PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES
APRIL 11, 2017
OLD COLORADO CITY LIBRARY
4 PM

I. CALL TO ORDER

II. ITEMS TOO LATE FOR THE AGENDA

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

IV. CORRESPONDENCE AND COMMUNICATIONS
   A. Minutes (enclosed p. 1)
   B. Correspondence
   C. Events & Press Clippings (enclosed p. 10
   D. Presentations
      1. Old Colorado City Branch Library: Trish Blakely & David Rasmussen

V. REPORTS
   A. Friends of the Pikes Peak Library District Report (enclosed p. 14)
   B. Pikes Peak Library District Foundation Report (enclosed p. 15)
   C. Board Reports
      1. Governance Committee
      2. Internal Affairs Committee
      3. Public Affairs Committee
      4. Board President
   D. Financial Report (enclosed p. 16)
   E. Library & Branch Services Report (enclosed p. 33)
   F. Executive Director's Report (enclosed p. 35)

VI. BUSINESS ITEMS
   A. Consent Items: Decision 17-4-1 (enclosed p. 99)
   Consent items shall be acted upon as a whole, unless a specific item is called for discussion. Any item called for discussion shall be acted upon separately as"New Business".
      1. New Hires

   B. Unfinished Business
      1. Report on Meeting Room Policies: Discussion: J. McPherson (enclosed p. 100)
      2. Follow-Up to Recommendations of Singer Group: Discussion: Leadership Team

   C. New Business

VII. ADJOURNMENT

MINUTES
PIKES PEAK LIBRARY DISTRICT
BOARD OF TRUSTEES MEETING
March 14, 2017
4 pm
Penrose Library

MEMBERS PRESENT

President Cathy Grossman, Vice President Keith Clayton, Secretary/Treasurer Molly Dippold, Trustee Kathleen Owings, Trustee Katherine Spicer, Trustee Wayne Vanderschuere

MEMBERS ABSENT

Trustee Ken Beach

PIKES PEAK LIBRARY DISTRICT STAFF and OTHERS PRESENT

Executive Director John Spears, Foundation & Development Officer Dolores Cromeens, Friends of the Pikes Peak Library District Board President Dora Gonzales, El Paso County Commissioner Longinos Gonzalez, Jr., Executive Assistant Sue Hammond, Human Resources Division Head Sally Jensen, Associate Director for Library Services Janice McPherson, Technology & Virtual Services Officer Richard Peters, Associate Director for Branches Lynne Proctor, Facilities Division Head Gary Syling, Chief Financial & Business Officer Michael Varnet, CEOO Staff Members David Kelly and Jeremiah Walter, PPLD Legal Counsel Susan Campbell

_____

REGULAR MEETING OF THE BOARD OF TRUSTEES

CALL TO ORDER

President Grossman called the March 14, 2017 meeting of the Pikes Peak Library District Board of Trustees to order at 4:00 p.m.

ITEMS TOO LATE FOR THE AGENDA

There were no items to add to the agenda.

PUBLIC COMMENT

There was no public comment.

CORRESPONDENCE AND COMMUNICATIONS

Minutes

The minutes of the February 14, 2017 meeting of the Board of Trustees were presented for review.

Motion: Keith Clayton moved that the minutes of the February 14, 2017 meeting of the Board of Trustees be approved as presented.

> **Second:** The motion was seconded by Molly Dippold.
> **Vote:** The motion was approved unanimously.

Correspondence

There was no correspondence to report.

Events & Press Clippings

A list of recent press clippings and upcoming events was included in the Board packet. Executive Director Spears gave special mention to the Human Library program (March 19), the Book Release for *Disasters of the Pikes Peak Region* (March 23) and the Mountain of Authors program (April 8).

Presentations

Statement of Appreciation to Susan Campbell for Long-Standing Service to PPLD

PPLD staff and the Board honored Susan Campbell with glowing accolades and a gift basket. Ms. Campbell has served as legal counsel for the District since 2007. Ms. Campbell is now moving on to begin a new career. Ms. Campbell noted that it had been a pleasure for her to work with PPLD.

PPLD CEOO Department

Jeremiah Walter and David Kelly of PPLD's Community Engagement & Outreach Office provided a brief overview of their department. CEOO has responsibility for PPLD's social media accounts, advertising and publicity, meeting room reservations, and in-house publications. The Center for Public Media operates out of CEOO at Library 21c.

REPORTS

Friends of the Pikes Peak Library District

The Friends of the Pikes Peak Library District report was included in the Board packet. Friends of the Pikes Peak Library District Board President Dora Gonzales noted that the Friends will help to fund the Sand Creek Makerspace project as well as Online Career High School and PPLD staff training.

S. Campbell left at 4:20 pm

Pikes Peak Library District Foundation

The PPLD Foundation Report was included in the Board packet. Foundation & Development Officer Dolores Cromeens expressed thanks to the Adult Education staff and the Finance Department staff for their help with the AEFLA Grant. When asked about Comcast's involvement in the Sand Creek Makerspace project, Ms. Fowler explained that Comcast is

excited to be involved in the project and has hired a planner to work on events for the project. The room will be named for Comcast for a 2-year period.

Katherine Spicer joined the meeting at 4:22 pm
J. Walter and D. Kelly left the meeting at 4:22 pm

Board Reports

Governance Committee

The Governance Committee did not meet in March.

Internal Affairs Committee

The Internal Affairs Committee did not meet in March.

Public Affairs Committee

The Public Affairs Committee did not meet in March.

Board President

President Grossman attended PPLD Staff Development Day on February 20, 2017. She expressed thanks to staff who worked on the event and especially to the outside presenters: Susan Edmondson, Andy Vick, Marcellus Turner and Andrew Shaw.

Financial Report

The financial report for the period ending January 31, 2017 was included in the Board packet. Chief Financial & Business Officer Michael Varnet provided the monthly report in a new format that includes more detail and features a "Financial Dashboard".   In response to a question about the history of specific ownership tax collection by PPLD, Mr. Varnet noted that specific ownership taxes have always been a part of PPLD's funding. The taxes are allocated to PPLD based upon a percentage of the property tax collected.

Library Services and Branch Services Report

The combination Library Services/Branch Services Report was included in the Board packet. Associate Director for Library Services Janice McPherson distributed an excerpt from *The Makerspace Librarian's Source* book by Ellyssa Kroski that was contributed by PPLD staff member Antonia Krupicka-Smith. Associate Director for Branches Lynne Proctor pointed out that all PPLD self-check machines are now the same, bringing consistency of service to PPLD patrons throughout the District.

Executive Director's Report

Executive Director John Spears took time to recognize Facilities Division Head Gary Syling for his work on the 21c Paving Project.

Mr. Spears reported that PPLD and HerStory Café will amicably part ways on May 1, 2017. PPLD staff is currently examining what that space can become – a food/kitchen makerspace and a catering kitchen are among the possibilities.

Mr. Spears reported on PPLD's Amnesty Program. The program has been incredibly successful at getting back materials, welcoming patrons back into the library and creating goodwill with staff and patrons. More than 700 PPLD cardholders were unblocked in one week. The Amnesty Program will be extended to run through March 26.

Mr. Spears reported on recent developments relating to the Knights of Columbus building. He has been approached by multiple parties interested in partnering with PPLD to use the KOC as a public space. One group attracts a demographic that PPLD has had difficulty attracting – late teens to early twenties. The group has strong community support and activities would tie in to 21st century library services nicely. PPLD will begin now to see what the interest in the general community would be for such a partnership. This will be part of the community assessment required through the State Historical Fund Assessment grant. PPLD is also looking into opening the Carnegie Garden to more community events like weddings and other private events.

L. Gonzalez left the meeting at 4:45 pm

BUSINESS ITEMS

Decision 17-2-1: Consent Items

Consent Items Presented:
> 1. New Hires

Motion: Kathleen Owings moved to approve the Consent Items as presented.

Second: Keith Clayton seconded the motion.
Vote: The motion was approved unanimously.

New Business

Decision 17-3-2:   Meeting Room Policy Revision

PPLD staff from many departments worked together to revise PPLD's meeting room policy to promote consistency of services across the District. Staff examined and pulled from library meeting room policies in Colorado and nationally.

The Board suggested clarifying changes in wording to the Board Policy section of the Meeting Room Policy. There was discussion about whether or not a library card should be required to book a meeting room.

President Grossman requested that Associate Director McPherson reconvene the Meeting Room committee to research the practice of libraries requiring that customers have library cards to reserve meeting rooms and to bring the results of that research and discussion back to the Board at its next regular meeting.

Motion: Katherine Spicer moved that the Pikes Peak Library District Board of Trustees approve Board Policy as it relates to the revision of the PPLD Meeting Room Policy as amended. The amended Board Policy shall read as follows:

> *Pikes Peak Library District (PPLD) has meeting rooms available for public use. The District's meeting rooms are designed to offer accommodations for educational, informational, cultural and civic functions of the Colorado Springs and El Paso County community.*

> **Second:**   Kathleen Owings seconded the motion.
> **Vote:**   The motion was approved unanimously.

The Board discussed "board policy" in general. Board policy is the part of each policy that the Board must approve. Board policy is broad and speaks to philosophy of service. The rest of the policy consists of District procedures which get the into details of policy enforcement. Executive Director Spears will soon bring a "Policy Policy" forward for Board review and discussion. The Policy Policy will serve as a blueprint for all PPLD policies going forward.

Decision 17-3-3: Filming/Photographing in Library Facilities

A full policy on the use and permissions for film photography and audio recording in PPLD facilities was presented. The policy brings consistency for the use of film, photography and audio recording in PPLD facilities and balances the First Amendment rights of both photographers and other patrons.

Motion: Molly Dippold moved that the Pikes Peak Library District Board of Trustees approve Board Policy as it relates to PPLD's Film, Photography and Recording Policy.

> **Second:**   Keith Clayton seconded the motion.
> **Vote:**   The motion was approved unanimously.

EXECUTIVE SESSION

President Grossman noted that it was not necessary to enter into executive session to discuss annual goals for Executive Director Spears.

UNFINISHED BUSINESS

Discussion: Actions Relevant to Executive Director's Performance Appraisal

The Board discussed 2017 goals for Executive Director Spears. The Board will continue the discussion of these goals in conjunction with a larger discussion of strategic goals for the District at the April meeting. A preliminary list of goals includes:

- Develop plans to implement recommendations coming from the Singer Group Study.
- Engage in strategic goal setting/planning process
- Increase PPLD's visibility and penetration of library services throughout El Paso County, emphasizing services as opposed to facilities.
- Unify the PPLD staff, establishing PPLD as an entity that is greater than each of its parts.

- Work to ensure that PPLD services are on a caliber with like libraries nationally, and that PPLD markets itself to, and is recognized at, local and national levels.
- Conduct environmental scans that will allow PPLD to set strategic goals for what 21st century library service looks like at each branch and ensure that individual communities receive the unique library service that meets their diverse needs.
- Seek opportunities for Leadership Team members to be highly and actively involved in the community through board responsibilities and other community liaisons.

ADJOURNMENT

There being no further business to conduct, President Grossman adjourned the meeting at 6:30 p.m.

MINUTES
PIKES PEAK LIBRARY DISTRICT
BOARD OF TRUSTEES MEETING
Special Meeting
March 28, 2017
4 pm
Penrose Library

MEMBERS PRESENT

President Cathy Grossman, Vice President Keith Clayton, Secretary/Treasurer Molly Dippold, Trustee Ken Beach, Trustee Kathleen Owings, Trustee Katherine Spicer, Trustee Wayne Vanderschuere

PIKES PEAK LIBRARY DISTRICT STAFF and OTHERS PRESENT

Executive Director John Spears, Community Engagement & Outreach Officer Sean Anglum, Foundation & Development Officer Dolores Cromeens, Friends of the Pikes Peak Library District Board President Dora Gonzales, Executive Assistant Sue Hammond, Human Resources Division Head Sally Jensen, Associate Director for Library Services Janice McPherson, Technology & Virtual Services Officer Richard Peters, Associate Director for Branches Lynne Proctor, Facilities Division Head Gary Syling, Chief Financial & Business Officer Michael Varnet, PPLD Staff Members Jenny Pierce and Teona Shainidze Krebs, Singer Group Consultants Paula Singer and Lorraine Kituri

_____

SPECIAL MEETING OF THE BOARD OF TRUSTEES

CALL TO ORDER

President Grossman called the March 28, 2017 special meeting of the Pikes Peak Library District Board of Trustees to order at 4:00 p.m.

ITEMS TOO LATE FOR THE AGENDA

There were no items to add to the agenda.

PUBLIC COMMENT

There was no public comment.

BUSINESS ITEMS

<mark>**PPLD Comprehensive Compensation/Job Analysis Study: Findings & Recommendations: Presentation**</mark>

The Pikes Peak Library District Leadership Team (John Spears, Sean Anglum, Dolores Cromeens, Sue Hammond, Sally Jensen, Janice McPherson, Richard Peters, Lynne Proctor, Gary Syling and Michael Varnet) joined Paula Singer and Lorraine Kituri of the Singer Group to present the findings and recommendations from the Comprehensive Compensation/Job Analysis Study.

The Comprehensive Compensation/Job Analysis Study began in mid-2016 and involved the entire PPLD workforce. The Singer Group collected information not only from staff but also from outside sources, and then worked closely with PPLD leadership to use findings to formulate recommendations. It was found that PPLD is behind the market at almost every data point, with the majority of positions being at least 5% behind the market and many positions being 20% or more behind the market.

The study found that PPLD's greatest strength is its staff and their "whatever it takes" attitude. PPLD offers excellent customer service, strong community engagement, solid community partnerships and excellent programming. PPLD is a leader in library innovation both regionally and nationally and PPLD's leaders cultivate a culture of openness that makes this resourceful and adaptive organization a great place to work. Among the concerns coming out of the study are: lack of district-wide unification, lack of cohesive district-wide branding, differences in duties being performed by the same classifications in different branches, an overreliance on substitutes, a lack of understanding of strategic goals, insufficient follow-through and assessment of new initiatives, and limited resource/staff sharing across the district.

The PPLD Leadership Team presented recommendations that include basing all staffing decisions on the District's mission and strategic priorities, developing a business case for new initiatives and identifying resources necessary for growth, focusing on which services need to grow and growing them, utilizing the newly formed Management Team as a key advisory group and communications channel between leadership and frontline staff, and consistently implementing District policies. The Leadership Team presented a new organization structure for the District. Expected outcomes include flexibility and clarity, the ability to better meet community needs, alignment with strategy, staff working at their highest and best level, succession planning, and career development.

The Singer Group presented their recommendations for changes to salary and staffing structures that include utilizing 20 grades with the entry level salary starting at $10.20. Range spreads would be from 20-50% and reflect market data. New job titles that clearly define responsibilities are suggested, and several new positions are suggested.   The Singer Group's suggested staff classification levels include career ladders for all levels of front-line staff. An adjustment to address salary compression is suggested.

Executive Director Spears pointed out that allocating the funds needed for implementation of the recommendations is the greatest challenge now facing the District. He suggested plans for substantial and full implementation. Next steps include: developing position descriptions for new positions, identification of training and development needs, finding the funds in the current budget, implementing the compensation plan and reassigning staff as milestones are reached. Executive Director Spears will work with the Management Team and the Board to weigh and prioritize options for implementation. Executive Director Spears stressed that although a timeline is not possible at this time, clear milestones have been established. Regular and ongoing communications on the status of this project will be provided to PPLD staff and to the Board.

Jenny Pierce left the meeting at 5:10 pm
Kathleen Owings joined the meeting at 5:40 pm

The PPLD Board of Trustees discussed and reviewed a draft Compensation Philosophy at their regular meeting on December 6, 2016. At that time the Board agreed that the draft was a good plan. They feel that it is important to include succession planning in the Compensation Philosophy and want to promote a high performance organizational culture through rewarding outstanding performers.

Motion: Keith Clayton moved that the Pikes Peak Library District Board of Trustees adopt the Compensation Philosophy as presented.

> **Second:** Molly Dippold seconded the motion
> **Vote:** The motion was approved unanimously.

President Grossman asked Executive Director Spears to let the PPLD staff know that the Board very much appreciates their involvement in the Compensation Study. She added that the PPLD Board of Trustees is committed to finding solutions that will allow the Compensation Study recommendations presented at this meeting to be fully implemented.

Friends Board President Dora Gonzales stated that the Friends of the Library support the District fully and are prepared to do whatever it takes to help ensure the success of PPLD.

ADJOURNMENT
President Grossman adjourned the March 28, 2017 special meeting of the Board of Trustees at 6:07 pm.

Upcoming Events
April 11, 2017

Big Cool Science Festival @ Colorado College campus – Sat., Apr. 8, 10:00am-4:00pm

11th Annual Mountain of Authors @ Library 21c, keynote: Mark Lee Gardner – Sat., Apr. 8, 11:00am-5:00pm

One Book 4 Colorado Parties @ HI, MO, EA, PA, 21c (check website for times) - Sat. Apr. 8

Book Lovers Mixer: *60s & 70s w/ singer Joe Uvegas* - @ Penrose Library – Sat., April 22, 3:30-5:30pm

Pikes Peak Poet Laureate presents *A Tribute to Bob Dylan* @ Library 21c Atrium – Sun., Apr. 23, 2:00pm

Coffee with Dr. Andre D. Spencer, Harrison Dist. 2 Superintendent. @ Sand Creek Library – Wed., April 26, 6:00pm

One Book 4 Colorado Author Visit / Linnea Riley @ 21c. - Thurs. Apr. 27, 10:30am

Arts Business Education (ABE) Luncheon @ the Antlers – Thurs., Apr. 27, 11:30am

Friends of PPLD's *25th Annual Frank Waters/Golden Quill Awards Luncheon* @ the Antlers, honoring award-winners CJ Box & Charles Rockey – Sat., Apr. 29, 12 noon. $35 per person (tinyurl.com/FWATERS)

PRESS CLIPPINGS

March Compliments (Compiled by Amy Rodda, Adult Services Manager, April 3, 2017)

Business Briefs {Business Librarian Terry Zarsky was featured speaker at Eastern Plains Chamber of Commerce} (*New Falcon Herald*, April 2017)

Penrose Library seeks to break down stereotypes, prejudices with 'human library' (*The Gazette*, March 19, 2017)

Pikes Picks: Freedom from Library Fines (*The Gazette*, March 16, 2017)

Human 'books' to tell their story at Colorado Springs library event (*The Gazette*, March 15, 2017)

Pikes Peak Library offers amnesty to those with tens of thousands of overdue books, CDs, DVDs (*The Gazette*, March 14, 2017)

Colorado Springs library will now let you 'check out' high school diploma (Denver Channel 7, March 6, 2017)

PPLD PODCASTS

All accessible through a variety of services at ppld.org/podcasts

People of the Peak podcast strives to introduce your community to you. Join us as we interview some of the fascinating people that live in the Pikes Peak Region.
- Most recent episode: Ron Cousar and Dr. Wanda Tisby-Cousar talk about the way music and dance have shaped their lives.

Pikes Peak Pastcast is an audio podcast of the presentations from the PPLD's annual history symposium events and other related content. The symposia, and affiliated Regional History Series of books and DVDs, chronicle the unique and often undocumented history of Colorado and the Rocky Mountain West.
- Most recent episode: Disasters of the Pikes Peak Region Part 2

Join your friendly PPLD Librarians Christine, Heidi, and Melissa for our **PPLD in the Stacks** podcast! Learn about Library resources to help you find your next great read and find out what fun events are coming up at the Library.
- Most recent episode: This month's genre spotlight is on Women's History

PPLD Associated Events Calendar 2017 - April 11, 2017
- Dates and details subject to change / calendar updated monthly
- More events and programs can be found at www.ppld.org
- For details on specific events, contact Sean Anglum, CEOO
  Officer, sanglum@ppld.org

APRIL
Big Cool Science Festival @ Colorado College campus – Sat., Apr. 8, 10:00am-4:00pm
PPLD *11th Annual Mountain of Authors* @ Library 21c – Sat., Apr. 8, 11:00am-5:00pm
PPLD *One Book 4 Colorado Parties (*@ HI, MO, EA, PA, 21c- check website for times) - Sat. Apr. 8
PPLD Book Lovers Mixer: *60s & 70s w/ Joe Uvegas* - @ Penrose Library – Sat., April 22, 3:30-5:30pm
Pikes Peak Poet Laureate presents *A Tribute to Bob Dylan* @ 21c Atrium – Sun., Apr. 23, 2:00pm
PPLD *Coffee w/ Dr. Andre Spencer, Harrison Dist. 2 Supr.* @ Sand Creek Library – Wed., April 26, 6:00pm
PPLD *One Book 4 Colorado Author Visit / Linnea Riley* @ 21c. - Thurs. Apr. 27, 10:30am
Arts Business Education (ABE) Luncheon @ the Antlers – Thurs., Apr. 27, 11:30am
Frank Waters/Golden Quill Luncheon @ the Antlers (w/CJ Box & Charles Rockey) – Sat., Apr. 29, 12 noon
Healthy Kids Day @ the Y (District wide) – Sat., Apr. 29

MAY
National Comic Book Day (@ EA, HO,21c,MO, PE-check website for times) – Sat., May 6
PPLD/Greenberg Center *Justice For All w/ Morris Dees* @ Hilton Doubletree – Thurs., May 18, 6:00pm
PPLD *New York Times Crossword Tournament* @ 21c – Sat., May 20
Meadowgrass Music Festival @ La Foret Center/Black Forest – Fri.-Sun., May 26-28

JUNE
PPLD *Summer Adventure* (Summer Reading) Kickoff – Thurs., Jun. 1
RMPBS/KTSC-TV *KidsFest* @ Acacia Park – Sat., Jun. 3
PPLD History Symposium *Enduring Legacies and Forgotten Landmarks* @ 21c - -Sat., Jun. 10
Juneteenth Caribbean Heritage Festival @ Hillside Community Center – Sat., Jun. 17
Children's Hospital Colorado / *Climb for Courage* @ Falcon Stadium – Sat., Jun. 24
Denver Comic Con @ Colorado Convention Center – Fri.-Sun., Jun.30, Jul. 1,2

JULY
PPLD *Summer Adventure* Parties – (various dates & locations.)
  Friday, July 14, 10 a.m. to noon - North Party @ Palmer Lake Village Green
  Friday, July 21, 10 a.m. to noon – South Party in Fountain @ John Metcalf Park
  Friday, July 28, 10 a.m. to noon – Central Party @ George Fellows Park behind the
East Library

U.S. Naturalization Ceremony @ 21c – (Date TBA)

AUGUST
Dragon Theatre Productions *Jungle Book* @ 21c – Fri. & Sat., Aug. 4, 5, 11, 12 (times TBA)
PPLD *Homeschool Fair* @ 21c – Fri., Aug. 11
DOH *Back to School Fair* @ Springs Church – Sat., Aug. 12
Destination Fort Carson @ Fort Carson (contact Sean/CEOO for instructions) – Thurs., Aug. 24

SEPTEMBER
Geeks Who Drink Trivia Fundraiser @ 21c– Fri., Sept. 8
What IF Festival of Innovation & Imagination / Downtown Colorado Springs – Sat., Sept. 9
APPR book & author events – (Various dates & locations. Sept.-Nov., TBA)

OCTOBER
Successful Aging Expo @ Doubletree – Sat., Oct. 7
Colorado Springs Science Festival/*Carnival Day* @ UCCS – Sat., Oct. 14
Makers & Friends @ Pikes Peak Makerspace - Wed., Oct. 18
Colorado Springs *Mini Maker Faire* @ 21c – Sat., Oct. 21
Malloween @ Chapel Hills Mall – Tues., Oct. 31 (Halloween)

DECEMBER
Festival of Lights Parade / Downtown Colorado Springs – Sat., Dec. 2
Noon Year's Eve @ Pikes Peak Expo Center – Sun., Dec. 31

Update 4/1/17

Mission: To support, preserve, and promote our public library system.

Vision: Every person in our community values the critical role of the Pikes Peak Library District for the common good.

March Book Sale was a success with sales totally $8000.00 +.

Upcoming Event: Frank Waters and Golden Quill Awards Luncheon, April 29, 2017

Online Book Sales 3/27/2017

AMAZON SALES TOTALS (Month, Year, Project)
NOTE: **FBA** means "Fulfilled By Amazon". **MF** means "Merchant Fulfilled"
- MTD $2,103 **(23% FBA)**   68 units **(21% FBA)** $30.92 avg. sale **($34.31FBA)**
- YTD $7,426   234 units $31.74 avg. sale
- PTD $35,969   1,343 units $26.82 avg. sale

eBAY SALES TOTALS (Month, Year, Project)
MTD $325.18   2 auctions

INVENTORY
- 751 active MF SKUs are currently listed on Amazon
- 107 active FBA SKUs are currently online
- 1 small cart plus two shelves of items for eBay/etsy
- eBay – two custom lots listed
- Approximately 9 tubs plus 1 small cart of items waiting to be listed

Still waiting for expert opinion on the Harper Lee signed "To Kill A Mockingbird"

Dr. Birdie Miller & Gene Hagan were approved as new Friends of PPLD Board Members

Follow up with staff from the State Historical Assessment Grant Contract to set up a site visit and kick off preliminary activities for the Assessment Grant. Several members of staff will be meeting with the SHF representatives.

The NASA @ My Library grant for STEM training and program kits was submitted. This grant will promote STEM education. We targeted the South East Colorado Springs area and the Sand Creek Branch, in particular. An important by-product of the application process was the positive outreach to possible partners who readily submitted letters of support on our behalf for the grant.

In addition, the Foundation submitted the $25,000 grant application to the ECMC Foundation toward support of Adult Education.

Women, Wealth and Wisdom engaged 40 attendees with a panel of very professional women (accountant, attorney, investment manager, and philanthropist). The morning long workshop produced a planned giving prospect.

The Geeks who Drink partnership (sponsorship) solicitation is underway. It is scheduled for Sept. 8.
Several prize sponsors have agreed to participate, including the beer sponsor!

There were 31 Facebook postings this month and will likely end the month at 35.

Pikes Peak Library District

February 2017 Financial Report

Presented to Board of Trustees April 11, 2017

Pikes Peak Library District
General Fund Summary   **Percent of Year**   **16.7%**
For the Two-Month Period Ended February 28,

General Fund	Year-To-Date		Change	% Chg.	Notes
	2017	**2016**			
Revenues					
Property Taxes	$ 9,627,076	$ 9,406,095	$ 220,981	2.3%	
Specific Ownership Taxes	527,799	446,957	80,842	18.1%	1
Fines and Fees	55,170	84,591	(29,421)	-34.8%	2
Interest Income	16,031	6,117	9,913	162.1%	3
Other Revenue	13,051	17,429	(4,378)	-25.1%	
Total Revenues	$ 10,239,127	$ 9,961,189	$ 277,938	2.8%	

1   Specific ownership tax collections are slightly higher than expected for the first two months of the year. This in part
    is due to the continual growth on the local economy.

2   Fines and fees revenue will be lower in 2017 compared to 2016 primarily becausePPLD no longer assesses fines on juvenile
    and teen materials (effective 1/1/2017).

3   Nationally, interest rates are expected to increase during 2017 for various reasons.

Pikes Peak Library District
Statement of Revenues
General Fund
Period 01/01/2017 - 02/28/2017

Account Description	Original Approp	Ytd Received	Available Budget	% Received
Tax Revenue				
Property Taxes - Current	$ 25,844,236	$ 9,642,157	$ 16,202,079	37.3%
Property Taxes-Abatement	(95,000)	(20,621)	(74,379)	21.7%
Property Taxes - Omitted	3,150	629	2,521	20.0%
Property Taxes - Delinquent	15,000	4,777	10,223	31.8%
Penalty/Interest-Del Property	30,000	134	29,866	0.4%
Specific Ownership Taxes	2,825,000	527,799	2,297,201	18.7%
Local Gov In Lieu Of Tax	9,250	-	9,250	0.0%
Total Tax Revenue	28,631,636	10,154,875	18,476,761	35.5%
Intergovernmental				
State Grant - Library Materials	145,000	-	145,000	0.0%
Federal - eRate Funding	225,000	-	225,000	0.0%
Total Intergovernmental	370,000	-	370,000	0.0%
Fines and Fees				
Fines And Fees	326,420	54,572	271,848	16.7%
Collection Agency Fees	3,580	598	2,982	16.7%
Other Fees	1,500	-	1,500	0.0%
Total Fines and Fees	331,500	55,170	276,330	16.6%
Interest Income				
Interest Earnings	100,000	16,031	83,969	16.0%
Other Revenue				
Donations-PPLD Foundation	801,753	-	801,753	0.0%
Donations - Civic Organization	15,000	-	15,000	0.0%
Donations - Other Categories	20,000	70	19,930	0.4%
Copier Charges	30,450	3,495	26,955	11.5%
Patrn Mgmt System Printer	24,550	2,347	22,203	9.6%
Parking Lot Collections	34,000	3,694	30,306	10.9%
Merchandise Sales	5,500	270	5,230	4.9%
Meeting Room Rental	-	113	(113)	100.0%
Miscellaneous	13,000	1,400	11,600	10.8%
Sales Of Assets - Gen Capital	4,200	265	3,935	6.3%
Sales Of Assets-Lost Library Mat	20,800	1,396	19,404	6.7%
Total Other Revenue	969,253	13,051	956,202	1.3%
Total General Fund Revenues	$ 30,402,389	$ 10,239,127	$ 20,163,262	33.7%

Pikes Peak Library District
General Fund Summary
For the Two-Month Period Ended February 28,

General Fund	Year-To-Date				
	2017	2016	Change	% Chg.	Notes
Expenditures					
Personnel	$ 2,514,146	$ 2,618,832	$ (104,686)	-4.0%	1
Supplies	86,258	33,588	52,670	156.8%	
Library Materials	593,227	388,839	204,388	52.6%	
Utilities	50,939	1,476	49,463	3350.6%	
Telecommunication costs	107,034	34,534	72,500	209.9%	
Contractual Services	528,708	480,377	48,330	10.1%	
Repairs and Maintenance	57,001	25,232	31,768	125.9%	
Other Services	51,549	41,284	10,265	24.9%	
Capital Outlay	14,781	6,750	8,031	119.0%	
Operating Transfers To Other Funds	-	-	-		
Total Expenditures	$ 4,003,642	$ 3,630,913	$ 372,729	10.3%	

Overall Fluctuations in expenditure balances typically occur during the first two months of the year for various reasons including the timing of payments for both the current and pioor years. Typically January and February are months in which prior year expenditures are paid, However, for 2017, we were able to pay of 2016 expenditures quicker than we were able to do in 2016. In addition, several key positions were vacant during the first quarter of 2016 resulting in a slowdown in the payment processes.

1 Personnel costs are down for the first two months of 2017 primarily because many (not all) vacant positions have been held open pending the results of the compensation study.

Pikes Peak Library District
Statement of Expenditures
General Fund
Period 01/01/2017 - 02/28/2017

Account Description	Fy 2017 Budget	Ytd Expended	Available Budget	% Used
Personnel Services				
Regular Employees	$ 13,878,794	$ 1,855,238	$ 12,023,555	13.4%
Temporary Employees	148,820	11,906	136,914	8.0%
Substitute Employees	511,243	78,741	432,502	15.4%
Work-Study And Internship	32,439	-	32,439	0.0%
Social Security Contributions	1,009,721	141,735	867,986	14.0%
Retirement Contributions	757,517	106,933	650,584	14.1%
Health Plan Contributions	1,617,000	298,018	1,318,982	18.4%
Unemployment Compensation	44,000	-	44,000	0.0%
Workers Compensation	97,000	6,910	90,090	7.1%
Vision Plan Ins Contributions	54,000	7,777	46,223	14.4%
Life A&D Ins Contributions	51,000	6,887	44,113	13.5%
Tuition Reimbursement	30,000	-	30,000	0.0%
Total Personnel Services	18,231,533	2,514,146	15,717,388	13.8%
Supplies				
General Supplies	200,884	23,912	176,972	11.9%
Microform Supplies	2,450	-	2,450	0.0%
Software Purchases	302,104	47,126	254,978	15.6%
Computer Supplies	46,000	1,340	44,660	2.9%
Processing Supplies	95,000	991	94,009	1.0%
Office Supplies	140,950	12,873	128,077	9.1%
Other Supplies	40,501	16	40,485	0.0%
Total Supplies	827,889	86,258	741,631	10.4%
Library Materials				
Audio-Visual Materials	886,800	119,476	767,324	13.5%
Books	1,529,750	148,229	1,381,521	9.7%
E-Materials	1,093,500	128,597	964,903	11.8%
Library Materials - Other	261,000	38,691	222,309	14.8%
Microforms	5,000	-	5,000	0.0%
Periodicals	120,443	91,832	28,611	76.2%
Serials	28,000	13,859	14,141	49.5%
Databases - On-Line Services	401,211	51,080	350,131	12.7%
Memorial Materials	-	1,464	(1,464)	100.0%
Total Library Materials	4,325,704	593,227	3,732,477	13.7%
Utilities				
Gas	99,713	11,183	88,530	11.2%
Electric	477,480	36,684	440,796	7.7%
Water And Sewer	102,525	3,072	99,453	3.0%
Total Utilities	679,718	50,939	628,779	7.5%
Telecommunications				
Data Telecommunications	193,880	99,680	94,200	51.4%

Account Description	Fy 2017 Budget	Ytd Expended	Available Budget	% Used
Voice Telecommunications	57,600	7,353	50,247	12.8%
Cellular Telecommunicati	73,200	-	73,200	0.0%
Computer Support - Internet	135,000	-	135,000	0.0%
Telecommunications Expansion	10,000	-	10,000	0.0%
Total Telecommunications	469,680	107,034	362,646	22.8%
Contractual Services				
Janitorial Services	401,200	62,026	339,174	15.5%
Rental-Library Facilitie	527,287	84,558	442,729	16.0%
Common Area Mntn Costs	139,745	24,004	115,741	17.2%
Rental-Storage Area	16,200	2,700	13,500	16.7%
Audit	41,450	-	41,450	0.0%
Legal	50,000	8,128	41,872	16.3%
Consultant	179,500	4,006	175,494	2.2%
Cataloging	50,600	-	50,600	0.0%
Trash Removal	22,799	2,923	19,876	12.8%
Copier Services	45,000	21,220	23,780	47.2%
Courier Services	200,800	-	200,800	0.0%
Ins-Not Employee Benefit	181,000	149,743	31,257	82.7%
Collection Agency Fees	41,000	-	41,000	0.0%
Printing	100,200	-	100,200	0.0%
Programming	273,169	15,603	257,566	5.7%
Treasurer Fees	386,656	144,715	241,941	37.4%
Microfilming Services	19,600	4,482	15,118	22.9%
Computer Support Agreement	140,500	-	140,500	0.0%
Maintenance-Computer Equipment	208,882	-	208,882	0.0%
Software Licenses	94,000	-	94,000	0.0%
Employee Assistance Program	17,000	1,235	15,765	7.3%
Parking	42,375	3,365	39,010	7.9%
Total Contractual Services	3,178,963	528,708	2,650,255	16.6%
Repairs and Maintenance				
Grounds Maintenance	71,400	4,912	66,488	6.9%
Vehicle Operating Supplies	54,750	4,189	50,561	7.7%
Maintenance-Equipment	501,198	31,268	469,930	6.2%
Repairs-Equipment	20,850	2,477	18,373	11.9%
Repairs-Furniture	32,500	1,237	31,263	3.8%
Repairs-Buildings	140,850	12,919	127,931	9.2%
Total Repairs and Maintenance	821,548	57,001	764,547	6.9%
Other Services				
Translation Services	2,500	-	2,500	0.0%
Advertising	2,750	-	2,750	0.0%
Bank And Trustee Fees	26,600	3,842	22,758	14.4%
Information Listing	15,000	8,237	6,763	54.9%

Pikes Peak Library District
Statement of Expenditures
General Fund
Period 01/01/2017 - 02/28/2017

Account Description	Fy 2017 Budget	Ytd Expended	Available Budget	% Used
Mileage/Travel Reimbursemant	70,959	3,118	67,841	4.4%
Employee Recruitment	39,500	2,771	36,729	7.0%
Employee Testing	500	-	500	0.0%
Dues/Membership/Bus Functions	58,996	6,504	52,492	11.0%
Merchandising	5,000	-	5,000	0.0%
Employee Recognition/Excellence	20,525	-	20,525	0.0%
Board Of Trustees	5,000	819	4,181	16.4%
Community Outreach	70,000	1,593	68,407	2.3%
Training	228,516	9,686	218,830	4.2%
Signage	8,000	140	7,860	1.8%
Bindery	5,000	401	4,599	8.0%
Summer Reading Club	42,506	7,873	34,633	18.5%
Patron Reimbursement	1,000	-	1,000	0.0%
Postage	92,500	4,347	88,153	4.7%
Volunteer Program	5,900	41	5,859	0.7%
Safety & Wellness	18,500	104	18,396	0.6%
Other Grant Designated Fund Exp	352,884	1,312	351,572	0.4%
Administrative Support	10,500	-	10,500	0.0%
Rental-Equipment	1,000	-	1,000	0.0%
Other Expenses	14,589	761	13,828	5.2%
Total Other Services	1,098,225	51,549	1,046,676	4.7%
Capital Outlay				
Video Equip & Access	4,000	-	4,000	0.0%
Land Improvement	17,184	-	17,184	0.0%
Buildings	83,465	2,485	80,980	3.0%
Equipment	264,000	-	264,000	0.0%
Furniture	34,500	12,296	22,204	35.6%
Shelving	2,000	-	2,000	0.0%
Capital Outlay-Other Expenditures	17,500	-	17,500	0.0%
Total Capital Outlay	422,649	14,781	407,868	3.5%
Operating Transfers to Other Funds				
Fund Transfers Out	736,341	-	736,341	0.0%
Total Expenditures	$ 30,792,250	$ 4,003,642	$ 26,788,609	13.0%

Pikes Peak Library District
Special Revenue Funds
Period 01/01/2017 - 02/28/2017

Fund Balance - Januaru 1, 2017	$	296,848
Budgeted Revenues		-
Budgeted Expenditures		75
Fund Balance - January 31, 2017	$	296,773

Fund Balance - By Fund

Annual Fund	$	7,000
Cheyenne Mountain Library Fund		9,067
Fountain Branch Library Fund		18,650
High Prairie Library Fund		176,075
Old Colorado City Library Fund		11,372
Palmer Lake Library Fund		306
Sand Creek Library Fund		60,546
Mobile Library Services Fund		1,916
1905 Carnegie Library Facility Fund		8,736
Carnegie Garden Support Fund		1,887
Special Collections Support Fund		1,113
Other Programs Fund		105
	$	296,773

Pikes Peak Library District
East Library Capital Projects Fund
Period 01/01/2017 - 02/28/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Expenditures							
2017 Budget							
Roof Inspection And Repairs	$ 3,500	$ -	$ 3,500	$ -	$ -	$ 3,500	0.0%
Blinds For ESL Office	2,200	-	2,200	-	-	2,200	0.0%
Blinds For Erc/Maker Space	4,500	-	4,500	-	-	4,500	0.0%
Window Leak-2nd Floor	7,500	-	7,500	-	-	7,500	0.0%
Additional Meeting Room Chairs	2,250	-	2,250	-	-	2,250	0.0%
Teen Center-Interior Paint	4,000	-	4,000	-	4,000	-	100.0%
Furnishings/Barrier Tween Area	4,000	-	4,000	-	-	4,000	0.0%
Mural	5,000	-	5,000	-	5,000	-	100.0%
Chair Replacement	3,500	-	3,500	-	2,542	958	72.6%
Sub-Total	36,450	-	36,450	-	11,542	24,908	31.7%
Carryover From 2016							
Water Treatment System	-	3,000	3,000	-	-	3,000	0.0%
Roof Inspection and Repairs	-	2,375	2,375	-	-	2,375	0.0%
Ea Update Security Equipment	-	5,000	5,000	-	-	5,000	0.0%
Paint Shelves	-	945	945	-	945	-	100.0%
Educational Resource Center	-	3,733	3,733	52	160	3,521	5.7%
IT Equipment	-	2,071	2,071	-	-	2,071	0.0%
Sub-Total	-	17,124	17,124	52	1,105	15,967	6.8%
Total Expenditures	36,450	17,124	53,574	52	12,647	40,875	23.7%
Sources of Funds							
Operating Transfer - General Fund	$ -	$ -	$ -	-	$ -	$ -	0.0%
Excess Revenues over Expenditures				(52)			
Fund Balance - January 1, 2017				128,219			
Fund Balance - February 28, 2017				$ 128,167			

Pikes Peak Library District
Penrose Library Capital Projects Fund
Period 01/01/2017 - 02/28/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Expenditures							
2017 Budget							
Additional Lighting	$ 1,000	$ -	$ 1,000	$ -	$ -	$ 1,000	0.0%
Roof Maintenance	3,500	-	3,500	-	-	3,500	0.0%
Window Blinds For EA	3,200	-	3,200	-	-	3,200	0.0%
Replace Existing Parking Meter	50,000	-	50,000	-	-	50,000	0.0%
Facade Repair	16,000	-	16,000	-	-	16,000	0.0%
Elevator Modernization - Cab	45,000	-	45,000	-	-	45,000	0.0%
Convert Pea Gravel Walk	2,000	-	2,000	-	2,000	-	100.0%
Wood Repairs & Scaffolding	40,000	-	40,000	-	-	40,000	0.0%
Shelving Signage	2,000	-	2,000	-	-	2,000	0.0%
Replace 4 Staff Chairs	1,500	-	1,500	-	-	1,500	0.0%
Sub-Total	164,200	-	164,200	-	2,000	162,200	1.2%
Carryover From 2016							
Roof Inspection And Repairs	-	2,280	2,280	-	-	2,280	0.0%
Replace Floors In Elevators	-	3,500	3,500	-	-	3,500	0.0%
Window Caulking	-	53,013	53,013	-	-	53,013	0.0%
Furniture And Equipment	-	464	464	-	-	464	0.0%
Sub-Total	-	59,257	59,257	-	-	59,257	0.0%
Total Expenditures	164,200	59,257	223,457	-	2,000	221,457	0.9%
Sources of Funds							
Operating Transfer - General Fund	$ 59,690	$ -	$ 59,690	-	$ -	$ 59,690	0.0%
Excess Revenues over Expenditures				-			
Fund Balance - January 1, 2017				167,926			
Fund Balance - February 28, 2017				$ 167,926			

Pikes Peak Library District
Library 21c Capital Projects Fund
Period 01/01/2017 - 02/28/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Expenditures							
2017 Budget							
Parking Repairs	$ 570,000	$ -	$ 570,000	$ -	$ 533,000	$ 37,000	93.5%
Sound Attenuation	5,000	-	5,000	-	1,851	3,149	37.0%
Improve Teen Gaming Room	30,000	-	30,000	-	-	30,000	0.0%
Install Electrical Outlets	5,000	-	5,000	-	-	5,000	0.0%
ADA Fixtures	10,000	-	10,000	-	-	10,000	0.0%
Signage	5,000	-	5,000	-	-	5,000	0.0%
Patron Registration	3,000	-	3,000	-	-	3,000	0.0%
Taz 3D Pronter	10,000	-	10,000	-	-	10,000	0.0%
Portable Projectors	13,000	-	13,000	-	-	13,000	0.0%
Munis Record Management Syst	30,000	-	30,000	-	-	30,000	0.0%
Sub-Total	681,000	-	681,000	-	534,851	146,149	78.5%
Carryover From 2016							
Parking Repairs	-	30,000	30,000	-	-	30,000	0.0%
Install Ceiling Fans In Childrens	-	1,750	1,750	-	-	1,750	0.0%
Sound Dampening Of AMH Space	-	3,000	3,000	-	-	3,000	0.0%
Contingency	-	37,868	37,868	-	-	37,868	0.0%
Staging	-	4,675	4,675	-	-	4,675	0.0%
Audio/Lighting	-	4,000	4,000	-	-	4,000	0.0%
Audio Room - Mikes Hanging	-	1,500	1,500	-	-	1,500	0.0%
Sub-Total	-	82,793	82,793	-	-	82,793	0.0%
Total Expenditures	681,000	82,793	763,793	-	534,851	228,942	70.0%
Sources of Funds							
Donations	$ 30,000	$ -	$ 30,000	-	$ -	$ 30,000	0.0%
Excess Revenues over Expenditures				-			
Fund Balance - January 1, 2017				777,665			
Fund Balance - February 28, 2017				$ 777,665			

Pikes Peak Library District
Capital Reserve Fund
Period 01/01/2017 - 02/28/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Expenditures							
2017 Budget							
Ho-Access Control	5,700	-	5,700	-	-	5,700	0.0%
Mo-Access Control	12,000	-	12,000	-	-	12,000	0.0%
Ro-Access Control	2,000	-	2,000	-	-	2,000	0.0%
Sa-Access Control	1,100	-	1,100	-	-	1,100	0.0%
Upgrade Intrusion Alarm System	20,000	-	20,000	-	-	20,000	0.0%
Mo-Carpet Replacement	30,000	-	30,000	-	-	30,000	0.0%
Dw- Concrete Replacement	12,000	-	12,000	-	-	12,000	0.0%
Dw - Asphalt Repairs	15,000	-	15,000	-	-	15,000	0.0%
Mo-Painting	10,000	-	10,000	-	-	10,000	0.0%
Staff Lounges Improvements	30,000	-	30,000	-	-	30,000	0.0%
Adult Ed Improvements	30,000	-	30,000	-	-	30,000	0.0%
Water Management System	25,000	-	25,000	-	-	25,000	0.0%
Furniture Replacement	25,000	-	25,000	-	-	25,000	0.0%
Standing Workstation-Garage	1,000	-	1,000	-	-	1,000	0.0%
Ho-Study Table & Chairs	9,000	-	9,000	-	8,957	43	99.5%
Mo-Storage Cabinets	1,500	-	1,500	-	-	1,500	0.0%
Mo-Reupholster Mr Chairs	1,600	-	1,600	-	-	1,600	0.0%
Pa-Storage Shed	2,800	-	2,800	-	-	2,800	0.0%
Pa-Reupholster Patron Chairs	1,000	-	1,000	-	-	1,000	0.0%
Vehicles	50,000	-	50,000	-	-	50,000	0.0%
Bo - Senior Van	75,000	-	75,000	-	-	75,000	0.0%
Contingency	25,000	-	25,000	-	486	24,514	1.9%
Servers-Replacements	40,000	-	40,000	-	-	40,000	0.0%
Maintenance Hard&Soft	52,323	-	52,323	-	-	52,323	0.0%
Maintenance Datadomains	24,000	-	24,000	-	-	24,000	0.0%
Primary Storage	25,000	-	25,000	-	-	25,000	0.0%
Offsite Backup System	20,000	-	20,000	-	-	20,000	0.0%

Pikes Peak Library District
Capital Reserve Fund
Period 01/01/2017 - 02/28/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Replace Computers	80,000	-	80,000	-	-	80,000	0.0%
Upgrades To Avid Liquid 7.0	1,000	-	1,000	-	-	1,000	0.0%
Laptops, Tablets, Netbooks	25,000	-	25,000	-	-	25,000	0.0%
Self-Check Stations	82,434	-	82,434	-	-	82,434	0.0%
Other Peripheral-Video Project	12,000	-	12,000	-	-	12,000	0.0%
Telecom Switches	60,000	-	60,000	-	-	60,000	0.0%
Firewall Replacement	45,000	-	45,000	-	-	45,000	0.0%
Update Security Equip - Pe	5,000	-	5,000	-	-	5,000	0.0%
Ut-Ceiling Projector	1,000	-	1,000	-	-	1,000	0.0%
Dibos And Camera Upgrades	50,000	-	50,000	-	-	50,000	0.0%
Children'S Equipment	52,000	-	52,000	-	-	52,000	0.0%
Computer Commons Equipment	26,000	-	26,000	-	-	26,000	0.0%
Special Collections Equip	29,000	-	29,000	-	-	29,000	0.0%
Cloud Computing Transition	15,000	-	15,000	-	-	15,000	0.0%
Mo Library It Infrastruct	50,000	-	50,000	-	-	50,000	0.0%
Ea Library Tween Computers	4,000	-	4,000	-	-	4,000	0.0%
Ch Patron Laptops	5,000	-	5,000	-	-	5,000	0.0%
Sub-Total	1,088,457	-	1,088,457	-	9,443	1,079,014	0.9%

Carryover From 2016

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Building Maint-Minor Renov Prj	-	25,000	25,000	-	-	25,000	0.0%
Ch Carpet Replacement	-	30,000	30,000	23,520	-	6,480	78.4%
Ho - Rolling Wall Partition	-	2,200	2,200	-	-	2,200	0.0%
Ho - upgrade lock	-	5,000	5,000	-	-	5,000	0.0%
Ma - Building Maintenance/Mino	-	10,000	10,000	-	-	10,000	0.0%
Ma - Other Furn Or Equip Repl	-	1,000	1,000	-	-	1,000	0.0%
Mo-Drive Up Book Drop Improv	-	6,583	6,583	-	-	6,583	0.0%
Mo-Restroom Improvements	-	1,330	1,330	-	-	1,330	0.0%
Dw- Concrete Replacement	-	7,171	7,171	-	-	7,171	0.0%
Dw - Asphalt Repairs	-	15,373	15,373	-	-	15,373	0.0%

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Dw-Card Reading Access Accesso	-	5,300	5,300	-	-	5,300	0.0%
Vehicles	-	10,300	10,300	-	-	10,300	0.0%
New Wrap For Bookmobile 702	-	5,000	5,000	-	-	5,000	0.0%
Replace Generator For Bo	-	11,000	11,000	-	-	11,000	0.0%
Contingency	-	78,118	78,118	-	5,693	72,425	7.3%
Other Expenses	-	1,125	1,125	-	-	1,125	0.0%
Servers	-	629	629	-	-	629	0.0%
Servers-Replacements	-	15,000	15,000	-	-	15,000	0.0%
Windows Server Cal'S	-	26,582	26,582	-	-	26,582	0.0%
Maintenance Hard&Soft	-	44,276	44,276	32,801	-	11,475	74.1%
Webcams For Server Rooms	-	403	403	-	-	403	0.0%
Sirsi Test Server	-	2,532	2,532	-	-	2,532	0.0%
Cloud Hosting Support	-	11,485	11,485	-	-	11,485	0.0%
Maintenance Datadomains	-	7,028	7,028	-	-	7,028	0.0%
Laptops, Tablets, Netbooks	-	32,454	32,454	32,454	-	-	100.0%
Adult Literacy Depart Laptops	-	4,371	4,371	4,371	-	-	100.0%
Laptop Staff Lab - Pe	-	615	615	615	-	-	100.0%
Laptop Lab Cc	-	13,000	13,000	-	-	13,000	0.0%
Laptops - Ch	-	5,000	5,000	-	-	5,000	0.0%
Laptops-Ho	-	6,000	6,000	-	-	6,000	0.0%
Self-check stations	-	62,695	62,695	62,695	-	-	100.0%
Barcode Scanners	-	15,102	15,102	-	-	15,102	0.0%
Other Peripheral-Video Project	-	13,464	13,464	-	-	13,464	0.0%
Tipping Point Replacements	-	5,270	5,270	-	-	5,270	0.0%
Scala - Software Upgrade	-	2,602	2,602	-	-	2,602	0.0%
Mobile Device Management	-	5,200	5,200	-	-	5,200	0.0%
Archival Manag System	-	12,000	12,000	-	-	12,000	0.0%
Replace Data Domain	-	1,255	1,255	-	-	1,255	0.0%
Equip Init - Security	-	8,121	8,121	-	-	8,121	0.0%
Cash Drawer Project	-	5,000	5,000	-	-	5,000	0.0%
Network All Copiers	-	4,958	4,958	-	-	4,958	0.0%

Pikes Peak Library District
Capital Reserve Fund
Period 01/01/2017 - 02/28/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Children's-Ipads For Programmi	-	1,769	1,769	-	-	1,769	0.0%
Data Drops At Ho	-	1,000	1,000	-	-	1,000	0.0%
Wan Upgrades, Treaching	-	11,963	11,963	-	-	11,963	0.0%
Phone System	-	29,768	29,768	-	12,501	17,267	42.0%
Bibframe Linked Data Project	-	12,500	12,500	-	-	12,500	0.0%
Launchpad Kids App/Games/Educa	-	40,000	40,000	-	-	40,000	0.0%
Laptop For Special Collection	-	2,000	2,000	-	-	2,000	0.0%
Small Nas For Special Collecti	-	1,250	1,250	-	-	1,250	0.0%
Ma-Downstairs Pac, Cabling	-	2,000	2,000	-	-	2,000	0.0%
Replace Jamex Boxes	-	15,786	15,786	-	-	15,786	0.0%
New Computers, Apps For Childr	-	10,000	10,000	-	-	10,000	0.0%
Contingency I/T	-	17,358	17,358	-	-	17,358	0.0%
Sub-Total	-	664,936	664,936	156,456	18,194	490,286	26.3%
Total Expenditures	1,088,457	664,936	1,753,393	156,456	27,637	1,569,300	10.5%

Sources of Funds

Operating transfer - General Fund	$ 676,651	$ -	$ 676,651	-	$ -	$ 676,651	0.0%

Excess Revenues over Expenditures   (156,456)

Fund Balance - January 1, 2017   1,044,910

Fund Balance - February 28, 2017 $ 888,454

Pikes Peak Library District
Receipts and Disbursements by Cash Account
For the Month Ended Feb 28, 2017

	ColoTrust Investments	Wells Fargo Checking	Total Cash
Cash Feb 1, 2017	$ 10,502,213	$ (87,530)	$ 10,414,683
Receipts Feb. 2017			
Property Taxes	1,023,524	-	1,023,524
Daily Cash Receipts	-	20,753	20,753
Credit Card Receipts	-	15,192	15,192
Return items and adjustments	-	-	-
Interest	7,062	-	7,062
Disbursements Feb. 2017			
Payment of Bills week of 1/30/17	-	(234,911)	(234,911)
Payment of Bills week of 2/6/17	-	(161,613)	(161,613)
Payment of Bills week of 2/13/17	-	(287,978)	(287,978)
Payment of Bills week of 2/20/17	-	(496,594)	(496,594)
Payment of Bills week of 2/27/17	-	(166,797)	(166,797)
Payroll 2/10/17	-	(526,628)	(526,628)
Payroll 2/24/18	-	(533,399)	(533,399)
EOM Payroll bills	-	(195,519)	(195,519)
Bank and credit card fees	-	(1,982)	(1,982)
Transfer between funds	(2,100,000)	2,100,000	-
Cash Feb. 28, 2017	$ 9,432,800	$ (557,005)	$ 8,875,795

Pikes Peak Library District Financial Dashboard

Cash and Investment Balance

Legend: 2015, 2016, 2017

Operating Revenues Fiscal Year 2017

Category	%
Tax Revenue	35.5%
Intergovernmental	0.0%
Fines and Fees	16.6%
Interest Income	16.0%
Other Revenue	1.3%
Total Revenues	33.7%

Operating Expenditures Fiscal Year 2017

Category	%
Personnel Services	13.8%
Supplies	10.4%
Library Materials	13.7%
Utilities	7.5%
Telecommunications	22.8%
Contractual Services	16.6%
Repairs/Maintenance	6.9%
Other Services	4.7%
Capital Outlay	3.5%
Operating Transfers	0.0%

Operating Budget 2017

$422,649 , 1%
$1,098,225 , 4%
$821,548 , 3%
$736,3 41 , 2%
$469,680 , 2%
$3,178,962 , 10%
$679,718 , 2%
$4,325,704 , 14%
$18,231,535 , 59%
$827,889 , 3%

Legend:
- Personnel
- Supplies
- Library Materials
- Utilities
- Telecommunications
- Contractual Services
- Repairs and Maintenance
- Other Services
- Capital Outlay
- Transfers Other Funds

Library Services

The February East Senior Lunch & A Movie featured *Sully* with 81 seniors in attendance.

During book talks at Skyview Middle School, there was a fire drill during one of the sessions. On the way out, Britt Bloom, Teen Services Specialist overheard a student telling his friend in the hall that he used to think libraries were lame, but now he knows that they're awesome.

Pikes Peak Highlanders, the Second Sunday Concert at Library 21c, had 165 people attend.

Assisted mobility scooter was put into service for Penrose patrons (similar to East and L21c). The scooter is checked out to patrons needing this capability for three hour periods and is intended for use in the library.

On February 28, Circulation staff provided a special table by 21c Children's area in order to set up library cards for families attending the D20 Preschool Open House 4-6pm.

On February 27, Joy Fleishhacker, Children's librarian, hosted an art reception for artists from Audubon Elementary at the East Library. The event was attended by 35 artists and family members, along with the Audubon art teacher.

Tammy Sayles, Nonprofit Resources Librarian, taught 3 classes in Grant Seeking and Grant Writing for the UCCS Undergrad Technical Writing Class and the UCCS Graduate Nonprofit Management Class.

Photo Archivist, Bill Thomas, continues to develop the "African Americans in Colorado Springs" Collection. When a PPLD patron learned about this, the patron made contact with two surviving members of famed Tuskegee Airmen and brought in their photographs for scanning to add to this collection. This is a noteworthy addition to this collection.

Partnerships big and small happen bringing the branch libraries to the community or the community to us.

Adult Ed: A Pikes Peak Work Force representative attended HSE orientation on February 7 to discuss services available in the Youth Program. Teona Shainidze Krebs attended the Indy Gives ceremony to accept funds donated to Adult Education during the Indy Gives campaign.

CH: The new Book Club at Bristol Brewing was a three-way partnership between the CH library, Friends of Cheyenne Canyon and Bristol Brewing. Steve Oliveri of Bristol said, *I thought it was a phenomenal program. It is easily one of my biggest successes at Bristol. We had a great intergenerational showing, mixed male/female attendance, varied and respectful conversation. They all connected to the library and created a new association with Bristol / Ivywild School.*
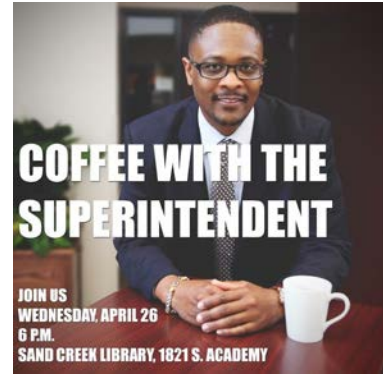
HI: Laura has stepped up to be the designated person from High Prairie to attend the Eastern Plains Chamber of Commerce meetings. Her knowledge of the community will help in our integration in the group.

HO: *Black History Month Celebration* was February's featured event. Patrons of all ages enjoyed activities: authors, music, films, games and creative expression by writing on the "Peace Table". Author Lonzie Symonette read aloud from her books.

MA/UT: A Knit One member who rides the bus to get to the library received a donation of yarn when the bus driver found out about the group's knitting for charitable projects.

MLS: We are working with Community Prep High School downtown to increase participation at the stop and connect the teachers with other valuable PPLD online resources and Teen Services programs. CEOO is designing door hangers that will advertise both Penrose and Mobile Library's services. The students at Community Prep will distribute the door hangers to their neighborhood.

MO/PA: Drew attended the State of the Region luncheon for the Tri-Lakes Chamber. We were able to send a staff member to judge the homeschool speech and debate tournament.

OL: David Rasmussen did a video short about OL for Old Colorado City Foundation. This is funded by a state grant and the goal is to attract tourism to OCC.

RO: By partnering with the Zoo-Keeping program at Pikes Peak Community College, we were able to host an Animal and Keeper Meet and Greet that drew over 85 curious kiddos and their parents.

SA/FO: Staff attended a meeting with El Paso County Public Health to get further information about the Communities That Care initiative coming to Fountain. Staff will serve on the Community Board and Abby will serve on the Key Leader Board. Lynne, Dee, and Abby had lunch with Silver Key staff. We discussed the upcoming changes to Sand Creek and how we can further our partnership. An open house coffee with the D-2 Superintend is planned for April.

Executive Director's Report
April 11, 2017

The following documents are included as background information for a discussion on strategic planning:

- Pikes Peak Library District Strategic Plan 2010 – 2020
- Downtown Colorado Springs Vision
- El Paso County Strategic Goals 2017-2021
- Mayor's Strategic Plan Platform Goals
- Colorado Springs City Council 2016 Strategic Plan
- COPPeR Cultural Plan for the Pikes Peak Region

PIKES PEAK LIBRARY DISTRICT

STRATEGIC PLAN 2010 – 2020

What is more important in a library than anything else – than everything else – is the fact that it exists.

~ *Archibald MacLeish, "The Premise of Meaning," American Scholar, 5 June 1972*

A LIBRARY DISTRICT FOR THE 21ST CENTURY:

THE FUTURE IS NOW

PPLD STRATEGIC PLAN 2010 – 2020

TABLE OF CONTENTS

STRATEGIC PLANNING PROCESS and PHILOSOPHY

PLANNING TO PLAN:

A good strategic plan takes thoughtful, strategic thinking and thorough, intensive research. This takes time, and so Pikes Peak Library District has been in planning mode for almost three years. The plan is an aggressive one, looking out ten years into the future, whereas the previous plan covered three years out. Projecting ten years is certainly ominous, as changes are rapid and unexpected sometimes. However, keeping one eye on the near future and the other on the ten-year horizon makes for less surprises, as well as provides ample opportunity to change course mid-sea should that be warranted.

This document covers the period of 2010 – 2020. The document is meant to be fluid, i.e., new information and trends will be added every year and obsolete information or goals that have either been accomplished or are no longer pertinent will be dropped. The plan will be re-examined and updated on a rolling basis, each fall, with the current year being dropped and another year added to the future, in order to always be looking out ten years.

Goals and Philosophy of the planning process:

PPLD's Strategic Plan has not been re-done since 2005. For this plan, an entirely new process and format was used.

- *Open and Inclusive:* The process was very open and inclusive. Input and feedback was solicited from all staff, as well as all three Boards who support the Library District (Library Board, Friends Board, Foundation Board), and feedback from four years' worth of public surveys were used to select priority goal areas and activities.

- *Internal data and input was collected through multiple avenues and meetings:*
  - Board retreats
  - Staff exercises
  - Department, branch, and team meetings
  - Staff surveys
  - Planning charette

- *Comprehensive:* The thought and research that went into the Plan are immense, from demographics to surveys to national research.

- *External data and input was also collected through multiple tools and formats:*
  - User surveys

    - Community plans
    - Demographic analyses
    - Standards
    - Benchmarks

- *Unique to Pikes Peak Region:* The Plan is not meant to be a carbon copy of every other library plan in the country. Some trends are national, of course, and those are incorporated, but the Plan is truly meant to be customized to our Region and our customers.

- *Community-responsive:* This plan is community-responsive. The first goals listed are **Public Service Goals**, i.e., statements that reflect the outcomes for the community and the individuals who live here, that the District is trying to achieve. In researching and creating the Plan, staff have tried to be cognizant of community-wide needs and address those in our goal statements.

- *User-responsive:* The plan is also user-responsive, i.e., attends to the needs of individuals, families, and businesses/ organizations who are already coming through our doors and who have made great suggestions about how we can improve our service.

- *Data, demographics, and stories:* A final goal of the Plan was to express the community needs as well as the direction of the solutions selected, through both data and personal stories…

> **W**hat PPLD provides are not just resources inside buildings, but rather a higher quality of life for families, enhanced economic development in the region, self-improvement opportunities for individuals, and equal access to information and technology for those who are economically disadvantaged. PPLD has a 125 year history of excellent library service and consistent community-building, and the stories – in addition to the data – are an important part of conveying that heritage.

- *Benchmarks:* Staff have looked at data from other Colorado libraries, libraries nationally that serve similar populations or similar communities, and we have looked at the cities that Colorado Springs EDC considers comparables.

PIKES PEAK LIBRARY DISTRICT

OUR MISSION

| seek | engage | transform |

Providing resources and opportunities that change individual lives and build community

OUR VISION

PIKES PEAK LIBRARY DISTRICT

OUR VISION

A library system that connects people with books, with technology, with ideas, with each other, and with their community

A library system that builds community – by developing intellectual capital, by impacting economic vibrancy, by fostering civic engagement, by promoting sustainable practices, and by contributing significantly to the quality of life in the Pikes Peak Region

A library system that welcomes all, that has resources and programs for all, that is used by all, and that is valued highly by all

A library system that is not just the resources within its walls, but that also extends the values of knowledge and learning beyond its walls

A library system that promotes popular culture as well as preserves our cultural heritage

A library system that encourages and celebrates reading, that fosters learning and discovery, and that facilitates thinking and dialogue

OUR VALUES

| Efficient & Effective | Strategic & Sustainable | Relevant & Responsive | Community-Focused & Collaborative |

| Integrity | Inclusion | Innovation | Intellectual Freedom | Individual Privacy |

PPLD RAW

A LEADING ORGANIZATION

A LEARNING COMMUNITY

POLICY MATTERS

EZ4U

THE PPLD BRAND

EVERYBODY WELCOME

RESPONSIVE COLLECTION

Pikes Peak Library District Strategic Goals

ACCESS FOR ALL

HAPPY ENGAGED KNOWLEDGEABLE & UNIFIED STAFF

LIBRARIES BUILD COMMUNITY

FISCAL STEWARDSHIP & STABILITY

REDEFINING LIBRARIES

TECHNOLOGY FOR ACCESS

ILIBRARY SPACES IN COMMUNITY PLACES

PUBLIC

Pikes Peak Library District Board of Trustees
April 11, 2017

Page 40 of 101

PPLD STRATEGIC GOALS: 2010 – 2012

PUBLIC   SERVICE   GOALS

ORGANIZATIONAL CAPACITY GOALS

I. **PPLD RAW**: Readers, Authors, Writers will be emphasized and celebrated.

II. **FOSTERING A LEARNING COMMUNITY**: PPLD will support lifelong learning and foster a learning community.

III. **EZ4U**: The customer experience at PPLD will emphasize convenience, speed, ease, and satisfaction.

IV. **EVERYBODY WELCOME**: PPLD collections, services, and programs will be responsive to community needs and relevant to residents' lives.

V. **ACCESS FOR ALL**: PPLD will have adequate library outlets, spread throughout the District's service area, to provide library resources as well as gracious space in our communities.

VI. **LIBRARIES BUILD COMMUNITY**: PPLD will be an anchor and a connector for all of the neighborhoods it serves, for Colorado Springs, and for El Paso County.

VII. **REDEFINING LIBRARIES**: PPLD will always have an eye on the horizon, preparing for the library of the future rather than focusing on the library of the past.

I. **LIBRARY SPACES IN COMMUNITY PLACES**
Facilities

II. **TECHNOLOGY FOR ACCESS:**
Technology Infrastructure

III. **FISCAL STEWARDSHIP AND STABILITY:**
Finances

IV. **HAPPY, ENGAGED, KNOWLEDGEABLE, AND UNIFIED STAFF:**
Staff

V. **RESPONSIVE COLLECTIONS: Material**s

VI. **THE PPLD BRAND:**
Community Relations & Engagement

VII. **POLICY MATTERS:**
Policy

VIII. **A LEADING ORGANIZATION:**
Individual, Organizational, and Professional Leadership
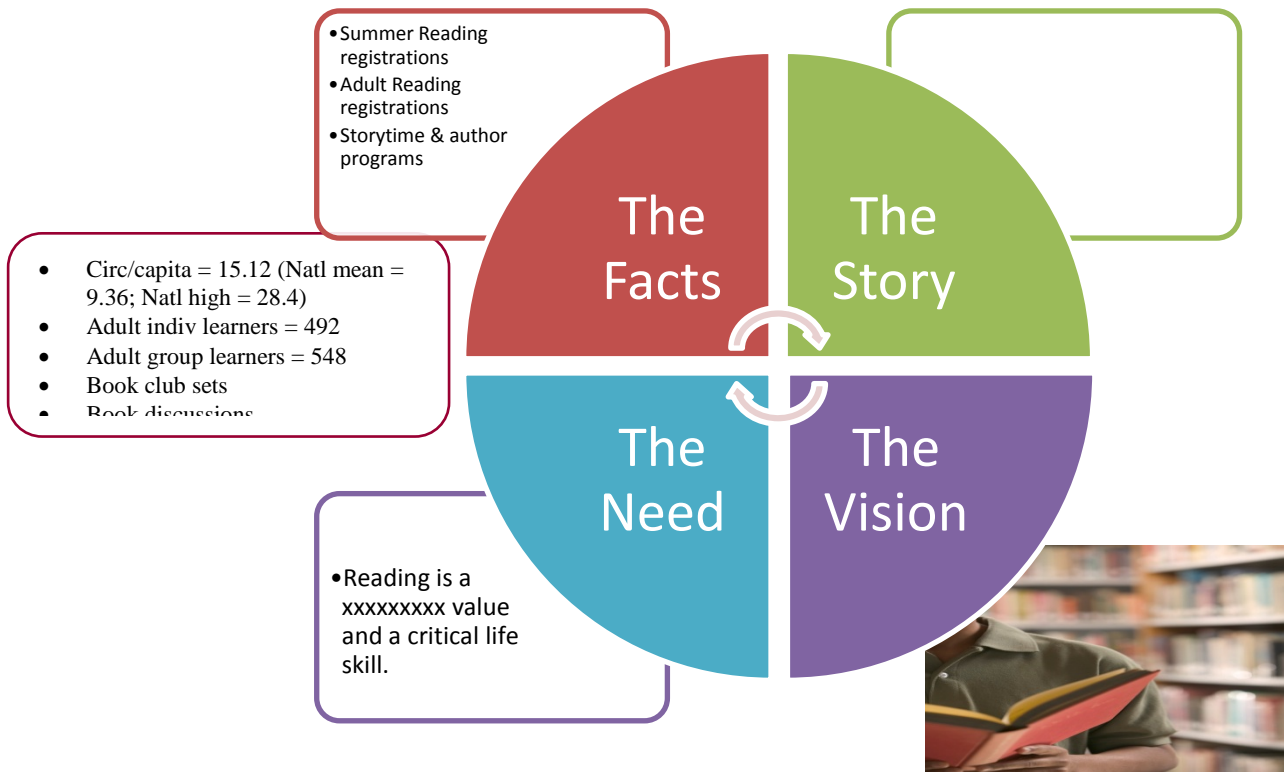
STRATEGIC   INITIATIVES

2010 – 2020

I.   MISSION IMPERATIVE:
Strategic initiatives of the District must link back to the mission of the Library – to transform individuals and to build community.

II.   CONTINUOUS IMPROVEMENT & INNOVATION:
PPLD will foster a culture of continuous improvement, planning for and adapting to change.

III.   IMPACT AND ROI:
PPLD will initiate and prioritize services and programs based on their impact (#) and affordability (ROI).

IV.   COLLABORATIONS:
PPLD will make an effort not to duplicate services already being provided, but will collaborate, partner, promote, or convene with other organizations in order to better meet those needs…

V.   STRATEGIC THINKING:
PPLD will make decisions for the long-term, set its sights on the future, and will plan for stable and sustainable funding.

VI.   ADVOCACY -- THE LIBRARY AS A COMMUNITY INVESTMENT:
PPLD – its staff, its facilities, and its resources and programs – represent an investment in the community and its future. Library trustees, staff, Friends, and Foundation trustees will embody that message and carry it into the community.

PPLD RAW

Readers, Authors, and Writers will be emphasized and celebrated

- Summer Reading registrations
- Adult Reading registrations
- Storytime & author programs

- Circ/capita = 15.12 (Natl mean = 9.36; Natl high = 28.4)
- Adult indiv learners = 492
- Adult group learners = 548
- Book club sets
- Book discussions

The Facts

The Story

The Need

The Vision

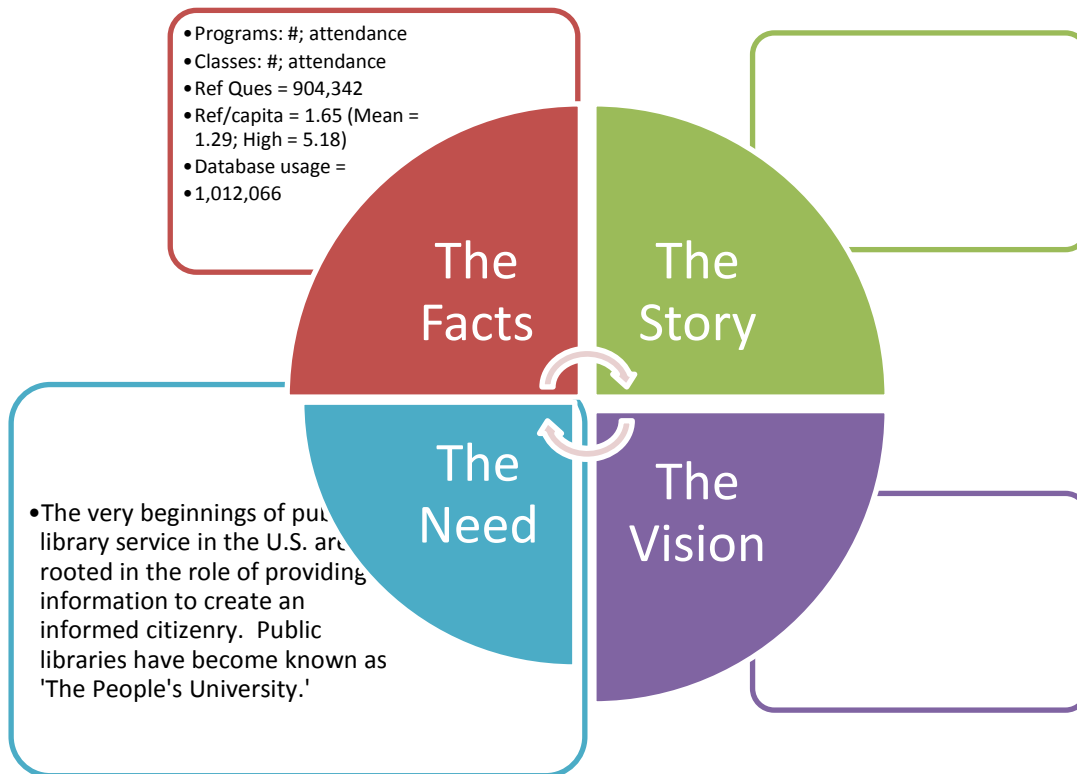- Reading is a xxxxxxxxx value and a critical life skill.

1. Create, sustain, excite, and celebrate readers of all ages and levels.
2. Provide readers' advisory tools and services.
3. Connect readers with in-person author experiences.
4. Support writers and writing.
5. Create and publish select original content on regional topics.
6. Build the collection in hot topics and popular authors.

> *"Once you learn to read, you will be forever free."*
> *~ Frederick Douglass*

On the walls of the Fountain Library

FOSTERING A LEARNING COMMUNITY
PPLD will support lifelong learning and foster a learning community

- Programs: #; attendance
- Classes: #; attendance
- Ref Ques = 904,342
- Ref/capita = 1.65 (Mean = 1.29; High = 5.18)
- Database usage =
- 1,012,066

The Facts

The Story

The Need

The Vision

- The very beginnings of public library service in the U.S. are rooted in the role of providing information to create an informed citizenry. Public libraries have become known as 'The People's University.'
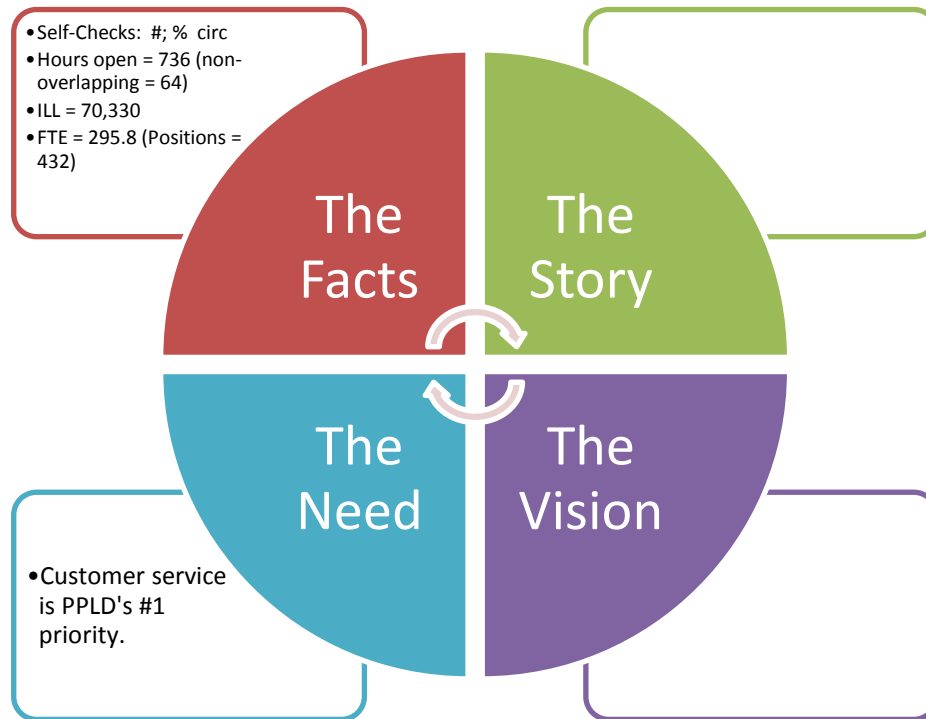
1. Provide every adult with tools, tutoring, and training that will enable him or her to be proficient in reading, writing, and speaking English.
2. Monitor information needs and provide resources and programs in perennial and hot topic areas such as health, consumer ratings, and business topics.
3. Create homework centers in geographically dispersed libraries.
4. Establish a Creative Learning Commons in at least one location in the District.
5. Remain committed to the 'Informed Citizenry' role by providing programs that facilitate informational exchange and discussion on hot or significant local topics.
6. Adult services staff will serve as information experts and navigators.
7. Facilitate the formation of a SMART coalition with schools and academic institutions in the region.
8. Continue to provide learning tools and informational resources on the website.

"The more that you read, the more things you will know. The more that you learn, the more places you'll go."
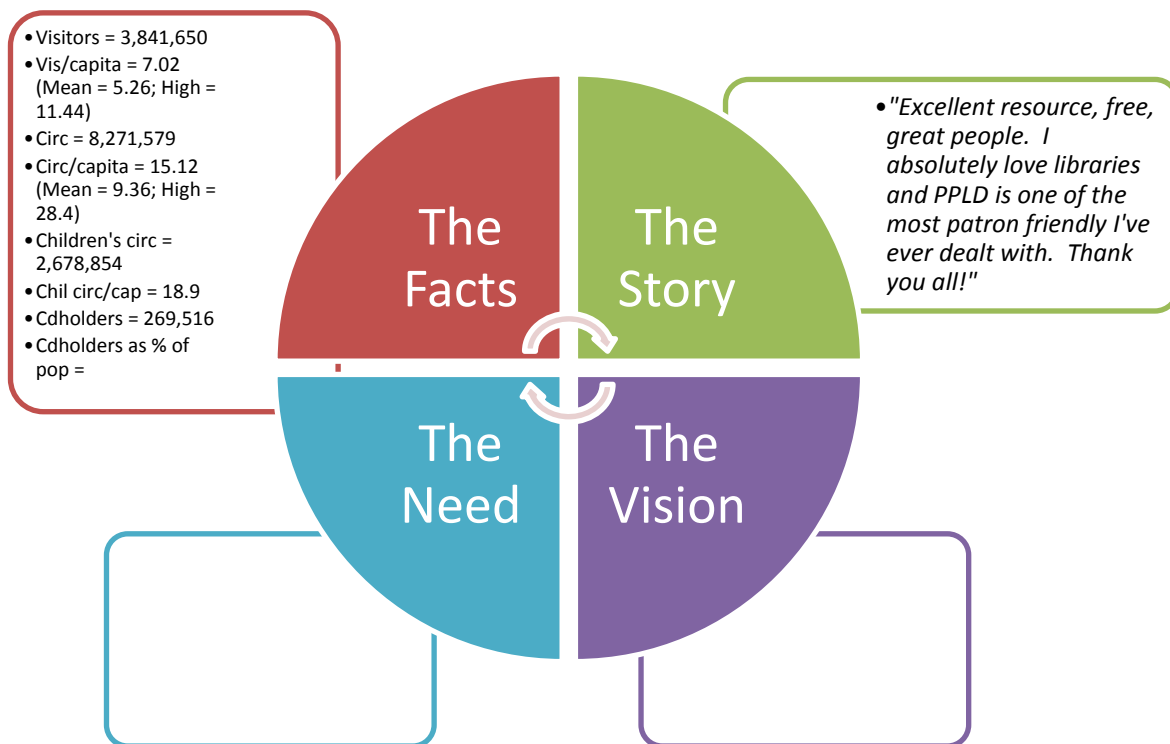*~ Dr. Seuss*

On the walls of the Monument Library

EZ4U

The customer experience at PPLD will emphasize convenience, speed, ease, and satisfaction.

The Facts
- Self-Checks: #; % circ
- Hours open = 736 (non-overlapping = 64)
- ILL = 70,330
- FTE = 295.8 (Positions = 432)

The Story

The Need
- Customer service is PPLD's #1 priority.

The Vision

1. Create a welcoming experience for all visitors. Volunteer greeter corps.
2. Replace traditional service desks with 'roving reference' and facilitated self-service models.
3. Provide faster, more accurate, service.
4. Consider Friends' or volunteer-run gift shops in the larger facilities.
5. Reconsider and optimize hours of operation in all facilities.
6. Continue to make customer service training for staff a priority.
7. Homeschool groups/materials

EVERYBODY WELCOME

PPLD collections, services, and programs will be responsive to community needs and relevant to residents' lives.

- Visitors = 3,841,650
- Vis/capita = 7.02 (Mean = 5.26; High = 11.44)
- Circ = 8,271,579
- Circ/capita = 15.12 (Mean = 9.36; High = 28.4)
- Children's circ = 2,678,854
- Chil circ/cap = 18.9
- Cdholders = 269,516
- Cdholders as % of pop =

The Facts

The Story

The Need

The Vision

- "Excellent resource, free, great people. I absolutely love libraries and PPLD is one of the most patron friendly I've ever dealt with. Thank you all!"

"Everybody Welcome."
~ Fannie Mae Duncan

On the walls of the Ruth Holley Library

1. Implement a campaign to increase cardholders.

2. Monitor, purchase, and implement adaptive technology solutions to facilitate use by disabled customers.

3. Survey users annually and nonusers every 3 years.

4. Establish Community Advisory Councils for every facility and some specialized services or service areas.

5. Use tapestry market segments in collection development.

6. Owned facilities will be retrofitted with quiet reading areas.

7. An inspirational quote about reading or libraries will be installed in every facility.
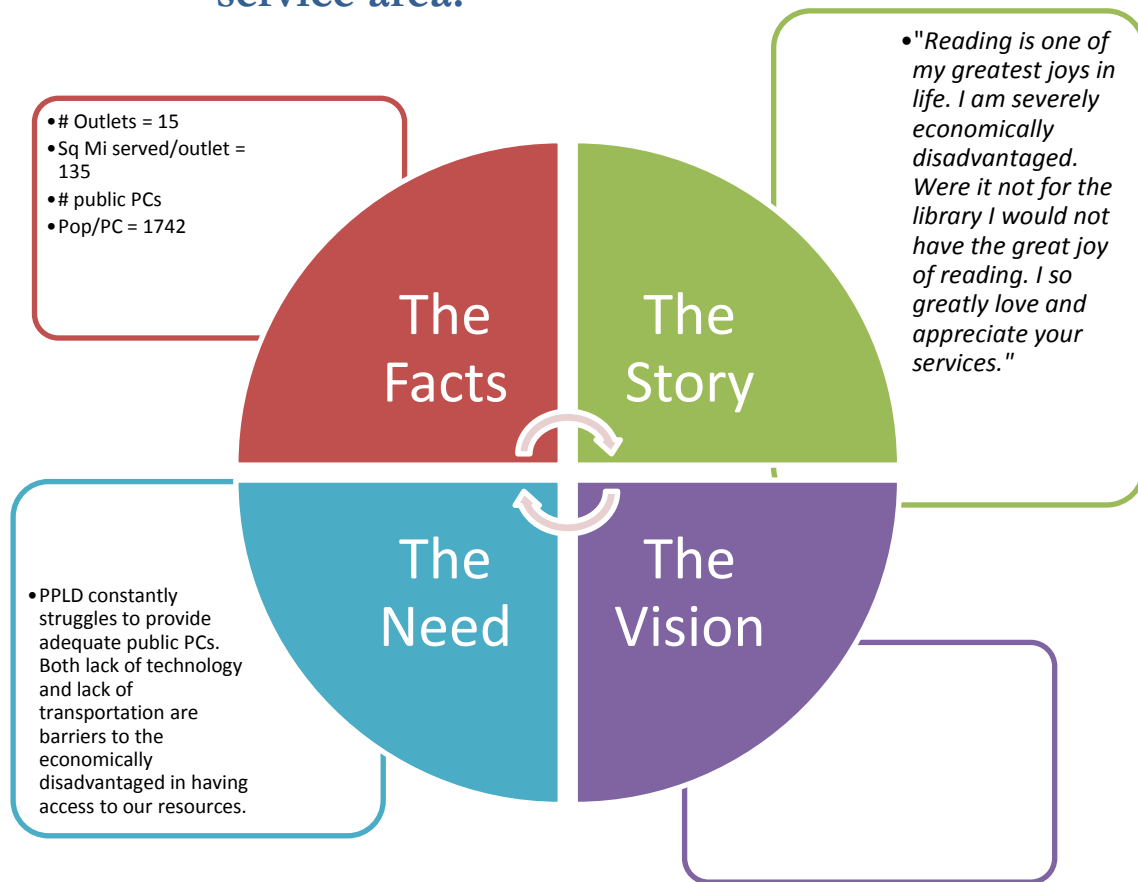
ACCESS FOR ALL: LIBRARY SPACES IN COMMUNITY PLACES
PPLD will have adequate library outlets throughout the District's service area.

"Books and ideas are the most effective weapons against intolerance and ignorance."
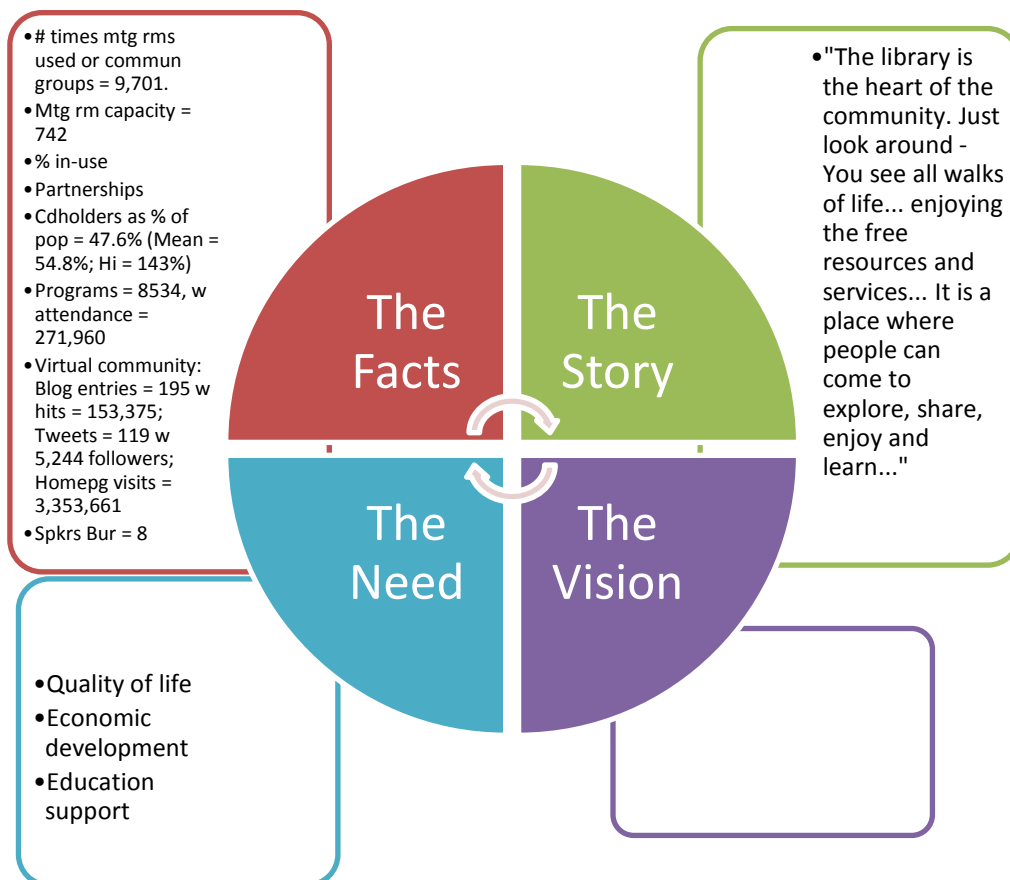
~ Lyndon Baines Johnson

On the walls of the Briargate and Sand Creek Libraries

- # Outlets = 15
- Sq Mi served/outlet = 135
- # public PCs
- Pop/PC = 1742

The Facts

The Story

- *"Reading is one of my greatest joys in life. I am severely economically disadvantaged. Were it not for the library I would not have the great joy of reading. I so greatly love and appreciate your services."*

The Need

- PPLD constantly struggles to provide adequate public PCs. Both lack of technology and lack of transportation are barriers to the economically disadvantaged in having access to our resources.

The Vision

1. Conduct a facilities feasibility study to determine most immediate needs and most efficient utilization of space, and to prioritize improvements and new facility needs.
2. Create a capital improvements plan by 2011 that includes:
   - More unstaffed Xpress Libraries in large unserved population areas.
   - More alternative points of service in underserved areas.
   - Sppecialized libraries and differentiated services.
   - Explore locations in other entities/buildings through collaborations.
3. Incorporate more green and sustainable products and features into facilities planning.
4. Within City limits, strive for a library facility within a 3 mile radius for every resident; In rural areas, strive for a library facility within a 10 mile radius.
5. Outreach: Can't get to us? We'll get to you.

LIBRARIES BUILD COMMUNITY

PPLD will be an anchor and a connector for all of the neighborhoods it serves, for Colorado Springs and for El Paso County.

- # times mtg rms used or commun groups = 9,701.
- Mtg rm capacity = 742
- % in-use
- Partnerships
- Cdholders as % of pop = 47.6% (Mean = 54.8%; Hi = 143%)
- Programs = 8534, w attendance = 271,960
- Virtual community: Blog entries = 195 w hits = 153,375; Tweets = 119 w 5,244 followers; Homepg visits = 3,353,661
- Spkrs Bur = 8

The Facts

The Story

- "The library is the heart of the community. Just look around - You see all walks of life... enjoying the free resources and services... It is a place where people can come to explore, share, enjoy and learn..."

The Need

The Vision

- Quality of life
- Economic development
- Education support

"Information is the currency of democracy."

~ James Madison

On the walls of the Old Colorado City Library

1. Conduct an annual analysis of community organizations' strategic plans to inform PPLD's resource and information needs.
2. Continue to provide resources and programs that build community capacity.
3. Provide more meeting and study spaces so that PPLD facilities can serve as a gracious community gathering space, similar to the Village Green of colonial times.
4. PPLD staff will serve as research experts for a variety of community initiatives.

REDEFINING LIBRARIES

PPLD will always have an eye on the horizon, preparing for the library of the future rather than focusing on the library of the past.

- Website visits

The
Facts

The
Story

The
Need

The
Vision

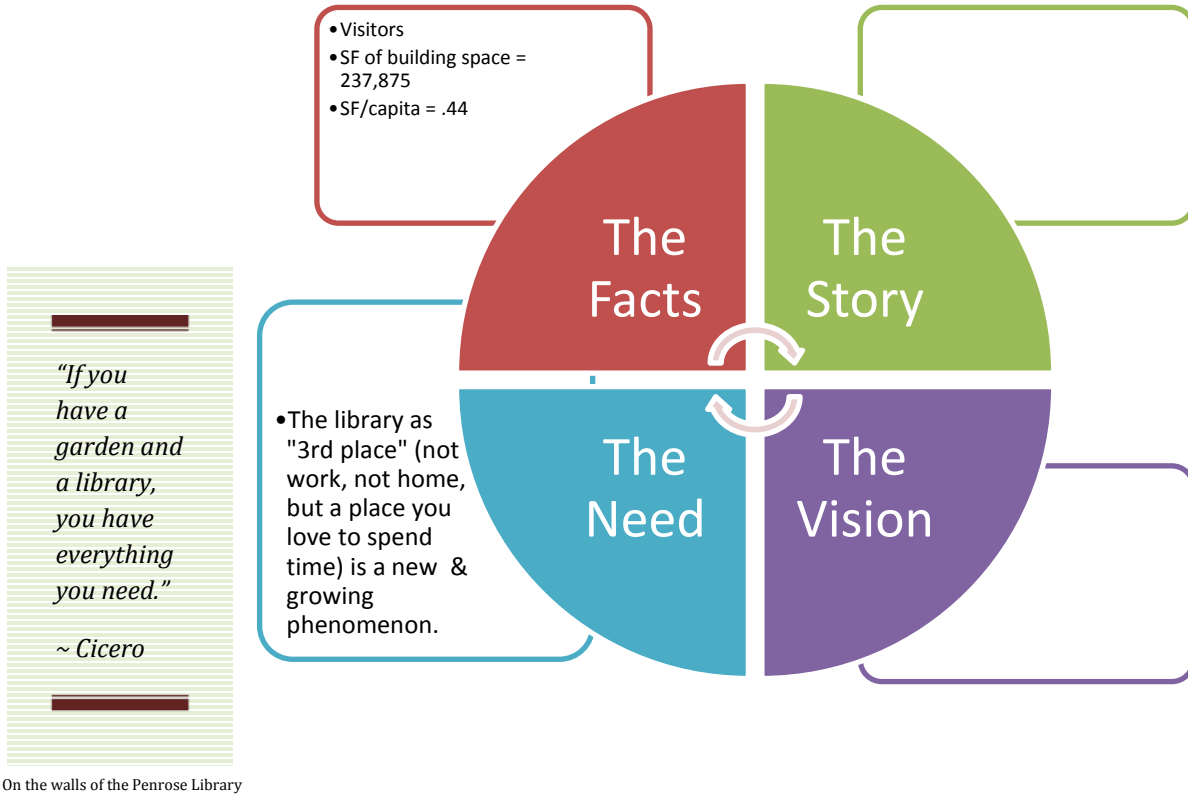- With new means of access, PPLD now has a huge virtual community.
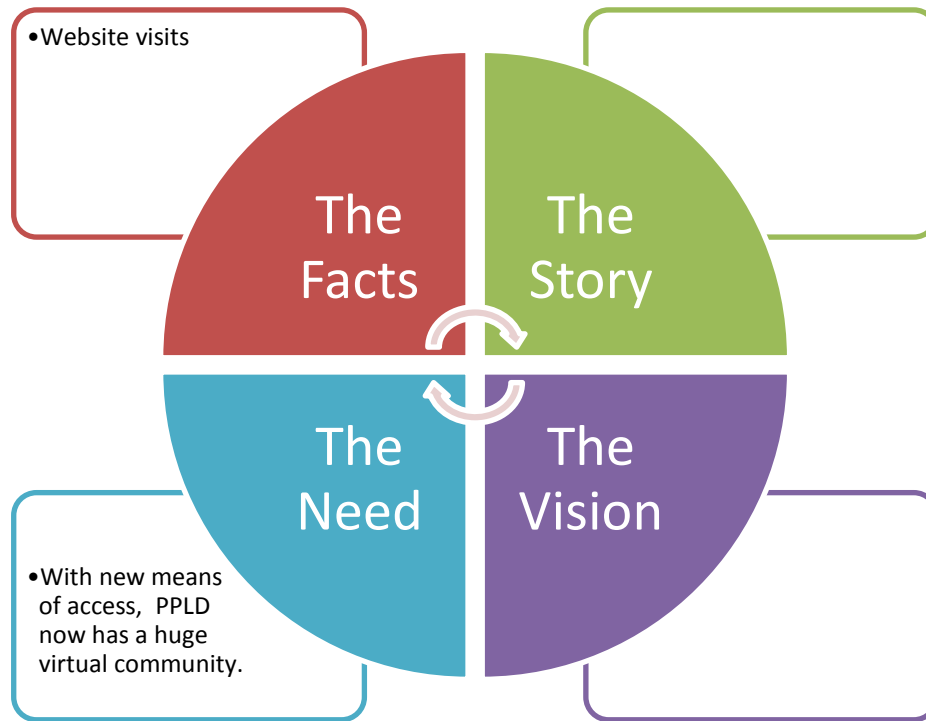
1. Host a 'Library Futures Forum' for PPLD staff and Board members annually.
2. Invest time in the Quality, Innovation, and Policy Council (at least one meeting per year) in trendtracking, to seek out new trends that may have applications in libraries.
3. Provide opportunities for staff who attend workshops or conferences to share and/or implement new ideas from them.

"I have always imagined that paradise will be a kind of library."
~ Jorge Luis Borges

On the walls of the East Library

GRACIOUS SPACE
Facilities

- Visitors
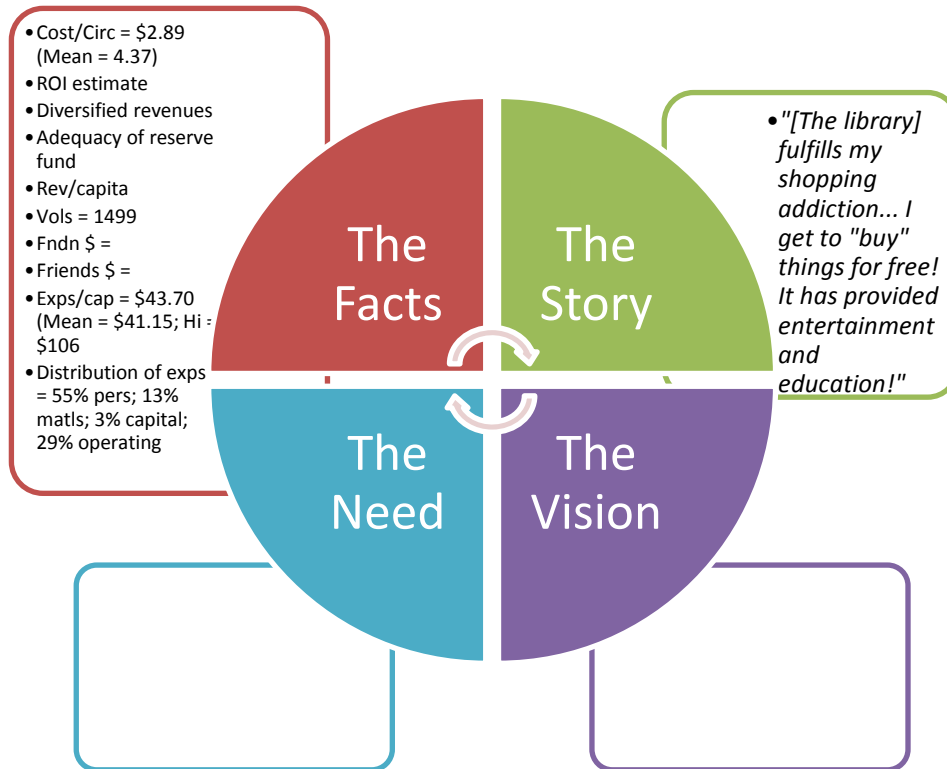- SF of building space = 237,875
- SF/capita = .44

The Facts

The Story

"If you have a garden and a library, you have everything you need."

~ Cicero

On the walls of the Penrose Library

- The library as "3rd place" (not work, not home, but a place you love to spend time) is a new & growing phenomenon.

The Need

The Vision

1. Conduct a facilities feasibility study in 2010.
2. Create a Capital Improvements Plan by 2011 that is updated annually and that addresses capital funds for new facilities.
3. Clean and green. Incorporate green features and products.
4. Upkeep/maintenance
5. 5 senses

Pikes Peak Library District Board of Trustees
April 11, 2017

Page 50 of 101

TECHNOLOGY FOR ACCESS
Technology Infrastructure

- Website visits
- PC sessions
- Laptop checkouts
- Public PCs = 314
- Pop/PC = 1742

The Facts

The Story

The Need

The Vision

1. Create a Technology Plan that meshes with the Strategic Plan and that is updated annually.
2. Expand bandwidth capacity at targeted locations.
3. Remain committed to conquering the digital divide by increasing the number of PCs to x per capita.
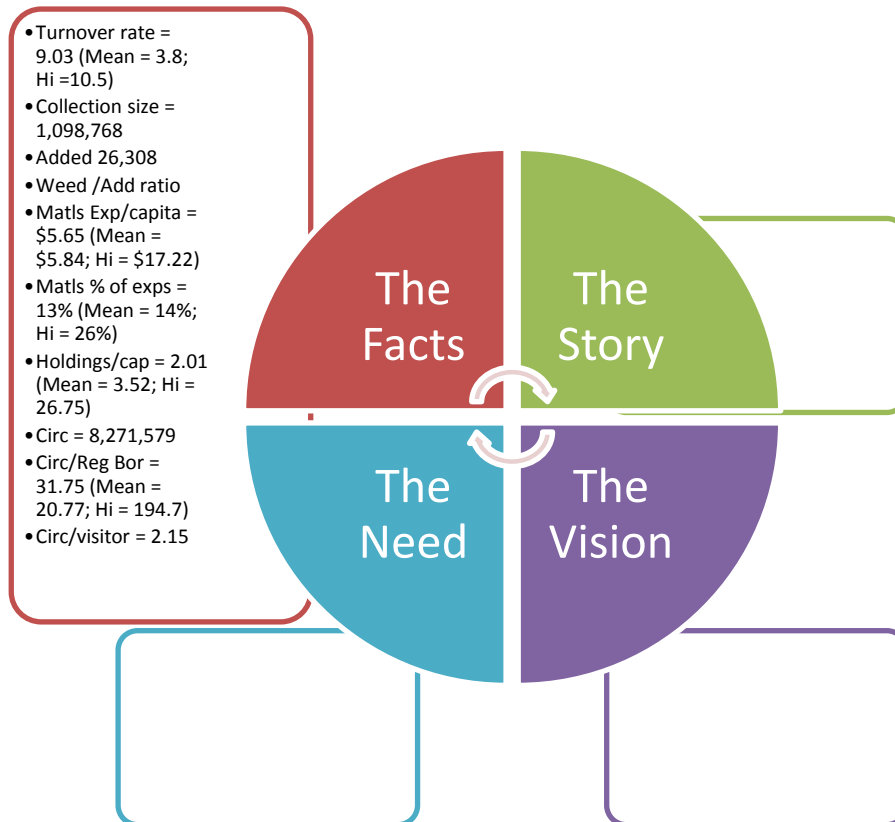
FISCAL STEWARDSHIP AND STABILITY
Finances

- Cost/Circ = $2.89 (Mean = 4.37)
- ROI estimate
- Diversified revenues
- Adequacy of reserve fund
- Rev/capita
- Vols = 1499
- Fndn $ =
- Friends $ =
- Exps/cap = $43.70 (Mean = $41.15; Hi = $106
- Distribution of exps = 55% pers; 13% matls; 3% capital; 29% operating

The Facts

The Story

- "[The library] fulfills my shopping addiction... I get to "buy" things for free! It has provided entertainment and education!"

The Need

The Vision

1. Create a 10 year budget plan w projected revenues & expenses and refine it each year.
2. Continue to be accountable to the public for both revenues and expenditures.
3. Create Board-approved Financial Guidelines and update annually.
4. Install and utilize financial software in 2010 to streamline reports, track approvals, an integrate HR information.
5. Create a rolling 5 year schedule of rfp's.

HAPPY ENGAGED KNOWLEDGEABLE AND UNIFIED STAFF
PPLD Staff

- List kudos
- Longevity awards
- Training opportunities
- FTE = 296; Positions = 432
- Turnover = 13%
- Circ/FTE
- Pop served/FTE

The Facts

The Story

The Need

The Vision

- The staff is truly the heart of the library: Our staff is the biggest , most valuable resource PPLD has.
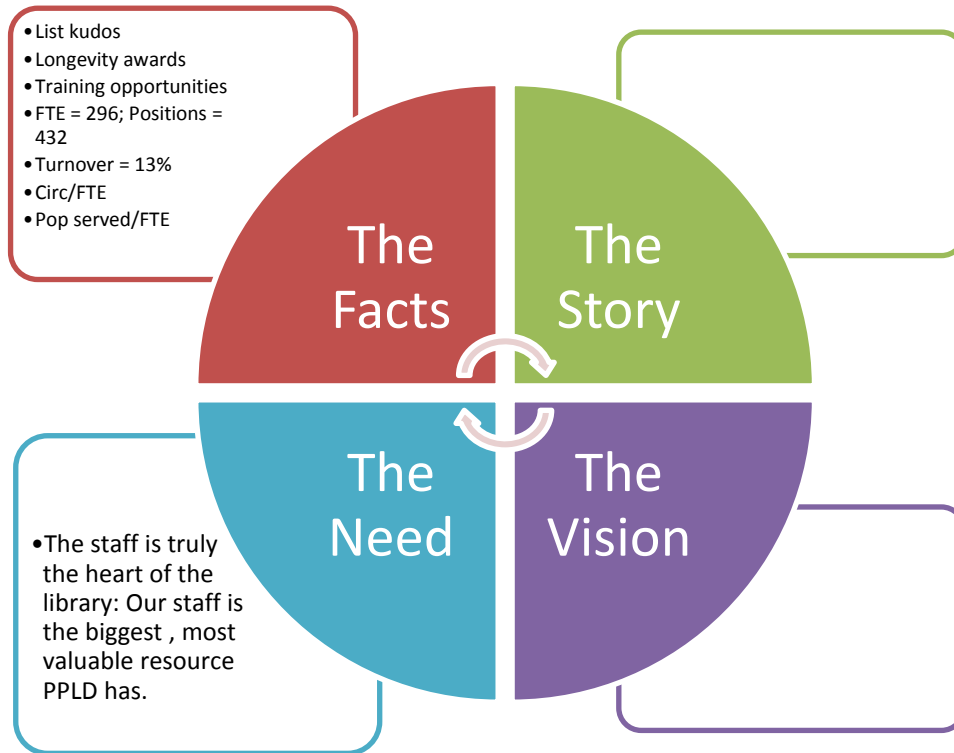
1. Reorganize the Leadership Team and organization chart in 2010 for better communication, decision-making, workflow, and teambuilding within the District; re-examine it in 2011 for any additional adjustments.
2. Review and refine the cross-functional team structure annually.
3. Complete Phase 2 and 3 of the Workforce Alignment project.
4. Conduct a preliminary workload analysis in 2010 and refine it to a more complete/sophisticated level in 2011.
5. Project future service directions and the concomitant positions needed for the future.
6. Update the Diversity Plan by 2011.
7. Conceptualize and 'beta' a Core Training program in 2010.
8. Conduct a confidential employee survey annually, in a different topic area each year, including diversity, employee satisfaction, planning tools/topics, etc.
9. Place recruiting/online application kiosks in the two largest libraries.
10. Expand the student internship programs.

RESPONSIVE COLLECTIONS
Materials

- Turnover rate = 9.03 (Mean = 3.8; Hi =10.5)
- Collection size = 1,098,768
- Added 26,308
- Weed /Add ratio
- Matls Exp/capita = $5.65 (Mean = $5.84; Hi = $17.22)
- Matls % of exps = 13% (Mean = 14%; Hi = 26%)
- Holdings/cap = 2.01 (Mean = 3.52; Hi = 26.75)
- Circ = 8,271,579
- Circ/Reg Bor = 31.75 (Mean = 20.77; Hi = 194.7)
- Circ/visitor = 2.15

The Facts **The Story**

The Need **The Vision**

"No furniture so charming as books."
~ Sydney Smith

On the walls of the
Ute Pass Library

1. Reassess holds ratios by format, annually.
2. Do an 'age of collection' assessment.
3. Complete a shelving capacity assessment in all facilities that can be compared with actual holdings and the weed/add ratio each year.
4. Create an annual collection development plan.
5. Assess turnover rates and collection size by format.
6. Monitor new audiovisual formats to assess the tipping point in utilization and modify materials purchases accordingly.
7. Expand e-services, materials, and bandwidth to meet public demand for downloadable materials and information.
8.
9.

THE PPLD BRAND
Community Relations and Engagement

- Videos produced
- # of events
- # collaborations
- Spkrs Bureau (#)
- Print jobs (#)
- Friends members = 5⁹

The Facts

The Story

The Need

The Vision
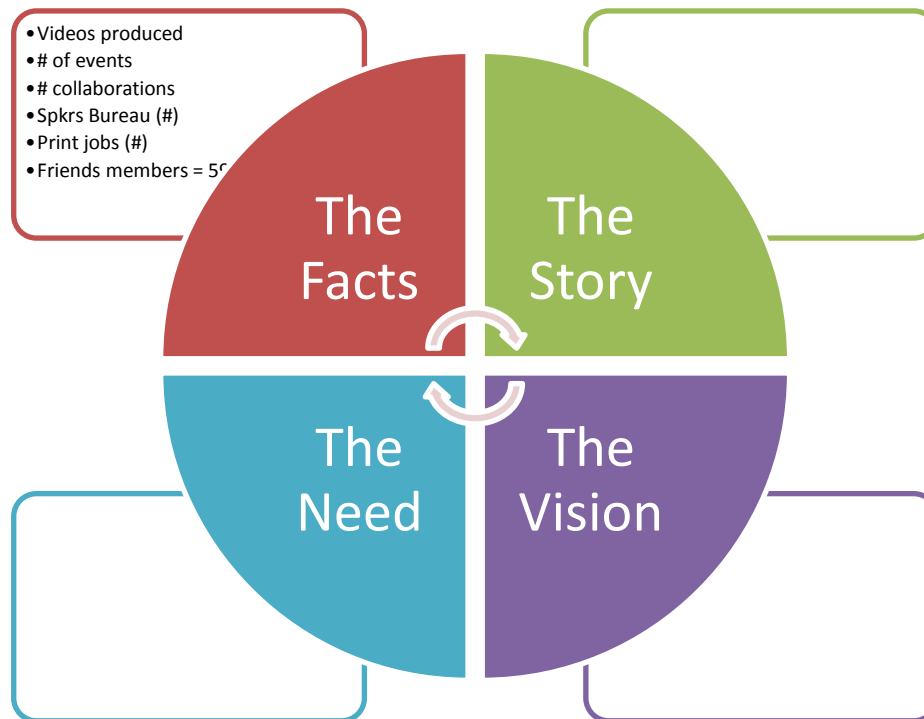
1. Create a Communications and Advocacy Plan for PPLD by 2011.
2. Ensure that messaging initiatives are drawn from priorities in the strategic plan.
3. Collect stories and testimonials from customers in 2010.
4. Conduct a User Study in 2010.
5. Utilize results of the user study to optimize marketing in 2011-2012.

POLICY MATTERS
Policies
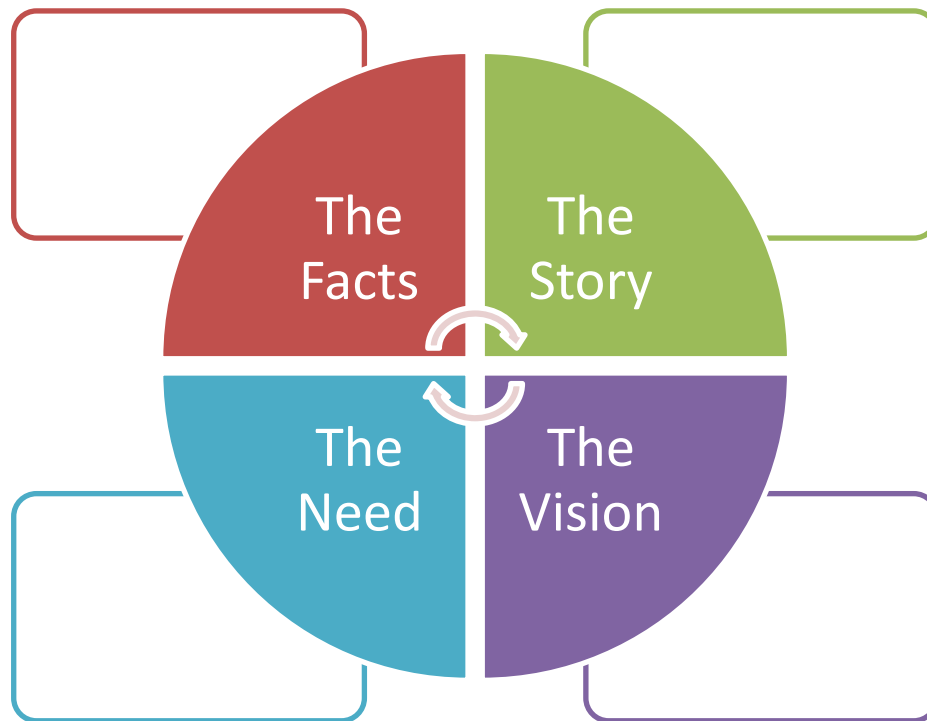
1. Update the Personnel Manual annually.
2. Update, integrate, and index a Public Policies Manual by 2011.
3. Create a Financial Guidelines document by the end of 2010; Update the Financial Guidelines to include Administrative Policies by 2012.

A LEADING ORGANIZATION
Individual, Organizational, and Professional Leadership

- Colorado Library Rankings:
- Oper $/cap = $38.49 (# 11)
- Matls $/cap = $5.67 (# 11)
- Reg bor as % pop = 48% (#16)
- Circ/cap = 14.37 (#4)
- Vol/cap = 1.72 (# 16)
- Subscriptions/1K pop = 4.28 (# 9)
- Staff/1K pop = .54 (# 10)

The Facts

The Story

The Need

The Vision

"Today a reader, tomorrow a leader."
~ W. Fusselman

On the walls of the Rockrimmon Library
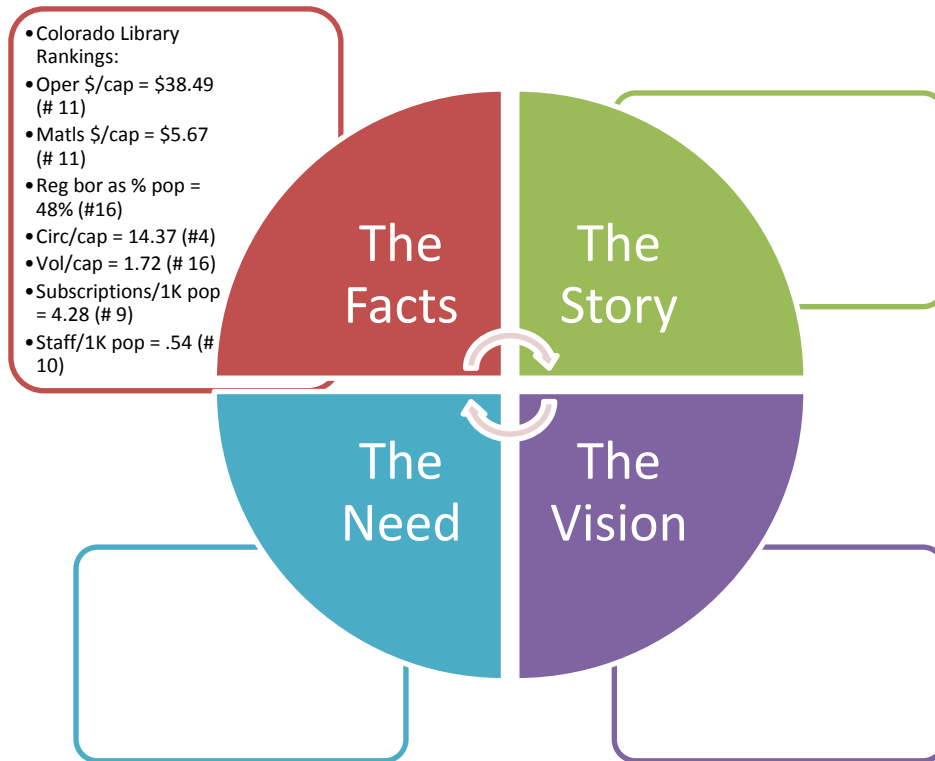
1. Individual Leadership
    1. Speakers Bureau

    2. Community agency involvement by Leadership Team, Quality Council, and board level.
    3. Community event attendance for visibility in the community by LT, QC, and Board levels.
    4. Continue to provide Leadership Day training for our supervisory and team leadership staff, annually
2. Organizational Leadership
    1. Continue the tradition of a Joint Boards luncheon for networking and communication about District initiatives.
3. Professional Leadership
    1. Overhaul the statistics collection and maintenance process, creating new linked spreadsheets.

2. Prepare and analyze benchmark reports and trend reports annually.

PPLD STRATEGIC PLAN 2010 – 2020:
RESEARCH AND ANALYSIS DOCUMENTS

I.   COMMUNITY NEEDS ANALYSIS
- El Paso County Demographics
- Tapestry Segment Demographics (Business Decision Database)
- QLI Indicators Report
- Community Plans Matrix/Comparison

II.   COMMUNITY FEEDBACK/INPUT
- PPLD Public Surveys 2006 - 2009

III.   ORGANIZATIONAL CAPACITY NEEDS ANALYSIS
- Colorado State Library Standards
- CNE Standards
- User Trends Analysis
- Organizational Capacity Assessment
- Facilities @ a Glance

IV.   BOARD AND STAFF FEEDBACK/INPUT
- Staff Planning Survey (Fall 2008)
- Staff Planning Charrette: Top Issues/Ideas (Fall 2008)
- Staff Diversity Survey (Fall 2008)
- PPLD Service Role Priorities (Fall 2008)
- Blue Ocean Strategy Planning Results (Spring and Fall 2008)
- PPLD Building Philosophy Statement (2007)

V.   PUBLIC LIBRARY TRENDS & ISSUES
- Major Research Results and Library Literature Summary
- Benchmark Statistics
  - HAPLR (American Libraries)
  - 5 Star Library Rankings (Library Journal)
  - EDC Comparables Benchmark Libraries Report

COMMUNITY NEEDS ANALYSIS:
EL PASO COUNTY DEMOGRAPHICS
@ A GLANCE 2009

COMMUNITY NEEDS ANALYSIS:
TAPESTRY SEGMENT DEMOGRAPHICS
(BUSINESS DECISION DATABASE)
RESULTS @ A GLANCE 2009

Business Decision database was utilized to provide reports for each of PPLD's current facilities as well as a handful of potential future sites. Complete reports are available in the planning section of PPLD's wiki. These reports provide detailed demographic and marketing information for a three or five mile radius (three for densely populated areas and five for more rural areas) for each site. A report was also run for all of El Paso County to obtain an overview perspective.

The database uses marketing and demographic data to categorize population groups into descriptive segments. El Paso County has populations in 34 of the 65 Tapestry segments. **Twelve of these have greater than 20,000 people in them; these represent top marketing and user segments for PPLD.** Another nine Tapestry segments represent population groups greater than 9,000. Fourteen additional segments are represented in El Paso County, ranging in population from 500 to nearly 8,000.

The summary matrix included in this section visibly shows top segments and populations for El Paso County in general, as well as for each of PPLD's facilities.

Tapestry segments can/will be used to determine collection, service and programming, marketing, and facilities development and priorities. Segment description pages are provided on the wiki.

TOP 12 SEGMENTS (20k+)		
12	Up & Coming Families	82,878
19	Milk & Cookies	49,902
4	Boomburgs	43,068
36	Old & Newcomers	41,749
28	Aspiring Young Families	37,807
7	Exurbanites	35,088
13	In Style	31,409
52	Inner City Tenants	22,822
6	Sophisticated Squires	22,533
2	Suburban Splendor	22,328
40	Military Proximity	21,379
18	Cozy & Comfortable	20,868

SECOND PRIORITY SEGMENTS (9k-20k)		
41	Crossroads	16,505
16	Enterprising Professionals	15,808
24	Main Street USA	15,759
48	Great Expectations	15,159
14	Prosperous Empty Nester	12,094
22	Metropolitans	12,062
32	Rustbelt Traditions	11,210
26	Midland Crowd	9,688
33	Midlife Junction	9,088

THIRD PRIORITY SEGMENTS (.5k-9k)		
17	Green Acres	7,603
57	Simple Living	5,543
3	Connoisseurs	4,389
29	Rustbelt Retirees	3,560
9	Urban Chic	3,078
31	Rural Resort Dwellers	2,523
60	City Dimensions	2,247
27	Metro Renters	1,860
30	Retirement Communities	1,507
63	Dorms to Diplomas	1,318
15	Silver & Gold	1,114
65	Social Security Set	735
49	Senior Sun Seekers	700
55	College Towns	567

COMMUNITY NEEDS ANALYSIS:
AN ANALYSIS OF REGIONAL PRIORITIES THROUGH
COMMUNITY AGENCY STRATEGIC PLANS
RESULTS @ A GLANCE

An examination of community agency plans provides a good gauge/indicator of broad, community-wide priorities. For this summary, strategic plans for El Paso County, the City of Colorado Springs, the Greater Colorado Springs Chamber, the Economic Development Corporation, Experience Colorado Springs at Pikes Peak, the Downtown Partnership/Development Authority, and a few other entities were examined. For consistency and comparison, plan goals/objectives were placed into a matrix of the nine different areas used by the Quality of Life Indicators project – Economy, Social Wellbeing, Environment, Health, Education, Arts-Culture-Recreation, Transportation, Safety, and Community Engagement.

The matrix is included. A visual scan shows community priorities in the areas listed below.
These top community needs/issues are areas which should also be addressed in PPLD's Strategic Plan. Tey point to potential partners, targeted information needs, community-building needs and initiatives, and a few community-wide values.

MOST COMMON AREAS/GOALS (Rank Order)
MENTIONED IN PLANS

RANK	AREA/ISSUE	EXAMPLES
1	Jobs, Economy, & Workforce Development	New jobs; Competitive compensation; Workforce education & training; New businesses/industries; 21st century job skills; Leadership & professional development opportunities; Economic development best practices and locations
2	Collaboration & Partnerships	Colorado Springs & El Paso County; Industry networking; Government/education collaboration; Sports organizations; Coalitions
3	Military/Defense Sector	Attract; Strengthen; Support
4	Civic Awareness & Community Engagement; Open Information & Access	More community events and information; Improve communication about activities/events; Web development; Enhance access to government services
5	Diversity	Multigenerations; Ethnic; Cultural; Neighborhood development; More arts & culture events
6	Environmental Maintenance & Awareness	Parks; Open space; Green and sustainable
7	Healthy & safe living	Safety & security improvements; Worksite wellness programs; Community gardens; Local food; Student nutrition & active lifestyles; Affordable & accessible healthcare; Healthy community
8	Affordable Housing	More affordable housing
9	Tourism	Attract more conferences & events; Protect mountain views; Access to travel information; Downtown improvements; Nicer streetscapes; Increase/improve public transportation and roads; Downtown parking
10	Efficiencies	More volunteers; Look for more efficiencies

COMMUNITY FEEDBACK/INPUT:
PPLD PUBLIC SURVEYS
2006 – 2008
RESULTS @ A GLANCE

Surveying stakeholders is important, and PPLD has conducted an annual patron survey for the last three years. While results are overwhelmingly positive, as indicated by satisfaction levels in the summary, open-ended responses to "What can we improve?" are very instrumental in examining unmet needs.

The Number One response to "What you like best about PPLD" was 'Customer Service/Staff'. The Number One response to "Where can we improve" was 'Collection of Materials', followed pretty closely by 'Faciities location/atmosphere' and 'Access to resources and services.'

OPEN-ENDED IMPROVEMENT RESPONSES BY CATEGORY OF CONCERN OR SUGGESTION:

# Responses	Category of response
68	Collection
46	Hours
41	Facilities
39	Customer service
19	PCs
12	Marketing
12	Amenities
10	Programs
9	Bandwidth
7	Parking

[insert tag cloud here]

COMMUNITY FEEDBACK/INPUT:
USER TRENDS ANALYSIS

ORGANIZATIONAL CAPACITY NEEDS ANALYSIS: COLORADO PUBLIC LIBRARY STANDARDS

RESULTS @ A GLANCE

Assessment of an organization's compliance with standards is an effective tool for strategic planning. Standards are a way for organizations to assess their strengths and weaknesses; to promote areas of quality planning, management, or services; and to target noncompliant areas for improvement.

A close examination of Colorado's Public Library Standards shows that PPLD does exceptionally well in meeting most areas. However, focusing on areas on noncompliance will help PPLD to continually improve areas where it is weak. Noncompliant areas are listed below, are highlighted in more detail in the self-audit summary, and are incorporated into the Strategic Plan.

STATE PUBLIC LIBRARY STANDARDS NOT MET

STANDARD	RESPONSIBILITY
Board reflects community diversity.	ED; Bd Gov Comm
Board has annual contact with elected officials.	ED; Bd Gov Comm
3-5 year strategic plan, updated regularly	ED; Bd
Planning process includes variety of input & analysis tools; has a vision, mission, goals & objectives, service priorities, and outcomes	ED
Process to update and communicate policies regularly	Ads
Affirmative action plan	Adm AD
Library pays membership to professional organizations	ED; Bd
2-4% of salary budgeted amount goes to training/development	ED; Adm AD; CFO; Bd Finance Comm
All Board members participate in 1 continuing education activity annually	ED; Bd Gov Comm
MLS/1k population level	ED
Volunteers are support only	ADs
Staff diversity	Adm AD; Diversity Team
Weeding: Every item is assessed every 3 years	PubSvcs AD; Weeding Team
3% add rate	PubSvcs AD; Colln Mgr
Public fax availability	CTO
Core/required training in technology for staff	CTO; Adm AD
Adequate connectivity	CTO
Video conferencing capability	CTO
Assess special populations need and staff training	PubSvcs AD; Team
Separate workspace and break space	Br/OutR AD
Adequate meeting/program space	Br/OutR AD
.47 SF/capita	ED; Bd Fin Comm
Hours	ED; Bd
Complete a long-range facilities capital plan and update annually	ED; CFO; Bd Facils Comm
Board and Director advocate for library services	ED; Bd
Marketing allocation is 1-3% of nonmarketing budget	ED; CRO; Bd Fin Comm

ORGANIZATIONAL CAPACITY NEEDS ANALYSIS: CNE STANDARDS FOR EXCELLENCE

RESULTS @ A GLANCE

An assessment of an organization's compliance with standards is an effective tool for strategic planning. Standards are a way for organizations to assess their strengths and weaknesses, to promote areas of quality planning, management, or services; and to target noncompliant areas for improvement.

PPLD does well in meeting standards set by the Center for Nonprofit Excellence. There are just a few areas of noncompliance, and those are listed below.

CNE STANDARDS AREAS OF NONCOMPLIANCE

STANDARD	RESPONSIBILITY
Diverse Board	ED; Bd
Volunteer policy approved by the Board	AdmAD; Bd
CNE standards provided/communicated to staff	ED; AdmAD
Up to date financial guidelines approved by the Board	ED; CFO; Bd
Advocacy policy/plan	ED; CRO; Bd

ORGANIZATIONAL CAPACITY NEEDS ANALYSIS: ORGANIZATIONAL CAPACITY ASSESSMENT (Fall, 2007)

ORGANIZATIONAL CAPACITY NEEDS ANALYSIS:
FACILITIES @ A GLANCE

Pikes Peak Library District Board of Trustees
April 11, 2017

Page 67 of 101

STAFF AND BOARD FEEDBACK/INPUT:
COMMENTS and SUGGESTIONS
2006 – 2009

STAFF AND BOARD FEEDBACK/INPUT:
STAFF PLANNING SURVEY
(Fall, 2008)
RESULTS @ A GLANCE

Input/feedback from staff is critical for an effective, comprehensive strategic planning process. The Fall 2008 Staff Survey concentrated on questions related to internal strengths, weaknesses, and values. The top areas/issues from responses to the survey are primarily incorporated in the organizational capacity goals of the Strategic Plan.

A quick summary of responses is provided.

Ratings in Organizational Development areas

AVE RATING	AREA
7.43	Meaningfulness of work
7.21	Direction of the organization
7.17	Positive organizational culture
7.06	Confidence in administration
6.45	Recognition of employees
6.44	Organizational capacity for change
6.01	Communication
5.98	Shared mindset/vision
5.72	Ability to have an impact
5.70	Opportunities for development/ growth

Feelings about teams

Positive	61%
Negative	28%

Top Challenges to PPLD

RANK	CHALLENGE AREA
1	Funding
2	Expansion
3	Staffing levels
4	Compensation/Benefits
5	New technology

6	Staying relevant/responsive
7	Maintain current facilities
8	Advocacy
9	Communication

Feelings about strategic planning process

Positive	70%
Negative	21%

Suggestions for addressing PPLD funding crunch

RANK	SUGGESTION
1	Advocacy
2	Focus on staff
3	Partnerships
4	Grants
5	Fees
6	No new branches
7	Reduce services
8	Less hierarchy/administrators/ supervisors

Preferred organizational values

AVE RATING	VALUE
9.01	Passion
9.01	Accountability
8.89	Respect/Inclusion
8.81	Customer service
8.48	Communication/ Teamwork
8.19	Learning/ Training/ Development
8.02	Innovation
7.84	Leadership

Potential PPLD Goal Areas for Plan

AVE RATING	GOAL AREA
8.63	Reading
8.43	Technology – Staff
8.28	Training/ Learning – Staff
8.12	Technology – Public
8.03	Current facilities
8.01	Training/Learning – Public
7.78	Customer service
7.69	Compensation
7.55	Collection
7.50	Staffing levels
7.18	Outreach
7.04	Hours of service
6.07	New facillities

If I were the ED with a magic wand…

RANK	ACTION
1	Add more staff
2	Increase compensation
3	Fix/clean up current facilities; esp. EA; esp. PE
4	More positive appreciation

	from supervisors
5	Larger branches
6	More training
7	Better advocacy
8	New branches
9	More funding
10	More visibility from administration
11	Less importance on MLS requirement

N.B.: Examining the open-ended responses provided a good sense of issues where consensus was not prevalent or where resolution is in progress. These issues will be good topics for Supervisors' and/or All Staff meetings. They include: Maintaining current v building new facilities; Hierarchy v front-line talent/recognition; Staffing levels; Compensation; New technology/change v traditional services/formats; Service limits v fees to control heavily used services (NPUs, Research/Business services; Holds; New buildings); Hours of operation and Sunday hours; PT v FT positions.

STAFF AND BOARD FEEDBACK/INPUT:
STAFF PLANNING CHARRETTE
(Fall 2008)

STAFF AND BOARD FEEDBACK/INPUT:
PPLD SERVICE ROLE PRIORITIES
(Fall 2008)
RESULTS @ A GLANCE

During Fall, 2008, all departments, branches, and Boards completed the traditional PLA planning tool known as 'Library Roles' in the past and 'Library Service Responses' in its updated version. This tool is particularly useful for setting broad direction and priorities for service goals within a library's strategic plan.

Groups were required to rank the roles, think about potential 'new/additional' roles for PPLD, and to allocate budgets based on the roles. Results of both the ranking and the budget allocations are included, along with a summary combination rating. Overall results are listed below.

PPLD'S TOP SERVICE ROLE PRIORITIES

RANK	ROLE	BRIEF DESCRIPTION
1	Create Young Readers	In discussion among groups, and in the plan, this role has been broadened to include creating and celebrating readers of all ages.
2	Be an Informed Citizen	Local, national, and world affairs – current events; Village Green; Government connections and services
3	Connect to the Online World	Public internet access; Digital equalizer; Access to technology
4	Lifelong Learning	The lifetime library experience; Learning at every age; The people's university concept; Formal and informal educational support
5	Popular materials	Reading, viewing, listening for pleasure; Bestsellers
6	Ready reference	Fast info/facts; Consumer and business information needs;
7	Information fluency	Information literacy; How to use and evaluate websites and information sources; PC classes; Software instruction

ADDITIONAL ROLES CREATED/DISCUSSED

	ROLE	BRIEF DESCRIPTION
	Community-builder; Partner; Collaborator; Community Outreach	
	Engaging the Aging; Senior services and Outreach	
	Social connections; Cross-generational programs; Community Outreach	

STAFF AND BOARD FEEDBACK/INPUT:
BLUE OCEAN STRATEGY PLANNING RESULTS
(Spring and Fall 2008)
RESULTS @ A GLANCE

In the spring of 2008, PPLD supervisors and team leaders participated in a new planning effort called "Blue Ocean Strategy". This new, non-traditional planning tool helped staff engage and focus on both users and nonusers of the library and to "plot" service priorities into a visual canvas. The final graph is included here, as well as summaries of the major discussion points around Blue Ocean's defined areas: Industry groups, strategic groups, buyer groups, complementary products and services, functional/emotional orientation, and trends. New and innovative ideas for focus, services and programs, and facilities came out of this planning process. Strategy points on the final canvas are incorporated into the plan as goals, or occasionally as strategies.

A ranking exercise in Fall, 2008 was used to determine levels of emphasis for the strategy points on the canvas.

KEYWORDS & POPULAR IDEAS FROM BLUE OCEAN TEAMS

FACILITIES	
Across Industry	Drive-throughs
	Mini homework centers
Across Strategy Groups	Better atmospheres; Welcoming
	Quiet spaces
	Shared facilities
	More space; More meeting/community spaces
	Public transportation
	No-book library
	Collaborate with/incorporate Security/Manitou
	Readers' Paradise library
	Centralized collection management area: Shipping/receiving; dock; tech services; materials handling; garage for mobile services
	Quick-mart arcades
	Creative digital commons
Across Buyer Groups	Quiet reading areas
	Senior spaces
	More parking
	Drive-throughs
	Ambience
	Public transportation
	Green: Borrowing books is green
Complementary Products & Services	Drive-throughs
	Retail food

	More parking
	More buildings
	More outdoor views
	Kinko's type service area
	Free coffee in all libraries
	More bike racks
	Books-by-mail
	Dispensers, lockers, kiosks
	Homebound delivery
	Education/testing/learning center: GED, proctors, ESL, tutor spaces, citizenship classes, CSAPs, homework help
	Creative computer commons
	Community access TV
	Community information center: voter regis/info; drivers licenses, utilities
Functional-Emotional Orientation	Less vending machines
	Comfy atmosphere/ambience
	Family environment
	Less smell and clutter
	More security
	Unique branches
	Arcade type libraries
Trends	More locations
	Clean, welcoming
	Smaller service desks
	Arcade areas
	Business center
	Homework centers
	Teen centers
	Green and sustainable

COLLECTION	
Across Industry	Current/currency
	On-demand/Streaming/Downloads
	More formats/variety
	Depth v popularity
	Special/occasional extended hours
	GenX
	Self-service
Across Strategic Groups	Variety

	Rapid/popular/currency
	Alternative formats
	More dups to reduce holds
	Game checkouts
Across Buyer Groups	Focus collections
	Quick info/kits
	Popular current items
	More
Complementary Products & Services	More merchandising
	e-downloads
	More book club kits
Functional-Emotional Orientation	
Trends	More merchandising
	More bilingual
	Shared resources with other libraries
	Reduce: westerns, Vertical file, print reference

CUSTOMER SERVICE	
Across Industry	Convenience
	Ease of use (access, facilities, policies)
Across Strategy Groups	Self-service
	Ease of access
	Early hours
	SIRSI
	e-reference
	Cross-functional service points
	One-stop shopping
	Frequent users' club
Across Buyer Groups	360 searches
	Targeted child care (playgroups, simultaneous programs)
	Accurate information
	Create networking/social groups
	More easy access
	Transportation for groups
Complementary Products & Services	Babysitting
	Power users
	Self-service
	More government services
	Book reviews onsite and online

	Military relocation packet
	Tourist information
	Additional meeting room services
	Sell office supplies: Post-its, pencils,
Functional-Emotional Orientation	Relationships
	Efficiency
	Hours
	Consistency with flexibility
	More personalized service
Trends	EZ terminology and processes
	GenX appeal
	Children's play groups
	Convenient, immediate, 24/7 service
	Book clubs

TECHNOLOGY	
Across Industry	Remote customer service
Across Strategy Groups	More PCs
	Interactive resources
	Corporate library cards with a fee for special services
Across Buyer Groups	Remote access
	Family workstations
Complimentary products & Services	E-services
	Mobile technologies
	More laptops
	Peek-a-books
	More hardware, software, power tools
Functional-Emotional Orientation	More online services
	Technology to create efficiencies
	SIRSI – fuzzy logic/forgive spelling errors
Trends	Intuitive
	Online data and resources
	"Niche" sub-websites
	Storycore/storyoke
	Remote users' advisory council
	Distance learning
	Gadget orientation – emerging technologies
	Interactive TV
	Download stations

	On-demand

STAFF	
Across Industry	Greeters
	Staff experts/expertise
Across Strategy Groups	Need/reward a culture of innovation
	Open work environment
	Endowed business research position
	Re-examine traditional staffing patterns
	Re-examine processes/efficiencies
Across Buyer Groups	Roving reference
	Greeters
Complimentary Products & Services	
Functional-Emotional Orientation	Greeters
	Roving reference
	More staff training for better assistance
	Less bureaucracy
	More expertise
Trends	Additional business staff
	More training to create staff experts
	Re-evaluate staffing patterns

COMMUNITY/LIBRARY ROLES	
Across Industry	**Educational support**
	Office services
	Community investment
	Value/ROI/Free!
Across Strategy Groups	Business services
	Community center role
	Nonusers
	OutReach team
Across Buyer Groups	Curriculum support
	Education and learning community
	Value/Cost
Complimentary Products & Services	Education
	Library as connector
	Cost/value perception

Pikes Peak Library District Board of Trustees
April 11, 2017

	Community-library connections
Functional-Emotional Orientation	Knowledge; Learning
	Relationships
	Connections to past/heritage
	Libraries as last true public buildings
	Community advisory panels at each location
	More services to the military
Trends	Future-oriented
	Business forums
	Baby boomers need services; more retirees
	Economic gardening
	Emphasis on readers/users
	Partnerships, participation
	Solo work from home
	Free/public good
	Local emphasis

REDUCE/ADD	
Across Industry	
Across Strategy Groups	Some programs
	Some print reference materials
Across Buyer Groups	Less programs
Complimentary products & Services	Retail as value-added
	Friends sell office supplies
Functional-Emotional Orientation	Smells and clutter in our buildings
Trends	

OTHER COMMENTS	
Across Industry	Fees for genealogy services, market research, and NPUs
Across Strategy Groups	
Across Buyer Groups	Fees for in-depth research
	Accuracy as a value

STAFF AND BOARD FEEDBACK/INPUT:
PPLD BUILDING PHILOSOPHY STATEMENT
2008 – 2020 (Adopted by Board 5-28-08)

I.   CRITICAL ROLE OF PPLD IN THE PIKES PEAK REGION

Today, more than ever, the Pikes Peak Library District provides services and resources that enhance, make a difference in, and change the lives of individuals, families, businesses, and organizations in the Pikes Peak region.

- **PPLD AS AN EDUCATIONAL RESOURCE: LIFELONG LEARNING**

  PPLD is an educational resource that facilitates lifelong learning. Public libraries have long been known as "the people's university," and thousands of area residents find and utilize self-help resources in PPLD's branches each year. The Pikes Peak Library District serves in an educational support role for our K-12 schools and colleges, serving over 110,000 students in our region with resources, information, and services. The library also sets the stage for early literacy and school preparedness by introducing emergent literacy skills in storytimes. And, as research has shown, at the other end of life's spectrum, keeping the mind active is important for healthy aging, so more seniors are turning to the library to stay engaged.

- **PPLD AS AN ECONOMIC ENGINE: JOB AND BUSINESS GROWTH**

  PPLD is an economic engine that facilitates job, business, and community growth. A good public library system is one of the community amenities that businesses and individuals examine (in addition to schools and other cultural institutions) prior to making a decision to move/relocate. Good, reputable, well-cared-for public libraries increase home values. PPLD branches bring in foot traffic to business developments where they are located. The library system itself, in fact, is a major employer in the region, providing over 425 jobs to El Paso County residents. And, PPLD provides resources that help entrepreneurs start their own businesses. PPLD provides classes and technology that help residents create resumes and find jobs, and the District provides resources and staff that help established businesses and organizations find financial assistance each year.

- **PPLD AS LINK TO AN ENGAGED CITIZENRY: THE POWER OF INFORMATION**

  PPLD facilitates an informed citizenry through its information resources and services. Public libraries were the very foundation of our democracy. Founding Fathers such as Benjamin Franklin and Thomas Jefferson espoused the merits of access to books and information in order to have an informed and involved citizenry. Many El Paso County residents cannot afford to buy books or audiovisual materials, and many still do not own their own computers. PPLD provides books, information services, technology access, and electronic resources to thousands of residents, who would not otherwise have free and equal access to these necessities. In today's information society, that access has never been more important.

- **PPLD AS A QUALITY OF LIFE PROVIDER AND INDICATOR: A CULTURAL ICON**

  PPLD enhances the quality of life in our region. The public library is a cultural anchor and icon in any community. Our main and branch libraries provide programs – literary, music, information, art exhibits, performances -- for all ages. These programs enhance our residents' quality of life in those communities and in the region at large by helping our residents find meaning and enjoyment in their lives.

- **PPLD AS COMMUNITY BUILDER: THE GREAT AMERICAN TRADITION**

  PPLD is a long-standing tradition and community partner. Library service began in the Pikes Peak region as early as the 1880's. The Carnegie philanthropy legacy touched our region in the early 1900's, and PPLD has restored and preserved both of our Carnegie facilities – Old Colorado City Branch Library and the downtown Penrose Library.

  For over 125 years, library service and respect for knowledge, learning, and literacy have been eminently important to the residents of Colorado Springs and El Paso County. PPLD's staff is very involved in Colorado Springs and in the communities in which we have branches. Our libraries and our staff help to build and maintain strong, vibrant communities.

II.   CONNECTING WORDS, IDEAS, PEOPLE, AND COMMUNITY: BUILDING LIBRARIES = BUILDING COMMUNITY

- **LIBRARIES ARE NOT GOING AWAY**

  Over the last few decades, particularly with the advent of technology and online resources, pundits have debated the future of libraries, even, in some cases, predicting their impending demise. While it is certainly true that public libraries are undergoing profound transformations, their demise is far from immediate. Within our region, there are still immense economic gaps among our residents; there are still many who cannot afford to purchase these resources on their own. There are also many small businesses who cannot afford to purchase valuable informational databases on their own.

  Though we are an information-rich society, and though technology (e.g., Google, etc.) has provided easier access to information, many students and individuals still need assistance in determining what is the best, most accurate, most reliable information – and it is library staff who provide that guidance.

- **LIBRARY BUILDINGS ARE STILL IMPORTANT**

  There are also pundits who have predicted that libraries should need less space, since so many resources are now online/electronic. Today, more than ever, however, our library branches also serve as community gathering places. There are fewer and fewer 'community spaces' where families can go together for leisure time, where individuals can gather together and discuss issues, where organizations can meet, etc. Our libraries are becoming our 'Village Greens' of the past. They are safe, gracious, people spaces in our fast-paced, technology-driven world. In our smaller, more remote communities, this is especially true; PPLD's Palmer Lake Branch and Ute Pass Branch are two good examples.

III.   METRICS AND BENCHMARKS: PPLD'S CHALLENGE

This past year, PPLD's administrative staff and Board reviewed a number of metrics related to our library buildings. To benchmark the District, libraries were chosen that serve the same cities that the Economic Development Corporation has chosen as comparables[1] for their measurements and comparisons in attracting new businesses to the area. Other libraries examined include the nine other library systems in the 'Top Ten' ranked libraries[2] serving a population of over 500,000.

Benchmarks revealed that Pikes Peak Library District is 'ahead' in metrics that indicate efficiency and effectiveness of library services, but that PPLD is 'behind' peer library systems in metrics for library facilities.

- **GEOGRAPHIC AREA SERVED**

  Benchmarking statistics of comparable library systems revealed that other library systems averaged 21 facilities serving 998 square miles. PPLD has just 12 facilities serving 2,096 square miles.

- **SQUARE FEET/CAPITA OF LIBRARY SPACE**

  Space at all PPLD facilities totals 225,432 square feet, which equates to .43 square feet/capita. The average for all comparable/benchmark libraries is .54 square feet/capita, a difference of 21%. Here in Colorado, Arapahoe District has .63 square feet/capita of library space, while Douglass County Library District offers 1.34 square feet/capita to its residents.

  The main library for these comparable library systems averaged 182,000 square feet, while Penrose Library is 79,000 square feet.

- **DEMOGRAPHICS AND USAGE**

  El Paso County's population has increased tremendously over the last decade, and the District is obviously concerned about keeping up with library needs for our whole population, not just where branches currently exist. Currently, in fact, PPLD has no branches east of Academy, e.g., no facilities along the Powers corridor. An analysis of population growth and projections showed that within a three-mile radius of the new Memorial North location, there are 86,488 residents, for instance. Yet, PPLD's nearest facility is the Briargate Branch, 1.75 miles away, with less than 9,000 square feet. Our analysis indicated other geographic gaps in service/access as well, including:
  - Banning Lewis
  - Dublin & Powers
  - Jackson Creek
  - Carefree YMCA
  - Hancock & Drennen
  - Marksheffel YMCA
  - S. Academy/Highway 115

  In the last decade, PPLD added a new branch at Briargate, a new building in Fountain, and renovated several other existing facilities. District-wide square footage of library space went up by 16%. During this same time, however…
  > … population went up by 25%
  > … borrowing (circulation) went up by 90%
  > … and visitors through our doors went up by 200%.
  We are clearly not keeping up.

IV.   THE LONG VIEW

As the administration and Board looked at these benchmarks, consensus on several facilities issues arose.   Together, these consensus items form a philosophy for planning facilities for the future. This overall philosophy emphasizes 'the long view' and represents a building plan for PPLD from 2008 – 2020.

- **FROM LEASING TO OWNERSHIP**

  PPLD currently leases 7 of its 12 facilities.[3] In several cases, improvements to those facilities have been made, yet PPLD does not own them. An analysis of costs for PPLD's leased facilities showed that the ROI (return on PPLD's investment) is approximately 14 years. Given that PPLD branches typically remain in the same locations for many, many years, it behooves the District to own its land and buildings. Leased facilities also frequently limit expandability and hinder the implementation of other service options such as drive-up drops or service windows. Currently, in fact, over $800,000 from each year's operating budget goes to lease and CAM charges. If PPLD continued leasing all these facilities, nearly eight million dollars would be paid in leases and CAM charges over the next decade. Those are operating dollars that could go to other essential library needs, such as books, bandwidth, and staffing.

Therefore, the District will not enter into any more new leases unless it is for a very temporary/interim service. And, PPLD will begin phasing out existing leases, as the leases expire and as other options become available.

- **RETHINKING TRADITIONAL BRANCHES/BUILDINGS**

    An analysis of current facilities, along with projections for population growth, revealed the following observations and conclusions:
    - PPLD needs to plan, over time, for facilities in unserved areas that were identified through demographic analysis.
    - Current branches are very small for the areas they serve. Other than Penrose and East, only one branch is larger than10,000 square feet. We need to provide branches larger than that in larger population areas.
    - PPLD needs a large library in the northeast, where population density is as heavy as it is for East and Penrose.
    - PPLD should consider a mid-sized, regional type library (30,000 – 45,000 SF) in a few locations.
    - A feasibility study for Penrose, East, and the Knights of Columbus building is absolutely necessary to understand the needs, the limitations, and the options for the existing two large libraries, in order to address both public space needs and to better plan for administrative functions in the District.

- **MOVING TO A 21st CENTURY MODEL OF DESIGN AND SERVICE**

    As PPLD enters this new phase of facilities and construction, a new model of design and service will be embraced. PPLD can and will make use of innovative developments and technologies to provide even more efficient and responsive services. Libraries are much more than the quiet book repositories they were in the fifties and sixties, and PPLD will move beyond those traditional models to newer ones that emphasize customer service, convenience, and electronic options.

    In addition to traditional buildings and models of service, PPLD will also consider a new 'arcade' model of service that utilizes a small footprint and is large on automation and self-serve. This model will be especially valuable in areas where no library service currently exists, as a precursor to a more permanent facility in the future. This 'arcade' presence might include an information kiosk, a return drop, and electronic holds pickup lockers, for instance. Some may also include DVD or book dispensing machines. This new model is low on capital, operating, and staffing costs, yet would provide a preliminary presence in areas that are currently unserved. This model would also increase visibility and awareness of library services District-wide.

- **SUSTAINABLE DESIGN AND CONSTRUCTION**

    With this new plan, PPLD is making a commitment to green and sustainable buildings. Whenever possible, sustainable elements of design and construction will be incorporated into our buildings. This is a smart direction for PPLD, as these elements will result in savings in operating dollars over time. And, this is a smart direction for the community, so PPLD will be a leader in this area.

- **PLAN FOR THE FUTURE: LAND NOW, BUILD LATER**

    PPLD's first and primary emphasis must be to anticipate facility needs and to acquire land well in advance of anticipated construction. As population continues to grow, housing and commercial development often fill in an area quickly, making any property that is available too expensive or too small for a library building.   PPLD must be strategic in plotting out its facility needs well into the future, as other commercial entities do, in order to optimize opportunities for acquiring land.

V.   THE PROCESS

There are certain values that are important to PPLD, and those will be maintained in this building philosophy and process.

- **RESPONSIVE AND EFFECTIVE**

   PPLD is user and community responsive. We solicit input and feedback from the community on every building project we undertake. Our users' needs, both current and future, are important to us, and those are taken into consideration in the design of every facility as well as in every service decision. Some aspects of service and design are consistent across the District, but we also take into consideration and incorporate the unique needs and aspects of the community that a specific branch serves.

- **INCLUSIVE**

   PPLD is here to serve the entire community. That is why addressing the geographic gaps in service is such a critical issue. Every resident has the right to good and accessible library service.

- **ACCOUNTABLE**

   A Tradition of Good Stewardship: PPLD has been a good steward of its operating funds, always living within its means. There has been no millage increase since 1986.[4] In fact, in many years, the millage level has dropped due to TABOR limitations. The District has no separate source of capital funds[5], and, for the last several years, has tried to set aside a portion of its operating budget for construction. Over the last decade, as population and usage have grown tremendously, this has been a difficult fiscal challenge. PPLD has relied heavily on Foundation and private donations for building projects and has been aggressive in seeking federal, state, and local grant opportunities.

   Cost Efficiencies: PPLD has always been extremely frugal with its funding. Building projects are value engineered to provide the best combination of value and reduced cost. The new models of service delineated above, the transition from leased premises to owned facilities, and the commitment to sustainable building design will all provide additional efficiencies in costs while also providing improvements in service.

   The Value of Collaboration: PPLD has always sought beneficial partnerships in the community. In looking for new locations and in planning for facilities for the future, PPLD will be seeking collaborations and relationships for shared facilities. Shared facilities, where the library's mission and services mesh well with those of another organization, opens up possibilities for shared costs of construction, shared operating costs, shared usership/visitors, and even potential shared programs. Such partnerships, where feasible and appropriate, can be a win-win for both organizations as well as for the community at large.

   The Importance of Land and Building Donations: In two cases in the last five years – Fountain and Falcon -- a land donation has jump-started and enabled the construction of a new library facility. The District must also remain flexible and consider looking for vacated buildings in identified priority geographic areas that might be easily converted into library facilities. The value of a land or building donation is immense for PPLD, allowing the District to leverage our own operating dollars better, as well as providing an incentive for additional private and community donations toward a new facility.

VI.   THE OUTCOME: LIBRARY SPACES IN COMMUNITY PLACES

The Pikes Peak Library District has much to offer Colorado Springs and the surrounding area in El Paso County. We should not shortchange our residents with less than optimal facilities. Programs, services, and staff are excellent, yet inadequacies in the area of facilities are compromising the District's ability to continue to provide the efficient, effective, award-winning service that residents need and deserve.

The philosophy statement presented here will serve as a guideline for PPLD's facilities decisions and development from 2008 onward, well into the future. The next step will be to develop a more specific Facilities Plan, that incorporates a timeline, that pinpoints some geographic priority areas, and that establishes cost estimates for various building models. Once completed, that document and this one will be incorporated into PPLD's Strategic Plan.

"Library Spaces in Community Places" is an important theme for the future of Colorado Springs and El Paso County. If PPLD is to continue the tradition of library service that has provided this region with educational support and lifelong learning, with business and economic resources, with information access, and with exceptional cultural programs and resources, we must put library spaces in community places. If we wish to build community… we need to build more libraries.

PUBLIC LIBRARY TRENDS and ISSUES:
MAJOR RESEARCH AND LIBRARY LITERATURE

PUBLIC LIBRARY TRENDS and ISSUES:
BENCHMARK STATISTICS –
HAPLR (American Libraries)

PUBLIC LIBRARY TRENDS and ISSUES:
BENCHARK STATISTICS –
5 Star Library Rankings (Library Journal)

PUBLIC LIBRARY TRENDS and ISSUES:
BENCHMARK STATISTICS –
Libraries in EDC, QLI, & Selected Comparable Cities

PUBLIC LIBRARY TRENDS and ISSUES:
BENCHMARK STATISTICS –
Colorado Libraries

PPLD STRATEGIC PLANNING
PARTIAL RESOURCE LIST

Watson, Richard. Future Files; The 5 Trends That Will Shape the Next 50 Years. London: Nicholas Brealey
Publishing, 2008.
www.futuretrendsbook.com; www.nowandnext.com

Downtown Colorado Springs Vision

Welcoming | Vibrant | Connected | Walkable | Anchor | Innovative | Entrepreneurial | Valued

Goals

GOAL 2
Diverse and Inclusive Place to Live, Integrated with Adjacent Neighborhoods

GOAL 3
Celebrating and Connecting with Outdoor Recreation and Exceptional Natural Setting

GOAL 8
A Place for Inspiration, Honoring History and Facing the Future

GOAL 1
Economic and Cultural Heart of the Region

GOAL 4
A Place for Healthy and Active Lifestyles

GOAL 7
Offering an Unforgettable Visitor Experience

GOAL 6
A Leader in Innovative Urban Design and Sustainability

GOAL 5
A Walkable and Bike-Friendly Center Connected Through Safe and Accessible Mutimodal Networks

Action Steps

EXPERIENCE DOWNTOWN PLAN OF DEVELOPMENT

The Development Plan serves as the official plan of development for the Downtown Development Authority, outlining the goals and actions that will move Downtown toward achieving its vision.

VOLUME 1 CONTENTS:
Chapter 1 Assets, Opportunities, and Challenges
Chapter 2 Vision Framework
Chapter 3 Boundary Description
Chapter 4 Tax Increment Financing

EXPERIENCE DOWNTOWN MASTER PLAN

The Experience Downtown Master Plan is designed to fulfill Downtown's long-term Vision and Goals through key physical elements that define its desired character and function.

VOLUME 2 CONTENTS:
Land Use **Chapter 1**
Parks, Trails and Waterways **Chapter 2**
Gateways and Districts **Chapter 3**
Transportation, Mobility and Parking **Chapter 4**
Urban Design and Public Space **Chapter 5**

STRATEGIC PLAN GOALS

GOAL ONE 1

MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE.

GOAL TWO 2

CONTINUE TO ENHANCE THE UNDERSTANDING OF CIVIC SERVICES AND PROMOTE PARTICIPATION, ENGAGEMENT AND CONFIDENCE IN COUNTY GOVERNMENT.

GOAL THREE 3

MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE AND TECHNOLOGY.

GOAL FOUR 4

CONSISTENTLY SUPPORT REGIONAL ECONOMIC STRENGTH.

GOAL FIVE 5

STRIVE TO ENSURE A SAFE, SECURE, RESILIENT, AND HEALTHY COMMUNITY.

PLATFORM GOALS

1: Promoting Job Creation

Create an environment that promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens

1A: Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities.

1B: Encourage the development of a defined and well-promoted City image.

1C: Make it easy to do business with the City.

2: Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets

2A: Lead the identification and funding plan for addressing infrastructure needs.

2B: Analyze special funds and restructure revenue to address infrastructure needs.

2C: Incorporate improvements to accessibility and connectivity, while addressing needed infrastructure repairs.

4: Excelling In City Services

Ensure a fiscally sustainable and resilient City that delivers consistent quality services and continuously seeks to improve service delivery

4A: Support continuous improvement.

4B: Leverage technology to improve service delivery.

3: Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

3A: Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community.

3B: Expand and encourage citizen engagement.

Colorado Springs City Council 2016 Strategic Plan

CITY OF COLORADO SPRINGS

To provide for the future of the City, City Council maintains a strategic plan which prioritizes goals for the City Council and establishes measurable outcomes. The plan process considers public input and is provided to the Mayor for consideration in the development of the 2016 municipal administrative budget. (Colorado Springs' City Charter Article III, 3-10.(c))

Mission: As stewards of the public trust, we serve the people of Colorado Springs with core services effectively, efficiently, and courteously with the wise use and management of our resources.

Focus Areas	Objectives	Initiatives	Measurable Outcomes
Economic Strength	Improve Colorado Springs' Business-Friendly Climate	Identify and revise business-related City Code sections to improve customer focus, expedite processes, and eliminate barriers.	Collaborate with executive branch and business community to identify and revise code sections.
	Facilitate Regional Economic Strength	Identify and implement specific changes within Council's purview that attract and retain jobs, leveraging the City's strengths, including Colorado Springs Utilities' role as an economic engine for the region.	Continue partnership and collaboration with the Regional Business Alliance.
			Work with Airport and Economic Development to identify and leverage business opportunities at the Colorado Springs Airport.
		Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region.	Investigate policy modifications that maximize tax revenues available for tourism promotion and other business initiatives in the tourism arena.
			Form a Council subcommittee to investigate the feasibility of a Local Marketing District to fund tourism promotion in the region.
		Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses.	Solicit feedback from and identify partnership opportunities with the Pikes Peak Workforce Center and regional educational institutions.
		Proactively engage in the federal BRAC (Base Realignment and Closure) process, with the goal of defending and expanding the military presence in the Pikes Peak region.	Participate actively in citizen groups engaged in BRAC process.
	Encourage Responsible and Innovative Land Use	Implement results of the comprehensive plan infill steering committee's work and provide citizen input to City Council concerning the plan.	Infill elements incorporated into the comprehensive plan & utilized in land use decisions.
		Focus on and engage with citizens on the Banning-Lewis property and master plan.	Neighborhood town halls on issues of specific concern to Banning-Lewis residents and other citizens relating to use of the property.
		Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown.	Demonstrated job growth and increased economic activity in targeted areas.

Focus Areas	Objectives	Initiatives	Measurable Outcomes
	Engage in Regional Partnerships that Improve Results and Leverage Collaboration	Facilitate intergovernmental cooperation to support, as appropriate, efforts relating to stormwater, emergency response, transportation, and aging.	Meet regularly with other local governments regarding resolution of mutual stormwater concerns.
		Participate in regional Continuum of Care to support elimination of homelessness and vagrancy and their effect on citizens' quality of life.	Review allocation of federal block grant funding to support affordable housing.
		Continue to collaborate with stakeholders including El Paso County, PPRTA, PPACG, Colorado Springs Utilities, and the military to implement realistic and effective regional stormwater solutions, and other high-priority capital improvements and maintenance programs.	Work with executive branch to construct and fund a comprehensive multiyear plan to fund critical infrastructure deficits, including roads, bridges and stormwater infrastructure.
	Exercise Sound Financial Stewardship	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities.	Continue to refine work plan for Audit Committee for 2016 and report to Council.
		Engage with executive branch to examine the City's budget and strategic plan development processes, identify policy changes and opportunities for effective and early engagement.	Identify City Code and/or Charter changes needed to allow for Council-initiated budget changes.
Responsible Government	Deliver Effective & Efficient Government by Collaborating and Communicating among City Departments	Continue to clarify and effectively execute the legislative role of City Council and refine Council processes to facilitate transparency, proactivity, and citizen engagement.	Coordinate Council's communication function with the executive branch to ensure consistent and effective messaging to citizens, employees, and the media.
		Examine adjusting local TABOR to reflect the community's ongoing resource needs with respect to City Council's responsibilities to fund those needs.	Convene a working committee of TABOR experts and stakeholders to advise City Council on its long- and short-term effects on City budgets and possible options to remediate, with a report to City Council by June 2016.
	Facilitate engagement with local, state and federal lawmakers to ensure the City's interests are represented.	Lead the development of an effective legislative agenda and lobbying program, working in concert with Colorado Springs Utilities, the executive branch, and municipal associations.	Adopt a legislative agenda document developed with input from all branches of City government, including Colorado Springs Utilities.

Focus Areas	Objectives	Initiatives	Measurable Outcomes
	Increase Citizen Outreach & Engagement in Local Government	Evaluate existing City Council Boards, Commissions and Task Forces to ensure effectiveness and citizen participation; revise and restructure to ensure robust citizen input, leverage new technology tools.	Implement new technology solutions to modernize and streamline the recruitment, selection, and appointment of Boards & Commissions volunteers.
		Partner with local non-profit organizations to promote effective neighborhood outreach and leadership development.	Solicit citizen input on the quality and effectiveness of the City's Code Enforcement function.
Quality Community			Identify budgetary and regulatory changes to increase the effectiveness of the City's Code Enforcement function.
	Develop and implement policy changes to promote a safe, secure and healthy community.	Work with Council Boards & Commissions to identify specific City Code or policy changes that improve important elements of citizens' quality of life.	Solicit specific input from selected Boards & Commissions for recommendations.

a UNIFIED VISION for ARTS and CULTURE in EL PASO and TELLER COUNTIES of COLORADO

CULTURAL PLAN

FOR THE PIKES PEAK REGION

coppercolo.org/culturalplan

What's In It For YOU?

NEW VENUES
NEW ARTS EDUCATION
NEW RESOURCES
NEW NEIGHBORHOOD ART

How can I get a piece of this plan?

The complete cultural plan presents a clear picture of the region and the cultural ecosystem and identifies specific actions recommended to achieve these goals.

We need YOU for the plan to be successful. Get involved and learn more!

In order to move this plan forward, our community will work with:

- existing municipal government arts and cultural programs
- partnerships with non-profit arts organizations
- creative individuals making great work

Does a goal tickle your fancy? Join the implementation team!

Can you or your organization provide in-kind services like assistance in marketing or promotion of cultural activities?

Do you or your organization have existing assets and properties that could operate as facilities for cultural organizations and activities?

To get involved or learn more, contact COPPeR, info@coppercolo.org, 719.634.2204, www.coppercolo.org/culturalplan

COPPeR
CULTURAL OFFICE OF THE PIKES PEAK REGION

Cultural Office of the Pikes Peak Region PO Box 190 Colorado Springs CO 80901 719.634.2204

THE BIG PICTURE

Our cultural plan has a vision. This plan aims to develop, enliven, enhance and promote the arts. Technically, the plan promotes and elevates arts, culture and creative industries—and these industries benefit everyone from visitors to natives, educators to businesspeople, young and old alike.

We know our arts scene is vibrant — and we want to see even more of a good thing! This 10-year plan has identified the necessary goals, strategies and recommended action steps for supporting the growth, diversity and sustainability of cultural activities in the Pikes Peak region. The plan identifies methods in which the arts can strengthen all sectors of the community. After all, the arts are an intricate ecosystem composed of individual artists, nonprofit organizations, and creative industries like film, design and architecture. In order for our region to be hip, exciting and attractive we all need to be on the same page, with a similar vision for the future built on shared values.

This plan presents a unified vision for our sector among its many players, and in order for that ecosystem to flourish, we require a unified vision for our sector among its many players, including individual artists, the nonprofit sector, creative industries and a wide range of cultural consumers and arts participants. This diversity will serve as a source of strength and inspiration for creative individuals and arts organizations and will not only advance the creative sector but will enhance the economic vitality of the entire region, developing a reputation for our region as a cultural destination.

ABOUT THE PROCESS

The arts and cultural sector in the Pikes Peak region has expanded in the past two decades, and arts leaders identified a pronounced need for a comprehensive strategy to strengthen the sector in order to enhance the overall community.

An earlier attempt to create a cultural plan in the early 2000's led, in part, to the formation of COPPeR, the Cultural Office of the Pikes Peak Region, the first professionally staffed cultural office for the region.

The plan was born through an open, inclusive process using the input of thousands of citizens through surveys, summits, focus groups and the Dream City: Vision 2020 project. The plan will be implemented with this same spirit of openness and inclusivity.

GOALS AND OBJECTIVES FOR THE PLAN

1 Increase engagement, access and participation in the cultural life of the region
- Expand community and neighborhood cultural development
- Improve marketing for cultural activities
- Eliminate barriers to access for all citizens
- Measure and track public participation in cultural programs

2 Integrate the arts into the social, economic and political fabric of the community
- Develop affordable and accessible venues and facilities
- Define the arts and cultural sector as an economic driver and grow creative industries
- Affirm culture, identity and heritage

3 Strengthen and expand arts learning
- Strengthen K-12 Arts curriculum
- Enhance Higher Education and Adult Education

4 Foster thriving arts organizations
- Enhance the sustainability of existing cultural organizations
- Create sustainable funding for cultural organizations

5 Support creative individuals and advance arts leadership
- Recognize and support creative individuals
- Advance leadership in the arts

The Cultural Plan full document (available online) identifies recommended action steps to achieve community partnerships and collaborations which will be critical to accomplish the goals and objectives identified in this plan. www.coppercolo.org/culturalplan

WHY A PLAN?

For decades, successful communities have used cultural plans as a way to galvanize their cultural sectors and identify priorities.

- The Pikes Peak Region (El Paso and Teller counties) is home to more than 200 nonprofit organizations that produce an annual economic impact of nearly $100 million.

- Thousands of individual artists call this region home.

- Colorado Springs also ranks in the top 15 percent of 276 metropolitan areas nationwide in number of arts businesses per capita, proving that creative industries are a major force in the economy.

A cultural plan is a community document, intended to guide and focus the efforts of citizens who care about arts and culture. The plan states goals and objectives to advocate for, to support financially, and to integrate the work of creative individuals and organizations for the betterment of the Pikes Peak region. The plan was developed through an open, inclusive process using the input of thousands of citizens, and the plan will be implemented with the same spirit.

It is a plan for and by the community, and as such is owned by the community.

WHAT WE KNOW TO BE TRUE

When we say "art" we mean arts, culture, history and heritage. We know that the arts...

- foster vibrant neighborhoods and urban revitalization.

- are a magnet attracting young professionals and a skilled, innovative and creative workforce.

- shape a "destination city," luring cultural tourists, who stay longer and spend more money than other travelers.

- are the cornerstone of a well-rounded education, proven to teach children complex forms of problem-solving, encourage risk-taking and new approaches, and develop critical-thinking skills.

- create a positive, unique and authentic brand for our community.

- bridge ethnic and cultural divides, helping us to better understand people of different backgrounds and viewpoints.

- build community identity, inclusion and pride.

Consent Agenda: New Hires

The following individuals were hired by the Pikes Peak Library District for the positions indicated during the period of March 1, 2017 – March 31, 2017.

Allison Knoecklein: High Prairie Branch, PSS (40 hrs)
Angelica Aguilar: Library 21c, Pss-C3 (20 hrs)

Reserving a Meeting Room at the Pikes Peak Library District

Background

The revised Pikes Peak Library District Meeting Room Policy was approved by the Board of Trustees at the March 14, 2017 monthly meeting. Board members asked for further research on the statement "Reservations made with a PPLD library card are preferred."

This paper includes the results of the 1) additional research and 2) committee member input.

Analysis

The meeting room policies of six national libraries and 13 Front Range Colorado libraries were reviewed during the meeting room policy revision process. The 19 libraries' policies were reviewed again to determine if a library card was required to reserve a meeting room. If the policy did not state whether a card was required or not, the library was contacted by telephone, email or chat service. Only 3 libraries (16%) require a patron to have a library card to reserve a meeting room.

LIBRARY	YES	NO
National Libraries		
Columbus Metropolitan Library	☑	
Lexington Public Library		☑
Naperville Public Library	☑	
Nashville Public Library		☑
Phoenix Public Library		☑
Seattle Public Library		☑
Colorado Libraries		
Anythink Libraries (Adams)		☑
Arapahoe Library District		☑
Aurora Public Library		☑
Boulder Public Library		☑
Denver Public Library		☑
Douglas County Library District		☑
Englewood Public Library		☑
High Plains (Weld)	☑	
Jefferson County Library District		☑
Bemis Public Library (Littleton)		☑
Poudre River Library District		☑
Pueblo City-County Library Dist.		☑
Westminster Public Library		☑

The Meeting Room Policy Team met on March 22nd to further explore whether a card should be required to reserve a room. The Team unanimously agreed that a card should not be required. Reasons are listed below.

- Provides open, easier access
- Invites people in to experience the library and the many things offered in addition to books
- Employs good marketing – come to the library to meet others, use rooms and resources as a business hub, participate in classes, programs and events, and find things you didn't expect
- Promotes a climate of inclusiveness
- Reduces barriers
- Presents an opportunity for staff to encourage users to get a library card in a place of friendliness
- Reduces the number of times that cardholders and not the organizer reserves the room resulting in no contact info
- Helps provide more learning opportunities – Organizers/presenters may not qualify for a card but they are providing a program for district residents
- Provides for happier interactions
- Reduces referrals to other desks or departments – the Meeting Room Coordinator does not issue cards and a card cannot be issued over the phone
- Supports the philosophy that it is "the right thing to do"
- Reciprocates sharing resources between libraries, sets an example
- Provides for differing abilities among citizens in the county
- Supports all residents – residents are already paying for our services

Conclusion

Having the option to reserve a meeting room with or without a library card carries on PPLD's tradition of excellent customer service. It reduces barriers and allows for opportunities for patrons to learn more about PPLD's services including how to get a library card.