PIKES PEAK LIBRARY DISTRICT

FACILITIES MASTER PLAN

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EXECUTIVE SUMMARY
PIKES PEAK LIBRARY DISTRICT

The Pikes Peak Library District Facilities Master Plan aims to provide a comprehensive framework to enhance and adapt library services and facilities in response to the dynamic needs of El Paso County. This Executive Summary offers an overview of the plan's purpose, main priorities, and key recommendations.

ES.1 PURPOSE

The Pikes Peak Library District (PPLD), originally established as the Free Public Library of Colorado Springs in 1905, has a rich history of serving and evolving alongside the Pikes Peak community. Over the past 119 years, PPLD has expanded its facilities and services to meet the diverse needs of its patrons, adding numerous libraries throughout the 1960s, 1970s, and 1980s. Significant milestones, such as the introduction of the bookmobile in the 1950s and the early integration of computers and internet resources in 1990s, reflect the District's commitment to innovation.

Today, PPLD operates a mix of urban, suburban, and rural libraries, catering to affluent and low-income communities alike. This diverse array of facilities ranges from historic buildings that honor the District's legacy to modern spaces designed for contemporary needs, including maker spaces and recording studios. As the Pikes Peak community continues to grow and diversify, the demand for library resources has increased, presenting PPLD with the challenge of meeting the evolving expectations of a dynamic demographic while maintaining high-quality facilities.

To address these challenges, the Facilities Master Plan aims to align with PPLD's strategic focus by developing a comprehensive investment strategy for its facilities. This plan builds upon the District's 2023-2025 Strategic Plan, which articulates core values and principles. Through thorough assessments, stakeholder engagement, and demographic analysis, the Facilities Master Plan offers actionable recommendations for enhancing existing facilities, strategically allocating resources for future libraries, and fostering sustainable service delivery models. Ultimately, this initiative seeks to ensure that PPLD remains a vital and accessible resource for all members of the community in the decades to come.

ES.2 MAIN PRIORITIES

In March 2024, PPLD leadership engaged in a workshop to define the guiding priorities for the Facilities Master Plan. The primary focus emerged on four key areas:

- First, maintaining the overall size of the PPLD system, avoiding drastic growth or reduction;

- Second, ensuring that current and future library locations align with anticipated population trends;

- Third, strategically improving facilities with an emphasis on enhancing programming, safety, and staff efficiency;

- And finally, transitioning towards greater ownership of library branches to reduce reliance on leased spaces.

These priorities, along with data collected from the Facilities Condition Assessment, online survey, in-person intercept activities, and a series of community and staff engagement sessions, collectively drive the recommendations outlined in the plan, positioning PPLD to effectively meet community needs while fostering sustainable growth.

ES.3 RECOMMENDATIONS

The 15-year recommendations outlined in this FMP aim to strategically guide the Pikes Peak Library District into the future, balancing practical constraints with the District's ambitious goals. Given the challenges of limited funding, the planning team recognizes that tough decisions regarding library shifts or closures may be necessary to ensure the sustainability and effectiveness of the system. Currently, PPLD faces underfunding and uneven distribution of resources across El Paso County, which necessitates structural changes unless funding increases to meet or exceed Colorado's average.

ES.3.1 Guiding Principles

To effectively navigate these challenges, the consultant team first recommends that PPLD establish a set of guiding principles, perhaps similar to those inspired by the Columbus Metropolitan Library. These principles should be tailored to the unique needs of PPLD's libraries and emphasize key areas such as sustainability, innovation, flexibility, support for diverse literacy development, customer experience, and accessibility. By focusing on these principles, PPLD can inform future building design and renovation efforts, ensuring that facilities meet the evolving needs of the community. PPLD leadership, with input from the board, should engage in a process of refining these principles to guide the overall approach of the final plan, fostering greater consistency across PPLD facilities while remaining responsive to the distinct characteristics of each library location.

In addition to these guiding principles, the consultant team developed three possible scenarios for program and system recommendations, as well as the Facility Condition Assessment (FCA) recommendations. These scenarios are designed to outline a strategic approach for capital investments over the next 10 to 15 years that go beyond maintaining the condition of the current PPLD facilities, but also enhance and expand their capabilities. Each scenario considers varying levels of investment and prioritization.

ES.3.2 Facilities Condition Assessment Recommendations

The Facility Condition Assessment (FCA) recommends that PPLD develop a comprehensive strategy for capital planning that encompasses both owned and leased facilities, aligned with the organization's strategic mission and integrated into the annual budget cycle. Key recommendations include addressing a projected $20.7 million in deferred maintenance over the next ten years by budgeting approximately $1.2 million annually to achieve a Facility Condition Index (FCI) of 0.10, effectively reducing deferred maintenance to $10.7 million. The implementation plan outlines short-term actions to address immediate maintenance needs, mid-term evaluations of actual spending against projections that ultimately lead to an improved database, spending projections, and budget cycle that includes capital spending for maintaining the built infrastructure, and long-term tracking

of capital expenditures to continue database improvement and spending projections over time. The consultant team recommends regular reassessments every 5-7 years. This will ensure that the capital plan remains relevant and responsive to changing conditions and funding needs, thereby enhancing the overall infrastructure of PPLD facilities.

ES.3.3 Energy Recommendations

The energy assessment conducted by the consultant team yields several key recommendations for PPLD aimed at improving energy efficiency and reducing costs. First, it is recommended that PPLD evaluate and upgrade its existing fluorescent lighting systems in compliance with the Colorado Clean Lighting Act, which takes effect January 1, 2025. Additionally, the establishment of an energy master plan is advised to guide efforts in reducing utility consumption, costs, and regulatory compliance. Following the Energy Management Association (EMA) guidelines, the plan should include phases for assessment, exploration, investigation, analysis, implementation, acceptance, and ongoing management of energy-saving measures. Specifically, implementing Category 2 recommendations—such as retro-commissioning (RCx) and energy audits for key facilities—will likely yield the most significant energy savings. If these options prove cost-prohibitive, the team suggests prioritizing individual measures from Category 3 based on their capital costs and potential impacts. The consultant team recommends aligning energy measures with existing facility repair or replacement projects, PPLD can achieve cost efficiencies through bundled approaches, enhancing both operational performance and energy management across its facilities.

ES.3.4 Program and System Recommendations

The following section present three scenarios for capital investments in PPLD over the next 10-15 years.

Scenario 1

Scenario 1 assumes that PPLD will maintain its current level of per capita funding, necessitating difficult choices to ensure long-term sustainability and balance services across the community. Under this scenario, the District would close the Ruth Holley and Rockrimmon libraries, redirecting resources and staff to other branches, while potentially considering the closure of Cheyenne Library as a last resort. A new library location is proposed in the Powers Boulevard Corridor, with a target size of 15,000 to 20,000 square feet, ideally in a lease-to-own arrangement. Other recommendations include enhancing collections at Library 21c and East Library, relocating Monument Library to a district-owned space, and expanding High Prairie Library. Additionally, the plan includes implementing unstaffed, controlled-access models at several libraries to optimize service hours, while also renovating East and Sand Creek Library for improved efficiency and user experience. Overall, this scenario aims to increase total library space from 354,000 to 367,000 square feet, all while reducing operational costs. However, without increased funding, PPLD risks falling behind in meeting community needs and may struggle to expand its services in the future.

Scenario 2

In Scenario 2, PPLD proposes a modest increase in tax rates to bridge the funding gap with the average for similar Colorado libraries by 50%. This funding boost, raising per capita funding from $51 to $61, would generate approximately $6.9 million annually, allowing for better resource allocation to meet space and service needs while maintaining the current number of library outlets. Key recommendations include closing Ruth Holley Library, adding a new 20,000-square-foot outlet in the Powers Boulevard Corridor, and relocating Monument, Rockrimmon, and Cheyenne Mountain Libraries to owned facilities. The scenario also suggests expanding High Prairie Library and implementing controlled access models at several locations to optimize staffing and service hours. Overall, this approach would increase total library space from 354,000 to 391,000 square feet while keeping operational costs stable, positioning PPLD to better address community growth and service demands in the coming years. It is worth noting that PPLD will still be in a deficit in terms of space and service compared to the average of other libraries in Colorado, but it would be falling behind less over time compared to Scenario 1.

Scenario 3

In Scenario 3, PPLD aims for a significant increase in tax rates to achieve the average funding level for comparable Colorado libraries. This proposed funding boost, increasing from $51 to $74 per capita, would generate approximately $15.9 million annually, facilitating the maintenance of existing outlets

and allowing for enhanced service and space. Key initiatives include adding a new 25,000-30,000 square-foot outlet in the Powers Boulevard Corridor, keeping and renovating the Ruth Holley Library, and relocating the Monument and Rockrimmon Libraries to owned facilities. This scenario also emphasizes expanding existing libraries, implementing unstaffed, controlled access without reducing staffed hours, and maximizing service hours across all locations. Overall, total library space would increase from 354,000 to 415,000 square feet, improving operational efficiency and positioning PPLD for further growth. This scenario fully closes the funding gap with average Colorado libraries, aims to prevent further decline in service levels, and maintains alignment with community educational values.

Other Considerations

In addition to the primary recommendations, several innovative ideas and long-term initiatives emerged during the planning process that could enhance PPLD's financial sustainability, programming, and facilities. One significant opportunity is the potential redevelopment of the Penrose Library into a mixed-use facility, which could serve as a community anchor while maximizing the use of valuable downtown real estate. This approach has proven successful in cities like Chicago and Milwaukee, where libraries have been integrated into larger residential and retail developments, creating vibrant community hubs.

Additionally, exploring land acquisition and dedication policies could allow PPLD to secure sites for future libraries in tandem with local development, ensuring community members have access to essential amenities. There is also the potential for system consolidation with the nearby Security Public Library District, which could streamline operations and improve service delivery by reducing redundancy. Each of these considerations offers pathways to strengthen PPLD's role in the community and address evolving needs effectively.

INTRODUCTION
BACKGROUND, PURPOSE, PROCESS, AND PRIORITIES

This chapter provides an overview of Pikes Peak Library District's (PPLD) significant milestones and initiatives and an explanation of the Facilities Master Plan (FMP). It outlines the plan's purpose and the planning process used to establish priorities, which serve as the framework for the District's future development.

1.1 COMMUNITY BACKGROUND

Pikes Peak Library District (known at the time as the Free Public Library of Colorado Springs) opened its first facility in 1905 on Kiowa Street. In the intervening 119 years, the District has grown and evolved with the Pikes Peak community, adding numerous libraries to the system, especially in the 1960s, 1970s, and 1980s. The types of services the District has provided also evolved, with the introduction of the bookmobile in the 1950s, the integration of computers in the 1980s, and early internet adoption in the 1990s. In the early 2000s, the District continued to innovate, integrating other internet resources, and building new types of maker spaces, recording studios, and other resources for the community.

Throughout its history serving the community, the District has relied upon its diverse facilities to connect to the populations it serves. Libraries are urban, suburban, and rural. Libraries are in affluent and low-income communities. Large libraries

consolidate a variety of services, and small libraries focus tightly on their neighborhood's needs. Some libraries are historic, evoking the proud heritage of the District, and some libraries are more modern, focusing on providing the latest tools, spaces, and resources to residents. In addition, while some of PPLD's facilities are owned, others are leased, reflecting the District's flexible approach to meeting the needs of its diverse communities.

As the Pikes Peak community continues to grow and diversify, the demand for library resources and services has also increased. The District now faces the challenge of meeting the needs and demands of a rapidly expanding and evolving demographic while also maintaining the quality of its facilities. This entails strategic planning, resource allocation, and community engagement efforts to ensure that PPLD remains a vital and accessible resource for all members of the community.

1.2   PURPOSE

The Facilities Master Plan is designed to align with PPLD's areas of focus (see inset) by developing a comprehensive investment strategy for its facilities. Building upon the District's 2023-2025 Strategic Plan, which articulates its core values, this facilities master plan endeavors to translate those principles into tangible initiatives for the District's facilities in the coming decades. Through meticulous assessments, active stakeholder engagement, and careful consideration of demographic trends, the plan offers recommendations to enhance current facilities, allocate current and future libraries across the service area, and foster sustainable service delivery models.

1.3   PLANNING PROCESS

The consultant team led a stakeholder engagement process designed to assess facilities and gather input on needs and desires. This inclusive approach ensured that community voices, as well as those of PPLD patrons and staff, were fully integrated into the planning process, reflecting the diverse spectrum of needs and preferences.

A site study for each location identified deficiencies or barriers to delivering existing library services, aligning with the District's 2023-2025 Strategic Plan objectives. This meticulous assessment included evaluating facility size, layout suitability for service delivery, compliance with codes and regulations, infrastructure integrity, storage capacity, and health and safety conditions, with a particular focus on the Americans with Disabilities Act (ADA) Title II compliance. In addition, potential enhancements to energy and resource conservation, along with overall sustainability, were identified, drawing insights from the Facility Condition Assessment (FCA) to inform actionable recommendations for improvement.

Furthermore, the planning process extensively analyzed demographic and population growth data from the city, county, and District, offering valuable insights and recommendations for optimal current and future library locations. Embracing innovative approaches, the plan also explored alternative delivery service models with the aim of providing services to patrons in a more sustainable and efficient manner for the Library District as a whole.

STRATEGIC PLAN: AREAS OF FOCUS

1. **Access**: PPLD is an access point for everyone to engage with resources, services, and spaces as they choose.

2. **Accountability**: PPLD is accountable to all stakeholders through fiscal responsibility, continuous evaluation, and by sharing findings with the public.

3. **Communications**: PPLD invests in and elevates community awareness of its resources, services, and spaces.

4. **Community Connections**: PPLD builds community through relationships and partnerships to connect people to relevant resources, services, and spaces.

5. **Physical and Virtual Spaces**: PPLD provides equitable access to physical and virtual spaces in safe and inclusive environments.

6. **Staff**: PPLD values, trusts, and invests in staff.

Figure 1.1 Pikes Peak Library District Facilities Master Plan Timeline

01 October
Intercept Activities

November 02
Intercept Activities
11.09 Staff Sessions #1 and #2
11.17 Staff Session #3

03 December
12.06 Board Session
12.07 Staff Session #4

February 04
02.14 Public Sessions #1 and #2
02.21 Public Session #3
02.21 Community Leaders Session #4
02.27 Public Session #5
02.29 Public Session #6

05 March
03.18 PPLD Leadership Workshop

April 06
04.12 Preliminary Submittal

07 June
06.14 Pre-Final Draft to Staff
06.24 Pre-Final Submittal

September 08
Final Submittal

1.4   PLANNING PRIORITIES

In March 2024, the planning team facilitated a workshop with PPLD leadership to establish a sense of what this Facilities Master Plan should seek to optimize within the PPLD system. The group brainstormed possible factors that could drive the analysis and recommendations in this plan. The group then voted on which factors should be most highly prioritized. Those factors were summarized in the following guiding priorities for this plan:

- **Maintain Size** – PPLD is not looking to drastically grow or shrink the overall PPLD system.

- **Shift for the Future** – The locations of current and future PPLD libraries should suit future population patterns.

- **Improve Strategically** – Improvements should focus on programming, safety, and staff efficiency.

- **Own More Branches** – PPLD will look to shift more of its portfolio to owned rather than leased facilities.

Clockwise from top left: PPLD leadership engage in a prioritization analysis to pinpoint the District's key driving forces.; Chief Librarian and CEO, Teona Shainidze-Krebs, participates in the PPLD leadership workshop.; Rob Cullin of ReThinking Libraries leads a staff engagement session to listen to the concerns and priorities of PPLD staff members, fostering open communication and collaborative problem-solving.

1.5 PPLD GOVERNANCE STRUCTURE

The District is considered a "Library District," which is a separate legal entity, and was created through Colorado State Statute (C.R.S. 24-90-110). The District is not considered a component unit of any other government entity, including El Paso County, Colorado, and is financially, managerially, and operationally independent, and meets the guidelines outlined by the Governmental Accounting Standards Board.

Pikes Peak Library District has one component unit affiliation: Pikes Peak Library District Foundation, Inc. (a discretely presented component unit), which organized in 2003 to raise funds for the sole benefit of PPLD.

PPLD provides library services to all of El Paso County, excluding Security/Widefield School District #3. Security/Widefield and Manitou Springs did not join the Library District when it was formed in 1962. The city of Manitou Springs subsequently voted to join PPLD effective January 1, 2013.

There are 16 library facilities and three mobile libraries covering a service area of approximately 2,070 square miles. PPLD owns eight facilities: East Library, Calhan Library, Fountain Library, High Prairie Library, Library 21c, Old Colorado City Library, Penrose Library Campus, 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, a mobile fleet delivers library services to remote sites and to special non-mobile populations.

PPLD's 16 library facilities and mobile fleet are structured under the District's Branch Administration team, which includes daily circulation, shelving, and security. The programing team is structured under a single Programming Administration umbrella and includes services previously identified as Adult Services, Family & Children's Services, and Young Adult Services. The administrative offices and departments are comprised of the Chief Librarian and Chief Executive Officer (CEO), Communications (branding, marketing, video production, and community relations), Development, Security, Finance, and Support Services, as represented by Human Resources, Facilities, and Information Technology.

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 Trustees convene at regular meetings, as well as at special meetings, when necessary, to conduct the business of PPLD. Trustees are prohibited by law from receiving compensation, and their duties and responsibilities are defined in law (C.R.S. 24-90-109).

The Pikes Peak Library District Board of Trustees are legally responsible for approving and adopting an annual budget by appropriating funds for district expenditures from the revenues and available fund balances of each fund to each fund by December 15 of each fiscal year. The annual budget is prepared by fund and department and serves as a foundation for PPLD's financial planning and control. Management cannot overspend the originally ratified budget without the approval of the Board of Trustees. Additional spending, in excess of the original budget, is only permitted with the PPLD Board of Trustee's approved revision(s) to the original budget.

Reference: Annual Comprehensive Financial Report, Pikes Peak Library District (2023)

COMMUNITY INPUT

EMPOWERING VOICES, BUILDING TOGETHER

A large component of the Facilities Master Plan was actively involving community members in discussions about their utilization, perceptions, and expectations of the District. To accomplish this, a multifaceted approach was adopted: an online survey, in-person intercept activities, and a series of community engagement sessions. Through these diverse channels, community members were provided with opportunities to share their experiences, preferences, and suggestions regarding Pikes Peak Library District.

2.1   COMMUNITY SURVEY

During the initial phase of data collection, community members were invited to participate in an online survey designed to address key aspects of their engagement with Pikes Peak Library District. The survey posed a series of questions aimed at gaining insights into library usage and preferences.

Participants were asked about the frequency of their interactions with PPLD, reasons for nonusage, and their preferences regarding library locations. In addition, respondents provided feedback on their most frequented library location, including their agreement with statements about its significance to the community. The survey also inquired into the motivations behind using PPLD services, the perceived importance of different library features and services, attendance at PPLD programs, channels through which participants learned about library programs and library card

ownership. Demographic information was also collected to ensure a comprehensive understanding of the survey respondents' backgrounds and contexts.

Methodology
- PPLD promoted the survey through a variety of channels including e-mails, social media, community events, outreach, and print marketing materials inside the libraries.

- Surveys were available in both print and digital formats and in English and Spanish.

- The response rate was excellent; 2,631 surveys were initiated, which was one of the higher responses the consultant team has seen for a community of PPLD's size.

Demographics

- More older members of the community responded (**28%** are 65 or older, which is double the community's demographics), but all ages were represented in the results.

- **Black** and **Hispanic** communities were significantly underrepresented in our responses versus the community demographics.

- Most respondents live in the District.

- **97%** of respondents have a library card.

Library Use

- Primarily library users (**3% non-users**).

- **66%** use a library weekly or more often.

- Many respondents utilize **multiple** library locations.

- See Figure 2.1, PPLD's Most Frequently Used Locations.

PPLD'S MOST FREQUENTLY USED LOCATIONS
FIGURE 2.1

Location	Percentage
Monument Library	18%
East Library	15%
Library 21C	14%
Fountain Library	7%
Penrose Library	6%
Rockrimmon Library	6%
PPLD.org (outside of library location)	6%
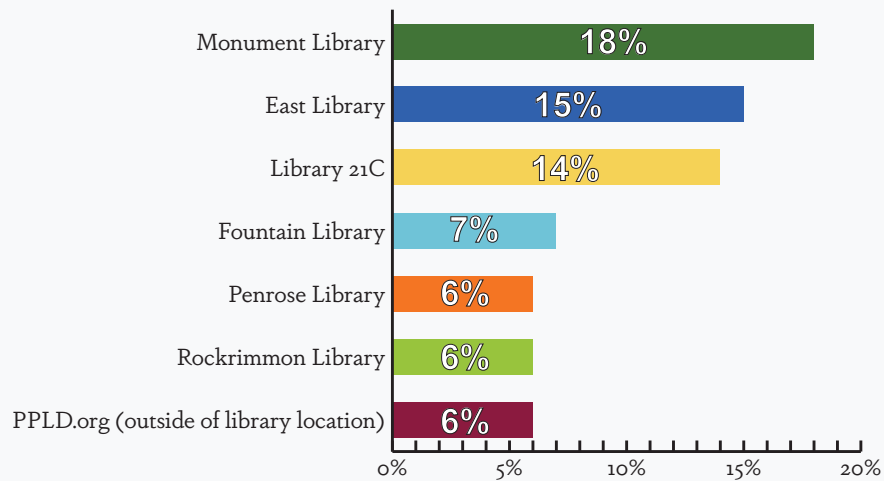
From the graph, you can see that Monument Library, East Library, and Library 21C are the most utilized locations within the district. This may be because the libraries are centrally located, offer diverse services, and/or these locations host frequent programs and events that attract regular visitors.

ReThinking Libraries and HB&A facilitated public, in-person meetings as part of the process for developing the PPLD Facilities Master Plan. During these meetings, community members were encouraged to share their opinions on the current state of the District and to identify important services and features provided by their local libraries.
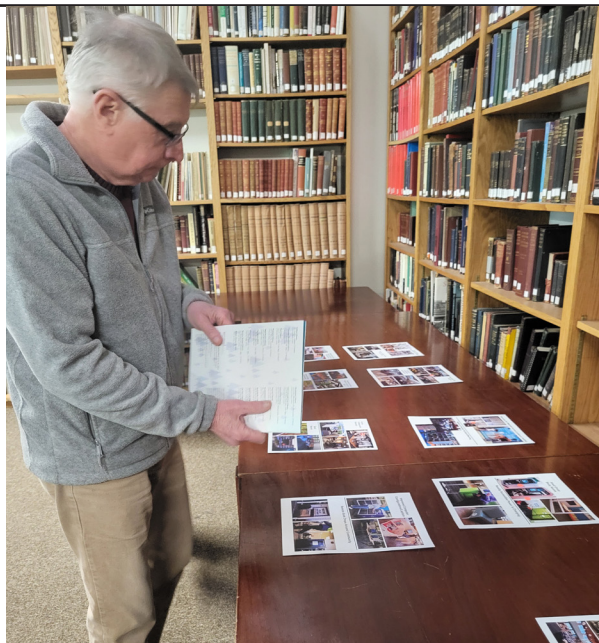
Community Library Opinions

Figures 2.2-2.8 illustrate the community's opinions on the library's most and least positive impressions, top reasons for using the library, the library's most and least important features, and the library's most and least important services.

Figures 2.2 and 2.3 illustrate the community's opinions on positive and least positive impressions based on the branch they use most often. Participants were asked to rate specific statements on a scale from strongly agree to strongly disagree, with options for "don't know", "no opinion", and "neither agree/disagree".

PPLD'S MOST POSITIVE IMPRESSIONS
FIGURE 2.2
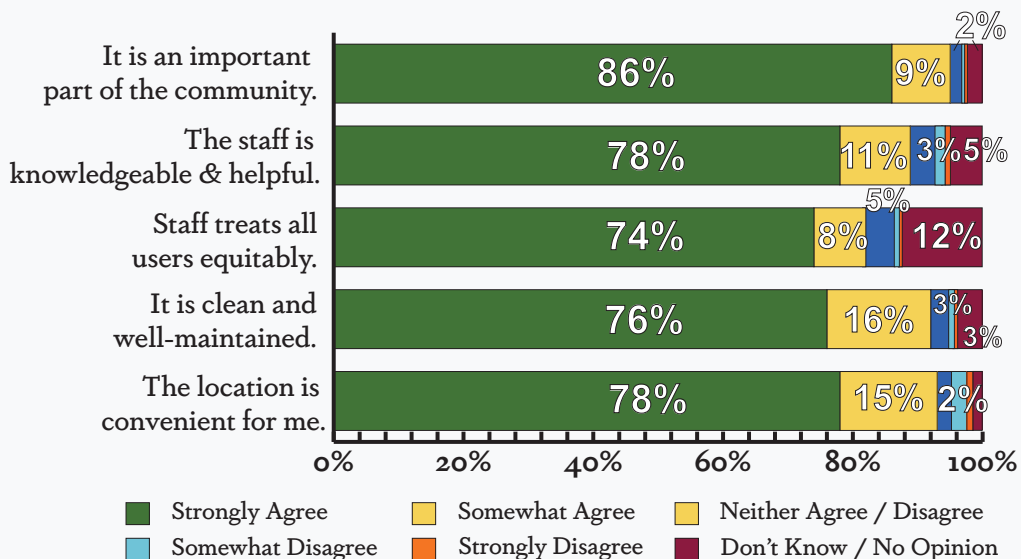
Figure 2.2 illustrates that a significant majority of community members perceive the Library as a vital component of the community. They also find the staff to be knowledgeable and helpful, treating users equitably. In addition, the facilities are noted to be clean, well-maintained, and conveniently located according to the perceptions of the majority of respondents.

PPLD'S LEAST POSITIVE IMPRESSIONS
FIGURE 2.3
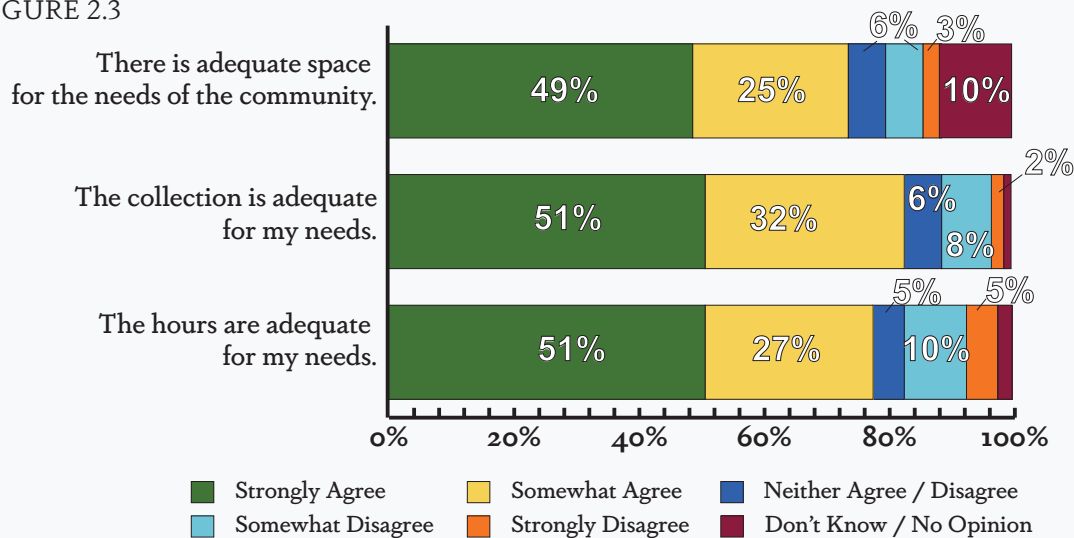
Figure 2.3 depicts a division among community perceptions regarding the adequacy of resources at PPLD facilities. Approximately half "strongly agree" but another 25-33% "agree", so the total who feel that the library resources are adequate would be in the 75-82% range.

Top Reasons for Using the Library

Survey participants were asked to identify their primary reasons for utilizing the library, which ranged from traditional activities like finding a book to modern uses such as computer access and attending community meetings. The survey format allowed participants to check all applicable usages.

TOP REASONS FOR USING THE LIBRARY
FIGURE 2.4

Find a Book
Access eBooks, Audio books, etc
Find a DVD, CD, audiobook, etc.
Attend a Library Program
Use Printer, Copier, Fax, Scanner
Read a Magazine or Newspaper
Use a Library Computer
Use Library WiFi
Attend a Meeting
Study Alone

1,158
1,161
736
675
2,065
522
490
425
433
458
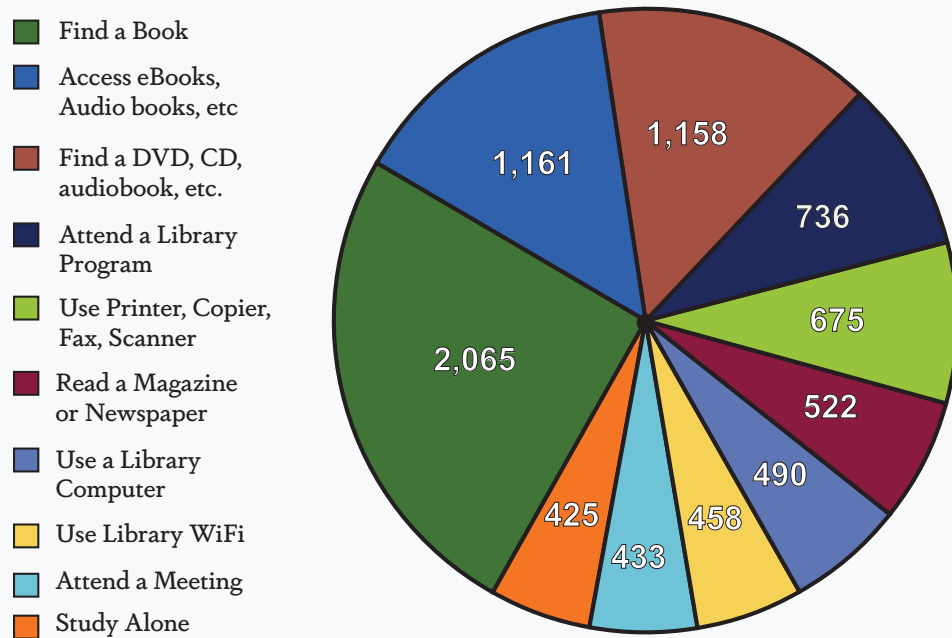
The numbers on this chart represent the count of participants who chose each associated category. From the chart, it's evident that the majority of respondents primarily utilize the library to locate books, access eBooks or audiobooks, and find DVDs, CDs, or audiobooks. Activities such as using a library computer, accessing library Wi-Fi, attending meetings, and studying alone are comparatively less popular reasons for visiting the library.

Library Features

Library features refer to the elements that enhance a library's functionality and user experience. The survey primarily focused on amenities, technology, physical collections, and the types of spaces available to the community. Participants were asked to rate various features on a scale from "extremely important" to "extremely unimportant," with an additional space at the end for suggestions on what the consultant team may have overlooked or features they would like to see included. See Figures 2.5 and 2.6.

MOST IMPORTANT LIBRARY FEATURES
FIGURE 2.5
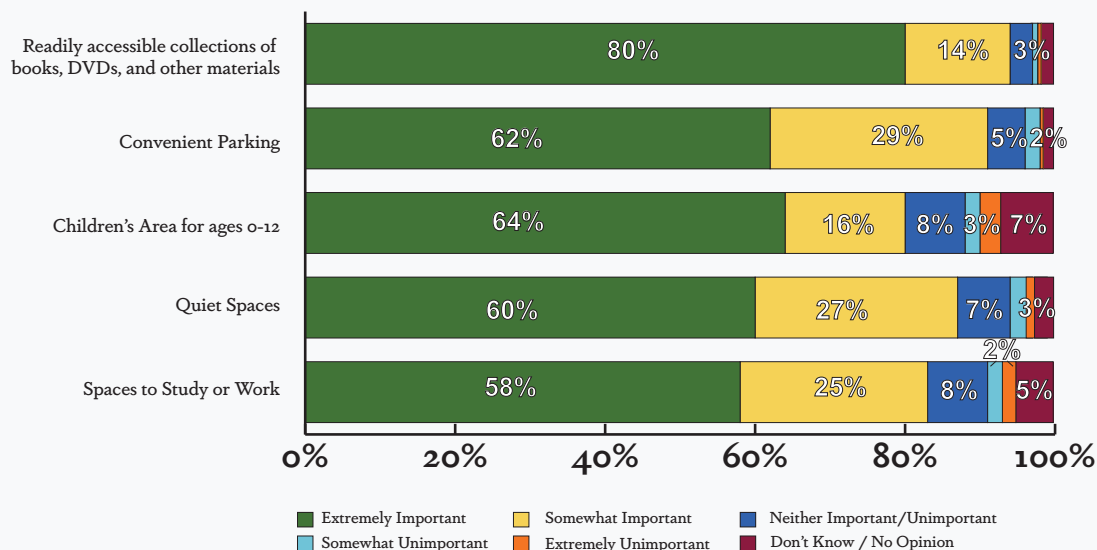
In Figure 2.5, the community's perspectives on crucial library features in PPLD are depicted. The data reveals that a significant majority of respondents, at 80%, consider accessible collections to be extremely important. Similarly, convenient parking, children's areas, quiet spaces, and areas designated for study or work are also deemed important, with 58-64% of participants rating these aspects as extremely important.

LEAST IMPORTANT LIBRARY FEATURES
FIGURE 2.6
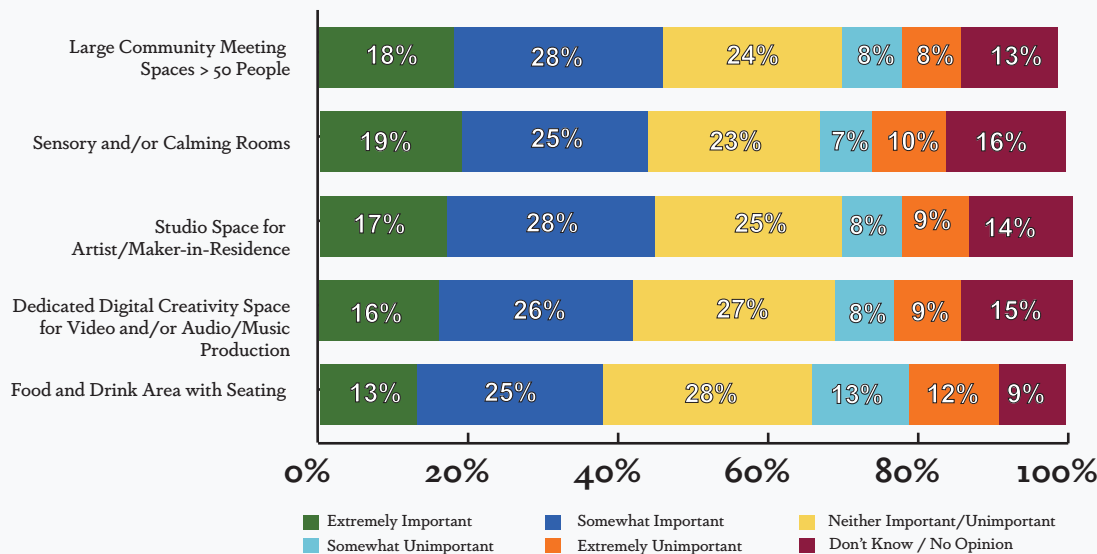
In Figure 2.6, the community's viewpoints on the least important library features in PPLD are presented. Generally, half of the respondent's opinions ranged from "somewhat important" to "neither important nor unimportant" regarding topics such as large community meeting spaces, sensory and/or calming rooms, studio space for artists/makers, dedicated digital creativity spaces for video/audio/music production, and food and drink areas with seating.

Library Services

Library services encompass the activities, resources, and support provided by staff to meet community needs. Participants rated various services on a scale from "extremely important" to "extremely unimportant," with space at the end for additional suggestions. The survey focused on the circulation of traditional and nontraditional materials, computer accessibility, programming, mobile services, and library hours. See Figures 2.7 and 2.8.

MOST IMPORTANT LIBRARY SERVICES
FIGURE 2.7
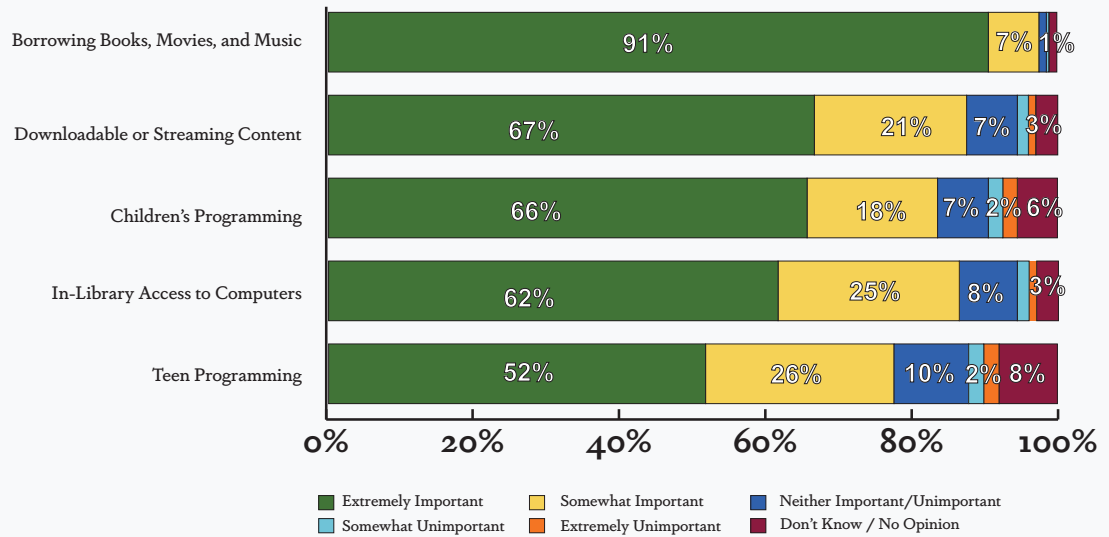
In Figure 2.7, 91% of respondents emphasized the extreme importance of borrowing books, movies, and music. Additionally, over half of survey participants expressed that downloadable or streaming content, children's programming, and in-library access to computers are also extremely important. Roughly half indicated that teen programming holds extreme importance as well.

LEAST IMPORTANT LIBRARY SERVICES
FIGURE 2.8
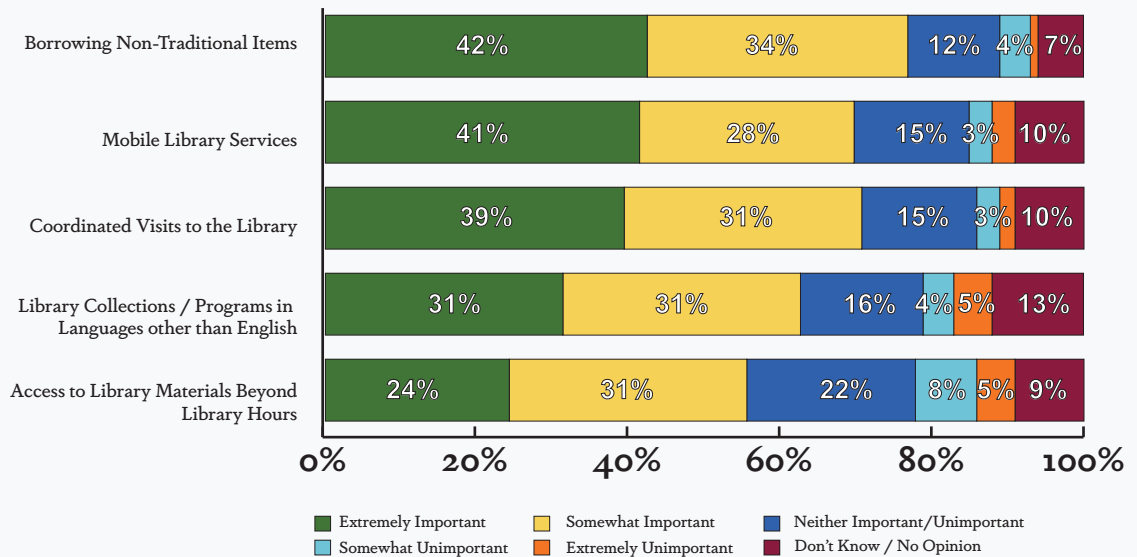
In Figure 2.8, the community's viewpoints on the least crucial library services in the district are showcased. The majority of respondents' opinions fell within the range of "extremely important" to "somewhat important" regarding borrowing non-traditional items, mobile library services, coordinated visits to the library, library collections and programs in languages other than English, and access to library materials beyond library hours. Notably, the graph indicates that 12% to 22% of community members stated these services were "neither important nor unimportant" in each of these categories.

2.1.1   Intercept activities

In addition to the online survey, the Facilities Master Plan incorporated intercept activities as another form of community engagement. Intercept activities provided an opportunity for spontaneous interactions with patrons, offering deeper insights into their immediate thoughts and concerns regarding PPLD services and facilities.

2.1.2   Methodology

One such intercept activity was the "dot exercise," where patrons were given a set number of dots to allocate across various categories, including services, programs, and types of spaces they currently enjoy or would like to see more of in PPLD facilities. This exercise enabled patrons to express their preferences and priorities, providing valuable input that influenced future planning decisions.

By engaging patrons in intercept activities like the dot exercise, the Facilities Master Plan team gained nuanced insights into community preferences and priorities, ensuring that plans for PPLD facilities align closely with the needs and desires of the patrons they serve.

2.1.3   What We Heard

In analyzing the results of the dot exercise, it became clear that community members have distinct priorities when it comes to PPLD facilities. The data indicates a strong preference for:

- Functional and flexible outdoor spaces, highlighting a desire for areas that can accommodate diverse programming and community gatherings.
- Creative and S.T.E.M.-related tools, resources, and supplies, reflecting a commitment to fostering innovation and artistic expression.
- Quiet spaces, underscoring the need for areas conducive to focused work.

Conversely, the results revealed that certain features, such as mobile and flexible furniture, smaller service points, remote drops, and active collaboration spaces, were less prioritized by the public. This feedback provides valuable insight for the Facilities Master Plan, ensuring that the development aligns with community aspirations while recognizing the aspects that are not currently seen as essential. Please see Table 2.9, Pikes Peak Library District Community Intercept Voting Results, for further information on results.

Table 2.1 PPLD Community Intercept Voting Results

TOPIC	TOTAL VOTES
Functional & Flexible (e.g., for programming) Outdoor Spaces	344
Creative & Arts Related Tools, Resources, & Supplies	329
S.T.E.M. Related Tools, Resources, & Supplies	305
Quiet Spaces	303
Small Group Study Rooms	248
Computer & Technology Resources, Support & Training	233
Updated & Comfortable Adult Spaces	217
Video or Audio Recording, Technology and Software	216
Expanded & Zoned Children's Space for Ages 0 - 7	205
Separate & Zoned Youth Space for Pre-Teens Ages 8 - 12	199
Gaming Equipment and/or E-Sports Equip. & Support	191
Improved Wayfinding & Signage	188
Readily Accessible Power & Charging	185
Dedicated Teen Spaces	171
Increased/Improved Patron Seating	167
Popular Library (New Materials) & Displays	161
Gallery, Resident, and/or Student Art Displays	148
Additional and/or Higher Capacity Program & Meeting Spaces	138
Improved Computer Configurations/ Laptops	108
Expanded 24/7 Materials Access (Lockers or Vending)	107
Active Collaboration Space(s)	95
Remote Book Drops Around Community	91
Smaller and More Inviting Service Points	74
Mobile & Flexible Furniture/Shelving	64
TOTAL VOTES CAST	**4,487**
Approx. No. of Voters	**1,122**

2.2 COMMUNITY SESSIONS

In February, the consultant team conducted a series of public sessions to gather insights from the community regarding the culture of PPLD and their desires for the District. The sessions were held on the following dates and locations:

- February 14, 2024: Western Museum of Mining and Industry - Public Session
- February 14, 2024: Library 21C - Community Leaders Session
- February 21, 2024: Care and Share - Public Session
- February 21, 2024: Library 21C - Community Leaders Session
- February 27, 2024: Ruth Holley Library - Public Session
- February 29, 2024: Virtual Public Session

These sessions provided valuable opportunities for community members to share their perspectives and preferences, contributing to the development of a comprehensive understanding of the community's needs and aspirations for PPLD.

2.2.1 What We Heard

After conducting the public sessions in February, a comprehensive list of common themes communicated by community members was created. This process involved synthesizing the insights and feedback gathered during the session to identify recurring topics and priorities expressed by participants. The resulting list serves as a foundation for informing the development strategies and initiatives aimed at addressing the community's needs and aspirations for Pikes Peak Library District.

Community Needs and Preferences

- Community members expressed enthusiasm for accessible/free activities such as yoga and tai chi, highlighting the importance of community well-being and engagement.
- A strong appreciation was noted for Pikes Peak Library District relative to other local institutions, indicating its valued role within the community.
- Concerns were raised about the size and condition of certain library branches, such as Monument Library being deemed too small and the need for renovations at East.
- There is a desire for the Library to provide a variety of spaces, including pre-teen and teen

areas, and spaces for quiet study and social gatherings.

- The community expressed a desire for sensory calming spaces within the Library, as well as a less intimidating connection to government services, promoting inclusivity and accessibility.
- Recognition of the Library's role in providing informational resources, education, and community partnerships.

Convenience, Ease of Use, and Accessibility

- Suggestions for improvements included enhancing the District's collection breadth and availability, as well as improving internet speed.
- Desire to improve poor wayfinding, displays, and parking lot lighting at certain library locations.
- Desire for private spaces with computers and curbside drop-off at more locations.

Services

- Need for more separation between loud and quiet spaces within the libraries.
- Requests for a broader selection of materials, including audiobooks, and more in-person classes and education opportunities.
- Desire for more meeting spaces to host formal and non-formal meetings as the library is a place of social connection for demographics such as mothers and teenagers.

These points highlight the community's diverse needs and preferences, ranging from physical improvements to the library infrastructure to the types of services and resources provided. The community sees PPLD as an asset and seeks to ensure libraries remain accessible, welcoming, and responsive to their needs.

2.3 STAFF SESSIONS AND SURVEY

During November and December, the consultant team actively engaged in staff sessions and conducted comprehensive site visits across various locations within Pikes Peak Library District. Key dates and locations included:

- November 17, 2023: Library 21C
- November 9, 2023: Penrose Library and Sand Creek Library
- December 6, 2023: Board Session at Library 21C
- December 7, 2023: Penrose Library

These sessions and visits were instrumental in gathering insights and data for informing the implementation plan. In addition, a survey was distributed to staff in January and February 2024 for input on the same items as the public survey and additional staff-specific questions.

2.3.1   What We Heard

Community Perception
- Community members tend to utilize the library closest to them, resulting in limited engagement with other locations.
- Parking accessibility varies across locations, with downtown libraries facing more challenges.
- Recognition of PPLD as a district is lacking in the community.

Staff Spaces
- There are challenges with the size and functionality of staff spaces, including breakrooms and workstations.
- There are issues with privacy, noise levels, and accessibility within staff areas.
- There is a desire for adequate storage space and dedicated areas for staff to work on projects.
- There are concerns about the layout and design of staff spaces impacting workflow and comfort.

Storage
- Limited storage space and overcrowding in backrooms impacts the organization and accessibility of materials.
- Better organization and management of overflow materials is needed, especially during peak periods or emergencies.
- More shelving and storage solutions are desired to accommodate the growing collection and diverse materials.

Accessibility Challenges
- Issues with parking and public transportation hinder accessibility.
- Improvements in ADA accessibility are noted but are still insufficient.

Meeting Space and Social Connection
- Demand for meeting spaces, particularly for social gatherings and community connections, is high.
- There is a desire for a diverse range of experiences, catering to social interaction (teen spaces) and quiet study.

Desire for Versatility
- Community members desire a library experience that balances social connections with quiet spaces, and modern technology with traditional resources.

Convenience and Quality of Experience
- Challenges with wayfinding, signage, and parking impact the ease of use for patrons.
- The aesthetic and functionality of library spaces, including lighting, signage, and furnishings, contribute to the overall experience.

Materials and Resources
- PPLD needs a broader selection of materials, including audiobooks and resources catering to diverse interests and age groups.
- There is a demand for sensory spaces, teen areas, and resources to support diverse community needs.

Community Engagement and Role of the Library
- Libraries serve as hubs for community engagement, providing essential resources and services, particularly for vulnerable populations.
- Partnerships and collaboration could provide opportunities to address community needs and enhance services.

Andrea Barker, an HB&A staff member, attends a community event for Pikes Peak Library District Facilities Master Plan. Throughout the process, the consulting team made sure that the community-wide meetings were scheduled at flexible times, allowing all patrons to attend after work hours.

Staff Library Opinions

In January and February, 128 staff members (30% of the total staff) completed the survey designed for them. This group included representatives from all library locations, as well as those involved with mobile and online services. For context, the organization has a total of 441 staff members, with 369 working full-time equivalents. Staff members were first asked to describe the PPLD location where they work, as illustrated in Figures 2.9 and 2.10, to highlight current positive impressions and opportunities for improvements across branches.

CURRENT MOST POSITIVE LIBRARY IMPRESSIONS
FIGURE 2.9
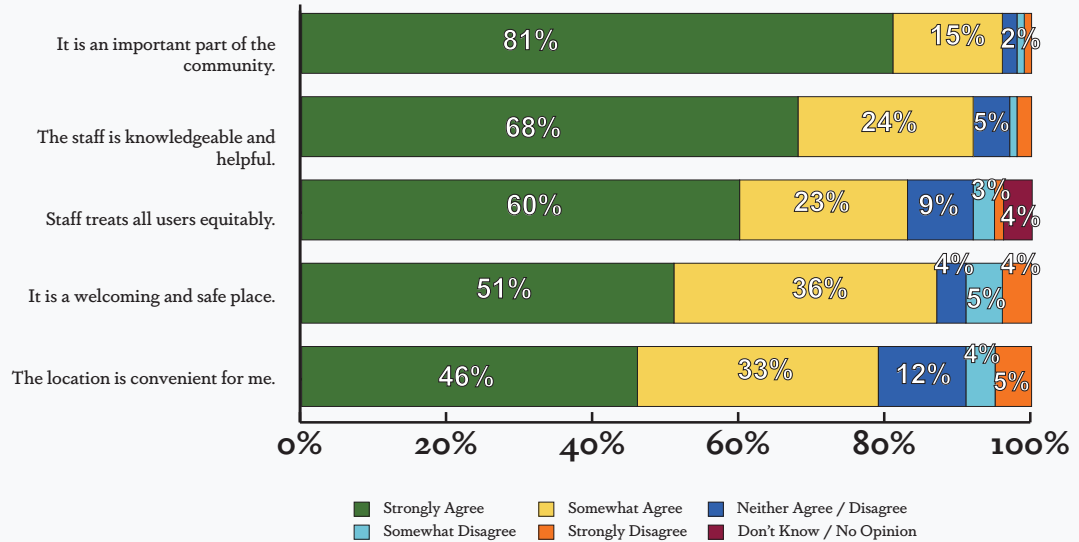
Figure 2.9 illustrates a majority of staff members surveyed perceive the library as a vital component of the community. They also find the staff to be knowledgeable and helpful, treating users equitably. Unlike the community members survey, fewer staff members strongly agreed that the library is a welcoming and safe place and is conveniently located.

CURRENT LESS FAVORABLE LIBRARY IMPRESSIONS
FIGURE 2.10
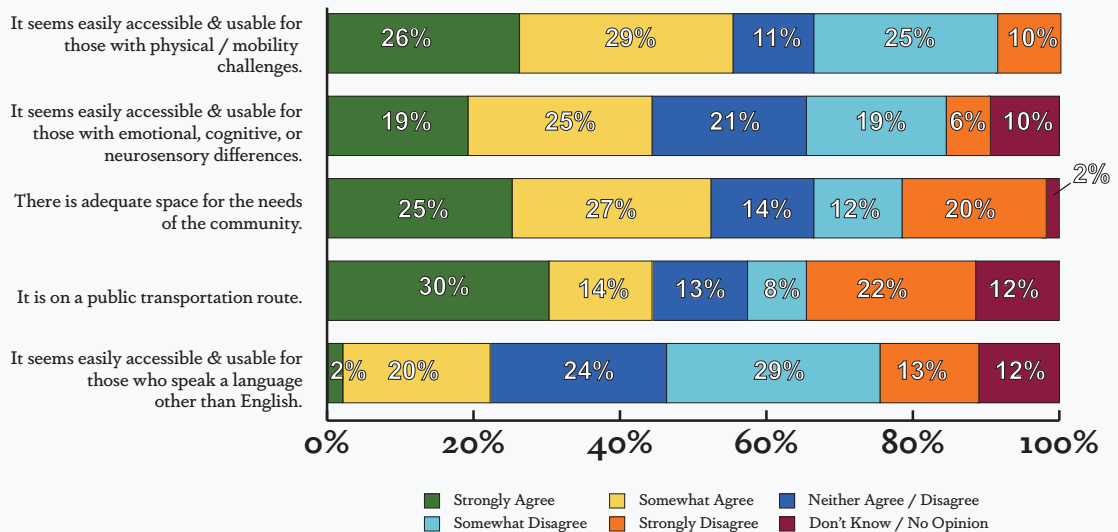
In Figure 2.10, it's notable that while nearly half of the staff members who responded to the survey either strongly or somewhat agree that the library is easily accessible and usable for individuals with physical or mobility challenges, as well as those with emotional, cognitive, or neurosensory differences, and English as a second language patrons, a significant portion of staff somewhat disagree with this perception of accessibility. Around half of the staff members agree that there is adequate space for the community, but a notable percentage strongly disagrees with this statement. There's an even distribution among staff in terms of agreement/disagreement regarding whether the facility is located on a public transit route.

Library Features

The consultant team asked PPLD staff which library features should be maintained, added, or updated within their respective workplaces to better serve their evolving communities, as well as to identify which features might be considered least important (see Figures 2.11 and 2.12). Staff members placed primary emphasis on Wi-Fi and power accessibility, material accessibility, convenient parking, children's areas, and small meeting room spaces. Conversely, they considered maker spaces/studio spaces, food/drink areas, and dedicated digital creativity spaces as the least important facility features.

MOST IMPORTANT LIBRARY FACILITY FEATURES
FIGURE 2.11
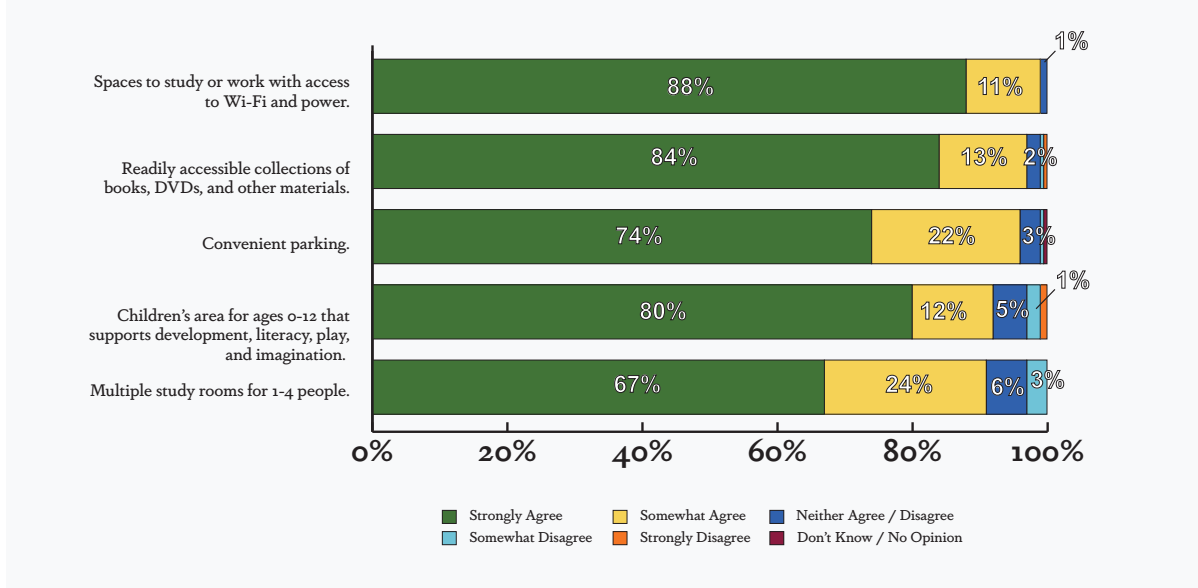
Compared to the community survey regarding library features, staff members prioritize Wi-Fi access, readily accessible collections, children's areas designed with developmental considerations, and multiple study rooms for small groups. Similarly to the community survey, staff members also emphasize the importance of convenient parking.

LEAST IMPORTANT LIBRARY FACILITY FEATURES
FIGURE 2.12
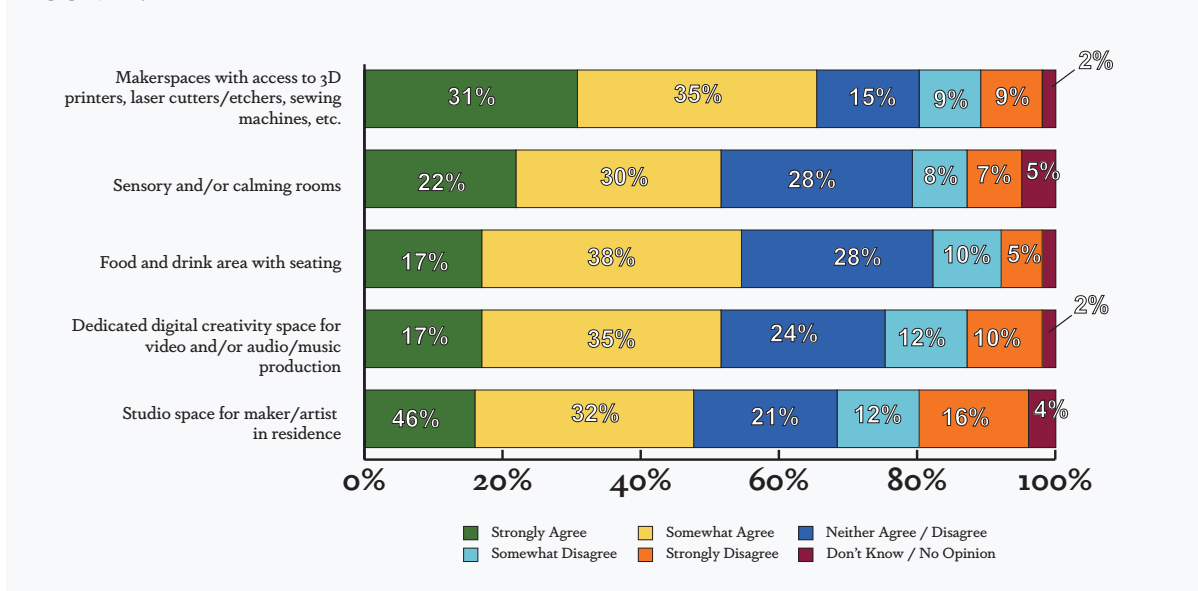
In general, around half of the surveyed staff members expressed either strong agreement or some agreement that maker spaces and studio spaces, sensory or calming rooms, food and drink areas, and digital creativity spaces for video/audio/music production are of lesser importance. However, a notable percentage indicated they neither agreed nor disagreed with these features. Among these categories, the most prominent disagreement was observed regarding providing studio spaces for makers or artists in residence.

Library Services

Figures 2.13 and 2.14 illustrate which services were rated most to least important within the community. Staff members prioritize borrowing traditional library materials, computer access, and children's programming, aligning with the preferences of community members. Staff members underscore the importance of mobile library services. Among the identified least important library services, staff members highlighted local history collections, borrowing non-traditional items, non-English language collections and programs, coordinated visits to the library, and access to library materials beyond regular hours.

MOST IMPORTANT LIBRARY SERVICES
FIGURE 2.13
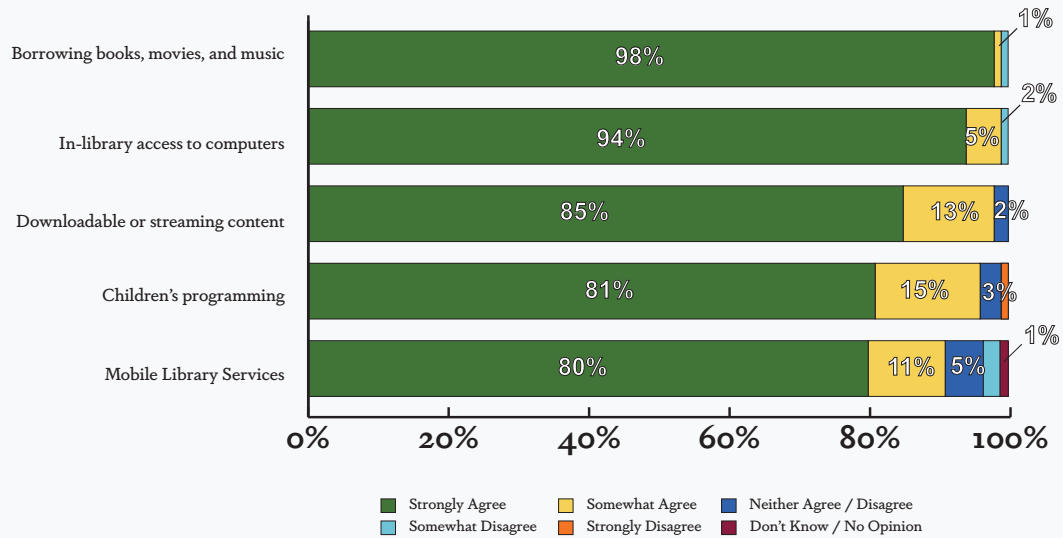
Compared to the community survey regarding the most important library services, both staff members and community members alike prioritize borrowing traditional library materials, computer access, downloadable and streaming content, and children's programming as strongly important. Additionally, staff members emphasize the strong importance of mobile library services in serving the broader Pikes Peak Library District.

LEAST IMPORTANT LIBRARY SERVICES
FIGURE 2.14
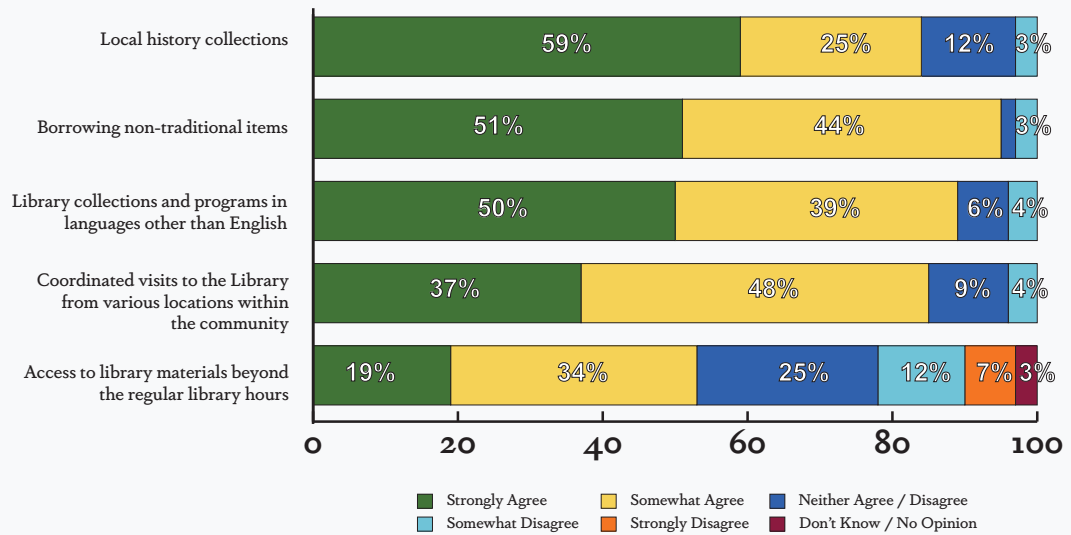
Generally, around half of the staff members strongly agree that local history collections, borrowing non-traditional items, and non-English language library collections and programs are of least importance. Additionally, nearly half of the staff somewhat agree that coordinated visits to the library from various locations within the community are of least importance. Similarly, roughly half of the staff somewhat agree or neither agree/disagree or disagree that access to library material beyond regular hours are of least importance.

SITE ASSESSMENTS
SURVEYING THE LANDSCAPE: NAVIGATING FACILITY & PROGRAM ASSESSMENTS

This chapter offers a detailed examination of the District's performance, including demographic and location analysis, outlet utilization, benchmark comparisons, and exploration of alternative delivery models, all aimed at gauging the effectiveness of service provision and community engagement across Pikes Peak Library District.

3.1 LIBRARY, USER, AND POPULATION DATA

Table 3.1, Library, User, and Population Data, provides a comprehensive overview of user engagement, facility utilization, and demographic statistics across all PPLD facilities. Drawing from cardholder information, facility records, and census data, this table offers insights into the dynamic patronage within the PPLD network. The census data utilized in this analysis reflects the demographic makeup as captured by the 2020 census, offering a snapshot of the population distribution in the vicinity of each library.

In early 2024, PPLD staff provided data from a cardholder database that offers a granular understanding of patron behavior and engagement levels. This dataset encompasses all patrons who actively utilized their library cards throughout the preceding year, constituting a sizable cohort of approximately 140,000 individuals.

While most of the table's columns are easily understandable, a few merit an additional explanation:

- **Population (15 min)** – How many people live in census blocks within a 15-minute driving radius of the library location.
- **Patrons (15 min)** – How many individual cardholder addresses are located within a 15-minute driving radius of the library location.
- **Number of Cardholder Registrations** – How many library cards in the database were created at each library.
- **Number of Cardholder "Last Check Outs"** – How many patrons last used each library in person.

Table 3.1
Library, User, and
Population Data

Library	Ownership	Year Constructed	Size (SF)	Population (15 min)	Patrons (15 min)	No. of Cardholder Registrations	No. of Cardholder "Last Check-Outs"
Library 21C	Owned	1985	115,058	374,228	68,783	25,639	12,959
Penrose/Carnegie Library	Owned	1968/1905	78,831	424,208	67,734	19,505	3,843
East Library	Owned	1986	70,153	402,045	70,829	33,582	21,475
Sand Creek Library	Owned	1988	14,060	411,228	55,725	7,995	2,164
The Hall (Knights of Columbus [KoC])	Owned	1928	11,988	N/A	N/A	N/A	N/A
Ruth Holley Library	Leased	1978	10,469	446,225	58,691	7,360	2,553
Fountain Library	Owned	2006	9,582	128,684	9,225	6,462	2,684
Cheyenne Mountain Library	Leased	1985	8,900	293,987	44,485	9,683	6,500
Rockrimmon Library	Leased	1985	8,668	339,480	57,887	9,468	3,616
Monument Library	Leased	1995	7,536	96,360	17,744	10,804	4,760
High Prairie	Owned	2010	6,008	291,480	37,926	7,958	3,926
Old Colorado City	Owned	1904	4,909	307,192	47,484	4,886	1,982
Calhan Library	Owned	2006	2,400	8,266	539	427	389
Ute Pass Library	Leased	1935	2,123	47,362	8,778	663	241
Palmer Lake Library	Leased	1982	1,574	53,521	9,129	162	143
Antlers Garage Facade	Owned	1922 (converted to the structure it is today in the 1990s)	1,000	N/A	N/A	N/A	N/A
Manitou Springs Library	Leased	Not Available	Not Available	155,453	23,655	1,854	689

ReThinking Libraries and HB&A conducted a tour of High Prairie Library, during which they listened to current staff members' satisfaction levels and desires for their facility. Computer usage emerged as a high priority for community members, with some expressing a desire for more private computer spaces.

3.2 DEMOGRAPHIC AND LOCATION ANALYSIS

In this section, the demographic and location analysis compare the locations of PPLD libraries with the distribution of cardholders and population. The cardholder database encompasses patrons who interacted with the system in 2023, including those who checked out materials, used a computer or printing services in person, and accessed virtual databases and resources. Please note that the database excludes patrons who used a study room, meeting room, or attended a program.

Key conclusions drawn from these analyses include:

- The "center of mass" of the patron population is situated north and east of the "center of mass" of the library locations.
- "Power users" are more focused on the library locations.
- Patrons who use virtual resources exclusively are located further east and are more spread out.
- Almost all patrons are within reasonable driving distance of at least one library.
- Central Colorado Springs residents have access to a greater number of libraries within

reasonable driving distance compared to those residing on the fringes of the PPLD service area.

- Walking and transit accessibility is variable depending on the neighborhood context.
- Future development is likely to shift the overall population of the area further east.
- The populations of socioeconomically disadvantaged residents on the southeast and east sides of Colorado Springs are relatively underserved.

Palmer Lake Library is a quaint neighborhood library that the consulting team deemed would benefit from an unstaffed controlled access self-serve mode. This library is nestled alongside the community museum and cherished by locals.

3.2.1 Current User Density

Figure 3.1, All Users Population Density, shows the locations of all addresses in the current cardholder database (about 140,000 patrons that have used the system in the last year), including patrons who used the system in person and those who used virtual assets only.

- The resulting heat map shows a fairly broadly distributed pattern that mirrors overall population density in the area.
- Moderate concentrations exist throughout Colorado Springs with notable "hot spots" in the Rockrimmon and Briargate areas, around the East Library, and downtown.
- Populations of patrons are more diffuse in the Security, Widefield, and Fountain areas south of Colorado Springs, and in the Black Forest area northeast of Colorado Springs.
- Generally speaking, the distribution of patrons is shifted east and north of the distribution of libraries.

Another way to analyze the locations of libraries and patrons is to map the most active users in the system. Figure 3.2, Top 10% Users Population Density, shows the locations of the top 10% of users, based on the total number of checkouts recorded in the database. Based on this analysis, the consultant team found:

- The **top 10%** of patrons account for approximately **72%** of the total checkouts.
- These active users tend to be concentrated in Colorado Springs, aligning with the locations of existing libraries.

The cardholder database also includes patrons who use the system solely through its virtual resources (see Figures 3.3, Virtual Users Population Density). When these "virtual users" are mapped, the consultant team finds:

- The distribution is similar to that of "power users" but with a slight eastward shift.
- Higher concentrations appear on the fringes of the network, likely reflecting those who are farther from physical libraries.
- This pattern suggests user demand in areas with fewer convenient library locations.

Figure 3.1 All Users Population Density

PPLD users are spread throughout the District, roughly consistent with the general population densities throughout the region. There is a notable density of users in the Wolf Ranch area, just north of Wood-men Road and Powers Boulevard.
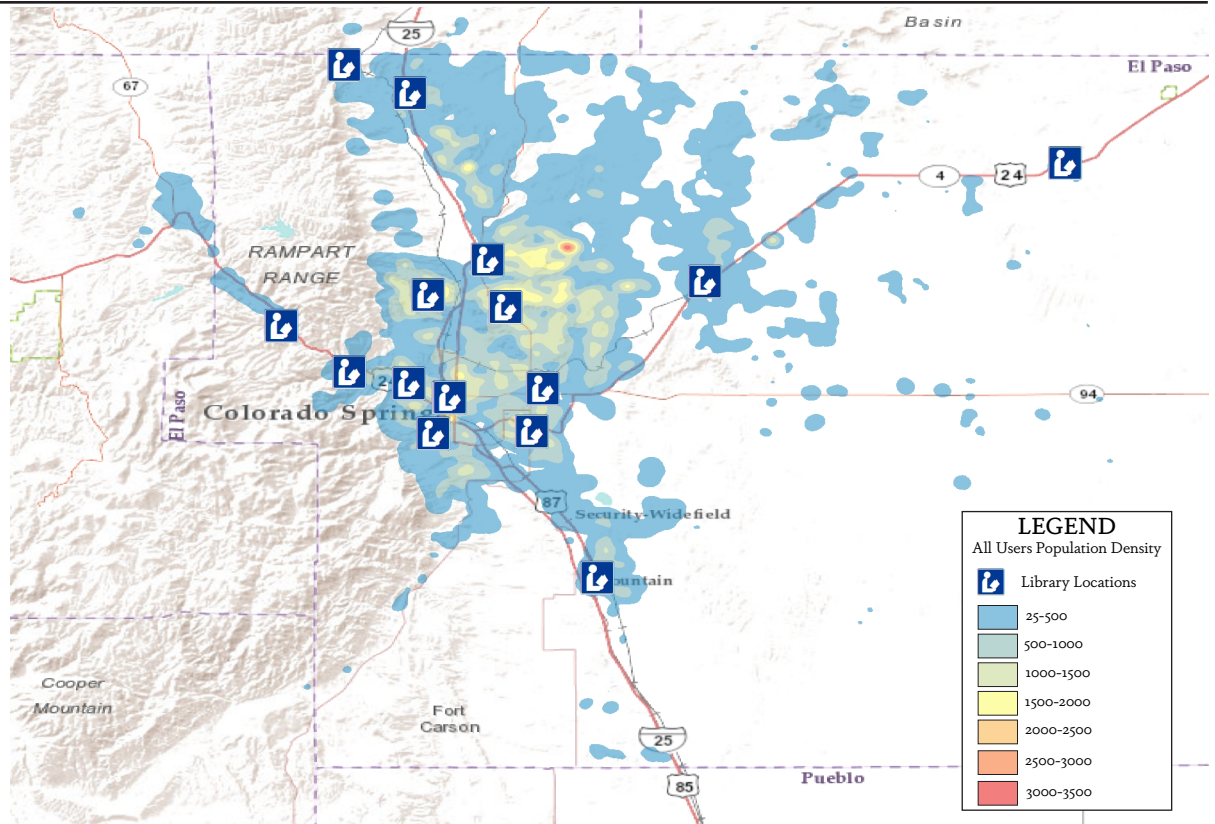
Figure 3.2 Top 10% Users Population Density

The distribution of "power users" is closely tied to developed areas and may have increased density around existing libraries.

LEGEND
Top 10% Users Population Density
Library Locations
20-50
50-100
100-150
150-200
200-250
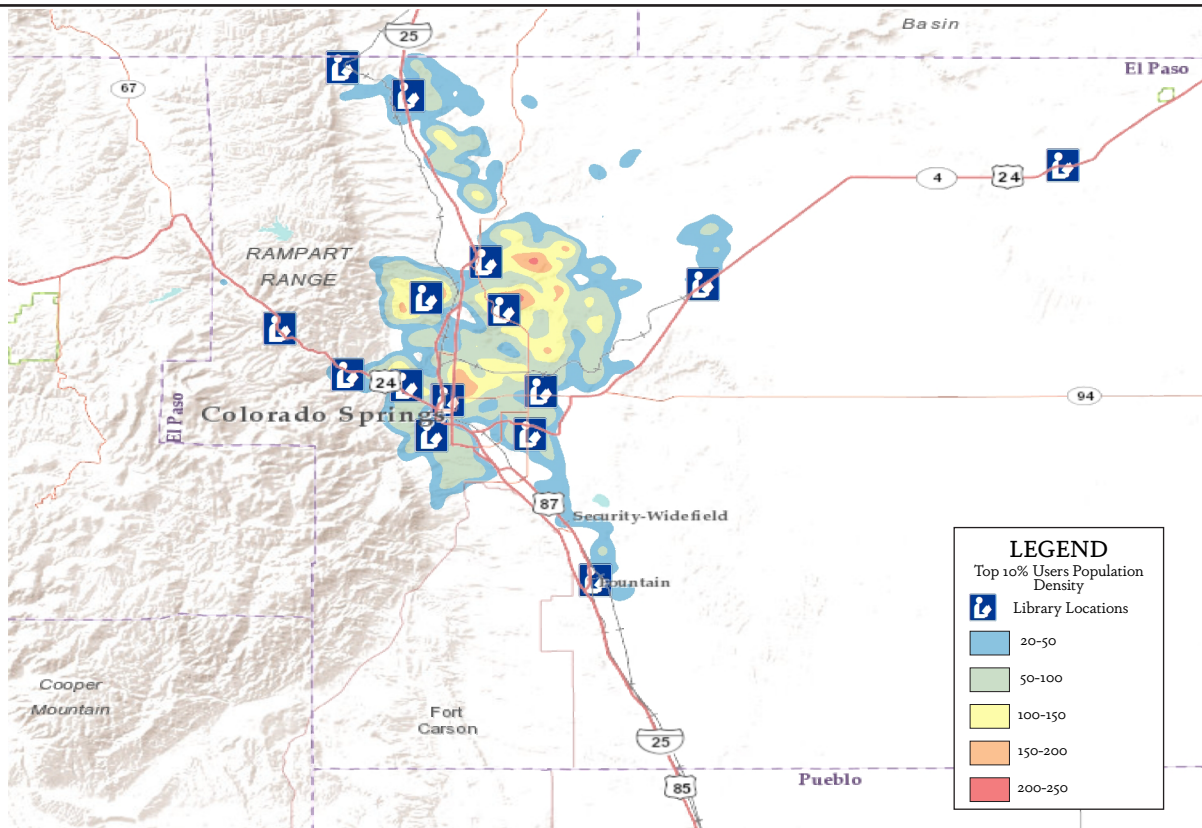
Figure 3.3 Virtual Users Population Density

The distribution of PPLD users who exclusively used the District's virtual resources is more evenly distributed across the area, with significant nodes of density in central and northeastern Colorado Springs.

LEGEND
Virtual Users Population Density
Library Locations
20-100
100-200
200-300
300-400
400-500
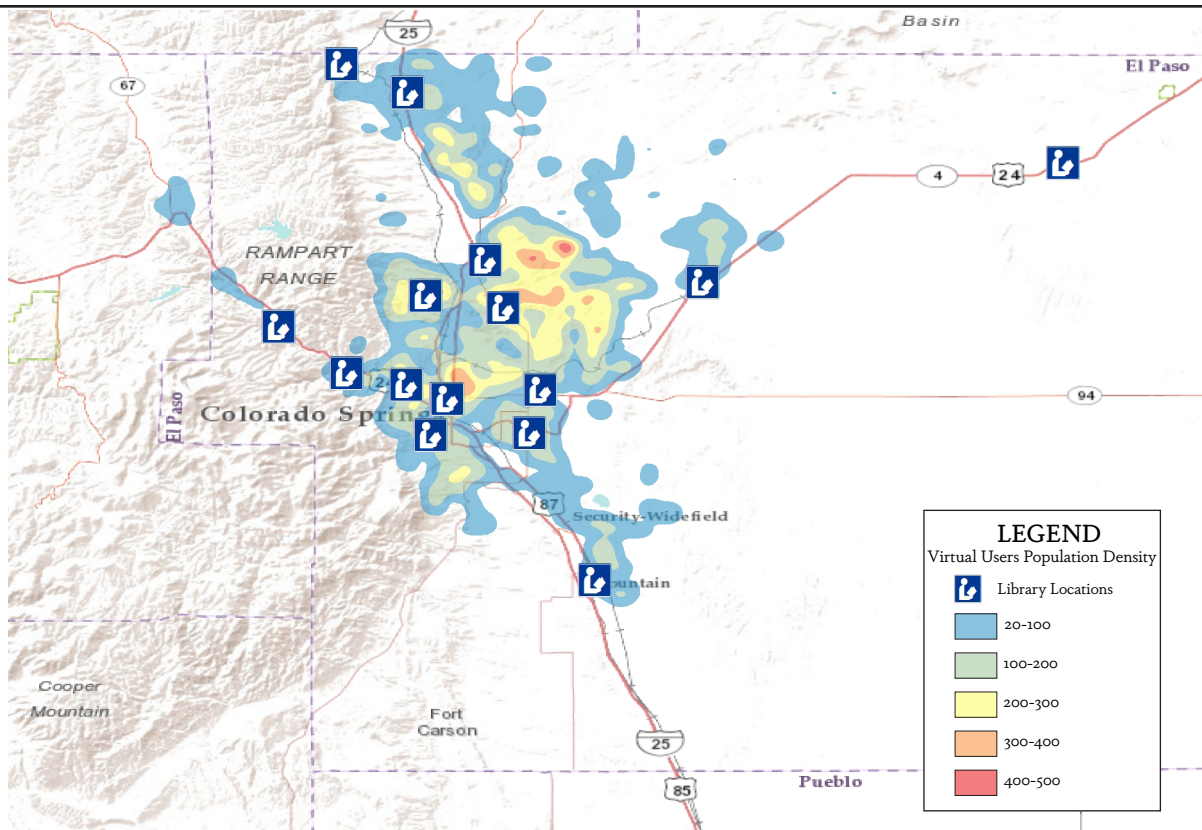
3.2.2 Transportation Analysis

Drivable Library Accessibility in Different Areas

An alternative way to assess library drivability is by mapping how many facilities are accessible within a 15-minute drive from various locations in the service area (Figure 3.4). The analysis reveals several key points:

- Residents in the central core and inner west side of Colorado Springs can reach many locations within 15 minutes.

- Conversely, those on the city's fringes and in the county typically have convenient access to only one or two locations.

- PPLD features a range of library types, from small to large full-service locations, providing access to diverse resources for patrons.

- This analysis indicates that the central and historical areas of Colorado Springs are relatively overserved, while the eastern and northern areas are relatively underserved.

Library Accessibility and Drivable Distances

Figures 3.5-3.8 illustrate the drivable accessibility of libraries by mapping the areas within 5-, 10-, 15-, and 20-minute drives from any location. These maps are overlaid on the overall patron distribution map, providing insights into how easily patrons can access the library. Here are the key findings:

- The PPLD facilities are generally accessible to patrons who can drive to them.

- The vast majority of active patrons (about 95%) are within a 15-minute drive from a library.

- The main exceptions are some patrons in the Black Forest area and those in the rural southeastern part of the county, indicating areas with less convenient library access.

Figure 3.4 **Number of Libraries within 15-Minute Drive**

LEGEND
Number of Libraries within 15-Minute Drive

- Library Locations
- 1-2
- 3-4
- 5-6
- 7-8
- 9-11
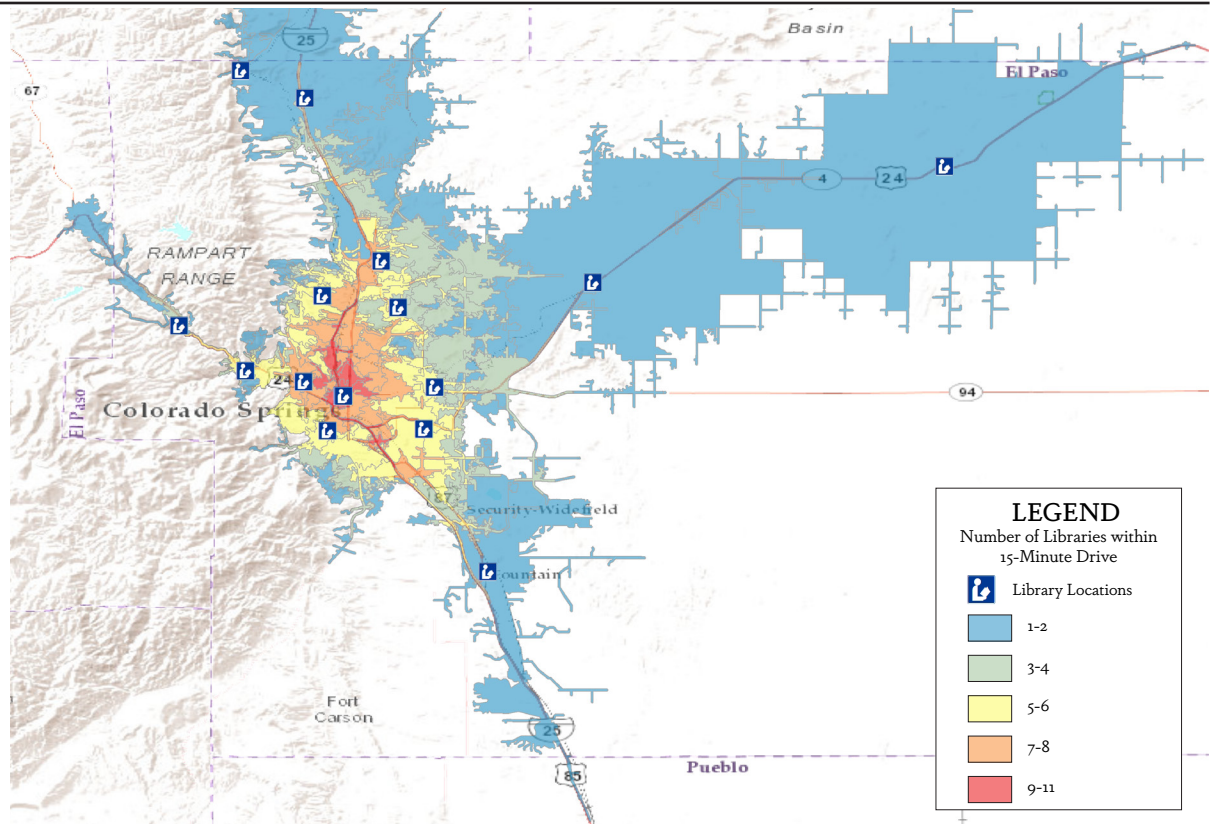
Figure 3.5 5-Minute Drive Time to Library Locations

Approximately 26% of the total user population is within a 5-minute drive of a library. Much of Colorado Springs, as well as areas in other cities, towns, and the county are outside of this drive shed.
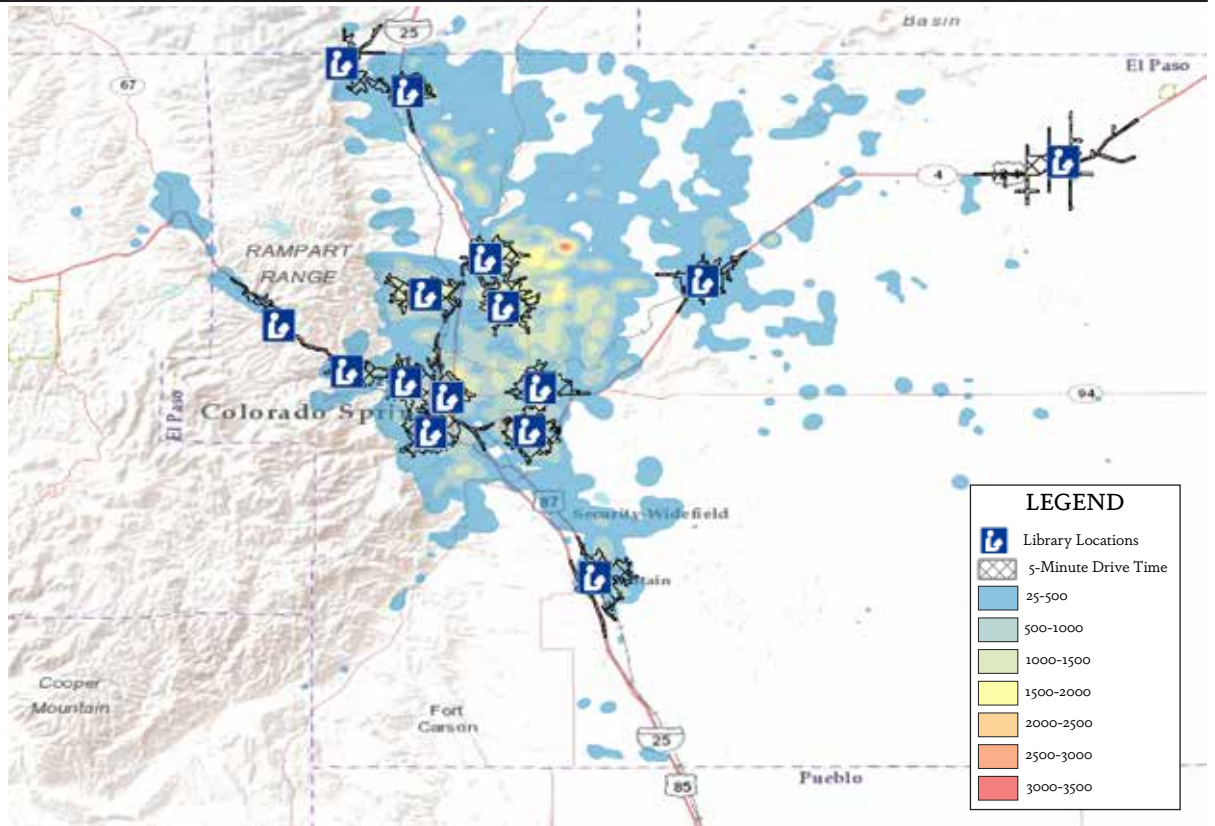
Figure 3.6 10-Minute Drive Time to Library Locations

Approximately 71% of the total user population is within a 10-minute drive of a library. This covers most of the more densely populated areas, with Black Forest being the only major area of PPLD users that isn't within this drive shed.
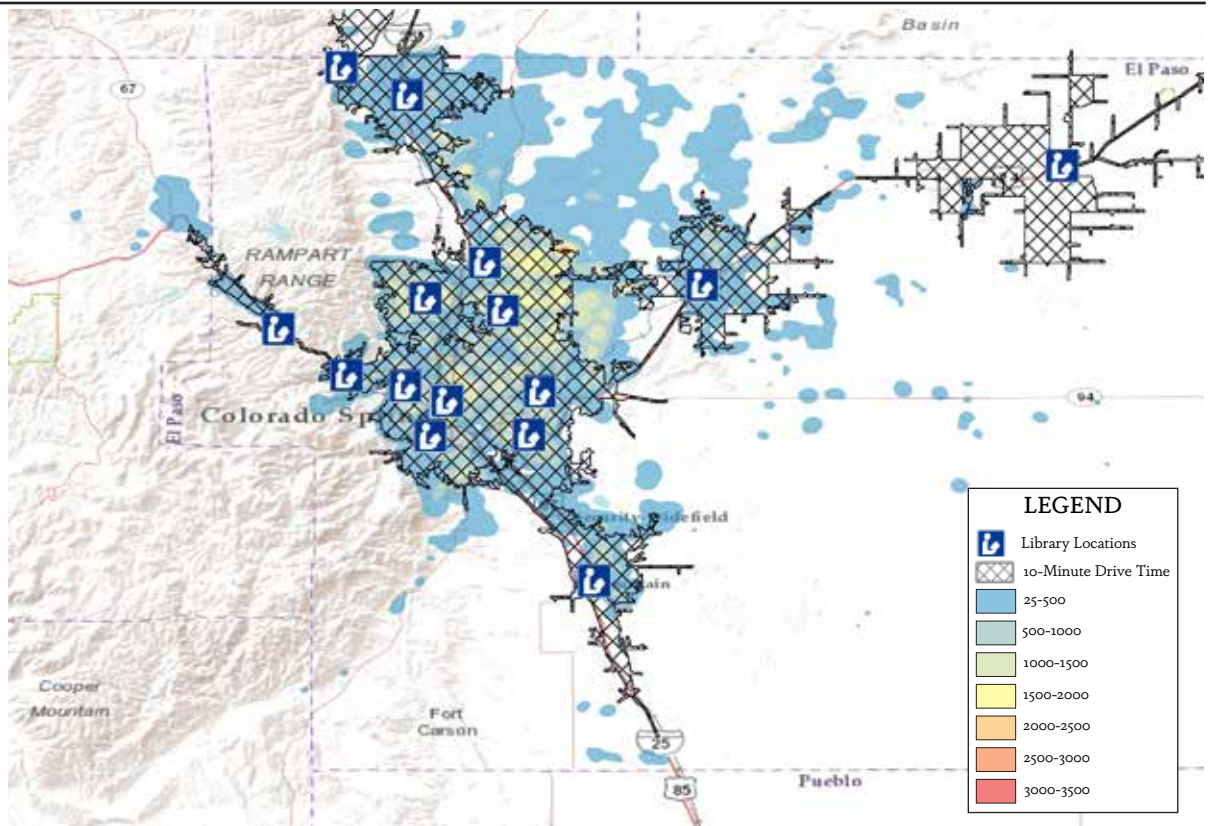
Figure 3.7 **15-Minute Drive to Library Locations**

Approximately 87% of the PPLD user population is within a 15-minute drive of a library.
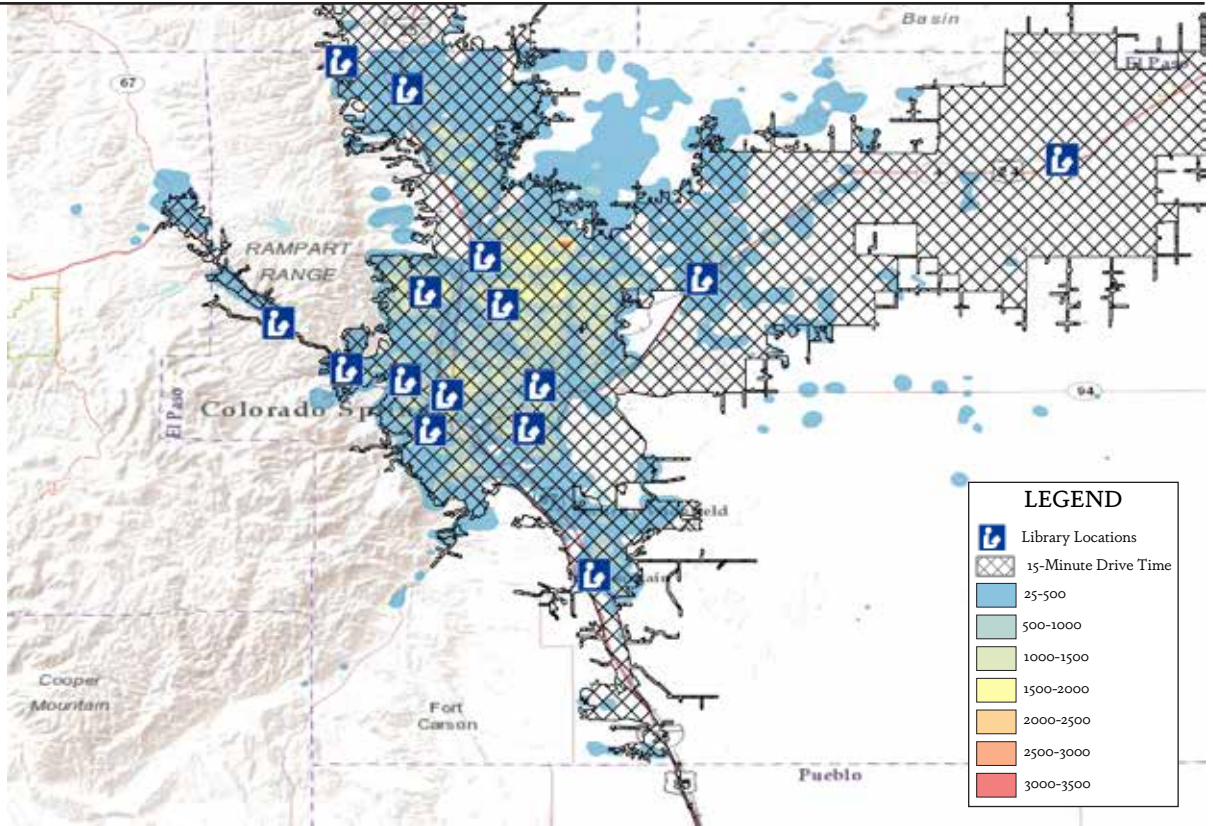
Figure 3.8 **20-Minute Drive Time to Library Locations**

Approximately 91% of the PPLD user population is within a 20-minute drive of a library.
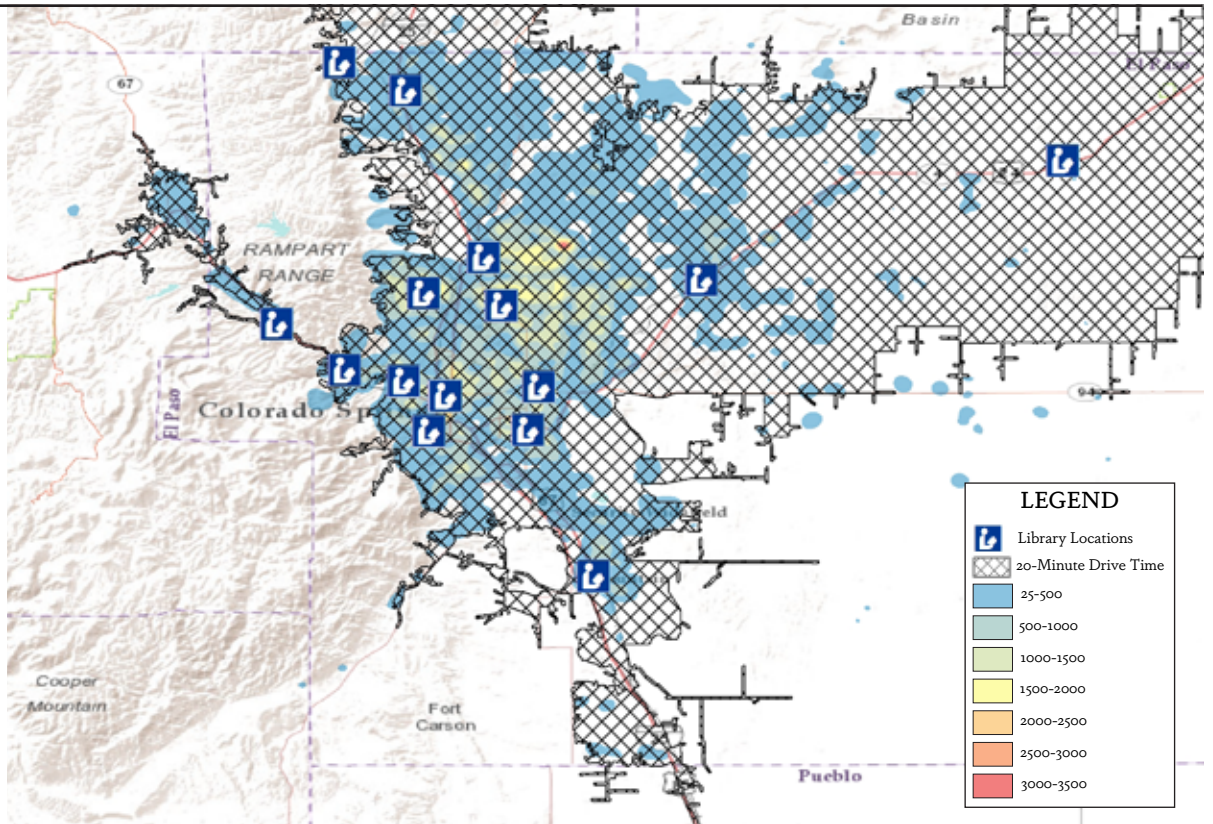
Walkability and Public Transit

While the drivability maps indicate that libraries are generally accessible by car, there are legitimate concerns about transit accessibility and walkability. The public transit system in Colorado Springs is limited, particularly in outlying areas of the city and county, leading to much longer transit trip times for patrons compared to driving times. In addition, walkability varies across locations, influenced by factors like density and street grid connectivity. Here's a breakdown of the key points:

- The public transit system does not serve many outlying areas effectively, making it less convenient for patrons without cars.

- Walkability is higher in denser, traditional neighborhoods with a well-connected street grid, like Old Colorado City Library or Penrose Library, where a significant number of households fall within a reasonable walking distance.

- In contrast, libraries located in more suburban settings tend to be less walkable due to lower density and less grid connectivity.

- Figure 3.9 illustrates the difference in walkability between Library 21C and Old Colorado City Library, showing the 0.25-mile and 0.5-mile walking radius for each library, and indicating how many homes fall within these distances in different neighborhood contexts.

3.2.3 Future Population Density

The Facilities Master Plan not only addresses current populations (Figure 3.10) but also considers where future patrons are likely to live. This analysis uses data from the Pikes Peak Area Council of Governments, updated through the 2023 El Paso County Major Transportation Corridors Master Plan, to estimate both current and future population densities throughout the service area. Figures 3.11 and 3.12 show that future residents are expected to concentrate in three key areas over the next 20 years:

- The northeastern edge of Colorado Springs, with the continued build-out of the Wolf Ranch area.

- Eastern Colorado Springs, as the northern portion of Banning Lewis Ranch is developed.

- Southeastern Colorado Springs, where development projects extend beyond Security and Fountain.

Figure 3.9 0.25- and 0.50-mile Walk Radius at Library 21C (left) and Old Colorado City Library (right)

LEGEND

Library Locations

1/4-Mile Walkability

1/2-Mile Walkability
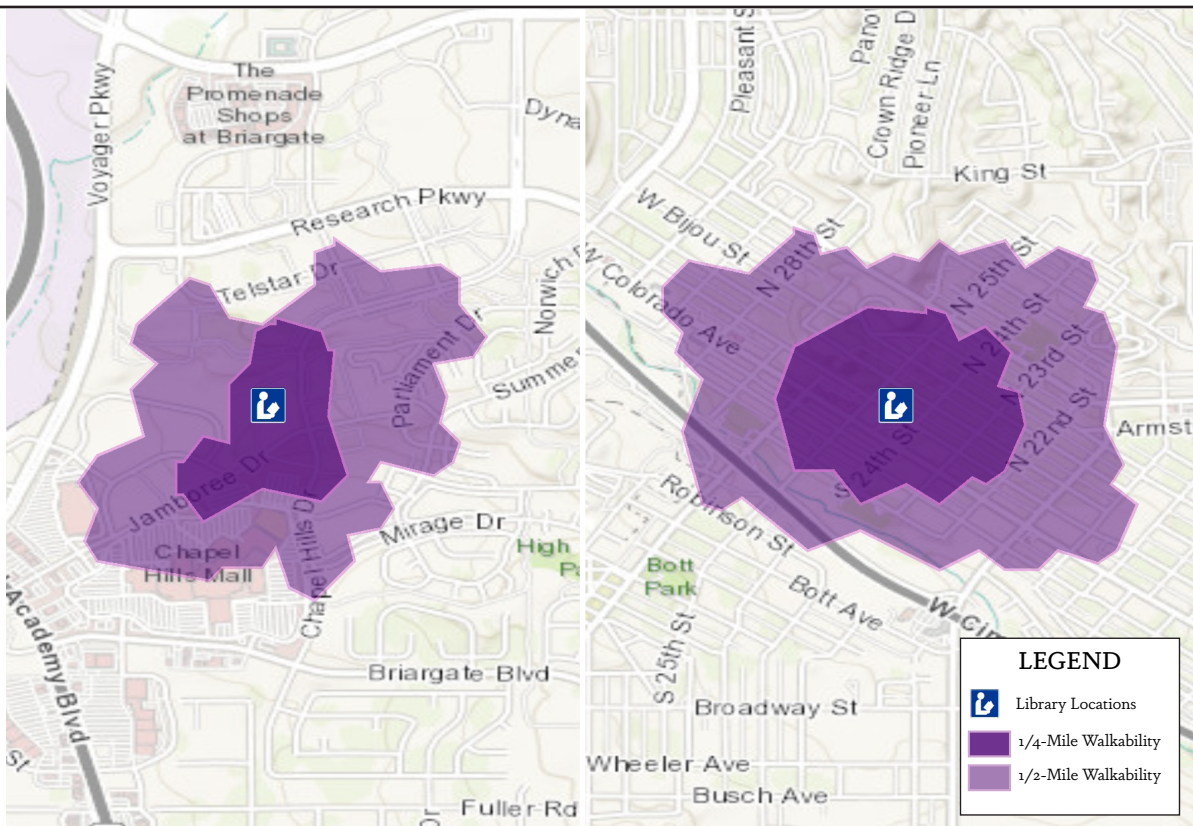
Figure 3.10 2020 Population per Acre

Current (2020) population density is primarily focused in Colorado Springs and some of the other nearby cities and towns of Monument, Widefield, and Security, as well as some built-up areas of the county north of Falcon.

LEGEND

Library Locations

Population by Acre

2-6

6-12

12-25

26-60
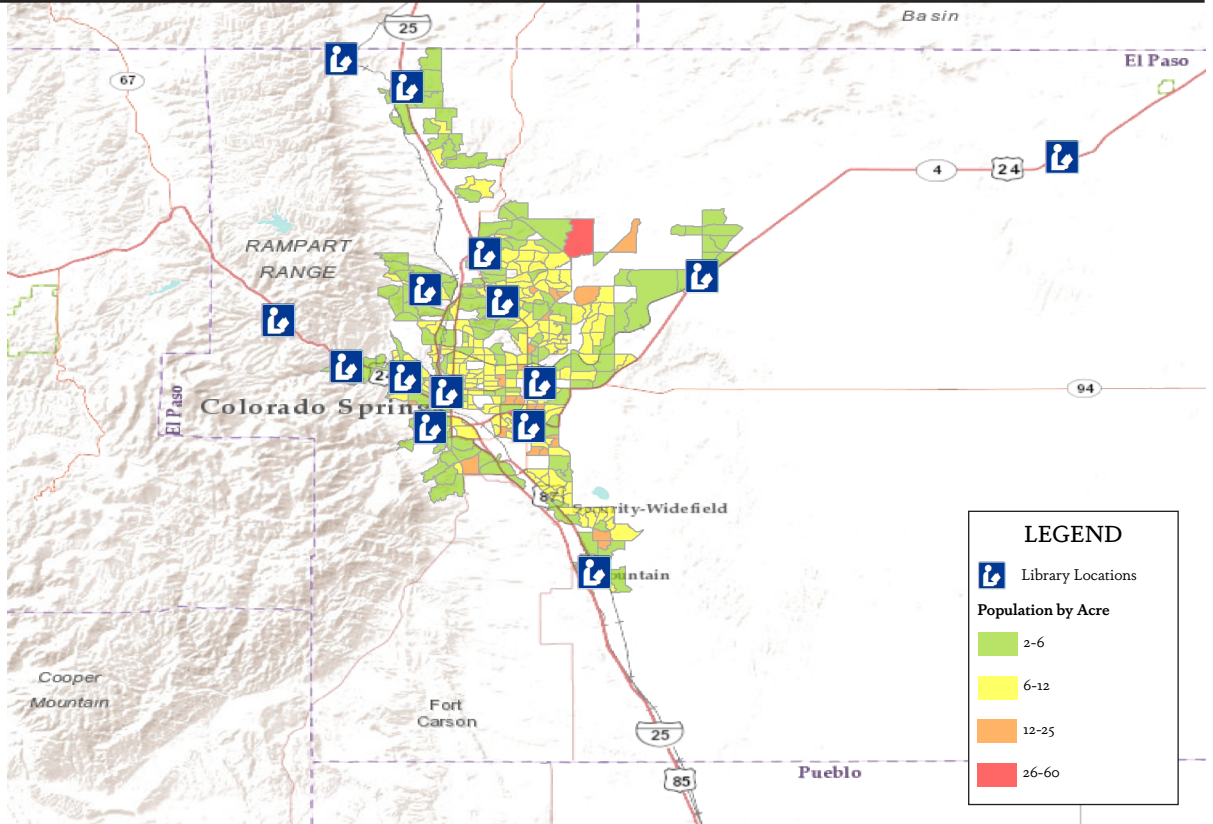
Figure 3.11 **2045 Population and Top 10 Growth Areas**

The majority of future population growth and density is anticipated northeast of Colorado Springs, with some additional future density anticipated southeast of Colorado Springs.

LEGEND

Library Locations

Top 10 Growth Areas

Population by Acre

2-6

6-12

12-25

26-60
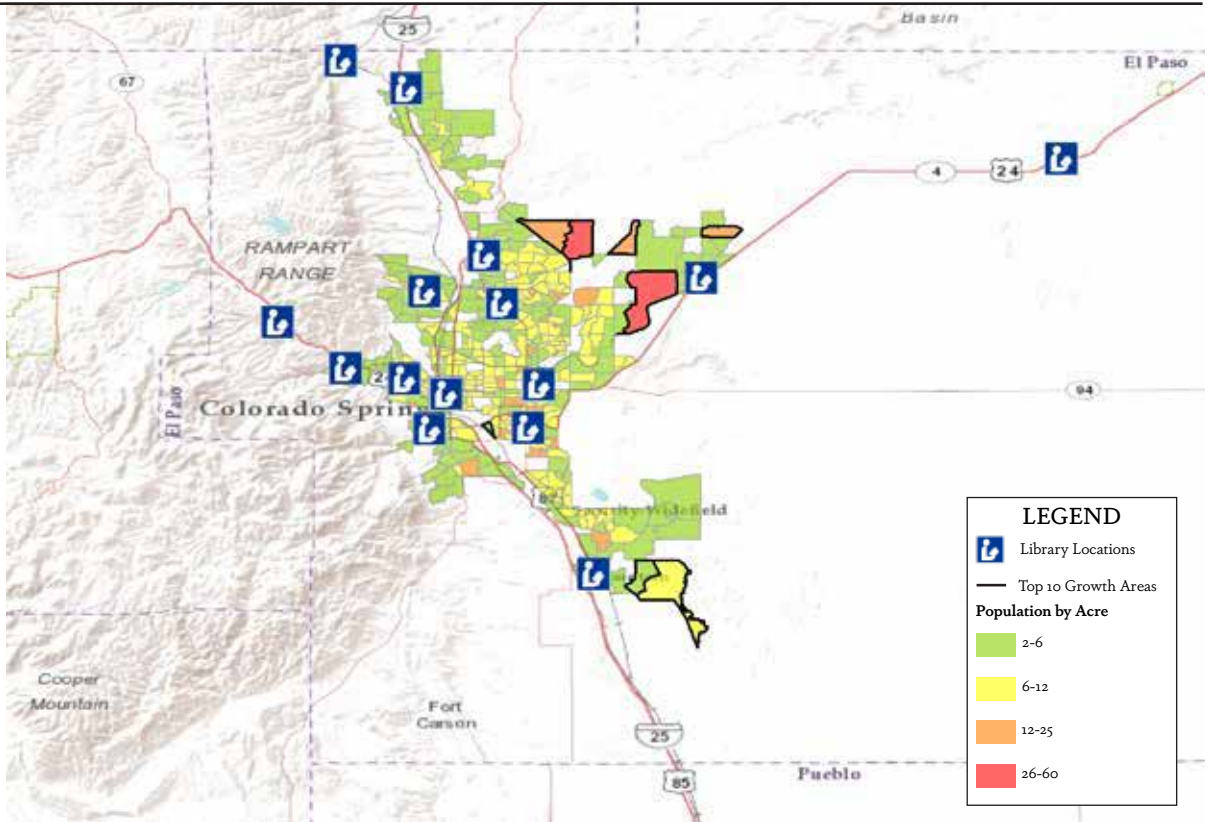
3.2.4 Socioeconomic Analysis

A final evaluation lens looks at the population of the area to see where disadvantaged populations are located relative to PPLD's libraries. Figure 3.13 is based on the Area Deprivation Index (ADI), a measure created by the federal Health Resources and Services Administration and refined by the University of Wisconsin to summarize socioeconomic disadvantage by neighborhood. It includes factors for income, education, employment, and housing quality. Higher ADI scores, which indicate more disadvantaged communities, are shown in red. Less disadvantaged neighborhoods are shown in blue.

In general, this analysis indicates that areas in the northwest and southwest portions of Colorado Springs are less disadvantaged but served by more PPLD libraries while areas in the east and southeast are more disadvantaged but served by fewer PPLD libraries.

Figure 3.12 **2020 Area Deprivation Index State Score**

LEGEND
Area Deprivation Index State Score
Source: University of Wisconsin, 2020

- Insufficient Data
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
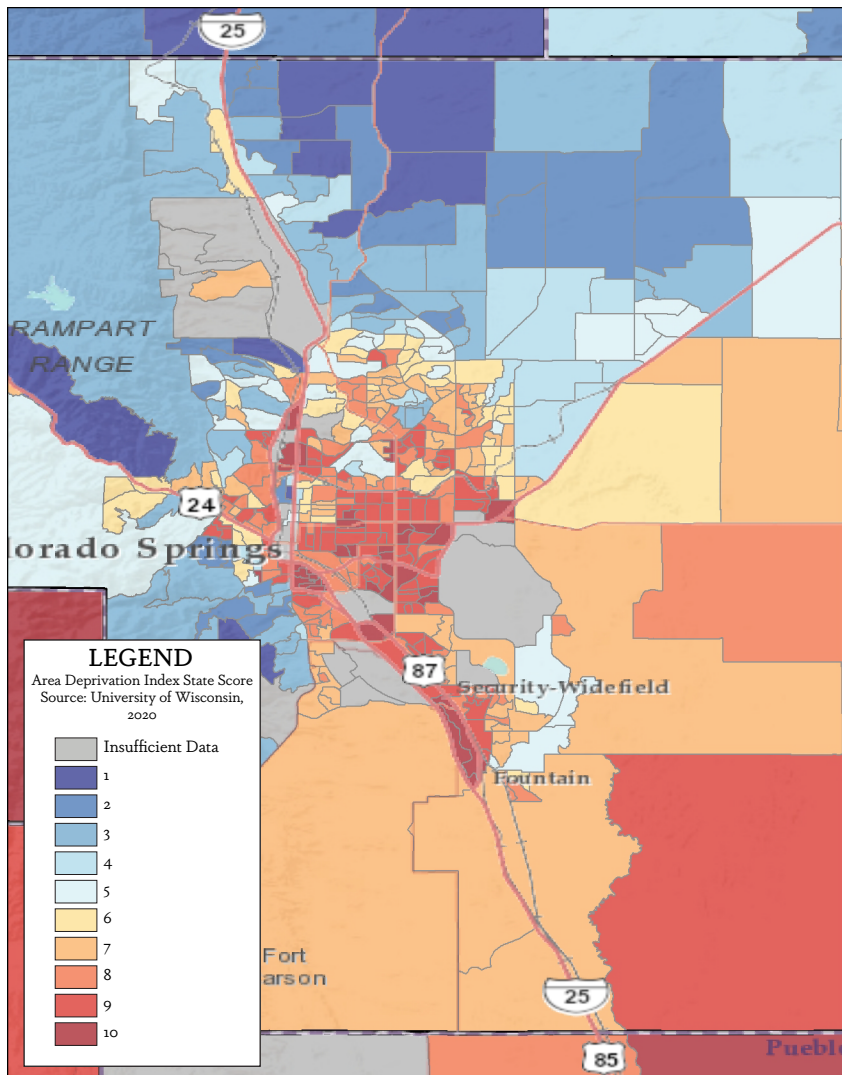
3.3 OUTLET UTILIZATION ANALYSIS

Our outlet utilization analysis employs the "Busyness Index" method, which amalgamates all measured activities at each location, considering factors such as staff, space, building, and infrastructure.

3.3.1 Busyness Index

The overall busyness index is calculated based on the Library Busyness Rankings, which consider the following factors:

1. Total weighted activities per square foot (**W.A./SF**): This metric evaluates the number of activities or services provided by the library per unit area, considering the space utilization efficiency.

2. Total weighted activities per open hour (**W.A./O.H.**): It assesses the frequency of activities or services offered by the library per operational hour, indicating the level of engagement or utilization during operating hours.

3. Total weighted activities per open hour per 1,000 Square Feet (**W.A./O.H.**)/**1K SF**: This metric normalizes the weighted activities per open hour based on the library's size, providing a standardized measure of activity density relative to space availability.

These metrics provide insights into space efficiency, engagement levels during operational hours, and activity density relative to the library's size.

By analyzing these values, the overall average busyness rank for each library is determined, ranging from 3 (indicating the highest level of busyness) to 13 (representing the lowest level of busyness). This comprehensive approach allows for a nuanced understanding of the library's operational dynamics and helps prioritize resource allocation and service optimization efforts accordingly. See Table 3.2, Full Building Average Busyness Ranking, for a list from the busiest library to the least busy library.

Adjusted Building Square Feet Rankings - Systems Spaces Subtracted

In Table 3.3, Adjusted Building Average Busyness Rating, the total space of the three larger buildings with shared administrative space within their premises is adjusted by removing that shared administrative space from their totals. While this adjustment results in significant changes in the raw numbers, it has minimal impact on the ranking of these three libraries within the system. East Library and Library 21c move up a single spot each, while Penrose Library maintains its position in the system ranking.

3.3.2 Outlet Utilization Findings

Based on this analysis, the main takeaways include:

- High Prairie Library is the busiest library overall.

- Rockrimmon, Cheyenne Mountain, and Monument Libraries are also quite active, but they operate from leased spaces, making their operational costs a challenge.

- All four of these library outlets are undersized for their usage, but only High Prairie Library could realistically be expanded.

- Ruth Holley Library ranks in the middle but is also a leased location, contributing less to the system's operational sustainability.

- Ute Pass, Calhan, and Palmer Lake Libraries are not busy enough to justify their current operational support level.

- The three major facilities - Library 21C, Penrose Library, and East Library - are the busiest per opening hour but have enough space to prevent crowding.

- In a separate part of the project, we'll analyze **weighted activities (W.A.) per full-time equivalent (FTE)** to see how user demands align with staffing levels at each library.

Table 3.2
Full Building Average Busyness Ranking

2023 & 2022 Average	Library Busyness Rankings			Busyness Rankings			Average Busyness Ranking
Library	W.A./ SF	W.A./ O.H.	(W.A./O.H.)/ 1K SF	W.A./ SF	W.A./ O.H.	(W.A./O.H.)/ 1K SF	
High Prairie	47	327	54	1	6	3	3
Rockrimmon	31	386	45	4	4	4	4
Cheyenne Mountain	35	384	43	3	5	5	4
Monument	39	324	43	2	7	6	5
Manitou Springs	28	141	59	6	12	2	7
Old Colorado City	30	203	41	5	11	7	8
East	15	1,178	17	9	1	13	8
Ruth Holley	20	315	30	7	8	9	8
Palmer Lake	9	108	68	11	13	1	9
Fountain	17	240	25	8	10	10	9
21C	8	1,069	9	14	2	15	10
Ute Pass	13	71	33	10	14	8	11
Penrose	6	750	10	15	3	14	11
Sand Creek	9	273	19	12	9	12	12
Calhan	8	52	22	13	15	11	13

Table 3.3
Adjusted Building Average Busyness Ranking

The fields highlighted in yellow identify the adjusted values from Table 3.2 to Table 3.3.

2023 & 2022 Average	Library Busyness Rankings			Busyness Rankings			Average Busyness Ranking
Library	W.A./ SF	W.A./ O.H.	(W.A./O.H.)/ 1K SF	W.A./ SF	W.A./ O.H.	(W.A./O.H.)/ 1K SF	
High Prairie	47	327	54	1	6	3	3
Rockrimmon	31	386	45	4	4	4	4
Cheyenne Mountain	35	384	43	3	5	5	4
Monument	39	324	43	2	7	6	5
Manitou Springs	28	141	59	6	12	2	7
Old Colorado City	15	1,178	17	8	1	12	7
East	30	203	41	5	11	7	8
Ruth Holley	20	315	30	7	8	9	8
Palmer Lake	9	108	68	12	13	1	9
Fountain	8	1,069	9	11	2	14	9
21C	17	240	25	9	10	10	10
Ute Pass	13	71	33	10	14	8	11
Penrose	6	750	10	15	3	15	11
Sand Creek	9	273	19	13	9	13	12
Calhan	8	52	22	14	15	11	13

3.4 BENCHMARK ANALYSIS

The benchmarks in Tables 3.4 and 3.5 provide a comparison of PPLD against other library systems of similar size in Colorado and across the United States. They also offer a comparison against an aspirational cohort of some of the most highly regarded libraries in the nation, as identified by Library Journal's Star Libraries ratings.

3.4.1 Key Findings

Key findings regarding the financial and operational aspects of PPLD include:

- **Funding Comparison**: PPLD is significantly underfunded versus most of its peers. PPLD: $51/capita, Colorado Average: $74/capita when looking at the combined financials of operating and capital budgets.

- **Outlet Comparison**: While PPLD falls slightly below average in terms of outlets per 100,000 residents, it surpasses the average when compared to libraries with similar funding levels.

- **Leased Spaces**: The high number of outlets that PPLD operates as leased spaces puts further pressure on the operational budget of the District.

- **Sustainability**: The high number of outlets, especially those operated as leased spaces, raises concerns about the sustainability of PPLD's current operational model given its funding level. Consequently, the planning team has concluded that the current number of outlets is not sustainable at the current funding level.

- **Resource Limitation**: Despite lower funding levels, PPLD's usage remains generally consistent with the Colorado average, although certain areas may be affected by resource limitations:

  - The physical collections are undersized for the community's size.

  - Attendance per program is lower, likely due to undersized program spaces, particularly evident in locations with Storytime and Summer Reader programs.

  - Public personal computer (PC) usage was lower than average despite a higher number of PCs based on 2019 data. This dynamic has shifted post-pandemic, but PPLD should continue to monitor the supply and usage ratio to optimize space and resources according to current needs and demands.

Table 3.4
Benchmark Analysis

Library Name	Legal Basis	Service Area Population	Central Library	Library Outlets	Bookmobiles	Outlets/100k Capita	Operation Expenses/ Capita	Total Expenditures (OpEx + Capital)/ Capita
Pikes Peak Library District	Library District	662,241	1	14	2	2.6	$47	$51
Colorado Libraries		370,458	0	10	1	3.2	$67	$74
Library Journal - Star Libraries		766,114	1	23	3	3.5	$93	$103
National Libraries		725,101	1	19	1	2.8	$50	$56
Douglas Co. Libraries	Library District	342,847	0	7	0	2.0	$70	$83
Jefferson Co. Public Library	County/Parish	579,489	0	10	1	1.9	$58	$64
Arapahoe Library District	Library District	264,545	0	8	2	3.8	$114	$129
Poudre River Public Library District	Library District	204,299	0	3	0	1.5	$48	$50
Rangeview Library District/Anythink	Library District	394,587	0	7	1	2.0	$48	$49
Pueblo City-Co. Library District	Library District	167,117	1	7	0	4.8	$59	$61
High Plains Library District	Library District	292,987	0	14	2	5.5	$65	$79
Denver Public Library	Municipal Government	717,796	1	25	2	3.9	$72	$75

Table 3.5
Benchmark Analysis, continued

Library Name	FTE Total Staff/1K Capita	Total FTE/Outlet	Programs/1K Capita	Attendance/Program	Visit/Capita	1K Visits/Outlet	Physical Circ/Capita	Phy Items Circ/Visit	Electronic Circ/Capita	Physical Items/Capita	Internet Computers	Public PCs/Outlet	Computer Uses/Capita
Pikes Peak Library District	0.56	22	19	20	5	182	9	2.0	3.1	1.2	781	46	0.76
Colorado Libraries	0.66	23	24	26	5	187	11	2.1	2.6	1.8	425	38	0.93
Library Journal - Star Libraries	0.72	22	20	26	6	192	15	2.4	3.6	3.0	807	31	1.22
National Libraries	0.50	18	16	22	4	141	7	1.8	1.5	1.8	578	30	0.75
Douglas Co. Libraries	0.67	33	16	32	5	242	16	3.2	3.8	1.7	249	36	0.34
Jefferson Co. Public Library	0.44	23	19	24	5	238	12	2.6	2.2	1.8	375	34	0.56
Arapahoe Library District	1.01	27	27	23	7	175	15	2.3	4.7	1.7	266	27	0.99
Poudre River Public Library District	0.50	34	13	27	5	332	11	2.3	2.7	1.6	142	47	0.82
Rangeview Library District/Anythink	0.33	16	11	19	3	130	4	1.6	1.4	0.9	346	43	0.53
Pueblo City-Co. Library District	0.80	17	41	42	7	152	11	1.5	1.7	2.1	287	36	2.18
High Plains Library District	0.71	13	26	20	5	86	7	1.4	1.2	2.2	578	36	0.94
Denver Public Library	0.84	21	36	19	6	143	10	1.8	3.1	2.3	1,159	41	1.12

3.4.2 Recommendations

To maintain sustainability within its current funding limits, the planning team suggests that PPLD might need to reduce the total number of outlets it operates. This recommendation highlights the importance of balancing operational efficiency and financial stability while ensuring the District can continue to offer effective services to the community.

3.5 FACILITY CONDITION ASSESSMENT

The FCA creates a comprehensive plan that identifies existing buildings, systems, and equipment that require repair, retrofitting, restoration, or maintenance to meet a PPLD-defined standard.

The result is a list of facility systems that are deficient. This information can be used to assist decision-makers in both short- and long-term budgeting and capital planning. The assessments provide facility managers and maintenance personnel with data to aid in prioritizing facility and system replacement and deferred maintenance (repair) projects.

Also, the FCA includes an energy analysis of existing facilities to identify opportunities to promote sustainability and stewardship of energy consumption. The energy analysis identifies opportunities to reduce utility consumption and cost.

3.5.1 Facility Condition Assessment Approach

The consultant teams approach to the FCA was defined in the following phases:

- **Phase 1** – Program Planning
- **Phase 2** – Pre-Assessment
- **Phase 3** – Facility Condition Assessment
- **Phase 4** – Post Assessment
- **Phase 5** – Reporting and Prioritization
- **Phase 6** – Energy Analysis

The consultant team collated and reviewed the facility information provided by PPLD. The consultant team worked closely with PPLD staff to gather relevant information to execute the scope of work. The information reviewed included:

- Drawings, one-line diagrams, Piping and Instrumentation Diagrams (P&IDs), specifications, and Operations and Maintenance (O&M) manuals.
- Building automation system information.
- Miscellaneous system and equipment information from the Computerized Maintenance Management System (CMMS) (i.e., Maximo or other).
- Previous reports or studies of the facilities and equipment.

The following systems were included in the Facilities Condition Assessment:

- Exterior equipment. Exterior equipment located at the facility associated with the assessed systems including emergency generators, chillers, cooling towers, compressors, lift stations, air conditioning units, etc.
- Substructure and superstructure. Structural elements such as foundations, basements, crawl spaces, accessible walkable tunnels, slabs, floor construction (floor and framing), roof construction (framing), and entrances.
- Architectural exteriors. Architectural elements including exterior enclosure assemblies (walls, soffits, doors, windows, storefront assemblies, curtain walls, etc.), roofing assemblies (insulation, membranes, built-up roofing, walkways, equipment curbs, skylights, vents, drainage, etc).
- Architectural interiors. Architectural interior construction (partitions, interior doors, and hardware), stairs (construction, and finishes), interior finishes (walls, floors, ceilings).
- Conveying systems. Elevators, lifts.
- Plumbing systems. The plumbing systems include piping, insulation, valves, equipment, and associated appurtenances. These systems include domestic water (hot and cold), temperature mixing valves, pumps, piping, tanks, domestic water boilers, water heaters, heat exchangers, unitary equipment, natural gas, meters, roof drains and piping, and the drain, waste, and vent systems. Kitchen plumbing systems are included.
- Compressed air systems. Compressors, dryers, filters, distribution piping, and appurtenances are included in the scope of work.
- Heating, ventilation, and air conditioning (HVAC) systems. The HVAC systems include air, water, and the building automation control systems.
- HVAC air systems. The air systems include, duct distribution, insulation, and appurtenances, air handling units, rooftop units, split systems, make up air units, infrared heaters, air curtains, furnaces, and unitary equipment (fan coil unit [FCUs], variable air volume [VAVs], unit/infrared [IR] heaters), exhaust systems, fans, heat pumps, and associated ductwork.
- HVAC water systems. The water systems include chilled water, geothermal systems, and heating hot water.
  - The chilled water system includes piping distribution, insulation chillers, cooling

towers, tanks, pumps, heat exchangers, expansion tanks, and chemical treatment.

- The heating hot water system includes piping distribution, insulation, and appurtenances, boilers, flues, tanks, pumps, heat exchangers, expansion tanks, and chemical treatment.

- HVAC controls. The building automation system and building management systems include the user interface, controls, and distribution network of control panels, wiring, and devices. Compressed air systems for pneumatic controls, compressors, dryers, filters, piping distribution, and appurtenances.

- Fire protection systems. The fire alarm system includes the fire alarm control panels, horns, strobes, smoke, detectors, pull stations, carbon monoxide sensors, wiring, and appurtenances. The fire protection system includes pumps, jockey pumps, risers, standpipes, distribution piping, and sprinklers.

- Electrical systems. Electrical systems include meters, switchgear, main distribution panels, distribution panels, transformers, emergency generators, transfer switches, lighting systems, emergency lighting systems, uninterruptible power supply (UPS) systems, power conditioners, exterior lighting (parking lots and building) distribution systems, conductors, and appurtenances. Solar panels and inverters are included.

Assessments did not include the following systems:

- Grading, exterior stormwater piping/drainage, retention ponds, landscaping, irrigation, parking lots, paving, architectural fixed and moveable furnishings, labels, desks, chairs, cubicles, computers, shelving, monitors, artwork, decorations, telecommunications, information technology, public address systems, projectors, printers, kitchen equipment, ranges, refrigerators, ice makers, freezers, coffee makers, utensils, vending machines, security systems, cameras, card readers, sensors, and access control.

Facilities were categorized into two main groups: leased or owned. Each facility was then assessed to determine the systems that PPLD either owns outright or is responsible for under lease agreements. This categorization helps in understanding the extent of PPLD's responsibility for maintenance, upkeep, and investment in each facility.

The following groups were used to categorize the systems:

- Structural
- Architectural Exteriors
- Architectural Interiors
- Plumbing
- Mechanical
- Electrical
- Fire

Opinions of system replacement value costs were determined using a national database that considers the type of facility and geographic location. The sum of the system replacement values determines the facility replacement value (FRV).

3.5.2 Facility Condition Assessment Systems and Deficiency Categories

Once the facility and system configurations were complete, the consultant team conducted FCAs that included a visual observation of the systems that were safely and readily accessible. Equipment was not tested by cycling power, disassembly, nor operating any components. The systems were not functionally tested for operation and control. The consultant team coordinated with PPLD operations and maintenance staff to assist with documentation of known deficiencies and system/equipment-related issues. The consultant team interviewed the staff to understand the layout, capacity, size, operating parameters, and known issues with the facility and systems.

Each system received a condition rating of good, fair, or poor, and observed deficiencies were documented with a written recommendation and assigned an opinion of probable cost to remedy the issue. Each issue was assigned a deficiency category to inform the maintenance staff of the type of deficiency. These issues are systematically categorized into seven main areas for PPLD:

- **Safety**: Situations or conditions that pose an immediate danger to life, limb, or property, if the deficiency is not corrected.

- **Lifecycle (Age)**: Systems or components that are at or near the end of their useful lifecycle.

- **Deficiency (Deferred Maintenance)**: Potential for serious damage or risk to the building, systems, or operations of building systems if the deficiency is not corrected.

- **Maintenance**: Items associated with the routine maintenance of the facility, typically

corrected by the operations and maintenance staff.

- **Energy Conservation**: Amelioration or upgrading of the operating systems to reduce energy consumption or increase energy efficiency in the building.

- **Testing**: Issues identified in the field where the root cause cannot be determined by visual inspection. The issue may require further analysis, functional testing, destructive or non-destructive testing techniques.

- **Codes/Standards/ADA**: Building codes and/or institutional standards were not met during construction or renovation. ADA focuses on adherence to accessibility standards outlined in the Americans with Disabilities Act.

- **Environmental Improvements**: Correctable deficiencies that will improve system operations and increase the comfort level of the building occupants.

Also, each issue was assigned a deficiency priority of high, medium, or low to determine its urgency.

3.5.3 Facility Condition Index

Once the field assessments were complete, the data was checked for accuracy before modeling and reporting the results. Opinions of probable costs to correct deficiencies were developed based on RSMeans® Data (2023). These costs included vendor information and subject matter experts' opinions as necessary. The opinions do not reflect a project-ready budget as many of the items may be self-performed by PPLD, bundled to gain efficiencies, or may require additional cost for design and construction. These opinions represent the consultant team's best judgment as professionals. The following outlines the parameters of the opinions of probable cost (supplied only for the guidance of PPLD):

- The consultant team has no control over the cost of labor and material, competitive bidding, or market conditions.

- Each opinion is based on the consultant team's recent experience and adjusted to accommodate factors known to the consultant team at the time the opinion was prepared.

- The consultant team does not guarantee the accuracy of the opinions as compared to actual bids or cost to PPLD.

- The recommendations are not bundled nor grouped together and are for "like for like" replacement unless noted otherwise.

- This scope of work excludes professional cost estimating.

The consultant team developed the following summary of FCA results to inform the future priorities, actions, and budgets for the Library District. One of the key metrics used to measure the condition of a facility is its Facility Condition Index (FCI). The FCI is defined by the following formula:

$$FCI = \left(\frac{Total\ Facility\ Deferred\ Maintenance\ Cost\ (\$)}{Facility\ Replacement\ Value\ (\$)} \right)$$

In the equation above, the total deferred maintenance cost is the sum of the total cost of the deficiencies (requirements) identified during the assessments. The facility replacement value is the sum of the current replacement values of the systems assessed. This ratio provides an index to compare the condition of facilities to one another to better understand the relative replacement value.

3.5.4 Facility Condition Scale

The FCI scale (Table 3.6) directly correlates to the amount of deferred maintenance a facility has. The FCI multiplied by 100 gives the percentage of deferred maintenance a facility currently has. For example, an FCI of 0.13 correlates to 13% deferred maintenance. Deferred maintenance is the practice of postponing maintenance activities such as repairs on real property to save costs, meet budget funding levels, or realign available budget monies. The failure to perform needed repairs could lead to asset deterioration and ultimately asset impairment.

Most organizations carry an amount of deferred maintenance, as it is cost-prohibitive to address every single deficiency as it occurs. The consultant team recommends each facility target the amount of deferred maintenance to 10%, or an FCI of 0.10. This allows flexibility in future capital planning and minimizes the risk of the facility falling into moderate to severe disrepair.

Table 3.6 Facility Condition Index Scale

Condition Rating:	FCI
New Facility	FCI = 0.0
Excellent Condition: Facility is maintained and has kept up with capital requirements. Target of an FCI = 0.10 is best in class for most facilities and organizations.	0.00 < FCI ≤ 0.10
Good Condition: Facility is generally maintained; deferred maintenance backlog is starting to accumulate. Facility requires low to moderate spending to address conditions.	0.10 < FCI ≤ 0.20
Fair Condition: Facility may be lacking routine maintenance; deferred maintenance backlog accumulating. Facility requires moderate levels of capital to address conditions.	0.20 < FCI ≤ 0.35
Poor Condition: Facility is likely lacking routine maintenance; deferred maintenance backlog is accumulating. Facility requires significant capital spending to address conditions.	0.35 < FCI ≤ 0.50
Extremely Poor Condition: Facility is lacking routine maintenance; deferred maintenance backlog has significantly accumulated. Facility requires significant capital spending to address conditions. Facility owner should evaluate if capital spending is appropriate versus other options such as demolishing and building new.	0.50 < FCI

Clockwise from top left: Farnsworth Group completed field assessments for all district branches, determining facility deficiencies and recommended pathways forward for PPLD. Some of the deficiencies include HVAC air and water systems, as pictured to the right.

3.5.5 Facility Condition Assessment Findings

Facility Condition Indexes

Table 3.7 shows the current FCI (2024) of each of the facilities and the total FCI of 0.096 or 9.6% deferred maintenance for all of the facilities (bottom right table value). The top 7 facilities on the list all have an FCI greater than 0.10. The table also shows the distribution of the condition of the facilities.

The facility replacement values were determined based on the systems that were assessed at each facility. The leased facility replacement values are significantly lower than the owned facilities because PPLD is responsible for only some of the systems in the facilities based on the individual lease agreements.

The current total deferred maintenance for all of the facilities is $10.3M and the facility condition index illustrates that the aggregated facilities are in currently in good condition. This aligns with the observed conditions. However, some facilities need more attention than others. This table summarizes the current conditions (2024) and there were some facilities with significant aging infrastructure that will need to be addressed over the next 10 years.

Table 3.7
Current (2024) Facility Condition Indexes

Facility	Status (Leased/Owned)	Year Constructed	Age	Area (SF)	Facility Replacement Value (FRV)	FRV ($/SF)	Deferred Maintenance Value	FCI
Palmer Lake Library	Leased	1982	42	1,574	$135,742	$86	$54,607	0.402
Antlers Garage Facade	Owned	1968	56	1,000	$607,913	$608	$222,725	0.366
Old Colorado City	Owned	1904	120	4,909	$1,942,569	$396	$288,758	0.149
Monument Library	Leased	1995	29	7,536	$1,513,182	$201	$218,940	0.145
East Library	Owned	1986	38	70,153	$22,024,596	$314	$3,012,708	0.137
The Hall (KoC)	Owned	1928	96	11,988	$3,817,347	$318	$495,722	0.130
Penrose Carnegie Library	Owned	1968	56	78,831	$24,672,964	$313	$2,561,740	0.104
Ruth Holley Library	Leased	1978	46	10,469	$1,411,326	$135	$138,812	0.098
Library 21C	Owned	1985	39	115,058	$36,327,273	$316	$2,759,787	0.076
Sand Creek Library	Owned	1988	36	14,060	$4,907,056	$349	$355,626	0.072
Calhan Library	Owned	2006	18	2,400	$933,020	$389	$40,721	0.044
Rockrimmon Library	Leased	1985	39	8,668	$1,104,563	$127	$47,277	0.043
Fountain Library	Owned	1979	45	9,582	$3,367,531	$351	$107,147	0.032
Cheyenne Mountain Library	Leased	1985	39	8,900	$1,914,212	$215	$14,790	0.008
High Prairie	Owned	2010	14	6,008	$2,297,423	$382	$11,122	0.005
Ute Pass Library	Leased	1935	89	2,123	$301,296	$142	$-	0.000
Totals/Average			50	353,259	$107,278,012	$290	$10,330,482	**0.096**

20-Year Facility Capital Forecast

The consultant team created a forecast for PPLD facilities over the next 20 years (Figure 3.13). This chart shows the forecasted annual spending and average spending for the facilities in the current PPLD portfolio. It illustrates the current and future states of the modeled capital expenditure required for the facilities. It validates the FCA observed conditions, provides insight into future capital spending requirements, and informs the acceptable level of deferred maintenance and prioritization of spending in future years. It is important to note that the chart below illustrates the conditions to address "all" deferred maintenance and does not reference a target of annual deferred maintenance

to carry as backlog for the facilities. Again, the deferred maintenance target for the individual facilities is 10%, or an FCI of 0.10.

The forecast shows the projected average (orange) and annual (blue) spending to address all of the facility deferred maintenance over the next 20 years. The 10-Year budget planning window at the bottom left of the figure shows the amount of deferred maintenance that is projected to occur over the next 10 years, totaling $20.7M. The goal of this effort is to develop a prioritized 10-year budget forecast to keep the deferred maintenance around a level of 10% or an FCI of 0.10. Based on the facility replacement values the deferred maintenance should always be at or less than $10.7M.

Figure 3.13 **20-Year Facility Capital Forecast (FCI = 0.0)**
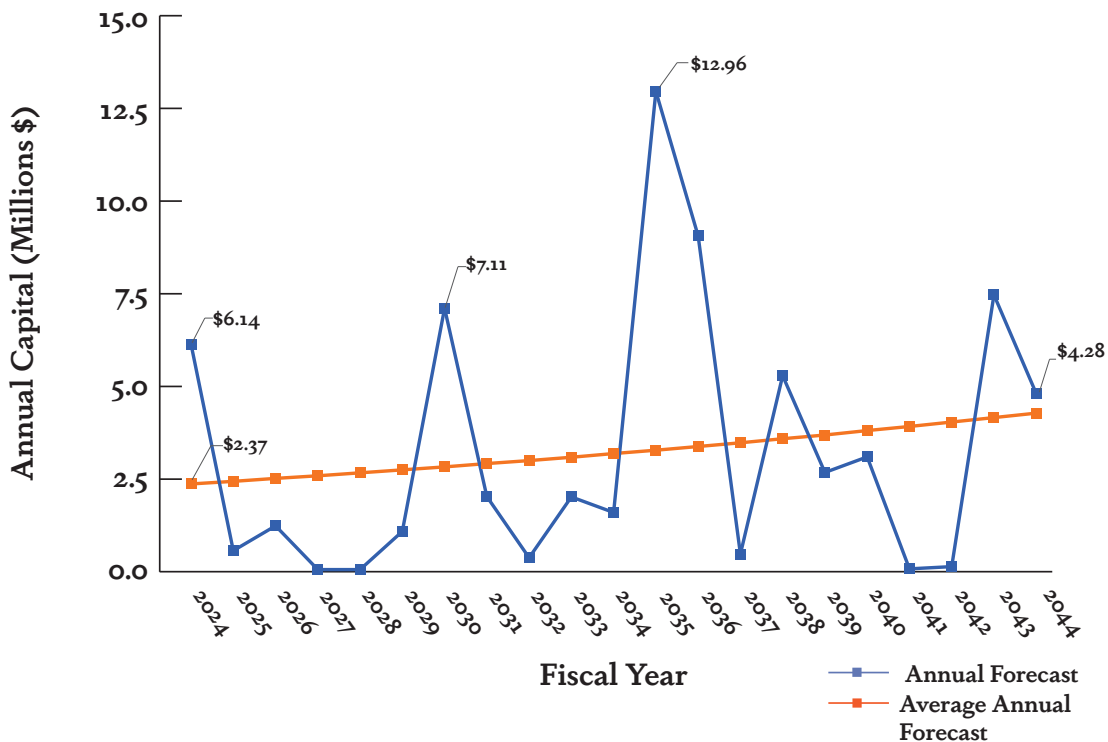
Total Deferred Maintenance Cost by Facility

Figure 3.14 shows the 10-year forecast of deferred maintenance by facility. The larger owned facilities, 21C, East, and Penrose/Carnegie account for ~$15M (72%) of the total deferred maintenance ($20.7M) over the next 10 years. The smaller and leased facilities account for ~$5.7M (28%) of the total deferred maintenance.

Figure 3.14 Total Deferred Maintenance Cost by Facility 10-Year Projection

PPLD Facility

Facility	Cost
Library 21C	$6,373
Penrose Carnegie Library	$5,281
East Library	$3,420
Sand Creek Library	$764
Fountain Library	$714
Ruth Holley Library	$686
Cheyenne Mountain	$633
Old Colorado City	$619
The Hall (KoC)	$614
Monument Library	$552
Antlers Garage Facade	$297
Rockrimmon Library	$260
Calhan Library	$164
Palmer Lake Library	$155
Ute Pass Library	$154
High Prairie	$37

10-Year Projected Deferred Maintenance Cost (Thousands $)

Total Deferred Maintenance Cost by Deficiency Category

Table 3.8 shows the 10-year forecast of deferred maintenance by deficiency category. A majority of the deferred maintenance in both the number of issues and forecast cost are due to aging equipment and systems (lifecycle). The lifecycle category accounts for $19.6M (94.7%) of the total deferred maintenance over the next ten years. The high number of lifecycle category deferred maintenance items indicates that the maintenance staff is doing a good job keeping up with routine maintenance and a majority of the items are due for replacement based on systems and equipment age. The remaining categories account for $1.1M (5.3%) of the deferred maintenance.

Table 3.8 Deferred Maintenance Forecast by Deficiency Category - 10-Year Projection

Deficiency Category	No. of Deficiencies	% of Deficiencies	10-Year Forecasted Cost	% of Forecast Cost
Lifecycle	214	64.5%	$19,630,400	94.7%
Deficiency	79	23.8%	$569,563	2.7%
Maintenance	13	3.9%	$154,173	0.7%
Safety	11	3.3%	$193,896	0.9%
Codes & Standards	8	2.4%	$69,105	0.3%
Testing	3	0.9%	$50,490	0.2%
Abandoned	2	0.6%	$39,270	0.2%
ADA	2	0.6%	$16,320	0.1%
Totals	332	100.0%	$20,723,217	100.0%

Figure 3.15 Total Deferred Maintenance Cost by System Group 10-Year Projection

10-Year Projected Deferred Maintenance Cost (Thousands $)
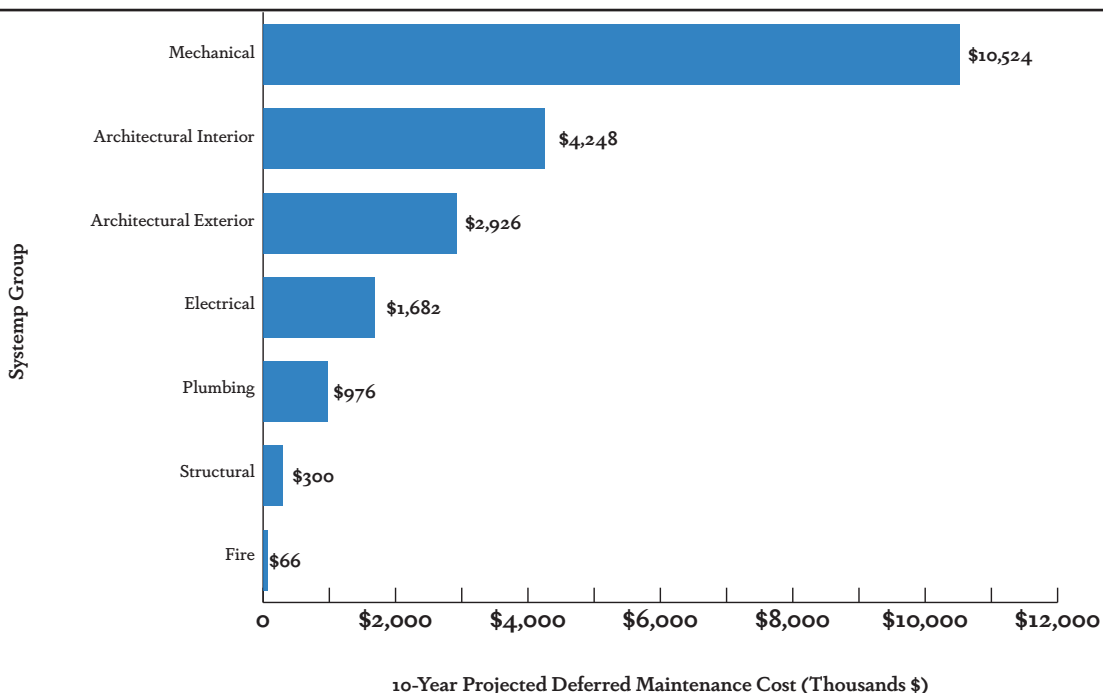
10-Year Capital Budget Forecast

The consultant team developed a 10-year prioritized capital plan to forecast future facility needs over the next decade. The goal of the plan is to keep each of the facilities at an FCI target of 0.10 (10% deferred maintenance) over the next 10 years.

The results of the budget analysis shown in Figure 3.16 illustrate an annual capital forecast to address deferred maintenance over the next 10 years of $1.2M dollars per year. The chart shows the fluctuations of the FCI over the budget period, the goal of the budget is at the end of th period to have an FCI of 0.10 in 2034. The annual budget was prioritized to determine the order in which the deferred maintenance should be addressed.

A ranking strategy was created by evaluating the requirement (deficiency) category, the requirement priority, and the system condition rating.

Based on the ranking strategy each requirement was assigned a rank in the prioritized budget forecast. Appendix D - FCA Prioritized Requirements contains a complete list of the requirements for the next ten years with a calculated priority and proposed budget year. The total capital budge forecast is ~$12M over the next ten years. This funding level includes an inflation rate of 3% per year and an additional 10% contingency to account for any soft costs or costs due to unknown construction conditions.

By leveraging insights from the FCA and utilizing the FCI scale, the report provides a comprehensive assessment of facility conditions, enabling informed decision-making and prioritization of deferred maintenance and improvement efforts.

Figure 3.16 10-Year Capital Budget Forecast and Impact on FCI
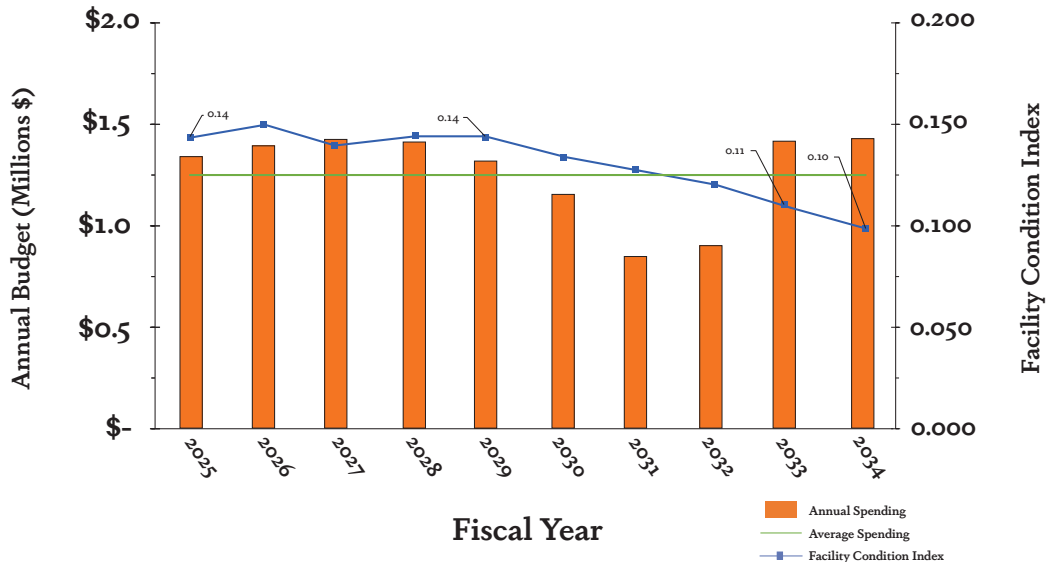
Budget Forecast by Facility - 10-Year Projection

Table 3.9 shows the 10-year budget forecast of deferred maintenance by facility. A majority of the deferred maintenance $9.48M (78.8%) occurs in the three largest owned facilities, 21C, East, and Penrose/Carnegie. The remainder of the budget $2.56M (21.2%) is spread across the remaining smaller facilities that are either leased or owned. These results are in alignment with the observed conditions of the assessed systems at each of the facilities.

The consultant has prepared supplemental report information not included in the appendices due to the size and format of the data and information. The supplemental information delivered under separate cover includes the following folders:

- Asset Detail Report
- Systems Report
- Requirements Report
- System Condition Index Report
- Facility Renewal Forecast
- Funding Impact on FCI
- 10-Year Capital Budget
- Energy Report
- FF&E Report
- All Software Fields

These files are delivered in both Portable Document Format (.pdf) and Microsoft Excel (.xlsx) file formats for PPLD's use.

Table 3.9
Budget Forecast by Facility - 10-Year Projection

Facility	Status (Leased/Owned)	Year Constructed	Age	Area (SF)	Facility Replacement Value (FRV)	FRV ($/SF)	Deferred Maintenance Value	FCI
Palmer Lake Library	Leased	1982	42	1,574	$135,742	$86	$54,607	0.402
Antlers Garage Facade	Owned	1968	56	1,000	$607,913	$608	$222,725	0.366
Old Colorado City	Owned	1904	120	4,909	$1,942,569	$396	$288,758	0.149
Monument Library	Leased	1995	29	7,536	$1,513,182	$201	$218,940	0.145
East Library	Owned	1986	38	70,153	$22,024,596	$314	$3,012,708	0.137
The Hall (KoC)	Owned	1928	96	11,988	$3,817,347	$318	$495,722	0.130
Penrose Carnegie Library	Owned	1968	56	78,831	$24,672,964	$313	$2,561,740	0.104
Ruth Holley Library	Leased	1978	46	10,469	$1,411,326	$135	$138,812	0.098
Library 21C	Owned	1985	39	115,058	$36,327,273	$316	$2,759,787	0.076
Sand Creek Library	Owned	1988	36	14,060	$4,907,056	$349	$355,626	0.072
Calhan Library	Owned	2006	18	2,400	$933,020	$389	$40,721	0.044
Totals/Average			50	353,259	$107,278,012	$290	$10,330,482	0.096

3.5.6 Energy Analysis

In conjunction with the FCA, a cursory energy assessment was performed on the facilities. The scope of this effort specifically excluded energy auditing of the facilities. Utility bill analysis, payback calculations (returns on investment [ROIs]), nor any other detailed energy analysis were performed on the facilities. The goal of this effort was to review PPLD-provided information, document energy measures observed in the facilities, and review control systems at Penrose, East, and 21C. The consultant team compiled a list of potential energy measures with an opinion of probable cost to either study and/or implement the measure. This analysis will help PPLD staff develop an energy master plan, define future energy projects, and implement the necessary steps to reduce energy consumption, utility costs, carbon footprint, and ensure regulatory energy compliance.

The FCA energy assessment included the following three tasks:

1. Reviewing the previous energy reports provided by PPLD, including the following:

   a. Walk-Through Audit Service: East Library (July 18, 2005, Colorado Springs Utilities).

   b. Walk-Through Audit Service: Penrose Library (March 30, 2006, Colorado Springs Utilities).

   c. Energy Audit Service: 1175 Chapel Hills Road (Library 21C) (November 1, 2012, Colorado Springs Utilities)

   d. While the reports are more than a decade old, they contain energy recommendations that are still relevant to East Library, Penrose Library, and Library 21C. The consultant team reviewed the documents and created a list of energy measures that are still pertinent to reduce the current energy consumption and utility costs at these facilities.

2. The consultant team documented energy measures at each of the facilities during the FCA site visits. These measures were documented with a brief description of the measure or the next steps to further understand the measure. An opinion of probable cost to implement the measure or define the next steps is included with each opportunity.

3. The consultant team performed a cursory review of the facility controls at East Library, Penrose Library, and Library 21C. These facilities had full or partial building automation systems (BAS) controlling the systems and equipment. The consultant team reviewed the control screens and discussed the operations of the controls with PPLD staff. When control systems are not operating properly, operations and maintenance staff can struggle with troubleshooting efforts, energy use can increase, and equipment and systems can prematurely degrade. The consultant team documented control issues and recommended measures with opinions of cost to remedy the deficiencies.

The energy measures from the three tasks were added to the list of energy measures.

Currently there is one known regulatory compliance issue concerning LED lighting that PPLD will need to address in the current year (2024). Recently the Colorado Legislature passed Colorado House Bill (HB) 23-1161, Section 8, establishing the Clean Lighting Act to phase out the sale of general-purpose fluorescent light bulbs that contain mercury. With certain exceptions, on and after January 1, 2025, a person shall not manufacture, distribute, sell, or offer for sale in Colorado any linear florescent lamp or compact fluorescent lamp. Based on the Clean Lighting Act, PPLD will need to evaluate the current lighting systems and develop a strategy to upgrade or replace fluorescent lighting systems or lamps in some of its facilities. While this is an act to address the environmental impact of mercury, there are also potential reductions in energy and maintenance savings based on the regulation. The LED lighting measures were captured and added to the list of energy measures.

Table 3.10, Energy Assessment Findings, shows the summary of each of the 47 identified measures along with an opinion of cost and a priority for the measure. The total opinion of cost for all of the measures is $1.95M. The table can be summarized by three categories: lighting measures (Category 1); RCx (Retro Comissioning), energy audit and test, adjust, and balance (TAB) measures (Category 2); and other measures (Category 3).

Table 3.10
Energy Assessment Findings

No.	Facility	Energy Measure	Category	Opinion of Probable Cost	Priority	Category
1	Palmer Lake Library	Replace Window AC units (Dx Cooling only)	3	$15,628	03 - Low	3
2	Palmer Lake Library	Provide Programmable Thermostats (Baseboard)	3	$1,288	01 - High	3
3	Palmer Lake Library	Upgrade Lighting Fixtures/Controls to LED	1	$5,509	01 - High	1
4	Monument Library	Replace Single-Pane Windows	3	$128,520	03 - Low	3
5	Monument Library	Evaluate Energy Billing - Electrical	3	$800	01 - High	3
6	Monument Library	Upgrade Lighting Fixtures/Controls to LED	1	$26,376	01 - High	1
7	Library 21C	Upgrade Lighting Fixtures/Controls to LED	1	$402,703	01 - High	1
8	Library 21C	Troubleshoot and Correct Baseboard Controls	3	$3,500	01 - High	3
9	Library 21C	Troubleshoot and Correct Lighting Controls	3	$2,500	01 - High	3
10	Library 21C	Provide RCx, Energy Audit, TAB	2	$182,587	01 - High	2
11	Library 21C	Variable Volume Pumping - HHW	3	$8,000	01 - High	3
12	Library 21C	Return Air Path Corrections (AHU-3, AHU-4, AHU-6)	3	$7,200	01 - High	3
13	Library 21C	Variable Volume Pumping - CHW	3	$6,000	02 - Medium	3
14	Library 21C	Night Setback Schedules - Facility	3	$2,400	01 - High	3
15	Library 21C	Update Controls Graphics - Facility	3	$5,600	02 - Medium	3
16	Library 21C	Variable Volume Air Flow - AHUs	3	$16,000	01 - High	3
17	Rockrimmon Library	Upgrade Lighting Fixtures/Controls to LED	1	$30,338	01 - High	1
18	Calhan Library	Upgrade Lighting Fixtures/Controls to LED	1	$8,400	01 - High	1
19	Calhan Library	Correct Lighting Controls	3	$500	01 - High	3
20	East Library	Supply Temperature Reset - HHW	3	$2,400	01 - High	3
21	East Library	Troubleshoot and Correct Baseboard Controls	3	$3,500	02 - Medium	3
22	East Library	Repair/Install Operable Window Shades	3	$40,392	02 - Medium	3
23	East Library	Provide RCx, Energy Audit, TAB	2	$122,216	01 - High	2
24	East Library	Upgrade Lighting Fixtures/Controls to LED	1	$245,536	01 - High	1
25	East Library	Correct Variable Volume Air Flow - VAV Boxes	3	$8,800	01 - High	3
26	East Library	Simultaneous Heating & Cooling - VAV & Baseboard	3	$3,200	01 - High	3

Table 3.10
Energy Assessment Findings, continued

No.	Facility	Energy Measure	Category	Opinion of Probable Cost	Priority	Category
27	East Library	Correct Fan Sequences - AHUs / VFDs	3	$5,200	01 - High	3
28	East Library	Demand Control Ventilation Corrections ? AHU-10	3	$5,600	01 - High	3
29	East Library	Night Setback Schedules - Facility	3	$2,400	01 - High	3
30	East Library	Space Temperature Corrections - VAVs	3	$3,200	01 - High	3
31	East Library	Update Controls Graphics - Facility	3	$5,600	02 - Medium	3
32	Ruth Holley Library	Upgrade Lighting Fixtures/Controls to LED	1	$36,642	01 - High	1
33	Cheyenne Mountain Library	Upgrade Lighting Fixtures/Controls to LED	1	$31,150	01 - High	1
34	Old Colorado City Library	Upgrade Lighting Fixtures/Controls to LED	1	$17,182	01 - High	1
35	Sand Creek Library	Upgrade Lighting Fixtures/Controls to LED	1	$49,210	01 - High	1
36	Fountain Library Energy	Upgrade Lighting Fixtures/Controls to LED	1	$33,537	01 - High	1
37	Penrose/Carnegie Library	Upgrade Lighting Fixtures/Controls to LED	1	$275,909	01 - High	1
38	Penrose/Carnegie Library	Provide Additional VFD	3	$11,713	03 - Low	3
39	Penrose/Carnegie Library	Provide RCx, Energy Audit, TAB	2	$128,247	01 - High	2
40	Penrose/Carnegie Library	Update Controls Graphics - Facility	3	$5,600	02 - Medium	3
41	Penrose/Carnegie Library	Night Setback Schedules - Facility	3	$2,400	01 - High	3
42	Penrose/Carnegie Library	Simultaneous Heating & Cooling & Economizer - AHU-2	3	$3,200	01 - High	3
43	Penrose/Carnegie Library	Correct Operating Parameters - RTU-2	3	$2,400	01 - High	3
44	Penrose/Carnegie Library	Space Temperature Corrections - AHUs & VAVs	3	$8,400	01 - High	3
45	Penrose/Carnegie Library	Correct Garage Area HVAC - MAU-1	3	$1,600	02 - Medium	3
46	The Hall (KoC)	Upgrade Lighting Fixtures/Controls to LED	1	$41,958	01 - High	1
47	Antlers Facade Parking Structure	Upgrade Lighting Fixtures/Controls to LED	1	$3,500	01 - High	1
Total:				**$1,954,541**		

AHU: air handling unit, CHW: chilled water, HHW: heating hot water, MAU: makeup air unit, RTU: rooftop unit, VAV: variable air volume, VFD: variable frequency drive

Category	Facility	Energy Measure	Opinion of Probable Cost	%
1	All Facilities	Upgrade Lighting Fixtures/Controls to LED	$1,207,950	61.8%
2	All Facilities	Provide RCx, Energy Audit, TAB	$433,050	22.2%
3	All Facilities	Other Measures	$313,541	16.0%
Total:			**$1,954,541**	

Category 1, Upgrade Lighting Fixtures/Controls to LED, includes measures to upgrade the lighting fixtures based on the Colorado HB23-1161, Section 8. While this is a regulatory requirement, it is listed under the energy audit as an opportunity to reduce electric utility costs. The opinion of probable cost to implement the lighting upgrades at the facilities is $1.2M. With HB23-1161 going into effect on January 1, 2025, the lighting upgrades are a high priority to PPLD. The lighting projects are excluded from the FCA results, making this a separate cost from the FCA results. PPLD should evaluate the best option to comply with the bill moving forward. The consultant team recommends calculating and tracking the energy savings based on the LED lighting measures.

Category 2, Provide RCx, Energy Audit, TAB, focuses on the three larger facilities that have significant energy opportunities due to the facility size and the presence of building automation systems (electronic controls). This measure is to perform simultaneous retro-commissioning, energy auditing, and TAB of the building systems. This effort includes a thorough review of the occupancy, use, controls, setpoints, sequences of operations, energy use, and operating parameters. The project would include TAB of the HVAC and hydronic systems along with controls testing and validation with a licensed controls contractor. It includes performing energy calculations for savings and reviewing past energy reports for opportunities to save on utility consumption, costs, and reduce the facility's carbon footprint. The cost for the three facilities is $433k and includes Library 21C, East Library, and Penrose Library. Based on the energy assessment, these facilities present the largest opportunities for energy savings when compared to the other facilities. The cost is to establish a facility baseline and determine which measures should be developed into projects based on energy savings. As a starting point for the energy audit, the consultant team recommends utilizing this report and the original Colorado Springs Utilities (CSU) reports with previously identified energy measures. The consultant team recommends coordinating all energy measures

with the replacement of systems or components based on condition and lifecycle (age) to minimize the cost of implementation. These items are in addition to the FCA costs.

Category 3: Includes a list of all energy measures identified during the assessments at each facility, including the control system reviews at the larger facilities. The estimated cost for these measures is $315k. These measures are individually listed for each facility. If PPLD chose to implement the Category 2 items at any of the three larger facilities; 21C, East, and Penrose, the energy measures for those facilities would be removed from the Category 3 measures list. There is redundancy between the Category 2 and Category 3 measures for the larger facilities. The estimated cost of the Category 3 measures for the three larger facilities; 21C, East, and Penrose is $167k and for the remaining Facilities is $147k .

A full list of the measures with descriptions is located in Appendix E – Energy Assessment Findings. Energy savings, paybacks, and return on investment calculations were not performed nor validated for the identified measures. Many of the measures do not include construction costs but do include the costs to evaluate and define the measure.

LIBRARY ASSESSMENTS
LIBRARY INSIGHTS: ASSESSMENTS & RECOMMENDATIONS FOR PROGRESS

This chapter offers a detailed overview of the current state of each library and outlines key observations and recommendations identified through the assessments defined in previous chapters. By synthesizing the findings from both types of assessments, Chapter 4 provides valuable insights into the facilities' physical conditions, program offerings, and areas for improvement, serving as a crucial reference for informing future planning and development initiatives within PPLD.

4.1 LIBRARY ASSESSMENTS OVERVIEW

Common themes that arose during individual facility visits from a program assessment perspective were as follows:

- **Open Hours**: Community member feedback highlighted the importance of library operating hours in meeting the needs of patrons, with considerations for accommodating diverse schedules and access preferences.

- **Community Programs**: Insights gathered underlined the significance of community-centric programs and events hosted by the library, emphasizing the role of such initiatives in fostering engagement, learning, and social connections within the community.

- **Staffing Deficiencies**: Staff and community interviews revealed challenges related to staffing levels, highlighting the importance of adequate staffing to ensure efficient library operations and quality of service.

- **Book Selection and Availability**: Community feedback reflects preferences and expectations regarding the library's book collection, including diversity, relevance, and availability of materials to cater to varied interests and information needs.

- **Facility Size**: Facility assessments considered whether spaces were adequate for accommodating programs, collections, and patron activities, with attention to optimizing the use of available space and addressing any limitations or constraints.

- **Accessibility to Resources**: Both staff and community interviews highlight the importance of enhancing accessibility to resources such as maker spaces, computers, and various technology tools, acknowledging their role in promoting creativity and skill development among library users.

PIKES PEAK LIBRARY DISTRICT
AT A GLANCE

PALMER LAKE LIBRARY

MONUMENT LIBRARY

CALHAN LIBRARY

ROCKRIMMON LIBRARY

LIBRARY 21C

HIGH PRAIRIE LIBRARY

UTE PASS LIBRARY

EAST LIBRARY

MANITOU SPRINGS LIBRARY

PENROSE LIBRARY

RUTH HOLLEY LIBRARY

OLD COLORADO CITY LIBRARY

SAND CREEK LIBRARY

CHEYENNE MOUNTAIN LIBRARY
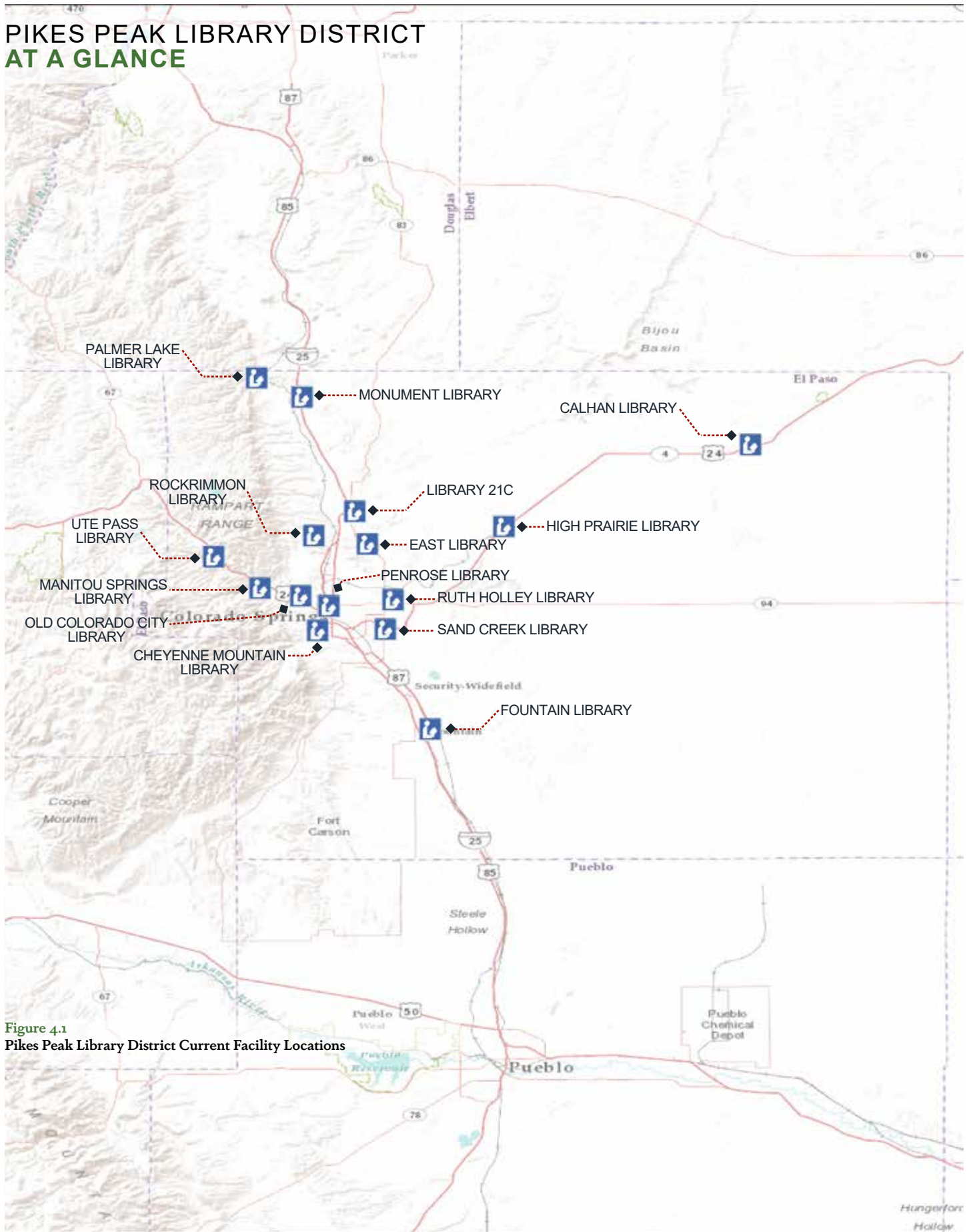
FOUNTAIN LIBRARY

Figure 4.1
Pikes Peak Library District Current Facility Locations

CALHAN LIBRARY

8,266
Population within a 15-minute drive

539
User base within a 15-minute drive

427
User registrations

389
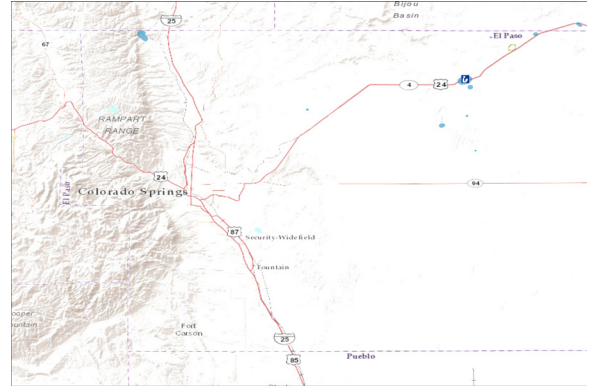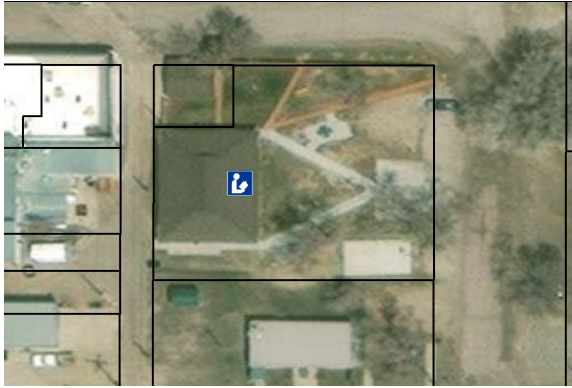User "last checkouts"

13
Average busyness index

0.04
FCI

Calhan Library originally opened in 1977 but closed in 1982. It was reopened in 2019 in a pre-existing, 2,400-square-foot facility built in 2006, which is owned by the Pikes Peak Library District.

Library Services Overview

Key Programmatic Issues	• Children and teen programming • Inconvenient hours • Staffing deficiency/weather closures
Key Condition Issues	1. **Lifecycle:** • Electrical: fire alarm, alarm, internet renewal • Roof coverings and openings Renewal 2. **Deficiency:** • Investigate/repair foundation • Repair and repaint damaged ceiling • Repair roofing - ridge cap • Repair/eliminate water infiltration • Replace unit heaters 3. **Codes and Standards** • Provide fire protection

4.1.1 Program Site Findings

• The facility would benefit from an unstaffed controlled access self-serve mode, allowing access to the facility during unstaffed hours.

4.1.2 Facility Condition Assessment Findings

• This owned facility is in excellent condition. There is currently little deferred maintenance to be performed.

• Recommend repairing the listed deficiencies that will further deteriorate the systems and increase capital costs if not remedied. These items include roof repairs and water infiltration.

• Recommend addressing items in the long-range, 10-year capital plan that includes budget years 2026 through 2034. These items include capital replacement of HVAC, plumbing, architectural interiors, architectural exteriors, and roofing. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

CHEYENNE MOUNTAIN LIBRARY

293,987
Population within a 15-minute drive

44,485
User base within a 15-minute drive

9,683
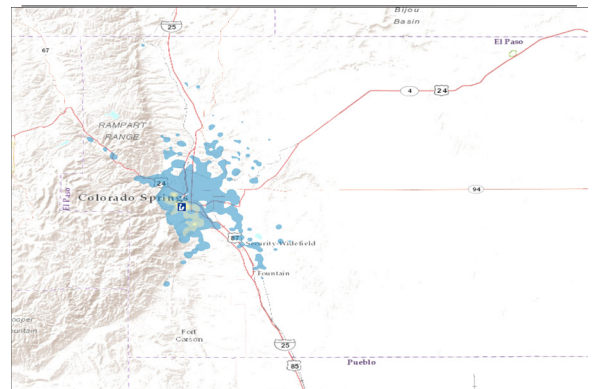User registrations

6,500
User "last checkouts"

4
Average busyness index

0.01
FCI

The Cheyenne Mountain Library was opened in 1993, replacing the Broadmarket Square Library. The library is housed in a 8,900-square-foot facility that was built in 1985 and is leased to Pikes Peak Library District.

Library Services Overview

Key Programmatic Issues	• Inconsistent hours of operation • Desire for Wednesday hours • Desire for maker spaces • Book selection • Facility size
Key Condition Issues	**1. Deficiency:** • Book drop openings are leaking • Corroding exterior windows • Exterior door seals • Rusted stub out

4.1.3 Program Site Findings

• The Cheyenne Mountain Library is a busy location that requires more space. It would be preferable to move from a leased facility, but finding alternatives in this area is challenging. Although high operational costs might suggest closure in a level-funding scenario, nearby alternatives would not effectively serve existing users, which makes closure less likely.

4.1.4 Facility Condition Assessment Findings

• The leased facility is in excellent condition with minimal deferred maintenance. However, we recommend addressing identified issues to prevent further system deterioration and increased capital costs. These issues include door seals and water infiltration in the book drop.

• Address items in the 10-year capital plan (2026-2034), including HVAC, plumbing, interiors, electrical, and roofing replacements. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

EAST LIBRARY

402,045
Population within a 15-minute drive

70,829
User base within a 15-minute drive

33,582
User registrations
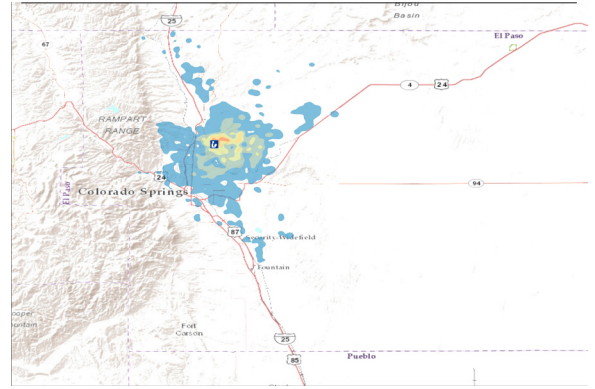
21,475
User "last checkouts"

7
Average busyness index

0.12
FCI

The East Library was opened in 1987. The library is housed in a 70,153-square-foot facility that was built in 1986 and is owned by Pikes Peak Library District.

Library Services Overview

Key Programmatic Issues	• Improve layout and staff spaces • Enhance bookshelf display/service points • Meeting room scheduling/dividers • Reconfigure adolescent/teen spaces • Provide quiet, spacious seating/study areas • Add outdoor furniture • Address parking lot insufficiency • Expand/upgrade sorting system
Key Condition Issues	1. **Safety** • Electrical maintenance on exit/emergency lights • Investigate Fire Department Connection (FDC) fail 2. **Lifecycle** • Fan coil unit - FCU-1 renewal 3. **Deficiency** • Clean/repair unit heaters • Divert drainage under reading terrace • Provide isolation valves (HHW & CHW) • Repair and caulk all windows • Repair and repaint walls • Repair hard lid ceiling • Repair restroom tiles • Repair terrace slab • Replace ceiling tiles where needed • Replace/repair exhaust fans 4. **Maintenance** • Electrical maintenance on disconnect switches • Electrical maintenance on main switchboard • Electrical maintenance on Motor Control Centers (MCC) • Electrical maintenance on panel boards 5. **Testing** • HHW & CHW piping condition

4.1.5 Program Site Findings

• East Library's design and layout are inefficient, requiring a renovation or rethinking of both public and staff spaces to improve usability and efficiency. A more intuitive layout, streamlined public spaces, and reorganized staff areas are needed.

• The library has untapped potential in its views, size, and location. Renovations could better utilize these assets and enhance outdoor spaces for community use.

4.1.6 Facility Condition Assessment Findings

• This owned facility is in good condition but has some deferred maintenance that needs to be addressed to meet the FCI target of 0.10. Prioritize safety-related deficiencies.

• Address long-range capital needs from 2026-2034, including HVAC, architectural interiors, elevator, and fire systems. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

FOUNTAIN LIBRARY

128,684
Population within a 15-minute drive

9,225
User base within a 15-minute drive

6,462
User registrations

2,684
User "last checkouts"

10
Average busyness index

0.03
FCI

The Fountain Library was constructed and opened in 2006. The library is housed in a 9,582-square-foot facility that Pikes Peak Library District owns.

Library Services Overview

Key Programmatic Issues	• Accessibility concerns, particularly with doors and pavement • Desire for more pods and fewer study rooms • Desire for better outdoor space and improved facility maintenance • More sounds/noise mitigation needed (acoustic panels and treatments)
Key Condition Issues	**1. Deficiency** • Adjust door, frame, and closer • Caulk foundation joint • Investigate slab settlement • Mitigate flange rust and spalling • Repair crack in gyp board • Replace damaged tile • Replace eroding scupper • Replace missing strainer • Route water away from the foundation **2. Maintenance** • Perform disconnect maintenance • Perform panel board maintenance **3. Testing** • Investigate temperature differences

4.1.7 Program Site Findings

• Fountain Library is probably the facility in least need of changes or significant updates. It is serving its users well, especially relative to other PPLD outlets.

4.1.8 Facility Condition Assessment Findings

• This owned facility is in excellent condition. There is currently little deferred maintenance to be performed. Recommend repairing the listed deficiencies that will further deteriorate the systems and increase capital costs if not remedied. These items include the deficiencies, routing water away from the foundation, and caulking the foundation.

• Recommend addressing items in the long-range, 10-year capital plan that includes budget years 2026 through 2034, These items include capital replacement of HVAC, plumbing, architectural interiors, architectural exteriors, and roofing. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

HIGH PRAIRIE LIBRARY

291,480
Population within a 15-minute drive

37,926
User base within a 15-minute drive

7,958
User registrations

3,926
User "last checkouts"

3
Average busyness index

0.00
FCI

The High Prairie Library is a 6,008-square-foot facility owned by Pikes Peak Library District that has been serving the community since its opening in 2010.

Library Services Overview

Key Programmatic Issues	• Facility size is too small • Desire for improved space aesthetic • Lack of staff bathrooms and space
Key Condition Issues	**1. Safety** • Chrome ceiling fan blades cause sun strobe effect **2. Deficiency** • Investigate heating issue in safety area • Vinyl laminate flooring separating

4.1.9 Program Site Findings

• This facility is the most undersized for its usage and given growth in the area is a critical priority for significant expansion. Ultimately this building needs to be at least three times its current size.

4.1.10 Facility Condition Assessment Findings

• This owned facility is in excellent condition. There is currently little deferred maintenance to be performed. We recommend evaluating the listed deficiencies to repair the items that will further deteriorate the systems leading to increased capital costs if not remedied. These items include roof vinyl flooring repairs.

• Recommend addressing items in the long-range, 10-year capital plan that includes budget years 2026 through 2034, These items include capital replacement of HVAC, plumbing, and electrical systems. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

LIBRARY 21C

374,228
Population within a 15-minute drive

68,783
User base within a 15-minute drive

25,639
User registrations

12,959
User "last checkouts"

9
Average busyness index

0.06
FCI

Library 21C was opened in 2014. The library is housed in a 115,058-square-foot facility that was built in 1985 and is owned by Pikes Peak Library District.

Library Services Overview

Key Programmatic Issues	• Break room location is far from staff work location • Staff do not have enough private spaces for their breaks • Checkout desks are too small • Patron flow is confusing • Community rooms are not set up for power outlets • Need for better signage/wayfinding
Key Condition Issues	**1. Safety** • Spare circuit breakers turned off **2. Deficiency** • Caulk storefront glass • Domestic hot water (DHW) piping modifications • Investigate and repair ceiling below balcony • Investigate return air issue • Repair and repaint walls • Repair backflow preventer • Repair balcony rooftop • Repair condenser fins • Repair EPD at joints • Repair exterior brick veneer • Repair facade at skylight • Repair interior doors • Repair roof flashing • Replace ceiling tiles

4.1.11 Program Site Findings

- Library 21C needs enhanced displays and book access at entrance points, improved wayfinding and signage, and increased visibility and access to creative spaces.

- Consider lower-density shelving for 2nd floor to accommodate additional books.

- If the Rockrimmon Library closes, Library 21C's usage will likely increase, demanding more collections, services, and youth space. Adjustments to infrastructure and staffing may be required to meet this potential rise in demand.

4.1.12 Facility Condition Assessment Findings

- This owned facility is in excellent condition with minimal deferred maintenance. To prevent further system deterioration and increased capital costs, we recommend addressing deficiencies such as caulking, roof repair, and electrical safety issues.

- The 10-year capital plan (2026-2034) should cover major replacements and updates for HVAC, plumbing, architectural interiors and exteriors, and electrical systems. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

MANITOU SPRINGS LIBRARY

155,453
Population within a 15-minute drive

23,655
User base within a 15-minute drive

1,854
User registrations

689
User "last checkouts"

7
Average busyness index

The Manitou Springs Library, opened in 2021, operates as part of a partnership with the Manitou Art Center. This facility is leased by the District, fostering a collaborative environment between the library and the art center to serve the community.
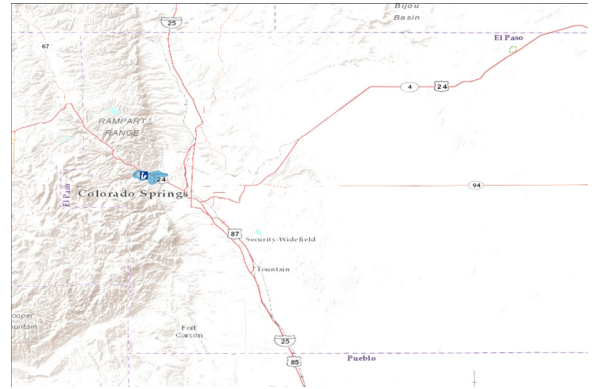
Library Services Overview

Key Programmatic Issues	• N/A
Key Condition Issues	• N/A

4.1.13 Program Site Findings

- This site was not assessed since it is temporary, the original Carnegie Library is being renovated but was not assessed during this stage.

4.1.14 Facility Condition Assessment Findings

- This facility was removed from the scope of work by PPLD staff. FCA assessment was not performed.

MONUMENT LIBRARY

996,360
Population within a 15-minute drive

17,744
User base within a 15-minute drive

10,804
User registrations

4,760
User "last checkouts"

5
Average busyness index

0.15
FCI

Originally opened in 1975, the Monument Library relocated to a larger space in 1999. It now occupies a 7,536-square-foot facility that is leased to Pikes Peak Library District.

Library Services Overview

Key Programmatic Issues	• Desire for computers to be in a more private area • Desire for more study/community rooms • Staff space is too small • Desire for increased security in staff spaces • The facility is too small for the population it serves
Key Condition Issues	**1. Deficiency** • Relocate thermostat • Replace/repair interior doors • Replace vinyl flooring

4.1.15 Program Site Findings

• Monument Library is the second-most undersized facility after High Prairie Library, indicating a need for more space. Given that it's in a leased building, it might be beneficial to consider relocating to a larger, owned facility in the future.

4.1.16 Facility Condition Assessment Findings

• This leased facility is in good condition. There is currently some deferred maintenance to address to meet the FCI target of 0.10. We recommend prioritizing the repair of the listed deficiencies by addressing the most critical issues first.

• Recommend addressing items in the long-range, 10-year capital plan that includes budget years 2026 through 2034, These items include capital replacement of HVAC, plumbing, architectural interiors, architectural exteriors, and electrical. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

OLD COLORADO CITY LIBRARY

307,192
Population within a 15-minute drive

47,484
User base within a 15-minute drive

4,886
User registrations

1,982
User "last checkouts"

8
Average busyness index

0.15
FCI

Reopened in 2007, the Old Colorado City Library is located in a historic building originally constructed in 1904 (as Woods Free Library) and renamed as West End Library in 1917. After undergoing significant renovation, this 4,909-square-foot facility is now owned by Pikes Peak Library District.

Library Services Overview

Key Programmatic Issues	• Lack of quiet space • Very insufficient staff space • No early literacy space • Inadequate programming space • Temperature zoning/control • Have a hard time storing odd-shaped books
Key Condition Issues	**1. Deficiency** • Caulk seals on elevator glass • Retrofit LED lights

4.1.17 Program Site Findings

- Old Colorado City Library is an important space not only for the local residents, but it also provides the traditional library space that some users strongly prefer. Its youth space needs more attention, but space and options are limited. Currently, Old Colorado City Library is not a candidate for expansion in the life of this plan.

4.1.18 Facility Condition Assessment Findings

- This facility is in good condition. There is currently some deferred maintenance to address to meet the FCI target of 0.10. We recommend prioritizing the repair of the listed deficiencies by addressing the most critical issues first.

- Recommend addressing items in the long-range, 10-year capital plan that includes budget years 2026 through 2034, These items include capital replacement of HVAC, plumbing, architectural interiors, architectural exteriors, and roofing. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

PALMER LAKE LIBRARY

53,521
Population within a 15-minute drive

9,129
User base within a 15-minute drive

162
User registrations

143
User "last checkouts"

9
Average busyness index

0.40
FCI

The Palmer Lake Library was officially opened in 1964, at the same time that Pikes Peak Regional Library District was established. The library moved to its current location in 1985. The district leases its facility, built in 1982, from the Town of Palmer Lake.
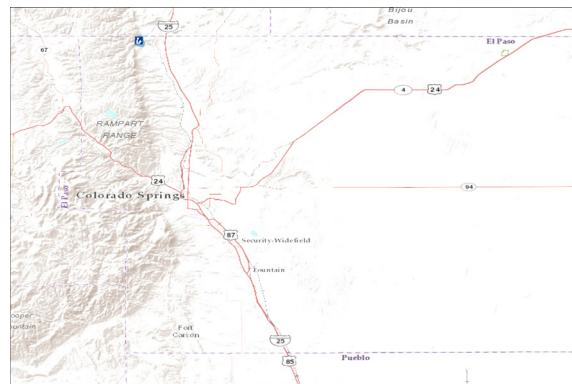
Library Services Overview

Key Programmatic Issues	• Lack of space for programs • The IT space is insufficient • Insufficient staff space • No program, meeting, or study space
Key Condition Issues	1. **Deficiency** • Repair baseboard finishes 2. **ADA** • Unisex restroom ADA compliance

4.1.19 Program Site Findings

- The facility would benefit from an unstaffed controlled access self-serve mode, allowing access to the facility during unstaffed hours.

4.1.20 Facility Condition Assessment Findings

- This leased facility is in poor condition. There is considerable deferred maintenance to address to meet the FCI target of 0.10. Note, this is a leased, smaller library, so the costs to reduce deferred maintenance are less than the larger facilities. We recommend prioritizing the repair of the listed deficiencies by addressing the most critical issues first.

- Recommend addressing items in the long-range, 10-year capital plan that includes budget years 2026 through 2034, These items include capital replacement of plumbing, and architectural interiors. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

PENROSE & CARNEGIE LIBRARY

424,208
Population within a 15-minute drive

67,734
User base within a 15-minute drive

19,505
User registrations

3,843
User "last checkouts"

11
Average busyness index

0.10 / 0.13
FCI *(THE HALL)*

Penrose and Carnegie Library, opened in 1968, is a 78,831-square-foot facility with sections built in 1905 and 1968. It underwent extensive renovation from 1995 to 1999 and is owned by Pikes Peak Library District.

Library Services Overview

Key Programmatic Issues	• Reconfigure teen area • Add more overflow shelving • Expand outdoor staff space/staff room • Enhance security • Address institutional feel of the library • Upgrade climate control/HVAC for Carnegie genealogy/local history building
Key Condition Issues	**1. Safety** • Install cover on meter sockets • Replace tritium exit signs • Deficiency • Investigate AHU-6 lack heat • Investigate and repair fire riser leak • Investigate cause of transformer noise • Investigate cause of water leak • Investigate fan running in manual mode • Replace damaged overhead garage door • Replace garage slab • Replace recirculating pump • Replace water meter • Reseal joint between wall panels • Attach meter to wall • Repair upper-level lighting • Replace damaged ceiling tile **2. Maintenance** • Perform maintenance on panels • Codes and standards • Install railing along loading dock • Provide electrical clearances per code • Perform maintenance on panels • Recondition inoperable Cabinet Unit Heater (CUH)

4.1.21 Program Site Findings

• Limited downtown parking and safety concerns.

• Security improvements may help but public perception uncertain.

• Explore mixed-use redevelopment with library anchor.

• Preserve historical significance of Carnegie section.

4.1.22 Facility Condition Assessment Findings

• The facility is in good condition. To maintain this standard, prioritize repairs on listed safety items and then address other deficiencies. The long-range capital plan (2026-34) should consider capital replacements for HVAC, plumbing, architectural interiors, and electrical systems. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

• The Hall is in good condition but requires deferred maintenance to meet the FCI target. Address the listed deficiencies, prioritizing those that need immediate attention and continued upkeep.

ROCKRIMMON LIBRARY

339,480
Population within a 15-minute drive

57,887
User base within a 15-minute drive

9,468
User registrations

3,616
User "last checkouts"

4
Average busyness index

0.04
FCI

The Rockrimmon Library was opened in 1989. The 8,668-square-foot facility has been leased by the Pikes Peak Library District since 1995.

Library Services Overview

Key Programmatic Issues	• No ADA entrance • No break room for staff • Concern about flooding • Parking is a big issue • Space too small for current usage
Key Condition Issues	**1. Lifecycle** • Replace restroom fixtures **2. Deficiency** • ADA improvements - entry • Repair drywall • Replace carpet - staff area **3. Maintenance** • Repair wall/ceiling • Codes and standards • Add point of use hot water heater

4.1.23 Program Site Findings

- Retaining walls around Rockrimmon Library cause flooding, increasing the risk of further damage/additional costs. This is not covered in the FCA.

- The library's 8,668 SF facility is too small for its high usage and has the highest operational costs per square foot in the system due to high lease expenses.

- Despite popularity, closure or relocation is recommended due to the above challenges.

- Nearby users can access other libraries easily, mitigating closure impact, given the high rate of car ownership in the area.

4.1.24 Facility Condition Assessment Findings

- This leased facility is in excellent condition with no deferred maintenance required to meet the FCI target of 0.10. Address any listed deficiencies, focusing on maintenance and minor issues first.

- Include in the long-range, 10-year capital plan (2026-2034) provisions for replacing architectural interiors, electrical systems, and plumbing. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

RUTH HOLLEY LIBRARY

446,225
Population within a 15-minute drive

58,691
User base within a 15-minute drive

7,360
User registrations

2,553
User "last checkouts"

8
Average busyness index

0.10
FCI

Ruth Holley Library was opened in 1987 and relocated in 2004. The library is housed in a 10,469-square-foot facility that was built in 1978 and is leased to Pikes Peak Library District.

Library Services Overview

Key Programmatic Issues	• Lack of quiet space • Very insufficient staff space • No early literacy space • Inadequate programming space • Temperature zoning/control • Have a hard time storing odd-shaped books
Key Condition Issues	**1. Deficiency** • Install restroom electric heater • Repair tiled baseboard • Replace stained Acoustical Ceiling Tile (ACT) • Seal exterior windows

4.1.25 Program Site Findings

- Leased space with operational costs likely exceeding value.

- Under consideration for closure or relocation due to costs and nearby alternative.

- If kept open, needs renovation for layout, seating, and adding study/meeting rooms.

4.1.26 Facility Condition Assessment Findings

- This leased facility is in excellent condition with minimal deferred maintenance, meeting the FCI target of 0.10. We recommend addressing the identified deficiencies, with priority given to repairs that could lead to further system impairments if left unresolved. Specifically, focus on repairing window seals and tiled baseboards.

- We suggest incorporating specific items into the long-range, 10-year capital plan covering the budget years 2026 through 2034. This plan should include capital replacement of plumbing, architectural interiors, architectural exteriors, and electrical systems. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

SAND CREEK LIBRARY

411,122
Population within a 15-minute drive

55,725
User base within a 15-minute drive

7,995
User registrations

2,164
User "last checkouts"

12
Average busyness index

0.07
FCI

Sand Creek Library was opened in 1988 and relocated to the current space in the same center in 1994, purchased by the Library District. The library is housed in a 14,060-square-foot facility.

Library Services Overview

Key Programmatic Issues	• Lack of quiet space • Insufficient user seating • Insufficient study space • Restrooms have issues • Shelf space is undersized • Desire for a better teen space, sensory accommodations, and pumping/breastfeeding rooms • Desire more outdoor space
Key Condition Issues	1. **Deficiency** • Recaulk toilet base • Replace caulking at the foundation • Replace damaged ceiling tiles 2. **Maintenance** • Perform panel board maintenance

4.1.27 Program Site Findings

- Well-designed space with excellent staff facilities.

- Minor layout adjustments and updates could enhance the facility.

- Likely increase in demand if Ruth Holley Library closes or relocates.

- Monitor impact and consider expansion if needed.

4.1.28 Facility Condition Assessment Findings

- This owned facility is in excellent condition with low deferred maintenance, meeting the FCI target of 0.10. We recommend evaluating listed deficiencies and focusing on repairing items, particularly systems prone to further impairment if left unaddressed.

- Recommend addressing items in the long-range, 10-year capital plan that includes budget years 2026 through 2034, These items include capital replacement of HVAC, plumbing, architectural interiors, architectural exteriors, and electrical systems. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

UTE PASS LIBRARY

47,362
Population within a 15-minute drive

8,778
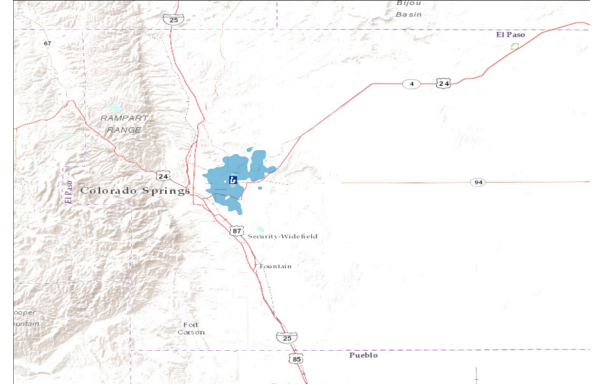User base within a 15-minute drive

663
User registrations

241
User "last checkouts"

11
Average busyness index

0.00
FCI

Ute Pass Library became a part of the district in 1975. The library is housed in a 2,123-square-foot facility that was built in 1935 and is leased to Pikes Peak Library District.
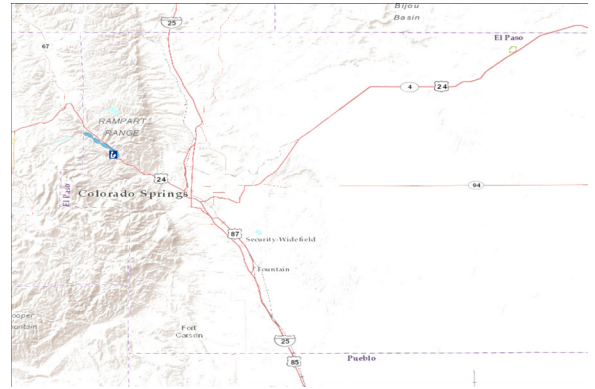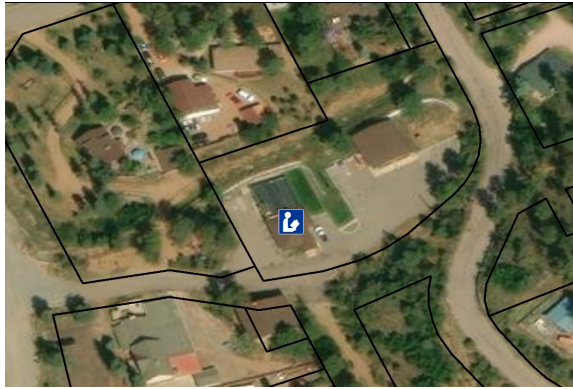
Library Services Overview

Key Programmatic Issues	• Desire for more open hours • Accessibility isn't ideal but the team makes it work
Key Condition Issues	• N/A

4.1.29 Program Site Findings

- The facility would benefit from an unstaffed controlled access self-serve mode, allowing access to the facility during unstaffed hours.

4.1.30 Facility Condition Assessment Findings

- This leased facility is in excellent condition. There is little deferred maintenance to address as the facility meets is well below the FCI target of 0.10.

- Recommend addressing items in the long-range, 10-year capital plan that includes budget years 2026 through 2034, These items include capital replacement of plumbing, architectural interiors, architectural exteriors, and electrical systems. Refer to Appendix D, "PPLD FCA Prioritized Requirements", which is attached separately from this document.

4.2 MOBILE LIBRBARY SERVICES

The Mobile Library Services (MLS) at PPLD serve a critical role in the service model of the district. Given the districts large geographic reach across all of El Paso County, seniors living in centers with limited mobility options, and key underserved urban areas that do not have convenient walkable library locations; mobile library services in the form of Bookmobiles and other mobile infrastructure are a necessary investment to ensure some level of equitable service to these portions of the service area. MLS is currently operating 3 vehicles in support of these efforts. One bookmobile vehicle is focused on rural county areas, one bookmobile vehicle on city locations, and a sprinter van is focused on a lobby stop service in senior living centers. These services are all critical to the overall service model of the district. In addition to the services this critical department provides, these mobiles services also are an underappreciated passive aspect of the library's overall community awareness efforts.

Bookmobiles and mobiles services provide a moving billboard for the library and are often cited by many as one of key aspects of the library they think about.

While the Master Planning project did not include an assessment of those current vehicles, it is important the PPLD factor short- and long-term maintenance and replacement strategies into its overall capital budgeting process. In addition to the vehicles themselves, logistical, storage, and support facilities for the vehicles and the staff that operate them are just as critical and should not be shortchanged. The department and vehicles primarily operated out of the Penrose location, but the physical arrangements of those spaces are not entirely ideal. Opportunities to find a better, more efficient, and more appropriate location to house this department and its vehicles should be a part of forward looking plans, which could even include a non-public service center separate from current locations or expansions to an existing owned facility to better support this department and it's space needs.

Pikes Peak Library District focuses on reaching the entirety of El Paso County through the usage of Bookmobiles, as pictured to the right.

4.3 ALTERNATIVE DELIVERY MODELS

PPLD staff and the consultant team explored several alternative delivery models to address accessibility issues in a more economical and sustainable way for the District. These models included Outreach, Holds Pickup Lockers, Materials Vending Solutions, and Unstaffed Controlled Access to facilities. Each approach provides different means of extending library services beyond traditional hours or locations, potentially improving accessibility and convenience for library patrons.

Outreach

PPLD already has a strong outreach program, utilizing two well-equipped Bookmobiles to serve both urban and rural areas where residents might have limited access to libraries or transportation. This outreach is crucial for bridging service gaps and reaching both younger and older residents who may not have reliable transportation. Expanding the resources of the Outreach Team by increasing mobile programming operations would likely enhance the District's ability to serve these communities effectively.

Holds Pickup Lockers

These solutions operate similarly to Amazon's delivery lockers. When a user requests an item to be held, they choose a specific locker location where they want to pick it up. These lockers are typically placed outdoors, providing 24/7 access to the requested materials. They can be installed at existing library locations or, ideally, in strategic areas where there might be gaps in library service coverage.

Materials Vending Solutions

Similar to holds lockers, these solutions let users pick up library materials after hours or from more convenient locations. However, unlike holds lockers, users can also browse available materials directly at the machine location. There are various approaches with these systems, offering different collection sizes, browsing methods, and maintenance levels. A newer type that's been yielding positive results is the smart shelf system. In this system, users use their library card to unlock an access door. The shelves have "smart radio-frequency identification (RFID) sensors," so when users return or take out books, their account is automatically updated when the door is closed.

Unstaffed Controlled Access to Facilities

This approach originated in Europe and has been implemented in the United States since the mid- to early 2010s with considerable success. It involves integrating an access system with a building's door entry system, allowing users to access the facility outside regular hours. To use this system, patrons must first sign up and go through an orientation process for approval. Once approved, they can access the library during extended hours, often when few or no staff are present. During these "extra hours," the library is entirely self-service.

Given PPLD's centralized security and camera monitoring, this could be a relatively straightforward solution to implement or pilot, particularly at smaller locations like Calhan, Palmer Lake, and Ute Pass. At least two vendors offer solutions for this, but it's also a concept PPLD could potentially develop in-house. This approach provides more flexibility for library users and could help maximize the use of existing facilities.

Clockwise from top left: The consulting team and PPLD staff collaborated on innovative delivery models to optimize library staff and resources. Rockrimmon Library designates specific time blocks to cater to tweens, providing them with dedicated space. Sand Creek and Ute Valley Libraries offer convenient self-checkout options, enhancing accessibility for all visitors.

RECOMMENDATIONS
TRANSFORMING FINDINGS
INTO ACTIONS

The planning team's 15-year recommendations aim to guide PPLD's future, balancing practical constraints with the District's goals. Due to limited funding, tough choices about library shifts or closures might be necessary, despite their consequences. The team believes PPLD is underfunded and unevenly distributed in El Paso County. Without increased funding, structural changes will be required. Ideally, PPLD's funding should meet or exceed Colorado's average, allowing for a better-balanced network of libraries, reduced leasing costs, and extended service hours across the District.

5.1   FACILITY GUIDING PRINCIPLES

To begin, PPLD should establish guiding principles for its facilities that are rooted in and inspired by the organization's strategic mission and vision and tailored to the unique needs of its libraries. These principles will serve as a framework for decision-making and planning, ensuring alignment with PPLD's overarching goals while addressing the specific requirements and challenges faced by its libraries.

The following is a draft proposal of guiding principles for PPLD (inspiration for the approach and the principles were taken from Columbus Metropolitan Library):

- **Sustainability** – Facilities should support high levels of efficiency for operations, operate

safely without excessive staff needs, and be financially sustainable over the long term.

- **Innovation** – Buildings should support the delivery of innovative services, technologies, and programs.

- **Flexibility** – A high priority should be placed on making library spaces adaptable to the evolving needs of the community and staff. Flexibility hour to hour, day to day, and year to year is important.

- **Supporting Literacy Development of All Kinds** – The development of skills of all kinds is critical to the community and foundational to the value of the Library. Reading, technology, civic, health, and social literacies are just the starting points for literacies of all kinds.

- **Customer Experience** – The Library should focus on a positive experience for customers. Making the buildings warm, inviting, and easy

to use is critical to making its buildings deliver that level of personal experience.

- **Accessible and Easy to Utilize** – Facilities should be easy to get to and easy to get inside for all residents regardless of their physical abilities, and parking should be as readily available as possible for the location.

- **Other Principles for Consideration**:
  - Adaptive Programming Support
  - Readily Accessible Collections
  - Youth Development as a Priority
  - Supporting Seniors
  - Visibility and Transparency

PPLD leadership, with input from the board, should adjust and refine these principles to help inform the overall approach of the final plan and inform future building design/renovation planning to bring more consistency to PPLD facilities.

In the consultant's view, Columbus Metropolitan Library does one of the best jobs in the country at striking the right balance between facility standards and consistency versus facility uniqueness/tailoring to neighborhoods their outlets serve. They are a model that PPLD should look to for inspiration in this area as well, though with the understanding that their budget (their capital budget and financing power in particular) are on a much higher level than PPLD.

5.2 FACILITY CONDITION ASSESSMENT AND ENERGY RECOMMENDATIONS

PPLD should develop a strategy to address capital planning of the owned and leased facilities in its portfolio. This strategy should be connected to the strategic mission of the organization and incorporated into an annual budget cycle to properly fund the facility infrastructure in the future. The following recommendations based on the FCA are based on this strategy.

5.2.1 Budget Model and Priorities

The District should review the findings presented in the FCA to develop a strategy for capital planning at each facility and for the enterprise facilities. The District should commence with the following recommendations:

- The 10-year projected deferred maintenance is $20.7M.
- The District should budget approximately $1.2M per year to maintain the condition of the facilities, targeting an FCI of 0.10 (10% deferred maintenance).
- The spending forecast should be sufficient to reduce the 10-year projected deferred maintenance from $20.7M to $10.7M (10% deferred maintenance)

5.2.2 FCA Implementation Plan

The consultant team proposes the following recommendations to implement a capital renewal strategy plan in the future years.

Short-Term Recommendations

- Implement the capital plan to address deferred maintenance.
- Procure funding within the budget to provide proper capital spending to address deferred maintenance.
- Review the FCA information provided and refine the prioritization as necessary to address the facilities deferred maintenance.
- Evaluate the deficiencies list and focus on systems and equipment that will become further impaired or impair other components if the issues are not addressed.

Mid-Term Recommendations

- Track deferred maintenance projects/issues as they are completed.
- Evaluate projected spending to actual spending.
- Recommend tracking capital expenditures with software to understand key metrics and improve the database and spending projections over time.
- Reevaluate budget needs for the subsequent fiscal years, and implement a budget cycle that includes capital spending for maintaining the built infrastructure.

Long-Term Recommendations

- Track capital expenditures with software to understand key metrics and improve the database and spending projections over time.
- Reevaluate budget needs for the subsequent fiscal years, implement a budget cycle that

includes capital spending for maintaining the built infrastructure.

- Develop a plan to assess facilities in the future based on projected increases in capital spending. Recommend reassessments occur every 5-7 years to keep the capital plan current and relevant.

Energy Analysis Recommendations

The consultant team recommends the following strategies based on the analysis and findings of the energy assessment:

1. Recommend PPLD staff evaluate the current facility lighting systems and develop a strategy to upgrade or replace fluorescent lighting systems or lamps based on the Colorado Clean Lighting Act that goes into effect January 1, 2025.

2. Recommend PPLD develop an energy master plan to guide the organization in efforts to reduce utility consumption, reduce utility costs, comply with regulatory requirements, and to meet other initiatives and goals of the organization. The Energy Management Association (EMA) provides a comprehensive process for energy management and enhanced building performance. This process is documented in the EMA Energy Management Guideline (2014). We recommend PPLD follow this process, or a similar process, to develop and inform an energy master plan. The basic tenants of the process are outlined below:

    a. **Assess**: The Project Assessment Phase involves client consultation, preliminary site assessment, and benchmarking. During this phase, the Energy Management Professional (EMP) develops the client's goals and gauges a building's potential for reducing energy use and improving performance. The entire team must understand the direction of the project.

    b. **Explore**: During the Energy Use Exploration Phase, the EMP uses building energy data to perform detailed analyses of current and historical usage and cost patterns. These analyses are vital to determining the energy savings and cost reduction potential of the identified measures.

    c. **Investigate**: Field inspection as part of the Site Investigation Phase provides the EMP with detailed operational data regarding specific building systems. Preliminary TAB and functional testing provide the

EMP with valuable insight to further refine measures and facilitate Existing Building Commissioning (EBCx) activities.

   d. **Analyze**: The Energy Conservation Measures (ECMs), Facility Improvement Measures (FIMs), and EBCx Analysis Phase tasks the EMP with producing detailed analyses of potential measures and EBCx activities. The EMP quantifies energy savings estimates and anticipated performance improvements in support of project goals.

   e. **Implement**: During the Implementation Phase, the EMP develops detailed plans for implementing measures and EBCx. Measures are then installed and EBCx is completed. The EMP will also be involved with commissioning new systems and installing measurement and verification (M&V) equipment.

   f. **Accept**: The Final Acceptance Phase begins with functional testing to confirm that newly installed systems operate as designed, followed by Measurement and Verification (M&V). The EMP will also compile a variety of documents related to commissioning, operations and maintenance, and building staff training. These resources will collectively help maintain an elevated level of building performance.

   g. **Manage**: The plan continues with the Continuous Energy Management Phase. The EMP helps the owner enact an Ongoing Commissioning Plan with the express goal of maintaining and prolonging the energy savings from installed measures and EBCx. The EMP will work with the client to develop strategies for ongoing energy management activities, including enhanced operations and maintenance practices, regular benchmarking, and additional training opportunities.

3. Recommend implementing Category 2: Provide RCx, Energy Audit, TAB for 21C, East, and Penrose. This measure will have the highest impact on energy of all of the facilities. This measure incorporates the individual measures (Category 3) listed for these facilities, making it a cost-effective approach to bundle measures, rather than implementing them individually.

4. If Category 2 items are cost prohibitive, we recommend implementing the Category 3 items individually based on the measures

requiring the least capital cost and the highest impact. Recommend reviewing the energy findings in conjunction with the FCA findings to capitalize on the systems and equipment that require repair or replacement. Incorporating the energy measures into the repair and replacement projects will provide cost efficiencies by bundling the projects together rather than completing them independently.

5.3 PROGRAM AND SYSTEM RECOMMENDATIONS

The following sections outline three possible scenarios for approaching the coming 10-15 years for capital investments to go beyond maintaining the condition of the current PPLD facilities.

- The first scenario assumes that the current level of per capita funding of the Library remains consistent, which, as stated earlier in the report, is not a sustainable long-term model.

- The second scenario explores how recommendations could be positively impacted by increasing PPLD's funding to about halfway between its current level and the Colorado state average.

- The final scenario examines the approach the consultant team would recommend if funding could be increased to the Colorado state average funding level.

Both latter scenarios should also position PPLD to invest further in upgrades to library facilities, such as improved, expanded, and/or new outlets, toward the end of the planning window or in the years just after, ensuring PPLD does not fall as far behind as other average Colorado libraries of similar size.

5.3.1 Scenario 1 - Level Funding

In this scenario, PPLD does not seek any changes in their local tax funding, and as a result hard choices must be made to get the District on a sustainable path while also better balancing the outlets and services to the eastern portions of Colorado Springs and its eastern suburbs. See Figure 5.1, Scenario 1 - Number of Libraries within 15 Minutes without Rockrimmon.

- Close Ruth Holley & Rockrimmon at the ends of those leases or after no more than a 3-year renewal (Shift resources and staff to a new location and other branches in the system).

- The closure of Cheyenne might also need to be considered here to create enough operational settings to offset the overall costs in these

recommendations, however that should be a last resort as its users are not as easily served by the other outlets in its region due to limited size or very limited parking. Further financial analysis will be required to help support final decisions.

- Add a new location to the east side Powers Boulevard Corridor (80917/80922 ZIP code zone).

  - Target size is 15,000 to 20,000 square feet.

  - Intersection of Powers Boulevard and Constitution Avenue is likely the center point of the desired zone.

  - An owned facility or a lease-to-own arrangement with a developer is preferred, but a leased approach might be required.

  - Mixed-use development options should be explored.

- Increase collections capacity and services at Library 21c and East Library to better serve Rockrimmon area users.

- Relocate Monument Library outlet to a District-owned space somewhere near the I-25 zone between current location and the Mining Museum area.

  - Target size is 15,000 to 20,000 square feet.

  - An owned facility or a lease-to-own arrangement with a developer is preferred, but a leased approach might be required.

  - Mixed-use development options should be explored.

- Expand High Prairie Library outlet to at least 15,000 square feet (20,000 square feet is more ideal if possible on the site).

- Look at upgrades to Sand Creek Library to offset Ruth Holley Library loss (perhaps expansion if adjacent space becomes an option).

- Shift Palmer Lake and Ute Pass Libraries to unstaffed, controlled-access model with limited staffed hours and a minimum level of programs.

- Implement unstaffed, controlled-access model at Calhan Library (some reduction in staffed hours to maintain program level).

- Add material pickup lockers, drop boxes, and possibly materials vending options at various locations around the District, particularly in

areas near where outlets are closed/hours reduced.

- Renovate East Library to better utilize space and lower operating costs (upgrade Automated Materials Handling system), explore shifting upstairs lab to main floor to reduce staffing requirements upstairs, and upgrade outdoor spaces to be more conducive to user needs. The outdoor space, particularly better utilizing the mountain-facing balcony, could provide an outside alternative to indoor space.

- Look at service hours of Old Colorado City, Manitou Springs, and Cheyenne Mountain Libraries as a unit (likely reducing total hours but expanding unique open hours across the three).

5.3.2   Overview of Scenario 1

- Closing two outlets: Ruth Holley and Rockrimmon Libraries
- Adding one new outlet
- Shifting Monument Library outlet to new location
- Expanding/renovating some locations
- Implementing expanded hours through controlled access, with reduced staffed hours at certain locations
- Reducing hours at specific locations, but expanding total available hours throughout the system

Table 5.1 Scenario 1 - Level Funding Short-, Mid-, and Long-Term Projects

Short-Term	Mid-Term	Long-Term
Adjust service hours across Old Colorado City, Manitou Springs, and Cheyenne Mountain Libraries	Add materials pickup lockers	Shift Monument Library to a new and larger owned location
Pilot unstaffed, controlled access to Calhan, Palmer Lake, or Ute Pass Libraries and reduce hours once adoption has occurred	Open new Powers Boulevard corridor location	Renovate East Library
Close Rockrimmon Library at end of lease or after a short extension	Expand High Prairie Library location	Upgrade Sand Creek Library
Close Ruth Holley at end of lease or after a short extension		

Note: The consulting team's rationale for recommending closure of Rockrimmon and Ruth Holley is as follows:

- Rockrimmon is the most expensive lease space within the PPLD system. Although usage is relatively high, the parking is very limited, and there is a persistent risk of flooding—which has occurred previously—that the landlord is either unable or unwilling to address permanently. Residents in the Rockrimmon service area have a high percentage of vehicle ownership and should have access to 21c or other PPLD locations. If funding were to increase, it would be ideal to retain a Rockrimmon location. However, the current site remains problematic due to high rent costs, limited parking, and ongoing flooding risks.

- The proposed move from Ruth Holley to a new location in the Powers Corridor is more of a location shift than a true closure, as the new site would ultimately better serve many current users of the Ruth Holley Library. The existing library is poorly configured to meet the community's demands, the parking area and lighting are inadequately maintained by the landlord, and the nearby Sand Creek Library is better equipped to address user needs.

- Ideally, a well-funded library system would allow us to avoid closures and relocations, ensuring the best possible service for PPLD residents. However, if funding constraints persist, making these difficult decisions will be necessary to better address both current and future needs of the community.

If all recommendations are executed as outlined, total space would increase to 367,000 square feet from 354,000 square feet, but at a lower total operational/capital cost than the current approach. Without an increase in funding, PPLD may not be in a position to expand its facilities after the planning period. As a result, it may continue to fall further behind in terms of delivering services and the providing spaces El Paso County residents need.

5.3.3 Scenario 2 - Some Funding Increase

In this scenario, PPLD seeks a relatively small increase in tax rates to close the gap to the average funding for similar Colorado libraries by half. This level of funding should ensure that PPLD is sustainable at its current number of outlets and provide better financial resources to address gaps in total space needs and service levels throughout the system. This scenario would likely lead to some increases in the number of PPLD staff but would require further financial analysis as to how best to deploy the funding beyond the recommendations below. See Figure 5.2, Scenario 2 and 3 - Number of Libraries within 15 minutes with Rockrimmon.

- Seek voter approval for an increase in operational/capital funding to $61 per capita (from $51 per capita currently). This raises the average household rate from about $134 per household to $161 per household and should generate about $6,900,000 per year in additional revenue for PPLD to direct toward facility and operational improvements.

- Close Ruth Holley Library at end of lease or after no more than a 3-year renewal (shifting resources and staff to the new east side Powers Boulevard corridor location).

- Add a new outlet/location to the east side Powers Boulevard Corridor (80917/80922 ZIP code zone).
  - Target size is 20,000 square feet.
  - Intersection of Powers Boulevard and Constitution Avenue is likely the center point of the desired zone.
  - An owned facility or a lease-to-own arrangement with a developer is preferred, but a leased approach might be required.
  - Mixed-use development options should be explored.

- Keep Rockrimmon Library open while looking for options to shift to an owned facility or location with a lower lease rate.

- Relocate Monument Library outlet to an owned facility somewhere in the I-25 zone between current location and the Mining Museum area.
  - Target size is 20,000 square feet
  - Strong preference for an owned, or per-haps a lease-to-own arrangement with a developer.
  - Mixed-use development options should be

explored.

- Expand High Prairie Library outlet to minimum of 20,000 square feet.

- Look at upgrades to Sand Creek Library to offset Ruth Holley Library loss.

- Shift Palmer Lake and Ute Pass Libraries to unstaffed, controlled-access model with some reductions in staffed hours but maintain current level of programs.

- Implement controlled access model to Calhan Library with some reductions in staffed hours but maintain programming level (fewer reductions than in Scenario 1).

- Add materials pickup lockers, drop boxes, and possibly materials vending options at various locations around the District, particularly in areas near outlets that are closed or have hours reduced.

- Renovate East Library to better utilize space and lower operating costs (upgrade Automated Materials Handling system); explore shifting upstairs lab to main floor to reduce staffing requirements upstairs.

- Look at service hours of Old Colorado City, Manitou Springs, and Cheyenne Mountain Libraries as a unit (reduced in total but expanded unique hours across the three though fewer reductions than at the Level Funding).

5.3.4 Overview of Scenario 2

- Closing Ruth Holley Library
- Adding one new outlet
- Shifting Monument Library outlet to new location.
- Expanding/renovating of some locations.
- Implementing expanded hours through controlled access, with some reductions in staffed hours at certain locations
- Reducing hours (but fewer than Level Funding recommendations) at specific locations, but expanding total available hours throughout the system

This scenario would increase space to 391,000 square feet from 354,000 square feet, while maintaining similar total operational/capital costs to the current model. With at least this moderate funding increase, there is a possibility that PPLD will be in a better position to continue addressing the community's growth toward the end of the planning period or just after the start of the next

planning window. It would still be in a deficit in terms of space and service compared to the average of other libraries in Colorado, but it would be falling behind less over time compared to staying at the current funding level.

Table 5.2 Scenario 2 - Some Level Funding Short-, Mid-, and Long-Term Projects

Short-Term	Mid-Term	Long-Term
Adjust service hours across Old Colorado City, Manitou Springs, and Cheyenne Mountain Libraries	Shift Ruth Holley Library to a new Powers Boulevard corridor location	Shift Monument Library to a new and larger owned location
Pilot unstaffed, controlled access to Calhan, Palmer Lake, or Ute Pass Libraries	Expand the High Prairie Library location	Renovate East Library
Seek voter approval on funding increase	Upgrades to Sand Creek Library	Shift Rockrimmon Library to an owned location
Add materials pickup lockers		

5.3.5 Scenario 3 - No Reductions

In this more aspirational scenario, PPLD seeks a slightly larger increase in tax rates to reach the average funding for similar Colorado libraries. It is worth noting that this would still leave PPLD at a lower level of funding than Douglas County, Denver Public, Arapahoe District, and the High Plains District, so the planning team does not see this more aspirational level as extravagant, but rather in line with the community's commitment to education and learning balanced with its fiscally conservative values. This level of funding would ensure that PPLD is sustainable at the needed higher number of outlets, a more balanced service outlets model, and provide better financial resources to address gaps in total space needs and service levels throughout the system. This level would also lead to increases in the number of PPLD staff, which should lead to better overall services and service hours for PPLD outlets. Further financial analysis as to how best to deploy the funding beyond the recommendations below would still be required. See Figure 5.2, Scenario 2 and 3 - Number of Libraries within 15 minutes with Rockrimmon.

- Seek voter approval for an increase in operational/capital funding to $74 per capita, the Colorado average of relevant libraries (from $51 per capita currently). This raises the average household rate from about $134 per household to $195 per household and about $15,900,000 per year in additional revenue to direct toward facility and operational improvements.

- Add a new outlet/location to the east side Powers Boulevard Corridor (80917/80922 ZIP code zone).
  - Target size is 25,000-30,000 square feet.
  - Center of target area shifts northward on the Powers Boulevard Corridor into Carefree Circle intersection zone.
  - An owned facility or perhaps a lease-to-own arrangement with a developer is preferred.
  - Mixed-use development options should be explored.

- Keep Ruth Holley Library open and renovate but eventually shift to an owned facility.

- Keep Rockrimmon Library open but eventually shift to an owned facility.

- Relocate Monument Library outlet to an owned facility near I-25 zone between current location and the Mining Museum area.
  - Target size is 20,000 square feet.
  - An owned or perhaps a lease-to-own arrangement with a developer is preferred.
  - Mixed-use development options should be explored.

- Expand High Prairie Library outlet to a minimum of 25,000 square feet.

- Add unstaffed, controlled access to Palmer Lake, Ute Pass, and Calhan Libraries but no reductions in staffed hours and maintain current level of programs (at a minimum, funding might enable hours increases).

- Add materials pickup lockers, drop boxes, and possibly materials vending options at various locations around the District where service access is less ideal.

- Renovate East Library to better utilize space and lower operating costs (upgrade Automated Materials Handling system); explore shifting upstairs lab to main floor to reduce staffing requirements upstairs.

- Maximize service hours at all locations, aspiring to have 6 days a week service at all locations other than Ute Pass, Palmer Lake, and Calhan Libraries. Explore offering Sunday

Figure 5.1 Scenario 1 – Number of Libraries within 15 Minutes without Rockrimmon
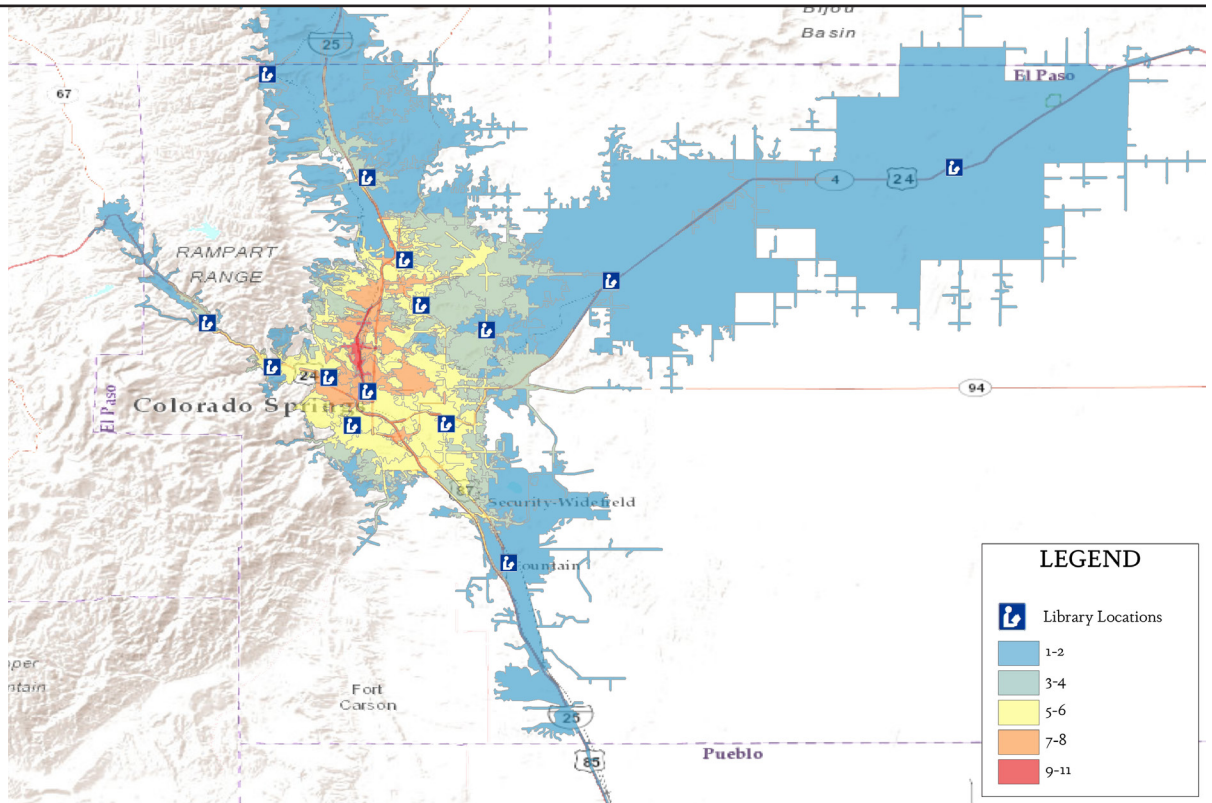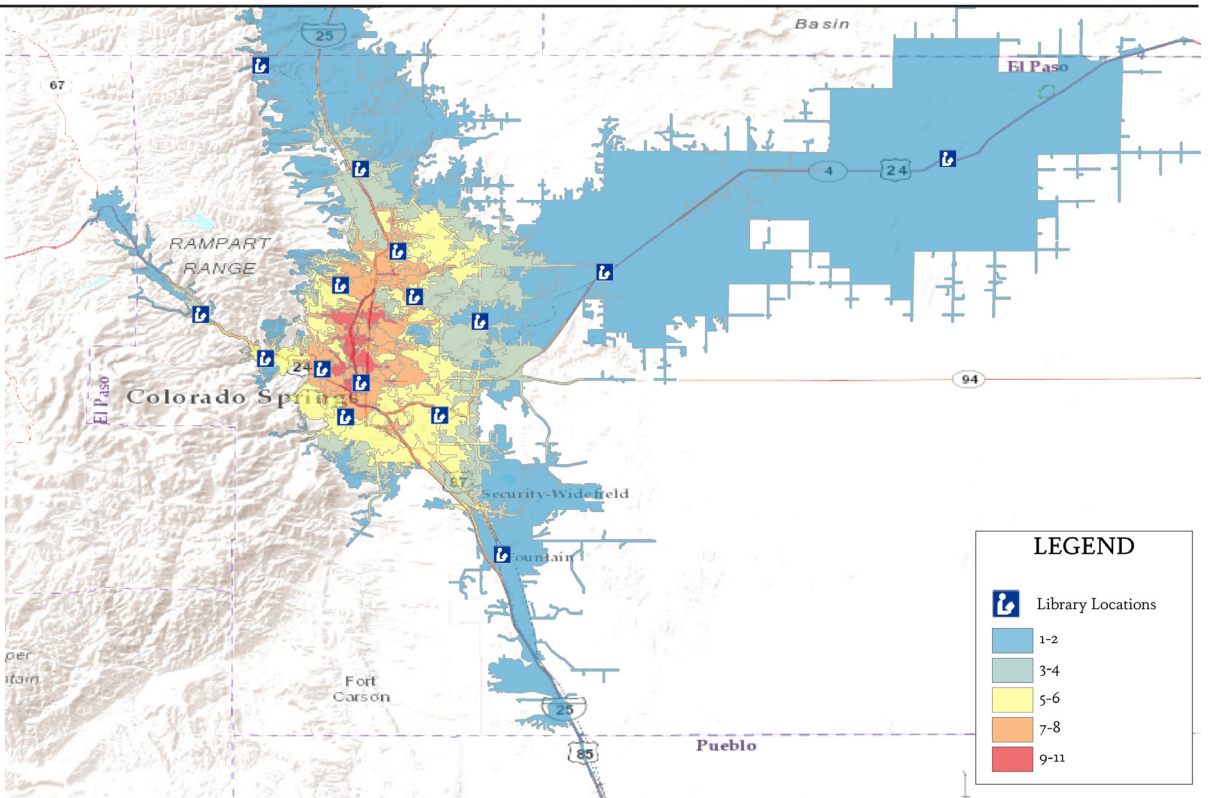
Figure 5.2 Scenarios 2 and 3 – Number of Libraries within 15 Minutes without Rockrimmon

service at three to five key locations in the system.

- At this level PPLD should consider a non-public service center located in a lower-cost facility or warehouse. This service center would act as a central sorting location, collection overflow buffer, and would better serve the important outreach team and their vehicles than the current space at Penrose Library, which is highly problematic and inefficient for that team.

- Also, at this funding level PPLD should add resources to the Outreach Services Team perhaps with a focus on more mobile programming. A mobile Science, Technology, Engineering, and Math (STEM)/Science, Technology, Engineering, the Arts, and Math (STEAM) programming vehicle might be a consideration (see the Catawba County Library System [NC] for such an example).

5.3.6 Overview of Scenario 3

- No outlets closed
- One new outlet added
- Shifting Monument outlet to new location
- Expanding/renovating more locations
- Shifting some locations to expanded hours through controlled access with no reductions in staffed hours
- Increasing hours of service overall, both at individual locations and in terms of total unique open hours available across the system.

Table 5.3 Scenario 3 - No Reduction Funding Short-, Mid-, and Long-Term Projects

Short-Term	Mid-Term	Long-Term
Pilot unstaffed, controlled access to Calhan, Palmer Lake, or Ute Pass Libraries	Add new Powers Boulevard Corridor outlet	Upgrade Sand Creek Library
Seek voter approval on funding increase	Expand High Prairie Library location	Renovate East Library
Add materials pickup lockers	Shift Monument Library to a new and larger owned location	Shift Rockrimmon Library to an owned location
		Shift Cheyenne Mountain Library to an owned location

This recommendation set would raise the total system space level to 415,000 square feet from 354,000 square feet, while achieving a more efficient total operational/capital cost per open hour and per square foot of library space. The funding increase would also position PPLD to add further outlets, make expansions, or shift leased spaces to owned properties towards the end of the planning period or just after into the next planning window.

While it may not be possible to completely close the facility gap compared to average Colorado libraries, which lower-than-average funding has created over the last 30 plus years, this approach should ensure that PPLD does not fall further behind in those averages.

5.3.7 Other Considerations

In addition to the recommendations outlined above, a number of innovative ideas and long-term initiatives came up during the planning process that may merit more investigation. All of these ideas may be ways to position the finances, programming, and facilities of PPLD for the longer term.

Libraries in Mixed-Use Development

One bigger idea that might warrant consideration is developing Penrose into a mixed-use facility. While that library is seen by many as the flagship hub of the system, it is underutilized relative to other facilities of that size and could benefit from a rethink. Libraries as anchors in a larger, modern, mixed-used development is a growing trend in the U.S. Systems like **Chicago Public**, **Milwaukee Public**, and **Philadelphia Free** have had significant success with various approaches to this concept. The downtown block that Penrose sits on is valuable land that could be a prime candidate for a mixed-use project. Any such development should preserve the historic Carnegie Library and would need to include sufficient free short-term parking to support library use.

Milwaukee Public Library (WI):

Milwaukee Public Library is currently replacing four branch libraries with new facilities that will be part of mixed-use projects. Two previous branches, Villard Square (2011) and East (2014), have successfully demonstrated the benefits of co-locating library facilities with residential and retail space.

For more information: https://www.mpl.org/about/library_development.php

Cornelius Place:

In the town of Cornelius, Oregon, is a mixed-use development incorporating a public library, café,

courtyard for concerts and a farmers' market, and a YMCA recreation and fitness center. It creates a multipurpose community center for the town of 12,400.

For more information: https://www.lincolninst. edu/publications/articles/new-chapter/

Madison Public Library:

Madison Public Library has several libraries located in mixed-use developments. The Sequoya Library (2009) occupies 20,000 square feet of the first-floor space at Sequoya Commons, a mixed-use residential, retail, and public library development. The Pinney Neighborhood Library (2020) is part of the Royster Corners mixed-use development incorporating the library and residential housing. The Imagination Center is in the planning stages, and it will incorporate a library branch and a park pavilion/community space within a city park.

Chicago Public Library:

Chicago Public Library has successfully incorporated library branches into several mixed-use facilities. The Back of the Yards branch replaces a library located inside the Back of the Yards College Prep Academy into a building with affordable housing, a health care center, a performing arts center, and space for non-profits. The Humboldt Park branch will include affordable housing units, a Latino cultural center, offices for Humboldt Park Family Health, and architectural office space. Previous library projects in multi-use developments included the Little Italy branch (2019) including a mixed-income residential complex, and the Northtown Library and Independence branches (2019) which both included affordable senior housing.

For more information:

https://www.chipublib.org/news/chicago-public-library-announces-plans-to-open-two-new-locations-in-mixed-use-developments-and-funding-for-a-new-branch-in-woodlawn/

https://www.som.com/projects/taylor-street-apartments-and-little-italy-branch-library/

https://www.huduser.gov/portal/pdredge/pdr-edge-inpractice-090919.html

https://www.mchap.co/mchap-2022-projects/independence-library-and-apartments

City of Boston:

The City of Boston is venturing into mixed-use development including the public library. It is tentatively planning to rebuild the Boston Public Library incorporating income-restricted housing units. Many of the units will be larger, encouraging family occupancy.

For more information: https://www.boston.gov/news/redevelopment-boston-public-librarys-west-end-branch-include-housing

Brooklyn Public Library:

Brooklyn Public Library opened a mixed-use building in the Fall of 2023. It includes 100% affordable housing over their Sunset Park Library branch. The library is on the first two-and-a-half floors with a mix of different size residences in the remainder of the building.

For more information: https://www.6sqft.com/nycs-first-100-affordable-housing-development-with-new-public-library-opens-in-sunset-park/

Land Acquisition and Dedication

Under certain circumstances, the City of Colorado Springs currently requires developers to dedicate land or pay a fee in lieu of land dedication. Per 1,000 residences, parkland dedication requirements range from 4-8 acres, and school dedication requirements range from 5-20 acres under current code requirements. Municipalities across the country have instituted these rules as a way to ensure that community members live close to important amenities like schools and parks. Developers either provide sites that are knitted into new subdivisions, or provide the local government with funds to purchase land for those purposes. While some communities have instituted similar rules for libraries and other civic assets, it is relatively rare. In the future, PPLD could explore the creation of a similar ordinance for its service area, enabling it to be more proactive and responsive to growth in the region, rather than being reactive.

System Consolidation

The Security Public Library District is located just south of Colorado Springs and is surrounded by the PPLD. In a largely consolidated metropolitan area, this duplication of facilities and administrative overhead is most likely inefficient and probably confusing to residents. In order to reduce redundancy and improve efficiency, it may benefit both library systems to merge, combining the facility portfolios and collections while streamlining facility maintenance and the patron experience.

ACRONYMS & ABBREVIATIONS

A
ACT	Acoustical Ceiling Tile
ADA	Americans with Disabilities Act
ADI	Area Deprivation Index
AHU	air handling unit

B
BAS	building automation system

C
CEO	Chief Executive Officer
CHW	chilled water
CMMS	Computerized Maintenance Management Systems
CSU	Colorado Springs Utilities
CUH	Cabinet Unit Heater

D
DHW	domestic hot water

E
EBCx	Existing Building Commissioning
ECM	Energy Conservation Measu res
EMA	Energy Management Association
EMP	Energy Management Professional

F
FCA	Facility Condition Assessment
FCI	Facility Condition Index
FCU	fan coil unit
FDC	Fire Department Connection
FIM	Facility Improvement Measures
FMP	Facilities Master Plan
FRV	facility replacement value
FTE	full-time equivalent

H
HB	house bill
HHW	heating hot water
HVAC	heating, ventilation, and air conditioning

I
IR	infrared
IT	information technology

L
LED	light-emitting deode

M
MAU	makeup air unit
MCC	Motor Control Centers
MLS	Mobile Library Services
M&V	measurement and verification

O
O.H.	open hours
O&M	Operations and Maintenance

P
PC	personal computer
P&ID	Piping and Instrumentation Diagrams
PPLD	Pikes Peak Library District

R
RFID	radio-frequency identification
ROI	return on investment
RTU	rooftop unit

S
SF	square foot
S.T.E.A.M.	Science, Technology, Engineering, the Arts, and Math
S.T.E.M.	Science, Technology, Engineering, and Math

T
TAB	test, adjust, and balance

U
UPS	uninterruptible power supply

V
VAV	variable air volume
VFD	variable frequency drive

W
W.A.	weighted activity

REFERENCES & ACKNOWLEDGEMENTS

B.1 REFERENCES

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PPLD Key Performance Indicators [PPLD KPIs - 2022-23.xlsx], Pikes Peak Library District (2022)

B.2 ACKNOWLEDGMENTS

PIKES PEAK LIBRARY DISTRICT STAFF & COMMUNITY SURVEYS

Pikes Peak Library District Staff Survey 2024

Help plan the future of how Pikes Peak Library District supports staff and serves the community

Pikes Peak Library District (PPLD) wants to know from your perspective as a staff member, what you think about our current libraries and services, and hear your ideas for the future. Your input is much appreciated as we strive to improve our Library experiences.

Please take a few minutes to fill out this brief, 5 - 7 minute survey. Your answers will be completely anonymous.

Thank you for your time and support. We truly appreciate it.

*****1. Which Pikes Peak Library District locations have you worked at or used in the past year?**

☐ Calhan Library

☐ Cheyenne Mountain Library

☐ East Library

☐ Fountain Library

☐ High Prairie Library

☐ The Hall at PPLD (formerly known as Knights of Columbus Hall)

☐ Library 21c

☐ Manitou Springs Library

☐ Mobile Library Services (i.e., bookmobile or lobby stop van)

☐ Monument Library

☐ Old Colorado City Library

☐ Palmer Lake Library

☐ Penrose Library

☐ Rockrimmon Library

☐ Ruth Holley Library

☐ Sand Creek Library

☐ Ute Pass Library

☐ PPLD.org (from outside of a Library location)

☐ PPLD mobile app (from outside of a Library location)

☐ Virtual Library via Zoom or YouTube (participated in virtual program or watched video)

☐ I don't use any of these libraries

Pikes Peak Library District Staff Survey 2024

Library Qualities

*2. For each of the following statements describing the Pikes Peak Library District location where you work (selected in earlier question), please indicate how strongly you agree or disagree.

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	Don't Know/No Opinion
There is adequate space for my needs.	○	○	○	○	○	○
There is adequate space for the needs of the community.	○	○	○	○	○	○
It is a physically comfortable place to visit.	○	○	○	○	○	○
It is a welcoming and safe place.	○	○	○	○	○	○
It is clean and well-maintained.	○	○	○	○	○	○
It is easy for patrons to navigate and find what they need.	○	○	○	○	○	○
The staff is knowledgeable and helpful.	○	○	○	○	○	○
It has up-to-date technology.	○	○	○	○	○	○
It is an important part of this	○	○	○	○	○	○

community.

	○	○	○	○	○	○
The hours are adequate for user needs.	○	○	○	○	○	○
The collection is adequate for user needs.	○	○	○	○	○	○
The location is convenient for users.	○	○	○	○	○	○
Parking is readily available.	○	○	○	○	○	○
It seems easily accessible and usable for those with physical or mobility challenges.	○	○	○	○	○	○
Staff treats all users equitably.	○	○	○	○	○	○
It is on a public transportation route.	○	○	○	○	○	○
It seems easily accessible and usable for those with emotional, cognitive, or neurosensory differences.	○	○	○	○	○	○
It seems easily accessible and usable for those who speak a language other than English.	○	○	○	○	○	○

Pikes Peak Library District Staff Survey 2024

Pikes Peak Library District: Facilities

Library facilities continually evolve to better serve communities. Help us decide what we should maintain, add, and/or update. Please share your feedback on facility features in terms of IMPORTANCE and VALUE to this community.

*3. Please rate the level of IMPORTANCE, from your perspective, of the following Library <u>facility features.</u>

	Extremely Important	Somewhat Important	Neither Important nor Unimportant	Somewhat Unimportant	Extremely Unimportant	Don't Know/No Opinion
Readily accessible collections of books, DVDs, and other materials	○	○	○	○	○	○
Spaces to study or work with access to WiFi and power	○	○	○	○	○	○
Dedicated digital creativity space for video and/or audio/music production	○	○	○	○	○	○
Makerspaces with access to 3D printers, laser cutters/etchers, sewing machines, etc.	○	○	○	○	○	○
Sustainable, energy-efficient, green buildings	○	○	○	○	○	○
Improved points of service (e.g. service desk locations, self checkout, etc.)	○	○	○	○	○	○
Quiet spaces	○	○	○	○	○	○
Social spaces for informal gathering and collaboration	○	○	○	○	○	○
Multiple study rooms for 1 - 4 people	○	○	○	○	○	○
Medium-sized meeting spaces for 10 - 30 people	○	○	○	○	○	○

Large community meeting spaces for over 50 people	◯	◯	◯	◯	◯	◯
Children's area for ages 0 - 12 that supports development, literacy, play, and imagination	◯	◯	◯	◯	◯	◯
Teen area for ages 13 - 18 that supports literacy, collaboration, creativity, and social connections	◯	◯	◯	◯	◯	◯
"Bookstore-like" displays of new and popular materials	◯	◯	◯	◯	◯	◯
Art galleries and exhibit spaces	◯	◯	◯	◯	◯	◯
Outdoor spaces/green spaces	◯	◯	◯	◯	◯	◯
Food and drink area with seating	◯	◯	◯	◯	◯	◯
Convenient parking	◯	◯	◯	◯	◯	◯
Good public transit, pedestrian, and bicycle access	◯	◯	◯	◯	◯	◯
Close to schools	◯	◯	◯	◯	◯	◯
Easily accessible Friends of the Library bookstore	◯	◯	◯	◯	◯	◯
Sensory and/or calming rooms	◯	◯	◯	◯	◯	◯
Studio space for maker/artist in residence	◯	◯	◯	◯	◯	◯
Family use/single use restrooms	◯	◯	◯	◯	◯	◯
Space for international language materials	◯	◯	◯	◯	◯	◯

Additional Comments:

Pikes Peak Library District Staff Survey 2024

Pikes Peak Library District: Services

Services available at today's public libraries are continually evolving to better serve the community. Help us decide what we should maintain, add, and/or update. Please tell us how you rate these Library services in terms of IMPORTANCE and VALUE to this community.

* 4. Please rate the IMPORTANCE of the following <u>services</u>.

	Extremely Important	Somewhat Important	Neither Important nor Unimportant	Somewhat Unimportant	Extremely Unimportant	Don't Know/No Opinion
In-library access to computers	○	○	○	○	○	○
Borrowing books, movies, and music	○	○	○	○	○	○
Access to online databases and learning platforms (Ancestry, LinkedIn Learning, Mango Languages, Powerpass, etc.)	○	○	○	○	○	○
Local history collections	○	○	○	○	○	○
Downloadable or streaming content (eBooks, eAudiobooks, eMagazines, music streaming, etc.)	○	○	○	○	○	○
Adult programming (book clubs, job help, cultural events, author talks, maker workshops, computer classes, etc.)	○	○	○	○	○	○
Children's programming (storytime, STEAM programs, summer adventure, tutoring, enrichment, etc.)	○	○	○	○	○	○
Teen programming (STEAM programs, crafts, college and career programs, gaming, etc.)	○	○	○	○	○	○

Access to Library materials beyond regular Library hours (vending machines, lockers for holds pickup, after-hours facilities access, etc.)	○	○	○	○	○	○
Assistance with new technology, equipment, etc.	○	○	○	○	○	○
Coordinated visits to the Library from various locations within the community (senior centers, schools, etc.)	○	○	○	○	○	○
Borrowing non-traditional items (passes to state parks and local museums, laptops, e-readers, WiFi hotspots, tools, etc.)	○	○	○	○	○	○
Mobile Library Services	○	○	○	○	○	○
Library collections and programs in languages other than English	○	○	○	○	○	○

What are we missing? What would you like to see?

Pikes Peak Library District Staff Survey 2024

*5. Do you live within the Pikes Peak Public Library District boundaries?

○ Yes   ○ No   ○ Not Sure

Pikes Peak Library District Staff Survey 2024

Pikes Peak Library District: Comments

Is there something we've forgotten? Please provide any additional thoughts, ideas, and/or suggestions regarding the Pikes Peak Library District and its facilities.

6. Thoughts and comments

Pikes Peak Library District Staff Survey 2024

Thank You

Thank you for taking time to fill out this survey. You are helping to make the Pikes Peak Library District the best it can be!

Pikes Peak Library District Community Survey 2023

Help plan the future of how Pikes Peak Library District serves you and the community

Pikes Peak Library District (PPLD) wants to know what you think about our current libraries and services, and hear your ideas for the future. Your input is much appreciated as we strive to improve your Library experiences.

Please take a few minutes to fill out this brief, 8 - 10 minute survey. Your answers will be completely anonymous. Even if you don't have a PPLD library card or regularly use the Library, we still want to hear from you.

Thank you for your time and support. We truly appreciate it.

Library Use

* 1. How often do you use Pikes Peak Library District in-person or online?

- ○ Daily
- ○ Weekly
- ○ Monthly
- ○ A few times a year
- ○ Hardly ever
- ○ Never

Library Use: Non-Users

* 2. If you are not a regular Pikes Peak Library District user, please tell us why not. (Please check ALL that apply)

- ☐ I prefer to buy and own my own books, music, movies, and learning materials
- ☐ I use a different public library
- ☐ I use my school library
- ☐ I used the library when my children were young, but have stopped
- ☐ I haven't used the library since I was a child
- ☐ It's hard to get to the library (transportation)
- ☐ The library's hours are not convenient
- ☐ My library card doesn't work
- ☐ Other (please specify) [   ]

- ☐ I usuallly don't find what I want at the library
- ☐ It's confusing to have so many different options
- ☐ I never think of the library as an option
- ☐ I am too busy to use the library
- ☐ I owe fees
- ☐ The library's location is not convenient for me
- ☐ I have never used a library
- ☐ Parking is too difficult

Library Use - Continued

* 3. Which Pikes Peak Library District locations have you used in the past year?

- ☐ Calhan Library
- ☐ Cheyenne Mountain Library
- ☐ East Library
- ☐ Fountain Library
- ☐ High Prairie Library
- ☐ The Hall at PPLD (formerly known as Knights of Columbus Hall)
- ☐ Library 21c

- ☐ Manitou Springs Library
- ☐ Mobile Library Services *(i.e., bookmobile or lobby stop van)*
- ☐ Monument Library
- ☐ Old Colorado City Library
- ☐ Palmer Lake Library
- ☐ Penrose Library
- ☐ Rockrimmon Library

- ☐ Ruth Holley Library
- ☐ Sand Creek Library
- ☐ Ute Pass Library
- ☐ PPLD.org *(from outside of a Library location)*
- ☐ PPLD mobile app *(from outside of a Library location)*
- ☐ Virtual Library via Zoom or YouTube *(participated in virtual program or watched video)*
- ☐ I don't use any of these libraries

* 4. Which Pikes Peak Library District location do you use most frequently? (Please choose ONE)

- ○ Calhan Library
- ○ Cheyenne Mountain Library
- ○ East Library
- ○ Fountain Library
- ○ High Prairie Library
- ○ The Hall at PPLD (formerly known as Knights of Columbus Hall)
- ○ Library 21c

- ○ Manitou Springs Library
- ○ Mobile Library Services *(i.e., bookmobile or lobby stop van)*
- ○ Monument Library
- ○ Old Colorado City Library
- ○ Palmer Lake Library
- ○ Penrose Library
- ○ Rockrimmon Library

- ○ Ruth Holley Library
- ○ Sand Creek Library
- ○ Ute Pass Library
- ○ PPLD.org *(from outside of a Library location)*
- ○ PPLD mobile app *(from outside of a Library location)*
- ○ Virtual Library via Zoom or YouTube *(participated in virtual program or watched video)*
- ○ I don't use any of these libraries

Library Use - Continued

* 5. For each of the following statements describing the Pikes Peak Library District location you use most often (selected in earlier question), please indicate how strongly you agree or disagree.

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	Don't Know/ No Opinion
There is adequate space for my needs.	○	○	○	○	○	○
There is adequate space for the needs of the community.	○	○	○	○	○	○
It is a physically comfortable place to visit.	○	○	○	○	○	○
It is a welcoming and safe place.	○	○	○	○	○	○
It is clean and well-maintained.	○	○	○	○	○	○
It is easy to navigate and find what I need.	○	○	○	○	○	○
The staff is knowledgeable and helpful.	○	○	○	○	○	○
It has up-to-date technology.	○	○	○	○	○	○
It is an important part of this community.	○	○	○	○	○	○
The hours are adequate for my needs.	○	○	○	○	○	○
The collection is adequate for my needs.	○	○	○	○	○	○
The location is convenient for me.	○	○	○	○	○	○
Parking is readily available.	○	○	○	○	○	○
It seems easily accessible and usable for those with physical or mobility challenges.	○	○	○	○	○	○
Staff treats all users equitably.	○	○	○	○	○	○
It is on a public transportation route.	○	○	○	○	○	○
It seems easily accessible and usable for those with emotional, cognitive, or neurosensory differences.	○	○	○	○	○	○
It seems easily accessible and usable for those who speak a language other than English.	○	○	○	○	○	○

* 6. Why do you use Pikes Peak Library District? (Check ALL that apply)

- [ ] Find a book
- [ ] Find DVD, CD, audiobook, etc.
- [ ] Access eBooks, eAudiobooks, etc.
- [ ] Access online learning resources
- [ ] Attend a storytime
- [ ] Attend a Library program
- [ ] Attend a class
- [ ] Use the Educational Resource Center
- [ ] For group study
- [ ] Other (please specify)

- [ ] Study alone
- [ ] Use printer/copier/scanner/fax
- [ ] Attend a meeting
- [ ] Meet up with friends
- [ ] Use library WiFi
- [ ] Use Career Navigator Services
- [ ] For computer help
- [ ] Use a Library computer
- [ ] Volunteer time or services
- [ ] Read a magazine or newspaper

- [ ] Use local history and/or genealogy resources
- [ ] Use the Makerspace/Studio
- [ ] Check out items from the Library of Things
- [ ] Use literacy/ESL resources
- [ ] Use adult education resources
- [ ] Use Food Industry Training resources
- [ ] For citizenship resources
- [ ] Attend a gallery exhibit or performance

PIkes Peak Library District: Facilities

Library facilities continually evolve to better serve communities. Help us decide what we should maintain, add, and/or update. Please share your feedback on facility features in terms of IMPORTANCE and VALUE to this community.

* 7. Please rate the level of IMPORTANCE to you for the following Library <u>facility features</u>.

	Extremely Important	Somewhat Important	Neither Important nor Unimportant	Somewhat Unimportant	Extremely Unimportant	Don't Know/ No Opinion
Readily accessible collections of books, DVDs, and other materials	○	○	○	○	○	○
Spaces to study or work with access to WiFi and power	○	○	○	○	○	○
Dedicated digital creativity space for video and/or audio/music production	○	○	○	○	○	○
Makerspaces with access to 3D printers, laser cutters/etchers, sewing machines, etc.	○	○	○	○	○	○
Sustainable, energy-efficient, green buildings	○	○	○	○	○	○
Improved points of service (e.g. service desk locations, self checkout, etc.)	○	○	○	○	○	○
Quiet spaces	○	○	○	○	○	○
Social spaces for informal gathering and collaboration	○	○	○	○	○	○
Multiple study rooms for 1 - 4 people	○	○	○	○	○	○
Medium-sized meeting spaces for 10 - 30 people	○	○	○	○	○	○
Large community meeting spaces for over 50 people	○	○	○	○	○	○
Children's area for ages 0 - 12 that supports development, literacy, play, and imagination	○	○	○	○	○	○
Teen area for ages 13 - 18 that supports literacy, collaboration, creativity, and social connections	○	○	○	○	○	○
"Bookstore-like" displays of new and popular materials	○	○	○	○	○	○
Art galleries and exhibit spaces	○	○	○	○	○	○
Outdoor spaces/green spaces	○	○	○	○	○	○
Food and drink area with seating	○	○	○	○	○	○
Convenient parking	○	○	○	○	○	○
Good public transit, pedestrian, and bicycle access	○	○	○	○	○	○
Close to schools	○	○	○	○	○	○
Easily accessible Friends of the Library bookstore	○	○	○	○	○	○
Sensory and/or calming rooms	○	○	○	○	○	○

Studio space for maker/artist in residence	○	○	○	○	○	○
Family use/single use restrooms	○	○	○	○	○	○
Space for international language materials	○	○	○	○	○	○

Additional Comments:

[ ]

Pikes Peak Library District: Services

Services available at today's public libraries are continually evolving to better serve the community. Help us decide what we should maintain, add, and/or update. Please tell us how you rate these Library services in terms of IMPORTANCE and VALUE to this community.

* 8. Please rate the IMPORTANCE of the following services.

	Extremely Important	Somewhat Important	Neither Important nor Unimportant	Somewhat Unimportant	Extremely Unimportant	Don't Know/ No Opinion
In-library access to computers	○	○	○	○	○	○
Borrowing books, movies, and music	○	○	○	○	○	○
Access to online databases and learning platforms (Ancestry, LinkedIn Learning, Mango Languages, Powerpass, etc.)	○	○	○	○	○	○
Local history collections	○	○	○	○	○	○
Downloadable or streaming content (eBooks, eAudiobooks, eMagazines, music streaming, etc.)	○	○	○	○	○	○
Adult programming (book clubs, job help, cultural events, author talks, maker workshops, computer classes, etc.)	○	○	○	○	○	○
Children's programming (storytime, STEAM programs, summer adventure, tutoring, enrichment, etc.)	○	○	○	○	○	○
Teen programming (STEAM programs, crafts, college and career programs, gaming, etc.)	○	○	○	○	○	○
Access to Library materials beyond regular Library hours (vending machines, lockers for holds pickup, after-hours facilities access, etc.)	○	○	○	○	○	○
Assistance with new technology, equipment, etc.	○	○	○	○	○	○
Coordinated visits to the Library from various locations within the community (senior centers, schools, etc.)	○	○	○	○	○	○
Borrowing non-traditional items (passes to state parks and local museums, laptops, e-readers, WiFi hotspots, tools, etc.)	○	○	○	○	○	○
Mobile Library Services	○	○	○	○	○	○
Library collections and programs in languages other than English	○	○	○	○	○	○

What are we missing? What would you like to see?

[ ]

Pikes Peak Library District: Programs

* 9. Have you or anyone from your immediate family attended PPLD programs?

◯ Yes   ◯ No   ◯ N/A

* 10. How did you hear about that Library program?

☐ Library staff   ☐ PPLD website   ☐ Posters or flyers

☐ Friend or family member   ☐ PPLD social media   ☐ Advertising (TV, radio,
                                                            newspaper, etc.)

☐ Other (please specify)

[   ]

Additional Information

Please take an additional minute to tell us about yourself. This will help us better understand and organize the information you've shared.

* 11. Do you have a PPLD Library card?

◯ Yes   ◯ No   ◯ Not Sure

* 12. What is the zip code of the area where you live?

[   ]

13. What is your age?

◯ Under 18   ◯ 35 - 44   ◯ 65 - 74

◯ 18 - 24   ◯ 45 - 54   ◯ 75 and over

◯ 25 - 34   ◯ 55 - 64   ◯ Prefer not to answer

14. How would you describe yourself? (Please check ALL that apply) (optional)

☐ American Indian or Alaska Native   ☐ Hispanic, Latino, or Spanish

☐ Asian or Asian American   ☐ Native Hawaiian or other Pacific Islander

☐ Black or African American   ☐ White or Caucasian

☐ Other (please specify)

[   ]

Pikes Peak Library District: Comments

Is there something we've forgotten? Please provide any additional thoughts, ideas, and/ or suggestions regarding the Pikes Peak Library District and its facilities.

15. Thoughts and comments

16. Would you like to opt-in to receive news and updates from Pikes Peak Library District?

○ Yes   ○ No

If yes, please provide your email address.

Thank You

Thank you for taking time to fill out this survey. You are helping to make the Pikes Peak Library District the best it can be!