



# Annual Budget

For Fiscal Year 2023

Pikes Peak Library District



ADMINISTRATION OFFICES

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# 2023 Adopted Budget Pikes Peak Library District Colorado

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## Colorado Library Districts

Colorado library districts are political subdivisions of the State and are governed by Colorado Statutes. The powers and duties of library districts are specified in the “Library Law” CRA 24-90-109. The library’s Board of Trustees appropriates its funding and has full governing and decision-making authority for the library district. The Board sets policies and compensation for all staff members of the library district. Library districts typically lease or own their own buildings, maintaining and insuring them accordingly. Library districts purchase and sustain their own library materials and provide programs to their patrons. Library districts are funded from a set mill levy passed by the voters of the District, making property tax their principal source of funding. Library districts are also entitled to a portion of specific ownership tax collected by the County. The Colorado Court of Appeals found that Colorado library districts are subject to TABOR limitations. The library Board of Trustees adopts and appropriates its own budget in compliance with Colorado revised statutes. Library districts perform financial transactions in accordance with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) and each year receive an outside financial audit in compliance with Generally Accepted Auditing Standards (GAAS).

*There are 272 Library Districts in the State of Colorado with an estimated population range in 2021 from 472 for Aguilar Public Library to 717,632 for Denver Public Library. Pikes Peak Library District comes in a close second in population served with approximately 677,964 for 2021 and an estimated 700,951 in 2023.*

## Overview of Pikes Peak Library District

**Pikes Peak Library District (PPLD/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). Its service area covers all of El Paso County, excluding Widefield School District #3. Security/Widefield and the town of Manitou Springs did not join the Library District when it was formed in 1963. The city of Manitou Springs subsequently voted to join the District effective January 1, 2013.

**PPLD** is a nationally recognized system of public libraries, the second largest library system in Colorado, serving a 2023 estimated population of 700,951 within El Paso County. PPLD serves all El Paso County except Widefield School District 3 which has approximately 56,000 residents.

**PPLD responds** to the unique needs of individual neighborhoods and the community at large through their:

- Sixteen facilities
- Three mobile library vehicles serving an area of approximately 2,070 square miles
- Large online hub of resources and services

**PPLD strives** to reach all members of the community, providing free and equitable access to information and an avenue for personal and community enrichment while:

- Operating with an employee base of around 440 full- and part-time staff
- Utilizing roughly 2,000 volunteers

**PPLD offers** not only a large collections of physical and digital materials, but also features a number of sites with state-of-the art services, such as studios and makerspaces.

- In **PPLD's studios**, library cardholders have access to items such as cameras, audio mixers, and even a green screen to produce professional-grade recordings.
- **PPLD's makerspaces** offer access to tools, materials, and machines to help bring patrons' creative visions to life through equipment such as 3D printers, laser engraving, and cutting machines, assorted handicraft, and art tools.

**PPLD establishes** several strategic partnerships to help serve their local community:

- For example, the 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.
- 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 classes for English as a Second Language and food industry training.

**PPLD transformed its library services to expand access beyond the traditional use of libraries during the COVID-19 pandemic by:**

- Launching several virtual programs and 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 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, programming, resourcefulness, and responsiveness to the needs of their patrons.*



## History of Pikes Peak Library District

As PPLD continues to change what library service means to match the needs of the evolving community, it is also important to look back on the history of public libraries in the Pikes Peak Region. The first attempt to establish “a free public library pen to all city inhabitants” in Colorado Springs failed when in 1881 City Council ordinance to create a tax funded library was squelched by strong opposition. To fill the void, the Colorado Springs Social Union created what would become known as the Free Library and Reading Room Association, located at the corner of Tejon and Cucharras streets. Other local organizations, such as the YMCA and Grace Church Association, also operated reading rooms around the turn of the century. The situation changed dramatically in 1903 when Andrew Carnegie agreed to gift the city \$60,000 to construct its first public library. After a national competition, Boston architect Calvin Kiessling emerged with the winning design for a new building, and construction at 21 W. Kiowa St. began on April 15, 1904.

The neoclassical structure was made from material such as Pueblo sandstone and Platte Canyon granite and was lit entirely by electricity save for a gaslighting system to be used in the event of an emergency. Kiessling designed the building to “lend itself and all the requirements of a modern library building and afford it patrons the unrestricted beauties of the distant mountains and immediate surrounding.” A large crowd cheered the name of Carnegie and Colorado spring founder General William Palmer at the library’s dedication and grand opening on March 11, 1905. The facility officially opened on March 13 with a collection of about 12,000 books.

The new library was immediately popular. In the month of July 1905, 6,838 books were loaned, and 270 library cards were issued. In the decade to follow, the need to serve rural communities in the area was realized. As a result, the Board of Commissioners gave the library \$500 annually to provide boxes of books for the people living outside of town.



When Colorado Springs annexed Colorado City in 1917, the library board agreed to take over operation of a second Carnegie Library. It would be known as the West End Branch until it was rededicated as the Old Colorado City Branch Library in 1977.

An anonymous grant in 1954 allowed the library to purchase its first book mobile to bring libraries to communities not easily served by its two stationary locations. However, truly regional library service came as a result of a 1962 vote to allow a tax levy and creation of the Pikes Peak Regional Library District in 1963. The District began operations in 1964, and included libraries in

Palmer Lake, Ute Pass, and Black Forest. The addition of two more book mobiles helped serve the towns of Peyton, Calhan, and Ramah.

A demand for library service expanded along with growing population, the need for a larger downtown library was filled by a \$2.2 million grant the El Pomar Foundation and land donated by H. Chase Stone. Penrose Library, named after Spencer and Julie Penrose, was built next to the historical Carnegie Library and opened in 1968.

As the years passed, libraries replaced some bookmobile stops to meet the demand driven by population increase. The Library District also widened its technological capabilities to keep up with the times.

One of the most significant tech innovations came in 1981 with “Maggie’s Place” named after retired librarian Margaret O’Rourke, who joked she was being “replaced by a computer”. And indeed, the cutting-edge computer occupied O’Rourke’s former office. It was the first library catalog in the world accessible to home computers with modems.

In 1987, East Library and Information Center opened. The District’s second major facility was constructed with funds from a \$100 million bond issue approved by the voters in 1983. The State-of-the-art facility included a computer learning center and video studio, which would go on to broadcast throughout the region and win many regional, national, and international awards for its productions.

The emerging importance led the District to provide access to some databases via the web in 1994, followed soon by full internet access at all libraries. Over the years, Library bandwidth has increased to keep up with this ever-expanding information portal.

PPLD was able to leverage a partnership with the City of Fountain and the Fountain-Fort Carson School District to open a much-needed, larger Fountain Library in 2004 to serve one of the fastest growing communities in the region. High Prairie Library opened in 2010 and incorporated many green features such as geothermal energy and repurposed beetle kill pine. Library 21c opened in 2014 within a renovated call center in Northern Colorado Springs. The facility was the first of its kind in the country, with makerspaces, a video and recording studio, business and entrepreneurial center, café, and performance venue in addition to traditional library materials such as books and movies.

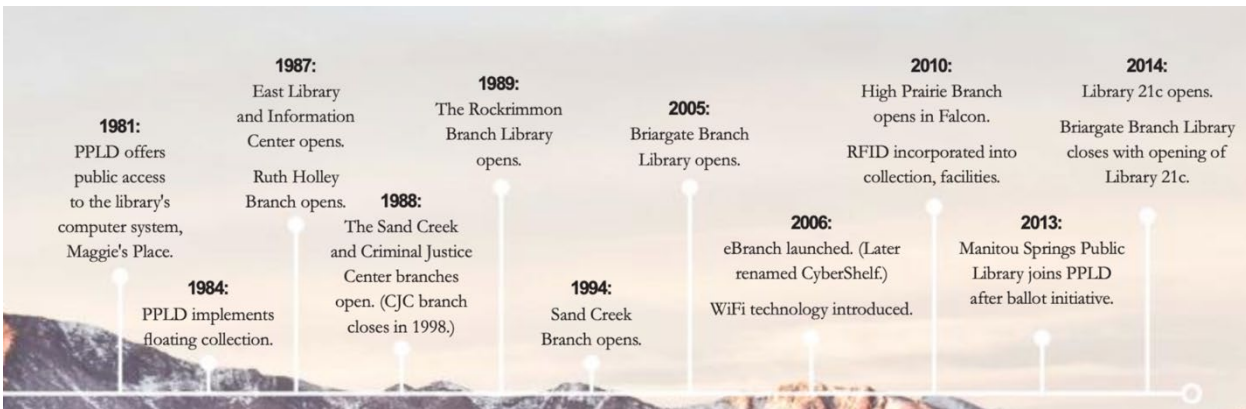
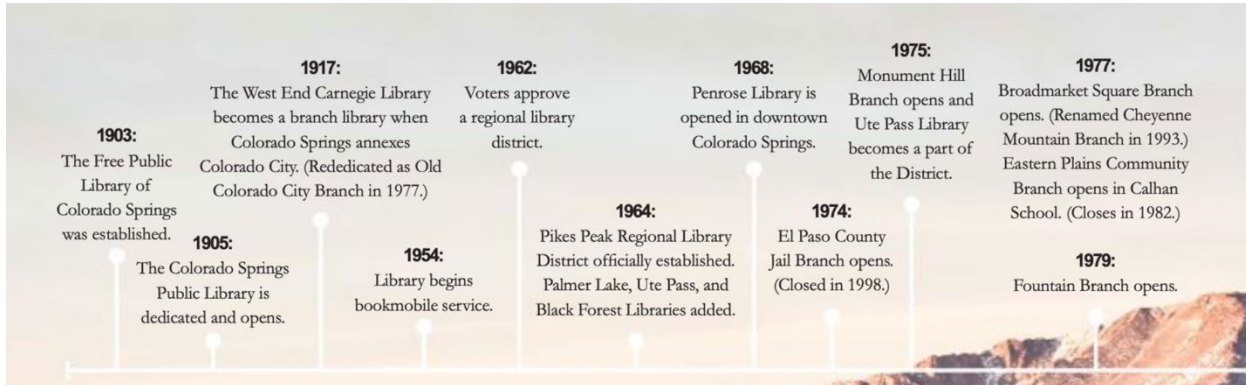
PPLD continues to be innovative both in use of technology and its spaces. Sand Creek Library recently added a recording studio and makerspace. East Library is now home to makerspace and the Educational Resource Center, which provides hands-on materials for families desiring to enrich their children’s education and improve their skills. The Knights of Columbus Hall has been transformed from an office space to a multipurpose venue providing space for arts, culture, and business to foster creativity, innovation, and community in downtown Colorado Springs.

*As the needs of its patrons change, PPLD will adapt to provide the resources that best serve the residents of the Pikes Peak region.*



**Head Librarian Margaret Reed, namesake of Maggie’s Place, 1965**

# Timeline of Pikes Peak Library District



## Vision, Mission, and Values

### VISION

**Access to resources and opportunities leads to thriving people and connected communities.**

### MISSION

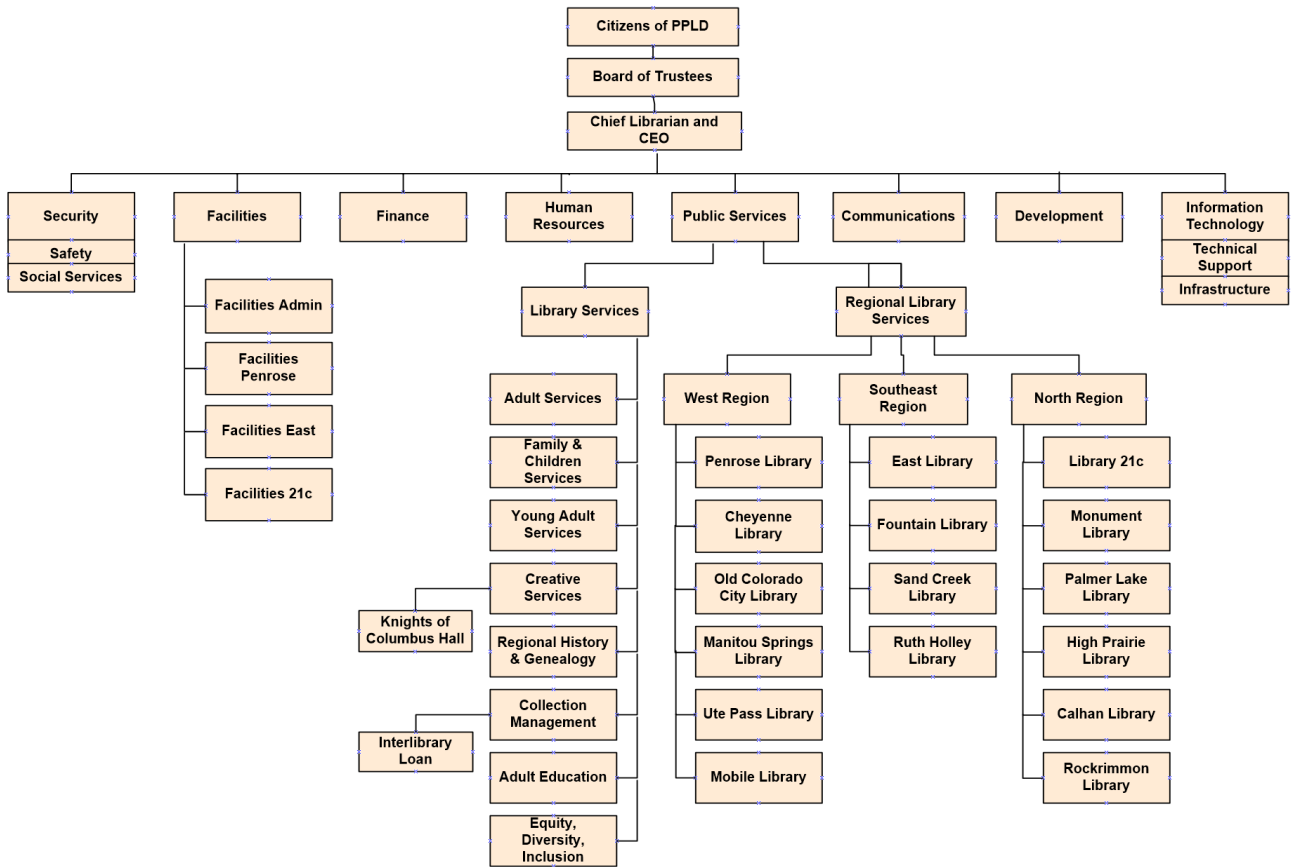
**Cultivate spaces for belonging, personal growth, and strong communities.**

### VALUES

- **Access:** We ensure all people feel safe to connect with services, resources, and experiences.
- **Service:** We remove barriers to provide access for all to pursue their interests, needs, and goals.
- **Freedom:** We ensure the right of community members to interact with and experience library services as they choose.
- **Accountability:** We responsibly steward resources with integrity and transparent practices.
- **Creativity:** We foster imagination and resolve problems in new ways.
- **Community:** We bring people together.



# Organizational Chart



## 2023 - 2025 Strategic Plan: Areas of Focus



- 1 Access**

PPLD is an access point for everyone to engage with resources, services, and spaces as they choose.
- 2 Accountability**

PPLD is accountable to all stakeholders through fiscal responsibility, continuous evaluation, and by sharing findings with the public.
- 3 Communications**

PPLD invests in and elevates community awareness of its resources, services, and spaces.
- 4 Community Connections**

PPLD builds community through relationships and partnerships to connect people to relevant resources, services, and spaces.
- 5 Physical and Virtual Spaces**

PPLD provides equitable access to physical and virtual spaces in safe and inclusive environments.
- 6 Staff**

PPLD values, trusts, and invests in staff.

## Annual Adopted Budget

This is the Fiscal Year 2023 Original Adopted Budget (2023 Budget), which covers Jan. 1 - Dec. 31, 2023, for Pikes Peak Library District. The 2023 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 2023 Preliminary Balanced Budget was presented to the Board of Trustees by Oct. 15, 2022, and the Original Adopted Budget, along with the Resolution to Establish the 2023 Mill Levy was approved by the Board of Trustees by December 15, 2022.

The District's Leadership Team believes that the 2023 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

By October 15, 2022, the Interim Chief Librarian & CEO and the Chief Financial Officer submitted the 2023 Preliminary Balanced Budget to the Board of Trustees, as required by Colorado Statute 29-1-107 and 108. Subsequently, a "notice of budget" was issued to inform the citizens of the District of the availability of the proposed budget for inspection and comments.

By December 15, 2022, the Board of Trustees had also held two public budget hearings to discuss the 2023 Budget and 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.

On December 7, 2023, the Board of Trustees adopted the 2023 Budget, certified its mill levies, and appropriated monies to all funds and accounts. Each individual fund, as required by state statute, is balanced with new and existing carryover revenues equal to all planned and anticipated expenditures.

## Budget Representation

This budget represents the operational objectives, policy decisions and priorities of the Board and Management in alignment with the Areas of Focus of the Strategic Plan. The Budget determines the property tax assessed to be used for the operations and capital of the District. The budget also takes into consideration an estimated portion of Specific Ownership Tax and other minor revenue sources such as grant awards.

This budget appropriates an estimate for personnel, operating, and capital costs needed to provide services and programs as outlined for the citizens. This budget is designed to provide the citizens with an understanding of how revenue comes into the District, how it is expended by major operational category as well as by program, department, and location. The District owns nine 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.

## **Basis of Accounting and Budgeting**

The District uses the modified accrual basis of accounting for all governmental funds. This means revenues are recognized in the accounting period in which they become available and measurable. Property tax is reported as a receivable and deferred revenue when the levy is certified, and as revenue when due for collection is the subsequent year. Expenditures are recognized when the obligation is incurred. Encumbrances are not reported in the 2023 Budget.

The budget is prepared using Generally Accepted Accounting Principles (GAAP) for all funds. Depreciation of Property and equipment are excluded from the budget. For the 2023 Budget, property tax will be allocated to the Capital Fund and Self-Insurance Fund as expenses require, instead of transferring funds as intergovernmental transfers. It is the belief of management that allocating mill levy and its associated property tax instead of transferring funds eliminates budget duplications and provides a more transparent financial accounting of the District's operations.

## **Financial Policies**

The 2023 budget has been prepared following the District's Financial Guidelines. For the 2023 Budget, PPLD still falls within the compliance requirement of the Taxpayer's Bill of Rights (TABOR) Amendment and for calculation purposes uses the Consumer Price Index (CPI for Denver/Aurora/Lakewood). TABOR limitations are based on the CPI through June 30, 2022. The final 2022 CPI will not be known until February 2023, well after the 2023 Budget is approved.

Accordingly, the 2022 CPI used for these limit calculations is an estimate based on currently available information. It is very likely that the final 2022 CPI will vary from the estimate that is used in our 2023 TABOR limit calculations, and the District may make changes to the 2023 Budget, through a Board approved budget amendment (if necessary), once those figures are known.

The 2023 Budget complies with TABOR that requires a fund balance restriction of 3%. The remaining Reserves of the District allow for an estimated fund balance in compliance with the current reserve policy requiring \$750,000 in Fund Balance. An analysis of cashflow requirements by fund was completed to ensure an adequate level of fund balance will be available at the end of each accounting period.

The 2023 budget also takes into consideration a preliminary five-year, long-term capital plan that covers Fiscal Years 2023 - 2027. These schedules are adjusted annually based on available financial resources and on changing priorities/needs. The capital plan includes identified projects and purchases of capital items, but does not currently include the construction of new library facilities. Management plans to complete the Facilities Master Plan in 2023.

## **Budget Comparisons and Forecasts**

Budget comparisons that are shown in this budget book from 2020 to 2023 will vary significantly based on the drastic shift in services because of the COVID-19 pandemic starting in 2020. As with almost all other organizations in the world, this makes it extremely difficult to draw accurate conclusions related to operations from historical trends. Instead, focusing on comparative data with other similar size Colorado Library Districts provides relevant data with how PPLD stacks up and is performing. Moving forward, Management and the Board of Trustees are focusing on the current business model and how that is projected to provide sustainable services in 2023 and future budget years. The Board of Trustees has already had public discussions about the sustainability of operations with the current revenue stream and what that means for the future of PPLD.

## 2023 Budget Calendar

The following calendar is a chronology of events for the annual budget process and certification of mill levy. Some of the events listed below are not statutory but represent good budgeting practices. This calendar does include the District's internal organizational deadlines such as internal meetings, information provided by departments, and budget information deadlines for the financial reporting system.

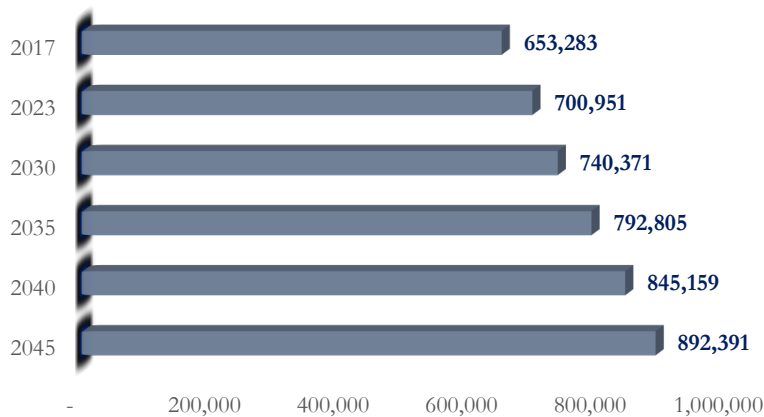
January 1, 2022	Start of 2022 Fiscal Year
January 31, 2022	Certified copy of 2022 Original Adopted Budget filed with DOLA <i>[CRS 29-1-113 (1)]</i>
July 31, 2022	Present to Board of Trustees; Submit to State 2021 Audit/ACFR <i>[CRS 29-1-606(a)(1)]</i>
August 25, 2022	Preliminary assessed valuation due from County <i>[CRS 39-5-121]</i>
August 25 - 31, 2022	Department Budget meetings with CEO and CFO
Sept./Oct. 2022	Internal budget meetings held to discuss budget (as needed)
October 3, 2022	Notice of Public Budget Hearing #1 published in The Gazette <i>[CRS 29-1-106(1)]</i>
October 6, 2022	BUDGET HEARING #1 - Preliminary Balanced Budget presented to Board of Trustees <i>[CRS 29-1-105]</i> <i>Statutory Deadline October 15, 2022 Expenditures cannot exceed Revenues and available Fund Balances</i>
November 10, 2022	Notice of Public Budget Hearing #2 published in The Gazette <i>[CRS 29-1-106(1)]</i>
November 16, 2022	BUDGET HEARING #2 – Discussion of 2023 Budget
November 25, 2022	Final Assessed Valuation due from County <i>[CRS 39-1-111]</i>
December 2, 2022	Notice of Public Budget Hearing #3 published in The Gazette <i>[CRS 29-1-106(1)]</i>
December 7, 2022	BUDGET HEARING #3 -Resolution to Adopt 2023 Original Adopted Budget <i>[CRS 29-1-108(2 and 3)]</i> <i>Statutory Deadline December 15, 2022</i>
December 7, 2022	Resolution to Certify Mill Levy <i>[CRS 39-5-128(1)]</i> <i>Statutory Deadline December 15, 2022</i>
December 15, 2022	2023 Mill Levy submitted to El Paso County
January 1, 2023	Start of 2023 Fiscal Year
January 31, 2023	Certified copy of 2023 Original Adopted Budget filed with DOLA <i>[CRS 29-1-113 (1)]</i>



## Population Estimates of Citizens Served

Pikes Peak Area Council of Governments Small Forecasts estimates population growth based on overall El Paso County control total provided by the Colorado State Demographer. These estimates assume a high proportion of regional growth outside of the city limits of Colorado Springs. PPLD took the most recent population estimates for El Paso County and backed out the Widefield School District estimated population which represents approximate 7% of the total County population. This results in the projected population of citizens the District serves. Based on this, the District can anticipate an increase of approximately 30% or 200,000 citizens served over the next twenty years. From 2014 to 2023, the District has seen an increase of 14% in population.

### Projected Population Served

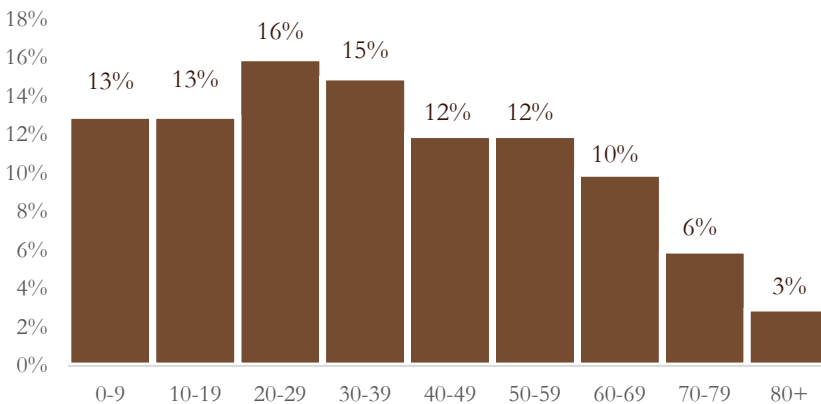


Source: <https://coloradosprings.gov/plancos/page/plancos-appendix-state-city-snapshots>

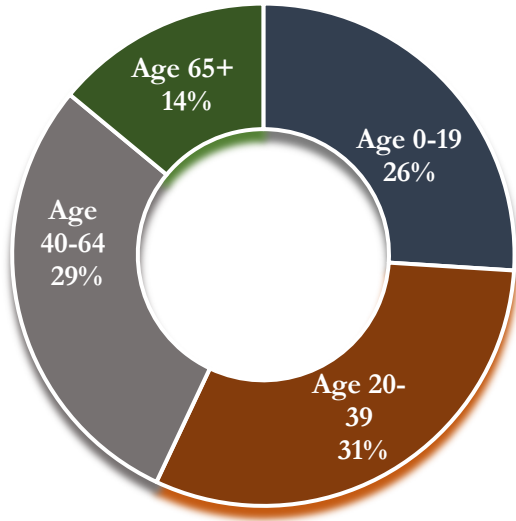
## Citizen Composition

When looking at the total population, it is important to understand the composition of the District's citizenry to appropriately align services. Below is a chart with data provided by the Census Reporter that provides the breakdown of El Paso County/the District's population by age range. Currently, the largest citizen population remains with the age range of twenty to thirty-nine years.

### Population by Age Range



However, when combining the major age categories, the average is evenly weighted, except for ages 65+. While the older population of 80+ remains the smallest population, it is one of the fastest growing age ranges with baby boomers increasing it by over 50% in the last twenty years.

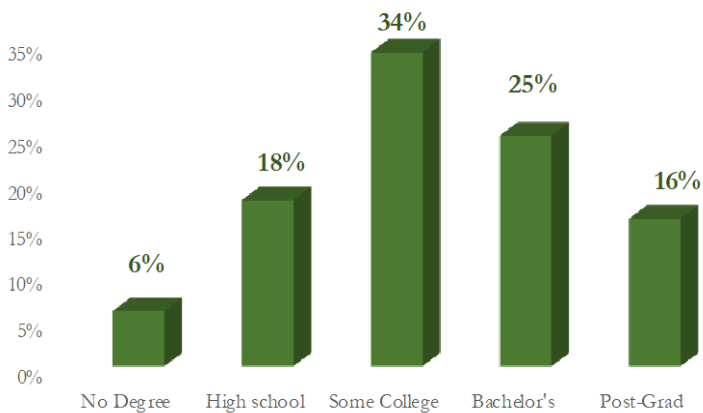


Source: <https://censusreporter.org/profiles/05000US08041-el-paso-county-co/>

## Citizen Education

The other factor to consider when providing library services is the education level of the citizens in the District. The Census Reporter shows that in El Paso County/the District, **94.3% of citizens aged 25 years or older are high school graduates or higher**. This percentage is higher than both the State of Colorado at 92.4% and 5% higher than the national rate in the United States of 89.4%. However, it also shows that the District's percentage of those citizens with a **Bachelor's degree or higher is 41.7%** while the State of Colorado is at a higher rate of 44.4%. It is still much higher than the national rate in the United States of 35%.

**%Population by Highest Level of Education**



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

## Budget Summary

The District's total 2023 Budget is shown below by fund and lined by major revenue and expenditure category. It includes a fund balance estimate for fiscal year 2023 based on the 2021 Annual Comprehensive Financial Report and unaudited activity for fiscal year 2022. The budget details that follow this summary will outline each fund; General Fund, Capital Fund, and Self-Insurance Fund and will provide additional information on the revenue sources and expenditures by major category, as well as, by function.

The 2023 Original Adopted Budget that was approved by the Board of Trustees on December 7, 2022, was subsequently reduced by \$442,185 before final submission to the State of Colorado. Therefore, the **Resolution to Adopt and Appropriate the 2023 Budget** that is attached in this document shows an expenditures budget of \$40,455,469. However, the Original Adopted Budget was revised to \$40,013,284.

The expenditures detailed in this budget document reflect the reduced budget.

### PPLD's Funds and Their Classifications:

- **General Fund** is the primary fund used by a government entity. This fund is used to record all resource inflows and outflows that are not associated with special-purpose funds. Ordinary operations of the district are accounted for in this fund.
- **Capital Fund** is used to account for financial resources used in the acquisition or construction of capital projects such as facilities and information technology.
- **Self-Insurance Fund** accounts for the accumulation and allocation of costs associated with insurance claims and administration costs, as an Internal Service Fund, that provides services to other departments of the district on a cost-reimbursement basis.

2023 BUDGET SUMMARY				
	General Fund	Capital Fund	Self-Insurance Fund	TOTAL BUDGET
<b>REVENUES</b>				
Property Taxes	30,743,906	0	3,029,193	33,773,099
Specific ownership taxes	3,500,000	0	0	3,500,000
Interest on taxes	38,250	0	0	38,250
Payment in lieu of taxes	10,200	0	0	10,200
<b>Total taxes</b>	<b>34,292,356</b>	<b>0</b>	<b>3,029,193</b>	<b>37,321,549</b>
Intergovernmental	912,131	35,798	0	947,929
Fines and fees	67,500	0	0	67,500
Interest income	38,250	0	0	38,250
Donations/ fundraising	230,000	0	0	230,000
Employee contributions	0	0	612,143	612,143
Miscellaneous - Copy sales	45,225	0	0	45,225
Miscellaneous - Parking lot collections	10,050	0	0	10,050
Miscellaneous - Other	4,523	0	0	4,523
<b>Total Revenue</b>	<b>35,600,035</b>	<b>35,798</b>	<b>3,641,336</b>	<b>39,277,168</b>
<b>EXPENSES</b>				
Personnel Expense	21,269,077	0	3,298,098	24,567,175
Operating Expense	14,120,311	0	290,000	14,410,311
Capital Outlay	35,798	1,000,000	0	1,035,798
<b>Total Expense</b>	<b>35,425,186</b>	<b>1,000,000</b>	<b>3,588,098</b>	<b>40,013,284</b>
<b>Net change in fund balance</b>	<b>174,849</b>	<b>(964,202)</b>	<b>53,238</b>	<b>(736,115)</b>
Fund balance, beginning of year	10,151,900	5,103,754	99,692	15,355,346
<b>Fund balance, end of year</b>	<b>10,326,749</b>	<b>4,139,552</b>	<b>152,930</b>	<b>14,619,231</b>

## Budget Changes

Below is PPLD's 2023 Original Adopted Budget as compared to 2020 and 2021 Actual activity and the 2022 Original Adopted Budget.

2023 Budget Summary						
	2020 Actual	2021 Actual	2022 OAB	2023 OAB	Changes	% Change
<b>REVENUES</b>						
Property Taxes	30,061,521	31,355,636	33,193,936	33,773,099	579,163	2%
Specific ownership taxes	3,344,277	3,720,458	3,800,000	3,500,000	(300,000)	-8%
Interest on taxes	24,708	36,720	38,000	38,250	250	1%
Payment in lieu of taxes	9,601	10,200	10,000	10,200	200	2%
<b>Total taxes</b>	<b>33,440,107</b>	<b>35,123,014</b>	<b>37,041,936</b>	<b>37,321,549</b>	<b>279,613</b>	<b>1%</b>
Intergovernmental	715,285	823,325	1,004,631	947,929	(56,702)	-6%
Donations/fundraising	129,852	234,218	325,000	230,000	(95,000)	-29%
Employee contributions	0	0	0	612,143	612,143	100%
Other Operating Revenue	246,217	168,257	147,750	165,548	17,798	12%
<b>Total Operating Revenue</b>	<b>1,091,354</b>	<b>1,225,800</b>	<b>1,477,381</b>	<b>1,955,620</b>	<b>478,239</b>	<b>32%</b>
<b>Total Revenue</b>	<b>34,531,461</b>	<b>36,348,814</b>	<b>38,519,317</b>	<b>39,277,168</b>	<b>757,851</b>	<b>2%</b>
<b>Expenditures</b>						
Personnel Expense	20,388,499	20,420,285	23,028,665	24,567,175	1,538,510	7%
Operating Expense	11,168,375	11,551,368	13,837,034	14,410,311	573,277	4%
Capital Outlay	1,774,799	1,223,729	3,355,445	1,035,798	(2,319,647)	-69%
<b>Total Expenditures</b>	<b>33,331,673</b>	<b>33,195,382</b>	<b>40,221,144</b>	<b>40,013,284</b>	<b>(207,860)</b>	<b>-1%</b>
<b>Net Impact to Fund Balance</b>	<b>1,199,788</b>	<b>3,153,432</b>	<b>(1,701,827)</b>	<b>(736,115)</b>	<b>965,712</b>	<b>57%</b>

### Highlights:

- Property Tax is up 2% based on allowable revenue increases per the Taxpayer Bill of Rights (TABOR).
- Specific Ownership Tax is down 8% compared to 2022 because unaudited actuals for 2022 came in much lower than budget, so the 2023 budget was adjusted down.
- Intergovernmental Revenues are down based on known estimates at the time of budget. Based on grants that come in throughout the 2023 budget year, it is anticipated this amount will be greater than budgeted.
- Donations/fundraising 2023 budget was reduced to align with actual historical collections.
- Employee insurance contributions have flowed through the Self-Insurance Fund on an annual basis; the practice of budgeting for that activity was started with the 2023 Budget.
- Personnel Expense has a budgeted increase of 7% primarily based on increases to medical costs and the approval of pay increases to PPLD employees in an effort to align salaries with market.
- Capital Outlay was significantly reduced in the 2023 Budget as a budget balancing measure to reduce the amount of fund balance that would be utilized to balance the 2023 Budget.

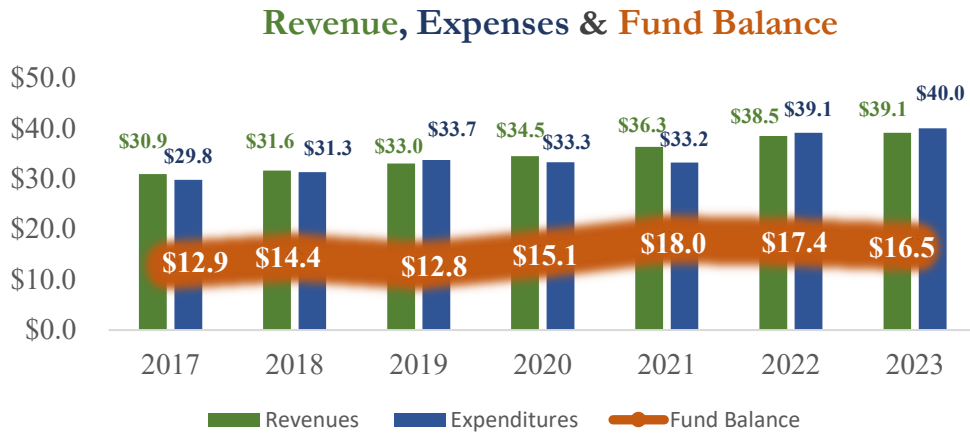
## Fund Balance Summary

Below are projected fund balances starting with the 2021 audited fund balances, the projected (unaudited) 2022 activity, and then the 2023 budget. The fund balance of \$16.5M includes \$1.8M of restricted funds which is inclusive of the required TABOR reserve. To determine the amount of fund balance that is available to spend, the restricted funds as well as a cashflow projection of approximately \$5.5M, would be subtracted from the 2023 Budget total of \$16.5M.

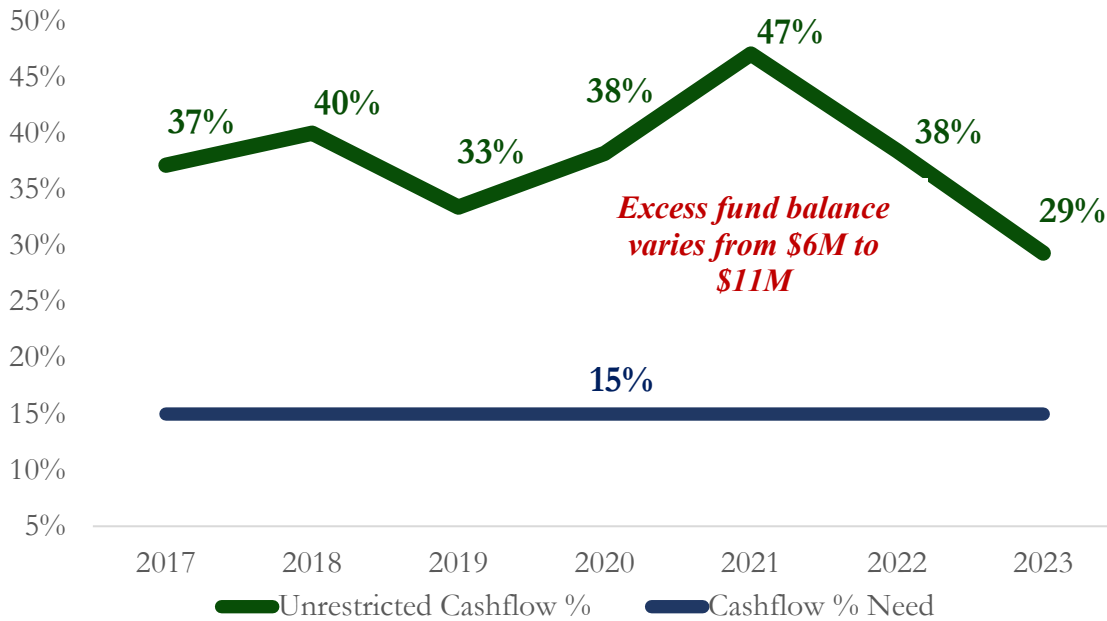
PROJECTED FUND BALANCES					
12/31/21	12/31/2021		12/31/2022		12/31/2023
	Audited Fund Balances	2022 Projected Impacts	Projected Fund Balance	2023 Budget Impacts	Projected Fund Balance
Nonspendable	400,575	0	400,575	0	400,575
Restricted Fund Balance	1,392,473	0	1,392,473	0	1,392,473
<b>Restricted General Fund</b>	<b>1,793,048</b>	<b>0</b>	<b>1,793,048</b>	<b>0</b>	<b>1,793,048</b>
Assigned	306,562	0	306,562	0	306,562
Unassigned	11,228,870	(1,383,532)	9,845,338	174,849	10,020,187
<b>Unrestricted General Fund</b>	<b>11,535,432</b>	<b>(1,383,532)</b>	<b>10,151,900</b>	<b>174,849</b>	<b>10,326,749</b>
General Fund	13,328,480	(1,383,532)	11,944,948	174,849	12,119,797
Special Revenue Fund	100,688	(38,464)	62,224	0	62,224
Capital Projects - North	315,403	54,841	370,244	0	370,244
Capital Projects - East	113,493	91,187	204,680	0	204,680
Capital Projects - Penrose	342,977	410,190	753,167	0	753,167
Capital Reserve	3,495,940	279,723	3,775,663	(964,202)	2,811,461
Capital	4,267,813	835,941	5,103,754	(964,202)	4,139,552
Self- Insurance	313,188	(213,496)	99,692	53,238	152,930
<b>TOTAL FUND BALANCE</b>	<b>18,010,169</b>	<b>(799,551)</b>	<b>17,210,618</b>	<b>(736,115)</b>	<b>16,474,503</b>



Below is the historical revenue and expenses (in millions) with the fund balance trend (in millions)

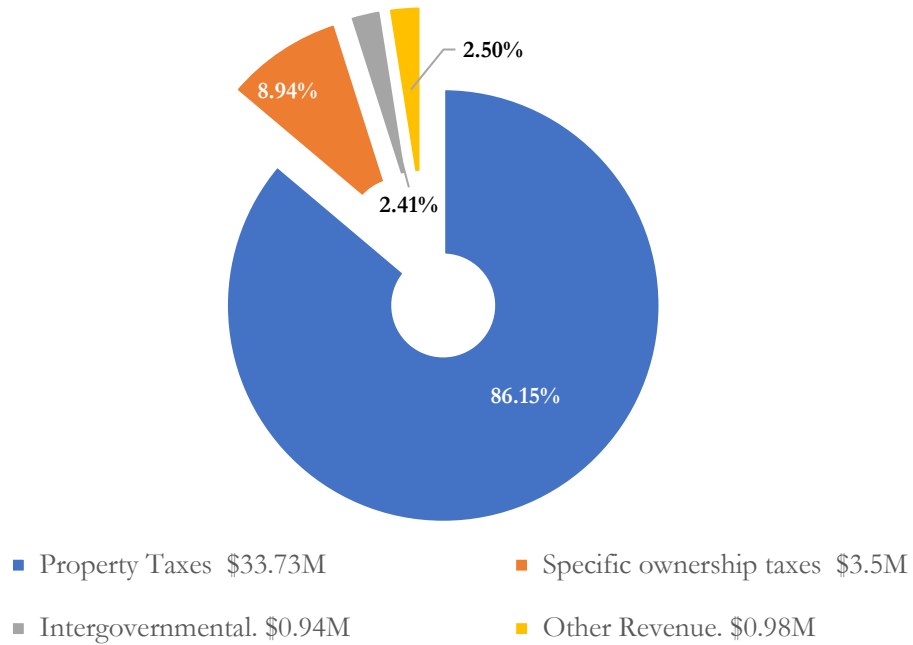


Below is the historical trend of fund balance compared to the Board of Trustees required reserve of 15%. As the fund balance fluctuates, it remains above the required reserve.

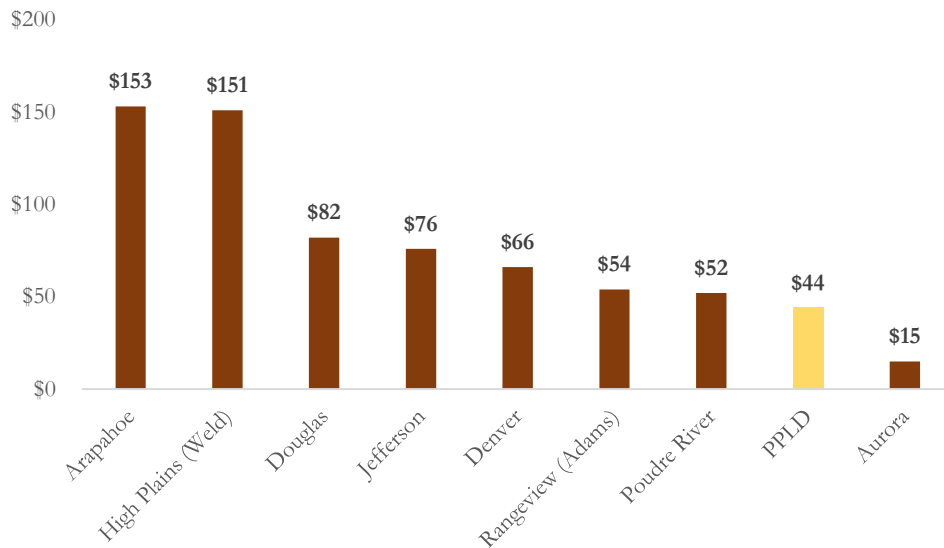


## 2023 Revenue Budget

Below is a chart that illustrates the revenue allocation in the 2023 Budget.



Below is a chart that illustrates even with PPLD’s revenue increasing by an average of 4.4% annually over the last five years, when compared to the other large library districts in the State of Colorado, the amount of revenue per capita to provide services is significantly lower. This is even more concerning given that PPLD is the second most populous library district in the State of Colorado.

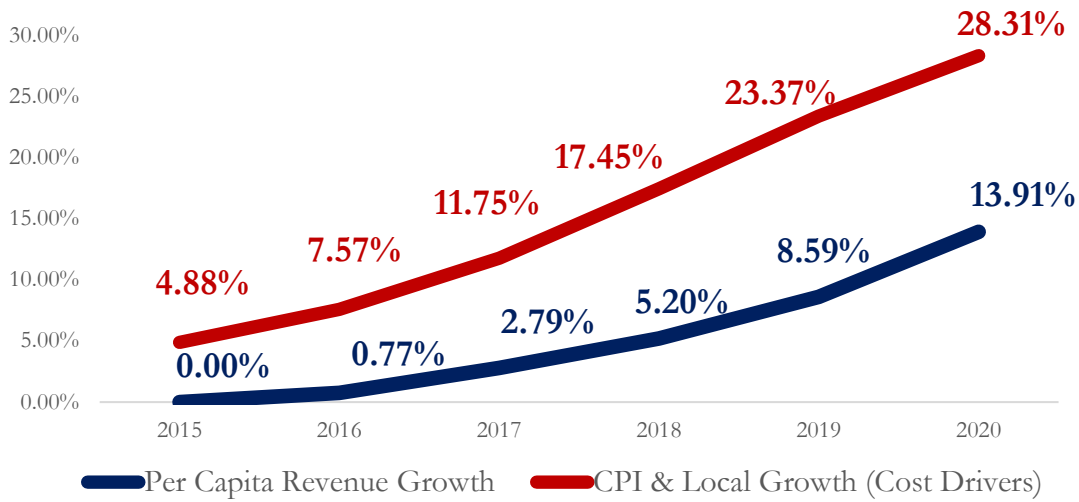


What is even more concerning is how this significantly impacts PPLD's ability to provide services. Below is a chart that illustrates the increase of PPLD's revenue in comparison with local growth and CPI from 2015 to 2020. Local Growth represents the growth within the community to include the increasing population growth which directly equates to the numbers of citizens served annually. CPI is the consumer price index which represents the costs of the commodities and costs increases realized to provide those services.

The CPI growth estimates for 2023 alone are projected to be 8.20% with an estimated increase in local growth of 1.93%. Combined that represents a cost increase of over 10%, but PPLD's revenues are only budgeted to increase by 2%.

When the cost to provide services and the number of citizens to serve grows at a rate faster than the revenue available to provide those services, a disparity is created. When that disparity becomes too great, the only way to address it is to reduce services. In looking at the 2023 Budget, the trending the District has experienced, and the foreseeable future, PPLD will be faced with the challenge of determining which programs and services will need to be reduced to ensure little to no erosion of the Fund Balance.

Per Capita Revenue Growth versus CPI & Local Growth



## Property Tax Revenue

Property tax revenue is the primary revenue source for PPLD. One of the main reasons PPLD's revenue is not keeping pace with local growth and cost demands is due to the inability to increase Property Tax Revenue in alignment within the allowable growth indicators. This is due to the provisions of the Taxpayer's Bill of Rights explained below:

### State of Colorado Property Tax Revenue Limitations:

#### Constitutional - TABOR:

In November 1992, the people of the State of Colorado passed an amendment to the State's Constitution (Article X, Section 20) known as the Taxpayer's Bill of Rights (TABOR), which was effective December 31, 1992. TABOR's intended purpose was to reasonably restrain most of the growth of government by imposing spending and revenue limits on the state and any local government, excluding enterprises. Provisions of TABOR require, among other things, that:

- Each district shall reserve for use in declared emergencies 3% or more of its fiscal year spending (as defined by TABOR) excluding bonded debt service.
- If revenue from sources, not excluded from fiscal year spending, exceeds the limits prescribed by TABOR in dollars for that fiscal year, the excess shall be refunded in the next fiscal year unless voters approve a revenue change as an offset.
- Revenue collected, kept, or spent illegally, going back four full fiscal years before an individual or class action enforcement suit is filed, shall be refunded with 10% annual simple interest from the initial conduct.
- With minor exceptions, advance voter approval is required for any new tax, tax rate increase, or mill levy above that for the prior year, or creation of any multiple fiscal years direct or indirect district debt or other financial obligation, without certain cash reserve amounts.

#### Legislative – 5.5% Property Tax Revenue Limit:

This is a limitation on the property tax line item in each local government budget in Colorado. It is called the "Annual Levy Law" [29-1-301, C.R.S.], and requires that levies be lowered to prevent levying more revenue than a:

- 5.5% increase from the prior year, and
- An additional amount for new construction, annexation/inclusions, and other new property.

This limitation on levy and revenue reflects the pre-TABOR property tax system, in which levies could be raised in any year to assure property tax as a regular source of revenue.

Circumstances can occur in which the 5.5% revenue limit can force a reduction in the mill levy over the previous year to avoid collecting excess revenue. Under the structure of TABOR, this excess revenue could be collected but would have to be refunded to the extent that actual receipts exceeded the limit. This statute is more restrictive and does not allow for the collection of this revenue.

Under most other circumstances, the Constitutional limits imposed by TABOR restrict the ability of all taxing districts to raise taxes without a vote of the people.

**PPLD Mill Levy Limit:**

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.

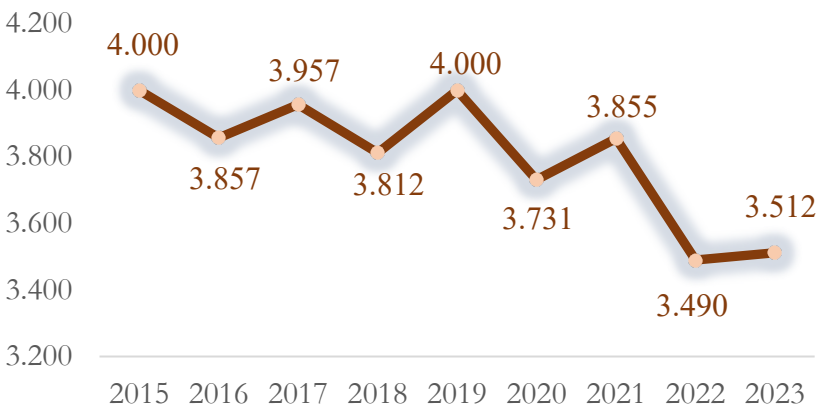
The District must adhere to the more restrictive of the TABOR amendment or the 5.5% Property Tax Revenue Limit when calculating its property tax revenue to be received in any given budget year without exceeding the PPLD citizen imposed restriction of 4.000 mills.

There are many factors taken into consideration when calculating the allowable property tax revenue each year. The two primary factors are the allowable mill levy of the District and the Assessed Valuation of property within the District.

Below is a chart illustrating the Historical Assessed Value of Property in PPLD. With the exception of 2022, the Assessed Value of Property (shown below in billions) has increased annual, for a cumulative 60% increase since 2015.



Below is a chart illustrating the Historical Mill Levy Rate of PPLD. The mill levy does not grow annually in alignment with the assessed value as shown above. Instead, the mill levy fluctuates each year in compliance with the constitutional and legislative revenue restrictions. The mill levy also does not exceed the citizen mill levy rate limitation of 4.000.





There are other factors that go into calculating the Property Tax Revenue for PPLD. The best way to understand the property tax calculation is to review the following illustration provided by El Paso County, who statutorily assess the value of property in the district. This illustrates how a citizen's property tax is calculated.

- **Market Value** is the value of the home as valued by the County Assessor's Office.
- **Assessment Rate** is determined by the State of Colorado in accordance with Colorado Revised Statute 39-1-104-2 C.R.S. This rate is currently 6.95% of market value.
- **Mill Levy** is a tax rate equal to 1/10 of one cent. A tax rate of 1 mill per thousand means \$1.00 of tax per \$1,000 of assessed value.

<p><b>Market Value</b> x <b>Assessment Rate</b> = <b>Assessment Value</b>  <b>Assessment Value</b> x <b>Mill Levy</b> = <b>Property Taxes</b>  <b>\$500,000</b> x <b>.0695</b> = <b>\$34,750</b> X <b>59.762 Mills (.059762)</b> = <b>\$2,076.73</b></p>
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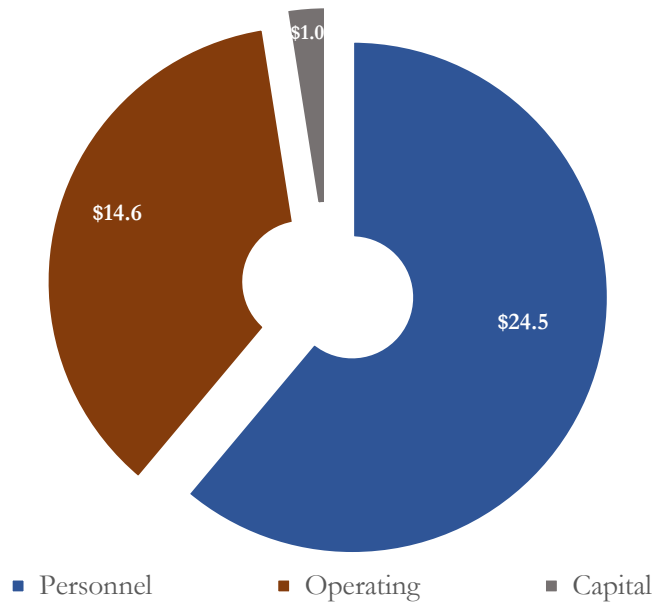
School District 73.72%	El Paso County 11.91%	Water Districts 1.40%
	City of Colorado Springs 6.57%	EPC R&B 0.28%
	Library District 5.84%	City of CS R&B 0.28%

In this example above, a homeowner is School District 11, with a home valued at \$500,000, would pay \$2,076.73 in Property Taxes. PPLD would receive \$121.28 or 5.84%

## Total Expenditures

The expenditure budget for 2023 for all funds totals \$40,013,284. This represents a decrease of \$207,860 from 2022. The major differences in the 2023 budget compared to the 2022 budget is the increase in personnel costs due to equity adjustments to assist with candidate attraction and employee retention efforts. The offset to that increase is the reduction in capital projects.

Expense by Major Category (in Millions)



### Personnel

This expenditure category includes salaries and benefits for all PPLD employees. As a service organization, the District's largest expenditure is personnel.

### Operations

This expenditure category includes the day-to-day operational costs. Items included in this category are utility expenses (gas, electricity, and water), telephone (phone, fax, and internet), operating and office supplies, computers and software/licensing, professional services, employee training, conferences (meetings, lodging, and meals), and equipment purchases. The largest item in the category is Library Materials which represents \$5.1M of the 2023 budget. The second largest category is the utilities costs for all the libraries within the District.

### Capital

This expenditure category represents the acquisition of, or addition to, the District's fixed assets, including major capital construction projects. Capital projects tend to have significant costs and have useful lives of many years. Items included in this category are recurring expenditures for land and land improvements, buildings and building improvements, machinery & equipment replacements, communication and computer equipment, and vehicles.

## Total Full-Time Equivalents

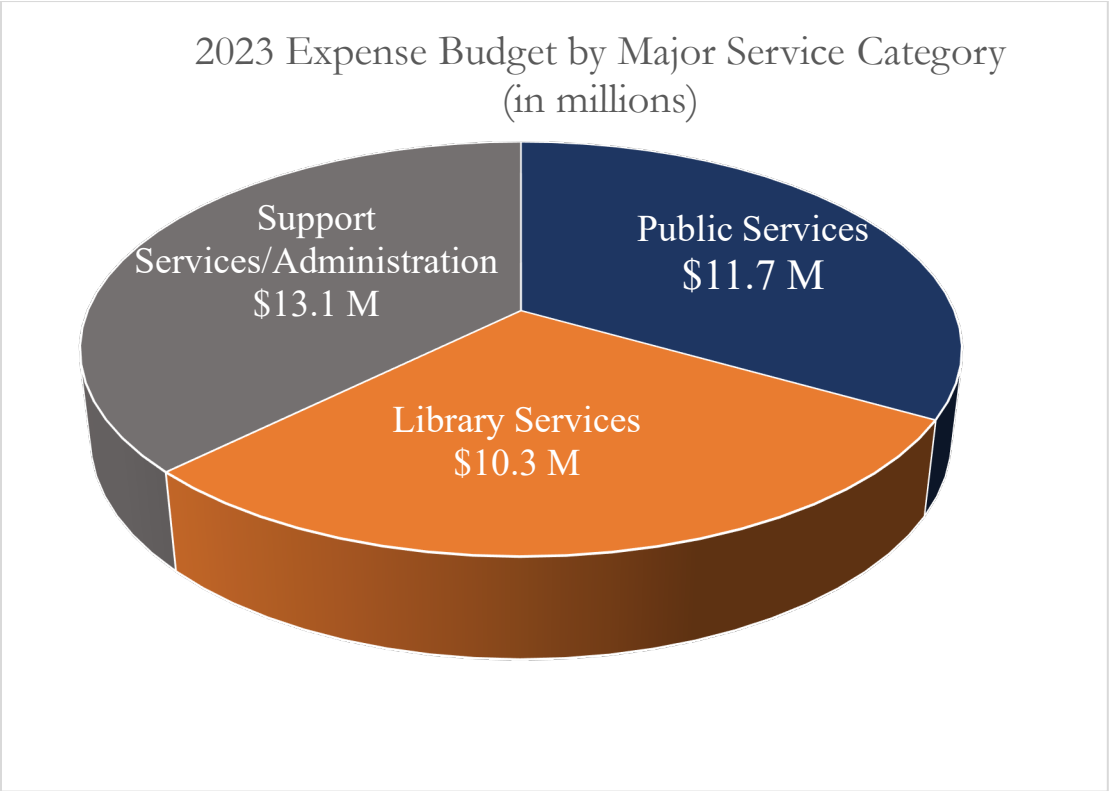
The Personnel budget for 2023 includes 430 authorized positions, which embodies full-time equivalents of 355; this is a decrease of ten authorized positions and seven individuals since 2022, respectively.

Authorized Positions & FTE Counts						
Department	Total Authorized Positions			Total Full Time Equivalents (FTEs)		
	2021 Budget	2022 Budget	2023 Budget	2021 Budget	2022 Budget	2023 Budget
Chief Librarian and CEO Office	2	2	2	2.0	2.0	2.0
Public Services - Administrative Services	1	1	1	1.0	1.0	1.0
<b>LIBRARY SERVICES</b>						
Adult Services	9	9	9	9.0	9.0	9.0
Family and Children's Services	10	10	10	9.5	9.5	9.5
Regional History and Genealogy	13	13	12	10.5	10.5	10.0
Creative Services	7	7	7	7.0	7.0	7.0
Knights of Columbus Hall	1	1	1	1.0	1.0	1.0
Young Adult Services	6	6	6	6.0	6.0	6.0
Adult Education	7	7	7	7.0	7.0	7.0
Collection Management	25	25	24	23.8	23.8	23.3
Equity, Diversity and Inclusion	3	3	2	3.0	3.0	2.0
<b>Total LIBRARY SERVICES</b>	<b>81</b>	<b>81</b>	<b>78</b>	<b>76.8</b>	<b>76.8</b>	<b>74.8</b>
<b>Regional Libraries - Administration</b>						
<b>West Region - Administration</b>	4	4	4	4.0	4.0	4.0
Penrose Library	42	42	40	29.8	29.8	29.2
Cheyenne Mountain Library	13	13	13	10.0	10.0	10.0
Old Colorado City Library	11	11	11	8.9	8.9	8.9
Manitou Springs Library	7	7	7	5.2	5.2	5.2
Ute Pass Library	2	2	2	1.4	1.4	1.4
Mobile Library Services	13	13	13	9.2	9.2	9.2
<b>Total West Region</b>	<b>92</b>	<b>92</b>	<b>90</b>	<b>68.3</b>	<b>68.3</b>	<b>67.8</b>
<b>Southeast Region - Administration</b>	5	5	5	5.0	5.0	5.0
East Library	52	52	50	37.3	37.3	35.5
Fountain Library	11	11	12	7.3	7.3	8.3
Ruth Holley Library	14	14	13	10.2	10.2	9.7
Sand Creek Library	15	15	13	11.5	11.5	10.0
<b>Total Southeast Region</b>	<b>97</b>	<b>97</b>	<b>93</b>	<b>71.3</b>	<b>71.3</b>	<b>68.5</b>
<b>North Region Administration</b>	3	3	2	3.0	3.0	2.0
Library 21c	38	38	37	28.8	28.8	28.2
High Prairie Library	11	11	11	7.8	7.8	7.8
Calhan Library	3	3	3	1.7	1.7	1.7
Monument Library	16	16	16	11.9	11.9	11.9
Palmer Lake Library	0	0	0	0.0	0.0	0.0
Rockrimmon Library	13	13	13	9.9	9.9	9.9
<b>Total North Region</b>	<b>84</b>	<b>84</b>	<b>82</b>	<b>62.9</b>	<b>62.9</b>	<b>61.4</b>
<b>Total Regional Libraries</b>	<b>273</b>	<b>273</b>	<b>265</b>	<b>202.6</b>	<b>202.6</b>	<b>197.7</b>
<b>SECURITY</b>	22	22	22	20.5	20.5	20.5
<b>HUMAN RELATIONS OFFICE</b>	7	7	7	6.8	6.8	6.8
Facilities - Penrose Library	5	5	5	5.0	5.0	5.0
Facilities - East Library	3	3	3	3.0	3.0	3.0
Facilities - Library 21c	6	6	6	6.0	6.0	6.0
<b>TOTAL FACILITIES</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>
<b>COMMUNICATIONS OFFICE</b>	12	12	12	11.8	11.8	11.8
<b>INFORMATION TECHNOLOGY OFFICE</b>	17	17	17	16.6	16.6	16.6
<b>DEVELOPMENT OFFICE</b>	4	3	4	3.3	2.3	2.3
<b>FINANCE OFFICE</b>	8	8	8	8.0	8.0	8.0
<b>Grand Total</b>	<b>441</b>	<b>440</b>	<b>430</b>	<b>363.2</b>	<b>362.18</b>	<b>355.3</b>

# General Fund Expenditures

This expenditure budget of \$40,013,284 includes \$1,000,000 for Capital Improvements in the Capital Improvements Fund (CIP Fund) and \$3,588,098 for self-insured medical benefits and other insurance in the Self-Insurance Fund. The remaining expenditures budget of \$35,425,186 is allotted to the General Fund; which includes designated funds of \$355,175-and undesignated funds of \$35,070,011.

The undesignated General Fund is apportioned into three major service categories as illustrated below.



### Support Services

Support Services provide general operational support to the programs and operations of the District. These departments include Administration, Finance, Human Resources, Information Technology, Facilities, Security, Communications, and Development.

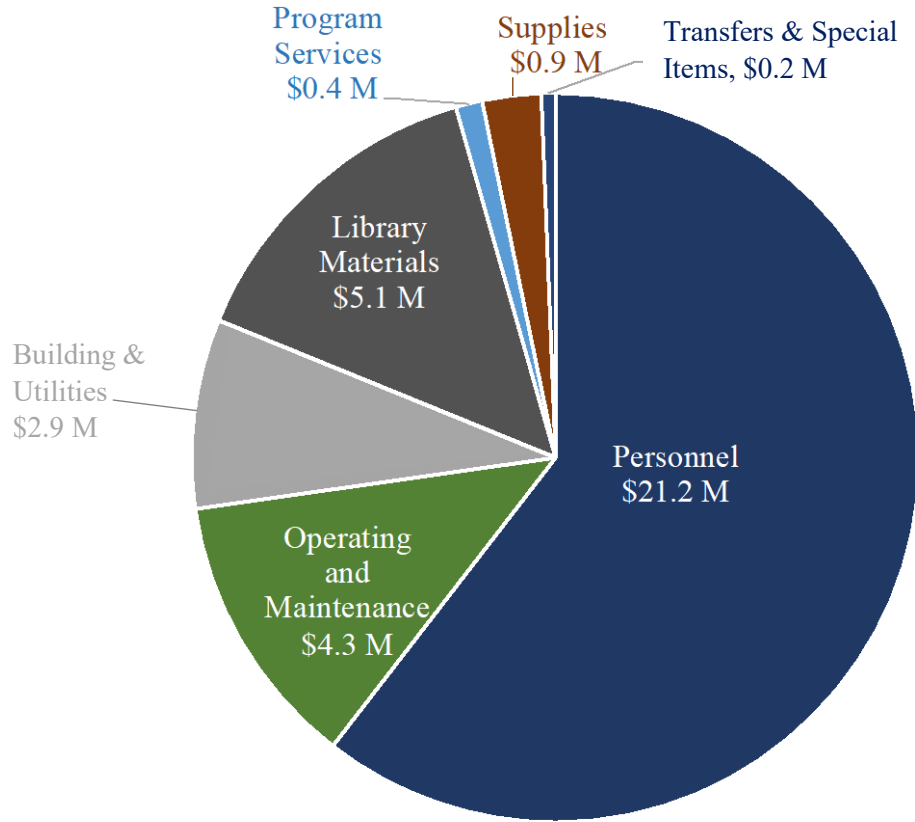
### Public Services

Public Services includes the major programs of the District such as: Adult Services, Family and Children Services, Regional History and Genealogy, Creative Services, Knights of Columbus Hall, Young Adult Services, Adult Education, Equity, Diversity and Inclusion, and Collection Management (which handles the District's library material needs).

### Library Services

Library Services covers the three major library regions in the District; West Region, Southeast Region, and North Region. The West Region includes five libraries and the Mobile Library Service. The Southeast Region includes four libraries, and the North Region includes six libraries. Detailed information on each library is presented later in the Budget book.

The 2023 undesignated General Fund Budget of \$35,070,011 is split into seven general expense categories as follows:



- Personnel costs in the undesignated General Fund include wages and taxes.
- Building and Utilities primarily include the utilities cost of gas, water, and electricity to operate the buildings.
- Library materials represent the library inventory of materials purchased to provide as resources in the libraries.
- Operating and maintenance is primarily the general operational cost of doing business.

## Public Services

Public Services consists of the following programs:

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. Regional Library Services: West Region, Southeast Region, and North Region.

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

### Goals, Objectives, and Programs

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.

### 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.

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.

### **Below is the Budget for all programs within Public Services and the Administrative Budget for Public Services**

<b>PUBLIC SERVICES</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	4,137,214	4,397,592	4,614,056	5,259,082
Operating and Maintenance	518,275	606,076	622,340	755,898
Building and Utilities	905	4,673	3,963	21,000
Library Materials	4,655,526	4,607,429	5,264,602	5,058,076
Program Services	178,059	201,223	354,575	396,856
Supplies	90,975	87,954	59,526	178,018
<b>Total</b>	<b>\$9,580,954</b>	<b>\$9,904,947</b>	<b>\$10,919,062</b>	<b>\$11,668,929</b>

<b>PUBLIC SERVICES - Administration</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	113,000	115,306	111,679	129,169
Operating and Maintenance	3,161	3,174	2,723	7,118
<b>Total</b>	<b>\$116,161</b>	<b>\$118,480</b>	<b>\$114,402</b>	<b>\$136,287</b>



## Adult Services (AS)

[Library Programs for Adults | Pikes Peak Library District \(ppld.org\)](https://www.ppld.org)

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.

### **2023 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.

**Public Services - Library Services**

**ADULT SERVICES**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	607,758	596,916	606,111	641,864
Operating and Maintenance	19,683	16,727	27,421	21,500
Library Materials	514,585	6,575	5,279	0
Program Services	45,632	57,537	103,243	87,600
Supplies	443	1,050	1,417	3,000
<b>Total</b>	<b>\$1,188,101</b>	<b>\$678,805</b>	<b>\$743,471</b>	<b>\$753,964</b>

## Family & Children’s Services (FCS)

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

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

#### 2023 District Objectives:

1. Expand Family Place Libraries throughout the District.
  - a. Add West Region location (Penrose and Cheyenne), and Southeast Region 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.

#### 2023 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



**Public Services - Library Services**

**FAMILY & CHILDREN SERVICES**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	508,904	555,716	621,527	675,265
Operating and Maintenance	5,715	17,223	8,471	10,902
Program Services	88,129	90,466	133,291	144,596
Supplies	3,565	7,791	8,091	7,420
<b>Total</b>	<b>\$606,313</b>	<b>\$671,197</b>	<b>\$771,379</b>	<b>\$838,182</b>

## Regional History and Genealogy (RH&G)

[Regional History and Genealogy | Pikes Peak Library District \(ppld.org\)](http://ppld.org)

The Regional History and Genealogy (RH&G) team provides three main functions for the District.

1. Staff care for and preserve the historic resources reflecting the Pikes Peak region community.
2. Staff engage the community to connect the history of the region with residents.
3. Staff also operate a service point at Special Collections providing access to unique historical 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.
4. The Regional History and Genealogy mission is that 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, Initiatives, and Programs

#### 1. Develop community engagement: share authority and co-creation with community.

Community engagement is a growth area for the RH&G team. We have been able to develop increased capacity for collaboration and sharing authority with the community.

- Strategic Focus: Community

#### 2. Market Segmentation Study focusing on History Audiences.

The team needs to design programs and services to attract a sustainable audience. This is especially critical after the pandemic has changed and impacted the stereotypical, traditional RH&G audience.

- Strategic Focus: Community

#### 3. Prepare *Myths & Mysteries, Remarkable Rascals* combo book for publishing.

Prepare for publishing a combination book of the *Myths & Mysteries, Remarkable Rascals* based primarily on the 2016 Regional History Symposium and the 2016 Regional History Symposium. The content is similar and can seamlessly flow together. We are targeting a spring 2023 release.

- Strategic Focus: Community

#### 4. Complete Preservation Assessment, Year 3 projects.

The RH&G Team earned a NEH grant for a third party to conduct a Preservation Assessment in 2019. The assessor delivered the final report in July of 2020. This is the third year we are using the document to inform and guide preservation of collections decisions. Our team will evaluate progress on year 2 projects in the fall of 2022 and define and prioritize year 3 projects.

- Strategic Focus: Community, Resources

#### 5. Secure a commitment to Digital Archives.

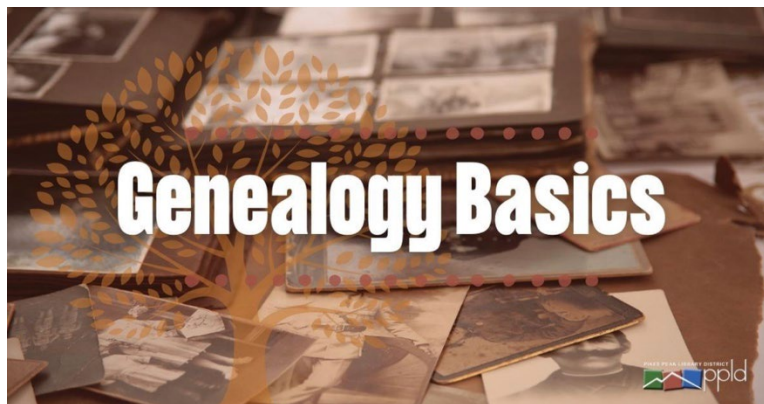
PPLD's Regional History & Genealogy archives has moved into the digital age and is committed to managing electronic collections for current and future research needs. Special Collections will continue to implement digital preservation techniques and initiatives to fully move our archives into the 21<sup>st</sup> century digital demands.

- Strategic Focus: Community, Resources

**Public Services - Library Services**

**REGIONAL HISTORY & GENEALOGY**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	588,163	581,739	577,932	651,500
Operating and Maintenance	8,378	12,646	27,204	44,308
Program Services	3,930	6,127	6,273	11,360
Supplies	3,826	9,236	5,829	11,138
<b>Total</b>	<b>\$604,297</b>	<b>\$609,747</b>	<b>\$617,237</b>	<b>\$718,306</b>





## Creative Services (CrS)

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

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

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

With oversight of the three makerspaces, two studios, and 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

- **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 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 access barriers.
  - Consider additional ways to remove barriers to access of the creative spaces.
  - Continue building and maintaining an active community event schedule in KCH.
  - 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, and continue the training initiative, Creative Services is working 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.





- **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.
  - Attending outreach events to search for potential partnerships.

**Public Services - Library Services**

<b>CREATIVE SERVICES</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	294,857	355,520	394,597	456,480
Operating and Maintenance	8,622	4,408	11,986	17,442
Library Materials	4,050	3,840	4,800	0
Building and Utilities	905	4,523	3,963	20,000
Program Services	7,812	10,520	33,679	45,450
Supplies	1,130	2,667	8,559	12,000
<b>Total</b>	<b>\$317,376</b>	<b>\$381,478</b>	<b>\$457,584</b>	<b>\$551,372</b>

## Knights of Columbus

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

Knights of Columbus Hall primary service objective for 2023 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 2023 and will be similarly reflected in KCH's attendance and usage.



Knights of Columbus Hall

### Community

Knights of Columbus Hall 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 2021-22 to help Knights of Columbus Hall reach its fullest potential.

### Innovation/Creativity

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

### Service

The Knights of Columbus Hall will have a wide range of hours that the spaces within are available. As the goal of the Knights of Columbus Hall 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

With a Creative Services floater on board, who spends a fair portion of their work week working with events in the building, the management of Knights of Columbus Hall 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

Knights of Columbus Hall management is working hard to preserve many of the historical aspects of the building, both to present a fantastic environment for our patrons, as well as ensure that The Knights of Columbus Hall will continue to contribute to the overall beauty of downtown Colorado Springs.

**Public Services - Library Services**

**KNIGHTS OF COLUMBUS HALL**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (unaudited)</u>	<u>2023 OAB</u>
Personnel	62,896	64,825	66,218	73,464
Building and Utilities	0	150	0	1,000
Program Services	240	0	0	0
Supplies	153	0	0	0
<b>Total</b>	<b>\$63,289</b>	<b>\$64,975</b>	<b>\$66,218</b>	<b>\$74,464</b>

## Young Adult Services (YAS)

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

### Department Overview

The department has developed best practices for centralized programming and is 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-to-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-to-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 the 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.
- Outreach (expanded and new)
  - Conduct programs off-site at partner locations
  - Expanded outreach for the 19-to-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
  - 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

**Public Services - Library Services**

**YOUNG ADULT SERVICES**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	365,649	365,683	390,765	381,285
Operating and Maintenance	12,508	7,131	15,247	14,798
Program Services	24,409	30,777	58,386	85,850
Supplies	1,160	4,434	18,656	9,400
<b>Total</b>	<b>\$403,726</b>	<b>\$408,026</b>	<b>\$483,054</b>	<b>\$491,333</b>

## Adult Education (AE)

[ppld.org/adult-education](http://ppld.org/adult-education)

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

- 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's 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](http://state.co.us)).

**Public Services - Library Services**

**ADULT EDUCATION**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	235,993	200,741	229,671	477,069
Operating and Maintenance	1,887	45,245	2,827	17,300
Library Materials	17,890	6,702	17,786	43,000
Program Services	7,907	968	134	12,000
Supplies	1,127	3,912	(13,922)	9,000
<b>Total</b>	<b>\$264,804</b>	<b>\$257,568</b>	<b>\$236,496</b>	<b>\$558,369</b>



## Collection Management (CM)

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.

### **Public Services - Library Services**

#### **COLLECTION MANAGEMENT**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	1,359,994	1,394,130	1,422,081	1,604,683
Operating and Maintenance	458,321	491,267	515,237	615,030
Library Materials	4,119,001	4,590,312	5,236,737	5,015,076
Supplies	79,571	57,625	28,858	123,000
<b>Total</b>	<b>\$6,016,887</b>	<b>\$6,533,333</b>	<b>\$7,202,912</b>	<b>\$7,357,789</b>

## Interlibrary Loan (ILL)

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

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.

<b>Public Services - Library Services</b>				
<b>INTERLIBRARY LOAN</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(unaudited)</u>	<u>2023 OAB</u>
Operating and Maintenance	55,773	52,538	71,270	88,000
Supplies	5,003	5,136	6,384	6,500
<b>Total</b>	<b>\$60,776</b>	<b>\$57,674</b>	<b>\$77,654</b>	<b>\$94,500</b>

## Equity, Diversity, & Inclusion (EDI)

[ppld.org/equity-diversity-and-inclusion-edi](http://ppld.org/equity-diversity-and-inclusion-edi)

EDI was created with the intent of improving library services offered to its constituents while taking into consideration the various issues related to diversity, equity, and inclusion.

### **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 EDI is an integral part of the PPLD Organizational structure by creating and empowering a Diversity Committee.
  - Write a Semi-annual EDI 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 EDI 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 EDI efforts.
  - Conduct external presentations using Diversity Ambassadors program.
  - Provide EDI related materials, resources, and support to our community.

**Goal #5: Diversity Return on Investment (DROI)**

- Return on Diversity Equity and Inclusion Investment
- EDI supports organizational growth and productive organization and is key in making EDI 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 EDI means nurturing a culture in which all people are productive, happy, and successful.

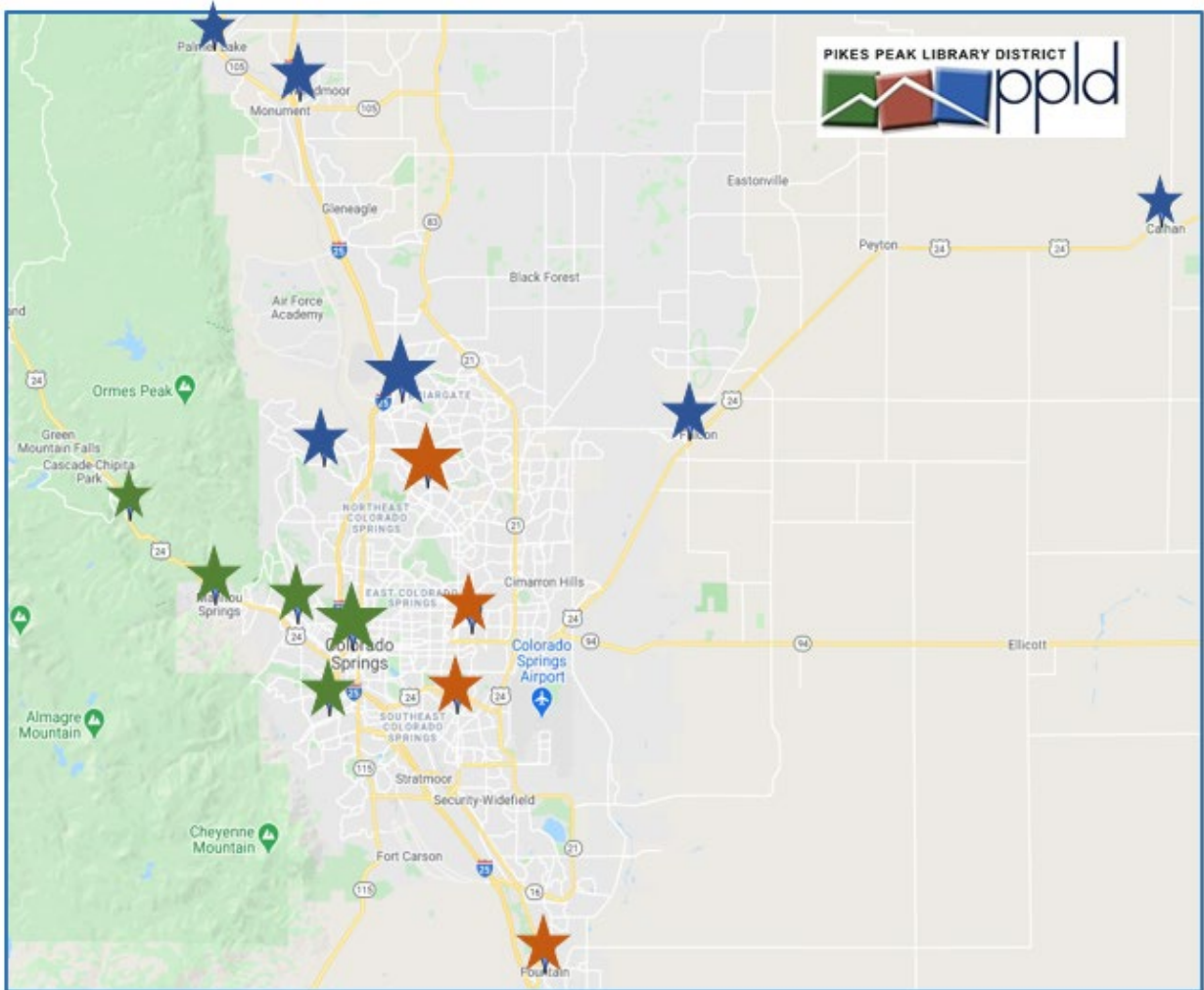
**Public Services - Library Services**

**DIVERSITY, EQUITY & INCLUSION**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	0	167,016	193,477	168,302
Operating and Maintenance	0	8,256	11,225	7,500
Program Services	0	4,828	19,570	10,000
Supplies	0	1,240	2,039	3,060
<b>Total</b>	<b>\$0</b>	<b>\$181,339</b>	<b>\$226,310</b>	<b>\$188,862</b>

## Regional Library Services

PPLD serves three main regions within the district. Below is a color-coded map of those districts with each Library location identified.



### West Region

Penrose Library  
Cheyenne Mountain Library  
Old Colorado City Library  
Manitou Spring Library  
Ute Pass Library  
Mobile Library Services

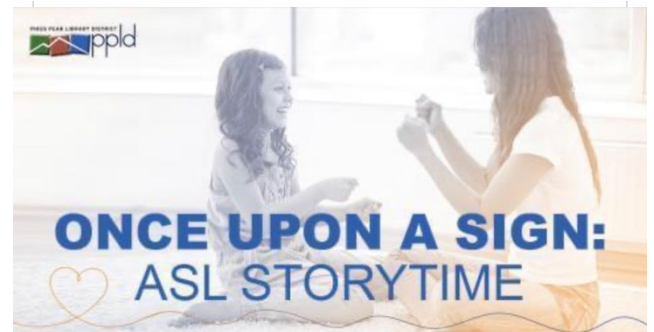
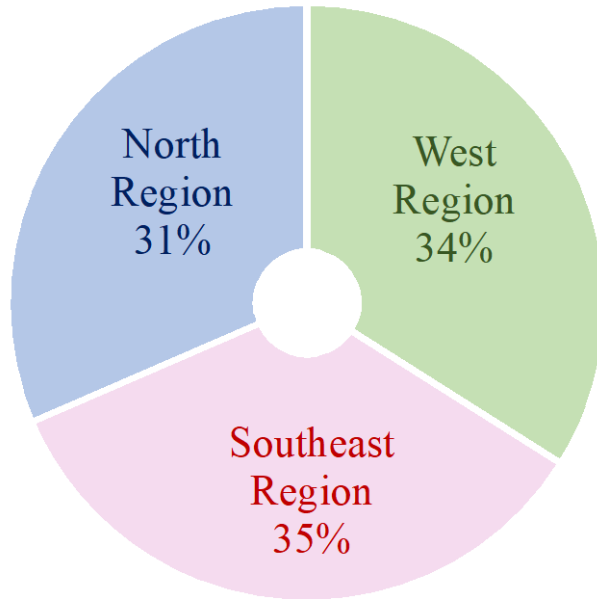
### Southeast Region

East Library  
Fountain Library  
Ruth Holley Library  
Sand Creek Library

### North Region

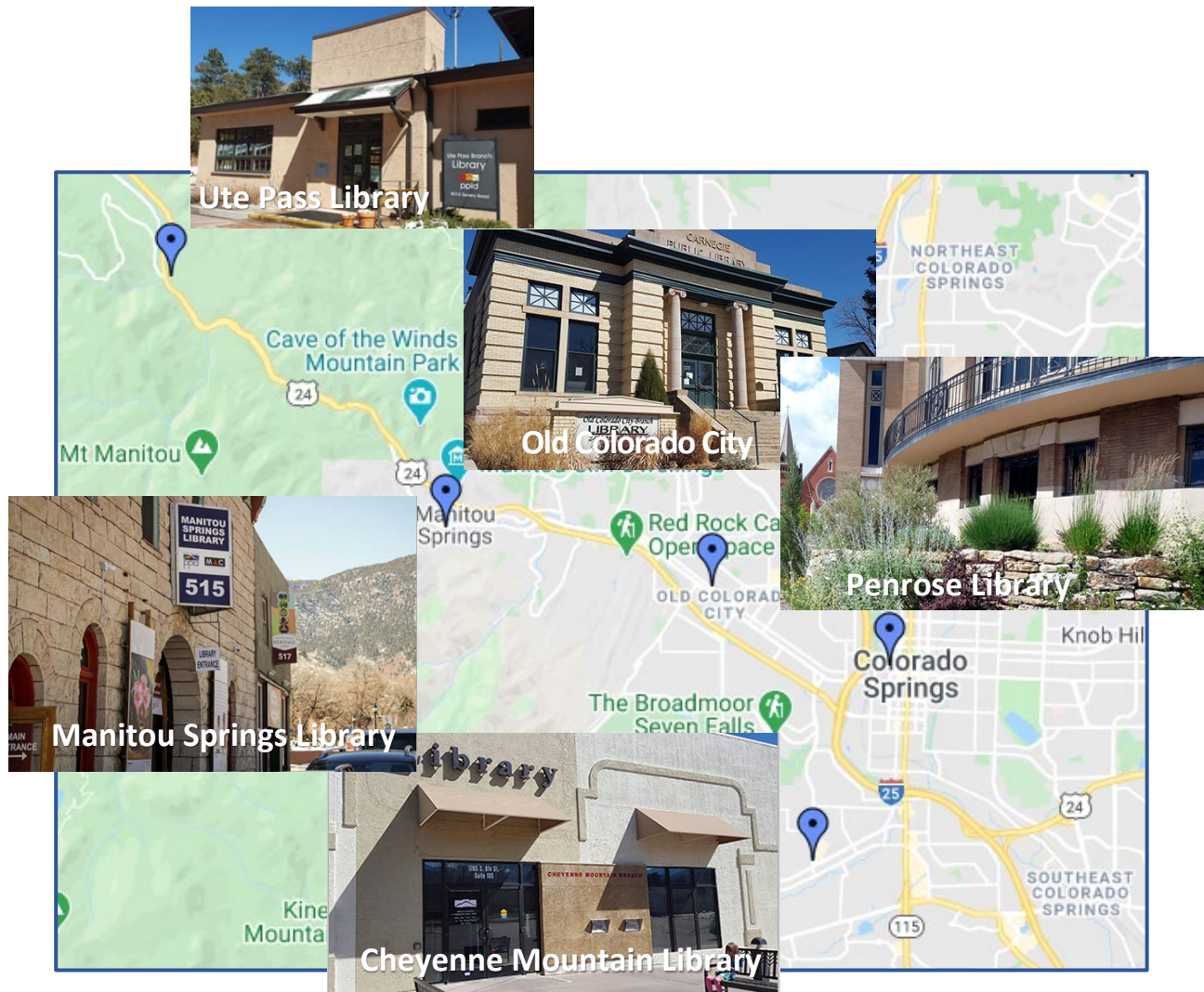
Library 21c  
High Prairie Library  
Calhan Library  
Monument Library  
Palmer Lake Library  
Rockrimmon Library

While the number of libraries per region may vary, the budgeted expenditures of \$10.3M and the allocated resources for each district is evenly weighted.





## Regional Library Services - West Region



The West Region Administration of 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 opened in 2021 as an integrated facility within the footprint of the Manitou Art Center, provides Maker opportunities to the West Region. Cheyenne Mountain Library services 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

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).

### **Library Service Providers**

#### **WEST REGION SUMMARY**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	2,822,456	2,688,056	2,886,232	3,424,626
Operating and Maintenance	13,036	14,494	20,498	28,040
Program Services	1,568	3,567	6,033	5,338
Supplies	18,858	14,219	31,914	36,189
<b>Total</b>	<b>\$2,855,918</b>	<b>\$2,720,337</b>	<b>\$2,944,677</b>	<b>\$3,494,194</b>

#### **WEST REGION - ADMINISTRATION**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	136,560	198,652	218,873	250,747
Operating and Maintenance	7,684	7,994	14,125	19,268
Supplies	3,034	1,062	1,181	3,530
<b>Total</b>	<b>\$147,278</b>	<b>\$207,709</b>	<b>\$234,179</b>	<b>\$273,545</b>

## Penrose Library

[ppld.org/penrose-library](http://ppld.org/penrose-library)

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**

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

- 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.*

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

## Library Service Providers

### WEST REGION - Penrose Library

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	1,234,183	1,117,323	1,173,855	1,394,065
Program Services	351	1,135	2,765	2,500
Supplies	5,012	4,473	10,973	12,480
<b>Total</b>	<b>\$1,239,546</b>	<b>\$1,122,931</b>	<b>\$1,187,593</b>	<b>\$1,409,045</b>



## **Cheyenne Mountain Library**

[ppld.org/cheyenne-mountain-library](http://ppld.org/cheyenne-mountain-library)

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 2023. 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's 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.

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 helped further our goals for Turning Outward. Our service area is having a profound impact on our residents and business owners. Urban Renewal efforts continue to have an impact on the community we serve.

## Library Service Providers

### WEST REGION - Cheyenne Mountain Library

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	427,394	397,371	430,325	506,198
Program Services	0	461	1,010	612
Supplies	3,192	2,626	10,860	6,240
<b>Total</b>	<b>\$430,586</b>	<b>\$400,457</b>	<b>\$442,195</b>	<b>\$513,050</b>



## Manitou Springs Library

[ppld.org/manitou-springs-library](http://ppld.org/manitou-springs-library)

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. In 2021, PPLD opened the Manitou Springs Library in the Manitou Art Center, with expanded resources and Maker components.

### **Goals, Objectives, or Programs**

#### **Continue to Build Partnership with the Manitou Art Center**

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 seamless experience to patrons of the library who also use MAC resources through our partnership.

#### **Team Development**

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.

#### **Outreach**

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.

- Strategic Focus for all three objectives: Community, Resources, Service, Internal-Staff, Customer Service, Accountability

### **Library Service Providers**

#### **WEST REGION - Manitou Springs Library**

<b><u>Category</u></b>	<b><u>2020 Actual</u></b>	<b><u>2021 Actual</u></b>	<b><u>2022 Actual</u></b> <b><u>(Unaudited)</u></b>	<b><u>2023 OAB</u></b>
Personnel	171,240	192,642	236,667	309,901
Program Services	15	421	544	0
Supplies	1,754	3,260	4,008	5,883
<b>Total</b>	<b>\$173,009</b>	<b>\$196,323</b>	<b>\$241,218</b>	<b>\$315,784</b>

## Old Colorado City Library

[ppld.org/old-colorado-city-library](http://ppld.org/old-colorado-city-library)

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 dedicated patronage, it is a bright spot for all who enter its doors. Part of its charm is the cohesive staff. The teams' focus never waivers from providing the best patron service possible.

### Goals, Objectives, or Programs

2023 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.

- Strategic 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.

- Strategic 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.

- Strategic Focus: Customer Service, Community, Resources, Service

### Library Service Providers

#### WEST REGION - Old Colorado City

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	396,866	358,981	413,448	464,686
Program Services	116	93	298	530
Supplies	3,541	1,032	2,900	3,710
<b>Total</b>	<b>\$400,523</b>	<b>\$360,106</b>	<b>\$416,647</b>	<b>\$468,926</b>



## Ute Pass Library

[ppld.org/ute-pass-library](http://ppld.org/ute-pass-library)

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

#### 2: Team Development

In sharing staff with the Manitou Springs Library, who is largely a new team, working on team development and integration, and individually developing into their roles is key to bringing customer service to the foreground.

- Strategic Focus: 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

### **Library Service Providers**

#### **WEST REGION - Ute Pass Library**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	40,513	55,539	44,550	31,775
Program Services	0	32	35	530
Supplies	0	305	627	2,385
<b>Total</b>	<b>\$40,513</b>	<b>\$55,875</b>	<b>\$45,211</b>	<b>\$34,690</b>

## Mobile Library Services

[ppld.org/mobile-library-services](http://ppld.org/mobile-library-services)

Mobile library service began in Colorado Springs in 1954. Our mobile libraries serve over 60 different stops throughout Colorado Springs and El Paso County with three different routes. Many different types of library items can be checked out by all age groups and returned to a Mobile Library vehicle or any PPLD facility.



Mobile Library Services is comprised of three vehicles, which are garaged in the lower basement level of the Penrose Library, and two services: Mobile Libraries and a Lobby Stop Van. Our stops include schools, senior centers, senior housing complexes, community centers, as well as other locations around El Paso County. The Lobby Stop Van specifically serves independent, assisted, memory care, and skilled nursing facilities.

### 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
2. Maintain a route and outreach schedule responsive to the community's growth and needs
3. Maintain a route schedule responsive to the district's needs
4. Participate in events designed to build community
5. Continued team building

### Library Service Providers

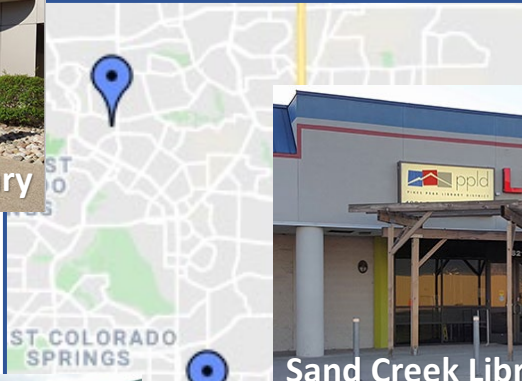
#### WEST REGION - Mobile Library Services

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	415,700	367,548	368,515	467,255
Operating and Maintenance	5,352	6,499	6,373	8,772
Program Services	1,086	1,426	1,381	1,166
Supplies	2,325	1,462	1,366	1,961
<b>Total</b>	<b>\$424,463</b>	<b>\$376,935</b>	<b>\$377,634</b>	<b>\$479,154</b>

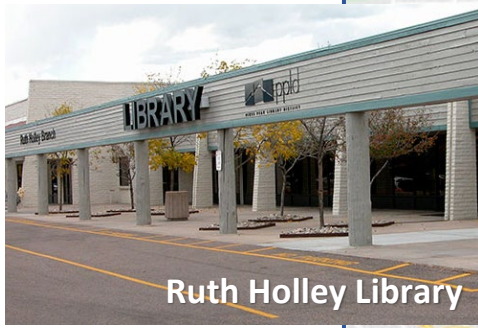
## Southeast Region



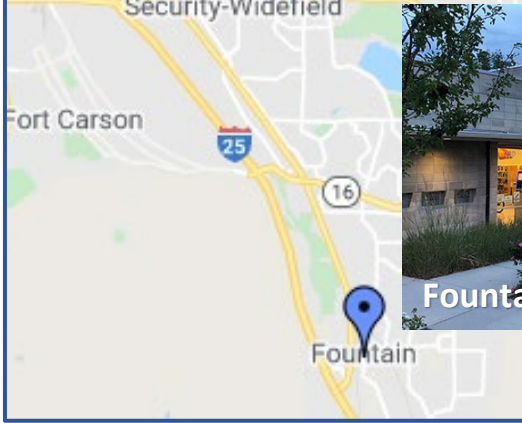
East Library



Sand Creek Library



Ruth Holley Library



Fountain Library

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, Schriever, 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 classroom dedicated to Adult Education classes.

### **Goals, Objectives, and Programs**

Southeast Region's top priorities are staff continuing to safely provide excellent service to patrons, maintaining a high level of community engagement, and 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 EDI 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.

## **Library Service Providers**

### **SOUTHEAST REGION SUMMARY**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	3,072,119	2,922,702	2,829,929	3,477,155
Operating and Maintenance	12,602	11,788	17,663	22,500
Program Services	1,388	831	1,663	4,142
Supplies	33,972	36,918	34,294	51,700
<b>Total</b>	<b>\$3,120,081</b>	<b>\$2,972,238</b>	<b>\$2,883,548</b>	<b>\$3,555,497</b>

**Library Service Providers**

**SOUTHEAST REGION - ADMINISTRATION**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	230,844	265,661	279,427	328,682
Operating and Maintenance	12,602	11,788	17,663	22,500
Supplies	0	0	544	3,000
<b>Total</b>	<b>\$243,446</b>	<b>\$277,449</b>	<b>\$297,634</b>	<b>\$354,182</b>

## East Library

[ppld.org/east-library](http://ppld.org/east-library)

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**

#### **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 EDI 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 to 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.

### **Library Service Providers**

#### **SOUTHEAST REGION - East Library**

<b><u>Category</u></b>	<b><u>2020 Actual</u></b>	<b><u>2021 Actual</u></b>	<b><u>2022 Actual (Unaudited)</u></b>	<b><u>2023 OAB</u></b>
Personnel	1,624,809	1,454,942	1,473,569	1,692,041
Program Services	290	205	482	2,200
Supplies	19,037	18,153	18,176	24,000
<b>Total</b>	<b>\$1,644,136</b>	<b>\$1,473,301</b>	<b>\$1,492,228</b>	<b>\$1,718,241</b>



## **Fountain Library**

[ppld.org/fountain-library](http://ppld.org/fountain-library)

Fountain Library is a small library built in partnership with the City of Fountain and Fountain-Fort Carson School District and is in 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 showing the history of Fountain, Colorado.

### **Goals, Objectives, and Programs**

#### **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 continues to 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.



**Library Service Providers**

**SOUTHEAST REGION - Fountain Library**

<b><u>Category</u></b>	<b><u>2020 Actual</u></b>	<b><u>2021 Actual</u></b>	<b><u>2022 Actual (Unaudited)</u></b>	<b><u>2023 OAB</u></b>
Personnel	304,663	328,046	324,067	452,151
Program Services	17	419	96	400
Supplies	4,106	4,545	2,840	8,000
<b>Total</b>	<b>\$308,786</b>	<b>\$333,010</b>	<b>\$327,004</b>	<b>\$460,551</b>

# Ruth Holley Library

[ppld.org/ruth-holley-library](http://ppld.org/ruth-holley-library)

Ruth Holley 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

### 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.

## **Library Service Providers**

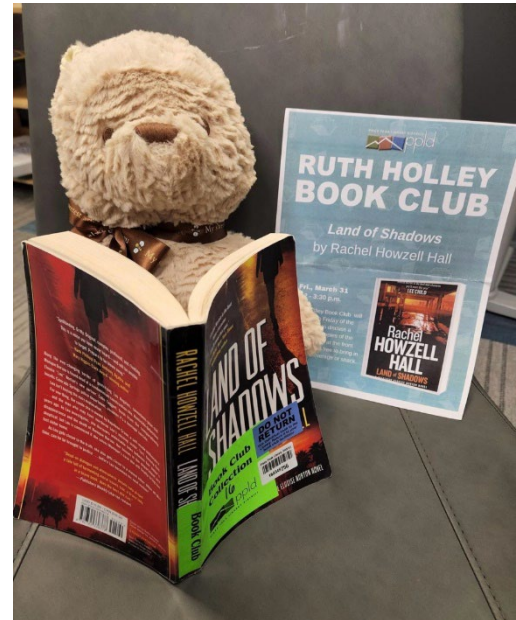
### **SOUTHEAST REGION - Ruth Holley Library**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	350,177	344,825	342,585	449,587
Program Services	20	74	956	742
Supplies	4,334	2,909	5,476	6,000
<b>Total</b>	<b>\$354,531</b>	<b>\$347,808</b>	<b>\$349,017</b>	<b>\$456,329</b>

## Sand Creek Library

[ppld.org/sand-creek-library](http://ppld.org/sand-creek-library)

Sand Creek serves the Southeast region of Colorado Springs. 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 74,439. 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

#### Community

Sand Creek will continue to focus on engaging the community and drawing on the expertise of the EDI Service group to focus on programs, services, and resources that will benefit our diverse community.

#### Resources

Sand Creek's will enhance the library experience with improved signage, a more welcoming 'front porch', and better lighting at the back of the building.

#### Innovation/Creativity

Sand Creek Library will share lessons learned from the Panorama Park Mural project with the District, other El Paso County community organizations, and other libraries across Colorado to show how every library 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

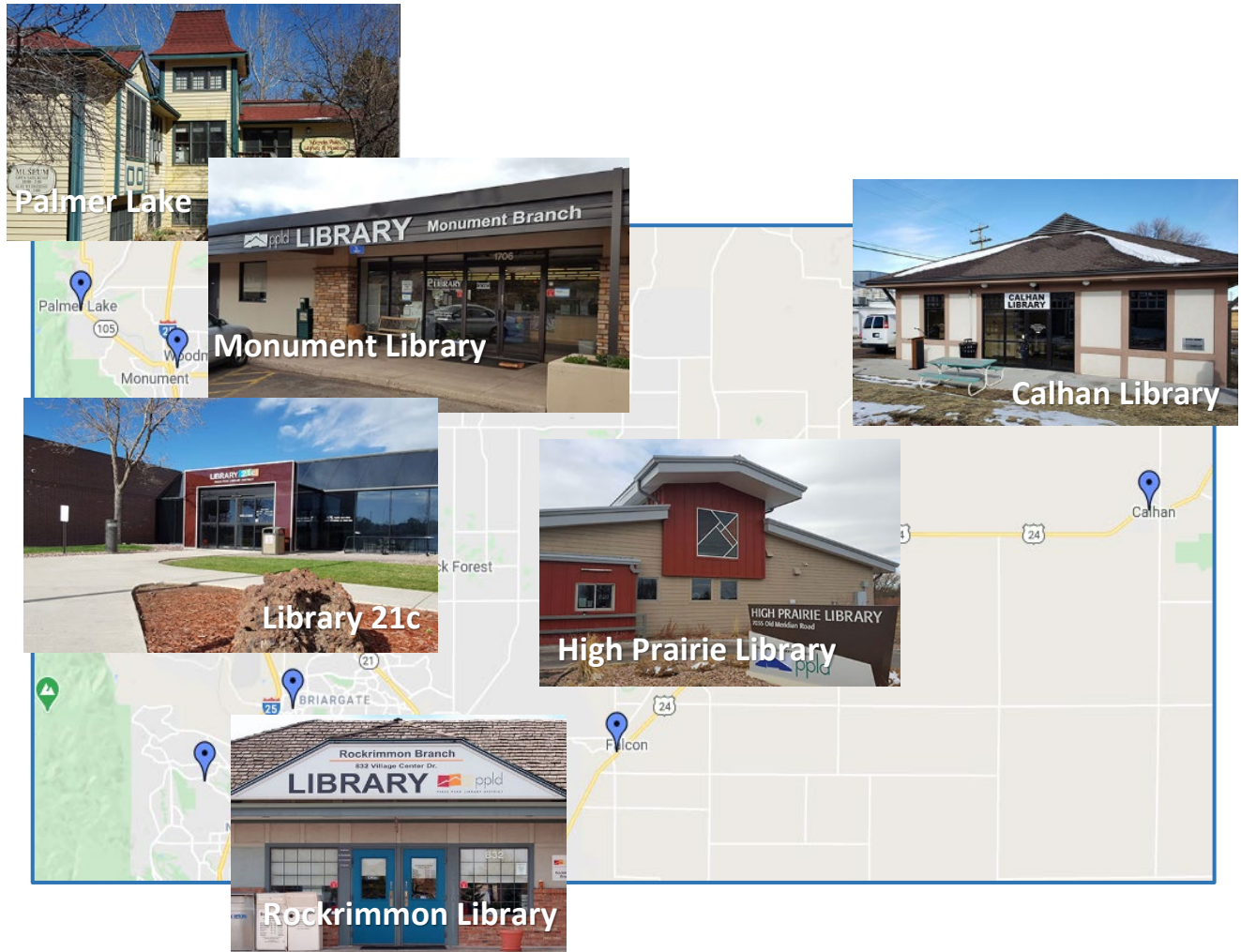
Contribute to the region and district with time, talent, and staff support where needed.

### **Library Service Providers**

#### **SOUTHEAST REGION - Sand Creek Library**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	561,626	529,227	410,280	554,695
Program Services	1,061	133	128	800
Supplies	6,495	11,310	7,257	10,700
<b>Total</b>	<b>\$569,182</b>	<b>\$540,670</b>	<b>\$417,665</b>	<b>\$566,195</b>

## North Region



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 Air Force Academy and north of Garden of the Gods. Rockrimmon is known for its avid readers and community art programs. The Palmer Lake Library occupies the top floor of the Lucretia Vail building, rented from the town, in the heart of the small mountain town of Palmer Lake. It is the Northern-most district library on the west side of I-25. Monument Library is southeast of Palmer Lake, in a rented storefront branch located in the Lake Woodmoor neighborhood. Both Palmer Lake and Monument Libraries are known for their great success with family and children'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 after-hours 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.

### **Library Service Providers**

#### **NORTH REGION - ADMINISTRATION**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	2,659,454	2,703,058	2,780,187	3,171,434
Operating and Maintenance	11,825	10,260	13,991	24,000
Program Services	3,582	6,176	4,343	5,385
Supplies	34,533	27,858	26,684	39,090
<b>Total</b>	<b>\$2,709,394</b>	<b>\$2,747,353</b>	<b>\$2,825,204</b>	<b>\$3,239,909</b>

**Library Service Providers**

**NORTH REGION - ADMINISTRATION**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	131,697	176,753	94,677	100,325
Operating and Maintenance	11,825	10,260	13,991	24,000
Supplies	687	2,811	55	3,000
<b>Total</b>	<b>\$144,209</b>	<b>\$189,824</b>	<b>\$108,723</b>	<b>\$127,325</b>



## Library 21c

[ppld.org/library-21c](http://ppld.org/library-21c)

The anchor library of PPLD'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 added a culinary lab as an additional makerspace, which utilizes the district's Food Industry Training programs; a program that has been very popular. 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 2<sup>nd</sup> floor allows adults to enjoy similar recreations. Library 21c also boasts large, multipurpose open spaces that serve a variety of functions such as the 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 them 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 focus: 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 focus: 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.



**Library Service Providers**  
**NORTH REGION -21C Library**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	1,243,279	1,255,175	1,339,162	1,509,953
Program Services	2,749	4,178	3,265	2,000
Supplies	24,301	14,369	17,145	24,700
<b>Total</b>	<b>\$1,270,329</b>	<b>\$1,273,721</b>	<b>\$1,359,571</b>	<b>\$1,536,653</b>



## High Prairie Library

[ppld.org/high-prairie-library](http://ppld.org/high-prairie-library)

High Prairie Library is in a convenient location off Highway 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 Highway 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 1,300 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. 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. High Prairie is active in the Eastern Plains Chamber of Commerce and will continue to attend functions and work with local businesses when restrictions ease.

### High Prairie and Calhan Libraries' Goals, Objectives, and Programs

Our objectives for 2023 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 2023 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. Attending more community events: including back to school events and local business nights at schools.

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)

Events 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)
  - b. Host Harvest Festival.

- c. Host card drives local businesses.
  - o Strategic Focus: 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.
    - o Strategic Focus: Community, Resources
- 3. **Staff Meetings and Team Building**
  - 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.
    - o Strategic Focus: Internal
- 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.
    - o Strategic Focus: Internal

### Library Service Providers

NORTH REGION -High Prairie Library				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	333,050	342,521	357,164	402,516
Program Services	460	798	562	795
Supplies	1,855	2,909	3,193	3,180
<b>Total</b>	<b>\$335,365</b>	<b>\$346,228</b>	<b>\$360,918</b>	<b>\$406,491</b>

## Calhan Library

[ppld.org/calhan-library](http://ppld.org/calhan-library)

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 and close-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.

### Library Service Providers

#### NORTH REGION -Calhan Library

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	67,233	64,456	62,412	73,162
Program Services	9	635	516	795
Supplies	1,455	461	468	530
<b>Total</b>	<b>\$68,697</b>	<b>\$65,552</b>	<b>\$63,396</b>	<b>\$74,487</b>

## Monument Library

[ppld.org/monument-library](http://ppld.org/monument-library)

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.

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. The library has also been the partnered operating space for the Children's Literacy Center's Peak Reader program.

### Goals, Objectives, and Programs

- Permanent curbside service structure
  - Strategic focus: Services, Innovation /Creativity

### Library Service Providers

<b>SOUTHEAST REGION - Monument Library</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	427,210	435,818	486,821	574,122
Program Services	364	567	0	1,000
Supplies	4,161	3,805	2,445	4,000
<b>Total</b>	<b>\$431,735</b>	<b>\$440,190</b>	<b>\$489,266</b>	<b>\$579,122</b>

## Palmer Lake Library

[ppld.org/palmer-lake-library](http://ppld.org/palmer-lake-library)

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 borders with Douglas County. The building, which the Town of Palmer Lake owns, had previously been in need of repairs, but has been updated to meet current code and was reopened in 2022. Building improvements include replacing the exterior ramp and ensuring the entrance and bathrooms are ADA accessible.

The library also helps local students meet their Civics class volunteering requirements. The library's volunteer-led book club, the Palmer Lake Book Group continues to meet.

### Goals, Objectives, and Programs

Continue to work on determining-how best the library can serve their communities' needs.

### Library Service Providers

#### SOUTHEAST REGION - Palmer Lake Library

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	54,264	8,574	0	0
Supplies	133	635	0	500
<b>Total</b>	<b>\$54,397</b>	<b>\$9,209</b>	<b>\$0</b>	<b>\$500</b>

## Rockrimmon Library

[ppld.org/rockrimmon-library](http://ppld.org/rockrimmon-library)

Rockrimmon 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 8,600 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 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). 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.

Rockrimmon enjoys 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 due to this the library has a much higher than average Young Adult patronage. Our Young Adult programs are very popular. With what can be a difficult demographic to reach, we feel fortunate to have such a solid base.

The Rockrimmon Library is in many ways the quintessential small library with a caring, dedicated staff and 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 2023.

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 training, commit staff to taking additional professional development opportunities (at least 2 per year), and continue staff meetings.



- 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.

### Library Service Providers

#### SOUTHEAST REGION - Rockrimmon Library

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	402,721	419,761	439,951	511,355
Program Services	0	0	0	795
Supplies	1,941	2,869	3,379	3,180
<b>Total</b>	<b>\$404,662</b>	<b>\$422,630</b>	<b>\$443,330</b>	<b>\$515,330</b>



## Administration

### Department Overview

Administration includes the Office of the Chief Librarian and CEO consists of the Chief Librarian, Executive Assistant to the Chief Librarian, Deputy Chief Librarian, and Internal Communications and Special Projects Manager. 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) Develop a facilities master plan for Pikes Peak Library District.
- 2) Develop a new strategic plan.
- 3) Develop and implement a government outreach plan to improve communication and awareness of the District with community leaders and municipalities beyond Colorado Springs.
- 4) Explore the feasibility of a mill levy increase to ensure the continued sustainability of library services.

<b>ADMINISTRATION</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	261,355	257,916	245,806	288,991
Operating and Maintenance	2,961	7,567	9,864	32,648
<b>Total</b>	<b>\$264,316</b>	<b>\$265,483</b>	<b>\$255,670</b>	<b>\$321,639</b>

## **Safety, Security, and Community Resources**

The Security department budget for fiscal year 2023 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/or 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 to 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 the 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. Three-to-four 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, improves response times, provides more reliability, control, and increased support of all departments in the district. This center will only be staffed by existing officers as much as possible during opening hours. As the center takes on more capabilities hours of operation will increase, and staff will need to be provided for 24 hour monitoring.

### **Safety**

Safety is focused 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 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 and our partners offer- These include group therapies in several disciplines, art therapy, and homeless outreach.

**Support Services**

<b>SECURITY, SOCIAL WORK &amp; SAFETY</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	607,758	845,958	914,302	1,228,084
Operating and Maintenance	19,683	29,346	33,222	32,375
Library Materials	514,585	0	0	0
Program Services	45,632	0	4,779	4,000
Supplies	443	26,948	18,691	35,000
<b>Total</b>	<b>\$1,188,101</b>	<b>\$902,252</b>	<b>\$970,993</b>	<b>\$1,299,459</b>

## Human Resources

### Goals and 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 EDI, ADA, and staff accountability.

Tasks:

- Ensure there is an accessible HR expert point of contact for EDI 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.

**Support Services**

**HUMAN RESOURCES**

<b><u>Category</u></b>	<b><u>2020 Actual</u></b>	<b><u>2021 Actual</u></b>	<b><u>2022 Actual (Unaudited)</u></b>	<b><u>2023 OAB</u></b>
Personnel	410,225	511,855	539,655	610,184
Operating and Maintenance	121,820	147,212	103,828	214,071
Supplies	2,310	4,395	1,455	5,500
<b>Total</b>	<b>\$534,355</b>	<b>\$663,462</b>	<b>\$644,938</b>	<b>\$829,754</b>

## Facilities

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

### Goals and 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 ensure 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.

### **Support Services**

<b>FACILITIES</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	753,608	755,595	726,977	892,249
Operating and Maintenance	879,058	172,439	181,072	711,475
Building & Utilities	1,392,506	2,453,940	2,630,831	2,923,933
Supplies	168,092	30,141	57,005	78,545
<b>Total</b>	<b>\$3,193,264</b>	<b>\$3,412,115</b>	<b>\$3,595,885</b>	<b>\$4,606,201</b>



## Communications

### Goals and Objectives

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.

### Support Services

<b>COMMUNICATIONS</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	664,839	657,078	583,974	872,652
Operating and Maintenance	187,530	280,961	335,042	454,364
Supplies	1,973	5,027	2,501	8,850
<b>Total</b>	<b>\$854,342</b>	<b>\$943,066</b>	<b>\$921,518</b>	<b>\$1,335,866</b>

## Information Technology

### Goals and Objectives

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 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 is proceeding with staff and patron technology refresh projects with the objective of shortening 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 the 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.

Goals and objectives also include continuing to document 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)).

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.

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 one example of moving to subscription-based model is the transition away from on-site Microsoft exchange server to cloud based Microsoft 365. The IT staff plans to pursue subscription services to the maximum extent possible.

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 the magnitude of emerging requirements will make the IT staff more efficient in delivering services. One area that will benefit the District is the support of 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, as an example, responding to COVID-19 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.

**Support Services**

<b>INFORMATION TECHNOLOGY</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	1,100,151	1,163,116	1,105,970	1,108,670
Operating and Maintenance	1,191,377	1,011,675	933,037	1,160,157
Supplies	19,554	310,767	424,814	471,308
<b>Total</b>	<b>\$2,311,082</b>	<b>\$2,485,557</b>	<b>\$2,463,822</b>	<b>\$2,740,135</b>

## Development

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





*Live Here*  
**GIVE HERE**

Give! makes it simple for everyone, young and old,  
to make a difference by giving back to your local library!  
Proceeds go to support PPLD Adult Education Programs.  
Give and earn rewards for your generosity.



### Support Services

#### DEVELOPMENT OFFICE

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	213,588	154,626	153,103	190,802
Operating and Maintenance	27,814	87,954	110,956	160,650
Supplies	0	1,065	2,462	3,000
<b>Total</b>	<b>\$241,402</b>	<b>\$243,645</b>	<b>\$266,521</b>	<b>\$354,452</b>

## Finance

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

### Goals and Objectives

Objectives for the Finance Office will always include the creation and submission of the annual audit, preparation of the Annual Comprehensive Financial Report, the annual Budget, and the administration of financial related processes including, but not limited to, purchasing, accounts payable, payroll, general ledger, cash receipts, investments, risk management, and the financial system (MUNIS) administration. Other objectives include:

- Improve digital/on-line/automation capabilities of accounts payable.
- Consider options for a paperless (or a more paperless) environment and vendor self-service capabilities in the finance system.
- Evaluate and prioritize additional modules in MUNIS system 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, develop, and implement MUNIS training plans across all PPLD departments, and within the Finance Office.
- Continue professional development for Finance Office staff in areas other than MUNIS.
- Develop a succession plan for all Finance Office staff positions.
- Develop a cross-training plan for each position in department.

### Support Services

FINANCE				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> <u>(Unaudited)</u>	<u>2023 OAB</u>
Personnel	514,795	528,741	471,843	687,801
Operating and Maintenance	113,005	116,677	692,201	706,397
Supplies	6,318	7,750	4,868	9,000
<b>Total</b>	<b>\$634,118</b>	<b>\$653,169</b>	<b>\$1,168,913</b>	<b>\$1,403,198</b>

### Other Items

Prior to the 2023 Budget, PPLD transferred funds to the Self-Insurance fund and the Capital Fund to fund those operations, which was accomplished by transferring General Fund revenue to other Funds as General Fund Transferred Costs and then, subsequently recording the Transferred Costs as Transferred Funds Revenue in the other Fund. This is an accepted accounting principle per GAAP. However, GAAP also allows for the allocation of the originating Property Tax Revenue, by Fund, to accomplish the same funding of those functions. As the above-mentioned process could appear to be a duplication of revenue budgeting, PPLD has chosen to allocate revenue directly to individual Funds. We believe the latter practice allows for a more transparent picture of how operations are being funded. Transfers to Capital for 2020 through the 2023 Budget are shown below. As illustrated, transfers for 2023, are nearly eliminated.

<b>OTHER ITEMS</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Transfers to Capital	1,547,368	946,263	906,013	220,777
Special Item- TABOR	180,108	0	0	0
<b>Total</b>	<b>\$1,727,476</b>	<b>\$946,263</b>	<b>\$906,013</b>	<b>\$220,777</b>

## 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).

<b>DESIGNATED FUNDS</b>				
<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (Unaudited)</u>	<u>2023 OAB</u>
Personnel	178,148	163,294	187,723	0
Operating and Maintenance	100,133	70,587	91,911	65,895
Library Materials	177,158	152,794	182,909	164,114
Program Services	29,236	24,880	52,780	86,758
Supplies	164,488	71,058	26,053	2,611
Capital Outlay	167,830	159,772	263,650	35,798
<b>Total</b>	<b>\$816,993</b>	<b>\$642,385</b>	<b>\$805,025</b>	<b>\$355,175</b>

## Special Revenue Fund Designated Purpose Funds

The 2023 Budget includes PPLD's remaining Special Revenue Funds (SFRs). SRFs are funds established to account for monies previously received by the District that were either restricted or designated (by the donor when applicable) for specific purposes. Due to changes in accounting literature, the District's designated funds are no longer accounted for under SFRs (as mentioned above) and are required to be accounted for under the General Fund.

The remaining funds included under SFRs are to be fully depleted over time. For purposes of this document, the SFRs that remain funded for Capital Outlay are Cheyenne Mountain Library, High Prairie Library, and Sand Creek Library Support Funds, with \$812, \$50,696, and \$12,283, respectively. All funds should be depleted by the end of 2022. There are no budgets for use of these funds for 2023.

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



## Capital Project Fund

The purpose of this fund is to account for the accumulation of funds to be used on projects specifically identified and appropriated for Facilities, Information Technology, Security, and Communications, which are not funded through a Special Revenue Fund, or any designated fund included within the General Fund.

For the 2023 Budget cycle, PPLD management reviewed Capital Project Fund project spending requests totaling about \$2.4M. In the final recommendation to the Board of Trustees, management opted to delay \$1.4M in Capital projects as a budget balancing measure to reduce the amount of fund balance that would be utilized to balance the 2023 Budget.

For purposes of the 2023 Budget, all Capital Funds that are financially reported as separate funds, were consolidated into a single Capital Project Fund with expenditure appropriation of \$1.0M from the available Fund Balance retained by the Capital Funds at the end of 2022.

As indicated below, the 2023 Budget includes \$293,168 for various Facility related projects, including \$129,500 for building improvement projects and unforeseen issues at our Regional Libraries; East, Penrose, and Library 21C. Additionally, \$163,668 has been reserved for District-wide facilities projects that involve building improvements, and furniture, equipment, and vehicle replacement.

The 2023 Budget also includes \$40,250 for various Communications Signage projects and \$666,582 for Information Technology. The appropriation for Information Technology includes three projects; two, of which, will have District-wide impact replacing Network Switches and upgrading wireless systems for \$629,382; while the third involves the acquisition of an Archival Management System for Regional, History, and Genealogy for \$37,200.

<b>CAPITAL PROJECT FUND</b>				
<b>Category</b>	<b><u>2020 Actual</u></b>	<b><u>2021 Actual</u></b>	<b><u>2022 Actual</u> (unaudited)</b>	<b><u>2023 OAB</u></b>
<b><u>SOURCE OF FUNDS</u></b>				
Fund transfers in	1,547,368	2,310,026	3,743,474	-
Donation - Foundation	-	75,000	100,000	-
Insurance Proceeds	-	-	680,067	-
Tenant improvement reimbursement	61,695	10,203	-	-
Sale of assets	12,500	-	-	-
<b>Total Revenues and Other Sources of Funds</b>	<b>\$1,621,563</b>	<b>\$2,395,229</b>	<b>\$4,523,541</b>	<b>\$0</b>

**CAPITAL PROJECT FUND**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual (unaudited)</u>	<u>2023 OAB</u>
<b><u>USE OF FUNDS</u></b>				
<u>Facilities</u>				
Adult Education	11,757	0	0	0
Calhan	1,578	6,983	2,793	0
Cheyenne Mountain	1,980	17,736	7,484	0
Bookmobiles	2,787	14,074	14,891	0
District-wide	191,597	132,541	203,561	163,668
East	129,252	73,453	916,895	45,000
Fountain	0	5,088	1,560	0
KCH	22,390	0	0	0
Library 21C	357,684	39,462	134,167	39,500
Monument	0	0	8,000	0
Old Colorado City	0	74,470	10,868	0
Palmer Lake	0	0	15,073	0
Penrose	39,527	80,579	821,880	45,000
Manitou Springs / MAC	49,301	177,322	6,900	0
Rockrimmon	5,000	4,764	0	0
Ruth Holley	7,032	5,000	0	0
Sand Creek	0	11,399	5,607	0
<b>Total Facilities</b>	<b>819,885</b>	<b>642,871</b>	<b>2,149,679</b>	<b>293,168</b>
<u>Information Technology</u>				
Young Adults	103	0	0	0
Childrent's Services	20	0	0	0
Collection Management	58,032	10,425	43,692	0
Regional History & Genealogy	0	4,220	0	37,200
District-wide	509,388	295,830	1,422,420	629,382
East	6,253	85,000	650	0
High Prairie	0	0	381	0
Manitou Springs / MAC	133,073	77,795	0	0
Penrose	2,500	13,630	41,596	0
Security	11,551	2,500	465,904	0
<b>Total Information Technology</b>	<b>720,920</b>	<b>489,400</b>	<b>1,974,643</b>	<b>666,582</b>
<u>Communications</u>	168	15,163	14,964	40,250
<u>Creative Services Capital</u>	25,162	9,357	1,497	0
<u>Video Studio Capital</u>	40,834	8,192	0	0
<b>Total Expenditures</b>	<b>\$1,606,969</b>	<b>\$1,164,983</b>	<b>\$4,140,783</b>	<b>\$1,000,000</b>

**CAPITAL PROJECT FUND**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> (unaudited)	<u>2023 OAB</u>
Excess Revenues over Expenditures	14,594	1,230,246	382,758	(1,000,000)
Beginning Fund Balance	2,981,500	2,996,094	4,226,340	4,609,098
Ending Fund Balance	\$2,996,094	\$4,226,340	\$4,609,098	\$3,609,098

## Self-Insurance Fund

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. This amount below is reflective of the 9.5% increase in the renewal rate for 2023 and is substantially based on employee enrollment that is in place for 2022.

Previously, 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. Beginning 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 issues, meaning that the District is not in a position to offer a premium-free month during 2023. Management will monitor the reserve balances during 2023, some of which are based on the final audited figures for 2022 (not known until June 2023) and may recommend a month of no premiums during the second half of 2023.

**SELF-INSURANCE FUND**

<u>Category</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u> (Unaudited)	<u>2023 OAB</u>
Personnel	452,846	89,153	76,150	100,700
Medical Claims	2,457,815	2,041,037	2,011,635	2,112,251
Administration & Operations	618,637	1,159,107	1,233,212	1,375,147
<b>Total</b>	<b>\$3,529,298</b>	<b>\$3,289,297</b>	<b>\$3,320,997</b>	<b>\$3,588,098</b>

## Appendix - 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.

**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 PPLD'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.

**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.

# Signed Budget Resolution

## RESOLUTION TO ADOPT AND APPROPRIATE THE 2023 BUDGET (1 & 2)

A resolution summarizing expenditures and revenue for each fund, adopting a budget, and appropriating funds as outlined below for the Pikes Peak Library District, Colorado Springs, Colorado, for the calendar year beginning on the first day of January 2023 and ending on the last day of December 2023.

WHEREAS, pursuant to Colorado Local Government Budget Law, the Board of Trustees of the Pikes Peak Library District must adopt the annual budget for 2023 by December 15, 2022; and

WHEREAS, the 2023 Original Adopted Budget must recognize revenues and have available fund balance sufficient to cover the appropriated expenditures set forth in the annual budget; and

WHEREAS, a Preliminary Balanced Budget for 2023 was submitted by the Chief Financial Officer to the Board of Trustees on October 7, 2022, as required by Colorado Local Government Budget Law; and

WHEREAS, pursuant to the notice published in accordance with Colorado Local Government Budget Law, the proposed 2023 budget has been open for inspection by the public since October 7, 2022; and

WHEREAS, public hearings were held by the Board of Trustees on October 7, 2022 and November 16, 2022 in order to provide interested citizens an opportunity to file or register any comments or objections, and to review evidence and hear testimony as presented to the Board on the proposed 2023 budget; and

WHEREAS, up to and including this date, said proposed budget has been open for inspection by the public and interested citizens to be given an opportunity to file or register any objections to said proposed budget pursuant to Colorado Local Government Budget Law; and

WHEREAS, Attachment A outlines the revenue, expenditures and fund balance details of the 2023 budget; and

WHEREAS, all expenditure changes made to the Preliminary Balanced Budget to revenue and available fund balances are incorporated in the Original Adopted Budget, as required by Colorado Local Government Budget Law; and

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

Section 1. That the budget as submitted, amended and summarized in Attachment A, hereby is approved and adopted as the budget of the Pikes Peak Library District for the year 2023. The following sums are hereby appropriated from the revenues and available fund balances of each fund, to each fund, for the stated purpose:

General Fund	\$ 35,867,371
Capital Fund	\$ 1,000,000
Self-Insurance Fund	\$ 3,588,098
Total	\$ 40,455,469

Section 2. That the budget hereby approved and adopted shall be signed by the Interim Chief Librarian/Chief Executive officer, filed with the Colorado Department of Local Affairs, Division of Local Government, and made a part of the public records of the Pikes Peak Library District.

ADOPTED, this 7<sup>th</sup> day of December 2022.



Dr. Ned C. Stoll, President



## Signed Mill Levy Resolution

### RESOLUTION TO SET MILL LEVIES

A resolution to establish and approve the certification of the Pikes Peak Library District's mill levy for the 2022 property taxes payable in 2023 and allocating revenues from such property taxes and the specific ownership tax among the District's various Funds.

WHEREAS, the El Paso County, County Assessor has certified the value of all real property in the Pikes Peak Library District for the year 2022 (for taxes to be collected in the year 2023) in the total amount of \$9,616,485,960; and

WHEREAS, the Board of Trustees of the District desires to establish the amount of property tax revenues to be collected from levies against the valuation of all taxable property located in the District; and

WHEREAS, the Board of Trustees of the District, in compliance with TABOR, establishes the amount of property tax revenues to be collected that will not exceed the maximum amount of property tax revenues the District is allowed to receive under the TABOR amendment; and

WHEREAS, the District is authorized to recover revenues lost through abatements, said amounts to the District, being 0.018 mills in the amount of \$169,283; and

WHEREAS, the Board of Trustees has the discretion to allocate the levy of 3.494 mills plus 0.018 mills from abatements for a total of 3.512 mills among the various funds of the District, which funds for the year 2023 are the General Fund, Capital Fund, and Self-Insurance Fund as follows; and

General Fund	3.197
Capital Fund	0.000
Self-Insurance Fund	<u>0.315</u>
Total	3.512

WHEREAS, in addition to revenues collected from the levy upon all such taxable property in the amount of \$33,773,099, the Board of Trustees desires to allocate to the General Fund those revenues anticipated to be collected from the Specific Ownership Tax, which revenues for the year 2023 are anticipated in the amount of \$3,500,000; and

WHEREAS, the Board of Trustees of the Library District has adopted the annual budget in accordance with Local Government Budget Law on December 7, 2022, and;

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

Section 1. That for the purpose of meeting general operating expenses and to help defray the costs of government for the Pikes Peak Library District for the year 2023, there is hereby levied a tax of 3.512 mills (comprised of a general operating mill levy of 3.494 mills and an abatement mill of 0.018) upon each dollar of the total valuation for assessment of all taxable property within the District for the 2022 assessment year.

Section 2. That the Chief Financial Officer of the 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 7<sup>th</sup> day of December 2022.

  
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Dr. Ned C. Stoll, President