



BOARD BUSINESS MEETING AGENDA

Douglas County Libraries
BUSINESS MEETING
Wednesday, October 25, 2023, 5:30 P.M.
Highlands Ranch Library, Highlands Ranch, CO

CALL TO ORDER Presiding: Suzanne Burkholder, President

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

ATTENDANCE

GUESTS

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 September 27, 2023

[Pages 6-11](#)

EXECUTIVE SESSION - Policy Advice - Pursuant to C.R.S. § 24-6-402(4)(b) Conferences with an attorney for the local public body for the purpose of receiving legal advice on policy questions.

RETURN TO OPEN MEETING

EXECUTIVE LIBRARY DIRECTOR UPDATE

[Pages 12-14](#)

DISTRICT BUSINESS

[Page 15](#)

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.

- **2024 Budget**
Draft budget for Board

[Pages 16-20](#)



- **Urban Libraries Council Social Equity Statement** [Pages 21](#)
- **Castle Pines Urban Renewal Authority District IGA Motion Approval of IGA** [Pages 22-31](#)
- **Executive Library Director Review Follow Up**
To be handled later in Executive Session

COMMITTEE REPORTS

- **Executive Committee Report**
- **Policy Committee Report**
Motion Adoption of updated bylaws and internal policies [Pages 32-82](#)
- **Succession Committee Report**
Motion Adoption of Succession Plan [Pages 83-123](#)

PARTNER REPORTS

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

EXECUTIVE SESSION - Executive Library Director Review Follow Up

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

TRUSTEE COMMENTS

UPCOMING BOARD MEETINGS

1. **Executive Committee Meeting**: November 9, 2023, 8:00 a.m., Douglas County Libraries at Castle Pines
2. **Informal Board Breakfast**: November 29, 2023, 8:00 a.m., To be announced
3. **Board Study Session**: December 6, 2023, 4:00 p.m. Douglas County Libraries at The Philip and Jerry Miller Library, Castle Rock,
4. **Annual Library and Foundation Board Dinner**: December 6, 2023, 4:30 p.m., Douglas

County Libraries at The Philip and Jerry Miller Library, Castle Rock

5. **Board Business Meeting**: December 6, 2023, 5:30 p.m., Douglas County Libraries at The Philip and Jerry Miller Library, Castle Rock

OTHER BOARD CALENDAR ITEMS

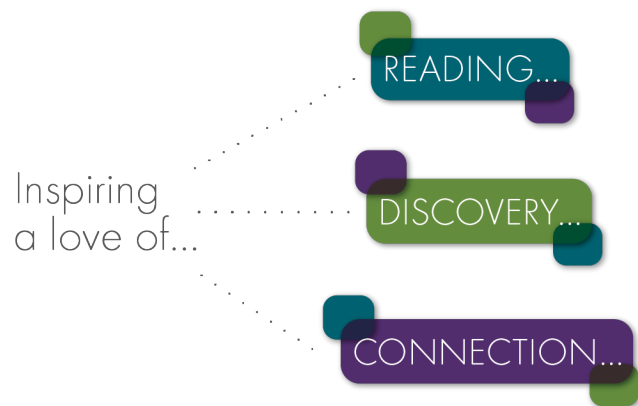
1. **Partnership of Douglas County Governments Meeting**: November 9 2023, 5:30 p.m., Lone Tree Arts Center (RSVP required)

ADJOURN



Board of Trustees

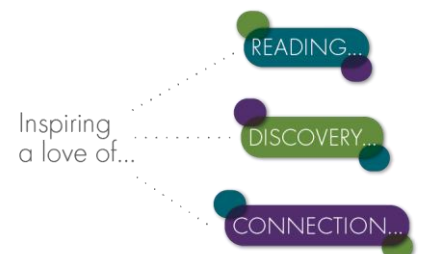
October 25, 2023



Board Action: Review the minutes for approval.

| Item | |
|---------|-------------------------------------|
| Minutes | Business Meeting September 27, 2023 |

MOTION: I move to approve the September 27, 2023 board business meeting minutes as presented.



DOUGLAS COUNTY LIBRARIES
Board of Trustees Business Meeting
September 27, 2023
Parker, 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

Rick LaPointe attended via conference phone.

A quorum was present.

STAFF: Bob Pasicznyuk, Casie Cook, Jill Corrente, Patti Owen-DeLay, Lisanna Parkhurst, and Jesse Politi

GUESTS: Parker Police Department Officer Rachael Obermeyer. Customer Bill Gernert. Sterling Ranch representatives: Scott Janson, Resident Advisory Committee; Greg King, Resident Advisory Committee and Board member, Metro District 3; and Andrew Casazza, Board member, Metro District 3. Sterling Ranch Community Authority Board: Jessica Towles, and Gary Debus and Sterling Ranch, LLC, Susan Beckman and Jake Spratt.

PUBLIC: Abe Laydon, George Teal, Lora Thomas, Phyllis Tlimesy, Meg Furlow, John Berry, Patti Russell, Pam Spradlin, Brooke Bernstein, Priscilla Queen, Randy Reed, Max Brooks, Tami Jrkuboski, Rick O'Dell, Alexander Taylor, Hannah Brandon, Jim Weglarz, Brenda Skoglund

PUBLIC COMMENTS: All speakers during public comment were residents of Douglas County.

Commissioner Abe Laydon: In favor of naming the Castle Rock library after Philip S. Miller as previously named.

Commissioner George Teal: In favor of naming the Castle Rock library after Philip S. Miller as previously named. Honor Miller's contributions as a hero of Douglas County.

Commissioner Lora Thomas: In favor of naming the Castle Rock library after Philip S. Miller as previously named. Honor the action of the 1980 board and resolution naming the library the Philip S. Miller Library.

Meg Furlow: Against removing content from the library. Agrees with board decision in August. Encourages board to support library staff when doing budget.

John Berry: In favor of naming the Castle Rock library after Philip S. Miller as previously named.

Patti Russell: In favor of naming the Castle Rock library after Philip S. Miller as previously named.

Brooke Bernstein: In favor of naming the Castle Rock library after Philip S. Miller as previously named. Consider the work of librarians when considering budget tonight.

Priscilla Queen: In favor of naming the Castle Rock library after Philip S. Miller as previously named.

Castle Rock Town Council Member Max Brooks: In favor of naming the Castle Rock library after Philip S. Miller as previously named. Castle Rock Town Council signed a letter also supporting this position.

Jim Weglarz: President of History Douglas County group. In favor of naming the Castle Rock library after Philip S. Miller as previously named. Consider the work of librarians when considering budget tonight.

That concluded the public comments portion of the meeting.

CONSENT AGENDA: Item #4, 2024 board meeting dates, was removed from the consent agenda. There was no discussion.

MOTION 23-09-01: Nolan moved and the motion carried unanimously to approve the consent agenda consisting of the August 23, 2023, Board Business Meeting minutes, 2024 holiday closures, 2024 Staff Day closure, and Owen-DeLay nomination for Colorado Special District Pool Board. Vail seconded the motion.

DISTRICT BUSINESS

No conflicts of interest were declared.

Naming of the Castle Rock Library

Speaker Bill Gernert spoke on naming the new Castle Rock library in honor of Philip S. Miller. Gernert thanked the board for considering restoring the name of Philip S. Miller to the Castle Rock library. Philip S. Miller was instrumental in creating and funding Douglas County Library District. Gernert recommended including Philip S. Miller's wife, Jessie, in the name as well to reflect her important contributions to Douglas County Libraries.

MOTION 2023-09-02: Silverthorn moved and the motion carried unanimously as amended to adopt Resolution 2023-09-01 naming the library facility opened in Castle Rock on August 26, 2023, in honor of Philip S. Miller and Jerry Miller. Asking that staff resolve whether it is "Jessie" or "Jerry" Miller. Nolan seconded the motion.

MOTION 2023-09-03: Kallweit moved and the motion carried unanimously to amend motion 2023-09-02 to add Mrs. Miller to the building name. Philip and Jerry (or Jessie) Miller Library. Silverthorn seconded the motion.

Later in the meeting, prior to committee reports, the board revisited the above motions to clarify the name.

MOTION 2023-09-08: Silverthorn moved and the motion carried unanimously to amend motion 2023-09-02 and Resolution 2023-09-01 clarifying that the name of the new Castle Rock library be the Philip and Jerry Miller Library, and that the Event Hall at the Castle Rock library be opened up for a new naming opportunity. Kallweit seconded the motion.

While Mrs. Miller was born “Jessie,” she became known as “Jerry” and “Jerry” is the name that Mr. Miller put on her gravestone when she preceded him in death.

2024 Board Meeting Dates – removed from Consent Agenda

Silverthorn questioned having only one informal opportunity for the board to meet in 2024. The board requested a second opportunity.

MOTION 2023-09-04: Silverthorn moved and the motion carried unanimously to approve the 2024 meeting calendar, with the addition of a second opportunity for the board to meet informally in July 2024. Nolan seconded.

Castle Pines Urban Renewal Authority District

Bob Pasicznyuk shared information on the Intergovernmental Agreement for the Castle Pines Urban Renewal Authority District. Pasicznyuk noted that after attorney review and discussion with Castle Pines the agreement was revised to limit the effect on residential property. Nolan inquired about allowing an agreement review in five years.

MOTION 23-09-05: Nolan moved and the motion carried unanimously to have staff renegotiate the Castle Pines Urban Renewal Authority District IGA for better terms. McKinney seconded the motion.

Sterling Ranch

Community members of Northwest Douglas County spoke with the board, asking that this area of the county be given a larger, non-leased library.

Representing the Chatfield Basin/Northwest Douglas County

Alex Taylor, Metro District 2 Representative of the Chatfield Basin/Northwest Douglas County, shared:

- Wanting a new library in Northwest Douglas County to replace the current Roxborough branch.
- Current population is larger than Castle Pines.
- Developers have offered land to build a library.
- This area wants a community gathering spot.
- Capital fund can build and operate this library if the district keeps available revenue.

Andrew Casazza, Metro District 3 Representative, wants economic parity and to keep up with the rest of Douglas County.

Scott Janson, Resident Advisory Committee Member, wants a new library for the five communities in Chatfield Basin, stating it would be a great plus for the area and increase home values.

Susan Beckman, Director of Sterling Ranch Development, wants a library on the proposed site in the Sterling Ranch town center area. Growth is strong in this area, which currently has over 6,500 residents and is zoned for 12,500.

Jake Spratt, General Counsel for Sterling Ranch, wants a new library to reflect the projected growth in Sterling Ranch of both single-family homes and multi-family rental units.

2024 Budget Direction

Discussion ensued on the historical anomaly for 2024 with unprecedented growth in property values leading to unprecedented growth in property tax, along with the ballot measure in November, Proposition HH, that could mandate growth. Staff needs board direction to prepare a draft budget for the October 15 statutory deadline. A 14% increase results in approximately \$2 million for capital improvements. A 7.2% increase would keep operating budget with no cuts over 2023 budget numbers but offer \$0 for capital improvements.

MOTION 23-09-06: Nolan moved and the motion carried 4 to 3 to direct staff to prepare and submit a 2024 budget within a general budget growth limit of 14% as compared to the 2023 budget. Kallweit seconded the motion.

Appoint Representative for Trustee Appointment Panel

Trustee Nolan's District III board seat is up for renewal. Nolan is seeking reappointment, and the Board of County Commissioners will follow their process, opening it up for applications. The Library is asked to have a representative on their trustee appointment panel that recommends a candidate to the Board of County Commissioners.

MOTION 23-09-07: Kallweit moved and the motion carried unanimously to appoint Burkholder as the Library Representative for the Board of County Commissioners Trustee Appointment Panel. McKinney seconded the motion.

Executive Committee

Nolan reported that in addition to conversations about the September board meeting agendas, the committee talked about the appeals process and Castle Rock grand opening.

Policy Committee

Nolan reported that initial review has been done on all policies. Revised internal policies covering administrative matters, Human Resources, and finance will be presented at the October meeting for board consideration.

Succession Committee

Silverthorn reported that the committee reviewed the latest draft, clarifying that an interim would be named to quickly step in in the event the Executive Library Director was removed or

incapacitated. The plan will be presented to the board for consideration of adoption at the October board meeting.

EXECUTIVE LIBRARY DIRECTOR

Pasicznyuk reviewed the second quarter 2023 KPI, second quarter 2023 Strategic Report, and second quarter 2023 Division Reports. Library Leadership is creating an action plan regarding the Gallup Staff Engagement Survey results.

Grand opening at Castle Rock library was very successful. Parking lot will be completed in the next two months. Have retained some construction contingencies that will come back to the library.

PARTNER REPORTS

Partnership of Douglas County Governments (PDCG)

Vail shared that the recent meeting included a presentation from Douglas County School District.

Douglas County Youth Initiative (DCYI)

McKinney reported that the DCYI youth congress is coming up. McKinney will attend.

Urban Libraries Council (ULC)

Silverthorn shared ULC will meet in December in Austin. Silverthorn will attend. ULC released a resolution against book banning.

Foundation

It is a requirement of the Foundation to have one library board representative. This representative is a Class I Director and is expected to donate at least \$1 to the Foundation annually, and to represent what the Foundation is doing to the board and monitor alignment between the Foundation and the board. Jessica Kallweit is the current representative.

MOTION 23-09-09: Silverthorn moved and the motion carried unanimously to appoint Jessica Kallweit as the 2024 Class I Director for the Douglas County Libraries Foundation. McKinney seconded the motion.

The Foundation's Annual Fête des Fables Gala, the Snow Queen, is September 29, 2023. The Gala is sold out.

EXECUTIVE SESSION

Executive Library Director's Review and Compensation

MOTION 23-09-10: Nolan moved and the motion carried unanimously to move into executive session pursuant to C.R.S., Section 24-6-402(4)(f), C.R.S., for the purposes of discussing personnel matters related to the Executive Library Director's performance review and compensation. Kallweit seconded the motion.

The board returned to open session at 9:02 p.m.

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

Hearing none, the meeting continued.

MOTION 23-09-11: Nolan moved and the motion carried unanimously to approve the time in position adjustment as outlined by Brown & Brown for the Executive Library Director. McKinney seconded the motion.

TRUSTEE COMMENTS

Nolan appreciated Patti Owen-DeLay's presentation at the Special District Association Conference on Parliamentary Procedure, presented along with the Library's Legal Counsel, Linda Glesne and Maddie Phillips.

Burkholder was pleased a community solution was found for naming the Castle Rock library.

UPCOMING BOARD MEETINGS

1. **Executive Committee Meeting:** October 12, 2023, Douglas County Libraries at Castle Pines, 8:00 a.m.
2. **Board Study Session:** October 25, 2023, Douglas County Libraries at Highlands Ranch, 4:00 p.m.
3. **Board Business Meeting:** October 25, 2023, Douglas County Libraries at Highlands Ranch, 5:30 p.m., Dinner at 5:00 p.m.

Please Note: The annual Library and Foundation Board dinner has been moved to December 6, 2023.

OTHER BOARD CALENDAR ITEMS

1. **Annual DCL Foundation Gala:** September 29, 2023, 6:00 p.m., Highlands Ranch Mansion
2. **Partnership of Douglas County Governments Meeting:** November 9, 2023, 5:30 p.m., Lone Tree Arts Center

ADJOURN

Burkholder adjourned the meeting at 9:07 p.m.

Respectfully submitted,

Meghann Silverthorn, Board Secretary
Minutes prepared by Lisanna Parkhurst

EXECUTIVE LIBRARY DIRECTOR'S REPORT

Bob Pasicznyuk

October 2023

2024 BUDGET DRAFT – EXECUTIVE SUMMARY

Since June, staff and Trustees have modeled the 2024 budget during a time of community-wide conversations around property taxes. This month and since July, our Finance team have constructed the budget beyond models and estimates.

Revenue

- Though the Board authorized 14% growth in our property tax revenue, the draft 2024 increases property taxes by 13%. The difference is due to other revenue line increases and better precision costs and deliverables.
- Interest Revenue is growing in this budget against projections 4.5% growth.
- Though small, fine revenues are no more in 2024 with the Library curtailing overdue fines.
- On a 2-year average (2023 and 2024), Library revenues are expected to rise about 5% each year against a historic average of about 6%.

People

- The Library is examining wages and salaries each year against Denver-area Cost of Labor data. Our objectives for this work are two-fold:

- (1) To prevent labor shortages that might compromise our business, and
- (2) To ground fair or equitable compensation in data – tie compensation to the market.

This year's budget advances compensation lines by about 7%. That 7% increase funds market adjustments (\$1,000,000), a 4% merit increase, and recognition for top performance (\$230,000).

The 2024 budget supports additional moves around staffing and development:

- 1) Restored funding for staff to engage at professional conferences,
- 2) Restored funding for a staff in-service day,
- 3) Resources for managers and supervisors to anticipate turnover in hiring,
- 4) A new staff position to lead safety and security efforts.

Content

The budget corrects content purchases against 5 years of inflation erosion adding \$680,000.

Events & Activities

The 2024 budget funds customary event and activities offerings.

| | |
|---|--|
| <ul style="list-style-type: none"> • Page to Stage • Battle of the Books • Camp DCL • Summer Reading • Four Storybook Holiday Events • 12+ Author Events • Community Sponsorships • DCL Brew Tour • Forest of Stories • 20 Santa Visit Events • The Dolly Parton Imagination Library | <ul style="list-style-type: none"> • Holiday Concert Series • 2024 Reefing Challenge • Osher Lifelong Learning Institutes • Book Start • GED Support and Celebrations • ESL • Ageless (Senior Events & Services) • Citizenship Support and Celebrations • Home Bound Materials Delivery • Great Decisions Series |
|---|--|

Facilities

Capital Savings Reserve. The 2024 budget sets aside about \$2,000,000 toward a new facility to be planted in Northwest Douglas County.

Maintenance. The 2024 budget keeps pace with customary maintenance costs – housekeeping, landscaping, parking lots, and routine repairs. Clean, well-maintained facilities align with our brand and customer acclaim alike. The budget also funds several large-scale projects.

- Parker Aesthetics Upgrades: Flooring, paint, and miscellaneous surface treatments.
- Highlands Ranch Roof and 2nd Floor HVAC Upgrades.
- Castle Pines: This project is deferred to Q1 2025 to match both revenue and facilities team capacity in managing projects.

Other Changes

Playscapes and Children's Interactives: The budget replaces and upgrades playscapes at Parker, Lone Tree, and Highlands Ranch. The budget also replaces children's wall interactives.

Q4 WORK PLAN NEEDS AND BOARD APPROVALS

Parker Aesthetic Upgrades. It might seem as if our Parker Library opened yesterday, but 2024 marks its 8th year of service. The budget provides for multiple Parker facility upgrades – flooring, paint, and furniture repairs. The project will require 3 Board approvals:

- 1) 2024 Budget Approval
- 2) Library Closure
- 3) A secondary Board approval for high-spend capital projects.

Our facilities team is working now to schedule the work. We are striving to align vendors Q1 2024 since Q1 is our slowest season and will hamper customers the least. Our Library's foot traffic waxes from Spring Break to Labor Day and wanes from Labor Day to Spring Break.

If we can book vendors, staff will request Board approvals to place orders for Q1 2024.

PHILIP AND JERRY MILLER LIBRARY BUILDING PROJECT UPDATE

- Staff ordered sign additions to recognize Mr. and Mrs. Miller – Philip and Jerry.
- Our History and Archives team will tell their story through photos and text in the facility.
- Curb and Gutter work are near completion.
- Parking lot lighting is scheduled next, near the last week of October.
- Asphalt work and stripping is scheduled for the end of October and beginning of November.
- The facility's dumpster enclosure will be constructed along with the parking lot.
- Final landscaping of the parking lot area will, most likely, be deferred until Spring 2024.
- Our Collections Management Team lost multiple weeks this past July due to the construction transition. They've worked to process all of that backlog.

LIBRARY GENERAL COUNSEL DISCUSSION – RENEWAL AUTHORITIES

I've scheduled our Library's General Counsel to discuss and provide context, boundaries, and options around Renewal Authorities at our February Board meeting.

LIBRARY ACCESS POLICIES, CUSTOMER INPUT, PRACTICAL, AND LEGAL REVIEW

The Library is gathering public input about policies related to materials access. The Library is using all of its communication channels to message customers about this opportunity and how to provide input. The public input opportunity will last about one month and end just before the Holiday season. Staff will compile and report customer input to the Board. Staff will also provide the Board with commentary about customer recommendations – any legal and practical implications of policy recommendations. Staff is also reviewing our policies with the Library's general counsel following this year's challenges of Library materials. Staff is also developing a presentation for the Board detailing the framework our Collections Management Team follows for all purchases.

KEY SOFTWARE TRANSITION

The vendor that provides the products we use to manage civic spaces is discontinuing those products. Staff are working to identify a proper replacement.

BOARD TALKING POINTS

2024 Budget. Douglas County Libraries is responding to rising property taxes by lowering its 2024 levy so that Library revenues rise only with the rate of inflation. The Library's budget adjusts in 2-year intervals; this change will create 5% growth in the Library's budget for 2023 and 2024.

- In 2023, the Library's budget fell by 4%.
- In 2024, the Library's property tax revenue will rise by 13%, not the 47% gain in property valuations.

| Item | Prepatory Work | Motion |
|---|---|--|
| 2024 Draft Budget | No action needed, statutory requirement to deliver to board and post for public a draft budget by 10/15/23 | None |
| Urban Libraries Social Statement | Review for discussion and possible action | No action Or MOTION: I move to direct staff to remove Douglas County Libraries from the Urban Libraries Social Statement and to remove it from the DCL website. |
| Castle Pines Urban Renewal Authority District IGA | Review for action – note a five year review was added to the IGA per board direction. | MOTION: I move to accept the Castle Pines Urban Renewal Authority District IGA as presented. Or see page 22 for alternate motions. |
| Bylaws and Internal Policy Adoption | Review the attached proposed bylaws change and internal policies. As needed compare to the current policies for adoption. | MOTION: I move to adopt the following the Bylaws duties of President, Article V, Section 1., to name the president as the media spokesperson of the board, and Article II, Section 6, to add a new bullet outlining trustees conduct when engaging with the media, and the internal policies as presented |
| Succession Plan Adoption | Review the attached proposed Succession Plan for adoption. | MOTION: I move to approve the Succession Plan as presented. |



Bob Pasicznyuk, Executive Library Director
October 17th, 2023

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| | 2023 Budget | 2024 Budget | | 2024 vs. 2023 Growth |
|---|---------------------|--------------------|-------------|----------------------|
| | | Total | % Revenue | |
| Revenue | | | | |
| Property taxes | 32,436,073 | 36,652,763 | 91% | 13% |
| Specific Ownership Taxes | 1,568,000 | 1,568,000 | 4% | 0% |
| Contributions/Grants | 305,932 | 305,932 | 1% | 0% |
| Charges for services | 514,402 | 345,468 | 1% | -33% |
| Interest Income | 195,783 | 1,205,050 | 3% | 516% |
| Total Revenue | 35,020,190 | 40,077,213 | 100% | 14% |
| Operating Expenditures | | | | |
| Salaries & Wages | 15,367,655 | 16,337,048 | 41% | 6% |
| Benefits | 1,354,332 | 1,356,468 | 3% | 0% |
| PERA Pension | 2,070,244 | 2,389,164 | 6% | 15% |
| Library Content | 3,934,530 | 4,617,007 | 12% | 17% |
| Facilities | 2,338,387 | 2,613,707 | 7% | 12% |
| Technology, Equipment & 3rd-Party Services | 1,833,567 | 1,714,940 | 4% | -6% |
| Library Programs & Outreach | 1,259,077 | 1,577,839 | 4% | 25% |
| District-Wide Support Costs | 1,008,666 | 1,333,582 | 3% | 32% |
| Capital Maintenance Projects | 514,681 | 1,699,206 | 4% | 230% |
| Total Operating Expenditures | 29,681,140 | 33,638,961 | 84% | 13% |
| Debt Service | 2,109,725 | 2,166,259 | 5% | 3% |
| County Treasurer's Fees | 487,235 | 573,311 | 1% | 18% |
| Total Operating, Interest & Fee Expenditures | 32,278,100 | 36,378,532 | 91% | 13% |
| Total Revenues Over (Under) Operating Expenditures | 2,742,090 | 3,698,681 | 9% | 35% |
| Non-Operating Revenues (Expenditures) | | | | |
| Capital Improvement Projects | (13,856,103) | (1,633,748) | -4% | -88% |
| Total Non-Operating Revenues (Expenditures) | (13,856,103) | (1,633,748) | -4% | -88% |
| Total Revenues Over (Under) Total Expenditures | (11,114,013) | 2,064,933 | 5% | -119% |

Fact Sheet

- Operating expenses have increased by **13%**, or **\$4M**, over 2023. This is due, in most part, to the increase in 1) library content, 2) cost of utilities, 3) programming and outreach, and 4) maintenance projects.
- Interest revenue in the original model stayed flat to 2023. After calculating our anticipated 2024 revenue, the sale of the annex, and an average annual return of 4.5%, our interest revenue has increased by \$1M from the original model. This increase in interest revenue offsets the majority of the increase in operating expenditures that were first estimated in the model.
- Inflation for 2023 is hovering around 5.5%. Given a 4% revenue decline in 2023, combined with a 5.5% inflation rate, the 2-year projected revenue increase will be **5%**.
- Projected property tax and auto taxes total **\$38.2M**. The population of Douglas County is approximately 370,000. *For every individual*, **\$103** per year will be collected, or **\$8.61** per month.

PUBLIC NOTICE

~~2023~~ ~~of~~ ~~128~~ PROPOSED 2024 BUDGET

NOTICE IS HEREBY GIVEN that a proposed budget has been submitted to the Board of Trustees of the Douglas County Libraries for the year 2024. A copy of such proposed budget will be filed on October 15, 2023 in the administrative offices of the Douglas County Libraries, 100 S. Wilcox Street, Castle Rock, CO where same is open for public inspection. The proposed budget will be considered at the regular meeting of the Douglas County Libraries Board of Trustees to be held on **Wednesday, December 6, 2023 at 5:30 p.m.** at the Castle Rock Library, 100 S. Wilcox St, Castle Rock, CO.

Any interested elector of the Douglas County Libraries may inspect the proposed budget and file or register any objections at any time prior to the final adoption of the budget.

Dated: October 12, 2023

**BY ORDER OF THE BOARD OF TRUSTEES
DOUGLAS COUNTY LIBRARIES**

By: /Robert Pasicznyuk/ Robert Pasicznyuk
Executive Library Director

Legal Notice No. 946108

First Publication: October 12, 2023

Last Publication: October 12, 2023

Publisher: Douglas County News-Press

ULC Statement on Race and Social Equity

As leaders of North America's public libraries, we are committed to achieving racial and social equity by contributing to a more just society in which all community members can realize their full potential. Our libraries can help achieve true and sustained equity through an intentional, systemic and transformative library-community partnership. Our library systems are working to achieve equity in the communities we serve by:

- Eliminating racial and social equity barriers in library programs, services, policies and practices
- Creating and maintaining an environment of diversity, inclusion and respect both in our library systems and in all aspects of our community role
- Ensuring that we are reaching and engaging disenfranchised people in the community and helping them express their voice
- Serving as a convener and facilitator of conversations and partnerships to address community challenges
- Being forthright on tough issues that are important to our communities

Libraries are trusted, venerable and enduring institutions, central to their communities and an essential participant in the movement for racial and social equity.

From <https://www.dcl.org/who-we-are/>

DATE: 10/25/2023

AGENDA ITEM: Adoption – Castle Pines URA

PERSON(S) RESPONSIBLE: Bob Pasicznyuk

DISCUSSION: The City of Castle Pines is forming a URA – Urban Renewal Authority – to incentivize growth and development in the area roughly from I25 to the King Soopers property adjacent to the library. The URA will divert property tax revenue in the zone incentivizing development. Colorado citizens have limited the lion’s share of city/town revenues to sales taxes. This isn’t the first URA in Douglas County with other cities and towns in Douglas County preparing new instances of this tool to come. At its best, the tool will result in Castle Pines having a more diverse and productive tax base and more options for citizen consumers. If the tool is successful, the Library will lose revenue while serving more customers.

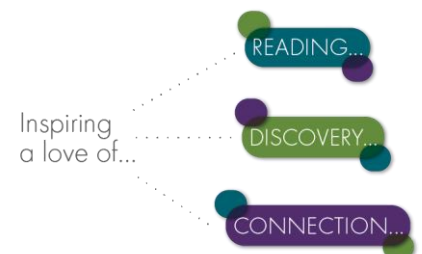
The Board requested a 5-year evaluation of the agreement to be added which is included with this copy.

FISCAL IMPACT: Without any changes to the URA, the Library stands to lose \$85,000 in annual revenue as a result of the URA. This number would grow depending on the success of the URA.

MOTION: I move to accept the Castle Pines Urban Renewal Authority District IGA as presented.

I move to accept the URA with the following terms – [list].

I move to direct staff to renegotiate the URA with more favorable terms – [list].



**AGREEMENT REGARDING CASTLE PINES URBAN RENEWAL AUTHORITY
TAX INCREMENT FINANCING**

THIS AGREEMENT REGARDING CASTLE PINES URBAN RENEWAL AUTHORITY TAX INCREMENT FINANCING (the “Agreement”) by and between the **CASTLE PINES URBAN RENEWAL AUTHORITY** (“CPURA”), an urban renewal authority and body corporate and politic of the State of Colorado, and the **Douglas County Libraries** (the “District”), a body corporate and political subdivision of the State of Colorado (each party individually referred to herein as a “Party” and collectively referred to herein as the “Parties”).

RECITALS

WHEREAS, pursuant to the Colorado Urban Renewal Law, Section 31-25-101, et seq., C.R.S. (the “Act”), the City Council of the City formed CPURA by Resolution No. 23-26; and

WHEREAS, pursuant to the Act, the City Council of the City is considering adoption of an urban renewal plan (the “Plan”) to carry out urban renewal projects within the Urban Renewal Plan Area (“Plan Area”) described with particularity in the Plan; and

WHEREAS, the District is a taxing entity whose boundary includes real property within the Plan Area, which real property is shown in **EXHIBIT A**, which is attached hereto and incorporated herein; and

WHEREAS, the Act authorizes and the Plan will provide for the use of tax increment financing by CPURA to assist with the development of projects pursuant to the Plan; and

WHEREAS, C.R.S. § 31-25-107(9.5) requires that CPURA and the District enter into an agreement regarding the sharing of incremental property tax revenue; and

WHEREAS, the Parties recognize that this Agreement satisfies the requirements of C.R.S. § 31-25-107(9.5).

AGREEMENT

NOW THEREFORE, in consideration of the foregoing Recitals, which are incorporated herein, the mutual covenants and promises set forth herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto agree as follows:

1. Incorporation of Recitals. The foregoing recitals are incorporated into and made a part of this Agreement.

2. District Mill Levy Allocation. The District agrees that CPURA may initially retain all incremental property tax revenues generated in the Plan Area solely as a result of the levy of the District’s mill levy upon taxable property within the Plan Area; provided,

however, the District and CPURA agree to renegotiate the sharing of incremental property tax revenues between the Parties under the following circumstance:

- (a) Prior to CPURA committing TIF funds for any new construction project or a modified structure that adds residential dwelling units.
- (b) Every five (5) years beginning on the date of adoption of the urban renewal plan.

Any renegotiation of the sharing of incremental property tax revenues between the Parties shall be conducted in good faith and in accordance with the mediation procedure set forth in C.R.S. § 31-25-107(9.5)(d), regardless of whether such procedure is required by law at the time of such renegotiation. Any and all agreements regarding the sharing of incremental property tax revenue shall be memorialized in an amendment to this Agreement. The Parties agree that any such future renegotiation shall not constitute a substantial modification of the Plan.

3. Term, Termination. The term of this Agreement shall commence on the date of mutual execution of this Agreement by the Parties, and shall run for so long as the Plan, including any amendments, remains in effect, unless terminated earlier due to the abolishment of CPURA, and shall terminate upon the termination of the Plan. This Agreement may be terminated at any time upon the mutual written agreement of the Parties.

4. Modification. This Agreement may not be amended, modified, or changed, in whole or in part, without a written agreement executed by the Parties.

5. Assignment. No Party shall assign this Agreement or any interest hereunder in whole or in part, without the prior written consent of each of the other Parties. Any assignment attempted without the prior written consent of all Parties hereto, which consent shall not be unreasonably withheld, shall be deemed void, and of no force or effect. Consent to one assignment shall not be deemed to be consent to any subsequent assignment nor the waiver of any right to consent to such subsequent assignment. Notwithstanding the foregoing this Agreement may be assigned to the successor entity of the District or to the District's constituent entities.

6. Notices. Any notices or other communications required or permitted by this Agreement or by law to be served on, given to or delivered to any Party hereto, by any other Party shall be in writing and shall be deemed duly served, given or delivered when personally delivered to the Party to whom it is addressed or in lieu of such personal service, upon receipt in the United States' mail, first-class postage prepaid, addressed as follows:

To the District:

Douglas County Library District
 Attn: Bob Pasicznyuk
 100 S. Wilcox Street
 Castle Rock, CO 80104

To CPURA:

City of Castle Pines
 Castle Pines URA
 360 Village Square Lane, Suite B
 Castle Pines, CO 80108

With a copy to:

Michow, Cox & McAskin, LLP
 Attn: Linda C. Michow
 6530 S. Yosemite St., Suite 200
 Greenwood Village, Colorado 80111

Any Party may change its address for the purpose of this Paragraph by giving written notice of such change to the other Parties in the manner provided in this Paragraph.

7. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and together shall constitute one and the same instrument.

8. Binding Agreement. This Agreement shall inure to and be binding on the administrator, successors, and permitted assigns of the Parties hereto.

9. Entire Agreement. This Agreement constitutes the complete and exclusive statement of the agreement of the Parties with respect to the subject matter of this Agreement and supersedes all prior oral and written proposals, negotiations, representations, promises, agreements, warranties or understandings concerning such subject matter.

10. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be invalid or unenforceable, the remainder of this Agreement shall nonetheless remain in full force and effect.

11. Governmental Immunity. Nothing in this Agreement shall be construed as a waiver of the rights and privileges of the Parties pursuant to the Colorado Governmental Immunity Act, § 24-10-101, et seq., C.R.S., as the same may be amended from time to time.

12. Authority to Enter Into Agreement. Each Party hereby confirms it is lawfully authorized to enter into this Agreement, has received legal counsel and advice as to the legal effect of this Agreement, and has taken all steps necessary to authorize the execution of the Agreement by the respective signatories below.

[The remainder of this page is left intentionally blank. Signature page follows.]

IN WITNESS WHEREOF, the Parties hereto have duly executed this Agreement as of the day and year first above written.

CASTLE PINES URBAN RENEWAL AUTHORITY, an urban renewal authority and body corporate and politic of the State of Colorado:

Tracy Engerman, Chairperson

ATTEST:

By: _____

Its: _____

Approved as to form:

CPURA Counsel

DOUGLAS COUNTY LIBRARIES, a body corporate and political subdivision of the State of Colorado:

By: _____

Name (printed): Suzanne Burkholder

Its: Board President, Douglas County Libraries

ATTEST:

By: _____
Board Secretary, Meghann Silverthorn

EXHIBIT A
DISTRICT BOUNDARY

PROPERTY DESCRIPTION:

ALL RECORDS REFERENCED HEREIN ARE AMONG THOSE RECORDS OF THE DOUGLAS COUNTY CLERK AND RECORDERS OFFICE, STATE OF COLORADO.

THE FOLLOWING PARCELS OF LAND ALL BEING LOCATED WITHIN SECTION 3, TOWNSHIP 7 SOUTH, RANGE 67 WEST, OF THE 6TH PRINCIPAL MERIDIAN, TOWN OF CASTLE PINES, SAID COUNTY AND STATE, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

LOTS 1 THRU 6 AND TRACT A AS SHOWN ON LAGAE FAMILY TRUST MINOR DEVELOPMENT FINAL PLAT AS RECORDED AT RECEPTION NO. 2020078058, IN SAID RECORDS.

LOT 1 AND LOT 2 AS SHOWN ON CHARTER OAKS 2ND AMENDMENT AS RECORDED AT RECEPTION NO. 8831398, IN SAID RECORDS.

LOT 3, LOT 4, AND LAGAE ROAD AS SHOWN ON CHARTER OAKS FILING NO. 2 AS RECORDED AT RECEPTION NO. 2008004357, IN SAID RECORDS.

LOT 1, LOT 2, TRACT A, AND MAX DRIVE AS SHOWN ON CHARTER OAKS FILING NO. 2, 1ST AMENDMENT AS RECORDED AT RECEPTION NO. 20090006075, IN SAID RECORDS.

LOTS 1 THRU 10, TRACTS A, B, C, D, E, F, G, H, J, L, M, N, AND P AS SHOWN ON CHARTER OAKS 4TH AMENDMENT AS RECORDED AT RECEPTION NO. 99078267, IN SAID RECORDS.

LOT B-1 AND LOT B-2 AS SHOWN ON SAID CHARTER OAKS 5TH AMENDMENT AS RECORDED AT RECEPTION NO. 01118346, IN SAID RECORDS.

LOTS 1 THRU 6 AND TRACTS A & B AS SHOWN ON CHARTER OAKS 6TH AMENDMENT AS RECORDED AT RECEPTION NO. 01090052, IN SAID RECORDS.

LOTS 1 THRU 5 AND TRACT A AS SHOWN ON CHARTER OAKS 7TH AMENDMENT AS RECORDED AT RECEPTION NO. 01123828, IN SAID RECORDS.

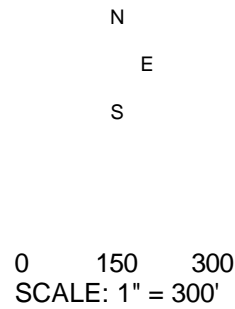
LOT 2A AND LOT 2B AS SHOWN ON CHARTER OAKS 8TH AMENDMENT AS RECORDED AT RECEPTION NO. 2005023703, IN SAID RECORDS.

LOTS 22 THRU 24 AS SHOWN ON BEVERLY HILLS ESTATES FILING NO. 1 AS RECORDED AT RECEPTION NO. 1957100574, IN SAID RECORDS.

EXCEPTING ANY AND ALL OF THOSE PARCELS OF RECORD DEDICATED AS PUBLIC RIGHT-OF-WAY FOR THE BENEFIT AND USE OF CASTLE PINES PARKWAY.

GENERAL NOTES:

1. No Field Survey was completed with the creation of this exhibit and is based upon Douglas County GIS, Assessor information and recorded platting.



38158
08/22/23

285 Lexington Ave. N.

St. Paul, Minnesota 55126

Phone: 651.415.3800 Fax: 888.858.3440

Web: www.ulteig.com

CASTLE PINES WEST COMMERCIAL DISTRICT URBAN RENEWAL PLAN AREA BOUNDARIES

SECTION 3, TOWNSHIP 7 SOUTH, RANGE 67 WEST

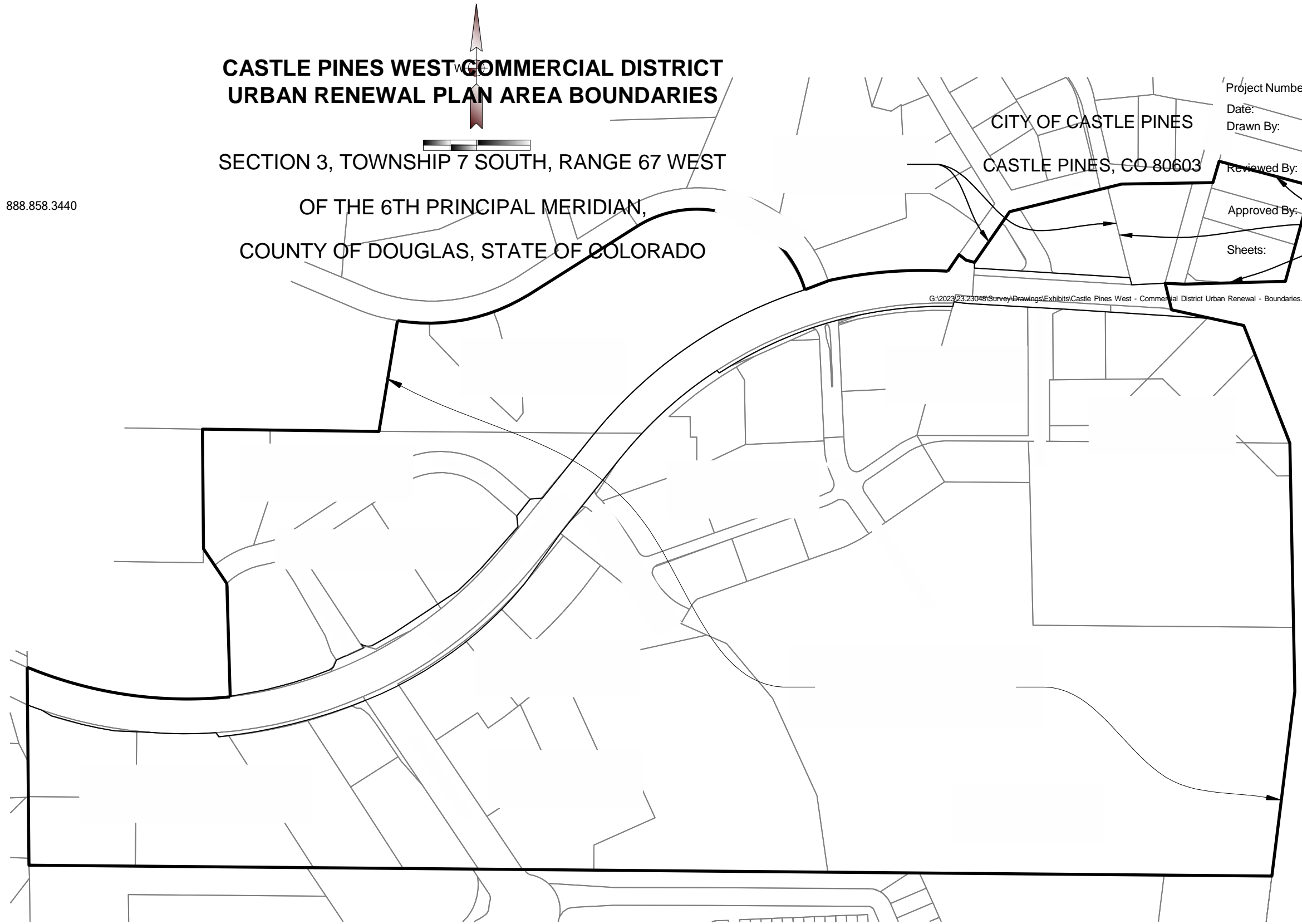
OF THE 6TH PRINCIPAL MERIDIAN,

COUNTY OF DOUGLAS, STATE OF COLORADO

CITY OF CASTLE PINES

CASTLE PINES, CO 80603

| | |
|-----------------|-----------|
| Project Number: | 23.23048 |
| Date: | 7/14/2023 |
| Drawn By: | SDL |
| Reviewed By: | JE |
| Approved By: | ---- |
| Sheets: | 1 of 1 |



G:\2023\23.23048\Survey\Drawings\Exhibits\Castle Pines West - Commercial District Urban Renewal - Boundaries.dwg-11x17 Landscape-7/14/2023 10:30 AM



Austin - Billings - Bismarck - Boise - Cedar Rapids - Denver
Detroit Lakes - Fargo - Sacramento - Sioux Falls - St. Paul - Williston



PROPERTY DESCRIPTION:

ALL RECORDS REFERENCED HEREIN ARE AMONG THOSE RECORDS OF THE DOUGLAS COUNTY CLERK AND RECORDERS OFFICE, STATE OF COLORADO. THE FOLLOWING PARCELS OF LAND ALL LOCATED WITHIN SECTION 3, TOWNSHIP 7 SOUTH, RANGE 67 WEST, OF THE 6TH PRINCIPAL MERIDIAN, TOWN OF CASTLE PINES, SAID COUNTY AND STATE, MORE PARTICULARLY DESCRIBED AS FOLLOWS:

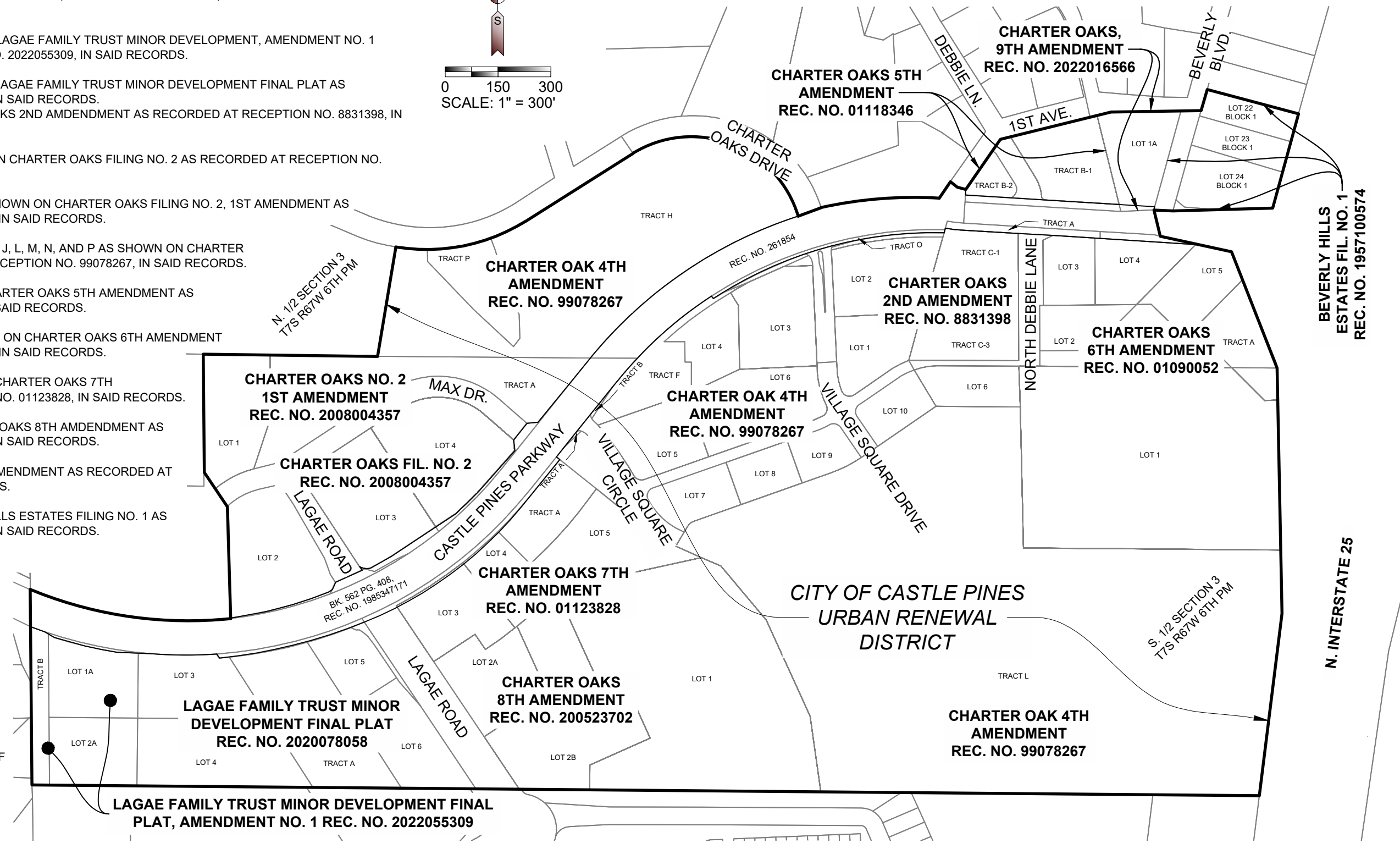
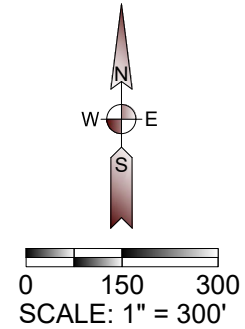
- LOT 1A, LOT 2B AND TRACT B AS SHOWN ON LAGAE FAMILY TRUST MINOR DEVELOPMENT, AMENDMENT NO. 1 FINAL PLAT AS RECORDED AT RECEPTION NO. 2022055309, IN SAID RECORDS.
- LOTS 3 THRU 6 AND TRACT A AS SHOWN ON LAGAE FAMILY TRUST MINOR DEVELOPMENT FINAL PLAT AS RECORDED AT RECEPTION NO. 2020078058, IN SAID RECORDS.
- LOT 1 AND LOT 2 AS SHOWN ON CHARTER OAKS 2ND AMENDMENT AS RECORDED AT RECEPTION NO. 8831398, IN SAID RECORDS.
- LOT 3, LOT 4, AND LAGAE ROAD AS SHOWN ON CHARTER OAKS FILING NO. 2 AS RECORDED AT RECEPTION NO. 2008004357, IN SAID RECORDS.
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- LOTS 1 THRU 10, TRACTS A, B, C, D, E, F, G, H, J, L, M, N, AND P AS SHOWN ON CHARTER OAKS 4TH AMENDMENT AS RECORDED AT RECEPTION NO. 99078267, IN SAID RECORDS.
- LOT B-1 AND LOT B-2 AS SHOWN ON SAID CHARTER OAKS 5TH AMENDMENT AS RECORDED AT RECEPTION NO. 01118346, IN SAID RECORDS.
- LOTS 1 THRU 6 AND TRACTS A & B AS SHOWN ON CHARTER OAKS 6TH AMENDMENT AS RECORDED AT RECEPTION NO. 01090052, IN SAID RECORDS.
- LOTS 1 THRU 5 AND TRACT A AS SHOWN ON CHARTER OAKS 7TH AMENDMENT AS RECORDED AT RECEPTION NO. 01123828, IN SAID RECORDS.
- LOT 2A AND LOT 2B AS SHOWN ON CHARTER OAKS 8TH AMENDMENT AS RECORDED AT RECEPTION NO. 200523703, IN SAID RECORDS.
- LOT 1A AS SHOWN ON CHARTER OAKS 9TH AMENDMENT AS RECORDED AT RECEPTION NO. 2022016566, IN SAID RECORDS.
- LOTS 22 THRU 24 AS SHOWN ON BEVERLY HILLS ESTATES FILING NO. 1 AS RECORDED AT RECEPTION NO. 1957100574, IN SAID RECORDS.

INCLUDING THOSE CERTAIN PARCELS DEDICATED AS PUBLIC RIGHT-OF-WAY TO THE CITY OF CASTLE PINES BY DEEDS RECORDED AT RECEPTION NOS. 2008059877, 2019053948, 2022026563, AND 2019087961, IN SAID RECORDS.

EXCEPTING THOSE RIGHTS-OF-WAY DEDICATED BY CHARTER OAKS SUBDIVISION AT RECEPTION NO. 261854 AND BY BOOK 562 AT PAGE 408 AT RECEPTION NO. 347171 AND ANY AND ALL OF THOSE OTHER PARCELS OF RECORD DEDICATED AS PUBLIC RIGHT-OF-WAY FOR THE BENEFIT AND USE OF CASTLE PINES PARKWAY.

GENERAL NOTES:

- 1. NO FIELD SURVEY WAS COMPLETED WITH THE CREATION OF THIS EXHIBIT AND IS BASED UPON DOUGLAS COUNTY GIS, ASSESSOR INFORMATION AND RECORDED PLATTING.
- 2. SEE SHEET 2 FOR CITY OF CASTLE PINES RIGHT-OF-WAY PARCEL REFERENCES.



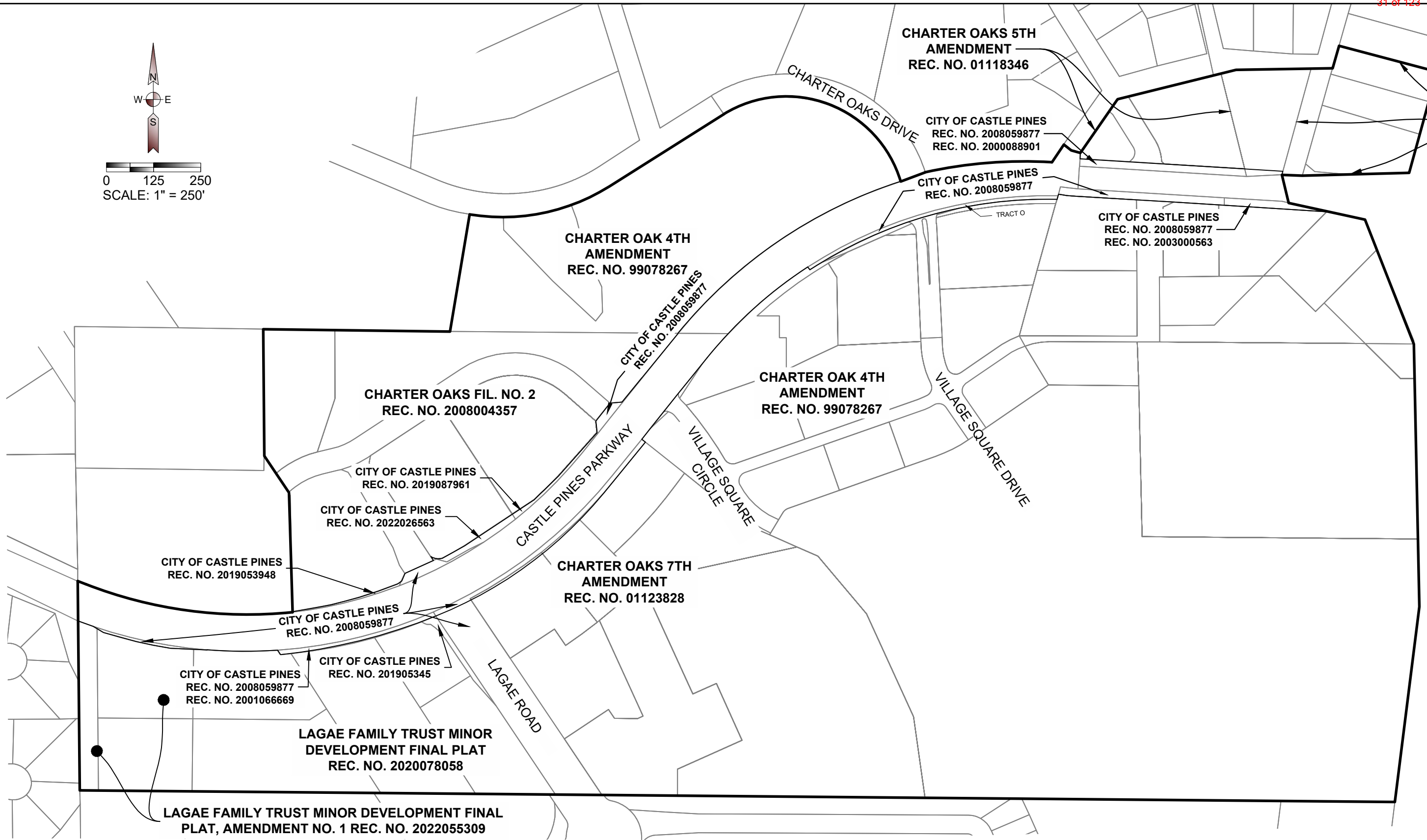
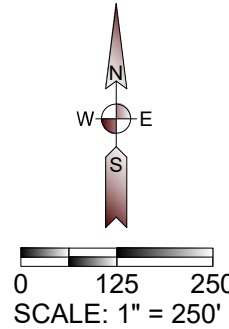
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**CASTLE PINES WEST COMMERCIAL DISTRICT
 URBAN RENEWAL PLAN AREA BOUNDARIES**
 SECTION 3, TOWNSHIP 7 SOUTH, RANGE 67 WEST
 OF THE 6TH PRINCIPAL MERIDIAN,
 COUNTY OF DOUGLAS, STATE OF COLORADO



CITY OF CASTLE PINES
 CASTLE PINES, CO 80603

| | |
|-----------------|-----------|
| Project Number: | 23.23048 |
| Date: | 9/12/2023 |
| Drawn By: | SDL |
| Reviewed By: | JE |
| Approved By: | --- |
| Sheets: | 1 of 2 |



BEVERLY HILLS
ESTATES FIL. NO. 1
REC. NO. 1957100574



Austin - Billings - Bismarck - Boise - Cedar Rapids - Denver
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**CASTLE PINES WEST COMMERCIAL DISTRICT
URBAN RENEWAL PLAN AREA BOUNDARIES**
SECTION 3, TOWNSHIP 7 SOUTH, RANGE 67 WEST
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CITY OF CASTLE PINES
CASTLE PINES, CO 80603

| | |
|-----------------|-----------|
| Project Number: | 23.23048 |
| Date: | 9/12/2023 |
| Drawn By: | SDL |
| Reviewed By: | JE |
| Approved By: | --- |
| Sheets: | 2 of 2 |

DATE: October 25, 2023

AGENDA ITEM: Policy Updates from the Policy Committee

PERSON(S) RESPONSIBLE: Board Policy Committee (Suzanne Burkholder, Terry Nolan and Meghann Silverthorn)

DISCUSSION:

The Board Policy Committee has been reviewing policies since last summer. A bylaws update and these “internal” policies are brought forward for board review and adoption.

The board is suggesting an amendment to the Bylaws as indicated on the attached Bylaws Media Draft to clarify board interaction with the media regarding library business.

The table that follows summarizes changes. As the policies were rewritten and not just edited, we don’t have a “tracked” version showing edits. Current policies are on the website at: <https://www.dcl.org/board/policies/> under Staff Policies.

The policies were reviewed by legal counsel, developed with input from library staff and the policy committee, and where applicable, evaluated against the District’s Employee Handbook which was recently reviewed with legal counsel through Employers Council.

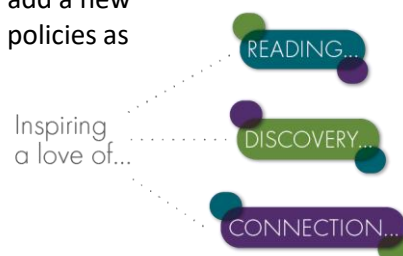
These proposed policies are:

- Written as stand-alone policies.
- Reflective of DCL brand and values, and not policies restated from other organizations, such as the American Library Association (ALA).
- Using updated language, such as referring to the Library versus the District.
- Condensed and simplified as much as possible.
- Divided into “external” and “internal” policies.
 - External policies were adopted in March 2023.
 - Internal policies are currently under review.
 - All policies are on our website – though staff policies will like to a separate page of just staff policies.
- These external policy updates are mostly due to a desire to clarify previous policies and to comply with new legal requirements.

The Policy Committee is asking adoption of these policies and the bylaws update.

As per our bylaws, policies can only be changed on first reading if a full board is present and the vote is unanimous. If a full board is not present or the vote is not unanimous, the proposed policies would go to a “second reading” for a second vote, at which time the policies can be adopted by a majority vote.

MOTION: I move to adopt the following the Bylaws duties of President, Article V, Section 1., to name the president as the media spokesperson of the board, and Article II, Section 6, to add a new bullet outlining trustees conduct when engaging with the media, and the external policies as presented and listed here:



ADMINISTRATION POLICIES:

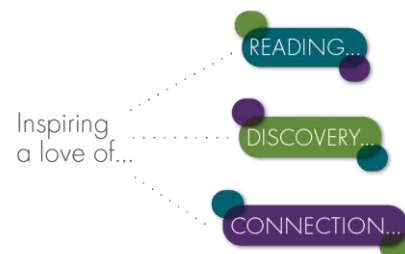
1. Media Policy
2. Lobbying Policy
3. Social Media Policy
4. Facility Naming Rights Policy
5. Closure Policy
6. Electronic Mail Monitoring and Archiving Policy
7. Risk Management Policy
8. Disposal of Personal Information Policy

FINANCIAL POLICIES:

1. Authorization of Expenditures Policy
2. Budget Policy
3. Debt Management Policy
4. Audit Policy
5. Purchasing of Goods and Services Policy
6. Nondisclosure Policy
7. Capital Assets Policy
8. Asset Disposal Policy
9. Investment and Cash Management Policy
10. Reserve Fund Policy
11. Expense Reimbursement Policy

HUMAN RESOURCES POLICIES:

1. Conflict of Interest Policy
2. Standards of Conduct Policy
3. Customer Privacy Policy
4. At-Will Employment Policy
5. Employment Opportunity and Unlawful Harassment Policy
6. Accommodation Policy
7. Sexual Harassment Policy
8. Complaint Procedure Policy
9. Unlawful Harassment Policy
10. Leave of Absence Policy
11. Compensation Policy
12. Employee and Volunteer Alcohol and Drugs Policy
13. Anti-Violence Policy
14. Safety Policy
15. Violation of Public Policy, Converted Activity and Reporting (“Whistleblower”) Policy
16. Employment of Relatives Policy
17. Worker’s Compensation Insurance and Reporting Policy
18. Dating Policy
19. Employee Handbook Policy



| Timeline | Policy and Sections within that Policy (if any) | New Frame | Last Date Updated | Internal / External |
|---------------|--|---|-------------------|---------------------|
| | ADMINISTRATION POLICY | Remove Title - will be individual policies - though are all administrative | 10/30/2013 | |
| Feb-Mar 2023 | <i>District Services / Programs</i> | Remove items that are board vs ELD and keep what job is who's in bylaws | 10/30/2013 | Internal |
| Feb-Mar 2023 | <i>Community Relations and Advocacy</i> | Section title not needed | 10/30/2013 | Internal |
| Feb-Mar 2023 | Media Policy | No changes, just style | 10/30/2013 | Internal |
| Feb-Mar 2023 | Lobbying Policy | Style Changes and updated | 10/30/2013 | Internal |
| Feb-Mar 2023 | Social Media Policy | Style Changes and updated | 6/27/2018 | Internal |
| Feb-Mar 2023 | <i>Facility Maintenance</i> | Remove not a policy | 10/30/2013 | Internal |
| Feb-Mar 2023 | Facility Naming Rights Policy | Updated, added board approves interior naming | 10/30/2013 | Internal |
| Feb-Apr 2023 | <i>Closure Policy</i> | Updated as board discussed in early 2023. Clarified closures and removed as an annual approval to an annual notice. | 3/30/2022 | Internal |
| Feb-Apr 2023 | <i>Electronic Mail Monitoring and Archiving Policy</i> | No changes, just style | 10/30/2013 | Internal |
| Feb-Apr 2023 | <i>Risk Management Policy</i> | Simplified, added annual reporting | 10/30/2013 | Internal |
| Mar-Apr 2023 | <i>Disposal of Personal Information Policy</i> | No changes, just style | 10/30/2013 | Internal |
| | FINANCIAL POLICIES | Remove Title - will be individual policies - though are all Financial | 10/30/2013 | Internal |
| May-June 2023 | Authorization of Expenditures Policy | Updated, clarified, and simplified - removing items | 8/23/2017 | Internal |
| May-June 2023 | Budget Policy | No changes, just style | 10/30/2013 | Internal |
| May-June 2023 | Debt Management Policy | Style changes and added reporting requirement with annual budget process. | 10/30/2013 | Internal |

| Timeline | Policy and Sections within that Policy (if any) | New Frame | Last Date Updated | Internal / External |
|---------------|---|---|-------------------|---------------------|
| May-June 2023 | Audit Policy | No changes, just style | 10/30/2013 | Internal |
| May-June 2023 | Purchasing of Good and Services - Policy | No changes, just style | 10/30/2013 | Internal |
| May-June 2023 | Nondisclosure Policy | No changes, just style | 10/30/2013 | Internal |
| May-June 2023 | Capital Assets Policy | Removed Disposal Part and made a Asset Disposal Policy, otherwise, no changes, just style | 10/30/2013 | Internal |
| Jul-23 | New Asset Disposal Policy | Condensed and expanded to include items not covered in capital disposal. | NEW | Internal |
| May-June 2023 | Investment and Cash Management Policy | Style and added annual internal controls reporting to the board | 10/30/2013 | Internal |
| May-June 2023 | Reserve Fund Policy | No changes, just style | 12/14/2016 | Internal |
| May-June 2023 | Mileage and Other Expense Reimbursement | No changes, just style | 10/30/2013 | Internal |
| Mar-Apr 2023 | CODE OF ETHICS | Moved to incorporate with HR Policies | 10/30/2013 | Internal |
| Mar-Apr 2023 | <i>Statement on Professional Ethics</i> | Removed ALA Statements | 10/30/2013 | Internal |
| Mar-Apr 2023 | <i>Disclosure Policy</i> | Combined with Accepting Gifts to be one Policy - CONFLICTS OF INTEREST POLICY | 10/30/2013 | Internal |
| Mar-Apr 2023 | <i>Accepting Gifts</i> | Combined with Accepting Gifts to be one Policy - CONFLICTS OF INTEREST POLICY | 10/30/2013 | Internal |

| Timeline | Policy and Sections within that Policy (if any) | New Frame | Last Date Updated | Internal / External |
|--------------|--|---|-------------------|---------------------|
| | NEW - CONFLICT OF INTEREST POLICY | Combined to align with Employee Handbook and includes Disclosure and Accepting Gifts | NEW | Internal |
| | HUMAN RESOURCES POLICY | Remove Title - will be individual policies - though are all Human Resources | 10/30/2013 | Internal |
| Mar-Apr 2023 | <i>Standards of Conduct Policy</i> | Updated to include Concerted Activity on advice of legal counsel - No ALA statements used | 10/30/2013 | Internal |
| Mar-Apr 2023 | <i>Library Code of Ethics</i> | Removed -and incorporated above | 10/30/2013 | Internal |
| Mar-Apr 2023 | Customer Privacy Policy | Amended to include Legal Counsel concern | 10/30/2013 | Internal |
| Mar-Apr 2023 | <i>Personnel Policy</i> | Statement removed - not needed as policies are stand alone | 10/30/2013 | Internal |
| May-23 | Specific Board Action | Statement removed - not needed as policies are stand alone | 10/30/2013 | Internal |
| May-23 | NEW At Will Emploment Policy | New Policy | NEW | Internal |
| May-23 | Staff Development | Removed per Committee | 10/30/2013 | Internal |
| May-23 | Equal Employment Opportunity - Renamed Employment Opportunity and Unlawful Harassment Policy | Amended to comply with current EEO language and Employee Handbook and renamed | 10/30/2013 | Internal |
| May-23 | Americans with Disability Act - Renamed Accommodation Policy | Amended and expanded and renamed to comply with current legislation and legal recommendations and renamed | 10/30/2013 | Internal |

| Timeline | Policy and Sections within that Policy (if any) | New Frame | Last Date Updated | Internal / External |
|----------|--|---|-------------------|---------------------|
| May-23 | Sexual Harassment Policy | Amended to comply with current EEO language and Employee Handbook | 10/30/2013 | Internal |
| May-23 | Issues Resolution Policy - Renamed Complaint Procedure Policy | For matters other than EEO or Sexual Harassment, renamed | 4/29/2020 | Internal |
| May-23 | EEO Harassment - Renamed Unlawful Harassment Policy | Amended to comply with current EEO language and Employee Handbook and renamed | 10/30/2013 | Internal |
| May-23 | Leave of Absence Policy | Removed Board review statement | 10/30/2013 | Internal |
| May-23 | Compensation Policy | Amended to be Board review of Compensation Philosophy/Plan, not policy | 10/30/2013 | Internal |
| May-23 | Employee and Volunteer Alcohol and Drugs Policy | Rename to " Employee Alcohol and Drugs Policy to distinguish from external Alcohol Policy. Removed Board review statement, removed volunteers. Amended to refer to the External Alcohol Policy | 10/30/2013 | Internal |
| May-23 | Anti-Violence Policy | Same | 10/30/2013 | Internal |
| May-23 | Safety Policy | Same | 10/30/2013 | Internal |
| May-23 | Whistleblower Policy - Violation of Public Policy, Concerted Activity and Reporting ("Whistleblower") Policy | Same, new name | 10/30/2013 | Internal |
| May-23 | Employment of Relatives Policy | Removed grandfathering-in statement as no longer applicable | 3/30/2016 | Internal |

| Timeline | Policy and Sections within that Policy (if any) | New Frame | Last Date Updated | Internal / External |
|-----------------|---|------------------|--------------------------|----------------------------|
| May-23 | NEW Worker's Compensation Insurance and Reporting Policy | New Policy | NEW | Internal |
| May-23 | NEW Employee Dating Policy | New Policy | NEW | Internal |
| Jun-23 | NEW Employee Handbook Policy | New Policy | NEW | Internal |

Red Policy Section refers or comes from ALA

ARTICLE V. DUTIES OF OFFICERS

Section 1. President. The President shall, subject to the direction and supervision of the Board, be the principal executive officer of the Library. The President shall preside over and determine the manner of operation for all meetings of the Board. The President shall sign, either by manual, facsimile, or electronic signature, any leases, deeds, mortgages, contracts, and other instruments which the Board has authorized to be executed; and in general shall perform all duties incident to the office of president and such other duties as may be prescribed by the Board from time to time. [The President is the authorized Board media spokesperson.](#)

ARTICLE II. BOARD OF TRUSTEES (the "Board")

Section 6. Ethics. Trustees shall conduct themselves in accordance with Colorado law, including the Code of Ethics for public officials, Sections 24-18-101, *et seq.*, C.R.S. (the "Code of Ethics"). Trustees shall avoid situations in which their personal interests might be served or in which financial benefits inure to them at the expense of Library users, colleagues, or the Library. Trustees shall disclose any and all potential conflicts of interest during the appointment process. If during the course of Board business an area of potential conflict of interest or the appearance of such develops for a Trustee, that Trustee shall immediately make full disclosure to the Board and, if required in order to ensure compliance with the Code of Ethics, immediately cease participation in both discussion and voting relative to the matter. Specific areas of potential conflict, without limitation, are described in this Section, below.

- Trustees may not in their private capacities negotiate, bid for, or enter into a contract with the Library in matters in which they have a direct or indirect financial interest.
- Trustees shall recuse themselves from Board discussion, deliberation, and vote on any matter in which the Trustee, an immediate family member (defined as husband, wife, domestic partner, brother, sister, child, or grandchild, including step-relationships of each of the defined relationships), or an organization with which they are associated as a principal has a material financial interest. Such recusals shall be reflected in the meeting minutes for the relevant meeting.
- Trustees shall not receive anything of value that could or should reasonably be expected to influence their vote or other official action.
- Trustees shall respect the confidential nature of Library business while adhering to the Colorado Open Records Act ("CORA"), Sections 24-72-200.1 *et seq.*, C.R.S. and all other applicable laws governing freedom of information.
- [Trustees have a responsibility in any media encounter of emphasizing that they are speaking as an individual and not for the organization or the Board. Trustees may share or verify matters of public record.](#)

ADMINISTRATION POLICIES:

1. Media Policy
2. Lobbying Policy
3. Social Media Policy
4. Facility Naming Rights Policy
5. Closure Policy
6. Electronic Mail Monitoring and Archiving Policy
7. Risk Management Policy
8. Disposal of Personal Information Policy

MEDIA POLICY

The Executive Library Director manages and responds to media inquiries delegating appropriate duties to staff. All efforts to contact or respond to the media are the responsibility of the Executive Library Director. The Library's Board President is authorized Trustees have a responsibility in any media encounter of emphasizing that they are speaking as an individual and not for the organization or the Board. Trustees may share or verify matters of public record.

Draft

LOBBYING POLICY

The Board recognizes that decisions by legislative and administrative bodies at the Municipal, County, State and Federal levels have significant effects on the Library's ability to carry out its mission successfully. Therefore, the Board authorizes the Executive Library Director to engage in advocacy activities on behalf of the Library's interest.

The Library, of course, will observe all applicable laws and regulations while engaging in lobbying efforts whether those activities are carried out independently, or in concert with representatives of other interested libraries, library associations, and others having a common interest. The Library may use reasonable resources, such as administrative assistance, office space, office supplies, office equipment, and necessary travel expenses, in representing the interest of the Library.

No Library funds shall be used to influence any campaign for public office.

Draft

SOCIAL MEDIA POLICY

The Library, under the management and supervision of the Executive Library Director, shall use social media and digital marketing to extend its mission to audiences across the Internet and to provide a public forum to foster discussion, awareness of library services and activities. This policy applies to staff as they are communicating with our community about the Library using Library-owned accounts.

Staff using Library-owned accounts must do so within three performance expectations.

- Living our Library's values
- Adhering to the Library's policies (confidentiality and others)
- The effect of their work on the Library's brand and reputation in the community.

Draft

FACILITY NAMING RIGHTS POLICY

Library facilities shall be named in accordance with their community, geographical locations. However, the Library will also allow for naming rights in response to a major benefactor, either through substantial financial support or through distinguished effort and service on behalf of the Library. No Library facilities shall be named for any living person. The Library Board has the sole authority to approve names of Library facilities other than community, geographical location names. The Board expects the Douglas County Libraries Foundation to seek donors and recommend recognition commensurate with gifts. The Board will also approve the naming of facility spaces for donors and other recognitions.

Draft

CLOSURE POLICY

The Library will observe annually the following holidays via closure:

- New Year's Day
- Martin Luther King Birthday
- Washington's Birthday
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas Day

The Board must approve any other Library closures other than those for emergencies, inclement weather, or short-term changes of operating hours to accommodate events or similar opportunities. The Executive Library Director will advise the Board on coming holidays and annual closures during the September meeting each year.

ELECTRONIC MAIL AND MONITORING POLICY

In compliance with Colorado law the Library adopts the following policy: Correspondence of Library employees and volunteers in the form of electronic mail (email) may be a public record under the public records law and may be subject to public inspection under Colorado Public Records Law, Section 24-72-200.1, et seq., C.R.S. Email services provided by the Library are deemed to be business operations. The Executive Library Director may authorize the inspection of email as necessary to ensure computer security, to maintain and test computer hardware and software, or for any other reason. The Library also makes regular backup copies of all files, including email, on its servers, and archives those records according to Section 24-80-101 et seq., C.R.S.

Draft

RISK MANAGEMENT POLICY

The Library recognizes its responsibility to manage public funds in a responsible manner, which includes identifying, addressing and appropriately managing any risks that may affect

- 1) the safety and well-being of its customers and employees
- 2) its financial stability, or
- 3) its ability to achieve its mission of providing services to the community.
- 4) business continuity plans and measures for high-risk events.

The Library considers loss or interruption of services of significant duration to be unacceptable and intends to manage operations to mitigate that risk. The Executive Library Director will ensure that risks are assessed annually and the related risk mitigation programs are evaluated and updated as appropriate. The Library's risk management programs shall include, but not be limited to, a comprehensive insurance program, which includes public officials' liability coverage for the Executive Library Director and Trustees; employee safety training programs and maintenance of a disaster recovery plan. In the event of a natural or human made disaster, act of terrorism or other disruption to Library operations, the Executive Library Director is given authority to act as needed outside the scope of authority otherwise delineated in policy. The Executive Library Director will annually report to the board, reviewing describing risk mitigation products and strategies in place to safeguard the Library, its assets, and operations.

DISPOSAL OF PERSONAL INFORMATION POLICY

During the course of its activities, the Library may receive personal identifying information of its employees, contractors, directors, and/or constituents. Personal identifying information is classified under the Colorado Revised Statutes, Section 24-73-101(4)(b) as the following:

- Social security number;
- Personal identification number;
- Passwords;
- Passcodes;
- Official state or government-issued driver's license or identification card number;
- Government passport number;
- Biometric data (i.e. finger print or retina scan);
- Employer, student, or military identification number;
- Financial transaction devices (i.e. credit cards, debit cards, banking cards, electronic fund transfer cards, guaranteed check cards, and financial account numbers).

When paper or electronic documentation containing personal identifying information is no longer needed, the Library shall destroy or arrange for the destruction of such paper and electronic documents within its custody or control that contain personal identifying information by shredding, erasing, or otherwise modifying the personal identifying information in the paper or electronic documents to make the personal identifying information unreadable or indecipherable through any means, as soon as possible in compliance with the Library's adopted Records Retention Schedule.

FINANCIAL POLICIES:

1. Authorization of Expenditures Policy
2. Budget Policy
3. Debt Management Policy
4. Audit Policy
5. Purchasing of Goods and Services Policy
6. Nondisclosure Policy
7. Capital Assets Policy
8. Asset Disposal Policy
9. Investment and Cash Management Policy
10. Reserve Fund Policy
11. Mileage and Other Expense Reimbursement Policy

AUTHORIZATION OF EXPENDITURE POLICY

It is the policy of the Library to monitor expenditure of public funds judiciously, ensuring compliance with annual budgetary appropriations, adherence to purchasing policies, and accuracy of reporting in the financial statements. Expenditures are authorized by the Board through the annual budget process, and spending is monitored via quarterly financial statements that compare actual spending to budgeted amounts. The Executive Library Director will provide quarterly financial statements to the Board for the first three quarters of each year, and the audit for the final quarter of the year.

The Executive Library Director has spending authority for all budgeted, normal, recurring operating expenditures. Budgeted, normal, recurring operating expenditures include, but are not limited to:

- Library content
- Programming fees
- Materials and supplies
- Costs incurred in connection with the operation and maintenance of Library facilities
- Costs incurred with the operation and maintenance of Library software, telephone, internet, data storage and other information technology platforms
- Professional service fees and fees paid to contractors for upgrades to existing facility and technology platforms
- Consulting and advisory services
- Those items of furniture, computers and equipment not requiring specific Board approval as noted below
- Library-wide merit increase rates and salary range adjustments
- Employee benefit plans
- General liability, property and workers' comp insurance coverage

The following require specific approval by the Board, and are not considered budgeted, normal or recurring:

- Non-budgeted items in excess of \$50,000
- Intergovernmental agreements
- Capital expenditures of \$75,000 or more
- Facility leases and real estate transactions
- Financing transactions

Authorizing signatures for the expenditure of funds and contractual obligations are designated as follows:

- Library Directors are the authorized signatories for all budgeted normal, recurring operating expenditures as defined above.
- The President of the Board or designee is the authorized signatory for intergovernmental agreements, real estate documents including facility leases, major capital expenditures, refinancing documents, bond documents, and other documents as required by regulation or statute, which have been reviewed and approved by motion or resolution of the Board.

Draft

BUDGET POLICY

The Library will develop an annual budget in accordance with the statutory requirements of Colorado Local Government Budget Law, Section 29-1-101 *et seq.*, C.R.S. The budget will also be compiled in compliance with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) standards for budget preparation and presentation or other relevant regulations. The budget shall reflect the plans and strategies of the Library as adopted by the Board.

| Key Annual Budget Deadlines include: | |
|---|---|
| August 25 | Assessors certify to all taxing entities and to the Division of Local Government the total new assessed and actual values (for real and personal property) used to compute the statutory and TABOR property tax revenue limits. (§ 39-5-121(2)(b) and § 39-5-128, C.R.S.) |
| October 15 | Budget officer must submit proposed budget to the governing body. (§ 29-1-105, C.R.S.) Governing body must publish "Notice of Budget" upon receiving proposed budget. (§ 29-1-106(1), C.R.S.) |
| November 1 | Deadline for submitting applications to the Division for an increased levy pursuant to § 29-1-302, C.R.S. |
| December 15 | Deadline for certification of mill levy to county commissioners (§ 39-5-128(1), C.R.S.). Local governments levying property tax must adopt their budgets before certifying the levy to the county. If the budget is not adopted by certification deadline, then 90 percent of the amounts appropriated in the current year for operations and maintenance expenses shall be deemed re-appropriated for the purposes specified in such last appropriation. (§ 29-1-108(2) and (3), C.R.S.) |
| December 22 | Deadline for county commissioners to levy taxes and to certify the levies to the assessor. (§ 39-1-111(1), C.R.S.) |
| January 31 | A certified copy of the adopted budget must be filed with the Division. (§ 29-1-113(1), C.R.S.) |

DEBT MANAGEMENT POLICY

The objective of the Library's debt management policy is to ensure that the Library obtains financing only when necessary, in accordance with the provisions of Colorado law, and that the most favorable interest rates and other costs be obtained.

The District shall not finance improvements with a probable useful life less than four years. Borrowings by the Library cannot mature over a term that exceeds the economic life of the improvements that they finance.

Board approval is required in order for the Library to issue debt or enter into capital lease arrangements as a means of financing long-term capital projects.

The board will receive an accounting of any financed debt and potential payoff as part of the annual budget process.

Draft

AUDIT POLICY

As required by Colorado Audit Law, Section 29-1-601, *et seq.*, C.R.S. and Colorado Library Law Section 24-90-109(1)(I), C.R.S. the Board shall ensure that an annual audit of the financial affairs and transactions of all funds and activities of the Library be conducted for each fiscal year.

The contract for audit services shall be put out to bid every three years, with final selection of an audit firm to be made by the Board. The contract for services may be renewed for two additional years following approval of the Board.

The audit report shall be distributed as follows:

- State Auditor, by July 31, in accordance with Colorado law, Section 29-1-606(3), C.R.S.
- Board of County Commissioners, at the close of each calendar year, in accordance with Colorado Library Law, Section 24-90-109(2), C.R.S.
- County Treasurer, yearly, in accordance with Colorado Library Law, 24-90-112(2c), C.R.S.

PURCHASING POLICY

The Board assures the most efficient use of taxpayer dollars through the use of fair and consistent purchasing procedures, maximum market competition, and compliance with Colorado statutes. The Executive Library Director is responsible for maintaining the proper procedures.

Such procedures shall provide for:

- Purchases under cooperative purchasing ventures with other library organizations or government agencies
- Purchases from sole source suppliers, when only one vendor can meet specifications
- Solicitation of multiple quotes to ensure competitive pricing, when possible

In addition, Library purchasing policies and procedures with respect to contracts shall provide for:

- Use of standard Library or industry templates, where considered appropriate
- Inclusion of language requiring annual appropriation

For those expenditures requiring Board approval, the award of formal bids shall be made by the Board at a public meeting. The Board shall not be bound to select the supplier submitting the lowest dollar bid and reserves the right to accept the bid deemed to be in the best interest of the Library. Further, the Board may reject any and all bids and may waive, at its discretion, any informalities, irregularities, omissions, or deficiencies contained in said bid.

NONDISCLOSURE POLICY

The Library shall not execute any agreements containing nondisclosure clauses. This applies to contracts for purchasing of goods and services, consultants, or other vendors.

Draft

CAPITAL ASSETS POLICY

Capital assets represent land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period owned by the Library and acquired by purchase or donation.

In accordance with Colorado law, Section 29-1-506, C.R.S., an inventory of capital assets will be performed annually unless otherwise excepted by law.

Draft

ASSETS DISPOSAL POLICY

Disposal of Library assets is done as follows:

- a. The determination of whether obsolete, surplus or retired property and equipment will be needed by the Library in the foreseeable future is the responsibility of the Executive Library Director.
- b. Any disposal of an item that has an estimated resale value of \$25,000 or more requires specific approval by the Board before the asset can be disposed of in any manner.
- c. Disposal of discarded library materials, computer components, and furniture, art and equipment, when the estimated resale value is less than \$25,000, may be disposed of in one of the following methods:
 - 1). Sold to the public via used book sales rooms at Library locations.
 - 2). Sold through an on-line vendor service or some other establishment that sells used items to the public.
 - 3). Donated to charities or other non-profit organizations, but only with the approval of the Executive Library Director.
 - 4). Given to other political subdivisions of the State of Colorado, but only with the approval of the Executive Library Director.
 - 5). Items that are broken, destroyed, or otherwise have no value may be recycled when other methods of disposal have been exhausted.
 6. Transferred to vendors for credit toward future purchases.

INVESTMENT AND CASH MANAGEMENT POLICY

It is the policy of the Library to safeguard the public funds by ensuring compliance with the depository and investment restrictions detailed in the following Colorado Law:

- Public Deposit Protection Act, Section 11-10.5-101, *et seq.*, C.R.S.
- Standard for Investment, Section 15-1-304, C.R.S.
- Funds - Legal Investments, Section 24-75-601, *et seq.*, C.R.S.
- Investment Funds - Local Government Pooling, Section 24-75-701, *et seq.*, C.R.S.
- Protection of Deposits of Public Monies, Section 11-47-101, *et seq.*, C.R.S.

The Board delegates management responsibility of the Library's investment program to the Executive Library Director who shall ensure that all investment transactions are undertaken in accordance with this policy and that an effective system of internal controls is maintained for all investment transactions. Internal controls relating to investment transactions will be described and discussed during the audit presentation. The Board shall select a registered investment advisory firm that specializes in the management of fixed-income public funds.

Consistent with Colorado Law set forth above, Library funds may be invested in the following securities, subject to certain specific maturity, credit rating and portfolio diversification limitations, as detailed in the authorizing law.

- Local Government Investment Pool
- Obligations of the United States Government
- Government Sponsored Enterprises
- Obligations of State & Local Governments
- Repurchase Agreements
- Reverse Repurchase Agreements
- Money Market Mutual Funds
- Corporate Debt
- Certificates of Participation
- Investment Contracts
- Bonds of Housing Authority

No Library funds shall be invested in any of the above-mentioned securities on which the coupon rate is not fixed, or a schedule of specific fixed coupon rate is not established, from the time the security is settled until its maturity date, unless the coupon rate is tied to specific securities or indexes as detailed in the authorizing statutes referred to above. Shares in qualified money market mutual funds or local government investment pools are excluded from this fixed coupon rate requirement. Annually, the board will review internal controls. OR Annually as part of the audit, the board will receive an internal controls report.

Any revisions or extensions of these sections of Colorado Law shall be considered to be part of this policy immediately upon the effective date following enactment.

On a quarterly basis, the Board shall review an investment report detailing the current status of the investment portfolio.

Library funds may only be deposited in financial institutions that have been designated by the Division of Banking or the Division of Financial Services under the Colorado Department of Regulatory Agencies as an eligible public depository to the extent that the deposit is (i) insured by the Federal Deposit Insurance Corporation (FDIC) or (ii) secured by a pledge of eligible collateral as required by the Public Deposit Protection Act. Operating funds deposited in non-interest-bearing accounts must be held with financial institutions participating in the FDIC Temporary Liquidity Guarantee Program that provide full deposit coverage regardless of amount.

A Board resolution is required to open or close any new Library account at a financial institution. The signature of the Executive Library Director and Director of Finance is required in setting up new Library financial accounts. Authorization to transfer funds between Library bank and investment accounts is limited to the Executive Library Director and the Director of Finance, as considered necessary to meet daily operating cash requirements and investment objectives.

In the event of financial emergency, the Executive Library Director is designated to take immediate action to ensure the safety of Library assets. Such action can supersede requirements of the Cash Management Policies, and will be immediately reported to the Board, with ratification of action occurring at the next Board meeting.

RESERVE FUND POLICY

The Executive Library Director is responsible for maintaining reserves for the following purposes:

- Working capital reserves sufficient to fund expenditures for the first quarter of the fiscal year, or until property taxes remitted by the county treasurer are sufficient to fund monthly operations.
- Emergency reserves as required by Article X, Section 20 of the Colorado Constitution in and subject to the use limitations therein.
- Reserves sufficient to fund deductibles payable in the event of a claim or loss under the Library's insurance program.
- The Board may designate other reserves of fund balance as considered necessary in support of Library objectives.

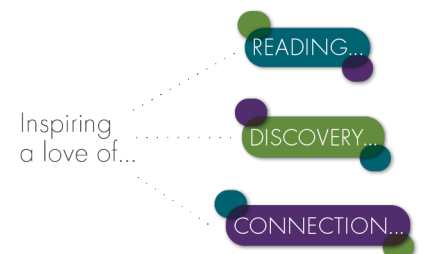
EXPENSE REIMBURSEMENT POLICY

Library employees and members of the Board shall be reimbursed, with proper documentation, for reasonable travel and other library related expenses incurred in connection with Library business activities.

Draft

HUMAN RESOURCES POLICIES:

1. Conflict of Interest Policy
2. Standards of Conduct Policy
3. Customer Privacy Policy
4. At-Will Employment Policy
5. Employment Opportunity and Unlawful Harassment Policy
6. Accommodation Policy
7. Sexual Harassment Policy
8. Complaint Procedure Policy
9. Unlawful Harassment Policy
10. Leave of Absence Policy
11. Compensation Policy
12. Employee Alcohol and Drugs Policy
13. Anti-Violence Policy
14. Safety Policy
15. Violation of Public Policy, Converted Activity and Reporting (“Whistleblower”) Policy
16. Employment of Relatives Policy
17. Worker’s Compensation Insurance and Reporting Policy
18. Dating Policy
19. Employee Handbook Policy



CONFLICT OF INTEREST POLICY

Any employee upon being hired or promoted to a decision-making position shall disclose any potential conflict of interest. If during the course of employment an area of potential conflict of interest develops for an employee in a decision-making position, they are required at that time to make full disclosure. Conflict of Interest statements shall then be updated as circumstances warrant. All Conflict of Interest statements shall be referred to only to eliminate any potential conflict of interest.

In compliance with Colorado Law Section 24-18-104, C.R.S., as may be amended from time to time, no employee or Board of Trustees member shall accept a fee, gift, or other valuable item for personal use from any person or group of persons where such gift or other valuable item is given in the hope or expectation of receiving a favor or better treatment than others wishing to do business with Douglas County Libraries (the "Library").

Employees with direct ownership, partnership, or personal involvement in supplier companies or distribution outlets related to Library business must report their involvement and relationship to supplier companies and distribution outlets through the Library's Conflict of Interest form. Additionally, employees with relatives that the Library does business with must report their relationship through the Conflict of Interest form.

Colorado Law Section 24-18-104, C.R.S. should be consulted in determining whether a trustee or employee may accept a gift. If an employee has any questions as to whether they may accept a particular gift, including payment for luncheons or dinners, the employee should discuss the matter with their supervisor and with the Human Resources department for a final determination.

Additional details can be found in the Library's Employee Handbook.

STANDARDS OF CONDUCT POLICY

Employment with Douglas County Libraries (the “Library”) carries with it special obligations and responsibilities. Each employee has the right, as an individual, to participate in public debate or to engage in social and political activity. The only restrictions on these activities are those imposed by law. Because personal views and activities may be interpreted as representative of the institution in which the individual is employed, careful distinction must always be made between: (a) private actions of the employee as an individual and (b) those actions one is authorized to take in the name of the Library.

Concerted Activity

Employees have the right to act with co-workers to address work-related issues in many ways. Employers cannot discharge, discipline, or threaten employees, or coercively question employees, related to this “protected concerted” activity. A single employee may also engage in protected concerted activity if they are acting on the authority of other employees. However, employees can lose protection by saying or doing something egregiously offensive or knowingly and maliciously false, or by publicly disparaging the employer’s products or services without relating the complaints to any labor controversy. If employees have concerns they would like to discuss regarding workplace conditions please follow the Library’s complaint procedure.

Additional details on conduct can be found in the Library’s Employee Handbook.

CUSTOMER PRIVACY POLICY

Douglas County Libraries (“Library”) staff and volunteers are expressly prohibited from disclosing information about customers, including personal information, borrowing records, and/or book and material requests to others, including the customer’s family members, or from using such information for the employee’s personal gain or benefit or to benefit others, including relatives, friends, or members of organizations. Customer confidentiality is required under the Colorado Library Law, Sections 24-90-119, C.R.S.

Staff who handle Citizen Review Requests or Colorado Open Records Act requests should consult legal counsel to ensure compliance with all applicable laws, as there are defined circumstances where a customer may partially waive confidentiality to personal information. Additional details can be found in the Library’s Employee Handbook.

AT-WILL EMPLOYMENT POLICY

Except as may be required by state law, employment with Douglas County Libraries (the “Library”) is at-will. Employees have the right to end their work relationship with the Library with or without advance notice, for any reason. The Library has the same right. The policies of the Library do not represent a contract and may be altered or amended from time to time by the Board of Trustees. Additional details can be found in the Library’s Employee Handbook.

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EMPLOYMENT OPPORTUNITY AND UNLAWFUL HARASSMENT

Douglas County Libraries (the “Library”) is dedicated to the principles of equal employment opportunity. We prohibit unlawful discrimination against applicants or employees on the basis of age 40 and over, race (including traits historically associated with race, such as hair texture and length, protective hairstyles), sex, sexual orientation, gender identity, gender expression, color, religion, national origin, disability, military status, genetic information, marital status, or any other status protected by applicable state or local law.

Retaliation against an employee for filing a complaint under this requirement or for assisting in a complaint investigation is prohibited. If any staff member perceives retaliation for their participation in an investigation, they should contact their supervisor or the Human Resources department immediately. The situation will be promptly investigated by the Human Resources department. Additional details can be found in the Library’s Employee Handbook.

This policy applies to all employees and Board of Trustees members, including supervisors, managers, co-workers, and non-employees such as customers, volunteers, clients, vendors, and consultants.

ACCOMMODATION POLICY

Americans with Disability and Religious Accommodation

Douglas County Libraries (the “Library”) will make reasonable accommodation for qualified individuals with known disabilities unless doing so would result in an undue hardship to the Library or cause a direct threat to health or safety. The Library will make reasonable accommodation for employees whose work requirements interfere with a religious belief, unless doing so poses an undue hardship on the Library. Employees needing such accommodation are instructed to contact their supervisor or the Human Resources department immediately.

Pregnancy Accommodation

Employees have the right to be free from discriminatory or unfair employment practices because of pregnancy, a health condition related to pregnancy, or the physical recovery from childbirth.

Employees who are otherwise qualified for a position may request a reasonable accommodation related to pregnancy, a health condition related to pregnancy, or the physical recovery from childbirth. If an employee requests an accommodation, the Library will engage in a timely, good-faith, and interactive process with the employee to determine whether there is an effective, reasonable accommodation that will enable the employee to perform the essential functions of their position. A reasonable accommodation will be provided unless it imposes an undue hardship on the Library’s business operations.

The Library may require that an employee provide a note from their healthcare provider detailing the medical advisability of the reasonable accommodation. Employees who have questions about this policy or who wish to request a reasonable accommodation under this policy should contact the Human Resources department.

The Library will not deny employment opportunities or retaliate against an employee because of an employee's request for a reasonable accommodation related to pregnancy, a health condition related to pregnancy, or the physical recovery from childbirth. An employee will not be required to take leave or accept an accommodation that is unnecessary for the employee to perform the essential functions of the job.

SEXUAL HARASSMENT POLICY

Because sexual harassment raises issues that are, to some extent, unique in comparison to other types of harassment, Douglas County Libraries (the "Library") believes it warrants separate emphasis.

The Library strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct or communication is made explicitly or implicitly a term or condition of employment.
- Submission to, objection to, or rejection of, such conduct or communication is used as a basis for employment decisions affecting an individual.
- Such conduct or communication has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

All employees and non-employees such as Board of Trustees members, volunteers, customers, vendors, and consultants are expected to conduct themselves in a professional and business-like manner at all times. Conduct that may violate this policy includes, but is not limited to, sexually implicit or explicit communications whether in:

- Written form, such as cartoons, posters, calendars, notes, letters, and emails.
- Verbal form, such as comments, jokes, foul or obscene language of a sexual nature, gossiping or questions about another's sex life, or repeated unwanted requests for dates.
- Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another's body.

COMPLAINT PROCEDURE POLICY

If an employee believes there has been a violation of the Equal Employment Opportunity (EEO) policy or harassment based on a protected class, including sexual harassment, please use the following complaint procedure. Douglas County Libraries (the "Library") has established a program designed to prevent harassment, deter future harassers, and protect employees from harassment. The Library takes prompt action to investigate and/or address alleged discriminatory or unfair employment practices. The Library also takes prompt remedial actions, when warranted, in response to complaints of discriminatory or unfair employment practices. The Library therefore expects employees to make a timely complaint to enable the Library to investigate and correct any behavior that may be in violation of this policy.

Report the incident to a Division Director who will investigate the matter. The employee complaint will be kept as confidential as practicable. If the employee prefers not to go to this individuals with their complaint, they should report the incident to the Human Resources Manager.

The Library prohibits retaliation against an employee for filing a complaint under this policy or assisting in a complaint investigation. If an employee perceives retaliation for making a complaint or participating in the investigation, please follow the complaint procedure outlined above. The situation will be investigated.

Issues involving the Executive Library Director or Board of Trustees members are referred to the Board President, or if involving the Board President, the Board Vice-President. The Board President or Vice-President must refer those issues to legal counsel for consultation and investigation. The Board President or Vice-President will decide resolution, either based on legal counsel advice, or by bringing the matter before the full Board for action. For issues involving the Executive Director or Board of Trustees members covered by this process, the Board President or Vice-President must communicate the resolution of investigations to the claimant, the Board, and the Executive Library Director.

If the Library determines that an employee's behavior is in violation of these policies, disciplinary action will be taken up to and including termination of employment.

UNLAWFUL HARASSMENT POLICY

EEO Harassment

Douglas County Libraries (the “Library”) strives to maintain a work environment free of unlawful harassment. Unlawful harassment includes any unwelcome physical or verbal conduct or any written, pictorial, or visual communication directed at an individual (or group) because of that individual's (or group's) membership in, or perceived membership in, a protected class, that is subjectively offensive to the individual alleging harassment, and is objectively offensive to a reasonable individual who is a member of the same protected class. Harassment does not need to be in-person and can occur over electronic media such as Zoom or other electronic platforms. Prohibited behavior may include but is not limited to the following:

- Written form, such as cartoons, emails, posters, drawings, or photographs.
- Verbal conduct, such as epithets, derogatory comments, slurs, or jokes.
- Physical conduct such as assault or blocking an individual’s movements.

This applies to all Library employees, including managers, supervisors, co-workers, and non-employees such as Board of Trustees members, volunteers, customers, vendors, and consultants.

Retaliation against an employee for filing a complaint under this requirement or for assisting in a complaint investigation is prohibited. If any staff member perceives retaliation for their participation in an investigation, they should contact their supervisor or the Human Resources department immediately. The situation will be promptly investigated by the Human Resources department. Additional details can be found in the Library’s Employee Handbook.

LEAVE OF ABSENCE POLICY

Douglas County Libraries (the “Library”) provides a comprehensive leave of absence package for employees, including voluntary and legally mandated types of leave, such as Family Medical Leave Act (FMLA). Additional details for requirements, eligibility, and benefits while on leave can be found in the Library’s Employee Handbook.

DRAFT

COMPENSATION POLICY

Douglas County Libraries' (the "Library's") Board of Trustees reviews and approves the cost of the Library's total compensation as part of the annual budgeting process.

The Library provides comprehensive pay procedures for employees.

The Board reviews and approves the Library's Compensation Plan as needed or as changes are proposed. Additional details can be found in the Library's Employee Handbook, including information on paydays, breaks, paid time off, holidays, and overtime.

DRAFT

EMPLOYEE AND VOLUNTEER ALCOHOL AND DRUG POLICY

Douglas County Libraries (the "Library") adheres to a strict Alcohol and Drug Policy for all employees and volunteers.

Alert and rational behavior is required for the safe and adequate performance of job duties. Therefore, working after the apparent use of alcohol, a controlled substance, or abuse of any other substance is prohibited. Furthermore, the possession, purchase, or consumption (use) or sale of a controlled substance or alcohol on Library premises or while conducting Library business is prohibited. Employees' compliance with this requirement is a condition of continued employment. Volunteers' compliance with this policy is also required. Violation of this requirement for employees may result in disciplinary action, up to and including termination.

If a supervisor has a reasonable suspicion as a result of observable behaviors that an employee is under the influence of drugs or alcohol while at work, or if an employee is involved in a Library-owned motor vehicle accident or an accident while on Library business, the employee may be asked to submit to an appropriate test for substance abuse. Both a positive test and a refusal to submit to such a test may result in disciplinary action, up to and including dismissal.

Per the Alcohol (Social Use) Policy, the serving of alcoholic beverages on Library premises is permitted as defined in that policy.

At other times, employees and volunteers may be in a social, job-related situation where alcoholic beverages are available or supplied, such as at conferences or dinner meetings. In these situations, the Library's Alcohol and Drug Policy procedures are modified to allow consumption of such beverages as long as the level of consumption is consistent with safe and professional performance of the employee's duties.

ANTI-VIOLENCE POLICY

Douglas County Libraries (the “Library”) strives to maintain a work environment free from intimidation, threats, or violent acts. This includes, but is not limited to, intimidating, bullying, threatening or hostile behaviors; physical abuse; vandalism; arson; sabotage; use of weapons; carrying weapons on Library property other than those allowed with a current conceal carry license; or any other act, which, in the Executive Library Director’s opinion, is inappropriate to the workplace and in violation of the intent of this policy. In addition, bizarre or offensive comments regarding violent events and/or behavior are not tolerated.

Employees and volunteers are expected to make a timely complaint of observed violent behavior to enable the Library to promptly investigate and correct any behavior that may be in violation of this policy. Additional details can be found in the Library’s Employee Handbook.

DRAFT

SAFETY POLICY

Douglas County Libraries welcomes everyone. Welcoming spaces and services can only flourish in the context of safety. The Library will maintain and enforce a *Customer Code of Conduct* for the safe operation of its libraries. The Library directs staff to report unsafe conditions or questions about violation of the *Customer Code of Conduct* to supervisors or law enforcement as appropriate. The Library partners with local law enforcement to achieve safe and welcoming Library facilities and services. The Library will identify and provide staff training concerning safety practices and expectations.

DRAFT

VIOLATION OF PUBLIC POLICY, CONCERTED ACTIVITY, AND REPORTING (“WHISTLEBLOWER”) POLICY

Douglas County Libraries (the “Library”) expects high standards of ethical and legal conduct and behavior in all areas of operations. Additionally, the Library is dedicated to the principle of free speech. The Library encourages discussion among library workers, including library administrators, of nonconfidential professional and policy matters about workplace conditions, the operation of the Library and matters of public concern within the framework of applicable laws.

When any perceived breach of ethical or legal conduct is observed by a member of the staff or community involving activities undertaken by those representing the Library, or perceived violation of an employee’s rights to engage in protected concerted activity, it should be reported to a supervisor or the Human Resources department immediately.

Additionally, if any employee perceives retaliation for reporting their concerns about a perceived breach of ethical or legal conduct or engaging in concerted activity protected by law, they should contact their supervisor, the Human Resources department, or the Executive Library Director immediately. The situation will be promptly investigated by the Human Resources department or the Executive Library Director.

EMPLOYMENT OF RELATIVES POLICY

Douglas County Libraries (the “Library”) may employ relatives of current employees, or parties to a civil union, except in the following situations:

- When they would be in a position to supervise another relative or party to a civil union, directly or indirectly.
- When they have access to confidential information, including payroll and personnel records.
- When they audit, verify, receive, or are entrusted with money handled by the other relative or party to the civil union.
- Also, when they work in a department that handles confidential matters, including payroll and personnel records.

In cases of marriage (or the formation of a civil union) between two employees, if any of the above criterion apply, one must transfer or resign.

These criteria apply to all categories of employment, including full-time, part-time, and temporary classifications. They also apply to all relatives and individuals who are not legally related but who reside with another employee.

WORKERS' COMPENSATION INSURANCE AND REPORTING POLICY

Douglas County Libraries (the "Library") carries workers' compensation insurance for all employees. Employees who are injured on the job, no matter how minor, must immediately report the incident in accordance with the Library's published Workers' Compensation Reporting Process, posted in all branches on the Human Resources bulletin board and available on the Library's designated publication site. Additional details can be found in the Library's Employee Handbook.

DRAFT

EMPLOYEE DATING POLICY

Douglas County Libraries (the “Library”) strongly believes that a work environment in which employees maintain clear boundaries between personal and business interactions is necessary for effective business operations. Although this policy does not prevent the development of friendships or romantic relationships between co-workers, it does establish boundaries as to how relationships are conducted during working hours and within the working environment.

Individuals in supervisory or managerial roles, and those with authority over others’ terms and conditions of employment, are subject to more stringent requirements under this policy due to their status as role models, their access to sensitive information, and their ability to affect the employment of individuals in subordinate positions.

This policy does not preclude or interfere with the rights of employees protected by the Colorado Labor Peace Act, Protecting Opportunities and Workers’ Rights (POWR) Act, or any other applicable statute concerning the employment relationship. Additional details can be found in the Library’s Employee Handbook.

DRAFT

EMPLOYEE HANDBOOK POLICY

Douglas County Libraries' (the "Library's") Employee Handbook ("Handbook") is designed to acquaint employees with the Library and provide some information about working at the Library. The Handbook is not all-inclusive, but is intended to provide employees with a summary of some of the Library's guidelines and expectations regarding staff conduct. The published edition supersedes and replaces all previously issued editions and any inconsistent verbal or written statements issued prior to the publication.

No handbook can anticipate every circumstance or question. After reading the Handbook, employees who have questions should talk to their immediate supervisor or the Human Resources department. In addition, the need may arise to revise, delete, or add to the provisions of the Handbook. Except for the at-will nature of employment, the Library reserves the right to make such changes with or without prior notice. No oral statement or representations can change the provisions of the Handbook. Where the Handbook and law or policy differ, law and/or policy prevail.



Executive Library Director Succession Plan

Board Plan for Managing a Change in Executive Library Director

Board - Executive Library Director Succession Plan - Draft

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Leadership Transition Journey

| | |
|--------------|---|
| Ready | Background, Foundations, and Preparation for the ELD Transition |
| Get Set | Sustaining Routines, Obligations, Interim Leadership Plan |
| Go | Timeline and Scenarios, Process, and Communication |
| False Summit | Onboarding and Supporting the ELD |

Ready Background, Foundations, and Preparation for the ELD Transition

Declaring Outcomes - E + R = O

- Events happen; we respond; we get certain Outcomes.
- What outcomes does the Board seek from an ELD recruitment?

Key Decisions: Succession Transition

What does a successful transition look like? What outcomes do you seek?

Executive recruitments are high-change and high-stakes moments for any library. Recruiting and sustaining the Executive Library Director are among the few obligations placed with Library Boards by Colorado Law.

The Executive is key in recruiting and sustaining the Library's executive team. The Executive's leadership is vital in sustaining or changing the Library's talent, brand, and business plan. The Executive's stance on business models and the role of the Library in the community is key for overall Library moves and success.

Whether planned or unplanned, the Board is much more likely to achieve good recruitment results by an intentional approach. What outcomes does the Board wish to achieve? Here are draft outcomes to facilitate the Board declaring what success looks like in an ELD recruitment and transition.

| | |
|-----------------------|---|
| Optimal Pool | 3 to 5 very-qualified candidates |
| Transparent Process | Communicates what the Board seeks and the why of selection. |
| Crisp Timeline | Achieve timeline and limited interim leadership fill. |
| Effective Tenure | ELD tenure of 5 years or more. |
| Successful leadership | Sustain business plan, goals, culture, brand, and KPI. |

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People before Plan

- Great organizations make certain that they have the right people on the bus.
- Great organizations make certain that they are in the right seats.

Key Decisions: The Right Fit

What kind of ELD does the Library need today? Who are you looking for?

Contractual Obligations and Expectations of the Position

- | | | |
|----|-----------------------------|--|
| 1. | The Business of the Library | Fiscal and Infrastructure Experience and Skill |
| 2. | The Library Business | Program, Content, and Educational Offerings |

Draft Library Needs Informing Desirable Leadership Traits and Approach

- | | | |
|----|-------------------------------|--|
| 1. | Change or Sustain | A change agent or sustaining leader? |
| 2. | Inside or Out | Community, Internally, or Profession Focused? |
| 3. | Tactician or Strategist | Expert at Library Xs and Os or something bigger? |
| 4. | Outlier or Business Insider | What is their relationship to current trends? |
| 5. | Fix-It | Repairs chaos or lifts solid performance? |
| 6. | Servant or Charismatic Leader | Collins' Level 5 or Other Description? |
| 7. | Revenue Getter | Election winner; Fund Raiser? |

DCL-Centric Assessment Criteria

Competence - Are there particular skills the Board desires? (e.g. experience with building projects)

Character - Is this candidate aligned with Douglas County, and the Board?

Connection - Does the Board feel a resonance with the candidate?

One DCL mindset - Is this candidate aligned with DCL brand, culture, values

Workplan and Business Strategy – Is the candidate passionate adapting practice to the community?

Documentation

→The devil is in the details. The details are in the documentation.

Key Decisions: Being Prepared

Is this information up-to-date, providing a competitive and compelling vision to attract top candidates?
Does it align with the Board's vision for the Library? What are the minimum and desirable qualifications for the ELD (MLS)?

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Foundational Documents for the Recruitment.

1. ELD job title and description
2. ELD salary market review
3. Guiding plans – brand, culture, values, business plans (strategic plan, facilities master plan)
4. Recruitment communication plan
5. A recruitment firm (standing selection or list of potentials)
6. ELD succession plan and timeline (this document)
7. ELD onboarding & orientation checklist and documents
8. ELD Salary and market review
9. ELD Contract Template

About DCL – Tell Candidates our Story.

1. Playbook
2. Strategy
3. Work Plan Alignment
4. Facilities Master Plan
5. Organization Chart and Description
6. Operating Budget

Get Set

Sustaining Routines, Interim Leadership, and Organizing for Recruitment

Sustaining Routines

- Successful future leadership is built on today's solid routines.
- Our brand is what people say about us when we are not in the room.

Key Decisions: Luring Top Leaders

What must we practice to lure top leaders?

1. Annual review and performance conversations.
2. Roles Declaration / Operations and Governance Framework
3. Obligations
4. Meetings, Decisions, and Directives

Interim Leadership

- The Library must execute its plan despite any leadership gap.

Board - Executive Library Director Succession Plan - Draft

→ Colorado law requires any promotional opportunity be open to competition for roles lasting more than 6 months.

Key Decisions: Interim Leadership

How will the Board select interim leadership? Can an interim leader compete for the open ELD position?

1. The Board may select an interim ELD through a either an internal or external process. The Board may also elect to name interim leadership without a formal process, but the interim position may only be filled without competition for a period of 6 months. The Director of Finance fills the ELD role until any other Board action.
2. The Recruitment Committee will recommend decisions to the Board.
3. The Board will act on the recommendation through any convenient scheduled or special meeting to maintain the recruitment schedule and abide open-meetings requirements.
4. The Interim ELD will be an *at-will* position – not working by contract.
5. The Board will provide customary performance feedback to the Interim ELD.
6. The Board will not perform an annual review for the Interim ELD.
7. Interim ELD salary will be the larger of either the bottom of the ELD range or a 20% increase.
8. Again, the Interim cannot be in position longer that 6 months without going into a process. Interim cannot be denied opportunity to apply for the position.

Organizing for Recruitment

- The current ELD contract stipulates a 90-day notice by the ELD.
- The ELD recruitment process reflects Library branding and on-boarding.

Key Decisions: Recruitment, Negotiation, Timeline

The Library will select and maintain a *recruiter of choice*. The Library's Finance Division will support the Board through the selection of a recruitment firm. The Finance Division will update the selection of a recruitment firm every 3 years.

1. The Library will maintain a preferred recruiter – contact, agreement, and fee information. The recruiter will assist the Board in developing and using assessment methodologies – Q/A, phone interview, presentations, on-site interview, role play, and more.

Recruiter Qualifications: Handles 10+ similar, executive Library recruitments each year; Able to source and find talent in keeping with the Board's direction and fit – change vs. sustain program. Some set of tools and skill in testing and developing connection – Board/Community with candidates.

Board - Executive Library Director Succession Plan - Draft

2. The Board will delegate candidate winnowing to a standing Search Committee and Chair.
 - a. They will be the Board's expert on succession – timeline, process, criteria.
 - b. They will recommend Interim Leadership to the Board.
 - c. They will select 3 to 5 top candidates for full board review and consideration.
 - d. The Chair will accomplish the communication plan until candidate selection;
 - e. The Chair will be the primary contact for the recruiter until candidate selection.
 - i. Assessment dates and details.
 - ii. Background checks.
 - iii. Staff feedback (Senior Team and *All-Staff*) for Board consideration.
 - iv. Facilitating assessment criteria and process with the Board.
3. The Board will delegate negotiations to the Board President.
 - a. Primary contact with the recruiter.
 - b. Salary, Benefits.
 - c. Working with staff to prepare a draft contract.
 - d. Presenting the contract to the Board for approval or modification.
4. The Board will act on the President's recommendation through any convenient scheduled or special meeting to maintain the recruitment schedule and abide open-meetings requirements.
5. The Board and Staff will follow the recruitment communication plan.
6. A planned transition will require 28 weeks and 15 weeks of interim leadership. Mitigating this timeline would require earlier notice by the separating ELD, a concentrated process, or a quicker turnaround by the candidate.
7. An unplanned transition has the same timeline, but doubles the time of interim leadership.

Communication Plan

- Communication is the key misstep in any recruitment and transition.
- The Board should describe communication responsibilities in any delegated duty.

Key Decisions: Communication

What needs communicated? When? By whom? How?

1. Amber content 1
2. Amber content 2

Go

Timeline and Scenarios, Process, and Communication

Timeline and Scenarios

Board - Executive Library Director Succession Plan - Draft

- Review legal requirements for hiring.
- Challenge your skills and habits to find top-tier, diverse talent.

Key Decisions: Timelining the Process

Is this timeline in the sweet spot between aggressive and easy?

Track 1: Planned, orderly transition.

| Timeframe | Tasks |
|-----------|--|
| 30 Days | <p>Week 1: Announcements and Communication</p> <ul style="list-style-type: none"> • ELD presents a resignation to the Board. • Board moves to initiate the succession and communication plan. • Board charges a Search Committee and Chair to begin the recruitment. • Board directs staff to secure recruitment services. • Board directs ELD to secure interim ELD services according to plan. <p>Week 2 – Committee Work Begins</p> <ul style="list-style-type: none"> • HR initiates Interim ELD recruitment. • Committee reviews succession plan. • Committee sets first meeting with the recruiter. <p>Week 3</p> <ul style="list-style-type: none"> • Recruiter releases appropriate vacancy advertisements and marketing. • Staff coordinates a Board meeting around interim leadership with the Committee. • Board and Staff follow communication plan. <p>Week 4 – Interim ELD Leadership Committee Work</p> <ul style="list-style-type: none"> • If a viable candidate pool, the Committee selects a preferred candidate. • If no viable candidate pool, the Committee directs HR to widen Interim search. • Board and Staff follow communication plan. |

| Timeframe | Tasks |
|------------|---|
| 30-60 Days | <p>Week 5 – Board ELD Interim Work</p> <ul style="list-style-type: none"> • If a viable candidate, the Board acts on Interim Leadership. • The Director of Finance acts as Interim Leadership unless the Board selects another viable candidate or unless there is no viable Director of Finance. |

Board - Executive Library Director Succession Plan - Draft

| | |
|--|---|
| | <ul style="list-style-type: none"> • If all-else fails, the Board directs HR to widen the search for interim leadership. • Board and Staff follow communication plan. <p>Weeks 6 – 8</p> <ul style="list-style-type: none"> • Possible Break • Possible continued recruitment for Interim Leadership with appropriate meetings. |
|--|---|

| Timeframe | Tasks |
|------------|---|
| 60-90 Days | <p>Weeks 9 – 12</p> <ul style="list-style-type: none"> • Committee works with recruiter to identify finalists. • The Committee directs Library HR to complete background and legal checks. • The Committee coordinates with Interim Leadership for onsite assessment. <ul style="list-style-type: none"> ○ Legal Requirements for communication about finalists. ○ Staff communication about finalists ○ Travel assistance ○ Community tour and realtor contact • Committee coordinates assessment needs with recruiter and staff. • Committee and Staff follow communication plan. <p>Week 12 Last week of current ELD</p> |

| Timeframe | Tasks |
|-----------|--|
| 120 Days | <p>Week 14</p> <ul style="list-style-type: none"> • First week of Interim ELD leadership • The recruiter validates candidate finalists. • The recruiter gathers reference information and assembles candidate dossiers. • The Committee directs Interim Leadership to support an assessment day. <ul style="list-style-type: none"> ○ Communication Plan about finalists. ○ Staff communication about finalists ○ Travel assistance ○ Room and logistics support ○ Community tour and realtor contact <p>Week 15</p> <ul style="list-style-type: none"> • ELD Finalist Assessment • Board Meeting - Selection • Board President delegated duties begin. |

Board - Executive Library Director Succession Plan - Draft

| | |
|--|--|
| | <ul style="list-style-type: none"> ○ Extend offer ○ Negotiation ○ Communication Plan <ul style="list-style-type: none"> ● Announcement – New ELD, or ● Restart – ELD Recruitment |
|--|--|

| Timeframe | Tasks |
|-------------------------|--|
| 210 Days | Week 28 or Negotiated Date assuming the new ELD has a 90-day obligation of notice. <ul style="list-style-type: none"> ● Interim leadership hand-off ● Board and Staff follow communication plan. |
| 210 Days - 1 year later | Board Onboarding with ELD Begins |

Track 2: Unplanned, Immediate and Less Orderly Transition

This track assumes that the transitioning ELD doesn't provide notice or that the Board separates from the ELD. The timeline necessitates a longer period of Interim leadership. The Director of Finance will become acting ELD until and unless the Board recruits a viable candidate for any unplanned vacancy. The Board is able to legally name interim leadership for a period of 6 months without a formal recruitment. For any instance longer than 6 months, the Board must hold an open recruitment. The Board may also decide to limit the interim recruitment to internal candidates or cast a wide net. The Board may not disqualify candidates for the ELD position merely because they are serving in an interim capacity. This applies also to any unplanned leave of the ELD – FMLA or other legal disability.

This track assumes up to 12-weeks coverage and/or incapacity for planning.

The communication plan would cover the added need of handling the unplanned separation between the Board and the ELD.

Assessment and Interview Matrix

Note: The Library cannot prohibit anyone from competing for the ELD position even if they are serving in an interim capacity.

| | |
|---|---|
| 1 | <p>The candidate's demonstrated skill in carrying out contractual and expected duties and expectations.</p> <p>1. Declare Minimum Qualifications (education, experience). Library Science, Public Administration, Business Administration. At least 5 years of experience in a similar executive, leadership experience.</p> |
|---|---|

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| | |
|---|--|
| | <p>2. The Business of the Library – Resource and Infrastructure leadership and team management.</p> <p>→The Board should declare expectations and organizational needs.</p> <p>3. The Library Business – Program and vision leadership around Library offerings and services.</p> <p>→The Board should declare expectations and organizational needs.</p> |
| 2 | <p>Leadership</p> <ol style="list-style-type: none"> 1. Leading an executive and management team of a multi-site library including infrastructure functions. 2. Experience working for and with a governing Board 3. Facilitate additional leadership and management traits – examples. <ol style="list-style-type: none"> a. Calm presence and critical thinker, able to identify possible financial risks proactively b. Ability to take feedback from other leaders and shift strategies and approaches as needed |
| 3 | <p>Culture Fit for DCL</p> <ol style="list-style-type: none"> 1. Track record of implementing and exhibiting a culture of transparency and accountability 2. Authentic relationships – strong examples of building trust with internal team and external sources 3. Growth focused- solution and action oriented with track record of achieving set goals 4. Experience leading teams with positivity 5. Collaborative, flexible, and welcoming to all 6. Passion for/connection to DCL Mission, Vision and Values |

False Summits

Onboarding and Supporting the ELD

→Recruitment isn't the end. It isn't the beginning of the end. It is the end of the beginning.

Key Questions and Decisions: Setting new ELD up for Success

What are the Board's top 3 to 5 expectations of the new ELD? How would any Trustee respond to a staff member with a complaint? What is the process or path for the new ELD to change something important? How will the Board respond to changes to the Library's Senior Leadership Team?

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Anyone who has set out to hike one of Colorado's fourteeners describes *false summits*. False summits are optical illusions or points in the trek when it appears that you've reached your summit goal, but you haven't. There's often more trail and considerable work to accomplish before you get to the top. ELD recruitments are false summits in that change management has only begun in the recruitment. An accepted offer is only the beginning. It's commonplace for organizations to hire executive leadership and for that leadership to move on quickly. Library leaders often describe executive leadership as a triangle. Sustaining success means that the executive has to navigate the Board, the staff, and the community – stakeholders who often have very different expectations of new leadership.

The Board can build on an intentional assessment and recruitment through an effective onboarding program with the new ELD.

- Communication Clarity about goals, changes, projects, or needs the Board wants accomplished.
- Estimation Adjustment of workplans, timelines, and metrics during leadership transition.
- Disruption Board expectation of talent turnover in the transition.
- Grievances Board commitment to roles and boundaries – issue resolution policy.

It should be the Board's expectation that smooth transitions are the exception. The Board, Library, and new ELD will all benefit from a careful onboarding process:

- ✓ Require and facilitate an ELD orientation, onboarding and development plan.
- ✓ Require and facilitate an ELD plan for building relationships with the Board, staff (senior leadership team, management team, individual contributors) and community (PDCG, BOCC).
- ✓ Select a trustee liaison to meet often with the ELD year 1 for communication and support.
- ✓ Authorize and direct the ELD to hire an executive coach to support their transition.

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Support Documentation

Executive Library Director Job Description

Executive Library Director Contract

Executive Library Director Onboarding Checklist

Interim Library Director Job Description and Salary

See Executive Library Director Job Description

Communication

Communication Alerts for Staff

Media Releases for Public

Issue Resolution Steps Policy - *Note: Policy under review by Policy Committee, will update once new policy is in place*

Foundational Documents for Reference

Facilities Master Plan

Strategic Plan

One DCL Playbook

Senior Leadership Workplans

Job Description



HR/2023-09

| | |
|-----------------------|-----------------------------------|
| JOB TITLE: | Executive Library Director |
| FLSA Status: | Exempt |
| Salary Grade: | |
| Location | Hybrid |
| Hours/Schedule | Variable/Days |

Purpose: The Executive Library Director is responsible for executive level leadership of Douglas County Libraries (DCL). This multi-dimensional, high functioning position leads and manages multiple divisions. As the leader of DCL, the Executive Library Director must sustain effective relationships with division directors and senior managers to craft, translate, evaluate, adapt, and pivot business strategy toward targeted outcomes and results. This position manages complex projects, leads our library through continual change, and is responsible for multiple budget lines, budget tracking, and preparation.

This is adopted from FT Worth Library Director job posting:

The Library Director will be responsible for planning, administering, and evaluating processes, procedures, systems and service offerings; ensuring compliance with federal, state, and local laws, regulations, codes, and/or standards; making hiring, termination, and disciplinary decisions or recommendations; leading the development and administration of the district budget; representing district libraries to other departments, elected officials, and outside agencies; preparing and making oral presentations before groups; and responding to and resolving difficult and sensitive citizen inquiries and complaints. This position reports to the Douglas County Libraries Board of Trustees.

This is from the Ft Worth library director job description:

GENERAL SUMMARY

Plans, directs and manages the activities, employees and operations of the City's libraries. Coordinates activities and establishes partnerships with other departments and outside agencies. Provides highly responsible and complex administrative support to an Assistant City Manager.

Essential Duties and Responsibilities:

80% Leadership/Functional Expertise/Focus:

- Assist the Board in formulating basic Library District programs and policies.
- Implement all programs, policies, and professional practices as may from time to time be adopted by the Board.
- Be responsible for fiscal matters of the Library District, except that the Board, in accordance with the requirements of the Colorado Library Law, as amended from time to time, shall have exclusive control of the disbursement of the finances of the Library District.
- Prepare the proposed annual budget for the Library District for presentation to the Board in accordance with the Local Government Budget Law of Colorado, Sections 29-1-101, et seq., C.R.S.
- Prepare written monthly reports of activities of the Library District for presentation to the Board.
- Administer library personnel, including employing, training, evaluating, compensating, motivating, and discharging staff in compliance with all applicable laws and regulations, the Library District Employee Handbook guidelines, and Board policies.
- Direct and coordinate the work of the Library District employees.

Note: The statements herein are intended to describe the general nature and level of work being performed by employees, and are not to be construed as an exhaustive list of responsibilities, duties, knowledge, skills and abilities required of employees so classified. Furthermore, they do not establish a contract for employment and are subject to change at the discretion of the employer. Print or electronic copies are not maintained current except on DCL designated publication sites.

- Approve all budgeted, normal, and recurring operational expenditures, excepting those requiring specific Board approval in accordance with the Library District Board of Trustees Bylaws, as they may be amended from time to time.
- Prepare the agenda for each Board meeting according to Board directive.
- Be responsible for public information, community relations, development, fund-raising, and special projects as assigned by the Board.
- Arrange for the care and maintenance of buildings, equipment, and materials for the Library District.
- Evaluate library services, technology, and operations and assist the Board with short-term and long-range planning.
- Represent the Library District, as appropriate, to all of its constituents and to professional and institutional organizations.
- Be responsible for any other reasonable duties, consistent with the foregoing, as may be prescribed by the Board.

20% Supervision and Talent Modeling:

- Recruits, interviews, hires and trains new department staff.
- Recommends salary increases, promotions, transfers, or terminations.
- Handles discipline and terminations in accordance with organizational human resources practices.
- On call in crisis situations.
- Ensures that team consumes, understands, and effectively utilizes organizational communication.
- Provides direction, support, feedback, and leadership to direct reports.
- Ensures brand compliance and excellent internal and external customer service in interactions with customers and staff.
- Ensures that team aligns with organizational goals and values.
- Engages in the DCL performance feedback system, provides frequent feedback and support to individual team members to align work and behaviors with DCL brand, values and priorities, maintains documentation in Paylocity, develops and retains high quality employees.
- Promptly approves timecards and time off requests.

Performs other related duties as assigned and requested.

One DCL Commitment: It is an expectation of each employee that you will exemplify Douglas County Libraries Brand, Culture and Values of welcoming to all, continual growth and authentic relationships.

Experience and Qualifications:

Required

- Bachelor's degree
- Ten years of work experience
- Five years of supervisory experience
- Ability to independently lead a support team in a library or similar municipal or service-sector business.
- Work effectively with colleague managers and directors to craft, evaluate, adapt, and pivot business strategy toward desired outcomes.
- Ability to travel and work remotely or at any of our Douglas County service locations.
- Executive level facility and skill with desktop and web-based technology tools.

Preferred

- Master's degree

A combination of experience and education will be considered.

Physical Requirements: Must have a reliable method of transportation between all DCL locations. Must have the physical ability, stamina, mobility and manual dexterity to support a 7-day a week operation. Work at computer work-stations repetitively and for extended periods. Participate in meetings and events at various locations and at varied times throughout the day. Ability to read as small as 8pt font.

EMPLOYMENT AGREEMENT
FOR
DOUGLAS COUNTY LIBRARIES DISTRICT
EXECUTIVE LIBRARY DIRECTOR

This Employment Agreement for Douglas County Libraries District Executive Library Director (the "Contract") is effective as of _____, by and between the Douglas County Libraries, a political subdivision of the State of Colorado (the "Library District") by its Board of Trustees (the "Board"), and _____ ("Last Name"), collectively referred to herein as the "Parties."

RECITALS

WHEREAS, pursuant to § 24-90-109(1)(c), Colorado Revised Statutes ("C.R.S."), the Board is empowered to employ an Executive Library Director; and

WHEREAS, the Library District, acting by and through the Board, has offered to continue to employ {Last Name} as the director of Library District on the terms hereinafter set forth below, and {Last Name} has accepted the Library District's offer.

NOW THEREFORE, in consideration of the mutual covenants and stipulations hereinafter set forth, the sufficiency of which is hereby acknowledged, the Parties do hereto agree as follows:

TERMS AND CONDITIONS

1. **Employment.** The Board hereby agrees to employ {Last Name}, and {Last Name} agrees to accept employment, as Executive Library Director (hereinafter referred to as "Executive Library Director") of the Library District pursuant to the terms set forth herein. {Last Name} shall his devote full time and energy, and shall use his best efforts, to promote the interests of the Library District and to perform the duties enumerated in this Contract. {Last Name} shall not accept outside employment, other than incidental consulting services and free-lance writing that do not interfere with {Last Name}'s employment hereunder, without the approval of the Board.
2. **Term.** This Contract shall have a term commencing _____ and ending December 31, 202_ **{no more than 3 years}** (the "Term") or until such earlier time as the Director's employment is terminated pursuant to Paragraph 13 of this Contract. This Contract shall automatically renew, for successive three (3) year term ("Renewal Term(s)"), unless either party provides written notice of non-renewal to the other party not less than sixty (60) days prior to the expiration of the initial Term or any Renewal Term.
3. **Duties.** {Last Name}, under the direction and review of the Board, shall have the following duties under this Contract:

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

- n. To be responsible for any other reasonable duties, consistent with the foregoing, as may be prescribed by the Board.
4. Compensation. {Last Name}'s initial compensation for his services under this Contract shall be _____ per annum, from which taxes and other customary sums shall be withheld, payable consistent with the pay schedule of the District; provided that {Last Name}'s compensation may be increased annually during the Initial or any Renewal Term of this Agreement as set forth in paragraph 12 below.
 5. Automobile Allowance. {Last Name} shall be compensated for business mileage submitted to the Library District business office at the then-current Internal Revenue Service rate.
 6. Paid Time Off. {Last Name} shall earn and accrue paid time off (PTO) time at the same rate as regular, full-time salaried employees with ten years of service or more. Any accrued and unused PTO shall be paid out upon termination.
 7. Extended Illness Leave. {Last Name} shall be entitled to earn and accrue extended illness leave at the same rate as regular, full-time salaried employees of the Library District.
 8. Insurance Coverage and Retirement Benefits. {Last Name} shall be included in the life and health insurance coverage, disability insurance, and other benefit plans available to all regular, full-time employees of the Library District. Premiums paid by the Library District for {Last Name} will be the same as those for full-time employees. Further, the Library District will make Public Employees' Retirement Association of Colorado (PERA) contributions for {Last Name} on the same basis as those for other full-time employees.
 9. Public Officials and Employee Liability Coverage. The Board will provide an errors and omissions insurance policy that covers actions taken by {Last Name} on behalf of the Library District during the Term.
 10. Holidays. {Last Name} shall be entitled to the same paid holidays as regular, full-time salaried employees of the Library District.
 11. Reimbursements. {Last Name} shall keep adequate contemporaneous written records of the following employment-related expenses, and shall be reimbursed by the Library District upon submission of copies of such records under the same policies as apply to regular, full-time salaried employees:
 - a. Attendance at conventions, meetings, seminars, and workshops
 - b. Expenses related to car rental, airfare, meals, and lodging

- c. Business meals
 - d. Business mileage
12. Annual Performance Evaluations. {Last Name} will receive an annual performance evaluation by the Board's Human Resources Committee based upon the duties as specified in Paragraph 3 herein and the specific goals submitted by {Last Name} and agreed to by the Board. To assist in the annual evaluations, {Last Name} will submit to the Human Resources Committee on or before October 1 annually, a written self-evaluation of his performance and specific yearly goals. At the same time as the annual review, the Human Resources Committee will conduct a compensation review regarding potential adjustments to {Last Name}'s compensation and benefits using the compensation rubric approved by the Board, at attached hereto as Exhibit A, which describes compensation increases based upon meeting specified criteria. Pasicznuk's compensation shall be adjusted based upon the outcome of the compensation rubric, without further action by the Board being necessary.
13. Termination.
- a. At-Will Employment. {Last Name}'s employment is strictly at will. Subject only to the express notice and compensation requirements set forth in this Paragraph 13, the Library District or {Last Name} may terminate this Contract at any time, with or without cause.
 - b. Termination for Cause by Library District. The Library District may, in its sole discretion, and without prior notice, terminate this Contract for Cause at any time. The events constituting Cause for termination shall include, but not be limited to, those listed in Exhibit B attached hereto. Upon termination by the Library District for Cause, {Last Name} shall be paid his monthly compensation up to the date of termination plus payment for any accumulated unused PTO up to the date of termination.
 - c. Termination Not For Cause by Library District. The Library District may, in its sole discretion, and upon ten (10) days notice to {Last Name}, terminate {Last Name}'s employment without cause. Upon termination not for cause by the Library District, {Last Name} shall be paid for any earned and unpaid wages through the date of terminated and any accumulated and unused PTO earned up to the date of termination. Additionally, {Last Name} shall be entitled to receive ninety (90) days base salary as a Severance Payment, provided that {Last Name} first executes a standard form of release of claims.
 - d. Resignation by {Last Name}. {Last Name} may, upon no less than ninety (90) days' notice, resign his employment with the District. Upon such resignation, {Last Name} shall be paid his monthly compensation up to the

date of termination plus payment for any accumulated unused PTO up to the date of termination.

- e. Disability. In the event that {Last Name} becomes disabled, {Last Name}'s monthly salary will be continued under this Contract for a period of six (6) months from the date that the Board determines him to be disabled; provided that such salary shall be reduced by any benefits paid to {Last Name} from the Library District 's Short-Term Disability Insurance (STD) Plan, Public Employees Retirement (PERA) Short-Term Disability Plan, PERA's Disability Retirement Program, or Social Security Disability. In the event of {Last Name}'s demise prior to the conclusion of such twelve (12) month period, the salary payments shall terminate at the conclusion of the month in which death occurred.
- f. Termination by Death. In addition to any other provision relating to termination, this Contract is immediately terminated in the event of, and on the date of, {Last Name}'s death. Any earned and unpaid wages and accrued and unused PTO up to the date of death shall be paid to {Last Name}'s estate.

15. Arbitration.

- a. All disputes between the Parties with regard to {Last Name}'s employment, including disputes arising pursuant to this Agreement, shall be resolved by binding arbitration.
- b. Arbitration shall be conducted in accordance with the employment arbitration rules then in effect and adopted and applied by the American Arbitration Association ("AAA"). The arbitrators shall be required to follow Colorado law in making an award. Written findings of fact and conclusions of law shall be issued by the arbitrators.
- c. The arbitration shall be conducted before a single arbitrator agreed upon by the Parties. If no arbitrator can be agreed upon then the arbitrator shall be determined by the process identified by AAA.
- d. The arbitrator shall have all powers as set forth in Sections 13-22-201, *et seq.*, C.R.S. and such other powers as are authorized in accordance with the employment arbitration rules of the AAA, except that the arbitrator shall be required to follow Colorado law in making an award. Unless an application is timely filed to vacate, modify, or correct the award, the party in whose favor any award shall be made may file the same with the Clerk of the Douglas County, Colorado District Court, who may enter a judgment thereon, and if such award requires the payment of money, the Clerk may issue execution therefore. All arbitration fees shall be paid by the District. Each party shall pay the costs and fees of any attorney that party engages

to assist the party in the arbitration, unless such fees are awarded by the arbitrator at the conclusion of the arbitration pursuant to contract or by statute.

16. Miscellaneous.

- a. This Contract shall be binding upon and inure to the benefit of the heirs, successors, and administrators of the Parties.
- b. The laws of the State of Colorado shall govern this Contract.
- c. The failure of either party hereto to enforce any of the provisions of the terms of this Contract shall not be construed to be a waiver of such provisions or terms, nor shall the right of that party thereafter to enforce such terms or provisions be impaired. No waiver shall be valid unless it is in writing and signed by an authorized officer of the Board.
- d. If any provision hereof is illegal, invalid, or unenforceable under any present or future laws, then the remainder of this Contract shall not be affected thereby.
- e. {Last Name} may delegate or assign the duties and obligations set forth in this Contract to the extent authorized by the Board, but no such delegation or assignment shall relieve {Last Name} of the responsibility for the designated obligation or duty.
- f. This Contract constitutes the entire agreement between the Parties hereto, and there are no agreements or understandings relating to the subject matter hereof which are not fully set forth in this Contract. All prior discussions concerning the subject matter hereof are merged herein and superseded hereby. No modification, amendment, or revision of this Contract shall have any force or effect unless set forth in writing and executed by both Parties hereto. In any matters relating to the Executive Library Director's position, which may conflict with Library District Personnel policies, as specified in the Employee Handbook, this Contract shall take precedence.
- g. Any notices or other communications required or permitted hereunder shall be in writing and shall be deemed effective when mailed, by certified mail with return receipt, in the case of the Executive Library Director, to him at his then current address on file with the District, and in the case of the Library District, addressed to it at its executive offices, 100 S. Wilcox Street, Castle Rock, CO 80104, Attention: President of the Board and Attention: Secretary, Board of Trustees, with a copy to District's then legal counsel of record.

- h. Nothing in this Contract or in any actions taken by the Library District pursuant to this Contract shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits, protections, or other provisions of the Colorado Governmental Immunity Act, Sections 24-10-101, *et seq.*, C.R.S.
- i. Notwithstanding anything herein to the contrary, the provisions of this Contract that require continued performance, compliance, or effect after the termination hereof, shall survive such termination and shall be enforceable by the Library District if {Last Name} fails to perform or comply as required.
- j. The headings and captions in this Contract are intended solely for the convenience of reference and shall be given no effect in the construction or interpretation of this Contract.
- k. {Last Name} acknowledges and agrees by his signature below that the amount of salary and benefits paid to him pursuant to this Contract are a matter of public record and may be disclosed by the Library District and/or Board.
- l. {Last Name} acknowledges and agrees by his signature below that he has been afforded the opportunity to read, reflect upon, and consider the terms of the Contract; has been afforded the opportunity to discuss this Contract with an attorney or other adviser; and has read this entire Contract, fully understands its terms, and has voluntarily executed this Contract.

BOARD OF TRUSTEES,
DOUGLAS COUNTY LIBRARIES

EXECUTIVE LIBRARY DIRECTOR,
DOUGLAS COUNTY LIBRARIES

By: _____

By: _____

Date: _____

Date: _____

EXHIBIT A

**Executive Director, Douglas County Libraries
Pay Assessment for _____**

DRAFT

EXHIBIT B
To Employment Agreement for Douglas County Libraries District
Executive Library Director

Examples of Cause for Termination

This Exhibit A contains a non-exhaustive list providing examples of events which shall constitute cause for termination of the Contract between the Library District and Robert {Last Name}. The following list is not intended to limit in any way the circumstances that might constitute cause for termination.

Examples of cause for termination:

1. A material breach of the Contract by {Last Name}.
2. Willful or repeated failures by {Last Name} to follow lawful directives from the Board.
3. The mental or physical disability of {Last Name}, rendering him unable to perform the duties of his position. (However, this example shall be subject to applicable rules, regulations, and laws governing such matters and is still further subject to the more specific provisions of Paragraph 13, which shall survive the termination of the Contract.)
4. The occurrence of any one or more of the following:
 - a. {Last Name} is convicted of a felony;
 - b. {Last Name} pleads guilty to a felony;
 - c. {Last Name} pleads no contest (nolo contendere) to a felony; or
 - d. {Last Name} enters into a plea bargain related to a felony charge that involves either a deferred prosecution or deferred judgment and sentence.
5. {Last Name} engages in activity that involves moral turpitude.
6. Waste, abuse, or theft of Library District property by {Last Name}.
7. Excessive or illicit use of illegal substances, medications, drugs, or alcohol by {Last Name} either on the job, on Library District premises, or in a manner that adversely affects {Last Name}'s ability to perform his duties.
8. Unauthorized, excessive, unexcused, or unjustified absences from work, following written warning from the Board.

Executive Library Director Orientation & Onboarding Activities and Timeline (Updated 9/1/2023)

| PRIOR TO START | | | | |
|--|---|--|---|---|
| TASK | WHO INITIATES | SUPPORT/ QUESTIONS | NOTES | ✓ |
| Schedule HR Orientation <i>(N/A for internal transfers/ Promotions)</i> | HR | L&D | L&D Supervisor needs to be included in this communication. | |
| PAYLOCITY – access and assignment to supervisor | HR | HR | IT does not support PAYLOCITY access | |
| Fill out the IT New Hire Form | HR for new hires & rehires or promotion | IT may reach out to Supervisors w/ questions or if the equipment isn't available | This form will ensure the employee is set up with: <ul style="list-style-type: none"> <input type="checkbox"/> Order/configure laptop <input type="checkbox"/> Phone Configuration w/ voicemail <input type="checkbox"/> Active Directory account <input type="checkbox"/> VPN access <input type="checkbox"/> Email access <input type="checkbox"/> Email distribution lists (add/remove name as appropriate) <input type="checkbox"/> Horizon access, if applicable <input type="checkbox"/> DCLU account <input type="checkbox"/> Folder access on the G drive <input type="checkbox"/> Door access badge created or updated <input type="checkbox"/> Nametag <input type="checkbox"/> Picture badge (for transfers) | |
| Order business cards | HR | Admin. Specialist, IS | | |
| Assign office space/Mailbox | Admin. Specialist, IS | HR | | |
| Send announcement/ welcome email to introduce new hire district-wide | Interim ELD or Exec. & Culture Admin. | Employee | Request employee photo from the employee, they can submit a brief bio if preferred | |
| Email new employee training schedule and instructions for the first day <i>(N/A for internal transfers/ Promotions)</i> | Interim ELD or Exec. & Culture Admin. | Exec. & Culture Admin. | HR sends an orientation email but the Supervisor needs to send everything else. Assigned L&D Liaison needs to be included in this communication. | |

| DAY 1 | | | | |
|-------|---------------|--------------------|-------|---|
| TASK | WHO INITIATES | SUPPORT/ QUESTIONS | NOTES | ✓ |

| | | | | |
|--|-------------|----|---|--|
| L&D Liaison to take appropriate new hire packet and greet new employee at PSM by 8:30 am for orientation (N/A for internal transfers/ Promotions) | L&D Liaison | HR | Packets will be sent to L&D Liaison by HR no later than Friday prior to orientation. It will include: T-shirt, earbuds, lanyard, door access badge, nametag, and all information needed for HR's portion of orientation | |
| Photo of new employee (N/A for internal transfers/ Promotions) | L&D Liaison | IT | Use a plain background and get a fairly close headshot (shoulders up) with phone and email it to IT for the printing of the picture badge | |
| Employee picture badge (N/A for internal transfers/Promotions) | L&D Liaison | IT | A new picture badge will be sent via courier by IT to the supervisor who will give it to the employee (unless received at orientation) | |
| Ensure door access badge works | L&D Liaison | IT | | |
| Laptop for orientation (N/A if the employee already has DCL laptop) | L&D Liaison | IT | L&D Liaisons will secure one laptop per new staff member for orientation | |
| Complete systems, logins, & passwords and ensure access for Active Directory, including Outlook, PAYLOCITY & TrackIt (N/A for internal transfers/ Promotions) | HR | IT | | |
| Complete login & password for DCLU | L&D Liaison | IT | | |
| Review the identification documents the employee previously uploaded to complete their online I-9. Complete Section 2.of the I9 form. Review the list of acceptable documents on page 3 of the I9 form. Fill in the sections under List A (EG. Passport) or a combination of one document from List B & one document from List C (EG. Driver's license & Social Security card). Complete Certification section. (N/A for internal transfers/ Promotions) | HR | HR | Employers use the I-9 form to verify the identity and employment authorization of individuals hired for employment in the United States. The instructions are on the I9 form, so if there are additional questions, review the form. Also, the attachment with examples will be helpful to ensure all sections of the form are completed. | |
| Complete W-4 in PAYLOCITY | HR | HR | The W-4 form is an IRS form each new employee completes to let their employer know how much tax to withhold from each paycheck. This is based on your filing status, number of | |

| | | | | |
|--|---------------------------------------|-------------|---|--|
| <i>(N/A for internal transfers/ Promotions)</i> | | | exemptions and dependents, etc. You can file a new W-4 in PAYLOCITY at any time | |
| Complete Direct Deposit in PAYLOCITY <i>(N/A for internal transfers/ Promotions)</i> | HR | HR | DCL requires direct deposit for all employees. You may have up to 4 direct deposit accounts. Your first paycheck will be a live check. After that, your paycheck will be directly deposited into your account(s). The employee can change at any time in PAYLOCITY | |
| Be sure the employee has reviewed and completed the Colorado PERA forms <i>(N/A for internal transfers/ Promotions)</i> | HR | HR | Verify that the 2 forms are signed and dated, collect the forms, and courier them back to HR www.copera.org | |
| Staff DCL Library Card <i>(N/A for internal transfers/ Promotions)</i> | L&D Liaison | L&D Liaison | Create a new account for the employee (new library card) unless they already have one and let them know the “staff” status does not incur fines | |
| Review Work Basics <i>(N/A for internal transfers/ Promotions)</i> | HR | HR | Holidays, biweekly payroll calendar, Employee Handbook excerpts- G: drive (incl. all staff folder in G drive), attendance & punctuality, dress code, breaks & meal periods, time reporting | |
| Benefits Review <i>(N/A for internal transfers/ Promotions)</i> | HR | HR | <input type="checkbox"/> Benefits Information <input type="checkbox"/> ACA MarketPlace Information <input type="checkbox"/> Initial COBRA Notice <input type="checkbox"/> Enrollment forms – to be completed and returned to HR within 7 to 10 calendar days, or by no later than 30 days from hire date, even if you are waiving coverage HumanResources@dclibraries.org | |
| Tour division office, location, branches and workspaces | Interim ELD or Exec. & Culture Admin. | | <input type="checkbox"/> Location of office/Personal storage <input type="checkbox"/> Where to park <input type="checkbox"/> Break room (incl. protocol around coffee, cleanup, shared items, etc.) <input type="checkbox"/> Restrooms <input type="checkbox"/> Mailboxes <input type="checkbox"/> Interoffice mail/courier | |

| | | | | |
|---|----------|-------------|--|--|
| | | | <input type="checkbox"/> Service areas (e.g., workrooms, receiving areas) <input type="checkbox"/> Staff entrances <input type="checkbox"/> Office supplies <input type="checkbox"/> Safety items (first aid kits, fire extinguishers, disaster kit, defibrillator location, parking, etc.) | |
| Complete these orientation modules in DCLU within the first three weeks of employment. <i>(only some may be applicable for internal transfers/ Promotions)</i> | Employee | L&D Dept. | See the DCLU Orientation Courses Checklist for Directors. | |
| Set up voicemail | Employee | IT | | |
| Outlook: email/calendar orientation <i>(N/A for internal transfers/ Promotions)</i> | Employee | L&D Liaison | Brief explanation/overview of email/calendar | |

| DAY 1 – Dept. Specific | | | | |
|------------------------|---------------------------------------|-------------------------------------|--|---|
| TASK | WHO INITIATES | SUPPORT/ QUESTIONS | NOTES | ✓ |
| Supervisor initial 1:1 | Interim ELD or Exec. & Culture Admin. | Other Directors, Managers as needed | <input type="checkbox"/> Questions from initial orientation <input type="checkbox"/> Process to request office supplies <input type="checkbox"/> Get employee’s contact info <input type="checkbox"/> Required meetings <input type="checkbox"/> One DCL PLAYBOOK (Received at Orientation) <input type="checkbox"/> Values/culture-standards & expectations <input type="checkbox"/> Policies and bylaws (https://www.dcl.org/board/dcl-board-policies.pdf) <input type="checkbox"/> Lines of communication <input type="checkbox"/> Monthly leadership meetings expectation <input type="checkbox"/> Culture initiative-the One DCL class and One DCL for Leadership class (coming in 2023) will | |

| | | | | |
|--|---------------------------------------|-------------|--|--|
| | | | <p>introduce vision, values, and brand, in addition to the E+R=O and the Trust Model.</p> <p>Other Key points to share:</p> <ul style="list-style-type: none"> • Living our values, brand and culture is everyone's responsibility • DCL encourages us to strive to appreciate the different roles we all have in the organization • We want to talk to each other, not about each other • We want to grow in our capacity for hard conversations and lean into them when needed | |
| Introductions to team and dept. staff | Interim ELD or Exec. & Culture Admin. | | Either in person or virtually | |
| Review org chart for DCL | Interim ELD or Exec. & Culture Admin. | L&D Liaison | G:\All Staff\Infrastructure Services\Human Resources | |
| DCL lingo and acronyms sheet <i>(N/A for internal transfers/Promotions)</i> | Interim ELD or Exec. & Culture Admin. | L&D Liaison | "DCL Lingo, Acronyms, and Abbreviations" located at G:\All Staff\Infrastructure Services\Learning & Development\Orientation-Onboarding Comprehensive Guides & Training Checklists | |
| Familiarize with new computer | Employee | IT | Ensure access to printers, shared drives, VPN connection | |

| FIRST 3 WEEKS | | | | |
|--|----------------------------------|---------------------------------------|----------------------|---|
| TASK | WHO INITIATES | SUPPORT/ QUESTIONS | NOTES | ✓ |
| Review and sign Employee Handbook in PAYLOCITY | Employee | Interim ELD or Exec. & Culture Admin. | | |
| Ensure familiarity with G: drive and key folders. Ensure understanding of where templates for meetings and other resources are located | Employee, Exec. & Culture Admin. | L&D Liaison | | |
| Schedule meetings with direct reports and set up schedules for regular 1:1s with each | Employee | | In-person or virtual | |
| Set up cadence for 1:1s with Exec. Library Director | Interim ELD or Exec. & | | | |

| | | | | |
|--|---------------------------------------|---|---|--|
| | Culture Admin. | | | |
| Determine any other needed regularly scheduled meetings such as Senior Leadership Team meetings | Interim ELD or Exec. & Culture Admin. | | District and division-specific, give a list of dates/times to the employee or Outlook invites | |
| Request Amazon account | Chuck Geoffrion (Finance) | Procurement Manager (Finance) | NOTE: Process to change and training will be available in DCLU | |
| Request DCL credit card | Interim ELD or Exec. & Culture Admin. | Accounting Operations Manager (Finance) | NOTE: Process to change and training will be available in DCLU | |
| Continue with required DCLU modules. These need to be completed within the first three weeks of employment. | Employee | L&D Dept. | Refer to the Director Assigned "DCLU Orientation Courses" Checklist and timing therein | |
| Introduction to SLT meeting | Interim ELD or Exec. & Culture Admin. | | Current & ongoing work, strategic plan | |
| Introduction to Community Engagement meeting | Dir. Of ComEng | | E&H, DCL Brand – District Toolbox, Website, Foundation, Communication protocols, etc. | |
| Introduction to Finance meeting | Dir. of Finance | Accounting Operations Manager & Procurement Manager (Finance) | <p>Topics include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Budget orientation <input type="checkbox"/> Approving & submitting expense reports (refer to "How to Submit an Expense Report in Tallie" course in DCLU) <input type="checkbox"/> Purchasing <input type="checkbox"/> Expense coding, etc. <input type="checkbox"/> Budget process <input type="checkbox"/> Capital projects and plans <input type="checkbox"/> Updates to any accounts | |
| Introduction to Customer Experience meeting | Dir. Customer Experience | | Department, systems, software, CARE service model, workplans | |
| Introduction to Infrastructure Services | Jill Corrente | | <p>Discuss:</p> <ul style="list-style-type: none"> <input type="checkbox"/> IT Department (systems, software, capital, workplans) <input type="checkbox"/> CS Department (systems, software, DCL Bibliocommons, Horizon, plans, collection philosophy and merchandising) <input type="checkbox"/> L&D Department (orientation & onboarding, DCLU, professional | |

| | | | | |
|---|---------------------------------------|-------------|--|--|
| | | | <p>development & training, Personalized Learning Plan, workplans)</p> <ul style="list-style-type: none"> <input type="checkbox"/> HR Department (systems, software, capital, workplans, employee handbook, PAYLOCITY, When 2 Work) <input type="checkbox"/> Facilities Department (systems, software, capital, workplans, facilities at branches, ticket system) | |
| Introduction to Culture and Administration meeting | Exec. & Culture Admin. | | Culture work, DCL Bylaws and policies, RFA's and Board meetings, SLT meetings, file organization | |
| Review the location and contents of the Supervisor Handbook | Interim ELD or Exec. & Culture Admin. | | G:\Supervisors\HR ToolBox for Supervisors | |
| Meeting room reservations | Exec. & Culture Admin. | L&D Liaison | | |
| Introduction to New Hire Breakfast | Exec. & Culture Admin. | L&D Liaison | Explain the director's role in the quarterly New Hire Breakfast | |
| Review DCL Brand Guidelines | Employee | L&D Dept. | <p>DCL Brand Document G:\All Staff\District Resources\Marketing Tools & Templates\How to ComEng.Guides and Processes\DCL Brand Document</p> <p>DCL Communication Alert G:\All Staff\District Resources\Communication Alert</p> <p>DCL Marketing Tools & Templates G:\All Staff\District Resources\Marketing Tools & Templates\Resources for Staff</p> | |

| FIRST 3 WEEKS – Dept. Specific | | | | |
|--|---------------------------------------|---|--|---|
| TASK | WHO INITIATES | SUPPORT/ QUESTIONS | NOTES | ✓ |
| Schedule introduction to Board of Trustees | Interim ELD or Exec. & Culture Admin. | Exec. & Culture Admin. | | |
| Spend time at each library; meeting staff | Employee | Exec. Library Director, other Directors | | |
| Introduce performance feedback process & expectations for journaling, etc. | Interim ELD or Exec. & Culture Admin. | | Schedule time for a 1:1 check-in to incorporate them into the semi-annual review process | |
| Recurring meetings with new ELD and Board President | Employee | Exec. & Culture Admin. | Schedule check in and support meetings for at least 6 months | |

| FIRST 6 WEEKS | | | | |
|---|------------------------|------------------------|---|---|
| TASK | WHO INITIATES | SUPPORT/ QUESTIONS | NOTES | ✓ |
| Request 30 minutes meet & greet meetings with other Managers across DCL | Employee | Exec. Library Director | Managers from Customer Experience, Infrastructure Services, Finance, and Community Engagement | |
| Review Information Storage Methods | Exec. Library Director | L&D Liaisons | G:\All Staff\Infrastructure Services\Information Technology\How To\Information Storage Methods | |
| FIRST 6 WEEKS – Dept. Specific | | | | |
| TASK | WHO INITIATES | SUPPORT/ QUESTIONS | NOTES | ✓ |
| Performance check-in | Exec. Library Director | | Sit down for a 1:1 meeting to review the Onboarding & DCLU checklists with the employee and answer any questions, schedule any follow up needed | |

| FIRST 3-12 MONTHS | | | | |
|--|-----------------------------------|-------------------------------------|---|---|
| TASK | WHO INITIATES | SUPPORT/ QUESTIONS | NOTES | ✓ |
| Attend the next New Hire Breakfast | Admin Specialist, IS | L&D Liaison | You will be contacted by the Admin. Specialist, IS. This event happens quarterly and can be found in the "2023 Training Calendar-Public" G:\All Staff\Infrastructure Services\Learning & Development | |
| Sign up through DCLU & attend required in-person courses | Employee | L&D Dept. | <input type="checkbox"/> One DCL: Our Culture & Our Values <input type="checkbox"/> One DCL for Leadership (when this course becomes available in 2023) <input type="checkbox"/> Success Signals: Communication Styles as an Approach to Understanding Ourselves & Each Other <input type="checkbox"/> Crucial Conversations <input type="checkbox"/> The Power of Effective Feedback & Recognition | |
| Records Retention Responsibility | Executive & Culture Administrator | Director of Infrastructure Services | Review Records Retention: <ol style="list-style-type: none"> 1. Responsibility 2. Special Districts Retention Manual 3. DCL Retention Support documents: <ol style="list-style-type: none"> a. Spreadsheet b. Guide G:\All_Managers\Records Retention\Support Documents <input type="checkbox"/> | |

Succession Planning Staff Communication Alert Templates

1. ELD Is Leaving and Interim ELD Announcement Template

DCL Staff,

We are writing to inform you all that [employee name], DCL's Executive Library Director, will be leaving/retiring on [departure date].

After that date, please direct all communications you would normally send to [him/her/them] to interim Executive Library Director [interim contact name] until we find a permanent replacement.

We will keep you informed throughout the recruitment process, and let you know when we hire a new Executive Library Director.

Before [employee name] leaves, we invite you to join us at [time] on [date] at [location] to celebrate [name's] accomplishments and service. [include if an event is planned] We're grateful for all the contributions [employee name] made during [his/her/their] time here, and we hope the farewell event will provide you an occasion to express similar sentiments.

We wish [employee name] the very best. We'll miss [his/her/their] [skills and personality traits, e.g., professionalism, meticulousness, empathy], but we're excited for [his/her/their] next steps.

Sincerely,
DCL Board of Trustees

2. ELD Recruitment Announcement Template

DCL Staff,

The DCL Board of Trustees has retained [recruitment firm] to help find, recruit and hire the most qualified candidate as our new Executive Library Director.

[Recruitment firm] has extensive knowledge and experience in placing executive-level positions. To learn more about their services and portfolio, visit their website at [xxx.com].

The recruitment and hiring process is scheduled to take 8-12 weeks. We will notify staff when finalists are selected, and update you on the next steps of the process.

Sincerely,
DCL Board of Trustees

Succession Planning Staff Communication Alert Templates

3. ELD Finalists are named

DCL Staff,

The Douglas County Libraries Board of Trustees has selected [number] finalists for the position of Executive Library Director. Finalists were chosen from a field of [number] applicants for the position.

The finalists are:

[name, current titles if they have one, background high points]

[name, current titles if they have one, background high points]

[name, current titles if they have one, background high points]

Finalists are scheduled to visit Douglas County on [date(s)], for interviews with the DCL Board of Trustees and Senior Leadership Team (SLT), library tours, staff meetings, and a public reception. We will work with SLT to create a schedule and determine staff participation. SLT will communicate the plan and staff roles in follow-up communications.

Sincerely,
DCL Board of Trustees

4. New ELD is hired

DCL Staff,

We are pleased to announce that [name] has accepted the position of Executive Library Director effective [date]. [Name] was chosen from an impressive selection of candidates who underwent a thorough interview process.

[Name] will be responsible for [high-level overview of strategic, major responsibilities].

[Name] received a/an [degree/specialization] from [university], a/an [graduate degree if applicable] from [university,] and a/an [other degree if applicable] from [university/institution]. Prior to accepting this position, [he/she/they] served as [former relevant position and organization]. [Name] brings [number] years of experience to the position and a proven track record of success in [applicable field], which will be invaluable in meeting the library's strategic goals and objectives.

We are confident that [name] will be a strong leader for Douglas County Libraries. Please join us in welcoming [him/her/they] to DCL!

Sincerely,
Board of Trustees

Succession Planning Media Templates

1. ELD departure and recruitment announcement

For immediate release: [date]

Douglas County Libraries Seeks New Executive Library Director

CASTLE ROCK, CO – After [X years] of service to Douglas County Libraries (DCL), [employee name] has announced that [he/she/they] will depart [his/her/their] role as executive library director, effective [departure date]. The DCL Board of Trustees has retained [recruitment firm] to help find, recruit and hire the most qualified candidate as the new executive library director.

In [his/her/their] tenure at DCL, [departing ELD name] [major accomplishments].

“[Quote about departing ELD,]” said Board President [name].

DCL hopes to announce a new executive library director by [date].

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

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MEDIA CONTACT:

Amber DeBerry, Community Engagement Director, Douglas County Libraries •
adeberry@dclibraries.org • 303-688-7641

2. ELD Finalists are named

For immediate release: [date]

Douglas County Libraries Names Executive Library Director Finalists

CASTLE ROCK, CO – The Douglas County Libraries Board of Trustees has selected [number] finalists for the position of executive library director. Finalists were chosen from a field of [number] applicants for the position.

The finalists are:

[name, current titles if they have one, background high points]

[name, current titles if they have one, background high points]

Succession Planning Media Templates

[name, current titles if they have one, background high points]

The finalists are scheduled to visit Douglas County on [date(s)], for interviews with the library Board of Trustees and senior leadership team, library tours, staff meetings, and a public reception. Details of those events will be released when they are confirmed.

Library trustees hired [recruitment firm] and launched a nationwide search for a new executive library director in [month], after former director [name] left for a new opportunity.

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MEDIA CONTACT:

Amber DeBerry, Community Engagement Director, Douglas County Libraries • adeberry@dclibraries.org • 303-688-7641

3. New ELD is hired

For immediate release: [date]

Douglas County Libraries Announces New Executive Library Director

CASTLE ROCK, CO – Douglas County Libraries is pleased to announce that [name] has been named as Executive Library Director. Interim Executive Library Director [name] will resume [his/her/their] former responsibilities with DCL upon the commencement of [Mr./Ms. name's] employment with DCL, which will occur on [date].

[Name] was chosen from an impressive selection of candidates, according to DCL Board of Trustees President [name]. [ELD name] has [number] years of experience, including [relevant skills, industries, etc.], most recently as [former title] at [former organization]. Prior to that, [name] served as [other past relevant position held, description of organization if needed].

“[Quote about new ELD,]” said Board President [name]. “[Insert additional Board President comments/quote about how new ELD’s skills, background and experience will help the organization.]”

“[ELD quote/comments,]” said [name]. “[Add additional ELD comments/quote about joining DCL and relevant plans for moving the organization forward.]”

[Additional information about ELD’s successes with former employers, relevant former experience, leadership, competence and skills.]

Succession Planning Media Templates

[Name] received a/an [degree/specialization] from [university], a/an [graduate degree if applicable] from [university,] and a/an [other degree] from [university/institution.] [include degree info as applicable]

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

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ATTACHMENTS: [photo of new ELD]

MEDIA CONTACT:

Amber DeBerry, Community Engagement Director, Douglas County Libraries • adeberry@dclibraries.org • 303-688-7641