



**PIKES PEAK LIBRARY DISTRICT
2022 BUDGET PROPOSAL**

Pikes Peak Library District 2022 Budget Proposal

2021 Pikes Peak Library District Board of Trustees

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INTRODUCTION SECTION
Transmittal Letter**October 15, 2021****Citizens of Pikes Peak Library District****GENERAL INFORMATION**

Attached is the Fiscal Year 2022 Budget (2022 Budget), which covers Jan. 1 – Dec. 31, 2022, for Pikes Peak Library District (the District). The 2022 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, and beyond.

As required by Colorado State law, the 2022 Budget was presented as preliminary to the Board of Trustees by Oct. 15, 2021.

The District's Leadership Team believes that the 2022 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 because of limited resources to meet all current objectives and goals.

Legal Requirements

On Oct. 15, 2021, the Chief Librarian & CEO submitted the 2022 Budget to the Board of Trustees, as required by Colorado Statute 29-1-107 and 108. Subsequently, a "notice of budget" will be issued to inform the citizens of the District of the availability of the proposed budget for inspection and comments.

On Dec. 8, 2021, the Board of Trustees will conduct 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 will adopt the 2022 Budget, certify its mill levies, and appropriate 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 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 using 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 2022 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 mid-May 2020, the District introduced curbside services and then reopened its doors to the public with limited indoor services in early July. The Library restricted indoor access to reservation-only services for computer use, copying, scanning, and faxing due to a recent surge in COVID-19 cases locally. In 2021, the District has continued to open its facilities to its patrons at somewhat reduced hours. 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 consequences.

Qualifications to the Budget Process

The Consumer Price Index (CPI for Denver/Boulder/Lakewood) figure used for the 2022 calculations of the Taxpayer's Bill of Rights (TABOR), part of the limit definitions, is based on the CPI through June 30, 2021. The final 2021 CPI will not be known until February 2022, well after the 2022 Budget is approved. Accordingly, the 2021 CPI used for these limit calculations is an estimate based on currently available information. It is very likely that the final 2021 CPI will vary from the estimate that is used in our 2022 TABOR limit calculations, and the District may need to make appropriate changes to the 2022 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 2021 and 2022 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, to safeguard everyone's health. Library facilities closed for several weeks during the stay-at-home orders in Colorado and then reopened to the public with limited indoor services over the summer. Such factors significantly impact the traditional metrics for 2020 and 2021, and it is apparent that 2022 will also be affected by these circumstances.

Reorganization of District Operations

During 2018 and early 2019, the District completed a reorganization of its operations to improve efficiency and effectiveness of service development and delivery to its constituents. The 2022 Budget, along with the 2021 and 2020 Budgets, reflects the changes in departmental staffing and reporting responsibilities, and the account structure for 2020, 2021, and 2022 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 - 2022, 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 were 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 2022 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 \$34,085,721, which exceeds the District's property tax revenue estimate for 2022 by \$898,869.

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 2021 is 3.00%. The final CPI will not be known until after the 2022 budget is approved.

Using data provided by El Paso County, the growth factor is 3.2870%.

The 2021 TABOR factor for the property tax revenue limit calculation is 6.2870%. Under this limit, the maximum mill levy allowed for general operating purposes is 3.462 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 2022, the maximum mill levy allowed for abatements and refunds is 0.017 mills. This mill levy will generate a total of \$162,972 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.

Property Tax Revenue Summary

Net Assessed Valuation

2022	\$9,586,566,840
2021	\$8,121,359,160

Mill Levies

General Operating Purposes

2022	3.462
2021	3.845

Abatements and Refunds

2022	0.017
2021	0.033

Temporary Mill Levy Credit

2022	-
2021	(0.023)

Total Mill Levy

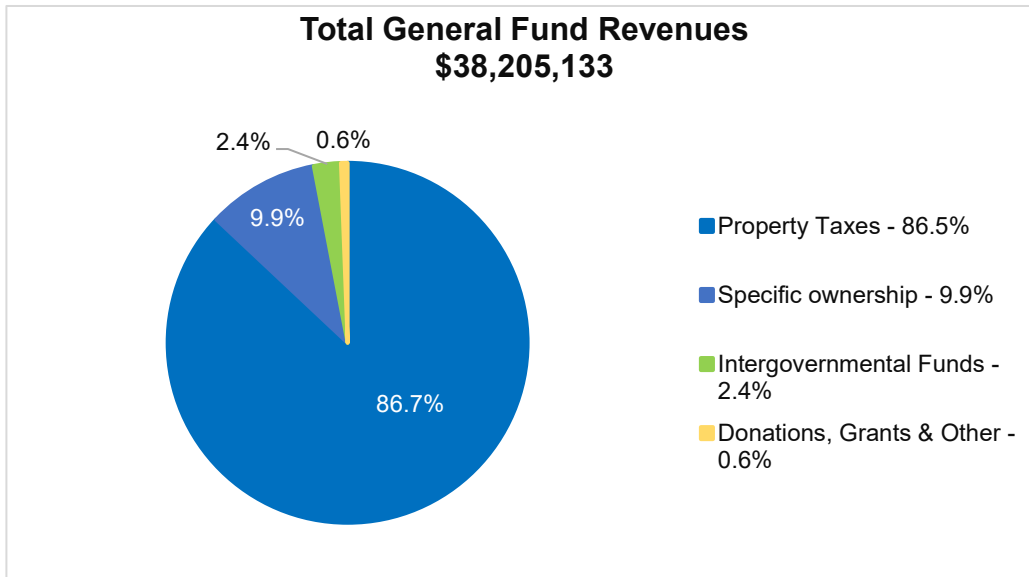
2022	3.479
2021	3.855

Property Tax Revenue

General Operating Purposes	
2022	\$33,186,347
2021	\$31,226,626
Refunds and Abatements	
2022	\$162,972
2021	\$268,005
Temporary Mill Levy Credit	
2022	-
2021	(\$186,791)
Total Property Tax Revenue	
2022	\$33,349,318
2021	\$31,307,840

Revenues

Total General Fund budgeted revenues for 2022 are \$38,205,133. The 2021 revenue estimate is \$36,561,870. The difference is an increase of \$1,643,263.



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

Property Taxes: \$33,349,318 or 86.5%

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

Specific Ownership Taxes: \$3,800,000 or 9.9%

This amount equates to approximately 10% of the total 2022 revenue budget. Collections have improved rather significantly in 2021 versus 2020, and that trend is expected to continue into 2022.

Intergovernmental Funds: \$921,276 or 2.6%**E-Rate Refund:** \$655,000

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.

State Grant for Library Materials: \$159,302

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: \$67,500 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: \$15,750 or <1%

Primarily because of COVID-19 (but not exclusively limited to this reason), interest rates have decreased during 2020 and 2021, and this is expected to continue during 2022, at least in part. The original budget for 2020 included \$425,000 for interest income.

Copier/Printing Charges: \$45,000 or <1%

Again, because of the pandemic, patron use inside library facilities has been limited at least compared to how the facilities were being used prior to the pandemic, and this trend is expected to continue into the foreseeable future.

Parking Lot Collections: \$10,000 or <1%

The estimate for 2022 is lower than what it has been in years prior to the pandemic.

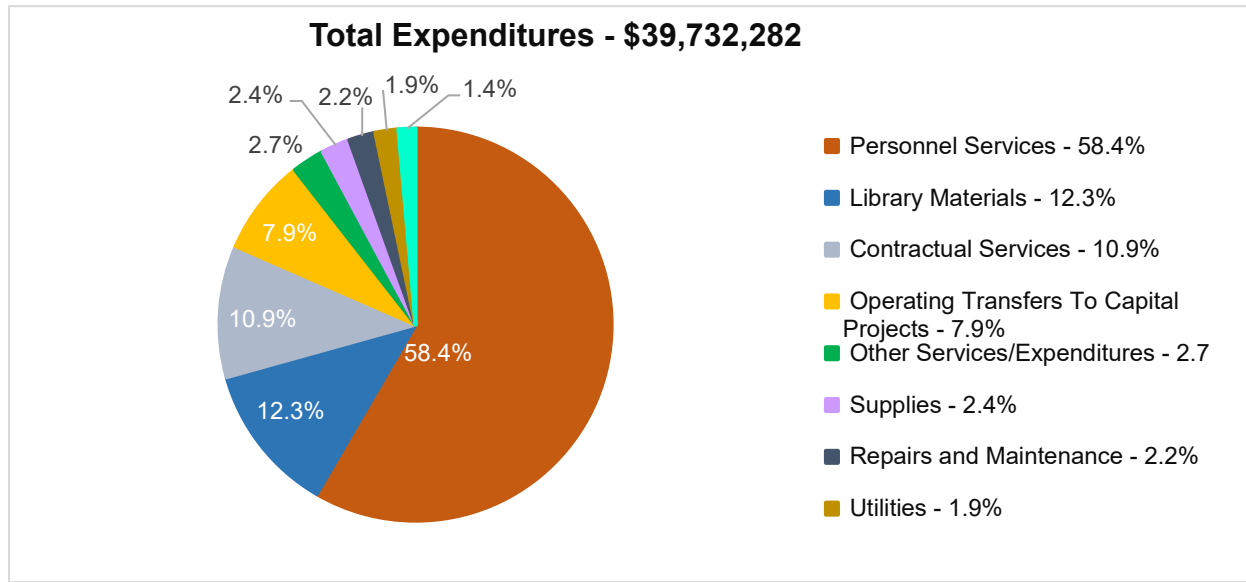
Donations and Other Grants: \$225,000 or <1%

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 \$39,732,282. The projected total for 2021 is \$36,321,391. The change is \$3,410,891.

Given the uncertainties of COVID-19 among other reasons, the projected total for 2021 is \$36,321,391, which is less than the adjusted budget of \$36,813,517 by \$492,126.



The following are the more significant expenditures included in the 2022 Budget:

Personnel Services: \$23,193,893 or 58.4%

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

The 2022 Budget includes funding for 442 existing positions or 363.59 full-time equivalents [FTE], plus seven new full-time positions, one part-time position, and an additional 20 hours of work per week to an existing part-time position (8.00 additional FTE), as discussed below.

2022 Pay Structure Adjustments and Issues - \$865,000 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.

Included in the 2022 Budget is an amount of \$865,000 for pay adjustments. This amount is equivalent to a 4% pay adjustment to all employees. This percentage is comparable to the preliminary percentages included in other larger Colorado library systems. This percentage is in proximity of expected inflation for 2021.

In addition, several issues related to personnel costs are addressed in the 2022 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 2021 rate of \$12.32 per hour to potentially \$12.55 per hour for 2022 based on preliminary estimates (to be adjusted annually thereafter).
2. The District has engaged a consultant to complete a market study of its salary and classification structure. The primary purpose of this study is to monitor and evaluate the current pay structure which was created as part of the 2016-2017 compensation study to keep up with changes to market rates, as financial resources permit. Results are expected by the end of November 2021, and adjustments to the existing pay rates will be quantified and added to the final 2022 Budget document. Adjustments, if any, will exclude the 4% pay adjustment pool referred to above.
3. 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 contribute 8.0% of each employee's covered salary to the Plan. The Plan's Board of Trustees is considering its options related to addressing the Plan's unfunded liability of approximately \$600 million. Preliminarily, the employer contribution rate is expected to increase to 10.2% for 2022, 10.8% in 2023, 11.4% in 2024, and 12% in 2025 and thereafter. This change is incorporated in the 2022 Budget. The employee contribution rates will remain at 8% during this period.
4. The 2021 Budget includes an allowance to address the requirements of the Equal Pay for Equal Work Act, a Colorado set of laws that became effective Jan. 1, 2021. A study was completed during 2021, and the results of the study are incorporated in both the 2021 and 2022 personnel costs.

New Positions - \$534,694

The 2022 Budget includes seven new full-time positions, one part-time position, and an additional 20 hours of work per week to an existing part-time position

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

- Assistant ILS Administrator
- Security Officer (20 additional hours per week)
- Adult Education Instructor (part time)
- Military Strategic Librarian
- Public Relations Specialist
- Safety Coordinator
- Digital Archivist
- Social Worker
- Senior Library Associate

These positions were selected through an internal ranking process completed by the District's Leadership Team and Directors. Originally, there were 27 new position/pay adjustment requests at an estimated cost of about \$1.6 million. The total was pared back based on available financial resources.

Savings from Vacant Positions – (\$800,000)

This target is included in the 2022 Budget because of the following:

- The District budgets all 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 2022 Budget includes \$534,694 as discussed above for new positions and position adjustments. Again, the budget is set up as if each position will be filled as of Jan. 1, 2022, but the new positions will be phased in as appropriate.
- Savings from vacant positions during 2020 and 2021 have far exceeded such savings would be in any given year prior to the pandemic. Nationally and locally, employers have had a difficult time hiring and retaining employees, in part due to the pandemic. There are still significant uncertainties related to economic factors both for 2022 and thereafter given the current pandemic. Management will monitor the actual savings realized from vacant positions throughout 2022 and will propose adjustments as necessary.

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 2022 Budget includes an estimate of \$70,000 to be set aside for this purpose.

Employee Health Insurance Plan - \$2,400,000

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 2022, and it is substantially based on employee enrollment that is in place for 2021.

Previously, including 2021, 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 2022. Management will monitor the reserve balances during 2022, some of which is based on the final audited figures for 2021 (not known until June 2022) and may recommend a month of no premiums during the second half of 2022.

Library Materials - \$4,876,921 or 12.3% (12.8 % by excluding the utilization of fund balance of \$1,527,429 for one-time capital projects)

Part of the District's goals is to meet customer demands and keep the collection up to date for Library patrons. The 2022 Budget includes \$4,876,921 for library materials, which is slightly higher than the 2021 original balance of \$4,829,977. The percentage of all expenditures going directly to library materials in 2021 is 12.8% as noted above. This percentage is slightly less than the District's target of 13%.

Included in this figure for 2021 and 2020 is a grant from the State of Colorado in the amount of \$159,302 and \$143,445, respectively, for the purchase of library materials.

Training - \$318,794 or 0.86%

The 2022 Budget includes \$318,794 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 2021 is \$233,453.

Operating Transfers to Capital Projects - \$3,145,095 or 7.9%

The 2022 Budget includes the following transfers:

Capital Reserve Fund	\$1,642,395
Penrose Library Project Fund	1,191,200
Library 21c Project Fund	194,500
East Library Renovation Project Fund	<u>117,000</u>
Total	<u>\$3,145,095</u>

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

Debt Obligations

The following is a list of other items that are pertinent to the discussion of the 2022 Budget:

1. The District does not have any General Obligation Bonds or any other similar forms of debt financing outstanding as of Dec. 31, 2021, nor is any anticipated as of Dec. 31, 2022.
2. The District has several operating leases in place for the rental of certain library facilities, and other similar operating agreements

Fund Balance

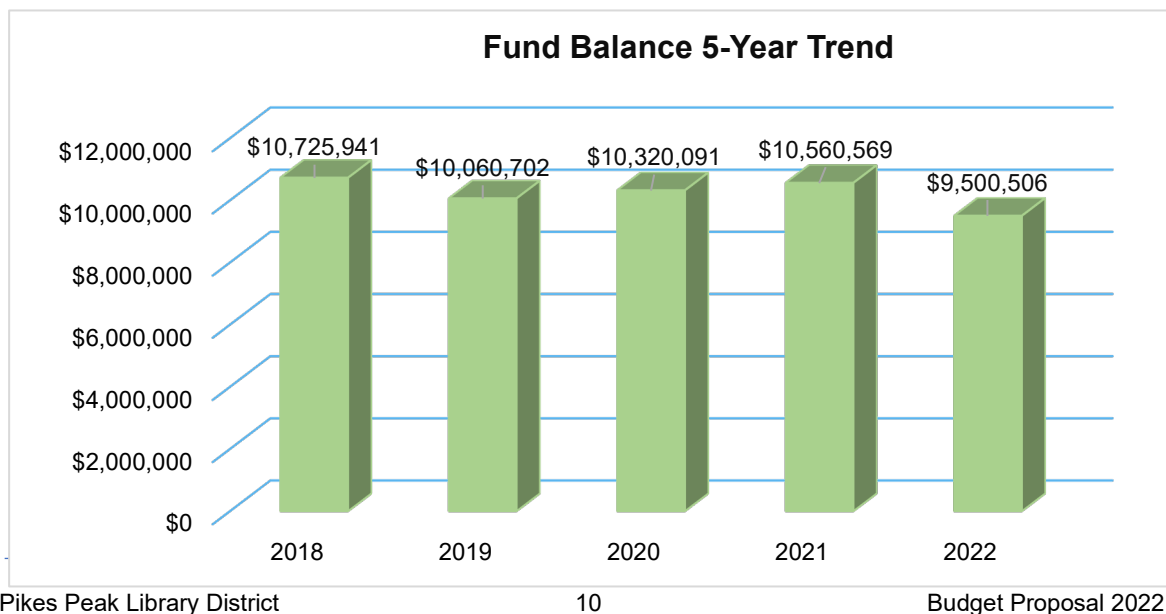
As of December 31, 2022, total fund balance is estimated at \$9,500,506 This total includes an estimate for the operational reserve (unassigned fund balance) of \$8,203,474.

Many financial experts recommend a financially prudent operational reserve of 1-3 months of operating expenditures. For the District, this equates to a range of approximately \$3.25 - \$9.75 million. The estimate of the operational reserve of 2022 is 20.6%, or about 2.5 months of operating revenues, as of Dec. 31, 2022.

The 2022 Budget calls for a reduction in fund balance of (\$1,527,429). 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, 2021, per the original 2021 budget, is \$7,475,521. The revised estimate of the unassigned fund balance as of Dec. 31, 2021 is \$10,312,834, which equates to an increase of \$2,837,313. Most of this amount comes from estimated budget savings realized during 20201 with savings from vacant staff positions being the primary source.

Fund balance as of Dec. 31, 2022 also includes an estimate of \$1,146,154 for the Emergency Reserve as required by TABOR.

The five-year trend of fund balance is depicted in the following table.



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 vary from year to year generally less than 10%.

CAPITAL PROJECTS FUNDS

The District has four capital projects funds: East Library, Penrose Library, Library 21c, and Capital Reserve. The 2022 Budget for capital projects will be funded through a transfer from the General Fund.

East Library Project Fund - \$117,000 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 - \$1,191,200 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.

The 2022 Budget includes \$950,000 for the replacement of the roof.

Library 21c Fund - \$194,500 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 - \$1,837,745 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.

The 2022 Budget includes \$754,500 for various facility-related projects. Such projects include, but are not limited to, bookmobile replacement (\$324,000), furniture replacement, equipment replacement, vehicle replacement, purchases of land for future expansion, construction of new facilities, and renovation projects related to existing facilities.

The 2022 Budget includes \$1,056,350 for Information Technology-related costs. IT-related projects include telecommunications equipment such as switches and servers (\$270,000), wireless systems replacement (\$200,000), audio/visual equipment standardization (\$100,000), and other items.

FIVE-YEAR CAPITAL PLAN

Included in the 2022 Budget is a preliminary five-year, long-term capital plan that covers Fiscal Years 2023 – 2027. 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.

Libraries Statistics for Selected Colorado and National Libraries

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 and 2020 calendar year, and 2015-2019 trend for some areas, which are 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 200,000:

Arapahoe Library District	Jefferson County Public Library
Aurora Public Library	Pikes Peak Library District
Denver Public Library	Poudre River Public Library District
Douglas County Libraries	Rangeview Library District (Adams County)
High Plains Library District (Weld County)	

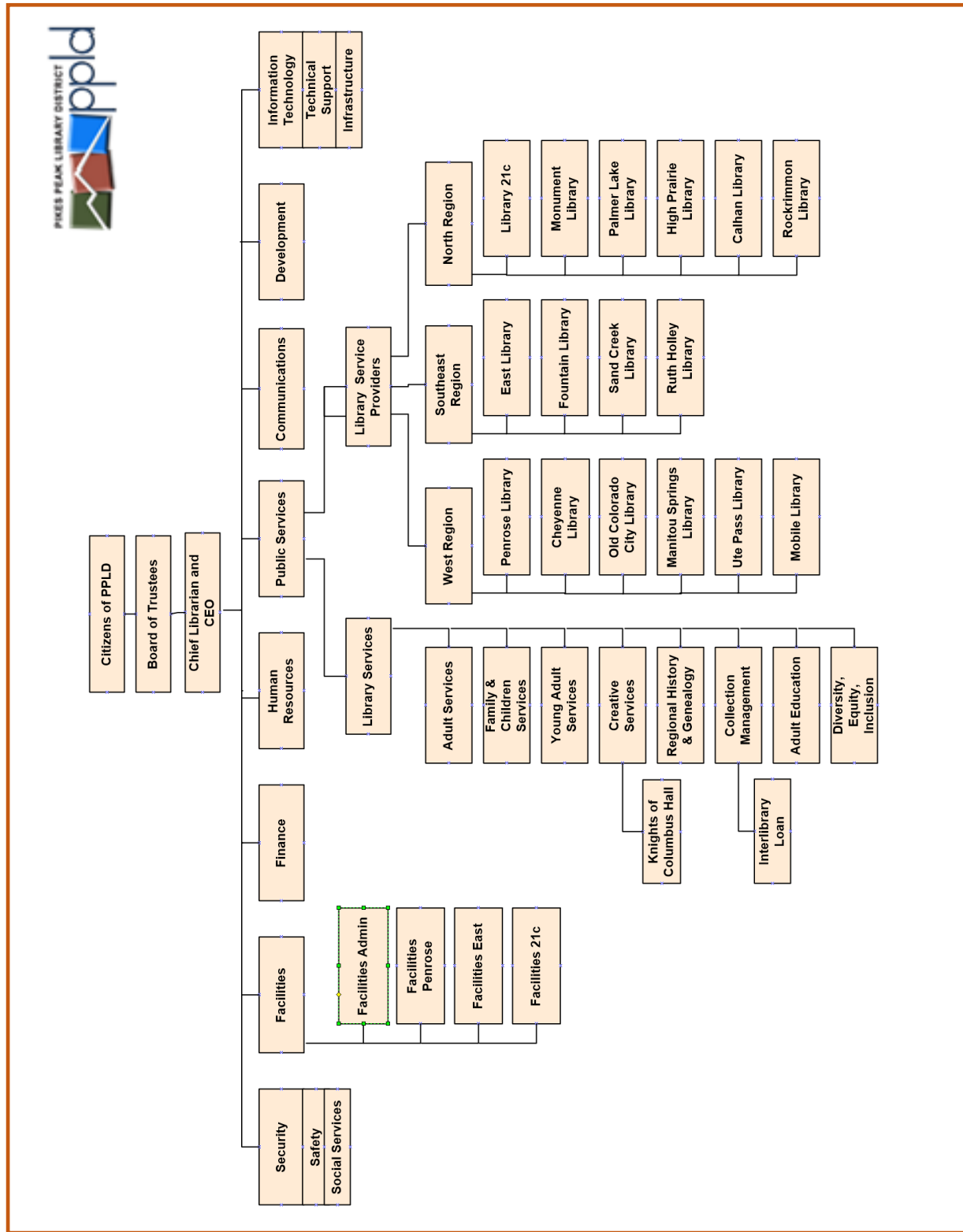
Appendix 2 includes District comparison to 12 selected national libraries with a LSA population between 550,000 and 800,000 and operating revenues between \$25 - \$45 million. The charts cover the 2018 calendar year, which represents the most current available data, and the source of this information 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:

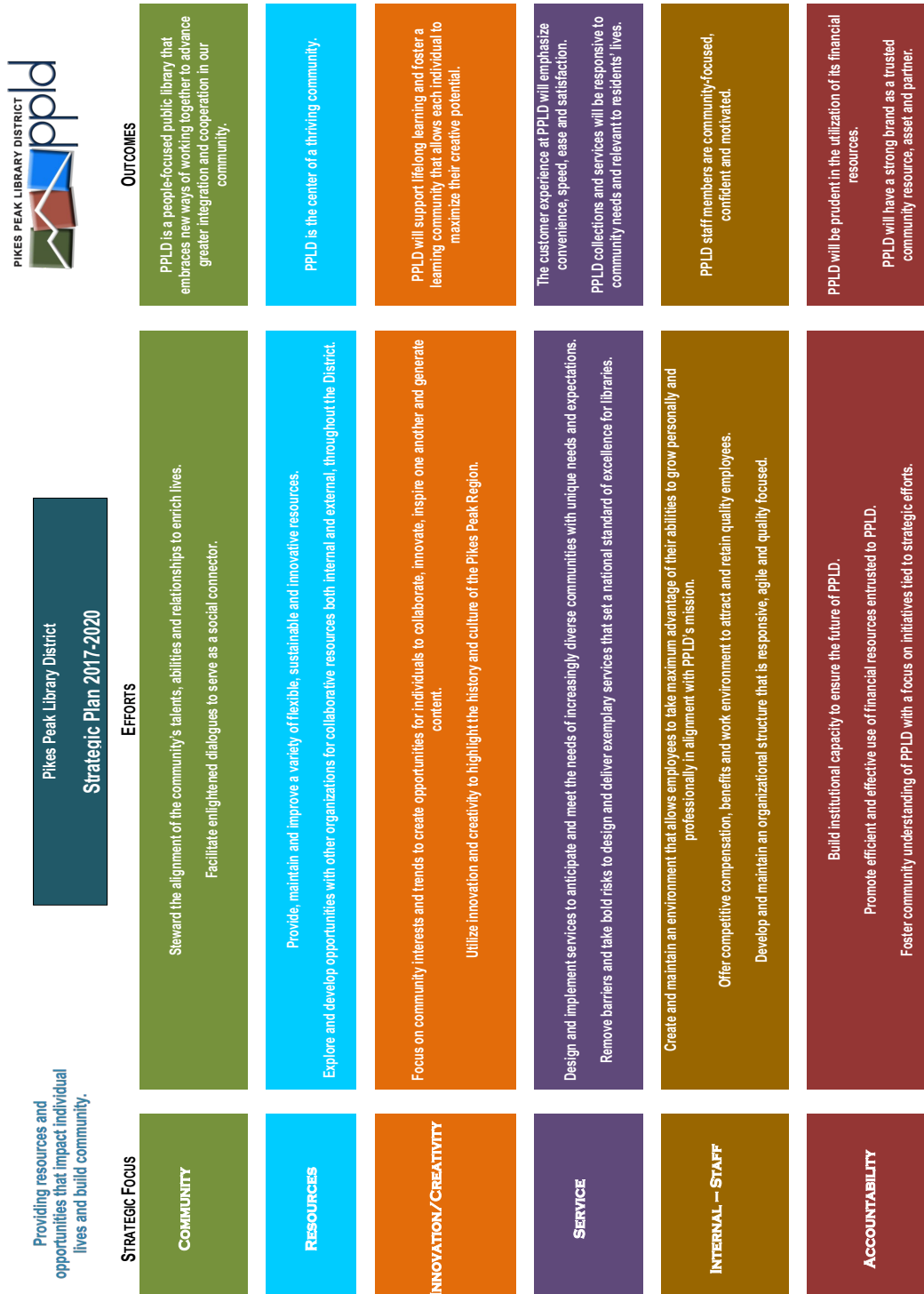
Alameda County Library (Fremont, CA)	Nashville Public Library (Nashville, TN)
Anne Arundel County Public Library (Annapolis, MD)	Ocean County Library (Toms River, NJ)
Detroit Public Library (Detroit, MI)	Pierce County Library System (Tacoma, WA)
Jefferson County Public Library (Lakewood, CO)	Sno-Isle Libraries (Marysville, WA)
Lee County Library System (Fort Myers, FL)	Tulsa City-County Library System (Tulsa, OK)
Metropolitan Library System (Oklahoma City, OK)	Milwaukee Public Library (Milwaukee, WI)

Organizational Chart



2017-2020 Strategic Plan

Included below is the Strategic Plan for 2017 through 2020, which was carried forward into 2021 due in part to the pandemic. 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 2022 Budget are various charts and graphs that depict financial information in a visual format.

BUDGETARY BASIS OF ACCOUNTING

The 2022 Budget has been prepared using the Modified Accrual Basis of Accounting. Revenues are recognized when available, and expenditures are recognized when the obligation is incurred. Encumbrances are not reported in the 2022 Budget.

ACKNOWLEDGEMENTS

Special thanks and appreciation are expressed to the District's Board of Trustees, Leadership Team, and Management Team for their leadership and direction towards the completion of the 2022 Budget.

Gratitude is also extended to all District managers, supervisors and staff for their efforts towards examining the Budget carefully and planning ahead prudently to complete a balanced 2022 Budget.

Special recognition and appreciation is extended to the Finance Office, particularly Tatiana Zonte, Accountant, who once again played a key role in the preparation of the 2022 Budget Book.

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 2022, to help defray the costs of government for the Pikes Peak Library District, Colorado Springs, Colorado, for the 2022 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 8, 2021, and;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is \$38,205,133 and;

WHEREAS, the 2021 net valuation for assessment (payable in 2022) for the Pikes Peak Library District, as certified by the County Assessor, is \$9,586,566,840.

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 3.479 mills (comprised of a general operating mill levy of 3.462 mills, and a mill levy for refunds and abatements of 0.017 mills), upon each dollar of the total valuation for assessment of all taxable property within the District for the 2021 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 8th day of December 2021.

Wayne A. Vanderschuere, 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 2022 and ending on the last day of December 2022.

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, 2021 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 8, 2021, 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 8th day of December 2021.

Wayne A. Vanderschuere, 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 2022 budget year.

WHEREAS, the Board of Trustees has adopted the annual budget in accordance with the Local Government Budget Law, on December 8, 2021, 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	\$36,587,187
Transfers to other funds	<u>3,145,095</u>
Total General Fund	<u>\$39,732,282</u>
East Library Renovation Project Fund	
Capital Outlay	<u>\$117,000</u>
Penrose Library Renovation Project Fund	
Capital Outlay	<u>\$1,191,200</u>
North Facility (Library 21c) Project Fund	
Capital Outlay	<u>\$194,500</u>
Capital Reserve Fund	
Capital Outlay	<u>\$1,837,745</u>
	<u>\$43,072,727</u>

ADOPTED, this 8th day of December 2021.

Wayne A. Vanderschuere, 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 \$ 9,707,962,470 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: \$ 9,586,566,840 (NET assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

Submitted: 12/15/2021 for budget/fiscal year 2022.
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY	REVENUE
1. General Operating Expenses	<u>3.462</u> mills	\$ <u>33,186,347</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction	<u><-></u> mills	\$ <u>-</u>
SUBTOTAL FOR GENERAL OPERATING:	3.462 mills	\$ 33,186,347
3. General Obligation Bonds and Interest	<u>-</u> mills	\$ <u>-</u>
4. Contractual Obligations	<u>-</u> mills	\$ <u>-</u>
5. Capital Expenditures	<u>-</u> mills	\$ <u>-</u>
6. Refunds/Abatements	<u>0.017</u> mills	\$ <u>162,972</u>
7. Other (specify): _____	<u>-</u> mills	\$ <u>-</u>
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	3.479 mills	\$ 33,349,319

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	May 4, 2021	
2. Preliminary discussion with Leadership Team	May 10, 2021	
3. Budget forms and guidelines distributed	May 11, 2021	
4. All staffing, capital projects, and new account request forms due	July 9, 2021	
5. MUNIS budget input training	July/Aug 2021	
6. Budget questionnaires due, earlier completion encouraged	Aug 20, 2021	
7. Preliminary assessed valuation due from County	Aug 25, 2021	CRS 39-5-121
8. Preliminary CPI – 1 st half 2021	Aug 25, 2021	
9. Budget meetings with CEO and CFO	Aug 25 – Aug 31, 2021	
10. MUNIS budgetary data entry due	August 31, 2021	
11. Budget draft prepared	Sept 25, 2021	
12. Leadership team to discuss budget draft	Sept/Oct 2021	
13. Internal budget meetings held to discuss budget issues, as needed	Sept/Oct 2021	
14. Budget draft presented to Board of Trustees	Oct. 15, 2021	CRS 29-1-105
15. Notice of Budget and Public Hearing published in The Gazette	Oct 15, 2021	CRS 29-1-106(1)
16. Public copy available on PPLD website	Oct 15, 2021	
17. Final Assessed Valuation due from County	Nov 25, 2021	CRS 39-1-111
18. Public hearing	Dec 8, 2021	
19. Budget, appropriation, and mill levy approval	Dec 8, 2021	
20. 2022 mill levy submitted to El Paso County	Dec. 15, 2021	CRS 39-5-128(1)
21. 2022 accounting records incorporate the 2022 budget.	Dec. 31, 2021	
22. 2022 Budget due at Division Local Governments	Jan 31, 2022	CRS 29-1-113(1)

El Paso County Demographics

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

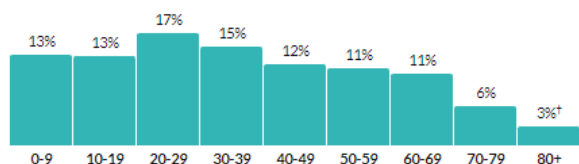
34.5

Median age

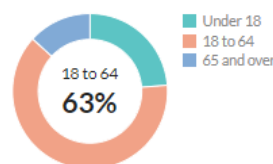
about 90 percent of the figure in Colorado: 37.1

about 90 percent of the figure in United States: 38.5

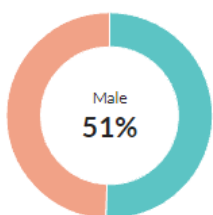
Population by age range



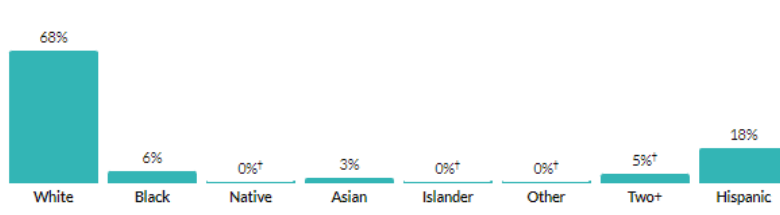
Population by age category



Sex



Race & Ethnicity



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

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

INTRODUCTION SECTION

El Paso County Demographics

El Paso County, Colorado Population Pyramid \$2021



El Paso County, Colorado Median Age

34.2 Total, 32.8 Male, 35.7 Female



El Paso County, Colorado Adults

There are 529,098 adults, (87,111 of whom are seniors) in El Paso County, Colorado.

El Paso County, Colorado Age Dependency

58.1 Age Dependency Ratio

19.7 Old Age Dependency Ratio

38.4 Child Dependency Ratio

El Paso County, Colorado Sex Ratio

Female 346,071 49.51%

Male 352,903 50.49%

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

Educational attainment

95%

High school grad or higher

a little higher than the rate in Colorado: 92.4%

about 10 percent higher than the rate in United States: 88.6%

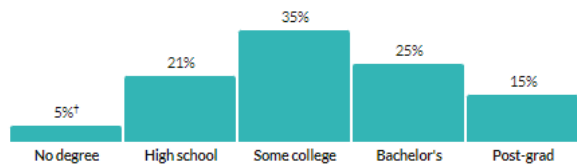
39.1%

Bachelor's degree or higher

about 90 percent of the rate in Colorado: 42.7%

about 20 percent higher than the rate in United States: 33.1%

Population by highest level of education



* Universe: Population 25 years and over

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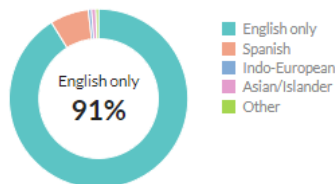
Language

N/A

Persons with language other than English spoken at home

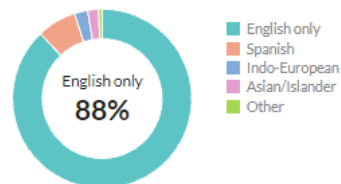
* ACS 2019 5-year data

Language at home, children 5-17



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Language at home, adults 18+



Show data / Embed

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

Income

\$35,568

Per capita income

about 90 percent of the amount in Colorado: \$41,053

about the same as the amount in United States: \$35,672

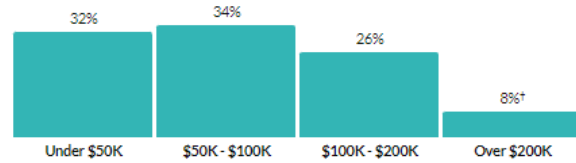
\$72,830

Median household income

a little less than the amount in Colorado: \$77,127

about 10 percent higher than the amount in United States: \$65,712

Household income



Show data / Embed

Poverty

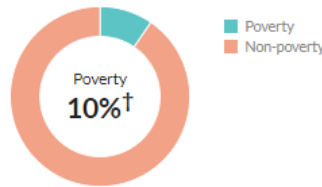
8.5%

Persons below poverty line

about 90 percent of the rate in Colorado: 9.4%

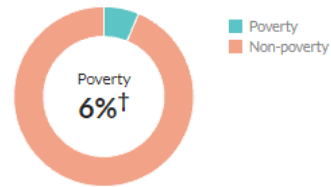
about two-thirds of the rate in United States: 12.3%

Children (Under 18)



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Seniors (65 and over)



Show data / Embed

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

Place of birth

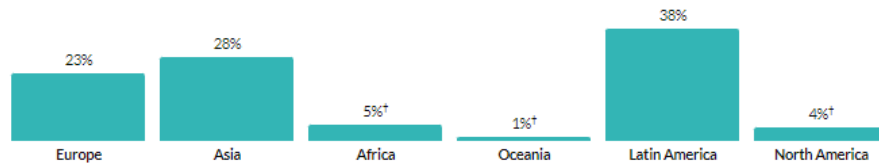
6.6%

Foreign-born population

about two-thirds of the rate in Colorado: 9.5%

about half the rate in United States: 13.7%

Place of birth for foreign-born population



* ACS 2019 5-year data

Show data / Embed

Veteran status

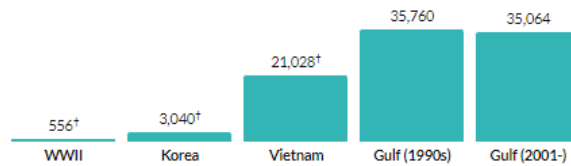
16%

Population with veteran status

about double the rate in Colorado: 8.2%

more than double the rate in United States: 6.9%

Veterans by wartime service



* Civilian veterans who served during wartime only

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83,564 Total veterans

70,995 Male

12,569 Female

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, except for 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 can serve such many citizens thanks to an employee base of nearly 460 full-and part-time staff and almost 1,500 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 several 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.

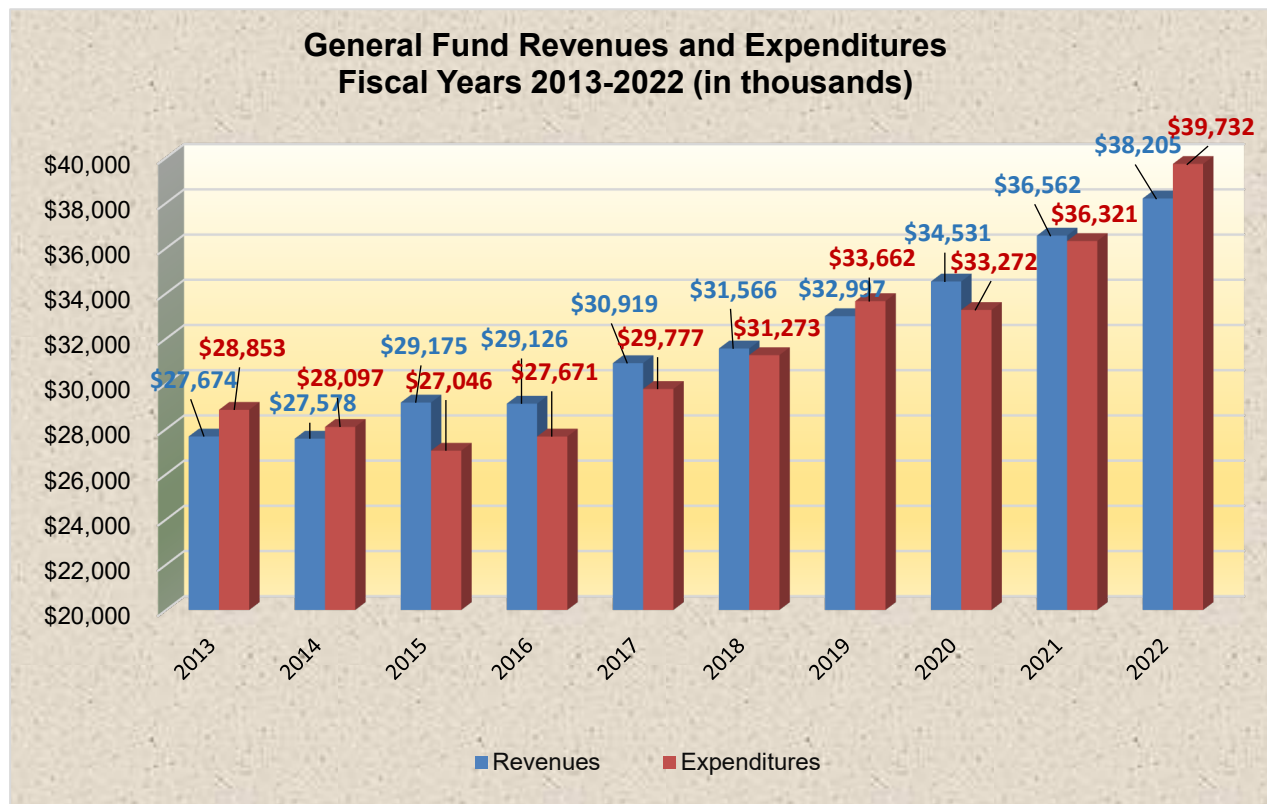
During the ongoing COVID-19 pandemic, the District transformed its library services to expand access beyond the traditional use of libraries. PPLD launched several virtual programs and began offering curbside services. When the pandemic first began and there was concern over a shortage of personal protective 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/>

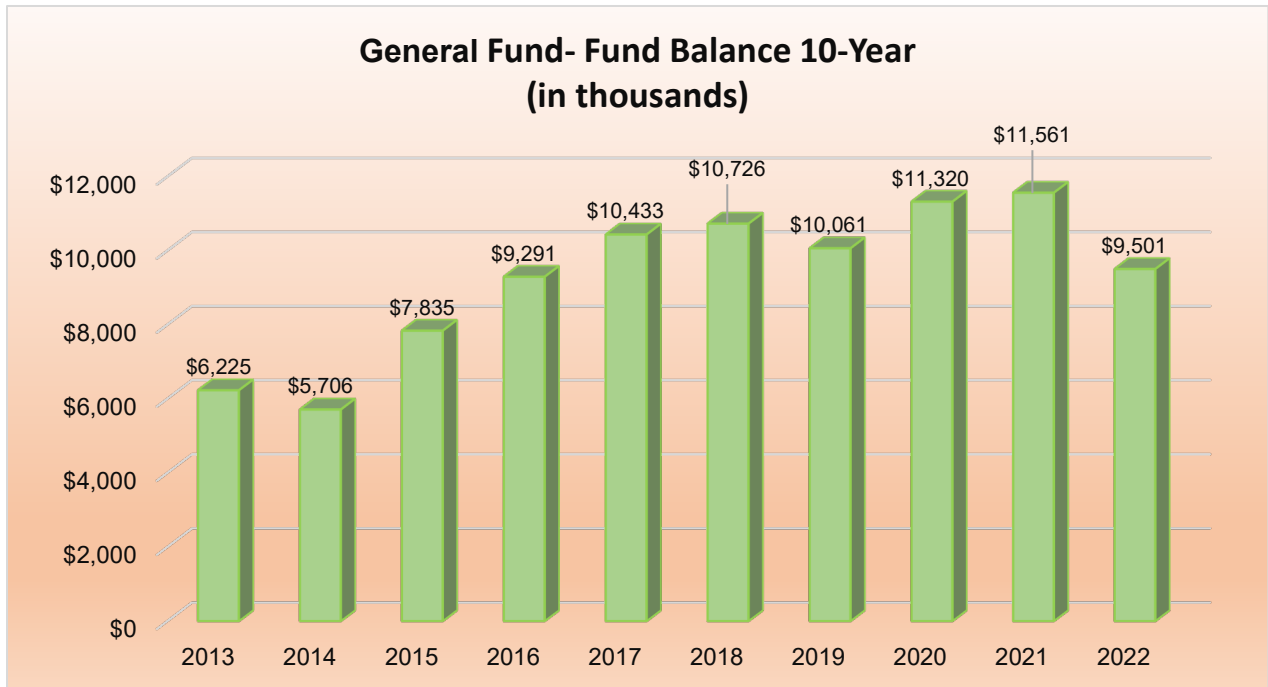
GENERAL FUND Revenue/Expenditure Summary

	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Revenues				
Revenues	\$ 34,531,461	\$ 36,193,545	\$ 36,561,870	\$ 38,205,133
Budget amendment	-	327,528	-	-
Total Revenues	34,531,461	36,521,073	36,561,870	38,205,133
Expenditures				
Expenditures	33,272,072	36,690,372	36,321,391	39,732,282
Budget amendment	-	123,135	-	-
Total Expenditures	33,272,072	36,813,507	36,321,391	39,732,282
Net Excess Revenues Over Expenditures	1,259,389	(292,434)	240,479	(1,527,149)
Fund Balance - Beginning of Year	10,060,702	11,320,091	11,320,091	11,027,656
Fund Balance - End of Year	\$ 11,320,091	\$ 11,027,656	\$ 11,560,569	\$ 9,500,506



Fund Balance Summary

	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Nonspendable				
Prepaid expenditures	\$ 382,929	\$ -	\$ -	\$ -
Restricted For:				
Emergency (TABOR)	1,014,722	\$ 1,085,806	\$ 1,096,856	\$ 1,146,154
Gifts and grants	283,268	111,602	111,603	111,603
Total Restricted	1,297,990	1,197,408	1,208,459	1,257,757
Assigned To:				
Purchases of books and materials	91,040	-	-	-
McKinley Trust	39,275	39,275	39,275	39,275
Purchased contracts	113,454	-	-	-
Total Assigned	243,769	39,275	39,275	39,275
Unassigned	9,395,403	9,790,972	10,312,834	8,203,474
Total Fund Balance	\$ 11,320,091	\$ 11,027,656	\$ 11,560,569	\$ 9,500,506



General Fund Revenue Summary

Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Taxes				
Property	\$ 30,095,830	\$ 31,262,968	\$ 31,262,875	\$ 33,111,107
Specific ownership	3,344,277	3,382,500	3,645,000	3,800,000
Total Taxes	33,440,107	34,645,468	34,907,875	\$ 36,911,107
Intergovernmental	715,285	1,222,132	1,222,132	921,276
Fines and fees	63,530	79,200	65,300	67,500
Interest income	116,945	183,750	15,000	15,750
Donations/grants	129,852	288,515	288,515	225,000
Other	65,742	102,008	63,048	64,500
Total Revenues	\$ 34,531,461	\$ 36,521,073	\$ 36,561,870	\$ 38,205,133

General Fund Revenue Detail

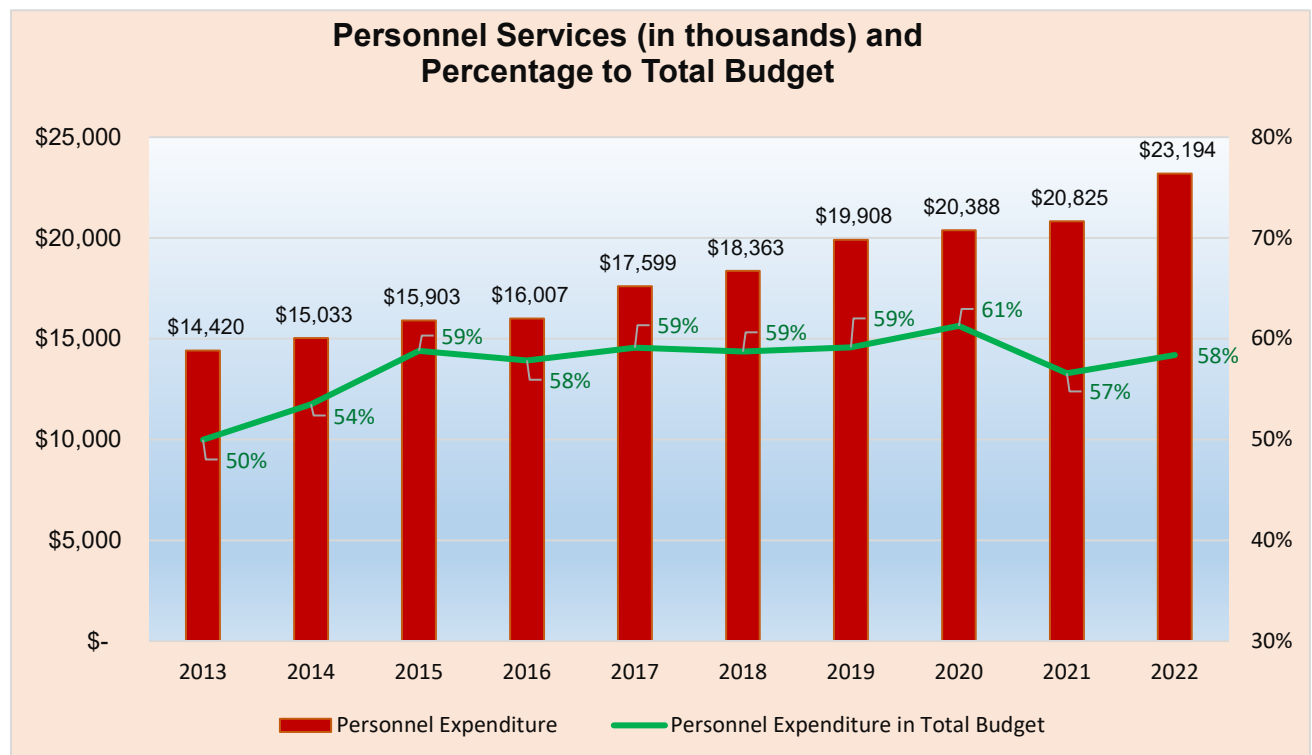
Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Taxes				
Current property taxes	\$ 30,374,738	\$ 31,307,840	\$ 31,307,840	\$ 33,349,318
Less: uncollectible taxes	(223,707)	(175,000)	(175,000)	(186,411)
Net Current Property Taxes	30,151,031	31,132,840	31,132,840	33,162,907
Abatements and credits	(108,669)	(122,400)	(122,400)	(125,000)
Omitted property tax revenue	7,195	7,140	7,140	7,200
Delinquent taxes	11,964	18,360	18,360	18,500
Interest on delinquent taxes	24,708	36,720	36,720	37,500
Specific ownership taxes	3,344,277	3,382,500	3,645,000	3,800,000
Payment in lieu of taxes	9,601	10,200	10,107	10,000
Property tax revenue offset - temporary credit	-	180,108	180,108	-
Total Taxes	33,440,107	34,645,468	34,907,875	36,911,107
Intergovernmental				
Federal funds - E-Rate	170,437	229,800	229,800	655,000
Federal funds - other categories	283,564	814,087	814,087	106,974
State funds - library materials	162,344	143,445	143,445	159,302
State Funds - other	98,940	34,800	34,800	-
Total Intergovernmental	715,285	1,222,132	1,222,132	921,276
Fines and Fees	63,530	79,200	65,300	67,500
Interest Income	116,945	183,750	15,000	15,750
Other				
Printing charges	48,316	80,400	45,000	45,000
Sale of assets	5,129	5,025	5,025	5,000
Parking lot collections	9,096	12,060	8,500	10,000
Donations/grants	129,852	288,515	288,515	225,000
Other	3,201	4,523	4,523	4,500
Total Other	195,594	390,523	351,563	289,500
Total Revenues	\$ 34,531,461	\$ 36,521,073	\$ 36,561,870	\$ 38,205,133

Mill Levy Calculation

	2020	2021	2022
Assessed Valuation (AV)			
Gross	\$ 8,246,468,310	\$ 8,218,213,120	\$ 9,707,962,470
Net	8,141,178,730	8,121,359,160	9,586,566,840
Difference	\$ 105,289,580	\$ 96,853,960	\$ 121,395,630
Mill Levy - Pikes Peak Library District Budget			
Operating	3.688	3.845	3.462
Property Tax Revenue - Operating	\$ 30,024,667	\$ 31,226,626	\$ 33,186,347
Abatements - Credits	0.043	0.033	0.017
Property Tax Revenue - Abatements and Credits	350,071	268,005	162,972
Temporary Tax Credit	-	(0.023)	-
Property Tax Revenue	-	(186,791)	-
Total Mill Levy	3.731	3.855	3.479
Total Property Tax Revenue - Net AV	\$ 30,374,738	\$ 31,307,840	\$ 33,349,318
Property Tax Revenue			
Pikes Peak Library District - Net AV	\$ 30,374,738	\$ 31,307,840	\$ 33,349,318
TIF Districts	392,835	375,600	422,306
Total Property Tax Revenue - Gross AV	\$ 30,767,573	\$ 31,683,439	\$ 33,771,624

Expenditures by Major Account Classification and Percentage to Total Budget

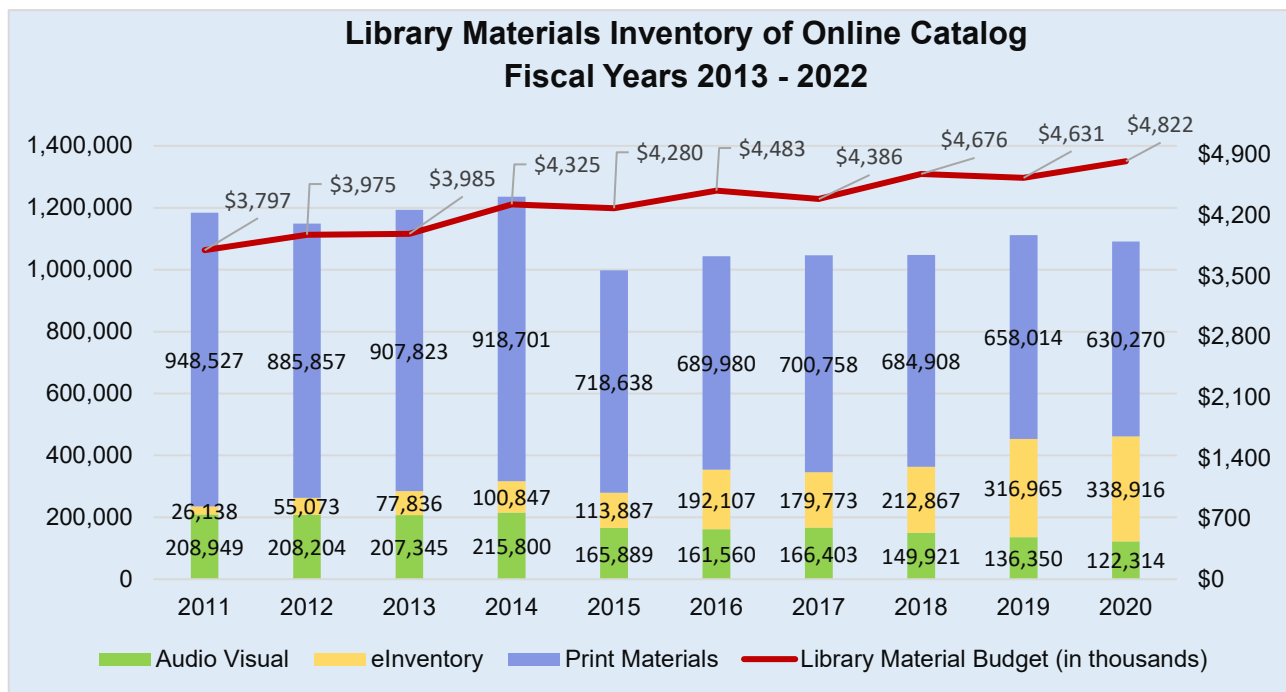
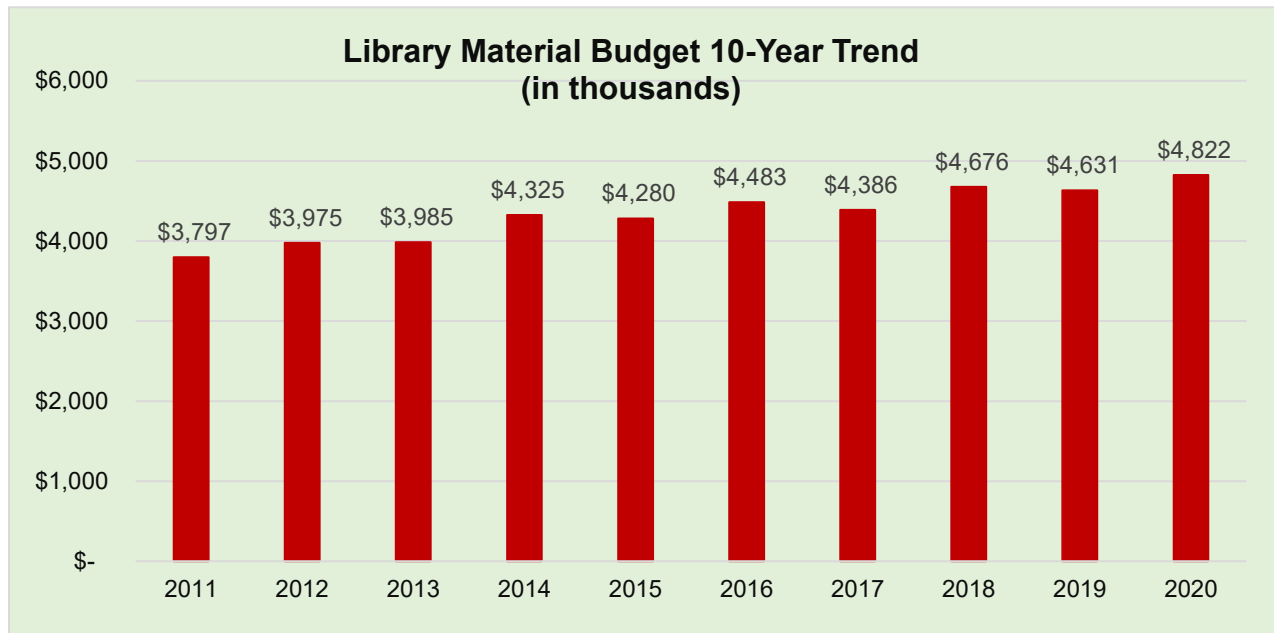
Expenditure Account	2020 Actual		2021 Budget		2021 Projection		2022 Budget	
	Amount	%	Amount	%	Amount	%	Amount	%
Personnel Services	\$ 20,388,499	61.3%	\$ 20,870,040	56.7%	\$ 20,825,147	57.3%	\$ 23,193,893	58.4%
Supplies	758,207	2.3%	938,324	2.5%	853,064	2.3%	935,194	2.4%
Library Materials	4,822,357	14.5%	4,926,480	13.4%	4,926,480	13.6%	4,876,921	12.3%
Utilities	593,828	1.8%	713,416	1.9%	704,836	1.9%	752,567	1.9%
Telecommunication Costs	579,783	1.7%	651,177	1.8%	651,177	1.8%	554,000	1.4%
Contractual Services	3,187,665	9.6%	3,994,024	10.8%	3,851,822	10.6%	4,316,710	10.9%
Repairs and Maintenance	554,234	1.7%	861,175	2.3%	799,989	2.2%	870,050	2.2%
Other Services/Expenditures	492,193	1.5%	1,415,269	3.8%	1,265,274	3.5%	1,072,852	2.7%
Capital Outlay	167,830	0.5%	133,575	0.4%	133,575	0.4%	15,000	0.0%
Operating Transfers To Other Funds	1,547,368	4.7%	2,310,027	6.3%	2,310,027	6.4%	3,145,095	7.9%
Special Item	180,108	0.5%	-	0.0%	-	0.0%	-	0.0%
Total Expenditures	\$ 33,272,072	100.0%	\$ 36,813,507	100.0%	\$ 36,321,391	100.0%	\$ 39,732,282	100.0%



Expenditures by Category

Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Personnel Services				
Salaries and wages	\$ 15,704,629	\$ 15,760,187	\$ 15,754,294	\$ 17,789,569
Substitute pay	81,886	33,500	12,500	21,500
FICA	1,148,424	1,564,921	1,549,921	1,294,230
Retirement contribution	992,308	1,136,432	1,136,432	1,411,094
Health benefits	2,318,091	2,240,000	2,240,000	2,540,000
Unemployment taxes	47,286	40,000	46,000	47,500
Workers compensation	44,101	55,000	46,000	50,000
Tuition reimbursement	51,774	40,000	40,000	40,000
Total Personnel Services	20,388,499	20,870,040	20,825,147	23,193,893
Supplies				
Microform	-	2,450	950	2,450
Software purchases	281,801	297,098	297,098	367,070
Computer supplies	19,758	70,180	59,180	71,120
Processing supplies	61,825	85,000	81,060	85,000
General supplies	394,823	483,596	414,776	409,554
Total Supplies	758,207	938,324	853,064	935,194
Library Materials				
Print/eMaterials/audio visual materials	4,178,119	4,178,921	4,178,921	4,163,419
Microforms	-	5,000	5,000	5,000
Periodicals	108,291	110,250	110,250	110,000
Serials	13,459	25,000	25,000	25,000
Electronic databases/online services	522,488	607,309	607,309	573,502
Total Library Materials	4,822,357	4,926,480	4,926,480	4,876,921
Utilities				
Gas	55,684	88,643	107,006	108,700
Electric	429,064	490,236	492,741	509,150
Water and sewer	101,322	126,693	96,964	124,277
Storm water fees	7,758	7,844	8,125	10,440
Total Utilities	593,828	713,416	704,836	752,567
Telecommunication Costs				
Telecommunication costs	579,783	651,177	651,177	554,000
Total Telecommunication Costs	579,783	651,177	651,177	554,000

Library Materials Budget Fiscal Years 2013 – 2022



2013 - 2022 Trend

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.

Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Contractual Services				
Audit fees	41,250	42,500	43,275	43,800
Legal fees	48,136	50,000	45,000	50,000
Microfilming services	2,674	22,600	22,600	22,600
Consultant fees	183,163	315,620	333,620	555,985
Contract cataloging	34,274	40,000	40,000	40,000
Movie licenses	23,000	23,958	24,458	24,472
Software licenses	7,440	54,257	54,257	33,800
Trash removal	16,948	24,738	17,767	26,198
Copier charges	62,884	61,000	61,000	62,000
Delivery services	193,576	224,476	223,318	230,000
Illiad	-	-	-	17,000
Janitorial services	457,153	477,000	468,267	475,000
Laundry services	-	5,500	-	-
Computer agreements	495,551	569,534	569,534	620,800
Collection agency charges	5,853	-	-	-
External printing	42,789	80,325	70,325	90,000
Programming costs	169,929	407,285	346,210	411,250
Insurance	139,724	160,693	153,023	170,000
Facilities rental/CAM	725,917	856,320	801,050	869,951
Parking	55,813	58,000	57,900	58,000
Treasurer's fees	452,923	462,000	462,000	494,000
Warranties	-	37,000	37,000	-
Storage space	13,500	-	-	-
Employee Assistance Program	15,168	21,218	21,218	21,854
Total Contractual Services	3,187,665	3,994,024	3,851,822	4,316,710
Repairs and Maintenance				
Telephone/telecommunication maintenance	-	-	-	-
Building repair	93,194	153,070	120,971	147,250
Furniture repair	14,101	36,955	36,029	33,500
Equipment repair	17,869	63,150	53,037	52,950
Equipment maintenance	70,567	228,500	214,745	228,500
Grounds maintenance	70,254	88,000	90,500	95,600
HVAC maintenance	144,142	144,500	138,381	152,500
Vehicle operating costs	75,275	74,500	73,826	80,000
Burglar and fire alarm system maintenance	68,832	72,500	72,500	79,750
Total Repairs and Maintenance	554,234	861,175	799,989	870,050

Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Other Services/Expenditures				
Mileage reimbursement expenses	38,903	77,250	54,460	73,850
Advertising	82,008	136,500	136,000	194,360
Employee recruitment	9,323	36,500	23,500	31,500
Testing	-	1,000	1,000	1,000
Dues	36,992	63,352	54,388	68,446
Merchandising/book displays	12,538	8,000	8,000	7,325
Employee recognition	13,872	20,525	20,525	10,525
Board of Trustees	145	7,000	5,000	7,000
Marketing promotions	-	15,500	15,500	-
Training	135,270	312,013	233,453	318,794
Signage	28,976	30,417	20,417	30,000
Volunteer & Library card program	3,057	9,500	6,000	5,600
On line high school program	-	38,000	38,000	25,000
Safety	7,868	7,000	5,000	4,000
Summer Adventure prizes	26,556	31,918	31,418	46,850
Summer Adventure party	25	4,500	3,500	6,250
Postage	28,387	61,500	60,500	61,000
Bindery	1,012	10,026	10,026	6,500
Other	67,261	544,768	538,587	174,852
Total Other Services/Expenditures	492,193	1,415,269	1,265,274	1,072,852
Capital Outlay	167,830	133,575	133,575	15,000
Operating Transfers To Other Funds				
East Library Project Fund	8,545	84,200	84,200	117,000
Penrose Library Project Fund	-	525	525	1,191,200
Library 21c Project Fund	63,367	165,000	165,000	194,500
Capital Reserve	1,475,456	2,060,302	2,060,302	1,642,395
Total Operating Transfers To Other Funds	1,547,368	2,310,027	2,310,027	3,145,095
Special Item				
TABOR refund	180,108	-	-	-
Total Expenditures, Operating Transfers To Other Funds and Other Financing Uses	\$ 33,272,072	\$ 36,813,507	\$ 36,321,391	\$ 39,732,282

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.

2022 Budget

Chief Librarian and CEO Office Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	2.00	2.00	2.00	2.00
Total Authorized Positions	2	2	2	2
Salaries and wages	\$ 228,026	\$ 224,994	\$ 224,994	\$ 224,994
FICA charges	15,087	17,212	17,212	17,212
Retirement contributions	18,242	17,999	17,999	22,949
Supplies	95	500	500	500
Mileage reimbursement expenses	92	1,500	500	1,500
Dues/membership/business Functions	290	1,000	1,000	1,000
Board of Trustees expenses	145	4,000	2,000	4,000
Board retreat	-	3,000	3,000	3,000
Training/Director's discretion	2,195	20,000	10,000	20,000
Other expenses	144	800	800	800
Total Chief Librarian and CEO Office	\$ 264,316	\$ 291,005	\$ 278,005	\$ 295,955

Public Services

Public Services Administration

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.

2022 Goals, Objectives, and Programs

Thematic Goal: Community Engagement

Components: Customer Service and Public Awareness

Community

Identify and build strong relationships with key community groups and organizations to provide opportunities to allow our patrons (and staff) to continue to grow, learn, socialize, express themselves, and collaborate.

Provide great customer service internally and externally.

Resources

Reconnect with the community and explore ways to provide services that are relevant to the community’s needs and resources that are accessible to all.

Launch Library system software RFP and migration.

Work to foster current partnerships and develop new ones.

Innovation/Creativity

Explore how library staff and resources can be used to innovate and create IN the community.

Seek and embrace alternative methods of service delivery to challenge the image of “libraries.”

Service

Embody PPLD’s Guiding Principles and Characteristics of Excellent Service.

Serve our community by being responsive to their diverse needs.

Focus on building information literacy skills to equip individuals to recognize misinformation.

Internal Staff

Develop staff to be well-rounded and highly engaged employees through ongoing holistic learning opportunities.

Maintain a supportive environment and work culture by encouraging healthy work habits, emphasizing self-care, and fostering a growth mind-set.

Build a greater awareness and understanding of strategic services and resources to improve their abilities to assist patrons.

GENERAL FUND

Accountability

Improve Patron and Staff perceptions of the value of our services
Continue to seek out efficient ways to operate buildings and provide service.
Plan for sustainability of resource content and accessibility.

Performance Measures

All Public Services will attempt to collect qualitative and quantitative data. Then, we will analyze the data and determine the impact of our programs/ services on the community.

Community Libraries Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	3,259,522	3,100,875	1,010,201	-4.9%	-67.4%
Circulation	5,568,028	6,188,886	3,327,699	11.2%	-46.2%
Reference Transactions	403,504	362,100	120,653	-10.3%	-66.7%
Room Reservations & Events	40,128	60,585	13,069	51.0%	-78.4%
Number of Curbside Transactions	-	-	144,984		

2022 Budget

PUBLIC SERVICES - Administrative Services Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	1.00	1.00	1.00	1.00
Total Authorized Positions	1	1	1	1
Salaries and wages	\$ 98,206	\$ 99,861	\$ 99,861	\$ 99,861
FICA charges	6,961	7,639	7,639	7,639
Retirement contributions	7,833	7,989	7,989	10,186
Supplies	269	1,000	1,000	2,000
Training	36	3,553	3,553	3,500
Dues	-	662	662	700
Mileage reimbursement expenses	2,856	1,000	1,000	1,000
Total Administration	\$ 116,161	\$ 121,704	\$ 121,704	\$ 124,886

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.

2022 Goals & Objectives:

Adult Services goals are community centered to improve our engagement with the public and support colleagues in our overall efforts to provide excellent customer service and experiences.

Community

Reconnect with the community to provide services that are relevant to the community’s needs. Learn their needs through engagement and outreach – considering and intentionally developing services and programs that connect with targeted populations such as the military community, religious/faith communities, immigrants, and people starting over.
Evaluate promoted resources for inclusive representation.

Resources

Develop improved public awareness of strategic services and resources. Find the right channels to build connections with and build advocacy among patrons who use the library both digitally and in person.

Innovation/Creativity

Adult Services seeks to collaborate internally and externally to provide opportunities for the community to understand and advocate for the library, engage on community initiatives, and advise on interests and needs of our community members.

Service

Intentionally incorporate Digital and Media Literacy into programming. Build strong connections with groups that provide services to immigrants to see what services should be offered to that population. Support ongoing mental health needs through informational programming and resources, and supportive activities intentionally developed to promote mental and emotional wellness.

Internal/Staff

Support colleagues on the frontlines to ensure they have a greater awareness and understanding of strategic services and resources to improve their abilities to assist patrons. Our goal would be to find creative ways to engage staff and support their individual and team goals in providing service to the public.

Accountability

Evaluate and balance community needs for in-person, virtual, and hybrid programs, classes, and events with staff and other resource capacity.

Develop internal tools/systems to improve efficient, consistent, and high-quality evaluation and implementation of programs, events, and other resources.

Performance Measures

GENERAL FUND

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Adult Reading Programs	3,092	3,016	3,354		
Adult Programs					
In-house	5,172	4,458	951		
Outside	864	976	1,010		
Virtual			203		
Total Adult Programs	6,036	5,434	2,164	-10.0%	-60.2%
Adult Program Attendance					
In-house	65,959	57,954	11,000		
Outside	10,550	13,566	6,628		
Life Virtual			4,998		
Total Adult Programs Attendance	76,509	71,420	22,626	-6.7%	-68.3%

2022 Budget

Adult Services Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	10.00	9.00	9.00	9.00
Total Authorized Positions	10	9	9	9
Salaries and wages	\$ 526,237	\$ 515,091	\$ 515,091	\$ 515,091
FICA charges	39,230	39,404	39,404	39,404
Retirement contributions	42,291	41,207	41,207	52,539
Supplies	443	1,500	1,500	1,500
IT supplies	-	1,500	1,500	1,500
Assistive Technology	825	3,000	3,000	-
Databases/online services	514,585	-	-	-
Programming				
Mountain of Authors	1,843	3,500	3,500	6,000
Library Explorers	997	65	65	-
Sign Language	1,638	-	-	-
Equity, Inclusion, Diversity	-	-	-	26,000
Adult Reading	15,682	20,630	20,630	14,000
Senior Services	2,322	-	-	-
All Pikes Peak Reads	-	23,500	23,500	23,500
Other	23,150	35,192	35,192	41,200
Movie licenses	10,469	10,958	11,458	11,472
Dues	1,870	2,846	2,846	2,901
Training	6,046	9,675	6,675	12,500
Mileage reimbursement expenses	473	3,500	1,000	3,500
Total Adult Services	\$ 1,188,101	\$ 711,568	\$ 706,568	\$ 751,107
Customer Service Team				
General supplies	\$ -	\$ 500	\$ 500	\$ 500
Total Adult Services	\$ 1,188,101	\$ 712,068	\$ 707,068	\$ 751,607

Family & Children’s Services (FCS)

<http://ppld.org/kids/programs>

Department Overview

Family and Children’s Services provides a welcoming environment for all families. Staff coordinate the District children’s activity to offer equitable and engaging services, resources, opportunities, and spaces for children and caregivers to explore, learn, create, and build relationships.



Goals, Objectives, and Programs

2022 District Objectives:

1. Expand Family Place Libraries throughout the District.
 - a. Add West Region location (Penrose and Cheyenne), and Southeast location (East)
 - b. Provide more Family Place playgroups, programs, and outreach
 - c. Change Grow a Reader Kits to Family Place Toy Circulating kits
 - d. Expand LENA Start to Family Place Libraries
 - i. Train more FCS staff to become LENA Start Coordinators
 - e. Update brochures for Family Place, Ready Set Read, Reach Out and Read, and bookmarks that provide tips for reading to babies, toddlers, and preschoolers
2. Meet the needs of everyone in our community.
 - a. Provide programs and services for our dual language speakers, children with dyslexia, non-traditional caregivers, teen parents, and other community organizations
 - b. Provide at least one Sensory Storytime within each Region
 - c. Work with locations to provide “before” hours for our families with autism and sensory processing disorders
 - d. Work with Communications to become “Sponsors” for family events in the community to promote PPLD Kids
3. Provide great customer service internally and externally.
 - a. Provide training and onboarding for new FCS staff throughout the District
 - b. Strengthen our Mentor program with new FCS staff
 - c. Provide more training on PPLD Kids & databases for teachers, librarians, and staff, particularly our PowerPass partners.

2022 Objectives for FCS Services:

- Create ERC program kits to circulate throughout the District
- Create more Maker programs for families
- Connect Lightning Lessons with Colorado State Standards
- Revamp Traveling STEAM kits to use as “Pop-Up” programs
- Transfer all documents from the Google Drive to SharePoint

2021 Accomplishments - Major Programs and Initiatives

1. Early Literacy: Prenatal Series completed three 6-week sessions, Story@home was created to help reach families unable to attend in-person story times, LENA Start was held virtually, Dial-a-Story recorded four lines weekly for 6 months and a fifth line, other language, every other week., Parenting Little Ones offered five-week sessions through the Family Place Libraries.

GENERAL FUND

2. Schools Engagement: Lightning Lessons that PPLD staff bring into elementary classrooms have been tied to Common Core Curriculum Standards, FCS staff attends schools Board Meetings.
3. Homeschool and Education Research Center (ERC): Homeschools Art Show had 51 submission and was held virtually. ERC that re-opened on a limited basis in April, contributed several ideas to this new service including a Survive the Quake activity, a Code and Go Mouse game.
4. Community Partnerships: Cheyenne Mountain Zoo, Parks and Recreation, Co Springs Utilities, Pioneer History Museum, Mining Museum, Dino Resource Center, Hispanic Business Council.

Overall: Continued to provide more awareness in diversity and inclusivity within programs and resources, select stories that portray diversity and inclusivity in early literacy programs.

Continuation from 2021:

- Continue to work with Collection Management, YAS, and Communications to expand PowerPass partnerships throughout school districts in El Paso. Work on two school districts a year, and revamp D11's partnership
- Develop a specific Tween, and Family Place webpage on our PPLD Kids website.
- Work with Communications to create Sensory Social Story Walk videos and booklets so children with sensory needs can view before visiting library locations and know what to expect at the library.

Performance Measures

FCS team reviews the annual objectives every quarter to ensure meeting the goals and evaluates statistics to determine whether a program/service should continue.

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Children's Programs					
In-house	5,632	5,196	963		
Outside	336	294	9		
Virtual			477		
Total Children's Programs	5,968	5,490	1,449	-0.8%	-73.6%
Children's Program Attendance					
In-house	141,047	140,586	20,699		
Outside	17,048	19,395	701		
Virtual			15,072		
Total Children's Programs Attendance	158,095	159,981	36,472	1.2%	-77.2%
Summer Reading Program	12,197	15,120	4,076	24.0%	-73.0%

*Public Programs - Children's (in-house) - This statistic measures the number of programs, and the corresponding attendance, for all programs directed towards children ages 0 - 12 conducted at a PPLD facility.

**Public Programs - Children's (outside) - This statistic measures the number of programs, and the corresponding attendance, for all programs directed towards children conducted at a non-PPLD facility such as a school.

***All programs were virtual between April and December 2020.



2022 Budget

Family and Children's Services Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	10.00	9.00	9.00	9.00
Total Authorized Positions	10	9	9	9
Salaries and wages	\$ 441,779	\$ 526,521	\$ 526,521	\$ 526,521
Temporary employee	-	-	-	2,500
FICA charges	31,863	40,729	40,729	40,729
Retirement contributions	35,262	40,307	40,307	51,391
Supplies	3,565	4,200	4,200	5,000
IT supplies	-	-	-	1,500
Database - Beanstack	-	6,815	6,815	6,850
Educational Resource Center	4,996	5,000	5,000	5,000
Programming costs	22,938	35,000	31,000	52,000
Spring break programming costs	6,170	4,000	4,000	6,000
Programming-Home School Engagement	2,488	2,500	2,500	2,500
Presenters	6,057	5,304	5,304	5,000
Stem programming	2,326	4,000	3,000	3,000
Make programming	1,901	4,892	3,892	3,000
Tween programming	2,276	4,487	4,487	3,000
LENA Start	-	-	-	20,100
Programming - All Pikes Peak Reads	-	-	-	6,000
Movie licensing	12,531	13,000	13,000	13,000
Early literacy programming	2,134	9,400	9,400	3,000
School Engagement	760	3,000	2,400	1,200
Dues	825	2,345	2,345	2,163
Training	3,365	16,955	10,955	12,000
Mileage reimbursement expenses	1,500	2,000	2,000	3,000
Summer Adventure party	25	4,500	3,500	6,250
Summer Adventure programming	23,552	25,632	25,632	30,000
Summer Adventure prizes	-	1,286	1,286	-
Total Children's Services	\$ 606,313	\$ 761,873	\$ 748,273	\$ 810,704

GENERAL FUND

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 10.5 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)

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	29,561	20,399	7,389	-31%	-63.8%
Circulation	18,282	16,001	7,029	-12.5%	-56.1%



2022 Budget

Regional History and Genealogy Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	10.50	10.50	10.50	10.50
Total Authorized Positions	14	13	13	13
Salaries and wages	\$ 517,363	\$ 540,987	\$ 540,987	\$ 540,987
Substitute pay	446	1,000	1,000	1,000
FICA charges	38,257	41,386	41,386	41,386
Retirement contributions	32,097	35,999	35,999	45,899
Supplies	838	3,000	3,000	3,000
Microform supplies	-	950	950	950
Archive supplies	632	4,197	4,197	3,046
Photo archive supplies	2,356	8,837	8,837	6,470
Consultant fees	-	2,000	-	6,000
Microfilming services	2,674	22,600	22,600	22,600
Bindery	10	8,526	8,526	5,000
Book mending	1,002	1,500	1,500	1,500
Dues	817	2,000	1,155	2,000
Training	3,968	17,060	3,500	17,046
Mileage reimbursement expenses	16	750	750	750
Symposium	2,565	5,000	5,000	5,000
Programming costs	1,256	17,675	6,400	14,800
Total Regional History and Genealogy	\$ 604,297	\$ 713,467	\$ 685,787	\$ 717,434

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.

Goals, Objectives, and Programs for 2022

- **Programming:** Creative Services will respond to community needs and work to provide programs with a focus on maker-centered learning and building community.
 - Work with Adult Education to continue providing and developing workforce development programs.
 - Continue the new Artist of the Knight series through the KCH, which has been very well-received. Adjust, change, and evolve as needed.
 - Continue to develop major programs: All Pikes Peak Makes, Repair Café, Maker in Residence, and Pikes Peak Poet Laureate.
 - Develop community builds.
 - Project-based learning opportunities for the creative spaces to encourage competency with the equipment.
 - Design challenges to encourage people to work on a problem, potential partnership opportunities with other makerspaces.
 - Experiment with different program opportunities to figure out what works.
 - Develop and work with other Library Service groups to provide culinary programming to go with the kitchen and the mobile kitchen kit.

- **Service:** Creative Services will work to provide opportunities for our patrons to grow and learn.
 - Provide a level of free consumables within the makerspaces to remove barriers access.
 - Consider additional ways to remove barriers to access of the creative spaces.
 - Continue building and maintain a robust and active community event schedule in the Knights of Columbus Hall.
 - Work with multiple Library Service departments to evaluate, maintain, and expand Discovery Kits to provide more access to learning opportunities at patrons' own convenience. Learning resources will also be developed to supplement the kits. Consider the possibility of marketing these two groups, and/or creating some kits that would really work well for groups/community building
 - To ensure consistent service across the creative spaces, continue the training initiative. Work with Human Resources to develop trainings that can be included in the learning plans for creative staff.
 - Continue supporting the spaces with staffing, adjusting space set up, accessibility, access (AI, more hours, unstaffed makerspaces)
 - Bring back the Local Music Project.

GENERAL FUND

- Work to ensure the new kitchen responds to community needs.
- Partnerships: Creative Services will work to foster current partnerships and develop new ones with appropriate groups.
 - Continue to focus on existing community partnerships as well as develop and foster new partnerships to expand the reach and impact of KCH's role in the community.
 - Work to maximize our partnership with the Manitou Art Center to provide makerspace services in a new area of our community.
 - Pursue partnerships to leverage resources for workforce development.
 - Continue to develop and foster partnerships for large community events, like All Pikes Peak Makes and Repair Café.
 - Pursue partnerships for community builds.
 - Attend outreach events to search for potential partnerships.

Performance Measures

We will be looking at program attendance, but also working to gather qualitative information from patrons using the spaces and attending the programs. We hope to see new people using the makerspaces with the addition of some free consumables, taking away one of the barriers to use.

2022 Budget

Creative Services Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	5.00	7.00	7.00	7.00
Total Authorized Positions	5	7	7	7
Salaries and wages	\$ 255,268	\$ 364,853	\$ 364,853	\$ 364,853
FICA charges	19,170	274,911	274,911	27,911
Retirement contributions	20,419	29,188	29,188	37,215
Supplies	1,130	2,000	2,000	13,500
IT supplies	-	500	-	500
Databases	4,050	4,800	4,800	8,400
Laundry services	-	5,500	-	-
Repairs - Makerspace	749	10,000	5,000	10,000
Repairs - Studio	-	5,000	2,500	5,000
Repairs - Kitchen	156	5,000	5,000	5,000
Software licenses	-	3,800	3,800	3,800
Maker artists	5,672	3,300	-	6,600
Programming	7,812	49,064	34,064	50,900
Dues	724	1,305	1,305	1,305
Training	1,924	7,680	4,680	12,080
Mileage reimbursement expenses	302	5,050	2,050	4,000
Total Creative Services	\$ 317,376	\$ 771,951	\$ 734,151	\$ 551,064

Knights of Columbus Hall (KCH)

Department Overview

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

Goals, Objectives, and Programs for 2022

KCH's primary service objective for 2022 will be to build and expand upon the reopening of the building in Summer of 2021. We anticipate that public gatherings and events will be able to approach their pre-pandemic state in 2022 in the United States and will be similarly reflected in KCH's attendance and usage. Goals and objectives are included in the CrS document uploaded in that folder.

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 has a wide range of potential applications in our region. We will build upon the groundwork of 2021 to help KCH reach its fullest potential.

Innovation/Creativity

The mission of KCH is to provide support to the creative, business, and educational communities, amongst others. KCH will provide space for art, music, and theater performances, and continue to develop its virtual components to provide another pipeline for innovative service.

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 all who would like to use it.

Internal

Staff

KCH has brought a Creative Services floater on board in 2021 who will spend a fair portion of their work week working with events in the building. KCH management intends on honing and refining the teamwork and communication necessary to provide professional and excellent service to those who use our space. Staff is also involved in honing their media production skills to provide professional and unique content featuring area creatives.

Accountability

KCH is currently equipped well enough to fulfill its mission once we can host public events. KCH management would like to preserve many of the historical aspects of the building in 2022, both to present a fantastic environment for our patrons, as well as ensure that KCH will contribute to the overall beauty of downtown Colorado Springs.

Performance Measures

The recording and reporting of user statistics will be the primary benchmark needed to determine when these goals will be met. These will give us direct feedback in how steadily and consistent our growth and community engagement will be in 2022.

GENERAL FUND

KCH will also continue to pursue community partnerships with other organizations in the Pikes Peak Region. By expanding our partnerships, we can determine our impact on other community-oriented businesses and non-profits.

We anticipate that the budgeting process will assist us in making measurable improvements to the existing building to help preserve its historical beauty and integrity.

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	1,595	1,051	235	-34.1%	-77.6%

2022 Budget

Knights of Columbus Hall Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	1.00	1.00	1.00	1.00
Total Authorized Positions	1	1	1	1
Salaries and wages	\$ 54,452	\$ 56,264	\$ 56,264	\$ 56,264
FICA charges	4,085	4,304	4,304	4,304
Retirement contributions	4,359	4,501	4,501	5,739
Supplies	153	3,000	-	3,000
Maintenance equipment	-	1,000	250	1,000
Programming	240	-	-	-
Total Administration	\$ 63,289	\$ 69,069	\$ 65,319	\$ 70,307

Creative Services Summary

Creative Services Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	6.00	8.00	8.00	8.00
Total Authorized Positions	6	8	8	8
Creative Services	\$ 317,376	\$ 771,951	\$ 734,151	\$ 551,064
Knights of Columbus Hall	63,289	69,069	65,319	70,307
Total Creative Services	\$ 380,665	\$ 841,020	\$ 799,470	\$ 621,371

Young Adult Services (YAS)

Department Overview

The department has developed best practices for centralized programming and are working on expanding into more services. One of the ways we plan to expand is by doing more outreach. We have many requests to collaborate with other Services and support Library Branches.

Goals, Objectives, and Programs

- Outreach to ages 12-24 has a meaningful impact. We are currently at capacity with what we can offer. This Senior Library Associate will have many outreach responsibilities and support our outreach librarian. Specifically, meeting the 19–24-year-old patrons where they are. We will collaborate with Adult Services to reach this age group.
- Work with other services to expand our reach in the community. YAS and Adult Education have a lot of potential to reach the 18–24-year-old age group because we can work together to provide career readiness skills and opportunities. YAS and Regional History and Genealogy have potential to work to connect teen volunteers with seniors and record oral histories.
- Expanding services to ages 18-24. We are currently offering a few targeted programs, but do not have capacity to expand those programs and other services.
- Promote use and understanding of all library resources – especially library databases.
- More flexibility for covering programs when branch staff are not available.
- Collaborating with Human Resources to further develop a robust teen volunteer program.
- Strategic Focus of Community: Develop and deepen relationships with community members ages 18-24 and community organizations that serve that age group.
- Strategic Focus of Innovation/Creativity: Further develop the volunteer program to become a Pikes Peak Workforce approved volunteer site by teaching career skills. Work with RH&G to preserve local history. Collaborate with Creative Services to teach young adults skills that will help them become productive, successful adults.
- Strategic Focus of Service: Develop services that set standards for the library profession concerning evidence-based programming that is for young adults.

More details

- Outreach (expanded and new)
 - Conduct programs off-site at partner locations
 - Expanded outreach for the 19–24-year-old age range
 - Connect with and work with a wider range of community organizations
 - Support for Outreach Librarian (scheduling, leading outreach, training staff)
- Services and Programming (expanded and new)
 - Develop and expand evidence-based services
 - Collaborate with Universities to research, develop, and evaluate programs and services
 - Partner with Library Research Service at the Colorado State Library to develop evaluations that demonstrate the impact our services and programs have on young adults.
 - Focus on learning outcomes
 - Local, state, national initiatives
 - Writing contests
 - Passive programs
- Volunteer Program
 - Streamline volunteer process

GENERAL FUND

- Develop and oversee Teen Advisory Board guidelines
- Develop and oversee District-wide Young Adult Advisory Board
- Work with Human Resources to ensure consistency and adhering to library policy
- Regularly staff a teen service point every week

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Young Adults Programs					
In-house	1,065	1,121	184		
Outside	271	232	28		
Virtual			84		
Total Programs	1,336	1,353	296	1.3%	-78.1%
Young Adults Program Attendance					
In-house	10,501	9,825	1,202		
Outside	7,186	6,018	538		
Virtual			1,784		
Total Program Attendance	17,687	15,843	3,524	-10.4%	-77.8%
Summer Reading Program	2,058	2,321	719	12.8%	-69.0%

2022 Budget

Young Adult Services Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	6.00	6.00	6.00	6.00
Total Authorized Positions	6	6	6	6
Salaries and wages	\$ 314,964	\$ 326,373	\$ 326,373	\$ 326,373
Work study	2,086	2,644	2,144	3,500
Internship costs	-	2,856	2,856	4,500
FICA charges	23,424	24,968	24,968	24,968
Retirement contributions	25,175	26,110	26,110	33,290
Supplies	1,160	4,960	4,460	10,600
IT supplies	-	1,500	1,500	2,500
Programming	5,744	36,800	31,800	45,750
Presenters	5,395	10,000	5,000	12,000
Programming - Summer	13,270	16,001	10,001	-
Programming - snacks	-	2,000	1,750	6,000
Programming - Yule Ball	-	3,000	-	3,000
Programming - fashion	-	-	-	1,000
Summer Adventure prizes	-	5,000	4,500	16,850
Dues	1,349	1,970	1,970	1,558
Training	10,665	12,595	8,595	16,000
Mileage reimbursement expenses	494	4,800	3,300	5,400
Total Young Adult Services	\$ 403,726	\$ 481,577	\$ 455,327	\$ 513,289

GENERAL FUND

Adult Education (AE)
<https://ppld.org/adult-education>

Department Overview

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

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

Goals, Objectives, and Programs

- Our objective is to always meet our Measurable Skills Gain which is now at 38%. The Measurable Skill Rate is required by the Colorado Department of Education for all AEFLA funded adult education programs. Our program receives AEFLA funds so we must ensure we meet this skill level. What it really means to us is we assess a student as they enter our program. After 40 hours of instruction, we give the student a post-assessment, and if the student's skills increased to a new level, they have reached the measurable skill gain. It ensures our program is successfully supporting our students.
- Adult Education meets the community need in the strategic plan. We provide a free education and workforce preparation to those who have been left behind. According to the Colorado Department of Education, "adults that did not graduate high school have an unemployment rate of 6.4 percent and \$23,004 in median earnings; adults that graduated high school have an unemployment rate of 4.8 percent and \$30,568 in median earnings: Adult Education Initiatives | CDE (state.co.us).

Performance Measures

Our measurement is done through our pre- and post-assessments of our students. A measurable skill gain means a student increases their skill level in the post-assessment. We have a database provided by the state that tracks these measures. We record student hours, post-test them after 40 hours of work. Even though the Colorado Department of Education requires a Measurable Skill Gain of 38%, our department goal is to surpass our 2020-21 MSG of 43% by reaching MSG 45%.

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Adult Learner Enrollments	1,167	1,269	673	8.7%	-47.0%
Volunteers	80	60	27	-25.0%	-55.0%
Hours given by volunteers	4,479	5,090	496	13.6%	-90.3%
ESL Learner Enrollments	313	244	125	-22.0%	-68.7%
GED Learner Enrollments	211	165	54	-21.8%	-67.3%
Career Online High School	62	29	31	-53.2%	6.9%

2022 Budget

Adult Education Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	7.00	7.00	7.00	7.00
Total Authorized Positions	7	7	7	7
Salaries and wages	\$ 198,971	\$ 350,542	\$ 350,542	\$ 350,542
Salaries and wages paid by grant	-	(75,572)	(75,572)	(77,839)
Substitute pay	387	-	-	1,000
FICA charges	14,240	26,816	26,816	26,816
Retirement contributions	22,395	28,043	28,043	35,755
Supplies	1,127	3,000	3,000	3,000
Databases	17,890	20,000	20,000	20,000
Training	7,419	12,000	12,000	12,000
Mileage reimbursement expenses	761	2,000	2,000	2,000
Software	1,006	5,000	5,000	5,000
Translation	-	300	300	300
Dues	120	-	-	-
On line high school program expenditures	-	38,000	38,000	25,000
Volunteer program	488	2,000	2,000	2,000
Total Adult Education	\$ 264,804	\$ 412,129	\$ 412,129	\$ 405,574

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.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Inventory of Online Catalog					
Audio Visual	149,921	136,350	122,314	-9.1%	-10.3%
e Inventory	212,867	316,965	338,916	48.9%	6.9%
Print Materials	684,908	658,014	630,270	-3.9%	-4.2%
Total	1,047,696	1,111,329	1,091,500	63.1%	-1.8%
Circulation					
Physical Items	5,569,750	6,190,370	3,328,521	11.1%	-46.2%
OverDrive	1,681,835	1,976,428	2,430,575	17.5%	23.0%
Other	78,683	107,875	106,963	37.1%	-0.85%
Total Circulation	7,330,268	8,274,673	5,866,059	12.9%	-29.1%

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Inventory by Classification					
e Inventory	212,867	316,965	338,916	48.9%	6.9%
Children’s Materials	274,363	263,407	256,073	-4.0%	-2.8%
Young Adult Materials	27,047	25,446	22,598	-5.9%	-11.2%
Adult Materials	533,419	505,511	475,436	-5.2%	-5.9%
Total Inventory	1,047,696	1,111,329	1,093,023	6.1%	-1.6%

2022 Budget

Collection Management Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	23.52	23.77	23.77	23.77
Total Authorized Positions	25	25	25	25
Salaries and wages	\$ 1,185,635	\$ 1,224,791	\$ 1,224,791	\$ 1,238,290
Substitute pay	441	4,500	2,500	6,500
FICA charges	87,723	94,729	94,729	94,729
Retirement contributions	86,195	93,307	93,307	118,967
Supplies	20,465	86,288	86,288	43,000
Processing supplies	59,106	80,000	80,000	80,000
Cataloging services	34,274	40,000	40,000	40,000
Library material purchases	4,031,641	4,154,107	4,154,107	4,001,067
Microforms	-	5,000	5,000	5,000
Periodicals	108,291	110,000	110,000	110,000
Serials	13,459	25,000	25,000	25,000
Databases/online services	(44,717)	451,849	451,849	538,252
Title Source software/Web Dewey BCR	1,826	2,000	2,000	2,000
ILS maintenance	217,691	232,000	232,000	235,500
ILS other expenditures	8,501	38,000	38,000	38,000
Courier services costs	185,922	216,476	216,476	220,000
Dues	582	1,000	250	1,000
Training	13,341	11,000	11,000	11,000
Collection agency charges	5,853	-	-	-
Mileage reimbursement expenses	658	2,000	2,000	2,000
Total Collection Management	\$ 6,016,887	\$ 6,872,047	\$ 6,869,297	\$ 6,810,305

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.

Performance Measures

Put measures in place to maintain diverse collection, such as identifying and designating core collection to prevent routine weeding of diverse titles; selection and implementation of ILS based on ILS RFP decision; focused assessment of research databases and exploration of content options.

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Items loaned to other libraries	14,677	16,858	8,834	14.9%	-47.6%
Items borrowed from other libraries	39,230	34,808	17,279	-11.3%	-50.4%

2022 Budget

Interlibrary Loan Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Work study costs	\$ 1,903	6,000	607	6,000
Supplies	2,284	5,000	727	5,000
Processing supplies	2,719	5,000	1,060	5,000
Subscription - Illiad	-	-	-	17,000
OCLC online charges	45,014	45,014	45,014	46,000
State-wide courier contract	7,654	8,000	6,842	10,000
ILL borrowing expenses	1,202	6,000	1,794	6,000
Total Interlibrary Loan	\$ 60,776	\$ 75,014	\$ 56,044	\$ 95,000

Collection Management Summary

Collection Management Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	23.52	23.77	23.77	23.77
Total Authorized Positions	25	25	25	25
Collection Management	\$ 6,016,887	\$ 6,872,047	\$ 6,869,297	\$ 6,810,305
Interlibrary Loan	60,776	75,014	56,044	95,000
Total Collection Management Summary	\$ 6,077,663	\$ 6,947,061	\$ 6,925,341	\$ 6,905,305

Diversity, Equity & Inclusion (DEI)**Department Overview**

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.

Goals, Objectives, and Programs**Goals #1: Add Sustainable Value for our PPLD Staff**

- Improve PPLD Staff perception of the values of the district's stewardship
 - Ensure DEI is an integral part of the PPLD Organizational structure by creating and empowering a Diversity Committee.
 - Write a Semi-annual DEI Review due the second and fourth quarters

Goals #2: ADA Programs

- Improve PPLD Staff and community perception of the technology, equipment, training, and outreach available to the ADA community
- Title II of the ADA covers PPLD in providing equal access to Library assets, programs, services and activities for patrons and staff with disabilities
- Review self-checkout-stations for accessibility (blue light issues, text to speech/speech to text capability, etc.) Review self-self-stations for blue light issues
- Collaborate with HR increase BIPOC representation in specific Equal Employment Opportunity (EEO) Job

Goals #3: Build and strengthen Patron Relationships

- Improve Patron perceptions of the value of our services
 - Diversity keeps us healthy physically, financially, professionally, and emotionally. It leads to innovation and creativity. When we live, work, and play in culturally diverse communities we are healthier, and that is why we need diversity. Ethos encouraging all members to value and respect the experience, knowledge, and skills of the people around them.
 - Publicize DEI activities in PPLD Newsletter, Intranet website, news releases, displays and brochures.

Goal #4: Contribute to Community Engagement (Outreach) Goals

- Identify and build strong relationships with key community groups and organizations.
 - Community outreach is about giving, contributing, and helping those who cannot help themselves. Community outreach also allows us to influence younger generations to give back to the community. It helps the community grow in a substantial way. Not only does it make you feel good, but it brings the community together as a whole.
 - Presentations (education).
 - Partner with Adult Services to share best practices with local groups interested in diversity programs
 - Visibly support established community goals and programs.
 - Attend Seminars/Conferences
- Improve the community perception of PPLD corporate citizenship
 - Build awareness about our corporate citizenship
 - Marketing PPLD DEI efforts.
 - Conduct external presentations using Diversity Ambassadors program.
 - Provide DEI related materials, resources, and support to our community:

Goal #5: Diversity Return on Investment (DROI)

- Return on Diversity Equity and Inclusion Investment

GENERAL FUND

- DEI supports organizational growth and productive organization and is key in making DEI effective. It enriches the workforce and expands the business imperative for an organization’s commitment to its patrons, workforce, community outreach, philanthropy, supplier base and global community. This is also a catalyst for better return on investment in (ROI) human capital.
- Identify measures
 - Define the goal
 - Define resources needed to accomplish the goal
 - Does the goal have leadership approval?
 - Do the goals align with PPLD mission and vision?
 - This goal helps to make the business case for any initiatives an organization may have. That said organizations cannot claim definitively measures of exact DROI and should be approached with caution. Given the rich complexity of the type of DROI, it cannot always be relegated to hard data.
 - Effective DRIO measures and processes can provide invaluable information to support key business imperatives.
 - Being successful with DEI means nurturing a culture in which all people are productive, happy, and successful.

Performance Measures

- Conduct a Collection Audit in conjunction with Collection Management
- Analyze and submit findings of surveys, audits to Sr. Leadership to include how and when feedback is distributed from reviewed data
 - Measure diversity effort’s impact, cost, and change
 - Ensure that the surveys are diverse across the district
- Link DEI efforts to the strategic goals and objectives of the organization
- Develop internal and external diversity reporting systems
- Ensure that staff are included in DEI education and activities (include educational opportunities for hourly staff).

2022 Budget

Diversity, Equity and Inclusion Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	-	3.00	3.00	3.00
Total Authorized Positions	-	3	3	3
Salaries and wages	\$ -	\$ 181,917	\$ 181,917	\$ 181,917
Work study costs	-	5,000	5,000	5,000
FICA charges	-	13,917	13,917	13,917
Retirement contributions	-	14,553	14,553	18,556
Supplies	-	2,000	2,000	2,000
IT supplies	-	1,500	1,500	1,500
Diversity, Equity, Inclusion	-	11,750	11,750	15,000
Programming	-	2,000	2,000	20,000
Library Explorers	-	5,000	5,000	-
Sign language	-	3,000	3,000	-
Senior Services	-	3,000	3,000	-
Dues	-	500	500	2,000
Training	-	3,000	3,000	4,000
Mileage reimbursement expenses	-	1,500	1,500	1,500
Total Diversity, Equity and Inclusion	\$ -	\$ 248,637	\$ 248,637	\$ 265,390

Library Services Summary**2022 Budget**

Library Services Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	73.02	76.27	76.27	76.27
Total Authorized Positions	78	80	80	80
Adult Services	\$ 1,188,101	\$ 712,068	\$ 707,068	\$ 751,607
Children's Services	606,313	761,873	748,273	810,704
Regional History and Genealogy	604,297	713,467	685,787	717,434
Creative Services	380,665	841,020	799,470	621,371
Young Adult Services	403,726	481,577	455,327	513,289
Adult Education	264,804	412,129	412,129	405,574
Collection Management	6,077,663	6,947,061	6,925,341	6,905,305
Diversity, Equity and Inclusion	-	248,637	248,637	265,390
Total Library Services	\$ 9,525,569	\$ 11,117,832	\$ 10,982,032	\$ 10,990,674

GENERAL FUND

Regional Library Services

West Region

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.

West Region Administration

Goals and Objectives for 2022

Strengthen relationships with community organizations through development of existing and new partnerships (including Manitou Art Center, Downtown Partnership, DART, shelters, and others).

Develop methods of reaching those communities that we are not currently serving (asset mapping).

Staff and team development – maintaining a supportive environment and work culture (training checklist, PIC training)

Develop new ways of working regionally (programs, scheduling, team management, Penrose Garden)

West Region - Administration Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	3.50	4.00	4.00	4.00
Total Authorized Positions	4	4	4	4
Salaries and wages	\$ 118,243	\$ 194,147	\$ 194,147	\$ 194,147
Substitute pay	-	4,000	4,000	4,000
FICA charges	8,855	14,852	14,852	14,852
Retirement contributions	9,462	15,532	15,532	19,803
Supplies	-	1,000	1,000	1,000
IT supplies	3,034	8,000	2,000	8,000
Programming	135	-	-	-
Dues	1,249	3,744	3,244	3,744
Training	4,161	11,000	7,000	19,143
Mileage reimbursement expenses	2,139	5,000	3,500	5,000
Total Administration	\$ 147,278	\$ 257,275	\$ 245,275	\$ 269,689

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 several unique services are provided out of Penrose including the law collection, the non-profit resource center, and extensive business resources. A primary focus of Penrose is to provide connection and community resources to patrons, as Social Services for the district is based at Penrose.

Goals, Objectives, or Programs for 2022

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

2022 Objectives

- Excellent customer service in all interactions with patrons and staff creating a vibrant patron experience and working environment.
 - Strategic Focus
 - Community
 - Resources
 - Service
 - Internal – Staff
- Consistent engaging resources and community connection opportunities that meet the public's interests and needs.
 - Strategic Focus:
 - Community
 - Resources
 - Innovation/Creativity
 - Service
- Training and resource sharing to support all staff working with patrons and the community.
 - Strategic Focus
 - Service
 - Internal – Staff
 - Accountability
- Develop a supportive, safe, and communicative atmosphere through training and dialogue among staff and patrons.
 - Strategic Focus:
 - Community
 - Resources
 - Service
 - Internal- Staff

Timeline & Plan to support Objectives

Consistent engaging resources and community connection opportunities that meet the public's interests and needs.

GENERAL FUND

- 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.

Excellent customer service in all interactions with patrons and staff creating a vibrant patron experience and working environment.

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

Training and resource sharing to support all staff working with patrons and the community.

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

Develop a supportive, safe, and communicative atmosphere through training and dialogue among staff and patrons.

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

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Patron Visits	570,563	605,041	138,971		
Circulation	626,308	577,467	280,922		
Reference Transactions	74,880	69,302	28,886		
Room Reservations & Events	4,932	7,922	1,679		

2022 Budget

Penrose Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	16.64	29.76	29.76	29.76
Total Authorized Positions	21	42	42	42
Salaries and wages	\$ 692,848	\$ 1,129,286	\$ 1,129,286	\$ 1,129,286
Substitute pay	6,830	-	-	-
FICA charges	51,975	86,390	86,390	86,390
Retirement contributions	44,407	61,585	61,585	78,520
Supplies	5,012	8,000	6,000	8,000
Family Place supplies	-	-	-	2,000
Programming	351	1,750	1,500	1,750
Total Penrose Library	\$ 801,423	\$ 1,287,011	\$ 1,284,761	\$ 1,305,946

Circulation - Penrose Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	11.07	-	-	-
Total Authorized Positions	17	-	-	-
Salaries and wages	\$ 307,571	\$ -	\$ -	\$ -
Substitute pay	4,021	-	-	-
FICA charges	23,148	-	-	-
Retirement contributions	14,685	-	-	-
Total Circulation - Penrose Library	\$ 349,425	\$ -	\$ -	\$ -

Shelving - Penrose Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	2.33	-	-	-
Total Authorized Positions	5	-	-	-
Salaries and wages	\$ 82,386	\$ -	\$ -	\$ -
Substitute pay	37	-	-	-
FICA charges	6,275	-	-	-
Total Shelving - Penrose Library	\$ 88,698	\$ -	\$ -	\$ -

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, and Programs

Turning Outward will be the over-arching theme for us in 2022. We will look out into our community, beyond the walls of the library to reconnect with patrons and non-users by reestablishing and establishing opportunities for partnership and collaboration. "Turning Outward," can also happen inside the walls of the branch as we refocus our attention to PPLD's Guiding Principles and Characteristics of Excellent Service. Our goals will be Customer Service (in alignment with PPLD over-arching goal); Community Connections; and we will continue to develop and strengthen our focus on Diversity efforts. Our over-arching goal will also give us room to continue expanding regional relationships and deepening our understanding of district offerings and services. Turning Outward will also mean we may have to get uncomfortable and "unlearn" methods of service we were taught that are no longer sustainable in a 21st century and post-pandemic library. We will be ready to bring back our larger events (or post-pandemic iterations) --Culture Fest, Chalk Festival, and Food Faire. The past few years, Cheyenne Mountain Library, has taken steps to pave the way for establishing our location as a Family Place Library by focusing on redeveloping our children's area to have better spaces available for play, implementing this in 2022 will also help further our goals for Turning Outward. While the pandemic seemed to put some lives at a standstill, development of our service area did not stop and is having a profound impact on our residents and business owners. Urban Renewal efforts continue to have an impact on the community we serve.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Patron Visits	208,806	187,376	70,776		
Circulation	374,674	421,297	234,309		
Reference Transactions	43,113	25,442	14,558		
Room Reservations & Events	1,230	2,181	423		

2022 Budget

Cheyenne Mountain Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	9.70	9.98	9.98	9.98
Total Authorized Positions	13	13	13	13
Salaries and wages	\$ 371,616	\$ 402,111	\$ 402,111	\$ 402,111
Substitute pay	9,700	-	-	-
FICA charges	28,453	30,761	30,761	30,761
Retirement contributions	17,625	22,744	22,744	28,998
Supplies	3,192	5,000	5,000	5,000
Family Place supplies	-	-	-	12,000
Programming	-	500	500	800
Total Cheyenne Mountain Library	\$ 430,586	\$ 461,116	\$ 461,116	\$ 479,670

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

1. Continue to Build Partnership with the Manitou Art Center

Strategic Foci: Community, Resources, Service, Internal-Staff, Customer Service, Accountability

Though the partnership is well-established, every day brings new questions and possibilities that help to shape how we work with the MAC staff, and how our policies and procedures interlace. The ultimate objective with this goal is to bring a seem less experience to patrons of the Library who also use MAC resources through our partnership.

2. Team Development

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

With a largely new team, most having not been employed by the District for more than one year, work on team development and integration into their roles is key to bringing customer service to the foreground.

3. Outreach

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

The Manitou Springs Library is in a pivotal point where outreach to the community is very important. Navigating the prospective new library expansion in the historic Carnegie will necessitate a nuanced community voice.

We wish to be better able to reach and serve our community, who have been without library services much longer than other locations in the district. The move has been controversial, and outreach will help assist us in finding patrons where they are and showcasing the beauty of this new partnership.

Increased door stats; increased MAC membership use; increased positive feedback from the community. Whether we can adequately cover desks while staff are out attending outreach and programs.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	47,982	46,226	6,978	-3.7%	-84.9%
Circulation	40,953	52,330	19,148	27.8%	-63.4%
Reference Transactions	5,703	8,032	1,375	40.8%	-82.9%
Room Reservations & Events	-	167	104		-37.7%

2022 Budget

Manitou Springs Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	4.20	5.20	5.20	5.20
Total Authorized Positions	6	7	7	7
Salaries and wages	\$ 147,125	\$ 225,709	\$ 225,709	\$ 225,709
Substitute pay	4,375	-	-	-
FICA charges	11,456	17,267	17,267	17,267
Retirement contributions	8,284	11,520	11,520	14,688
Supplies	1,754	5,500	5,500	5,500
Makerspace consumables	-	3,500	3,500	3,500
Programming costs	15	700	700	700
Total Manitou Springs Library	\$ 173,009	\$ 264,196	\$ 264,196	\$ 267,364

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 for 2022

In 2020 and 2021, Old Colorado City Library staff underwent many changes due to the pandemic, a two-month closure for building upgrades, and an almost 50% FTE staff turnover rate. Because of this, 2022 will be a year of staff and team development both locally and regionally, an infrastructure clean-up to remove unused or out-of-date materials, as well as a year of outreach to strengthen new and existing relationships with community partners.

Goal 1: Build a highly proficient and collaborative staff team that embodies PPLD's Guiding Principles and Characteristics of Excellent Service.

We will heavily utilize Bridge to develop learning plans and track learning progress. Staff learning assessments will be developed in collaboration with HR staff and will be administered at the beginning and end of training to assess our starting baseline and progress.

Focus: Community, Resources, Service, Internal-Staff, Customer Service, Accountability

Goal 2: Look back, so we can look forward. Deep clean our physical and digital spaces so that we are better stewards of time and resources.

We will outline the core project sections and will develop a project timeline for each task. Success will be based upon completion of the task sections according to the established timeline.

Focus: Accountability, Internal-Staff

Goal 3: Renew community relationships and find new opportunities to bring library services to Old Colorado City and the Westside neighborhoods.

we will establish an initial baseline of OL's existing partnerships and community collaborations, and will track how much partnership growth occurs from January to December.

Focus: Customer Service, Community, Resources, Service

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	143,888	133,306	42,935	-7.6%	-67.8%
Circulation	193,591	220,319	120,102	13.8%	-45.5%
Reference Transactions	12,372	13,184	4,590	6.6%	-65.2%
Room Reservations & Events	618	985	242	59.4%	-75.4%

2022 Budget

Old Colorado City Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	8.90	8.90	8.90	8.90
Total Authorized Positions	11	11	11	11
Salaries and wages	\$ 347,007	\$ 356,608	\$ 356,608	\$ 356,608
Substitute pay	2,146	-	-	-
FICA charges	26,156	27,280	27,280	27,280
Retirement contributions	21,557	21,885	21,885	27,903
Supplies	3,541	6,000	4,000	4,500
Programming costs	116	500	500	500
Total Old Colorado City Library	\$ 400,523	\$ 412,273	\$ 410,273	\$ 416,791

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 schoolhouse, which with its fireplace, has one of the best library feels in the Library District. Dedicated to its Ute Pass patrons, many who commute to work in Colorado Springs, or are retired older adults, the 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, and Programs**1: Capitalize on the Ute Pass Connections to Community**

Ute Pass Library has a very strong relationship with the Community in Cascade, and in surrounding areas. We will continue to strengthen this connection through resource offerings and programs. One of our most important connections at Ute Pass is the active, and passionate Friends of the Library group that support the branch.

Strategic Foci: Community, Resources, Service, Internal-Staff, Customer Service, Accountability

2: Team Development

In sharing staff with the Manitou Springs Library, who is largely new team, most having not been employed by the District for more than one year, work on team development and integration into their roles is key to bringing customer service to the foreground.

Strategic Foci: Community, Resources, Service, Internal-Staff, Customer Service, Accountability

3: Building Care

In being one of PPLD's smaller branches, additional care will be brought to bear when considering keeping its spaces clean, orderly and in line with our high customer service expectations.

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

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	20,370	17,983	7,341	-11.7%	-59.2%
Circulation	27,973	26,234	18,434	-6.2%	-29.7%
Reference Transactions	4,169	4,986	2,136	19.6%	-57.2%
Room Reservations & Events		114	71		-37.7%

2022 Budget

Ute Pass Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	1.35	1.35	1.35	1.35
Total Authorized Positions	2	2	2	2
Salaries and wages	\$ 33,031	\$ 54,865	\$ 54,865	\$ 54,865
Substitute pay	4,689	-	-	-
FICA charges	2,793	4,197	4,197	4,197
Supplies	-	2,250	2,250	2,250
Programming costs	-	500	500	500
Total Ute Pass Library	\$ 40,513	\$ 61,812	\$ 61,812	\$ 61,812

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, and Programs

Providing resources and opportunities that impact individual lives and build community. Mobile Libraries will continue to seek stops in underserved areas and seek patrons who are not library users through routinely scheduled stops as well as outreach opportunities.

1. Safe driving

Restructuring the department so that Mobile Library Services has a representative for each PPLD Service relevant to branch work- Adult Services, Creative Services, DEI, Family and Children Services, and Young Adult Services.

2. Maintain a route and outreach schedule responsive to the community’s growth and needs

Maintain a route schedule responsive to the district’s needs

3. Participate in events designed to build community

4. Continued team building

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	40,522	38,721	19,570	-4.4%	-49.7%
Circulation	148,384	148,737	92,155	0.2%	-38.0%
Reference Transactions	1,719	1,424	768	-17.2%	-46.1%

2022 Budget

Mobile Library Services Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	9.15	9.15	9.15	9.15
Total Authorized Positions	13	13	13	13
Salaries and wages	\$ 365,438	\$ 382,148	\$ 382,148	\$ 382,148
Substitute pay	6,125	-	-	-
FICA charges	26,869	29,234	29,234	29,234
Retirement contributions	17,268	18,098	18,098	23,075
Supplies	2,325	1,850	1,850	1,850
Programming costs	1,086	1,100	1,100	1,100
Training	4,622	5,225	5,225	5,000
Other expenditures	730	1,200	1,200	1,200
Total Mobile Library Services	\$ 424,463	\$ 438,855	\$ 438,855	\$ 443,607

West Region Summary

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	1,032,131	1,028,653	286,806	-0.3%	-72.1%
Circulation	1,411,883	1,446,384	765,070	2.4%	-47.1%
Reference Transactions	141,956	122,370	52,313	-13.8%	-57.3%
Room Reservations & Events	6,780	11,369	2,585	67.7%	-77.3%

2022 Budget

West Region Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	66.84	68.34	68.34	68.34
Total Authorized Positions	92	92	92	92
Administration	\$ 147,278	\$ 257,275	\$ 245,275	\$ 269,689
Penrose Library	801,423	1,287,011	1,284,761	1,305,946
Circulation - Penrose Library	349,425	-	-	-
Shelving - Penrose Library	88,698	-	-	-
Cheyenne Mountain Library	430,586	461,116	461,116	479,670
Old Colorado City Library	400,523	412,273	410,273	416,791
Manitou Springs Library	173,009	264,196	264,196	267,364
Ute Pass Library	40,513	61,812	61,812	61,812
Mobile Library Services	424,463	438,855	438,855	443,607
Total West Region	\$ 2,855,918	\$ 3,182,538	\$ 3,166,288	\$ 3,244,879

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, and Programs

Southeast Region's top priority will be to continue to safely provide excellent service to patrons and staff. We also intend to maintain a high level of community engagement including embracing new ways to do outreach and network.

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 developing an in-depth knowledge of community resources and reflecting our communities in how we serve them.

Resources

Explore ways for our resources to be accessible to all, lean into the newly created DEI Service to evaluate services, spaces, accessibility, resources, and community connections. Continue looking into ways outside spaces can be used at all Southeast locations. Innovation/Creativity - Continue to challenge staff to innovate their processes and find efficiencies. Explore how library staff and resources can be used to innovate and create IN the community. Work with Regional History & Genealogy to build up the Southeast story in our collection and resource.

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. Embrace alternative methods of service delivery to challenge the image of "libraries."

Internal-Staff

Provide professional development opportunities to staff to develop well-rounded and highly engaged employees. Create nurturing work environments by encouraging healthy work habits, emphasizing self-care, and fostering a growth mind-set.

Accountability

Develop a culture of solution-oriented internal and external customer service. Continue to seek out efficient ways to operate buildings and provide service. Maintain a staffing model that is flexible and less reliant on overage funding.

2022 Budget

Southeast Region - Administration Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	4.00	5.00	5.00	5.00
Total Authorized Positions	4	5	5	5
Salaries and wages	\$ 200,152	\$ 257,213	\$ 257,213	\$ 257,213
Substitute pay	-	2,000	-	2,000
FICA charges	14,638	19,677	19,677	19,677
Retirement contributions	16,054	20,577	20,577	26,236
IT supplies	-	7,300	4,300	7,300
Dues	460	3,950	950	1,800
Training	5,726	12,000	12,000	12,000
Mileage reimbursement expenses	6,416	12,000	6,000	9,000
Total Administration	\$ 243,446	\$ 334,717	\$ 320,717	\$ 335,226

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, and Programs

East will be bringing in a new manager 3rd quarter 2021. The new manager will be focusing on learning their new role - including staff, patrons, and the surrounding community.

Community

Develop an in-depth knowledge of the surrounding community. Build a plan for outreach and embedding staff into the neighborhood and community organizations. Modify service hours and what services are available during those hours to match the needs of the community.

Resources

Explore ways for our resources to be accessible to all, lean into the newly created DEI Service to evaluate services, spaces, accessibility, resources, and community connections. Expand on needed resources such as access to computers and resources that encourage learning and creativity. Increase opportunities for patrons to expand their technology skills. Leverage outdoor spaces for program and patron use.

Innovation/Creativity

Continue to challenge staff to innovate their processes and find efficiencies. Explore how library staff and resources can be used to innovate and create IN the community and in our outdoor spaces.

Service

Embrace Family Place ideology. Use knowledge of surrounding community to embrace alternative methods of serving our surrounding community. Support service teams and regional partners. Continue to upgrade furniture at East to best use the space and provide spaces for patrons to be productive and/or enjoy our building. Expand ERC open hours.

Internal-Staff

Continue provide training and experience for staff to work on different tasks and areas in the building. Create nurturing work environments by encouraging healthy work habits, emphasizing self-care, and fostering a growth mind-set.

Accountability

Develop a culture of solution-oriented internal and external customer service. Continue to seek out efficient ways to operate the building and provide service. Maintain a staffing model that is flexible and evaluate future vacancies to maximize efficiency.

Performance Measures

SE region library managers meet weekly to discuss goals set out by the branch and the region. We then work with each other to ensure that those goals are completed, and we evaluate at the end of the fiscal year. Door Counts, program attendance, and studio/make use will also be factors in determining if our goals are being met.

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	583,792	560,496	242,996	-4.0%	-56.7%
Circulation	1,325,067	1,577,714	842,299	19.1%	-46.6%
Reference Transactions	60,117	49,723	11,198	-17.3%	-77.5%
Room Reservations & Events	9,759	15,564	3,367	59.5%	-78.4%

2022 Budget

East Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	17.75	37.67	37.67	37.67
Total Authorized Positions	20	53	53	53
Salaries and wages	\$ 798,832	\$ 1,424,378	\$ 1,424,378	\$ 1,424,378
Substitute pay	7,110	-	-	-
FICA charges	60,638	108,965	108,965	108,965
Retirement contributions	54,409	73,449	73,449	93,647
Supplies	18,609	20,000	20,000	20,000
Makerspace consumables	428	6,221	3,221	6,000
Microform supplies	-	1,500	-	1,500
Family Place supplies	-	14,000	14,000	2,000
Programming	290	3,000	500	2,000
Total East Library	\$ 940,316	\$ 1,651,513	\$ 1,644,513	\$ 1,658,490

Circulation - East Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	13.58	-	-	-
Total Authorized Positions	20	-	-	-
Salaries and wages	\$ 409,313	\$ -	\$ -	\$ -
Substitute pay	106	-	-	-
FICA charges	30,229	-	-	-
Retirement contributions	15,594	-	-	-
Supplies	-	-	-	-
Total Circulation - East Library	\$ 455,242	\$ -	\$ -	\$ -

Shelving - East Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	8.42	-	-	-
Total Authorized Positions	17	-	-	-
Salaries and wages	\$ 230,622	\$ -	\$ -	\$ -
Substitute pay	541	-	-	-
FICA charges	17,267	-	-	-
Retirement contributions	148	-	-	-
Total Shelving - East Library	\$ 248,578	\$ -	\$ -	\$ -

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, and Programs

Fountain will be bringing in a new manager 3rd quarter 2021. The new manager will be focusing on learning their new role - including staff, patrons, and the surrounding community.

Community

Bringing the community together and serving them in ways that align with our mission, even during difficult times. Community - Fountain will explore opportunities to engage with the Fountain Valley and surrounding military communities. We would like to gain a deeper understanding of the Hanover community and explore ways to better support them.

Resources

In the past year, Fountain has had an increase of people using our public spaces to study and meet with others. It is evident that our Community Room is needed outside of our normal operating hours. Other ways that we can accommodate this need is to explore ways to create collaborative workspaces in the library. Finally, creating a plan for the garden to bring it to the original intent and possible design. With the knowledge we have now about the weather, watering systems, and wildlife, this will help us work with experts to create a plan and this would lead to making the library's garden a destination location for the Fountain Valley Community.

Innovation/Creativity

Continue to challenge staff to innovate their processes and find efficiencies. Explore how we can work with other library staff and resources so we can innovate and create in the community.

Service

Fountain will continue to support and collaborate with the Service Teams. This relationship will be important as we grow and understand our community better. A big focus for 2022 will be to grow and expand our Family Place programs and services to the community.

Internal-Staff

Provide professional development opportunities to staff to develop well-rounded and highly engaged employees. Create nurturing work environments by encouraging healthy work habits, emphasizing self-care, and fostering a growth mind-set. Modify workspaces so they are more ergonomic and safer for all staff to use. This will include public facing service points and existing staff workspaces to create more efficient workflow. This includes shuffling workspaces to make room for new staff members.

Accountability

Develop a culture of solution-oriented internal and external customer service. Continue to seek out efficient ways to operate our building and provide service. This is a daily venture as our community changes, so do our services. Maintain a staffing model that is flexible and less reliant on overage funding.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	109,092	95,680	37,072	-12.3%	-61.3%
Circulation	187,269	197,568	111,849	5.5%	-43.4%
Reference Transactions	20,095	8,818	2,441	-56.1%	-72.3%
Room Reservations & Events	954	1,649	370	72.9%	-77.6%

2022 Budget

Fountain Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	6.75	7.25	7.25	7.25
Total Authorized Positions	10	11	11	11
Salaries and wages	\$ 272,782	\$ 310,866	\$ 310,866	\$ 310,866
Substitute pay	700	-	-	-
FICA charges	20,140	23,781	23,781	23,781
Retirement contributions	11,041	12,508	12,508	15,948
Supplies	2,871	4,300	4,300	4,300
Supplies - Family Place	1,235	2,000	2,000	2,000
Programming costs	17	400	-	400
Total Fountain Library	\$ 308,786	\$ 353,855	\$ 353,455	\$ 357,295

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, and Programs

Ruth Holley will be bringing in a new manager 3rd quarter 2021. The new manager will be focusing on learning their new role - including staff, patrons, and the surrounding community.

Community

Providing the community with continued virtual programming, computer service, park & text, GED & ESL (English as a Second Language) classes, and Internet usage are available. Continually evaluating service hours and patron needs.

Resources

Continuing to provide resources to patrons and their families with homeschooling, school resources, computer usage, GED & ESL (English as a Second Language) classes. Prioritizing safety of the building and creating a more inviting environment. Fine tune Ruth Holley services and providing accessible access for all diverse patrons in our community. Letting the community know that the community room is now available for community use.

Innovation/Creativity

Creatively finding new methods of service and to continually meet the needs of our patrons. Provide innovative programming and alternative methods of services to community. Explore how library staff and resources can be used to innovate and create IN the community.

Service

Embrace alternative methods of service delivery to challenge the image of “libraries.” Serving our diverse populations and especially Ruth Holley’s Spanish speaking patrons.

Internal-Staff

Create nurturing work environments by encouraging healthy work habits, emphasizing self-care, and fostering a growth mind-set. Fostering an environment open to opportunities for professional advancement, and team building.

Accountability

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

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	199,769	165,901	54,513	-16.9%	-67.1%
Circulation	338,586	355,739	177,597	5.1%	-50.1%
Reference Transactions	39,556	24,558	4,536	-37.9%	-81.5%
Room Reservations & Events	1,221	2,514	464	105.9%	-81.5%

2022 Budget

Ruth Holley Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	10.63	10.23	10.23	10.23
Total Authorized Positions	15	14	14	14
Salaries and wages	\$ 313,035	\$ 386,596	\$ 386,596	\$ 386,596
Substitute pay	1,425	-	-	-
FICA charges	23,534	29,575	29,575	29,575
Retirement contributions	12,183	21,134	21,134	26,946
Supplies	4,334	7,500	7,500	7,500
Programming costs	20	700	200	500
Total Ruth Holley Library	\$ 354,531	\$ 445,505	\$ 445,005	\$ 451,117

Sand Creek Library<https://ppld.org/sand-creek-library>**Overview**

Sand Creek is serving the Southeast region of the Colorado Springs city. The library has 14,060 square foot building available for staff and patrons. We primarily have patrons from the 80910 and 80916 zip codes, with a population of 71,294 (source: elpasocountyhealth.org) ??? library card holders (to be provided). 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, and Programs**

Sand Creek will be getting back into the swing following the COVID closure and slowdown. No new services will be added.

Community

Sand Creek will continue to focus on engaging the community. We will look to the expertise of the newly created DEI Service group to focus in on programs, services, and resources that will benefit our diverse community.

Resources

Sand Creek's focus will be to enhance the library experience just outside of our location. Improved signage, a more welcoming 'front porch' and better lighting at the back of the building will be steps to make that happen.

Innovation/Creativity

Sand Creek Library will extend the lessons we have learned from the Panorama Park Mural project to other libraries in the District, other community organizations in El Paso County, and other libraries across Colorado to show how every library in a community can enhance and impact projects happening around them.

Service

Embrace alternative methods of service delivery to challenge the image of "libraries" by bringing greater attention to Sand Creek Make and Studio916.

Internal

Provide professional development opportunities to staff to develop well-rounded and highly engaged employees. Create nurturing work environments by encouraging healthy work habits, emphasizing self-care, and fostering a growth mind-set.

Accountability

Contribute to the region and district with time, talent, and staff support where needed.

Performance Measures

SE region library managers meet weekly to discuss goals set out by the branch and the region. We then work with each other to ensure that those goals are completed, and we evaluate at the end of the fiscal year. Door Counts, program attendance, and studio/make use will also be factors in determining if our goals are being met.

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	268,508	246,819	64,890	-8.1%	-73.7%
Circulation	332,100	361,589	161,651	8.9%	-55.3%
Reference Transactions	34,246	53,020	6,015	54.8%	-88.7%
Room Reservations & Events	2,263	6,377	1,351	181.8%	-78.8%

2022 Budget

Sand Creek Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	11.93	11.93	11.93	11.93
Total Authorized Positions	16	16	16	16
Salaries and wages	\$ 491,683	\$ 512,813	\$ 512,813	\$ 512,813
Substitute pay	3,462	-	-	-
FICA charges	36,968	39,230	39,230	39,230
Retirement contributions	29,513	30,664	30,664	39,097
Makerspace consumables	543	7,173	6,313	6,000
Recording studio consumables	118	700	700	700
Supplies	5,361	12,000	10,000	12,000
Supplies - Family Place	1,134	2,000	2,000	2,000
Programming costs	400	800	400	800
Total Sand Creek Library	\$ 569,182	\$ 605,380	\$ 602,120	\$ 612,640

Southeast Region Summary

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	1,161,161	1,068,896	399,471	-0.8%	-62.6%
Circulation	2,183,022	2,492,610	1,293,396	14.2%	-48.1%
Reference Transactions	154,014	136,119	24,190	-11.6%	-82.2%
Room Reservations & Events	14,197	26,104	5,552	83.9	-78.7%

2022 Budget

Southeast Region Asummary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	73.06	72.08	72.08	72.08
Total Authorized Positions	102	99	99	99
Administration	\$ 243,446	\$ 334,717	\$ 320,717	\$ 335,226
East Library	940,316	1,651,513	1,644,513	1,658,490
Circulation - East Library	455,242	-	-	-
Shelving - East Library	248,578	-	-	-
Fountain Library	308,786	353,855	353,455	357,295
Ruth Holley Library	354,531	445,505	445,005	451,117
Sand Creek Library	569,182	605,380	602,120	612,640
Total Southeast Region	\$ 3,120,081	\$ 3,390,970	\$ 3,365,810	\$ 3,414,768

North Region

Overview

The North Region includes Library 21c, Rockrimmon Library, 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, Family Place Library, 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 Airforce 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's 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's programs.

Goals, Objectives, and Programs

1. Discover new ways to engage with our communities and patrons.
 - a. With an aim toward increasing awareness and bridging connections, each north library will identify 4 new community events or opportunities for participation and outreach, which will be staffed cooperatively by the region. These are in addition to events and engagements identified by Library Services.
2. Build staff capacity through ongoing development and learning opportunities.
 - a. Support staff in completing their learning plans.
 - b. Participate in staff development days.
 - c. Focus on continual team-building and bolster district-wide perspectives in internal customer service and communications.
3. Continue to evaluate and develop programs and services in partnership with Library Services.
 - a. Meet as a team quarterly to determine program offerings as available through the Library Services menus.
 - b. Continue to develop and work with asset maps of our communities.
4. Improve the patron experience through planning and delivery of exceptional customer service.
 - a. High Prairie: Implement new service hours to better reflect community needs. This entails opening our window from 8-9 before opening the building to the public.
 - b. High Prairie & Calhan: Offer after-hours programming once a quarter.
 - c. Calhan: Install afterhours pick-up lockers.
 - d. Palmer Lake: Refresh the interior to create a multi-purpose space for patrons. Includes installing a new service desk, purchasing new furniture, recarpeting, and repainting, and reconfiguring the collection.

- e. Monument: Investigate the possibility of converting the drive-through book drop into a full-service drive-through window.
- f. Rockrimmon: Improve access by installing an automatic door opener at the entrance.
- g. Library 21c: Install a new service point on the first floor.
- h. Library 21c: Improve access to Creative spaces by installing automatic door openers.
- i. Library 21c: Provide more outdoor seating options for patrons.

North Region Administration

2022 Budget

North Region Administration Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	3.00	3.00	3.00	3.00
Total Authorized Positions	3	3	3	3
Salaries and wages	\$ 114,310	\$ 155,064	\$ 155,064	\$ 155,064
Substitute pay	-	2,000	-	2,000
FICA charges	8,106	11,862	11,862	11,862
Retirement contributions	9,281	12,405	12,405	15,817
Supplies	687	5,000	5,000	5,000
IT supplies	-	3,000	1,500	3,000
Dues	992	3,000	1,500	3,000
Training	6,540	12,000	3,000	12,000
Mileage reimbursement expenses	4,293	10,000	10,000	10,000
Total Administration	\$ 144,209	\$ 214,331	\$ 200,331	\$ 217,743

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, and Programs

- ❖ 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. (*Strategic focus: Community*)
 - Work with Mobile Library Services to determine ways to safely serve retirement, nursing, and hospice communities located in the Briargate and Powers Corridor areas.
- ❖ Enhance staff knowledge to support the mission of Pikes Peak Library District. (*Strategic foci: Resources, Innovation/Creativity, Internal*)
 - Staff will learn the PPLD mission and guiding principles and will apply these accordingly as they work frontline with patrons.
 - Staff will remain informed of all library happenings by exploring existing communication resources and attending meetings and other informational sessions.
- ❖ Focus on continual team-building and bolster district-wide perspectives in internal customer service and communications. (*Strategic foci: Internal and Service*)
 - 21c hosts many support departments including Collections Management, Communications, Creative Services, Facilities, Finance, Foundation, Human Resources, and IT. Public Services will invite support departments to physically work within the branch performing patron service tasks. Public Services will also invite support services to attend branch meetings. It is hoped that the invitation will be returned so that this exposure will allow staff from all sides to see what work everyone does to keep the District running smoothly.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	549,170	520,616	164,463	-5.2%	-68.4%
Circulation	904,180	1,053,083	565,421	16.5%	-46.3%
Reference Transactions	43,152	41,473	9,572	-3.9%	-81.3%
Room Reservations & Events	16,019	17,701	3,657	10.5%	-79.3%

2022 Budget

Library 21c Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	19.69	28.79	28.79	28.79
Total Authorized Positions	24	38	38	38
Salaries and wages	\$ 801,396	\$ 1,221,338	\$ 1,221,338	\$ 1,221,338
Temporary labor	-	3,800	3,800	3,800
Substitute pay	14,391	-	-	-
FICA charges	59,280	93,432	93,432	93,432
Retirement contributions	51,829	68,099	68,099	86,826
Supplies	23,383	33,662	28,662	20,000
Repair equipment	646	-	-	-
Programming	2,749	5,025	3,525	5,000
Merchandising	272	-	-	-
Total Library 21c	\$ 953,946	\$ 1,425,356	\$ 1,418,856	\$ 1,430,396

Circulation - Library 21c Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	6.75	-	-	-
Total Authorized Positions	10	-	-	-
Salaries and wages	\$ 193,803	\$ -	\$ -	\$ -
Substitute pay	5,623	-	-	-
FICA charges	14,004	-	-	-
Retirement contributions	6,382	-	-	-
Total Circulation - Library 21c	\$ 219,812	\$ -	\$ -	\$ -

Shelving - Library 21c Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	5.00	-	-	-
Total Authorized Positions	10	-	-	-
Salaries and wages	\$ 87,319	\$ -	\$ -	\$ -
Substitute pay	2,407	-	-	-
FICA charges	6,845	-	-	-
Total Shelving - Library 21c	\$ 96,571	\$ -	\$ -	\$ -

High Prairie Library**Overview**

High Prairie Library is in a convenient location off 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 Prairies and Calhan Libraries Goals, Objectives, and Programs

Our objectives for 2022 focus on Community Engagement, Green and Sustainable Practices, Team Building, and Improving Patron Access. New services would be expanding on our seed library to make it an Outdoors Enrichment Corner that can be utilized year-round.

Our goals for 2022 tie into building community with our community engagement objective and Team Building for our internal community and providing resources and opportunities with our Green Practices and Improving Patron Access.

We track our goals throughout the year and have checking with staff through 1:1s and staff meetings.

1. Community Engagement– Re-connect and discover new ways we can engage with our community and patrons.
 - a. Attend more community events: including back to school events and local business nights at schools. Below are we have not attended in the past.
 - i. Falcon Craft Fair
 - ii. Peyton Days/Peyton Country Market
 - iii. Calhan Parade
 - iv. Meridian Ranch Tree Festival
 - v. Junkin at the Junction
 - vi. Banning Lewis Farmers Market
 - vii. Falcon Freedom Days
 - viii. Distribution day at Fresh Start Center
 - ix. Concerts in the park (not sure if there are booths yet)

Events we have attended in the past and want to continue:

- i. El Paso County Fair
- ii. Summer Fest (depending on staffing for the fair)

- iii. Calhan Trick or Treat
 - iv. Health Fair (if coming back)
 - b. Bring back Harvest Festival and make it special after a two-year modified version.
 - c. 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.
 - a. HI: Re-design our seed library space and make it more of an experience space that can be utilized year-round.
 - b. HI: Work toward becoming a monarch monitoring site.
 - c. CA: Develop CA garden.
 - d. Maintain our relationship with Fresh Start Center and host an outreach event at one of their distribution days.

(Strategic Foci: Community, Resources)
- 3. Staff Meetings and Team Building
(Strategic Foci: Internal)
 - a. Have one team building activity per quarter in person.
 - b. Meetings will become one hour instead of 1.5 and will become more focused on training and less on updates. These will go out as a monthly update email.
- 4. Improve Patron Access – focus on increased patron access to the library.
 - a. HI: If approved, advertise our open window hours at 8 am. Patrons will be able to get a full-service experience at the window.
 - b. CA: If approved, add after hours lockers to expand the hours patrons can pick up their holds with the limited hours and staffing we have.
 - c. CA: Host after hour events such as movie nights once a quarter.
 - d. Take programs into the community.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	111,063	102,385	27,421	-7.8%	-73.2%
Circulation	284,624	326,298	182,899	14.6%	-43.9%
Reference Transactions	13,436	11,655	6,180	-13.3%	-47.0%
Room Reservations & Events	880	1,402	381	59.3%	-72.8%

2022 Budget

High Prairie Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	7.75	7.75	7.75	7.75
Total Authorized Positions	11	11	11	11
Salaries and wages	\$ 295,556	\$ 315,609	\$ 315,609	\$ 315,609
Substitute pay	991	-	-	-
FICA charges	21,078	24,144	24,144	24,144
Retirement contributions	15,425	15,928	15,928	20,308
Supplies	1,855	3,000	2,300	3,000
Programming costs	460	750	450	750
Total High Prairie Library	\$ 335,365	\$ 359,431	\$ 358,431	\$ 363,811

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.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits		1,292	3,289		154.6%
Circulation		3,211	13,993		335.8%
Reference Transactions	-	215	721		235.3%
Room Reservations & Events		40	87		117.5%

2022 Budget

Calhan Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	1.70	1.70	1.70	1.70
Total Authorized Positions	3	3	3	3
Salaries and wages	\$ 62,243	\$ 65,067	\$ 65,067	\$ 65,067
Substitute pay	192	-	-	-
FICA charges	4,798	4,978	4,978	4,978
Supplies	1,455	500	250	500
Programming	9	750	450	750
Total Calhan Library	\$ 68,697	\$ 71,295	\$ 70,745	\$ 71,295

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 having trouble 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, and Programs

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

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	196,554	184,719	51,513	-6.0%	-72.1%
Circulation	383,845	425,456	248,858	10.8%	-41.5%
Reference Transactions	25,910	26,605	16,224	2.7%	-39.0%
Room Reservations & Events	1,267	2,204	411	74.0%	-81.4%

2022 Budget

Monument Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	9.96	11.96	11.96	11.96
Total Authorized Positions	14	16	16	16
Salaries and wages	\$ 381,849	\$ 473,024	\$ 473,024	\$ 473,024
Substitute pay	1,412	-	-	-
FICA charges	28,264	36,186	36,186	36,186
Retirement contributions	15,685	22,100	22,100	28,177
Supplies	4,161	3,000	2,000	3,000
Programming costs	364	1,000	600	1,000
Total Monument Library	\$ 431,735	\$ 535,310	\$ 533,910	\$ 541,387

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, and 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.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	20,416	16,574	3,629	-18.8%	-78.1%
Circulation	40,011	47,399	14,068	18.5%	-70.3%
Reference Transactions	3,150	2,269	1,021	-28.0%	-55.0%
Room Reservations & Events		54	35		-35.2%

2022 Budget

Palmer Lake Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	1.53	-	-	-
Total Authorized Positions	2	-	-	-
Palmer Lake Library				
Salaries and wages	\$ 50,346	\$ -	\$ -	\$ -
Substitute pay	140	-	-	-
FICA charges	3,778	-	-	-
Supplies	133	500	500	500
Total Palmer Lake Library	\$ 54,397	\$ 500	\$ 500	\$ 500

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, and 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 2022.

1. Outreach and Partnerships
 - a. Reestablish partnership with Chick-Fil-a
 - b. Continue partnerships with Josh and John's Ice Cream, ViewPointe Assisted Living Center and Storybook Brewing
 - c. Continue to provide programs to provide patrons with arts and craft related content and training
2. Patron Access
 - a. If approved install automatic door in patron entrance
 - b. If approved replace doors in meeting room to allow after-hours access
 - c. Reestablish "Did You Know?" whiteboard in lobby to highlight PPLD services, databases, and programs that patrons may be unaware of
3. Staff Training

- a. Keep all staff current on required trainings and commit staff to take additional professional development opportunities (at least 2 per year). Continue Staff Meeting trainings
- b. Continue cross-training and job-sharing to enhance deep and redundant skillsets among staff
- c. Begin a quarterly employee team building and bonding event sponsored by our Friends to give staff a chance to meet outside of work and enjoy a fun activity

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	187,432	176,689	73,609	-5.7%	-58.3%
Circulation	360,463	394,445	243,994	9.4%	-38.1%
Reference Transactions	21,886	21,394	10,432	-2.2%	-51.2%
Room Reservations & Events	985	1,730	361	75.6%	-79.1%

2022 Budget

Rockrimmon Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	9.85	9.85	9.85	9.85
Total Authorized Positions	13	13	13	13
Salaries and wages	\$ 353,687	\$ 400,018	\$ 400,018	\$ 400,018
Substitute pay	3,378	-	-	-
FICA charges	26,634	30,601	30,601	30,601
Retirement contributions	19,022	20,384	20,384	25,990
Supplies	1,941	3,000	2,000	3,000
Programming costs	-	750	550	750
Total Rockrimmon Library	\$ 404,662	\$ 454,753	\$ 453,553	\$ 460,359

GENERAL FUND

North Region Summary

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Patron Visits	1,064,635	1,002,275	323,924	-5.9%	-67.7%
Circulation	1,973,123	2,249,892	1,269,233	14.0%	-43.6%
Reference Transactions	107,534	103,611	44,150	-3.7%	-57.4%
Room Reservations & Events	19,151	23,112	4,932	20.7%	-78.7%

2022 Budget

North Region Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	65.23	63.05	63.05	63.05
Total Authorized Positions	90	84	84	84
Administration	\$ 144,209	\$ 214,331	\$ 200,331	\$ 217,743
Library 21c	953,946	1,425,356	1,418,856	1,430,396
Circulation - Library 21c	219,812	-	-	-
Shelving - Library 21c	96,571	-	-	-
High Prairie Library	335,365	359,431	358,431	363,811
Calhan Library	68,697	71,295	70,745	71,295
Monument Library	431,735	535,310	533,910	541,387
Palmer Lake Library	54,397	500	500	500
Rockrimmon Library	404,662	454,753	453,553	460,359
Total North Region	\$ 2,709,394	\$ 3,060,976	\$ 3,036,326	\$ 3,085,491

Library Regions Summary

Library Service Providers Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	205.13	203.47	203.47	203.47
Total Authorized Positions	284	275	275	275
West Region	2,855,918	3,182,538	3,166,288	3,244,879
Southeast Region	3,120,081	3,390,970	3,365,810	3,414,768
North Region	2,709,394	3,060,976	3,036,326	3,085,491
Total Library Service Providers	\$ 8,685,393	\$ 9,634,484	\$ 9,568,424	\$ 9,745,138

Public Services Summary

Public Services Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	279.15	280.74	280.74	280.74
Total Authorized Positions	363	356	356	356
Administration	\$ 116,161	\$ 121,704	\$ 121,704	\$ 124,886
Library Services	9,525,569	11,117,832	10,982,032	10,990,674
Library Service Providers	8,685,393	9,634,484	9,568,424	9,745,138
Total Public Services	\$ 18,327,123	\$ 20,874,020	\$ 20,672,160	\$ 20,860,698

Security, Safety & Social Services**Department Overview**

The security department budget for fiscal year 2022 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 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 provides 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 systems begin to come online across the district the Security Operations Center SOC, will begin to be built. Tying all 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 AEDs 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, 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

GENERAL FUND

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.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Incident Reports					
Weapons	8	-			
Vandalism	14	7	7		
Accident	6	5	7		
Theft – Personal	26	11	5		
Theft – PPLD	43	38	6		
Computer/Internet violations	14	8	2		
Drugs/Alcohol	22	17	14		
Loitering	7	-	-		
Disruptive Behavior	151	88	53		
Suspension Violation	135	88	32		
Other	278	160	114		
Total	704	422	239		

2022 Budget

Security Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	20.52	20.50	20.50	20.50
Total Authorized Positions	23	22	22	22
Salaries and wages	\$ 681,797	\$ 787,914	\$ 787,914	\$ 787,914
FICA charges	49,611	60,275	60,275	60,275
Retirement contributions	44,525	59,019	59,019	75,249
Supplies	26,395	18,963	18,963	17,400
Dues	300	120	120	120
Training	50	3,100	3,100	4,000
Mileage reimbursement expenses	7,178	6,000	6,000	8,000
Total Security	\$ 809,856	\$ 935,391	\$ 935,391	\$ 952,958

Social Work				
Supplies	\$ 115	\$ 4,000	\$ 4,000	\$ 4,300
Mileage	242	1,200	1,200	1,500
Dues	-	1,070	1,070	1,200
Training	236	2,000	2,000	5,000
Total Social Work	\$ 593	\$ 8,270	\$ 8,270	\$ 12,000

Safety				
Supplies	\$ 2,942	\$ 7,500	\$ 7,500	\$ 11,750
First aid kits	10,368	3,700	3,700	5,700
Maintenance - AED equipment	1,041	1,800	1,800	2,300
Dues	-	5,000	5,000	5,000
Training	5,635	4,550	4,550	4,550
Emergency preparedness training	-	14,250	14,250	6,000
Total Safety	\$ 19,986	\$ 36,800	\$ 36,800	\$ 35,300

GENERAL FUND

Security, Safety and Social Services Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	20.52	20.50	20.50	20.50
Total Authorized Positions	23	22	22	22
Security	\$ 809,856	\$ 935,391	\$ 935,391	\$ 952,958
Social Work	593	8,270	8,270	12,000
Safety	19,986	36,800	36,800	35,300
Total Security	\$ 830,435	\$ 980,461	\$ 980,461	\$ 1,000,258

Human Resources Office**Department Objectives**

Goal #1: Establish a process to ensure fair pay, compliant with Equal Pay for Equal Work Act

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
- Select what performance management tool will be best for the process
- Establish the performance management process
- Train staff on performance management process
- Identify Compensation Calculator Tool for new hires and promoted staff
- Implement Compensation Calculator Tool

Desired Outcomes: Prepare for performance-based pay and ensure defensibility of staff pay rates

Goal #2: Staff Development

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 staff with focus on
 - Customer Service
 - Self-Care
 - Library Ambassadorship
 - Technical Skills

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 and meet the many training demands requested from Public Services Staff

Goal #3: Provide high quality Employee Relations Support

Objective: To set the example for the organization and create an intentional culture in the areas of DEI, ADA, and staff accountability

Tasks:

- Ensure there is an accessible HR expert point of contact for DEI concerns
- Conduct ADA Interactive conversations to ensure staff have tools to succeed
- Assists managers with disciplinary actions and coaching conversations to increase accountability

Desired Outcomes: 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. Ensure managers can hold their staff members accountable

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Personnel					
Authorized Full-Time Equivalent	363.00	370.22	364.87	2.0%	-1.4%
Authorized Full-Time Positions	255	251	260	-1.6%	3.6%
Authorized Part-Time Positions	215	222	195	3.3%	-12.2%
Total Authorized Positions	470	473	455	0.6%	-3.8%
Employee Turnover					
-Annual turnover rate	16.2%	15.2%	16.0%		
-Number of positions vacated during yr.	76	72	73		
Recruitment/Selection Activities					
-Jobs posted	122	118	87	-3.3%	-26.3%
-Applications received	2,559	2,852	2,394	11.4%	-16.1%
-Newly hired employees	59	59	28	0.0%	-52.5%
-Promoted employees	54	65	35	20.4%	-46.2%
-Transferred employees	57	31	13	-45.6%	-58.1%
-Separated employees	76	72	73	-5.3%	1.4%
-Rehired employees		4	3		-25.0%
Volunteers					
Number of volunteers	1,704	1,489	661	-12.6%	-55.6%
Hours given by volunteers	48,404	41,374	6,688	-14.5%	-83.8%
Value of donated time	\$1,195,094	\$1,052,141	\$181,914	-12.0%	-82.7%

2022 Budget

Human Relations Office Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	6.75	6.75	6.75	6.75
Total Authorized Positions	7	7	7	7
Salaries and wages	\$ 358,703	\$ 410,207	\$ 410,207	\$ 410,207
FICA charges	27,283	31,381	31,381	31,381
Retirement contributions	24,239	29,824	29,824	38,025
Supplies	2,310	4,736	4,736	4,000
Consultant fees	-	10,000	10,000	10,000
Compensation study/equal pay	-	50,000	50,000	-
Outside services - Flexible Spending Program	4,209	9,500	9,500	9,785
Mileage reimbursement expenses	804	1,750	750	1,750
Employee recruitment expenses				
Testing	-	1,000	1,000	1,000
Background checks	4,973	20,000	10,000	15,000
Pre-employment assessment costs	2,030	5,000	5,000	5,000
Advertising costs	798	2,500	2,500	2,500
Recruitment travel costs	984	4,000	4,000	4,000
Relocation expenses	538	4,000	2,000	4,000
Job fairs	-	1,000	-	1,000
District-wide training programs/initiatives				
All Staff Day	2,629	7,725	7,725	7,725
Leadership	3,820	10,000	10,000	10,000
Staff in-service	-	-	-	5,000
Diversity	7,400	7,400	7,400	-
Other programs to be determined	4,811	30,000	30,000	30,000
Dues	-	-	-	2,100
Training	8,322	10,000	10,000	10,000
Software subscription - Bridge	-	24,307	24,307	25,000
Employee recognition				
District-wide programs	10,991	10,525	10,525	10,525
Tuition reimbursement costs	51,774	40,000	40,000	40,000
Wellness and safety	7,868	7,000	5,000	4,000
Volunteer program	2,569	4,500	1,000	3,600
Employee assistance program	15,168	21,218	21,218	21,854
Total Human Resources Office	\$ 542,223	\$ 757,573	\$ 738,073	\$ 707,452

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.
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.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Number of facilities	14	15	15		
Mobile Library Services Vehicles	3	3	3		
Total Owned	9	10	10		
Total Leased	8	8	8		
Total Square Footage	352,705	355,105	355,105		
Square Footage Per Capita	0.54	0.54	0.53		

2022 Budget

Facilities District-wide

Facilities - District-wide Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Supplies	\$ 412	\$ 350	\$ 231	\$ 350
Facilities supplies	942	3,200	1,134	3,000
Vehicle operating costs	75,275	74,500	73,826	80,000
Consultant fees	16,168	21,120	21,120	22,000
Janitorial services	328,523	341,000	332,267	339,000
Carpet cleaning	128,630	136,000	136,000	136,000
Equipment maintenance	11,225	18,000	12,543	18,000
Furniture repair	1,989	6,955	6,955	5,000
Building repairs - branches	17,594	36,250	29,495	36,250
Moving and storage costs	13,500	-	-	-
HVAC maintenance	107,467	106,000	106,000	112,000
Elevator maintenance	32,865	44,500	36,952	44,500
Burglar and fire alarm maintenance	68,832	72,500	72,500	79,750
Grounds maintenance	70,254	88,000	90,500	95,600
Mileage reimbursement expenses	2,369	3,500	3,210	3,750
Dues	176	-	-	-
Training	210	3,000	3,000	3,000
Equipment rental	2,627	3,000	3,000	3,000
Total Facilities - District-wide	\$ 879,058	\$ 957,875	\$ 928,733	\$ 981,200

Facilities - Penrose Library

Facilities - Penrose Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	5.00	5.00	5.00	5.00
Total Authorized Positions	5	5	5	5
Salaries and wages	\$ 225,139	\$ 218,587	\$ 218,587	\$ 218,587
FICA charges	16,140	16,722	16,722	16,722
Retirement contributions	17,426	17,487	17,487	22,296
Supplies	4,691	9,500	4,085	9,500
Facilities supplies	11,756	24,000	12,211	25,000
Building repairs	30,828	46,070	37,436	43,250
Furniture repairs	2,555	12,500	12,500	12,500
Equipment repairs	104	911	1,000	1,000
Total Facilities - Penrose Library	\$ 309,446	\$ 345,866	\$ 320,028	\$ 348,855

Facilities - East Library

Facilities - East Library Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	3.00	3.00	3.00	3.00
Total Authorized Positions	3	3	3	3
Salaries and wages	\$ 130,788	\$ 117,437	\$ 117,437	\$ 117,437
FICA charges	9,703	8,984	8,984	8,984
Retirement contributions	10,067	9,395	9,395	11,979
Supplies	3,428	8,500	3,490	7,500
Facilities supplies	10,060	16,500	8,442	16,500
Building repairs	24,793	32,250	29,435	32,750
Furniture repairs	9,557	12,500	11,574	12,500
Equipment repairs	298	1,850	1,950	1,200
Total Facilities - East Library	\$ 198,694	\$ 207,416	\$ 190,707	\$ 208,850

Facilities - Library 21c

Facilities - Library 21c Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	6.00	6.00	6.00	6.00
Total Authorized Positions	6	6	6	6
Salaries and wages	\$ 298,579	\$ 321,360	\$ 321,360	\$ 321,360
FICA charges	22,394	24,584	24,584	24,584
Retirement contributions	23,372	25,709	25,709	32,779
Supplies	3,321	5,500	4,267	5,500
Facilities supplies	5,238	14,000	5,753	14,000
Equipment repairs	3,785	4,500	2,787	4,500
Furniture repair	-	5,000	5,000	3,500
Building repairs	19,979	38,500	24,605	35,000
HVAC maintenance	36,675	38,500	32,381	40,500
Total Facilities - Library 21c	\$ 413,343	\$ 477,653	\$ 446,446	\$ 481,723

Facilities - Utilities and Rent

Facilities - Utilities/Rent Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Facilities - Utilities/Rent - Penrose Library				
Gas	\$ 14,863	\$ 23,000	\$ 27,741	\$ 25,000
Electric	109,178	125,000	126,092	126,500
Water and sewer	22,976	33,280	22,239	33,280
Trash removal	2,259	5,000	1,923	5,000
Parking	55,813	58,000	57,900	58,000
Storm water fee	965	1,026	904	1,230
Total Facilities - Utilities/Rent - Penrose Library	\$ 206,054	\$ 245,306	\$ 236,799	\$ 249,010
Facilities - Utilities/Rent - East Library				
Gas	\$ 10,366	\$ 14,000	\$ 20,430	\$ 20,000
Electric	127,030	130,000	140,728	141,000
Water and sewer	34,636	32,000	29,028	33,000
Trash removal	2,803	5,000	3,550	5,000
Storm water fee	3,380	3,380	3,380	4,564
Total Facilities - Utilities/Rent - East Library	\$ 178,215	\$ 184,380	\$ 197,116	\$ 203,564

Facilities - Utilities/Rent Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Facilities - Utilities/Rent - Cheyenne Mountain Library				
Gas	\$ 2,035	\$ 3,000	\$ 3,515	\$ 4,000
Electric	11,308	13,300	14,046	15,200
Trash removal	1,200	1,400	1,242	1,540
Facility rental costs	123,696	127,907	126,641	129,829
Common area maintenance costs	28,217	34,118	22,728	25,500
Total Facilities - Utilities/Rent - Cheyenne Mtn. L	\$ 166,456	\$ 179,725	\$ 168,172	\$ 176,069
Facilities - Utilities/Rent - High Prairie Library				
Electric	\$ 9,361	\$ 10,800	\$ 10,569	\$ 11,800
Water and sewer	5,255	14,500	4,947	9,167
Trash removal	1,041	972	1,334	1,070
Total Facilities - Utilities/Rent - High Prairie Libr	\$ 15,657	\$ 26,272	\$ 16,850	\$ 22,037
Facilities - Utilities/Rent - Fountain Library				
Gas	\$ 1,394	\$ 2,100	\$ 2,089	\$ 2,400
Electric	8,529	11,000	10,711	12,000
Water and sewer	2,130	3,000	2,808	3,500
Trash removal	1,320	1,400	1,334	1,540
Total Facilities - Utilities/Rent - Fountain Library	\$ 13,373	\$ 17,500	\$ 16,942	\$ 19,440
Facilities - Utilities/Rent - Library 21c				
Gas	\$ 15,115	\$ 29,493	\$ 37,547	\$ 38,000
Electric	111,612	135,000	128,500	135,000
Water and sewer	28,269	35,000	29,441	35,000
Trash removal	3,430	5,050	3,550	5,500
Storm water fee	3,197	3,197	3,588	4,316
Total Facilities - Utilities/Rent - Library 21c	\$ 161,623	\$ 207,740	\$ 202,626	\$ 217,816
Facilities - Utilities/Rent - Ruth Holley Library				
Gas	\$ 1,428	\$ 2,900	\$ 3,250	\$ 3,300
Electric	8,209	11,936	10,481	11,000
Trash removal	1,496	1,300	1,293	1,430
Rental	117,611	137,118	140,580	141,227
Common area maintenance costs	41,543	42,791	37,983	42,791
Total Facilities - Utilities/Rent - Ruth Holley Libra	\$ 170,287	\$ 196,045	\$ 193,587	\$ 199,748
Facilities - Utilities/Rent - Manitou Springs Library				
Gas	\$ 605	\$ -	\$ -	\$ -
Electric	1,638	-	-	-
Water and Sewer	825	-	-	-
Rent - MakerSpace use	-	60,000	45,000	60,000
Rent	19,364	27,600	27,600	27,600
Total Facilities - Utilities/Rent - Manitou Springs	\$ 22,432	\$ 87,600	\$ 72,600	\$ 87,600

Facilities - Utilities/Rent Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Facilities - Utilities/Rent - Monument Library				
Gas	\$ 1,547	\$ 2,500	\$ 815	\$ 2,500
Electric	12,106	14,500	12,792	15,000
Trash Removal	914	972	909	1,070
Facility rental costs	125,672	131,327	131,323	137,238
Common area maintenance costs	26,996	28,645	26,999	28,645
Total Facilities - Utilities/Rent - Monument Libra	\$ 167,235	\$ 177,944	\$ 172,838	\$ 184,453
Facilities - Utilities/Rent - Old Colorado City Library				
Gas	\$ 1,374	\$ 1,700	\$ 1,828	\$ 1,900
Electric	4,937	7,000	6,315	7,250
Trash removal	1,291	2,236	1,449	2,500
Water and sewer	783	843	788	930
Storm water fee	79	104	104	145
Total Facilities - Utilities/Rent - Old Colorado Cit	\$ 8,464	\$ 11,883	\$ 10,484	\$ 12,725
Facilities - Utilities/Rent - Palmer Lake Library				
Gas	\$ 279	\$ 950	\$ 893	\$ 1,200
Electric	830	1,100	772	1,300
Water and sewer	1,348	900	675	1,100
Rent	-	6,000	3,000	12,000
Total Facilities - Utilities/Rent - Palmer Lake Lib	\$ 2,457	\$ 8,950	\$ 5,340	\$ 15,600
Facilities - Utilities/Rent - Rockrimmon Library				
Gas	\$ 1,953	\$ 2,300	\$ 3,057	\$ 3,100
Electric	7,787	9,500	9,954	10,000
Trash removal	854	908	848	998
Facility rental costs	173,557	183,502	178,330	187,835
Common area maintenance costs	41,600	46,142	43,952	46,116
Total Facilities - Utilities/Rent - Rockrimmon Lib	\$ 225,751	\$ 242,352	\$ 236,141	\$ 248,049
Facilities - Utilities/Rent - Sand Creek Library				
Gas	\$ 2,157	\$ 2,500	\$ 3,071	\$ 3,100
Electric	11,043	15,000	14,172	15,000
Water and sewer	1,696	2,800	2,484	2,800
Trash Removal	340	500	335	550
Common area maintenance costs	20,761	24,065	10,014	24,065
Storm water fee	137	137	149	185
Total Facilities - Utilities/Rent - Sand Creek Libr	\$ 36,134	\$ 45,002	\$ 30,225	\$ 45,700
Facilities - Utilities/Rent - Ute Pass Library				
Gas	\$ 782	\$ 1,500	\$ 1,120	\$ 1,500
Electric	1,811	2,600	2,361	2,600
Water and sewer	2,148	1,870	2,859	3,000
Facility rental costs	6,900	7,105	6,900	7,105
Total Facilities - Utilities/Rent - Ute Pass Library	\$ 11,641	\$ 13,075	\$ 13,240	\$ 14,205

Facilities - Utilities/Rent Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Facilities - Utilities/Rent - Calhan Library				
Gas	\$ 1,786	\$ 2,700	\$ 1,650	\$ 2,700
Electric	3,685	3,500	5,248	5,500
Water and sewer	1,256	2,500	1,695	2,500
Total Facilities - Utilities/Rent - Calhan Library	\$ 6,727	\$ 8,700	\$ 8,593	\$ 10,700

Green Team				
General supplies	\$ 217	\$ 750	\$ 750	\$ 750
Programming	-	100	100	100
Training	-	150	150	150
Total Green Team	\$ 217	\$ 1,000	\$ 1,000	\$ 1,000

Facilities Office Summary

Facilities Office Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	14.00	14.00	14.00	14.00
Total Authorized Positions	14	14	14	14
Facilities				
Administration	\$ 879,058	\$ 957,875	\$ 928,733	\$ 981,200
Facilities				
Penrose	309,446	345,866	320,028	348,855
East Library	198,694	207,416	190,707	208,850
Library 21c	413,343	477,653	446,446	481,723
Utilities/Rent				
Penrose Library	206,054	245,306	236,799	249,010
East Library	178,215	184,380	197,116	203,564
Cheyenne Mountain Library	166,456	179,725	168,172	176,069
High Prairie Library	15,657	26,272	16,850	22,037
Fountain Library	13,373	17,500	16,942	19,440
Library 21c	161,623	207,740	202,626	217,816
Ruth Holley Library	170,287	196,045	193,587	199,748
Manitou Springs Library	22,432	87,600	72,600	87,600
Monument Library	167,235	177,944	172,838	184,453
Old Colorado City Library	8,464	11,883	10,484	12,725
Palmer Lake Library	2,457	8,950	5,340	15,600
Rockrimmon Library	225,751	242,352	236,141	248,049
Sand Creek Library	36,134	45,002	30,225	45,700
Ute Pass Library	11,641	13,075	13,240	14,205
Calhan Library	6,727	8,700	8,593	10,700
Total Utilities/Rent	1,392,506	1,652,474	1,581,553	1,706,716
Total - Facilities Office	3,193,047	3,641,284	3,467,467	3,727,344
Teams				
Green Team	217	1,000	1,000	1,000
Total Facilities Office	\$ 3,193,264	\$ 3,642,284	\$ 3,468,467	\$ 3,728,344

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. increased 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 guidebook 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.

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Marketing & Promotion*					
News Coverage	105	939	617	794.3%	-34.3%
Facebook Engagement	17,482	65,228	11,980	273.1%	56.3%
Facebook Followers	6,040	7,663	280,420	26.9%	329.9%
Twitter Engagement	927	10,497	2,408	1,032.4%	56.4%
Twitter Followers	4,929	5,130	18,997	4.1%	177.5%
Instagram Engagement	314	6,847	5,254	2,080.6%	2.4%
Instagram Followers	993	1,540	8,210	55.1%	-21.8%
LinkedIn Engagement	-	422	1,185	-	24.1%
LinkedIn Followers	-	955	1,589	-	276.5%
YouTube Subscribers	-	3,674	5,173	-	40.8%
YouTube Total Views	-	n/a	814,520	-	-
YouTube Hours Viewed	-	n/a	42,270	-	-
					-
Meeting & Study Room Services**					
Number of Library-hosted Public Programs	16,785	15,385	4,089	-8.3%	-73.4%
Number of Library Staff Meetings	1,201	1,383	857	15.2%	-38.0%
Number of Room Use by Public (non-library program) Meeting Room Uses	34,929	43,803	9,156	25.4%	-79.1%
Online Patron Requests	39,756	54,703	16,178	37.6%	-70.4%
Number of Public Inquiries	8,223	5,442	2,112	-33.8%	-61.1%

2022 Budget

Communications Office Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	11.75	11.75	11.75	11.75
Total Authorized Positions	12	12	12	12
Salaries and wages	\$ 579,096	\$ 608,421	\$ 608,421	\$ 608,421
FICA charges	42,139	46,544	46,544	46,544
Retirement contributions	43,007	46,238	46,238	58,953
Substitute pay	597	-	-	-
Meeting room supplies	-	500	200	250
Supplies	1,973	3,100	3,100	3,100
Video production	6,605	5,000	4,000	5,000
Library channel	2,221	500	500	500
Consultant fees	15,885	71,000	91,000	182,750
PMC repair/replacement	6,825	2,000	1,000	2,000
Newsletters - postage and mail preparation costs	-	1,500	500	1,000
Dues	10,970	12,020	12,020	20,255
Mileage reimbursement expenses	891	3,000	1,000	3,000
External printing services	42,194	80,325	70,325	90,000
Merchandising	3,850	4,000	4,000	7,325
Networking costs	332	4,000	2,500	3,000
Marketing promotions/trade exhibits	81,411	135,500	135,500	193,360
Community outreach	2,178	3,500	3,500	-
Training	3,280	9,500	8,500	10,000
Marketing sponsorships	-	-	-	10,500
Signage costs	10,888	30,000	20,000	30,000
Total Communications Office	\$ 854,342	\$ 1,066,648	\$ 1,058,848	\$ 1,275,958

Information Technology Office

Department Objectives

Objective for FY22 is to maintain services at post pandemic levels. Infrastructure group moving forward towards transitioning the East (EA) Library datacenter to a cloud service that will result in closing the datacenter while simultaneously improving the District's Disaster Recovery posture. The infrastructure group is committed to supporting the Security Department's implementation of the interim surveillance camera system program and access control project. These projects in conjunction with ongoing cable infrastructure projects at various libraries throughout the District, development of IT architecture, and improving cybersecurity posture represents a significant commitment of team resources.

The End User Services (EUS) team proceeding with staff and patron technology refresh projects with the objective to shorten the current refresh cycle from 5-6 years (or greater) to 4-5 years. The EUS team continuing to explore multiple areas for efficiency including standardizing audio/visual system, 100% end-point inventory (objective to reduce total cost of ownership (TCO)), develop policies and procedures for efficient EUS service to staff and patrons, etc.).

FY22 Objectives continues documenting the existing infrastructure, develop the architecture and establish a migration path for transitioning IT services to cloud managed services like Munis (Finance and Human Resources (HR), Pantheon (Web Hosting) and Sirsi/Dynix (Integrated Library System (ILS)). The IT Department will continue this effort through FY22.

IT Department staff strives to provide services in a cost effective and efficient manner while simultaneously working on programs and projects that will establish a solid foundation for future IT operations (i.e., cybersecurity, IT architecture development, etc.) supporting the staff and patrons.

Overcoming the "digital divide" poses a significant challenge to the District and the IT Department. Current effort focuses on expanding library computing services outside the library through acquisition of computing devices for patron checkout to use outside the library for 5-7 days. As the department strives for the "common" patron experience the IT staff recognizes the digital divide is a reality and strives to manage available resources to minimize or mitigate the divide while simultaneously striving to meet the commonality objective. Along these lines the technology refresh cycle for patron equipment will reflect similar equipment vice perception of dissimilar equipment in libraries located in socio-economically disadvantaged areas of the District.

D. Striving for efficient operations will involve reviewing capital expense items as potential for transition to operational expense effectively moving to an O&M model for previous capital expenditures. This transition is underway with numerous examples including moving to subscription-based model for IT services including transition away from on-site Microsoft exchange server to cloud based Microsoft 365. Previous transitions required using capital expense process to accommodate the transition requiring "banking" in previous FYs the funds needed for transition to new systems or capabilities. The IT staff plan to pursue eRate Managed Internal Broadband Services (MIBS) to transition capital expenditures associated with IT infrastructure (i.e., switch, routers, uninterruptable power supply (UPS), etc.) to operational expenditures. the potential cost savings to the District warrant pursuing this service on a subscription basis.

The IT Department staff continues to be a limited resource providing support for the District. As such, scheduling staff time to conduct IT Department projects supporting the District while also supporting staff emerging requirements often requires reprioritizing workloads to meet emerging short notice requirements. Consequently, minimizing short notice requirements and providing sufficient lead time for magnitude of emerging requirements will make the IT staff more efficient in delivering services. One area that will benefit the District is the support the chief of Public Services to limit IT resource movement or projects requiring moving IT resources to two periods of the year. This agreement will allow the IT Department to develop an

integrated schedule accomplishing District wide IT projects and projects directly supporting the Public Service staff.

Closer coordination required among the District's support staff's when working on major projects to ensure proper planning, resource allocation, and minimize disruption to ongoing services (i.e., help desk ticket, day-to-day operations, etc.). Development of facility master plan plus initiative to create a facilities advisory team to review facility projects across the district will ensure satisfactory IT service support.

We continue to strive to standardize endpoints across the District. However, responding to Covid requirements demonstrated the need to respond to requirements and adjust accordingly. For example, shortage of laptops nationwide required accessing refurbished computers as an interim measure to provide capability to high priority users working from home. Although this added a few computers to the inventory that were non-standard the requirement necessitated adjusting the acquisition policy to limit the different types of computers in the inventory versus mission requirements.

Performance Measures

Annual Data from Facts and Figures	2018 Actual	2019 Actual	2020 Actual	1-year Change 2018-19	1-year Change 2020-19
Visits to PPLD Homepage					
External visits	2,805,241	2,616,024	2,076,168	-6.7%	-20.6%
Internal Visits	209,779	220,353	214,561	5.0%	-2.6%
Total Visits – PPLD home page	3,015,020	2,836,377	2,290,729	-5.9%	-19.2%
Helpdesk Tickets Opened	5,207	5,010	4,297	-3.8%	-14.2%
Calls to IT Helpdesk	2,336	1,161	1,363	-50.3%	17.4%
Wireless Sessions	655,826	690,584	38,690	5.3%	-94.4%
Laptop Loans	18,495	15,001	2,327	-18.9%	-84.5%
Tablets Loans	-	338	123	-	-
Total PC Signup Sessions	905,179	500,145	159,912	-44.7%	-68.0%

2022 Budget

Information Technology Office Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	16.60	16.60	16.60	16.60
Total Authorized Positions	17	17	17	17
Salaries and wages	\$ 956,682	\$ 1,061,828	\$ 1,061,828	\$ 1,061,828
FICA charges	70,450	81,230	81,230	81,230
Retirement contributions	73,019	81,802	81,802	104,298
Software	280,795	292,098	292,098	362,070
Computer supplies	16,724	46,880	46,880	45,320
Supplies	2,830	4,600	4,600	4,738
Telecommunication Costs				
Data and network charges	339,451	400,000	400,000	300,000
Data hardware and software maintenance costs	56,920	69,964	69,964	67,000
Voice	47,899	49,000	49,000	51,000
Voice hardware and software maintenance costs	37,197	28,000	28,000	32,000
Cellular	88,316	104,213	104,213	104,000
Consultant fees	138,856	112,000	112,000	120,450
Library unique IT systems				
Self-check and automated material handling	144,169	171,000	171,000	216,000
Prospector - software costs	1,745	-	-	-
Server maintenance/offsite storage	26,477	165,000	165,000	165,000
Security system maintenance	4,104	27,000	27,000	16,800
Warranties	-	37,000	37,000	-
AV equipment repairs	-	5,000	5,000	5,150
Training	23,048	31,000	16,000	36,000
Mileage reimbursement expenses	2,400	6,000	4,000	3,000
Total Information Technology Office	\$ 2,311,082	\$ 2,773,615	\$ 2,756,615	\$ 2,775,884

Development Office
<https://ppld.org/foundation>



J. Evan Goulding District of the Year Award





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to make a difference by giving back to your local library!
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2022 Budget

Development Office Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	3.00	3.25	3.25	3.25
Total Authorized Positions	3	4	4	4
Salaries and wages	\$ 184,761	\$ 196,186	\$ 196,186	\$ 147,930
FICA charges	13,529	15,008	15,008	11,317
Retirement contributions	15,298	15,695	15,695	14,028
Consultant services	-	-	-	45,000
Development support	10,083	53,000	53,000	65,000
Mileage reimbursement expenses	156	2,200	2,200	2,200
Other expenses	1,166	2,400	2,400	3,000
Computer support agreement	13,626	16,000	16,000	16,500
Dues	-	1,320	1,320	1,100
Bank fees	399	500	500	500
Training	2,384	2,545	2,545	1,600
Supplies	-	500	500	2,000
Total Development Office	\$ 241,402	\$ 305,354	\$ 305,354	\$ 310,175

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 ongoing 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.

2022 Budget

Finance Office Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	8.00	8.00	8.00	8.00
Total Authorized Positions	8	8	8	8
Salaries and wages	\$ 449,876	\$ 480,605	\$ 480,605	\$ 480,605
FICA charges	32,686	36,766	36,766	36,766
Retirement contributions	32,233	38,448	38,448	49,022
Supplies	6,318	8,910	8,910	8,500
Audit fees	41,250	42,500	43,275	43,800
Software licenses	2,260	5,000	5,000	5,000
Legal notices - advertising	597	1,000	500	1,000
Fiscal System annual maintenance costs	62,979	65,520	65,520	66,800
Dues	1,675	5,500	2,500	5,500
Mileage reimbursement expenses	450	2,500	500	2,000
Shredding/other costs	357	1,500	1,000	1,500
Training	3,437	17,600	7,600	17,500
Total Finance Office	\$ 634,118	\$ 705,849	\$ 690,624	\$ 717,993

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 Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Vacation/sick leave payout provision	\$ 226,186	\$ 250,000	\$ 250,000	\$ 250,000
Payroll accrual provision	94,665	70,000	70,000	70,000
Contribution - retirement plan	25,000	25,000	25,000	-
Pay adjustments	-	43,888	43,888	865,000
Savings from vacant positions	-	(1,515,600)	(1,515,600)	(800,000)
New positions/temporary positions	-	-	-	534,694
Substitute pay reserve	214	20,000	5,000	5,000
Other payroll taxes	15,394	25,000	10,000	5,000
Dues	11,266	7,000	9,131	7,000
Legal fees	48,136	50,000	45,000	50,000
Health insurance	2,198,022	2,110,000	2,110,000	2,400,000
Vision insurance	58,214	65,000	65,000	70,000
Unemployment insurance	47,286	40,000	46,000	47,500
Workers compensation costs	44,101	55,000	46,000	50,000
Life and disability insurance	61,855	65,000	65,000	70,000
Facilities plan	-	-	-	160,000
Strategic plan	-	40,000	40,000	-
Supplies	3,962	10,874	10,874	10,000
Postage	28,387	60,000	60,000	60,000
Copier charges	62,884	61,000	61,000	62,000
Mileage reimbursement expenses	4,413	-	-	-
Patron reimbursement	-	500	500	500
Insurance	139,724	160,693	153,023	170,000
Bank charges	6,666	7,500	7,500	7,500
Treasurer's fees	452,923	462,000	462,000	494,000
Total Interdepartmental	\$ 3,529,298	\$ 2,112,855	\$ 2,069,316	\$ 4,588,194

Operating Transfers to Other Funds

Operating Transfers to Other Funds Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
East Library Project Fund	\$ 8,545	\$ 84,200	\$ 84,200	\$ 117,000
Penrose Library Project Fund	-	525	525	1,191,200
Library 21c Facility Project Fund	63,367	165,000	165,000	194,500
Capital Reserve Fund	1,475,456	2,060,302	2,060,302	1,642,395
Total Operating Transfers To Other Funds	\$ 1,547,368	\$ 2,310,027	\$ 2,310,027	\$ 3,145,095

Designated Funds

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 an SRF. The financial activity of these funds is now accounted for within the General Fund (or within Capital Project Funds when warranted).

Summary

Designated Funds Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Wages/temporary labor	\$ 171,274	\$ 85,572	\$ 85,572	\$ 75,572
FICA charges	6,874	-	-	-
Supplies	164,488	35,775	35,775	-
Library materials	146,478	24,814	24,814	162,352
Periodicals	-	250	250	-
Library materials - electronic databases/online se	30,680	123,845	123,845	-
Telecommunications - cellular	10,000	-	-	-
Repairs furniture	-	-	-	-
Consultant fees	8,045	-	-	-
Printing	595	-	-	-
Programming	29,236	66,600	66,600	-
Dues	2,995	3,000	3,000	-
Merchandising	8,416	4,000	4,000	-
Employee recognition	2,881	10,000	10,000	-
Software licenses	5,180	21,150	21,150	-
Signage	18,088	417	417	-
Training	-	5,450	5,450	-
Volunteer program	-	3,000	3,000	-
Summer Adventure Prizes	3,004	-	-	-
Community outreach	-	15,500	15,500	-
Other designated fund expenses	40,929	460,868	460,493	73,352
Capital outlay	167,830	133,575	133,575	15,000
Total Designated Funds	\$ 816,993	\$ 993,816	\$ 993,441	\$ 326,276

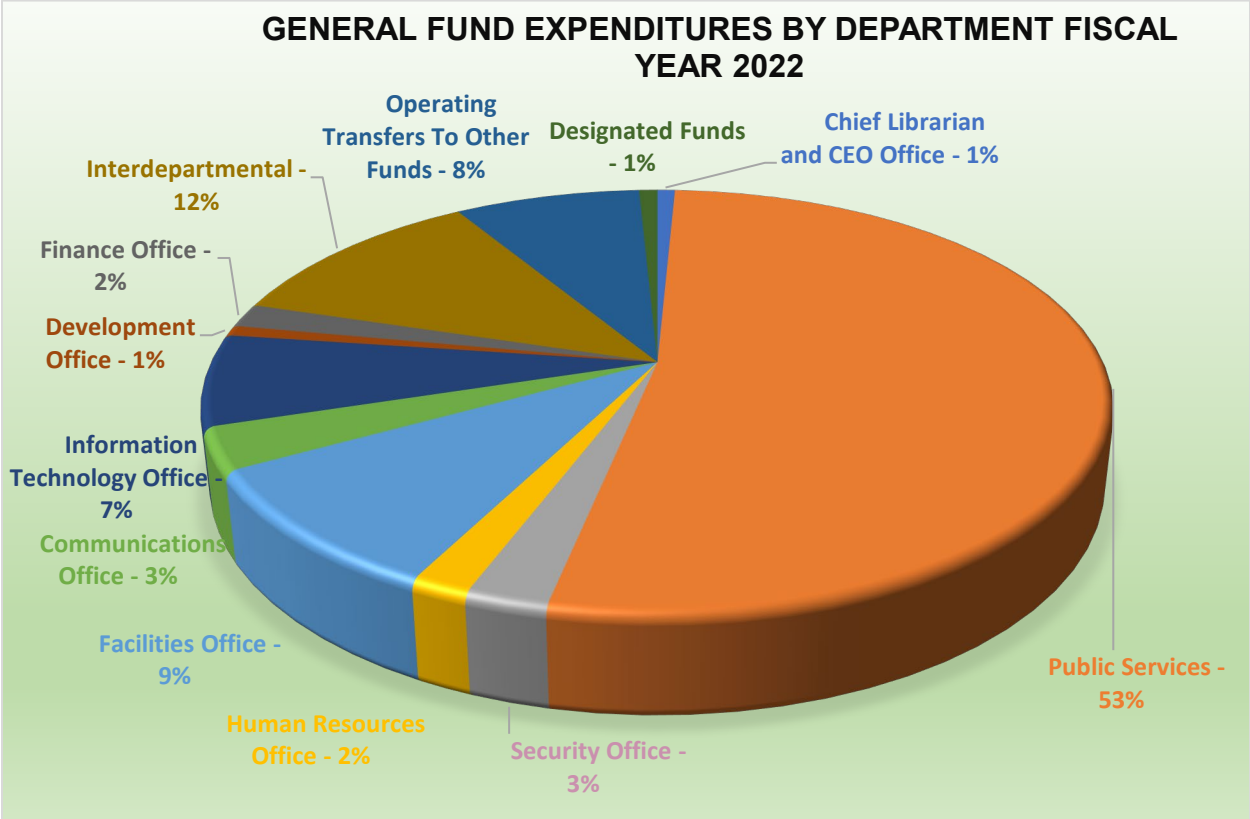
Special Item

Special Item				
TABOR refund	\$ 180,108	\$ -	\$ -	\$ -

GENERAL FUND

General Fund Expenditures Summary

General Fund Summary Expenditure Account	2020 Actual	2021 Budget	2021 Projection	2022 Budget
FTE	361.77	363.59	363.59	363.59
Total Authorized Positions	449	442	442	442
Chief Librarian and CEO Office	\$ 264,316	\$ 291,005	\$ 278,005	\$ 295,955
Public Services	18,327,123	20,874,020	20,672,160	20,860,698
Security Office	830,435	980,461	980,461	1,000,258
Human Resources Office	542,223	757,573	738,073	707,452
Facilities Office	3,193,264	3,642,284	3,468,467	3,728,344
Communications Office	854,342	1,066,648	1,058,848	1,275,958
Information Technology Office	2,311,082	2,773,615	2,756,615	2,775,884
Development Office	241,402	305,354	305,354	310,175
Finance Office	634,118	705,849	690,624	717,993
Interdepartmental	3,529,298	2,112,855	2,069,316	4,588,194
Capital Outlay	167,830	133,575	133,575	15,000
Operating Transfers To Other Funds	1,547,368	2,310,027	2,310,027	3,145,095
Designated Funds	649,163	860,241	859,866	311,276
Special Item	180,108	-	-	-
Total General Fund Expenditures	\$ 33,272,072	\$ 36,813,507	\$ 36,321,391	\$ 39,732,282



New Position

Pikes Peak Library District		2022					
New Positions							
Chief Librarian and CEO Office		Proposed	Previous	Proposed	Proposed	Total	
Position Name	Department	Grade	Hours Week	Hours Week	Hourly Rate	Cost	
Assistant ILS Administrator	Collection Management	21	-	40	\$ 22.83	\$ 69,371	
Security Officer	Security Office	15	20	40	15.30	33,783	
Adult Education Instructor	Adult Education	18	-	20	19.57	21,910	
Military Strategic Librarian	Adult Services	23	-	40	25.75	76,528	
Public Relations Specialist	Communications Office	20	-	40	21.30	65,620	
Safety Coordinator	Security Office	18	-	40	19.57	61,380	
Digital Archivist	Genealogy	22	-	40	24.05	72,361	
Social Worker	Security Office	22	-	40	24.05	72,361	
Senior Library Associate	Young Adult Services	18	-	40	19.57	61,380	
Total New Positions						\$534,694	

CAPITAL PROJECT FUNDS

East Library Project Fund

The 2022 Budget includes \$117,000 for capital expenditures. These expenditures will be funded through a transfer of \$117,000 from the General Fund.

The largest projects include the following:

- \$22,000 – Dock concrete repairs/replacement
- \$30,000 – Engineering Consultants for parking lot
- \$35,000 – Security Operations center construction

Capital Projects Fund - East Library Project Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Sources of Funds				
Funding - Pikes Peak Library District				
Operating transfer - General Fund	\$ 8,545	\$ 84,200	\$ 84,200	\$ 117,000
Uses of Funds				
Building Items				
Building maintenance/minor renovation projects				
Dock concrete repairs/replacement	-	-	-	22,000
Add a closet with cooling for IT	-	25,000	25,000	-
Contingency	-	25,000	25,000	-
Engineering Consultant for parking lot	-	-	-	30,000
Roofing consultant to evaluate existing roof	2,078	11,163	11,163	-
Reading Bay area furniture	15,640	24,360	24,360	-
COVID upgrades	-	14,200	14,200	-
Landscaping allowance	-	-	-	5,000
Facilities Department				
Security Operations center construction	-	-	-	35,000
Renovate Security office	5,978	-	-	-
Furniture	-	30,000	30,000	-
Replace aging fire panel	10,282	6,858	6,858	-
Convert sound booth in community room to storage	-	3,000	3,000	-
Contingency	-	-	-	25,000
Contingency - to be allocated	-	17,143	17,143	-
IT equipment	253	1,818	1,818	-
Total Uses of Funds	34,231	158,542	158,542	117,000
Excess Revenues Over Expenditures	(25,686)	(74,342)	(74,342)	-
Fund Balance - Beginning of Year	195,302	169,616	169,616	95,274
Fund Balance - End of Year	\$ 169,616	\$ 95,274	\$ 95,274	\$ 95,274

Penrose Library Project Fund

The 2022 Budget includes \$1,191,200 for capital expenditures. These expenditures will be funded through a transfer of \$1,191,200 from the General Fund.

The largest projects include the following:

- \$950,000 – Roof replacement
- \$23,500 – Replace rooftop unit
- \$75,000 – Painting allowance

Capital Projects Fund - Penrose Library Project Fund		2020 Actual	2021 Budget	2021 Projection	2022 Budget
Sources of Funds					
Funding - Pikes Peak Library District					
	Operating transfer - General Fund	-	\$ 525	\$ 525	\$ 1,191,200
Uses of Funds					
PENROSE PUBLIC LIBRARY					
Building Items					
	Open chairs for Adult Education Services	-	2,500	2,500	-
	Adult area tables	-	-	-	5,000
	Replace existing entry automated door openers	-	-	-	10,000
	Roof replacement	-	-	-	950,000
	Replace existing parking lot meters	-	50,000	50,000	-
	Roofing consultant to evaluate existing roof	2,078	62,922	62,922	-
	Replace rooftop unit	-	-	-	23,500
	Install glass wall structure - Executive Assistant area	-	15,000	15,000	-
	Personal Belongs lockers	-	-	-	18,000
	Chiller replacement	-	55,000	55,000	-
	Add A/C to network closet	-	-	-	15,000
	Furniture replacement for Children's area	-	-	-	7,800
	tables and chairs for adults	-	-	-	15,000
Circulation Department					
	Service Point chairs	-	-	-	3,200
Teen Services					
	Consultant services to add a Teen Center	-	-	-	10,000
1905 CARNEGIE BUILDING					
	Add office for Manager	-	20,000	20,000	-
	Add IT closet	-	25,000	25,000	-

Capital Projects Fund - Penrose Library Project Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Uses of Funds				
KCH OFFICE BUILDING/PENROSE LIBRARY				
Renovation costs	8,525	-	-	-
Add mezzanine door structure	-	15,000	15,000	-
Mezzanine Redesign	-	-	-	10,000
Enclose lower classroom	-	-	-	15,000
Painting allowance	-	25,000	25,000	75,000
Adjustable height tables	-	-	-	8,700
KCH - movable walls/partitions for displays	-	3,000	3,000	-
KCH - chairs for mezzanine	-	2,550	2,550	-
KCH - work tables (4) for mezzanine	-	6,200	6,200	-
KCH - interior paint	22,390	-	-	-
KCH - replace awnings at front entrance	-	1,500	1,500	-
Convert Pine/Aspen room lighting to dimmable	12,458	-	-	-
Install carpet in vault for meeting room	1,064	-	-	-
Purchase mural on garage wall	5,250	-	-	-
Add storefront wall to create office in Adult Education	11,757	-	-	-
Contingency	10,151	134,798	134,798	25,000
Total Uses of Funds	73,673	418,470	418,470	1,191,200
Excess Revenues Over Expenditures	(73,673)	(417,945)	(417,945)	-
Fund Balance - Beginning of Year	491,618	417,945	417,945	-
Fund Balance - End of Year	\$ 417,945	\$ -	\$ -	\$ -

Library 21c Project Fund

The 2022 Budget includes \$194,500 for capital expenditures. The entire balance of projected expenditures for 2022 Budget will be funded through a transfer from the General Fund.

The largest projects include the following:

- \$25,000 – Initial irrigation repairs/upgrade
- \$75,000 – Convert tuff to native grass
- \$20,000 – Seal coat and restripe

Capital Projects Fund - Library 21c Project Fund		2020 Actual	2021 Budget	2021 Projection	2022 Budget
Sources of Funds					
Funding - Pikes Peak Library District					
	Operating transfer - General Fund	\$ 63,367	\$ 165,000	\$ 165,000	\$ 194,500
Uses of Funds					
Building Items					
	Seal coat and restripe	-	-	-	20,000
	Awning for curbside service	-	25,000	25,000	-
	Initial irrigation repairs/upgrade	-	-	-	25,000
	Convert tuff to native grass	-	-	-	75,000
	Elevator starter	-	-	-	5,000
	Elevator lighting	-	-	-	12,000
	Boiler replacement	291,744	-	-	-
	Back up generator	-	105,000	105,000	-
	Collection Management meeting room	-	-	-	12,500
	Contingency	13,173	62,588	62,588	25,000
	Furniture and equipment	-	24,872	24,872	-
	Fire Mag-lock ADA studio doors	-	-	-	6,000
	Auto openers ADA for Maker Spaces	-	-	-	14,000
	Collection Management tables, height adjustable	-	1,200	1,200	-
	Closet UPS	-	10,000	10,000	-
	Culinary lab equipment	825	85,195	85,195	-
	Add gas supply to kitchen for culinary lab	22,491	2,509	2,509	-
	Replace business center/learning lab chairs	17,000	-	-	-
	Install new service point on first floor	-	20,000	20,000	-
	Install one-way window	6,727	-	-	-
	Replace Children's Service desk	-	6,000	6,000	-
	Revamp Creative Services area	-	3,000	3,000	-
	Three sit/stand converters	874	-	-	-
	Replace training room tables and chairs	-	9,500	9,500	-
	Signage	4,851	-	-	-
	Total Uses of Funds	357,685	354,864	354,864	194,500
	Excess Revenues Over Expenditures	(294,318)	(189,864)	(189,864)	-
	Fund Balance - Beginning of Year	484,182	189,864	189,864	-
	Fund Balance - End of Year	\$ 189,864	\$ -	\$ -	\$ -

Capital Reserve Fund

The 2022 Budget includes \$1,837,745 for capital expenditures. These expenditures will be funded through a transfer of \$1,642,395 from the General Fund and \$195,350 fund balance at the end of 2021.

The largest projects include the following:

- \$324,000 – County bookmobile
- \$270,000 – Telecommunications switches
- \$200,000 – Wireless system – upgrade and replacement
- \$100,000 – District-wide audio-visual equipment standardization
- \$60,000 – Network Infrastructure – Remote access terminals
- \$55,000 - AWE literacy stations
- \$50,000 – Penrose Admin and staff cabling

Capital Projects Fund - Capital Reserve Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Sources of Funds				
Funding - Pikes Peak Library District				
Operating transfer - General Fund	\$ 1,475,456	\$ 2,060,302	\$ 2,060,302	\$ 1,642,395
Funding - Fundraising				
Donations - Pikes Peak Library District Foundation	-	75,000	75,000	-
Funding - Other				
Landlord reimbursement - Ruth Holley Library improvements	61,695	10,202	10,202	-
Sales of assets	12,500	-	-	-
Total Sources of Funds	1,549,651	2,145,504	2,145,504	1,642,395
Uses of Funds				
FACILITIES				
MOBILE LIBRARY SERVICES				
East county library services	-	-	-	324,000
New wrap for bookmobile 702	-	-	-	-
Awning replacement	-	4,000	4,000	-
Two (2) half wraps	2,787	12,213	12,213	-
Replace generator for bookmobile 705	-	12,500	12,500	-
City bookmobile headlight upgrade	-	2,500	2,500	-
City bookmobile leaf spring upgrade	-	5,000	5,000	-
County bookmobile - back-up camera upgrade	-	1,500	1,500	-
Lobby stop van - replace lift gate	-	4,000	4,000	-
CHEYENNE MOUNTAIN LIBRARY				
Carpet replacement	-	-	-	-
Painting allowance	-	-	-	18,000
Workroom cabinets and storage	-	2,000	2,000	-
Replace existing circulation desk	-	15,035	15,035	-
Replace entry tile with walk-off carpet tile	1,980	-	-	-
Meeting room tables	-	5,000	5,000	-
Reading and Study room chair replacement	-	-	-	7,500

Capital Projects Fund - Capital Reserve Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Uses of Funds				
FOUNTAIN LIBRARY				
5 Rtu's replacement allowance	-	-	-	35,000
Demo service desk/replace with adjustable height	-	-	-	7,500
Collaborative Work Space	-	-	-	11,000
Remodel staff workroom	-	-	-	15,000
Furniture - teen gaming area	-	5,000	5,000	-
Water Fountain replacement to bottle filler	-	-	-	5,000
Chair replacement in meeting room	-	6,500	6,500	-
RUTH HOLLEY LIBRARY				
Curbside drive-up window	-	10,000	10,000	-
Learning lab furniture	7,032	-	-	-
Learning lab - tables	-	5,000	5,000	-
Memorial for Ruth Holley	-	-	-	5,000
Childrens and Teens Furniture replacement	-	-	-	2,000
MANITOU SPRINGS BRANCH				
Relocation project	24,480	179,491	179,491	-
Furniture	18,543	15,126	15,126	-
Intrusion system	6,279	6,280	6,280	-
MONUMENT LIBRARY				
Restroom improvements	-	8,000	8,000	-
Replace (4) adult area chairs	-	2,400	2,400	-
Community Room back area blind replacement	-	4,700	4,700	-
Replace teen area PC table and chair	-	2,000	2,000	-
Four (4) Rtu's replacement allowance	-	12,500	12,500	-
Network closet rework	-	-	-	20,000
OLD COLORADO CITY LIBRARY				
Painting allowance	-	-	-	10,000
HVAC replacement/upgrades	-	5,000	5,000	-
Remodeling	-	-	-	-
Minor Lighting upgrade	-	-	-	1,500
Window cornices	-	-	-	3,000
Custom table top screen	-	-	-	6,000
Canopy over book drop	-	5,000	5,000	-
Replace carpet to rubber in meeting room	-	3,500	3,500	-
Replace meeting room chairs and tables	-	5,650	5,650	-
Charging tables (4) and computer tables (6)	-	12,000	12,000	-
New wood floor on main level	-	75,000	75,000	-

Capital Projects Fund - Capital Reserve Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Uses of Funds				
PALMER LAKE LIBRARY				
Carpet replacement	-	-	-	8,500
Painting allowance	-	-	-	3,000
Install central air conditioning	-	-	-	15,000
Replace service desk	-	-	-	10,000
Engineering (elect/structural) for a/c and reno	-	-	-	10,000
Minor lighting upgrade	-	-	-	1,000
ROCKRIMMON LIBRARY				
Building maintenance/minor renovation projects				
Public restroom improvements	-	-	-	1,500
Replace meeting room carpet	5,000	-	-	-
Meeting room tables	-	3,000	3,000	-
Furniture for Children's redesign	-	2,500	2,500	-
SAND CREEK LIBRARY				
Replace rooftop unit	-	50,000	50,000	-
Restroom refresh	-	-	-	1,500
Replace staff chairs	-	-	-	7,500
Replace crash bar and lock on front door	-	5,568	5,568	-
Adjustable height tables	-	2,052	2,052	-
Locking drive-up book returns	-	6,000	6,000	-
CALHAN BRANCH				
Calhan renovation project	-	15,759	15,759	-
After hours lockers	-	-	-	11,000
OTHER ITEMS				
Concrete replacement - districtwide allowance	-	27,930	27,930	15,000
Tree-trimming allowance	6,880	-	-	-
Landscaping allowance	37,354	2,505	2,505	-
Staff lounges improvements	-	26,469	26,469	-
Other improvements	15,841	848	848	-
Upgrade fire system dialers to cellular	-	12,000	12,000	-
Asphalt repairs and maintenance - districtwide allowance	20,107	41,249	41,249	20,000
Capital contingency	-	50,000	50,000	50,000
Other vehicle replacement	-	-	-	45,000
Tractor replacement	9,975	-	-	-
Furniture replacement contingency	8,502	41,498	41,498	25,000
Ellicott facility allowance	-	-	-	-
Roof inspections, preventative maintenance repairs	8,992	31,008	31,008	20,000
Story walks at East, Penrose 21c and Fountain Libraries	-	16,000	16,000	-

Capital Projects Fund - Capital Reserve Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Uses of Funds				
OTHER ITEMS				
Elevator electronic access at East and Penrose	-	3,966	3,966	-
Purchase uniform recycling retainers at all facilities	-	10,000	10,000	10,000
HVAC Controller replacement	-	-	-	30,000
Contingency	85,524	242,487	242,487	-
Total - Facilities	259,276	1,017,734	1,017,734	754,500
INFORMATION TECHNOLOGY				
Technology refresh (staff)	-	24,484	24,484	-
PCs - video editing	-	11,114	11,114	-
Technology refresh (patrons)	-	22,571	22,571	-
Telecommunications switches and UPS	-	33,331	33,331	-
Young Adult Services	103	-	-	-
Children's Services iPads	20	-	-	-
Datacenter redesign	144,564	56,836	56,836	-
East Library tween computers	4,000	-	-	-
Contingency	-	-	-	-
Replacements	-	1,275	1,275	-
Server Replacement	2,000	-	-	-
Firewall Replacement	-	21,547	21,547	-
Switches/UPS rotation	2,332	-	-	-
Replace data domain	-	16,835	16,835	-
Network Infrastructure				
Telecommunications switches	11,559	376,129	376,129	270,000
Remote access terminals	-	-	-	60,000
Tipping point replacements (Bandwidth Shapper)	-	-	-	-
UPS rotation	-	-	-	14,000
Firewall replacement	24,535	-	-	-
Wireless system (upgrade or replacement system)	-	-	-	200,000
Internet protocol address management boxes	-	-	-	-
Cabling infrastructure repair	-	25,000	25,000	25,000
East Admin and staff cabling	-	85,000	85,000	-
Penrose Admin and staff cabling	-	35,000	35,000	50,000
Additional drops	-	-	-	7,000
Contingency cabling (non eRate)	-	10,000	10,000	-
MAC endpoints	13,106	18,838	18,838	-
MAC network	80,030	95	95	-
Voice Infrastructure				
Report server	-	-	-	10,000
MAC phone system	4,498	3,174	3,174	-
MAC other	-	800	800	-

Capital Projects Fund - Capital Reserve Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Uses of Funds				
INFORMATION TECHNOLOGY				
Computers				
Technology refresh (staff)	39,462	461,458	266,108	-
Technology refresh (patrons)	-	230,000	230,000	-
Laptops replacements and tablets, loans and netbooks	9,712	-	-	-
AWE literacy stations	-	55,000	55,000	55,000
iPads	-	-	-	-
Adult Education Chromebook and hotspots	-	5,000	5,000	-
Creative Service specialized sap top (3D Capable)	-	3,200	3,200	-
Young Adult Services programming Chromebook	-	5,300	5,300	-
Security system elevator access control	-	3,966	3,966	-
Printers and copiers				
Staff and public	-	5,000	5,000	5,000
Copiers	272,770	13,765	13,765	-
Collection Management replace Zebra printers	-	-	-	9,000
CIO Contingency, Management Reserve and IT Dept. Misc. Requirements				
Contingency	2,776	28,492	28,492	25,000
Surveillance and Security Infrastructure				
Access control	-	850,000	850,000	-
Surveillance cameras	11,551	303,077	303,077	-
Body cameras	-	-	-	6,000
Audio and Visual Services				
District-wide audio-visual equipment standardization	1,676	181,000	181,000	100,000
IT Support Services for Library Staff				
District wide/AMH bin project	-	20,000	20,000	-
Self check equipment	2,500	-	-	-
Genealogy equipment	-	13,620	13,620	-
Collection Management IT ScanPro	-	-	-	11,000
HI Library: Multi-Function Device	-	-	-	1,500
HR Dept: Digital signage in library staff meeting rooms.	-	-	-	5,000
SA Library: Separate AV in divided meeting room.	-	-	-	12,000
F&CS: Lena Childhood Early Education (Replace every 5 years)	-	-	-	17,800
MLS: Ruggedized Laptop for Astrovan	-	-	-	1,400
SE Region: Regional Library Associates Laptops (x3)	-	-	-	3,600
CrS: Laptop with Creative Cloud	-	-	-	2,500
CrS PE KCH: Laptop (w/workflow)+barcode reader	-	-	-	2,500
PE KCH: Business resource center and co-work space.	-	-	-	6,000
PE KCH: Business resource center and co-work space AV capability.	-	-	-	6,000

Capital Projects Fund - Capital Reserve Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Uses of Funds				
INFORMATION TECHNOLOGY				
IT Support Services for Library Staff		-	-	
Security & Safety: 21c Camera Station Monitor	-	-	-	600
Security & Safety: Ruggedized oncall officer tablet to monitor security cameras	-	-	-	1,400
Security & Safety: Hyterra PoC Radio System - staff inter-library comms	-	-	-	45,000
RU Library: Community Meeting Room AV Replacement	-	-	-	7,400
SA Library: Makerspace video displays.	-	-	-	1,600
SA Library: Study Room and Conference Room AV.	-	-	-	1,600
Security & Safety: Computer(s) to monitor all library location surveillance camera system.	-	-	-	3,000
Security & Safety: Monitors to display 16 locations.	-	-	-	10,000
Security & Safety: Exterior device charging stations.	-	-	-	30,000
Security & Safety: Interior device charging stations.	-	-	-	11,300
Communications: Staff increase IT support.	-	-	-	2,400
HR Dept: Performance Management Tool	-	-	-	11,750
ILS/RFID System				
Receipt printers	-	12,500	12,500	12,500
Barcode scanners	17,182	12,500	12,500	12,500
Wands	13,416	1,584	1,584	
WEB				
Upgrade to Drupal	-	40,000	40,000	-
MAC surveillance	35,439	62,017	62,017	-
Library system peripheral	27,434	237,566	237,566	-
Archival management system	-	13,400	13,400	-
Total Information Technology	720,665	3,300,474	3,105,124	1,056,350
COMMUNICATIONS				
East Library photo exhibit	-	-	-	5,000
Penrose Library community mural	-	-	-	5,000
Branded canopies	-	-	-	1,500
Sand Creek Library	-	-	-	2,000
Cheyenne Mountain Library	-	-	-	4,395
Monument Library	-	3,000	3,000	-
Palmer Lake Library	-	2,000	2,000	-
Rockrimmon Library	-	2,500	2,500	-
Ute Pass Library	-	2,000	2,000	-
Manitou Springs Library	168	25,282	25,282	
Signage projects	-	7,550	7,550	7,500
Total Communications	168	42,332	42,332	25,395

Capital Projects Fund - Capital Reserve Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget
Uses of Funds				
VIDEO STUDIO				
Peripheral equipment				
Video projector replacements and additions	-	10,000	10,000	-
Microphones	-	8,192	8,192	-
Video equipment and accessories	-	1,620	1,620	-
Replacement wireless mic kit	579	-	-	-
Replacement audio recorder	272	-	-	-
Photo roller system	1,274	-	-	-
New checkout equipment L21c	1,142	-	-	-
Replacement cameras - Studio 21c (5)	33,960	-	-	-
Replacement DSLR cameras for checkout	-	5,700	5,700	-
Replace audio recorder kit	1,064	-	-	-
Replacement teleprompter	868	-	-	-
Replace video camera kit for checkout	135	-	-	-
Replace GoPro kits	1,541	-	-	-
Contingency	-	8,215	8,215	-
Total Video Studio	40,835	33,727	33,727	-
CREATIVE SERVICES				
Sand Creek Library - larger kiln	-	2,994	2,994	-
New maker kits	-	1,000	1,000	-
Equipment initiatives	-	7,913	7,913	-
Equipment replacement fund	19,987	2,708	2,708	1,500
3D scanner	-	3,000	3,000	-
Contingency	5,175	47,565	47,565	-
Total Creative Services	25,162	65,180	65,180	1,500
Total Uses of Funds	1,046,106	4,459,447	4,264,097	1,837,745
Excess Revenues Over Expenditures	503,545	(2,313,943)	(2,118,593)	(195,350)
Fund Balance - Beginning of Year	1,810,398	2,313,943	2,313,943	195,350
Fund Balance - End of Year	\$ 2,313,943	\$ -	\$ 195,350	\$ -

SPECIAL REVENUE FUND

Designated Funds

The 2022 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 2021. There are no Budgets for use of these funds in 2022.

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

Cheyenne Mountain Library Support Fund		2020	2021	2021	2022
Three-Year Period Ended December 31, 2022		Actual	Budget	Projection	Budget
Purpose of Fund					
To accumulate funds for the support of the District's Cheyenne Mountain Library's services, programs and assets.					
Fiscal Year Expenditures					
Capital Outlay		\$ -	\$ 812	\$ 812	\$ -
Excess (Deficit) Revenues Over Expenditures		-	(812)	(812)	-
Fund Balance - Beginning of Year		812	812	812	-
Fund Balance - End of Year		\$ 812	\$ -	\$ -	\$ -

High Prairie Library Support Fund		2020	2021	2021	2022
Three-Year Period Ended December 31, 2022		Actual	Budget	Projection	Budget
Purpose of Fund					
To accumulate funds for the support of the District's High Prairie Library's services, programs and assets.					
Fiscal Year Expenditures					
Capital outlay		\$ -	\$ 92,626	\$ 92,626	\$ -
Excess (Deficit) Revenues Over Expenditures		-	(92,626)	(92,626)	-
Fund Balance - Beginning of Year		92,626	92,626	92,626	-
Fund Balance - End of Year		\$ 92,626	\$ -	\$ -	\$ -

Sand Creek Library Support Fund		2020	2021	2021	2022
Three-Year Period Ended December 31, 2022		Actual	Budget	Projection	Budget
Purpose of Fund					
To accumulate funds for the support of the District's Sand Creek Library's services, programs and assets.					
Fiscal Year Expenditures					
Capital outlay		\$ 3,300	\$ 12,283	\$ 12,283	\$ -
Excess (Deficit) Revenues Over Expenditures		(3,300)	(12,283)	(12,283)	-
Fund Balance - Beginning of Year		15,583	12,283	12,283	-
Fund Balance - End of Year		\$ 12,283	\$ -	\$ -	\$ -

FIVE YEAR CAPITAL PLAN 2023 - 2027

Included in the 2021 Budget is a preliminary five-year long-term capital plan (covers fiscal years 2023 – 2027. 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

Five Year Capital Plan - East Library Project Fund		2023	2024	2025	2026	2027
Fiscal Years 2023 - 2027		Budget	Budget	Budget	Budget	Budget
Sources of Funds						
Funding - Pikes Peak Library District						
	Operating transfer - General Fund	\$ 915,000	\$ 306,500	\$ 1,437,500	\$ 458,000	\$ 200,500
Uses of Funds						
Building Items						
	Building maintenance/minor renovation projects					
	HVAC controls replacement	-	-	450,000	-	-
	Replace canvas roll-up awning materials	-	6,500	-	-	-
	bottle fill types	-	20,000	-	-	-
	Additional studyroom chairs	5,000	-	-	-	-
	Asphalt 2" overlay	350,000	-	-	-	-
	Overflow lot improvements (2" overlay)	65,000	-	-	-	-
	HVAC replacement/upgrades					
	Chiller compressor replacement	55,000	-	-	-	-
	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	-	-	-	200,000	-
	Staff areas	-	-	-	75,000	-
	Painting allowance	-	30,000	-	-	-
	Roof					
	Replacement	-	-	750,000	-	-
	Roof inspection and repairs	-	-	-	-	5,500
	Roof consulting services for replacement	-	35,000	-	-	-

Five Year Capital Plan - East Library Project Fund		2023	2024	2025	2026	2027
Fiscal Years 2023 - 2027		Budget	Budget	Budget	Budget	Budget
Uses of Funds						
Departments/Offices						
Children's Department						
Other furniture or equipment replacement		-	25,000	-	-	-
Teen Services						
Interior paint		-	-	7,500	-	-
Other furniture or equipment replacement		-	5,000	-	-	-
Facilities Department						
Other furniture or equipment replacement		-	10,000	-	-	-
Public space furniture refresh		-	-	-	-	20,000
Contingency		25,000	25,000	25,000	25,000	25,000
Contingency - to be allocated		150,000	150,000	150,000	150,000	150,000
Total Uses of Funds		915,000	306,500	1,437,500	458,000	200,500
Excess Revenues Over Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -

Penrose Library Project Fund

Five Year Capital Plan - Penrose Library Project Fund Fiscal Years 2023 - 2027	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Sources of Funds					
Funding - Pikes Peak Library District					
Operating transfer - General Fund	\$ 831,000	\$ 573,000	\$ 541,000	\$ 1,216,500	\$ 328,000
Uses of Funds					
PENROSE PUBLIC LIBRARY					
Building Items					
Carpet replacement					
Public	-	-	-	180,000	-
Staff	-	-	-	100,000	-
General furniture replacement	-	25,000	-	15,000	-
Meeting room furniture	-	25,000	-	-	15,000
Adult area tables	-	-	-	-	10,000
Seal joints plaza concrete	-	-	6,000	-	-
Exterior pre-cast building panel caulking allowance	25,000	-	-	-	-
Penrose entry way	30,000	-	-	-	-
Redress mulch in landscaped areas in front of building	-	3,000	-	-	-
Roof inspection and repairs	-	-	-	3,500	-
West entry lobby tile wall	15,000	-	-	-	-
Replace plaza concrete	45,000	-	-	-	-
New service desk on main level	-	-	10,000	-	-
Asphalt crack fill	-	-	7,500	7,500	8,000
Replace rooftop unit	-	-	25,000	-	-
Façade repair (tuck and pointing)	18,000	-	-	18,500	-
Elevator modernization - mechanical	150,000	-	-	-	-
Replace floors in elevators	-	-	7,500	-	-
2" overlay on upper lot	75,000	-	-	-	-
2" overlay on lower lot	100,000	-	-	-	-
Painting allowance public area	-	-	-	32,000	-
Chiller replacement	-	-	300,000	-	-
Chiller pumps replacement	58,000	-	-	-	-
Controls system replacement	-	-	-	550,000	-
Boiler replacement	-	300,000	-	-	-
Cooling tower replacement	-	-	-	-	75,000
Landscaping allowance	-	-	5,000	-	-
Furniture replacement for Children's area	-	-	-	-	15,000
Other furniture or equipment replacement	20,000	-	-	-	25,000
Teen Services					
Teen Center					
Allowance for teen center construction	50,000	-	-	-	-
Thin out material - Security	10,000	-	-	-	-
Contingency - to be allocated	150,000	150,000	150,000	150,000	150,000

Five Year Capital Plan - Penrose Library Project Fund		2023	2024	2025	2026	2027
Fiscal Years 2023 - 2027		Budget	Budget	Budget	Budget	Budget
Uses of Funds						
1905 CARNEGIE BUILDING						
Carpet replacement		-	25,000	-	-	-
Balcony waterproofing		-	10,000	-	-	-
Painting allowance		30,000	-	-	-	-
Other furniture or equipment replacement		-	5,000	-	-	-
KCH OFFICE BUILDING/PENROSE LIBRARY						
Carpet replacement/flooring		15,000	-	-	-	-
Wood floor refinish		15,000	-	-	-	-
Roof replacement		-	-	-	130,000	-
Contingency		25,000	30,000	30,000	30,000	30,000
Total Uses of Funds		831,000	573,000	541,000	1,216,500	328,000
Excess Revenues Over Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -

Library 21c Project Fund

Five Year Capital Plan - Library 21c Project Fund		2023	2024	2025	2026	2027
Fiscal Years 2023 - 2027		Budget	Budget	Budget	Budget	Budget
Sources of Funds						
Funding - Pikes Peak Library District						
	Operating transfer - General Fund	\$ 237,000	\$ 333,000	\$ 633,000	\$ 553,000	\$ 291,000
Uses of Funds						
Building Items						
	Annual repair of parking lot	2,000	3,000	3,000	3,000	3,000
	Roof replacement (fully adhered, unballasted roofing system)	2,500	-	2,500	-	2,500
	Shrubbery/general improvement/tree trimming	-	10,000	-	-	-
	Caulk entire bldg.	-	-	-	15,000	-
	Conference room window treatments	-	25,000	-	-	-
	Carpet replacement	-	-	-	-	88,000
	Lift replacement	-	-	45,000	-	-
	Elevator modernization - cab	-	35,000	-	-	-
	Elevator modernization - mechanical	-	75,000	-	-	-
	Interior paint allowance	25,000	-	25,000	-	-
	Chiller replacement	-	-	350,000	-	-
	Control upgrade	-	-	-	350,000	-
	Public area café table replacement	-	-	-	-	25,000
	Building Locks	-	-	-	35,000	-
	Contingency	25,000	25,000	25,000	-	-
	Furniture and equipment	10,000	-	10,000	-	10,000
	Meeting room table replacement	20,000	-	-	-	-
	Collection Management tables, height adjustable	2,500	-	2,500	-	2,500
	Tractor replacement	-	-	20,000	-	-
	Venue chair and table replacement	-	10,000	-	-	10,000
	Contingency - to be allocated	150,000	150,000	150,000	150,000	150,000
	Total Uses of Funds	237,000	333,000	633,000	553,000	291,000
	Excess Revenues Over Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Reserve Fund

Capital Projects Fund - Capital Reserve Fund Three Year Period Ended December 31, 2022	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Sources of Funds					
Funding - Pikes Peak Library District					
Operating transfer - General Fund	\$ 1,558,800	\$ 1,988,950	\$ 2,766,800	\$ 2,756,700	\$ 2,097,000
Uses of Funds					
FACILITIES					
MOBILE LIBRARY SERVICES					
East county library services	-	-	-	85,000	225,000
Replace generator for bookmobile 705	-	-	16,000	-	-
CHEYENNE MOUNTAIN LIBRARY					
Carpet replacement	-	-	-	40,000	-
Reading and Study room chair replacement	-	-	-	-	7,500
FOUNTAIN LIBRARY					
Painting allowance	-	15,000	-	-	-
Roof maintenance/replacement	-	-	100,000	-	-
Parking lot replacement/maintenance					
Overlay and restriping	10,000	-	-	-	-
5 Rtu's replacement allowance	-	-	-	40,000	-
Landscaping allowance	-	-	-	-	5,000
Garden Restoration	15,000	-	-	-	-
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					
Sealcoat and restriping	7,500	-	-	-	-
2" asphalt overlay	-	-	25,000	-	-
5 Rtu's replacement allowance	-	-	25,000	-	-
Landscaping allowance	-	5,000	-	-	-
Detention pond maintenance	-	-	27,500	-	-
General furniture replacement	-	-	-	-	7,500
RUTH HOLLEY LIBRARY					
Painting allowance	-	-	15,000	-	-
General furniture replacement	-	-	-	10,000	-
Restroom refresh	-	20,000	-	-	-
MANITOU SPRINGS BRANCH					
Painting allowance	-	-	-	10,000	-
Other furniture or equipment replacement	-	-	5,000	-	-
MONUMENT LIBRARY					
Carpet replacement	-	-	-	-	42,000
Drive up book drop improvements	-	-	-	12,000	-
Restroom improvements	-	15,000	-	-	-
Painting allowance	-	-	10,000	-	-
Four (4) Rtu's replacement allowance	-	-	25,000	-	-
General furniture replacement	10,000	-	-	-	-

Capital Projects Fund - Capital Reserve Fund Three Year Period Ended December 31, 2022	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Uses of Funds					
OLD COLORADO CITY LIBRARY					
Carpet replacement	7,500	-	-	-	-
Restroom improvements	-	25,000	-	-	-
Exterior trim paint	13,000	-	-	-	-
Parking lot replacement	-	-	-	-	-
Sealcoat and restriping	-	-	5,000	-	-
HVAC replacement/upgrades	7,000	-	-	-	10,000
General furniture replacement	-	-	-	10,000	-
PALMER LAKE LIBRARY					
General furniture replacement	-	-	-	-	2,500
ROCKRIMMON LIBRARY					
Carpet replacement	-	-	40,000	-	-
Painting allowance	-	-	-	12,000	-
Repaint staff area	2,500	-	-	-	-
Recarpet staff area	7,500	-	-	-	-
General 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	-	-	-
Remodeling					
Restroom refresh	-	-	-	-	15,000
Other furniture or equipment replacement	-	-	-	-	10,000
UTE PASS BRANCH					
Carpet replacement	-	4,500	-	-	-
Painting allowance	-	5,000	-	-	-
General furniture replacement	3,500	-	-	-	-
CALHAN BRANCH					
Carpet replacement	-	-	-	10,000	-
Painting allowance	-	-	5,000	-	-
General furniture replacement	-	-	-	-	3,000
Roof replacement	-	15,000	-	-	-
HVAC upgrades	-	-	-	30,000	-
Parking lot	35,000	-	-	-	-
OTHER ITEMS					
allowance	15,000	15,000	15,000	12,000	-
Tree-trimming allowance	10,000	-	-	-	-
districtwide allowance	20,000	20,000	22,000	46,000	18,000
Capital contingency	200,000	200,000	200,000	200,000	200,000
Other vehicle replacement	-	-	-	45,000	-
Mobile Library vehicle replacement	-	350,000	-	10,000	-
Furniture replacement contingency	25,000	25,000	25,000	25,000	25,000
Roof inspections, preventative maintenance re	25,000	25,000	25,000	25,000	25,000
Purchase uniform recycling retainers at all faci	10,000	10,000	-	-	-
HVAC Controller replacement	30,000	30,000	30,000	-	-
Total - Facilities	497,500	909,500	635,000	872,000	595,500

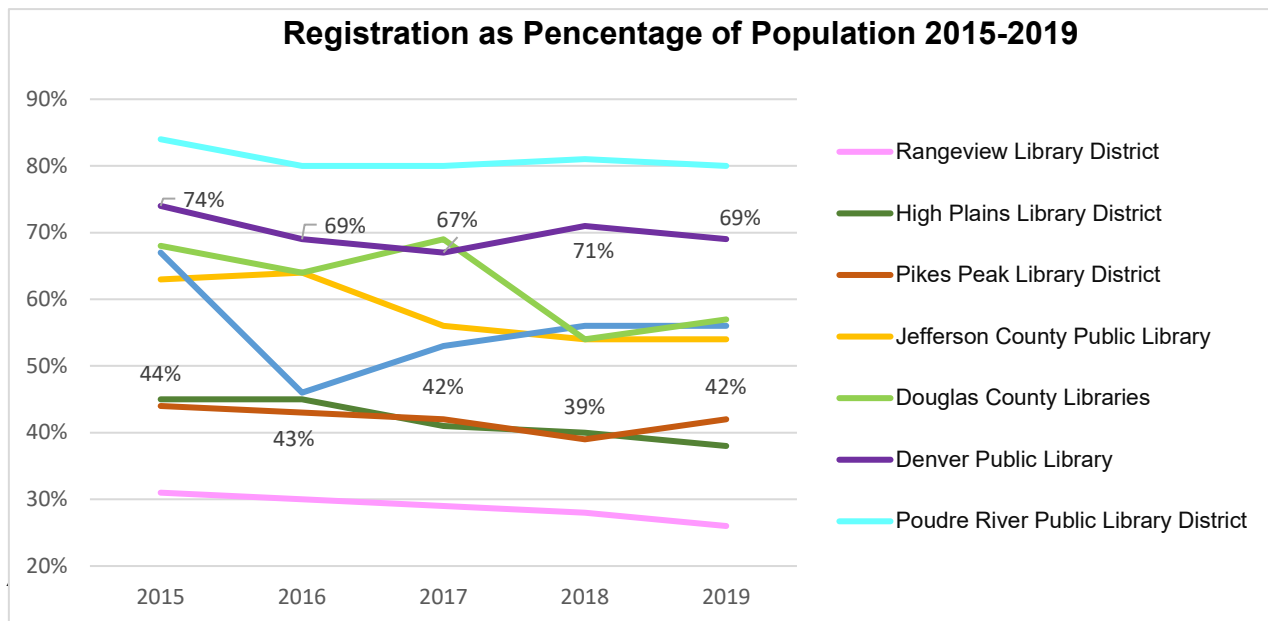
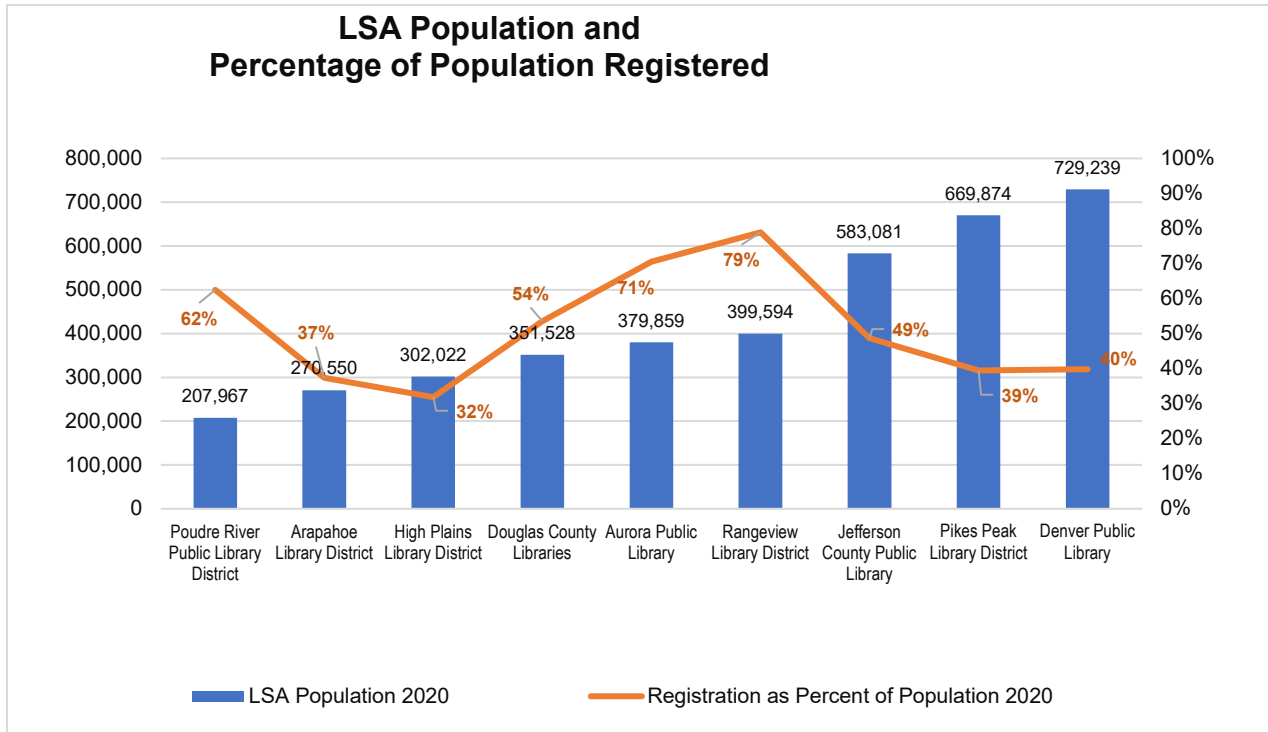
Capital Projects Fund - Capital Reserve Fund Three Year Period Ended December 31, 2022	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Uses of Funds					
INFORMATION TECHNOLOGY					
Replacements	-	-	-	-	-
Server Replacement	-	-	-	50,000	50,000
Offsite backup system	-	-	-	50,000	50,000
Network Infrastructure					
Telecommunications switches	294,000	235,000	225,000	345,000	200,000
UPS rotation	16,800	14,000	14,000	24,000	20,000
Firewall replacement	-	-	60,000	12,000	12,000
system)	-	-	-	200,000	200,000
Non eRate cabling	25,000	25,000	25,000	25,000	25,000
Voice Infrastructure					
Reporting server	-	-	-	-	10,000
Phone system	-	-	75,000	75,000	80,000
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	-	-	37,000	37,000	37,000
AWE warranties	-	40,250	-	-	-
iPads	-	7,000	-	-	-
Printers and copiers					
Staff and public	5,000	5,000	5,000	5,000	5,000
Copiers	-	-	325,000	-	-
Collection Management - Zebra printers	-	-	-	-	9,000
IT Dept. Misc. Requirements					
Contingency	25,000	25,000	25,000	30,000	30,000
Surveillance and Security Infrastructure					
Surveillance cameras	-	300,000	300,000	300,000	-
Body cameras	-	-	20,000	-	6,000
Audio and Visual Services					
standardization	100,000	-	-	172,000	100,000
Automated Material Handling					
District wide/AMH bin project	-	-	350,000	-	-
IT Support Services for Library Staff					
Genealogy equipment	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
Self check stations	-	-	-	150,000	150,000
Security gates	100,000	-	-	-	-
WEB					
Upgrade to Drupal	-	40,000	-	-	40,000
Community Library)					
Community Library	-	-	250,000	-	-
Total Information Technology	945,800	1,056,250	2,076,000	1,840,000	1,389,000

Capital Projects Fund - Capital Reserve Fund Three Year Period Ended December 31, 2022	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Uses of Funds					
COMMUNICATIONS					
Signage projects	7,500	7,500	7,500	7,500	7,500
Total Communications	7,500	7,500	7,500	7,500	7,500
VIDEO STUDIO					
Peripheral equipment					
Video projector replacements and additions	-	-	-	-	5,000
Replace video camera kit for checkout	12,000	-	-	-	-
Contingency	6,000	10,300	10,000	12,000	50,000
Total Video Studio	18,000	10,300	10,000	12,000	55,000
CREATIVE SERVICES					
Replacement TAZ 6 3D printers	6,000	-	-	-	-
Replacement silhouettes Sand Creek and L21	6,000	-	-	-	-
Laser cutter	50,000	-	-	-	-
Equipment replacement fund	15,000	5,400	38,300	25,200	50,000
Kitchen equipment	13,000	-	-	-	-
Total Creative Services	90,000	5,400	38,300	25,200	50,000
Total Uses of Funds	1,558,800	1,988,950	2,766,800	2,756,700	2,097,000
Excess Revenues Over Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

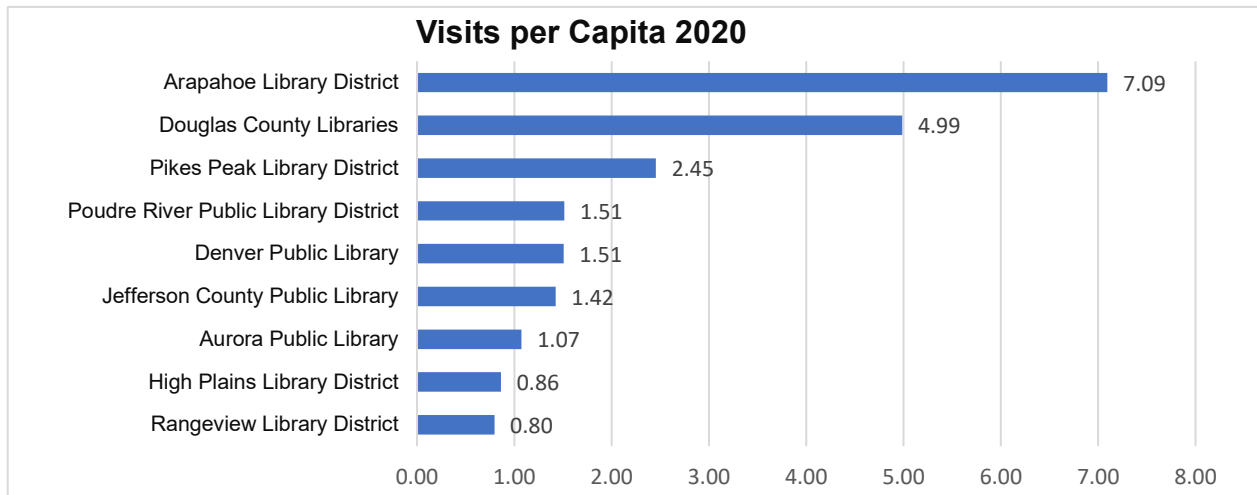
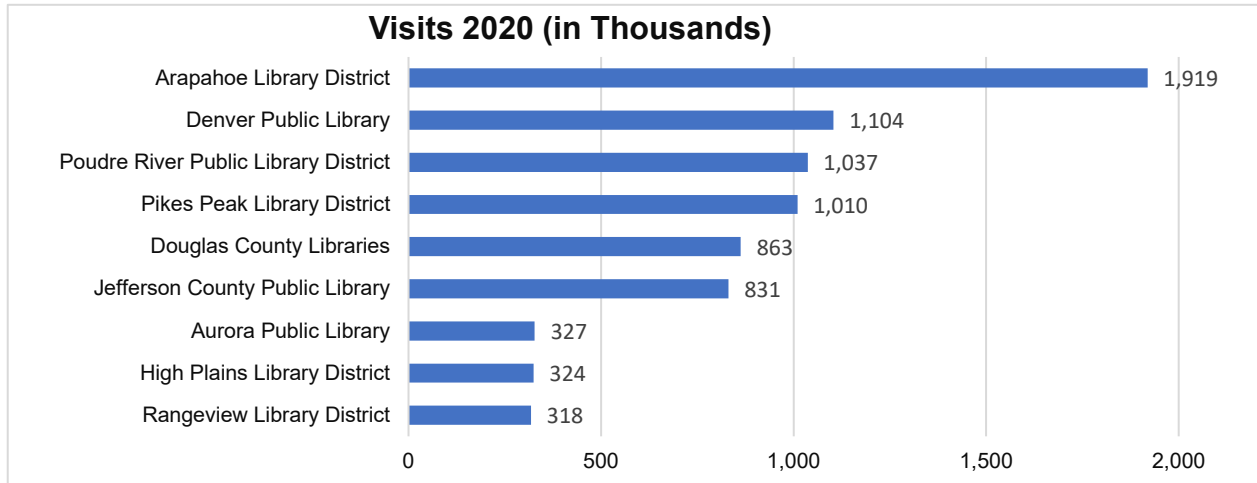
Appendix 1 - PPLD Comparison to Colorado Libraries

A. 2020 Data and 5-Year Trend, 2015-2019

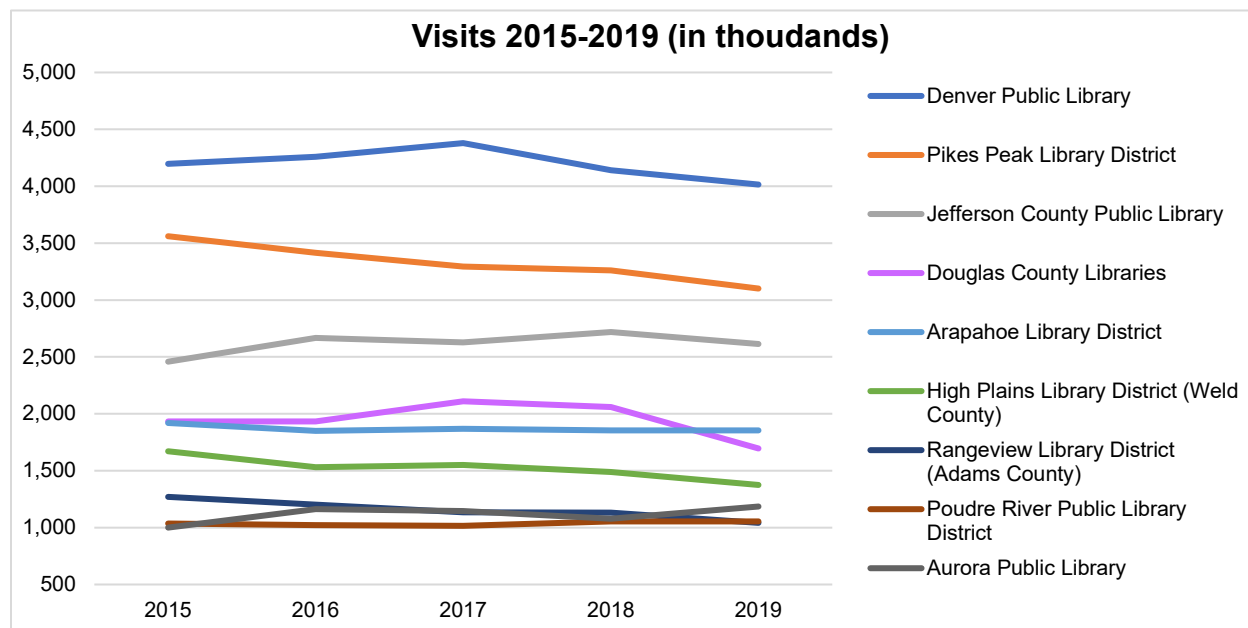
1. Library Service Population (LSA) and Registration as Percentage of Population



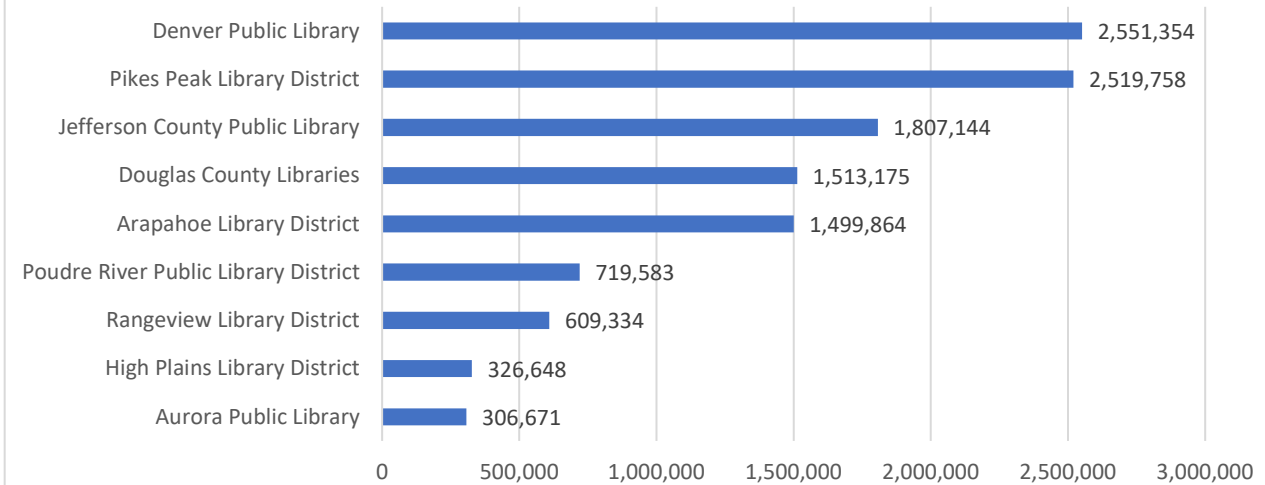
2. Number of Patron Visits and Library Visits per Capita



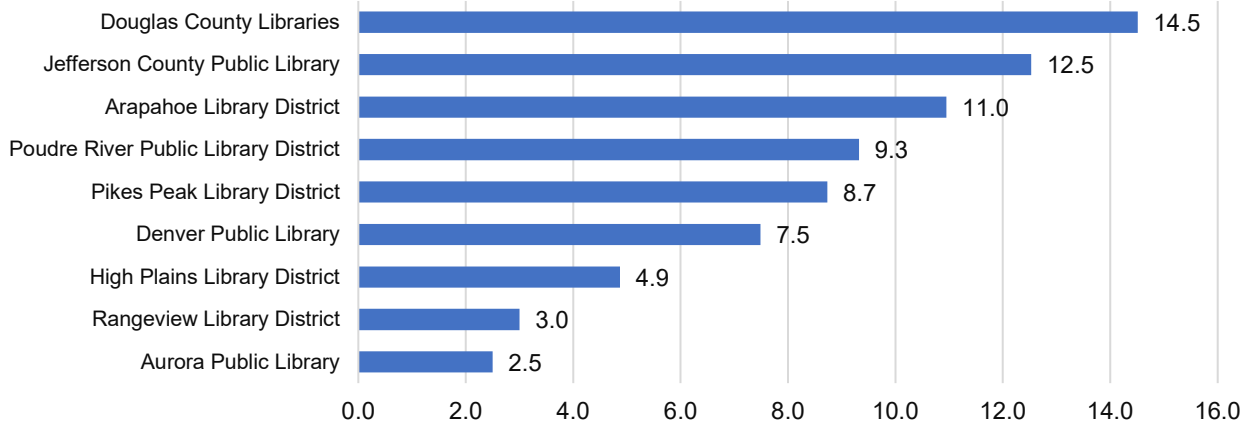
Library Visits. The District is ranked 2nd over a 5-year period, from 2015 to 2019.



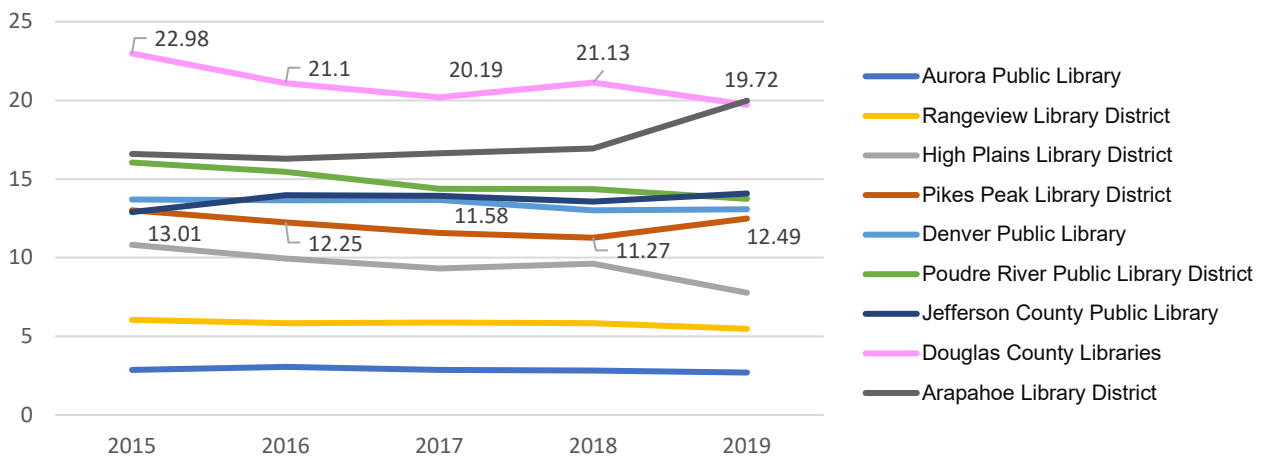
Circulation of Electronic Materials 2020

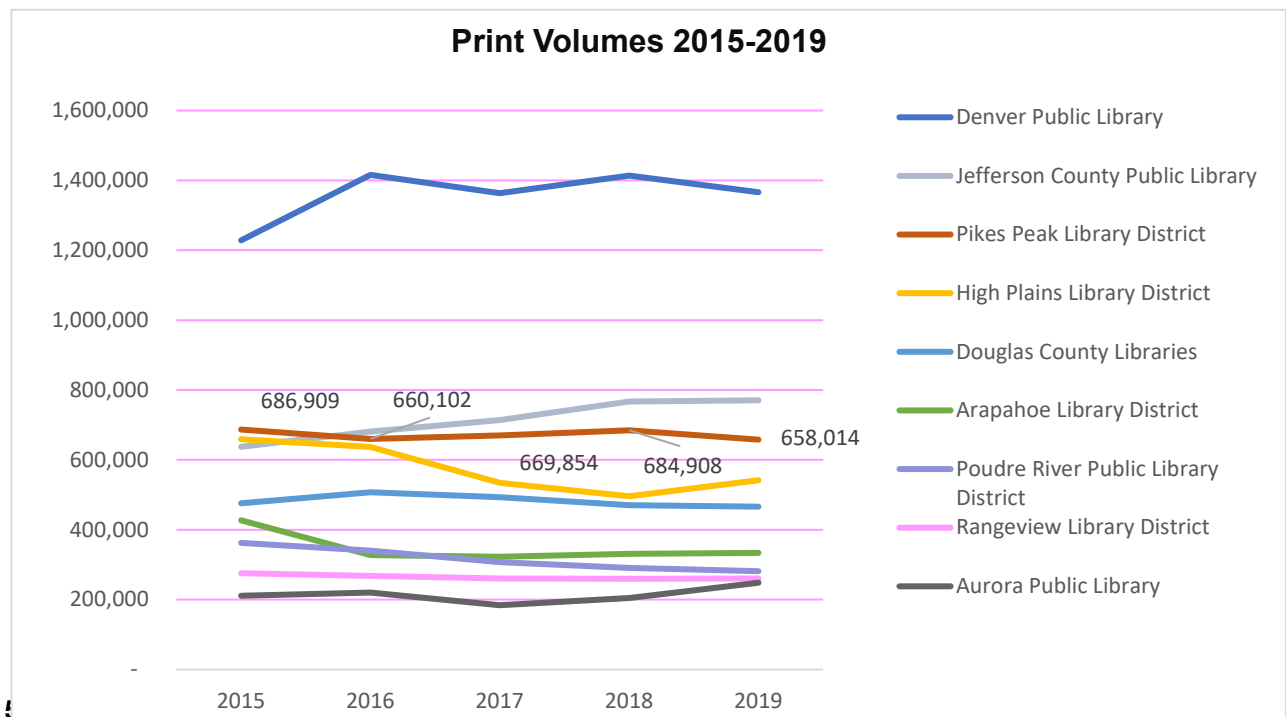
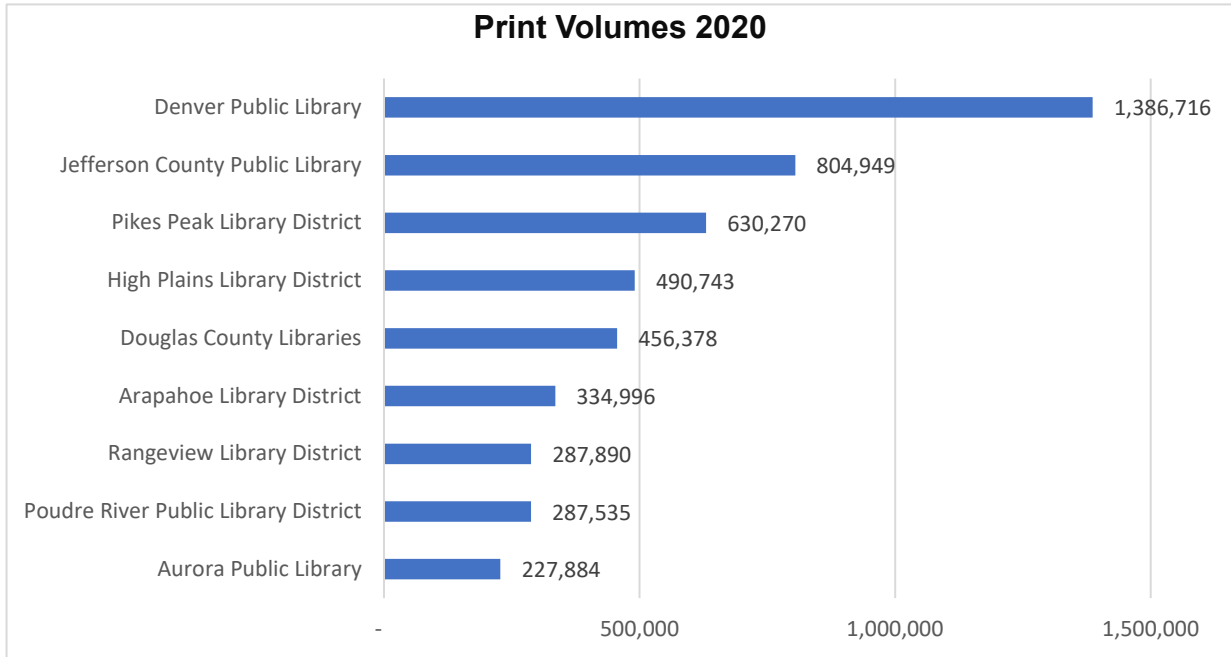


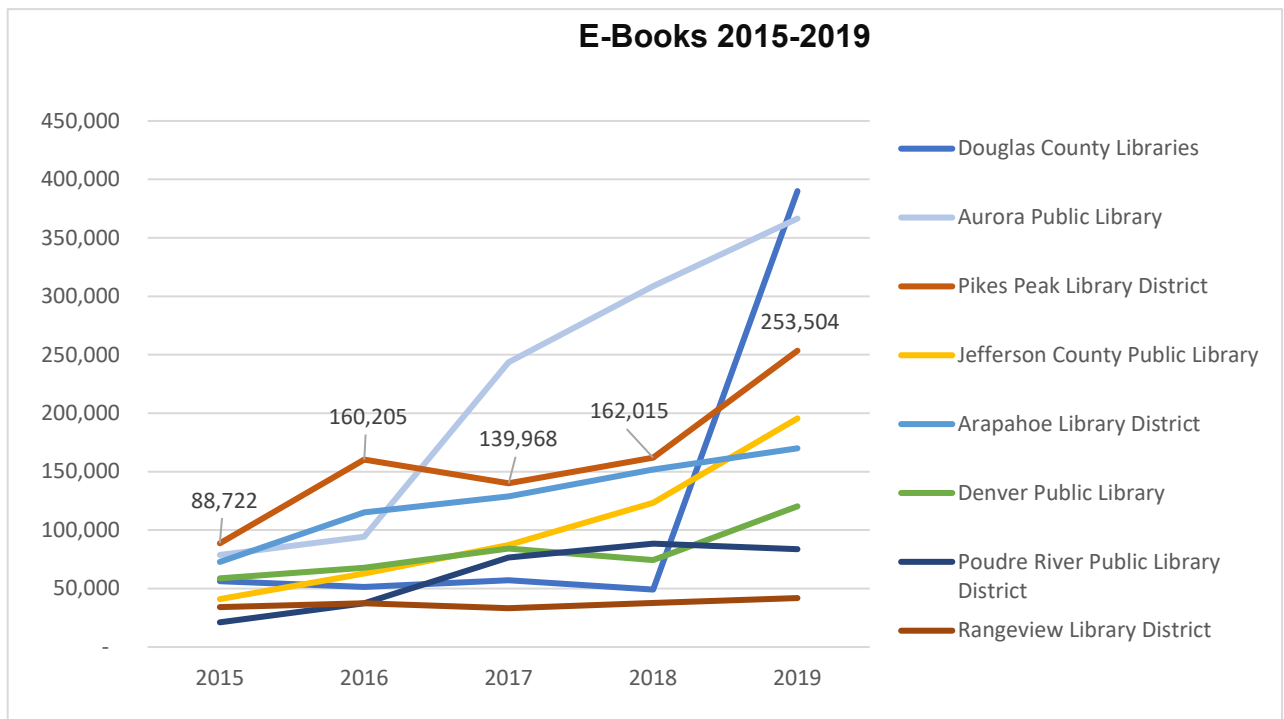
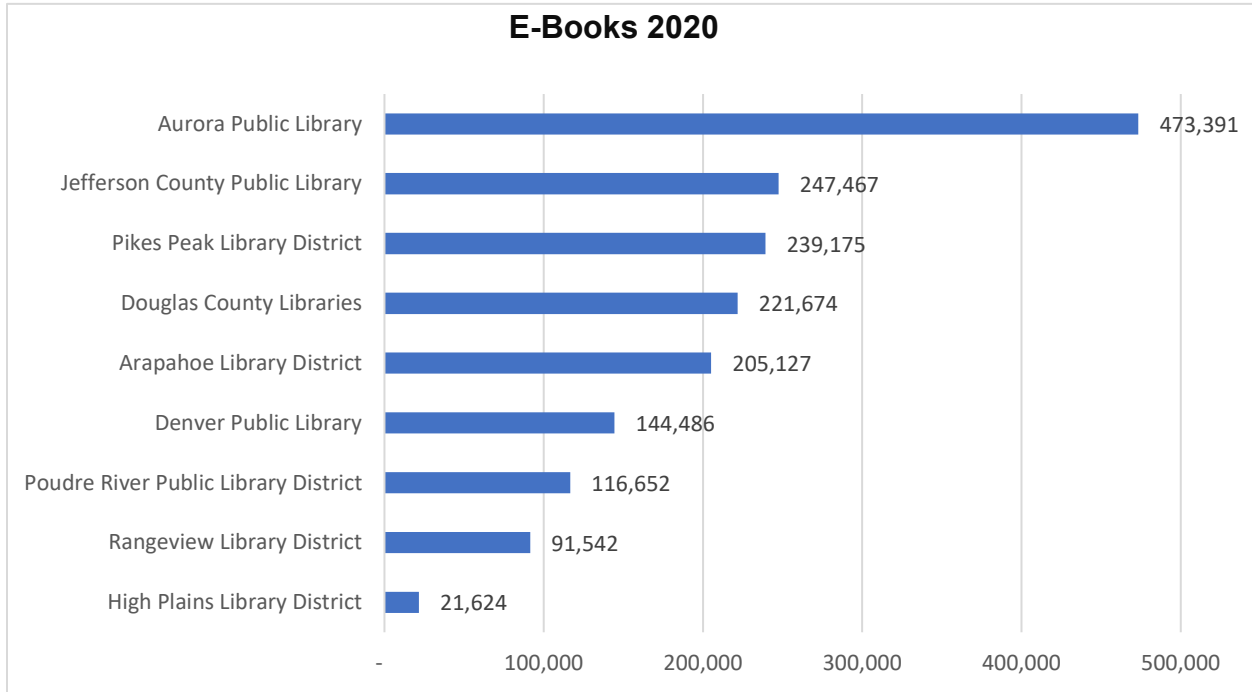
Circulation per Capita 2020



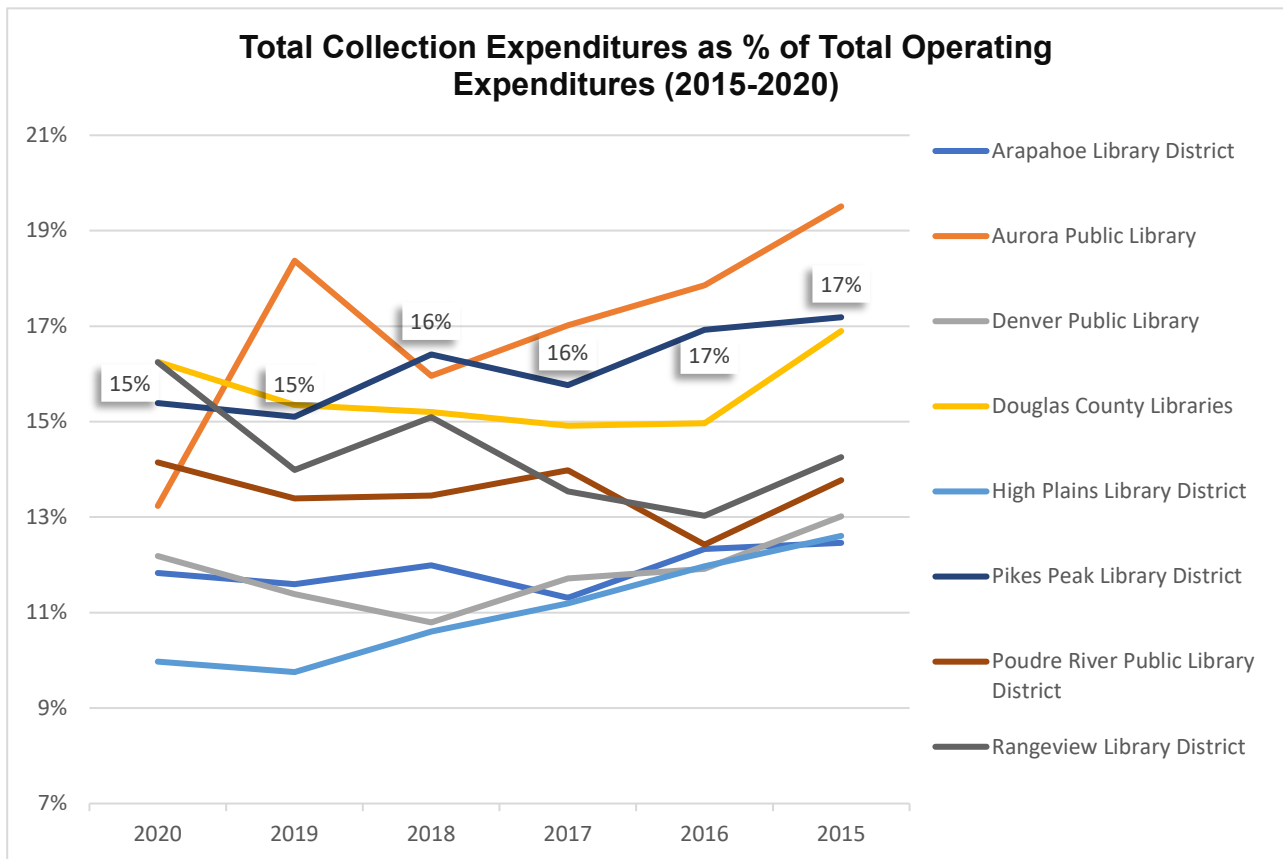
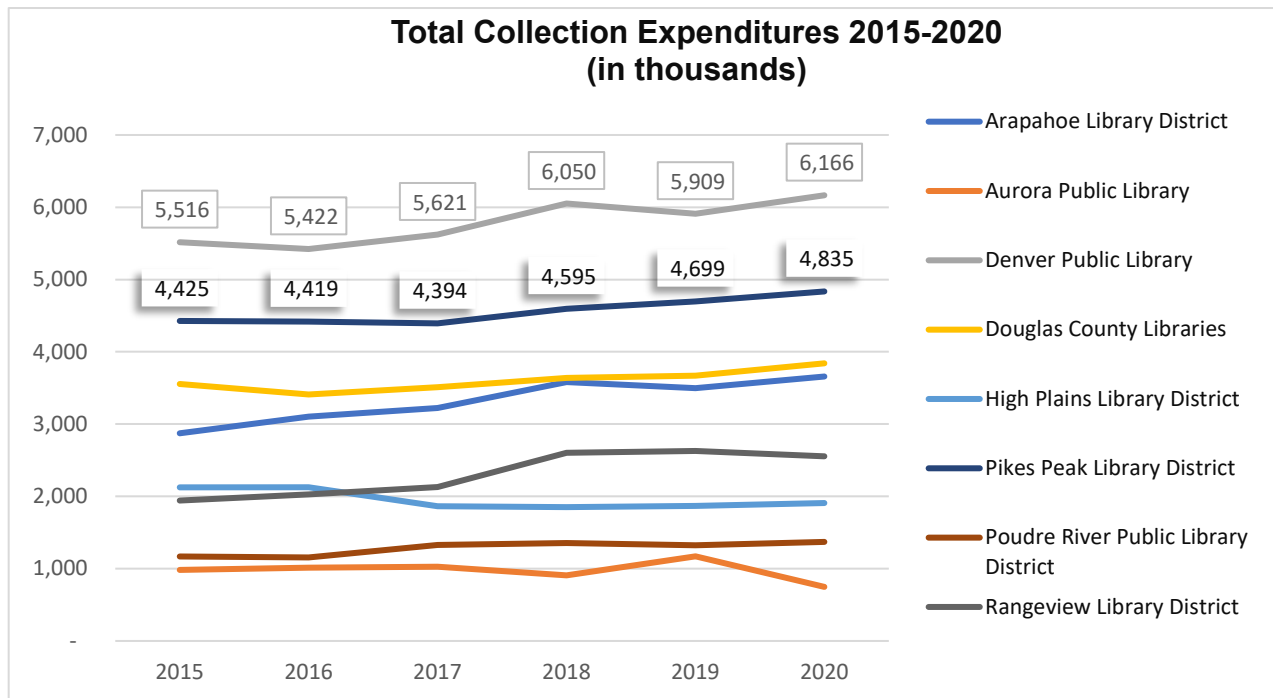
Circulation per Capita 2015-2019





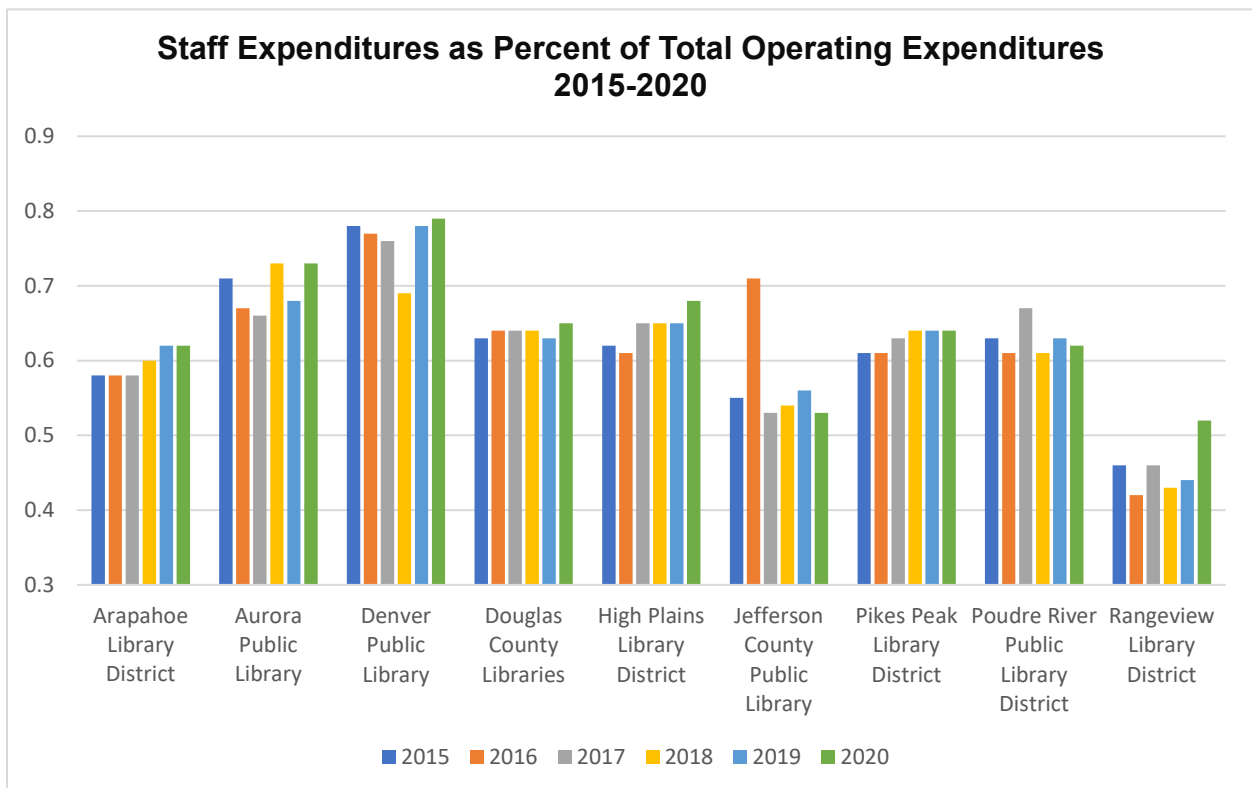
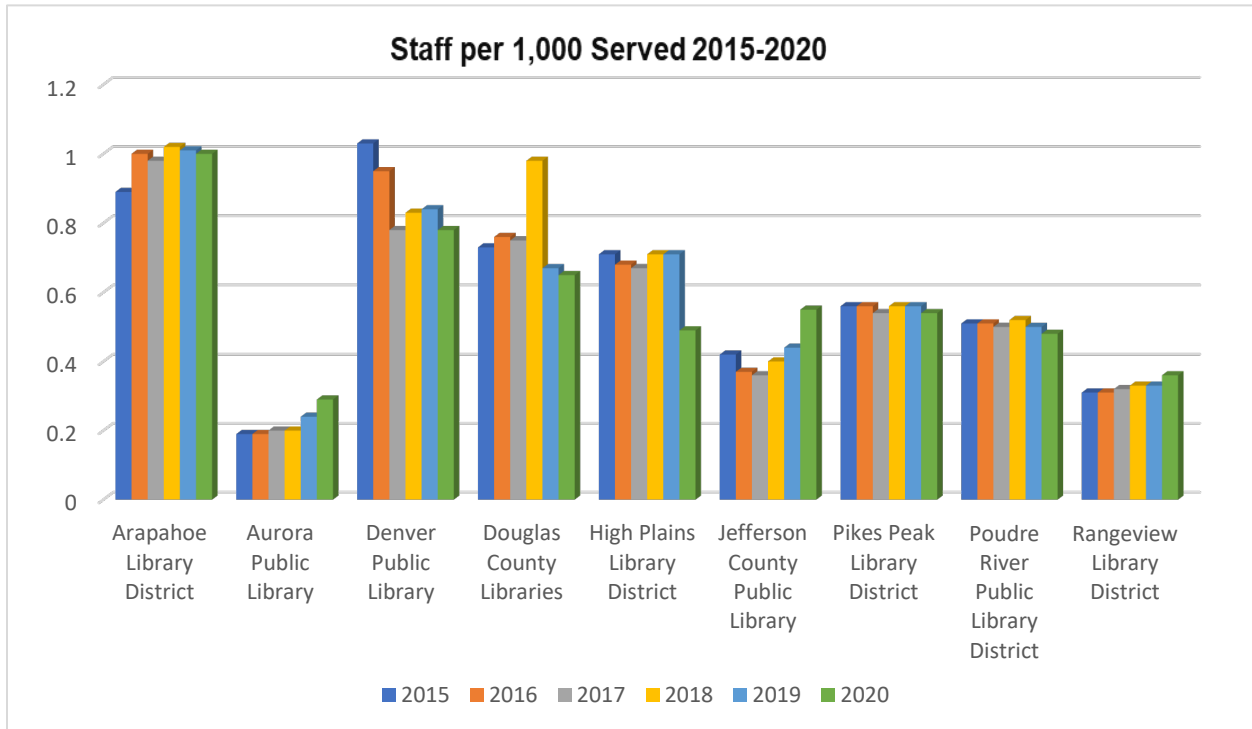


6. Total Collection Expenditures 2015-2020



Jefferson County Public Library was not included due to the large variance during the period.

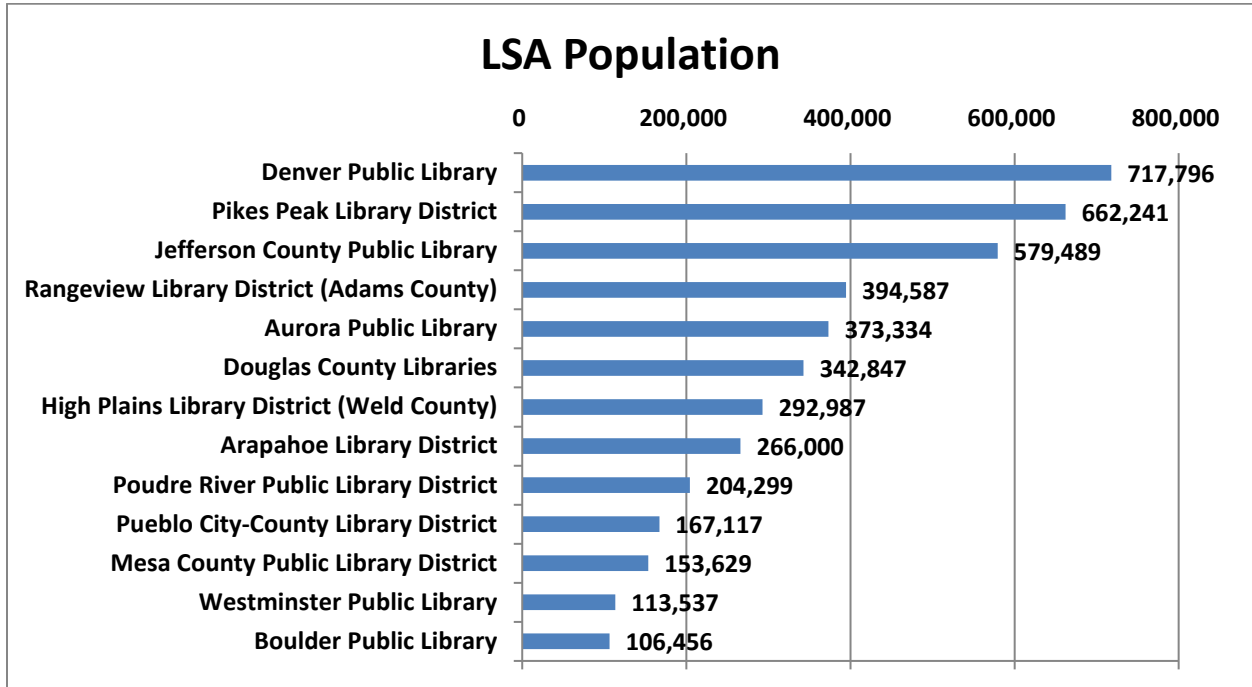
**7. Staff per 1,000 Served and Staff Expenditures as Percent of Total Operating Expenditures
2015-2020**



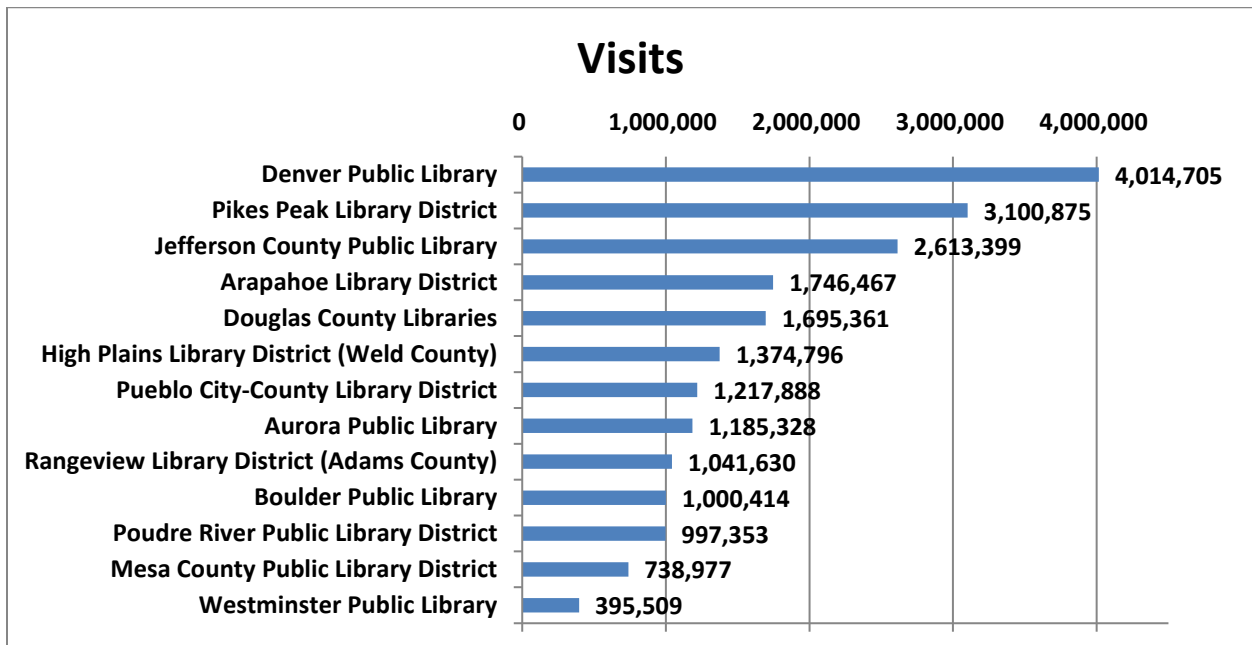
B. PPLD Comparison to Colorado Libraries 2019

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

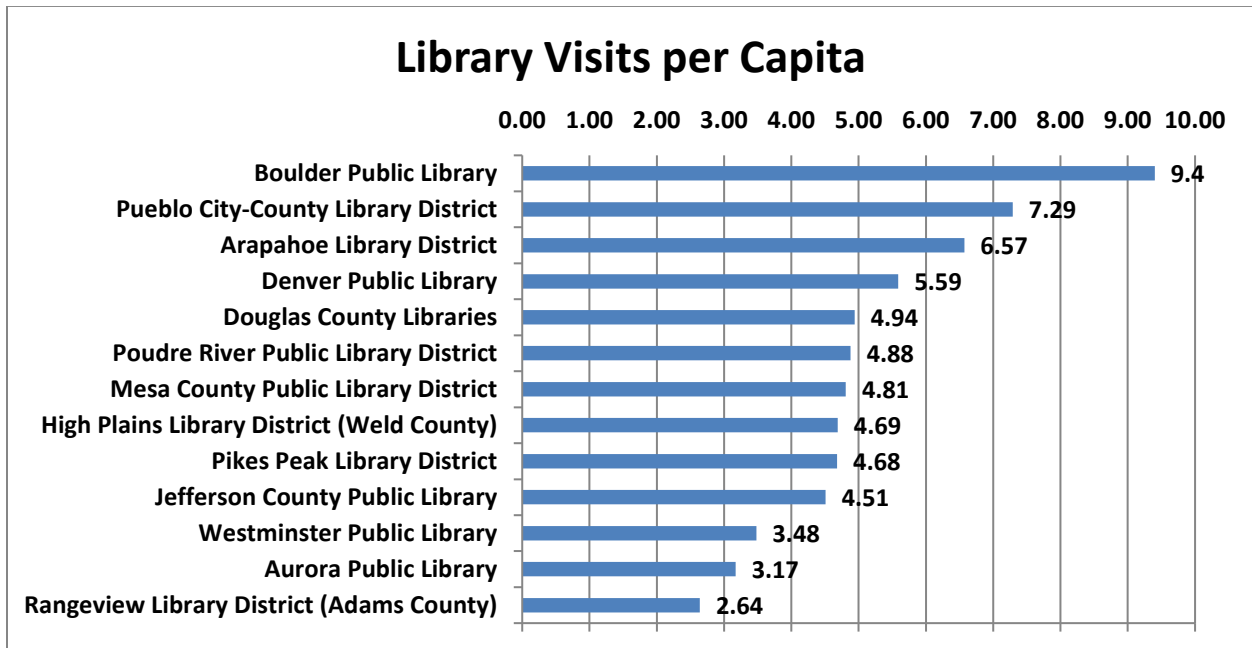
1. Library Service Area (“LSA”) Population – This chart shows the total number of citizens that reside within the boundaries of each library service area. For 2019, the District has the second highest LSA population.



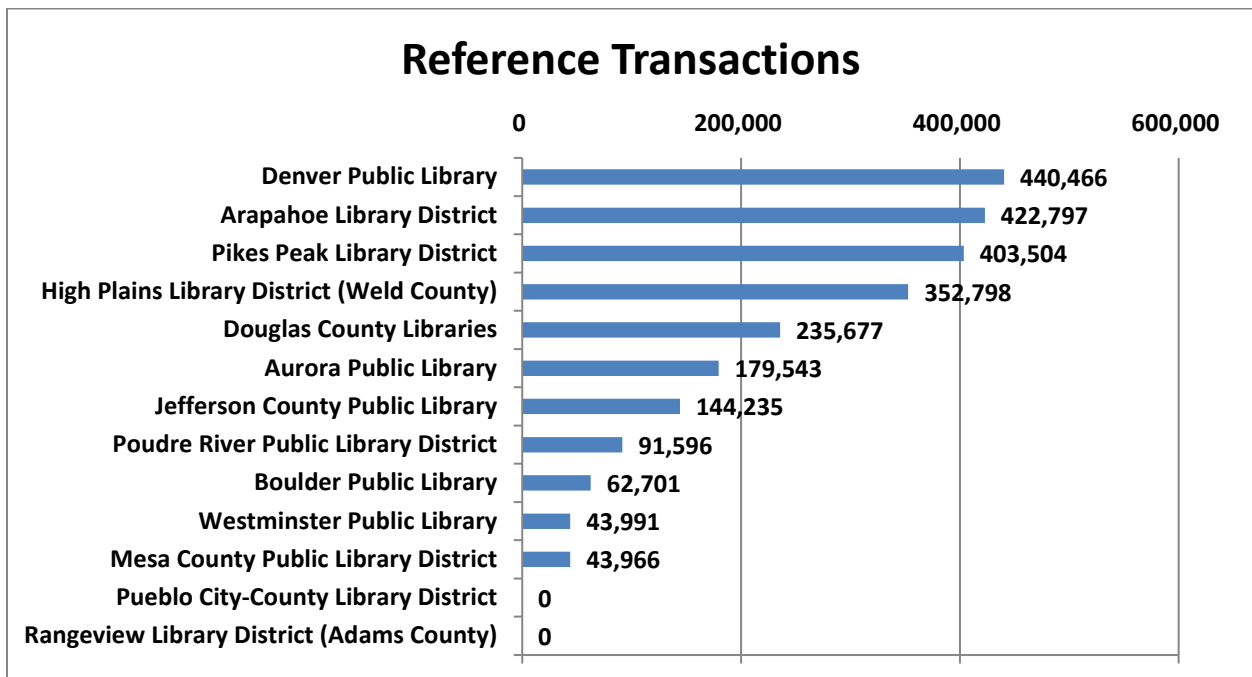
2. Number of Patron Visits – This chart shows total library patron visits during 2019. For 2019, the District ranked second in this category, which was the same as for 2018.



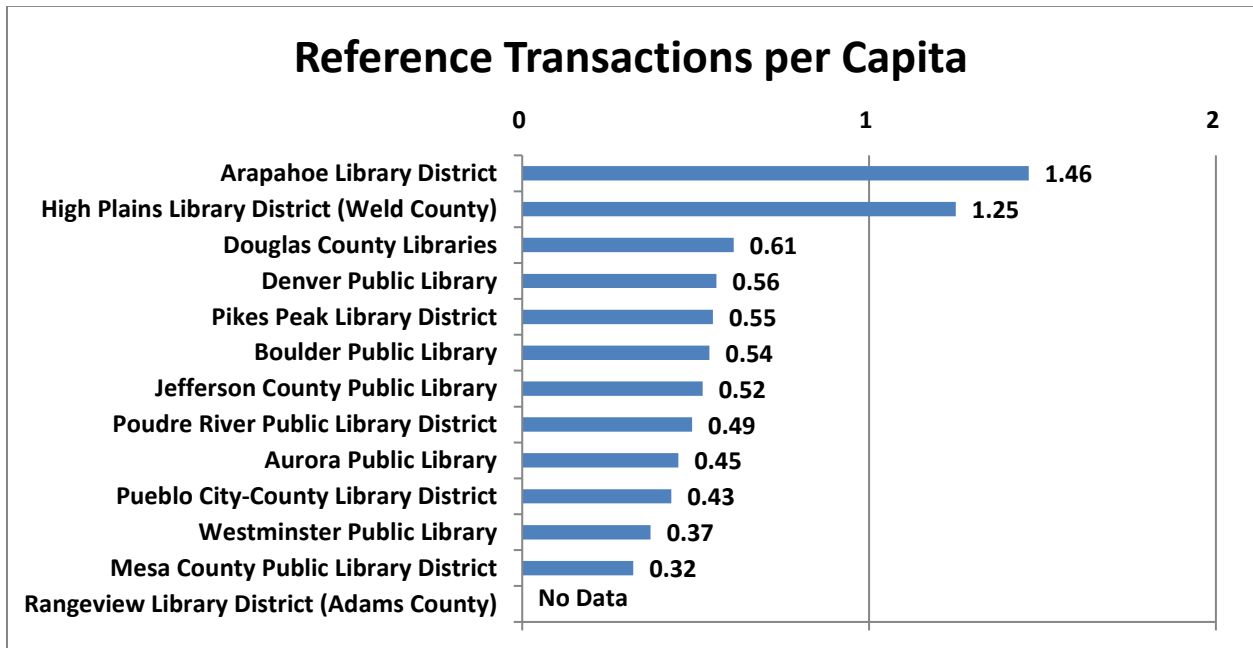
3. **Library Visits Per Capita** – This chart shows total library patron visits divided by the total LSA population. For 2019, the District ranked 9th in this category. For 2018, the District ranked 12th.



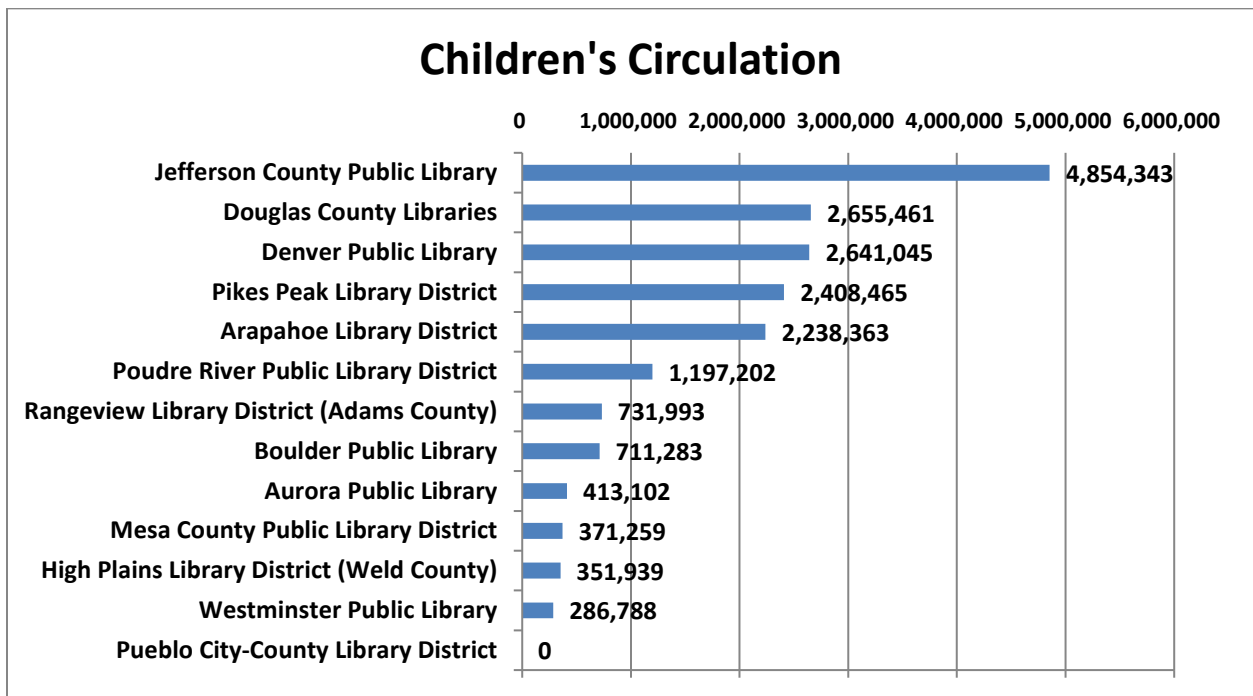
4. **Reference Transactions** – Defined as “An information contact which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more information sources by a member of the library staff. This includes in-person, phone, fax, mail, email, live or electronic reference 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.



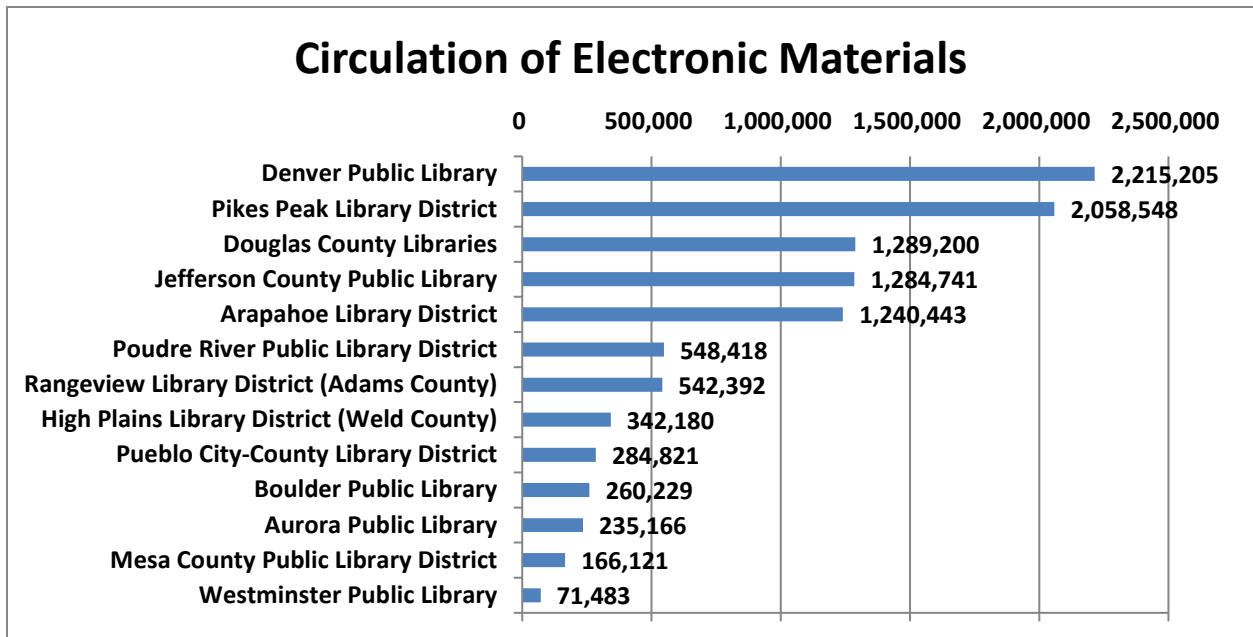
5. **Reference Transactions Per Capita** – This chart shows total reference questions divided by total LSA population. For 2019, the District ranked fifth, down from fourth for 2018.



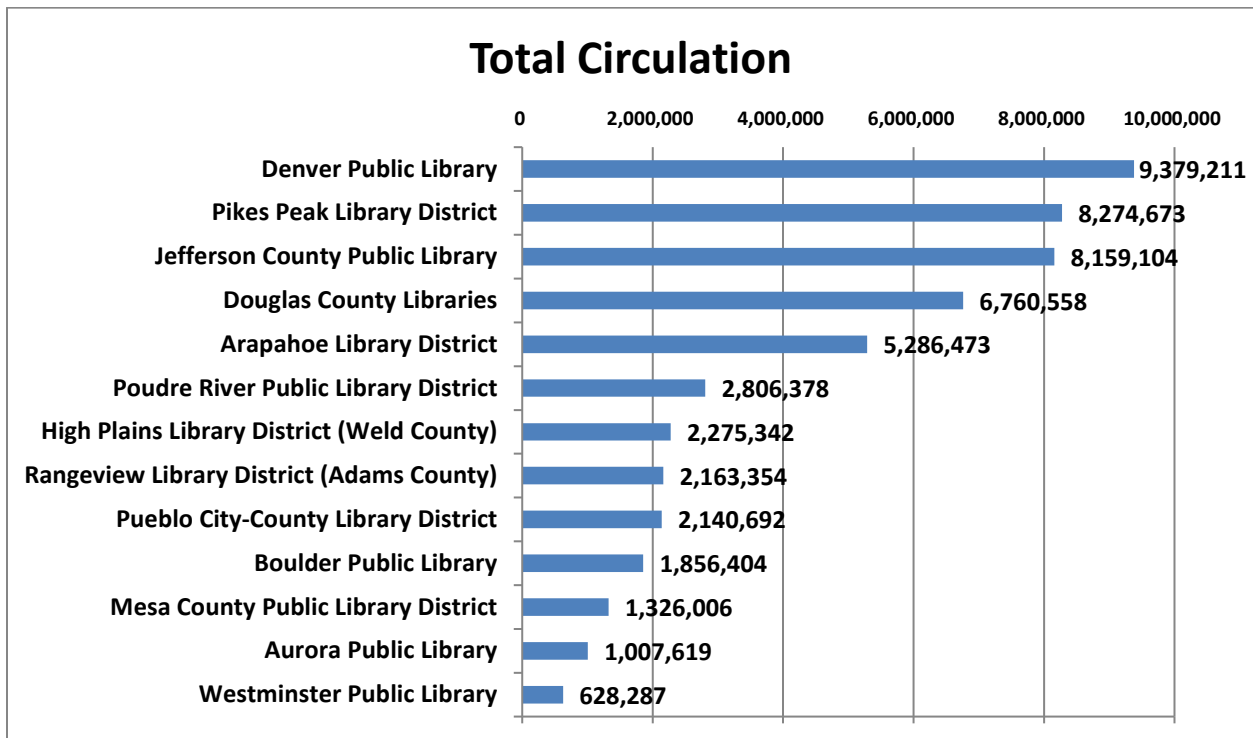
6. **Children's Circulation** – The number of items the library loaned in 2019 to children, including renewals. "Children" are defined as individuals 11 years of age and under. The District ranked fourth out of 13 libraries, which was the same as for 2018.



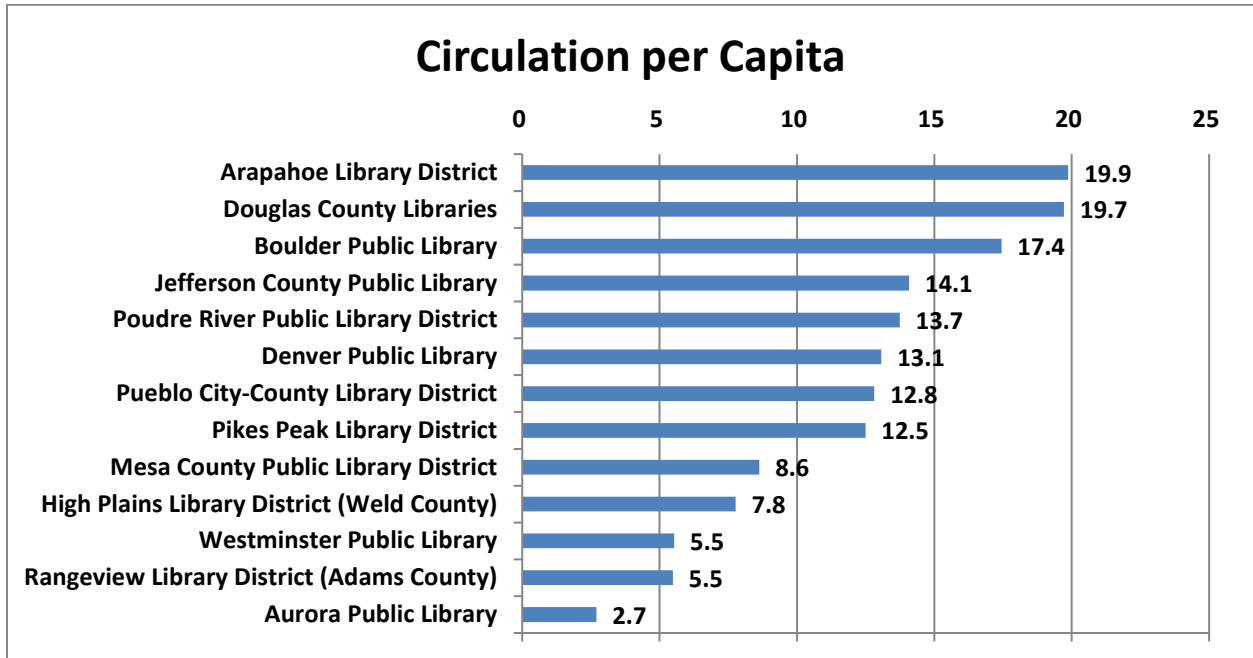
7. **Circulation of Electronic Materials** – This chart shows the total circulation of electronic materials. In 2019, the district ranked second in this category, which was the same as for 2018.



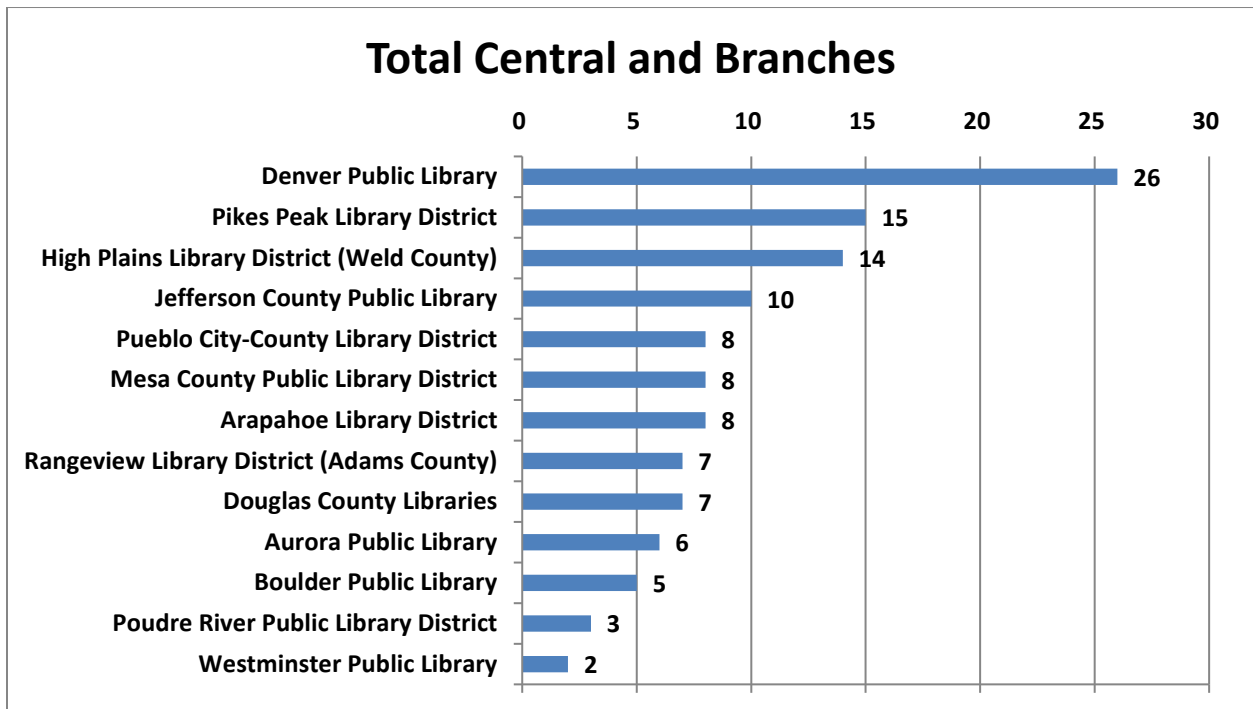
8. **Total Circulation** – This chart shows total circulation during 2019. The District ranked second, primarily due to the size of its LSA population. In 2018 the District ranked third.



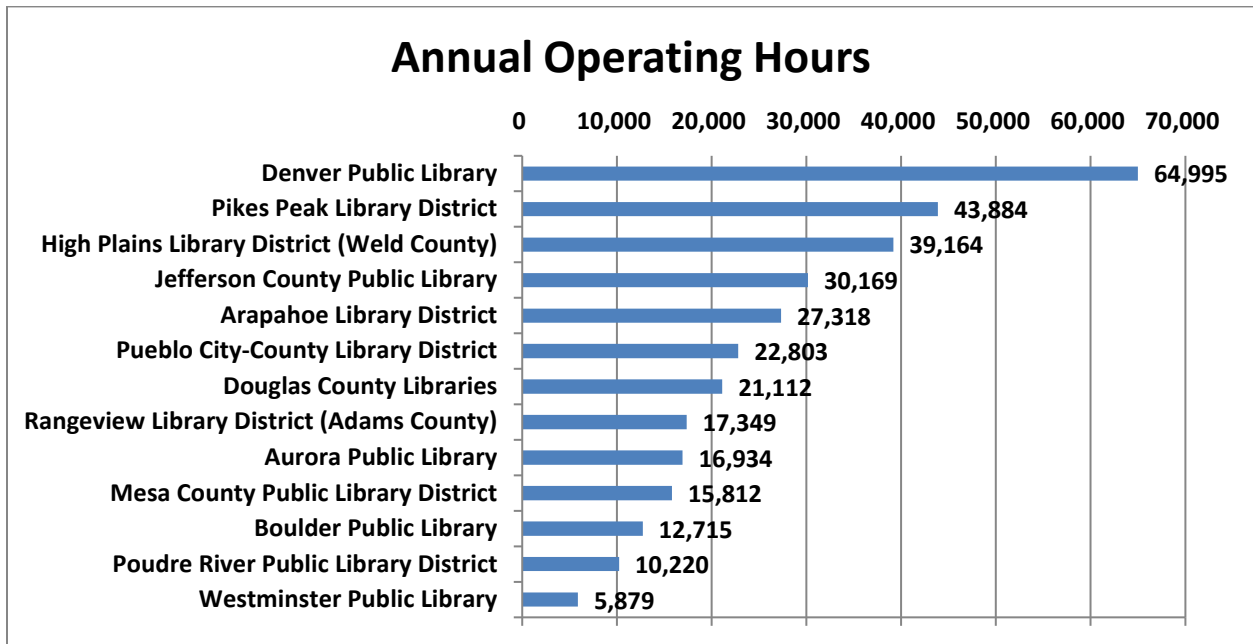
9. Circulation Per Capita – This chart shows total circulation divided by LSA population. In 2019, the District ranks eighth, unchanged from 2018.



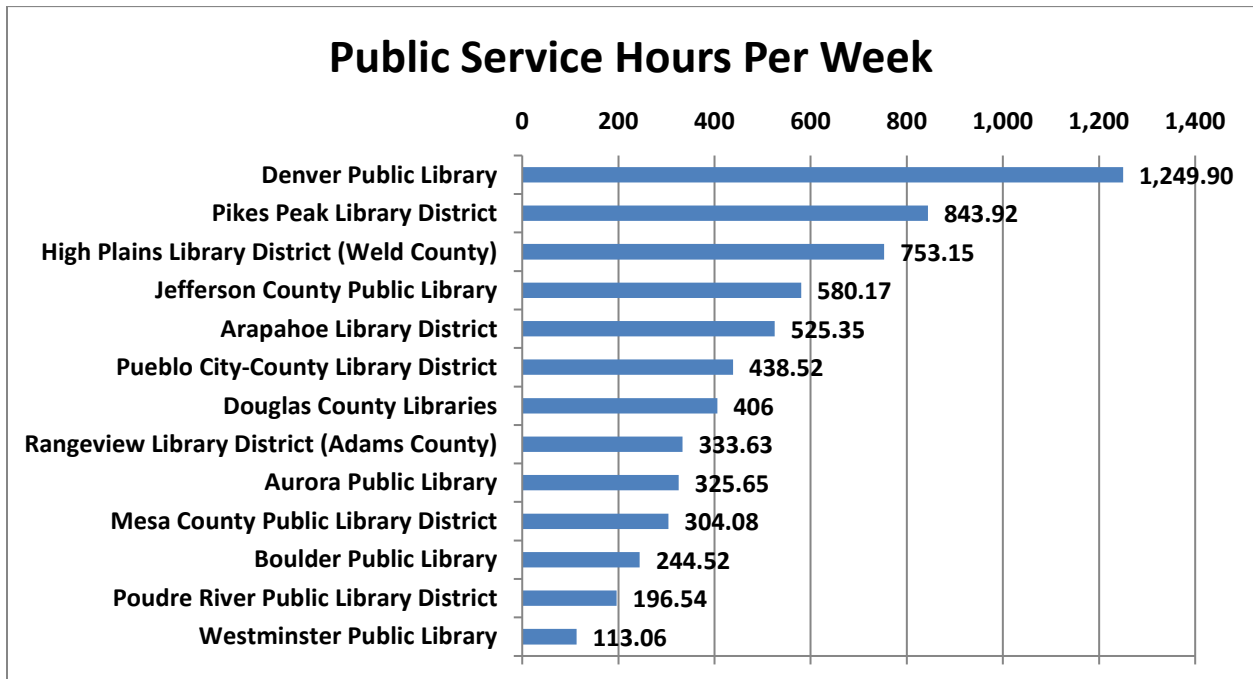
10. Total Central and Branch Facilities – This chart shows the number of library facilities for each library. Unchanged from 2018, the District ranked tied for second with 15 facilities.



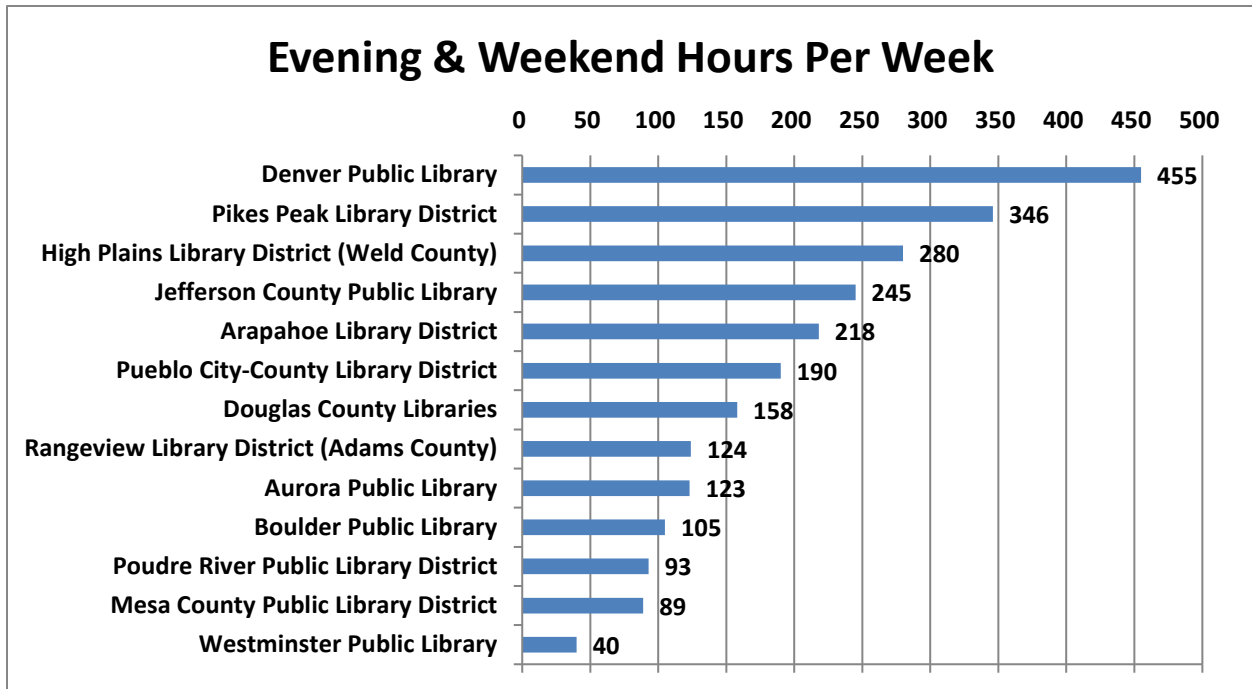
11. Total Annual Operating Hours – Total public service hours that central libraries, branches, and bookmobiles are open to the public, which includes hours for books-by-mail operation. For 2019, the District ranked second out of 13 libraries, unchanged from 2018.



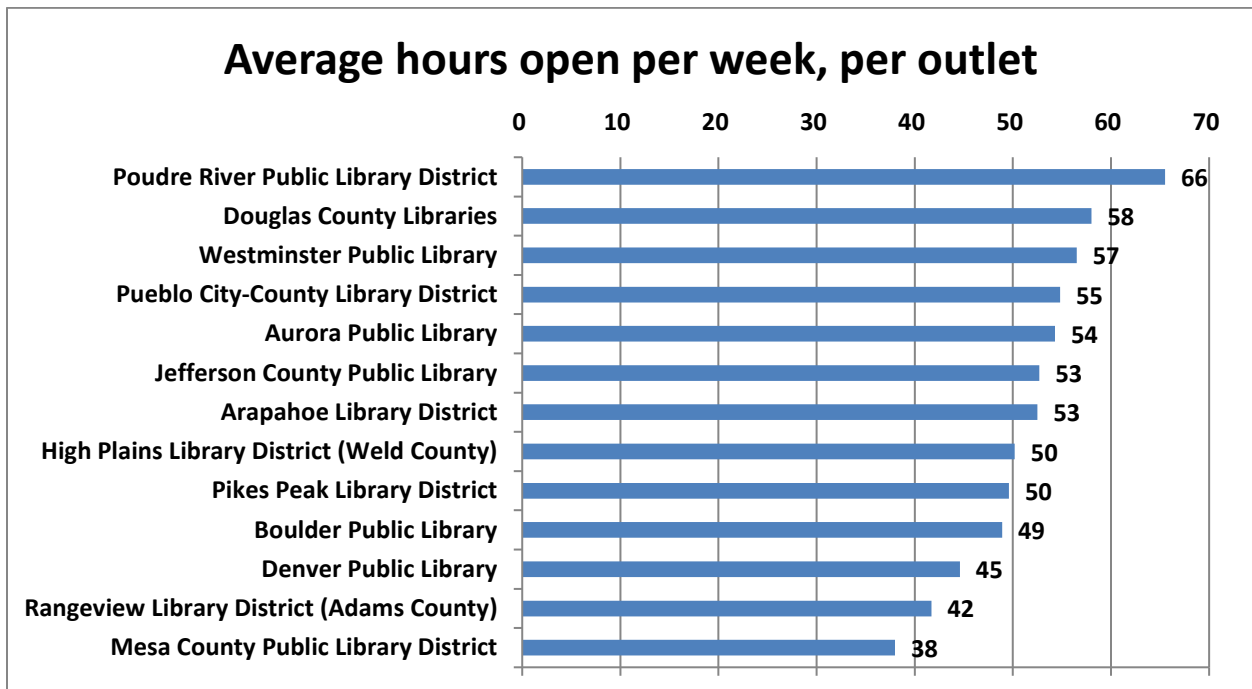
12. Public Service Hours Per Week – This chart shows total number of hours the library is open to the public per week. The District ranked second for 2019 and 2018.



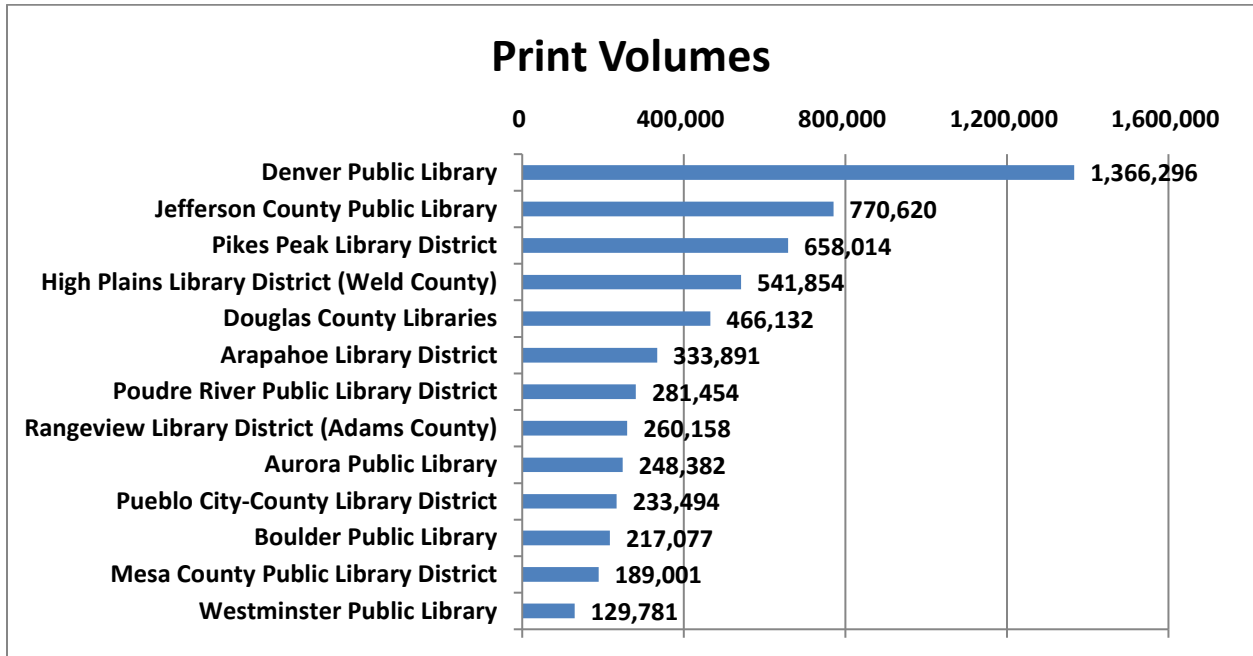
13. Evening and Weekend Hours per Week – This chart shows the aggregate number of hours opened to the public per weekend. For 2019 and 2018, the District ranked second.



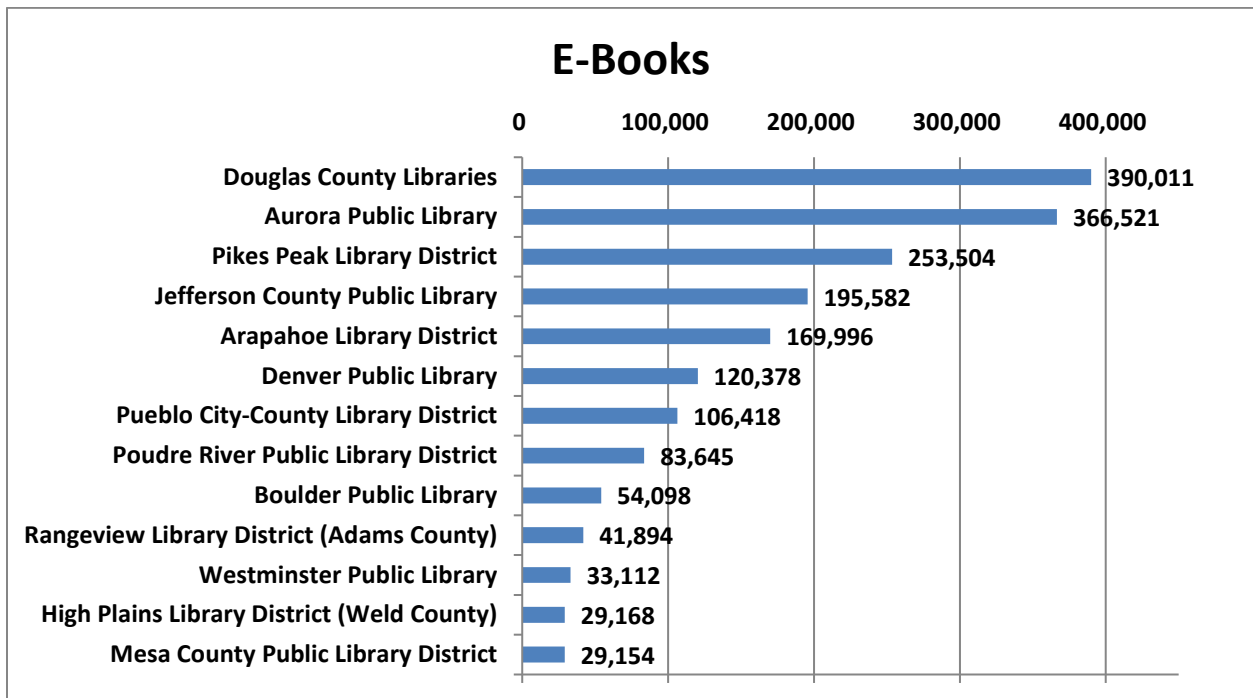
14. Average Hours Open Each Week Per Outlet – The total number of hours that a library and all its outlets are open each week divided by the number of outlets. The District ranked ninth out of the 13 libraries, down from sixth in 2018.



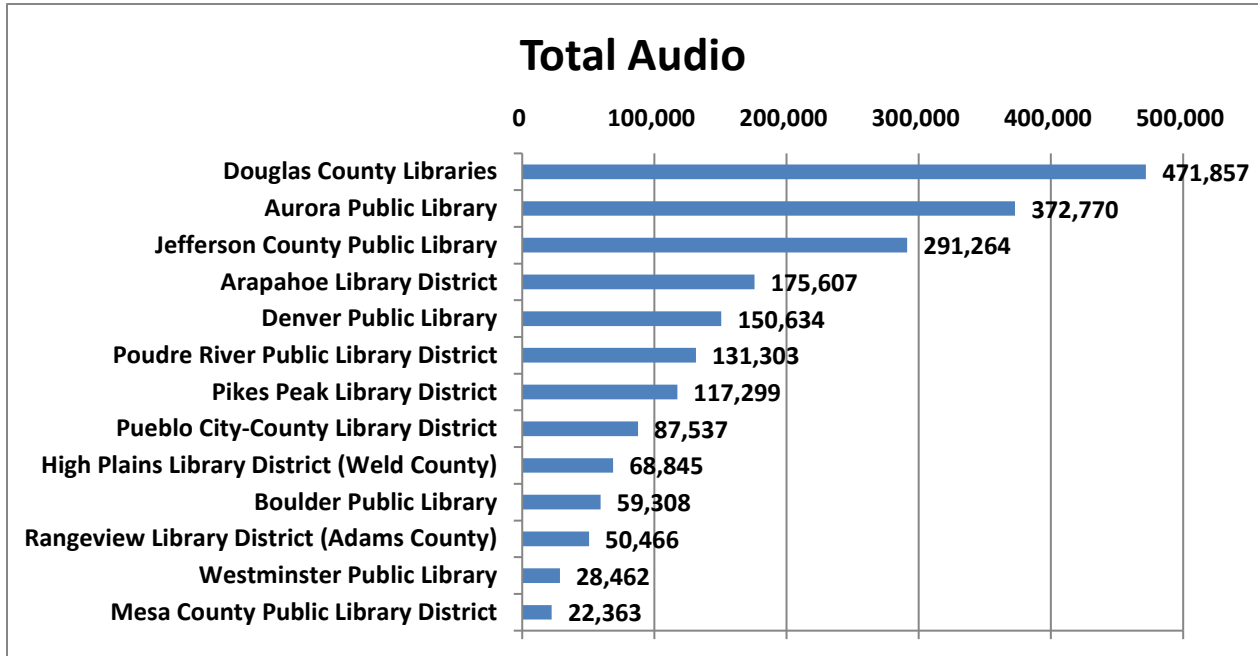
15. Total Print Volumes – The number of printed books and serial publications owned by the library. The District ranked third of the 13 libraries, unchanged from 2018.



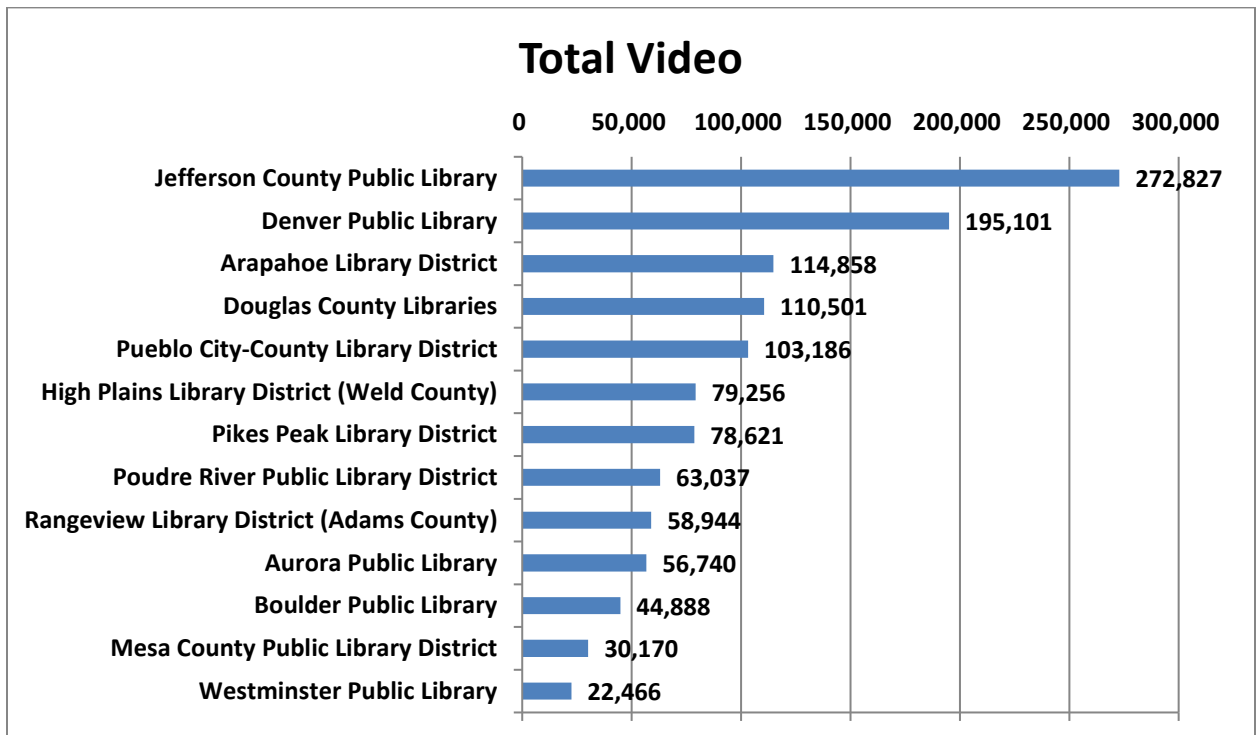
16. Total E-Books – The number of e-books and serial publications owned by the library. The District ranked third out of the 13 libraries, down from second in 2018.



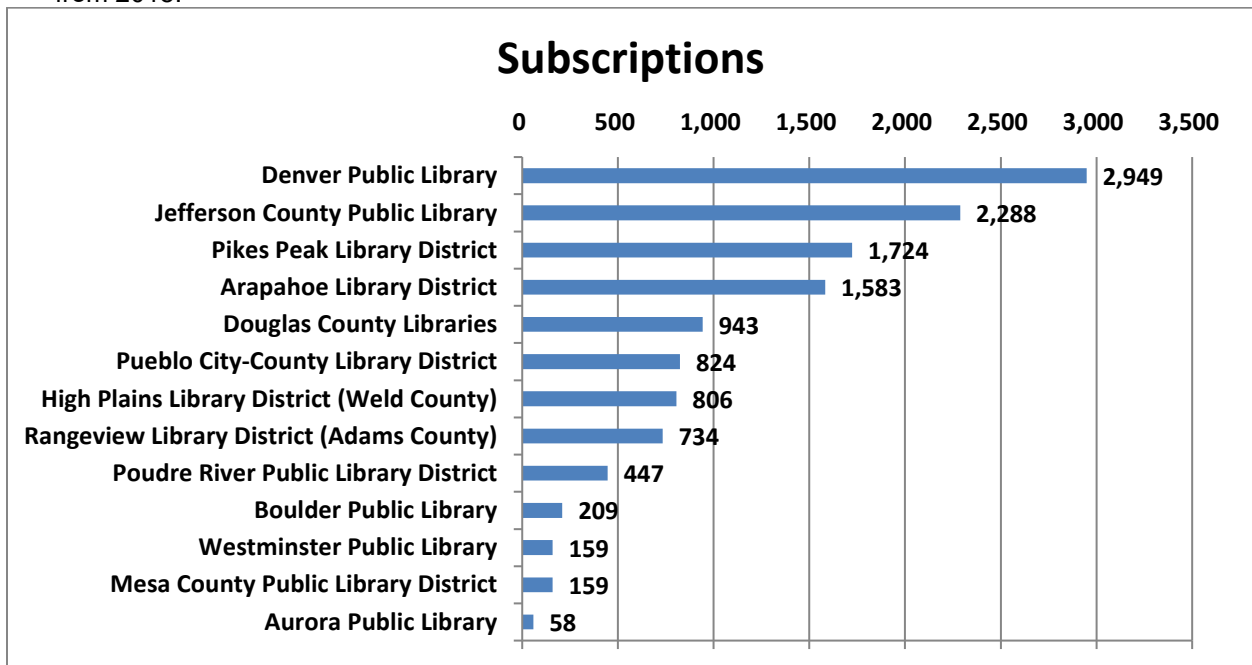
17. Total Audio – Sum of physical or electronic audiobooks, music, and other formats. The District ranked seventh out of the 13 libraries, unchanged from 2018.



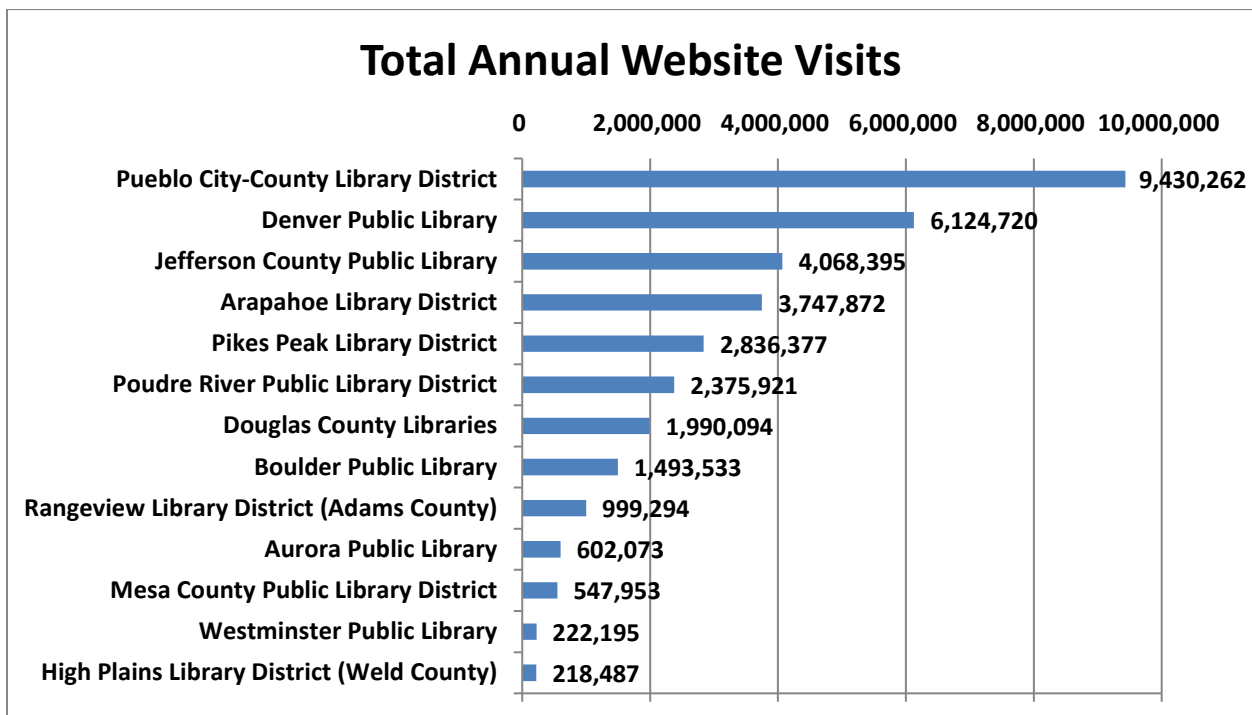
18. Total Video Materials – This number is the sum of physical and electronic video materials. The District ranked seventh in 2019, dropping from sixth in 2018.



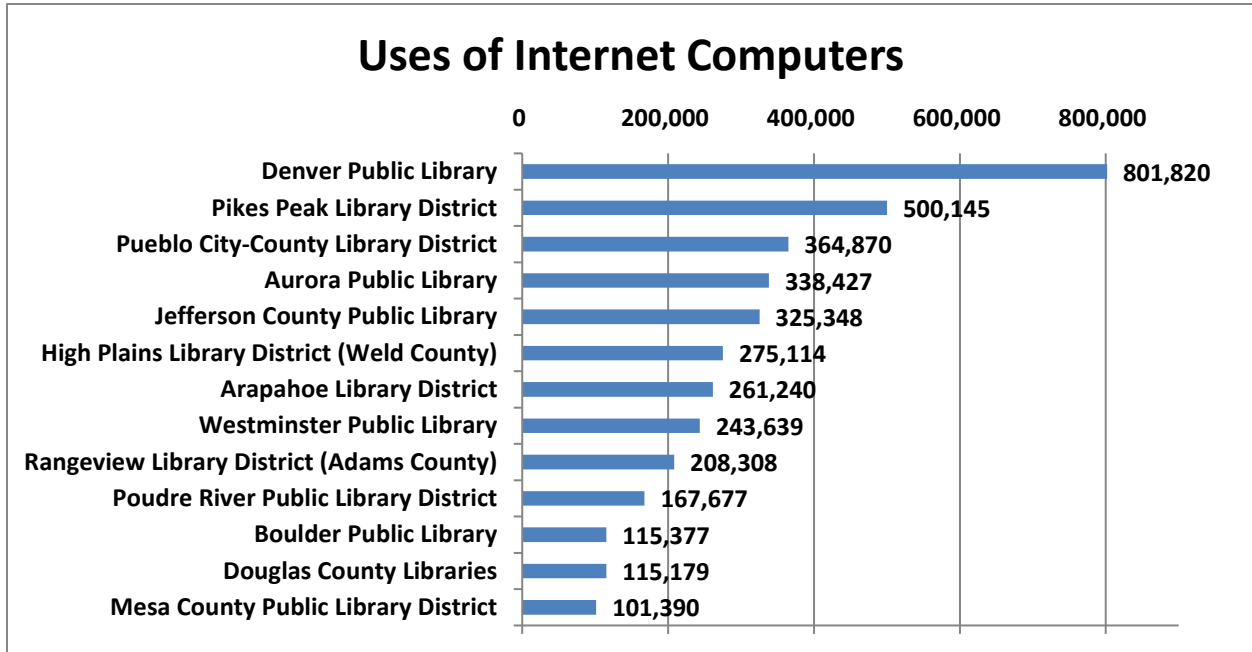
19. Number of Subscriptions – The number of print serial subscriptions, including duplicates, for all outlets. Includes magazines, newspapers, annuals, some government documents, some reference tools, and numbered monograph series. The District ranked third out of the 13 libraries, unchanged from 2018.



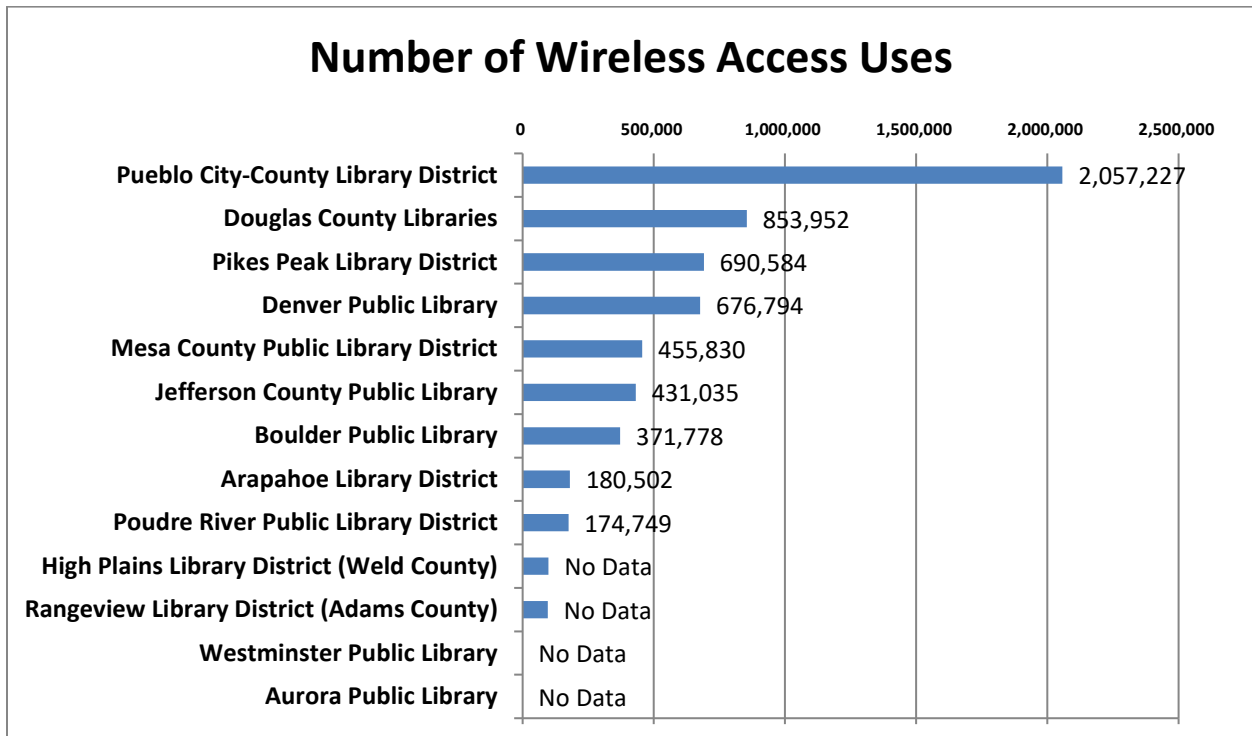
20. Total Annual Website Visits – This chart shows the total number of visits to the library’s main web page. In 2018, the District ranked fifth out of the 13 libraries, unchanged from 2018.



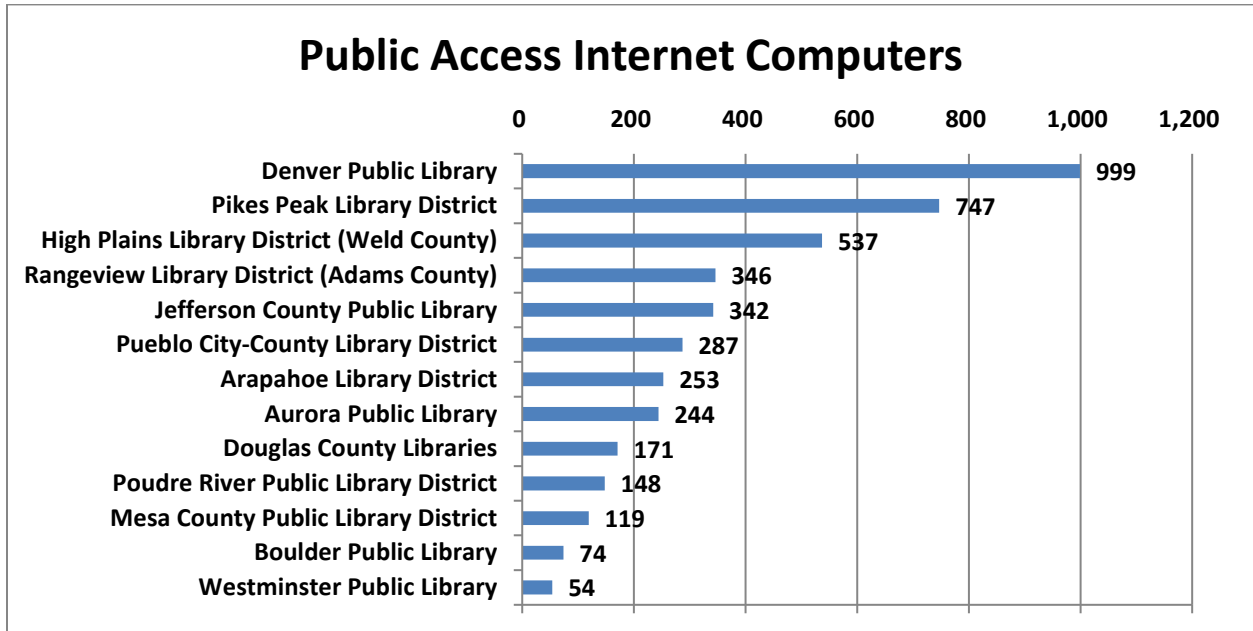
21. Uses of Internet Computers – This chart shows the total number of uses of internet computers. The District ranked second out of these 13 libraries, dropping from first in 2018.



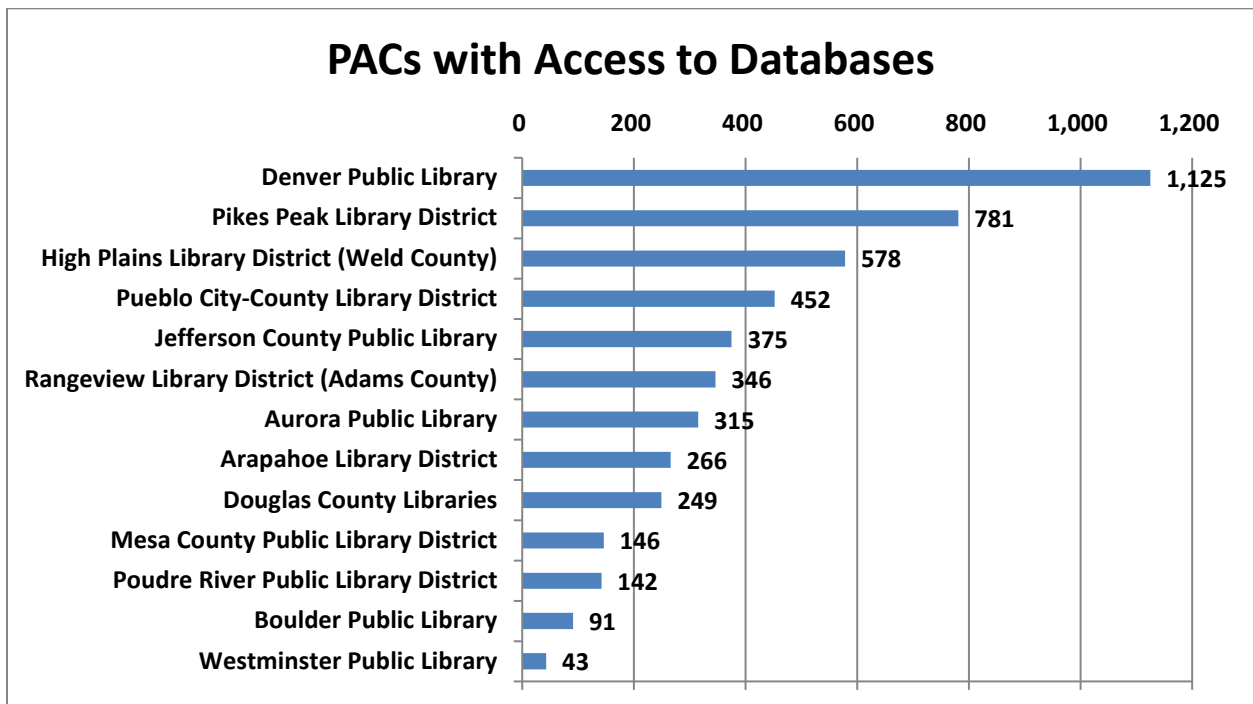
22. Total Number of Wireless Access Uses – This chart shows the total number of wireless access uses. The District ranked third out of the 10 libraries that reported this statistic, up from fourth in 2018.



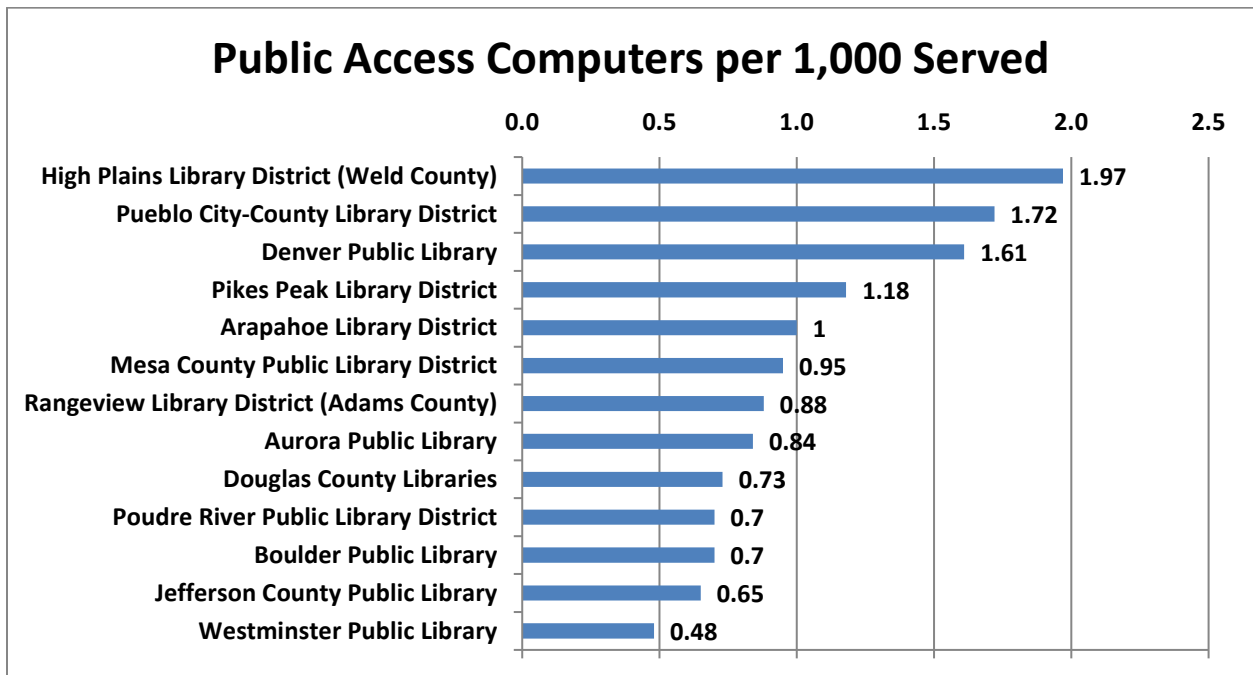
23. Public Access Internet Computers – This chart shows the number of computers offered to the public that has internet access. For 2019 and 2018, the District ranked second.



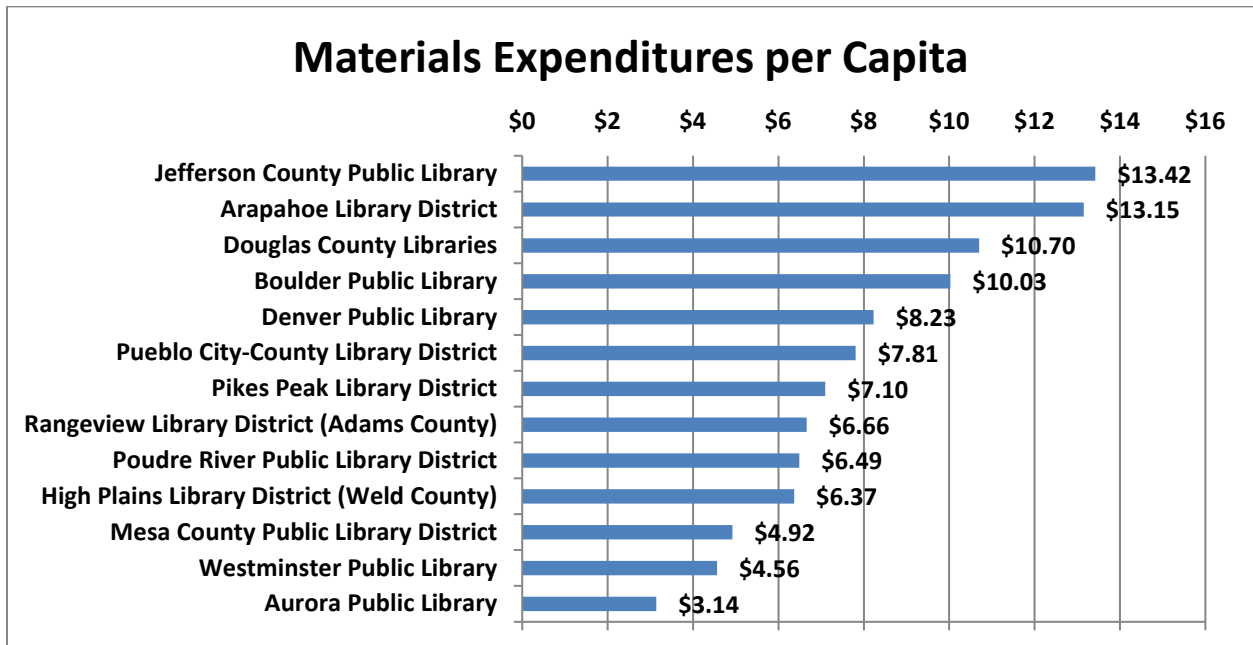
24. PACs with Access to Databases – This chart shows the number of public access computers (PACs) which has access to electronic databases. For 2019 and 2018, the District ranked second.



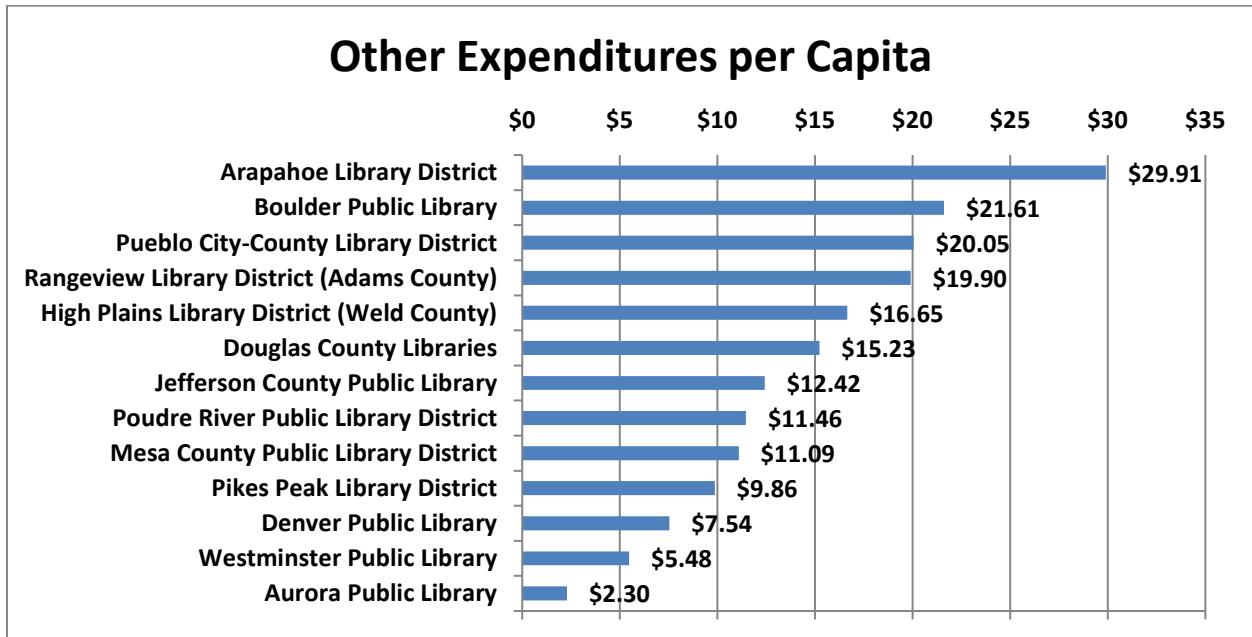
25. Public Access Computers Per 1,000 Served – This chart shows total number of public access computers with Internet available divided by the legal service area in thousands. The District ranks fourth out of 13 libraries for 2019, unchanged from 2018.



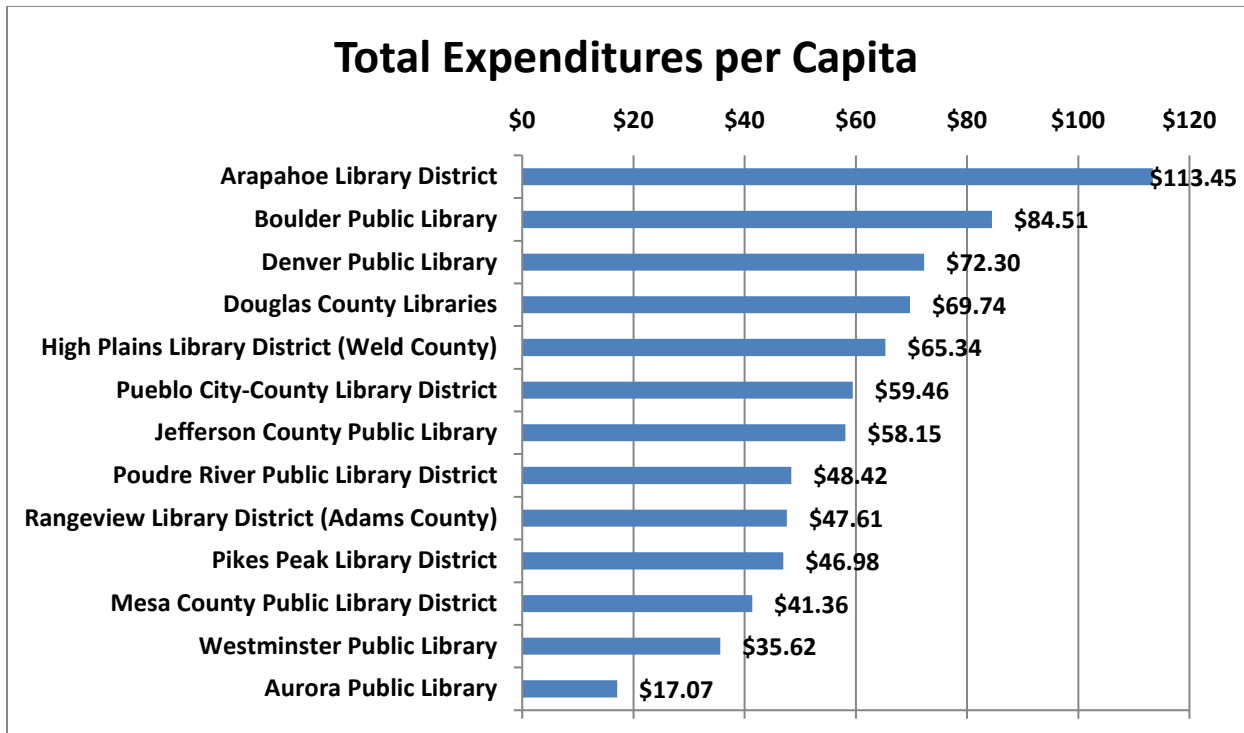
26. Materials Expenditures Per Capita – This chart shows the total materials expenditures divided by total LSA population. In 2019, the District ranked seventh, unchanged from 2018.



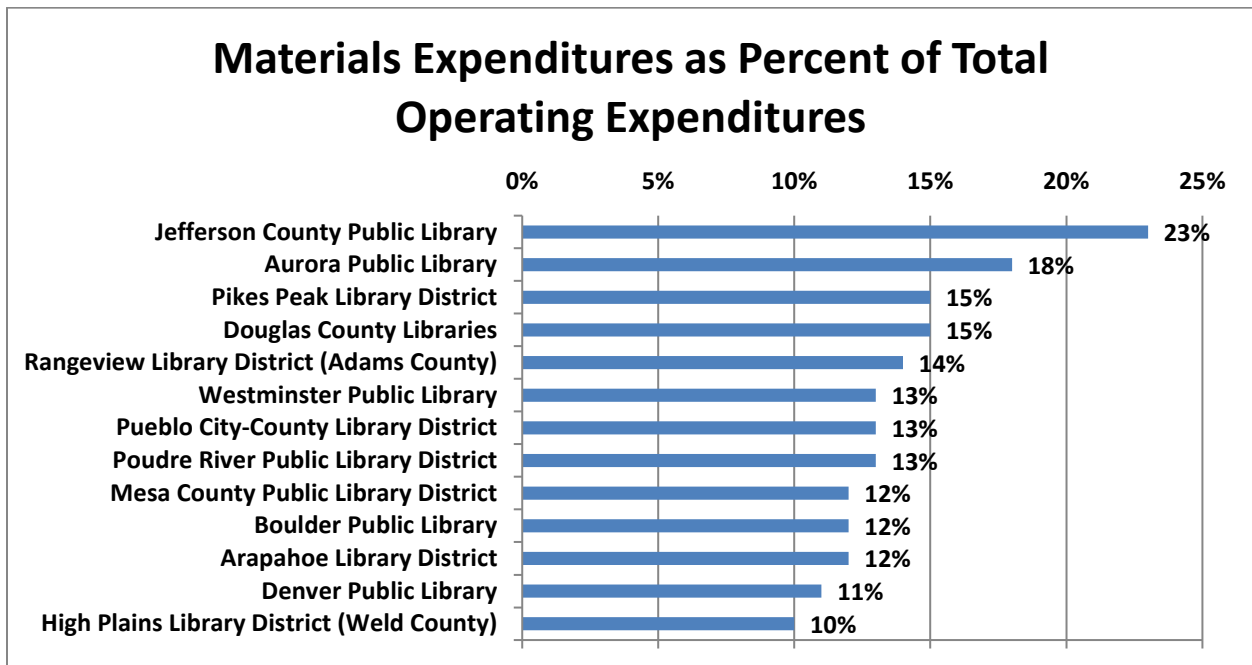
27. Other Expenditures Per Capita – This chart shows all other materials expenditures not reported as print, audio, video, or electronic, such as microforms, kits, and LeapFrog. The District ranked tenth out of the 13 libraries, up from eleventh for 2018.



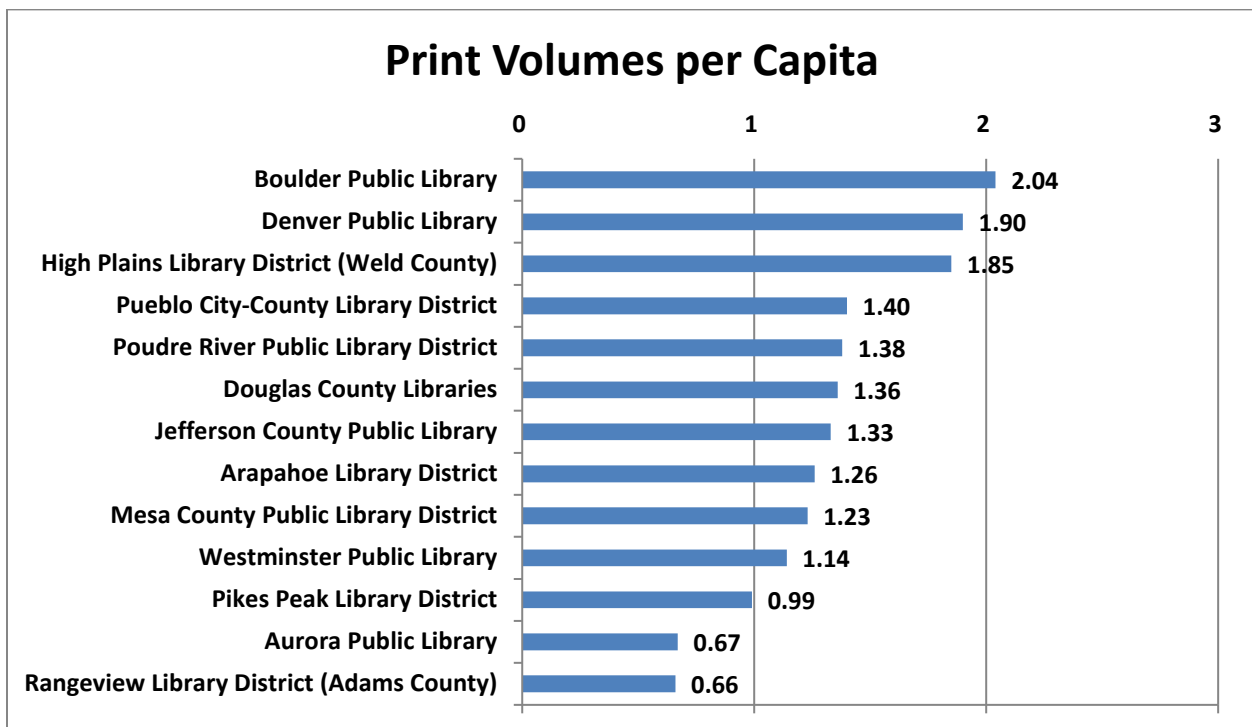
28. Total Expenditures Per Capita – This chart shows the total operating expenditures divided by LSA population. The District ranked tenth out of the 13 libraries for 2019 and 2018.



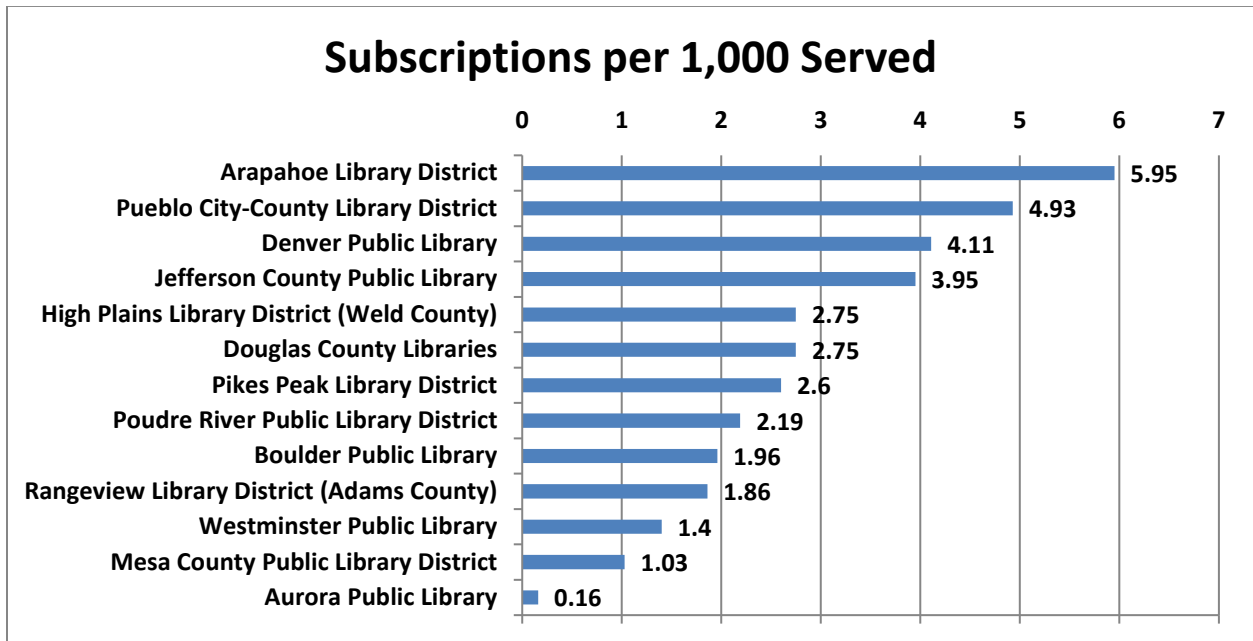
29. Materials Expenditures as Percent of Total Operating Expenditures – This chart shows the cost of all library materials divided by the amount spent for all operating expenses including materials costs. In 2019, the District ranked third out of the 13 libraries, unchanged from 2018.



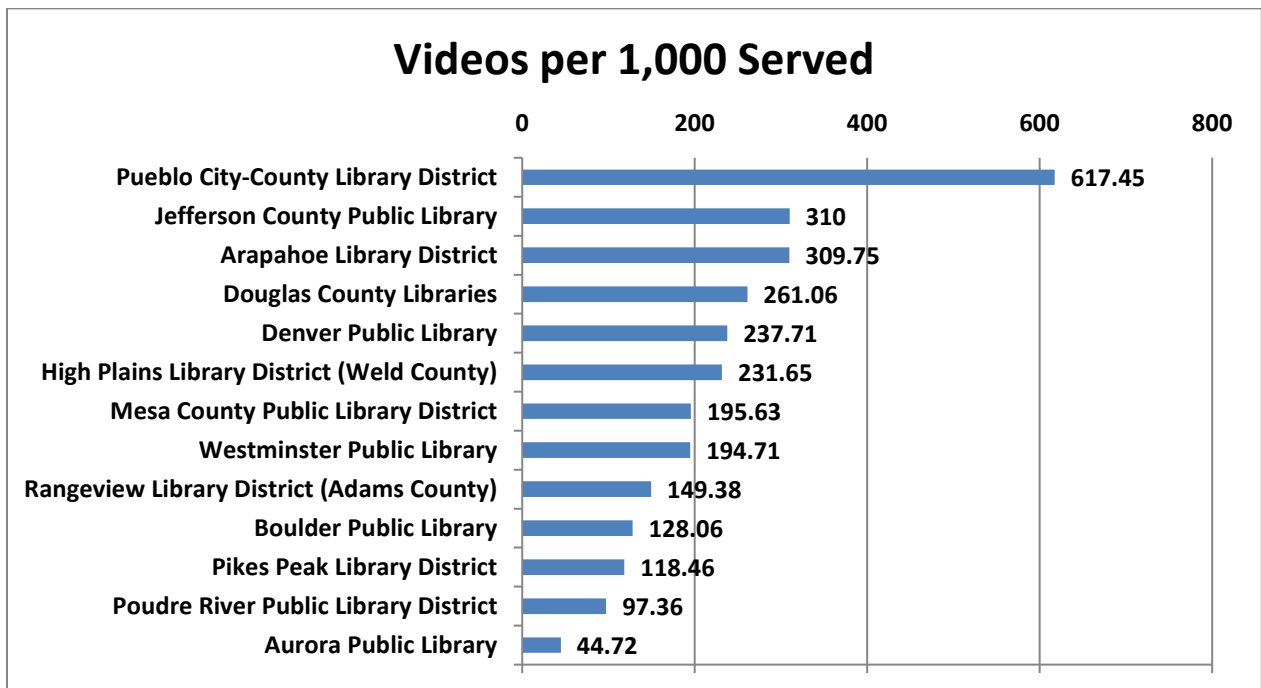
30. Print Volumes Per Capita - This chart shows the number of print volumes the library holds, divided by the library's LSA population. The District ranked eleventh out of the 13 libraries for 2019, unchanged from 2018.



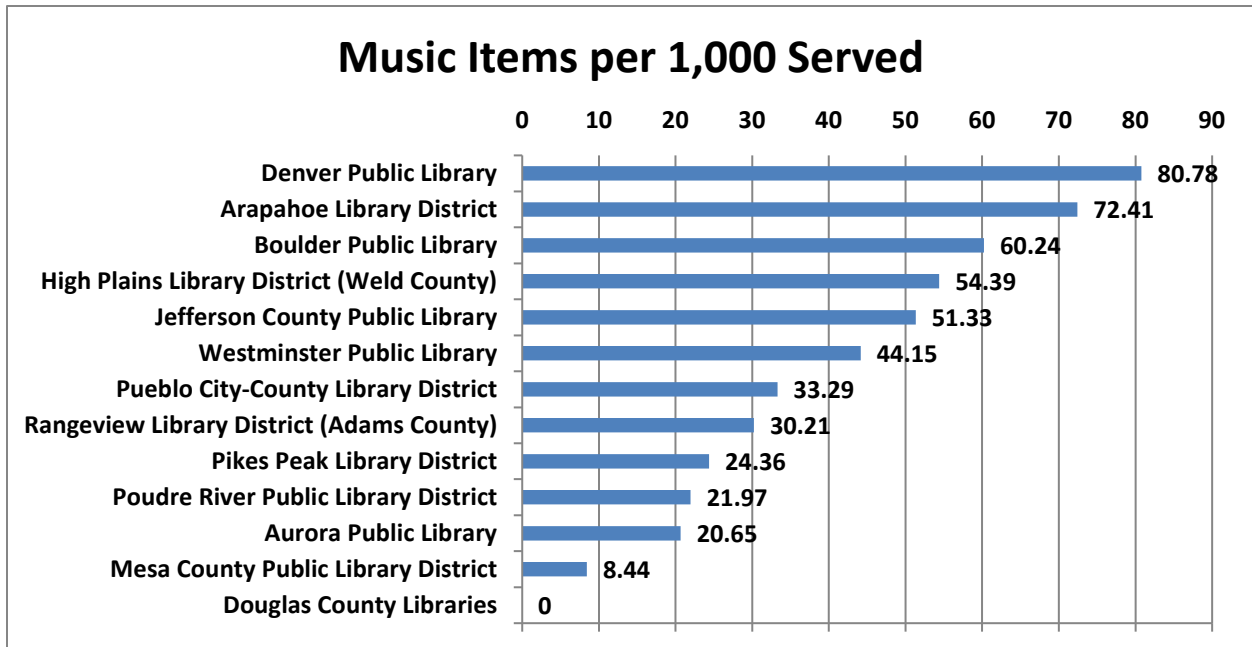
31. Subscriptions Per 1,000 Served – This chart shows the number of serial subscriptions divided by the LSA in thousands. The District ranked seventh out of the 13 libraries, up from ninth in 2018.



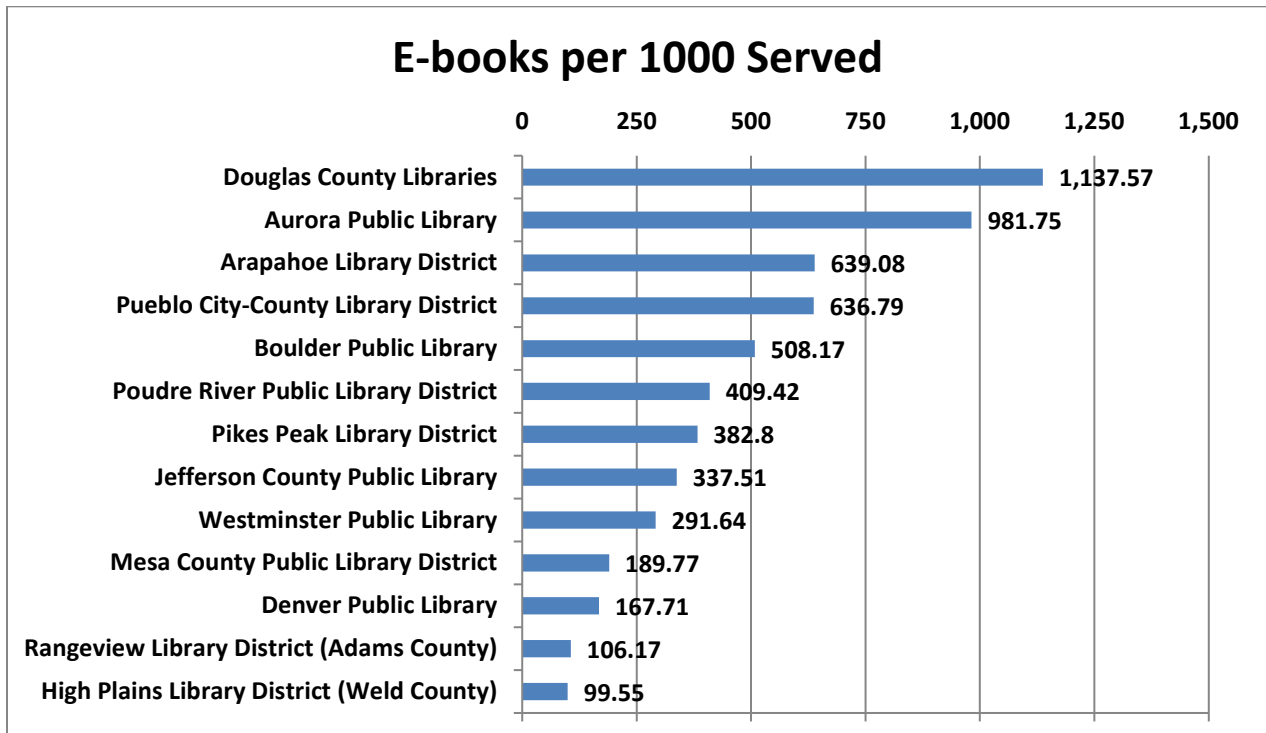
32. Videos Per 1,000 Served – This chart shows the number of videos in the collection per 1,000 population in the LSA. In 2019, the District ranked eleventh in this category, unchanged from 2018.



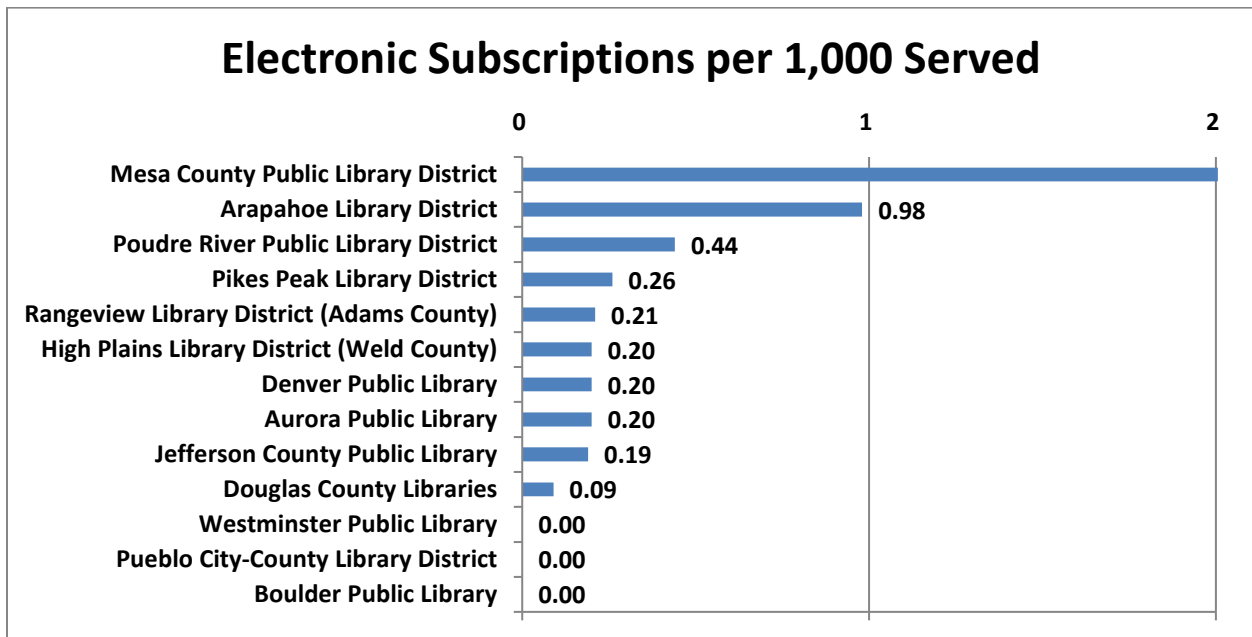
33. Music Items Per 1,000 Served – This chart shows the number of music materials in the collection per 1,000 people within their LSA. The District ranked ninth out of 13 libraries, unchanged from 2018.



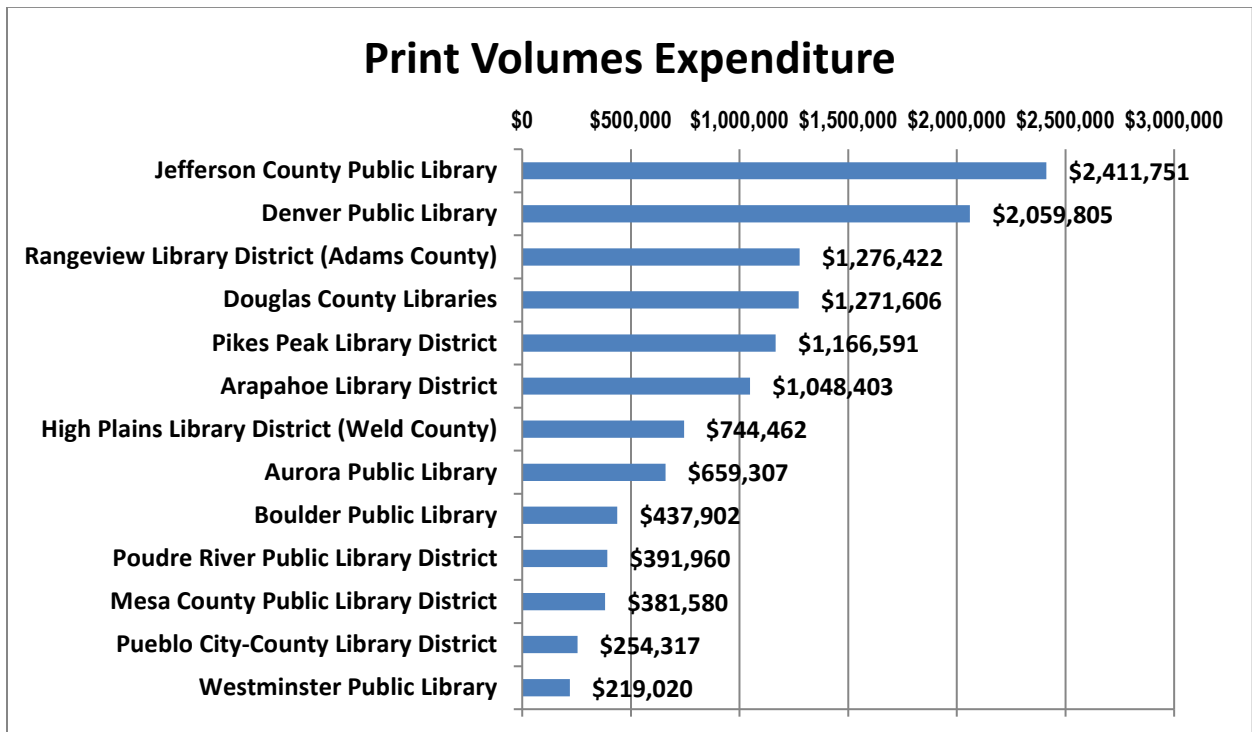
34. E-books Per 1,000 Served – This chart shows the total number of E-books divided by the LSA population (divided by 1,000). The District ranked seventh in this category for 2019, down from sixth in 2018.



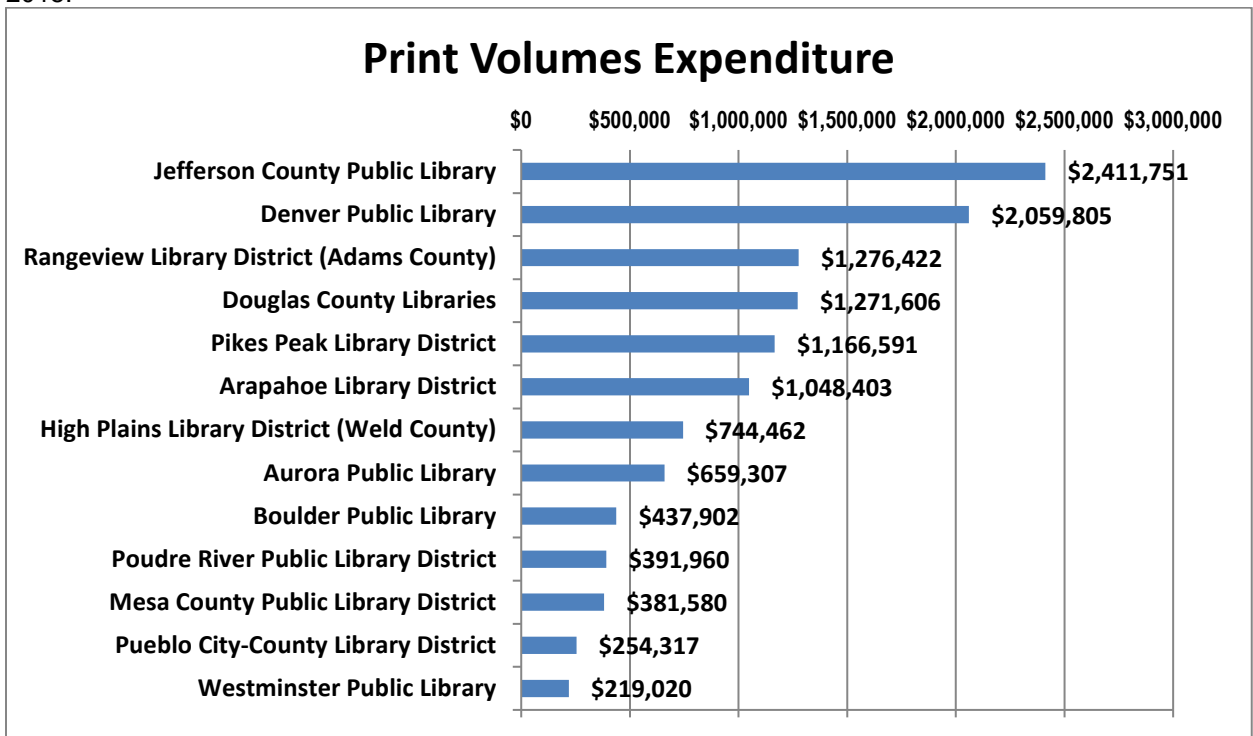
35. Electronic Subscriptions Per 1,000 Served – This chart shows the total number of electronic subscriptions per 1,000 LSA population served. The District is currently ranked fourth out of the 13 libraries. During 2018, the District ranked fifth in this category.



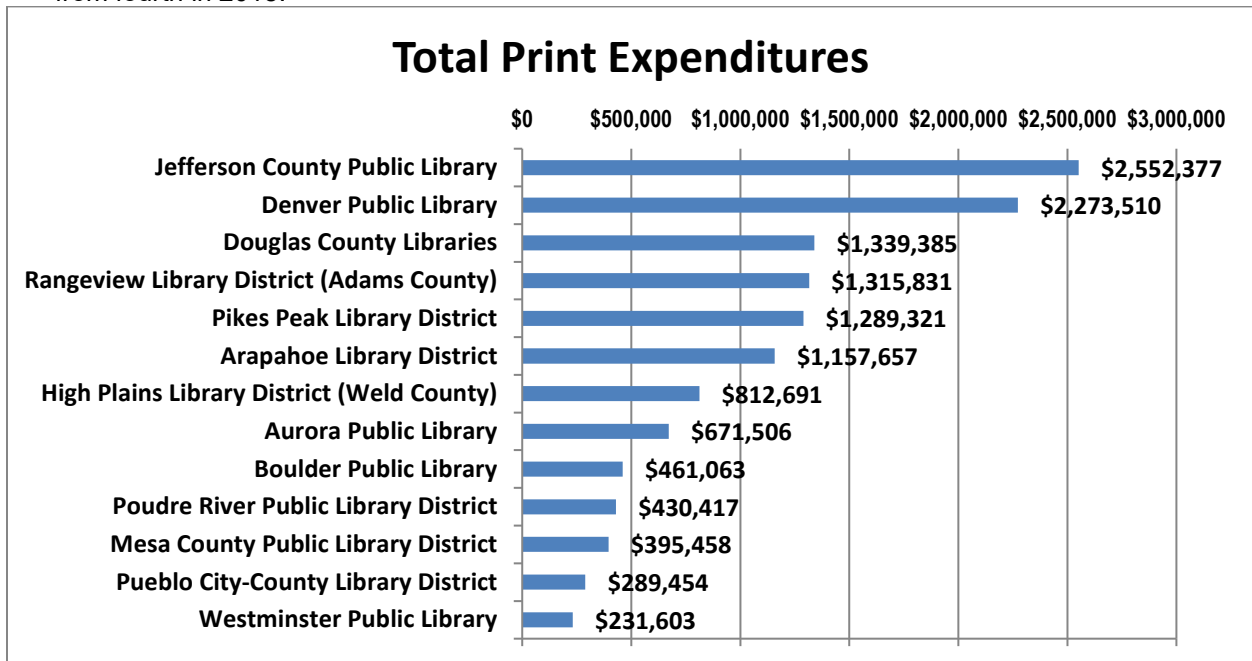
36. Print Volumes Expenditure – This chart shows total expenditures on non-periodical printed publications bound in hard or soft covers or in loose-leaf format, including publications issued in successive parts. The District ranked fifth out of the 13 libraries, down from fourth in 2018.



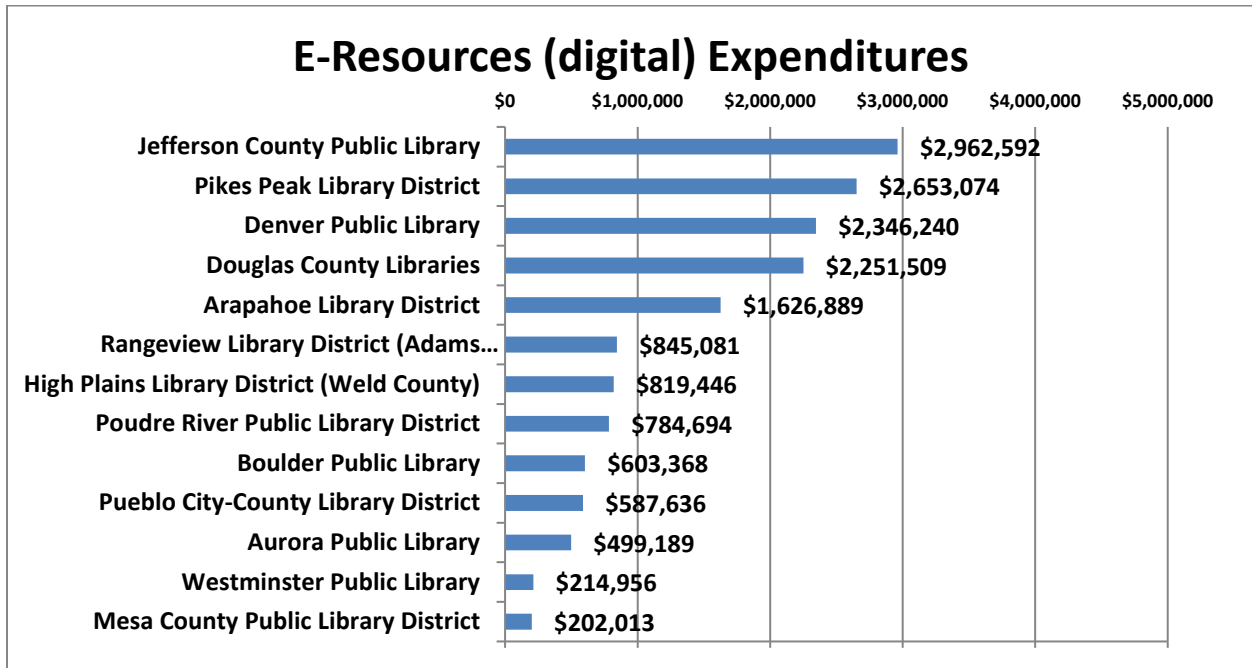
37. Subscriptions Expenditures – This chart shows total expenditures on serial subscriptions including periodicals, newspapers, annuals, some government documents, some reference tools, and numbered monographic series. The District ranked fifth out of the 13 libraries, down from third in 2018.



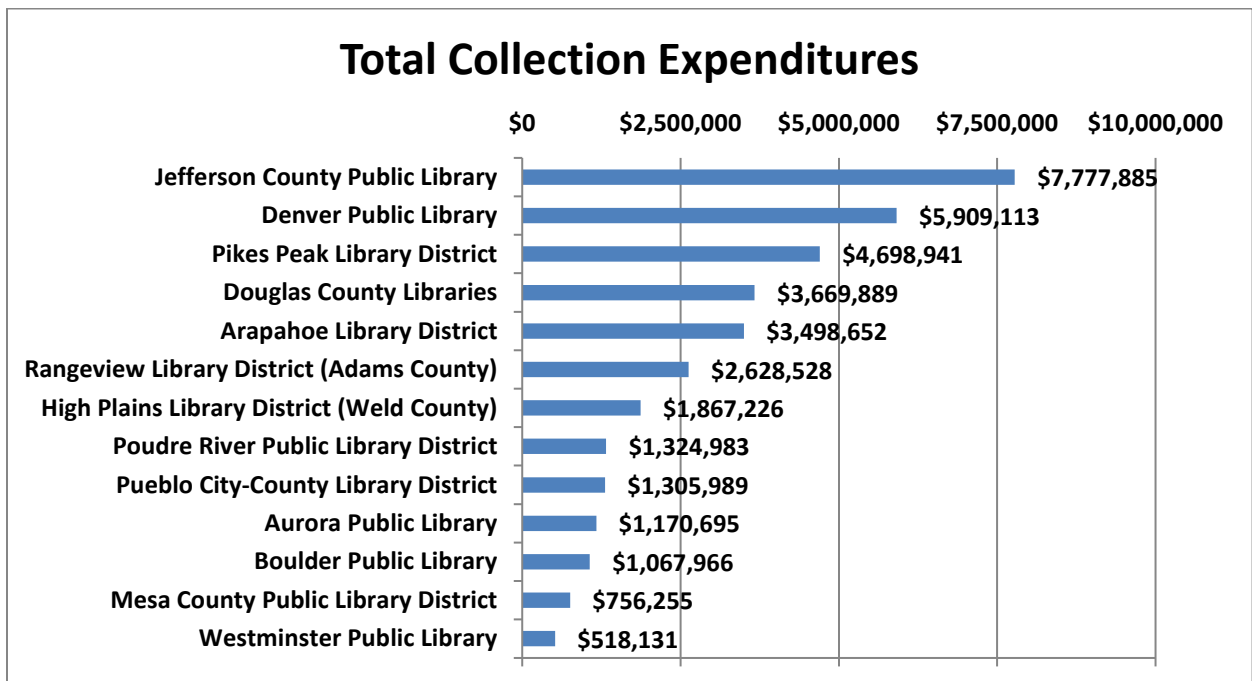
38. Total Print Expenditures – This chart shows the total amount spent on books, bound volumes, and paper subscriptions or serials. The District ranked fifth out of the 13 libraries in this category, down from fourth in 2018.



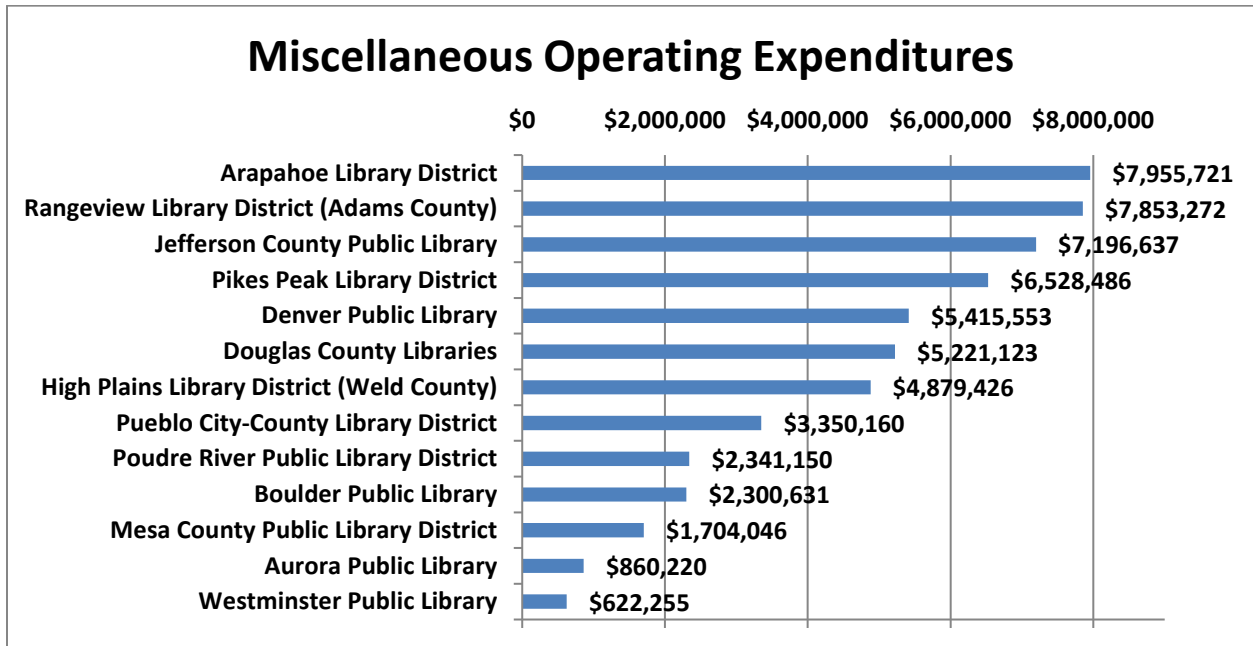
39. Total E-Resources (Digital) Expenditure – This chart shows the total amount spent on digital resources (E-Resources). The District ranked second for 2019, unchanged from 2018.



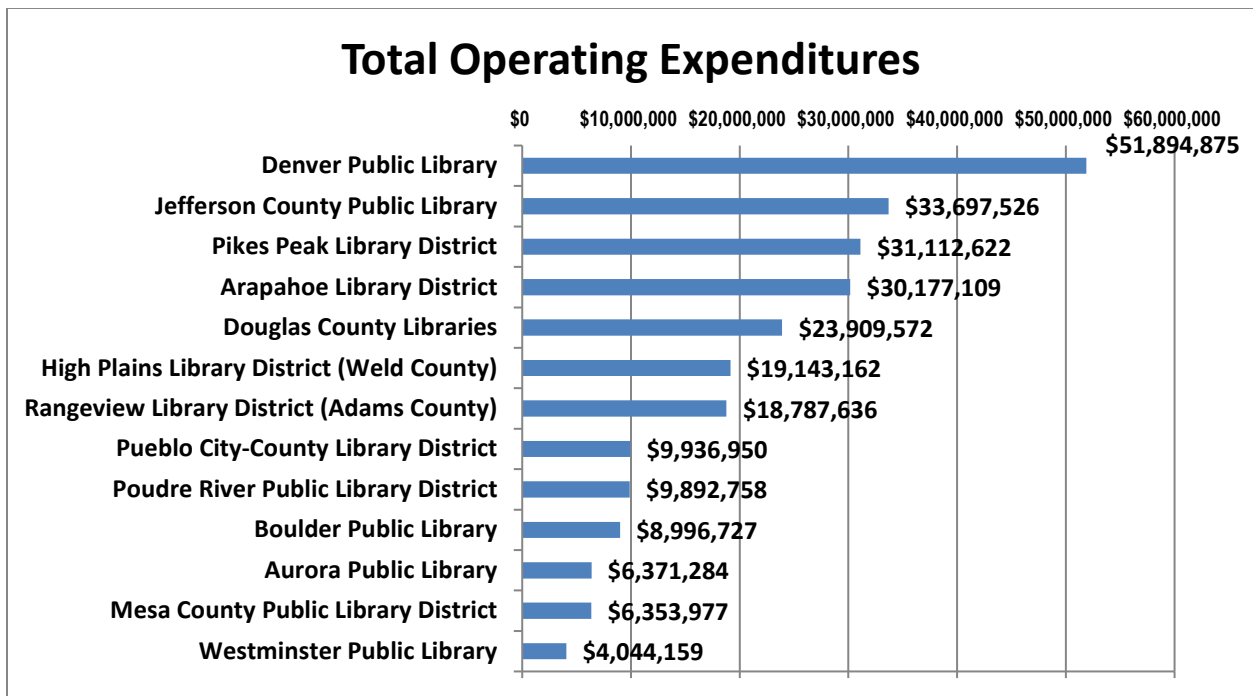
40. Total Collection Expenditures - This chart shows the total amount spent on library materials. In 2019, the District ranked third, primarily due to the size of its LSA population. This rank is unchanged from 2018.



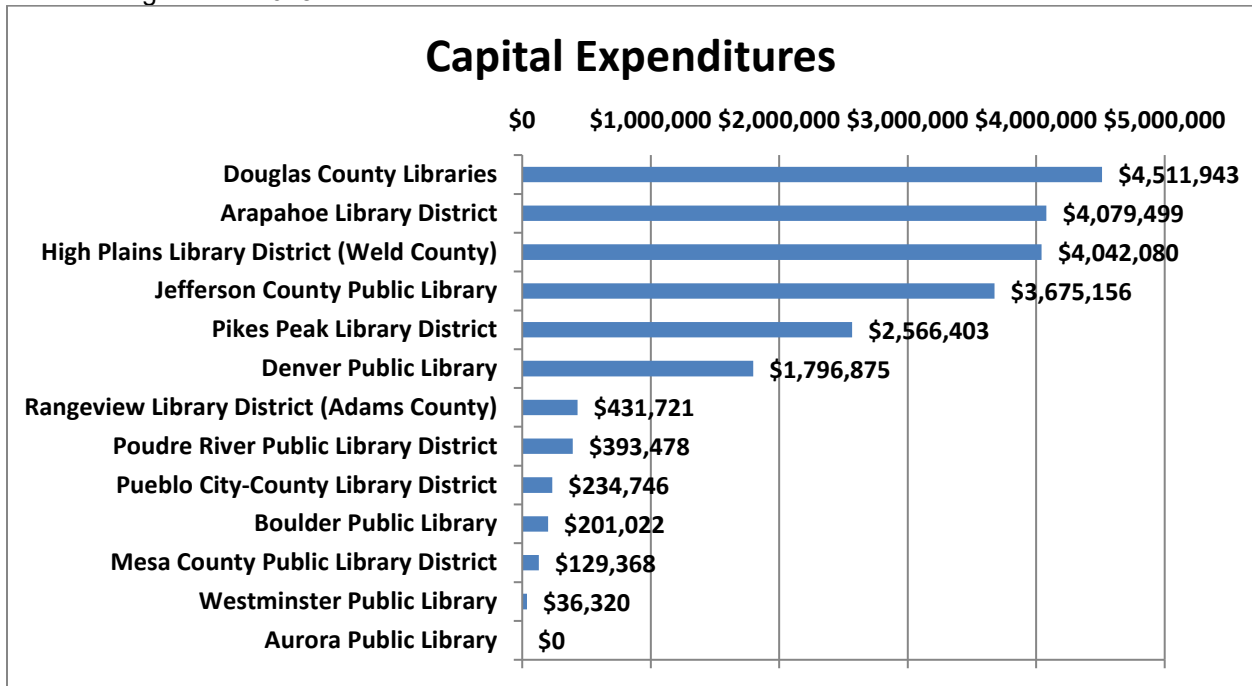
41. Miscellaneous Operating Expenditures – This chart shows the total amount of expenditures during 2019 for all categories other than personnel, library materials and capital. In 2019, the District ranked fourth, unchanged from 2018.



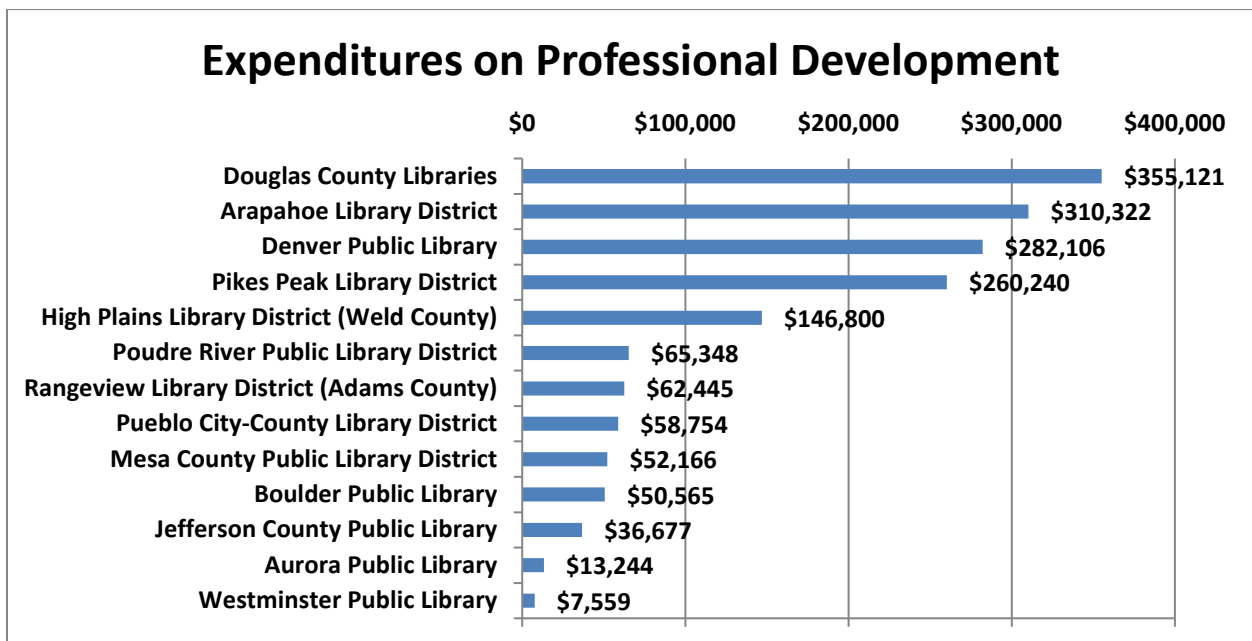
42. Total Operating Expenditures – This chart shows the total amount spent on operations. In 2019, the District ranked third, primarily due to the size of its LSA population, up from fourth in 2018.



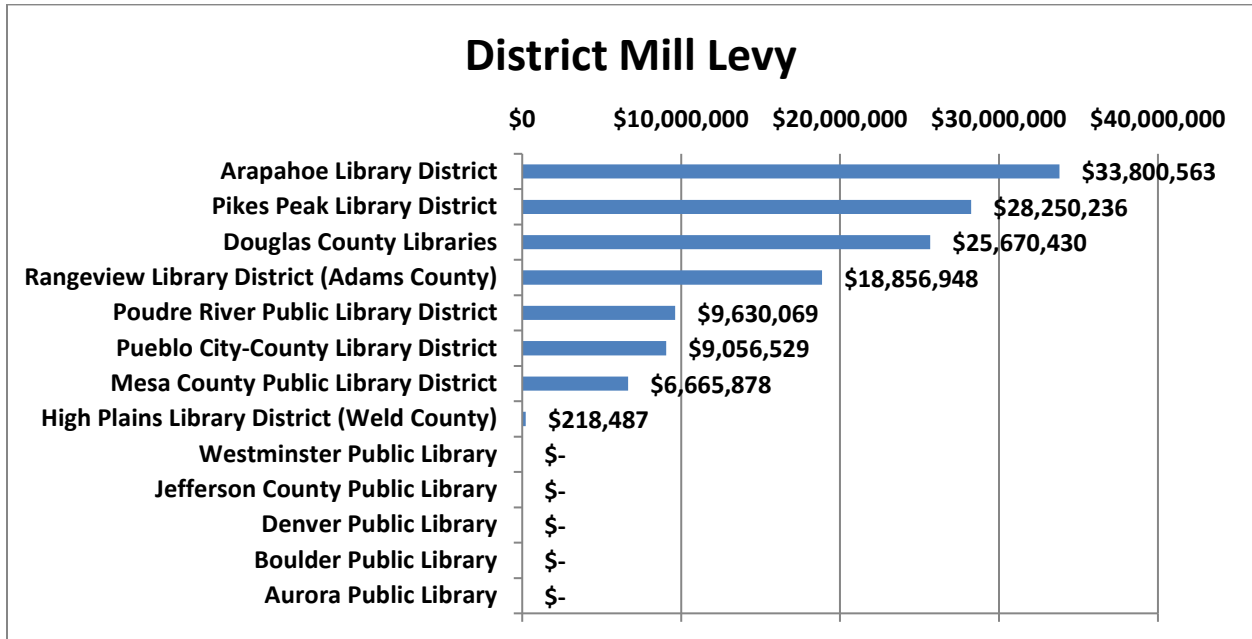
43. Capital Expenditures – This chart shows total expenses paid for new buildings or furnishings, renovations, automation systems, vehicles, and other major one-time projects. Includes all federal, state, local and other revenue used for major capital expenditures. In 2019, the District ranked fifth,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



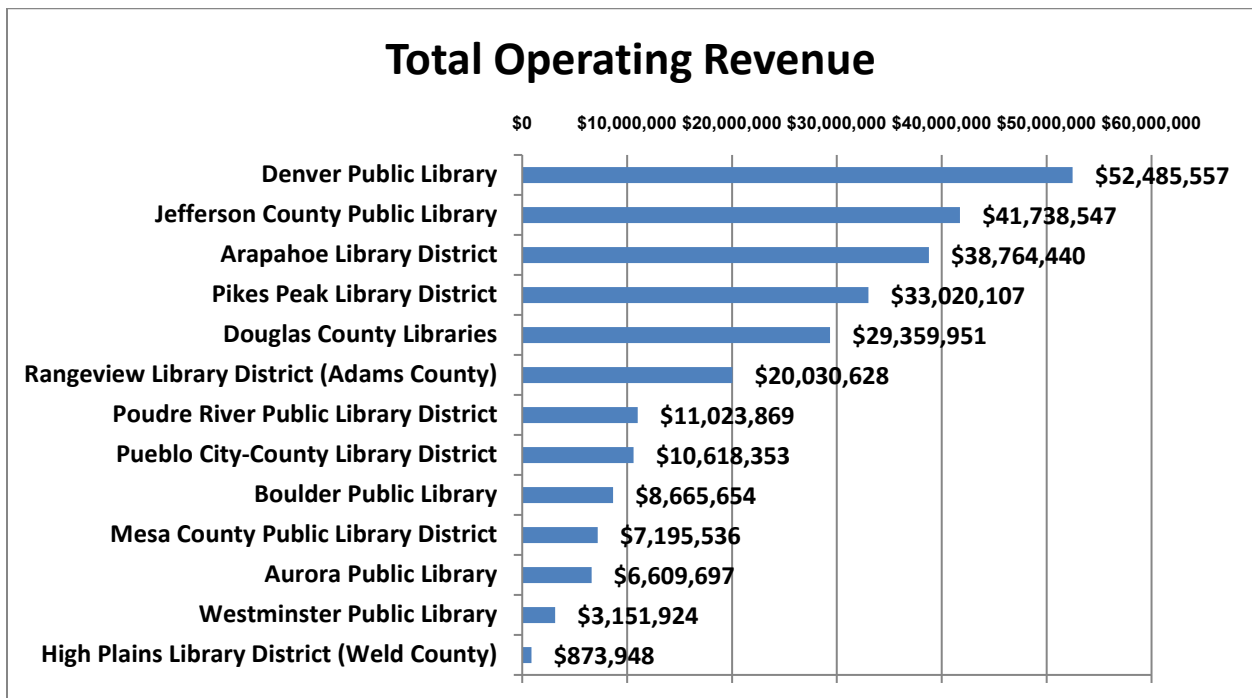
44. Expenditures on Professional Development – This chart shows total expenditures for development and education of staff. The total includes fees, materials, travel costs, conference registrations, workshops, reimbursements, software, videos, and cost of in-house development office. This does not include 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.



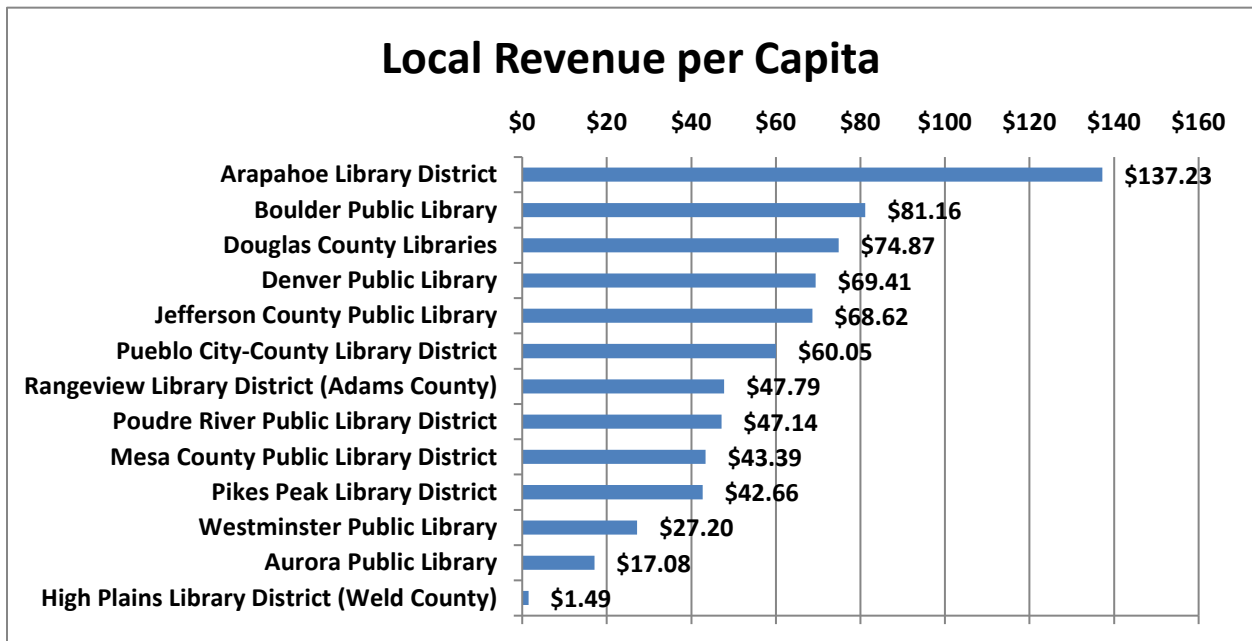
45. District Mill Levy – This chart shows the total amount of property tax revenue received by the District from its mill levy.



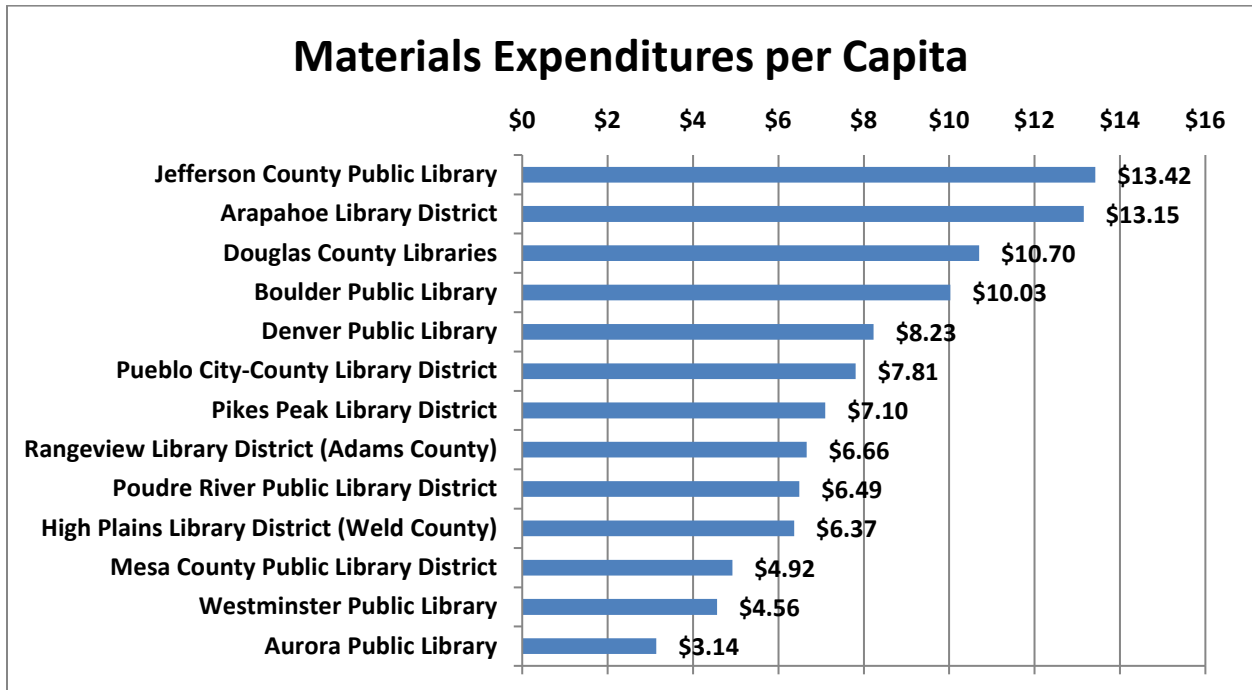
46. Total Operating Revenue – This chart shows total operating revenue for each library. In 2019, the District ranked fourth, primarily due to the size of its LSA population. In 2018, the District also ranked fourth.



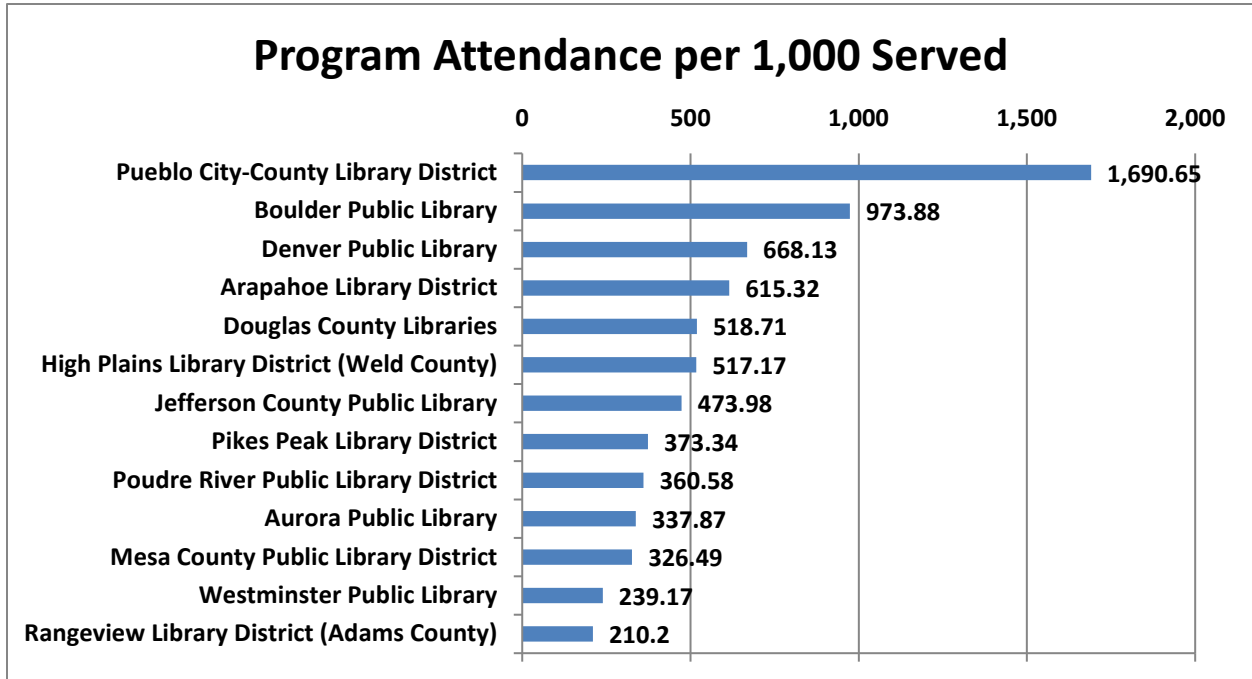
47. Local Revenue Per Capita – This chart shows the total dollars of local revenue (primarily property taxes) divided by the total LSA population. The District ranked tenth out of the 13 libraries, unchanged from 2018.



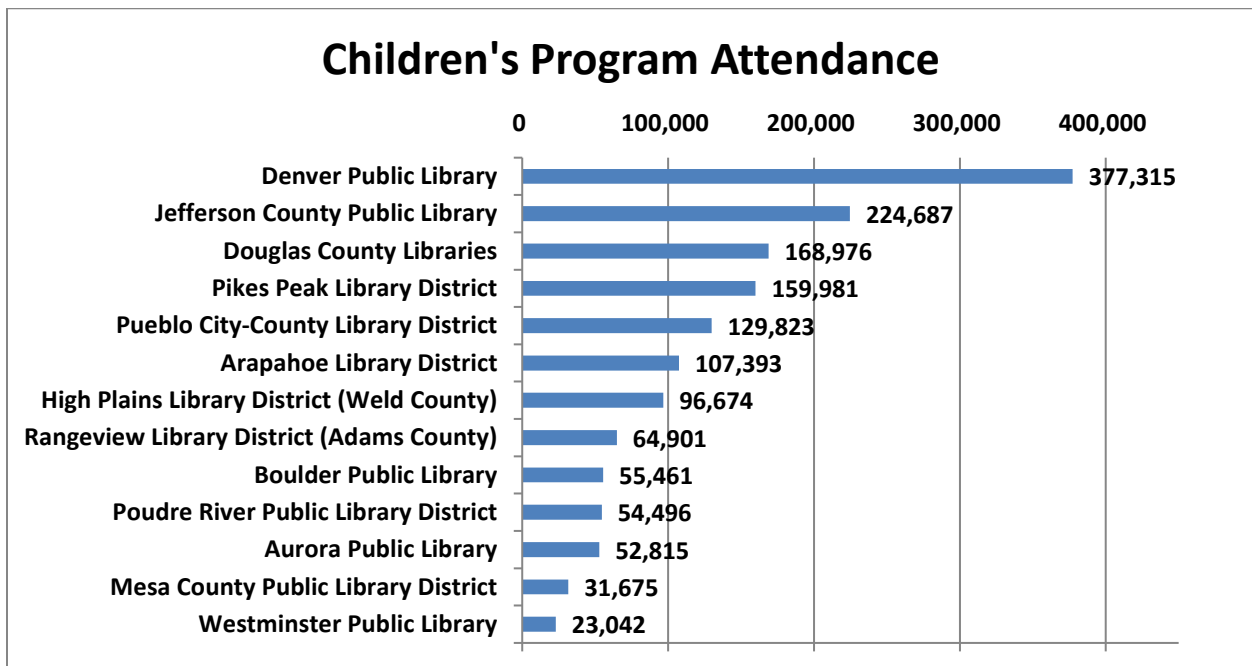
48. Materials Expenditures Per Capita – This chart shows the total materials expenditures divided by total LSA population. In 2019, the District ranked seventh, unchanged from 2018.



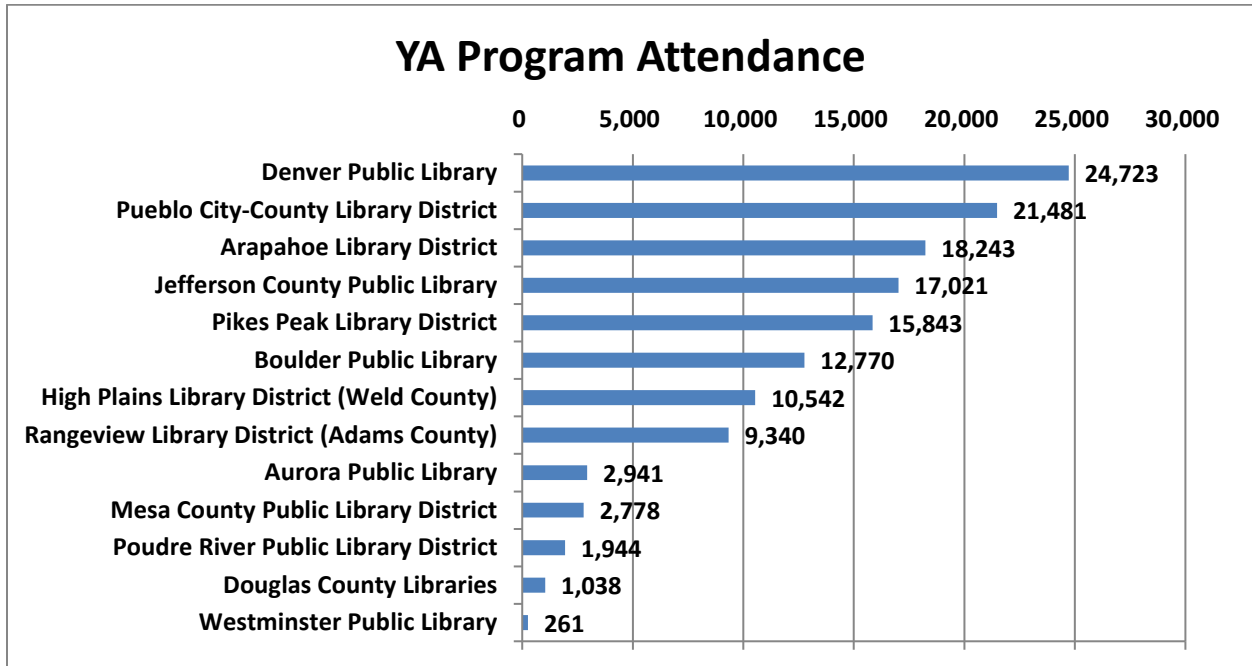
49. Program Attendance Per 1,000 Served – This chart shows total attendance for all programs. In 2019, the District ranked eighth, unchanged from 2018.



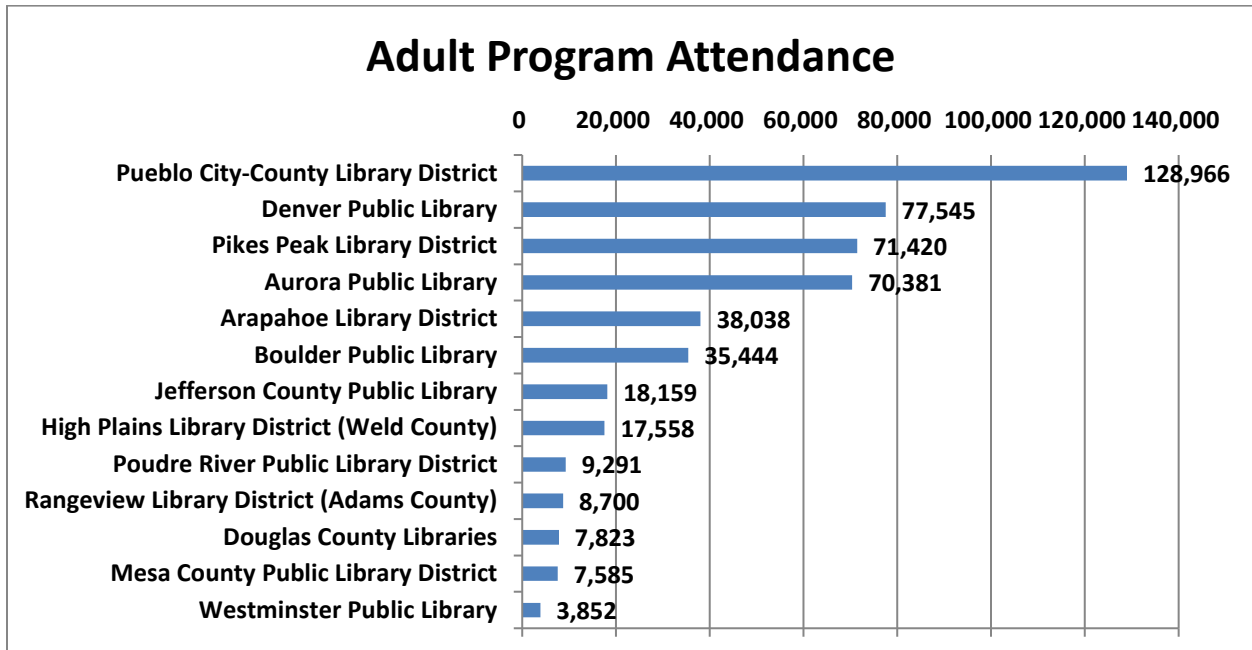
50. Children's Program Attendance – This chart shows the total attendance at Children's programs.



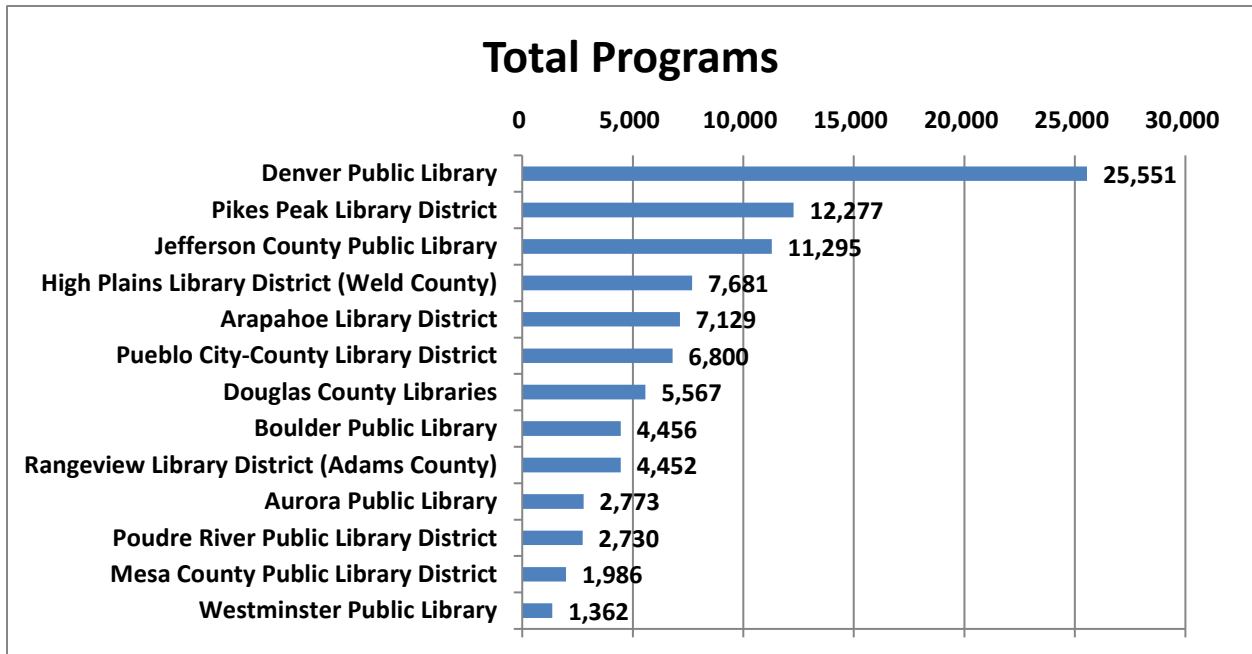
51. Young Adult Program Attendance – This chart shows the total attendance at Young Adult (primarily teen) programs.



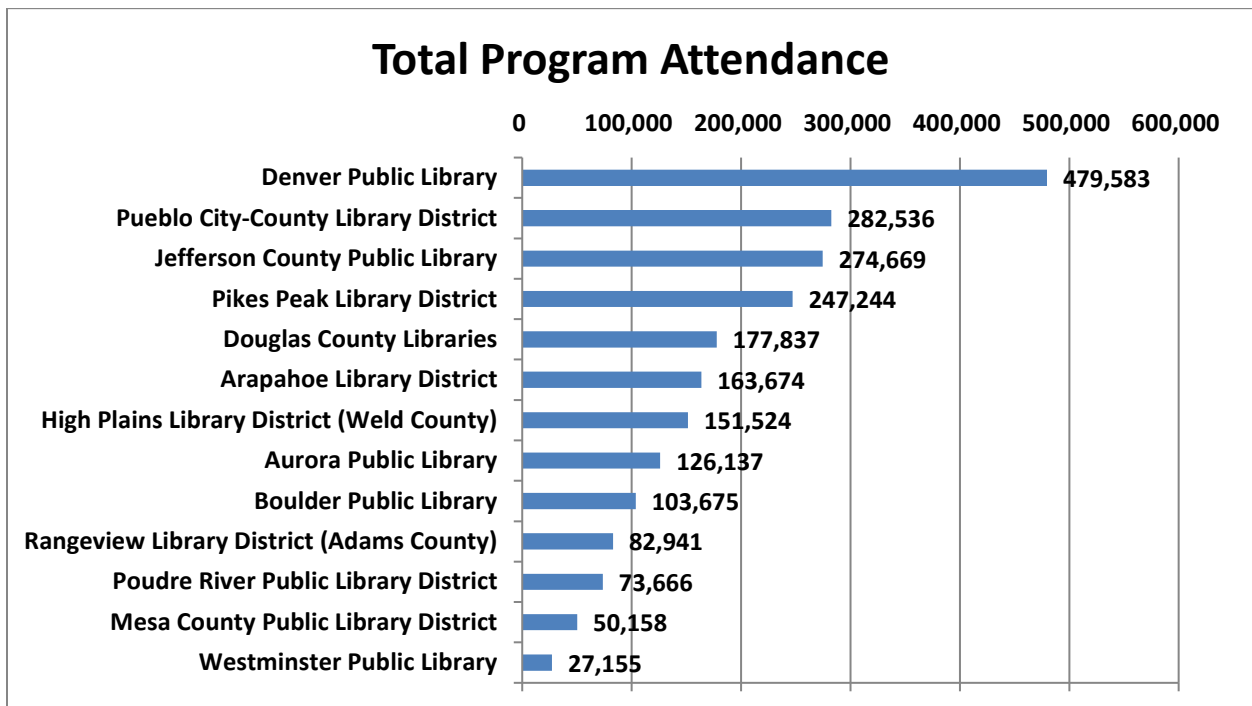
52. Adult Program Attendance – This chart shows the total attendance at adult programs.



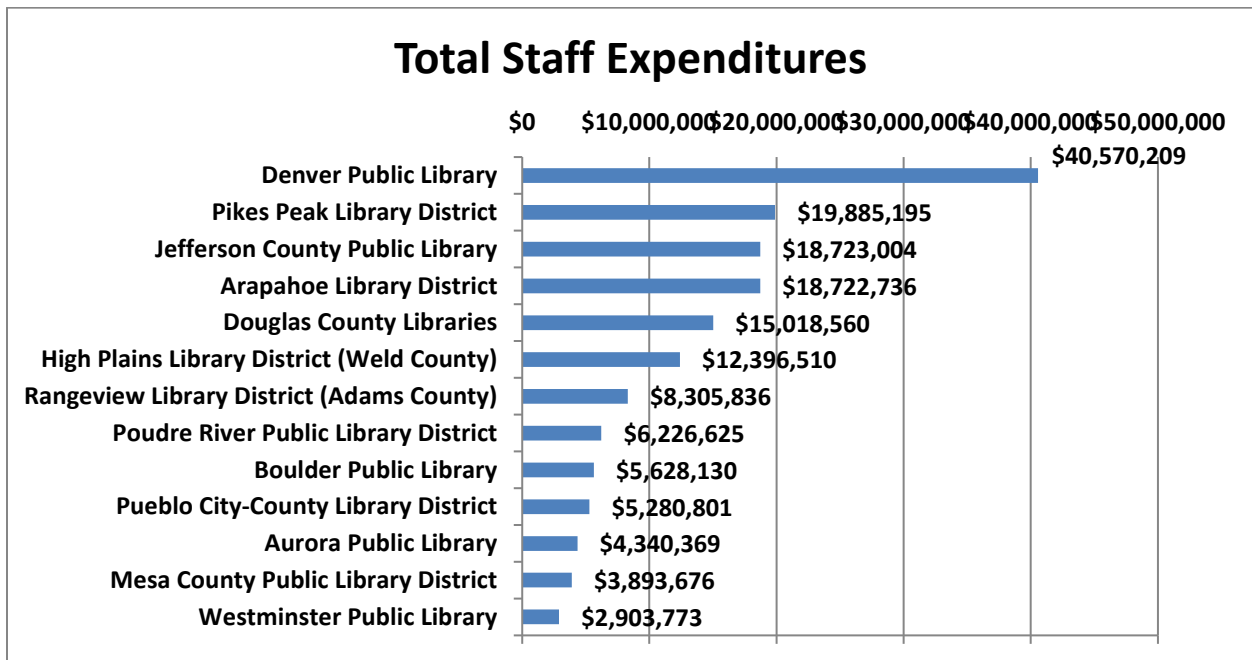
53. Total Programs – This chart shows total number of programs. The District ranks second out of 13 libraries in 2019, unchanged from 2018.



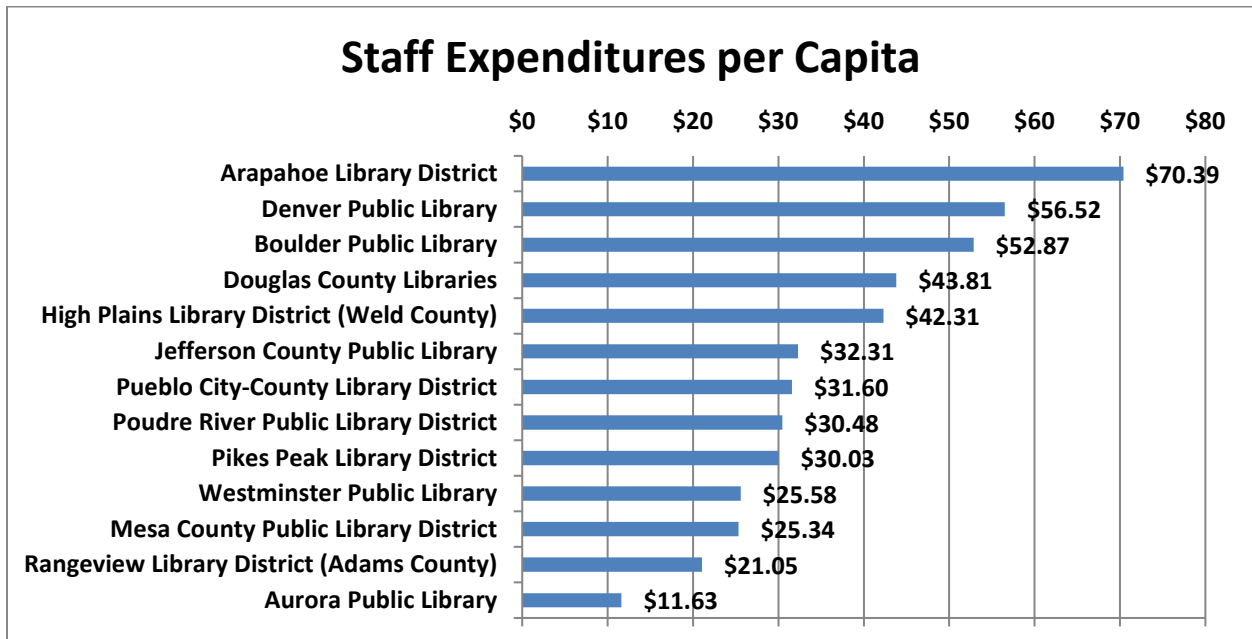
54. Total Program Attendance – This chart shows total count of the audience at all library programs. The District ranked fourth in 2019, unchanged from 2018.



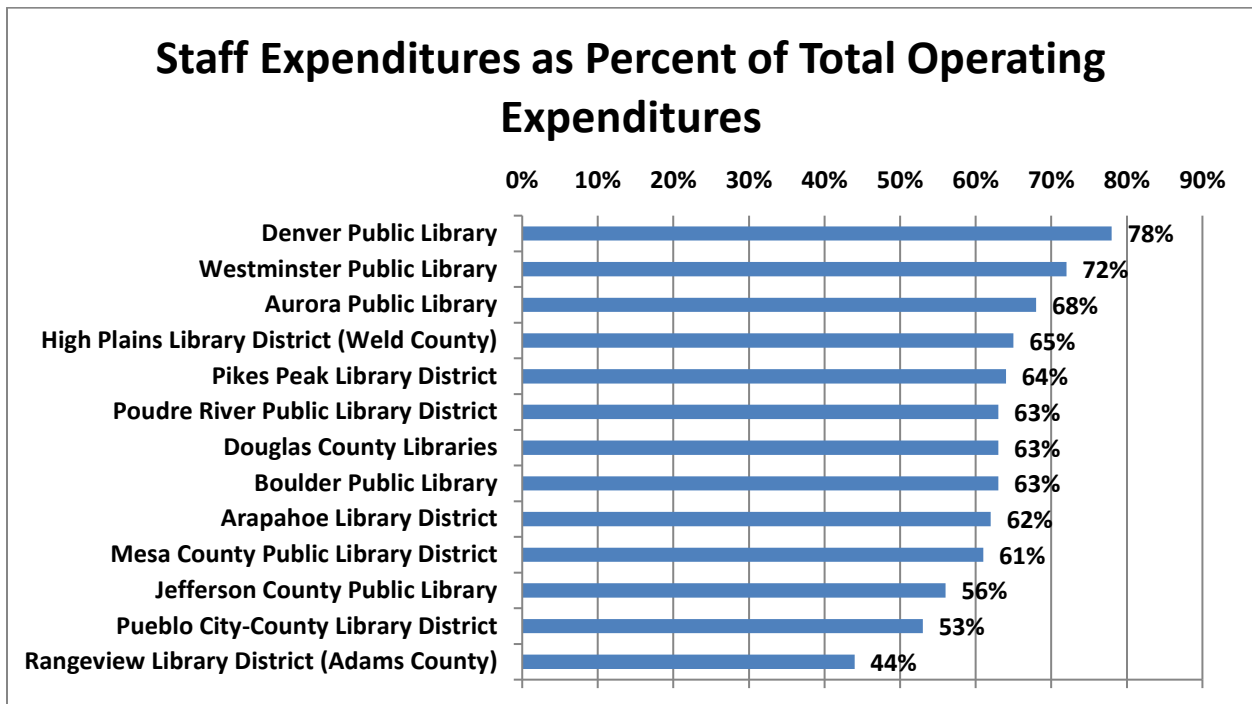
55. Total Staff Expenditures – This chart shows total wages and benefits paid to library staff. In 2019, the District ranked second, primarily due to the size of its LSA population. For 2018, the District also ranked second.



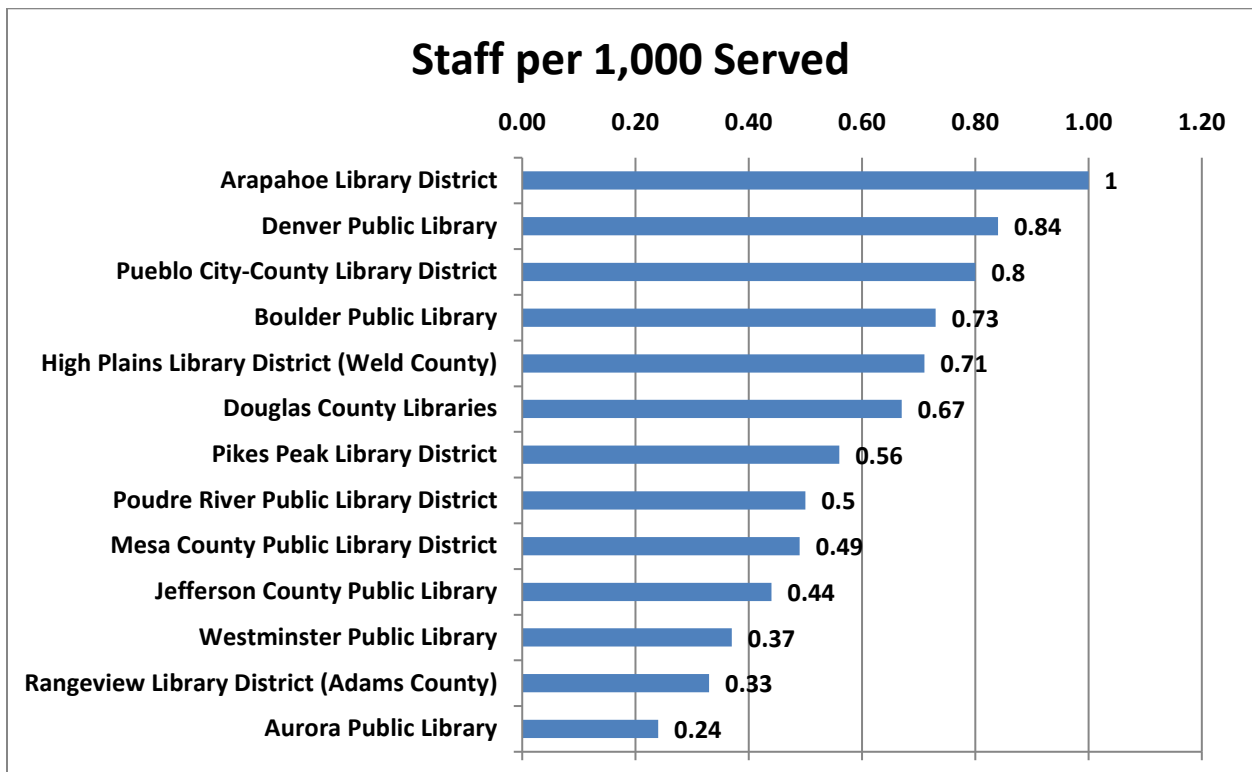
56. Staff Expenditures Per Capita – This chart shows the total staff dollars spent on staff wages and benefits divided by total LSA population. The District ranked ninth out of the 13 libraries, unchanged from 2018.



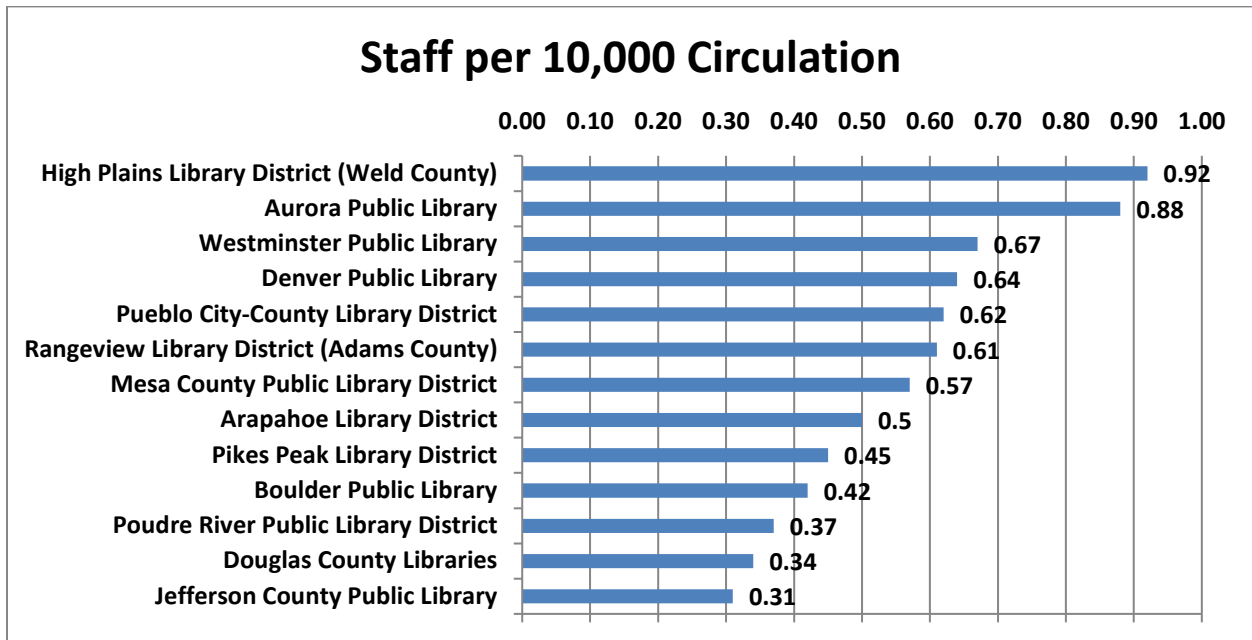
57. Staff Expenditures as Percent of Total Operating Expenditures - This chart shows the sum of all staff expenditures for salaries, wages, and benefits divided by the sum of all operating expenditures for staff, materials, and other purposes. The District ranked fifth in 2019, up from eighth in 2018.



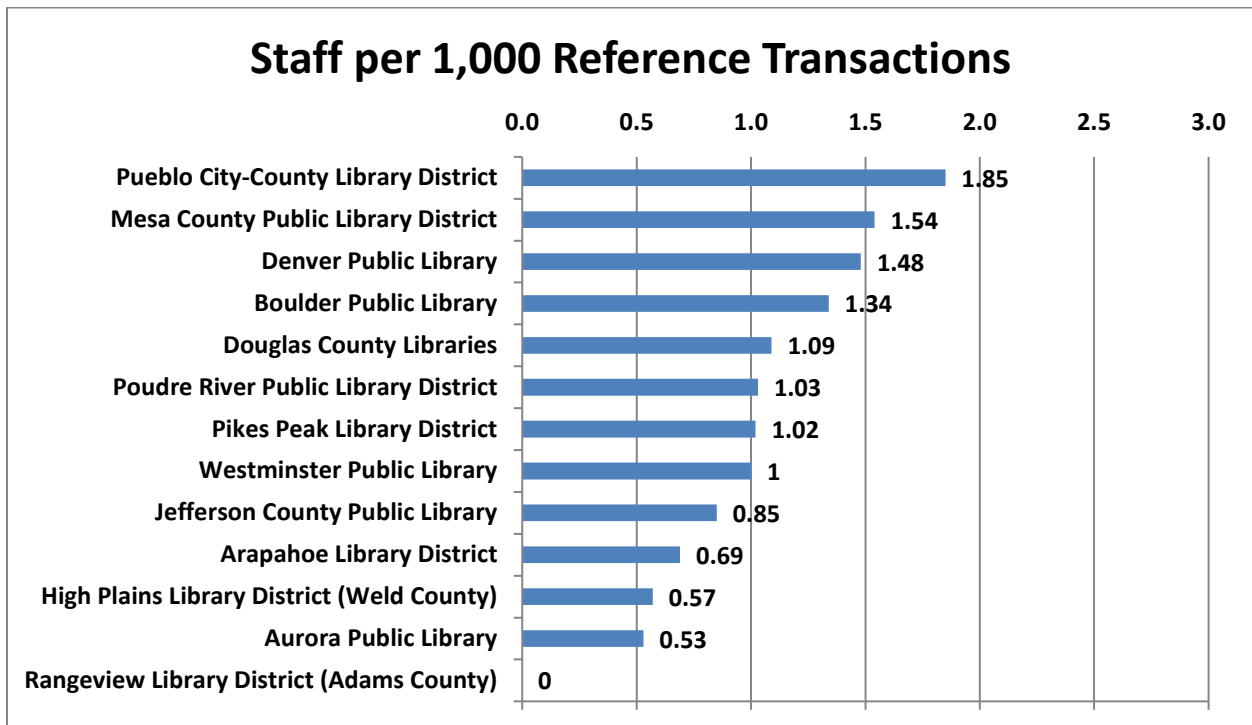
58. Staff Per 1,000 Served – This chart shows total staff divided by the total LSA population (divided by 1,000). The District ranked seventh, unchanged from 2018.



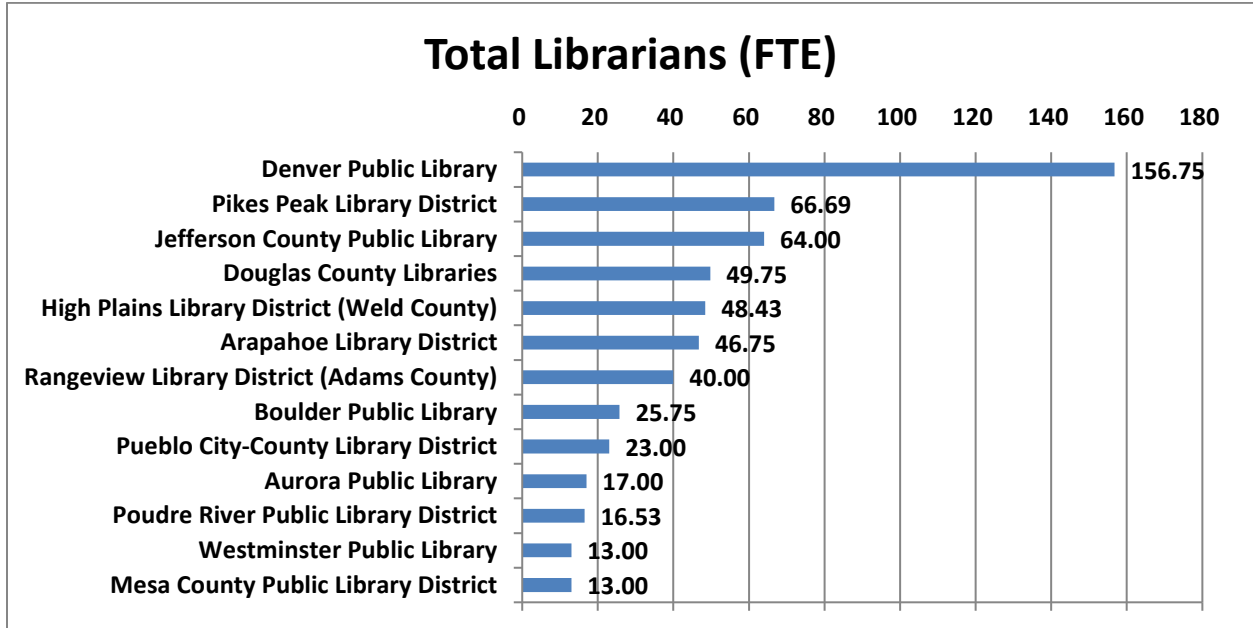
59. Staff Per 10,000 Circulation – This chart shows total staff per 10,000 items circulated. In 2019, the District ranked ninth out of the 13 libraries in this category, unchanged from 2018.



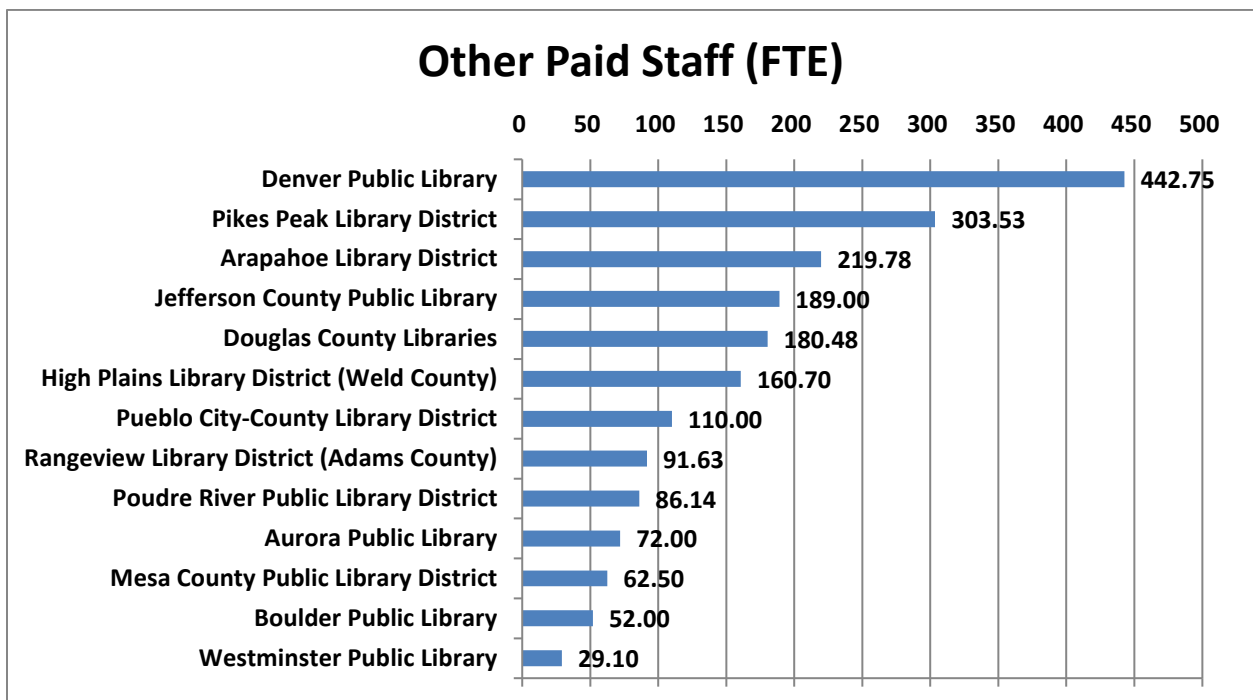
60. Staff Per 1,000 Reference Transactions – This chart shows total staff full-time equivalents divided by total reference transactions (divided by 1,000). For 2019, the District ranked seventh, up from eighth in 2018.



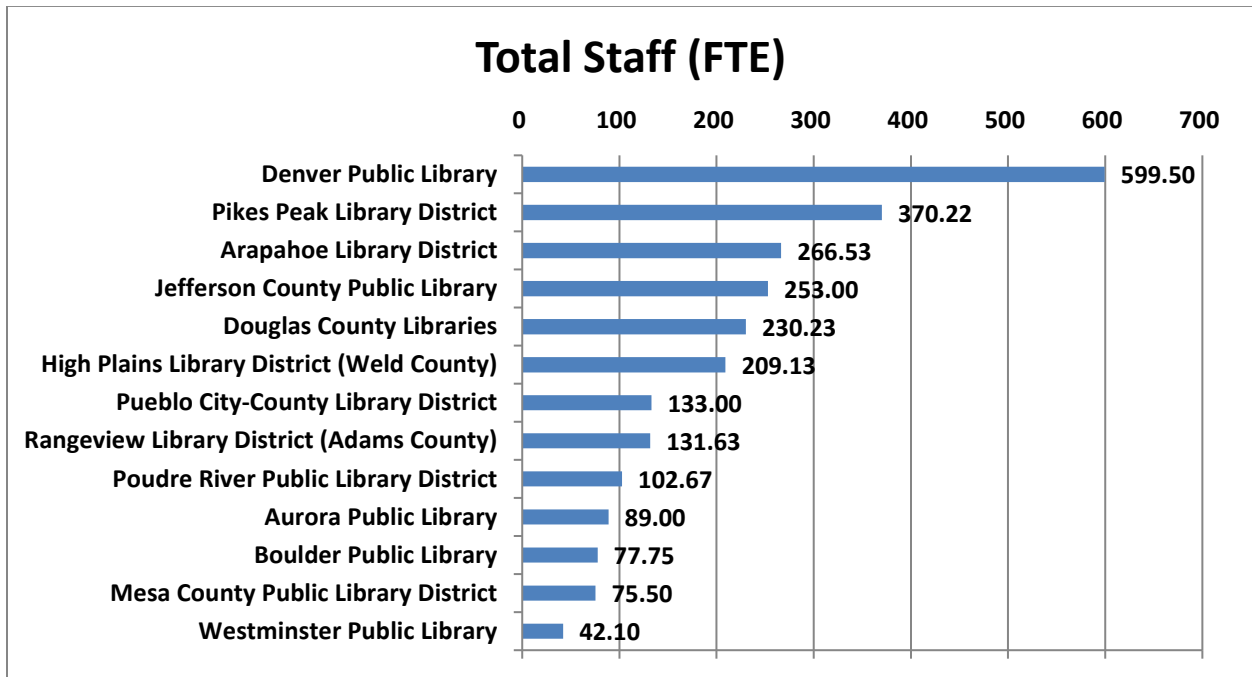
61. Total Librarians (FTE) – This chart shows the total number of full-time equivalents of librarians. For 2019, the District ranked second, again primarily due to the size of its LSA population.



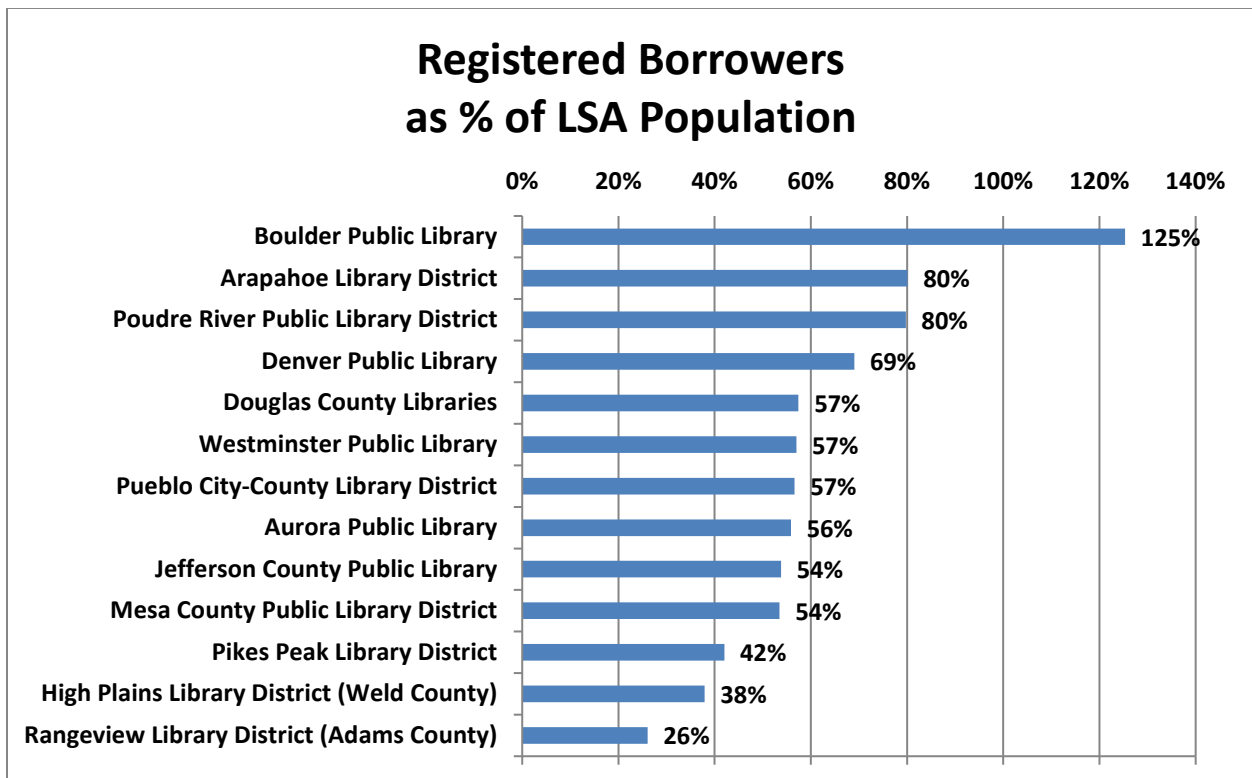
62. Other Paid Staff (FTE) – This chart includes all other FTE employees paid from the reporting unit budget, including plant operations, security, and maintenance staff. For 2019, the District ranked second, unchanged from 2018.



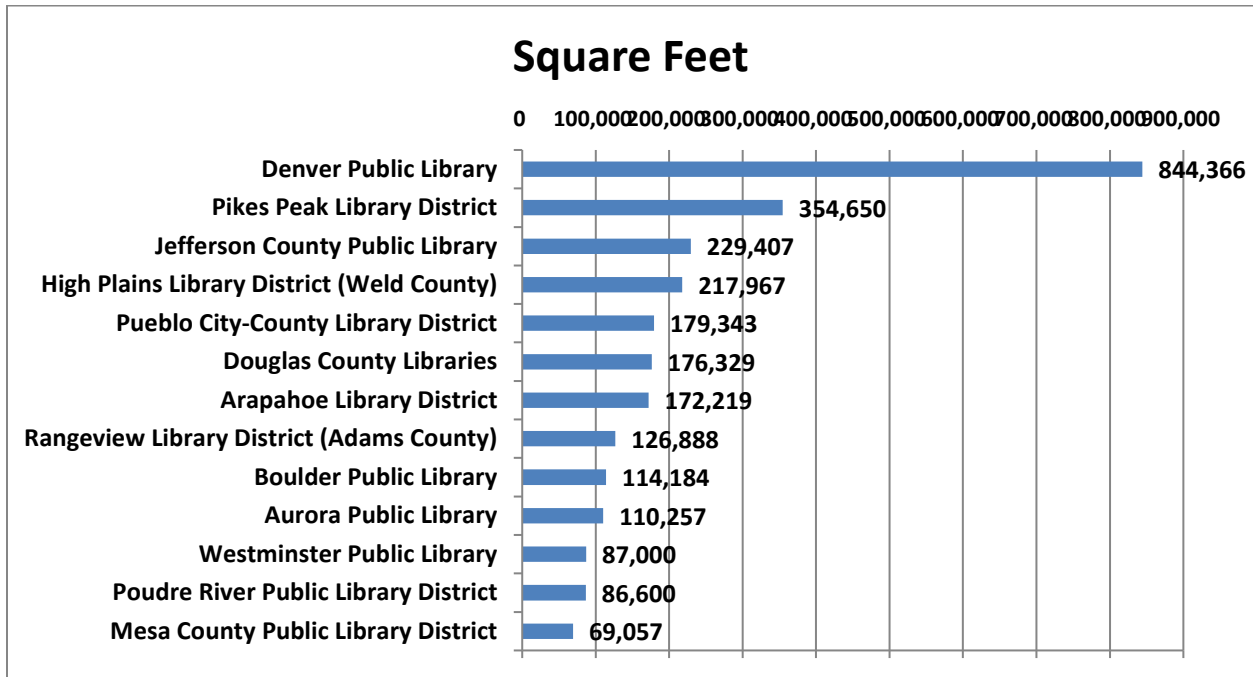
63. Total Staff (FTE) - This chart shows the total number of full-time equivalents of staff. The District ranked second, primarily due to the size of its LSA population; this rank is unchanged from 2018.



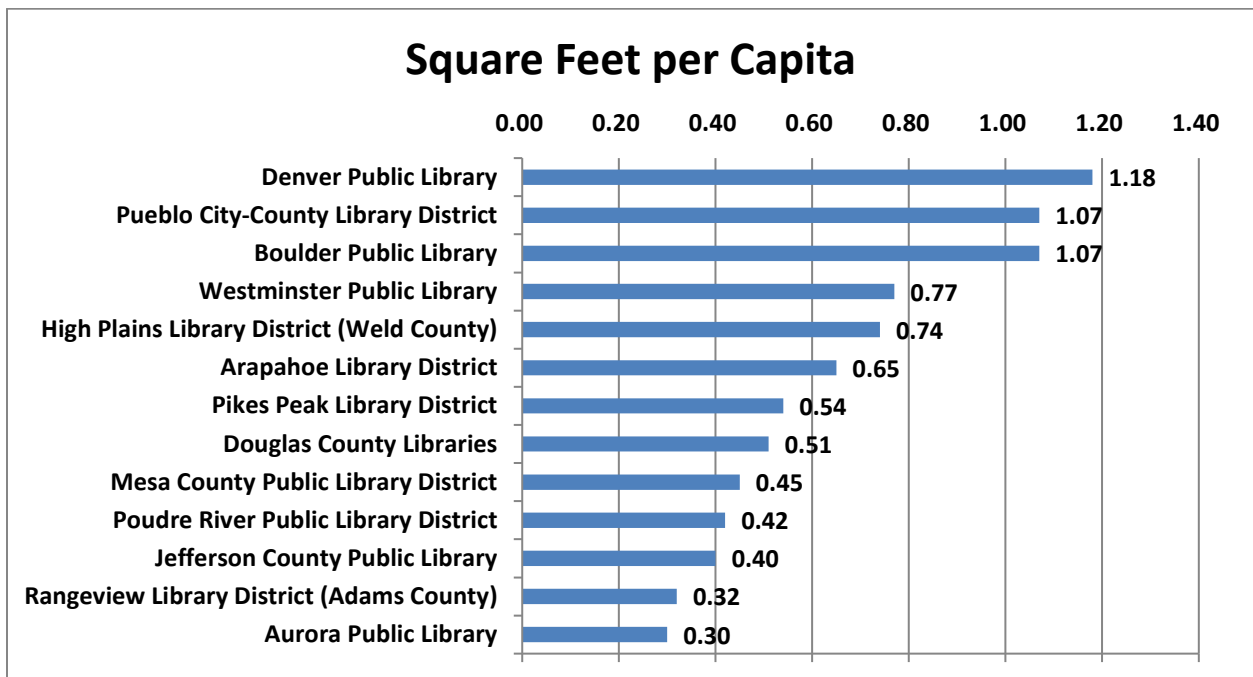
64. Register Borrowers as percent of LSA Population – This chart shows total registered borrowers to total LSA population.



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

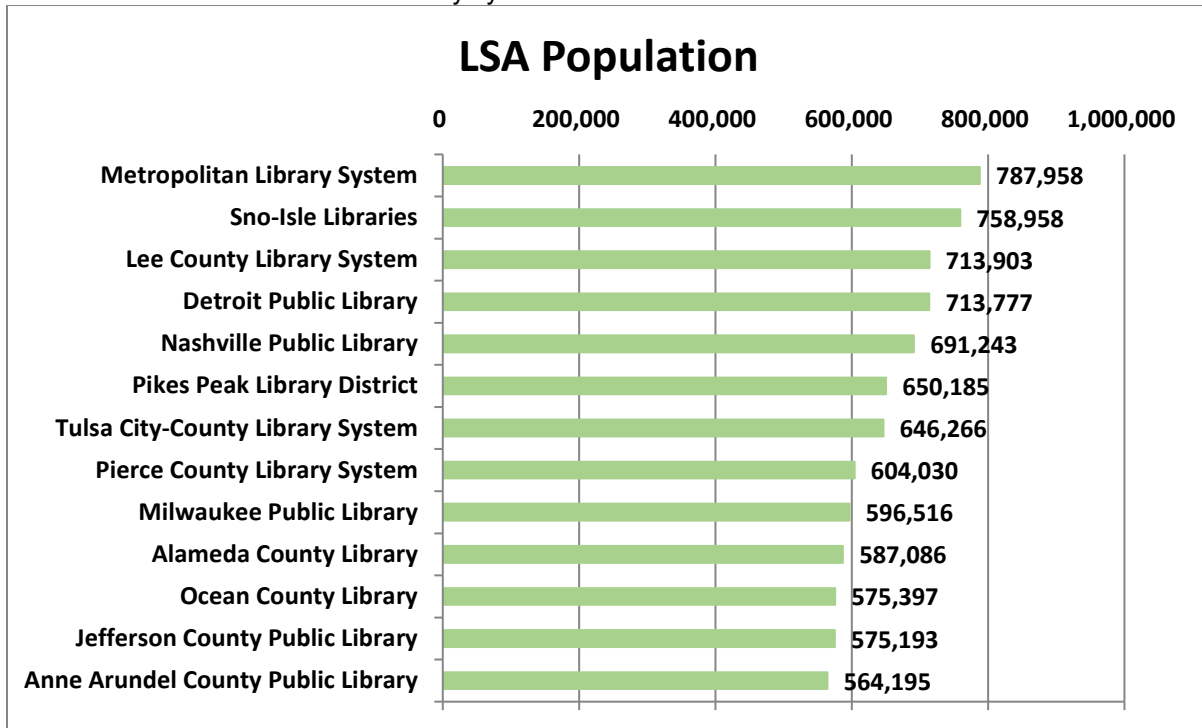


Appendix 2 - PPLD Comparison to National Libraries

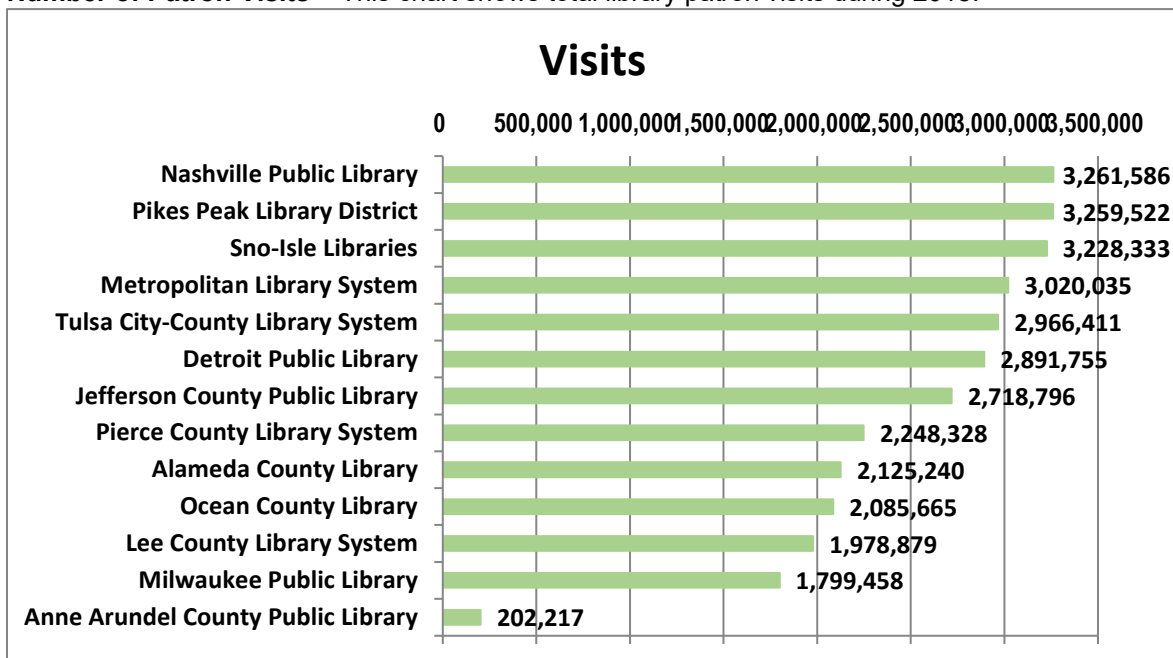
Source: Institute of Museum and Library Services (2018 data)

<https://www.ims.gov/search-compare/>

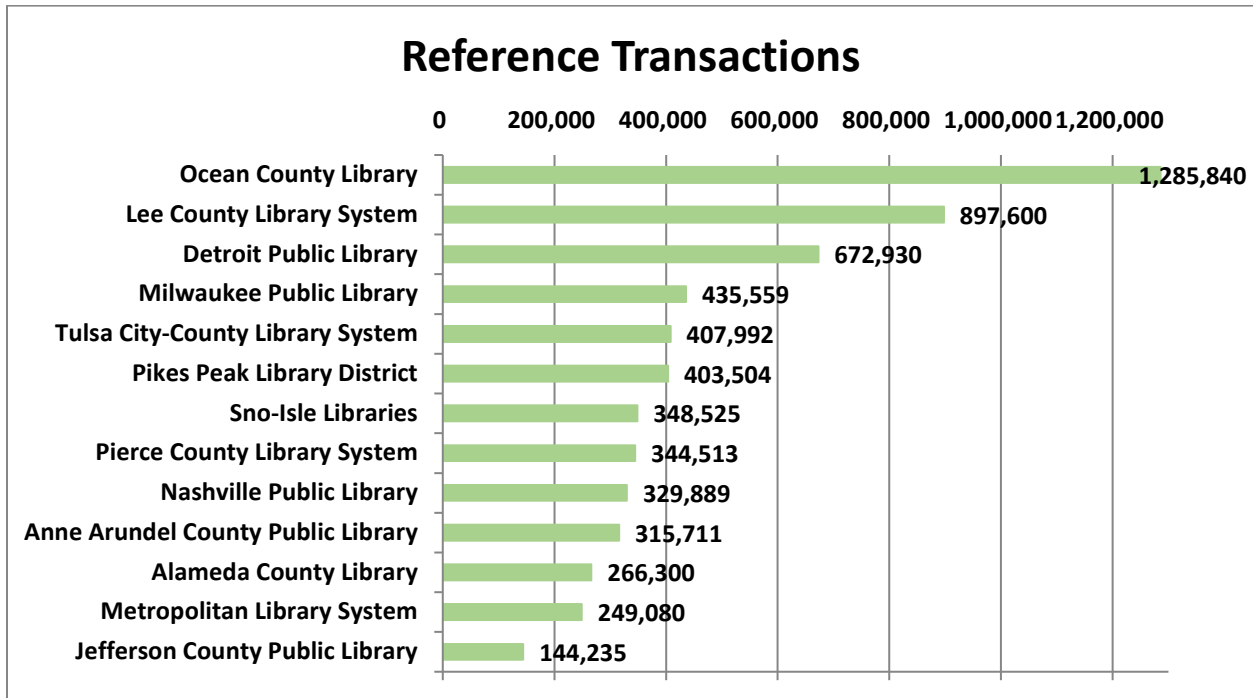
- 1. Library Service Area (“LSA”) Population** – This chart shows the total number of citizens that reside within the boundaries of the library system.



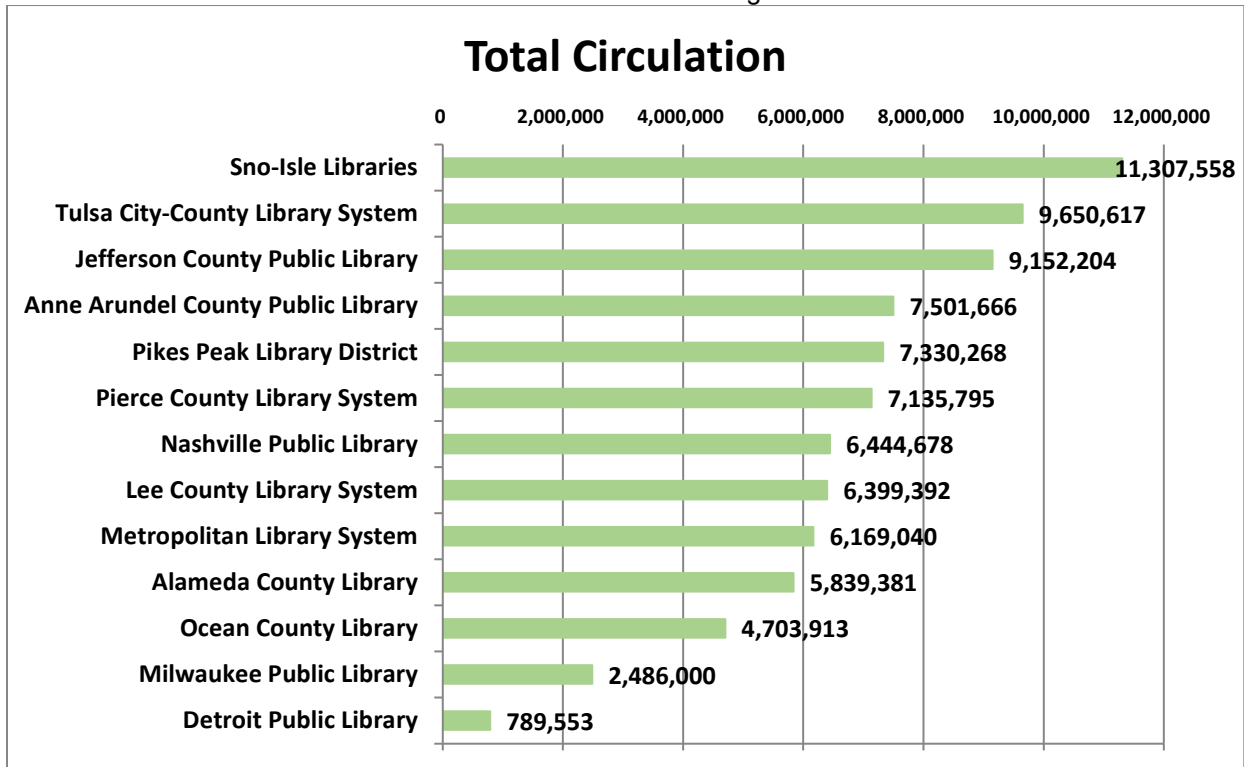
- 2. Number of Patron Visits** – This chart shows total library patron visits during 2018.



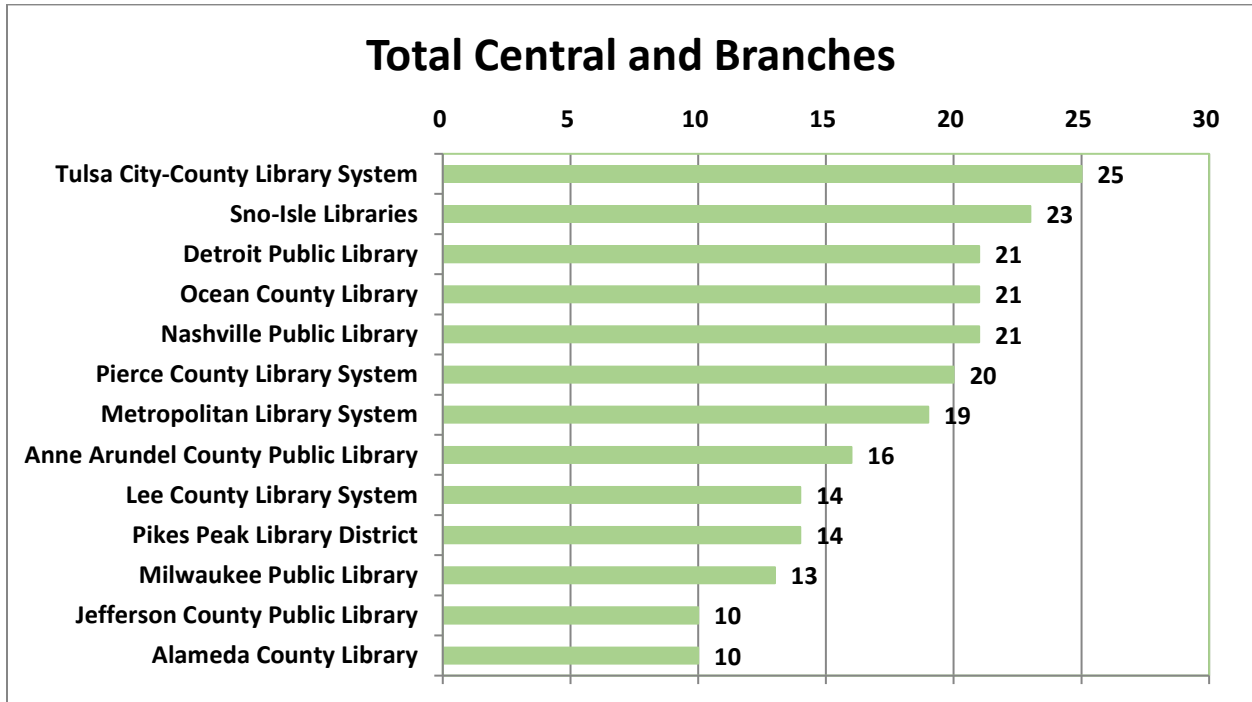
3. Reference Transactions – This term is defined as “An information contact which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more information sources by a member of the library staff”.



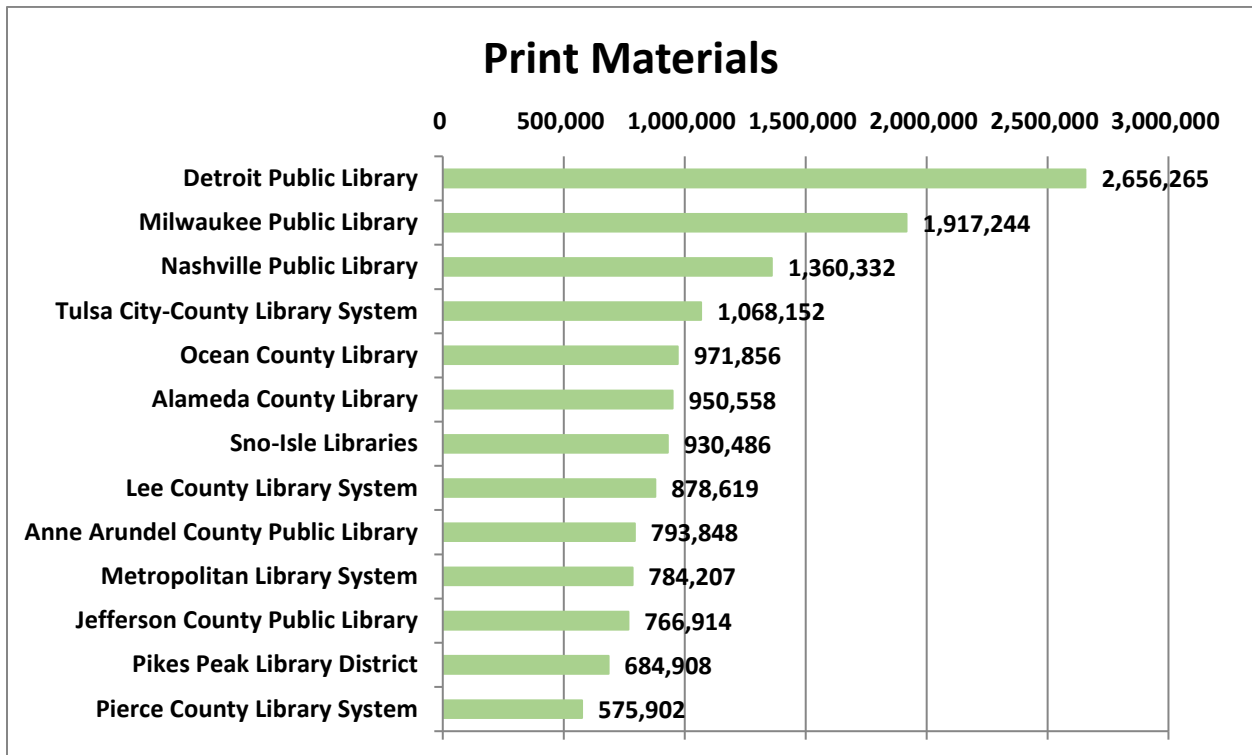
4. Total Circulation – This chart shows total circulation during 2018.



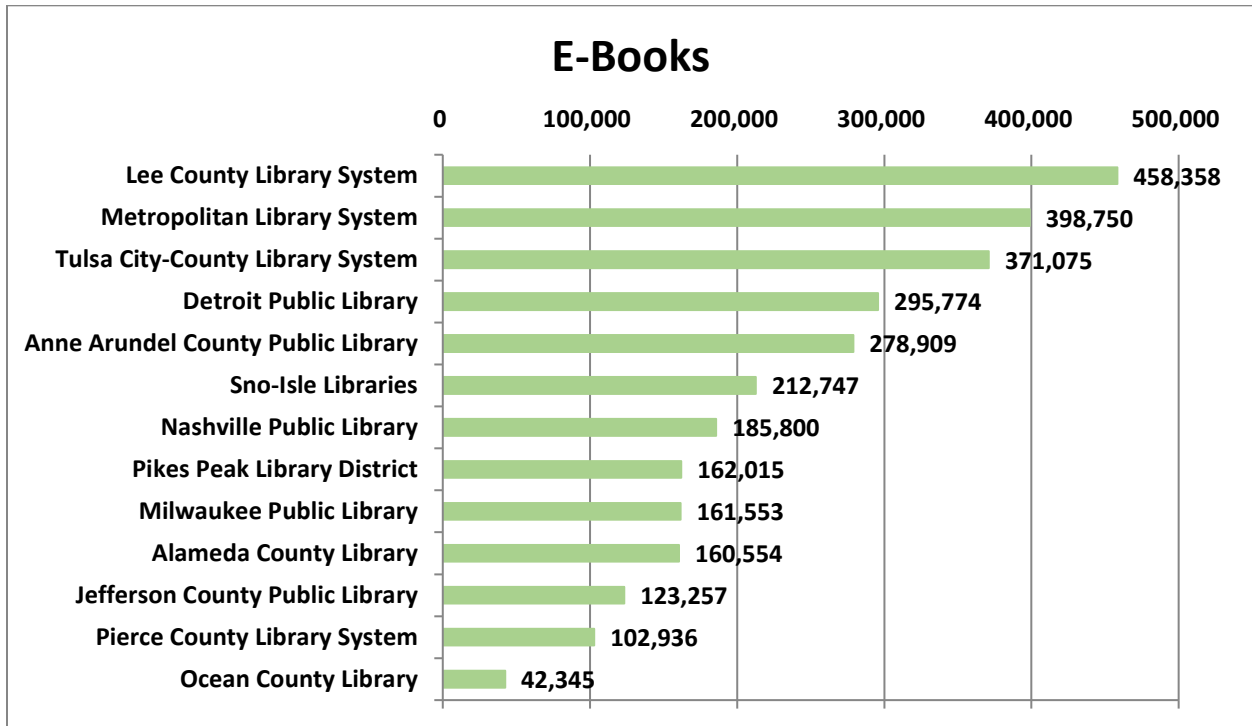
5. Total Central and Branch Facilities – This chart shows total library facilities.



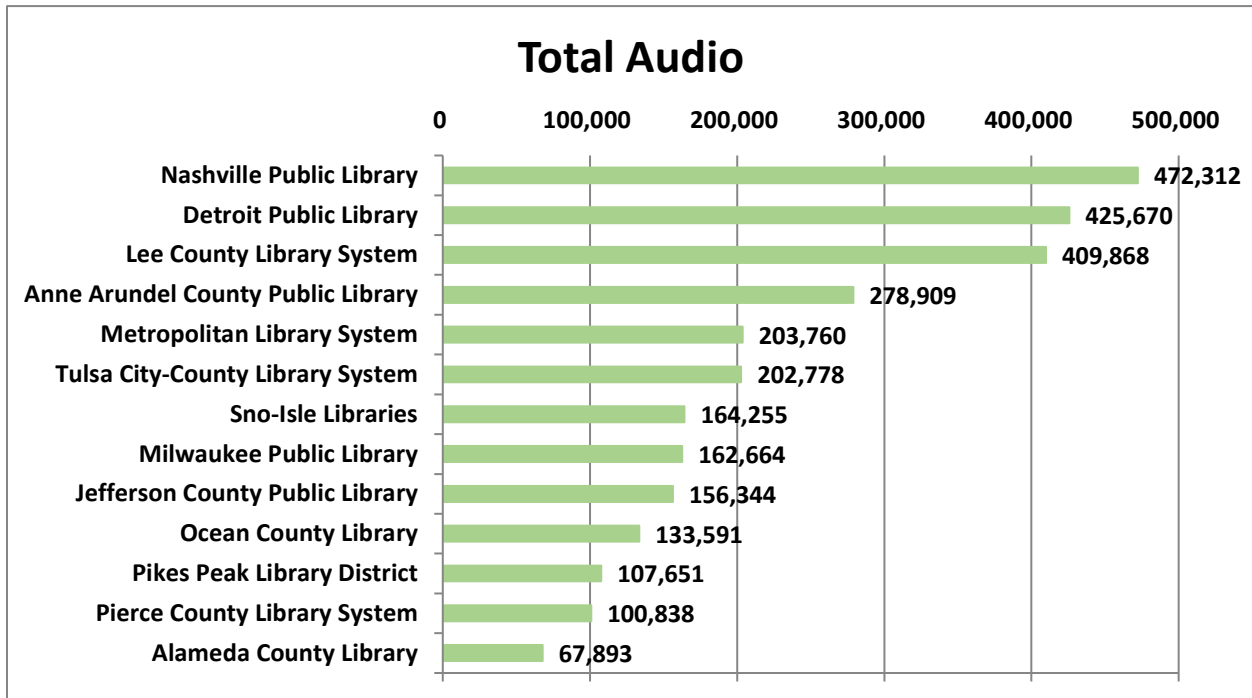
6. Total Print Materials – This chart shows total printed books and serial publications owned by the library.



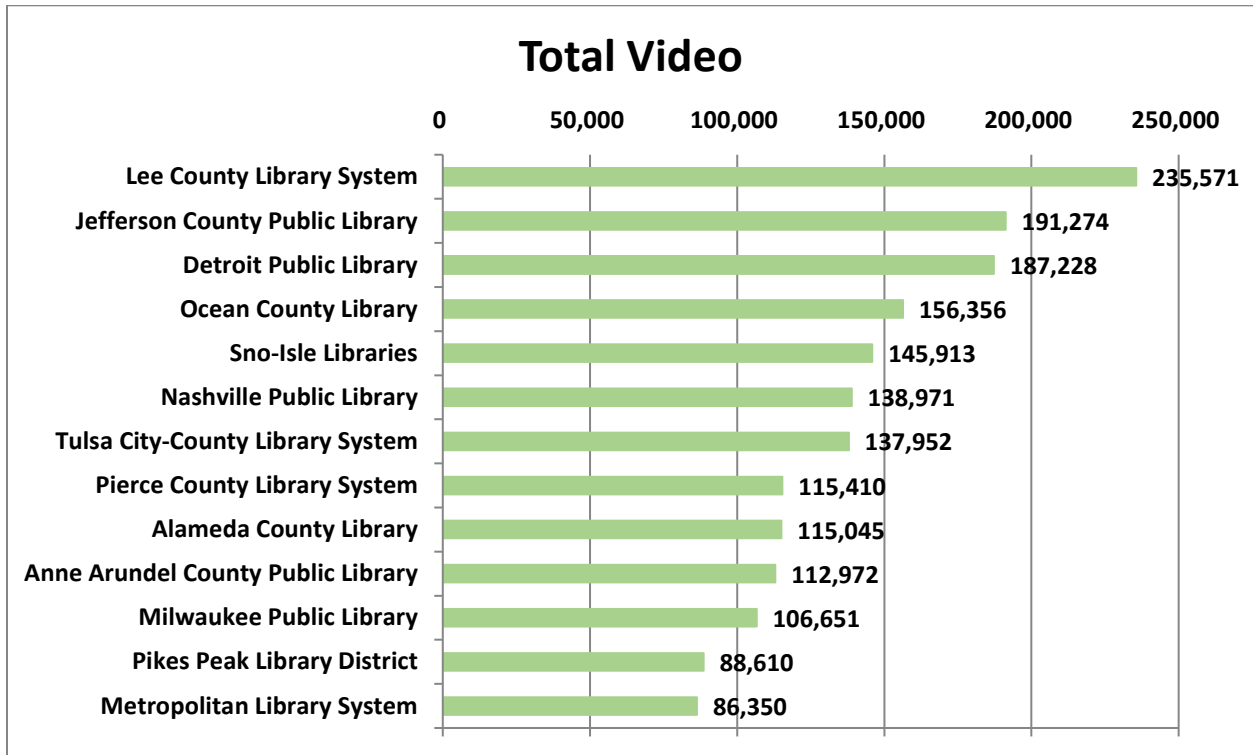
7. **Total E-Books** – This chart shows total e-books and serial publications owned by the library.



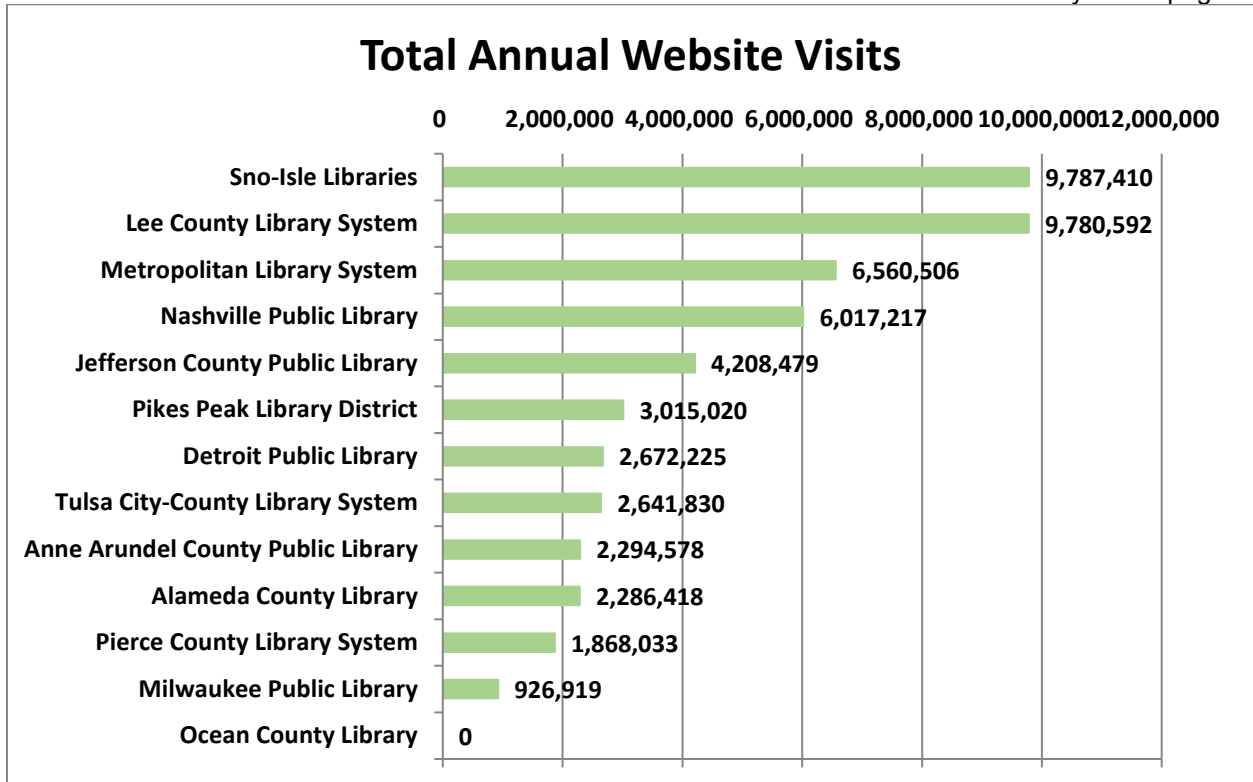
8. **Total Audio** – This chart shows total physical or electronic audiobooks, music, and other formats.



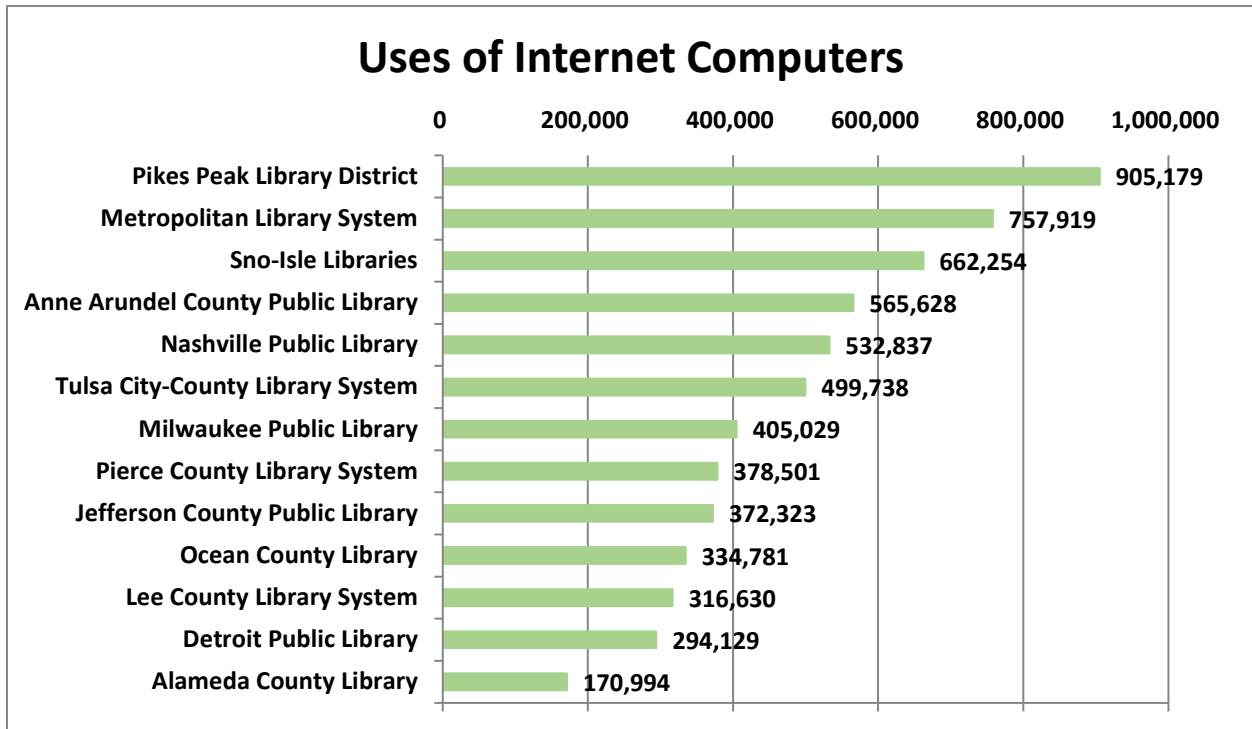
9. Total Video Materials – This chart shows total physical and electronic video materials.



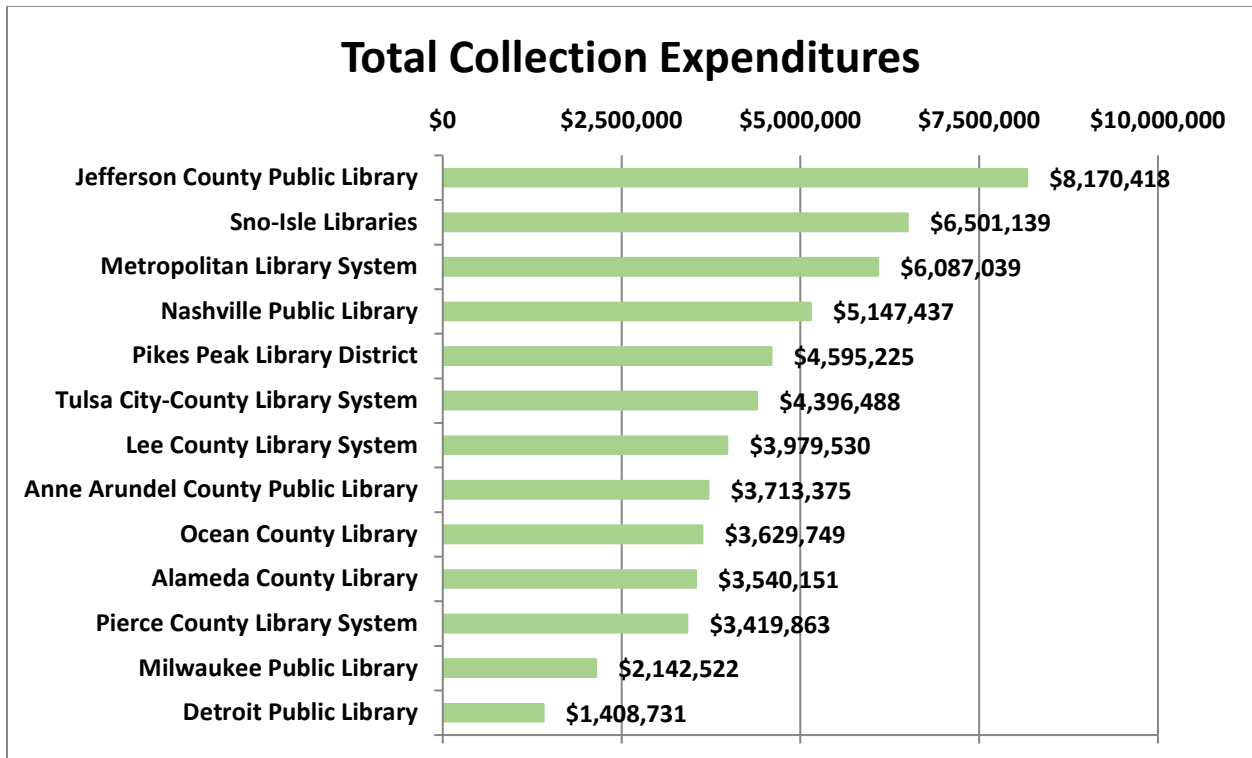
10. Total Annual Website Visits – This chart shows the total number of visits to the library’s web page.



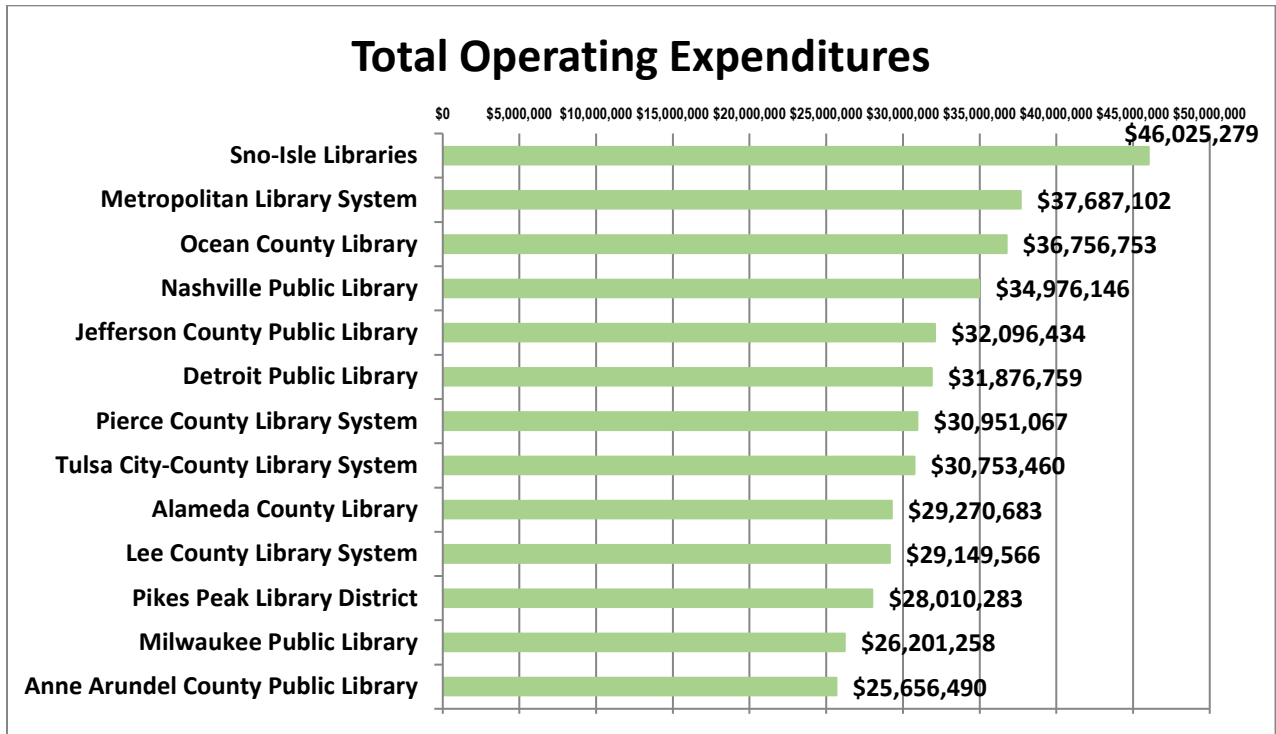
11. Uses of Internet Computers – This chart shows the total number of uses of internet using library computers.



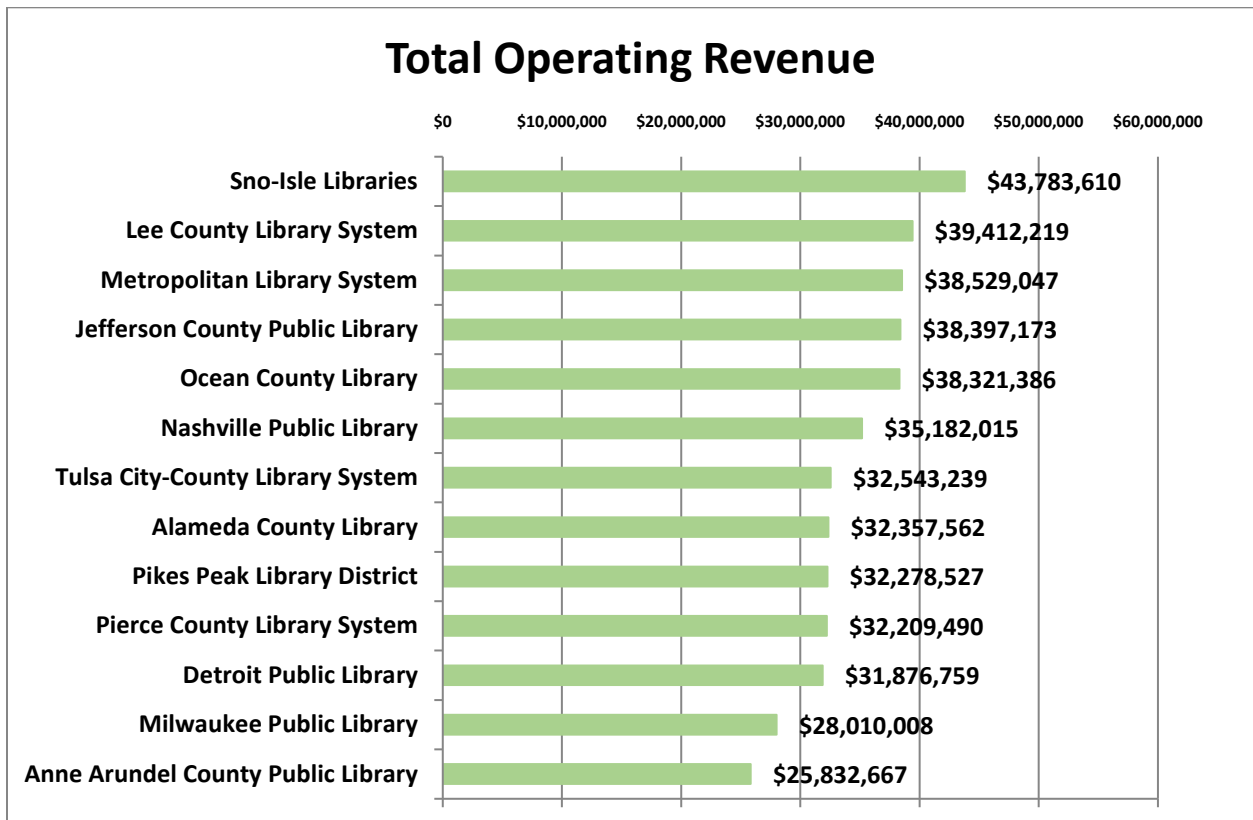
12. Total Collection Expenditures - This chart shows the total library material expenditures.



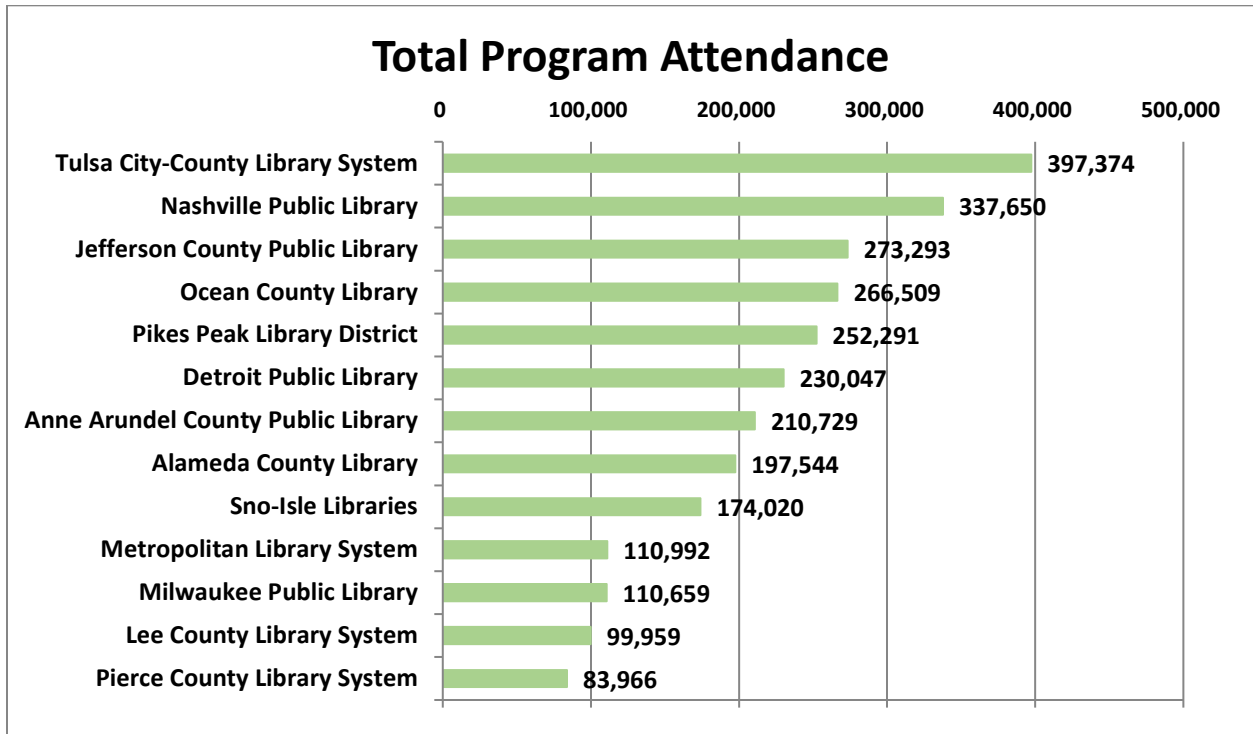
13. Total Operating Expenditures – This chart shows the total operational expenditures.



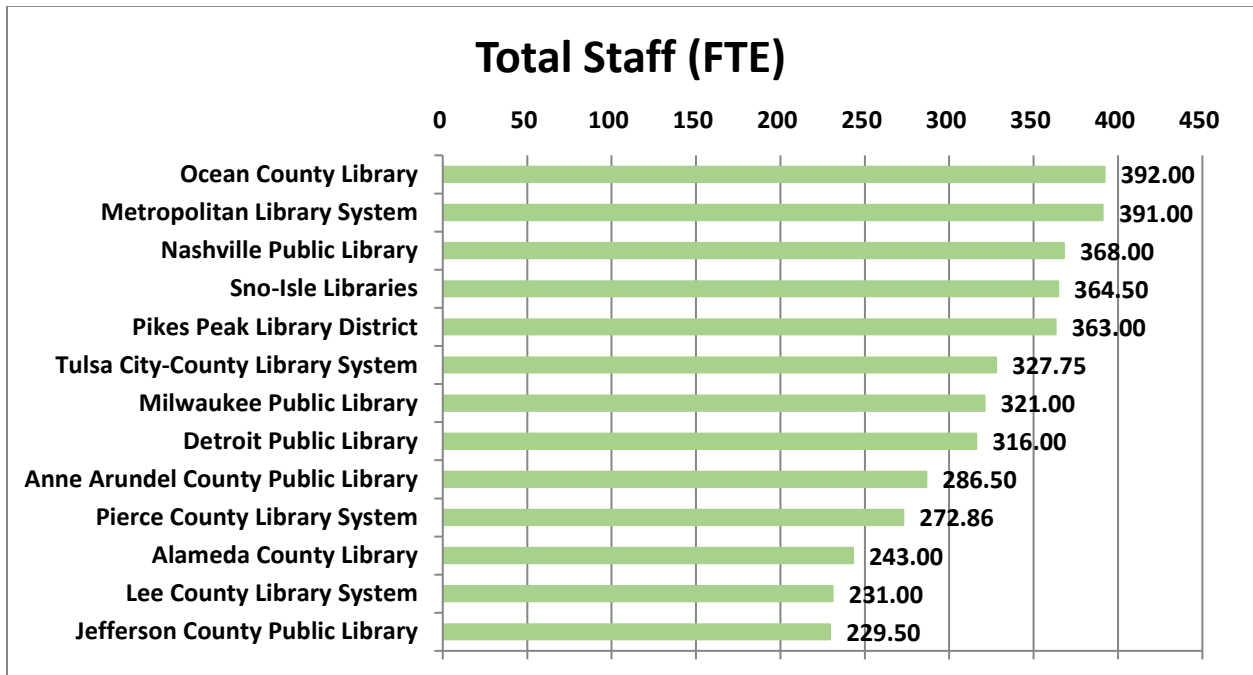
14. Total Operating Revenue – This chart shows total operating revenue for each library.



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 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 (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 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 Equivalents: 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.