

DOUGLAS COUNTY LIBRARIES

BOARD BUDGET PUBLIC HEARING AND BUSINESS MEETING

Wednesday, December 4, 2024, 5:30 p.m., Philip and Jerry Miller Library, Castle Rock, CO

| Agenda Topic | Presenter | Page |
|--|------------------|---------------------------|
| Call meeting to Order | Terry Nolan | |
| Attendance | | |
| Public Comment | | |
| Consent Agenda Recommendation(s) Memo | Terry Nolan | <u>3</u> |
| 1. Minutes 102324 Board Business Meeting | | <u>4</u> |
| 2. Minutes 112624 Board Special Meeting | | <u>9</u> |
| 3. Playscapes Email Poll Ratification | | <u>11</u> |
| 4. Colorado Open Records Request Policy Memo | | <u>12</u> |
| 5. Citizen Review Request Policy Memo | | <u>14</u> |
| 6. Cyber Event Final Accounting | | <u>17</u> |

Library Business Terry Nolan

*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.*

Budget Public Hearing

Return to Business Meeting

Action Items

- Adoption of 2025 Budget *Separate Budget Packet*
- Castle Rock Brickyard Urban Renewal Authority Intergovernmental Agreement Memo [18](#)
- Recognition of Retiring Trustee Kallweit [19](#)

Executive Library Director Report Bob Pasicznyuk [20](#)

Partner Reports

- Partnership of Douglas County Governments
- Douglas County Youth Initiative
- Urban Libraries Council
- Foundation

Executive Session

Pursuant to C.R.S., Section 24-6-402(4)(f), C.R.S., for the purposes of discussing personnel matters related to the Executive Library Director's compensation and contract.

Return to Open Meeting

Trustee Comments

Upcoming Board Meetings

- December 12, 2024 Executive Committee Meeting, Castle Pines Library, Castle Pines, 8:00 a.m.
- January 16, 2025, Executive Committee Meeting, Castle Pines Library, Castle Pines, 8:00 a.m.
- January 29, 2025, Philip & Jerry Miller Library, Castle Rock
 - Board Study Session, 4:00 p.m. (Dinner at 5:00 p.m.)
 - Board Business Meeting, 5:30 p.m.

Other Meetings:

- **Partnership of Douglas County Governments:** January 15, 2025, Location and time to be announced.

Adjourn

MEMO

| | |
|----------|---|
| To: | Douglas County Libraries Board of Trustees |
| Date: | December 4, 2024 |
| From: | Patti Owen-DeLay |
| Subject: | Consent Agenda Recommendation(s) |

ISSUE: Review and approve Consent Agenda item(s).

DISCUSSION: The Consent Agenda follows the process outlined below:

- Items will be recommended as norm or appropriate for the Consent Agenda
- Any board member can suggest adding or pulling items from the Consent Agenda
- It takes a motion and unanimous vote to add items to the Consent Agenda
- Any one board member can request to pull consent items for further discussion, which will then be moved for discussion and possible action under Library Business
- Motion recommendation will be accepted as proposed; if an amended motion is needed, we will pull the item from the Consent Agenda to accomplish this

Consent Agenda Item(s) for this meeting is/are:

1. Minutes 102324 Board Business Meeting
2. Minutes 112624 Board Special Meeting
3. Playscapes Email Poll Ratification
4. Colorado Open Records Request Policy Memo
5. Citizen Review Request Policy Memo
6. Cyber Event Final Accounting

RECOMMENDATION: Move to approve the consent agenda item(s) as presented, or as amended (if an item or items were pulled).

The motion in the board meeting minutes will name all items approved as part of the Consent Agenda.

DOUGLAS COUNTY LIBRARIES
Board of Trustees Business Meeting
October 23, 2024
Castle Rock, CO

President Nolan called the business 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, and Meghann Silverthorn

Ted Vail was absent. The absence was excused. A quorum was present.

Rick LaPointe attended via conference phone.

STAFF: Bob Pasicznyuk, Casie Cook, Amber DeBerry, Terrell Brown, Rheann Brekke, Robb Luinstra, Dave Meyer, Jesse Politi, Kate Prestwood, and Patti Owen-DeLay

SECURITY: Officer Yowell, Castle Rock Police

PUBLIC: Jeff Pittman, Fransen Pittman, and Calvin McKinney

PUBLIC COMMENT: None

CONSENT AGENDA

1. Minutes September 25, 2024, Board Business Meeting
2. Budgeted Capital Expenditure – Highlands Ranch Library Entryway

MOTION 24-10-01: Burkholder moved and the motion carried unanimously to approve the minutes of September 25, 2024, and the Budgeted Capital Expenditure for Highlands Ranch library entryway as presented. McKinney seconded the motion.

LIBRARY BUSINESS

No trustee declared any conflict of interest for any business before the board during this meeting.

Douglas County Youth Initiative Intergovernmental Agreement Increase in Funding
McKinney reviewed the request, sharing that it is an increase from \$18,000 to \$25,000. He highlighted a number of the initiative's programs.

MOTION 24-10-02: McKinney moved to accept the Intergovernmental Agreement for the Douglas County Youth Initiative with a \$25,000 increase in funding as presented. Burkholder seconded the motion. Silverthorn proposed a motion amendment.

Silverthorn proposed a revised motion requiring a five-year term limit and a revisit to the Intergovernmental Agreement where the board could then discuss the expenditure and its continued value versus allowing it to be a self-renewing commitment.

Nolan recommended not accepting the proposed amendment because we have a representative on their board, and we can end it by not funding it and by providing notice to the partners. It would also require all the partners agreeing to this amendment.

MOTION 24-10-03: Silverthorn moved and the motion failed four to two to amend, as stated above, the Intergovernmental Agreement for the Douglas County Youth Initiative with a \$25,000 increase. McKinney seconded the motion.

Upon failure of the amended motion, the board returned to the original motion (Motion 24-10-02, now Motion 24-10-04).

MOTION 24-10-04: McKinney moved and the motion carried five to one to accept the Intergovernmental Agreement for the Douglas County Youth Initiative with a \$25,000 increase in funding as presented. Burkholder seconded the motion.

MOTION 24-10-05: Silverthorn moved and the motion carried unanimously that the Intergovernmental Agreement for the Douglas County Youth Initiative specifically be brought forth during the annual budget discussions. Burkholder seconded the motion.

2025 Draft Budget

Pasicznyuk walked through the personnel increase of 6%, sharing:

- 3.5% is proposed staff merit increase
- 1.5% is for market adjustments
- 1% is for technology risk management (including a new position and some staff restructuring)

Burkholder asked to also have the financial statements titled “income and balance statements” when looking at the budget.

Silverthorn asked whether staff knew of any changes coming to our PERA contributions or the plan’s stability. Cook stated that the actuary report in the last audit didn’t predict any changes.

Budget next steps:

- Staff will be fine-tuning the budget for revenue and some expenses.
- The board will meet in early December to review those changes and pass the budget.

Executive Library Director Report

- Pasicznyuk shared that the recent Gallup survey results are shown in the packet.

There was some slight loss in participation, though still high. The engagement mean improved over last year.

Each division is looking at their data sets to develop goals for 2025 for growth and improvement.

Silverthorn asked about the cadence of supervisory check-ins with staff. Pasicznyuk shared that it is by department, except for the two planned reviews each year, and can be amended if needed if that is an area that needs work based on the team's Gallup results.

- 2025 Executive Library Director (ELD) Goals
Pasicznyuk went through his proposed 2025 goals.

Kallweit asked that contact with the Board of County Commissioners happen more than once a year. Due to complexity with scheduling ELD will look for opportunities at events that are already in place, such as the Partnership of Douglas County Governments meetings.

Burkholder asked that there be some level of donor outreach.

McKinney asked whether the library has plans to host events on Artificial Intelligence. Pasicznyuk responded that the weightier topics often don't draw the same audiences. The Board supports the ELD's goal for SLT. Staff findings from those AI goals may lead to other initiatives such as McKinney shared.

LaPointe asked about the explicit benefits of the relationship building and how the board can know that they are achieved.

LaPointe, too, is happy to see the Artificial Intelligence goal, in a positive view, and shared how he uses it to value.

MOTION 24-10-06: Burkholder moved and the motion carried unanimously to approve the Executive Library Director goals, adding some consideration of connecting with the Board of County Commissioners more than once a year, donor outreach, and a look at Artificial Intelligence as a topic for library events. LaPointe seconded the motion.

PARTNER REPORTS

Partnership of Douglas County Governments
No report.

Douglas County Youth Initiative (DCYI)
McKinney reported on the successful October 7 Youth Congress at the Legacy Campus, focusing on civic engagement.

Urban Libraries Council (ULC)

Silverthorn has a call with CEO Brooks Rainwater. Next board meeting will be December 6 with a January retreat. In the event that Silverthorn is not reappointed, she asked if she can continue as a representative of Douglas County Libraries.

Douglas County Libraries Foundation

Kallweit reported that the annual gala occurred and the next Foundation meeting is next Monday. Burkholder shared the impact of the gala. DeBerry said that it exceeded all revenue goals. Pasicznyuk and DeBerry are doing major donor connections and a donor survey is going out later this month as another check-in.

EXECUTIVE SESSION

Pasicznyuk waived his right to have the discussion in open meeting.

MOTION 24-10-07: Kallweit moved and the motion carried unanimously to move into executive session pursuant to C.R.S. Section 24-6-402(4)(f) for the purpose of discussing personnel matters related to the Executive Library Director's annual review and compensation. McKinney seconded the motion.

The board moved into executive session at 6:34 p.m.

The board returned to open session at 6:47 p.m.

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, Nolan asked that they state their concerns for the record.

Hearing none, the meeting continued.

TRUSTEE COMMENTS

Silverthorn asked that Pasicznyuk craft a goal around early childhood literacy that does not rely on the school district's participation.

UPCOMING BOARD MEETINGS

- **Board Executive Committee:** November 21, 2024, Castle Pines Library, 8:00 a.m.
- **Board Study Session:** December 4, 2024, Philip & Jerry Miller Library at Castle Rock, 4:00 p.m.
- **Board Budget Public Hearing and Business Meeting:** December 4, 2024, Philip & Jerry Miller Library at Castle Rock, 5:30 p.m. (Dinner at 5:00 p.m. – Note the Board and Foundation Board dinner for 12/4 has been cancelled as staff look at other alternatives in 2025.)
- **Board Executive Committee:** December 12, 2024, Castle Pines Library, 8:00 a.m.

OTHER MEETINGS

- **Board Informal Breakfast:** November 20, 2024, location to be determined, 8:00 a.m.
- **Partnership of Douglas County Governments:** November 21, 2024, Elected Officials Reception, Black Bear Golf Club, Parker, 6:00-8:00 p.m.

ADJOURN

Nolan adjourned the meeting at 6:53 p.m.

Respectfully submitted,
Suzanne Burkholder, Board Secretary
Minutes prepared by Patti Owen-DeLay
Approved MOTION _____, Date _____

DRAFT

DOUGLAS COUNTY LIBRARIES
Board of Trustees Special Meeting
November 26, 2024
Virtual - Zoom

President Nolan called the special meeting to order at 5:31 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, and Patti Owen-DeLay

PUBLIC: Melissa Smith (ID unconfirmed) – Smith left the meeting at 5:36 p.m. and returned at 5:38 p.m.

LIBRARY BUSINESS

No trustee declared any conflict of interest for any business before the Board during this meeting.

This meeting was called to provide staff with direction for finalizing the 2025 budget. Pasicznyuk summarized the change in budget revenue from the October draft, asking the Board to give direction on reserve amount retained and how any refund could be given to residents.

Nolan shared that 2025 would be the library base year for the new legislation, with a 10.5% cap every two years going forward for the next five years.

Cook went through her presentation included in the Board packet.

Comments included:

- Paying off the Certificates of Participation early.
- Forecasting seems to have surplus.
- A second or new location in Lone Tree as a part of the Facilities Master Plan.
- Refunds/rebates need to be done in the most cost-effective method.
- There is a plus in rebates as being an obvious method of returning funds.
- Collect less, without reducing the mill levy – investigate how that can be accomplished. This needs to be investigated further.
- The Executive Committee to communicate with legislators about the issue around temporary mill levy reduction and legislated base years.

MOTION 24-11-01SP: LaPointe moved and the motion carried unanimously to amend the 2025 draft budget, returning \$5M to taxpayers. Staff will determine the best way to convey this rebate with a minimum of overhead. Staff will report to the Board about the progress of this work as part of the 2025 workplan. Vail seconded the motion.

Pasicznyuk would like to look at practice and policies, including the reserve fund in early 2025 so that items are reviewed every October instead of later in the budget process.

UPCOMING BOARD MEETINGS

- **Board Study Session:** December 4, 2024, Philip & Jerry Miller Library at Castle Rock, 4:00 p.m.
- **Board Business Meeting:** December 4, 2024, Philip & Jerry Miller Library at Castle Rock, 5:30 p.m. (Dinner at 5:00 p.m.)
- **Board Executive Committee:** December 12, 2024, Castle Pines Library, 8:00 a.m.

ADJOURN

Nolan adjourned the meeting at 6:13 p.m.

Respectfully submitted,
Suzanne Burkholder, Board Secretary
Minutes prepared by Patti Owen-DeLay
Approved MOTION _____, Date _____

EMAIL POLL

| | |
|----------|--|
| To: | Douglas County Libraries Board of Trustees |
| Date: | November 11-12, 2024 |
| From: | Bob Pasicznyuk |
| Subject: | Email Poll – Highlands Ranch and Lone Tree Playscapes |

Conducted by: Patti Owen-DeLay

Date(s) poll conducted: November 11-12, 2024

Question: Do you approve the budgeted capital expenditure of \$105,600 for replacement of the Highlands Ranch playscape and \$111,500 for replacement of the Lone Tree Playscape for a total approval of the less than budgeted amount of \$217,100 as redesigned and presented in the attached memos?

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: None

Jessica Kallweit: **YES** No Abstain Could not be reached
Comments: None

Rick LaPointe: **YES** No Abstain Could not be reached
Comments: None

Zach McKinney: **YES** No Abstain Could not be reached
Comments: None

Terry Nolan: **YES** No Abstain Could not be reached
Comments: None

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

Ted Vail: **YES** No Abstain Could not be reached
Comments: None

RATIFICATION DATE: _____

MOTION #: _____

MEMO

| | |
|----------|---|
| To: | Douglas County Libraries Board of Trustees |
| Date: | December 4, 2024 |
| From: | Bob Pasicznyuk |
| Subject: | Colorado Open Records Policy |

ISSUE: Updated legislation dictating a minor change in our Colorado Open Records (CORA) Policy, and a clarification of practice.

DISCUSSION: In the last legislative session, Colorado Open Records Law was updated, increasing the fee we can charge to \$41.37. Staff has already made the update for fee on our CORA request form.

Additionally, our legal counsel advises that we clarify that “within three working days” means three Monday – Friday workings days for our administrative staff who handle CORA requests. This updated draft includes language to clarify response time.

RECOMMENDATION: Approve as part of Consent Agenda as cost is a non-discretionary legal change, and the update for “working days” is a clarification of practice. May be removed from Consent Agenda if discussion is desired.

COLORADO OPEN RECORDS POLICY

Douglas County Libraries (the “Library”) responds and complies with the Colorado Open Records Act (CORA) quickly and efficiently as required by Colorado law – C.R.S 24-72-201.

How to Make a Request

Customers are required to make requests using only the Library's [official CORA request form](#). CORA requests cannot be made anonymously.

CORA Request Costs and Deposit

Colorado Law Section 24-72-205 (6) (b) allows tax-supported institutions to assign reasonable charges for requests. The Library assesses a nominal charge of ~~\$33.58~~ 41.37 per hour for research and records retrieval. The Library also charges \$0.25 for each page copied for a request. The Library also charges for any postage or shipping costs associated with a request. Before acting on a request estimated to take more than one hour, the Library requires a deposit equal to the total estimated hours of the request in addition to any copy and shipping charges.

Request Turnaround Expectation

The Library has three working days to respond to a request once received. As the Library administration works Monday – Friday, 8am – 5pm MST, the Library will respond within three Monday – Friday working days. The Library will communicate to the customer any extenuating circumstances that prevent a response within three working days. The extension of time can be up to an additional seven working days.

The Library will alter its policies and practices in keeping with any changes to Colorado law, and any such changes will supersede any conflicting provisions in this policy or procedures.

MEMO

| | |
|----------|---|
| To: | Douglas County Libraries Board of Trustees |
| Date: | December 4, 2024 |
| From: | Bob Pasicznyuk |
| Subject: | Citizen Review Request Policy |

ISSUE: New legislation dictating minor changes in our Citizen Review Request Policy

DISCUSSION: A new law passed in the last legislative session, 24-216, <https://leg.colorado.gov/bills/sb24-216>, adding a section to Colorado Library Law that says a few things that our Citizen Review Request Policy <https://www.dcl.org/board/policies/> and process do not state. We have made changes to the policy to cover these updates. We will review and amend process once the board has approved these changes through Consent Agenda.

1. Must reside in legal service area (Douglas County) to make a reconsideration request – we have that covered.
2. That the same resource may not be reviewed more than once in two years, unless policy dictates longer. We say two times versus once in two years. Edited to be once in two years, and updated language to say resource.
3. Must share decision and how decision was made with the public prior to removal or other restriction of said resource. We don't have in policy or process. Added to policy.
4. Cannot retaliate against employee for refusal to remove or other restrict said item until decision is made and shared with public as per law. We don't have in policy or process. Added to policy.

RECOMMENDATION: Approve as part of Consent Agenda as these are non-discretionary legal changes. May be removed from Consent Agenda if discussion is desired.

CITIZEN REVIEW REQUEST POLICY

Douglas County Libraries (the “Library”) recognizes the importance of a process that customers can use to voice opinions, ask for changes, and request redress of grievances to Library decisions. The *Citizen Review Request Policy* covers all facets of Library services. The Citizen Review Request process affords higher levels of management review of staff decisions to determine if those decisions were made competently and aligned with Library policy and the law.

The Library’s [Access Policy](#) and other policies on facility usage set forth the Library’s strong commitment to public access to Library materials and services, and, along with the other adopted policies of the Library, will be the foundation upon which any request for review shall be based. Citizens should understand that all Library services may not appeal to each person equally, and the Library as a whole, its staff and Board of Trustees, is not a judicial body. Laws governing obscenity, subversive materials, and other questionable matters are subject to interpretation by the courts. The Citizen Review Request Policy is intended to provide a forum for important feedback about the services the Library provides—including content creation, inventories, facilities, Library-sponsored events, displays, and limitations placed on customer access--however, a Review Request will not be reviewed based on the perceived value or lack of value of any particular material or service, or political, social, religious, or activist position of the requesting party, and rather, in keeping with the law, shall be reviewed within the overall policy direction from the Board of Trustees to the Executive Library Director and staff.

Non-library sponsored events shall not be reviewed under the Citizen Review Request Policy.

The Library was formed and is supported by Douglas County citizen taxpayers. While anyone may seek a citizen review, public policy requests advocating for substantive changes to Library services are the prerogative of Douglas County citizens alone.

The Process

1. Citizens advocating for any change should begin with conversations with staff with expertise in the area under consideration.
2. If a citizen doesn’t achieve a satisfactory result in that dialog, they may formally initiate a written request using the Citizen Review Request form for review with the Executive Library Director. The Library will generally provide a response within 21 business days from receipt of a written request to respond, but may require additional time for a voluminous request. If more time is necessary, an estimated time for response will be communicated to the citizen requesting review. The Executive Library Director will conduct any fact-finding, policy review, legal review, or other inquiries as appropriate in the preparation of the response. The Executive Library Director will provide a written response to the requesting party, if such party has provided their identifying information, and will make an informational report of

- the request (without identifying information) to the Board of Trustees, as an important check-and-balance on performance.
3. Requests on the same ~~topic of concern resource by the same individual or group~~ will ~~be~~ not be entertained ~~after the first two requests~~ more than once in two years. If a group of citizens initiates the same or similar request, the Executive Library Director may direct a response to all citizens included in the same or similar request
 4. Following receipt of the Executive Library Director's response, a Citizen Review Request may be escalated to the Board of Trustees, in writing addressed to the President of the Board, if a citizen seeks a change in general policy or if a citizen believes that their request was not handled in a fashion that aligns with the Library's policies, including but not limited to its Brand promise and service commitment. The President of the Board will advise the Board of Trustees of receipt of any such request. If a majority of the Board of Trustees requests the President to add the topic for cause to review any Library policy or staff administration of the same, or to discuss any matter identified in the request within the scope of the Board of Trustees' legislative role, the topic(s) will be added to a future Board Agenda. However, as a non-judicial body, the Board of Trustees will not review any such request for change to policy based upon either an individual Trustee's personal beliefs or a citizen's recommendations from a political, religious, social or activist view. If the individual requesting review wishes to personally address the topic to the Board of Trustees during the listed Agenda item, such individual, and not just the topic of the request, shall be added to the Agenda.
 5. The Board of Trustees may determine to have a verbal or written report presented from staff involved in the review process, require a written summary of the review process, and consider application of its policies to the request. If the Board determines in its legislative function to further evaluate policy or procedures, including any proposed amendments to the same, such discussion shall be tabled until the next opportunity for the Board to review proposed amendments for a determination. The Board makes any decisions on such citizen request by following their voting processes outlined in Board Bylaws.
 6. Requests about Library policy or performance may also be made in person at a public meeting, and the process outlined for review shall be initiated through appropriate staff.
 7. The decision concerning that resource will be shared in the Board minutes for that Board action.
 - 6-8. Resources under review per this Citizen Review Request Policy will not be removed until the decision and how the decision was made is shared with the public. Per Colorado Statute, no employee will be retaliated against for refusal to remove or restrict said item until the decision is made and shared with the public.

MEMO

| | |
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| To: | Douglas County Libraries Board of Trustees |
| Date: | December 4, 2024 |
| From: | Bob Pasicznyuk |
| Subject: | Emergency Action – Ransomware Incident Reporting |

ISSUE: A ransomware incident occurred on January 17th, 2024, affecting the Library’s IT systems.

DISCUSSION: This event resulted in the Executive Library Director acting as authorized by the Library’s Risk Management Policy which states: *In the event of a natural or human made disaster, act of terrorism, or other disruption to Library operations, the Executive Library Director is given authority to act as needed outside the scope of authority otherwise delineated in policy.*

The Board authorized this action by Motion 24-10-04: Kallweit moved and the motion carried unanimously to ratify the emergency actions of the Executive Library Director in this cyber incident and to grant authority to act until the matter is resolved, while keeping the board informed of those actions. McKinney seconded the motion.

Below you see the final accounting for money expended against insurance reimbursements and deductible.

The Library has settled insurance reimbursements and costs around the 2024 cyber event at the Library.

Ransomware Incident - Detailed Account of Costs and Reimbursements

| Expenses - Description | Amount |
|---|-----------------|
| Cypher (Forensic Specialists, Ransom Negotiation, Managed Services Provider) | \$ 274,958.28 |
| Experian (Credit Monitoring and Communication) | \$ 5,740.00 |
| FTI Consulting (Cyber Breach Communication Specialists) | \$ 54,771.80 |
| Norton Rose Fulbright (Legal Counsel) | \$ 36,665.73 |
| Computer Supplies (Hard Drives and Storage) * | \$ 7,885.08 |
| Infrastructure Licenses and Maintenance (Software to clean and prevent reinfection) * | \$ 28,402.55 |
| Total Expenses | \$ 408,423.44 |
| Reimbursements | \$ (372,135.81) |
| Deductible | \$ 1,000.00 |
| Total out-of-pocket costs | \$ 37,287.63 |

*Not covered by cyber policy

RECOMMENDATION: None, final reporting only.

MOTION: None, information only.

MEMO

| | |
|----------|---|
| To: | Douglas County Libraries Board of Trustees |
| Date: | December 4, 2024 |
| From: | Bob Pasicznyuk |
| Subject: | Castle Rock Brickyard URA Direction |

ISSUE: The Town of Castle Rock is leveraging an Urban Renewal Authority to motivate economic development for the area known as the Brickyard.

DISCUSSION: For other, similar URAs, the library has negotiated with municipals for two concessions.:

- 1) The agreement applies a differential between residential and non-residential properties.
- 2) The agreement terminates when the URA has reached revenue goals or by the termination date in the future.

ACTION and OPTIONS: I am asking the Board for authority to negotiate toward the same concessions with the Town of Castle Rock

Motion: I move to charge the Executive Library Director to negotiate terms with the Town of Castle Rock for the Castle Rock Brickyard Urban Renewal Authority Intergovernmental Agreements, ensuring an applied differential between residential and non-residential properties, and terminating the agreement when revenue goals have been met, or by a future termination date.

Alternatives: Other concessions; Arbitration



RESOLUTION NUMBER 2024-12-01

A RESOLUTION OF APPRECIATION
HONORING THE SERVICE OF
Jessica Kallweit
AS A TRUSTEE
DOUGLAS COUNTY LIBRARIES BOARD

WHEREAS, Jessica Kallweit, as a Trustee on the Douglas County Libraries Board, serving January 2022 to January 2025, 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;

WHEREAS, Kallweit served as the Board representative as a Douglas County Libraries Foundation Director, and Vice-President of the Board.

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

PASSED, APPROVED AND ADOPTED this 4th day of December, 2024 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

TR (Terry) Nolan, Board President

MEMO

| | |
|----------|---|
| To: | Douglas County Libraries Board of Trustees |
| Date: | December 2024 |
| From: | Bob Pasicznyuk |
| Subject: | December Executive Library Director's Report |

ISSUE: Monthly Library Report

DISCUSSION:

Leadership Recruitment. Our Senior Leadership Team welcomed a new member recently. Amy Fischer is now the Director of Customer Experience. Amy has already contributed to our library's success across the hierarchy – individual contributor/librarian, Department Head, Branch Manager, and Youth Services Manager. Amy also has honed leadership, communication, and organizational skills from a rich a varied career beyond DCL. Please welcome Amy.

Gratitude. It is my habit to scan for news about public libraries across our Country. I'm monitor trends as well as success and failure stories. Scanning the field and considering that we are closing in on the end of another year, I am grateful to work for a library created by citizens with four distinctives.

| | |
|------------|---|
| Governance | A library created, governed, and sustained directly by its citizens. |
| Brand | The opportunity to strive for premium outcomes with a touch of magic. |
| Culture | Work performance with expectations of growth and authenticity. |
| Resources | Resources that deliver well today and plan for tomorrow. |

Highlands Ranch. Weather and supply chain delays have lengthened the schedule of work for the roof, cement, and HVAC work. The HVAC and cement entry area work are significantly complete. Roof installation is on pace to be complete before the end of the holidays.

There is another infrastructure issue unrelated to today's project. A sewer pipe serving the building has failed – a by-product of the building's 20 years of service. Our facilities team is scheduling its replacement. This cost looks to be within the 2025 repair budget. Until this repair is complete, the facility's family restroom is out of service. I will update the Board on the details of the repair when work has begun.

Community Engagement

DCL Presents Andrew McCarthy on Saturday, November 9, 2024, was postponed due to weather. This event will now be held on April 19, 2025., Relive the magic of the 1980's with former Brat Pack actor and author Andrew McCarthy. Your VIP experience ticket includes themed appetizers and cocktails to enjoy your favorite 80's movie scenes, and 80's costume contest, and premium reserved seating at the author's presentation. General admission tickets include a place in the photo line, 80's themed activities, and dessert bites. Pre-signed books will be available for sale.

A Storybook Holiday: 'Twas the Night is sold out with over 500 tickets sold to each event. This magical celebration filled with holiday cheer will be on Saturday, December 7 (5-8:30 pm) and on Sunday, December 8 (8 -11 am).

Colorado Gives Day is quickly approaching on December 10 and the Douglas County Libraries Foundation need your help. It's our best chance of the year to get individual donations and grow our

donor base. In addition, it is the foundation board's largest fundraising effort and a great way to fulfill their job as board members to participate in the success of DCLF's fundraising efforts. This year the goal is to raise \$70,000 during this campaign.

HERE ARE THE WAYS YOU CAN HELP FOR COLORADO GIVES DAY:

1. Make a personal donation. It's a great time to make your board contribution. Please make a meaningful gift at the level you personally feel comfortable with. It is very important from a communication and grant application viewpoint, to have 100% giving from both of our boards. A dollar contribution is all we need to meet this.
2. Ask your contacts or more for their support. You can do this by emailing, calling, or meeting with your family, friends, and colleagues!
3. Spread the word through social media! Share through DCL's social media sites.
4. Help communicate our overall Colorado Gives campaign. Log in to [Colorado Gives](#). If you don't have a log in, you can create one by typing in your email address and a password. Go to the [DCLF page](#) and click the Fundraise button. You can use the provided template as is or make changes. Click publish at the top of the page and then share it with your network. That's all there is to it!

Booked for the Holidays, DCL's annual holiday marketing and event campaign is in full swing. Please visit <https://dcl.org/booked-for-the-holidays/> for updates on events and happenings throughout the district.

Author, Inci Atrek will "zoom" into DCL on Wednesday, January 8, 2025, at 6:30PM in Castle Rock. Warm up your winter at this evening with the international bestselling author! She will join us from Istanbul via Zoom to talk about her debut novel, [Holiday Country](#), a dangerous romance set during summer on the Aegean Coast. Books will be sold at the event.

Jenny Elder Moke, Alexandra Kiley & Ellen O'Clover will present on Friday, January 31, 2025. A romance reader's trifecta! Join us for an evening with three romance authors, who will each talk about their books—[She Doesn't Have a Clue](#) by Jenny Elder Moke, [Scot and Bothered](#) by Alexandra Kiley, and *The Heartbreak Hotel* by Ellen O'Clover.

Customer Experience

Accomplishments:

- Training for new scheduling software, LibStaffer, underway with staff peer captains providing additional feedback and peer training
- Partnered with Facilities and Community Engagement to open the Plants and Pollinators playscape in Parker
- Youth and Family Services wrapped up successful fall term for Reading Buddies and are now working with Battle of the Books schools to lead students in mock battles in preparation for upcoming season
- Added volunteers to Ageless and Teen Library Connection services
- Environmental CARE approach is fully rolled out to customer-facing staff. Management is working with branch leadership teams to address gaps

Coming up:

- Creating 2025 supervisor on-call schedule.
- Battle of the Books begins in January

- Preparing for family book clubs (aimed at caregivers) in 2025
- Will provide docent-style tours of Forest of Stories trees in December to enhance engagement. Invited senior living facilities to tour.
- Refreshing procedures for the Louviers branch.

Executive Director's Office

EXE office 2024:

- Shored up Intellectual Freedom policies
- Operationalized records retention district-wide

Exe office 2025:

- Onboarding new trustee(s)
- Strategic Plan work
- SLT – Continued support of Director of CX
- Artificial Intelligence Goal

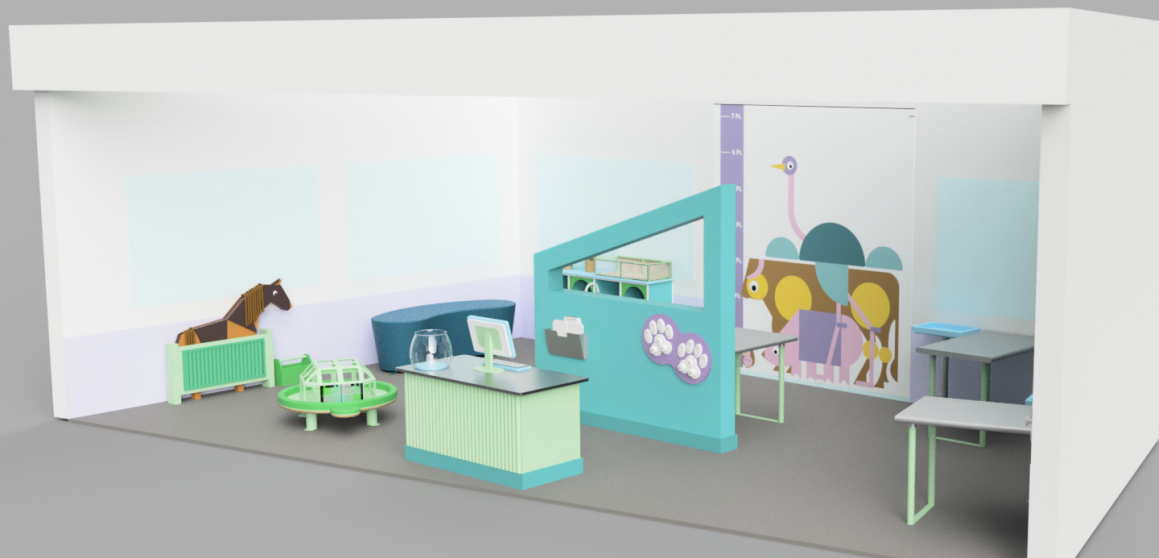
Finance

As we approach the end of the year, the Finance team is preparing for the annual audit. Part of that preparation is providing the auditors with preliminary information from the months January through October. Additionally, the finance team is working through the new accounts payable implementation and is holding two training sessions in December for Library staff. Lastly, staff has been working through the final draft of the budget, to be presented in December.

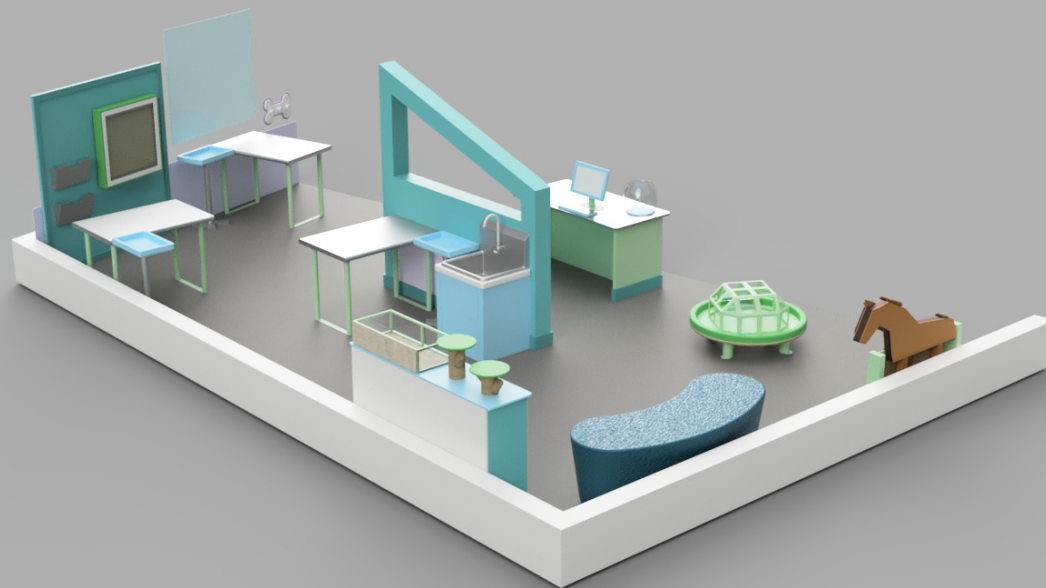
Infrastructure Services

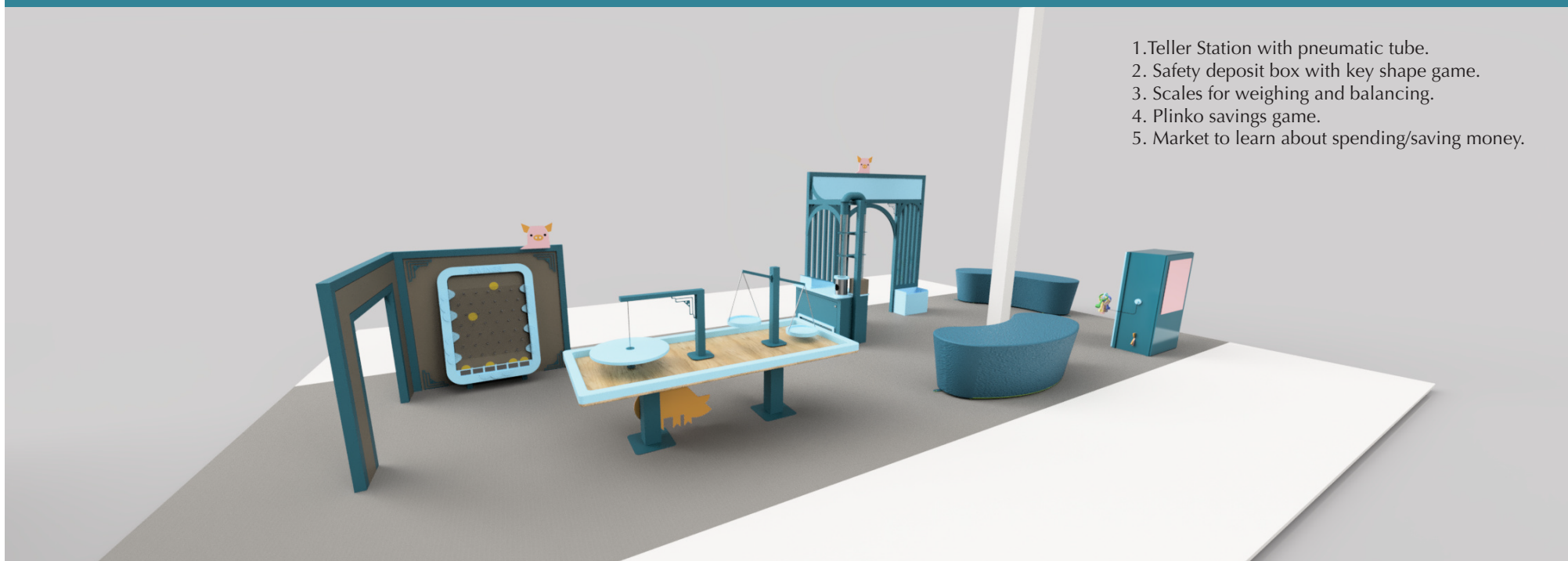
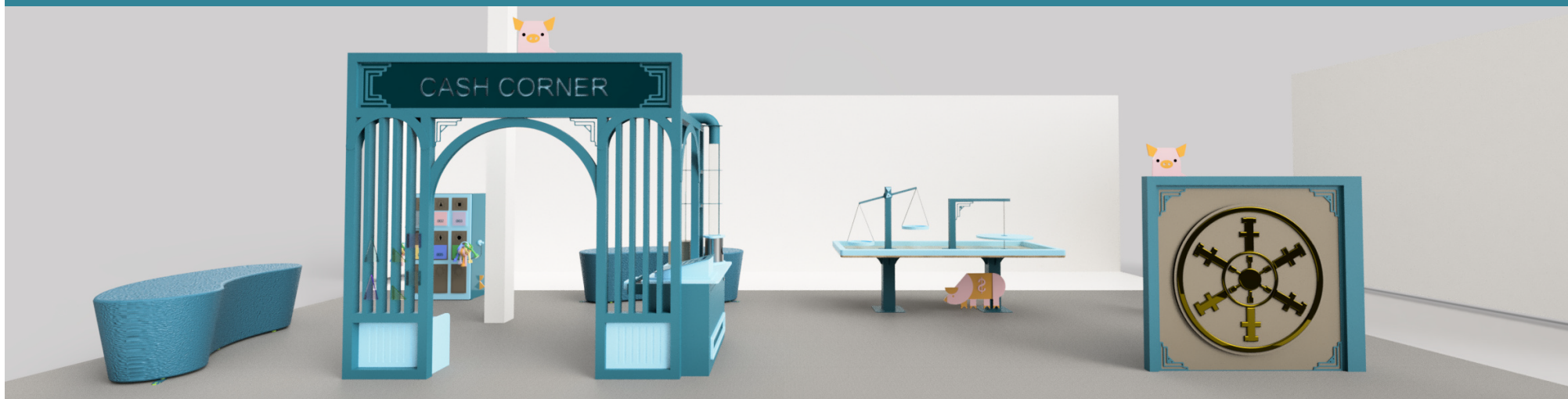
- Talent Management
 - The Learning & Development team has finalized the 2025 training calendar with many in-person and online development opportunities for our staff including a new CPR/First Aid/AED certification.
 - Open enrollment for 2025 benefits has been completed in preparation for our move to Cigna.
- Capital Projects
 - The Highlands Ranch Library roof, VAV, and entryway replacements are in progress.
- Digital Content
 - The holds ratios for digital materials are aligned with that of physical collections due to increased 2024 budget support for these materials.

RECOMMENDATION: None; information only.

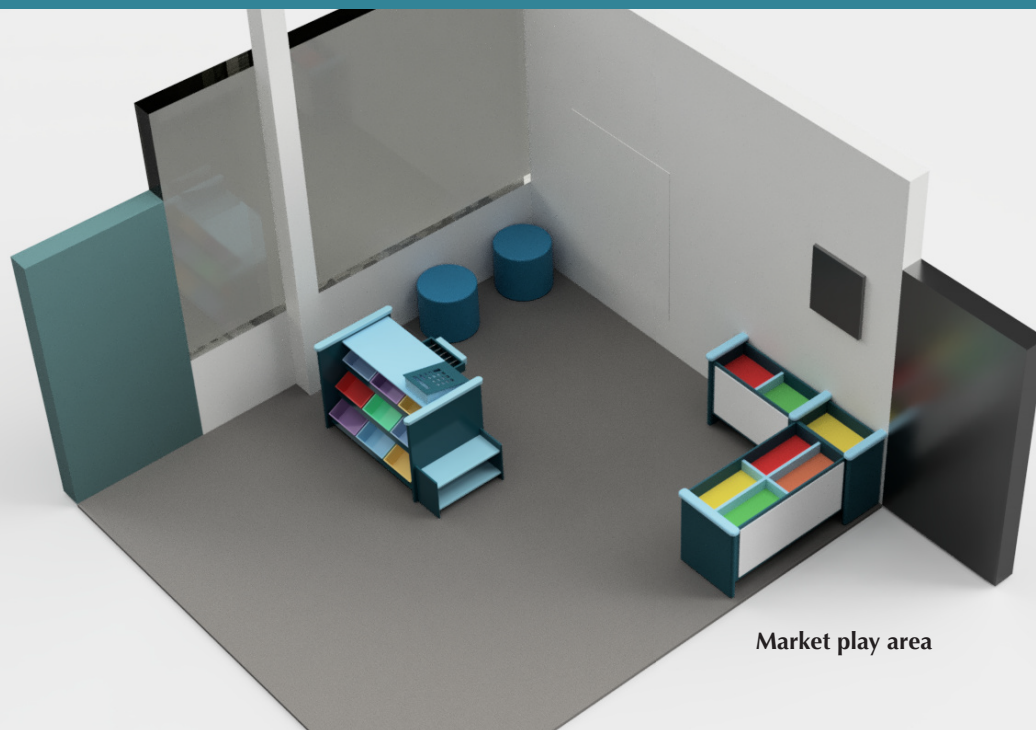


1. Three examination tables.
2. X-ray Station.
3. Reception desk.
4. Turtle shell activity.
5. Horse grooming station.
6. Kennel area for pets.
7. How tall are you measurement graphic.





1. Teller Station with pneumatic tube.
2. Safety deposit box with key shape game.
3. Scales for weighing and balancing.
4. Plinko savings game.
5. Market to learn about spending/saving money.



Market play area

MEMO

| | |
|----------|---|
| To: | Douglas County Libraries Board of Trustees |
| Date: | December 4, 2024 |
| From: | Casie Cook, Director of Finance |
| Subject: | Financial Statement Review for the nine months ending September 30, 2024 |

Balance Sheet

As of September 30, 2024, the Library has \$40,457 million of cash and liquid investments. The Library is holding \$1.036 million in cash for accounts payable purposes. The Library is holding \$39,688 million in liquid funds at ColoTrust, plus \$0.010 million, or, \$10 thousand in liquid investments at the Colorado Statewide Investment Program (CSIP).

At September 30, 2024, the Library recorded interest income of \$1.353 million, which exceeds the budget by 48%.

At September 30, 2024 the Library recorded a receivable and related deferred revenue of \$0.148 million, or \$148 thousand, for property taxes. We expect the Library to collect in excess of 99% of property taxes budgeted for 2024.

Funds available for future capital improvements total \$14.954 million at September 30, 2024, as reported on the fund balance line of the balance sheet.

Performance vs Budget: Operating Expenditures

Overall, the Library has realized a \$7.776 million, 63% favorable, variance to budget for the nine months ending September 30, 2024.

Total revenue is \$2.961 million, and 8% over budget, through September 30, 2024. Every category is coming in above forecast. Notably, the library received a non-budgeted revenue backfill payment in the amount of \$1.691 million (received in June 2024). This backfill amount was related SB22-238, a senate bill passed in 2022 that addressed real property taxation, a reduction in assessment rates, and provided an adjustment for the amount of actual revenue received for tax year 2023.

Operating expenditures are (6%) under budget through September 30, 2024. The two largest contributors to the variance are Library Content and Facilities. Library Content is (\$.509 million, or, \$509 thousand) under budget. Although it is difficult to predict the timing of receipt of goods for content, purchases are expected to meet plan by the end of the year. Facilities is (\$0.474 million, or, \$474 thousand) under budget, and will report more spend as projects are completed.

All other remaining operating expenditures were (\$0.468 million, or, \$468 thousand), and (2%) below budget, through September 30, 2024, primarily due to seasonality differences between budgeted vs actual expenditures.

Capital Expenditures

Actual spending for Capital Maintenance items for the nine months ending September 30, 2024 is \$0.478 million, or, \$478 thousand, vs. an annual budget of \$1.068 million. The remaining funds are expected to be expended through the course of the year.

Actual spending for Capital Improvement items for the nine months ending September 30, 2024 is \$0.680 million, or, \$680 thousand, vs. an annual budget of \$2.611M. The remaining funds are expected to be expended through the course of the year.

Cyber Expenditures

Spending related to the cyber incident was \$0.409 million, or, \$409 thousand. All but \$0.036 million, or, \$36 thousand, was covered by our cyber insurance policy. Per CFC, the carrier of the policy, these purchases (related to hardware and software) were not replacing damaged goods as a result of the cyber incident, but rather were purchases made for upgraded versions of existing items. Additionally, DCL did not identify overtime labor costs directly related to the incident, the only business interruption cost eligible for reimbursement by our policy.

2024 Forecast

Based on the Library's 2024 performance through September 30, 2024, and assuming the Library performs according to its remaining budget through December 2024, the Library is projecting a fund balance of \$29,022 million at December 31, 2024, which is \$7.776 million greater than the original 2024 budget projection. Note that not the sale of the strip mall, nor the revenue backfill amount, were included in the original 2024 budget. These two values add to \$4.739 million, which accounts for a large portion of the variance.



BALANCE SHEET

| | <u>December 31, 2023</u> | <u>September 30,</u> |
|---|--------------------------|----------------------|
| | Audited | 2024 |
| | | Unaudited |
| ASSETS | | |
| Cash | \$ 20,847,693 | \$ 40,456,616 |
| Property Taxes Receivable | 196,915 | 147,988 |
| Prepaid Expenses And Deposits | 636,787 | 426,604 |
| Receivable DCL Foundation | 225,000 | 286,737 |
| Accounts Receivable | 8,959 | 1,152 |
| Total Assets | <u>\$ 21,915,354</u> | <u>\$ 41,319,097</u> |
| LIABILITIES & FUND BALANCE | | |
| LIABILITIES | | |
| Deferred Property Taxes | \$ 0 | \$ 147,988 |
| Accrued Salaries And Benefits | 341,355 | (97,414) |
| Accounts Payable | 1,431,098 | 1,036,287 |
| Other Accrued Liabilities | 41,498 | 8,844 |
| Total Liabilities | <u>\$ 1,813,951</u> | <u>\$ 1,095,705</u> |
| FUND BALANCE | | |
| Nonspendable Fund Balance | \$ 636,787 | \$ 426,604 |
| Restricted Fund Balance | 1,121,120 | 1,121,120 |
| Assigned Fund Balance | 3,600,000 | 3,600,000 |
| Unassigned Fund Balance | 26,604,747 | 14,953,679 |
| Revenues Over (Under) Total Expenditures | (11,861,251) | 20,121,989 |
| Total Fund Balance | <u>\$ 20,101,403</u> | <u>\$ 40,223,392</u> |
| Total Liabilities & Fund Balance | <u>\$ 21,915,354</u> | <u>\$ 41,319,097</u> |



Quarterly Report of Cash and Investments
September 2024

| Institution | % of Total | Value | Maturity Date | Interest YTD | Current Rate |
|-----------------------------------|----------------|-------------------|------------------|------------------|-----------------|
| Cash | | | | | |
| Colotrust * | 98.10% | \$ 39,687,799 | N/A | \$ 1,326,117 | 5.42% |
| Independent Bank | 0.45% | 182,010 | N/A | 3,408 | 1.01% |
| Wells Fargo Bank | 1.42% | 574,121 | N/A | - | 0.00% |
| CSIP Liquid* | 0.03% | 10,407 | N/A | 411 | 5.37% |
| Cash in Use | 0.01% | 2,279 | N/A | - | |
| Total Cash | 100.00% | 40,456,616 | | 1,329,936 | |
| Property tax interest | | - | | 21,890 | |
| Wilcox escrow deposit interest | | | | 1,000 | |
| Total Cash and Investments | | 40,456,616 | | 1,352,826 | |

NOTES:

* Variable rate account.



STATEMENT OF REVENUES, EXPENDITURES, AND CHANGE IN FUND BALANCE As of September 30, 2024 (Unaudited)

| | Month Ending | | Year To Date | | | | Annual Budget | |
|---|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|---------------------|----------|
| | September 30, | | September 30, 2024 | | | | September 30, 2024 | |
| | Actual | | Actual | Budget | Variance | % Budget | Budget | Remain % |
| Revenue | | | | | | | | |
| Property taxes | \$ 160,375 | \$ 37,578,528 | \$ 36,013,002 | \$ 1,565,526 | 4.34 % | \$ 36,156,932 | (3.93) % | |
| Specific Ownership Taxes | 237,619 | 1,826,559 | 1,176,003 | 650,556 | 55.31 % | 1,568,000 | (16.49) % | |
| Contributions/Grants | 0 | 348,777 | 150,962 | 197,815 | 131.03 % | 305,932 | (14.00) % | |
| Charges for services | 16,031 | 349,034 | 238,726 | 110,308 | 46.20 % | 345,468 | (1.03) % | |
| Interest Income | 183,368 | 1,352,825 | 916,438 | 436,387 | 47.61 % | 1,205,050 | (12.26) % | |
| Total Revenue | 597,393 | 41,455,723 | 38,495,131 | 2,960,592 | 7.69 % | 39,581,382 | (4.74) % | |
| Operating Expenditures | | | | | | | | |
| Salaries & Wages | 1,900,811 | 12,022,512 | 12,247,479 | (224,967) | (1.83) % | 16,337,049 | 26.41 % | |
| Benefits | 134,972 | 969,547 | 1,016,637 | (47,089) | (4.63) % | 1,356,468 | 28.52 % | |
| PERA Pension | 275,981 | 1,748,296 | 1,899,111 | (150,815) | (7.94) % | 2,496,414 | 29.97 % | |
| Library Content | 427,430 | 3,069,625 | 3,578,956 | (509,332) | (14.23) % | 4,617,007 | 33.51 % | |
| Facilities | 99,889 | 1,379,735 | 1,854,047 | (474,312) | (25.58) % | 2,652,382 | 47.98 % | |
| Technology, Equipment & 3rd-Party Services | 129,010 | 1,272,626 | 1,249,191 | 23,436 | 1.87 % | 1,644,823 | 22.63 % | |
| Library Programs & Outreach | 69,926 | 974,008 | 955,621 | 18,388 | 1.92 % | 1,582,839 | 38.46 % | |
| District-Wide Support Costs | 58,571 | 804,148 | 858,207 | (54,060) | (6.29) % | 1,340,582 | 40.02 % | |
| Capital Maintenance Projects | 5,336 | 478,122 | 545,650 | (67,528) | (12.37) % | 1,068,283 | 55.24 % | |
| Total Operating Expenditures | 3,101,926 | 22,718,619 | 24,204,899 | (1,486,279) | (6.14) % | 33,095,847 | 31.36 % | |
| Debt Service | 19,611 | 419,460 | 390,843 | 28,617 | 7.32 % | 2,163,535 | 80.61 % | |
| County Treasurer's Fees | 2,506 | 564,048 | 557,835 | 6,213 | 1.11 % | 565,873 | 0.32 % | |
| Total Operating, Interest & Fee Expenditures | 3,124,043 | 23,702,127 | 25,153,577 | (1,451,449) | (5.77) % | 35,825,255 | 33.84 % | |
| Total Revenues Over (Under) Operating Expenditures | (2,526,650) | 17,753,596 | 13,341,554 | 4,412,042 | 33.06 % | 3,756,127 | (372.66) % | |
| Non-Operating Revenues (Expenditures) | | | | | | | | |
| Asset Sale | 0 | 3,047,921 | 0 | 3,047,921 | 100.00 % | 0 | 0.00 % | |
| Capital Improvement Projects | (112,622) | (679,528) | (995,074) | 315,546 | (31.71) % | (2,611,293) | 73.98 % | |
| Total Non-Operating Revenues (Expenditures) | (112,622) | 2,368,393 | (995,074) | 3,363,467 | (338.01) % | (2,611,293) | 190.70 % | |
| Total Revenues Over (Under) Total Expenditures | (2,639,272) | 20,121,989 | 12,346,480 | 7,775,509 | 62.97 % | 1,144,834 | (1,657.63) % | |
| Beginning Fund Balance | 42,862,664 | 20,101,403 | | | | 20,101,403 | | |
| Ending Fund Balance | \$ 40,223,392 | \$ 40,223,392 | | | | \$ 21,246,237 | | |



2024 Budget
Maintenance & Improvement Projects
For Projects over \$10,000 and a life greater than one year
As of September 30, 2024

| | Original Budget | Spent To-Date | Remaining Budget |
|--|---------------------|---------------------|---------------------|
| <u>Operating Expenditures: Maintenance Projects</u> | | | |
| [M1] District IT: B100 | \$ 507,000 | \$ 50,890 | \$ 456,110 |
| District-Wide: B100 | 99,500 | 42,556 | 56,944 |
| Castle Pines: B200 | 16,800 | - | 16,800 |
| Castle Rock: B700 | - | - | - |
| Highlands Ranch: B300 | 40,000 | 53,578 | (13,578) |
| Lone Tree: B400 | 15,200 | 12,515 | 2,685 |
| [M1] Parker: B600 | 384,983 | 318,583 | 66,400 |
| Roxborough: B800 | 4,800 | - | 4,800 |
| Unallocated | - | - | - |
| Total Maintenance Projects | \$ 1,068,283 | \$ 478,122 | \$ 590,161 |
| <u>Notes</u> | | | |
| [M1] Requires Board motion to approve | | | |
| <u>Non-Operating Expenditures: Improvement Projects</u> | | | |
| [I1] District IT: B100 | \$324,000 | \$ 50,570 | \$ 273,430 |
| [I1] District-Wide: B100 | 537,923 | 221,238 | 316,685 |
| Castle Pines: B200 | - | 61,765 | (61,765) |
| Castle Rock: B700 | 50,000 | - | 50,000 |
| [I1] Highlands Ranch: B300 | 1,343,370 | 42,281 | 1,301,089 |
| [I1] Lone Tree: B400 | 176,000 | 84,770 | 91,230 |
| [I1] Parker: B600 | 180,000 | 218,904 | (38,904) |
| Roxborough: B800 | - | - | - |
| Total Improvement Projects | \$2,611,293 | \$679,528 | \$1,931,765 |
| <u>Notes</u> | | | |
| [I1] Requires Board motion to approve | | | |
| Grand Total Maintenance, Improvements, Capital Campaign | \$ 3,679,576 | \$ 1,157,650 | \$ 2,521,926 |



Douglas County Libraries
 SALARIES & WAGES, BENEFITS AND PERA RETIREMENT
 (Unaudited)

| | Month Ending | Year to Date | | | | Current Year | |
|--------------------------------------|-----------------------|--------------------|-------------------|----------------|--------------|-------------------|-------------|
| | September 30, 2024 | September 30, 2024 | | | | Annual Budget | |
| | Actual | Actual | Budget | Variance | % Budget | Budget | Remain % |
| Salaries & Wages | | | | | | | |
| Community Engagement | | | | | | | |
| Community Services & Partnerships | 54,382 | 358,730 | 350,177 | 8,553 | 2 % | 468,419 | 25 % |
| Events & Hospitality | 47,466 | 280,086 | 307,715 | (27,629) | (9) % | 411,618 | 25 % |
| Marketing & Communications | 57,904 | 381,255 | 372,002 | 9,253 | 2 % | 497,613 | 25 % |
| Special Events | 69,672 | 473,707 | 432,868 | 40,839 | 9 % | 579,032 | 25 % |
| Visual Design, Arts, & Archives | 38,209 | 252,256 | 255,224 | (2,968) | (1) % | 341,403 | 25 % |
| Volunteer Services | 39,009 | 254,288 | 248,390 | 5,898 | 2 % | 332,262 | 25 % |
| Total Community Engagement | 306,642 | 2,000,322 | 1,966,376 | 33,946 | 2 % | 2,630,347 | 25 % |
| Customer Experience | | | | | | | |
| Branch Operations | 13,448 | 83,972 | 92,763 | (8,791) | (9) % | 124,264 | 25 % |
| Branch Services | 178,933 | 1,222,230 | 1,345,637 | (123,407) | (9) % | 1,829,476 | 26 % |
| Customer Experience | 263,627 | 1,806,405 | 1,856,235 | (49,830) | (3) % | 2,485,155 | 25 % |
| Materials Handling | 233,676 | 1,511,152 | 1,277,038 | 234,114 | 18 % | 1,711,170 | 25 % |
| Youth & Family Services | 283,482 | 1,809,138 | 1,825,570 | (16,432) | (1) % | 2,442,834 | 25 % |
| Total Customer Experience | 973,166 | 6,432,897 | 6,397,243 | 35,654 | 1 % | 8,592,899 | 26 % |
| Executive | | | | | | | |
| Directors | 120,321 | 791,105 | 739,083 | 52,022 | 7 % | 988,644 | 25 % |
| Total Executive | 120,321 | 791,105 | 739,083 | 52,022 | 7 % | 988,644 | 25 % |
| Finance | | | | | | | |
| Accounting Operations | 47,910 | 321,604 | 329,552 | (7,948) | (2) % | 432,164 | 24 % |
| Budgeting | 11,084 | 73,045 | 71,127 | 1,918 | 3 % | 95,144 | 25 % |
| District-wide Operations | 0 | 11 | 0 | 11 | 100 % | 0 | 0 % |
| Procurement | 11,685 | 76,997 | 74,975 | 2,022 | 3 % | 100,291 | 25 % |
| Total Finance | 70,679 | 471,657 | 475,654 | (3,997) | (1) % | 627,599 | 24 % |
| Infrastructure Services | | | | | | | |
| Collection Services | 146,040 | 959,456 | 948,112 | 11,344 | 1 % | 1,268,430 | 25 % |
| Facilities | 54,517 | 332,010 | 291,982 | 40,029 | 14 % | 385,393 | 24 % |
| Human Resources | 37,431 | 202,042 | 215,501 | (13,459) | (6) % | 293,376 | 27 % |
| Information Technology | 69,918 | 460,061 | 448,935 | 11,125 | 2 % | 600,491 | 25 % |
| Infrastructure Services Operations | 7,333 | 48,324 | 47,055 | 1,269 | 3 % | 62,943 | 25 % |
| Learning & Development | 41,766 | 316,947 | 315,558 | 1,389 | 0 % | 422,110 | 25 % |
| Safety & Security | 11,114 | 54,986 | 59,117 | (4,131) | (7) % | 84,454 | 30 % |
| Total Infrastructure Services | 368,119 | 2,373,826 | 2,326,260 | 47,566 | 2 % | 3,117,197 | 25 % |
| Total Salaries & Wages | 1,838,927 | 12,069,807 | 11,904,616 | 165,191 | 1 % | 15,956,686 | 25 % |



Douglas County Libraries
 SALARIES & WAGES, BENEFITS AND PERA RETIREMENT
 (Unaudited)

| | Month Ending | Year to Date | | | | Current Year | |
|---------------------------------------|-----------------------|--------------------|-------------------|------------------|----------------|-------------------|-------------|
| | September 30, 2024 | September 30, 2024 | | | | Annual Budget | |
| | Actual | Actual | Budget | Variance | % Budget | Budget | Remain % |
| Other Earnings | | | | | | | |
| Payroll Accrual | 0 | (296,365) | 0 | (296,365) | 100 % | 0 | 0 % |
| Bonus Pool | 8,000 | 107,535 | 230,363 | (122,828) | (53) % | 230,363 | 0 % |
| Other Earning Types | 53,884 | 141,535 | 112,500 | 29,035 | 26 % | 150,000 | 25 % |
| Total Other Earnings | <u>61,884</u> | <u>(47,295)</u> | <u>342,863</u> | <u>(390,158)</u> | <u>(114) %</u> | <u>380,363</u> | <u>10 %</u> |
| Benefits | | | | | | | |
| Unemployment Insurance | 16,319 | 34,460 | 37,503 | (3,043) | (8) % | 50,000 | 25 % |
| Worker's Compensation | 0 | 30,889 | 49,455 | (18,566) | (38) % | 65,940 | 25 % |
| Health Insurance | 90,246 | 722,826 | 727,497 | (4,671) | (1) % | 970,000 | 25 % |
| Life Insurance | 681 | 6,851 | 7,875 | (1,024) | (13) % | 10,500 | 25 % |
| Medicare | 26,396 | 165,376 | 175,320 | (9,944) | (6) % | 234,708 | 25 % |
| Employee Assistance Program | 1,330 | 5,320 | 3,987 | 1,333 | 33 % | 5,320 | 25 % |
| Worker's Compensation Deductible | 0 | 3,826 | 15,000 | (11,174) | (74) % | 20,000 | 25 % |
| Total Benefits | <u>134,972</u> | <u>969,548</u> | <u>1,016,637</u> | <u>(47,089)</u> | <u>(5) %</u> | <u>1,356,468</u> | <u>25 %</u> |
| PERA Pension | | | | | | | |
| PERA Retirement-Pension | 275,981 | 1,748,296 | 1,899,111 | (150,815) | (8) % | 2,496,414 | 24 % |
| Total PERA Pension | <u>275,981</u> | <u>1,748,296</u> | <u>1,899,111</u> | <u>(150,815)</u> | <u>(8) %</u> | <u>2,496,414</u> | <u>24 %</u> |
| Total Douglas County Libraries | <u>2,311,765</u> | <u>14,740,355</u> | <u>15,163,227</u> | <u>(422,872)</u> | <u>(3) %</u> | <u>20,189,930</u> | <u>25 %</u> |
| Other Earning Types | | | | | | | |
| Other Earnings | | | | | | | |
| Call Back (CALBK) | 177 | 1,545 | 0 | 1,545 | 100 % | 0 | 0 % |
| On Call (ONCAL) | 717 | 4,592 | 0 | 4,592 | 100 % | 0 | 0 % |
| PTO Pay Out (PTOPO) | 26,763 | 91,623 | 0 | 91,623 | 100 % | 0 | 0 % |
| Retro (RETRO) | 0 | 17,548 | 0 | 17,548 | 100 % | 0 | 0 % |
| Severance (SEVER) | 26,227 | 26,227 | 0 | 26,227 | 100 % | 0 | 0 % |
| Total Other Earnings | <u>53,884</u> | <u>141,535</u> | <u>0</u> | <u>141,535</u> | <u>100 %</u> | <u>0</u> | <u>0 %</u> |
| Cost Center Unassigned | 0 | 0 | 112,500 | (112,500) | (100) % | 150,000 | 25 % |
| Total Other Earning Types | <u>53,884</u> | <u>141,535</u> | <u>112,500</u> | <u>29,035</u> | <u>26 %</u> | <u>150,000</u> | <u>25 %</u> |



Douglas County Libraries
 SALARIES & WAGES, BENEFITS AND PERA RETIREMENT
 (Unaudited)

| | Month Ending | Year to Date | | | | Current Year | |
|---|-----------------------|--------------------|-------------------|-----------------|--------------|-------------------|--------------|
| | September 30, 2024 | September 30, 2024 | | | | Annual Budget | |
| | Actual | Actual | Budget | Variance | % Budget | Budget | Remain % |
| Over (Under) Budget Comparison | | | | | | | |
| Community Engagement | 306,642 | 2,000,322 | 1,966,376 | 33,946 | 2 % | 2,630,347 | 25 % |
| Customer Experience | 973,166 | 6,432,897 | 6,397,243 | 35,654 | 1 % | 8,592,899 | 26 % |
| Executive | 120,321 | 791,105 | 739,083 | 52,022 | 7 % | 988,644 | 25 % |
| Finance | 70,679 | 471,657 | 475,654 | (3,997) | (1) % | 627,599 | 24 % |
| Infrastructure Services | 368,119 | 2,373,826 | 2,326,260 | 47,566 | 2 % | 3,117,197 | 25 % |
| Total Salaries & Wages | 1,838,927 | 12,069,807 | 11,904,616 | 165,191 | 1 % | 15,956,686 | 25 % |
| Schedule of Benefits as % of Gross Payroll | | | | | | | |
| Unemployment Insurance | 0.89 % | 0.29 % | 0.32 % | (0.03) % | (10) % | 0.31 % | (1) % |
| Worker's Compensation | 0.00 % | 0.26 % | 0.42 % | (0.16) % | (39) % | 0.41 % | (1) % |
| Health Insurance | 4.91 % | 5.99 % | 6.11 % | (0.13) % | (2) % | 6.08 % | (1) % |
| Life Insurance | 0.04 % | 0.06 % | 0.07 % | (0.01) % | (17) % | 0.07 % | (1) % |
| Medicare | 1.44 % | 1.37 % | 1.47 % | (0.10) % | (7) % | 1.47 % | (0) % |
| Employee Assistance Program | 0.07 % | 0.04 % | 0.03 % | 0.01 % | 33 % | 0.03 % | (0) % |
| Worker's Compensation Deductible | 0.00 % | 0.03 % | 0.13 % | (0.09) % | (75) % | 0.13 % | (1) % |
| Total Benefits | 7.00 % | 8.00 % | 9.00 % | (1.00) % | (6) % | 9.00 % | (0) % |
| Benefits | 7.34 % | 8.03 % | 8.54 % | (0.50) % | (6) % | 8.50 % | (0) % |



**Comparison of Property & Auto Tax Revenues
September 2024 YTD**

Property Tax (net of adjustments)

| | <u>2023</u> | <u>2024</u> | <u>Variance Amount</u> | <u>% Variance</u> |
|--------------|----------------------------|----------------------------|---------------------------|-------------------|
| January | \$0 | \$0 | n/a | n/a |
| February | 1,035,333 | 267,815 | (767,518) | (74%) |
| March | 11,750,451 | 13,406,346 | 1,655,895 | 14% |
| April | 1,441,173 | 1,882,085 | 440,912 | 31% |
| May | 5,971,374 | 7,387,059 | 1,415,685 | 24% |
| June | 2,840,175 | 3,330,989 | 490,814 | 17% |
| July | 8,703,008 | 10,760,165 | 2,057,157 | 24% |
| August | 309,325 | 383,695 | 74,370 | 24% |
| September | 124,953 | 160,375 | 35,422 | 28% |
| October | 42,528 | | n/a | n/a |
| November | 40,517 | | n/a | n/a |
| December | 36,227 | | n/a | n/a |
| Total | <u>\$32,295,064</u> | <u>\$37,578,528</u> | <u>\$5,402,736</u> | |

Adjustments include prior year tax collected, TIF deductions and abated taxes.

Auto Tax

| | <u>2023</u> | <u>2024</u> | <u>Variance Amount</u> | <u>% Variance</u> |
|--------------|---------------------------|---------------------------|---------------------------|-------------------|
| January | \$0 | \$0 | n/a | n/a |
| February | 247,261 | 260,985 | 13,724 | 6% |
| March | 260,368 | 222,009 | (38,359) | (15%) |
| April | 263,927 | 206,906 | (57,021) | (22%) |
| May | 222,189 | 225,916 | 3,727 | 2% |
| June | 276,452 | 217,804 | (58,648) | (21%) |
| July | 247,647 | 216,417 | (31,230) | (13%) |
| August | 262,444 | 238,903 | (23,541) | (9%) |
| September | 283,666 | 237,619 | (46,047) | (16%) |
| October | 247,418 | | n/a | n/a |
| November | 261,343 | | n/a | n/a |
| December | 463,763 | | n/a | n/a |
| Total | <u>\$3,036,478</u> | <u>\$1,826,559</u> | <u>(\$237,395)</u> | |

MEMO

| | |
|----------|---|
| To: | Douglas County Libraries Board of Trustees |
| Date: | December 2024 |
| From: | Bob Pasicznyuk |
| Subject: | External Quarterly KPI |

Overview

This quarter is the highest NPS DCL has received since the survey began in January, 2021.

Unique donors include individual and corporate monetary donors along with in-kind contributors. For the first time, the Fête des Fables fundraiser sold out with more than 250 people celebrating thriving libraries at the Highlands Ranch Mansion!

PR impressions increased significantly due to the reach of radio, including Ross Kaminsky's KOA promotion of the Daniel Silva author event and a Summer Reading partnership with MIX100.

Other performance indicators show are in the expected range.

NPS: How DCL users feel about our brand and services

91.8 Quarter score **July - September 2024**

86.92 Quarter score **July - September 2023**

Use

Market Penetration: The percentage of Douglas County households with an active library card

60.52% **September 2024**

60.54% **September 2023**

Door Count

367,587 **July - September 2024**

346,714 **July - September 2023**

995,904 Total 2024 **January - September**

1,340,683 Total 2023

Website Visits

464,307 **July - September 2024**

450,480 **July - September 2023**

1,439,689 Total 2024 **January - September**

1,843,506 Total 2023

Community Engagement

Resource Donors: Total number of unique volunteers and donors

977 **July - September 2024**

985 **July - September 2023**

Partnerships: Total number of organizations with whom DCL has a working relationship/partnership

179 **July - September 2024**

175 Total 2023

Indirect Outreach/Impressions: Total number of times someone has a chance of seeing the DCL brand

307,938,399 **July - September 2024**

98,214,289 **July - September 2023**

378,794,611 Total 2024 **January - September**

455,640,843 Total 2023

Direct Outreach: Total number of people DCL staff talked with about the library and our services outside of our library locations

8,744 **July - September 2024**

5,901 **July - September 2023**

42,099 Total 2024 **January - September**

37,842 Total 2023

MEMO

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| To: | Douglas County Libraries Board of Trustees |
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Overview

Overall scores and engagement have increased in our second administration of the Gallup Q12 survey. DCL's Senior Leadership Team is continuing with their engagement work by action planning with Managers in Q4 2024. Managers will complete an activity planning session with each of their teams in Q1 2025 and set team goals around their selected engagement topic in Q2 2025.

Turnover

Summary: Turnover rate is calculated by the number of terminations in a selected period divided by the average number of employees in a selected period. Annualized turnover rate is calculated as turnover rate * (12 months/# months in period).

Period: July 2024 – September 2024

DCL Turnover Rate: 5.8% **DCL Annualized Turnover Rate:** 23.1%

Benchmarks: Paylocity provides the benchmarks below in their data insights for the organization. The benchmarks below are calculated by taking the average turnover rate across Paylocity customers with the same sector and subsector code as classified under North American Industry Classification System (NAICS) : [519120 - Libraries and Archives](#). As of October 2, 2024, the Paylocity's benchmark population includes 169 companies in our Subsector and 1,332 companies in our Sector across North America.

Sector Benchmark: 8.9%

(NAICS) 51 – Information

Subsector Benchmark: 7.0%

(NAICS) 519 – Web Search Portals, Libraries, Archives, and Other Information Services

What does this tell us? DCL's turnover rate remains under the Sector and Subsector benchmarks. High turnover continues to be a nationwide issue for employers, and we are performing better in this aspect than average.

Employee Engagement

Summary: The Gallup Q12 Survey is conducted annually in order to measure and benchmark employee engagement at DCL. Gallup research proves that when employees are engaged, by Gallup's measures, they exert more discretionary effort on the job, going above and beyond what their role typically requires. Engaged employees are more productive and more profitable, have fewer

safety incidents, are customer-focused and are more likely to withstand temptations to leave their organization.

Gallup Q12 Survey Results

Survey period: July 15, 2024 – July 30, 2024

2024 Total Respondents: 285 (91% participation)

2023 Total Respondents: 285 (94% participation)

Benchmark: Gallup overall median: 84% participation

2024 Engagement Mean: 4.27

2023 Engagement Mean: 3.98

2024 Mean Percentile Rank: 61st (The mean is greater than 61% of those in the Gallup Overall database)

2024 Highest Q12 Items:

- Q04. In the last seven days, I have received recognition or praise for doing good work. (4.31)
- Q11. In the last six months, someone at work has talked to me about my progress. (4.62)

2023 Highest Q12 Items:

- Q09. My associates or fellow employees are committed to doing quality work. (4.44)
- Q11. In the last six months, someone at work has talked to me about my progress. (4.29)

2024 Lowest Q12 Items:

- Q01. I know what is expected of me at work. (4.45)
- Q03. At work, I have the opportunity to do what I do best every day. (4.13)

2023 Lowest Q12 Items:

- Q01. I know what is expected of me at work. (4.22)
- Q03. At work, I have the opportunity to do what I do best every day. (3.80)

2024 Engagement Index:

- 61% engaged
- 36% not engaged
- 3% actively disengaged

2023 Engagement Index:

- 46% engaged
- 47% not engaged
- 7% actively disengaged

2024 Engagement Ratio: 20.33:1 (There are **20.33** engaged employees for each actively disengaged employee)

2023 Engagement Ratio: 6.57:1

Benchmark: Gallup Overall database: 5:1

Q3 2024 Strategic Plan Update

Several of the previously active responses have been marked as completed, including the integration of volunteer support in each division, the creation of an information storage system to meet staff and customer needs, and launching a successful co-working and remote work option for designated staff. A few of the noteworthy updates to share from the current active responses include:

- Meeting room use data has been collected and separated by branch to be evaluated during Q4. Additionally, E&H staff plan to survey non-returned customers by the end of 2024 to then place projections of any meeting room use barriers to remove in 2025.
- Ageless updates:
 - DCL's presence in senior living facilities continues to grow. We serve 15 facilities throughout the county. DCL's menu of services include:
 - Material delivery
 - Book Clubs
 - Book Chats
 - Tech help
 - Read Alouds
 - Our initial coffee chat host volunteer at Parker was hired as staff. A new volunteer was quickly recruited and trained.
 - Coffee chat Tuesdays continues to grow in numbers of participants. Community Experts are included once a month at all Coffee Chat Tuesdays.
 - Topics included: DCL's ALH, hobby photography, Master Gardeners, local historical societies, community arts centers (PACE, LTAC, etc.), elections, senior centers, indigenous history, local geology, musicians
 - 2024 Attendance Increase
 - Weekly Coffee Chats up 33%
 - Expert Weeks up 27%

Dashboard Key

| | |
|----------|--|
| Complete | Strategic work on response is complete. Work may have been moved to regular operations or closed out. |
| On Track | Benchmarks and strategic outcomes are currently being met. |
| Delayed | Benchmarks and/or strategic outcomes are not currently being met, but will be back on track next quarter. Delays are generally due to extenuating circumstances. |
| Removed | Strategic outcomes cannot be met, or are no longer a strategic priority. |
| On Hold | Strategic work on response either has not begun or is paused for current reporting period. |

Strategic Plan Dashboard

| Strategic Priority | Strategic Response | Response Status |
|-----------------------------------|--|-----------------|
| Vibrant Libraries | Set up a district task force to conduct an annual evaluation of meeting room customer use and feedback, and identify barriers to using our meeting spaces that we can reduce or eliminate. | Delayed |
| Beyond our Walls | Increase the frequency and market saturation of traditional advertising, targeting a broad audience with general library messaging (e.g., get to know DCL). | On Hold |
| Community Service | Serve as a destination for Douglas County seniors to congregate, learn, and socialize. | On Track |
| Fortify our Infrastructure | Create an organized and accessible information storage structure that meets staff, customer, and retention needs. | Complete |
| | 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. | Complete |
| | 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. | Complete |