

PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES

December 9, 2020 4 pm

[VIRTUAL MEETING \(ZOOM\)](#)

Call in: 1-253-215-8782

Meeting ID: 960 7820 4536

Passcode: 719409

**PUBLIC HEARING FOR THE PIKES PEAK LIBRARY DISTRICT 2021 BUDGET**

- I. CALL TO ORDER
- II. PUBLIC COMMENT REGARDING THE 2021 BUDGET (*3 Minute Time Limit per Person*)
- III. ADJOURNMENT

**REGULAR MEETING OF THE BOARD OF TRUSTEES**

- I. CALL TO ORDER
- II. ITEMS TOO LATE FOR THE AGENDA
- III. CORRESPONDENCE AND PRESENTATIONS
  - A. Correspondence
  - B. Presentations
    - 1. Staff Promotions
      - a. Virginia 'Gigi' Holman, Fountain Library Manager (A. Simpson)
      - b. Fran Ponce-Toledo, Ruth Holley Library Manager (A. Simpson)
      - c. James Krebs, Videographer/Photographer (K. Swanson)
    - 2. Wellness Team Award (M. Brantner)
    - 3. Repeal of Gallagher Amendment impact on PPLD (M. Varnet)
- IV. PUBLIC COMMENT (*3 Minute Time Limit per Person*)
- V. BUSINESS ITEMS
  - A. Decision 20-12-1: Minutes of the November 18, 2020 Meeting (p. 3)
  - B. Consent Items
 

*Consent items shall be acted upon as a whole unless a specific item is called for discussion. Any item called for discussion shall be acted upon separately as "New Business".*
  - C. Unfinished Business
  - D. New Business
    - 1. Decision 20-12-2: 2021 Budget for the Pikes Peak Library District (p. 8)
    - 2. Decision 20-12-3: 2021 Board of Trustees Meeting schedule (p. 195)
    - 3. Discussion: Committee Chair appointments
- VI. REPORTS
  - A. Friends of the Pikes Peak Library District Report (S. Adams) (p. 196)
  - B. Pikes Peak Library District Foundation Report (L. James) (p. 197)
  - C. Public Services Report (T. Shainidze Krebs) (p. 198)
  - D. Library Reports: Communications Report, Facilities Report, Human Resources Report, Information Technology Report, Safety, Social Services & Security Report (p. 213)
  - E. Chief Librarian's Report (J. Spears)
  - F. Board Reports
    - 1. Governance Committee Report
    - 2. Internal Affairs Committee Report
    - 3. Public Affairs Committee Report
    - 4. Board President's Report

VII. ADJOURNMENT

The full packet of materials for this meeting of the Pikes Peak Library District Board of Trustees is available at <https://ppld.org/board-trustees>

**Providing resources and opportunities that impact individual lives and build community**



**PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES**

**NOVEMBER 18, 2020 4 PM**

**[VIRTUAL MEETING \(ZOOM\)](#)**

**Call in: 1-253- 215-8782**

**Meeting ID: 960 7820 4536**

**Passcode: 719409**

**BOARD MEMBERS, PIKES PEAK LIBRARY DISTRICT STAFF & OTHERS PRESENT VIA ZOOM VIDEO CONFERENCING**

President Debbie English, Vice President Mina Liebert, Secretary/Treasurer Wayne Vanderschuere, Trustee Dora Gonzales, Trustee Cathy Grossman, Trustee Scott Taylor

Friends of the Pike Peak Library District Board of Directors President Stephen Adams, Chief Safety, Social Services, & Security Officer Michael Brantner, Old Colorado City Library Manager Amber Cox, Director of the West Region Michael Doherty, Executive Assistant Laura Foster, Strategic Services Librarian Sandy Hancock, (joined the meeting at 4:37 p.m.) Chief Development Officer & Foundation Executive Officer Lance James, Chief HR & OD Officer Heather Laslie, Chief Information Officer Rich Peters, Chief Communications Officer Michelle Ray, Director of Adult Services Amy Rodda, Director of Adult Education Tammy Sayles, Chief Public Services Officer and Deputy Chief Librarian Teona Shainidze Krebs, Chief Librarian and Chief Executive Officer John Spears, Chief Facilities Management Officer Gary Syling, Internal Communications Specialist Jeremiah Walter, El Paso County Commissioner Holly Williams

Trustee Dr. Ned Stoll joined the meeting at 4:25 p.m.

**REGULAR MEETING OF THE BOARD OF TRUSTEES**

**CALL TO ORDER**

President English called the November 18, 2020 regular meeting of the Pikes Peak Library District Board of Trustees to order at 4:00 p.m.

**ITEMS TOO LATE FOR THE AGENDA**

There were no items to add to the agenda.

**CORRESPONDENCE AND PRESENTATIONS**

Presentation: Introduction of Promoted Staff

Director of the West Region Michael Doherty introduced Amber Cox, the new Old Colorado City Library Manager. Director of Adult Services Amy Rodda introduced Sandy Hancock, the new Strategic Services Librarian for Business.

Presentation: Library Experience Survey

Chief Communications Officer Michelle Ray shared the results of the patron survey conducted from September 8 - 30, 2020. The survey was provided in English and Spanish, both online and on paper. There were over 1200 responses of which 1000 responses were included in the survey results.

**PUBLIC COMMENT (3 Minute Time Limit per Person)**

There was no public comment.

**BUSINESS ITEMS**

**Board Minutes**

### **Decision 20-11-1: Minutes of the October 28, 2020 Meeting**

The minutes of the October 28, 2020 regular meeting of the Pikes Peak Library District Board of Trustees were included in the Board packet.

**Motion:** Scott Taylor moved to approve the minutes of the October 28, 2020 regular meeting of the Pikes Peak Library District Board of Trustees as presented.

**Second:** Wayne Vanderschuere seconded the motion.

**Vote:** The motion was approved unanimously by the members present at the time: President Debbie English, Vice President Mina Liebert, Secretary/Treasurer Wayne Vanderschuere, Trustee Dora Gonzales, Trustee Cathy Grossman, Trustee Dr. Ned Stoll, Trustee Scott Taylor. Trustee Dr. Ned Stoll joined the meeting at 4:25 p.m. and was not present to vote on the Minutes of the October 28, 2020 meeting.

### **Consent Items**

There were no consent items on the agenda.

### **Unfinished Business**

There was no unfinished business.

### **New Business**

### **Decision 20-11-2: Meeting Room Policy**

Chief Librarian Spears announced the revision of the Meeting Room Policy was presented to the Internal Affairs Committee at their November 10, 2020 meeting. The revision of the policy was led by Sandy Hancock, Strategic Services Librarian for Business. The changes included simplifying the categories of events to Library events and non-Library events, as well as adding event spaces to the available spaces list of meeting rooms and study rooms.

**Motion:** Scott Taylor moved to approve the meeting room policy as presented.

**Second:** Mina Liebert seconded the motion.

**Vote:** The motion was approved unanimously by the members present at the time: President Debbie English, Vice President Mina Liebert, Secretary/Treasurer Wayne Vanderschuere, Trustee Dora Gonzales, Trustee Cathy Grossman, Trustee Dr. Ned Stoll, Trustee Scott Taylor. Trustee Dr. Ned Stoll joined the meeting at 4:25 p.m. and was not present to vote on the Meeting Room Policy.

### **Decision 20-11-3: Board of Trustees Officer appointments for 2021**

The creation of a slate of officers is a function of the Board Governance Committee. Governance Committee Chair Scott Taylor consulted with each Board member to create the 2020 slate of officers. The Slate of Board Officers for 2021 was presented as follows:

President: Wayne Vanderschuere  
Vice President: Scott Taylor  
Secretary/Treasurer: Dora Gonzales

**Motion:** Cathy Grossman moved that the Pikes Peak Library District Board of Trustees approve the slate of Board Officers for 2021 as presented.

**Second:** Dr. Ned Stoll seconded the motion.

**Vote:** The motion was approved unanimously.

## REPORTS

### Friends of the Pikes Peak Library District Report

The Friends of the Pikes Peak Library District Board of Directors meeting was held earlier this afternoon. Of the \$15,500 in programming support they had projected for 2020, approximately two-thirds of that amount will be provided due to the impact of Covid-19. Friends of the Pike Peak Library District Board of Directors President Stephen Adams announced a positive response to their year-end giving letter that is expected to result in an additional \$3,000 - \$4,000. The 2021 Slate of Officers will remain the same as 2020. The Annual Meeting of the Friends of the Pikes Peak Library District is scheduled to be held virtually on Wednesday January 27, 2021 at 7:00 pm. Chief Librarian and CEO John Spears will be the keynote speaker. In response to Dr. Ned Stoll's inquiry regarding book donations, Mr. Adams will provide Beth Crumrine's contact information.

### Pikes Peak Library District Foundation Report

Chief Development Officer & Foundation Executive Officer Lance James announced a \$500,000 Coronavirus Relief Fund (CVRF) award and thanked everyone who contributed in completing the application.

### Financial Report

Chief Librarian John Spears spoke to the Financial Report as Chief Financial Officer Mike Varnet is attending the Colorado Government Finance Officers Association (CGFOA) Annual Meeting and unable to attend today's Board of Trustees meeting. Chief Librarian Spears expressed his thanks to the Leadership Team for their participation in pursuing the CVRF award of \$500,000 which greatly reduces the need to utilize reserve funds. Revenue from property taxes is tracking at 99.6%, and specific ownership taxes are reflecting better than expected, however interest income is down substantially as anticipated.

### Public Services Report

Chief Public Services Director and Deputy Chief Librarian Teona Shainidze Krebs thanked all Public Service Directors for continually pivoting to meet the needs of the community. Special thanks to Becca Cruz for her work to setup Assabet Interactive for patron reservations and to Lacey Miller in Adult Education for creating training for staff on the use of this platform.

Trustee Dora Gonzales shared her appreciation for staff filling the role of first responders in the community, to meet needs above and beyond what is typically expected of the Library District. Trustee Wayne Vanderschuere added his recognition of crossing the 2 million mark in use of OverDrive and the extension of Wi-Fi access outside of library locations for patron use. Trustee Cathy Grossman stated these efforts are a clear indication of how much the staff cares for the community. President English commented on the ability of staff to provide solutions that improve our community.

### Library Reports

The Communications Report, Facilities Report, Human Resources Report, and Information Technology Report were included in the Board packet.

In response to Trustee Scott Taylor's inquiry regarding the new boiler installation at Library 21c, Chief Facilities Management Officer Gary Syling shared that installation has been completed and the new boilers ran for the first time over the weekend. The final inspection is pending.

Chief Facilities Management Officer Gary Syling shared that Nunn Construction submitted their GMP for the Manitou Library space improvements at a meeting this morning. The GMP was submitted for the current scope of the project at \$159,659, which is under the \$173,756 that was budgeted.

## **Chief Librarian's Report**

Chief Librarian John Spears acknowledged Commissioner Williams and all City and County officials for everything they have done for the community in response to the pandemic.

The Colorado Covid-19 dial has been updated with the addition of a purple level, Extreme Risk. El Paso County is currently at the orange level and risks being moved to the red level if infection levels do not improve. Chief Librarian Spears pointed out that this announcement does designate libraries as essential which allows for some flexibility in how PPLD provides services. Additional restrictions will be implemented beginning Wednesday, November 18, to include returning to curbside service for all material circulation and public access to the buildings being allowed by appointment only for use of public computers, copying, faxing, and scanning. Appointments may also be made with designated staff for specialized reference services if virtual meetings are not feasible. Several changes will also be made to how we handle face coverings in our buildings. Reasonable accommodation for those who claim a medical exemption from wearing a face covering will require staff to engage in a specific discussion with the patron that is guided by requirements of the Americans with Disabilities Act (ADA).

## **Board Reports**

### **Governance Committee Report**

Governance Committee Chair Scott Taylor reported that the Committee met on November 10, 2020. The Committee discussed the CEO goals, the status of the Adopt-a-Trustee program, and that evaluations, using google forms, will be distributed in the next few days. Regular Board of Trustees meeting times for 2021 were suggested as the 3<sup>rd</sup> Thursday or 3<sup>rd</sup> Wednesday of each month at 4:00 p.m. Adjustments would be made for both September and December to accommodate religious holidays and the deadline for the budget respectively. Governance Committee Chair Scott Taylor will email these suggestions to all Trustees and ask that they provide feedback prior to the next Governance Committee meeting on December 8<sup>th</sup>. The decision regarding the 2021 meeting schedule will be on the Board of Trustees December meeting agenda. A discussion of committee chair appointments for 2021 will also be on the December agenda.

### **Internal Affairs Committee Report**

Internal Affairs Committee Chair Wayne Vanderschuere shared that the Committee met on November 10, 2020. The Committee discussed the meeting room policy and the 2021 budget. An item that was too late for the committee meeting agenda was an opportunity for the District to co-locate in a new development in the Security area. Due to the location being within the Security Public Library service area, the opportunity cannot be pursued by the Pikes Peak Library District.

### **Public Affairs Committee Report**

Public Affairs Committee Chair Mina Liebert stated that the Committee met on November 10, 2020. The discussion included the operational changes that went into effect today and a review of the AskCOS survey results. A meeting will be held this Friday to discuss and develop a strategy to pursue a mill levy increase.

### **Board President's Report**

President Debbie English congratulated Sandy Hancock and thanked her for accepting the Strategic Services Librarian for Business position. President English also thanked the Trustees for accepting the 2021 appointments.

### **Adopt-a-Trustee Update**

Trustee Cathy Grossman met virtually with Library 21c Manager Catie Tierney and Library Supervisor Melissa Schloesser. Staff at Library 21c are excited to implement texting for curbside service and are pleased to have volunteers return. Trustee Grossman also learned, in meeting with Library Manager Amber Cox and Library Supervisor Trish Blakely, that the Friends of the Pikes Peak Library District are very active with the Old Colorado

City Library. Old Colorado City staff are considering how to utilize Bancroft Park for outdoor activities due to its close proximity to the Library.

Trustee Scott Taylor met in-person with Library Manager Liz Wilhoff and Library Supervisor Andrea Keiter of Calhan and was interested to hear the perspective of a smaller, rural library. Trustee Taylor also met virtually with the Communications Department and will be meeting virtually with Human Resources later this month.

Trustee Dora Gonzales met virtually with Melody Alvarez in Family and Children's Services and was impressed with the prenatal workshop that is offered as well as the excellent introduction to early literacy that is provided. In her virtual meeting with Gigi Holman, Library Manager of the Fountain Library, Trustee Gonzales learned that parents stationed at Fort Carson are a large presence at the Library. The history of Fountain is a very popular topic, and ways to further promote that are being explored.

Trustee Mina Liebert met virtually with Whitney Springer, Library Manager of the Manitou Springs, and Ute Pass Libraries. The move to the MA(C) is greatly anticipated, and Wi-Fi access has been much appreciated.

## EXECUTIVE SESSION

President English called for a motion from the Board to move into Executive Session to review CEO Goals as authorized by C.R.S. § 24-6-402(4)(f)

**Motion:** Dr. Ned Stoll moved that the Board of Trustees meet in Executive Session to review CEO Goals as authorized by C.R.S. § 24-6-402(4)(f)

**Second:** Mina Liebert seconded the motion.

**Vote:** The motion was approved unanimously.

The Board reconvened in Open Session at 6:20 p.m. Scptt Taylor briefly discussed changes to the Chief Librarian's annual goals.

## ADJOURNMENT

There being no further business to discuss, President English adjourned the November 18, 2020 regular meeting of the Pikes Peak Library District Board of Trustees at 6:21PM.

The full packet of materials for this meeting of the Pikes Peak Library District Board of Trustees is available at <https://ppld.org/board-trustees>

**Providing resources and opportunities that impact individual lives and build community**



# 2021 BUDGET

Submitted to the Board of Trustees – December 9, 2020





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## **Pikes Peak Library District 2021 Budget**

### **2020 Pikes Peak Library District Board of Trustees**

Debbie English, President  
Mina Liebert, Vice President  
Wayne A. Vanderschuere, Secretary/Treasurer  
Dora Gonzales  
Cathy Grossman  
Dr. Ned C. Stoll  
Scott Taylor

### **Chief Librarian and CEO**

John Spears

### **Prepared by**

Michael Varnet, CPA, CPFO  
Chief Financial Officer

Tatiana Zonte  
Accountant

### **Administrative Offices**

20 N. Cascade Ave.  
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## INTRODUCTION SECTION

### Transmittal Letter

**December 9, 2020**

**Citizens of Pikes Peak Library District**

#### GENERAL INFORMATION

Attached is the Fiscal Year 2021 Budget (2021 Budget), which covers Jan. 1 – Dec. 31, for Pikes Peak Library District (the District). The 2021 Budget is important for both the budgetary figures as well as its description of the future direction and services of the District for residents within its service area of El Paso County, Colorado.

As required by Colorado State law, the 2021 Budget was presented to the Board of Trustees by Oct. 15, 2020.

The District's Leadership Team believes that the 2021 Budget incorporates the most significant goals and objectives of the District. The Leadership Team incorporated direction provided by the Board of Trustees throughout the year. Some time frames and goals were modified as a result of limited resources to meet all current objectives and goals.

#### **Legal Requirements**

By Oct. 15, 2020, the Chief Librarian & CEO submitted the 2021 Budget to the Board of Trustees, as required by Colorado Statute 29-1-107 and 108. Subsequently, a "notice of budget" was issued to inform the citizens of the District of the availability of the proposed budget for inspection and comments. No comments nor inquiries were received from the public.

On Dec. 9, 2020, the Board of Trustees conducted a formal public hearing, as required by statute, to give citizens the opportunity to express their comments. This meeting notice was posted following the District's public notification procedures for all Board meetings.

Following the formal public hearing, the Board of Trustees adopted the 2021 Budget, certified its mill levies, and appropriated monies to all funds and accounts. Each individual fund, as required by state statute, is balanced with new and existing carryover revenues equal to all planned and anticipated expenditures.

#### **Reporting Entity**

The District was created through state statute (CRS 24-90-110). The District's Board of Trustees consists of seven members from the community. The citizen volunteers are appointed jointly by the Colorado Springs City Council and El Paso County Board of Commissioners for a maximum of two (2) five-year terms. The Trustees convene at regular meetings, as well as at special meetings when necessary, to conduct the

business of the District. Trustees are prohibited by law from receiving compensation, and their duties and responsibilities are defined in law (C.R.S. 24-90-109). The District's mission is to "providing resources and opportunities that impact individual lives and build community". Its service area covers all of El Paso County, excluding Widefield School District #3. Security/Widefield and the town of Manitou Springs did not join the Library District when it was formed in 1963. The town of Manitou Springs subsequently voted to join the District effective January 1, 2013.

The District operates three regional libraries and 12 other libraries across the County, along with one facility specific for community-hosted events, meetings and other activities called Knights of Columbus Hall. It also offers mobile library services through the use of two units that travel across the city and county as well as one van that specifically serves the senior population.

The 16 library facilities and three mobile libraries covers a service area of approximately 2,070 square miles. The District owns eight facilities: Calhan Library, East Library, Fountain Library, High Prairie Library, Library 21c, Old Colorado City Library, Penrose Complex (including Penrose Library and Knights of Columbus Hall, and Sand Creek Library. The District leases the other seven facilities: Cheyenne Mountain Library, Manitou Springs Library, Monument Library, Palmer Lake Library, Rockrimmon Library, Ruth Holley Library, and Ute Pass Library. Additionally, the mobile fleet delivers Library services to remote sites and non-mobile populations.

### **COVID-19 Response**

On Jan. 30, 2020, the World Health Organization (WHO) announced a global health emergency due to a new strain of coronavirus (COVID-19) and the risks to the international community as the virus spread globally beyond its points of origin. In March 2020, the WHO classified the COVID-19 outbreak as a pandemic, based on the rapid increase in exposure globally. Since then, COVID-19 has adversely affected global, national, and local economic activity as well as contributed to significant deterioration of the various economies and markets. As of today's date, the pandemic is still ongoing.

In the wake of COVID-19, the District pivoted and transformed its service delivery with consideration to the health and safety of patrons, staff, and the greater community. Library leadership also took measures towards allowing staff to work remotely whenever possible, which included virtual meetings and trainings.

During the multi-week closure early in the pandemic, the District quickly expanded and extended access to the large digital collection and hub of online resources. Library staff also created and launched virtual offerings, including programs and ways to connect with a librarian remotely, in addition to. In mid-May, the District introduced curbside services and then reopened its doors to the public with limited indoor services in early July. As of this date, the Library has restricted indoor access to reservation-only services for computer use, copying, scanning, and faxing due to a recent surge in COVID-19 cases locally. The District expects to continue offering curbside services and virtual opportunities, as well as remote work access, into the foreseeable future.

The pandemic's ultimate effects cannot be determined at this time, but the District did adjust the 2020 Budget in attempt to identify and quantify some of the expected impacts on its operations. The 2021 Budget also includes estimates from the effects of this pandemic and incorporates various changes to

operations, along with efficiency measures, to help negate some of the negative aforementioned consequences.

### **Qualifications to the Budget Process**

The Consumer Price Index (CPI for Denver/Boulder/Lakewood) figure used for the 2021 calculations of the Taxpayer's Bill of Rights (TABOR), part of the limit definitions, is based on the CPI through June 30, 2020. The final 2020 CPI will not be known until February 2021, well after the 2021 Budget is approved. Accordingly, the 2020 CPI used for these limit calculations is an estimate based on currently available information. It is very likely that the final 2020 CPI will vary from the estimate that is used in our 2021 TABOR limit calculations, and the District may make appropriate changes to the 2021 Budget, through a Board approved budget amendment (if necessary), once those figures are known.

### **Usage – Demand for Traditional Library Services**

In a typical budget year, it is relatively easy to comment on the demand for use of library services, including how the demand for services compares from year to year by comparing traditional metrics (circulation, patron visits, programming activities, etc.). As a result of COVID-19, any attempt to compare expected use for 2020 and 2021 to prior years by using these traditional metrics is difficult at best. Services transformed and evolved in 2020, including the launch of curbside services and virtual programs, in order to safeguard everyone's health. Library facilities closed for several weeks during Colorado's stay-at-home orders in Colorado and then reopened to the public with limited indoor services over the summer. Since mid-November, the Library restricted access inside to only reservations for computer use, copying, scanning, and faxing. Such factors significantly impact the traditional metrics for 2020, and it is apparent that 2021 will also be affected by these circumstances.

### **Reorganization of District Operations**

During 2018 and early 2019, the District completed a reorganization of its operations in order to improve efficiency and effectiveness of service development and delivery to its constituents. The 2021 Budget, along with the 2020 Budget, reflects the changes in departmental staffing and reporting responsibilities, and the account structure for 2020 and 2021 is significantly different in comparison to the structure for 2018 and prior years.

Some of the more significant changes include:

- Public Services, which previously was included in one total, is split between Library Services(library service design and program selections) and Library Service Providers (library locations, also known as branches).
- Library Services includes the following departments:
  - Adult Services
  - Family & Children's Services (formerly Children's Services)
  - Regional History & Genealogy (including Special Collections)
  - Creative Services (including Knights of Columbus Hall)
  - Young Adult Services



- Adult Education
  - Collection Management (including Interlibrary Loan)
  - Diversity, Equity & Inclusion
- Library Service Providers incorporates the operational direct costs of providing library services to its constituents from all physical locations, including mobile library services. For 2019 - 2021, the costs of implementing and providing library services are presented by each library facility. This includes presenting operational costs for the three regional facilities, which are East Library, Library 21c, and Penrose Library). Prior to 2019, their costs were included under the various departments of Library Services (Adult Services, Children's Services, Circulation and Shelving Services, etc.).

Beginning in 2021, the operational costs and financial activities for the District's Circulation and Shelving departments will be combined with the operational costs of the District's three regional facilities. Their operational costs— primarily personnel costs – were accumulated in separate cost centers (departments) prior to 2021, and such costs were shown separately within the District's financial records/budgets.

- Support Services covers the following: Communications, Development, Information Technology, Human Resources, Facilities, Finance, and Safety, Security, and Social Services. Their offices continue to be presented separately in the 2021 Budget and are not part of the categories for Public Services.

## **FUND INFORMATION**

### **GENERAL FUND**

The following items discuss the issues related to the District's mill levy and property tax revenue calculations.

#### **Property Tax Revenue Limitations**

In 1986, citizens of the Library Service Area (LSA) authorized the District to set a mill levy for operating purposes up to 4.000 mills.

The District must adhere to the more restrictive of the two legal limitations when calculating its property tax revenue to be received in any given budget year:

- The State's 5.5% property tax revenue limitation
- TABOR, the Taxpayer Bill of Rights Amendment

#### **State's 5.5% Limitation**

The District received its preliminary 5.5% limit calculation from the Colorado Department of Local Affairs (Form DLG-53). Under this limit, the District's operating property tax revenue limit is \$32,501,843, which exceeds the District's property tax revenue for 2021 by \$1,275,217.

**Mill Levy – Operating Purposes**

This property tax revenue limit is based on two factors – CPI and a growth factor:

The estimate of CPI for the Denver/Boulder/Lakewood area for 2020 is 1.8474%. The final CPI will not be known until after the 2021 budget is approved.

Using data provided by El Paso County, the growth factor is 2.7362%.

The 2021 TABOR factor for the property tax revenue limit calculation is 4.5836%. Under this limit, the maximum mill levy allowed for general operating purposes is 3.845 mills.

**Mill Levy – Abatements and Credits**

The District is authorized to levy a mill rate to cover prior year abatements and credits. This mill levy is not subject to either the State’s 5.5% limitation or TABOR’s property tax revenue limitation. For 2021, the maximum mill levy allowed for abatements and refunds is 0.033 mills. This mill levy will generate a total of \$268,005 in additional property tax revenue, the amount of which is slightly less than the amount provided by the El Paso County Assessor for this purpose.

**Mill Levy – Temporary Tax Credit**

For 2020, the District exceed its limit for property tax revenue by \$163,735. The total amount owed to property tax owners, which includes a 10% penalty, is \$180,108. The 2021 Budget includes a temporary mill levy tax credit (of 0.023 mills), which results in a temporary mill levy tax credit (of \$186,791).

The excess limit has been deducted from the allowed base for 2021 calculations.

**Property Tax Revenue Summary****Net Assessed Valuation**

2020	\$8,141,178,730
2021	\$8,121,359,160

**Mill Levies****General Operating Purposes**

2020	3.688
2021	3.845

**Abatements and Refunds**

2020	0.043
2021	0.033

**Temporary Mill Levy Credit**

2020	-
2021	(0.023)

**Total Mill Levy**

2020	3.731
2021	3.855

**Property Tax Revenue**

**General Operating Purposes**

2020	\$30,024,667
2021	\$31,226,626

**Refunds and Abatements**

2020	\$350,071
2021	\$268,005

**Temporary Mill Levy Credit**

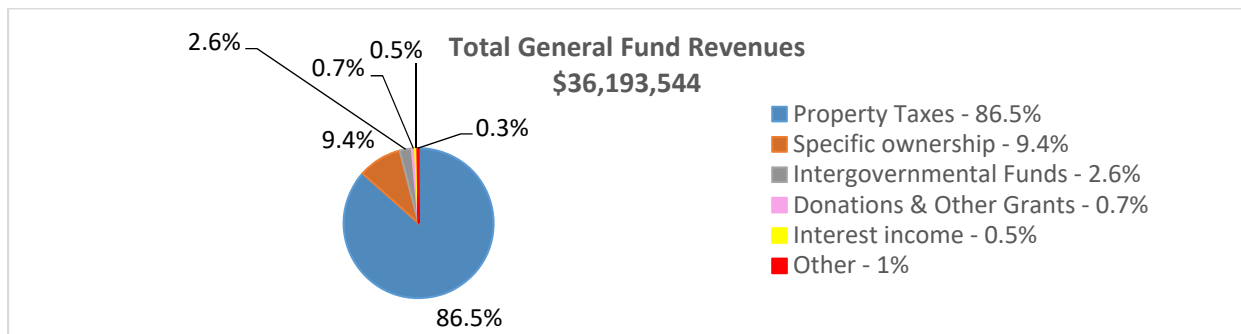
2020	-
2021	(\$186,791)

**Total Property Tax Revenue**

2020	\$30,374,738
2019	\$31,307,840

**Revenues**

Total General Fund budgeted revenues for 2021 are \$36,193,544. The 2020 revenue estimate is \$34,998,451. The difference is an increase of \$1,195,093.



The following is a summary of the more significant items included as part of revenue within the 2021 Budget.

**Property Taxes:** \$31,262,968 or 86.5%

See discussion above. Property tax revenue typically equates to approximately 85 - 86% of the annual revenue budget.

**Specific Ownership Taxes:** \$3,382,500 or 9.4%

This amount equates to approximately 9% of the total 2021 revenue budget. Collections for 2021 have been impacted by COVID-19 and are expected to be slightly higher than the estimated total for 2021 but less than the original budget of \$3,600,000 for 2020.

**Intergovernmental Funds:** \$941,019 or 2.6%

**E-Rate Refund:** \$690,600

This is the amount expected for the 2021 funding year, which is higher than the total to be collected during the 2020 funding year of \$125,102. Library management reviews its eRate funding options, and preliminarily, will seek additional funding of approximately \$576,000 for various network projects.

**Adult Education and Family Literacy (AEFLA):** \$106,974

AEFLA is the principal source of federal funding for States to apply towards adult education programs. The grant program's purpose is to assist adults in the following: becoming literate; obtaining the knowledge and skills necessary for employment and self-sufficiency; obtaining the necessary education and skills to become full partners in the educational development of their children; and completing secondary education or its equivalent.

PPLD has received this grant every year since 2012 and is planning to apply for future funding.

**State Grant for Library Materials:** \$143,445

These State grants are provided by the Colorado State Library to enable public libraries, school libraries, and academic libraries to obtain educational resources that they would otherwise be unable to afford, to the end that the State will receive the corresponding benefits of a better educated and informed population.

**Fines and Fees:** \$79,200 or <1%

During 2018, the District eliminated fines on most library materials, which has become a statewide and national trend in recent years to reduce access barriers for those in low-income households. The budgeted total represents amounts collected for lost materials and related fees associated with utilizing a collection agency.

**Interest Income:** \$183,750 or <1%

Primarily as a result of COVID-19 (but not exclusively limited to this reason), interest rates have decreased during 2020, and this is expected to continue during 2021, at least in part. The original budget for 2020 included \$425,000 for interest income.

**Copier/Printing Charges:** \$80,400 or <1%

Again, as a result of the pandemic, patron use inside library facilities has been limited, and this is expected to continue into the foreseeable future.

**Parking Lot Collections:** \$12,060 or <1%

The estimate for 2021 is lower than what it has been in previous years again due to the impact of COVID-19.

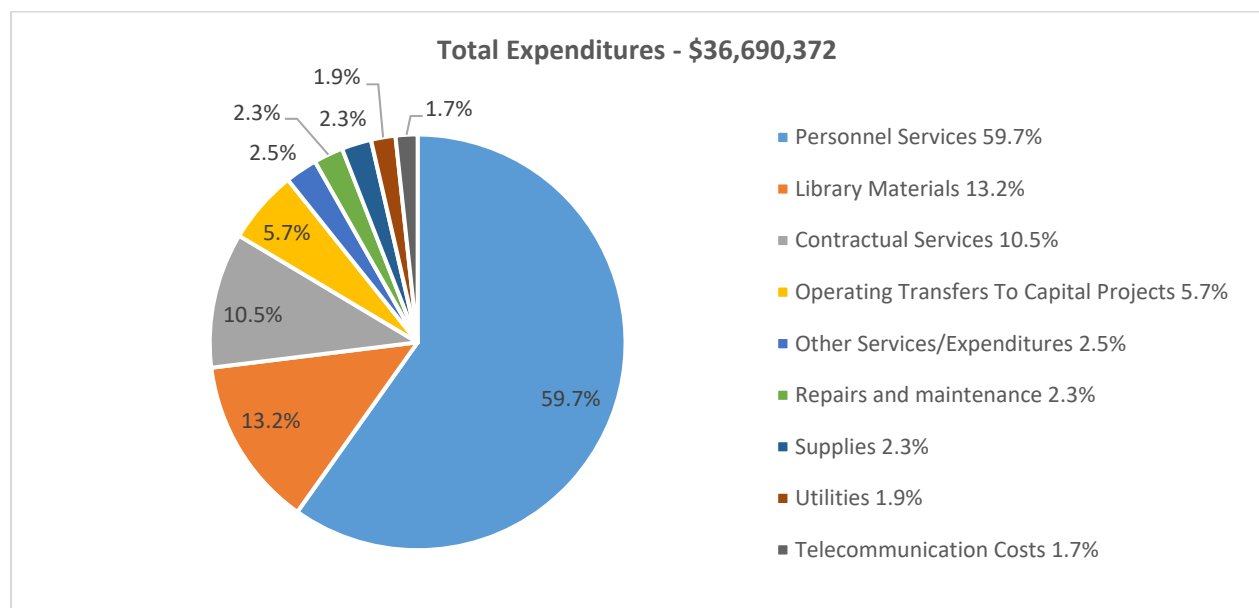
**Donations and Other Grants:** \$242,100 or <1%

A recent change in accounting literature for government entities strictly defines how designated funds must be accounted for within the entity’s financial records. New activities in designated funds must be accounted for in the General Fund. This figure represents an estimated amount of new financial activity that has typically been accounted for separately as part of the District’s designated funds in the past.

**Expenditures**

The 2021 Budget for General Fund expenditures is \$36,690,372. The projected total for 2020 is \$35,850,130. The change is \$840,242.

Given the uncertainties of COVID-19, the projected total for 2020 is \$35,850,130, which is less than the adjusted budget of \$36,451,911 by (\$601,781).



The following are the more significant expenditures included in the 2021 Budget:

**Personnel Services:** \$21,850,039 or 59.6%

The District’s staff is arguably its most valuable resource, providing exemplary service that garners local accolades, along with national and international recognition.

The 2021 Budget includes funding for 458 existing positions (365.43 full-time equivalents [FTE]), plus a two new additional positions and an additional 30 hours of work per week in total to two existing positions (2.75 additional FTE), as discussed below.

### Position Summary

Department	FTE			Total Authorized Positions		
	2019 Actual	2020 Budget	2021 Budget	2019 Actual	2020 Budget	2021 Budget
<b>Chief Librarian and CEO Office</b>	2.00	2.00	2.00	2	2	2
<b>LIBRARY SERVICES - Administration</b>	1.00	1.00	1.00	1	1	1
Adult Services	11.00	11.00	9.00	11	11	9
Family & Children's Services	9.00	9.00	9.00	9	9	9
Regional History and Genealogy	11.00	11.00	10.50	15	15	14
Creative Services	5.00	5.00	5.00	5	5	5
Knights of Columbus Hall	1.00	1.00	1.00	1	1	1
Young Adult Services	6.00	6.00	6.00	6	6	6
Adult Education	7.00	8.00	7.00	8	9	7
Collection Management	23.52	23.52	23.52	25	25	25
Diversity, Equity and Inclusion	-	-	3.00	-	-	3
<b>Total LIBRARYSERVICES</b>	<b>74.52</b>	<b>75.52</b>	<b>75.02</b>	<b>81</b>	<b>82</b>	<b>80</b>
<b>BRANCH SERVICES - Administration</b>	1.00	-	-	1	-	-
<b>West Region - Administration</b>	3.00	3.50	3.50	3	4	4
Penrose Library	17.64	17.64	30.54	22	22	44
Circulation	11.02	11.07	-	17	17	-
Shelving	4.88	4.88	-	10	10	-
Cheyenne Mountain Library	10.58	10.58	10.08	15	15	14
Old Colorado City Library	8.90	8.90	8.90	11	11	11
Manitou Springs Library	4.35	4.20	4.20	6	6	6
Ute Pass Library	1.35	1.35	1.35	2	2	2
Mobile Library Services	9.65	9.15	9.15	14	13	13
<b>Total West Region</b>	<b>71.37</b>	<b>71.27</b>	<b>67.72</b>	<b>100</b>	<b>100</b>	<b>94</b>
<b>Southeast Region - Administration</b>	4.00	4.00	4.00	4	4	4
East Library	16.93	18.93	42.15	20	22	60
Circulation	16.35	15.35	-	23	22	-
Shelving	10.57	9.57	-	20	19	-
Fountain Library	7.63	7.63	7.13	12	12	10
Ruth Holley Library	9.63	9.63	9.63	14	14	14
Sand Creek Library	12.55	12.55	12.55	17	17	17
<b>Total Southeast Region</b>	<b>77.66</b>	<b>77.66</b>	<b>75.46</b>	<b>110</b>	<b>110</b>	<b>105</b>
<b>North Region - Administration</b>	3.00	3.00	3.00	3	3	3
Library 21c	18.69	21.19	31.57	24	27	45
Circulation	6.50	6.50	-	10	10	-
Shelving	5.25	5.75	-	11	12	-
High Prairie Library	8.25	7.75	7.75	12	11	11
Calhan Library	1.70	1.70	1.70	3	3	3
Monument Library	9.96	9.96	9.96	14	14	14
Palmer Lake Library	2.03	2.03	1.53	3	3	2
Rockrimmon Library	9.45	9.85	9.85	13	13	13
<b>Total North Region</b>	<b>64.83</b>	<b>67.73</b>	<b>65.36</b>	<b>93</b>	<b>96</b>	<b>91</b>
<b>Total BRANCH SERVICES</b>	<b>214.86</b>	<b>216.66</b>	<b>208.54</b>	<b>304</b>	<b>306</b>	<b>290</b>

Department	FTE			Total Authorized Positions		
	2019 Actual	2020 Budget	2021 Budget	2019 Actual	2020 Budget	2021 Budget
<b>SECURITY</b>	20.52	20.52	20.52	25	25	25
<b>HUMAN RESOURCES</b>	6.25	6.25	6.25	7	7	7
<b>FACILITIES</b>						
Facilities - Penrose Library	5.00	5.00	5.00	5	5	5
Facilities - East Library	3.00	3.00	3.00	3	3	3
Facilities - Library 21c	5.00	6.00	6.00	5	6	6
<b>Total Facilities</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>13</b>	<b>14</b>	<b>14</b>
<b>COMMUNICATIONS</b>	14.25	11.75	11.75	15	12	12
<b>INFORMATION TECHNOLOGY</b>	16.10	16.60	16.60	17	17	17
<b>DEVELOPMENT</b>	3.00	3.00	3.00	3	3	3
<b>FINANCE</b>	7.75	7.75	7.75	8	8	8
<b>Grand Total</b>	<b>372.25</b>	<b>374.05</b>	<b>365.43</b>	<b>475</b>	<b>476</b>	<b>458</b>

### 2021 Pay Structure Adjustments and Issues - \$130,000 in total

The District engaged a consultant to complete a comprehensive compensation, classification, and workforce levels study during 2016 and completed it in 2017. There were many objectives to this study, including the development and implementation of a District-wide workforce plan, the development of a classification system, and the development of a pay scale to help attract top talent for its positions and to be competitive with other employers for retaining talent both at a local and national level.

In addition, several issues related to personnel costs are addressed in the 2021 Budget:

1. In November 2016, the citizens of Colorado voted to add a constitutional amendment to increase the minimum wage for workers in Colorado. The minimum wage for Colorado will change from the 2020 rate of \$12.00 per hour to potentially \$12.32 per hour for 2021 based on preliminary estimates (to be adjusted annually thereafter). The 2021 Budget includes an estimate of \$5,000 to address the minimum wage issue for 2021.
2. The El Paso County Retirement Plan's (the Plan) Board of Trustees is considering its option related to addressing the Plan's unfunded liability of approximately \$200 million. El Paso County previously approved a payment to the Plan of \$1.1 million to be used to partially offset the Plan's administrative and other costs. The 2021 Budget includes \$25,000 to augment the contribution from El Paso County.
3. The 2021 Budget includes a contingency amount of \$100,000 to address the requirements of the Equal Pay for Equal Work Act, a Colorado set of laws that becomes effective Jan. 1, 2021. Library management is currently working on the requirements that must be addressed starting in 2021. The actual impact is not known at this time.

### Pay Adjustment Pool - \$275,600

The 2021 budget includes a pay adjustment amount equivalent to a 1.5% average adjustment for all staff positions. This percentage, which is less than the expected CPI projection for 2020, is included in the proposal as an attempt to keep wage levels close to prevailing market rates for all positions, given available financial resources. As noted above, the District completed a compensation project in 2017 and

determined its hourly wages were not in line with prevailing market rates at that time. Library management intends to pay its staff closer to market rates now and into the future.

**New Positions - \$168,920**

The 2021 Budget includes two new full-time position and additional hours to move two part-time positions to full-time positions.

The following is a summary of the new positions and position adjustments:

- Culinary Program Supervisor
- Creative Services Floater
- HR Administrative Specialist (20 additional hours)
- Finance Assistant (10 additional hours)

**Savings from Vacant Positions – (\$715,600)**

The estimated savings from vacant positions during 2020 is (\$1,350,000). This balance is an anomaly because many positions remained vacant throughout a significant portion of the year due to uncertainties surrounding COVID-19. At this time, it is not known when the District will fully open all of its facilities.

This target is included in the 2021 Budget because of the following:

- The District budgets all of its positions annually as if all will be filled throughout the year. Realistically, there are vacancies throughout the year, and it generally takes time to fill the vacant positions. This occurs annually, and as a result, savings from vacant positions are added back to fund balance at the end of each year.
- The 2021 Budget includes \$168,920 for new positions and position adjustments, as discussed above. Again, the budget is set up as if each position will be filled as of Jan. 1, 2021, but the new positions will be phased in as appropriate.

**Payroll Accrual Provision - \$70,000**

District employees are paid bi-weekly. Accordingly, there is at least one extra day in each year for which the District must set aside funds to cover the year when there will be 27 pay dates. This will occur again during 2028. The 2021 Budget includes \$70,000 to be set aside for this purpose.

**Employee Health Insurance Plan - \$2,300,000**

In 2004, the District implemented a partially self-insured health plan for its eligible employees, those who were regularly scheduled to work 30-40 hours per week. Almost 90% of eligible employees participate in the plan. This amount is reflective of the 3% increase in the renewal rate for 2021, and it is substantially based on employee enrollment that is in place for 2020.



In prior years, the District has been able to provide its participating employees with at least one month without premium collection during the calendar year, given the overall effective use of the plan benefits which resulted in fund balance savings. However, starting in 2020, the Plan's reserves have decreased to the minimum levels that the insurance company recommends due to the overall use of the Plan benefits and other impacts, meaning that the District cannot offer a premium-free month during 2021.

#### **Contributions to the El Paso County Retirement Plan - \$1,061,382**

The District has participated in the El Paso County Retirement Plan (the Plan), a defined benefit retirement plan, since its inception in 1967. In short, all full-time employees of the District are required to participate. During 2021, the District and its employees will continue to contribute 8.0% of each employee's covered salary to the Plan.

#### **Library Materials - \$4,829,977 or 13.2%**

The 2021 Budget includes \$4,829,977 for library materials, which is less than the 2020 projected total of \$4,923,851. The decrease is due to a reclassification of databases and a projected reduction of funding from a State Library grant for materials. The percentage of all expenditures going directly to library materials in 2021 is 13.0%. This figure approximates the national average for library systems of similar size and is a reflection of the District's emphasis to meet customer demands and keep the collection up-to-date for Library patrons.

Included in this figure for 2021 and 2020 is a grant from the State of Colorado in the amount of \$143,445 and \$154,445, respectively, for the purchase of library materials.

#### **Training - \$316,088 or 0.86%**

The 2021 Budget includes \$316,088 to continue the emphasis of training staff appropriately. The benefits of this initiative include professional and personal development of District staff, which in turn allows for improved customer service and a more professional work environment. The projected amount for 2020 is \$247,709.

#### **Operating Transfers to Capital Projects - \$2,086,827 or 5.7%**

The 2021 Budget includes the following transfers:

Capital Reserve Fund	\$1,837,102
Penrose Library Project Fund	525
Library 21c Project Fund	165,000
East Library Renovation Project Fund	84,200
Total	<u>\$2,086,827</u>

The purpose of these funds, entirely for capital projects, will be discussed in further detail below.

#### **Debts**

The following is a list of other items that are pertinent to the discussion of the 2021 Budget:

1. The District has no General Obligation Bonds or any other similar forms of debt financing outstanding as of Dec. 31, 2020, nor is any anticipated as of Dec. 31, 2021.
2. The District has several operating leases in place for the rental of certain library facilities.

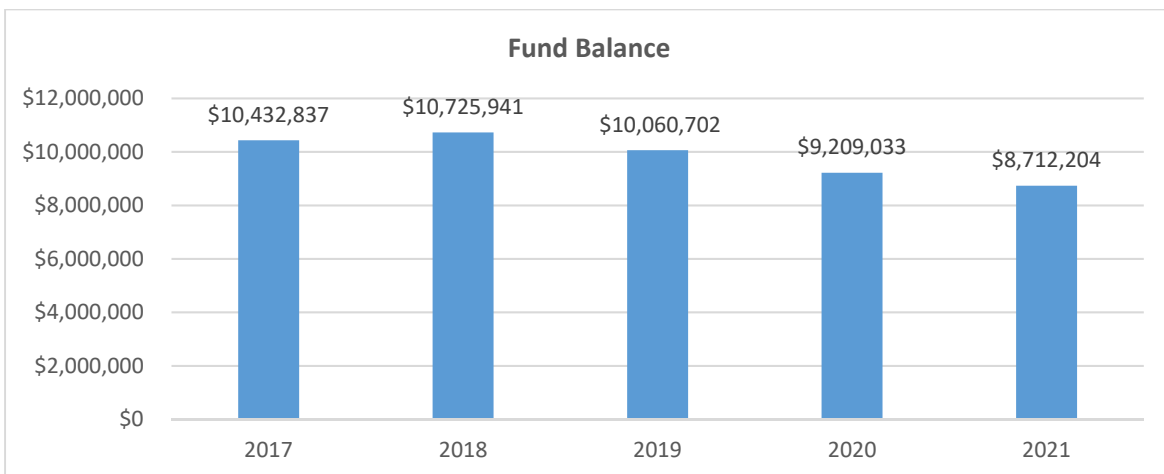
**Fund Balance**

As of December 31, 2021, total fund balance is estimated at \$8,712,204. This total includes an estimate for the operational reserve (unassigned fund balance) of \$7,475,521.

Many financial experts recommend a financially prudent operational reserve of 1-3 months of operating revenues. For the District, this equates to a range of approximately \$3.0 - \$9.0 million. The estimate of the operational reserve of 2021 is 20.6%, or about 2.5 months of operating revenues, as of Dec. 31, 2021.

The 2021 Budget calls for a reduction in fund balance of (\$496,828). This balance, in part, is used to fund one-time capital projects as discussed in further detail below. Please note that the estimated unassigned fund balance as of Dec. 31, 2020, per the original 2020 budget, is \$6,582,048. The revised estimate of the unassigned fund balance as of Dec. 31, 2020 is \$7,953,952, which equates to an increase of \$1,371,904. The majority of this amount comes from estimated budget savings realized during 2020, with savings from vacant staff positions being the primary source.

Fund balance as of Dec. 31, 2021 also includes an estimate of \$1,085,806 for the Emergency Reserve as required by TABOR.



The chart above indicates a trend of utilizing fund balance to help balance the annual operating budgets, primarily in the category of capital projects, a one-time use of financial resources. Over the long term, this is not sustainable. Currently, as mentioned above, the District’s operational reserves are within the targets of 1-3 months of operating revenues.

Changes to fund balances are less than 10% from one year to the next.

**CAPITAL PROJECTS FUNDS**

The District has four capital projects funds: East Library, Penrose Library, Library 21c, and Capital Reserve. The 2021 Budget for capital projects will be funded through a transfer from the General Fund.

**East Library Project Fund - \$84,200 expenditures**

The purpose of this fund is to account for all capital expenditures related to the East Library facility. This fund is ongoing, and it will account for all financial activities related to capital projects for this facility in the future.

**Penrose Library Project Fund - \$162,500 expenditures**

Its purpose is to account for all capital expenditures related to the Penrose Library facility, including the 1905 Carnegie building and the Knights of Columbus building located next to Penrose Library. This fund is ongoing, and it will account for all financial activities related to capital projects for this facility in the future.

**Library 21c Fund - \$165,000 expenditures**

The purpose of this fund is to account for all capital expenditures related to the Library 21c facility. This fund is ongoing, and it will account for all financial activities related to capital projects for this facility in the future.

**Capital Reserve Fund - \$1,837,102 expenditures**

Its purpose is to account for the accumulation of funds to be used on projects specifically identified in future years, which are not funded in either the other Capital Projects Funds (described above), a Special Revenue Fund, or any designated fund included within the General Fund.

Such projects include, but are not limited to: furniture replacement, equipment replacement, vehicle replacement, purchases of land for future expansion, construction of new facilities, and renovation projects related to existing facilities, along with IT-related projects.

## Budgeted Funds Summary

FUND	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>General Fund</b>				
<b>Revenues</b>				
Taxes	\$ 31,721,895	\$ 33,513,651	\$ 33,475,738	\$ 34,645,468
Intergovernmental	392,810	514,419	942,123	941,019
Fines and Fees	124,502	80,000	80,000	79,200
Interest income	426,392	175,000	175,000	183,750
Other Revenues	331,661	342,397	325,600	344,108
<b>Total Revenues</b>	<b>32,997,260</b>	<b>34,625,467</b>	<b>34,998,461</b>	<b>36,193,544</b>
<b>Expenditures by categories</b>				
Personnel Services	19,907,959	21,506,566	21,024,126	21,850,039
Supplies	727,438	1,156,199	1,263,006	851,615
Library Materials	4,716,819	5,029,051	4,923,851	4,829,977
Utilities	646,322	713,044	605,258	713,416
Telecommunication Costs	535,101	604,169	604,169	641,000
Contractual Services	3,339,416	4,030,711	3,793,530	3,900,984
Repairs and Maintenance	550,638	794,969	808,120	854,900
Other Services/Expenditures	747,232	1,023,022	781,872	946,615
Capital Outlay	48,163	46,812	318,722	15,000
Operating Transfers to Capital Projects	2,443,411	1,547,368	1,547,368	2,086,827
Special Item	-	-	180,108	-
<b>Total Expenditures</b>	<b>33,662,499</b>	<b>36,451,911</b>	<b>35,850,130</b>	<b>36,690,373</b>
<b>Net Excess Revenues Over Expenditures</b>	<b>(665,239)</b>	<b>(1,826,444)</b>	<b>(851,669)</b>	<b>(496,829)</b>
<b>Fund Balance - Beginning of Year</b>	<b>10,725,941</b>	<b>10,060,702</b>	<b>10,060,702</b>	<b>9,209,033</b>
<b>Fund Balance - End of Year</b>	<b>\$ 10,060,702</b>	<b>\$ 8,234,258</b>	<b>\$ 9,209,033</b>	<b>\$ 8,712,204</b>
<b>Capital Projects</b>				
<b>East Library</b>				
<b>Sources of Funds</b>				
Operating Transfers from General Fund	\$ 139,627	\$ 8,545	\$ 8,545	\$ 84,200
<b>Uses of Funds</b>				
Building Items	22,549	50,000	133,097	84,200
IT Items	-	2,071	2,071	-
Other	-	68,679	68,679	-
<b>Total Uses of Funds</b>	<b>22,549</b>	<b>120,750</b>	<b>203,847</b>	<b>84,200</b>
<b>Net Excess Revenues Over Expenditures</b>	<b>117,078</b>	<b>(112,205)</b>	<b>(195,302)</b>	<b>-</b>
<b>Fund Balance - Beginning of Year</b>	<b>78,224</b>	<b>195,302</b>	<b>195,302</b>	<b>-</b>
<b>Fund Balance - End of Year</b>	<b>\$ 195,302</b>	<b>\$ 83,097</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Penrose Library</b>				
<b>Sources of Funds</b>				
Operating Transfers from General Fund	\$ 96,700	\$ -	\$ -	\$ 525
<b>Uses of Funds</b>				
Building Items	608,451	329,643	329,643	162,500
<b>Total Uses of Funds</b>	<b>608,451</b>	<b>329,643</b>	<b>329,643</b>	<b>162,500</b>
<b>Net Excess Revenues Over Expenditures</b>	<b>(608,451)</b>	<b>(329,643)</b>	<b>(329,643)</b>	<b>(162,500)</b>
<b>Fund Balance - Beginning of Year</b>	<b>1,003,369</b>	<b>491,618</b>	<b>491,618</b>	<b>161,975</b>
<b>Fund Balance - End of Year</b>	<b>\$ 491,618</b>	<b>\$ 161,975</b>	<b>\$ 161,975</b>	<b>\$ -</b>
<b>Library 21c</b>				
<b>Sources of Funds</b>				
Operating Transfers from General Fund	\$ 1,156,100	\$ 63,367	\$ 63,367	\$ 165,000
<b>Uses of Funds</b>				
Facilities	920,207	431,529	431,529	155,000
IT & Other Equipment	3,974	86,020	86,020	10,000
Software	-	30,000	30,000	-
<b>Total Uses of Funds</b>	<b>924,181</b>	<b>547,549</b>	<b>547,549</b>	<b>165,000</b>
<b>Net Excess Revenues Over Expenditures</b>	<b>231,919</b>	<b>(484,182)</b>	<b>(484,182)</b>	<b>-</b>
<b>Fund Balance - Beginning of Year</b>	<b>252,263</b>	<b>484,182</b>	<b>484,182</b>	<b>-</b>
<b>Fund Balance - End of Year</b>	<b>\$ 484,182</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

FUND	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Capital Reserve</b>				
<b>Sources of Funds</b>				
Donations-Pikes Peak Library District Foundation	\$ -	\$ 123,000	\$ 123,000	\$ -
Operating Transfers from General Fund	1,050,984	1,475,456	1,475,456	1,837,102
Other- Landlord reimbursement	-	61,874	61,874	-
Sales of Assets	-	12,500	12,500	-
<b>Total Sources of Funds</b>	<b>1,050,984</b>	<b>1,672,830</b>	<b>1,672,830</b>	<b>1,837,102</b>
<b>Uses of Funds</b>				
Facilities	\$ 503,200	\$ 1,296,844	\$ 1,296,844	\$ 278,636
IT & Other Equipment	445,699	2,186,384	2,186,384	1,558,466
<b>Total Uses of Funds</b>	<b>948,899</b>	<b>3,483,228</b>	<b>3,483,228</b>	<b>1,837,102</b>
<b>Net Excess Revenues Over Expenditures</b>	<b>102,085</b>	<b>(1,810,398)</b>	<b>(1,810,398)</b>	<b>-</b>
<b>Fund Balance - Beginning of Year</b>	<b>1,708,313</b>	<b>1,810,398</b>	<b>1,810,398</b>	<b>-</b>
<b>Fund Balance - End of Year</b>	<b>\$ 1,810,398</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Special Revenues Funds</b>				
<b>Expenditures - Capital Outlay</b>	<b>\$ 51,736</b>	<b>\$ 109,021</b>	<b>\$ 109,021</b>	<b>\$ -</b>
<b>Fund Balance - Beginning of Year</b>	<b>160,757</b>	<b>109,021</b>	<b>109,021</b>	<b>-</b>
<b>Fund Balance - End of Year</b>	<b>\$ 109,021</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Fund Balance-End of Year</b>	<b>\$ 13,054,523</b>	<b>\$ 8,479,330</b>	<b>\$ 9,371,008</b>	<b>\$ 8,712,204</b>

## FIVE-YEAR CAPITAL PLAN

Included in the 2021 Budget is a preliminary five-year, long-term capital plan that covers Fiscal Years 2022 – 2026. Preliminary means it is adjusted annually based on available financial resources. Contents of the plan include identified projects and purchases of capital items, but it does not include the construction of new library facilities. A long-term formal Facilities Plan is forthcoming.

Capital projects and purchases include items with a useful life that exceeds one year and either has an individual cost of \$1,000 per item, or an aggregate purchase cost of \$1,000 or more.

## PERFORMANCE MEASURES

**Appendix 1** Included in this Budget are charts to show how the District compares to other large public library systems in Colorado, sourced by the Library Research Service. The charts cover the 2019 calendar year, which represents the most current available data.

For purposes of this analysis, the following libraries have been selected as they represent library systems in Colorado with a Library Service Area (LSA) population of more than 100,000:

Pikes Peak Library District	Denver Public Library
Jefferson County Public Library	Arapahoe Library District
Douglas County Libraries	Rangeview Library District (Adams County)
High Plains Library District (Weld County)	Pueblo City-County Library District
Boulder Public Library	Aurora Public Library
Poudre River Public Library District	Mesa County Public Library District
Westminster Public Library	

---

**Appendix 2** includes District comparison to 12 selected national libraries with a LSA population between 550,000 and 800,000, in addition to operating revenues between \$25 - \$45 million. The charts cover the 2018 calendar year, which represents the most current available data, and the source of this information is the Institute of Museums and Library Services (IMLS) database.

Here are the selected public library systems of similar size and revenue

Alameda County Library (Fremont, CA)

Anne Arundel County Public Library (Annapolis, MD)

Detroit Public Library (Detroit, MI)

Jefferson County Public Library (Lakewood, CO)

Lee County Library System (Fort Myers, FL)

Metropolitan Library System (Oklahoma City, OK)

Nashville Public Library (Nashville, TN)

Ocean County Library (Toms River, NJ)

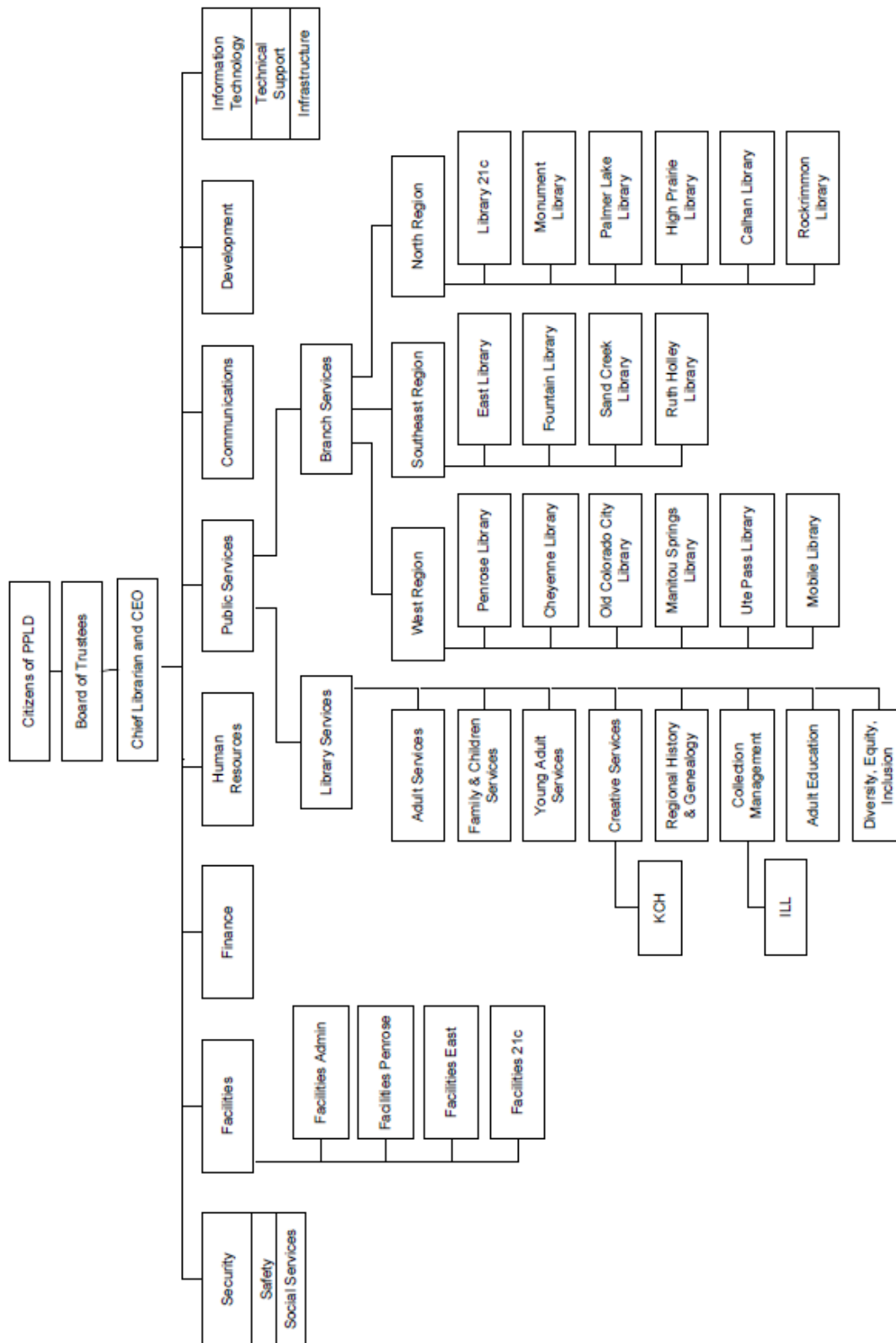
Pierce County Library System (Tacoma, WA)

Sno-Isle Libraries (Marysville, WA)

Tulsa City-County Library System (Tulsa, OK)

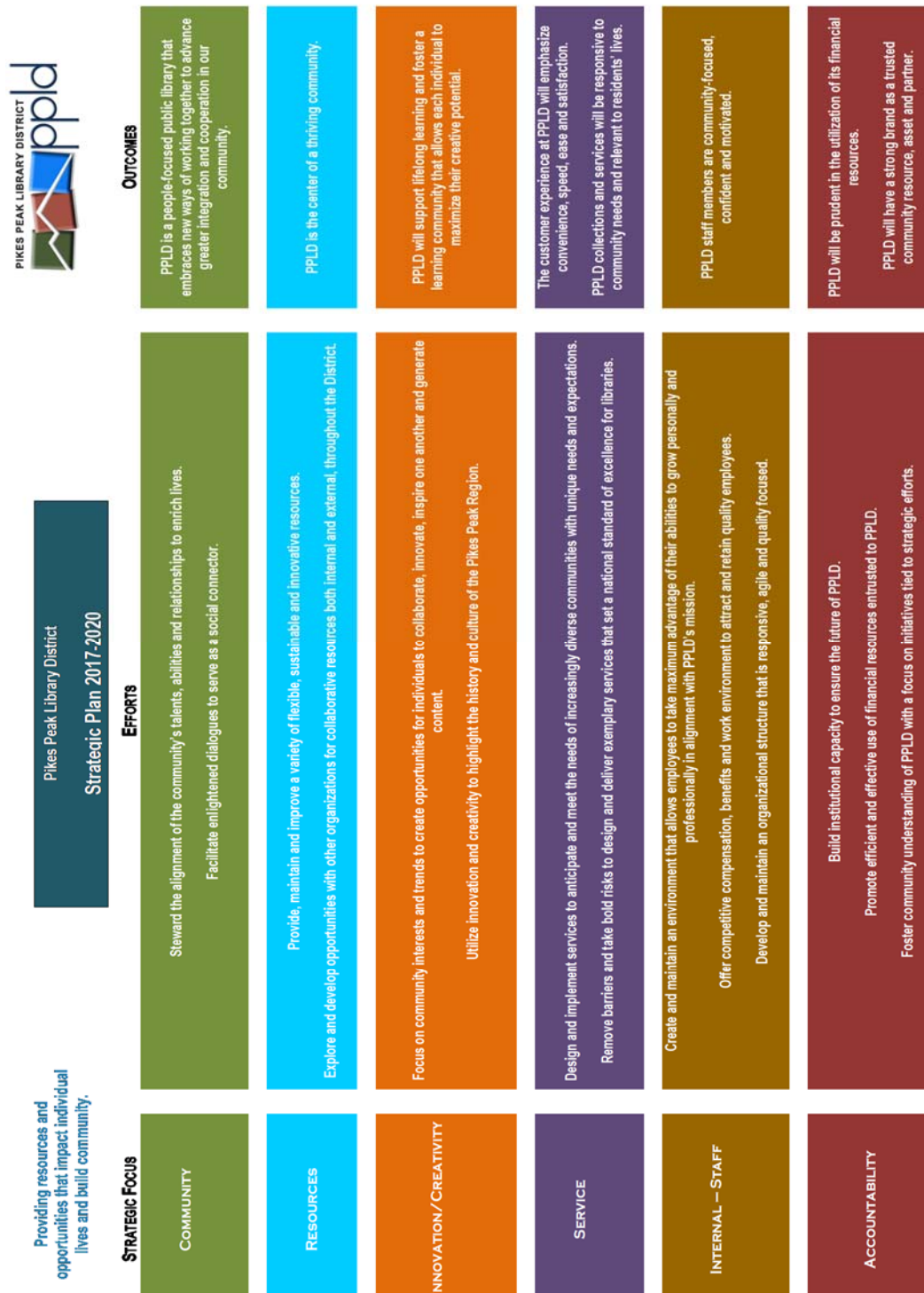
Milwaukee Public Library (Milwaukee, WI)

Organizational Chart



2017-2020 Strategic Plan

Included below is the Strategic Plan for 2017 through 2020. A Strategic Plan for future years is forthcoming, which will include input including District staff and the public. Past performances and current and future needs are also considered. The Board of Trustees ultimately approves such strategic goals, objectives, and plans.





**TREND INFORMATION**

Included in the 2021 Budget are various charts and graphs that depict financial information in a visual format.

**BUDGETARY BASIS OF ACCOUNTING**

The 2021 budget has been prepared on a modified accrual basis of accounting. Revenue is recognized when available, and expenditures are recognized when the obligation is incurred. Encumbrances are not recorded in the 2021 budget.

The budgetary basis of accounting is the same as the accounting basis for the District's financial records.

**ACKNOWLEDGEMENTS**

Special thanks and appreciation are expressed to the District's Board of Trustees, Leadership Team and Management Team for their leadership and direction toward completion of the 2021 budget.

Gratitude is also extended to all District managers, supervisors, and staff for their efforts toward examining the budget carefully and planning ahead prudently to complete a balanced 2021 budget.

Special recognition and appreciation is extended to the Finance Office, particularly Accountant Tatiana Zonte for her efforts towards preparing the 2021 Budget document. She improved the presentation of and the information therein to make this document additionally useful to the citizens and staff of the District.

Respectfully submitted,

John Spears  
Chief Librarian and CEO

Michael Varnet, CPA, CPFO  
Chief Financial Officer

## Resolution to Set Mill Levies

A resolution levying general property taxes for the fiscal year 2021, to help defray the costs of government for the Pikes Peak Library District, Colorado Springs, Colorado, for the 2021 budget year.

**WHEREAS**, the Board of Trustees of the Pikes Peak Library District has adopted the annual budget in accordance with Local Government Budget Law, on December 9, 2020, and;

**WHEREAS**, the amount of money necessary to balance the budget for general operating purposes is \$36,193,544 and;

**WHEREAS**, the 2020 net valuation for assessment (payable in 2021) for the Pikes Peak Library District, as certified by the County Assessor, is \$8,121,359,160.

**NOW, THEREFORE, BE IT RESOLVED BY THE PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES:**

Section 1. That for the purpose of meeting all general operating expenses of Pikes Peak Library District during the 2021 budget year, there is hereby levied a tax of 3.855 mills (comprised of a general operating mill levy of 3.845 mills, a mill levy for refunds and abatements of 0.033 mills, and a mill levy for a temporary tax credit of (0.023) mills), upon each dollar of the total valuation for assessment of all taxable property within the District for the 2020 assessment year.

Section 2. That the Chief Financial Officer of Pikes Peak Library District is hereby authorized and directed to immediately certify to the County Commissioners of El Paso County, Colorado, the mill levies for the Pikes Peak Library District as hereinabove determined and set.

**ADOPTED**, this 9<sup>th</sup> day of December 2020.

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Debbie English, President

## Resolution to Adopt Budget

A resolution summarizing expenditures and revenues for each fund and adopting a budget for the Pikes Peak Library District, Colorado Springs, Colorado, for the calendar year beginning on the first day of January 2021 and ending on the last day of December 2021.

**WHEREAS**, the Board of Trustees of the Pikes Peak Library District has appointed the Chief Librarian/Chief Executive Officer to prepare and submit a proposed budget to said governing body at the proper time, and;

**WHEREAS**, the Chief Librarian/Chief Executive Officer has submitted a proposed budget to this governing body on October 15, 2020 for its consideration, and;

**WHEREAS**, upon due and proper notice, published or posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on December 9, 2020, and interested taxpayers were given the opportunity to file or register any objections to the proposed budget, 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 PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES:**

Section 1. That the budget as submitted, amended, and summarized by fund, hereby is approved and adopted as the budget of the Pikes Peak Library District for the year stated above.

Section 2. That the budget hereby approved and adopted shall be signed by the Chief Librarian/Chief Executive Officer and made a part of the public records of the Pikes Peak Library District.

**ADOPTED**, this 9<sup>th</sup> day of December 2020.

---

Debbie English, President

## Resolution to Appropriate Sums of Money

A resolution appropriating sums of money to the various funds, in the amount and for the purposes as set forth below, for the Pikes Peak Library District, Colorado Springs, Colorado, for the 2021 budget year.

**WHEREAS**, the Board of Trustees has adopted the annual budget in accordance with the Local Government Budget Law, on December 9, 2020, and;

**WHEREAS**, the Board of Trustees has made provision therein for revenues and fund balances in the amount equal to or greater than the total proposed expenditures as set forth in said budget, and;

**WHEREAS**, it is not only required by law, but also necessary to appropriate the revenues and fund balances provided in the budget to and for the purposes described below, thereby establishing a limitation on expenditures for the operations of the Pikes Peak Library District.

**NOW, THEREFORE, BE IT RESOLVED BY THE PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES:**

Section 1. That the following sums are hereby appropriated from the revenue and fund balances of each fund, to each fund, for the stated purpose:

<b>General Fund</b>	
Current Operating Expenditures	\$34,603,545
Transfers to other funds	<u>2,086,827</u>
<b>Total General Fund</b>	<b><u>\$36,690,372</u></b>
<b>East Library Renovation Project Fund</b>	
Capital Outlay	<u>\$84,200</u>
<b>Penrose Library Renovation Project Fund</b>	
Capital Outlay	<u>\$162,500</u>
<b>North Facility (Library 21c) Project Fund</b>	
Capital Outlay	<u>\$165,000</u>
<b>Capital Reserve Fund</b>	
Capital Outlay	<u>\$1,837,102</u>
	<b><u>\$38,939,174</u></b>

**ADOPTED**, this 9<sup>th</sup> day of December 2020.

---

Debbie English, President

**Certification of Tax Levies**

County Tax Entity Code \_\_\_\_\_ DOLA LEID/SID \_\_\_\_\_ /

**CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments**

**TO:** County Commissioners of El Paso County, Colorado.

On behalf of the Pikes Peak Library District  
(taxing entity)

the Board of Trustees  
(governing body)

of the Pikes Peak Library District  
(local government)

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS assessed valuation of: \$ 8,218,213,120  
(GROSS assessed valuation, Line 2 of the Certification of Valuation Form DLG 57)

**Note:** If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area 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: \$ 8,121,359,160  
(NET assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

**Submitted:** 12/15/2020 for budget/fiscal year 2021  
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

<u>PURPOSE</u> <small>(see end notes for definitions and examples)</small>	<u>LEVY</u>	<u>REVENUE</u>
1. General Operating Expenses	<u>3.845</u> mills	<u>\$ 31,226,626</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction	<u>&lt; 0.023 &gt;</u> mills	<u>\$ &lt; 186,791 &gt;</u>
<b>SUBTOTAL FOR GENERAL OPERATING:</b>	<b><u>3.822</u> mills</b>	<b><u>\$ 31,039,835</u></b>
3. General Obligation Bonds and Interest	<u>-</u> mills	<u>\$ -</u>
4. Contractual Obligations	<u>-</u> mills	<u>\$ -</u>
5. Capital Expenditures	<u>-</u> mills	<u>\$ -</u>
6. Refunds/Abatements	<u>0.033</u> mills	<u>\$ 268,005</u>
7. Other (specify): _____	<u>-</u> mills	<u>\$ -</u>
	_____ mills	_____ \$
<b>TOTAL:</b> <small>[Sum of General Operating Subtotal and Lines 3 to 7]</small>	<b><u>3.855</u> mills</b>	<b><u>\$ 31,307,840</u></b>

*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.*

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### Budget Timetable

	<u>Target Date</u>	<u>CRS Reference</u>
1. Preliminary discussion with Internal Affairs Committee	July 2020	
2. Preliminary discussion with Leadership Team	July 2020	
3. Budget forms and guidelines distributed	July 9, 2020	
4. New accounts/changes to existing accounts due to Finance	July 31, 2020	
5. Budget questionnaires due	Aug 14, 2020	
6. Budget input training	July/Aug 2020	
7. Budget meetings with Chief Librarian/CEO as needed	Aug/Sept 2020	
8. Preliminary assessed valuation due from County	Aug 25, 2020	CRS 39-5-121
9. Preliminary CPI – 1 <sup>st</sup> half 2020 due from State	Aug 25, 2020	
10. All budget requests due	Aug 31, 2020	
11. Budget draft prepared	Sept 18, 2020	
12. Leadership team to discuss budget draft	Sept/Oct 2020	
13. Internal budget meetings held to discuss budget issues.	Sept/Oct 2020	
14. Budget draft presented to Board of Trustees.	Oct. 15, 2020	CRS 29-1-105
15. Notice of Budget and Public Hearing published in The Gazette	Oct 15, 2020	CRS 29-1-106(1)
16. Public copy available on PPLD website	Oct 15, 2020	
17. Final Assessed Valuation due from County	Nov 25, 2020	CRS 39-1-111
18. Public hearing	Dec 9, 2020	
19. Approval of budget, appropriation and mill levies	Dec 9, 2020	
20. 2021 mill levy submitted to County	Dec. 15, 2020	CRS 39-5-128(1)
21. 2021 accounting records incorporate 2021 budget.	Dec. 31, 2020	
22. 2021 Budget due at Division of Local Governments	Jan 31, 2021	CRS 29-1-113(1)

## El Paso County Demographics

## El Paso County, Colorado Population 2020

El Paso County, Colorado's estimated population is 739,968 with a growth rate of 1.80% in the past year according to the most recent [United States census data](#). El Paso County, Colorado is the largest county in Colorado.

Year ▼	Population	Growth	Growth Rate
2020	739,968	13,056	1.80%
2019	726,912	13,056	1.83%
2018	713,856	13,056	1.86%
2017	700,800	12,113	1.76%
2016	688,687	14,531	2.16%
2015	674,156	10,890	1.64%
2014	663,266	7,946	1.21%
2013	655,320	9,441	1.46%
2012	645,879	8,759	1.37%
2011	637,120	10,216	1.63%

Source: <https://worldpopulationreview.com/us-counties/co/el-paso-county-population>

### Unprecedented Regional Growth

El Paso County will see over a quarter of a million new people by 2045, and the population for the City will likely be home to about 2/3rds of these residents. By that time, Colorado Springs will grow to be the size of the current City and County of Denver, but with a significantly different outlook: Colorado Springs will still have room to grow, while Denver is already land locked. A significant amount of growth continues to occur outside of the City. This trend will continue to result in challenges for the fiscal sustainability of the City. Although the City's share of the County population has declined over most of the last several decades, recent data show that this trend may decline in the future due in part to demographic shifts and more urban housing choices.

	El Paso County	Colorado Springs	Percent of County
<b>2017 Population</b>	701,283	467,108	66.6%
<b>2025 Projected</b>	740,069	498,788	67.4%
<b>2030 Projected</b>	797,126	526,863	66.1%
<b>2035 Projected</b>	853,580	536,885	62.9%
<b>2040 Projected</b>	909,947	549,481	60.4%
<b>2045 Projected</b>	960,800	573,461	59.7%

These projections are derived from the current 2017-18 Pikes Peak Area Council of Governments Small Area Forecasts which allocate population based on an overall El Paso County control total provided by the Colorado State Demographer. These projections assume a high proportion of regional growth will occur in areas outside the city limits of Colorado Springs and therefore they differ with other assumptions in PlanCOS.

Source: <https://coloradosprings.gov/plancos/page/plancos-appendix-state-city-snapshots>

Age

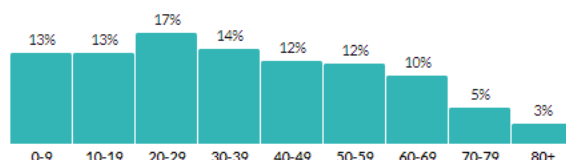
**34.3**

Median age

about 90 percent of the figure in Colorado: 36.9

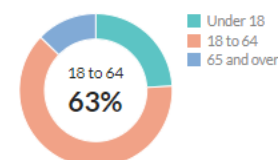
about 90 percent of the figure in United States: 38.2

Population by age range



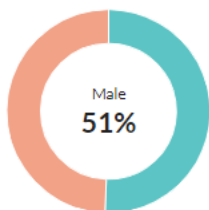
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Population by age category



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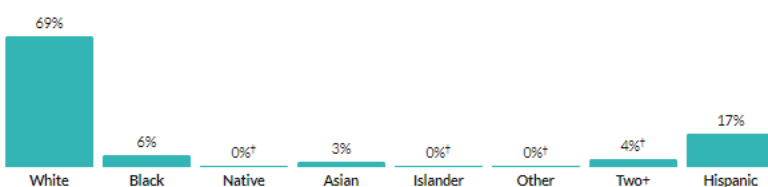
Sex



Male  
Female

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Race & Ethnicity



\* Hispanic includes respondents of any race. Other categories are non-Hispanic.

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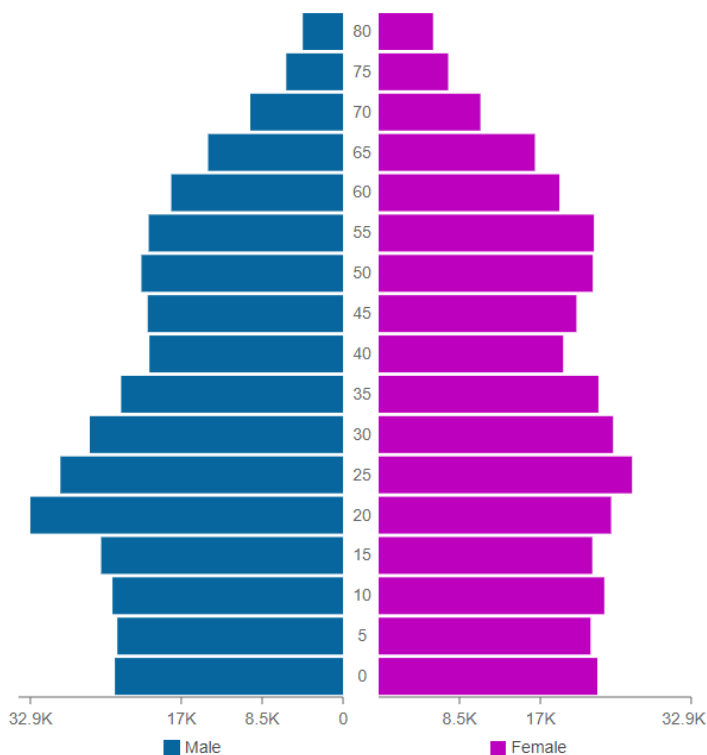
Source: <https://censusreporter.org/profiles/05000US08041-el-paso-county-co/>



El Paso County, Colorado Population by Age

US Census 2018 ACS 5-Year Survey (Table S0101)

El Paso County, Colorado Population Pyramid 2020



El Paso County, Colorado Median Age

34.1 32.6 35.6



El Paso County, Colorado Adults

There are 519,168 adults, (83,244 of whom are seniors) in El Paso County, Colorado.

El Paso County, Colorado Age Dependency

57.9 Age Dependency Ratio  
 19.1 Old Age Dependency Ratio  
 38.8 Child Dependency Ratio

El Paso County, Colorado Sex Ratio

Female 340,675 49.51%  
 Male 347,478 50.49%

Source: <https://worldpopulationreview.com/us-counties/co/el-paso-county-population>

Educational attainment

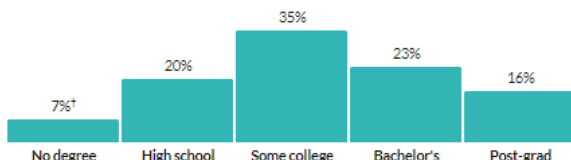
**93.1%**  
High school grad or higher

about the same as the rate in Colorado: 91.9%  
 a little higher than the rate in United States: 88.3%

**38.8%**  
Bachelor's degree or higher

about 90 percent of the rate in Colorado: 41.7%  
 about 20 percent higher than the rate in United States: 32.6%

Population by minimum level of education



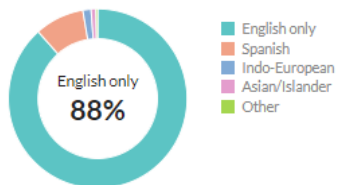
\* Universe: Population 25 years and over [Show data / Embed](#)

Language

**N/A**  
Persons with language other than English spoken at home

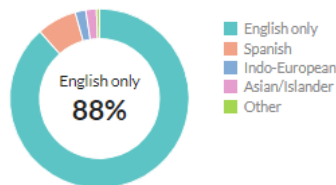
\* ACS 2018 5-year data

Language at home, children 5-17



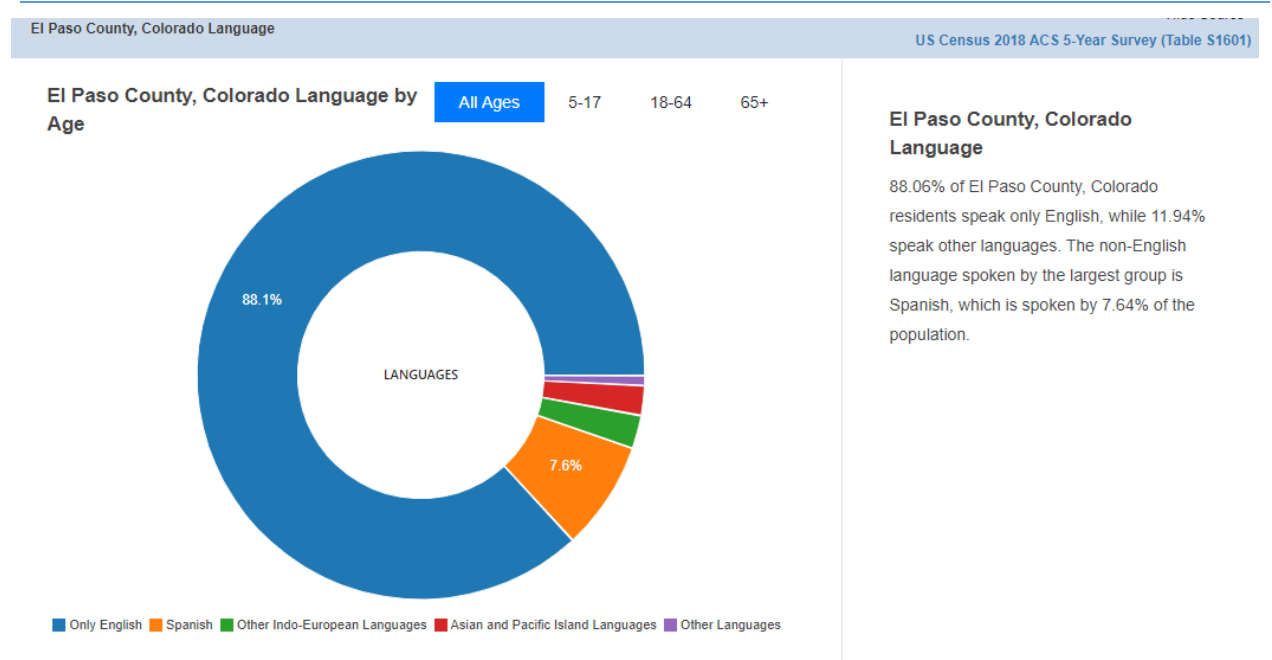
[Show data / Embed](#)

Language at home, adults 18+



[Show data / Embed](#)

Source: <https://censusreporter.org/profiles/05000US08041-el-paso-county-co/>



Source: <https://censusreporter.org/profiles/05000US08041-el-paso-county-co/>

Income

**\$33,536**

Per capita income

about 90 percent of the amount in Colorado: \$38,057

about the same as the amount in United States: \$33,831

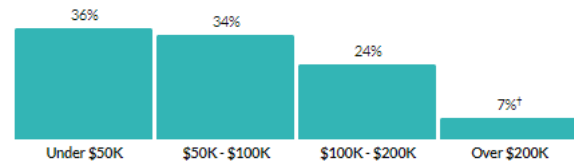
**\$68,119**

Median household income

a little less than the amount in Colorado: \$71,953

about 10 percent higher than the amount in United States: \$61,937

Household income



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Poverty

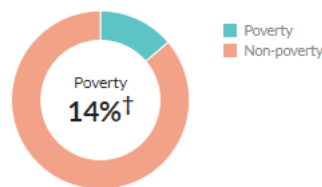
**9.9%**

Persons below poverty line

about the same as the rate in Colorado: 9.6%

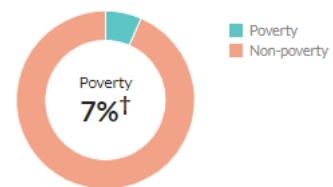
about three-quarters of the rate in United States: 13.1%

Children (Under 18)



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Seniors (65 and over)



Show data / Embed

Source: <https://censusreporter.org/profiles/05000US08041-el-paso-county-co/>

## Library Overview

As the second largest library system in Colorado, Pikes Peak Library District (PPLD) serves a population of more than 660,000 residents in El Paso County, with the exception of Security/Widefield School District #3. This includes all unincorporated areas and municipalities of Calhan, Colorado Springs, Ellicott, Falcon, Fountain, Manitou Springs, Monument, and Palmer Lake. The District is able to serve such a large number of citizens thanks to an employee base of nearly 475 full-and part-time staff and almost 1,700 volunteers. PPLD's Board of Trustees consists of seven members from the community. The citizen volunteers are appointed jointly by the Colorado Springs City Council and El Paso County Commissioners for a maximum of two five-year terms.

The District currently operates 15 facilities throughout the county. In addition to the large collections of physical and digital materials that are available, a number of sites also feature state-of-the art services, such as makerspaces and studios. PPLD's makerspaces offer access to tools, materials, and machines to help bring patrons' creative visions to life. Equipment such as 3D printers; laser engraving and cutting machines; and assorted handicraft and art tools are all available for use. In the District's studios, Library cardholders have access to items such as cameras, audio mixers, and even a green screen to produce professional-grade recordings. Moreover, the District operates a three-vehicle mobile fleet that delivers Library services to more rural and remote areas as well as to communities for individuals who have limited mobility.

The District has also established a number of strategic partnerships to help serve their local community. For example, the new Pikes Peak Culture Pass program allows patrons to explore museums and attractions in the Pikes Peak region at no cost. By collaborating with local organizations, PPLD provides free admission passes for check out, increasing opportunities for education and cultural learning. In addition, the District has expanded its adult learning programs in recent years. Career Online High School is an online high school diploma and career certification program provided by PPLD. Students can choose a major from a list of high-growth, high-demand career fields and complete coursework to develop the skills and knowledge that employers are looking for. The District also offers English as a Second Language classes and food industry training.

During the ongoing COVID-19 pandemic, the District transformed its library services to expand access beyond the traditional use of libraries. PPLD launched a number of virtual programs and began offering curbside services. When the pandemic first began and there was concern over a shortage of personal protective equipment (PPE), the District became involved with a group called Make4COVID, whose wide network of members worked together to 3D print PPE. As part of the effort, PPLD distributed several of its larger 3D printers to makers in the community who were then able to make face shield parts in the safety of their own homes. The District staff also used sewing machines and smaller 3D printers to assist in this vital work.

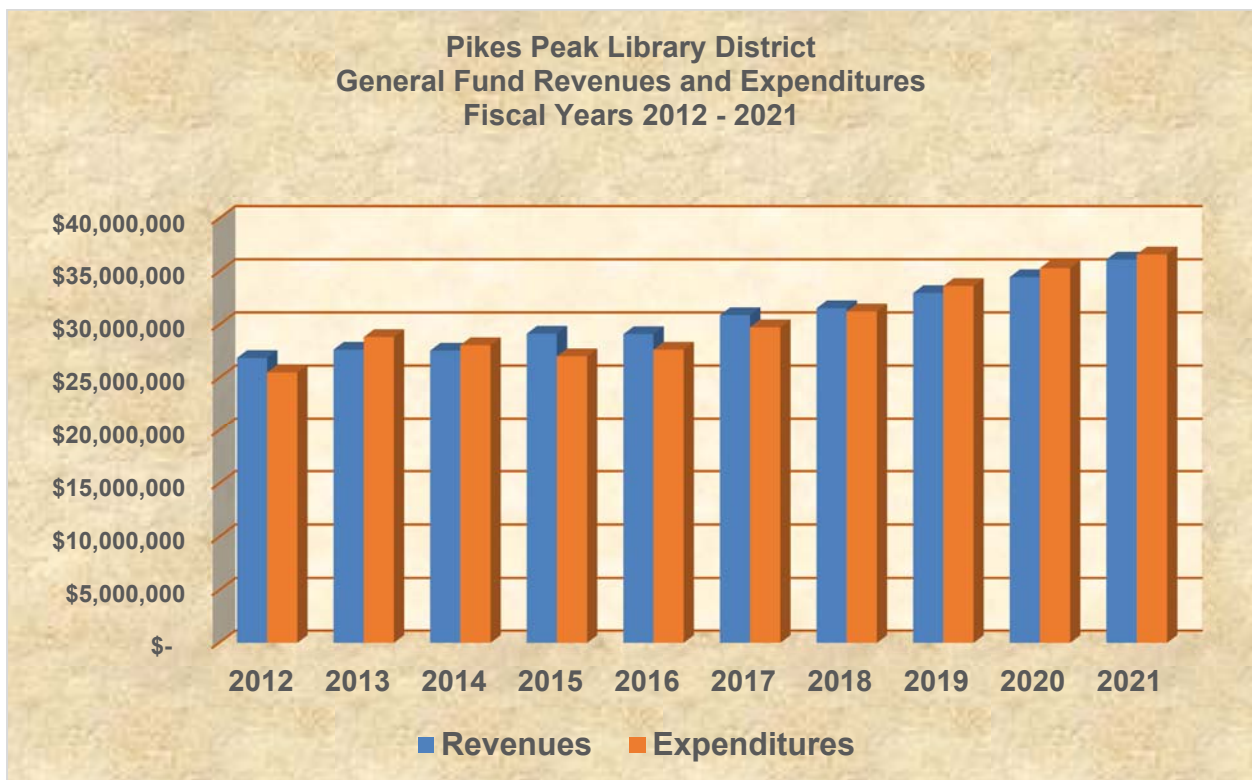
For nearly 60 years, Pikes Peak Library District has welcomed all members of their local community to enrich their minds, make connections, and reach their full potential. Through innovative initiatives and programming, resourcefulness, and responsiveness to the needs of their patrons, the District is truly living its mission to provide library resources and services that impact lives and build community across El Paso County.

*Source: [ppld.org](http://ppld.org)*

**GENERAL FUND**  
Revenue/Expenditure Summary

	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Revenues</b>				
Revenues	\$ 32,997,260	\$ 35,199,670	\$ 34,998,461	\$ 36,193,544
Budget amendment	-	(574,203)	-	-
<b>Total Revenues</b>	<b>32,997,260</b>	<b>34,625,467</b>	<b>34,998,461</b>	<b>36,193,544</b>
<b>Expenditures</b>				
Expenditures	33,662,499	36,746,146	35,850,130	36,690,372
Budget amendment	-	(294,235)	-	-
<b>Total Expenditures</b>	<b>33,662,499</b>	<b>36,451,911</b>	<b>35,850,130</b>	<b>36,690,372</b>
<b>Net Excess Revenues Over Expenditures</b>	<b>(665,239)</b>	<b>(1,826,444)</b>	<b>(851,669)</b>	<b>(496,828)</b>
<b>Fund Balance - Beginning of Year</b>	<b>10,725,941</b>	<b>10,060,702</b>	<b>10,060,702</b>	<b>9,209,033</b>
<b>Fund Balance - End of Year</b>	<b>\$ 10,060,702</b>	<b>\$ 8,234,258</b>	<b>\$ 9,209,033</b>	<b>\$ 8,712,204</b>

**General Fund Revenue and Expenditures - Ten Year Trend**



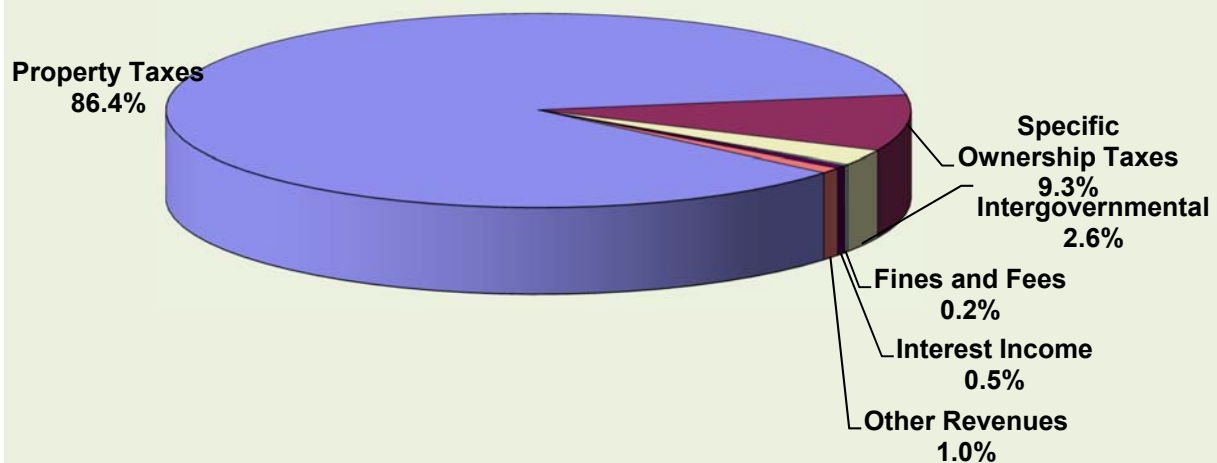
## Fund Balance Summary

	2019 Actual	2020 Projection	2021 Budget
<b>Nonspendable</b>			
Prepaid expenditures	\$ 260,645	\$ -	\$ -
<b>Restricted For:</b>			
Emergency (TABOR)	974,973	1,055,990	\$ 1,085,806
Gifts and grants	203,285	159,816	111,602
<b>Total Restricted</b>	<b>1,178,258</b>	<b>1,215,806</b>	<b>1,197,408</b>
<b>Assigned To:</b>			
Purchases of books and materials	119,351	-	-
McKinley Trust	39,275	39,275	39,275
Purchased contracts	126,835	-	-
<b>Total Assigned</b>	<b>285,461</b>	<b>39,275</b>	<b>39,275</b>
<b>Unassigned</b>	<b>8,336,338</b>	<b>7,953,952</b>	<b>7,475,521</b>
<b>Total Fund Balance</b>	<b>\$ 10,060,702</b>	<b>\$ 9,209,033</b>	<b>\$ 8,712,204</b>

Revenue Summary

Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Taxes				
Property	\$ 28,235,667	\$ 30,213,651	\$ 30,175,738	\$ 31,262,968
Specific ownership	3,486,228	3,300,000	3,300,000	3,382,500
Total Taxes	31,721,895	33,513,651	33,475,738	34,645,468
Intergovernmental	392,810	561,216	442,123	941,019
Fines and fees	124,502	80,000	80,000	79,200
Interest income	426,392	175,000	175,000	183,750
Donations/grants	177,097	224,100	224,100	242,100
Other	154,564	71,500	101,500	102,008
<b>Total Revenues</b>	<b>\$ 32,997,260</b>	<b>\$ 34,625,467</b>	<b>\$ 34,498,461</b>	<b>\$ 36,193,545</b>

Pikes Peak Library District  
General Fund Revenues  
Fiscal Year 2021



## General Fund Revenue (Detail)

Revenue Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Taxes</b>				
Current property taxes	\$ 28,454,290	\$ 30,374,738	\$ 30,374,738	\$ 31,307,840
Less: uncollectible taxes	(325,923)	(112,087)	(150,000)	(175,000)
Net Current Property Taxes	28,128,367	30,262,651	30,224,738	31,132,840
Abatements and credits	(80,924)	(120,000)	(120,000)	(122,400)
Omitted property tax revenue	6,145	7,000	7,000	7,140
Delinquent taxes	20,995	18,000	18,000	18,360
Interest on delinquent taxes	38,420	36,000	36,000	36,720
Specific ownership taxes	3,486,228	3,300,000	3,300,000	3,382,500
Payment in lieu of taxes	9,190	10,000	10,000	10,200
Property tax revenue offset - temporary credit	113,474	-	-	180,108
<b>Total Taxes</b>	<b>31,721,895</b>	<b>33,513,651</b>	<b>33,475,738</b>	<b>34,645,468</b>
<b>Intergovernmental</b>				
Federal funds - E-Rate	125,102	250,000	125,102	690,600
Federal funds - other categories	124,682	106,974	606,974	106,974
State funds - library materials	143,026	157,445	163,250	143,445
State Funds - other	-	46,797	46,797	-
<b>Total Intergovernmental</b>	<b>392,810</b>	<b>561,216</b>	<b>942,123</b>	<b>941,019</b>
<b>Fines and Fees</b>	<b>124,502</b>	<b>80,000</b>	<b>80,000</b>	<b>79,200</b>
<b>Interest Income</b>	<b>426,392</b>	<b>175,000</b>	<b>175,000</b>	<b>183,750</b>
<b>Other</b>				
Copier charges	111,325	50,000	80,000	80,400
Sale of assets	2,948	5,000	5,000	5,025
Parking lot collections	22,690	12,000	12,000	12,060
Donations/grants	177,097	224,100	224,100	242,100
Other	17,601	4,500	4,500	4,523
<b>Total Other</b>	<b>331,661</b>	<b>295,600</b>	<b>325,600</b>	<b>344,108</b>
<b>Total Revenues</b>	<b>\$ 32,997,260</b>	<b>\$ 34,625,467</b>	<b>\$ 34,998,461</b>	<b>\$ 36,193,544</b>

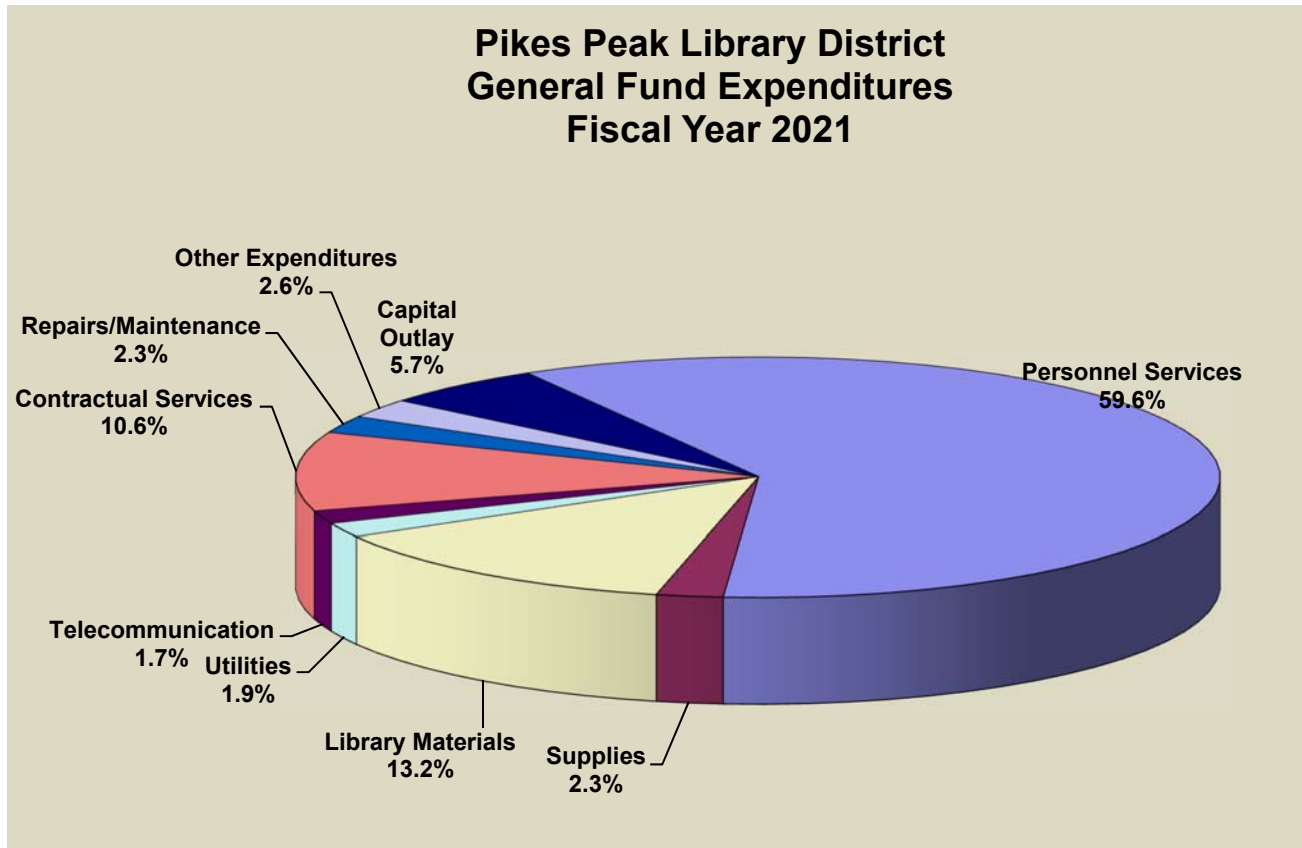
## Mill Levy Calculation

	2019	2020	2021
<b>Assessed Valuation (AV)</b>			
Gross	\$ 7,198,824,710	\$ 8,246,468,310	\$ 8,218,213,120
Net	7,113,572,510	8,141,178,730	8,121,359,160
<b>Difference</b>	<b>\$ 85,252,200</b>	<b>\$ 105,289,580</b>	<b>\$ 96,853,960</b>
<b>Mill Levy - Pikes Peak Library District Budget</b>			
<b>Operating</b>	4.000	3.688	3.845
Property Tax Revenue - Operating	28,454,290	30,024,667	31,226,626
<b>Abatements - Credits</b>	0.018	0.043	0.033
Property Tax Revenue - Abatements and Credits	128,044	350,071	268,005
<b>Temporary Tax Credit</b>	(0.018)	-	(0.023)
Property Tax Revenue	(128,044)	-	(186,791)
<b>Total Mill Levy</b>	<b>4.000</b>	<b>3.731</b>	<b>3.855</b>
<b>Total Property Tax Revenue - Net AV</b>	<b>28,454,290</b>	<b>30,374,738</b>	<b>31,307,840</b>
<b>Property tax Revenue</b>			
Pikes Peak Library District - Net AV	\$ 28,454,290	\$ 30,374,738	\$ 31,307,840
TIF Districts	342,543	392,835	375,600
<b>Total Property Tax Revenue - Gross AV</b>	<b>\$ 28,796,833</b>	<b>\$ 30,767,573</b>	<b>\$ 31,683,439</b>

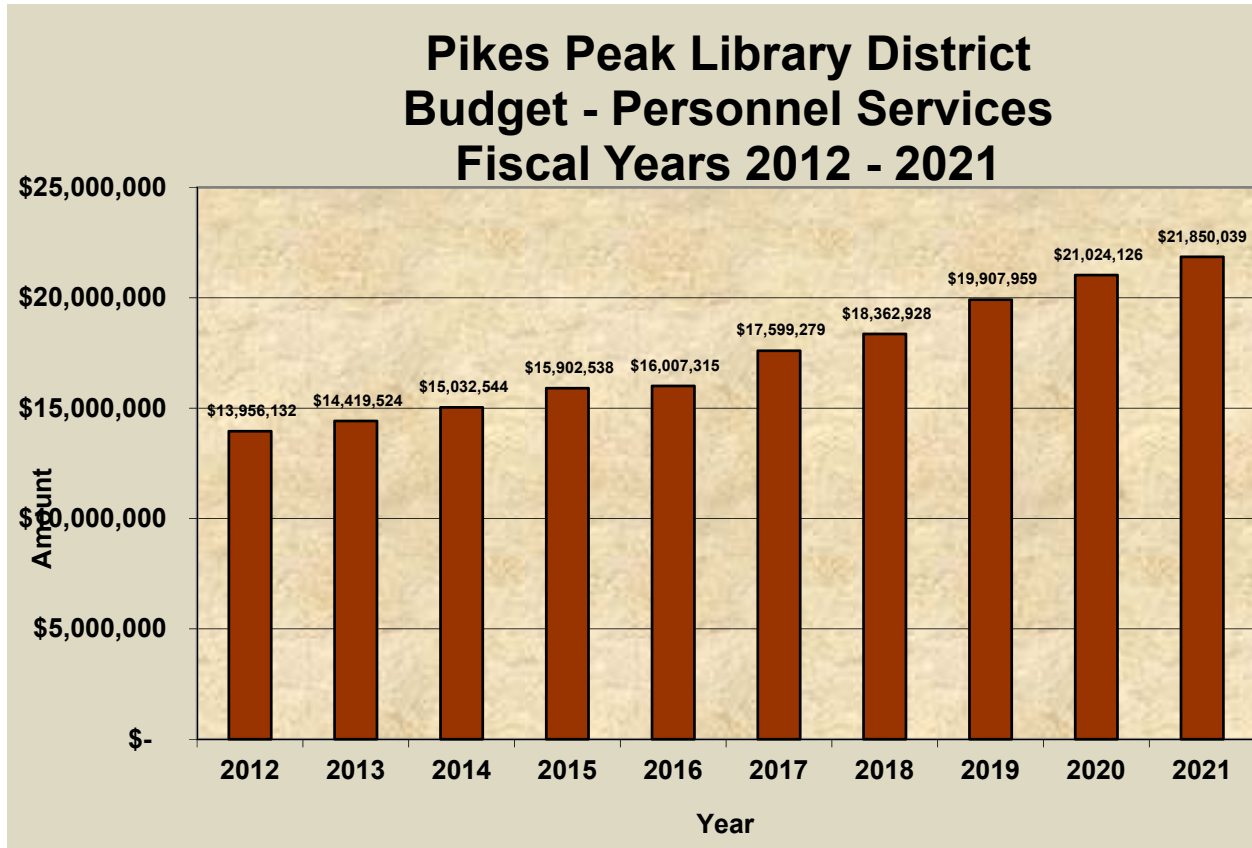


Expenditures by Major Account Classification  
and Percentage to Total Budget

Expenditures Account	2019 Actual		2020 Budget		2020 Projection		2021 Budget	
	Amount	%	Amount	%	Amount	%	Amount	%
Personnel Services	\$ 19,907,959	59.1%	\$ 21,506,566	59.0%	\$ 21,024,126	58.6%	\$ 21,850,039	59.6%
Supplies	727,438	2.2%	1,156,199	3.2%	1,263,006	3.5%	851,615	2.3%
Library Materials	4,716,819	14.0%	5,029,051	13.8%	4,923,851	13.7%	4,829,977	13.2%
Utilities	646,322	1.9%	713,044	2.0%	605,258	1.7%	713,416	1.9%
Telecommunication Costs	479,869	1.4%	604,169	1.7%	604,169	1.7%	641,000	1.7%
Contractual Services	3,339,416	9.9%	4,030,711	11.1%	3,793,530	10.6%	3,900,984	10.6%
Repairs and Maintenance	605,870	1.8%	794,969	2.2%	808,120	2.3%	854,900	2.3%
Other Services/Expenditures	747,232	2.2%	1,023,022	2.8%	781,872	2.2%	46,615	2.6%
Capital Outlay	48,163	0.1%	46,812	0.1%	318,722	0.9%	15,000	0.0%
Operating Transfers To Other Funds	2,443,411	7.3%	1,547,368	4.2%	1,547,368	4.3%	2,086,826	5.7%
Special Item	-	0.0%	-	0.0%	180,108	0.5%	-	0.0%
<b>Total Expenditures</b>	<b>\$ 33,662,499</b>	<b>100.0%</b>	<b>\$ 36,451,911</b>	<b>100.0%</b>	<b>\$ 35,850,130</b>	<b>100.0%</b>	<b>\$ 35,790,372</b>	<b>100.0%</b>

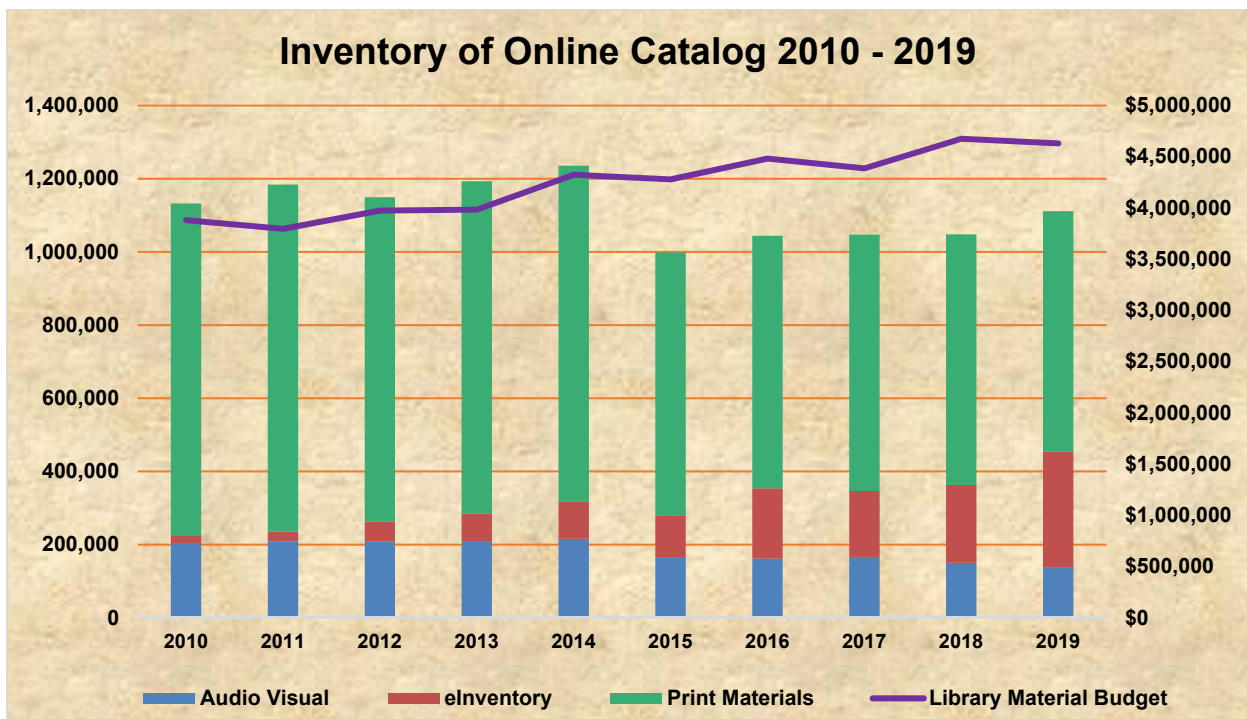
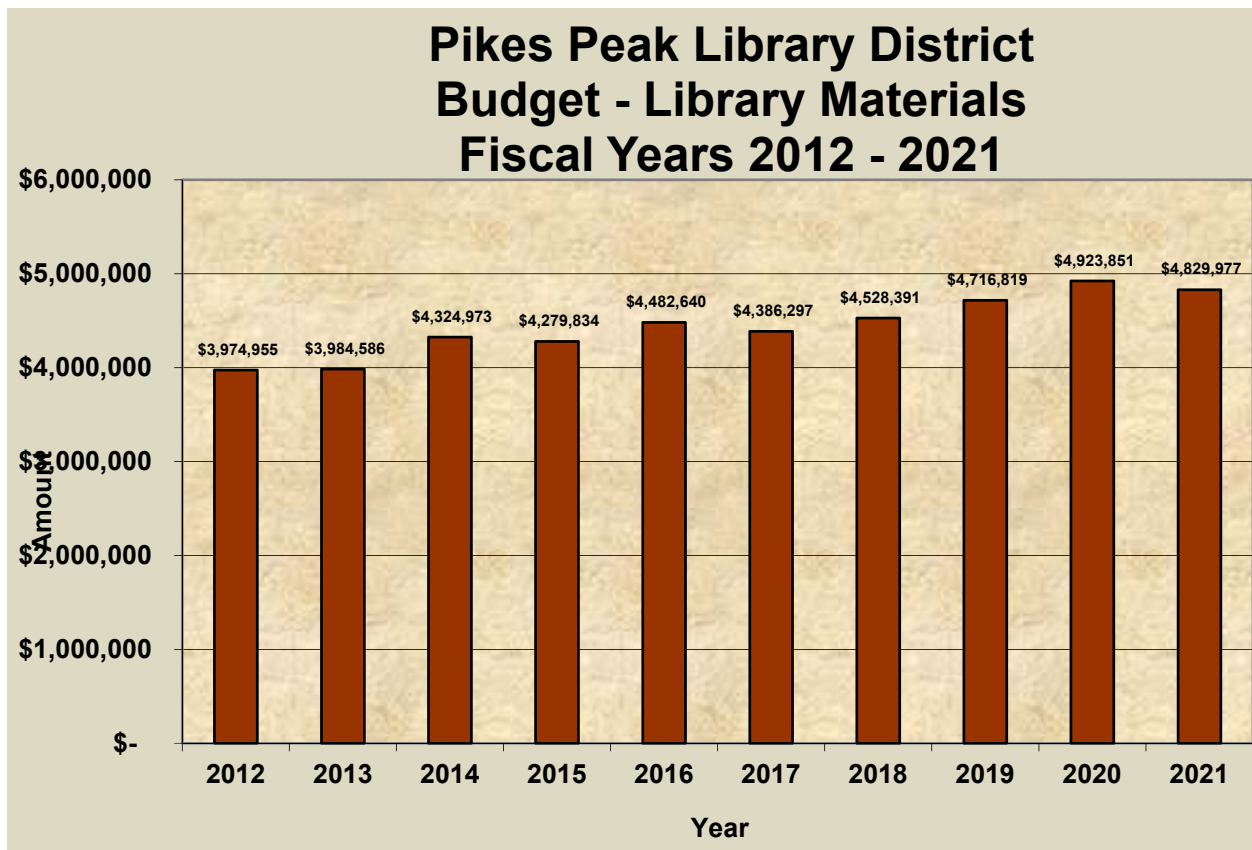


Personnel Services Budget  
2012-2021



## Expenditures by Category

Expenditures by Category	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Personnel Services</b>				
Salaries and wages	\$ 15,296,945	\$ 16,255,442	\$ 15,999,067	\$ 16,716,982
Substitute pay	367,762	343,708	146,643	198,395
FICA	1,146,781	1,317,742	1,317,742	1,291,780
Retirement contribution	946,753	1,061,174	1,061,174	1,061,382
Health benefits	2,011,401	2,330,000	2,340,000	2,430,000
Unemployment taxes	46,920	50,000	50,000	40,000
Workers compensation	45,278	73,500	48,500	55,000
Tuition reimbursement	42,061	40,000	52,000	40,000
Work study	4,058	35,000	9,000	16,500
<b>Total Personnel Services</b>	<b>19,907,959</b>	<b>21,506,566</b>	<b>21,024,126</b>	<b>21,850,039</b>
<b>Supplies</b>				
Microform	-	2,450	450	2,450
Software purchases	331,293	356,100	356,100	296,500
Computer supplies	34,261	68,077	65,517	67,300
Processing supplies	16,385	101,744	101,744	85,000
General supplies	345,499	627,828	739,195	400,365
<b>Total Supplies</b>	<b>727,438</b>	<b>1,156,199</b>	<b>1,263,006</b>	<b>851,615</b>
<b>Library Materials</b>				
Print/eMaterials/audio visual materials	4,064,579	4,325,254	4,225,254	4,222,012
Microforms	-	5,000	5,000	5,000
Periodicals	105,365	111,157	111,157	110,000
Serials	20,629	25,430	25,430	25,000
Electronic databases/online services	526,246	562,210	557,010	467,965
<b>Total Library Materials</b>	<b>4,716,819</b>	<b>5,029,051</b>	<b>4,923,851</b>	<b>4,829,977</b>
<b>Repairs and Maintenance</b>				
Building repair	110,607	156,523	135,250	149,750
Furniture repair	24,618	22,270	21,220	35,000
Equipment repair	6,175	69,932	135,531	62,150
Equipment maintenance	75,683	178,734	167,394	228,500
Grounds maintenance	73,750	84,000	77,300	88,000
HVAC maintenance	124,361	144,635	127,100	144,500
Vehicle operating costs	68,550	74,625	74,625	74,500
Burglar and fire alarm system maintenance	66,894	64,250	69,700	72,500
<b>Total Repairs and Maintenance</b>	<b>550,638</b>	<b>794,969</b>	<b>808,120</b>	<b>854,900</b>
<b>Utilities</b>				
Gas	71,954	91,288	56,684	88,643
Electric	460,373	493,855	432,950	490,236
Water and sewer	106,151	120,057	107,780	126,693
Storm water fees	7,844	7,844	7,844	7,844
<b>Total Utilities</b>	<b>646,322</b>	<b>713,044</b>	<b>605,258</b>	<b>713,416</b>



<b>Expenditures by Category</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
<b>Telecommunication Costs</b>				
Telecommunication costs	535,101	604,169	604,169	641,000
<b>Total Telecommunication Costs</b>	<b>535,101</b>	<b>604,169</b>	<b>604,169</b>	<b>641,000</b>
<b>Contractual Services</b>				
Audit fees	45,585	40,000	41,250	42,500
Legal fees	80,215	75,000	50,000	50,000
Microfilming services	16,251	22,166	17,166	19,600
Consultant fees	167,419	469,570	428,570	224,500
Contract cataloging	33,641	45,000	40,000	40,000
Movie licenses	9,904	24,210	23,031	23,500
Software licenses	-	-	5,000	29,950
Trash removal	21,951	24,881	19,450	24,738
Copier charges	62,669	61,000	61,000	61,000
Delivery services	186,963	226,231	226,231	224,476
Janitorial services	444,626	471,500	467,600	477,000
Laundry services	-	-	-	5,500
Computer agreements	452,270	547,769	530,211	568,882
Collection agency charges	32,211	15,000	5,833	-
External printing	104,379	111,318	101,318	80,000
Programming costs	324,273	441,738	331,881	365,800
Insurance	153,248	175,000	167,371	-
Facilities rental/CAM	696,060	752,328	747,618	850,320
Parking	53,474	54,000	56,000	58,000
Treasurer's fees	422,908	445,000	445,000	462,000
Warranties	-	-	-	37,000
Storage space	16,200	8,400	8,400	-
Employee Assistance Program	15,169	20,600	20,600	21,218
<b>Total Contractual Services</b>	<b>3,339,416</b>	<b>4,030,711</b>	<b>3,793,530</b>	<b>3,900,984</b>

<b>Expenditures by Category</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
<b>Other Services/Expenditures</b>				
Advertising	98,804	126,934	111,934	126,000
Bindery	4,111	6,500	2,800	6,500
Board of Trustees	3,168	7,000	1,000	7,000
Dues	42,806	63,339	54,694	60,352
Employee recognition	12,790	20,525	18,525	20,525
Employee recruitment	20,337	56,500	16,000	36,500
Marketing promotions	6,149	-	-	-
Merchandising/book displays	3,064	14,769	13,769	4,000
Mileage reimbursement expenses	80,107	83,700	53,350	77,250
Online high school program	-	-	-	38,000
Other	82,942	125,889	116,924	87,900
Postage	70,007	62,500	47,000	61,500
Safety	14,652	11,000	3,500	7,000
Signage	11,347	35,100	59,556	30,000
Summer Adventure party	3,003	4,500	25	4,500
Summer Adventure prizes	26,568	50,000	30,286	50,000
Testing	730	500	500	1,000
Training	261,508	348,466	247,709	322,088
Volunteer & Library card program	5,139	5,800	4,300	6,500
<b>Total Other Services/Expenditures</b>	<b>747,232</b>	<b>1,023,022</b>	<b>781,872</b>	<b>946,615</b>
<b>Capital Outlay</b>				
Other capital projects	48,163	46,812	46,812	15,000
<b>Total Capital Outlay</b>	<b>48,163</b>	<b>46,812</b>	<b>46,812</b>	<b>15,000</b>
<b>Operating Transfers To Other Funds</b>				
East Library Project Fund	139,627	8,545	8,545	84,200
Penrose Library Project Fund	96,700	-	-	524
Library 21c Project Fund	1,156,100	63,367	63,367	165,000
Capital Reserve	1,050,984	1,475,456	1,475,456	1,837,102
<b>Total Operating Transfers To Other Funds</b>	<b>2,443,411</b>	<b>1,547,368</b>	<b>1,547,368</b>	<b>2,086,826</b>
<b>Special Item</b>				
TABOR refund	-	-	180,108	-
<b>Total Expenditures, Operating Transfers To Other Funds and Other Financing Uses</b>	<b>\$ 33,662,499</b>	<b>\$ 36,451,911</b>	<b>\$ 35,850,130</b>	<b>\$ 36,690,372</b>

Expenditures by Department



Chief Librarian and CEO Office

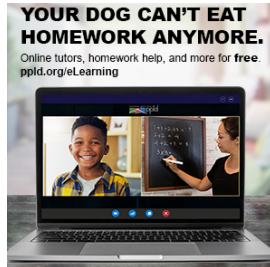
Chief Librarian and CEO Office Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	2.00	2.00	2.00	2.00
<b>Total Authorized Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Salaries and wages	\$ 236,495	\$ 220,584	\$ 220,584	\$ 220,584
FICA charges	15,690	16,874	16,874	16,875
Retirement contributions	18,510	17,646	17,646	17,646
Supplies	970	500	500	500
Mileage reimbursement expenses	1,262	1,500	1,000	1,500
Dues/membership/business functions	240	1,000	1,000	1,000
Board of Trustees expenses	3,168	4,000	1,000	4,000
Board Retreat	-	3,000	-	3,000
Training/Director's discretion	17,800	28,000	5,000	20,000
Other expenses	2,367	800	400	800
<b>Total Chief Librarian and CEO Office</b>	<b>\$ 296,502</b>	<b>\$ 293,904</b>	<b>\$ 264,004</b>	<b>\$ 285,905</b>



GENERAL FUND

Library Services  
Administration

Programs and Resources



LIBRARY SERVICES - Administration	2019	2020	2020	2021
Expenditures Account	Actual	Budget	Projection	Budget
FTE	1.00	1.00	1.00	1.00
<b>Total Authorized Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Salaries and wages	\$ 103,362	\$ 97,906	\$ 97,906	\$ 97,906
FICA charges	7,105	7,490	7,490	7,490
Retirement contributions	8,060	7,832	7,832	7,832
Supplies	78	1,000	1,000	1,000
Training	696	1,800	2,553	3,553
Dues	-	570	570	662
Mileage reimbursement expenses	148	1,000	1,000	1,000
<b>Total Administration</b>	<b>\$ 119,449</b>	<b>\$ 117,598</b>	<b>\$ 118,351</b>	<b>\$ 119,443</b>



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## Adult Services (AS)

### Department Overview

Adult Services focuses on planning and coordinating services and programs for adults in our community. The department includes Strategic Services Librarians who specialize in the areas of law, business, nonprofit, and disability resources. They are responsible for large programs such as All Pikes Peak Reads, Mountain of Authors, Winter Adult Reading Program, Human Library, and more. The team also coordinates services such as Reference and Reader's Advisory, LibGuides, Book a Librarian, and "Finding Info" staff training.

### 2021 goals & objectives:

- 1) Continue to evaluate programs and services; ensure program and services are high quality and high impact.
- 2) Integrate strategic services programming into the menu where appropriate.
- 3) Communicate internally about role, scope, and responsibilities of Adult Services, including Strategic Services Librarians.
- 4) Evaluate large initiatives and explore ways of broadening impact (or replace if necessary).

### 2022 goals & objectives:

Some of our 2022 goals will depend on evaluation of program and services in 2021 and success of initiatives. We are looking at programming in general in 2020 and 2021 and may see some long-term changes for 2022 or we may resume some large in person programs that were not able to happen in 2020 or 2021.

Goals potentially to include:

- 1) Continue to evaluate programs and services - ensure program and services are quality and high impact.
- 2) Continue to evaluate large initiatives and explore ways of broadening impact (or replace if necessary).
- 3) Identify broad themes for 2022 to help plan programs and services - use Community Needs Assessment and other data to help identify appropriate themes.

Adult Services Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	11.00	11.00	11.00	9.00
<b>Total Authorized Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>9</b>
Salaries and wages	\$ 583,375	\$ 636,668	\$ 636,668	\$ 502,881
FICA charges	42,820	48,706	48,706	38,471
Retirement contributions	46,438	50,933	50,933	40,231
Supplies	1,047	1,500	1,250	1,500
IT supplies	-	-	-	1,500
Assistive Technology	3,033	5,000	2,500	3,000
Databases/online services	364,145	368,000	368,000	-
Programming				
Mountain of Authors	3,201	4,268	3,268	3,500
Library Explorers	6,352	6,565	5,065	-
Sign Language	1,629	3,000	3,000	-
Adult Reading	2,242	23,312	23,312	13,000
Senior Services	5,960	5,500	2,000	-
All Pikes Peak Reads	-	-	-	23,500
Other	46,982	43,152	31,152	37,150
Movie licenses	9,904	10,210	10,500	10,500
Dues	-	3,046	3,046	2,846
Training	12,801	14,680	8,180	9,675
Mileage reimbursement expenses	5,452	3,500	2,000	3,500
<b>Total Adult Services</b>	<b>\$ 1,135,381</b>	<b>\$ 1,228,040</b>	<b>\$ 1,199,580</b>	<b>\$ 691,254</b>
Customer Service Team	127	500	-	500
<b>Total Adult Services</b>	<b>1,135,508</b>	<b>1,228,540</b>	<b>1,199,580</b>	<b>691,754</b>

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## Family & Children's Services (FCS)

### **Family & Children's Services Mission:**

Family and Children's Services provides a welcoming environment for all families. We offer equitable and engaging services, resources, opportunities, and spaces for children and caregivers to explore, learn, create, and build relationships.

### **Department Objectives for 2021 and 2022:**

#### 1. Emerging Educational Needs of our Community

- Expand Power Pass: the goal is to eventually have every El Paso County school district enrolled in this program
- Library of Things: circulating Educational Resource Center materials and other program kits to educators and caregivers so they can provide educational programs to their students/children
- Database Training: provide short videos on our databases in English and Spanish for the elementary level. We will share with school, on our PPLD Kids website, and on social media

#### 2. Expand Tween Services

- Provide staff training on child development and best practices for children 9-12 years old
- Create physical and electronic spaces for Tweens

#### 3. Generate PPLD Materials for Social Media

- Create PPLD booklist, blog post, and video tips for our PPLD Kids Facebook page. Rather than using outside content, focus on our expertise and create our own content.
- Promote weekly post for Family Place and Early Literacy, Parenting to include all caregivers, Tween, Homeschooling, School-age, and more!

#### 4. Early Literacy

- Parenting programs and resources for grandparents, single parents, traditional parents, foster parents, to name a few
- Increase the total number of families and partner organizations for LENA Start
- Expand Family Place Libraries throughout the District
  - Create a Family Place page on our PPLD Kids website that provides information and videos on FPL.
- Create permanent Story Walks to encourage literacy outside the library
- Update brochures for Family Place, Ready Set Read, Reach Out and Read, and bookmarks that provide tips for reading to babies, toddlers, and preschoolers.

#### 5. Diversity & Inclusivity

- Create a welcoming environment for children who experience sensory issues through expanded programming and accommodations.

GENERAL FUND

- Work with Communications to create Social Story videos so children with sensory needs can view before visiting and know what to expect at the library.
- Schedule “before” hours at some library locations so families can visit when it is not a loud, bright environment.
- Provide more awareness in diversity and inclusivity within our programs and resources.
  - Select stories that portray diversity and inclusivity in early literacy programs.
  - Purchase more SA titles that promote diversity and inclusivity.

Family & Children's Services Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	9.00	9.00	9.00	9.00
<b>Total Authorized Positions</b>	9	9	9	9
Salaries and wages	\$ 473,562	\$ 486,200	\$ 486,200	\$ 486,200
Temporary employee	2,019	2,500	-	-
FICA charges	34,260	37,194	37,194	37,194
Retirement contributions	37,793	38,896	38,896	38,896
Supplies	6,519	5,000	4,000	4,200
IT supplies	-	290	-	-
Educational Resource Center	4,994	5,000	5,000	5,000
Programming costs	58,454	42,013	36,105	35,000
Spring break programming	4,720	6,650	6,170	4,000
Family Fun programming	4,304	-	-	-
Programming-Home School Engagement	806	2,500	2,500	2,500
Presenters	-	8,000	6,728	4,000
Stem programming	-	4,000	2,500	4,000
Make programming	-	4,000	2,500	4,000
Tween programming	-	4,000	3,000	4,000
Movie licensing	-	14,000	12,531	13,000
Early literacy programming	-	8,000	6,000	7,000
School Engagement	966	1,000	1,000	3,000
Dues	-	1,869	1,869	2,345
Training	8,338	11,380	18,380	16,955
Mileage reimbursement expenses	4,924	4,000	2,500	2,000
Summer Adventure party	3,003	4,500	25	4,500
Summer Adventure programming	26,568	25,000	25,000	25,000
Summer Adventure prizes	-	-	-	1,286
Summer Adventure printing and other	-	1,000	-	-
<b>Total Family &amp; Children's Services</b>	<b>\$ 671,230</b>	<b>\$ 716,992</b>	<b>\$ 698,098</b>	<b>\$ 704,076</b>

## Regional History and Genealogy (RH\*G)

### Regional History and Genealogy Department Overview

The Regional History and Genealogy (RH&G) team provides three main functions for the Pikes Peak Library District. 1) Staff members care for and preserve the historic resources reflecting the Pikes Peak Region community. 2) Staff members engage the community to connect the history of the region with residents. 3) Staff members also operate a service point at Special Collections providing access to unique historic resources and specialized expertise. Special Collections is in the 1905 Carnegie Library adjacent to the Penrose Library. The RH&G team works in this location and collections are in state-of-the-art storage areas in the historic library. The Regional History and Genealogy team consists of 11 FTE.

The Regional History and Genealogy mission is: Pikes Peak Library District and Special Collections provide our local region with access to a wide range of historic materials that support our community in connecting with their past.

### 2021 Goals:

- Design and implement a slate of programming in commemoration of the Colorado Springs Sesquicentennial. (Community Engagement)
- Publish the Regional History Series book, *Military Matters: Defense, Development, and Dissent in the Pikes Peak Region*. (Community Engagement)
- Republish *The Invisible People of the Pikes Peak Region: an Afro-American Chronicle*. (Community Engagement)
- Identify and make operational enhancements based on the Preservation Assessment recommendations. (Preservation)
- Create a Collection Policy including the Pikes Peak Library District Fine Art Collection. (Preservation)
- Demonstrate a commitment to digital preservation. (Preservation)
- Develop and implement a post-pandemic operational plan. (Service)
- Transition content found on Rocky Mountain Online Archive to a different database. (Service)

Regional History and Genealogy Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	11.00	11.00	11.00	10.50
<b>Total Authorized Positions</b>	15	15	15	14
Salaries and wages	\$ 486,225	\$ 562,598	\$ 562,598	\$ 536,640
Substitute pay	4,256	3,000	3,000	2,500
FICA charges	36,258	43,039	43,039	41,053
Retirement contributions	26,365	32,097	32,097	32,097
Supplies	2,668	3,098	2,411	3,000
Microform supplies	-	950	450	950
Archive supplies	2,198	4,528	3,028	4,093
Photo archive supplies	6,559	6,471	5,147	6,470
Consultant fees	1,527	2,000	2,000	2,000
Microfilming services	16,251	22,166	17,166	19,600
Bindery	4,111	5,000	1,800	5,000
Book mending	-	1,500	1,000	1,500
Dues	-	1,074	1,074	2,000
Training	7,505	13,270	4,328	17,060
Mileage reimbursement expenses	370	750	250	750
Symposium	-	5,889	5,889	5,000
Programming	2,075	7,290	5,150	18,000
<b>Total Regional History and Genealogy</b>	<b>\$ 596,368</b>	<b>\$ 714,720</b>	<b>\$ 690,427</b>	<b>\$ 697,713</b>

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## Creative Services (CrS)

### Department Overview

The vision for Creative Services is to empower people to learn new skills, develop community, and share their passions.

To accomplish this vision, focus will be placed on maker-centered learning in programming, which builds the six C's of 21<sup>st</sup> Century Learning - Creativity, Critical Thinking, Collaboration, Communication, Citizenship, Character - while developing translatable skills and knowledge. Maker-centered learning has a focus on tinkering and experimentation, flexibility and adaptability. Creative Services will work to provide learning opportunities that promote these skills.

With oversight of the three makerspaces, two studios, and soon to be kitchen in three different libraries, Creative Services strives to ensure a consistent customer service experience as patrons move around the District to utilize these unique pieces of equipment.

The Knights of Columbus Hall is also part of Creative Services with a focus on engaging and supporting the business, educational, and creative communities in the Pikes Peak Region. KCH is designed to be adaptable and responsive to community needs.

### Goals, Objectives, and Programs for 2021 and 2022

Creative Services is shifting gears for programming with a greater focus on maker-centered learning and building community. New programs like community builds will be put in place.

Working with Adult Education, Creative Services will continue providing and developing workforce development programs. Partnerships will be pursued when applicable to leverage resources.

Working with multiple Library Service departments, Creative Services will launch circulating kits to provide more access to learning opportunities at patrons' own convenience. Learning resources will also be developed to supplement the kits.

The Knights of Columbus Hall plans to resume building a robust and active community event schedule once it is safe to do so. KCH is also developing a virtual component which highlights the creative community in El Paso County. KCH will continue to focus on existing community partnerships as well as develop and foster new partnerships in order to expand the reach and impact of KCH's role in the community.

Creative Services Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	5.00	5.00	5.00	5.00
<b>Total Authorized Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
Salaries and wages	\$ 259,460	\$ 275,205	\$ 275,205	\$ 275,205
FICA charges	19,514	21,053	21,053	21,053
Retirement contributions	20,755	22,016	22,016	22,016
Supplies	1,013	2,810	1,810	2,000
IT supplies	-	1,470	470	500
Database	-	10,000	4,800	4,800
Laundry services	-	-	-	5,500
Repairs - Makerspace	-	12,000	4,200	10,000
Repairs - Studio	-	12,000	3,000	5,000
Repairs - Kitchen	-	5,000	800	5,000
Software licenses	-	-	-	3,800
Maker artists	8,131	6,600	6,600	3,300
Programming	34,953	56,062	36,162	44,550
Dues	-	1,120	1,120	1,305
Training	6,479	8,960	2,960	7,680
Mileage reimbursement expenses	1,506	2,700	800	5,050
<b>Total Creative Services</b>	<b>\$ 351,811</b>	<b>\$ 436,996</b>	<b>\$ 380,996</b>	<b>\$ 416,759</b>

Knights of Columbus Hall (KCH)



**Department Objectives for 2021**

Knights of Columbus Hall’s (KCH) primary service objective for 2021 is to resume building a robust and active community event schedule, continuing the work that began in before the pandemic in 2020. KCH will also continue to develop and expand virtual content, primarily through producing media centered around the creative community in El Paso County.

**Community** - KCH will provide space for meetings, events, and other appropriate use of a large hall for individuals and organizations throughout the Pikes Peak Region.

**Resources** - The free use of a performance hall for library patrons is a unique and valuable resource that we hope to develop to its fullest potential in 2021, circumstances permitting.

We will also continue to develop community partnerships through 2021 in order to help make KCH a popular and valuable community resource.

**Innovation/Creativity** - The mission of KCH is to provide support to the creative, business and education communities, amongst others. KCH will provide space for art, music and theater performances once we are able. The development of the virtual component of KCH will expand upon this and provide another avenue for innovative service.



GENERAL FUND

**Service** - KCH will have a wide range of hours that the spaces within are available. As the goal of KCH is to be community driven, service is focused towards making the space easy to use and open to any and all who would like to use it.

**Internal/Staff** - KCH staff looks to continue to develop their managerial skills throughout 2021. Staff is also involved in honing their media production skills in order to provide professional and unique content featuring area creatives.

**Accountability** - KCH is currently equipped well enough to fulfill its mission once we are able to host public events. KCH management is confident that our existing setup is adequate to fulfill our objectives in 2021.

Knights of Columbus Hall Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	1.00	1.00	1.00	1.00
<b>Total Authorized Positions</b>	1	1	1	1
Salaries and wages	\$ 4,120	\$ 55,162	\$ 55,162	\$ 55,162
Substitute pay	152	-	-	-
FICA charges	323	4,220	4,220	4,220
Retirement contributions	330	4,413	4,413	4,413
Supplies	-	6,000	6,000	3,000
Maintenance equipment	-	-	-	1,000
Programming	-	1,000	1,000	-
<b>Total Knights of Columbus Hall</b>	<b>\$ 4,925</b>	<b>\$ 70,795</b>	<b>\$ 70,795</b>	<b>\$ 67,795</b>

**Creative Services Summary**

Creative Services Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	6.00	6.00	6.00	6.00
<b>Total Authorized Positions</b>	6	6	6	6
<b>Creative Services</b>	\$ 351,811	\$ 436,996	\$ 380,996	\$ 416,759
<b>Knights of Columbus Hall</b>	4,925	70,795	70,795	67,795
<b>Total Creative Services</b>	<b>\$ 356,736</b>	<b>\$ 507,791</b>	<b>\$ 451,791</b>	<b>\$ 484,554</b>

GENERAL FUND

Young Adult Services (YAS)

Department Overview

PPLD’s Young Adult Services focuses on serving patrons between the ages of 12 and 24. Young adults are our future. The team strives to seek, engage and transform young adults by inspiring a love of reading; sparking curiosity and joy of discovery; and providing access to diverse ideas, new experiences, and space to create. The Library provides resources and support as young adults become independent and productive members of society. Teen spaces are limited to patrons between 12 and 18 years old.

Young Adult Services provides services, programming, outreach, and more across the community. Services include things like a robust volunteer program and being a National Safe Place location. Programming is wide ranging and focuses on building skills and incorporating social and emotional learning. Young Adult staff strive to meet young adults where they are by visiting schools and organizations. The department supports community initiatives like Youth Suicide Prevention Work Group and Communities that Care.

Goals, Objectives, and Programs for 2021 and 2022

The overarching Young Adult Services themes for 2021 and 2022 are resources and utilizing data. Staff in the department are connecting Library services to the public to Library resources. Resources include physical materials, eLibrary, databases, Makerspace equipment and more. Using data to make decisions about services and programs will also be a focus.

Overall, Young Adult Services staff are shifting the bulk of staff time from programming to other services for young adults. Outreach in 2022 will require more time and energy to continue new 2021 relationships, reach new community members, and potentially rebuild connections from before the pandemic. Programs and services will continue to focus on promoting library resources to the public. Programs that are offered to the public will emphasize Social and Emotional Learning outcomes and we will be measuring the success. Young Adult Services will support library branches in establishing services and programs by using data to determine the most impactful services and programs at specific locations. As always, Young Adult Services is forging new paths to reach young adults ages 19-24. This effort will continue and expand.

The Pikes Peak Library District strategic plan outcomes inspired Young Adult Services to develop specific objectives.

Community: PPLD is a people-focused public library that embraces new ways of working together to advance greater integration and cooperation in our community.

Young Adult Services Outcome: Young Adult Services will seek opportunities to partner with outside organizations, coalitions, and individuals to provide high-quality and value added services for young adults.

Resources: PPLD is the center of a thriving community.

Young Adult Services Outcome: Young adults in the community utilize PPLD's resources, locations, and services to improve their lives.

GENERAL FUND

Innovation/Creativity: PPLD will support lifelong learning and foster a learning community that allows each individual to maximize their creative potential.

Young Adult Services Outcome: Young Adult Services will work to develop and provide opportunities for patrons to express themselves and learn new things.

Service: The customer experience at PPLD will emphasize convenience, speed, ease and satisfaction. PPLD collections and services will be responsive to community needs and relevant to residents' lives.

Young Adult Services Outcome: Young Adult Services' customers are patrons and staff and staff work to serve the customers by being creative, efficient, and responsive.

Internal/Staff: PPLD staff members are community-focused, confident and motivated.

Young Adult Services Outcome: Young Adult Services staff work towards having shared knowledge about responsibilities. Staff know, understand, and utilize areas where they excel.

Accountability: PPLD will be prudent in the utilization of its financial resources. PPLD will have a strong brand as a trusted community resource, asset and partner.

Young Adult Services Outcome: Young Adult Services will work to use financial resources and staff time effectively and efficiently. Staff will also look at outcomes of programs and services to ensure that staff are making an impact on young adults' lives.

Young Adult Services Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	6.00	6.00	6.00	6.00
<b>Total Authorized Positions</b>	6	6	6	6
Salaries and wages	\$ 318,089	\$ 323,960	\$ 323,960	\$ 323,960
Work study costs	603	8,000	3,000	5,500
FICA charges	23,587	24,783	24,783	24,783
Retirement contributions	25,427	25,917	25,917	25,917
Supplies	3,645	5,100	2,100	4,600
IT supplies	-	1,270	-	1,500
Programming	34,947	30,848	9,400	43,800
Presenters	-	8,000	8,000	10,000
Programming - Summer	-	17,050	13,450	16,300
Programming - snacks	-	5,500	1,000	2,000
Programming - Yule Ball	-	3,000	-	3,000
Programming - fashion	-	750	750	-
Summer Reading Club prizes	-	-	-	5,000
Dues	-	2,239	1,938	1,970
Training	14,269	17,664	15,124	12,595
Mileage reimbursement expenses	4,917	8,700	2,700	4,800
<b>Total Young Adult Services</b>	<b>\$ 425,484</b>	<b>\$ 482,781</b>	<b>\$ 432,122</b>	<b>\$ 485,725</b>

GENERAL FUND

Adult Education (AE)

Pikes Peak Library District’s Adult Education Program provides the following FREE services at various locations in Colorado Springs:

- Career Online High School (COHS) is an online high school diploma program. Scholarships will be awarded to eligible individuals.
- ESL classes to improve English Language proficiency in reading, writing, listening and speaking.
- ABE and ASE classes to provide basic skills and self-confidence to pass the GED, TASC or HiSET exams, obtain or improve employment, and/or begin college.
- The tutoring program provides a friendly and helpful environment for people who are just learning English, as well as native English speakers who need to improve their reading, writing, and comprehension skills. Sessions are facilitated by trained volunteers.
- Path to Citizenship classes are offered to those individuals who want to study to pass the citizenship test. Classes cover important U.S. history and government topics.

Source: *ppld.org*

Adult Education Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	7.00	8.00	8.00	7.00
<b>Total Authorized Positions</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>7</b>
Salaries and wages	\$ 278,272	\$ 385,071	\$ 385,071	\$ 336,107
Salaries and wages paid by grant	-	-	-	(75,572)
Substitute pay	964	2,500	2,500	2,500
FICA charges	21,419	29,458	29,458	25,712
Retirement contributions	24,208	27,296	27,296	26,889
Supplies	678	3,300	3,300	3,000
Databases	21,737	30,000	30,000	20,000
Training	5,951	13,270	13,270	12,000
Mileage reimbursement expenses	3,196	2,000	2,000	2,000
Software	-	2,000	2,000	5,000
Advertising costs	-	750	750	-
Translation	412	500	500	300
On line high school program expenditures	-	-	-	38,000
Volunteer program	1,766	2,200	2,200	2,000
<b>Total Adult Education</b>	<b>\$ 358,603</b>	<b>\$ 498,345</b>	<b>\$ 498,345</b>	<b>\$ 397,936</b>

GENERAL FUND

Collection Management (CM)

**Department Overview**

Collection Management functions include selection, ordering, cataloging, and processing of materials for the PPLD Collection; administration and optimization of the library system software and related services or products; and coordination of District-wide circulation processes and supplies. Interlibrary Loan is also part of Collection Management and has a separate budget. The largest portion of the Collection Management budget is designated for collection materials.

**Proposed Objectives 2021 and 2022**

A collection audit is proposed as part of PPLD’s goal to “be responsive to community needs and relevant to residents’ lives.” (<https://ppld.org/sites/default/files/about/strategicplan.pdf>) Related to the collection audit is a project to identify and designate core collection materials.

Library system software and online catalog software will be analyzed to determine whether PPLD should migrate those functions to other products and vendors, supporting the goal of enhancing the patron experience at PPLD.

The expansion of PPLD’s PowerPass program to area school districts will provide resources to students and introduce them to the benefits of the Library, while creating connections in the community.

Collection Management Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	23.52	23.52	23.52	23.52
<b>Total Authorized Positions</b>	25	25	25	25
Salaries and wages	\$ 1,101,167	\$ 1,203,766	\$ 1,203,766	\$ 1,203,766
Temporary labor	10	-	-	-
Substitute pay	4,319	8,500	3,500	6,500
FICA charges	81,797	92,089	92,089	92,088
Retirement contributions	79,837	88,364	88,364	88,363
Supplies	11,920	77,804	77,804	45,000
Processing supplies	16,385	96,744	96,744	80,000
Cataloging services	33,641	45,000	40,000	40,000
Library material purchases	3,940,694	4,184,405	4,084,405	4,078,567
Microforms	-	5,000	5,000	5,000
Periodicals	105,365	111,157	111,157	110,000
Serials	20,629	25,430	25,430	25,000
Databases/online services	96,133	98,365	98,365	443,165
Title Source software/Web Dewey BCR	1,995	2,500	2,000	2,000
ILS maintenance	-	232,014	218,014	232,000
ILS other expenditures	-	41,251	36,251	38,000
Courier services costs	179,547	212,231	212,231	216,476
Dues	-	1,000	600	1,000
Training	14,521	15,750	10,750	11,000
Collection agency charges	32,211	15,000	5,833	-
ILS test server	12,080	-	-	-
Mileage reimbursement expenses	1,250	3,000	2,000	2,000
<b>Total Collection Management</b>	<b>\$ 5,733,501</b>	<b>\$ 6,559,370</b>	<b>\$ 6,414,303</b>	<b>\$ 6,719,925</b>

GENERAL FUND

Interlibrary Loan (ILL)

Department Overview

The Interlibrary Loan service provides a way for El Paso County residents of the Pikes Peak Library District to obtain library resources throughout the state of Colorado, United States and Canada. Because the Library cannot purchase or subscribe to every resource, interlibrary loan is an essential part of the Library’s effort to meet the informational needs of the community. PPLD requests materials from, and supplies materials to, other libraries according to principles and procedures established in the Interlibrary Loan Code for the United States.

Proposed Objectives 2021 and 2022

The Interlibrary Loan department will work on broadening services with the addition of international resource sharing.

Interlibrary Loan Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Work study costs	\$ 2,868	\$ 6,000	\$ 6,000	6,000
Supplies	3,954	5,225	5,225	5,000
Processing supplies	-	5,000	5,000	5,000
OCLC online charges	44,201	45,025	45,025	45,014
State-wide courier contract	7,416	14,000	14,000	8,000
ILL borrowing expenses	4,043	6,000	6,000	6,000
<b>Total Interlibrary Loan</b>	<b>\$ 62,482</b>	<b>\$ 81,250</b>	<b>\$ 81,250</b>	<b>\$ 75,014</b>

Collection Management Summary

Collection Management Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	23.52	23.52	23.52	23.52
<b>Total Authorized Positions</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
Collection Management	\$ 5,733,501	\$ 6,559,370	\$ 6,414,303	\$ 6,719,925
Interlibrary Loan	62,482	81,250	81,250	75,014
<b>Total Collection Management</b>	<b>\$ 5,795,983</b>	<b>\$ 6,640,620</b>	<b>\$ 6,495,553</b>	<b>\$ 6,794,939</b>

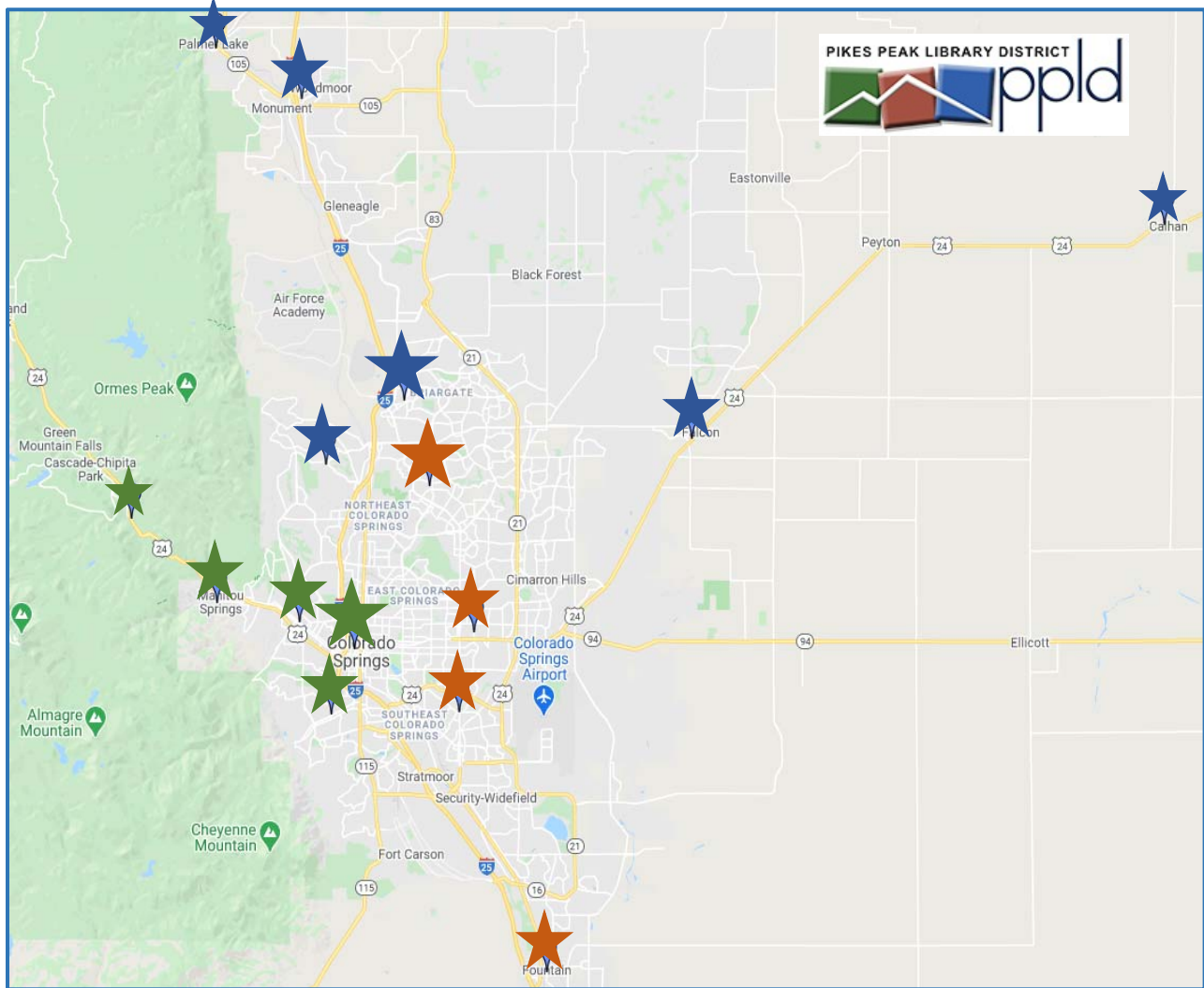
## Diversity, Equity &amp; Inclusion (DEI)

Diversity, Equity and Inclusion Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE		-	-	3.00
<b>Total Authorized Positions</b>		-	-	3
Salaries and wages	\$ -	\$ -	\$ -	\$ 176,780
Work study costs	-	-	-	5,000
FICA charges	-	-	-	13,523
Retirement contributions	-	-	-	14,142
Supplies	-	-	-	2,000
IT supplies	-	-	-	1,500
Programming	-	-	-	2,000
Library Explorers				5,000
Sign Language				3,000
Senior Services				3,000
Dues	-	-	-	500
Training	-	-	-	3,000
Mileage reimbursement expenses	-	-	-	1,500
<b>Total Diversity, Equity and Inclusion</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,945</b>

## Library Services Summary

LIBRARY SERVICES - Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	74.52	75.52	75.52	75.02
<b>Total Authorized Positions</b>	81	82	82	80
<b>Administration</b>	\$ 119,449	\$ 117,598	\$ 118,351	\$ 119,443
<b>Adult Services</b>	1,135,508	1,228,540	1,199,580	691,754
<b>Children's Services</b>	671,230	716,992	698,098	704,076
<b>Regional History and Genealogy</b>	596,368	714,720	690,427	697,713
<b>Creative Services</b>	356,736	507,791	451,791	484,554
<b>Young Adult Services</b>	425,484	482,781	432,122	485,725
<b>Adult Education</b>	358,603	498,345	498,345	397,936
<b>Collection Management</b>	5,795,983	6,640,620	6,495,553	6,794,939
<b>Diversity, Equality and Inclusion</b>	-	-	-	230,945
<b>Total Library Services</b>	<b>\$ 9,459,361</b>	<b>\$ 10,907,387</b>	<b>\$ 10,584,267</b>	<b>\$ 10,607,085</b>

Branch Services



**West Region**

- Penrose Library
- Cheyenne Mountain Library
- Old Colorado City Library
- Manitou Spring Library
- Ute Pass Library

Mobile Library Services

**Southeast Region**

- East Library
- Fountain Library
- Ruth Holley Library
- Sand Creek Library

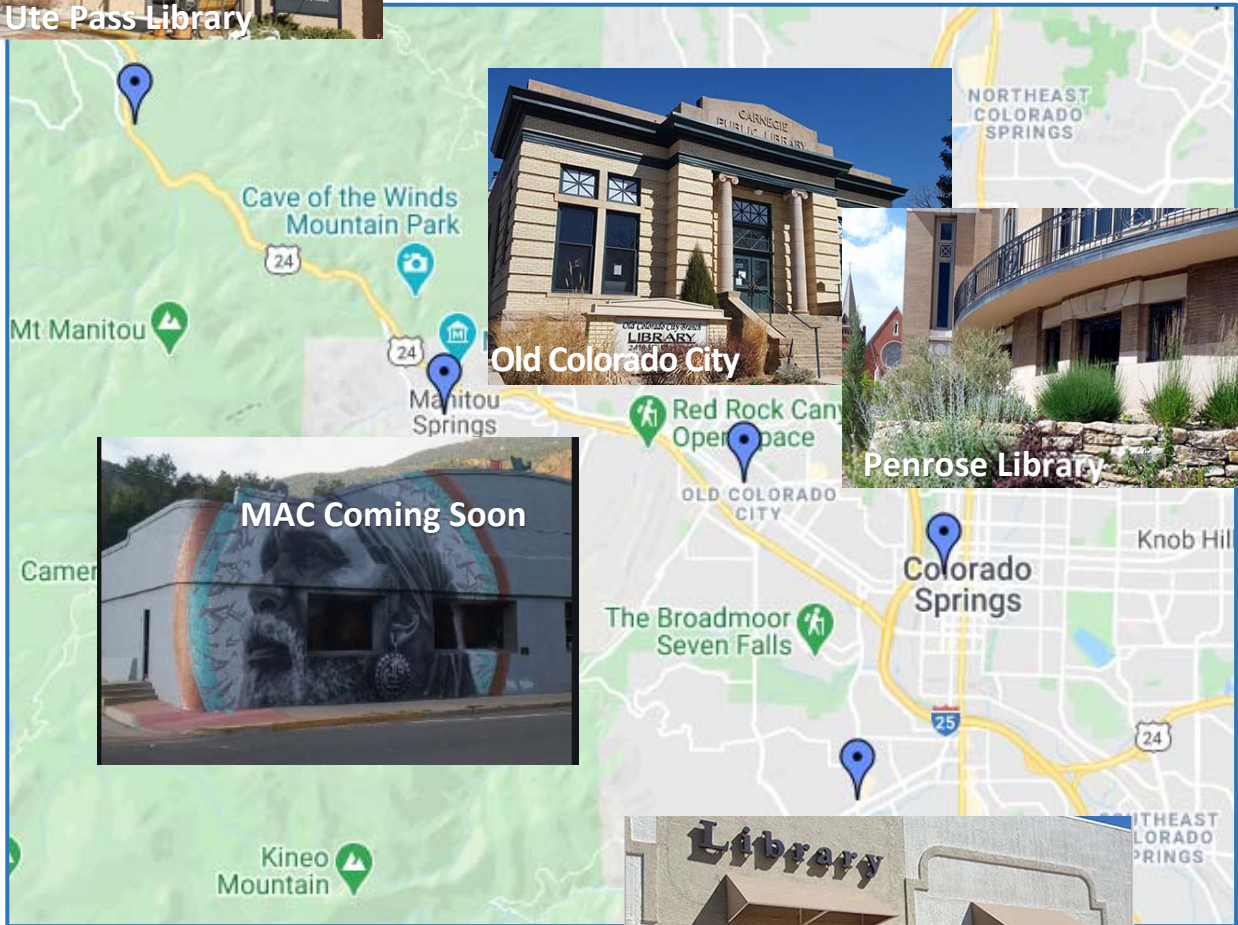
**North Region**

- Library 21c
- High Prairie Library
- Calhan Library
- Monument Library
- Palmer Lake Library
- Rockrimmon Library



GENERAL FUND

West Region

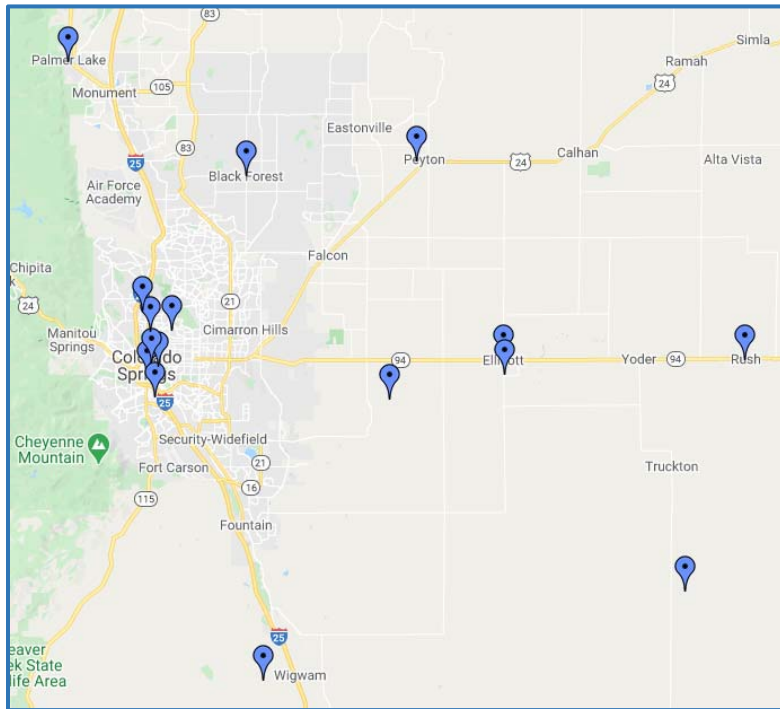


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### Mobile Library Services



### County Mobile Library Stops



- Peyton Elementary School
- Black Forest Community Center
- Schriever AFB Community Center
- Miami - Yoder School
- Edison School 54JT
- Ellicott Plaza
- Pikes Peak Library District - Palmer Lake
- Wyndam Place Senior Residences
- Meadows Park Community Center
- Village At Homewood Point
- Centennial Plaza Apartments
- Bon Shopping Center
- Audubon Shopping Center
- Shangri-La Mobile Home Park, LLC
- Prairie Heights Elementary School
- Ellicott Elementary School

GENERAL FUND

Administration

**Department Overview**

The West Region Administration of the Pikes Peak Library District, comprised of the Library locations of Penrose Library, Mobile Library Services, Cheyenne Mountain Library, Old Colorado City Library, Manitou Springs Library and Ute Pass Library, aim to provide patrons with a positive experience that will impact their lives by providing resources that help to engage and transform their experience. The West Region spans three art Districts, around three different, and diverse, communities – each own its own flavor. Penrose is the District’s premiere urban library, Old Colorado City Library’s integrated character within the downtown community of OCC, and Manitou Springs Library, which will be opening in 2021 as an integrated facility within the footprint of the Manitou Art Center, which will provide Maker opportunities to the West Region. Cheyenne Mountain Library service a uniquely diverse population with a multitude of communities converging in its doors. Ute Pass, engages its community, and specifically schools, as a crucible of community support, highlighted in 2020 as the first branch to bounce back to its normal, pre-COVID door count, nearly immediately upon opening its doors.

**Goals, Objectives, or Programs for 2021 and 2022**

Bridge Library Services and Location Management to facilitate relationship-building toward a cohesive patron service vision.

Regional and location-specific staff scheduling will be focused on a more organic solution whose success will be marked by both efficiency as well as staff satisfaction, while keeping focus on patron service

Partnerships in the community will be strengthened, particularly the partnership with the Manitou Art Center, which will be demonstrated by the MOU and operations-level agreements, as well as staff success and satisfaction in working across organizations toward a combined patron experience.

WEST REGION - Administration Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	3.00	3.50	3.50	3.50
<b>Total Authorized Positions</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>
Salaries and wages	\$ 183,410	\$ 165,703	\$ 165,703	\$ 163,436
Substitute pay	169	-	-	5,000
FICA charges	13,769	12,676	12,676	12,503
Retirement contributions	14,647	11,771	11,771	11,590
Supplies	34	1,000	500	1,000
IT supplies	-	8,000	8,000	8,000
Programming	317	-	-	-
Dues	-	3,744	2,700	3,744
Training	13,345	19,143	14,000	11,000
Mileage reimbursement expenses	7,101	7,600	3,100	5,000
<b>Total Administration</b>	<b>\$ 232,792</b>	<b>\$ 229,637</b>	<b>\$ 218,450</b>	<b>\$ 221,273</b>

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Penrose Library

**Department Overview**

Penrose is part of Downtown Colorado Springs and serves the diverse downtown community. It is the anchor of the West Region and is home to Adult Services, Family and Children’s Services, Adult Education, and Regional History and Genealogy as well as the Penrose Complex which includes the Knights of Columbus Hall, Special Collections, and Mobile Library Services. Many of the District’s Administration also have offices at Penrose and a number of unique services are provided out of Penrose including the law collection, the non-profit resource center, and extensive business resources. A primary focus of Penrose is to provide connection and community resources to patrons, as Social Services for the district is based at Penrose.

**Goals, Objectives, or Programs for 2021 and 2022**

**2021**

Objective 1: Excellent customer service in all interactions with patrons and coworkers creating a vibrant patron experience and working environment. (Strategic Focus: Community, Resources, Service, Internal – Staff)

Objective 2: Consistent engaging resources and community connection opportunities that meet the public’s interests and needs. (Strategic Focus: Community, Resources, Innovation/Creativity, Service)

Objective 3: Training and resource sharing to support all staff working with patrons and the community. (Strategic Focus: Service, Internal – Staff, Accountability)

Objective 4: Develop a supportive, safe, and civil climate through training and dialogue among staff and patrons. (Strategic Focus: Community, Resources, Service, Internal- Staff)

Pathways:

Monthly hybrid programming to cross the digital divide and provide resources needed specifically by the patrons who are the Penrose community.

Connect with community resources and agencies to engage the community where they are most in need.

Support programming options provided by Service groups to contribute to the offerings to the PPLD community.

Monthly information sharing to increase communication throughout the building, provide more cross promotion of resources and services, and developing a more consistent patron experience.

Quarterly webinar and/or in-person training on EDI, civility, workplace climate, and workplace culture to raise awareness and foster skills to be a leader in the district and community for EDI.

Regional bookclub/podcast club professional learning groups to cultivate connection across the region and create a community within PPLD.

**2022**

Objective 1: Excellent customer service in all interactions with patrons and coworkers creating a vibrant patron experience and working environment. (Strategic Focus: Community, Resources, Service, Internal – Staff)

Objective 2: Consistent engaging resources and community connection opportunities that meet the public’s interests and needs. (Strategic Focus: Community, Resources, Innovation/Creativity, Service)

Objective 3: Training and resource sharing to support all staff working with patrons and the community. (Strategic Focus: Service, Internal – Staff, Accountability)

Objective 4: Develop a supportive, safe, and civil climate through training and dialogue among staff and patrons. (Strategic Focus: Community, Resources, Service, Internal- Staff)

Objective 5: Develop space capacity to meet the needs of the public and the resources available. (Strategic Focus: Community, Resources, Service, Accountability)

**Pathways:**

Monthly hybrid programming to cross the digital divide and provide resources needed specifically by the patrons who are the Penrose community. Resuming in person programming on a monthly and weekly basis where the demonstrated need is.

Connect with community resources and agencies to engage the community where they are most in need.

Support programming options provided by Service groups to contribute to the offerings to the PPLD community.

Monthly information sharing to increase communication throughout the building, provide more cross promotion of resources and services, and developing a more consistent patron experience.

Quarterly webinar and/or in-person training on EDI, civility, workplace climate, and workplace culture to raise awareness and foster skills to be a leader in the district and community for EDI.

Regional bookclub/podcast club professional learning groups to cultivate connection across the region and create a community within PPLD.



GENERAL FUND

<b>Penrose Library Expenditures Account</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
FTE	17.64	17.64	17.64	30.54
<b>Total Authorized Positions</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>44</b>
Salaries and wages	\$ 640,732	\$ 795,070	\$ 795,070	\$ 1,157,279
Substitute pay	23,792	20,000	6,919	26,500
FICA charges	48,652	60,823	60,823	88,532
Retirement contributions	38,241	48,076	48,076	59,899
Supplies	18,400	15,000	12,500	8,000
Programming	2,658	3,500	500	1,750
<b>Total Penrose Library</b>	<b>\$ 772,475</b>	<b>\$ 942,469</b>	<b>\$ 923,888</b>	<b>\$ 1,341,960</b>
<b>Circulation - Penrose Library Expenditures Account</b>				
	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
FTE	11.02	11.07	11.07	-
<b>Total Authorized Positions</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>-</b>
Salaries and wages	\$ 317,207	\$ 329,226	\$ 329,226	\$ -
Substitute pay	17,143	10,000	10,000	-
FICA charges	24,511	25,185	25,185	-
Retirement contributions	14,931	14,685	14,685	-
<b>Total Circulation - Penrose Library</b>	<b>\$ 373,792</b>	<b>\$ 379,096</b>	<b>\$ 379,096</b>	<b>\$ -</b>
<b>Shelving - Penrose Library Expenditures Account</b>				
	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
FTE	4.88	4.88	4.88	-
<b>Total Authorized Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>
Salaries and wages	\$ 123,918	\$ 128,862	\$ 128,862	\$ -
Substitute pay	1,238	1,500	1,500	-
FICA charges	9,506	9,858	9,858	-
<b>Total Shelving - Penrose Library</b>	<b>\$ 134,662</b>	<b>\$ 140,220</b>	<b>\$ 140,220</b>	<b>\$ -</b>

Cheyenne Mountain Library

**Cheyenne Mountain Library**

**Department Overview**

Starting as a bookmobile, Cheyenne Mountain Library is now in our fourth location in a shopping center at the south end of 8th Street, which houses an eclectic assortment of businesses including an exercise gym, a coffee and ice cream shop, a vegan restaurant, Dollar General, Flip Shack, an art gallery, a wine store, and a pet store. It also serves the Ivywild Neighborhood, a historical community undergoing significant changes as new apartments, townhomes, condos, and businesses are being developed along the south Nevada corridor as part of the South Nevada Urban Renewal Project. It partners with nearby businesses and community organizations to host an annual Sidewalk Chalk Festival, Culture Festival, and Food Faire. Cheyenne Mountain Library’s patron base serves a varied demographic and socioeconomic mix of young families, senior citizens, military, and immigrants. Part of PPLD’s West region, It also serves many of the same people who utilize Penrose and Old Colorado City Libraries—these patrons are devoted library users, willing to travel beyond their own immediate neighborhoods to use our variety of resources.

**Goals, Objectives, or Programs for 2021 and 2022**

Sustainability & Equitability

Equitability aligns with most all of areas of strategic focus: community, resources, service, internal, innovation & creativity. Resources, services, and programs that are provided will be reviewed to ensure they are equitable to all populations.

Sustainability aligns with PPLD's focus of Accountability, which can be view through an environmental lens, but also through an economic lens. Cheyenne Mountain Library is already very careful with expenditures, for example finding ways to adjust and repurpose shelving. However, other ways to support and explore sustainability will be found as well.

Cheyenne Mountain Staff, including two staff members who are serve on PPLD's sustainability team, would like to find ways to incorporate these concepts on a micro level.

Cheyenne Mountain Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	10.58	10.58	10.58	10.08
<b>Total Authorized Positions</b>	15	15	15	14
Salaries and wages	\$ 365,190	\$ 394,359	\$ 394,359	\$ 388,548
Substitute pay	20,711	15,208	9,700	7,000
FICA charges	28,692	30,796	30,796	29,724
Retirement contributions	16,734	18,347	18,347	18,347
Supplies	5,818	5,500	3,300	5,000
Programming	1,801	1,000	1,000	500
<b>Total Cheyenne Mountain Library</b>	<b>\$ 438,946</b>	<b>\$ 465,210</b>	<b>\$ 457,502</b>	<b>\$ 449,119</b>

Manitou Springs Library

**Department Overview**

The Manitou Springs Library first opened its Andrew Carnegie-designed doors on Feb. 22, 1911. PPLD took over operations of the building in 2013, after a vote by residents to join the Library District. In 2020 the building faced an ADA compliance challenge that initiated a closure and search for a temporary platform for services in the area while the City of Manitou Springs assessed the building and bringing it up to code, which might also require an expansion. The temporary location is the Manitou Art Center, which should see the Manitou Springs Library opening in January of 2020 with expanded resources, and Maker components coming online to PPLD patrons later in 2021, as the partnership with the MAC develops.

**Goals, Objectives, or Programs for 2021 and 2022**

The Manitou Springs Library team will focus on making the library in the Manitou Art Center spaces a success.

Set up engaging library services from the new spaces at the MAC, and in new ways, reaching more residence of Manitou Springs and West Region patrons.

Incorporate new team members (2 Associates) and building a new team for library services to Manitou Springs.

Work together with Creative Services toward collaborative partnership with MAC staff.

Design and incorporate operations between PPLD and MAC toward mutual success.

Manitou Springs Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	4.35	4.20	4.20	4.20
<b>Total Authorized Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Salaries and wages	\$ 179,174	\$ 189,842	\$ 189,842	\$ 185,243
Substitute pay	7,461	3,500	4,400	2,500
FICA charges	14,122	14,522	14,522	14,171
Retirement contributions	8,266	8,305	8,305	8,305
Supplies	3,876	5,500	5,500	5,500
Makerspace consumables	-	-	-	3,500
Programming costs	-	-	-	700
Adult	291	400	-	-
Children's	829	400	-	-
Teen	80	860	-	-
<b>Total Manitou Springs Library</b>	<b>\$ 214,099</b>	<b>\$ 223,329</b>	<b>\$ 222,569</b>	<b>\$ 219,919</b>



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## Old Colorado City Library

### Department Overview

Old Colorado City Library is a uniquely placed historic Carnegie building, within the footprint of Old Colorado City proper. It has served, continuously, as a library since its inception, and has vital ties to both businesses as well as patrons in the surrounding neighborhoods. With active ties to business entities, cultural events, and a dedicated patronage, it is a bright spot for all who enter its doors. Part of its charm is the cohesive staff, whose team focus never waivers from providing the best patron service possible.

### Goals, Objectives, or Programs for 2021 and 2022

Reflect, Rethink, and Redesign. As Old Colorado City Library, moves forward out of the pandemic, perceptions on library services and what can and cannot be done has changed. 2021 will be a year of looking at accomplishments in terms of remote/virtual services, programming, curbside, the changes made to the interior of the building and in finding ways to redesign what we have done based on what worked in 2020.

**Goal 1:** Renew community relationships and find new opportunities to bring library services to Old Colorado City and the Westside neighborhoods. This library serves many of the neighborhoods surrounding Old Colorado City and finding ways to collaborate is important.

**Strategic Focus:** Community, Resources, Innovation/Creativity, and Service

**Outcomes:** Renewing and creating community will strengthen the bonds the community has with the library.

**Benefits:** Increased dialogue with community, social connection between staff and patrons, cooperation between staff and patrons, anticipation of the needs of community

### Timeline and Plan:

- Establish a strong presence with Organization of Westside Neighborhoods (OWN)
  - First quarter
- Review demographics and align programming with those statistics.
  - First quarter-using outreach spreadsheet review what relationships we currently have and identify new opportunities
- Identify neighborhoods and use social media to connect them with OL offerings.
  - First quarter
- Work closely with the Old Colorado City Association to promote programs that represent events in OCC.
  - First Quarter-review calendar and find programs

**Success:** By the end of 2021, OL will be represented in OWN, OCCA, and other Westside neighborhood organizations.

GENERAL FUND

**Goal 2:** Recap 2020 and think about services and offerings during the Covid pandemic. Were there any services introduced that we can keep? Any that we need to end?

**Strategic Focus:** Resources, Service, Accountability

**Outcomes:** Rethink what we do, improve what we can

**Benefits:** staff involvement in decision making, increased dialogue with community, flexible, sustainable, and innovative services and resources

**Timeline and Plan:**

- List services and offerings and evaluate.
  - First quarter
- Begin discussion when everyone is feeling safe. TBD

**Success:** By the end of 2021, services and programs will be reflect of OL demographics.

**Goal 3:** Reduce barriers for patrons and staff. Find training opportunities for staff in areas of diversity, equity, and inclusion.

**Strategic Focus:** Community, Service, Internal-Staff, Accountability

**Outcomes:** PPLD promotes equity among staff and patrons.

**Benefits:** Efficient and effective use of resources with a focus on promoting DEI with staff and patrons, staff feels a connection with patrons, improved staff workspace and increased quality of work life

**Timeline and Plan:**

- Find training
  - First quarter
- Identify barriers and look for opportunities
  - Second quarter

**Success:** By the end of 2021, staff will be informed about equity and have suggestions that promote diversity, equity, and inclusion in the workspaces and in patron services.

Old Colorado City Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	8.90	8.90	8.90	8.90
<b>Total Authorized Positions</b>	11	11	11	11
Salaries and wages	\$ 317,014	\$ 350,338	\$ 350,338	\$ 350,339
Substitute pay	7,698	5,500	5,500	5,500
FICA charges	24,140	26,801	26,801	26,801
Retirement contributions	19,908	21,514	21,514	21,514
Supplies	5,115	6,500	5,400	6,000
Programming costs	881	900	450	500
<b>Total Old Colorado City Library</b>	<b>\$ 374,756</b>	<b>\$ 411,553</b>	<b>\$ 410,003</b>	<b>\$ 410,654</b>

GENERAL FUND

Ute Pass Library

**Department Overview**

The Ute Pass Library sits in Cascade, Colorado, on donated land and a building rented from the Cascade Fire Department. It is a charming old school house, which with its fireplace, has one of the best library feels in the Library District. Dedicated to its Ute Pass patrons, many who commute to work in Colorado Springs, or are retired older adults, these patrons are also very dedicated to their library. Ute Pass staff have developed strong ties to schools in the area, and have provided a successful buffet of programming for patrons to choose in the past.

**Goals, Objectives, or Programs for 2021 and 2022**

Maintain the highest level of service to Ute Pass Library patrons.

Offer innovative programs, when it is safe to do so, in 2021 – very possibly utilizing its beautiful outside spaces.

Continue to incorporate District-wide solutions to library service, including Manitou Springs Library support for its new home at the Manitou Art Center, as these are sister libraries.

Ute Pass Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	1.35	1.35	1.35	1.35
<b>Total Authorized Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Salaries and wages	\$ 33,565	\$ 51,386	\$ 51,386	\$ 51,386
Substitute pay	5,586	1,500	1,500	1,000
FICA charges	2,953	3,931	3,931	3,931
Supplies	223	2,250	1,750	2,250
Programming costs	251	750	350	500
<b>Total Ute Pass Library</b>	<b>\$ 42,578</b>	<b>\$ 59,817</b>	<b>\$ 58,917</b>	<b>\$ 59,067</b>

Mobile Library Services

**Department Overview**

The West Region Administration of the Pikes Peak Library District, comprised of the Library locations of Penrose Library, Mobile Library Services, Cheyenne Mountain Library, Old Colorado City Library, Manitou Springs Library and Ute Pass Library, aim to provide patrons with a positive experience that will impact their lives by providing resources that help to engage and transform their experience. The West Region spans three art Districts, around three different, and diverse, communities – each own its own flavor. Penrose is the District’s premiere urban library, Old Colorado City Library’s integrated character within the downtown community of OCC, and Manitou Springs Library, which will be opening in 2021 as an integrated facility within the footprint of the Manitou Art Center, which will provide Maker opportunities to the West Region. Cheyenne Mountain Library service a uniquely diverse population with a multitude of communities converging in its doors. Ute Pass, engages its community, and specifically schools, as a crucible of community support, highlighted in 2020 as the first branch to bounce back to its normal, pre-COVID door count, nearly immediately upon opening its doors.

**Goals, Objectives, or Programs for 2021 and 2022**

Bridge Library Services and Location Management to facilitate relationship-building toward a cohesive patron service vision.

Regional and location-specific staff scheduling will be focused on a more organic solution whose success will be marked by both efficiency as well as staff satisfaction, while keeping focus on patron service

Partnerships in the community will be strengthened, particularly the partnership with the Manitou Art Center, which will be demonstrated by the MOU and operations-level agreements, as well as staff success and satisfaction in working across organizations toward a combined patron experience.

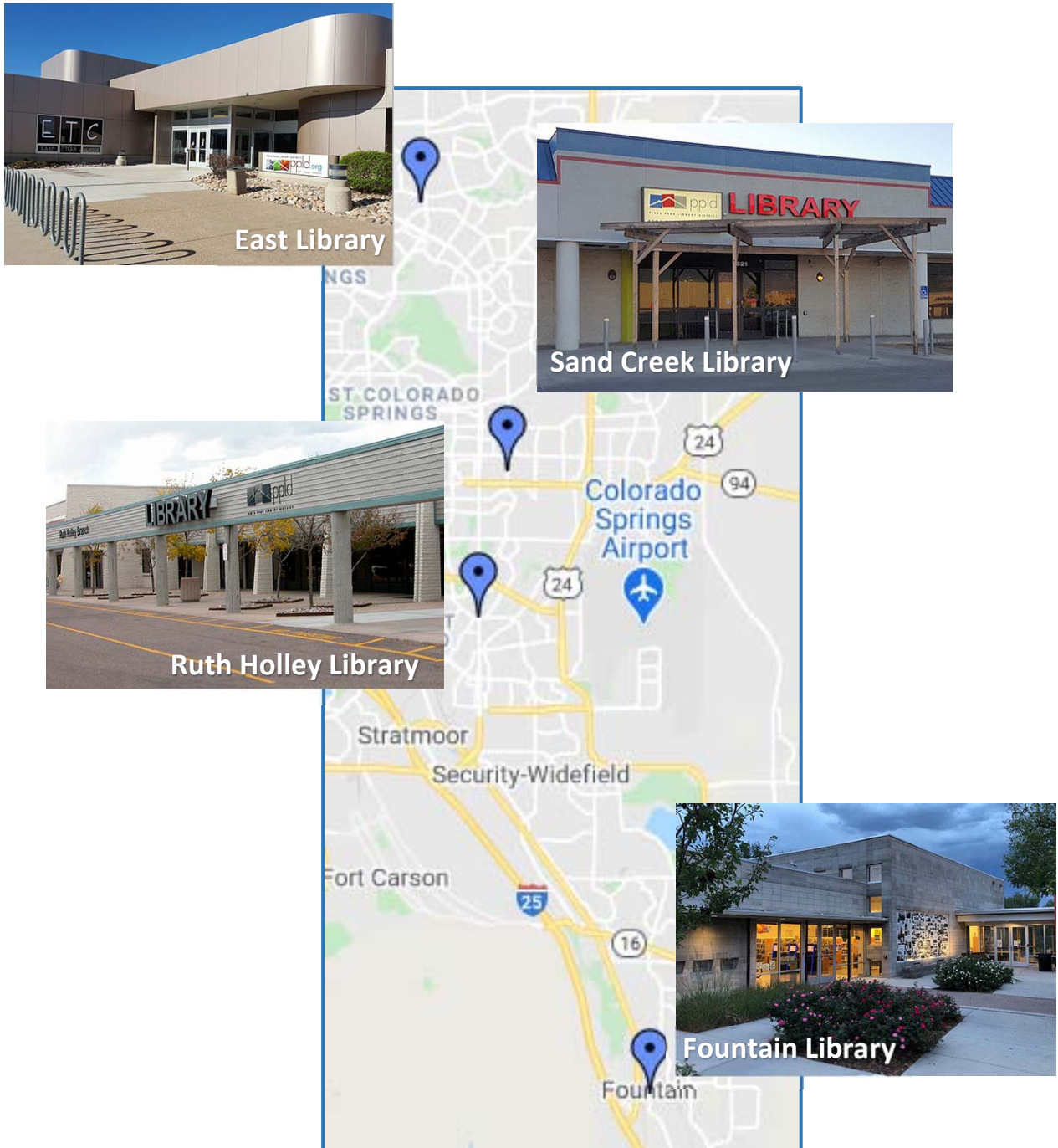
Mobile Library Services Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	9.65	9.15	9.15	9.15
<b>Total Authorized Positions</b>	14	13	13	13
Salaries and wages	\$ 296,453	\$ 373,946	\$ 373,946	\$ 373,946
Substitute pay	36,912	7,000	6,000	7,000
FICA charges	24,506	28,607	28,607	28,607
Retirement contributions	13,625	17,449	17,449	17,449
Supplies	1,917	1,850	1,550	1,850
Programming costs	987	1,100	1,100	1,100
Training	5,230	5,000	5,000	5,000
Other expenditures	901	1,200	1,200	1,200
<b>Total Mobile Library Services</b>	<b>\$ 380,531</b>	<b>\$ 436,152</b>	<b>\$ 434,852</b>	<b>\$ 436,152</b>

## West Region Summary

West Region Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	71.37	71.27	71.27	67.72
<b>Total Authorized Positions</b>	100	100	100	94
<b>Administration</b>	\$ 232,792	\$ 229,637	\$ 218,450	\$ 221,273
<b>Penrose Library</b>	772,475	942,469	923,888	1,341,960
<b>Circulation - Penrose Library</b>	373,792	379,096	379,096	-
<b>Shelving - Penrose Library</b>	134,662	140,220	140,220	-
<b>Cheyenne Mountain Library</b>	438,946	465,210	457,502	449,119
<b>Old Colorado City Library</b>	374,756	411,553	410,003	410,654
<b>Manitou Springs Library</b>	214,099	223,329	222,569	219,919
<b>Ute Pass Library</b>	42,578	59,817	58,917	59,067
<b>Mobile Library Services</b>	380,531	436,152	434,852	436,152
<b>Total West Region</b>	<b>\$ 2,964,631</b>	<b>\$ 3,287,483</b>	<b>\$ 3,245,497</b>	<b>\$ 3,138,144</b>

GENERAL FUND

Southeast Region



GENERAL FUND

Administration

**Southeast Region Overview**

The Southeast Region serves patrons in Southeast El Paso County. Patrons are served via the physical locations of East, Ruth Holley, Sand Creek, and Fountain Libraries. Southeast opportunities include being near Fort Carson, Shriever, and Peterson military bases. While East Library draws patrons from all over the county - Sand Creek, Ruth Holley, and Fountain are vital resources for Southeast Colorado Springs and the Fountain Valley. The Southeast Region is home to two Family Place Libraries, two Makerspaces, Studio916, the Educational Resource Center, and a newly constructed classroom dedicated to Adult Education classes.

**Goals, Objectives, or Programs for 2021 and 2022**

- Community - Stay aware of community needs and adjust services as needed. Continue to be a trusted resource in the community and maintain a high level of engagement, including participating in community events and serving on boards.
- Resources - Explore ways for our resources to be accessible to all, mashing our available resources to increase access to our physical items. Begin looking into ways outside spaces can be used at Southeast locations - East gardens, Ruth Holley front patio, Sand Creek front patio and Murray side, Fountain garden, grounds, and parking lot.
- Innovation/Creativity - Continue to challenge staff to innovate their processes and find efficiencies. Work with Regional History & Genealogy to build up the Southeast story in our collection and resource. Explore work study options for our Southeast Creative Spaces and Regional History & Genealogy in 2022.
- Service - Work with internal team to develop a system for identifying and using external data that will contribute to programming and service decisions. Determine how we will use and keep this data. Continue to support and collaborate with the Service Teams to provide more customizable, yet consistent services across the region and throughout PPLD.
- Internal-Staff - Continue to provide professional development opportunities to staff. Develop a sustainable approach to engaging and developing staff.
- Accountability - Continue to seek out efficient ways to operate buildings and provide service. Continue to develop a staffing model that is more fluid and less reliant on substitute and overage funding. Support the development of the new DEI Public Service.

Southeast Region - Administration Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	4.00	4.00	4.00	4.00
<b>Total Authorized Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Salaries and wages	\$ 179,814	\$ 200,678	\$ 200,678	\$ 200,678
Substitute pay	-	25,000	-	5,000
Work-study	-	21,000	-	-
FICA charges	12,993	15,352	15,352	15,352
Retirement contributions	14,272	16,054	16,054	16,054
IT supplies	-	7,300	7,300	7,300
Programming	-	7,800	-	-
Dues	-	5,000	3,000	3,950
Training	16,207	15,583	10,583	12,000
Mileage reimbursement expenses	11,172	12,000	9,000	12,000
<b>Total Administration</b>	<b>\$ 234,458</b>	<b>\$ 325,767</b>	<b>\$ 261,967</b>	<b>\$ 272,334</b>



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## East Library

### Department Overview

East Library serves patrons from throughout El Paso County, offering the largest physical collection, the Educational Resource Center, a Makerspace, a Computer Lab, the East Teen Center, a vibrant and active Children’s Room, Community meeting spaces to accommodate up to 150 people, and a Reading Bay with a stunning view. Approximately 60 employees work at East Library to circulation approximately 25% of the overall circulation.

### Goals, Objectives, or Programs for 2021 and 2022

- Community - Bring the community together and serve them in ways that align with our mission, even during difficult times. Modify service hours and what services are available during those hours to match the needs of the community. Meet the community where they are at and engage them in whatever way is safely possible in 2022.
- Resources - Providing resources to patrons, incorporating new safety practices and guidelines. Ensure our existing resources are accessible to the patrons.
- Innovation/Creativity - Exploring ways to make the ERC, MAKE, and eventually the Community Meeting Room more available to patrons. Engage the patrons in a space on the property of East Library developed for creativity and inspiration.
- Service - Expanding availability of ERC, MAKE, and the Community Meeting Room. Becoming a Family Place Library in support of FCS Early Literacy objective. Continue with the various expansions that were established in 2021 including Family Place.
- Internal-Staff - Empowering and utilizing the East librarians to share expertise and support all staff in the SE Region. Providing thorough Circulation training and real-time experience to all shelvers. Build on the training and growth that happened when we started providing modified service in 2020 so all staff will have the knowledge and skills to provide service to patrons.
- Accountability - Providing space for 24/7 Security Monitoring Office. Providing space and staffing for Report Computer Help. Provide district-wide support through Telephone, Chat, and Remote Computer Help.



GENERAL FUND

<b>East Library Expenditures Account</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
FTE	16.93	18.93	18.93	42.15
<b>Total Authorized Positions</b>	20	22	22	60
Salaries and wages	\$ 632,292	\$ 883,443	\$ 883,443	\$ 1,560,950
Temporary employees	3,258	-	-	-
Substitute pay	50,442	33,300	7,800	18,315
Work-study	587	-	-	-
FICA charges	51,075	67,583	67,583	119,413
Retirement contributions	40,033	58,075	58,075	75,857
Supplies	24,100	34,804	24,804	20,000
Makerspace consumables	938	6,024	1,024	6,000
Microform supplies	-	1,500	-	1,500
Family Place supplies	-	-	-	14,000
Programming	44	3,000	1,000	3,000
Adult Services	495	-	-	-
Young Services	315	-	-	-
Children's Services	853	-	-	-
Creative Services	387	-	-	-
Makerspace repairs	551	-	-	-
<b>Total East Library</b>	<b>\$ 805,370</b>	<b>\$ 1,087,729</b>	<b>\$ 1,043,729</b>	<b>\$ 1,819,035</b>
<b>Circulation - East Library Expenditures Account</b>				
FTE	16.35	15.35	15.35	-
<b>Total Authorized Positions</b>	23	22	22	-
Salaries and wages	\$ 529,370	\$ 475,521	\$ 475,521	\$ -
Substitute pay	11,313	-	-	-
FICA charges	40,154	36,378	36,378	-
Retirement contributions	19,947	17,670	17,670	-
Supplies	32,019	4,315	4,315	-
<b>Total Circulation - East Library</b>	<b>\$ 632,803</b>	<b>\$ 533,884</b>	<b>\$ 533,884</b>	<b>\$ -</b>
<b>Shelving - East Library Expenditures Account</b>				
FTE	10.57	9.57	9.57	-
<b>Total Authorized Positions</b>	20	19	19	-
Salaries and wages	\$ 293,458	\$ 255,455	\$ 255,455	\$ -
Substitute pay	2,358	-	-	-
FICA charges	22,345	19,543	19,543	-
Retirement contributions	3,731	-	-	-
<b>Total Shelving - East Library</b>	<b>\$ 321,892</b>	<b>\$ 274,998</b>	<b>\$ 274,998</b>	<b>\$ -</b>

Fountain Library

**Fountain Library Overview**

Fountain Library is a small library branch, built in partnership with the City of Fountain and Fountain-Fort Carson School District and is in the Fountain Valley. The Fountain Library not only serves the City of Fountain but also a large out of district population in the Security/Widefield area. Fountain library is a Family Place library and has one of the only after-hours meeting rooms in the library district. The library features beautiful gardens on the property and a News Wall mural on showing the history of Fountain, Colorado.

**Goals, Objectives, or Programs for 2021 and 2022**

- Community - Bring the community together and serve them in ways that align with our mission, even during difficult times. Modify service hours and what services are available during those hours to match the needs of the community. Meet the community where they are at and engage them in whatever way is safely possible.
- Resources - Providing resources to patrons, incorporating new safety practices and guidelines. Ensure our existing resources are accessible to the patrons. Looking forward, potentially make our after/before hours meeting room officially available 24/7.
- Innovation/Creativity - Explore ways to use the Fountain outdoor spaces. Revitalize the garden with demo garden beds. Find ways to reach and engage our low-tech patrons.
- Service - Continue to serve as a Family Place location. Support our Family Place patrons in person and in the virtual environment. Continue to find ways to bring creative services to Fountain which will encourage the Fountain community to explore their creative side.
- Internal-Staff - On-board the new Manager thoroughly in 2021. Continue to engage staff through professional development opportunities in the region. Continue to train staff to navigate the virtual environment. Begin to modify workspaces so they are more ergonomic and safer for all staff to use. We will begin with public facing service points
- Accountability - Support the region and district with staffing as needed. Develop a plan to safely return the meeting room to after/before hours use. Seek opportunities for Fountain staff to support other branches or services, such as Chat Ref. Continue to develop staff's virtual skills in order to increase engagement with the rest of the district and spend our mileage funds prudently.

Fountain Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	7.63	7.63	7.63	7.13
<b>Total Authorized Positions</b>	12	12	12	10
Salaries and wages	\$ 283,717	\$ 307,663	\$ 307,663	\$ 291,918
Substitute pay	11,626	6,000	700	3,300
FICA charges	21,375	23,536	23,536	22,332
Retirement contributions	11,699	12,197	12,197	12,059
Supplies	3,907	5,300	5,300	4,300
Supplies - Family Place	1,336	2,652	2,652	2,000
Programming costs	804	700	100	400
<b>Total Fountain Library</b>	<b>\$ 334,464</b>	<b>\$ 358,048</b>	<b>\$ 352,148</b>	<b>\$ 336,309</b>

Ruth Holley Library

**Department Overview**

Ruth Library is a medium sized branch serving patrons throughout the Southeast region of El Paso County, offering services to Knob Hill, Cimarron Hills, and the Peterson Air force Base community. English as a Second Language and Adult Education classes hold a big part in addressing the needs of this geographical and provide essential valuable resources surrounding the Murray Corridor landscape.

**Goals, Objectives, or Programs for 2021 and 2022**

- Community - Providing the community with continued virtual programming, computer service, and Internet usage are available. Going forward, providing modified service hours and opened on Sundays.
- Resources - Continuing to provide resources to patrons and their families with homeschooling, school resources and internet access, and prioritizing safety for both patrons and staff during COVID. Also, finding ways to expand PPLD’s resources and accessible to all diverse patrons.
- Innovation/Creativity - Creatively finding new methods during these times in COVID to meet the needs of our patrons. Provide innovative programming and other methods of services, safely.
- Service - Adequately serving our Spanish speaking patrons and providing equitable services across the district. Expanding the availability of the Community room, and Study rooms.
- Internal-Staff - Training staff with new virtual methods like Zoom, Microsoft Office (365) and Outlook via web version, and building confidence in other new software applications.

Accountability -Serving our Spanish speaking patrons and other diverse populations by providing equitable services across the district.

Ruth Holley Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	9.63	9.63	9.63	9.63
<b>Total Authorized Positions</b>	14	14	14	14
Salaries and wages	\$ 353,860	\$ 360,265	\$ 360,265	\$ 360,265
Substitute pay	9,671	7,600	1,424	4,180
FICA charges	26,907	27,560	27,560	27,560
Retirement contributions	15,999	15,071	15,071	15,071
Supplies	8,176	10,000	7,500	7,500
Programming costs	813	700	600	700
<b>Total Ruth Holley Library</b>	<b>\$ 415,426</b>	<b>\$ 421,196</b>	<b>\$ 412,420</b>	<b>\$ 415,276</b>

Sand Creek Library

**Sand Creek Library overview**

Sand Creek is a medium sized branch serving Colorado Springs in the Southeast region of the city. We primarily have patrons from the 80910 and 80916 zip codes, but we also have patrons that will travel to us for our programs and services. Sand Creek Library offers Family Place Parent/Child workshops, houses one of the District’s Makerspaces, and one of the District’s two Studios.

**Goals, Objectives or programs for 2021**

- Community - In 2021, Sand Creek is focusing on a goal of reintroducing the community to the Sand Creek Library because we have found that many of our usual metrics for gauging relevance are down from pre-COVID closure numbers. In 2022, Sand Creek will examine where the Library is with the community and adjust better serve their needs.
- Resources – Sand Creek’s focus here is to expand the access to resource, from book bundles to Maker Spaces to meeting and study rooms. Additionally, Sand Creek will find new resources and opportunities for partnership with other PPLD Service groups and with SE organizations.
- Innovation/Creativity – Sand Creek hopes to use our efforts to regain the community's trust to begin focusing on creative projects in the SE that we could offer assistance and partnership. In 2022 we hope we can expand our services to outside the library.
- Service - Expand access to our creative spaces and find ways to safely bring back programming for the community.
- Internal - 2021 will have a focus on individual staff training for our services and technologies. The SE Make Librarian and at least one SE floater will be training on the Studio equipment, as well as Creative Services staff. For assistants and Sr. Assistants, a focus on the expanded capabilities that Office365 had brought to the district. In 2022 Sand Creek will examine staffing needs and make changes to better serve the library and the district.
- Accountability - Contribute to the region and district with time, talent, and staff support where needed.

Sand Creek Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	12.55	12.55	12.55	12.55
<b>Total Authorized Positions</b>	17	17	17	17
Salaries and wages	\$ 532,199	\$ 515,316	\$ 515,316	\$ 515,316
Substitute pay	16,533	12,000	3,500	6,600
FICA charges	40,955	39,422	39,422	39,422
Retirement contributions	30,875	29,513	29,513	29,513
Makerspace consumables	2,121	6,312	2,312	6,000
Recording studio consumables	42	707	500	700
Supplies	14,184	17,000	12,000	12,000
Supplies - Family Place	1,453	2,413	1,913	2,000
Programming costs	61	1,600	1,000	800
<b>Total Sand Creek Library</b>	<b>\$ 638,423</b>	<b>\$ 624,283</b>	<b>\$ 605,476</b>	<b>\$ 612,351</b>

## Southeast Region Summary

Southeast Region Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	77.66	77.66	77.66	75.46
<b>Total Authorized Positions</b>	110	110	110	105
<b>Administration</b>	\$ 234,458	\$ 325,767	\$ 261,967	\$ 272,334
<b>East Library</b>	805,370	1,087,729	1,043,729	1,819,035
<b>Circulation - East Library</b>	632,803	533,884	533,884	-
<b>Shelving - East Library</b>	321,892	274,998	274,998	-
<b>Fountain Library</b>	334,464	358,048	352,148	336,309
<b>Ruth Holley Library</b>	415,426	421,196	412,420	415,276
<b>Sand Creek Library</b>	638,423	624,283	605,476	612,351
<b>Total Southeast Region</b>	<b>\$ 3,382,836</b>	<b>\$ 3,625,905</b>	<b>\$ 3,484,622</b>	<b>\$ 3,455,305</b>

GENERAL FUND

North Region



## Administration

### Department Overview

The North Region includes Library 21c, Rockrimmon, Palmer Lake Library, Monument Library, High Prairie Library, and Calhan Library. Library 21c is our regional flagship library, home to state-of-the-art makerspaces, studio, and teen space. Many district administrative departments call Library 21c home, including Human Resources, Finance, Communications, Facilities, Information Technology, and the Foundation. Two Services groups, Collection Management and Creative Services, are also located at Library 21c.

The smaller libraries of the North Region are each reflective of their unique communities, and are highly committed to serving the individuals, families, and organizations of their community. The Rockrimmon Library is a rented storefront branch located on the west side of I-25 south of the Air force Academy and north of Garden of the Gods. Rockrimmon is known for its avid readers and community art programs. The Palmer Lake Library occupies the top floor of the Lucretia Vail building, rented from the town, in the heart of the small mountain town of Palmer Lake. It is the Northern-most district library on the west side of I-25. Monument Library is southeast of Palmer Lake, in a rented storefront branch located in the Lake Woodmoor neighborhood. Both Palmer Lake and Monument Libraries are known for their great success with family and children programs. High Prairie Library is an owned facility located on a plot of land gifted to the district by Farmers' State Bank in the unincorporated community of Falcon. The Calhan Library is our most eastern branch, most remote, and newest library in the district. Both High Prairie and Calhan Libraries are family branches which serve their tight-knit communities with successful family and children programs.

### Goals, Objectives, or Programs for 2021 and 2022

1. Determine community needs to safely expand services that provide for community transformation and retain Pikes Peak Library District's reputation as a world-class library district.
2. Enhance staff knowledge to support the mission of Pikes Peak Library District.
3. Support staff training on identified standard tasks that can be completed by all levels of staff. This will assist in coverage during times the libraries are short-staffed and will expand service to meet the patron where they are in the library.
4. Strengthen community engagement, bridging new connections between community groups and library staff at each library in the North Region, including finding ways to support local schools and organizations in their missions.
5. Improve the patron experience through planning and delivery of exceptional customer service.
6. Focus on continual team-building and bolster district-wide perspectives in internal customer service and communications.

North Region - Administration Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	3.00	3.00	3.00	3.00
<b>Total Authorized Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Salaries and wages	\$ 137,214	\$ 145,995	\$ 145,995	\$ 145,995
Substitute pay	-	25,000	-	5,000
FICA charges	9,854	11,169	11,169	11,169
Retirement contributions	10,932	11,680	11,680	11,680
Supplies	836	9,000	1,000	5,000
IT supplies	-	3,993	3,993	3,000
Programming	58	-	-	-
Dues	-	3,500	1,000	3,000
Training	17,157	15,583	5,583	12,000
Mileage reimbursement expenses	11,658	10,000	7,000	10,000
<b>Total Administration</b>	<b>\$ 187,709</b>	<b>\$ 235,920</b>	<b>\$ 187,420</b>	<b>\$ 206,844</b>



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**Library 21c****Department Objectives for 2021**

1. Determine community needs and interests to expand library services including programming, events, displays, collections, and more. (Strategic foci: Community, Resources, Service)
2. Open and operate the Culinary Lab. Develop and implement programs to meet needs of various patron demographics. (Strategic foci: Community, Resources, Innovation/Creativity, and Service)
3. Provide safe forums for open, respectful community dialogue on important yet sometimes uncomfortable subjects. (Strategic foci: Community and Resources)
4. Support training on identified standard tasks that can be completed by all levels of staff. This will assist in covering service during times the library is short-staffed and will expand service to meet the patron where they are in the library. (Strategic foci: Service and Internal)
5. Enhance Makerspace staff knowledge to retain the national reputation of Library 21c as a world-class library facility. (Strategic foci: Resources, Innovation/Creativity, Internal)

Library 21c Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	18.69	21.19	21.19	31.57
<b>Total Authorized Positions</b>	<b>24</b>	<b>27</b>	<b>27</b>	<b>45</b>
Salaries and wages	\$ 703,864	\$ 971,964	\$ 971,964	\$ 1,263,387
Temporary labor	3,393	3,875	-	3,800
Substitute pay	59,437	30,000	20,000	30,000
FICA charges	55,397	74,355	74,355	96,649
Retirement contributions	40,321	57,788	57,788	63,720
Supplies	30,412	46,239	31,000	30,000
Repair equipment	2,884	-	-	-
Programming	3,230	8,799	6,800	5,000
Merchandising	196	269	269	-
<b>Total Library 21c</b>	<b>\$ 899,134</b>	<b>\$ 1,193,289</b>	<b>\$ 1,162,176</b>	<b>\$ 1,492,556</b>
<b>Circulation - Library 21c</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>Expenditures Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
FTE	6.50	6.50	6.50	-
<b>Total Authorized Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>
Salaries and wages	\$ 239,135	\$ 206,227	\$ 206,227	\$ -
Substitute pay	20,686	14,000	14,000	-
FICA charges	18,878	15,776	15,776	-
Retirement contributions	9,208	5,821	5,821	-
Supplies	846	2,018	2,018	-
Mileage reimbursement expenses	22	700	700	-
<b>Total Circulation - Library 21c</b>	<b>\$ 288,775</b>	<b>\$ 244,542</b>	<b>\$ 244,542</b>	<b>\$ -</b>
<b>Shelving - Library 21c</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>Expenditures Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
FTE	5.25	5.75	5.75	-
<b>Total Authorized Positions</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>-</b>
Salaries and wages	\$ 89,961	\$ 151,778	\$ 151,778	\$ -
Temporary employee	7,482	-	-	-
Substitute pay	16,602	2,600	2,600	-
FICA charges	8,674	11,611	11,611	-
<b>Total Shelving - Library 21c</b>	<b>\$ 122,719</b>	<b>\$ 165,989</b>	<b>\$ 165,989</b>	<b>\$ -</b>

High Prairie &  
Calhan Libraries



**Department Proposed Objectives for 2021 and 2022**

1. **Community Engagement**– Discover new ways we can engage with our community and patrons.
  - i. Attend more community events: including back to school events and local business nights at schools. We identified 5 new different events between Falcon and Calhan at which we could represent PPLD: Falcon Business Event, Peyton Days, Calhan Parade, Meridian Ranch Tree Festival, and County Fair.  
\*These events may not take place, in that case we would move them to 2022
  - b. Host card drives at local businesses  
*Strategic Foci: Community*
2. **Implement Green and Sustainable practices** – work with staff and community organizations to create a greener environment.  
*Strategic Foci: Community, Resources*
3. **Staff Development** – work on getting new training opportunities for staff and connections with PPLD.  
*Strategic Foci: Internal*
4. **Interior & Exterior Spaces** – focus on assessing patron user experiences and improve any areas where needed.
  - a. HI: Add computer to adult area. (Computer is being used from our children’s area)
  - b. HI: Create a plan for outdoor spaces to prepare for future budget asks at HI (designated fund asks or fundraising?)
  - c. CA: Implement an outdoor display board that provides information for when we are closed to those that do not have social media.  
*(Strategic Foci: Community, Resources, Service)*
5. **Improve Patron Services** – focus on more accessible services and reaching more members of the community.
  - a. Develop ways to reach the Spanish speaking community (i.e. Ellicott)
  - b. CA: Survey the community to find out what kind go programs, space, services, materials they want/need with an emphasis on young adults and the homeschool population.

High Prairie Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	8.25	7.75	7.75	7.75
<b>Total Authorized Positions</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>
Salaries and wages	\$ 272,748	\$ 312,708	\$ 312,708	\$ 312,708
Substitute pay	3,285	6,000	5,000	4,000
FICA charges	19,464	23,922	23,922	23,922
Retirement contributions	14,976	15,425	15,425	15,425
Supplies	3,491	3,000	2,500	3,000
Programming costs	895	1,000	500	750
<b>Total High Prairie Library</b>	<b>\$ 314,859</b>	<b>\$ 362,055</b>	<b>\$ 360,055</b>	<b>\$ 359,805</b>

BRANCH SERVICES - Calhan Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	1.70	1.70	1.70	1.70
<b>Total Authorized Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Salaries and wages	\$ 17,851	\$ 63,790	\$ 63,790	\$ 63,789
Substitute pay	1,042	2,000	200	2,000
FICA charges	1,440	4,880	4,880	4,880
Supplies	2,658	1,532	1,532	500
Programming	738	750	150	750
<b>Total Calhan Library</b>	<b>\$ 23,729</b>	<b>\$ 72,952</b>	<b>\$ 70,552</b>	<b>\$ 71,919</b>

GENERAL FUND

Monument Library

Department Proposed Objectives for 2021

- Permanent curbside service structure  
Strategic focus: Services, Innovation /Creativity
- How to work with local community during pandemic times  
Strategic focus: Community

Monument Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	9.96	9.96	9.96	9.96
<b>Total Authorized Positions</b>	14	14	14	14
Salaries and wages	\$ 372,476	\$ 386,722	\$ 386,722	\$ 386,722
Substitute pay	14,154	8,000	6,400	6,000
FICA charges	28,382	29,584	29,584	29,584
Retirement contributions	14,695	15,685	15,685	15,685
Supplies	6,856	5,000	4,000	3,000
Programming costs	1,814	1,000	500	1,000
<b>Total Monument Library</b>	<b>\$ 438,377</b>	<b>\$ 445,991</b>	<b>\$ 442,891</b>	<b>\$ 441,991</b>

Palmer Lake Library

Department Proposed Objectives for 2021

With the future of the Palmer Lake library uncertain and with MLS taking over service to patrons while that is being worked out, any return to on-site service would need to be thoroughly looked at to determine if it would fall into the District’s best interests and the Pikes Peak Library District’s service area and community needs

Palmer Lake Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	2.03	2.03	2.03	1.53
<b>Total Authorized Positions</b>	3	3	3	2
Salaries and wages	\$ 67,664	\$ 74,822	\$ 74,822	\$ 60,366
Substitute pay	4,294	2,000	2,000	2,000
FICA charges	5,381	5,724	5,724	4,618
Supplies	463	500	500	500
<b>Total Palmer Lake Library</b>	<b>\$ 77,802</b>	<b>\$ 83,046</b>	<b>\$ 83,046</b>	<b>\$ 67,484</b>

## Rockrimmon Library

**Department Proposed Objectives for 2021**

Beyond generally recovering and moving forward with the new normal, Rockrimmon will continue to provide services with an emphasis on art and craft based programming. Any art programs are well received, including the current virtual programming. There will be more virtual programming in future years. We should be able to use Friends funds to pay for any events we hold in 2021.

Rockrimmon Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	9.45	9.85	9.85	9.85
<b>Total Authorized Positions</b>	13	13	13	13
Salaries and wages	\$ 358,647	\$ 386,614	\$ 386,614	\$ 386,614
Substitute pay	9,202	7,000	7,000	4,000
FICA charges	26,926	29,576	29,576	29,576
Retirement contributions	15,695	19,422	19,422	19,422
Supplies	5,008	5,000	4,000	3,000
Programming costs	-	1,000	-	750
<b>Total Rockrimmon Library</b>	<b>\$ 415,478</b>	<b>\$ 448,612</b>	<b>\$ 446,612</b>	<b>\$ 443,362</b>

## North Region Summary

North Region - Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	64.83	67.73	67.73	65.36
<b>Total Authorized Positions</b>	93	96	96	91
Administration	\$ 187,709	\$ 235,920	\$ 187,420	\$ 206,844
Library 21c	899,134	1,193,289	1,162,176	1,492,556
Circulation - Library 21c	288,775	244,542	244,542	-
Shelving - Library 21c	122,719	165,989	165,989	-
High Prairie Library	314,859	362,055	360,055	359,805
Calhan Library	23,729	72,952	70,552	71,919
Monument Library	438,377	445,991	442,891	441,991
Palmer Lake Library	77,802	83,046	83,046	67,484
Rockrimmon Library	415,478	448,612	446,612	443,362
<b>Total North Region</b>	<b>\$ 2,768,582</b>	<b>\$ 3,252,396</b>	<b>\$ 3,163,283</b>	<b>\$ 3,083,961</b>

## Branch Services Administration

BRANCH SERVICES - Administration Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	1.00	-	-	-
<b>Total Authorized Positions</b>	1	-	-	-
Salaries and wages	\$ 37,880	\$ -	\$ -	\$ -
FICA charges	2,844	-	-	-
Retirement contributions	2,943	-	-	-
Mileage reimbursement expenses	452	-	-	-
<b>Total Administration</b>	<b>\$ 44,119</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Branch Services Summary

BRANCH SERVICES - Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	214.86	216.66	216.66	208.54
<b>Total Authorized Positions</b>	304	306	306	290
Administration	\$ 44,119	\$ -	\$ -	\$ -
West Region	2,964,631	3,287,483	3,245,497	3,138,144
Southeast Region	3,382,836	3,625,905	3,484,622	3,455,305
North Region	2,768,582	3,252,396	3,163,283	3,083,961
<b>Total Branch Services</b>	<b>\$ 9,160,168</b>	<b>\$ 10,165,784</b>	<b>\$ 9,893,402</b>	<b>\$ 9,677,410</b>

## Security

### Department Overview

The security department budget for fiscal year 2021 continues its focus on ensuring that Officers are supported from uniforms to training. We continue to work closely with the IT department to identify and install upgrades to systems across the district that are outdated and in need of repair. Given the challenges with the significant geographical size of the district and the limitations of Officer staffing to number of facilities, several well-established technological upgrades will significantly increase staff and patron security and Safety.

The security department is committed in continuing the systematic update of the camera system across the district. This will continue to be done in a cost effective and long-range planning manner. The goal of this upgrade is to remove dilapidated systems, and nonfunctional cameras across the district. Additionally, old wiring that will not support the intended end result system is being pulled out as well. New CAT 6 cabling is being pulled to locations that have been identified through a yearlong study and collaboration with industry leaders to provide the most flexible and long-term benefit in camera placement and video coverage. Interim low cost cameras are being installed at these locations to provide a functional update to the system until all facilities are outfitted with new cabling to identified locations. The cheap interim camera provide expanded access through online portals, increased clarity and audio access. Future budgets will address camera upgrades to final system.

In coordination with staged upgrades to the camera system are planned yearly upgrades and incorporation of the badge access system across the district. Outdated, expensive and difficult to manage key systems still predominate in most facilities. 3-4 facilities have been identified to receive badge access upgrades each calendar year until all facilities are properly outfitted and tied into the electronic access management system.

Security is working to incorporate the camera system changes, badge access system changes, panic alarm system, remote lockdown, overhead paging, burglar alarm system, and on call security officer program into one command center at East library. Once basic system's begin to come online across the district the Security Operations Center SOC, will begin to be built. Tying all of these systems into one in house center lowers cost, increase response, provides more reliability and control and allows increased support of all departments in the district. This center will only be staffed by existing officers as much as possible during open hours. As the center takes on more capabilities in coming years more hours of operation will be added, and staff will need to be provided to take monitoring to 24 hr. status.

### Social Services:

Social Services is concentrating on improving community partnerships in 2021, as well as further developing the Intern programs that have been established with both UCCS and CSU. Ensuring that the Interns are properly supported in their educational process by allowing them to assist in expanding the resource counseling hours available to patrons is a benefit to both organizations. By increasing the number of available hours for patrons to contact and receive outreach assistance, PPLD will be increasing the programs that we offer as well as the ones that we partner with. These include group therapies on several disciplines, art therapy and homeless outreach.



GENERAL FUND

**Safety:**

Safety is focusing on continuing to develop the training and resource programs that have already been established in the previous year. These include the goal of having half of PPLD staff trained and recertified in Non-Violent Crisis Intervention. Additionally, we have recertified CPR/AED Trainers and plan to have 100 staffers certified in fiscal year 2021. Supporting the Blood Borne Pathogen cleanup training through vaccination of identified staffers, training and providing additional Stop the bleed kits, stocking standardized first aid kits across the district and updating the fleet of AED's across the region as needed. Safety is also working to complete the Emergency Operations Plan revamp for the district and distribute reference materials in staff and public areas. Additional trainings will be planned and coordinated at all 16 facilities in 2021 to increase awareness of the new procedures.

<b>SECURITY Expenditures Account</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
<b>FTE</b>	20.52	20.52	20.52	20.52
<b>Total Authorized Positions</b>	25	25	25	25
Salaries and wages	\$ 562,234	\$ 789,031	\$ 789,031	\$ 789,031
FICA charges	40,826	60,361	60,361	60,361
Retirement contributions	38,326	51,294	51,294	51,294
Supplies	11,720	16,900	16,900	14,900
Dues	-	3,585	3,585	120
Training	-	-	-	3,100
Mileage reimbursement expenses	8,780	4,000	4,000	6,000
<b>Total Security</b>	<b>\$ 661,886</b>	<b>\$ 925,171</b>	<b>\$ 925,171</b>	<b>\$ 924,806</b>
<b>Social Work</b>				
Supplies	\$ -	\$ 3,500	\$ 3,500	\$ 4,000
Mileage	-	1,000	1,000	1,200
Dues	-	1,670	770	1,070
Training	-	5,000	2,000	2,000
<b>Total Social Work</b>	<b>\$ -</b>	<b>\$ 11,170</b>	<b>\$ 7,270</b>	<b>\$ 8,270</b>
<b>Safety</b>				
Supplies	\$ -	\$ 9,450	\$ 9,450	\$ 7,500
First Aid Kits	-	15,033	15,033	3,700
Maintenance - AED equipment	-	1,400	1,400	1,800
Dues	-	300	300	5,000
Training	-	5,000	5,000	4,550
Emergency Preparedness training	-	9,000	-	14,250
<b>Total Safety</b>	<b>\$ -</b>	<b>\$ 40,183</b>	<b>\$ 31,183</b>	<b>\$ 36,800</b>
<b>SECURITY Summary Expenditures Account</b>				
<b>FTE</b>	20.52	20.52	20.52	20.52
<b>Total Authorized Positions</b>	25	25	25	25
<b>Security</b>	\$ 661,886	\$ 925,171	\$ 925,171	\$ 924,806
<b>Social Work</b>	-	11,170	7,270	8,270
<b>Safety</b>	-	40,183	31,183	36,800
<b>Total Security</b>	<b>\$ 661,886</b>	<b>\$ 976,524</b>	<b>\$ 963,624</b>	<b>\$ 969,876</b>

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Human Resources Office

**Department Objectives for 2021**

**Goal #1:** Continue to establish performance management process to be launched (late) in 2021

Objective: To increase accountability within the organization, to ensure staff understands the expectations of their job, and to move toward potential pay for performance incentives

Tasks:

- Evaluate current Feedback Sessions process
- Implement and Employee Engagement survey
- Select what performance management tool will be best for the process
- Establish the performance management process
- Train staff on performance management process

Desired Outcome: Decrease in disciplinary actions, preparations for performance-based pay

**Goal #2:** Continue to develop a district-wide training plan for 2021

Objective: to identify skill deficiencies in our staff and to develop our staff to be top performers

Tasks:

- Develop Managers and Directors to improve skills in
  - Difficult Conversations especially around performance problems
  - Decisiveness
  - How to support and develop their teams
  - Communication
- Move toward development of Individualized Training Plans with focus on
  - Skill Development
  - Soft skills interacting with patrons and peers
  - Professional Development toward Career Path

Desired Outcome: After establishing a district-wide training plan focused on organizational goals we can translate these goals to individualized learning plans for skill and career development

**Goal #3:** Continue to make the Human Resources department more streamlined and efficient

Objective: To make processes electronic where available and to ensure that we are using staff time effectively

Tasks:

- Purge HR physical files in the East vault and on the share drive
- Ensure all files meet with records retention best practices
- Ensure we have continuity books with documented processes for each program supervisor job
- Leverage MUNIS to better streamline HR processes including personnel actions
- Empower the Administrative Specialist support other team members with admin tasks so that each program supervisor can work on more strategic goals

Desired Outcome: Time efficiency of the HR team (hopefully resulting in better work-life balance), improved cross-training and succession planning, preparedness for potential audits/legal issues

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GENERAL FUND

**Goal #4:** Review HR processes with an eye for DEI improvement

Objective: To incorporate DEI best practices and considerations into all of our programs and to set the example for the organization around creating an intentional culture

Tasks:

- Review the results of the DEI audit with an internal and HR lens
- Have each program supervisor trained on DEI best practices and implement them in their programs
- Train, Train, Train (formalized, conversational, professional book clubs, etc.)

Desired Outcome: Increase the diversity practices to support staff and volunteers. Improve the inclusivity experience of all current employees. Address disparities between populations in their PPLD experience.

HUMAN RESOURCES OFFICE Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	6.25	6.25	6.25	6.25
<b>Total Authorized Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
Salaries and wages	\$ 316,485	\$ 367,655	\$ 367,655	\$ 367,655
Bilingual staff stipends	-	-	-	-
FICA charges	23,812	28,125	28,125	28,125
Retirement contributions	22,140	25,078	25,078	25,078
Supplies	3,701	4,550	3,550	4,550
Consultant fees	-	10,000	10,000	10,000
Compensation study	-	25,000	-	50,000
Outside services - Flexible Spending Program	4,610	9,500	9,500	9,500
Mileage reimbursement expenses	1,553	1,750	1,000	1,750
Employee recruitment expenses				
Testing	730	500	500	1,000
Background checks	10,390	30,000	10,000	20,000
Pre-employment assessment costs	3,480	11,000	3,000	5,000
Advertising costs	1,573	2,500	1,000	2,500
Recruitment travel costs	4,894	8,000	1,000	4,000
Relocation expenses	-	4,000	1,000	4,000
Job fairs	-	1,000	-	1,000
District-wide training programs/initiatives				
All Staff Day	5,712	7,500	4,500	7,725
Leadership	4,327	10,000	10,000	10,000
Master Drive	-	-	-	-
Diversity	-	19,150	19,150	19,150
Other programs to be determined	19,488	20,000	10,000	30,000
Training	8,931	10,000	8,000	10,000
Employee recognition				
District-wide programs	2,884	7,525	5,525	7,525
Tuition reimbursement costs	42,061	40,000	52,000	40,000
Wellness and safety	14,652	11,000	3,500	7,000
Volunteer program costs	3,373	3,600	2,100	4,500
Employee assistance program	15,169	20,600	20,600	21,218
<b>Total Human Resources Office</b>	<b>\$ 509,965</b>	<b>\$ 678,033</b>	<b>\$ 596,783</b>	<b>\$ 691,276</b>
<b>Organizational Excellence Team</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>
<b>Total Human Resources Office</b>	<b>\$ 509,965</b>	<b>\$ 681,033</b>	<b>\$ 599,783</b>	<b>\$ 694,276</b>

## Facilities Office

### Department Overview

The Facilities department is responsible for operations, maintenance, and repair of buildings, grounds and utility infrastructure for the district's 15 library locations, ensuring that they meet legal requirements and health and safety standards.

The department's management oversees contracts and providers for services including janitorial, carpet cleaning, HVAC and Elevator maintenance, grounds maintenance, etc. and manages internal courier service, mailing, and the lease agreements for buildings.

The facilities team is responsible for the fleet of fourteen (14) library vehicles, including three (3) mobile library services vehicles. The department also manages the acquisition and maintenance of all furniture and facility-related equipment.

The department plays a major role in planning and management of the district's annual capital projects. In 2020, some of those projects included but are not limited to the tenant improvements and relocation for the Manitou Springs Library, planning and construction of a learning lab at the Ruth Holley Library, landscape improvements at the Calhan Library, the replacement of the building back-up generator at East Library, various flooring replacement projects throughout the district and an emergency boiler replacement at Library 21c.

Providing support to other departments with equipment and furniture removal, minor assembly and repairs, painting and fixing the interior is part of the daily routine.

Facilities team members are key participants in all unexpected, critical situations such as inclement weather, natural disaster, pandemics.

The Facilities Department was instrumental in the closures and ultimate reopening of library facilities due to the COVID19 pandemic. During the closure, facilities personnel provided ongoing inspections and maintenance of all district facilities. The department was responsible for the procurement of sanitization products, construction of sneeze-guards, assisted in planning of sanitizing operations, and implementing procedures to improve and manage indoor air quality. In addition to the support listed above, the department also provided support with furniture movement and storage and many other tasks.

The department consists of three offices serving the various PPLD regions. The Penrose Facilities oversees the west region, the East Library, the southeast region and Library 21c, the north region. The Facilities Management office, also housed at Library 21c, oversees all facilities operations district wide.

### Department Objectives for 2021 & 2022

1. Ensure proper operation of systems and equipment and a prolonged useful life. Preventative maintenance and equipment replacement will be performed according to schedule.

GENERAL FUND

2. Identify repair, maintenance, and replacement requirements and propose a short- and long-term plan, and manage the approved budget.
3. Perform vehicles maintenance to extend their service life and ensures safe operation.
4. Maintain good practice in responding immediately to individual, specific facility-related requests for assistance.
5. Complete request for proposal and participate in selection process for landscape maintenance, janitorial services and HVAC preventive maintenance services.
6. Successfully manage all capital projects to include but not limited to district preventive maintenance projects such as asphalt, concrete and roofs.

Facilities District-wide

<b>FACILITIES OFFICE - District-wide</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>Expenditures Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
Supplies	\$ 323	300	180	350
Facilities supplies	3,106	3,200	1,600	3,200
Vehicle operating costs	68,550	74,625	74,625	74,500
Consultant fees	10,562	17,500	21,500	20,000
Janitorial services	319,596	335,500	331,600	341,000
Carpet cleaning	125,030	136,000	136,000	136,000
Equipment maintenance	9,919	18,000	9,800	18,000
Furniture repair	4,749	5,000	3,600	5,000
Building repairs - branches	29,502	36,250	30,250	36,250
Moving and storage costs	16,200	8,400	8,400	-
HVAC maintenance	91,416	106,000	94,700	106,000
Elevator maintenance	39,953	43,000	39,860	44,500
Burglar and fire alarm maintenance	66,894	64,250	69,700	72,500
Grounds maintenance	73,750	84,000	77,300	88,000
Mileage reimbursement expenses	2,909	3,000	2,300	3,500
Training	998	1,000	1,000	3,000
Equipment rental	3,027	1,000	1,000	3,000
<b>Total Facilities - District-wide</b>	<b>\$ 866,484</b>	<b>\$ 937,025</b>	<b>\$ 903,415</b>	<b>\$ 954,800</b>

Facilities Penrose Library

<b>Facilities - Penrose Library</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>Expenditures Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>FTE</b>	5.00	5.00	5.00	5.00
<b>Total Authorized Positions</b>	5	5	5	5
Salaries and wages	\$ 278,600	\$ 218,026	\$ 218,026	\$ 218,026
FICA charges	20,320	16,679	16,679	16,679
Retirement contributions	21,691	17,442	17,442	17,442
Supplies	8,437	9,500	6,100	9,500
Facilities supplies	23,897	25,000	16,700	25,000
Building repairs	33,359	42,750	34,000	43,250
Furniture repairs	13,746	12,500	12,500	12,500
Equipment repairs	449	1,000	680	1,000
<b>Total Facilities - Penrose Library</b>	<b>\$ 400,499</b>	<b>\$ 342,897</b>	<b>\$ 322,127</b>	<b>\$ 343,397</b>

## Facilities East Library

Facilities - East Library Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	3.00	3.00	3.00	3.00
<b>Total Authorized Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Salaries and wages	\$ 128,845	\$ 132,018	\$ 132,018	\$ 132,018
FICA charges	9,552	10,100	10,100	10,100
Retirement contributions	9,901	10,561	10,561	10,561
Supplies	7,643	8,500	5,100	8,500
Facilities supplies	14,890	16,500	11,400	16,500
Building repairs	22,681	42,104	38,000	33,250
Furniture repairs	5,586	2,550	2,900	12,500
Equipment repairs	883	1,200	600	850
<b>Total Facilities - East Library</b>	<b>\$ 199,981</b>	<b>\$ 223,533</b>	<b>\$ 210,679</b>	<b>\$ 224,279</b>

## Facilities Library 21c

Facilities - Library 21c Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	5.00	6.00	6.00	6.00
<b>Total Authorized Positions</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>
Salaries and wages	\$ 196,321	\$ 312,062	\$ 312,062	\$ 312,062
FICA charges	14,304	23,873	23,873	23,873
Retirement contributions	15,190	24,965	24,965	24,965
Supplies	4,710	5,500	4,000	5,500
Facilities supplies	12,127	13,000	10,200	14,000
Equipment repair	2,074	4,081	4,600	4,500
Furniture repair	537	2,000	2,000	5,000
Building repairs	25,065	35,419	33,000	37,000
HVAC maintenance	32,945	38,635	32,400	38,500
<b>Total Facilities - Library 21c</b>	<b>\$ 303,273</b>	<b>\$ 459,535</b>	<b>\$ 447,100</b>	<b>\$ 465,400</b>

## Facilities – Utilities and Rent

Facilities Utilities/Rent Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Facilities - Utilities/Rent - Penrose Library</b>				
Gas	\$ 18,362	\$ 23,000	\$ 13,100	\$ 23,000
Electric	116,144	125,000	110,600	125,000
Water and sewer	28,754	33,280	27,280	33,280
Trash removal	4,336	5,000	3,300	5,000
Parking	53,474	54,000	56,000	58,000
Storm water fee	1,026	1,026	1,026	1,026
<b>Total Facilities - Utilities/Rent - Penrose Li</b>	<b>\$ 222,096</b>	<b>\$ 241,306</b>	<b>\$ 211,306</b>	<b>\$ 245,306</b>
<b>Facilities - Utilities/Rent - East Library</b>				
Gas	\$ 11,520	\$ 14,000	\$ 8,300	\$ 14,000
Electric	131,598	130,000	122,200	130,000
Water and sewer	27,192	32,000	30,900	32,000
Trash removal	4,580	5,000	3,400	5,000
Storm water fee	3,380	3,380	3,380	3,380
<b>Total Facilities - Utilities/Rent - East Librar</b>	<b>\$ 178,270</b>	<b>\$ 184,380</b>	<b>\$ 168,180</b>	<b>\$ 184,380</b>

Facilities Utilities/Rent Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Facilities - Utilities/Rent - Cheyenne Mountain Library</b>				
Gas	\$ 2,346	\$ 3,000	\$ 2,000	\$ 3,000
Electric	11,686	13,300	13,000	13,300
Trash removal	1,448	1,400	1,200	1,400
Facility rental costs	121,378	124,728	124,728	127,907
Common area maintenance costs	23,532	28,000	31,500	34,118
<b>Total Facilities - Utilities/Rent - Cheyenne</b>	<b>\$ 160,390</b>	<b>\$ 170,428</b>	<b>\$ 172,428</b>	<b>\$ 179,725</b>
<b>Facilities - Utilities/Rent - High Prairie Library</b>				
Electric	\$ 9,646	\$ 10,800	\$ 9,900	\$ 10,800
Water and sewer	5,541	9,160	5,100	14,500
Trash removal	1,085	1,115	1,000	972
<b>Total Facilities - Utilities/Rent - High Prairi</b>	<b>\$ 16,272</b>	<b>\$ 21,075</b>	<b>\$ 16,000</b>	<b>\$ 26,272</b>
<b>Facilities - Utilities/Rent - Fountain Library</b>				
Gas	\$ 1,775	\$ 2,334	\$ 1,434	\$ 2,100
Electric	10,353	11,000	9,600	11,000
Water and sewer	2,221	3,008	2,000	3,000
Trash removal	1,409	1,400	1,300	1,400
<b>Total Facilities - Utilities/Rent - Fountain L</b>	<b>\$ 15,758</b>	<b>\$ 17,742</b>	<b>\$ 14,334</b>	<b>\$ 17,500</b>
<b>Facilities - Utilities/Rent - Library 21c</b>				
Gas	\$ 24,805	\$ 29,493	\$ 18,100	\$ 29,493
Electric	120,283	135,000	111,000	135,000
Water and sewer	33,781	33,280	34,500	35,000
Trash removal	4,098	5,050	4,100	5,050
Storm water fee	3,197	3,197	3,197	3,197
<b>Total Facilities - Utilities/Rent - Library 21c</b>	<b>\$ 186,164</b>	<b>\$ 206,020</b>	<b>\$ 170,897</b>	<b>\$ 207,740</b>
<b>Facilities - Utilities/Rent - Ruth Holley Library</b>				
Gas	\$ 2,527	\$ 3,193	\$ 1,900	\$ 2,900
Electric	11,404	11,936	10,300	11,936
Trash removal	1,284	1,300	1,600	1,300
Rental	123,822	136,097	128,952	137,118
Common area maintenance	42,711	36,020	41,500	42,791
<b>Total Facilities - Utilities/Rent - Ruth Holle</b>	<b>\$ 181,748</b>	<b>\$ 188,546</b>	<b>\$ 184,252</b>	<b>\$ 196,045</b>
<b>Facilities - Utilities/Rent - Manitou Springs Library</b>				
Gas	\$ 639	\$ 950	\$ 600	\$ -
Electric	1,954	2,400	1,700	-
Water and Sewer	988	1,756	900	-
Rent - MakerSpace use	-	-	-	60,000
Rent	9,264	19,364	19,364	27,600
<b>Total Facilities - Utilities/Rent - Manitou Sp</b>	<b>\$ 12,845</b>	<b>\$ 24,470</b>	<b>\$ 22,564</b>	<b>\$ 87,600</b>

Facilities Utilities/Rent Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Facilities - Utilities/Rent - Monument Library</b>				
Gas	\$ 1,138	\$ 2,000	\$ 2,150	\$ 2,500
Electric	13,526	14,000	13,400	14,500
Trash Removal	923	972	900	972
Facility rental costs	120,260	125,672	125,672	131,327
Common area maintenance	27,520	27,810	27,000	28,645
<b>Total Facilities - Utilities/Rent - Monument</b>	<b>\$ 163,367</b>	<b>\$ 170,454</b>	<b>\$ 169,122</b>	<b>\$ 177,944</b>
<b>Facilities - Utilities/Rent - Old Colorado City Library</b>				
Gas	\$ 1,533	\$ 1,700	\$ 1,400	\$ 1,700
Electric	6,258	7,000	5,600	7,000
Trash removal	1,552	2,236	1,500	2,236
Water and sewer	780	843	800	843
Storm water fee	104	104	104	104
<b>Total Facilities - Utilities/Rent - Old Colora</b>	<b>\$ 10,227</b>	<b>\$ 11,883</b>	<b>\$ 9,404</b>	<b>\$ 11,883</b>
<b>Facilities - Utilities/Rent - Palmer Lake Library</b>				
Gas	\$ 617	\$ 950	\$ 750	\$ 950
Electric	968	1,100	950	1,100
Water and sewer	1,134	900	800	900
<b>Total Facilities - Utilities/Rent - Palmer Lak</b>	<b>\$ 2,719</b>	<b>\$ 2,950</b>	<b>\$ 2,500</b>	<b>\$ 2,950</b>
<b>Facilities - Utilities/Rent - Rockrimmon Library</b>				
Gas	\$ 2,210	\$ 2,100	\$ 1,850	\$ 2,300
Electric	9,157	9,500	7,500	9,500
Trash removal	883	908	850	908
Facility rental	160,264	179,168	175,002	183,502
Common area maintenance	39,292	45,000	46,300	46,142
<b>Total Facilities - Utilities/Rent - Rockrimm</b>	<b>\$ 211,806</b>	<b>\$ 236,676</b>	<b>\$ 231,502</b>	<b>\$ 242,352</b>
<b>Facilities - Utilities/Rent - Sand Creek Library</b>				
Gas	\$ 2,035	\$ 3,400	\$ 1,600	\$ 2,500
Electric	13,401	16,126	12,500	15,000
Water and sewer	2,995	2,660	3,000	2,800
Trash Removal	353	500	300	500
Common area maintenance costs	21,117	23,364	20,700	24,065
Storm water fee	137	137	137	137
<b>Total Facilities - Utilities/Rent - Sand Cree</b>	<b>\$ 40,038</b>	<b>\$ 46,187</b>	<b>\$ 38,237</b>	<b>\$ 45,002</b>
<b>Facilities - Utilities/Rent - Ute Pass Library</b>				
Gas	\$ 1,070	\$ 2,668	\$ 1,000	\$ 1,500
Electric	2,218	3,193	1,800	2,600
Water and sewer	1,695	1,870	1,400	1,870
Facility rental costs	6,900	7,105	6,900	7,105
<b>Total Facilities - Utilities/Rent - Ute Pass L</b>	<b>\$ 11,883</b>	<b>\$ 14,836</b>	<b>\$ 11,100</b>	<b>\$ 13,075</b>
<b>Facilities - Utilities/Rent - Calhan Library</b>				
Gas	\$ 1,377	\$ 2,500	\$ 2,500	\$ 2,700
Electric	1,777	3,500	2,900	3,500
Water and sewer	1,070	1,300	1,100	2,500
<b>Total Facilities - Utilities/Rent - Calhan Lib</b>	<b>\$ 4,224</b>	<b>\$ 7,300</b>	<b>\$ 6,500</b>	<b>\$ 8,700</b>



## Facilities Office Summary

FACILITIES OFFICE Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	13.00	14.00	14.00	14.00
<b>Total Authorized Positions</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>Facilities District-wide</b>	<b>\$ 866,484</b>	<b>\$ 937,025</b>	<b>\$ 903,415</b>	<b>\$ 954,800</b>
<b>Facilities Penrose</b>	<b>400,499</b>	<b>342,897</b>	<b>322,127</b>	<b>343,397</b>
<b>Facilities East Library</b>	<b>199,981</b>	<b>223,533</b>	<b>210,679</b>	<b>224,279</b>
<b>Facilities Library 21c</b>	<b>303,273</b>	<b>459,535</b>	<b>447,100</b>	<b>465,400</b>
<b>Utilities/Rent</b>				
<b>Penrose Library</b>	<b>222,096</b>	<b>241,306</b>	<b>211,306</b>	<b>245,306</b>
<b>East Library</b>	<b>178,270</b>	<b>184,380</b>	<b>168,180</b>	<b>184,380</b>
<b>Cheyenne Mountain Library</b>	<b>160,390</b>	<b>170,428</b>	<b>172,428</b>	<b>179,725</b>
<b>High Prairie Library</b>	<b>16,272</b>	<b>21,075</b>	<b>16,000</b>	<b>26,272</b>
<b>Fountain Library</b>	<b>15,758</b>	<b>17,742</b>	<b>14,334</b>	<b>17,500</b>
<b>Library 21c</b>	<b>186,164</b>	<b>206,020</b>	<b>170,897</b>	<b>207,740</b>
<b>Ruth Holley Library</b>	<b>181,748</b>	<b>188,546</b>	<b>184,252</b>	<b>196,045</b>
<b>Manitou Springs Library</b>	<b>12,845</b>	<b>24,470</b>	<b>22,564</b>	<b>87,600</b>
<b>Monument Library</b>	<b>163,367</b>	<b>170,454</b>	<b>169,122</b>	<b>177,944</b>
<b>Old Colorado City Library</b>	<b>10,227</b>	<b>11,883</b>	<b>9,404</b>	<b>11,883</b>
<b>Palmer Lake Library</b>	<b>2,719</b>	<b>2,950</b>	<b>2,500</b>	<b>2,950</b>
<b>Rockrimmon Library</b>	<b>211,806</b>	<b>236,676</b>	<b>231,502</b>	<b>242,352</b>
<b>Sand Creek Library</b>	<b>40,038</b>	<b>46,187</b>	<b>38,237</b>	<b>45,002</b>
<b>Ute Pass Library</b>	<b>11,883</b>	<b>14,836</b>	<b>11,100</b>	<b>13,075</b>
<b>Calhan Library</b>	<b>4,224</b>	<b>7,300</b>	<b>6,500</b>	<b>8,700</b>
<b>Total Utilities/Rent</b>	<b>1,417,807</b>	<b>1,544,253</b>	<b>1,428,326</b>	<b>1,646,474</b>
<b>Total - Facilities Office</b>	<b>3,188,044</b>	<b>3,507,243</b>	<b>3,311,647</b>	<b>3,634,350</b>
<b>Green Team</b>	<b>168</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Total Facilities Office</b>	<b>\$ 3,188,212</b>	<b>\$ 3,508,243</b>	<b>\$ 3,312,647</b>	<b>\$ 3,635,350</b>

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Communication Office

**Objectives through Fiscal Year 2021 and 2022:**

1. Unify and strengthen Pikes Peak Library District’s brand to ensure cohesion, consistency, and accountability, so the Library can build public support with a well-known reputation that’s trusted and valued in the community.
2. Increase awareness, understanding, and use of Pikes Peak Library District’s resources, services, and facilities.
3. Foster strong engagement and input from community members and entities while positioning Pikes Peak Library District as a key asset, partner, and thought leader in the community and of library systems.
4. Streamline and improve internal communications to align teams and individuals, drive engagement and excitement, and reinforce the guiding principles and strategic plan of Pikes Peak Library District.
5. Ensure a centralized Communications department with staff who are equipped to succeed and collaborate with others, use data and insights to inform strategic decisions, and be recognized and relied upon as in-house experts across Pikes Peak Library District.

**Performance Measures – Work Output Statistics:**

1. Department focus & infrastructure: Maintained focus on four key areas of branding, community engagement, internal communications, and public relations and marketing; strengthened internal relationships and collaboration; completed inventory and schedule for patron touchpoints; and continued use of performance reports and best practices to inform strategic decisions grounded in data and insights.
2. Branding: Improved consistency of brand identity and messaging across District, including, but not limited to signage, publications, and other print collateral; establishment of PPLD photo bank and updated style guide; and increased community recognition and trust via speakers’ bureau, awards and public recognition, and other thought leadership opportunities.
3. Community engagement: Expansion of partnerships and use for Pikes Peak Culture Pass, along with more targeted community partnerships and outreach; establishment of database tracking for PPLD relationships and connections; continued monitoring use of all public meeting and study rooms, including number of reservations, public programs hosted by Library staff, and patron inquiries; conducted annual Library experience survey to capture in-the-moment feedback from patrons; and continued use of customer profiles, 2019 community needs assessment, and other community research to inform strategic decision-making across District .
4. Internal communications: Continued opportunities for staff input from pulse and other surveys; tracking of readership and click-through rates for internal newsletter; development of internal communications guide book and staff brand ambassador program.
5. Public relations & marketing: Execution of brand education and other annual campaigns (like All You Need is Your Library and Summer Adventure); targeted news coverage, along with increased video

GENERAL FUND

features, social media engagement; establishment of branded templates and other print collateral changes; and launch of permission-based email marketing.

<b>COMMUNICATIONS OFFICE Expenditures Account</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
<b>FTE</b>	14.25	11.75	11.75	11.75
<b>Total Authorized Positions</b>	15	12	12	12
Salaries and wages	\$ 670,669	\$ 613,673	\$ 613,673	\$ 613,673
FICA charges	49,471	46,946	46,946	46,946
Retirement contributions	49,062	46,705	46,705	46,705
Substitute pay	5,370	5,000	1,500	2,000
Meeting room supplies	72	1,000	250	500
Supplies	1,496	3,100	2,600	3,100
Video production	5,265	18,000	13,000	5,000
Library channel	6,288	7,693	4,193	500
Consultant fees	52,820	60,000	40,000	71,000
PMC repair/replacement	541	14,325	101,325	2,000
Newsletters - postage/mail preparation costs	560	2,500	2,000	1,500
Dues	120	15,122	14,122	12,020
Mileage reimbursement expenses	4,706	5,000	2,500	3,000
External printing services	102,457	111,318	101,318	80,000
Merchandising	2,868	6,000	5,000	4,000
Networking costs	2,819	5,000	3,000	4,000
Marketing promotions	98,290	125,184	110,184	125,000
Community outreach	4,679	8,925	7,925	3,500
Training	6,674	11,000	7,000	9,500
Other costs	-	-	-	-
Signage costs	11,347	35,100	35,100	30,000
<b>Total Communications Office</b>	<b>\$ 1,075,574</b>	<b>\$ 1,141,591</b>	<b>\$ 1,158,341</b>	<b>\$ 1,063,944</b>

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**Information Technology Office****Department Proposed Objectives for 2021 and 2022**

Information Technology (IT) Department FY21-22 objectives include baseline infrastructure; develop architectural documents for tactical (1-3 years) and strategic (greater than 3 years) planning; and continuous improvement of service delivery. FY21-22 will continue third and final year that the IT infrastructure staff is aligning IT infrastructure with common industry standards standardizing the IT systems including standardizing the transport (i.e., cabling infrastructure, horizontal cable pathways, vertical pathways, etc.) system, networking systems, voice system, application infrastructure (i.e., physical servers, virtual servers, storage, etc.) and documenting the infrastructure in sufficient detail to allow efficient operations and maintenance (O&M) activities. The IT staff will develop enterprise architectural documents to allow enterprise analysis, design, planning, and implementation, using a comprehensive approach to integrate library operations, facilitate internal information exchange, key IT processes supporting library operations, and technology changes necessary to execute tactical and strategic planning. The Technical Support and Web Services staff will continue to deliver end user services for patrons and staff using continuous improvement process principles “better, faster and cheaper.” Successfully accomplishing FY21-22 department objectives will provide a solid foundation for delivering future IT services effectively and efficiently.

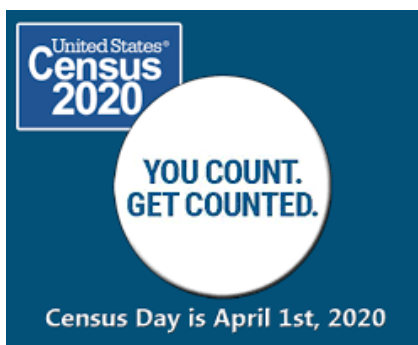
<b>INFORMATION TECHNOLOGY OFFICE Expenditures Account</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
<b>FTE</b>	16.10	16.60	16.60	16.60
<b>Total Authorized Positions</b>	17	17	17	17
Salaries and wages	\$ 872,536	\$ 1,035,220	\$ 1,035,220	\$ 1,036,884
FICA charges	64,422	79,194	79,194	79,322
Retirement contributions	65,410	79,735	79,735	79,869
Software	331,293	354,100	354,100	291,500
Computer supplies	34,261	45,754	45,754	44,000
Supplies	3,588	9,500	9,500	4,600
Telecommunication Costs				
Data and network charges	267,844	350,000	350,000	400,000
Data hardware and software maintenance costs	70,494	70,000	70,000	60,000
Voice	49,732	50,000	50,000	49,000
Voice hardware and software maintenance costs	19,994	38,000	38,000	28,000
Cellular	68,878	96,169	96,169	104,000
Cabling	2,927	-	-	-
Consultant fees	97,900	137,120	137,120	112,000
Library unique IT systems				
Integrated library services	184,029	-	-	-
Self-check and automated material handling	146,955	151,000	151,000	171,000
Prospector - software costs	(355)	-	-	-
Server maintenance/offsite storage	25,811	117,734	117,734	165,000
Telecommunication equipment maintenance	55,232	-	-	-
Security system maintenance	1,677	18,926	18,926	27,000
Warranties	-	-	-	37,000
AV equipment repairs	-	-	-	5,000
Training	19,125	31,000	31,000	31,000
Mileage reimbursement expenses	6,081	6,000	6,000	6,000
<b>Total Information Technology Office</b>	<b>\$ 2,387,834</b>	<b>\$ 2,669,452</b>	<b>\$ 2,669,452</b>	<b>\$ 2,731,175</b>

Development Office

Source: [ppld.org](http://ppld.org)



J. Evan Goulding District of the Year  
Award



### Celebrating the Shivers Fund Contributions

Given our stand against racism, along with the continued national and local conversations, we want to highlight and celebrate the Shivers Fund.

Clarence and Peggy Shivers created the Shivers Fund at Pikes Peak Library District, in concert with PPLD, in 1993. They introduced the Shivers African American Historical and Cultural Collection at PPLD, which continues to expand annually thanks to the Shivers Fund and its many supporters. In addition to the collection, the Shivers Fund at PPLD also provides opportunities for our community to celebrate history, culture, and the arts. The Fund hosts concerts and other events, as well as helps expand educational and cultural opportunities for young people to encourage tolerance and diversity.

Our Library District and Foundation applaud the Shivers Fund for its continued investment to create more tolerance, diversity, and community in the Pikes Peak region.

DEVELOPMENT OFFICE Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	3.00	3.00	3.00	3.00
<b>Total Authorized Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Salaries and wages	\$ 126,959	\$ 192,338	\$ 192,338	\$ 192,338
FICA charges	8,706	14,714	14,714	14,714
Retirement contributions	10,052	15,387	15,387	15,387
Development support	10,477	20,000	18,825	53,000
Mileage reimbursement expenses	279	3,000	1,000	2,200
Other expenses	1,002	2,400	900	2,400
Computer support agreement	12,466	13,000	14,942	16,000
Dues	-	-	-	1,320
Bank fees	398	1,600	310	500
Training	1,171	3,000	2,615	2,545
Supplies	678	500	500	500
<b>Total Development Office</b>	<b>\$ 172,188</b>	<b>\$ 265,939</b>	<b>\$ 261,531</b>	<b>\$ 300,904</b>



## Finance Office

The Finance Office is critical to fulfilling the provisions of both the Strategic Plan and the Mission Statement, be it community, resources, innovation/creativity, service, internal staff, accountability or in impacting individuals and building community. In essence, the Finance Office helps to keep the daily operations on-going distributes the oil that keeps the machinery moving by paying our vendors and employees, ensures our accounting is in order and can standup to the annual scrutiny of an external audit, meeting statutorily enforced reporting deadlines and provides savvy business advice and information to help guide sound decisions by management.

One of the core functions of Finance is operating as a service organization to everyone that falls under the umbrella of Public Services (and all other departments of the library district). The Finance Office support of Public Services helps their role to directly impact individual lives and build community. The Finance Office is intricately involved in ensuring that the District is exercising accountability for the resources that are entrusted to the management of the District.

### **Department Proposed Objectives for 2021 and 2022**

Objectives for the Finance Office will always include the creation and submission of the Annual audit, CAFR statements, a District Budget, administration of purchasing, accounts payable, and payroll.

- The COVID-19 pandemic has emphasized the need to look at improving digital/on-line/automation capabilities of accounts payable.
- Evaluate options for a paperless (or a more paperless) environment and Vendor Self-Service capabilities in the finance system (MUNIS).
- Evaluate and prioritize additional modules in MUNIS to be placed into operations. Priorities include components of the Human Resources modules, employee reimbursement, purchasing cards, and additional components of the fixed asset module.
- Evaluate options for upgrading MUNIS to the next best version. Varying levels of implementation will occur based on availability of Finance, HR, and IT resources, criticality of the proposed change, timing, and other factors.
- Certain staff need specialized MUNIS training on an on-going basis.
- Continued professional development for staff in areas other than MUNIS.
- Succession planning for each position in department.



<b>FINANCE OFFICE</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>Expenditures Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>FTE</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>
<b>Total Authorized Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
Salaries and wages	\$ 425,592	\$ 463,430	\$ 463,430	\$ 463,429
FICA charges	30,461	35,452	35,452	35,452
Retirement contributions	30,580	35,049	35,049	35,049
Supplies	6,924	8,500	7,500	8,500
Audit fees	45,585	40,000	41,250	42,500
Software licenses	-	-	5,000	5,000
Legal notices - advertising	514	1,000	1,000	1,000
Fiscal System annual maintenance costs	62,979	62,979	62,979	64,868
Dues	-	5,500	4,500	5,500
Mileage reimbursement expenses	2,369	2,500	1,500	2,500
Vault clean-up charges	116	1,500	500	1,500
Training	7,512	15,000	10,000	17,600
<b>Total Finance Office</b>	<b>\$ 612,632</b>	<b>\$ 670,910</b>	<b>\$ 668,160</b>	<b>\$ 682,898</b>

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Interdepartmental Expenditures

Accounts included under this section generally are such that the balances cover district-wide operations, and therefore are not specifically allocated to individual departments. The main objective for accounts included in this part of the budget is to identify the best source (vendors, services or otherwise) most efficiently and effectively in a cost-beneficial manner.

INTERDEPARTMENTAL Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Vacation/sick leave payout provision	\$ 192,455	\$ 250,000	\$ 250,000	\$ 250,000
Payroll accrual provision	49,813	70,000	70,000	70,000
Contribution - retirement plan	25,000	25,000	25,000	25,000
Personnel items	-	-	-	375,670
Minimum wage adjustment	-	31,602	31,602	5,000
Savings from vacant positions	-	(1,100,000)	(1,350,000)	(715,600)
New positions/temporary positions	-	69,684	69,684	168,920
New positions cumulative costs	-	-	-	-
Substitute pay reserve	1,346	80,000	20,000	40,000
Other payroll taxes	14,976	25,000	25,000	25,000
Dues	37,474	5,000	7,500	7,000
Legal fees	80,215	75,000	50,000	50,000
Health insurance	1,889,719	2,200,000	2,210,000	2,300,000
Vision insurance	59,509	65,000	65,000	65,000
Unemployment insurance	46,920	50,000	50,000	40,000
Workers compensation costs	45,278	73,500	48,500	55,000
Life and disability insurance	62,173	65,000	65,000	65,000
Facilities plan	-	160,000	160,000	-
Strategic plan	-	40,000	40,000	-
Supplies	-	79,990	95,000	10,000
Postage	69,447	60,000	45,000	60,000
Copier charges	62,669	61,000	61,000	61,000
Patron reimbursement	-	500	500	500
Insurance	153,248	175,000	167,371	185,000
Bank charges	9,642	10,000	7,500	7,500
Treasurer's fees	422,908	445,000	445,000	462,000
<b>Total Interdepartmental</b>	<b>\$ 3,222,792</b>	<b>\$ 3,016,276</b>	<b>\$ 2,658,657</b>	<b>\$ 3,611,990</b>

Operating Transfers to Other Funds

OPERATING TRANSFERS TO OTHER FUNDS Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
East Library Project Fund	\$ 139,627	\$ 8,545	\$ 8,545	\$ 84,200
Penrose Library Project Fund	96,700	-	-	524
Library 21c Facility Project Fund	1,156,100	63,367	63,367	165,000
Capital Reserve Fund	1,050,984	1,475,456	1,475,456	1,837,102
<b>Total Operating Transfers To Other Fund</b>	<b>\$ 2,443,411</b>	<b>\$ 1,547,368</b>	<b>\$ 1,547,368</b>	<b>\$ 2,086,826</b>

## Designated Funds Included in General Fund

## Summary

<b>DESIGNATED FUNDS</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>Expenditures Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
Wages/temporary labor	\$ 57,334	\$ 79,515	\$ 79,515	\$ 75,572
FICA charges	3,263	3,222	3,222	-
Supplies	7,004	40,610	244,244	6,252
Library materials - books	123,885	140,849	140,849	143,445
Library materials - electronic databases/online se	44,231	55,845	55,845	-
Repairs furniture	-	220	220	-
Consultant	-	8,450	8,450	-
Printing	1,922	-	-	-
Programming	88,695	95,130	95,130	44,600
Dues	2,153	3,000	3,000	-
Merchandising	-	8,500	8,500	-
Employee recognition	9,906	10,000	10,000	10,000
Software licenses	-	-	-	21,150
Signage	-	-	24,456	-
Training	47,250	21,583	21,583	4,000
Summer Adventure Prizes	-	24,000	5,286	18,714
Community outreach	6,149	-	-	-
Other designated fund expenses	44,099	69,764	69,764	4,000
Capital outlay	36,083	46,812	318,722	15,000
<b>Total Designated Funds</b>	<b>\$ 471,974</b>	<b>\$ 607,500</b>	<b>\$ 1,088,786</b>	<b>\$ 342,733</b>

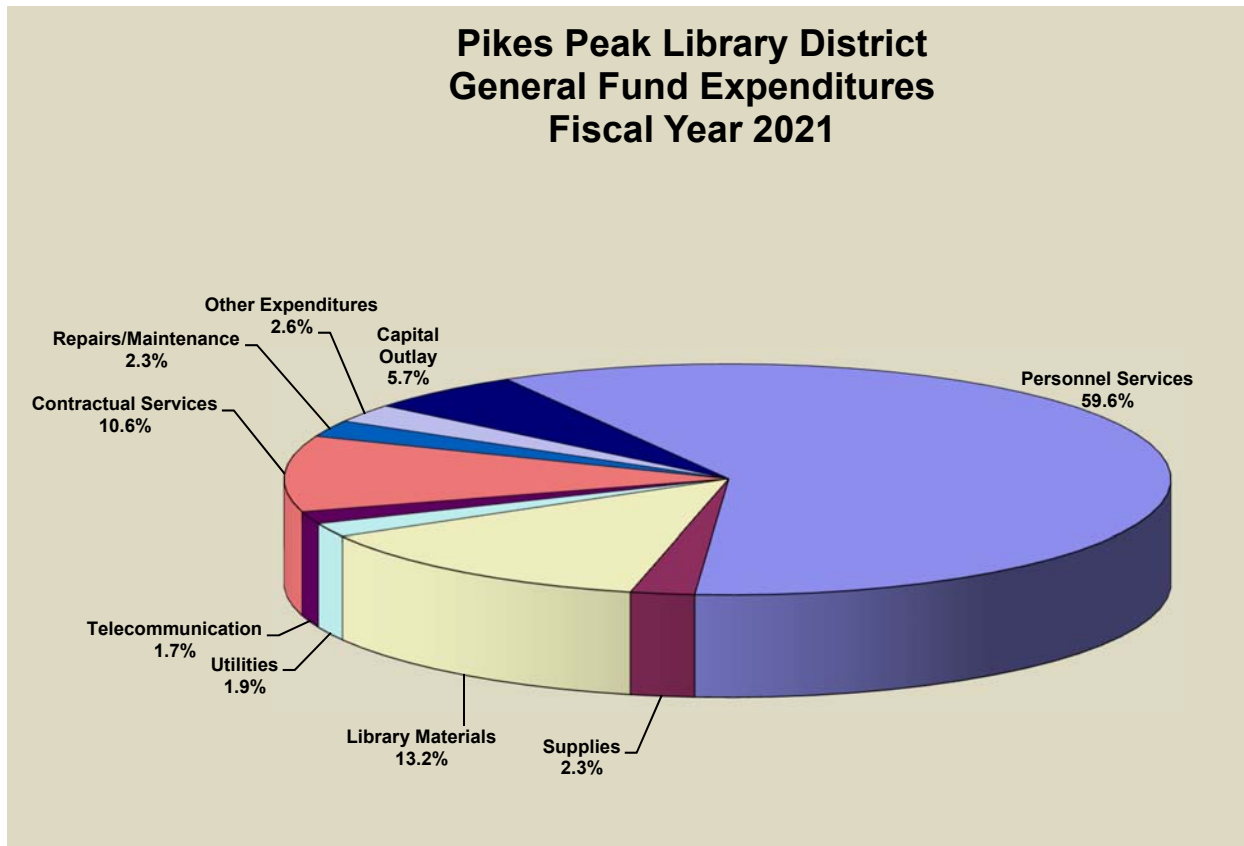
## Special Item

The District is subject to various Federal and State Regulations including several revenue limits. When the District exceeds certain limits, it is required to refund the excess revenue collected along with 10% annual interest, unless voter approval to keep the excess revenue is attained. The District decided to forego the voter approval process and refund the excess revenue through a temporary mill levy credit within its 2021 mill levy.

<b>SPECIAL ITEM</b>				
TABOR refund	\$ -	\$ -	\$ 180,108	\$ -

General Fund Expenditures Summary

General Fund Summary Expenditures Account	2019 Budget	2020 Budget	2020 Projection	2021 Budget
FTE	372.25	374.05	374.05	365.43
<b>Total Authorized Positions</b>	475	476	476	458
<b>Chief Librarian and CEO Office</b>	\$ 296,502	\$ 293,904	\$ 264,004	\$ 285,905
<b>Library Services</b>	9,459,361	10,907,387	10,584,267	10,607,085
<b>Branch Services</b>	9,160,168	10,165,784	9,893,402	9,677,410
<b>Security</b>	661,886	976,524	963,624	969,876
<b>Human Resources Office</b>	509,965	681,033	599,783	694,276
<b>Facilities Office</b>	3,188,212	3,508,243	3,312,647	3,635,350
<b>Communications Office</b>	1,075,574	1,141,591	1,158,341	1,063,944
<b>Information Technology Office</b>	2,387,834	2,669,452	2,669,452	2,731,175
<b>Development Office</b>	172,188	265,939	261,531	300,904
<b>Finance Office</b>	612,632	670,910	668,160	682,898
<b>Interdepartmental</b>	3,222,792	3,016,276	2,658,657	3,611,990
<b>Capital Outlay</b>	36,083	46,812	318,722	15,000
<b>Operating Transfers To Other Funds</b>	2,443,411	1,547,368	1,547,368	2,086,826
<b>Designated Funds</b>	435,891	560,688	770,064	327,733
<b>Special Item</b>	-	-	180,108	-
<b>Total General Fund Expenditures</b>	<b>\$ 33,662,499</b>	<b>\$ 36,451,911</b>	<b>\$ 35,850,130</b>	<b>\$ 36,690,372</b>



New Positions

Position Name	Location	2021						Total Cost	2021
		Proposed Grade	Previous	Proposed	Previous	Proposed			
			Hours Week	Hours Week	Hourly Rate	Hourly Rate			
Creative Services Floater	Creative Services	18	-	40	\$ -	\$ 19.57	\$ 60,094	\$ 60,094	
Culinary Program Supervisor	Creative Services	19	-	40	-	20.52	62,379	62,379	
HR Administrative Specialist	Human Resources	16	20	40	16.83	16.83	34,661	34,661	
Finance Assistant	Finance Office	15	30	40	16.23	16.23	11,786	11,786	
								<b>\$ 168,920</b>	

## Designated Funds Included in General Fund

Designated funds incorporate all financial activity (sources and uses) of all funds received that were restricted or designated by a source from outside the District. Often, such funds are received for specific purposes or activities, and they generally supplement General Fund expenditures. Sources of these funds include, but are not necessarily limited to, federal, state and local grants, and donations from individuals, corporations, foundations, and other non-profits.

Previously, all financial activity of such funds were accounted for utilizing Special Revenue Funds (SRFs). The definition of SRFs changed, and none of these funds qualify as a SRF. The financial activity of these funds are now accounted for within the General Fund (or within Capital Project Funds if and when warranted).

### Designated Funds – Schedule of Revenues, Expenditures and Changes in Fund Balance

Designated Fund	Expenditures & Revenues BOY & EOY Fund Balance	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Annual Fund</b>	Fund Balance - Beginning of Year	\$ 7,814	\$ 7,814	\$ 7,814	\$ 13,094
	Financing Sources	-	38,951	131	-
	Fiscal Year Expenditures	-	13,565	(5,149)	-
	Fund Balance - End of Year	7,814	33,200	13,094	13,094
<b>Facilities Support</b>	Fund Balance - Beginning of Year	1,050	1,050	1,050	1,050
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	1,050	1,050	1,050	1,050
<b>Penrose Library Support</b>	Fund Balance - Beginning of Year	(1,664)	10,510	10,510	10,510
	Financing Sources	12,174	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	10,510	10,510	10,510	10,510
<b>Cheyenne Mountain</b>	Fund Balance - Beginning of Year	8,256	8,256	8,256	15
	Financing Sources	-	5,000	5,000	-
	Fiscal Year Expenditures	-	13,241	13,241	-
	Fund Balance - End of Year	8,256	15	15	15
<b>Fountain Library</b>	Fund Balance - Beginning of Year	670	240	240	240
	Financing Sources	33,500	-	-	-
	Fiscal Year Expenditures	33,930	-	-	-
	Fund Balance - End of Year	240	240	240	240
<b>High Prairie</b>	Fund Balance - Beginning of Year	5,877	5,877	5,877	5,877
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	5,877	5,877	5,877	5,877
<b>Manitou Springs</b>	Fund Balance - Beginning of Year	4,182	6,405	6,405	6,405
	Financing Sources	2,223	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	6,405	6,405	6,405	6,405
<b>Monument</b>	Fund Balance - Beginning of Year	518	518	518	518
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	518	518	518	518

Designated Fund	Expenditures & Revenues BOY & EOY Fund Balance	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Old Colorado City</b>	Fund Balance - Beginning of Year	11,444	11,444	11,444	11,444
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	11,444	11,444	11,444	11,444
<b>Palmer Lake</b>	Fund Balance - Beginning of Year	961	961	961	961
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	961	961	961	961
<b>Ruth Holley</b>	Fund Balance - Beginning of Year	291	291	291	291
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	291	291	291	291
<b>Sand Creek</b>	Fund Balance - Beginning of Year	(8,539)	-	-	-
	Financing Sources	10,692	880	880	-
	Fiscal Year Expenditures	2,153	880	880	-
	Fund Balance - End of Year	-	-	-	-
<b>Mobile Library Services</b>	Fund Balance - Beginning of Year	179	179	179	179
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	179	179	179	179
<b>Carnegie Facilities</b>	Fund Balance - Beginning of Year	173	173	173	173
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	173	173	173	173
<b>Carnegie Garden</b>	Fund Balance - Beginning of Year	2,462	2,462	2,462	2,462
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	2,462	2,462	2,462	2,462
<b>East Region</b>	Fund Balance - Beginning of Year	1,500	1,500	1,500	1,500
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	1,500	1,500	1,500	1,500
<b>Minimaker Faire</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	2,100	-	-	-
	Fiscal Year Expenditures	2,100	-	-	-
	Fund Balance - End of Year	-	-	-	-
<b>Children's</b>	Fund Balance - Beginning of Year	2,660	-	-	-
	Financing Sources	5,461	7,425	7,425	-
	Fiscal Year Expenditures	8,121	7,425	7,425	-
	Fund Balance - End of Year	-	-	-	-
<b>Author Series</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	6,826	-	-	-
	Fiscal Year Expenditures	6,826	-	-	-
	Fund Balance - End of Year	-	-	-	-
<b>LENA Grant</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	-	-	-	8,450
	Fiscal Year Expenditures	-	-	-	8,450
	Fund Balance - End of Year	-	-	-	-

Designated Fund	Expenditures & Revenues BOY & EOY Fund Balance	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Adult Servies</b>	Fund Balance - Beginning of Year	18,564	15,167	15,167	12,371
	Financing Sources	1,000	-	-	-
	Fiscal Year Expenditures	4,397	2,796	2,796	2,500
	Fund Balance - End of Year	15,167	12,371	12,371	9,871
<b>Adult Reading</b>	Fund Balance - Beginning of Year	(1,518)	-	-	-
	Financing Sources	4,278	1,458	1,458	-
	Fiscal Year Expenditures	2,760	1,458	1,458	-
	Fund Balance - End of Year	-	-	-	-
<b>Senior Services</b>	Fund Balance - Beginning of Year	2,195	2,195	2,195	2,195
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	2,195	2,195	2,195	2,195
<b>Young Adult Services</b>	Fund Balance - Beginning of Year	5,076	-	-	-
	Financing Sources	2,047	-	13,320	-
	Fiscal Year Expenditures	7,123	13,320	13,320	-
	Fund Balance - End of Year	-	(13,320)	-	-
<b>Summer Reading</b>	Fund Balance - Beginning of Year	18,714	18,714	18,714	-
	Financing Sources	-	1,286	1,286	-
	Fiscal Year Expenditures	-	20,000	20,000	18,714
	Fund Balance - End of Year	18,714	-	-	(18,714)
<b>Special Collections</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	5,185	8,450	28,950	-
	Fiscal Year Expenditures	5,185	28,950	28,950	-
	Fund Balance - End of Year	-	(20,500)	-	-
<b>Collection Management</b>	Fund Balance - Beginning of Year	2,287	1,879	1,879	1,879
	Financing Sources	148,097	157,445	162,445	143,445
	Fiscal Year Expenditures	148,505	162,445	162,445	143,445
	Fund Balance - End of Year	1,879	(3,121)	1,879	1,879
<b>Materials Recycle</b>	Fund Balance - Beginning of Year	-	4,608	4,608	4,608
	Financing Sources	4,608	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	4,608	4,608	4,608	4,608
<b>AEFLA</b>	Fund Balance - Beginning of Year	(18,674)	-	-	-
	Financing Sources	124,682	106,974	106,974	106,974
	Fiscal Year Expenditures	106,008	106,974	106,974	106,974
	Fund Balance - End of Year	-	-	-	-
<b>Online High School</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	23,780	68,000	68,000	-
	Fiscal Year Expenditures	23,780	68,000	68,000	-
	Fund Balance - End of Year	-	-	-	-
<b>LitSource Support</b>	Fund Balance - Beginning of Year	16,527	16,046	16,046	16,046
	Financing Sources	1,394	-	-	-
	Fiscal Year Expenditures	1,875	-	-	-
	Fund Balance - End of Year	16,046	16,046	16,046	16,046
<b>Video Center</b>	Fund Balance - Beginning of Year	33,514	51,014	51,014	36,014
	Financing Sources	17,500	-	-	-
	Fiscal Year Expenditures	-	15,000	15,000	15,000
	Fund Balance - End of Year	51,014	36,014	36,014	21,014



Designated Fund	Expenditures & Revenues BOY & EOY Fund Balance	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Makerspace</b>	Fund Balance - Beginning of Year	2,500	2,500	2,500	2,500
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	2,500	2,500	2,500	2,500
<b>Creative Services</b>	Fund Balance - Beginning of Year	5,000	5,000	5,000	5,000
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	5,000	5,000	5,000	5,000
<b>Family Place</b>	Fund Balance - Beginning of Year	(7,796)	-	-	-
	Financing Sources	7,796	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	-	-	-	-
<b>CEO</b>	Fund Balance - Beginning of Year	12,336	6,609	6,609	6,609
	Financing Sources	422	-	-	-
	Fiscal Year Expenditures	6,149	-	-	4,000
	Fund Balance - End of Year	6,609	6,609	6,609	2,609
<b>Security</b>	Fund Balance - Beginning of Year	15	15	15	15
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	15	15	15	15
<b>Staff-O</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	9,906	10,000	10,000	10,000
	Fiscal Year Expenditures	9,906	10,000	10,000	10,000
	Fund Balance - End of Year	-	-	-	-
<b>Inclusive Initiative</b>	Fund Balance - Beginning of Year	(1,100)	-	-	-
	Financing Sources	3,400	-	-	-
	Fiscal Year Expenditures	2,300	-	-	-
	Fund Balance - End of Year	-	-	-	-
<b>Census 2020</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	308	46,797	46,797	-
	Fiscal Year Expenditures	308	46,797	46,797	-
	Fund Balance - End of Year	-	-	-	-
<b>El Pomar Resource Center</b>	Fund Balance - Beginning of Year	(5,042)	1,569	1,569	(1,430)
	Financing Sources	12,730	7,000	7,000	-
	Fiscal Year Expenditures	6,119	9,999	9,999	-
	Fund Balance - End of Year	1,569	(1,430)	(1,430)	(1,430)
<b>All Pikes Peak Reads</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	19,584	54,000	54,000	-
	Fiscal Year Expenditures	19,584	54,000	54,000	-
	Fund Balance - End of Year	-	-	-	-
<b>Poet Laureate</b>	Fund Balance - Beginning of Year	110	110	110	110
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	110	110	110	110
<b>Shivers</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	45,553	15,000	15,000	25,000
	Fiscal Year Expenditures	45,553	15,000	15,000	25,000
	Fund Balance - End of Year	-	-	-	-

Designated Fund	Expenditures & Revenues BOY & EOY Fund Balance	2019 Actual	2020 Budget	2020 Projection	2021 Budget
<b>Staff Development</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	28,357	16,000	16,000	-
	Fiscal Year Expenditures	28,357	16,000	16,000	-
	Fund Balance - End of Year	-	-	-	-
<b>Ciavonne Trust</b>	Fund Balance - Beginning of Year	(221)	6	6	6
	Financing Sources	650	650	650	650
	Fiscal Year Expenditures	423	650	650	650
	Fund Balance - End of Year	6	6	6	6
<b>Donor Relations</b>	Fund Balance - Beginning of Year	6,052	6,052	6,052	6,052
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	-	-	-
	Fund Balance - End of Year	6,052	6,052	6,052	6,052
<b>Authors</b>	Fund Balance - Beginning of Year	14,122	14,122	14,122	13,122
	Financing Sources	-	-	-	-
	Fiscal Year Expenditures	-	1,000	1,000	8,000
	Fund Balance - End of Year	14,122	13,122	13,122	5,122
<b>CVRF Grant</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	-	-	500,000	-
	Fiscal Year Expenditures	-	-	500,000	-
	Fund Balance - End of Year	-	-	-	-
<b>Library 21c</b>	Fund Balance - Beginning of Year	-	-	-	-
	Financing Sources	515	-	-	-
	Fiscal Year Expenditures	515	-	-	-
	Fund Balance - End of Year	-	-	-	-
<b>Totals</b>	Fund Balance - Beginning of Year	\$ 140,495	\$ 203,289	\$ 203,289	\$ 159,819
	Total Fiscal Year Estimated Revenues	534,768	545,316	1,045,316	294,519
	Fiscal Year Expenditures	471,974	607,500	1,088,786	342,733
	Fund Balance - End of Year	\$ 203,289	\$ 141,105	\$ 159,819	\$ 111,605

## CAPITAL PROJECT FUNDS

## East Library Project Fund

The 2021 Budget includes \$84,200 for capital expenditures. These expenditures will be funded through a transfer of \$84,200 from the General Fund.

The largest projects include the following:

- \$25,000 – IT closet with cooling
- \$25,000 – Contingency
- \$25,000 – Computer lab tables

East Library Project Fund	2019 Actual	2020 Budget	2020 Adj Budget	2020 Projection	2021 Budget
<b>Sources of Funds</b>					
<b>Funding - Pikes Peak Library District</b>					
Operating transfer - General Fund	\$ 139,627	\$ 8,545	\$ 8,545	\$ 8,545	\$ 84,200
<b>Uses of Funds</b>					
<b>Building Items</b>					
Building maintenance/minor renovation projects					
Additional study room chairs	3,547	-	-	-	-
Add a closet with cooling for IT	-	-	-	-	25,000
Contingency	-	-	22,511	22,511	25,000
Enclose chiller pit	3,665	-	-	-	-
Roof structure over chiller pit	8,715	-	-	-	-
Replace emergency lighting generator	1,950	-	95,274	95,274	-
Roofing consultant to evaluate existing roof	-	30,000	13,241	13,241	-
External filtration system for laser cutter	1,907	-	-	-	-
Computer lab tables	-	-	-	-	20,000
Reading Bay area furniture	-	20,000	-	-	-
Adult Education 4-person shared workstation	2,765	-	-	-	-
COVID upgrades	-	-	-	-	14,200
Renovate Security office	-	5,750	5,750	5,750	-
Furniture	-	30,000	30,000	30,000	-
Replace aging fire panel	-	32,000	32,000	32,000	-
Convert sound booth in community room to storage	-	3,000	3,000	3,000	-
IT equipment	-	-	2,071	2,071	-
<b>Total Uses of Funds</b>	<b>22,549</b>	<b>120,750</b>	<b>203,847</b>	<b>203,847</b>	<b>84,200</b>
<b>Excess Revenues Over Expenditures</b>	<b>117,078</b>	<b>(112,205)</b>	<b>(195,302)</b>	<b>(195,302)</b>	<b>-</b>
<b>Fund Balance - Beginning of Year</b>	<b>78,224</b>	<b>195,302</b>	<b>195,302</b>	<b>195,302</b>	<b>-</b>
<b>Fund Balance - End of Year</b>	<b>\$ 195,302</b>	<b>\$ 83,097</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Penrose Library Project Fund

The 2021 Budget includes \$162,500 for capital expenditures. The estimated fund balance as of December 31, 2020 is \$161,975, which will be used to pay for these expenditures. The Difference is \$525, and it will be funded through a transfer from the General Fund.

The largest projects include the following:

- \$25,000 – Add IT closet to the 1905 Carnegie Building
- \$25,000 – Painting allowance
- \$35,000 – Consultant fees to evaluate conditions of the existing roof



CAPITAL PROJECT FUNDS

Penrose Library Project Fund

Penrose Library Project Fund	2019 Actual	2020 Budget	2020 Adj Budget	2020 Projection	2021 Budget
<b>Sources of Funds</b>					
<b>Funding - Pikes Peak Library District</b>					
Operating transfer - General Fund	96,700	\$ -	\$ -	\$ -	\$ 524
<b>Uses of Funds</b>					
<b>PENROSE PUBLIC LIBRARY</b>					
Open chairs for Adult Education Services	-	-	-	-	2,500
Roof preventative maintenance repairs	-	-	5,130	5,130	-
Replace existing parking lot meters	-	50,000	50,000	50,000	-
Roofing consultant to evaluate existing roof	-	30,000	30,000	30,000	35,000
Asphalt crack fill	15,764	-	-	-	-
Replace rooftop unit	20,544	-	-	-	-
Replace existing fire panel	16,921	-	-	-	-
Work/Circulation room in basement (2 adj height desks)	852	-	-	-	-
Install glass wall structure - Executive Assistant area	-	-	-	-	15,000
Chiller pumps replacement	-	55,000	55,000	55,000	-
<b>1905 CARNEGIE BUILDING</b>					
Building maintenance/minor renovation projects					
Add office for Manager	-	-	-	-	20,000
Add IT closet	-	-	-	-	25,000
<b>KCH OFFICE BUILDING/PENROSE LIBRARY</b>					
Renovation costs	551,856	-	16,151	16,151	-
Add messinine door structure	-	-	-	-	15,000
Painting allowance	-	-	-	-	25,000
Carnegie - Add wall to separate public area from staff area	-	5,000	-	-	-
KCH - movable walls/partitions for displays	-	3,000	3,000	3,000	-
KCH - chairs for mezzanine	-	2,550	2,550	2,550	-
KCH - work tables (4) for mezzanine	-	6,200	6,200	6,200	-
KCH - interior paint	-	15,000	15,000	15,000	-
KCH - exterior trim paint	-	8,500	8,500	8,500	-
KCH - replace awnings at front entrance	-	1,500	1,500	1,500	-
Add (9) meeting room tables	-	3,500	-	-	-
Convert Pine/Aspen room lighting to dimmable	-	13,000	-	-	-
Install carpet in valut for meeting room	-	2,000	2,000	2,000	-
Replace all wooden chairs in public area	-	13,000	13,000	13,000	-
Replace catalog computers to pillars	-	1,500	-	-	-
Replace current computer tables in lab (8)	-	10,000	-	-	-
Purchase stages for two Columbine rooms	-	12,000	-	-	-
Purchase mural on garage wall	-	5,250	5,250	5,250	-
Expand lighting controls in lower level to same as main level	-	15,000	-	-	-
Add store front wall to create office in Adult Education	-	15,000	15,000	15,000	-
Power for moving catalog computers	-	1,000	-	-	-
Contingency	2,514	-	101,361	101,361	25,000
<b>Total Uses of Funds</b>	<b>608,451</b>	<b>268,000</b>	<b>329,642</b>	<b>329,642</b>	<b>162,500</b>
<b>Excess Revenues Over Expenditures</b>	<b>(511,751)</b>	<b>(268,000)</b>	<b>(329,642)</b>	<b>(329,642)</b>	<b>(161,976)</b>
<b>Fund Balance - Beginning of Year</b>	<b>1,003,369</b>	<b>491,618</b>	<b>491,618</b>	<b>491,618</b>	<b>161,976</b>
<b>Fund Balance - End of Year</b>	<b>\$ 491,618</b>	<b>\$ 223,618</b>	<b>\$ 161,976</b>	<b>\$ 161,976</b>	<b>\$ -</b>

## Library 21c Project Fund

The 2021 Budget includes \$165,000 for capital expenditures. The entire balance of projected expenditures for 2021 Budget will be funded through a transfer from the General Fund.

The largest projects include the following:

- \$105,000 – Back-up generator
- \$25,000 – Awning for curbside pick-up services
- \$25,000 – Contingency



<b>Library 21c Project Fund</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Adj Budget</b>	<b>2020 Projection</b>	<b>2021 Budget</b>
<b>Sources of Funds</b>					
<b>Funding - Pikes Peak Library District</b>					
Operating transfer - General Fund	\$ 1,156,100	\$ -	\$ 63,367	\$ 63,367	\$ 165,000
<b>Uses of Funds</b>					
<b>Building Items</b>					
<b>Parking Lot</b>					
Awning for curbside service	-	-	-	-	25,000
<b>Roofing Costs</b>					
system)	712,758	-	-	-	-
Replace skylight system	104,560	-	-	-	-
<b>HVAC Costs</b>					
Boiler replacement	-	-	275,000	275,000	-
<b>Renovation Costs</b>					
Contingency	69,474	-	-	-	-
Back up generator	-	-	-	-	105,000
Courtyard improvements	19,916	-	-	-	-
<b>Other Items</b>					
Contingency	-	-	68,283	68,283	25,000
Install additional can lights	-	-	1,200	1,200	-
Children's shelf movers	-	-	2,500	2,500	-
Office chair replacement (children's) and meeting rooms	7,200	-	-	-	-
Collection Management tables, height adjustable	-	-	1,200	1,200	-
<b>Computer equipment</b>					
Closet UPS	-	-	-	-	10,000
<b>Equipment</b>					
Audio booth	3,974	-	-	-	-
<b>Minor projects</b>					
Increase stage size	1,788	-	3,120	3,120	-
Studio noise mitigation	1,417	-	20,562	20,562	-
Venue LED lighting	3,094	-	478	478	-
AV equipment maintenance	-	-	4,686	4,686	-
Culinary lab equipment	-	86,020	86,020	86,020	-
Record management system	-	30,000	30,000	30,000	-
Add gas supply to kitchen for culinary lab	-	25,000	25,000	25,000	-
Replace business center/learning lab chairs	-	17,000	17,000	17,000	-
Install new service point on first floor	-	20,000	-	20,000	-
Add charging tables/towers	-	6,000	-	6,000	-
Install one-way window	-	5,500	5,500	5,500	-
Replace Children's Service desk	-	6,000	6,000	6,000	-
Revamp Creative Services area	-	3,000	-	3,000	-
Three sit/stand converters	-	1,000	1,000	1,000	-
Replace training room tables and chairs	-	9,500	-	9,500	-
Acoustic improvements to editing offices	-	8,000	-	8,000	-
<b>Total Uses of Funds</b>	<b>924,181</b>	<b>217,020</b>	<b>547,549</b>	<b>594,049</b>	<b>165,000</b>
<b>Excess Revenues Over Expenditures</b>	<b>231,919</b>	<b>(217,020)</b>	<b>(484,182)</b>	<b>(530,682)</b>	<b>-</b>
<b>Fund Balance - Beginning of Year</b>	<b>252,263</b>	<b>484,182</b>	<b>484,182</b>	<b>484,182</b>	<b>(46,500)</b>
<b>Fund Balance - End of Year</b>	<b>\$ 484,182</b>	<b>\$ 267,162</b>	<b>\$ -</b>	<b>\$ (46,500)</b>	<b>\$ (46,500)</b>



## Capital Reserve Fund

The 2021 Budget includes \$1,837,102 for capital expenditures. These expenditures will be funded through a transfer from the General Fund.

The largest projects include the following:

- \$576,000– Network switches and UPS
- \$230,000 – Technology refresh public computers
- \$160,000 – Security and surveillance infrastructure
- \$110,000 – Technology refresh staff computers
- \$96,000 – UPS rotation
- \$85,000 – East Library and staff cabling
- \$56,000 – District-wide audio-visual equipment standardization
- \$55,000 – AWE literacy workstations
- \$40,000 – Web upgrade to Drupal
- \$35,000 – Penrose admin and staff cabling
- \$50,000 – Replace rooftop unit at Sand Creek Library facility
- \$50,000 – Capital contingency (non-IT related projects)
- \$25,000 – Furniture replacement contingency

Capital Reserve Fund	2019 Actual	2020 Budget	2020 Adj Budget	2020 Projection	2021 Budget
<b>Sources of Funds</b>					
<b>Funding - Pikes Peak Library District</b>					
Operating transfer - General Fund	\$ 1,050,984	\$ 1,781,810	\$ 1,475,456	\$ 1,475,456	\$ 1,837,102
<b>Funding - Fundraising</b>					
Donations - Pikes Peak Library District Foundation	-	-	123,000	123,000	-
<b>Funding - Other</b>					
Landlord reimbursement - Ruth Holley Library improvements	-	-	61,874	61,874	-
Sales of assets	-	-	12,500	12,500	-
<b>Total Sources of Funds</b>	<b>1,050,984</b>	<b>1,781,810</b>	<b>1,672,830</b>	<b>1,672,830</b>	<b>1,837,102</b>
<b>Uses of Funds</b>					
<b>FACILITIES</b>					
<b>MOBILE LIBRARY SERVICES</b>					
Front desk replacement	-	2,000	2,000	2,000	-
Awning replacement	-	4,000	4,000	4,000	-
Two (2) half wraps	-	13,000	13,000	13,000	-
Replace generator for bookmobile 705	-	-	12,500	12,500	-
City bookmobile headlight upgrade	-	-	-	-	2,500
City bookmobile leaf spring upgrade	-	-	-	-	5,000
County bookmobile - back-up camera upgrade	-	-	-	-	1,500
Lobby stop van - replace lift gate	-	-	-	-	4,000
<b>CHEYENNE MOUNTAIN LIBRARY</b>					
Workroom cabinets and storage	-	-	2,000	2,000	-
Replace existing circulation desk	-	15,000	15,000	15,000	-
Replace entry tile with walk-off carpet tile	-	5,000	5,000	5,000	-
Meeting room tables	-	-	-	-	5,000
<b>FOUNTAIN LIBRARY</b>					
Other furniture/equipment replacement	-	5,000	-	-	-
Meeting Room AV Closet	-	-	3,000	3,000	-
Chair replacement in meeting room	-	6,500	-	-	-



Capital Reserve Fund	2019 Actual	2020 Budget	2020 Adj Budget	2020 Projection	2021 Budget
<b>Uses of Funds</b>					
<b>RUTH HOLLEY LIBRARY</b>					
Leasehold improvements	-	-	61,874	61,874	-
Curbside drive-up window	-	-	-	-	10,000
Learning lab furniture	-	10,000	10,000	10,000	-
Replace meeting room carpet and staff area	13,000	-	1,409	1,409	-
Meeting room furniture	15,198	-	-	-	-
Study room furniture	2,962	-	-	-	-
Repaint interior	10,000	-	-	-	-
Update service points	4,421	-	579	579	-
Add electricity to Friends storage closet	2,078	-	-	-	-
Learning lab - tables	-	-	-	-	5,000
<b>MANITOU SPRINGS BRANCH</b>					
Relocation project	-	-	493,646	493,646	-
<b>MONUMENT LIBRARY</b>					
Replace (4) adult area chairs	-	2,400	-	-	-
Community Room back area blind replacement	-	4,700	-	-	-
Community Room tables and chairs replacement	-	8,000	-	-	-
Replace teen area PC table and chair	-	2,000	2,000	2,000	-
Four (4) Rtu's replacement allowance	-	-	-	-	12,500
Replace bulbs	864	-	336	336	-
<b>OLD COLORADO CITY LIBRARY</b>					
HVAC replacement/upgrades	-	-	-	-	5,000
Canopy over book drop	-	5,000	-	-	-
Replace carpet to rubber in meeting room	-	3,500	-	-	-
Replace meeting room chairs and tables	-	5,650	-	-	-
Charging tables (4) and computer tables (6)	-	12,000	-	-	-
New wood floor on main level - fundraised	-	-	75,000	75,000	-
<b>ROCKRIMMON LIBRARY</b>					
Replace meeting room carpet	-	6,000	6,000	6,000	-
Meeting room tables	-	3,000	-	-	-
Furniture for Children's redesign	-	-	2,500	2,500	-
<b>SAND CREEK LIBRARY</b>					
Replace rooftop unit	-	-	-	-	50,000
Replace crash bar and lock on front door	-	-	-	-	5,568
Adjustable height tables	-	-	-	-	2,052
Locking drive-up book returns	-	-	-	-	6,000
<b>CALHAN BRANCH</b>					
Calhan renovation project	375,517	-	57,338	57,338	-
<b>OTHER ITEMS</b>					
Concrete replacement - districtwide allowance	5,630	-	17,930	17,930	10,000
Staff lounges improvements	3,447	-	26,469	26,469	-
Tree trimming - district-wide	-	15,000	15,000	15,000	-
Upgrade fire system dialers to cellular	-	-	-	-	12,000
Asphalt repairs and maintenance - districtwide allowance	716	32,000	46,356	46,356	15,000
Water management system	685	-	-	-	-
Capital contingency	-	-	106,273	106,273	50,000
Tractor replacement	-	-	10,000	10,000	-
Furniture replacement contingency	-	25,000	25,000	25,000	25,000
Roof inspections, preventative maintenance repairs	-	15,000	25,000	25,000	15,000
Story walks at East, Penrose 21c and Fountain Libraries	-	-	-	-	16,000
Elevator electronic access at East and Penrose	-	-	-	-	3,966
Purchase uniform recycling retainers at all facilities	-	-	-	-	10,000
Contingency	61,055	50,000	248,134	248,134	-
Asphalt Maintenance - Old Colorado City, High Prairie, Fountain	7,627	-	-	-	-
<b>Total - Facilities</b>	<b>503,200</b>	<b>249,750</b>	<b>1,287,344</b>	<b>1,287,344</b>	<b>271,086</b>

Capital Reserve Fund	2019 Actual	2020 Budget	2020 Adj Budget	2020 Projection	2021 Budget
<b>Uses of Funds</b>					
<b>INFORMATION TECHNOLOGY</b>					
<b>Servers</b>					
Replacements	-	-	2,000	2,000	-
Backup storage replacement					
<b>Computers</b>					
Technology refresh (staff)	18,221	-	76,502	76,502	-
PCs - video editing	-	-	11,114	11,114	-
Technology refresh (patrons)	130,845	-	-	-	-
<b>Barcode scanners, RFID equipment</b>	-	-	32,182	32,182	-
<b>Telecommunications equipment</b>					
Telecommunications switches and UPS	82,739	246,000	263,261	263,261	-
<b>Laptops</b>					
Young Adult Services	5,897	-	-	-	-
Children's Services iPads	5,980	-	-	-	-
Datacenter redesign	-	-	201,399	201,399	-
AMH bins(2)	-	-	20,000	20,000	-
Telephone wireless or USB headsets	6,922	-	-	-	-
Copiers and printers replacement project	14,464	-	286,536	286,536	-
Regional History and Genealogy equipment	15,380	-	13,620	13,620	-
East Library tween computers	-	-	4,000	4,000	-
<b>Contingency</b>	2,320	-	5,072	5,072	-
Telecommunications switches and UPS	61,503	-	-	-	-
<b>Firewall Replacement</b>	14,455	-	46,082	46,082	-
<b>Switches/UPS rotation</b>	11,606	-	61,726	61,726	-
<b>Network Infrastructure</b>					
Telecommunications switches and UPS	-	-	-	-	576,000
UPS rotation	-	-	-	-	96,000
Router replacement	-	-	-	-	10,000
Cabling infrastructure repair	-	-	-	-	25,000
East Admin and staff cabling	-	-	-	-	85,000
Penrose Admin and staff cabling	-	-	-	-	35,000
Contingency cabling (non eRate)	-	-	-	-	10,000
<b>Computers</b>					
Technology refresh (staff)	3,279	371,525	371,525	371,525	110,000
Technology refresh (patrons)	28,498	-	-	-	230,000
AWE literacy stations	-	-	-	-	55,000
Adult Education Chromebook and hotspots	-	-	-	-	5,000
Creative Service specialized sap top (3D Capable)	-	-	-	-	3,200
Young Adult Services programming Chromebook	-	-	-	-	5,300
Security system elevator access control	-	-	-	-	3,966
<b>Printers and copiers</b>					
Staff and public	-	-	-	-	5,000
<b>CIO Contingency, Management Reserve and IT Dept.</b>					
Contingency	-	-	25,481	25,481	15,000
<b>Surveillance and Security Infrastructure</b>					
Access control	-	-	-	-	60,000
Surveillance cameras	-	-	-	-	100,000
<b>Audio and Visual Services</b>					
District-wide audio-visual equipment standardization	-	-	125,000	125,000	56,000
Penrose Library - additional data ports	-	-	2,500	2,500	-
<b>ILS/RFID System</b>					
Receipt printers	-	-	-	-	12,500
Barcode scanners	-	-	-	-	12,500

## CAPITAL PROJECT FUNDS

## Capital Reserve Fund

Capital Reserve Fund	2019 Actual	2020 Budget	2020 Adj Budget	2020 Projection	2021 Budget
<b>Uses of Funds</b>					
<b>INFORMATION TECHNOLOGY</b>					
<b>WEB</b>					
Upgrade to Drupal	-	-	-	-	40,000
<b>Security system equipment</b>	-	845,000	203,078	203,078	
<b>Library system peripheral</b>	-	265,000	265,000	265,000	
Archival management system	-	-	13,400	13,400	-
<b>Total Information Technology</b>	402,109	1,727,525	2,029,478	2,029,478	1,550,466
<b>COMMUNICATIONS</b>					
<b>Signage</b>					
Monument Library	-	3,000	3,000	3,000	-
Palmer Lake Library	-	2,000	2,000	2,000	-
Rockrimmon Library	-	2,500	2,500	2,500	-
Ute Pass Library	-	2,000	2,000	2,000	-
Signage projects	-	-	-	-	7,550
<b>Total Communications</b>	-	9,500	9,500	9,500	7,550
<b>VIDEO STUDIO</b>					
<b>Peripheral equipment</b>					
Video projector replacements and additions	-	-	5,000	5,000	5,000
Isolation booth - Library 21c Studio	20,000	-	-	-	-
Replacement wireless mic kit	748	-	552	552	-
Replacement audio recorder	-	-	300	300	-
Photo roller system	-	-	1,000	1,000	-
New checkout equipment L21c	2,100	-	1,800	1,800	-
Replacement cameras - Studio 21c (5)	-	1,620	39,120	39,120	-
Replacement chargeable batteries	-	-	1,620	1,620	-
Replacement DSLR cameras for checkout	-	-	5,700	5,700	-
Replace audio recorder kit	-	-	1,200	1,200	-
Replacement teleprompter	-	-	1,550	1,550	-
Replace video camera kit for checkout	2,100	-	900	900	-
Replace GoPro kits	-	-	1,500	1,500	-
Contingency	-	-	320	320	-
<b>Total Video Studio</b>	24,948	1,620	60,562	60,562	5,000
<b>CREATIVE SERVICES</b>					
Replacement circuit machines	412	-	788	788	-
Sand Creek Library - vinyl record cutter	-	-	9,000	9,000	-
Sand Creek Library - larger kiln	-	-	3,000	3,000	-
East Library - larger laser cutter	17,438	-	562	562	-
New maker kits	-	2,500	3,500	3,500	-
Replacement Lutzbot Mini 3D printer	-	10,200	10,200	10,200	-
Replacement TAZ 6 3D printers	-	17,000	17,000	17,000	-
Replacement silhouettes Sand Creek and L21c libraries	-	700	700	700	-
Equipment replacement fund	792	-	2,708	2,708	-
3D scanner	-	-	-	-	3,000
Contingency	-	-	48,886	48,886	-
<b>Total Creative Services</b>	18,642	30,400	96,344	96,344	3,000
<b>Total Uses of Funds</b>	948,899	2,018,795	3,483,228	3,483,228	1,837,102
<b>Excess Revenues Over Expenditures</b>	102,085	(236,985)	(1,810,398)	(1,810,398)	-
<b>Fund Balance - Beginning of Year</b>	1,708,313	1,810,398	1,810,398	1,810,398	-
<b>Fund Balance - End of Year</b>	\$ 1,810,398	\$ 1,573,413	\$ -	\$ -	\$ -

## SPECIAL REVENUE FUND

## Designated Funds

The 2021 Budget includes its remaining Special Revenue Funds (SRFs). SRFs are funds established to account for monies previously received by the District that are either restricted or designated (by the donor when applicable) for specific purposes. Given the change in accounting literature, the District's designated funds are no longer accounted for under SRFs and are now required to be accounted for under the General Fund. The remaining funds included under SRFs are to be fully depleted in time.

For purposes of this document, all SRF's are presented here. All funds should be fully depleted by the end of 2020. There are no Budgets for use of these funds in 2021.

For financial reporting purposes, all SRFs have been combined into one fund.

Special Revenues	Expenditures BOY & EOY Fund Balance	2019 Actual	2020 Budget	2020 Adj. Budget	2020 Projection	2021 Budget
<b>Annual Fund</b>	Fund Balance - Beginning of Year	\$ 212	\$ -	\$ -	\$ -	\$ -
	Fiscal Year Expenditures	212	-	-	-	-
	Fund Balance - End of Year	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cheyenne Mountain</b>	Fund Balance - Beginning of Year	\$ 812	\$ 812	\$ 812	\$ 812	\$ -
	Fiscal Year Expenditures	-	-	812	812	-
	Fund Balance - End of Year	\$ 812	\$ 812	\$ -	\$ -	\$ -
<b>High Prairie</b>	Fund Balance - Beginning of Year	\$ 113,916	\$ 92,626	\$ 92,626	\$ 92,626	\$ -
	Fiscal Year Expenditures	21,290	-	92,626	92,626	-
	Fund Balance - End of Year	\$ 92,626	\$ 92,626	\$ -	\$ -	\$ -
<b>Fountain Library</b>	Fund Balance - Beginning of Year	\$ 11,560	\$ -	\$ -	\$ -	\$ -
	Fiscal Year Expenditures	11,560	-	-	-	-
	Fund Balance - End of Year	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sand Creek Library</b>	Fund Balance - Beginning of Year	\$ 27,772	\$ 15,583	\$ 15,583	\$ 15,583	\$ -
	Fiscal Year Expenditures	12,189	-	15,583	15,583	-
	Fund Balance - End of Year	\$ 15,583	\$ 15,583	\$ -	\$ -	\$ -
<b>1095 Carnegie</b>	Fund Balance - Beginning of Year	\$ 4,374	\$ -	\$ -	\$ -	\$ -
	Fiscal Year Expenditures	4,374	-	-	-	-
	Fund Balance - End of Year	\$ -	\$ -	\$ -	\$ -	\$ -
<b>1095 Carnegie Garden</b>	Fund Balance - Beginning of Year	\$ 998	\$ -	\$ -	\$ -	\$ -
	Fiscal Year Expenditures	998	-	-	-	-
	Fund Balance - End of Year	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Special Collections</b>	Fund Balance - Beginning of Year	\$ 1,113	\$ -	\$ -	\$ -	\$ -
	Fiscal Year Expenditures	1,113	-	-	-	-
	Fund Balance - End of Year	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>Fund Balance - BOY</b>	<b>\$ 160,757</b>	<b>\$ 109,021</b>	<b>\$ 109,021</b>	<b>\$ 109,021</b>	<b>\$ -</b>
	<b>Fiscal Year Expenditures</b>	<b>51,736</b>	<b>-</b>	<b>109,021</b>	<b>109,021</b>	<b>-</b>
	<b>Fund Balance - EOY</b>	<b>\$ 109,021</b>	<b>\$ 109,021</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## FIVE YEAR CAPITAL PLAN 2022-2026

Included in the 2021 Budget is a preliminary five year long-term capital plan (covers fiscal years 2022 – 2026). It includes financial activity for its East Library Project Fund, Penrose Library Project Fund, Library 21c Fund and the Capital Reserve Fund.

Preliminary means the plan is adjusted annually based on available financial resources. Contents of the plan include identified projects and purchases of capital items, but it does not include the construction of new library facilities. A current long-term formal Facilities Plan is necessary, and the plan should be completed within a year.

Capital projects/purchases include items that have a useful life of greater than one year and either an individual cost of \$1,000 per item, or an aggregate purchase cost of \$1,000 or more.

East Library Project Fund

	2022	2023	2024	2025	2026
	Budget	Budget	Budget	Budget	Budget
<b>Sources of Funds</b>					
<b>Funding - Pikes Peak Library District</b>					
Operating transfer - General Fund	\$ 472,000	\$ 1,065,000	\$ 561,500	\$ 680,000	\$ 425,000
<b>Uses of Funds</b>					
<b>Building Items</b>					
Building maintenance/minor renovation projects					
HVAC controls replacement	-	-	-	450,000	-
Building card reader project	30,000	-	-	-	-
Replace canvas roll-up awning materials	-	-	6,500	-	-
Additional study room chairs	-	5,000	-	-	-
Concrete replacement	7,000	-	-	-	-
Contingency	25,000	25,000	25,000	25,000	25,000
Reading Bay area furniture	-	20,000	-	-	-
Asphalt 2" overlay	-	-	350,000	-	-
Overflow lot improvements (2" overlay)	65,000	-	-	-	-
Elevators					
Cab upgrade	-	-	-	55,000	-
Mechanical upgrade	-	115,000	-	-	-
Landscaping allowance					
Conversion to Xeriscape type of landscaping	150,000	-	-	-	-
Tree trimming	-	-	-	-	8,000
Carpet replacement					
Public areas	-	-	-	-	150,000
Staff areas	-	-	-	-	75,000
Painting allowance	-	-	30,000	-	-
Roof					
Replacement	-	750,000	-	-	-
Roof inspection and repairs	-	-	-	-	5,000
Roof consulting	35,000	-	-	-	-
<b>Departments/Offices</b>					
<b>Administrative Services</b>					
Other furniture or equipment replacement	-	-	-	-	12,000
<b>Facilities Department</b>					
Tractor replacement	10,000	-	-	-	-
Contingency - to be allocated	150,000	150,000	150,000	150,000	150,000
<b>Total Uses of Funds</b>	<b>472,000</b>	<b>1,065,000</b>	<b>561,500</b>	<b>680,000</b>	<b>425,000</b>
<b>Excess Revenues Over Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Penrose Library Project Fund

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Sources of Funds</b>					
<b>Funding - Pikes Peak Library District</b>					
Operating transfer - General Fund	\$ 1,045,850	\$ 840,500	\$ 725,500	\$ 681,000	\$ 1,408,500
<b>Uses of Funds</b>					
<b>PENROSE PUBLIC LIBRARY</b>					
<b>Building Items</b>					
Carpet replacement					
Public	-	-	-	-	180,000
Staff	-	-	-	-	120,000
General furniture replacement	15,000	-	25,000	-	15,000
Meeting room furniture	-	-	25,000	-	-
Open chairs for Adult Education Services	-	-	-	-	-
Adult area tables	5,000	-	10,000	-	-
Seal joints plaza concrete	-	-	-	6,000	-
Replace existing entry automated door openers	7,500	-	-	-	-
Exterior pre-cast building panel caulking allowance	-	25,000	-	-	-
Front door remodeling	-	-	-	7,500	-
Penrose entry way	-	30,000	-	-	-
Redress mulch in landscaped areas in front of building	-	-	3,000	-	-
Roof inspection and repairs	-	-	-	-	3,500
Roof replacement	750,000	-	-	-	-
West entry lobby tile wall	-	15,000	-	-	-
Replace plaza concrete	45,000	-	-	-	-
Asphalt crack fill	-	-	7,500	7,500	7,500
Replace rooftop unit	23,500	-	-	25,000	-
Public area	-	-	-	-	32,000
Façade repair (tuck and pointing)	18,000	-	-	-	18,500
Elevator modernization - mechanical	-	150,000	-	-	-
Parking lot replacement/maintenance					
2" overlay on upper lot	-	75,000	-	-	-
2" overlay on lower lot	-	100,000	-	-	-
Chiller replacement	-	-	-	300,000	-
Chiller pumps replacement	-	58,000	-	-	-
Controls system replacement	-	-	-	-	550,000
Boiler replacement	-	-	300,000	-	-
Landscaping allowance	-	-	-	5,000	-
Tree-trimming	1,850	-	-	-	2,000

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Children's Services - Penrose Library</b>					
Furniture replacement for Children's area	30,000	-	-	-	-
<b>Circulation Department</b>					
Other furniture or equipment replacement	-	20,000	-	-	-
<b>Teen Services</b>					
Teen Center					
Furniture and equipment	-	10,000	-	-	-
Consultant services to add a Teen Center	10,000	-	-	-	-
Contingency - to be allocated	-	300,000	300,000	300,000	300,000
<b>1905 CARNEGIE BUILDING</b>					
Carpet replacement	-	-	20,000	-	-
Painting allowance	-	30,000	-	-	-
Roof replacement	70,000	-	-	-	-
Carnegie Garden	-	2,500	-	-	-
Other furniture or equipment replacement	-	-	5,000	-	-
<b>KCH OFFICE BUILDING/PENROSE LIBRARY</b>					
Carpet replacement/flooring	15,000	-	-	-	-
Wood floor refinish	15,000	-	-	-	-
Meeting room furniture replacement	15,000	-	-	-	-
Painting allowance	-	-	-	-	20,000
Roof replacement	-	-	-	-	130,000
Contingency	25,000	25,000	30,000	30,000	30,000
<b>Total Uses of Funds</b>	<b>1,045,850</b>	<b>840,500</b>	<b>725,500</b>	<b>681,000</b>	<b>1,408,500</b>
<b>Excess Revenues Over Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



Library 21c Project Fund

	2022	2023	2024	2025	2026
	Budget	Budget	Budget	Budget	Budget
<b>Sources of Funds</b>					
<b>Funding - Pikes Peak Library District</b>					
Operating transfer - General Fund	\$ 191,750	\$ 247,000	\$ 483,000	\$ 633,000	\$ 513,000
<b>Uses of Funds</b>					
<b>Building Items</b>					
<b>Parking Lot</b>					
Seal coat and restripe	30,000	-	-	-	-
Annual repair of parking lot	-	2,000	3,000	3,000	3,000
<b>Roofing Costs</b>					
Roof inspection/repairs	-	2,500	-	2,500	-
Replace skylight system					
<b>Landscaping</b>					
Shrubbery/general improvement/tree trimming	-	-	10,000	-	-
Initial irrigation repairs/upgrade	25,000	-	-	-	-
Convert turf to native grass	65,000	-	-	-	-
<b>Windows</b>					
Caulk entire bldg.	-	-	-	-	15,000
Conference room window treatments	-	-	25,000	-	-
<b>Building Interior</b>					
Lift replacement	-	-	-	45,000	-
Elevator modernization - cab	-	-	35,000	-	-
Elevator modernization - mechanical	-	-	75,000	-	-
Elevator starter	5,000	-	-	-	-
Elevator lighting	12,000	-	-	-	-
Elevator door edge	4,250	-	-	-	-
Concrete walkway between east and south parking lots	19,500	-	-	-	-
Interior paint allowance	-	25,000	-	25,000	-
<b>HVAC Costs</b>					
Chiller replacement	-	-	-	350,000	-
Control upgrade	-	-	-	-	300,000
<b>Building Locks</b>					
	-	-	-	-	35,000
<b>Other Items</b>					
Contingency - to be allocated	25,000	25,000	25,000	25,000	-
Furniture and equipment	-	10,000	-	10,000	-
Meeting room table replacement	-	20,000	-	-	-
Collection Management tables, height adjustable	-	2,500	-	2,500	-
Tractor replacement	-	-	-	20,000	-
Venue chair and table replacement	-	-	10,000	-	-
Exterior bookdrop	6,000	-	-	-	-

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Information Technology</b>					
<b>Servers</b>					
UPS - server room	-	10,000	-	-	10,000
Switches	-	-	50,000	-	-
<b>Computer equipment</b>					
Core switching	-	-	50,000	-	-
Closet UPS	-	-	10,000	-	-
WIFI WAPS	-	-	40,000	-	-
Contingency - to be allocated	-	150,000	150,000	150,000	150,000
<b>Total Uses of Funds</b>	191,750	247,000	483,000	633,000	513,000
<b>Excess Revenues Over Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Reserve Fund

	2022	2023	2024	2025	2026
	Budget	Budget	Budget	Budget	Budget
<b>Sources of Funds</b>					
<b>Funding - Pikes Peak Library District</b>					
Operating transfer - General Fund	\$ 1,974,060	\$ 1,795,000	\$ 1,935,600	\$ 2,187,800	\$ 1,873,500
<b>Uses of Funds</b>					
<b>FACILITIES</b>					
<b>MOBILE LIBRARY SERVICES</b>					
East county library services	200,000	-	-	-	85,000
Replace generator for bookmobile 705	-	-	-	16,000	-
<b>CHEYENNE MOUNTAIN LIBRARY</b>					
Carpet replacement	-	-	-	-	40,000
Painting allowance	18,000	-	-	-	-
Replace existing circulation desk	-	-	-	-	15,000
General furniture replacement	7,500	-	-	-	-
<b>FOUNTAIN LIBRARY</b>					
height	3,900	-	-	-	-
Painting allowance	15,000	-	-	-	-
Roof maintenance/replacement	-	6,500	-	-	-
Parking lot replacement/maintenance	-	-	25,000	-	-
2" asphalt overlay	-	-	-	-	-
5 Rtu's replacement allowance	35,000	-	-	-	40,000
Landscaping allowance	-	5,000	-	-	-
Other furniture/equipment replacement	-	-	-	7,500	-
Upgrade access control	-	12,000	-	-	-
<b>HIGH PRAIRIE LIBRARY</b>					
Carpet replacement	25,000	-	-	-	-
Painting allowance	-	-	-	12,000	-
Parking lot replacement/maintenance	-	-	-	25,000	-
2" asphalt overlay	-	-	-	25,000	-
5 Rtu's replacement allowance	-	-	-	25,000	-
Landscaping allowance	-	-	5,000	-	-
Detention pond maintenance	-	-	-	27,500	-
Upgrade access control	-	12,000	-	-	-
General furniture replacement	-	7,500	-	-	-
<b>RUTH HOLLEY LIBRARY</b>					
Access control upgrades	-	12,000	-	-	-
Painting allowance	-	-	-	15,000	-
General furniture replacement	8,000	-	-	-	10,000
Restroom refresh	20,000	-	-	-	-

	2022	2023	2024	2025	2026
	Budget	Budget	Budget	Budget	Budget
<b>MONUMENT LIBRARY</b>					
Drive up book drop improvements	-	-	-	-	12,000
Restroom improvements	-	-	15,000	-	-
Access control upgrades	-	15,000	-	-	-
Painting allowance	-	-	-	10,000	-
Four (4) Rtu's replacement allowance	-	-	-	25,000	-
General furniture replacement	-	10,000	-	-	-
<b>OLD COLORADO CITY LIBRARY</b>					
Carpet replacement	-	7,500	-	-	-
Restroom improvements	-	-	25,000	-	-
Painting allowance	10,000	-	-	-	-
Exterior trim paint	13,000	-	-	-	-
Parking lot replacement					
2" asphalt overlay	-	-	15,000	-	-
HVAC replacement/upgrades	-	7,000	-	-	-
Refinish wood flooring	-	-	-	-	10,000
General furniture replacement	-	-	-	-	10,000
<b>PALMER LAKE LIBRARY</b>					
Carpet replacement	5,000	-	-	-	-
Painting allowance	5,000	-	-	-	-
HVAC replacement/upgrades	-	-	3,500	-	-
General furniture replacement	2,500	-	-	-	-
<b>ROCKRIMMON LIBRARY</b>					
Carpet replacement	-	-	-	40,000	-
Public restroom improvements	-	20,000	-	-	-
Access control upgrades	-	12,000	-	-	-
Painting allowance	-	-	-	-	12,000
Furniture replacement	-	5,000	-	-	-
<b>SAND CREEK LIBRARY</b>					
Carpet replacement	-	-	55,000	-	-
Access control upgrades	-	12,000	-	-	-
Painting allowance	-	15,000	-	-	-
Roof replacement	-	-	-	-	250,000
Replace rooftop unit	-	-	50,000	-	-
Restroom refresh	20,000	-	-	-	-
General furniture replacement	10,000	-	-	-	-
Adjustable height tables	3,460	-	-	-	-
Locking drive-up book returns	-	-	-	-	-
<b>UTE PASS BRANCH</b>					
Carpet replacement	4,500	-	-	-	-
Painting allowance	5,000	-	-	-	-
General furniture replacement	3,500	-	-	-	-

Pikes Peak Library District

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Budget 2021

	2022	2023	2024	2025	2026
	Budget	Budget	Budget	Budget	Budget
<b>CALHAN BRANCH</b>					
Carpet replacement	-	-	-	-	10,000
Painting allowance	-	-	-	5,000	-
General furniture replacement	-	3,000	-	-	-
Roof replacement	-	10,000	-	-	-
HVAC upgrades	-	-	-	-	30,000
Parking lot	25,000	-	-	-	-
<b>OTHER ITEMS</b>					
Concrete replacement - districtwide allowance	12,000	12,000	12,000	15,000	12,000
Tree-trimming allowance	-	10,000	-	-	-
Asphalt repairs and maintenance	20,000	20,000	20,000	22,000	46,000
Capital contingency	50,000	50,000	50,000	50,000	50,000
Other vehicle replacement	45,000	-	-	-	45,000
Mobile Library vehicle replacement	-	-	450,000	-	75,000
Furniture replacement contingency	25,000	25,000	25,000	25,000	25,000
Roof inspections, preventative	15,000	-	-	-	-
Purchase uniform recycling retainers	25,000	-	-	-	-
<b>Total - Facilities</b>	<b>631,360</b>	<b>288,500</b>	<b>750,500</b>	<b>320,000</b>	<b>777,000</b>
<b>INFORMATION TECHNOLOGY</b>					
<b>Servers</b>					
Replacements	-	-	-	-	50,000
Backup storage replacement	-	-	-	-	50,000
<b>Network Infrastructure</b>					
Telecommunications switches and UPS	216,000	360,000	20,000	-	200,000
Port management	-	-	-	50,000	-
UPS rotation	36,000	60,000	40,000	-	50,000
Firewall replacement	-	-	-	60,000	12,000
Router replacement	-	-	-	-	10,000
Wireless system (upgrade or replacement system)	250,000	-	-	-	125,000
Cabling infrastructure repair	25,000	25,000	25,000	25,000	25,000
Contingency cabling (non eRate)	10,000	10,000	10,000	10,000	10,000
<b>Voice Infrastructure</b>					
Phone system	-	-	-	230,000	-
<b>Computers</b>					
Technology Refresh (staff)	110,000	110,000	110,000	110,000	110,000
Technology Refresh (patrons)	230,000	230,000	230,000	230,000	230,000
AWE literacy stations	55,000	-	-	37,000	37,000
iPads	-	-	7,000	-	-

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Printers and copiers</b>					
Staff and public	5,000	5,000	5,000	5,000	5,000
Copiers	-	-	-	325,000	-
Collection Management	9,000	-	-	-	-
<b>CIO Contingency</b>					
Contingency	25,000	25,000	25,000	25,000	30,000
<b>Surveillance and Security Infrastructure</b>					
Access control	60,000	60,000	60,000	60,000	-
Surveillance cameras	-	-	500,000	-	-
Body cameras	6,000	-	-	20,000	-
<b>Audio and Visual Services</b>					
District-wide audio-visual equipment standardization	-	-	50,000	-	20,000
<b>Automated Material Handling</b>					
District wide/AMH bin project	-	-	-	350,000	-
<b>IT Support Services for Library Staff</b>					
Special Collections - microfilm scanner	-	15,000	-	-	-
<b>ILS/RFID System</b>					
Receipt printers	12,500	12,500	12,500	12,500	12,500
Barcode scanners	12,500	12,500	12,500	12,500	12,500
<b>WEB</b>					
Upgrade to Drupal	-	-	40,000	-	-
<b>UNFUNDED IT REQUIREMENTS</b>					
Community Library	250,000	-	-	250,000	-
Regional Library	-	500,000	-	-	-
<b>Total Information Technology</b>	<b>1,312,000</b>	<b>1,425,000</b>	<b>1,147,000</b>	<b>1,812,000</b>	<b>989,000</b>
<b>COMMUNICATIONS</b>					
Projects	7,500	7,500	7,500	7,500	7,500
<b>VIDEO STUDIO</b>					
<b>Peripheral equipment</b>					
Replace video camera kit for checkout	12,000	-	-	-	-
Equipment replacement fund	7,000	-	9,700	10,000	50,000
<b>Total Video Studio</b>	<b>19,000</b>	<b>-</b>	<b>9,700</b>	<b>10,000</b>	<b>50,000</b>

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>CREATIVE SERVICES</b>					
Replacement TAZ 6 3D printers	-	6,000	-	-	-
Replacement Silhouettes	-	6,000	-	-	-
Laser cutter	-	50,000	-	-	-
Equipment replacement fund	1,200	12,000	20,900	38,300	50,000
3D scanner	3,000	-	-	-	-
<b>Total Creative Services</b>	4,200	74,000	20,900	38,300	50,000
<b>Total Uses of Funds</b>	1,974,060	1,795,000	1,935,600	2,187,800	1,873,500
<b>Excess Revenues Over Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -

**Creative Services - Makerspaces  
Seven-Year Equipment Replacement Plan**

	Estimate	2019	2020	2021	2022	2023	2024	2025
	Life	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>East Library Equipment</b>								
Laser cutter	8 year	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	
Taz6 3D printer	3 year		3,000			3,000		
Lulzbot Mini 3D printer	3 year		1,500			1,500		
Sailrite Ultrafeed Sewing	20 year							
JUKI TL-2010Q Sewing	20 year							
Silhouette Curio	4 year		300				300	
Silhouette	4 year				400			
Husqvarna sewing	10 year							
4 - Basic Sewing	10 year						800	
Serger	10 year						300	
Embroidery Machine								1,500
<b>Library 21c Equipment</b>								
2 - Taz 6 3D printers	3 year		6,000			6,000		
4 - Lulzbot Mini 3D printers	3 year		6,000			6,000		
Laser Cutter	8 year					50,000		
Desktop CNC Machine	14 year							
Silhouette Curio	4 year		300				300	
Silhouette	4 year				400			
2 - Basic Sewing	10 year						400	
Embroidery Machine	10 year							550
3D Scanner				3,000				
Serger								300
<b>Sand Creek Library Equipment</b>								
Taz6 3D printer	3 year		3,000			3,000		
Lulzbot Mini 3D printer	3 year		1,500			1,500		
Laser Cutter	8 year							35,000
Silhouette Curio	4 year		300				300	
Silhouette	4 year				400			
Embroidery Machine	10 year							550
2-Basic Sewing Machines	10 year							400
Kiln	10 year		3,000					
3D Scanner					3,000			
<b>Manitou Library Equipment</b>								
2 - Lulzbot Mini 3D printer	3 year		3,000			3,000		
<b>21c Culinary Lab</b>								
Double door refrigerator	15 year						2,500	
Double door freezer	15 year						3,500	
Single door refrigerator	15 year	1,500						
Dishwasher	15 year						9,500	
Gas range convection	15 year		5,400					
Gas range standard oven	15 year		3,400					
Blast Chiller			8,500					
Electric Oven			7,900					
<b>Creative Services Equipment and Kits</b>								
Potential new maker kits		1,000	-		-	-	3,000	
<b>Total Cost</b>		<b>\$ 20,500</b>	<b>\$ 53,100</b>	<b>\$ 3,000</b>	<b>\$ 4,200</b>	<b>\$ 74,000</b>	<b>\$ 20,900</b>	<b>\$ 38,300</b>



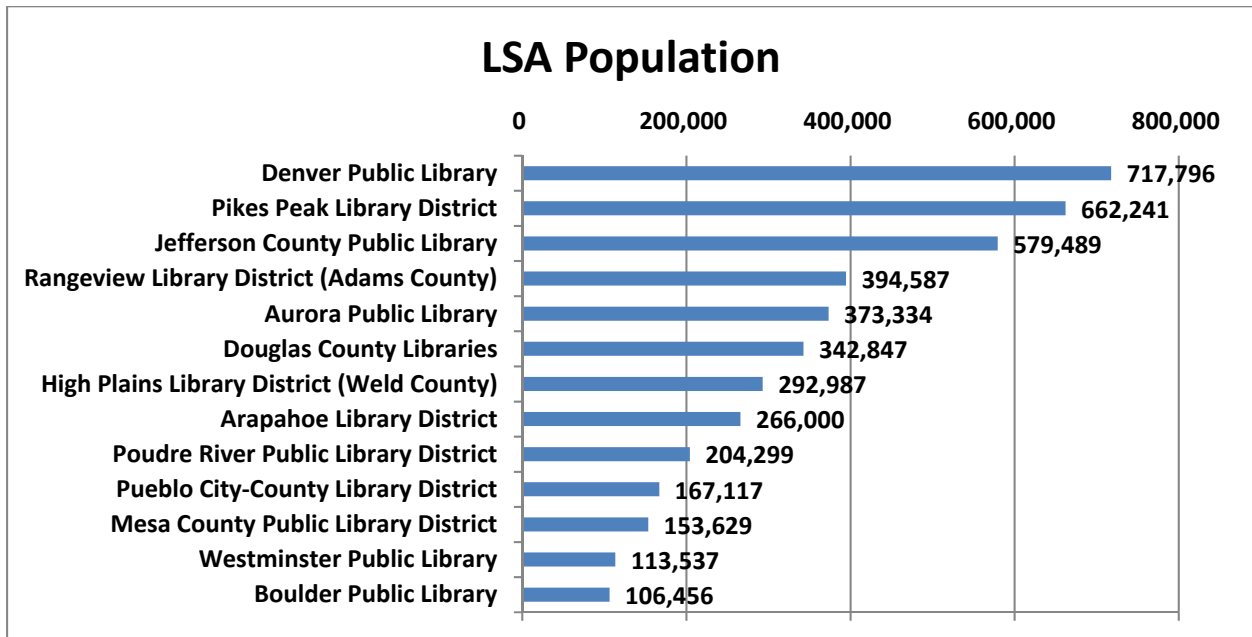
**Creative Services – Video Studios  
Seven-Year Equipment Replacement Plan**

	Estimate	2019	2020	2021	2022	2023	2024	2025
	Life	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>Studio 21c (LI)</b>								
5-Video Cameras	15 year	\$ 37,500						
Isolation booth		20,000						
Teleprompter	25 year	1,550						
Rechargeable batteries	10 year		1,620					
10 -LED studio lights (est	11 year							4,700
3-LED light panels	11 year							2,000
4 - fluid head and tripod	15 year							
Audio mixer	15 year							
Nord keyboard	20 year							
Photo roller system	10 year		1,400					
Audio recorder for sound	4 year		400				400	
4 - Sony ECM-44B Lavalier								700
<b>Equipment</b>								
2 - NX80 Video camera	5 year	6,000					6,000	
4 - Video camera kits	5 year				12,000			
3 - GoPros	5 year		1,700				1,700	
6 - Nikon DSLRs	7 year				5,700			
2 - LED light kits	15 year							
4 - Audio recorder kits	5 year		1,600				1,600	
Wireless mic kit	14 year		1,300					
Tripod system	10 year		320					
2 - lavalier mics								350
3 - dynamic mic kit								250
<b>Studio 916 (SA)</b>								
Apollo Audio Interface	9 year							2,000
Avalon 737 Preamp	13 year							
Universal Audio 610	13 year							
Neumann TLM 103 Mic	20 year							
Neumann U87 Mic	20 year		3,200					
AKG C414 mic	20 year							
Mojave MA300 Mic	20 year							
Roland TD -17 E Drum Kit	10 year		1,700					
Komplete 88key Keyboard	10 year							
Manley VoxBox Preamp	15 year		4,600					
4 - Ev RE320 Podcast Mic			1,200					
4 - Boom Arms			400					
2 - Metrophones Isolation			400					
<b>Equipment</b>								
2 - Nikon DSLRs	7 year				1,300			
4 - Nikon DSLRs	7 year		2,600					
3 - Tripods	10 year							
<b>Total Cost</b>		<b>\$ 65,050</b>	<b>\$ 22,440</b>	<b>\$ -</b>	<b>\$ 19,000</b>	<b>\$ -</b>	<b>\$ 9,700</b>	<b>\$ 10,000</b>

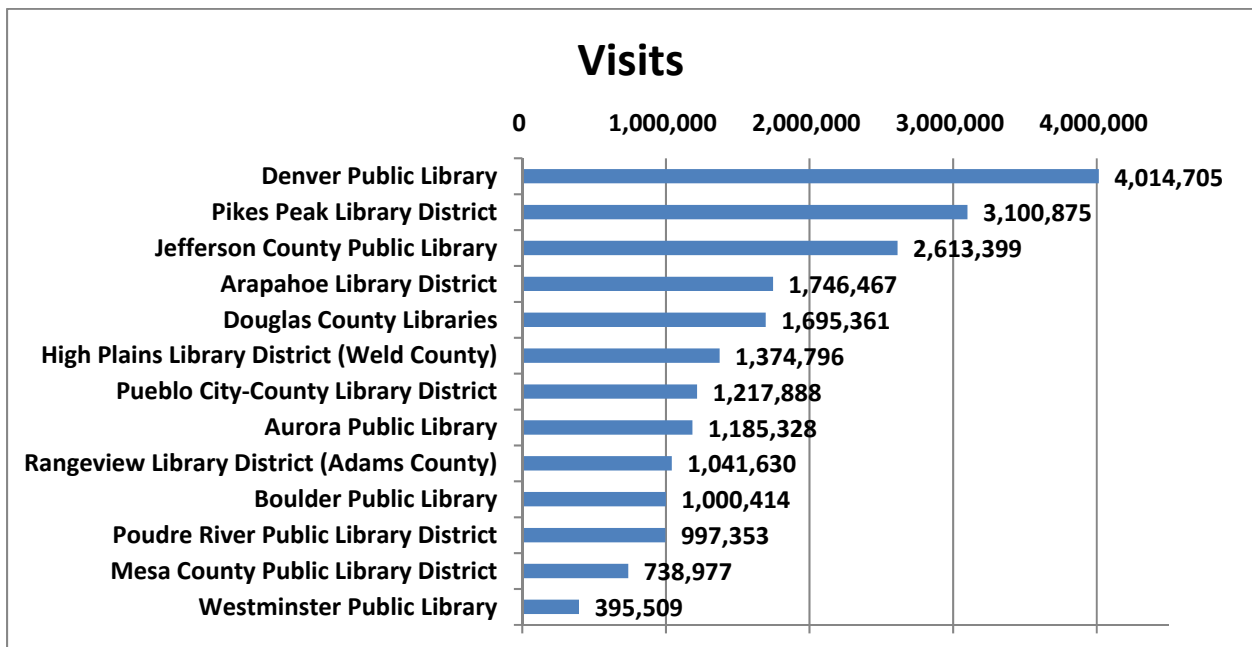
## Appendix 1- PPLD Comparison to Colorado Libraries

Source: Library Research Services Database

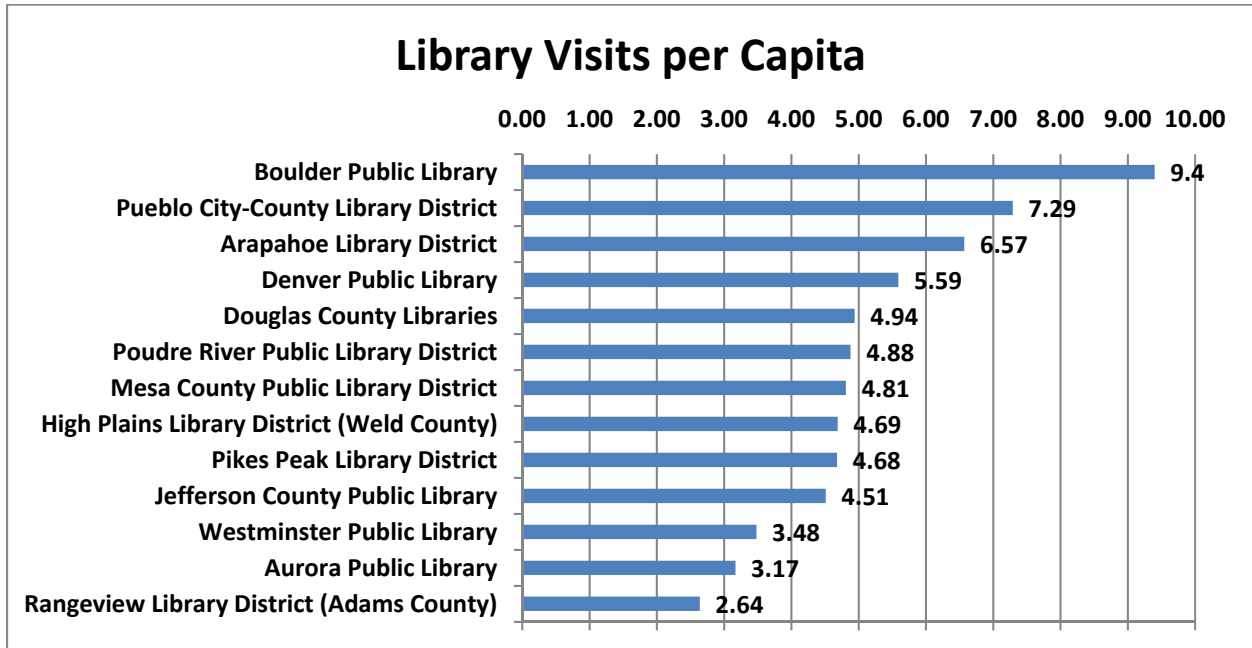
- 1. Library Service Area (“LSA”) Population** – This chart shows the total number of citizens that reside within the boundaries of each library service area. For 2019, the District has the second highest LSA population.



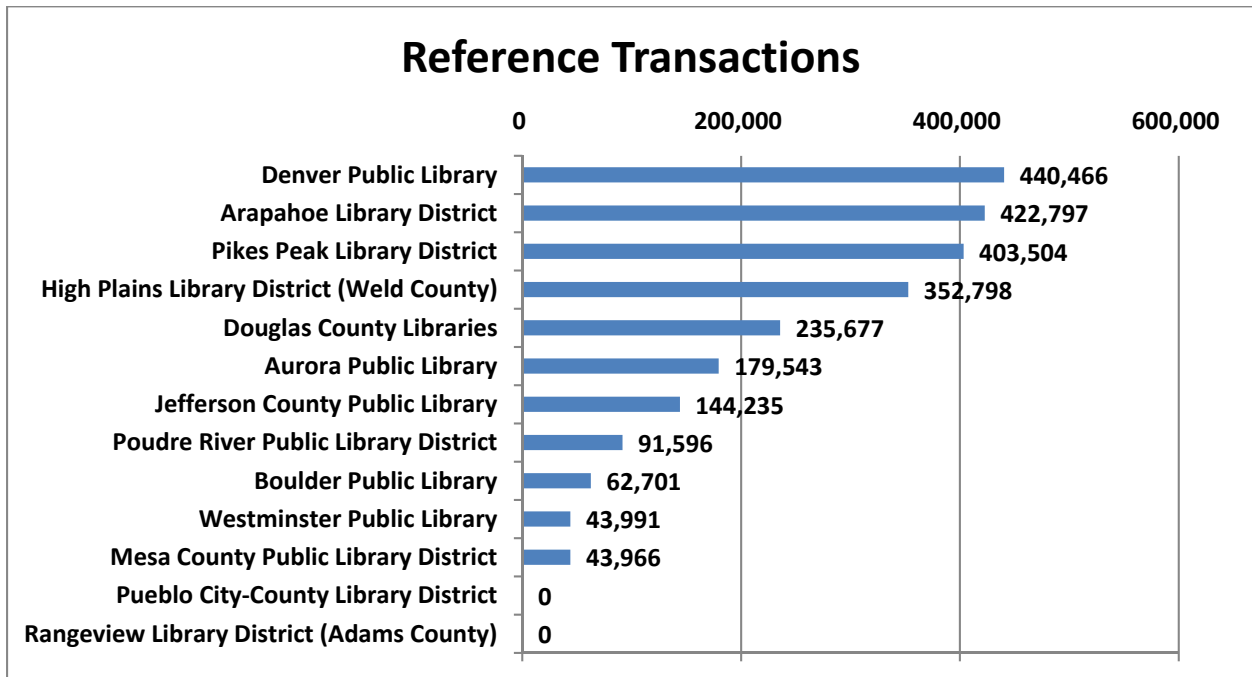
- 2. Number of Patron Visits** – This chart shows total library patron visits during 2019. For 2019, the District ranked second in this category, which was the same as for 2018.



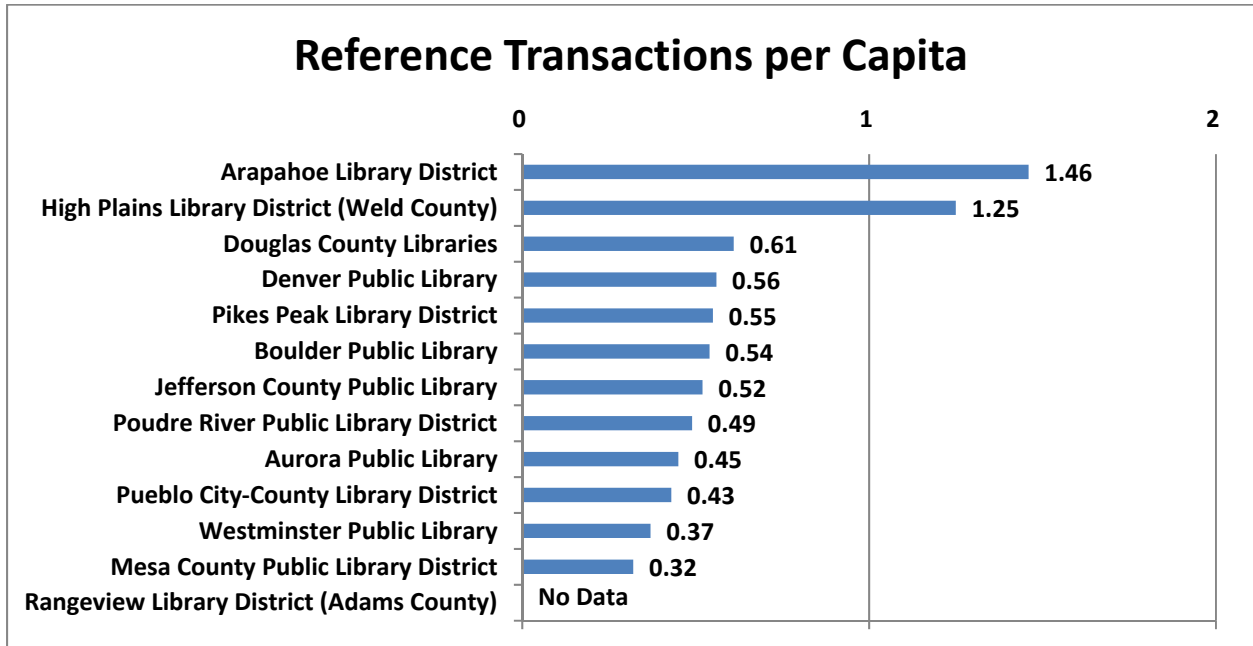
- 3. Library Visits Per Capita** – This chart shows total library patron visits divided by the total LSA population. For 2019, the District ranked 9<sup>th</sup> in this category. For 2018, the District ranked 12<sup>th</sup>.



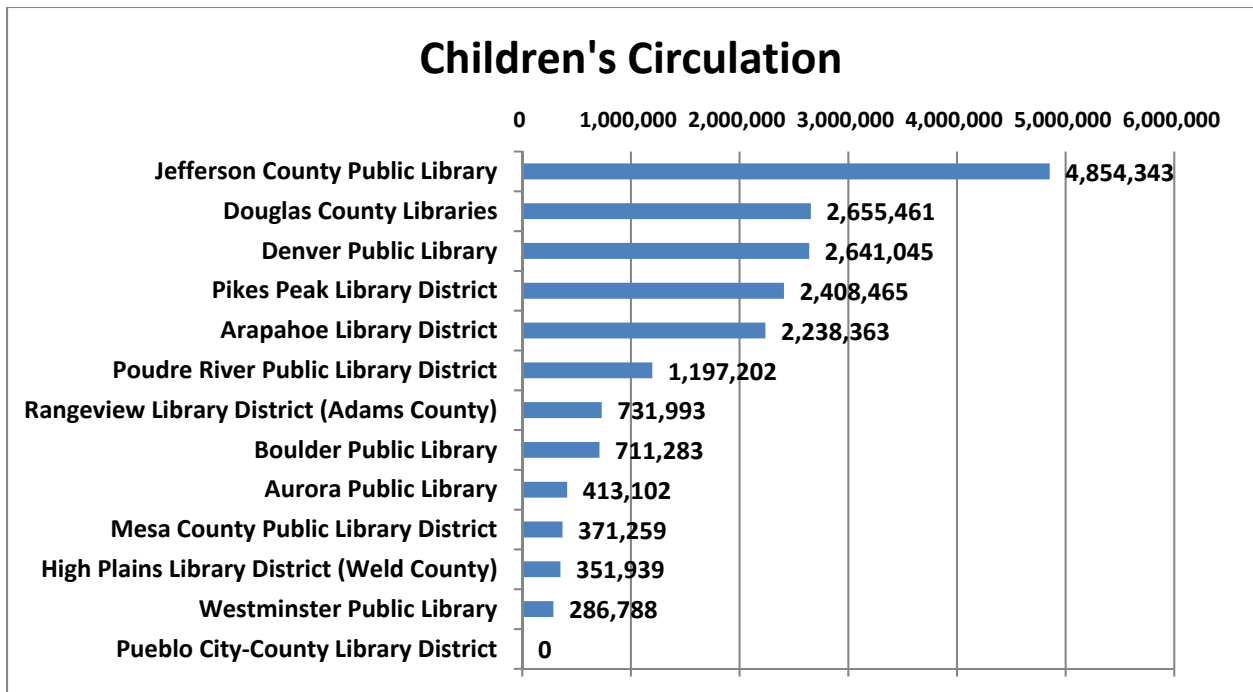
- 4. Reference Transactions** – Defined as “An information contact which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more information sources by a member of the library staff. This includes in-person, phone, fax, mail, email, live or electronic reference service, and it does not include directional transactions or questions of rules or policies.” For 2019, the District ranked third out of the 13 libraries, which was the same as for 2018.



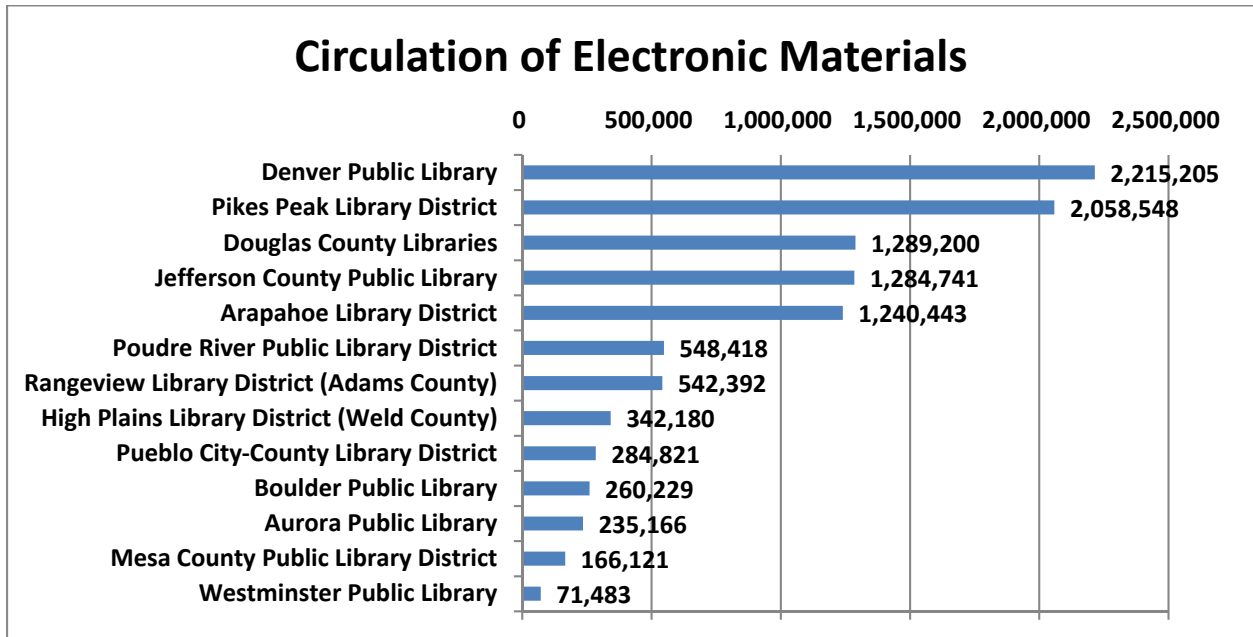
**5. Reference Transactions Per Capita** – This chart shows total reference questions divided by total LSA population. For 2019, the District ranked fifth, down from fourth for 2018.



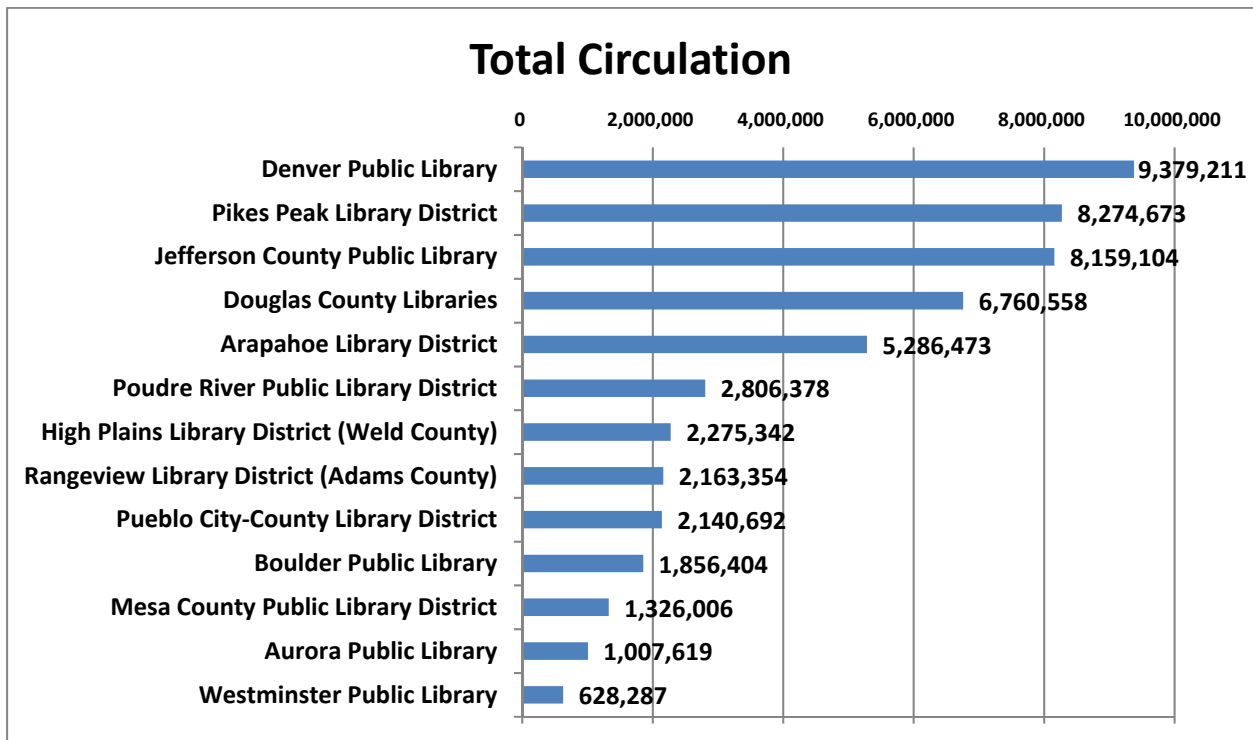
**6. Children's Circulation** – The number of items the library loaned in 2019 to children, including renewals. "Children" are defined as individuals 11 years of age and under. The District ranked fourth out of 13 libraries, which was the same as for 2018.



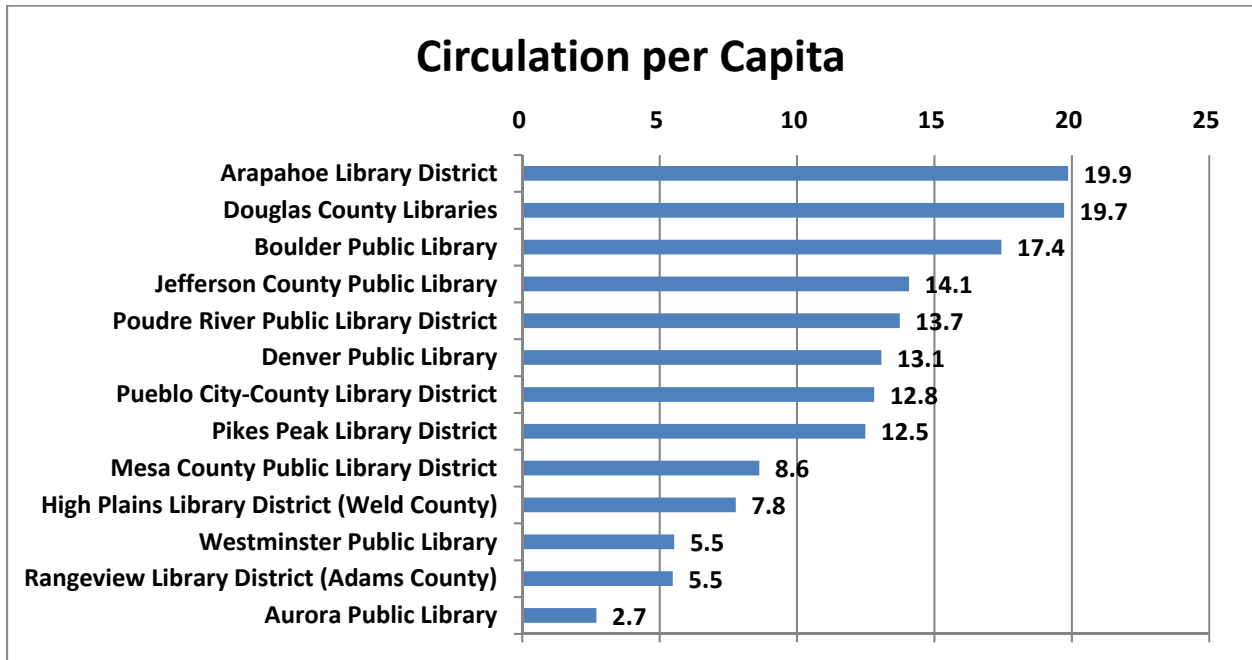
7. **Circulation of Electronic Materials** – This chart shows the total circulation of electronic materials. In 2019, the district ranked second in this category, which was the same as for 2018.



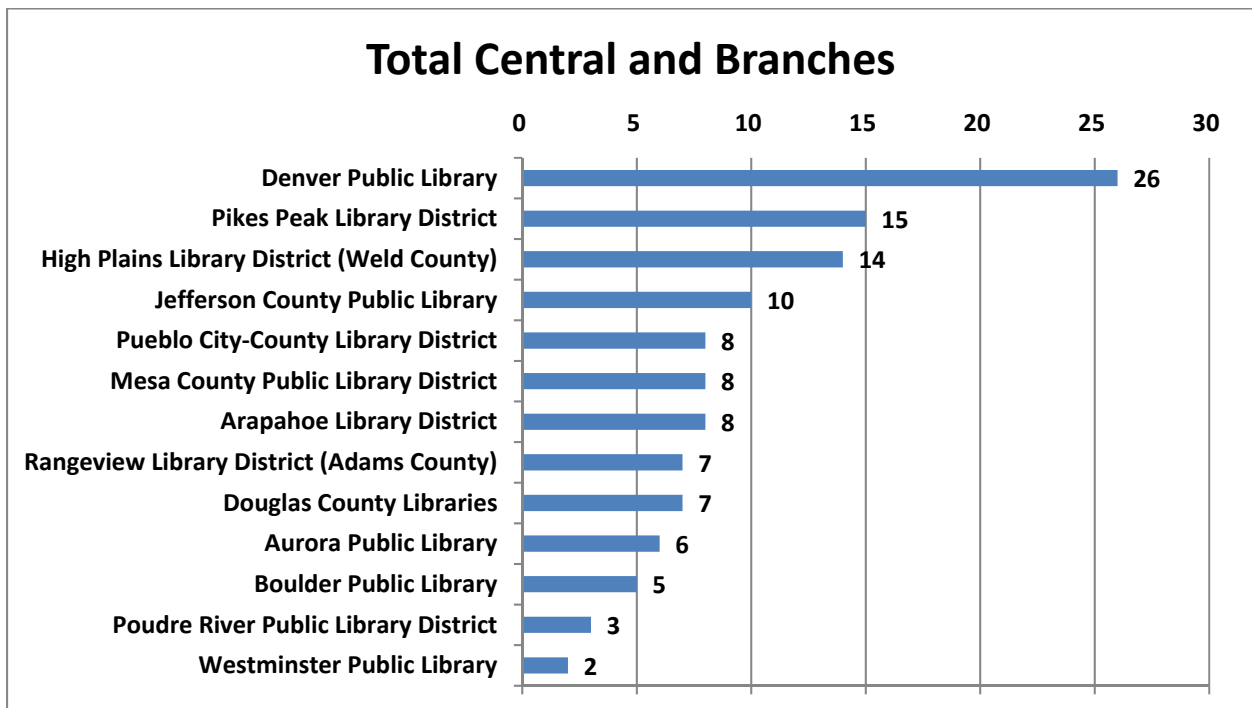
8. **Total Circulation** – This chart shows total circulation during 2019. The District ranked second, primarily due to the size of its LSA population. In 2018 the District ranked third.



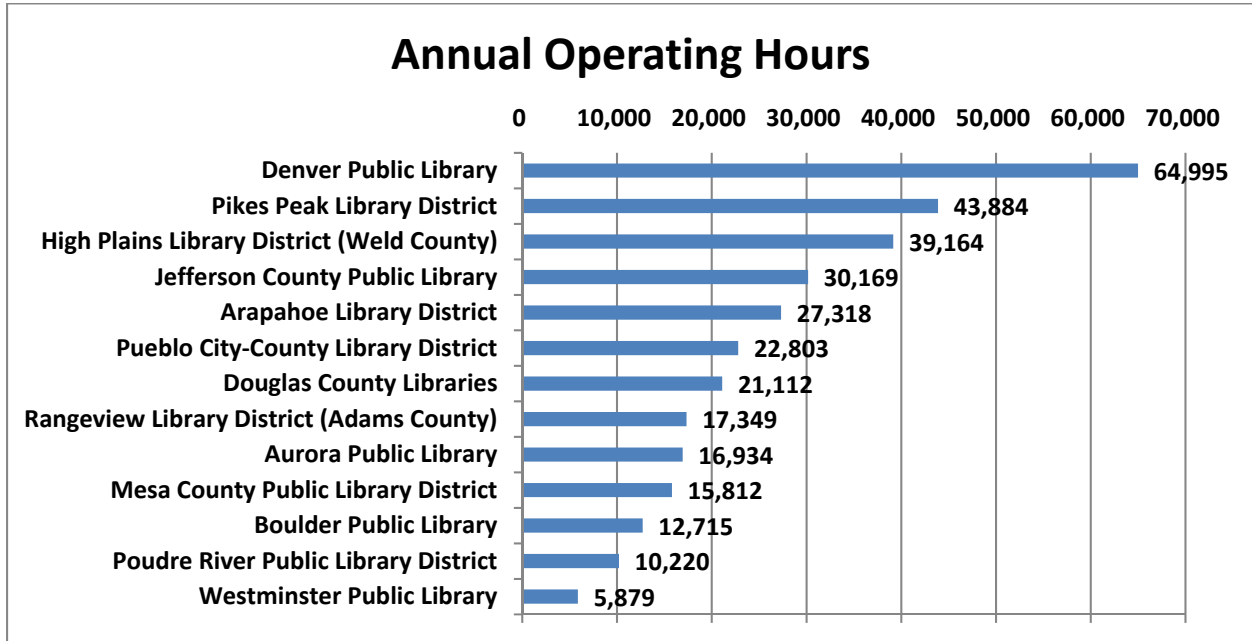
**9. Circulation Per Capita** – This chart shows total circulation divided by LSA population. In 2019, the District ranks eighth, unchanged from 2018.



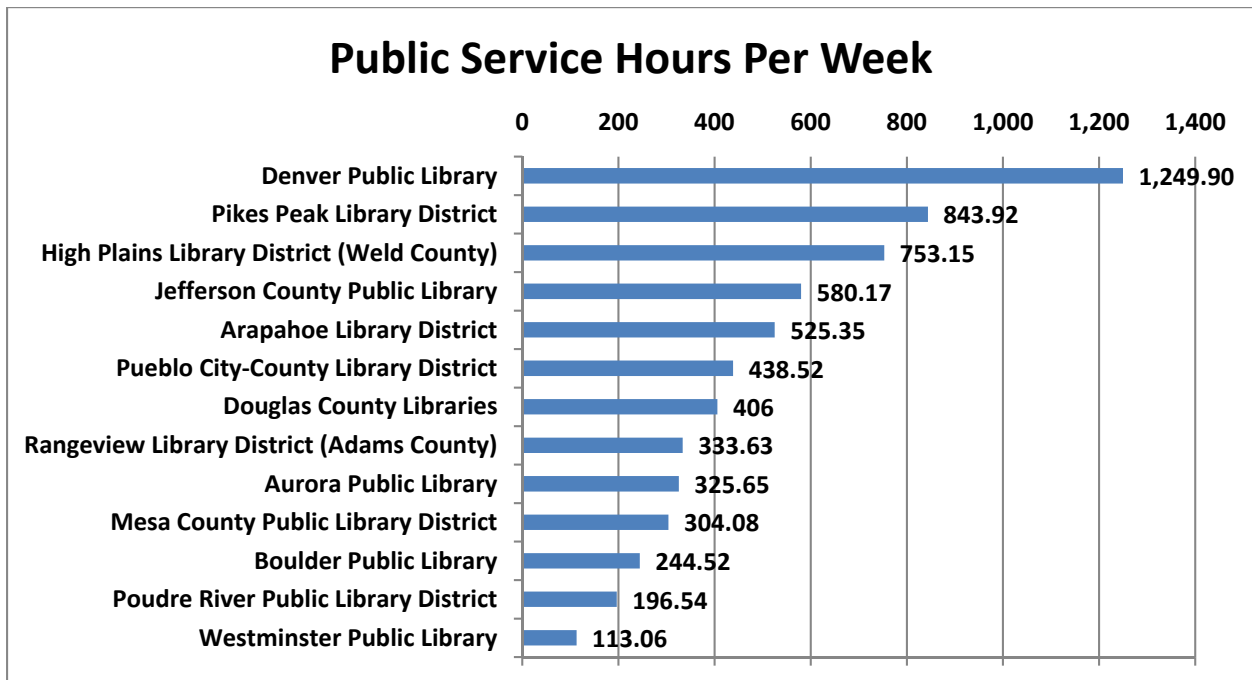
**10. Total Central and Branch Facilities** – This chart shows the number of library facilities for each library. Unchanged from 2018, the District ranked tied for second with 15 facilities.



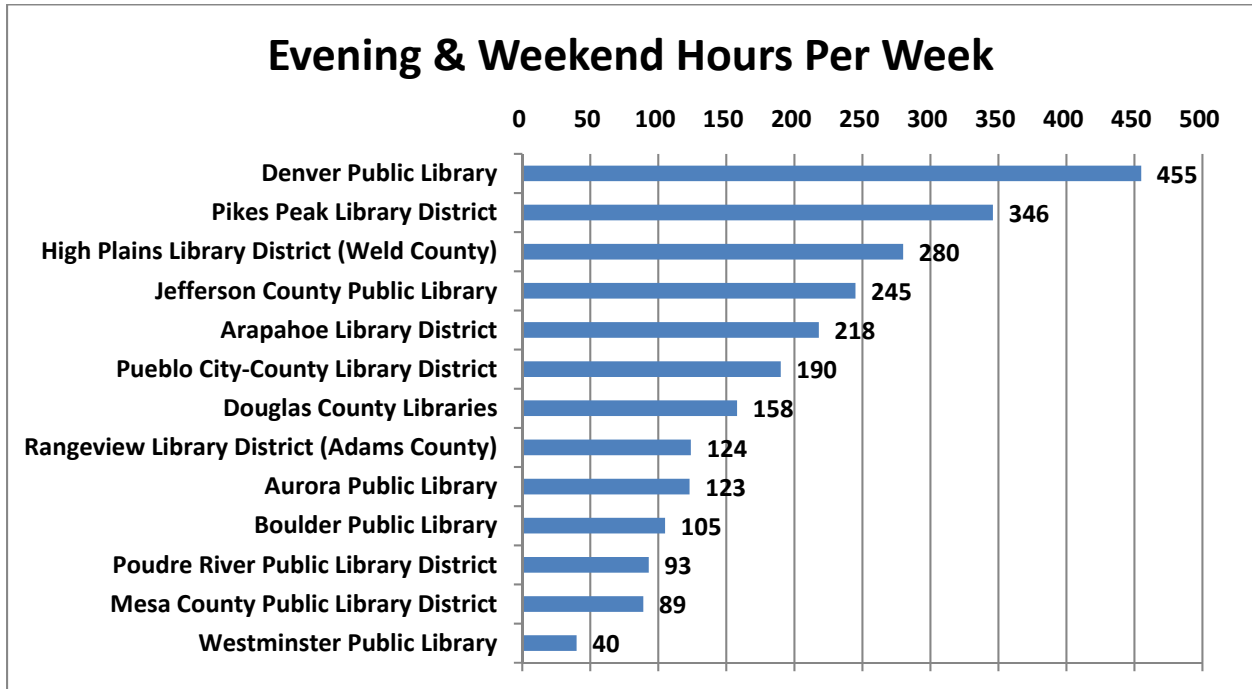
**11. Total Annual Operating Hours** – Total public service hours that central libraries, branches, and bookmobiles are open to the public, which includes hours for books-by-mail operation. For 2019, the District ranked second out of 13 libraries, unchanged from 2018.



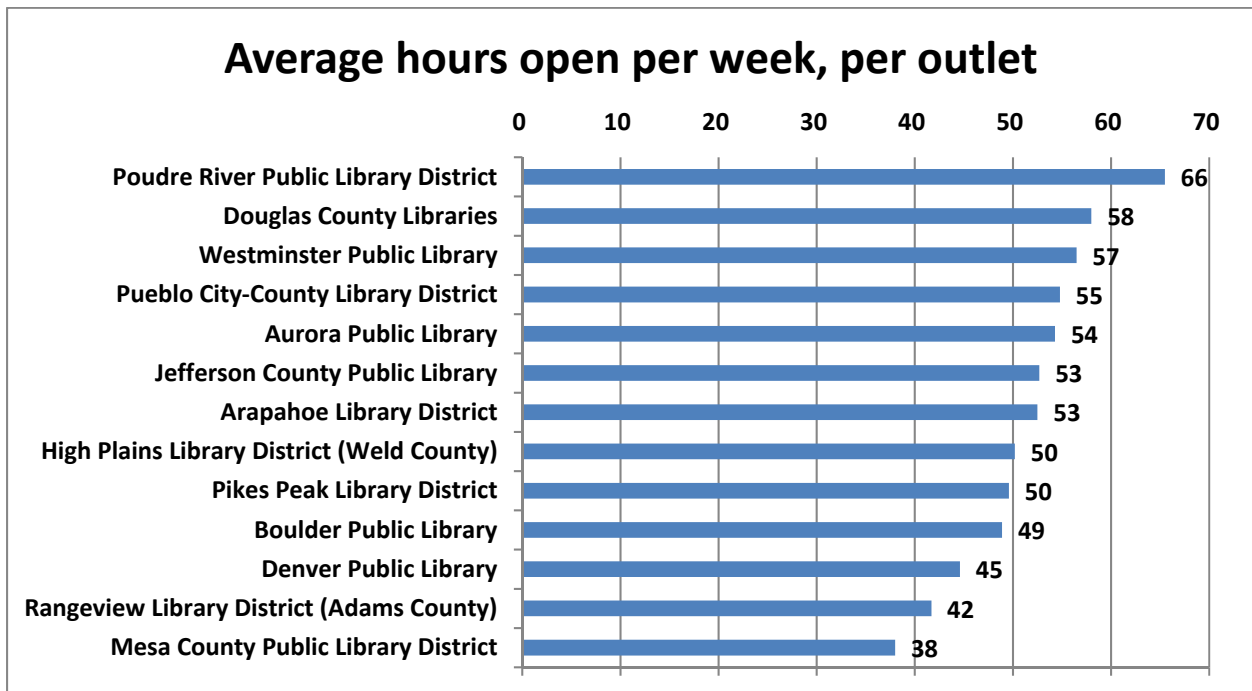
**12. Public Service Hours Per Week** – This chart shows total number of hours the library is open to the public per week. The District ranked second for 2019 and 2018.



**13. Evening and Weekend Hours per Week** – This chart shows the aggregate number of hours opened to the public per weekend. For 2019 and 2018, the District ranked second.

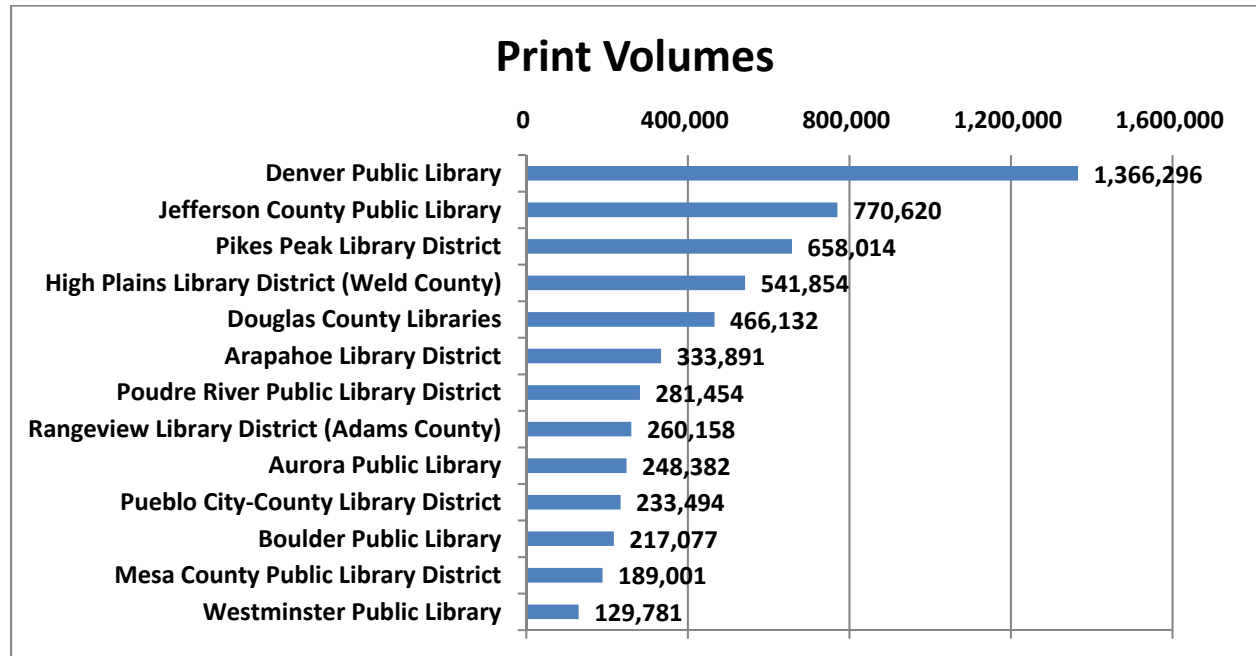


**14. Average Hours Open Each Week Per Outlet** – The total number of hours that a library and all its outlets are open each week divided by the number of outlets. The District ranked ninth out of the 13 libraries, down from sixth in 2018.

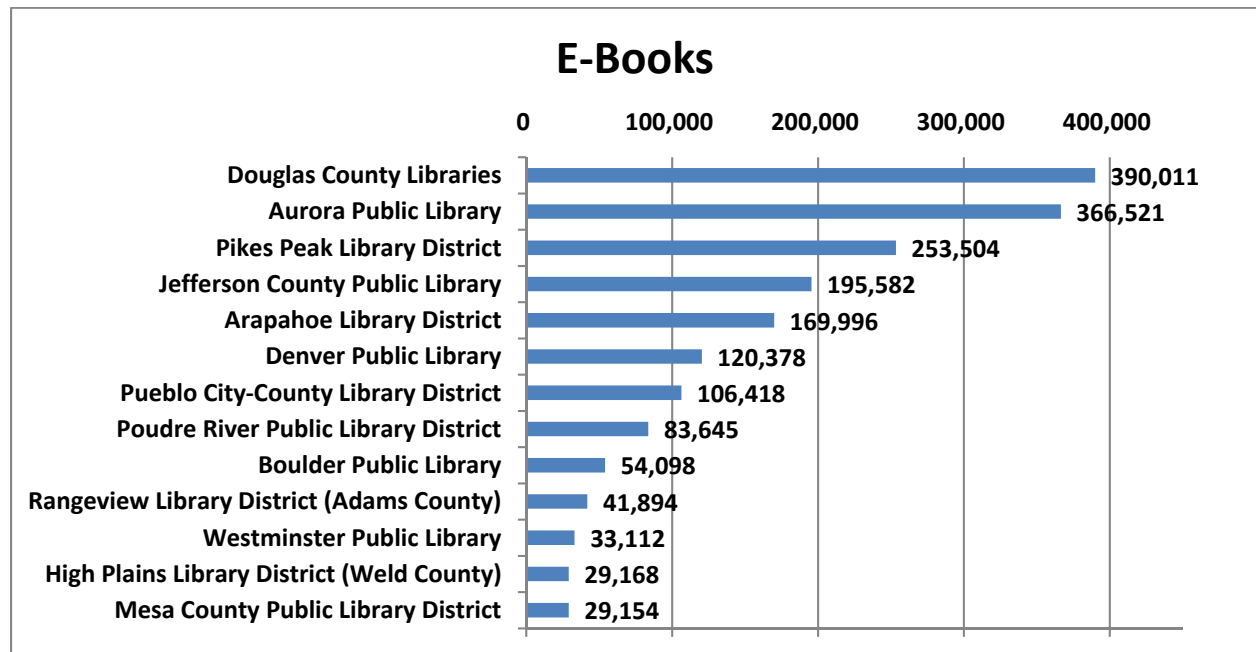




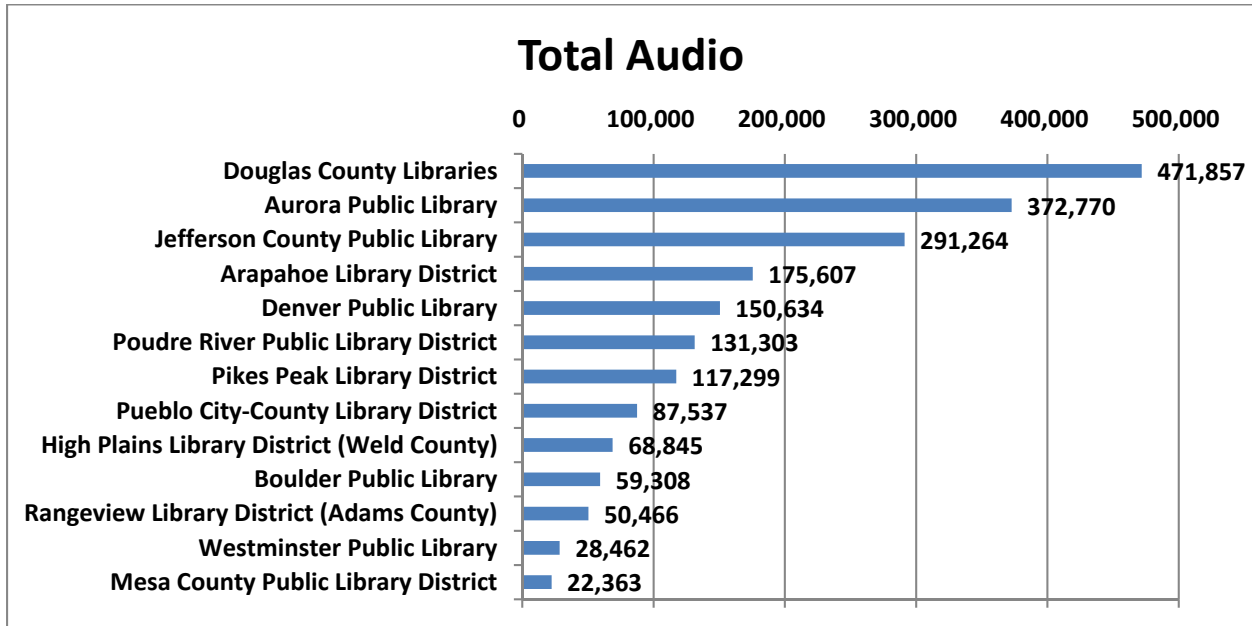
**15. Total Print Volumes** – The number of printed books and serial publications owned by the library. The District ranked third of the 13 libraries, unchanged from 2018.



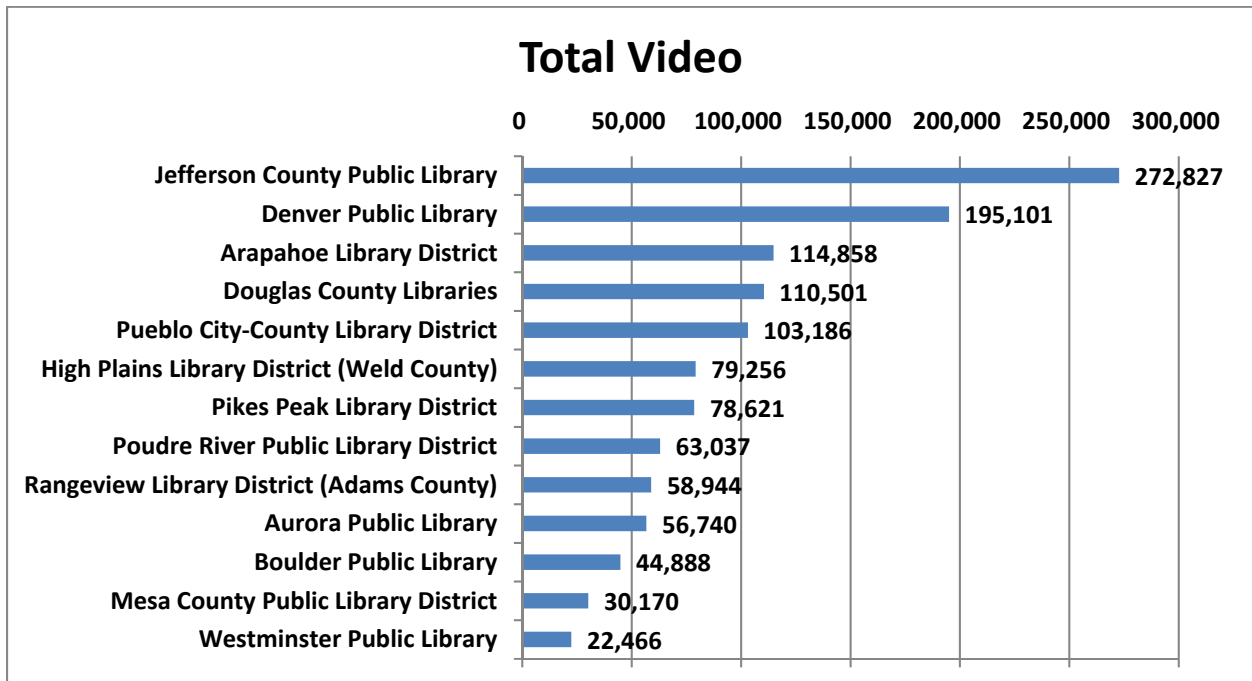
**16. Total E-Books** – The number of e-books and serial publications owned by the library. The District ranked third out of the 13 libraries, down from second in 2018.



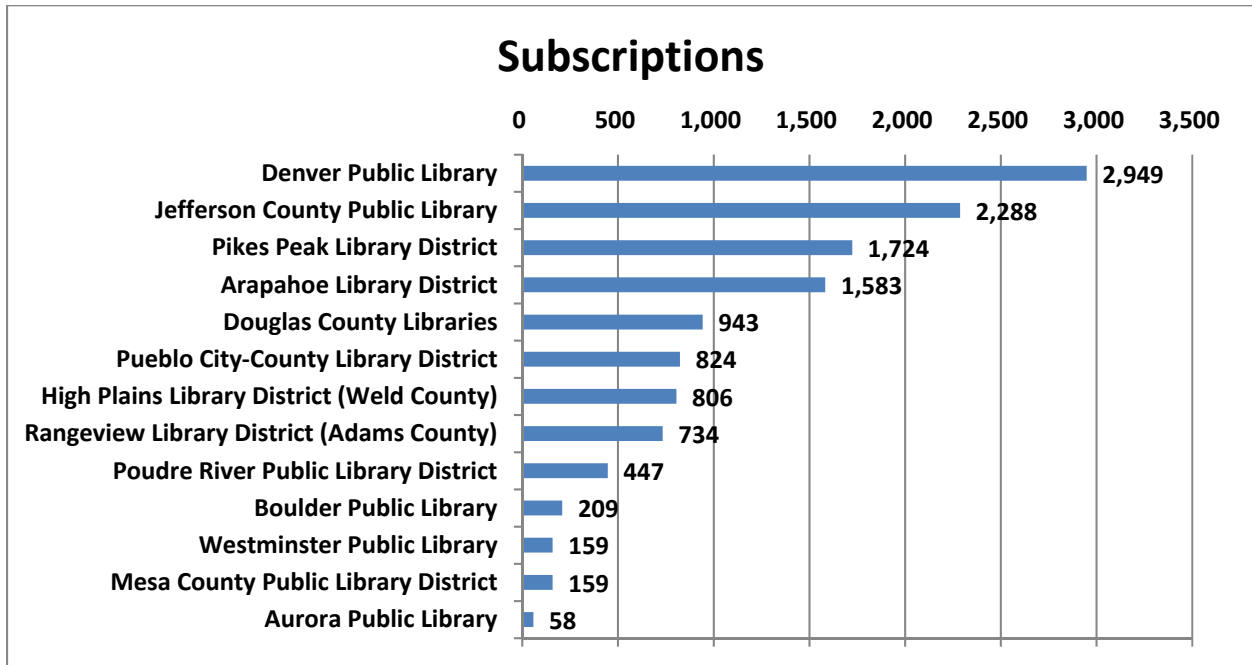
**17. Total Audio** – Sum of physical or electronic audiobooks, music, and other formats. The District ranked seventh out of the 13 libraries, unchanged from 2018.



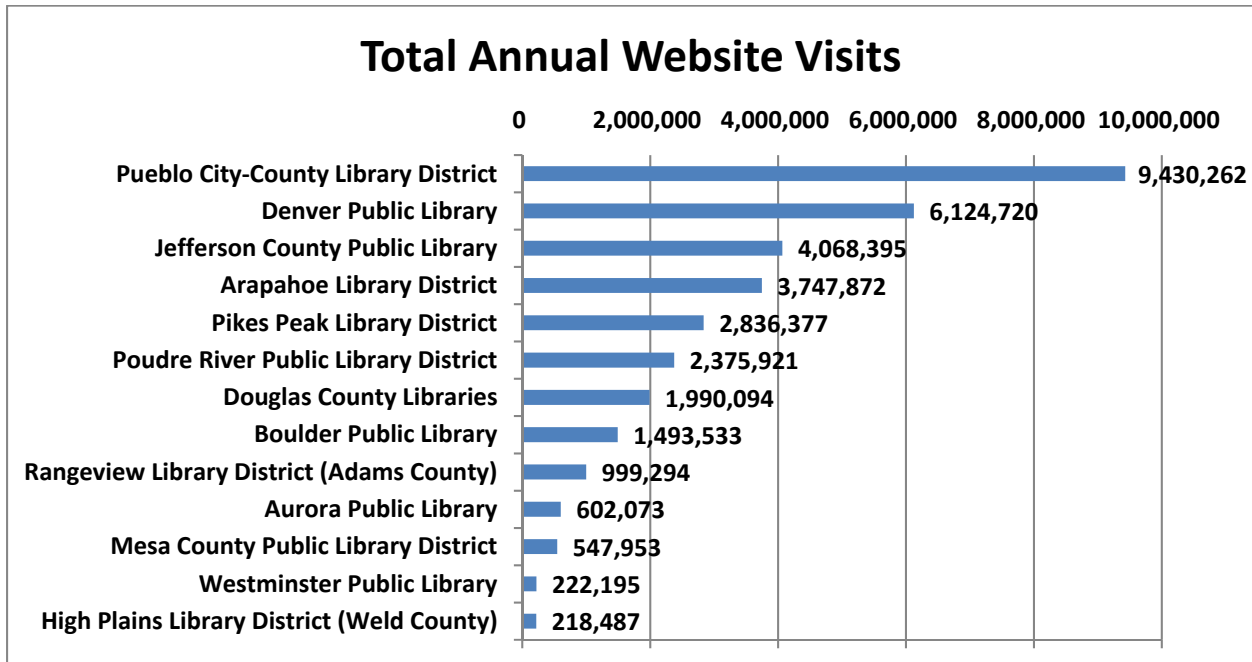
**18. Total Video Materials** – This number is the sum of physical and electronic video materials. The District ranked seventh in 2019, dropping from sixth in 2018.



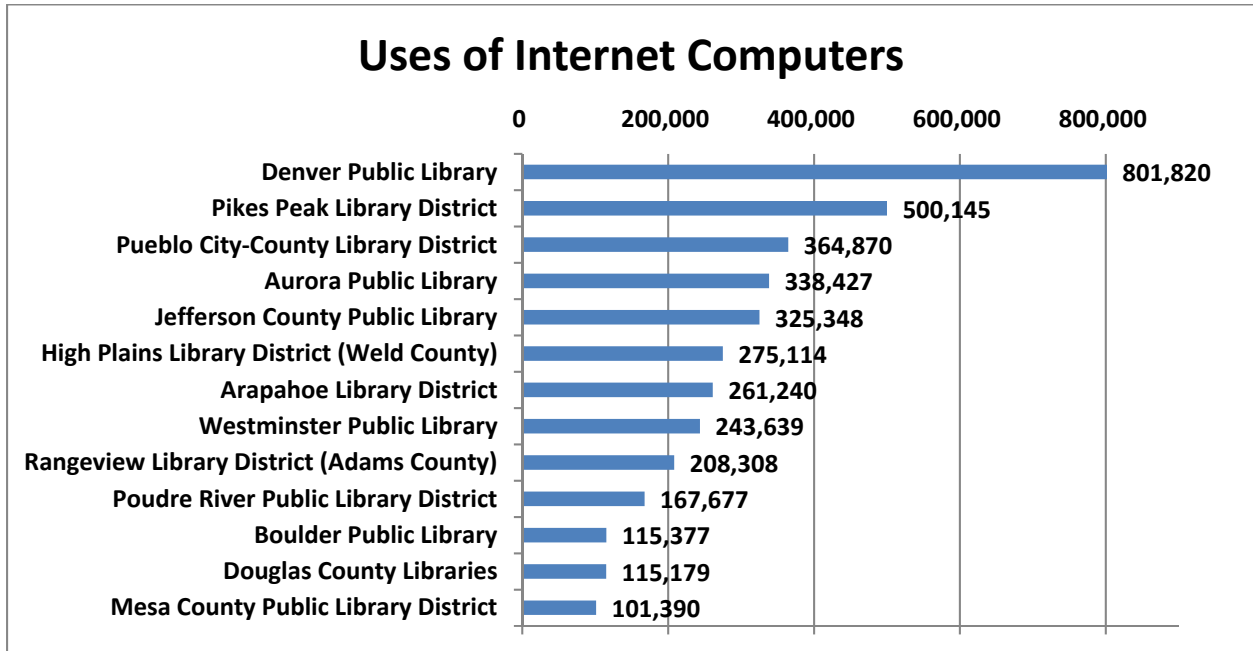
**19. Number of Subscriptions** – The number of print serial subscriptions, including duplicates, for all outlets. Includes magazines, newspapers, annuals, some government documents, some reference tools, and numbered monograph series. The District ranked third out of the 13 libraries, unchanged from 2018.



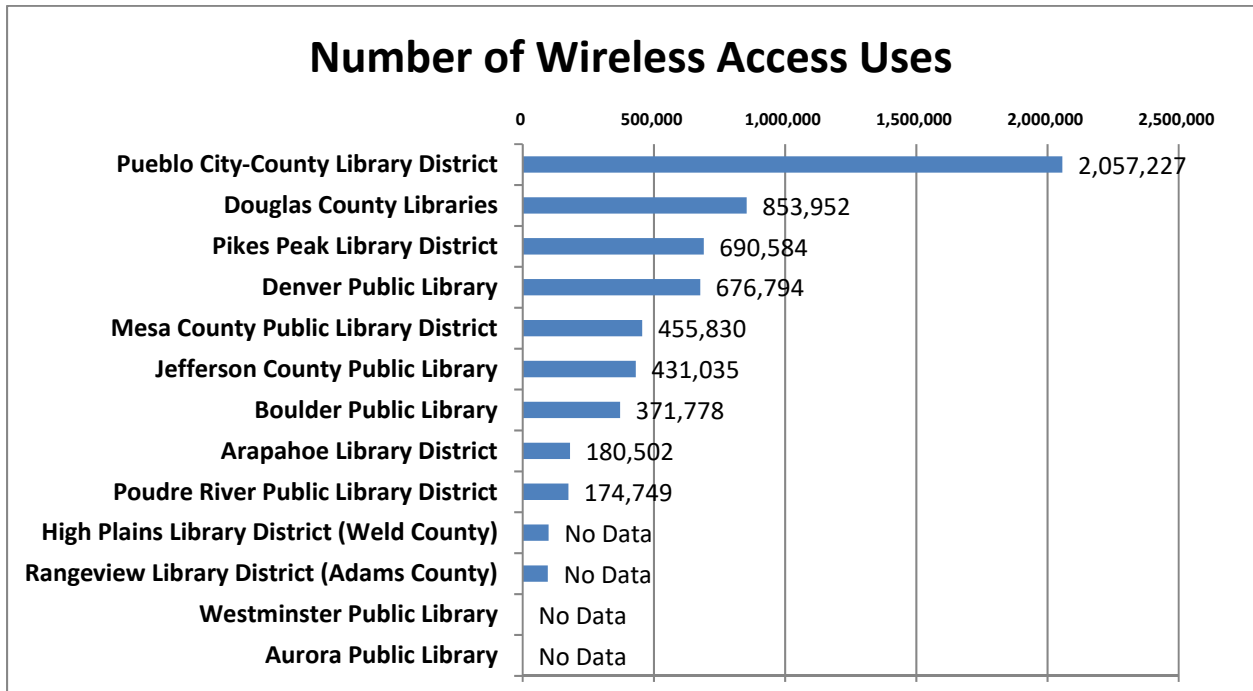
**20. Total Annual Website Visits** – This chart shows the total number of visits to the library’s main web page. In 2018, the District ranked fifth out of the 13 libraries, unchanged from 2018.



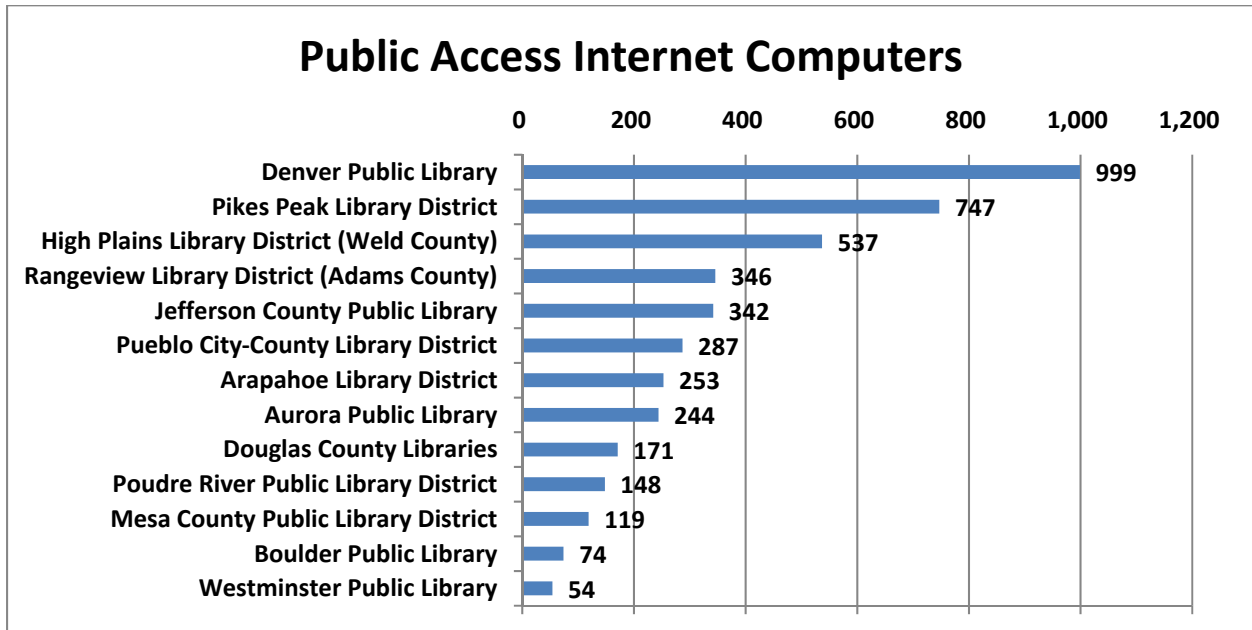
**21. Uses of Internet Computers** – This chart shows the total number of uses of internet computers. The District ranked second out of these 13 libraries, dropping from first in 2018.



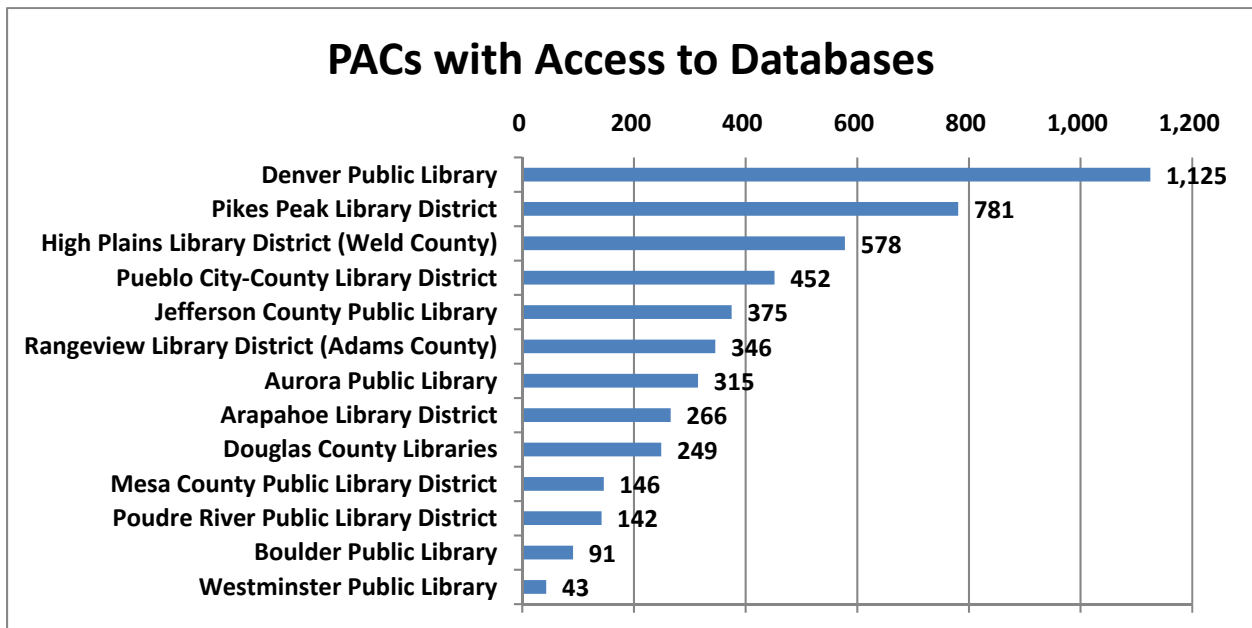
**22. Total Number of Wireless Access Uses** – This chart shows the total number of wireless access uses. The District ranked third out of the 10 libraries that reported this statistic, up from fourth in 2018.



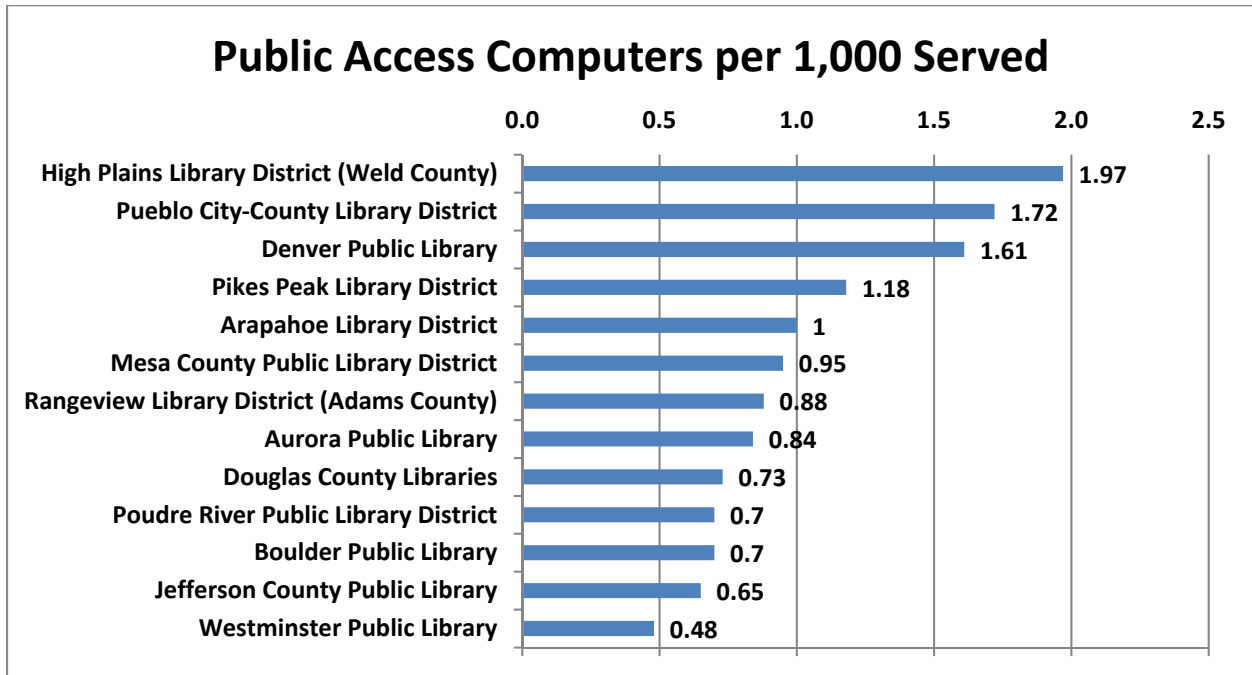
**23. Public Access Internet Computers** – This chart shows the number of computers offered to the public that has internet access. For 2019 and 2018, the District ranked second.



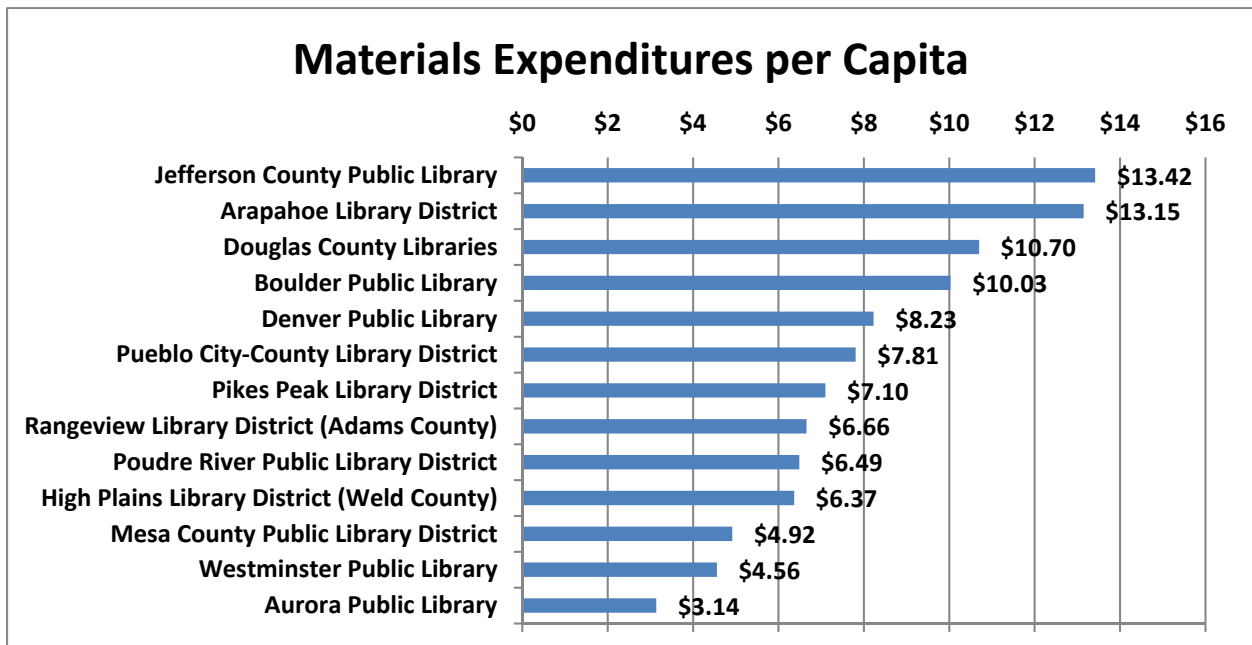
**24. PACs with Access to Databases** – This chart shows the number of public access computers (PACs) which has access to electronic databases. For 2019 and 2018, the District ranked second.



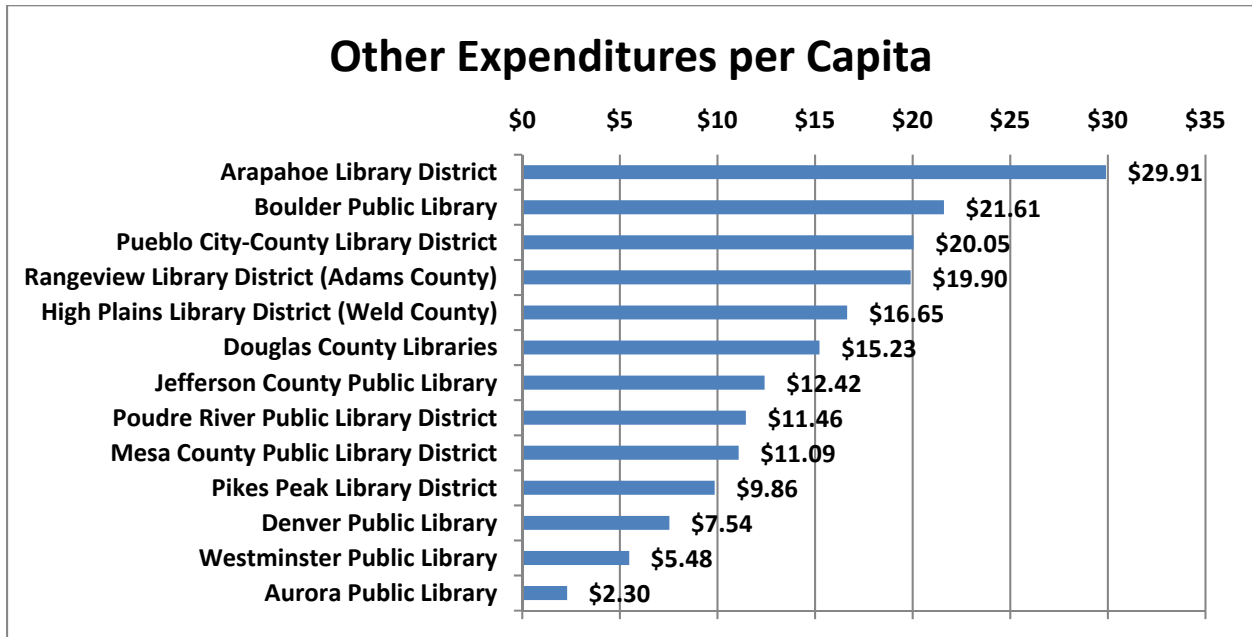
**25. Public Access Computers Per 1,000 Served** – This chart shows total number of public access computers with Internet available divided by the legal service area in thousands. The District ranks fourth out of 13 libraries for 2019, unchanged from 2018.



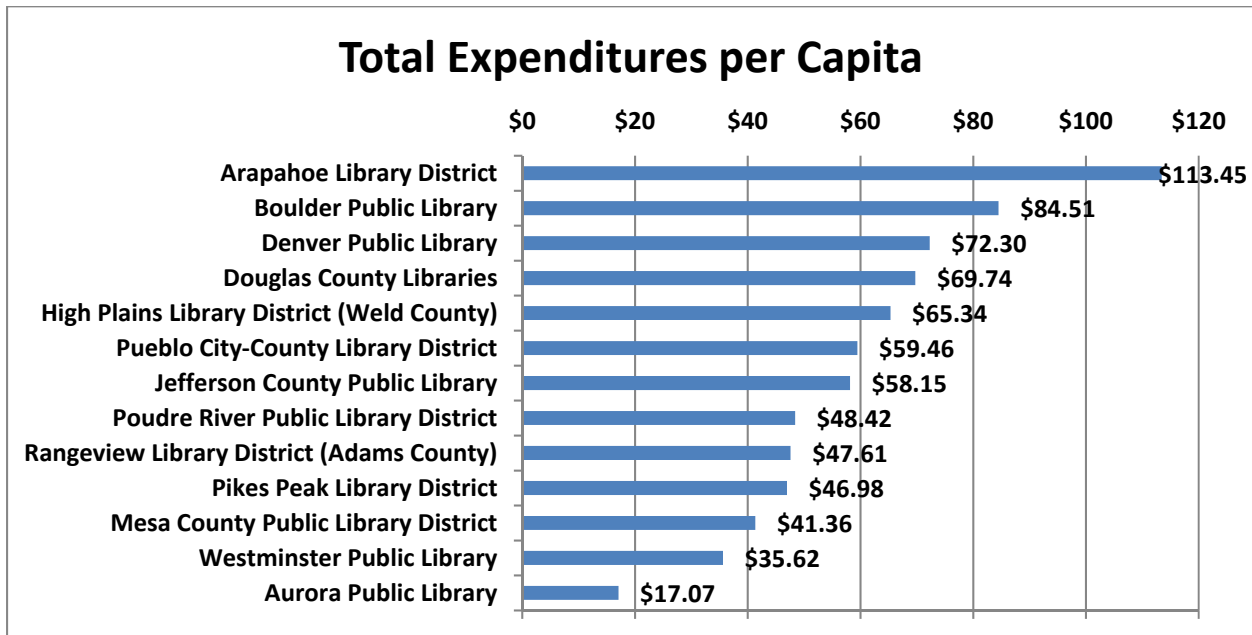
**26. Materials Expenditures Per Capita** – This chart shows the total materials expenditures divided by total LSA population. In 2019, the District ranked seventh, unchanged from 2018.



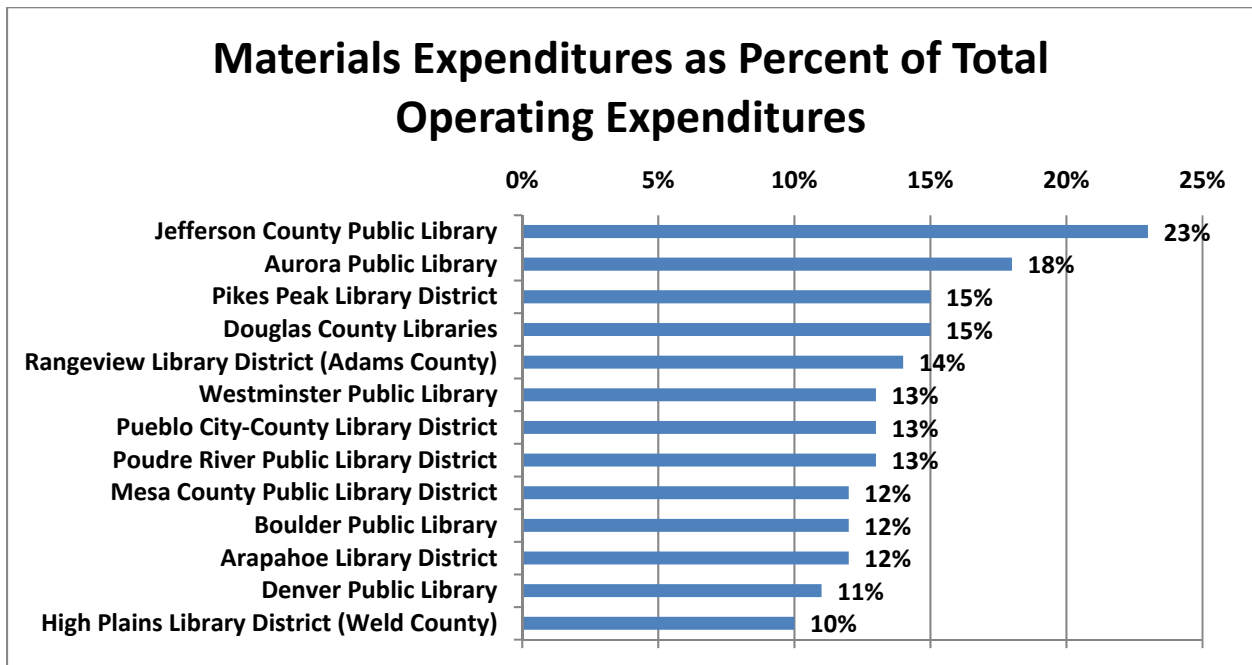
**27. Other Expenditures Per Capita** – This chart shows all other materials expenditures not reported as print, audio, video, or electronic, such as microforms, kits, and LeapFrog. The District ranked tenth out of the 13 libraries, up from eleventh for 2018.



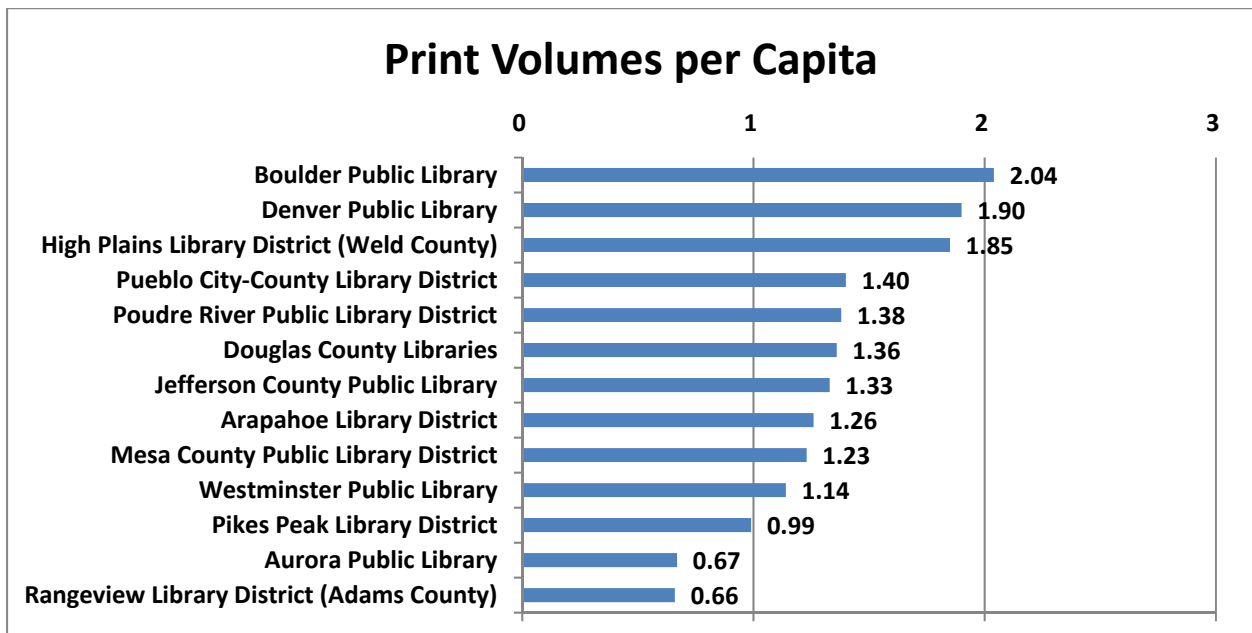
**28. Total Expenditures Per Capita** – This chart shows the total operating expenditures divided by LSA population. The District ranked tenth out of the 13 libraries for 2019 and 2018.



**29. Materials Expenditures as Percent of Total Operating Expenditures** – This chart shows the cost of all library materials divided by the amount spent for all operating expenses including materials costs. In 2019, the District ranked third out of the 13 libraries, unchanged from 2018.

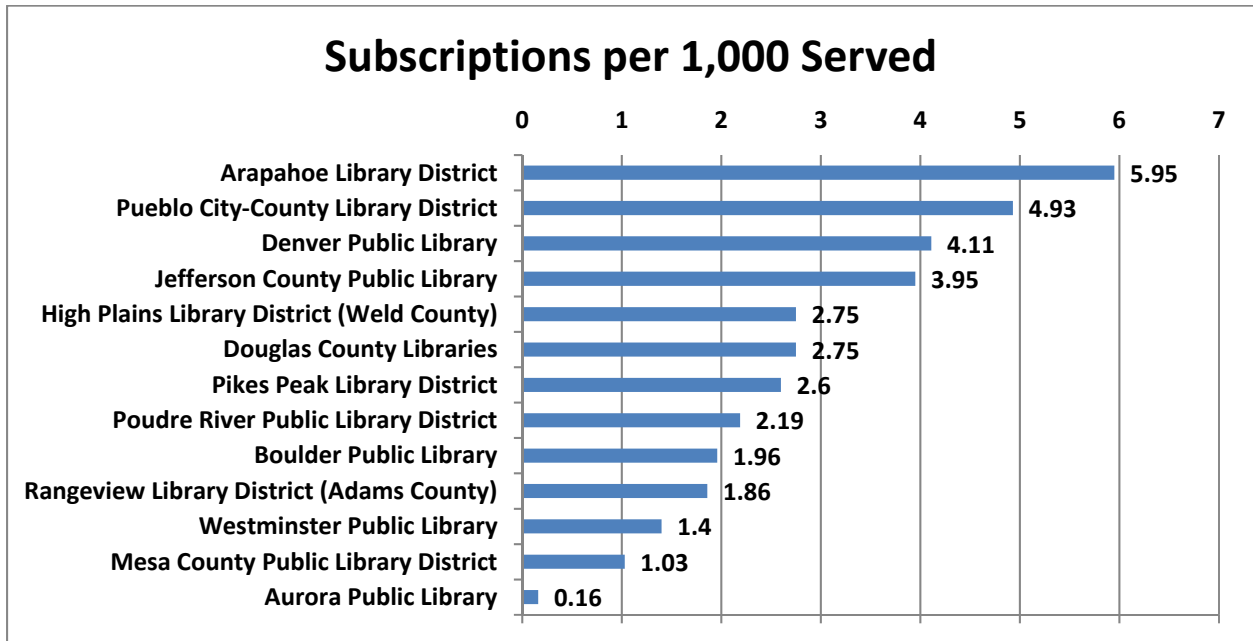


**30. Print Volumes Per Capita** - This chart shows the number of print volumes the library holds, divided by the library's LSA population. The District ranked eleventh out of the 13 libraries for 2019, unchanged from 2018.

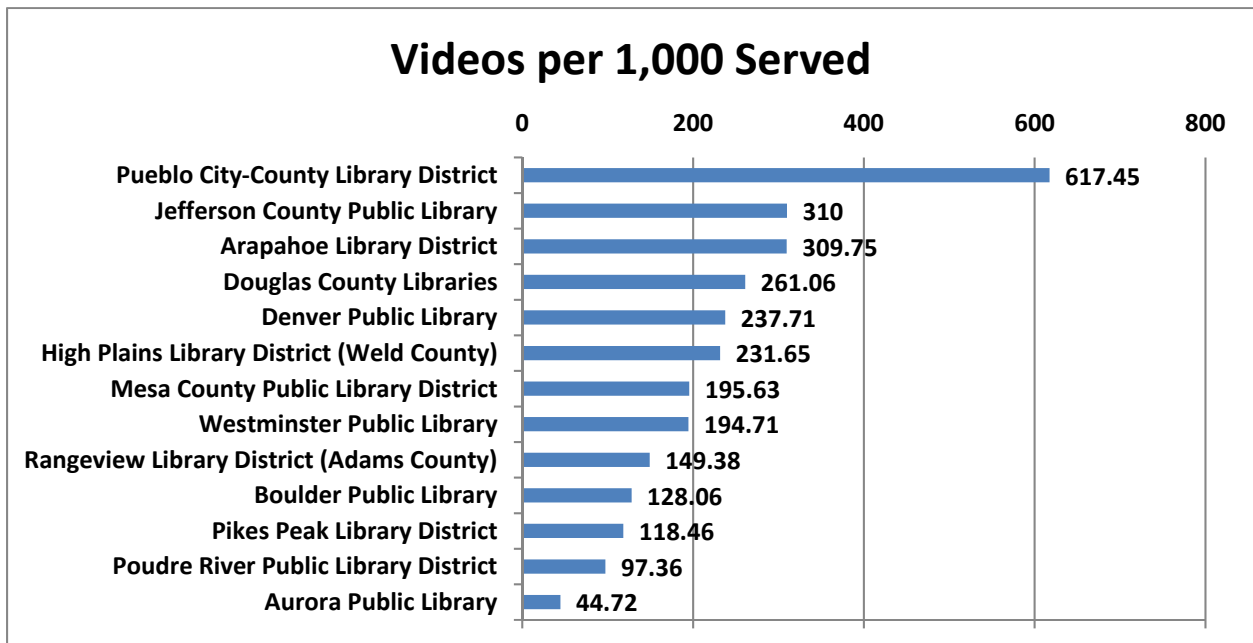




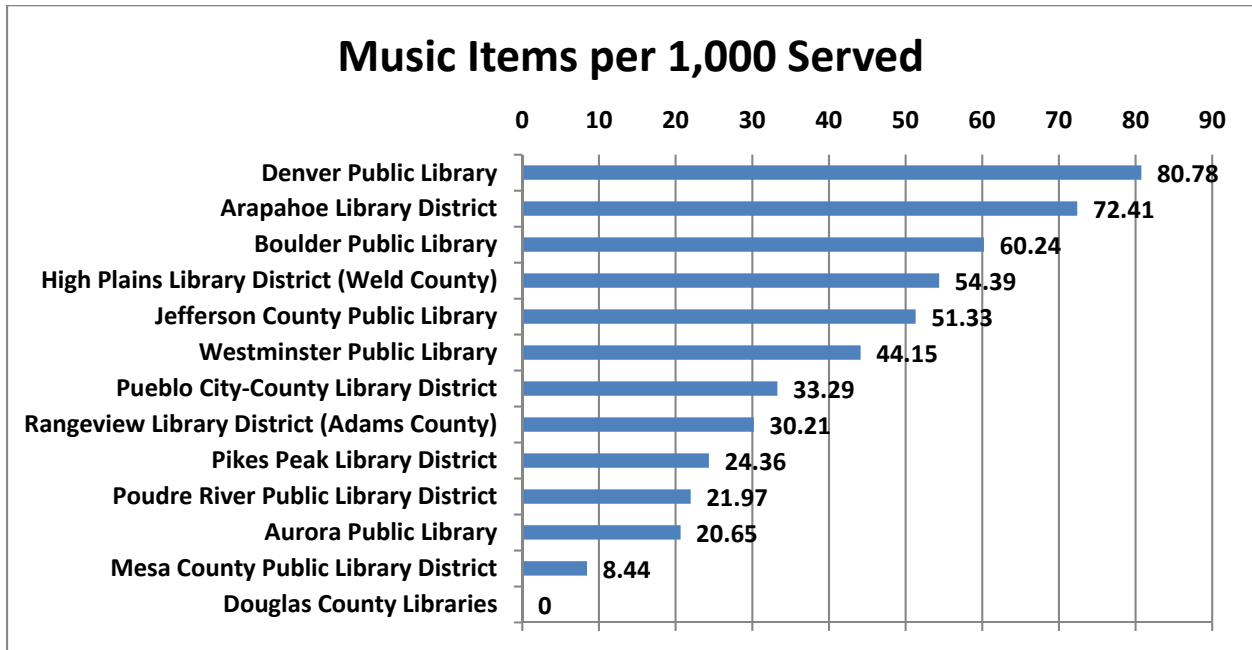
**31. Subscriptions Per 1,000 Served** – This chart shows the number of serial subscriptions divided by the LSA in thousands. The District ranked seventh out of the 13 libraries, up from ninth in 2018.



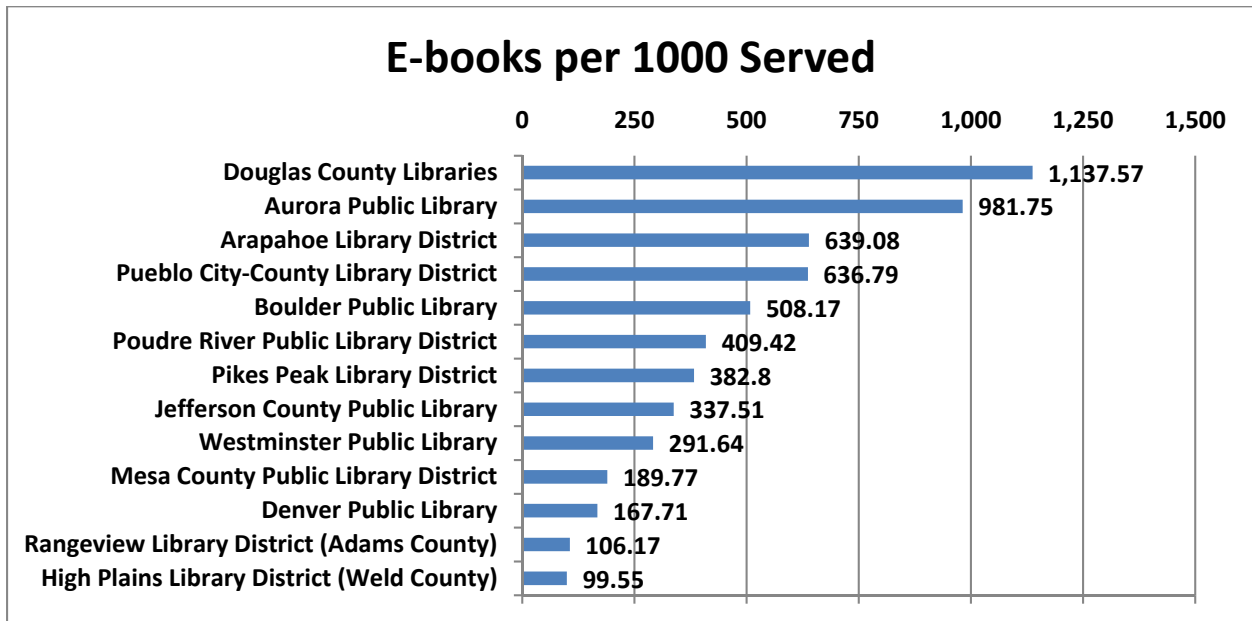
**32. Videos Per 1,000 Served** – This chart shows the number of videos in the collection per 1,000 population in the LSA. In 2019, the District ranked eleventh in this category, unchanged from 2018.



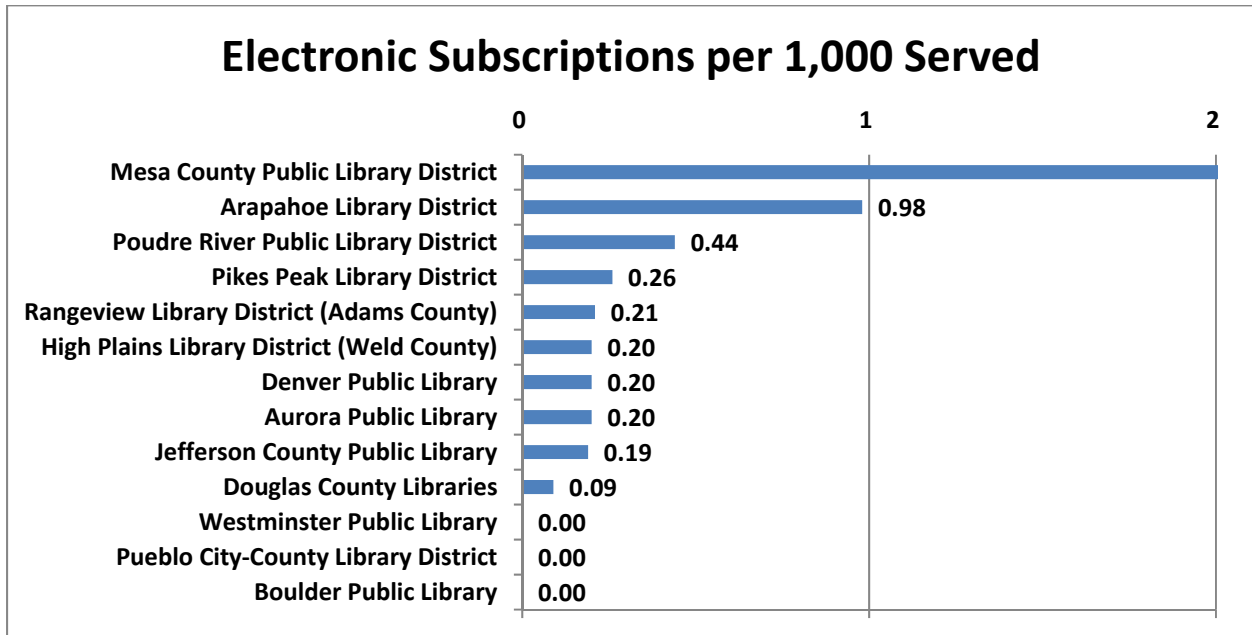
**33. Music Items Per 1,000 Served** – This chart shows the number of music materials in the collection per 1,000 people within their LSA. The District ranked ninth out of 13 libraries, unchanged from 2018.



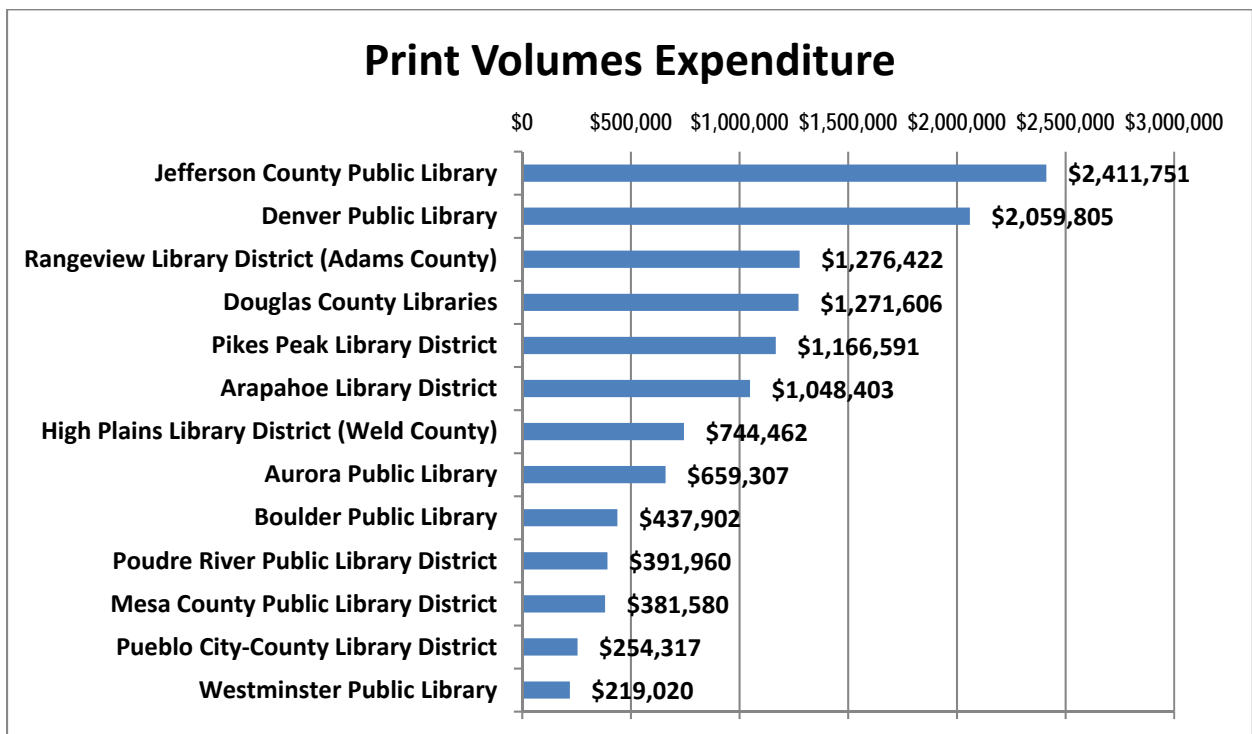
**34. E-books Per 1,000 Served** – This chart shows the total number of E-books divided by the LSA population (divided by 1,000). The District ranked seventh in this category for 2019, down from sixth in 2018.



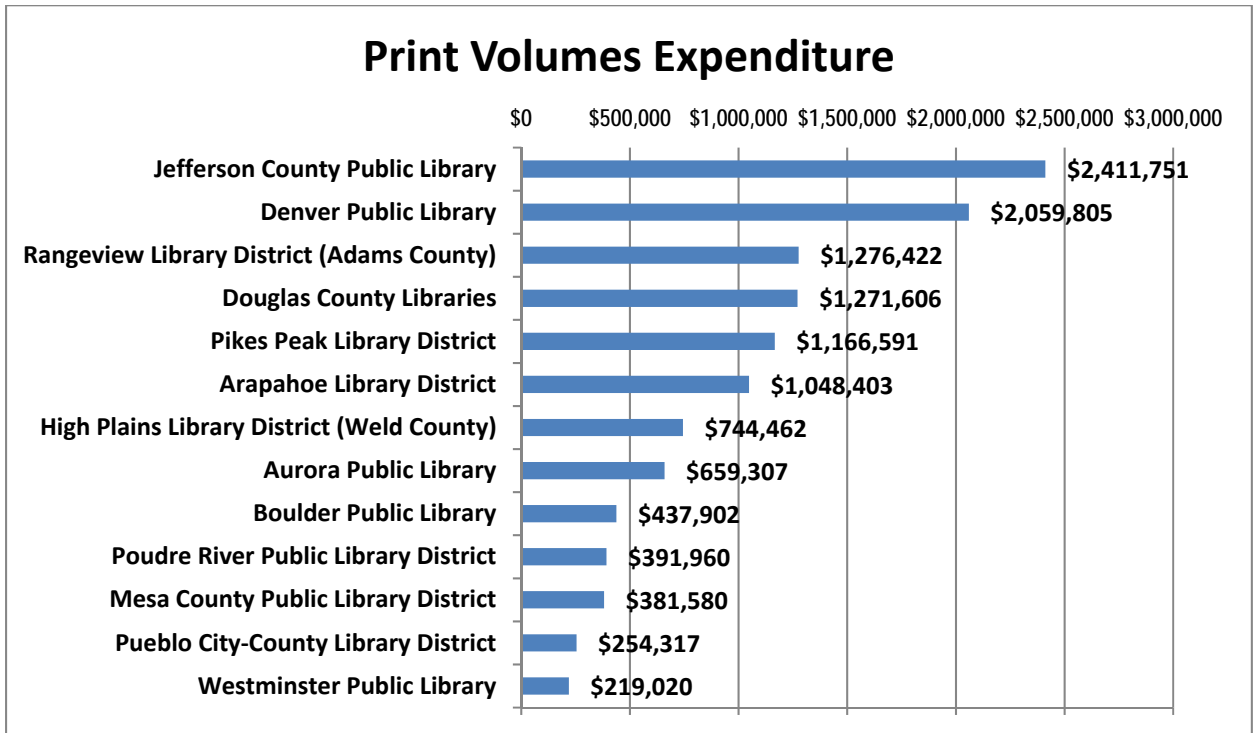
**35. Electronic Subscriptions Per 1,000 Served** – This chart shows the total number of electronic subscriptions per 1,000 LSA population served. The District is currently ranked fourth out of the 13 libraries. During 2018, the District ranked fifth in this category.



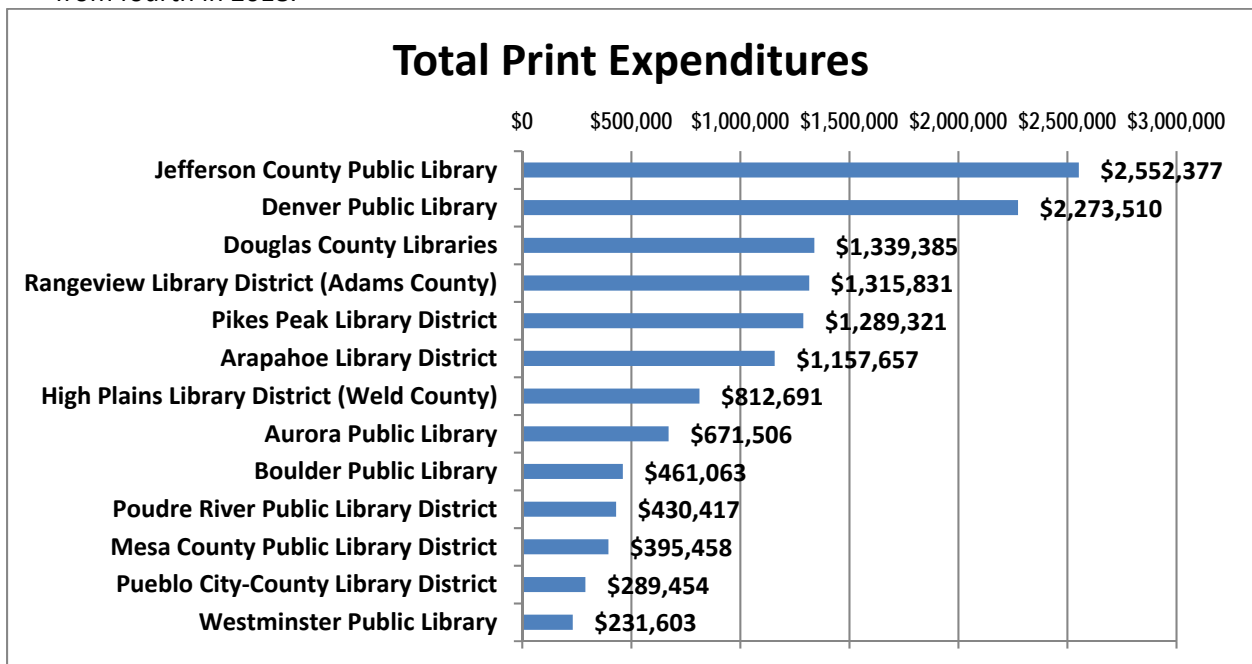
**36. Print Volumes Expenditure** – This chart shows total expenditures on non-periodical printed publications bound in hard or soft covers or in loose-leaf format, including publications issued in successive parts. The District ranked fifth out of the 13 libraries, down from fourth in 2018.



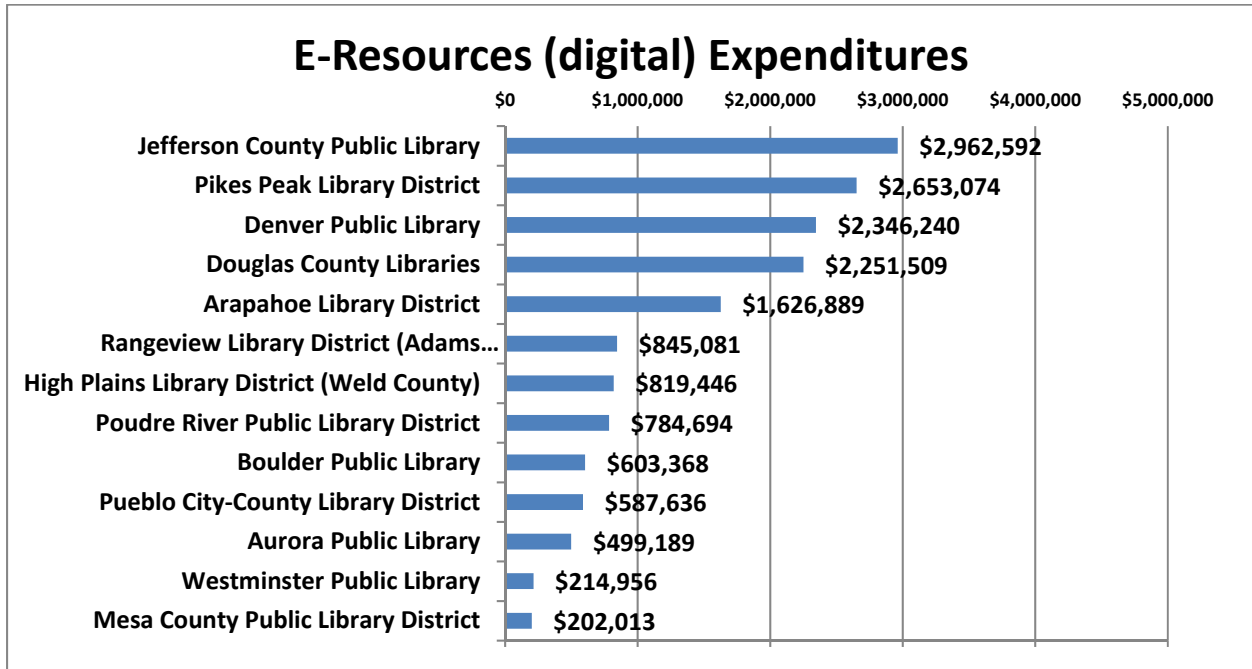
**37. Subscriptions Expenditures** – This chart shows total expenditures on serial subscriptions including periodicals, newspapers, annuals, some government documents, some reference tools, and numbered monographic series. The District ranked fifth out of the 13 libraries, down from third in 2018.



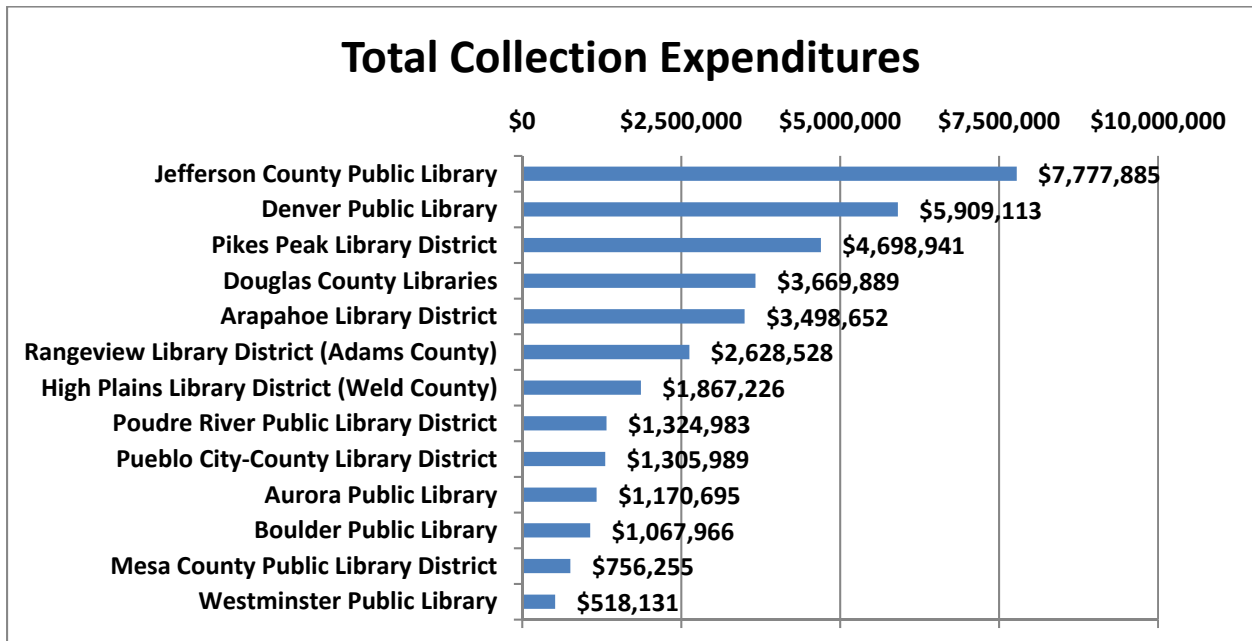
**38. Total Print Expenditures** – This chart shows the total amount spent on books, bound volumes, and paper subscriptions or serials. The District ranked fifth out of the 13 libraries in this category, down from fourth in 2018.



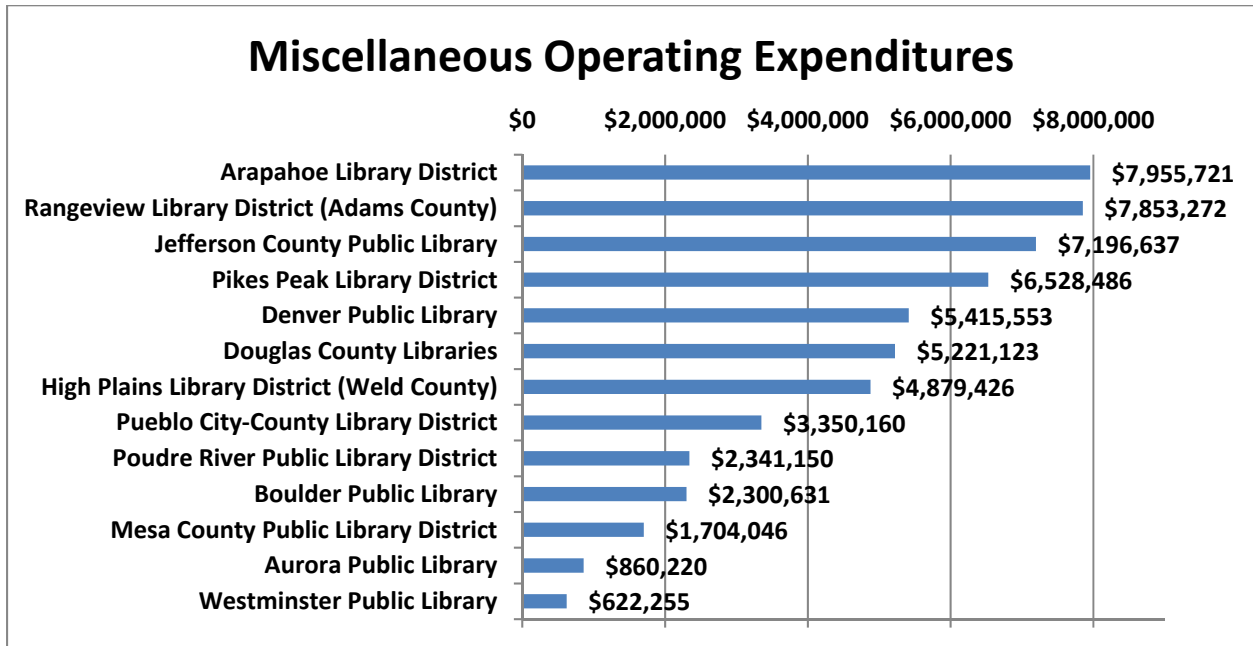
**39. Total E-Resources (Digital) Expenditure** – This chart shows the total amount spent on digital resources (E-Resources). The District ranked second for 2019, unchanged from 2018.



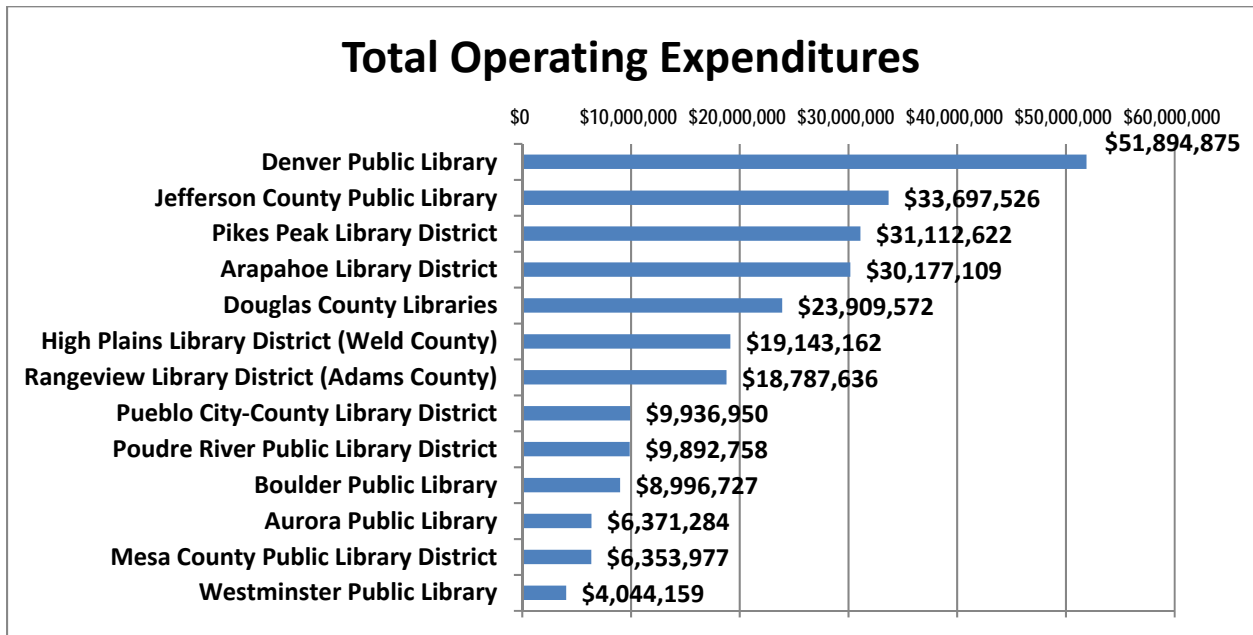
**40. Total Collection Expenditures** - This chart shows the total amount spent on library materials. In 2019, the District ranked third, primarily due to the size of its LSA population. This rank is unchanged from 2018.



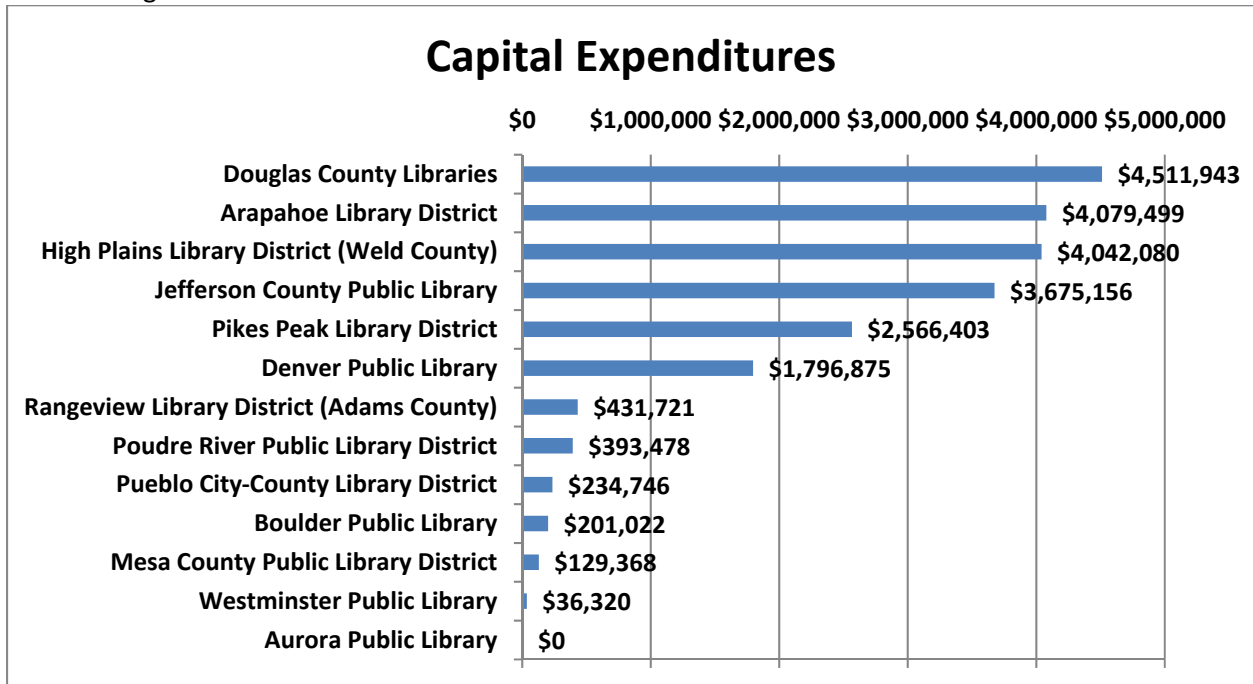
**41. Miscellaneous Operating Expenditures** – This chart shows the total amount of expenditures during 2019 for all categories other than personnel, library materials and capital. In 2019, the District ranked fourth, unchanged from 2018.



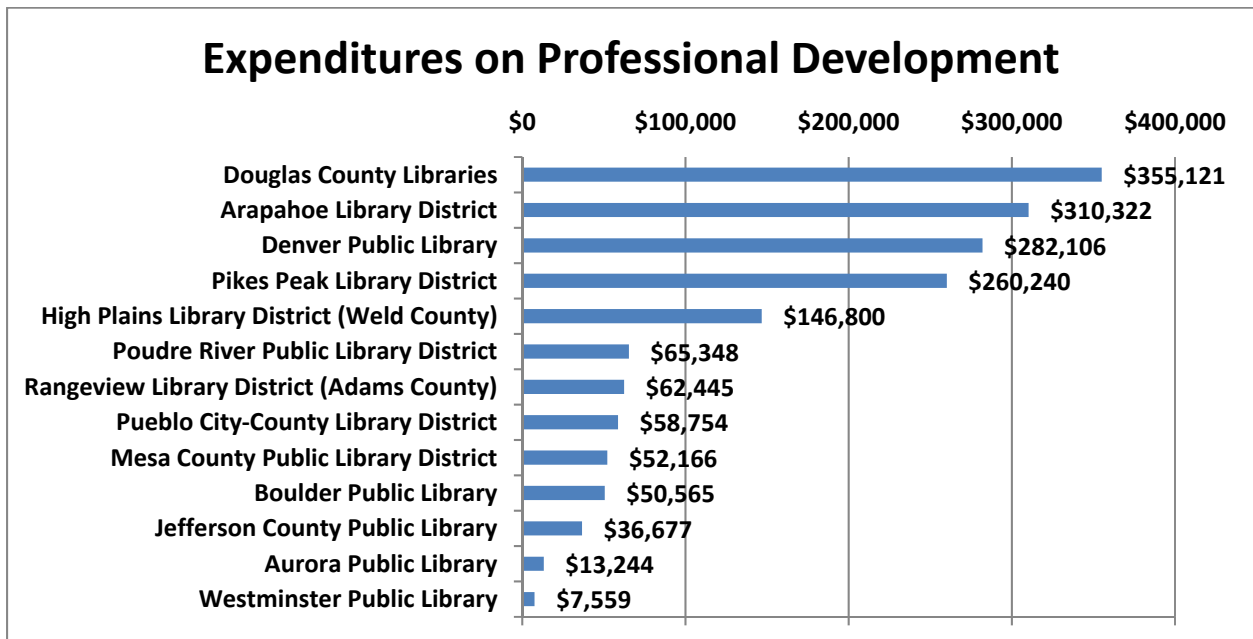
**42. Total Operating Expenditures** – This chart shows the total amount spent on operations. In 2019, the District ranked third, primarily due to the size of its LSA population, up from fourth in 2018.



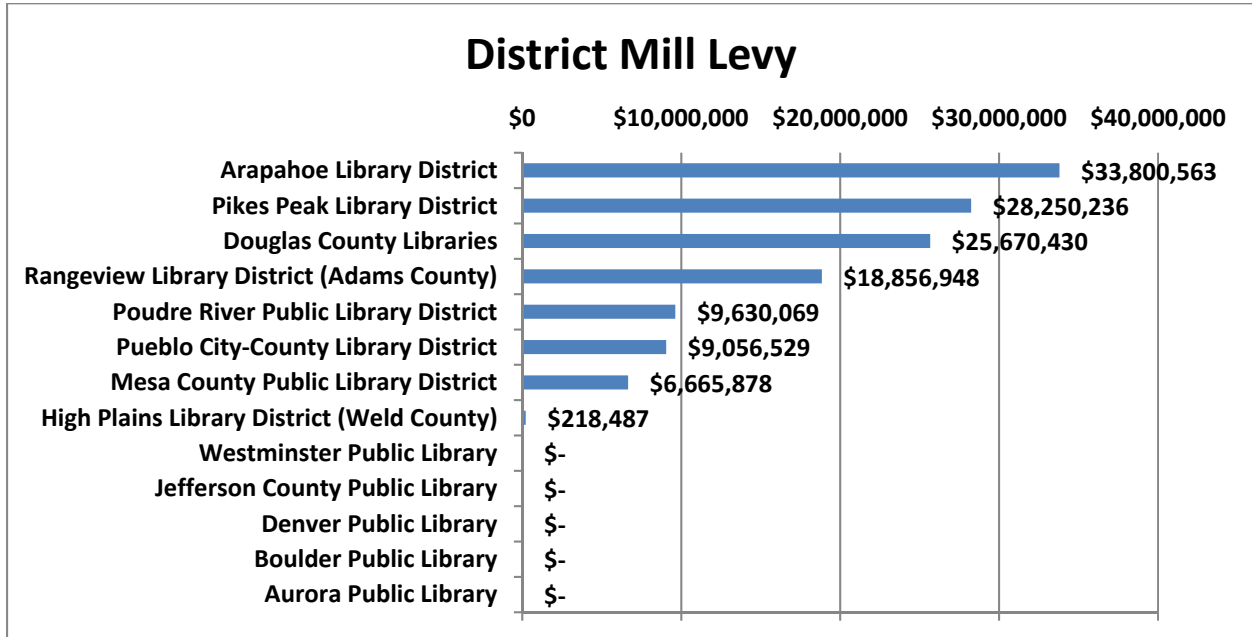
**43. Capital Expenditures** – This chart shows total expenses paid for new buildings or furnishings, renovations, automation systems, vehicles, and other major one-time projects. Includes all federal, state, local and other revenue used for major capital expenditures. In 2019, the District ranked fifth, unchanged from 2018.



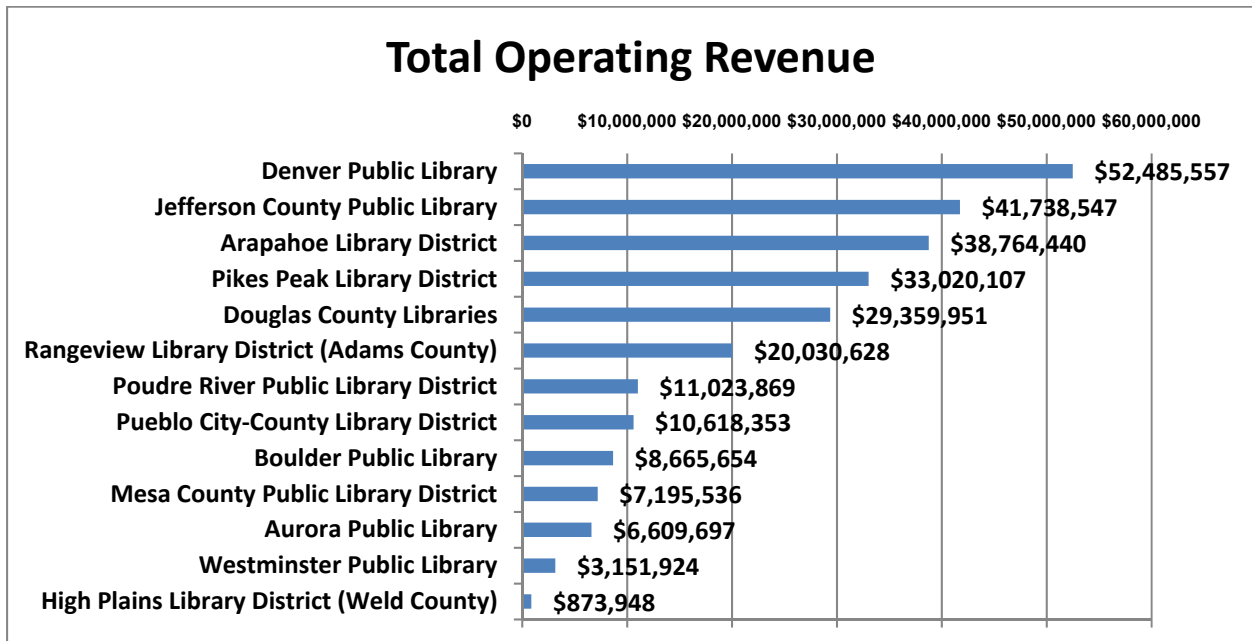
**44. Expenditures on Professional Development** – This chart shows total expenditures for development and education of staff. The total includes fees, materials, travel costs, conference registrations, workshops, reimbursements, software, videos, and cost of in-house development office. This does not include costs associated with regular staff or human resources meetings. For 2019, the District ranked fourth out of 13 libraries in this category, unchanged from 2018.



**45. District Mill Levy** – This chart shows the total amount of property tax revenue received by the District from its mill levy.

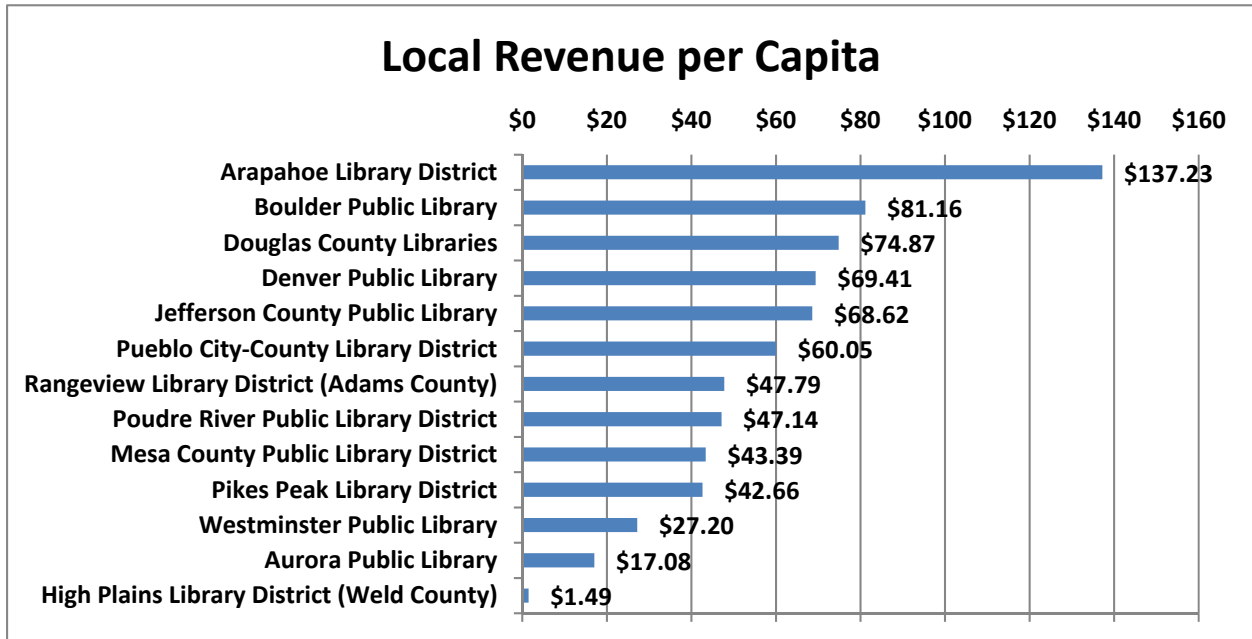


**46. Total Operating Revenue** – This chart shows total operating revenue for each library. In 2019, the District ranked fourth, primarily due to the size of its LSA population. In 2018, the District also ranked fourth.

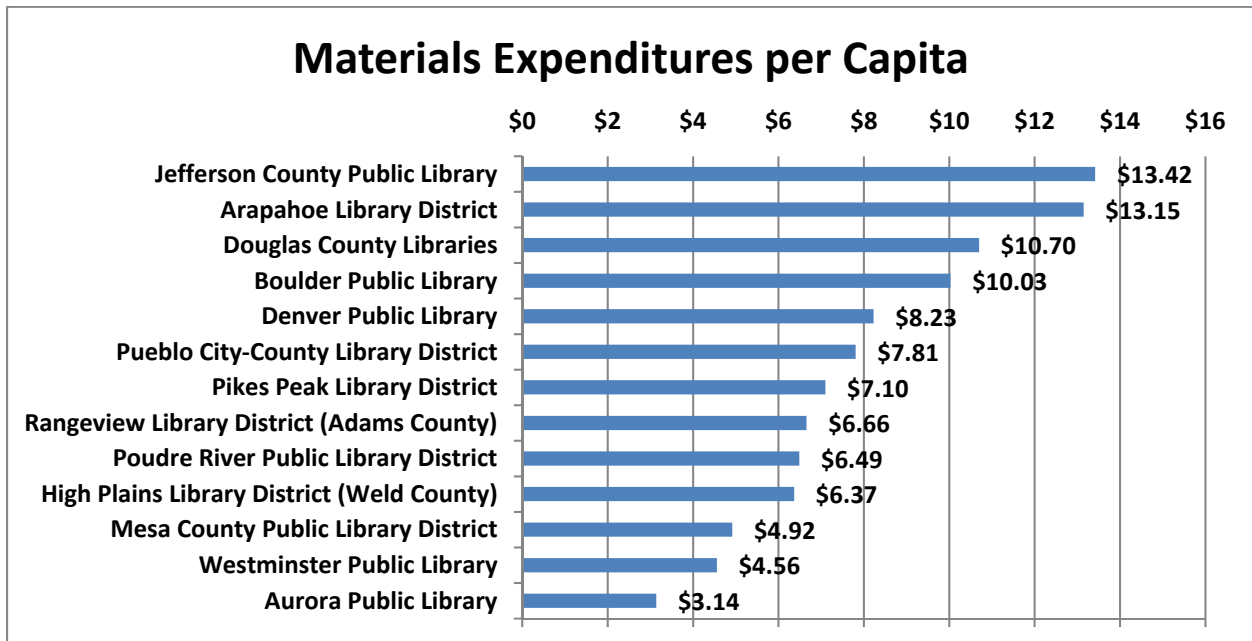




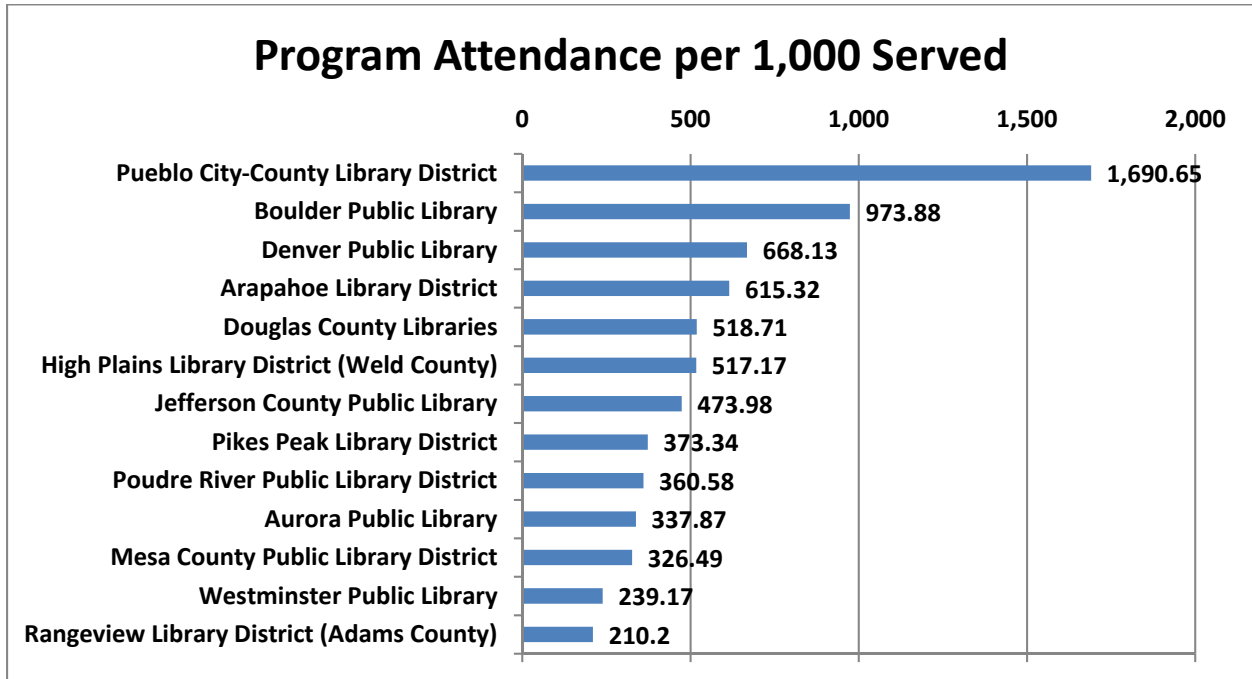
**47. Local Revenue Per Capita** – This chart shows the total dollars of local revenue (primarily property taxes) divided by the total LSA population. The District ranked tenth out of the 13 libraries, unchanged from 2018.



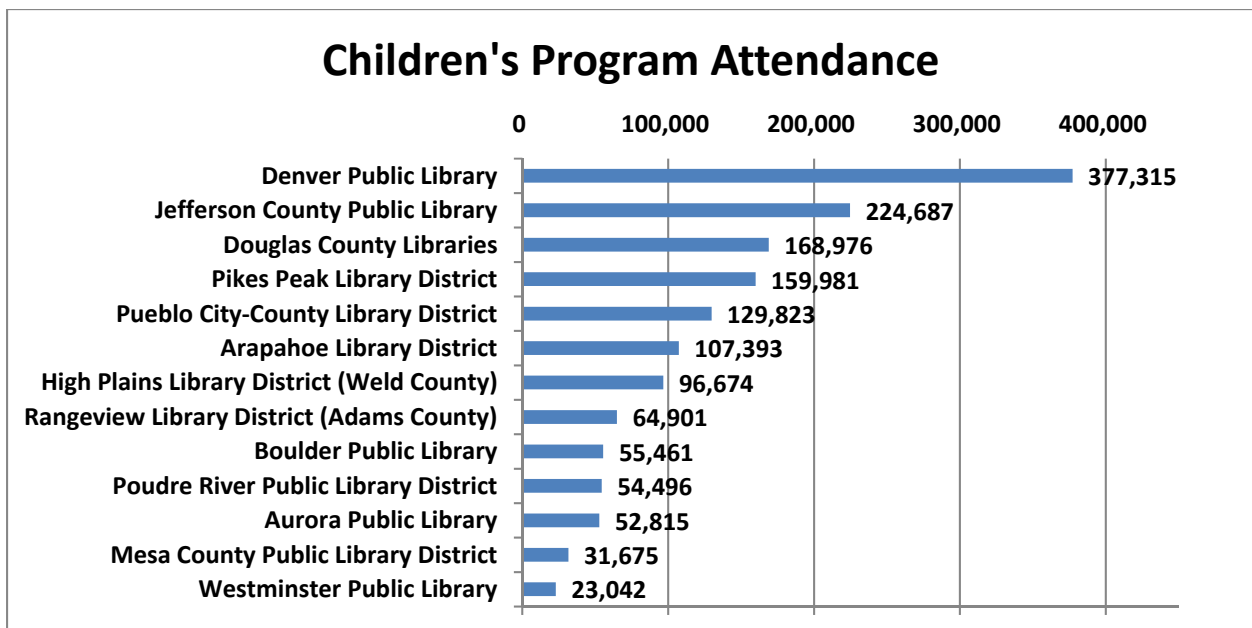
**48. Materials Expenditures Per Capita** – This chart shows the total materials expenditures divided by total LSA population. In 2019, the District ranked seventh, unchanged from 2018.



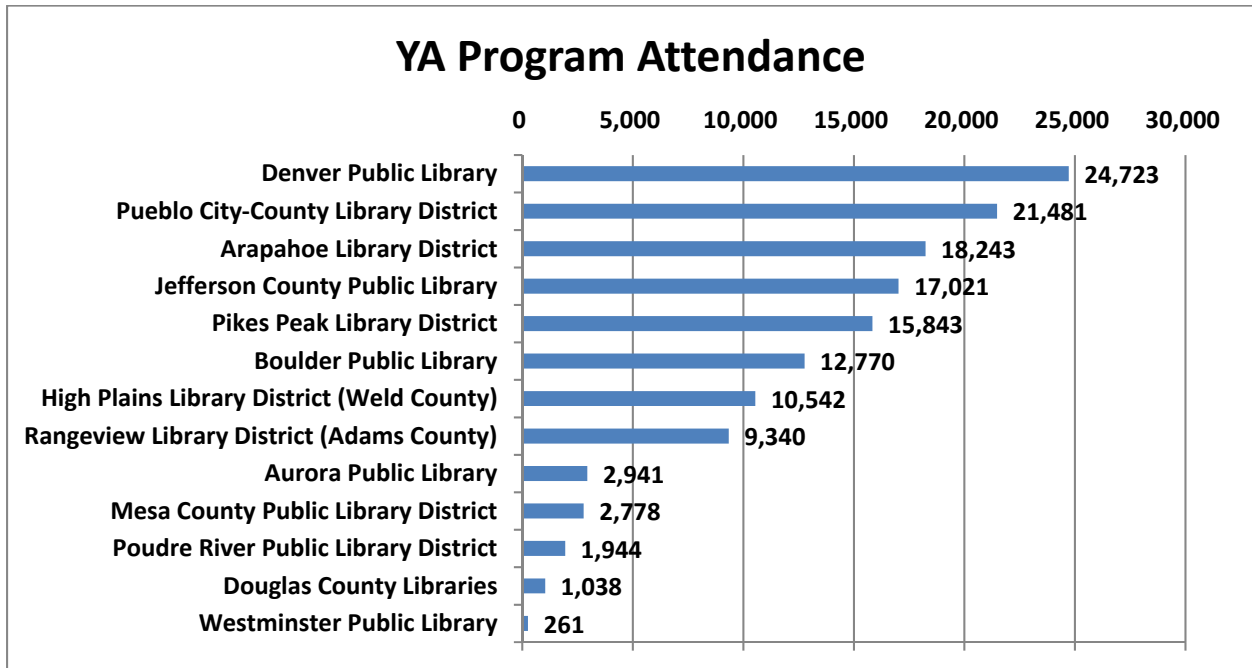
**49. Program Attendance Per 1,000 Served** – This chart shows total attendance for all programs. In 2019, the District ranked eighth, unchanged from 2018.



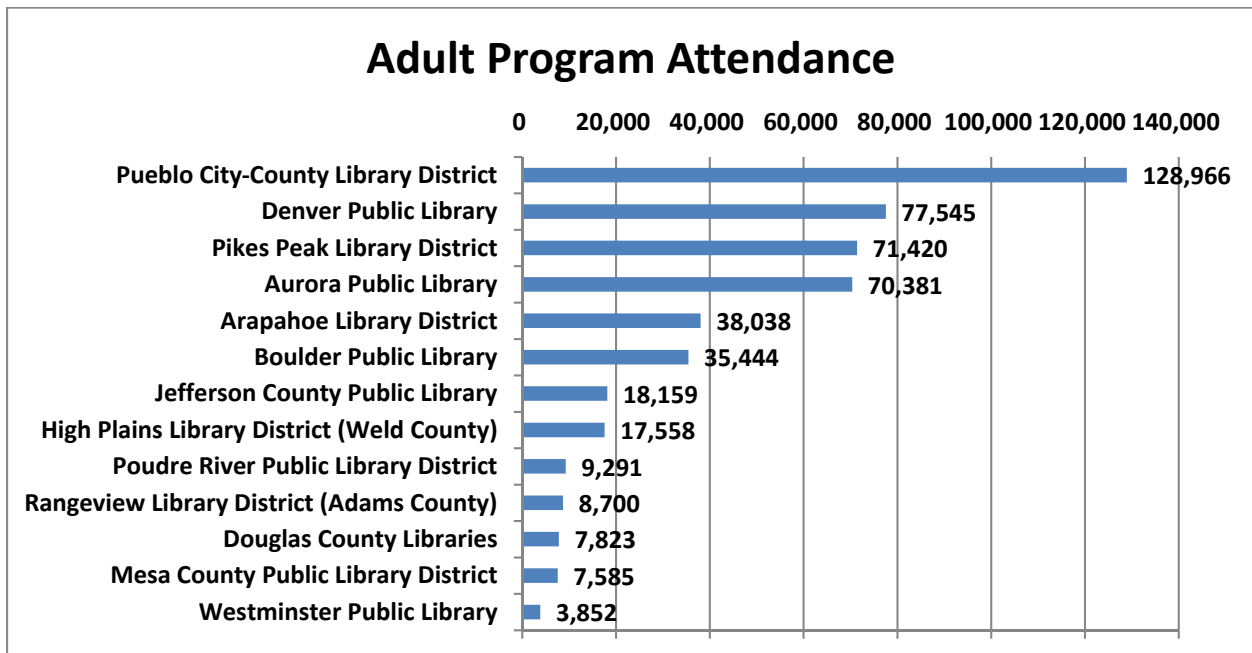
**50. Children's Program Attendance** – This chart shows the total number of attendance at Children's programs.



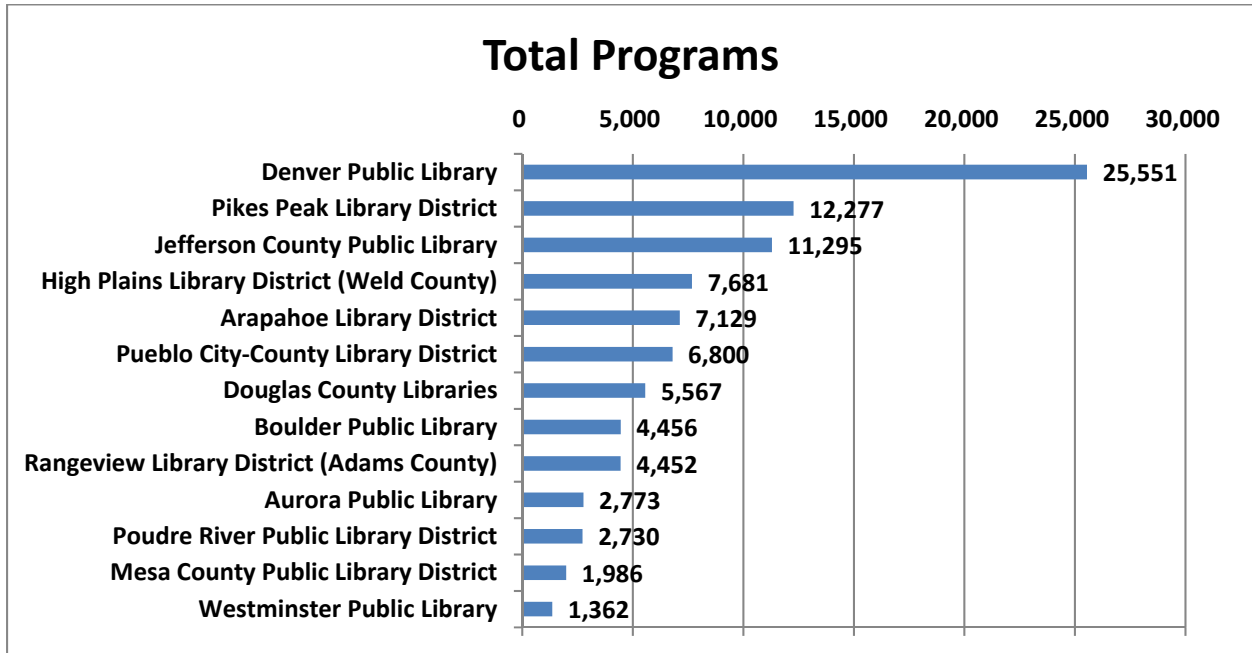
**51. Young Adult Program Attendance** – This chart shows the total number of attendance at Young Adult (primarily teen) programs.



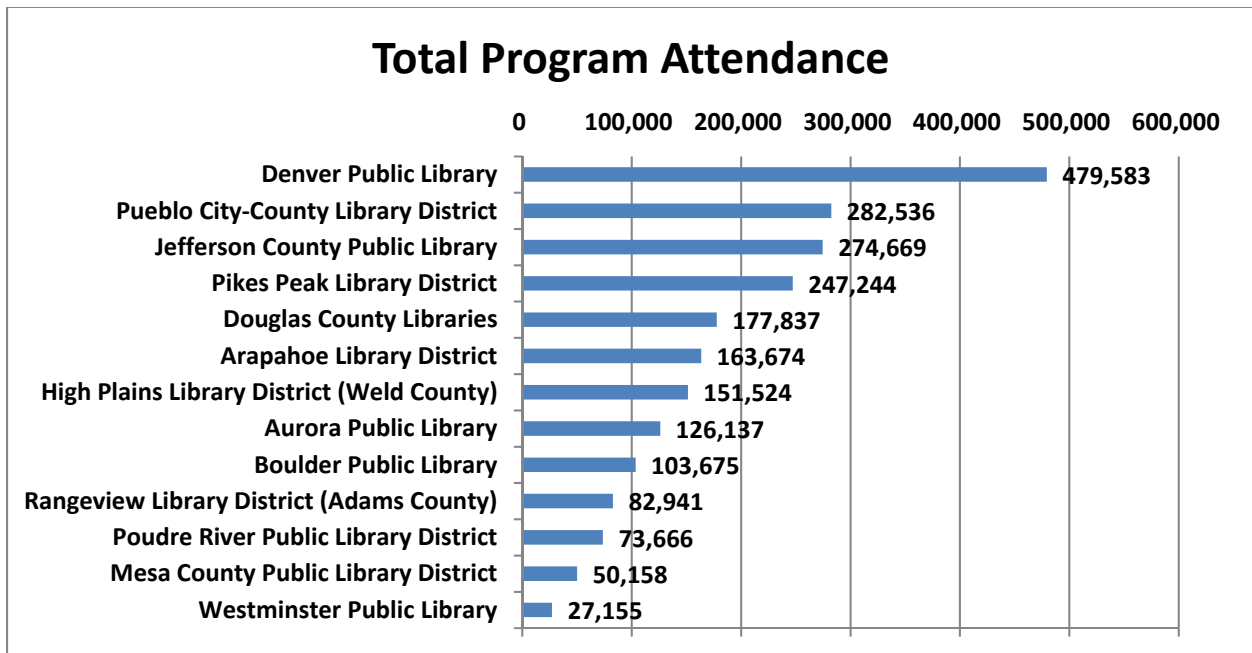
**52. Adult Program Attendance** – This chart shows the total number of attendance at adult programs.



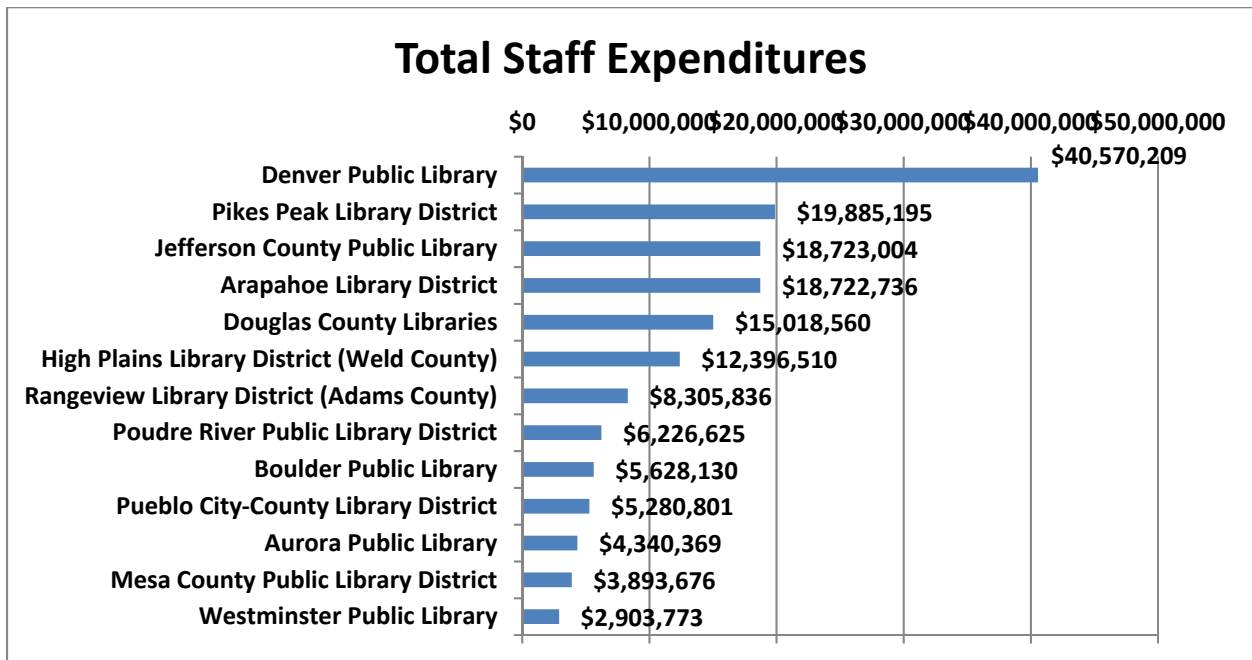
**53. Total Programs** – This chart shows total number of programs. The District ranks second out of 13 libraries in 2019, unchanged from 2018.



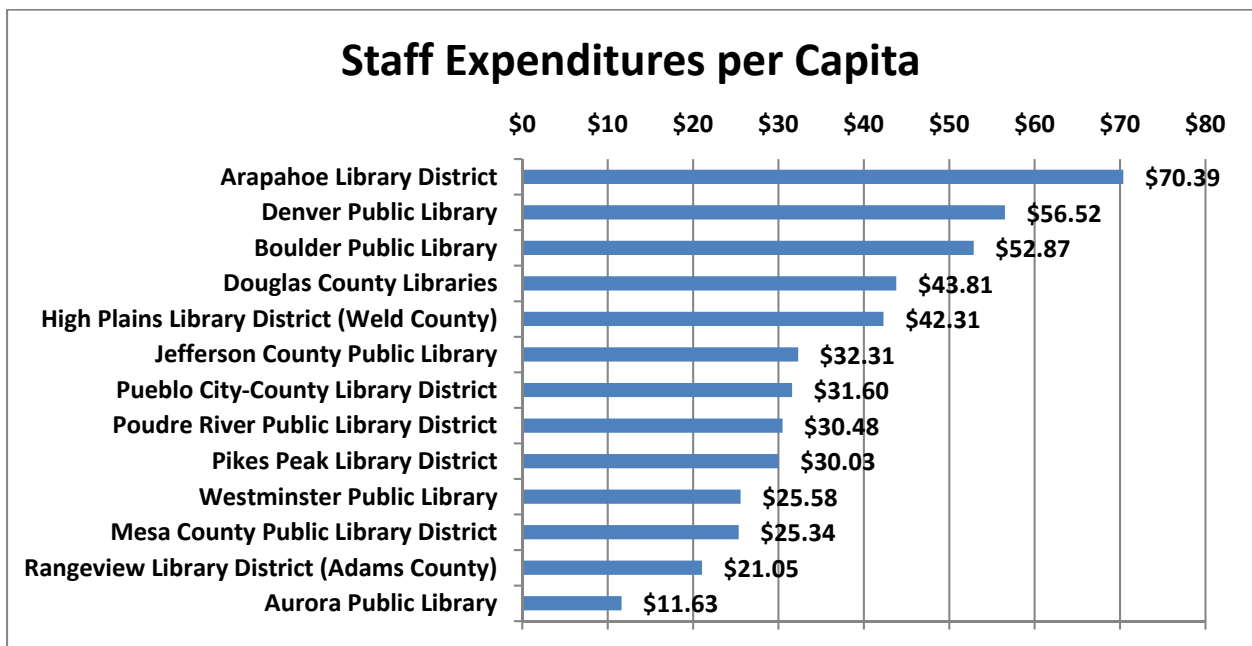
**54. Total Program Attendance** – This chart shows total count of the audience at all library programs. The District ranked fourth in 2019, unchanged from 2018.



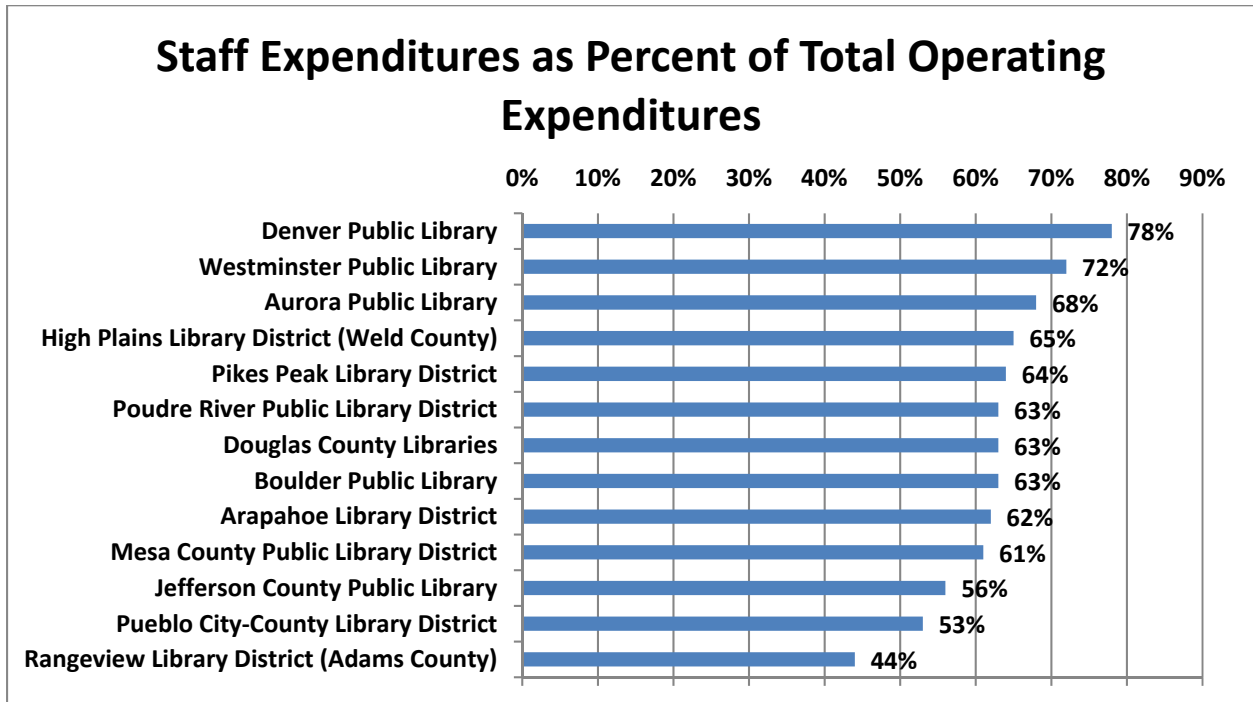
**55. Total Staff Expenditures** – This chart shows total wages and benefits paid to library staff. In 2019, the District ranked second, primarily due to the size of its LSA population. For 2018, the District also ranked second.



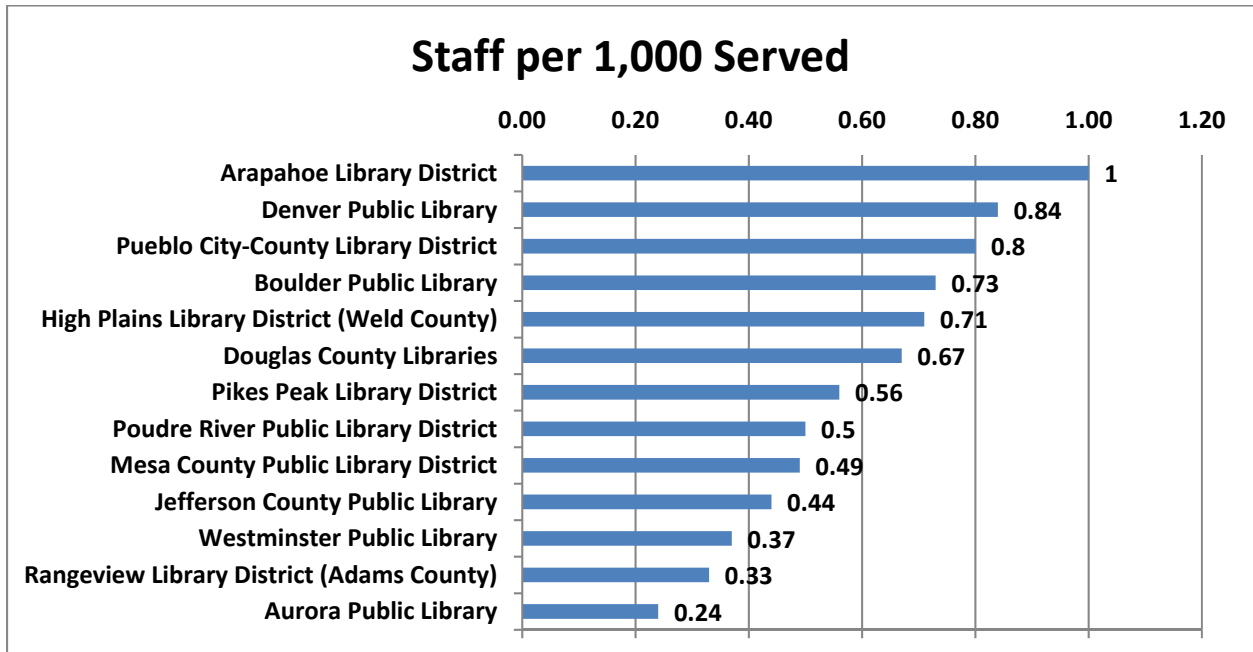
**56. Staff Expenditures Per Capita** – This chart shows the total staff dollars spent on staff wages and benefits divided by total LSA population. The District ranked ninth out of the 13 libraries, unchanged from 2018.



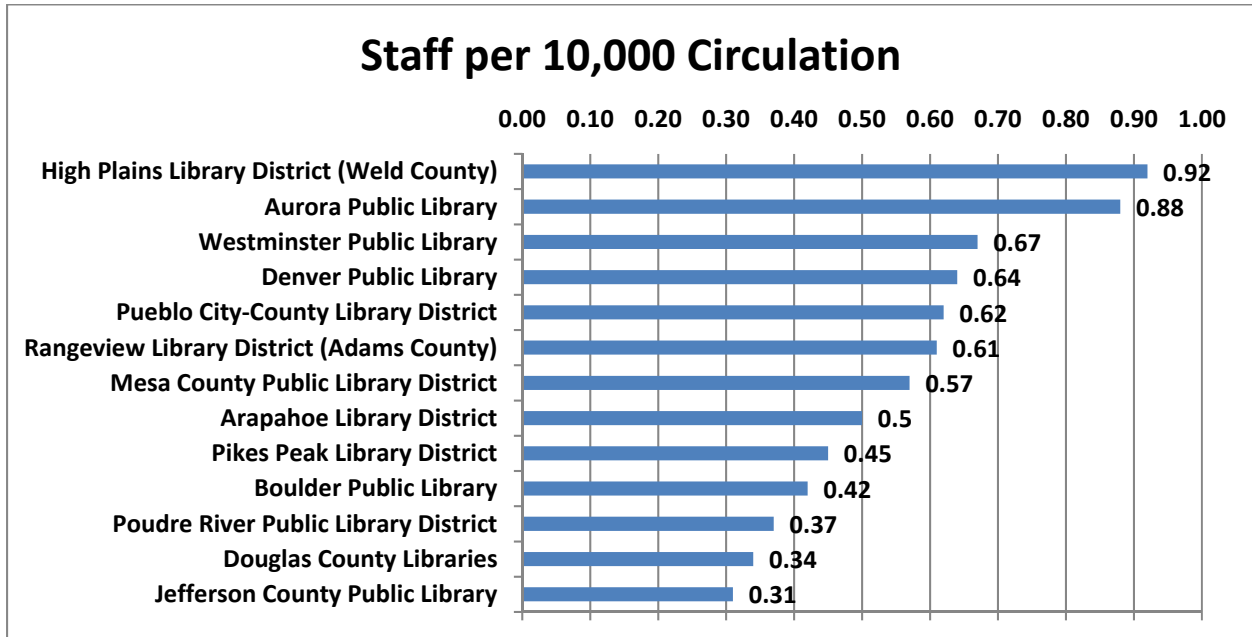
**57. Staff Expenditures as Percent of Total Operating Expenditures** - This chart shows the sum of all staff expenditures for salaries, wages, and benefits divided by the sum of all operating expenditures for staff, materials, and other purposes. The District ranked fifth in 2019, up from eighth in 2018.



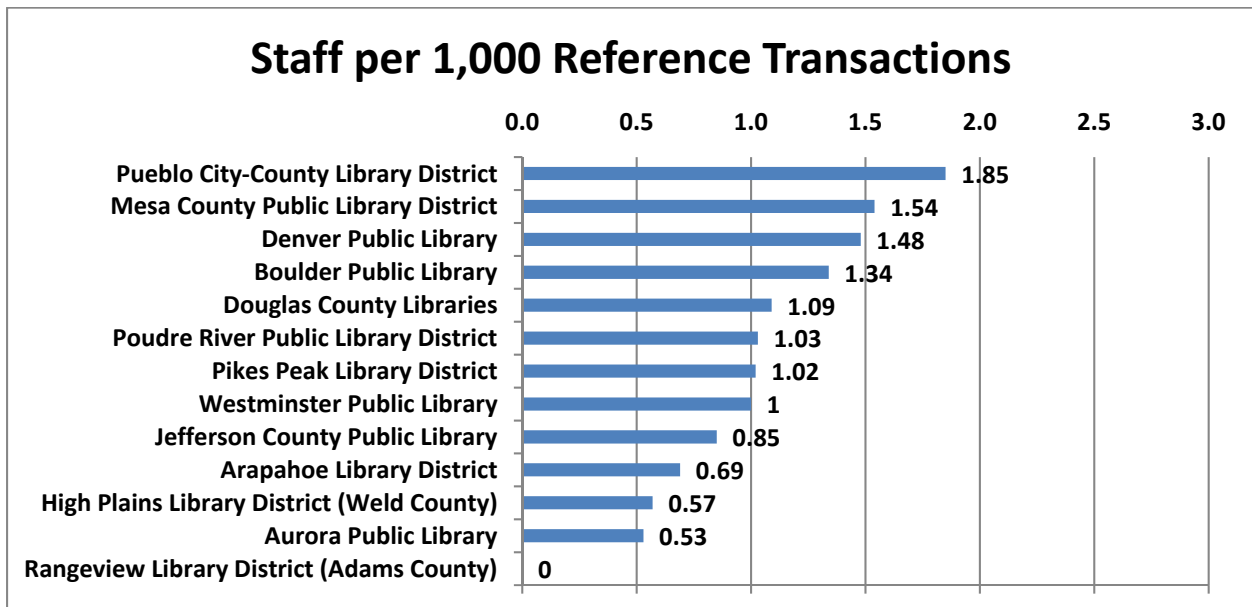
**58. Staff Per 1,000 Served** – This chart shows total staff divided by the total LSA population (divided by 1,000). The District ranked seventh, unchanged from 2018.



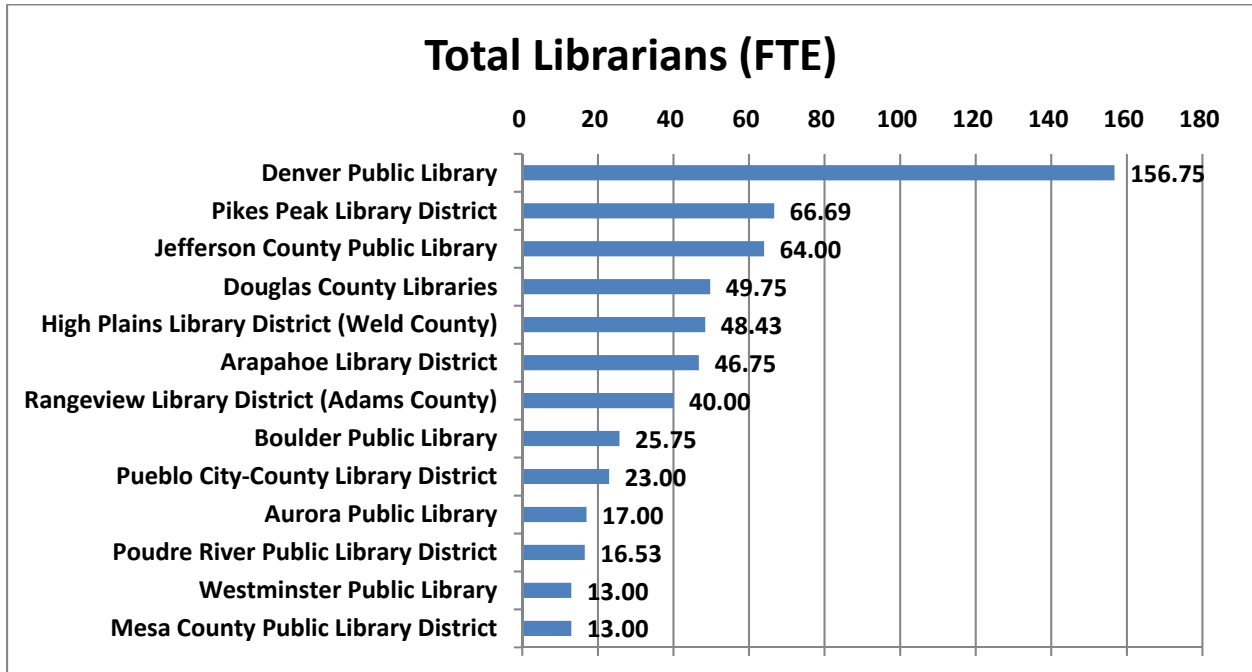
**59. Staff Per 10,000 Circulation** – This chart shows total staff per 10,000 items circulated. In 2019, the District ranked ninth out of the 13 libraries in this category, unchanged from 2018.



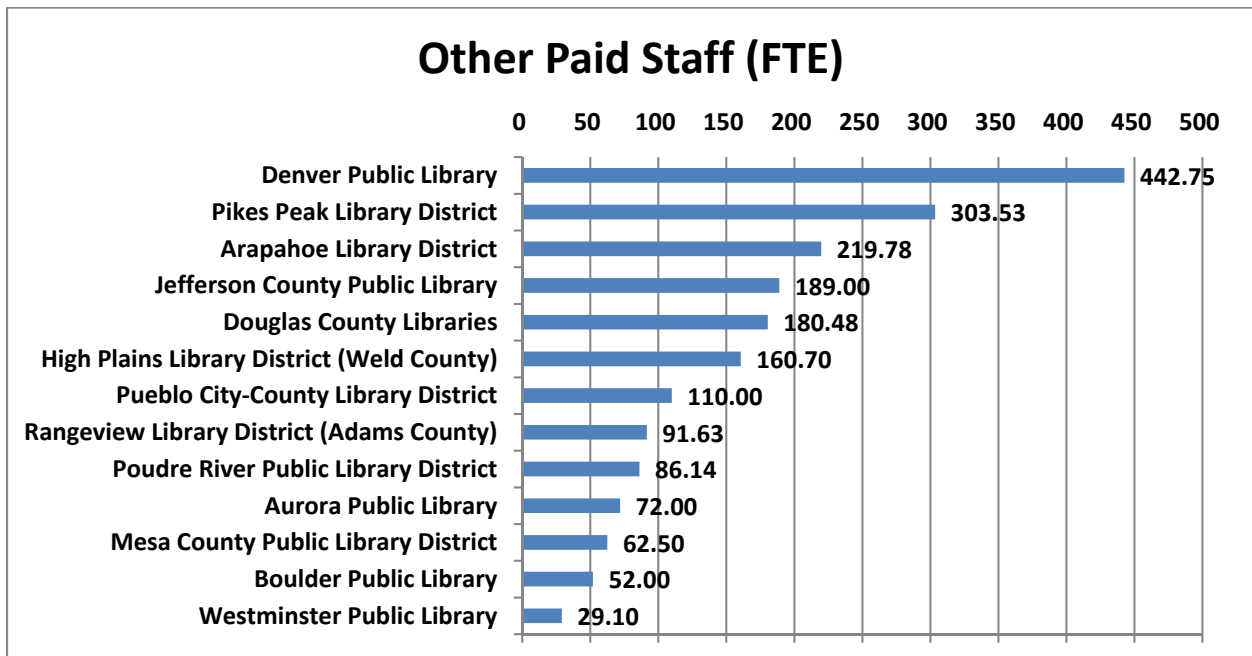
**60. Staff Per 1,000 Reference Transactions** – This chart shows total staff full-time equivalents divided by total reference transactions (divided by 1,000). For 2019, the District ranked seventh, up from eighth in 2018.



**61. Total Librarians (FTE)** – This chart shows the total number of full-time equivalents of librarians. For 2019, the District ranked second, again primarily due to the size of its LSA population.

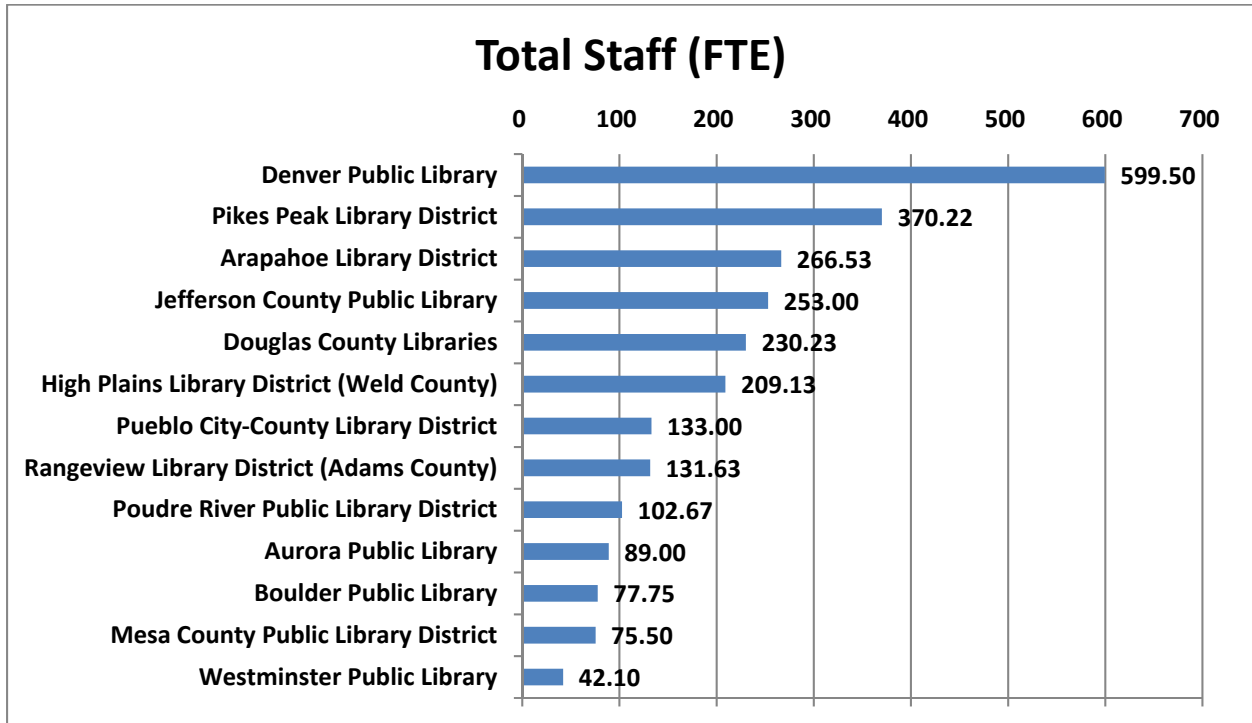


**62. Other Paid Staff (FTE)** – This chart includes all other FTE employees paid from the reporting unit budget, including plant operations, security, and maintenance staff. For 2019, the District ranked second, unchanged from 2018.

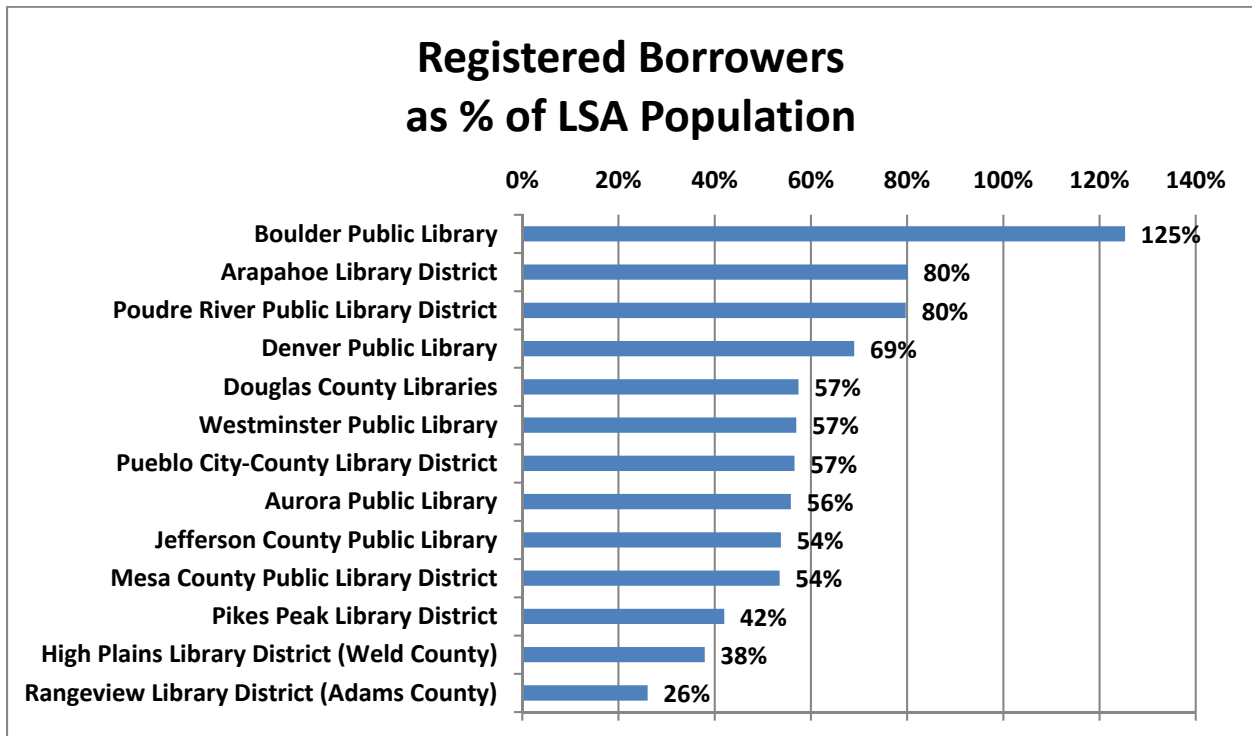




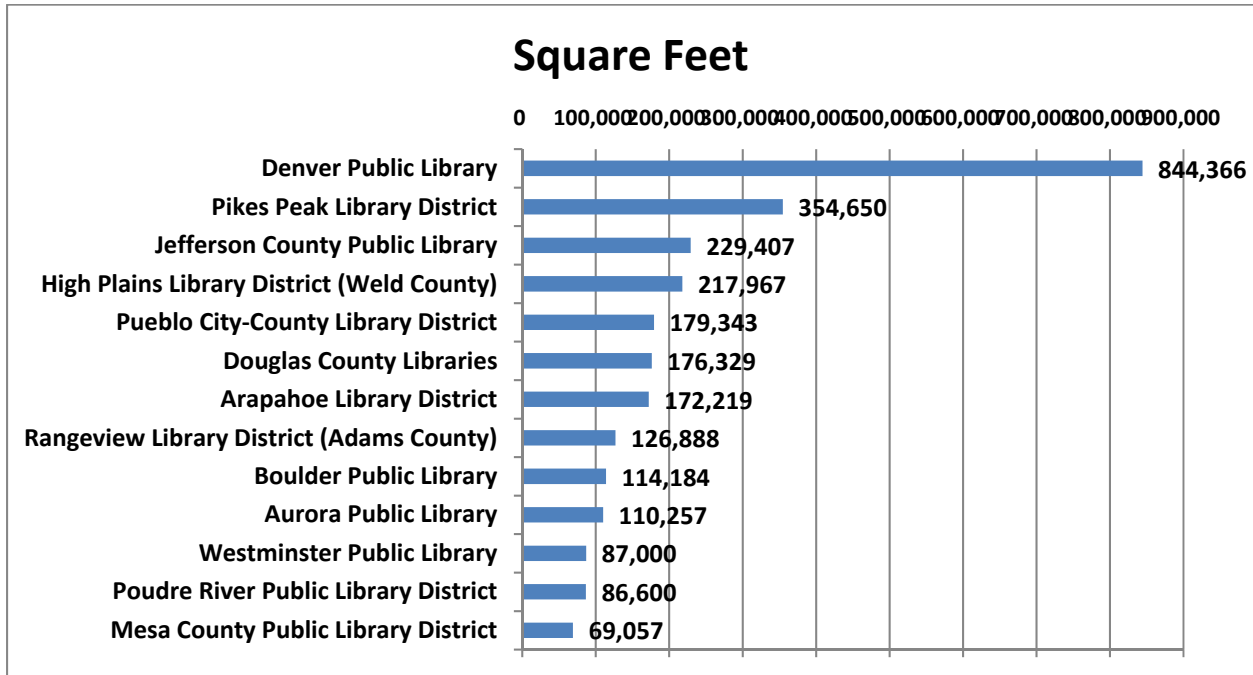
**63. Total Staff (FTE)** - This chart shows the total number of full-time equivalents of staff. The District ranked second, primarily due to the size of its LSA population; this rank is unchanged from 2018.



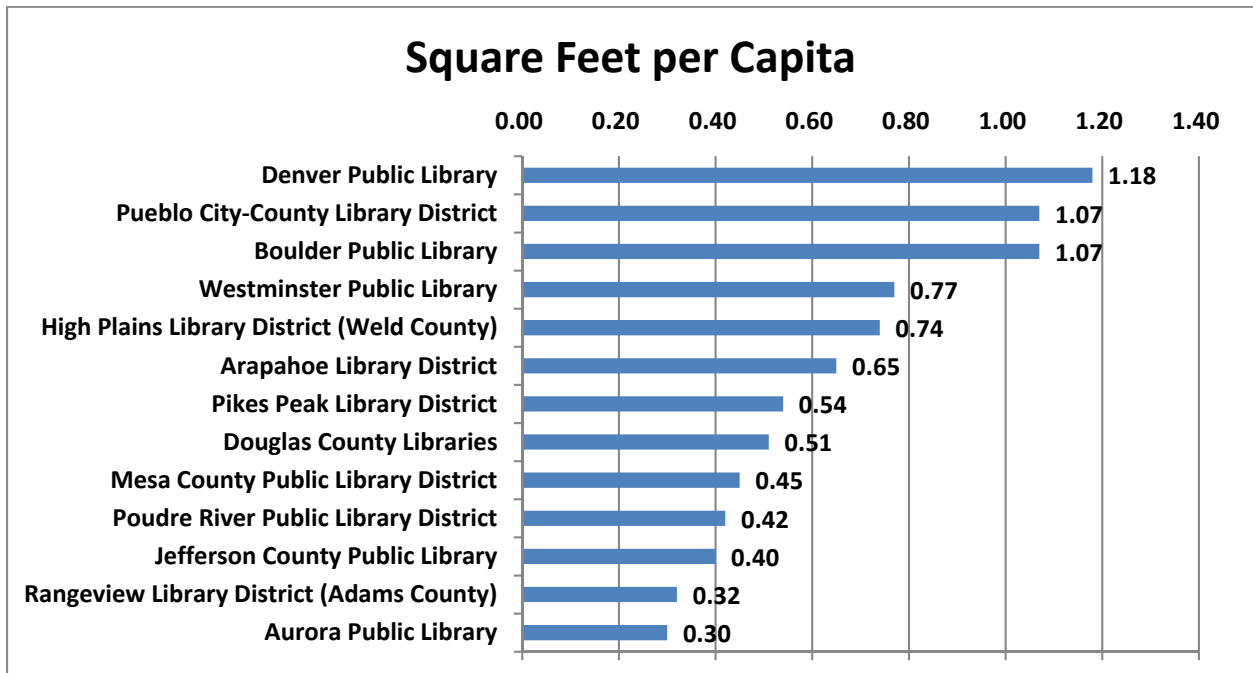
**64. Register Borrowers as percent of LSA Population** – This chart shows total registered borrowers to total LSA population.



**65. Library Square Feet** – This chart shows total square ft. for all library facilities.



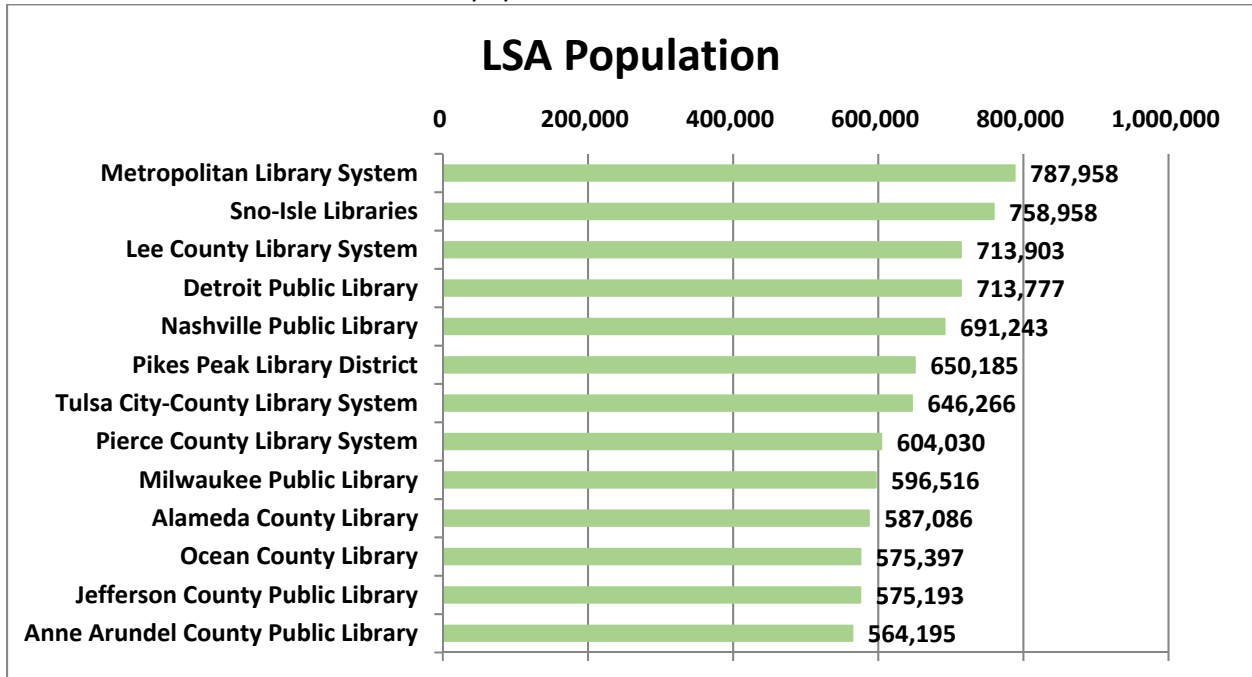
**66. Square feet per capita** – This chart shows total square footage per LSA population



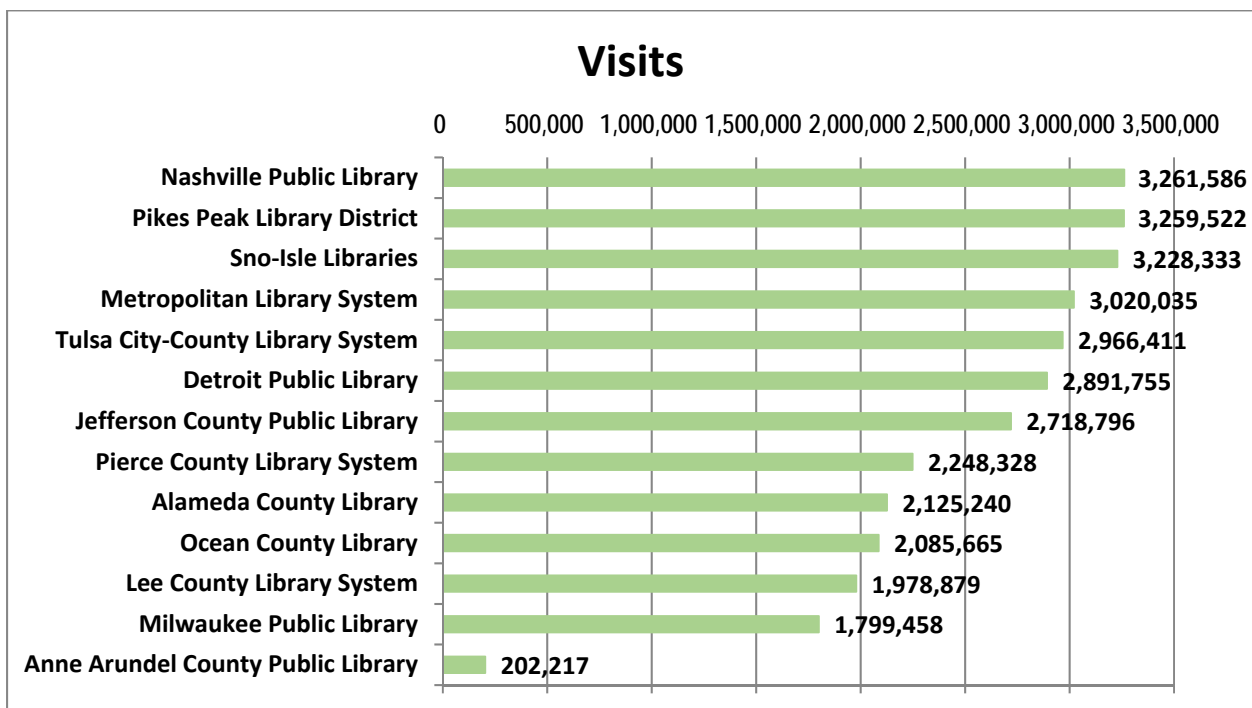
## Appendix 2 - PPLD Comparison to National Libraries

Source: Institute of Museum and Library Services (2018 data)

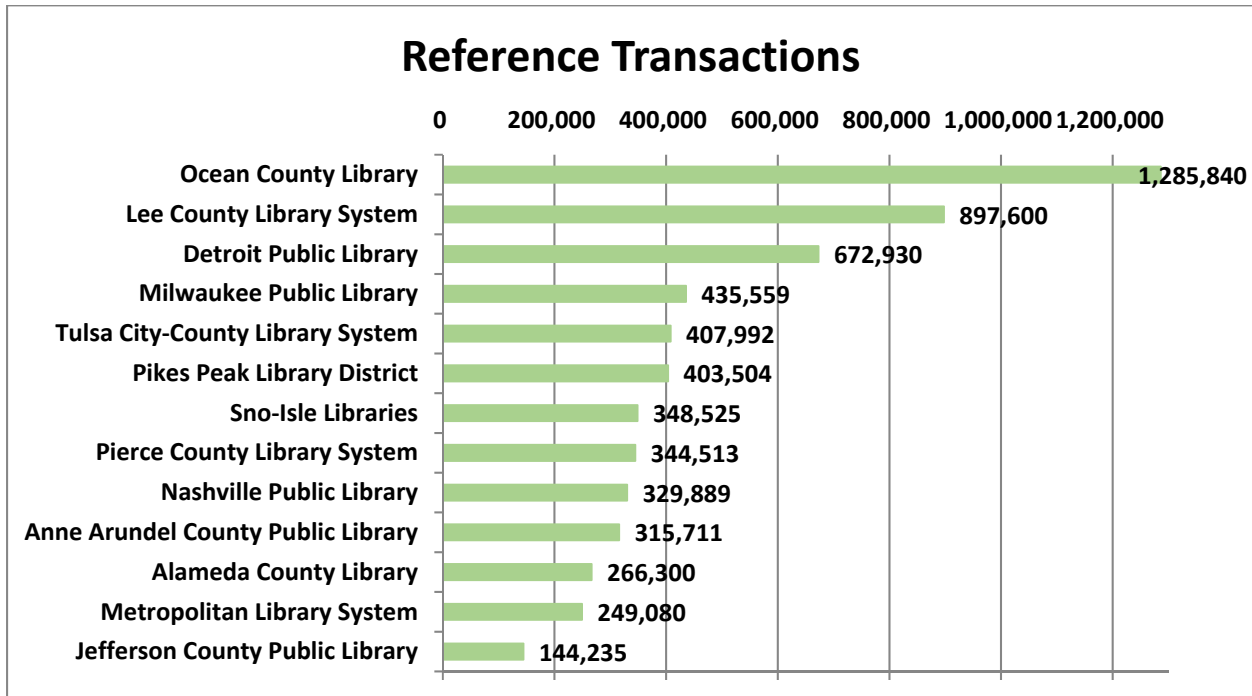
- 1. Library Service Area (“LSA”) Population** – This chart shows the total number of citizens that reside within the boundaries of the library system.



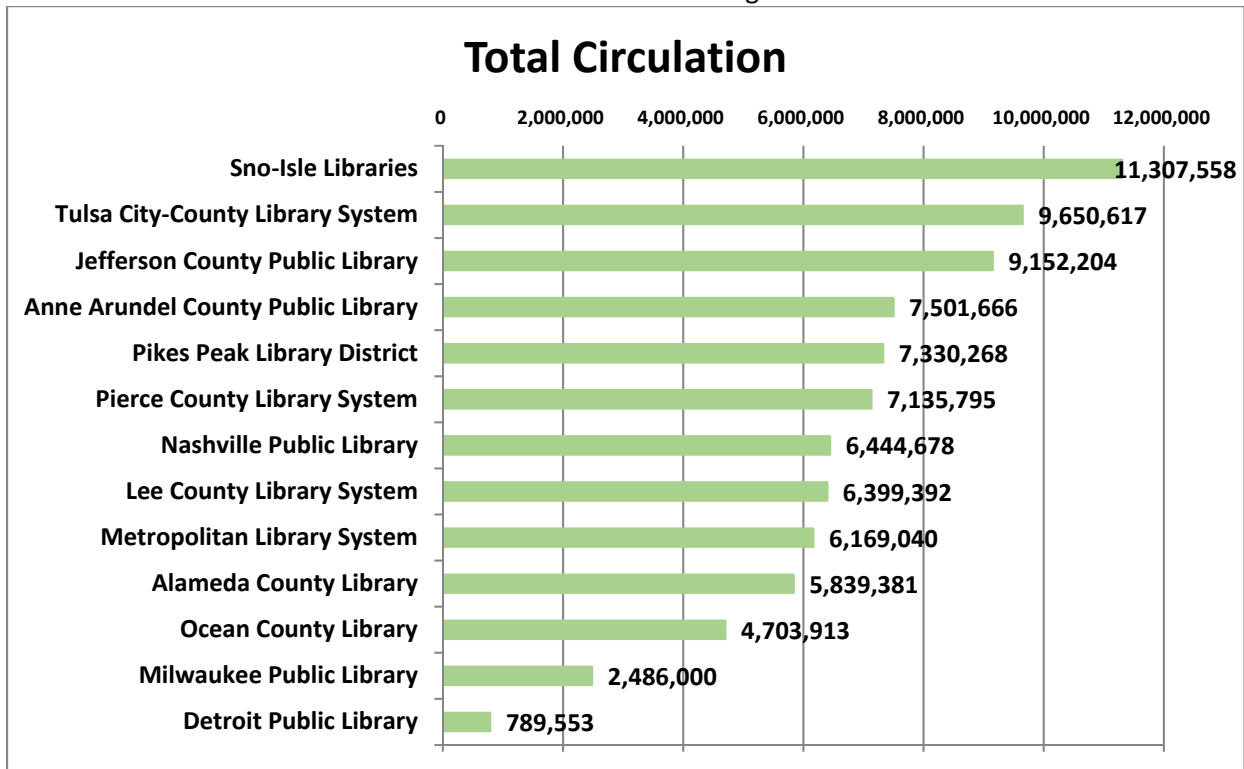
- 2. Number of Patron Visits** – This chart shows total library patron visits during 2018.



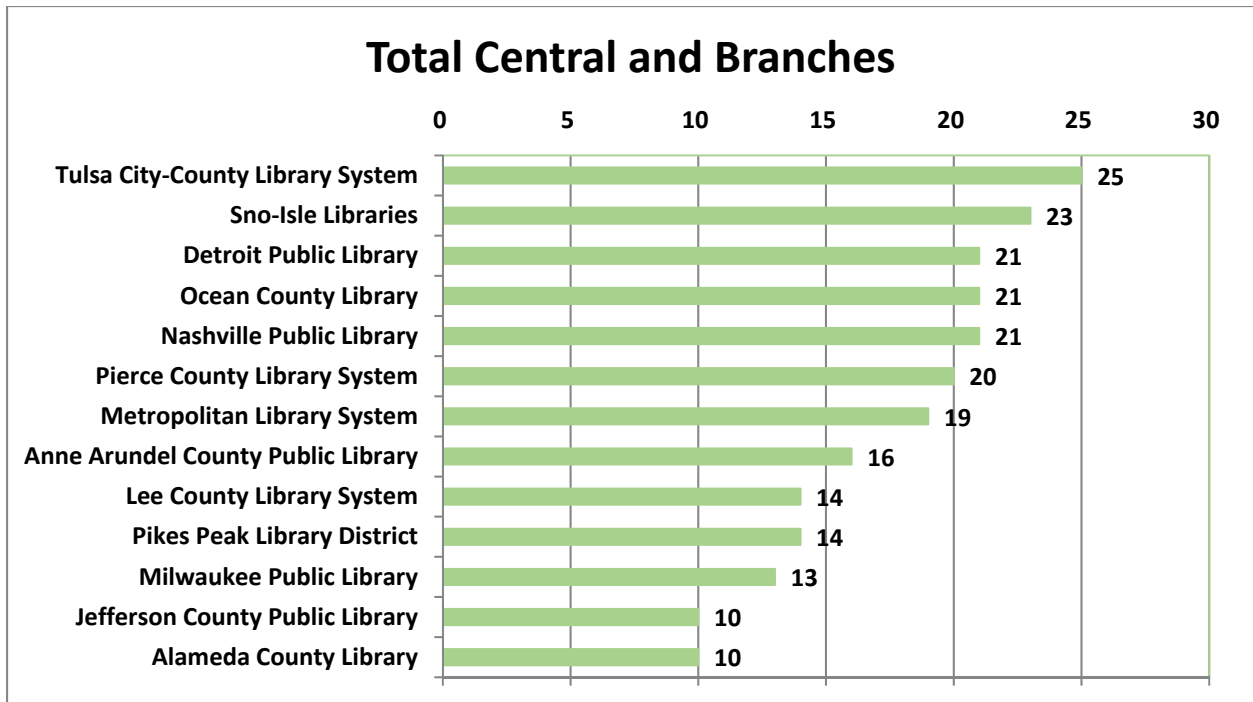
**3. Reference Transactions** – This term is defined as “An information contact which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more information sources by a member of the library staff”.



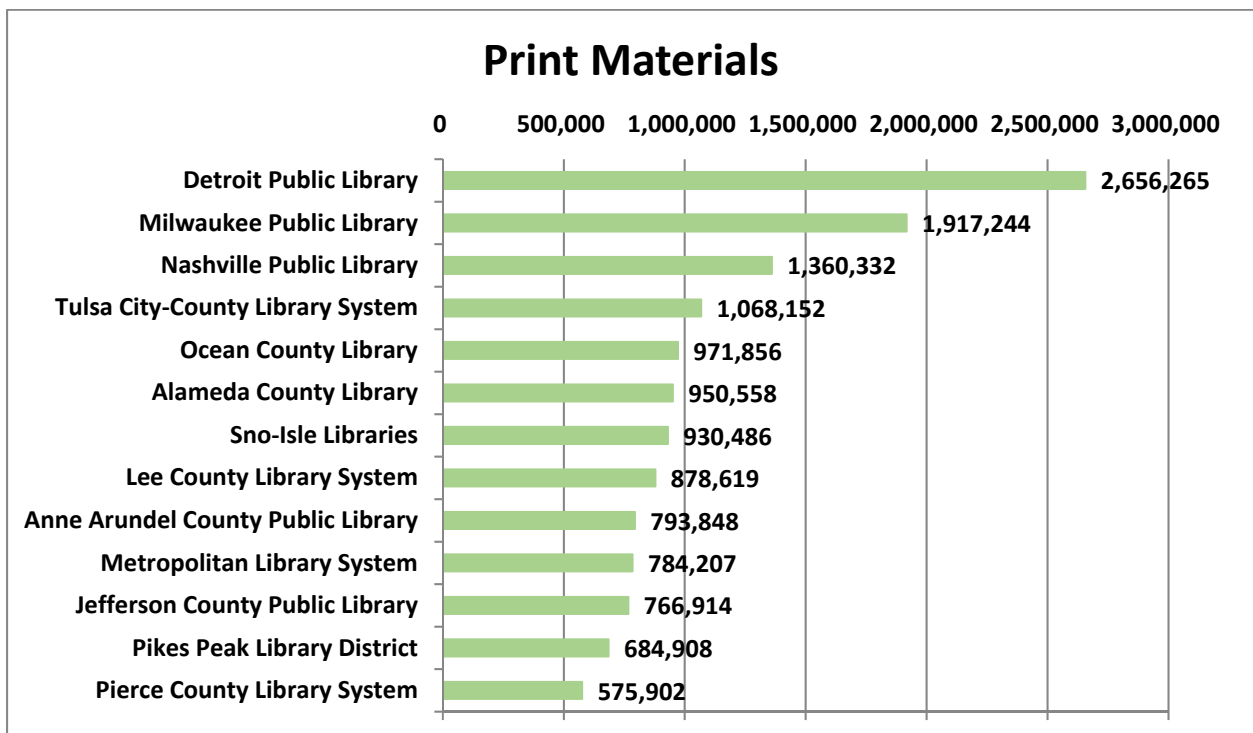
**4. Total Circulation** – This chart shows total circulation during 2018.



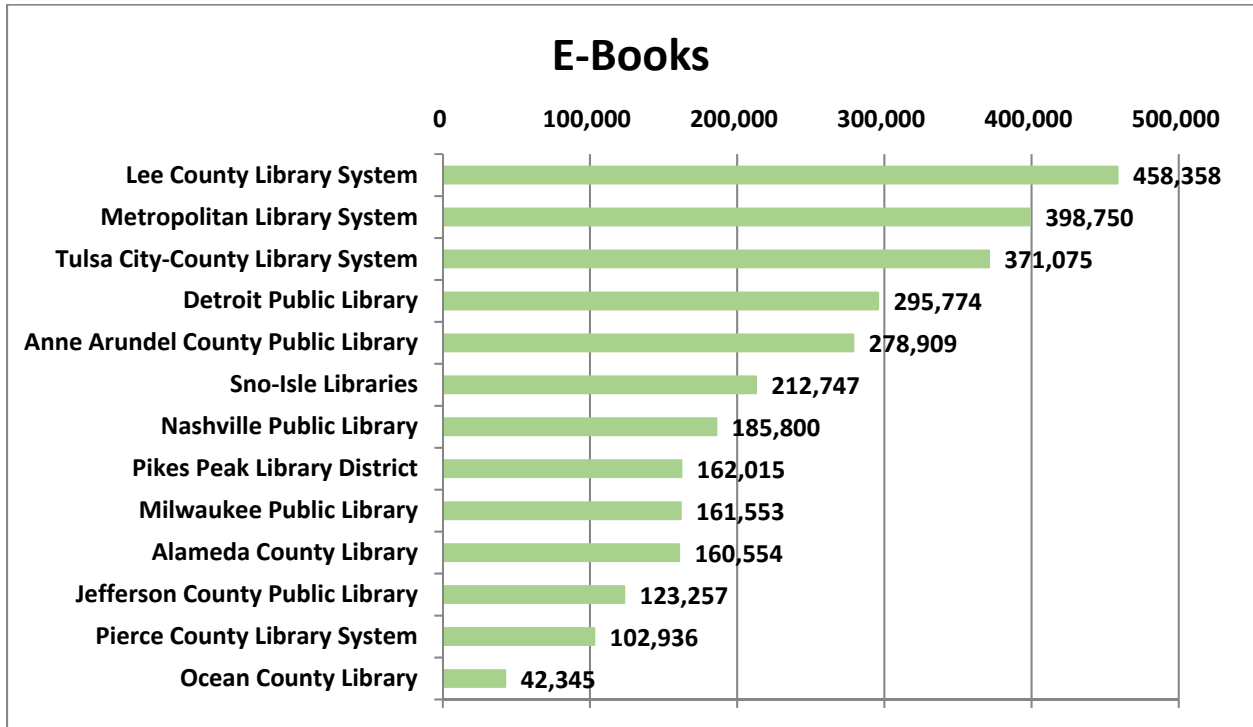
5. **Total Central and Branch Facilities** – This chart shows total library facilities.



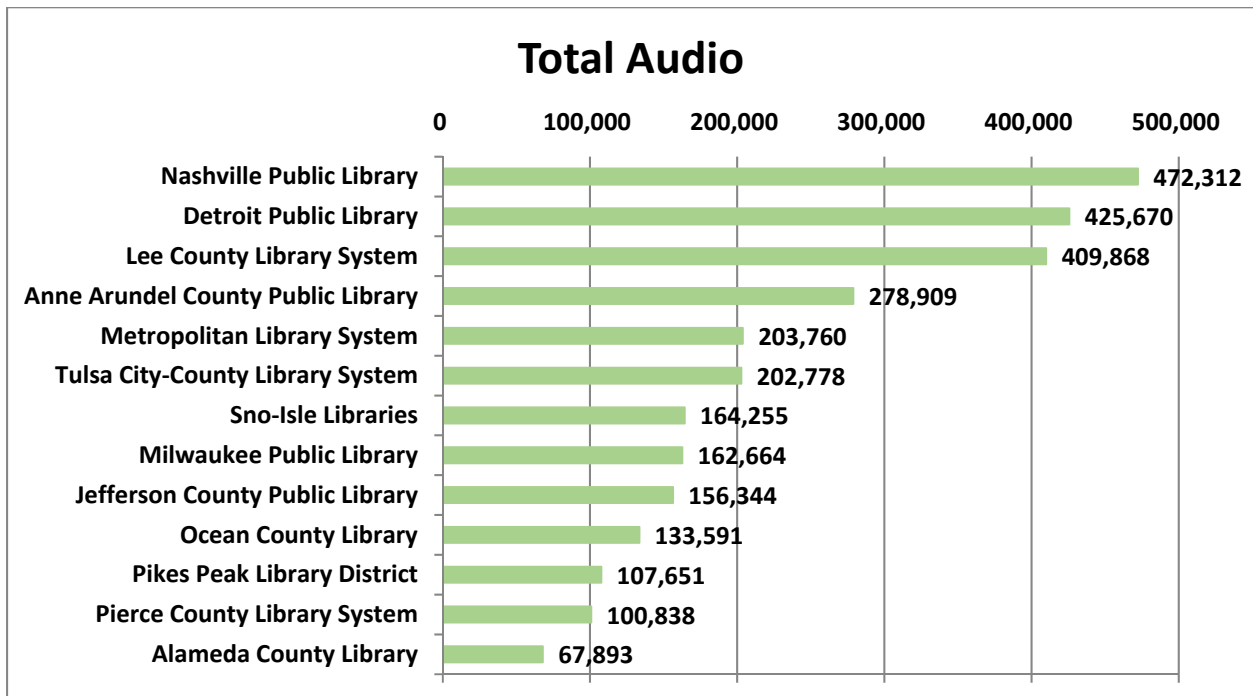
6. **Total Print Materials** – This chart shows total printed books and serial publications owned by the library.



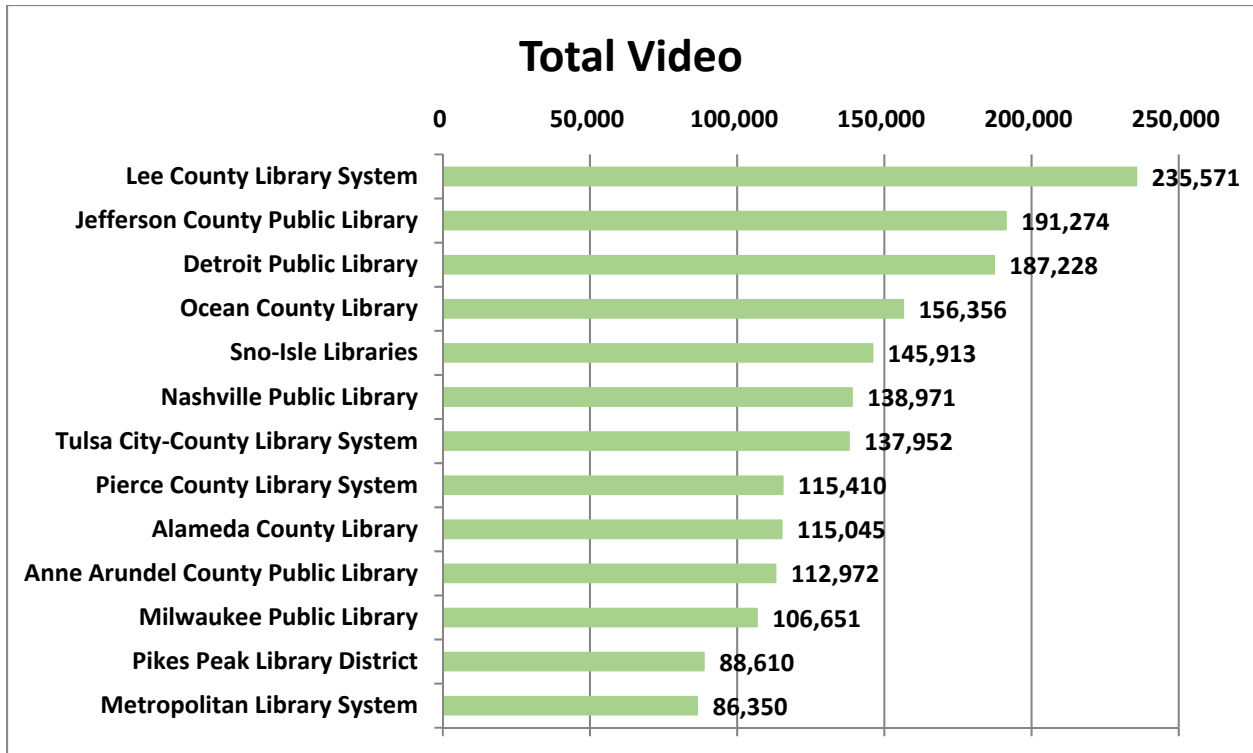
**7. Total E-Books** – This chart shows total e-books and serial publications owned by the library.



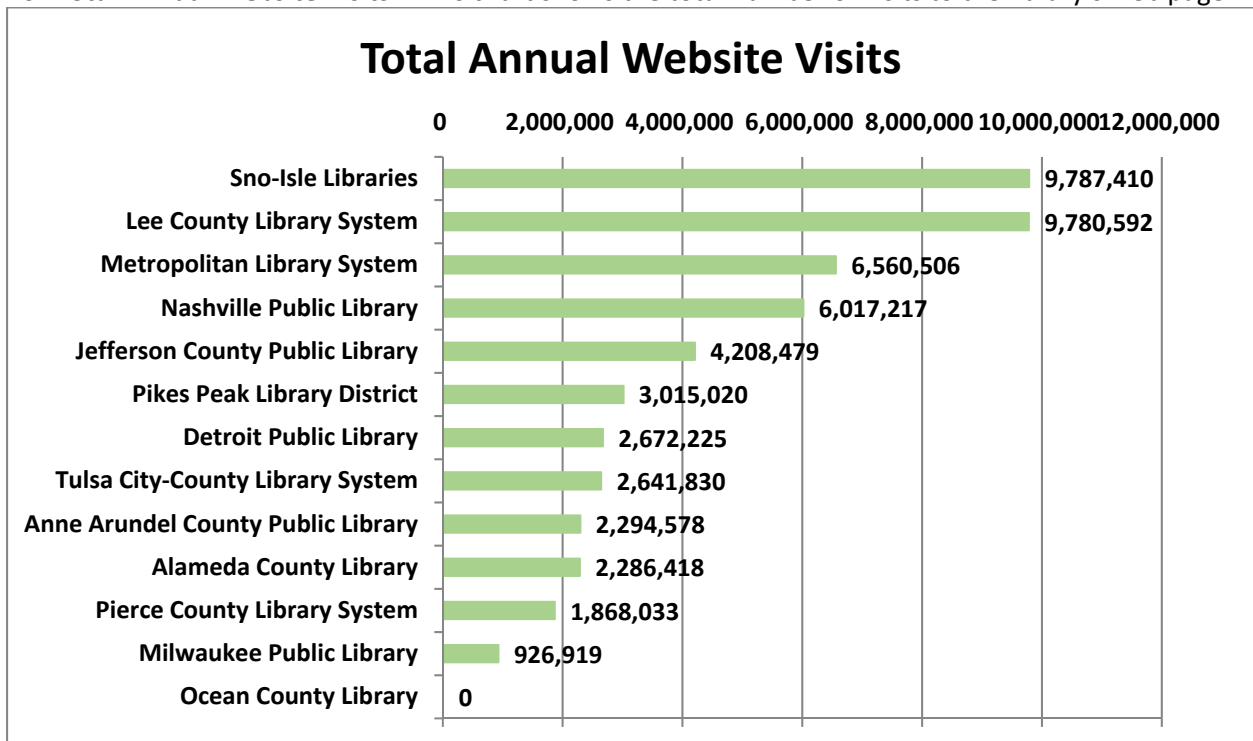
**8. Total Audio** – This chart shows total physical or electronic audiobooks, music, and other formats.



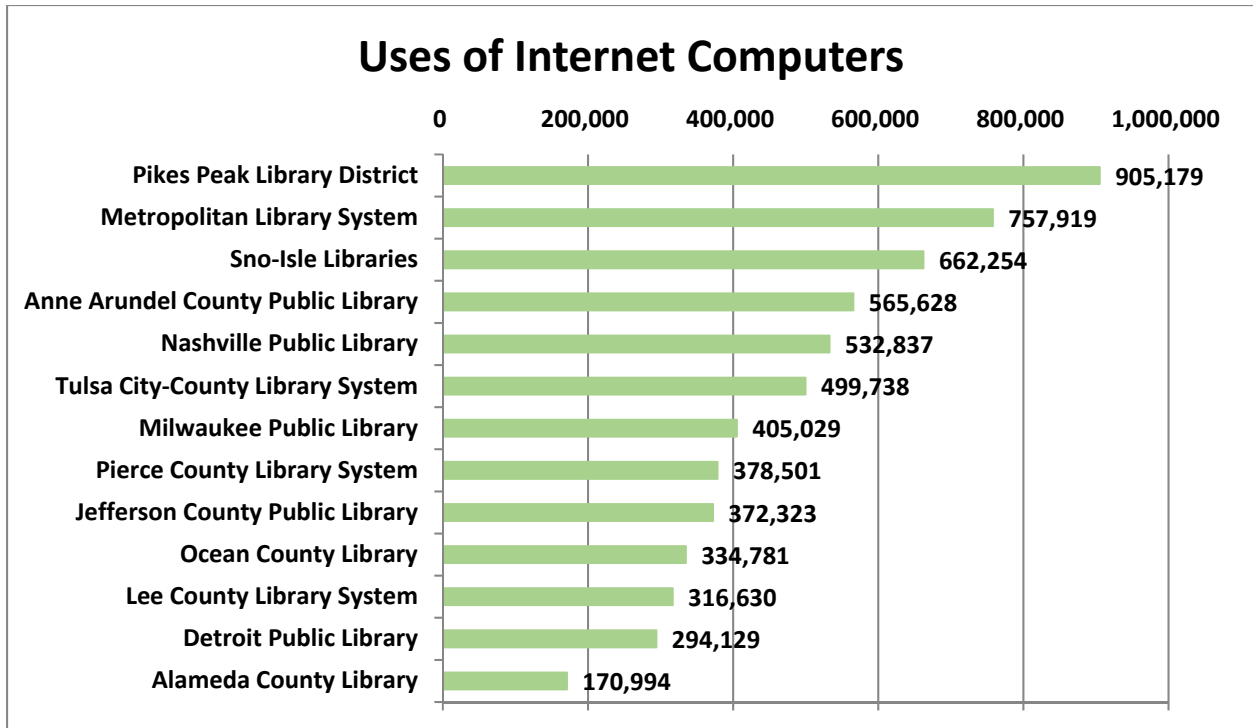
**9. Total Video Materials** – This chart shows total physical and electronic video materials.



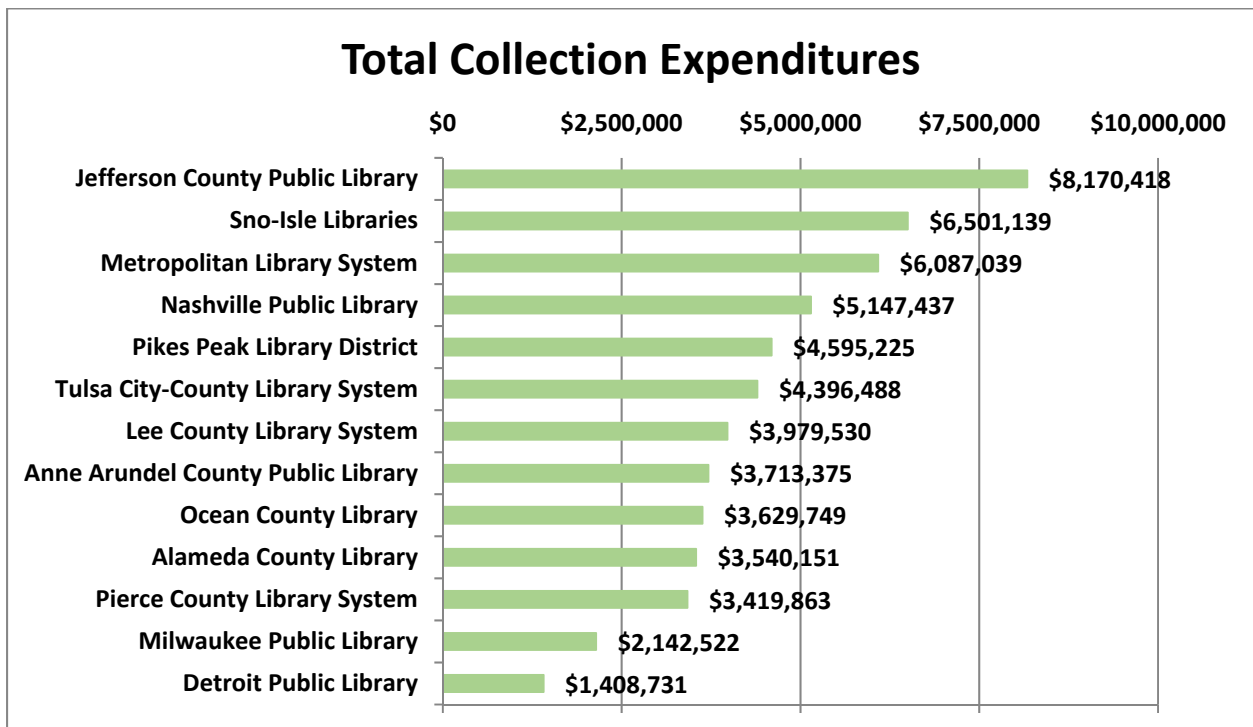
**10. Total Annual Website Visits** – This chart shows the total number of visits to the library’s web page.



**11. Uses of Internet Computers** – This chart shows the total number of uses of internet using library computers.

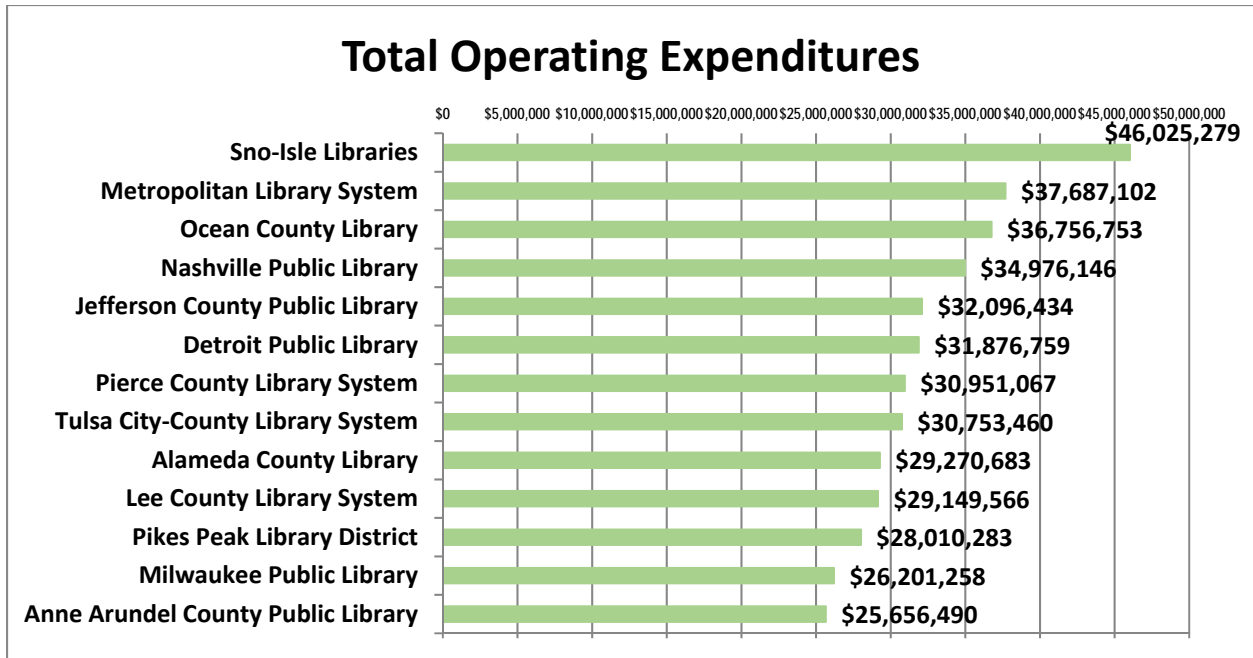


12. **Total Collection Expenditures** - This chart shows the total library material expenditures.

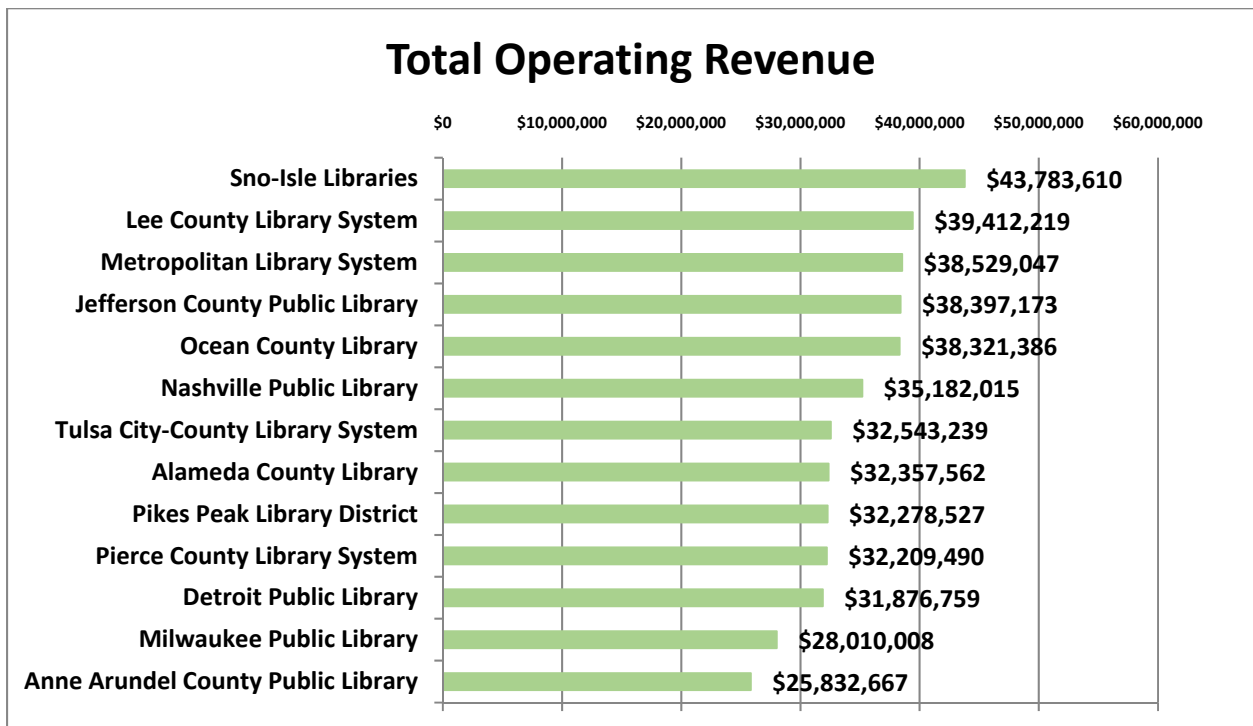


13. **Total Operating Expenditures** – This chart shows the total operational expenditures.

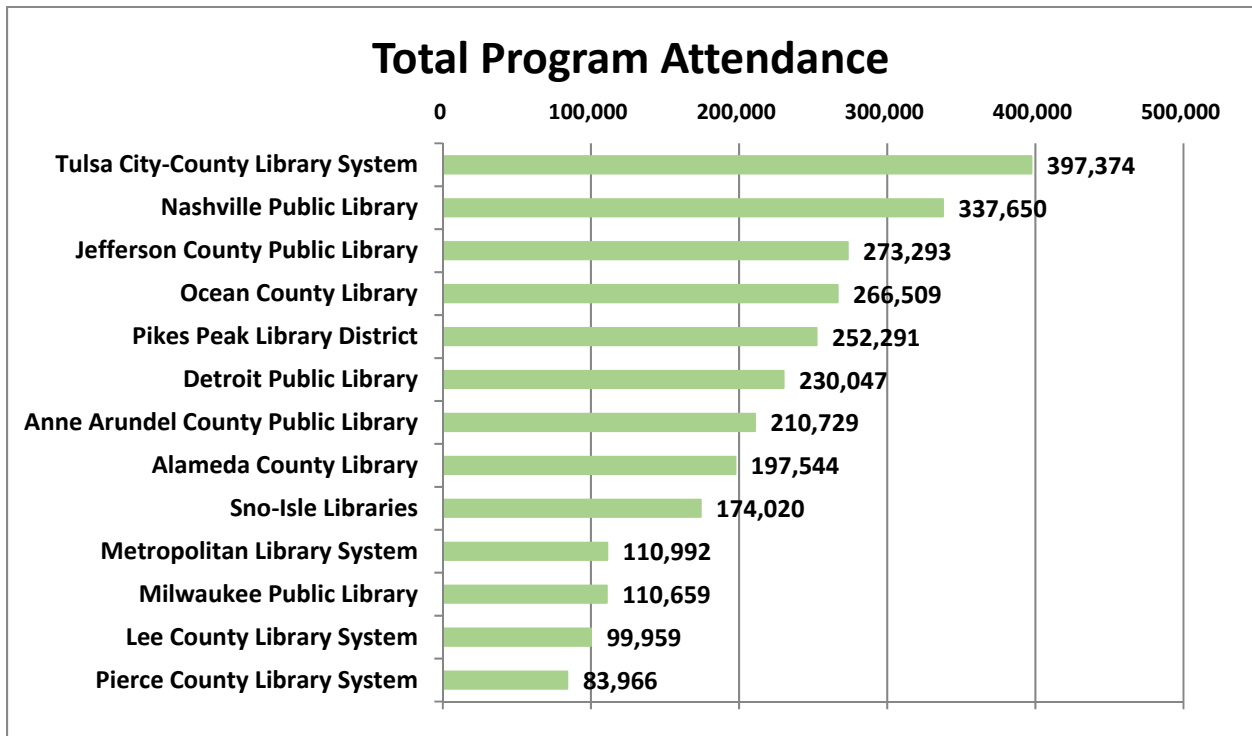




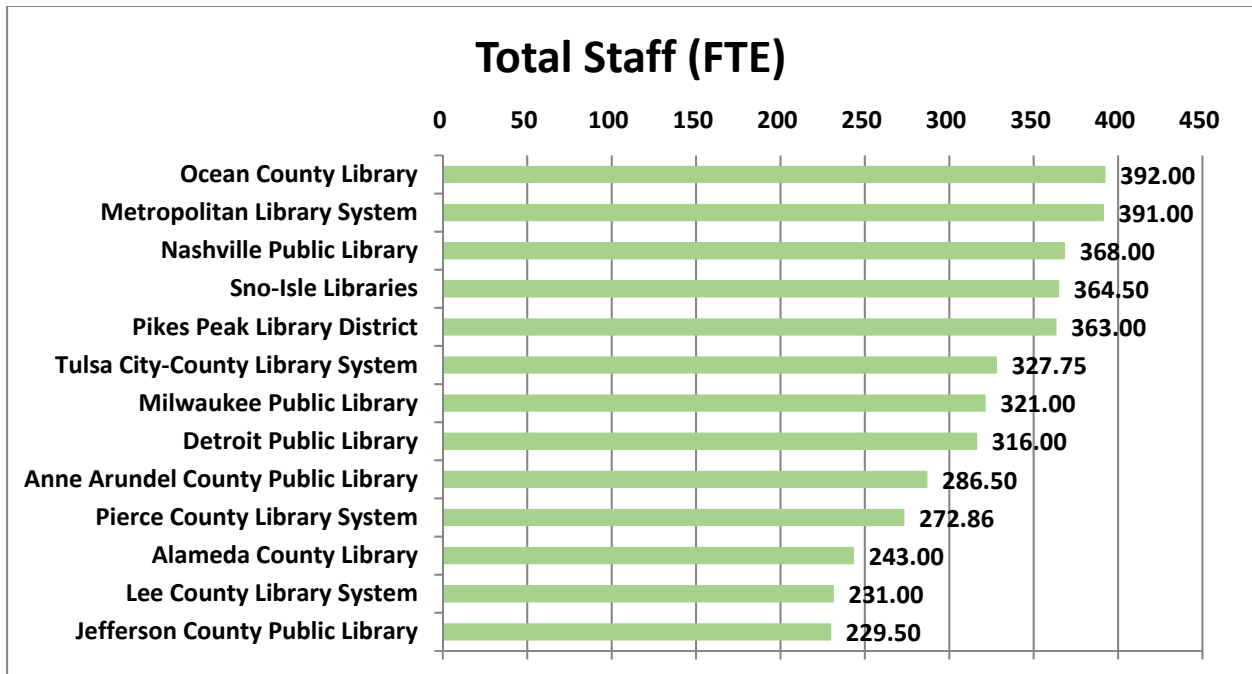
14. **Total Operating Revenue** – This chart shows total operating revenue for each library.



15. **Total Program Attendance** – This chart shows total attendance at all library programs.



16. Total Staff (FTE) - This chart shows the total number of staff full-time equivalents.





**2021 Regular Meeting of the Board of Trustees**

**SUGGESTED SCHEDULE OPTIONS**

**Meeting time is 4 p.m.**

<b>3<sup>rd</sup> Wednesday</b>
January 20
February 17
March 17
April 21
May 19
June 16
July 21
August 18
September 22 * (4 <sup>th</sup> Wednesday due to Yom Kippur September 15 - 16)
October 20
November 17
December 8 * (2 <sup>nd</sup> Wednesday due to Budget deadline of December 15)

<b>3<sup>rd</sup> Thursday</b>
January 21
February 18
March 18
April 15
May 20
June 17
July 15
August 19
September 23 * (4 <sup>th</sup> Thursday due to Yom Kippur September 15 - 16)
October 21
November 18
December 9 * (2 <sup>nd</sup> Thursday due to Budget deadline of December 15)

## Friends of the PPLD November 2020 Report

- Met Nov. 18 and approved \$10,000 contribution for PPLD program support. Agreed not to itemize future donations at least until operations return to “normal.” Set virtual annual meeting for 7 p.m. Wed. Jan. 27. Members will be notified via postcards. Current officers and Executive Committee will continue through 2021.

### Operations:

Due to the restrictions on patrons admitted into the library beginning Nov. 18<sup>th</sup>, Friends has pivoted as follows:

- Bookstores are closed
  - Donations are limited to East Library only. (With no bookstore sales happening at PE and 21c, we would rapidly run out of storage space if donations continued at those locations.)
  - Added a third day to East Curbside Service schedule to accommodate closing PE & 21c.
  - Five volunteers decided it was best to stay at home.
  - We are taking the opportunity to clean up shelves and improve signage of pricing at bookstores. When restrictions lift, we will advertise a “refresh” of the bookstores.
  - We have ramped up our online sales efforts.
- Book store sales totaled \$2,527 for the period Nov. 1-17.
  - Facebook Live sales totaled \$1,588 for October with 34 buyers. Next Facebook Live sales will be held in January.
  - New web storefront is up, current inventory of 85 items at end of month. November sales were \$168, 10 customers.
  - eBay sales were \$417, composed of 6 lots. Nine more listings are on offer.
  - Amazon sales totaled \$2573 with 92 items sold. Average sale price \$27.97
  - We took in donations from 88 people during November at the three regional libraries. Starting November 21<sup>st</sup>, we cut down to taking in donations at the East location only.
  - Current volunteers number 17



## REPORT

Received authorization of up to \$500,000 in reimbursements for COVID response through the Coronavirus Relief Fund from the State of Colorado's Department of Local Affairs

Received \$9,064 grant from Colorado Department of Education for Adult Education's Workforce Diploma Reimbursement program

Presented to Gleneagle Sertoma Club on PPLD and PPLD's COVID response

Met with Carl Bloom and Associates about possible 2021 Library Giving Day plans

Met with group to discuss possible mill levy ballot strategies

Sent year end direct mail appeal letter to PPLD volunteers

Worked with Communications to complete design mock ups for foundation direct mail templates, thank you cards, and other giving collateral

Completed and accepted into Cisco Matching Gift program

Worked with Communications to develop Foundation social media calendar developed

Launched a new online grant management system (GrantHub) to track and streamline grant research, application, and reporting processes

Attended the Grant Professional Association's annual conference (virtual) November 4<sup>th</sup>-6<sup>th</sup>

Held a 2021 Foundation staff planning strategy retreat

Attended Friends of PPLD monthly board meeting

## Public Services Report November 2020

### North Region Community



The Rockrimmon Library community has been very supportive of the switch back to curbside. Patrons have been happy to see staff at curbside and children, as well as adults, have continued to enjoy the window displays. While updating the Stroll a Story to Duck on a Bike, Children's Specialist, Tina Matiatos, heard from two young men leaving the fitness center next door that they also enjoyed the stories as they came by the library.

The Palmer Lake Town met with their Board for continued approval of the Lucretia Vaile building's ramp project and other improvements. A structural assessment of the building was completed by MGA Structural Engineers, Inc.

### **Resources**

As summer rolled into fall, Library 21c's boiler failed, and for several months the building had no heat. Until Library 21c had a regular heat source again, it was determined that Curbside service could be temporarily provided from 11am-1pm under the condition that outside temperatures exceeded 50°. During this temporary adjustment, the community shared with staff how valuable Curbside service is to them, expressing their hopes that the service would be soon restored to full hours. Patrons with high risk status told staff how much they enjoy collecting their library materials from the safety of their vehicle. Parents expressed appreciation at being able to pick up books with their kids in a quick trip to the library. Curbside's restricted service hours lasted 3 weeks before the boiler was repaired and functioning again.

Library 21c's Venue served as a polling location on October 30-31 and November 2-3. The large space quadrupled the amount of intake and polling stations previously provided in Library 21c's Alcove/A1 space. The Venue allowed for safe social distancing as community members completed their important civic duties. 527 people went into the polling center at Library 21c to vote, and 53 people dropped their ballots off inside the polling center. The Security team at Library 21c professionally oversaw the handling of the event, and all went smoothly.

Both Monument Library and Library 21c piloted the curbside park and text platform. This started slowly at Monument, but as advertising increased, it has begun to pick up quite a bit. There is a lot of potential to assist patrons through this platform and hope to expand it's scope as other locations in the District adopt it as a patron hold service contact.

### **Innovation/Creativity**

At High Prairie Library, Allison Presley and Liz Willhoff put together preliminary plans to submit to facilities for an outdoor nature play space at HI; they are hoping to utilize the space in the back for patron use. In the plans they hope to expand the gravel path along the perimeter, add a

covered space for picnic tables useable by patrons and for programming, add in 5 natural playscapes around the perimeter, add in story walks, and seating for outdoor storytime.

### **Service**

The Community Outreach Coalition reached out to CA for assistance for two organizations that the library is hoping to provide. The first is the Shandy Clinic looking for a space for telehealth appointments, the second is for faxing service for community members using AARP tax prep. While they are accepting phone shots of taxes this year, many patrons do not have smart phones, faxing will provide them with an alternative. The library has responded to both organizations that they are happy to help.

With the closure, CA is going to try a “book menu” to help patrons place holds. Many patrons in Calhan do not have internet and therefore cannot place holds online. These menus will help patrons work with staff to select items to place on hold for them. Patrons can fill out what they want and drop it in the book drop. There are three options to choose from: putting a specific book on hold for them, providing them with a list based on their likes, or a surprise me option where staff will grab what is on the shelf for them. These menus will be distributed in town and placed in hold pick up bags; they will also have a brochure holder outside next to the bookdrop.

### **Internal/Staff**

All of Rockrimmon’s staff have now completed their CPI training. The open Assistant Position has closed with 51 applications; interviews will be conducted after Thanksgiving.

With so many staff members performing Circulation tasks, there is a need for staff to receive “official” training on the processes they are performing. Staff have received mostly “on-the-fly” training since reconvening in May. Library 21c’s Senior Assistants met and put together creative ways to provide training including fun web-based quizzes and Bingo games. These trainings are incentivized with staff having the opportunity to win small gift cards and candy as they learn. Training began in mid-November with the rollout of a “Can you spot the error?” quiz surrounding mis-shelved items.

A North Region All-Staff Meeting was held November 3. Special guest facilitator Sue Garcia from Profile EAP provided training to address connection, empathy, and empathy burnout. Staff increased and fostered understanding about the nature of empathy, empathy burnout, and how to incorporate boundaries and practice into work culture and day-to-day operations.

### **Accountability**

Library Manager Catie Tierney worked with Antonia Krupicka-Smith, Penrose Manager, and Janina Goodwin Karoub, East Manager, on a proposal to hire all 18 of the District’s 20-hour Assistant vacancies in one posting process. The positions were posted internally to encourage existing Shelves to apply for the roles. Nine applicants were interviewed and placed in their preferred locations, all of which happened to be their current locations. At Library 21c, Shelves Diedre Brassard, Diane Gagnon, Enid Lindner, and Marsha Madsen were promoted to Library Assistant. The remaining 20-hour Assistant vacancies will be posted by their hiring managers, and those managers are encouraged to work closely together while posting, evaluating, and interviewing candidates. The hope is that by evaluating and interviewing candidates for multiple positions in one sitting, the hiring process will be more efficient and expedient.

Library 21c’s boiler was not functional from September to November, and the 21c Facilities team was instrumental in creatively keeping heat within the building. Facilities turned on all

entrance air curtains, installed temporary external heaters, and opened doors to keep the warm air circulating. Their efforts allowed the building to remain comfortable for staff and patrons. On November 14, the new boiler roared to life and the facility was once again with functioning heat!

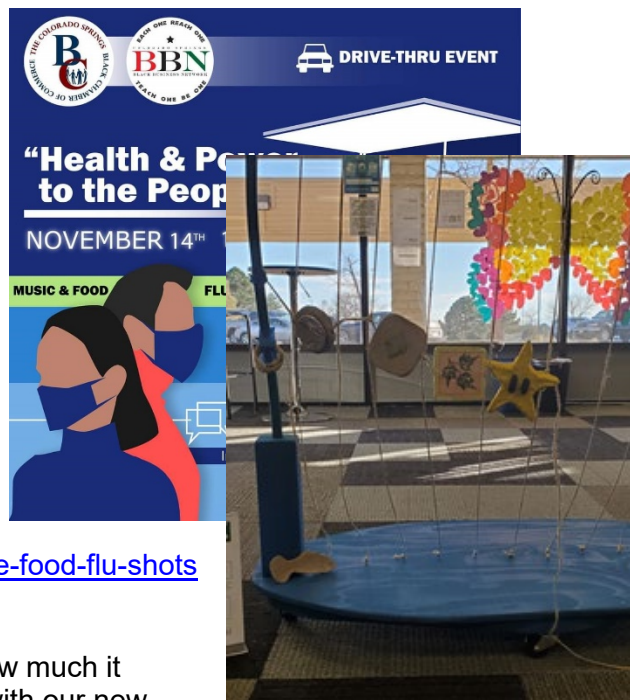
## **Southeast Region** **Community**

Fountain Library, East Library, and Sand Creek Library were polling place beginning October 30 through November 3.

- At Fountain, **1,047 people voted in person and 229 people dropped-off their ballot inside**. On election day, the lines at Fountain were consistently around the building towards the back door. Here is a link to images taken in Fountain from the Colorado Public Radio website: <https://www.cpr.org/2020/11/03/photos-scenes-from-colorado-springs-on-election-day/>
- East Library saw **872 people vote in person** and a steady stream of cars using our MOAB (Mother of All Ballot Boxes). Voters were able to use a separate entrance so a line wouldn't form within the East Library. *Special thanks to Regional History and Genealogy for providing an amazing photo exhibit with a twist.*
- Sand Creek Library had **717 people vote in person and 31 individuals drop off their mail in ballots**. Sand Creek ended up closing all indoor services for the 4 days in order to safely accommodate voters. The drive-up window remained open.

Sand Creek Library hosted a wellness event in our front parking lot and meeting room. The Colorado Springs Black Chamber of Commerce and the Colorado Springs Black Business Network put on a “Health & Power to the People” event in conjunction with US Bank. They brought the Good Truck to Sand Creek, handed out masks and hand sanitizer, and had free flu shots available for the public. PPLD provided a DJ for the event to play music and keep the crowd informed. What started as a drive through event quickly turned into an indoor event when the wind picked up. Thankfully, the Sand Creek meeting room was available to host a socially distanced event where people could come get their flu shots, masks, and other giveaways and then be on their way.

<https://www.koaa.com/news/covering-colorado/co-black-chamber-of-commerce-and-other-groups-offer-free-food-flu-shots>



## **Resources**

At East Library, several patrons have commented on how much it means to them to be able to use the library, especially with our new rules. A computer lab regular said, "Coming to the library means so much to me because you are so nice, it makes my day. My friends tell me I should get a computer at home, but I like seeing you all socially, even with the masks and distancing. Plus, getting here gets me out of the house and exercising."

Sand Creek Library Associate, Stacey Marin, shared the following: "I have a patron who cannot read but loves audiobooks. We know each other by name, and I help him to find books on OverDrive and in our physical catalog as well. I really like helping him to find books for



numerous reasons: 1. We have similar tastes, so it helps me hone my reader advisory skills and 2. It is really rewarding to help someone who cannot read physical books, but still has that love of reading and enjoyment of audiobooks.”

Ruth Holley Library Associate, Melody Trejo-Lopez, continues to provide translation service to Spanish-speaking patrons. She taped a point and click video presentation for homework help with Betty McDonald for BrainFuse and critiqued the BrainFuse script. [Brainfuse Video en Espanol](#)

### **Innovation/Creativity**

Ruth Holley Library is hosting Fall Maker in Residence Sculpture in collaboration with Creative Services. The sculpture is progressing well!

### **Service**

Fountain Library is very excited about the fax option on the new Multi-Function Devices (MFDs). Fountain Library already had at least three patrons utilize this needed service.

### **Internal/Staff**

This month Fountain Library had a few patrons shower the staff with cards and words of appreciation for all that they do. Our best card was from a younger patron who took the time to create a (maze) for us on the back of his card. He wanted to let us know that he loves the fiction books and the game is for us to do for fun.

Southeast Regional Associates, Janis Moore and Alyssa Fisher, attended Adverse Childhood Experiences training.

Shannon McDonald, East Young Adult Librarian, received the WIZ Award! We are all super proud of her and know she is highly deserving!

### **Accountability**

Sand Creek Library is connecting with the West region to see if there are tools and equipment that the Manitou Library/Manitou Arts Center can make available to us for the purposes of preparing the clay for the tile murals at Panorama Park. As this project accelerates in the next few months, having a resource like the Manitou Arts Center will be invaluable when it comes to mixing clay, firing tiles, and being an artistic resource to the SE community.

### **West Region**

#### **Combating Loneliness During the Pandemic**

Mobile Library Services' Pam Contreras, the Senior Associate for the Lobby Stop Van, is committed to contacting five Lobby Stop Van patrons per week. Last week she talked with a long-time patron who shared her struggle in living in a facility that is in “outbreak status” again making her unable to have in-person visits with family or friends.

### **Community**

At Penrose Library, Taryn Malila, Felisha Port, and Alison Kelly hosted *Penrose Perk To Go*, a modified version of the former *Penrose Perk* program. Patrons, of which 45 attended, were very thankful, and regularly asked when the next pop up would take place. It is good to know that patrons are still interested in a program like this, even with the modification to a “to-go” program.

November saw the completion of the County Mobile's wrap project! The wrap helps advance our integration into the community with a branded, vibrant look! The picture is courtesy of Trevor Elmore, MLS Associate, who said, "They love it! So, do I. It's great not to be the prison bus anymore." A patron commented: "The design of the wrap is cheery. The diagonal lines give it a feeling of forward motion. I like it!"



Cheyenne Mountain Library's neighbors, locally owned business, the Caffeinated Cow, held a socially distanced *Trunk or Treat* on Halloween. Cheyenne Mountain Library Friends purchased materials and candy for 100 *Take and Makes*, assembled by Family and Children's Services for the business to provide.

Old Colorado City patrons continued to participate in the *Fall Maker in Residence, Sustainable Art* clay installation. Patrons dropped off more tiles which summarized our response to the COVID situation (pictured, right). As Riho Sakai observed, "Hope gets us through this challenging time."



### Resources

A Palmer Lake patron in need of books after having his leg amputated and being temporarily moved to a skilled nursing facility contacted Mobile Library Services for assistance. The activity director at the skilled nursing facility did not think a Mobile Library stop was a good fit for the facility due to the transient nature of their patients. However, she was thrilled to know that we could donate discarded materials for the patients - including this Palmer Lake patron!

### Innovation/Creativity

The Director of Curriculum and Instruction at Villa Bella Expeditionary in Pueblo invited us to speak to their third-grade students about how mobile libraries overcome geography to empower people with literacy. January Fairfield provided a PowerPoint presentation highlighting our service and how far we travel to bring the library to people of all ages. The Director sent this email:

"This was such an AWESOME presentation! The kids were totally inspired after we got off the call [Zoom] with you that they signed a petition to the Pueblo Library to initiate mobile services!"

Prior to the November 18 service changes at Old Colorado City Library, Sarah Hoelting created several fun displays including “No-Shave November”, World Vegan Month, and November Nonfiction, and Joe Paisley set up a special display case feature for Native American Heritage Month that provided background information on the Southern Ute Indian Tribe.



At Manitou Springs Library, in November, Sara Gallagher created a video for Adult Services, showing off how to make a coaster. <https://youtu.be/UKaYr2aF2gU>

### **Service**

Pivoting midstream this month to limited services, though a challenge, was appreciated by our regular patrons. Cheyenne Mountain Supervisor Chase Unruh shared that,

“On Wednesday, morning after she had finished using the computer, Robin called to thank us for how well we have handled the pandemic. She also wanted to express her thanks to the staff for their kindness. Anecdotally, she pointed out how much she likes it that I greet her by name and just "go out of my way" to make her feel welcome at the branch. I only mention that because patrons do notice, and developing some rapport with them goes a long way for some.”

### **Internal/Staff**

Sara Gallagher compiled the Weather Closure Procedure information into a single, cohesive document for inclusion in the future creation of a West Region LibGuide that will give guidance to Library Managers.

Debbie Vitulli worked with the Sustainability Team to create a presentation for the Leadership Team on Sustainable Practices. She continues to work to provide further information requested by Leadership Team.

### **Adult Education** **Community**

Lacey Miller participated in the 2020 Entrepreneurship and Libraries online conference.

Tammy Sayles, Lacey Miller, and Becca Cruz met with Crystal Volmar (Pikes Peak Workforce Center) and Dave Jeffrey, Board Chair of the Colorado Advanced Manufacturing Association, to discuss plans for the 180 Skills Manufacturing Workforce Training program.

### **Innovation/Creativity**

Tammy Sayles and Lacey Miller met with Becca Cruz, Michael Doherty, and Natalie Johnson from MAC to discuss the 180 Skills Manufacturing Workforce Training program and how the online platform can be supported by the MAC makerspaces and resources.

### **Internal/Staff**

Lacey Miller worked with Shannon Heffner (EA) to create new patron quick reference sheets for the copy/scan/fax machines. They also completed the first three Lynda Learning Path sheets for patrons. These resources are available on the Job Search & Career Tools LibGuide.

Lacey Miller assisted Becca Cruz (CrS) by creating a staff training plan for the Assabet Interactive (AI) reservation system, which is being used to make copy/scan/fax reservations. She then trained Creative Services and Young Adult staff trainers to present the information.

## **Adult Services**

### **Community**

Delaina Massie presented to the Gleneagle Sertoma group along with Lance James. They presented about PPLD's accessibility resources as well as opportunities for funding assistive technology.

Meagan hosted the NaNoWriMo Virtual Write-in on Nov. 7, 14, 21. We have been averaging around 12 participants which has been great.

Katie Edson attended a number of nonprofit-related webinars on boards and fundraising, how to leverage Zoom in meetings and fundraising, #Giving Tuesday, outcomes thinking and management, and how to understand and tell your story with 990s. Several of the webinars she attended allowed her to promote PPLD nonprofit resources and gave her the opportunity to network with those in the Colorado Springs nonprofit community.

Amy Rodda has been working with the Adult Services team and Adult staff districtwide to brainstorm ideas for helping patrons combat loneliness during the pandemic.

### **Resources**

The month started with an almost completely full Virtual Pro Se Clinic on November 2. We had eight people attend.

Deb Hamilton attended the quarterly Access to Justice Committee. We heard from the chair that the state's Access to Justice Commission was impressed with how we were able to pull off an entirely virtual Legal Resource Day. The Legal Resource Day Committee had their wrap up meeting. This event operated much more smoothly and had much better attendance than Family Law Day (our first virtual event). We received the stats for the video views and our 19 videos had 489 combined views.

Deb began work on compiling resources to post on a Legal Money Issues LibGuide. The guide will cover the topics of bankruptcy, consumer credit problems, unemployment and financial assistance resources, and local nonprofits who can provide aid or other resources in these areas. She hopes to have the guide built by early December.

The last two scheduled nonprofit classes were held. Participants were enthusiastic and looking forward to when Katie will start the new series of workshops in the new year.

In lieu of our annual in-person Mountain of Authors event, we invited several authors to submit short Book Buzz videos. Heidi Buljung worked on editing the videos and creating booklists to accompany the videos. The videos launched on the first Saturday in November. The Mystery, Thriller, and Suspense video has been very popular.

### **Innovation/Creativity**

Meagan recorded the video for Veteran's Day Poppies. We had assistance from Caitlyn Zimmer (CH) and Sara Gallagher (MA/UT) in recording the other craft videos. Meagan also worked on editing and posting those videos.

## **Service**

Delaina hosted a virtual sing-along in November for Library Explorers.

Bryan Matthews and Heidi Buljung hosted a virtual presentation by Judith Avila of Albuquerque, New Mexico on the topic of Navajo code talker Chester Nez. We had over 30 people in attendance and we received much complimentary feedback on the presentation.

Heidi Buljung has been working a regular shift each week at Cheyenne Mountain Library and Bryan has been working at Fountain Library. The rest of the team has been covering shifts where needed, but we started helping out regularly at Penrose Library starting in mid-November. The team has been excited to staff at libraries.

## **Internal/Staff**

Delaina Massie continued the Equity in Action: Building Diverse Collections course offered by Library Journal along with several other PPLD staff members. She also attended the Evaluating Information during Covid-19 sponsored by the NNLM.

Deb Hamilton attended a couple of webinars. The Colorado Department of Corrections gave an update on their operations and COVID response. El Paso County offered a session on renter's resources. The County provided a good overview of Fair Housing Laws and specific resource providers.

Deb Hamilton continued to work with the Video Standardization group. Communications is working on producing graphics and art cards for projects. They are also finalizing the boilerplate text that was provided by representatives of each service area. The toolkit document is nearly complete for tutorial videos. After that is finished, then the toolkit for program videos will be next. The group is also compiling a list of staff contacts who can help others with various types of recording and editing software.

## **Collection Management**

### **Community**

Collection Acquisition Manager Tania Hajjar and Adult Fiction Selector Krista Meier were interviewed for the [nuWriters](#) podcast and shared information about selecting titles for the PPLD Collection. The episode aired Nov. 24.

The Materials team processed many new items for the MAC Library collection in November, as the Selectors have begun ordering items for the new library.

ILS Administrator Colleen Medling continued to work with Harrison School District 2 on loading student data to create PowerPass accounts for the students, in preparation for the launch in early 2021.

### **Resources**

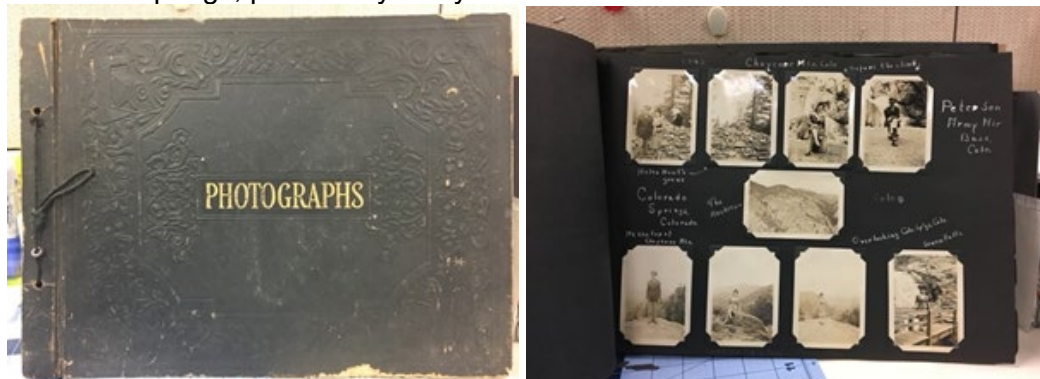
Krista Meier helped get Parenting eBooks, selected by Milissa Fellers and SarahEllen Hickie, set up as a collection on PPLD's OverDrive page. See it [here](#).

From October 2019 to October 2020, there was an impressive 69% increase in juvenile checkouts on OverDrive. In that same time frame, adult material checkouts increased 17% and teen checkouts increased 19%. The most popular eBook genres are Romance, Thriller, and Mystery. The same genres top eAudiobook checkouts but the order is Thrillers, Mystery, and Romance.



Two of the hottest physical book titles in November were *The Searcher* by Tana French and *A Time for Mercy* by John Grisham.

Acquisitions Technician Janet DeGering processed a WWII-era photographic album purchased for Special Collections (see photos below). Many of the photos were taken in and around Colorado Springs, particularly Cheyenne Mountain.



### **Service**

The Interlibrary Loan turnaround time for articles was 5.66 days. The average time for physical materials was 17.45 days. This is the fastest turnaround time this year for physical materials.

### **Internal/Staff**

After 31 years of service at Pikes Peak Library District, Linda Munson retired from the Interlibrary Loan department. We wish her well and she will be greatly missed!

Collection Management staff identified more ways to alter work processes to minimize risk during the pandemic. In addition to increasing remote work hours for staff already able to do essential job tasks from home, cataloging-at-home procedures were discussed, work areas outside of the Collection Management space were identified, and Saturdays were brought into scheduling.

### **Accountability**

Interlibrary Loan Manager Amanda Marez-Frutchey attended the National Online Academic Resource Sharing Workshop webinar "ILL Applications and Solutions in the World During the Pandemic."

### **Creative Services**

#### **Community**

Morgan Sawicki hosted the final Maker in Residence live chat to discuss the community build sculptures and wrapped up Cara McKinley's residency with PPLD. She collected photos of the four community build sculptures to send to other libraries and the Communications department. Some very nice pieces were returned for the sculptures.

Becca Cruz met with Tammy Sayles, Lacey Miller, Michael Doherty, and Natalie Johnson from the Manitou Art Center to begin discussing how we might be able to work together to facilitate further workforce development training in 2021. Becca, Tammy, and Lacey also met with a colleague from Pikes Peak Workforce Center and the president of the local chapter of the

Colorado Advanced Manufacturing Association to discuss plans for developing a manufacturing workforce development program.

Dustin Booth and Becca Cruz met with John Spears, Michael Brantner, Teona Shainidze-Krebs, and Michael Doherty, to discuss offering patron computer service in KCH this winter.

### **Resources**

While originally purchased with the idea of using it to allow for reservations on the creative equipment and spaces, Assabet Interactive has had all of the District's copy/scan/fax machines added to facilitate patron reservations for these services. Creative Services staff worked to gather information and enter the machines, and then worked with staff from Adult Education and Young Adult Services to provide several trainings for staff District-wide.

### **Innovation/Creativity**

The Artist of the Knight season one launched in November. This series will have six separate 30-minute episodes, which will roll out on a weekly basis. Dustin Booth completed the editing and recording the content, which highlights a talented and dedicated group of regional artists. Artist of the Knight not only showcases the artist's work, but it also aims to provide insight into the thoughts and motivations behind our local creatives. Each episode will also feature an additional video of musician's performances or virtual galleries of visual artist's work.

Dustin Booth has been working closely with Brenna Hemphill from the Communications department to ensure the program is promoted via all available social media platforms. He was also interviewed by a *Gazette* reporter. Artist of the Knight will also open applications for artists and creatives in the Pikes Peak region who would like to take part in the second season of Artist of the Knight. This program is designed to be a consistent fixture in KCH's mission of providing access to arts and culture for PPLD.

Sarah Holland moderated a virtual documentary filmmaking class led by outside presenter, Erynn Mitchell. This class was well attended with many questions from patrons.

### **Service**

Sarah Holland set up and tested new Lulzbot Mini 2 and Taz Workhorse 3D printers this month. This allowed Sarah to make sure the printers were working correctly, and to begin familiarizing herself with the new features of the machines.

### **Internal/Staff**

The vacant senior librarian position from Amber Cox's departure closed. Several applications were received with interviews planned for December.

Creative Services bid farewell to senior librarian, Morgan Sawicki, who received a wonderful supervisory position in Broomfield Public Library. Everyone agreed the change was bittersweet. Morgan spent time wrapping up her duties and left us with very good information and in a good place for the things she was working on.

Ben Dahlby attended non-violent crisis intervention training, which was hosted in the KCH.

### **Accountability**

Sarah Holland continued to help with managing the creative equipment for the District by ordering replacement studio equipment, getting a quote for a new kiln at Sand Creek Library, and handling some repairs for sewing machines.

## **Family and Children's Services**

### **Community**

Joy Fleishhacker worked with Marc Straub of Cool Science, a local organization that supports STEM education, to present a Baby Diaper Dissection lab via Zoom on Nov. 20, 2020. Families are being provided a packet of materials before the program so that they can follow along and do this activity at home, as Marc leads it via Zoom. The experiment delves into polymers that absorb liquids, and the packets include Instant Snow powder and Orbeez beads for further exploration. Nine families attended (about 30 participants), many of whom put on their cameras and participated fully (the program was only open to registrants and was not recorded). This lab also inspired a Homeschool Take and Make to be distributed at the end of the month.

Betty McDonald attends meetings for a group called the Educator's Collaborative which includes organizations all over the city, including school districts, Colorado Springs Utilities, Garden of the Gods, USAFA, Catamount Institute, Space Foundation, EIPasoTeller911, Colorado College, Pikes Peak Community College, Cool Science, and more. This month, Betty has been tasked with assembling a virtual programming resource list for schools from each of the organizations in the group for teacher access.

Melody Alvarez coordinated a Diaper Drive for Peak Vista First Visitor with Nancy Maday (former Director of Children's Services). Directors donated diapers for families in need.

### **Resources**

Barb Huff facilitated the Children's All Pikes Peak Reads program on Nov. 12. We had approximately 250 people view our Zoom author visit with Brenda Woods. Teachers also registered their classes to view the recording of the Zoom program, available through Dec. 11, with an approximate attendance of 275 students. We gave away 50 copies of Brenda Woods' book to classroom teachers and librarians to prepare their students to view the program. They came to the Zoom meeting prepared with fabulous questions and teachers were excited that PPLD provided many ways to participate and view this program with their students.

Melody Alvarez wrapped up the ten-week LENA Start cohort. This was our first virtual cohort. We had thirteen families graduate from the program, increasing conversational turns by 100%! Our youngest baby was 8 weeks old, and our oldest was 32 months. Feedback from one of our father's: *"Thanks again for everything, my family really appreciates you and LENA start, it was a game changer for me and I am forever grateful."*

### **Innovation/Creativity**

Betty McDonald worked with Melody Trejo-Lopez at Ruth Holley to make a Spanish version of the Brainfuse HelpNow training video for elementary students. This will be sent to schools and located on our PPLDKids webpage.

Joy Fleishhacker facilitated the November virtual Homeschool Program, Keith Haring: Action Figures. Led by Gayle Meredith (East Library), this program introduces the artist and his work to kids.

### **Service**

Betty McDonald attended a D49 meeting called "Librarians Unite!" and showed several D49 library staff how the Sora app works with Overdrive and how their new Public Library Connect will work once it is set up. They are very excited to be able to offer students a more streamlined



virtual check-out of e-materials. They also had questions about how PPLD is handling COVID precautions. Betty took them to [ppld.org](http://ppld.org) to show them all our COVID information and alerts.

Melody Alvarez, Milissa Fellers, and Summer Hielt (Nurse Family Partnership) met to plan 2021 prenatal series for PPLD. We will run the six-week sessions quarterly. The prenatal series covers topics on post-partum, self-care, breastfeeding, birthing plans, sleep, and more. We collaborate with local organizations to share resources available in the community for families. Rocky Mountain Children's Health heard about our program and reached out to us to become a partner to provide the Safe Sleep Baby Box to each participant.

### **Internal/Staff**

Laura Broderick, Carol Scheer, Christa Funke, and Melody Alvarez attended the LENA Start Coordinator Refresher training. Milissa Fellers and Megan Garland (USAFA CDC) attended the LENA Start New Coordinator Training.

Milissa Fellers worked with SarahEllen Hickle (LI), and Allison Presley (HI) to order over 20 diverse titles to add to the Children's staff storytelling Collection.

### **Accountability**

Melody Alvarez collaborated with USAFA to become LENA Start partners under PPLD. Melody met with Milissa Fellers and Elyse Jones (Communications) to have an agreement of what each party will cover for the program. PPLD will provide recorders, program kits, books, and tech support. USAFA will provide childcare, food, incentives, and space for the program. They are now trained to facilitate their own cohorts. The total families that USAFA works with will count towards PPLD's grant and help sustain LENA Start in Colorado Springs.

Christa Funke completed the Beanstack Admin Manual which includes instructions based on PPLD's standards and practices as well as tips, tricks, and a checklist for getting ready for a new challenge. This will enable someone to step in as the Beanstack Administrator if Christa is unable to perform that function as well as offering guidance to other service areas setting up a program, such as the Winter Adult Reading Program.

### **Regional History & Genealogy** **Community**

Cara Ramsey kicked off PPLD's sesquicentennial programming with our first COS History Book Club highlighting the Regional History Series title *Extraordinary Women*. Chris Nicholl (Regional History & Genealogy staff member) and Susan Fletcher (Director of History and Archives, the Navigators/Glen Eyrie) presented research on selected women of Colorado Springs.



The most popular Facebook post this month was a picture by Stan Payne titled "One-Way Confusion." This post reached 1,880 people and was shared 13 times. The image originally appeared in the Colorado Springs Gazette in November 1971 and shows Colorado Ave.

Heather Jordan and Takiyah Jemison continue their work on republishing *The Invisible People of the Pikes Peak Region: an Afro-American Chronicle*. The book is in the final stages of production with final edits, cover design, ISBN/LLCN, and master indexing. Heather and

Takiyah are collaborating with Southeast Region staff and community members to produce an audiobook.

## **Resources**

Heather Jordan received one archival acquisition:

Roland Wallace Giggey worked as a private secretary for Spencer Penrose and later worked for the Broadmoor Hotel. His notes include reflections on Spencer and Julie Penrose.

Takiyah Jemison provided access to the public for 69 new items, most of which were Genealogy books. She also made corrections to 51 individual catalog records.

***Erinn Barnes completed six finding aids for the photo collections. Finding aids offer a vital access point for both staff and archival researchers. Finding aids provide an important overview of each collection's scope, content, and creator. The process also allows the opportunity to conduct a comprehensive survey of the status of digitization efforts, preservation needs, and intellectual control for each collection.***

A HVAC component responsible for providing humidity in the humidity-controlled storage room malfunctioned in September and was repaired. Staff continue to monitor and track moderate relative humidity fluctuations as the system is recalibrated. Temperature and relative humidity are linked; as one changes so will the other. Fluctuations of relative humidity can have a broad and serious effects on the collections stored in the Vault.

Dave Wendel completed and oversaw 117 Pikes Peak NewsFinder microfilm requests. Dave digitized over 372 Gazette newspaper articles and indexed over 809 newspaper articles with metadata. All of these are now accessible via the Pikes Peak NewsFinder database.

## **Service**

Erinn provided the Gazette with 30 images for the daily *A Look Back* feature, Erinn fulfilled 11 patron photo requests from both internal and external constituents.

Cara Ramsey presented a variety of virtual genealogy classes. Genealogy programs have proven popular outside the library's traditional service area with 59% of registrants from outside El Paso County. However, staff prioritizes local patrons by ensuring they bypass waitlists.

- Genealogy Basics (November 2 & 21)
- *NEW* Census Records (November 23)

## **Internal/Staff**

The Regional History & Genealogy team meets every other week. The meetings provide general updates based on three key areas: Community Engagement, Collections, and Service. Full-time staff members take turns facilitating the meetings.

## **Young Adult Services**

### **Community**

Our first virtual, live Dungeons & Dragon's session went well. We had four participants and an expert Dungeon Master to run the campaign. Teens immersed themselves in the story (complete with accent-work for their characters) and successfully defeated Prukir the Corrupted with the guidance of Dungeon Master (DM) Matt Wilson. One parent wrote to Larissa Powers with the following feedback: "Tyler thought Matt was a really good DM. If he ever does another online event on or off of the library site and would like another player, Tyler is definitely interested in joining in. Thanks for providing a great experience for him!"

Young Adult Services All Pikes Peak Reads virtual, interactive session went very well with 37 people joining for a reading and question and answer session with author Lindsay Lackey (*All the Impossible Things*). Becca Philipsen and Larissa Powers worked on All Pikes Peak Reads to finish up the program. We gave away 5 copies of her book to lucky winners.

### **Resources**

Cameron continued to work on the curriculum resources for the launch of the PowerPass with Harrison School District 2 (HSD2). He created seven LibGuides and populated them with the texts from HSD2's Literary Canon. Additionally, he organized documents and provided support materials so the Young Adult Services and the Young Adult regional librarians could work on units in different grades. Cameron also worked with Gale Cengage tech support to resolve an issue with the permalinks in Gale databases. Now the LibGuides can be linked directly to sources in the databases without students having to search. This big project is gaining momentum now and is on track to support the launch of the PowerPass in January 2021. As a part of the HSD2 curriculum project, Cameron trained Larissa Powers (YAS) and Mikaela Fortune (Penrose Library) on the basics of entering resources into LibGuides.

In the joint Young Adult staff meeting in November, Cameron Riesenberger reviewed the Academic Search Premier database by demonstrating the image search and publication search functions. He hopes these sort reviews provide some tips for using some of the lesser-known functions of PPLD's databases.

Cameron attended the final session of Library Journal's Equity in Action Summit. He really enjoyed attending this conference in preparation for assisting with PPLD's upcoming collection audit. The final presentation from Denver Public Library on their own audit gave particular insight into the work that is ahead for this important project.

### **Innovation/Creativity**

Virtual programming continues with small committees determining program topics. Larissa Powers led a meeting of gaming and self-care committee members. Britt Bloom led the Fandom and STEM committee meetings. Lauren Fellers lead the Crafts and Cooking committee meetings. In each of these meetings, staff focused on highlighting a library resource and considered the thematic goal of combatting loneliness.

Larissa Powers attended meetings with presenters from the Princeton Review to plan for interactive test prep sessions (offered free by Princeton Review) in late winter or early spring.

Melody Trejo-Lopez has translated Take & Make instructions into Spanish. She has also worked on blurbs from Communications.

### **Service**

As we moved to curbside+ Young Adult Services staff are not needed at the libraries as much. We are adjusting to have two staff trained to support mobile library services with shifts. We will also have three staff working at KCH when the computer lab opens there in December. Larissa Powers assisted with shifts at Ruth Holley, Cheyenne Mountain, Library 21c, and Mobile Libraries Services. Becca Philipsen filled in at numerous branches who were short staffed or behind on quarantining items, including Cheyenne Mountain Library, Manitou Springs Library, Penrose Library, and Ruth Holley Library. Lauren Fellers worked at Ruth Holley Library on Tuesdays from 11 am – 1 pm up until the week of 11/23. Lauren contacted Lisa Ward to set up a time to train on the Bookmobile. She will likely begin taking Bookmobile shifts in January, as

she has already committed to filling in at other branches in December for the holiday season. Joanna Nelson Rendon went to Library 21c to de-quarantine library materials.

Lauren Fellers attended a meeting on circulating kits to the public with Creative Services and other departments. The plan for how to proceed involves locating pilot locations to test out the system, identifying one kit to roll out to these locations, and finalizing the contents and Kit Guides for it. We set the date for a follow-up meeting to begin working on the rollout once the pilot locations have been identified and their space constraints are known. Lauren will order containers for the kits and begin preparing them to circulate once this information has been received.

### **Internal/Staff**

Larissa Powers and Lauren Fellers attended the Young Adult Library Services Association (YALSA) virtual conference. Larissa attended sessions on equitable programming, school partnerships, teen leadership in social justice conversations, and leading culturally responsive conversations around books at YALSA's annual conference. Britt Bloom and Lauren Fellers facilitated a session titled *Levelling Up Your Volunteer Program: Expanding Your Teens' Worlds with Workforce Preparedness and College Readiness Training* at YALSA and the attendance was over 100 people. They did an encore of the session with the Colorado State Library at the end of the month.

Larissa Powers and Becca Philipsen attended a Train-the-Trainer for the new Assabet Interactive software which allows library patrons to reserve library equipment. Larissa and Becca provided trainings for staff on the use of this software. Young Adult Staff completed the Assabet Interactive software training.

### **Accountability**

Becca Philipsen continued to work on a cohesive program evaluation plan with other members of library services. A prototype was developed, but still needs to be refined for Young Adult Services use.

Britt Bloom continued to work with Young Adult Services and Communications on almost all-virtual collateral for winter & spring programming, which will reduce both costs and waste associated with paper flyers.

# Communications Department: Report for December 2020

\*NOTE: Data is up-to-date through Nov. 29, 2020.

## NEWS COVERAGE

- Total features:
  - **November:** 34
  - **Year-to-date:** 585
- Highlighted coverage from past two months: (Access to the [monthly interactive report](#).)
  - The Library's **service model change** due to increasing COVID-19 cases was covered by [KOAA](#), the [Colorado Springs Gazette](#), [KRDO](#), and [FOX21 News](#).
  - The **launch of Artists of the Knight**, a new web series featuring local artists and creatives, was covered by the [Colorado Springs Gazette](#).
  - PPLD partnered with the El Paso County Department of Human Services and author Lindsay Lackey to **distribute the All Pikes Peak Reads' young adult title to teens in foster care**. It was covered by the [Colorado Springs Gazette](#).
  - **Ancestry resources** available with a Library card were shared in a [Colorado Springs Gazette](#) article as part of the All You Need is Your Library campaign.
  - The *Colorado Springs Independent* shared **library resources** with their readers as [a way to beat the quarantine blues](#) and as a part of their list of [things to do while staying safe at home](#).
  - This month's Library Limelight column focused on **using a library card to find comfort and joy** during the cold months while staying at home. It ran in the [Cheyenne Edition](#), [Tri-Lakes Tribune](#), and the [Woodmen Edition](#).



## DIGITAL MARKETING

- PPLD.org website statistics:
  - **Most popular web pages**, besides the home page: [ppld.org/covid-19](#)
  - **Last month's total:** 180,477 sessions; 92,336 users, with 75,660 being new; and 307,149 pageviews
  - **Year-to-date totals:** 2,105,876 sessions; 1,044,255 users, with 851,021 being new; and 3,713,906 pageviews
- District-wide social media statistics:
  - **Facebook:** 11,198 total followers, plus 23,939 daily engagement
  - **Twitter:** 5,242 total followers, plus 560 engagement
  - **Instagram:** 2,355 total followers, plus 2,150 engagement
  - **LinkedIn:** 1,179 total followers, plus 267 engagement
- Digital marketing highlights:
  - **PPLD reached a milestone on YouTube!** [PPLDTV YouTube Channel](#), our primary account, recently surpassed 5,000 followers.

- [Artists of the Knight](#) premiered on Wed., Nov. 24, with its first video release. It garnered almost 200 views on the first day and has since surpassed 700 total views.
- We had several **high-performing posts on Facebook and/or Twitter** last month, in addition to patron testimonials, memes, and quotes. Here's a sampling: Library service changes due to COVID, #MaskMonday, Artists of the Knight, TeleGram, DIY Mulled Wine, Learn to Knit, digital collection (as part of the "All You Need is Your Library" campaign), and eLearning, digital archive, and voting resources.



## HAPPENINGS

### Key updates & partnerships:

- The Library recently announced [service model changes](#) due to the surge in COVID-19 cases and hospitalizations across El Paso County.
  - On Nov. 18, PPLD began [limiting indoor access and services at all libraries](#); only those with a computer reservation were allowed inside at their designated timeslot.
  - Library locations expanded their reservation-only services as of Mon., Nov. 30. They're now offering phone and [online reservations for copying, scanning, and faxing](#) services; service availability varies by location.
  - While browsing the collection is not allowed inside, patrons can still take advantage of [curbside services](#), [connect with a librarian](#), and [use the Library remotely](#) in many ways.
- **Students of Harrison School District 2 (HSD2) will gain access to PPLD's PowerPass beginning Jan. 11, 2021.** This is the second school district in El Paso County partnering with PPLD for the just-for-student library card. It grants access to the Library's digital collection and resources, in addition to five physical checkouts at a time.
  - Pre-launch efforts include informational presentations and emails to school administrators and teachers, a teaser email series for HSD2 parents and caregivers, and teaser videos and posts for school social media accounts.
  - For the launch, PPLD and HSD2 will distribute a joint press release, as well as focus on digital marketing.
- **All you need is your library!** The [evergreen marketing campaign](#) continues through the end of 2020, promoting all the Library offers, with a focus on digital resources and virtual opportunities that appeal to PPLD's top potential customers across the county.



### Current & upcoming programs:

- [Artists of the Knight](#)  
Enjoy the new virtual series from Knight of Columbus Hall, which features artists from the Pikes Peak region! **Videos premiere every Wednesdays at 4 p.m.** on the [PPLDTV YouTube Channel](#). (Click the link to check out the weekly lineup **through Dec. 30.**)
- [Library Explorers: Virtual Sing-along, Holiday Edition](#)  
Join us for a fun virtual sing-along of well-known holiday songs on **Fri., Dec. 18**. Register to receive a Zoom link in advance. These programs are designed for adults of all abilities.

- **[Beethoven at 250: A Celebration of His Life and Music](#)**  
Local music aficionado and classical music radio host Michael Campion presents an audio program celebrating the 250th anniversary of Ludwig van Beethoven's birth. Through music and story, the listener will learn of Beethoven's life, his music, and his immeasurable and enduring impact in western art and culture. The on-demand presentation is available online **through the end of December**.
- **[PPLD Challenge: Try a New Hobby or Craft](#)**  
Start 2021 by trying a new craft or hobby – and share the results with us! Post a photo of your project on Facebook or Instagram any time from **Jan. 15-31, 2021**, and make sure to include the hashtag #ppldchallenge and tag @ppld to be eligible to win. Or, send your photo to [ppldchallenge@ppld.org](mailto:ppldchallenge@ppld.org) and we will post it to social media for you! Randomly selected entries will be featured on PPLD's websites and social media accounts, and one randomly drawn entry will receive a gift certificate and prize pack of curated craft books from the Friends of the Library. Need some inspiration? [Try one of these projects](#) that are easy to complete at home.

### **Meeting & study rooms:**

- **Online patron requests:** 0 during last month, leaving the YTD total at 15,728
- **Phone & email inquiries:** 8 for last month, bringing the YTD total to 2,102
- **Cancellations:** 617 for last month, bringing the YTD total to 12,078

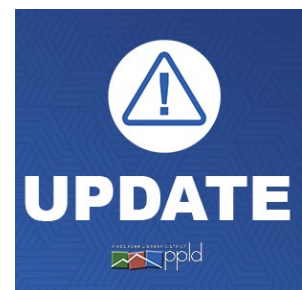
### **Internal communications:**

- ***The Bookmark***, PPLD's weekly email newsletter for all staff
- **Intranet** updates and spotlights
- **Staff input and feedback** via online surveys

## **COVID-19 PANDEMIC**

The Communications team continues to support of key District-wide efforts, as it relates to the ongoing pandemic, in the following ways:

- **Internal communications:**
  - Email communication: The Bookmark, our weekly newsletter
  - Intranet: Dedicated web page and home page spotlight
  - Phone system: Staff phone line updates
  - Handling patron inquiries: FAQs and talking points
- **External communications:**
  - Website: Home page sliders, web pages, and Library Market
  - Email and text notifications: Holds ready for pick up, due date reminders, etc. (for subscribed Library cardholders)
  - Social media: Facebook, Twitter, Instagram, LinkedIn, and YouTube
  - Local media: Pitching story ideas, responding requests, scheduling interviews, etc.
  - Signage: Library facilities (exterior and interior), book drops, and curbside services
  - Phone system: Main message, special extension, and recorded greetings by locations
  - Online calendar listings: [Virtual Library event listings](#) on Library Market, Peak Radar, Colorado Springs Independent, Macaroni Kids, and the State Library's virtual calendar
  - Email newsletters: NextReads (opt-in book recommendations to subscribed patrons)





## **Facilities Department Report December 9, 2020**

### **Projects**

The Manitou Springs/MAC project is still moving forward. Architectural drawings were held up for a couple of weeks due to an issue within the building not connected to our leased space. After discussions with PPRBD reviewers, they agreed to allow our plans to move forward in the review process and will address the issue directly with the Manitou Arts Center. Our hope is that now the review will move quickly, and approval will be provided soon.

The new Cheyenne Mountain Library service desk is scheduled to ship on December 23. Once we have confirmed it has shipped, Facilities will work with IT and Cheyenne staff in coordinating the installation.

The Old Colorado City wood floor replacement samples have been submitted and approved by the State Historical Fund. Currently, the established schedule will have the library closed from January 11, 2021 and reopening February 25. This will allow a week prior to replacement and post replacement for staff to reset shelving and other equipment. Contractor work is set to begin on January 18, 2021 with a four-week duration anticipated.

The engineered drawings for fire alarm panel replacement at East Library remain with the Colorado Springs Fire Department for approval. Once the plans clear this review, a firm schedule will be determined.

The replacement of the boiler at Library 21c is complete.

The facilities office is currently working with an architectural firm in developing drawings and specifications for the construction of new network closets for the IT departments re-cabling projects at East and Penrose/Carnegie Libraries. RFQ's are anticipated to be released later in December with construction expect in February/March for the East closet and May/June for the Penrose/Carnegie closet. More to come as that project becomes more defined.

### **Monthly Statistics**

In the month of November, the Facilities department completed a total of (131) routine visits to district library facilities. Routine visits are done weekly and allow Facilities Specialists and Supervisors to complete any pending work orders, inspect location for safety issues, address minor projects, restock building supplies and meet with managers regarding any concerns or requests.

Also in the month of November, Facilities staff completed a total of (81) demand work orders (work orders submitted by PPLD staff) accounting for (124.98 hrs.) of staff time and (155) preventive maintenance work orders (work orders scheduled for equipment, etc.) to account for (244.64 hrs.) of staff time. A total of (236) work orders. Along with work orders, Facilities on-call personnel did not respond to any after hours calls in November. Emergency calls address issues that cannot wait until the next business day.



**Human Resources Report  
Nov 2020  
Heather Laslie, Chief of HR**

**Human Resources:**

Major projects included the following:

- Organizational Development (Cody Logsdon)
  - Management Team’s discussions on Radical Candor completed on November 20<sup>th</sup>.
  - The third session of PPLD’s Leadership Program is completed. Topics covered employee motivation and recognition.
  - Updates were made to personnel policy manual and hiring documents for Equal Pay Equal Work Act.
  - Have started demo process for a Learning Management System (LMS).
  - Demoed software for performance management process.
- HRIS/Benefits/Compliance (Cristina Jaramillo)
  - Completed and submitted Occupational Employment statistics report
  - Completed and submitted Nondiscrimination Testing Report for RMR (our FSA vendor)
  - Performed open enrollment presentations via Zoom; created recorded PowerPoint presentation and slides only PowerPoint presentation to post on Intranet. Answered emails and phone calls for open enrollment; Ran successful open enrollment.
  - Continue to manage FFCRA questions including new concerns brought up by latest Public Health Order.
- Wellness program and Records Retention (Laurie Jackson)
  - The Wellness Team launched a six-week health challenge for employees, *2020: It’s Not Over ‘Till It’s Over*. PPLD bandanas were ordered for the hiking club, which met for a hike in November and will meet in December, and PPLD logo masks were ordered as a holiday gift for all employees
  - The HR filing project is on track to be completed by 12/31
- Recruitment (Soumya Gollapalli)

Recruitment / Selection Activity	Nov 2020
Jobs Posted	7
Newly Hired Employees	1
Promoted Employees	11
Transferred Employees	1
Separated Employees	5

- One on one sessions with employees interested in improving their interview techniques.
- Going through the interview question templates and verifying that they satisfy the Equal Pay Equal Work requirements
- Training (Sarah Marshall)
  - Launched Circulation Trainer Survey to gain feedback on improving circulation training
  - Held demo with New Horizons to explore technology training for staff.
  - Worked with Michael Varnet to offer virtual session for staff on PPLD budget/finances.
  - Several upcoming learning opportunities for staff, including LGBTQ training from Inside Out: <https://research.ppld.org/ppldprofessionaldevelopment>
  - National Safe Place training completed by 375 staff members.
- Other Projects (Heather Laslie)
  - Attended a 2-day Compensation structure training from Employers Council
  - Hosted Scott Taylor, our Adopt-a-Board member to our staff meeting and planning session
  - Continued with ongoing employee relations, COVID-19 staff issues, and disciplinary issues
  - Continued supporting the amazing team that I’m honored to guide!

# Information Technology (IT) Department Report

December 2020

## **Infrastructure Team**

E-Rate. Request for Proposal (RFP) released for FY21 cycle Category 1 broadband services. Planning for Category 2 internal connection services (i.e., cabling, managed services, etc.) continues.

Networking Infrastructure. Planning for cabling East and Penrose libraries public areas with work starting in first quarter FY21. Staff area cable planning continues.

Surveillance System Replacement Project. RFP 5202009 released responses due January 8, 2021.

### Servers and Applications.

- Migrating staff to Office 365 for file sharing and collaboration while also removing risk associated with single failure point.
- Scheduling transition of some hardware from on-site data center to off-site data center for backup and disaster recovery.

Voice System. Project still on hold until staff completes other higher priority projects.

Manitou Relocation. Infrastructure team leading department effort supporting Manitou Springs Library transition to the Manitou Arts Center.

**Web Services Team.** Transitioning web content management platform to next version to allow continued support beyond FY21 estimated completion in first quarter FY21.

## **End User Services (EUS) Team**

Multi-Function Device (MFD) Project. Implementation 98% complete.

Help Desk Software Project. Implementation delayed with training under development.

Staff Transition to Mobile Workforce Project. Laptops to facilitate transition in acquisition process. Transition delayed until projected delivery end of January 2021.

Self Check Updates. Equipment to be updated by end of December.

### November Statistics.

- Worked on 263 tickets and closed 367 tickets.
- Computer Usage was 10,293 sessions.
- Hotspot Circulation to Library Patrons was 12.
- Printed Pages 60,458.
- Laptop Circulation was 3.
- AWE Early Literacy Station use was 0.

## **Safety, Social Services, Security-November 2020**

This board update from Security/Social Services and Safety has an added section from each of the three Security Regional Supervisors to highlight some of the more regional specific and staff stories. This will become a standard part of each report moving forward.

- The second round of Social Worker Interviews concluded and after 26 applicants, we are happy to announce that we have asked Kayla Rockhold- MSW, to join our team. Kayla's scheduled start date is December 14<sup>th</sup>.
- Security is working on renewing the FCC license for our district radios, so we remain in federal compliance, as well as adding a public services channel to all radios across the district. As we have worked with Public Services to expand the use of the radios as a tool, we have found the need to expand the channels to allow more specific communications to take place.
- Safety and Security projects continue to be worked on at the MAC to allow occupation of PPLD resources. All resources needed for AED/Narcan/ Blood Bourn Pathogen/Stop the bleed/First aid are purchased and ready to install at both MAC buildings.
  - Prep work with Johnson controls to install alarm systems at both buildings are underway.
  - Venders for badge access applications are ordering parts and should begin install the 2<sup>nd</sup> week of December.
  - Venders for camera systems are currently wiring both buildings and should shortly finish install.
- District wide safety maps for every facility have been completed and posted on the intranet for all staff reference. These show all the safety components for every facility in the district.
- The district wide camera RFP has been completed and venders are currently preparing their bids.
  - This RFP has taken all of the individual wiring projects from across the district and combined them into one project. The goal is to remove all of the faulty and broken cameras and wiring from across the entire district. Install cat 6 wiring to all of the designated locations identified for the final camera system project and connect simple bullet cams at the termination points. This will allow all the facilities in the entire district to have internet access to working cameras that are on one system, and allow us to use this bridge project to someday move to the preventative camera systems we had originally budgeted for with little loss or wasted funds and effort.
- Safety has continued to purchase and provide kids masks to every facility and public entrance point across the district. Additionally, we still purchase and provide adult masks to those that do not have and ask for them.

- Safety worked with every facility across the district to create final cold weather greeter table plans. This ensures the same level of service and safety while providing the table in weather appropriate areas for staff.
- Safety completed the hepatitis tracking and vaccination project for identified staff members participating in the BloodBorne Pathogen cleanup training.
- Our new District CPR Instructor has completed classes and is waiting to teach his observed class for final licensure. CPR/AED classes will recommence at PPLD in Jan.
- All Security officers have taken workflows training as a whole, and are individually training with staff at every branch they are stationed at to assist in alleviating staffing shortages as well as be able to jump in and help during slow periods. This also continues to build the relationship of trust and cooperation between officers and public services staff.
- Security is nearing the final completion of the badge changeover process. Jan will bring an officer with the newly built badge creation station to every single facility for a 9-hour shift. The large three libraries will have 18 hours of coverage. During this tour, any staff member in the district can go to the closest convenient location and have any update they need to their badge done on the spot and reissued. Photos, name changes, location changes, job changes or access changes.
- Safety is working with local organizations to replace our expiring Narcan supply across the district. These will need to be replaced in the coming year.
- Security continues to provide the ability for suspended patrons to schedule appeal meetings for reinstatement even during reduced services.
- Safety participates in continuous tours of facilities, fielding questions from staff and the public as well as questions from other library districts in relation to Covid issues.
- Security is currently down 260 officer hours a week due to vacant positions, injuries and covid related absences. However, staff remains upbeat and flexible. Changing schedules, duty location and job expectations on nearly a daily basis to support the district.

## Security Board Report Regional Supervisor Contributions

### Southeast Region

○ CPI

DATE	Non-Security	Security	TOTAL
4/11/2019	14	3	17
5/9/2019	23	5	28
6/12/2019	18	6	24
6/23/2019	0	14	14
7/10/2019	11	3	14
8/7/2019	18	0	18
9/11/2019	22	1	23
10/13/2019	0	5	5
1/22/2020	9	0	9
3/11/2020	11	0	11
7/21/2020	11	0	11
8/25/2020	14	0	14
11/1/2020	19	0	19

**143** Trained in CY 2019

**64** Trained in CY 2020

1. 2019 was the implementation year, with **143** initial certifications.
2. 2020 was year 2, however, COVID closure and restrictions limited us to **64** initial Certifications thru November 2020.
3. 2020 the final training session for the year will be held on Dec 7-8.
3. 2021 we will begin re-certification training, as well as, continuing initial Certification training for new hires.

- **Entry Screening**



Security Officer J. Osman greeting patrons at the door to the East Library. Security staff will ascertain the patron’s needs and direct them to the proper resource within the facility, while ensuring the patron is in compliance with all Safety and Security Protocols.

- **Circulation Training**



Beginning in late November 2020, security staff began learning the tasks associated with the Circulation Department Functions at the East Library. This will give the security officers at the Regional Libraries the skills already being taught to their security counterparts in Community/Branch Libraries. This will permit all security officers to better assess and meet the needs of our patrons.

### **North Region**

- **Election**

Security was assigned as single point of contact for the El Paso County Elections team at Library 21c. Security arrived prior to the Elections team and stayed until they were completed with the election duties for the 4 days of early voting. Security did receive a compliment email regarding outstanding performance.

- **Circulation**



Security successfully completed a pilot project where members of Security were assigned 2 hours of UP Desk time without any Circulation staff for assistance. Security was assigned 3 days of UP Desk with the hours of 3pm to 5 pm. This allowed for the flexibility to reassign Circulation staff to the quarantine, better serve Curbside or complete other projects. This also demonstrated North Region Security integration within PPLD operations as a District. Lastly, this pilot project is the first time Security was given the responsibility to perform UP Desk and Greeter duties without Circulation staff. The team did a great job and we look forward to being able to perform these functions again.

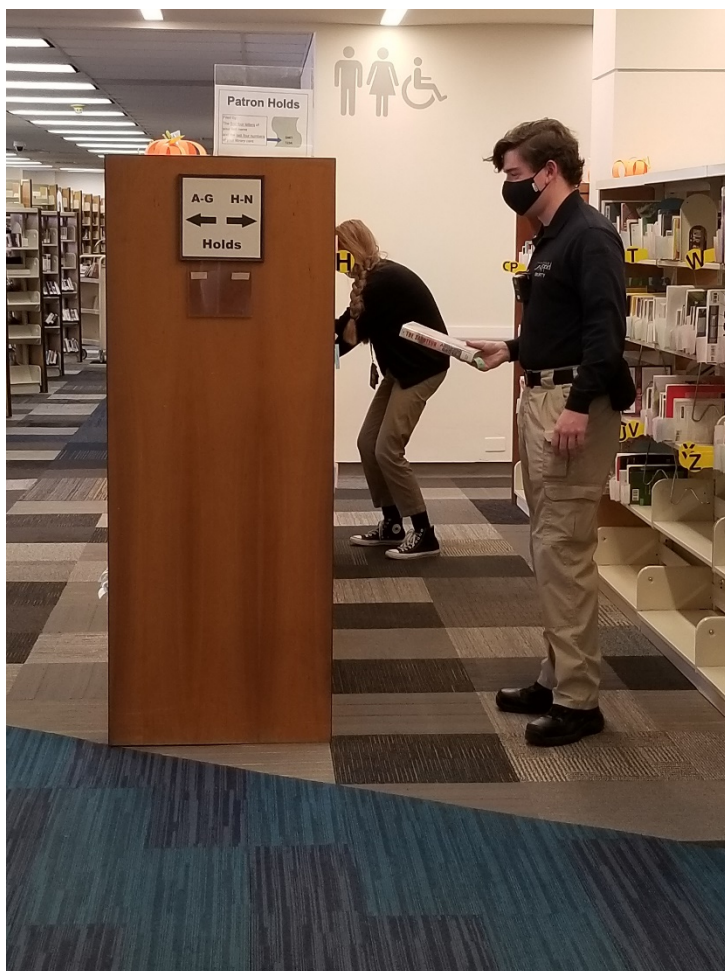


- **Regional Tours**

North Region Security has had 2 vacant 20 hour positions for a few months, The Security crew assigned to Library 21c have been able to conduct several random tours around the region to address patron issues, Lost and Found, conducting inspections of (First Aid, AED, Narcan and Stop the Bleed) North Region Security has been able to address patron issues even to the point of responding to Rockrimmon Library for a patron behaving oddly. In all cases of North Region Security operations, the team has performed above expectation and continues to be outstanding representatives of PPLD.

**West Region**

- **Curbside**



November 2020, security staff assisting with the tasks associated with curbside library services at the Penrose Library. Helping Deliver Holds to our patrons and getting to work alongside circulation staff.



- **New Officer**

Joseph Hurst recently moved to Penrose Library as a full time officer from a part time officer at Sand Creek library. He has quickly stepped in to assist and has become a reliable member of the security team at Penrose.

- **Officer of the Month**



Officer Devin Summers was recently awarded the PPLD Security Officer of the month award for his continued efforts and hard work across the district.

**Report & Suspension Increasing Totals**

**2019 - Reports**

JANUARY	44
FEBRUARY	36
MARCH	40
APRIL	30
MAY	37
JUNE	33
JULY	33
AUGUST	45
SEPTEMBER	34
OCTOBER	34
NOVEMBER	25
DECEMBER	31

**2020 - Reports**

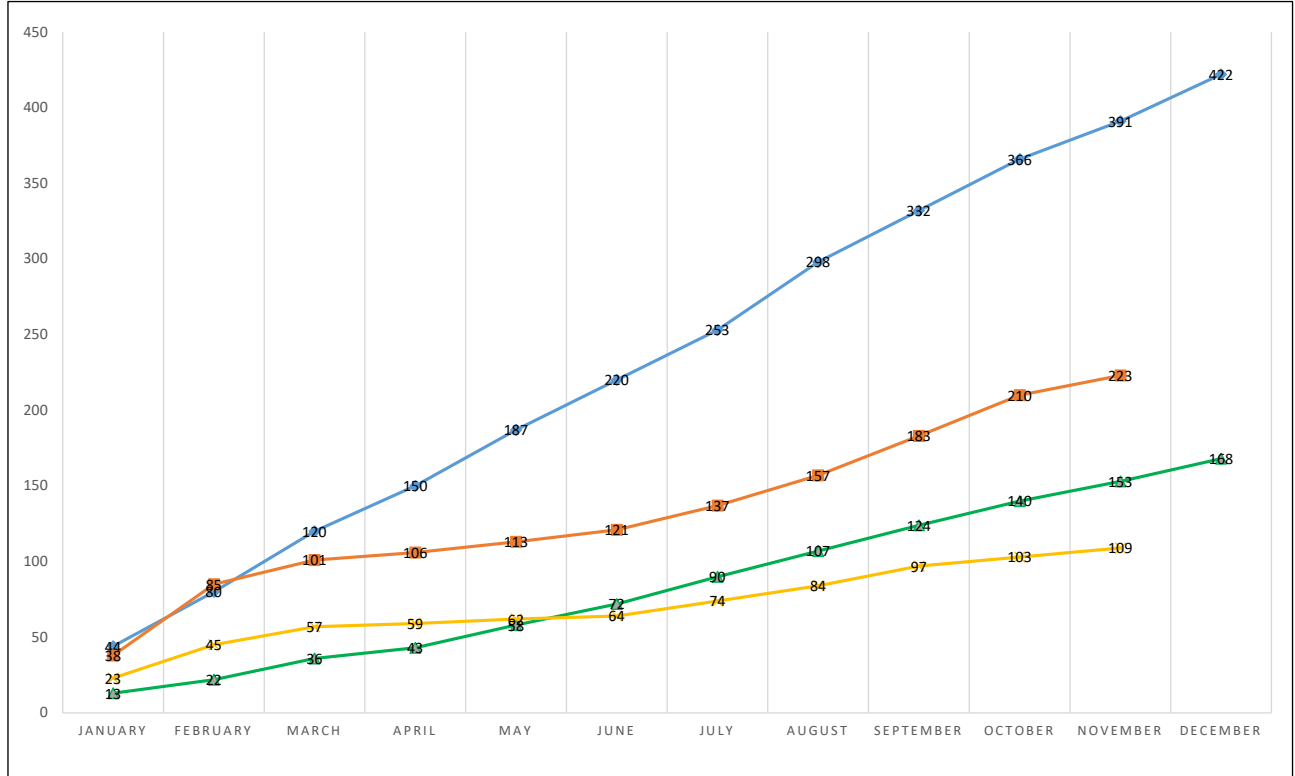
JANUARY	38
FEBRUARY	47
MARCH	16
APRIL	5
MAY	7
JUNE	8
JULY	16
AUGUST	20
SEPTEMBER	26
OCTOBER	27
NOVEMBER	13
DECEMBER	-

**2019 - Suspensions**

JANUARY	13
FEBRUARY	9
MARCH	14
APRIL	7
MAY	15
JUNE	14
JULY	18
AUGUST	17
SEPTEMBER	17
OCTOBER	16
NOVEMBER	13
DECEMBER	15

**2020 - Suspensions**

JANUARY	23
FEBRUARY	22
MARCH	12
APRIL	2
MAY	3
JUNE	2
JULY	10
AUGUST	10
SEPTEMBER	13
OCTOBER	6
NOVEMBER	6
DECEMBER	-

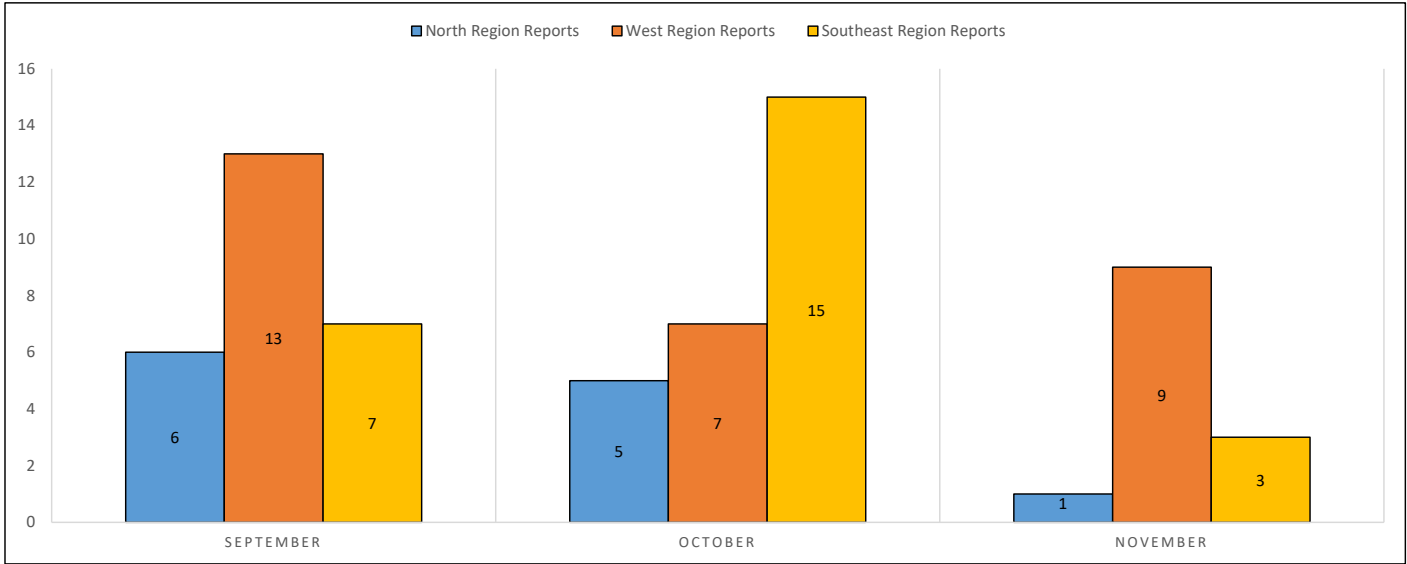


**Reports - Regional Monthly Comparison**

North Region Reports	
SEPTEMBER	6
OCTOBER	5
NOVEMBER	1

West Region Reports	
SEPTEMBER	13
OCTOBER	7
NOVEMBER	9

Southeast Region Reports	
SEPTEMBER	7
OCTOBER	15
NOVEMBER	3



**Suspensions - Regional Monthly Comparison**

**North Region Suspensions**

SEPTEMBER	4
OCTOBER	1
NOVEMBER	0

**West Region Suspensions**

SEPTEMBER	4
OCTOBER	4
NOVEMBER	4

**Southeast Region Suspensions**

SEPTEMBER	5
OCTOBER	1
NOVEMBER	1

