

## DOUGLAS COUNTY LIBRARIES

### BOARD ANNUAL MEETING

Wednesday, January 31, 2024, 5:30 p.m., Philip and Jerry Miller Library, Castle Rock, CO

<b>Agenda Topic</b>	<b>Presenter</b>	<b>Page</b>
<b>Call meeting to Order</b>	Suzanne Burkholder	
<b>Consent Agenda Recommendation(s) Memo</b>	Suzanne Burkholder	2
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<b>Executive Library Director Update</b>	Bob Pasicznyuk	
• Discussion on Executive Performance Management with Sharon Morris, Public Library Leadership Principal Consultant, Colorado State Library		
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<b>Library Business</b>	Suzanne Burkholder	
<u>Annual Meeting Items</u>		
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• Partnership of Douglas County Governments		
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• Urban Libraries Council		
• Foundation		
 <b>Trustee Comments</b>		
 <b>Upcoming Meetings</b>		
• February 8, 2024, Executive Committee Meeting, Castle Pines Library, Castle Pines		
• February 28, 2024, Philip & Jerry Miller Library, Castle Rock		
○ Board Study Session, 4:00 p.m. (Dinner at 5:00 p.m.)		
○ Board Annual Business Meeting, 5:30 p.m.		
 <b>Adjourn</b>		

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Patti Owen-DeLay
Subject:	<b>Consent Agenda Recommendation(s)</b>

**ISSUE:**

Review and approve Consent Agenda item(s).

**DISCUSSION:**

The Consent Agenda follows the process outlined below:

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

Consent Agenda Items for this meeting are:

1. Minutes 1/9/24 Special Meeting Budget Hearing
2. Annual Designation of Board Public Notice Posting
3. Ratification of Emergency Action – Ransomware Incident
4. Ratification of Emergency Action – Water Line Break
5. Removal of Trustee Volunteer Agreement and Removal of Trustee Manual
6. Bylaws Change – Removal of District “Seal”

**RECOMMENDATION:**

Motion to approve the consent agenda items as presented, or as amended (if an item or items were pulled).

DOUGLAS COUNTY LIBRARIES  
**Board of Trustees Budget Public Hearing and Business Meeting**  
**January 9, 2024**  
**Castle Rock, Colorado**

President Burkholder called the business meeting to order at 5:30 p.m.

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

The following were present:

**TRUSTEES:** Suzanne Burkholder, Jessica Kallweit, Rick LaPointe, Zach McKinney, Terry Nolan, Meghann Silverthorn, and Ted Vail

Silverthorn attended via conference phone.

A full board was present, achieving quorum.

**STAFF:** Bob Pasicznyuk, Casie Cook, and Patti Owen-DeLay

**PUBLIC:** None

**CONSENT AGENDA:**

Nothing was removed from the consent agenda. There was no discussion.

1. Minutes December 6, 2023
2. BOCC resolution reappointing Terry Nolan

**MOTION 24-01-01SP:** LaPointe moved and the motion carried unanimously to approve the consent agenda consisting of the December 6, 2023, Board Business Meeting minutes and the Board of County Commissioners Resolution #R-023-123 reappointing Terry Nolan for a second term. McKinney seconded the motion.

**BUDGET PUBLIC HEARING**

Burkholder opened the public hearing, stating: The Douglas County Libraries Board of Trustees is now convened and I now hereby open the Public Hearing. In compliance with Colorado Statutes, and as legally noticed, this public hearing is being held on January 9, 2024, for the purpose of adopting the Final Budget for 2024.

The proposed 2024 Budget is in your packet and is made a part of these Resolutions and is presented for adoption as the Final Budget of Douglas County Libraries for 2024.

No adjustments are being proposed to the presented budget. It was noted that the final budget was an 11.5% increase, not 13% as shown in the memo on page 21 of the packet. This reduction was due to taking into account ending 2023 fund balance.

Burkholder stated that the board would be open to citizens' comments concerning the Douglas County Libraries Final Budget for 2024.

No public comments were made on the adoption of the 2024 budget.

**MOTION 24-01-02SP:** Vail moved and the motion carried six to one to adopt **RESOLUTION 2024-01-01** Adopting a Budget, **RESOLUTION 2024-01-02** Setting Mill Levies, and **RESOLUTION 2024-01-03** Appropriating Sums of Money. Nolan seconded the motion.

The 2024 budget passed as presented.

Burkholder closed the Public Hearing.

#### **TRUSTEE COMMENTS**

Burkholder urged trustees to consider leadership positions which will be appointed at the January 31, 2024, annual meeting.

#### **UPCOMING BOARD MEETINGS**

1. **Board Study Session:** January 31, 2024, 4:00 p.m., Douglas County Libraries at the Philip and Jerry Miller Library, Castle Rock
2. **Board Business Meeting:** January 31, 2024, 5:30 p.m., Douglas County Libraries at the Philip and Jerry Miller Library, Castle Rock
3. **Partnership of Douglas County Governments Meeting:** January 17, 2024, 7:00 a.m. (meeting begins at 7:30 a.m.), Douglas County Libraries at Highlands Ranch

#### **ADJOURN**

Burkholder adjourned the meeting at 5:50 p.m.

Respectfully submitted,  
Meghann Silverthorn, Board Secretary  
Minutes prepared by Patti Owen-DeLay

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Patti Owen-DeLay
Subject:	<b>Annual Designation of Board Public Notice Posting</b>

**ISSUE:**

Annual designation of the official location and a backup location for posting of board public meeting notices.

**DISCUSSION:**

Under Colorado Open Meeting Law (C.R.S. 24-6-401) the library is required to annually designate the location for public notices for library board public meetings, along with a backup site. In recent years, the law was modified to allow the local government website to be the official posting place.

**RECOMMENDATION:**

Motion to continue designating DCL.org, the library website as the official site for notice of board public meetings, with the Philip & Jerry Miller Library as the backup location in the event the website is inaccessible.

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Bob Pasicznyuk
Subject:	<b>Board Notice – Ransomware Incident</b>

**ISSUE:**

Ransomware Incident and policy compliance.

**DISCUSSION:**

We experienced some issues impacting the availability of our services over the past few days with some IT outages.

Our IT security team did recently learn that the IT issues affecting certain services were due to a ransomware attack.

Our teams are in the process of investigating the outages and bringing the systems back online as quickly and safely as possible.

The library has engaged external cybersecurity specialists to work on this, and we are hoping to restore full services soon. I do not have a time estimate on when this will be.

The Library Risk Management Policy anticipates exigent events and allows the Executive Library Director to act quickly in the best interest of the Library. Stating:

*In the event of a natural or human made disaster, act of terrorism or other disruption to Library operations, the Executive Library Director is given authority to act as needed outside the scope of authority otherwise delineated in policy.*

I will provide the Board with a full account of our response and costs when the issue is resolved.

**RECOMMENDATION:**

Motion to ratify the emergency actions of the Executive Library Director in this incident and to grant continued authority to act until the matter is resolved, while keeping the Board informed of those actions.

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Bob Pasicznyuk
Subject:	<b>Board Notice – Emergency Response Highlands Ranch Library</b>

**ISSUE:**

The area's unusual, low temperatures this last month resulted in pipes freezing and flooding conditions on the first floor of the Highlands Ranch Library.

**DISCUSSION:**

Staff detected flooding at the Highlands Ranch Library on 1/17/2024. Facilities staff diagnosed and cured the acute problem stopping further flooding and then engaged a remediation firm to remove the existing flood water and professionally dry the building against further damage and mold.

Moisture damage will require replacing dry wall, floor molding, and collection items. The pipes that failed were located in the wall proximate to the first floor, women's rest room. That wall will require more extensive repairs – dry wall, tile, molding, and similar materials. The area of failure will be buttressed by insulation or other measures advised by contractors.

About 70 collection items were damaged by flooding.

In keeping with repair needs and safety practices, the Executive Library Director closed the facility on Wednesday, January 17, 2024 with an expected re-opening date of Saturday, January 27, 2024. All repairs will not be complete by re-opening, but contractors and vendors can accomplish those repairs outside of Library scheduled hours.

Library Risk Management Policy anticipates exigent events and allows the Executive Director to act quickly in the best interest of the Library. Stating:

*In the event of a natural or human made disaster, act of terrorism or other disruption to Library operations, the Executive Library Director is given authority to act as needed outside the scope of authority otherwise delineated in policy.*

I am informing the Board of my actions in response to this event. I have authorized repair of the Library to return the facility to service at the first, practical opportunity. The costs of this event are still mounting. The Library maintains insurance coverage with a deductible of \$50,000. The cost of repairs and remediation will surpass the deductible amount.

I will provide the Board with a full account of our response and costs when all repair and recovery efforts are complete.

**RECOMMENDATION:**

Motion to ratify the emergency actions of the Executive Library Director in this water line break incident and to grant continued authority to act until the matter is resolved, while keeping the Board informed of those actions.

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Patti Owen-DeLay
Subject:	<b>Removal of Trustee Volunteer Agreement and Trustee Manual</b>

**ISSUE:**

The Trustee Volunteer Agreement is no longer relevant and the Trustee Manual is outdated.

**DISCUSSION:**

In 2019, the Board adopted the Trustee Volunteer Agreement as part of the library seeking an Enterprise volunteer program designation. The library has moved away from that program. With the 2022/2023 Board Bylaws updates, attorney review and recommendation, all important elements of the Trustee Volunteer Agreement are included in the Board Bylaws, making the agreement mute.

The Board adopted the Trustee Manual in 2013, reviewed and revised it in 2018 as an onboarding and reference tool. The tool is outdated having last been updated in 2022, and key elements of the tool are in the Board Bylaws and Policies. Additionally, this tool is not widely used by trustees.

**RECOMMENDATION:**

Motion to de-sanction the Trustee Volunteer Agreement and the Trustee Manual as official Board documents.



**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Patti Owen-DeLay
Subject:	<b>Bylaws Update – Removal of District Seal</b>

**ISSUE:**

The District Seal is an impediment for compliance with recent website accessibility law.

**DISCUSSION:**

Article XII. Seal of the Douglas County Libraries Board Bylaws states:

*The seal of the Library Shall be a circle with the words “DOUGLAS COUNTY LIBRARIES” contained therein, and that the Library Seal shall be affixed to all official and legal documents of the library.*

The District Seal has been a part of Douglas County Library Bylaws since the inception of the library as a District. Due to issues with formatting and how accessibility software read the seal image, staff investigated how to mitigate this, including why we have the seal and if it is a legal requirement.

In today’s age of electronic documents, the seal is outdated and has become an unmanageable and unnecessary administrative task, that if kept would require more definition of “official and legal documents”. In a review of Colorado Library Law, we found and the attorney concurred that the “seal requirement” was misapplied to the library district when it is in fact only a requirement of Regional Library Districts. We have no evidence of any law that requires a district seal. Additionally, we know of no situation where an outside agency has required that the district seal be applied to a document that we are executing.

The following requirements are necessary for any amendments to the bylaws or policies:

Notice of proposed Bylaws or Policy changes must be in written form and received by all Trustees at least five (5) days prior to the first reading.

Bylaws and Policies may be added, altered, amended or repealed on first reading at any regular or special meeting of the Trustees if all members of the Board are present and the vote is unanimous. If all members are not present or the vote is not unanimous, but the majority present votes in favor of the Bylaw or Policy amendment proposal, it will be presented at the next regular meeting of the Board, at which time it can be added, altered, amended or repealed by a simple majority of the Board present and voting.

**RECOMMENDATION:**

Motion to modify the Douglas County Libraries Board Bylaws by removing Article XII. Seal.

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Bob Pasicznyuk
Subject:	<b>January Executive Library Director's Report</b>

**ISSUE:** Monthly Library Report

**DISCUSSION:**

**Communications: Important news and answers to information requests.**

Douglas County Libraries focuses on a 7-fold business plan that resonates with our community.

<b>Access</b>	Content that supports our neighbor's love of reading.
<b>CARE</b>	Making personal connections with customers beyond mere transactions.
<b>Hub</b>	Well-appointed spaces for our community to work, meet, and play.
<b>Young Minds</b>	Early learning as the best foundation for school and life.
<b>Events</b>	Activating the love of reading through bespoke community activities.
<b>Beyond K12</b>	Custom business, citizenship, and language instruction.
<b>Our Story</b>	Preserving our community's history and memories.

**Late Fees No More.** On January 1, the Library stopped charging late fees on overdue loans. In Library parlance, we are *fine-free*. Staff updated customer accounts relieving \$770,000 in back charges late fee charges. We also removed point of sale options from checkout kiosks mitigating the ongoing costs of hardware and software. Customers still reimburse the Library for lost and damaged items. As you'd expect, customer response has been positive. We've seen no adverse impacts.

**Revenue.** Governor Polis called the State Legislature into special session in November about property tax escalation. The legislature lowered the property tax appraisal rate and raised deduction values. This impacted December budget deadlines and County Assessor support. The Board passed the Library's budget and allocated funding on January 9, 2024. The Board temporarily reduced the Library's property tax levy for 2024 saving taxpayers about five million dollars. The 2024 budget sustains services our customers expect while limiting property taxes in the assessment period to about the rate of inflation. Library average revenue growth remains below historic averages of 6% each year. Library expenses for the pre-budget period (January 1 – 9, 2024) were \$415,385.

**Highlands Ranch.** Our pipes at our Highlands Ranch Library survived twenty Winters, but not the temperatures of January 2024. Late night January 16 or very early January 17, a pipe burst flooding much of the 1<sup>st</sup> Floor with several inches of water. Facilities staff cured the immediate problem and then dispatched a remediation firm to abate flood waters and remove flood-damaged materials. The Library was closed during this period for the work and customer safety. Dry wall and restroom repairs will begin soon. I will report expense totals for this event once those totals are available. A small number of books were also ruined in the event – less than a thousand dollars in content. Staff were assigned to other locations from January 17 through much of the week of January 21. The anticipated re-opening date for the Library is Saturday, January 27. Contractors will conduct much of the repairs outside of Library scheduled hours.

**Ransomware.** Our Library is responding and recovering from technology network vandalism, trespassing, and theft. The Library is working with our insurer and cyber-security experts to replace our digital assets and harden our systems against recurrence.

### **Trends: Professional and political events relevant to our business.**

A bill is now in the education committee setting requirements for removing library content due to citizen challenges. It's SB24-049 and is available at <https://leg.colorado.gov/bills/sb24-049> and is also posted on trustee SharePoint space. Prime sponsors, Senators Lisa Cutter and Chris Kolker and Representatives Junie Joseph and Eliza Hamrick. The bill tilts toward school libraries, but sets directives for public libraries as well. The bill's initial text borrows heavily from the American Library Association *Library Bill of Rights*. The bill requires libraries to have a process to answer challenges or objections and prohibits disciplining staff who refuse to remove content before any process is complete. The Bill requires the State Library to maintain records of challenged items and the disposition of challenges.

There's a new library professional association that is trying to gain footing in Colorado and beyond – *The Association of Library Professionals (ALP)*. This association is prioritizing the library's time-honored and traditional values of neutrality and freedom of thought while organizing content to support parent's supervision of their children's reading. My take on the group is that they are a counter to much of the profession's activism under the rubric of social justice. The leadership behind this group is thoughtful and intellectually first-rate – <https://hxlibraries.substack.com>.

Our compensation sources survey employers and are forecasting merit increases in 2024 between 3.5% and 4.1%, slightly lower than 2023. The Library's merit increase will be 4%.

## **Accomplishments: Work in progress and coming soon**

### **Community Engagement**

#### This Month

- Partnering with the Douglas County Schools Foundation as a school supply collection site.
- Deconstruction and storage of Forest of Stories.
- Selection of new reservations and events software replacing discontinued, primary tools.

#### Next Month

- A new event series called, Date Night at DCL, will be offered beginning in February. Customers can join us for an after-hours date night and have fun with charcuterie DIY, wine and chocolate pairing, paint-by-numbers, and mixology.
- DCL will partner with AARP to offer tax support beginning in February.
- Fairytale Ball is back again. This year customers are invited to enter the magical world of Aladdin and enjoy fun activities, music and dancing, crafts, refreshments, and fantastical characters! These events begin February 3.

### **Customer Experience**

#### This Month & Last

- Ended late charges – returning about \$150,000 of revenue to taxpayer customers.
- Storytime attendance increased in 2023 by 19.5% - 141,881 customers.
- 2024 Battle of the Books preparation.
- Transitioned to 7-days-per-week courier service.
- Piloted Environmental CARE model – Castle Rock.

#### Next Month

- Recruiting and onboarding 20 new employees for positions to mitigate staff turnover.
- Collaborating and planning for new Youth & Family Services for neurodivergent customers.

### **Executive**

#### This Month and Next

- Completing succession plan annual steps and requirements.
- Handling records retention duties and practices.
- Altering website content for accessibility in compliance with new legal requirements.
- Simplifying and streamlining Board packets and communications.

### **Finance**

#### This Month

- Finalizing year end.

- Working through the audit
- Rolling out new Amazon purchase approval process.

#### Next Month

- Investigating the use of p-cards – could potentially create process efficiencies
- Authoring the Annual Report

### **Infrastructure Services**

#### Last Year – retrospective

- 5.6 million loans, 3.9 million were physical loans and the remainder digital.
- Customers placed 760,929 holds – demand items in queue or transfer of location.  
\*The Castle Rock collection was unavailable from 5/22/2023 – 8/25/2023.

#### This Month

- Cybersecurity
  - Incident recovery
  - Completed audit and insurance coverage
- Highlands flood abatement and recovery
- Managed transition to end late charges – *fine free*
- Facilitated Library Leadership training on performance documentation
- Performed upgrades to Parker materials handling system
- Recruited and onboarded 15 employees

#### Next Month

- Parker carpet project
- Introducing a new resource: Parent TV - <https://www.baker-taylor.com/public/parenttv>

### **RECOMMENDATION:**

None; information only

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Bob Pasicznyuk
Subject:	<b>2024 Executive Performance Criteria</b>

**ISSUE:**

Library Boards are tasked with hiring and evaluating special district executives. These are the goals and foundation for 2024 performance.

**DISCUSSION:**

1: Lead Douglas County Libraries to sustain high performance and world class library attributes, demonstrating value to community stakeholders.

Timeline: Q1 – Q4 2024

Outcomes:

- 1) Execute on Divisional workplans and budget commitments (separate document in this packet).
- 2) Sustain key performance indicators within expectations course correcting the organization against trends and exigent needs.

2: Adapt our Library's access and children's policies to mitigate legal risks while sustaining the Library's timeless constitutional commitments and professional values toward freedom and self-determination.

Timeline: Accomplished Q4, 2023

Outcomes:

- 1) The Executive and the Library's Legal Counsel will review and edit policies and procedures risk, time, and expense around freedom challenges.
- 2) The Executive and the Library's Legal Counsel will prepare and deliver a concise presentation about Colorado Library Law and relevant U.S. law.
- 3) The Executive will prepare and deliver a presentation to the Board detailing the Library's framework for selecting and retaining titles for our content inventory.

3: The Executive will keep the Library's Facilities Master Plan on track by gaining a land donation agreement, an updated cost estimate, and updated financial forecast.

Timeline: Q3 2024

Outcomes:

- 1) Present a Memorandum of Understanding or similar agreement to the Board for adoption which solidifies a land donation of about 3 acres supporting a new library facility in Northwest Douglas County.

- 2) Validate facilities scope and cost estimates with the Library's General Contractor.
- 3) Develop a delivery forecast to present to the Board of Trustees.

4: The Executive will propose a process for business strategy alignment - What's Next for DCL?

Timeline: Board Retreat 2024

Outcomes:

- 1) Prepare a summary for the Board describing our current strategies.
- 2) Prepare a comparison of our Library's performance compared to relevant peers.
- 3) Prepare a proposal for Board adoption outlining a process for strategic planning.

4: Foster effective communication across the Library's Senior Leadership Team.

Timeline: Q1 – Q4

Outcomes:

- 1) Develop and use a relevant, custom performance template in the Library's HR Information System.
- 2) Summarize my work for the group each month.
- 3) Identify and keep quarterly opportunities for connection past weekly business meetings fostering trust.

**RECOMMENDATION:**

None; information only.

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Bob Pasicznyuk
Subject:	<b>2024 Divisional Workplan Summary &amp; Tactical Review</b>

**ISSUE:**

Each year, the Library plans and organizes its work tracking to commitments and budgets. Please find a breakdown of the year's work for accountability and assessment.

**DISCUSSION:****Community Engagement Division****2024 Specific Division Goals**

1. The Library relies on key events and hospitality software managing space reservations, event management, and customer communications for that product line. Source, purchase, configure, and transition to a new product and platform handling all the necessities of change management – communication, training, disparate systems integration. The deadline for this goal is July 1, 2024.
2. Work for orderly, planned succession for key Community Engagement positions anticipating retirements. Conduct cross-training and planning for those transitions.
3. Events and Hospitality Growth: +20% Birthday Parties and Tier 3 Events; DCL Showers
4. Raise \$300,000 in private funding at DCLF
5. Improve staff engagement – Q1 and Q3 Gallup (clarity and work opportunities)

**Annual Division Responsibilities, Products, and Services**

## Marketing

1. Douglas County Youth Based Awareness Campaign
2. Booked for the Holidays Campaign
3. Summer Reading Campaign
4. Branding Campaign
5. Website and Social Media compliance
6. Marketing support – annual services: Camp DCL, monthly newsletters, events, more.

## Events &amp; Hospitality

1. Space hosting – Events and Hospitality Daily Services
2. Birthday Parties
3. Tier 3 Events
4. Annual support of all E & H uses if DCL library locations

## Community Partnerships &amp; Services

1. Literacy services & Programs
  - a. Early – Examples: Book Start, Imagination Library, Cuddle UP & Read)
  - b. Adult – Examples: GED, ESL, Naturalization/Citizenship, Senior Support)
2. DCLF



3. Community Partnerships
4. Data Reporting
5. DCL for Business

#### Visual Arts & Design

1. Exhibits Offerings: Forest of Stories.
2. Signage, public art, and décor design and production

#### Special Events

1. 4 large, ticketed events: 4 Storybook Holidays, Others TBD
2. 8 -12 Author Events: Ranging in small gatherings to large off-site events
3. 3 Partner Events with DCSD and local schools (Battle of the Books, Page to Stage.
4. 3 large, multi-month events: Summer Reading, Brew Tour, Booked for the Holidays)
5. Host Camp DCL – 12 week-long camps
6. Misc. events: OLLI, Active Minds, Date Night Series, Slick Science, Music classes, more.

#### Volunteer Services

1. Manage volunteer assignments, performance, recognition
2. Manage used books and content - Amazon bookstore, Second Chapter bookstores, Operation Paperback

#### Growth & Improvements

1. Find new efficiencies for growing administration workload
2. Increase regular journal entries in Paylocity

### **Customer Experience Division**

#### 2024 Specific Division Goals

1. Reset priorities from desk transactions to making relationships and connections.
2. Grow leadership skills across the supervisor team.
3. Improve Gallup staff engagement questions 1 and 3 (clarity and work opportunities)

#### Annual Division Responsibilities, Products, and Services

- 419 hours of Library access each week across 7 locations.
- 85 weekly Storytime sessions
- Reader's advisory and consultation service.
- Inventory management and display stocking.
- Courier and materials handling – 1 collection/inventory.
- Technology support - desktop & laptop lending, wi-fi, 1-on-1 tech tutoring.
- Co-working space hosting.
- Test proctoring.
- Ageless.

#### Growth & Improvements

1. Improve access to storytime for families that cannot attend standard offerings.
2. Update recording studio and creation stations.
3. Organize a menu of services for neurodivergent customers.
4. Improve access to youth (school-age) literacy services.

## Finance Division

### 2024 Specific Division Goals

1. Host the June Library Leadership meeting: 2025 budget kick off, and training related to various finance activities such as coding invoices and monitoring budgets.
2. Create customized, auto-scheduled reports from Intacct to staff based on individual needs.
3. Finance completed Gallup goals in 2023 – monitor for any future changes.

### Annual Division Responsibilities, Products, and Services

- Organizational accounting
- Audit support
- Accounts payable
- Forecasts and financial planning
- Budget
- Payroll: Manage needs and transition to outsourced payroll services.

### Growth & Improvements

1. Streamline and automate elements of the Accounts Payable process
2. Research and select a specialized budgeting software which interfaces with our existing ERP

## Infrastructure Services Division

### 2024 Specific Division Goals

1. Contain costs and mitigate risk through specific training programs, industry-standard safety programs, a security response team, and industry-approved cybersecurity practices.
2. Remove overdue fines adjusting all procedures, software dependencies, and practices accordingly.
3. Improve staff engagement – Q1 and Q3 Gallup (clarity and work opportunities)

### Annual Division Responsibilities, Products, and Services

- Collection Services: Inventory management; purchasing; processing database maintenance.
- Facilities: Customer support, maintenance, capital projects, contract services; safety.
- Human Resources: Recruitments; performance; benefits; compensation.
- IT: Customer support, maintenance, equipment replacements; risk management.
- Learning & Development: Onboarding; course delivery – traditional, asynchronous.

### Growth & Improvements

1. Parker flooring
2. Highlands Ranch Roof, HVAC, Entrance
3. Children's interactives - playscapes and Everbrights
4. Preparations for Q1, 2025 Castle Pines renovation
5. Payroll Outsourcing

## **RECOMMENDATION:**

The Executive Library Director will provide the Board with monthly and summary reports detailing accomplishments relevant to the Board's obligation to assess Director and organizational performance. I recommend that you use this information as criteria and guide toward those obligations.

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Bob Pasicznyuk / Casie Cook
Subject:	<b>Follow Up – Imagination Library</b>

**ISSUE:**

At the December 6, 2023 board meeting staff was asked, “How was the 2024 estimated cost of \$124,518 for the Dolly Parton Imagination Library calculated?”

**DISCUSSION:**

Key Points:

- Each child receives a new book each month
- Forecasted *monthly* child count, based on historical enrollment figures at DCL
- Total cost per child, *per month*: \$2.20
- State Portion, per child, *per month*: \$1.10
- DCL Portion, per child, *per month*: \$1.10

*Schedule of 2024 estimated costs for Dolly Parton Imagination Library*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2024 Total
Forecasted Children Enrolled	7508	7858	8208	8558	8908	9258	9608	9958	10,308	10,658	11,008	11,358	
Total Cost per child per month	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20
Gross Estimated Total	\$16,518	\$17,288	\$18,058	\$18,828	\$19,598	\$20,368	\$21,138	\$21,908	\$22,678	\$23,448	\$24,218	\$24,988	\$249,031
State Subsidy	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	
DCL Estimated Expense	\$8,258.80	\$8,643.80	\$9,028.80	\$9,413.80	\$9,798.80	\$10,183.80	\$10,568.80	\$10,953.80	\$11,338.80	\$11,723.80	\$12,108.80	\$12,493.80	\$124,515.60

Note: All months rounded up to nearest dollar for DCL budgeting, submitted budget was \$124,518

**RECOMMENDATION:**

None; information only.

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Patti Owen-DeLay
Subject:	<b>Annual Voting Process by Ballot and Election of Board Officers</b>

**ISSUE:**

Per Bylaws Article IV. Officers, Section 2. Election. The Board shall elect officers annually from among current membership of the Board at the Annual Meeting.

**DISCUSSION:**

The Board has opted to vote for officers through a ballot process. The board has outlined the process to be:

1. Prior to the Annual Business Meeting, the Board President will garner interest.
2. On the day of the Annual Business Meeting, sheets will be put out with the office positions under consideration.
3. Trustees will be given time to put their name under one or all of the officer positions, which will then become the ballot list. The ballot list following this memo will be modified to reflect the names reflected on the sheets noted above in #2, blacking out names where trustees did not indicate interest.
4. In the Annual Business Meeting, the Board President will announce the annual election of officers.
5. The Board President will ask for a motion to vote anonymously by ballot. Once made, seconded, discussed if needed, and approved, the process outlined here will continue.
6. The Board President will then get the ballot list from staff, confirming that the ballot reflects trustee's interest for each office.
7. Staff will hand out a ballot to each trustee.
8. Trustees will mark their one choice for each position. Fold their ballot and return to staff.
9. Staff will tally the ballots and read the results into the minutes, identifying the 2024 board officers.

Ballots are anonymous and the votes remain anonymous.

**RECOMMENDATION:**

Motion to accept the process for voting by ballot as outlined above for the 2024 election of officers.

AND

Motion to approve the 2024 ballot as presented, (or as amended if needed).

**Douglas County Libraries**  
**Board of Trustees**  
**Officer Ballot 2024**

**Board President**

- Suzanne Burkholder
- Jessica Kallweit
- Rick LaPointe
- Zach McKinney
- Terry Nolan
- Meghann Silverthorn
- Ted Vail

**Board Vice-President**

- Suzanne Burkholder
- Jessica Kallweit
- Rick LaPointe
- Zach McKinney
- Terry Nolan
- Meghann Silverthorn
- Ted Vail

**Board Secretary**

- Suzanne Burkholder
- Jessica Kallweit
- Rick LaPointe
- Zach McKinney
- Terry Nolan
- Meghann Silverthorn
- Ted Vail

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Patti Owen-DeLay
Subject:	<b>Annual Appointment of Board Representative Opportunities</b>

**ISSUE:**

Annual appointment of Board Representative Opportunities

**DISCUSSION:**

The Library has a number of partnerships and affiliations. Currently, three of these present representative opportunity for trustees. Staff are also involved with all of these partnerships, and provide backup and other support as needed.

**1. The Partnership of Douglas County Governments (PDCG)**

The Library is under an Intergovernmental Agreement with other county-wide entities, known as the Partnership of Douglas County Governments. This group is charged with fostering communication, sharing information and collaboration among the Douglas County Board of County Commissioners, the City of Castle Pines, the Town of Castle Rock, the Town of Larkspur, the City of Lone Tree, the Town of Parker, the Douglas County School District, Douglas County Libraries and the Highlands Ranch Metro District.

The group collaborates on projects and focuses on similar initiatives.

The representative for this position is expected to attend the every-other month elected officials' meetings, support and promote PDCG activities, share information on library and partnership activities to the PDCG, and report back to the Library Board on key activities of the partnership and its members.

**2. Douglas County Youth Initiative (DCYI)**

The Douglas County Youth Initiative is an offshoot initiative from the PDCG. The Youth Initiative is a method of coordinating local youth-serving efforts and assessing the needs of the youngest residents by envisioning a community in which youth are involved, valued, productive, protected and healthy.

Programs of the Youth Initiative include Outstanding Youth Awards, the Youth Congress, and WrapAround. Resources are provided in the Youth and Family Resource Guide.

The representative for this position is expected to attend the DCYI meetings, support and promote DCYI activities, share information on library and partnership activities to the DCYI and report on DCYI activities to the Library Board.

### 3. Douglas County Libraries Foundation (DCLF)

Under the bylaws of the Douglas County Libraries Foundation, there is a Class I Director of the DCLF that is a library board trustee. This trustee is a conduit of information between the Board and the DCLF.

While not under the fundraising expectations outlined in the Foundation Bylaws for Class II Directors, this representative is expected to attend quarterly foundation meetings, support and promote foundation activities, make an annual donation of at least \$1 to ensure the foundation retains a high Charity Navigator rating and “scorecard” for grant applications, and share information on library activities to the DCLF and report on DCLF activities to the library board.

The board appointed Jessica Kallweit as the 2024 representative at their September 2023 meeting.

#### **RECOMMENDATION:**

Motion to appoint \_\_\_\_\_ as the library board representative to the Partnership of Douglas County Governments.

Motion to appoint \_\_\_\_\_ as the library board representative to the Douglas County Youth Initiative.

**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Patti Owen-DeLay
Subject:	<b>Annual Conflict of Interest Forms</b>

**ISSUE:**

Annual Conflict of Interest Forms

**DISCUSSION:**

Under Colorado Law (C.R.S. 24-18-101, et seq) trustees are required to comply with ethics around the execution of their duty as a trustee. Additionally, the annual audit includes a review of any trustee conflict of interest notifications.

This includes:

- Disclosure of any conflict of “private interest”
- Use of any confidential information for personal benefit
- Accepting gifts or economic benefits as inducements – The current statutory gift threshold is a value of \$53 or more.

We accomplish compliance by:

- Annual conflict of interest form completion
- Announcement of responsibility to recuse yourself from any board business that is a matter of conflict for you
- Ensuring any library gifting to trustees does not exceed the statutory threshold and informing trustees of this limit

**RECOMMENDATION:**

Complete the Conflict of Interest form when distributed.



**MEMO**

To:	<b>Douglas County Libraries Board of Trustees</b>
Date:	January 31, 2024
From:	Executive Committee
Subject:	<b>Lone Tree Urban Renewal District Representative</b>

**ISSUE:**

Lone Tree Urban Renewal District Representative

**DISCUSSION:**

Suzanne Burkholder received this message from Mike Dell'Orfano.

Hi all,

Per the City of Lone Tree's records, it appears that your special districts are all taxing entities within the recently-formed urban renewal area (the whole city) and some are within the Lone Tree Entertainment District (plan area). Per the notice sent recently by the city, one of the commissioners of the URA can be an elected representative of the special districts (board member). Below is a list of the special districts that are within the city, according to Douglas County records:

Centennial Water & Sanitation	Park Meadows Metropolitan
Douglas County Public Library	Parker Water & Sanitation
Grandview Estates Rural Water Conservation	Rampart Range Metropolitan #1-9
Heritage Hills Metropolitan	Regional Transportation (RTD)
Highlands Ranch Metropolitan	South Meridian Metropolitan
Lincoln Station Metropolitan	South Metro Fire Rescue
Lone Tree Business Improvement	South Suburban Parks & Recreation
McArthur Ranch Metropolitan Recreation	Southeast Public Improvement Metropolitan
Northern Douglas County Water & Sanitation	Southgate Water & Sanitation
Omni Park Metropolitan	The Yard Metropolitan
Park Meadows Business Improvement	Urban Drainage & Flood (Mile High Flood)

We'd like to help determine if any special districts have an interest in serving on the URA board. South Metro Fire Rescue's board of directors is interested in serving as the special district commissioner.

Once we know the level of interest, we can determine the best way to make a final decision. So, if you're ok with South Metro being the representative, please reply with your agreement. If your board would like to have a representative, please let me know. Lone Tree would like to start moving forward in February, so we'll need to determine everyone's desire soon. Therefore, once we have a majority opinion, we'll move forward and let them know.

Thanks for your help!

Mike Dell'Orfano

**RECOMMENDATION:**

Motion to approve South Metro Fire Rescue's Board of Directors as the special district commission representative for the Lone Tree Urban Renewal Authority on behalf of Douglas County Libraries.