

TO BE HELD / HELD	Date: Thursday, January 12, 2023
	Time: 8:00 a.m.
	Location: Castle Pines Library, 1 st Floor Conference Room
NOTICE	<i>This meeting was held as scheduled and in accordance with applicable statutes of the State of Colorado, with the following members present:</i>
ATTENDANCE	Committee Members: Suzanne Burkholder, Rick LaPointe, and Terry Nolan
	Staff: Bob Pasicznyuk and Patti Owen-DeLay
	Public: None
	Guests: None

DISCUSSION ITEMS:

<p>January Board Meetings - Review of Agendas:</p> <ul style="list-style-type: none"> • Study Session • Business/Annual Meeting 	
<p>Executive Library Director's Review Process January to dos:</p> <ul style="list-style-type: none"> • The Executive Committee reports the results of the Executive Library Director's end-of-year review conversation to the Board. • The Executive Committee and the Board reviews and reaffirms the Executive Library Director's goals for the year. 	

ADJOURNMENT	The meeting was adjourned at:	Inspiring a love of...	READING...	DISCOVERY...	CONNECTION...
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Douglas County Libraries
Wednesday, January 25, 2023
5:30 P.M.
Castle Rock Library, Castle Rock, CO

CALL TO ORDER Interim Presiding: Suzanne Burkholder, Vice President

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

ATTENDANCE

PUBLIC COMMENTS

CONSENT AGENDA

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

MOTION to approve Consent Agenda

1. Minutes December 07, 2023
2. December Email Poll - Castle Rock Project Easements
3. BOCC Resolution 022-124, 2023 Library Appointments
4. Park Street Lease to consolidate storage space

Pages 5-7

Pages 5-7

Page ??

Pages ??

EXECUTIVE LIBRARY DIRECTOR UPDATE (Pasicznyuk)

Pgs. 20-31

DISTRICT BUSINESS

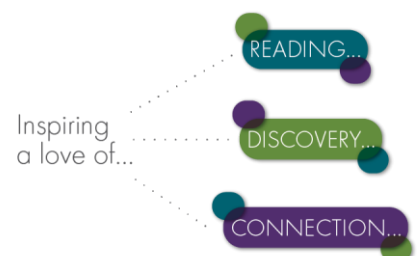
Pg. 32

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

Items removed from Consent Agenda *If any from the Consent Table above.*

Annual Meeting Items

- **MOTION TO ELECT:** Selection of 2023 Board Officers
 - President



- Vice President
- Secretary
- **MOTION TO APPOINT: Committees** (Board President and 2 members)
 - Executive Library Director Succession Committee
- Selection of a Trustee for Representative Opportunity** (1 member each)
 - Partnership of Douglas County Governments
 - Douglas County Youth Initiative
- Appointment Already in Place:**
 - Douglas County Libraries Foundation – 2023 Representative, Jessica Kallweit

Executive Committee Report

Policy Committee Report

PARTNER REPORTS

- Partnership of Douglas County Governments
- Douglas County Youth Initiative
- Urban Libraries Council
- Foundation
- Exploratory Committee to Memorialize Kendrick Castillo

EXECUTIVE SESSION

Executive Library Director's Goals and Performance Feedback

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

TRUSTEE COMMENTS

UPCOMING BOARD MEETINGS

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

OTHER BOARD CALENDAR ITEMS

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

- a. March 15, 2023, TBA, 7:00 a.m. - 9:30 a.m., Parker Library, Event Hall (Breakfast at 7:00 a.m., meeting begins at 7:30 a.m.)

ADJOURN

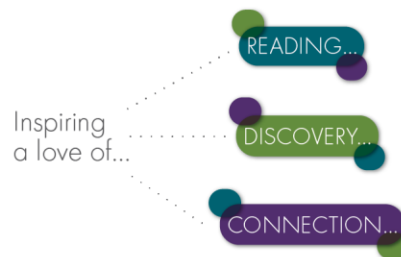


HELD	Date: January 25, 2023
	Time: 4:00 p.m.
	Location: Philip S. Miller Library, Castle Rock, Event Hall East & West
NOTICE	<i>This meeting was held as scheduled and in accordance with applicable statutes of the State of Colorado, with the following members present:</i>
ATTENDANCE	Board Members: Suzanne Burkholder, Jessica Kallweit, Rick LaPointe, Zach McKinney, Terry Nolan, Meghann Silverthorn, Ted Vail
	Staff: Bob Pasicznyuk, Patti Owen-DeLay, Jill Corrente,
	Public:
	Guests: None

DISCUSSION ITEMS:

Holiday Closures: Nolan’s request to revisit this	
What does the board want in a repository?	
Castle Rock Project Overview & Deliverables	
Potential Public wanting Books Banned	

ADJOURNMENT	The meeting was adjourned at:
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2023 Douglas County Libraries Executive Library Director Performance Feedback Process

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Performance Feedback Process

Introduction

As directed by ARTICLE III. POWERS AND RESPONSIBILITIES of the Douglas County Libraries (the “District”) Bylaws, the Board of Trustees (the “Board”) is responsible for the “employment and evaluation of the Executive Library Director, who shall be the executive and administrative officer of the District acting on behalf of the Board.”

The District employs a formal performance feedback process to align and connect employees to the Douglas County Libraries brand, values, and priorities with regularly scheduled check-in conversations that are forward focused and intentional. Ratings from performance reviews directly align with the District’s compensation strategy, which includes an annual performance-based increase, and regular market and pay equity analyses. The Executive Library Director’s performance feedback process follows this process guided by the scope outlined in the District Bylaws and the Executive Library Director’s contract.

The Board Executive Committee (“Executive Committee”) facilitates the Executive Library Director’s performance feedback process which consists of two semiannual reviews. The mid-year review takes place in May and contains observations from the Executive Library Director and the Board. The end-of-year review takes place in September and contains observations from the Executive Library Director, the Board, and direct reports. The end-of-year review is rated according to the review criteria included in the appendix of this document.

Feedback from direct reports will be used to identify trends and is only one piece of evidence in creating the evaluation. Direct quotes or paraphrasing from the survey will not be shared with the Executive Library Director.

Timeline

January/February

- The Executive Committee reports the results of the Executive Library Director’s end-of-year review conversation to the Board.
- The Executive Committee and the Board reviews and reaffirms the Executive Library Director’s goals for the year.

April

- The Human Resources Manager sends out a review survey for the Board and the Executive Library Director to complete.
- The Human Resources Manager compiles the survey results and delivers to the Board President.

May

- The Executive Committee facilitates mid-year review conversation with the Executive Library Director.
- The Executive Committee reports the results of the Executive Library Director’s mid-year review conversation to the Board.
- The Board President sends the mid-year review report to the Human Resources Manager.

June

- The Human Resources department works with Employers Council to launch the 360 Feedback Survey to the Executive Library Director and their direct reports.

July

- Employers Council sends 360 Feedback Survey results to the Human Resources Manager, who will then forward along with the Executive Library Director review process document to the Board President.

August

- On or around Aug 1 the Human Resources Manager will send the Executive Library Director a link to a self-evaluation survey. The Executive Library Director shall complete this self-evaluation of his performance specific annual goals and contracted duties by mid Aug.

September

- Sept 1: The Human Resources Manager sends out a review survey for the Board to complete, along with an explanatory email, Executive Library Director self-evaluation, staff evaluation summary (360 Feedback Survey results) and the Executive Library Director review process document. Board review surveys are due back from board members by mid-Sept.
- The Human Resources Manager compiles the survey results and delivers to the Board President for discussion by the Executive Committee during their September meeting.

October

- The Executive Committee facilitates end-of-year review conversation with the Executive Library Director.
- The Executive Committee reports the results of the Executive Library Director's end-of-year review conversation to the Board.
- The Board President sends the Executive Library Director's end-of-year review report and rating to the Human Resources Manager.
- The Executive Committee reviews the Executive Library Director's goals for next year.
- The Executive Committee presents the Executive Library Director's goals to the Board.
- The Board approves the goals as is or with changes.
- The Human Resources Manager inputs the goals into the review survey tool.

November

- The Executive Committee evaluates the Executive Library Director review process.

December

- The Board evaluates the Executive Library Director review process.
- The Human Resources department inputs the Executive Library Director's salary adjustment for the next year.

Review Guidance

Reviews should contain:

- Enough observations or data reference points to support the rating for each goal and for the contractual duties.
- Documentation that is factual, constructive, and forward or solutions-focused, avoiding narrative language and personal bias.

- In order to provide the best possible feedback for the Executive Library Director, it is important to be as accurate and as forthright as possible. There are no advantages to presenting an overly positive or overly negative evaluation, because these will give misleading direction as to what the Executive Library Director needs to do to become a better leader and manager.
- No red flags – no documentation on medical circumstances, leaves, absences associated with leaves, ADA accommodations, etc.
- Observations or data reference points from the Executive Library Director, the Board, and direct reports. The Board will utilize Employers Council to conduct an annual 360 Feedback Survey with the Executive Library Director’s direct reports. The results will be incorporated into the end-of-year review. A diversity of viewpoints makes for a richer and more balanced review.

APPENDIX

Essential Duties and Goals

Essential Duties

BYLAWS: ARTICLE VIII. EXECUTIVE LIBRARY DIRECTOR

Section 1. Employment. The Executive Library Director shall be selected by the Board and shall be employed by written contract with the District for which the Executive Library Director shall serve as chief administrative officer of the District.

Section 2. Duties. The Executive Library Director, under the supervision and direction of the Board, shall perform (or delegate to appropriate staff members) all duties incident to the position of Executive Library Director and such other duties as may be prescribed by the Board, including but not limited to the following:

- Assist the Board in formulating basic programs and policies.
- Implement programs, policies, and professional practices as adopted by the Board.
- Prepare the proposed annual budget for the District for presentation to the Board.
- Prepare monthly reports of activities of the District for presentation to the Board.
- Administer library personnel, including employ, train, evaluate, compensate, motivate, and discharge staff in compliance with all applicable laws and regulations, the District Staff Handbook guidelines, and Board policies.
- Be responsible for public information, community relations, development, fund-raising and special projects as assigned by the Board.
- Arrange for the care and maintenance of buildings, equipment and materials for the District.
- Evaluate library services, technology, and operations and assist the Board with short term and long range planning.
- Represent the District as appropriate, to all of its constituents and to professional and institutional organizations.
- Be responsible for any other reasonable duties, consistent with the foregoing, as may be prescribed by the Board.

- The Executive Library Director shall conduct all District business at the highest possible ethical standards and identify any real or potential conflicts of interest to the Board in a timely manner.

2023 Executive Library Director Goals

TBD

Alignment Pieces



Douglas County Libraries' Brand Platform

Douglas County Libraries elevates our community by inspiring a love of reading, discovery and connection.

Our Brand: Executive Summary

Douglas County Libraries is a vibrant network of welcoming and comfortable spaces; a premium destination delivering outstanding services and dynamic events, as well as relevant, enlightening and entertaining library materials. Our capable and friendly staff facilitate exploration and discovery, share a passion for literacy, and represent DCL as a role model and leader among public libraries.

We embrace our foundation as a public library: a community supported venture to whom customers look for books and various free services available to all community members. We pride ourselves on delivering premium library experiences that transcend basic library services and transform them into interactions and occasions that customers will seek out again and again.



OUR CORE VALUES

- Welcoming to All
- Continual Growth
- Authentic Relationships





STRATEGIC PLAN SUMMARY

In 2021, Douglas County Libraries leadership developed initial responses to four main strategies that will guide our work and grow DCL's impact in our community in 2022 through 2025 and beyond.

VIBRANT LIBRARIES

This strategy will bring customers back to our libraries, for experiences with and through our services, collections, spaces, events and exhibits.

BEYOND OUR WALLS

This strategy will create opportunities for customers to sample library services and experience DCL at county locations outside of our libraries.

COMMUNITY SERVICE

This strategy will support initiatives that help our community thrive, and grow connections among, and services for special populations in our county.

FORTIFY INFRASTRUCTURE

This strategy will improve our practices and guidelines for information storage, flexible work environments, data-driven decision making, building safety, and environmentally sustainable facility maintenance.

The attached report details responses to each strategy currently in our work plan. Other responses may be added as staff capacity allows, or as related information evolves.

OUR VALUES, BEHAVIORS & --- OUTCOMES

What We Believe ---

The values and behaviors outlined in this playbook are essential to how we engage each other and our customers. Our goal is to create a work environment where everyone consistently engages in value-based behaviors that produce exceptional outcomes.

VALUES	BEHAVIORS	OUTCOMES WE ACHIEVE
Welcoming to All	<ul style="list-style-type: none"> -Make It Personal -Make It Premium -Make a Positive Impact 	More Than Expected
Continual Growth	<ul style="list-style-type: none"> -Embrace Challenges -Value Differences -Create Positive Energy 	Discover Opportunities
Authentic Relationships	<ul style="list-style-type: none"> -Earn Trust Every Day -Know Your Why -Help Each Other Succeed 	Better Together



BE A YARDSTICK OF QUALITY. SOME PEOPLE ARE NOT USED TO AN ENVIRONMENT WHERE EXCELLENCE IS EXPECTED.

- STEVE JOBS

DCL Leadership Teams and Meetings: Purpose, Responsibilities, Vision

Board	Senior Leadership Team	Management Team	Supervisory Team	All DCL Leaders
Strategy, Brand, Outcomes	Strategy, Brand, Outcomes	Responses, Investment, Performance	Oversees Daily Operations	Develop People, Teams, Culture
<ul style="list-style-type: none"> • Oversees financial health of the organization, approves annual budgets • Approves strategy • Sets policy • Oversees organizational risk • Oversees the Executive Library Director • Represents the community, and liaise with elected officials • Reviews community trending and needs • Reviews business data 	<ul style="list-style-type: none"> • Monitors financial health of organization, allocates budgeted resources • Determines, directs and communicates strategic priorities • Directs policy compliance and supports procedure creation • Monitors organizational risk • Supports and develops talent, plans for succession • Represents DCL externally • Coordinates division work • Aligns division work with other divisions • Monitors community trending and needs • Examines data for business pivots 	<ul style="list-style-type: none"> • Manages departmental budgets • Manages responses to strategic priorities • Develops procedure to comply with policy, monitors compliance with procedures • Manages risk • Manages staff • Represents DCL externally as job requires 	<ul style="list-style-type: none"> • Works within budget, brings forward budget needs not being met • Implements services in alignment with District strategic priorities • Implements policy through developed procedures • Enforces identified risk mitigation strategies • Supervises staff • Represents DCL externally as job requires 	<ul style="list-style-type: none"> • Owns the DCL Library Leadership Team as their primary team • Provides cascading feedback while not abdicating ownership of leadership decisions • Lives One DCL (Brand, Culture, CARE, Values, Vision) • Manages: recruits aligned staff and retains "Keep up the good work" performers • Coaches: supports and holds individuals accountable for the performance of the team

May 2022



Semiannual Review Template

The semiannual review will be conducted via a survey tool using the following template.

Semiannual Review for Bob Pasiczynuk, Executive Library Director

Date:

Trustee name:

Goals TBD

Observations:

*Rating: On-Track, At Risk

*Rating opportunities/suggestions:

Executive Library Director Contracted Essential Job Duties

- A. To assist the Board in formulating basic Library District programs and policies.

- B. To implement all programs, policies, and professional practices as may from time to time be adopted by the Board.
- C. To be responsible for fiscal matters of the Library District, except that the Board, in accordance with the requirements of the Colorado Library Law, as amended from time to time, shall have exclusive control of the disbursement of the finances of the Library District.
- D. To prepare the proposed annual budget for the Library District for presentation to the Board in accordance with the Local Government Budget Law of Colorado, Sections 29-1-101, *et seq.*, C.R.S.
- E. To prepare written monthly reports of activities of the Library District for presentation to the Board.
- F. To administer library personnel, including employing, training, evaluating, compensating, motivating, and discharging staff in compliance with all applicable laws and regulations, the Library District Employee Handbook guidelines, and Board policies.
- G. To direct and coordinate the work of the Library District employees.
- H. To approve all budgeted, normal, and recurring operational expenditures, excepting those requiring specific Board approval in accordance with the Library District Board of Trustees Bylaws, as they may be amended from time to time.
- I. To prepare the agenda for each Board meeting according to Board directive.
- J. To be responsible for public information, community relations, development, fund-raising, and special projects as assigned by the Board.
- K. To arrange for the care and maintenance of buildings, equipment, and materials for the Library District.
- L. To evaluate library services, technology, and operations and assist the Board with short-term and long-range planning.
- M. To represent the Library District, as appropriate, to all of its constituents and to professional and institutional organizations.
- N. To be responsible for any other reasonable duties, consistent with the foregoing, as may be prescribed by the Board.

Observations:

*Rating: Immediate Changes Needed, Opportunities for Development, Keep up the Good Work, Premium Performance, Above and Beyond Performance, I don't have enough first hand knowledge to give a rating.

*Rating opportunities/suggestions:

*note – Rating and Rating opportunities/suggestions are for end of year review only

Review Criteria

Executive Library Director Review Criteria

Immediate Changes Needed This should NEVER happen	Opportunities for Development This should RARELY happen	Keep Up the Good Work This should happen EVERY DAY!	Premium Performance This may happen OCCASIONALLY	Above and Beyond Achievement This may happen RARELY
<p>Work is below the basic requirements and consistently fails to meet established standards of the position.</p> <p>Work is not aligned with DCL vision, core values or brand.</p> <p>Frequently requires redirection or follow-up.</p> <p>Is not reliable/dependable.</p> <p>Violates DCL's core values.</p> <p>Poor performance is affecting others</p>	<p>Work does not consistently meet the job requirements of the position.</p> <p>While the employee may have performed acceptably in some areas, overall job performance needs to be improved.</p> <p>Occasionally requires redirection or follow-up.</p> <p>Is perceived by others as not reliable/dependable.</p> <p>Occasionally engages in behaviors that do not adhere to DCL's core values and brand.</p>	<p>Consistently fulfills performance expectations and occasionally demonstrates Premium Performance attributes</p> <p>Assists the Board in formulating basic Library District programs and policies.</p> <p>Implements all programs, policies, and professional practices as may from time to time be adopted by the Board.</p> <p>Responsible for fiscal matters of the Library District, except that the Board, in accordance with the requirements of the Colorado Library Law, as amended from time to time, shall have exclusive control of the disbursement of the finances of the Library District.</p> <p>Prepares the proposed annual budget for the Library District for presentation to the Board in accordance with the Local Government Budget Law of Colorado, Sections 29-1-101, <i>et seq.</i>, C.R.S.</p>	<p>Keep up the Good Work PLUS</p> <p>Library Leadership understands, supports, and aligns work around:</p> <ul style="list-style-type: none"> -DCL brand, values, and strategic priorities -Board policies -Budgeting decisions and priorities -Staffing models, Employee Handbook procedures, and performance processes -Infrastructure services strategies, including technology, facilities, 	<p>Premium Performance PLUS</p> <p>All Staff understand, support, and align work around:</p> <ul style="list-style-type: none"> -DCL brand, values, and strategic priorities -Board policies -Budgeting decisions and priorities -Staffing models, Employee Handbook procedures, and performance processes -Infrastructure services strategies, including technology, facilities,

Immediate Changes Needed This should NEVER happen	Opportunities for Development This should RARELY happen	Keep Up the Good Work This should happen EVERY DAY!	Premium Performance This may happen OCCASIONALLY	Above and Beyond Achievement This may happen RARELY
<p>and/or the organization.</p> <p>Executive Library Director does not represent DCL's brand.</p>		<p>Prepares written monthly reports of activities of the Library District for presentation to the Board.</p> <p>Administers library personnel, including employing, training, evaluating, compensating, motivating, and discharging staff in compliance with all applicable laws and regulations, the Library District Employee Handbook guidelines, and Board policies.</p> <p>Effectively directs and coordinates the work of the Library District employees.</p> <p>Approves all budgeted, normal, and recurring operational expenditures, excepting those requiring specific Board approval in accordance with the Library District Board of Trustees Bylaws, as they may be amended from time to time.</p> <p>Prepares the agenda for each Board meeting according to Board directive.</p> <p>Is responsible for public information, community relations, development, fund-raising, and special projects as assigned by the Board.</p>	<p>collections, professional development, benefits, and compensation.</p> <p>-Community engagement strategies, including marketing, outreach, partnerships, donor development, and special events.</p>	<p>collections, professional development, benefits, and compensation.</p> <p>-Community engagement strategies, including marketing, outreach, partnerships, donor development, and special events.</p>

Immediate Changes Needed This should NEVER happen	Opportunities for Development This should RARELY happen	Keep Up the Good Work This should happen EVERY DAY!	Premium Performance This may happen OCCASIONALLY	Above and Beyond Achievement This may happen RARELY
		<p>Arranges for the care and maintenance of buildings, equipment, and materials for the Library District.</p> <p>Evaluates library services, technology, and operations and assists the Board with short-term and long-range planning.</p> <p>Represents the Library District, as appropriate, to all of its constituents and to professional and institutional organizations.</p> <p>Is responsible for any other reasonable duties, consistent with the foregoing, as may be prescribed by the Board.</p>		

2023 Goals Draft**Executive Library Director****Bob Pasicznyuk**

1. Complete a new Library facility for the Castle Rock community with positive outcomes against project deliverables (cost, time, finish, service gaps). Leverage the opening of the new Library as an opportunity to build stakeholder relationships and solidify Library value.
2. The Library will provide trustees with an organized, accessible, and effective system to access Board documents and relevant work products.
3. Achieve the Library's 2023 workplan – necessary annual, Library maintenance, product and services offerings, and business accomplishments needed for 2023.
4. Recruit and onboard a new Director of Finance with skills and attributes vital to the Library's success.
5. Prepare for the next step in the Library's facility master plan by negotiating with community stakeholders for property and support.
6. Provide Trustee training for skills around meeting rules of order and procedures for public comment.
7. Lead all DCL Divisions to use volunteers as a means to save labor and engage the community. Each Division will demonstrate effective use of volunteerism through metrics, initiatives, and goals relevant to their work.
8. Foster cascading communication (communication toward clarity up and down the hierarchy of the Library) with the senior leadership team, management team, supervisors, and individual contributors. Accomplish this through multiple channels – meetings, town-hall opportunities, written communications, and conversations between supervisors and direct-reports via the performance feedback process.