (PERA, Medicare, 40l(k)) | 587,900 | 0% | 648,528 | 10% | 622,644 | -4% | 639,923 | 3% | 652,522 | 2% |
| 14 | Employee benefits: insurance, misc. | 495,658 | 1% | 560,479 | 13% | 500,096 | -11% | 514,710 | 3% | 529,754 | 3% |
| 15 | Employee relations & training | 82,193 | -8% | 78,895 | -4% | 100,550 | 27% | 102,107 | 2% | 103,695 | 2% |
| 16 | Materials (books, AV, periodicals,...) | 1,145,093 | -3% | 1,182,902 | 3% | 1,225,262 | 4% | 1,249,767 | 2% | 1,289,763 | 3% |
| 17 | Processing, bindery expenses | 171,993 | -25% | 152,853 | -11% | 166,950 | 9% | 171,959 | 3% | 177,117 | 3% |
| 18 | Programs | 185,262 | 29% | 156,341 | -16% | 155,111 | -1% | 159,764 | 3% | 164,557 | 3% |
| 19 | Operating leases | 25,100 | 3% | 29,172 | 16% | 29,112 | 0% | 30,276 | 4% | 31,487 | 4% |
| 20 | Lease purchase (COPS) | 812,650 | 0% | 809,000 | 0% | 809,700 | 0% | 810,700 | 0% | 813,325 | 0% |
| 21 | Utilities, bldg & vehicle mtce, repair | 879,789 | -2% | 934,509 | 6% | 978,358 | 5% | 1,017,556 | 4% | 1,058,326 | 4% |
| 22 | Friends expenditures | 29,742 | 112% | 30,000 | 1% | 30,000 | 0% | 31,200 | 4% | 32,448 | 4% |
| 23 | Contract services | 485,003 | 6% | 411,522 | -15% | 458,983 | 12% | 472,752 | 3% | 486,935 | 3% |
| 24 | County treasurer's fees | 130,980 | 2% | 132,260 | 1% | 136,329 | 3% | 140,101 | 3% | 146,826 | 5% |
| 25 | Public relations | 72,668 | 30% | 47,286 | -35% | 61,520 | 30% | 63,366 | 3% | 65,267 | 3% |
| 26 | Insurance | 66,451 | -3% | 72,170 | 9% | 77,791 | 8% | 79,347 | 2% | 80,934 | 2% |
| 27 | Office supplies, postage, printing, misc. | 174,927 | -6% | 170,275 | -3% | 163,956 | -4% | 168,875 | 3% | 173,941 | 3% |
| 28 | Information technology | 517,640 | 9% | 515,160 | 0% | 556,100 | 8% | 572,783 | 3% | 589,966 | 3% |
| 29 | | | | | | | | | | | |
| 30 | **TOTAL EXPENDITURES** | **9,850,105** | 1% | **9,980,422** | 1% | **10,203,377** | 2% | **10,438,718** | 2% | **10,694,667** | 2% |
| 31 | *Transfer to Capital Project Fund* | *(200,000)* | - | *(275,000)* | | *(550,000)* | | *(350,000)* | | *(350,000)* | |
| 32 | *Transfer in from Special Rev Fund* | | | | | | | | | | |
| 33 | **Ending Fund balance** | **2,543,319** | 0% | **2,408,339** | -5% | **1,958,194** | -19% | **1,743,100** | -11% | **1,764,874** | 1% |
| 34 | **CAPITAL PROJECT FUND:** | | | | | | | | | | |
| 35 | Beginning Fund balance | 1,615,256 | | 1,717,800 | | 1,845,517 | | 1,842,217 | | 1,938,797 | |
| 36 | Total Projected Revenues | 42,435 | | 173,217 | | 86,000 | | 96,580 | | 72,449 | |
| 37 | Total Projected Expenditures | 139,891 | | 320,500 | | 639,300 | | 350,000 | | 300,000 | |
| 38 | *Transfer in from General Fund* | 200,000 | - | 275,000 | | 550,000 | | 350,000 | | 350,000 | |
| 39 | **Ending Fund balance** | **1,717,800** | 6% | **1,845,517** | 7% | **1,842,217** | 0% | **1,938,797** | 5% | **2,061,246** | 6% |
| 40 | **SPECIAL REVENUE FUND:** | | | | | | | | | | |
| 41 | Beginning Fund balance | 502 | | 1,390 | | 420 | | 440 | | 440 | |
| 42 | Total Projected Revenues | 6,388 | | 4,030 | | 5,020 | | 5,000 | | 5,000 | |
| 43 | Total Projected Expenditures | 5,500 | | 5,000 | | 5,000 | | 5,000 | | 5,000 | |
| 44 | *Transfer out to General Fund* | | | - | | - | | - | | - | |
| 45 | **Ending Fund balance** | **1,390** | | **420** | | **440** | | **440** | | **440** | |
| 46 | **TOTAL COMBINED FUNDS** | | | | | | | | | | |
| 47 | Beginning Fund balance | 4,165,345 | | 4,262,508 | | 4,254,275 | | 3,800,850 | | 3,682,337 | |
| 48 | Total Projected Revenues | 10,092,660 | | 10,297,689 | | 10,394,252 | | 10,675,205 | | 11,143,890 | |
| 49 | Total Projected Expenditures | 9,995,496 | | 10,305,922 | | 10,847,677 | | 10,793,718 | | 10,999,667 | |
| 51 | **ENDING COMBINED FUND BALANCE** | **4,262,509** | 2% | **4,254,275** | 0% | **3,800,851** | -11% | **3,682,337** | -3% | **3,826,560** | 4% |
| 52 | Restrictions against FB-Tabor/DSRF/SR | 1,116,030 | | 1,113,158 | | 1,119,866 | | 1,126,927 | | 1,134,605 | |
| 53 | Unrestricted Fund Balance: | 3,146,479 | | 3,141,117 | | 2,680,985 | | 2,555,410 | | 2,691,955 | |
| 54 | **Unrestricted FB % of operating expense** | 32% | | 31% | | 26% | | 24% | | 25% | |
| 55 | **Fund balance % of operating expenditur** | 43% | | 43% | | 37% | | 35% | | 36% | |
| 56 | **Materials as a % of operating budget** | 15% | | 15% | | 15% | | 15% | | 15% | |
| 57 | **Salaries & benefits: % of op. budget** | 52% | | 53% | | 52% | | 52% | | 52% | |
| 58 | **Debt services: % of revenue** | 8% | | 8% | | 8% | | 8% | | 7% | |
| 59 | **Employee training: % of salaries** | 1.31% | | 1.33% | | 1.77% | | 1.75% | | 1.73% | |

| | A | Q | R | S | T | U | V | W | X | Y | Z | AA | AB | AC | AD |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | | | | | | | | | | | | | | |
| 2 | | 2021 | | 2022 | | 2023 | | 2024 | | 2025 | | 2026 | | 2027 | |
| 3 | **GENERAL FUND:** | (Projected) | | (Projected) | | (Projected) | | (Projected) | | (Projected) | | (Projected) | | (Projected) | |
| 4 | Beginning Fund balance | 1,764,874 | 1% | 2,010,841 | 14% | 2,560,917 | 27% | 2,903,200 | 13% | 3,571,575 | 23% | 4,346,310 | 22% | 5,479,105 | 26% |
| 5 | **Revenues:** | | | | | | | | | | | | | | |
| 6 | Property tax revenue | 10,072,001 | 3% | 10,575,601 | 5% | 10,892,868 | 3% | 11,437,512 | 5% | 11,780,638 | 3% | 12,369,669 | 5% | 12,740,759 | 3% |
| 7 | Specific ownership tax | 805,760 | 3% | 846,048 | 5% | 871,429 | 3% | 915,001 | 5% | 942,451 | 3% | 989,574 | 5% | 1,019,261 | 3% |
| 8 | Other | 517,154 | 2% | 531,311 | 3% | 548,708 | 3% | 564,754 | 3% | 584,265 | 3% | 605,278 | 4% | 630,073 | 4% |
| 9 | **TOTAL REVENUE** | **11,394,915** | 3% | **11,952,960** | 5% | **12,313,005** | 3% | **12,917,267** | 5% | **13,307,354** | 3% | **13,964,521** | 5% | **14,390,093** | 3% |
| 10 | | | | | | | | | | | | | | | |
| 11 | **Expenditures:** | | | | | | | | | | | | | | |
| 12 | Salaries, personnel | 4,383,760 | 2% | 4,471,435 | 2% | 4,560,864 | 2% | 4,652,081 | 2% | 4,745,123 | 2% | 4,840,025 | 2% | 4,936,826 | 2% |
| 13 | Payroll tax (PERA, Medicare, 40l(k)) | 665,372 | 2% | 668,480 | 0% | 681,849 | 2% | 695,486 | 2% | 709,396 | 2% | 723,584 | 2% | 738,055 | 2% |
| 14 | Employee benefits: insurance, misc. | 545,242 | 3% | 561,186 | 3% | 577,600 | 3% | 594,498 | 3% | 611,895 | 3% | 629,805 | 3% | 648,243 | 3% |
| 15 | Employee relations & training | 104,572 | 1% | 105,475 | 1% | 106,405 | 1% | 107,363 | 1% | 108,350 | 1% | 109,367 | 1% | 110,414 | 1% |
| 16 | Materials (books, AV, periodicals,...) | 1,328,455 | 3% | 1,368,309 | 3% | 1,409,358 | 3% | 1,451,639 | 3% | 1,495,188 | 3% | 1,540,044 | 3% | 1,586,245 | 3% |
| 17 | Processing, bindery expenses | 182,431 | 3% | 187,904 | 3% | 193,541 | 3% | 199,347 | 3% | 205,327 | 3% | 211,487 | 3% | 217,832 | 3% |
| 18 | Programs | 169,494 | 3% | 174,579 | 3% | 179,816 | 3% | 185,211 | 3% | 190,767 | 3% | 196,490 | 3% | 202,385 | 3% |
| 19 | Operating leases | 32,746 | 4% | 34,056 | 4% | 35,418 | 4% | 36,835 | 4% | 38,308 | 4% | 39,840 | 4% | 41,434 | 4% |
| 20 | Lease purchase (COPS) | 813,025 | 0% | 812,275 | 0% | 811,075 | 0% | 809,425 | 0% | 808,775 | 0% | 812,000 | 0% | 808,250 | 0% |
| 21 | Utilities, bldg & vehicle mtce, repair | 1,100,729 | 4% | 1,144,833 | 4% | 1,190,704 | 4% | 1,238,414 | 4% | 1,288,036 | 4% | 1,339,647 | 4% | 1,393,328 | 4% |
| 22 | Friends expenditures | 33,746 | 4% | 35,096 | 4% | 36,500 | 4% | 37,960 | 4% | 39,478 | 4% | 41,057 | 4% | 42,699 | 4% |
| 23 | Contract services | 501,543 | 3% | 516,589 | 3% | 532,087 | 3% | 548,050 | 3% | 564,491 | 3% | 581,426 | 3% | 598,869 | 3% |
| 24 | County treasurer's fees | 151,231 | 3% | 158,793 | 5% | 163,557 | 3% | 171,734 | 5% | 176,886 | 3% | 185,731 | 5% | 191,303 | 3% |
| 25 | Public relations | 67,225 | 3% | 69,241 | 3% | 71,319 | 3% | 73,458 | 3% | 75,662 | 3% | 77,932 | 3% | 80,270 | 3% |
| 26 | Insurance | 82,553 | 2% | 84,204 | 2% | 85,888 | 2% | 87,606 | 2% | 89,358 | 2% | 91,145 | 2% | 92,968 | 2% |
| 27 | Office supplies, postage, printing, misc. | 179,159 | 3% | 184,534 | 3% | 190,070 | 3% | 195,772 | 3% | 201,645 | 3% | 207,695 | 3% | 213,925 | 3% |
| 28 | Information technology | 607,665 | 3% | 625,895 | 3% | 644,672 | 3% | 664,012 | 3% | 683,933 | 3% | 704,451 | 3% | 725,584 | 3% |
| 29 | | | | | | | | | | | | | | | |
| 30 | **TOTAL EXPENDITURES** | **10,948,949** | 2% | **11,202,884** | 2% | **11,470,723** | 2% | **11,748,892** | 2% | **12,032,619** | 2% | **12,331,725** | 2% | **12,628,630** | 2% |
| 31 | *Transfer to Capital Project Fund* | *(200,000)* | | *(200,000)* | | *(500,000)* | | *(500,000)* | | *(500,000)* | | *(500,000)* | | *(500,000)* | |
| 32 | *Transfer in from Special Rev Fund* | | | | | | | | | | | | | | |
| 33 | **Ending Fund balance** | **2,010,841** | 14% | **2,560,917** | 27% | **2,903,200** | 13% | **3,571,575** | 23% | **4,346,310** | 22% | **5,479,105** | 26% | **6,740,568** | 23% |
| 34 | **CAPITAL PROJECT FUND:** | | | | | | | | | | | | | | |
| 35 | Beginning Fund balance | 2,061,246 | | 2,200,327 | | 2,438,130 | | 2,654,370 | | 2,583,781 | | 2,626,956 | | 3,168,599 | |
| 36 | Total Projected Revenues | 98,551 | | 74,803 | | 101,943 | | 78,889 | | 103,254 | | 78,643 | | 108,517 | |
| 37 | Total Projected Expenditures | 159,470 | | 37,000 | | 385,703 | | 649,478 | | 560,079 | | 37,000 | | 244,835 | |
| 38 | *Transfer in from General Fund* | 200,000 | | 200,000 | | 500,000 | | 500,000 | | 500,000 | | 500,000 | | 500,000 | |
| 39 | **Ending Fund balance** | **2,200,327** | 7% | **2,438,130** | 11% | **2,654,370** | 9% | **2,583,781** | -3% | **2,626,956** | 2% | **3,168,599** | 21% | **3,532,281** | 11% |
| 40 | **SPECIAL REVENUE FUND:** | | | | | | | | | | | | | | |
| 41 | Beginning Fund balance | 440 | | 440 | | 440 | | 440 | | 440 | | 440 | | 440 | |
| 42 | Total Projected Revenues | 5,000 | | 5,000 | | 5,000 | | 5,000 | | 5,000 | | 5,000 | | 5,000 | |
| 43 | Total Projected Expenditures | 5,000 | | 5,000 | | 5,000 | | 5,000 | | 5,000 | | 5,000 | | 5,000 | |
| 44 | *Transfer out to General Fund* | - | | - | | - | | - | | - | | - | | - | |
| 45 | **Ending Fund balance** | **440** | | **440** | | **440** | | **440** | | **440** | | **440** | | **440** | |
| 46 | **TOTAL COMBINED FUNDS** | | | | | | | | | | | | | | |
| 47 | Beginning Fund balance | 3,826,560 | | 4,211,607 | | 4,999,487 | | 5,558,009 | | 6,155,796 | | 6,973,705 | | 8,648,144 | |
| 48 | Total Projected Revenues | 11,498,466 | | 12,032,763 | | 12,419,948 | | 13,001,156 | | 13,415,608 | | 14,048,164 | | 14,503,610 | |
| 49 | Total Projected Expenditures | 11,113,419 | | 11,244,884 | | 11,861,426 | | 12,403,370 | | 12,597,698 | | 12,373,725 | | 12,878,465 | |
| 51 | **ENDING COMBINED FUND BALANCE** | **4,211,607** | 10% | **4,999,487** | 19% | **5,558,009** | 11% | **6,155,796** | 11% | **6,973,705** | 13% | **8,648,144** | 24% | **10,273,289** | 19% |
| 52 | Restrictions against FB-Tabor/DSRF/SR | 1,142,233 | | 1,149,852 | | 1,157,887 | | 1,166,232 | | 1,174,744 | | 1,183,717 | | 1,192,624 | |
| 53 | Unrestricted Fund Balance: | 3,069,374 | | 3,849,635 | | 4,400,122 | | 4,989,564 | | 5,798,961 | | 7,464,427 | | 9,080,665 | |
| 54 | **Unrestricted FB % of operating expense** | 28% | | 34% | | 38% | | 42% | | 48% | | 61% | | 72% | |
| 55 | **Fund balance % of operating expenditur** | 38% | | 45% | | 48% | | 52% | | 58% | | 70% | | 81% | |
| 56 | **Materials as a % of operating budget** | 15% | | 15% | | 15% | | 15% | | 15% | | 15% | | 15% | |
| 57 | **Salaries & benefits: % of op. budget** | 52% | | 52% | | 52% | | 51% | | 51% | | 51% | | 51% | |
| 58 | **Debt services: % of revenue** | 7% | | 7% | | 7% | | 6% | | 6% | | 6% | | 6% | |
| 59 | **Employee training: % of salaries** | 1.70% | | 1.67% | | 1.63% | | 1.60% | | 1.57% | | 1.54% | | 1.51% | |