

**PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES**  
**MAY 9, 2017**  
**PENROSE 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 (p. 1)
  - B. Correspondence
  - C. Events & Press Clippings (p. 6)
  - D. Presentations
    - 1. Special Collections Department
- V. REPORTS
  - A. Friends of the Pikes Peak Library District Report (p. 8)
  - B. Pikes Peak Library District Foundation Report (p. 9)
  - C. Board Reports
    - 1. Governance Committee
    - 2. Internal Affairs Committee
    - 3. Public Affairs Committee
    - 4. Board President
  - D. Financial Report (p. 10)
  - E. Library & Branch Services Report (p. 27)
  - F. Executive Director's Report (p. 29)
- VI. BUSINESS ITEMS
  - A. Consent Items: Decision 17-5-1  
*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 (p. 32)
  - B. New Business
    - 1. Change of Position Title for Executive Director: Discussion (Spicer)
    - 2. Policy Guidelines Policy: Decision 17-5-2 (Spears) (p. 33)
    - 3. Funding for Compensation Adjustments: Decision 17-5-3 (Jensen, Spears, Varnet) (p. 36)
  - C. Unfinished Business
    - 1. Funding for Sand Creek Makerspace: Decision 17-5-4 (Syling, Varnet) (p. 48)
    - 2. 2010-2020 Strategic Plan: Discussion (Spears) (p. 59)
- VII. ADJOURNMENT

**MINUTES**  
**PIKES PEAK LIBRARY DISTRICT**  
**BOARD OF TRUSTEES MEETING**  
**April 11, 2017**  
**4 pm**  
**Old Colorado City Branch Library**

**MEMBERS PRESENT**

President Cathy Grossman, Vice President Keith Clayton, Trustee Kathleen Owings, Trustee Katherine Spicer, Trustee Wayne Vanderschuere

**MEMBERS ABSENT**

Trustee Ken Beach, Secretary/Treasurer Molly Dippold

**PIKES PEAK LIBRARY DISTRICT STAFF and OTHERS PRESENT**

Executive Director John Spears, Old Colorado City Branch Library Manager Evelyn Blakely, Community Engagement & Outreach Officer Sean Anglum, Katie Cronk, 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, David Rasmussen, Facilities Division Head Gary Syling, Chief Financial & Business Officer Michael Varnet

---

**REGULAR MEETING OF THE BOARD OF TRUSTEES**

**CALL TO ORDER**

President Grossman called the April 11, 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 March 14, 2017 and the March 28, 2017 meetings of the Board of Trustees were presented for review.

**Motion:** Keith Clayton moved that the minutes of March 14, 2017 and the March 28, 2017 meetings of the Board of Trustees be approved as presented.

**Second:** The motion was seconded by Wayne Vanderschuere.

**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.

### **Presentation**

Old Colorado City Branch Library Manager Evelyn “Trish” Blakely welcomed the Board and provided a brief introduction to current branch activities. Ms. Blakely noted that Old Colorado City Branch has great patrons and great staff.

Old Colorado City Branch staff member David Rasmussen gave a colorful history of the library in Old Colorado City. He noted that the Old Colorado City community has historically been an innovative group of people strongly devoted to the Westside neighborhood and their library.

## **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 shared exciting news about the autographed copy of *To Kill a Mockingbird* that was donated to the Friends. The signature has been authenticated as Harper Lee’s. The book is currently for sale on eBay.

### **Pikes Peak Library District Foundation**

The PPLD Foundation Report was included in the Board packet.

### **Board Reports**

#### **Governance Committee**

Governance Committee Chair Katherine Spicer reported that she had met with Executive Director Spears to further discuss his 2017 goals. The goals were included in the minutes of the March 14 meeting.

#### **Internal Affairs Committee**

There was no report from the Internal Affairs Committee.

## **Public Affairs Committee**

Public Affairs Committee Chair Kathleen Owings reported that the Committee did not meet since the March Board meeting. She noted that she is representing the Board at Friends meetings.

## **Board President**

President Grossman did not have a report.

## **Financial Report**

The financial report for the period ending February 28, 2017 was included in the Board packet. Chief Financial & Business Officer Michael Varnet reported that February's revenue from specific ownership taxes was the greatest amount ever collected from specific ownership taxes in a one-month period. He noted that expenditures are 10% greater than for the same period in 2016 and explained that, thanks to a full staff, bills are being paid more quickly in 2017.

## **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 spoke briefly about the very successful Mountain of Authors program that took place on April 8. Associate Director for Branch Services Lynne Proctor highlighted community partnerships in the branches in her written report.

## **Executive Director's Report**

Executive Director John Spears reported on the success of the recent amnesty event. PPLD waived about \$70,000 in uncollected fines and fees, welcoming back more than 1,700 patrons who had been blocked from using the Library.

The week of April 10 is National Library Week. Many local governments recognized the value of PPLD in their communities through proclamations. PPLD received NLW proclamations from Colorado Springs, El Paso County, Manitou Springs, Monument and Fountain.

PPLD's draft strategic plan for 2010-2020 was included in the Board Packet. Although the plan was never completed or adopted by the Board of Trustees, Executive Director Spears noted that the plan's core values are still relevant and the plan has been central to PPLD's current course. Also included in the Board packet were strategic plans from other government/community entities. PPLD will strive to update the plan to compliment community goals.

Executive Director Spears suggests that the Board reaffirm the plan. He and the Leadership Team will work on updating the plan with that purpose in mind. At the May Board meeting the Board will have the opportunity to focus on strategic goals in the plan.



## BUSINESS ITEMS

### Consent Items

#### **Decision 17-4-1: 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.

### Unfinished Business

#### **Report on Meeting Room Policies: Discussion**

At the March 14, 2017 meeting the Board approved the updated PPLD Meeting Room Policy and requested that Associate Director McPherson reconvene the Meeting Room Policy Committee to research the practice of requiring a library card to reserve a meeting room. The report on the Meeting Room Policy Committee's methodology and results was included in the Board packet. The Committee reviewed the meeting room policies of six national libraries and thirteen Front Range Colorado libraries. Only 3 of the 19 libraries reviewed require a library card to reserve a meeting room. In further discussions, the committee agreed unanimously that PPLD should not require a library card to reserve a meeting room and provided fourteen reasons to support that decision. Among the primary reasons were:

- Open, easier access that promotes a climate of inclusiveness, supports all residents and reduces barriers to library services
- Marketing through exposing the public to new library services they might not otherwise know about

President Grossman thanked Associate Director McPherson and the Meeting Room Policy Committee for their thorough work on this project.

#### **Follow-Up to Recommendations of Singer Group: Discussion**

On March 28, 2017 the Board received a presentation from the Singer Group and the PPLD Leadership on the methodology, results and recommendations of the Comprehensive Compensation Study. Executive Director Spears and the Leadership Team offered this opportunity for the Board to ask any additional questions.

Some topics of discussion included:

- Follow-Up: The Singer Group is known for helping as long as they are needed. The Leadership Team is in the process of creating an Implementation Team that will be comprised of all levels of PPLD staff.
- Prioritization of options: Staff compensation is the top priority. Reorganization will come after that. The Leadership Team is identifying what can be done with current resources.

- Employee feedback: Although there are some concerns with major changes, staff are excited at the prospect of being paid fairly.
- Centralized vs. localized programming: There are pros and cons to each model. Leadership Team has begun this discussion with the Management Team.

President Grossman offered kudos to Executive Director Spears and the Leadership Team for their hard work in presenting the recommendations to the entire PPLD staff through several presentations. She noted that this effort has done much to establish a high level of trust for management from the staff.

## **ADJOURNMENT**

There being no further business to conduct, President Grossman adjourned the meeting at 5:53 p.m.

*D. Rasmussen left the meeting at 5:20 pm*

*K. Owings left the meeting at 5:35 pm*

*K. Cronk left the meeting at 5:45 pm*

## Upcoming Events May 9, 2017

**Greenberg Center for Learning and Tolerance / PPLD *Justice For All w/ Morris Dees*** @ Hilton Doubletree – Thurs., May 18, 6:00pm (\$25.00, tickets reserved online by May 14: Universe.com/GreenbergDees)

***Meadowgrass Music Festival*** @ La Foret Center/Black Forest – Fri.-Sun., May 26-28 (PPLD will be the highlighted organization in the Kid’s Tent on Sat., May 27, 9:00 am-5:00 pm)

**PPLD *Summer Adventure*** (Summer Reading) Kickoff – Thurs., Jun. 1

**RMPBS/KTSC-TV *KidsFest*** @ Acacia Park – Sat., Jun. 3, 9:00 am-2:00 pm

**PPLD Regional History Symposium *Enduring Legacies and Forgotten Landmarks: The Built Environment of the Pikes Peak Regions*** @ EA - -Sat., Jun. 10, 9:00 am-4:30 pm (reservations required, 531-6333, ext. 2253)

### Clippings

*April Compliments* (Compiled by Amy Rodda, Adult Services Manager, May 1, 2017)

New York Times best-selling writer C.J. Box to speak at Colorado Springs luncheon (*Colorado Springs Gazette*, April 23, 2017)

The Christian case for sanctuary, and local history of helping immigrants (*Colorado Springs Independent*, April 19, 2017)

Business Briefs (“Terry Zarsky of the Pikes Peak Library District was the featured speaker”) (*New Falcon Herald*, April 2017)

### Recent PPLD TV Productions

*Summer Adventure at Pikes Peak Library District* (produced by Jamey Hastings)

*Regional History & Genealogy: City Directories* (produced by Jamey Hastings)

### PPLD Podcasts

All accessible through a variety of services at [ppld.org/podcasts](http://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: In part two of our talk with Ron Cousar and Dr. Wanda Tisby-Cousar discuss how music and dance has shaped their lives. (hosts Becca Cruz and Jeremiah Walter; produced by Dave Franklyn)

**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 3; "The Cripple Creek Volcano: A Thirty-Five Million Year Disaster," by Doris McCraw and "Earth, Wind, Fire & Other Mini-Disasters of the 1800s," by Nancy Prince (emcee Michael L. Olsen; produced by Tim Blevins)

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: Genre spotlight is on Women's History (hosts Heidi Buljung and Melissa Mitchell; produced by Dave Franklyn)

VERY SUCCESSFUL Frank Waters and Golden Quill Awards Luncheon on April 29, 2017 with an attendance of 200+

**Online Book Sales as of 4/24/2017**

- AMAZON SALES TOTALS (Month, Year, Project)

NOTE: **FBA** means “Fulfilled By Amazon”. **MF** means “Merchant Fulfilled”

MTD	\$1268 (14% FBA)	41 units (15% FBA)	\$30.92 avg. sale (\$28.78 FBA)
YTD	\$8,984	286 units	\$31.41 avg. sale
PTD	\$37,527	1,395 units	\$26.94 avg. sale

- EBAY SALES TOTALS (Month, Year, Project)

MTD	\$65.00	1 auction item
March	\$339.82	2 auction items
YTD	\$404.82	3 auction items

*To Kill a Mockingbird*; signature authentic; placed on e-bay without interest; will be placed again at later date

- INVENTORY

734 active MF SKUs are currently listed on Amazon  
100 active FBA SKUs are currently online with 30 SKUs in transit  
1 small cart plus two shelves of items for eBay/Etsy  
eBay – two active auctions (\$1020 value)

Rare Book Sold on e-bay “*To My Sons*” by Harold Bell Wright

**Betty Field Writing Contest:**

Conducted at schools in February, Judged in March, Awarded in April  
There were a total of 302 qualified entries in the 24th Annual Betty Field Memorial Youth Writing Contest. A total of \$990 was awarded to 28 winning authors:  
Each grade category: 1st, 2nd, and 3rd Place - Best Mystery Story  
From the combined entries: Favorite Title, Favorite Opening Line, and Required Words for the 2018 contest



Several grant requests were announced in the last few weeks. The \$500 NASA @ My Library grant for STEM training and program kits was declined. We received a \$10,000 grant award from the \$25,000 grant application to the ECMC Foundation toward support of Adult Education electronic equipment. The AEFLA grant application was also approved. We requested \$128,000 and were awarded \$100,000.

The May 16 Roundtable Breakfast with the Director will take place in the Knights of Columbus Building and feature Adult Education programming update. Foundation Board members are identifying prospective invitees to this Roundtable and subsequent roundtables.

April started out with 1034 likes and ended with 1031. There were 31 posts for the month, or about 8 per week. The majority of the posts for the month were related shares from other library pages and library events.

The Adult Education Celebration will be held on May 25, 2017 in the Venue at Library 21c. We have secured the following:

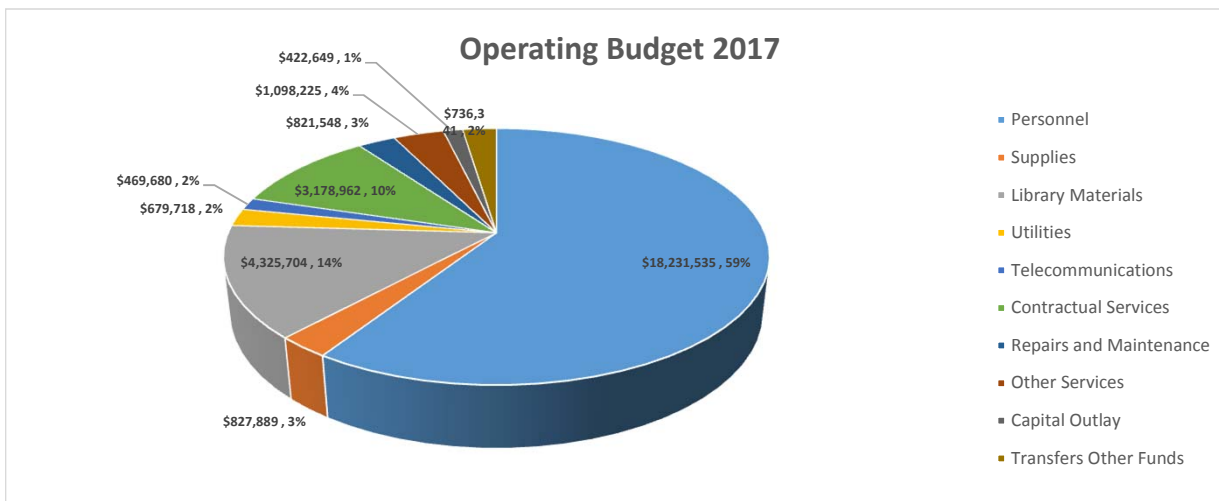
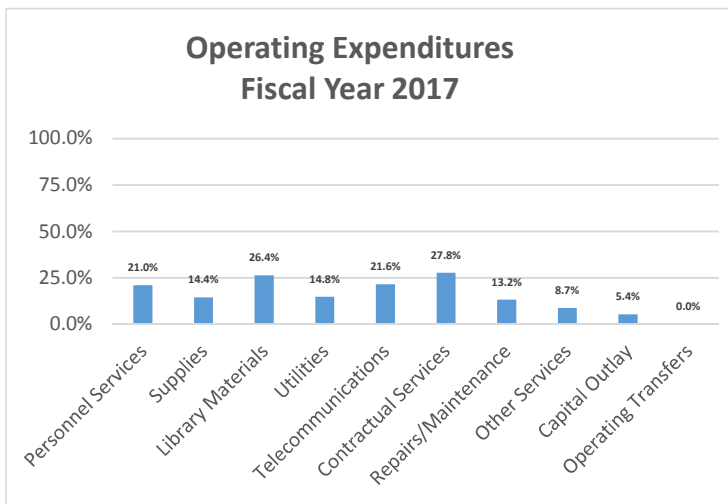
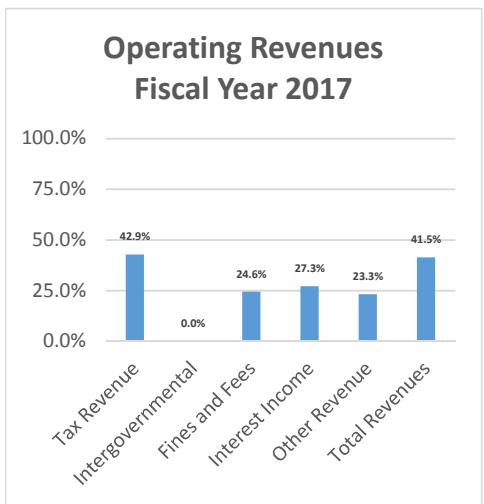
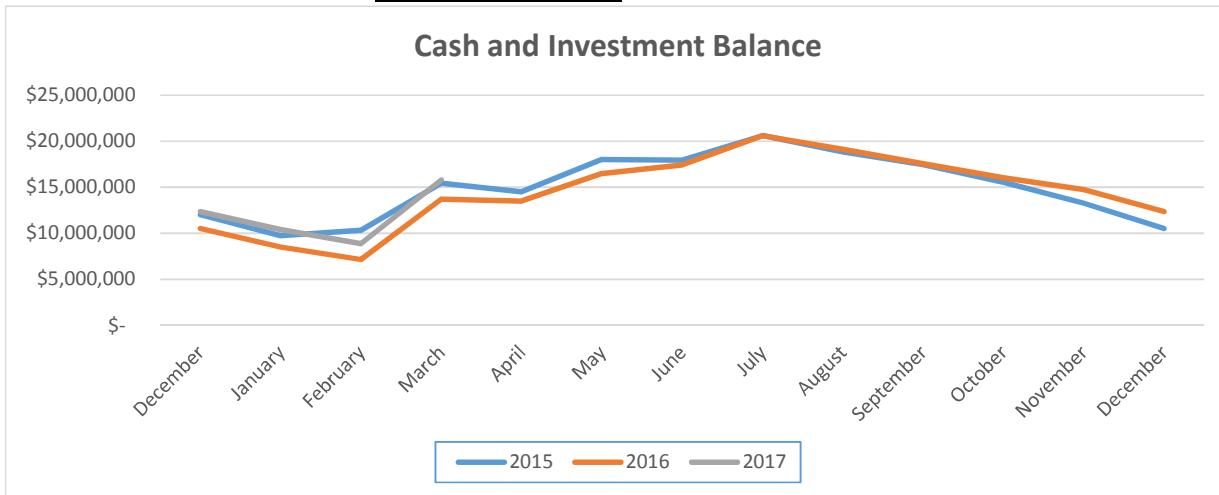
- \$25 Gift Card from Bambino's/Skirted Heifer (same owners, GC can be used at either)
- Free sub cards from Jersey Mike's
- Picnic Basket has committed to providing a menu item for the event.
- Chic-Fil-A will provide tea and lemonade; they will also bring their mascot and have prizes.
- Marco's Pizza will provide 10 x-large pizzas
- \$20 gift card from Jose Muldoon's

Geeks Who Drink on September 8, 2017 in the Venue at Library 21c has secured the following to date:

- Bristol Brewing – Beer for 230 (\$500 GIK) and prizes (6 - \$20 Gift Cards)  
Total: \$620
- California Pizza Kitchen – Goody Bags for 230 and Prizes (6 - \$20 Gift Cards)  
Total: \$1500 GIK
- Noodles & Company – Prizes (6 free meal cards)
- The Warehouse Restaurant – Prizes (6 - \$20 Gift Cards)
- Boriello Brother's – Prizes (4- \$10 Gift Cards)
- C&C Sand and Stone - \$250 (Prize Sponsor)
- We are still looking for our major cash sponsors (i.e. \$5000 presenting sponsor).

# Pikes Peak Library District Financial Dashboard

January 2017



# **Pikes Peak Library District**

## **March 2017 Financial Report**

Presented to Board of Trustees May 9, 2017



**Pikes Peak Library District  
General Fund Summary  
For the Three-Month Period Ended March 31,**

General Fund	Year-To-Date		Change	% Chg.	Notes
	2017	2016			
<b>Revenues</b>					
Property Taxes	\$ 11,462,820	\$ 10,957,092	\$ 505,728	4.6%	
Specific Ownership Taxes	826,997	690,220	136,777	19.8%	1
Fines and Fees	81,586	135,703	(54,117)	-39.9%	2
Interest Income	27,319	11,649	15,670	134.5%	3
Other Revenue	225,678	213,327	12,352	5.8%	
<b>Total Revenues</b>	<b>\$ 12,624,400</b>	<b>\$ 12,007,991</b>	<b>\$ 616,409</b>	<b>5.1%</b>	

- 1 Specific ownership tax collections are higher than expected for the first three months of the year. This in part is due to the continual growth on the local economy. We will monitor this trend over the next several months and will determine if a mid-year budget adjustment is warranted. Regardless of the amount, PPLD is not entitled to keep any revenue collected in excess of its legal limitations (TABOR), and this will also be monitored closely.
- 2 Fines and fees revenue will be lower in 2017 compared to 2016 primarily because PPLD no longer assesses fines on juvenile and teen materials (effective 1/1/2017). In addition, PPLD held a three-week amnesty period during the month of March. Outstanding fines and fees were waived during this period if overdue materials were returned. Total fines and fees forgiven was \$60,942.
- 3 Interest rates are expected to increase during 2017 for various reasons.

**Pikes Peak Library District**  
**Statement of Revenues**  
**General Fund**  
**Period 01/01/2017 - 03/31/2017**

**Percent of Year 25.0%**

<b>Account Description</b>	<b>Original Approp</b>	<b>Ytd Received</b>	<b>Available Budget</b>	<b>% Received</b>
<b>Tax Revenue</b>				
Property Taxes - Current	\$ 25,844,236	\$ 11,505,170	\$ 14,339,066	44.5%
Property Taxes-Abatement	(95,000)	(49,537)	(45,463)	52.1%
Property Taxes - Omitted	3,150	897	2,253	28.5%
Property Taxes - Delinquent	15,000	5,974	9,026	39.8%
Penalty/Interest-Del Property	30,000	316	29,684	1.1%
Specific Ownership Taxes	2,825,000	826,997	1,998,003	29.3%
Local Gov In Lieu Of Tax	9,250	-	9,250	0.0%
<b>Total Tax Revenue</b>	<b>28,631,636</b>	<b>12,289,817</b>	<b>16,341,819</b>	<b>42.9%</b>
<b>Intergovernmental</b>				
State Grant - Library Materials	145,000	-	145,000	0.0%
Federal - eRate Funding	225,000	-	225,000	0.0%
<b>Total Intergovernmental</b>	<b>370,000</b>	<b>-</b>	<b>370,000</b>	<b>0.0%</b>
<b>Fines and Fees</b>				
Fines And Fees	326,420	80,251	246,169	24.6%
Collection Agency Fees	3,580	1,335	2,245	37.3%
Other Fees	1,500	-	1,500	0.0%
<b>Total Fines and Fees</b>	<b>331,500</b>	<b>81,586</b>	<b>249,914</b>	<b>24.6%</b>
<b>Interest Income</b>				
Interest Earnings	100,000	27,319	72,681	27.3%
<b>Other Revenue</b>				
Donations-PPLD Foundation	801,753	198,575	603,178	24.8%
Donations - Civic Organization	15,000	-	15,000	0.0%
Donations - Other Categories	20,000	144	19,856	0.7%
Copier Charges	30,450	8,037	22,413	26.4%
Patron Mgmt. System Printer	24,550	7,421	17,129	30.2%
Parking Lot Collections	34,000	3,335	30,665	9.8%
Merchandise Sales	5,500	677	4,823	12.3%
Meeting Room Rental	-	513	(513)	100.0%
Miscellaneous	13,000	3,032	9,968	23.3%
Sales Of Assets - Gen Capital	4,200	375	3,825	8.9%
Sales Of Assets-Lost Library Mat	20,800	3,569	17,231	17.2%
<b>Total Other Revenue</b>	<b>969,253</b>	<b>225,678</b>	<b>743,575</b>	<b>23.3%</b>
<b>Total General Fund Revenues</b>	<b>\$ 30,402,389</b>	<b>\$ 12,624,400</b>	<b>\$ 17,777,989</b>	<b>41.5%</b>

**Pikes Peak Library District  
General Fund Summary  
For the Three-Month Period Ended March 31,**

General Fund	Year-To-Date				Notes
	2017	2016	Change	% Chg.	
<b>Expenditures</b>					
Personnel	\$ 3,820,758	\$ 3,860,221	\$ (39,463)	-1.0%	
Supplies	119,546	149,157	(29,611)	-19.9%	
Library Materials	1,143,073	1,252,418	(109,345)	-8.7%	1
Utilities	100,442	79,868	20,574	25.8%	
Telecommunication costs	101,464	97,601	3,863	4.0%	
Contractual Services	884,455	998,372	(113,917)	-11.4%	2
Repairs and Maintenance	108,791	122,871	(14,080)	-11.5%	
Other Services	95,971	131,137	(35,166)	-26.8%	
Capital Outlay	22,852	17,890	4,962	27.7%	
Operating Transfers To Other Funds	-	-	-		
<b>Total Expenditures</b>	<b>\$ 6,397,352</b>	<b>\$ 6,709,536</b>	<b>\$ (312,184)</b>	<b>-4.7%</b>	

- 1 Library materials expenditures may fluctuate somewhat from year to year because the payments are dependent on variables such as when orders are placed and when shipments are made and when the boxes received are processed for payment.
- 2 The variance is entirely attributable to timing of payments. In 2016, a total of \$195,541 had been paid for systems maintenance through March 31st, whereas for 2017, the total paid through March 31st was \$114,476.

Pikes Peak Library District  
Statement of Expenditures  
General Fund  
Period 01/01/2017 - 03/31/2017

Percent of Year 25.0%

Account Description	FY 2017 Budget	Ytd Expended	Available Budget	% Used
<b>Personnel Services</b>				
Regular Employees	\$ 13,878,794	\$ 2,823,460	\$ 11,055,334	20.3%
Temporary Employees	148,820	16,567	132,253	11.1%
Substitute Employees	511,243	118,222	393,021	23.1%
Work-Study And Internship	32,439	-	32,439	0.0%
Social Security Contributions	1,009,721	215,551	794,170	21.3%
Retirement Contributions	757,517	163,778	593,739	21.6%
Health Plan Contributions	1,617,000	448,703	1,168,297	27.7%
Unemployment Compensation	44,000	-	44,000	0.0%
Workers Compensation	97,000	7,418	89,582	7.6%
Vision Plan Ins Contributions	54,000	11,688	42,312	21.6%
Life A&D Ins Contributions	51,000	12,371	38,629	24.3%
Tuition Reimbursement	30,000	3,000	27,000	10.0%
<b>Total Personnel Services</b>	<b>18,231,533</b>	<b>3,820,758</b>	<b>14,410,775</b>	<b>21.0%</b>
<b>Supplies</b>				
General Supplies	200,884	34,430	166,454	17.1%
Microform Supplies	2,450	-	2,450	0.0%
Software Purchases	302,104	57,181	244,923	18.9%
Computer Supplies	46,000	2,729	43,271	5.9%
Processing Supplies	95,000	2,376	92,624	2.5%
Office Supplies	140,950	21,499	119,451	15.3%
Other Supplies	40,501	1,331	39,170	3.3%
<b>Total Supplies</b>	<b>827,889</b>	<b>119,546</b>	<b>708,343</b>	<b>14.4%</b>
<b>Library Materials</b>				
Audio-Visual Materials	886,800	154,809	731,991	17.5%
Books	1,529,750	212,960	1,316,790	13.9%
E-Materials	1,093,500	312,674	780,826	28.6%
Library Materials - Other	261,000	52,266	208,734	20.0%
Microforms	5,000	9,180	(4,180)	183.6%
Periodicals	120,443	93,144	27,299	77.3%
Serials	28,000	13,859	14,141	49.5%
Databases - On-Line Services	401,211	292,361	108,850	72.9%
Memorial Materials	-	1,820	(1,820)	100.0%
<b>Total Library Materials</b>	<b>4,325,704</b>	<b>1,143,073</b>	<b>3,182,631</b>	<b>26.4%</b>
<b>Utilities</b>				
Gas	99,713	19,868	79,845	19.9%
Electric	477,480	74,416	403,064	15.6%
Water And Sewer	102,525	6,158	96,367	6.0%
<b>Total Utilities</b>	<b>679,718</b>	<b>100,442</b>	<b>579,276</b>	<b>14.8%</b>
<b>Telecommunications</b>				
Data Telecommunications	328,880	85,016	243,864	25.9%

Pikes Peak Library District  
Statement of Expenditures  
General Fund  
Period 01/01/2017 - 03/31/2017

Percent of Year 25.0%

Account Description	FY 2017 Budget	Ytd Expended	Available Budget	% Used
Voice Telecommunications	57,600	11,275	46,325	19.6%
Cellular Telecommunication	73,200	5,173	68,027	7.1%
Telecommunications Expansion	10,000	-	10,000	0.0%
<b>Total Telecommunications</b>	<b>469,680</b>	<b>101,464</b>	<b>368,216</b>	<b>21.6%</b>
<b>Contractual Services</b>				
Janitorial Services	401,200	97,694	303,506	24.4%
Rental-Library Facilities	527,287	142,605	384,682	27.0%
Common Area Mntn Costs	139,745	35,693	104,052	25.5%
Rental-Storage Area	16,200	4,050	12,150	25.0%
Audit	41,450	-	41,450	0.0%
Legal	50,000	15,626	34,374	31.3%
Consultant	179,500	13,601	165,899	7.6%
Cataloging	50,600	-	50,600	0.0%
Trash Removal	22,799	4,399	18,400	19.3%
Copier Services	45,000	23,192	21,808	51.5%
Courier Services	200,800	-	200,800	0.0%
Ins-Not Employee Benefit	181,000	150,103	30,897	82.9%
Collection Agency Fees	41,000	7,652	33,348	18.7%
Printing	100,200	5,241	94,959	5.2%
Programming	273,169	34,735	238,434	12.7%
Treasurer Fees	386,656	172,685	213,971	44.7%
Microfilming Services	19,600	4,533	15,067	23.1%
Computer Support Agreement	140,500	45,521	94,979	32.4%
Maintenance-Computer Equipment	208,882	114,476	94,406	54.8%
Software Licenses	94,000	-	94,000	0.0%
Employee Assistance Program	17,000	2,471	14,529	14.5%
Parking	42,375	10,178	32,197	24.0%
<b>Total Contractual Services</b>	<b>3,178,963</b>	<b>884,455</b>	<b>2,294,508</b>	<b>27.8%</b>
<b>Repairs and Maintenance</b>				
Grounds Maintenance	71,400	4,912	66,488	6.9%
Vehicle Operating Supplies	54,750	7,273	47,477	13.3%
Maintenance-Equipment	501,198	73,187	428,011	14.6%
Repairs-Equipment	20,850	2,768	18,082	13.3%
Repairs-Furniture	32,500	1,246	31,254	3.8%
Repairs-Buildings	140,850	19,405	121,445	13.8%
<b>Total Repairs and Maintenance</b>	<b>821,548</b>	<b>108,791</b>	<b>712,757</b>	<b>13.2%</b>
<b>Other Services</b>				
Translation Services	2,500	93	2,407	3.7%
Advertising	2,750	337	2,413	12.3%
Bank And Trustee Fees	26,600	6,331	20,269	23.8%
Information Listing	15,000	8,237	6,763	54.9%
Mileage/Travel Reimbursement	70,959	7,066	63,893	10.0%

Pikes Peak Library District  
Statement of Expenditures  
General Fund  
Period 01/01/2017 - 03/31/2017

Percent of Year 25.0%

Account Description	FY 2017 Budget	Ytd Expended	Available Budget	% Used
Employee Recruitment	39,500	2,963	36,537	7.5%
Employee Testing	500	-	500	0.0%
Dues/Membership/Bus Functions	58,996	11,060	47,936	18.7%
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	9,670	60,330	13.8%
Training	228,516	18,972	209,544	8.3%
Signage	8,000	721	7,279	9.0%
Bindery	5,000	824	4,176	16.5%
Summer Reading Club	42,506	7,873	34,633	18.5%
Patron Reimbursement	1,000	-	1,000	0.0%
Postage	92,500	14,960	77,540	16.2%
Volunteer Program	5,900	41	5,859	0.7%
Safety & Wellness	18,500	666	17,834	3.6%
Other Grant Designated Fund Exp	352,884	1,712	351,172	0.5%
Administrative Support	10,500	264	10,236	2.5%
Rental-Equipment	1,000	-	1,000	0.0%
Other Expenses	14,589	3,362	11,227	23.0%
<b>Total Other Services</b>	<b>1,098,225</b>	<b>95,971</b>	<b>1,002,254</b>	<b>8.7%</b>
<b>Capital Outlay</b>				
Video Equip & Access	4,000	-	4,000	0.0%
Land Improvement	17,184	750	16,434	4.4%
Buildings	83,465	2,485	80,980	3.0%
Equipment	264,000	6,788	257,212	2.6%
Furniture	34,500	12,829	21,671	37.2%
Shelving	2,000	-	2,000	0.0%
Capital Outlay-Other Expenditures	17,500	-	17,500	0.0%
<b>Total Capital Outlay</b>	<b>422,649</b>	<b>22,852</b>	<b>399,797</b>	<b>5.4%</b>
<b>Operating Transfers to Other Funds</b>				
Fund Transfers Out	736,341	-	736,341	0.0%
<b>Total Expenditures</b>	<b>\$ 30,792,250</b>	<b>\$ 6,397,352</b>	<b>\$ 24,394,898</b>	<b>20.8%</b>

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

<b>Fund Balance - January 1, 2017</b>	\$ 276,398
<b>Budgeted Revenues</b>	-
<b>Budgeted Expenditures</b>	75
<b>Fund Balance - January 31, 2017</b>	<u><u>\$ 276,323</u></u>

**Fund Balance - By Fund**

Annual Fund	\$ 7,000
Cheyenne Mountain Library Fund	9,067
Fountain Branch Library Fund	18,650
High Prairie Library Fund	174,574
Sand Creek Library Fund	60,546
1905 Carnegie Library Facility Fund	4,374
Carnegie Garden Support Fund	999
Special Collections Support Fund	1,113
	<u><u>\$ 276,323</u></u>

Pikes Peak Library District  
 East Library Capital Projects Fund  
 Period 01/01/2017 - 03/31/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
<b>Expenditures</b>							
<b>2017 Budget</b>							
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	3,243	-	757	81.1%
Furnishings/Barrier Tween Area	4,000	-	4,000	-	-	4,000	0.0%
Mural	5,000	-	5,000	4,817	-	183	96.3%
Chair Replacement	3,500	-	3,500	2,542	-	958	72.6%
<b>Sub-Total</b>	<b>36,450</b>	<b>-</b>	<b>36,450</b>	<b>10,602</b>	<b>-</b>	<b>25,848</b>	<b>29.1%</b>
<b>Carryover From 2016</b>							
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%
Educational Resource Center	-	4,333	4,333	250	-	4,083	5.8%
IT Equipment	-	2,071	2,071	-	-	2,071	0.0%
<b>Sub-Total</b>	<b>-</b>	<b>16,779</b>	<b>16,779</b>	<b>250</b>	<b>-</b>	<b>16,529</b>	<b>1.5%</b>
<b>Total Expenditures</b>	<b>36,450</b>	<b>16,779</b>	<b>53,229</b>	<b>10,852</b>	<b>-</b>	<b>42,377</b>	<b>20.4%</b>
<b>Sources of Funds</b>							
Operating Transfer - General Fund	\$ -	\$ -	\$ -	-	\$ -	\$ -	0.0%
<b>Excess Revenues over Expenditures</b>				<b>(10,852)</b>			
<b>Fund Balance - January 1, 2017</b>				<b>128,219</b>			
<b>Fund Balance - February 28, 2017</b>				<b>\$ 117,367</b>			



Pikes Peak Library District  
 Penrose Library Capital Projects Fund  
 Period 01/01/2017 - 03/31/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
<b>Expenditures</b>							
<b>2017 Budget</b>							
Additional Lighting	\$ 1,000	\$ -	\$ 1,000	\$ -	1,000	\$ -	100.0%
Roof Maintenance	3,500	-	3,500	-	-	3,500	0.0%
Window Blinds For EA	3,200	-	3,200	-	2,835	365	88.6%
Replace Existing Parking Meter	50,000	-	50,000	-	-	50,000	0.0%
Facade Repair	16,000	-	16,000	-	16,000	-	100.0%
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	-	36,500	3,500	91.3%
Shelving Signage	2,000	-	2,000	-	-	2,000	0.0%
Replace 4 Staff Chairs	1,500	-	1,500	-	-	1,500	0.0%
<b>Sub-Total</b>	<b>164,200</b>	<b>-</b>	<b>164,200</b>	<b>-</b>	<b>58,335</b>	<b>105,865</b>	<b>35.5%</b>
<b>Carryover From 2016</b>							
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	-	48,410	4,603	91.3%
Furniture And Equipment	-	464	464	-	-	464	0.0%
<b>Sub-Total</b>	<b>-</b>	<b>59,257</b>	<b>59,257</b>	<b>-</b>	<b>48,410</b>	<b>10,847</b>	<b>81.7%</b>
<b>Total Expenditures</b>	<b>164,200</b>	<b>59,257</b>	<b>223,457</b>	<b>-</b>	<b>106,745</b>	<b>116,712</b>	<b>47.8%</b>
<b>Sources of Funds</b>							
Operating Transfer - General Fund	\$ 59,690	\$ -	\$ 59,690	-	-	\$ 59,690	0.0%
<b>Excess Revenues over Expenditures</b>				-			
<b>Fund Balance - January 1, 2017</b>				167,926			
<b>Fund Balance - February 28, 2017</b>				<u>\$ 167,926</u>			

Pikes Peak Library District  
Library 21c Capital Projects Fund  
Period 01/01/2017 - 03/31/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
<b>Expenditures</b>							
<b>2017 Budget</b>							
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 Printer	10,000	-	10,000	-	-	10,000	0.0%
Portable Projectors	13,000	-	13,000	-	-	13,000	0.0%
Munis Record Management System	30,000	-	30,000	-	-	30,000	0.0%
<b>Sub-Total</b>	<b>681,000</b>	<b>-</b>	<b>681,000</b>	<b>-</b>	<b>534,851</b>	<b>146,149</b>	<b>78.5%</b>
<b>Carryover From 2016</b>							
Parking Repairs	-	30,000	30,000	-	-	30,000	0.0%
Install Ceiling Fans In Children's	-	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%
<b>Sub-Total</b>	<b>-</b>	<b>82,793</b>	<b>82,793</b>	<b>-</b>	<b>-</b>	<b>82,793</b>	<b>0.0%</b>
<b>Total Expenditures</b>	<b>681,000</b>	<b>82,793</b>	<b>763,793</b>	<b>-</b>	<b>534,851</b>	<b>228,942</b>	<b>70.0%</b>
<b>Sources of Funds</b>							
Donations	\$ 30,000	\$ -	\$ 30,000	35,000	\$ -	\$ 5,000	116.7%
<b>Excess Revenues over Expenditures</b>				35,000			
<b>Fund Balance - January 1, 2017</b>				777,665			
<b>Fund Balance - February 28, 2017</b>				<u>\$ 812,665</u>			

Pikes Peak Library District  
 Capital Reserve Fund  
 Period 01/01/2017 - 03/31/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
<b>Expenditures</b>							
<b>2017 Budget</b>							
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	550	8,564	15,886	36.5%
Servers-Replacements	40,000	-	40,000	-	-	40,000	0.0%
Maintenance Hard&Soft	52,323	-	52,323	-	-	52,323	0.0%
Maintenance Data domains	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 - 03/31/2017

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	48,895	-	11,105	81.5%
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 Infrastructure	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%
<b>Sub-Total</b>	<b>1,088,457</b>	<b>-</b>	<b>1,088,457</b>	<b>49,445</b>	<b>17,521</b>	<b>1,021,491</b>	<b>6.2%</b>

**Carryover From 2016**

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%

**Pikes Peak Library District**  
**Capital Reserve Fund**  
**Period 01/01/2017 - 03/31/2017**

<b>Account Description</b>	<b>Original Approp</b>	<b>Carryover</b>	<b>Revised Budget</b>	<b>Ytd Expended</b>	<b>Encumbrances</b>	<b>Available Budget</b>	<b>% Used</b>
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	-	1,915	1,915	-	-	1,915	0.0%
Contingency	-	82,479	82,479	6,250	1,984	74,245	10.0%
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 Data domains	-	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%
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%
Children's-IPad For Programming	-	1,769	1,769	-	-	1,769	0.0%

Pikes Peak Library District  
 Capital Reserve Fund  
 Period 01/01/2017 - 03/31/2017

Account Description	Original Approp	Carryover	Revised Budget	Ytd Expended	Encumbrances	Available Budget	% Used
Data Drops At Ho	-	1,000	1,000	-	-	1,000	0.0%
Wan Upgrades, Trenching	-	11,963	11,963	-	-	11,963	0.0%
Phone System	-	17,267	17,267	-	-	17,267	0.0%
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 Collection	-	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 Children	-	10,000	10,000	-	-	10,000	0.0%
Contingency I/T	-	17,358	17,358	-	-	17,358	0.0%
<b>Sub-Total</b>	-	645,109	645,109	162,706	1,984	480,419	25.5%
<b>Total Expenditures</b>	1,088,457	645,109	1,733,566	212,151	19,505	1,501,910	13.4%

Sources of Funds

Operating transfer - General Fund	\$ 676,651	\$ -	\$ 676,651	-	\$ -	\$ 676,651	0.0%
<b>Excess Revenues over Expenditures</b>				(212,151)			
<b>Fund Balance - January 1, 2017</b>				1,051,188			
<b>Fund Balance - February 28, 2017</b>				<u>\$ 839,037</u>			

**Pikes Peak Library District  
Receipts and Disbursements by Cash Account  
For the Month Ended Mar 31, 2017**

	<b>ColoTrust Investments</b>	<b>Wells Fargo Checking</b>	<b>Total Cash</b>
Cash Mar 1, 2017	\$ 9,432,800	\$ (509,034)	\$ 8,923,766
Receipts Mar. 2017			
Property Taxes	8,986,635		8,986,635
Daily Cash Receipts		262,327	262,327
Credit Card Receipts		12,994	12,994
Return items and adjustments			-
Interest	11,288		11,288
Disbursements Mar. 2017			
Payment of Bills week of 3/1/17		(104,424)	(104,424)
Payment of Bills week of 3/6/17		(171,486)	(171,486)
Payment of Bills week of 3/13/17		(207,855)	(207,855)
Payment of Bills week of 3/20/17		(85,758)	(85,758)
Payment of Bills week of 3/27/17		(563,364)	(563,364)
Payroll 3/10/17		(533,817)	(533,817)
Payroll 3/24/18		(529,912)	(529,912)
EOM Payroll bills		(204,427)	(204,427)
Bank and credit card fees		(1,813)	(1,813)
Transfer between funds	(2,500,000)	2,500,000	-
Cash Mar. 31, 2017	<u>\$ 15,930,723</u>	<u>\$ (136,569)</u>	<u>\$ 15,794,154</u>

## Library & Branch Services Report May 9, 2017

Resist Art on Saturday, March 4 was very popular. Patrons experimented with a variety of resist techniques (hot glue, wax, masking fluid) while creating unique watercolor paintings. At the end of the program, one of the moms expressed her thanks in being allowed to participate, mentioning that her daughter's therapist had recommended she start painting for her anxiety, so this program was the perfect outlet for her.  
Other programs...



Make A Scene  
(Green screen)



Alcohol Inks



Beading101



Sewing Zoo



Children's at 21c: Spring Break is always a highlight for our spring programming. Cool Science drew the largest crowd of 300 attendees. The Homeschool Science Fair had 50 kids and teens present their projects for 270 people. At East, Countdown to Kindergarten had 266 parents and children attend. From Penrose, Evan Kendrick was nominated a 2017 Rising Star by Colorado Springs Business Journal and had a whole page article published about her!

The Job Interview Tips class at Library 21c was a success for at least one of the attendees. The woman called the instructor to let him know that she had two interviews the week after the class. She ended up getting a job! She took the instructor's advice to try and demonstrate what she could do for the company.

Rebecca Cruz attended the inaugural CAL Maker Division meeting, where she was selected as division chair for the year.

At Penrose, 32 people stopped to watch the woodturning demo, talk with the artists and get handmade tops.



On March 23, 2017, Special Collections hosted an event celebrating the latest book release in our Regional History Series, *Disasters of the Pikes Peak Region* with 85 present.



A presentation on Antique & Vintage Quilts was held in the Carnegie Reading Room in celebration of Women's History Month and National Quilt Month with 80 in attendance.







**Amnesty, outreaches and spring break programs were highlights this month.**

**Adult Ed:** Strengthening our partnerships with local institutions, HSE classes hosted representatives from the military and PPCC. They spent time discussing career and educational options with students. New COHS students were invited back for Coffee with the Executive Director. It serves as a way to build relationships among students and reinforce our

**CH:** PPLD Board member Ken Beach joined us to receive the Neighborhood Spirit Award from the Ivywild Improvement Society for our programming contributions to the community throughout the year.

**HI:** We are working with CEOO to put the finishing touches on the “passive outreach” project, where small acrylic placards will be placed in area businesses advertising subject-related resources to customers, and ultimately, PPLD/High Prairie.

**HO:** Spring Break programs featured animal programs including performing dogs and llamas. Families came early to see the shows, and eagerly checked on future performances – so glad to offer families fun programs at the library.



**MA/UT:** David Woolley’s Seed Swap was a huge success at Manitou Springs and Ute Pass. Gardeners brought a variety of seeds from last year’s successful gardens and David had new seeds to give out. He answered a lot of questions. Two Colorado Springs garden clubs were there and want him to partner with their groups.



**MLS:** We are so thrilled with a full force of volunteers. The new volunteers from the Deaf and Blind school work in the office processing holds, while the Lobby Stop van volunteers work at two different stops per month helping to assist the patrons and serve as an extra set of hands.

**MO/PA:** March brought back the Palmer Divide Quilt makers annual exhibition at the Monument library; this year brought in quite a diverse array of styles. Over at Palmer Lake one our library substitutes decorated the stacks with her own quilting wonders.

**OL:** Amnesty! There were several rewarding moments. My favorite is when Zavein Lopez, 8 years old, called to me to show me he was bringing in 4 huge grocery bags full of materials to check in. He was happy that he was able to use his card again.

**RO:** We partnered with a local resident who needs instruction hours for her certification as a yoga instructor. She began conducting her free program and it has been a growing success.

**SA/FO:** The Amnesty program was especially important for the SE communities. FO unblocked 112 patrons and SA 456. Many more patrons had fines removed that were endangering the use of their accounts. D2 and D8, CSPD and FO PD, the YMCA and local news helped to get the word out.

**Executive Director's Report**  
**May 9, 2017**

Circulation data for April 2017 is enclosed. Data is provided by item type and also by facility. April visits are included as well. April 2017 data is compared to data for April 2016.

The growth of circulation of our e-materials has slowed considerably. Note that even though circulation of e-materials shows a 9% increase from last April, in April 2016 circulation of digital items had increased 35% from the previous year. CNN reports that US eBook sales fell by 18.7% in the first nine months of 2016, while UK sales dropped 17%. Sales of physical books grew during the same period.

PPLD has discontinued the materials dispensers at East and 21c which accounts for the drop in materials circulated from dispensers. The dispenser at 1<sup>st</sup> and Main is still operating, but as you can see, circulation is quite low.

With the exception of our Mobile Libraries, all PPLD facilities saw declines in visitors (data from Rockrimmon was not completely collected due to gate malfunctions in April 2016). Facilities District-wide were closed for inclement weather on April 4, 2017.

2017 Circulation ITEM Summary													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD TOTAL
Print	283039	266674	312124	279236	0	0	0	0	0	0	0	0	1141073
DVD	159192	145671	169020	153965	0	0	0	0	0	0	0	0	627848
CD Music	17304	15656	17412	15405	0	0	0	0	0	0	0	0	65777
CD Book	17810	16935	19747	17681	0	0	0	0	0	0	0	0	72173
Playaway	4995	4458	5564	4723	0	0	0	0	0	0	0	0	19740
Kit	1735	1788	2235	2005	0	0	0	0	0	0	0	0	7763
Game	3606	3774	4895	4201	0	0	0	0	0	0	0	0	16476
Software	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL Physical Items</b>	<b>487681</b>	<b>454956</b>	<b>530997</b>	<b>477216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1950850</b>
ILL	1708	2144	2221	2494	0	0	0	0	0	0	0	0	8567
CyberShelf-OverDrive	121211	108639	123704	117877	0	0	0	0	0	0	0	0	471431
Zinio	5505	4090	4149	4202	0	0	0	0	0	0	0	0	17946
eReader	64	38	25	39	0	0	0	0	0	0	0	0	166
OneClick Audio	527	499	619	527	0	0	0	0	0	0	0	0	2172
Hot Spots	53	67	70	69	0	0	0	0	0	0	0	0	259
<b>TOTAL STATE Circ</b>	<b>616749</b>	<b>570433</b>	<b>661785</b>	<b>602424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2451391</b>
Freegal Music	11387	10388	10997	10336	0	0	0	0	0	0	0	0	43108
Freeding	73	58	88	76	0	0	0	0	0	0	0	0	295
DVD Player	127	137	158	151	0	0	0	0	0	0	0	0	573
Hoopla	1456	1404	1517	1440	0	0	0	0	0	0	0	0	5817
ComicsPlus	243	169	215	274	0	0	0	0	0	0	0	0	901
CLC	11560	10985	12915	11113	0	0	0	0	0	0	0	0	46573
Laptop Use	1579	1581	1866	1709	0	0	0	0	0	0	0	0	6735
Active Users	260189	259722	260272	259790	0	0	0	0	0	0	0	0	

Monthly Circ by Format			
	2017	2016	Change
Print	279236	307121	-9%
DVD	153965	176634	-13%
CD Music	15405	20725	-26%
CD Book	17681	19436	-9%
Playaway	4723	5431	-13%
Kit	2005	2086	-4%
Game	4201	5172	-19%
<b>TOTAL Physical Items</b>	<b>477216</b>	<b>536605</b>	<b>-11.07%</b>
ILL	2494	2256	11%
CyberShelf-OverDrive	117877	107653	9%
Zinio	4202	4586	-8%
eReader	39	53	-26%
OneClick Audio	527	537	-2%
Hot Spots	69	50	38%
<b>Total e-materials</b>	<b>122714</b>	<b>112879</b>	<b>9%</b>
<b>TOTAL STATE Circ</b>	<b>602424</b>	<b>651740</b>	<b>-8%</b>
Freegal Music	10336	11746	-12%
Freeding	76	101	-25%
DVD Player	151	105	44%
Hoopla	1440	1360	6%
ComicsPlus*	274	266	3%
CLC	11113	12696	-12%
Laptop Use	1709	1580	8%
Active Users	259790	261362	-1%

MTD Total	2017	2016	Change
January	616749	654844	-6%
February	570433	606705	-6%
March	661785	674923	-2%
April	602424	651740	-8%
May		651398	-100%
June		729327	-100%
July		675386	-100%
August		652994	-100%
September		605501	-100%
October		612921	-100%
November		598991	-100%
December		573544	-100%

YTD Total	2017	2016	Change
January	616749	654844	-6%
February	1187182	1261549	-6%
March	1848967	1936472	-5%
April	2451391	2588212	-5%
May		3239610	-100%
June		3968937	-100%
July		4644323	-100%
August		5297317	-100%
September		5902818	-100%
October		6515739	-100%
November		7114730	-100%
December		7688274	-100%

For the Month of April  
2017

## Circulation by Item Type April 2017

2017 Circulation by Facility	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD TOTAL
Penrose	65426	56029	65899	60703	0	0	0	0	0	0	0	0	248057
Mobile Libraries Total	13662	13144	13896	13300	0	0	0	0	0	0	0	0	54002
Cheyenne	26625	31084	36349	31514	0	0	0	0	0	0	0	0	125572
Fountain	14826	13830	17458	15818	0	0	0	0	0	0	0	0	61932
High Prairie	24970	23044	27635	23106	0	0	0	0	0	0	0	0	98755
Holley	30802	27612	31993	29414	0	0	0	0	0	0	0	0	119821
Manitou	4328	3945	5079	4356	0	0	0	0	0	0	0	0	17708
Monument	32089	29776	34975	31421	0	0	0	0	0	0	0	0	128261
Old Colorado City	18979	17241	20090	17611	0	0	0	0	0	0	0	0	73921
Palmer Lake	3665	3770	4231	3582	0	0	0	0	0	0	0	0	15248
Rockrimmon	30019	28473	32396	28694	0	0	0	0	0	0	0	0	119582
Sand Creek	30571	29847	33347	31028	0	0	0	0	0	0	0	0	124793
Ute Pass	2727	2510	3095	2507	0	0	0	0	0	0	0	0	10839
Senior Van	1993	1650	1901	1672	0	0	0	0	0	0	0	0	7216
Bookmobiles	11669	11494	11995	11628	0	0	0	0	0	0	0	0	46786
East	115150	101730	115308	106561	0	0	0	0	0	0	0	0	438749
Library 21c	73374	72496	88727	77305	0	0	0	0	0	0	0	0	311902
Dispensers	332	321	388	193	0	0	0	0	0	0	0	0	1234
Parenting	136	104	131	103	0	0	0	0	0	0	0	0	474
<b>Total Physical Materials</b>	<b>487681</b>	<b>454956</b>	<b>530997</b>	<b>477216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1950850</b>

YTD CIRC Comparison	2017	2016	% Change
Penrose	248057	271799	-8.7%
Mobile Libraries Total	54002	57579	-6.2%
Cheyenne	125572	147728	-15.0%
Fountain	61932	65110	-4.9%
High Prairie	98755	103822	-4.9%
Holley	119821	137539	-12.9%
Manitou	17708	15917	11.3%
Monument	128261	139283	-7.9%
Old Colorado City	73921	88232	-16.2%
Palmer Lake	15248	14645	4.1%
Rockrimmon	119582	128663	-7.1%
Sand Creek	124793	141918	-12.1%
Ute Pass	10839	11528	-6.0%
Senior Van	7216	7597	-5.0%
Bookmobiles	46786	49982	-6.4%
East	438749	507599	-13.6%
Library 21c	311902	290486	7.4%
Dispensers	1234	6892	-82.1%
Parenting	474	434	9.2%
<b>Total Physical Materials</b>	<b>1950850</b>	<b>2129174</b>	<b>-8.4%</b>

Current Month Comparison CIRCULATION	2017	2016	% Change
Penrose	60703	67004	-9.4%
Mobile Libraries Total	13300	14610	-9.0%
Cheyenne	31514	36795	-14.4%
Fountain	15818	16693	-5.2%
High Prairie	23106	26346	-12.3%
Holley	29414	35189	-16.4%
Manitou	4356	3699	17.8%
Monument	31421	35405	-11.3%
Old Colorado City	17611	22224	-20.8%
Palmer Lake	3582	3356	6.7%
Rockrimmon	28694	31956	-10.2%
Sand Creek	31028	36278	-14.5%
Ute Pass	2507	2838	-11.7%
Senior Van	1672	1858	-10.0%
Bookmobiles	11628	12752	-8.8%
East	106561	128368	-17.0%
Library 21c	77305	73781	4.8%
Dispensers	193	1961	-90.2%
Parenting	103	102	1.0%
<b>Total Physical Materials</b>	<b>477216</b>	<b>536605</b>	<b>-11.07%</b>

Report for April 2017

Current Month Comparison VISITORS	2017	2016	% Change
Penrose	43332	46983	-7.8%
Mobile Libraries Total	4004	3625	10.5%
Cheyenne	17222	19608	-12.2%
Fountain	8760	9238	-5.2%
High Prairie	8835	9285	-4.8%
Holley	17310	18217	-5.0%
Manitou	3767	4052	-7.0%
Monument	15263	17435	-12.5%
Old Colorado City	11833	12546	-5.7%
Palmer Lake	1601	1851	-13.5%
Rockrimmon	16951	8426	101.2%
Sand Creek	21065	22450	-6.2%
Ute Pass	1471	1566	-6.1%
East	45485	53981	-15.7%
Library 21c	45678	46438	-1.6%
<b>TOTAL</b>	<b>262577</b>	<b>275701</b>	<b>-4.8%</b>
Special Collections	2867	3267	-12.2%

RO gates not functioning April 2016

## Circulation of Physical Materials by Facility April 2017

**Consent Agenda: New Hires**

The following individuals were hired by the Pikes Peak Library District for the positions indicated during the period of April 1, 2017 – April 30, 2017.

Nathan Mitchener: Old Colorado City, PSA2 (20 hrs)

Heather Johnson: 21c, Librarian 1 (40 hrs)

Felisha Port: East, Program Logistics Support Assistant (23 hrs)

**Pikes Peak Library District Policy Guidelines Policy**

This policy is based on the American Library Association's Library Bill of Rights and the American Library Association's Intellectual Freedom Committee's recommendations for policy formulation and, if approved, will serve as the guidelines for all policy formulation going forward. In addition to describing the parameters of our policies, it also grants administration authorization to adopt rules and procedures to administer Board approved policies.

## **Pikes Peak Library District**

### **POLICY GUIDELINES POLICY**

#### ***Board Policy***

Publicly supported library service is based upon the First Amendment right of free expression. The American Library Association has adopted the LIBRARY BILL OF RIGHTS and Interpretations of the LIBRARY BILL OF RIGHTS to provide library governing authorities, librarians and other library staff and library users with guidelines on how constitutional principles apply to libraries in the United States of America.

As a unit of local government delivering public library services, Pikes Peak Library District provides equal and equitable access to information for all people of the community it serves, and all policies should reflect this purpose and should be carefully examined to determine if they may result in denying, restricting, or creating barriers to access. Following the American Library Association's Intellectual Freedom Committee's recommendation, the Pikes Peak Library District Board of Trustees shall develop policies in accordance with the following guidelines. Policies must:

- A. be developed and implemented within the legal framework that applies to the library. This includes: the United States Constitution, including the First and Fourteenth Amendments, due process and equal treatment under the law; the applicable state constitution; federal and state civil rights legislation; all other applicable federal, state and local legislation; and applicable case law;
- B. be developed and implemented within the framework of the Library Bill of Rights and its Interpretations;
- C. be based upon the library's mission and values;
- D. only impose restrictions on the access to, or use of library resources, services or Facilities when those restrictions are necessary to achieve the library's mission and objectives;
- E. narrowly tailor prohibitions or restrictions, in the rare instances when they are required, so they are not more restrictive than needed to serve their objectives;
- F. attempt to balance competing interests and avoid favoring the majority at the expense of individual rights, or allowing individual users' rights to interfere materially with the majority's rights to free and equal access to library resources, services and facilities;
- G. avoid arbitrary distinctions between individuals or classes of users, and should not have the effect of denying or abridging a person's right to use library resources,

services or facilities based upon arbitrary distinctions such as origin, age, background or views;

- H. not target specific users or groups of users based upon an assumption or expectation that such users might engage in behavior that will materially interfere with the achievement of substantial library objectives;
- I. be clearly stated so that a reasonably intelligent person will have fair warning of what is expected;
- J. provide a means of appeal;
- K. be reviewed regularly by the library's governing authority and by its legal counsel, when appropriate;
- L. be communicated clearly and made available in an effective manner to all library users;
- M. be enforced evenhandedly, and not in a manner intended to benefit or disfavor any person or group in an arbitrary or capricious manner;
- N. if reasonably possible, provide adequate alternative means of access to information for those whose behavior results in the denial or restriction of access to any library resource, service or facility.

The Pikes Peak Library District Board of Trustees authorizes Library administration to adopt rules and procedures regulating the organization and use of library materials, services, and facilities in accordance with Board approved policies and the guidelines outlined above.

### ***Administrative Rules***

Administration shall develop an ongoing staff-training program designed to foster the understanding of the legal framework and principles underlying library policies, rules, and procedures. This training shall also assist staff in gaining the skills and abilities necessary to respond to potentially difficult circumstances in a timely, direct, and open manner with empathy and understanding of the social and economic problems of some library users.

---

*Adopted by the Board of Trustees on May 9, 2017*



## **Compensation Study Pay Adjustments Recommendation**

### **Background**

In 2016, the Pikes Peak Library District (PPLD) engaged the Singer Group to complete a comprehensive compensation/job analysis study. The preliminary results of the study were presented to the Board of Trustees at their March 28, 2017 meeting. Certain components of the presentation are addressed in this report.

In part, this study included an analysis of PPLD's current pay classification system and a market analysis of wages paid. This study also included various recommendations towards improvements to the organizational structure including recommendations for various new positions. As discussed below, the cost of the new positions is significant and it will take additional analysis to determine when and how we can implement the organizational changes. As such, this report focuses primarily/solely on how we can implement the consultant's recommendations related to PPLD's pay classification system and the related market analysis by position.

### **Implementation of Salary Structure and Pay Adjustments**

To adopt a new Salary Structure, all current positions will be mapped to a structure consisting of 21 salary grades (see attached). New titles will be assigned as necessary. The following are some key points about this process:

- Staff with a current rate of pay less than the minimum of the new grade will see their rate of pay increase to the new minimum. Staff **may** also be eligible to receive an adjustment based upon the Compression Adjustment Matrix (see attached). This matrix takes into account years of experience in current position and salary position in the range.
- Staff with a current rate of pay at or above the minimum of the new grade assignment will see no change in their rate of pay unless they are eligible to receive an adjustment based upon the Compression Adjustment Matrix described in the previous point.
- Pay adjustments will be retroactive to January 2, 2017.
- January 2, 2017 will be the date used to determine time in current position for application of the Compression Adjustment Matrix.

- Retroactive pay will be awarded in a separate check on a special payroll run.
- Specific information regarding individual pay, job titles, and timekeeping changes will be issued to all staff during the month of May.
- June 2, 2017 pay date is our current target date for the first payroll with the New Grades.
- June 9, 2017 is the current target date for the special payroll run for retroactive pay.
- Salary adjustments described above are for Regular Positions only

There are three current job titles – PSA 1, PSA 2 and PSS 1 that will have more than one level in the new structure. Final placement in the new Salary Structure involves additional consideration that will take additional time to determine. Rather than delay the implementation of the new Salary Structure until that final placement is determined, the first step with these three positions will be to:

- Move all PSA 1's to the Shelver - Grade 11
- Move all PSA 2 's to the Library Assistant - Grade 12
- Move all PSS 1's to Library Associate - Grade 17

In the upcoming weeks, we will design a form with specific, consistent criteria for determining whether the position needs to be moved beyond the initial placement. Supervisors/Managers will meet with staff members in these positions to review job duties and complete the form. Further placement into a higher grade will be based upon this review and our operational needs. We anticipate some positions will move to a higher level, others will not. We will clearly communicate the placement decision to staff. If staff members are placed in a higher grade, retroactive pay will be based upon whether or not the higher duties were being performed prior to January 2, 2017. Compression adjustments for staff in these three positions will be made after they are moved to their “final” position based upon the placement decision.

### **Implementation Costs and Financial Resources Availability**

The following is a table that depicts estimated sources and uses of funds in relation to the implementation of this phase of the compensation study:

	<b>Pay</b>
	<b>Adjustments</b>
<b>Potential Sources of Funds</b>	
<b>Budget</b>	<b>\$ 900,000</b>
<b>Position adjustments</b>	<b>282,737</b>
<b>Total Potential Sources of funds</b>	<b>1,182,737</b>
<b>Potential Usage of Funds</b>	
<b>3% pay adjustments</b>	<b>396,425</b>
<b>Positions added/modified</b>	<b>212,306</b>
<b>Adjustments to minimum of new ranges</b>	<b>1,065,121</b>
<b>Compression adjustments</b>	<b>311,309</b>
<b>Total Potential Uses of Funds</b>	<b>1,985,161</b>
<b>Funds Remaining (Needed)</b>	<b>\$ (802,423)</b>

#### Sources of Funds

- a. The adopted 2017 Budget included a line of \$900,000 for pay adjustments during 2017. This amount served as a placeholder when the budget was approved. The total costs of implementing the recommendations of the study were not know at that time.
- b. Certain unfilled positions, which are included in the 2017 budget, have been identified as not being needed in their current status and have been eliminated from the staffing tables. This results in a savings of \$282,737, which can be used towards the implementation of the various recommendations.

#### Uses of Funds

- c. A 3% pay adjustment was given to employees at the beginning of 2017 to at least partially address the market adjustments that were forthcoming. The cost was \$396,425. This amount also included raising PPLD's minimum wage rate from \$9.00 per hour to the minimum wage rate of \$9.30 which was effective 1/1/2017.
- d. Certain additions/modifications to the current staffing table have been made at a cost of \$212,306. This includes the cost of having the second Associate Director in Public Services and the addition of a Librarian for the forthcoming Maker Space function at the Sand Creek Library.

- e. The estimated cost of bringing all positions up to the minimum of the new pay ranges is estimated at \$1,065,121. There are certain positions in which the current position may be placed in one of two grades depending on the functions and expectations of these positions. Additional analysis needs to be completed before the final determination can be made for these positions. The cost estimate is basically a “not to exceed” estimate because not every position in question will be placed in the higher of the two choices. Any unspent funds as a result will be used towards the implementation of the recommended organizational structure.
- f. A compression adjustment is designed to address the issue of experience and longevity. There should be differences in hourly rates between employees with longevity in their position as compared to new employees in the same position. The estimated cost of implementing the compression adjustment as recommended by the consultant is \$311,309.

In order to fully implement the recommendations discussed above, an additional \$802,423 is needed. The Leadership Team proposes making the following adjustments to the 2017 budget in order to accumulate the necessary funds:

Item	Amount
Health Plan - additional month no premiums	\$ 150,000
Capital - use of fund balance (\$736,341 - \$389,863)	346,478
Library materials - reduction	100,000
Substitute pay - reduction	100,000
Target savings from vacant positions	105,945
<b>Total</b>	<b>802,423</b>
<b>Balance Needed</b>	<b>802,423</b>
<b>Difference/Contingency</b>	<b>\$ -</b>

The following is a brief discussion of each item listed above.

**Health Plan – additional month of no premiums.** The 2017 budget includes one month of no premium collections from both PPLD and the plan participants. As of December 31, 2016, the total fund balance for the Health Plan was \$630,132. The recommended fund balance is approximately \$300,000, meaning we can offer a second month of no premium collections during 2017. PPLD’s portion of the monthly premiums is approximately \$150,000.

**Capital – use of fund balance.** The 2017 budget includes the usage of fund balance in the amount of \$389,863 to help fund capital projects. The usage of fund balance for one-time projects such as capital projects is reasonable as such costs are not “reoccurring “ costs that need to be sustained on future periods. The total amount needed to fund 2017 capital outlay is \$736,341, meaning the difference of \$346,478 could in theory be funded by the fund balance.

**Library materials – reduction.** The library material budget for 2017 is \$4,325,704. The Leadership Team recommends reducing the library material budget by \$100,000 for this purpose. This equates to approximately 2% reduction in this budget.

**Substitute pay – reduction.** The Leadership Team recommends reducing the substitute budget by \$100,000 for this purpose. The 2017 budget for substitute pay is \$511,243, so the reduction is less than 20% of the entire budget. This recommendation is made in part because the consultants recommend the addition of 9 “floater” positions which can be used at various locations when needed.

**Target savings from vacant positions.** The 2017 budget includes budgeting each position as if they will be occupied for the entire year. The reality is there are positions that are vacant throughout the year, and this results in savings that can be used for other purposes. The Leadership Team believes that a target savings of \$105,945 can easily be attained.

Management met with the Board of Trustees Internal Affairs Committee on April 19, 2017, and the issues and recommendations discussed above were reviewed with this Committee. The consensus at that meeting was to move forward and bring these recommendations to the Board of Trustees at the May 9, 2017 meeting. The budget adjustments need to be formally approved by the Board of Trustees through the legal process related to amending the budget mid-year. The mid-year budget amendment will be presented to the Board at its July Board meeting with action to occur at its August Board meeting. Should the mid-year budget amendment not be approved for any reason, then management will make the appropriate decisions within the current budget at that time.

## **Recommendation**

Management recommends the Board of Trustees approve the recommendations described above and to include the budget items discussed above in the 2017 mid-year budget amendment.

Salary Structure

Compensation, Classification and Staffing Study - April, 2017

Effective 1/02/2017

Grade	Old Job Title	New Title	RANGES		
			Minimum	Midpoint	Maximum
<b>11</b>			\$10.20	\$11.20	\$12.20
	Public Service Assistant 1	Shelver	\$21,216.00	\$23,296.00	\$25,376.00
	Children's Services Assistant 1	Children's Assistant			
<b>12</b>			\$12.00	\$13.18	\$14.35
	Public Service Assistant 2	Library Assistant *	\$24,960.00	\$27,404.00	\$29,848.00
<b>13</b>			\$13.22	\$15.24	\$17.25
	No Current Equivalent	Senior Library Assistant *	\$27,497.60	\$31,688.80	\$35,880.00
	Public Services Assistant 4 Security	Security Officer			
	Security Officer	Security Officer			
	Switchboard Operator	Switchboard Operator			
<b>14</b>			\$13.90	\$16.35	\$18.80
	Public Service Assistant 3 (Spec. Coll., Collections, Finance)	Collection Management Asst.; Finance Asst.; Special Collections Asst.	\$28,912.00	\$34,008.00	\$39,104.00
<b>15</b>			\$15.30	\$18.33	\$21.35
	Administrative Assistant	Administrative Assistant - Adult Education; Foundation; HR; Marketing	\$31,824.00	\$38,116.00	\$44,408.00
	Children's Administrative Assistant	Children's Services Tech.			
	Collection Management Materials Specialist	Collection Mgmt. Mat. Tech.			
	Program Logistics Assistant	Program Logistics Asst.			

Salary Structure

Compensation, Classification and Staffing Study - April, 2017

Effective 1/02/2017

Grade	Old Job Title	New Title	RANGES		
			Minimum	Midpoint	Maximum
<b>16</b>			<b>\$16.83</b>	<b>\$20.62</b>	<b>\$24.40</b>
	Facilities Specialist	Facilities Admin. Specialist	\$35,006.40	\$42,879.20	\$50,752.00
	Facilities Technician	Facilities Specialist			
	Finance Specialist	Finance Specialist			
	Meeting Room Specialist	Administrative Coordinator			
	Security Technician	Senior Security Officer			
<b>17</b>			<b>\$17.85</b>	<b>\$21.86</b>	<b>\$25.86</b>
	CEO Specialist	Marketing Specialist	\$37,128.00	\$45,458.40	\$53,788.80
	CEO Technician	Video Specialist Audio Specialist			
	Literacy Specialist	Adult Education Admin. Specialist			
	Public Service Assistant 4 (MLS)	Library Associate			
	Public Services Specialist 1(Adult, Children's,C3,Col Mgmt,Spec Col, MLS, Lib Svcs)	Library Associate*			
	Technical Support 2	Technical Support Specialist			
<b>18</b>			<b>\$19.57</b>	<b>\$24.01</b>	<b>\$28.45</b>
	Facilities Lead	Facilities Supervisor	\$40,705.60	\$49,940.80	\$59,176.00
	Foundation Development Specialist	Foundation Development Specialist			
	Literacy Instructor, ESL or GED	Adult Education Instructor, ESL or GED			
	Public Services Specialist 2	Senior Library Associate*			
	Video Producer/Director	Video Producer/Director			
	Graphic Artist	Graphic Artist			

Salary Structure

Compensation, Classification and Staffing Study - April, 2017

Effective 1/02/2017

Grade	Old Job Title	New Title	RANGES		
			Minimum	Midpoint	Maximum
<b>19</b>			<b>\$20.52</b>	<b>\$25.66</b>	<b>\$30.80</b>
	Circulation Services Supervisor	Circulation Services Supervisor	\$42,681.60	\$53,372.80	\$64,064.00
	Community Library Supervisor	Branch Supervisor			
	Executive Staff Assistant	Executive Assistant			
	Finance Specialist II (Payroll)	Payroll Specialist			
	Mobile Library Program Supervisor	Mobile Library Services Supervisor			
<b>20</b>			<b>\$21.30</b>	<b>\$26.65</b>	<b>\$32.00</b>
	Beginning Librarian (MLS or current employee 6 months to completion of MLS)	Beginning Librarian	\$44,304.00	\$55,432.00	\$66,560.00
<b>21</b>			<b>\$22.83</b>	<b>\$28.51</b>	<b>\$34.20</b>
	Accountant	Accountant	\$47,476.00	\$59,306.00	\$71,136.00
	HRIS/Benefits Program Supervisor	HRIS/Benefits Supervisor			
	Librarian (Adult, Children's, Librarian)	Librarian			
	Literacy Program Supervisor	Adult Education Supervisor			
		Marketing Services Supervisor (NEW)			
	Print Production Supervisor	Print Production Supervisor			
	Systems Support Specialist	Systems Support Specialist			
	Talent Management Program Supervisor	Talent Management Supervisor			
	Tech Support Analyst	Tech Support Analyst			
	Training Program Supervisor	Training Supervisor			
	Volunteer & Safety Program Supervisor	Volunteer & Safety Supervisor			



Salary Structure

Compensation, Classification and Staffing Study - April, 2017

Effective 1/02/2017

Grade	Old Job Title	New Title	RANGES		
			Minimum	Midpoint	Maximum
<b>22</b>			\$24.05	\$30.08	\$36.10
	Archivist (Special Coll. Librarian 2)	Archivist	\$50,024.00	\$62,556.00	\$75,088.00
	Circulation Services Manager	Circulation Services Coordinator			
	Community Engagement & Outreach Office Specialist	Marketing Coordinator			
	Librarian 2 (Adult, Children's, Collection Management)	Senior Librarian			
<b>23</b>			\$25.75	\$32.18	\$38.60
	Community Library Manager, Librarian 2 (HP)	Branch Manager 1 (HP, FO, OL)	\$53,560.00	\$66,924.00	\$80,288.00
	Librarian 2 (Business, Nonprofits, Disability Resources, Seniors & Law )	Strategic Services Librarian - Business, Disability Resources, Law, Nonprofits, & Seniors Programming Librarians			
	Special Collections Manager	Special Collections Manager			
<b>24</b>			\$27.70	\$34.60	\$41.50
	Adult Services, C3 Managers	Adult Services, C3 Manager	\$57,616.00	\$71,968.00	\$86,320.00
	No Current Equivalent Position	Assistant Regional Manager (NEW)			
	Community Library Manager, Librarian 2 (PA/MO, RO)	Branch Manager 2 (MA/UT, PA/MO, CH, SA, RO, HO)			
	ILS Administrator	ILS Administrator			
	Network Administrator	Network Administrator			
	Website Administrator	Website Manager			

Salary Structure

Compensation, Classification and Staffing Study - April, 2017

Effective 1/02/2017

Grade	Old Job Title	New Title	RANGES		
			Minimum	Midpoint	Maximum
<b>25</b>			\$29.00	\$36.30	\$43.60
	IT Application Server Administrator	IT Application Server Administrator	\$60,320.00	\$75,504.00	\$90,688.00
	IT Voice System Engineer	IT Voice System Engineer			
	Security Program Supervisor	Security Manager			
<b>26</b>			\$30.27	\$37.79	\$45.30
	IT Tech Support Administrator	IT Tech Support Manager	\$62,961.60	\$78,592.80	\$94,224.00
<b>27</b>			\$31.54	\$39.40	\$47.25
	Adult/Adult Education/Children's/Creative Services/Special Collections / Collection Mgmt Division Head	Education/Children's/Creative Services/Special Collections / Collection Mgmt Division Head	\$65,603.20	\$81,941.60	\$98,280.00
	Controller	Controller			
	No Current Equivalent Position	Regional Library Manager 3 (PE, EA, 21C)			
<b>28 EMPTY GRADE</b>			\$34.50	\$43.20	\$51.90
			\$71,760.00	\$89,856.00	\$107,952.00
<b>29</b>			\$37.99	\$47.50	\$57.00
	Associate Director, Community Libraries	Director, Branches	\$79,019.20	\$98,789.60	\$118,560.00
	Associate Director, Public Services	Director, Library Services			
	Community Engagement & Outreach Officer	Chief Communication Officer			
	Facilities Division Head	Chief Facilities Management Officer			
	Foundation Executive & Development Officer	Chief Development Officer & Foundation Executive Officer			
	HR Division Head	Chief HR & OD Officer			
	IT & Virtual Services Officer	Chief Information Officer			

Salary Structure

Compensation, Classification and Staffing Study - April, 2017

Effective 1/02/2017

Grade	Old Job Title	New Title	RANGES		
			Minimum	Midpoint	Maximum
30	Chief Finance & Business Officer	Chief Financial Officer	\$45.70	\$57.20	\$68.70
			\$95,056.00	\$118,976.00	\$142,896.00
31	Executive Director	Chief Librarian & Chief Executive Officer	Pay is set by the PPLD Board of Trustees		

\*Library Assistant - Movement into this position from Shelver occurs only after evaluation of current level of responsibility indicates it meets the criteria for this level to meet operational need

\*Senior Library Assistant - Movement into this position occurs only after review of current level of responsibility indicates it meets senior level standards to meet operational needs

\*Library Associate - Movement into this position occurs only after review of current level of responsibility indicates it meets the criterial for this level to meet operational needs

\*Senior Library Associate - Movement into this position occurs only after review of current level of responsibility indicates it meets senior level standards to meet operational needs

# One Time Compression Adjustment Matrix

*Assumes satisfactory performance in position*

## Position in Range

Years of Exp. (in current position) As of January 2, 2017	1 <sup>st</sup> quartile	2 <sup>nd</sup> quartile	M I D P O I N T	3 <sup>rd</sup> quartile	4 <sup>th</sup> quartile
< 1 year	0%	0%		0%	0%
1- 3 years	2%	1.5%		0%	0%
4 – 8 years	3%	2%		1%	0%
9 - 14 years	4%	3%		2%	0%
15+ years	5%	4%		3%	0%

## **Sand Creek Maker Space Project Recommendation**

### **Background**

At its February regular meeting, the Board of Trustees approved and selected the team of G.E. Johnson Construction Company/Humphries Poli Architects (the Team) to implement a design/build approach for the Sand Creek Library Makerspace. In simple terms, the design/build approach means the Team will design the project based upon the scope provided by the Owner and to provide cost estimates to the owner (PPLD) for them to review and accept. Upon acceptance and approval by the Owner, the design/build team will enter into a Guaranteed Maximum Price (GMP) contract with the Owner.

### **GMP Development**

The Sand Creek Makerspace project consists of using and remodeling current space within the Sand Creek Library for various purposes. This project includes remodeling space for the Makerspace itself, along with the addition of a recording studio and a control room. The Team originally presented to PPLD a GMP proposal of \$599,000.

Upon further review of the project details and fiscal budgetary considerations, PPLD worked with the Team to develop value-engineering ideas (reduce the overall project scope by either eliminating components from the original proposal or reducing the scope of the design itself). Subsequent to this discussion, the Team developed and costed out a revised project scope along with a lower GMP estimate. The revised GMP proposal is \$500,725. A copy of the revised GMP cost estimates along with a brief explanation of the cost components is attached to this report.

After discussion with the Team, management concluded that any further reduction to the project scope would severely “gut” the project and simply make the space much less attractive and less functional. Given the demand for such services from patrons in the vicinity of the Sand Creek Library, management concluded it would be best to not further value engineer this project and to find the additional funds needed to make this project a success.

### **Fiscal Impact**

The Project Budget related to the construction/renovation of space to be used for the Makerspace that is part of the 2017 budget is \$240,000. The GMP proposed by the Team as discussed above is \$500,725, meaning an additional \$260,725 is needed.

Management concluded the best way to fund the \$260,725 is to utilize fund balance reserves. Included in fund balance is a reserve of \$300,000 that PPLD received from the McKinley Trust account during the 1980’s. This reserve is undesignated and can be used to

fund capital projects such as the Sand Creek Makerspace project. This reserve has been utilized by the Board of Trustees in the past for specific capital projects, and the balance was subsequently replenished through budgetary actions.

The McKinley Trust funds are not restricted for any purpose other than for library use, and it really is no different than PPLD's unreserved undesignated fund balance. Hence, the recommendation to be made (below) is to utilize this trust to fund the additional \$260,725 needed for the GMP, and to not set an arbitrary deadline to replenish PPLD's fund balance for its utilization.

The actual utilization of the trust fund account to help fund this project would be included in the mid-year budget adjustment so that any changes to the 2017 adopted budget can be discussed and have the appropriate action taken. Should the recommendations above related to the use of the trust fund not be approved by the Board of Trustees, management would then make changes within the specific line items of the 2017 budget in order to fund the additional cost of this project.

### **Internal Affairs Committee Meeting**

On April 19, 2017, management met with the members of the Internal Affairs Committee to discuss the project details and to develop a recommendation to fund this project at the reduced scope as described above. In brief, the members of the Internal Affairs Committee agreed with the recommendations related to this project, and they provided direction that they be presented to the full Board of Trustees at its May 9, 2017 Board meeting.

### **Recommendation**

Management recommends the following:

1. That the Board of Trustees approve the GMP of \$500,725 for the design and construction/renovation of the Sand Creek Makerspace project as described above.
2. That the Board of Trustees authorize the use of the McKinley Trust account up to \$260,725 to fund the difference between the GMP cost and the amount originally included in the 2017 adopted budget.

# PPLD Sand Creek Makerspace

Estimate

4/17/2017



## ESTIMATE LEVEL VARIANCE REPORT

Bid Item #	Bid Description	4/19/2017
	Rough Carpentry	\$ 25,309
	Recording Studio (Soundproof)	\$ 123,006
	Makerspace	\$ 120,242
	Control Room	\$ 61,710
	General Conditions	\$ 35,490
	Site Requirements	\$ 23,130
	<b>Bid Item Subtotal</b>	<b>\$ 388,887</b>
	Estimating Contingency 4.0%	\$ 15,555
	Construction Contingency 4.0%	\$ 16,178
	Escalation	\$ -
	<b>Subtotal Direct Construction Costs</b>	<b>\$ 420,620</b>
<b>Contractor Indirect Costs</b>		
	Building Permit, Plan Review & HBA Fees	\$ 8,000
	Humphries Poli Design Fees	\$ 30,545
1.00%	Contractor's Insurance	\$ 5,007
0.30%	Builder's Risk Insurance	\$ 1,502
1.00%	Subcontractor Default Insurance	\$ 5,007
6.00%	CM/GC Fee	\$ 30,044
	<b>Subtotal Indirect Costs</b>	<b>\$ 80,105</b>
<b>TOTAL ESTIMATED CONSTRUCTION COST</b>		<b>\$ 500,725</b>

### Site Indirect Costs

City Imposed Impact Fees	By Owner
Site Development Fees	By Owner
Water Connection Fees	By Owner
Electrical Primary Fee	By Owner
Construction Materials Testing & Inspections	By Owner

### Other Project Costs

FF&E	By Owner
Design & Engineering Services and Fees	By Owner
Owner's Project Contingency	By Owner
Escalation	By Owner



# PPLD Sand Creek Makerspace

Estimate - Makerspace

4/10/2017



## ESTIMATE LEVEL VARIANCE REPORT

Bid Item #	Bid Description	3/23/2017	Subcontractor
02A	Demolition	\$ 3,815	GEJ Estimate
06A	Rough Carpentry	\$ -	GEJ Estimate
06F	Millwork/Casework	\$ 3,601	Concepts in Millwork
08A	Doors & Hardware	\$ 2,853	McKinney
08H	Aluminum & Glass	\$ 350	Pikes Peak Glass
09O	Polished Concrete	\$ 6,600	Allowance
09S	Painting	NIC	
15A	Mechanical	\$ 57,955	CSM
15AB	Plumbing	\$ 10,100	Olson Plumbing
16A	Electrical & Data	\$ 9,273	Encore Electric
00A	General Conditions	\$ -	GEJ Estimate
00A	Site Requirements	\$ -	GEJ Estimate
<b>Bid Item Subtotal</b>		<b>\$ 94,546</b>	
	Estimating Contingency 4.0%	\$ 3,782	
	Construction Contingency 4.0%	\$ 3,933	
	Escalation	\$ -	
<b>Subtotal Direct Construction Costs</b>		<b>\$ 102,261</b>	
<b>Contractor Indirect Costs</b>			
	Building Permit, Plan Review & HBA Fees	\$ 8,000	
	1.00% Contractor's Insurance	\$ 1,202	
	0.30% Builder's Risk Insurance	\$ 361	
	1.00% Subcontractor Default Insurance	\$ 1,202	
	6.00% CM/GC Fee	\$ 7,214	
<b>Subtotal Indirect Costs</b>		<b>\$ 17,980</b>	
<b>TOTAL ESTIMATED CONSTRUCTION COST</b>		<b>\$ 120,242</b>	

### Site Indirect Costs

City Imposed Impact Fees	By Owner
Site Development Fees	By Owner
Water Connection Fees	By Owner
Electrical Primary Fee	By Owner
Construction Materials Testing & Inspections	By Owner

### Other Project Costs

FF&E	By Owner
Design & Engineering Services and Fees	By Owner
Owner's Project Contingency	By Owner
Escalation	By Owner



## PROJECT CLARIFICATIONS & ALLOWANCES & ALTERNATES

---

### Project Information

Owner: Pikes Peak Library District

Architect: Humphries Poli Architects

Project Location: Colorado Springs, CO

Start of Construction: Spring 2017

### Project Specific Clarifications & Scope

#### 02A – Demolition

1. We have included all demo as shown on the plans.

#### 06F – Millwork/Casework

1. Millwork has been included per plans for the new sink.

#### 08A – Doors & Hardware

1. Double doors 138 are included as full glass doors.
2. A hardware allowance of \$550 is included.

#### 08H – Aluminum & Glass

1. Glass is included for Door 138.

#### 09O – Polished Concrete

1. An allowance of \$6,600 has been included.

#### 09S – Painting

1. Painting is not included.

#### 15A – Mechanical

1. Mechanical as shown on plans.

#### 15AB – Plumbing

1. Plumbing for new sink.

#### 16A – Electrical & Data

1. Electrical as shown on plans.
2. New lighting is not included.

# PPLD Sand Creek Makerspace

## Estimate - Control Room

4/10/2017



### ESTIMATE LEVEL VARIANCE REPORT

Bid Item #	Bid Description	3/23/2017	Subcontractor
02A	Demolition	\$ 2,549	GEJ Estimate
08A	Doors & Hardware	\$ 11,491	McKinney
08H	Aluminum & Glass	\$ 350	Pikes Peak Glass
09C	Framing & Drywall	\$ 12,624	RMIC
09I	Acoustical Ceilings	\$ 1,620	RMIC
09J	Acoustic Wall Panels	\$ 1,750	in tab 06F
09Q	Carpeting	\$ 2,210	GEJ Estimate
09S	Painting	\$ 875	AMC Painting
15A	Mechanical	\$ 3,180	CSM
15B	Fire Protection	\$ 2,500	Allowance
16A	Electrical & Data	\$ 5,774	Encore Electric
00A	General Conditions	\$ -	GEJ Estimate
00A	Site Requirements	\$ -	GEJ Estimate
<b>Bid Item Subtotal</b>		<b>\$ 44,922</b>	
	Estimating Contingency 4.0%	\$ 1,797	
	Construction Contingency 4.0%	\$ 1,869	
	Escalation	\$ -	
<b>Subtotal Direct Construction Costs</b>		<b>\$ 48,588</b>	
<b>Contractor Indirect Costs</b>			
	Building Permit, Plan Review & HBA Fees	\$ 8,000	
	1.00% Contractor's Insurance	\$ 617	
	0.30% Builder's Risk Insurance	\$ 185	
	1.00% Subcontractor Default Insurance	\$ 617	
	6.00% CM/GC Fee	\$ 3,703	
<b>Subtotal Indirect Costs</b>		<b>\$ 13,122</b>	
<b>TOTAL ESTIMATED CONSTRUCTION COST</b>		<b>\$ 61,710</b>	
<b>Site Indirect Costs</b>			
	City Imposed Impact Fees	By Owner	
	Site Development Fees	By Owner	
	Water Connection Fees	By Owner	
	Electrical Primary Fee	By Owner	
	Construction Materials Testing & Inspections	By Owner	
<b>Other Project Costs</b>			
	FF&E	By Owner	
	Design & Engineering Services and Fees	By Owner	
	Owner's Project Contingency	By Owner	
	Escalation	By Owner	

## PROJECT CLARIFICATIONS & ALLOWANCES & ALTERNATES

### Project Information

Owner: Pikes Peak Library District  
Architect: Humphries Poli Architects  
Project Location: Colorado Springs, CO  
Start of Construction: Spring 2017

### Project Specific Clarifications & Scope

#### 02A – Demolition

1. We have included all demo as shown on the plans.

#### 06F – Millwork/Casework

1. Millwork has been included per plans.
2. Plyboo wall panels are included: \$18,592 - NOT NEEDED NOT INCLUDED

#### 08A – Doors & Hardware

1. Door 109M does not include glazing; however, it achieves an STC rating of 50.
2. Door 109F is full glass but does not have an STC rating.
3. A hardware allowance of \$1,100 is included.

#### 08H – Aluminum & Glass

1. Non-sound rated glass is included for Door 109F.

#### 09C – Framing & Drywall

1. Framing and drywall per plans is included.

#### 09I – Acoustical Ceilings

1. Armstrong Optima #3521 (or equal) is included in lieu of wood ceilings.

#### 09J – Acoustic Wall Panels

1. (5) acoustic panels have been included.

#### 09Q – Carpeting

1. Carpet, vinyl, and wood base is included per plan. It is assumed owner's stock will be used for the carpet.

#### 09S – Painting

1. Paint is per plan.

#### 15A – Mechanical

1. Includes required demo as shown on MD1.0.
2. Mechanical per plans.

#### 16A – Electrical & Data

1. Demolition (make safe) of equipment.

PPLD – Sand Creek Control Room

Estimate

April 17, 2017



## **PROJECT CLARIFICATIONS & ALLOWANCES & ALTERNATES**

---

2. Includes electrical per plans.



## ESTIMATE LEVEL VARIANCE REPORT

Bid Item #	Bid Description	3/23/2017	Subcontractor
02A	Demolition	\$ 2,077	GEJ Estimate
06A	Rough Carpentry	\$ -	GEJ Estimate
06F	Millwork/Casework	\$ 18,592	Concepts in Millwork
08A	Doors & Hardware	\$ 6,830	McKinney
08H	Aluminum & Glass	\$ 22,000	Pikes Peak Glass
09C	Framing & Drywall	\$ 24,840	RMIC
09I	Acoustical Ceilings	in tab 09C	in tab 09C
09J	Acoustic Wall Panels	in tab 06F	in tab 06F
09Q	Carpeting	\$ 2,264	GEJ Estimate
09S	Painting	\$ 2,583	
12C	Acoustical Curtain	\$ 4,300	Allowance
15A	Mechanical	\$ 3,085	CSM
15B	Fire Protection	\$ 2,500	Allowance
16A	Electrical & Data	\$ 7,820	Encore Electric
00A	General Conditions	\$ -	GEJ Estimate
00A	Site Requirements	\$ -	GEJ Estimate
<b>Bid Item Subtotal</b>		\$ 96,890	
	Estimating Contingency 4.0%	\$ 3,876	
	Construction Contingency 4.0%	\$ 4,031	
	Escalation	\$ -	
<b>Subtotal Direct Construction Costs</b>		\$ <b>104,797</b>	
<b>Contractor Indirect Costs</b>			
	Building Permit, Plan Review & HBA Fees	\$ 8,000	
	1.00% Contractor's Insurance	\$ 1,230	
	0.30% Builder's Risk Insurance	\$ 369	
	1.00% Subcontractor Default Insurance	\$ 1,230	
	6.00% CM/GC Fee	\$ 7,380	
<b>Subtotal Indirect Costs</b>		\$ <b>18,210</b>	
<b>TOTAL ESTIMATED CONSTRUCTION COST</b>		\$ <b>123,006</b>	

### Site Indirect Costs

City Imposed Impact Fees	By Owner
Site Development Fees	By Owner
Water Connection Fees	By Owner
Electrical Primary Fee	By Owner
Construction Materials Testing & Inspections	By Owner

### Other Project Costs

FF&E	By Owner
Design & Engineering Services and Fees	By Owner
Owner's Project Contingency	By Owner
Escalation	By Owner

## **PROJECT CLARIFICATIONS & ALLOWANCES & ALTERNATES**

---

### Project Information

Owner: Pikes Peak Library District  
Architect: Humphries Poli Architects  
Project Location: Colorado Springs, CO  
Start of Construction: Spring 2017

### **Project Specific Clarifications & Scope**

#### 02A – Demolition

1. We have included all demo as shown on the plans.

#### 06A – Rough Carpentry

1. Includes backing and blocking and foreman labor.

#### 06F – Millwork/Casework

1. Millwork has been included per plans.
2. Plyboo wall panels are included: \$18,592

#### 08A – Doors & Hardware

1. Door 109E does not include glazing; however, it achieves an STC rating of 50.
2. A hardware allowance of \$550 is included.
3. A window frame is included with an STC rating of 52.

#### 08H – Aluminum & Glass

1. We have included an STC rating of 45 at Acoustic Surface 4 shown on 9/A-103.
2. An STC rating of 49 has been included at Acoustic Surfaces 5 shown on 10/A-103 and 1/A-103.

#### 09C – Framing & Drywall

1. Framing and drywall per plans is included.
2. Linear wood ceiling is included: \$9,053
3. (4) acoustic panels have been included.

#### 09Q – Carpeting

1. Carpet, vinyl, and wood base is included per plan. It is assumed owner's stock will be used for the carpet.

#### 09S – Painting

1. An Allowance of \$1,200 has been included for the vinyl wall covering.

#### 12C – Acoustic Curtain

1. An allowance of \$4,300 has been included for the acoustic curtain.

#### 15A – Mechanical

1. Includes required demo as shown on MD1.0.
2. Mechanical per plans.

## **PROJECT CLARIFICATIONS & ALLOWANCES & ALTERNATES**

---

### 16A – Electrical & Data

1. Demolition (make safe) of equipment.
2. Includes electrical per plans.

**Pikes Peak Library District**  
**May 9, 2017**

### **2010-2010 Strategic Plan Discussion**

At the April Board meeting, the draft Strategic Plan for 2010 to 2020 was presented in conjunction with the strategic plans of the City of Colorado Springs, El Paso County, and several community organizations. The Leadership Team has reviewed the strategic goals and activities within that plan to determine which are in progress, which are no longer relevant, and which may need further evaluation. The activities which were determined to be in progress and still relevant to the mission of The Library and our understanding of community goals have been incorporated into the format utilized in our most recent strategic plan for your consideration and discussion.



- Goal has been met
- Goal is in progress
- Goal is no longer relevant
- New Goal
- Needs Further Evaluation

## 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*

# PIKES PEAK LIBRARY DISTRICT

## OUR MISSION

*Providing resources and opportunities that change individual lives and build community*

## OUR VALUES

**Strategic Goal: Readers, authors and writers will be emphasized and celebrated.**

**Activities:**

- Provide readers' advisory tools and services.
- Connect readers with in-person author experiences.
- Support writers and writing.
- Create and publish select original content on regional topics.
- Build the collection in hot topics and popular authors.

**Strategic Goal: PPLD will support lifelong learning and foster a learning community.**

**Activities:**

- Provide every adult with tools, tutoring, and training that will enable him or her to be proficient in reading, writing, and speaking English.
- Monitor information needs and provide resources and programs in perennial and hot topic areas such as health, consumer ratings, and business topics.
- Create homework centers in geographically dispersed libraries.
- Establish a Creative Learning Commons in at least one location in the District.
- Remain committed to the 'Informed Citizenry' role by providing programs that facilitate informational exchange and discussion on hot or significant local topics.
- Adult services staff will serve as information experts and navigators.
- Facilitate the formation of a SMART coalition with schools and academic institutions in the region.
- Continue to provide learning tools and informational resources on the website.

On the walls of the  
Monument Library

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

**Activities:**

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

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

**Activities:**

- Implement a campaign to increase cardholders.
- Monitor, purchase, and implement adaptive technology solutions to facilitate use by disabled customers.
- Survey users annually and nonusers every 3 years.
- Establish Community Advisory Councils for every facility and some specialized services or service areas.
- Use tapestry market segments in collection development.
- Owned facilities will be retrofitted with quiet reading areas.
- An inspirational quote about reading or libraries will be installed in every facility. (met)

**Strategic Goal:** PPLD will have adequate library outlets throughout the District's service area.

**Activities:**

- Conduct a facilities feasibility study to determine most immediate needs and most efficient utilization of space, and to prioritize improvements and new facility needs.
- Create a capital improvements plan that includes:
  - More unstaffed Xpress Libraries in large unserved population areas.
  - More alternative points of service in underserved areas.
  - Specialized libraries and differentiated services.
  - Explore locations in other entities/buildings through collaborations.
- Incorporate more green and sustainable products and features into facilities planning.
- 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.
- Outreach: Can't get to us? We'll get to you.

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

**Activities:**

- Conduct an annual analysis of community organizations' strategic plans to inform PPLD's resource and information needs.
- Continue to provide resources and programs that build community capacity.

- 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.
- PPLD staff will serve as research experts for a variety of community initiatives as needed.

**Strategic Goal:** 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.

**Activities**

- Host a 'Library Futures Forum' for PPLD staff and Board members annually.
- 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.
- Provide opportunities for staff who attend workshops or conferences to share and/or implement new ideas from them.

**Strategic Goal:** Gracious spaces

**Activities:**

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

**Strategic Goal** Technology for access

**Activities:**

- Create a Technology Plan that meshes with the Strategic Plan and that is updated annually.
- Expand bandwidth capacity at targeted locations.
- Remain committed to conquering the digital divide. ~~by increasing the number of PCs to x per capita.~~

**Strategic Goal:** Fiscal stewardship and stability

**Activities:**

- Create a 10 year budget plan w projected revenues & expenses and refine it each year.

- Continue to be accountable to the public for both revenues and expenditures.
- Create Board-approved Financial Guidelines and update annually.
- Install and utilize financial software in 2010 to streamline reports, track approvals, and integrate HR information.
- Create a rolling 5 year schedule of rfp's.

**Strategic Goal:** Happy , engaged, knowledgeable and unified staff

**Activities:**

- 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.
- Review and refine the cross-functional team structure annually.
- Complete Phase 2 and 3 of the Workforce Alignment project.
- Conduct a preliminary workload analysis in 2010 and refine it to a more complete/sophisticated level in 2011.
- Project future service directions and the concomitant positions needed for the future.
- Update the Diversity Plan by 2011.
- Conceptualize and 'beta' a Core Training program in 2010.
- Conduct a confidential employee survey annually, in a different topic area each year, including diversity, employee satisfaction, planning tools/topics, etc.
- Place recruiting/online application kiosks in the two largest libraries.
- Expand the student internship programs.

**Strategic Goal:** A responsive collection

**Activities:**

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

**Strategic Goal: The PPLD brand**

**Activities:**

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

**Strategic Goal: Policies**

**Activities:**

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

**Strategic Goal: A leading organization**

**Activities:**

- Individual Leadership
    - Speakers Bureau
    - Community agency involvement by Leadership Team, Quality Council, Management Team and Board level.
    - Community event attendance for visibility in the community by LT, QC, MT and Board levels.
    - Continue to provide Leadership Day training for our supervisory and team leadership staff, annually
  - Organizational Leadership
    - Continue the tradition of a Joint Boards luncheon for networking and communication about District initiatives.
  - Professional Leadership
    - Overhaul the statistics collection and maintenance process, creating new linked spreadsheets.
1. Prepare and analyze benchmark reports and trend reports annually.

## STRATEGIC FOCUS

## EFFORTS

## OUTCOMES

### COMMUNITY

Create and maintain strategic community partnerships. ( Friends, PPLD Foundation, Colorado Springs FAC, Colorado Springs Business Alliance, Chambers of Commerce, Tim Gill Center for Public Media, others)

Conduct an annual analysis of community organizations' strategic plans to inform PPLD's resource and information needs.  
Continue to provide resources and programs that build community capacity.  
PPLD staff will serve as research experts for a variety of community initiatives as needed

Working together, we are all more successful in our missions, and we broaden our outreach to the community.

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

### ACCOUNTABILITY

Create 10-year budget plan with projected revenues and expenses and refine it each year.  
Create Board-approved Financial Guidelines and update annually.  
Create rolling schedule of RFPs.

Create a Communications and Advocacy Plan for PPLD.  
Ensure that messaging initiatives are drawn from priorities in the strategic plan.

Update the Personnel Manual annually.

PPLD will foster fiscal stewardship and stability.

The PPLD brand

Policies

### SPACES

Apply for planning grant for Knights of Columbus Hall  
Conduct a market analysis to indicate the best location for a new facility to serve the growing population (1,000,000 by 2035)  
Continue maintenance and improvements at current library facilities  
Design flexible interior spaces to allow for continuous service innovations  
Provide Maker Spaces, Family Place, Creative Aging and other innovative spaces at each PPLD facility

Explore locations in other entities/buildings through collaborations.  
Incorporate more green and sustainable products and features into facilities planning.  
Upkeep and maintenance.  
Outreach: Can't get to us? We'll get to you.

The Library is the community center.

PPLD will have adequate library outlets throughout the District's service area.



## INNOVATION/CREATIVITY

Create opportunities for individuals to collaborate, inspire one another, and generate content  
Explore new opportunities to innovate  
Provide business incubators  
Maintain a focus on services to Children and Teens through traditional and S.T.E.M programming  
Maintain a focus on services to Seniors  
Utilize innovation and creativity to highlight the history and culture of the Pikes Peak Region through Special Collections  
Identify the underserved through a planned market analysis

Provide readers' advisory tools and services.  
Connect readers with in-person author experiences.  
Support writers and writing.  
Create and publish select original content on regional topics.  
Build the collection in hot topics and popular authors.

Provide every adult with tools tutoring and training that will enable him or her to be proficient in reading writing and speaking English.  
Monitor informational needs and provide resources and programs in perennial and hot topic areas.  
Create homework centers in geographically dispersed libraries.  
Remain committed to the "Informed Citizenry" role by providing programs that facilitate informational exchange and discussion on hot of significant local topics.  
Adult Services staff will serve as information experts and navigators.  
Continue to provide learning tools and informational resources on the website.

Each individual maximizes her/her creative potential.

Readers, authors and writers will be emphasized and celebrated.

PPLD will support lifelong learning and foster a learning community.

## SERVICE

Provide 24-hour service through collections and resources at ppld.org.  
Design services for all ages, economic, educational and ethnic backgrounds  
Support Intellectual Freedom and access to information through collections, programs and services  
Maintain physical and electronic collections that meet the needs of patrons  
Emphasize GED/ESL classes, working with partners in schools, DHS, Good Will, and Pikes Peak Workforce Center

Create a welcoming experience for all visitors.  
Provide faster, more accurate service.  
Reconsider and optimize hours of operation at all facilities.  
Continue to make customer service training a staff priority.  
Homeschool groups/materials  
Expand bandwidth at targeted locations

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

The aspirations of a diverse community of learners are met by PPLD's services.

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

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

**INTERNAL — STAFF**

Maintain competitive compensation and benefits  
Provide continuing education through training and participation in professional organizations  
Develop flexible staffing models to meet new service models  
Foster leadership and professionalism to assure that PPLD staff are leaders in community and professional organizations  
Ensure that staff are informed and included in Library initiatives  
Maximize Individual talents

Provide opportunities for staff who attend workshops or conferences to share and/or implement what they have learned.

Expand the student internship programs.

Community event attendance for visibility in the community and involvement in community boards at the Board and Leadership Team levels

Continue to provide annual leadership training for supervisory staff

Creative staff reach their individual professional potential  
Patron customer service is excellent and exceeds expectations

PPLD will always have an eye on the horizon preparing for the library of the future.

Happy, engaged, knowledgeable and unified staff

A leading organization