

PIKES PEAK LIBRARY DISTRICT ANNUAL BUDGET FISCAL YEAR 2021

Administration Office
20 N. Cascade Ave.
Colorado Springs, CO 80903
(719) 531-6333
Ppld.org

Pikes Peak Library District 2021 Budget

2020 Pikes Peak Library District Board of Trustees

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

Chief Librarian and CEO

John Spears

Prepared by

Michael Varnet, CPA, CPFO
Chief Financial Officer

Tatiana Zonte
Accountant

Administrative Offices

20 N. Cascade Ave.
Colorado Springs, CO 80903
(719) 531-6333
ppld.org

Table of Contents

INTRODUCTION SECTION	1
Transmittal Letter	1
Organizational Chart.....	16
2017-2020 Strategic Plan	17
Resolution to Set Mill Levies	19
Resolution to Adopt Budget	20
Resolution to Appropriate Sums of Money	21
Certification of Tax Levies.....	22
Budget Timetable.....	23
El Paso County Demographics	24
Library Overview	28
GENERAL FUND.....	29
Revenue/Expenditure Summary	29
Fund Balance Summary	30
Revenue Summary	31
General Fund Revenue (Detail)	32
Mill Levy Calculation	33
Expenditures by Major Account Classification	34
Personnel Services Budget	35
Expenditures by Category.....	36
Expenditures by Department	40
Chief Librarian and CEO Office	40
Public Services.....	41
Library Services.....	42
Adult Services (AS)	42
Family & Children’s Services (FCS).....	44
Regional History and Genealogy (RH&G).....	46

Creative Services (CrS)	48
Knights of Columbus Hall (KCH)	49
Young Adult Services (YAS)	51
Adult Education (AE)	53
Collection Management (CM)	54
Interlibrary Loan (ILL)	55
Diversity, Equity & Inclusion (DEI)	56
Library Services Summary	56
Library Service Providers	57
West Region	58
Penrose Library	61
Cheyenne Mountain Library	64
Manitou Springs Library	65
Old Colorado City Library	66
Ute Pass Library	68
Mobile Library Services	69
West Region Summary	70
Southeast Region	71
East Library	74
Fountain Library	76
Ruth Holley Library	77
Sand Creek Library	78
Southeast Region Summary	79
North Region	80
Library 21c	83
High Prairie Library	85
Calhan Library	86
Monument Library	88
Palmer Lake Library	90
Rockrimmon Library	91
North Region Summary	93
Library Service Providers Summary	93

Public Services Summary.....	93
Security, Safety & Social Services	94
Human Resources Office.....	96
Facilities Office	98
Facilities District-wide.....	99
Facilities Penrose Library.....	99
Facilities East Library.....	100
Facilities Library 21c.....	100
Facilities – Utilities and Rent	100
Facilities Office Summary	103
Communications Office.....	104
Information Technology Office.....	106
Development Office.....	108
Finance Office	110
Interdepartmental Expenditures	112
Operating Transfers to Other Funds	112
Designated Funds	113
Special Item	113
General Fund Expenditures Summary.....	114
Positions Summary	115
New Position	116
Designated Funds Included in General Fund	117
CAPITAL PROJECT FUNDS	122
East Library Project Fund	122
Penrose Library Project Fund	123
Library 21c Project Fund	125
Capital Reserve Fund	127
SPECIAL REVENUE FUND	131
Designated Funds.....	131
FIVE YEAR CAPITAL PLAN 2022 - 2026	132
East Library Project Fund	133

Penrose Library Project Fund	134
Library 21c Project Fund	136
Capital Reserve Fund	138
Appendix 1 - PPLD Comparison to Colorado Libraries	145
Appendix 2 - PPLD Comparison to National Libraries.....	178
Appendix 3 - Glossary of Terms	186



INTRODUCTION SECTION

Transmittal Letter

December 9, 2020

Citizens of Pikes Peak Library District

GENERAL INFORMATION

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

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

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

Legal Requirements

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

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

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

Reporting Entity

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

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

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

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

Financial Policies

The 2021 budget has been approved following the District's Financial Guidelines.

COVID-19 Response

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

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

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

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

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

Qualifications to the Budget Process

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

Usage – Demand for Traditional Library Services

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

Reorganization of District Operations

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

Some of the more significant changes include:

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

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

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

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

FUND INFORMATION

GENERAL FUND

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

Property Tax Revenue Limitations

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

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

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

State’s 5.5% Limitation

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

Mill Levy – Operating Purposes

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

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

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

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

Mill Levy – Abatements and Credits

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

Mill Levy – Temporary Tax Credit

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

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

Property Tax Revenue Summary

Net Assessed Valuation

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

Mill Levies

General Operating Purposes

2020	3.688
2021	3.845

Abatements and Refunds

2020	0.043
2021	0.033

Temporary Mill Levy Credit

2020	-
2021	(0.023)

Total Mill Levy

2020	3.731
2021	3.855

Property Tax Revenue

General Operating Purposes

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

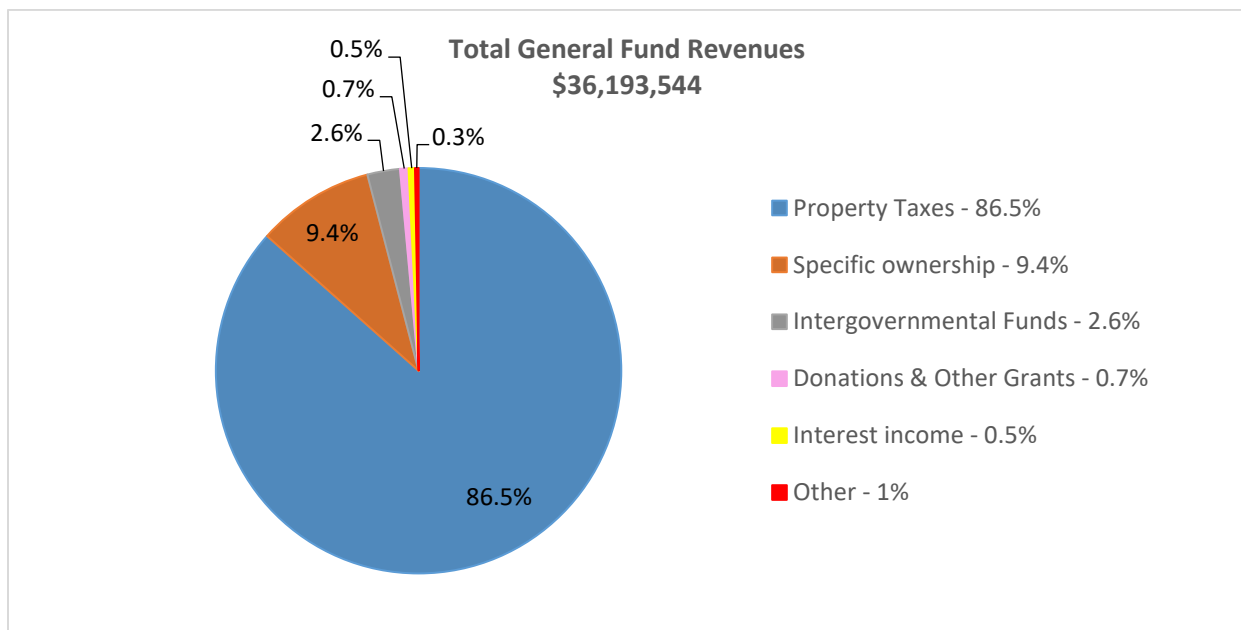
Refunds and Abatements

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

Temporary Mill Levy Credit	
2020	-
2021	(\$186,791)
Total Property Tax Revenue	
2020	\$30,374,738
2021	\$31,307,840

Revenues

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



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

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

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

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

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

Intergovernmental Funds: \$941,019 or 2.6%

E-Rate Refund: \$690,600

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

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

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

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

State Grant for Library Materials: \$143,445

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

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

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

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

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

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

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

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

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

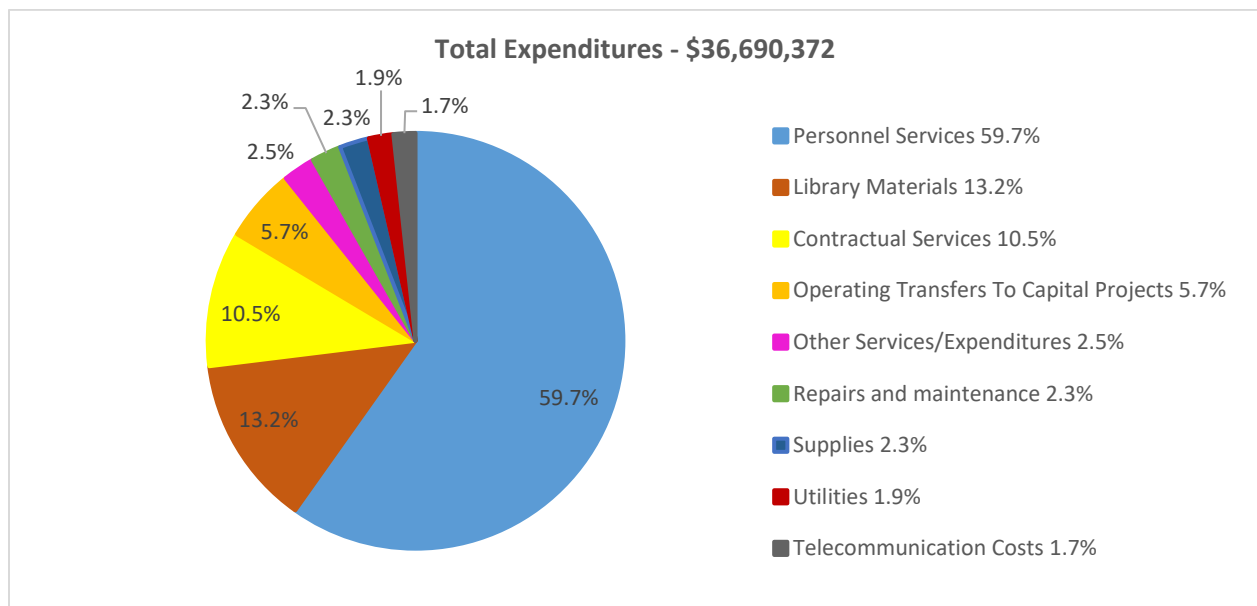
Donations and Other Grants: \$242,100 or <1%

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

Expenditures

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

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



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

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

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

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

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

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

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

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

Pay Adjustment Pool - \$275,600

The 2021 budget includes a pay adjustment amount equivalent to a 1.5% average adjustment for all staff positions. This percentage, which is less than the expected CPI projection for 2020, is included in the proposal as an attempt to keep wage levels close to prevailing market rates for all positions, given available financial resources. As noted above, the District completed a compensation project in 2017 and determined its hourly wages were not in line with prevailing market rates at that time. Library management intends to pay its staff closer to market rates now and into the future.

New Positions - \$168,920

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

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

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

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

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

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

- The District budgets all of its positions annually as if all will be filled throughout the year. Realistically, there are vacancies throughout the year, and it generally takes time to fill the vacant

positions. This occurs annually, and as a result, savings from vacant positions are added back to fund balance at the end of each year.

- The 2021 Budget includes \$168,920 for new positions and position adjustments, as discussed above. Again, the budget is set up as if each position will be filled as of Jan. 1, 2021, but the new positions will be phased in as appropriate.

Payroll Accrual Provision - \$70,000

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

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

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

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

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

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

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

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

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

Training - \$316,088 or 0.86%

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

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

The 2021 Budget includes the following transfers:

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

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

Debts

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

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

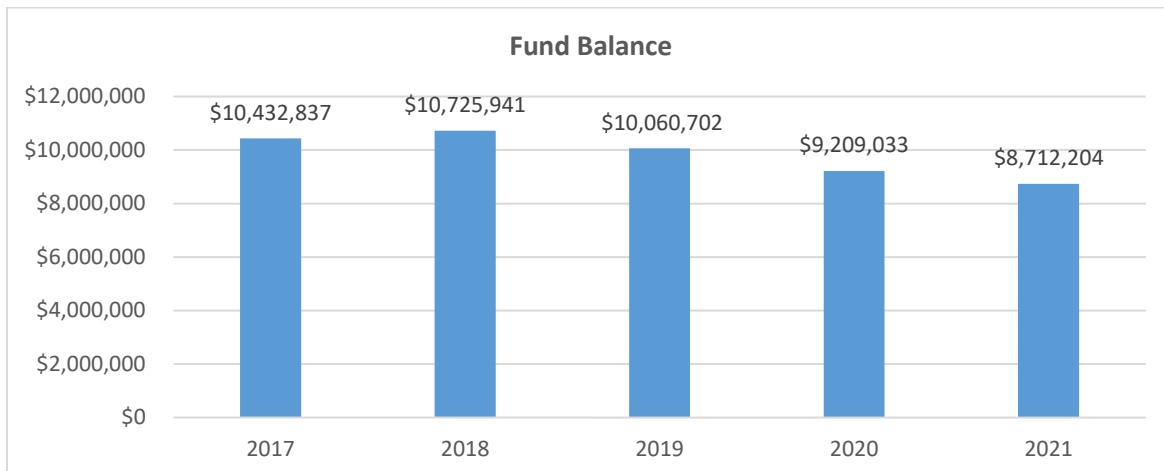
Fund Balance

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

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

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

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



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

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

CAPITAL PROJECTS FUNDS

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

East Library Project Fund - \$84,200 expenditures

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

Penrose Library Project Fund - \$162,500 expenditures

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

Library 21c Fund - \$165,000 expenditures

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

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

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

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

Budgeted Funds Summary

FUND	2019 Actual	2020 Budget	2020 Projection	2021 Budget
General Fund				
Revenues				
Taxes	\$ 31,721,895	\$ 33,513,651	\$ 33,475,738	\$ 34,645,468
Intergovernmental	392,810	514,419	942,123	941,019
Fines and Fees	124,502	80,000	80,000	79,200
Interest income	426,392	175,000	175,000	183,750
Other Revenues	331,661	342,397	325,600	344,108
Total Revenues	32,997,260	34,625,467	34,998,461	36,193,544
Expenditures by categories				
Personnel Services	19,907,959	21,506,566	21,024,126	21,850,039
Supplies	727,438	1,156,199	1,263,006	851,615
Library Materials	4,716,819	5,029,051	4,923,851	4,829,977
Utilities	646,322	713,044	605,258	713,416
Telecommunication Costs	535,101	604,169	604,169	641,000
Contractual Services	3,339,416	4,030,711	3,793,530	3,900,984
Repairs and Maintenance	550,638	794,969	808,120	854,900
Other Services/Expenditures	747,232	1,023,022	781,872	946,615
Capital Outlay	48,163	46,812	318,722	15,000
Operating Transfers to Capital Projects	2,443,411	1,547,368	1,547,368	2,086,827
Special Item	-	-	180,108	-
Total Expenditures	33,662,499	36,451,911	35,850,130	36,690,373
Net Excess Revenues Over Expenditures	(665,239)	(1,826,444)	(851,669)	(496,829)
Fund Balance - Beginning of Year	10,725,941	10,060,702	10,060,702	9,209,033
Fund Balance - End of Year	\$ 10,060,702	\$ 8,234,258	\$ 9,209,033	\$ 8,712,204
Capital Projects				
East Library				
Sources of Funds				
Operating Transfers from General Fund	\$ 139,627	\$ 8,545	\$ 8,545	\$ 84,200
Uses of Funds				
Building Items	22,549	131,026	131,026	84,200
IT Items	-	2,071	2,071	-
Others	-	70,750	70,750	-
Total Uses of Funds	22,549	203,847	203,847	84,200
Net Excess Revenues Over Expenditures	117,078	(195,302)	(195,302)	-
Fund Balance - Beginning of Year	78,224	195,302	195,302	-
Fund Balance - End of Year	\$ 195,302	\$ -	\$ -	\$ -
Penrose Library				
Sources of Funds				
Operating Transfers from General Fund	\$ 96,700	\$ -	\$ -	\$ 524
Uses of Funds				
Building Items	608,451	329,642	329,642	162,500
Total Uses of Funds	608,451	329,642	329,642	162,500
Net Excess Revenues Over Expenditures	(511,751)	(329,642)	(329,642)	(161,976)
Fund Balance - Beginning of Year	1,003,369	491,618	491,618	161,976
Fund Balance - End of Year	\$ 491,618	\$ 161,976	\$ 161,976	\$ -

FUND	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Capital Projects				
Library 21c				
Sources of Funds				
Operating Transfers from General Fund	\$ 1,156,100	\$ 63,367	\$ 63,367	\$ 165,000
Uses of Funds				
Facilities	920,207	431,529	431,529	155,000
IT & Other Equipment	3,974	86,020	86,020	10,000
Software	-	30,000	30,000	-
Total Uses of Funds	924,181	547,549	547,549	165,000
Net Excess Revenues Over Expenditures	231,919	(484,182)	(484,182)	-
Fund Balance - Beginning of Year	252,263	484,182	484,182	-
Fund Balance - End of Year	\$ 484,182	\$ -	\$ -	\$ -
Capital Reserve				
Sources of Funds				
Donations-Pikes Peak Library District Foundation	\$ -	\$ 123,000	\$ 123,000	\$ -
Operating Transfers from General Fund	1,050,984	1,475,456	1,475,456	1,837,102
Other- Landlord reimbursement	-	61,874	61,874	-
Sales of Assets	-	12,500	12,500	-
Total Sources of Funds	1,050,984	1,672,830	1,672,830	1,837,102
Uses of Funds				
Facilities	\$ 503,200	\$ 1,296,844	\$ 1,296,844	\$ 278,636
IT & Other Equipment	445,699	2,186,384	2,186,384	1,558,466
Total Uses of Funds	948,899	3,483,228	3,483,228	1,837,102
Net Excess Revenues Over Expenditures	102,085	(1,810,398)	(1,810,398)	-
Fund Balance - Beginning of Year	1,708,313	1,810,398	1,810,398	-
Fund Balance - End of Year	\$ 1,810,398	\$ -	\$ -	\$ -
Special Revenues Funds				
Expenditures - Capital Outlay	\$ 51,736	\$ 109,021	\$ 109,021	\$ -
Fund Balance - Beginning of Year	160,757	109,021	109,021	-
Fund Balance - End of Year	\$ 109,021	\$ -	\$ -	\$ -
Total Fund Balance-End of Year	\$ 13,151,223	\$ 8,396,234	\$ 9,371,009	\$ 8,712,204

FIVE-YEAR CAPITAL PLAN

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

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

PERFORMANCE MEASURES

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

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

Pikes Peak Library District
Jefferson County Public Library
Douglas County Libraries
High Plains Library District (Weld County)
Boulder Public Library
Poudre River Public Library District
Westminster Public Library

Denver Public Library
Arapahoe Library District
Rangeview Library District (Adams County)
Pueblo City-County Library District
Aurora Public Library
Mesa County Public Library District

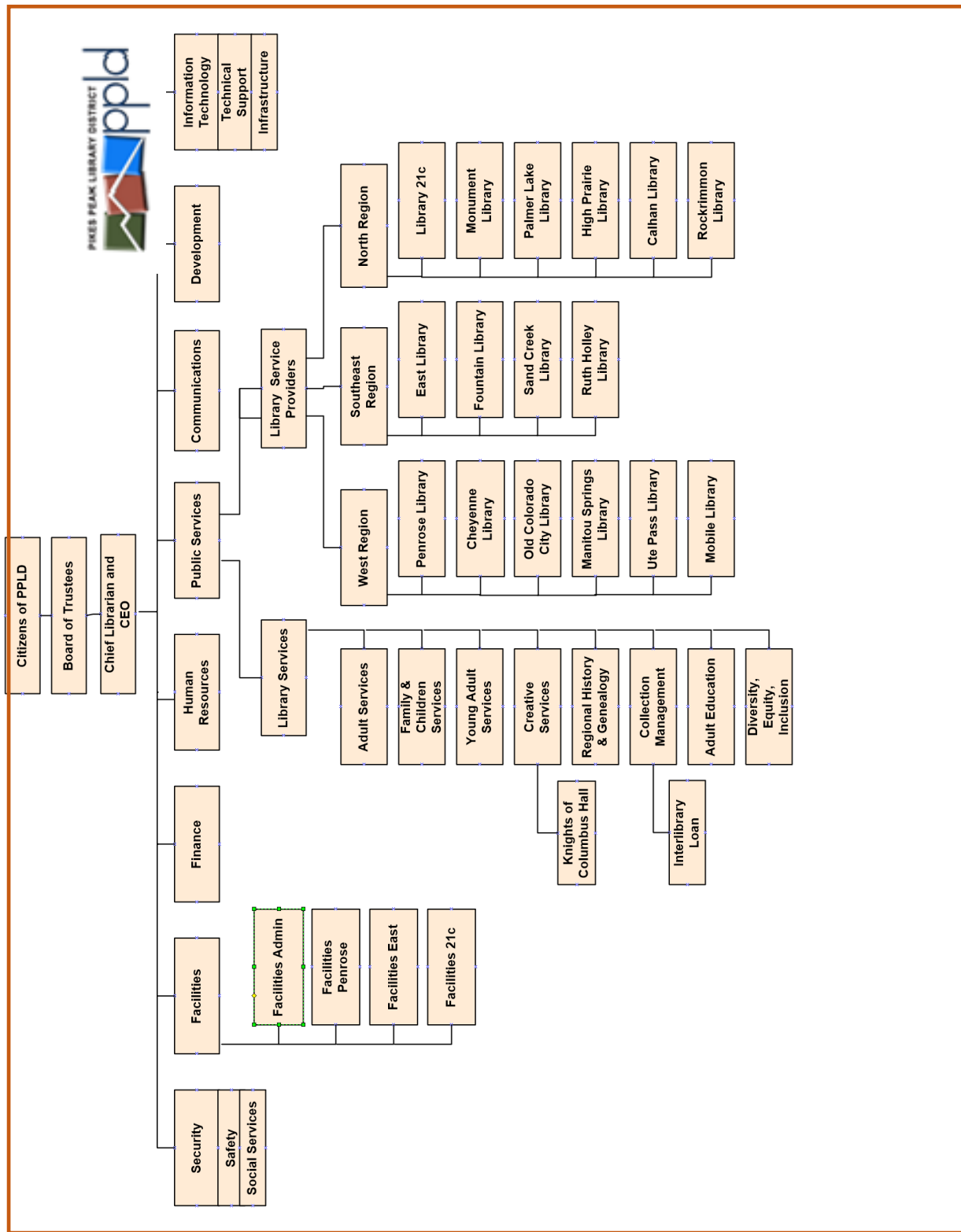
Appendix 2 includes District comparison to 12 selected national libraries with a LSA population between 550,000 and 800,000 and operating revenues between \$25 - \$45 million. The charts cover the 2018 calendar year, which represents the most current available data, and the source of this information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

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

Alameda County Library (Fremont, CA)
Anne Arundel County Public Library (Annapolis, MD)
Detroit Public Library (Detroit, MI)
Jefferson County Public Library (Lakewood, CO)
Lee County Library System (Fort Myers, FL)
Metropolitan Library System (Oklahoma City, OK)

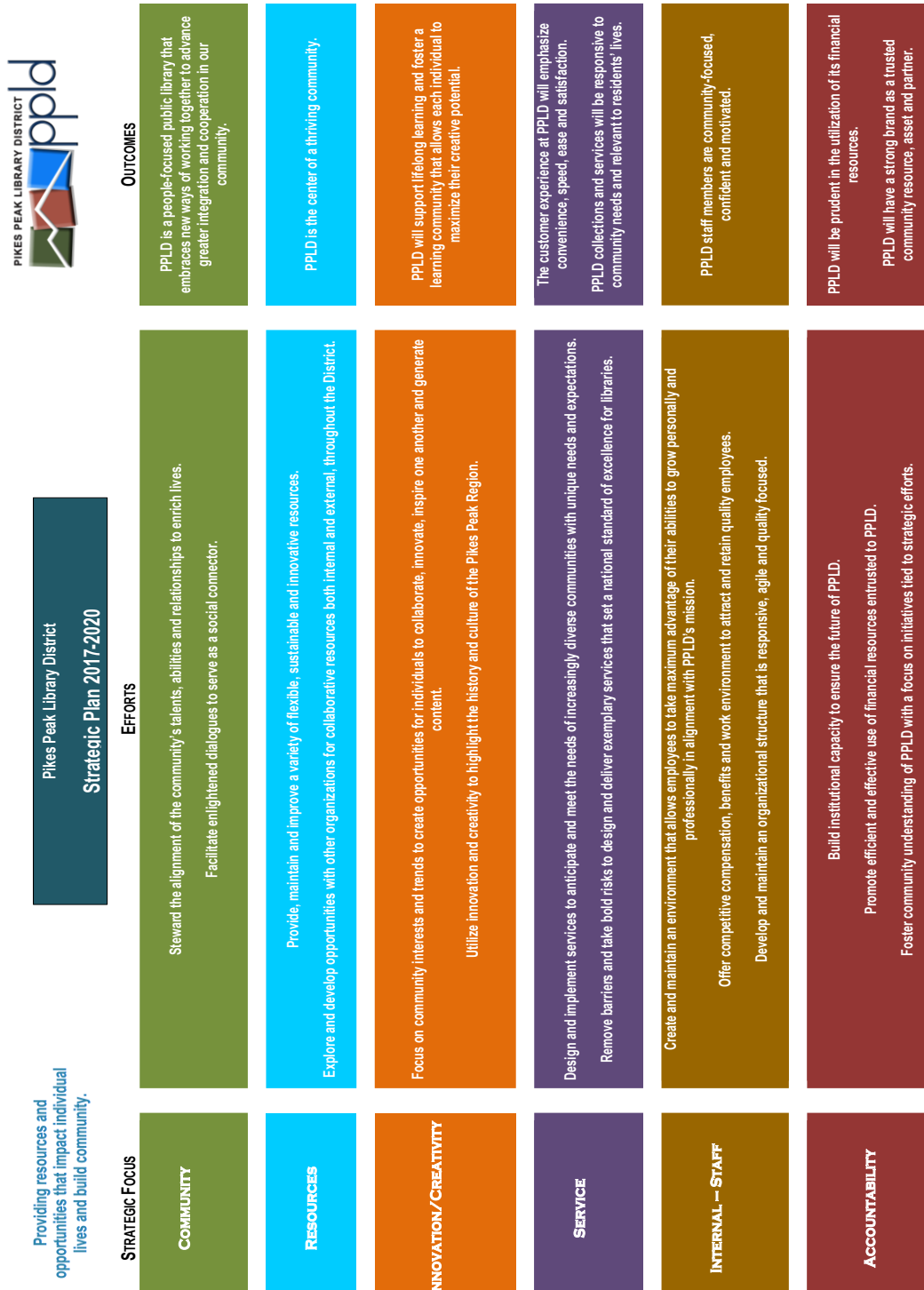
Nashville Public Library (Nashville, TN)
Ocean County Library (Toms River, NJ)
Pierce County Library System (Tacoma, WA)
Sno-Isle Libraries (Marysville, WA)
Tulsa City-County Library System (Tulsa, OK)
Milwaukee Public Library (Milwaukee, WI)

Organizational Chart



2017-2020 Strategic Plan

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



TREND INFORMATION

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

BUDGETARY BASIS OF ACCOUNTING

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

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

ACKNOWLEDGEMENTS

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

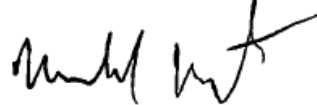
Gratitude is also extended to all District managers, supervisors, and staff for their efforts toward examining the budget carefully and planning ahead prudently to complete a balanced 2021 budget.

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

Respectfully submitted,



John Spears
Chief Librarian and CEO



Michael Varnet, CPA, CPFO
Chief Financial Officer

Resolution to Set Mill Levies

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

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

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

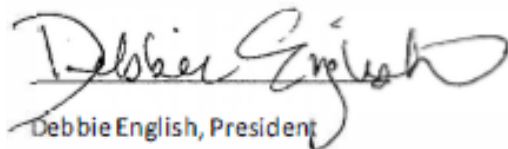
WHEREAS, the 2020 net valuation for assessment (payable in 2021) for the Pikes Peak Library District, as certified by the County Assessor, is \$8,121,359,160.

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

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

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

ADOPTED, this 9th day of December 2020.



Debbie English, President

Resolution to Adopt Budget

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

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

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

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

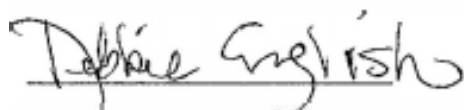
WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

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

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

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

ADOPTED, this 9th day of December 2020.



Debbie English, President

Resolution to Appropriate Sums of Money

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

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

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

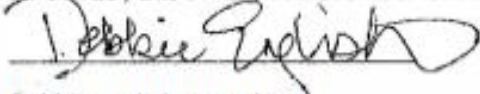
WHEREAS, it is not only required by law, but also necessary to appropriate the revenues and fund balances provided in the budget to and for the purposes described below, thereby establishing a limitation on expenditures for the operations of the Pikes Peak Library District.

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

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

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

ADOPTED, this 9th day of December 2020.


Debbie English, President

Certification of Tax Levies

County Tax Entity Code _____ DOLA LGID/SID _____ /

CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners of El Paso County, Colorado.

On behalf of the Pikes Peak Library District (taxing entity),
 the Board of Trustees (governing body),
 of the Pikes Peak Library District (local government).

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

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ 8,121,359,160 (NET assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

Submitted: 12/10/2020 for budget/fiscal year 2021.
 (not later than Dec. 15) (mm/dd/yyyy) (yyyy)

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

Contact person: (print) Michael E. Varnet, CPA, CPFO Daytime phone: (719) 884-9700
 Signed:  Title: Chief Finance Officer

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

Budget Timetable

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

El Paso County Demographics

El Paso County, Colorado Population 2020

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

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

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

Unprecedented Regional Growth

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

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

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

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

Age

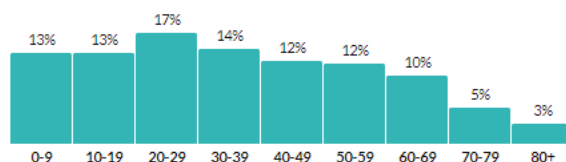
34.3

Median age

about 90 percent of the figure in Colorado: 36.9

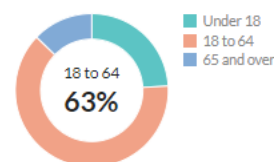
about 90 percent of the figure in United States: 38.2

Population by age range



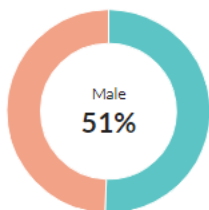
Show data / Embed

Population by age category



Show data / Embed

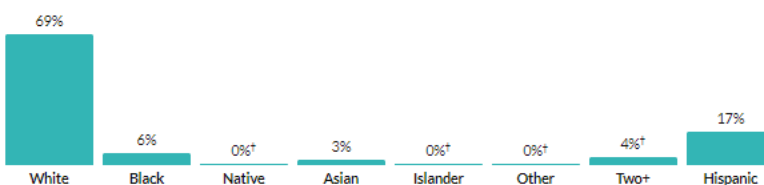
Sex



Male
Female

Show data / Embed

Race & Ethnicity



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

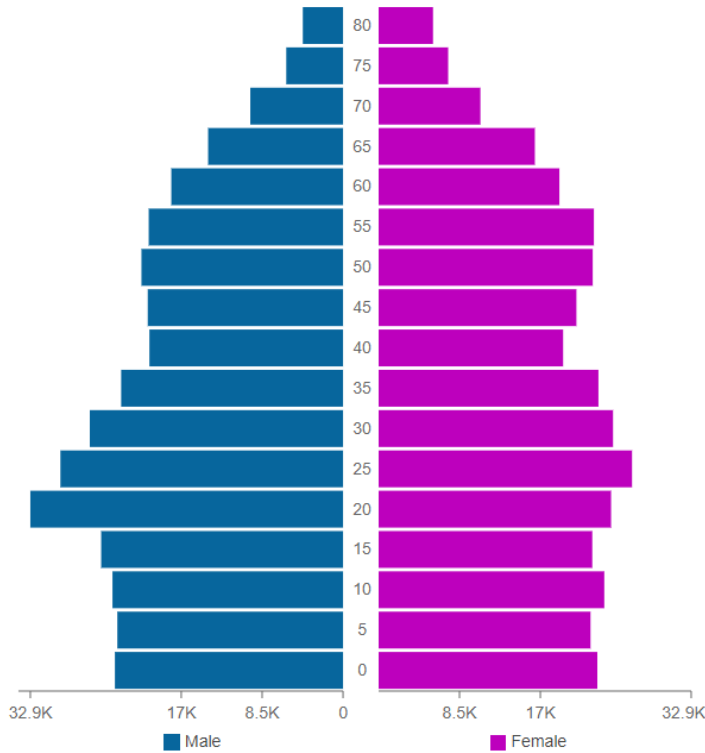
Show data / Embed

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

El Paso County, Colorado Population by Age

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

El Paso County, Colorado Population Pyramid 2020



El Paso County, Colorado Median Age

34.1 32.6 35.6



El Paso County, Colorado Adults

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

El Paso County, Colorado Age Dependency

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

El Paso County, Colorado Sex Ratio

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

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

Educational attainment

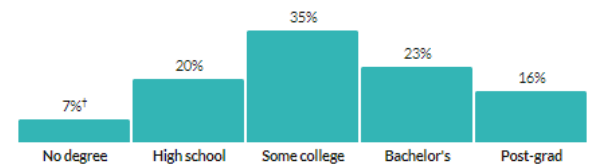
93.1%
 High school grad or higher

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

38.8%
 Bachelor's degree or higher

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

Population by minimum level of education



* Universe: Population 25 years and over

Show data / Embed

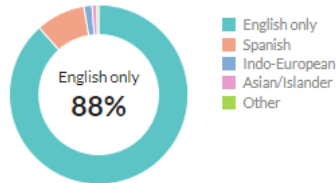
Language

N/A

Persons with language other than English spoken at home

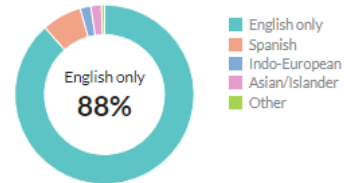
* ACS 2018 5-year data

Language at home, children 5-17



Show data / Embed

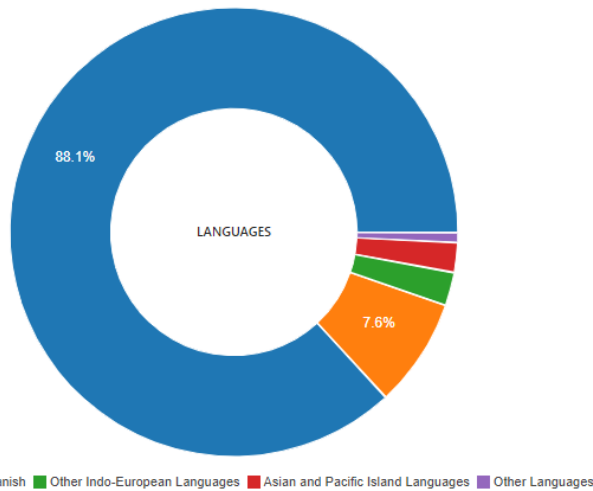
Language at home, adults 18+



Show data / Embed

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

El Paso County, Colorado Language by Age All Ages 5-17 18-64 65+



El Paso County, Colorado Language

88.06% of El Paso County, Colorado residents speak only English, while 11.94% speak other languages. The non-English language spoken by the largest group is Spanish, which is spoken by 7.64% of the population.

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

Income

\$33,536

Per capita income

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

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

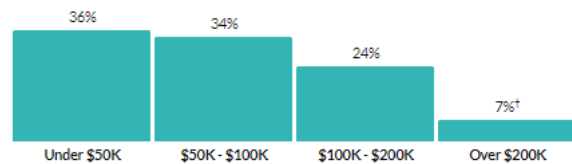
\$68,119

Median household income

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

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

Household income



Show data / Embed

Poverty

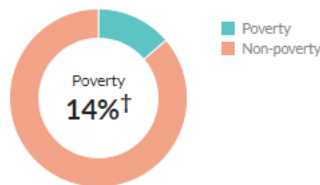
9.9%

Persons below poverty line

about the same as the rate in Colorado: 9.6%

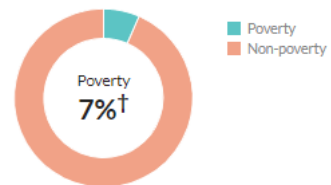
about three-quarters of the rate in United States: 13.1%

Children (Under 18)



Show data / Embed

Seniors (65 and over)



Show data / Embed

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

Library Overview

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

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

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

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

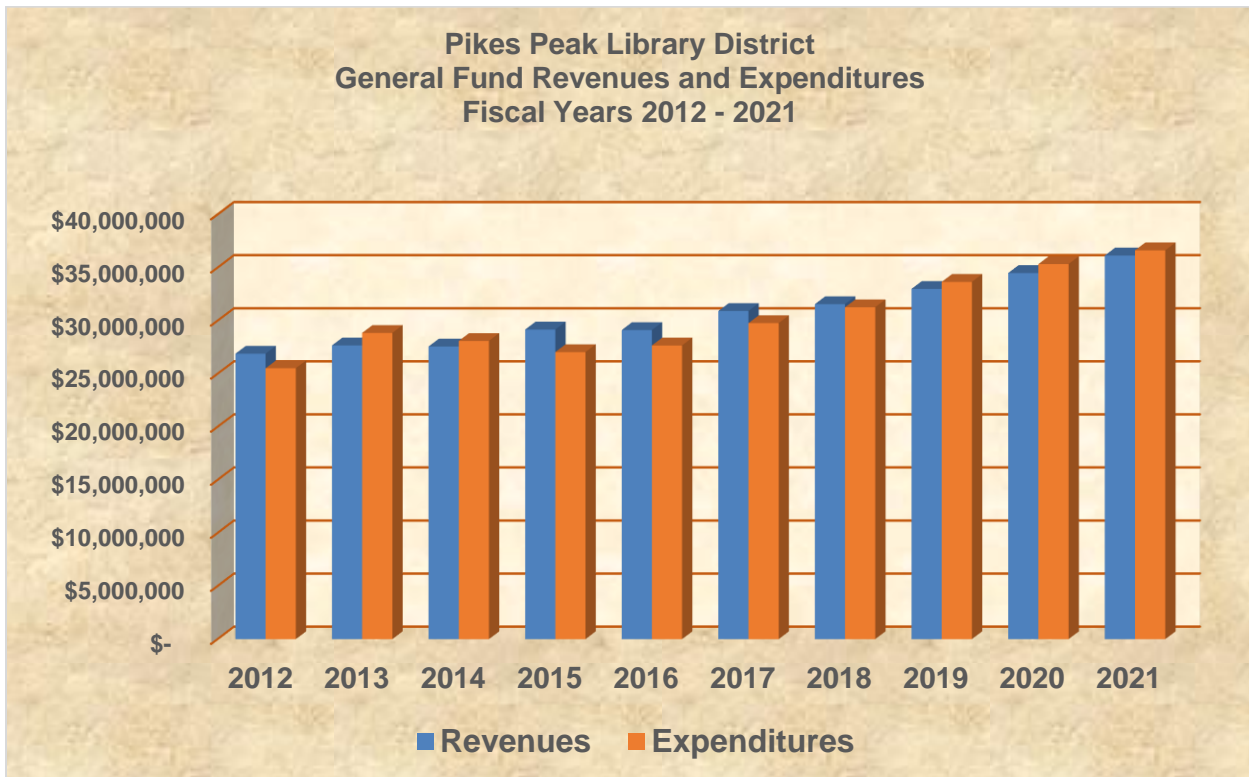
For nearly 60 years, Pikes Peak Library District has welcomed all members of their local community to enrich their minds, make connections, and reach their full potential. Through innovative initiatives and programming, resourcefulness, and responsiveness to the needs of their patrons, the District is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

<http://ppld.org/>

GENERAL FUND
Revenue/Expenditure Summary

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

General Fund Revenue and Expenditures - Ten Year Trend



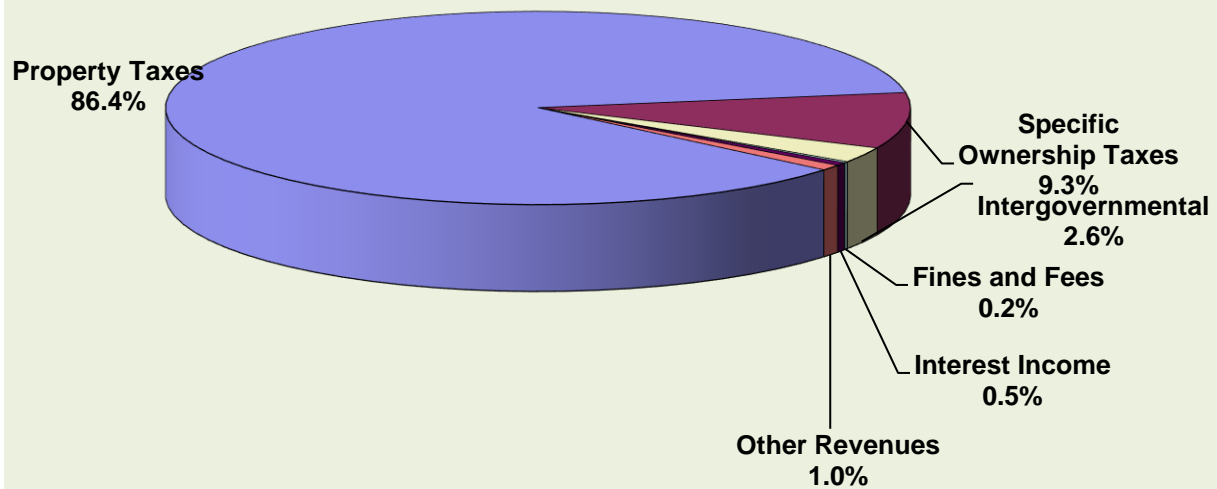
Fund Balance Summary

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

Revenue Summary

Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Taxes				
Property	\$ 28,235,667	\$ 30,213,651	\$ 30,175,738	\$ 31,262,968
Specific ownership	3,486,228	3,300,000	3,300,000	3,382,500
Total Taxes	31,721,895	33,513,651	33,475,738	34,645,468
Intergovernmental	392,810	561,216	942,123	941,019
Fines and fees	124,502	80,000	80,000	79,200
Interest income	426,392	175,000	175,000	183,750
Donations/grants	177,097	224,100	224,100	242,100
Other	154,564	71,500	101,500	102,008
Total Revenues	\$ 32,997,260	\$ 34,625,467	\$ 34,998,461	\$ 36,193,545

Pikes Peak Library District
General Fund Revenues
Fiscal Year 2021



General Fund Revenue (Detail)

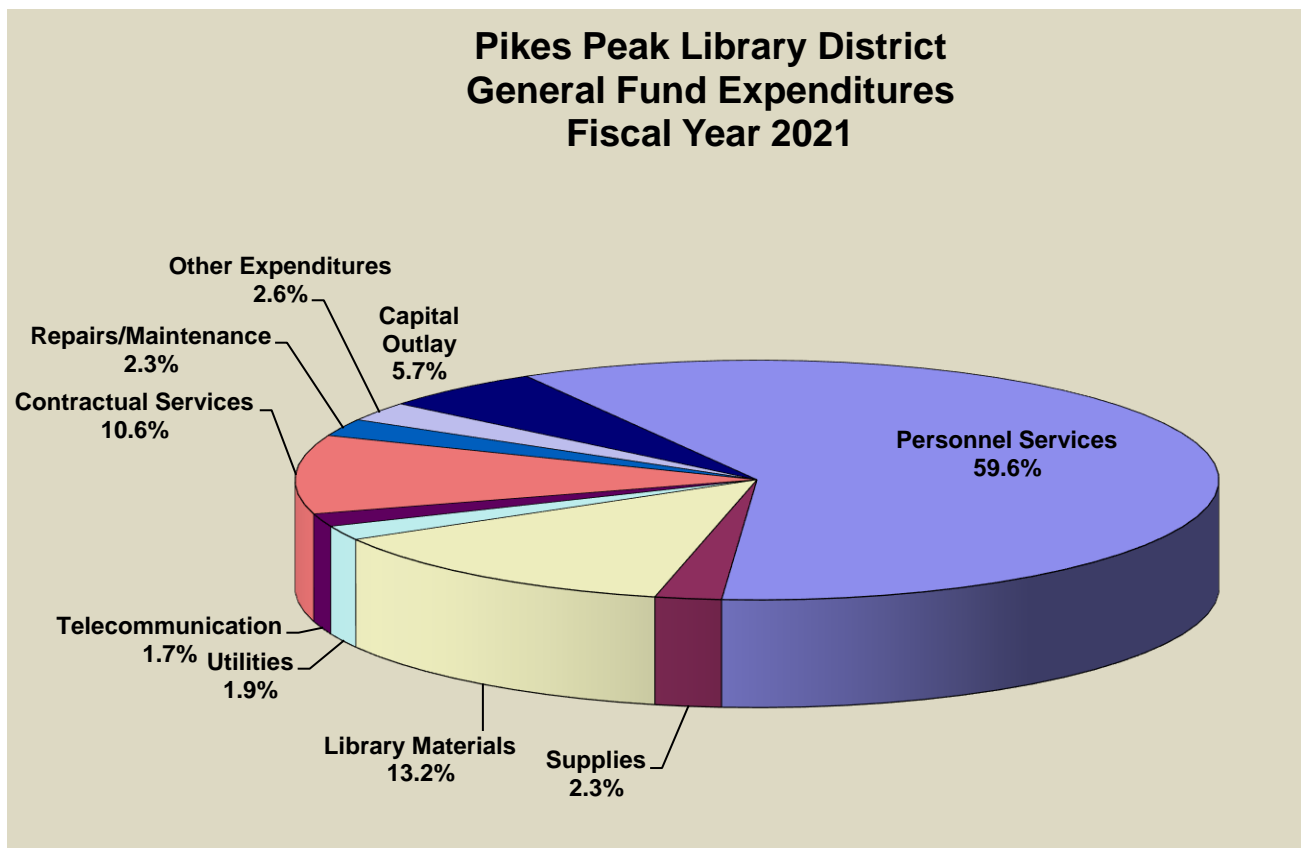
Revenue Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Taxes				
Current property taxes	\$ 28,454,290	\$ 30,374,738	\$ 30,374,738	\$ 31,307,840
Less: uncollectible taxes	(325,923)	(112,087)	(150,000)	(175,000)
Net Current Property Taxes	28,128,367	30,262,651	30,224,738	31,132,840
Abatements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

Mill Levy Calculation

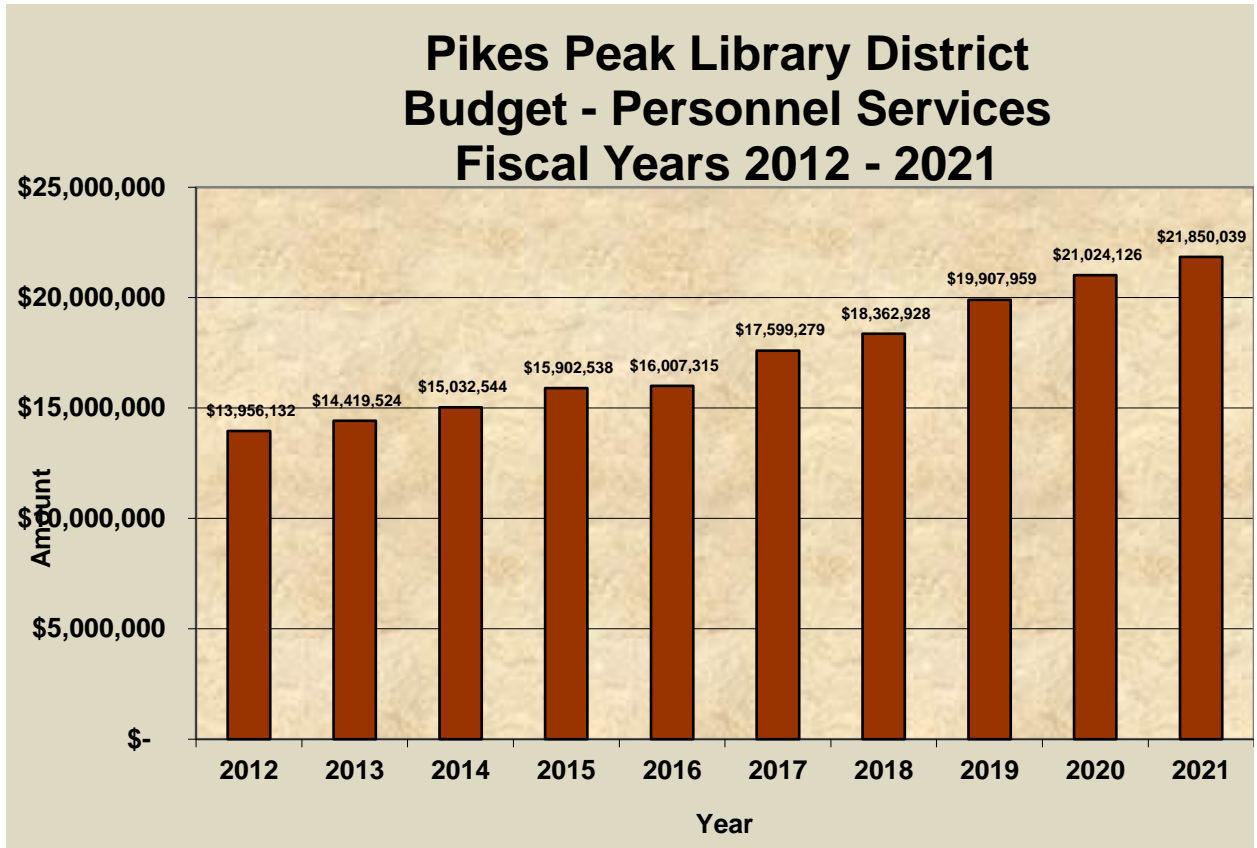
	2019	2020	2021
Assessed Valuation (AV)			
Gross	\$ 7,198,824,710	\$ 8,246,468,310	\$ 8,218,213,120
Net	7,113,572,510	8,141,178,730	8,121,359,160
Difference	\$ 85,252,200	\$ 105,289,580	\$ 96,853,960
Mill Levy - Pikes Peak Library District Budget			
Operating	4.000	3.688	3.845
Property Tax Revenue - Operating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

**Expenditures by Major Account Classification
and Percentage to Total Budget**

Expenditures Account	2019 Actual		2020 Budget		2020 Projection		2021 Budget	
	Amount	%	Amount	%	Amount	%	Amount	%
Personnel Services	\$ 19,907,959	59.1%	\$ 21,506,566	59.0%	\$ 21,024,126	58.6%	\$ 21,850,039	59.6%
Supplies	727,438	2.2%	1,156,199	3.2%	1,263,006	3.5%	851,615	2.3%
Library Materials	4,716,819	14.0%	5,029,051	13.8%	4,923,851	13.7%	4,829,977	13.2%
Utilities	646,322	1.9%	713,044	2.0%	605,258	1.7%	713,416	1.9%
Telecommunication Costs	535,101	1.6%	604,169	1.7%	604,169	1.7%	641,000	1.7%
Contractual Services	3,339,416	9.9%	4,030,711	11.1%	3,793,530	10.6%	3,900,984	10.6%
Repairs and Maintenance	550,638	1.6%	794,969	2.2%	808,120	2.3%	854,900	2.3%
Other Services/Expenditures	747,232	2.2%	1,023,022	2.8%	781,872	2.2%	946,615	2.6%
Capital Outlay	48,163	0.1%	46,812	0.1%	318,722	0.9%	15,000	0.0%
Operating Transfers To Other Funds	2,443,411	7.3%	1,547,368	4.2%	1,547,368	4.3%	2,086,826	5.7%
Special Item	-	0.0%	-	0.0%	180,108	0.5%	-	0.0%
Total Expenditures	\$ 33,662,499	100.0%	\$ 36,451,911	100.0%	\$ 35,850,130	100.0%	\$ 36,690,372	100.0%

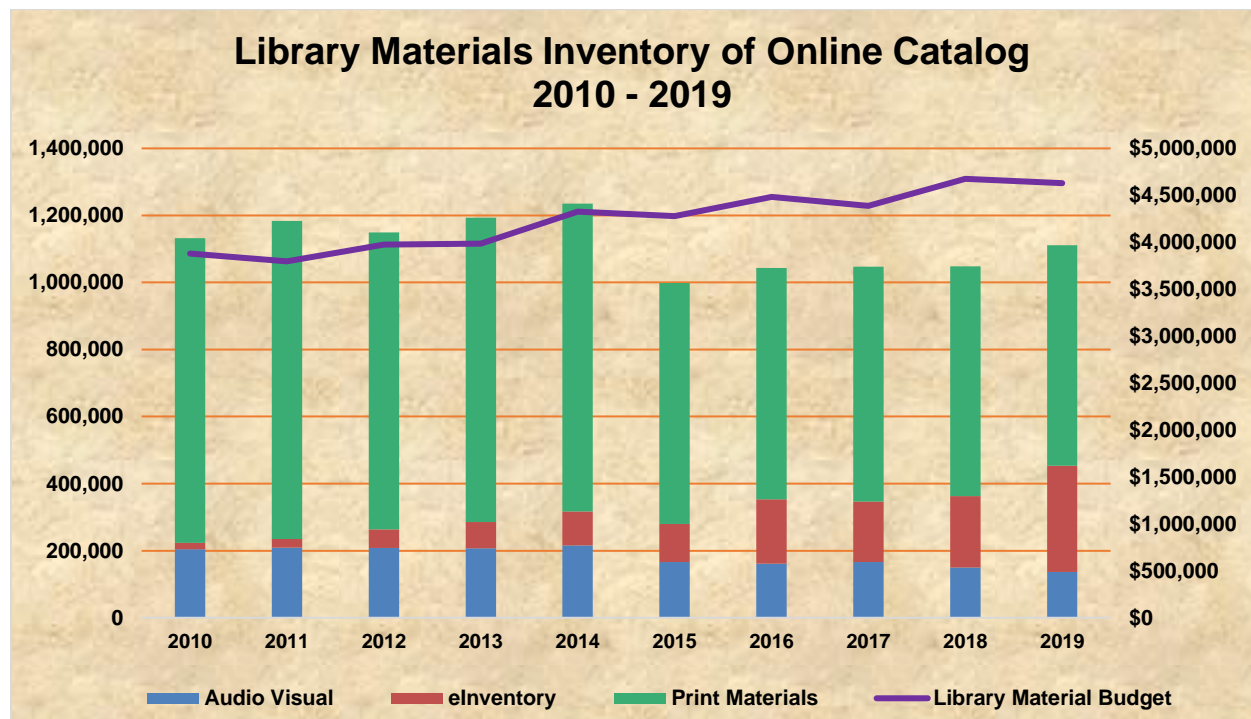
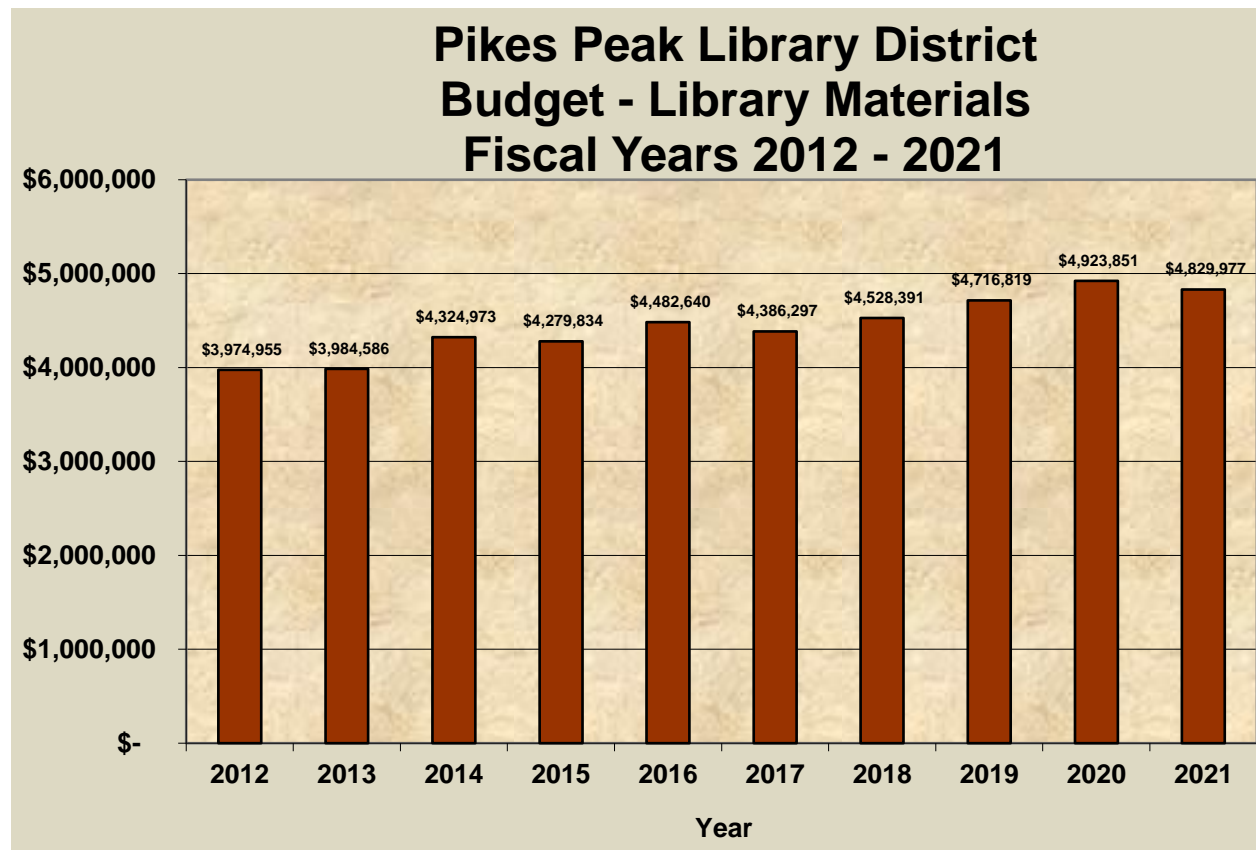


Personnel Services Budget
2012-2021



Expenditures by Category

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



Libraries are facing change due to the impact of information and communication technology and changing patron and community needs. PPLD's collection follows the trend. In the last 10 years, the library budget has increased by 19.3%. While the total inventory remains around 1,100,000 items, Print Materials and Audio Visual decreased by 27% and 33% respectively, and e-Inventory has increased 16 times and now represents 28.5% of the total.

Expenditures by Category	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Telecommunication Costs				
Telecommunication costs	535,101	604,169	604,169	641,000
Total Telecommunication Costs	535,101	604,169	604,169	641,000
Contractual Services				
Audit fees	45,585	40,000	41,250	42,500
Legal fees	80,215	75,000	50,000	50,000
Microfilming services	16,251	22,166	17,166	19,600
Consultant fees	167,419	469,570	428,570	274,500
Contract cataloging	33,641	45,000	40,000	40,000
Movie licenses	9,904	24,210	23,031	23,500
Software licenses	-	-	5,000	29,950
Trash removal	21,951	24,881	19,450	24,738
Copier charges	62,669	61,000	61,000	61,000
Delivery services	186,963	226,231	226,231	224,476
Janitorial services	444,626	471,500	467,600	477,000
Laundry services	-	-	-	5,500
Computer agreements	452,270	547,769	530,211	568,882
Collection agency charges	32,211	15,000	5,833	-
External printing	104,379	111,318	101,318	80,000
Programming costs	324,273	441,738	331,881	365,800
Insurance	153,248	175,000	167,371	185,000
Facilities rental/CAM	696,060	752,328	747,618	850,320
Parking	53,474	54,000	56,000	58,000
Treasurer's fees	422,908	445,000	445,000	462,000
Warranties	-	-	-	37,000
Storage space	16,200	8,400	8,400	-
Employee Assistance Program	15,169	20,600	20,600	21,218
Total Contractual Services	3,339,416	4,030,711	3,793,530	3,900,984

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

Expenditures by Department

Chief Librarian and CEO Office

Department Overview

The Office of the Chief Librarian and CEO consists of the Chief Librarian and Executive Assistant to the Chief Librarian and Deputy Chief Librarian. Under supervision of the Board of Trustees, the office supports the District's mission by formulating and implementing short and long range goals in alignment with the District's Strategic Plan. The office has responsibility for assuring the integrity and excellence of customer service, community engagement, and the use of District staff, collections, and resources through the direction of all library operations and has responsibility for establishing budgets and ensuring effective and efficient management practices throughout the District.



Goals and Objectives

- 1) Coordinate the District's response to the COVID-19 pandemic, ensuring the safety of staff and the public while providing the highest level of service possible.
- 2) Develop a facilities master plan for Pikes Peak Library District.
- 3) Develop a new strategic plan.
- 4) Develop and implement a government outreach plan to improve communication and awareness of the District with community leaders and municipalities beyond Colorado Springs.
- 5) Explore the feasibility of a mill levy increase to ensure the continued sustainability of library services.

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

GENERAL FUND

Public Services

Department Overview

Public Services consists of

1. Library Services: Adult Services, Adult Education, Family and Children’s Services, Young Adult Service, Creative Services, Regional History and Genealogy, Collection Management, and Diversity, Equity and Inclusion.
2. Library Service Providers: West Region, Southeast Region and North Region.

Public Services supports the District's mission through strategic leadership in system-wide public services operations and services; integrates services, collection, and technology to meet the diverse needs of the entire community; ensures that intellectual freedom remains at the forefront of all services and that the District provides the broadest possible access to information and resources.

Goals, Objectives, and Programs

1. Continue to meet El Paso county members' needs with a focus on combatting loneliness and building connections.
2. Continue to develop and implement DEI efforts and Initiatives.
3. Strengthen the patron experience.
4. Ensure staff are equipped with the skills needed to perform their jobs successfully.



Public Services – Administration

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

Library Services
Adult Services (AS)

Department Overview

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

Goals, Objectives, and Programs

2021 Goals & Objectives:

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

2022 Goals & Objectives:

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

Goals potentially to include:

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

GENERAL FUND

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

Family & Children's Services (FCS)

Department Overview

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

Goals, Objectives, and Programs

1. Emerging Educational Needs of our Community

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

2. Expand Tween Services

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

3. Generate PPLD Materials for Social Media

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

4. Early Literacy

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

5. Diversity & Inclusivity

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

GENERAL FUND

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

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



Regional History and Genealogy (RH&G)

Department Overview

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

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

Goals, Objectives, and Programs

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

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

Creative Services (CrS)

Department Overview

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

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

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

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

Goals, Objectives, and Programs

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

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

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

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

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

Knights of Columbus Hall (KCH)



Goals, Objectives, and Programs

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

Community - KCH will provide space for meetings, events, and other appropriate use of a large hall for

individuals and organizations throughout the Pikes Peak Region.

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

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

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

GENERAL FUND

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

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

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

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

Creative Services Summary

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

Young Adult Services (YAS)

Department Overview

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

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

Goals, Objectives, and Programs

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

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

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

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

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

Resources: PPLD is the center of a thriving community.

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

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

GENERAL FUND

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

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

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

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

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

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

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

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

GENERAL FUND

Adult Education (AE)

Department Overview

<https://ppld.org/adult-education>

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

Goals, Objectives, and Programs

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

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

GENERAL FUND

Collection Management (CM)

Department Overview

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

Goals and Objectives

A collection audit is proposed as part of PPLD’s goal to “be responsive to community needs and relevant to residents’ lives.” Related to the collection audit is a project to identify and designate core collection materials.

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

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

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

GENERAL FUND

Interlibrary Loan (ILL)

Department Overview

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

Goals and Objectives

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

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

Collection Management Summary

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

GENERAL FUND

Diversity, Equity & Inclusion (DEI)

Department Overview

For 2021, the District added a new library service (DEI) with the intent of improving library services offered to its constituents while taking into consideration the various issues related to diversity, equity and inclusion. Specific goals and objectives are currently being defined and refined as this service will officially commence in January 2021.

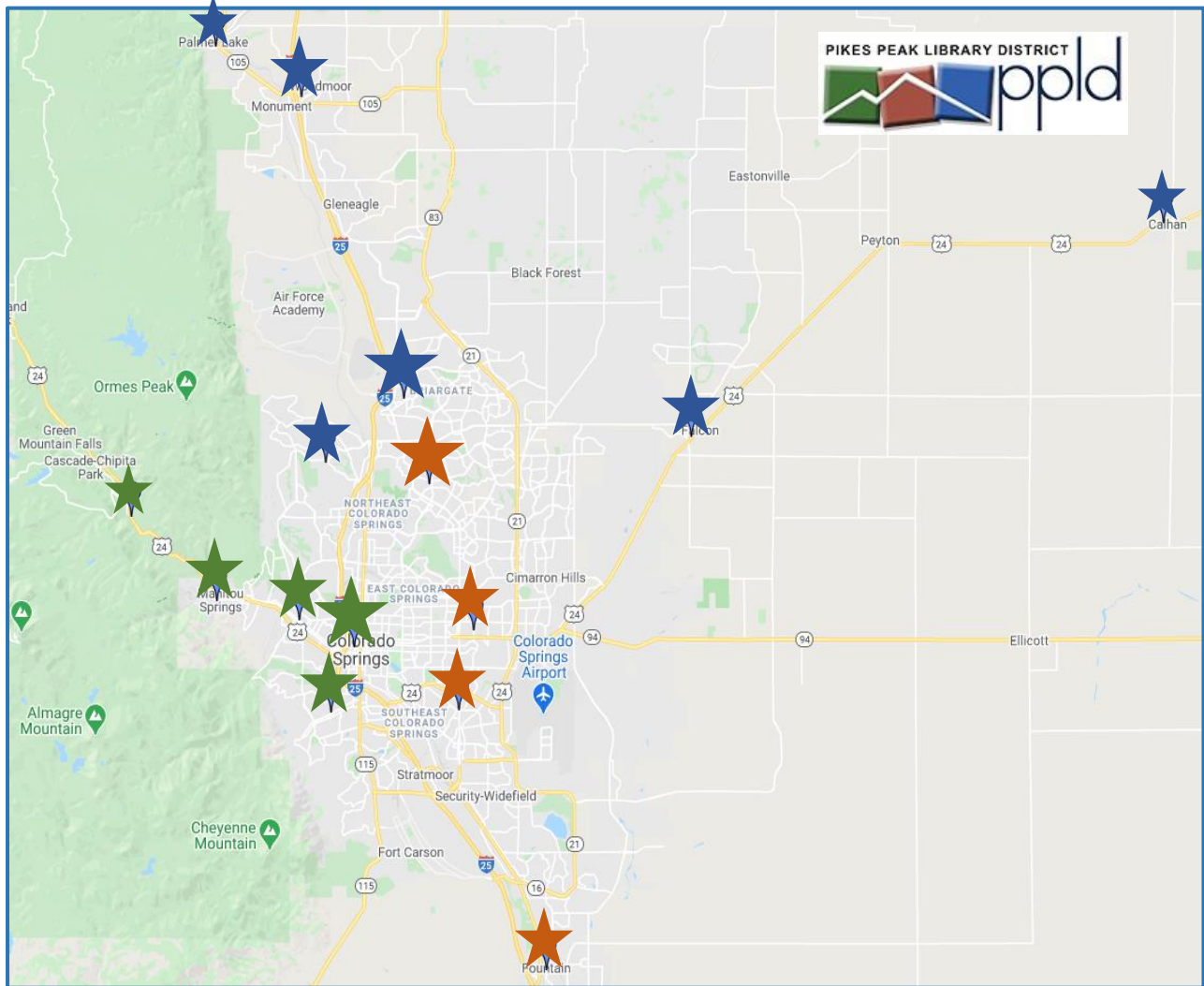
Diversity, Equity and Inclusion Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE		-	-	3.00
Total Authorized Positions		-	-	3
Salaries and wages	\$ -	\$ -	\$ -	\$ 176,780
Work study costs	-	-	-	5,000
FICA charges	-	-	-	13,523
Retirement contributions	-	-	-	14,142
Supplies	-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

Library Services Summary

LIBRARY SERVICES Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	73.52	74.52	74.52	74.02
Total Authorized Positions	80	81	81	79
Adult Services	1,135,508	1,228,540	1,199,580	691,754
Children's Services	671,230	716,992	698,098	704,076
Regional History and Genealogy	596,368	714,720	690,427	697,713
Creative Services	356,736	507,791	451,791	484,554
Young Adult Services	425,484	482,781	432,122	485,725
Adult Education	358,603	498,345	498,345	397,936
Collection Management	5,795,983	6,640,620	6,495,553	6,794,939
Diversity, Equality and Inclusion	-	-	-	230,945
Total Library Services	\$ 9,339,912	\$ 10,789,789	\$ 10,465,916	\$ 10,487,642

GENERAL FUND

Library Service Providers



West Region

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

Mobile Library Services

Southeast Region

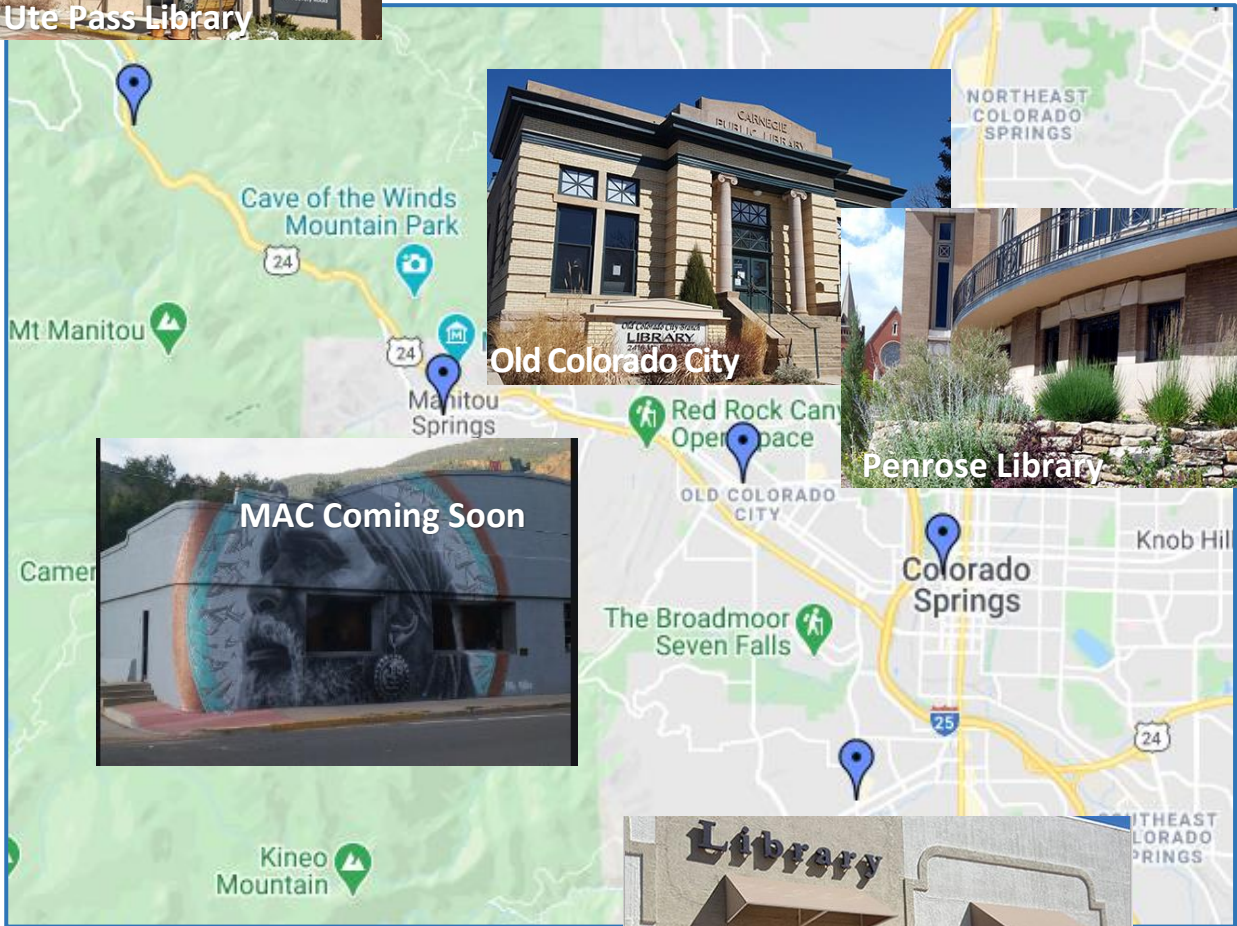
- East Library
- Fountain Library
- Ruth Holley Library
- Sand Creek Library

North Region

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

GENERAL FUND

West Region

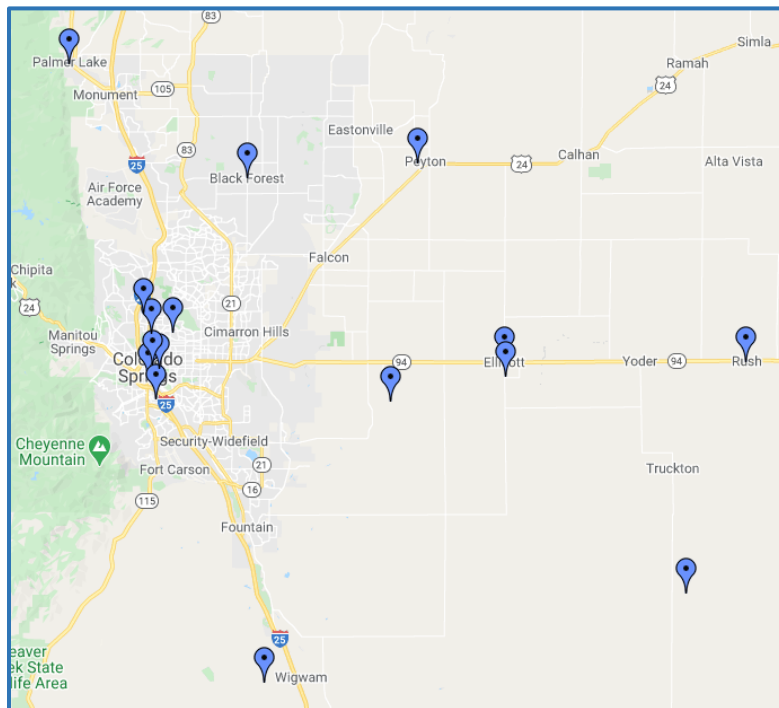


and

Mobile Library Services



County Mobile Library Stops



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

GENERAL FUND

West Region Administration

Overview

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

Goals, Objectives, or Programs

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

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

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

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

Penrose Library

Overview

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

Goals, Objectives, or Programs

2021

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

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

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

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

Pathways:

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

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

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

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

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

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

GENERAL FUND

2022

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

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

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

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

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

Pathways:

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

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

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

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

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

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

GENERAL FUND

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

GENERAL FUND

Cheyenne Mountain Library

Overview

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

Goals, Objectives, or Programs

Sustainability & Equitability

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

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

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

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

GENERAL FUND

Manitou Springs Library

Overview

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

Goals, Objectives, or Programs

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

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

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

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

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

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

Old Colorado City Library

Overview

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

Goals, Objectives, or Programs

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

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

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

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

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

Timeline and Plan:

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

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

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

GENERAL FUND

Strategic Focus: Resources, Service, Accountability

Outcomes: Rethink what we do, improve what we can

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

Timeline and Plan:

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

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

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

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

Outcomes: PPLD promotes equity among staff and patrons.

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

Timeline and Plan:

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

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

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

GENERAL FUND

Ute Pass Library

Overview

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

Goals, Objectives, or Programs

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

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

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

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

GENERAL FUND

Mobile Library Services

Overview

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

Goals, Objectives, or Programs

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

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

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

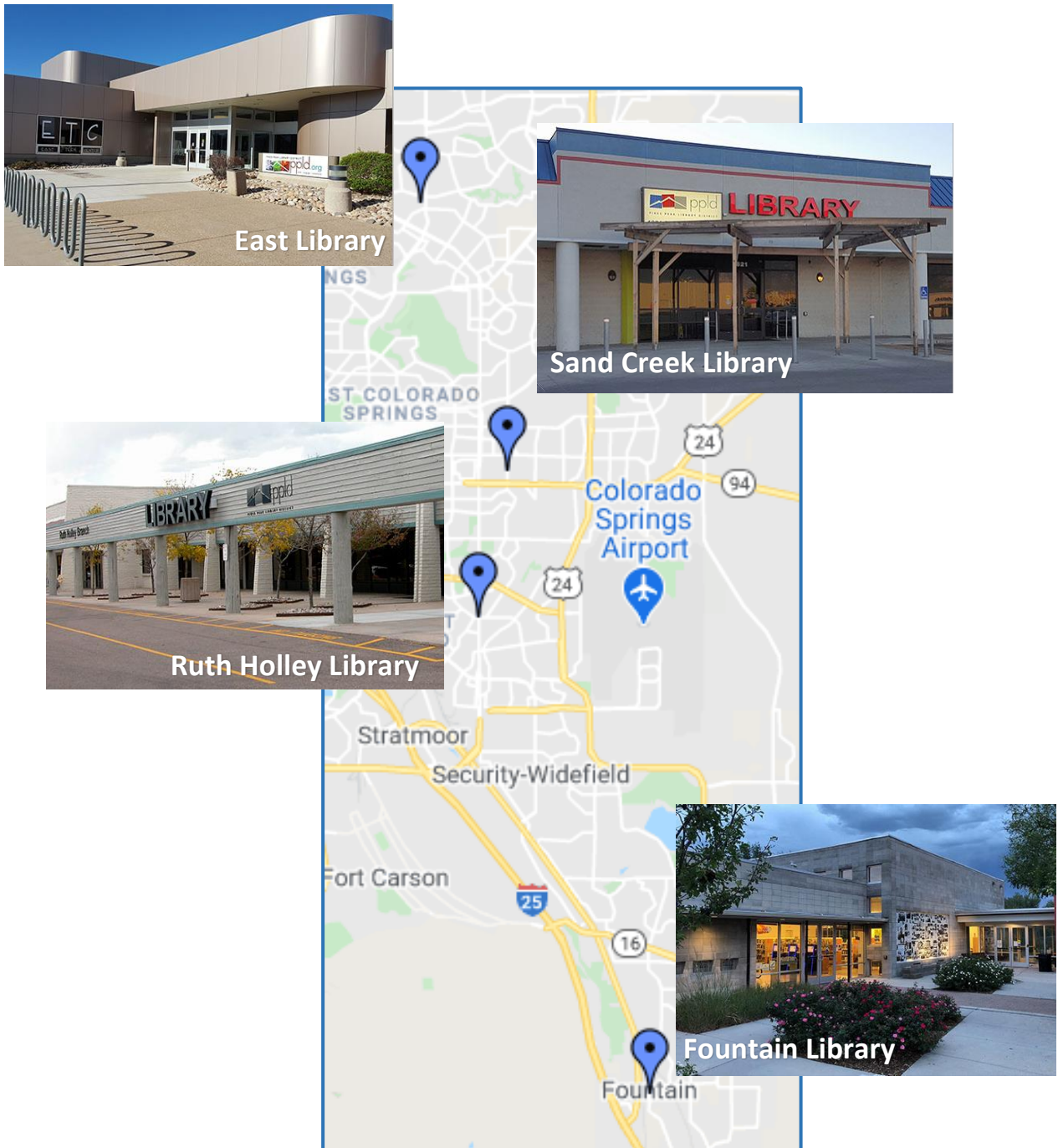
Mobile Library Services Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	9.65	9.15	9.15	9.15
Total Authorized Positions	14	13	13	13
Salaries and wages	\$ 296,453	\$ 373,946	\$ 373,946	\$ 373,946
Substitute pay	36,912	7,000	6,000	7,000
FICA charges	24,506	28,607	28,607	28,607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

West Region Summary

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

GENERAL FUND

Southeast Region



South Region Administration

Overview

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

Goals, Objectives, or Programs

Community - Stay aware of community needs and adjust services as needed. Continue to be a trusted resource in the community and maintain a high level of engagement, including participating in community events and serving on boards.

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

GENERAL FUND

Expenditures by Department
Library Service Providers

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

East Library

Overview

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

Goals, Objectives, or Programs

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

GENERAL FUND

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

GENERAL FUND

Fountain Library

Overview

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

Goals, Objectives, or Programs

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

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

GENERAL FUND

Ruth Holley Library

Overview

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

Goals, Objectives, or Programs

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

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

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

GENERAL FUND

Sand Creek Library

Overview

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

Goals, Objectives, or Programs

Community - In 2021, Sand Creek is focusing on a goal of reintroducing the community to the Sand Creek Library because we have found that many of our usual metrics for gauging relevance are down from pre-COVID closure numbers. In 2022, Sand Creek will examine where the Library is with the community and adjust better serve their needs.

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

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

Southeast Region Summary

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

GENERAL FUND

North Region



North Region Administration

Overview

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

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

Goals, Objectives, or Programs

Determine community needs to safely expand services that provide for community transformation and retain Pikes Peak Library District's reputation as a world-class library district.

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

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

GENERAL FUND

Library 21c

Overview

The anchor library of Pikes Peak Library District's North Region, Library 21c embodies the vision of public libraries as community spaces. The Business & Entrepreneurial Center provides meeting rooms and a computer lab to support working and learning at the library. Library 21c's 400-seater space, The Venue, serves as performance, networking, and training space for the community. Patrons bring their ideas to life using the Library's two Makerspaces, audiovisual Studio, and editing software. In 2020, the library also added a culinary lab as an additional makerspace, which will be utilized for the district's Food Industry Training programs. As a Family Place Library, the large Children's Department encourages early literacy development and provides materials and activities to gauge children's interests. The Teen Area supports teens during study and leisure time, offering two study rooms and a gaming area for pleasure. An adult gaming lab on the 2nd floor allows adults to enjoy similar recreations. Library 21c also boasts large, multipurpose open spaces that serve a variety of functions such as the annual Mini Makerfaire™, Vegan Holiday Market, Business Resource Fair, Homeschool Science Fair, among other large scale events. On a smaller scale, quiet retreat spaces pepper the building, ensuring Library 21c has something for everyone.

Because the unique space allows everyone to make the library their own, the community utilizes Library 21c in many ways. Due to its proximity to the United States Air Force Academy, Library 21c serves military families, many who have recently made Colorado Springs their new home. Staff are happy to share with patrons the opportunities that await within their library. New parents use Library 21c as a resource for all things early literacy; parents gain resources to support their child's development while their little ones learn through play. Retirees enjoy using Library 21c for book clubs, crafts, informative seminars, and physical activities. Prior to the pandemic, Library 21c served as a morning meeting center for day groups of adults with disabilities. Participants enjoyed Library Explorers activities, light crafts, and making use of the adult gaming lounge.

As a former call center repurposed as a community center, Library 21c provides Colorado Springs residents service, materials, and space to collaborate and create.

Goals, Objectives, or Programs

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

GENERAL FUND

5. Enhance Makerspace staff knowledge to retain the national reputation of Library 21c as a world-class library facility. (Strategic foci: Resources, Innovation/Creativity, Internal)

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

GENERAL FUND

High Prairie Library

Overview

High Prairie Library is in a convenient location off of Hwy 24 with easy access for commuters. This library serves a wide area of patrons, from Eastern areas of El Paso County such as Peyton and Elbert to the rapidly growing Banning Lewis Ranch and communities down Hwy 24.



High Prairie library attracts many homeschool families and retirees, and children’s programs are always very popular. Harvest Festival is the popular annual event held in celebration of fall as well as the library’s birthday. This event is paid for by the Friends of High Prairie Library and brings in about 1300 visitors. High Prairie Library has a popular seed library with supporting programs. These programs help novice gardeners learn how to start and grow their own garden. The library has a partnership with Fresh Start Center where they provide volunteers to tend the garden in exchange for the donation of all food produced. Unfortunately, in 2020 the garden did not last through the snow but the library was able to provide them with patron donations during Harvest Festival. In the future the library has plans to provide outreach at their facility. The Falcon Garden Club also has a flower garden they tend at High Prairie.

Programs and services such as the seed library and community garden, as well as the eco-friendly construction of the library has resulted in High Prairie being awarded a Gold Leader with the Environmental Leadership Program and a Habitat Hero with the Audubon Society. Pre-pandemic High Prairie was active in the Eastern Plains Chamber of Commerce and will continue to attend functions and work with local businesses when restrictions ease.

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

GENERAL FUND

Calhan Library

Overview

Calhan Library celebrated its one-year anniversary in November. Calhan is the newest library located in the heart of town. They serve the town of Calhan and surrounding areas. They serve many homeschool families, children after school, local workers and retirees. Calhan Library also has a basketball court that attracts many young adult patrons; they offer basketballs for check out for those that don't have one. Calhan is a small-knit community, and the Calhan team works with many organizations in the area. Calhan Library is active in the Community Outreach Coalition which brings together all organizations that provide resources in the area. They are also members of the Lions Club and have relationships with the Town of Calhan and Calhan Schools.

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

High Prairies and Calhan Libraries Goals, Objectives, or Programs

1. **Community Engagement**– Discover new ways we can engage with our community and patrons.
 - i. Attend more community events: including back to school events and local business nights at schools. We identified 5 new different events between Falcon and Calhan at which we could represent PPLD: Falcon Business Event, Peyton Days, Calhan Parade, Meridian Ranch Tree Festival, and County Fair.
*These events may not take place, in that case we would move them to 2022
 - b. Host card drives at local businesses
Strategic Foci: Community
2. **Implement Green and Sustainable practices** – work with staff and community organizations to create a greener environment.
Strategic Foci: Community, Resources
3. **Staff Development** – work on getting new training opportunities for staff and connections with PPLD.
Strategic Foci: Internal
4. **Interior & Exterior Spaces** – focus on assessing patron user experiences and improve any areas where needed.
 - a. HI: Add computer to adult area. (Computer is being used from our children’s area)

GENERAL FUND

- b. HI: Create a plan for outdoor spaces to prepare for future budget asks at HI (designated fund asks or fundraising?)
 - c. CA: Implement an outdoor display board that provides information for when we are closed to those that do not have social media.
(Strategic Foci: Community, Resources, Service)
5. **Improve Patron Services** – focus on more accessible services and reaching more members of the community.
- a. Develop ways to reach the Spanish speaking community (i.e. Ellicott)
 - b. CA: Survey the community to find out what kind go programs, space, services, materials they want/need with an emphasis on young adults and the homeschool population.

Monument Library

Overview

Monument is southeast of Palmer Lake, in a leased storefront branch located in the Woodmoor community in the far north of El Paso County. It is situated in the D-38 school district and augments many of the school districts goals. The library is one of the top circulating branches within the District and serves a large portion of the southern part of Douglas County. Volunteerism is a large part of the community. The library has 62 adult volunteers. Its piloted Aftermath program has retired teachers, engineers, and professors, among others, volunteer time to tutor students young to old on math. Youth volunteering is a large part of the community and is a school district requirement. The library allots one teen a day to a two-and-a-half-hour shift to assist with tasks such as preparing crafts for programs, cleaning, restocking, etc. The library has many long-standing volunteer run programs, notably Socrates Café, Talk German, Senior Chats, and its book clubs, Monumental Readers and Bookworms. Unfortunately, almost all the volunteer opportunities and programs have paused for the remainder of 2020.

The library often partners with Tri-Lakes Cares in its initiatives to assist those experiencing difficulty and was able to redeploy Census hotspots and Chromebooks to Tri-Lakes Cares during the initial Colorado pandemic lockdown for its employees' remote work. Other local organizations for which the library helps extend services are the Senior Center, the Tri-Lakes Chamber, Leo Club, and Kiwanis.

The library's community room is one of the few public spaces where local groups and organizations can meet and its closure due to the pandemic has left many local groups without recourse. The Children's Literacy Center's Peak Reader program was notably affected as the library had been its partnered operating space. The Palmer Divide Quiltmakers annual March display in the library's high rafters, walls, and display areas was unfortunately cut short as the library closed during the onset of the pandemic.

Since all in-person programming has been canceled, the library district's shift to Take & Make kits has been well received by families eager to keep active during the pandemic. Our programming staff were glad to continue program participation virtually by assisting Services groups with their creative virtual programming. During this pandemic closure, the library was able to make good use of its space by rearranging its shelving areas, weed the collection, and deep clean.

Goals, Objectives, or Programs

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

GENERAL FUND

Expenditures by Department
Library Service Providers

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

GENERAL FUND

Palmer Lake Library

Overview

The Palmer Lake Library occupies the top floor of the Lucretia Vaile building, with the Palmer Lake Historical Society occupying the bottom floor. It is the library district’s northern-most branch and skirts boarders with Douglas County. The building which the Town of Palmer Lake owns has needed repair and updating to meet current code. In July, as the library was providing curbside service, it was decided for safety reasons to close the library until basic improvements were met. Fortunately, the library district was able to continue service to the community using its mobile fleet until building improvements are made and lease negotiations with the Town of Palmer Lake are finalized. Building improvements include replacing the exterior ramp and ensuring the entrance and bathrooms are ADA accessible.

Before the lockdown in March, the library had started a monthly open-play ukulele program, which was hosted by a Lewis Palmer Middle School music teacher.

The library also helps local students meet their Civics class volunteering requirements, though this is paused due to the pandemic and building improvements. The library’s volunteer-led book club, the Palmer Lake Book Group has continued to unofficially meet and adapted to virtual meetings and occasionally hybrid meetings outside on the Village Green right outside the library.

Goals, Objectives, or Programs

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

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

Rockrimmon Library**Overview**

The Rockrimmon Community Library was created in 1989 to provide services to the Northwest section of Colorado Springs. It has been expanded twice to accommodate an increasing patronage. It now encompasses roughly 8600 square feet in the Village Center Shopping Center. Rockrimmon is a leased facility located in School District 20 close to the boundary of District 11 and serves a significant population from there. The branch has a dedicated recently remodeled Children's area complete with two beautiful murals by a local artist, Deb Ross, Young Adult area, study room, and a large newly renovated meeting space.

Rockrimmon Library provides services to a population of around 40,000 residents with roughly 16,000 patrons walking through our doors each month (about 60 per open hour) pre-COVID. It serves a diverse population encompassing all levels of income and demographics, but primarily serving a middle to upper-middle class patronage. Many patrons work in technology fields or the military with a growing retiree population. Computers and Internet access are a vital service to the patronage with people often utilizing the facility to study. Patrons commonly use their own devices and PPLD Internet access rather than requiring an actual library computer. There is a small population to whom English is not their primary language with Hispanic and East-Indian being the most common minorities served. Patrons will often use Library 21C in conjunction with Rockrimmon.

Pre- COVID Rockrimmon enjoyed a dedicated Children's following with strong numbers for its programs. Rockrimmon is known for its arts and craft programs with crafting programs including a popular annual Community Art Show each October. We have partnered with ViewPointe Assisted Living Center, Who Gives a Scrap, Storybook Brewing and other organizations typically for art related programs. We also had robust homeschool and senior chat groups that met at our location monthly. Rockrimmon Library is located very close to Eagleview Middle School and because of this the library has a much higher than average Young Adult patronage. Our Young Adult programs are very popular and we feel fortunate to have such a solid base on what can be a difficult demographic to reach.

The Rockrimmon Library is in many ways the quintessential small library- with a caring, dedicated staff and a knowledgeable loyal patronage who know how important a library is to a community.

Goals, Objectives, or Programs

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

GENERAL FUND

Expenditures by Department
Library Service Providers

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

GENERAL FUND

North Region Summary

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

Library Service Providers Administration

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

Library Service Providers Summary

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

Public Services Summary

PUBLIC SERVICES Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	289.38	292.18	292.18	283.56
Total Authorized Positions	385	388	388	370
Administration	\$ 119,449	\$ 117,598	\$ 118,351	\$ 119,443
Library Services	9,339,912	10,789,789	10,465,916	10,487,642
Library Service Providers	9,160,168	10,165,784	9,893,402	9,677,410
Total Public Services	\$ 18,619,529	\$ 21,073,171	\$ 20,477,669	\$ 20,284,495

Security, Safety & Social Services

Department Overview

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

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

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

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

Safety:

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

reference materials in staff and public areas. Additional trainings will be planned and coordinated at all 16 facilities in 2021 to increase awareness of the new procedures.

Social Services:

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

SECURITY Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	20.52	20.52	20.52	20.52
Total Authorized Positions	25	25	25	25
Salaries and wages	\$ 562,234	\$ 789,031	\$ 789,031	\$ 789,031
FICA charges	40,826	60,361	60,361	60,361
Retirement contributions	38,326	51,294	51,294	51,294
Supplies	11,720	16,900	16,900	14,900
Dues	-	3,585	3,585	120
Training	-	-	-	3,100
Mileage reimbursement expenses	8,780	4,000	4,000	6,000
Total Security	\$ 661,886	\$ 925,171	\$ 925,171	\$ 924,806

Safety				
Supplies	\$ -	\$ 9,450	\$ 9,450	\$ 7,500
First Aid Kits	-	15,033	15,033	3,700
Maintenance - AED equipment	-	1,400	1,400	1,800
Dues	-	300	300	5,000
Training	-	5,000	5,000	4,550
Emergency Preparedness training	-	9,000	-	14,250
Total Safety	\$ -	\$ 40,183	\$ 31,183	\$ 36,800

Social Services				
Supplies	\$ -	\$ 3,500	\$ 3,500	\$ 4,000
Mileage	-	1,000	1,000	1,200
Dues	-	1,670	770	1,070
Training	-	5,000	2,000	2,000
Total Social Work	\$ -	\$ 11,170	\$ 7,270	\$ 8,270

SECURITY, SAFETY & SOCIAL SERVICES Summary Expenditures Account	2019 Actual	2020 Budget	2020 Projection	2021 Budget
FTE	20.52	20.52	20.52	20.52
Total Authorized Positions	25	25	25	25
Security	\$ 661,886	\$ 925,171	\$ 925,171	\$ 924,806
Safety	-	40,183	31,183	36,800
Social Services	-	11,170	7,270	8,270
Total Security, Safety & Social Services	\$ 661,886	\$ 976,524	\$ 963,624	\$ 969,876

Human Resources Office

Department Objectives

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

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

Tasks:

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

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

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

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

Tasks:

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

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

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

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

Tasks:

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

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

GENERAL FUND

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

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

Tasks:

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

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

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

Facilities Office

Department Overview

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

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

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

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

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

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

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

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

Department Objectives

1. Ensure proper operation of systems and equipment and a prolonged useful life. Preventative maintenance and equipment replacement will be performed according to schedule.
2. Identify repair, maintenance, and replacement requirements and propose a short- and long-term plan, and manage the approved budget.
3. Perform vehicles maintenance to extend their service life and ensures safe operation.

GENERAL FUND

4. Maintain good practice in responding immediately to individual, specific facility-related requests for assistance.
5. Complete request for proposal and participate in selection process for landscape maintenance, janitorial services and HVAC preventive maintenance services.
6. Successfully manage all capital projects to include but not limited to district preventive maintenance projects such as asphalt, concrete and roofs.

Facilities District-wide

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

Facilities Penrose Library

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

Facilities East Library

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

Facilities Library 21c

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

Facilities – Utilities and Rent

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

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

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

Facilities Office Summary

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

Communications Office

Objectives through Fiscal Year

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

Performance Measures – Work Output Statistics:

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

GENERAL FUND

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

Information Technology Office

Department Proposed Objectives

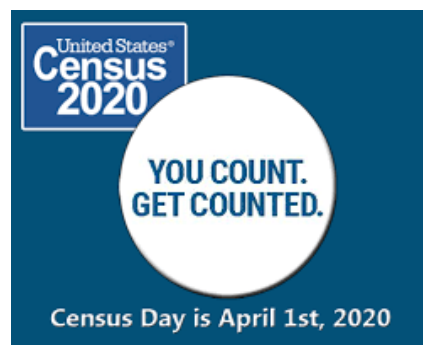
Information Technology (IT) Department FY21-22 objectives include continuing baselining the IT infrastructure started in FY20; develop architectural documents for tactical (1-3 years) and strategic (greater than 3 years) planning; align FY22 IT initiatives with architecture, incorporate to the maximum extent possible initiatives implemented for COVID 19 (i.e., transition to mobile work force, additional virtual collaboration and program capabilities, etc.) and continuous improvement of IT service delivery. FY21-22 will continue third and final year that the IT infrastructure staff is aligning IT infrastructure with standardizing PPLD IT infrastructure to common IT industry standards including standardizing the transport (i.e., cabling infrastructure, horizontal cable pathways, vertical pathways, etc.) system, networking systems, voice system, application infrastructure (i.e., physical servers, virtual servers, storage, etc.) and documenting the infrastructure in sufficient detail to allow efficient operations and maintenance (O&M) activities. The IT staff will develop enterprise architectural documents to allow enterprise analysis, design, planning, and implementation, using a comprehensive approach to integrate library operations, facilitate internal information exchange, allow for efficiently executing key IT processes supporting library operations, and technology changes necessary to execute tactical and strategic planning. The Technical Support and Web Services staff will continue to deliver end user services for patrons and staff using continuous improvement process principles “better, faster and cheaper.” Successfully accomplishing FY21-22 department objectives will provide a solid foundation for delivering future IT services effectively and efficiently.

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

<https://ppld.org/foundation>



J. Evan Goulding District of the Year
Award





Celebrating the Shivers Fund Contributions

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

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

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

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

Finance Office

Department Overview

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

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

Department Proposed Objectives

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

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

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

GENERAL FUND

Interdepartmental Expenditures

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

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

Operating Transfers to Other Funds

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

GENERAL FUND

Designated Funds

Summary

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

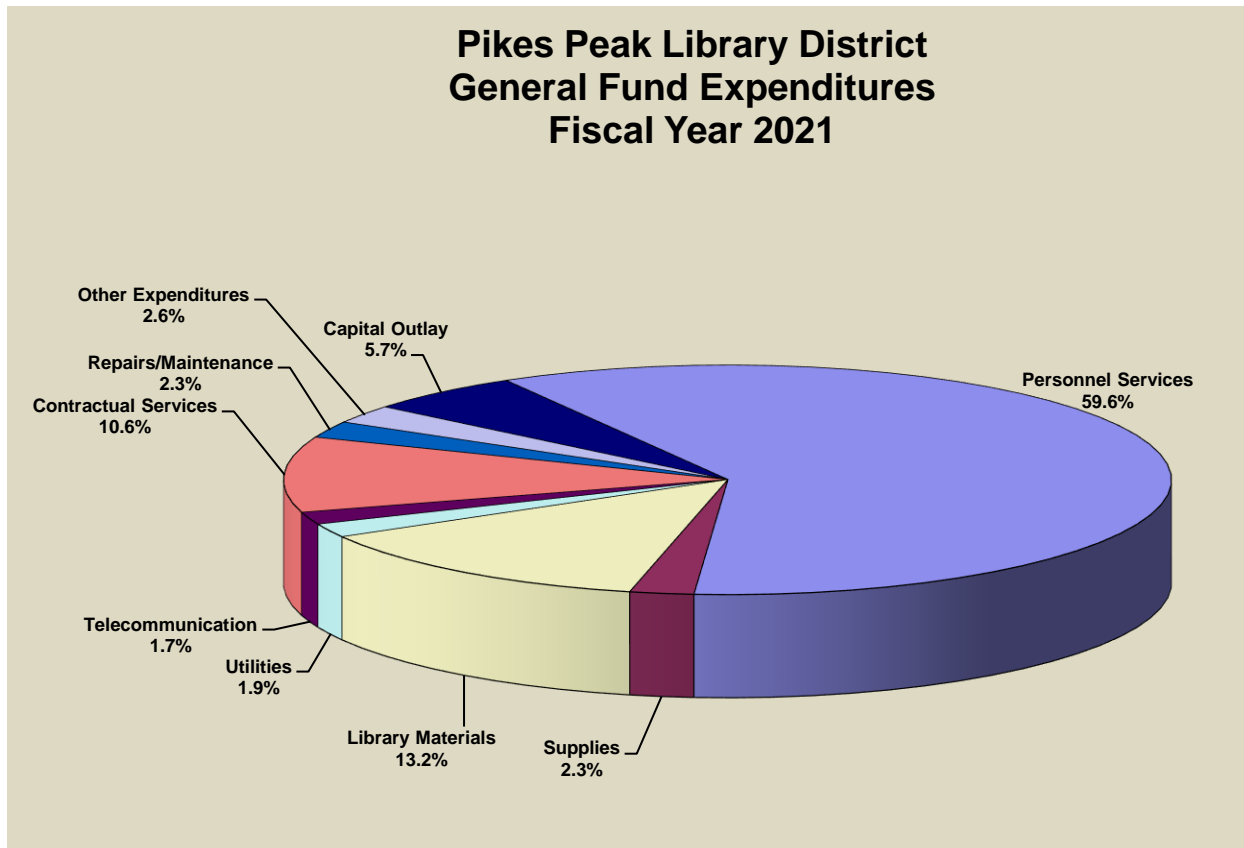
Special Item

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

SPECIAL ITEM				
TABOR refund	\$ -	\$ -	\$ 180,108	\$ -

General Fund Expenditures Summary

General Fund Summary Expenditures Account	2019 Budget	2020 Budget	2020 Projection	2021 Budget
FTE	372.25	374.05	374.05	365.43
Total Authorized Positions	475	476	476	458
Chief Librarian and CEO Office	\$ 296,502	\$ 293,904	\$ 264,004	\$ 285,905
Public Services	18,619,529	21,073,171	20,477,669	20,284,495
Security	661,886	976,524	963,624	969,876
Human Resources Office	509,965	681,033	599,783	694,276
Facilities Office	3,188,212	3,508,243	3,312,647	3,635,350
Communications Office	1,075,574	1,141,591	1,158,341	1,063,944
Information Technology Office	2,387,834	2,669,452	2,669,452	2,731,175
Development Office	172,188	265,939	261,531	300,904
Finance Office	612,632	670,910	668,160	682,898
Interdepartmental	3,222,792	3,016,276	2,658,657	3,611,990
Capital Outlay	36,083	46,812	318,722	15,000
Operating Transfers To Other Funds	2,443,411	1,547,368	1,547,368	2,086,826
Designated Funds	435,891	560,688	770,064	327,733
Special Item	-	-	180,108	-
Total General Fund Expenditures	\$ 33,662,499	\$ 36,451,911	\$ 35,850,130	\$ 36,690,372



GENERAL FUND

Positions Summary

Department	FTE			Total Authorized Positions		
	2019 Actual	2020 Budget	2021 Budget	2019 Actual	2020 Budget	2021 Budget
Chief Librarian and CEO Office	2.00	2.00	2.00	2	2	2
PUBLIC SERVICES - Administration	1.00	1.00	1.00	1	1	1
LIBRARY SERVICES						
Adult Services	11.00	11.00	9.00	11	11	9
Family & Children's Services	9.00	9.00	9.00	9	9	9
Regional History and Genealogy	11.00	11.00	10.50	15	15	14
Creative Services	5.00	5.00	5.00	5	5	5
Knights of Columbus Hall	1.00	1.00	1.00	1	1	1
Young Adult Services	6.00	6.00	6.00	6	6	6
Adult Education	7.00	8.00	7.00	8	9	7
Collection Management	23.52	23.52	23.52	25	25	25
Diversity, Equity and Inclusion	-	-	3.00	-	-	3
Total LIBRARYSERVICES	76.52	77.52	77.02	83	84	82
LIBRARY SERVICES PROVIDERS - Administration	1.00	-	-	1	-	-
West Region - Administration	3.00	3.50	3.50	3	4	4
Penrose Library	17.64	17.64	30.54	22	22	44
Circulation - Penrose Library	11.02	11.07	-	17	17	-
Shelving - Penrose Library	4.88	4.88	-	10	10	-
Cheyenne Mountain Library	10.58	10.58	10.08	15	15	14
Old Colorado City Library	8.90	8.90	8.90	11	11	11
Manitou Springs Library	4.35	4.20	4.20	6	6	6
Ute Pass Library	1.35	1.35	1.35	2	2	2
Mobile Library Services	9.65	9.15	9.15	14	13	13
Total West Region	72.37	71.27	67.72	101	100	94
Southeast Region - Administration	4.00	4.00	4.00	4	4	4
East Library	16.93	18.93	42.15	20	22	60
Circulation - East Library	16.35	15.35	-	23	22	-
Shelving - East Library	10.57	9.57	-	20	19	-
Fountain Library	7.63	7.63	7.13	12	12	10
Ruth Holley Library	9.63	9.63	9.63	14	14	14
Sand Creek Library	12.55	12.55	12.55	17	17	17
Total Southeast Region	77.66	77.66	75.46	110	110	105
North Region - Administration	3.00	3.00	3.00	3	3	3
Library 21c	18.69	21.19	31.57	24	27	45
Circulation - Library 21c	6.50	6.50	-	10	10	-
Shelving - Library 21c	5.25	5.75	-	11	12	-
High Prairie Library	8.25	7.75	7.75	12	11	11
Calhan Library	1.70	1.70	1.70	3	3	3
Monument Library	9.96	9.96	9.96	14	14	14
Palmer Lake Library	2.03	2.03	1.53	3	3	2
Rockrimmon Library	9.45	9.85	9.85	13	13	13
Total North Region	64.83	67.73	65.36	93	96	91
Total LIBRARY SERVICES PROVIDERS	215.86	216.66	208.54	305	306	290
SECURITY	20.52	20.52	20.52	25	25	25
HUMAN RESOURCES OFFICE	6.25	6.25	6.25	7	7	7
FACILITIES						
Facilities - Penrose Library	5.00	5.00	5.00	5	5	5
Facilities - East Library	3.00	3.00	3.00	3	3	3
Facilities - Library 21c	5.00	6.00	6.00	5	6	6
Total Facilities	13.00	14.00	14.00	13	14	14
COMMUNICATIONS OFFICE	14.25	11.75	11.75	15	12	12
INFORMATION TECHNOLOGY OFFICE	16.10	16.60	16.60	17	17	17
DEVELOPMENT OFFICE	3.00	3.00	3.00	3	3	3
FINANCE OFFICE	7.75	7.75	7.75	8	8	8
Grand Total	372.25	374.05	365.43	475.00	476.00	458.00

New Position

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

Designated Funds Included in General Fund

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

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

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

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

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

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

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

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

CAPITAL PROJECT FUNDS

East Library Project Fund

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

The largest projects include the following:

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

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

Penrose Library Project Fund

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

The largest projects include the following:

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



CAPITAL PROJECT FUNDS

Penrose Library Project Fund

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

Library 21c Project Fund

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

The largest projects include the following:

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



CAPITAL PROJECT FUNDS

Library 21c Project Fund

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

Capital Reserve Fund

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

The largest projects include the following:

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

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

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

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

CAPITAL PROJECT FUNDS

Capital Reserve Fund

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

SPECIAL REVENUE FUND

Designated Funds

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

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

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

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

FIVE YEAR CAPITAL PLAN 2022 - 2026

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

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

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

East Library Project Fund

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

Penrose Library Project Fund

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

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

Library 21c Project Fund

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

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

Capital Reserve Fund

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

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

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

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

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

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

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

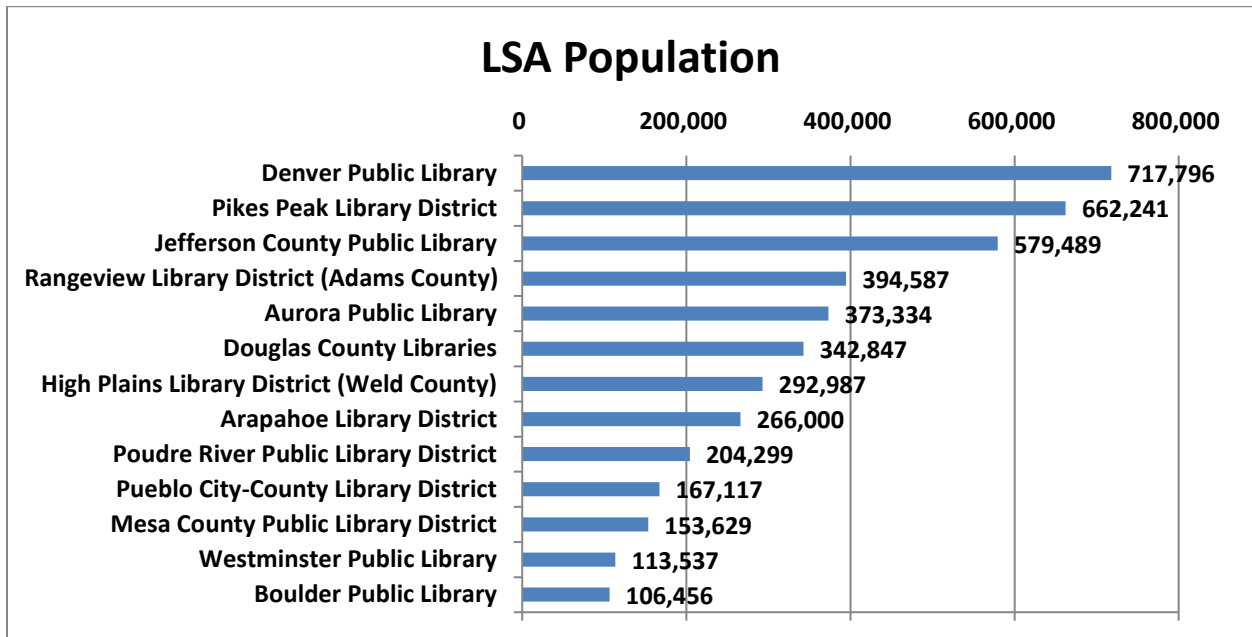
**Creative Services – Video Studios
Seven-Year Equipment Replacement Plan**

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

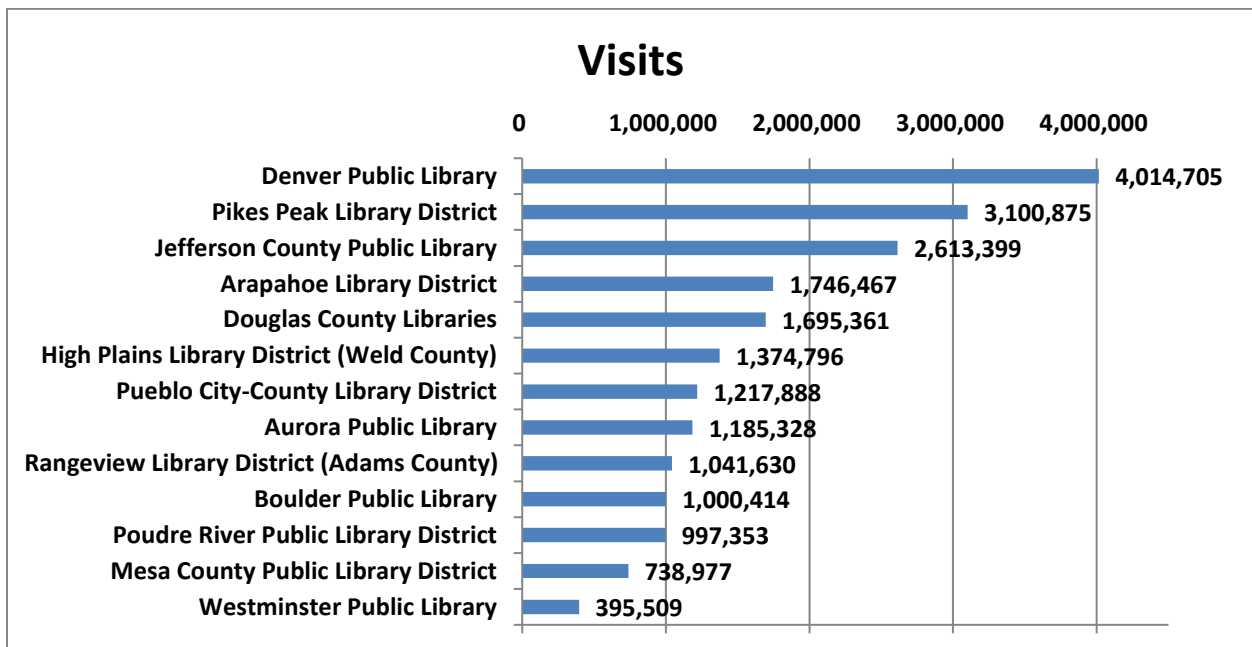
Appendix 1 - PPLD Comparison to Colorado Libraries

Source: Library Research Services Database <https://www.lrs.org>.

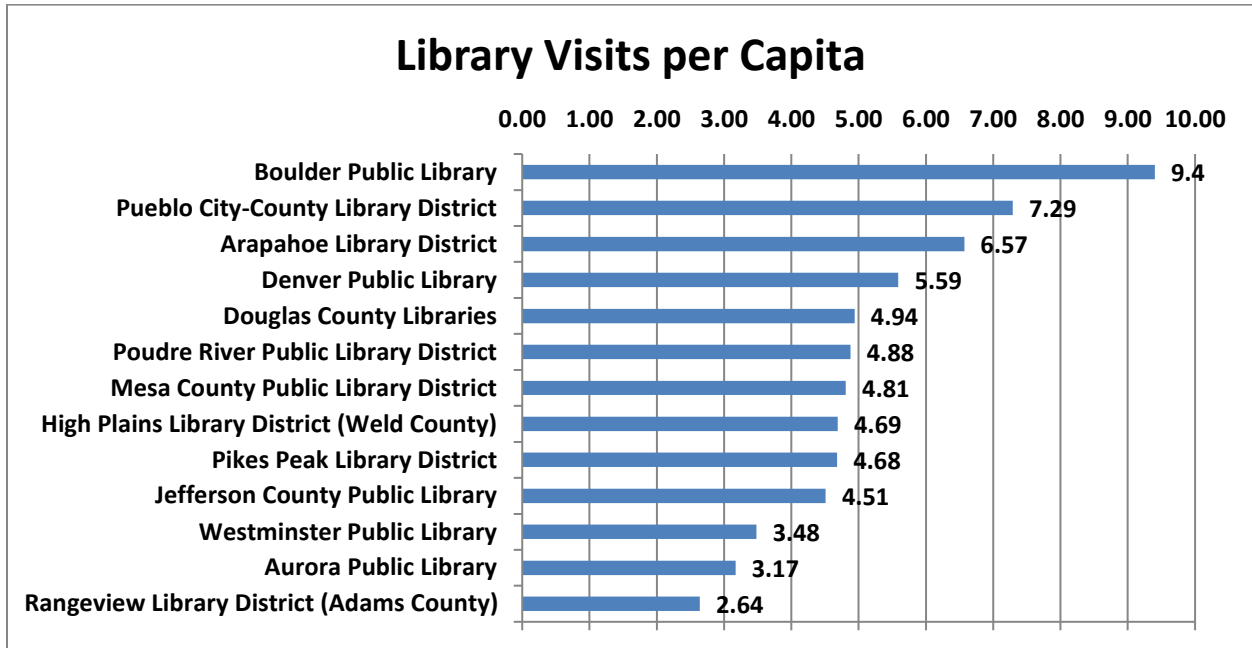
- 1. Library Service Area (“LSA”) Population** – This chart shows the total number of citizens that reside within the boundaries of each library service area. For 2019, the District has the second highest LSA population.



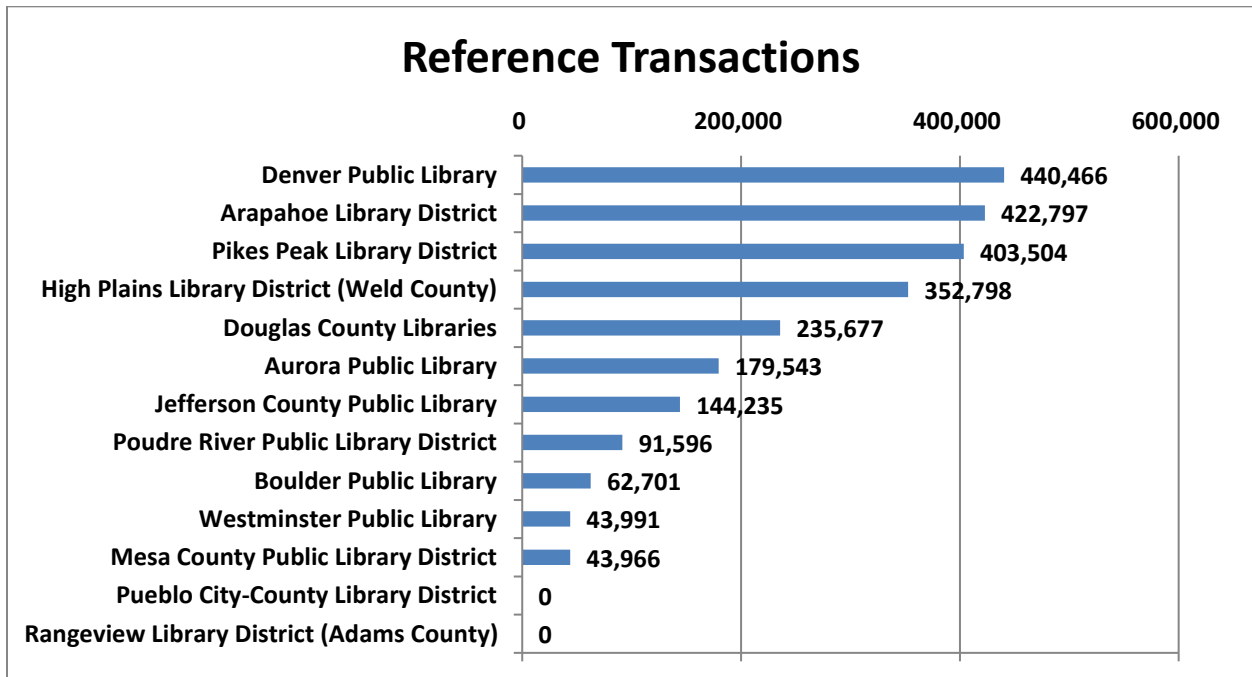
- 2. Number of Patron Visits** – This chart shows total library patron visits during 2019. For 2019, the District ranked second in this category, which was the same as for 2018.



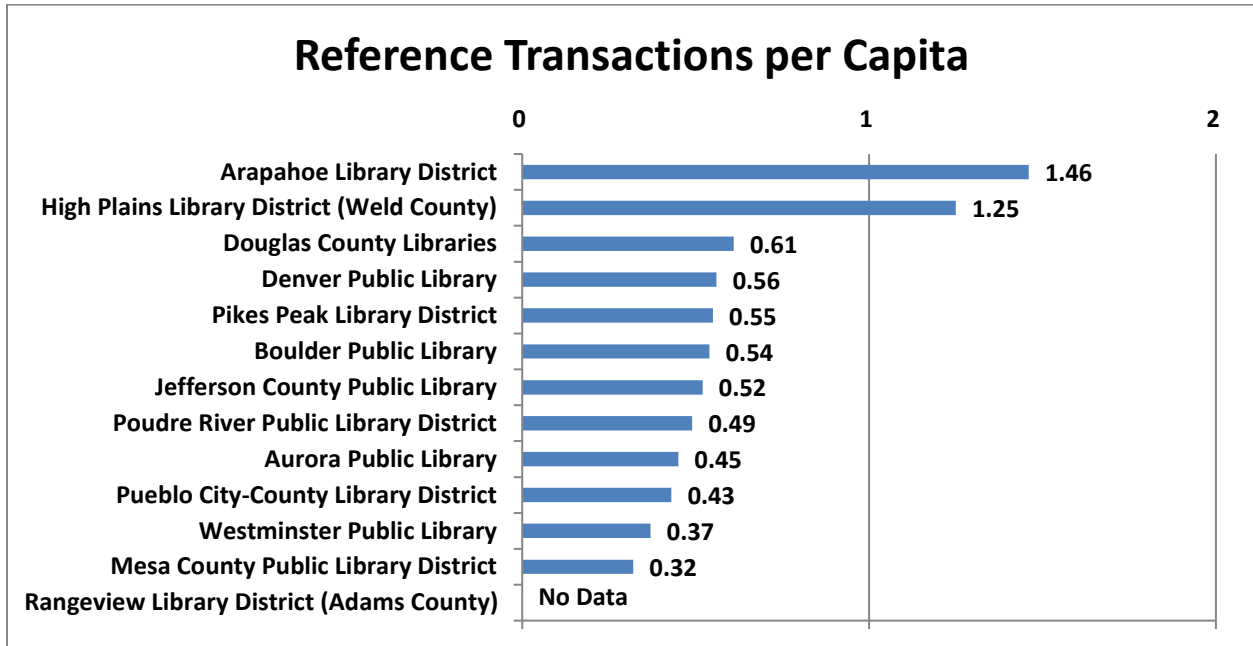
3. Library Visits Per Capita – This chart shows total library patron visits divided by the total LSA population. For 2019, the District ranked 9th in this category. For 2018, the District ranked 12th.



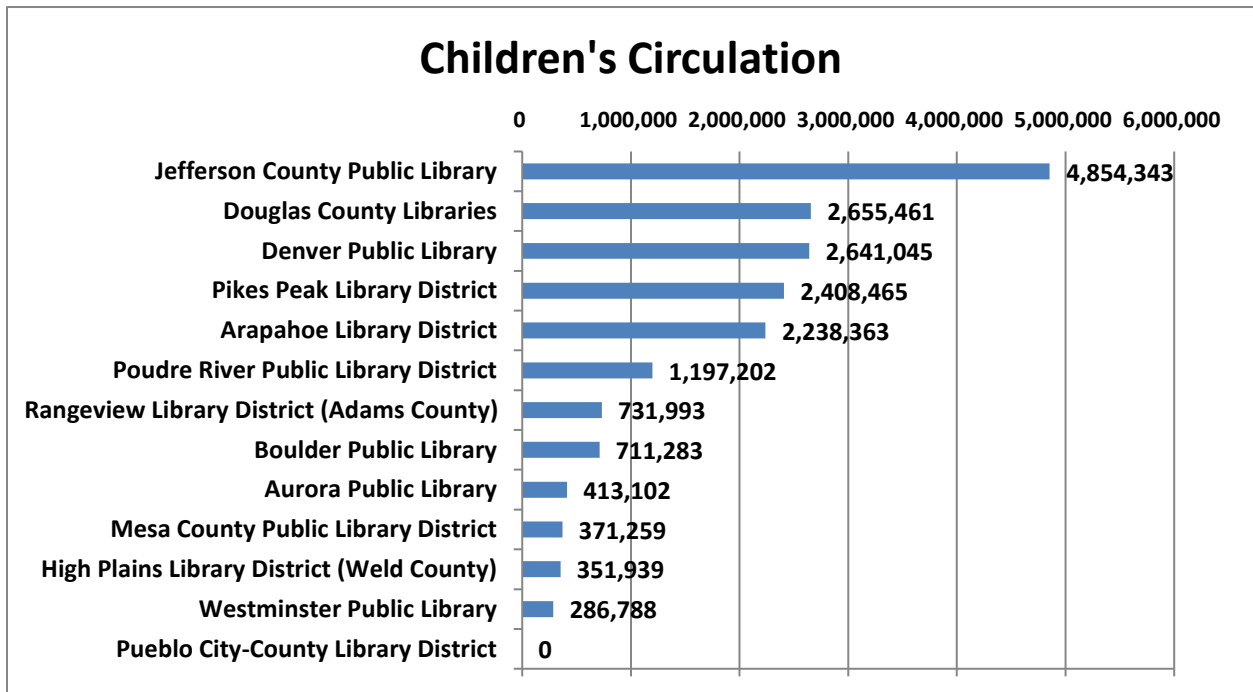
4. Reference Transactions – Defined as “An information contact which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more information sources by a member of the library staff. This includes in-person, phone, fax, mail, email, live or electronic reference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



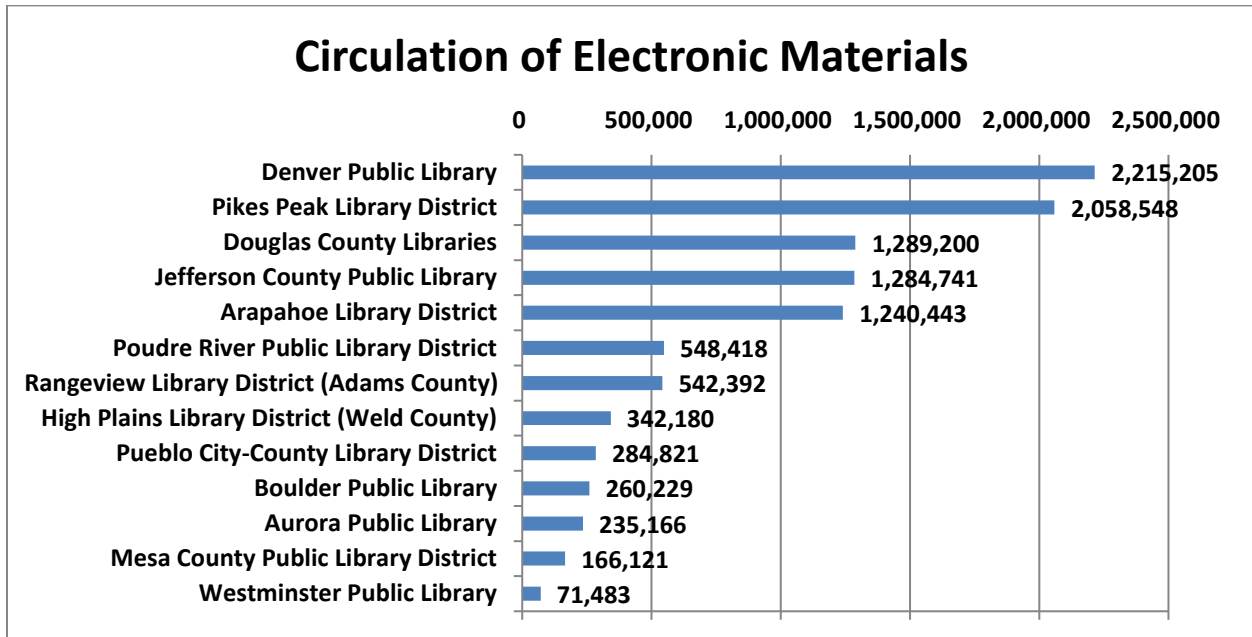
5. Reference Transactions Per Capita – This chart shows total reference questions divided by total LSA population. For 2019, the District ranked fifth, down from fourth for 2018.



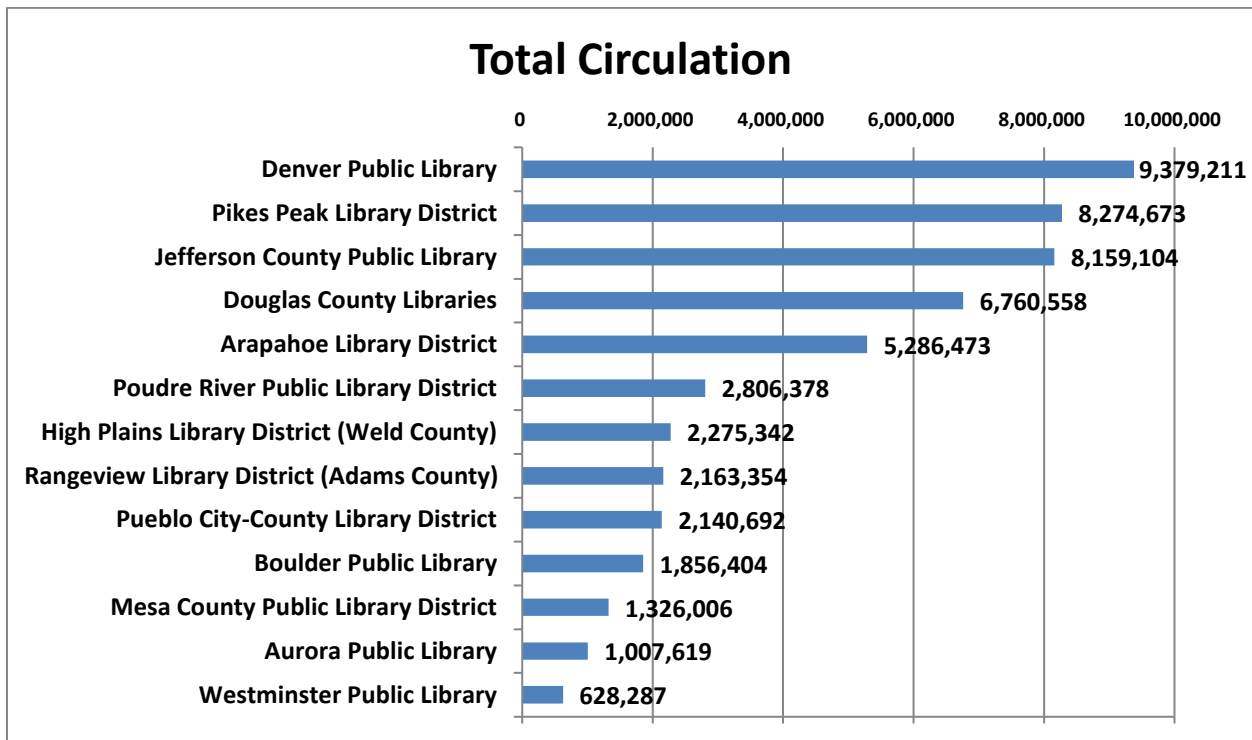
6. Children’s Circulation – The number of items the library loaned in 2019 to children, including renewals. “Children” are defined as individuals 11 years of age and under. The District ranked fourth out of 13 libraries, which was the same as for 2018.



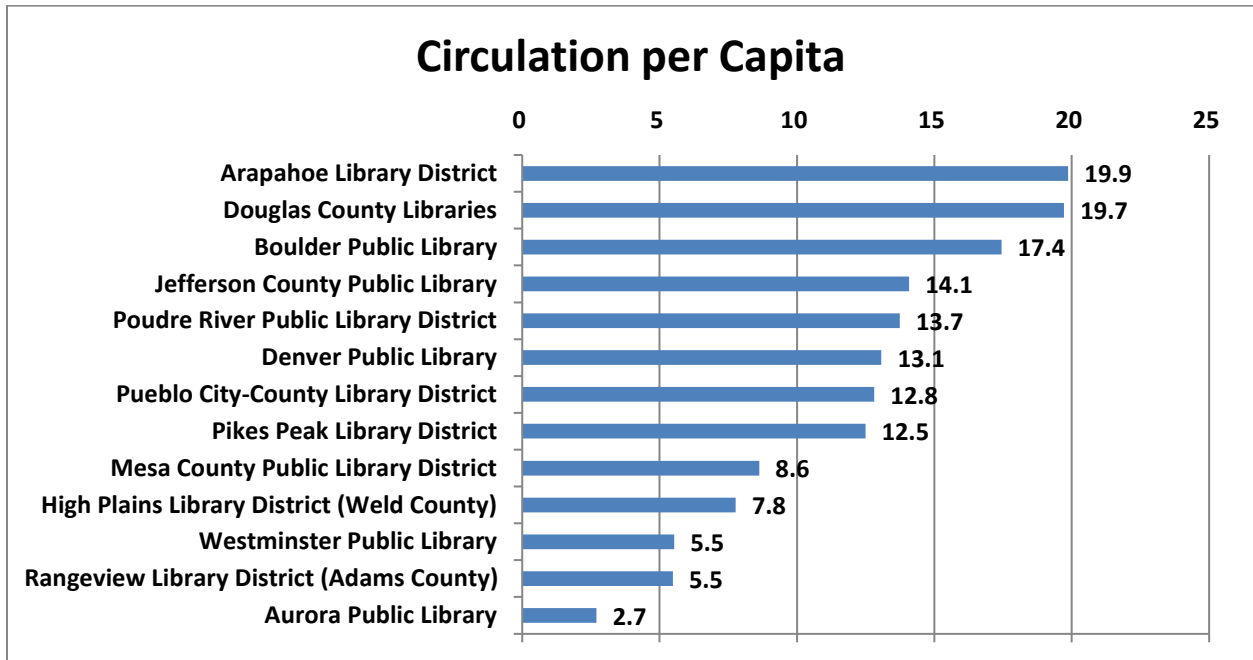
7. Circulation of Electronic Materials – This chart shows the total circulation of electronic materials. In 2019, the district ranked second in this category, which was the same as for 2018.



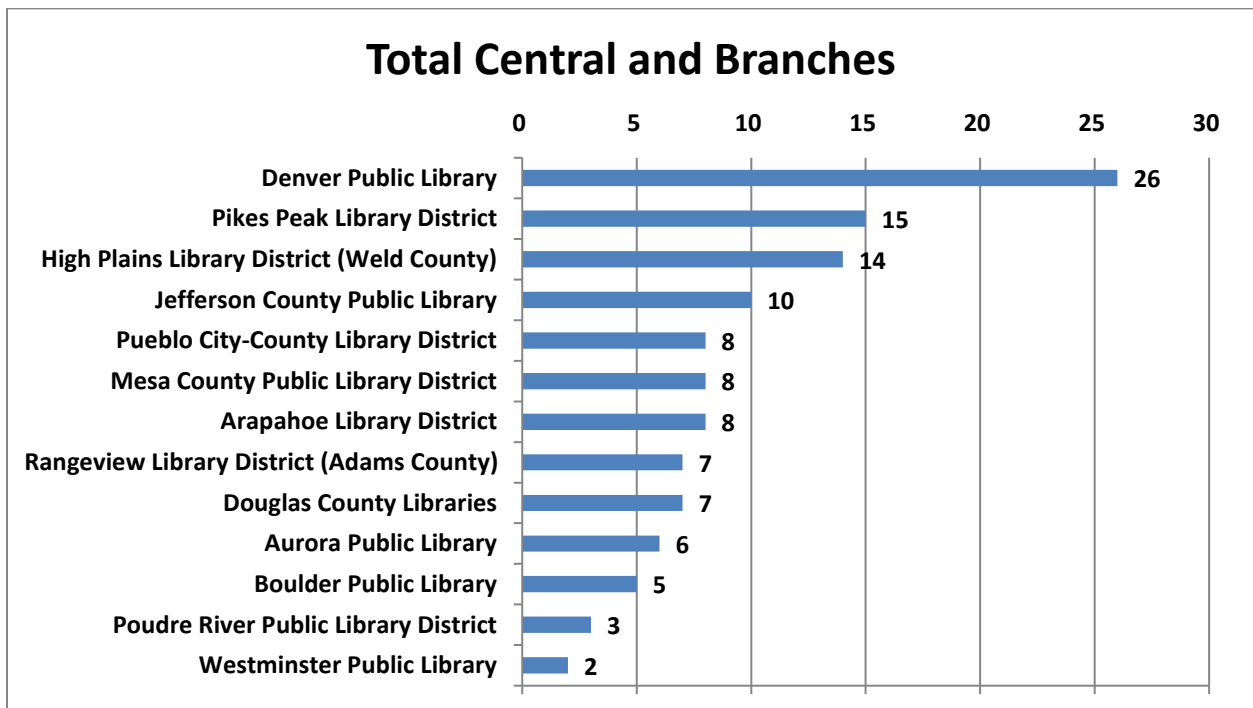
8. Total Circulation – This chart shows total circulation during 2019. The District ranked second, primarily due to the size of its LSA population. In 2018 the District ranked third.



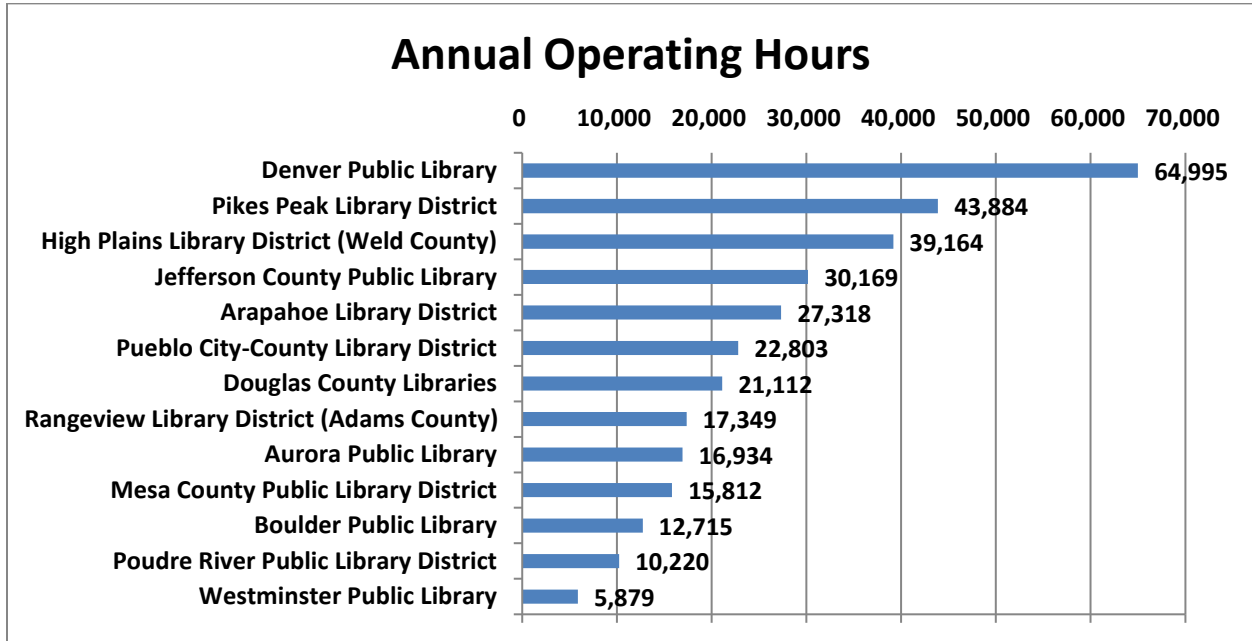
9. Circulation Per Capita – This chart shows total circulation divided by LSA population. In 2019, the District ranks eighth, unchanged from 2018.



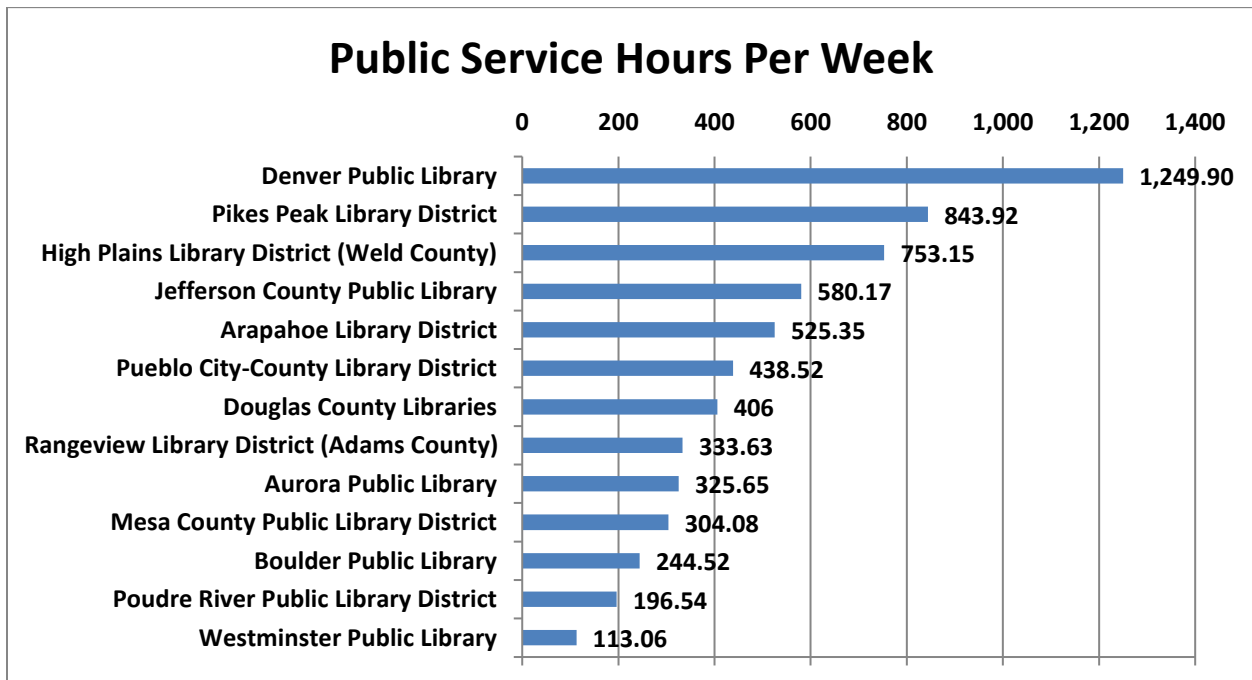
10. Total Central and Branch Facilities – This chart shows the number of library facilities for each library. Unchanged from 2018, the District ranked tied for second with 15 facilities.



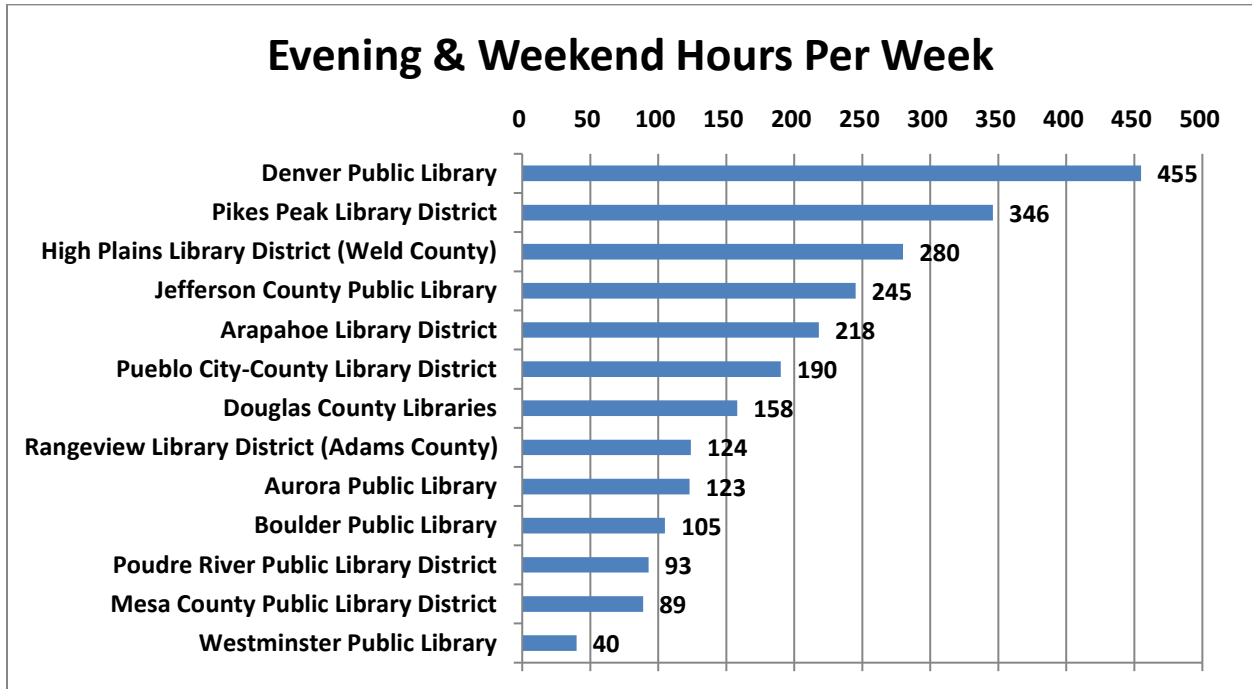
11. Total Annual Operating Hours – Total public service hours that central libraries, branches, and bookmobiles are open to the public, which includes hours for books-by-mail operation. For 2019, the District ranked second out of 13 libraries, unchanged from 2018.



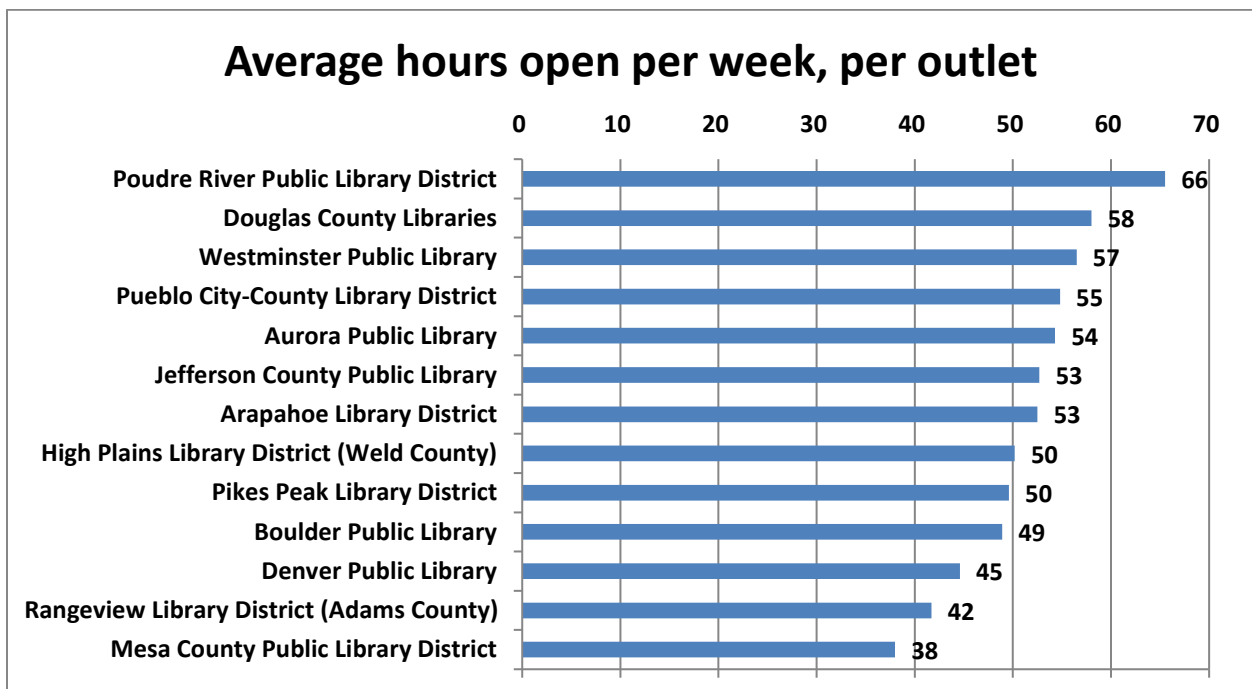
12. Public Service Hours Per Week – This chart shows total number of hours the library is open to the public per week. The District ranked second for 2019 and 2018.



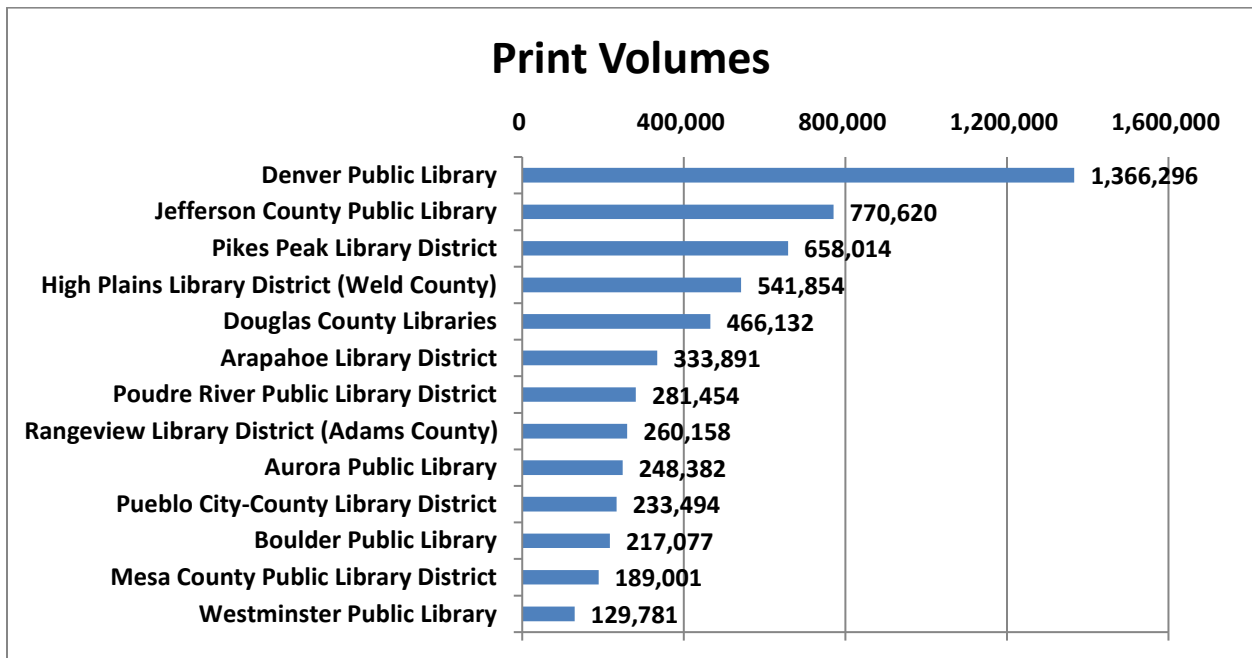
13. Evening and Weekend Hours per Week – This chart shows the aggregate number of hours opened to the public per weekend. For 2019 and 2018, the District ranked second.



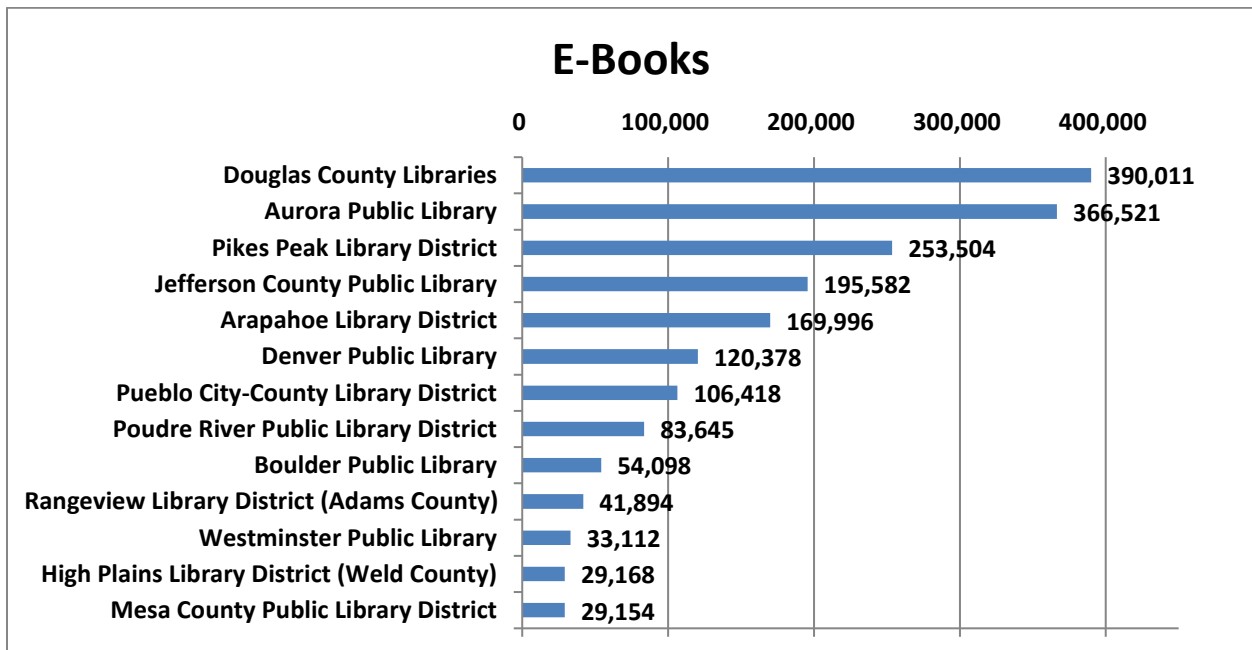
14. Average Hours Open Each Week Per Outlet – The total number of hours that a library and all its outlets are open each week divided by the number of outlets. The District ranked ninth out of the 13 libraries, down from sixth in 2018.



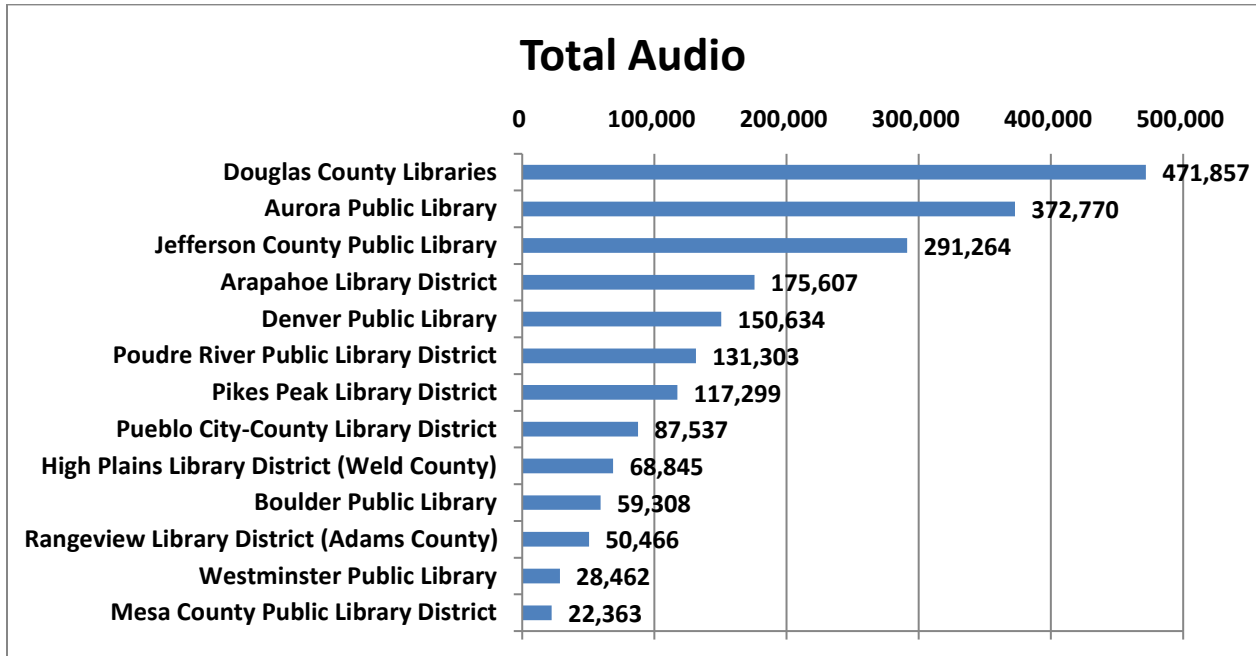
15. Total Print Volumes – The number of printed books and serial publications owned by the library. The District ranked third of the 13 libraries, unchanged from 2018.



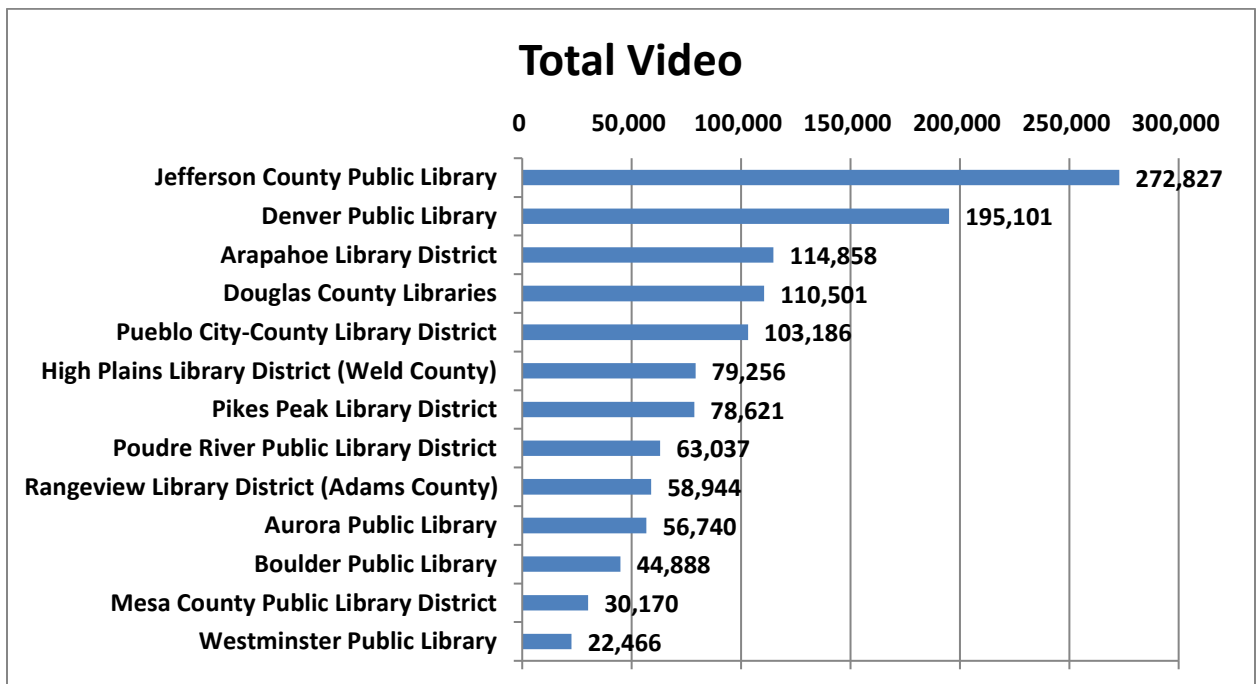
16. Total E-Books – The number of e-books and serial publications owned by the library. The District ranked third out of the 13 libraries, down from second in 2018.



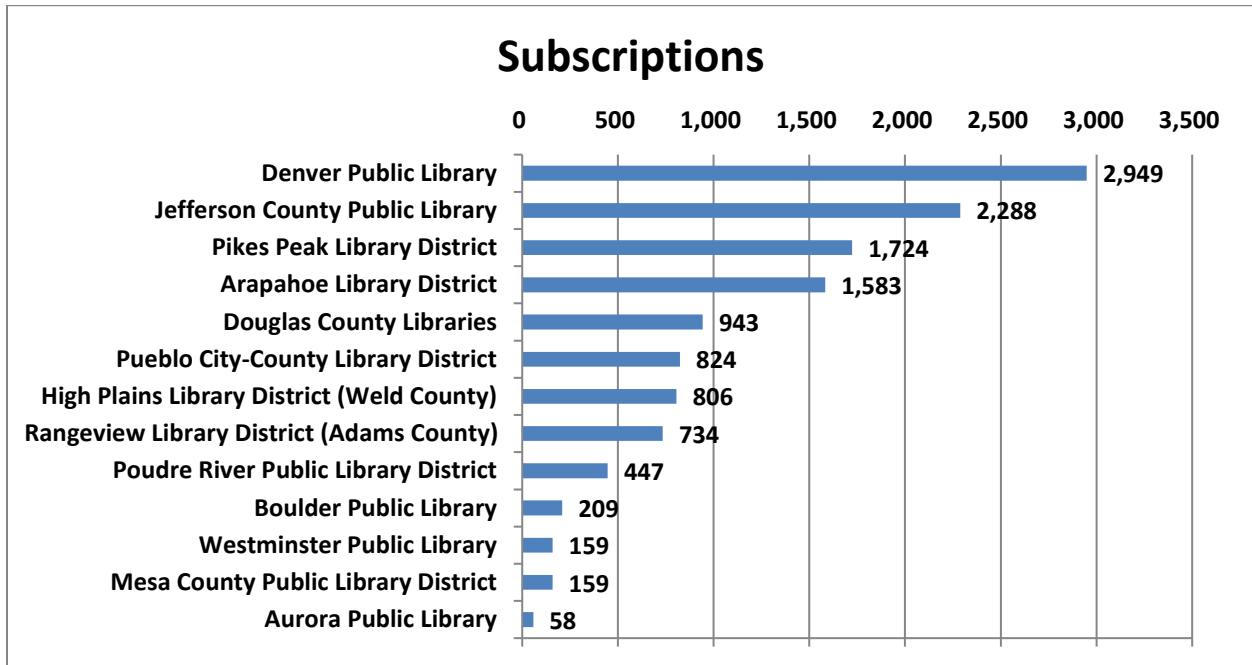
17. Total Audio – Sum of physical or electronic audiobooks, music, and other formats. The District ranked seventh out of the 13 libraries, unchanged from 2018.



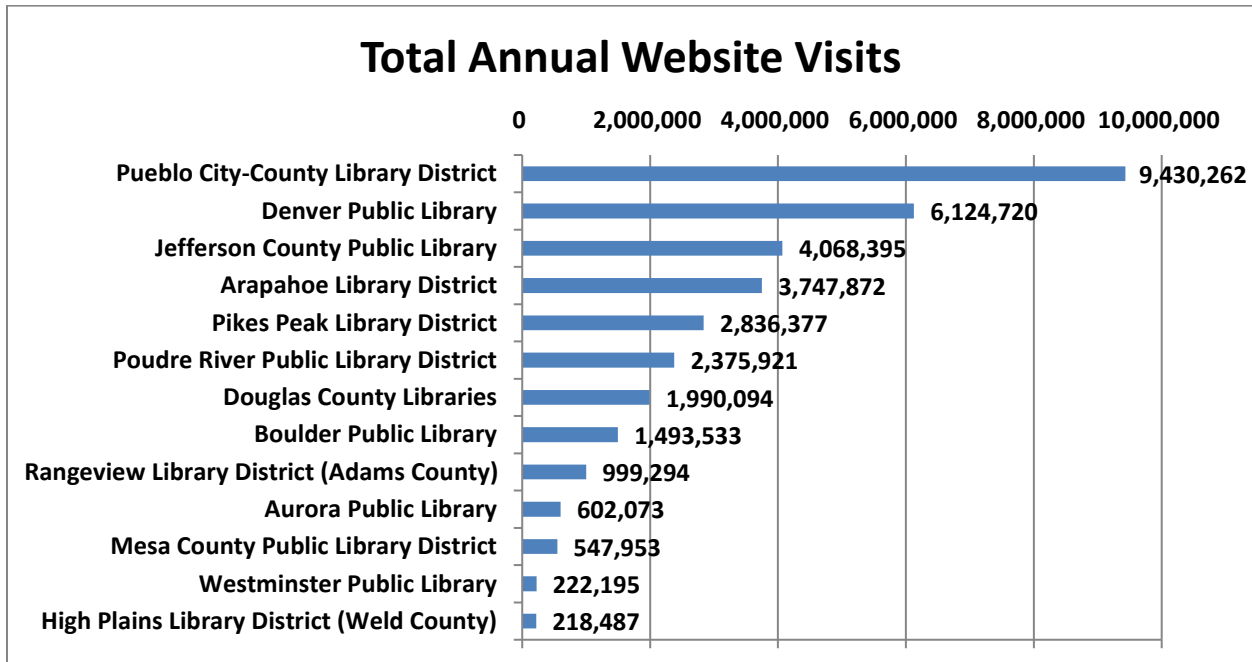
18. Total Video Materials – This number is the sum of physical and electronic video materials. The District ranked seventh in 2019, dropping from sixth in 2018.



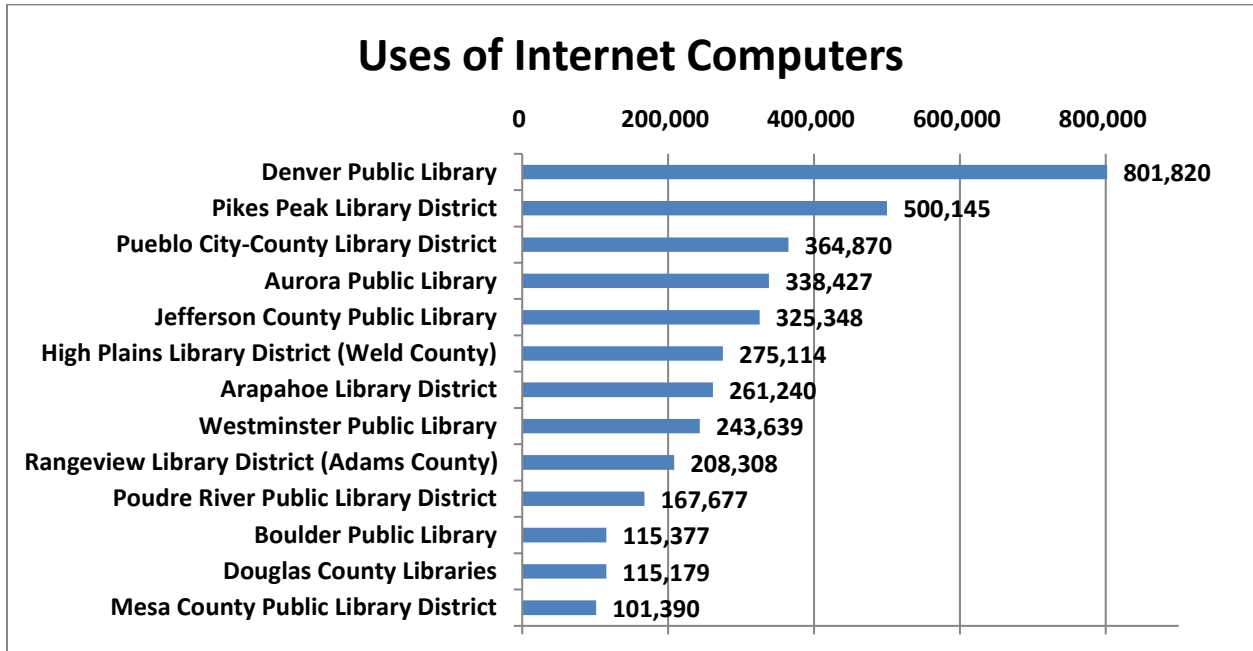
19. Number of Subscriptions – The number of print serial subscriptions, including duplicates, for all outlets. Includes magazines, newspapers, annuals, some government documents, some reference tools, and numbered monograph series. The District ranked third out of the 13 libraries, unchanged from 2018.



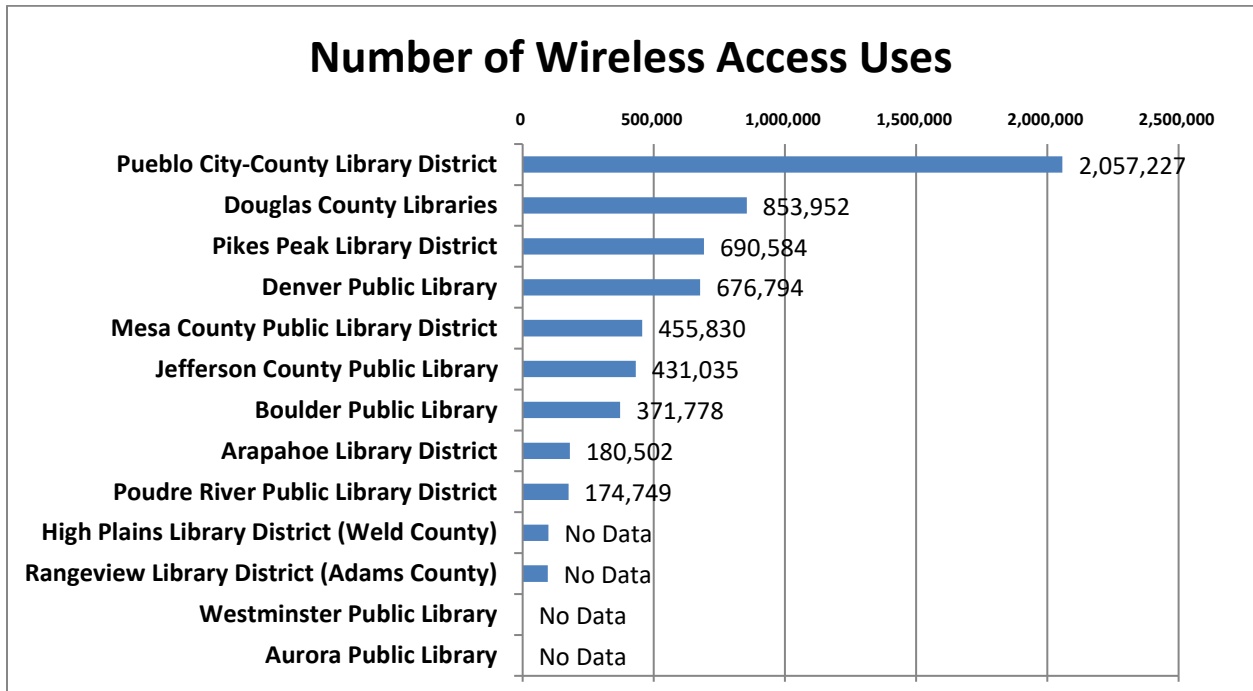
20. Total Annual Website Visits – This chart shows the total number of visits to the library’s main web page. In 2018, the District ranked fifth out of the 13 libraries, unchanged from 2018.



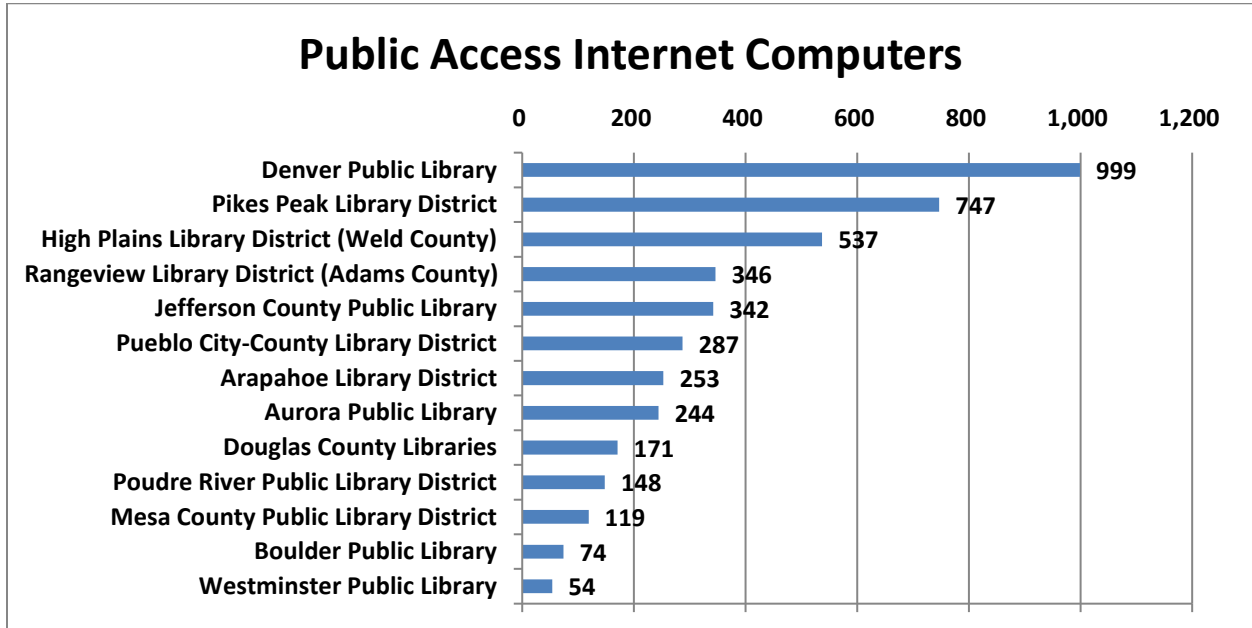
21. Uses of Internet Computers – This chart shows the total number of uses of internet computers. The District ranked second out of these 13 libraries, dropping from first in 2018.



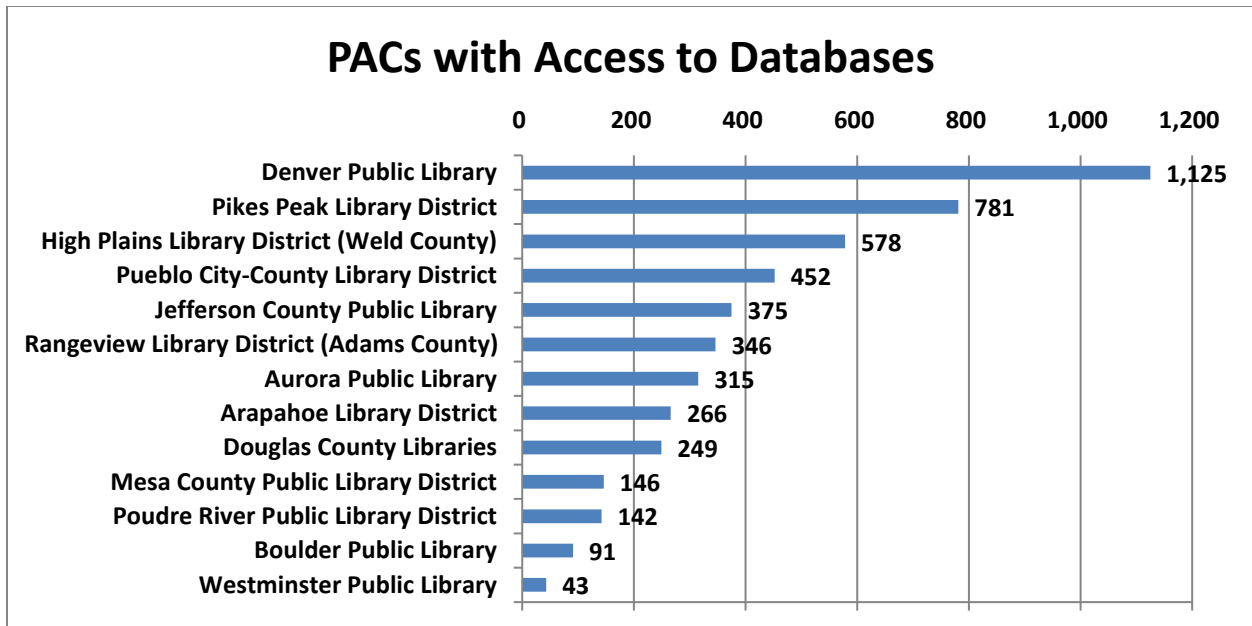
22. Total Number of Wireless Access Uses – This chart shows the total number of wireless access uses. The District ranked third out of the 10 libraries that reported this statistic, up from fourth in 2018.



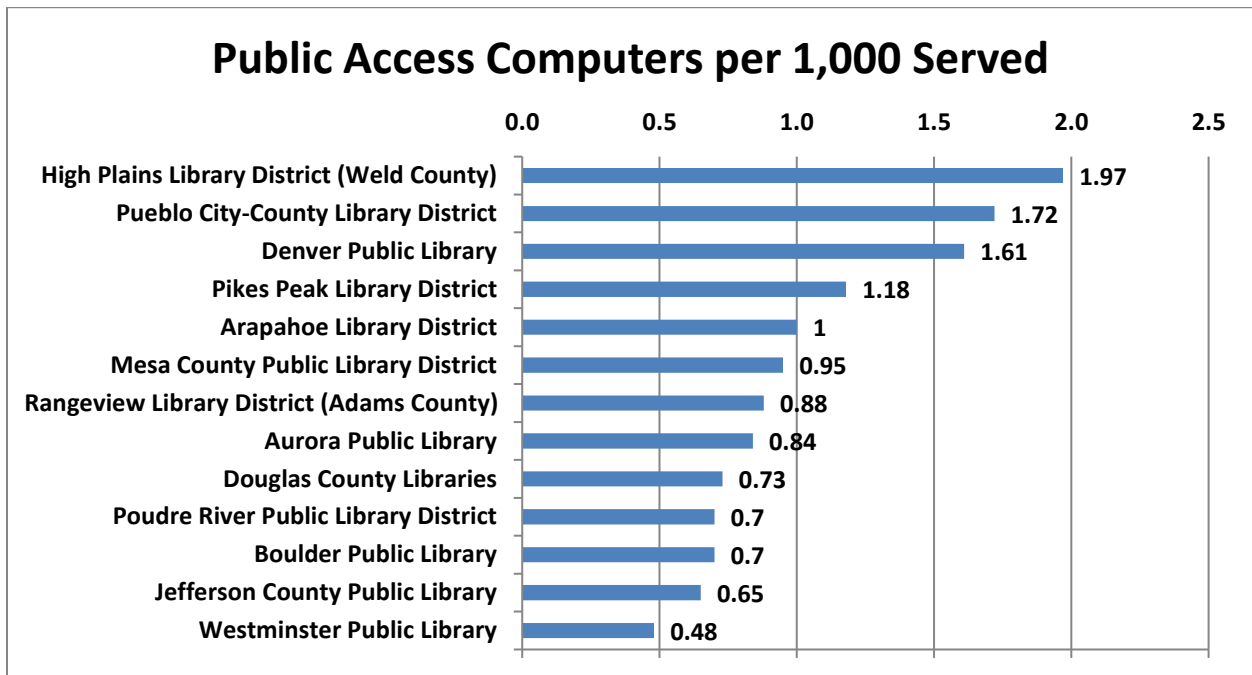
23. Public Access Internet Computers – This chart shows the number of computers offered to the public that has internet access. For 2019 and 2018, the District ranked second.



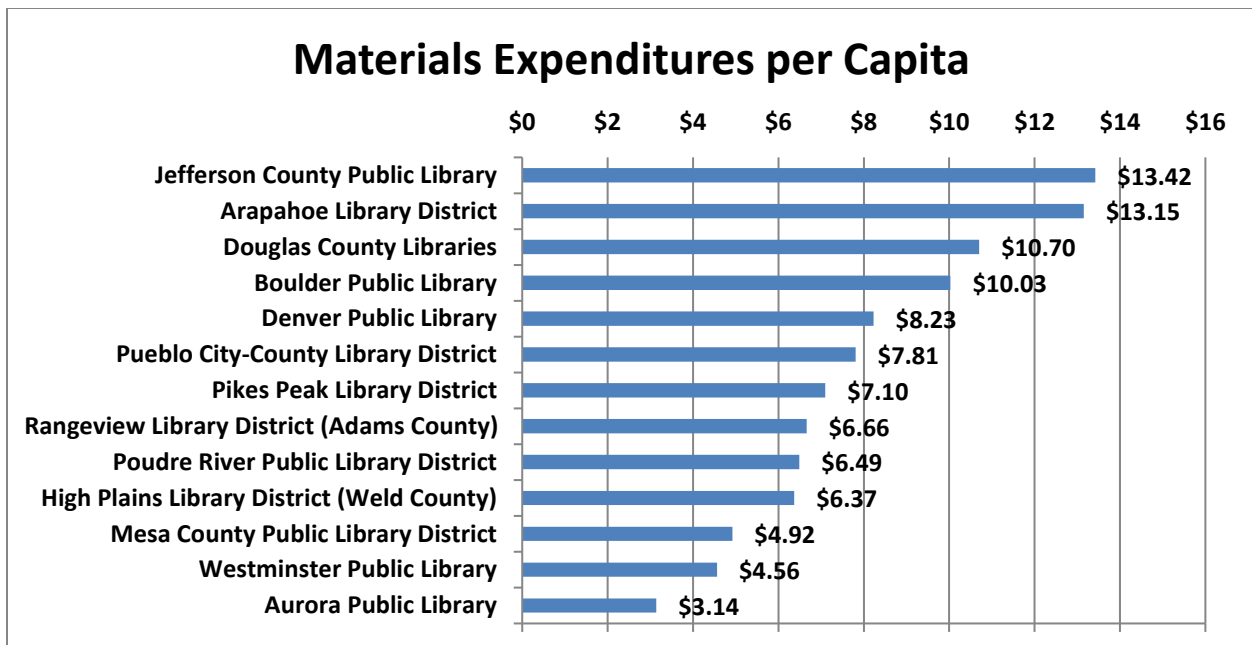
24. PACs with Access to Databases – This chart shows the number of public access computers (PACs) which has access to electronic databases. For 2019 and 2018, the District ranked second.



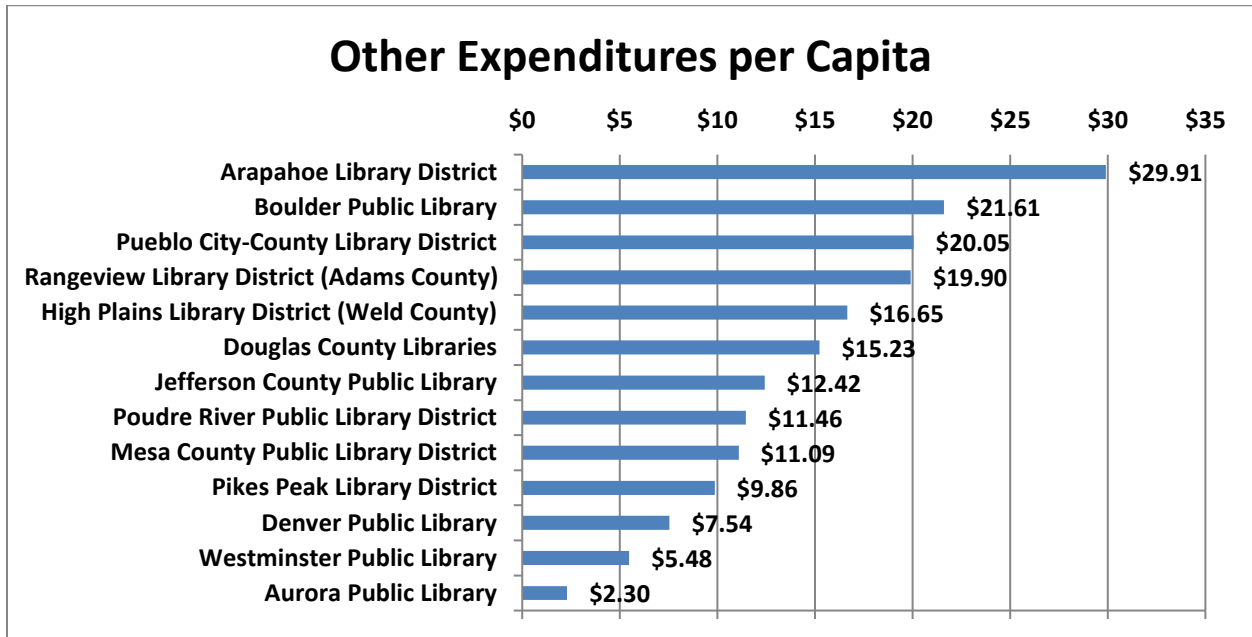
25. Public Access Computers Per 1,000 Served – This chart shows total number of public access computers with Internet available divided by the legal service area in thousands. The District ranks fourth out of 13 libraries for 2019, unchanged from 2018.



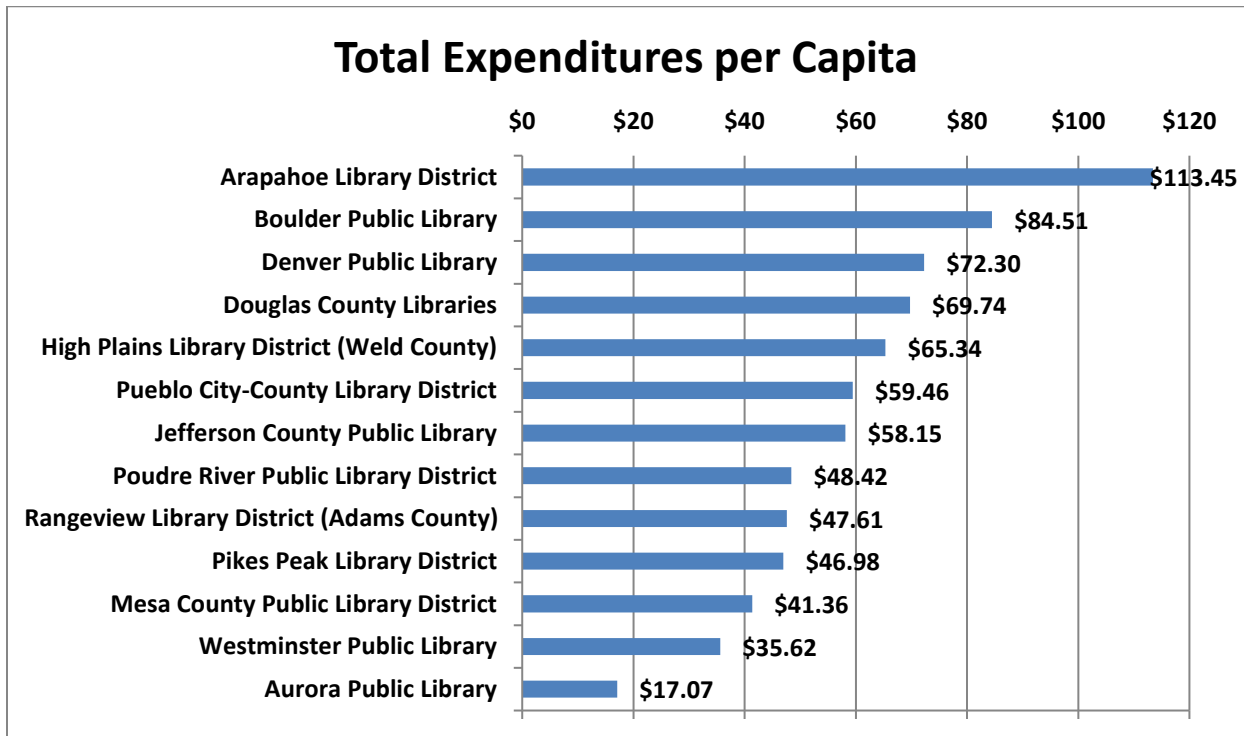
26. Materials Expenditures Per Capita – This chart shows the total materials expenditures divided by total LSA population. In 2019, the District ranked seventh, unchanged from 2018.



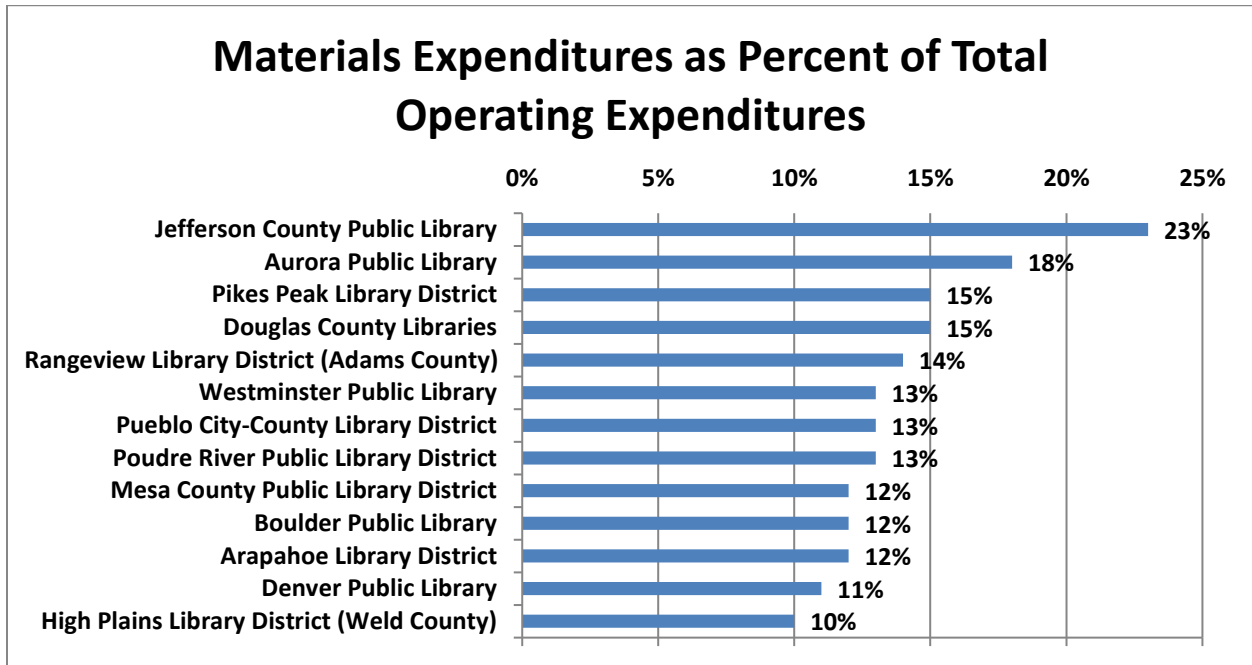
27. Other Expenditures Per Capita – This chart shows all other materials expenditures not reported as print, audio, video, or electronic, such as microforms, kits, and LeapFrog. The District ranked tenth out of the 13 libraries, up from eleventh for 2018.



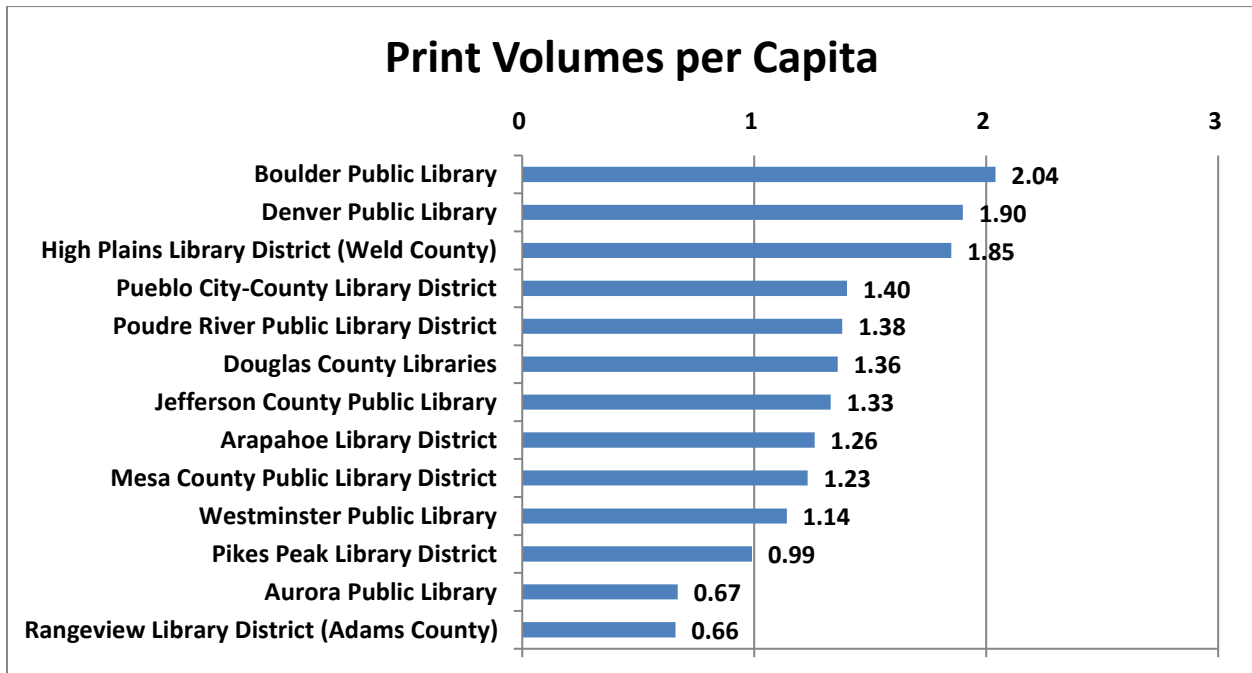
28. Total Expenditures Per Capita – This chart shows the total operating expenditures divided by LSA population. The District ranked tenth out of the 13 libraries for 2019 and 2018.



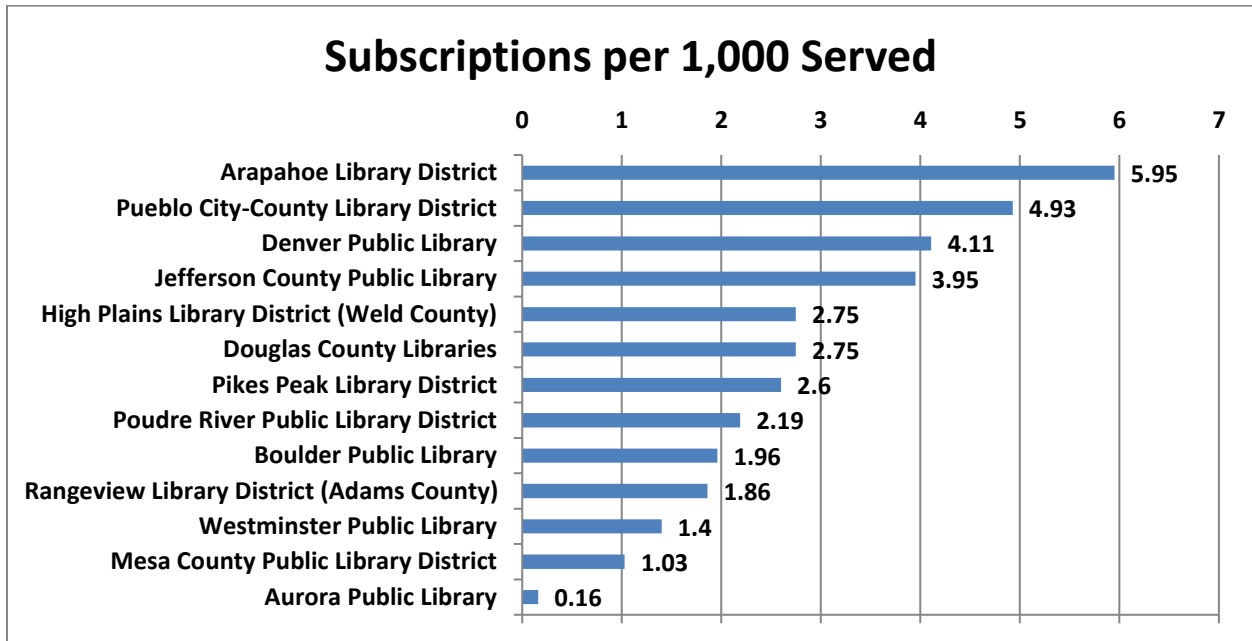
29. Materials Expenditures as Percent of Total Operating Expenditures – This chart shows the cost of all library materials divided by the amount spent for all operating expenses including materials costs. In 2019, the District ranked third out of the 13 libraries, unchanged from 2018.



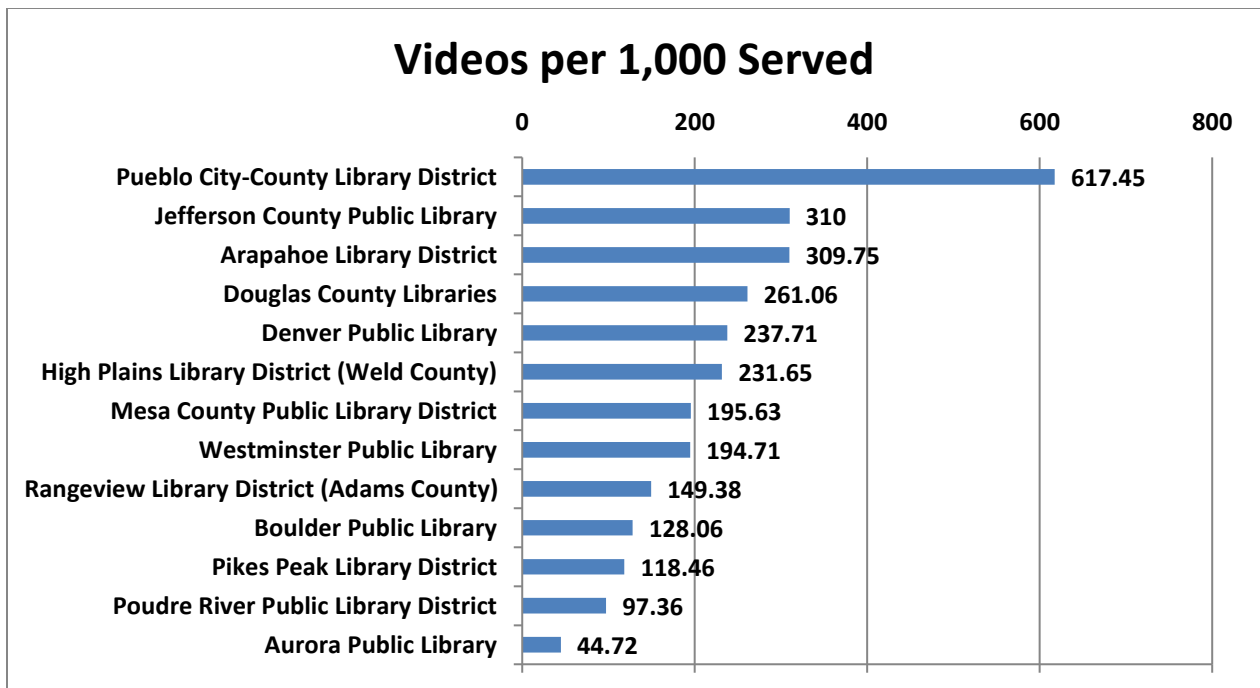
30. Print Volumes Per Capita - This chart shows the number of print volumes the library holds, divided by the library's LSA population. The District ranked eleventh out of the 13 libraries for 2019, unchanged from 2018.



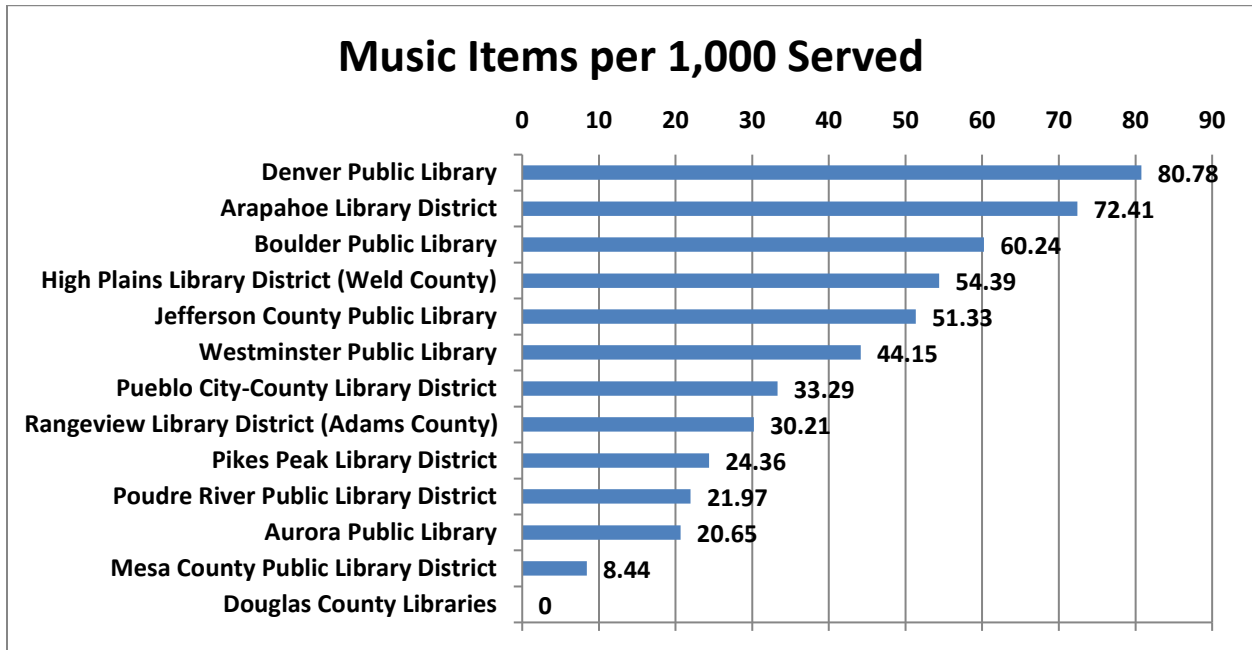
31. Subscriptions Per 1,000 Served – This chart shows the number of serial subscriptions divided by the LSA in thousands. The District ranked seventh out of the 13 libraries, up from ninth in 2018.



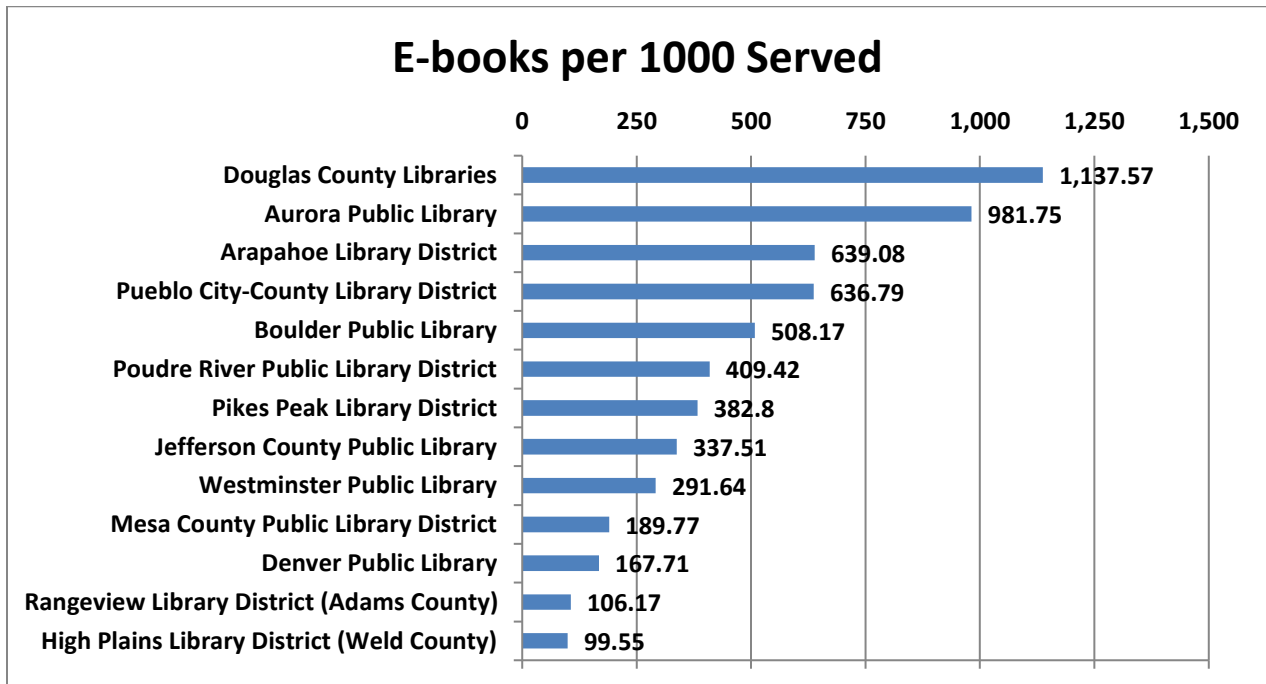
32. Videos Per 1,000 Served – This chart shows the number of videos in the collection per 1,000 population in the LSA. In 2019, the District ranked eleventh in this category, unchanged from 2018.



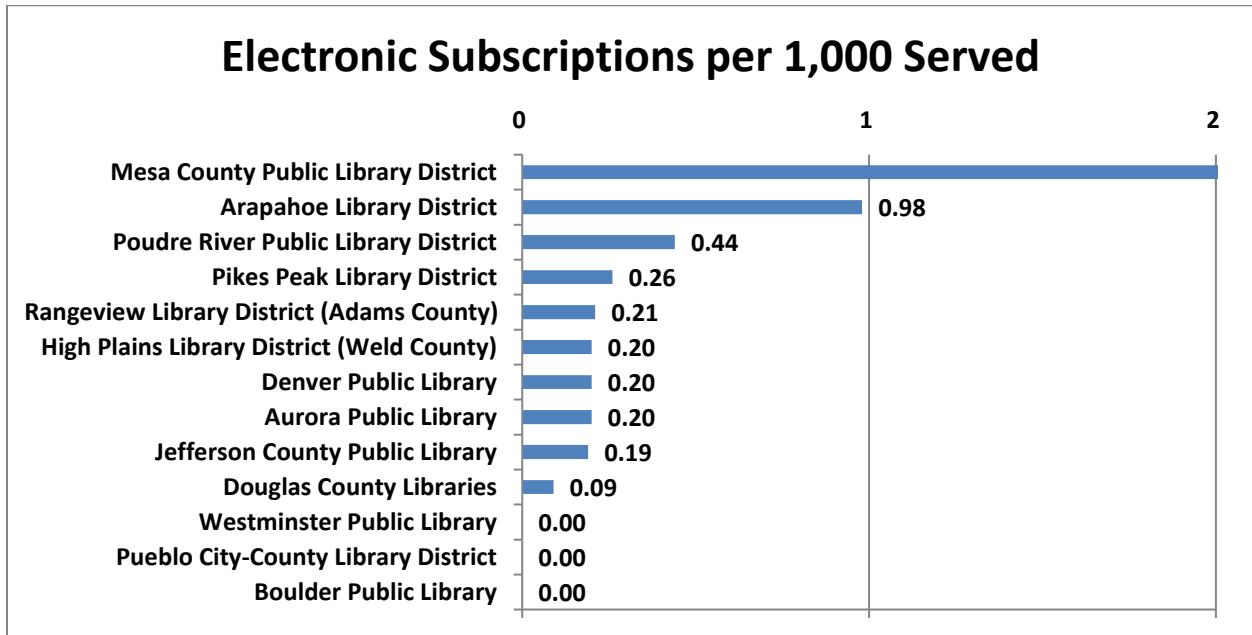
33. Music Items Per 1,000 Served – This chart shows the number of music materials in the collection per 1,000 people within their LSA. The District ranked ninth out of 13 libraries, unchanged from 2018.



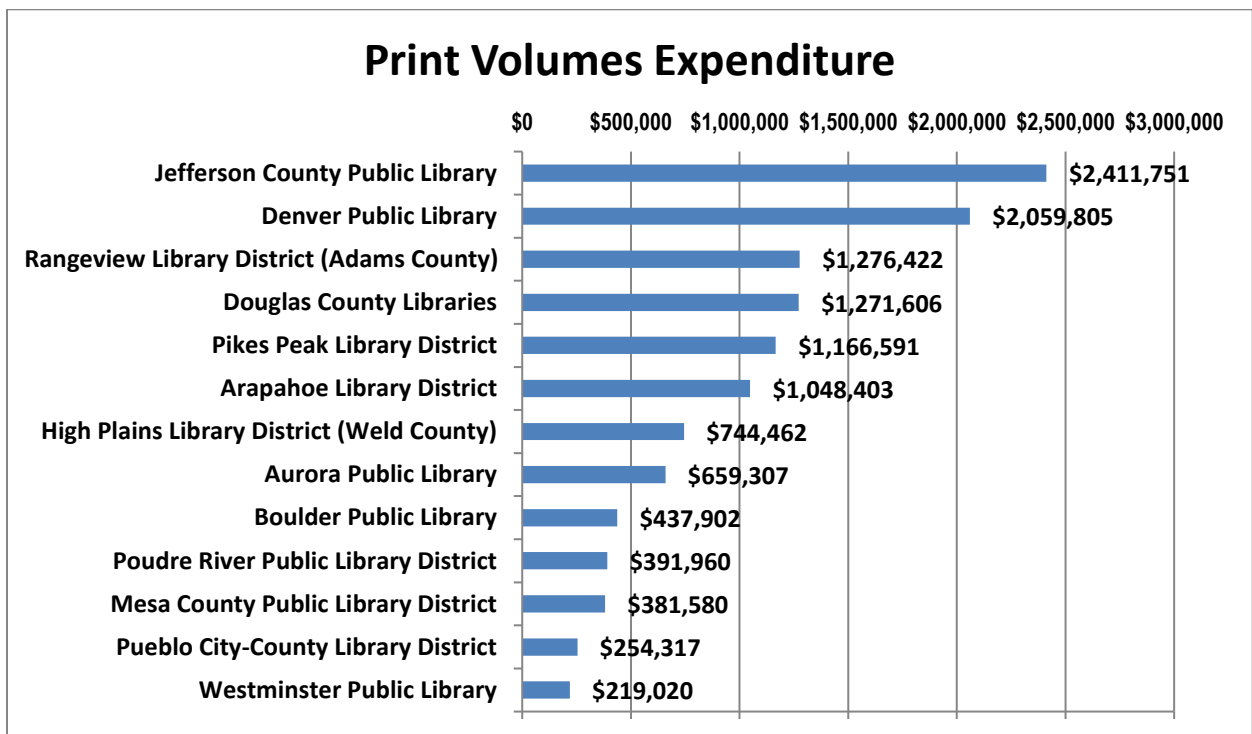
34. E-books Per 1,000 Served – This chart shows the total number of E-books divided by the LSA population (divided by 1,000). The District ranked seventh in this category for 2019, down from sixth in 2018.



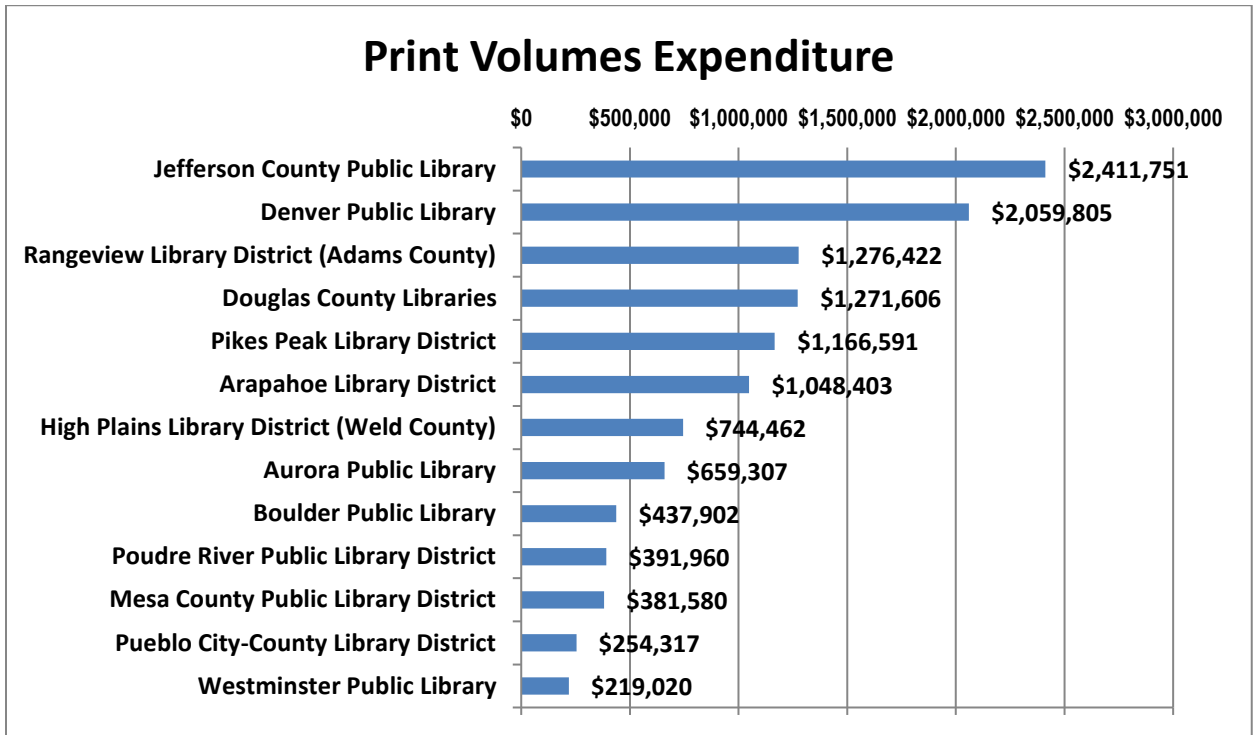
35. Electronic Subscriptions Per 1,000 Served – This chart shows the total number of electronic subscriptions per 1,000 LSA population served. The District is currently ranked fourth out of the 13 libraries. During 2018, the District ranked fifth in this category.



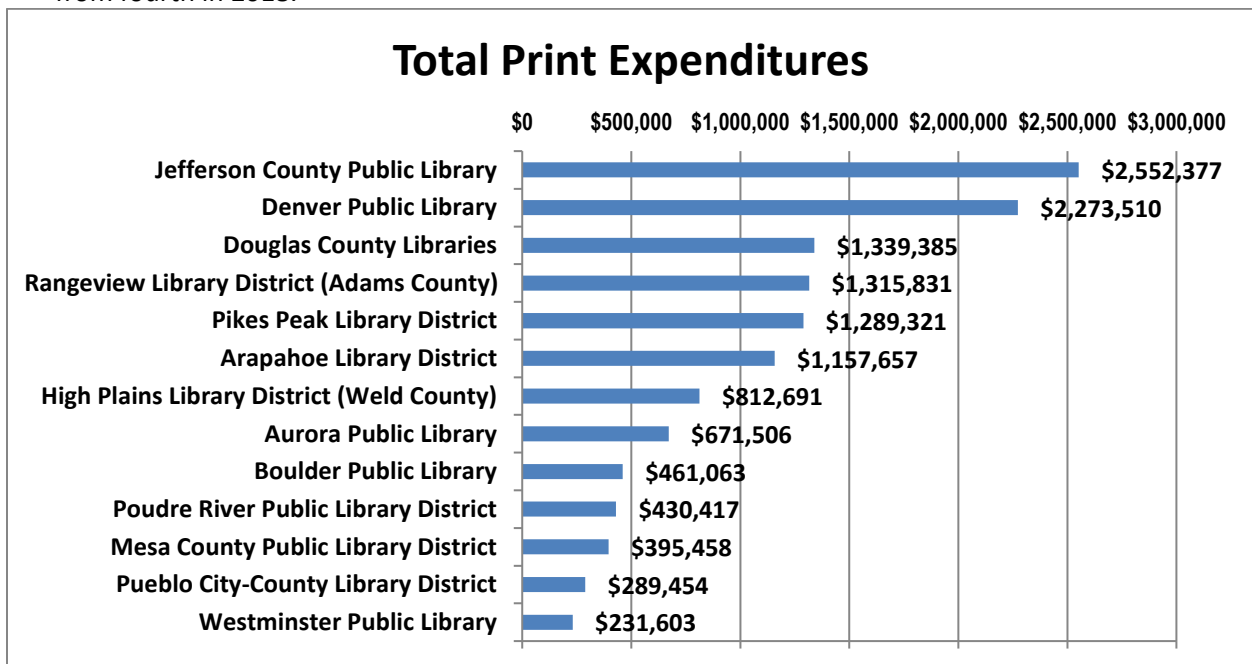
36. Print Volumes Expenditure – This chart shows total expenditures on non-periodical printed publications bound in hard or soft covers or in loose-leaf format, including publications issued in successive parts. The District ranked fifth out of the 13 libraries, down from fourth in 2018.



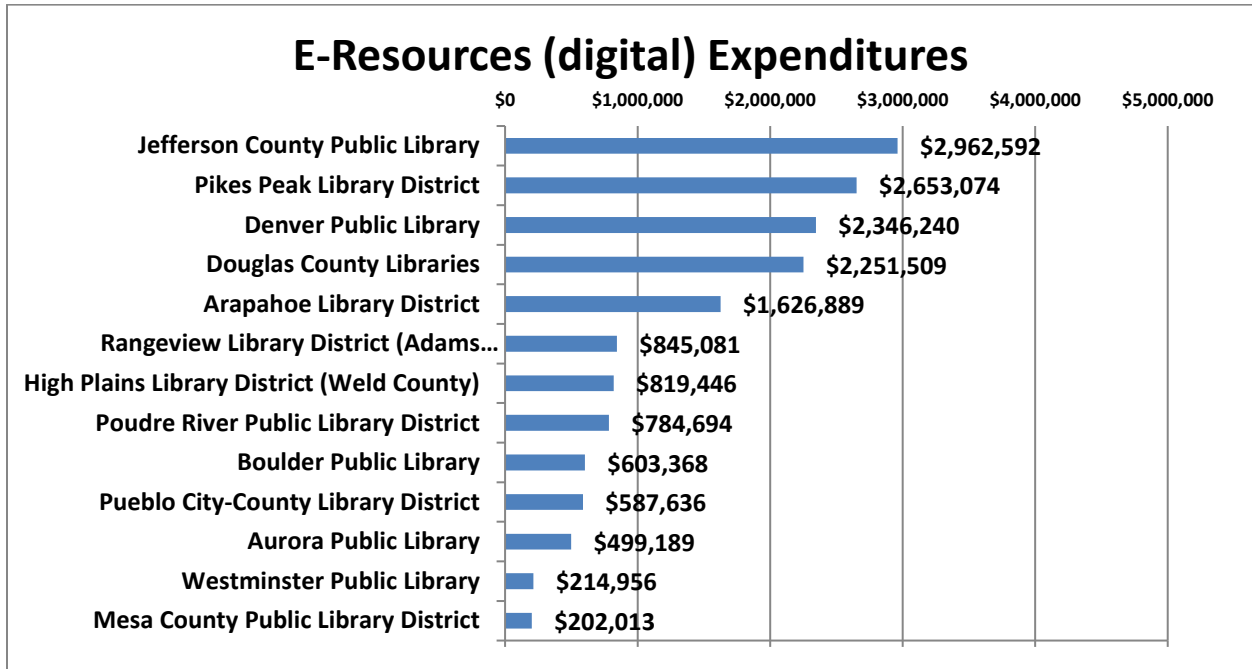
37. Subscriptions Expenditures – This chart shows total expenditures on serial subscriptions including periodicals, newspapers, annuals, some government documents, some reference tools, and numbered monographic series. The District ranked fifth out of the 13 libraries, down from third in 2018.



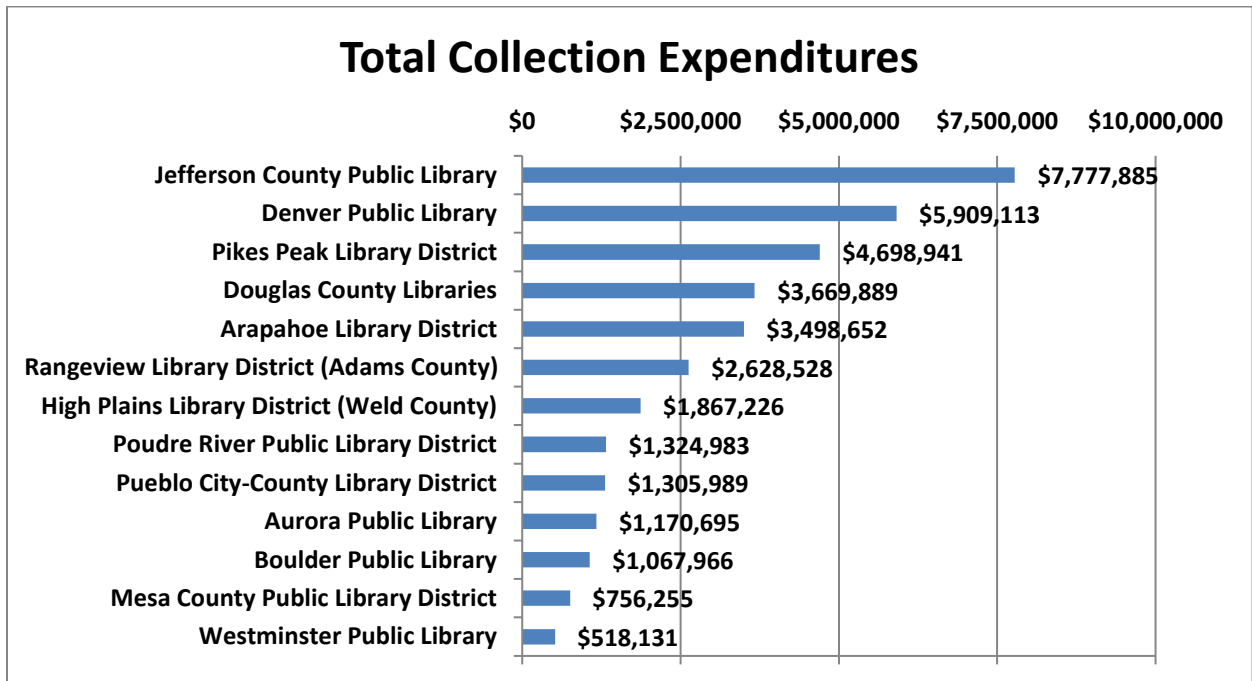
38. Total Print Expenditures – This chart shows the total amount spent on books, bound volumes, and paper subscriptions or serials. The District ranked fifth out of the 13 libraries in this category, down from fourth in 2018.



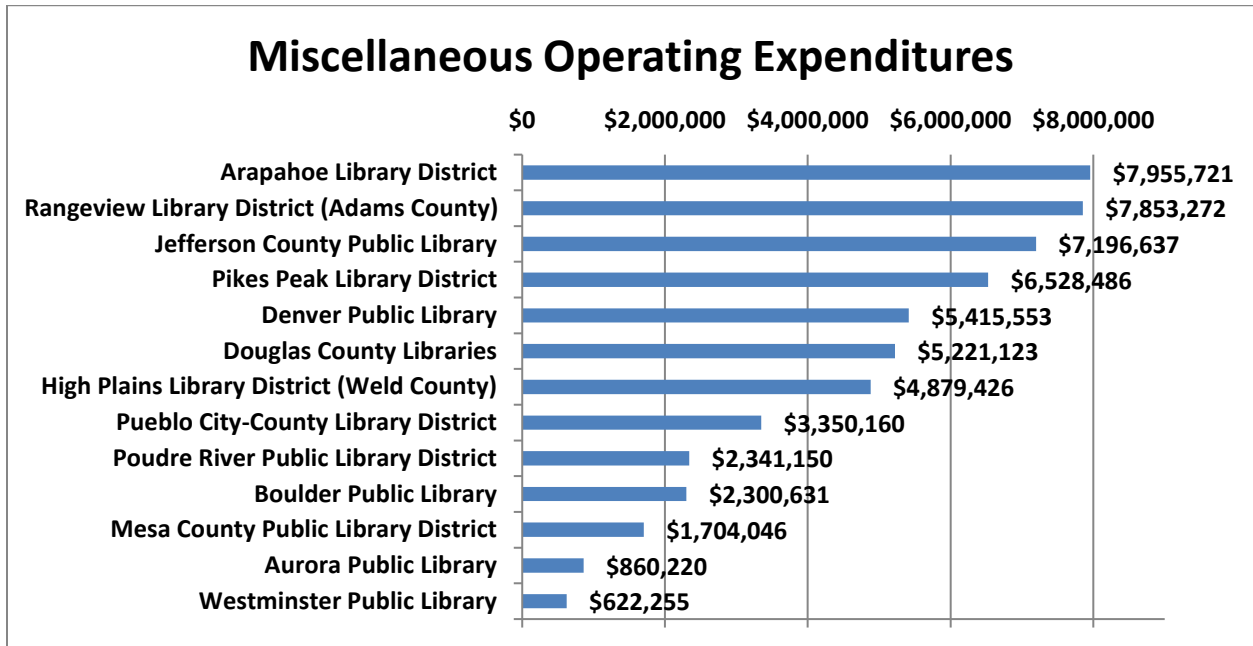
39. Total E-Resources (Digital) Expenditure – This chart shows the total amount spent on digital resources (E-Resources). The District ranked second for 2019, unchanged from 2018.



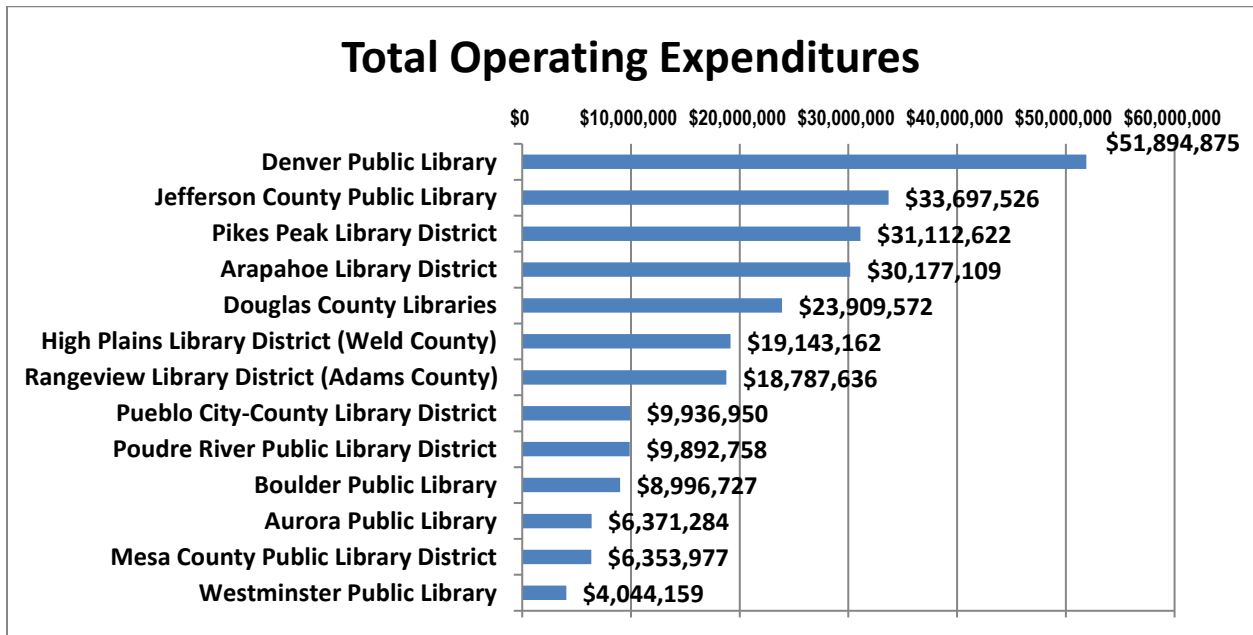
40. Total Collection Expenditures - This chart shows the total amount spent on library materials. In 2019, the District ranked third, primarily due to the size of its LSA population. This rank is unchanged from 2018.



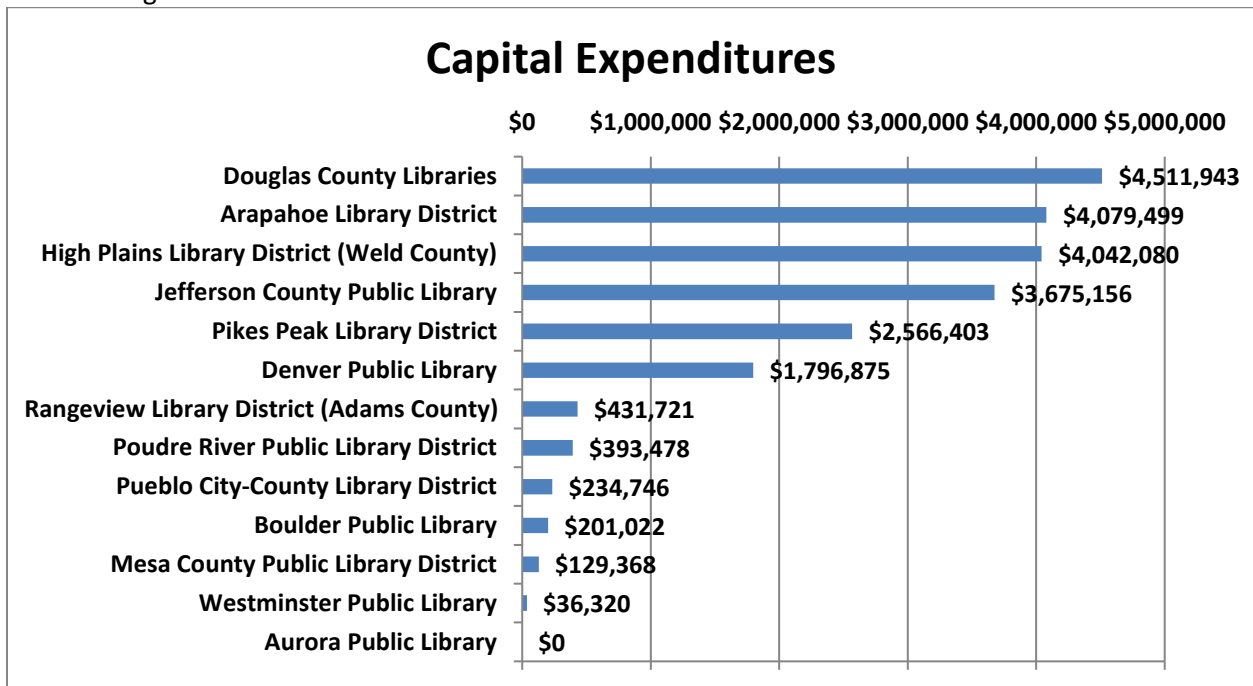
41. Miscellaneous Operating Expenditures – This chart shows the total amount of expenditures during 2019 for all categories other than personnel, library materials and capital. In 2019, the District ranked fourth, unchanged from 2018.



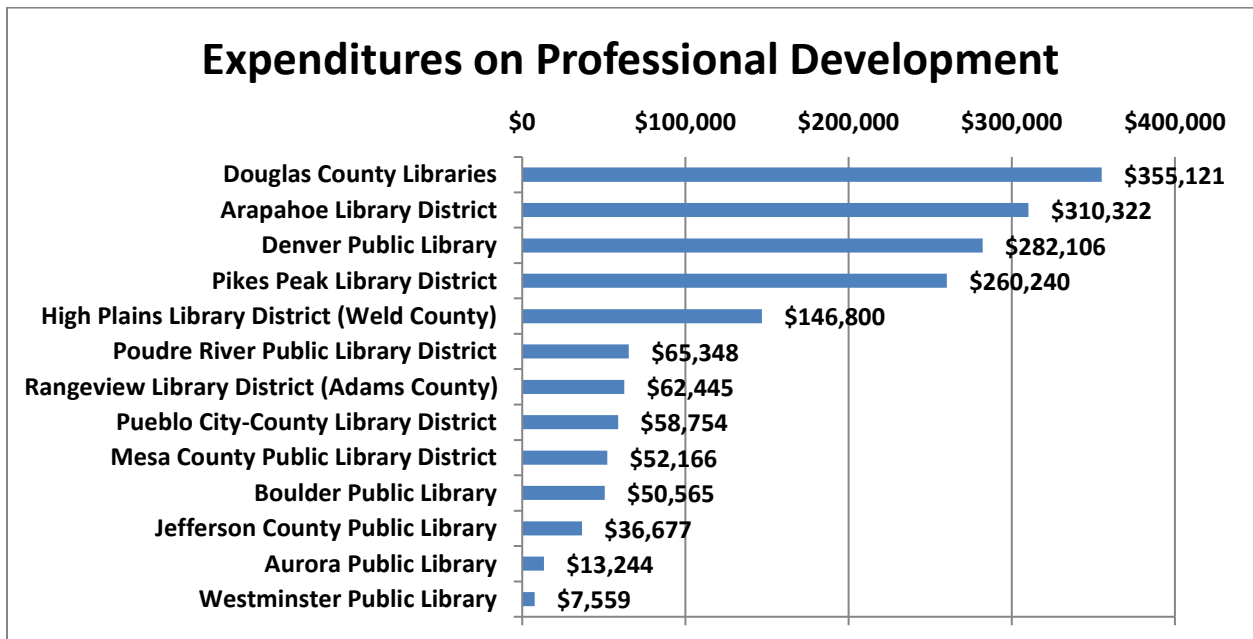
42. Total Operating Expenditures – This chart shows the total amount spent on operations. In 2019, the District ranked third, primarily due to the size of its LSA population, up from fourth in 2018.



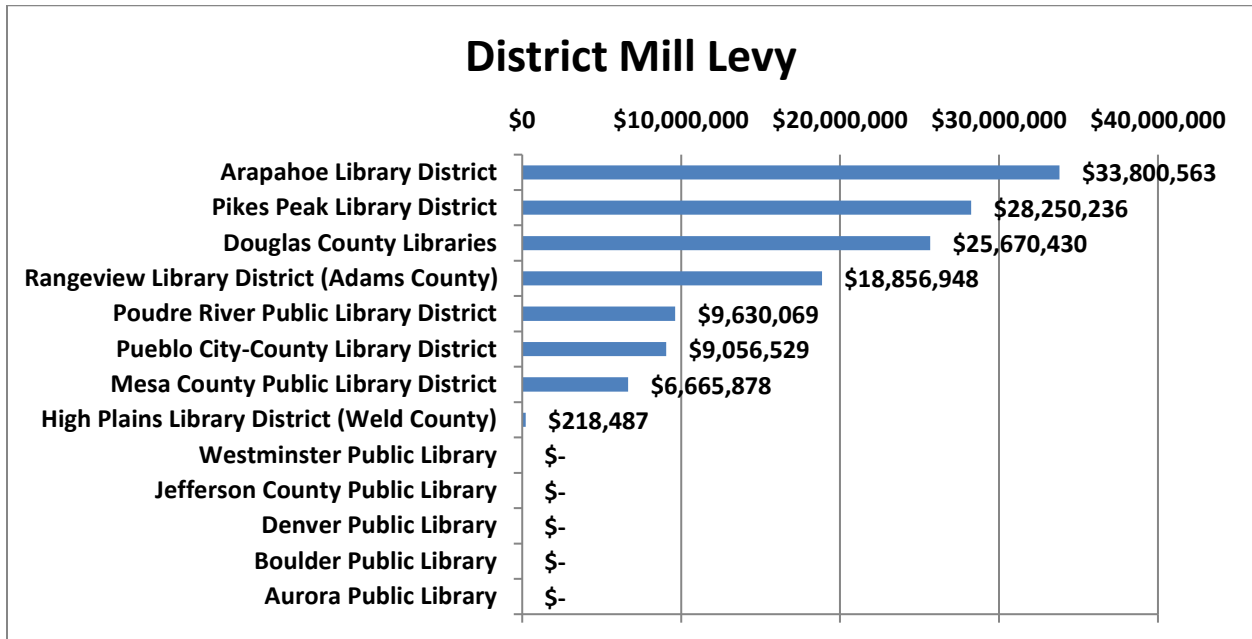
43. Capital Expenditures – This chart shows total expenses paid for new buildings or furnishings, renovations, automation systems, vehicles, and other major one-time projects. Includes all federal, state, local and other revenue used for major capital expenditures. In 2019, the District ranked fifth,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



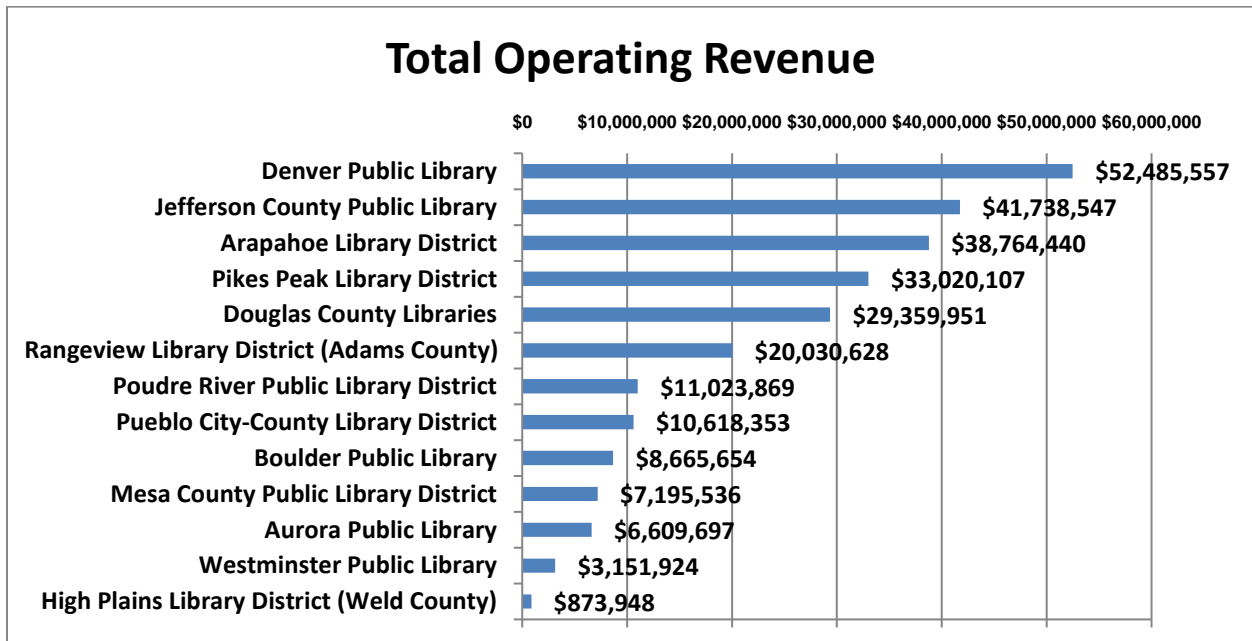
44. Expenditures on Professional Development – This chart shows total expenditures for development and education of staff. The total includes fees, materials, travel costs, conference registrations, workshops, reimbursements, software, videos, and cost of in-house development office. This does not include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



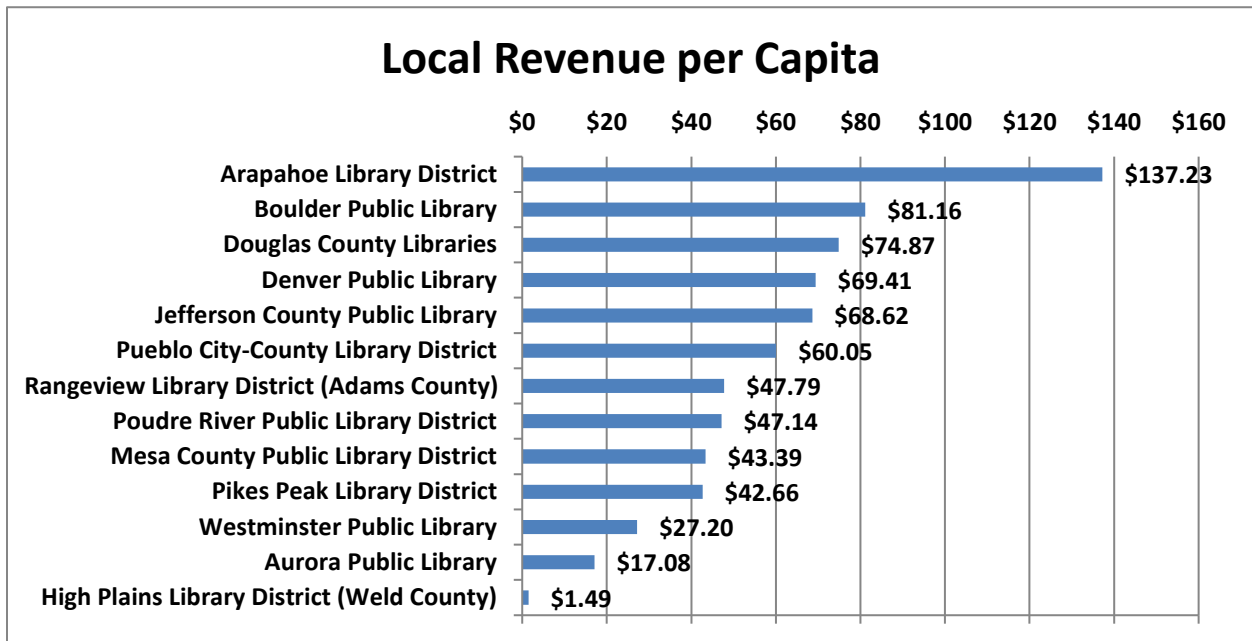
45. District Mill Levy – This chart shows the total amount of property tax revenue received by the District from its mill levy.



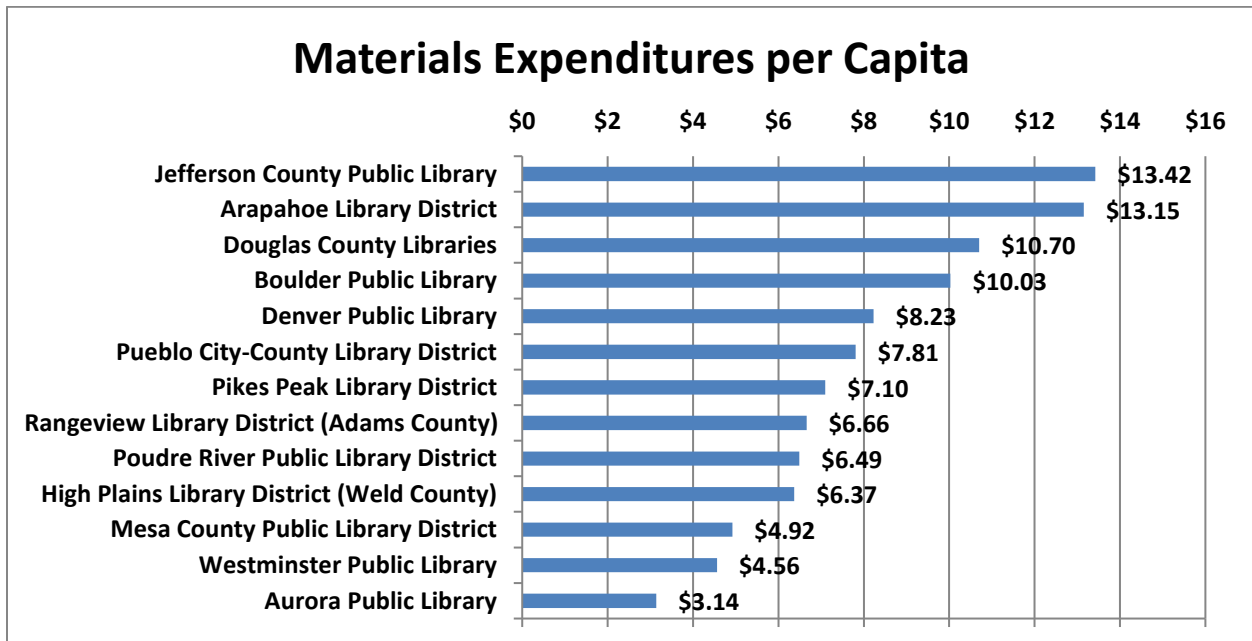
46. Total Operating Revenue – This chart shows total operating revenue for each library. In 2019, the District ranked fourth, primarily due to the size of its LSA population. In 2018, the District also ranked fourth.



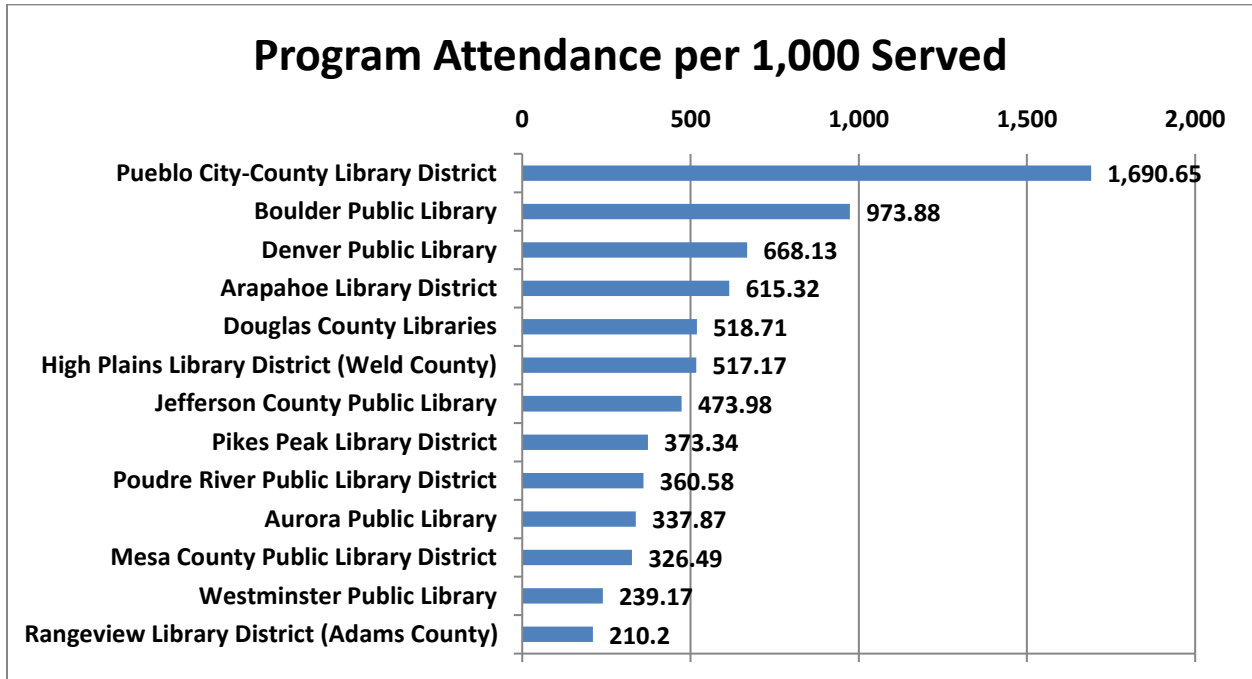
47. Local Revenue Per Capita – This chart shows the total dollars of local revenue (primarily property taxes) divided by the total LSA population. The District ranked tenth out of the 13 libraries, unchanged from 2018.



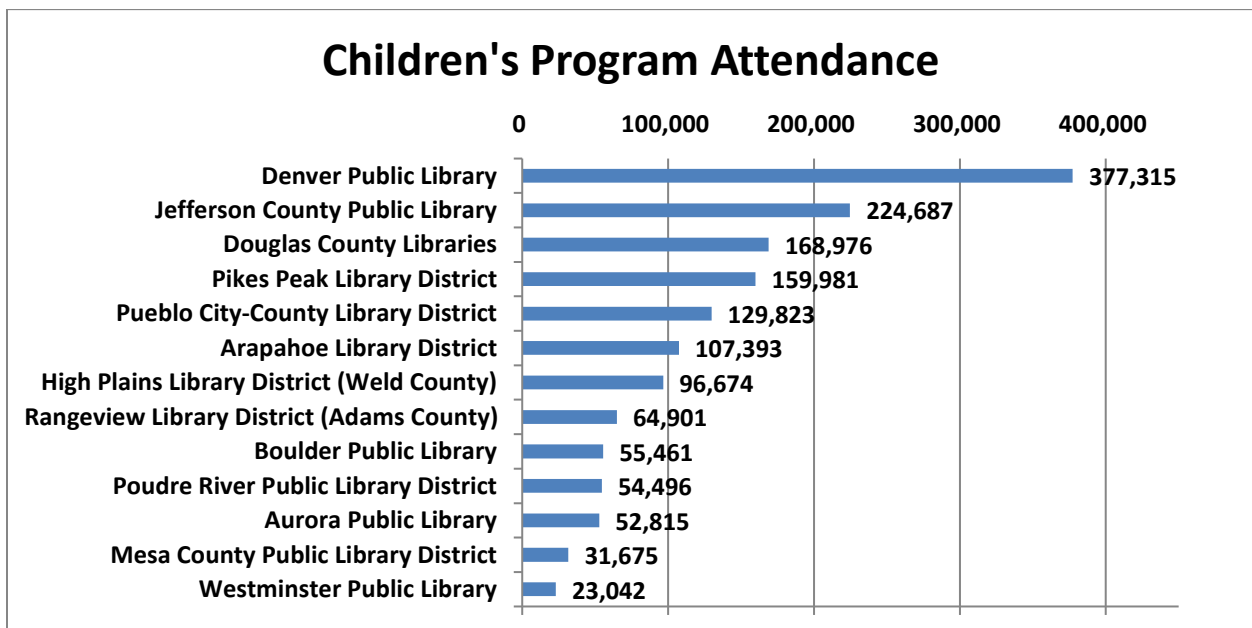
48. Materials Expenditures Per Capita – This chart shows the total materials expenditures divided by total LSA population. In 2019, the District ranked seventh, unchanged from 2018.



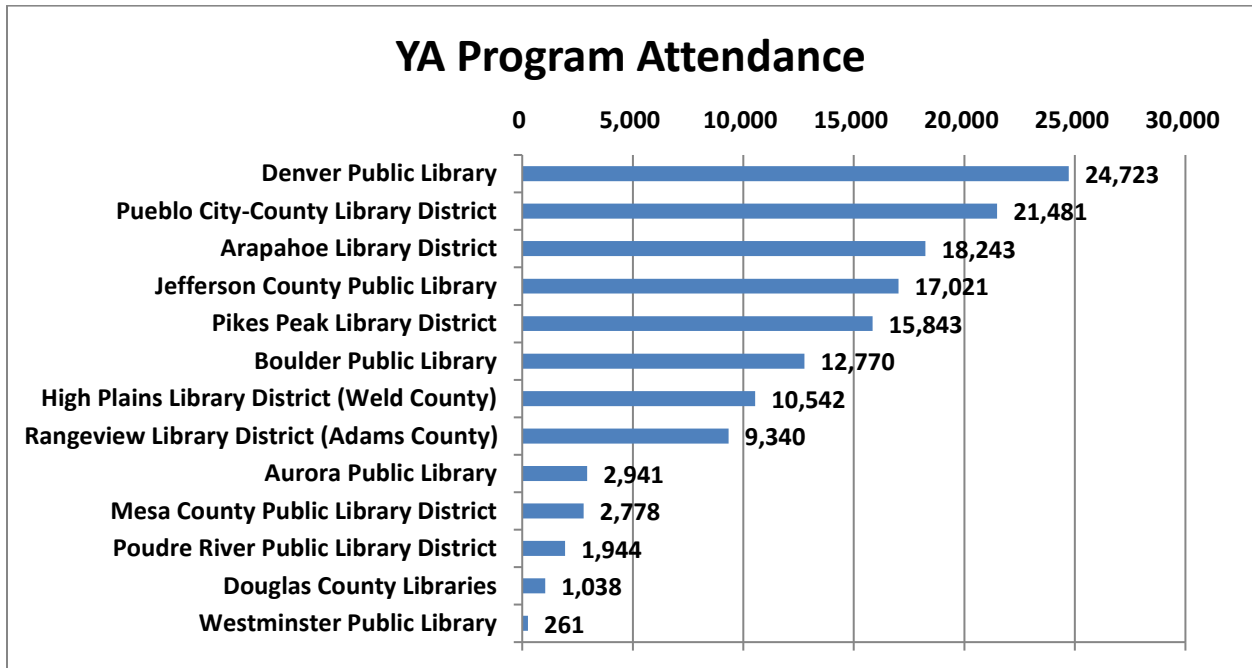
49. Program Attendance Per 1,000 Served – This chart shows total attendance for all programs. In 2019, the District ranked eighth, unchanged from 2018.



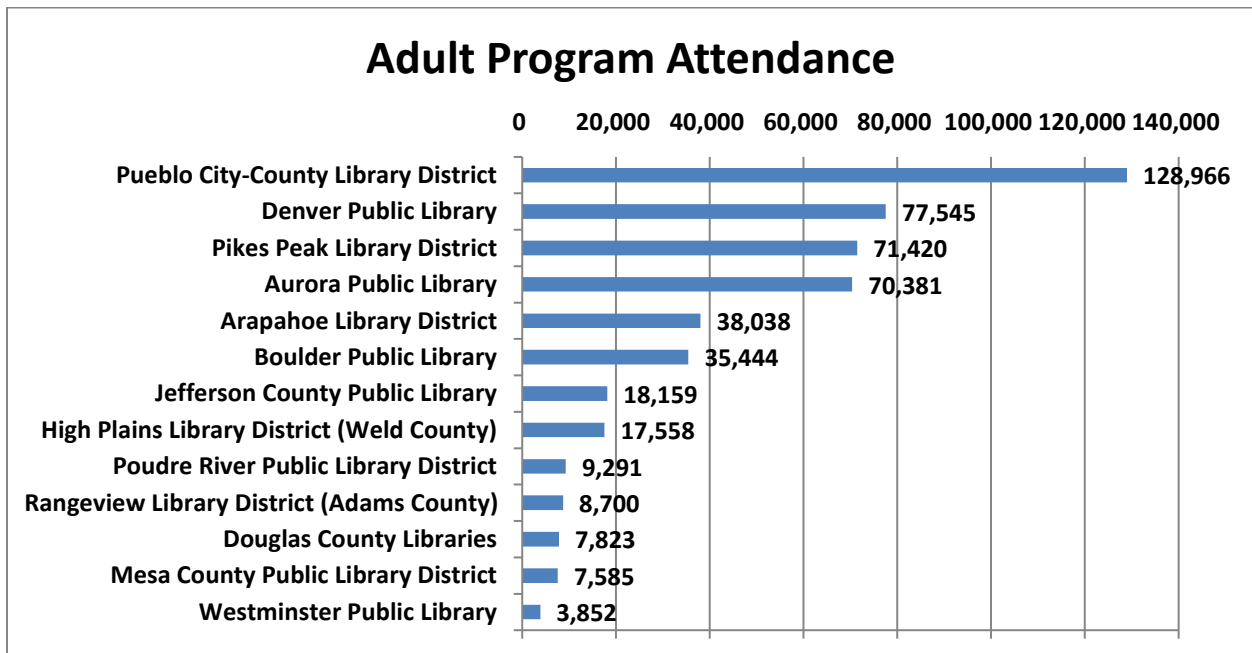
50. Children's Program Attendance – This chart shows the total number of attendance at Children's programs.



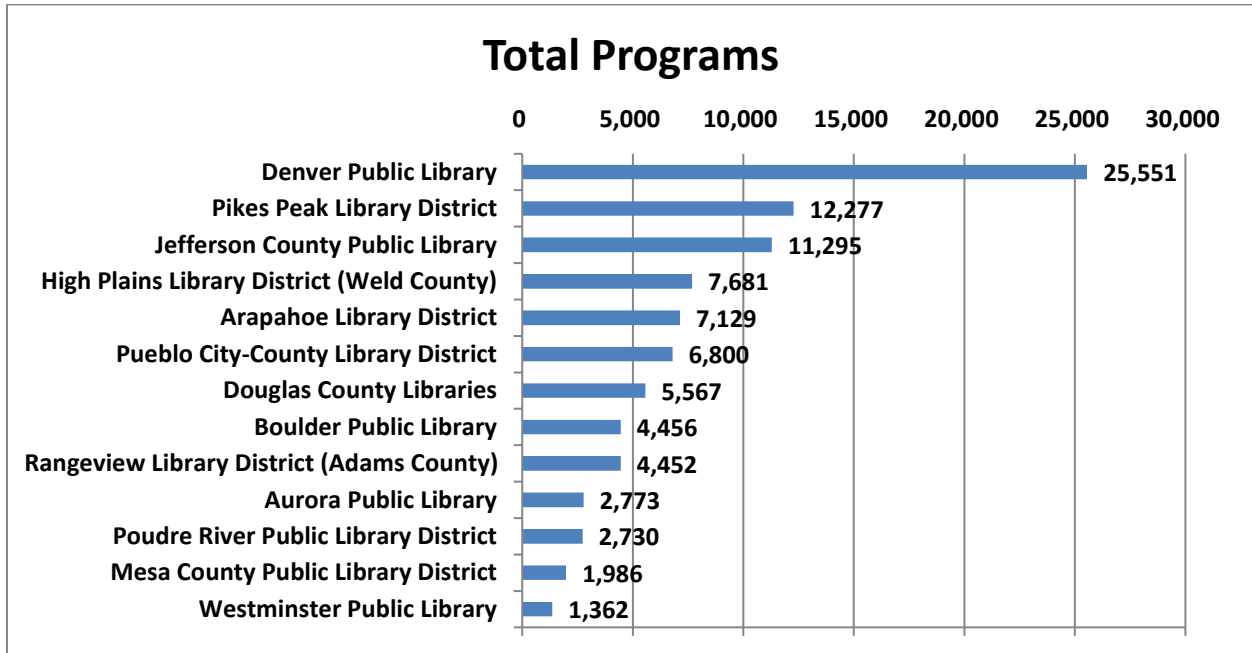
51. Young Adult Program Attendance – This chart shows the total number of attendance at Young Adult (primarily teen) programs.



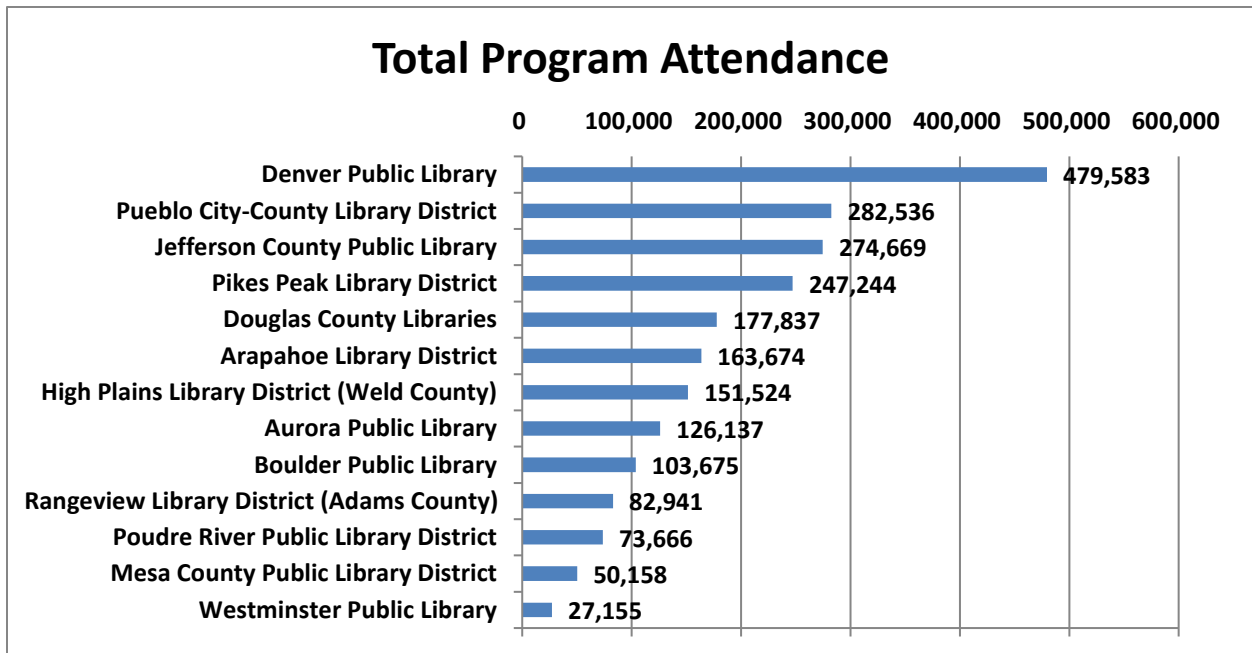
52. Adult Program Attendance – This chart shows the total number of attendance at adult programs.



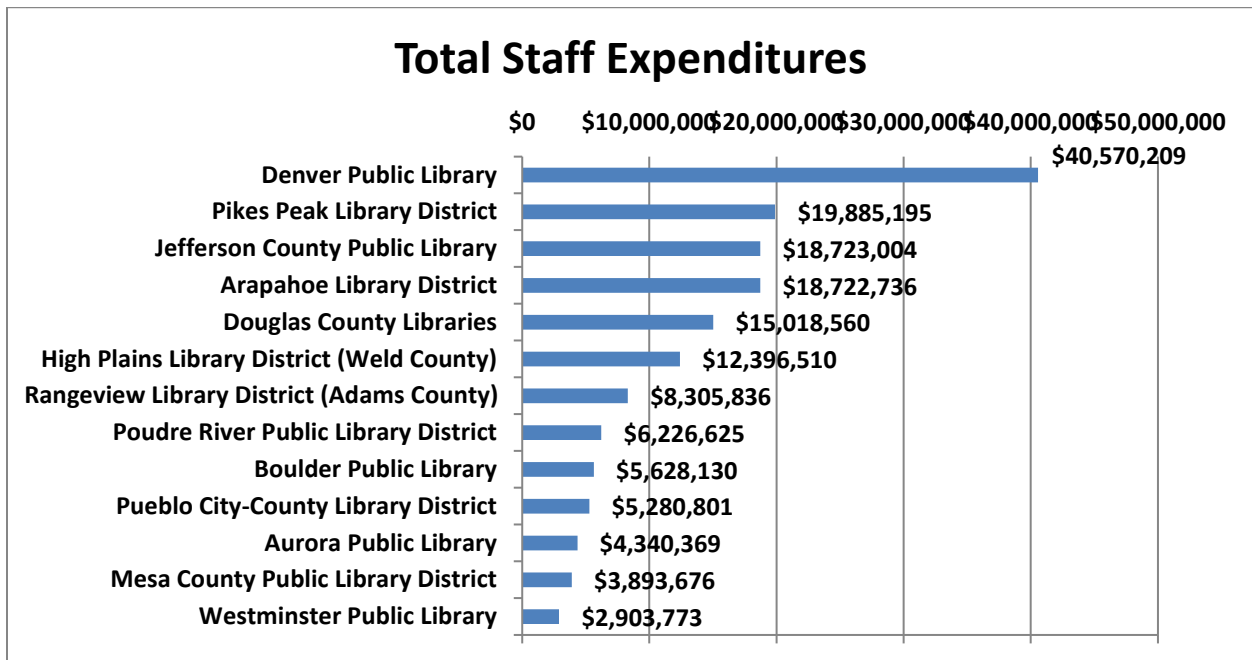
53. Total Programs – This chart shows total number of programs. The District ranks second out of 13 libraries in 2019, unchanged from 2018.



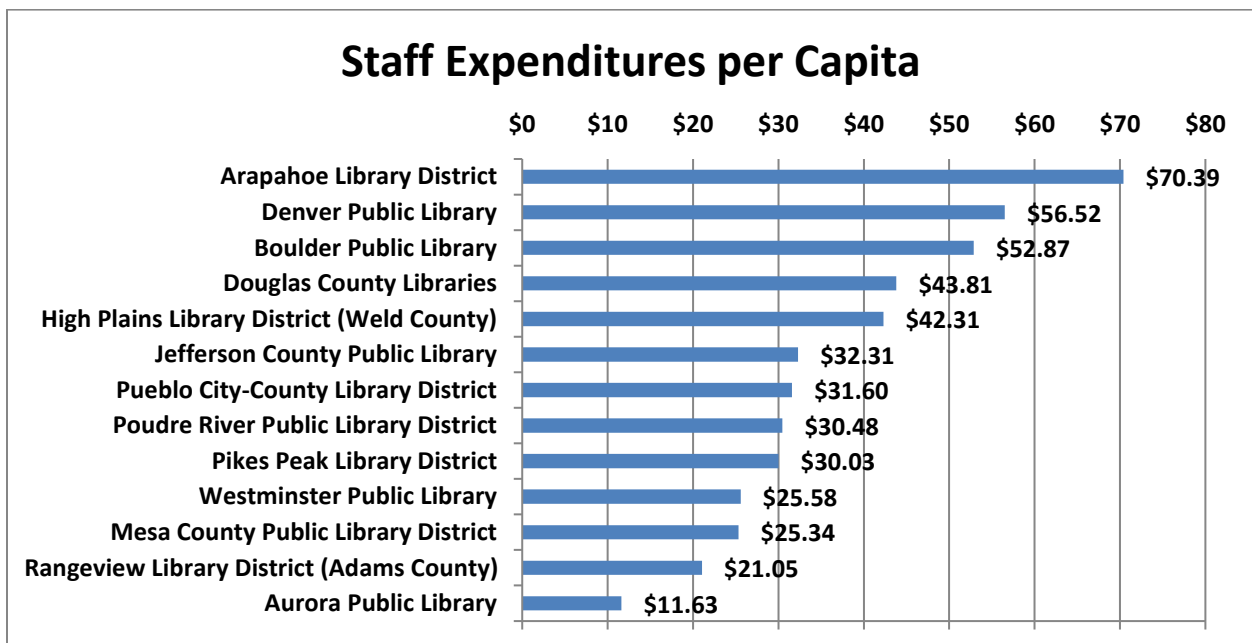
54. Total Program Attendance – This chart shows total count of the audience at all library programs. The District ranked fourth in 2019, unchanged from 2018.



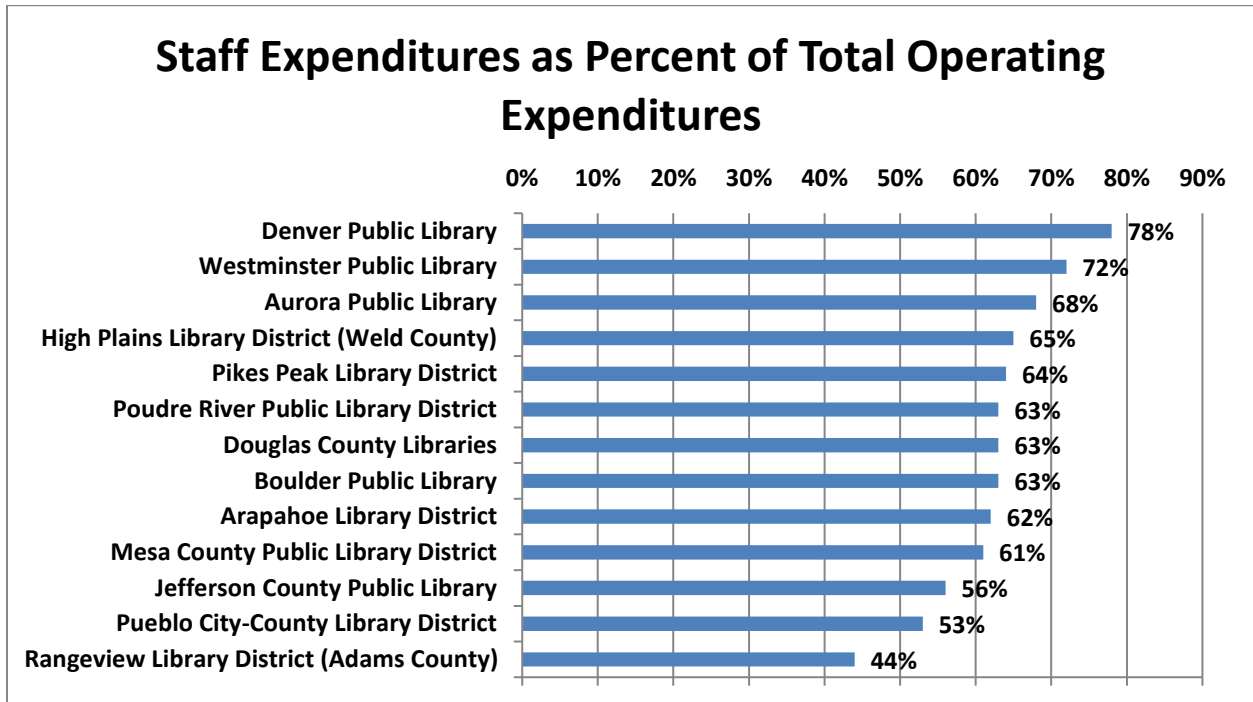
55. Total Staff Expenditures – This chart shows total wages and benefits paid to library staff. In 2019, the District ranked second, primarily due to the size of its LSA population. For 2018, the District also ranked second.



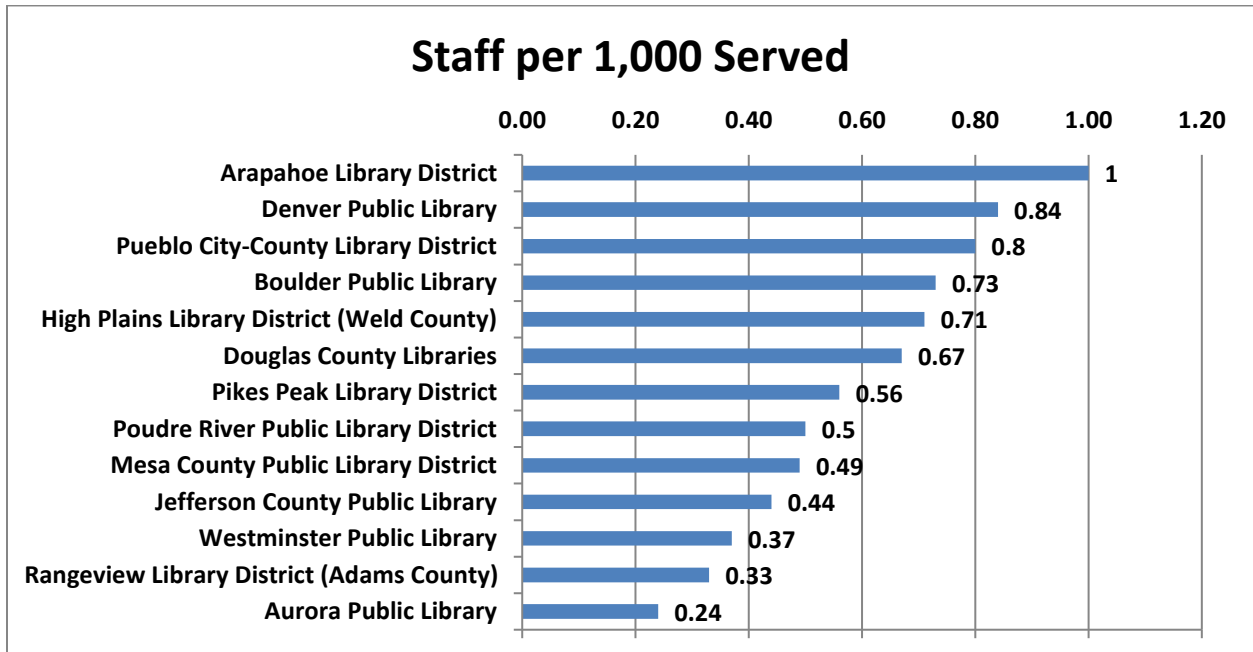
56. Staff Expenditures Per Capita – This chart shows the total staff dollars spent on staff wages and benefits divided by total LSA population. The District ranked ninth out of the 13 libraries, unchanged from 2018.



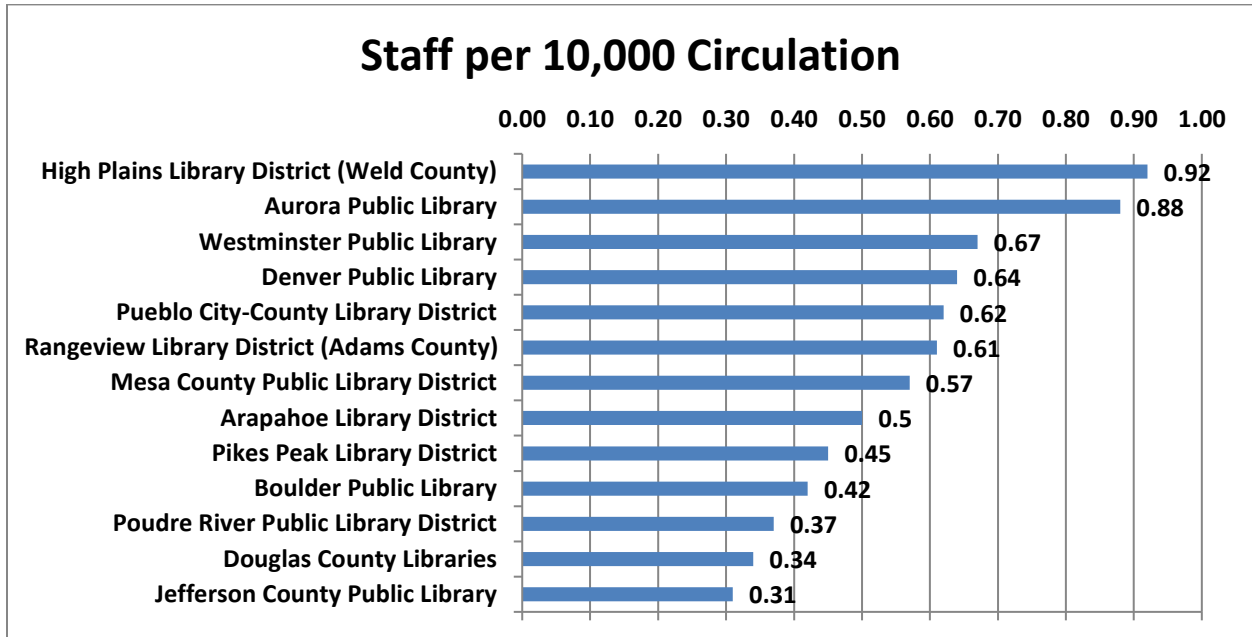
57. Staff Expenditures as Percent of Total Operating Expenditures - This chart shows the sum of all staff expenditures for salaries, wages, and benefits divided by the sum of all operating expenditures for staff, materials, and other purposes. The District ranked fifth in 2019, up from eighth in 2018.



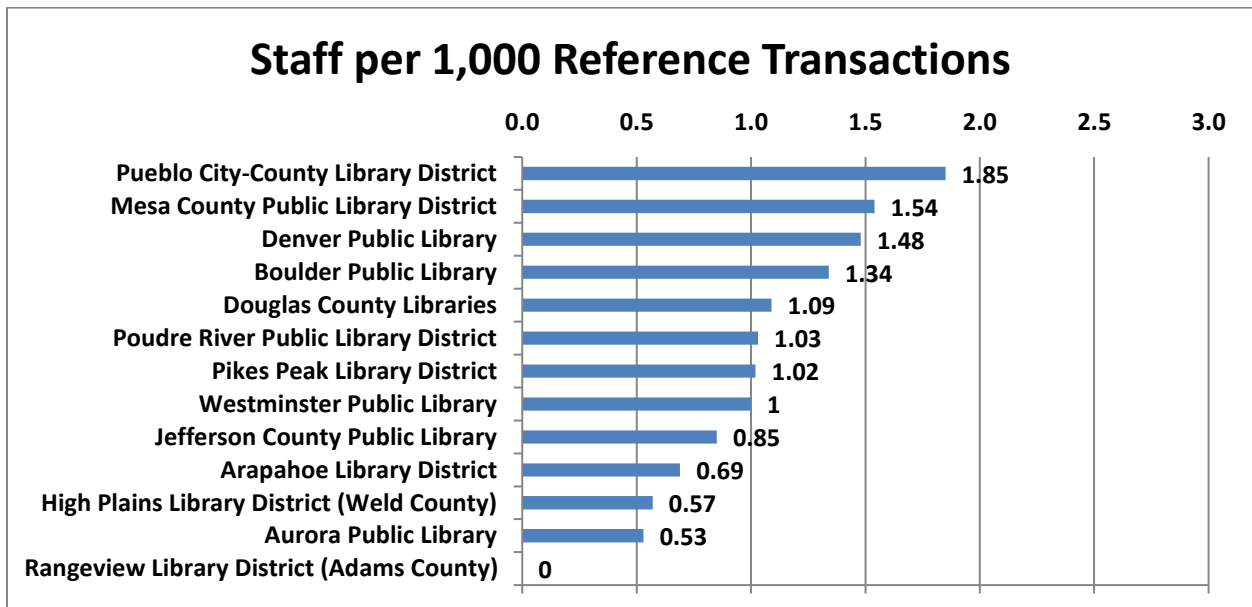
58. Staff Per 1,000 Served – This chart shows total staff divided by the total LSA population (divided by 1,000). The District ranked seventh, unchanged from 2018.



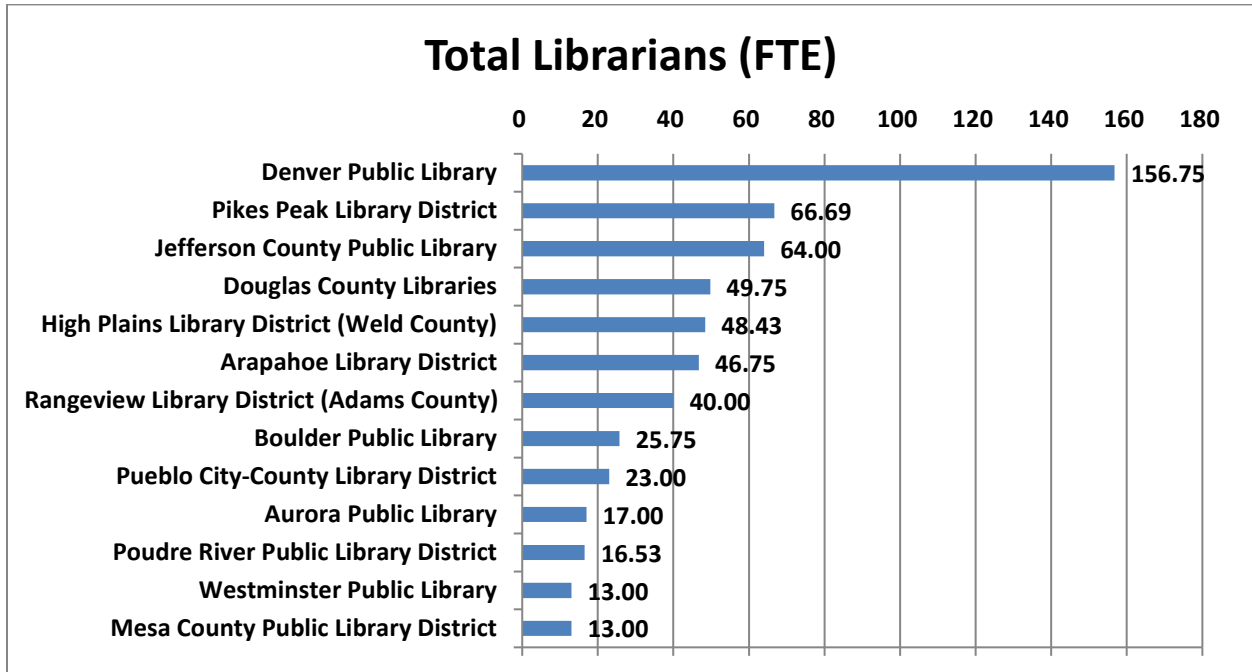
59. Staff Per 10,000 Circulation – This chart shows total staff per 10,000 items circulated. In 2019, the District ranked ninth out of the 13 libraries in this category, unchanged from 2018.



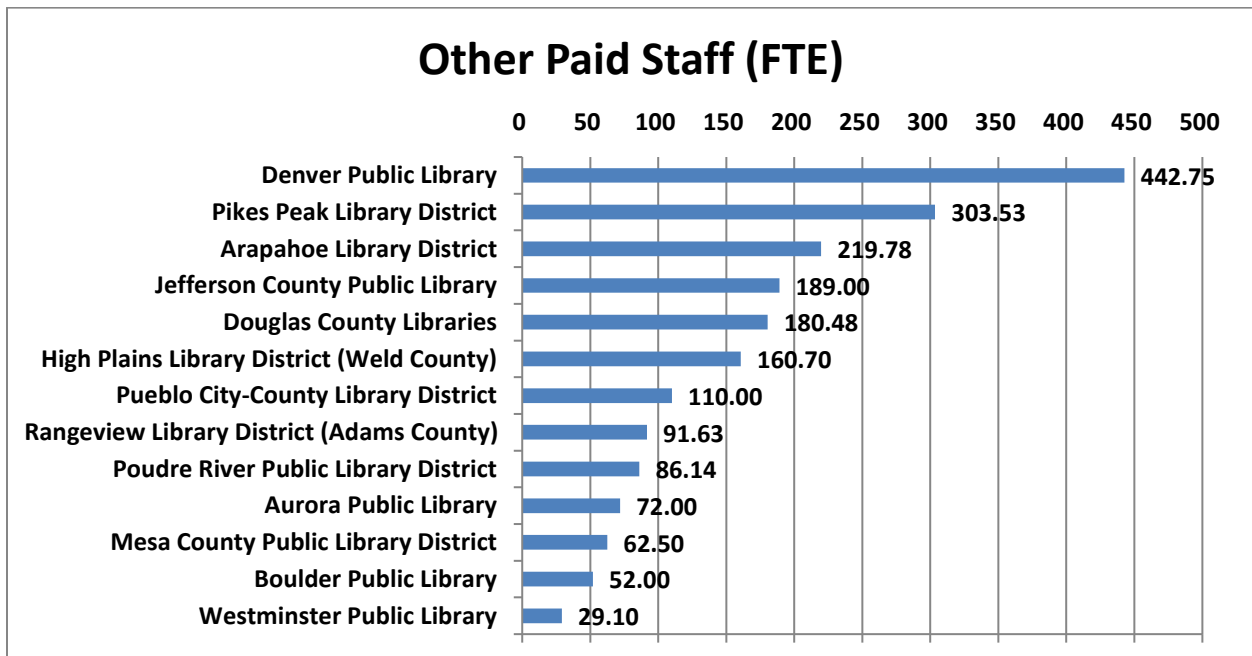
60. Staff Per 1,000 Reference Transactions – This chart shows total staff full-time equivalents divided by total reference transactions (divided by 1,000). For 2019, the District ranked seventh, up from eighth in 2018.



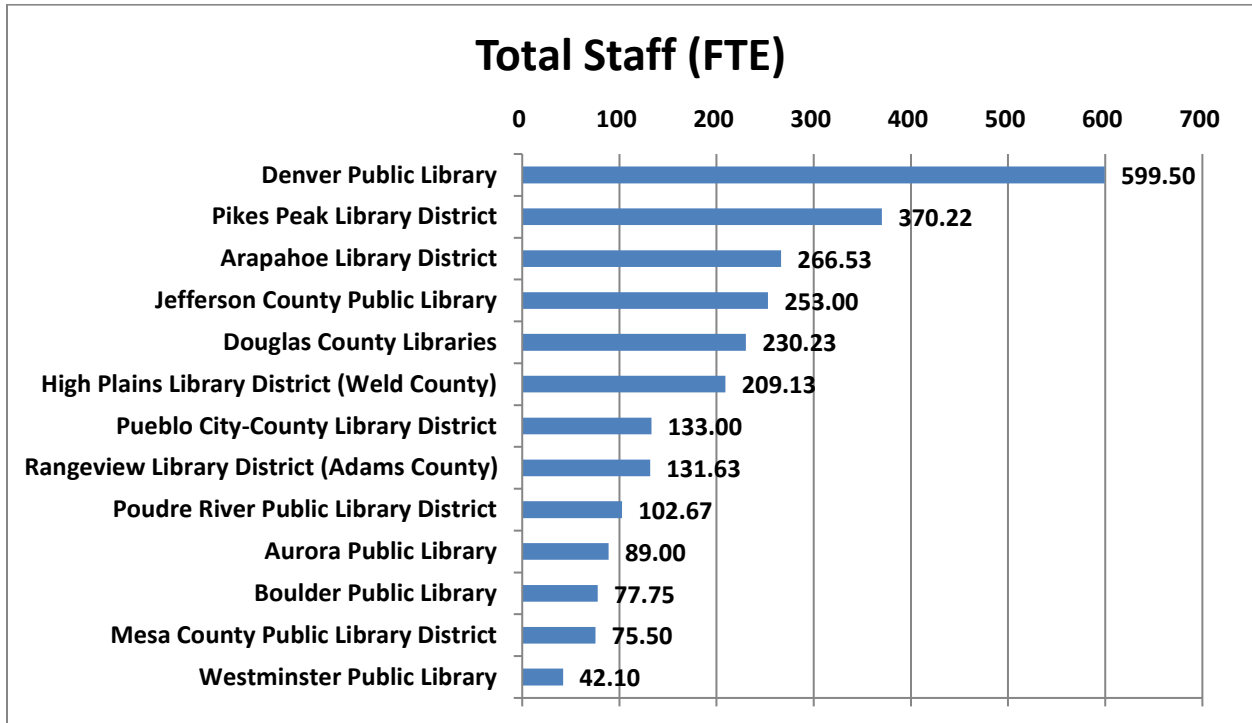
61. Total Librarians (FTE) – This chart shows the total number of full-time equivalents of librarians. For 2019, the District ranked second, again primarily due to the size of its LSA population.



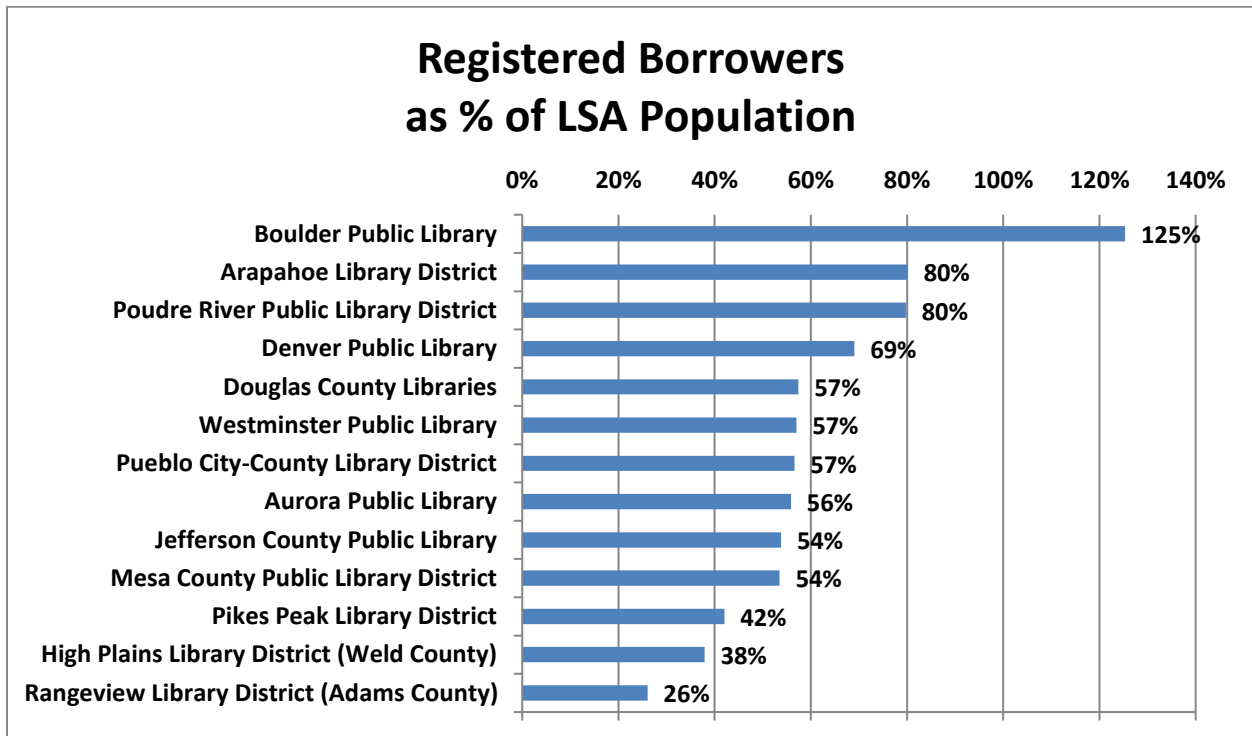
62. Other Paid Staff (FTE) – This chart includes all other FTE employees paid from the reporting unit budget, including plant operations, security, and maintenance staff. For 2019, the District ranked second, unchanged from 2018.



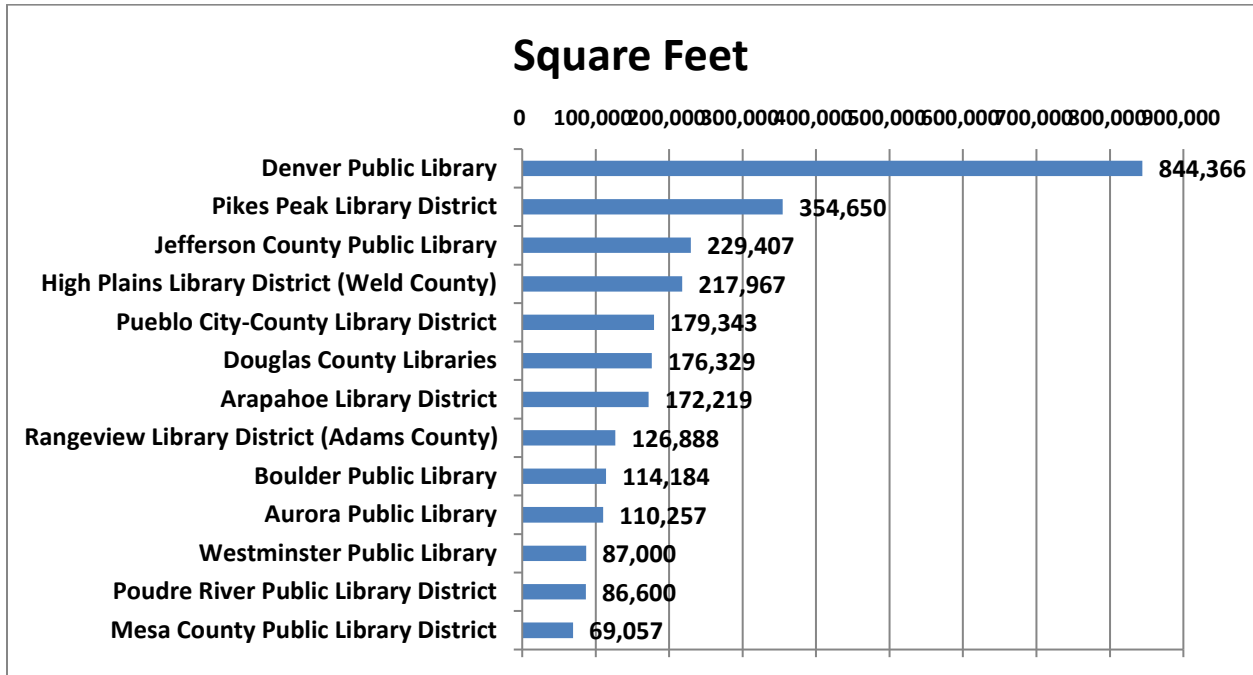
63. Total Staff (FTE) - This chart shows the total number of full-time equivalents of staff. The District ranked second, primarily due to the size of its LSA population; this rank is unchanged from 2018.



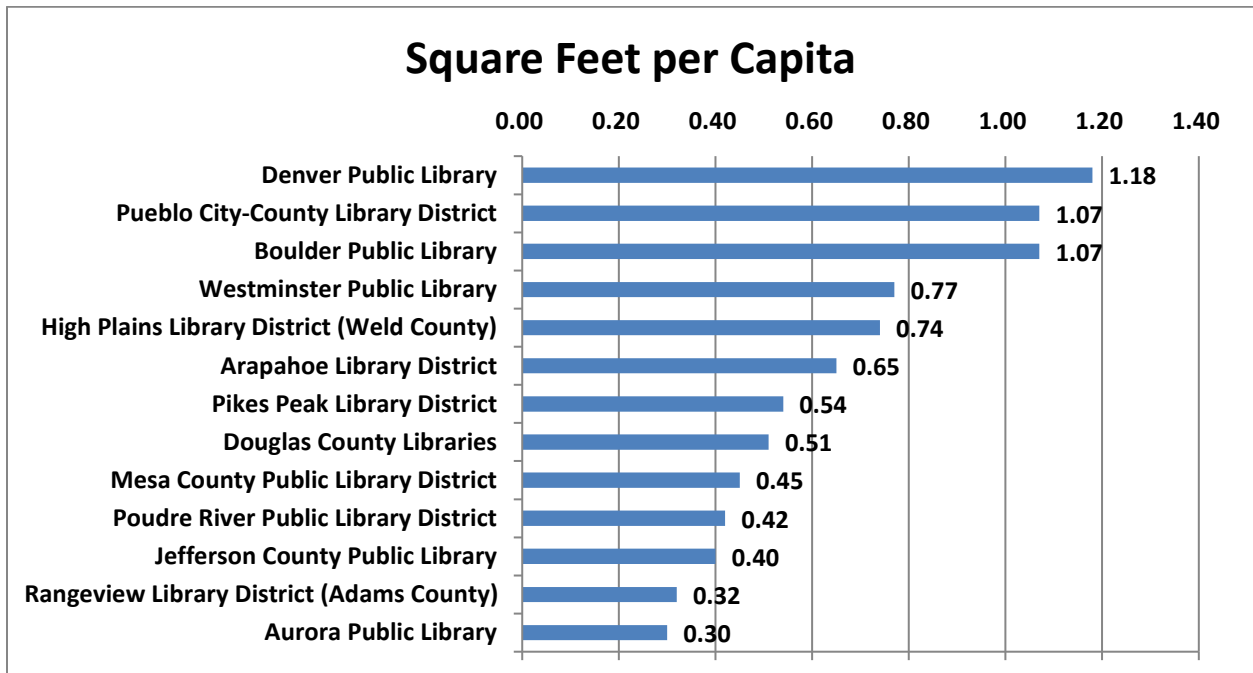
64. Register Borrowers as percent of LSA Population – This chart shows total registered borrowers to total LSA population.



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



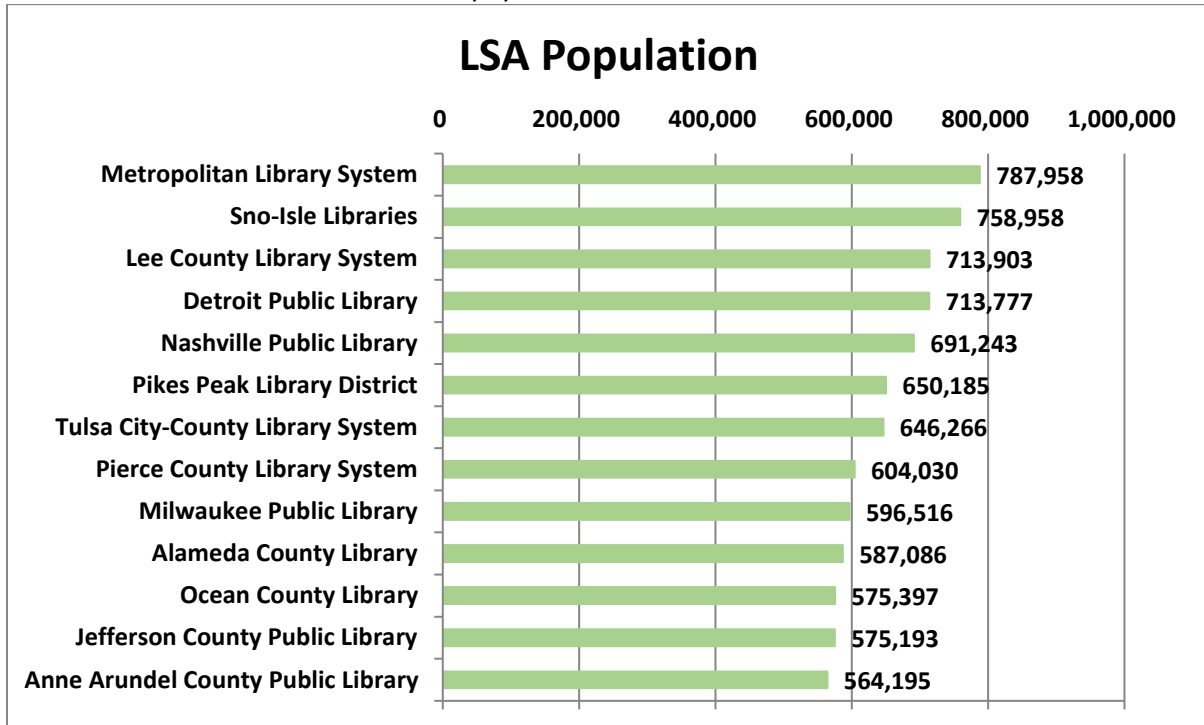
66. Square feet per capita – This chart shows total square footage per LSA population



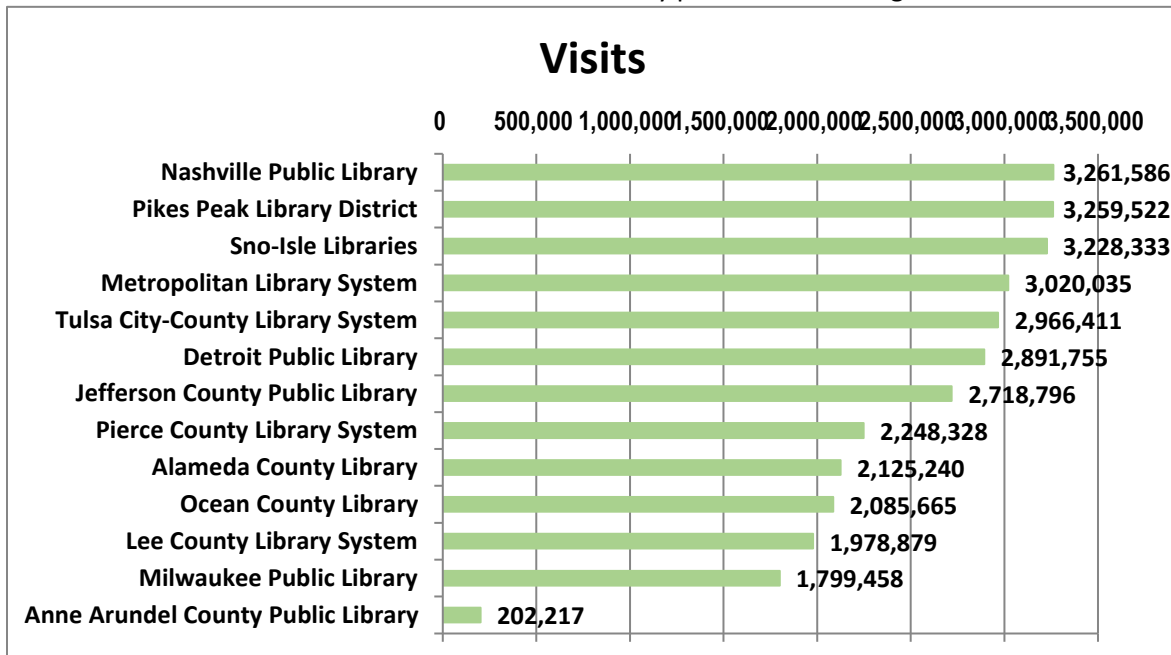
Appendix 2 - PPLD Comparison to National Libraries

Source: Institute of Museum and Library Services (2018 data)
<https://www.ims.gov/search-compare/>

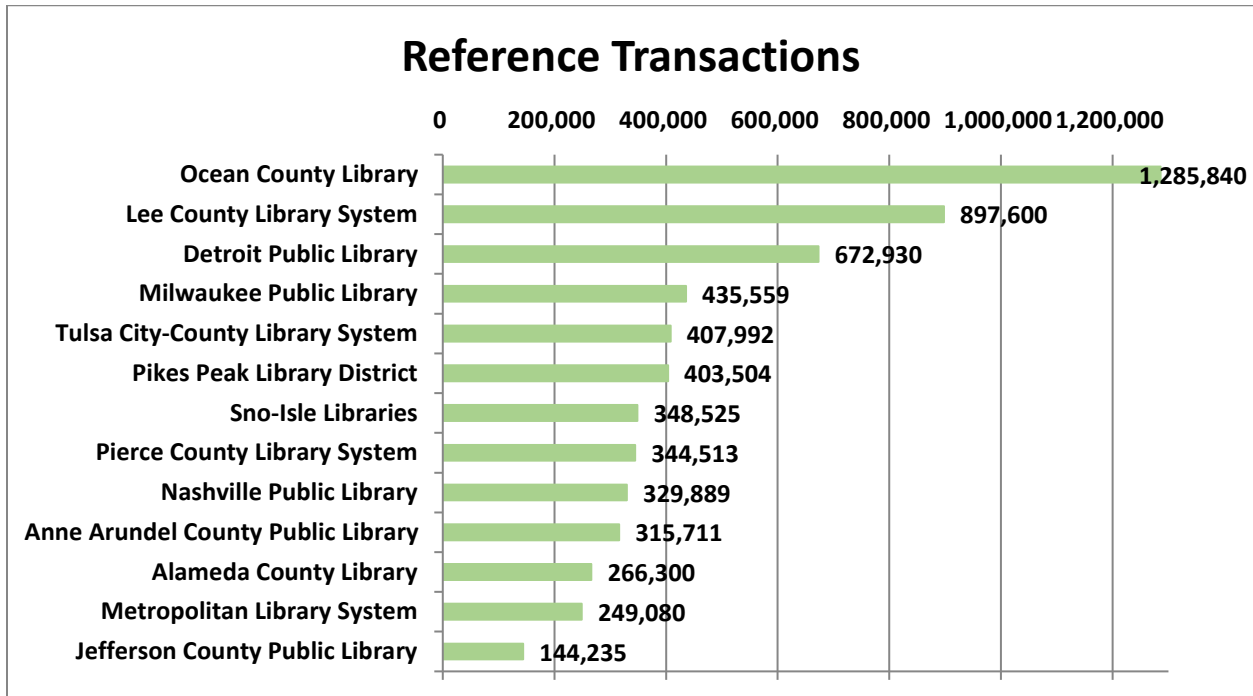
1. **Library Service Area (“LSA”) Population** – This chart shows the total number of citizens that reside within the boundaries of the library system.



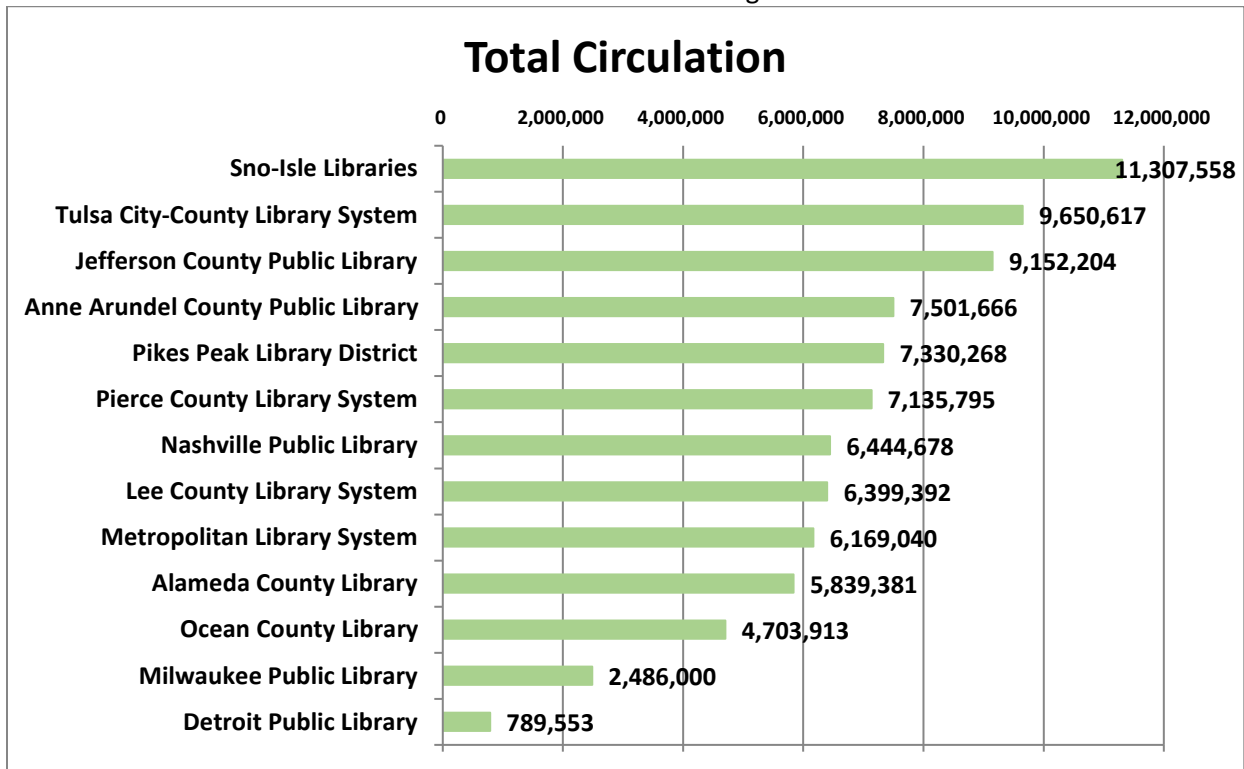
2. **Number of Patron Visits** – This chart shows total library patron visits during 2018.



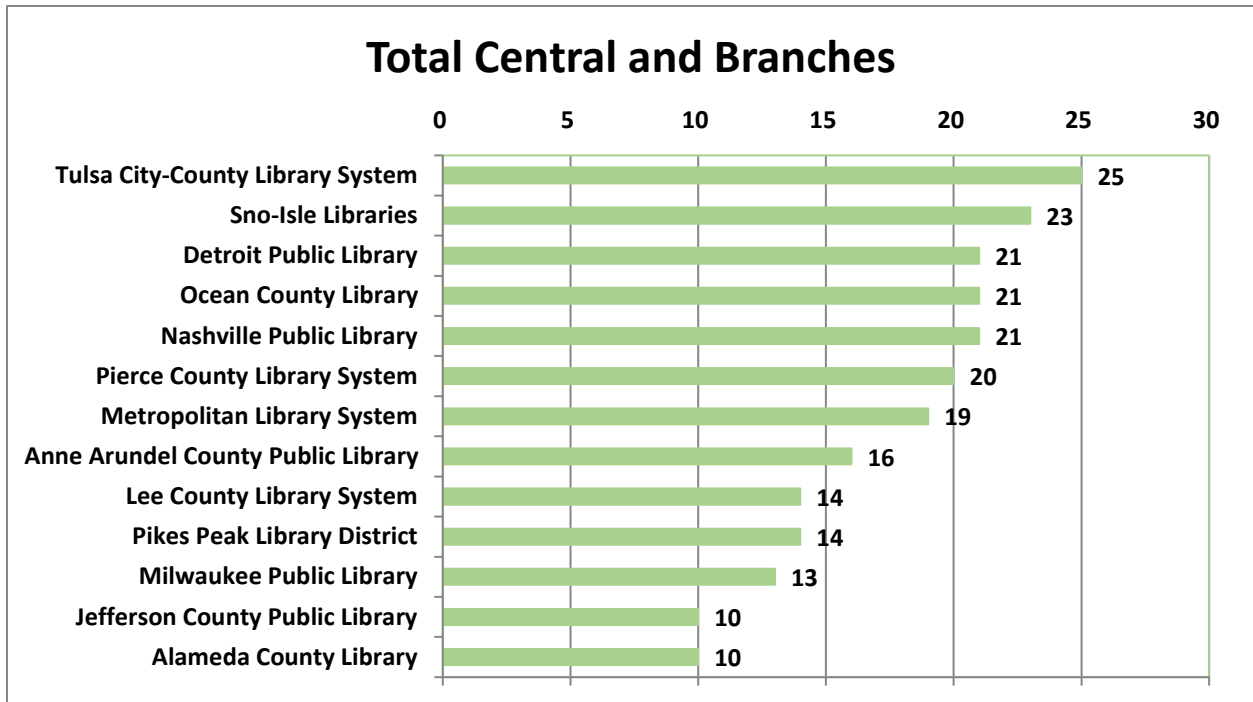
3. Reference Transactions – This term is defined as “An information contact which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more information sources by a member of the library staff”.



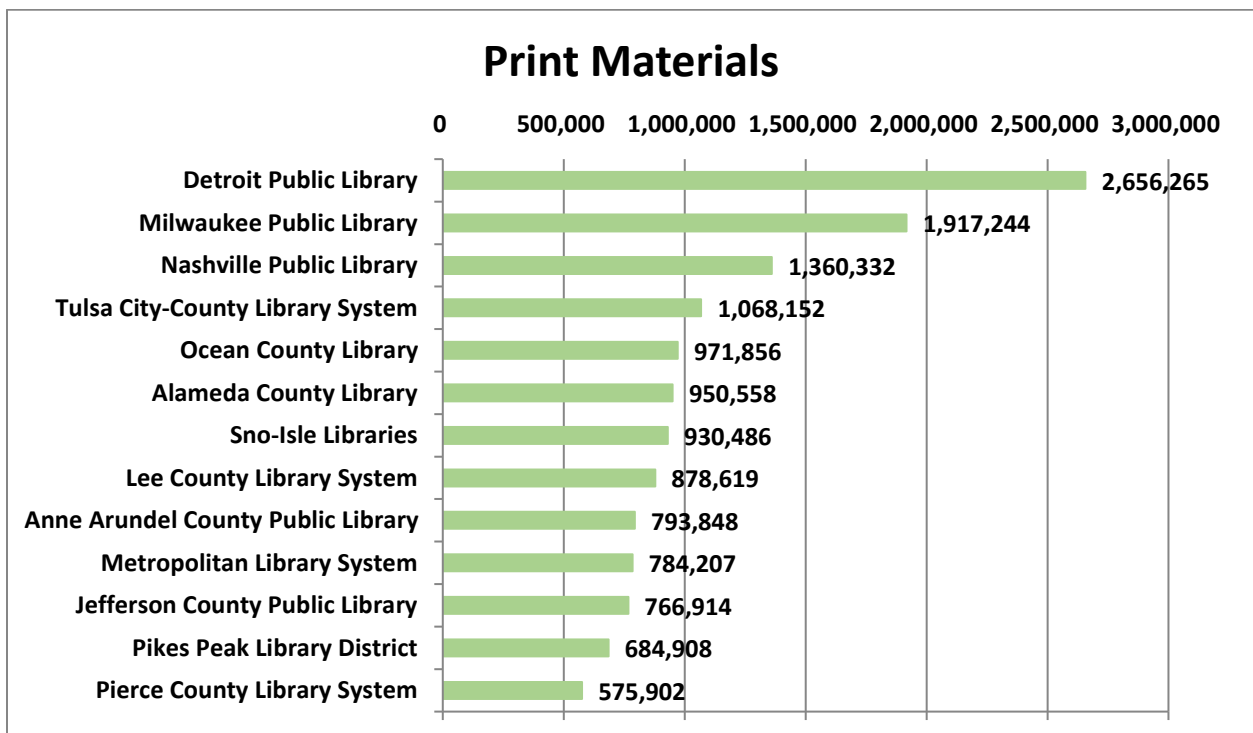
4. Total Circulation – This chart shows total circulation during 2018.



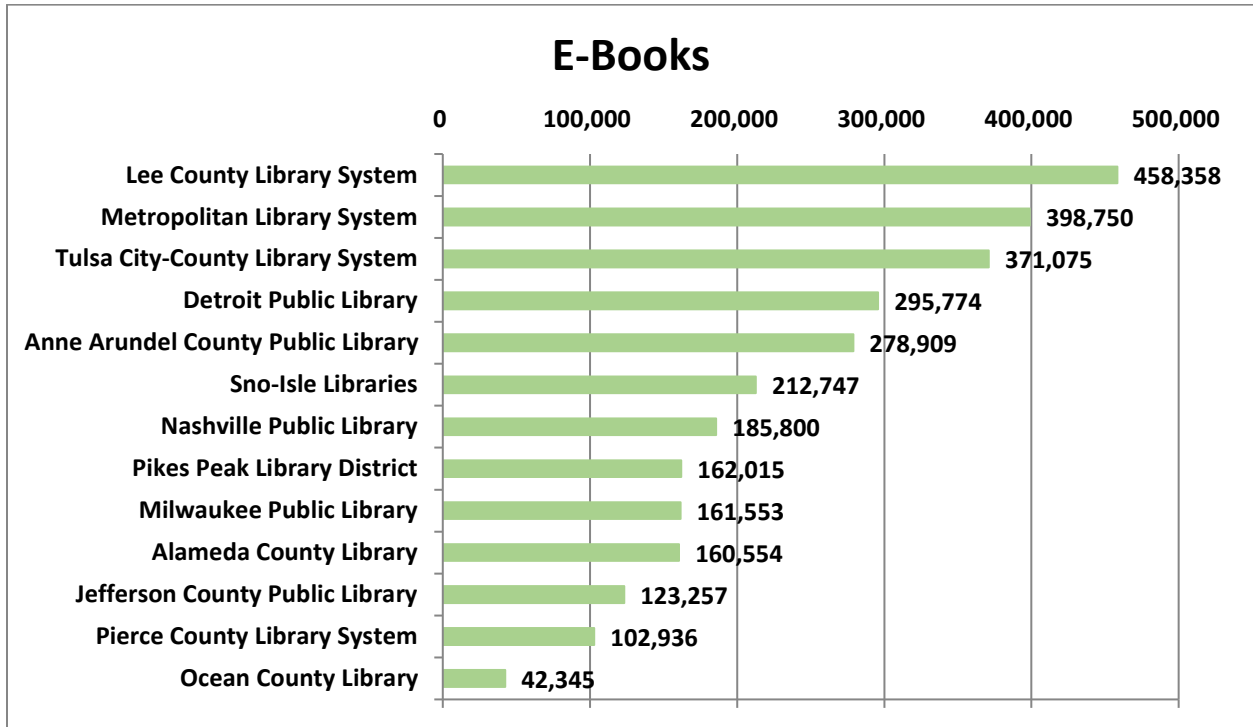
5. **Total Central and Branch Facilities** – This chart shows total library facilities.



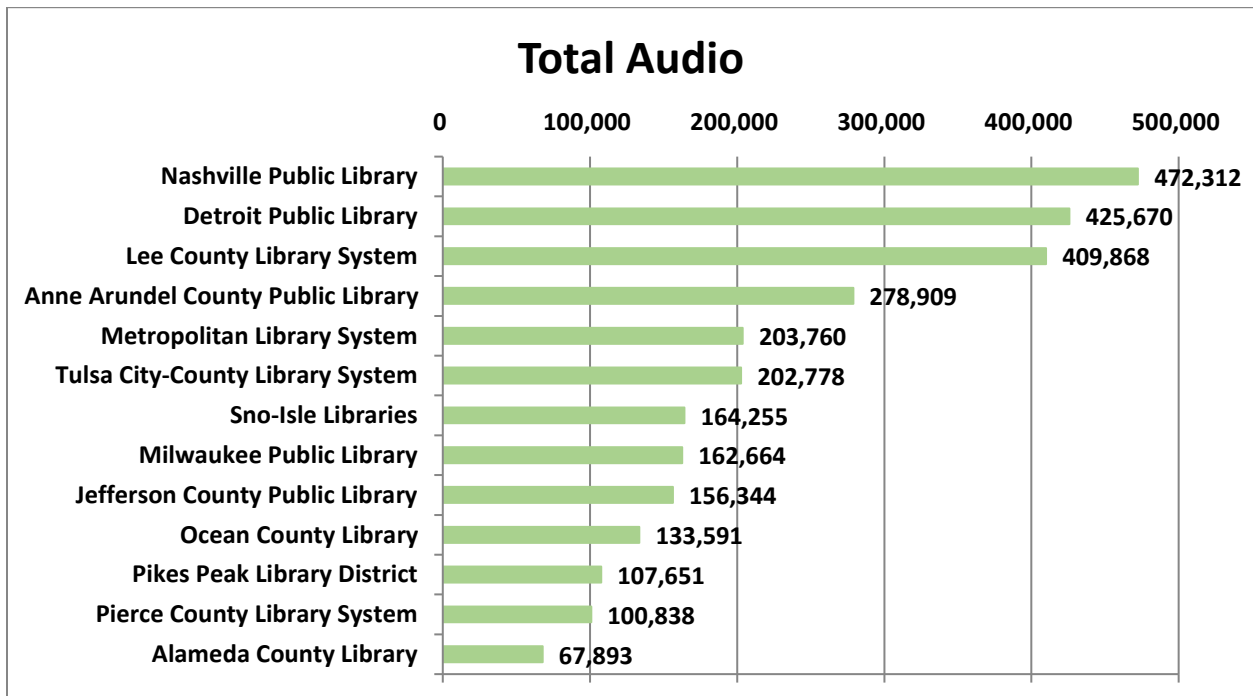
6. **Total Print Materials** – This chart shows total printed books and serial publications owned by the library.



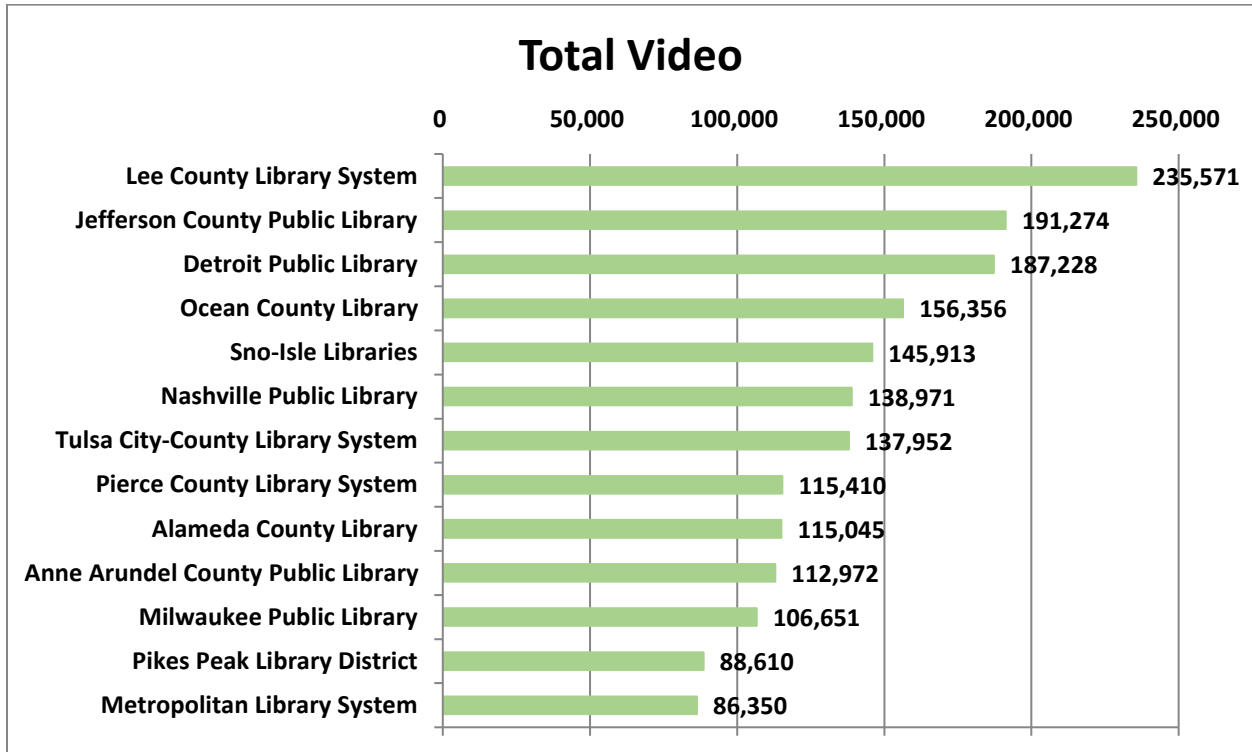
7. **Total E-Books** – This chart shows total e-books and serial publications owned by the library.



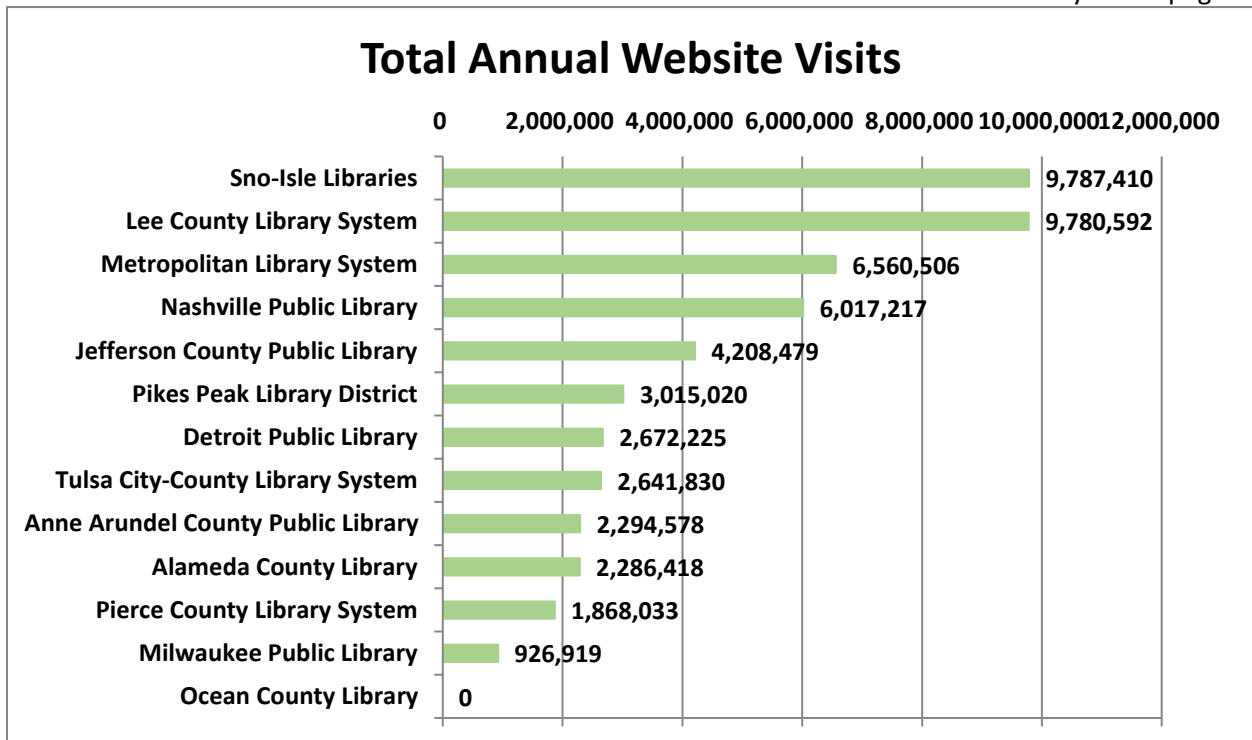
8. **Total Audio** – This chart shows total physical or electronic audiobooks, music, and other formats.



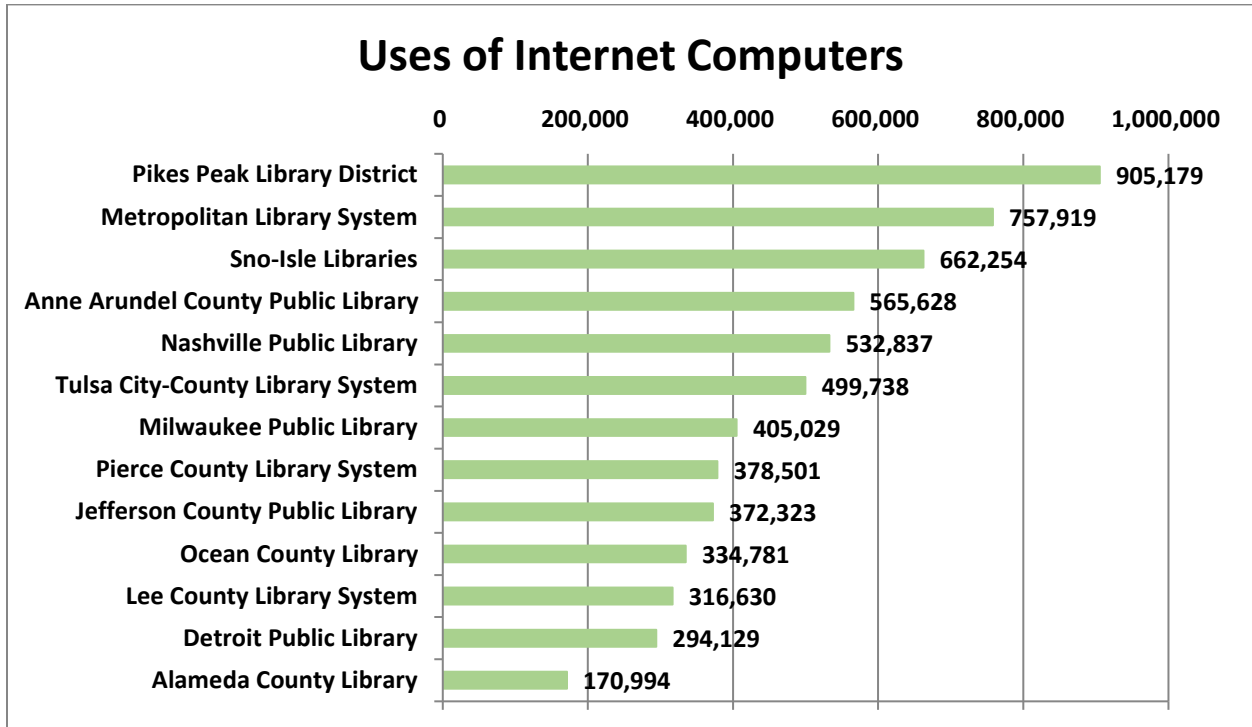
9. Total Video Materials – This chart shows total physical and electronic video materials.



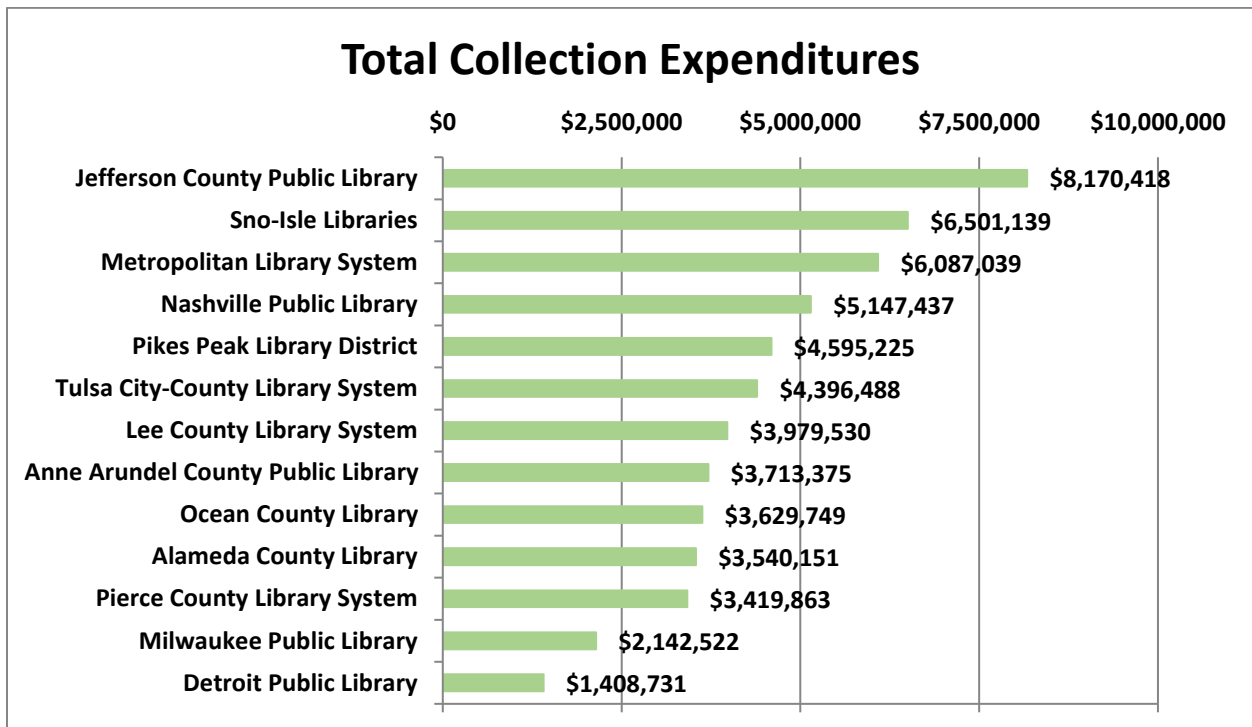
10. Total Annual Website Visits – This chart shows the total number of visits to the library’s web page.



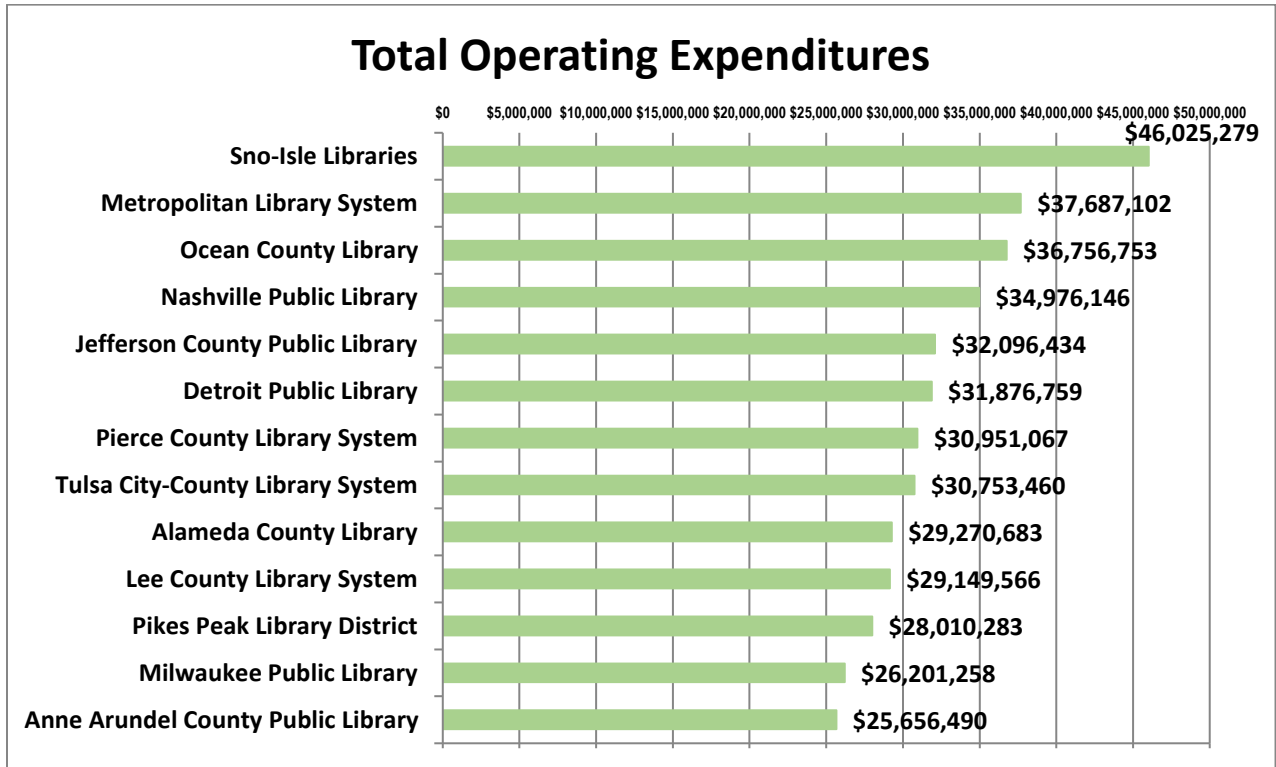
11. Uses of Internet Computers – This chart shows the total number of uses of internet using library computers.



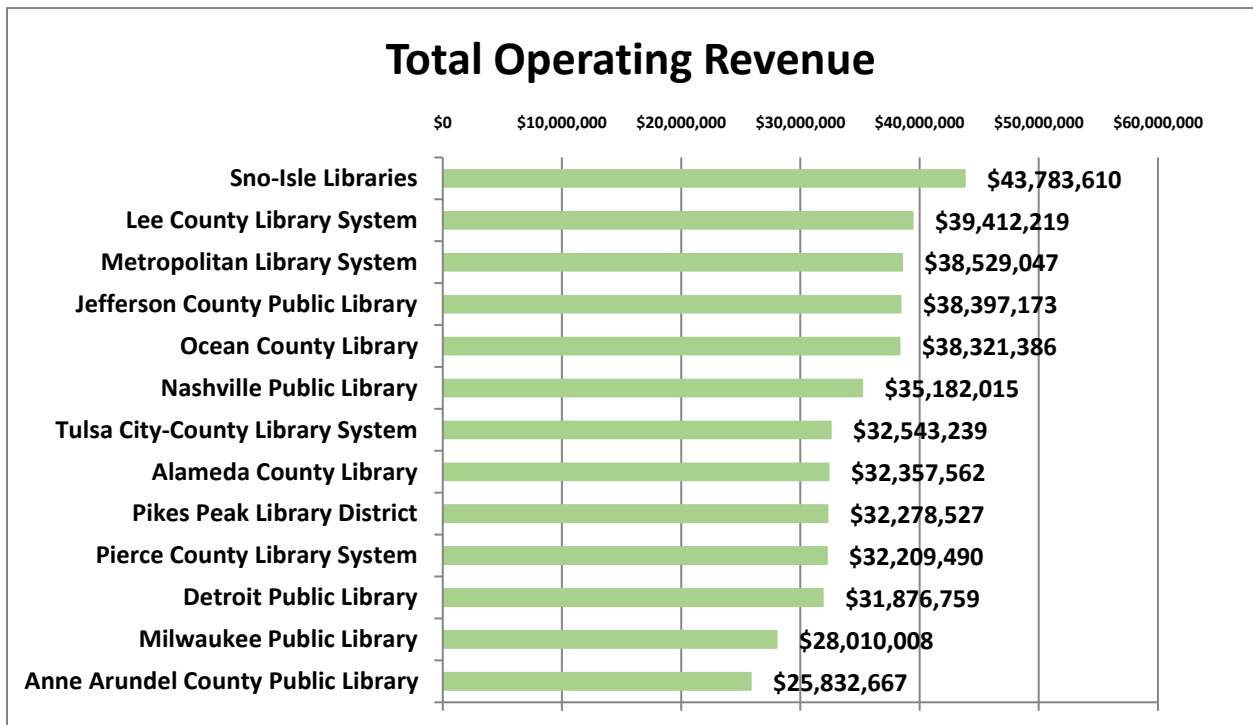
12. Total Collection Expenditures - This chart shows the total library material expenditures.



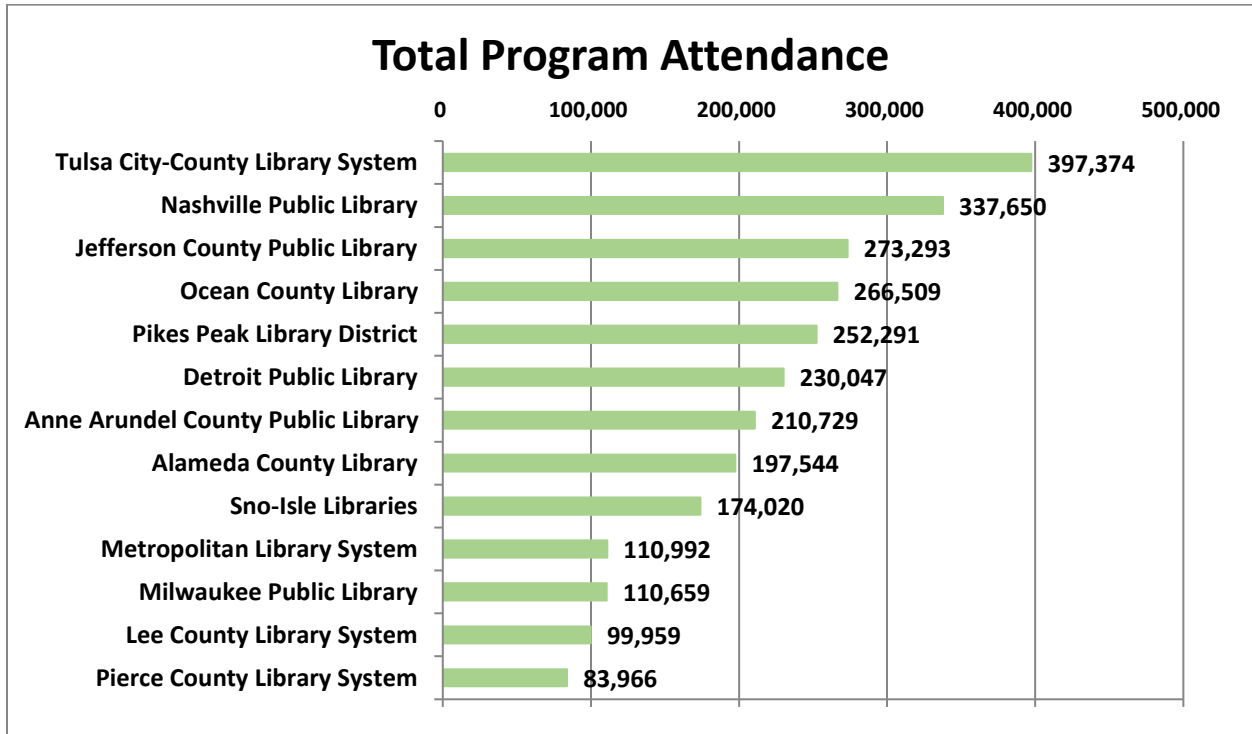
13. Total Operating Expenditures – This chart shows the total operational expenditures.



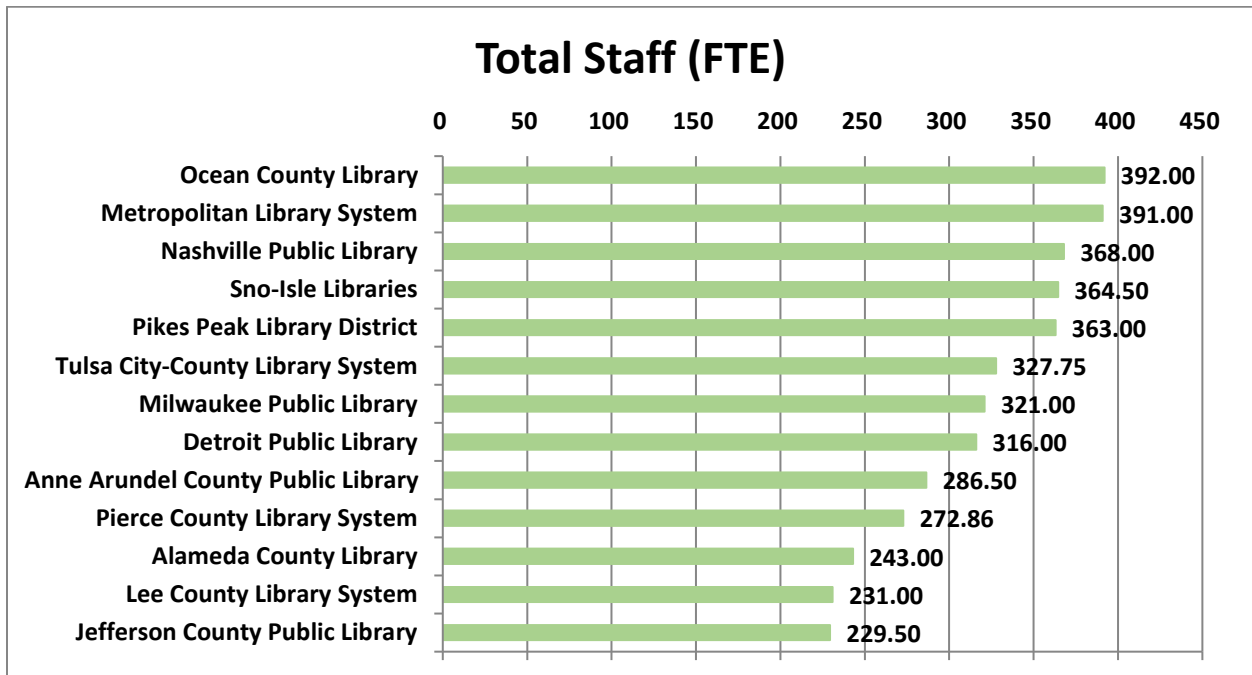
14. Total Operating Revenue – This chart shows total operating revenue for each library.



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



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



Appendix 3 - Glossary of Terms

Account: A code for recording specific revenues or expenditures, or for grouping related or similar classes of revenues and expenditures and recording them within a fund or department.

Accrual Basis of Accounting: The method of accounting under which debits and credits are recorded at the time when they are incurred as opposed to when cash is actually received or spent.

Adjusted Budget: Adjustments to the Original budget made through requests to reflect the operating needs of the departments.

Ad Valorem Taxes: Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

Asset: Any owned physical object (tangible) or right (intangible) having a monetary value or an item or source of wealth expressed in terms of any cost benefiting a future period.

Audit: A view of the District's accounts by an independent auditing firm to substantiate fiscal year-end funds, salaries, reserves, and cash on hand.

Balanced Budget: A budget for which revenues and expenditures are equal.

Budget: A financial plan of estimated expenditures and the means of financing them for a stated period of time (fiscal year).

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

Budget Transfer: A means of amending the budget during the course of the fiscal year.

Capital Assets: Assets of significant value and having a minimum useful life of five years. Capital assets are also called fixed assets.

Capital Outlay: An item that costs \$5,000 or more and is expected to last one year or longer.

Capital Project: The largely one-time cost for acquisition, construction, improvement, replacement or renovation of infrastructures (roads, bridges, etc.). Capital projects often extend beyond the fiscal year in which the project is first approved.

CIP - Capital Improvements Plan: The plan adopted by the Commission pursuant to the Impact Fee Ordinance that identifies capital improvements (infrastructures) for which impact fees may be used as a funding source.

Contingency: A budgetary reserve set aside for emergencies, specific or unforeseen expenditures not otherwise budgeted.

Contractual Services: Expenses that are usually incurred by entering into a formal agreement or contract with another party.

Debt Service: The annual payment of principal and interest on the District's bonded indebtedness. Bonds are issued to finance the construction of capital projects such as bridges, roads, and storm sewers.

Department: A sub-unit of a Division which furthers the objectives of the Division.

Depreciation: Expiration in the service life of capital assets, attributed to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Encumbrances: Unperformed obligations on goods or services in the form of purchase orders or contracts which are reserved. Obligations cease to be encumbrances when paid.

Expenditures: Payments for goods or services that require the current or future use of net current assets, debt and capital outlays.

Fees: A general term used for any charge of services.

FICA - Federal Insurance Contributions Act: A compulsory payroll tax which funds Social Security.

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

Fringe Benefits: Contributions made by a government to meet commitments or obligations for employee benefits. This includes health / dental insurance, pension plan, workman, compensation, and any other plan paid by the employer.

FTE - Full Time Equivalent: The hourly equivalent of a full-time employee. An FTE can be made up of either one full-time or two or more part-time employees. One (1.0) FTE equals 2,080 hours per year.

Fund Balance: Excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing uses.

FY - Fiscal Year: A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The District's is from October 1 to September 30.

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

GASB: Governmental Accounting Standards Board

General Fund: The fund that accounts for all revenues and expenditures, which are not accounted for in a specific purpose funds. It finances the ordinary operations of the District.

GFOA: Government Finance Officers Association

GL - General Ledger: Official record of ACHD's budget and financial transactions. The GL includes budget transactions, revenue & expense transactions, encumbrances, assets, liabilities, and fund balances.

IT: Information Technology

Levy Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Liability: Indebtedness of a government entity.

Line Item Budget: Anticipated operational expenditures budgeted by cost categories.

Miscellaneous Revenue: Revenue category comprising non-categorized revenue sources.

Operating Budget: The budget portion that provides basic governmental services that pertains to daily operations.

Original Budget: The Commission approved budget for the ensuing fiscal year.

Performance Measure: A public oriented measure which, whether stated in terms of effectiveness or efficiency, quantitatively describes how well a service is being performed.

Professional Services: Support Services provided through an agreement or contract.

Projection: Estimation of revenues and expenditures based upon past trends, current economic conditions and future financial forecasts.

Property Tax: Annual charge to owners of real property based on assessed valuation and the mill levy rate.

Reimbursement: Payment of amount remitted on behalf of another party, department, or fund.

Reserve: Funds set aside in the current and past years for the purpose of paying for capital needs, providing for obligations and liabilities, and meeting emergency needs.

Resolution: A special order of the Commission which has a lower legal standing than an ordinance.

Revenues: Funds that the government receives as income such as tax payments, user fees, grants or interest income to support the services provided.

Service Area: A defined geographic area identified in which the System provides service to Development with the area defined.

Transfers: Amounts distributed from one fund/account to another fund/account.

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