

ANYTHINK LIBRARIES



## 2013 ANNUAL BUDGET AND 2012 – 2014 STRATEGIC PLAN

*Prepared by Mindy Kittay  
Finance Director  
November 14, 2012*



Rangeview Library District  
Finance Office  
5877 East 120<sup>th</sup> Avenue  
Thornton, Colorado 80602

## 2013 ANNUAL BUDGET AND 2012-2014 STRATEGIC PLAN

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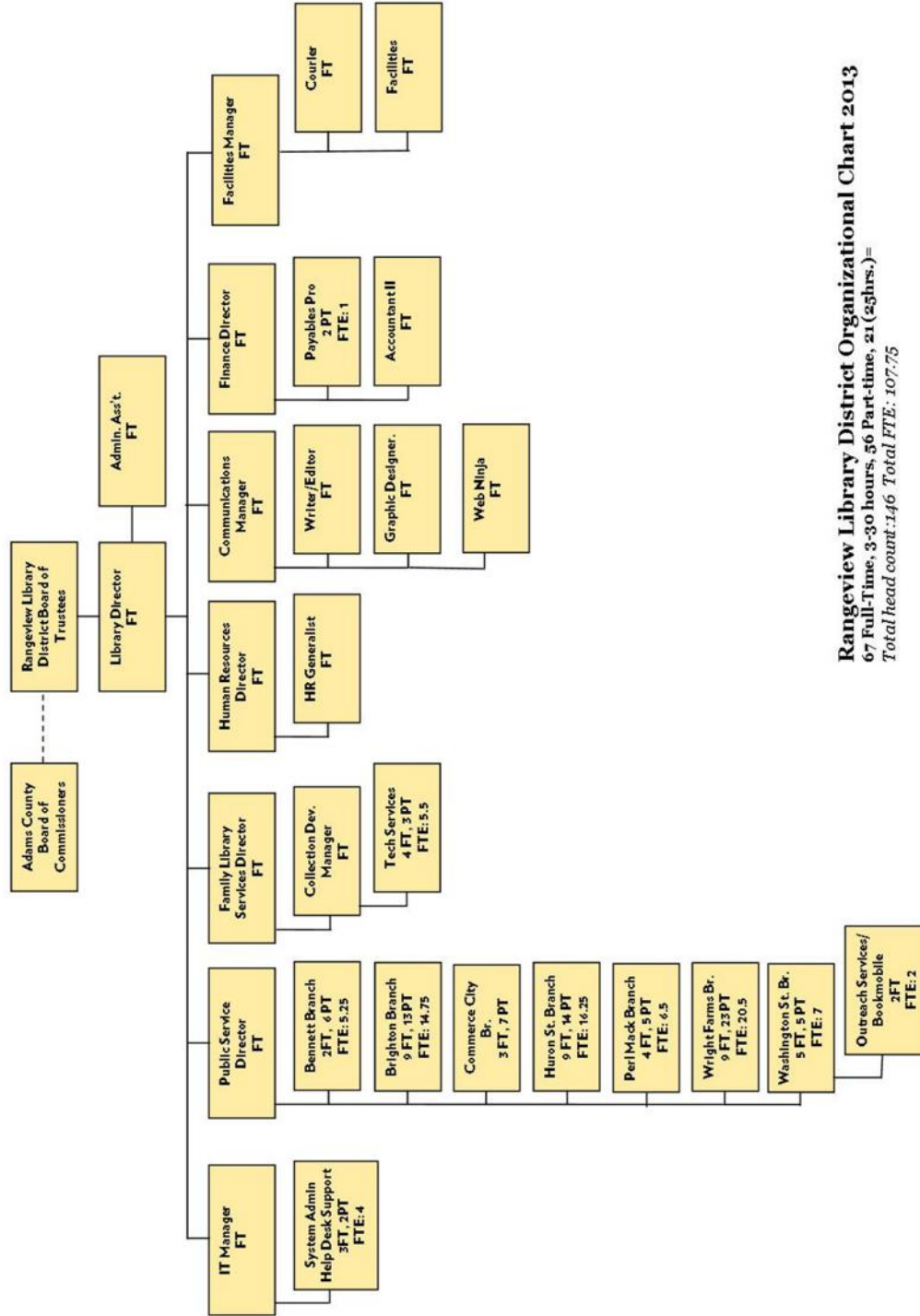
# ANYTHINK LIBRARIES

## 2013 Annual Budget and 2012-2014 Strategic Plan

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# ORGANIZATIONAL CHART



# LETTER TO THE CITIZENS OF ADAMS COUNTY, BOARD OF TRUSTEES AND LIBRARY DIRECTOR

November 14, 2012

**To the Citizens of Adams County,  
To Board of Trustees and Library Director  
of Anythink Libraries**

As the Director of Finance, it is my great pleasure to present to you the 2013 Annual Budget for Anythink Libraries. This document was prepared by the Finance Office with input and direction from the district's Board of Trustees and the administrative and leadership staff. The general guidelines used to formulate this document include the district's mission statement, current strategic plan, current operating plan, information gleaned from the planning process, and the Financial Projection spreadsheet, which projects revenues and expenses for the next 10 years.

A continuous task of the Anythink's Board of Trustees, the administrative team, the leadership team, and each of the employees is to ensure that the resources within the budget are applied in the most appropriate and efficient manner. This budget document is intended to provide meaningful information regarding the financial structure of the library and the sources and uses of library monies.

Although Anythink does not plan many changes in revenues and expenditures in 2013, the year brings exciting changes to the district, including the opening of a new Anythink on the Mapleton Campus which will replace the Anythink Washington Street. The IMLS grant-funded digital learning lab also opens in 2013 at Anythink Wright Farms and a new maker space at Anythink Brighton will be up and running by the new year. To complement our community gardens at Anythink Perl Mack and Commerce City, a garden at Anythink Wright Farms is schedule to open in spring 2013. These developments consistently align services with the district's 2012-2014 strategic plan.

The good news is that we continue to provide excellent library service at a tremendous value (or ROI) to our community. The design and service model of our libraries continue to allow us to operate our libraries efficiently. Our staffing, competency-based hiring and excellent training has created a talented team that works effectively together and provides excellent service for our community.

2012 has been a very lean year that is estimated to require a dip into savings of approximately \$593,000. It is estimated that our revenue for 2013 will be increased by

about 2 percent over 2012. Expenditures are estimated to increase by about 2.3 percent over 2012.

The 2.3 percent increase in expenditures does not include capital expenditures made in 2012 or budgeted for 2013. In 2013, \$400,000 in capital expenditures are budgeted for the opening of the Mapleton location (some furniture and facility modifications), and recommended renovations to the old Northglenn location, which will be the new home to Anythink's IT and Facilities departments after Anythink Washington Street is closed. When the original building plan was completed, it was determined that there should be no renovations to the Northglenn facility at that time. Part of the \$3.1 million savings from the Capital Projects Fund that was moved to the Operating Fund in 2011 was allocated to a \$500,000 Replacement Funds Reserve. We are asking that the renovations to Northglenn and the furniture and facility modifications required to open the Mapleton location come out of this reserve.

Statistics show that in 2011, Anythink was providing exemplary service at a substantially reduced income as compared to other library districts in Colorado. We remain one of the lowest funded among these districts.

Library	LSA Pop.	Local Income per Capita
ARAPAHOE LIBRARY DISTRICT	247,482	\$91.29
DOUGLAS COUNTY LIBRARIES	287,152	\$72.78
HIGH PLAINS LIBRARY DISTRICT	236,815	\$63.17
DENVER PUBLIC LIBRARY	605,722	\$51.11
PUEBLO CITY-COUNTY LIBRARY DISTRICT	159,477	\$45.82
JEFFERSON COUNTY PUBLIC LIBRARY	535,533	\$43.14
POUDRE RIVER PUBLIC LIBRARY DISTRICT	177,248	\$43.05
PIKES PEAK LIBRARY DISTRICT	575,789	\$39.57
<b>RANGEVIEW LIBRARY DISTRICT</b>	<b>339,492</b>	<b>\$37.33</b>
WESTMINSTER PUBLIC LIBRARY	106,459	\$25.33
AURORA PUBLIC LIBRARY	327,020	\$9.87

Accordingly, our expenditures per capita must remain low as well, as illustrated by the following chart.

Library	LSA Pop.	Total Exp. per Capita
ARAPAHOE LIBRARY DISTRICT	247,482	\$89.09
DOUGLAS COUNTY LIBRARIES	287,152	\$63.94
DENVER PUBLIC LIBRARY	605,722	\$54.91
PUEBLO CITY-COUNTY LIBRARY DISTRICT	159,477	\$48.18
HIGH PLAINS LIBRARY DISTRICT	236,815	\$46.72
JEFFERSON COUNTY PUBLIC LIBRARY	535,533	\$43.25
PIKES PEAK LIBRARY DISTRICT	575,789	\$41.74
POUDRE RIVER PUBLIC LIBRARY DISTRICT	177,248	\$41.70
<b>RANGEVIEW LIBRARY DISTRICT</b>	<b>339,492</b>	<b>\$37.30</b>
WESTMINSTER PUBLIC LIBRARY	106,459	\$30.44
AURORA PUBLIC LIBRARY	327,020	\$11.89

We project circulation of approximately 2.3 million items in 2012. This number is leveling out, and we don't expect substantial increases in 2013.

Circulation does not tell the whole story.

- Anythink cardholders have increased by 11 percent this year over 2011.
- Over 35 percent of the Adams County population now has a library card as compared to 32 percent in 2011.
- As of October, we had 1,162,520 visitors walk through the door in 2012. This is an average of 78 visitors per every open hour.
- We answer approximately seven reference questions per hour, and we have provided 1,854 programs so far this year.
- Computer users visit the library regularly and this year (through October) we have provided 326,094 public computing sessions and 68,301 wireless logins, which is an increase over last year at this time of 461 percent.

We started the year with \$17,958,441 in our Operating Fund Balance, and we expect to end it with an estimated \$17,365,442. We have been able to accrue these funds by increasing the balance substantially over the years:

- In 2007, we added \$3,314,630 to the fund balance
- In 2008, we added \$6,157,502 to the fund balance
- In 2009, we added \$1,324,129 to the fund balance
- In 2010, we added \$1,295,620 to the fund balance
- In 2011, we added \$3,559,035 to the fund balance (some of which was earmarked for capital reserves and replacement reserves)
- In 2012, we estimate that we will reduce the fund balance by (\$593,000)

An ongoing challenge for the Board of Trustees, administrative team, leadership team and each of the employees is to ensure that the resources within the budget are applied in the most appropriate and efficient manner. This budget document is intended to provide meaningful information regarding the ongoing strong financial structure of RLD and the sources and uses of the District's monies.

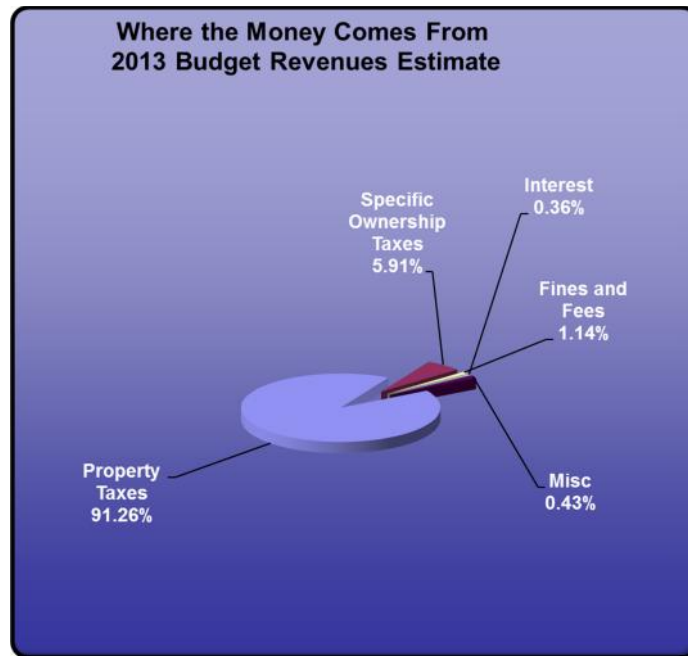
The most active fund, and the only one remaining in 2012, is the General Fund. The General Fund is often referred to as the operating budget. The majority of this document will focus on the General Fund, the source of that money, and how it is used.

## BUDGET OVERVIEW

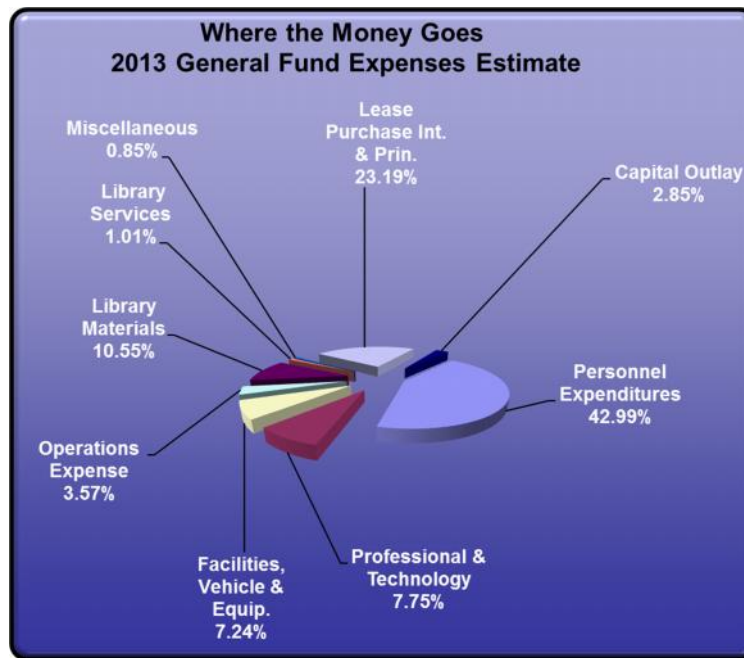
During 2013, \$13,160,370 is the estimated total revenue, and \$14,024,684 has been appropriated for library expenditures in the general fund.

Fund	Beginning Fund Balance 1/1/2013	Estimated Revenues and Transfers In	Appropriations (Expenditures) and Transfers Out	Ending Fund Balance 12/31/2013
General	\$17,365,442	\$13,160,370	\$14,024,684	\$16,501,128
Capital Projects (Closed)	-	-	-	-
<b>Total All Funds</b>	17,365,442	13,160,370	14,024,684	16,501,128
Exclude Tranfers	-	-	-	-
<b>Net Total All Funds</b>	\$ 17,365,442	\$ 13,160,370	\$ 14,024,684	\$ 16,501,128

The sources and uses of the above funds are illustrated in the graphs below and are generated from property taxes, specific ownership taxes, fees, interest and miscellaneous/grants/gifts. The expenditure categories are Personnel Related Expenses, Professional & Technology Services, Facilities, Vehicle and Equipment Expenses, Operations, Library Materials and Library Services and for Lease Purchase Interest and Principal and other Miscellaneous expenses.







## FINANCIAL HIGHLIGHTS BY MAJOR FUND

### General Fund

- Estimated revenues for 2013 total \$13,160,370, a \$244,453 increase over budgeted revenues for 2012 (after the 2012 Budget Amendment).
- Appropriations for operations (including lease purchase interest and principal and some capital improvements) for 2013 are established at \$14,024,684, an increase of \$515,767.
- Personnel expenses
- Professional and Technology expenses include costs related to:
  - Consultants
  - Legal and other Professional Fees, including Technology Maintenance Fees
  - Unique fees for collections of lost materials and for centralized phone services
  - Technology Equipment (hardware and software)
  - Telecommunications (telephones, cable and Internet connection)
  - Website Development
- Facilities, Vehicle and Equipment expenses include costs related to:
  - Janitorial
  - Rent and Leases
  - Utilities, Landscaping and Snow Removal
  - Maintenance of Facilities, Equipment and Vehicles
- Operations and Miscellaneous budget includes:
  - Advertising and Marketing
  - Property and Liability Insurance

- Memberships, Travel and Training
  - Postage and Delivery
  - Supplies of all types
  - Lease Purchase Interest and Principal
- Library Materials include book, audio/visual materials, periodicals, electronic databases, downloadable materials and website content.
- Library Services include all of our library programming and programming supplies as well as Summer Reading and our Experience Zones. Summer Reading contains all of the expenses related to running our summer reading programs (Advertising, Supplies, Performers, Printing, etc.).
- Miscellaneous includes the lease purchase interest and principal and the treasurer's fees.

### **Capital Expenses**

In 2013, there will be two projects using capital funds from the reserve.

- The opening of the Mapleton location (some furniture and facility modifications).
- Renovations to the old Northglenn location, which will be the new home to Anythink's IT and Facilities departments after Anythink Washington Street is closed.

When the original capital projects building plan was completed, it was determined that there should be no renovations to the Northglenn facility at that time. Part of the \$3.1 million savings from the Capital Projects Fund that was moved to the Operating Fund in 2011 was allocated to a \$500,000 Replacement Funds Reserve. It is part of these funds that will be used for both of these projects.

## **2013 BUDGET STRATEGY**

The administrative team's planning efforts have provided a disciplined and integrated approach to the budgeting process. Tactical plans are used to drive priorities and objectives throughout the entire library district. The 2013 budget allows for continued commitment to the library's mission and strategic planning while monitoring increasing service demands, changing service expectations and reduced revenues.

The following strategies were used to guide the 2013 budget plan development. These strategies are long-range in nature and have been developed in anticipation of known future obligations.

1. **Fund Balance.** An unreserved fund balance will be maintained at a level that will mitigate the risk of unpredictability of revenues. Management will strategically plan the use of the fund balance.
2. **Workforce Planning.** Administration will continue to use improved technology and evaluate work processes to assess the opportunities for

- deploying the district's workforce. These changes will be made through careful planning, timing and attrition management. Anythink is committed to providing competitive salaries and benefits to all employees. These commitments will be closely analyzed in conjunction with our goal of limiting personnel costs to no more than 60 percent of the total operating budget (not including Lease Purchase Interest and Principal).
3. **Employee Development.** Administration is committed to providing appropriate training to all Anythink employees to ensure consistent communication of the district's mission, values, and strategic ideas as well as our customer service philosophy (the Experience Model).
  4. **Flexibility.** Budget development and approval will be coordinated in a way that allows for flexibility throughout the year to address unexpected events and anticipated refinement of our mission, operations plan and strategic plan. Continued monthly budget reviews by staff will help to monitor and forecast potential needs and/or funds that may be redirected for new programs and tactics.
  5. **Benefits Management.** Administration continues to proactively develop and manage Anythink's benefits package and promote all changes to staff. In 2013, the district will remain with Kaiser Permanente and continue to fund the HSA option for employees covered by medical benefits.

## CHALLENGES AND OPPORTUNITIES FOR 2013 AND BEYOND

Below are listed some of the unique challenges and opportunities Anythink faces in 2013.

- 2013 will be the first full year that the district will operate a new community Anythink facility located on a school campus.
- Continuing to train and update staff on new technologies and new service models.
- Continued implementation of the IMLS Digital Learning Lab grant and the opening of the first lab at Wright Farms.
- Increased service demands, customer and community expectations.
- Continuing uncertain market conditions that impact our 10-year revenue growth expectations.
- Changes in library technologies that create new and more varied expectations.
- Balancing of future staffing levels with expected service levels and available resources.
- Continued efforts on the part of administration to ensure a clear, consistent message and implementation of Anythink's organizational goals and strategies.

- Increasing our return on investments or the value to the community for each tax dollar the district spends.

## 2012 SIGNIFICANT ACCOMPLISHMENTS

As part of our strategic initiative to deliver superb customer service, products and programs to our public the following goals were achieved:

**The Numbers.** Anythink has met the following numeric measurements, indicating the basic vitality of our libraries (as of October 31, 2012):

- Average monthly self-check is at 90 percent
- Increased circulation by 1 percent
- Increased cardholders by 9 percent
- Increased page views of the website by 15 percent
- Door count has not dropped but remains stable
- Increased wireless usage by 461 percent
- Circulation per capita: 5.70
- Visits per capita: 3.42
- Public computing use per capita: 0.96
- Cardholders are now 35.35 percent of the population for the library district.

**Hours.** Anythink Wright Farms remains open on Sundays from 1-5 pm in 2012. Even with the reduction in hours at Bennett (to 40 per week), we have still been open a total of 14,972 hours through October which is only a 2 percent decrease from last year to date.

**Family Place.** All Anythink locations have now conducted Parent/Child Workshops based on the Family Place core requirements.

**VuFind Catalog.** We launched a brand new catalog in 2012 which is interactive, easier to use and more accurate than our previous catalog.

**Public Computing Centers (BTOP).** We maintained two Public Computing Centers in 2012 and the official launch was system-wide between March 5-9, 2012. They are located at



Anythink Brighton and Anythink Commerce City and were made possible by federal stimulus funding that was awarded to the Colorado State Library.

**Anythink Volunteer Program.** Anythink continues to grow its sidekick program with procedures, orientation and recognition for volunteers. Volunteer hours as of Oct. 31, 2012, were 3,382.

**Thomas Locker Exhibit.**

Anythink Wright Farms was the recipient of 10 Thomas Locker oil paintings to use for an exhibit during part of 2012. The library hosted an opening reception on April 28, 2012.



**mySummer Successes.**

Anythink continued its experiential programming for summer reading through the evolution of mySummer: Read, Think, Do. A total of 7,279 people of all ages participated in 2012. Anythink staff developed most programs in-house, and there were a total of 9,601 program attendees. Adult participation in mySummer was up 67 percent from 2011.

**Beautiful Collections.** As of October 2011, 95 percent of the collection was purchased between 2008 and Oct. 31, 2012, and 5 percent of the collection was purchased on or before Dec. 31, 2007. We also switched to a floating collection in April, reducing the volume of materials moving between branches.

**Digital Learning Lab.** Anythink received a grant award for \$100,000 from the Institute of Museum and Library Services and the MacArthur Foundation to create a learning lab at Anythink Wright Farms.

**Makerspace at Anythink Brighton.** LSTA awarded Anythink \$18,840 to launch a teen makerspace at Anythink Brighton, which includes a textiles studio, digital photography studio, computer guts and robotics area and a 3-D printer.

**Anythink had the following facilities and IT improvements in 2012:**

- Anythink Wright Farms is now officially gold LEED certified.
- The community garden plots filled quickly at both Anythink Commerce City and Anythink Perl Mack.

- Nature Explore opened in the fall at Anythink Wright Farms. The outdoor classroom was made possible through a \$66,687 grant from Adams County Open Space and \$30,000 from the Wright Farms Metro District.



- Wireless printing was launched.

- New self-check machines were installed at all branches.

**Accurate and timely internal and external communications to get the message out to all our stakeholders about who we are and what we are doing was a top priority for 2012.**

**Social Media.** We continued to grow and expand our online social networking outreach plan, which includes a presence on:

- Facebook – 963 fans
- Goodreads – 188 members
- Twitter – 1,575 followers
- YouTube – 8,4649 upload views, 33 subscribers
- SoundCloud plays - 285

**PLA Award.** Pam Sandlian Smith won the 2012 Charlie Robinson Award, which celebrates risk-taking directors nationally.

**ALA Award.** Lynda Freas, Director of family services, was awarded the Peggy Sullivan Award for Public Library Administrators Supporting Services to Children.

**Library Video Network.** Anythink was included in the network's latest training video, *Changing Times, Changing Libraries*.

**Imaginibbles.** Anythink participated in the video series called ImagiNATION that highlights innovation found across the country. We were the subject of their launch video.

**Speaking Engagements.** Anythink Director Pam Sandlian Smith and Dennis Humphries represented Anythink at the LILAMA BES Building Trends panel presentation at ALA in June. Pam also presented at the Ohio Leadership Institute and the Cedar Rapids Public Library Training Day. Multiple staff members from all

levels of the organization also presented at this year's Colorado Association of Libraries Conference in Keystone, Colo.

**PLA Board of Directors and PLDS.** Pam was elected as an at-large director of the Public Library Association Board of Directors, and Mindy Kittay, Finance Director, was appointed for two years to the Public Library Data Service committee.

**Early Childhood Partnership of Adams County.** Lynda Freas, Director of family services, was reappointed to the ECPAC governing board.

**Denver Business Journal.** The *DBJ* ranked Anythink second of all Denver-Area Cultural Attractions for our official attendance figures.

**Strategic Plan for 2012-2015.** The plan was recreated as a guide and direction for the staff with the input of the RLD board, community and staff.

**R-Squared.** Anythink staff was instrumental in the creation and implementation of the R-Squared Conference in Telluride. The conference was a huge success.

**Creating a highly effective organization whose staff is confident, competent, and passionate about their work was another goal for 2012.**

**Training.** In 2012, Anythink utilized branch closures to expand and share skills of all staff.

- TechFest 2012 included a \$55 Read-and-Play rebate for staff to assist in the cost of purchasing personal e-readers or tablets. The Anythink Foundation funded this program.
- During the very popular creativity day, staff was given the day off to explore their own creativity and then report back.
- I AM CREATIVE – A day of team building, creativity and interactive learning.



**Wellness.** Kaiser Permanente hosted our Thrive Across America wellness program.

**Yellow Geckos.** As always, the Yellow Geckos, our staff appreciation committee, gave us a full year of fun, laughter, better health and team building.



**Another ongoing and current goal for Anythink is creating financial sustainability for the future.**

**Fundraising.** The Anythink Foundation has over \$60,000 in funds and continues to meet and develop plans for fundraising and advocating for the library.

**Space Leased.** Crossroads Church continues to lease out part of the old Northglenn library for \$1,000 per month as a community food bank.

**Audit.** RubinBrown LLP gave Anythink a clean audit for 2011.

**Investments.** PFM has continued to manage the district's portfolio and approximately \$5 million is currently invested. The returns, while not substantial, have been better than the returns from CSAFE.

**E-Rate.** E-Rate refunds received as of Oct. 31, 2012, were \$122,254.

**Grant Funds.** The following grant funds were received before Oct. 31, 2012:

- BTOP Grant: \$24,182
- Peak Grant: \$7,000
- Wright Farms Metro District Grant: \$30,000
- Wal-mart: \$1,000

**Collections.** Unique Management Collections continues to recover lost materials. Between May 2011 and Sept. 30, 2012, we have received \$36,645 in lost fees and had \$487,021 worth of materials returned.

I greatly appreciate the time and effort of each member of the RLD Board of Trustees, administration, leadership team, and Finance Department staff who have contributed to the development of the 2013 budget. This budget will continue to be carefully evaluated to ensure that we're expending our funds judiciously and in the best interest of our stakeholders, customers and taxpayers.

Anythink has attempted to give you, our customer, the best and most relevant information in an easily understandable format. However, we are always striving to serve you better. If you have any questions, comments and/or suggestions about this document, please direct them to Mindy Kittay, Finance Director, at 303-405-3284 or via email at [mkittay@anythinklibraries.org](mailto:mkittay@anythinklibraries.org).

Respectfully submitted,

Mindy Kittay  
Director of Finance



# BUDGET MESSAGE

## **Financial Reporting Entity**

The Rangeview Library District was established by resolution of the Adams County Board of County Commissioners on Dec. 15, 2003, and on Jan.1, 2004, the Adams County Library System was merged into the new district. The general objectives are to provide citizens of the library district with library services for their education and recreation. Operations of this district are generally governed by the Colorado State Statutes: Library Law, Title 24, Article 90 CRS.

## **Budget Process**

The budget calendar is based on Colorado State Statute (29-1-108 (4), C.R.S.), as well as internal planning for completion of each phase. The process should begin in June, concurrent with analysis and updates to the Strategic Plan to set objectives, goals, strategies and budgetary impact for all libraries and departments. This information becomes an intrinsic part of the overall budget process.

Detailed analysis of current and historical costs for operational expenses, the Capital Improvement/Construction Plan for 2007-2011 and the 10-Year Financial Projection spreadsheet are all evaluated for essential inclusion in the annual budget. A preliminary budget is distributed to members of the Fiscal Affairs Committee for review, input and feedback.

On or before Oct. 15, a preliminary budget for the following year with a short narrative is officially submitted to the RLD Board of Trustees. This budget is based upon estimates of valuation for assessment prepared by the county assessor. Notice of a public hearing to be held at a subsequent meeting of the Board of Trustees is published with the Notice of Budget.

Prior to the public hearing, the budget for the coming year is available to the public for review. The Board of Trustees considers changes or adoption of the proposed budget at their meeting that is held after the public hearing. The budget may be approved at that time or may be tabled until a later meeting.

Final valuation for assessment numbers is not due from the county assessor until Dec. 10. Certification of the mill levy is due to the county commissioners by Dec. 15. The RLD Trustees may adopt a budget, appropriate funds for expenditures and certify the mill levy at any time after the public hearing. It is not necessary to have a meeting between Dec. 10 and Dec. 15 unless there is a dramatic change in the final valuation for assessment.

No later than 30 days following the start of the fiscal year (Jan. 30, 2013), a certified copy of the adopted budget must be filed with the Colorado Division of Local Government.

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

- Proposed expenditures must be shown for administration, operations, maintenance, debt service, and capital projects to be undertaken or executed during the year.
- Anticipated revenue must be set forth.
- Estimated beginning and ending fund balances must be shown.
- Three years' worth of comparable data must be shown in the budget; the prior fiscal year's actual figures; the estimated figures through the end of the current fiscal year; and the coming budget year's data.
- Written budget message must:
  - Describe the important features of the budget
  - Include a statement of the budgetary basis of accounting used in the budget (cash, modified accrual, or encumbrance)
  - Include a description of the services to be delivered during the budget year
- Expenditures and revenues must be described with "...explanatory schedules or statements classifying the expenditures by object and the revenues by source."
- No deficit spending: No budget shall provide for expenditures in excess of available revenues and beginning fund balances.
- Lease-purchase agreement supplemental schedule: The adopted budget must separately set forth the total amount to be expended during the budget year for payment obligations under all lease purchase agreements for real property and for all other property. It must also show the total maximum payment liability under the agreement, and all optional renewal terms.
- Filing the budget: A certified copy of the budget must be filed with the Division of Local Government by January 31. A certified copy means that it has on it a signed statement indicating: *I, \_\_\_\_\_, certify that the attached is a true and accurate copy of the adopted \_\_\_\_\_ (year) Budget of the Rangeview Library District.*

<b>BUDGET TIMELINE</b>		
<b><u>DATE</u></b>	<b><u>ACTIVITY</u></b>	<b><u>PERSONNEL</u></b>
May 2012	Review 2012-2014 Strategic Plan and 2012 Operations Plan; begin evaluation of which 2012 actions will be moving into the 2013 Budget year.	Administration, Management and Leadership Team
June 2012	Begin evaluation of preliminary plans for the 2013 Budget in relation to the Strategic Plan. Submit requests to Manager; managers collect and add your input and submit to Director/Finance Director.	Branch Managers, Supervisors, Administrative Team
July 2012	Deadline for input on District-wide equipment and capital expenditures from Administrative Team. Results will be incorporated into the budget.	Administrative Team
August 2012	Preliminary 2013 Budget prepared for Administrative Team Review. During review tie budget expenditures to Strategic Plan.	Administrative Team
September 2012	Revised Preliminary 2013 Budget presented to Administrative Team for Review.	Administrative Team
September 2012	Final Presentation to Administrative Team of 2013 Budget including narrative tying to Strategic Plan.	
October 2012	Presentation of 2013 Budget to Finance Committee.	
October 2012	Delivery of Draft 2013 Budget to Board of Trustess.	
November 2012	Official presentation of 2013 Budget to the Board of Trustees at Board Meeting. Public hearing of the 2013 Budget	
December 2012	Board of Trustees meeting: Adoption & appropriation of the 2013 Budget; certification of mill levies. (State law requires that the Board must approve the Mill by December 15)	

## **Process to Amend the Budget**

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

## **Basis of Accounting**

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

Under the modified accrual basis of accounting, expenditures are recorded when a liability is incurred, regardless of the timing of related cash flows and revenues are recorded when earned. Property taxes are reported as a receivable and deferred revenue when levied and as revenue upon collection in the following year. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

When both restricted and unrestricted resources are available for use, it is the District's policy to use restricted resources first, and then unrestricted resources as they are needed.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period, not to exceed 60 days.

Property taxes and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period.

Expenditures are generally recorded when a liability is incurred as under accrual accounting. An exception to the general rule is compensated absences which are recorded when the payment is due.

## **Budgetary Basis of Accounting**

There is no appreciable difference in the basis of accounting used for financial statements and the accounting method used for budgeting. The budgetary basis of accounting for budgeting purposes is also modified accrual. The only two funds for which budgets are formulated for Anythink are the General Fund and the Capital Fund – both funds reflect modified accrual basis of accounting for budgetary purposes.

## **Anythink Financial Management Guide**

The district maintains a Financial Management Guide that describes the policies and procedures for the annual audit, financial planning, reserves, investing, capital expenditures, debt, financial reporting, cash management, purchasing, banking and records retention. These policies will be updated on a regular basis. All current financial policies are available for review from the Finance Department.

## **Governing Board**

A Board of Trustees governs Anythink. The Adams County Board of County Commissioners appoints the five-member Board of Trustees that oversees the operation of the district.

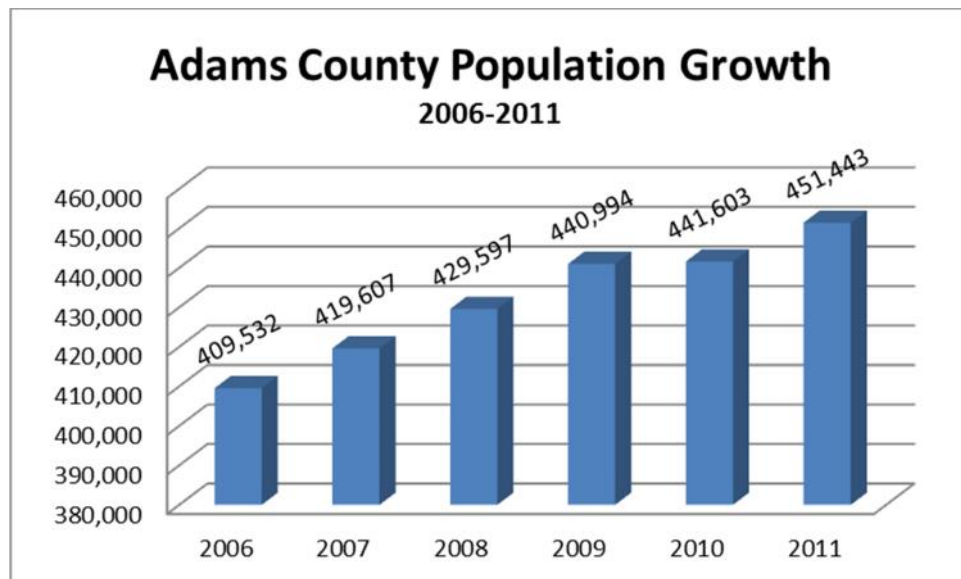
The current members of the RLD Board of Trustees, their positions on the Board and the years their terms expire are as follows:

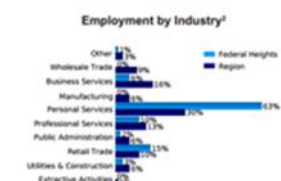
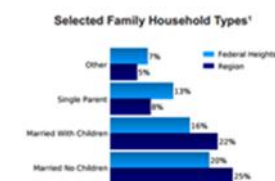
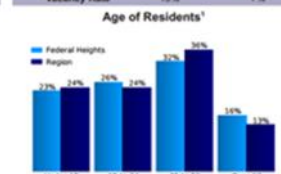
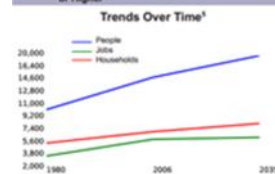
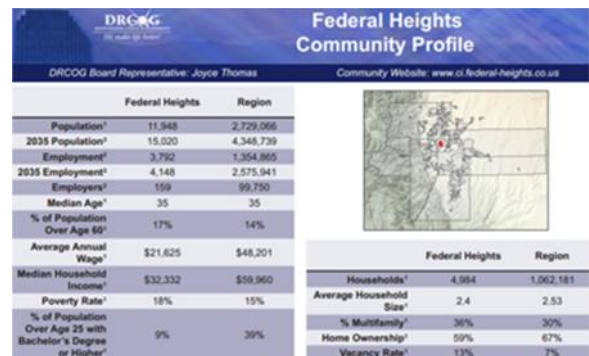
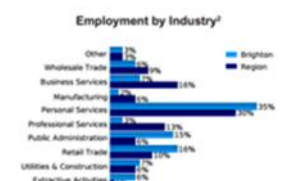
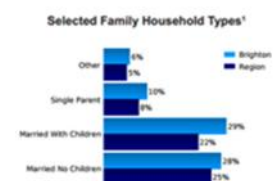
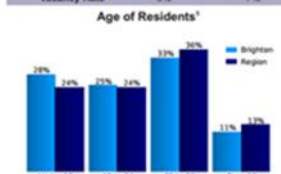
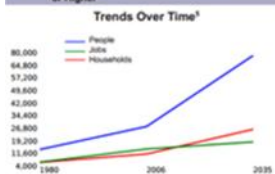
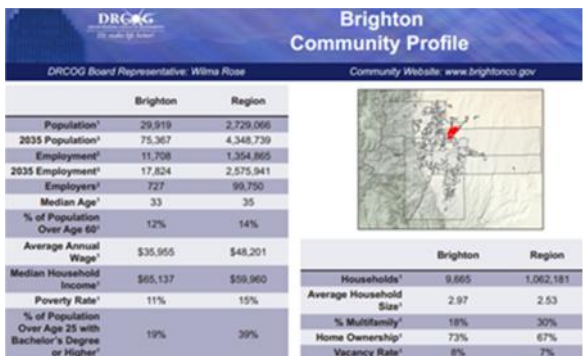
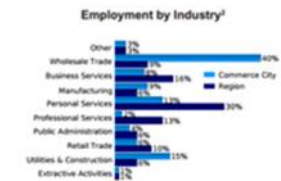
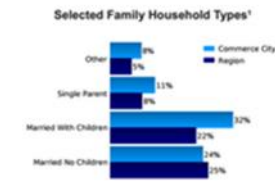
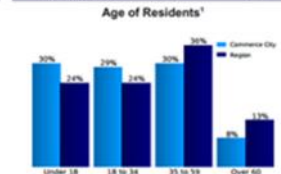
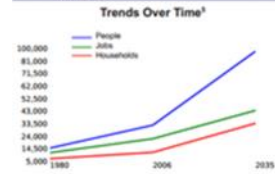
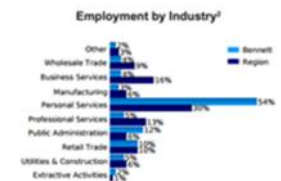
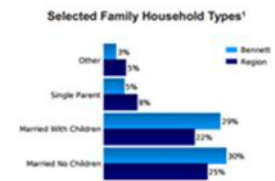
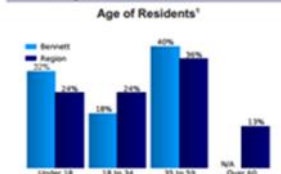
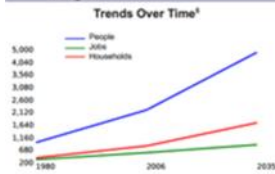
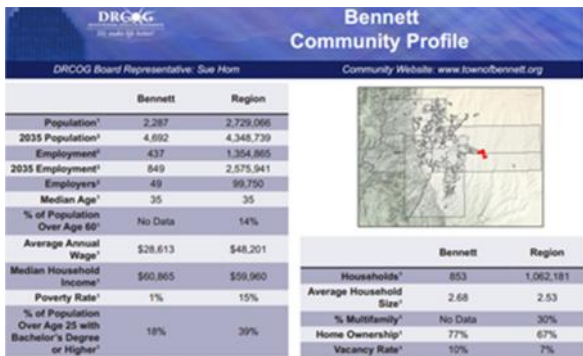
<u>Board Member</u>	<u>Position on Board</u>	<u>Term Expires</u>
Kay Riddle	President	2013
Dot Lindsey	Vice-President	2015
Ray Coffey	Treasurer	2012
Linda Wisniewski	Secretary	2014
Mizraim Cordero	Trustee	2016

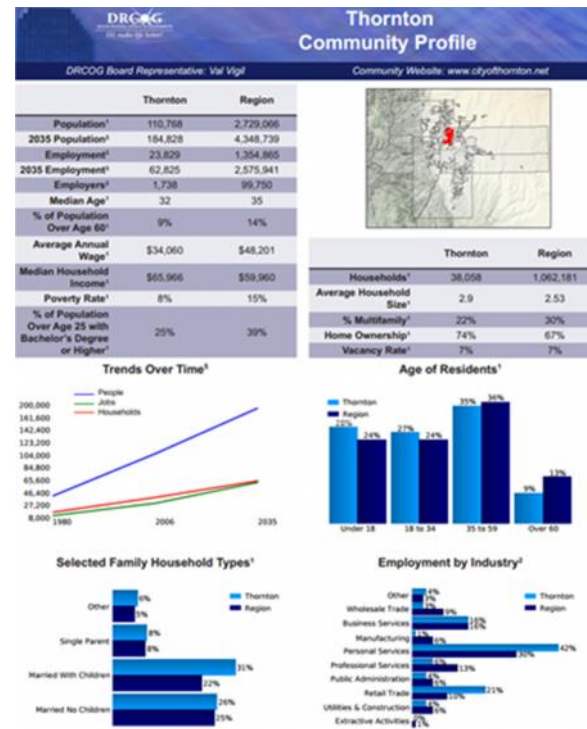
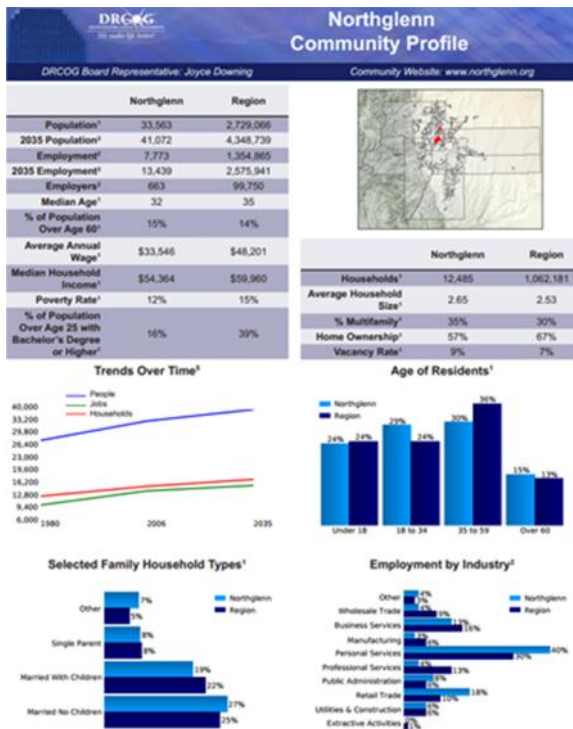
## HISTORY, DEMOGRAPHICS AND LOCATIONS

The Adams County Public Library was first established in 1953 and became the Adams County Library System in 1988. Rangeview Library District was established pursuant to the Colorado Library Law, Article 90 of Title 24, C.R.S., as amended, by resolution of the Adams County Board of County Commissioners on December 15, 2003. On January 1, 2004, the Adams County Library System was merged into the new district. The district encompasses most of the county (approximately 1,192 square miles) except for the City of Aurora, the City of Westminster and Deer Trail School District 26-J, all of which are served by libraries that existed before the establishment of the district. According to the U.S. Census Bureau, the County had an estimated population of 451,443 in 2011.

The county is one of the seven major counties making up the Denver, Colo., metropolitan area, and it is located just north of the City and County of Denver. The district serves a diverse population and a large geographic area. It serves the rural towns of Bennett and Strasburg, the cities of Brighton, Commerce City, Federal Heights, Northglenn and Thornton, and all unincorporated portions of the county.







**DRCOG**  
DENVER REGIONAL COUNCIL OF GOVERNMENTS  
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A product of the  
Denver Regional Council  
of Governments

For more information,  
Contact Robin Reilly  
303.480.6739  
[rreilly@drcog.org](mailto:rreilly@drcog.org)  
  
Updated: January 2011

**Data Sources:** 1. American Community Survey (ACS), represents averaged values over 2005 to 2009. 2. Quarterly Census of Employment and Wages 2009, 2<sup>nd</sup> quarter. 3. DRCOG Land Use Forecast 2009 Cycle 2. 4. DRCOG Travel Model 2010 Cycle 2. 5. DRCOG

**Data Disclaimer:** The data in this report are compiled from multiple sources and are intended for informational purposes only. DRCOG assumes no responsibility or legal liability for the accuracy, completeness or usefulness of any information in this report.

## Library Services

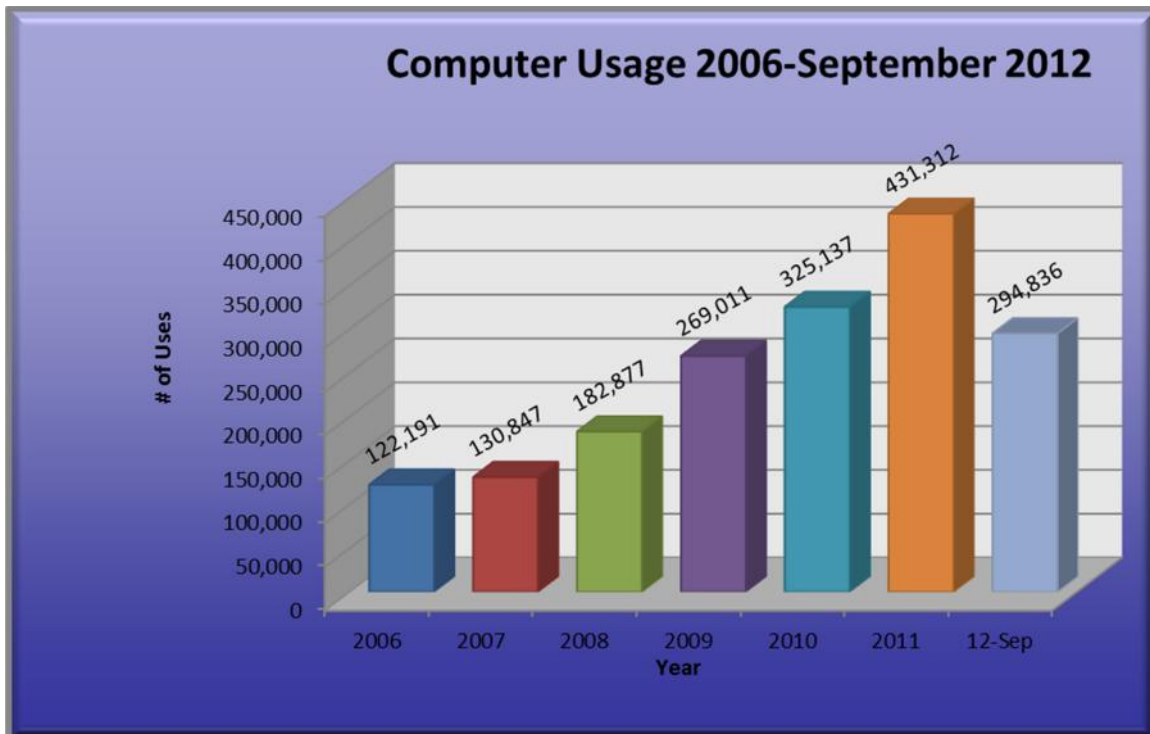
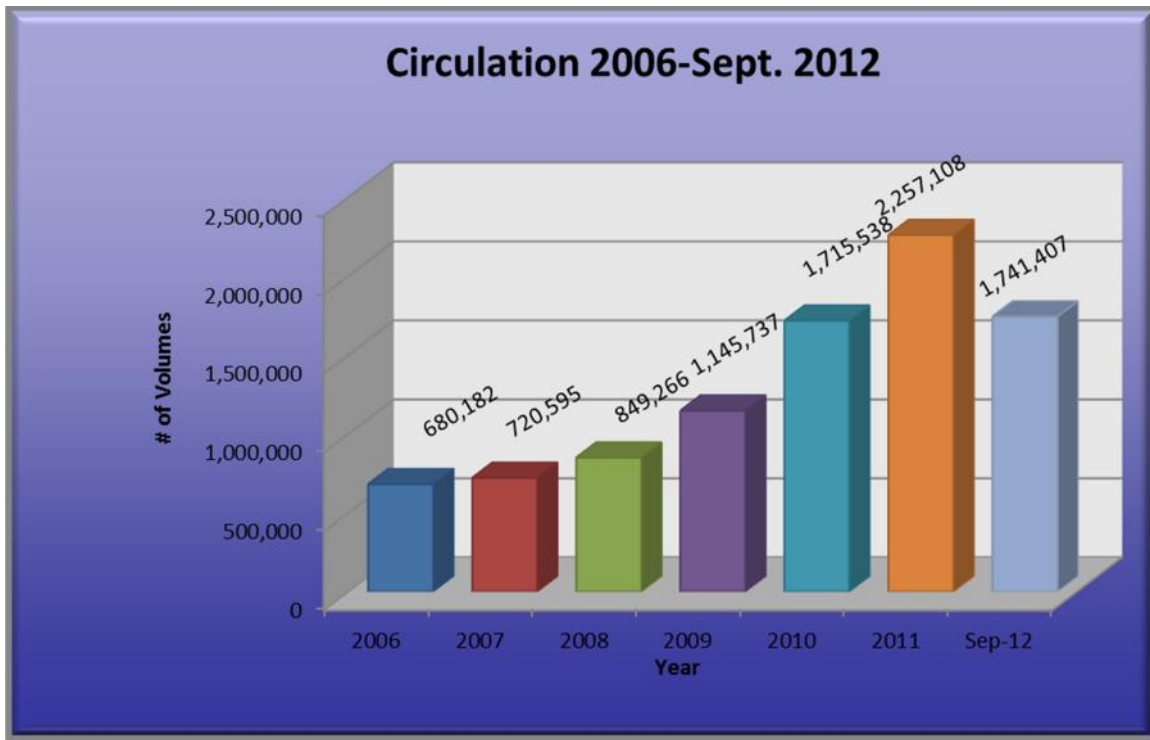
Anythink's collection contains over 397,229 items, including books, audio books, DVDs, magazines and CDs. Over 95 percent of the collection is less than five years old.

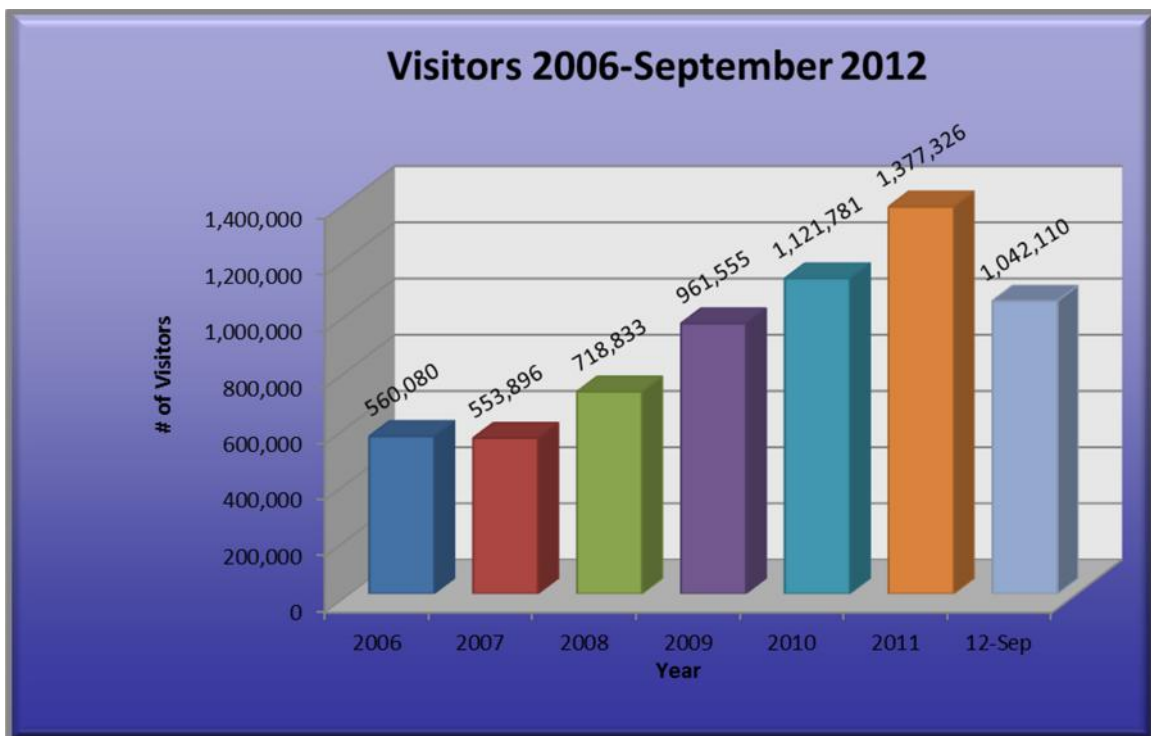
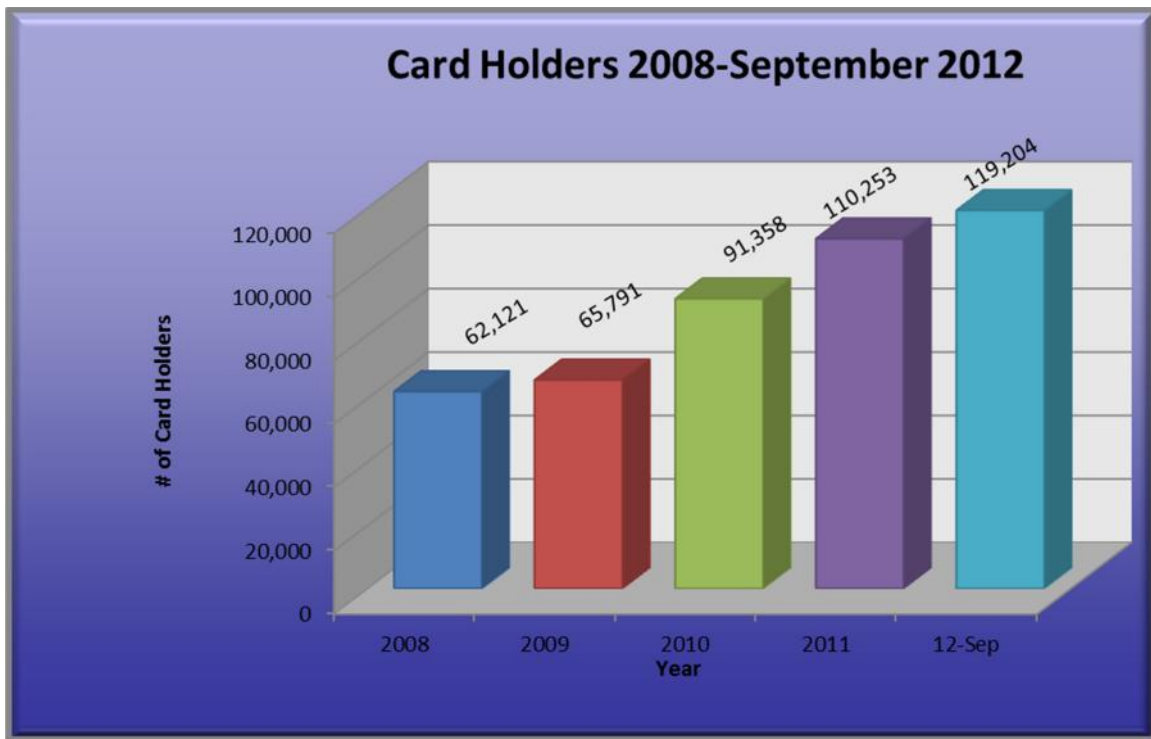
Public access computers at all library locations, including the bookmobile, provide access to the Internet and a wealth of premium electronic databases and downloadable ebooks and audiobooks. Customers can also utilize many resources through the library's website at [Anythinklibraries.org](http://Anythinklibraries.org).

Anythink libraries offer programs for adults, teens and children to showcase their collections and resources. Story hours and an annual summer reading program for children, teens and adults are designed to engage people in the art of reading.



The Outreach/Anythink In Motion Department provides library services to customers who are not able to visit a library facility. The bookmobile serves children at a variety of local schools and pre-schools.





## ANYTHINK LOCATIONS

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### **Anythink Bennett**

495 7th Street  
Bennett, CO 80102

**303-644-3303**

Sharon Hall, Experience Expert  
Tue -Sat, 10 AM - 6 PM  
Sunday and Monday, Closed

### **Anythink Brighton**

327 E. Bridge Street  
Brighton, CO 80601

**303-405-3230**

Dara Schmidt, Experience Expert  
Mon-Thurs, 9:30 AM - 8:30 PM  
Fri and Sat, 9:30 AM - 5:30 PM  
Sunday, Closed

### **Anythink Commerce City**

7185 Monaco Street  
Commerce City, CO 80022

**303-287-0063**

Deborah Hogue, Experience Expert  
Mon, Wed, Sat 9:30 AM - 5:30 PM  
Tue and Thurs, 11 AM - 7 PM  
Friday and Sunday, Closed

### **Anythink Huron Street**

9417 Huron Street  
Thornton, CO 80260

**303-452-7534**

Sandra Sebbas, Experience Expert  
Mon-Thurs, 9:30 AM - 8:30 PM  
Fri and Sat, 9:30 AM - 5:30 PM  
Sunday, Closed

### **Anythink Perl Mack**

7611 Hilltop Circle  
Denver, CO 80221

**303-428-3576**

Annette Martinez, Experience Expert  
Tues, Thurs, Fri, 9:30 AM - 5:30 PM  
Mon and Wed, 11 AM - 7 PM  
Saturday and Sunday, Closed

### **Anythink Washington Street**

8992 Washington Street  
Thornton, CO 80229

**303-287-2514**

Kathy Totten, Experience Expert  
Mon, Wed, Fri, 9:30 AM - 5:30 PM  
Tues and Thurs, 11 AM - 7 PM  
Saturday and Sunday, Closed

### **Anythink Wright Farms**

5877 E. 120th Ave.  
Thornton, CO 80602

**303-405-3200**

Suzanne McGowan, Experience Expert  
Mon-Thurs, 9:30 AM - 8:30 PM  
Fri and Sat, 9:30 AM - 5:30 PM  
Sunday, 1 PM - 5 PM

### **Outreach/Anythink In Motion**

**303-288-2018**

### **Anythink Administrative Offices**

5877 E. 120<sup>th</sup> Ave.  
Thornton, CO 80602

**303-288-2001**

Mon - Fri, 8 AM - 5 PM

## MAP OF ANYTHINK LOCATIONS

## 2012-2014 STRATEGIC PLAN



### FROM THE DIRECTOR

Anythinkers are the heart of our organization. Supporting our staff is a top priority, from growing a culture of optimism to encouraging creativity at every touch point. As Anythink evolves over the next years, we face the next chapter of our adventure. Anythink is growing into a place of learning, experimentation and discovery. The idea of a library is morphing from a place of books to a place where the community connects with information and creates content. This means we are building the Anythink version of a 21<sup>st</sup> century organization:

“Success in today’s society requires information literacy, a spirit of self-reliance, and a strong ability to collaborate, communicate effectively, and solve problems. Combining strengths in traditional learning with robust investment in modern communication infrastructures, libraries and museums are well-equipped to build the skills Americans need in the 21<sup>st</sup> century.” (IMLS 2008)

*– Pam Sandlian Smith, Anythink Director*

### MISSION

*We open doors for curious minds.*

### OUR VALUES

We are guided by these shared values in everything we do:

- Compassion for our customers and for each other
- Passion for our product
- Eagerness to learn
- Optimistic attitude – we believe that anything is possible

### STRATEGIC INITIATIVES

- I. Anythink is a Learning Organization
- II. Anythink is an Experience Library
- III. We Understand and Collaborate with Our Community
- IV. Creativity and Innovation are Supported By Technology
- V. Shift Perceptions of Anythink & Libraries

### **I. ANYTHINK IS A LEARNING ORGANIZATION**

*As a place of ideas, supporting curiosity and discovery is paramount – for staff and customers.*

**Value: Eagerness to Learn**

**GOAL 1:** Establish Anythink as a center for ideas and innovation.

**GOAL 2:** Anythink provides training for essential staff skills. Staff demonstrates ongoing learning and curiosity to stay ahead of the curve.

**GOAL 3:** Continue to grow a culture that supports problems solving, creativity and innovation.

**GOAL 4:** Anythink and its staff understands and exhibits 21<sup>st</sup> century skills

**Measures**

- Tech I Competencies are tied to staff evaluations
- Rewards program implemented that recognizes creative ideas among staff
- Time is given to staff to explore creative ideas and endeavors

**II. ANYTHINK IS AN EXPERIENCE LIBRARY**

*People bump into information. Surprise and delight ensue. That's what Anythink is all about.*

**Value: Passion for our product.**

**GOAL 1:** Hospitality becomes the cornerstone of the Anythink experience.

**GOAL 2:** Through the arts and sciences, customers gain a better understanding of themselves and their community.

**GOAL 3:** Anythink engages the community in creating, producing and sharing products and ideas.

**GOAL 4:** Experience Zones support 21<sup>st</sup> century skills, critical thinking, collaboration and creativity.

**GOAL 5:** Authors, artists and specialists contribute to the Anythink experience.

**GOAL 6:** Support healthy communities by expanding Nature Explore outdoor classrooms and our community gardens.

**Measures**

- Usage statistics and community feedback regarding programs and experience zones is gathered and majority of feedback is rated as positive
- Build Nature Explore outdoor classrooms

**III. WE UNDERSTAND & COLLABORATE WITH OUR COMMUNITY**

*We are partners in our constituents' lives. We support and learn from each other.*

***Value: Compassion for our customers and for each other.***

**GOAL 1:** Create and implement an information gathering strategy to identify community assets.

**GOAL 2:** Community members connect and share their expertise through library-sponsored programs, initiatives and mentoring.

**GOAL 3:** Anythinkers advocate for the library out in the community.

**GOAL 4:** Partnerships with community organizations expand library outcomes.

**GOAL 5:** Collections, programs and services integrate and reflect the community. We strive to give our customers what they want, when and where they want it in an easy and intuitive way.

**GOAL 6:** Anythink Foundation grows as a critical partner with the library and community.

#### **Measures**

- Partner inventory is created that contains a list of community and Foundation partners district-wide.
- Increased number of sidekicks and sidekick retention remains high.
- Formalize process of recruiting partners and community experts to better gauge community participation.

## **IV. CREATIVITY AND INNOVATION ARE SUPPORTED BY TECHNOLOGY**

***We believe everyone is creative. We provide the tools for people to explore their creativity, connect with others and ideas.***

***Value: Passion for our product.***

**GOAL 1:** Anythink becomes a destination for people to explore technology and ideas.

**GOAL 2:** Expand technology training for identified staff to support content creation.

**GOAL 3:** Create digital learning labs that serve people of all ages.

**GOAL 4:** Transition Anythink's collection to digital as driven by community demand.

**GOAL 5:** Continue to develop the district's online services and community.

#### **Measures**

- Increased participation of community with online presence, including website, catalog and social networking sites.
- Launch digital learning lab at Anythink Wright Farms.
- Increase e-content collection.

## **V. SHIFT PERCEPTIONS OF ANYTHINK & LIBRARIES**

*Anythink is a new style of library that supports creativity and ideas. We want the world to understand what a library can be and how important they are in Adams County and beyond.*

***Value: Optimistic attitude – we believe that anything is possible.***

**GOAL 1:** Community gains better understanding about Anythink as a new style

of library and its impact on the county's quality of life.

**GOAL 2:** Continue to push boundaries and inspire the library industry and the communities we serve.

**GOAL 3:** Develop and implement Anythink awareness campaign and advocacy program.

**GOAL 4:** Library Board of Trustees help shift perception of libraries.

### **Measures**

- Partners regularly seek out Anythink for ongoing partnerships.
- Increase in Anythink Foundation memberships.
- Increased requests for visits or information from other libraries.
- Positive brand association through surveys and focus groups.



## 2013 REVENUES AND EXPENDITURES

### GENERAL FUND

#### **Fund Balance**

The district's estimated fund balance for the year ended Dec. 31, 2012, is \$17,365,442.

The 2013 budget projection indicates an estimated total fund balance as of Dec. 31, 2013, of \$16,501,128. Many financial experts indicate a financially prudent principal of maintaining an operational reserve that equates to three months' worth of operating expenditures. That equates to an amount of \$3,506,171 in assigned operating reserves for 2013. Also included in the \$16,501,128 are the restricted TABOR Emergency Reserve funds estimated at \$394,811 as of Dec. 31, 2013, the Capital Reserves for \$1 million, the Replacement Funds Reserved for \$500,000, and the restricted Certificates of Participation Reserve Fund for \$3,251,838. After considering the above reserves, the total of estimated operational reserves at Dec. 31, 2013, are \$8,652,820.

#### **Revenues**

**General Fund Revenues:** Anythink's assessed tax valuation figure for 2013 (as of 8/20/12) is \$3,281,189,640 after the Tax Increment Financing (TIF) calculation. This is an increase of \$48,231,500 from the final tax valuation in the prior year. Based on economic forecasting information available, we anticipate a flat year in 2014 and a small increase in 2015. For the next three years beyond 2015, we have budgeted very small increases. Steady growth is reflected and expected in almost all revenue line items starting in 2015 and going through 2022. The district administrative staff is taking a conservative perspective regarding growth. Each step taken must be sustainable over the next 10-year cycle.

The 2013 Budget includes \$13,160,370 for budgeted revenues. This amount is based upon information currently known and is subject to change as additional information becomes known.

The following is a discussion of the more significant items affecting the 2013 General Fund revenue estimates:

1. **Property Taxes.** Property tax revenue is expected to increase to \$11,885,814 from \$11,592,806 estimated for 2012 for an increase of \$293,008. Actual revenue in 2012 from assessed valuation, including delinquent taxes and penalties and interest, are expected to be closer to \$11,763,358. The mill levy for 2013 is 3.659. This small increase is based primarily on the preliminary net assessed valuation (after tax

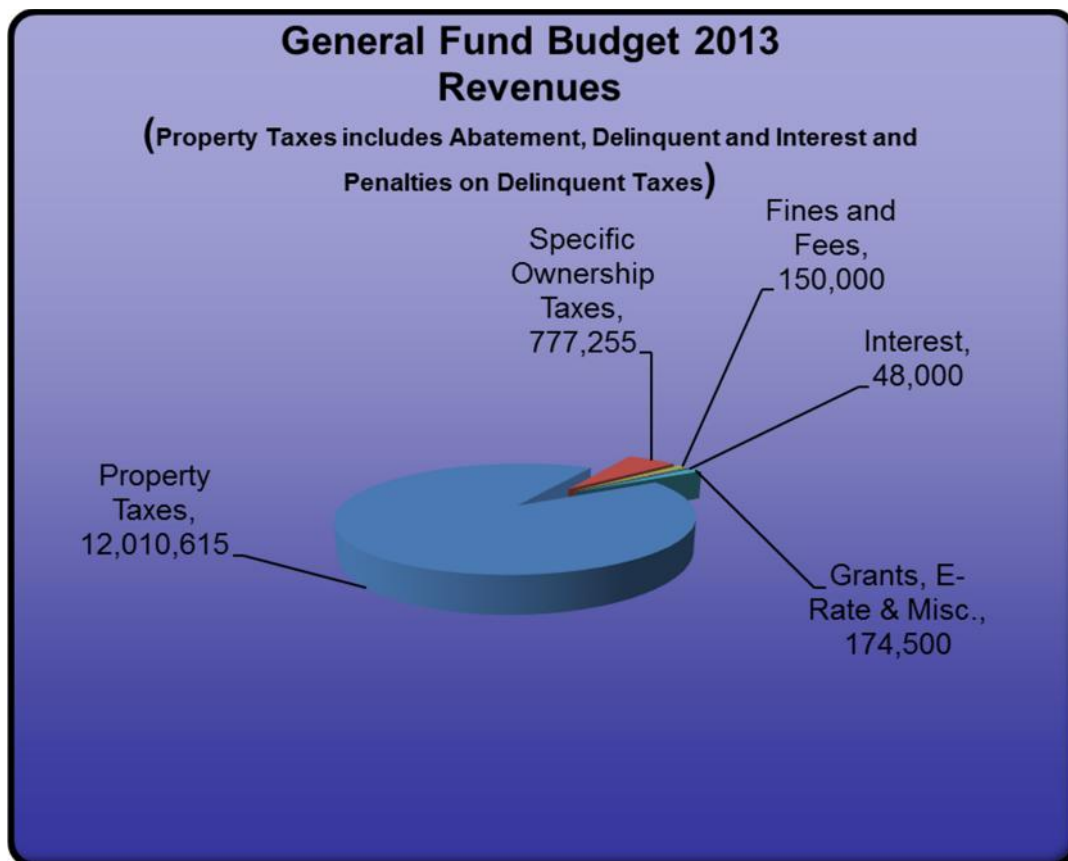
increment financing adjustments), which, according to the Assessor's Office, will show a 1.06 percent increase. The final assessed valuation will likely change by December as a few adjustments will be made.

2. **Specific Ownership Taxes.** Specific Ownership Taxes have decreased during the past two years, and we are budgeting conservatively at \$777,255, which is a small increase from 2012.

3. **Interest Income.** At \$48,000, we are projecting a smaller portion of our revenue from Interest. Interest rates may not increase for an extended period of time, meaning the budget for interest income for 2013 should be based on conservative principles.

4. **Fees and product sales.** At \$150,000, the budget estimate for this account is double the original 2012 budget but more in line with what is actually happening in 2012. This is mainly due to increased collections on lost items and fees for rentals of our meeting rooms.

5. **Grants, E-Rate & Miscellaneous.** Estimated at \$174,500 for 2013, this revenue stream consists of E-Rate Program funding, some grant revenue and other small donations and unexpected revenue.



## Expenditures

Total General Fund expenditures included in the 2013 budget total \$14,024,684. This figure is \$449,767 more than the 2012 estimated year-end total.

The following are the significant items/issues that are included in the 2013 budget as they relate to General Fund expenditures:

1. **Personnel.** The majority of the increase to the personnel line item for 2013 is a small increase to staff wages and increases to Anythink for the cost of benefits.
  - It is recommended to have a merit pool of 3 percent for all employees. The actual merit salary increase that an employee could receive would range from 0-4 percent of their base salary. The amount of merit increase will be based on the employee's 2013 performance evaluation.
  - Both the employee and employer contributions will be increasing by 0.25 percent to 8.5 percent for 2013. The retirement plan contribution will rise by 0.25 percent each year until 2015 at which time the contribution will be 9 percent for employees and employers.
  - There was no increase to medical insurance from Kaiser for 2013.
2. **Professional & Technical.** Anythink will continue to use the professional expertise of an attorney, auditor and others to assist in the operations of the district. This category also includes technology equipment and maintenance fees, access to professional cataloging tools, and continued development of our website. While we don't expect any increases in legal and consulting, we do expect a substantial increase to technology maintenance fees due to the addition of several DiscXpress machines. We continue to use Unique for the collection of lost materials and for centralization of our incoming telephone calls. The return on investment with Unique is very high. Every item that is returned or paid for is one less item that may be replaced from the materials budget. With Unique handling incoming telephone calls, we are able to save staff time that is used to assist customers in the library. We are also expecting increases to technology equipment and website development as these areas of the district continue to be upgraded and grow with the necessary technologies to operate as a 21<sup>st</sup> century library.
3. **Facilities, Vehicle & Equipment.** Our figures for maintaining our facilities are now accurate and they include regular maintenance such as carpet and window cleaning which improve the appearance of our facilities and increase the life of our carpet and furniture. With the addition of the Mapleton facility, we will have increased costs for cleaning and maintenance. We will not be able to confirm these until 2013 so all figures are estimates. Maintaining our investment in our beautiful facilities is a key priority for the district.

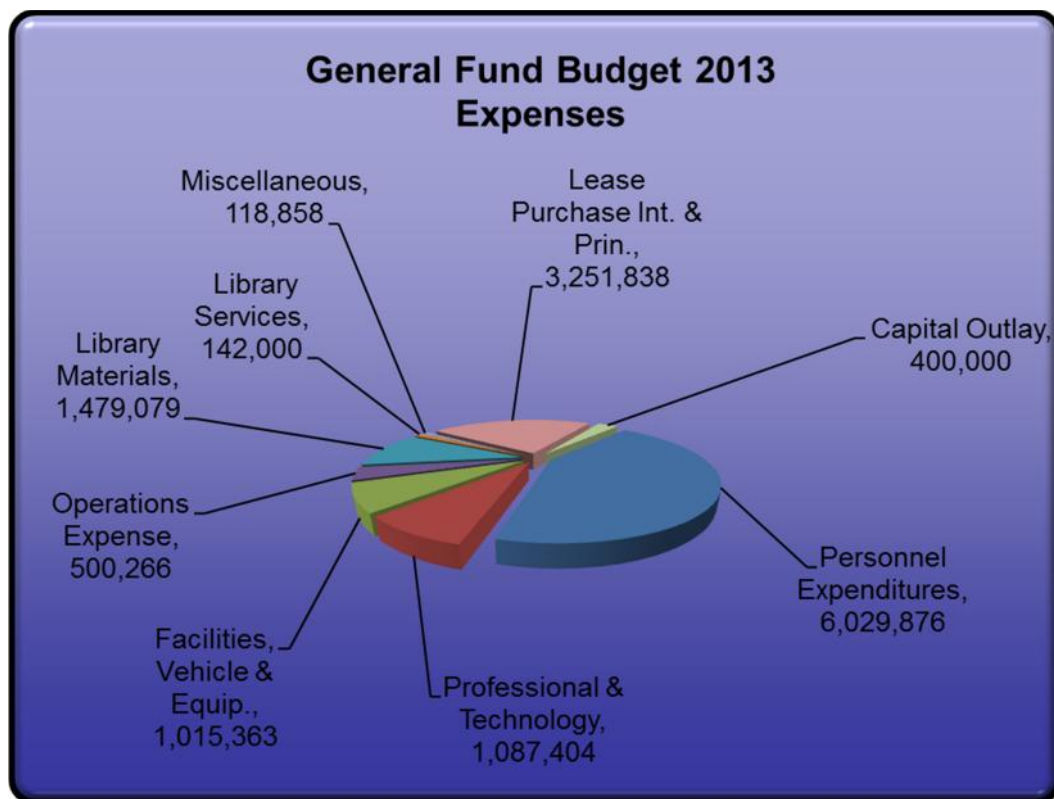
4. **Operations.** These expenses are increasing by \$14,921 over the 2012 Budget. The only substantial change is an increase to advertising to cover the opening of the Mapleton facility, the opening of the learning lab at Wright Farms and other promotions that were deferred from 2012. The travel budget has been decreased substantially (\$15,500) in an effort to save funds during these lean times.

5. **Library Materials.** The increase to this category is \$14,921 mainly due to an increase in costs for downloadables, periodicals and electronic resources. There is a slight shift between categories as electronic resource usage increases. Maintaining the collection is another key priority for the district.

6. **Library Services.** Library services include the cost of programs and supplies, including Summer Reading Program and Experience Zones. There is a small increase to this area in 2013 to \$142,000 that will be used to add performers to the Summer Reading program at the smaller branches.

7. **Miscellaneous & Lease Purchase Interest & Principal.** This line has no substantial changes for 2013.

8. **Capital Expenses.** There are two items for this line item in 2013. Furniture and some small interior work at the new Mapleton location and recommended renovations to the old Northglenn location, which will be the new home to Anythink's IT and Facilities departments after Anythink Washington Street is closed.



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RANGEVIEW LIBRARY DISTRICT				
General Fund - Revenue/Expenditure Summary				
For the Three-Year Period Ended December 31, 2013				
		2011	2012	2013
		<u>Audit</u>	<u>Amend. Budget</u>	<u>Budget</u>
<b>GENERAL FUND BEGINNING BALANCE</b>		<b>14,399,406</b>	<b>17,958,441</b>	<b>17,365,441</b>
<b>REVENUES</b>				
	Property Tax	11,891,819	11,641,736	11,885,814
	Delinquent Property Tax	0	115,830	118,858
	Int/Penalties Del Taxes	0	5,792	5,943
	Specific Ownership Tax	780,809	769,559	777,255
	Fees	115,533	150,000	150,000
	Interest on Deposits	60,338	48,000	48,000
	Grants, E-Rate & Misc.	269,356	251,000	174,500
	<b>Total Revenue</b>	<b>13,117,855</b>	<b>12,981,917</b>	<b>13,160,370</b>
	<b>TRANSFER IN: CAPITAL PROJECT FUND</b>	<b>3,136,095</b>		
	<b>Total funds available</b>	<b>30,653,356</b>	<b>30,940,358</b>	<b>30,525,811</b>
<b>EXPENDITURES</b>				
<b>Personnel</b>				
	Salaries and Wages	4,114,463	4,361,000	4,506,000
	Contract Employment	40,787	10,000	0
	Payroll Taxes	298,607	343,325	338,000
	Unemployment & Compensation	54,715	74,300	79,200
	Employee Benefits	857,199	1,086,720	1,106,676
	<b>TOTAL PERSONNEL</b>	<b>5,365,771</b>	<b>5,875,345</b>	<b>6,029,876</b>
<b>Professional &amp; Technology Services</b>				
	Legal/CPA/Audit	56,586	61,500	66,500
	Professional Services	103,475	232,000	206,900
	BCR/Cataloging/ILL	17,792	20,000	20,000
	Technology Equipment	118,815	182,500	221,500
	Technology Maintenance Fees	175,137	184,000	245,000
	Telecommunications	273,491	269,504	287,504
	Website Development	28,958	40,000	40,000
	<b>TOTAL PROFESSIONAL &amp; TECHNOLOGY</b>	<b>774,254</b>	<b>989,504</b>	<b>1,087,404</b>
<b>Facilities, Vehicle &amp; Equipment Expenses</b>				
	Building Repairs & Maintenance	200,703	200,000	200,000
	Rent & Leases	1,482	2,000	2,000
	Utilities	266,395	318,000	327,000
	Snow Removal & Ground Maintenance	88,996	170,000	120,000
	Janitorial	198,372	239,763	252,363
	Equipment Rental (Leases)	60,375	70,000	73,000
	Equipment Maintenance and Repair	8,125	5,000	5,000
	Fuel, Gas & Oil	16,795	20,500	21,000
	Vehicle & Equip. Repair & Maint.	18,955	15,000	15,000
	<b>TOTAL FACILITIES, VEHICLE &amp; EQUIP.</b>	<b>860,198</b>	<b>1,040,263</b>	<b>1,015,363</b>

<b>Operations Expense</b>				
	Advertising & Marketing	132,264	79,500	131,000
	Liability & Property Insurance	65,179	69,079	73,000
	Meetings, Travel and Training	96,177	135,500	105,500
	Memberships, Licenses & Fees	17,556	18,766	18,766
	Postage & Delivery	26,758	30,000	30,000
	Products for Sale	35,328	5,000	5,000
	Supplies & Non-Consumables	120,235	163,000	137,000
	<b>TOTAL OPERATIONS EXPENSE</b>	<b>493,497</b>	<b>500,845</b>	<b>500,266</b>
<b>Foundation Expense</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Library Materials</b>				
	Books	557,098	640,921	612,572
	Materials Processing Supplies	308,606	250,000	250,000
	Non-Print Materials (Audio/Visual)	482,511	320,000	350,000
	Downloadable Materials	0	122,000	125,000
	Electronic Resources and Content	247,553	94,047	101,507
	Subscriptions/Publications	43,827	37,000	40,000
	<b>TOTAL LIBRARY MATERIALS</b>	<b>1,639,595</b>	<b>1,463,968</b>	<b>1,479,079</b>
<b>Library Services</b>				
	Library Programming	34,597	12,000	12,000
	Programming Supplies	49,507	42,500	42,500
	Experience Zones	0	15,000	15,000
	Summer Reading	108,409	67,500	72,500
	<b>TOTAL LIBRARY SERVICES</b>	<b>192,513</b>	<b>137,000</b>	<b>142,000</b>
<b>Miscellaneous</b>				
	Lease Purchase Interest & Principal	3,250,325	3,248,475	3,251,838
	Treasurer's Fees	118,762	117,046	118,858
	<b>TOTAL MISCELLANEOUS</b>	<b>3,369,087</b>	<b>3,365,521</b>	<b>3,370,696</b>
	<b>Total Expenditures</b>	<b>12,694,915</b>	<b>13,372,446</b>	<b>13,624,684</b>
<b>Capital Expenses</b>				
	Office Furniture & Fixtures	0	5,000	50,000
	Building Improvements	0	4,700	350,000
	Technology	0	188,000	0
	Vehicles & Heavy Equipment	0	4,771	0
	<b>Total Capital Expenses</b>	<b>0</b>	<b>202,471</b>	<b>400,000</b>
	<b>Total Expenditures &amp; Capital Expenses</b>	<b>12,694,915</b>	<b>13,574,917</b>	<b>14,024,684</b>
	<b>Total expenditures and transfers out requiring appropriation</b>	<b>12,694,915</b>	<b>13,574,917</b>	<b>14,024,684</b>
<b>ENDING BALANCE</b>		<b>17,958,441</b>	<b>17,365,441</b>	<b>16,501,128</b>
<b>RESERVES</b>				
	Emergency Reserves		389,458	394,811
	Operating Reserves		3,343,111	3,506,171
	COP's Reserve		3,251,838	3,251,838
	Capital Reserve (Future Projects)		1,000,000	1,000,000
	Replacement Funds Reserved		500,000	500,000
	<b>Total Reserved funds</b>		<b>8,484,407</b>	<b>8,652,820</b>
<b>ENDING FUND BALANCE AVAILABLE</b>			<b>\$8,881,034</b>	<b>\$7,848,308</b>
*Estimated Beginning Balance				

# JOB POSITIONS

## Staffing 2011/2012/2013

2011 After Amendment		2012		2013	
Director	Full-time Regular	Director	Full-time Regular	Director	Full-time Regular
Administrative Assist.	Full-time Regular	Administrative Assist.	Full-time Regular	Administrative Assist.	Full-time Regular
Development Director	Full-time Regular	Development Director	Full-time Regular		
<b>Communications</b>		<b>Communications</b>		<b>Communications</b>	
Communications Director	Full-time Regular	Communications Director	Full-time Regular	Communications Director	Full-time Regular
Graphic Designer	Part-time Regular	Graphic Designer	Full-time Regular	Graphic Designer	Full-time Regular
Content Editor	Full-time Regular	Content Editor	Full-time Regular	Content Editor	Full-time Regular
				Virtual Communications	Full-time Regular
<b>Human Resources</b>		<b>Human Resources</b>		<b>Human Resources</b>	
HR Director	Full-time Regular	HR Director	Full-time Regular	HR Director	Full-time Regular
HR Generalist	Full-time Regular	HR Generalist	Full-time Regular	HR Generalist	Full-time Regular
<b>Finance</b>		<b>Finance</b>		<b>Finance</b>	
Payables Pro (2)	Part-time Regular	Payables Pro (2)	Part-time Regular	Payables Pro (2)	Part-time Regular
Finance Director	Full-time Regular	Finance Director	Full-time Regular	Finance Director	Full-time Regular
Accountant II	Full-time Regular	Accountant II	Full-time Regular	Accountant II	Full-time Regular
<b>Public Services</b>		<b>Public Services</b>		<b>Public Services</b>	
Public Services Director	Full-time Regular	Public Services Director	Full-time Regular	Public Services Director	Full-time Regular
<b>Family Services</b>		<b>Family Services</b>		<b>Family Services</b>	
Family Services Director	Full-time Regular	Family Services Director	Full-time Regular	Family Services Director	Full-time Regular
Collection Dev. Mngr.	Full-time Regular	Collection Dev. Mngr.	Full-time Regular	Collection Dev. Mngr.	Full-time Regular
Collection Dev. Librarian	Full-time Regular	Collection Dev. Librarian	Full-time Regular	Collection Dev. Librarian	Full-time Regular
<b>IT</b>		<b>IT</b>		<b>IT</b>	
Help Desk (2)	Part-time Regular	Help Desk (2)	Part-time Regular	Help Desk (2)	Part-time Regular
Tech Specialist (3)	Full-time Regular	Tech Specialist (3)	Full-time Regular	Tech Specialist (3)	Full-time Regular
IT Director	Full-time Regular	IT Director	Full-time Regular	IT Director	Full-time Regular
<b>Cat/Processing</b>		<b>Cat/Processing</b>		<b>Cat/Processing</b>	
Materials Dispatcher (2)	Part-time Regular	Materials Dispatcher (2)	Part-time Regular	Materials Dispatcher (2)	Part-time Regular
Senior Librarian/Acqu.	Full-time Regular	Senior Librarian/Acqu.	Full-time Regular	Senior Librarian/Acqu.	Full-time Regular
ILL Clerk	Full-time Regular	ILL Clerk	Full-time Regular	ILL Clerk	Full-time Regular
Processing Assistant	Part-time Regular	Processing Assistant	Part-time Regular	Processing Assistant	Part-time Regular
Cataloging Assistant	Full-time Regular	Cataloging Assistant	Full-time Regular	Cataloging Assistant	Full-time Regular
<b>Facilities</b>		<b>Facilities</b>		<b>Facilities</b>	
Facilities Manager	Full-time Regular	Facilities Manager	Full-time Regular	Facilities Manager	Full-time Regular
Building Doctor	Full-time Regular	Building Doctor	Full-time Regular	Building Doctor	Full-time Regular
Library Courier	Full-time Regular	Library Courier	Full-time Regular	Library Courier	Full-time Regular
<b>BENNETT</b>		<b>BENNETT</b>		<b>BENNETT</b>	
Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular
Guide	Regular 30 Hours	Guide	Regular 30 Hours	Guide	Regular 30 Hours
Guide	Full-time Regular	Guide	Part-time Regular	Guide	Part-time Regular
Concierge	25 Hours	Concierge	25 Hours	Concierge (2)	25 Hours
Concierge	Full-time Regular	Concierge	Full-time Regular	Concierge	Full-time Regular
Wrinkler (2)	Part-time Regular	Wrinkler (2)	Part-time Regular	Wrinkler (2)	Part-time Regular
<b>BRIGHTON</b>		<b>BRIGHTON</b>		<b>BRIGHTON</b>	
Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular
Guide (4)	Full-time Regular	Guide (4)	Full-time Regular	Guide (4)	Full-time Regular
Concierge (4)	Full-time Regular	Concierge (4)	Full-time Regular	Concierge (4)	Full-time Regular
Concierge (2)	Part-time Regular	Concierge (2)	Part-time Regular	Concierge (3)	Part-time Regular
Concierge	Regular 30 Hours	Concierge	Regular 30 Hours	Concierge	Regular 30 Hours
Wrinkler (10)	Part-time Regular	Wrinkler (10)	Part-time Regular	Wrinkler (5)	Part-time Regular
<b>COMMERCE CITY</b>		<b>COMMERCE CITY</b>		<b>COMMERCE CITY</b>	
Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular
Guide	Full-time Regular	Guide	Full-time Regular	Guide	Full-time Regular
Concierge (2)	Full-time Regular	Concierge (2)	Full-time Regular	Concierge (1)	Full-time Regular
Concierge (2)	25 Hours	Concierge (2)	25 Hours	Concierge (4)	25 Hours
Wrinkler (3)	Part-time Regular	Wrinkler (3)	Part-time Regular	Wrinkler (3)	Part-time Regular
<b>HURON</b>		<b>HURON</b>		<b>HURON</b>	
Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular
Guide (4)	Full-time Regular	Guide (4)	Full-time Regular	Guide (4)	Full-time Regular
Concierge (4)	Full-time Regular	Concierge (4)	Full-time Regular	Concierge (4)	Full-time Regular
Concierge	Regular 30 Hours	Concierge	Regular 30 Hours	Concierge	Regular 30 Hours
Concierge (3)	25 Hours	Concierge (3)	25 Hours	Concierge (3)	25 Hours
Wrinkler (11)	Part-time Regular	Wrinkler (11)	Part-time Regular	Wrinkler (10)	Part-time Regular
<b>OUTREACH</b>		<b>OUTREACH</b>		<b>OUTREACH</b>	
Anythinker in Motion (2)	Full-time Regular	Anythinker in Motion (2)	Full-time Regular	Anythinker in Motion (2)	Full-time Regular
<b>PERL MACK</b>		<b>PERL MACK</b>		<b>PERL MACK</b>	
Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular
Guide (1)	Full-time Regular	Guide (1)	Full-time Regular	Guide (1)	Full-time Regular
Concierge (2)	Full-time Regular	Concierge (2)	Full-time Regular	Concierge (2)	Full-time Regular
Concierge (2)	25 Hours	Concierge (2)	25 Hours	Concierge (2)	25 Hours
Wrinkler (3)	Part-time Regular	Wrinkler (3)	Part-time Regular	Wrinkler (3)	Part-time Regular
<b>WASHINGTON STREET</b>		<b>WASHINGTON STREET</b>		<b>WASHINGTON STREET</b>	
Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular	Anythink Manager	Full-time Regular
Guide (1)	Full-time Regular	Guide (1)	Full-time Regular	Guide (1)	Full-time Regular
				Guide (1)	Part-time Regular
Concierge (3)	Full-time Regular	Concierge (2)	Full-time Regular	Concierge (3)	Full-time Regular
Concierge (2)	25 Hours	Concierge (3)	25 Hours	Concierge (1)	25 Hours
Wrinkler (3)	Part-time Regular	Wrinkler (3)	Part-time Regular	Wrinkler (3)	Part-time Regular
<b>Wright Farms</b>		<b>Wright Farms</b>		<b>Wright Farms</b>	
Guide (4)	Full-time Regular	Guide (4)	Full-time Regular	Guide (4)	Full-time Regular
		Guide (2)	Part-time Regular	Guide (2)	Part-time Regular
Concierge (4)	Full-time Regular	Concierge (4)	Full-time Regular	Concierge (4)	Full-time Regular
Concierge (9)	25 Hours	Concierge (9)	25 Hours	Concierge (10)	25 Hours
Wrinkler (12)	Part-time Regular	Wrinkler (12)	Part-time Regular	Wrinkler (11)	Part-time Regular
Branch Manager	Full-time Regular	Branch Manager	Full-time Regular	Branch Manager	Full-time Regular

68 Full-Time, 3- 30 hours, 53 Part-time, 19 (25 hrs.) = 108.72 FTE

67 Full-Time, 3- 30 hours, 56 Part-time, 20 (25 hrs.) = 109.85 FTE

67 Full-Time, 3- 30 hours, 55 Part-time, 22 (25 hrs.) = 110.61 FTE



## FUND BALANCE SUMMARY

<b>Rangeview Library District</b> <b>FUND BALANCE SUMMARY</b> <b>For the years Ended and Ending December 31, 2013</b>			
<b>GENERAL FUND</b>	<b>Audited 2011</b>	<b>Amend. Budget 2012</b>	<b>(Projected) 2013</b>
<b>BALANCE, Beginning of Year</b>	14,399,406	17,958,441	17,365,441
<b>Revenue</b>	13,117,855	12,981,917	13,160,370
<b>TRANSFERS FROM CAPITAL</b>	3,136,095	-	-
<b>Total Revenue</b>	16,253,950	12,981,917	13,160,370
<b>Total Expenditures</b>	12,694,915	13,574,917	14,024,684
<b>TRANSFERS TO CAPITAL</b>	-	-	-
<b>BALANCE, End of Year</b>	17,958,441	17,365,441	16,501,127
<b>BALANCE, Restricted*</b>			8,652,820
<b>BALANCE, Available</b>		8,899,513	7,848,307
<b>RESERVES *</b>			
<b>Restricted: Tabor Reserve</b>		387,478	394,811
<b>Assigned: 3 mo. operating reserves</b>		3,326,612	3,506,171
<b>Assigned: Capital/Replace Reserve</b>		1,500,000	1,500,000
<b>Restricted: COP's Reserve</b>		3,251,838	3,251,838
		-	
<b>TOTAL RESTRICTED</b>	-	8,465,928	8,652,820

## 10-YEAR FINANCIAL PROJECTIONS

This document is a forecast of the long-range financial picture of Anythink Libraries. It includes revenues and expenses for the General Fund and for Capital Projects, updated annually when the current year budget is prepared, and updated again at the close of the year when actual current year figures are available. This document is used throughout the year to analyze debt obligations, determine when certain projects might best be implemented and to generally ascertain how long our current revenue and expense patterns will continue to support our objectives without necessitating additional tax monies.

The General Fund 10-Year Projections show a positive unassigned fund balance through the end of 2022 of \$562,768.

Because of the wavering worldwide financial climate and the stagnation of property tax revenues at a local level, there is currently no increase to the budget for replacement funding of large assets such as buildings. If in fact the projections for revenue for 2013 and beyond are correct or understated, it is possible that corrections will need to be made accordingly and cuts may have to be allocated to expenditures.

As of 2011, all of the district libraries had either been replaced with new buildings or had major and extensive remodeling to the physical structure as well as having replaced all the major mechanical systems and in some cases added alternative forms of energy creation such as geothermal with the exception of the Washington Street location and the old Northglenn location. In 2013, there will be minor modifications and replacement to mechanical systems at the old Northglenn location.

The 2022 ending unassigned fund balance of \$562,768 is calculated after deducting for the \$3,251,838 for the Certificates of Participation Reserve Fund, which must be reserved until the final payment is made on the lease. It is also calculated after the 3 percent TABOR reserve, an estimated three months of operating reserve are withheld and taking into account the \$1,500,000 reserved for capital projects and replacement projects. See spreadsheet on page 44, 2022 column for details.

While the revenues for the district do not include any donations from the Anythink Foundation, it is possible that in the upcoming years this newly formed non-profit will begin to collect enough funds to contribute to the district. Revenues from the mill levy are calculated for 3 percent growth for 2014 and a 2 percent increase in 2015. We are expecting that by 2016 the assessment for the district will have improved as a result of improvements in the economy and that is reflected in the property tax revenue numbers for 2016 through 2022.

At this time, we have not budgeted expenses at a zero growth. Instead we have used savings from previous years to supplement.

We started 2012 year with \$17,958,441 in our Operating Fund Balance, and we expect to end it with \$17,365,441 million. We have been able to accrue these funds by increasing the balance substantially over the years:

- In 2007, we added \$3,314,630 to the fund balance
- In 2008, we added \$6,157,502 to the fund balance
- In 2009, we added \$1,324,129 to the fund balance
- In 2010, we added \$1,295,620 to the fund balance
- In 2011, we added \$3,559,035 to the fund balance (some of which was earmarked for capital reserves and replacement reserves)
- In 2012, we estimate that we will reduce the fund balance by (\$593,000)

If revenue projections fall, it will be necessary to either hold at the current level or reduce some expenses. Personnel-related expenditures, the district's largest expense, are estimated at minimal increases for the next 10 years in order to balance the budget.



# CERTIFICATION OF VALUATION BY ADAMS COUNTY ASSESSOR

## CERTIFICATION OF VALUATION BY ADAMS COUNTY ASSESSOR

Name of Jurisdiction **002 - RANGEVIEW LIBRARY DISTRICT**

New Entity: No

IN ADAMS COUNTY, COLORADO ON 11/28/2012

### USE FOR STATUTORY PROPERTY TAX REVENUE LIMIT CALCULATIONS (5.5% LIMIT) ONLY

IN ACCORDANCE WITH 39-5-121(2)(a) AND 39-5-128(1), C.R.S. AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES THE TOTAL VALUATION FOR ASSESSMENT, FOR THE TAXABLE YEAR 2012 IN ADAMS COUNTY, COLORADO

1. PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$3,232,958,140
2. CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: *	\$3,372,684,810
3. LESS TIF DISTRICT INCREMENT, IF ANY:	\$67,038,820
4. CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$3,305,645,990
5. NEW CONSTRUCTION: **	\$21,354,785
6. INCREASED PRODUCTION OF PRODUCING MINES: #	
7. ANNEXATIONS/INCLUSIONS:	\$0
8. PREVIOUSLY EXEMPT FEDERAL PROPERTY #	\$29
9. NEW PRIMARY OIL OR GAS PRODUCTION FROM ANY PRODUCING OIL AND GAS LEASEHOLD OR LAND (29-1-301(1)(b) C.R.S.): ##	\$5,825,870
10. TAXES COLLECTED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1 (29-1-301(1)(a) C.R.S.):	
11. TAXES ABATED AND REFUNDED AS OF AUG. 1 (29-1-301(1)(a), C.R.S.) and (39-10-114(1)(a)(i)(B), C.R.S.):	

\* This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec.20(8)(b), Colo. Constitution

\*\* New construction is defined as: Taxable real property structures and the personal property connected with the structure.

# Jurisdiction must submit respective certifications (Forms DLG 52 AND 52A) to the Division of Local Government in order for the values to be treated as growth in the limit calculation.

## Jurisdiction must apply (Forms DLG 52B) to the Division of Local Government before the value can be treated as growth in the limit calculation.

### USE FOR 'TABOR' LOCAL GROWTH CALCULATIONS ONLY

IN ACCORDANCE WITH THE PROVISION OF ARTICLE X, SECTION 20, COLO CONST, AND 39-5-121(2)(b), C.R.S. THE ASSESSOR CERTIFIES THE TOTAL ACTUAL VALUATION FOR THE TAXABLE YEAR 2012 IN ADAMS COUNTY ON AUGUST 25, 2012

1. CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: @	\$26,145,779,815
ADDITIONS TO TAXABLE REAL PROPERTY:	
2. CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: !	\$146,847,191
3. ANNEXATIONS/INCLUSIONS:	\$0
4. INCREASED MINING PRODUCTION: %	
5. PREVIOUSLY EXEMPT PROPERTY:	\$36,270,537
6. OIL OR GAS PRODUCTION FROM A NEW WELL:	\$6,658,137
7. TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT:	\$169,617

(If land and/or a structure is picked up as omitted property for multiple years, only the most current year's actual value can be reported as omitted property.)

#### DELETIONS FROM TAXABLE REAL PROPERTY:

8. DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS:	\$728,898
9. DISCONNECTIONS/EXCLUSION:	\$30,790
10. PREVIOUSLY TAXABLE PROPERTY:	\$13,018,013

@ This includes the actual value of all taxable real property plus the actual value of religious, private schools, and charitable real property.

! Construction is defined as newly constructed taxable real property structures.

% Includes production from new mines and increases in production of existing producing mines.

IN ACCORDANCE WITH (39-5-128(1), C.R.S.) AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES TO SCHOOL DISTRICTS: 1. TOTAL ACTUAL VALUE OF ALL TAXABLE PROPERTY:-----

\$0

**NOTE: All levies must be Certified to the Board of County Commissioners NO LATER THAN DECEMBER 15, 2012**

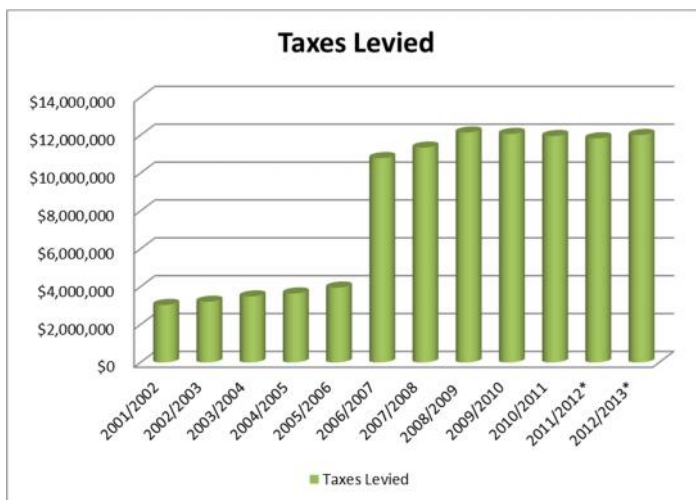
Data Date: 11/28/2012

DLG-57(Rev.7/00)

Property Tax Collections			
Levy/Collection Year	Taxes Levied	Taxes Collected	% of Collections
2001/2002	\$3,031,851	\$2,990,036	98.60%
2002/2003	\$3,201,170	\$3,180,542	99.40%
2003/2004	\$3,482,468	\$3,461,430	99.40%
2004/2005	\$3,641,131	\$3,630,542	99.70%
2005/2006	\$3,948,849	\$3,935,800	99.70%
2006/2007	\$10,785,897	\$10,758,092	99.70%
2007/2008	\$11,341,042	\$11,351,643	99.70%
2008/2009	\$12,138,290	\$12,110,931	99.80%
2009/2010	\$12,063,290	\$12,044,670	99.85%
2010/2011	\$11,951,068	\$11,891,819	99.50%
2011/2012*	\$11,829,394		
2012/2013*	\$12,005,872		

\* Cannot calculate until the year is completed.

Mill Levy History	
Levy/Collection Year	% Increase
2001/2002	1.386
2002/2003	1.391
2003/2004	1.387
2004/2005	1.394
2005/2006	1.388
2006/2007	3.659
2007/2008	3.504
2008/2009	3.659
2009/2010	3.659
2010/2011	3.659
2011/2012	3.659
2012/2013	3.659



Assessed Valuation			
Levy/Collection Year	Assessed Valuation	Increase	% Increase
2001/2002	\$2,184,330,380		
2002/2003	\$2,301,344,350	\$117,013,970	5.36%
2003/2004	\$2,510,791,260	\$209,446,910	9.10%
2004/2005	\$2,612,001,890	\$101,210,630	4.03%
2005/2006	\$2,845,712,610	\$233,710,720	8.95%
2006/2007	\$2,947,771,890	\$102,059,280	3.59%
2007/2008	\$3,236,598,640	\$288,826,750	9.80%
2008/2009	\$3,317,379,040	\$80,780,400	2.50%
2009/2010	\$3,296,881,800	(\$20,497,240)	-0.62%
2010/2011	\$3,259,281,600	(\$37,600,200)	-1.14%
2011/2012	\$3,232,958,140	(\$26,323,460)	-0.81%
2012/2013	\$3,281,189,640	\$48,231,500	1.49%

# CERTIFICATION OF TAX LEVIES FOR NON-SCHOOL GOVERNMENTS

002 County Tax Entity Code

DOLA LGID/SID 01054 /16

## CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners<sup>1</sup> of Adams County, Colorado.

On behalf of the Rangeview Library District (taxing entity)<sup>A</sup>

the Board of Trustees (governing body)<sup>B</sup>

of the Rangeview Library District (local government)<sup>C</sup>

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 3,372,684,810 assessed valuation of: (GROSS<sup>D</sup> assessed valuation, Line 2 of the Certification of Valuation Form DLG 57<sup>E</sup>)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area<sup>F</sup> the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ 3,305,645,990 (NET<sup>G</sup> assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

Submitted: 12/3/2012 for budget/fiscal year 2013 (not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY <sup>2</sup>	REVENUE <sup>2</sup>
1. General Operating Expenses <sup>H</sup>	3.659 mills	\$ 12,095,359
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction <sup>I</sup>	< > mills	\$ < >
<b>SUBTOTAL FOR GENERAL OPERATING:</b>	<b>3.659 mills</b>	<b>\$ 12,095,359</b>
3. General Obligation Bonds and Interest <sup>J</sup>	mills	\$
4. Contractual Obligations <sup>K</sup>	mills	\$
5. Capital Expenditures <sup>L</sup>	mills	\$
6. Refunds/Abatements <sup>M</sup>	mills	\$
7. Other <sup>N</sup> (specify):	mills	\$
	mills	\$
<b>TOTAL:</b> [ Sum of General Operating Subtotal and Lines 3 to 7 ]	<b>3.659 mills</b>	<b>\$ 12,095,359</b>

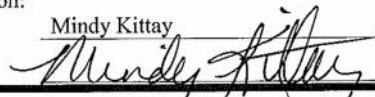
Contact person:

(print) Mindy Kittay

Daytime

phone: 303-405-3284

Signed:



Title: Finance Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 866-2156.

<sup>1</sup> If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

<sup>2</sup> Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's final certification of valuation).

CERTIFIED COPY OF RESOLUTION TO ADOPT BUDGET  
AND APPROPRIATE FUNDS FOR YEAR 2013

Reso. No. \_\_\_\_\_

**RANGEVIEW LIBRARY DISTRICT  
BOARD OF TRUSTEES**

**CERTIFIED COPY OF RESOLUTION TO ADOPT BUDGET AND  
APPROPRIATE  
FUNDS FOR YEAR 2013**

STATE OF COLORADO                    )  
  ) ss.  
COUNTY OF ADAMS                    )

The Board of Trustees of the Rangeview Library District, Adams County, Colorado held a regular meeting at the Commerce City Branch, located at 7185 Monaco, in Commerce City, Colorado, on Wednesday, November 14, 2012 at the hour of 5:00 p.m.

The following members of the Board of Trustees were present:

President:	Kay Riddle
Vice President:	Dorothy Lindsey
Treasurer:	Ray Coffey
Trustee:	Mizraim Cordero

Also present were Jacqueline Murphy, Kim Seter, Seter & Vander Wall, P.C., Counsel for the District; Pam Sandlian-Smith, Director; Dolores Sandoval, Administrative Assistant/Recorder; Susan Dobbs, Director of Human Resources; Mindy Kittay, Director of Finance; Ronnie Storey, Director of Public Services; and Lynda Freas, Director of Family Library Services.

Counsel reported that, prior to the meeting, each of the Trustees were notified of the date, time and place of this meeting and the purpose for which it was called. Counsel further reported that this meeting is a regularly scheduled meeting of the Board of Trustees of the District and that a Notice of Regular Meeting was posted at least three places within the boundaries of the District and at the Adams County Administration Building in Brighton, Colorado, and to the best of Counsel's knowledge, remains posted to the date of



this meeting. A copy of the published Notice as to Proposed 2013 Budget, as shown below, and is incorporated into these proceedings.

### **NOTICE AS TO PROPOSED 2013 BUDGET**

NOTICE IS HEREBY GIVEN that a proposed budget has been submitted to the **RANGEVIEW LIBRARY DISTRICT** for the fiscal year 2013. A copy of the proposed budget has been filed in the office of the District Finance Director, located at 5877 East 120<sup>th</sup> Avenue, in Thornton, Colorado, where it is open for public inspection. The proposed budget will be considered at a regular meeting of the Rangeview Library District at 5:00 p.m. on Wednesday, November 14, 2012. The meeting will be held at the Commerce City Branch, located at 7185 Monaco, Commerce City, Colorado. Any interested elector within the Rangeview Library District may inspect the proposed budget and file or register any objections at any time prior to the final adoption of the 2013 budget.

BY ORDER OF THE BOARD OF TRUSTEES:  
RANGEVIEW LIBRARY DISTRICT

By: /s/SETER & VANDER WALL, P.C.  
Attorneys for the District

Publish in: *Denver Post*  
Publish on: Wednesday, October 17, 2012

Thereupon, Trustee Coffey introduced and moved the adoption of the following Resolution:

RESOLUTION

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET, LEVYING PROPERTY TAXES FOR COLLECTION IN THE YEAR 2012 TO HELP DEFRAY THE COSTS OF GOVERNMENT, AND APPROPRIATING SUMS OF MONEY TO EACH FUND IN THE AMOUNTS AND FOR THE PURPOSES SET FORTH HEREIN FOR THE RANGEVIEW LIBRARY DISTRICT, ADAMS COUNTY, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2013, AND ENDING ON THE LAST DAY OF DECEMBER, 2013.

WHEREAS, the Board of Trustees of the Rangeview Library District has authorized its budget officer to prepare and submit a proposed budget to said governing body at the proper time; and

WHEREAS, the proposed budget has been submitted to the Board of Trustees of the District for its consideration; and

WHEREAS, upon due and proper notice, published in accordance with law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on November 14, 2012, and interested electors were given the opportunity to file or register any objections to the proposed budget; and

WHEREAS, the budget being adopted by the Board has been prepared based on the best information available to the Board regarding the effects of Article X, Section 20 of the Colorado Constitution; and

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

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE RANGEVIEW LIBRARY DISTRICT OF ADAMS COUNTY, COLORADO:

Section 1.      Summary of 2013 Revenues and 2013 Expenditures. That the estimated revenues and expenditures for each fund for fiscal year 2013, as more specifically set forth in the budget attached hereto, are accepted and approved.

Section 2.      Adoption of Budget. That the budget as submitted, amended and attached hereto and incorporated herein is approved and adopted as the budget of the Rangeview Library District for fiscal year 2013.

Section 3.      Levy of General Property Taxes. That the foregoing budget indicated that the amount of money necessary to balance the budget for the General Fund for operating expenses from property tax revenue is \$14,024,684 and that the 2012 valuation for assessment, as certified by the Adams County Assessor, is \$3,281,189,640. That for the purposes of meeting all general operating expenses of the District during the 2013 budget year, there is hereby levied a tax of 3.659 mills upon each dollar of the total valuation of assessment of all taxable property within the District for the year 2012.

Section 4.      Levy of Debt Retirement Expenses. That the foregoing budget indicated that the amount of money necessary to balance the budget for the Debt Service Fund for debt retirement expense from property tax revenue is \$0.00 and that the 2011 valuation of assessment, as certified by the Adams County Assessor, is \$3,281,189,640. That for the purposes of meeting all debt retirement expenses of the District during the 2013 budget year, there is hereby levied a tax of 0.000 mills upon each dollar of the total valuation of assessment of all taxable property within the District for the year 2012.

Section 5.      Certification to County Commissioners. That the Secretary of the District, or its designee, is hereby authorized and directed to immediately cause to have certified to the County Commissioners of Adams County, the mill levy for the District hereinabove determined and set forth on the Certification of Tax Levies for Non-School Governments attached hereto.

Section 6.     Budget Certification. That the budget shall be certified by the Secretary or Acting Secretary of the District, and made a part of the public records of the Rangeview Library District.

The foregoing Resolution was seconded by Trustee Cordero.

RESOLUTION APPROVED AND ADOPTED THIS 14<sup>th</sup> DAY OF NOVEMBER 2012.

*(Remainder of Page Intentionally Left Blank)*

*Rangeview Library District  
2013 Budget Resolution Signature Page*

RANGEVIEW LIBRARY DISTRICT

By: Kay W. Riddle  
President

ATTEST:

By: Dorothy J. Lindsey  
Secretary

(00036781)

STATE OF COLORADO  
COUNTY OF ADAMS  
RANGEVIEW LIBRARY DISTRICT

I, Dorothy J. Lindsey, hereby certify that I am a Trustee and the duly elected and qualified Secretary or Acting Secretary of the Rangeview Library District, and that the foregoing constitute a true and correct copy of the record of proceedings of the Board of Trustees of said District, adopted at a meeting of the Board of Trustees of the Rangeview Library District held on Wednesday, November 14, 2012, at the Wright Farms Library, located at 5877 E. 120<sup>th</sup> Avenue, in Adams County, Thornton, Colorado, as recorded in the official record of the proceedings of the District, insofar as said proceedings relate to the budget hearing for fiscal year 2013; that said proceedings were duly had and taken; that the meeting was duly held; and that the persons were present at the meeting as therein shown.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed the official seal of the District this 14th day of November, 2012.

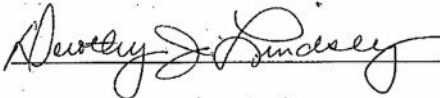
Dorothy J. Lindsey  
Secretary

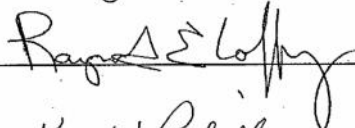
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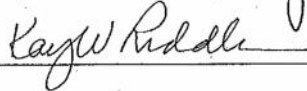
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ACKNOWLEDGEMENT OF NOTICE AND  
APPROVAL OF RECORD OF PROCEEDINGS

We, the undersigned members of the Board of Trustees of the Rangeview Library District, of Adams County, Colorado, do hereby acknowledge receipt of proper notice of the meeting of the Board held Wednesday, November 14, 2012, at 5:00 p.m., at the Wright Farms Library located at 5877 E. 120<sup>th</sup> Avenue, in Thornton, Colorado, informing of the date, time and place of the meeting and the purpose for which it was called, and we do hereby approve said record of proceedings and the actions taken by the Board as stated therein.

  
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## DEBT AND LEASE OBLIGATIONS

### **Debt Obligations**

During 2007, Rangeview Library District began planning and construction of multiple new library buildings. In 2008, to finance the construction, \$43,847,800 in Certificates of Participation were executed and delivered by a Special Purpose Trust. The lease payments will be paid for 21 years, culminating in 2030. The lease proceeds have been used to complete four new libraries and three renovations (Bennett, Brighton, Huron Street and Wright Farms are new facilities and Commerce City, Perl Mack and Washington Street were renovations.)

This lease will be an annually renewable obligation of the district payable solely from Base Rentals and Additional Rentals and will not be a general obligation or other indebtedness of the district or a multiple fiscal year direct or indirect debt or other financial obligation.

### **Lease Obligations**

When appropriate and fiscally prudent, the district's leadership believes in leasing technology equipment. We have found that leasing provides the most up-to-date technologies available for both the library staff and customers. Currently, we have multiple leases for multi-function copiers and a postage machine.



NEW ISSUE  
BOOK ENTRY-ONLY

INSURED RATINGS: Moody's "Aaa"  
Standard & Poor's "AAA"  
UNDERLYING RATINGS: Moody's "A1"  
Standard & Poor's "A+"  
INSURANCE: Assured Guaranty Corp.  
(See "MISCELLANEOUS—Ratings")

*In the opinion of Special Counsel, under existing law, (i) interest on the Certificates will be excludible from gross income of the owners thereof for purposes of federal income taxation, (ii) interest on the Certificates will not be a specific item of tax preference for purposes of the federal alternative minimum tax imposed on individuals and corporations and (iii) to the extent interest on the Certificates is excludible from gross income for federal income tax purposes, such interest is not subject to income taxation by the State of Colorado, all subject to the qualifications described in "TAX MATTERS."*

**\$42,900,000**  
**CERTIFICATES OF PARTICIPATION**  
**SERIES 2008**  
**(Rangeview Library District Projects)**  
**Evidencing Proportionate Interests in the Base Rentals and other Revenues under an**  
**Annually Renewable Master Lease Purchase Agreement between**  
**Rangeview Library Leasing Trust 2008, as lessor**  
**and**  
**RANGEVIEW LIBRARY DISTRICT, ADAMS COUNTY, COLORADO, as lessee**

**Dated: Date of Delivery**

**Due: December 15, as shown below**

The Certificates evidence proportionate interests in certain payments pursuant to an annually renewable Master Lease Purchase Agreement, dated as of June 1, 2008, by and between the Rangeview Library Leasing Trust 2008, as lessor, and the Rangeview Library District, Adams County, Colorado, as lessee. Interest on the Certificates is payable on June 15 and December 15 of each year, commencing December 15, 2008. The Certificates have been executed and delivered pursuant to an Indenture of Trust, dated as of June 1, 2008, entered into by Wells Fargo Bank, N.A., in Denver, Colorado, as trustee. The Certificates are to be delivered in book-entry form only, registered in the name of Cede & Co., the nominee of The Depository Trust Company, New York, New York acting as securities depository for the Certificates. Purchasers of the Certificates will not receive certificates representing their ownership interests in the Certificates. The principal of, premium, if any, and interest on the Certificates are payable to DTC, which will remit such payments to DTC Participants, as defined herein, who will in turn remit such payments to the Beneficial Owners, as defined herein, of the Certificates. Capitalized terms used on this Official Statement are defined in Appendix A to this Official Statement. The Certificates mature, bear interest per annum, and are priced to yield as follows.

**MATURITY SCHEDULE**  
**\$36,860,000 Serial Certificates**  
**Base CUSIP 75289F16**

Maturity Date (December 15)	Principal Amount	Interest Rate	Yield	CUSIP <sup>a</sup>	Maturity Date (December 15)	Principal Amount	Interest Rate	Yield	CUSIP <sup>a</sup>
2010	\$1,340,000	4.00%	2.45%	AA8	2020	\$1,930,000	4.50%	4.21%	AL4
2011	1,395,000	3.00	2.80	AB6	2021	2,020,000	4.25	4.34	AM2
2012	1,435,000	3.25	3.05	AC4	2022	2,105,000	5.00	4.34	AN0
2013	1,485,000	3.50	3.20	AD2	2023	2,210,000	5.00	4.40	AP5
2014	1,535,000	3.75	3.40	AE0	2024	2,320,000	5.00	4.45	AQ3
2015	1,590,000	3.75	3.55	AF7	2025	2,435,000	5.00	4.50	AR1
2016	1,650,000	4.00	3.68	AG5	2026	2,560,000	5.00	4.55	AS9
2017	1,720,000	4.00	3.80	AH3	2027	2,685,000	4.50	4.64	AT7
2018	1,785,000	4.00	3.93	AJ9	2028	2,805,000	5.00	4.63	AU4
2019	1,855,000	4.00	4.07	AK6					

**\$6,040,000 5.00% Term Certificates due December 15, 2030; Yield 4.71%; CUSIP AW0<sup>a</sup>**

<sup>a</sup> The District takes no responsibility for the accuracy of the CUSIP numbers, which are included solely for the convenience of owners of the Certificates.

<sup>b</sup> Copyright 2008, American Bankers Association, Standard & Poor's, CUSIP Service Bureau, a division of The McGraw-Hill Companies, Inc.

Payment of the principal of and interest on the Certificates will be guaranteed under a Financial Guaranty Insurance Policy to be issued by Assured Guaranty Corp., a Maryland-domiciled insurance company, simultaneously with the delivery of the Certificates.



The Certificates are being executed and delivered by the Trustee to fund: (a) the acquisition and construction of four new branch libraries and the renovation and expansion of two other branch libraries in the District, which library facilities will constitute the Leased Property under the Lease; (b) the payment to the District of the acquisition price of certain library facilities and properties; (c) the purchase of insurance for the payment of the Certificates; (d) the Base Rentals Reserve Fund; (e) the payment of capitalized interest on a portion of the Certificates through December 15, 2009; and (f) the payment of the costs of execution and delivery of the Certificates. The District is to apply the acquisition price described above to the costs of renovating and expanding certain existing District library facilities and acquiring equipment and other personal property not constituting a portion of the Leased Property. See the captions "INTRODUCTION - Application of Certificate Proceeds," and "Lessors" and "THE LEASED PROPERTY" herein.

The Certificates are payable solely from certain Revenues, which include: (a) annually appropriated Base Rentals, any Prepayments or Purchase Option Price paid by the District under the Lease and Net Proceeds from any performance or payment bond, insurance, condemnation award or proceeds resulting from default or breaches of warranty under any Project Contract (as defined in the Lease); (b) moneys held by the Trustee in the Funds created under the Indenture (other than the Rebate Fund); and (c) following an Event of Nonappropriation or an Event of Default under the Lease, any moneys received by the Trustee from the sale or lease of the Leased Property or the exercise of other remedies under the Lease and the Indenture. The Certificates shall not constitute a mandatory charge or requirement of the District in any ensuing Fiscal Year beyond the current Fiscal Year, and shall not constitute or give rise to a general obligation or other indebtedness of the District or a multiple fiscal year direct or indirect debt or other financial obligation whatsoever of the District, within the meaning of any constitutional or statutory debt provision or limitation. No provision of the Certificates shall be construed or interpreted as creating a delegation of governmental powers nor as a donation by or a lending of the credit of the District within the meaning of Sections 1 or 2 of Article XI of the Colorado Constitution. The execution and delivery of the Certificates shall not directly or indirectly obligate the District to renew the Lease from Fiscal Year to Fiscal Year or to make any payments beyond those appropriated for the District's then current Fiscal Year.

THE CERTIFICATES ARE SUBJECT TO REDEMPTION PRIOR TO MATURITY AS DESCRIBED HEREIN.

THIS COVER PAGE CONTAINS CERTAIN INFORMATION FOR QUICK REFERENCE ONLY. INVESTORS MUST READ THIS ENTIRE OFFICIAL STATEMENT TO OBTAIN INFORMATION ESSENTIAL TO MAKING AN INFORMED INVESTMENT DECISION, GIVING PARTICULAR ATTENTION TO THE SECTION ENTITLED "RISK FACTORS."

The Certificates are offered when, as, and if executed and delivered by the Trustee on behalf of the Trust and accepted by the Underwriter named below, subject to the approval of legality and certain other matters by Peck, Shaffer & Williams LLP, Denver, Colorado, as Special Counsel and to certain other conditions. Shughart Thomson & Kilroy, P.C., Denver, Colorado has acted as Counsel to the Underwriter, including assisting with the preparation of this Official Statement. Certain matters will be passed upon by Seter & Vander Wall, P.C., Greenwood Village, Colorado, as General Counsel to the District. James Capital Advisors Inc. has acted as financial advisor to the District. It is expected that the Certificates will be available for delivery through the facilities of DTC on or about June 18, 2008.

**STIFEL**  
**NICOLAUS**

This Official Statement is dated June 10, 2008.

BOND DEBT SERVICE  
Rangeview Library District  
Certificates of Participation, Series 2008

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
12/15/2008			938,554.79	938,554.79	938,554.79
06/15/2009			954,462.50	954,462.50	
12/15/2009			954,462.50	954,462.50	1,908,925.00
06/15/2010			954,462.50	954,462.50	
12/15/2010	1,340,000	4.000%	954,462.50	2,294,462.50	3,248,925.00
06/15/2011			927,662.50	927,662.50	
12/15/2011	1,395,000	3.000%	927,662.50	2,322,662.50	3,250,325.00
06/15/2012			906,737.50	906,737.50	
12/15/2012	1,435,000	3.250%	906,737.50	2,341,737.50	3,248,475.00
06/15/2013			883,418.75	883,418.75	
12/15/2013	1,485,000	3.500%	883,418.75	2,368,418.75	3,251,837.50
06/15/2014			857,431.25	857,431.25	
12/15/2014	1,535,000	3.750%	857,431.25	2,392,431.25	3,249,862.50
06/15/2015			828,650.00	828,650.00	
12/15/2015	1,590,000	3.750%	828,650.00	2,418,650.00	3,247,300.00
06/15/2016			798,837.50	798,837.50	
12/15/2016	1,650,000	4.000%	798,837.50	2,448,837.50	3,247,675.00
06/15/2017			765,837.50	765,837.50	
12/15/2017	1,720,000	4.000%	765,837.50	2,485,837.50	3,251,675.00
06/15/2018			731,437.50	731,437.50	
12/15/2018	1,785,000	4.000%	731,437.50	2,516,437.50	3,247,875.00
06/15/2019			695,737.50	695,737.50	
12/15/2019	1,855,000	4.000%	695,737.50	2,550,737.50	3,246,475.00
06/15/2020			658,637.50	658,637.50	
12/15/2020	1,930,000	4.500%	658,637.50	2,588,637.50	3,247,275.00
06/15/2021			615,212.50	615,212.50	
12/15/2021	2,020,000	4.250%	615,212.50	2,635,212.50	3,250,425.00
06/15/2022			572,287.50	572,287.50	
12/15/2022	2,105,000	5.000%	572,287.50	2,677,287.50	3,249,575.00
06/15/2023			519,662.50	519,662.50	
12/15/2023	2,210,000	5.000%	519,662.50	2,729,662.50	3,249,325.00
06/15/2024			464,412.50	464,412.50	
12/15/2024	2,320,000	5.000%	464,412.50	2,784,412.50	3,248,825.00
06/15/2025			406,412.50	406,412.50	
12/15/2025	2,435,000	5.000%	406,412.50	2,841,412.50	3,247,825.00
06/15/2026			345,537.50	345,537.50	
12/15/2026	2,560,000	5.000%	345,537.50	2,905,537.50	3,251,075.00
06/15/2027			281,537.50	281,537.50	
12/15/2027	2,685,000	4.500%	281,537.50	2,966,537.50	3,248,075.00
06/15/2028			221,125.00	221,125.00	
12/15/2028	2,805,000	5.000%	221,125.00	3,026,125.00	3,247,250.00

BOND DEBT SERVICE

Rangeview Library District  
Certificates of Participation, Series 2008

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
06/15/2029			151,000.00	151,000.00	
12/15/2029	2,945,000	5.000%	151,000.00	3,096,000.00	3,247,000.00
06/15/2030			77,375.00	77,375.00	
12/15/2030	3,095,000	5.000%	77,375.00	3,172,375.00	3,249,750.00
	42,900,000		28,174,304.79	71,074,304.79	71,074,304.79

# FINANCIAL POLICIES

## AUDIT POLICY

As required by the Colorado Revised Statutes (CRS), Local Government Audit Law, 29-1-601 through 29-1-608, and Library Law, 24-90-109, and the belief that sound financial reporting is an essential element of public-sector accountability to the citizens they serve, the Rangeview Library District Board of Trustees shall ensure that an annual audit of the financial statements of the District be conducted for each fiscal year and that the District complies with all applicable provisions of CRS 29-1-601 through 29-1-608.

The audit report:

### A) Content

Financial statements setting forth the financial position and results of operation of each fund and activity of Rangeview Library District and a comparison of actual figures with budgeted figures for each fund or activity for which a budget has been prepared.

The opinion of the auditor with respect to the financial statements of the District.

Full disclosure by the auditor of violations of state or local law which are identified during the audit process.

### B) Submission of report

Audit shall be completed and the audit report submitted by the auditor to the Rangeview Library District Board of Trustees no later than the June Board meeting.

The District will send one copy of the audit to the state auditor within 30 days after receipt by the District but no later than July 31.

One copy of the audit shall be maintained as a public record for public inspections at reasonable times at the principal office of the District.

## Responsibilities

A) An audit committee, comprised of two members of the Board of Trustees, working with the Director of Finance and the Library Director, will initiate a formal Request for Proposal (RFP) process every three years, at a minimum, to acquire the services of an auditor. The committee will evaluate submitted proposals, conduct interviews if necessary, and select a certified public accountant or partnership of certified public

accountants. However, the contract for audit services may be renewed for two additional years pending approval of the audit committee and the Board of Trustees. The committee will work with the Director of Finance, the Library Director and the auditor to reach agreement regarding the scope of audit work for the annual audits.

B) The Board of Trustees shall approve the selection of a certified public accountant or partnership of certified public accountants, based on the recommendation of the Audit Committee, at the close of each fiscal year.

C) The Director of Finance will be responsible for the preparation of a working trial balance, analysis of various accounts, complete files of Board minutes, contracts, bank confirmations, and any additional schedules or information necessary to complete the audit. The Director of Finance will also be responsible for the production work necessary to complete the final audit reports.

ADOPTED: April 21, 2010

## **BUDGET POLICY**

Annual budget preparation and adoption by the Rangeview Library District shall comply with all statutory requirements stipulated in the Colorado Local Government Budget Law, Section 29-1-101 et seq., C.R.S. The preparation of the budget, or financial plan, of the District shall also be compiled using recommended GAAP (Generally Accepted Accounting Principles) and GASB (Governmental Accounting Standards Board) standards for budget preparation and presentation.

An Operations Plan and/or a Strategic Plan will be developed for each fiscal year, consisting of objectives, strategies and tactics to be used as a guide in the development of the annual budget. It is based on the needs of the community and recommendations from the staff and Board of Trustees on how best to meet those needs.

### **A) Scope**

This policy is applicable to all funds, departments and financial functions of the District.

### **B) Responsibilities**

The Board of Trustees shall be responsible for the annual approval and adoption of the budget and certification of the mill levy in accordance with the time frame requirements as mandated by Statute. The Board of Trustees shall also be responsible for the approval and adoption of the Strategic Plan.

The Finance Office shall be responsible for distribution of budgetary materials, compilation of budget requests, preparation of revenue estimates, and final preparation and distribution of materials necessary to comply with Statute.

The Department Directors (or managers) shall be responsible for reviewing and making recommendations for budgetary submissions and adjustments for their departments, and ensuring budgetary compliance with the Operations, Strategic and Long-Range Financial projections.

ADOPTED: April 21, 2010

## **RESERVE POLICY**

It is the policy of the Rangeview Library District to establish reserves of District funds for specified reasons or purposes. The reserves represent District funds, assets or revenues that are “set aside” and not generally available for appropriation for the current year's operating or capital projects budgets unless authorized by the Board of Trustees. Reasons and purposes for the reserves may include compliance with laws governing the District, compliance with legal obligations resulting from binding agreements entered into by the District, for prudent and responsible management of the District's financial affairs and for other reasons and purposes that may be specified and approved by the Board of Trustees. Reserves and reserve amounts are approved annually through the budget process.

Reserves shall be established for the following reasons and purposes:

### **A) Taxpayer Bill of Rights (TABOR) Emergency Reserve**

The reserve shall be in an amount to comply with Article X, Section 20 of the Colorado Constitution, The Taxpayer Bill of Rights that requires the District to maintain an emergency reserve in an amount equal to 3% or more of the District's fiscal year spending (as defined by TABOR) less bonded debt service. The minimum amount required for compliance shall be placed in reserve unless a higher amount is approved by the Board of Trustees. These Emergency Reserves may be used only for emergencies declared by resolution of the Board of Trustees.

### **B) Operating Reserve**

The District shall maintain an Operating Reserve equal to at least 30 days and up to 90 days of estimated operating expenditures for the budget year. In general, approximately 15% of the annual budgeted operating expenditures are held as an operating reserve. The purpose of the reserve is to lessen the impact to the District in the event of an unforeseen revenue shortfall or emergency.

Reserves shall be established for the following reasons and purposes if required by legal obligations or otherwise at the discretion of the Board of Trustees:

### **C) Capital Projects Fund**

If the District issues bonds to be used for specific capital projects, the use of the bond proceeds is restricted or “reserved” for the specific projects for which the bonds are issued. Such restricted funds are part of the Capital Projects Fund. The District may reserve additional funds for other specific capital projects.

### **D) Debt Service Fund**

Funds may be reserved for the payment of debt service on bonds or other debt. In addition, legal documents related to bonds and other debt may require funds to be set aside in a reserve account to be held throughout the duration of the obligation. In both instances, such funds are held in a Debt Service Fund.

### **E) Replacement Reserves**

Upon approval by the Board of Trustees, the District may utilize a reserve for replacement of designated fixed assets. The Replacement Reserves will typically be calculated using a replacement reserve schedule. This schedule includes the future replacement costs of the fixed assets, the year the assets are expected to be replaced, and the annual amount of funding needed so that funds will be available to replace the assets. The purpose of the reserve is to “set aside” funds over time to be used to replace specific fixed assets when the fixed asset reaches the end of its useful life.

ADOPTED: April 21, 2010

## **INVESTMENT POLICY**

It is the policy of the Rangeview Library District to invest excess funds not needed for current operations or obligations to the best advantage of the library in such securities and/or depositories as are permitted by law, as defined in C.R.S. 24-75-601.

The Finance Director is designated as investment officer for the library and is responsible for all investment decisions and investment activities and for providing periodic reports of investment activities to the Board of Trustees. Two signatures will be required to establish and/or close accounts, the investment officer and the Library Director.

The investment officer will be guided by the “Prudent Investor Rule” which states that investments shall be made with judgment and care under circumstances then prevailing, not for speculation but for investment, considering the probable safety of

their capital as well as the probable income to be derived. The guiding principles for investments are:

**Safety of Principal** – The primary objective is to protect against the loss of any principal.

**Liquidity** – Investments are managed to ensure that funds are available to meet obligations as necessary.

**Yield** – Investments are managed to optimize returns within the appropriate safety and liquidity constraints.

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

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

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

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

The District may retain the services of a qualified investment advisor to assist with investment strategy, security selection, transaction execution and investment reporting. The actions and recommendations of the qualified investment advisor are subject to the investment policies established by the Board of Trustees and applicable provisions of State statutes.

This Policy shall not apply to the investment of proceeds from sale/lease back transactions or other financing mechanisms wherein the investment of funds is governed by the documents related to the specific transaction.

ADOPTED: June 16, 2010



## **FIXED ASSET POLICY**

The purpose of the Fixed Assets Policy is to present a uniform method of maintaining and updating the Rangeview Library District's fixed asset property records. The incorporated principles are in accordance with Generally Accepted Accounting Principles (GAAP).

It is the policy of the Rangeview Library District to record Fixed Asset items in the Fixed Asset Group of accounts. Fixed Assets represent land, buildings, vehicles, equipment and materials owned by the District and acquired by purchase or donation. The capitalization threshold for recording items in the Fixed Asset Group of Accounts is \$5,000 for all individual items. Materials, specifically books and audio-visual materials of lasting value, will be recorded in aggregate at year-end for inclusion in the Fixed Asset Group.

In accordance with Colorado State Statute, C.R.S. 29-1-506, an inventory of such assets will be performed each year. The inventory of fixed assets will be reconciled annually to the general ledger, and any differences reconciled and adjusted.

Estimated useful lives of each asset are as follows:

- |                         |          |
|-------------------------|----------|
| • Buildings             | 40 years |
| • Computers/Electronics | 5 years  |
| • Equipment             | 7 years  |
| • Furniture             | 10 years |
| • Shelving              | 20 years |
| • Books & Materials     | 4 years  |
| • Vehicles              | 4 years  |

Depreciation of fixed assets will occur annually based on this schedule, and adjustments will be made to the Fixed Asset Group.

ADOPTED: June 16, 2010

## **DEBT POLICY**

The Board of Trustees of the Rangeview Library District may adopt a resolution to issue debt or enter into capital lease arrangements as a means of financing long-term capital projects subject to applicable provisions and requirements of the Colorado Constitution and Colorado Revised Statutes upon determining that doing so is in the best interest of the district and its residents. Such indebtedness may be subject to approval by the resident voters of the District.

ADOPTED: August 18, 2010

# **PURCHASING POLICY**

## **Introduction**

This policy sets forth the requirements and restrictions that govern purchases of goods and services for the Rangeview Library District. The intent of this policy is to maximize the use of the District's funds by employing prudent, time efficient, and professional acquisition and procurement practices to achieve the best possible value in meeting the District's needs for goods and services. This policy is designed to provide sound safeguards, yet allow appropriate decision-making flexibility for purchasing staff to function effectively in the public's interest. It is the goal of the Rangeview Library District to extend honest, courteous and impartial treatment to all vendors.

Purchases of goods and services for the District shall be subject to the requirements and restrictions in this policy.

## **Exclusions**

This policy does not apply to the following:

- Real property and Insurance;
- Dues and memberships in trade or professional organizations;
- Subscriptions for periodicals, advertisements;
- Postage;
- Petty cash purchases;
- Utility services;
- Copyrighted materials, patented material, art and artistic services;
- Employee benefits;
- Library materials;
- Legal Services;
- Fees and costs of job-related travel, seminars, registrations and training; and
- Procurement, transfer, sale or exchange of goods or services between the District and other governmental entities or nonprofit organizations.

## **A) Responsibilities**

The Rangeview Library District uses centralized purchasing to ensure competitive buying, sound vendor relationships, and adherence to the purchasing policies adopted by the Board of Trustees.

In general, purchasing responsibilities are as follows: The Board of Trustees is responsible for the approval and/or revision of this policy. The Director has the delegated authority to approve or disapprove purchases according to the guidelines

stated herein, and to create procedures for efficient execution of this policy. The Finance Office is responsible for obtaining bids and quotations, developing vendor information, handling all procedural purchasing functions within a comprehensive centralized purchasing format, and maintaining an inventory of all fixed assets.

Before entering into any contract for services with the Rangeview Library District, all contractors complete the Contractor's Certification of Compliance.

## **B) Bids and Quotations**

### **SINGLE ITEM PURCHASES**

Single items ordered and purchased individually. (Example - one computer, one copy machine, one book return, etc.)

\$0.00-\$3,000.00	Multiple quotations not required Authorized through the Purchase Order System if over \$1,000.
\$3,000.01-\$10,000.00	Three or more written, catalog or telephone quotations required. Authorized by Director or designee and through the Purchase Order System if over \$1,000.

### **AGGREGATE SINGLE ITEM PURCHASES**

Single, identical items ordered and purchased in lots or groups. (Example - twenty printers, fifty chairs, four desks, etc.) EXCLUDED: The purchase of materials (ie. Books, CD's, DVD's, etc.). Major materials vendors are chosen through a formal proposal process every three years.

\$0.00-\$3,000.00	Multiple quotations not required Authorized through the Purchase Order System if over \$1,000.
\$3,000.01-\$10,000.00	Three or more written, catalog or telephone quotations required Authorized by Director or designee and through the Purchase Order System if over \$1,000.

### **FOR ALL PURCHASES**

\$10,000.01-\$25,000.00	Three or more written quotations or proposals required Authorized by Director or designee and through the Purchase Order System
\$25,000.01-\$100,000.00	Three or more written quotations or proposals required Approval by the Board of Trustees [Director approval can be granted in lieu of Board of Trustees approval if a specific expenditure has been approved through the formal budget process. These items must be individually, specifically itemized through the budget approval process.]
\$100,000.01 or	Formal bid, RFP or proposal process required

more                      Approval by the Board of Trustees  
[Director approval can be granted in lieu of Board of Trustees approval if a specific expenditure has been approved through the formal budget process. These items must be individually, specifically itemized through the budget approval process.] [The Board of Trustees, by resolution, may waive the requirement for formal bids over \$100,000.01 on a case by case basis.]

NOTE: The number of bids or quotations to be obtained is subject to the other provisions of this policy. If other provisions of this policy do not apply, and it is not possible or reasonable to obtain the required number of bids or quotations, the reason is included in the documentation.

### **C) Evaluation of Bids, Quotations and Proposals**

A purchase order is awarded to the most acceptable and responsible bidder, judged in terms of overall suitability, e.g. quality, delivery, terms, service, and life expectancy -- in addition to price and discount. Selection of specific products that have rated high in product performance evaluations may be justified as best buys for the District. The Board of Trustees reserves the right to reject any or all bids and to accept the bid that appears to be in the best interests of the District. All bids are a matter of public record.

## **Exceptions To Purchases Based On Bids And Quotations**

### **A) State Purchase Program**

The Rangeview Library District is eligible to purchase various commodities under the Colorado State Purchasing Program. Contracts and price agreements that have been awarded by the state are acceptable as satisfying bid and quotation requirements of the District.

### **B) Cooperative Purchasing**

The District may participate in joint bidding and/or other cooperative purchasing ventures with other library organizations and government agencies if it is deemed in the best interests of the District to do so.

### **C) Sole Source Purchases**

A sole source purchase may be made if it has been determined that only one vendor is capable of meeting all specifications and purchase requirements or that it is in the District's best interests. Purchases may then be made on the basis of prices established by negotiation. District may purchase from a sole source supplier under the following circumstances:

1. Product or service is available from only one source.
2. Product or service is wanted for experimental trial or testing.
3. Product is purchased for resale.
4. Additional products and services are needed to complete an ongoing task, or to supplement an existing system.
5. Product or service is purchased from, or a sale is made to, another unit of government.
6. Item is a component or replacement part for which there is no commercially available substitute and which can be purchased only from the manufacturer or distributor.
7. Compatibility is the overriding consideration for purchasing that specific item or service, or the purchase matches an existing product or service.
8. Technical support agreements.
9. The District has a compelling and valid interest in selecting a particular vendor.
10. The vendor is uniquely qualified to provide the product or service.

The justification for any sole-source purchase in excess of \$10,000 shall be documented in writing and approved by the Library Director or designee.

#### **D) Emergency Purchases**

An emergency purchase can only be made outside of normal purchasing department hours. Management staff may purchase materials, supplies, etc. from a vendor without a purchase order under “emergency” conditions as outlined below:

An emergency is any condition that will adversely affect the welfare of the District, or may endanger lives or property should the necessary materials, supplies, or services not be secured immediately.

A Purchase Order is initiated at the start of the next business day accompanied by any invoices supporting the purchase.

#### **E) Professional/Personal Services**

Agreements for professional or personal services, including but not limited to architectural, engineering, legal and consulting services, are negotiated on the basis of demonstrated competence and qualifications at fees not in excess of market rates.

A secondary service provider may be selected on the advice of a primary service provider, e.g. the Board attorney may recommend bond counsel; the financial advisor may recommend an appraiser. An agreement for performance of services may be extended to include a wider or expanded scope of services if the extension is within

two years of the initial agreement; the fee does not exceed market rates; and the process is not in violation of any Colorado law or Constitutional regulation.

## **Other**

### **A) Selection of Vendor**

The Library District will make selection based on the best value, selection and service. Review of all Library District vendors is done regularly to ensure the best value and versatility to our patrons and citizens.

### **B) Contract Review**

All contract renewals with increases in excess of 15% from one period to the next go out for bid in accordance with the District's Purchasing policies.

All contracts with open price arrangements are subject to bid annually.

All contracts are reviewed annually to determine whether market conditions or other factors may allow for more favorable contracts.

### **C) Standardization**

All materials, supplies and equipment are standardized as much as possible for better prices through centralization, quantity purchases of fewer varieties of materials, and an increased proficiency in evaluating product and vendor performance.

### **D) Local Vendor Preference**

Independent vendors located in Adams County may be given a 5% price allowance in order to encourage local purchasing. When selecting an independent vendor over a national or regional vendor, all other criteria are met in terms of quality, availability, service, etc.

### **E) Code of Ethics**

No employee of the District, member of the employee's immediate family, or firm owned by same, is allowed to sell to the District goods or services of any kind without the prior written consent of the Board of Trustees for expenditure of over \$500.00 per item/incident. Goods or services costing \$500.00 per item/incident or less can be approved by the Director or designee.

No member of the Board of Trustees, or member of the Board of Trustees' immediate

family, or firm owned by same, is allowed to sell to the District goods or services of any kind, at any cost, without the prior written consent of the Board of Trustees. Members of the Board of Trustees follow all rules of conduct as outlined in C.R.S. (Colorado Revised Statutes) Title 24; Article 18.

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

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

ADOPTED: August 18, 2010

## **PURCHASING CARD POLICY**

Purchasing (credit) cards may be issued to District employees at the request of the employee's Department Head or the Director.

The Purchasing Card Policies and Procedures Manual establishes minimum standards for use of the Rangeview Library District Purchasing Card. In order to participate in the use of a purchasing card the employee is required to read and be familiar with the Purchasing Card Policies and Procedures Manual and review and sign the Purchasing Cardholder Agreement.

Participation in the Purchasing Card Program is a privilege that may be revoked for repeated violations of the Purchasing Card Policies and Procedures. It is the cardholder's responsibility to be knowledgeable of and follow all Purchasing Card Policies and Procedures contained in the manual.

ADOPTED: August 18, 2010

## **REIMBURSEMENT FOR TRAVEL POLICY**

It is the policy of Rangeview Library District to reimburse employees, the Director and members of the Board of Trustees for reasonable, authorized travel expenses

incurred in business-related activities for the District. Reimbursable expenses may include automobile mileage, air fare, parking, meals, lodging, tips, taxi and tolls.

The Rangeview Library District has adopted an “Accountable Plan” for the reimbursement of business related travel. An accountable plan is defined in the Internal Revenue Code (IRS), and requires that certain conditions be met, including: (1) the expense must be business related; (2) the employee must substantiate the expense, and (3) the employee must return any amounts received in excess of substantiated amounts.

ADOPTED: September 15, 2010

## **BANKING POLICY**

The Board of Trustees approves all bank accounts to be opened and/or closed by resolution. The Finance Director is the only District employee authorized to open or close a bank account.

### **Authorized Check Signatories**

All checks for goods or services are signed by the Director. In his or her absence, checks are signed by the Library Board President or Treasurer. Checks over \$100,000 require two signatures; the Director and either the Library Board President or Treasurer, unless they are a part of budgeted expenses that are contracted and/or are to major materials vendors (ie. Books, CD’s, DVD’s, etc.), and do not exceed the annual budget.

ADOPTED: September 15, 2010

## **WHISTLEBLOWER POLICY**

It is the policy of the Rangeview Library District to encourage high standards of ethical conduct and behavior in all areas of operations. The District is committed to compliance with the laws, regulations and guidelines which strengthen and promote ethical practices and ethical treatment of employees and members of the community which we serve. When any breach of ethical or legal conduct is observed by a member of the staff or the community, involving activities undertaken by those representing the District, it is reported to the appropriate level of management. When an employee is not comfortable reporting incidents to a direct supervisor, then the Human Resources Department or the Director, Fiscal Affairs Committee Member, or any Board Member, may be contacted regarding a breach of ethics.

The District encourages the reporting of factual information based on unethical, dishonest or fraudulent conduct, and prohibits any retaliatory or other punitive



actions against the person(s) who report the alleged conduct. Every effort is made to maintain the confidentiality of any person(s) reporting unethical conduct, as well as the confidentiality of the person(s) accused of such conduct. There may, however, be occasions when strict confidentiality cannot be guaranteed. The District investigates any allegations of fraudulent or dishonest use or misuse of District resources or property.

The District discourages reporting of allegations that are without merit or are based purely on conjecture.

ADOPTED: (in review )

## **RECORDS RETENTION POLICY**

The Rangeview Library District recognizes a need for a comprehensive records retention schedule for the district's non-permanent records and the retention of those records that have long-term administrative, fiscal and historical value. The Colorado State Archives has developed a statewide record retention schedule in cooperation with the Colorado Special Districts Association, the Colorado Attorney General's Office and the State Auditor's Office for special districts to use and follow.

The Rangeview Library District has adopted the 2008 Colorado State Archives Special District Records Retention Schedule and all subsequent revisions as the records retention policy for the district, and authorizes the District Secretary to submit the request to be used as legal authority for the destruction and preservation of district records to the Colorado State Archives on behalf of the district.

ADOPTED: September 5, 2010

## **POST ISSUANCE COMPLIANCE POLICY**

### **PURPOSE:**

The purpose of this post-issuance compliance policy and procedure manual is to adopt policies and procedures to guide the RANGEVIEW LIBRARY DISTRICT in meeting the requirements of the Internal Revenue Code of 1986, as amended, and Treasury Regulations (the "Tax Code") concerning tax-exempt and tax-advantaged debt ("debt issuances"). Non-compliance with the Tax Code may result in fines and/or loss of the preferential status of the debt issuances.

### **COMPLIANCE OFFICER:**

The Compliance Officer shall be the person primarily responsible for ensuring that the RANGEVIEW LIBRARY DISTRICT successfully carries out its post-issuance

compliance requirements under applicable provisions of the Tax Code with regard to all debt issuances of the RANGEVIEW LIBRARY DISTRICT. The Compliance Officer shall be assisted by other RANGEVIEW LIBRARY DISTRICT staff and officials when appropriate. The Compliance Officer will also be assisted in carrying out post-issuance compliance requirements by contracted entities including Bond Counsel, Financial Advisor, Paying Agent, Trustee, Arbitrage Consultant, and/or other consultants deemed necessary.

The Compliance Officer shall be responsible for assigning post-issuance compliance responsibilities to other RANGEVIEW LIBRARY DISTRICT staff, Bond Counsel, the Financial Advisor, the Paying Agent, the Trustee and the Arbitrage Consultant. The Compliance Officer shall utilize such other professional service organizations as are necessary to ensure compliance with the post-issuance compliance requirements of the RANGEVIEW LIBRARY DISTRICT.

#### DUE DILIGENCE REVIEW AT REGULAR INTERVALS

This policy and its related procedures start with a review of the due diligence measures that will take place at regular intervals, as well as each filing date to ensure that each debt issuance is compliant with the requirements of the Tax Code. The RANGEVIEW LIBRARY DISTRICT will complete the annual due diligence review every year on all debt issuances.

#### IDENTIFYING THE COMPLIANCE OFFICER RESPONSIBLE FOR REVIEW

The Finance Department is primarily responsible for the administration of this policy. Within the Finance Department the Compliance Officer will be responsible for the due diligence review. The due diligence review will apply to all debt issuances.

#### TRAINING OF COMPLIANCE OFFICER

The Compliance Officer has and will continue to take all necessary steps to maintain an adequate understanding of post-issuance compliance requirements relating to the debt issuances for which he/she will review. These steps include, but are not limited to: Attending trainings, review materials and have one on one conversations with the Arbitrage Staff.

#### RETENTION OF ADEQUATE RECORDS TO SUBSTANTIATE COMPLIANCE

##### General overview

1. Debt not refunded: Currently the IRS record retention requirements are to keep all records, data and documents associated with non-refunded debt

issuances for three years past the final maturity date for the debt issuance (or longer if required by local or state law.)

2. Refunded debt: Since the refunding debt issuance (new debt issuance) is dependent on the tax-exempt or tax-advantaged status of the refunded debt issuance (old debt issuance), all records are required to be maintained for three years past the final maturity of both debt issuances (or longer if required by local or state law).

(The complete policy and procedure can be requested from the Finance Department)

# GLOSSARY

## **Acronyms**

### **ADA**

Americans with Disabilities Act

### **ALA**

American Library Association

### **ALTA**

American Library Trustee Association

### **AST**

Advanced Search Team

### **AVRLSS**

Arkansas Valley Regional Library Service

### **BCR**

Bibliographic Center for Research

### **CARL**

Colorado Alliance of Research Libraries

### **CAL**

Colorado Association Libraries

### **CGFOA**

Colorado Government Finance Officers Association

### **CLiC**

Colorado Library Consortium

### **COPs**

Certificates of Participation

### **DLG**

Division of Local Government

### **DRCOG**

Denver Regional Council of Governments

### **ESL**

English as a Second Language

### **GFOA**

Government Finance Officers Association

### **ILL/ILO**

Interlibrary Loan Office

### **ILS**

Integrated Library System

### **IPMA**

International Personnel Management Association

### **LSTA**

Library Services & Technology Act

### **MH**

Materials Handler

### **MLS**

Master of Library Science degree

### **MPLA**

Mountain Plains Library Association

### **MSEC**

Mountain States Employers Council

### **OCLC**

Online Computer Library Center

### **OPAC**

Online public access catalog

### **PLA**

Public Library Association

### **PSS**

Patron Services Specialist

### **QMOE**

Qwest Metro Optical Ethernet

### **RLD**

Rangeview Library District

### **RFID**

Radio Frequency Identifier

### **RFP**

Request for Proposal

### **SDA**

Special District Association

### **TDD**

Telephone Device for the Deaf

# DEFINITIONS

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

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

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

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

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

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

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

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

**Asset** – Resources owned or held by a government having no monetary value.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**CGFOA** – Colorado Government Finance Officers Association. Colorado chapter of the Government Finance Officers Association (see GFOA).

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

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

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

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

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

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

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

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

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

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

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

**Disbursement** – The expenditure of monies from an account.

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

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

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

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

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

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

**Fiscal Year** – A 12-month period designated as the operating year for accounting and budgeting purposes in an organization.

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

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

**Full-time Equivalent Position (FTE)** – A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

**Mill** – The property tax rate which is based on the valuation of property. A tax rate one mill produces one dollar of taxes on each \$1,000 assessed property valuation.

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

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

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

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

**Operations Expense** – Expense incurred for the general administration of the Rangeview Library District. This includes operating expenses for Finance, Human Resources, Communications &

Marketing, and the office of the Director. Also included are tax collection costs, professional fees and postage.

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

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

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

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

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

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

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

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

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

**Prospector** – A consortium of public and academic libraries which share their materials through an on-line catalog ordering system.

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

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

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

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

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

**Revenue** – Sources of income financing the operations of government.

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

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

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

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

**Turnover Rate** – How many times each item is check out in a year.

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

Governmental Accounting, Auditing and Financial Reporting, Government Finance Officers Association, Chicago, IL, 2001

The Best of Governmental Budgeting: A guide to Preparing Budget Documents, Government Finance Officers Association, Chicago, IL, 1994