

Douglas County Libraries
Wednesday, March 30, 2022
7:00 P.M.
Philip S. Miller Library, Castle Rock, CO

CALL TO ORDER Presiding: Dawn Vaughn, President

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

ATTENDANCE

PUBLIC COMMENTS

CONSENT AGENDA

[Page 5](#)

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

MOTION to approve Consent Agenda

1. Minutes February 23, 2022
2. Study Session Record February 23, 2022
3. Email Poll - Disposition of Gazebo at Philip S. Miller Library
4. 2022 Trustee Manual Updates

[Pages 6-10](#)

[Pages](#)

[11-12](#)

[Pages 13](#)

[Pages 14-32](#)

[Pages 33-98](#)

EXECUTIVE LIBRARY DIRECTOR UPDATE

DISTRICT BUSINESS

[Page 99](#)

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.

- Recognition of retiring trustees Ron Cole and Louise Wood [Pages 100-101](#)
MOTION to approve Resolutions



- Quarterly KPI Report - 2021 Annual Compilation
- Closure Policy
- **MOTION** to adopt updated Closure Policy
- Board Self Evaluation and Goals Discussion
- Board Bylaws Project Discussion

[Pages 102](#)

[Pages 103](#)

[Pages 104-107](#)

EXECUTIVE SESSION

Executive Library Director's Contract and Evaluation

Pursuant to C.R.S., Section 24-6-402(4)(e) and Section 24-6-402(4)(f), C.R.S., for the purposes of determining positions relative to matters that may be subject to negotiations, and discussing personnel matters related to the Executive Library Director's contract.

MOTION to enter Executive Session

RETURN TO OPEN MEETING

REPORTS

Partnership of Douglas County Governments

Douglas County Youth Initiative

Urban Libraries Council

Foundation

TRUSTEE COMMENTS

UPCOMING BOARD MEETINGS

1. **Board Executive Committee Meeting**: April 18, 2022, Castle Pines Library, 8:00 a.m.
2. **Board Study Session**: April 27, 2022, Highlands Ranch Library, 5:00 p.m. – 6:00 p.m.
3. **Board Regular Meeting**: April 27, 2022, Highlands Ranch Library, 7:00 p.m.
4. **Board Annual Retreat**: May 14, 2022, Highlands Ranch Library, 9:00 a.m. - 1:00 p.m.

OTHER BOARD CALENDAR ITEMS

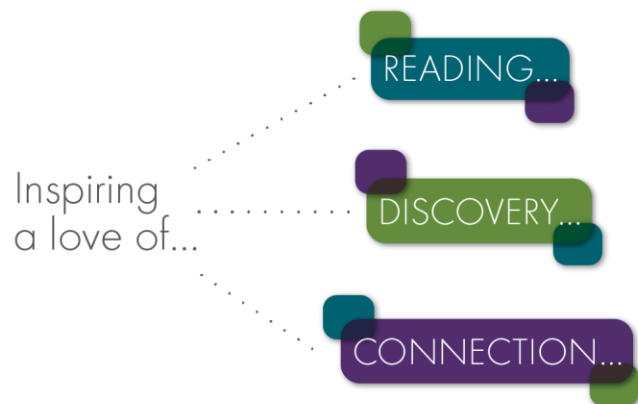
1. **Annual Volunteer Appreciation**: April 23, 2022, Highlands Ranch Library, Detective Dinner event (Invitations coming, RSVP required)
2. **Partnership of Douglas County Governments Meeting**: May 18, 2022, Douglas County Government, Douglas County Human Services, 7:00 a.m. - 9:30 a.m.

ADJOURN



Board of Trustees

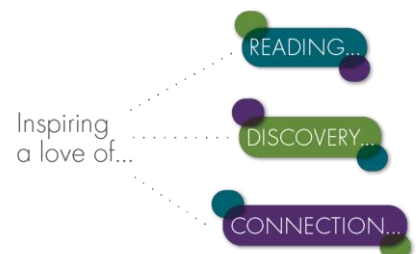
March 30, 2022



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

#	Item	
1.	Minutes	Minutes February 23, 2022
2.	Record	Study Session February 23, 2022
3.	Email Poll	Disposition of Gazebo at Philip S. Miller Library
4.	Trustee Manual	2022 Trustee Manual Updates

MOTION: I move to approve the Consent Agenda, consisting of minutes, February, 23, 2022, record Study Session, February 23, 2022, email poll - disposition of gazebo at Philip S. Miller Library, and 2022 Trustee Manual as presented.



DOUGLAS COUNTY LIBRARIES
Board of Trustees Annual Meeting
February 23, 2022
Lone Tree, CO

Interim President Vaughn called the annual meeting to order at 7:00 p.m.

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

The following were present:

TRUSTEES: Suzanne Burkholder, Jessica Burt, Daniel Danser, Rick LaPointe, Terry Nolan, Meghann Silverthorn, and Dawn Vaughn

All trustees were present. A quorum was present.

STAFF: Bob Pasicznyuk, Jill Corrente, Lisanna Parkhurst, and Patti Owen-DeLay

GUESTS: Susan Strebel Sperber, Special Counsel with Lewis Roca; Jeff Pittman, Project Manager with Fransen Pittman General Contractors; and Linda Glesne, General Counsel with Cockrel Ela Glesne Greher & Ruhland, P.C.

PUBLIC COMMENTS: None

CONSENT AGENDA

1.	Minutes – December 1, 2021	pgs. 7-10
2.	Minutes Special Meeting – December 1, 2021	pgs. 11-12
3.	Minutes Special Meeting – December 15, 2021	pgs. 13-14
4.	Trustee Appointments and Reappointment	page 15
5.	Notice of Annual Posting Location	page 16
6.	Budgeted Capital Expenditure – PC Replacements	page 17
7.	Request for Late Opening for Storybook Holiday at Parker on 3/27	page 18

MOTION 22-02-01: Vaughn moved and the motion carried unanimously to approve the consent agenda, including the December 1, 2021, meeting minutes, December 1, 2021, special meeting minutes, December 15, 2021, special meeting minutes, Board of County Commissioner Appointment Resolution #002-007, annual designation of Board Public Notice posting place, Budgeted Capital Expenditure for PC replacements, and late opening for Parker library Storybook Holiday 2022, as corrected noting that at the December 1, 2021, meeting Terry Nolan was in attendance, not Sean Duffy. Silverthorn seconded the motion.

EXECUTIVE LIBRARY DIRECTOR'S REPORT

Pasicznyuk stated that given the contract before the board, he kept his written report sparse. Pasicznyuk highlighted items coming in the March board report.

DISTRICT BUSINESS

Annual Meeting Elections and Appointments

Election of Officers

Board Structure

The board discussed whether they should keep the committee structure as is or make modifications.

MOTION 22-02-02: Vaughn moved and the motion carried unanimously to disband the Capital Planning and Personnel Committees, and that the Capital Planning Committee work would come to the full board, and the Personnel Committee work would be handled by the Executive Committee. Nolan seconded.

Approval of Ballot Process

The board discussed moving from nominating elections to a ballot election for board officers, as allowed by Colorado Open Meeting Law.

MOTION 22-02-03: Silverthorn moved and the motion passed unanimously that the voting for the 2022 annual elections of officers be done by ballot, using the ballot derived from the informal poll of interest done prior to the start of the meeting. Burkholder seconded the motion.

Confirmation of Ballot Slate

MOTION 22-02-04: Silverthorn moved and the motion passed unanimously to accept the 2022 ballot slate as presented. LaPointe seconded the motion.

The board completed its anonymous ballots. Owen-DeLay read the results into the record:
 President - Dawn Vaughn
 Vice-President - Suzanne Burkholder
 Treasurer - Rick LaPointe
 Secretary - Terry Nolan

Appointment of Representative Opportunities

Vaughn asked the current representatives to share information about what the opportunity entails before the appointment process.

Partnership of Douglas County Governments

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

MOTION 22-02-05: Danser moved and the motion carried unanimously to appoint Nolan as the 2022 board representative for the Partnership of Douglas County Governments. Burkholder seconded the motion.

Douglas County Youth Initiative

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

MOTION 22-02-06: Burkholder moved and the motion carried unanimously to appoint LaPointe as the 2022 board representative for the Douglas County Youth Initiative. Silverthorn seconded the motion.

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

Capital Planning Committee Report

Danser reported on the February meeting discussions of the PC budgeted capital expenditure and a review of the Castle Rock project.

Castle Rock Rebuild Project

Pasicznyuk stated that the board is at the point in the project requiring contract amendment updates and to confirm the Guaranteed Maximum Price (GMP). Pasicznyuk reviewed the project financial forecast to-date.

MOTION 22-02-07: Burkholder moved and the motion carried unanimously to approve the updated contract addendum with Fransen Pittman Contractors, which authorizes staff to proceed with the Castle Rock project as outlined in the design-build contract previously approved by the board. (Motion 21-01-05SP, Motion 21-02-10, and Motion 21-03-03). LaPointe seconded the motion.

Executive Committee Report

Vaughn shared that the committee talked about having two representatives from the board, instead of one, represent the library along with Pasicznyuk at the annual meeting with the Board of County Commissioners. The board president traditionally represents the board.

MOTION 22-02-08: Burkholder moved and the motion carried unanimously for Silverthorn to be the second board representative for the 2022 annual meeting with the Douglas County Board of County Commissioners. Danser seconded the motion.

Personnel Committee Report

Danser noted that due to the Executive Session, the Personnel Committee report is deferred to later in the meeting.

Partnership of Douglas County Governments (PDCG)

Pasicznyuk shared that the meeting was held at the Lone Tree library. Partners gave update reports and Douglas County presented on mental health initiatives.

Douglas County Youth Initiative (DCYI)

Burkholder shared that the Outstanding Youth Award (ages 13-19) is forthcoming, with nomination deadline of March 4 and ceremony on April 25. The next meeting is in March.

Urban Libraries Council (ULC)

ULC is an international association of libraries, offering a forum for leadership to share best practices and innovate.

Silverthorn is on the board of ULC, and shared highlights from the December 3, 2021, meeting in Washington D.C. The next meeting is April 8, 2022.

FOUNDATION REPORT (Vaughn)

Vaughn reported on the January annual meeting, stating 2022 focus is on board recruitment, support of annual fundraisers, Colorado Gives Day, and the endowment fund.

EXECUTIVE SESSION

Vaughn stated the reasons and statute citations for moving into Executive Session, asking for a motion.

MOTION 22-02-09: Vaughn moved and the motion carried unanimously that the board retire into Executive Session, pursuant to C.R.S., Section 24-6-402(4)(b) and Section 24-6-402(4)(e) and Section 24-6-402(4)(f), C.R.S., for the purposes of receiving legal advice on specific legal questions, determining positions relative to matters that may be subject to negotiations, and discussing personnel matters related to the Executive Library Director's contract and annual evaluation. The motion was seconded by Nolan.

RETURN TO OPEN SESSION

The board returned to open meeting at 9:35 p.m.

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

Hearing none, the board proceeded with discussion to amend the Executive Library Director's contract, making the following motion:

MOTION 22-02-10: Silverthorn moved and the motion carried unanimously instructing Special Counsel Susan Sperber to make changes discussed to the Executive Library Director's contract for action at the March meeting. Nolan seconded.

TRUSTEE COMMENTS

Vaughn commended the library district on the Alice in Wonderland event, citing another wonderful experience.

UPCOMING BOARD MEETINGS

1. **Capital Planning Committee Meeting**: Wednesday, March 9, 2022, Douglas County Libraries in Lone Tree, The Studio, 8 a.m.
2. **Personnel Committee Meeting**: Thursday, March 17, 2022, Douglas County Libraries in Castle Pines, 1st Floor Conference Room, 8 a.m.
3. **Executive Committee Meeting**: Monday, March 21, 2022, Douglas County Libraries in Castle Pines, 1st Floor Conference Room, 8 a.m.
4. **Board Meeting**: Wednesday, March 30, 2022, Douglas County Libraries in Castle Rock, Event Hall East, 7:00 p.m.
5. **Board Retreat**: Saturday, May 14, 2022, Douglas County Libraries in Highlands Ranch, Event Hall B, 9 a.m.-1 p.m.

OTHER BOARD CALENDAR ITEMS

1. **Partnership of Douglas County Governments Meeting**: Wednesday, March 16, 2022, Highlands Ranch Metro District, 7:30 a.m.-9:30 a.m.

ADJOURN

Vaughn adjourned the meeting at 9:38 p.m.

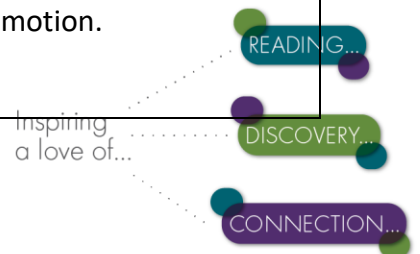
Respectfully submitted,

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

HELD	Date: February 23, 2022
	Time: 5:00 p.m. Vaughn called the meeting to order at 5:00 p.m.
	Location: Douglas County Libraries in Lone Tree, Event Hall
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: Interim President, Dawn Vaughn, Interim Vice-President Terry Nolan, Treasurer/Interim Secretary, Suzanne Burkholder, Trustees: Jessica Burt, Dan Danser, Rick LaPointe and Meghann Silverthorn Silverthorn arrived at 5:05 p.m. Danser arrived at 5:07 p.m. A quorum was present.
	Staff: Executive Library Director, Bob Pasicznyuk, and Executive & Culture Administrator, Patti Owen-DeLay, Lisanna Parkhurst, Admin Specialist, and Jill Corrente, Director Infrastructure Services
	Public: No public.
	Guests: Linda Glesne, General Counsel, Cockrel Ela Glesne Greher & Ruhland, P.C.

DISCUSSION ITEMS:

New General Counsel Introduction to the Board	
Executive Session for legal advice on: <ul style="list-style-type: none"> • Open Meeting Law • Committee Structure • Voting by ballot 	Per Colorado Open Meeting Law Pursuant to C.R.S., Section 24-6-402(4)(b) for the purposes of receiving legal advice on specific legal questions. MOTION 22-02-01: Vaughn moved and the motion carried unanimously to enter into Executive Session pursuant to C.R.S., Section 24-6-402(4)(b) for the purposes of receiving legal advice on specific legal questions. Nolan seconded the motion.
	RETURN TO OPEN SESSION



	<p>RETURN TO OPEN SESSION</p> <p>The board returned to open meeting at 6:27 p.m.</p> <p>Vaughn stated: For the record, if any person who participated in the Executive Session believes that any substantial discussion of any matters not included in the motion to go into the Executive Session occurred during the Executive Session, or that any improper action occurred during the Executive Session in violation of Colorado Open Meeting Law, I ask that you state your concerns for the record.</p> <p>Hearing none, Vaughn adjourned the meeting at 6:28 p.m.</p>
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ADJOURNMENT	The meeting was adjourned at: 6:28 p.m.
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Conducted by: Patti Owen-DeLay

Date(s) poll conducted: March 8 - March 9, 2022

Question: Do you approve the donation of the Philip S. Miller Library gazebo top to the Colorado Agricultural Leadership Foundation (CALF) at Lowell Ranch? The associated costs for the donation will be covered in the already approved Castle Rock rebuild project budget.

Suzanne Burkholder: YES No Abstain Could not be reached

Comments: This is a solid Goodwill effort in our community, managed in a financially responsible manner. Also an opportunity to add photographs for the archives documenting the history of the roof and dedication to the founders.

Jessica Burt: YES No Abstain Could not be reached

Comments:

Daniel Danser: YES No Abstain Could not be reached

Comments:

Rick LaPointe: YES No Abstain Could not be reached

Comments:

Terry Nolan: YES No Abstain Could not be reached

Comments:

Meghann Silverthorn: YES No Abstain Could not be reached

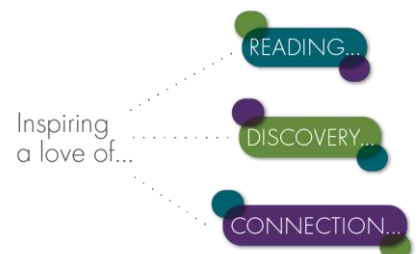
Comments:

Dawn Vaughn: YES No Abstain Could not be reached

Comments:

RATIFICATION DATE: _____

MOTION #: _____



DATE: March 30, 2022

AGENDA ITEM: Trustee Manual Updates

PERSON(S) RESPONSIBLE: Patti Owen-DeLay

EXECUTIVE SUMMARY: The Trustee Manual was in need of serious updating. Below follows a synopsis of updates made.

Being a Library Trustee section:

- Deleted statement on previous WRITR values as it is no longer relevant
- Updated the “checklist” to mesh with current practice and language
- Updated information on timing for regular and special meetings
- Added information on Study Sessions as a separate bullet point
- Revised the entire Committee section, updating it to current practice
- Updated responsibilities for Executive Committee, again, given current practice
- Executive Library Director - updated section to reflect current practice for contract and evaluation and removed all reference to the how of the performance and pay. Just left section as a general overview

Library Environment section

- Added Urban Libraries Council (ULC)

Libraries and Law

- Added hyperlink to Colorado Gift Law

Useful Resources

- Removed old links
- Added ALA - United for Libraries trustee site
- Added ULC - Urban Libraries Council

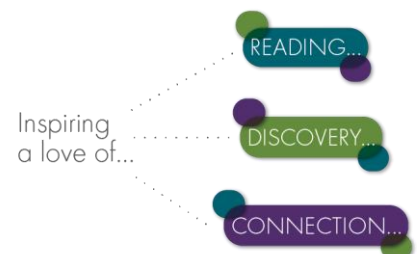
Entire Document

- Updated with current terms or language

FISCAL IMPACT: \$0

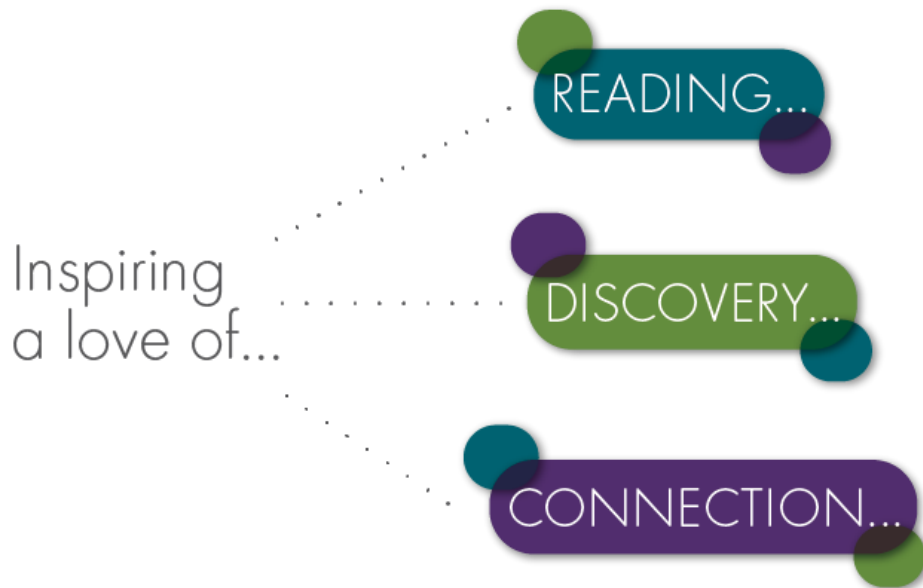
STAFF RECOMMENDATION: We recommend that the Board approve the update Trustee Manual to bring the manual back into a training and reference document.

MOTION: Not needed - included with Consent Agenda items and the Consent Agenda motion.





Board of Trustees
Manual **DRAFT**



Welcome to Douglas County Libraries (the District). We appreciate you volunteering your time and expertise to govern the District.

This manual is designed to assist you in carrying out your role as a Douglas County Libraries trustee.

You will note items referred to as “*REFERENCE DOCUMENT.*” These documents can be found in the appropriate folder on the Board SharePoint site, along with the electronic copy of this manual.

DCL Vision Statement

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

DCL Values

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

Planning

Planning is done on an annual basis. Every three to five years a Strategic Plan is adopted. Staff draft a plan working with input from the board and the community, looking at trends and demographics. Once goals and strategies are identified and adopted by the board, staff work on responses to meet those goals and strategies. Board and staff ensure that annual budgets align with the Strategic Plan.

REFERENCE DOCUMENT: 2022 Strategic Plan Summary (Strategic Plan Documents folder). 2022 Budget (Budget - Audit folder).

Library Board

The board consists of seven trustees (the Board). As an appointed member of the Board, trustees are collectively responsible for oversight of the District as outlined by [Colorado Library Law](#). Trustees are accountable to the taxpayers of Douglas County.

Current Board of Trustees

You can find current trustees on the District website at: <https://www.dcl.org/board/>

REFERENCE DOCUMENT: Internal Board Roster (Calendar and Contact Information folder).

New Trustee “Checklist”

1. **Getting You Started** – The Executive Administrator will work with you to get you started. This includes general “first” information, such as meeting dates, nametags, business cards, access cards, professional photos, and ensuring you have access to the Board SharePoint site, etc.

2. **Read Through This Trustee Manual – this will support your familiarity with both Board structure and the library world. Things you should come away knowing or knowing where to access:**
 - Type of board – appointed, governing board
 - Governance of the District – district, self-governing as defined by Colorado Library Law
 - Organization of the board – officers, standing committee(s)
 - Board meeting schedule

REFERENCE DOCUMENT: 2022 Board Meeting Calendar (Calendar & Contact Information folder).

 - Responsibilities and expectations
 - The District’s relationship to its statewide library system
 - The District’s relationship to the Colorado State Library
 - The District’s relationship to the national library associations like the American Library Association (ALA) and Urban Libraries Council (ULC)

3. **Tour the Libraries with the Executive Library Director (ELD) and Meet with Members of the Senior Leadership Team to:**
 - Get to know the ELD and Senior Leadership Team
 - Develop an understanding of the District in physical terms of locations of libraries
 - Begin to become conversant with the Strategic Plan goals and district philosophies
 - Understand funding, budget forecasts, financing and capital planning
 - Understand the structure of the library and breadth of service

4. **Governing Role and Responsibility**

The ELD is the sole employee of the Board, and is the only employee accountable to the Board. In a governance model, the Board collaborates with the ELD to engage in generative inquiry, strategic discussion, policy setting, and fiduciary oversight. The ELD uses this collaborated vision, direction, policy and strategic plan to lead the organization.

 - Three Hats of a Board Member
 - Three Modes of Governance: 1. Generative, 2. Strategic, 3. Fiduciary

THE THREE HATS OF A BOARD MEMBER¹

- **Governance Hat** – Worn only when the full Board meets, proper notice has been given, and a quorum is present.
- **Implementation Hat** – Worn only when the Board gives one or more Board members authority to implement a Board action or policy.
- **Volunteer Hat** – Worn at all other times, when Board members are involved with organizational activities as volunteers.

Problems arise when Board members and/or staff members confuse these hats or when Board members assume that individual and collective Board responsibilities are interchangeable. They are not. Much of the confusion has to do with authority. The following should help you distinguish between the three hats of Board members:

- **Governance Hat** – The Board is the ultimate legal and moral authority for the nonprofit corporation. The government authorizes the Board to be accountable to the public for running the organization. An individual Board member has no authority in governance. Governance is always group action.
- **Implementation Hat** – Occasionally the Board delegates one or more of its members to act in its behalf. This is the case when a committee has been formed to carry out specifically defined functions. Or, the Board may ask individuals to represent its interests with another group. Such authority is not automatic just because a person is a Board member. It depends on the Board having delegated its authority through bylaws or by acting by resolution in an official meeting.
- **Volunteer Hat** – As a volunteer, a Board member has no individual authority simply by virtue of his or her position on the Board. When wearing a volunteer hat, the Board member is accountable, in the same way a non-board volunteer would be, to another person such as the CEO, volunteer coordinator, another staff member, a task force chair, etc. Activities might include making fundraising calls, visiting legislators, consulting with the CEO on an area of special expertise, etc.

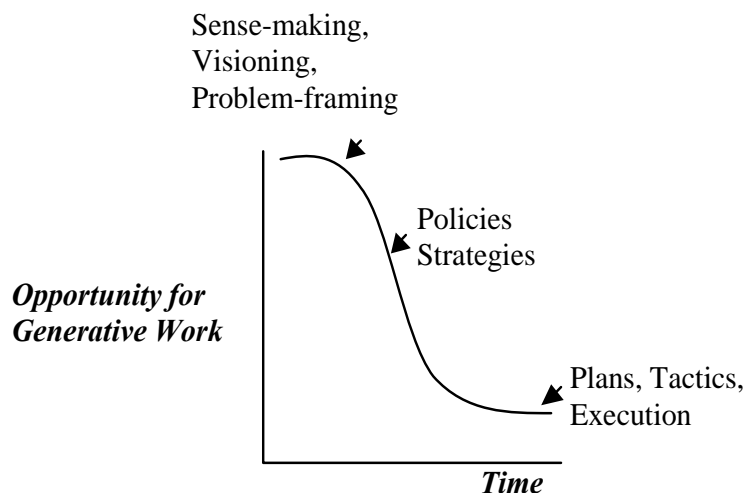
The most misunderstood and abused principle of governance is the requirement for group action. The CEO and staff can't serve two, or 20, masters. Full boards set policy, not individual board members who feel strongly about something and voice opinions to the CEO. Board and staff members must understand and operate consistent with this principle. Otherwise, confusion and conflict reign and board and staff effectiveness is diminished.

¹ For more information about responsibilities of boards and board members, contact Michael Chulada, Consultant, at 530.304.9903 or chulada.associates@yahoo.com.

CHARACTERISTICS OF THREE MODES OF GOVERNANCE¹

Characteristic	Generative	Strategic	Fiduciary
Board's Central Purpose	Source of leadership for the organization	Strategic partnership with management	Stewardship of tangible assets
Board's Core Work	Creative: discern problems, engage in sense-making	Analytical: shape strategy, review performance	Technical: Oversee operations, ensure accountability
Board's Principal Role	Sense-maker	Strategist	Sentinel
Key Question	What's the question?	What's the plan?	What's wrong?
Problems Are to Be	Framed	Solved	Spotted

The Generative Curve



Opportunity to influence generative work declines as issues are framed and converted into strategies, plans, and actions.

¹For more information about nonprofit board governance, contact Michael Chulada, Consultant, at 530.304.9903 or chulada.associates@yahoo.com.

For more on your role and responsibilities see the Douglas County Libraries Bylaws available on SharePoint. *REFERENCE DOCUMENT: Bylaws & Policies "Combined 02_24_21" (Bylaws & Policies folder).*

Intellectual Freedom: The Board plays an important role in safeguarding the intellectual liberty of the public and is the protector for freedom of access. Trustees must recognize the right of patrons to question any Board action or any District holding and must be prepared to explain and defend the policies of the District. *(See Bylaws & Policies – Access Policy)*

Patron Confidentiality: Patron confidentiality is required under the State of Colorado statutes (CRS 24-90-119). Patron information, records, book or material requests, or borrowing records are private and, under the District Access Policies, disclosure of this information is prohibited unless waived by the patron or compelled by law. *(See Bylaws & Policies – Access Policy)*

5. Trustees' Duties

Regular and Special Meetings: Trustees are expected to attend all regular and special meetings of the Board of Trustees. The regular Board meetings are held the last Wednesday of each month (excluding July and November) starting at 7 p.m. All meetings are public and noticed.

Board Packets and Reports: Monthly, in advance of the Board meeting, trustees will receive notice that the monthly board packet is uploaded and available. Currently these packets are accessed through SharePoint. *REFERENCE DOCUMENT: Board Regular & Special Meeting Packets (1. Meetings folder).*

Packet information includes: agenda for the meeting, consent agenda (previous board minutes for approval at this meeting and other general, recurring action items), business action items, strategic report, and other documents as needed.

Trustees are expected to come to the meeting having reviewed the board packet and ready to engage with action items.

Study Sessions: Study sessions are scheduled most months and precede the regular Board meetings. Study sessions are for learning and discussion about topics relevant to the library, or that will come to the Board for action.

Committee Work: Committee meetings with three members are public meetings. Accordingly, committee meetings are noticed and open to the public; however, there is no public comment portion of the meeting.

Currently the Board only has one standing committee, the Executive Committee. The Executive Committee is named in the bylaws as the Board President, Vice-President, and Treasurer.

Executive Committee

The Executive Committee works directly with the ELD on:

- Financial oversight. Reviews the draft budget; recommends adoption of the yearly budget; recommends auditor; reviews investments; and recommends policy for monetary issues. *REFERENCE DOCUMENT: 2020 Annual Financial Report - Audit (Budget - Audit folder).*
- Advises and offers perspective to the ELD on issues of District-level strategy and planning.
- Personnel matters. Oversees the ELD's annual performance and contract or termination of employment; reviews and recommends changes to human resources policies, District-wide merit increases, and changes to employee benefits plans.
- Bylaws and policies. Working with staff, makes recommendations for policy changes and revisions to the bylaws and policies.

Representative Opportunities: The Board has identified the below representative opportunities. These opportunities are volunteer with one Board representative, and offered as a way to keep the Board engaged in areas relevant to their governance role.

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

Library Visits/Use: To maintain a clear idea of how the District is responding to the needs of the community, adhering to Board policy, and fulfilling the adopted vision, trustees should visit and use the District.

Douglas County Libraries Foundation: As a trustee, you are in a unique position to support the work of the Foundation. Three keys areas of support:

1. Outreach: Through representing the District in the community, the trustee becomes a conduit for bringing the community and the District together.
2. Fundraising: The trustee should support fundraising goals of the Foundation and represent to the community the opportunities for long-term donations, endowment, etc.
3. Donor Relations: Trustees should be aware of overall donor relations and encourage donors to foster an appreciation for their support of the District.

Training Opportunities and Support: Trustees are encouraged to join professional library organizations; attend local, state and national conferences; participate in workshops and

seminars dealing with changing community and new trends in the professional library world. Trustees are also welcome to attend in-service training through the District to become better acquainted with library operations.

Board Evaluation and Accountability: Annually, the trustees individually and collectively evaluate their performance and adopt a plan of action to enhance future performance and growth. These activities enable trustees to assess whether they are still committed to the District vision and want to continue in their role as a trustee, and encourage identification of resources or skills that would enhance their performance. They also allow the Board to ensure that it is working effectively and being a responsible advocate to both the District and community.

REFERENCE DOCUMENT: Trustee Evaluation Tool (Trustee Evaluation Tools folder).

Terms and Reappointment: Terms are three years, ending on December 31. After serving an initial term, a trustee is eligible for reappointment in accordance with the provisions of Colorado Library Law. No trustee shall serve more than four (4) consecutive full terms in addition to completing any unexpired term. A former trustee may reapply to serve again on the Board at least one year after completion of their last consecutive term.

Ethics²: As a member of the library Board, I will:

- Listen carefully to the Board members who are my teammates;
- Respect the opinion of other Board members;
- Respect and support the majority decision of the Board;
- Recognize that all authority is vested in the Board when it meets in legal session and not with individual Board members;
- Keep well-informed of developments that are relevant to issues that may come before the Board;
- Participate actively in Board meetings and actions;
- Call to the attention of the Board any issues that may have an adverse effect on the library;
- Interpret the needs of the community to the library and interpret the actions of the library to the community;
- Refer complaints about the library to the ELD;
- Recognize that the Board member's job is to ensure that the library is well-managed, not to manage the library;
- Vote to hire the best possible person to manage the District;
- Represent the whole community to the library and not a particular area or group;
- Do my best to ensure that the library is well maintained, financially secure, growing, and always operating in the best interests of the community;
- Always work to learn more about the Board member's job and how to do the job better;

- Declare any conflicts of interest between my personal life and my position on the Board, recuse myself from voting on and leave the room during discussion of issues that represent a conflict of interest.

As a member of the library Board, I will not:

- Be critical, in or outside of Board meetings, of fellow Board members or their opinions;
- Use any part of the library for my personal advantage or the personal advantage of my friends or relatives;
- Discuss the confidential proceedings of the Board outside of Board meetings;
- Promise prior to a meeting how I will vote on any issue in the meeting;
- Interfere with the duties of the ELD or undermine the Director's authority.

²Compiled by the Indiana State Library for their Trustee Manual, "In Public Trust," modified and used here with their permission.

Additional reference on Ethics and Governance can be found in the "Golden Rules" for Trustees found in the Colorado Public Library Board & Trustee Pocket Handbook (<https://www.cde.state.co.us/cdelib/librarydevelopment/publiclibraries/trusteehandbook>).

Executive Library Director (ELD): The Board enters into contract with the ELD.

To renew the ELD's contract, the Executive Committee or its appointed body begins the process by discussing with the full Board whether or not they want to renew the contract. The Board can adopt a new contract with a new term, or work with legal counsel to modify the contract, or seek to hire a new ELD.

The ELD is reviewed as defined by procedure developed by Executive Committee or its appointed body or as stated in the contract.

The Board may enter into Executive Session to discuss the Director's contract and/or performance. Though action not initiated by the contract must happen in open Board meeting.

REFERENCE DOCUMENT: Executive Library Director's Contract (Library Directors Contract & Appraisal folder).

Trustees are encouraged to affiliate with professional organizations for both ongoing professional development and library world information. Costs incurred in joining these professional organizations and/or attending conferences are covered as the District budget permits. Most memberships include an association journal or magazine.

The American Library Association (ALA)

The ALA is the largest library association in the world, providing association information, news, events and advocacy resources for members, libraries and library users. The ALA holds an annual conference and ongoing association conferences each year. The website can be accessed at <https://www.ala.org/>. The ALA has a professional journal, *American Libraries*, that can be accessed online from the website.

Public Library Association (PLA)

The PLA is one of the largest associations within the ALA. Founded in 1944, it is a member-driven organization that supports those interested in the advancement of public libraries. The PLA website can be accessed at <https://www.ala.org/pla/>. *Public Libraries* is the professional periodical published by the PLA. In addition to a biannual national conference focused on public libraries, PLA offers workshops and online learning opportunities.

Colorado Association of Libraries (CAL)

The CAL is a statewide organization focused on providing support to all libraries in Colorado (academic, public, school and special) as well as groups with interest in libraries (such as trustees, friends or volunteers). CAL hosts many workshops throughout the year as well as an annual conference. The CAL website can be accessed at <https://www.cal-webs.org/>.

CAL Legislative Committee: The Legislative Committee is charged with monitoring and recommending legislation and reviewing recommendations from the lobbyists who are contracted to work with the association.

Political Action Committee (PAC): The PAC is an independent entity dedicated to raising and distributing money for library advocacy. The PAC hosts a yearly fundraiser as part of the CAL conference. Donations are accepted and appreciated at any time.

Colorado State Library (CSL)

As a government agency, the CSL is an office of the Colorado Department of Education supporting library development (the creation of new library service areas, setting service boundaries, and offering continuing education on library development issues) and resource sharing. The CSL website can be accessed at <http://www.cde.state.co.us/cdelib/>.

Colorado Library Consortium (CLiC): The CLiC is a statewide library system that manages the Colorado Library Courier, cooperative purchasing agreements; participates in library leadership and

development; and provides continuing education, consulting services, and training. The CLIC can be accessed at <https://www.clicweb.org/>.

Library Research Service (LRS): The LRS generates library statistics and research for library and education professionals, public officials, and the media. LRS reports and analyzes statistics on school, public, and academic libraries, and conducts studies on major library issues that are reported in the Fast Facts and Closer Look series. Topics of continuing interest to LRS and its clients are the impact of school librarians on student achievement, public libraries and the use of web technologies, and the changing library workforce.

LRS is an office of the Colorado State Library, which is a unit of the Colorado Department of Education. Additionally, LRS works in partnership with the Library and Information Science program at University of Denver's Morgridge College of Education to offer research fellowships to current MLIS students.

The LRS can be accessed at <https://www.lrs.org/>.

The Urban Libraries Council (ULC)

The ULC is an innovation and action tank of North America's leading public library systems. ULC drives cutting-edge research and strategic partnerships to elevate the power of libraries as essential, transformative institutions for the 21st century. They identify significant challenges facing today's communities and develop new tools and techniques to help libraries achieve stronger outcomes in education, workforce and economic development, digital equity, and race and social equity.

Library Law

The District was formed under and is governed by Colorado Library Law sections 24-90-101et seq. C.R.S. <http://www.cde.state.co.us/cdelib/librarylaw/index>.

24-90-102. Legislative declaration. The general assembly hereby declares that it is the policy of this state, as a part of its provision for public education, to promote the establishment and development of all types of publicly-supported free library service throughout the state to ensure equal access to information without regard to age, physical or mental health, place of residence, or economic status, to aid in the establishment and improvement of library programs, to improve and update the skills of persons employed in libraries through continuing education activities, and to promote and coordinate the sharing of resources among libraries in Colorado and the dissemination of information regarding the availability of library services.

(5.5) "Library" means an entity that provides: -2- August 5, 2009 (a) An organized collection of printed or other resources or a combination of such resources; (b) Paid staff; (c) An established schedule in which services of the staff are available to its clientele; and (d) The facilities necessary to support such collection, staff, and schedule.

The Board of a Public Library has specific legislative 24-90-109 that it is important for you to be aware of. Our structure, bylaws and policies all support this legal declaration.

Open Records and Open Meeting Law

As a public entity, the District falls under Colorado Open Records Act (CORA) and Colorado Open Meetings Law (Sunshine Law).

CORA: The Colorado Open Records Act requires that most public records be open to the public upon request. This would include minutes of meetings, email correspondence and operational documents such as the District budget. https://www.sos.state.co.us/pubs/info_center/cora.html

Sunshine Law:

<http://www.cde.state.co.us/sites/default/files/documents/cdechart/guidebook/gov/pdf/openmeetings--legcouncildef.pdf>

General Meetings: Any meeting of the Board of Trustees where business is conducted and/or formal action is taken OR when three trustees attend is considered an open meeting, and a public notice must be posted at least 24 hours prior to the meeting taking place. This includes regular board meetings, the board lunch, study sessions, email communication, and committee meetings. Minutes of meetings where business may be conducted must be taken and available as a public record. This would include all regular and special meetings, and committee meetings where more than three board members are in attendance. The only

exception to the “open meeting” is for purposes allowed in Executive Session as allowed by law.

Executive Session: Executive Session can be entered into at an open meeting by stating the Colorado Revised Statute allowing the session with a vote, where two-thirds majority of the board is in favor. Minutes of Executive Session must be taken and approved, but are not open public record. We “take minutes” by recording the Executive Session. After 90 days, if the minutes have not been compelled for review by a court order, they can be destroyed. Purposes for which Executive Session are permitted would include discussion of matters required by law to be confidential; legal advice; purchase, sale or lease of any real or personal property; and personnel matters.

Investment Law

The current Colorado Funds Legal Investment Law as it pertains to libraries follows.

All investments and deposits shall be made in accordance with the following Colorado Revised Statutes:
[Colorado Revised Statutes](#)

- 11-10.5-101, et seq., Public Deposit Protection Act
- 15-1-304, Standard for Investment
- 24-75-601, et seq., Funds – Legal Investments
- 24-75-701, et seq., Investments Funds – Local Government Pooling

Own Taxing Authority: The District is its own taxing authority and considered a political subdivision (similar to a special district) of the state.

Key Financial Responsibilities: Board key financial responsibilities include submission of an annual budget, to cause an annual audit of financial records to be performed, and to serve as custodian for real and personal property of the district.

Investment of Public Funds: Investment of public funds is limited to very specific types of financial instruments with fixed rates of return.

See the District Policies manual under Administration for the Investment and Cash Management policy.

Special District Association of Colorado (SDAC)

The SDAC is a statewide membership organization created in 1975 to serve the interests of the special-district form of local government in Colorado. Special districts fill a vital role in providing many of the basic services and public needs of the people of Colorado, including fire and rescue services, water and wastewater treatment and delivery, parks and recreation amenities, hospitals, libraries, and cemeteries.

SDAC has over 1,500 special district members and 230 associate members. SDAC associate members include attorneys, accountants, investment advisors, engineers, management companies, and other consultants. These knowledgeable professionals provide information for the operation and development of special districts in Colorado.

The SDAC was organized to provide better communication, research, legislative input, administrative support, and educational opportunities for member districts. SDAC exists to help special districts serve the public in the most efficient and economical manner possible. The SDAC advocates on behalf of special districts before the Colorado General Assembly. The SDAC can be accessed at <https://www.sdaco.org/>.

Where Colorado Library Law doesn't address a matter, Douglas County Libraries uses Colorado Special District Law as a guideline.

TABOR

The TABOR Act (39-22-20 C.R.S.) is legislation that imposed revenue and spending limits, notification requirements, and mandated savings on public agencies.

1996 "de-Brucing" Vote: The 1996 "de-Brucing" vote exempted Douglas County Libraries from the revenue spending limits of the TABOR Act.

Reserves: TABOR mandates that the District keep 3% of revenue in reserves.

Election Notification: TABOR requires mail notification to all registered District voters regarding any proposed new tax increase.

No New Taxes: The District is not able to assess new taxes and/or incur long-term debt without voter approval.

Internet Protection

Effective December 31, 2004, all Colorado libraries are required by State law to adopt and implement a policy of Internet Safety for minors that includes the operation of technology protection measures for each computer operated by the public library that allows for access to the internet by a minor. The law requires the blocking of graphic images. The District Internet Protection policy is in the District Policies manual under Access Policy.

Accepting Gifts

The Board and District employees shall observe the ethical standards with regard to accepting gifts, as derived by [Colorado Gift Law](#) (24-18-104, C.R.S.) as may be amended from time to time.

Trustees and staff are not allowed to accept gifts with a fair market value of \$53.00 or more as allowed by statute.

Douglas County Board of County Commissioner Resolutions

The Douglas County Board of County Commissioners created the Douglas Public Library District (DPLD) by resolution in November of 1990.

By Colorado Library Law, the Board of County Commissioners has authority to appoint trustees to the library board. From 2001 until 2013, the Board of County Commissioners allowed the library board to recommend new trustees and to manage the trustee interview process. In 2013 the Board of County Commissioners took back the process of selecting new trustees.

Resolutions by the Board of County Commissioners (BOCC) pertinent to the District include:

- R-990-149 Establishing Douglas Public Library District
- R-990-150 Appointing BOCC Committee to appoint initial Library Board
- R-001-141 Changing the term of library trustees from five years to three years
- R-001-048 Amending R-990-149 allowing the library board to recommend new trustees
- R-013-037 Rescinding R-001-048 making BOCC responsible for all library trustee appointments
 - Commissioner letter announcing Code of Conduct for Board members (2/10/2011)
 - Code of Conduct, Policy 2.7 and Policy 2.8
 - Commissioner letter announcing new board appointment process (6/24/2013)
 - Commissioner letter announcing new board appointment process (8/14/2013)

Useful Electronic Resources

American Library Association (ALA)

<https://www.ala.org/>

ALA – advocacy page <https://www.ala.org/pla/advocacy>

ALA – United for Libraries page <https://www.ala.org/united/>

Colorado Association of Libraries (CAL)

<https://www.cal-webs.org/>

CAL – trustees and friends division page

<https://www.cal-webs.org/?page=TrusteesFriends>

Colorado Library Consortium (CLiC)

<https://www.clicweb.org/>

Colorado Library Law

<http://www.cde.state.co.us/cdelib/librarylaw/index>

Colorado (Sunshine) Open Meetings Law

<http://www.cde.state.co.us/sites/default/files/documents/cdechart/guidebook/gov/pdf/openmeetings--legcouncildef.pdf>

Colorado Open Records Act

https://www.sos.state.co.us/pubs/info_center/cora.html

Colorado Revised Statutes – for the latest and most up-to-date versions of laws affecting libraries: <https://www.lexisnexis.com/hottopics/colorado/> Colorado Library Law is under CRS 24-90-100 et. seq.)

Colorado State Library (CSL)

<http://www.cde.state.co.us/cdelib/>

CSL – Colorado Library Law – a good page of useful legal reference and information

<http://www.cde.state.co.us/cdelib/LibraryLaw/Index.htm>

CSL – Colorado Public Library Board & Trustees Pocket Handbook – Golden Rules

<http://www.cde.state.co.us/sites/default/files/documents/cdelib/librarydevelopment/publiclibraries/download/pdf/pockethandbookcondensedformat.pdf>

CSL – Library Research Services

<https://www.lrs.org/>

CSL - Board and Trustee Information

<https://www.cde.state.co.us/cdelib/librarydevelopment/publiclibraries/index>

Public Library Association (PLA)

<https://www.ala.org/pla/>

PLA – public library use

<https://www.ala.org/tools/libfactsheets/alalibraryfactsheet06>

Special District Association of Colorado (SDAC)

<https://www.sdaco.org/>

Urban Libraries Council (ULC)

<https://www.urbanlibraries.org/>

Executive Library Director's Report

Bob Pasicznyuk

March 2022

Community Context

Please find [Lewandowski presentation](#) about Castle Rock's economic outlook.

Business Plan, Operations, and Strategy

COVID and Business Continuity. Until this month, health department guidance recommended staff quarantine at home after being exposed to COVID in meetings or programs at work. The Library has now instituted a "test to stay" program. In *test to stay*, staff used tests provided by the library to determine their status and whether they are able to return to work or need to remain at home due to infection.

Castle Rock Building Program

- Signs and parking striping are scheduled in advance of fence installation on April 25.
- Ground-breaking is scheduled for Monday, May 2, 2022.
- Customary property easements requiring Board approval are in progress for later meetings.

Workplan Highlights

- Staff begin quarterly performance feedback check-ins April 1.
- This next month, the Library is recruiting for summer, temporary staff.
- DCL just finished our annual *Battle of the Books* work with area schools and debriefing the experience for any course corrections next year.

Mandates, Impacts, and Business Risks

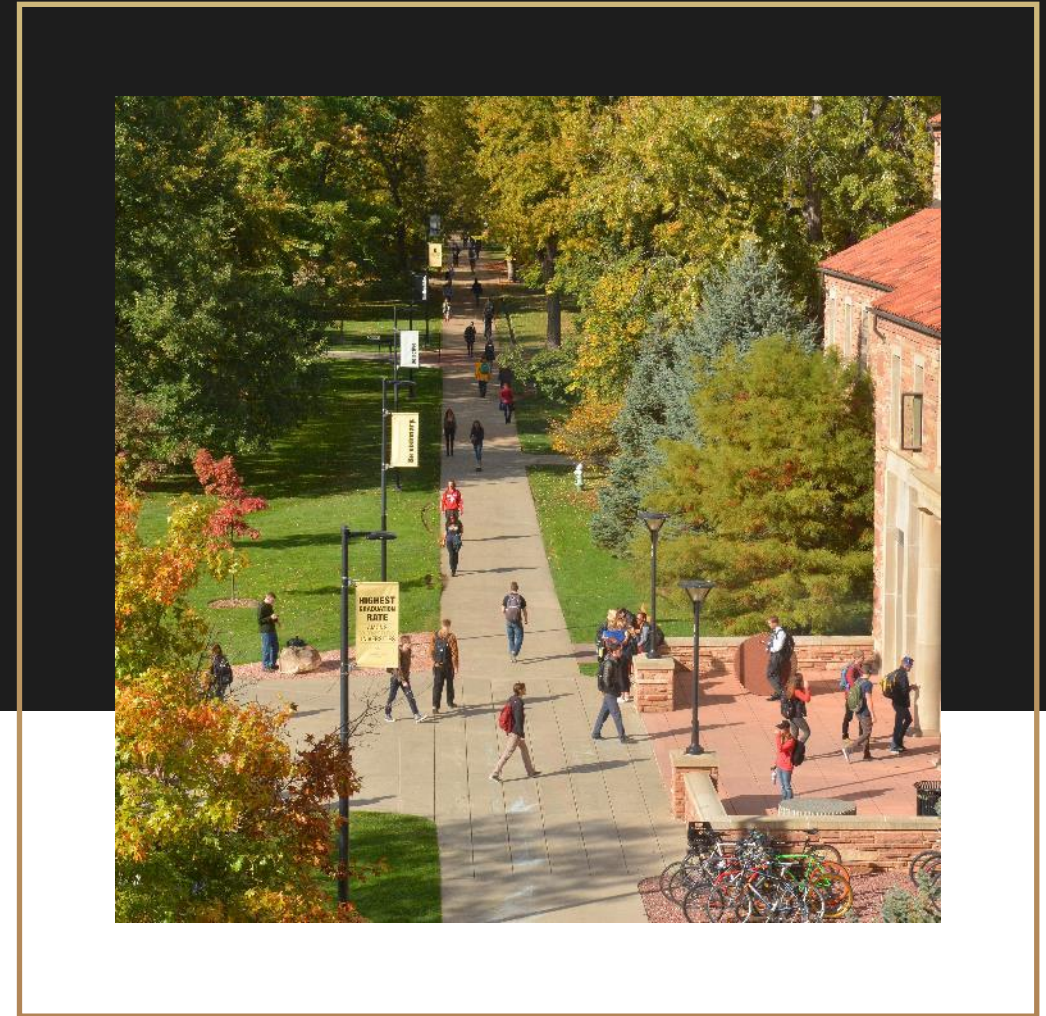
- [Colorado SB22-004](#): A bill to require Colorado schools and libraries support, train, implement, and report on a curriculum known as the *Science of Reading*. The Colorado Association of Libraries is working to remove the bill's library stipulations as unfunded mandates, not appropriate training for all librarians, and not a fit for all libraries.
- [Unionization Efforts](#): No Number: Legislation negotiations to require that government workers receive collective bargaining rights (Colorado Politics, March 2022). The Colorado Municipal League and Special District Association are opposing this legislation. Drafts have passed between the legislature and Governor with no assured outcome. Also [American Libraries, March 2022](#).
- The social justice shift continues in libraries: A Colorado Librarian filed state and federal discrimination complaints against the High Plains Library District contending that she was terminated for advocacy around LGBTQ programming ([Denver Post 02/05/2022](#)).

Professional Trends and Analysis

In 2021, our Library adopted a different set of [Key Performance Indicators/KPI](#). Most libraries monitor transactions as an apologetic for funding from their municipal sponsors. Few use the information to make business decisions. Now, we're monitoring five: Brand awareness (external customer), Traffic, Market Use, Community Engagement, and Internal Satisfaction (staff). This quarter's KPI shows continued softness in facility visits as compared with our Library's pre-COVID experience. Our 2022 workplan anticipated the need to beckon customers back to the Library. This past quarter was the first time we used an internal net promoter score to determine staff satisfaction. 2022 will be a year to set benchmarks and gain understanding with that metrics having no yardstick to tell if we're up, down, or static. (See KPI under District Business)

Castle Rock EDC

2022 Colorado Economic Outlook

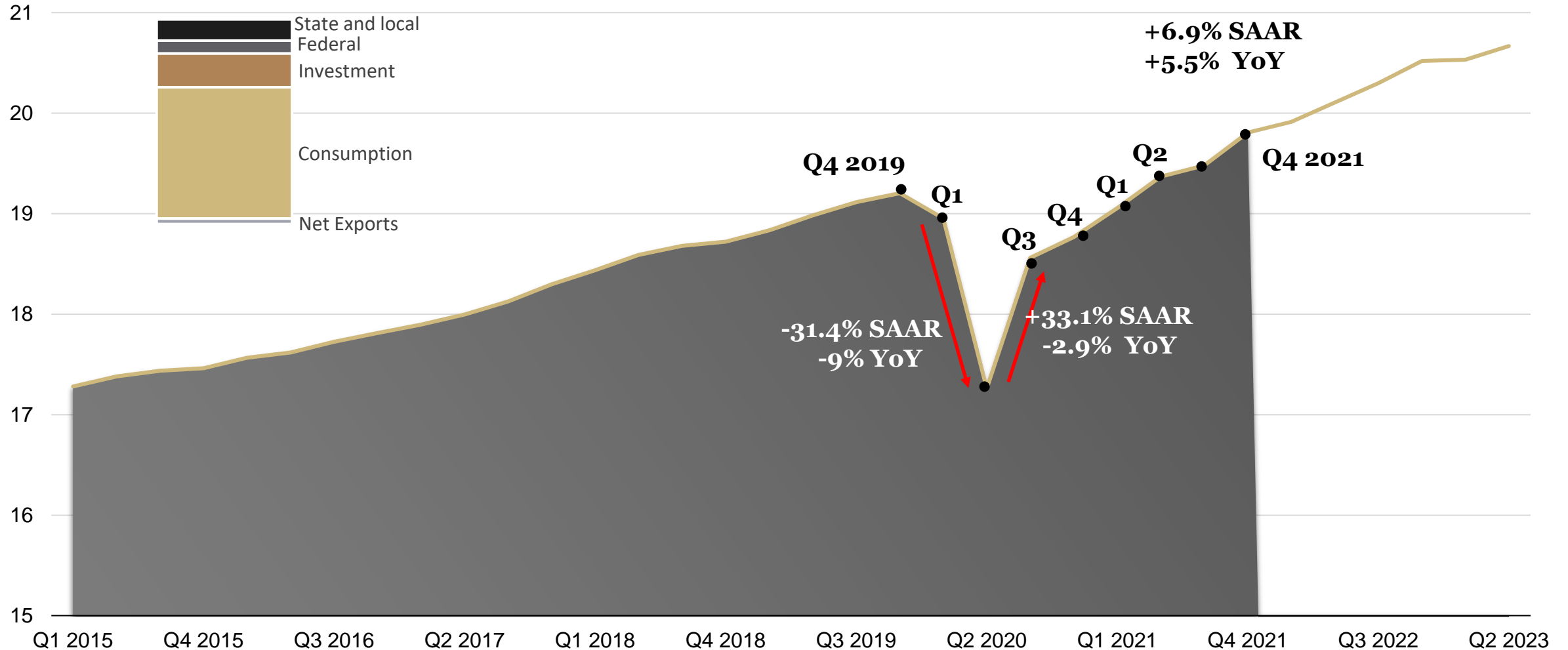


Brian Lewandowski
Executive Director
Business Research Division
University of Colorado Boulder



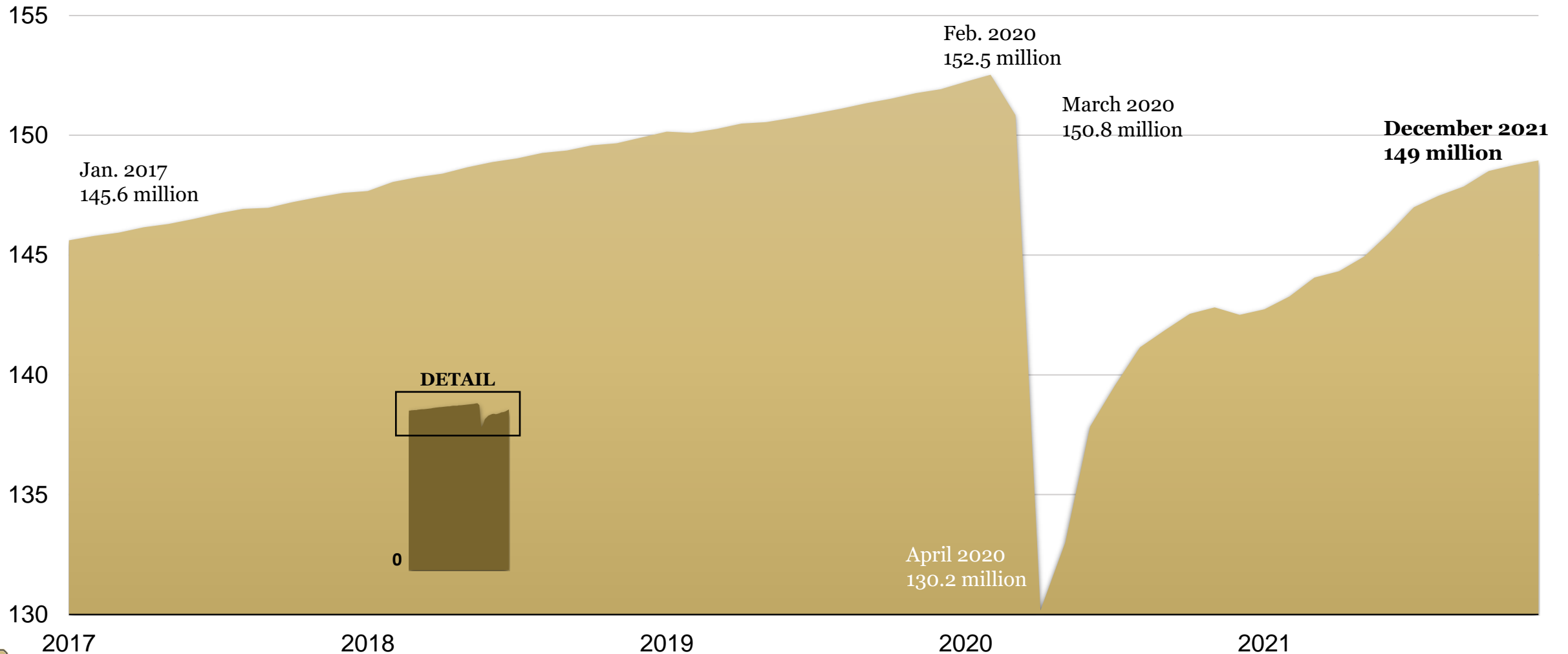
U.S. Real GDP

U.S. Quarterly GDP, \$ Trillions



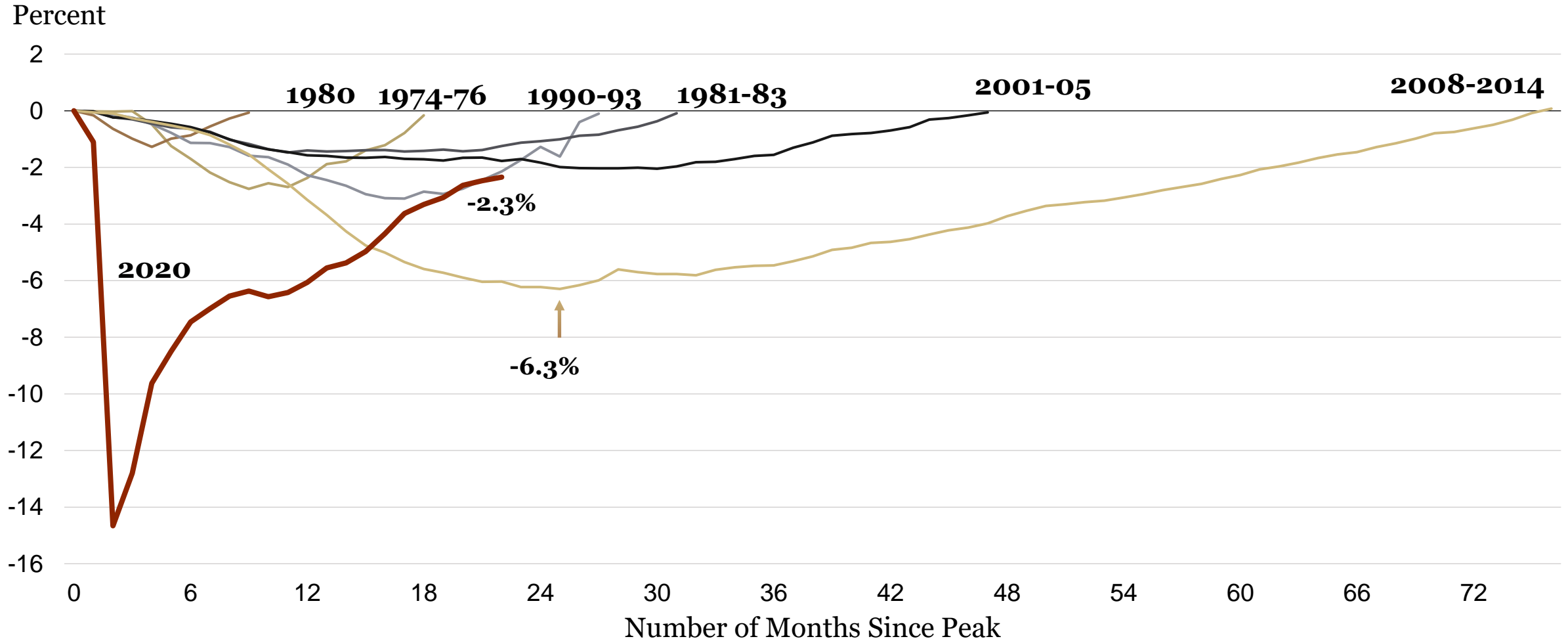
U.S. Nonfarm Employment

U.S. Nonfarm Employment, Monthly, Millions of Jobs



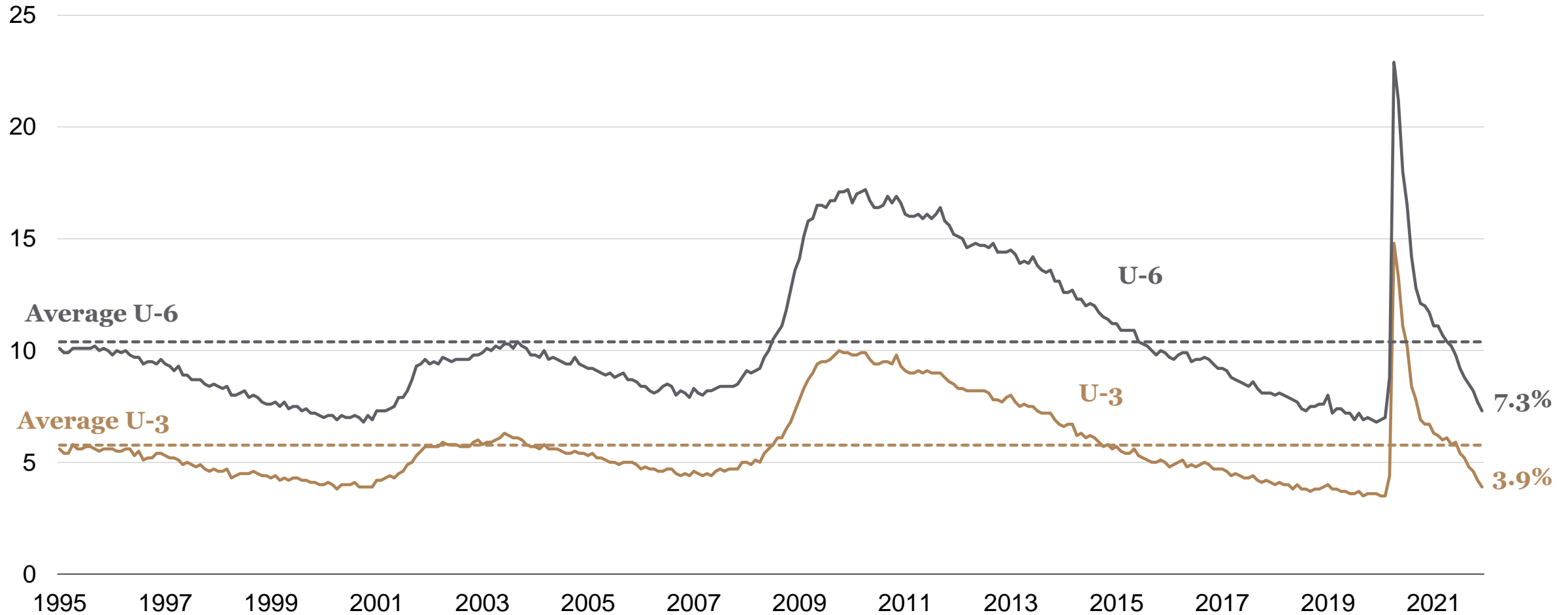
Months to Recovery from Recessions

U.S. Nonfarm Employment, Number of Months Since Recession Peak



National Unemployment

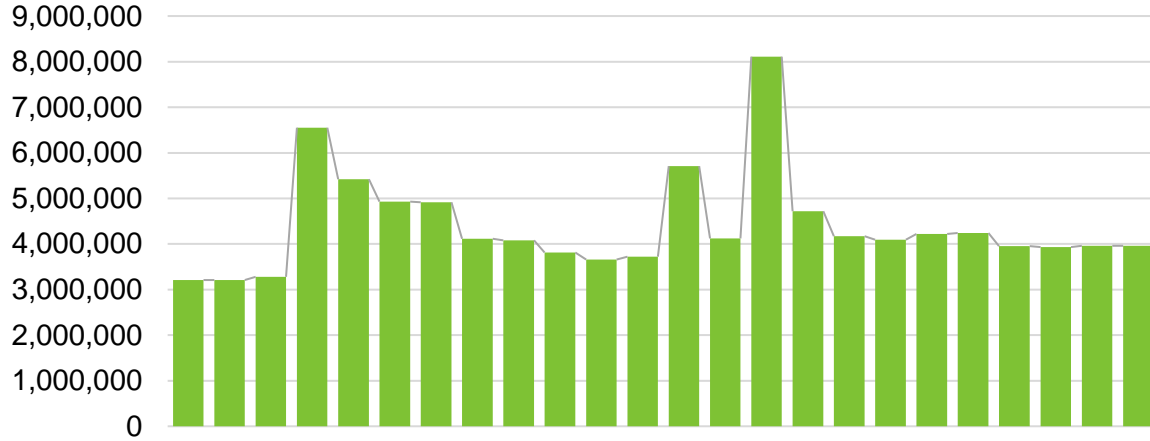
U.S. Unemployment Rate, Monthly



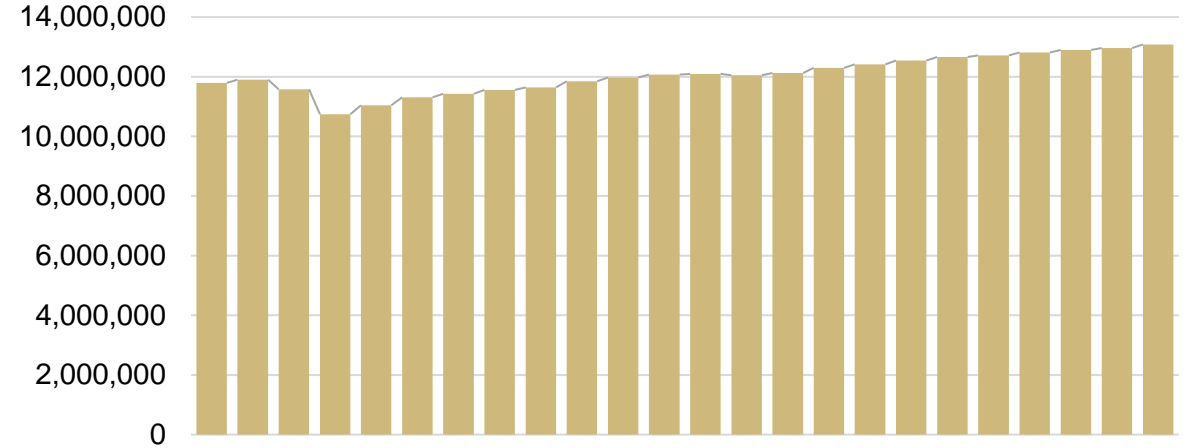
National Personal Income

U.S. Personal Income, Monthly, \$ Millions, Seasonally Adjusted Annual Rate

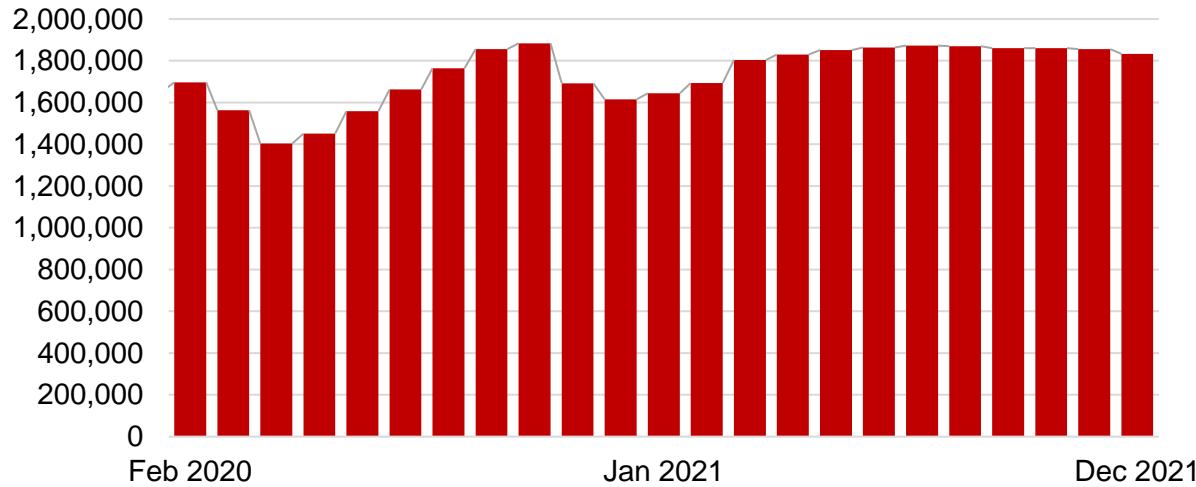
Transfer Receipts



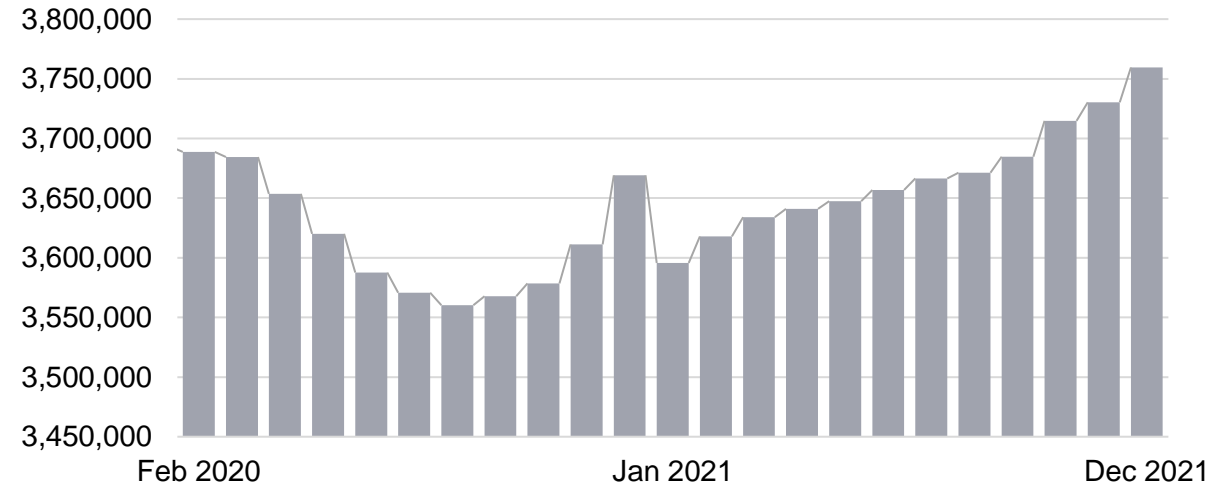
Employee Compensation



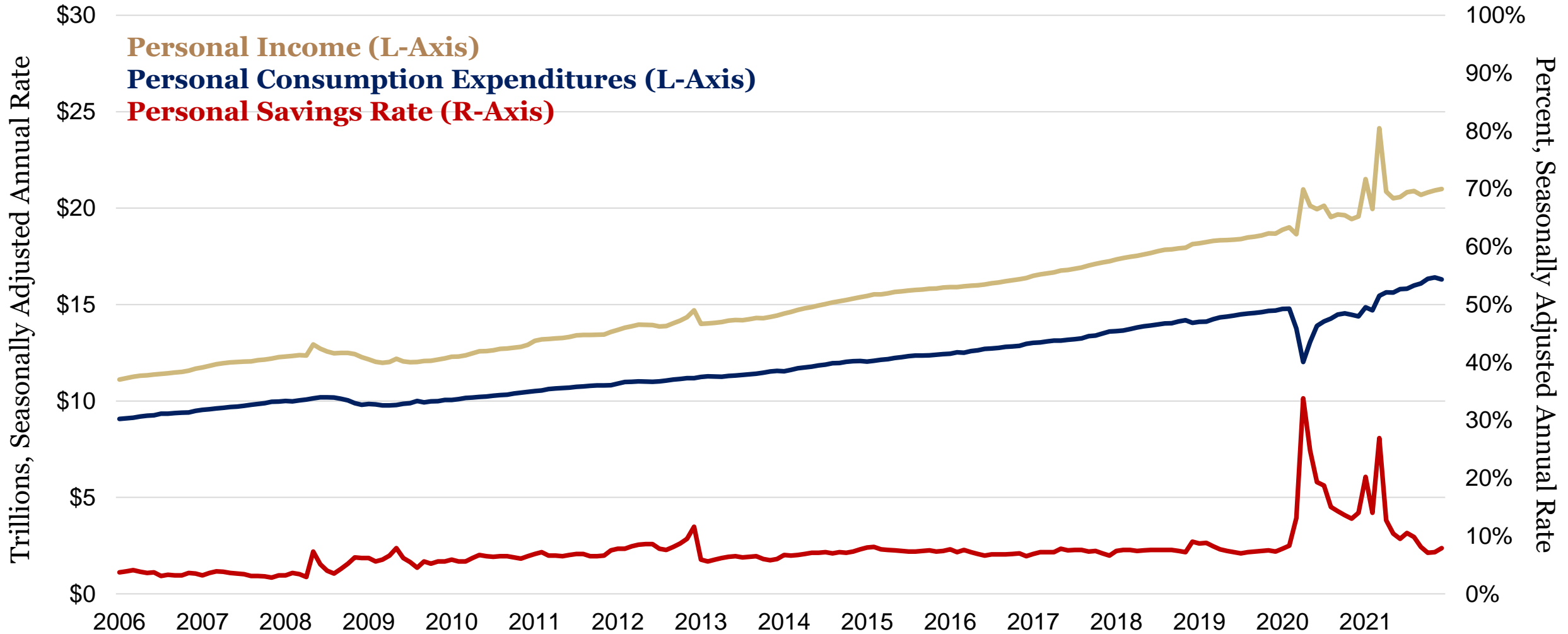
Proprietor Income



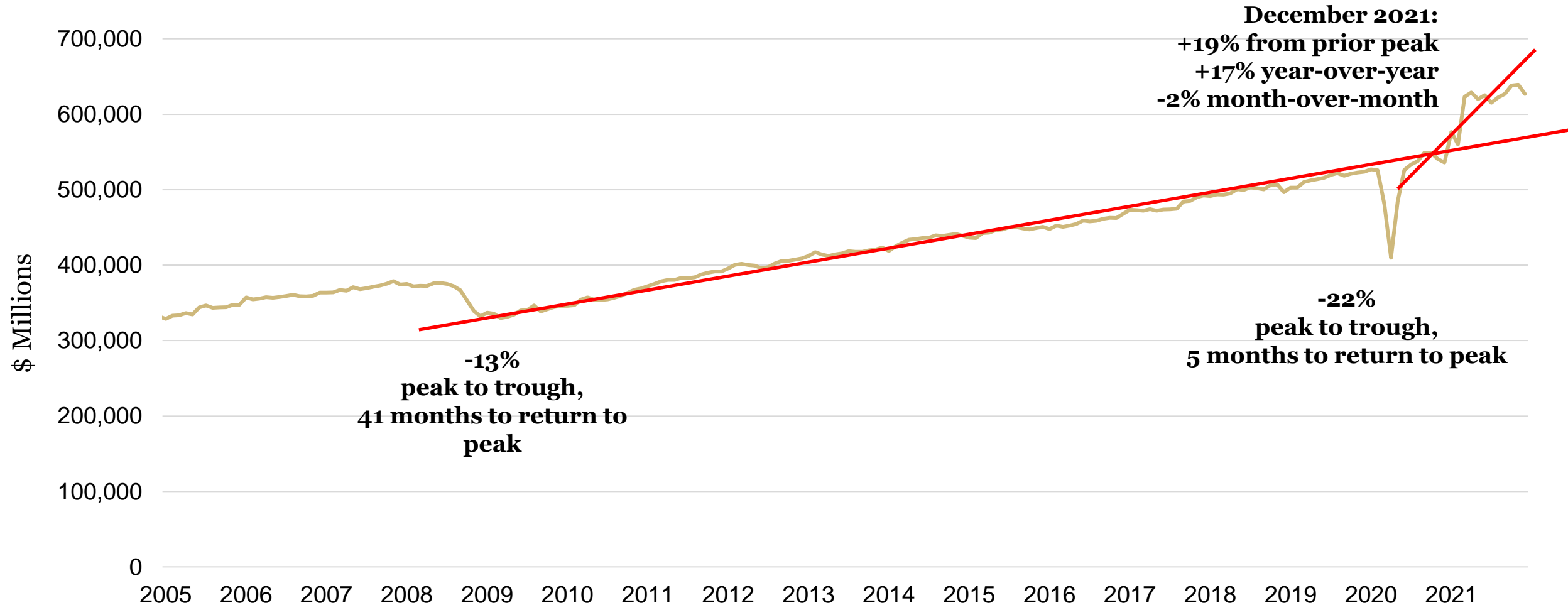
Dividends, Interest, and Rent



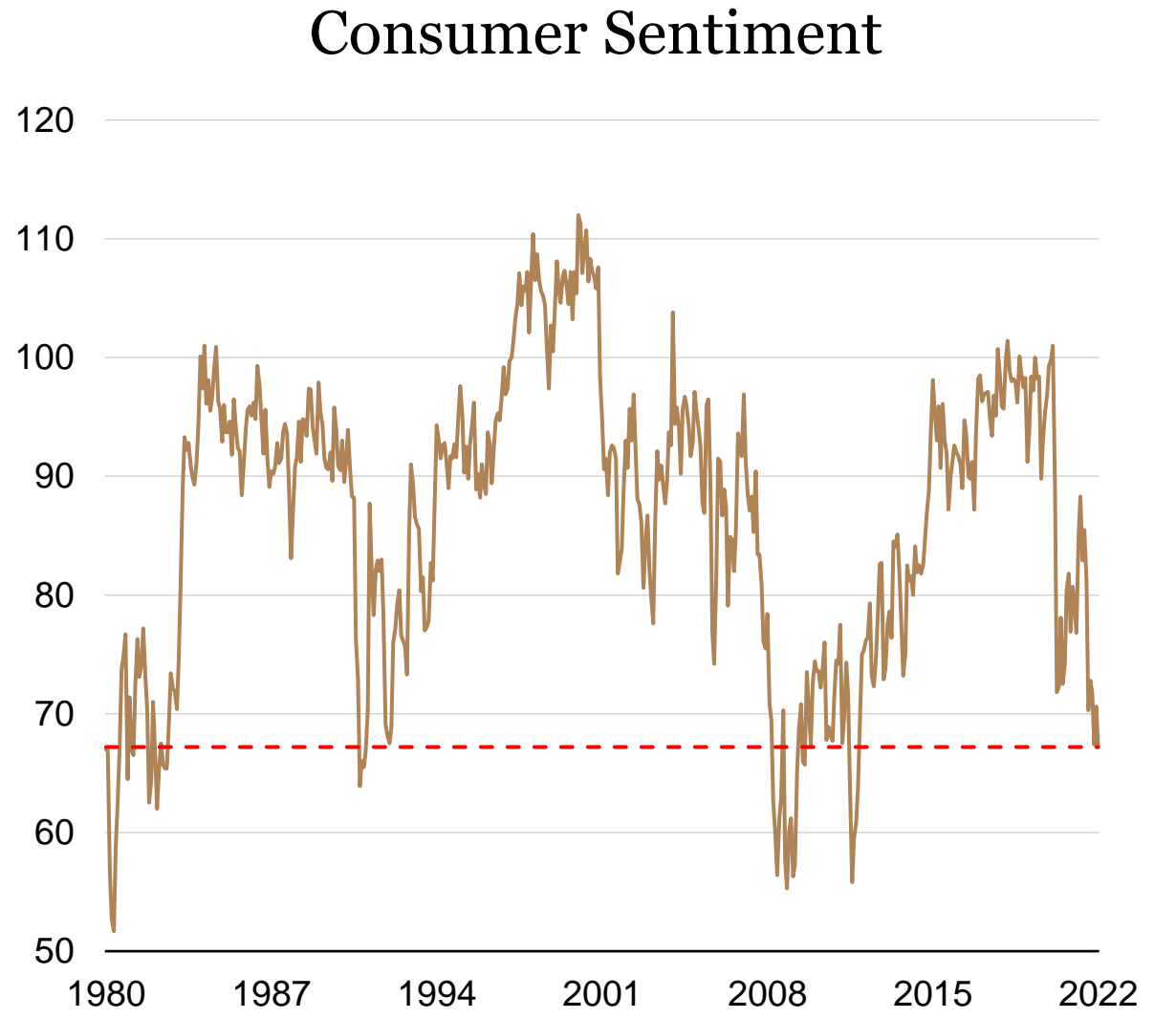
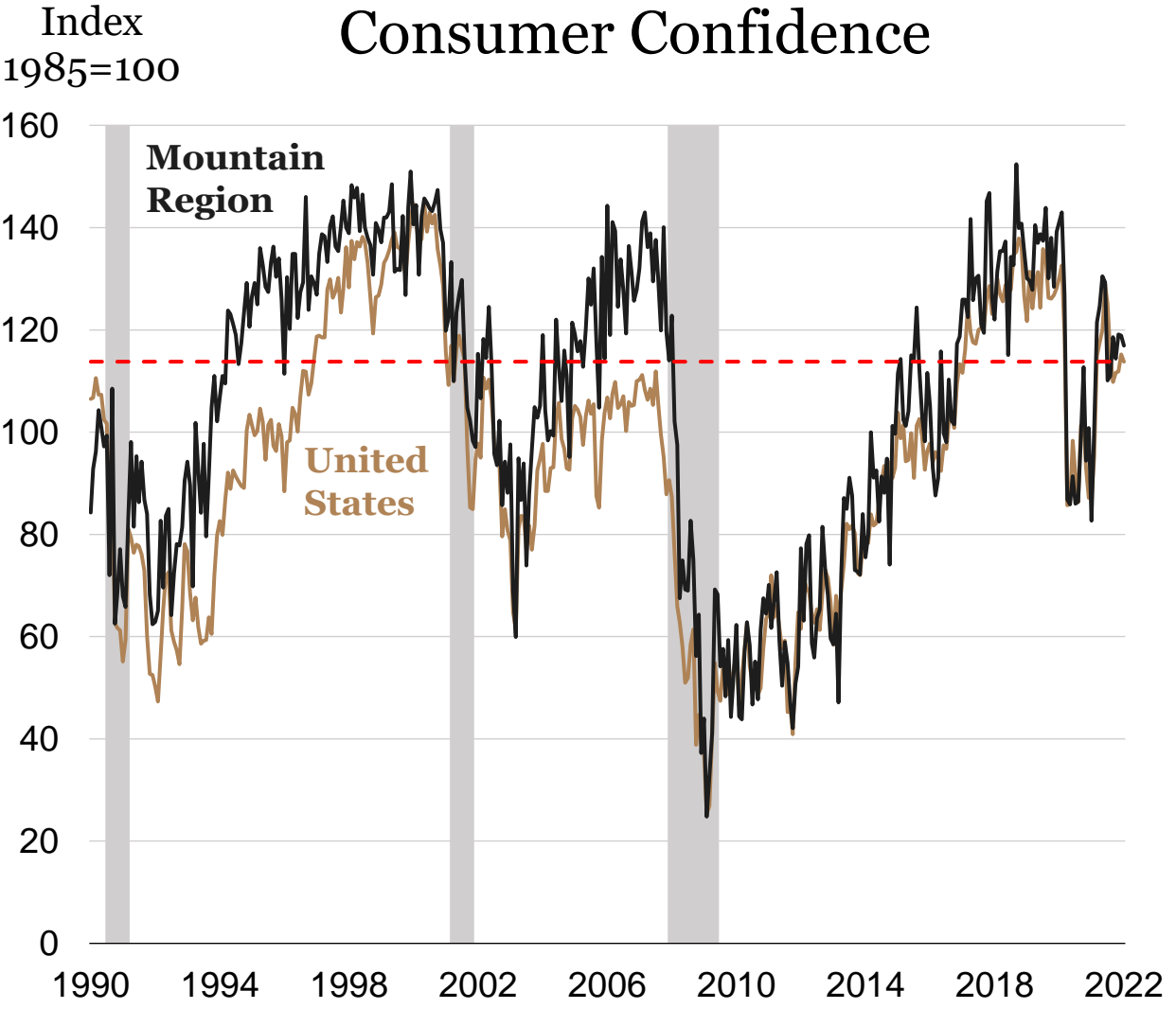
Personal Income and Savings



National Retail and Food Services Sales

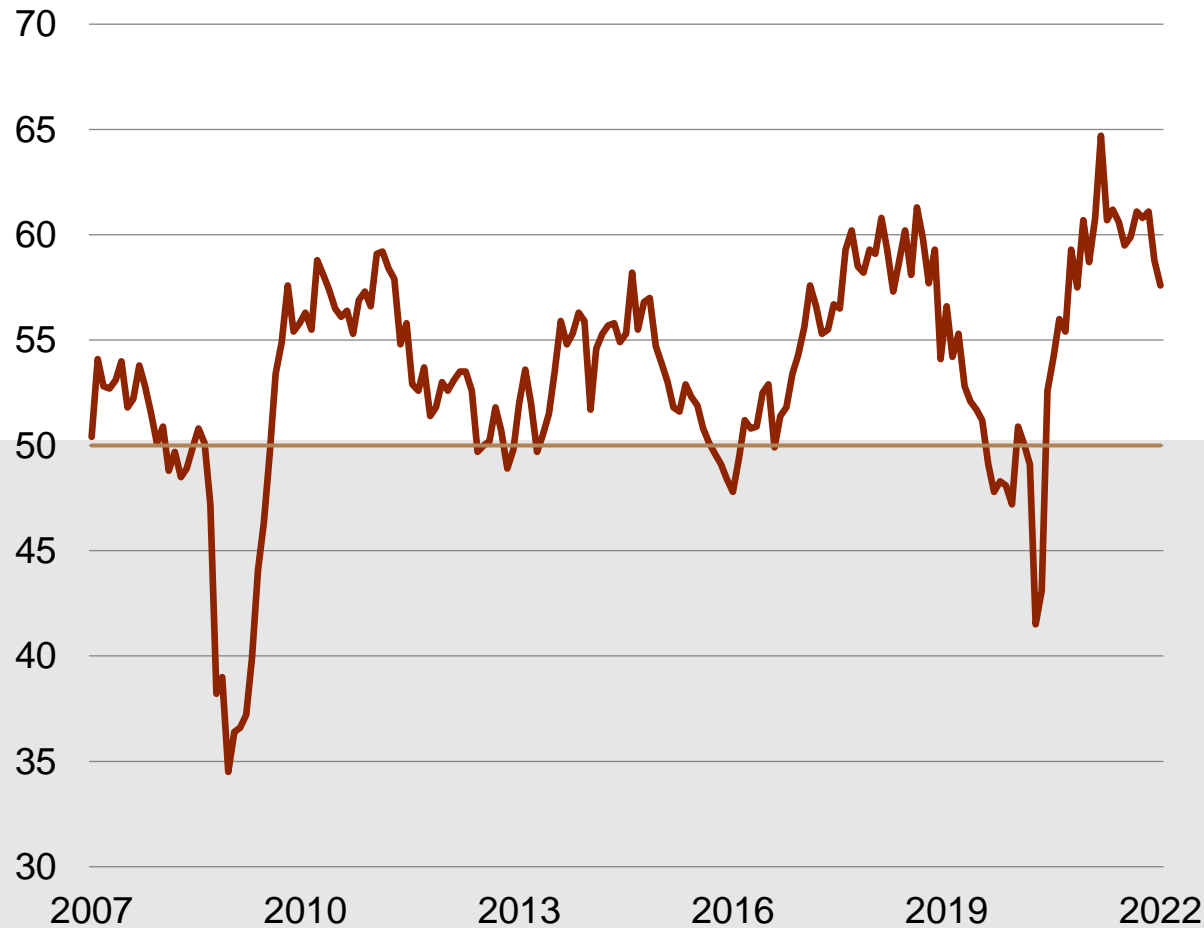


Index of Consumer Confidence

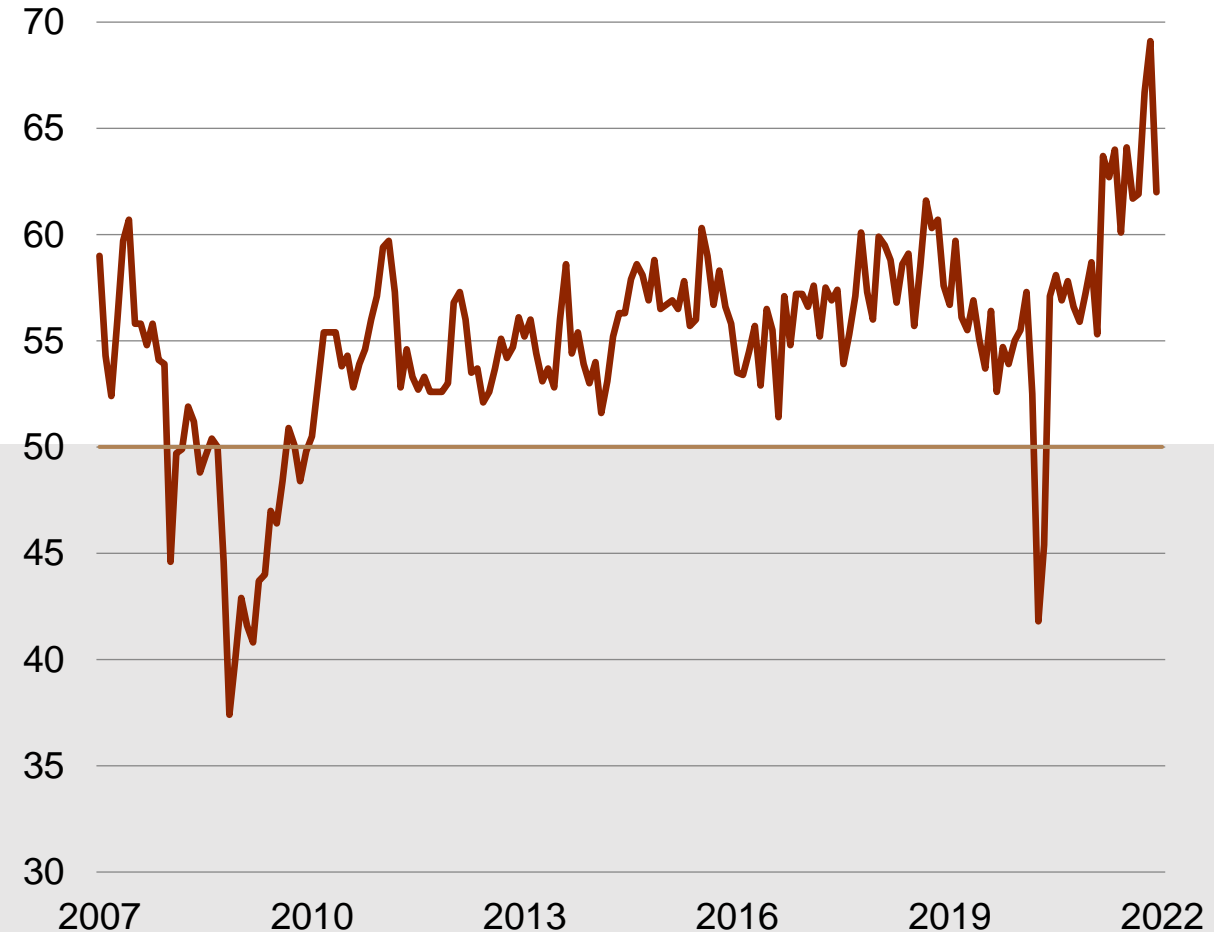


ISM Indices

ISM Manufacturing PMI® Index

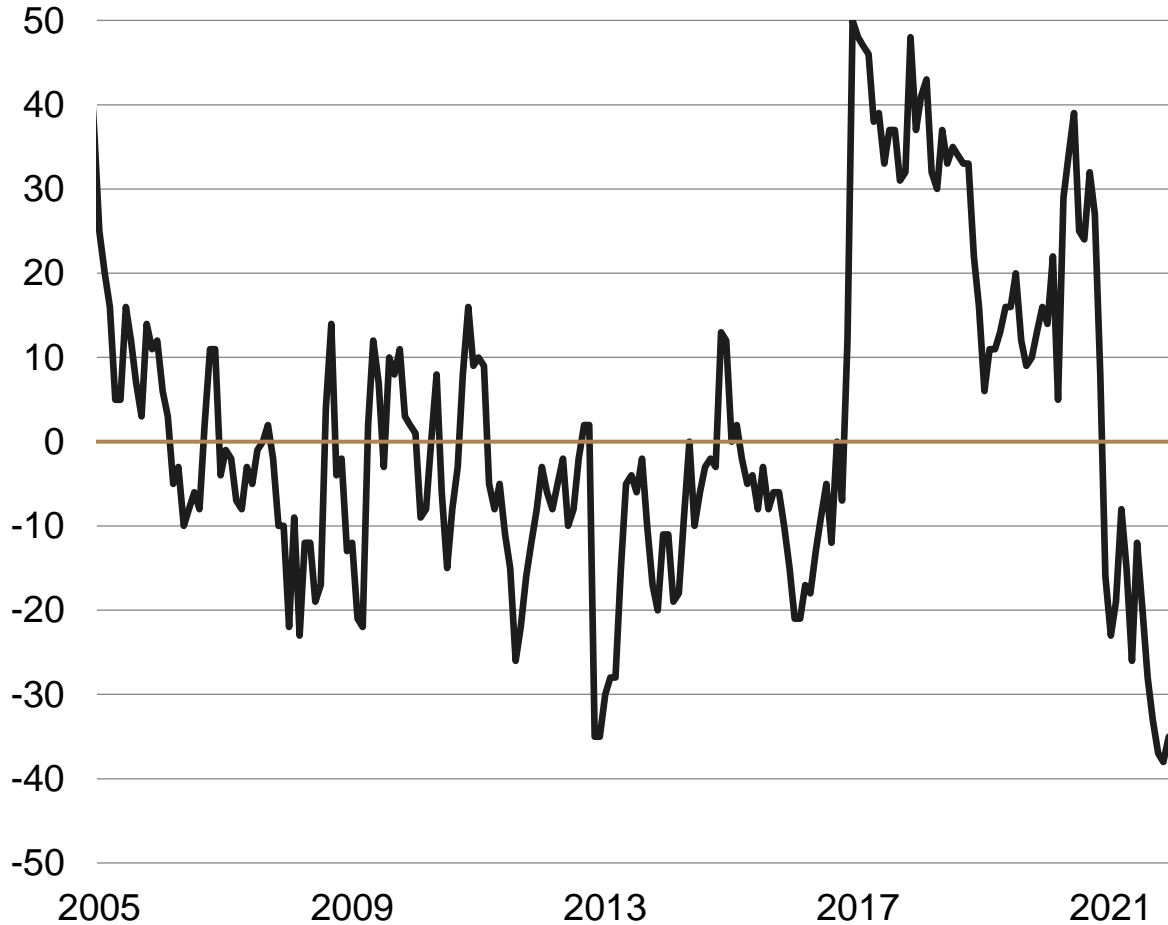


ISM Services PMI® Index



Small Business Outlook

Business Conditions



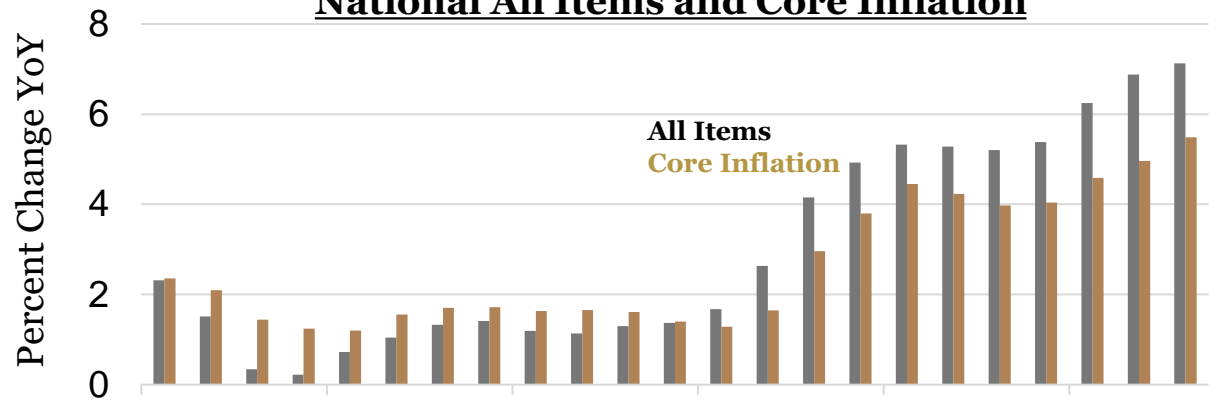
Optimism Index



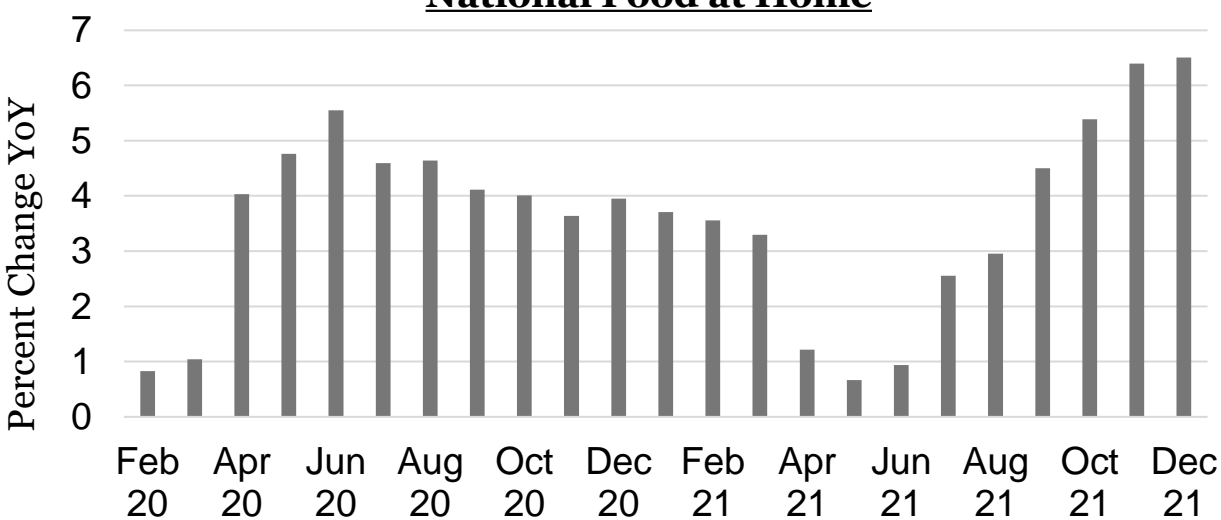
Inflation

Consumer Price Index, Percent Change Year-Over-Year

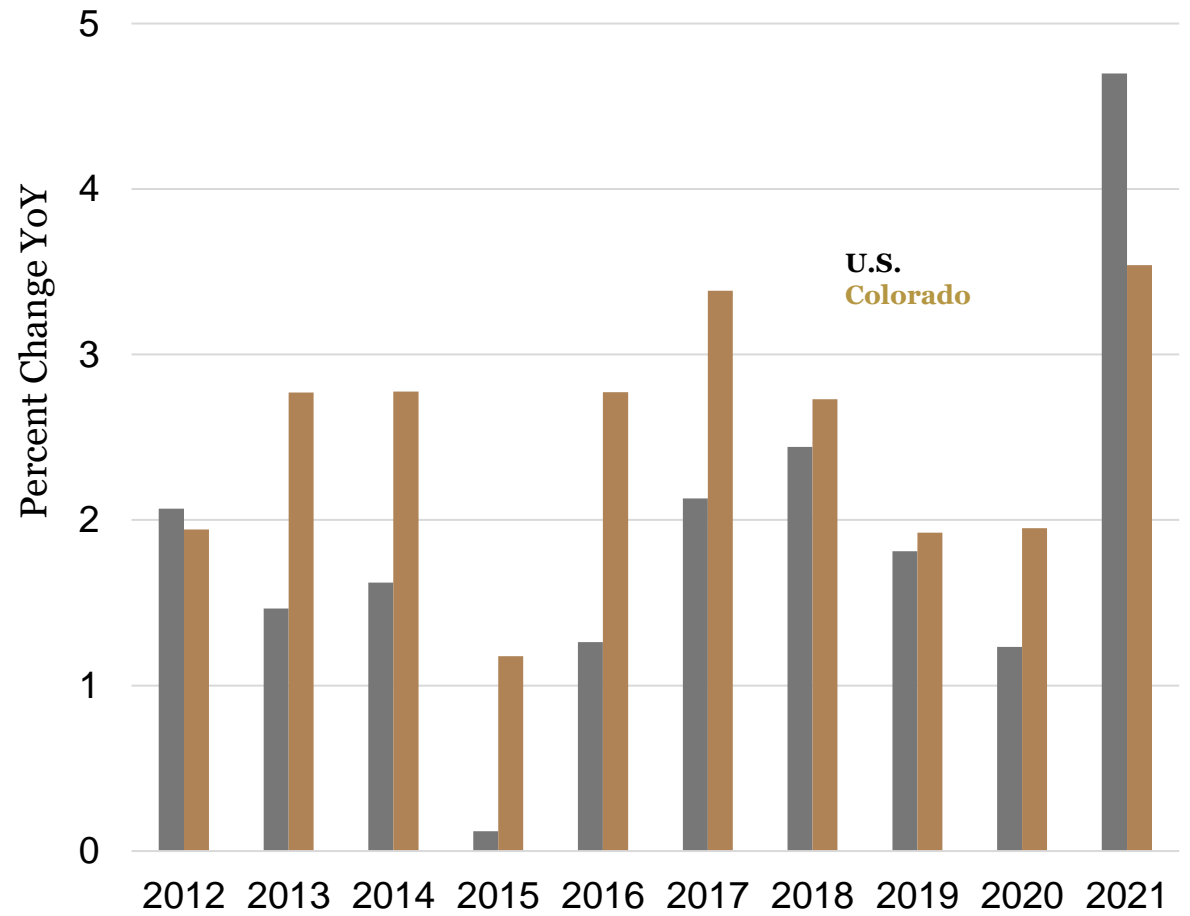
National All Items and Core Inflation



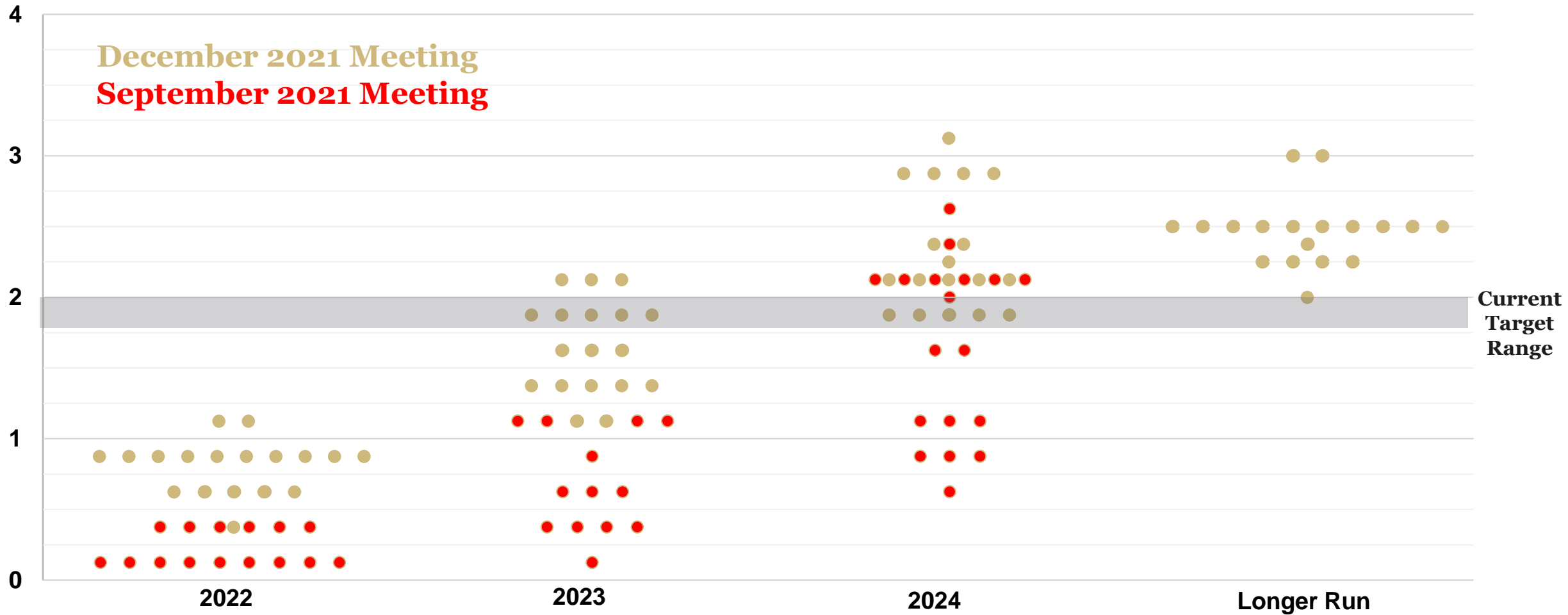
National Food at Home



All Items: National v. Colorado



Federal Funds Rate Outlook





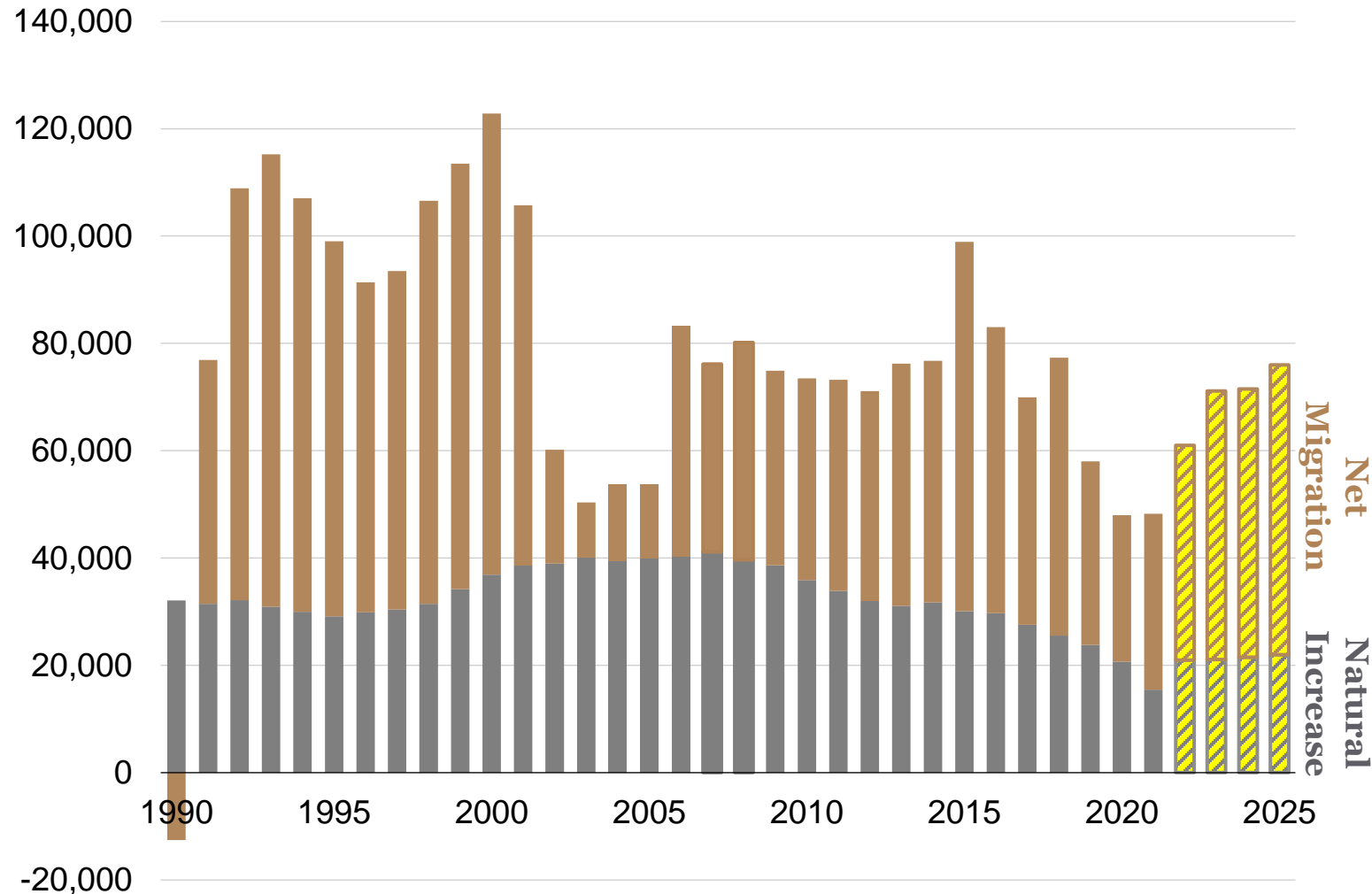
Colorado Population, Employment, and the Economy

Colorado Rank Among Other States

Metric	1-Year	3-Year	5-Year	10-Year
Real GDP Growth	10	6	5	5
Employment Growth	10	11	5	5
Population Growth	12	9	9	7
Personal Income Growth	4	9	3	3
PCPI Growth	5	18	2	5
PCPI	9	11	15	21
Average Hourly Wage % Growth	19	38	19	30
Average Annual Pay % Growth	27	10	10	10
Average Annual Pay	8	9	11	12
Unemployment Rate	34	8	5	29
Labor Force % Growth	20	5	4	4
LFPR	4	6	11	7
FHFA Home Price Index Growth	14	14	10	7

Data Sources: Bureau of Economic Analysis (2020), Bureau of Labor Statistics (9/21), U.S. Census Bureau (2020), Bureau of Labor Statistics (2021), Federal Housing Finance Agency All Transactions Index (Q2 2021), BRD calculations. *Unemployment rate for the last month.

Colorado Change in Population



Colorado's population changes:

- 48k in 2020
- 48k in 2021
- 61k in 2022

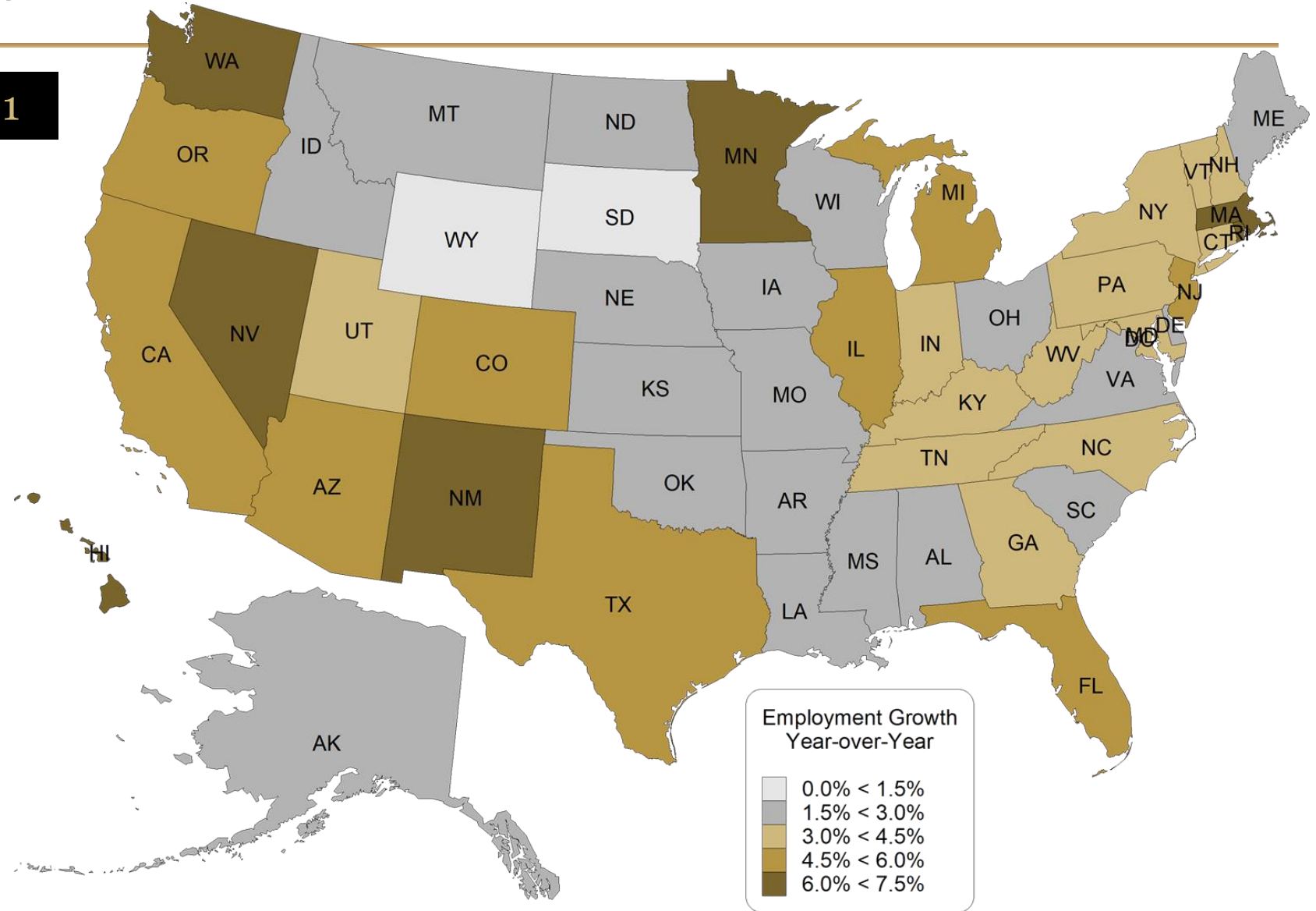
COVID impact on migration

Slowest population growth since 1990

Slowest net migration since 2005

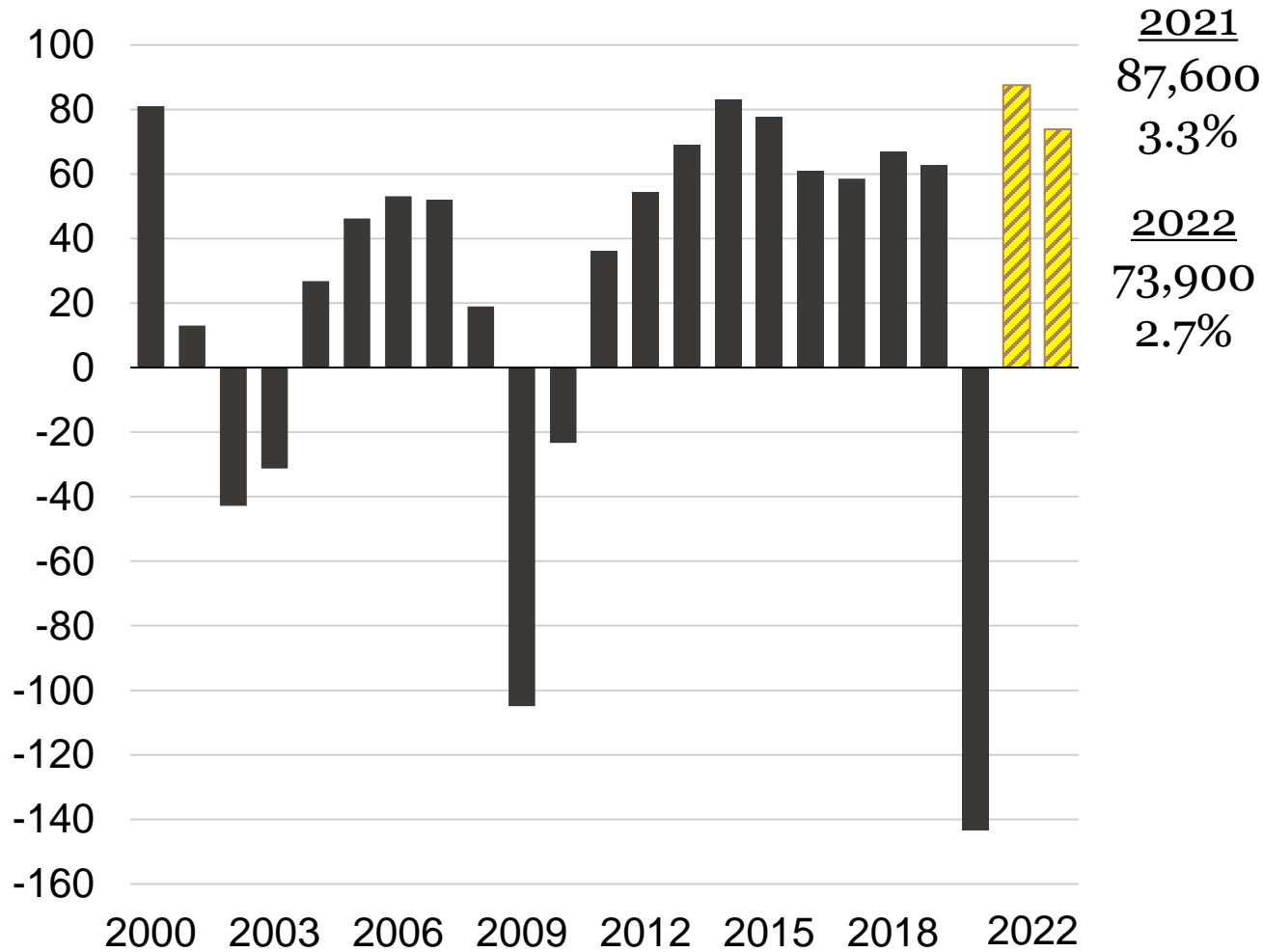
Employment Growth

1-Year Growth December 2021

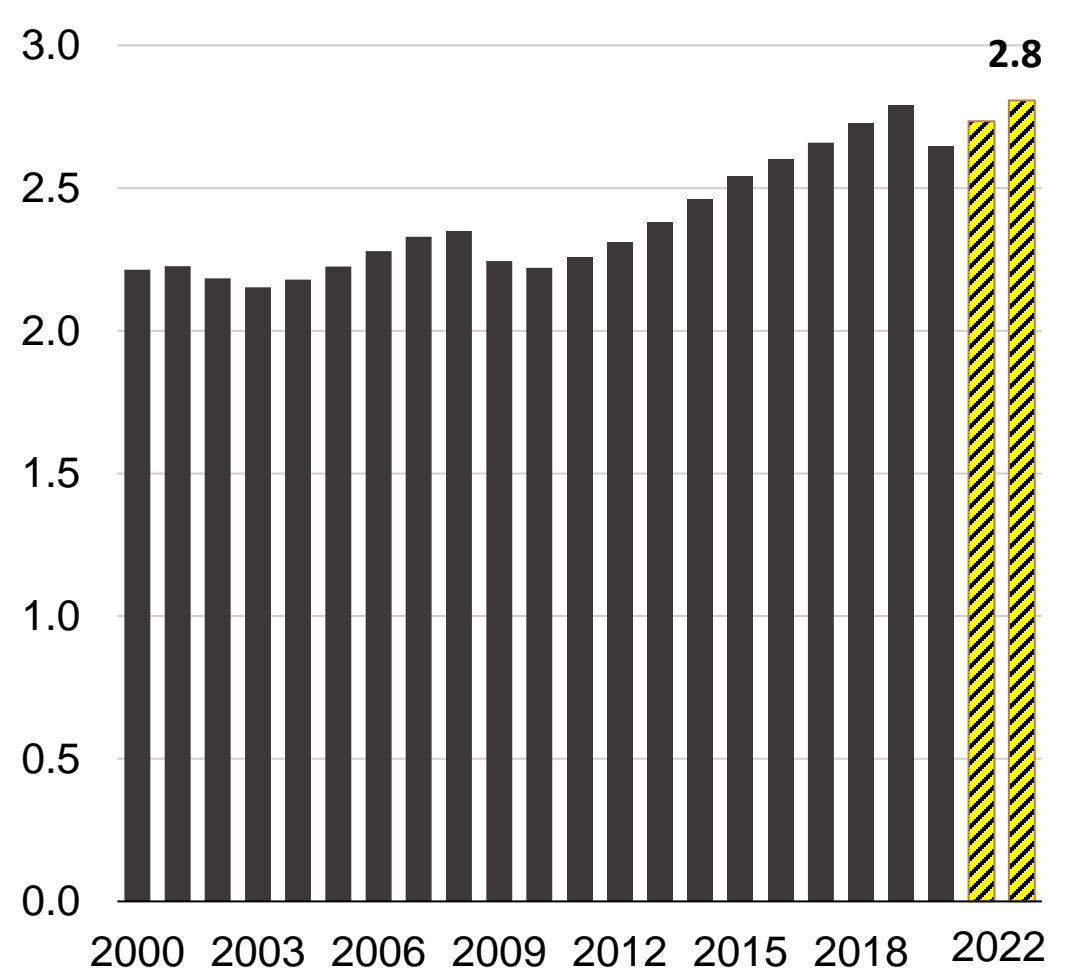


Colorado Employment Forecast

Workers Added, Thousands, 2000-2022



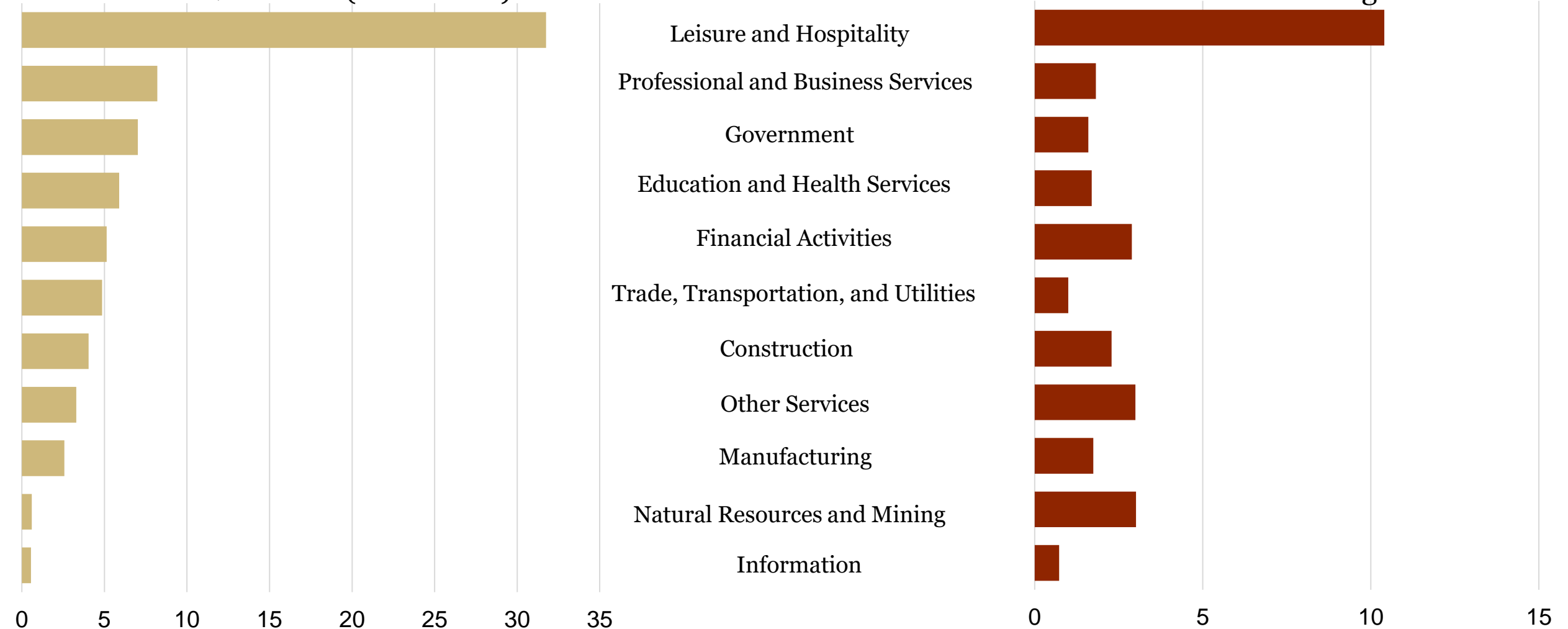
Total Employment, Millions, 2000-2022



Colorado 2022 Employment Change

Jobs Added (Thousands)

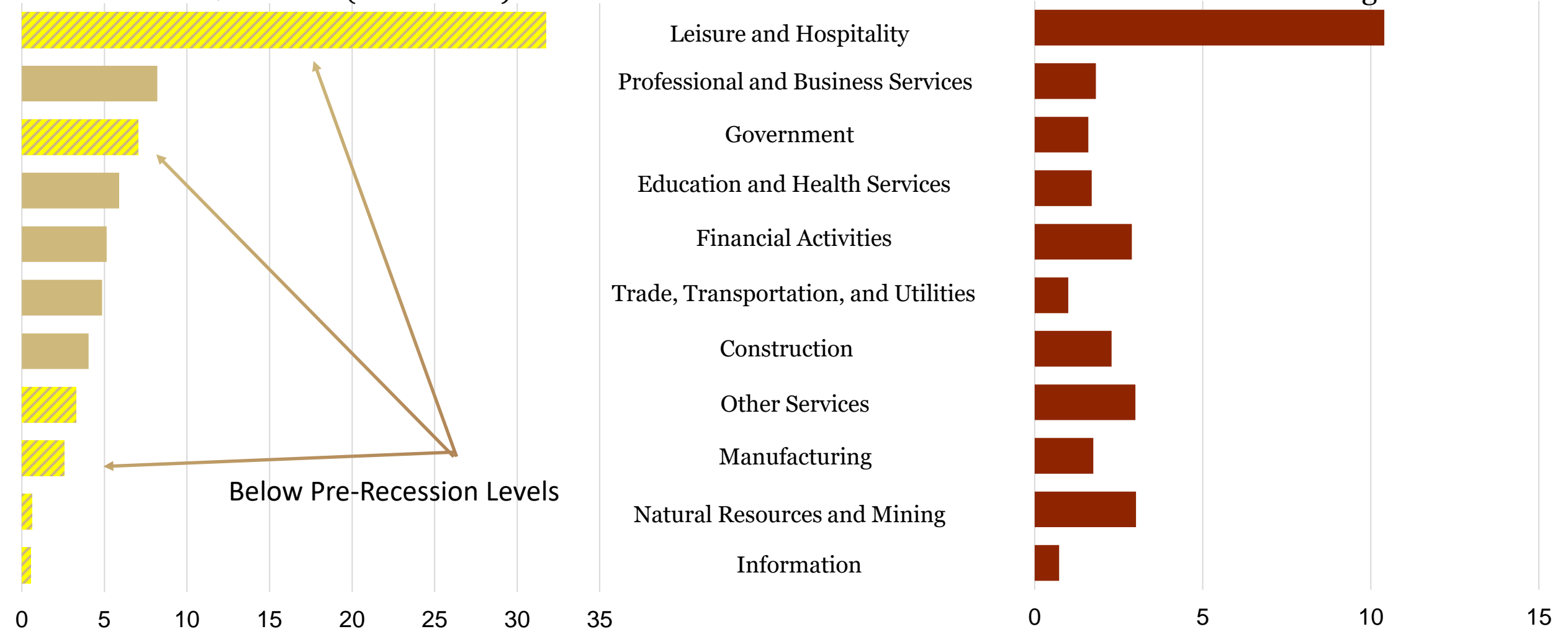
Percent Change



Colorado 2022 Employment Change

Jobs Added (Thousands)

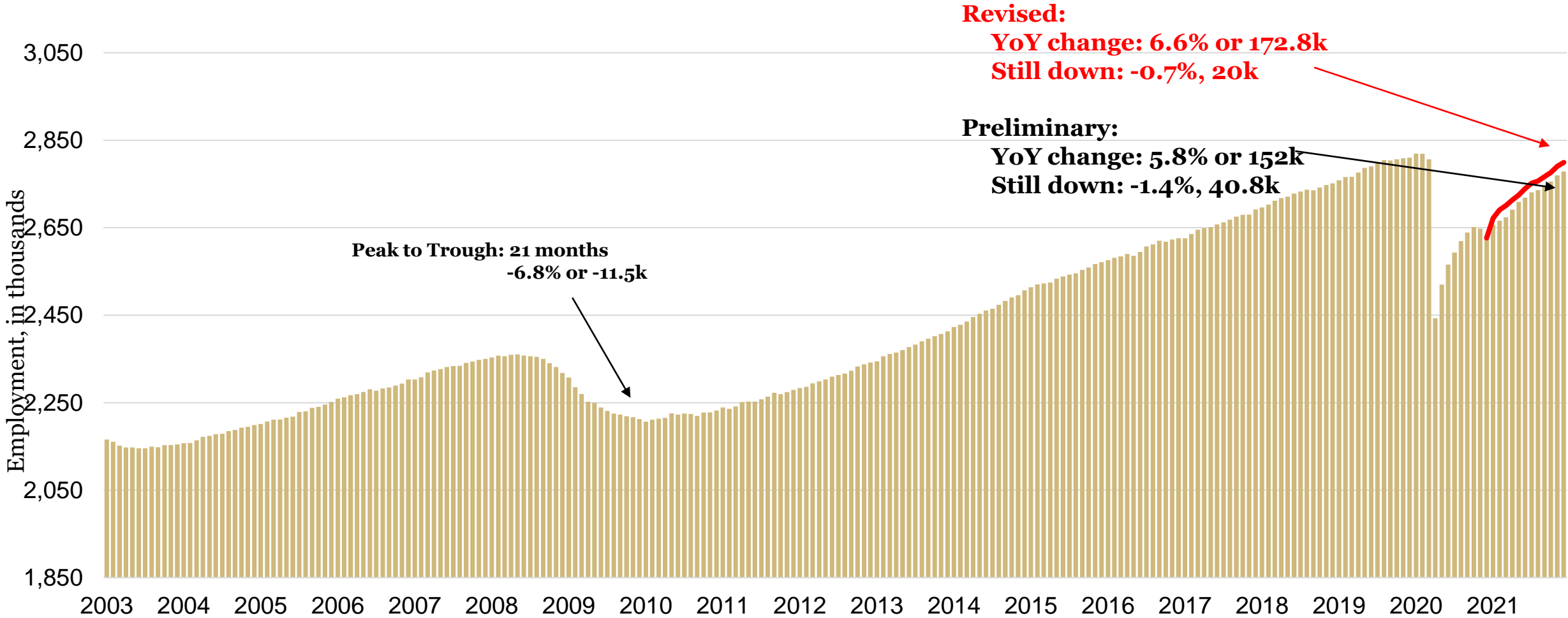
Percent Change



Below Pre-Recession Levels

Employment

Colorado



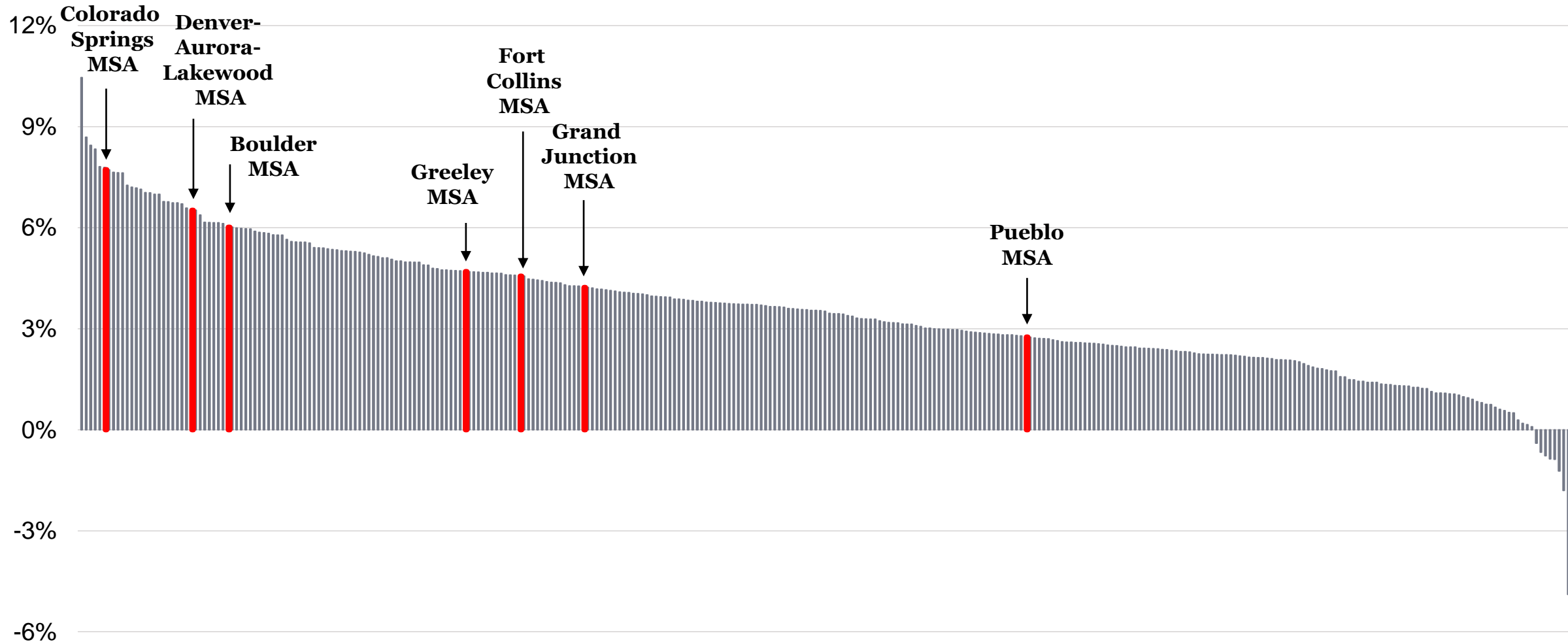
Peak to Trough: 21 months
-6.8% or -11.5k

Revised:
YoY change: 6.6% or 172.8k
Still down: -0.7%, 20k

Preliminary:
YoY change: 5.8% or 152k
Still down: -1.4%, 40.8k

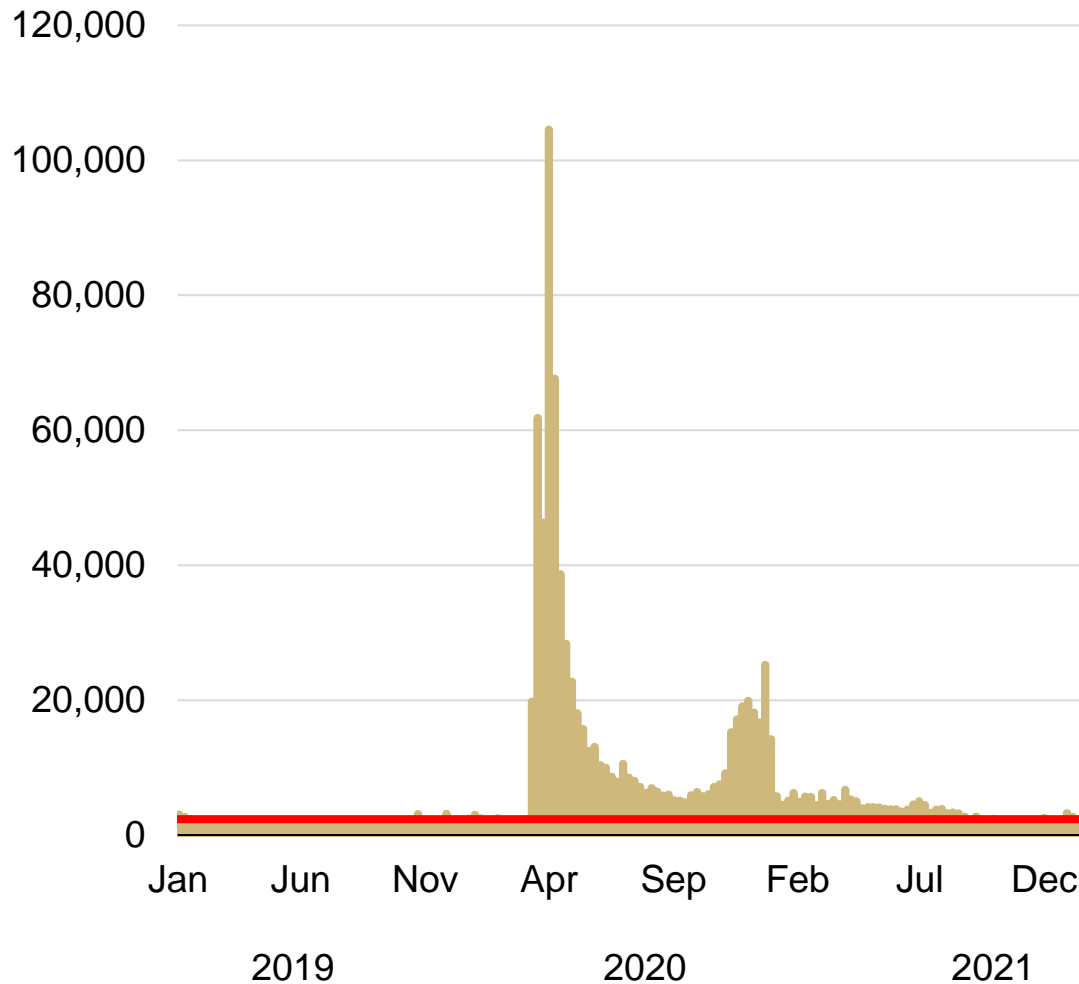
Employment by MSA, December 2021

Percent Change, Year-over-Year

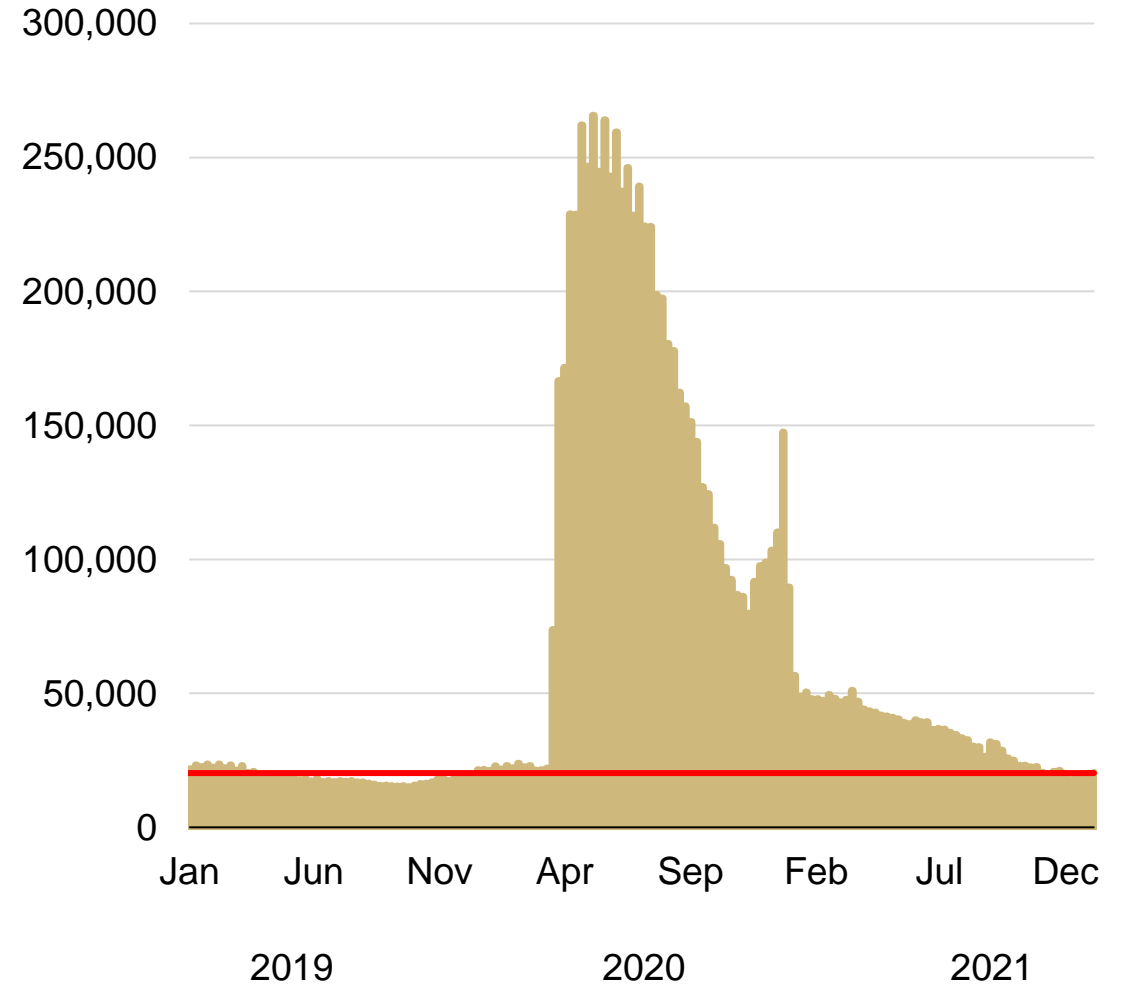


Jobless Claims in Colorado

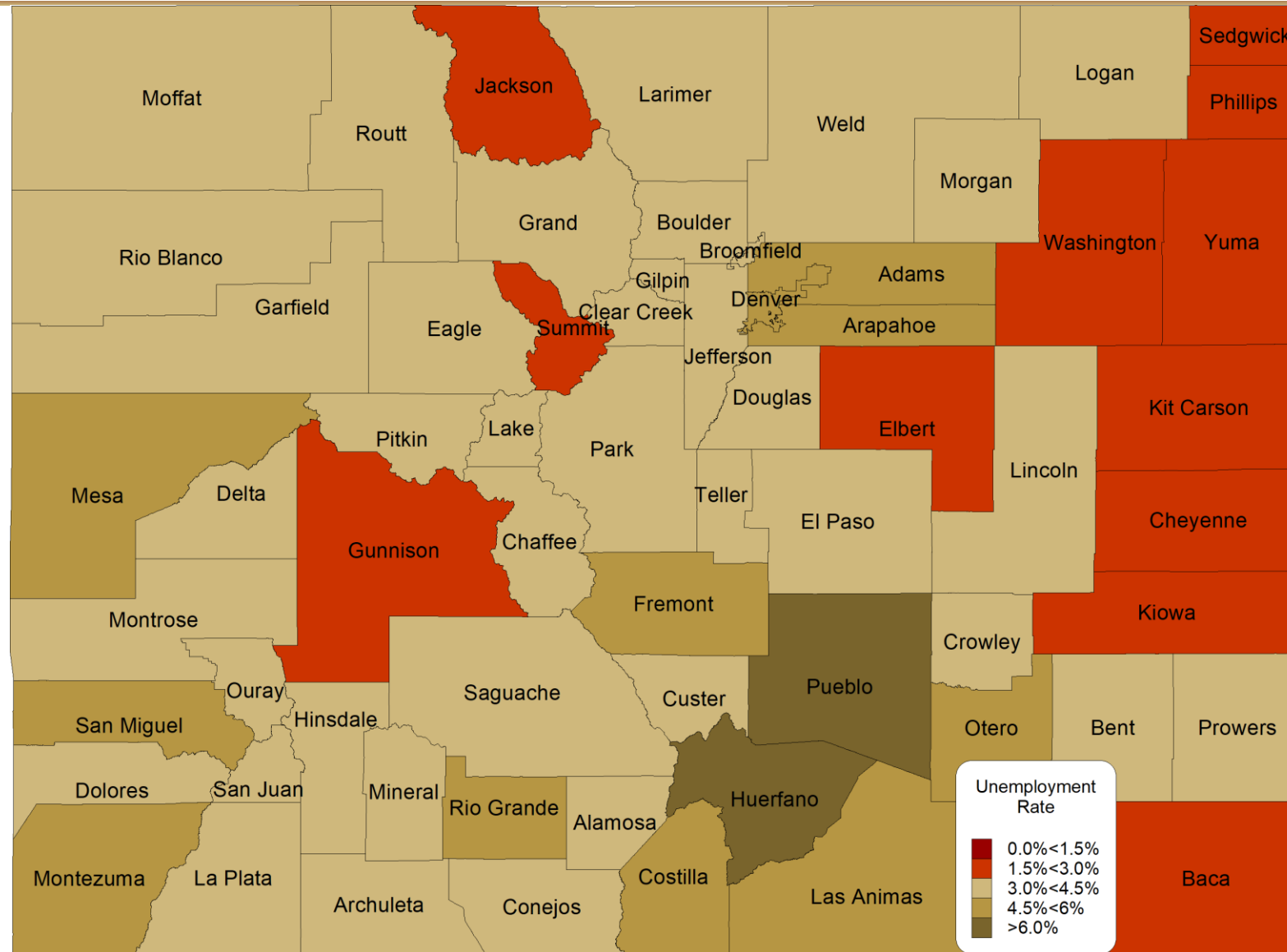
Initial Jobless Claims, Weekly



Continued Jobless Claims, Weekly



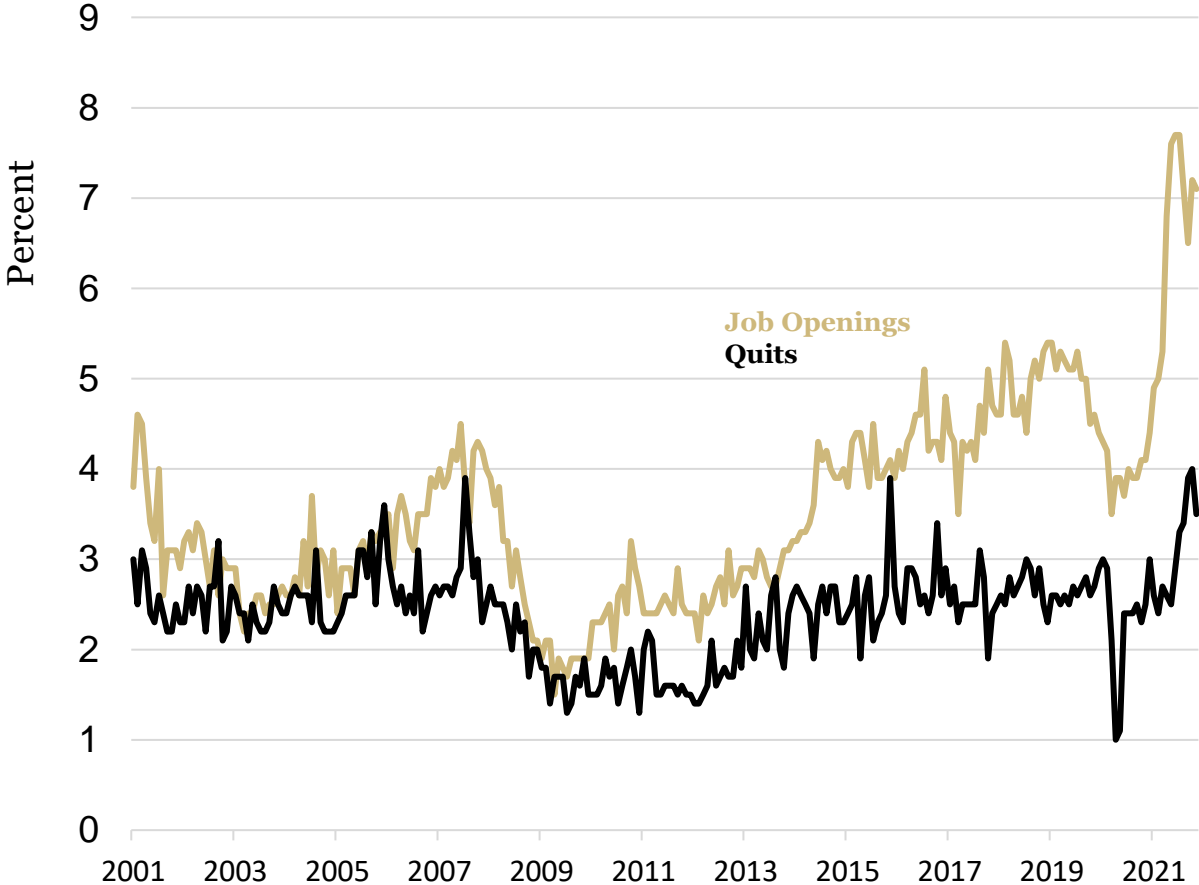
Unemployment Rate by County, December 2021



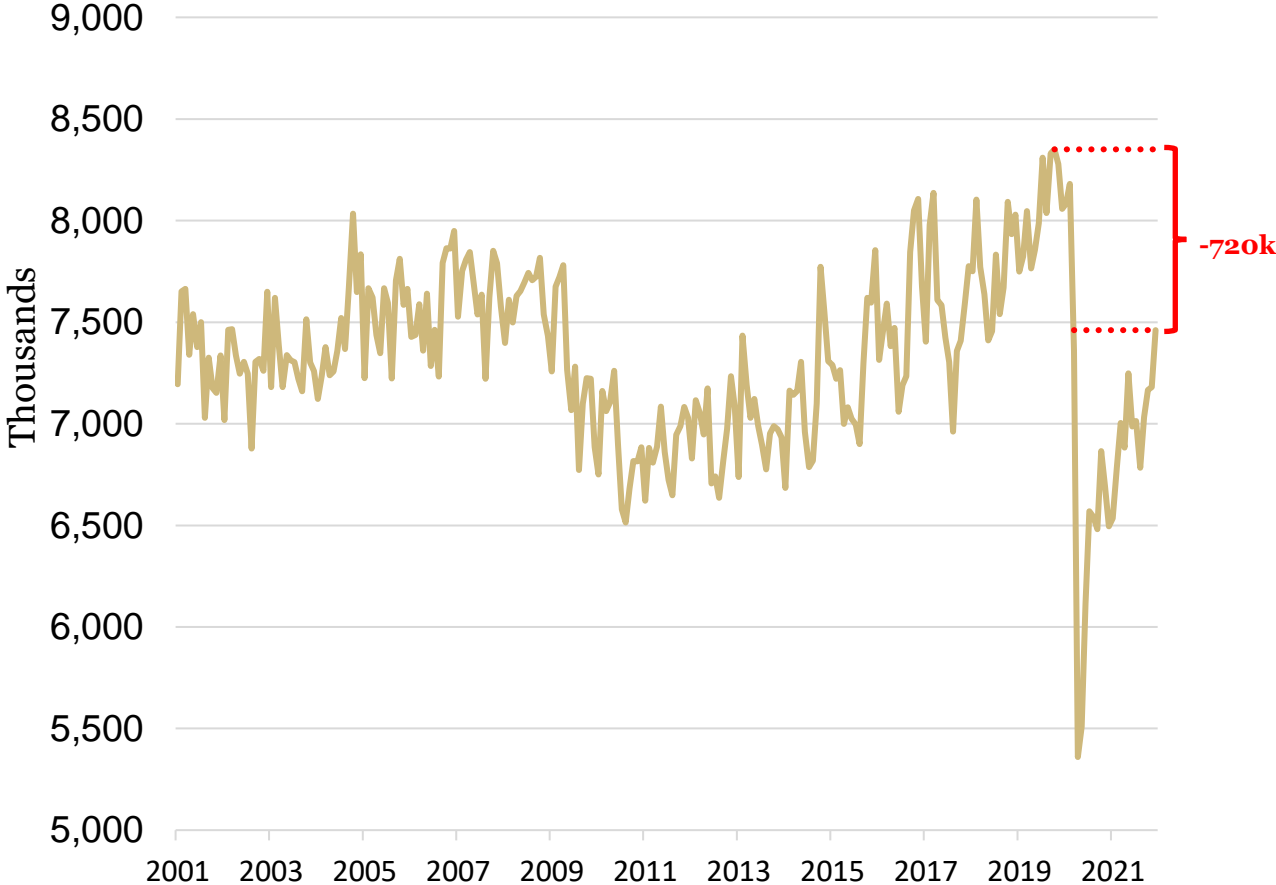
Source: Bureau of Labor Statistics (Not Seasonally Adjusted),

Labor Shortage

Colorado Job Openings and Quits

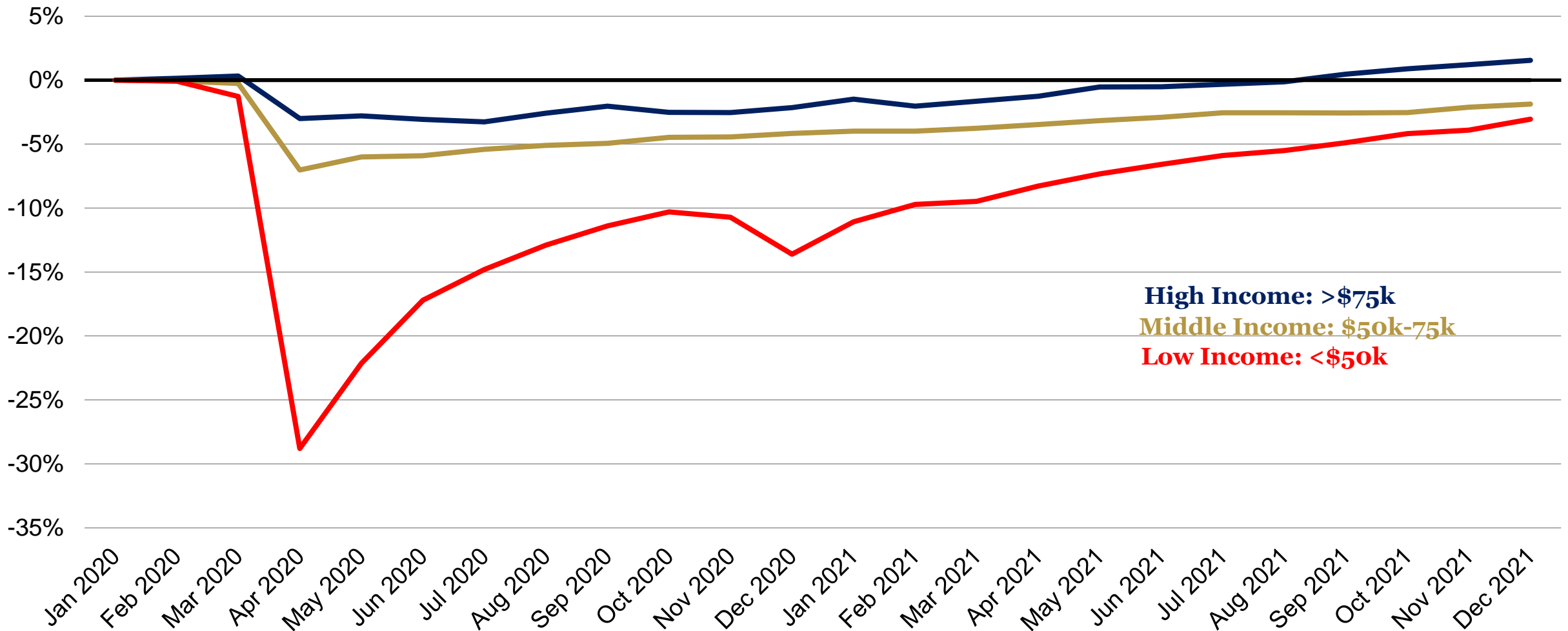


National Multiple Jobholders



Colorado Employment by Wage Group

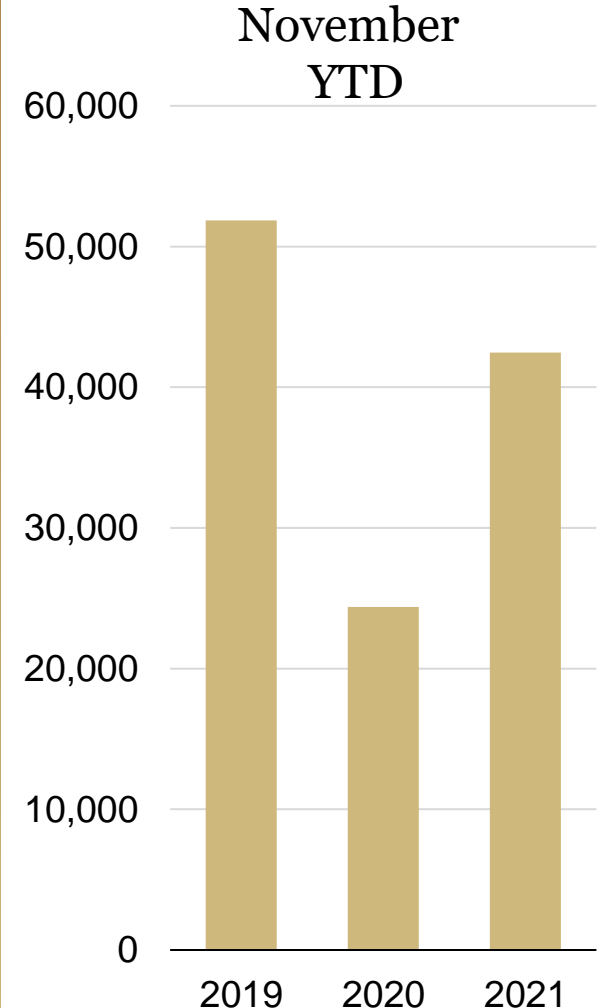
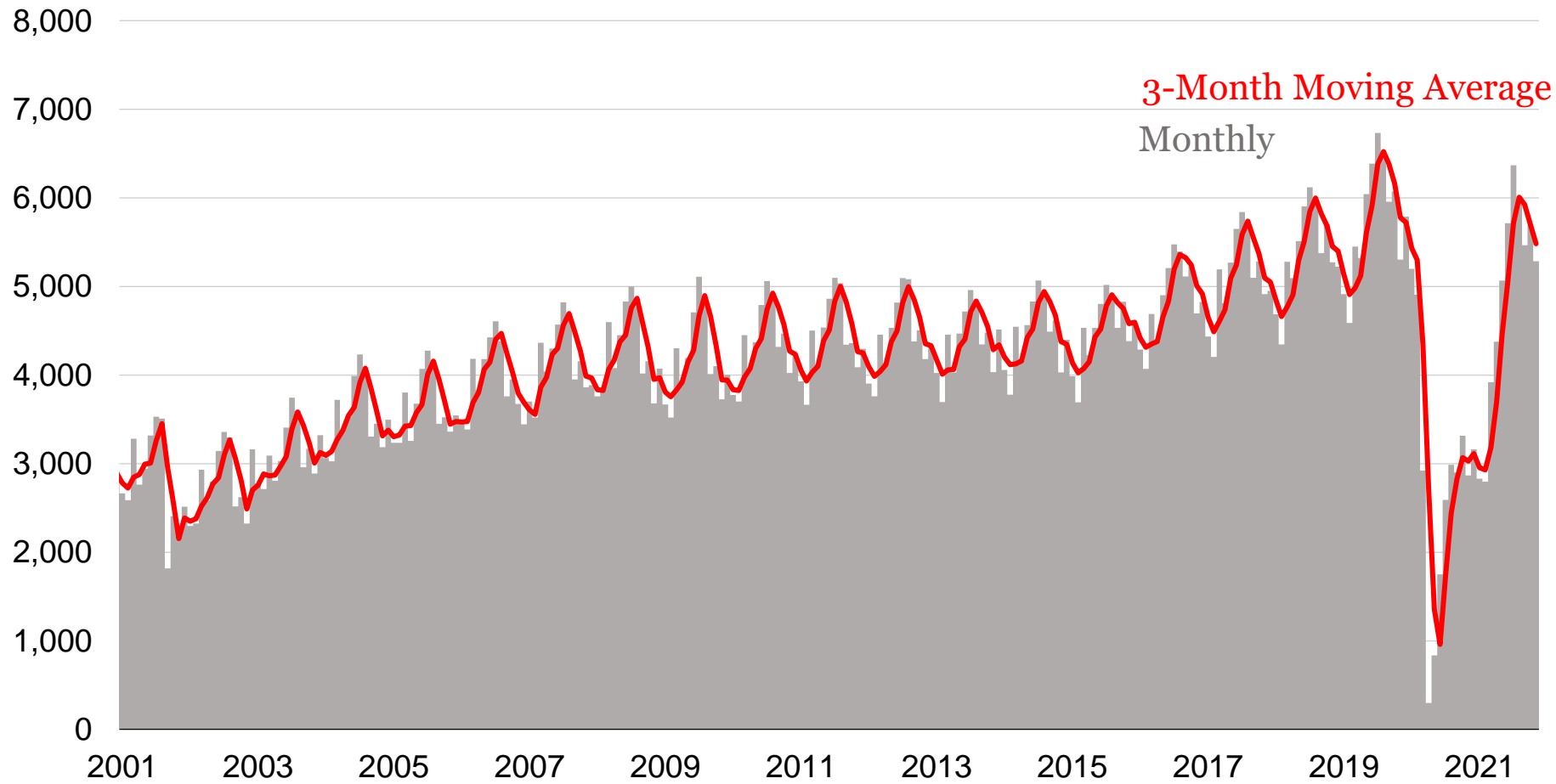
Percent Change from January 2020



High Income: >\$75k
Middle Income: \$50k-75k
Low Income: <\$50k

DIA Enplanements and Deplanements

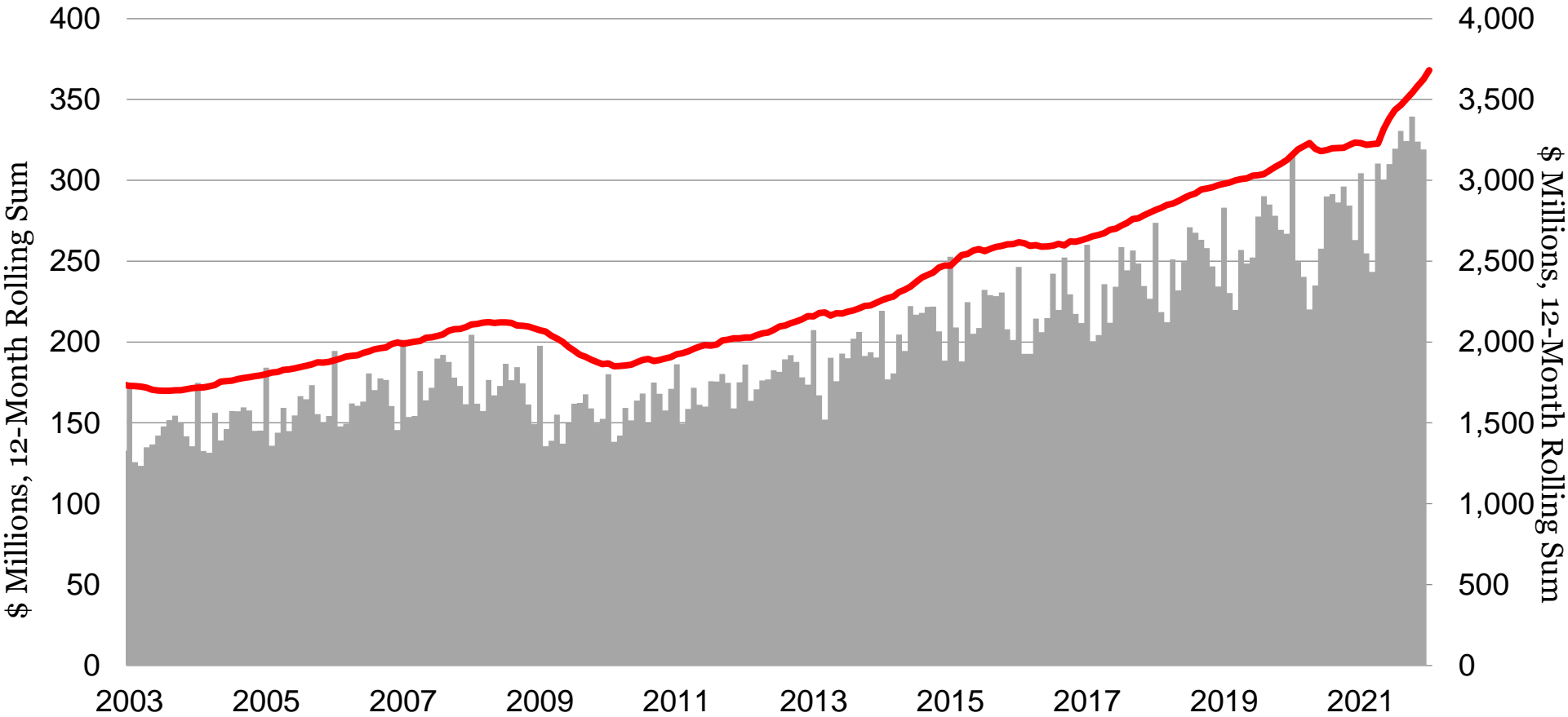
DIA Monthly Passenger Traffic, Thousands, 2001-2021



Sales Tax Collections

State of Colorado

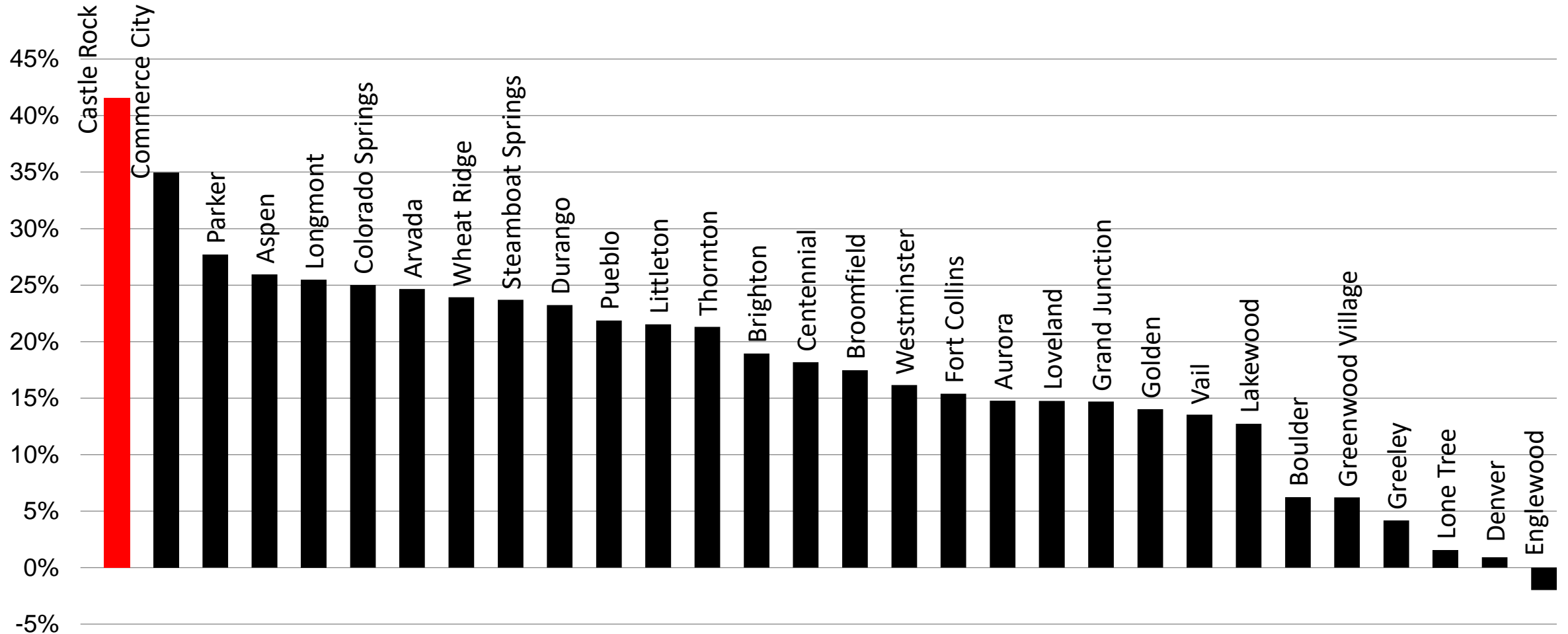
December (12 Mo.) YoY: 13.9%
December (12 Mo.) Comp to 2019: 16.5%



- Industry composition
- Tourism
- Commuters
- Retail mix
- Development
- Population growth

State Net Taxable Sales by City

November 2021 YTD Compared to November 2019 YTD

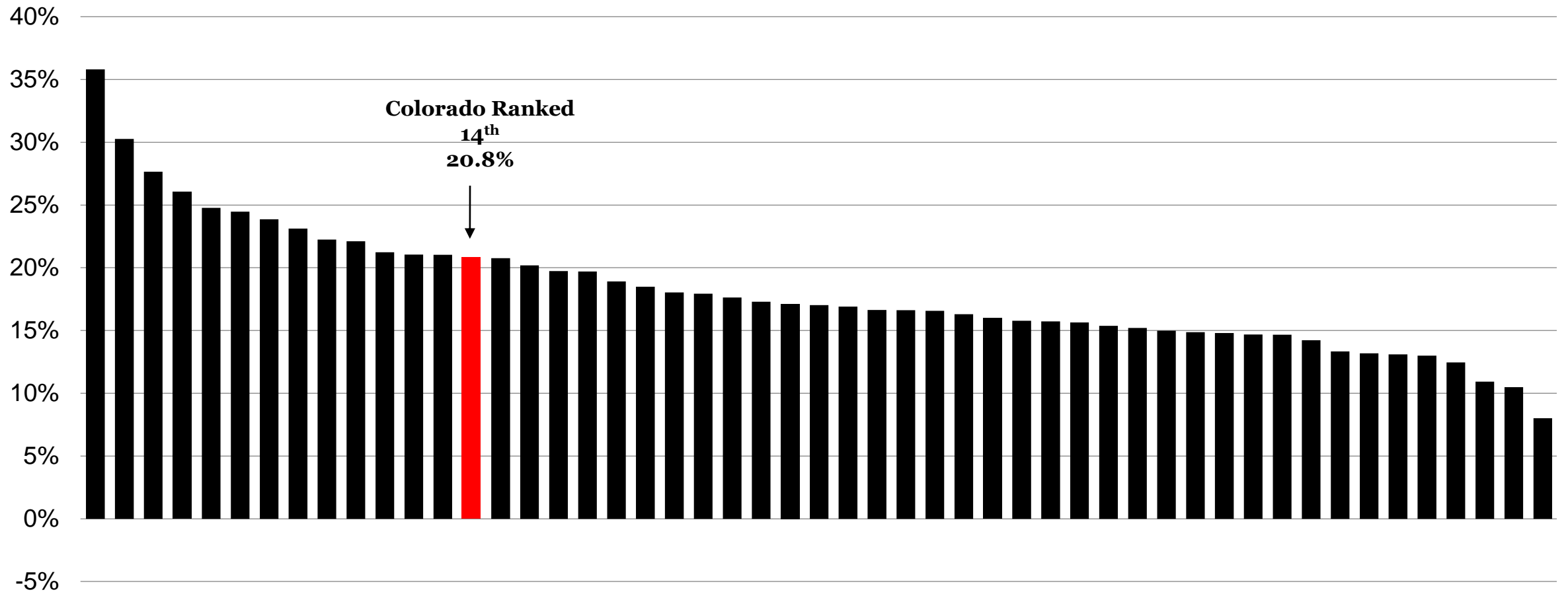




Construction and Real Estate

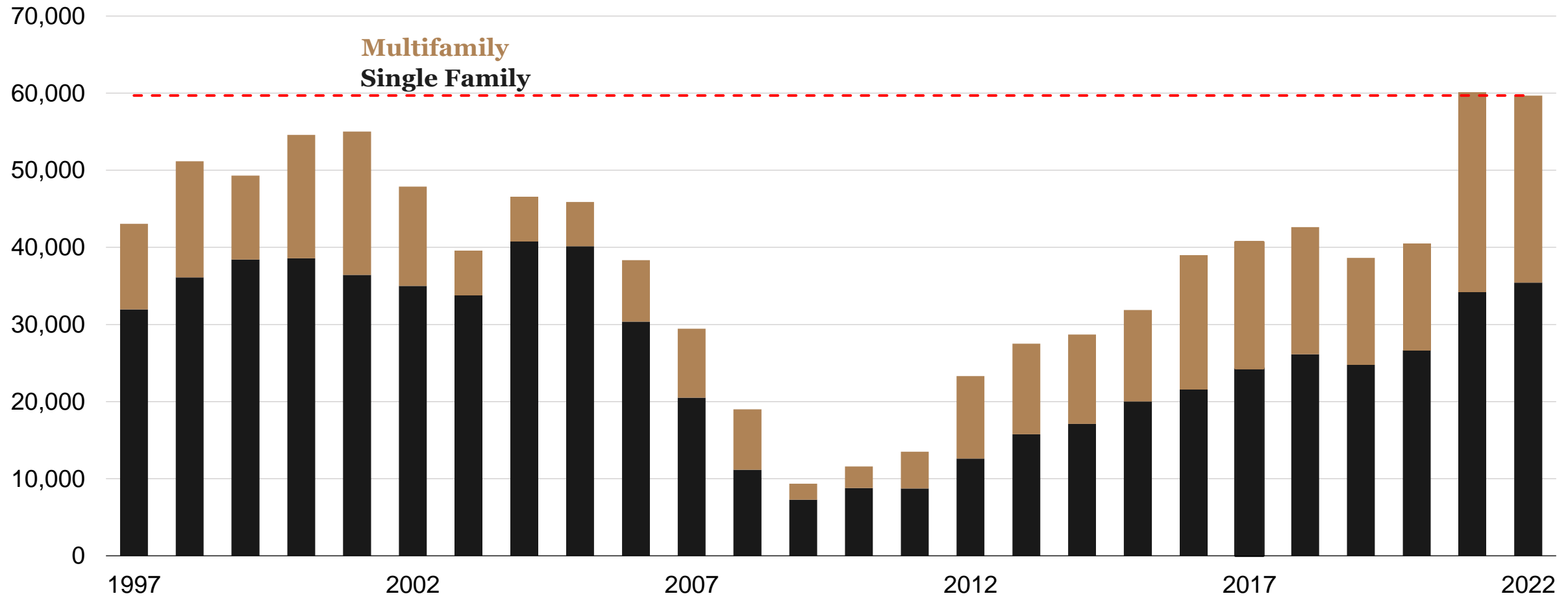
FHFA Home Price Index by State

1-Year Home Price Change, Q3 2021



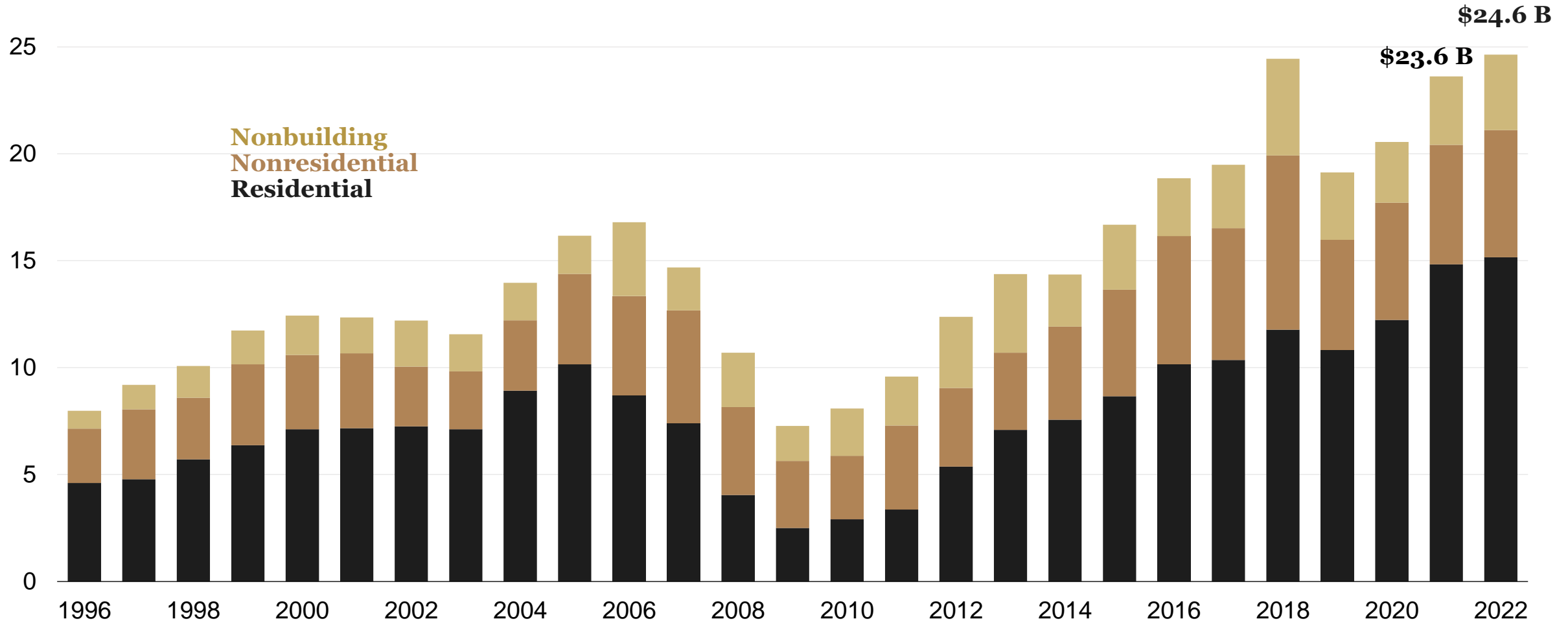
Colorado Residential Building Permits

Permits, 1997-2022



Colorado Total Value of Construction

Total Value of Construction, \$ Billions



Tailwinds



Headwinds



Unknowns



Strategy Priorities

- 1 – Vibrant Libraries
- 2 – Beyond Our Walls
- 3 – Community Service
- 4 – Solidify Infrastructure

Beckon the community to our library in light of business disruptions due to COVID.
 Extend the Library’s reach so that citizens encounter our Library everywhere.
 Invest the Library’s resources toward supporting County needs and targeted populations.
 Upgrade key systems and human resources to sustain them for the next generation.

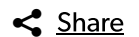
Sustaining Commitments

- § – Compensation & Business Needs
- △ – Facilities Master Plan
- ☯ – 1DCL/Library Culture

Sustain a disciplined head count of competitively compensated employees.
 Sustain larger, centralized, flexible, and well-maintained facilities that reflect our brand.
 Align the Library’s business plan and culture.

Sustaining Efforts, New Directions		
1DCL/Everyone	4	Manage change and begin establishing habits - year 1 of performance management.
	4	Set goals and divisional expectations to grow volunteerism across the enterprise.
Executive Office	4	Support the Board via meetings, study sessions, committees, training, onboarding, and retreat.
	4	Review Library documents and records for retention and compliance annually.
	☯	Solidify culture through values and brand commitment in performance management and recruitment.
	4	Review and edit Library policies for contemporary practice and Board expectations.
	4	Align the Senior Leadership and Management Teams around strategy, brand, and planning tools.
	△	Manage the Castle Rock building project to achieve project deliverables.
Community Engagement	1,2	Event Management: Authors: 2-4 large, 6-8 medium, 2 local author showcases; Booklovers: 2-4; Slick Science; Life-long learning series; School partnerships - Page to State, Battle of the Books; 4-6 Fairytale Balls; Camp DCL; Summer Reading; Foundation Gala; Brew Tour 2; Storybook Forest; CR Ground Breaking
	△	Support the Castle Rock Building Project through communications, design, production, and donor relations.
	2	Marketing: Produce website, promotions, printed collateral, media, and eCommunications – socia and email.
	1,2	Visual Design, Arts, and Archives: Create annual products line – digital and print artifacts.
	3	Community Services: ESL, Citizenship, GED, PDCG, Youth Initiative, Mental Health, Homelessness
Customer Experience	3	Volunteer Services and Coordination: Annual recruitment, training, and retention efforts.
	1	433 House/Week access and customer support via service points, contact center, and virtual contacts
	1	PIC (Person in Charge) training for safety and service consistency
	1	Implement CARE (Creative Action, Responsive Engagement) – a new model of engaging customers.
	1	Activate playscapes for imaginative play and social engagement.
	1	Evaluations: Staff scheduling, purchasing, and storytime services for consistency and efficiency.

Finance	4	Conduct and support the 2021 audit.		
	4	Manage Library purchases.		
	4	Manage accounts payable.		
	4	Complete Intacct transition.		
	\$	Lead the 2023 budget process and construction sustaining compensation and capital commitments.		
	⏏	Track, report, and mitigate risk for the Castle Rock building program.		
Infrastructure Services	1,2	Collection Services	Manage content – order to removal. Demonstrates value and impartiality by use.	
			Support Prospector service for esoteric customer needs.	
			Transition to Electronic Newspapers	
			Implement BiblioCloud – a service to synch digital and traditional database records.	
	1,4 ⏏	Facilities	Manage housekeeping, landscape, and snow removal contracts and performance.	
			Complete annual maintenance program: Asphalt, Staff entrance systems, landscape	
			Respond professionally to internal customer, support, and repair needs.	
			Act as the Castle Rock building program’s owner’s representative.	
	🌀,4	Learning & Development	<p>Success Signals: An Approach to Understanding Ourselves and Each Other Crucial Conversations; The Power of Effective Feedback and Recognition One DCL: Our Culture and Our Values Mental Health First Aid (certification included) Working With Customers Experiencing Homelessness Horizon 1: Beginners; 2: Materials Searches; 3: Customer Accounts Early Literacy Storytime Training 1 & 2; Storytime Share Intro to DCL eMedia, DCL Research Databases; Demco Demystified</p> <p><u>Asynchronous Courses Offered Through DCLU</u> 90+ courses on leadership development and customer service.</p>	
	\$,4	HR	Lead, support, and execute year 1 DCL performance management program	
			Annual and ongoing recruitments	
			Annual and ongoing market analysis and retention effort	
			Preparation for 2023 benefits competition and vendor assessment	
			Annual HR support and consultation	
	1,4	Information Technology	COVID tracking and compliance	
Annual equipment replacements - storage, servers, firewalls, and workstations				
Respond professionally to internal customer, support, and repair needs.				
		Design assistance for Castle Rock building IT - cabling, AV, and security systems		



SB22-004

Evidence-based Training In Science Of Reading

Concerning measures to support evidence-based literacy instruction for students in early grades.

SESSION: 2022 Regular Session

SUBJECT: Education & School Finance (Pre & K-12)

BILL SUMMARY

By the beginning of the 2023-24 school year and continuing thereafter, the bill requires each school district, board of cooperative services, and charter school (local education provider) to ensure that the principal in a school that serves kindergarten or any of grades one through 3 and each school district administrator with responsibility that pertains to programs in kindergarten or any of grades one through 3 to successfully complete evidence-based training in the science of reading. The local education provider may request a one-year extension from the state board of education to ensure that the teachers, principals, and administrators whom it employs meet the training requirements. Each local education provider must submit to the department of education (department) evidence that it is in compliance with the principal and administrator training requirements to receive per-pupil intervention money in a budget year. [Read More](#)

[View Recent Bill Text](#) >

[View Recent Fiscal Note](#) >

PRIME SPONSORS



Senator
[Bob Rankin](/legislators/bob-rankin) (/legislators/bob-rankin).



Senator
[Jeff Bridges](/legislators/jeff-bridges) (/legislators/jeff-bridges).



Representative
[Julie McCluskie](/legislators/julie-mccluskie) (/legislators/julie-mccluskie).

COMMITTEES

Senate

[Education \(/committees/education/2022-regular-session\)](/committees/education/2022-regular-session)

Status

Introduced

Under Consideration

Menu

Bill Text

Bill Text

[All Versions \(1\)](#)



DATE	BILL TYPE	DOCUMENTS
01/12/2022	Introduced	PDF (/https://leg.colorado.gov/sites/default/files/documents/2022A/bills/2022a_004_01.pdf)

Upcoming Schedule

FEB

Thursday
[Education \(/content/education-15\)](/content/education-15)

RELATED BILLS

HB18-1019

[Kindergarten Through Twelfth Grade Accreditation Weighted Factors \(/bills/hb18-1019\)](/bills/hb18-1019).

SB17-107

[Reward Access To Arts Education In Public Schools \(/bills/sb17-107\)](/bills/sb17-107).

HB16-1338

[Extend Repeal Of Early Childhood Leadership Commission \(/bills/hb16-1338\)](/bills/hb16-1338).

RELATED PUBLICATIONS

Issue Briefs

[Vaccinations for School-Aged Children \(20-20\) \(/publications/vaccinations-school-aged-children-20-20\)](/publications/vaccinations-school-aged-children-20-20).

Budget Related Publications

[Summary of 2012 School Finance Bill, HB12-1345 \(/publications/summary-2012-school-finance-bill-hb12-1345\)](/publications/summary-2012-school-finance-bill-hb12-1345).

Summary of Major Legislation

[Summary of School Finance Legislation \(2019\) \(/publications/summary-school-finance-legislation-2019\)](/publications/summary-school-finance-legislation-2019).



[Find My Legislator](/find-my-legislator)

[\(/find-my-legislator\)](/find-my-legislator).



[Find a Bill](/bills)

[\(/bills\)](/bills).



[How a Bill Becomes a Law](/sites/default/files/bill_becomes_law_chart.pdf)

[\(/sites/default/files/bill_becomes_law_chart.pdf\)](/sites/default/files/bill_becomes_law_chart.pdf).

Colorado General Assembly

Colorado General Assembly
200 E Colfax Avenue
Denver, CO 80203
comments.ga@state.co.us (<mailto:comments.ga@state.co.us>).

RESOURCES & INFORMATION

[Capitol Security Protocol \(/node/580141/\)](#)

[Colorado Open Records Act Maximum Hourly Research and Retrieval Fee \(https://leg.colorado.gov/node/1669596/\)](https://leg.colorado.gov/node/1669596/)

[Legislative Resources & Requirements \(/legislative-resources-requirements\)](#)

[Legislative Workplace Study \(/publications/legislative-workplace-study\)](#)

[Rules & Regulations of Executive Agencies \(/executive-agency-rules-regulations\)](#)

[Salaries for Legislators, Statewide Elected Officials, and County Officers \(https://leg.colorado.gov/agencies/legislative-council-staff/salaries-legislators-and-county-officers\)](https://leg.colorado.gov/agencies/legislative-council-staff/salaries-legislators-and-county-officers)

[State Home \(http://www.colorado.gov/\)](http://www.colorado.gov/)

[Transparency Online Project \(https://data.colorado.gov/Government/Transparency-Online-Project-TOPS-State-Government-/rifs-n6ib\)](https://data.colorado.gov/Government/Transparency-Online-Project-TOPS-State-Government-/rifs-n6ib)

POLICIES

[2022 Health and Safety Regulations and Policies \(/node/2328306/\)](#)

[Open Records Requests & Policy \(/open-records-requests\)](#)

[Privacy Policy \(http://leg.colorado.gov/sites/default/files/privacypolicy.pdf\)](http://leg.colorado.gov/sites/default/files/privacypolicy.pdf)

[Public Wi-Fi \(http://leg.colorado.gov/sites/default/files/publicwifi.pdf\)](http://leg.colorado.gov/sites/default/files/publicwifi.pdf)

[Services for Persons with Disabilities and Grievance Resolution Procedures \(https://leg.colorado.gov/publications/colorado-legislative-branch-policy-services-persons-disabilities-including-grievance\)](https://leg.colorado.gov/publications/colorado-legislative-branch-policy-services-persons-disabilities-including-grievance)

[Workplace Expectations \(https://leg.colorado.gov/workplace-expectations\)](https://leg.colorado.gov/workplace-expectations)

[Workplace Harassment Policy \(https://leg.colorado.gov/workplace-harassment-policy\)](https://leg.colorado.gov/workplace-harassment-policy)

FOR LEGISLATORS & STAFF

[Ethics Tutorial \(https://sites.google.com/view/coga-ethics-tutorial/\)](https://sites.google.com/view/coga-ethics-tutorial/)

[IT Login \(https://leg.colorado.gov/user/login\)](https://leg.colorado.gov/user/login)

[New Legislator Orientation \(https://www.leg.state.co.us/public/nlo.nsf/NewLegislatorOrientation.xsp\)](https://www.leg.state.co.us/public/nlo.nsf/NewLegislatorOrientation.xsp)

[Social Calendar \(/social-calendar\)](#)

[House and Senate Rules \(/house-senate-rules\)](#)

https://www.coloradopolitics.com/legislature/public-employee-collective-bargaining-bill-narrows-focus-to-counties-higher-education/article_3d638a0a-9a7e-11ec-a803-abf68a40d28b.html

EDITOR'S PICK

Public employee collective bargaining bill narrows focus to counties, higher education

By MARIANNE GOODLAND marianne.goodland@coloradopolitics.com

Mar 8, 2022



Rob Gould, center left, a special education teacher and lead Denver Classroom Teachers Association negotiator, and Henry Roman, center right, president of the teachers union, speak to teachers during a strike rally on the west steps of the State Capitol Monday, Feb. 11, 2019, in Denver. The strike was the first for teachers in Denver since 1994 and centers on base pay. (AP Photo/David Zalubowski)

David Zalubowski

A collective bargaining bill for public employees in the works for the past two sessions continues to draw strong opposition from local governments and public higher education institutions.

But in recent weeks, negotiations between Gov. Jared Polis, who opposed the legislation's concepts as contained in early drafts, and bill sponsors have resulted in narrowing down the list of public sector employees who could engage in collective bargaining with their employers.

A 2021 draft obtained by Colorado Politics, which was the starting point for the 2022 legislation, said public employees would be allowed to unionize, collectively bargain, communicate with unions and other public employees, participate in the political process, have exclusive representation at formal discussions on grievances or personnel policies and practices, and be able to post information on unions in the employer's facilities. In addition, joining a union would be optional.

The original draft said collective bargaining would be available to any public sector employee who wants to join a union – special districts, K-12 education, higher education, and local governments, including municipalities and counties.

But a Feb. 25 letter to Polis from Colorado Counties, Inc., which represents 62 out of the state's 64 counties, pointed out the legislation now appears to apply only to counties and higher education. Most notably, public education has been left out.

Colorado Education Association president Amie Baca Oehlert said collective bargaining should extend to teachers.

"As a member of the collective bargaining bill coalition, the 39,000 members of the Colorado Education Association believe that the state legislature should introduce and pass a bill that creates a legal obligation for employers to recognize a union and bargain with that union in places where the majority of workers have opted to unionize," Oehlert said.

"This fundamental right mirrors what already exists for private sector workers through the National Labor Relations Act and was recently expanded to Colorado state level workers through state legislation last year. We fundamentally believe that workers should have a right to bargain their pay, benefits and working conditions and a bill to that end should benefit all public workers in the state. For public school workers, it is paramount for us to have these protected rights as our working conditions are our students' learning conditions," Oehlert added.

The county association, however, wants out of the bill, according to its letter.

"It is wholly inequitable to burden just the counties with this collective bargaining obligation. It has the potential to make hiring and retaining people in a post-COVID world even more difficult, especially as we compete with our municipalities for a limited pool of public sector employees," the group wrote in the

letter.

Kevin Bommer, executive director of the Colorado Municipal League, said while municipalities appear to be excluded, his group also still opposes the bill and will work to defeat it.

The county association's letter also pointed to budgetary effects, an issue the state's community college system also raised.

Former Lt. Gov. and Democrat Joe Garcia, now chancellor of the Colorado Community College System, raised the cost issue with sponsors in a February 18 letter, as well as just how many individual bargaining units could be formed on each college campus.

Garcia's community college system includes 13 colleges on 38 campuses. The bill places no limits on the number of collective bargaining units that could be set up on each college campus, which could range from one collective bargaining unit for each campus to separate units for adjunct faculty, full-time faculty and professional staff, known as unclassified or exempt employees, to distinguish them from classified employees, who are part of the state personnel system.

The bulk of those employees are what's known as adjunct faculty – temporary, contract employees who teach just a few courses.

According to [one study](#), adjunct faculty comprise 50% of classroom instructors. They're considerably cheaper to hire and receive no benefits and receive as low as \$2,000 per course. In 2020, [Inside Higher Ed](#) cited a report from the American Federation of Teachers, which backs the collective bargaining bill, that said about 25% of adjunct faculty live in poverty.

Information provided to lawmakers last week from the community college system point out the following:

- Adjunct faculty have sought an increase in their pay by \$1,000 per course. That would cost the community college system about \$21.6 million in additional salary and benefits. It would necessitate either an 8.4% increase in resident tuition or laying off 300 staff.
- To raise instructor pay to the equivalent of full-time faculty would require \$53.2 million, with a 20.6% increase in resident tuition or layoffs of 750 staff.

Both are predicated on the assumption that the General Assembly would not kick in more general fund support to offset those costs. Those costs also don't take into account what the community colleges would have to shell out to cover the administrative expenses of managing multiple collective bargaining units and agreements, which they estimated at \$10 million annually. Community colleges "do not

operate in a collective bargaining environment and would require new positions to meet these new demands – labor relations negotiators and trainers, legal counsel with labor relations experience, administrative support, and IT support," according to a letter Garcia and the presidents of the community colleges sent to lawmakers last month.

The letter asked that the community college system be exempted from the bill. And if community colleges were included, the letter asked for just one collective bargaining unit per employer – such as for the entire system – or exempt the adjunct faculty from the bill.

A Feb. 28 letter from all but one of the state's public colleges and universities echoed the same points.

"Public institutions of higher education would experience unique challenges to implement such a policy, especially given the wide variation in their operating and governance structures, missions, student populations and employee mix. A collective bargaining policy applied uniformly across the higher education ecosystem would likely have inequitable and unintended consequences," the institutions said in the letter.

Those consequences included tuition increases, administrative costs and potential loss of student financial aid, the letter said. The one college that did not sign onto the letter, which went to the governor and lawmakers, was Metropolitan State University of Denver.

The other sticking point is for critics is the ability to strike.

The 2020 law granting collective bargaining rights to state employees prohibited strikes, but the drafts, including one from January 2022, does not include that prohibition.

A letter from a coalition of education, local government organizations and chambers of commerce pointed out the cost issue, as well.

The 2020 law for state employees estimated implementation costs at \$8 million per collective bargaining unit. Taxpayers will have to bear that cost at a time when families and businesses are already struggling, the coalition said.

According to [Colorado Public Radio](#), 15 of Colorado's 272 municipalities have collective bargaining agreements, mostly with police and firefighters. According to a [2014 ballot measure](#), roughly 39 of the state's 178 school districts — mostly large districts, such as Denver and Jefferson County — have collective bargaining agreements.

While the coalition said it does not oppose the idea of collective bargaining, it disagrees with the position of the General Assembly to impose a "new unfunded mandate" and insert itself into local government, school employment and budgetary matters that it says are reserved for employers, employees and voters.

"[The bill's proponents] have provided no evidence that such a massive shift in public policy in Colorado is in any way warranted or justified and no compelling reason to insert itself into the employment matters of others," the letter stated. "It is especially egregious there will be no effort at the state level to compensate impacted entities for fiscal impacts of this new unfunded mandate."

Polis, through a spokesman, said only that "we're continuing conversations with proponents and impacted stakeholders."

House Majority Leader Daneya Esgar, D-Pueblo, one of the bill's sponsors, told Colorado Politics recently that sponsors have engaged in conversations with all stakeholders with the intention to provide Colorado workers "with the rights they need."

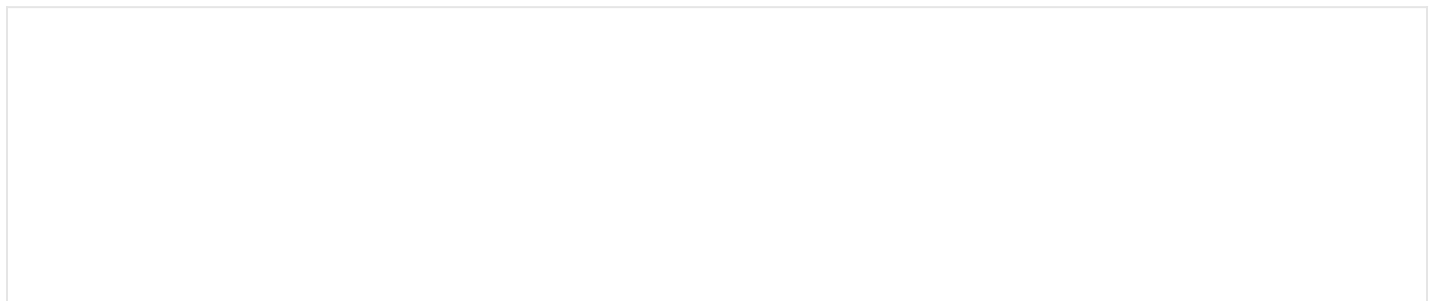
"We're hearing from the governor his concerns and from workers that we have to get this passed," Esgar said.

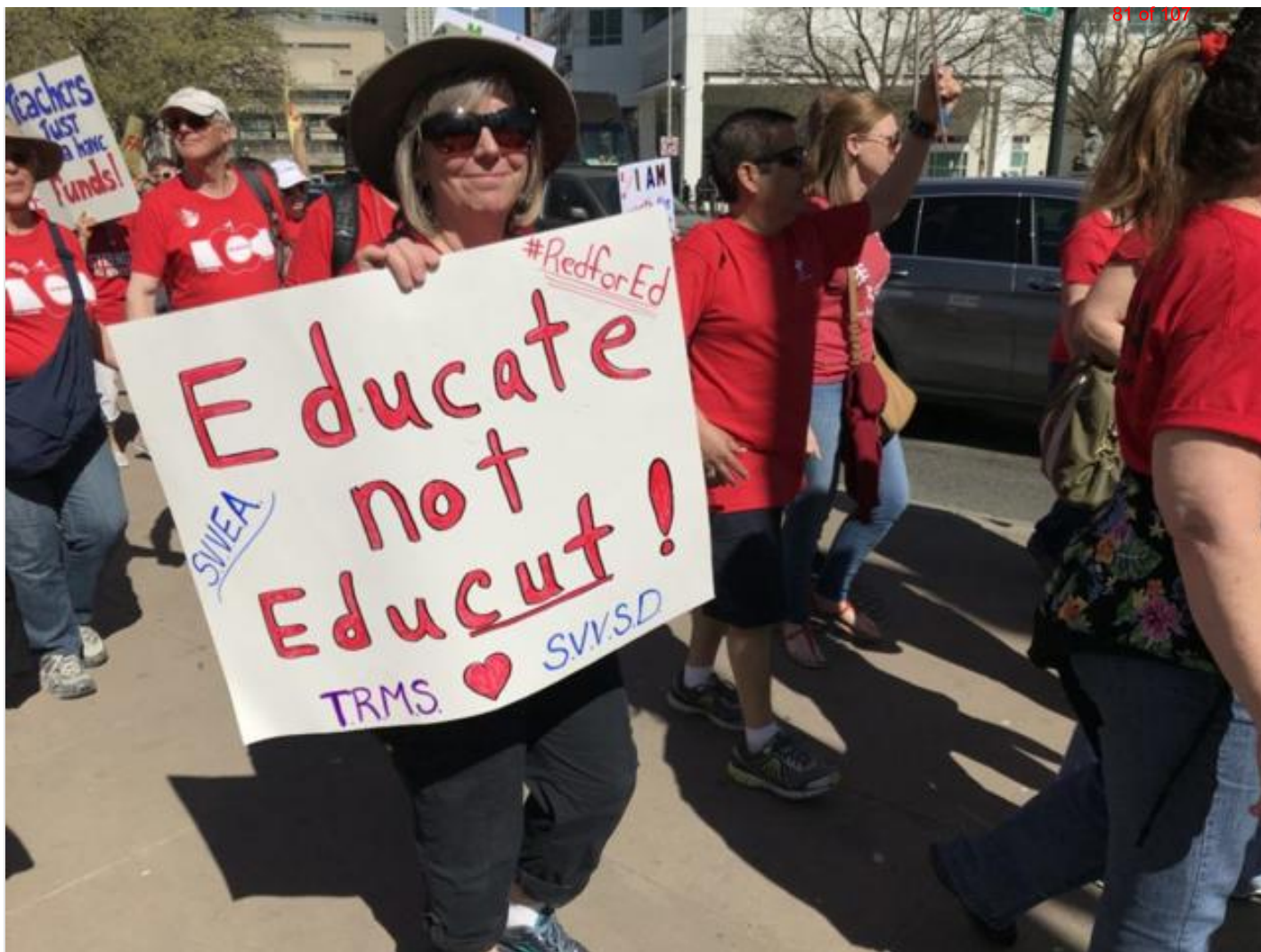
Several sources said they haven't seen a draft of the bill since late last year, and that they haven't been included in recent negotiations, which appear to be taking place only between Polis and the sponsors.

Unions, such as American Federation of Teachers, Colorado Education Association, and American Federation of State, County and Municipal Employees, stand to benefit from the bill.

There are 29 public colleges and universities in Colorado, employing more than 16,000 full-time and part-time faculty and more than 55,000 staff as of 2017-18, [according to the Southern Regional Education Board](#). Public schools in Colorado employ more than 52,000 teachers, according [2017 data](#) from the National Center for Education Statistics.

MORE INFORMATION





Polis throws cold water on public unions bill

COVER STORY | Hot Topics of the 2022 General Assembly

Collective bargaining bill won't be introduced this session, Rep. Daneya Esgar says

Majority leader Daneya Esgar plans bill to allow any public employee to join a union

Halfway through the 2022 session: What's left for the Colorado legislature to do?

From the Web

Ads by Revcontent



Plastic Surgeon Tells: If You Have Wrinkles, Do This Immediately (It's Genius!)

Beverly Hills MD



Anyone With Diabetes Should Watch This (Big Pharma Companies Hate This!)

Daily Health Trends



Take 1 Cup of This Before Bed & Watch Your Body Fat Melt Like Crazy!

Health



1 Simple Trick That Cuts People's Electric Bill By Up To 90%

Electric-Saver.com



Dog Excessive Paw Licking: Top Vet Says To Do This Daily

UltimateK9Health.com



Castle Rock,Colorado Launches New Policy For Cars Used Less Than 49 Miles/Day

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Getting Organized

More library staffers are turning to unions for security and social equity

By [Cass Balzer](https://americanlibrariesmagazine.org/authors/cass-balzer/) | March 1, 2022

[\(/#facebook\)](#), [\(/#twitter\)](#), [\(/#email\)](#),
[\(/#print\)](#)



Northwestern University Library workers marched across the Evanston, Illinois, campus to declare their union. Photo: SEIU Local 73

At noon on October 12, 2021, more than 130 library workers at Northwestern University met at the Rock, a well-known gathering space on the Evanston, Illinois, campus. They had decided to march to the provost’s office to declare their intent to organize as an affiliate of the Service Employees International Union (SEIU) Local 73 and to ask the university to recognize their union. After walking for several blocks, the workers turned a corner and were met by groups of students who cheered as they passed by. “We love our students, and we’re here to support them and the faculty,” says Jamie Carlstone, metadata librarian. “Seeing that they value us so much—I get teary-eyed talking about it.”

Library unionization efforts are blooming around the country, taking place in public, private, and academic institutions of all sizes. In Maryland, Baltimore County Public Library workers have joined the International Association of Machinists and Aerospace Workers, and in Colorado, Denver Public Library (DPL) staffers formed Denver Public Library Workers United, a unit of the Communications Workers of America Local 7799.

While the unionization process varies depending on the unionizing body and institution, worker demands remain consistent across the board: They want equity—monetary, social, and cultural—and the ability for frontline workers to participate in decision making.

Latest Library Links

<https://americanlibrariesmagazine.org/latest-links/>

2h
Chelsey Roos writes:



“Anecdotally, I have noticed changes in what and how the kids that come into my library are reading. I’ve had many more requests for phonics and sight reading books from caregivers. I notice more early elementary school students hanging out in the picture book section instead of the early readers and chapter book section. That isn’t necessarily a bad thing – there are lots of great picture books for older students! But it is a change. In older readers, I’ve seen a big drive toward comfort reading, and some apprehension towards new

AL Live



<https://americanlibrariesmagazine.org/al-live/>



<https://americanlibrariesmagazine.org/al-live/>

The Chicago Manual of Style Online:

**Professional,
Authoritative, Efficient,
and Remarkably Affordable**



<https://www.chicagomanualofstyle.org/home.html>

At Northwestern University Library, talk of unionization began at the start of the pandemic after the university announced widespread furloughs. The news came just months after the university had revealed its first budget surplus in years. Of the nearly 250 noncontract Northwestern staffers furloughed, 52 were from the library.

Though Carlstone was not furloughed, she says the experience was dispiriting for her and her colleagues. “I don’t think the university fully recognizes the emotional toll it took on us and what a kick to morale [it was],” she says.

After almost a year of organizing, library workers connected with SEIU Local 73 in May 2021, asked for recognition from the university in October, and voted—by a count of 70 to 28—to certify the union in December. Since then, members have been working to articulate key demands. Their goals include negotiating annual cost-of-living raises, a promotion path, salary transparency, and a codified hybrid work schedule, once the pandemic recedes.

Now that the university has officially recognized the union election, library workers will begin preparing for bargaining efforts, which will likely happen in spring 2022.

‘We are the union’

Northwestern’s library workers are not the only ones newly affiliated with SEIU Local 73. Just a few miles away, Skokie (Ill.) Public Library (SPL) joined SEIU and announced its union in early 2021. Talks of forming a union began in spring 2020 among part-time staffers, many of them people of color. According to Angela Jones, SPL youth and family program coordinator, those lower-wage and part-time workers have either limited benefits or none at all. During the pandemic, they worked in some of the riskiest conditions.

“They were the ones that had to come into the building, the ones who couldn’t work from home, the ones who had the closest contact with patrons,” Jones says. “There were already concerns that our staff had regarding equity, but a spotlight was put on the situation during the pandemic.”

As at Northwestern, a lack of institutional respect and safety were cited as chief reasons for organizing. According to Jones, shifting the workplace hierarchy is a key goal of the union. “We’ve done surveys about the things important to our members, and dignity is always at the top of the list,” she says. “There’s a general sentiment that people would like to be paid equitably and that people would like a cost-of-living increase, but it’s so much more than a financial thing.”

While SEIU was essential to the unionizing process, Jones points out that unionization would not have been possible if not for the hard work of the library’s part-time staff. “There’s a misunderstanding of the idea that unions come in and do all of this, but an outside entity cannot organize a union,” she says. “SEIU is not the union. We are the union. This was very much an effort that was developed by our part-time staff at the Skokie library.”

Strength in numbers

Some library workers are forming their own unions while others have decided to join existing organizations. Librarians, archivists, and curators at University of Michigan teamed up with an existing campus union, the Lecturers’ Employee Organization (LEO), American Federation of Teachers Local 6244, in 2021. LEO is a union for non-tenure-track faculty on all three University of Michigan campuses.

According to Meredith Kahn, librarian for gender and sexuality studies at University of Michigan, there were several benefits to merging with LEO. “By joining an existing union, we would have access to a level of support beyond what we would have if we were just on our own,” Kahn says. “LEO was an appealing union to join because much like lecturers, we kind of sit in this weird space between what people think of as ‘real faculty’ and other positions.”

The idea of forming a library workers union had been discussed for several years before a 2020 decision by the university’s board of regents simplified the process. The resolution states that the university will recognize new bargaining units on campus via card check—a simplified process where union representation can be approved by a majority of eligible workers signing

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authorization forms—rather than requiring a formal election. Additionally, the university has stated it will take an official stance of neutrality and not unnecessarily challenge bargaining units.

“I think we had it much easier than many of our colleagues at other educational institutions and public libraries because we weren’t facing any kind of organized resistance from the employer,” Kahn says.

As at SPL and Northwestern, Kahn says the decision by University of Michigan library staff members to unionize has a lot to do with equity, accountability, and transparency. “The thing that people learn right away is that this is not an information problem,” Kahn says. “It’s not that the employer doesn’t know that we’re underpaid or doesn’t know that we’re upset about some of our working conditions. It’s a lack of political will to change those things.”

Library workers at all three institutions say that the COVID-19 pandemic was one of many factors in their decision to unionize. In most cases, unionization talks had begun months or years earlier; the pandemic merely made workers’ concerns feel more immediate.

These pandemic grievances and widespread unionization efforts may also spur nearby library systems into action. The formation of a union in Denver has caught the attention of nearby library districts, which have expressed gratitude for the library’s efforts. According to DPL library clerk Liana Kiddy-Gan, “It feels more real to people. That we did it makes them feel like it’s something they could do.”

Many library workers involved in unions agree that the experience of unionizing has been meaningful, both professionally and personally. “This was one of the most empowering experiences of my career,” Jones says. “I will be telling my grandkids about this.” ■

Cass Balzer is a writer in Chicago.

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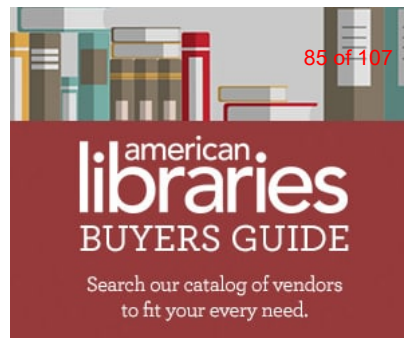


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NEWS > COLORADO NEWS • News

Colorado librarian alleges she was fired for objecting to cancellation of LGBTQ, youth of color programming: “My only option is to speak out”

Brooky Parks filed state and federal discrimination complaints over her firing by High Plains Library District



By **ELIZABETH HERNANDEZ** | ehernandez@denverpost.com | The Denver Post

PUBLISHED: February 5, 2022 at 6:00 a.m. | UPDATED: February 5, 2022 at 8:33 a.m.

A Colorado librarian filed state and federal discrimination complaints Friday alleging she was fired by a Weld County library district after objecting to the cancellation of programs she had planned for youth of color and LGBTQ teens — including an anti-racism workshop.

Brooky Parks filed the complaints with the Colorado Civil Rights Division and the U.S. Equal Employment Opportunity Commission over her firing by the [High Plains Library District](#) in December, following a move to discourage “inflammatory or polarizing” programming.

Parks said she believes she was terminated from her job at the Erie Community Library branch for advocating for youth of color and LGBTQ youth, who are protected under the Colorado Anti-Discrimination Act, and in retaliation for opposing unlawful discriminatory practices.

“If something is really, really wrong, I cannot support that,” Parks told The Denver Post. “If I were to stay quiet and just keep doing my job and let that happen, I feel like I’m part of the problem. My only option is to speak out.”

James Melena, community relations and marketing manager for the High Plains Library District, said the decision to fire Parks was an internal matter that he could not discuss.

Governed by a [seven-member board of trustees](#), the High Plains Library District manages seven branch libraries, including two in Greeley, and is affiliated with six autonomous member libraries.

During a meeting on Nov. 15, the trustees approved programming policy language that states library programs “should not be intended to persuade



Melena said High Plains' policy was formalized at that meeting, but wasn't different from how the library already had been operating.

Part of the drive behind formalizing the policy, he said, was in pursuit of becoming the first library district to win the [Malcolm Baldrige National Quality Award](#), established by Congress to promote improved quality of goods and services in U.S. companies and organizations. When asked if those changes were in line with the award, Jennifer Huergo, director of public affairs at the National Institute of Standards and Technology, noted "diversity, equity and inclusion are a focus of the Baldrige Excellence Framework."

The High Plains policy doesn't bar controversial programs, Melena said, but prompts staff to pay special attention to them and how they are executed. Melena said a manager would determine whether a program is controversial.

"As an example, we could host a program about gun control and gun rights and keep it informational, but if the program was intended to persuade attendees one way or the other, we would consider that controversial or polarizing," Melena said.

In Parks' written discrimination complaint, she wrote: "I was afraid the new policy would be exploited to discriminate against minorities in our community, and it turns out I was right to be afraid."

"So fabulous at what she did"

Parks was a teen librarian at the Erie branch for three years, developing and running programs that included a teen advisory board, Harry Potter escape rooms, suicide prevention workshops and a book club called Read Woke in which teens read one book per month focusing on different marginalized communities.

"Brooky was so focused and so dedicated and so fabulous at what she did," said Michelle Sparks, a library associate at the Erie branch. "She was so good at being really sensitive toward understanding what it would take to get the teens to want to come in and hang out or, even better, participate in this teen advisory board. She was so good at thinking through and implementing what kind of programs the teens would be interested in that she was, in my opinion, doing more than I had seen anybody else previously do."



Two days after the November policy changes were instated, Parks said she was called into the office of her boss, Marjorie Elwood. According to Parks, Elwood said that due to the policy changes, Parks needed to rename her Read Woke book club because the word “woke” was polarizing. Parks said Elwood also directed her to cancel two upcoming programs — an anti-racism workshop for teens and an LGBTQ teen program called “Resistance Through History, and You!”

A children’s librarian also was instructed to cancel a program because it featured the words “social justice,” Parks said.

Melena said the programs were not canceled because they were never approved to begin with. “When we were alerted to this, we began the process to correct it,” Melena said. “The rest was an internal HR matter.”

Melena said topics about LGBTQ youth and youth of color are not inherently polarizing, but “the way each topic is presented can be.” Melena said the library has a history of supporting such programs and will continue to host them when planned properly.

Attorney Iris Halpern, of the Denver-based Rathod Mohamedbhai law firm, is representing Parks and said the librarian also intends to file a lawsuit alleging discrimination, retaliation and violations of her First Amendment rights.

“It’s nothing more than sheer racist ideology and homophobic ideology, and our public institutions should not be subscribing,” Halpern said. “It’s sending the wrong message to minorities and saying their story doesn’t matter and their identities need to be erased. Elected officials are not taking seriously their role in representing all their communities and constituents because it’s politically popular right now to discriminate against minority groups as a political tool and an expedient way to gain favor at the ballot box. There’s a sad history of this.”

“Canceling stuff based on their own personal prejudices”

Parks said the library district board has its own problematic history when it comes to supporting diversity and equity.

At the same November meeting that the board changed the program policies, Parks and her colleagues came to address the trustees over a long-standing



“As it stands right now, many people in the community have been confused or insulted that the library would recognize all the other federal holidays... except for the one involving a Black man,” one public commenter said during the meeting.

During a July 2020 High Plains board meeting, [members discussed issuing a public statement about racism in the wake of George Floyd’s murder at the hands of Minneapolis police, as countless public institutions across the nation were doing at the time.](#)

Public comment at the meeting was in favor of releasing a statement in support of the Black community, but board chair Kenneth Poncelow — who is still in that position — argued against doing so, saying taking a stance on social issues unrelated to the workings of the library was not the board’s purpose and that the library was not about social change, according to the meeting minutes.

In July 2020, the Public Library Association [issued a statement](#) calling on public library workers to commit to structural change and taking action to end systemic racism and injustice.

Poncelow — a former Fort Lupton police chief — said the library was not supposed to take a stance but that if it chose to, it must also make a statement in support of law enforcement officers, according to the meeting minutes.

“The board members do not represent the communities we serve,” Parks said in an interview. “The decisions they’re making are harmful to the communities. It’s really frustrating to try to do the job we’re supposed to do when you have people canceling stuff based on their own personal prejudices.”

“Sending a message... that you don’t matter”

Parks pushed back on the cancelation of her events.

During the first week of December, Parks was supposed to have her annual performance evaluation, but instead was issued a written warning by Elwood and a human resources representative with negative feedback about her work, Parks said. She said she had never received a bad evaluation or written discipline prior to this situation.



“I was not put on any performance improvement plan and had no previous indication that my job was at risk,” Parks wrote in her statement. “Instead, the abruptness of the library’s decision to raise all of these ‘performance issues’ just after I began pressing the district on its discrimination policies suggested to me that my termination was purely retaliatory.”

Sparks, who is still employed at the Erie branch, said libraries need to be a safe place for all people.

“Our main concern is we are just doing that same old song and dance of ‘let’s play it safe as long as it’s safe for the white people or the cisgender,’” Sparks said. “If we ignore the disenfranchised and we ignore or intentionally mute ourselves in the area of the LGBTQ people or people of color... we’re sending a message... that you don’t matter...”

“The message that was sent when Brooky was fired was this is no longer a discussion, we aren’t talking about it anymore and you will toe the line.”

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 Author **Elizabeth Hernandez** | General
Assignment Reporter

Elizabeth Hernandez started at The Denver Post as an intern in 2014 and just kept coming to work until they hired her in 2015. Hernandez covers higher education and issues impacting younger readers -- affordable housing, student loan debt, social media and more -- from teens to millennials.

ehernandez@denverpost.com

 Follow Elizabeth Hernandez [@ehernandez](https://twitter.com/ehernandez)



Board Talking Points

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

New Castle Rock Library – Ground breaking for a new Castle Rock Library is set for Monday, May 2. Construction will take about 13 months with another 6 weeks to 2 months for site work and facility fit-up. The Library is donating the gazebo on the current property to the Colorado Agriculture Leadership Foundation at Lowell Ranch south of Castle Rock. The gazebo will move by the end of the month.

Author Talks – In early March, Douglas County Libraries brought back its popular signature author events by hosting New York Times best-selling author, C.J. Box.

A grandmother who brought her two grown grandsons to the event shared that her grandson, Brendan, wasn't much of a reader and then sometime around 6th grade his Dad gave him C.J. Box's novel, Open Season. From that point on, he read everything C.J. Box wrote. And now as an adult, he is a Fish and Game Warden because of C.J. Box's popular character, Joe Pickett. Warden.

Another patron came up with a book she wanted signed for her father. She said, although he couldn't come tonight, he wanted us to know that although he didn't get to go to high school, he is now a life-long reader. He didn't read until he was introduced to C.J. Box's books but since then he's read them all and the thing he is most proud of is that he got his own library card.

These are just a few community comments that describe how these events nurture community connections and relationships. DCL is proud to bring books, authors and readers together to inspire a love of reading, discovery, and connection.

Fairytale Ball – In 2022, DCL has hosted and will continue to host the popular Fairytale Ball events. Held at most of our branches, these interactive events feature a different fairytale each year. In 2022, don't be late for these important dates! Or you risk missing a topsy-turvy tea party with the Mad Hatter, a chance to meet Alice and her Wonderland friends, and a game to benefit the Queen of Hearts. All this fun and more awaits our guests at DCL's Fairy Tale Ball: Alice in Wonderland. Visit dcl.org for the remaining event dates and times.

Customer Experience Division Report

March 2022

Storytime: Across all formats, locations, and ages, 9,443 people attended or viewed a DCL storytime in February. This is a 15 percent increase over January. We continue to offer two new on-demand virtual storytimes each week. This month we averaged 74 viewers per storytime, virtually the same as last month. Highlands Ranch continues to be the busiest storytime branch, averaging 46 people per storytime (toddler storytime at HI averages 63 people (!) per session).

Each branch offers a special “Storytime Discover” at least once each month. On February 25, Storytime Discover at Parker provided a colorful “maze board” activity for more than 70 enthusiastic kiddos and their caregivers:



Coming Soon!

Spring is hatching at the Lone Tree “Playful Pets” playscape! As part of our strategic initiative to enhance playscapes across the district, DCL is partnering with the Douglas County Extension Office and 4-H to host a chicken egg incubator. We expect the eggs to hatch around April 12th.

Now Hiring

We are currently recruiting for temporary summer employees to help our Materials Handling team. This is a great opportunity for students or others who have summers off to join a fun team and serve the community! Applications are due March 28th and can be found at <https://dcl.org/join-our-team/>

From Lisa Casper:

Our wonderful teen who was doing her DECCA project during Storybook Holiday Halloween just came in with a thank you note and copy of her report. She placed in the TOP TEN of the Colorado DECCA Finals! She said to thank everyone for their help and guidance. She was over the moon with the result.

You know you're amazing, right?
 Thank you SO SO MUCH for believing in me and taking me under your wing this year! Due to your genuine openness and care that you've shown me, the DCL staff, and the entire community, I was able to grow into a better person in the time we spent together. Because of you, my DECCA project was ranked in the top ten in the state of Colorado! From the book club to Welcome to Transylvania. THANK YOU + DCL!!! Love, Aisina ♡

March 2022 Volunteer Report:

April is National Volunteer Appreciation Month and Douglas County Libraries (DCL) is celebrating the contributions of our volunteers!

2021 highlights:

- 963 volunteers contributed more than 18,000 hours to DCL in 2021—that's nearly \$515,000 in donated time.
- Volunteers spent more than 4,000 hours working with collections and processed more than 135,000 items withdrawn from the collection
- 53 volunteers earned a President's Volunteer Service Award. The Award is a prestigious national recognition presented by the President's Council on Service and Civic Participation. In addition, we will present a gold President's group award to our 2021 DCL Board of Trustees and bronze award to the Foundation Board.

DCL continues to hold the prestigious distinction of being a national Service Enterprise Organization. This designation signifies our commitment to best practices for engaging volunteers. The national Service Enterprise Initiative, led by Points of Light, supports nonprofit organizations to leverage volunteers and their skills to address community needs.

In addition, DCL has the privilege to work with many special needs groups from the Douglas County School District's Bridge Program and local adult daycare Sky Cliff Center. These volunteers come to Lone Tree, Castle Pines, Philip S. Miller, Parker and Highlands Ranch weekly to help with collections-related activities such as stamping books or DVDs as withdrawn from the collection. For many of them, it's the highlight of their week.

We will recognize our volunteers at our annual districtwide volunteer appreciation event. This year's event will be a Detective Dinner Party at the Highlands Ranch branch on Saturday, April 23rd. We hope you join us for this whodunit mystery as we treat our volunteers to a delightful evening together.

Looking forward, Volunteer Services will kick off our new volunteer portal that offers improved functionalities and data tracking abilities over our last system, Volunteer Connect Douglas County. We have transitioned our community partners from Volunteer Connect and will make the switch for DCL this spring.

In addition, we are excited to be a key part of several strategic plan initiatives in the years ahead including:

- Home delivery of materials
- Outreach activities in the community
- Increased dedication internally to volunteerism in every division

Respectfully submitted by,
Ali Ayres
Volunteer Services Manager

Jennifer Hensler
7765 Warbonnet Trail
Parker, CO 80138
303-621-4882

March 2, 2022

Douglas County Libraries
20105 East Main Street
Parker, CO 80138

Dear Lovers of Children and Books at the Douglas County Libraries,

I was shocked when my daughter, Skylar Hensler, received a letter in the mail from a collection agency. Then, to discover that it was for fines at our beloved library, I was dismayed. Yes, we have books that we didn't return to the library. I have them now...in a pile on the stairs.

You see, life has been hard. On a personal level, my family is suffering through some significant trauma. I believe we made it to the library once last summer. I let the book returns slide because I was preoccupied with the mental health of my children and the bills I had to pay to keep us afloat. Every month I opened every piece of mail and managed it. AND, I never received a bill from the Douglas County Libraries.

When life is hard, email becomes overwhelming. I didn't check my email. When life is hard, answering the phone can be difficult. I didn't receive a phone call.

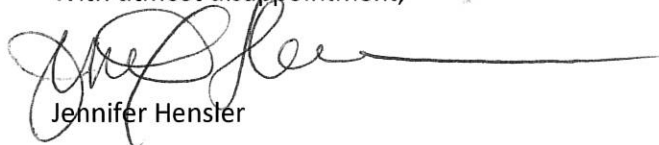
Now I have a bill to a collection agency for more than \$100. Now that I've located the books, I approximate their worth at \$30.

Had I received a bill in the mail, I would have a) located the books, b) paid the fines and c) visited our community library again.

Instead, I'm going to a) pay Unique Collections a ridiculous amount, b) return the books and c) utilize the Arapahoe Public Libraries because they seem to have a much better perspective on collecting books/fines from their community.

It is unfortunate that I will be sharing with my friends and family the disappointed in our library system and the GREAT NEED to send fines for "lost books" to a Collections Agency – in the name of a ten-year old.

With utmost disappointment,


Jennifer Hensler

This letter is a copy of an email sent to jljones77@hotmail.com on 3/8/22 at 3:30 p.m.



March 8, 2022

Dear Ms. Hensler,

I received a copy of the attached letter to the trustees yesterday. I am the Director of Customer Experience, and I want to express that I am sorry for any challenges your family has been going through. It is certainly not our intent to compound those challenges by limiting your access to your public library.

I took the liberty of taking a look at your daughter Skylar's account today, and it looks like the materials were either returned or the lost fees were waived. Our goal is always to recover library materials, whenever possible, and then work with people if there are fines remaining on the account. The only thing we *cannot* recover is the fee we pay to Unique Management, but if the remaining \$10 fee on Skylar's account is prohibitive, please let me know and we will figure it out with you.

I know the past couple years have been challenging, and we do not intend to create any barriers to library use for anyone. Like any public library, our goal is simply to get our materials back so they can be enjoyed by other customers. Please let me know if there is anything further I can assist you with. Our trustees will receive your letter, as well as a copy of this response. I will also follow this email with a mailed copy of this letter.

Sincerely,

Julianne Griffin
Director of Customer Experience

Castle Pines
360 Village Square Lane
Castle Pines, CO
80108

Castle Rock
Philip S Miller
100 S Wilcox St
Castle Rock, CO
80104

Highlands Ranch
9292 S Ridgeline Blvd
Highlands Ranch, CO
80129

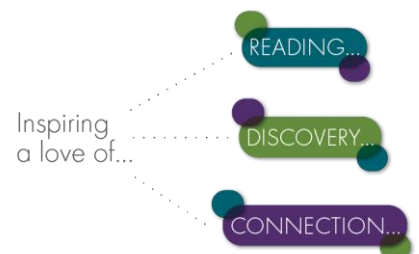
Lone Tree
10055 Library Way
Lone Tree, CO
80124

Louviers
7885 Louviers Blvd
Louviers, CO
80131

Parker
20105 E Mainstreet
Parker, CO
80138

Roxborough
8357 N Rampart Range Rd
Suite 200
Littleton, CO
80125

Item	Preparatory Work	Motion
Resolutions recognizing Ron Cole and Louise Wood	Review resolutions for adoption of the resolutions.	I move to adopt Resolution 2022-03-01 honoring the service of Rondle L. Cole and Resolution 2022-03-02 honoring the service of Louise M. Wood.
Quarterly Key Performance Indicator (KPI)	Review the KPI for any discussion you would like to have on these indicators.	No action required
Closure Policy	Review proposed policy change for approval	I move to adopt an amended Closure Policy that reads: The Board annually approves the District holiday closures, and all District-wide closures unless due to extreme weather or emergency. The Library Director has discretion for delayed-openings, early closure, or closure of a single location.
Board Self-Evaluation and Goals	Review Self-Evaluation document for discussion to update document, and timing of when to do and discuss self-evaluation and board goals	Dependent on discussion.
Board Bylaws	Consider idea to review and update board bylaws. Bylaws: https://www.dcl.org/board/dcl-board-policies.pdf?3322	I move to appoint _____ and _____ to work with staff to update the Board Bylaws.





RESOLUTION NUMBER 2022-03-01

A RESOLUTION OF APPRECIATION
HONORING THE SERVICE OF
Rondle L. Cole
AS A TRUSTEE
DOUGLAS COUNTY LIBRARIES BOARD

WHEREAS, Rondle L. Cole, as a Trustee on the Douglas County Libraries Board, serving January 2016 to January 2022, significantly contributed to the governance of the Library District;

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

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

PASSED, APPROVED AND ADOPTED this 30TH day of March, 2022 by the Douglas County Libraries Board of Trustees, Douglas County, Colorado on a first and final reading by a unanimous vote.

Douglas County Libraries

Library District

Board of Trustees

Robert W. Pasicznyuk, Library Director

Dawn P. Vaughn, Board President



RESOLUTION NUMBER 2022-03-02

A RESOLUTION OF APPRECIATION
HONORING THE SERVICE OF
Louise M. Wood
AS A TRUSTEE
DOUGLAS COUNTY LIBRARIES BOARD

WHEREAS, Louise M. Wood, as a Trustee on the Douglas County Libraries Board, serving January 2019 to January 2022, significantly contributed to the governance of the Library District;

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

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

PASSED, APPROVED AND ADOPTED this 30TH day of March, 2022 by the Douglas County Libraries Board of Trustees, Douglas County, Colorado on a first and final reading by a unanimous vote.

Douglas County Libraries

Library District

Board of Trustees

Robert W. Pasicznyuk, Library Director

Dawn P. Vaughn, Board President

Key Performance Indicators Report – Fourth Quarter 2021

SUMMARY

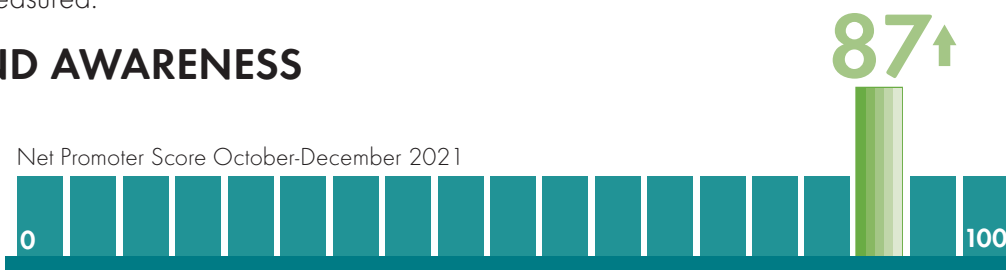
All the categories of donations improved. There were more unique volunteers, more households giving through King Soopers and more unique donors represented, especially through Colorado Gives Day.

Impressions are greatly increased due to the final development of a definition of the metric. Impressions represent the following items: in-branch views of DCL signage, social media engagement, website visits, impressions of a DCL.org search result in the top ten search results, and print and online impressions for PR and paid advertising.

Foot traffic and web traffic were each down slightly from the previous quarter.

This is the first publication of the internal satisfaction metric. This figure is a benchmark against which future reporting will be measured.

BRAND AWARENESS



MARKET USE



COMMUNITY ENGAGEMENT



INTERNAL SATISFACTION



DATE: February 23, 2022

AGENDA ITEM: Update to the District Closure Policy

PERSON(S) RESPONSIBLE: Bob Pasicznyuk

EXECUTIVE SUMMARY: The District Closure Policy was written before the District began to engage in a diverse program of event offerings, where set-up and breakdown of spaces is necessary. For the past several years, the Board has been asked to annually or individually approve these delayed-openings, or early closures. To allow for staff to handle these now routine and operational “closures” we are requesting to amend the Administrative, Closures Policy as noted below.

ADMINISTRATIVE POLICY

A. CLOSURES

CURRENT:

The Board annually approves the District holiday closures.

Additionally, the Board may elect to close all District libraries one day annually for a District Staff Day. Delayed Openings and Closures due to emergency and extreme weather are at the discretion of the Library Director.

PROPOSED NEW:

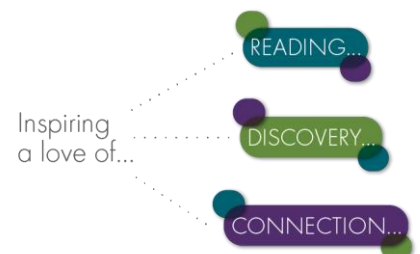
The Board annually approves the District holiday closures, and all District-wide closures unless due to extreme weather or emergency. The Library Director has discretion to modify hours of operation.

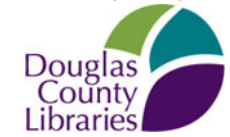
FISCAL IMPACT: None

STAFF RECOMMENDATION: We recommend that the Board adopt this updated Closure Policy.

MOTION: I move to adopt an amended Closure Policy that reads:

The Board annually approves the District holiday closures, and all District-wide closures unless due to extreme weather or emergency. The Library Director has discretion for delayed-openings, early closure, or closure of a single location.





Douglas County Libraries Trustee Evaluation

Name: _____

Date: _____

Item	Comments	Which Strategic Goal did this work support?
Attendance (attachment A)		Build Our Team

Committee Name	What were this committee's top three achievements this past year?	How did you contribute to these accomplishments?	Which Strategic Goal did this work support?
	1.		
	2.		
	3.		
	1.		
	2.		
	3.		

Board Goals (See 2018 Board Goals document)	What was accomplished?	What were your material contributions?	Which Strategic Goal did this work support?
Communication			Build Our Team
Board Development			All
Planning for the Future			Build Our Team

Board Modes of Governance	What work has the Board done in each of these areas of governance? And how have you materially contributed?	Which Strategic Goal did this work support?
Generative		
Strategic		
Fiduciary		

What personal goals do you hope to achieve as a Board member in the coming year?	Role (circle one)	Mode of governance (circle one)
	Governance Implementation Volunteer	Generative Strategic Fiduciary
	Governance Implementation Volunteer	Generative Strategic Fiduciary
	Governance Implementation Volunteer	Generative Strategic Fiduciary

How is the Library investing in helping me to be a better Board member? How can the library do better in this role?	What Mode of Governance (i.e., Generative, Strategic, Fiduciary) does this support enhance?



Douglas County Libraries Trustee Attendance

Meeting Type	Attendance Percentage
Board Meetings	
Monthly Study Sessions	
Committee Meetings	
Board Retreat	
Event Attendance	