

Douglas County Libraries
Wednesday, December 7, 2022
7:00 p.m.
PUBLIC HEARING FOR BUDGET ADOPTION
and
BOARD REGULAR MEETING
Philip S. Miller Library, Castle Rock, CO

CALL TO ORDER Presiding: Dawn Vaughn, President

NOTICE *This meeting was noticed in compliance with both Colorado Open Meeting Law and the Douglas County Libraries Bylaws.*

ATTENDANCE

PUBLIC COMMENTS (non-budget)

Public are asked to state their full name and whether or not they are a Douglas County Representative. Board members do not engage with comments made by the public, they just listen. Each public commenter has three minutes to speak.

CONSENT AGENDA

[Page 5](#)

Board members may request to have any item(s) removed from the consent agenda for further conversation by making that request when the chair asks and stating the item.

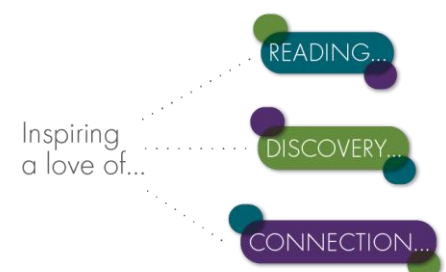
1.	Minutes Regular Meeting October 26, 2022	Pages 6-10
2.	Email Poll - CORE Easement	Pages 11-17

NOTICE OF BUDGET PUBLIC HEARING

[Page 18](#)

REVIEW OF BUDGET CHANGES SINCE PRELIMINARY BUDGET

[Pages 19-21](#)



OPEN PUBLIC HEARING FOR 2023 BUDGET ADOPTION

[Pages 28-38](#)

BUDGET PUBLIC COMMENTS

ADOPTION OF 2023 BUDGET RESOLUTIONS

[Pages 22-27](#)

CLOSE PUBLIC HEARING

EXECUTIVE LIBRARY DIRECTOR UPDATE (Bob Pasicznyuk)

[Pages 39-43](#)

DISTRICT BUSINESS

[Page 44](#)

Do any board members have a conflict of interest to disclose regarding any of the below matters? If so, please recuse yourself, and return to the meeting after discussion has ended.

Executive Committee

- DCCF IGA - Responses from other Partnership members [Page 41](#)
- Quarterly KPI (Jul-Sep) [Page 45](#)
- Quarterly Strategic Plan Update (Jul-Sep) [Page 46](#)
- Quarterly Financials (Jul-Sep) [Pages 47-58](#)
- ELD Succession Plan [Page 44](#)
- Elect Interim Board President and Interim Vice-President [Page 44](#)
- Executive Library Director's Goals [Pages 39-40](#)

Policy Review Committee

PARTNER REPORTS

Partnership of Douglas County Governments

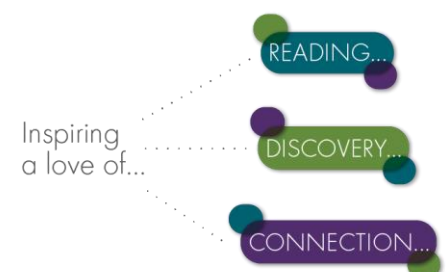
Douglas County Youth Initiative

Urban Libraries Council

Foundation

Exploratory Committee to Memorialize Kendrick Castillo

TRUSTEE COMMENTS



UPCOMING BOARD MEETINGS

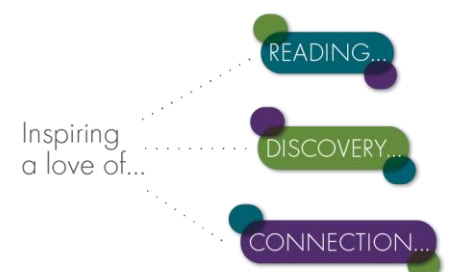
1. **Board Policy Committee**: January 25, 2023, Philip S. Miller Library, 3:00 p.m.
2. **Board Study Session**: January 25, 2023, Philip S. Miller Library, 4:00 p.m.
3. **Board Meeting**: January 25, 2023, Philip S. Miller Library, 5:30 p.m.
(Dinner at 5:00 p.m.)

OTHER BOARD CALENDAR ITEMS

1. **Partnership of Douglas County Governments Meeting**:

- January 19, 2022, TBA, 7:00 a.m. - 9:30 a.m. (Breakfast at 7:00 a.m., meeting begins at 7:30 a.m.) NOTE: The December meeting was cancelled.

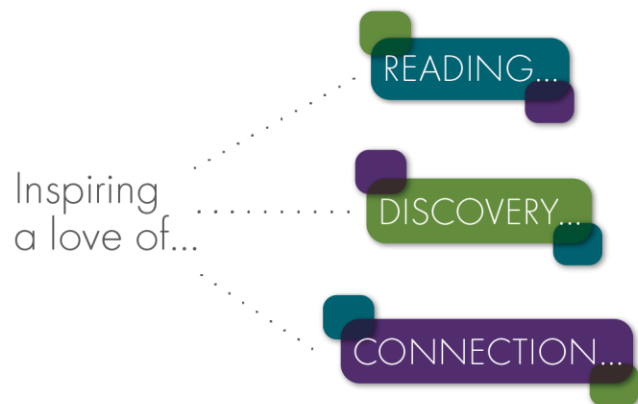
ADJOURN





Board of Trustees

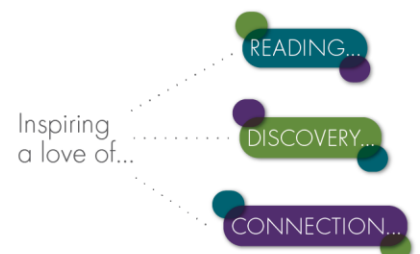
December 7, 2022



Board Action: Review the below items for mass approval. Board members can remove any item from the consent agenda prior to its acceptance for further discussion and action during district business.

#	Item	
1.	Minutes	Regular Meeting October 26, 2022 - <i>See minutes</i>
2.	Email Poll - Core Electric	Core Electric Email Poll - <i>See poll</i>

MOTION: I move to accept the Consent Agenda consisting of the October 26, 2022 minutes, and to ratify the Core Electric Email Poll as presented.



DOUGLAS COUNTY LIBRARIES
Board of Trustees Regular Meeting
October 26, 2022
Highlands Ranch, Colorado

President Vaughn called the regular meeting to order at 7:01 p.m.

This meeting was held and was noticed in compliance with both Colorado Open Meeting Law and the Douglas County Libraries Bylaws.

The following were present:

TRUSTEES: Suzanne Burkholder, Dan Danser, Jessica Kallweit, Terry Nolan, and Dawn Vaughn

A quorum was present.

Kallweit attended via phone. Silverthorn and LaPointe were absent. The absences were excused.

STAFF: Bob Pasicznyuk, Jill Corrente, Julianne Griffin, and Patti Owen-DeLay

PUBLIC: Nicole Bolger (staff), Susan Robinson (staff), David Robinson (staff)

GUEST: Jeff Pittman with Fransen Pittman Construction

PUBLIC COMMENTS: None

ADDITION TO THE AGENDA:
2023 Holiday Closure Calendar

Vaughn shared that staff has asked that the 2023 Holiday Closures be added to the agenda for discussion.

MOTION 22-10-01: Vaughn moved and the motion carried unanimously to approve adding action on the 2023 Holiday Closures to tonight's District Business. Burkholder seconded the motion.

CONSENT AGENDA:

Nothing was removed from the consent agenda.
There was no discussion.

MOTION 22-10-02: Danser moved and the motion carried unanimously to approve the remaining consent agenda consisting of the September 28, 2022, Board Regular Meeting minutes and the Executive Committee Record of October 5, 2022. Burkholder seconded the motion.

EXECUTIVE LIBRARY DIRECTOR'S REPORT

Pasicznyuk shared updates on the Castle Rock project, stating that all is on track and on budget, including all alternatives due to donations.

DISTRICT BUSINESS

No conflicts of interest were declared.

Added Agenda Item

2023 Holiday Closures

Pasicznyuk spoke about staff's recommendation to just move to following federal holidays as the norm for Douglas County Libraries.

The board discussed merits of following federal holidays versus giving staff additional floating holidays. The proposed motion would remove Easter as a holiday, and add all eleven of the federal holidays: New Year's Day, Martin Luther King Jr. Day, Presidents Day, Memorial Day, Juneteenth, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day, and Christmas Day.

MOTION 22-10-03: Danser moved and the motion carried four to one to modify the 2023 Holiday Closures to align with federal holidays as presented. The motion was seconded.

Early closures for Thanksgiving Eve, Christmas Eve, and New Year's Eve remain unchanged.

Executive Committee

Douglas County Community Foundation (DCCF) Intergovernmental Agreement

Mike Waid, Director of the DCCF, presented to the board in study session covering:

- History of the foundation
- His role
- Recent success
- Future plans
- How the foundation supports nonprofits in the county

MOTION 22-10-04: Burkholder moved to approve the Intergovernmental Agreement concerning the Douglas County Community Foundation as presented.

The motion died for lack of a second. The board will add this to its December agenda for a second consideration and discussion.

Park Street Shop Lease

Pasicznyuk overviewed this leased facility proposal.

There was no discussion.

MOTION 22-10-05: Danser moved and the motion carried unanimously to approve the Beverly Building Company lease for the facility at 1543-A Park Street, Castle Rock, Colorado, as presented. Nolan seconded the motion.

Castle Rock Project Easements

Pasicznyuk shared how easements are normal to any construction project and allow the entities to connect, maintain and provide services necessary and required for the library to open and operate the new building. The seven easements for consideration of approval are with the Town of Castle Rock, Castle Rock Water, CORE, Black Hills, and Comcast.

The board asked Jeff Pittman (Fransen Pittman Construction) if these were normal easements. He replied that they are, though one is a public sidewalk-access easement versus the other utility easements.

MOTION 22-10-06: Nolan moved and the motion carried unanimously to approve the easements as presented. Danser seconded the motion.

Records Retention Resolution

Owen-Delay reviewed the request.

There was no discussion.

MOTION 22-10-07: Burkholder moved and the motion carried unanimously to adopt Resolution 22-10-01, formally adopting the State Archivist Records Retention Manual for Special Districts. Nolan seconded the motion.

Draft 2023 Budget

The board previewed the noticed, draft 2023 budget in study session. Changes between the draft and final version will be highlighted with the board in December as part of the study session and budget public hearing.

Ad Hoc Policy Review Committee Update

Nolan reported that the committee continues to work on policies and will ultimately bring the policies to the board.

PARTNER REPORTS

Partnership of Douglas County Governments (PDCG)

Nolan reported that there was no meeting this month. Nolan instead reported on the Appointment Committee for the three open library trustee positions.

Douglas County Youth Initiative (DCYI)

Kallweit reported on the Youth Congress on October 7, reporting that the event was a great success with a presentation on the status of mental health in the county. Youth shared positions on topics in small groups with the event attendees prior to presenting.

Urban Libraries Council (ULC)

Pasicznyuk will be meeting with the new ULC Executive Director, Brooks Rainwater. The board discussed the value of the ULC membership versus ALA.

Douglas County Libraries Foundation (DCLF)

Vaughn reported that there is an assets value of \$1.3 million in the Foundation and the Foundation is working on building an endowment by becoming advocates of legacy giving.

The gala was a success. The 2023 gala will be on September 29 with a Snow Queen theme. The Family Fête will be discontinued.

The Foundation is looking for ways to support the library while highlighting the Foundation, such as sponsoring DCL camps or Forest of Stories.

Exploratory Committee to Memorialize Kendrick Castillo

No report.

2023 EXECUTIVE DIRECTOR GOALS

Pasicznyuk and the board opted to hold this conversation in public instead of Executive Session.

Pasicznyuk reviewed his proposed 2023 goals, developed with feedback from the trustees. Pasicznyuk will add:

- Leveraging the new Castle Rock library project as an opportunity to bring community together.
- Pasicznyuk will craft a goal around communication including two-way feedback with his senior leadership team and intentional communication tested to see if it worked, both included as part of goal two.

The board will revisit Pasicznyuk's 2023 goals for approval at the December board meeting.

TRUSTEE COMMENTS

No comments.

UPCOMING BOARD MEETINGS

1. **Board Executive Committee**: November 21, 2022, Castle Pines Library, 8:00 a.m.
2. **Board Informal Breakfast**: November 30, 2022, TBA, 8:00 a.m.
3. **Board Ad Hoc Policy Committee Meeting**: December 7, 2022, Castle Rock Library, 4:00 p.m.-5:00 p.m.
4. **Board Study Session**: December 7, 2022, Castle Rock Library, 5:00 p.m.-6:30 p.m.
5. **Board Regular Meeting**: December 7, 2022, Castle Rock Library, 7:00 p.m.

OTHER BOARD CALENDAR ITEMS

1. **Partnership of Douglas County Governments Elected Officials Reception**: November 10, 2022, The Mill House, 6:00 p.m. RSVP required.

ADJOURN

Vaughn adjourned the meeting at 8:17 p.m.

Respectfully submitted,

TR Nolan, Board Secretary
Minutes prepared by Patti Owen-DeLay

DRAFT

Conducted by: Patti Owen-DeLay

Date(s) poll conducted: November 3 - November 4, 2022

Question: Do you approve the attached, additional easement with CORE Electric for the Castle Rock library new build project?

To Vote: To vote respond to the email with this poll stating your vote (yes, no, or abstain) and if you have any comments, include your comment in the email response.

Suzanne Burkholder: **YES** No Abstain Could not be reached
Comments:

Daniel Danser: **YES** No Abstain Could not be reached
Comments:

Jessica Kallweit Yes No Abstain **Could not be reached**
Comments:

Rick LaPointe: **YES** No Abstain Could not be reached
Comments:

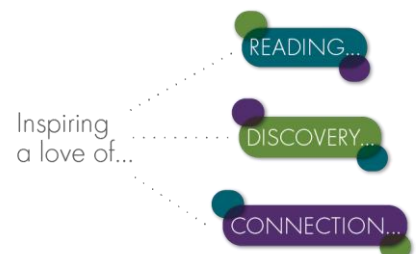
Terry Nolan: **YES** No Abstain Could not be reached
Comments:

Meghann Silverthorn: Yes No Abstain **Could not be reached**
Comments:

Dawn Vaughn: **YES** No Abstain Could not be reached
Comments:

RATIFICATION DATE: _____

MOTION #: _____



For CORE Use Only 12 of 58		
Township:	8	Range: 67 Section: 11
W/O #:	ELD6860	
Legal:	PT BLK 1 FIRST AMENDED PLAT OF CASTLE PLAZA	
Engineer:	AKEARNEY	

CORE ELECTRIC COOPERATIVE
5496 North U.S. Highway 85
Sedalia, Colorado 80135
303-688-3100

UTILITY UNDERGROUND ACCESS EASEMENT

KNOW ALL MEN BY THESE PRESENTS that
DOUGLAS COUNTY LIBRARIES

(“Grantor”), for a good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, does hereby grant unto CORE Electric Cooperative, a Colorado non-profit corporation and electric cooperative and to its successors or assigns, a perpetual non-exclusive easement 10 feet in width (“the Easement”) for the construction and continued operation, maintenance, inspection, repair, alteration, and replacement of underground electric distribution and communication facilities and underground cables, wires, conduits, above ground transformers, switches, manholes, splicing boxes, testing terminals, devices, attachments, and other incidental equipment (collectively “the Facilities”) located upon, under, and across the following real property belonging to Grantor situated in the County of Douglas, State of Colorado, and more particularly described as follows:

SEE EXHIBIT(S) ATTACHED HERETO AND INCORPORATED HEREIN BY THIS REFERENCE

Together with all rights of ingress and egress necessary for the full and complete use, occupation, and enjoyment of the Easement and all rights and privileges of the Easement, including for the installation and maintenance of the Facilities; the right to cut, trim, and remove trees, brush, overhanging branches, shrubbery, and other obstructions within of the Easement that may interfere with or threaten to endanger the operation, maintenance, and repair of the Facilities; to place location markers upon the Easement to identify any underground Facilities; to license, permit, or otherwise agree to the joint use or occupancy of the Facilities, by any other person, association, or corporation for electrification or communication purposes; to open and close any fences crossing the Easement, and to use that portion of Grantor’s adjoining property to survey, construct, maintain, repair, remove, or replace the Facilities as may be required to permit the operation of standard construction and repair machinery. CORE shall install and maintain the Facilities with the industry standard of care and restore the surface of the Easement substantially to its original level and condition.

The undersigned agrees that all Facilities installed upon, under, and across the Easement by CORE shall remain the property of and may be removed at the option of CORE

Grantor(s) for themselves, their heirs, executors, administrators, successors, and assigns, while reserving the right to use the Easement for all purposes not inconsistent with the rights herein granted to CORE, hereby covenants that no structures shall be erected upon, under, or across the Easement, no combustible material or infrastructure shall be permitted upon, under, or across the Easement, and that the Easement shall not otherwise be used in any manner that interferes with the maintenance, repair, and replacement of the Facilities or damages the Facilities in any way.

The undersigned Grantor(s) warrant that they are the owner of the Easement property and that the property is free and clear of encumbrances and liens of whatsoever character except the following:
Zion First National Bank

IN WITNESS WHEREOF, the undersigned have set their hands and seals this _____ day of _____, _____.

In the presence of:

TR Nolan, Board Secretary

DOUGLAS PUBLIC LIBRARY DISTRICT

Printed Name of Owner

Signature Dawn P. Vaughn, Board President

Signature

STATE OF COLORADO)
) ss.
County of)

The foregoing instrument was acknowledged before me this _____ day of _____, _____.
by _____.

Witness my hand and official seal.

My Commission expires: _____

Notary Public



DAVID E. ARCHER & ASSOCIATES, INC. ^{14 of 58}
PROFESSIONAL LAND SURVEYORS & ENGINEERS

105 Wilcox Street * Castle Rock, CO 80104
PHONE (303) 688-4642 * FAX (303) 688-4675 * karcher@davidearcher.com

October 19, 2022
Job No.22-1741

PROPERTY DESCRIPTION: COMCAST EASEMENT

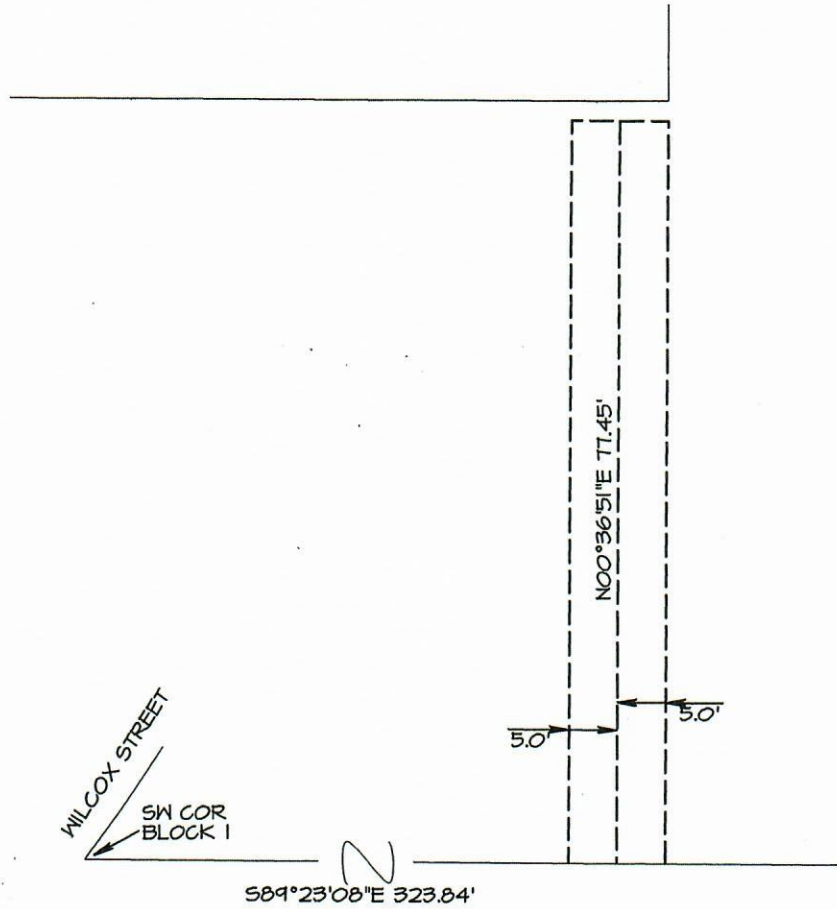
A 10.00' wide easement situated in Block 1, First Amended Plat of Castle Plaza, in Sections 11, Township 8 South, Range 67 West of the 6th P.M. Douglas County, Colorado, which centerline is more particularly described as follows:
Commencing at the Southwest corner of Block 1 and considering the South line to bear S 89°23'08"E with all bearings contained herein relative thereto;
Thence S 89°23'08"E along said South line a distance of 323.84 feet to the point of beginning;
Thence N 00°36'51"E a distance of 77.45 feet to the point of terminus;

This description was prepared under the direct supervision of Johnny Calvin Hicks, PLS36570, for and on behalf of David E. Archer and Associates, Inc

COMCAST EASEMENT EXHIBIT

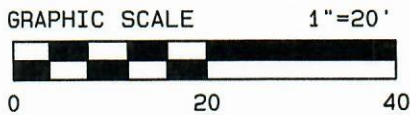
BLOCK 1, FIRST AMENDED PLAT OF CASTLE PLAZA

In Section 11, Township 8 South, Range 67 West,
6th P.M., Douglas County, Colorado



Signed Johnny Calvin Hicks 0036670
 JOHNNY CALVIN HICKS
 PROFESSIONAL LAND SURVEYOR
 10/19/22

Johnny Calvin Hicks
 for and on behalf of
 David E. Archer & Assoc., Inc.



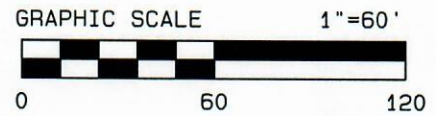
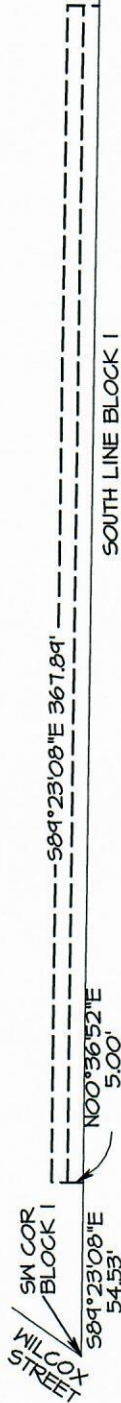
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DATE: 10-19-22
REVISIONS

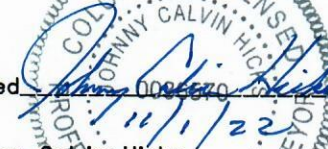


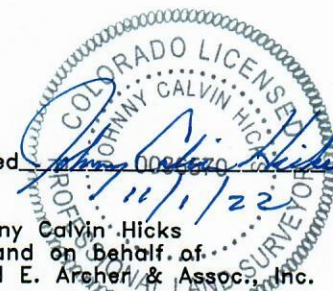
CORE EASEMENT EXHIBIT

BLOCK 1, FIRST AMENDED PLAT OF CASTLE PLAZA

In Section 11, Township 8 South, Range 67 West,
6th P.M., Douglas County, Colorado



Signed  0006670
 Johnny Calvin Hicks
 for and on behalf of
 David E. Archer & Assoc., Inc.



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SCALE: 1"=60'
DATE: 11-01-22
REVISIONS



Job No. 22-1741



DAVID E. ARCHER & ASSOCIATES, INC. 17 of 58
PROFESSIONAL LAND SURVEYORS & ENGINEERS

105 Wilcox Street * Castle Rock, CO 80104
PHONE (303) 688-4642 * FAX (303) 688-4675 * karcher@davidearcher.com

October 19, 2022
Job No.22-1741

PROPERTY DESCRIPTION: CORE EASEMENT

A 10.00' wide easement situated in Block 1, First Amended Plat of Castle Plaza, in Sections 11, Township 8 South, Range 67 West of the 6th P.M. Douglas County, Colorado, which centerline is more particularly described as follows:
Commencing at the Southwest corner of Block 1 and considering the South line to bear S 89°23'08"E with all bearings contained herein relative thereto;
Thence S 89°23'08"E along said South line a distance of 54.53 feet;
Thence N 00°36'52"E a distance of 5.00 feet to the point of beginning;
Thence S 89°23'08"E a distance of 367.89 feet to the point of terminus;

This description was prepared under the direct supervision of Johnny Calvin Hicks, PLS36570, for and on behalf of David E. Archer and Associates, Inc

PUBLIC NOTICE

NOTICE AS TO PROPOSED 2023 BUDGET

~~18 OF 53~~
NOTICE IS HEREBY GIVEN that a proposed budget has been submitted to the Board of Trustees of the Douglas County Libraries for the year 2023. A copy of such proposed budget has been filed in the administrative offices of the Douglas County Libraries, 100 S. Wilcox Street, Castle Rock, CO where same is open for public inspection. The proposed budget will be considered at the regular meeting of the Douglas County Libraries Board of Trustees to be held on **Wednesday, December 7, 2022 at 7:00 p.m.** at the Castle Rock Library, 100 S. Wilcox St, Castle Rock, CO.

Any interested elector of the Douglas County Libraries may inspect the proposed budget and file or register any objections at any time prior to the final adoption of the budget.

Dated: October 13, 2022

**BY ORDER OF THE BOARD OF TRUSTEES
DOUGLAS COUNTY LIBRARIES**

By: /Robert Pasicznyuk/
Robert Pasicznyuk, Executive Library Director

Legal Notice No. 942937

First Publication: October 13, 2022

Last Publication: October 13, 2022

Publisher: Douglas County News-Press



	2021	2022		2023	
	Actual	As of Oct 31 Forecast	% Revenue	Budget	% Revenue
SUMMARY INCOME STATEMENT					
Revenues					
Property Taxes	\$29,655,129	\$33,293,077	91%	\$32,436,073	92%
Auto Ownership Taxes	2,888,807	2,278,700	6%	1,568,000	4%
Contributions/Grants	264,404	319,280	1%	305,932	1%
Charges for Services	566,869	500,178	1%	514,402	1%
Interest Income	38,739	368,687	1%	268,859	1%
Total Revenue	\$33,413,947	36,759,923	100%	35,093,266	100%
Growth					
Operating Expenditures					
Salaries and Wages	12,774,046	\$13,227,209	36%	\$15,366,598	44%
Benefits	1,287,945	1,342,354	4%	1,354,332	4%
PERA	1,745,243	1,813,981	5%	2,070,244	6%
Library Content	3,847,342	3,680,138	10%	3,934,530	11%
Facility	1,673,773	1,869,689	5%	2,338,387	7%
Technology Equipment & 3rd-Party Services	1,360,864	1,373,718	4%	1,841,551	5%
Library Programs & Outreach	822,131	849,888	2%	1,259,677	4%
District-Wide Support Costs	1,188,082	718,699	2%	1,002,139	3%
Capital Maintenance Projects	505,857	424,163	1%	632,781	2%
Other Operating Expenditures	0	8,688	0%		
Subtotal Operating Expenditures	\$25,205,283	25,308,527	69%	29,800,239	85%
Debt Service	\$2,013,425	\$2,012,625	5%	\$2,011,625	6%
County Treasurer Tax Collection Fee	0	581,760	2%	487,236	1%
Total Operating, Interest & Fee Expenditures	\$27,218,708	27,902,912	76%	32,299,100	92%
Revenues Over (Under) Operating Expenditures	\$6,195,239	8,857,012	24%	2,794,166	8%
Non-Operating Revenues (Expenditures)					
Lease Income (Expense), net	\$108,853	\$2,567	0%	\$0	0%
Lease To Purchase	0	0	0%	\$0	0%
Capital Improvement Projects	(1,344,115)	(10,657,490)	29%	(7,691,735)	22%
Total Non-Operating Revenues (Expenditures)	(\$1,235,262)	(10,654,924)	29%	(7,691,735)	22%
Total Revenues Over (Under) Total Expenditures	\$4,959,977	(1,797,912)	-5%	(4,897,569)	-14%
Beginning Fund Balance	24,337,888	29,297,865		27,499,953	
Ending Fund Balance	\$29,297,865	\$27,499,953		\$22,602,384	



2023 Budget
Maintenance & Improvement Projects
For Projects over \$5,000 and a life of greater than one year

	Original Budget
<u>Operating Expenditures: Maintenance Projects</u>	
District IT: B100	
PC Replacement	175,000
District servers replacement	98,100
Wireless Access Points-HI and PA	40,000
Selfcheck Kiosk lease	49,181
Jamex replacements	7,000
People Counter Upgrades	30,000
Subtotal	399,281
District-Wide: B100	
Miscellaneous concrete & asphalt repairs	40,000
Replace dead/struggling landscaping	30,000
Security study	60,000
Multi-Gen Additions	3,000
Re-Upholstering	60,000
Meeting Room Chairs Maintenance	16,000
Subtotal	209,000
Castle Pines: B200	
Front-of-house (patron) furnishings	2,700
Subtotal	2,700
Parker: B600	
Indoor Playscapes	20,000
Subtotal	20,000
Roxborough: B800	
Re-Upholstering	1,800
Subtotal	1,800
Total Maintenance Projects	\$632,781
<u>Non-Operating Expenditures: Improvement Projects</u>	
Castle Rock:	
New Branch Building	6,638,251
Furniture, Fixtures, Equipment & Information Technology	1,053,484
Total Improvement Projects	\$7,691,735
Grand Total Maintenance and Improvements	\$8,324,516

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
RESOLUTION 2022-12-01 TO ADOPT BUDGET

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE DOUGLAS COUNTY LIBRARIES, DOUGLAS COUNTY, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2023, AND ENDING ON THE LAST DAY OF DECEMBER, 2023.

WHEREAS, the Board of Trustees of the Douglas County Libraries has authorized Robert W. Pasicznyuk, Executive Library Director, to prepare and submit a proposed budget to said governing body at the proper time; and

WHEREAS, Robert W. Pasicznyuk, Executive Library Director, has submitted a proposed budget to this governing body for its consideration; and

WHEREAS, upon due and proper notice, published or posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on Wednesday, December 7, 2022 and interested taxpayers were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues or planned to be expended from reserves/fund balances, so that the budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE DOUGLAS COUNTY LIBRARIES OF DOUGLAS COUNTY, COLORADO:

Section 1. That the budget as submitted, amended, and summarized by fund, hereby is approved and adopted as the budget of the Douglas County Libraries for the year stated above.

Section 2. That the budget hereby approved and adopted shall be signed by the President and Treasurer of the Board of Trustees and made a part of the public records of the Douglas County Libraries.

ADOPTED this 7th day of December, 2022.

ATTEST:

Dawn P. Vaughn
Douglas County Libraries Board President

Richard LaPointe
Douglas County Libraries Board Treasurer

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
CERTIFICATION OF 2023 BUDGET

I, Rick LaPointe, hereby certify that I am a Trustee and the duly elected and qualified Treasurer of the Douglas County Libraries, and that the attached is a true and correct copy of the budget for the fiscal year 2023, duly adopted at a meeting of the Board of Trustees of the Douglas County Libraries held on Wednesday, December 7, 2022.

Richard LaPointe
Douglas County Libraries Board Treasurer

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
RESOLUTION 2022-12-02 TO SET MILL LEVIES

A RESOLUTION LEVYING PROPERTY TAXES FOR THE YEAR 2023, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE DOUGLAS COUNTY LIBRARIES, DOUGLAS COUNTY, COLORADO, FOR THE 2023 BUDGET YEAR.

WHEREAS, the Board of Trustees of the Douglas County Libraries has adopted the annual budget in accordance with the Local Government Budget Law, on Wednesday, December 7, 2022; and

WHEREAS, the amount of money necessary to balance the budget for general operating purposes from property tax revenue is \$32,436,073; and

WHEREAS, the 2022 valuation for assessment for the Douglas County Libraries, as certified by the County Assessor, is \$8,092,832,626;

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE DOUGLAS COUNTY LIBRARIES, DOUGLAS COUNTY, COLORADO:

Section 1. That for the purposes of meeting all general operating expenses of the Douglas County Libraries during the 2023 budget year, there is hereby levied a tax of 4.008 mills upon each dollar of the total valuation for assessment of all taxable property within the District for the year 2023.

Section 2. That the Treasurer is hereby authorized and directed to immediately certify to the County Commissioners of Douglas County, Colorado, the mill levies for the Douglas County Libraries as hereinabove determined and set.

ADOPTED this 7th day of December 2022.

ATTEST:

Dawn P. Vaughn
Douglas County Libraries Board President

Richard LaPointe
Douglas County Libraries Board Treasurer

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
RESOLUTION 2022-12-03 TO APPROPRIATE SUMS OF MONEY

A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS IN THE AMOUNTS AND FOR THE PURPOSES AS SET FORTH BELOW FOR THE DOUGLAS COUNTY LIBRARIES, DOUGLAS COUNTY, COLORADO, FOR THE 2023 BUDGET YEAR.

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

WHEREAS, the Board of Trustees has made provision therein for revenues in an amount less than the total proposed expenditures as set forth in said budget; and

WHEREAS, it is not only required by law, but also necessary to appropriate the revenues and reserves or fund balances provided in the budget to and for the purposes described below, thereby establishing a limitation on expenditures for the operations of the Douglas County Libraries;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE DOUGLAS COUNTY LIBRARIES, DOUGLAS COUNTY, COLORADO:

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

General Fund:	
Current operating expenses	\$32,299,100
Capital Outlay	7,691,735
Emergency reserves	<u>1,093,926</u>
Total general fund appropriations	\$41,084,131

ADOPTED this 7th day of December, 2022.

ATTEST:

Dawn P. Vaughn
Douglas County Libraries Board President

Richard LaPointe
Douglas County Libraries Board Treasurer

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
CERTIFICATION OF TAX LEVIES

DATE: DECEMBER 7, 2022

TO: THE BOARD OF COUNTY COMMISSIONERS OF DOUGLAS COUNTY, COLORADO

Dear Commissioners:

For the year 2023, the Board of Trustees of the Douglas County Libraries hereby certifies a total levy of 4.008 mills to be extended by you upon the total assessed valuation of \$8,092,832,626 to produce \$32,436,073 in revenue. The levies and revenues are for the following purposes:

	Levy	Revenue
1. General Operating Expenses	4.000	\$32,371,331
2. Refunds/Abatements	0.008	64,743
Subtotal	4.008	32,436,073
3. General Obligation Bonds and Interest	0.000	0
4. Contractual Obligations approved at election	0.000	0
5. Capital Expenditures levied pursuant to CRS 29-1-302(1.5)	0.000	0
6. Other	0.000	0
Total	4.008	\$32,436,073

This mill levy certification is in compliance with all statutory and constitutional requirements and limitations.

Contact Person: Daniel Hennig

Daytime Phone: (303) 688-7613

Dawn P. Vaughn
Douglas County Libraries Board President

Richard LaPointe
Douglas County Libraries Board Treasurer

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
ACKNOWLEDGMENT OF NOTICE AND
APPROVAL OF RECORD OF PROCEEDINGS

We, the undersigned members of the Board of Trustees of the Douglas County Libraries, Douglas County, Colorado, do hereby acknowledge receipt of proper notice of the public hearing of the Board held Wednesday, December 7, 2022 informing of the date, time, and place of the meeting and the purpose for which it was called, and do hereby waive any and all other notices which might be required by law, and we do hereby approve said record of proceedings and the actions taken by the Board as stated therein.

Dawn P. Vaughn

Suzanne Burkholder

Richard LaPointe

TR Nolan

Daniel J. Danser

Meghann Silverthorn

Jessica Kallweit



Douglas County Libraries

2023 Budget Message

The Library's 2023 revenue is essentially flat or unchanged from 2022. Odd-year budgets are historically lean since they do not capture property value changes. 2023 both reflects the lean-year outlook in addition to legislative reductions in the property tax re-appraisal rate. Even against flat revenues, the budget provides resources toward outcomes that aren't commonplace among library peers.

Consistent, generous service hours	DCL open at our customer's convenience
Premium library content	Fresh, curated collections answering demand
Relational customer experiences	Serving our Douglas County neighbors with pride
Top shelf activities and events	Bespoke opportunities beyond typical library fare
Clean, contemporary facilities	Libraries where families choose to visit and gather

In addition, the budget funds two noteworthy priorities.

- An 8% increase in salaries and wages to reward, recruit, and retain staff who are the foundation for all our Library's accomplishments.
- The final payments for a new, state-of-the-art library facility in Castle Rock which will serve the community for generations.

I'd like to thank our Douglas County citizen-customers who provide the resources to deliver one of our nation's top-flight libraries. Our Library looks forward to providing value in 2023 in keeping with the trust that our Library's friends and neighbors have instilled in us.

Respectfully submitted,

Robert W. Pasicznyuk

Douglas County Libraries

Description of Services

Douglas County Libraries serves a population of approximately 373,275 Douglas County residents at libraries in Castle Pines, Castle Rock, Highlands Ranch, Lone Tree, Louviers, Parker, Roxborough, and online at DCL.org. Services may be divided into the following broad categories:

Circulation

Circulation consists of the provision of books, e-books, periodicals, audios, videos, and other library content for lending use to the public. In 2022, we had total circulation of 4,233,438 through August. We continue to be in the top libraries in the state of Colorado. Our holds service accounts for about 15% of our annual circulation.

Online Services

Virtual services continue to grow in breadth and use. In 2022, from January-August, we had 1,493,417 visits to our website, and 1,323,944 visits to our catalog. During the same time period, downloadable materials, including music, books and audiobooks, accounted for 33% of total circulation.

We offer self-paced online learning programs on languages and computer software, real-time homework and resume help, plus access to full-text magazine and journal articles for students of all ages. Our online databases were used more than 140,800 times in the first nine months of 2022.

Community Gathering Spaces

The library serves as a key community gathering place. We welcomed nearly 1,009,953 visitors at our seven locations from January through September 2022. Our public computers and wireless access offer a comfortable environment in which to work, study, stay up with current events, or keep in touch with friends. Visitors used our wireless services 22% more in the first six months of 2022 than in same months of 2021.

Civic groups, groups planning special events, nonprofits, and organizations of all kinds used our popular meeting rooms. Most of our libraries offer small meeting rooms that double as office space, tutoring classrooms, or just a quiet place to contemplate or meet friends.

Inspiring Reading

Douglas County Libraries places a strong emphasis on encouraging lifelong reading habits. Staff members train and focus on making book recommendations for people of all ages. Our staff collaborates with customers to determine their likes and dislikes and recommend good reads. Through our conversations, displays, events and promotion of reading, Douglas County community members are introduced to new authors and experiences. Many staff have advanced skills in recommending suitable reading level materials for young people. From picture books to early readers, to research and recreational reading, staff recommend the appropriate books to advance and challenge young readers. The library also hosts a number of book clubs for readers to critically explore stories and discuss their meanings in their lives.

Storytime

January-August of 2022 we offered 3,279 children's events, including virtual and outdoor events, that reached more than 97,700 attendees. Storytime attendance alone accounted for 79,911 attendees. Staff trained in preparing children to read emphasize narrative, vocabulary, rhyming and song in a fun and interactive environment that enlivens minds and introduces young people and their caregivers to the joy of reading. The early literacy skills that children learn in Storytime help them translate words to images, develop their brains, and nurture the cognitive, emotional and social skills they need to develop the habits of lifelong learners. We extend this program beyond the library locations with library outreach and Book Start, in which staff and volunteers read and tell stories at child daycare centers and schools in Douglas County. Our Cuddle Up & Read service encourages parents of new babies to get baby a library card and begin reading together from day one.



Reference Services

Our staff members provide informational and research assistance to thousands of customers each year. In the first nine months of this year, we answered 95,225 reference questions.

Through in-person interviews, phone requests, instant messaging, email, and community interviews, staff respond to requests for information in a timely fashion with well-researched answers. Our collection of current and in-depth reference materials supplements staff efforts and supports the community's interest in pursuing answers on their own. Our DCL for Business service offers dedicated staff and resources trained to support the needs of entrepreneurs and small businesses with timely market analysis, in-depth research, and business startup plans.

Inspiring Connection: Events

Library events address a variety of interests and are designed to meet the needs of all age groups. Summer Reading 2022 reached almost 14,000 participants. In addition to Storytimes, children's events employ a wide variety of techniques and activities to allow young children to explore new ideas and develop advanced skills. From pairing teens with struggling young readers, to group reading comprehension competitions, to fun hands-on science experiments, young people have many opportunities to advance their skills in a safe environment. Teen events engage young people in creative activities, such as writing, photography, games and cosplay. Adults benefit from programs and events that highlight adult literacy, high school equivalency (HSE), English as a second language (ESL), local economic development and current affairs, and technology literacy. Family events, such as Storybook Holiday, offer ways for people to connect and celebrate, all while making lifetime memories. Author events give customers the opportunity to mingle with writers, celebrate reading, and hear authors read from their latest works.

Community Engagement

Douglas County Libraries strives to create connections throughout our community to help it continue to thrive. We deliver engaging events, offer hospitality services and meeting spaces, build strong civic, community and business partnerships, and provide meaningful community outreach. Our staff ensure DCL is connected with our community and seek to find new and meaningful ways to support the growth of our community. As we build partnerships with our government partners, schools, local businesses, and community nonprofits, we promote library services and work to keep DCL's brand strong within the community we serve.

Library Content

Our process for selecting materials for our collections is three-pronged and includes centralized collection development, input from staff, and use of materials requests by customers. Online materials requests allow community-driven purchases and borrowing from other libraries. We received 3,885 customer materials requests from January-September 2022. Of those, 29% were fulfilled by interlibrary loan (ILL) and 38% led to DCL purchases. Throughout the first nine months of 2022 via Prospector/ILL, we loaned 11,327 items, while our customers borrowed 29,600 items.

DCL Archives & Local History

This entity collects and preserves the history of Douglas County in order to provide historical research resources to the public through reference assistance and events in the library, in schools, and for historical societies. Archivists connect with customers in the library and via outreach, a robust website, and social media.



Volunteers

Volunteers numbered over 1,095 in the first nine months of 2022. Opportunities to work with adult learners and help with book sales, shelving, reading to children and seniors, and preservation of local history make our volunteer opportunities a vibrant service that also provides job skills, personal growth, and community involvement.

Net Promoter Score

In 2022, we continued measuring the degree to which our customers would recommend or promote DCL to friends and family. Through September, we received 2,405 survey responses with an NPS of 85 (out of 100); 1,874 respondents included positive remarks, including 745 positive comments about staff and customer experience, and 758 positive comments about the collection. As of September 2022, over 59.6% of Douglas County households included at least one DCL cardholder.



	2021	2022	2023
	Actual	As of Oct 31 Forecast	Budget
SUMMARY INCOME STATEMENT			
Revenues			
Property Taxes	\$29,655,129	\$33,293,077	\$32,436,073
Auto Ownership Taxes	2,888,807	2,278,700	1,568,000
Contributions/Grants	264,404	319,280	305,932
Charges for Services	566,869	500,178	514,402
Interest Income	38,739	368,687	268,859
Total Revenue	\$33,413,947	36,759,923	35,093,266
Growth			
Operating Expenditures			
Salaries and Wages	12,774,046	\$13,227,209	\$15,366,598
Benefits	1,287,945	1,342,354	1,354,332
PERA	1,745,243	1,813,981	2,070,244
Library Content	3,847,342	3,680,138	3,934,530
Facility	1,673,773	1,869,689	2,338,387
Technology Equipment & 3rd-Party Services	1,360,864	1,373,718	1,841,551
Library Programs & Outreach	822,131	849,888	1,259,677
District-Wide Support Costs	1,188,082	718,699	1,002,139
Capital Maintenance Projects	505,857	424,163	632,781
Other Operating Expenditures	0	8,688	
Subtotal Operating Expenditures	\$25,205,283	25,308,527	29,800,239
Debt Service	\$2,013,425	\$2,012,625	\$2,011,625
County Treasurer Tax Collection Fee	0	581,760	487,236
Total Operating, Interest & Fee Expenditures	\$27,218,708	27,902,912	32,299,100
Revenues Over (Under) Operating Expenditures	\$6,195,239	8,857,012	2,794,166
Non-Operating Revenues (Expenditures)			
Lease Income (Expense), net	\$108,853	\$2,567	\$0
Lease To Purchase	0	0	\$0
Capital Improvement Projects	(1,344,115)	(10,657,490)	(7,691,735)
Total Non-Operating Revenues (Expenditures)	(\$1,235,262)	(10,654,924)	(7,691,735)
Total Revenues Over (Under) Total Expenditures	\$4,959,977	(1,797,912)	(4,897,569)
Beginning Fund Balance	24,337,888	29,297,865	27,499,953
Ending Fund Balance	\$29,297,865	\$27,499,953	\$22,602,384

Key Features of the 2023 Budget

The 2023 Budget provides strong support to enable execution of Douglas County Libraries' vision to elevate our community by inspiring a love of reading, discovery and connection in a fiscally responsible manner.

Revenues

Funding for Douglas County Libraries ("the District") comes chiefly from real and personal property taxes, with additional funding from vehicle registration taxes, library fines, contributions and grants, investment interest, program fees, and other miscellaneous income.

Property Valuation

	<u>2021</u>	<u>2022</u>	<u>2023</u>
Assessed Valuation	\$7,406.236	\$8,065.692	\$8,092.833
Valuation Change		\$659.456	\$27.141
Valuation change %		8.9%	0.3%
Affects taxes collected in	2022	2023	2024

As this budget is for 2023, an odd-numbered year, the 0.3% increase in 2023 valuation reflects revised assessment of valuation of existing property, plus growth in real and personal property, in Douglas County.

Property Tax Revenues

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Property Taxes	\$29.655	\$33.293	\$32.436
Revenue change		\$3.638	(\$0.857)
Revenue change %		12.3%	(2.6%)

The voter-approved mill levy remains unchanged for 2023 at 4 mills. Consistent with the 0.3% change in the assessed property valuation, property-related tax revenues for Douglas County Libraries are expected to decrease by 2.6% for 2023.

Auto Ownership Taxes

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Auto Ownership Taxes	\$2.889	\$2.279	\$1.568
Revenue change		(\$0.610)	(\$0.711)
Revenue change %		(21.1%)	(31.2%)

Vehicle registration taxes for 2023 are budgeted at a (31.2%) decrease in 2023 as validated by the District's actual vehicle registration taxes for 2022 to-date and auto industry forecasts.

Other Revenue

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Other revenue	\$0.870	\$1.188	\$1.089
Revenue change		\$0.318	(\$0.099)
Revenue change %		36.6%	(8.3%)

Other Income, comprised of Contributions and Grants, Charges for Services, and Interest Income, is budgeted at a decrease for 2023 of 8.3%. The decrease is primarily attributable to:

- reduction in Contributions & Grants, which decreased by 4% in 2023 due to a grant from the American Recovery Plan Act that was not renewed;
- 27% decline in interest income in 2023 due to changing interest rates on liquid investments and budget expenditures in 2023 on the Castle Rock branch replacement project.

Operating Expenditures

Budgeted 2023 controllable operating expenditures are \$29.800 million, compared to \$25.308 million forecast for 2022, and actual operating expenditures of \$25.205 million in 2021. The increase of \$4.491 million in 2023 operating expenditures vs. 2022 is attributable to:

- \$2.408 million of increased Salaries, Wages, Benefits, and PERA;
- \$0.665 million of increased costs for Library Content, Programs, and Outreach offerings
- \$0.677 million of increased costs to service, maintain, and repair facilities; and
- \$0.382 million of increased costs for District-wide technology and support services.

Salaries and Wages

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Salaries and Wages	\$12.774	\$13.227	\$15.367
Expenditure change		\$0.453	\$2.140
Expenditure change %		3.5%	16.2%

The increase in the 2023 Budget for Salaries and Wages of 16.2% is attributable to an annual raise, a continuing program for regular compensation adjustments due to market changes, and somewhat reduced spending on salaries & wages in 2022 due to higher than expected turnover (covid-19, compensation competitiveness, library re-organization in 2020-21).

Benefits

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Benefits	\$1.288	\$1.342	\$1.354
Expenditure change		\$0.054	\$0.012
Expenditure change %		4.2%	0.9%

The 0.9% increase in benefits expenditures for 2023 is primarily attributable to an increase in unemployment insurance, worker's compensation, life insurance, Medicare, and EAP costs that were almost entirely offset by approximate \$300k savings by switching health insurance providers.

PERA

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
PERA	\$1.745	\$1.814	\$2.070
Expenditure change		\$0.069	\$0.256
Expenditure change %		4.0%	14.1%

The 14.1% increase in PERA retirement costs for 2023 is primarily attributable to an increase in the Employer contribution rate for PERA, salary and wage increases and an increase in the District's full-time equivalent headcount for 2023.

Library Content

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Library Content	\$3.847	\$3.680	\$3.935
Expenditure change		(\$0.167)	\$0.255
Expenditure change %		(4.3%)	6.9%

Library Content includes books, e-books, audiobooks, e-audiobooks, electronic databases, digital products, DVDs, periodicals, and nontraditional resources. In the 2023 Budget, the District continues to shift its collections strategy in accordance with demand. The increase in spending on Library Content in 2023 is due to price increases and incremental purchases related to the District's collections strategy.

Facility

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Facility	\$1.674	\$1.870	\$2.338
Expenditure change		\$0.196	\$0.468
Expenditure change %		11.7%	25.0%

Facilities costs include maintenance service contracts, rent on leased facilities, property and casualty insurance, utilities, and other facilities-related costs. The increase in facilities costs in 2023 is primarily due to rising costs for electricity, housekeeping, and repairs, offset by reduced facility rents for District-wide support staff.

Technology Equipment and 3rd-Party Services

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Information Technology & Svcs	\$1.361	\$1.374	\$1.842
Expenditure change		\$0.013	\$0.468
Expenditure change %		1.0%	34.1%

Technology infrastructure costs for the District consist of licensing and maintenance agreements for computer software and hardware, subscription services for technology support in processing and cataloging books, telephone and telecommunications costs, and various other computer and technical support costs of the library. Increases in the 2023 Technology and Support Services budget are primarily attributable to computer supplies, computer support consultants, department applications, and vendor services. Reductions in computer software and subscription services are expected.

Programs and Outreach

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Library Programs & Outreach	\$0.822	\$0.850	\$1.260
Expenditure change		\$0.028	\$0.410
Expenditure change %		3.4%	48.2%

Programs and Outreach costs include expenses associated with patron services programs, workshops, and reading programs offered by Douglas County Libraries. These expenses include presenter fees, prizes for reading programs, and community sponsorships, plus printing, graphic design, public relations, and advertising costs associated with providing programs and promoting library services.

Programs and Outreach costs also include expenses related to the District's events and hospitality services, which offers event spaces for corporate and social functions. The 2023 Budget anticipates continued growth in events and hospitality services, including increases to revenue as well as corresponding increases to District expenses.

Increases in 2023 Programs and Outreach are primarily attributable to increases in catering, program provider fees, program supplies and prizes, and advertising and promotion in connection ramping up the District's full complement of events, programs and services to pre-Covid levels.

District-wide Support

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
District-Wide Support Costs	\$1.188	\$0.719	\$1.002
Expenditure change		(\$0.469)	\$0.283
Expenditure change %		(39.5%)	39.4%

District-wide Support includes the costs to manage the District, such as human resources, benefits administration, employee development, contracts administration, financial management, and reporting to the public and appropriate governing agencies.

The 39.4% increase over 2022 forecast is largely due to tightly controlled spending through October of 2022 at which point, actual YTD spending was approximately 51% below budget. District-wide Support will again be closely monitored in 2023. The 2023 budget anticipates increases in recruitment, staff wellness programs, airfare, ground transportation, and public officials insurance, offset by spending in other District-wide Support.

Interest and Financing Costs

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Debt Service	\$2.013	\$2.013	\$2.012
Expenditure change		\$0.000	(\$0.001)
Expenditure change %		0.0%	(0.0%)

Interest and financing costs include principal and interest payable under the 2015 Certificates of Participation of \$2.013 million, plus fees payable to the Douglas County treasurer for collection and distribution of property tax revenues of \$0.487 million.

Capital Expenditures

Pursuant to the District's current initiative to upgrade and maintain facilities at a higher standard of care, the District distinguishes between maintenance projects, which are funded from current operating revenues, versus improvement projects, which are funded from reserves.

Maintenance Projects

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Capital Maintenance Projects	\$0.506	\$0.424	\$0.633
Expenditure change		(\$0.082)	\$0.209
Expenditure change %		(16.2%)	49.3%

The District reports expenditures to replace equipment, furniture and fixtures as well as enhancements to both public and staff spaces as maintenance projects. Enhancements are typically intended to support patron-focused changes in programming and usage trends.

Maintenance project expenditures for 2023 include:

\$0.399 million for the the annual replacement of computers, servers, firewalls, security systems, printing equipment, AV upgrades and patron count technology throughout the District;

\$0.130 million for site improvements throughout the District;

\$0.020 million for machinery and equipment and

\$0.083 million for furniture, fixtures & equipment maintenance and playscape maintenance at branches across the District.

Improvement Projects

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Capital Improvement Projects	\$1.344	\$10.657	\$7.692
Expenditure change		\$9.313	(\$2.965)
Expenditure change %		692.9%	(27.8%)

Key improvement projects budgeted for 2023 included building costs of \$6.638 million plus furniture, fixtures, equipment and IT improvements of 1.053 million for the Castle Rock brand rebuild.

Lease Income (Expense), Net

	<u>2021 Actual</u>	<u>2022 Forecast</u>	<u>2023 Budget</u>
Lease Income (Expense), net	\$0.109	\$0.003	\$0.000
Expenditure change		(\$0.106)	(\$0.003)
Expenditure change %		(97.2%)	(100.0%)

The District acquired retail property adjacent to the Castle Rock branch in 2017 with the intent of utilizing the property in the future renovation/rebuild of the Castle Rock branch. The District received rental income from that retail property under leases to multiple tenants thru 2021.

The District elected to terminate the leases of all tenants in its retail property as of December 31, 2021, in order to temporarily house certain district support personnel and mitigate the negative impact on patron accessibility and parking during the PSM rebuild project.

Once the new Castle Rock branch is complete, all branch and District support personnel will move into the new branch. The existing Castle Rock branch will then be demolished and replaced with a new parking lot.

EXECUTIVE LIBRARY DIRECTOR'S REPORT

Bob Pasicznyuk

December 2022

Executive Library Director Goal Additions

Board Meeting Decorum and Public Comment Consistency.

Goal Statement. Provide Trustee training for skills around meeting rules of order and procedures for public comment.

Description. At the first opportunity in 2023, the Executive will work with the Board reviewing and honing our meetings rules of order and public comment responses toward professionalism, consistency, and equity. Our goal is to make all our customers feel welcome at our Board meetings while providing everyone with equitable Board access.

Grow Volunteerism Across the Library.

Goal Statement. All DCL Divisions will use volunteers as a means to save labor and engage the community. Each Division will demonstrate effective use of volunteerism through metrics, initiatives, and goals relevant to their work.

Description. In 2022, the committee working on implementing a volunteer program that integrates volunteerism into every DCL Division's work, began with defining their annual goals which included meeting with each Division and assessing overall opportunities to grow volunteer support within DCL. In addition, the Volunteer Services Department partnered with Materials Handling, Events & Hospitality, and Archives and Local History to begin piloting three new, in-depth volunteer programs to increase DCL's ability to fulfill outreach, support shelving responsibilities and host customized birthday parties. In 2023, the team will move forward with the pilot programs, determine division expectations and associated metrics, and begin marketing the new volunteer opportunities at DCL.

Facilitate Board Communication and Document Access.

Goal Statement. The Library will provide trustees with an organized, accessible, and effective system for documents and other work products.

Description. In 2023, the Executive Library Director will accomplish three outcomes to facilitate Board communication and document access.

1. Ensure that the Board's communication platform (*Sharepoint* or its successor is inclusive of all Board meeting and appropriate committee content.)
2. Evaluate Board communication and document retention platforms to determine if there is a product or suite of tools to replace *Sharepoint* and worthy of transition. The criteria

are ease of access and cost-effectiveness. The Library will be evaluating platforms used by municipal government and special districts peers.

3. Check in with the Board via the Executive Committee on a quarterly basis to determine if content organization and volume is meeting trustee needs. Course correct as needed.

BUSINESS PLAN, OPERATIONS AND STRATEGY

Castle Rock Project Update. Trades workers are sealing the building’s exterior walls and roof to support temporary heat and start interior finishes through the Winter and Spring. The project’s contingency resources remain healthy – about 1.1M. Concrete and asphalt are the only significant purchases that remain for competitive bidding. The Library installed messages and lighting describing the project and its anticipated completion for Castle Rock Star Lighting on Saturday, November 19, 2022. The next opportunity for community celebration will be at a “topping off party” around February 2023.

KPI Scan. Our scan of key performance indicators doesn’t reveal anything in need of nimble change or longer-term course correction. Even against economic uncertainty, monetary donations are higher than this time last year. Our weekend visits are up about 7% over this time last year. Net-promoter scores are stable. Next year, we will add recruitment and retention experience data to KPI.

Director of Finance Search. The Library continues to assess candidates for this important leadership need. The Library is prepared to handle the interim leadership gap in early 2023 until a new teammate arrives.

Draft Wages/Salary Plan – Contingent on Board Budget Approval

- Competitiveness, structure Increase.
 - +3% - All wages, salaries, and pay grades
 - Effective and received on pay date 1/13/2023
- Performance Increase - recognizing solid performers
 - +3% - Only employees who merit a *Keep Up the Good Work* rating.
 - Effective and received on pay date 4/7/2023
 - New employees will be eligible in 2023 after the semi-annual review
- Superlative Performance Increase – recognize top-level contributions
 - Effective and received on pay date 4/7/2023
 - Recognition Type: 1-time Bonus
 - Bonus Structure
 - Premium Performance
 - Pay Grade Group 1: \$1,000
 - Pay Grade Group 2: \$2,500

- Pay Grade Group 3: \$5,000
 - Above and Beyond Achievement
 - Pay Grade Group 1: \$1,500
 - Pay Grade Group 2: \$3,750
 - Pay Grade Group 3: \$7,500
- Bonus Rigor
 - Represents >3% of Employees
 - Must pass screening at Supervisor, Director, and Senior Team Levels

PROFESSIONAL TRENDS AND ANALYSIS

Douglas County Foundation IGA – Municipal Tracking Responses

- Castle Pines: Approved and funded the IGA.
- Castle Rock: Approved and funded the IGA.
- Highlands Ranch: Unknown – no response.
- Larkspur: Unknown – no response.
- Lone Tree: Hasn't acted. DCCF hasn't responded to their request for information.
- Parker: Didn't participate or fund the IGA.
- School District: Unknown – no response

Our read of this Intergovernmental agreement is that it requires all parties to agree before it has force.

Section 19. Execution. *This Agreement is expressly subject to, and shall not be or become effective or binding on the Parties until execution by all signatories of the Parties.*

If this is the case, it lacks unanimous support.

MANDATES, IMPACTS AND BUSINESS RISKS

The Colorado State budget will be affected by a voter-approved reduction in state income taxes as well as voter-approved revenue needs for new programs. State Library funding is not material to DCL efforts (~\$100,000). It provides vital resources to rural, smaller libraries. The Colorado Association of Libraries is focusing its 2023 revenue request around sustaining the state program to support these smaller, rural libraries as well as the state, book courier service.

BOARD TALKING POINTS

Elevating the Brand – Douglas County Libraries elevates our community by inspiring a love of reading, discovery, and connection. With nearly 2 million visitors to seven branches each year, visitors are met with beautiful spaces, curated collections, personalized services, and a variety of events that offer a premium experience for all.

Forest of Stories – Douglas County Libraries is thrilled to introduce Forest of Stories, a free, interactive exhibit of over 120 decorated trees, all dressed up in stories for the holiday season. The twinkling display of trees shares the joy of stories for all ages and includes trees decked in beloved children’s tales, classic literature, crime thrillers, comedy, mysteries, and more. The exhibit is open during library operating hours at all seven locations through the first week of January 2023; no ticket or registration required.

For more information on the free exhibit, visit [DCL.org/forest-of-stories](https://dcl.org/forest-of-stories).

CUSTOMER EXPERIENCE DIVISION REPORT

Library Operations & Services

We have hired our first DCL Courier Driver! Anthony Larson is returning to the courier route, as he was previously employed by the 3rd party company that supplied our drivers. Anthony starts on 11/28, and we are excited to have him as part of the DCL staff!

The Customer Experience Department is making the final edits to film the training video for our new service model: Creative Action, Responsive Engagement (CARE). They will roll out the video and a game in early January to drive home the 6 Building Blocks of CARE:

1. Own the Customer Experience by taking pride in our role of representing the DCL Brand Promise
2. Make connections and build relationships by significantly elevating the level of engagement
3. Offer premium and personalized service by being present and focused on the unexpected
4. Create a shared experience by joining others’ journeys and meeting them where they are
5. Look for shared solutions by being forward-focused and removing perceived limitations
6. Approach engagement with an open and curious mind by assuming others’ best intentions



DCL Storytime, as always, was a hit in October! 10,971 people attended or viewed a DCL storytime; an 8% increase from September. The Youth & Family Services staff delivered fun storytimes on a variety of themes, including Dia de los Muertos at Roxborough (left) and fun bean bag activities at Storytime Discover (right).



Additionally in the YFS department, we have decided to add a new position to our teams. In December/January we will advertise positions to help primarily with storytime. These employees will work weekday mornings and perform their own storytimes as well as provide backup when other storytellers are out.

This will help with the staffing of each location by reducing the amount of schedule changes that need to be done when we have a callout, and help with YFS Librarian workloads.

Lastly, our division staff have been working hard to get trees ready for Forest of Stories! By the time this is posted, you'll see all the love and creativity that DCL staff put into this amazing display!

Customer Feedback:

Here is a sampling of the October Net Promoter survey comments:

- Care. The employees/volunteers are always so kind, helpful and welcoming. As a single mom, I really love being able to hang at the library safely with my kid.
- Helpful and friendly service
- I love how easy it is to reserve books to pick up. Also, whenever I have a question everyone is very helpful.
- Responsive customer service to inquiries and problems that arise. Wide ranging collection of printed and online materials for all ages and interests. If a book isn't available through DCL or Prospector, they often purchase it. Storytimes that are better than paid preschool. Fun adult programming that offers learning activities beyond books.
- Everything. Great selection of books. Great staff, the staff actually is what does it. They're so friendly, willing to help, and knowledgeable. They help with events... Very pleasant.
- Story hour, book displays, librarians are very friendly and helpful.

We also recently received a lovely holiday card in the mail with some praise for our staff:

Dear Julianne Griffin,

I recently had the pleasure of visiting your library and seeking help in various resources in your branch. I'm not from this area but had some needs to meet for the kids (preteens mostly) that I'm watching.

I'm writing to express my immense relief and gratitude for the services given to me by two of your staff. They were professional, enabling of my abilities in the library, and helpful with a smile and ideas for this age group. They are David and Tracie.

I left with a smile that I barely walked in with (busy, busy day!) and feeling empowered and well prepared for the weeks ahead! A very satisfying visit, indeed! Congratulations on inspiring such a kind, capable, happy staff!

May you experience joy, peace, and happiness this holiday season and all the seasons of life, especially at your wonderful library!

Gratefully,

(Customer name)

Item	Preparatory Work	Motion
Douglas County Community Foundation IGA followup	Review the report findings in the Executive Director's report on what other Partnership entities have done. Packet page 41.	None, unless the board wishes to make a motion, discuss and vote on this IGA.
Quarterly Key Performance Indicator (KPI)	Review the KPI for any discussion you would like to have on these indicators.	No action required
Quarterly Strategic Plan Update	Review the Strategic Plan update for any discussion you would like to have.	No action required
Quarterly Financial & Investments Report	Review the financial & investments report. By policy the Board receives these for review and discussion on a quarterly basis.	No action required
ELD Succession Plan	The Executive Committee will be reporting on this.	No action required
Elect interim Board President and Vice-President, if needed	Because appointments for the expiring trustees haven't been made, we may end up with no Board President or Vice-President come January 1, 2023.	I move to elect _____ as interim President and _____ as interim Vice-President from January 1, 2023 until after the board Annual meeting if Dawn Vaughn and/or Suzanne Burkholder are not reappointed.
ELD Goals	Review ELD goals in the ELD report on page 39	I move to approve the Executive Library Director's 2023 goals.

Key Performance Indicators Report – Third Quarter 2022

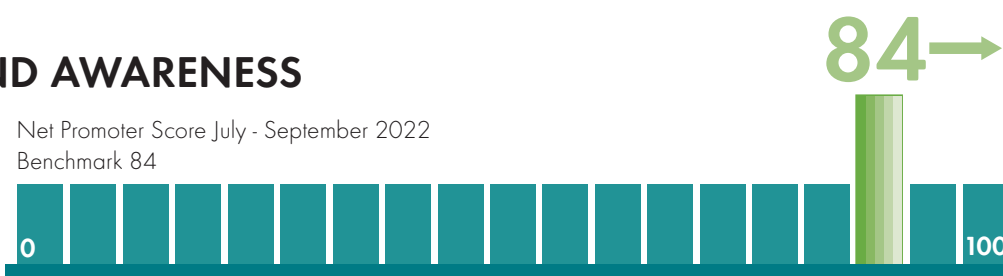
SUMMARY

Internal satisfaction metric continues to be paused while further examination of the most appropriate indicator takes place.

Unique volunteers, direct outreach and indirect outreach experienced typical, seasonal reductions after the busy Summer Reading Program months. Press impressions also saw more usual numbers this quarter after large television pickups in Q2.

BRAND AWARENESS

Net Promoter Score July - September 2022
Benchmark 84



MARKET USE



COMMUNITY ENGAGEMENT

July-September 2022



INTERNAL SATISFACTION

UNDER CONSTRUCTION

Q3 2022 Strategic Plan Update

Key Points from 3rd Quarter:

- Our vendor was unable to deliver our fabricated elements for the playscapes on time, so the team is a quarter behind in their work but will catch up in early 2023 after Forest of Stories has concluded.
- The Youth Sponsorships team has spent 89% of the allotted \$50,000 budget. Sponsorships include DCL visibility via advertising in youth sports, DCSD, public sports venues, performing arts, recreation centers, parks, visual arts organizations, and the DC Fair & Rodeo. To date, our impressions from this work are around 33,500,000.
- The Brew Tour kicked off in August and registration numbers greatly exceeded expectations! Partner locations saw increases in traffic over the months of the Brew Tour, and over 5100 visits were logged. There were nearly 2300 registrants by the time the Brew Tour finished.
- Several benchmarks were delayed with the Information Storage response, but are expected to be back on track in Q4 of 2022.

Strategic Priority	Active 2022 Responses	Status
Vibrant Libraries	Create and feature fun, unexpected visual and interactive exhibits that encourage library visits.	On Track
	Activate Playscapes for imaginative play, cognitive development, and socialization.	Delayed
Beyond our Walls	Sponsor local kids' activities to raise brand awareness among kids and their parents, grandparents, and other supporters.	On Track
	Improve and reprise the popular Brew Tour, incorporating Friday-Saturday night events in our libraries.	On Track
Community Service	Identify and provide library services to support mental health in Douglas County.	On Track
	Serve as a destination for Douglas County seniors to congregate, learn, and socialize.	On Track
Fortify Infrastructure	Create an organized and accessible info storage structure that meets staff, customer, and retention needs.	Delayed
	Support and achieve excellence in co-working and remote work through shared workspaces and amenities, sophisticated use of mobile technology, and clear expectations for remote work.	On Track
	Identify a "green building" certification program for DCL, plus waste-reduction and energy, time, and water-saving measures at all DCL locations.	On Track
	Develop an organizational strategy detailing how we capture, use, analyze, and make decisions based on data.	On Track
	Work with Douglas County Sheriff to validate and adapt our safety practices, procedures, and training to contemporary standards.	On Track
	Identify and implement volunteer integration in every DCL division, to fundamentally leverage volunteers and their skills to significantly increase organizational capacity.	On Track

David Anderson, Director of Finance
Report for the nine months ending September 30, 2022

Balance Sheet

As of September 30, 2022, the District has \$37,657 million of cash, liquid and term investments. The District is holding \$0.095 million in cash at 3 banks for accounts payable purposes, with an annualized yield of .04%. In addition, the District is holding \$11.422 million in liquid funds at ColoTrust, with an annual yield of 1.06%, plus \$26.138 million in term investments at the Colorado Statewide Investment Program (CSIP) with an annual yield of .94%. Given the rapidly rising interest rate environment for the foreseeable future, vs. the minimum investment term required by CSIP, the District will evaluate making additional term investments at CSIP on a spot basis as CSIP investments mature.

At September 30, 2022 the District recorded a receivable and related deferred revenue of \$0.087 million for property taxes. We expect the District to collect in excess of 99% of property taxes budgeted for 2022.

Funds available for future capital improvements total \$33.387 million at September 30, 2022, as reported on the fund balance line of the balance sheet.

Performance vs Budget

Overall, the District has realized a \$0.426 million (5%) favorable variance to budget for the nine months ending September 30, 2022.

Total operating revenues are (\$0.714) million (2%) under budget thru September 30, 2022. Specific Ownership (i.e., auto) taxes are (\$0.899M) (31%) below budget thru September 30, 2022. The negative variance in auto taxes reflects the state of US auto sales thru September 2022, which are down 13% from the same period in 2021. For the first time in 2022, US auto sales for the months of August thru October 2022 exceeded sales for the same period in 2021. Therefore, we expect some reduction in the negative variance for auto taxes by the end of 2022.

Contributions and Grants are on budget thru September. Charges for services are 10% above budget due to early registrations for summer camps. As expected, this positive variance for Charges for Services is declining, as the effect of early registrations catches up with the seasonalized budget. Interest income is 74% above budget thru Q3 2022.

Operating expenditures are (\$1.140M) (6%) under budget thru September 30, 2022.

Salaries, Wages, Benefits & PERA Retirement, which account for 63% of operating expenses thru September 30, 2022, are (\$0.632) million (5%) under budget thru Q3. This variance is primarily due to open positions in Customer Experience, Community Engagement and Infrastructure Services, related benefits savings, reduced PTO payouts, and a delay in implementing annual raises for 2022. The budget anticipated annual raises to begin on January 1st, but the District elected to make annual raises effective January 24th.

All other operating expenditures were (\$0.509) (7%) below budget thru September 30, 2022, primarily due to seasonality differences between budgeted vs actual expenditures.

As of January 1, 2022 the leases for all but one lessee in the District's strip mall property at 102-118 South Wilcox were terminated in anticipation of commencing the Castle Rock branch build. Hence, the net cost to maintain the strip mall property is included in the operating expense discussion above.

Capital Expenditures

Actual spending for Capital Maintenance items for the nine months ending September 30, 2022 is \$0.282 million vs. a budget of \$1.158 million, putting the District \$0.875 million below budget thru September 30. This variance is result of the following:

- the cost of District servers and storage was estimated in November 2021, before lease terms were finalized by the vendor; lease terms, shipping, and installation costs were finalized in Q1 2022, which will result in a budget savings of \$0.182 million in 2022;
- thru September 30, 2022, 48% of the \$0.300 million budget for PC's, laptops and printers has not been spent;
- AV upgrades of \$0.100 million are on hold pending bids from new vendors;
- purchases of wireless and security camera systems of \$0.050 million have been delayed due to backorders;
- \$0.111 million of costs for installation of touchless door openers and repair of concrete/asphalt at Lone Tree are expected to be completed before the end of 2022;
- \$0.185 million of costs for upgrades to FF&E across the district has not been spent thru September 2022 due to very light usage during the Covid emergency of 2020-21.

The District budgeted \$0.038M for improvements related to furnishings at the Parker branch in 2022. These funds will most likely not be expended in 2022 due to reductions in patron seating in all branches due to the Covid emergency. The reduced patron seating arrangements has resulted in unused seating inventory, thereby reducing maintenance costs.

The District budgeted \$0.055M for additional intra-branch transport bins in 2022. However, the District was able to provide these additional bins by repairing existing bins, so no new transport bins will be purchased in 2022.

With respect to the Castle Rock branch build as of September 30, 2022, \$7.775 million has been expended for the build in 2022, and \$8.977 million has been expended since the inception of the project in 2021. As of September 30, 2022, this leaves a remaining budget of \$15.030 million from the original budget of \$24.1 million. Note the following:

- the remaining budget figure assumes proceeds of \$2.5 million from the sale the District's strip mall at 102-118 S Wilcox in Castle Rock;
- \$0.015 million was expended thru Q3 2022 for renovation of the District's strip mall;
- the District's strip mall is being used for a) temporary offices for the Community Engagement Division, b) Fransen-Pittman's construction office, and c) storage pending completion of the Castle Rock build.

2022 Forecast

Based on the District's 2022 performance thru September 30, 2022, and assuming the District performs according to its remaining budget thru December 2022, the District is projecting a fund balance of \$16.4 million at December 31, 2022, which is \$5.3 million higher than the fund balance reflected in the original 2022 budget.



Quarterly Report of Cash and Investments
September 2022

<u>Institution</u>	<u>% of Total</u>	<u>Value</u>	<u>Maturity Date</u>	<u>Interest YTD</u>	<u>Annual Yield</u>
<u>Cash</u>					
Colotrust *	30.33%	\$11,421,779	N/A	\$ 130,817	1.06%
Independent Bank	0.16%	58,649	N/A	41	0.02%
Wells Fargo Bank	0.10%	36,238	N/A	-	0.00%
CSIP Liquid*	32.06%	12,074,013	N/A	15,403	0.71%
CSIP Term**	37.35%	14,063,842	01/03/23	115,724	1.05%
Cash in Use	0.01%	2,319	N/A	-	
Total Cash	100.00%	<u>37,656,840</u>		<u>261,985</u>	
Property tax interest				25,145	
Total Cash and Investments		<u><u>\$37,656,840</u></u>		<u><u>\$ 287,130</u></u>	

NOTES:

* Variable rate account.

** Multiple terms and rates



BALANCE SHEET

	Dec 31, 2021	Sep 30, 2022
	Audited	Unaudited
ASSETS		
Cash	\$ 29,206,696	\$ 37,656,840
Property taxes receivable	32,505,922	86,785
Prepaid expenses and deposits	546,918	220,816
Receivable DCL Foundation	121,531	79,395
Accounts receivable	68,523	(17)
Total assets	\$ 62,449,590	\$ 38,043,819
LIABILITIES & FUND BALANCE		
LIABILITIES		
Deferred property taxes	\$ 32,302,146	\$ 86,785
Accrued salaries and benefits	203,342	(9,616)
Accounts payable	584,288	416,918
Payable to DCL Foundation	-	-
Other accrued liabilities	61,949	43,672
Total liabilities	\$ 33,151,725	\$ 537,758
FUND BALANCE		
Nonspendable fund balance	\$ 546,918	\$ 220,816
Restricted fund balance	998,618	998,618
Assigned fund balance	3,900,000	3,900,000
Unassigned fund balance	22,147,196	24,178,431
Committed fund balance	-	-
Excess revenue over expenditures	1,705,133	8,208,196
Total fund balance	\$ 29,297,865	\$ 37,506,061
Total liabilities and fund balance	\$ 62,449,590	\$ 38,043,819



STATEMENT OF REVENUES, EXPENDITURES, AND CHANGE IN FUND BALANCE
(Unaudited)

	Sep 2022	For the Nine Months Ending September 30, 2022			2022 Annual Budget		
			Over (Under)				
	Actual	Actual	Budget	Budget	% Budget	Original	Remain %
Revenue							
Property taxes	\$118,924	\$32,284,977	\$32,257,012	\$27,965	0%	\$32,432,146	0%
Specific Ownership Taxes	314,041	1,979,316	2,878,373	(899,057)	(31%)	2,894,000	32%
Contributions/Grants	26,812	309,982	311,673	(1,692)	(1%)	416,674	26%
Charges for services	33,287	401,241	364,932	36,310	10%	554,850	28%
Interest Income	63,353	287,130	165,000	122,130	74%	165,000	(74%)
Total Revenue	\$556,417	\$35,262,646	\$35,976,990	(\$714,344)	(2%)	\$36,462,670	3%
Operating, Interest & Fee Expenditures							
Operating Expenditures							
Salaries & Wages	\$1,016,735	\$9,495,043	\$10,070,227	(\$575,184)	(6%)	\$14,115,029	33%
Benefits	113,536	1,000,571	1,051,187	(50,616)	(5%)	1,623,144	38%
PERA Pension	141,895	1,297,703	1,303,767	(6,064)	(0%)	1,915,463	32%
Library Content	308,667	2,761,995	2,887,961	(125,966)	(4%)	4,012,050	31%
Facilities	144,377	1,421,344	1,331,049	90,294	7%	1,767,312	20%
Technology, Equipment & 3rd-Party Services	138,370	1,021,916	1,209,455	(187,538)	(16%)	1,748,848	42%
Library Programs & Outreach	63,865	624,930	821,872	(196,942)	(24%)	1,417,257	56%
District-Wide Support Costs	57,689	538,268	629,400	(91,132)	(14%)	1,227,494	56%
Capital Maintenance Projects	9,427	282,103	282,103	0	0%	1,157,500	76%
Other Operating Expenditures	\$0	\$7,240	\$0	\$7,240	100%	\$0	0%
Total Operating Expenditures	\$1,994,561	\$18,451,113	\$19,587,021	(\$1,135,908)	(6%)	\$28,984,097	36%
Debt Service	\$0	\$346,313	\$346,312	\$0	0%	\$2,012,625	83%
County Treasurer's Fees	1,870	484,179	487,219	(3,039)	(1%)	487,219	1%
Total Operating, Interest & Fee Expenditures	\$1,996,431	\$19,281,605	\$20,420,552	(\$1,138,947)	(6%)	\$31,483,941	39%
Total Revenues Over (Under) Operating Expenditures:	(\$1,440,014)	\$15,981,041	\$15,556,438	\$424,603	3%	\$4,978,729	(221%)
Non-Operating Revenues (Expenditures)							
Lease Income (Expense), net	\$0	\$2,138	\$0	\$2,139	100%	\$0	0%
Lease to Purchase	\$0	\$0	\$0	\$0	0%	\$0	0%
Total Lease to Purchase							
Capital Improvement Projects	1,887,183	7,774,983	7,774,984	0	0%	18,293,000	58%
Total Non-Operating Revenues (Expenditures)	(\$1,887,183)	(\$7,772,845)	(\$7,774,984)	\$2,139	(0%)	(\$18,293,000)	58%
Total Revenues Over (Under) Total Expenditures	(\$3,327,197)	\$8,208,196	\$7,781,454	\$426,742	5%	(\$13,314,271)	162%
Beginning Fund Balance	40,833,258	29,297,865	24,427,652			24,427,652	
Ending Fund Balance	\$37,506,061	\$37,506,061	\$32,209,106			\$11,113,381	



SALARIES & WAGES, BENEFITS AND PERA RETIREMENT
(Unaudited)

Sep 2022 For the Nine Months Ending Sep 30, 2022 2022 Annual Budget
Over (Under)

Actual Actual Budget Budget % Budget Original Remain %

<u>Account</u>	<u>DISTRICT-WIDE SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>% Budget</u>	<u>Original</u>	<u>Remain %</u>
1005	Branch Operations	\$4,800	\$45,600	\$45,600	\$0	0%	\$133,174	66%
1100	Branch Services	82,161	1,077,263	1,169,620	(92,357)	(8%)	1,600,532	27%
1200	Customer Experience	151,461	1,199,169	1,375,623	(176,454)	(13%)	1,882,431	27%
1300	Materials Handling	124,862	1,194,709	1,334,905	(140,196)	(11%)	1,810,133	26%
1400	Youth & Family Services	151,665	1,411,954	1,411,355	599	0%	1,931,328	27%
Subtotal	Customer Experience	514,948	4,928,695	5,337,102	(408,408)	(8%)	7,357,598	27%
2010	Community Services & Partnerships	32,929	313,980	323,305	(9,325)	(3%)	442,417	27%
2020	Events & Hospitality	16,056	150,840	158,670	(7,830)	(5%)	217,127	27%
2030	Marketing & Communications	33,946	320,534	333,751	(13,217)	(4%)	456,712	27%
2040	Special Events	39,653	373,986	380,391	(6,404)	(2%)	520,535	27%
2050	Visual Design, Arts, & Archives	17,643	202,296	223,499	(21,203)	(9%)	305,841	27%
2060	Volunteer Services	20,827	215,676	211,447	4,229	2%	289,348	27%
2061	Volunteer Portal	0	0	0	0	0%	0	0%
Subtotal	Community Engagement	161,054	1,577,312	1,631,062	(53,750)	(3%)	2,231,980	27%
3010	Directors	73,158	673,601	680,422	(6,821)	(1%)	938,447	27%
4010	Accounting Operations	23,963	227,099	233,244	(6,145)	(3%)	329,176	29%
4050	Procurement	7,060	66,865	67,070	(206)	(0%)	91,780	27%
4060	Budgeting	7,924	75,043	75,274	(231)	(0%)	103,007	27%
Subtotal	Finance	38,947	369,007	375,588	(6,581)	(2%)	523,963	28%



SALARIES & WAGES, BENEFITS AND PERA RETIREMENT

(Unaudited)

	Sep 2022	For the Nine Months Ending Sep 30, 2022				2022 Annual Budget		
		Over (Under)					Original	Remain %
		Actual	Actual	Budget	Budget	% Budget		
5005	Infrastructure Services Operations	4,413	41,798	41,927	(129)	(0%)	57,373	27%
5010	Collection Services	87,608	830,514	859,990	(29,475)	(3%)	1,176,828	27%
5020	Facilities	30,504	283,329	278,947	4,382	2%	373,979	25%
5030	Human Resources	24,568	223,602	231,490	(7,888)	(3%)	316,775	27%
5040	Information Technology	41,431	392,013	428,146	(36,133)	(8%)	585,621	27%
5050	Learning & Development	24,675	247,449	257,570	(10,121)	(4%)	352,464	27%
Subtotal	Infrastructure Services	213,200	2,018,705	2,098,069	(79,364)	(4%)	2,863,040	27%
Account								
500000	Payroll Accrual	0	(175,424)	(175,424)	0	0%	0	0%
500800	Bonus Pool	0	10,908	10,908	0	0%	50,000	78%
501000	Other Earning Types [1]	15,427	92,239	112,500	(20,261)	(18%)	150,000	25%
Subtotal	Other Earnings	15,427	(72,277)	(52,017)	(20,261)	39%	200,000	126%
510000	Unemployment Insurance	1,919	18,622	43,750	(25,128)	(57%)	110,000	60%
510200	Worker's Compensation	3,761	35,002	41,625	(6,623)	(16%)	55,500	25%
510300	Health Insurance	92,859	796,409	818,959	(22,551)	(3%)	1,228,439	33%
510500	Life Insurance	629	5,699	6,234	(535)	(9%)	8,556	27%
510600	Medicare	13,915	130,517	140,619	(10,101)	(7%)	194,649	28%
510900	Employee Assistance Program	453	3,964	0	3,964	0%	6,000	100%
511300	Worker's Compensation Deductible	0	10,358	0	10,358	0%	20,000	100%
590000	Other Benefits	0	0	0	0	0%	0	0%
Subtotal	Benefits	113,536	1,000,572	1,051,187	(50,615)	(5%)	1,623,145	35%
520000	PERA Retirement-Pension	141,895	1,297,703	1,303,767	(6,064)	(0%)	1,915,463	32%
Total	Douglas County Libraries	\$1,272,166	\$11,793,317	\$12,425,181	(\$631,864)	(5%)	\$17,653,636	30%



2022 Budget
Maintenance & Improvement Projects
As of September 30, 2022

	Original Budget	Spent To-Date	Remaining Budget
<u>Operating Expenditures: Maintenance Projects</u>			
District-Wide: B100	\$ 961,750	\$ 271,342	\$ 690,408
Castle Pines: B200	36,500	0	36,500
Castle Rock: B700	5,000	0	5,000
Highlands Ranch: B300	7,000	0	7,000
Lone Tree: B400	130,250	10,760	119,490
Parker: B600	0	0	0
Roxborough: B800	17,000	0	17,000
Total Maintenance Projects	\$ 1,157,500	\$ 282,103	\$ 875,397

Notes

[M1] Requires Board motion to approve

Non-Operating Expenditures: Improvement Projects

Parker:			
Front-of-house (patron) furnishings	15,000	0	15,000
Re-Upholstering	10,000	0	10,000
Meeting Room Chairs Maintenance	10,000	0	10,000
Back-of-house (staff) furnishings	3,000	0	3,000
Total Parker	\$38,000	\$0	\$38,000
Other:			
[I1] Transporter bins 11@\$4,400 each	55,000	0	55,000
Castle Rock Design Programming	0	(2,150)	2,150
Castle Rock PSM Construction (GMP Contract)	14,851,400	7,254,916	7,596,484
Castle Rock Strip Mall Renovation	15,000	15,087	(87)
Castle Rock FF&E	1,785,000	107,531	1,677,469
Castle Rock Miscellaneous	35,000	15,040	19,960
Castle Rock Owner Costs	372,380	384,559	(12,179)
Castle Rock Contingency	1,141,220	0	1,141,220
Total Other	\$18,255,000	\$7,774,984	\$10,480,016
Total Improvement Projects	\$18,293,000	\$7,774,984	\$10,518,016

Notes

[I1] Requires Board motion to approve

Grand Total Maintenance, Improvements, Capital Campaign	\$ 19,450,500	\$ 8,057,086	\$ 11,393,414
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**Castle Rock Branch Replacement
Cumulative Budget vs. Actual Analysis
As of September 30, 2022**

	Original Budget	Actual Expenditures			Remaining Budget
		2021	2022	Total	
General Capital Improvements (Pre-GMP)					
Design Programming (2021 Budget)	\$30,000	\$8,650	(\$2,150)	\$6,500	n/a
Board-Approved Construction Cost					
	RFA 02/23/2022				
GMP Construction (includes allowances)	\$22,631,834	1,178,900	\$7,254,916	8,433,816	\$14,198,018
DCL Soft Costs:					
City Planning Fees	16,500	14,541	339,973	354,514	(338,014)
Utility & Development Cost	318,380	0	650	650	317,730
Geotechnical/Material Testing	37,500	0	38,897	38,897	(1,397)
Other Unspecified	0	0	5,039	5,039	(5,039)
Subtotal: DCL Soft Costs	372,380	14,541	384,559	399,100	
DCL Contingency	820,229		\$0	0	820,229
Total Board-Approved Construction Cost	23,824,443	\$1,193,441	\$7,639,475	\$8,832,916	14,991,527
Furniture, Fixtures & Equipment (Jan 2021)					
Castle Rock Branch FF&E	\$2,626,000		\$107,531	\$107,531	\$2,518,469
Castle Rock Strip Mall Renovation	15,000		15,087	15,087	(87)
Castle Rock Miscellaneous	35,000		15,040	15,040	19,960
Total Furniture, Fixtures & Equipment	2,676,000	0	137,658	137,658	2,538,342
Total Project Cost	\$26,530,443	\$1,202,091	\$7,774,983	\$8,977,074	\$17,529,869
Forecast Proceeds: 102-118 S. Wilcox	(\$2,500,000)	0	0	0	(2,500,000)
Total Cost	\$24,030,443	\$1,202,091	\$7,774,983	\$8,977,074	\$15,029,869



**Castle Rock Branch Replacement
Cumulative Budget vs. Actual Analysis
As of September 30, 2022**

	Original Budget	Actual Expenditures			Remaining Budget
		2021	2022	Total	

Change Order History	Original Budget	Change Orders	Revised Budget
GMP Construction (includes allowances)	\$22,310,843	\$320,991	\$22,631,834
DCL Soft Costs			
City Planning Fees	\$16,500		\$16,500
Utility & Development Cost	318,380		318,380
Geotechnical/Material Testing	37,500		37,500
Other Unspecified	0		0
Total	<u>\$372,380</u>		<u>\$372,380</u>
DCL Contingency	\$1,141,220	(\$320,991)	\$820,229
Change Order Log:			
PCCO 001		\$320,991	