



## **BOARD OF TRUSTEES**

### **Regular Session Agenda**

**Monday, October 3, 2022**

**5:00 PM**

**HPLD Administration Building  
2650 W. 29th St. Greeley, CO 80631**

**This is also be streamed virtually by GoToMeeting.**

**The meeting can be viewed from your computer, tablet, or smartphone.**

<https://www.mylibrary.us/hpldboardmeetings>. To view the Board meeting online, use this link and select the date of the meeting you want to join. If you have public comments, you may submit questions at the time of signing up for the meeting. All participants will be muted.

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<https://global.gotomeeting.com/install/399313765>

**If you wish to address the Board via Public Comment, please attend the meeting in person. If you are unable to attend in person, you can submit public comments to the Board prior to the Board meeting via Formstack:**

[https://hpld.formstack.com/forms/board\\_questions](https://hpld.formstack.com/forms/board_questions)

### **1.0 OPENING OF MEETING**

- 1.1 Roll Call and Pledge of Allegiance
- 1.2 Approval of Agenda
- 1.3 Approval of Consent Agenda
  - A. September 12, 2022 Regular Session Meeting Minutes
- 1.4 The Good We Do
- 1.5 Public Comment

### **2.0 ITEMS FOR INFORMATION/ACTION**

- 2.1 Preliminary Budget (Information) - Natalie Wertz, Finance Manager
- 2.2 Executive Director Annual Performance Appraisal (Information) – Eric Ewing, HPLD Associate Director of Human Resources
- 2.3 United Way of Weld County Collective Impact MOU (Action) – Dr. Matthew Hortt, HPLD Executive Director

### **3.0 DIRECTORS REPORT**

- 3.1 Review Draft Agenda – Dr. Matthew Hortt, HPLD Executive Director
  - A. November 14, 2022
- 3.2 District Updates – Dr. Matthew Hortt, HPLD Executive Director

#### **4.0 BOARD COMMENTS**

- 4.1 Chairman's Report
- 4.2 Vice-Chair
- 4.3 Secretary/ Treasurer
- 4.4 Committees
- 4.5 Other Board Members

#### **5.0 ADJOURNMENT**

Upcoming meetings:

November 14, 2022 5:00 p.m., Glenn A. Jones, MD Memorial Library  
400 S. Parish Avenue, Johnstown, CO 80534



**BOARD OF TRUSTEES**  
**DRAFT - Special Session Minutes**  
**Monday, September 12, 2022**  
**HPLD Administration Building**  
**2650 W. 29<sup>th</sup> St., Greeley, CO 80631**  
**5:00 p.m.**

**1.0 OPENING OF MEETING AT 5:02 PM**

1.1 Roll Call and Pledge of Allegiance

All were Present unless noted:

Chair/Region 3: Ken Poncelow

Vice-Chair/Region 5: Mary Heberlee left at 6:25pm

Secretary/Treasurer/Region 4: Mary Roberts was excused

Region 1: Trustee Teresa Curtis (attended virtually)

Region 2: Trustee Gerri Holton

Region 6: Trustee Joyce Smock

At Large Trustee: Jana Caldwell

Quorum was established.

Legal Counsel William Garcia

Staff: Eric Ewing, Natalie Wertz, Dr. Matthew Hорт, Kim Parker, Niamh Mercer, Elena Rosenfeld

Fort Lupton Public and School Library Director Thomas Samblanet

Guests: Tony Brewer, Steve Teets

Chair Ken Poncelow read the following statement into record: *High Plains Library District (HPLD) is dependent on the trust of its community to successfully achieve its mission. Therefore, it is crucial that all Trustees conduct business on behalf of the High Plains Library District with the highest level of integrity, truth and honor, avoiding any impropriety or the appearance of impropriety.*

1.2 Approval of Agenda

**MOTION** to approve the agenda: Trustee Joyce Smock

**SECOND:** Trustee Gerri Holton

**DISCUSSION:** None

**VOTE:** Unanimously approved, 6:0

- 1.3 Approval of Consent Agenda
- a. August 15, 2022 Regular Session Meeting Minutes  
**MOTION** to approve the August 15, 2022 Regular Session Meeting Minutes: Vice-Chair Mary Heberlee  
**SECOND:** Trustee Jana Caldwell  
**DISCUSSION:** None  
**VOTE:** Unanimously approved, 6:0
- b. August 15, 2022 Work Session Meeting Minutes  
**MOTION** to approve the August 15, 2022 Work Session Meeting Minutes: Trustee Jana Caldwell  
**SECOND:** Vice-Chair Mary Heberlee  
**DISCUSSION:** None  
**VOTE:** Unanimously approved, 6:0
- 1.4 The Good We Do
- Chair Ken Poncelow introduced this new section of the Board meeting by saying that the District does great things and he asked Dr. Hortt to start sharing some of the highlights each month.
- Dr. Hortt introduced Tony Brewer, former HPLD Library Manager, Associate Public Services Director, and Interim Executive Director. Mr. Brewer donated to HPLD the book *Interim Leaders in Libraries*, which he helped author. He had been invited to write a chapter in the book, recounting his experiences as HPLD Interim Director, and the book has now been published. It has particular relevance for a couple reasons: because the editors and authors are local and the HPLD chapter.
- Chair Poncelow asked if Mr. Brewer would write a note in the front of the book or at least autograph the copy. Tony will think about that and let Dr. Hortt know.
- Dr. Hortt added that he is grateful for the many things that Tony put in place during his Interim Director tenure that helped Matt when he started.
- Also, there was a recent article in BizWest that talked about changes that are taking place in downtown Greeley that are being led by LINC and how the LINC project will drive the next level of innovation. Also in the article, the Greeley Creative District highlighted LINC and Mary Roberts' Lincoln Park Emporium.
- 1.5 Public Comment
- Steve Teets complimented the HPLD Directors Janine Reid, Tony Brewer, and Matt Hortt for having an open-door policy and allowing people to talk to them. He also said that he was at a City Council meeting and some people from downtown businesses had a problem with the homeless. He said, "But where are they going to go?", and asked what the library's policy is on helping the homeless who are not breaking the law.
- Chair Poncelow told Mr. Teets that Dr. Hortt will get back to him.

## 2.0 ITEMS FOR INFORMATION/ACTION

### 2.1 Canceling of September 19<sup>th</sup> Regular Session Meeting (Action) - Dr. Matthew Hortt, HPLD Executive Director

Because of conflicting schedules, the September 19<sup>th</sup> Regular Session Board Meeting could possibly not establish a quorum, and staff recommends that the Board cancel the meeting.

**MOTION** to cancel the September 19<sup>th</sup> HPLD Board Meeting: Trustee Jana Caldwell

**SECOND:** Vice-Chair Mary Heberlee

**DISCUSSION:** None

**VOTE:** Unanimously approved, 6:0

### 2.2 Fort Lupton Owners Rep Contract Discussion (Action) - Dr. Matthew Hortt, HPLD Executive Director

As discussed in the last meeting, the Board approved up to \$250,000 for Owners Rep fees for the new Fort Lupton library. The project timeline has been extended by 10 months, and Wember submitted an Additional Services Request that would add \$79,900 to their total fees for the project. Thomas Samblanet, Fort Lupton Public and School Library Director, had requested additional support for the additional costs, which would amount to a net of \$66,000. The Board asked if the City of Fort Lupton had decided to waive any additional fees, and he responded that at this time they had not. The Board discussed the issue and came to the decision that they will not reimburse Fort Lupton for more than the \$250,000.

**MOTION** to expend the \$250,000 for the Wember Owners Rep for the Ft Lupton Library and stop there: Vice-Chair Mary Heberlee

**SECOND:** Trustee Joyce Smock

**DISCUSSION:** None

**VOTE: 5:0**

Trustee Gerri Holton recused herself from the vote.

### 2.3 Financial Services Audit RFP (Action) – Natalie Wertz, HPLD Finance Manager

HPLD received two proposals in response to the RFP that had been issued: one from Anderson & Whitney, the other from SingerLewak. Both organizations are qualified, but Anderson & Whitney's proposal was considerably less expensive. They are also local, whereas SingerLewak is not and would perform much of the audits virtually. After considering the proposals, the Finance Committee is recommending that the District stay with Anderson & Whitney for audit services for the next four years.

**MOTION** to accept the proposal for audit services from Anderson & Whitney: Trustee Joyce Smock

**SECOND:** Trustee Gerri Holton

**DISCUSSION:** None

**VOTE: 6:0**

### 2.4 LINC Talking Points (Action) – James Melena, HPLD Community Relations and Marketing Manager

Dr. Hortt said that some adjustments were made and additional verbiage was added to the talking points after the last Board meeting, and the capital campaign booklet that was just done outlines and sums up the project. Staff will add additional items to the talking points and get them to the Board.

Chair Poncelow suggested possibly sending the booklet to the superintendents of the school districts.

**MOTION** to approve and adopt the proposed Talking Points with the amendments discussed:

Vice-Chair Mary Heberlee

**SECOND:** Trustee Jana Caldwell

**DISCUSSION:** None

**VOTE: 6:0**

Chair Ken Poncelow reported that the decision has been made that LINC will open in its entirety at the same time, not piece by piece.

2.5 LCI and Strategic Planning Process (Information) – Elena Rosenfeld, HPLD CE & Strategies Manager

Elena told the process the District uses for strategic planning. It's always a continual process: for instance, they started the 2023 budget planning in 2021. Staff submitted challenges the community is facing and ideas on how HPLD can help; the submissions were compiled and reviewed; they were evaluated using an assessment matrix; and the information went into the budgeting process.

To gather information from the public, a Library Confidence Indicator (LCI), a one-minute assessment that asks three questions, and purposeful surveys will be used.

The District wants budgeting to reflect their priorities, which for 2023 are LINC, Grover, and Life Accelerator.

Chair Poncelow mentioned that HPLD's website is not driving towards any of this. This is an opportunity for improvement. He also asked if the Friends of the Library could be trained to facilitate the survey and if HPLD is working with UNC Statistics.

Trustee Teresa Curtis asked about questions in an online scale format: qualitative analysis on qualitative data. Chair Poncelow asked Legal Counselor Bill Garcia if the District could include this in County tax bills, and he responded that it may be possible.

**For information only. No Board Action at this time.**

2.6 Colorado FAMLI Program (Action) - Dr. Matthew Hortt, HPLD Executive Director

FAMLI, a state-run Paid Family and Medical Leave Insurance program that will begin in 2024, came about because of the people who weren't working and didn't have insurance during the pandemic. Employers and employees will share the cost of the premiums equally: each contributing 0.45% of the employee's wage to the program, for a total premium of .09% of the individual's wage. Public sector employers have the option to participate or opt out. If HPLD were to opt out, employees would have the following options for coverage:

- An individual would have the choice to voluntarily opt into FAMLI at the same premium rate as if the District were participating.
- Employees may be eligible for paid long- and short-term disability leave and FMLA's 12 weeks of job-protected leave that are included in HPLD's current benefit package.

Because of the other options and additional expense to employees, HPLD staff recommend that the Board opt out of the program for the initial year and reevaluate next year.

**MOTION** to opt out of the program for the first year and reevaluate next year: Trustee Gerri Holton

**SECOND:** Trustee Joyce Smock

**DISCUSSION:** None

**VOTE: 6:0**

- 2.7 Grover Project (Action) – Dr. Matthew Hortt, HPLD Executive Director  
Progress has been made on the Grover project. The IGA was shared with the Town, and they questioned two areas of it and asked for small changes that the legal counsels will work through. HPLD will now hold public meetings with the town; the second phase of Wember’s task order needs to be approved; and it is important to get a general contractor in place because the building must be winterized. Soil sample survey results are pending, and there are concerns about what the survey will find about the land and water, as well as what may be underground. All things considered, it could lead to higher costs and exceed the \$350,000.  
Before next steps can be taken, Wember’s phase II must be approved.  
**MOTION** to approve Phase II of the Wember Task Order: Vice-Chair Mary Heberlee  
**SECOND:** Trustee Jana Caldwell  
**DISCUSSION:** None  
**VOTE: 6:0**  
Vice-Chair Mary Heberlee left the meeting at 6:25p.m.

### 3.0 DIRECTORS REPORT

- 3.1 Review Draft Agenda – Dr. Matthew Hortt, HPLD Executive Director  
a. October 3, 2022  
Next month’s agenda will include initial 2023 Budget information and directions about the Executive Director’s annual review.
- 3.2 District Updates – Dr. Matthew Hortt, HPLD Executive Director  
There will be a Combined Branch and Member Boards dinner and tour of LINC on Tues, October 18<sup>th</sup>.  
  
United Way of Weld County will hold their annual Community Leaders luncheon on Sept.28<sup>th</sup> at 11:00am. Dr. Hortt asked if any of the Trustees wanted to attend.  
  
Dr. Hortt met with the Mead Master Planning Committee. The Architects have asked for an extension and it appears that HPLD won’t do any work until 2024.  
  
The Friends of Raymer have asked for another letter of support for a grant they are applying for. Dr. Hortt wrote the letter and they are making progress.  
  
CALCON had several sessions that were facilitated by a variety of HPLD employees. Peter Derk and Christina Hernandez received awards and were honored.  
  
HPLD will hold *YesFest*, a big festival that focuses on youth engineering and science, on September 17<sup>th</sup>. David Turner, HPLD’s Creative Specialist, will have a laser cutter onsite and has been making challenge coins for the event. It will be great promotion for the Makerspaces in the District.

The HPLD Board Member Recruitment has had six applicants from the Greeley area and one from the Ft. Lupton area.

Work is being done on the IGA addendum and they will be ready to send to the Member Libraries in a couple of weeks.

Briggsdale Library will celebrate their 35<sup>th</sup> anniversary on September 28<sup>th</sup>. Staff will send the information to the Board.

Lastly, the marketing department has worked hard on the Capital Campaign booklet that the Board just received.

#### **4.0 BOARD COMMENTS**

4.1 Chair Ken Poncelow will send thank you cards to the staff who gave presentations at CALCON.

4.2 Other Board Members

Trustee Jana Caldwell: Tim Coons, of the Weld Community Foundation, did a podcast on Wes Bruce that she will listen to.

Trustee Gerri Holton thanked the organization for paying for her to go to CALCON. She went to three sessions that were facilitated by staff. They were very interesting and informative, and she intends to put together a PowerPoint and present it.

Trustee Joyce Smock remarked on the Briggsdale invite and shared that she and Mary Heberlee went on a makeup tour of LINC, which was very good and informative. Word is getting out about LINC, which is good.

Trustee Teresa Curtis appreciated the BizWest article that Matt shared and she asked what we are doing to give good communication to the nearby businesses because they will be a good voice for us.

Dr. Hортt replied that he sits on the Greeley Downtown Development Board and other groups, and he points out updates about LINC in those meetings. Staff also are out and about and frequent many of the businesses down there, and they are talking about it.

#### **5.0 ADJOURNMENT at 6:42.**

There being no further business before the Board of Trustees,

**MOTION** to adjourn the meeting: Trustee Gerri Holton

**SECOND:** Trustee Joyce Smock

**DISCUSSION:** None

**VOTE:** Unanimously approved, **5:0**

# HIGH PLAINS LIBRARY DISTRICT

## BOARD OF TRUSTEES COMMUNICATION

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Meeting date: October 3, 2022
Type of item: Action
Subject: Proposed Budget for 2023
Presented by: Dr. Matthew Hortt, Executive Director and Natalie Wertz, Finance Manager
Recommendation: Staff recommend that the board accept the proposed budget and schedule the public hearing and final vote for the December 12, 2022 board meeting

### ***Background***

As required by state statute, we are presenting the proposed budget for 2023.

The proposed budgeted revenues are \$53,362,904 and proposed budgeted expenditures are \$50,864,146. The budgeted increase in fund balance of \$2,498,758. The 2023 proposed budgeted revenues have increased 50.30% from the 2022 budget. The major source of revenue for the District is derived from a proposed 3.177 mill levy applied to the assessed value of portions of Weld and Boulder County properties. The 2023 proposed budget includes funds for completing and opening LINC (Library INnovation Center), remodeling Centennial Park Library, a Grover Library, and a quality level of library services. The proposed budget includes planning for a 4.5% merit increase for staff and additional personnel to staff and support LINC. Since the certificates of participation were paid off in December 2019, there is no proposed 2023 budget for the debt service fund.

### ***Considerations***

The proposed budget has been reviewed by the Finance Committee and is being recommended for approval.

### ***Recommendation***

Staff recommend that the Board accept the proposed budget for 2023 and schedule the public hearing and final vote for the December 12 board meeting.





Administration  
2650 W. 29<sup>th</sup> Street  
Greeley CO 80631  
Phone: (970) 506-8550  
Fax: (970) 506-8551

October 3, 2022

Dear Board of Trustees and High Plains Library District Taxpayers:

We are pleased to present the proposed budget for the High Plains Library District for 2023. This proposed budget will support the High Plains Library District in achieving its mission and vision by providing the necessary funding for operations, distributions to member libraries, and capital projects.

The proposed budget consists of:

- Summary schedules listing revenues, expenditures, beginning and ending fund balances.
- The 5-year Capital Improvement Program.

The 2023 proposed budgeted revenues have increased 50.30% from the 2022 budget. The 2023 proposed budget includes funds for completing construction of LINC (a library / innovation center in Greeley) and for a quality level of library services.

The major source of revenue for the District is derived from a 3.177 mill levy applied to the assessed value of portions of Weld and Boulder County properties.

Any interested elector within such High Plains Library District may inspect the proposed budget and file or register any objections thereto at any time prior to the final adoption of the budget scheduled for Monday December 12, 2022 at the regular meeting of the High Plains Library District Board of Trustees.

A handwritten signature in black ink, appearing to read "M Hortt", written in a cursive style.

Dr. Matthew Hortt, Executive Director

A handwritten signature in black ink, reading "Natalie Wertz", written in a cursive style.

Natalie Wertz, Finance Manager





**Finance Department  
2650 W. 29<sup>th</sup> Street  
Greeley, Colorado 80631**

**Proposed  
Budget  
2023**

**Board of Trustees**

Kenneth Poncelow, Chairman  
Mary Heberlee, Vice Chairman  
Mary Roberts, Secretary/Treasurer  
Jana Caldwell  
Teresa Curtis  
Gerri Holton  
Joyce Smock

# highplains

Library District

Administrative Office  
2650 W. 29<sup>th</sup> Street  
Greeley, CO 80631

## District Support Team

Dr. Matthew Hortt, Executive Director

Bob Arellano, Facilities Manager

Marjorie Elwood, Associate Director of Public Services

Eric Ewing, Associate Director of Human Resources

Rosa Granado, Associate Director of Public Services

Rebecca Libersat, Collection Resources Manager

James Melena, Community Relations and Marketing Manager

Niamh Mercer, Foundation Director

Elena Rosenfeld, Community Engagement and Strategies Manager

Susan Staples, Information Technology and Innovation Manager

Natalie Wertz, Finance Manager

## Managers

Melissa Beavers, Lincoln Park Library

Melanie Goldman, Carbon Valley Regional Library

Ian Holmes, Erie Community Library

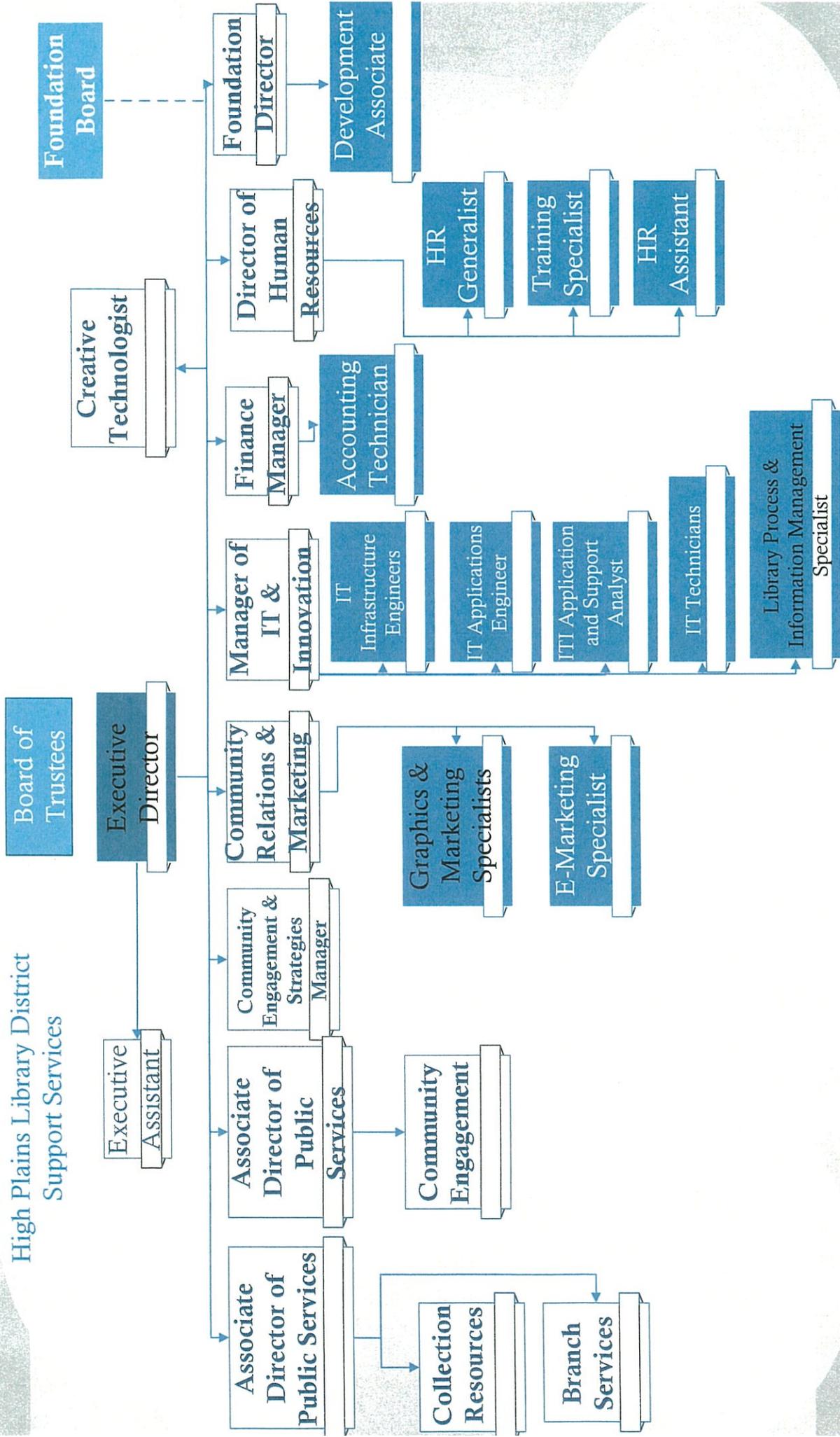
Rita Kadavy, Riverside Library and Cultural Center

Rick Medrano, MOVE

Charlene Parker, Farr Regional Library

Mallory Pillard, Centennial Park Library

# High Plains Library District Support Services



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## **Glossary and Acronyms**

### **Other resources and information**

**High Plains Library District website** <https://www.mylibrary.us/>

Weld County Colorado website <https://www.weldgov.com/>

Colorado Oil and Gas Conservation Commission website  
<https://cogcc.state.co.us/#/home>

Macrotrends website for oil and gas historical prices  
<https://www.macrotrends.net/1369/crude-oil-price-history-chart>

Longforecast website for oil and gas pricing forecasts  
<https://longforecast.com/oil-price-today-forecast-2017-2018-2019-2020-2021-brent-wti>

State of Colorado Demography website  
<https://demography.dola.colorado.gov/population/population-totals-counties/#population-totals-for-colorado-counties>

Upstate Colorado website <https://upstatecolorado.org/news/>

Weld County literacy information  
<https://nces.ed.gov/surveys/piaac/skillsmap/?view=comparison&geolevel=county&first=8123>

**2023**  
**Budget**  
**Message**

December 12, 2022

Dear Board of Trustees and High Plains Library District Taxpayers:

It is our pleasure to submit to you our 2023 budget for your consideration and adoption. This budget was prepared by the Finance Department with input and direction from the Board of Trustees, members of the District Administrative Support Team, Library Managers, and the Executive Director. General guidelines used to formulate this document include the mission statement, the strategic plan, the capital improvement program forecast for the next five years, and financial projections of revenues and expenditures for the next 10 years.

**Our Mission:**

*Helping build Community.*

**Our Vision:**

*High Plains Library District gives access to answers for every question.*

**Our Values:**

These values help clarify the principles that guide the High Plains Library District (HPLD). As trustees, administration, and staff of the High Plains Library District, we are committed to fulfilling our mission and vision while upholding the following values:

- **Our Patrons** - Treated with dignity, respect, and consideration; Receive exceptional level of personal customer service; Provided with a variety of library materials that reflect communities' interest and values; Access to up-to-date technology and assistance to use that technology; Enjoy a variety of quality programming for all ages; Have a positive library experience every time they visit.
- **Our Facilities** - Modern, clean, and well maintained; Provide and utilize up-to-date technology; Open and available to all people regardless of age, gender, sexual orientation, or physical limitation; inviting, comfortable and friendly; Serve as a local gathering place.

- **Our Staff** - Uphold the principals of the First Amendment to the Constitution of the United States of America - the freedom to read, view, speak and hear; Committed to instilling a love of reading; professional and reliable information catalysts; Make every effort to be available whenever and wherever our patrons need us; Seek solutions to problems in a positive, productive manner; Work as a team to provide exceptional level of service; Continue to learn and grow professionally by taking advantage of classes, workshops, and seminars (offered by the High Plains Library District, State/National Library Associations, and other agencies) in an effort to better serve the public; Sees HPLD as an employer of choice, one that provides fair compensation, competitive benefits, and a flexible schedule that leads to a healthy work / life balance.
- **Our Community** - Benefits from partnerships between HPLD and other local agencies that support reading, education, and literacy; Enjoys the talents, abilities, and contributions of the HPLD staff at community-related activities; Is aware of and appreciates the programs and services offered by the HPLD; Supports the HPLD by contributing to its Foundation; Feels enriched by the presence of the HPLD.

## Overview

This budget will support the High Plains Library District in achieving its mission and vision by providing the necessary funding for the operation of the libraries, the outreach department, public computing centers, and administration and support services.

The budget consists of:

- Summary schedules listing revenues, expenditures, beginning and ending fund balances.
- The 5-year capital improvement program, plus narrative.

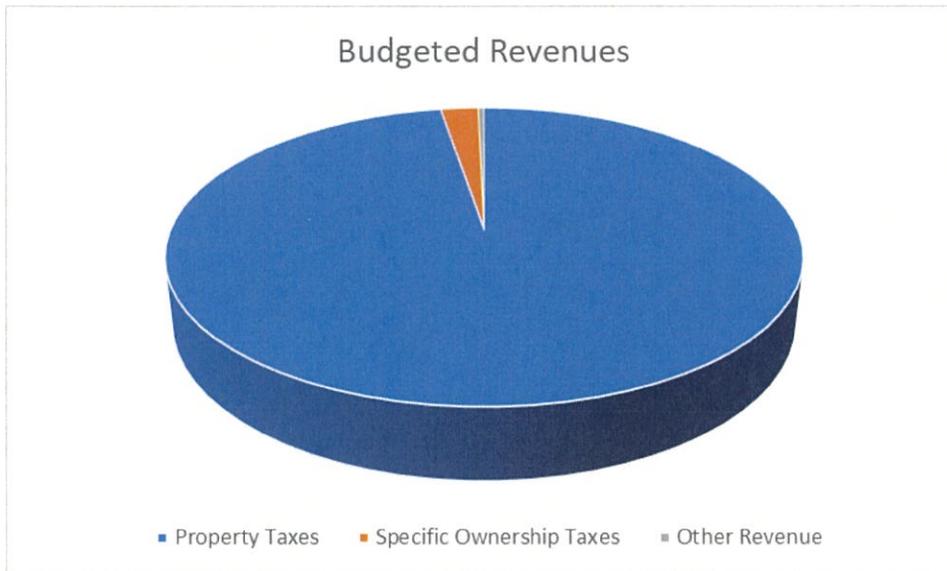
The 2023 proposed budget includes funds for a **Library INnovation Center** in Greeley, and an operating budget for continuing to provide a quality level of library services.

The budgeted general fund revenues for 2023 are \$53,362,904 and the budgeted general fund expenditures for 2023 are \$50,864,146. That equates to a budgeted increase in net assets of \$2,498,758.

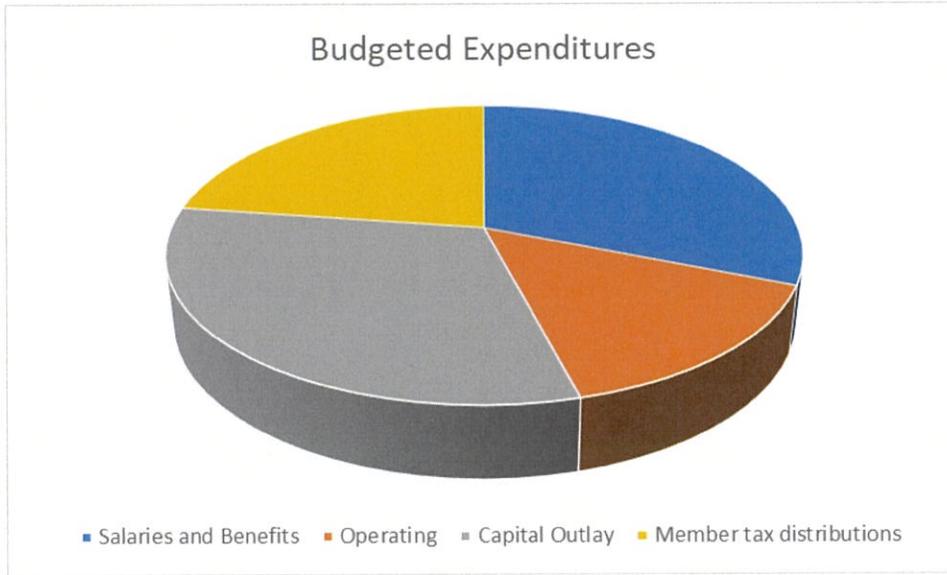
Budgeted revenues for 2023 have increased 50.30% from the 2022 budget. Budget restrictions in other expenditure areas have allowed for planning for a 4.5% merit increase for staff. The salary budget also includes the effect of a cost-of-living increase in the minimum wage that will become effective January 1, 2023 and adjustments for a salary survey that was completed in 2022. High Plains Library District is planning for additions to FTE and staff headcount in 2023 primarily to staff

and support LINC. The budget includes funds to continue to participate in Prospector which allows patrons increased access to additional resources beyond the High Plains Library District collection.

The primary source of revenue for the District is derived from a 3.177 mill levy for operations applied to the assessed value of portions of Weld and Boulder County properties. Property tax which includes delinquent taxes, refunds and abated taxes comprise 97.40% percent of the District's budgeted revenue for 2023 while specific ownership tax is 2.25%. The remaining .35% percent consists of investment earnings, grants, fines, fees, and miscellaneous revenues.



The expenditures of the district are comprised of salaries and benefits that equal 31.20 % of the budgeted expenditures, operating expenditures add an additional 14.77%, capital outlay equals 31.36%, and the tax distribution to member libraries equals 22.67% of the total budgeted expenditures.



### Budget

The annual budget and appropriation ordinance is adopted by the Board of Trustees in accordance with the Colorado State Statute (29-1-108(4), C.R.S.). The budget is prepared on a basis consistent with accounting principles generally accepted in the United States for all governmental funds. The accounting system is employed as a budgetary management control device during the year to monitor the individual expenditures. The 2023 budget will be continuously evaluated to assure that funds are expended judiciously.

Respectfully submitted,

Dr. Matthew Hott  
Executive Director

Natalie Wertz  
Finance Manager

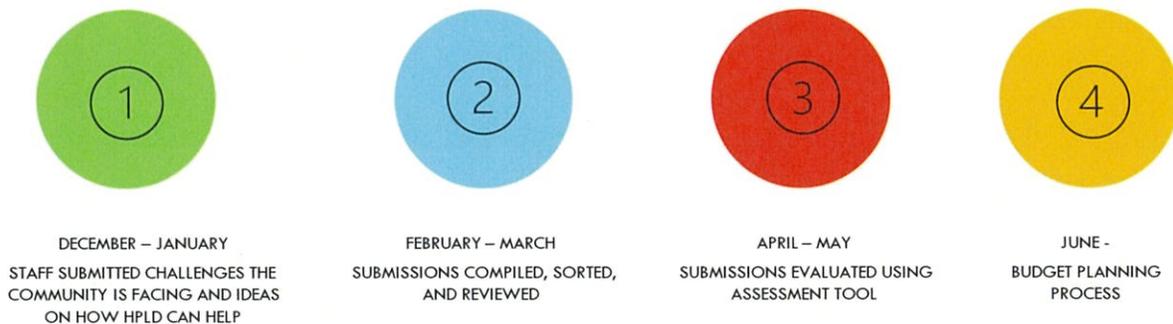
# High Plains Library District Budget Narrative

## Strategic Goals and Strategies

During 2018, Dr. Matthew Hортt, Executive Director, developed a strategic plan for High Plains Library District (HPLD). This process involved holding focus groups with community members throughout the library district, meeting with governmental and non-profit organizations, and having discussions with community leaders, board members, and staff. Dr. Hортt used the input from these stakeholders to develop a strategic plan that was presented to and approved by the library board in November 2018.

During late 2021, HPLD began the strategic planning process for 2023. See the diagram below. HPLD is working toward repeating this process annually.

## WHAT'S BEEN DONE SO FAR...AND WHERE WE'RE HEADING



*Excellence, Access, Unity, Stewardship, Aspiration, Literacy, and Fiscal Strength* are the focal points of the strategic plan. The strategic plan goals include completing construction and opening of LINC (Library INnovation Center), shifting focus of programming to skills-based and development (Life Accelerator); demonstrating operational excellence to our constituents; completing and submitting an application for the Baldrige Performance Excellence Program every year; extending access to wireless locations throughout the district; developing a human books mentor program; and increasing the community's level of digital literacy.

## Short-Term Organization Factors

A demographic study completed during 2019 indicated that the High Plains Library District service area is experiencing and is expected to experience significant population growth in the foreseeable future. The 2020 census results report a Weld County population of 328,981, an increase of over 76,000 or 30% from the 2010 census. High Plains Library District will need to provide library services to those individuals. This growth influences decisions about facilities, staffing, and how best to provide library services efficiently and effectively. The budget for 2023 includes an operational budget and capital projects needed to serve the growing population.

A significant portion of the property tax base for High Plains Library District is from oil and gas. That causes significant volatility in the revenue stream. Oil and gas represents approximately 60% of the district's assessed value for the 2023 budget. Oil and gas represented approximately 43% of the district's assessed value for the 2022 budget.

The Colorado Legislature passed SB19-181 in April 2019. That law changed the way oil and gas production is regulated in Colorado. The uncertainty about the long-term impacts of that law on the oil and gas industry affects revenue projections and decisions about spending available resources and the level of reserves that should be maintained. This uncertainty has caused the library district to maintain a higher level of reserves than might be seen if the property tax base was more predictable.

During 2020, the economy in the state and especially the local area was severely impacted by the oil and gas market crash and the economic shutdowns imposed in response to COVID-19. Unemployment increased rapidly to levels not experienced in recent history. Some businesses were not able to survive the imposed shutdowns and closed their doors forever. Oil and gas revenue decreased dramatically during 2020 forcing some companies into bankruptcy. Oil and gas sales for 2020 were reported and property taxes were assessed on those sales in 2021. Those property taxes were collected in 2022. So, the reduction in 2020 oil and gas revenue negatively impacted property tax revenue for 2022.

Oil and gas sales revenue increased in 2021 which increases property tax revenue for 2023. Property values have also continued to increase in the HPLD service area. The local economy has seen some recovery, but not as much as some other parts of the state. Unemployment rates in Weld County remain high compared to the rest of Colorado.

Inflation increased in 2021 and continued to increase in 2022. Inflation is expected to continue into 2023 and is expected to impact most operating expenditures and capital projects. Inflationary pressure on wages and a competitive labor market are expected to increase the cost of labor. Interest rates remained low during 2021 and began to increase in 2022. Interest rates are expected to increase in 2023, but not as dramatically as 2022.

## Priorities and Issues

The permanent, long-term effects of the economic conditions created by the shutdowns in response to COVID-19 are yet to be determined. However, the oil and gas market crash and dramatic increase in unemployment that occurred in 2020 demonstrated a need in our communities for High Plains Library District to respond by providing more skills-based and development programming to help people acquire and improve marketable skills. The shutdowns during 2020 helped identify locations in our district where improved Internet access is most needed. From 2020 to 2022, HPLD obtained grants to purchase mobile Wi-Fi units, placed Wi-Fi units in high need locations in the district community, and purchased 16 mobile Wi-Fi units that were made available for specialty checkout. During 2023, High Plains Library District will work with partner agencies to continue to close the digital divide, improve digital literacy and access.

In addition to the factors noted above, the diversity of the population in the service area must be considered in the development of the budget. High Plains Library District is committed to ensuring that our programs and services are accessible to everyone and is continually striving to improve the library experience for all visitors. The materials collection, programs, and services should be designed to provide some level of library service for the entire population. The facilities and staff should feel welcoming to a wide variety of individuals. The population diversity affects decisions about amounts and types of materials purchased and programs that are offered at the libraries. Funds have been allocated in the Collection Resources department to allow the library to purchase a wide spectrum of materials in a variety of formats and genres. Resources have been allocated in the budget for citizenship, English as a Second Language (ESL), and Right to Read classes. Each year High Plains Library District is honored to host a naturalization ceremony for individuals who have completed citizenship classes and passed the examination. 35 individuals from 12 countries including Burma, Canada, Columbia, El Salvador, Ethiopia, Italy, Mexico, Peru, Somalia, Thailand, the United Kingdom, and Vietnam became United States citizens in a naturalization ceremony on July 1, 2022.

The library district covers a geographical area of almost 4,000 square miles in northeastern Colorado. High Plains Library District includes most of Weld County and a small portion of Boulder County. The service area includes some near-urban/suburban, more densely populated areas and some rural, remote, sparsely populated areas. Providing library services in the remote areas where individuals do not have convenient access to a library building requires creativity and additional resources. Significant resources were allocated to the MOVE (Mobile, Outreach, Virtual, Experiences) Department in 2017 through 2019 to replace two older vehicles, add a vehicle to the fleet, and to add staff. Funds have been allocated in the 2023 budget for MOVE department operations. The Information Technology and Innovation (ITI) Department budget will allow High Plains Library District to continue to support access to electronic resources throughout the district.

In 1999, the voters passed a ballot issue that increased the property tax mill levy by 1.8 mills to allow for the issuance of Certificates of Participation. The ballot issue required the district to reduce the property tax mill levy by \$1,000,000 when the debt was paid off. The final payment on the debt was made in December 2019. The property tax mill levy for operations was reduced from 3.249 for 2019 to 3.177 for 2020. The mill levy for operations remains 3.177 for the 2023 budget. Although the reduction in revenue might be considered as being offset by the reduction in debt service expenditures, the impact of the decreased revenue and increased pressure on the budget because of the projected population growth and inflation must be considered when allocating available resources.

The development of the strategic plan has allowed High Plains Library District to improve the focus on priorities for the 2023 budget. The basic priority has been and continues to be providing high-quality library services throughout the district. The focus for 2023 has been refined to completing construction and opening of LINC (Library **IN**novation **C**enter), developing operational excellence, encouraging community conversations about crucial topics, developing a human books mentoring program, and moving to more skills-based programming (Life Accelerator). At LINC, individuals will be able to transform information into knowledge while developing and sharing skills and ideas in a sensory rich, experience driven, creative environment.

Moving to more skills-based programming, developing operational excellence, and specific capital projects were also focus points for the 2022 budget. HPLD will continue to focus on skills-based programming and construction and opening of LINC for 2023. Developing operational excellence remains a focus in 2023 as High Plains Library District proceeds on the journey of continuous improvement.

As High Plains Library District pursues its mission of *Helping build Community*, taxpayers, patrons, and staff members will know that we are succeeding when literacy rates are improving, unemployment is decreasing, and peaceful, productive civil discourse is happening in our district.

## **Fund Description and Fund Structure**

High Plains Library District maintains two funds for accounting and budgeting purposes – the general fund and the debt service fund.

The general fund is High Plains Library District's primary operating fund. It accounts for all financial resources of the district, except those required to be accounted for in another fund. The general fund is a major governmental fund of the district and the 2023 budget appropriates funds for the general fund.

The debt service fund accounts for the resources accumulated and payments made for principal and interest on the long-term debt of the district. The debt service fund has also been a major governmental fund of the district. The Certificates of Participation Series 2010 were paid off in December 2019. The district has no long-term debt outstanding as of December 31, 2022. There is no debt service fund budget appropriated for 2023.

## **Basis of Budgeting**

Annual budget and appropriation ordinances are adopted by the board in accordance with the Colorado State Budget Law. The budget is prepared on a basis consistent with accounting principles generally accepted in the United States for all governmental funds (modified-accrual - the same basis of accounting used in the audited financial statements). Depreciation is not budgeted for and capital outlay is budgeted for. Depreciation is recorded in the Annual Comprehensive Financial Report government-wide financial statements and capital outlay expenditures are capitalized in the Annual Comprehensive Financial Report government-wide financial statements.

The accounting system is employed as a budgetary management control device during the year to monitor expenditures. The legal level of control is at the fund level. All annual appropriations lapse at year end.

## **Financial Policies**

Below is a summary of some financial policies of High Plains Library District. High Plains Library District is in compliance with the financial policies. The 2023 budget is prepared in compliance with these policies. The finance policies are available on the High Plains Library District website.

### **Balanced Budget**

Colorado state statute and district policy does not allow a budget with deficit spending which is defined as expenditures in excess of available revenues and beginning fund balance.

### **Fund Balance / Reserve**

High Plains Library District is subject to the Emergency Reserve requirements of the Colorado Taxpayers Bill of Rights (TABOR). The TABOR Emergency Reserve provision requires High Plains Library District to maintain a reserve of 3% of prior year revenues. In addition to the emergency reserve, High Plains Library District policy requires six months of operating expenditures to be maintained as a fund balance reserve.

## **Debt**

High Plains Library District is prohibited from issuing debt in excess of the legal debt limit of 1.5% of assessed value. Colorado TABOR prohibits governments from issuing bonds without a vote by the citizens. Governments may issue Certificates of Participation without a vote of the citizens. High Plains Library District policy requires approval of the Board of Trustees to issue long-term debt.

## **Investment**

High Plains Library District investment policy complies with Colorado state law. The primary investment objectives are preservation of capital and liquidity. Permitted investments include U.S. Treasuries, Federal Agencies and Instrumentalities, Corporate Securities, Local Government Investment Pools, and Money Market Funds.

## **Budgetary Control**

The legal level of control is the fund level. The proposed budget is presented to the Board of Trustees by October 15 each year. The proposed budget is posted on the High Plains Library District website and interested parties can review it from the website or in person at the district's administrative offices during regular business hours. A public hearing is scheduled and held by December 15 each year. The Board of Trustees adopts the mill levy and the budget by December 15 each year. The budget is posted on the district's website and filed with the State of Colorado by the end of January each year. During the year, the finance department prepares monthly budget to actual reports of revenues and expenditures. The budget to actual reports are posted on the High Plains Library District website. The Executive Director, the finance department, and each department head and library manager monitor the budget to actual activity throughout the year. If a budget amendment is needed, the amendment is presented to the board, a public hearing is scheduled and held, and the board votes on the amendment. If the board approves the amendment, the amended budget is filed with the State of Colorado.

## **Revenue**

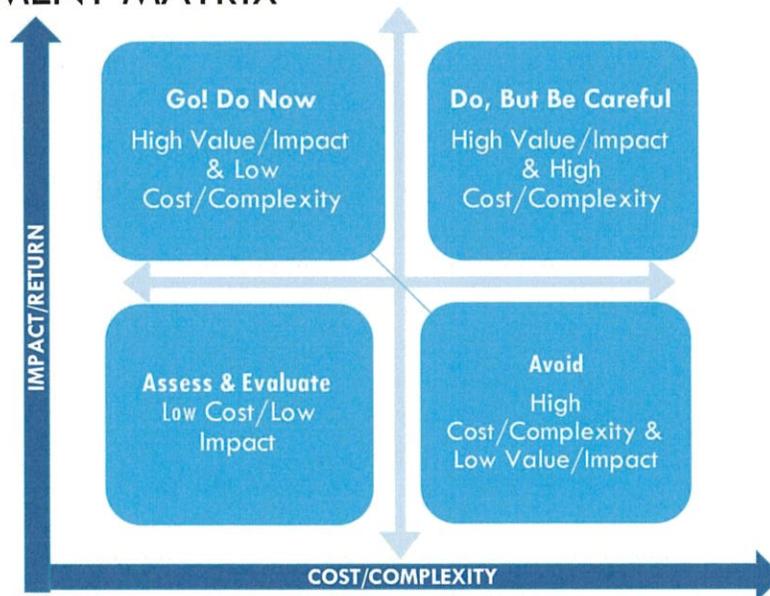
The primary revenue source for High Plains Library District is property tax. Property tax revenue is a function of the assessed valuation of taxable property within the district as certified by the county assessors multiplied by the mill levy approved by the Board of Trustees. Property taxes are billed and collected by the county treasurers. The county treasurers disburse the property taxes to the taxing districts by the 10<sup>th</sup> day of the month following collection. High Plains Library District records the property tax revenue received each month as revenue for the previous month. The property taxes levied for the following year are recorded as receivables and deferred revenue in the current year's audited financial statements.

## Budget Process

Public input on the budget is obtained by feedback received throughout the year. Participants in some programs are invited to take formal surveys. Staff members receive informal feedback through conversations with community members. During 2022, HPLD began testing the LCI (Library Confidence Indicator) as a tool for collecting community feedback. Community members may submit requests for the purchase of specific items for the library collection. That formal and informal feedback is used to help determine what types of programs are offered and what materials are purchased for the collection. Public use of the libraries (gate count) and circulation statistics impact budget decisions about staffing levels at the libraries. Circulation statistics also impact budget decisions about what materials are purchased for the library collection. Computer use statistics help determine the number of computer stations that are maintained at each facility. Participation at the stops offered by MOVE helps determine the schedule, frequency, and locations that are visited. Board meetings are open to the public and attendees may sign up for public comment to address the board about library services or district budget decisions.

HPLD uses the assessment matrix below as a tool to prioritize ideas and opportunities into potential action as part of budgeting process.

### ASSESSMENT MATRIX



The High Plains Library District budget preparation process typically begins in late June or early July every year. Budget request worksheets are provided to each library manager and department head. The budget request worksheets are completed by the library managers and department heads and returned to the Finance Department by the end of July or early August each year. This includes capital outlay projects identified by

the Facilities Department throughout the year during facility walk throughs and from the planned maintenance and replacement schedule.

During August and early September, the Finance Department compiles the requests and reviews them with the Executive Director and Associate Directors. The requests are prioritized, and any necessary adjustments are made and discussed with the library managers or department heads. The preliminary budget is reviewed with the finance committee. The finance committee may make recommendations for revisions to the preliminary budget.

Per state statute, the proposed budget must be presented to the board by October 15 each year. The proposed budget for 2023 was presented to the board at the October 3, 2022 board meeting. The proposed budget was then posted on the High Plains Library District website and a copy was available in the administrative office for public review. A public hearing notice was published.

Per state statute, the Board of Trustees must adopt the budget and certify the mill levy by December 15 each year. The 2023 budget was adopted, and the mill levy was certified at the December 12, 2022 board meeting. The adopted budget was then posted on the High Plains Library District website and filed with the Colorado Department of Local Affairs Division of Local Government. A copy of the budget is also available in the administrative office of High Plains Library District.

Between October when the proposed budget was presented to the board and December when the final budget was presented to the board, some budget adjustments were made. Property tax revenue, distributions to member libraries, and treasurer's fees budget amounts in the preliminary budget were based on preliminary valuations and those amounts were adjusted in the final budget when the final valuations were received from the county assessors. The state grant amount was finalized after the preliminary budget was presented, so that budgeted revenue was adjusted. A table of the adjustments is included in the supplemental / statistical section of this budget document.

The legal level of budgetary control is at the fund level. If necessary, the budget may be amended by preparing and presenting a budget amendment to the board and holding a public hearing. If the board approves the budget amendment, the amended budget must be filed with the Colorado Department of Local Affairs Division of Local Government.

### Statutory Budget Calendar

August 25	Assessors certify to all taxing entities and to the Division of Local Government the total new assessed and actual values to compute the statutory and TABOR property tax revenue limit.
October 15	Budget officer must submit proposed budget to the governing board. Governing body must publish "Notice of Budget" upon receiving proposed budget.
December 10	Changes in assessed valuation made by the assessors will be made only once by a single notification to the county commissioners or other body authorized by law to levy property tax, and to the Division of Local Government.
December 22	Deadline for county commissioners to levy taxes and to certify the levies to the assessor.
January 30	A certified copy of the adopted budget for the current fiscal year must be filed with the Division of Local Government no later than this date.

### Fund Balance

Fund balance may be defined as the excess of the assets of a fund over its liabilities, reserves, and carryover.

The budget for 2023 plans for an increase in fund balance of approximately \$8.5 million. High Plains Library District anticipates a significant increase in property tax revenue in 2023. Construction on the LINC project is expected to continue into 2023. High Plains Library District is budgeting for an increase in salaries and benefits expenditures FTE (Full-time equivalent) and regular staff headcount being added in 2023 to staff and support LINC.

### Revenues

The primary revenue source (approximately 96%) of the High Plains Library District is the property tax mill levy. The revenue estimate for the budget is calculated based on the certification of assessed valuation received from the county assessors multiplied by the mill levy that is certified by the High Plains Library District Board of Trustees and the Weld and Boulder County Commissioners.



The Gallagher Amendment in the Colorado Constitution limited the portion of statewide property tax revenue that could come from residential property to 45%. The remaining 55% of statewide property tax revenue was to be levied on other property types – commercial, agricultural, etc. The assessment rate for non-residential property types except oil and gas is fixed at 29%. To maintain that 45% / 55% ratio, the residential assessment rate was adjusted every two years. Since residential property values statewide have increased faster than the other property types, the residential assessment rate had been decreasing. The decreases in the residential assessment rate have effectively become permanent since the Taxpayer Bill of Rights (TABOR) in the Colorado Constitution prohibits any tax increases without a vote of the citizens and increasing the residential assessment rate has been interpreted as a tax increase. A measure to repeal the Gallagher Amendment was on the ballot for November 2020 and passed. With the repeal of the Gallagher Amendment, the residential assessment rate was fixed at 7.15% and the non-residential assessment rate was fixed at 29%.

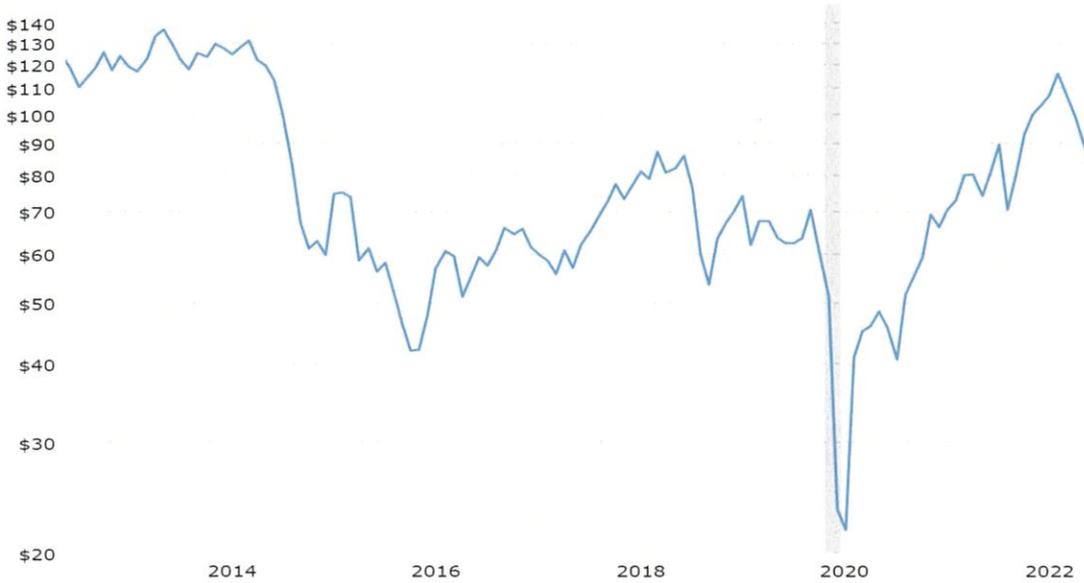
In June 2021, the state legislature passed SB 21-293 reducing the assessment rates on some classes of property for 2022 and 2023 valuations (collection years 2023 and 2024) from 7.15% to 6.95%, 7.15% to 6.8%, and 29% to 26.4%. Under SB 21-293, assessment rates were to return to the previous levels for 2024 valuations.

In June 2022, the state legislature passed SB 22-238 which reduced assessment rates on some classes of property and exempted some portions of valuations of some classes of property for the 2023 and 2024 valuations. Colorado Counties, Inc. has prepared a table summarizing the changes in the assessment rates. Please see the statistical and additional information section for that table.

A significant portion of the High Plains Library District tax base has been from oil and gas. With the oil and gas market crash in 2020 and government-imposed shutdowns, oil and gas sales revenue from production in the district decreased dramatically. That significantly reduced High Plains Library District budgeted revenues for 2022. Construction continued and residential property values increased in the district, but that

did not offset the reduction in the tax base from the decreased oil and gas sales. The oil and gas market experienced some recovery in 2021 and property values in the HPLD service area continued to increase, so budgeted property tax revenue for 2023 has increased.

Historial Price of Crude Oil per Barrell per macrotrends.net



WTI Closing Price Forecast  
per longforecast.com  
data as of September 22, 2022



## Long-range Financial Plans

The long-range financial operating plans support the achievement of the strategic goals of *Excellence, Access, Unity, Stewardship, Aspiration, Literacy, and Fiscal Strength*. The long-range financial operating plans allow High Plains Library District to estimate resources that will be available to use toward those goals. The long-range financial plan helps determine scope and timing adjustments that may be necessary or possible to work being done on the strategic plan initiatives.

High Plains Library District is dependent on the mill levy of 3.177 for property tax revenue as the primary revenue source for the district. Currently, there are no plans to increase or decrease the mill levy. Any proposed increase in the mill levy would need to be approved by the board and then presented to the voters for approval. The High Plains Library District Foundation was rebranded and renamed the High Plains Library District Friends & Foundation (HPLDF&F) in April 2022. HPLDF&F will be instrumental in building community connections and community support should it become necessary to request a mill levy increase.

Since the primary revenue source for High Plains Library District is property taxes, and a significant portion of the tax base has been oil and gas, the oil and gas market crash in 2020 negatively impacted the revenues of the district – particularly for 2022. Oil and gas sales in 2021 increased which created an increase in budgeted property tax revenue for 2023. Long-range financial plans and projections were reevaluated in 2022 as HPLD continues to prepare for the future.

The strategic plan includes goals of working with other economic interests to get a firm understanding of economic forecasts and their meaning for district revenues and setting priorities to identify areas that could be reduced when revenues take a downturn. During 2022, the Finance Department received information from Weld County government officials, obtained information from the Colorado Oil and Gas Conservation Commission, attended seminars and webinars on economic updates and predictions, and read reports on the local economic outlook. That information was used to refine the financial projection for High Plains Library District. The projection was considered in developing the budget for 2023.

The property tax base for HPLD appears to be changing. The economic forecasts seem to indicate that oil and gas production in the Weld County area has likely reached its peak. Anticipated population growth in Weld County is expected to support continued residential construction and property values are expected to increase. The additional construction and increasing property values are expected to mitigate the impact of the assessment rate reductions under SB 21-293 and SB 22-238.

In response to the expected future revenue levels, emphasis has been placed on controlling the operating expenditures budget. FTE (Full-time equivalent) and employee headcount increases are planned for 2023 to staff and support LINC. Beyond 2023, there are no plans for significant increases in FTE or staff headcount. Database and

periodical subscriptions have been reviewed and items with low patron use have been discontinued. Less expensive, more user-friendly options have been identified to replace some of the databases and electronic resources. Public computing center use was evaluated, and low use facilities were closed. As more individuals are using their own devices (phones, laptops, tablets, etc.) in the libraries, computer use in the libraries was evaluated and some computers were removed to right-size the inventory to achieve usage target ranges.

Long-range financial plans include operation of LINC. LINC will replace the current Lincoln Park Library. Annual operating expenditures including salaries and benefits for LINC are estimated to be \$1.5 to \$1.7 million. LINC will allow HPLD to achieve strategic plan initiatives of expanding skills-based programming, developing community partnerships, increasing literacy, and providing opportunities for civil discourse. The additional skills-based programming and community partnerships should encourage economic growth and help diversify and expand the property tax base in the HPLD service area.

High Plains Library District Friends & Foundation launched a capital campaign in 2022 for LINC. The capital campaign will continue into 2023 and then continue on as a LINC support opportunity. The goal of the capital campaign is to raise at least \$1,000,000. The district plans to finance the LINC project and other capital improvements with donations, grants, and currently available resources.

The overview of the capital improvement program provides more information on LINC and other projects. To help control the operating expenditures budget and to accommodate the anticipated levels of future property tax revenue, completing LINC is the largest construction project planned for 2023. Anticipated future revenue levels will require High Plains Library District to leverage available technology to provide library services efficiently in more remote areas of the district.

The government-imposed shutdowns during 2020 created the opportunity to learn how to provide more services virtually. High Plains Library District plans to use available technology (web-based programming, electronic databases, Ebooks, downloadable audiobooks, music, and videos, virtual assistance from librarians, on-line meeting spaces, etc.) to provide library services to a wider community more efficiently. The MOVE department will continue to provide library services to the community outside of the library facilities. Technology and the MOVE department will allow HPLD to provide library services with less need for additional library facilities.

Currently, High Plains Library District has no plans to significantly reduce library services. HPLD intends to be responsive to the community. Low use services may be discontinued to improve efficiency or to provide additional resources for other library programming. An example of this is the evaluation of database use and public computing center and computer use as discussed earlier. High Plains Library District will continue to provide library services throughout the service area while evaluating those services for efficiency and value to the community.

Stewardship and fiscal strength are focus areas of the strategic plan. High Plains Library District's financial plan is to maintain a sound and sustainable financial position by allocating available resources to provide high quality library services while also maintaining adequate reserves to manage revenue volatility and economic downturns.

### **Capital Expenditures**

The Facilities Master Plan provides general guidance on when a library expansion or a new library should be considered. The board and executive team meet with other community leaders regularly. Economic conditions and outlook, population growth and projections, and community plans and needs are often discussed in those meetings. That information is considered when determining which capital projects should be pursued.

The Facilities Department inspects and evaluates the facilities throughout the year and maintains a replacement schedule for significant building components (roofing, HVAC units, boilers, etc.). The Facilities Manager recommends capital projects based on those inspections and the replacement schedule. Library Managers also request improvements to the facilities. The finance committee reviews the proposed capital budget and prioritizes the recommended projects. Projects that affect the safety or the functionality of the facilities are given higher priority than other requested improvements or additions.

The 2023 budget includes funds allocated for the following projects:

**LINC - Library INnovation Center** – in 2020 an existing building was purchased for \$4,000,000 for a library / innovation center. Construction began in September 2021 and is expected to continue through early 2023. The building is approximately 41,000 square feet and the project will expand that to approximately 62,000 square feet with a total estimated project cost of approximately \$32,000,000.

**Centennial Park Library Remodel** – upgrading and renovating the existing library. Estimated project cost of \$1,800,000.

**Grover Library** – In 2022, Weld County School District 6 donated a modular unit to HPLD. The Town of Grover donated land to HPLD for a library site. Sitework began in 2022. The library will provide computer and internet access, a small collection of materials, and a small meeting room. Estimated project cost of \$1,000,000.

## Impact of Capital Investments on Operating Budget

The capital investments noted above will have an impact on the operating budget in additional staff, maintenance, and utility costs. The estimated amounts per project are listed below:

Project	Estimated Annual Salaries and Benefits	Estimated Annual Utilities	Estimated Annual Operating Costs including Repairs and Maintenance
LINC – Library INovation Center	\$1,500,000	\$73,260	\$363,500
Centennial Park Library remodel	No additional costs expected	No additional costs expected	No additional costs expected
Grover Library		\$ 3,000	\$ 17,000

LINC will replace the current Lincoln Park Library. High Plains Library District and High Plains Library District Friends & Foundation are soliciting grants and donations to help fund the LINC project. The fundraising goal for the capital campaign is at least \$1,000,000. At this time, the actual grant and donation revenue that will be raised by the capital campaign is not known. Because a significant amount of the LINC project is expected to be financed using available cash and investments, a decrease in earnings on investments is expected.

### Debt

The legal debt limit for High Plains Library District is 1.5% of assessed value or \$245,092,253 as of December 31, 2022. The Certificates of Participation Series 2010 were paid off in December 2019. The High Plains Library District has no long-term debt subject to the legal debt limit as of December 31, 2022.

High Plains Library District has no current plans to issue new debt.

## Position Summary Schedule

	2021	2022	Budgeted 2023
Librarians	32	32	35
Library Associates	56	56	62
Pages and Materials Clerks	35	35	42
Innovation Space			4
Facilities	8	8	9
Collection Resources	13	13	14
Information Technology Innovation	8	8	9
Community Relations and Marketing	4	4	5
Managers and Supervisors	30	30	30
Administration (Executive Director, Associate Directors, HR, Finance, Foundation)	10	9	9
<b>Total</b>	<b>196</b>	<b>195</b>	<b>219</b>

### DEPARTMENT DESCRIPTIONS

The libraries and departments described below are included in the general fund of High Plains Library District.

#### BRANCH SERVICES

High Plains Library District (HPLD) serves more than 310,000 residents of Weld County and part of Boulder County and covers a geographic area of almost 4,000 square miles. Our mission of *helping build community* is carried out by our well-trained staff and through our strong collection of library materials.

Currently, HPLD offers more than 640,000 items to its patrons. The district strives to provide a collection that balances viewpoints across a broad spectrum of opinions and subject matter in formats suitable to a variety of learning and recreational interests and skills.

Our locations offer a wide selection of materials including children, teen, and adult fiction and non-fiction materials in print, audio, video, and electronic formats (CDs, DVDs, e-books, and downloadable audio books). The district also provides a collection of magazines, journals, and newspapers, and subscribes to more than 70 paid subscription databases, most of which can be accessed from any computer with Internet access. Launchpads are also included in the district's digital collection. These pre-loaded tablets for kids are designed with a simple, easy-to-use interface, and come loaded with age-appropriate games and apps. In addition, the district provides Wonderbooks and VOX books, which are children's print books with a pre-loaded audiobook player attached.

High Plains Library District strives to provide current technologies within the libraries as well as in computer centers throughout our service area. At a minimum the district provides access to the catalog, subscription databases, the Internet, and current computer applications.

Computers within the libraries are used by staff to teach classes to the public on a variety of computer related topics, as well as by the public for research and personal computer use. In addition, each of the district's libraries provides Wi-Fi connectivity without charge to the user.

As an extension of traditional service, each library hosts a variety of programming for all ages that encourages reading, literacy, education, skill development, cultural and social diversity, and fun. These programs are provided free of charge.

The district maintains a strong commitment to long-term environmental sustainability. During new construction and facility upgrades, the district makes every effort to reduce consumption of resources as well as use our existing resources wisely. When feasible our facilities use alternative energy sources such as solar and implement energy-saving technologies and practices to further reduce use of energy.

### **Carbon Valley Regional Library**

Carbon Valley Regional Library serves as both a community library and a resource library for the southwest area of the High Plains Library District. The 35,400 square foot facility can hold up to 150,000 items and has 29 public access computers. The library includes two community meeting rooms, four individual study rooms, a cozy fireplace area, children's storytime room, outdoor patio, amphitheater, café, a dedicated teen room, a nature trail, and a new pollinator garden.

The library is an integral part of the Carbon Valley community and partners with the local Chamber of Commerce, area municipalities, and schools to carry out the district's mission.

### **Centennial Park Library**

Centennial Park Library serves as a neighborhood library near central Greeley. The 28,000 square foot facility can house up to 80,000 items and offers 62 public access

computers. The library includes a computer commons area with a separate computer lab for teaching technology classes, three study rooms, a community meeting room, and a teen computer lab. In addition, the library features a unique storytime space where children gather to hear stories, read or play.

The Centennial Park library has a planned remodel for 2023. Some exciting changes include a new teen space and new features to the children's area, including a re-envisioned story time area. Colorful new furniture and paint will give the library a fresh and modern look. The genealogy collection, once housed on the lower level, will move to the new LINC library.

### **Erie Community Library**

Erie Community Library is a neighborhood library that holds up to 65,000 items. The 26,500 square foot facility provides 17 public access computers and features a living room with a fireplace, two outdoor patios, a makerspace, four study rooms, and a large event space/meeting room that can be divided into two reservable meeting spaces.

To meet the needs of the growing Erie community, the library recently underwent a renovation and an expansion of 6,500 square feet to create a makerspace, enlarge the children's storytime room, increase the number of study rooms and meeting spaces, and relocate and remodel the teen area to include room for collaboration, gaming, and hanging out. The project also expanded the patron parking lot.

The four additional study rooms help serve the needs of tutors and students who were previously using library open areas to work, allow groups to collaborate in separate spaces, and provide quiet space for study and work. The larger storytime room can accommodate twice as many adults and children as before and provides a larger area for play and learning after storytimes. The makerspace houses a laser cutter, 3D printer, and several sewing machines for skills-based learning, STEM activities, and arts and craft activities for all ages. The larger meeting spaces enable the community to make twice as many room reservations for larger numbers of people than previously.

### **Farr Regional Library**

Farr Regional Library serves a dual role as both a community library and a resource library for the northern area of the High Plains Library District. The 38,000 square foot facility can hold up to 175,000 items and is equipped with 38 public computers.

Through its building design, the library has a variety of spaces that meet the diverse needs of the community including areas for collaboration, meetings, and quiet study. The library offers a café/vending area, a flex meeting room for impromptu meetings and collaborative work, community reading and study rooms, a large children's area, a separate teen area, and numerous informal seating areas.

The Farr Regional Library features eight custom stained-glass windows commissioned by local artist Carolyn Stuart, a fireplace with a comfortable reading area, a small conference room, and a large meeting room.

### **Grover Library**

HPLD and the Town of Grover are working together to provide library services in a permanent library facility for the residents of Grover and the surrounding area. The town has donated land at 412 Chatoga Street in Grover, and the library has secured a building that is approximately 1,792 square feet. HPLD is actively working with our owner's rep to get this facility up and going, and we hope to see a finished facility by mid-2023. Our preliminary plans include a small library collection, computer access, and a small community room for meetings. The service model for this location has not yet been solidified as we do not have one already in place for a facility of this nature, but we are working to develop a service model that we can pilot in Grover and potentially use for future small, rural locations similar to this facility.

### **Kersey Library**

To meet the needs of the growing Kersey community, the library recently renovated a new location within the heart of the community and adjacent to a heavily used park. This new location is 3,400 square feet and can hold 5,600 items. It offers public access computers, Wi-Fi, printing, and one computer with age-appropriate learning activities and games for children. The library hosts a variety of programs for children, teens, and adults that encourage reading, literacy, education, and cultural diversity with a focus on skills-based learning/training. There is one public meeting room and one study room.

In addition to the existing adult book club, Kersey Library expanded services in 2018 to include a summer reading program, a free lunch program in conjunction with the Weld County Health Department, and afterschool programming for children. The library is an important part of the Kersey community and partners often with the Town of Kersey to carry out the district's mission.

### **LINC**

LINC (Library INnovation Center), a 62,000 square foot building that represents the next iteration of the High Plains Library District is scheduled to open Spring 2023. Built at the old Greeley Tribune site in downtown Greeley, the newly constructed, state-of-the-art building features a fully equipped makerspace with 3D printers, laser engravers, cri-cuts, and a plasma cutter, an industrial room with woodworking equipment, two large innovation workspaces, an innovation classroom, an art studio, a recording studio, podcast room, an atrium with an indoor/door fireplace, and a board room. The High Plain Library District's Local History and Genealogy Collection, which was previously at Centennial Park Library, will be housed at LINC.

Plentiful opportunities for children and teens exist at LINC. The mezzanine level showcases a dynamic, hands-on learning Children's Exhibit that physically connects to the two-story large-scale interactive installation by nationally renowned artist Wes Bruce. The Children's library features a Hobbit Door welcoming families into the Storytime room. Older kids and teens can take advantage of the gaming room next door to the Children's Library.

There is no shortage of community spaces in the building. There are 5 study rooms, 5 meeting rooms, 2 collaboration spaces, 2 computer classrooms, 3 general classrooms. The event space holds 200 people and contains 2 projectors & large screens. There will be 50 computers available throughout the building and a materials collection that can expand to 100,000 items.

A community catalyst for workforce development, STEM education, and future innovation, LINC is a place where creativity and possibility comes to life.

### **Lincoln Park Library**

Lincoln Park Library is a full-service facility providing high quality customer service to the neighboring communities, the downtown business district, and government offices.

This neighborhood library offers public access computers, Wi-Fi, and computers with age-appropriate learning activities and games for children. The library hosts a wide variety of fun and unique programs for children, teens, and adults that encourage reading, literacy, education, and cultural diversity. There are two meeting rooms available to the public.

The library features historic paintings by Ila McAfee Turner.

### **Riverside Library & Cultural Center**

Riverside Library, located in Old Town Evans, opened in Fall 2014 and continues to be a destination library for neighborhoods surrounding the library and the Evans community. The 18,500 square foot library is part of a joint use cultural center which is operated and maintained by the City of Evans. The library can hold up to 30,000 items and provides 21 public access computers.

The library features a variety of spaces that meet the diverse needs of the community including areas for collaboration, meetings, and quiet study. The library offers four study rooms, a cozy fireplace, plenty of casual seating, and a multi-purpose room for library programs. Riverside offers public access computers, WI-FI, printing, and computers and hosts a wide variety of programs for children, teens, and adults. The cultural center portion of the building that the City of Evans manages includes large, well-equipped meeting rooms, local history displays, and office spaces. There is an outdoor plaza which includes a play area for children.

## **DEPARTMENT OF COMMUNITY ENGAGEMENT – ALIGNING LIBRARY ROLES WITH COMMUNITY NEEDS**

**Community Engagement** has shifted from being an “arm of public services” (as identified in 2019) to an assumption of how we do business. For this reason, Community Engagement is now considered a coordinated effort made by the District with a priority to:

- Bring services and programs to the community members both inside and outside of the walls of our facilities and satellite locations; inclusive of in-person interactions, vehicle-based delivery, virtual presence (using social media sites), and use of communication tools such as phone, email, and chat.
- Learn about the needs and priorities of community members through market research, community assessments, and conversations.
- Share the information learned with stakeholders within the district and appropriate external stakeholders.
- Use the information learned to focus and prioritize services and experiences most important and relevant to community members.
- Represent the High Plains Library District at various community events in partnership with the Community Relations and Marketing Department.
- Assess and measure the impact of our work for the purpose of better aligning our efforts to best support community success.

### **MOVE Services**

The MOVE (Mobile, Outreach, Virtual, Experiences) Department serves as an extension of High Plains Library District by delivering services and programs to patrons and communities unable or unwilling to use library facilities. The department operates in cooperation with other libraries throughout the High Plains Library District.

The MOVE Department provides popular materials in various formats, reading readiness training, materials and services for families, and programming. These services are provided to schools, daycare centers, preschools, families, assisted living centers, and senior centers in areas where economic, geographic, linguistic and other barriers hinder access to a library. MOVE services are delivered in four different ways. They can be delivered via MOVE: Mobile Services, Outreach Services, Virtual Library Services, and Events and Experiences Services.

Mobile Services staff focus on bringing services and programs out into communities throughout the district with the purpose of making the library a visible, valuable service without the expectation that patrons will be expected to enter a facility. This is done through providing popular materials in various formats and through programming, storytimes, and events. The Mobile Services staff operates three mobile units. One unit, a bookmobile, serves as a mobile library, carrying a collection of approximately 5,000 books and non-print materials to schools and neighborhoods. The second and third units provide mobile library services to early childhood facilities and senior centers by bringing carts of books along with staff who host lobby stop services and programming. The units have immediate access to the entire High Plains Library District collection.

Outreach Services consists of Outreach Librarians who are centrally located and work throughout the library district to bring services out into the community through identified organizational partners and to build bridges to connect new populations with the library facilities and services. They are additionally tasked with creating connections and filling gaps in our community between the library and our underserved communities and

communities that face barriers to library service. Outreach Librarians also develop community-wide programs with a focus on our priority populations.

Virtual Library staff assists those who prefer online or phone-based services. Through phone, email, and chat, trained library staff find online-based resources, request items, renew items, troubleshoot e-book questions, sign up for programs, help with reserving a meeting room, create district preloaded library cards, and much more.

Events and Experiences Services focuses on attending HPLD events and providing patrons with a positive library experience. Events and Experiences staff operate the Pop-Up Library, a Ford F250 with a custom box that opens to display library materials available for outdoor checkout onsite. They combine point-in-time collections with targeted patron experiences to generate a lifelong connection with the library. The Events and Experiences staff facilitate and lead our large district events including Summer Reading Adventure, YES!fest, Writer in Residence and a future ReadCon-like event.

### **Community Relations and Marketing (CRM) Department**

CRM is responsible for ensuring consistent messaging for all communications, marketing, advertising, and public relations functions as overseen by the HPLD Executive Director. As the High Plains Library District's brand ambassador, CRM represents HPLD with one voice, one message, and through presenting a trustworthy presence in our community.

CRM enhances the district's brand and visual presentation by identifying and supporting best practices in merchandising, establishing and maintaining partnerships, and strategically identifying areas with market penetration potential for patron growth.

CRM actively supports districtwide efforts as directed by the Executive Director based on conversations with the Member Directors and Boards. Within this framework, CRM:

- Provides the community with consistent and accurate information about library policies, procedures, programs, and services.
- Creates advertising campaigns that enhance and build the HPLD brand.
- Coordinates market research and analyzes local needs.
- Openly communicates with local media that serve the various district communities.
- Coordinates all press releases, columns, press conferences, media kits and information packets that are distributed to increase awareness and knowledge about High Plains Library District.
- Serves as the hub of all communication throughout High Plains Library District.
- Manages the social media presence of the High Plains Library District.
- Provides collateral material and everyday tools to assist staff. Edits the content, appearance and usability of external and internal communications including

promotional materials, publicity campaigns, and other tools in order to ensure that the desired message is communicated, and the desired image is presented.

- Collaboratively manages the web page to ensure a clean organized design is presented and the content is accurate and up to date.

## **DISTRICT SUPPORT SERVICES**

District Support Services is responsible for the operation of the branch library system, long range planning, and oversight of centralized services to all branch and member libraries. Together the District Support Services departments including the Executive Director, Associate Director, Collection Resources, Finance, Human Resources and Facilities, and Information Technology and Innovation Departments provide leadership and management services to support district operations.

### **Collection Resources Department**

The Collection Resources Department consists of Collection Development, Interlibrary Loan and Prospector, and Bibliographic Services. Together these units accomplish the processes necessary to make a wide array of materials available to the public in a timely, efficient, and cost-effective manner.

- Collection Development selects and manages the collections and resources of the branch system in accordance with the Collection Development Policies. The department, in collaboration with library managers and the MOVE manager, coordinates the management and maintenance of the collection materials including books, magazines, and media. Digital collections include databases, eBooks, eAudio, and streaming video. This centralized process provides cost effective efficiencies to build a quality collection that strives to balance districtwide collection goals with local branch needs.
- Interlibrary Loan and Prospector support the educational, recreational and information needs of High Plains Library District patrons through resource sharing with other libraries. Interlibrary Loan/Prospector enables all High Plains Library District libraries to provide patrons with a broad range of materials by supplementing existing collections. Interlibrary Loan and Prospector borrow and lend materials from various libraries throughout Colorado and the United States.
- Bibliographic Services is responsible for ordering, receiving, processing and cataloging materials acquired by the district. Bibliographic Services is responsible for maintaining the integrity of the data contained in the online catalog using Resource Description and Access standards (RDA). This organization and description of materials is the foundation for other basic library services, such as circulation, materials management, collection development, and acquisitions.

## **Finance Department**

The Finance Department is responsible for the general accounting functions of the High Plains Library District including:

- Payroll - ensure proper and accurate payment to employees and payment of payroll liabilities.
- Cash Management - provide general cashiering operations, maintain banking relationships, and manage investment of district funds.
- Accounts Payable - process payments for goods and services.
- Fiscal Reports - prepare bank reconciliations, general ledger account reconciliations, and reports for use in analyzing various financial functions of the High Plains Library District.
- Procurement Cards - administer a procurement card program to facilitate district purchases as well as monitoring the program and payment of monthly statements.
- Accounting Procedures - assure compliance with applicable laws and policies governing the reporting of financial transactions, provide timely and accurate information, record all resources and assets by adhering to Generally Accepted Accounting Principles (GAAP) applicable to fund accounting, preparation of the Annual Comprehensive Financial Report and the coordination and preparation of the annual Budget document.

## **Human Resources Department**

The Human Resources Department provides leadership, direction, and support to libraries by facilitating compliance, partnering strategically, and advocating for employees. The department is responsible for administering talent acquisition, learning and development, total rewards, organizational development and effectiveness, employee relations, diversity and inclusion, and labor law compliance.

Human Resources promotes a workplace culture encouraging employees to:

- Focus on the patron
- Take initiative
- Contribute to a positive work environment
- Think strategically and systemically
- Pursue personal development
- Continuously improve
- Take pride in the workplace

## Facilities Department

The Facilities Department has four functions:

- To provide expert assistance in planning and construction of new and remodeled facilities
- To provide equipment maintenance for all branches
- To provide custodial services
- To maintain the district's MOVE vehicles

In addition, the department also provides assistance, as requested, to the member libraries. Member libraries are part of the High Plains Library District, but function independently and receive services from the district.

- Planning and Construction - this department is supervised by the Associate Director of Public Services. The expert assistance is provided by a Facilities Manager, with support from the district's contracted Owner's Representative. These, along with others in the organization, work with architects and contractors to construct and maintain the facilities that are appropriate for the community in which they are built.

This area of service is expected to grow significantly in the years to come, since the strategic plan calls for several new and remodeled buildings, in addition to an updated Facilities Master Plan.

High Plains Library District worked with an architect to develop a "prototype library." The architects developed a "concept" that represents the library brand, but then translates that into customized designs and square footage that meet local needs.

- Equipment maintenance - this includes everything from major projects like HVAC and roofing to soap dispensers in the restrooms. These services are provided by the Facilities Manager, along with two Facilities Technicians. The department also utilizes contract labor for projects beyond the scope of the Facilities Technician skills. In 2020 a third Facilities Technician was added to provide more efficient coverage of the seven branches.
- Custodial services - these are the typical routine services that ensure that the facilities are clean and inviting to the public as well as sanitizing. Some of these services are provided by paid staff, and in other cases the services are contracted.
- MOVE vehicles - this is a new assignment performed by the Facilities Manager and Facilities Technicians. As noted elsewhere in this narrative, there are four

vehicles operated by the MOVE Department. Maintaining these vehicles is beyond the scope of that department, so this is performed by the Facilities Department.

### **Information Technology and Innovation Department**

The Information Technology and Innovation (ITI) Department supports all technology solutions and facilitates process improvement throughout the District. The department key processes include:

- Assessing, determining and providing best fit technology and process solutions
- Maintaining an available and responsive infrastructure
- Providing responsive support services
- Improving process maturity throughout the District
- Ensuring access to needed information and knowledge

### **HPLD Friends & Foundation**

The High Plains Library District Friends & Foundation is a separate 501(c)(3) nonprofit, established to support the needs and mission of the High Plains Library District. The Foundation's mission is to build a community of library lovers through increased collaboration, philanthropy, volunteer engagement, awareness, and advocacy for the libraries of the High Plains Library District.

The Foundation's assets and income are derived from the following activities:

- Grant funding – mission-aligned funding for programming from private, family, corporate, municipal, and federal grant sources
- Individual gift solicitation, including planned giving
- Corporate giving, including sponsorship for programs and events
- Special events
- Earnings from investments

The Foundation's current funding priorities include capital projects, programs supporting literacy among underserved populations, the Writer in Residence program, and HPLD districtwide programs including Summer Reading Adventure and the Signature Author Series.

Fundraising goals for 2023 include the ongoing \$1M LINC capital campaign and the implementation of a District-wide sponsorship menu.

## **GOALS AND OBJECTIVES AND PERFORMANCE MEASURES**

After the board of trustees approved the strategic plan in November 2018, High Plains Library District personnel began work on goals and objectives related to the plan. Baselines for appropriate performance measures related to many of those goals are still being developed.

The following is a table of some of the goals and objectives that the High Plains Library District is working toward:

## HPLD 2023 Strategic Plan Initiatives

Goal	Department	Focus Area	Start Date	Due Date	Objective	Measures
Bring structure of District in alignment with our processes and goals - Formal Launch 4/19	Executive	Excellence	3/1/2019	12/31/2024	A realignment is completed, and duties redistributed	All goals assignments are made
Demonstrate operational excellence to our constituents in our pursuit of winning the Baldrige Award: 10 Qualitative - TBD	Executive	Excellence	3/1/2019	12/31/2024	The District is recognized with the Baldrige award	Baldrige Applications are submitted annually
Develop Innovation Centers (makerspaces) throughout the District	Executive	Access	8/1/2019	12/31/2024	Mobile makerspaces are available across the district	1 maker space program is presented at each location
LINC --- Design and build a county wide destination library in the downtown Greeley area - Formal launch 4/19	Executive	Access Stewardship	3/1/2019	12/31/2023	<p>CRM: Design, prepare presentations - 12 presentations per year.</p> <p>HR: Describe and post jobs, hiring, onboarding, training Tour of the new facility - 3 tours per month (36 per year)</p> <p>CR: Order and receive opening day collection; finalize Genealogy special collection; train SMEs on Genealogy collection and new equipment</p>	<p><b>FOUNDATION GOALS &amp; MEASURES:</b>                      Goal: Raise \$1 million dollars                      Measure: 25% of gifts are eligible for Enterprise Zone tax credit by July 2023                      Measure: 100% of donor benefits are met by July 2023</p> <p>HR Measures: February 1, 2023 – Post job vacancy for new Innovation Associates                      March 1, 2023 – Interviews for new Innovation Associates                      Post job vacancy for new Pages and Library Associates                      March 15, 2023 – Job offers made to new Innovation Associates                      Interviews for new Pages and Library Associates April 1, 2023                      – New Innovation Associates start and begin training                      Job offers made to new Pages and Library Associates April 15, 2023 – New Pages and Library Associates start and begin training                      May 1, 2023 – LINC opens to the public                      CR: Bulk (80%) of collection ordered by October. Collection delivered in January/February (dependent on construction)</p>

Goal	Department	Focus Area	Start Date	End Date	Objective	Measures
Fort Lupton New Library	Executive	Access	1/11/2022	6/1/2024	New library is opened and operating CR: Process opening day collection ITI: Plan and support technology needed	FOUNDATION: Goal: Support their capital campaign efforts. Measure: Raise 15% of capital campaign through their fundraising efforts. CR: Process opening day collection and deliver to Fort Lupton by May 2023 ITI: Acquire and support needed technology
Incorporate processes that build leadership skills in employees at all levels	Human Resources	Unity	8/1/2019	12/31/2024	Establishment of program is done. Ongoing management is continual.	Leadership Learning Plan – 2 staff complete and receive certificate. Available to staff, ongoing.
Annual - 2022 Support & Collaborate with Community Initiatives	Executive	Unity	1/12/2022	12/31/2023	Library is at the table when opportunities are presented in the community. Provide visibility to community of library's value.	Letters of support or acknowledgement - 10 formal documented.
Deliver Excellence - Operational Support Work: 12	Executive	Stewardship	4/1/2019	12/31/2024	District achieves recognition from Baldridge	Achieve next level of the RMPEX recognition
Make regular use of marketing analytical data to better understand the community we serve	Executive	Aspiration	1/25/2021	12/31/2023	Analytics and data are identified and recognized across the organization	Analytics and data are discussed/reviewed in meetings 75% of the time
Expand services as demand and usage increase	Executive	Aspiration	3/1/2020	12/31/2024	Population and the Facilities Master Plan is used in program and services decision making	Population and the Facilities Master Plan reviewed quarterly

Goal	Department	Focus Area	Start Date	End Date	Objective	Measures
Gather feedback during all interactions with the public	Executive	Aspiration	3/1/2020	12/31/2024	Information is gathered and shared across the District	Feedback is recorded during each interaction: <ul style="list-style-type: none"> <li>• 5 from each program</li> <li>• 20 from each event</li> <li>• 1 from patron interactions</li> </ul>
Shift focus of programming to skill-based and development	Excellence Coordinator Programming	Aspiration	3/1/2020	3/31/2024	Utilize, adopt and ingrain OBPE in programming and organization utilizes, adopts and is ingrained using in service planning  Select and focus on targeted segments of the population to create positive outcomes in the population's lives – when we see a positive impact on the identified segments of the community	By the end of 2023, 80% of programs are on a yearly calendar  10% increase in positive program evaluations
Develop a Human Books mentor program	Excellence Coordinator Programming	Aspiration	1/11/2021	12/31/2023	Share knowledge and life experience Build community connections	Develop 10 Human Books mentors in 2023 Obtain feedback from participants that indicates how positive or negative the experience was
Expand existing and develop new partnerships with community agencies for all forms of literacy - Formal launch 4/19	Excellence Coordinator Programming	Literacy	3/1/2020	12/31/2024	Increase literacy in our community	Improved literacy rates Improved reading readiness
Support all sections of the community to achieve their literacy goals, in their native language or a secondary language	Excellence Coordinator Programming	Literacy	3/1/2020	12/31/2024	Increase literacy in our community	Improved literacy rates Improved reading readiness

Goal	Department	Focus Area	Start Date	End Date	Objective	Measures
Develop processes for determining how to expend current funds	Finance	Fiscal Strength	3/1/2019	12/31/2024	Budget planning and development	Budget approved by BOT within timeline Monitoring budget to actual results
Begin developing a marketing plan built around the strategic plan, as a way to inform the public as to the District as a valuable investment – Formal launch 4/19	CRM Manager	Fiscal Strength	3/1/2020	12/31/2024	Refer to Digital Marketing plan information.	Library Confidence Indicator - LCI
Begin setting priorities now to identify areas that could be reduced if revenues take a downturn - Formal launch 4/19	Executive	Fiscal Strength	3/1/2019	12/31/2022	Plan is in place for reductions as needed	Plan has been reviewed quarterly
Work with other economic interests to get a firm understanding of economic forecasts and their meaning for District revenues - Formal launch 4/19	Finance	Fiscal Strength	3/1/2019	12/31/2024	Monitor oil and gas prices and other economic conditions – inflation, unemployment, interest rates, etc. Receive projections from Weld County Finance Director and Weld County Assessor Receive property valuations from county assessors	Use provided information to prepare budget, and projections.

**2023  
District  
Budget**

High Plains Library District  
 Budgeted Revenue & Expenditures - General Fund  
 FY 2023

	2021 Actual	2022 Budget	2022 Estimated	2023 Budget	2024 Planned
<b>ESTIMATED RESOURCES</b>					
Beginning Fund Balance	\$61,045,370	\$70,698,742	\$77,011,262	\$52,949,686	\$55,448,444
Estimated Revenue					
Property Tax	44,301,611	34,032,044	34,032,044	51,975,897	44,123,958
Other Revenue	2,544,424	1,473,256	1,473,256	1,387,007	1,725,000
Total Estimated Revenue	<u>46,846,035</u>	<u>35,505,300</u>	<u>35,505,300</u>	<u>53,362,904</u>	<u>45,848,958</u>
<b>TOTAL ESTIMATED RESOURCES</b>	<u><u>107,891,405</u></u>	<u><u>106,204,042</u></u>	<u><u>112,516,562</u></u>	<u><u>106,312,590</u></u>	<u><u>101,297,402</u></u>
<b>ESTIMATED EXPENDITURES</b>					
Total Operating Expenses	16,545,201	19,911,383	19,911,383	23,380,210	24,077,851
Capital Outlay	4,079,166	32,211,024	32,211,024	15,953,312	7,860,000
Transfers Out - Debt Service/Capital Projects	-	-	-	-	-
Distribution to Member Libraries:					
Northern Plains (Ault)	673,706	684,342	684,342	1,041,284	937,156
Eaton	1,573,124	1,146,769	1,146,769	1,990,088	1,791,079
Ft. Lupton	3,136,074	2,417,249	2,417,249	3,191,430	2,872,287
Hudson	3,477,851	2,036,846	2,036,846	3,273,224	2,945,902
Johnstown	550,267	486,564	486,564	819,186	737,267
Platteville	844,754	672,699	672,699	1,215,412	1,093,871
	<u>10,255,776</u>	<u>7,444,469</u>	<u>7,444,469</u>	<u>11,530,624</u>	<u>10,377,562</u>
<b>TOTAL EXPENDITURES</b>	<u><u>30,880,143</u></u>	<u><u>59,566,876</u></u>	<u><u>59,566,876</u></u>	<u><u>50,864,146</u></u>	<u><u>42,315,413</u></u>
<b>REVENUE OVER (UNDER) EXPENDITURES</b>	<u>15,965,892</u>	<u>(24,061,576)</u>	<u>(24,061,576)</u>	<u>2,498,758</u>	<u>3,533,545</u>
Ending Fund Balance	<u><u>77,011,262</u></u>	<u><u>46,637,166</u></u>	<u><u>52,949,686</u></u>	<u><u>55,448,444</u></u>	<u><u>58,981,989</u></u>
<b>DESIGNATION OF FUND BALANCE</b>					
Operating Reserve	15,161,711	9,955,693	9,955,692	11,690,105	12,038,926
Emergency Reserve	1,325,736	1,056,961	1,056,961	1,595,277	1,368,719
Stabilization Reserve	-	-	-	10,000,000	10,000,000
Capital Improvement Reserve	60,523,815	35,624,512	41,937,033	32,163,062	35,574,344
<b>TOTAL ENDING FUND BALANCE</b>	<u><u>\$77,011,262</u></u>	<u><u>\$46,637,166</u></u>	<u><u>\$52,949,686</u></u>	<u><u>\$55,448,444</u></u>	<u><u>\$58,981,989</u></u>

High Plains Library District  
 Budgeted Revenue - General Fund  
 FY 2023

	2021 Actual	2022 Budget	2022 Estimated	2023 Budget	2024 Planned
<b>TAXES</b>					
Property Taxes Weld Co.	\$ 42,826,436	\$ 33,170,297	\$ 33,170,297	51,264,987	43,575,239
Property Taxes Boulder Co.	579,275	648,847	648,847	645,552	548,719
Delinquent Taxes	895,900	-	-	-	-
Refunds/Abatements Taxes Weld Co.	-	208,815	208,815	64,545	-
Refunds/Abatements Taxes Boulder Co.	-	4,085	4,085	813	-
Specific Ownership Taxes	2,211,114	1,200,000	1,200,000	1,200,000	1,500,000
<b>TOTAL TAXES</b>	<u>46,512,725</u>	<u>35,232,044</u>	<u>35,232,044</u>	<u>53,175,897</u>	<u>45,623,958</u>
<b>OTHER REVENUE</b>					
Fines, & Fees	26,280	25,000	25,000	25,000	55,000
Earnings on Investments	34,119	80,000	80,000	80,000	100,000
Grants	199,410	160,256	160,256	74,007	60,000
Miscellaneous	73,501	8,000	8,000	8,000	10,000
<b>TOTAL OTHER REVENUE</b>	<u>333,310</u>	<u>273,256</u>	<u>273,256</u>	<u>187,007</u>	<u>225,000</u>
<b>TOTAL REVENUE</b>	<u>\$46,846,035</u>	<u>\$35,505,300</u>	<u>\$35,505,300</u>	<u>\$53,362,904</u>	<u>\$45,848,958</u>

High Plains Library District  
 Budgeted Expenditures - General Fund  
 FY 2023

	2021 Actual	2022 Budget	2022 Estimated	2023 Budget	2024 Planned
<b>OPERATING</b>					
Salaries and wages	8,243,951	9,412,825	9,412,825	11,516,106	12,091,912
Fringe benefits	2,534,638	3,482,746	3,482,746	4,260,961	4,474,009
Workers' compensation	69,505	85,000	85,000	88,000	90,000
Bank fees	1,274	1,980	1,980	1,980	1,980
Minor equipment/furniture <\$5k	41,048	70,500	70,500	51,275	48,850
Janitorial supplies	41,495	54,000	54,000	64,000	64,000
Operating supplies	98,969	137,578	137,578	162,340	154,110
Bib processing supplies	117,500	202,636	202,636	236,769	205,636
Postage	22,861	36,844	36,844	36,542	36,521
Printing	24,233	19,300	19,300	24,000	24,000
Memberships	17,705	23,461	23,461	27,489	26,009
Public relations	46,116	50,540	50,540	61,255	63,555
Programs	49,683	86,480	86,480	75,730	76,550
Elec. - utilities	224,742	304,565	304,565	315,636	331,417
Water & sewer	66,929	56,102	56,102	70,731	74,269
Natural gas	52,292	59,729	59,729	61,838	64,931
Telephones	269,062	328,924	328,924	321,704	331,355
Disposal services	44,176	47,139	47,139	56,668	59,472
Professional contracts	1,263,945	1,241,125	1,241,125	1,508,990	1,514,186
Gasoline motor oil, lubricants	8,089	19,500	19,500	24,000	24,000
Repair maint.- bldg	382,989	276,000	276,000	465,000	475,000
Repair maint.- vehicles	16,383	18,000	18,000	27,700	31,200
Repair maint.- office equip.	160,868	182,700	182,700	174,200	178,384
Repair maint.- computer	303,142	945,625	945,625	467,400	481,422
Repair maint.- on-line comp	137,773	155,496	155,496	209,854	216,150
Repair maint.- other equip.	18,916	15,000	15,000	66,500	58,045
Tuition reimbursement	9,832	26,000	26,000	25,000	25,000
Travel & mileage	17,647	44,192	44,192	49,893	52,741
In-house training	(3,261)	26,200	26,200	36,400	39,600
Meetings	3,238	7,770	7,770	8,015	8,370
Out-of-house training & conferences	18,514	40,800	40,800	60,800	60,800
Treasurer's fee	660,418	550,000	550,000	825,000	625,000
Books	550,420	577,000	577,000	547,000	585,000
Newspapers/periodicals.	33,722	61,000	61,000	55,300	55,300
Ebooks	111,485	137,000	137,000	140,000	140,000
Compact discs	34,108	38,800	38,800	38,800	45,000
Software	218,953	310,376	310,376	409,784	422,077
DVD/BluRay	62,228	166,900	166,900	145,000	145,000
Other expense	16,524	5,650	5,650	5,650	5,650
Electronic resources	416,642	464,000	464,000	490,000	490,000
Platform Fees	1,124	15,900	15,900	15,900	25,350
Insurance	135,323	125,000	125,000	150,000	155,000
Rent contribution-in-kind	-	-	-	-	-
Equipment rentals	-	1,000	1,000	1,000	1,000
Lease / rental expense	-	-	-	-	-
<b>TOTAL OPERATING</b>	<b>16,545,201</b>	<b>19,911,383</b>	<b>19,911,383</b>	<b>23,380,210</b>	<b>24,077,851</b>
<b>CAPITAL OUTLAY</b>					
Opening Day Collections	19,155	1,000,000	1,000,000	315,500	-
Equipment/furn over \$5000	17,252	120,000	120,000	-	-
New Computers & Other Technology	53,231	30,000	30,000	455,000	250,000
Capital Improvements	3,989,528	31,061,024	31,061,024	15,177,812	7,610,000
Construction Graphics	-	-	-	5,000	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>4,079,166</b>	<b>32,211,024</b>	<b>32,211,024</b>	<b>15,953,312</b>	<b>7,860,000</b>
<b>TRANSFERS OUT</b>					
Transfers - Debt Service Fund	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CAPITAL OUTLAY &amp; TRANSFERS</b>	<b>4,079,166</b>	<b>32,211,024</b>	<b>32,211,024</b>	<b>15,953,312</b>	<b>7,860,000</b>
<b>Distribution to Member Libraries</b>	<b>10,255,776</b>	<b>7,444,469</b>	<b>7,444,469</b>	<b>11,530,624</b>	<b>10,377,562</b>
<b>TOTAL DIST TO MEMBER LIBRARIES</b>	<b>10,255,776</b>	<b>7,444,469</b>	<b>7,444,469</b>	<b>11,530,624</b>	<b>10,377,562</b>
<b>TOTAL EXPENDITURES</b>	<b>30,880,143</b>	<b>59,566,876</b>	<b>59,566,876</b>	<b>50,864,146</b>	<b>42,315,413</b>

<b>Branches</b>									
	<b>Carbon Valley</b>	<b>Centennial Park</b>	<b>Erie</b>	<b>Farr</b>	<b>Kersey</b>	<b>Lincoln Park</b>	<b>LINC</b>	<b>Riverside</b>	<b>Grover</b>
6110	Salaries	859,143	1,026,487	769,517	1,051,757	118,085	550,000	697,906	795,885
6112	Benefits	317,883	379,800	284,721	389,150	43,691	203,500	258,225	294,478
6136	Workers' Compensation								
	<b>Total Salaries &amp; Benefits</b>	<b>1,177,026</b>	<b>1,406,287</b>	<b>1,054,238</b>	<b>1,440,907</b>	<b>161,776</b>	<b>753,500</b>	<b>956,131</b>	<b>1,090,363</b>
6000	Distribution to member libraries								
6205	Bank fees								
6220	Minor equipment/Furniture <\$5k	14,825	2,850	4,140	3,000	2,000	-	3,110	5,500
6236	Janitorial supplies								
6249	Operating supplies	16,470	19,200	13,000	11,000	2,125	6,000	18,000	11,000
6250	Bib processing supplies								
6310	Postage	100	134	100	-	-	74	100	134
6320	Printing								
6340	Memberships	400	500	405	150	100	200	150	300
6345	Public relations								
6358	Programs								
6362	Electric	42,591	39,125	42,980	62,960	4,725	16,788	55,320	17,530
6364	Water & sewer	12,419	5,149	10,588	19,854	3,465	2,562	2,805	4,738
6365	Natural gas	14,120	5,592	5,146	8,755	726	5,317	10,721	4,821
6367	Telephones								
6369	Disposal services	10,849	6,698	1,719	6,991	723	3,769	4,454	2,319
6379	Professional contracts	5,900	61,360		1,160		35,400	53,100	
6380	Gasoline, motor oil, lubricants								
6382	Repair maint.- bldg								
6384	Repair maint.- vehicles								
6385	Repair maint.- office equip.		-			200	-	1,000	200
6387	Repair, maint., replacement / computer								
6388	Repair maint.- on-line comp								
6389	Repair maint.- other equip.	5,000	-		-				
6393	Tuition reimbursement								
6394	Travel & mileage	3,125	530	2,413	219	435	696	900	1,000
6395	In-House Training								
6396	Meetings	540	500	200	200	75	100	200	300
6397	Out-of-House Training & Conferences								
6398	Treasurers fee								
6410	Books								
6425	Newspapers/periodicals								
6430	Ebooks								
6460	Compact discs								
6480	Software								
6490	DVD/BluRay								
6495	Other expense								
6496	Electronic resources								
6500	Platform Fees								
6510	Insurance								
6520	Equipment rental								
6530	Lease / rental expense					-	-		
6952	Equip/furniture - over \$5000		-		-				
6940	Improvement to Buildings				-				
6954	New Computers & other technology								
6985	Lease debt service								
6986	Opening Day Collection								
6987	Construction Graphics								
		1,303,365	1,547,925	1,134,929	1,555,196	176,350	824,406	1,105,991	1,138,205
6980	Capital improvements	-					-		
	<b>Total</b>	<b>1,303,365</b>	<b>1,547,925</b>	<b>1,134,929</b>	<b>1,555,196</b>	<b>176,350</b>	<b>824,406</b>	<b>1,105,991.08</b>	<b>1,138,205</b>
									20,000

<b>Branches</b>					
	MOVE	Admin	Dist. To Mbr Lib	2023 TOTAL	2024 TOTAL
6110 Salaries	1,297,424	4,349,901		11,516,106	12,091,912
6112 Benefits	480,049	1,609,464		4,260,961	4,474,009
6136 Workers' Compensation		88,000		88,000	90,000
<b>Total Salaries &amp; Benefits</b>	<b>1,777,473</b>	<b>6,047,365</b>		<b>15,865,067</b>	<b>16,655,921</b>
6000 Distribution to member libraries			11,530,624	11,530,624	10,377,562
6205 Bank fees		1,980		1,980	1,980
6220 Minor equipment/Furniture <\$5k	3,000	12,850		51,275	48,850
6236 Janitorial supplies		64,000		64,000	64,000
6249 Operating supplies	16,700	48,845		162,340	154,110
6250 Bib processing supplies		236,769		236,769	205,636
6310 Postage	125	35,775		36,542	36,521
6320 Printing		24,000		24,000	24,000
6340 Memberships	1,200	24,084		27,489	26,009
6345 Public relations		61,255		61,255	63,555
6358 Programs		75,730		75,730	76,550
6362 Electric		32,117		315,636	331,417
6364 Water & sewer		8,851		70,731	74,269
6365 Natural gas		5,640		61,838	64,931
6367 Telephones		321,704		321,704	331,355
6369 Disposal services		18,946		56,668	59,472
6379 Professional contracts	44,720	1,290,350		1,508,990	1,514,186
6380 Gasoline, motor oil, lubricants	16,000	8,000		24,000	24,000
6382 Repair maint.- bldg		465,000		465,000	475,000
6384 Repair maint.- vehicles	22,700	5,000		27,700	31,200
6385 Repair maint.- office equip.	-	172,800		174,200	178,384
6387 Repair, maint., replacement / computer		467,400		467,400	481,422
6388 Repair maint.- on-line comp		209,854		209,854	216,150
6389 Repair maint.- other equip.		61,500		66,500	58,045
6393 Tuition reimbursement		25,000		25,000	25,000
6394 Travel & mileage	10,000	30,575		49,893	52,741
6395 In-House Training		36,400		36,400	39,600
6396 Meetings	1,000	4,900		8,015	8,370
6397 Out-of-House Training & Conferences		60,800		60,800	60,800
6398 Treasurers fee		825,000		825,000	625,000
6410 Books		547,000		547,000	585,000
6425 Newspapers/periodicals		55,300		55,300	55,300
6430 Ebooks		140,000		140,000	140,000
6460 Compact discs		38,800		38,800	45,000
6480 Software		409,784		409,784	422,077
6490 DVD/BluRay		145,000		145,000	145,000
6495 Other expense		5,650		5,650	5,650
6496 Electronic resources		490,000		490,000	490,000
6500 Platform Fees		15,900		15,900	25,350
6510 Insurance		150,000		150,000	155,000
6520 Equipment rental		1,000		1,000	1,000
6530 Lease / rental expense		-		-	-
6952 Equip/furniture - over \$5000	-	-		-	-
6940 Improvement to Buildings					
6954 New Computers & other technology		455,000		455,000	250,000
6985 Lease debt service		-		-	-
6986 Opening Day Collection		315,500		315,500	-
6987 Construction Graphics		5,000		5,000	-
	1,892,918	13,456,424	11,530,624	35,686,334	34,705,413
6980 Capital improvements	-	15,177,812		15,177,812	7,610,000
<b>Total</b>	<b>1,892,918</b>	<b>28,634,236</b>	<b>11,530,624</b>	<b>50,864,146</b>	<b>42,315,413</b>

<b>Administration</b>								
		50/51	01	02	03	53	54	55
	Departments	Admin	BOT	Exec Dir	Assoc Dir	Community Relations	Information Technology	Human Resources
6000	Tax Distrbtn - member libraries	11,530,624						
6136	Workers' Compensation	88,000						
6205	Bank fees							
6220	Minor equipment/furniture <\$5k	-			200	1,500	5,000	850
6236	Janitorial supplies							
6249	Operating supplies	6,500	100	1,000	495	26,000	3,500	650
6250	Bib processing supplies							
6310	Postage	50				100	100	50
6320	Printing					23,000		-
6340	Memberships		300	860	1,250	7,880	830	7,914
6345	Public relations					46,155		14,600
6358	Programs				75,730	-		
6362	Electric	32,117						
6364	Water and sewer	8,851						
6365	Natural gas	5,640						
6367	Telephones						321,704	
6369	Disposal services	17,446					1,500	
6379	Professional contracts	40,800			27,820	19,920	57,865	78,625
6380	Gasoline, Motor Oil, Lubricants					-		
6382	Repair maint.- bldg							
6384	Repair maint.- vehicles					-		
6385	Repair maint.- office equip						172,800	
6387	Repair, maint., replacement / computer						467,400	
6388	Repair maint.- online comp						209,854	
6389	Repair maint.- other equip.						51,500	
6393	Tuition reimbursement							25,000
6394	Travel & mileage		2,600	5,000	3,000	1,250	3,900	700
6395	In-House Training							36,400
6396	Meetings		2,000	600	500	800	150	-
6397	Out-of-House Training&Conferences		500	300				60,000
6398	Treasurers fee	825,000						
6410	Books							
6425	Newspapers/periodicals							
6430	Ebooks							
6460	Compact discs							
6480	Software						409,784	
6490	Video/DVD							
6495	Other expense				3,500			
6496	Electronic resources							
6500	Platform Fees							
6510	Insurance	150,000						
6520	Equipment rentals							
6530	Lease / rental expense	-						
	<b>Capital Outlay</b>							
6952	Equipment over \$5000						-	
6940	Improvement to Buildings							
6954	New Computers & Other Technology	-					355,000	
6980	Capital improvements	-						-
6985	Lease debt service	-						
6986	Opening Day Collection							
6987	Construction Graphics					5,000		
	<b>DEPARTMENT TOTAL</b>	<b>12,705,028</b>	<b>5,500</b>	<b>7,760</b>	<b>112,495</b>	<b>131,605</b>	<b>2,060,887</b>	<b>224,789</b>

<b>Administration</b>							
		56	57	58	59		
		Finance	Foundation	Facilities Services	Collection Resources	2023 Total	2024 Total
	Departments						
6000	Tax Distrbtn - member libraries					11,530,624	10,377,562
6136	Workers' Compensation					88,000	90,000
6205	Bank fees	1,980				1,980	1,980
6220	Minor equipment/furniture <\$5k	-		2,000	3,300	12,850	12,000
6236	Janitorial supplies			64,000		64,000	64,000
6249	Operating supplies	750	200		9,650	48,845	40,680
6250	Bib processing supplies				236,769	236,769	205,636
6310	Postage	825	550		34,100	35,775	35,828
6320	Printing		1,000			24,000	24,000
6340	Memberships	1,000	1,200	2,400	450	24,084	22,604
6345	Public relations		500			61,255	63,555
6358	Programs					75,730	76,550
6362	Electric					32,117	33,723
6364	Water and sewer					8,851	9,294
6365	Natural gas					5,640	5,922
6367	Telephones					321,704	331,355
6369	Disposal services					18,946	19,863
6379	Professional contracts	69,420	-	553,800	442,100	1,290,350	1,289,096
6380	Gasoline, Motor Oil, Lubricants			8,000		8,000	8,000
6382	Repair maint.- bldg			465,000		465,000	475,000
6384	Repair maint.- vehicles			5,000		5,000	5,000
6385	Repair maint.- office equip					172,800	177,984
6387	Repair, maint., replacement / computer					467,400	481,422
6388	Repair maint.- online comp					209,854	216,150
6389	Repair maint.- other equip.			10,000		61,500	53,045
6393	Tuition reimbursement					25,000	25,000
6394	Travel & mileage	375	900	10,000	2,850	30,575	30,692
6395	In-House Training					36,400	39,600
6396	Meetings		750		100	4,900	5,005
6397	Out-of-House Training&Conferences		-			60,800	60,800
6398	Treasurers fee					825,000	625,000
6410	Books				547,000	547,000	585,000
6425	Newspapers/periodicals				55,300	55,300	55,300
6430	Ebooks				140,000	140,000	140,000
6460	Compact discs				38,800	38,800	45,000
6480	Software		-		-	409,784	422,077
6490	Video/DVD				145,000	145,000	145,000
6495	Other expense		2,150		-	5,650	5,650
6496	Electronic resources				490,000	490,000	490,000
6500	Platform Fees				15,900	15,900	25,350
6510	Insurance					150,000	155,000
6520	Equipment rentals			1,000		1,000	1,000
6530	Lease / rental expense					-	-
	<b>Capital Outlay</b>						-
6952	Equipment over \$5000			-	-	-	-
6940	Improvement to Buildings						250,000
6954	New Computers & Other Technology			100,000	-	455,000	7,610,000
6980	Capital improvements			15,177,812		15,177,812	-
6985	Lease debt service					-	-
6986	Opening Day Collection				315,500	315,500	-
6987	Construction Graphics					5,000	
	<b>DEPARTMENT TOTAL</b>	<b>74,350</b>	<b>7,250</b>	<b>16,399,012</b>	<b>2,476,819</b>	<b>34,205,495</b>	<b>24,835,723</b>

**RESOLUTION TO ADOPT BUDGET  
22-2**

**A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE HIGH PLAINS LIBRARY DISTRICT, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2023, AND ENDING ON THE LAST DAY OF DECEMBER 2023.**

**WHEREAS**, the Board of Trustees of the High Plains Library District has appointed Dr. Matthew Hortt, High Plains Library District Executive Director, to prepare and submit a proposed budget to said governing body at the proper time; and

**WHEREAS**, Dr. Matthew Hortt has submitted a proposed budget to this governing body for its consideration; and

**WHEREAS**, upon due and proper notice, published or posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on December 12, 2022, and interested taxpayers were given the opportunity to file or register any objections to said proposed budget.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Trustees of the High Plains Library District, Colorado:

Section 1. That estimated expenditures for each fund are as follows:

General Fund	<u>\$50,864,146</u>
Debt Service Fund	\$

Section 2. That estimated revenues for each fund are as follows:

General Fund:	
From un-appropriated surpluses	\$ 52,949,686
From sources other than general property tax	1,387,007
From the general property tax levy	<u>51,975,897</u>
Total General Fund	<u>\$106,312,590</u>
Debt Service	\$

**Resolution to Adopt Budget**

**Page 2**

**High Plains Library District**

Section 3. That the budget, as submitted, amended, and hereinabove summarized by fund, hereby is approved and adopted as the budget of the High Plains Library District for the year stated above.

Section 4. That the budget hereby approved and adopted shall be signed by the Chairman, High Plains Library District Board of Trustees, and made a part of the public records of the District.

ADOPTED, this 12th day of December, A.D., 2022.

Attest:

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Chairman, Board of Trustees

Attest:

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Secretary/Treasurer, Board of Trustees

**RESOLUTION TO APPROPRIATE SUMS OF MONEY**  
**22-3**

**A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS AND FOR THE PURPOSE AS SET FORTH BELOW, FOR THE HIGH PLAINS LIBRARY DISTRICT, COLORADO, FOR THE 2023 BUDGET YEAR.**

**WHEREAS**, the Board of Trustees has adopted the annual budget in accordance with the local Government Budget Law, on December 12, 2022 and

**WHEREAS**, the Library Board has made provision therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget, and

**WHEREAS**, it is not only required by law, but also necessary to appropriate the revenues provided in the budget to and for the purposes described below, so as not to impair the operations of the District.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Trustees of the High Plains Library District, Colorado:

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

General Fund:	
Current Operating Expenses	\$23,380,210
Capital Outlay	15,953,312
Transfers (internal activities)	
Distribution to Member Libraries	11,530,624
Total General Fund	<u>\$50,864,146</u>
Debt Service Fund:	
Principal & Interest & Other	\$

ADOPTED, this 12<sup>th</sup> day of December, A.D., 2022.

ATTEST:

\_\_\_\_\_  
Chairman, Board of Trustees

ATTEST:

\_\_\_\_\_  
Secretary/Treasurer, Board of Trustees

**RESOLUTION TO SET MILL LEVIES  
22-4**

**A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2022 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE HIGH PLAINS LIBRARY DISTRICT, COLORADO, FOR THE 2023 BUDGET YEAR.**

**WHEREAS**, the Board of Trustees of the High Plains Library District has adopted the annual budget in accordance with the Local Government Budget Law, on December 12, 2022, and

**WHEREAS**, the amount of money necessary to balance the budget for general operating expenses is \$51,264,987

**WHEREAS**, the 2022 valuation for assessment for the High Plains Library District as certified by the Weld County Assessor is \$16,136,288,106

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Trustees of the High Plains Library District, Colorado:

Section 1: That for the purpose of meeting all general operating expenses of the High Plains Library District during the 2023 budget year, there is hereby levied a tax of 3.177 mills upon each dollar of the total valuation for assessment of all taxable property within the District for the year 2022.

Section 2: That the District Executive Director is hereby authorized and directed to immediately recertify to the County Commissioners of Weld County, Colorado, the mill levies for the High Plains Library District as hereinabove determined and set.

ADOPTED, this 12<sup>th</sup> day of December, A.D., 2022.

ATTEST:

\_\_\_\_\_  
Chairman, Board of Trustees

ATTEST:

\_\_\_\_\_  
Secretary/Treasurer, Board of Trustees

**CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments \***

\* School governments must use forms provided by the Colorado Department of Education (303) 866-6600.

TO: County Commissioners of Weld County, Colorado. The Board of Trustees  
(governing board)  
of the High Plains Library District hereby certifies the following mill levies to be extended upon the  
(name of local government)

GROSS↑ assessed valuation of \$ 16,136,288,106 . Submitted this date: December 15, 2022

PURPOSE	LEVY	REVENUE
1. General Operating Expenses [This includes fire pension, <u>unless</u> fire pension levy is voter-approved; if so, use Line 7 below.]	<u>3.177</u> mills	<u>\$ 51,264,987</u>
2. <b>(Minus)</b> Temporary Property Tax Credit/ Temporary Mill Levy Rate Reduction, 39-1-111.5, C.R.S.	< > mills ‡	\$ < >
‡ IF THE CREDIT DOES NOT APPLY TO the General Operating Expenses levy PLEASE INDICATE HERE THE LEVY TO WHICH THE CREDIT APPLIES		
<b>SUBTOTAL</b>	<u>3.177</u> mills	<u>\$ 51,264,987</u>
3. General Obligation Bonds and Interest [Special districts must certify separately for each debt pursuant to 32-1-1603, C.R.S.; see Page 2 of this form. If bond levy ended last year, enter date/name].	_____ mills	\$ _____
4. Contractual Obligations Approved At Election	_____ mills	\$ _____
5. Capital Expenditures [These revenues are not subject to the statutory property tax revenue limit if they are approved by counties and municipalities <u>through public hearings</u> pursuant to 29-1-301(1.2) C.R.S. and for special districts <u>through approval from the Division of Local Government</u> pursuant to 29-1-302(1.5) C.R.S. or for any entity if <u>approved at election</u> .]	_____ mills	\$ _____
6. Refunds/Abatements [if the gov't.entity is in more than one county, the levy must be uniform throughout the entity's boundaries].	<u>.004</u> mills	<u>\$ 64,545</u>
7. Other (specify):	_____ mills	\$ _____
<b>TOTAL</b>	<u>3.181</u> mills	<u>\$ 51,329,532</u>

NOTE: Certification must be carried to three decimal places only.  
NOTE: If you certify to more than one county, you must certify the same levy to each county.  
NOTE: If your boundaries extend into more than one county, please list all counties here:  
**Counties: Boulder and Weld**

Contact person:  
(print) Natalie Wertz Daytime phone: (970) 506-8566

Signed: \_\_\_\_\_ Title: Finance Manager, High Plains Library District

**Send one completed copy of this form to the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, Colorado 80203 when you submit it to the Board(s) of County Commissioners. Questions? Call DLG at (303) 866-2156.**

↑ As reported by County Assessor in final certification of valuation; use NET Assessed Valuation to calculate any levy.

**CERTIFICATION OF TAX LEVIES, continued**

**THIS APPLIES ONLY TO TITLE 32, ARTICLE 1 SPECIAL DISTRICTS THAT LEVY TAXES FOR PAYMENT OF GENERAL OBLIGATION DEBT (32-1-1603 C.R.S.)**. Special Districts must certify separate mill levies and revenues to the Board of County Commissioners, one each for the funding requirements of each debt (32-1-1603, C.R.S.) Use additional pages as necessary. Total of all levies should be recorded on Page 1, Line 3.

**CERTIFY A SEPARATE MILL LEVY FOR EACH BOND OR CONTRACT:**

**BONDS:**

1. Purpose of Issue: N/A  
Series: \_\_\_\_\_  
Date of Issue: \_\_\_\_\_  
Coupon Rate: \_\_\_\_\_  
Maturity Date: \_\_\_\_\_  
Levy: \_\_\_\_\_  
Revenue: \_\_\_\_\_
  
2. Purpose of Issue: \_\_\_\_\_  
Series: \_\_\_\_\_  
Date of Issue: \_\_\_\_\_  
Coupon Rate: \_\_\_\_\_  
Maturity Date: \_\_\_\_\_  
Levy: \_\_\_\_\_  
Revenue: \_\_\_\_\_

**CONTRACTS:**

3. Purpose of Contract: N/A  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_  
Principal Amount: \_\_\_\_\_  
Maturity Date: \_\_\_\_\_  
Levy: \_\_\_\_\_  
Revenue: \_\_\_\_\_
  
4. Purpose of Contract: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_  
Principal Amount: \_\_\_\_\_  
Maturity Date: \_\_\_\_\_  
Levy: \_\_\_\_\_  
Revenue: \_\_\_\_\_

**RESOLUTION TO SET MILL LEVIES  
22-5**

**A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2022 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE HIGH PLAINS LIBRARY DISTRICT, COLORADO, FOR THE 2023 BUDGET YEAR.**

**WHEREAS**, the Board of Trustees of the High Plains Library District has adopted the annual budget in accordance with the Local Government Budget Law, on December 12, 2022, and

**WHEREAS**, the amount of money necessary to balance the budget for general operating expenses is \$645,552

**WHEREAS**, the 2022 valuation for assessment for the High Plains Library District as certified by the Boulder County Assessor is \$203,195,445

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Trustees of the High Plains Library District, Colorado:

Section 1: That for the purpose of meeting all general operating expenses of the High Plains Library District during the 2023 budget year, there is hereby levied a tax of 3.177 mills upon each dollar of the total valuation for assessment of all taxable property within the District for the year 2022.

Section 2: That the District Executive Director is hereby authorized and directed to immediately recertify to the County Commissioners of Boulder County, Colorado, the mill levies for the High Plains Library District as hereinabove determined and set.

ADOPTED, this 12<sup>th</sup> day of December, A.D., 2022.

ATTEST:

\_\_\_\_\_  
Chairman, Board of Trustees

ATTEST:

\_\_\_\_\_  
Secretary/Treasurer, Board of Trustees

**CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments \***

\* School governments must use forms provided by the Colorado Department of Education (303) 866-6600.

TO: County Commissioners of Boulder County, Colorado. The Board of Trustees  
(governing board)  
of the High Plains Library District hereby certifies the following mill levies to be extended upon the  
(name of local government)

GROSS↑ assessed valuation of \$ 203,195,445. Submitted this date: December 15, 2022

PURPOSE	LEVY	REVENUE
1. General Operating Expenses [This includes fire pension, <u>unless</u> fire pension levy is voter-approved; if so, use Line 7 below.]	<u>3.177</u> mills	\$ <u>645,552</u>
2. (Minus) Temporary Property Tax Credit/ Temporary Mill Levy Rate Reduction, 39-1-111.5, C.R.S.	< > mills ‡	\$ < >
‡ IF THE CREDIT DOES NOT APPLY TO the General Operating Expenses levy PLEASE INDICATE HERE THE LEVY TO WHICH THE CREDIT APPLIES		
<b>SUBTOTAL</b>	<b><u>3.177</u> mills</b>	<b>\$ <u>645,552</u></b>
3. General Obligation Bonds and Interest [Special districts must certify separately for each debt pursuant to 32-1-1603, C.R.S.; see Page 2 of this form. If bond levy ended last year, enter date/name].	_____ mills	\$ _____
4. Contractual Obligations Approved At Election	_____ mills	\$ _____
5. Capital Expenditures [These revenues are not subject to the statutory property tax revenue limit if they are approved by counties and municipalities <u>through public hearings</u> pursuant to 29-1-301(1.2) C.R.S. and for special districts <u>through approval from the Division of Local Government</u> pursuant to 29-1-302(1.5) C.R.S. or for any entity if <u>approved at election</u> .]	_____ mills	\$ _____
6. Refunds/Abatements [if the gov't.entity is in more than one county, the levy must be uniform throughout the entity's boundaries].	<u>.004</u> mills	\$ <u>813</u>
7. Other (specify):	_____ mills	\$ _____
<b>TOTAL</b>	<b><u>3.181</u> mills</b>	<b>\$ <u>646,365</u></b>

NOTE: Certification must be carried to three decimal places only.

NOTE: If you certify to more than one county, you must certify the same levy to each county.

NOTE: If your boundaries extend into more than one county, please list all counties here:

Counties: Boulder and Weld

Contact person:  
(print) Natalie Wertz Daytime phone: (970) 506-8566

Signed: \_\_\_\_\_ Title: Finance Manager, High Plains Library District

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↓ As reported by County Assessor in final certification of valuation; use NET Assessed Valuation to calculate any levy.

**CERTIFICATION OF TAX LEVIES, continued**

**THIS APPLIES ONLY TO TITLE 32, ARTICLE 1 SPECIAL DISTRICTS THAT LEVY TAXES FOR PAYMENT OF GENERAL OBLIGATION DEBT (32-1-1603 C.R.S.)**. Special Districts must certify separate mill levies and revenues to the Board of County Commissioners, one each for the funding requirements of each debt (32-1-1603, C.R.S.) Use additional pages as necessary. Total of all levies should be recorded on Page 1, Line 3.

**CERTIFY A SEPARATE MILL LEVY FOR EACH BOND OR CONTRACT:**

**BONDS:**

1. Purpose of Issue: N/A  
Series: \_\_\_\_\_  
Date of Issue: \_\_\_\_\_  
Coupon Rate: \_\_\_\_\_  
Maturity Date: \_\_\_\_\_  
Levy: \_\_\_\_\_  
Revenue: \_\_\_\_\_
  
2. Purpose of Issue: \_\_\_\_\_  
Series: \_\_\_\_\_  
Date of Issue: \_\_\_\_\_  
Coupon Rate: \_\_\_\_\_  
Maturity Date: \_\_\_\_\_  
Levy: \_\_\_\_\_  
Revenue: \_\_\_\_\_

**CONTRACTS:**

3. Purpose of Contract: N/A  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_  
Principal Amount: \_\_\_\_\_  
Maturity Date: \_\_\_\_\_  
Levy: \_\_\_\_\_  
Revenue: \_\_\_\_\_
  
4. Purpose of Contract: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_  
Principal Amount: \_\_\_\_\_  
Maturity Date: \_\_\_\_\_  
Levy: \_\_\_\_\_  
Revenue: \_\_\_\_\_

**LEASE-PURCHASE SUPPLEMENTAL SCHEDULE TO THE  
ADOPTED BUDGET (29-1-103(3)(D), C.R.S.**

**BUDGET YEAR 2023**

The Supplemental Schedule must present information **separately** for all lease-purchase agreements involving real property and all lease purchase agreements for non-real property.

**I. REAL PROPERTY LEASE-PURCHASE AGREEMENTS:**

Description of real Property Lease-Purchase:

<b>Lease of Library Facilities:</b>	<u><b>Year</b></u>	<u><b>Amount</b></u>
	2023	\$

Total maximum payment liability for all Real Property Lease Purchase Agreements over the entire terms of all such agreements, including all optional renewal terms:	\$
---	----

**II. ALL LEASE-PURCHASE AGREEMENTS NOT INVOLVING REAL PROPERTY**

Description of Lease-Purchase Item(s): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Description of Lease-Purchase Agreement(s): \_\_\_\_\_

	<u><b>Year</b></u>	<u><b>Amount</b></u>
Total amount to be expended for all Non-Real Property Lease Purchase Agreements in Budget Year:	20__	\$ _____

Total maximum payment liability for all Non-Real Property Lease Purchase Agreements over the entire terms of all such Agreements, including all optional renewal terms:	\$ _____
---	----------

**2023**  
**Capital**  
**Improvement**

## OVERVIEW OF CAPITAL IMPROVEMENT PROGRAM PROCESS

It is the practice of the High Plains Library District (HPLD) to develop, maintain, and revise when necessary a continuing Capital Improvement Program (CIP). The CIP covers a five-year planning horizon, identifying infrastructure and facility projects that the District plans to undertake.

### **Defining a Capital Improvement**

To be included in the CIP, projects need to meet one of the following criteria:

- Construction of a new District asset or expansion of an existing District-owned facility, including preliminary planning and surveys, cost of land (if applicable), staff and contractual services for design and construction, and related furnishings and equipment.
- Initial acquisition of a major equipment system, which will become a District asset that has a cost of \$10,000 or more and a useful life of at least three years.
- Major renovation or rehabilitation of an existing District-owned facility that requires an expenditure of \$10,000 or more and will extend the life of the original District asset.

Exceptions have been made for inclusion of a few projects that do not meet the above criteria to make them more visible to the public and the HPLD Board of Trustees (BOT).

### **Steps from Submittal to Approval**

The CIP process begins with the District's annual Budget kick-off meeting with all Directors and Managers. The Directors and Managers are given the months of July and August to develop their CIP requests and review future year requests based on their assessment of needs. The 2023 - 2027 Program includes projects that are pay-as-you-go funded with operating funds and allocation of fund balance. The Finance Department reviews all requests for funding availability and reasonableness.

### **Summary of Expenditures and Funding**

The approved five-year CIP for Fiscal Years 2023 through 2027 totals approximately \$24.6 million. The 2023 budget includes funds to construct LINC (a library / innovation center in Greeley), a library in Grover, and remodel and improve district-owned facilities. Funding will be from 2023 revenue and the fund balance in the General Fund.

### **Impact on the Operating Budget**

The completion of many projects is the beginning of recurring costs for the operating budget. All projects included in the first year of the Capital Program are funded in the 2023 recommended budget. Projects included in the subsequent years (2024-2027) will be approved by the BOT in concept only. The Program will be updated annually to address specific needs as they arise or as the BOT goals and policies change.

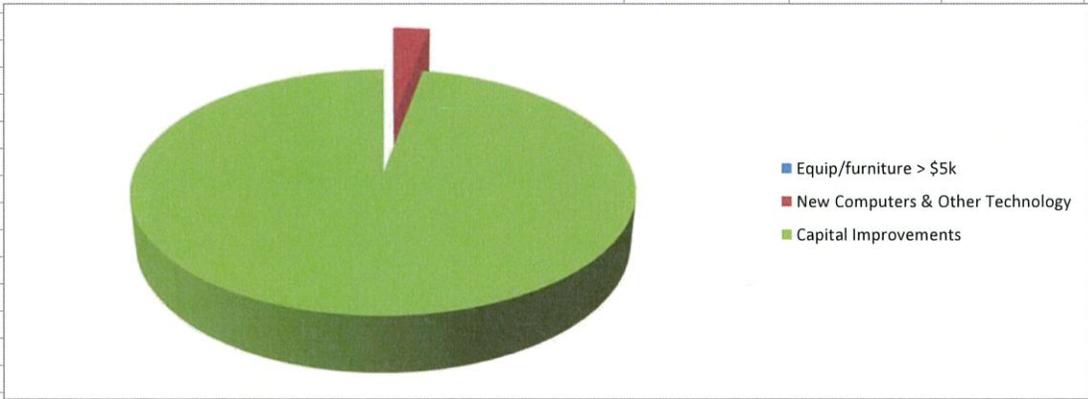
Thus, it is important for the reader to understand that the District's BOT is not committing funds for any projects beyond the 2023 year.

Capital Improvement Program

Location/Item Description	2023	2024	2025	2026	2027
<b>Carbon Valley Regional Library</b>					
RTU1, RTU2, RTU3, RTU4			\$ 474,000		
Carpet tiles	\$ 632,192				
Parking lot maintenance	\$ 17,500				
Replace grass with rock in islands	\$ 21,220				
<b>Total</b>	<b>\$ 670,912</b>	<b>\$ -</b>	<b>\$ 474,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Centennial Park Library</b>					
Replace exposed ductwork	\$ 161,000				
Roof	\$ 275,000				
Hot water system pump in boiler room	\$ 16,000				
Exhaust Fans - EF1, 2, and 3					\$ 8,000
<b>Total</b>	<b>\$ 452,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,000</b>
<b>District Support Services</b>					
New Tech Eqpt (Computer, Phone, Server...)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 40,000
Repair, replacement & new equipment	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 80,000
DSS Water Heater	\$ 8,000				
DSS RTU 5, 6,7, and 8	\$ 56,000				
Elevator circuit board replacement	\$ 10,000				
Carpet replacement	\$ 414,000				
Interior paint	\$ 21,000				
RTU 2				\$ 142,000	
Special projects (Facilities)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
Special projects (IT)	\$ 355,000	\$ 250,000	\$ 50,000	\$ 50,000	
<b>Total</b>	<b>\$ 974,000</b>	<b>\$ 360,000</b>	<b>\$ 160,000</b>	<b>\$ 302,000</b>	<b>\$ 120,000</b>
<b>Erie Community Library</b>					
Parking lot maintenance	\$ 10,500				
Wall protection children's area and study areas	\$ 18,000				
Base Mounted Pump - B1 & B2					\$ 36,000
Relief Fans - RF 1, 2, 3, & 4					\$ 32,000
Exhaust Fans - EF1, 2,3, & 4					\$ 8,000
<b>Total</b>	<b>\$ 28,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 76,000</b>
<b>Farr Regional Library</b>					
RTU1, RTU2, RTU3, RTU4, RTU5	\$ -				
Carpet replacement	\$ 634,000				
2 Pumps for hot water system	\$ 32,000				
Landscaping by drive through window	\$ 13,000				
3 Exhaust fans	\$ 7,400				
<b>Total</b>	<b>\$ 686,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Kersey Library</b>					
Parking lot asphalt installation	\$ 15,000				
<b>Total</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Lincoln Park</b>					
Parking lot maintenance	\$ 6,000				
<b>Total</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Riverside Library and Cultural Center</b>					
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Library Buildings, PC Centers, and Facilities</b>					
LINC (Library and Innovation Center)	\$ 10,000,000				
LINC Graphics	\$ 5,000				
Centennial Park renovations	\$ 1,800,000				
Grover	\$ 1,000,000				
Mead		\$ 7,500,000			
<b>Total</b>	<b>\$ 12,805,000</b>	<b>\$ 7,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 15,637,812</b>	<b>\$ 7,860,000</b>	<b>\$ 634,000</b>	<b>\$ 302,000</b>	<b>\$ 204,000</b>

**Capital Improvement Program**

<b>New Computers &amp; Other Technology:</b>					
IT projects	\$	355,000			
Repair, replacement & new equipment	\$	100,000			
<b>Sub total</b>	\$	<b>455,000</b>			
<b>Capital Improvements:</b>					
LINC (Library and Innovation Center)	\$	10,005,000			
Carbon Valley improvements	\$	670,912			
Centennial Park improvements	\$	2,252,000			
DSS improvements	\$	519,000			
Erie improvements	\$	28,500			
Farr improvements	\$	686,400			
Grover	\$	1,000,000			
Kersey improvements	\$	15,000			
Lincoln Park improvements	\$	6,000			
<b>Sub total</b>	\$	<b>15,182,812</b>			
<b>Total Capital outlay</b>	\$	<b>15,637,812</b>			
Equip/furniture > \$5k	\$	-			
New Computers & Other Technology	\$	455,000			
Capital Improvements	\$	15,182,812			
	\$	15,637,812			



**2023**  
**Department**  
**Budgets**

01-xxxx-50-01 Board of Trustees					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k					
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	1,168	614	100	100	100
6250 · Bib Processing Supplies					
6310 · Postage					
6320 · Printing					
6340 · Memberships			300	300	300
6345 · Public Relations					
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts					
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	1,706	955	2,600	2,600	2,600
6396 · Meetings	1,497	35	2,000	2,000	2,100
6397 · Out-of-House Training & Conferences			500	500	500
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & other technology					
<b>Total</b>	<b>4,371</b>	<b>1,604</b>	<b>5,500</b>	<b>5,500</b>	<b>5,600</b>

01-xxxx-50-02 Executive Director					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k					150
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	903	339		1,000	1,000
6250 · Bib Processing Supplies					
6310 · Postage					
6320 · Printing					
6340 · Memberships	255	345	860	860	860
6345 · Public Relations					
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts					
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	2,034	665	3,878	5,000	5,000
6396 · Meetings	35	85	600	600	600
6397 · Out-of-House Training & Conferences		50	300	300	300
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & other technology					
<b>Total</b>	<b>3,227</b>	<b>1,484</b>	<b>5,638</b>	<b>7,760</b>	<b>7,910</b>

01-xxxx-50-03 Associate Directors					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	75		50	200	200
6236 · Janitorial supplies					
6249 · Operating supplies	572		375	495	525
6250 · Bib Processing Supplies					
6310 · Postage		4			
6320 · Printing					
6340 · Memberships	537	300	830	1,250	1,250
6345 · Public Relations					
6358 · Programs	49,683	42,935	92,000	75,730	76,550
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts	9,091	12,211	30,500	27,820	29,200
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	1,852	405	2,300	3,000	3,000
6396 · Meetings	203	260	75	500	500
6397 · Out-of-House Training & Conferences					
6480 · Software					
6495 · Other Expense	3,500		3,500	3,500	3,500
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & other technology	3				
<b>Total</b>	<b>65,516</b>	<b>56,115</b>	<b>129,630</b>	<b>112,495</b>	<b>114,725</b>

01-xxxx-10-00 Centennial Park					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	3,122		9,500	2,850	1,650
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	14,305	5,589	17,600	19,200	18,700
6250 · Bib Processing Supplies					
6310 · Postage			355	134	134
6320 · Printing					
6340 · Memberships	129	(55)	500	500	500
6345 · Public Relations					
6358 · Programs					
6362 · Electric	39,293	17,295	37,342	39,125	41,081
6364 · Water and sewer	3,018	1,248	4,097	5,149	5,407
6365 · Natural gas	5,872	7,969	5,359	5,592	5,872
6367 · Phones					
6369 · Disposal Services	6,819	2,659	5,214	6,698	7,033
6379 · Professional Contracts	54,934	11,892	58,000	61,360	61,360
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment	495		500		
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage		246	1,438	530	530
6395 · In-House Training					
6396 · Meetings	33		240	500	500
6397 · Out-of-House Training & Conferences		363			
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & Other Technology					
6980 - Capital improvements					
<b>Total</b>	<b>128,020</b>	<b>47,206</b>	<b>140,145</b>	<b>141,638</b>	<b>142,767</b>

01-xxxx-15-00 Farr					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5K	3,580	1,469	4,550	3,000	3,000
6236 · Janitorial supplies					
6249 · Operating supplies	5,495	5,923	10,700	11,000	11,000
6250 · Bib Processing Supplies					
6310 · Postage	12		100	-	-
6320 · Printing					
6340 · Memberships	100	50	150	150	150
6345 · Public Relations					
6358 · Programs					
6362 · Electric	45,161	23,096	60,362	62,960	66,108
6364 · Water and sewer	12,639	6,067	15,666	19,854	20,847
6365 · Natural gas	8,190	5,927	8,366	8,755	9,193
6367 · Phones					
6369 · Disposal Services	6,789	5,017	5,610	6,991	7,340
6379 · Professional Contracts	1,746	1,695	1,160	1,160	1,160
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	82	260	261	219	219
6396 · Meetings		82	200	200	200
6397 · Out-of-House Training \$ Conferences					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & Other Technology					
6980 - Capital improvements					
<b>Total</b>	<b>83,794</b>	<b>49,586</b>	<b>107,125</b>	<b>114,289</b>	<b>119,217</b>

01-xxxx-20-00 Carbon Valley					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	11,901		15,400	14,825	14,800
6221 · E-book Readers					
6224 · CVRL Foundation Purchases					
6236 · Janitorial supplies					
6249 · Operating supplies	17,094	5,014	15,420	16,470	16,680
6250 · Bib Processing Supplies					
6310 · Postage		4	100	100	100
6320 · Printing					
6340 · Memberships	171		400	400	400
6345 · Public Relations					
6358 · Programs					
6362 · Electric	41,228	15,979	40,600	42,591	44,720
6364 · Water and sewer	11,609	1,503	9,325	12,419	13,040
6365 · Natural gas	13,304	8,253	13,546	14,120	14,826
6367 · Phones					
6369 · Disposal Services	7,715	6,141	8,824	10,849	11,392
6379 · Professional Contracts	385		6,900	5,900	5,900
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment	120		5,000	5,000	5,000
6394 · Travel and Mileage	518	513	3,738	3,125	3,125
6396 · Meetings	125	103	440	540	540
6397 · Out-of-House Training & Conferences					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New computers & other technology					
6980 · Capital improvements					
6986 · Opening Day Collection					
<b>Total</b>	<b>104,170</b>	<b>37,510</b>	<b>119,693</b>	<b>126,339</b>	<b>130,523</b>

01-xxxx-30-00 Lincoln Park					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	4,333		5,550		
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	4,374	4,413	11,370	6,000	
6250 · Bib Processing Supplies					
6310 · Postage			100	74	
6320 · Printing					
6340 · Memberships	145	120	200	200	
6345 · Public Relations					
6358 · Programs		95			
6362 · Electric	13,046	6,426	16,094	16,788	17,627
6364 · Water and sewer	1,596	668	2,062	2,562	2,690
6365 · Natural gas	3,570	2,384	5,119	5,317	5,583
6367 · Phones					
6369 · Disposal Services	3,849	3,892	3,000	3,769	3,958
6379 · Professional Contracts	64,036	13,508	60,400	35,400	
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment			500		
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	114	468	461	696	
6396 · Meetings	22		195	100	
6397 · Out-of-House Training &Conferences					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6530 - Lease / Rent Expense					
6952 · Equip/furniture-over \$5000					
6954 · New computers and other technology					
6980 - Capital improvements					
<b>Total</b>	<b>95,085</b>	<b>31,974</b>	<b>105,051</b>	<b>70,906</b>	<b>29,858</b>

01-xxxx-35-00 LINC - Library INnovation Center					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5K				3,110	3,700
6236 · Janitorial supplies					
6249 · Operating supplies				18,000	18,000
6250 · Bib Processing Supplies					
6310 · Postage				100	100
6320 · Printing					
6340 · Memberships				150	250
6345 · Public Relations					
6358 · Programs					
6362 · Electric	16,176	9,145	55,320	55,320	58,086
6364 · Water and sewer	23,240	2,163	2,805	2,805	2,945
6365 · Natural gas	5,267	7,978	10,721	10,721	11,257
6367 · Phones					
6369 · Disposal Services	3,222		4,414	4,454	4,677
6379 · Professional Contracts				53,100	94,400
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment				1,000	
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage				900	1,160
6396 · Meetings				200	200
6397 · Out-of-House Training \$ Conferences					
6480 · Software					
6495 · Other Expense	12,975				
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & Other Technology					
6980 - Capital improvements					
<b>Total</b>	<b>60,880</b>	<b>19,286</b>	<b>73,260</b>	<b>149,860</b>	<b>194,775</b>

01-xxxx-40-00 MOVE					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	1,181		5,000	3,000	3,000
6236 · Janitorial supplies					
6249 · Operating supplies	15,394	11,710	15,700	16,700	21,700
6250 · Bib Processing Supplies					
6310 · Postage		40	250	125	125
6320 · Printing					
6340 · Memberships	330	1,358	1,150	1,200	1,250
6345 · Public Relations					
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts	17,929	2,663	43,528	44,720	45,270
6380 · Gasoline, Motor Oil, Lubricants	5,553	4,082	16,500	16,000	16,000
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles	11,926	4,810	15,500	22,700	26,200
6385 · Repair maint. - office equipment			200		
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	1,411	2,244	8,175	10,000	13,150
6396 · Meetings	214	527	1,800	1,000	1,300
6397 · Out-of-House Training & Conferences					
6410 · Books					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000	455				
6954 · New computers & other technology					
6980 - Capital improvements					
<b>Total</b>	<b>54,393</b>	<b>27,434</b>	<b>107,803</b>	<b>115,445</b>	<b>127,995</b>

01-xxxx-71-00 Erie

Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	9,223	721	5,000	4,140	3,700
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	12,136	4,378	13,000	13,000	14,050
6250 · Bib Processing Supplies					
6310 · Postage		8	100	100	100
6320 · Printing					
6340 · Memberships	139	93	405	405	405
6345 · Public Relations					
6358 · Programs					
6362 · Electric	28,972	8,959	41,352	42,980	45,129
6364 · Water and sewer	6,360	2,225	8,402	10,588	11,118
6365 · Natural gas	5,367	4,532	4,919	5,146	5,404
6367 · Phones					
6369 · Disposal Services	1,575	511	1,364	1,719	1,805
6379 · Professional Contracts					
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	889	204	2,000	2,413	2,413
6396 · Meetings	159		200	200	200
6397 · Out-of-House Training & Conferences					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New computers & other technology					
6980 - Capital improvements					
<b>Total</b>	<b>64,820</b>	<b>21,631</b>	<b>76,742</b>	<b>80,691</b>	<b>84,324</b>

01-xxxx-72-00 Kersey Library					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	1,872	375	3,000	2,000	1,500
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	2,187	106	3,000	2,125	2,300
6250 · Bib Processing Supplies					
6310 · Postage		29	30		
6320 · Printing					
6340 · Memberships			200	100	150
6345 · Public Relations					
6358 · Programs					
6362 · Electric	1,699	1,103	4,500	4,725	4,961
6364 · Water and sewer	645	345	2,665	3,465	3,638
6365 · Natural gas	852	991	700	726	762
6367 · Phones					
6369 · Disposal Services	860	1,431	630	723	759
6379 · Professional Contracts					
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - vehicles					
6385 · Repair maint. - office equipment		130	200	200	200
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage			156	435	452
6396 · Meetings	287	12	80	75	125
6397 · Out-of-House Training &Conferences					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6530 · Lease / Rental expense					
6952 · Equip/furniture-over \$5000					
6954 · New computers and other technology					
6980 - Capital improvements					
<b>Total</b>	<b>8,402</b>	<b>4,522</b>	<b>15,161</b>	<b>14,574</b>	<b>14,847</b>

01-xxxx-73-00 Riverside Library & Cultural Center					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture<\$5k	920	4,929	5,850	5,500	5,500
6236 · Janitorial supplies					
6249 · Operating supplies	6,898	2,213	11,200	11,000	11,000
6250 · Bib Processing Supplies					
6310 · Postage	132		134	134	134
6320 · Printing					
6340 · Memberships	280	32	400	300	300
6345 · Public Relations					
6358 · Programs					
6362 · Electric	15,492	11,944	16,673	17,530	18,407
6364 · Water and sewer	1,153	1,835	3,854	4,738	4,975
6365 · Natural Gas	2,607	5,072	4,611	4,821	5,062
6367 · Phones					
6369 · Disposal Services	2,126	1,528	1,869	2,319	2,435
6379 · Professional Contracts	95	190			
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment	222	52	400	200	200
6387 · Repair maint. - computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	136	269	1,102	1,000	1,000
6395 - In House Training					
6396 · Meetings		29	340	300	300
6397 · Out of House Training & Conferences					
6410 - Books					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6952 · Equip/furniture-over \$5000					
6954 · New computers and other technology					
6980 - Capital Improvements					
<b>Total</b>	<b>30,061</b>	<b>28,093</b>	<b>46,433</b>	<b>47,842</b>	<b>49,313</b>

01-xxxx-74-00 Grover Library					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k					
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies					
6250 · Bib Processing Supplies					
6310 · Postage					
6320 · Printing					
6340 · Memberships					
6345 · Public Relations					
6358 · Programs					
6362 · Electric			1,500	1,500	1,575
6364 · Water and sewer			300	300	315
6365 · Natural gas			1,000	1,000	1,050
6367 · Phones					
6369 · Disposal Services			200	200	210
6379 · Professional Contracts			17,000	17,000	17,000
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage					
6396 · Meetings					
6397 · Out-of-House Training & Conferences					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & other technology					
<b>Total</b>	-	-	20,000	20,000	20,150

01-xxxx-50-51 Administration					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6136 - Workers' Compensation	69,505	73,201	85,000	88,000	90,000
6205 - Bank Service Charges					
6220 · Minor Equipment/Furniture <\$5k	80				
6236 · Janitorial supplies					
6249 · Operating supplies	7,654	811	6,000	6,500	6,500
6250 · Bib Processing Supplies					
6310 · Postage			50	50	50
6320 · Printing					
6340 · Memberships	1,238	1,238			
6345 · Public Relations	472				
6362 · Electric	23,673	11,165	30,822	32,117	33,723
6364 · Water and sewer	6,671	3,961	6,926	8,851	9,294
6365 · Natural gas	7,263	6,237	5,388	5,640	5,922
6367 · Phones					
6369 · Disposal Services	11,221	4,645	14,514	17,446	18,318
6378 - High Plains RLSS Courier					
6379 · Professional Contracts	30,896	33,856	37,200	40,800	42,000
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage					
6395 - In-House Training					
6396 · Meetings					
6397 · Out-of-House Training & Conferences					
6398 - Treasurer's fee	660,418	500,206	550,000	825,000	625,000
6410 - Books					
6425 - Periodicals					
6480 · Software					
6495 · Other expense	24	10			
6510 · Insurance	135,323	107,825	125,000	150,000	155,000
6520 · Equipment Rentals					
6530 · Lease / Rental expense					
6952 - Equipment / furniture over \$5,000					
6954 · New Computers & other technology					
6980 - Capital improvements					
6985 - Lease debt service					
<b>Total</b>	<b>954,438</b>	<b>743,155</b>	<b>860,900</b>	<b>1,174,404</b>	<b>985,807</b>

01-xxxx-50-53 Community Relations and Marketing					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	1,313	257	1,000	1,500	1,000
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	1,195	325	18,950	26,000	17,300
6250 · Bib Processing Supplies					
6310 · Postage	16	59	200	100	100
6320 · Printing	12,218	14,454	18,800	23,000	23,000
6340 · Memberships	5,676	1,249	5,594	7,880	7,880
6345 · Public Relations	38,214	20,626	39,550	46,155	46,155
6358 · Programs		349			
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts	5,797	1,079	4,764	19,920	4,920
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	2,062	428	1,250	1,250	1,250
6396 · Meetings	642	430	600	800	800
6397 · Out-of-House Training & Conferences					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6987 - Construction - Graphics				5,000	
<b>Total</b>	<b>67,133</b>	<b>39,256</b>	<b>90,708</b>	<b>131,605</b>	<b>102,405</b>

01-xxxx-50-54 - Information Technology and Innovation					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	2,509	151	10,000	5,000	5,150
6240 - Supplies Resale - Flash Drives					
6249 · Operating supplies	3,160	1,253	2,200	3,500	3,605
6250 · Bib Processing Supplies					
6310 · Postage		10	100	100	103
6320 · Printing					
6340 · Memberships			830	830	855
6345 · Public Relations					
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones	269,062	156,324	328,924	321,704	331,355
6369 · Disposal Services			1,500	1,500	1,545
6379 · Professional Contracts	35,172	24,466	36,602	57,865	59,601
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment	160,151	54,245	180,900	172,800	177,984
6387 · Repair, maint., replacement / compute	303,142	461,625	945,625	467,400	481,422
6388 · Repair maint. - on-line computer	137,773	123,745	155,496	209,854	216,150
6389 · Repair maint. - other equipment	18,796	852	10,000	51,500	53,045
6394 · Travel and Mileage	2,191	437	3,575	3,900	4,017
6395 - In-House Training					
6396 · Meetings		98	150	150	155
6397 · Out-of-House Training & Conferences					
6480 · Software	219,013	197,177	310,376	409,784	422,077
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & other technology	46,992	4,146	30,000	355,000	250,000
6980 · Capital Improvements					
6985 · Lease					
<b>Total</b>	<b>1,197,961</b>	<b>1,024,529</b>	<b>2,016,278</b>	<b>2,060,887</b>	<b>2,007,064</b>

01-xxxx-50-55 Human Resources					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k			800	850	
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	783	404	1,313	650	700
6250 · Bib Processing Supplies					
6310 · Postage	143		50	50	100
6320 · Printing					
6340 · Memberships	7,838	1,390	7,602	7,914	6,139
6345 · Public Relations	7,431	4,583	10,650	14,600	16,900
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts	74,777	54,433	94,846	78,625	78,855
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6393 - Tuition Reimbursement	9,832	1,422	26,000	25,000	25,000
6394 · Travel and Mileage	1,112	286	1,400	700	700
6395 - In-House Training	(3,261)	1,876	26,200	36,400	39,600
6396 · Meetings					
6397 · Out-of-House Conference & Meetings	18,514	14,056	40,000	60,000	60,000
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
<b>Total</b>	<b>117,169</b>	<b>78,450</b>	<b>208,861</b>	<b>224,789</b>	<b>227,994</b>

01-xxxx-50-56 Finance					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6205 -Bank Service Charges	1,274	579	1,980	1,980	1,980
6220 · Minor Equipment/Furniture <\$5k					
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	728	13	750	750	750
6250 · Bib Processing Supplies					
6310 · Postage	800		825	825	825
6320 · Printing					
6340 · Memberships	497	396	1,000	1,000	1,000
6345 · Public Relations					
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts	61,057	46,760	67,305	69,420	70,720
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	173		168	375	375
6396 · Meetings					
6397 · Out-of-House Training & Conferences					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & other technology					
<b>Total</b>	<b>64,529</b>	<b>47,748</b>	<b>72,028</b>	<b>74,350</b>	<b>75,650</b>

01-xxxx-50-57 Foundation					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k					
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	121	114	500	200	200
6250 · Bib Processing Supplies					
6310 · Postage	1,500		500	550	550
6320 · Printing			500	1,000	1,000
6340 · Memberships	321	3,287	1,180	1,200	1,470
6345 · Public Relations				500	500
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts					
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage			840	900	900
6395 - In-House Training					
6396 · Meetings	21	40	800	750	750
6397 · Out-of-House Training & Conferences					
6480 · Software					
6495 · Other Expense		25	250	2,150	2,150
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000					
6954 · New Computers & other technology					
<b>Total</b>	1,963	3,466	4,570	7,250	7,520

01-xxxx-50-58 Facilities Services					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	347	71	1,500	2,000	2,000
6221 · E-book Readers					
6236 · Janitorial supplies	41,495	23,008	54,000	64,000	64,000
6249 · Operating supplies	799	3,945			
6250 · Bib Processing Supplies					
6310 · Postage					
6320 · Printing					
6340 · Memberships			1,500	2,400	2,400
6345 · Public Relations					
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services		5,029			
6379 · Professional Contracts	539,803	384,121	347,300	553,800	553,800
6380 · Gasoline, Motor Oil, Lubricants	2,536	1,018	3,000	8,000	8,000
6382 · Repair maint. - building	382,989	116,018	276,000	465,000	475,000
6383 · Repair maint. - grounds					
6384 · Repair maint. - vehicles	4,456	450	2,500	5,000	5,000
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment		615		10,000	
6394 · Travel and Mileage	2,602	1,973	8,000	10,000	10,000
6396 · Meetings					
6397 · Out-of-House Training & Conferences					
6480 · Software					
6495 · Other Expense					
6510 · Insurance					
6520 · Equipment Rentals			1,000	1,000	1,000
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000			120,000		
6954 · New Computers & other technology				100,000	
6980 · Capital Improvements	3,989,528	11,746,021	31,061,024	15,177,812	7,610,000
<b>Total</b>	<b>4,964,555</b>	<b>12,282,269</b>	<b>31,875,824</b>	<b>16,399,012</b>	<b>8,731,200</b>

01-xxxx-50-59 Collection Resources					
Expense Account	Actual 2021	YTD 6/30/2022	Budget 2022	Budget 2023	Planned 2024
6220 · Minor Equipment/Furniture <\$5k	594	493	3,300	3,300	3,500
6221 · E-book Readers					
6236 · Janitorial supplies					
6249 · Operating supplies	4,002	1,601	9,700	9,650	10,000
6250 · Bib Processing Supplies	117,500	42,787	202,636	236,769	205,636
6310 · Postage	20,239	9,463	33,850	34,100	34,100
6320 · Printing					
6340 · Memberships	50		450	450	450
6345 · Public Relations					
6358 · Programs					
6362 · Electric					
6364 · Water and sewer					
6365 · Natural gas					
6367 · Phones					
6369 · Disposal Services					
6379 · Professional Contracts	368,231	171,204	430,100	442,100	450,000
6380 · Gasoline, Motor Oil, Lubricants					
6382 · Repair maint. - building					
6384 · Repair maint. - bookmobile					
6385 · Repair maint. - office equipment					
6387 · Repair, maint., replacement / computer					
6388 · Repair maint. - on-line computer					
6389 · Repair maint. - other equipment					
6394 · Travel and Mileage	768	343	2,850	2,850	2,850
6396 · Meetings			100	100	100
6397 · Out-of-House Training & Conferences					
6410 - Books	550,420	259,793	577,000	547,000	585,000
6425 - Newspapers & Periodicals	33,722	4,402	61,000	55,300	55,300
6430 - Ebooks	111,485	58,467	137,000	140,000	140,000
6460 - Compact Discs	34,108	11,606	38,800	38,800	45,000
6480 · Software					
6490 - DVD/BluRay	62,228	24,180	166,900	145,000	145,000
6495 · Other Expense					
6496 - Electronic resources	416,642	291,258	464,000	490,000	490,000
6500 · Platform Fees	1,125	11,600	15,900	15,900	25,350
6510 · Insurance					
6520 · Equipment Rentals					
6940 · Improvement to Buildings					
6952 · Equip/furniture-over \$5000	16,797				
6954 · New Computers & other technology	6,239				
6986 - Opening Day Collection	19,155	59	1,000,000	315,500	
<b>Total</b>	<b>1,763,305</b>	<b>887,256</b>	<b>3,143,586</b>	<b>2,476,819</b>	<b>2,192,286</b>

**2023**  
**Budget String**  
**Coding**

## Budget String Coding - Numeric Sort

The following format is used for coding expenses for purchase order requisitions and for future budgeting:

<u>Fund</u>	<u>Expense</u>	<u>Location</u>	<u>Department</u>	<u>Project</u>
□□ -	□□□□ -	□□ -	□□ -	□□□□

### Definitions:

- **Fund:** A fiscal and accounting entity with a set of accounts recording revenues and expenditures of the entity.
- **Expenses:** Charges incurred for operation, maintenance, supplies, equipment, etc to benefit the current fiscal period.
- **Location:** Various branch location or member library designations associated with a two-digit code.
- **Department:** A two-digit code associated with District Support Services departments.
- **Project:** A four-digit code associated with special expenditure categories.

### Coding Examples

**Example One:** 01-6220-50-51

01=General Fund 6220=Minor Equipment 50=District Support Services 51=Administration

**Example Two:** 01-6249-10-00

01=General Fund 6249=Operating Supplies 10=Centennial Park 00=No Department

**Example Three\*:** 01-6358-10-00-1001

01=General Fund 6358=Programs 10=Centennial Park 00=No Department

1010=Centennial Park Programs

\*In most instances you will not need to code for projects unless you have expenses specifically related to an item on the project list.

## Schedule of Budget Codes

<u>Fund</u>	<u>Expense</u>	<u>Location</u>	<u>Department</u>	<u>Project</u>
□□ -	□□□□ -	□□ -	□□ -	□□□□

### Location Codes

10	Centennial Park
15	Farr
20	Carbon Valley
30	Lincoln Park
35	LINC - Library INnovation Center
40	Bookmobile
50	District Support Services
70	Ault (Northern Plains)
71	Erie
72	Kersey Library
73	Riverside Library & Cultural Center
74	Grover
75	Eaton
80	Fort Lupton
85	Hudson
90	Johnstown (Glenn A. Jones)
95	Platteville
00	High Plains Library District

### Department Codes

00	None
01	Board of Trustees
02	Executive Director
03	Associate Director
51	Administration
53	Public Information
54	Information Technology
55	Human Resources
56	Finance
57	Foundation
58	Facility Services
59	Collection Development
65	Virtual Library

## Program/Professional Contracts/Project Codes

### **Programs**

1010	Centennial Park
1015	Farr
1020	Carbon Valley
1030	Lincoln Park
1071	Erie
1072	Kersey
1073	Riverside Library & Cultural Center
8001	Outreach

### **Professional Contracts**

5010	Centennial Park
5015	Farr
5020	Carbon Valley
5030	Lincoln Park
5071	Erie
5072	Kersey
5073	Riverside Library & Cultural Ctr.
8002	Outreach

### **Projects**

2012	Riverside Library & Cultural Ctr.
2013	Lincoln Park
2014	Energy Performance
3513	Interlibrary Loan system
8501	Spell Grant

**6000 Tax Distribution to Member Libraries**

**6010 Contingency** / An amount budgeted for expenditures that cannot be foreseen and planned for in the budget process because of an occurrence of an unusual or extraordinary event.

**6105 Third Party Health Insurance Payment** / Insurance payment for COBRA insurance coverage.

**6110 Salaries** / Wages paid to employees who are employed by the District.

**6112 Life/Disability Insurance** / Premium paid for short-term and long-term, life and disability insurance coverage.

**6136 Worker's Compensation** / Premium paid for worker's compensation insurance policy to provide medical care to employees in the case of a work related accident.

**6137 Dental Insurance** / Premium paid for dental insurance coverage as elected by employees.

**6138 Medical Insurance** / Premium paid for medical insurance coverage as elected by employees.

**6139 Vision Insurance** / Premium paid for vision insurance coverage as elected by employees.

**6140 Social Security** / Social Security taxes paid by the District on the employees' behalf.

**6144 Retirement/401A/457 Expense** / Employee paid contribution to the 401A mandatory and 457 elective retirement plan.

**6145 Legal Shield** / Employee paid Legal Services.

**6146 Medicare** / Federal withholding contribution as part of social security program.

**6148 Federal Unemployment Taxes** / Amounts paid by the District to provide unemployment compensation benefits for employees.

**6149 State Unemployment Taxes** / Amounts paid by the District to provide unemployment compensation benefits for employees.

**6200 Retirement — Employer Contribution** / Amount paid by District to match employees' contribution to the 401A retirement plan.

**6203 Fees — Other** / Miscellaneous fees.

**6205 Bank Services Charges** / Fees paid for bank services.

**6220 Minor Equipment** / Items costing less than \$5000, such as VCRs, projectors, televisions, display units and typewriters.

**6221 E Readers** / Kindle Fires and iPads.

**6224 Foundation Purchases** / Items purchased by the District that the Foundation has approved for funding.

**6236 Janitorial Supplies** / Items used to clean and supply facilities, such as floor finish, stain remover, toilet tissue, paper towels, hand soap, and vacuum bags.

**6249 Operating Supplies** / Items such as pens, paper, tape, scissors, desk accessories, binders, paper clips, security cases, seasonal decorations, break room supplies, and craft supplies. Items costing \$100 and less.

**6250 Tech Processing Supplies** / Items purchased for processing library collection items.

**6310 Postage** / Mailing costs for sending letters and packages.

**6320 Printing** / Printing and copying of materials for internal or external use.

**6340 Memberships** / Payment of membership dues to professional organizations.

**6345 Public Relations** / Advertising expenses, including recruitment ads, newspaper publications and promotional items.

**6358 Programs** / Expenditures to promote and conduct programs such as Summer Reading, National Library Week and Children's Read Week. May include prizes, arts and crafts, supplies, decorations and refreshments.

**6362 Electric** / Expenditures for electrical services provided by a public utility company.

**6364 Water and Sewer** / Expenditures for services provided by public or private companies.

**6365 Natural Gas** / Expenditures for natural gas services provided by a public utility company.

**6367 Phones** / Phone service charges paid to a private utility company, including cell phones and networking line connections.

**6369 Disposal Services** / Pick up and removal of waste and recyclable materials.

**6379 Professional Contracts** / Payment for services rendered by outside contractors (organizations or individuals).

**6380 Gasoline, Motor Oil, Lubricants** / Expenses for fuel and lubricants to operate District vehicles.

**6382 Repair & Maintenance-Buildings** / Materials and supplies for the repair and maintenance of District buildings. Includes light bulbs, paint, lumber, and hardware supplies.

**6384 Repair & Maintenance-Vehicles** / Repair and maintenance costs for District vehicles.

**6385 Repair & Maintenance-Office Equipment** / Services, supplies and maintenance agreements purchased to repair and maintain office equipment, such as copy machines, microfiche reader/printers and fax machines.

**6387 Repair, Maintenance, Replacement-Computer** / Services, supplies and maintenance agreements purchased to repair and maintain computer equipment, such as monitors, central processing units and printers. Also includes cost of replacement computers.

**6388 Repair & Maintenance-On-line Computer** / Cost of upkeep for the Dynix Horizon system.

**6389 Repair & Maintenance-Other Equipment** / Services, supplies and maintenance agreements purchased to repair and maintain any equipment that is not otherwise classified.

**6393 Tuition Reimbursement** / Reimbursement for classes taken by those employees continuing their education.

**6394 Travel & Mileage** / Reimbursement for mileage, parking, meals, and incidental expenses incurred by a District employee when conducting District business. This does not include expenses incurred for conferences and training.

**6395 In-House Training** / Costs of in-house classes and seminars for staff needs.

**6396 Meetings** / Incidental expenses incurred when hosting or attending meetings.

**6397 Out-of-House Training & Conferences** / Expenses incurred for conference attendance, and out-of-house training.

**6398 Treasurer Fee** / Fees paid to the county for collection and distribution of property taxes.

**6410 Books** / Hardbound or softbound materials purchased, not via a subscription.

**6425 Periodicals** / Printed materials purchased with a subscription for magazines, newspapers, or professional journals.

**6430 E Books** / Recorded audio materials in cassette type form.

**6460 Compact Discs** / Recorded audio materials including music in compact disk (CD) form.

**6480 Software** / Published software programs and site licenses.

**6490 DVD/Blue Ray** / Recorded visual material in DVD or Blue Ray format.

**6495 Other Expense** / Expenses not otherwise classified.

**6496 Electronic Resources** / Subscription costs for online databases.

**6510 Insurance** / Premiums paid for coverage of bookmobiles, buildings, general liability and Directors and Officers of the District.

**6520 Equipment Rentals** / Rental costs for equipment rented by the District including rentals of postage machine rental.

**6952 Equipment/Furniture over \$5000** / Equipment or furniture items costing more than \$5000.

**6953 RFID** / Costs for the collection management and inventory control system.

**6954 New Computers & Other Technology** / Includes personal computers, monitors, printers, and multi-functional equipment.

**6980 Capital Improvements** / Permanent repairs, upgrades, remodel or improvements made to enhance the appearance of a District building.

**6985 Lease Payment** / Payments made to lease Library buildings. Debt service transfer for 2001 COPS and 2006 COPS.

**6986 Opening Day Collection** / Expenses incurred in purchasing Library materials for opening day inventory.

## Budget String Coding - Alpha Sort

The following format is used for coding expenses for purchase order requisitions and for future budgeting:

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## Schedule of Budget Codes

<u>Fund</u>	<u>Expense</u>	<u>Location</u>	<u>Department</u>	<u>Project</u>
□□ -	□□□□ -	□□ -	□□ -	□□□□

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57	Foundation
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65	Virtual Library

## Programs/Professional Contracts/Project Codes

### **Programs**

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1015	Farr
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1030	Lincoln Park
1071	Erie
1072	Kersey
1073	Riverside Library & Cultural Center
8001	Outreach - programming

### **Professional Contracts**

5010	Centennial Park
5015	Farr
5020	Carbon Valley
5030	Lincoln Park
5071	Erie
5072	Kersey
5073	Riverside Library & Cultural Ctr
8002	Outreach - professional contracts

### **Project**

2010	Riverside Library & Cultural Ctr.
2013	Lincoln Park
2014	Energy Performance project
3513	Interlibrary Loan system
8501	Spell Grant

**Fund Code**

**01 General Fund** / for the High Plains Library District

**Expenditure Codes**

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**6140 Social Security** / Social Security taxes paid by the District on the employees' behalf.

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**6149 State Unemployment Taxes** / Amounts paid by the District to provide unemployment compensation benefits for employees.

#### **6000 Tax Distribution to Member Libraries**

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**2023**

**Statistical /  
Supplemental  
Section**

**High Plains Library District**  
**Assessed and Estimated Actual Value of Taxable Property**  
**Last Ten Fiscal Years**  
**(in thousands of dollars)**

Levy Year	Vacant Land	Residential Property	Commercial I Property	Industrial Property	Agricultural Resources	Natural Resources	Oil & Gas	State Assessed	Total Taxable Assessed Value		Estimated Actual Taxable Value	Total Direct Tax Rate	Assessed Value as a % of Actual Value
									Value	Value			
2011	59,313	893,155	600,970	207,560	109,046	12,221	2,338,283	593,893	4,814,441	19,664,487	3.249	24.483%	
2012	55,684	902,490	637,249	279,787	111,959	11,555	3,225,865	625,554	5,850,143	21,467,579	3.249	27.251%	
2013	49,578	897,581	613,627	325,483	132,082	14,056	3,750,013	678,356	6,460,776	22,463,026	3.249	28.762%	
2014	46,605	915,284	620,508	430,782	138,769	14,625	5,544,193	710,011	8,420,777	25,523,496	3.249	32.992%	
2015	55,985	1,146,858	655,020	525,734	168,228	18,440	7,374,473	740,461	10,685,199	31,560,980	3.249	33.856%	
2016	48,576	1,192,400	677,672	680,033	172,787	18,187	4,708,785	771,524	8,269,964	29,936,864	3.249	27.625%	
2017	65,994	1,413,932	764,517	795,317	197,001	18,605	4,369,798	813,039	8,438,203	35,327,035	3.249	23.886%	
2018	57,708	1,460,074	785,202	822,019	199,744	22,062	6,338,480	814,026	10,499,315	38,645,508	3.177	27.168%	
2019	76,518	1,789,785	959,571	938,681	190,691	25,222	9,194,058	893,660	14,068,186	48,245,043	3.177	29.160%	
2020	66,708	1,846,452	988,053	1,217,340	195,667	25,995	8,297,234	1,036,480	13,673,929	49,819,777	3.177	27.447%	
2021	85,241	2,090,030	1,082,697	1,196,204	198,835	28,255	4,928,653	1,183,431	10,793,346	50,333,570	3.177	21.444%	
2022	74,669	2,101,753	1,111,112	1,170,322	190,975	29,711	10,444,442	1,412,174	16,535,158	58,692,095	3.177	28.173%	

Source: Weld County Assessor's office

**High Plains Library District**  
**Property Tax Levies and Collections**  
**Last Ten Fiscal Years**  
(amounts expressed in thousands)

Levy Year	Collect Year	Total Tax Levy for		Collected within the Fiscal Year of		Percent of Levy	Collections in		Total Collections to Date	Percent of Levy
		Fiscal Year <sup>1</sup>		Tax Amount <sup>2</sup>	the Levy		Subsequent	Years <sup>3</sup>		
2010	2011	13,609		13,581		99.8%	-		13,581	99.8%
2011	2012	15,880		15,832		99.7%	-		15,832	99.7%
2012	2013	19,074		19,023		99.7%	-		19,023	99.7%
2013	2014	21,063		21,038		99.9%	-		21,038	99.9%
2014	2015	27,320		26,882		98.4%	-		26,882	98.4%
2015	2016	35,255		35,223		99.9%	-		35,223	99.9%
2016	2017	26,930		26,962		100.1%	-		26,962	100.1%
2017	2018	27,390		27,515		100.5%	-		27,515	100.5%
2018	2019	33,949		33,870		99.8%	-		33,870	99.8%
2019	2020	45,044		44,671		99.2%	-		44,671	99.2%
2020	2021	43,095		43,789		101.6%	-		43,789	101.6%
2021	2022	34,032		33,877		99.5%	-		33,877	99.5%

Source:

<sup>1</sup> Final Budget

<sup>2</sup> YTD Treasurer's Tax Distribution

<sup>3</sup> Not available for years not shown

High Plains Library District  
Principal Taxpayers  
December 31, 2021

	2021			2012		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Kerr-Mcgee Oil & Gas Onshore LP	1,068,498,600	1	9.90%	954,754,400	2	14.66%
Noble Energy Inc.	829,816,750	2	7.69%	1,289,725,630	1	19.80%
PDC Energy Inc.	758,813,200	3	7.03%			
Extraction Oil & Gas LLC	323,111,000	4	2.99%			
Kerr Mcgee Gathering LLC	309,270,370	5	2.87%	80,051,600	8	1.23%
Public Service Company of Colorado (Xcel)	270,485,530	6	2.51%	195,929,410	5	3.01%
Bonanza Creek Energy Inc.	253,327,010	7	2.35%			
DCP Lucerne 2 Plant LLC	236,691,350	8	2.19%			
Highpoint Operating Corporation	229,446,390	9	2.13%			
Crestone Peak Resources LLC	217,159,070	10	2.01%			
Petroleum Development Corp.				222,218,980	3	3.41%
Encana Oil & Gas (USA) Inc.				205,406,760	4	3.15%
DCP Midstream LP				152,033,540	6	2.33%
EOG Resources Inc.				138,522,790	7	2.13%
Vestas Blades America Inc.				52,357,500	9	0.80%
Colorado Interstate Gas Co.				44,783,700	10	0.69%
	<u>\$ 4,496,619,270</u>		<u>41.66%</u>	<u>\$3,335,784,310</u>		<u>51.21%</u>
Total Gross Taxable Assessed Valuation	\$ 10,793,345,450					

Source: Weld County Assessor

**High Plains Library District  
Demographic and Economic Statistics  
Last Ten Fiscal Years**

Year	High Plains		Total		Per Capita Income	Unemployment Rate
	Library District Patron Population	Weld County Population	Personal Income (\$ billions)	Population		
2011	236,815	254,759	6.93		27,186	9.10%
2012	240,898	263,691	7.76		25,233	8.70%
2013	245,989	263,691	8.35		29,986	6.70%
2014	251,308	269,785	8.35		31,657	3.90%
2015	257,157	274,487	8.35		27,047	3.80%
2016	259,688	284,876	8.35		42,787	2.60%
2017	268,307	296,397	11.20		42,701	3.40%
2018	270,901	304,435	12.50		44,080	2.70%
2019	280,771	314,305	14.50		46,172	2.30%
2020	298,361	331,895	15.30		50,198	7.20%
2021	302,022	340,018	12.70		52,054	5.70%

Source: Upstate Colorado in cooperation with the University of Northern Colorado and the State of Colorado demographer.

Library Research Service State of Colorado for HPLD population.  
Weld County Annual Comprehensive Financial Report

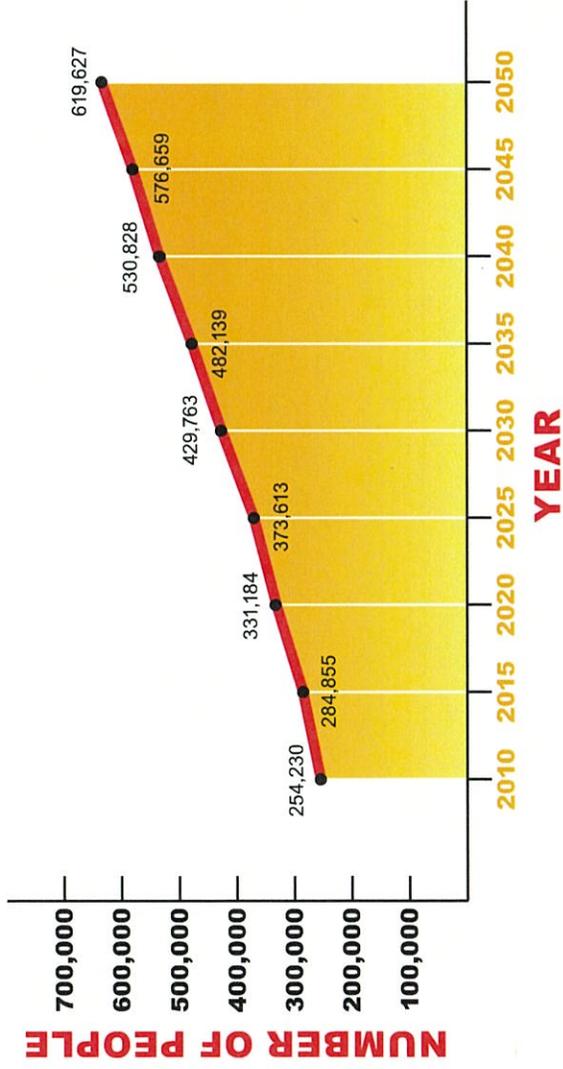
Note: The HPLD Patron population is shown as a comparative to the Weld County population as the District's service area approximates the boundary of Weld County.

**High Plains Library District  
Principal Employers - Weld County  
December 31, 2021**

	2021				2012			
	Employees	Rank	Employment	Percentage of Total County	Employees	Rank	Employment	Percentage of Total County
JBS Swift Beef Company	6,000	1	3.62%		4,619	1	3.72%	
Banner Health: Northern Colorado Medical Center	3,560	2	2.15%		3,000	2	2.42%	
Vestas	2,710	3	1.64%		870	7	0.70%	
Greeley Evans School District 6	2,276	4	1.37%		2,800	3	2.26%	
Weld County Government	1,768	5	1.07%		1,372	5	1.11%	
University of Northern Colorado	1,532	6	0.92%					
UC Health	1,060	7	0.64%					
State Farm Insurance	950	8	0.57%		1,350	6	1.09%	
City of Greeley	905	9	0.55%		869	8	0.70%	
Aims Community College	817	10	0.49%		815	9	0.66%	
State of Colorado (includes UNC)					1,658	4	1.34%	
Haliburton Energy Services, Inc.					800	10	0.64%	
<b>Total Principal Employers</b>	<b>21,578</b>		<b>13.03%</b>		<b>18,153</b>		<b>14.64%</b>	
<b>Other Employers</b>	<b>144,082</b>		<b>86.97%</b>		<b>105,883</b>		<b>85.36%</b>	
<b>Total County Employment</b>	<b>165,660</b>		<b>100.00%</b>		<b>124,036</b>		<b>100.00%</b>	

Source: Weld County Annual Comprehensive Financial Report and Upstate Colorado

# Preliminary Population Forecast for Weld County



High Plains Library District  
 Revenue and expenditure projection through 2032  
 General Fund

Revenues	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Property tax percentages	1.33	1.00	0.76	1.54	0.85	1.01	1.02	0.80	1.05	1.03	1.01	1.02	1.01
All other revenue (except investments)													
Earnings on investments													
<b>Revenues</b>													
<b>TAXES</b>													
Property taxes - Weld Co. (1)	\$ 43,792,991	\$ 43,722,243	\$ 33,378,112	\$ 51,329,532	\$ 43,575,239	\$ 44,010,991	\$ 44,891,211	\$ 35,912,969	\$ 37,708,617	\$ 38,939,876	\$ 39,228,275	\$ 40,012,840	\$ 40,412,969
Property taxes - Boulder Co.	561,948	579,368	652,932	646,365	548,719	554,206	565,290	452,232	474,844	489,089	493,980	503,660	508,998
* Specific Ownership taxes	2,175,372	2,211,114	1,200,000	1,200,000	1,515,000	1,530,150	1,545,452	1,560,906	1,576,515	1,592,280	1,608,203	1,624,285	1,624,285
<b>TOTAL TAXES</b>	<b>46,530,311</b>	<b>46,512,725</b>	<b>35,232,044</b>	<b>53,175,897</b>	<b>45,623,958</b>	<b>46,080,198</b>	<b>46,986,652</b>	<b>37,910,653</b>	<b>39,744,367</b>	<b>40,905,460</b>	<b>41,314,535</b>	<b>42,124,903</b>	<b>42,546,152</b>
<b>OTHER REVENUE</b>													
Charges for services (Copier usage)													
Fines, & fees	23,859	26,280	25,000	25,000	55,000	55,550	56,106	56,667	57,233	57,806	58,384	58,967	59,557
Earnings on investments	589,213	34,119	80,000	80,000	100,000	60,000	36,000	21,600	12,960	7,776	4,666	2,799	1,660
Grants	72,519	64,784	160,256	74,007	60,000	60,600	61,206	61,818	62,436	63,061	63,691	64,328	64,971
Contributions - In kind													
Miscellaneous	233,932	208,127	8,000	8,000	10,000	10,100	10,201	10,303	10,406	10,510	10,615	10,721	10,829
<b>TOTAL OTHER REVENUE</b>	<b>919,523</b>	<b>333,310</b>	<b>273,256</b>	<b>187,007</b>	<b>225,000</b>	<b>186,250</b>	<b>163,513</b>	<b>150,388</b>	<b>143,038</b>	<b>139,152</b>	<b>137,356</b>	<b>136,816</b>	<b>137,037</b>
<b>TOTAL REVENUE</b>	<b>\$ 47,448,834</b>	<b>\$ 46,846,035</b>	<b>\$ 35,505,300</b>	<b>\$ 53,362,904</b>	<b>\$ 45,848,958</b>	<b>\$ 46,266,448</b>	<b>\$ 47,150,164</b>	<b>\$ 38,061,040</b>	<b>\$ 39,887,403</b>	<b>\$ 41,044,632</b>	<b>\$ 41,451,891</b>	<b>\$ 42,261,719</b>	<b>\$ 42,683,189</b>

Expenditures	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Salaries	8,107,739	8,233,202	9,412,825	11,516,106	12,091,912	12,454,659	12,828,309	13,213,159	13,609,553	14,017,840	14,438,375	14,871,527	15,317,672
Benefits	2,576,750	2,624,724	3,482,746	4,348,961	4,564,009	4,792,209	5,031,820	5,283,411	5,547,581	5,824,961	6,116,209	6,422,019	6,743,120
Administrative services	2,705,907	3,566,497	4,086,053	4,375,666	4,227,602	4,354,636	4,485,275	4,619,833	4,758,428	4,901,181	5,048,217	5,199,663	5,355,653
Library materials	1,358,192	844,540	1,469,600	1,432,000	1,460,300	1,489,506	1,519,296	1,549,682	1,580,676	1,612,289	1,644,535	1,677,426	1,710,974
Facilities/operations	1,341,737	1,217,006	1,469,159	1,707,477	1,733,828	1,803,181	1,875,308	1,950,321	2,028,334	2,109,467	2,193,846	2,281,599	2,372,963
Operating Expenditures	16,084,325	16,485,969	19,911,383	23,380,210	24,077,651	24,894,202	25,740,009	26,616,406	27,524,573	28,465,738	29,441,181	30,452,234	31,500,283
Tax Dist - Member Libraries	9,794,221	10,255,775	7,444,469	11,530,624	10,377,562	10,481,338	10,690,964	8,552,771	8,990,410	9,249,822	9,342,321	9,529,167	9,624,459
Capital outlay	9,814,350	4,138,399	32,211,024	15,953,312	7,860,000	634,000	302,000	84,000	252,000	504,000	504,000	504,000	504,000
Debt service (transfers out)	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital projects (transfers out)	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,692,896</b>	<b>\$ 30,860,143</b>	<b>\$ 59,566,676</b>	<b>\$ 50,664,146</b>	<b>\$ 42,315,413</b>	<b>\$ 36,009,540</b>	<b>\$ 36,732,973</b>	<b>\$ 35,253,177</b>	<b>\$ 36,756,983</b>	<b>\$ 38,219,560</b>	<b>\$ 39,287,502</b>	<b>\$ 40,485,401</b>	<b>\$ 41,628,742</b>
Excess of Revenues over Expenditures	11,755,938	15,965,892	(24,061,576)	2,498,758	3,533,545	10,256,908	10,417,191	2,807,863	3,130,420	2,825,072	2,164,389	1,776,318	1,054,447
Fund Balance beginning	49,289,432	61,045,370	77,011,262	52,949,686	55,448,444	58,981,989	69,238,697	79,656,088	82,463,951	85,594,371	88,419,443	90,583,832	92,360,150
Fund Balance ending	61,045,370	77,011,262	52,949,686	55,448,444	58,981,989	69,238,697	79,656,088	82,463,951	85,594,371	88,419,443	90,583,832	92,360,150	93,414,597

**Assumptions:**  
 No mill levy increase for HPLD.  
 No additional debt after COPs were paid off in December 2019.  
 LINC open for operations in early 2023 - 1st Quarter.  
 Additional employees for LINC hired in 2023. No significant employee additions after 2023.  
 Oil and gas production decreasing in 2021 and 2022 staying near that level for about 5 years.  
 Interest rates on investments expected to remain low - below 1% in early 2022. Interest rates increasing through 2022 to near 2% by the end of year and then to near 3% by the end of 2023.  
 No amounts for capital campaign for LINC included in revenue.  
 Inflation of approximately 7% to 8% in early 2022 and slowly decreasing during later 2022. Inflation of about 5% in 2023 and then decreasing to 4% in 2024 as following. Price decrease and production pullback expected for 2027 revenue.  
 No proceeds from sale of assets (current Lincoln Park or back section of lot at District Support Services) included in revenue.

**Property Tax Assessment Rate Changes pursuant to [SB22-238](#)**

June 27, 2022

Type of Property	Assessment Rates – For property tax years 2022 (payable in 2023) Created under <a href="#">SB21-293</a>	Assessment Rates – For property tax year 2023 (payable in 2024) Created under <a href="#">SB22-238</a>	Assessment Rates – For property tax year 2024 (payable in 2025) Created under <a href="#">SB22-238</a>	Assessment Rates – For property tax year 2025 (payable in 2026) & thereafter	
Non-residential	Hotels, motels and B & Bs – ‘lodging properties’	27.9% (Exempt first \$30,000 of Actual Value)	29%	29%	
	Renewable Energy Production	26.4%	26.4%	29%	
	Agricultural Property	26.4%	26.4%	29%	
Residential	Commercial, Vacant, Industry	27.9% <i>(For improved commercial only: exempt first \$30,000 of Actual Value)</i>	29%	29%	
	Oil & Gas	87.5%	87.5%	87.5%	
	Multi-family housing (i.e. apartments)	6.80%	6.765% (Exempt first \$15,000 of Actual Value)	6.8%	7.15%
	All other residential property	6.95%	6.765% (Exempt first \$15,000 of Actual Value)	TBD (set at a level to hit a total revenue reduction over the 2023 & 2024 property tax years of \$700 million)	7.15%

**Backfill for Property Tax Year 2023 (3 tiers).** *(There is NO backfill for property tax year 2022 and 2024)*

1.) Local governments in counties with over 300,000 people will be made whole for 65% of their lost revenue.

9 counties: Adams, Arapahoe, Boulder, Denver, Douglas, El Paso, Jefferson, Larimer and Weld

\*Fire, library, sanitation & water districts, health service districts & municipalities within these counties will receive a higher percentage backfill. Those with an assessed valuation of more than 10% will be made whole for 90% of their lost revenue. Those with an assessed valuation of less than 10% will be made whole for 100% of their lost revenue.

2.) Local governments in counties with a.) under 300,000 people and b.) an assessed valuation growth of over 10% will be made whole for 90% of their lost revenue.

10 counties: Chaffee, Eagle, Elbert, Grand, Gunnison, Lake, Montrose, Park, San Miguel and Summit

3.) Local governments in counties with a.) under 300,000 and b.) an assessed valuation growth of under 10% will be made whole for 100% of their lost revenue.

Remaining 45 counties



## GLOSSARY

**Abatement** – A complete or partial cancellation of a levy imposed by a government.

**Accrual Basis** – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Ad Valorem** – Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the mill levy (tax) rate.

**Annual Comprehensive Financial Report** – An annual financial report of the government's fiscal condition, which includes a minimum of three parts: 1) Introductory section providing background on the government, 2) Financial section including the combined general purpose financial statements and notes, and 3) Statistical section comprising 15 or more tables of non-audited information composed of 10-year trend data on revenues, expenditures and tax collections.

**Appropriation** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation** – The valuation set upon real estate and certain personal property by the County Assessor as a basis for levying property taxes.

**Asset** – Resources owned or held by a government which have monetary value.

**Audit** – A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

**Available (Undesignated) Fund Balance** – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**Balance Sheet** - The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with GAAP (Generally Accepted Accounting Principles).

**Basis of Accounting** – A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

**Bond** – A long term IOU or promise to pay. It is a promise to repay a specified amount of money (the face amounts of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**Budget** – A plan of financial activity for a specific period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**Budget Message** – A general discussion of the proposed budget as presented in writing by the budget-making authority to the governing body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

**Budgetary Basis** – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar** – The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budgetary Control** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets** – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements** – Expenditures related to the acquisition, expansion or rehabilitation of an element of government's physical plant; sometimes referred to as infrastructure.

**Capital Improvement Program (CIP)** – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay** – Fixed assets which have a value of \$5,000 or more and have a useful economic lifetime of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project** – Construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Capital Reserve** – An account used to segregate a portion of the government's equity to be used for future capital program expenditures.

**Cash Basis** – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CGFOA** - Colorado Government Finance Officers Associations. Colorado chapter of the Government Finance Officers Association (see GFOA).

**CGFO** – Certified Government Finance Officer. Certification program offered and administered through the CGFOA.

**Compensated Absences** – Absences, such as vacation, illness, and holidays, for which it is expected employees will be paid. The term does not encompass severance or termination pay, post-retirement benefits, deferred compensation, or other long-term fringe benefits, such as group insurance and long-term disability pay.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Debt Service** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Deficit** – The excess of an entity’s liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** – The basic organizational unit of government which is functionally unique in its delivery of services.

**Disbursement** – The expenditure of monies from an account.

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government’s share of costs for Social Security and the various pension, medical, and life insurance plans.

**Expenditure** – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**Expense** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** – A government’s policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

**Fixed Assets** – Assets of long-term character that are intended to continue to be held or used, such as land, building machinery, furniture, and other equipment.

**Full Faith and Credit** – A pledge of government’s taxing power to repay debt obligations

**Full-time Equivalent Position (FTE)** – A position converted to the decimal equivalent of a fulltime position based on 2080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Fund** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance** – The excess of the assets of a fund over its liabilities, reserves, and carryover.

**GAAP** – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**GASB** – Governmental Accounting Standards Board. The authoritative accounting and financial reporting standard-setting body for government entities.

**GFOA** – Government Finance Officers Association. A national group whose membership includes government finance officers through the USA and Canada. Formed to network ideas and strategies for best governmental accounting strategies. Provides input and limited funding to the GASB.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Holds / holds pick up** – Patron request for a library collection item from one library location to be delivered to another library location for them to check out or patron request to be put on a waiting list to be able to check out an item when it becomes available.

**LCI / Library Confidence Indicator** – based on the concept of the consumer confidence indicator. An at-the-moment assessment of how a person feels about the library district based on their perception of the library district's value to them as an individual, their family, and their community, whether the library district will be a value in the future, and whether the tax dollars spent are well used.

**Levy** – To impose taxes for the support of government activities.

**Life Accelerator** – skills based programming designed to encourage and enhance learning and personal growth.

**Long-term Debt** – Debt with a maturity of more than one year after the date of issuance.

**Mill** – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 assessed property valuation.

**Modified Accrual Basis** – The accrual basis of accounting adapted to the governmental fundtype measurement focus. Under it, revenues and other financial resource increments are recognized with they become susceptible to accrual, this is when they become both "measurable" and available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

**Objective** – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations** – Amounts which a government may be legally required to meet out of its resources.

**Operating Revenue** – Revenue from any regular source.

**Performance Measure** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Prospector** – A consortium of public and academic libraries which share their materials through an online catalog ordering system.

**Purpose** – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Reserve** – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Reserved Fund Balance** – Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

**Revenue** – Sources of income financing the operations of government.

**Supplemental Appropriation** – An additional appropriation made by the governing body after the budget year or biennium has started.

**Tax Levy** – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** – Amounts transferred from one fund to another to assist in financing the services from the recipient fund.

**Unreserved Fund Balance** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

## **ACRONYMS**

ADA Americans with Disabilities Act

ALA American Library Association

ALTA American Library Trustee Association

CAFR Comprehensive Annual Financial Report

CAL Colorado Association of Libraries

CGFOA Colorado Government. Finance Officers Association

CLiC Colorado Library Consortium

COPs Certificates of Participation

CRM Community Relations and Marketing Department

CRS Colorado Revised Statutes

DLG Division of Local Government

DSS District Support Services

ESL English as a Second Language

FDIC Federal Deposit Insurance Corporation  
GAAP Generally Accepted Accounting Principles  
GFOA Government Finance Officers Association  
HPLD High Plains Library District  
HR Human Resources  
ILL Interlibrary Loan  
ILS Integrated Library System  
IRS Internal Revenue Service  
IT Information Technology  
ITI Information Technology and Innovation Department  
LCI Library Confidence Indicator  
LINC Library Innovation Center  
MOVE Mobile, Outreach, Virtual, Experiences Department  
MPLA Mountain States Employers Council  
MSEC Mountain States Employers Council  
OBPE Outcomes Based Planning and Evaluation  
OCLC On-Line Computer Library Center  
PDPA Public Deposit Protection Act  
PLA Public Library Association  
PPE Personal Protection Equipment  
RDA Resource Description and Access Standards  
RFID Radio Frequency Identifier  
RFP Request for Proposal  
RTU Roof Top Unit – part of HVAC system  
SAS Signature Author Series  
SDA Special District Association  
SRA Summer Reading Adventure  
STEM Science, Technology, Engineering, and Math  
TABOR Colorado Taxpayers Bill of Rights



# HIGH PLAINS LIBRARY DISTRICT

## BOARD OF TRUSTEES COMMUNICATION

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Meeting date: October 3, 2022
Type of item: Information
Subject: Executive Director Performance Appraisal
Presented by: Eric Ewing, HPLD Associate Director of Human Resources
Recommendation: Information only, no action to be taken

### ***Background***

All employees of the High Plains Library District receive an annual Performance Appraisal.

### ***Considerations***

The attached documents and forms are used to complete the Executive Director's annual Performance Appraisal:

- Executive Director Performance Appraisal Timeline & Process 2022
- Executive Director Performance Self Appraisal template
- 360 Degree Appraisal template
- Executive Director Performance Appraisal template

### ***Recommendation***

Information only, no action to be taken



## Executive Director Performance Appraisal 2022 Timeline & Process

Step	Activity	Target Date
1	Executive Director completes Self Appraisal & Executive Director's direct reports complete 360 Degree Appraisal	By Tuesday, November 1, 2022
2	Completed Self Appraisal, completed 360 Degree Appraisal, and the link to the Performance Appraisal form are emailed to Trustees	By Thursday, November 3, 2022
3	Trustees complete the Performance Appraisal form in Survey Monkey	By Tuesday, November 22, 2022
4	A Performance Appraisal report is created that assimilates the Trustees' comments and ratings.	n/a
5	The Performance Appraisal report is distributed to the Trustees.	By Thursday, December 1, 2022
6	Trustees discuss the Performance Appraisal with the Executive Director in an Executive Session.	On Monday, December 12, 2022
7	Merit Increase effective date.  <i>(The average overall rating is used by Human Resources to identify the appropriate merit increase at the same time and in the same fashion as all HPLD employees.)</i>	On Sunday, January 8, 2023



## **EXECUTIVE DIRECTOR PERFORMANCE SELF APPRAISAL**

### **Self Assessment - Review of Core Competencies**

**The following attributes describe expectations of High Plains Library District work performance. Please review these areas prior to completing the self-assessment work sheet attached.**

- 1. Focuses On The Customer:** Consistently demonstrates awareness that our customers are our partners and enable us to thrive as a library district. Listens, understands, and anticipates customers' needs and uses that knowledge to create solutions to problems thus providing better service than the customer expects; treats the internal customer as a team mate and collaborates to create a high level of customer service ; looks for new opportunities to enhance customer satisfaction.
- 2. Takes Initiative:** Acts quickly and independently when the situation demands it; uses self-responsibility when a need is identified and takes appropriate action without being prompted or reminded; taking the role of leader, proactively recommends process improvements or solutions to problems. Accomplishes this within the framework of the district operating principles, policies and guidelines.
- 3. Contributes To A Positive Work Environment:** Works as a fully productive team member; treats others with respect, dignity, and understanding; discourages negativity in the workplace by always focusing on collaborative solutions; realizes that the organization is a living, growing entity that is always in a state of innovation; expresses concerns in a constructive way; demonstrates commitment to organizational mission, vision and goals; supports creative proposals focusing on what can work; helps others to embrace change and growth.
- 4. Strategic and Systems Thinking:** Understands the mission of the HPLD, realizes how their job function impacts the operation of the organization; views the organization as a system that is constantly growing based upon continuous learning; supports the organization's growth by demonstrating flexibility, takes a positive and proactive attitude toward changing job demands, deals creatively with challenges or problems.
- 5. Pursues Personal Development:** Committed to personal learning and growth; actively seeks opportunities for continuous learning and self-development; requests feedback and welcomes advice when it is offered; alters behavior to reflect new insights and changing circumstances; takes personal responsibility for staying focused on the current situation in order to design and implement necessary solutions and

changes. Demonstrates personal commitment to contribute their highest quality expertise to customers.

6. **Continuous Improvement:** Adopts the use of techniques learned in order to analyze and capture ideas that create continuous improvement, innovation, and learning; seeks new and better ways to do their job; and identifies ways to make improvements to processes and procedures to add value to the organization.
7. **Takes Pride In The Workplace:** Performs day-to-day activities and job responsibilities in ways that support the organization's commitment to quality; provides a pleasant, safe, clean environment for patrons; speaks positively about the workplace to customers.



**EXECUTIVE DIRECTOR  
PERFORMANCE SELF APPRAISAL**

Name

Date

1. What tasks, duties, assignments, or other accomplishments would you like to see recognized in this performance appraisal?
  
2. What have you done over the past year to improve your job performance?
  
3. What can you do over the coming year to improve your job performance and/or increase your job satisfaction?
  
4. Please list any areas you would like to improve or change within your department, organization and/or team(s).
  
5. Summarize the outcome of your personal development goals. Include in this summary any unexpected results or individual growth attained by completing this process.



## 360 Degree Executive Director Appraisal

**For direct reports of the Executive Director:**

**Please enter your name and job title in the blanks provided.**

**For the multiple-choice questions, please select the option indicating your level of agreement to the statement. In the event that rater has not had occasion to observe the conduct, please select "Have not experienced or observed". Please provide any additional comments in the comment box provided at the end.**

**The information provided will be reviewed by the Board of Trustees as part of the Executive Director's Performance Appraisal.**

\* 1. Name

2. Job Title

3. The Executive Director's conduct is both positive and consistent.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Have not observed or experienced.

4. I feel safe to be myself with the Executive Director.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Have not observed or experienced.

5. I understand the specific expectations for my work.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Have not observed or experienced.

6. I receive helpful feedback from the Executive Director.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Have not observed or experienced.

7. I feel supported in developing new skills.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Have not observed or experienced.

8. I get the help that I need from the Executive Director to solve problems.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Have not observed or experienced.

9. Additional comments





**EXAMPLE ONLY  
DO NOT COMPLETE**

**\*Trustees will be provided an internet link via email to complete this online.**

**2022  
Executive Director Performance Appraisal**

<b>Executive Director Name:</b>	Dr. Matthew Hortt
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<b>Board Member Name</b>	<b>Date</b>

**Form Instructions:** Indicate the performance level for each of the items. Write comments to explain the ratings. In responding to the form, Board members could refer to the plan of service, board minutes, usage statistics, program results or other information sources from the year. Submit this form to the Executive Secretary for compilation.

**Rating scale:** Write a number next to “**Rating**” where indicated.

- 1 - Cannot assess
- 2 - Needs improvement
- 3 - Meets expectations
- 4 - Exceeds expectations in some areas
- 5 - Exceeds expectations in all areas

## **1. PLANNING**

Establishes both short and long term plans to meet future needs.

Shows foresight in recognizing problems in areas of responsibility.

Foresees changes and trends relevant to area of responsibility.

Sets and achieves clear and measurable goals and reasonable deadlines.

Helps the Board monitor the District's relevancy, effectiveness and results.

**Comments:**

**Rating:**

---

## **2. ADMINISTRATION:**

Provides general oversight of all District activities and assures a smoothly functioning and efficient organization.

Manages day-to-day operations.

Assures that the District has suitable systems, policies and processes, including evaluation, for personnel management, accounting and fund management, facilities, information technology and library services.

Develops policy recommendations and procedures that adhere to laws and regulations at the federal, state and local levels.

Oversees application for and implementation of contracts and grants.

Assures program quality and District stability through development and implementation of standards and controls, systems and procedures and regular evaluation.

**Comments:**

**Rating:**

---

### **3. FINANCIAL**

Prepares and manages the annual budget and audit.

Oversees the fiscal accountability of the District and assures adequate controls.

Tracks and adheres to financial plan.

Makes sound decisions that consider cost/benefit.

Accurately estimates expense levels, capital budgets, and other factors.

Assures an effective fund development program by providing leadership in developing, implementing and evaluating fundraising plans.

**Comments:**

**Rating:**

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### **4. DECISION MAKING AND JUDGEMENT**

Offers policy recommendations to the Board.

Accumulates all relevant information prior to making job-related decisions.

Maintains professional knowledge and awareness of best practices and trends.

Presents well considered alternatives when making recommendations.

Makes decisions and communicates them in a timely manner.

**Comments:**

**Rating:**

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## **5. COMMUNICATION:**

Keeps the Board fully informed regarding District condition and all important factors influencing it.

Frames significant questions and complex issues in ways that facilitate Board and/or staff dialogue and action.

Keeps informed on library operations.

Advises of budget matters, progress toward goals, status of issues, etc.

Provides information and makes recommendations regarding policy decisions.

Is aware of the importance of points of interaction where the exchange of information, support, influence and cooperation may have a very significant impact on the programs and policies of the District.

Serves as the District's chief spokesman and advocate for issues relevant to the District.

Consistently hones the skills of establishing and maintaining effective working relationships with patrons, members, member libraries, community leaders, employees and the general public.

Consistently displays integrity and models the District's values.

**Comments:**

**Rating:**

---

## **6. MANAGEMENT EFFECTIVENESS**

Delegates, then supervises performance.

Maintains composure under trying circumstances.

Effectively manages continuity, change and transition.

Deals effectively with demanding situations and designs and implements effective interventions.

**Comments:**

**Rating:**

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## **7. EMPLOYEE RELATIONSHIPS AND DEVELOPMENT**

Insures there is a system to select competent employees and train and develop employees.

Periodically meets with employees to share information that will affect them.

**Comments:**

**Rating:**

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## **8. ORGANIZATIONAL RELATIONSHIPS**

Positively accepts feedback.

Demonstrates skill in communicating with others orally and in writing.

Shows appropriate assertiveness in expressing and advocating point of view.

Facilitates the integration of the District into the fabric of the community by offering services, programs and support to individuals and organizations, and by use of effective marketing and communication activities.

Listens to patrons, volunteers, donors and others in order to improve services and generate community involvement and engagement.

**Comments:**

**Rating:**

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**OVERALL SUMMARY SECTION**

Summarize the Executive Director's performance by providing comments and averaging your individual section ratings.

**Overall Summary Comments:**

**Overall Rating** *(average of eight individual section ratings):*

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# HIGH PLAINS LIBRARY DISTRICT

## BOARD OF TRUSTEES COMMUNICATION

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Meeting date: October 3, 2022
Type of item: Action
Subject: MOU United Way of Weld County
Presented by: Dr. Matthew Hорт, Executive Director
Recommendation: Approve and sign MOU

### ***Background***

The High Plains Library District and United Way of Weld County have partnered on many projects over the years for the betterment of the Community. The District's current work with United Way is focused on collective impact. As the partnership has expanded, Staff of both organizations are recommending a formalization of the partnership through an MOU.

### ***Considerations***

- The joint effort is focused on building a better Weld County
- The MOU has been reviewed and approved by the District Legal Counsel
- Adjustments made to the 2022 version based on what we did with the 2020 version:
  - Added statement on ADA
  - Noted that we are signing with United Way for the purpose of the Collective Impact based on your previous recommendation that we sign with a specific agency rather than a generic group of agencies. I did remove the statement from the 2020 version about reviewing partner agencies.
  - Adjusted the Anti-Terrorism statement to clarify that we are working with less knowledge of a person's use of library resources and that we work within the limits of Colorado Library Law

### ***Recommendation***

Staff recommend the Board approve and sign the MOU.



***To improve lives by mobilizing the caring power of our community.***

## **COLLECTIVE IMPACT MEMORANDUM OF UNDERSTANDING**

PLEASE SEND SIGNED MOU BY POSTAL MAIL OR EMAIL OR FAX TO:  
Melanie Woolman – United Way of Weld County, PO Box 1944, Greeley, CO, 80632  
[MWoolman@UnitedWay-Weld.org](mailto:MWoolman@UnitedWay-Weld.org) – 970-353-4738 (fax)

This Memorandum of Understanding (MOU) establishes an agreement between nonprofit, governmental, and other human services organizations to improve education, health, and financial stability outcomes in Weld County, Colorado, in the focus areas of Reading Great by 8, Thrive by 25, Weld’s Way Home, and Aging Well utilizing the methodology of Collective Impact.

Originally defined by authors John Kania and Mark Kramer as, “the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem,” the Collective Impact method includes five characteristics: 1) Common Agenda, 2) Shared Measurement, 3) Mutually Reinforcing Activities, 4) Continuous Communication, and 5) Backbone Support. Since that original definition was published, an updated, more inclusive definition has been adopted: “Collective Impact is a network of community members, organizations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change.” In many local areas in the United States and throughout the world, the practice of Collective Impact has led to improvements in the lives of tens, if not hundreds, of millions of our most at-risk and vulnerable community members. To this end, through signing this MOU we commit to the pursuit of a better Weld County for everyone through participating in and practicing Collective Impact, while acknowledging that often-times Collective Impact efforts require five, 10, or more years of involvement and activity to bring about the desired community-wide improvements.

### **MEMORANDUM OF UNDERSTANDING SIGNATORY ORGANIZATIONS AGREE TO:**

- Participate in and commit to a shared practice of the Collective Method (see above for description).
- Recognize the autonomy of each organization in determining the nature and scope of its own philosophy, mission, and goals and the supportive programmatic and promotional activities in which it engages, trusting that we all are working towards the shared ends to which we have agreed.
- Support other fellow MOU signing organizations in the pursuit of their own philosophy, mission, goals, and programmatic and promotional activities. To this end, all organizations are strongly encouraged to participate in annual United Way of Weld County (“United Way”) fundraising efforts through an employee campaign or other activity, recognizing that funds raised in partnership with United Way will accelerate Weld County-focused Collective Impact efforts as we resource one another through United Way. United Way staff will provide ideas and support to organizations that participate in annual United Way fundraising efforts.
- Work with fellow MOU signing organizations and other community agencies in meeting human care needs, preventing duplication of services, and promoting high standards of performance.
- Utilize their own organization’s programming to work towards the Community-Wide Measurable Goals and to serve the Target Populations that have been established by Collective Impact process participants for the focus area(s) in which the organization is participating (see Attachment A).

- Integrate into their own organization’s program measurement systems and report on one or more Intermediate Measures for a specific program in one or more Domains of Activity that have been established by the Collective Impact focus area(s) in which the organization is participating (see Attachment A).
- Report applicable programming Outputs, Short- and Intermediate-term Outcomes, and other relevant data at least annually or as frequently as agreed upon by the Collective Impact focus area strategic planning group(s) with which the organization is involved.
- Report applicable programming Beneficiaries annually—including program participant geographic location, gender, age, ethnicity, poverty status, successes, challenges, collaborators, evidence/evaluation, and contact information.
- Appoint a representative with decision-making authority or who is a direct report to an organizational decision maker to regularly attend and participate in regular meetings of the Collective Impact focus area strategic planning group(s) with which the organization is involved. Regular attendance is considered 85% of all meetings on an annual basis.
- As is reasonable, be guided by the discussions, decision making, activities, etc., of the Collective Impact focus area strategic planning group(s) with which the organization is involved.
- Participate in the creation and operation of shared systems for needs assessment, program delivery, data collection, performance measurement, etc.
- Participate in the pursuit of and application for monetary and other resources that will benefit multiple Collective Impact process organization participants as well as the backbone organization role.
- Adhere to all compliance measures of the USA Freedom Act (see Attachment B).

FURTHERMORE IT IS MUTUALLY UNDERSTOOD:

**NONPROFIT STATUS AND ACTIVITIES** – Each MOU signing organization is, and while a signatory to this MOU shall remain, a 501(c)3 nonprofit organization or have other nonprofit status such as governmental entity, faith-based organization, or educational institution, and be engaged in offering human services activities.

**DELINEATION OF RELIGIOUS AND POLITICAL PURPOSES** – If an organization operates under religious or political auspices, it shall clearly distinguish both in its budget and program services a distinction between its religious services or political activities and those of a human services-related nature.

**BBB ACCREDITATION** – If the signatory organization is a nonprofit organization, the organization is encouraged to achieve Better Business Bureau Wise Giving Alliance accreditation within six months of the signing of this MOU and/or maintain accreditation through the timely filing of an annual update with the Better Business Bureau. If the signatory organization is not a nonprofit organization, the organization is encouraged to achieve comparative accreditation for its type of organization, e.g. governmental, educational, etc. For those receiving a funding commitment through the collective impact process a separate document titled “UNITED WAY RESOURCED PROGRAMMING AGREEMENT” has further clarifying language regarding BBB Accreditation requirements.

GOVERNMENTAL REGULATIONS – MOU signatories agree to operate under all state and federal regulations, as appropriate, including, as applicable, being registered with the Colorado Secretary of State as an agency in good standing, being registered under the Colorado Charitable Solicitation Act, meeting Sarbanes Oxley requirements, meeting USA Freedom Act requirements, etc. Organizations shall operate within the limits of their founding legal and other documents (Articles of Incorporation, By-Laws, Form 1023, etc.); disclosure requirements; lobbying restrictions; substantiation of charitable contributions; anti-discrimination policy; employment laws and employment reporting; annual financial reporting requirements; operation of bingo and raffles; etc. If the organization is a 501(c)3 an annual IRS Form 990 must be completed.

COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT (ADA) OF 1990 -- All work on or within High Plains Library District property shall be conducted in compliance with all applicable Federal, State and Local Access laws, regulations and guidelines including but not limited to the Americans With Disabilities Act Accessibility Guidelines (ADAAG). The parties agree to indemnify and hold harmless the High Plains Library District, its officers, directors, agents, employees and each of them (Indemnitees) from and against any and all claims, demands, causes of action, damages, costs, expenses, actual attorney's fees, judgments, losses and liabilities of every kind and nature whatsoever (claims) arising out of or in connection with the other party's acts, omissions or failure to act. Except as provided by law, the indemnification provisions stated above shall apply regardless of the existence or degree of fault of Indemnitees. [ER1]

LIABILITY AND FIDELITY INSURANCE – Organizations shall carry all appropriate insurance including liability insurance and fidelity bond coverage, with at least \$1 million minimum in coverage.

OPENNESS TO CHANGE – While MOU signing organizations do not need to alter their regular operations to participate in a Collective Impact process, changes in the ways that we deliver programming will occur naturally over time in order to achieve our community-wide goals. Participant organizations are open to this change and will refrain from a “take it or leave it, this is what we do and this is the way that we do it” attitude in offering their programming.

COMMITMENT TO DIRECT COMMUNICATION – MOU signatories commit to bring process, fairness, appropriateness, funding, and other concerns directly to participating organizations and the focus area strategy groups rather than making their case for change through community leaders, local media, elected officials, social media, and other third parties that are not regularly involved in the Collective Impact process.

CHANGE OF LEADERSHIP – If an organization has a change in president/CEO or executive director, all other MOU signatories shall be notified in a timely manner.

NOT A FUNDING COMMITMENT – This MOU does not imply the offering or receipt of funding or resourcing. For those receiving a funding commitment through the collective impact process a separate document titled “UNITED WAY RESOURCED PROGRAMMING AGREEMENT” will be sent.

DURATION AND WITHDRAWAL FROM MOU – This MOU is at-will and may be modified by mutual consent of MOU signing organizations. It shall become effective upon signature and will remain in effect in perpetuity until modified by all signers or terminated by individual organizations. Organizations may end their participation with this MOU with 45 days’ notice by informing United Way staff by paper or electronic means.

MOU SIGNING ORGANIZATIONS – HPLD recognizes partnership with specific organizations that have also signed the MOU with United Way for the Collective Impact project as outlined above.<sup>[ER2]</sup> For a list of organizations that have signed this MOU and their selected focus areas, please visit [www.unitedway-weld.org/collectiveimpact](http://www.unitedway-weld.org/collectiveimpact).

AUTHORITY OF SIGNATORIES – MOU signing organizations warrant that they possess the legal authority to enter into this MOU and have taken all actions required by their organization's procedures, By-Laws, and/or applicable laws to exercise this authority and to lawfully authorize its undersigned signatory to execute this MOU and to bind the organization to its terms. The person executing this MOU on behalf of the organization warrants that such persons have authorization to execute this MOU.

DATED this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

**Agency Name:** \_\_\_\_\_

Mark Organization's Collective Impact Focus Area Involvement (1 or more may be selected)

- Reading Great by 8                       Thrive by 25  
 Weld's Way Home                       Aging Well

Primary Ongoing Organizational Contact:

\_\_\_\_\_  
Name

\_\_\_\_\_  
Email

\_\_\_\_\_  
Phone

Signed:

\_\_\_\_\_  
Board Chair or Authorized Agent—*sign and print name*

\_\_\_\_\_  
Executive Director/President/CEO—*sign and print name*

*United Way of Weld County mission statement:*

*To improve lives by mobilizing the caring power of our community.*

# **ATTACHMENT A**

## **COLLECTIVE IMPACT FOCUS AREA SHARED DECISIONS**

# TOGETHER

## LIVING UNITED

# UNITED WAY OF WELD COUNTY COLLECTIVE IMPACT INITIATIVE AREAS SHARED DECISIONS & COMMUNITY-WIDE MEASURABLE GOALS



Initiative Area

Overall Goal	Children are entering kindergarten ready and reading at grade level by the start of 4th grade.	Youth are graduating high school and transitioning to a successful adulthood by age 25.	Households are attaining and maintaining stable housing.	Older adults are aging well in community.
<b>Community-Wide Measurable Goals</b>	<ul style="list-style-type: none"> <li>% of children reading at grade level by 4th grade</li> <li>% of CCCAP eligible children/families being served in high quality care (levels 3-5 Colorado Shines)</li> <li>% of children who have received early intervention services, that are at age level on or before age 3</li> <li>% of babies born at a healthy birth weight</li> </ul>	<ul style="list-style-type: none"> <li>% of youth getting post-secondary degree</li> <li>% of youth achieving post-secondary enrollment or connection to workforce</li> <li>% of students who have an adult to go to for help with a serious problem</li> <li>% of youth graduating high school</li> <li>% of youth scoring at grade level in middle-grade math</li> </ul>	<ul style="list-style-type: none"> <li># of affordable housing units constructed</li> <li>% of renters that pay 30%+ of income on housing</li> <li># of people enrolled in undergraduate college</li> <li># of people on some form of public assistance</li> <li>% of school-age population considered homeless</li> <li>% of households that lived doubled-up at some point during the previous year</li> <li># of days on average that it takes to re-house people experiencing homelessness</li> <li># of people experiencing homelessness</li> </ul>	<ul style="list-style-type: none"> <li>% of increase in older adults feeling a sense of community and belonging</li> <li>% of increase in older adults awareness of community information</li> <li>% of increase in older adults participation in productive activities</li> <li>% of increase in older adults state of health and wellness</li> <li>% of increase in municipality improvement of community design and land use</li> </ul>
<b>Target Population</b>	<p>A child (age 0-8) must be experiencing one or more of the below risk factors:</p> <ul style="list-style-type: none"> <li>Adverse Childhood Experiences (ACEs) – Personal: physical abuse, verbal abuse, sexual abuse, physical neglect, and emotional neglect; Family-related: alcoholic parent, caregiver is victim of domestic violence, incarcerated family member, family member with mental illness, disappearance of caregiver through divorce, death or abandonment</li> <li>Court-involved</li> <li>Department of Human Services-involved</li> <li>Differently-abled</li> <li>Ethnic minority member</li> <li>First-time parents</li> <li>Household income ≤ 200% of federal poverty level</li> <li>Primary language other than English</li> </ul>	<p>A youth (age 9-25) must be experiencing one or more of the below risk factors:</p> <ul style="list-style-type: none"> <li>Experience of Loss or Trauma</li> <li>First Language not English</li> <li>Low-income</li> <li>Single-parent Household</li> <li>Victim of Abuse or Neglect</li> </ul>	<ul style="list-style-type: none"> <li>Homeless – Households lacking a fixed/permanent, regular, and adequate nighttime residence</li> <li>Unstable – Households experiencing stress-inducing reliance on emergency services for food, clothing, shelter, and/or health care</li> <li>Stable – Households relying on government or other ongoing assistance to meet basic needs of food, clothing, shelter, and/or health care</li> <li>Paycheck-to-Paycheck – Households where salary is predominantly devoted to expenses with little to no emergency savings or room for error</li> </ul>	<ul style="list-style-type: none"> <li>Age 60+</li> <li>Income that is ≤ 200% of federal poverty level</li> </ul>
<b>Domains</b>	<ul style="list-style-type: none"> <li>Family Support &amp; Education</li> <li>Early Learning &amp; Development</li> <li>Health &amp; Well-Being</li> <li>Community Awareness &amp; Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Positive Relationships with Adults</li> <li>Education, Workforce Readiness &amp; Life Skills</li> <li>Physical, Emotional &amp; Mental Well-Being</li> <li>Elevate Youth Voice &amp; Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Homelessness Services</li> <li>Emergency Services and Homelessness Prevention</li> <li>Household Stabilization and Housing Development</li> <li>Community Awareness and Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Community &amp; Belonging</li> <li>Community Information</li> <li>Productive Activities</li> <li>Health &amp; Wellness</li> <li>Community Design &amp; Land Use</li> </ul>
<b>Intermediate Measures by Domain</b>	<p>Family Support &amp; Education</p> <ul style="list-style-type: none"> <li>% of families reporting or exhibiting knowledge and the capacity to support children's healthy development and learning</li> <li>% of families reporting having a safe and stable home environment</li> <li>% of children reporting having a trusted adult relationship</li> </ul> <p>Early Learning &amp; Development</p> <ul style="list-style-type: none"> <li>% of family/caregivers/early childhood professionals who have knowledge of basic childhood development, can identify developmental delays early, and can refer to applicable resources</li> <li>% growth in training and sustaining early childhood workforce</li> <li>% increase in availability of early childhood and preschool services—slots and quality</li> </ul> <p>Health &amp; Well-Being</p> <ul style="list-style-type: none"> <li>% of pregnant women who access prenatal care in the first trimester and throughout pregnancy</li> <li>% of mothers breastfeeding for first 6 months of baby's life</li> <li>% of children receiving regular well-child visits based on developmental stage/age</li> </ul> <p>Community Awareness &amp; Advocacy</p> <ul style="list-style-type: none"> <li>% of public that knows of the importance of the early childhood period of life</li> <li>% of public that is aware of the Road Map 4 Kids and 211</li> <li>% of Weld County companies/organizations that support family-friendly practices</li> <li>% of community partners that are referring families and caregivers to the Road Map 4 Kids</li> </ul>	<p>Positive Relationships with Adults</p> <ul style="list-style-type: none"> <li>% of vulnerable youth in relationship with one caring adult</li> <li>% of vulnerable youth improving on a scale of vulnerability</li> <li>% of vulnerable youth with access to programs provided within this (and other) domains</li> <li># of agencies working collaboratively to make connections between vulnerable youth and caring adults</li> </ul> <p>Education, Workforce Readiness &amp; Life Skills</p> <p>Age 9-16</p> <ul style="list-style-type: none"> <li>% of students who earn passing grades in core subjects</li> </ul> <p>Age 17-22</p> <ul style="list-style-type: none"> <li>% of students who have financial literacy and bank account at graduation</li> <li>% of young adults who obtain life skills and develop essential work maturity skills to acquire and retain employment for 6 months</li> </ul> <p>Age 23-25</p> <ul style="list-style-type: none"> <li>% of young adults who make a living wage</li> </ul> <p>Physical, Emotional &amp; Mental Well-Being</p> <ul style="list-style-type: none"> <li>% of youth with connectedness to other youth, an adult, or their community</li> <li>% of youth with improved empowerment (strength and confidence)</li> <li>% of youth with positive coping skills</li> <li># of youth involved in extra-curricular activities (including beyond sports)</li> </ul> <p>Elevate Youth Voice &amp; Community Engagement</p> <ul style="list-style-type: none"> <li>% of youth volunteering 20+ hours per year</li> <li>% of agencies providing volunteer opportunities for youth (mentoring, program delivery, etc.)</li> <li>% of organizations including youth in decision making by serving on a governance or advisory board (city council, nonprofit board, etc.)</li> </ul>	<p>Homeless</p> <ul style="list-style-type: none"> <li>% of households who have maintained housing for 6 months following an experience of homelessness</li> <li>% of households experiencing homelessness re-housed within 45 days</li> <li>% of households who have maintained or increased income (benefits, employment, etc.) to an amount that can sustain housing</li> </ul> <p>Unstable</p> <ul style="list-style-type: none"> <li>% of households with access to reliable transportation</li> <li>% of households who have maintained housing for 6 months after receiving an emergency service</li> <li>% of households who have a plan for achieving stability</li> </ul> <p>Stable</p> <ul style="list-style-type: none"> <li>% of households who have sufficient income/benefits to meet household-related expenses</li> <li>% of households who are reducing non-mortgage debt</li> <li>% of households with adults enrolled in education or job training</li> </ul> <p>Paycheck-to-Paycheck</p> <ul style="list-style-type: none"> <li>% of households spending less than 30% of income on housing-related expenses</li> <li>% of households with adults enrolled in education or job training</li> <li>% of households who no longer require public assistance</li> <li>% of households who have increased savings</li> </ul>	<p>Community &amp; Belonging</p> <ul style="list-style-type: none"> <li>% of older adults who feel they live in a safe and pleasurable neighborhood</li> <li># of older adults who volunteer with or are involved in a civic/faith-based organization or frequent a local senior center where they feel valued and respected</li> <li>% of older adults spending time each week with an individual or group with whom they have a significant relationship</li> </ul> <p>Community Information</p> <ul style="list-style-type: none"> <li># of Information and Assistance contacts through AAA</li> <li>% of people who know about Weld County Area Agency on Aging</li> <li>% of older adults who feel they have awareness of community resources</li> </ul> <p>Productive Activities</p> <ul style="list-style-type: none"> <li>% of older adults who vote in local elections</li> <li>% of older adults who feel their input influences the decision making of government and other local leaders</li> <li>% of caregivers who feel overwhelmed or exhausted when caring for another person</li> <li>% of older adults who have friends or family they rely on for assistance</li> </ul> <p>Health &amp; Wellness</p> <ul style="list-style-type: none"> <li>% of older adults who feel current living situation allows them to stay independent</li> <li>% of older adults who have an annual physical health wellness check</li> <li>% of older adults who have an annual dental health wellness check</li> <li>% of older adults reporting good or excellent overall mental/emotional well-being</li> <li>% of older adults who eat 5 or more fruits/vegetables per day</li> <li>% of older adults with access to affordable, quality food</li> </ul> <p>Community Design &amp; Land Use</p> <ul style="list-style-type: none"> <li>% of older adults reporting having no problems with accessing safe and affordable transportation</li> <li>% of older adults who report adequate availability of suitable and affordable housing</li> <li>% of Weld County municipalities that have taken older adult needs into consideration when establishing/revising building codes, design standards, community plans, etc.</li> <li>% of people open to shared housing</li> </ul>



Overall Goal: Human services are increasing in visibility, accessibility, and capacity.

211 Information and Referral — Weld Project Connect — Disaster Preparedness and Response — Volunteer Engagement — Weld Together — NoCO AmeriCorps Project



*To improve lives by mobilizing the caring power of our community.*

## ATTACHMENT B ANTI-TERRORISM COMPLIANCE AGREEMENT

In compliance with the USA PATRIOT Act, USA FREEDOM Act, and other counterterrorism laws, United Way of Weld County requires that each participating agency certify the following:

"I certify on behalf of \_\_\_\_\_ that all funds and donations—including United Way—will be used in compliance with all applicable antiterrorist financing and asset control laws, statutes, executive orders, and compliance measures."

### USA PATRIOT Act and USA FREEDOM Act Compliance Measures

- This organization is not on any Federal terrorism watch lists.
- This organization does not, will not, ~~and-or~~ [ER3] has not knowingly provided financial, technical, in-kind, or other material support or resources to any individual or entity that is a terrorist or terrorist organization, or that supports or funds terrorism.
- This organization does not, will not, ~~and-or~~ [ER4] has not knowingly provided or collected funds or provided material support or resources with the intention that such funds or material support or resources be used to carry out acts of terrorism.
- This organization does not, will not, ~~and-or~~ [ER5] has not knowingly provided financial or material support or resources to any entity that has knowingly concealed the source of funds to carry out terrorism or to support foreign terrorist organizations.
- This organization does not re-grant to organizations, individuals, programs, and/or projects outside of the United States of America without compliance with IRS guidelines.
- This organization takes reasonable affirmative steps to ensure that any funds or resources distributed or processed do not fund terrorism or terrorist organizations.
- This organization takes reasonable steps to certify against ~~fraud with respect to the provision of financial, technical, in-kind, or other material support or resources to terrorists and terrorist organizations.~~ ~~fraudulent use of resources within the limits of Colorado Library Law C.R.S. § 24-90-119~~ [ER6]

Board Chair or Authorized Agent

Date

Print Name

Executive Director/President/CEO

Date

Print Name



## **BOARD OF TRUSTEES**

### **Regular Session Agenda**

**Monday, November 14, 2022**

**Glenn A Jones, MD Memorial Library  
400 S. Parish Avenue, Johnstown, CO 80534**

**5:00 p.m.**

**This is also streamed virtually by GoToMeeting.**

**The meeting can be viewed from your computer, tablet, or smartphone.**

<https://www.mylibrary.us/hpldboardmeetings>. To view the Board meeting online, use this link and select the date of the meeting you want to join. If you have public comments, you may submit questions at the time of signing up for the meeting. All participants will be muted.

New to GoToMeeting? Get the app now and be ready when your first meeting starts:

<https://global.gotomeeting.com/install/399313765>

**If you wish to address the Board via Public Comment, please attend the meeting in person.**

**If you are unable to attend in person, you can submit public comments to the Board prior to the Board meeting via Formstack: [https://hpld.formstack.com/forms/board\\_questions](https://hpld.formstack.com/forms/board_questions)**

*The High Plains Library District Board may take action on any of the following agenda items as presented or modified prior to or during the meeting, and items necessary or convenient to effectuate the agenda items.*

#### **1.0 OPENING OF MEETING**

- 1.1 Roll Call and Pledge of Allegiance
- 1.2 Approval of Agenda
- 1.3 Approval of Consent Agenda
  - a. October 3, 2022 Regular Session Meeting Minutes
- 1.4 The Good We Do
- 1.5 Public Comment

## **2.0 ITEMS FOR INFORMATION/ACTION**

- 2.1 Board Meeting Calendar (Action) - Dr. Matthew Hortt, HPLD Executive Director
- 2.2 2023 Holiday Schedule (Action) – Eric Ewing, HPLD Human Resources Associate Director
- 2.3 Intergovernmental Agreement List of Services with Member Libraries (Information) – Dr. Matthew Hortt, HPLD Executive Director
- 2.4 LINC Talking Points (Information) – James Melena, HPLD Community Relations and Marketing Manager
- 2.5 Grover Project IGA (Action) – Dr. Matthew Hortt, HPLD Executive Director

## **3.0 DIRECTORS REPORT**

- 3.1 Review Draft Agenda – Dr. Matthew Hortt, HPLD Executive Director
  - a. December 12, 2022
- 3.2 District Updates – Dr. Matthew Hortt, HPLD Executive Director

## **4.0 BOARD COMMENTS**

- 4.1 Chair Report
- 4.2 Vice-Chair
- 4.3 Secretary/Treasurer
- 4.4 Committees
- 4.5 Other Board Members

## **5.0 ADJOURNMENT**

### Upcoming meetings:

December 12, 2022, 5:00p.m.: HPLD Board of Directors Meeting - Regular Session  
HPLD Administration Building, 2650 W. 29<sup>th</sup> St., Greeley, CO 80631