

Douglas County Libraries
BUDGET AMENDMENT PUBLIC HEARING
And
BUSINESS MEETING
Wednesday, February 22, 2023
5:30 P.M.
Lone Tree Library, Lone Tree, CO

CALL TO ORDER Presiding: Suzanne Burkholder, President

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

ATTENDANCE

GUESTS

PUBLIC COMMENTS

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 asked by the chair and stating the item.

MOTION to approve Consent Agenda

1. Minutes January 25, 2023 [Pages 6-11](#)
2. Email Poll Amending 2023 Holiday Closures [Page 12](#)
3. PC Replacements Budgeted Capital Expenditure [Page 13](#)
4. Insurance Pool Member Representative Designation form [Page 14](#)

RECOGNITION OF RETIRING TRUSTEES

MOTION to adopt Resolutions recognizing service

[Pages 15-16](#)

PRESENTATION Ageless Adult Services by Tammy Clausen, Customer Experience Services Manager and Jaime Gotlieb, Community Services & Partnerships Manager

AMENDMENT TO 2023 BUDGET[Pages 17-35](#)

- Notice of Budget Amendment Public Hearing
- Overview of Amendment Changes
- Open Budget Amendment Public Hearing
- Public Comments
- **MOTION** Adoption of 2023 Budget Amendment Resolutions
- Close Budget Public Hearing

[Page 18](#)[Page 17](#)[Pages 30-35](#)**EXECUTIVE LIBRARY DIRECTOR UPDATE**[Pages 36-56](#)

- Quarterly KPI
- Quarterly Financial Investments
- Quarterly Strategic Plan Update
- Quarterly Division Reports - here, or under Director's report?

[Pages 39-42](#)[Page 43](#)[Pages 44-48](#)[Pages 49-56](#)**DISTRICT BUSINESS**

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 Report**Ad Hoc Policy Committee Report****PARTNER REPORTS****Partnership of Douglas County Governments****Douglas County Youth Initiative****Urban Libraries Council****Foundation****TRUSTEE COMMENTS****UPCOMING BOARD MEETINGS**

1. **Board Executive Committee Meeting**: March 9, 2023, Castle Pines Library, 8:00 a.m.
2. **Board Policy Committee Meeting**: March 29, 2023, Parker Library, 3:00 p.m.
3. **Board Study Session**: March 29, 2023, Parker Library, 4:00 p.m.
4. **Board Business Meeting**: March 29, 2023, Parker Library, 5:30 p.m.

Dinner at 5:00 p.m.

5. **Board Annual Retreat**: April 15, 2023, Parker Library, 9:00 a.m. - 2:00 p.m.

OTHER BOARD CALENDAR ITEMS

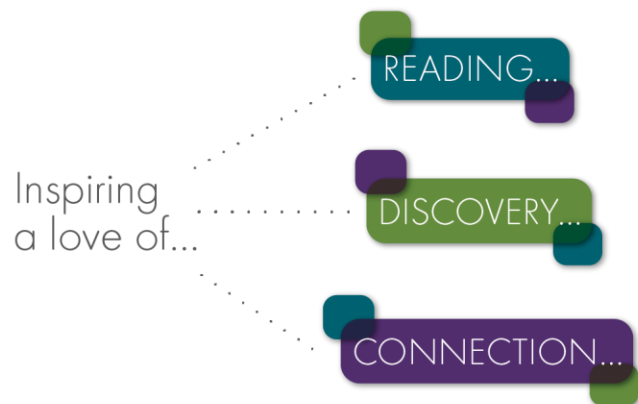
1. **Partnership of Douglas County Governments Meeting**: March 15, 2023, Douglas County Libraries, Parker Library, 7:00 a.m. - 9:30 a.m.
2. **New Castle Rock Topping Off Party**: March 16, 2023, new Castle Rock Library, 11:30 a.m. - 1:00 p.m.

ADJOURN



Board of Trustees

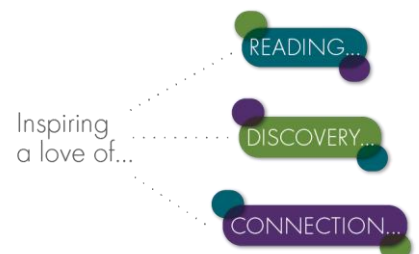
February 22, 2023



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	January 25, 2023 Annual Meeting
2.	Email Poll Ratification	Amending 2023 Holiday Closures - keeping the libraries open on Columbus Day and Veteran's Day, and giving staff two floating holidays.
3.	Budgeted Capital Expenditure	Annual Personal Computer (PC) Replacements (see Request for Approval - RFA)
4.	Colorado Special Districts Insurance and Liability Pool Representative Designation form	Updating form due to change in personnel making our new Finance Director, Casie Cook the designee, and making Infrastructure Services Director, Jill Corrente the alternate designee.

MOTION: I move to approve the Consent Agenda consisting of the January 25, 2023 Annual Meeting minutes, the ratification of the email poll modifying the 2023 Holiday Closures, the budgeted capital expenditure for PC Replacements, and the updated Colorado Special Districts Insurance and Liability Pool Representative Designation form.



DOUGLAS COUNTY LIBRARIES
Board of Trustees Annual Meeting
January 25, 2023
Castle Rock, CO

Interim President Burkholder called the annual meeting to order at 5:30 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, Jessica Kallweit, Rick LaPointe, Zach McKinney, Terry Nolan, Meghann Silverthorn, and Ted Vail

All trustees were present. A quorum was present.

STAFF: Bob Pasicznyuk, Casie Cook, Jill Corrente, Susie DeSersa, Julianne Griffin, Ryan Lammers, and Patti Owen-DeLay

PUBLIC: Nicole Bolger, DCL staff member, and James Young, customer

ADDITIONS TO THE AGENDA:

MOTION 23-01-01: Nolan moved and the motion passed unanimously to add discussion and possible action of 2023 Holiday Closures and the unbudgeted expense for the Gallup Survey to tonight's meeting. LaPointe seconded the motion.

PUBLIC COMMENTS: Nicole Bolger spoke in support of keeping paid holidays as passed in the October 2022 board business meeting.

James Young spoke against the move to electronic newspapers.

CONSENT AGENDA

Silverthorn requested that item six, The Park Street Storage Lease, be removed from the consent agenda.

MOTION 23-01-02: Kallweit moved and the motion carried unanimously to approve the consent agenda, including the December 7, 2022, minutes, the December Email Poll regarding Castle Rock project easements, Board of County Commissioner Resolution 022-124, 2023 Library Appointments, annual designation of posting place for Board Public Notices, and the audit Planning Letter to Governance. Silverthorn seconded the motion.

EXECUTIVE LIBRARY DIRECTOR'S REPORT

Pasicznyuk asked if there were any questions about why the mill levy is certified at a number that is not exactly what the voter approved amount is.

Pasicznyuk spoke about:

- Recent media concerns with meth in the air in libraries. Testing costs a few thousand dollars per location. If the library were to experience an incident where someone was using meth in the library, staff could then have the library tested. At this time the library hasn't had any incidents involving meth use.
- DCL's new Director of Finance, Casie Cook, welcoming her
- Castle Rock project's progress – on track with a fall opening

DISTRICT BUSINESS

Items removed from the consent agenda

Park Street Storage Lease. Silverthorn wanted to understand the benefits of this expansion of the Park Street Storage and how the opportunity came about.

Pasicznyuk shared the consolidation benefits and that this was opportune in that the space just became available and was offered to the district.

MOTION 23-01-03: Nolan moved and the motion carried unanimously to approve the lease for 1543 North Park Street, Suites A and B. Silverthorn seconded the motion.

This motion supersedes Motion 22-10-05 as it combines both suites into one lease.

Items Added to the Agenda

2023 Holiday Closures.

Nolan stated a desire to revisit the 2022 motion in order to allow the library to be open more for customers, allowing for additional floater days for staff, and then rotating which holiday to close per year.

MOTION 23-01-04: Nolan moved and the motion carried four to three to have nine federal-closure holidays, giving staff two additional floating days. Staff will bring back a recommendation on the nine closure holidays and the remaining two open federal holidays. LaPointe seconded the motion.

This motion supersedes Motion 22-10-03.

Unbudgeted Expenditure for Gallup Survey.

Pasicznyuk shared that staff is looking to do a Gallup Engagement Survey as part of the internal KPI. The cost is more than staff has budgeted. There is a board policy that says "anything that is over \$10,000 ... and is data collection services" needs board approval.

MOTION 23-01-05: Nolan moved and the motion carried unanimously to authorize the unbudgeted expenditure of \$17,650 for the Gallup Engagement Survey. Kallweit seconded the motion.

Annual Meeting Elections and Appointments

Election of Officers.

Approval of Ballot Process

The board voted to handle elections by ballot for board officers, as allowed by Colorado Open Meeting Law.

MOTION 23-01-06: Kallweit moved and the motion passed unanimously that the voting for the 2023 annual elections of officers be done by ballot, using the ballot derived from the informal poll of interest done prior to the start of the meeting, amending the process to include candidates sharing their qualifications and reasons for wanting to serve. McKinney seconded the motion.

Confirmation of Ballot Slate

MOTION 23-01-07: McKinney moved and the motion passed unanimously to accept the 2023 ballot slate as presented. LaPointe seconded the motion.

Slate:

President: Suzanne Burkholder
Vice-President: Terry Nolan
Secretary: Meghann Silverthorn

Candidates Burkholder, Nolan and Silverthorn shared their reasons for wanting the positions and their qualifications.

The board completed its anonymous ballots. Owen-DeLay read the results into the record.

President: Suzanne Burkholder
Vice-President: Terry Nolan
Secretary: Meghann Silverthorn

Appointment of Executive Library Director Succession Committee.

Pasicznyuk reviewed the desire for the board to be ready for action if the case should arise that the board needs to seek and hire an Executive Library Director.

MOTION 23-01-08: Silverthorn moved and the motion passed unanimously to appoint Meghann Silverthorn as chair, Jessica Kallweit as a member, and newly elected Board President Suzanne Burkholder to the Executive Library Director Succession Committee in order to develop an Executive Library Director Succession Plan and bring that plan back to the full board for adoption. Nolan seconded the motion.

Appointment of Representative Opportunities.

Current representatives shared information about what the opportunity entails.

Partnership of Douglas County Governments

Douglas County Libraries is a partner organization of the Partnership of Douglas County Governments, formed to collaborate on countywide initiatives.

Douglas County Youth Initiative

The Douglas County Youth Initiative, a program of the Partnership of Douglas County Governments, supports early intervention and collaboration of youth services in the county.

MOTION 23-01-09: Nolan moved and the motion carried unanimously to appoint Vail as the 2023 board representative for the Partnership of Douglas County Governments, and McKinney as the board representative for the Douglas County Youth Initiative. LaPointe seconded the motion.

Kallweit is the 2023 Board Class I Director for Douglas County Libraries Foundation.

Burkholder mentioned that Silverthorn represents the library on a national level as a board member of the Urban Libraries Council.

Executive Committee Report

Nolan reported that the committee met on the 12th and reviewed the monthly meeting agendas, the Executive Library Director's goals, and conversation for the City of Castle Pines to vacate their lease early.

Policy Committee Report

Nolan reported that the committee met earlier tonight and reviewed Gift/Contribution, Volunteer Policies, and Open Records. The committee has now reviewed all external policies. The attorney reviewed the Access, Collections and Appeals Policies with no recommended changes. We expect the external policies to come to the board for consideration in March.

PARTNER REPORTS

Partnership of Douglas County Governments (PDCG)

Nolan reported that Colorado Counties Inc. and Colorado Municipal League reported on upcoming legislation. There will be some action by the legislature on property taxes, land use, affordable housing, and open records requests.

The library report for the partnership meeting is in the board packet as Board Talking Points.

Douglas County Youth Initiative (DCYI)

LaPointe shared:

- Teen Court in Parker is up and running
- Working on countywide Teen Court
- Standing up a countywide youth council
- Outstanding Youth Awards will be in April

Urban Libraries Council (ULC)

Silverthorn shared that they worked on strategic planning at the last meeting and are now working with a firm to move that process forward. Silverthorn also gave an overview of the

organization and what the focus is, and how Douglas County's voice on this board can help us in the national conversations for libraries. Trustees are welcome to share suggestions concerning the strategic planning.

Douglas County Libraries Foundation

Kallweit reported that the board met this past Monday, approved the 2023 budget, moved some investment dollars to the endowment fund, appointed officers, appointed former library board members Vaughn and Wood to the Foundation board, and elected benefits around Forest of Stories in support of their undesignated \$125,000 donation to the library.

Exploratory Committee to Memorialize Kendrick Castillo

The committee met on January 18. Progress has been made on renaming Lucent Boulevard. There will be a physical memorial in Civic Green Park. The Community Foundation would be used as a vehicle to raise funds. If there are remaining funds, other ideas offered could be funded.

EXECUTIVE SESSION

Pasicznyuk waived the right to hold this discussion in open meeting.

MOTION 23-01-10: Burkholder moved and the motion carried unanimously that the board move into Executive Session, pursuant to C.R.S., Section 24-6-402(4)(f), C.R.S., for the purpose of discussing personnel matters related to the Executive Library Director's annual goals and performance. LaPointe seconded the motion.

The board moved into Executive Session at 6:55 p.m.

RETURN TO OPEN SESSION

The board returned to open meeting at 7:19 p.m.

Burkholder stated: For the record, if any person who participated in the Executive Session believes that any substantial discussion of any matters not included in the motion to go into the Executive Session occurred during the Executive Session, or that any improper action occurred during the Executive Session in violation of Colorado Open Meeting Law, I ask that you state your concerns for the record.

Hearing none, the board proceeded with trustee comments.

TRUSTEE COMMENTS

LaPointe asked that the board clarify that the board should not interact with public or staff at the meeting, outside the Executive Library Director.

Burkholder asked if the board can get information on what is happening with the decision on moving to electronic newspapers made during public comment by Mr. Young.

LaPointe asked if the public is limited in time with their comments. Owen-DeLay responded, yes, the public gets three minutes.

Vail and McKinney both shared appreciation for the board and staff.

UPCOMING BOARD MEETINGS

1. **Board Executive Committee**: February 9, 2023, Castle Pines Library, 8:00 a.m.
2. **Board Policy Committee**: February 22, 2023, Lone Tree Library, 3:00 p.m.
3. **Board Study Session**: February 22, 2023, Lone Tree Library, 4:00 p.m.
(Dinner at 5:00 p.m.)
4. **Board Meeting**: February 22, 2023, Lone Tree Library, 5:30 p.m.

OTHER BOARD CALENDAR ITEMS

1. **Fransen Pittman Castle Rock Project Topping Off Lunch**: February 15, 2023, new Castle Rock Library, 11:30 a.m.
2. **Partnership of Douglas County Governments Meeting**: March 15, 2023, Parker Library, Event Hall, 7:00 a.m.-9:30 a.m. (Breakfast at 7:00 a.m., meeting begins at 7:30 a.m.)

ADJOURN

Burkholder adjourned the meeting at 7:29 p.m.

Respectfully submitted,

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

DATE: Feb 22, 2023

AGENDA ITEM: Budgeted Capital Expenditure over \$50,000 for laptops desktops, and related equipment. Requesting approval for the \$175,000 budgeted for PC replacements.

DISCUSSION: Each year, DCL replaces technology devices at or about a 4-year life cycle. The replacement cycle is set to ensure premium product and service delivery for the public and staff. The 2022 budget includes budget for this annual work. We are requesting board authorization now so that our IT Team has the flexibility to achieve these replacements month-by-month throughout the year.

- We purchase equipment through a competitive process – multiple quotes.
- We retire equipment through a certified recycler – state and federal law.
- The pricing examples listing in the request may vary during the year due to market fluctuations. If unit pricing rises, the library will vary purchase quantities to stay within the board’s authorization or request board approval for a new authorization.

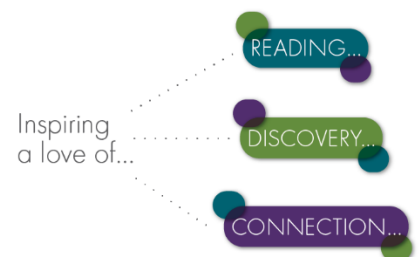
BUDGET IMPACT: \$175,000

Item	Cost	Budgeted Amount
Laptop/Desktop replacements DCL Staff/Public approx. 87 units	\$175,000.00	\$175,000.00

RECOMMENDATION: We recommend that the Board approve this expenditure as presented through the following motion.

MOTION: I move to approve the budgeted capital expenditure of \$175,000.00 for the upgrade and refresh of laptop and desktop computers.

PERSON(S) RESPONSIBLE: Jesse Politi / Jill Corrente





Member Representative Designation Form

Pursuant to Section 10.1(b) of the Intergovernmental Agreement for the Colorado Special Districts Property and Liability Pool (CSD Pool), Douglas County Libraries
District Legal Name

designates the following individuals as its Member Representative and Alternate Member Representative to the CSD Pool to represent the District’s interest in CSD Pool matters on behalf of the District:

Casie Cook
Member Representative (Print)

Jill Corrente
Alternate Member Representative (Print)

Director of Finance
Association/Position in District

Director of Infrastructure Services
Association/Position in District

100 S. Wilcox Street, Castle Rock, CO 80104
Address

100 S. Wilcox Street, Castle Rock, CO 80104
Address

303-688-7623
Phone

303-688-7631
Phone

ccook@dclibraries.org
Email

jcorrente@dclibraries.org
Email

Date Authorized: February 22, 2023

Authorized Signature: _____
By signing this form, you are affirming that you have been authorized to do so by the district’s board of directors.

Signer’s Position: _____



RESOLUTION NUMBER 2023-02-02

A RESOLUTION OF APPRECIATION
HONORING THE SERVICE OF
Daniel Danser
AS A TRUSTEE
DOUGLAS COUNTY LIBRARIES BOARD

WHEREAS, Daniel Danser, as a Trustee on the Douglas County Libraries Board, serving January 2020 to December 2022, significantly contributed to the governance of the Library District;

WHEREAS, the performance of his duties and responsibilities was characterized by dedication to the District's vision of elevating our community by inspiring a love of reading, connection and discovery;

NOW, THEREFORE, BE IT RESOLVED BY THE DOUGLAS COUNTY LIBRARIES DISTRICT BOARD OF TRUSTEES THAT THE SERVICE OF DANIEL DANSER AS A TRUSTEE IS DEEPLY APPRECIATED.

PASSED, APPROVED AND ADOPTED this 22nd day of February 2023 by the Douglas County Libraries Board of Trustees, Douglas County, Colorado on a first and final reading by a unanimous vote.

Douglas County Libraries

Library District

Board of Trustees

Robert W. Pasicznyuk, Library Director

Suzanne Burkholder, Board President



RESOLUTION NUMBER 2023-02-01

A RESOLUTION OF APPRECIATION
HONORING THE SERVICE OF
Dawn P. Vaughn
AS A TRUSTEE
DOUGLAS COUNTY LIBRARIES BOARD

WHEREAS, Dawn P. Vaughn, as a Trustee on the Douglas County Libraries Board, serving January 2020 to December 2022, significantly contributed to the governance of the Library District;

WHEREAS, the performance of her duties and responsibilities was characterized by dedication to the District's vision of elevating our community by inspiring a love of reading, connection and discovery;

NOW, THEREFORE, BE IT RESOLVED BY THE DOUGLAS COUNTY LIBRARIES DISTRICT BOARD OF TRUSTEES THAT THE SERVICE OF DAWN P. VAUGHN AS A TRUSTEE IS DEEPLY APPRECIATED.

PASSED, APPROVED AND ADOPTED this 22nd day of February 2023 by the Douglas County Libraries Board of Trustees, Douglas County, Colorado on a first and final reading by a unanimous vote.

Douglas County Libraries

Library District

Board of Trustees

Robert W. Pasicznyuk, Library Director

Suzanne Burkholder, Board President

DATE: February 22, 2023

AGENDA ITEM: Budget Amendment – New Castle Rock Library Project.

DISCUSSION: This item is coming to the Douglas County Board of Trustees in keeping with Board Policies – Administrative Policy: Budget Amendment of the 2023 Budget Capital Improvement Line for New Castle Rock from \$7,691,735 to \$13,835,103 – transfer of unused and unspent 2022 funds.

The Board of Trustees authorized two resources toward a new Castle Rock Library:

- 1) Motion 21-01-05SP, Motion 21-02-10, and 21-03-03; \$23,824,443: Library construction including design, permitting, and related services.
- 2) Motion 22-08-05; \$2,696,484 – Library Contents including furniture, fixtures, equipment, signs, art, and related services (for example: moving expenses).

Total Project Authorization: \$26,520,927

This budget amendment request does **not** alter those commitments or increase project costs. The project is operating within fiscal boundaries. This amendment merely moves authorized and unspent funds from FY 2022 (Budgeted at \$18,200,000, but only using \$11,483,733) to the 2023 budget to match the timing payout of the project.

Year	Combined Payouts (2021, 2022) and Budget (2023)	
2021		\$1,202,091
2022		\$11,483,733
2023	Combined Castle Rock Capital Budget	\$13,835,103
2024	To be determined depending on carry-over if work extends to 2024	
Total Project Spend and Budget: \$26,520,927		

*Note that the 2023 budget allocation of \$13,835,103 covers all project costs – construction, permits, furniture, fixtures, and equipment. \$11,251,400 is sequestered for construction costs and \$2,583,703 for Library Contents (furniture, fixtures, equipment). Also note that if project payouts languish into 2024, the Library then will not use the entire \$13,835,103 in 2023 and will need to carry over and amend the 2024 budget accordingly.

RECOMMENDATION: Staff recommends the Board amend the 2023 budget in keeping with the remaining pay-out commitments for the Castle Rock project.

FISCAL IMPACT: Castle Rock project funding is entirely capital savings (cash) held in library reserves.

PERSON(S) RESPONSIBLE: Bob Pasicznyuk, Executive Library Director; Casie Cook, Director of Finance

PUBLIC NOTICE

NOTICE AS TO AMENDED 2023 BUDGET

NOTICE 18 of 56 **BEY GIVEN** that an amendment to the 2023 budget has been submitted to the Board of Trustees of the Douglas County Libraries. A copy of such amended 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 at the Lone Tree Library, 10055 Library Way, Lone Tree, CO 80124 on **Wednesday, February 22, 2023 at 5:30 p.m.**

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

Dated: February 16, 2023

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

By: /s/ Robert Pasicznyuk
Library Director

Legal Notice No. 944652

First Publication: February 16, 2023

Last Publication: February 16, 2023

Publisher: Douglas County News-Press



BUDGET 2023

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.

Key Features of the Amended 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	\$1.016
Revenue change		\$0.318	(\$0.172)
Revenue change %		36.6%	(14.5%)

Other Income, comprised of Contributions and Grants, Charges for Services, and Interest Income, is budgeted at a decrease for 2023 of 14.5%. 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;
- 47% 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	\$13.835
Expenditure change		\$9.313	\$3.178
Expenditure change %		692.9%	29.8%

Key improvement projects budgeted for 2023 included building costs of \$11.27 million plus furniture, fixtures, equipment and IT improvements of 2.569 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.



	2023		2023
	Budget	Amendment	Amended Budget
Revenues			
Property Taxes	\$32,436,073		\$32,436,073
Auto Ownership Taxes	1,568,000		1,568,000
Contributions/Grants	305,932		305,932
Charges for Services	514,402		514,402
Interest Income	268,859	(73,076)	195,783
Total Revenue	\$35,093,266	(\$73,076)	\$35,020,190
Growth			
Operating Expenditures			
Salaries and Wages	15,366,598		15,366,598
Benefits	1,354,332		1,354,332
PERA	2,070,244		2,070,244
Library Content	3,934,530		3,934,530
Facility	2,338,387		2,338,387
Technology Equipment & 3rd-Party Services	1,841,551		1,841,551
Library Programs & Outreach	1,259,677		1,259,677
District-Wide Support Costs	1,002,139		1,002,139
Capital Maintenance Projects	632,781		632,781
Other Operating Expenditures	0		0
Subtotal Operating Expenditures	\$29,800,239	\$0	\$29,800,239
Debt Service	\$2,011,625		\$2,011,625
County Treasurer Tax Collection Fee	487,236		487,236
Total Operating, Interest & Fee Expenditures	\$32,299,100	\$0	\$32,299,100
Revenues Over (Under) Operating Expenditures	\$2,794,166	(\$73,076)	\$2,721,090
Non-Operating Revenues (Expenditures)			
Lease Income (Expense), net	\$0		\$0
Lease To Purchase	0		0
Capital Improvement Projects	(7,691,735)	(6,143,368)	(13,835,103)
Total Non-Operating Revenues (Expenditures)	(\$7,691,735)	(\$6,143,368)	(\$13,835,103)
Total Revenues Over (Under) Total Expenditures	(\$4,897,569)	(\$6,216,444)	(\$11,114,013)
Beginning Fund Balance	27,499,953		27,499,953
Ending Fund Balance	\$22,602,384		\$16,385,940

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
RESOLUTION TO AMEND 2023 BUDGET
AND
RE-APPROPRIATE FUNDS FOR 2023
R 2023-02-03

COMES NOW, Suzanne Burkholder, the President of the Board of Trustees of the Douglas County Library (the "Library"), and certifies that at a regular meeting of the Board of Trustees of the Library held, Wednesday, the 22nd day of February, 2023, at 5:30 P.M., the following Resolution was adopted by affirmative vote of a majority of the Board of Trustees, to-wit:

WHEREAS, the Board of Trustees of the Library appropriated funds for the fiscal year 2023 as follows:

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

and;

WHEREAS, the 2023 budget approved and adopted by the Board of Trustees of the Library on December 7, 2022, after due and proper notice did not include sufficient funds in capital expenditures for replacement of the Castle Rock Branch (the Branch) of the Library; and

WHEREAS, the Library signed a Guaranteed Maximum Price (GMP) Design-Build contract (the Contract) with Fransen Pittman on August 18, 2018 for renovation or replacement of the Branch; and

WHEREAS, the Library has been working since 2018 to evaluate alternatives for renovation or replacement of the Branch that met the Library's design objectives and were capable of being funded by the Library's capital reserves; and

WHEREAS, the Library identified a potential alternative for replacement of the Branch with Fransen Pittman in December 2020 subsequent to the approval and adoption by the Board of Trustees of the 2021 budget; and

WHEREAS, the Library has been in negotiations with Fransen Pittman since December 2020 on an amendment to the Contract to replace the Branch; and

WHEREAS, the Library has negotiated an amendment to the Contract (the Amendment) to replace the Branch that meets the Library’s design objectives and will be funded by a portion of the Library’s capital reserves; and

WHEREAS, due and proper notice was published on February 16, 2023 in the Douglas County News Press, indicating (i) the date and time of the hearing at which the adoption of the proposed 2023 budget amendment will be considered; (ii) that the proposed budget amendment is available for inspection by the public at a designated place; and (iii) that any interested persons may file any objections to the proposed budget amendment at any time prior to the final adoption of the budget by the Library, as shown on the publisher’s Affidavit of Publication attached hereto as Exhibit A and incorporated herein by this reference; and

WHEREAS, the proposed budget amendment was open for inspection by the public at a designated place; and

WHEREAS, no interested persons have registered any objections to said proposed budget amendment; and

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

Section 1. The Board of Trustees of the Library hereby approves and adopts the amended 2023 budget attached hereto as Exhibit B and incorporated herein by this reference.

Section 2. The Board of Trustees of the Library hereby confirms and re-appropriates from the revenues and capital reserves of the Library to the General Fund the following sums for the purposes stated:

General Fund:	
Current operating expenses	\$32,299,100
Capital outlay	13,835,103
Emergency reserves	1,093,926
Total general fund appropriations	<u>\$47,228,129</u>

And affirms that any ending fund balances shall be reserved for purposes of Article X, Section 20 of the Colorado Constitution.

Section 3. This resolution shall take effect upon its adoption.

[The remainder of this page is intentionally left blank.]

Whereupon, a motion was made by Trustee _____ and seconded by Trustee _____, and upon a unanimous vote this Resolution was approved by the Board of Trustees.

APPROVED AND ADOPTED THIS 31st DAY OF MARCH 2021.

DOUGLAS COUNTY LIBRARIES

By: Suzanne Burkholder, President

ATTEST:

By: Meghann Silverthorn, Secretary

STATE OF COLORADO
COUNTY OF DOUGLAS
DOUGLAS COUNTY LIBRARIES

I, Meghann Silverthorn, hereby certify that I am a trustee and the duly elected and qualified Secretary of the Douglas County Libraries, and that the foregoing constitutes a true and correct copy of the record of proceedings of the Board of Directors of the District, adopted at a regular meeting of the Board of Trustees of the Douglas County Libraries held on February 22nd, 2023, at the Lone Tree Library, 10055 Library Lane, Lone Tree, CO 80124 as recorded in the official record of the proceedings of the Douglas County Libraries, insofar as said proceedings relate to the budget hearing for fiscal year ending December 31, 2022; that said proceedings were duly had and taken; that the meeting was duly held; and that the persons were present at the meeting as therein shown.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed the official seal of the District this _____ day of _____ 2023

Meghann Silverthorn,

[SEAL]

EXHIBIT A

Notice of Regular Meeting
Affidavit of Publication
Notice as to Proposed 2023 Budget Amendment

EXHIBIT B

Amended 2023 Budget

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, February 22nd, 2023 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 of Trustees as stated therein.

Suzanne Burkholder

Jessica Kallweit

Rick LaPointe

Terry R. Nolan

Meghann Silverthorn

Zach McKinney

Ted Vail

EXECUTIVE LIBRARY DIRECTOR'S REPORT

Bob Pasicznyuk

February 2023

FOLLOW UP

- New Castle Rock Building Project
 - Amend the 2023 budget for project cash flow (less in 2022 and more in 2023). See Budget Amendment Memo for detail.
 - Topping-off celebration date change to 3/16/2023.
 - 60% project completion (billing and work). Interior ahead of exterior.
 - To be completed
 - Exterior systems
 - Interior finishes
 - Branch move and transition
 - Demolition and parking-lot creation
 - Fiscal Position
 - Allowances and Contingencies Remaining, \$728,605
 - Remaining construction pay-outs and retention, \$9,017,708
 - Timing and Schedule
 - Request for transition closure to the Board, March 2023
 - Move-in and Transition Begins, May 2023
 - Tentative Library Closure Begins, May 22, 2023
 - Demolition of the current building, June 17, 2023
 - Tentative Grand Opening, August 26, 2023
- District Holidays: Email Poll Passed; Calendar updated; Floating holidays in place.
- Digital Newspapers: Use Pattern
 - Historic use data for past physical newspapers – Not available for comparison
 - January, 2023:
 - ~341 total hours in-house, digital newspaper use.
 - Accesses, Pages Viewed
 - New York Times: 882, 2200
 - Wall Street Journal: 323, 2361
 - Barron's: 93, 932

BUSINESS PLAN, OPERATIONS AND STRATEGY

Gallup Survey: Progressing on schedule.

City of Castle Pines Move: Agreement, March 2023; Cost Estimation for 2024 budget renovation is underway.

Library Accomplishments: Please review each Division’s Quarterly Reports highlighting workplan accomplishments and customer offerings.

PROFESSIONAL TRENDS AND ANALYSIS

Legislature. First bill limiting property tax collections 2024 made at a cap of 4%. Colorado Association of Libraries’ Lobbyist believes that the bill will not gather significant support. The Lobbyist believes that the Governor will unveil a plan in the next 2 months with the legislature that will limit collections, but not at the 4% level.

Legal Risks: [High Plains Library District discriminated against fired librarian, state says \(denverpost.com\)](https://www.denverpost.com) - The current legal and political climate validates our Libraries practice and need to approve Library investments, productions, events, and activities.

Analysis: See KPI Report

BUSINESS OPPORTUNITIES & RISKS

Staff Safety. Our Library’s safety task-force is completing work with the Douglas County Sheriff for staff 2023 training. Our staff handbook and onboarding practices are up-to-date for a zero-tolerance expectation of threats and violence against DCL staff.

Parker Mainstreet. The town of Parker is pursuing economic development opportunities that will in several years change the landscape surrounding our Parker Library – density, business opportunities, new business, and parking capacity challenges. The parking lot adjacent to the PACE (figure C) will give way to a residential and commercial development. A new elevated parking garage will buttress parking capacity. The vacant lot adjacent to the Library (figure D) and park will in-fill with residential and commercial development. The vacant land across Pine drive will also fill as well with commercial development.

PARKER - My Mainstreet Parcels



BOARD TALKING POINTS

Castle Rock Library New Build

- A new Castle Rock Library is part of a decade-long commitment to upgrade all DCL facilities.
- The new library will be on par with libraries in Parker and Highlands Ranch.
- Castle Rock growth and the library's age made it a priority for improvement.
- The Library is funding the facility through annual cash, capital savings.

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.

Key Performance Indicator Data

About the KPI: The KPI Data Key follows at the end of this report
Q4, 2022

Executive Summary

The Library's NetPromoter Score (NPS) represents a monthly appraisal or estimate of our Library's value gleaned from a valid and random sample of our customers. NPS is our Library's canary in the mine – trending gives us the best overall gauge of Library success. Our NPS is steady and remains in the superlative position.

Customary Library use metrics (door counts and the like) continue to rebound against the pandemic skew.

- Colorado Gives Day (12/2022) garnered our Library's highest number of donor participants in our history.
- Partnerships grew strategically - DCSD, mental health and senior organizations.
- The Library's first full year of performance feedback skews positive, but hastened separations not captured in KPI and is yielding necessary documentation.

External Health – The Library's Business

Net Promoter Score (NPS) How DCL users feel about our brand

86.28	October - December 2022
87	Average monthly score October - December 2021

Use

Active Customers

59.95%	December 2022
59.45%	December 2021

Door Count

316,459	October - December 2022
300,168	October - December 2021
1,326,756	2022 Total
858,152	2021 Total

Website Visits

452,855	October - December 2022
426,911	October - December 2021
1,946,272	2022 Total
1,792,158	2021 Total

Community Engagement

Resource Donors

1,366	October - December 2022
1,345	October - December 2021

Indirect Outreach/Impressions

24,979,636	October - December 2022
12,980,722	October - December 2021

Partnerships

144	EOY 2022
127	EOY 2021

Direct Outreach

7,078	October - December 2022
1,240	October - December 2021

Internal Health – The Business of the Library

Gallup Survey – Scheduled and Reporting End of Q3 2023

Turnover and Staffing

January – December 2022

Score: 27.7%

Sector Benchmark: 40.4%; Subsector Benchmark: 29.6%

Performance Management

July – December 2022

Aggregate Scoring

Opportunities for Development	1
Keep up the Good Work	252
Premium Performance	36
Above and Beyond Achievement	2

KPI Data Key

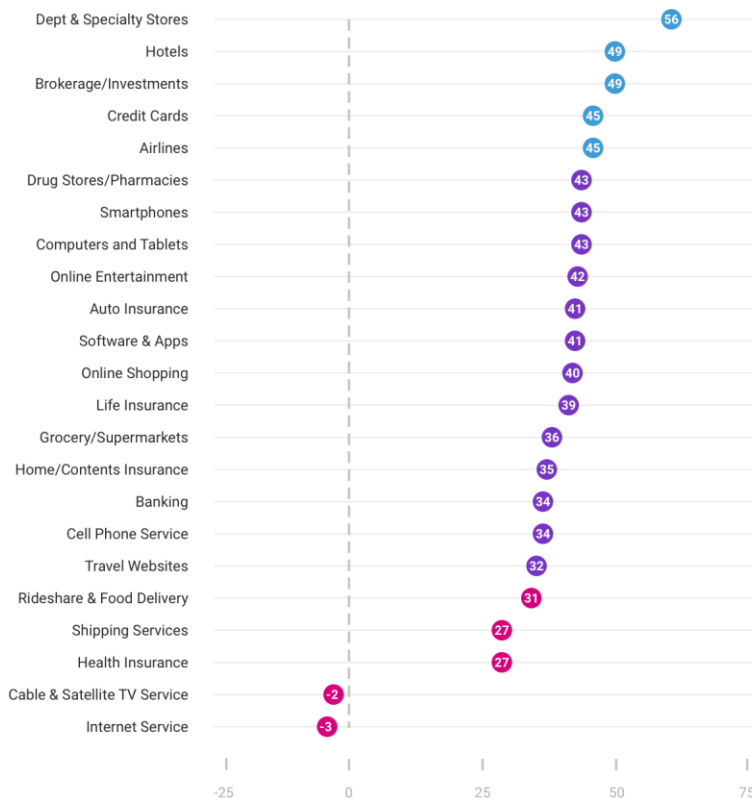
About KPI. Our Library’s Key Performance indicators are a set of data that we monitor to understand trends correlating to the health or effectiveness of our work. Rather than an apologetic or marketing opportunity, the data intends to disclose areas of risk, accomplishment, improvement, and excellence. We are looking for areas where we might pivot, sustain, or work to further understand our external and internal customers.

Our KPI is divided into two sections – external and internal customers.

External Health – The Business of the Library

NetPromoter Score or NPS is an oft-used industry tool to disclose trending in customer experience. Each month, our contacts a random sample of 1,000 Library customers to glean our NPS rating. If trending suggests that we dig deeper, we can follow-up with detailed questions.

<https://www.medallia.com/net-promoter-score/>



Use Indicators

Active Customers is the percentage of Douglas County households with an active library card. We are using the state’s definition of “active” to make apples-to-apples comparisons with others – accounts that customers have used in the past 3 years.

Door Count. Our Library employs video-based, pattern-recognition systems counting customer traffic at entrances.

Website Visits. Unique, individual customer accesses of the Library's website, catalog, and related systems.

Community Engagement Indicators

Donors: Those who choose to support our Library with time and treasure beyond our mill levy / taxes.

Impressions: Opportunities for the community to encounter the DCL Brand via any of our channels – social networking, advertisements, email, events, and more.

Partnerships: Organizations that are actively working with DCL.

Direct Outreach: Customers who engage Library services outside our doors. For example: The Library provides storytime to next to every daycare provider in Douglas County.

Internal Health – The Business of the Library

Gallup Survey: A system to track and gauge staff engagement. <https://www.gallup.com/workplace/>

Turnover and Staffing: The Library compiles our overall turnover rate and makes comparisons with similar industries via *Paylocity*, our Human Resources Information System.

Performance Management: Library supervisors appraise performance both constantly and twice annually to reward solid performance, redirect ineffective performance, attract, and retain talent.



Quarterly Report of Cash and Investments
December 2022

<u>Institution</u>	<u>% of Total</u>	<u>Value</u>	<u>Maturity Date</u>	<u>Interest YTD</u>	<u>Annual Yield</u>
Cash					
Colotrust *	74.44%	\$19,816,393	N/A	\$ 322,061	1.96%
Independent Bank	0.72%	192,442	N/A	52	0.02%
Wells Fargo Bank	0.21%	55,282	N/A	-	0.00%
CSIP Liquid*	0.03%	8,711	N/A	38,221	1.32%
CSIP Term**	24.58%	6,544,209	01/03/23	131,974	0.78%
Cash in Use	0.01%	2,319	N/A	-	
Total Cash	100.00%	<u>26,619,355</u>		<u>492,308</u>	
Property tax interest				29,021	
Total Cash and Investments		<u><u>\$26,619,355</u></u>		<u><u>\$ 521,329</u></u>	

NOTES:

* Variable rate account.

** Multiple terms and rates

2022 Annual Strategic Plan Active Responses Progress Report

Strategic Priority: Vibrant Libraries

Response: Create and feature fun, unexpected visual and interactive exhibits that encourage library visits.

In 2022, we launched the exhibits response with Forest of Stories, a display of more than 120 literary-themed decorated trees at all seven library locations. Customers raved about the exhibit and associated activities, such as the scavenger hunt.

In 2023 we will determine improvements to be made to the exhibit, and will use some decorations again while also creating some new themes.



Response: Activate Playscapes for imaginative play, cognitive development, and socialization.

To kick off work on the ever popular Playscapes, Youth & Family Services staff contributed ideas and the design team created content, such as shopping lists and recipe cards for the Highlands Ranch (HI) Market. We also partnered with a vendor to design new Playscape implements, such as a food truck and diner for HI, and a veterinarians' office for Lone Tree. We purchased a magnet board for supplemental activities in Parker, to pair with the mechanic shop Playscape at that location.



This response will not be continued in 2023 as part of the strategic plan. Rather, the work initially planned for 2022 that has been held up due to supply chain issues will be completed and we will sunset this response in favor of integrating Playscape maintenance and activation into our day-to-day work.

Strategic Priority: Beyond Our Walls

Response: Sponsor local kids' activities to raise brand awareness among kids and their parents, grandparents, and other supporters.

In 2022, sponsorships achieved DCL visibility via advertising in youth sports organizations, the Douglas County School District, public sports venues, performing arts organizations, recreation centers, parks, visual arts organizations, and the DC Fair & Rodeo. Our 2022 impressions from this work = 44,441,654, conservatively. Our support of youth and community organizations has been well-received by our partners, which are almost all nonprofits themselves.



In 2023 we will consider opportunities for adding sponsorship activations, e.g., doing DCL outreach at events/venues we sponsor. We will also continue collecting/compiling project data (expenditures, placements, impressions, and concerns).

Response: Reprise and improve the popular DCL Brew Tour.

Nearly 2,300 people participated in the 2022 DCL Brew Tour, with about 1,000 of those coming from pre-registration outreach. Anecdotally, our Brew Tour partners enjoyed increased traffic over the two months of the Brew Tour, with over 5,100 visits logged via Beanstack. Response to events was greater than anticipated, with many folks who wanted to attend unable to do so. We added events in September, so that more customers could earn points/rewards.

We will kick off 2023 DCL Brew Tour events in the third quarter! Leftover items will be repurposed/reused for the 2023 event as outreach giveaways, prizes, etc.



Strategic Priority: Community Service

Response: Identify and provide library services to support mental health in Douglas County.

In May, 2022 (Mental Health Awareness Month), we started promoting DCL awareness of the mental health strategy. DCL's Learning & Development department surveyed staff and provided summer health and wellness workshops based on feedback received. Additional wellness kits were created, made available, and are checking out. Several departments and community agencies worked together to partner with a Girl Scout in our community to create teen wellness kits. Adult kits also benefited from community collaboration.

DCL's new benefits broker will present a wellness program in 2023, a Mental Health Awareness exhibit will be on display at several DCL locations from February-May, and new Grandparent Kits for preschool and school-aged kids will be rolled out in June.

Response: Serve as a destination for Douglas County seniors to congregate, learn and socialize.

In 2022, we created an outreach "menu of services" to ensure consistency and continuity of services. We also collaborated with Parker Parks & Recreation to secure a monthly Senior Support Series at Parker, and completed the 2022 Lifelong Learning fall series. Lastly, we held weekly Coffee Chats to provide a space for older adults to meet new people and discuss local issues or current events.

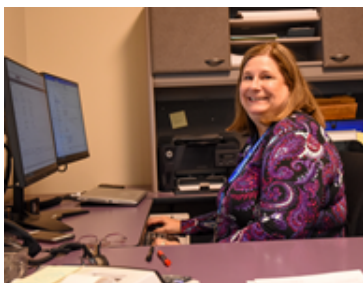


This year we will host AARP tax assistance at three locations, and host Osher Lifelong Learning Institute at the University of Denver (OLLI) classes to offer older adults monthly learning opportunities in a relaxed and non-competitive atmosphere.

Strategic Priority: Fortify Infrastructure

Response: Create an organized and accessible information storage structure that meets staff, customer and retention needs.

In 2022, this response team created documentation with details on storage options, their recommended use, and best practices; documentation is under review. We have also hired a consultant to help with records retention. In 2023, research and strategies will be put into practice organization-wide.



Response: 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.

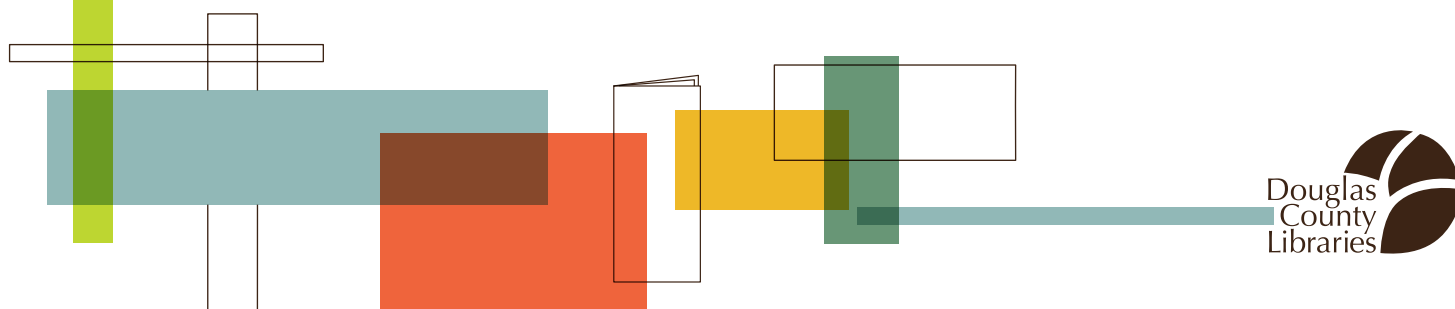
In 2022, a workplace procedure was drafted to address how remote, virtual and hybrid employees should be equipped. The Senior Leadership Team reviewed the draft and is finalizing feedback on the proposed procedures. For 2023, an equipment package and remote/hybrid work expectations will be formally implemented, and budget for additional needs in 2024 will be created.

Response: Identify a “green building” certification program for DCL, plus waste-reduction and energy, time and water-saving measures at all DCL locations.

In 2022 the response team studied “green building” standards and determined costs and workloads associated with adopting them. This response is on hold in 2023 due to workload and budget restraints. Rather, the team will evaluate advantages gained in the new Castle Rock building, and look to adopt them at our other locations.

Response: Develop an organizational data strategy detailing how we capture, use, analyze and make decisions based on data.

With help from a consultant in 2022, we completed a workflow and guidebook with several initiatives as test cases. Five staff outside of the response team reviewed the guidebook for clarity. Directors, managers and supervisors will attend in-person data literacy training on March 7, 2023.



Strategic Priority: Fortify Infrastructure (continued)

Response: DCL will work with Douglas County Sheriff to validate and adapt our practices, procedures, and training to contemporary safety standards.

In second quarter of 2022, walk-through audits were conducted at all branches. We were able to identify several common fixes across branches that should be relatively easy to implement (convex safety mirrors, staff door peepholes, exterior lighting and camera positioning). Deputy McKnight did not feel that an additional on-site security presence (guards) was necessary at this time.

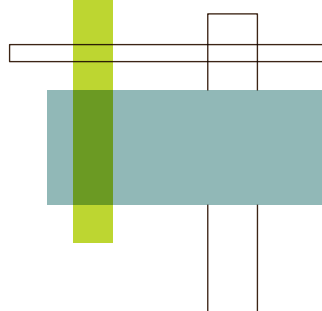
The physical security improvements recommended in Deputy McKnight's security audit of DCL properties were approved in the 2023 budget and will be scheduled for installation by DCL Facilities. Deputy McKnight has also developed a "situational awareness" security training program for the County which he'll share with us to either use "as is" or modify and adapt to DCL.

Response: Identify and implement volunteer integration in every DCL division, to fundamentally leverage volunteers and their skills to significantly increase organizational capacity.

Opportunities to increase volunteer services within DCL were assessed in 2022. Interviews were held in September with each director and/or division manager to perform a needs assessment within their division. Ideas were shared on potential volunteer roles, strengths and value of DCL volunteers, measuring success, and how directors can be involved in our success.



In 2023, data points and metrics for success will be determined and we will begin to measure current state of DCL volunteerism according to these measurements. Additionally, we will pilot new Materials Handling volunteer positions in the first quarter; assuming success of the pilot, we will make these new opportunities available district-wide. This year we will also craft a plan for infrastructure to make this strategic response sustainable.



Community Engagement Division Report

Amber DeBerry
4th Quarter, 2022

One of Community Engagement's busiest months is December. In the fourth quarter of 2022, and over the bustling holiday season, we hosted over 25 themed events and launched a major new exhibit, Forest of Stories.

While Community Engagement is comprised of six individual departments, the Division's work is closely tied together. The Division staff support the major projects and events and often work as a larger team to make it all happen.

Department Highlights

Community Services and Partnerships

Dolly Parton's Imagination Library: The team worked through fourth quarter to prepare for the January 2023 launch of the Imagination Library.

Douglas County Libraries is partnering with Dolly Parton's Imagination Library (DPIL) to connect children from birth to age five with FREE books delivered to their homes every month.

Dolly Parton began her Imagination Library in 1995 in her hometown in Tennessee to get books into the homes of every child under the age of five.

Reading to children early and often builds strong foundations in literacy, encourages a love of reading, and increases the potential for learning success in school. We're excited to put great books into the hands of children across Douglas County to provide even more opportunities to read together. Through Dolly Parton's Imagination Library, children from birth to age five receive a free book each month, sent straight to their home, that they get to keep.

Signing up is easy! Interested community members may register their child(ren) from birth to age five to get started receiving high-quality, age-appropriate books every month, at no cost to them at DCL.org/imagination-library.

Adult Literacy Services: In 2022, DCL helped 11 people earn their GED, saw 229 participants at Practice Your English (PYE) sessions, and helped five people become U.S. citizens.

Vitalant Community Partnership Blood Drives: The Christmas Eve blood drive at DCL saw 34 donors who registered and 30 were able to give, including four who gave a double unit of red cells, bringing our total donations to 34. In 2022, a total of 430 donations were given.

Holiday Outreach: We participated in five community celebrations during the holiday season, including Lone Tree Merry Days and Castle Rock Starlighting.

Events & Hospitality (E&H)

Special Occasions: Our E&H team hosted two beautiful weddings, a sweet 16 extravaganza, and several holiday parties during fourth quarter.

Birthday Parties: 26 groups were hosted to a special DCL birthday party!

Marketing & Communications

Website: We launched a new marketing design package for our homepage in the fourth quarter of 2022, using more photography and updated graphic styles.

Colorado Gives Day: We launched a major digital campaign to support the Foundation's effort to raise money through Colorado Gives Day.

Forest of Stories: We created a creative campaign to promote Forest of Stories, which included a digital scavenger hunt and radio, social media, and online video advertising content.

Special Events

Holiday Happenings: In the fourth quarter 2022, we hosted over 1,200 people at our popular Storybook Holiday Halloween and Storybook Holiday Winter events. Nearly 1,400 people visited with Santa at Santa Visits at DCL, and about 200 people enjoyed a holiday concert over the season.

Battle of the Books: Battle of the Books, Douglas County Libraries' bowl-style book trivia tournament, returns for a 14th season of in-person competition for students in grades 3-6. This year, 43 schools are participating—that's about 64% of all elementary schools in Douglas County.

Visual Design, Arts & Archives

Forest of Stories: Forest of Stories was open November 19, 2022-January 8, 2023. The Visual Design, Arts & Archives team led this project. Through careful project management and planning, along with their creative expertise, they built a cross-division team that created magical experiences for DCL customers throughout the holiday season. This exhibit featured over 120 decorated trees and every department at DCL was involved in making this inaugural holiday exhibit a success.

The Sammy Project: Beginning in February 2023, Douglas County Libraries will host The Sammy Project, a photography exhibit by Whitney Yeager on Mental Health. Per Yeager's website, the exhibit's mission is to honor her late son and to "lay the foundation toward destigmatizing mental health." This show, featuring portraits and stories of people living with mental health challenges, will be displayed February-May 2023 at various DCL locations.

Volunteer Services

New Manager: We interviewed and hired a new Volunteer Services Manager in December 2022. Michael King joined Community Engagement as the new Volunteer Services Manager in January 2023. Michael has years of supervisory, managerial, and library experience and was formerly a Volunteer Services Coordinator at DCL before becoming a supervisor here.

His strong character and positive attitude align with DCL’s core values, and we are thrilled he has joined the management team.

Volunteers: In fourth quarter 2022, 468 volunteers donated 5,617 hours of support.

Douglas County Libraries Foundation


Fête de Fables Annual Galas: A total of \$98,500 was raised in gross revenue with \$14,740 of in-kind donations at the Hansel & Gretel-themed events. About 500 attendees joined us for the two fundraising events.

Colorado Gives Day: The Foundation’s annual giving campaign was a success. From November 1-December 6, we had 636 individual donors give \$61,035—240 of these donors were first-time donors.

Rose Community Foundation Grant: The Foundation applied for and received a \$2,000 grant in support of DCL’s Forest of Stories exhibit.

Customer Comments & Feedback

Douglas County Libraries [📍](#)
9292 South Ridgeline Boulevard, Highlands Ranch, Colorado 80129




Michael Burmeister
★★★★★ 4 weeks ago

A nice little library branch. As always, a very friendly, helpful staff. Each branch has a differently themed children's area. This one is a US Post Office/UPS theme with an office, uniforms, mail, and a delivery truck. Kids love it.

⋮


Douglas County Libraries [📍](#)
10055 Library Way, Lone Tree, CO 80124




Jeff N. Mimi Sadler
★★★★★ 6 weeks ago

Bright clean atmosphere. 2nd Douglas Co library we've been to. Love the architecture, copious amounts of windows, & open space.

⋮





Prophecy By Queen
★☆☆☆☆ 2 weeks ago

Highland Park Library staff should be embarrassed. The short blonde young lady who usually works with kids ironically decides to pick up trash from the ground and place it right next to my baby's food while he is eating on her lunch break. We were not bothering anyone. So we left the trash SHE placed on the table right were she put it. She is disgusting. Then the library had the audacity to get the police involved and ban me. You banned me for three months, I ban you for a lifetime from any prayer to my Father and any favor from me with Thee exception of one. (You know who you are!). 1000 fold! To the rest of Highlands Ranch staff who were involved, your prayers will be rejected until you submit to My Father, Thee Living God, Alpha Omega. -MESSIAH (BOW)

↩ Reply

⋮



Sheane Enstrom

★★★★★ 4 weeks ago

Kids love it here! They ask to go often! Love the activities provided! Great staff as well very kind and helpful!

[Reply](#)

Douglas County Libraries [📍](#)

100 S Wilcox St, Castle Rock, CO 80104



Kimi

★★★★★ 3 weeks ago

As a homeschooling family, the library is apart of our routine. I love that they have such a wonderful kids area, its off to its own big room, with play kitchen/puppet area for imagination play and making new friends, seats for kids to read. They often have coloring table available as well, and the books are plentiful. Its very friendly to special needs children especially the staff who always speak to our special needs son who is a teenager non verbal and in a wheelchair. We are so excited for the new building!

https://www.linkedin.com/posts/megan-heffernan-2203555_i-heard-some-amazing-parting-words-the-other-ugcPost-7020871080475058176-IIFG

“Thank you so much for such a sweet note. I moved here two years ago from South Carolina and was so happy to find that I was walking distance to the Highlands Ranch library. It’s a lovely facility and always seems to have so many neat programs going on, especially in the summer for the children. My son and his wife, who also live here, had told me what a nice library it is and they were right! They are there borrowing books at least once a week. My son remembers that, as he was growing up, I told him he should always be able to have an answer to the question “What are you reading?” and he always does! Never easy to inspire boys to read! We are so blessed to have Douglas County libraries in our community, and I hope my small donation can help with future programs. Thank you for your work in making the libraries warm and welcoming and stimulating places.”

“I love the DC libraries. The staff are always so helpful. I belong to a couple of women’s groups, and we use your meeting rooms. I have needed help with the AV and someone is there to help.”

First time donor: “Thank you for your personal email! It means a lot. My 3-year-old and I had such a great time at the recent holiday event at the Lone Tree branch. DCL is amazing library system and happy to help contribute.”

Media Mentions

- Highlands Ranch Herald: [Forest of Stories comes to libraries](#)
- Denver 7: [Best Things to Do For the Weekend - Forest of Stories](#)
- Highlands Ranch City Lifestyle Magazine: [DCL Volunteer Named Colorado Volunteer of the Year](#)
- Highlands Ranch Herald: [Gardens light up the night for holidays: Visual treat at libraries](#)
- Highlands Ranch City Lifestyle: [Summer Reading Unlocks Rewards for Schools and Local Nonprofit](#)
- Parker City Lifestyle: [Forest of Stories Free Interactive Exhibit at Douglas County Libraries](#)
- 303 Magazine: [The Parker Recording Studio Is Completely Free – And a Library Card is Your Key In](#)

Customer Experience Division Report

Julianne Griffin
4th Quarter, 2022

Highlights from 2022

- DCL Courier was launched with our first in-house Courier Driver hired in November.
- 118,720 visitors participated in DCL storytimes
- The CX division, along with much help from Facilities and Community Engagement, launched a “5S” process (Sort, Straighten, Shine, Standardize, and Sustain), in the division no longer needing off-site storage.
- 25 Customer Experience Associates (CEA’s) were promoted to a new CEA II position, creating more opportunities for learning and leadership.
- Our new service model, Creative Engagement, Responsive Engagement (CARE) training video was completed, along with the creation of the 6 Building Blocks of CARE to drive the learning home:
 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. 6. Approach engagement with an open and curious mind by assuming others’ best intentions.
- Person in Charge (PIC) training received a major overhaul, and 5 sessions of the new training course were offered to all employees that may serve as PIC, regardless of department or location.

2023 Division Priorities & Work Plan

The following 3 priorities and their subsequent tactics make up the majority of the division’s 2023 work plan. Future quarterly reports will reflect progress on these priorities.

Efficient and Effective Operations

- Determine a data-based staffing model and a scheduling solution that allows the district to migrate to a software that works with existing systems and/or saves supervisor time.
- Coordinate an annual review of all procedures in the OneDCL Procedures Manual.
- In collaboration with Volunteer Services, create three new and expanded volunteer roles to support Materials Handling.

New Building Transition Support & Leadership

- Complete the Call Center decentralization prior to the PSM building closure.
- Establish a training and transition plan for MH staff, which includes hiring additional staff as needed to prepare for higher volume in the new building.
- Coordinate all division needs to smoothly transition into the new building based on the timeline for the defined projects.

Improved Customer Experience

- Roll out the CARE Service model that will be applied to coworkers, customers, and the library environment with training and practice opportunities.
- Create clarity, consistency, defined scope and goals for youth book clubs, TLC, and virtual storytimes.
- Initiate the new DCL Courier Service which will provide hauling support for the entire district and streamline our delivery process to customers and staff.

Infrastructure Services Division Report

Jill Corrente

4th Quarter, 2022

Infrastructure Services (IS) is comprised of Collection Services, Facilities, Human Resources, IT, and Learning & Development. Our primary focus is supporting DCL staff, effectively and efficiently, making sure they have the technology, employee support and professional development they need to serve DCL's customers at a premium level.

2022 Workplan Highlights and Accomplishments

Collection Services

- Worked with collection vendors to conduct equity, diversity and inclusion audits on our current holdings to ensure that all Douglas County demographics are represented in DCL's collection. Collection Development Librarians reviewed the audit reports in conjunction with census data on the county's makeup to select appropriate titles to add to the collection. State grant money was used to support these purchases.
- Ran a yearlong digital newspaper pilot funded by an ARPA grant. Benefits to this format include:
 - Consistent newspaper package at all DCL libraries. Press Reader (which includes access to thousands of newspapers and magazines in one subscription), Barron's, Wall Street Journal and New York Times are even available to our customers via their own devices anywhere at any time free of charge.
 - No interruption to newspapers due to delivery issues.
 - Access to the entire archive of back issues in addition to the daily issue.
 - Extensive accessibility functionality via iPads and other devices, including a screen reader, options to adjust display and text size, and subtitles and captioning.

Human Resources

- Selected a new insurance broker and worked with them to evaluate a full market analysis to craft a benefits package for employees that provides great coverage and value.
- Implemented and administered the new DCL performance feedback system to engage employees in a forward-focused process that provides consistent and transparent performance feedback across DCL.
- Managed 87 hires, 85 terminations, and 977 employee changes.

Information Technology

- Focused on keeping DCL technology safe, secure, up-to-date, and accessible. Much of this happens behind the scenes and includes updating firewalls, wireless access points, and staff and customer-facing computers and laptops. The IT team upgraded wireless

services at Parker, Highlands Ranch, Lone Tree, and Castle Pines. Lone Tree even got wireless set up on one of the terraces.

- Worked with infrastructure technology vendors to plan and prepare for the new Castle Rock facility.

Facilities

- Maintained over 176,000 sq ft of facilities in our six branches throughout Douglas County to ensure safe and welcoming libraries.
- Ensured that critical items were where they needed to be when they needed to be there, whether in supporting a major event, moving the Community Engagement Division to the Castle Rock Annex, or partnering with Collection Services on collection shelving and holiday collection moves. The Facilities team hauled and set up over 100 trees for Forest of Stories and over 400 bins of seasonal books.

Learning & Development

- Supported DCL strategic work on safety, remote work, and mental health.
- Worked with the Customer Experience team to create Person-in-Charge (PIC) and CARE (Creative, Action, Responsive, Engagement) in-person and training videos for DCL staff.
- Curated a summer wellness series of classes for staff to address both work- and home-related anxiety and stress.

Team Spotlight on Learning & Development

L&D's Mission:

Learning & Development (L&D) provides learning and professional development opportunities and tools for all staff and aligns all learning opportunities with DCL's vision, values, and brand story. L&D also provides individual instruction and consultation for all departments upon request.

Structure:

1 Manager / 1 Supervisor / 1 Instructional Designer (coming in 2023) / 3 Learning & Development Liaisons

Fun Fact: Together the L&D Department brings over 150 years of combined L&D experience to DCL!

2023 Q1 IS Workplan Benchmarks

- Work with the Data Strategy response team to roll out a DCL specific data strategy guidebook and training
- Expand Facilities shop and storage
- Kick off a market analysis compensation project with Brown & Brown
- Create a Supervisor Development Academy
- Update cybersecurity infrastructure and deploy district servers
- Support the rollout of the DCL CARE model of service delivery