



# BOARD BUSINESS MEETING AGENDA

**Douglas County Libraries  
BUSINESS MEETING and  
2024 BUDGET PUBLIC HEARING  
Wednesday, December 6, 2023, 5:30 P.M.  
Philip and Jerry Miller Library, Castle Rock, 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** Legal Counsel, Linda Glesne

**PUBLIC COMMENTS** (non-budget)

## CONSENT AGENDA

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

**MOTION** Consent Agenda approval

- Minutes October 25, 2023
- Email Poll Ratification – Parker Carpet Project

[Pages 5-10](#)

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## OPEN BUDGET PUBLIC HEARING

Open Public Hearing for Budget Public Comments

**CLOSE BUDGET PUBLIC HEARING AND RETURN TO REGULAR BUSINESS MEETING**

## EXECUTIVE LIBRARY DIRECTOR UPDATE

- Quarterly KPI – 3<sup>rd</sup> Quarter 2023
- Quarterly Strategic Report - 3<sup>rd</sup> Quarter 2023
- Quarterly Financial Reports - 3<sup>rd</sup> Quarter 2023
- Quarterly Division Reports - 3<sup>rd</sup> Quarter 2023
- DCL Framework for Collection Management

[Pages 12-60](#)

[Pages 16-18](#)

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[Pages 22-32](#)

[Pages 33-41](#)

[Pages 42-60](#)



**DISTRICT BUSINESS**[Pages 61-62](#)

*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.*

**AUTHORIZATION OF EXPENDITURES**[Pages 63-65](#)**MOTION** to adopt Resolution Authorizing Expenditures[Page 63](#)**COMMITTEE REPORTS**

- **Policy Committee** Second Reading for Adoption of updated Bylaws and Internal Policies [Pages 66-116](#)  
**MOTION** Updated Bylaws and Internal Policies adoption [Pages 66](#)
- **Executive Committee**  
First Reading Proposed Bylaws and Policy Changes with Legal Counsel [Pages 117-162](#)  
**MOTION** Updated Bylaws adoption [Page 117](#)  
**MOTION** Updated Policies adoption [Page 117](#)

**PARTNER REPORTS**

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

**TRUSTEE COMMENTS****UPCOMING BOARD MEETINGS**

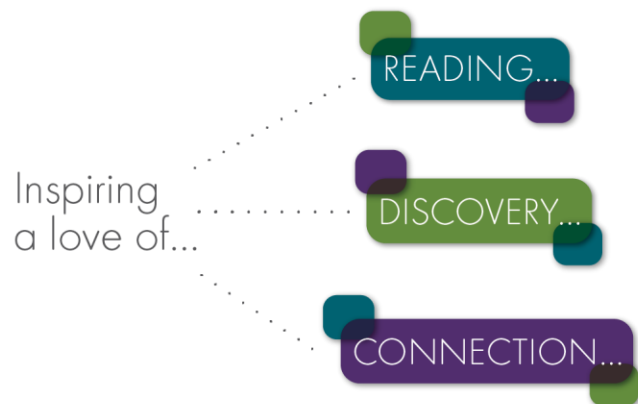
1. **Executive Committee Meeting**: December 14, 2023, 8:00 a.m., Douglas County Libraries at Castle Pines
2. **Board Special Meeting for Mill Levy Certification**: January 9, 2024, 5:30 p.m., Douglas County Libraries at The Philip and Jerry Miller Library, Castle Rock
3. **Executive Committee Meeting**: January 11, 2024 8:00 a.m., Douglas County Libraries at Castle Pines
4. **Board Study Session**: January 31, 2024, 4:30 p.m. Douglas County Libraries at The Philip and Jerry Miller Library, Castle Rock (Board Dinner at 5:00 p.m.)
5. **Board Business Meeting**: January 31, 2024, 5:30 p.m., Douglas County Libraries at The Philip and Jerry Miller Library, Castle Rock

**ADJOURN**



Board of Trustees

December 6, 2023



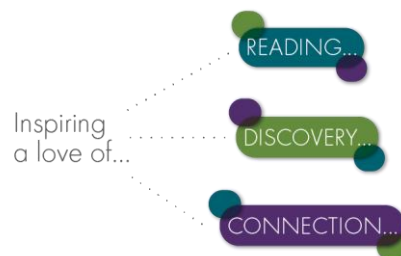


# Consent Agenda

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

| #  | Item       |  |
|----|------------|--|
| 1. | Minutes    | October 25, 2023 Board Business Meeting              |
| 2. | Email Poll | Ratification of the Parker Carpet Project Email Poll |

**MOTION:** I move to approve the Consent Agenda, consisting of the October 25, 2023 Board Business Meeting minutes and the Ratification of the Email Poll Authorizing Expenditures and Closures for the 2024 Parker Carpet Project.





**DOUGLAS COUNTY LIBRARIES**  
**Board of Trustees Business Meeting**  
**October 25, 2023**  
**Highlands Ranch, 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, Zach McKinney, Terry Nolan, Meghann Silverthorn, and Ted Vail

Rick LaPointe was absent. The absence was excused.

A quorum was present.

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

**GUESTS:** Legal Counsel Linda Glesne and Douglas County Sheriff's Department Officer Michael Adams

**PUBLIC:** Susan Zloth, Victoria Jones, Meg Furlow, Heather Holloway, Kira Abelow, Rika Mead, and Craig Mason

**PUBLIC COMMENTS:** All speakers were Douglas County residents.

**Susan Zloth:** Supports retaining the Library being a signer of the Urban Libraries Council Social Equity Statement.

**Meg Furlow:** Supports retaining the Library being a signer of the Urban Libraries Council Social Equity Statement.

**Heather Holloway:** Supports retaining the Library being a signer of the Urban Libraries Council Social Equity Statement.

**Kira Abelow:** Supports retaining the Library being a signer of the Urban Libraries Council Social Equity Statement.

**Rika Mead:** Supports retaining the Library being a signer of the Urban Libraries Council Social Equity Statement.

**Craig Mason:** Concerned about book banning efforts and the political movement to do so. Amend/craft policies to limit these efforts.

**AMEND AGENDA**

**MOTION 23-10-01:** Nolan moved and the motion carried unanimously to approve amending the agenda, moving the Urban Libraries Council (ULC) Social Equity Statement for discussion first. Kallweit seconded the motion.

Urban Libraries Council Social Equity Statement

Nolan recommended removal of the statement as he feels Library Access Policy addresses this issue and the ULC Social Equity Statement is redundant.

**MOTION 23-10-02:** Nolan moved and the motion carried unanimously, with Silverthorn abstaining due to her role on the ULC board, to remove Douglas County Libraries from the ULC Social Equity Statement and to remove it from the library website. McKinney seconded the motion.

Pasicznyuk provided background clarifying the statement was signed by him and not a board action.

The board discussed the matter with board members clarifying that our policies cover this, and there was a value in adopting policies to own our policies and not to take them from other entities.

**CONSENT AGENDA:** Minutes September 27, 2023

**MOTION 23-10-03:** Nolan moved and the motion carried unanimously to approve the consent agenda consisting of the September 27, 2023, Board Business Meeting minutes. Kallweit seconded the motion.

**EXECUTIVE SESSION**

The board moved into Executive Session at 6:15 p.m.

**MOTION 23-10-04:** Burkholder moved and the motion carried unanimously to move into executive session pursuant to C.R.S., Section 24-6-402(4)(b), for the purposes of receiving legal advice on policy questions. Kallweit seconded the motion.

The board returned to open session at 7:22 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. The board took a break and returned to meeting at 7:30 p.m. Silverthorn rejoined the meeting at 7:35 p.m.

## **EXECUTIVE LIBRARY DIRECTOR**

Pasicznyuk updated the board on the Parker library carpet project and action that will take board action to close the library, and to spend the money as a second, approved capital expenditure authorization.

Burkholder asked the board to review the shared article on increasing requests to remove or limit access to books and programming.

## **DISTRICT BUSINESS**

No conflicts of interest were declared.

### **2024 Budget**

Burkholder shared that the draft budget was shared on October 15, 2023, as required by law and is available on-site at the Philip and Jerry Miller Library or the library website for inspection by the public. There is also a copy in this packet for trustees.

### **Castle Pines Urban Renewal Authority District IGA**

Burkholder shared that the IGA was amended a second time to allow for a five-year revisit of terms.

**MOTION 23-10-05:** Nolan moved and the motion carried five to one to approve the Castle Pines Urban Renewal Authority District Intergovernmental Agreement as presented. McKinney seconded the motion.

### **Executive Committee**

Nolan reported that the committee met and discussed:

- Monthly meeting agendas.
- The Executive Library Director's annual review.
- The Trustee appointment process. Nolan is seeking reappointment.
- The Douglas County Sheriff's inmate book program.

Burkholder shared in regards to the trustee appointment that there are four applicants; applications are now closed, and there will be mid-November interviews of the four candidates by the municipality panel, with the recommendations going to the Board of County Commissioners.

### **Policy Committee**

Nolan shared that after a year of work, the committee has completed a review of all Douglas County Policies. The board is asked to approve the internal staff policies. Changes to these policies were mostly due to legislative changes.

**MOTION 23-10-06:** McKinney moved and the motion carried unanimously to adopt 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, in addition to the internal policies as presented. Kallweit seconded the motion.

Due to lack of a full board, the policies will go to a second reading at the December 6, 2023, meeting.

Policies included are:

**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. Workers’ Compensation Insurance and Reporting Policy
18. Dating Policy
19. Employee Handbook Policy

**Succession Committee**

Silverthorn reported that the Succession Committee has completed their work and a draft Succession Plan is before the board tonight. The committee had a recent change to include a

need for succession due to unforeseen circumstances. That has now been added. The plan will be reviewed annually by the Executive Committee to assess readiness, and when needed, a Succession Committee will be formed.

**MOTION 23-10-07:** Nolan moved and the motion carried unanimously to adopt the Succession Plan as presented. McKinney seconded the motion.

## **PARTNER REPORTS**

### Partnership of Douglas County Governments (PDCG)

Vail, no report.

### Douglas County Youth Initiative (DCYI)

McKinney reported that about 70 students participated in the Youth Congress at the State Capitol, which was very successful.

Youth Soccer League just kicked off, a free soccer league for youth.

### Urban Libraries Council (ULC)

Silverthorn shared that the ULC Board met in Austin. She participated in a strategic meeting this week with a recommendation going to the full board to hire McKinney to support strategic planning.

### Foundation

Kallweit reported that the Foundation board met on Monday and talked about investments, with a presentation by operation funds manager BOK Financial. The Foundation is sponsoring Forest of Stories, the upcoming library holiday celebration. The annual Gala was a success. The Foundation will meet with the library board on December 6 for their annual dinner get-together.

## **EXECUTIVE SESSION**

### **Executive Library Director's Review and Compensation**

Pasicznyuk waived his right for the discussion to be in open meeting.

**MOTION 23-10-08:** Burkholder moved and the motion carried unanimously to move into executive session pursuant to C.R.S., Section 24-6-402(4)(f), 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 9:15 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 23-10-09:** Silverthorn moved and the motion carried unanimously approving that the 2024 Executive Library Director merit increases be what he is eligible for based upon his review and that the President is authorized to tell the Director over Human Resources that this has been approved by the board. Vail seconded the motion.

### TRUSTEE COMMENTS

Burkholder shared her enjoyment and success of the annual Foundation Gala. Silverthorn shared excitement for the upcoming library Snow Balls family events.

### 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., location 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)
2. **Board of County Commissioners Annual State of the County:** November 15, 2023, 11:30 a.m. Lunch, Noon Program, DCSD Legacy Campus – Liniger Hall (RSVP required)

### ADJOURN

Burkholder adjourned the meeting at 9:20 p.m.

Respectfully submitted,

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

**Conducted by:** Patti Owen-DeLay

**Subject:** Parker Library Carpet Replacement Project

**Date(s) poll conducted:** November 2-3, 2023

**Question:** Subject to 2024 budget approval, do you authorize the expenditure of up to \$330,545.00 for expenses related to flooring replacement at our Parker Library facility? And do you authorize closure of the Parker facility from January 8, 2024 to January 28, 2024 for the installation of new flooring?

**To Vote:** To vote respond to the email with this poll stating your vote (yes, no, or abstain) and if you have any comments, include your comment in the email response.

**Suzanne Burkholder:**            YES            No            Abstain            Could not be reached  
Comments:

**Jessica Kallweit:**            YES            No            Abstain            Could not be reached  
Comments:

**Rick LaPointe:**            YES            No            Abstain            Could not be reached  
Comments:

**Zach McKinney:**            YES            No            Abstain            Could not be reached  
Comments:

**Terry Nolan:**            YES            No            Abstain            Could not be reached  
Comments:

**Meghann Silverthorn:**            YES            No            Abstain            Could not be reached  
Comments:

**Ted Vail:**            YES            No            Abstain            Could not be reached  
Comments:

**RATIFICATION DATE:** \_\_\_\_\_

**MOTION #:** \_\_\_\_\_

## **EXECUTIVE LIBRARY DIRECTOR'S REPORT**

**Bob Pasicznyuk**

**December 2023**

### **THE DOUGLAS COUNTY FRAMEWORK FOR COLLECTION MANAGEMENT**

In August, the Board answered several book appeals. During that discussion, trustees inquired about our Library's framework for decision making – the frame or criteria that staff uses to purchase or retain titles for our Library's collection. Collections Acquisitions Librarians employ 6 filters to select, retain, and stock our community's inventory of digital and print fare.

#### **Filter 1. Constitutional & Legal Commitments**

The foundation for staff work is the acknowledgement of customer constitutional rights, underscored by Colorado statutes – customers being able to make their own choices of what they read and view. Staff expect that the courts will handle redress of grievance over exceptional cases where constitutional rights compete with other values like obscenity, national security matters, and any other controversial claim. Collections Acquisitions Librarians work within Colorado statutes making anyone's reading decisions a private, personal matter not discoverable by anyone including law enforcement or other government agencies without a subpoena and the demonstration of cause.

#### **Filter 2. Library Governance – Policy Directives**

The Board sets boundaries for staff and customers within legal and constitutional commitments. The Board has declared that collection management is an operational, professional, staff function. The Board has directed staff to conduct its work impartially and free of discrimination. Policy directs staff to prioritize customer demand as a natural corollary of customer self-determination. Directors, Managers, and Supervisors recruit, train, and appraise performance around these directives of impartiality and non-discrimination. The Board has provided customers with clarity declaring that parents have the responsibility to manage their children's use of the Library.

#### **Filter 3. Content Budgeting**

The Board sets the resources available for content purchases. Staff responds by organizing that allocation across subjects, formats, and audiences. Purchases for any subject, format, or audience are constrained by the resources available for that niche. The overall scheme provides for content depth, but tilts purchasing in keeping with demand.

#### **Filter 4. Library Business Fit**

Staff then applies practical, impartial criteria when selecting content – price, durability, and availability from standard vendors. Staff excludes items that are more expensive than the norm. Staff excludes certain formats that do not stand up to the rigor of public library lending. The



Library purchases items with dimensions and bindings that generally fit library shelving and displays. Pamphlets, spiral bound books, and content in three-ring binders are usually out-of-bounds. The Library makes the bulk of its purchases from a handful of common vendors who offer content at a value including processing services so that materials arrive ready for customer use. The publishing and library content resellers position their products around demand to stay in business. Those products are our Library's universe of choices for purchasing decisions. We purchase about 70% of the fare offered by these vendors. About 80% of our content arrives pre-processed or, in library parlance, *shelf-ready*. The Library also will seek to satisfy content requests from sources other than purchases – loans from other libraries in local or international networks.

#### **Filter 5. Demand-based Data**

Beyond price, durability, and availability, the staff seeks content that, first and foremost, corresponds to customer demand. Staff often purchases a high number of copies of the same title to limit customer wait times. IT systems automatically purchase titles as the holds queue lengthens. To forecast demand for new titles, staff consult past author and subject use trends, publisher sales figures, and publisher marketing campaigns.

#### **Filter 6. Qualitative Information**

Finally, to make decisions between similar titles or to place items in their proper, age-appropriate location on Library shelves, staff consult subject-matter-experts (SME) via professional reviews, journals specifically geared toward buying books, and professional awards.

### **COMMUNITY SURVEY – WHAT ARE OUR CUSTOMERS SAYING ABOUT LIBRARY POLICY?**

For about one month (October 20 - November 20, 2023) our Library solicited customer feedback about our policies. We asked open-ended questions and received about 1,700 responses. The entire dataset is available to trustees via *SharePoint*. The Library made the offer to weigh-in on our policies across all our communication channels – website, email, digital signs, and social networking communications. Statisticians refer to surveys like this as convenience samples. That means that we didn't randomly select the respondents or stratify the samples by demographic factors – age, sex, time in the community and more. We merely made customers the offer to tell us what they think. We trapped their responses. The dataset also shows some duplicate submissions, but the number isn't consequential to the total. Briefly stated, the survey is akin to the public comment opportunity at our business meetings writ large.

Why did we do this? In the past year, our Library saw title challenges similar to many other libraries across the U.S. During those challenges, there were common, generalized assertions common to public exchanges – *I'm speaking for the community; Most of the people in the community agree with me*. The survey is just a datapoint suggesting community sentiment. I

think that it's important to understand the stance of the community, but public opinion doesn't always track with good public policy.

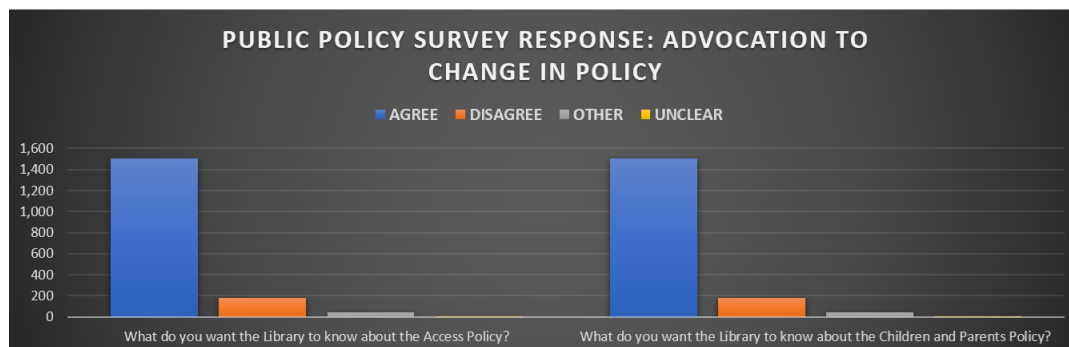
Software trapped responses including a few, simple data points:

- 1) The customer's Internet Address
- 2) The data and time of the submission
- 3) The customer's feedback – 2 Questions: (1) What do you want the Library to know about our Access Policy? (2) What do you want the Library to know about our Library's Children and Parents Policy?

The dataset available to trustees visually divides the feedback into visual sets corresponding to this summary.

The entries supporting our current policy stance outnumber those advocating for change by an order of magnitude.

| QUESTION  | AGREE | DISAGREE | OTHER | UNCLEAR | Grand Total |
|---|-------|----------|-------|---------|-------------|
| What do you want the Library to know about the Access Policy?               | 1,503 | 179      | 40    | 7       | 1,729       |
| What do you want the Library to know about the Children and Parents Policy? | 1,503 | 179      | 40    | 7       | 1,729       |



These are typical responses in support of the policy:

- "I am in full support of the PUBLIC library purchasing and/or making available a wide array of content that appeals to a diverse audience."
- "Continue your policy as is."
- "It's a good policy and should remain in place with no changes."

For those advocating for change, these are typical responses:

- "I think there needs to be a revisit to the moral standards of this country, which was built upon Christian principles, basic morality and decency. Legal doesn't make it right."
- "Explicit materials should not be available to kids and teenagers."

Though few compared to the total, these were some additional, consistent themes:

- The policy's freedom stance is good, but needs to be administered with a measure of discernment around children.
- The policy might have been good in the past, but needs to be changed in recognition of the current climate.
- The Library should restore the American Library Association *Library Bill of Rights* into policy.
- The Library has descended into a *woke* organization or has disproportionate coverage of left-leaning content.

## END OF YEAR – PERFORMANCE UPDATE

Our Library's KPI doesn't compare peer performance with ours. Libraries across Colorado and North America have differing perspectives on success and make their decisions accordingly. Most use some combination of these measurements.

- Quality: The quality of a library's buildings, staff, collections, and activities
- Quantity/Use: The amount of people using a library
- Digital Savvy: The amount, use, or quality of the library's technology offerings and infrastructure
- Acclaim: Customer esteem, national awards
- Innovation: Non-traditional approaches and offerings - something other than books and reading
- Community Needs: A library's ability to move the needle affecting some community problem in need of solution
- Social Justice: Library services toward people that have been traditionally ostracized and marginalized

For what it's worth: I've never seen anyone negatively pre-disposed to libraries change their minds based on any statistics or metrics. Neither have I noticed that public library advocates change their minds if one or more of these markers decline.

Beyond our KPI, here's how our library stacks up against similar libraries in Colorado. Use has little meaning outside of comparisons. The Colorado State Library's Library Research Service (LRS) compiles this data. There are 13 libraries in the state serving populations of 100,000 customers or more. The Library Research Service's data is always a snapshot of a year ago – 2022 data.

### LRS Definitions

- Visits = The per capita visits to library facilities.
- Loans = The number of items customers loan per capita – both physical and digital fare.
- Hours = The total hours of operation library facilities are open to the public.
- Support = The dollars per capita each community provides their libraries.

- Staffing = The number of staff provided for every 1,000-population served.
- Active = The percent of each population who have a library card that was used in the past 3 years.
- Population = The current population of the service area.

| Location              | Visits      | Loans        | Hours         | Support        | Staffing    | Active        | Population     |
|-----------------------|-------------|--------------|---------------|----------------|-------------|---------------|----------------|
| ARAPAHOE              | 3.96        | 15.86        | 485.71        | \$140.27       | 1.16        | 79.90%        | 270,772        |
| DENVER                | 2.44        | 9.54         | 36.94         | \$81.12        | 0.67        | 55.85%        | 706,799        |
| BOULDER               | 5.05        | 14.05        | 230.27        | \$77.20        | 0.71        | 127.43%       | 104,930        |
| PUEBLO                | 3.55        | 8.77         | 444.17        | \$74.85        | 0.64        | 55.35%        | 169,503        |
| HIGH PLAINS           | 2.97        | 5.91         | 766.36        | \$72.08        | 0.97        | 27.92%        | 304,265        |
| <b>DOUGLAS COUNTY</b> | <b>3.59</b> | <b>15.56</b> | <b>425.81</b> | <b>\$70.66</b> | <b>0.68</b> | <b>70.10%</b> | <b>369,287</b> |
| JEFFERSON COUNTY      | 2.98        | 14.69        | 640.25        | \$64.65        | 0.56        | 49.42%        | 579,651        |
| POUDRE RIVER          | 3.02        | 11.75        | 194.77        | \$49.78        | 0.42        | 52.60%        | 209,947        |
| PIKES PEAK            | 2.46        | 9.33         | 720.02        | \$48.20        | 0.55        | 43.30%        | 678,560        |
| MESA COUNTY           | 5.03        | 8.23         | 303.85        | \$44.32        | 0.52        | 45.18%        | 157,320        |
| RANGEVIEW             | 1.64        | 3.91         | 306.40        | \$42.94        | 0.28        | 84.14%        | 403,027        |
| WESTMINSTER           | 1.22        | 3.37         | 102.85        | \$36.65        | 0.35        | 47.31%        | 115,535        |
| AURORA                | 1.32        | 2.92         | 277.85        | \$17.21        | 0.23        | 71.55%        | 383,496        |
| <b>Median</b>         | <b>2.98</b> | <b>9.33</b>  | <b>306.40</b> | <b>\$64.65</b> | <b>0.56</b> | <b>55.35%</b> | <b>304,265</b> |
| <b>Avg</b>            | <b>3.02</b> | <b>9.53</b>  | <b>379.63</b> | <b>\$63.07</b> | <b>0.60</b> | <b>62.31%</b> | <b>342,546</b> |

### General Observations

1. Our support is about 10% higher than the average. We're the 7<sup>th</sup> highest supported library in the Group.
2. Our Library's active patron total (the LRS 70% figure) is surprising durable and has hovered in this range for 30 years no matter changes to other metrics, economic conditions, technology trends, and more.
3. Our utilization rates for the dollar are solid.
4. Our staffing rates are similar to most of the better-funded libraries.

### DCL 3<sup>rd</sup> QUARTERLY KEY PERFORMANCE INDICATOR REPORT

#### External Customer Metrics

**NPS:** How DCL users feel about our brand and services

86.92 Quarter score **July - September 2023**

84.32 Quarter score **July - September 2022**

**Use**

Market Penetration: The percentage of Douglas County households with an active library card

60.54% **September 2023**

59.91% **September 2022**

**Facility Visits**

346,714 **July - September 2023**

353,012 **July - September 2022**

1,030,154 Total 2023 **January - September**

1,326,756 Total 2022

**Website Visits**

450,480 **July - September 2023**

497,028 **July - September 2022**

1,356,088 Total 2023 **January - September**

1,946,272 Total 2022

**Community Engagement**

Resource Donors: Total number of unique volunteers and donors

985 **July - September 2023**

747 **July - September 2022**

Partnerships: Total number of organizations DCL has a working relationship/partnership

159 **July - September 2023**

144 Total 2022

Indirect Outreach/Impressions Total number of times someone has a chance of seeing the DCL brand

98,214,289 **July - September 2023**

15,916,151 **July - September 2022**

375,526,102 Total 2023 **January - September**

222,213,281 Total 2022

Direct Outreach: Total number of people DCL staff talked to about the library and our services outside of our library locations

5901 **July - September 2023**

5404 **July - September 2022**

29,559 Total 2023 **January - September**

32,376 Total 2022

**Internal Metrics**

**DCL Turnover Rate: 7.2%**    **DCL Annualized Turnover Rate: 28.9%**

**Benchmarks:** Paylocity provides the benchmarks below in their data insights for the organization. These benchmarks are calculated by taking the average turnover rate across Paylocity customers with the same sector and subsector code as classified under North American Industry Classification System (NAICS) : [519120 - Libraries and Archives](#). As of October 2, 2023, the Paylocity's benchmark population includes 154 companies in our Subsector and 1,228 companies in our Sector across North America.

**Sector Benchmark:** 13.1%

**Subsector Benchmark:** 8.7%

**What does this tell us?** DCL's turnover rate remains under the Sector and Subsector benchmarks. High turnover is a nationwide issue for employers, and we are performing better in this aspect than average.

### Overall Notes and Observations

The KPI doesn't suggest the need for business disruption or tactical change. There are no negative trends in this set. Directors are working with their Managers and Supervisors toward 2024 goals around the Gallup Engagement data.

- This quarter's NPS score was nominally up, represents the highest score since Q4 2021, and would be described in any industry report as *World Class*.
- Our Library's percentage of households with an active card for September 2023 is also nominally higher - the highest score achieved since June 2021. I'll reiterate that our Library's rate of customer participation has been durable over our history – not flagging due to societal, community, or technology trends.
- The Library's facility visits were down 1.78% even though the Phillip and Jerry Miller Library was closed for 2 out of the 3 months of the reporting period. To no surprise during a grand-opening bubble, our utilization rates are especially high in Castle Rock the past three months.
- The high number of unique donors reflects the successful and varied engagement around the Foundation Gala.
- There were 34 total media mentions this quarter, a 79% increase from either Q1 or Q2.

### CASTLE ROCK PROJECT

The parking lot was completed the week of November 12, in advance of *Star Lighting*. Sub-contractors will complete parking-lot, landscaping in the Spring. Those dollars, though small compared to the project whole, are included in the 2024 budget in lieu of a budget amendment. Accounting will close the project as of the end of the year with a final report destined to the Board in January 2024. The project's budget remains substantially in the black

with a final report to the Board set for Q1 2024. Final permitting with the Town of Castle Rock is imminent.

### **COMPETITIVE OFFERING – GENERAL CONTRACTING & DESIGN BUILD SERVICES**

The Castle Rock facility project is waning. The Library has not held an open competition for general contractor / design build service for about 5 years. Five firms have responded to our call-out to win our business. Our Finance Division is supporting our assessment of each firm to earn our business for the next three to five years.

### **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 has risen about 4.5% each year for the past two years. The budget funds services and priorities prized by customers.

- Sustains competitive salaries for staff in a challenging labor market.
- Strengthens our Library collection purchases keeping pace with inflation.
- Supports quality daily and season activities and events for all our Libraries.
- Renews and maintains our facilities – significant projects at Parker and Highlands Ranch.
- Sets aside about \$2,000,000 in our building fund to keep pace with County growth.

#### **Forest of Stories**

Enjoy a wonder-filled experience for the whole family! Running now through January 6, 2024 at all Douglas County Library locations, our expanded Forest of Stories exhibit displays 150 decorated trees, all dressed up in stories – from favorite children's tales and classic literature, to crime thrillers, mysteries and more. This event is proudly presented by Douglas County Libraries Foundation.

Douglas County Libraries Foundation helps fund programs that reach youth, adults and families in Douglas County and across Colorado, and helps ensure the long-term success of our outstanding libraries.

### Q3 2023 Strategic Plan Update

8 active responses met their Q3 benchmarks. A few of the noteworthy updates to share at this point include:

- 8 trained Brew Tour outreach volunteers supported staff at 11 events in Q3: Power Hours, branch events, and brewery events, for a total of 100 hours of service. We plan to increase this next year by adding more opportunities to cover brewery events. Volunteers expressed that they LOVE getting out into the community to promote their library, and staff found that curating a well-trained group of volunteers produced positive, knowledgeable customer interactions.
- In the months of August and September DCL hosted 16 Brew Tour events and 13 “Power Hour” events, had 2,179 community members registered, and generated over 6,000 visits to our Brewery and Coffee Shop partners.
- Mental Health elements have been added to TLC, book club discussions, storytimes, and on the floor coverage. Public service staff have put their training into practice as they have encountered a growing number of customers experiencing a mental health crisis. The Four Pillars Wellness Program for DCL staff is also set to launch in 2024.
- DCL’s presence in senior living facilities continues to grow. We serve 15 facilities throughout the county with 3 pending, and most are picking up additional services from our menu. We tested our written guidelines for our outreach’s menu of services to ensure consistency and continuity of services and fine-tuned our delivery of services.

| Strategic Priority       | Active 2023 Responses  | Status                        |
|--------------------------|--|-------------------------------|
| <b>Vibrant Libraries</b> | Create and feature fun, unexpected visual and interactive exhibits that encourage library visits.  | On Track<br>*Complete in 2024 |
|                          | Offer opportunities for early childhood development through imaginative play and socialization by activating Playscapes.   | Completed in 2022             |
|                          | Set up a district task force to conduct an annual evaluation of meeting room customer use and feedback, and identify barriers to using our meeting spaces that we can reduce or eliminate. | Work will begin in 2024       |
|                          | Create opportunities for the library to become a social destination on weekend nights.   | Removed in 2022               |
| <b>Beyond our Walls</b>  | Sponsor local kids’ activities to raise brand awareness among kids and their parents, grandparents, and other supporters.  | On Track<br>*Complete in 2024 |
|                          | Increase the frequency and market saturation of traditional advertising, targeting a broad audience with general library messaging (e.g., get to know DCL).                                | On hold in 2024               |
|                          | Improve and reprise the popular Brew Tour, incorporating Friday-Saturday night events in our libraries.  | On Track<br>*Complete in 2024 |
|                          | Encourage library use by engaging with people in places where they wait, gather, or play.  | Removed in 2022               |



|                               |   |                               |
|-------------------------------|---|-------------------------------|
| <b>Community Service</b>      | Identify and provide library services to support mental health in Douglas County.   | On Track<br>*Complete in 2024 |
|                               | Serve as a destination for Douglas County seniors to congregate, learn, and socialize.  | On Track                      |
| <b>Fortify Infrastructure</b> | Create an organized and accessible information storage structure that meets staff, customer, and retention needs.   | On Track<br>*On Hold in 2024  |
|                               | Support and achieve excellence in co-working and remote work through shared workspaces and amenities, sophisticated use of mobile technology, and clear expectations for remote work. | Pending Evaluation            |
|                               | Develop an organizational data strategy detailing how we capture, use, analyze, and make decisions based on data.   | On Track<br>*Complete in 2024 |
|                               | Work with Douglas County Sheriff to validate and adapt our safety practices, procedures, and training to contemporary standards.  | Delayed                       |
|                               | Identify and implement volunteer integration in every DCL division, to fundamentally leverage volunteers and their skills to significantly increase organizational capacity.          | On Track                      |



## FINANCIAL STATEMENT REVIEW

Casie Cook, Director of Finance

Report for the nine months ending September 30, 2023

### Balance Sheet

As of September 30, 2023, the Library has \$31.013 million of cash, liquid and term investments. The Library is holding \$839 thousand in cash for accounts payable purposes. In addition, the Library is holding \$30.799 million in liquid funds at ColoTrust, with an annual yield of 3.10%, plus \$10 thousand in liquid investments at the Colorado Statewide Investment Program (CSIP) with an annual yield of .14%.

At September 30, 2023 the Library recorded a receivable and related deferred revenue of \$137 thousand for property taxes. We expect the Library to collect in excess of 99% of property taxes budgeted for 2023.

Funds available for future capital improvements total \$8.55 million at September 30, 2023, as reported on the fund Unassigned Fund Balance line of the balance sheet.

### Performance vs Budget

Overall, the Library has realized a \$4.037 million (343%) favorable variance to budget for the nine months ending September 30, 2023. This is related to revenue coming in over budget, expenses coming in under budget, and the timing of expenses for the new Castle Rock Project.

Total revenues are \$1.566 million (4.5%) over budget through September 30, 2023. Specific Ownership (i.e., auto) taxes are \$604 thousand (41.4%) above budget through September 30, 2023. Interest Income is \$913 thousand (363%) over budget.

Operating expenditures are \$1.576 million (7.9%) under budget through September 30, 2023. Library Content is (\$.691) million, (\$.691) thousand, (34%) under budget for 2023. This is related to the timing of purchases and spending is expected to match plan by the end of the year. Technology is \$528 thousand (104%) over budget, due to the majority of budget dollars being placed in December. Technology has 44% remaining budget as of September 30, 2023.

Salaries, Wages, Benefits & PERA Retirement, which account for 66% of operating expenses through September 30, 2023, are (\$1.045) million (8%) under budget through Q3. This variance is primarily due to open positions in Customer Experience.

All other operating expenditures were (\$531) thousand (8%) below budget through September 30, 2023, primarily due to seasonality differences between budgeted vs actual expenditures.

## Capital Expenditures

Actual spending for Capital Maintenance items for the nine months ending September 30, 2023 is (\$20) thousand (11.5%) below budget. All budgeted funds are expected to be spent by the end of the year.

With respect to the New Castle Rock branch build, as of September 30, 2023, \$9.344 million has been expended for the build in 2023, and \$21.881 million has been expended since the inception of the project in 2021. As of September 30, 2023, including Furniture, Fixtures, and Equipment, this leaves a remaining budget of \$2.268 million from the budget of \$26.530 million.

## 2023 Forecast

Based on the Library's 2023 performance through September 30, 2023, and assuming the Library performs according to its remaining budget through December 2023, the Library is projecting a fund balance of \$20 million at December 31, 2023, which is \$4 million higher than the fund balance reflected in the original 2023 budget.



**Quarterly Report of Cash and Investments**  
**September 2023**

| Institution                       | % of<br>Total  | Value                             | Maturity<br>Date | Interest<br>YTD                | Annual<br>Yield |
|-----------------------------------|----------------|-----------------------------------|------------------|--------------------------------|-----------------|
| <b>Cash</b>                       |                |                                   |                  |                                |                 |
| Colotrust *                       | 99.31%         | \$30,799,390                      | N/A              | <b>\$1,140,386</b>             | <b>3.10%</b>    |
| Independent Bank                  | 0.52%          | 161,977                           | N/A              | <b>1,927</b>                   | <b>0.58%</b>    |
| Wells Fargo Bank                  | 0.13%          | 39,335                            | N/A              | -                              | <b>0.00%</b>    |
| CSIP Liquid*                      | 0.03%          | 9,858                             | N/A              | <b>6,858</b>                   | <b>0.14%</b>    |
| CSIP Term**                       | 0.00%          | -                                 | 01/03/23         | <b>267</b>                     | <b>0.05%</b>    |
| Cash in Use                       | 0.01%          | 2,319                             | N/A              | -                              |                 |
| <b>Total Cash</b>                 | <b>100.00%</b> | <b><u>31,012,880</u></b>          |                  | <b><u>1,149,438</u></b>        |                 |
| Property tax interest             |                |                                   |                  | <b>14,250</b>                  |                 |
| <b>Total Cash and Investments</b> |                | <b><u><u>\$31,012,880</u></u></b> |                  | <b><u><u>1,163,688</u></u></b> |                 |

**NOTES:**

\* Variable rate account.

\*\* Multiple terms and rates



Douglas County Libraries  
BALANCE SHEET

|   | <u>December 31, 2022</u> | <u>September 30,</u><br>2023 |
|---|--------------------------|------------------------------|
|   | Audited                  | Unaudited                    |
| <b>ASSETS</b>                                   |                          |                              |
| Cash  | \$ 26,619,355            | \$ 31,013,412                |
| Property Taxes Receivable                       | 32,510,287               | 136,532                      |
| Prepaid Expenses And Deposits                   | 425,741                  | 432,589                      |
| Receivable DCL Foundation                       | 128,825                  | 198,019                      |
| Accounts Receivable                             | 713                      | 750                          |
| <b>Total Assets</b>                             | <u>\$ 59,684,921</u>     | <u>\$ 31,781,302</u>         |
| <br><b>LIABILITIES &amp; FUND BALANCE</b>       |                          |                              |
| <b>LIABILITIES</b>                              |                          |                              |
| Deferred Property Taxes                         | \$ 32,306,073            | \$ 136,532                   |
| Accrued Salaries And Benefits                   | 261,199                  | (108,098)                    |
| Accounts Payable                                | 1,379,818                | 838,684                      |
| Other Accrued Liabilities                       | 45,885                   | 7,455                        |
| <b>Total Liabilities</b>                        | <u>33,992,975</u>        | <u>874,573</u>               |
| <br><b>FUND BALANCE</b>                         |                          |                              |
| Nonspendable Fund Balance                       | 425,741                  | 432,589                      |
| Restricted Fund Balance                         | 1,100,930                | 1,100,930                    |
| Assigned Fund Balance                           | 3,900,000                | 3,900,000                    |
| Unassigned Fund Balance                         | 11,081,722               | 8,553,054                    |
| Committed Fund Balance                          | 11,705,373               | 11,705,373                   |
| Revenues Over (Under) Total Expenditures        | (2,521,820)              | 5,214,783                    |
| <b>Total Fund Balance</b>                       | <u>25,691,946</u>        | <u>30,906,729</u>            |
| <br><b>Total Liabilities &amp; Fund Balance</b> | <br><u>\$ 59,684,921</u> | <br><u>\$ 31,781,302</u>     |



Douglas County Libraries  
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGE IN FUND BALANCE  
 As of September 30, 2023  
 (Unaudited)

|   | Month Ending<br>September 30, 2023 |                     | Year To Date<br>September 30, 2023 |                    |                 | Annual Budget<br>September 30, 2023 |                   |
|---|------------------------------------|---------------------|------------------------------------|--------------------|-----------------|-------------------------------------|-------------------|
|   | Actual                             | Actual              | Budget                             | Variance           | % Budget        | Budget                              | Remain %          |
| <b>Revenue</b>  |                                    |                     |                                    |                    |                 |                                     |                   |
| Property taxes  | \$ 124,951                         | \$ 32,175,792       | \$ 32,306,955                      | \$ (131,163)       | (0.40) %        | \$ 32,436,073                       | 0.80 %            |
| Specific Ownership Taxes                                  | 283,667                            | 2,063,954           | 1,459,533                          | 604,421            | 41.41 %         | 1,568,000                           | (31.63) %         |
| Contributions/Grants                                      | 0                                  | 284,900             | 150,962                            | 133,938            | 88.72 %         | 305,932                             | 6.87 %            |
| Charges for services                                      | 45,298                             | 397,611             | 351,322                            | 46,289             | 13.17 %         | 514,402                             | 22.70 %           |
| Interest Income   | 149,523                            | 1,163,688           | 251,125                            | 912,563            | 363.39 %        | 195,783                             | (494.38) %        |
| <b>Total Revenue</b>                                      | <b>603,439</b>                     | <b>36,085,945</b>   | <b>34,519,897</b>                  | <b>1,566,048</b>   | <b>4.53 %</b>   | <b>35,020,190</b>                   | <b>(3.04) %</b>   |
| <b>Operating Expenditures</b>                             |                                    |                     |                                    |                    |                 |                                     |                   |
| Salaries & Wages  | 1,115,025                          | 10,172,316          | 10,962,108                         | (789,792)          | (7.20) %        | 15,367,655                          | 33.81 %           |
| Benefits  | 95,813                             | 582,855             | 825,530                            | (242,675)          | (29.39) %       | 1,354,332                           | 56.96 %           |
| PERA Pension  | 158,549                            | 1,435,002           | 1,447,680                          | (12,678)           | (0.87) %        | 2,070,244                           | 30.68 %           |
| Library Content   | 367,127                            | 2,365,682           | 3,056,256                          | (690,574)          | (22.59) %       | 3,934,530                           | 39.87 %           |
| Facilities  | 162,618                            | 1,456,809           | 1,715,727                          | (258,918)          | (15.09) %       | 2,338,387                           | 37.70 %           |
| Technology, Equipment & 3rd-Party Services                | 116,303                            | 1,037,948           | 509,056                            | 528,892            | 103.89 %        | 1,833,567                           | 43.39 %           |
| Library Programs & Outreach                               | 43,969                             | 645,645             | 732,841                            | (87,196)           | (11.89) %       | 1,259,077                           | 48.72 %           |
| District-Wide Support Costs                               | 73,398                             | 537,127             | 540,109                            | (2,982)            | (0.55) %        | 1,008,666                           | 46.75 %           |
| Capital Maintenance Projects                              | 17,565                             | 151,959             | 171,725                            | (19,766)           | (11.51) %       | 514,681                             | 70.48 %           |
| <b>Total Operating Expenditures</b>                       | <b>2,150,367</b>                   | <b>18,385,343</b>   | <b>19,961,033</b>                  | <b>(1,575,689)</b> | <b>(7.89) %</b> | <b>29,681,140</b>                   | <b>38.06 %</b>    |
| Debt Service  | 4,087                              | 438,562             | 340,690                            | 97,871             | 28.72 %         | 2,109,725                           | 79.21 %           |
| County Treasurer's Fees                                   | 1,946                              | 482,473             | 484,604                            | (2,131)            | (0.43) %        | 487,235                             | 0.98 %            |
| <b>Total Operating, Interest &amp; Fee Expenditures</b>   | <b>2,156,400</b>                   | <b>19,306,378</b>   | <b>20,786,327</b>                  | <b>(1,479,949)</b> | <b>(7.11) %</b> | <b>32,278,100</b>                   | <b>40.19 %</b>    |
| <b>Total Revenues Over (Under) Operating Expenditures</b> | <b>(1,552,961)</b>                 | <b>16,779,567</b>   | <b>13,733,570</b>                  | <b>3,045,997</b>   | <b>22.17 %</b>  | <b>2,742,090</b>                    | <b>(511.93) %</b> |
| <b>Non-Operating Revenues (Expenditures)</b>              |                                    |                     |                                    |                    |                 |                                     |                   |
| Lease Income (Expense), net                               | 0                                  | (11,538)            | 0                                  | (11,538)           | 100.00 %        | 0                                   | 0.00 %            |
| Capital Improvement Projects                              | (713,559)                          | (11,553,246)        | (12,555,483)                       | 1,002,238          | (7.98) %        | (13,856,103)                        | 16.62 %           |
| <b>Total Non-Operating Revenues (Expenditures)</b>        | <b>(713,559)</b>                   | <b>(11,564,784)</b> | <b>(12,555,483)</b>                | <b>990,700</b>     | <b>(7.89) %</b> | <b>(13,856,103)</b>                 | <b>16.54 %</b>    |
| <b>Total Revenues Over (Under) Total Expenditures</b>     | <b>(2,266,520)</b>                 | <b>5,214,783</b>    | <b>1,178,087</b>                   | <b>4,036,697</b>   | <b>342.64 %</b> | <b>(11,114,013)</b>                 | <b>146.92 %</b>   |
| <br>  |                                    |                     |                                    |                    |                 |                                     |                   |
| Beginning Fund Balance                                    | 33,173,250                         | 25,691,947          | 27,499,953                         |                    |                 | 27,499,953                          |                   |
| Ending Fund Balance                                       | \$ 30,906,730                      | \$ 30,906,730       | \$ 28,678,040                      |                    |                 | \$ 16,385,940                       |                   |



Douglas County Libraries  
 SALARIES & WAGES, BENEFITS AND PERA RETIREMENT  
 (Unaudited)

|                                      | Month Ending          | Year to Date       |                   |                  | Current Year  |                   |             |
|--------------------------------------|-----------------------|--------------------|-------------------|------------------|---------------|-------------------|-------------|
|                                      | September 30,<br>2023 | September 30, 2023 |                   |                  | Annual Budget |                   |             |
|                                      | Actual                | Actual             | Budget            | Variance         | % Budget      | Budget            | Remain %    |
| <b>Salaries &amp; Wages</b>          |                       |                    |                   |                  |               |                   |             |
| <b>Community Engagement</b>          |                       |                    |                   |                  |               |                   |             |
| Community Services & Partnerships    | 34,983                | 329,881            | 339,576           | (9,695)          | (3) %         | 453,846           | 25 %        |
| Events & Hospitality                 | 27,150                | 221,521            | 211,959           | 9,562            | 5 %           | 283,284           | 25 %        |
| Marketing & Communications           | 35,846                | 337,898            | 347,520           | (9,622)          | (3) %         | 464,463           | 25 %        |
| Special Events                       | 38,460                | 382,812            | 433,749           | (50,937)         | (12) %        | 579,708           | 25 %        |
| Visual Design, Arts, & Archives      | 25,114                | 221,872            | 244,878           | (23,006)         | (9) %         | 327,282           | 25 %        |
| Volunteer Services                   | 24,062                | 215,980            | 244,602           | (28,622)         | (12) %        | 326,913           | 25 %        |
| <b>Total Community Engagement</b>    | <b>185,615</b>        | <b>1,709,964</b>   | <b>1,822,284</b>  | <b>(112,320)</b> | <b>(6) %</b>  | <b>2,435,496</b>  | <b>25 %</b> |
| <b>Customer Experience</b>           |                       |                    |                   |                  |               |                   |             |
| Branch Operations                    | 5,093                 | 47,932             | 49,140            | (1,208)          | (2) %         | 65,676            | 25 %        |
| Branch Services                      | 95,799                | 909,253            | 1,075,092         | (165,839)        | (15) %        | 1,436,871         | 25 %        |
| Customer Experience                  | 170,284               | 1,556,429          | 1,653,705         | (97,276)         | (6) %         | 2,210,187         | 25 %        |
| Materials Handling                   | 131,673               | 1,260,210          | 1,466,796         | (206,586)        | (14) %        | 1,960,386         | 25 %        |
| Youth & Family Services              | 164,633               | 1,574,522          | 1,714,791         | (140,269)        | (8) %         | 2,291,832         | 25 %        |
| <b>Total Customer Experience</b>     | <b>567,482</b>        | <b>5,348,346</b>   | <b>5,959,524</b>  | <b>(611,178)</b> | <b>(10) %</b> | <b>7,964,952</b>  | <b>25 %</b> |
| <b>Executive</b>                     |                       |                    |                   |                  |               |                   |             |
| Directors                            | 77,290                | 720,872            | 748,959           | (28,087)         | (4) %         | 1,000,989         | 25 %        |
| <b>Total Executive</b>               | <b>77,290</b>         | <b>720,872</b>     | <b>748,959</b>    | <b>(28,087)</b>  | <b>(4) %</b>  | <b>1,000,989</b>  | <b>25 %</b> |
| <b>Finance</b>                       |                       |                    |                   |                  |               |                   |             |
| Accounting Operations                | 29,667                | 246,453            | 260,598           | (14,145)         | (5) %         | 358,425           | 27 %        |
| Budgeting                            | 7,105                 | 68,653             | 81,111            | (12,458)         | (15) %        | 108,405           | 25 %        |
| District-wide Operations             | 0                     | 0                  | 0                 | 0                | 0 %           | 122,303           | 100 %       |
| Procurement                          | 7,490                 | 70,500             | 72,285            | (1,785)          | (2) %         | 96,609            | 25 %        |
| <b>Total Finance</b>                 | <b>44,262</b>         | <b>385,606</b>     | <b>413,994</b>    | <b>(28,388)</b>  | <b>(7) %</b>  | <b>685,742</b>    | <b>40 %</b> |
| <b>Infrastructure Services</b>       |                       |                    |                   |                  |               |                   |             |
| Collection Services                  | 94,709                | 872,425            | 896,493           | (24,068)         | (3) %         | 1,198,170         | 25 %        |
| Facilities                           | 24,544                | 229,319            | 278,547           | (49,228)         | (18) %        | 372,255           | 25 %        |
| Human Resources                      | 22,385                | 202,648            | 228,858           | (26,210)         | (11) %        | 295,737           | 23 %        |
| Information Technology               | 45,141                | 413,515            | 428,598           | (15,083)         | (4) %         | 572,799           | 25 %        |
| Infrastructure Services Operations   | 4,682                 | 44,071             | 45,174            | (1,103)          | (2) %         | 60,375            | 25 %        |
| Learning & Development               | 31,539                | 257,096            | 304,422           | (47,326)         | (16) %        | 406,863           | 25 %        |
| <b>Total Infrastructure Services</b> | <b>223,000</b>        | <b>2,019,074</b>   | <b>2,182,092</b>  | <b>(163,018)</b> | <b>(7) %</b>  | <b>2,906,199</b>  | <b>25 %</b> |
| <b>Total Salaries &amp; Wages</b>    | <b>1,097,649</b>      | <b>10,183,862</b>  | <b>11,126,853</b> | <b>(942,991)</b> | <b>(8) %</b>  | <b>14,993,378</b> | <b>26 %</b> |



Douglas County Libraries  
 SALARIES & WAGES, BENEFITS AND PERA RETIREMENT  
 (Unaudited)

|                                       | Month Ending          | Year to Date       |                   |                    |               | Current Year      |              |
|---------------------------------------|-----------------------|--------------------|-------------------|--------------------|---------------|-------------------|--------------|
|                                       | September 30,<br>2023 | September 30, 2023 |                   |                    |               | Annual Budget     |              |
|                                       | Actual                | Actual             | Budget            | Variance           | % Budget      | Budget            | Remain %     |
| Other Earnings                        |                       |                    |                   |                    |               |                   |              |
| Payroll Accrual                       | 0                     | (232,992)          | (232,992)         | 0                  | 0 %           | 0                 | 0 %          |
| Bonus Pool                            | 0                     | 49,206             | 0                 | 49,206             | 100 %         | 283,281           | 100 %        |
| Other Earning Types                   | 17,376                | 172,241            | 68,247            | 103,994            | 152 %         | 90,996            | 25 %         |
| <b>Total Other Earnings</b>           | <b>17,376</b>         | <b>(11,545)</b>    | <b>(164,745)</b>  | <b>153,200</b>     | <b>(93) %</b> | <b>374,277</b>    | <b>144 %</b> |
| Benefits                              |                       |                    |                   |                    |               |                   |              |
| Unemployment Insurance                | 1,943                 | 18,167             | 0                 | 18,167             | 100 %         | 118,889           | 100 %        |
| Worker's Compensation                 | 2,618                 | 40,179             | 45,792            | (5,613)            | (12) %        | 61,056            | 25 %         |
| Health Insurance                      | 75,798                | 375,541            | 606,950           | (231,408)          | (38) %        | 928,276           | 35 %         |
| Life Insurance                        | 41                    | 5,649              | 0                 | 5,648              | 100 %         | 9,248             | 100 %        |
| Medicare                              | 14,083                | 128,588            | 157,788           | (29,199)           | (19) %        | 210,378           | 25 %         |
| Employee Assistance Program           | 1,330                 | 5,320              | 0                 | 5,319              | 100 %         | 6,485             | 100 %        |
| Worker's Compensation Deductible      | 0                     | 9,410              | 15,000            | (5,589)            | (37) %        | 20,000            | 25 %         |
| <b>Total Benefits</b>                 | <b>95,813</b>         | <b>582,854</b>     | <b>825,530</b>    | <b>(242,675)</b>   | <b>(29) %</b> | <b>1,354,332</b>  | <b>39 %</b>  |
| PERA Pension                          |                       |                    |                   |                    |               |                   |              |
| PERA Retirement-Pension               | 158,549               | 1,435,002          | 1,447,680         | (12,678)           | (1) %         | 2,070,244         | 30 %         |
| <b>Total PERA Pension</b>             | <b>158,549</b>        | <b>1,435,002</b>   | <b>1,447,680</b>  | <b>(12,678)</b>    | <b>(1) %</b>  | <b>2,070,244</b>  | <b>30 %</b>  |
| <b>Total Douglas County Libraries</b> | <b>1,369,388</b>      | <b>12,190,173</b>  | <b>13,235,318</b> | <b>(1,045,145)</b> | <b>(8) %</b>  | <b>18,792,231</b> | <b>30 %</b>  |
| Other Earning Types                   |                       |                    |                   |                    |               |                   |              |
| Other Earnings                        |                       |                    |                   |                    |               |                   |              |
| Call Back (CALBK)                     | 63                    | 1,344              | 0                 | 1,344              | 100 %         | 0                 | 0 %          |
| On Call (ONCAL)                       | 422                   | 3,607              | 0                 | 3,607              | 100 %         | 0                 | 0 %          |
| PTO Pay Out (PTOPO)                   | 16,653                | 122,500            | 68,247            | 54,253             | 79 %          | 90,996            | 25 %         |
| Retro (RETRO)                         | 238                   | 682                | 0                 | 682                | 100 %         | 0                 | 0 %          |
| Severance (SEVER)                     | 0                     | 44,108             | 0                 | 44,108             | 100 %         | 0                 | 0 %          |
| <b>Total Other Earnings</b>           | <b>17,376</b>         | <b>172,241</b>     | <b>68,247</b>     | <b>103,994</b>     | <b>152 %</b>  | <b>90,996</b>     | <b>25 %</b>  |
| <b>Total Other Earning Types</b>      | <b>17,376</b>         | <b>172,241</b>     | <b>68,247</b>     | <b>103,994</b>     | <b>152 %</b>  | <b>90,996</b>     | <b>25 %</b>  |





Douglas County Libraries  
 SALARIES & WAGES, BENEFITS AND PERA RETIREMENT  
 (Unaudited)

|   | Month Ending          | Year to Date       |                   |                  |               | Current Year      |             |
|---|-----------------------|--------------------|-------------------|------------------|---------------|-------------------|-------------|
|   | September 30,<br>2023 | September 30, 2023 |                   |                  |               | Annual Budget     |             |
|   | Actual                | Actual             | Budget            | Variance         | % Budget      | Budget            | Remain %    |
| <b>Over (Under) Budget Comparison</b>             |                       |                    |                   |                  |               |                   |             |
| Community Engagement                              | 185,615               | 1,709,964          | 1,822,284         | (112,320)        | (6) %         | 2,435,496         | 25 %        |
| Customer Experience                               | 567,482               | 5,348,346          | 5,959,524         | (611,178)        | (10) %        | 7,964,952         | 25 %        |
| Executive   | 77,290                | 720,872            | 748,959           | (28,087)         | (4) %         | 1,000,989         | 25 %        |
| Finance   | 44,262                | 385,606            | 413,994           | (28,388)         | (7) %         | 685,742           | 40 %        |
| Infrastructure Services                           | 223,000               | 2,019,074          | 2,182,092         | (163,018)        | (7) %         | 2,906,199         | 25 %        |
| <b>Total Salaries &amp; Wages</b>                 | <b>1,097,649</b>      | <b>10,183,862</b>  | <b>11,126,853</b> | <b>(942,991)</b> | <b>(8) %</b>  | <b>14,993,378</b> | <b>26 %</b> |
| <b>Schedule of Benefits as % of Gross Payroll</b> |                       |                    |                   |                  |               |                   |             |
| Unemployment Insurance                            | 0.18 %                | 0.18 %             | 0.00 %            | 0.17 %           | 100 %         | 0.79 %            | 100 %       |
| Worker's Compensation                             | 0.24 %                | 0.39 %             | 0.41 %            | (0.02) %         | (5) %         | 0.41 %            | (1) %       |
| Health Insurance                                  | 6.91 %                | 3.69 %             | 5.45 %            | (1.77) %         | (32) %        | 6.19 %            | 12 %        |
| Life Insurance                                    | 0.00 %                | 0.06 %             | 0.00 %            | 0.05 %           | 100 %         | 0.06 %            | 100 %       |
| Medicare  | 1.28 %                | 1.26 %             | 1.42 %            | (0.15) %         | (11) %        | 1.40 %            | (1) %       |
| Employee Assistance Program                       | 0.12 %                | 0.05 %             | 0.00 %            | 0.05 %           | 100 %         | 0.04 %            | 100 %       |
| Worker's Compensation Deductible                  | 0.00 %                | 0.09 %             | 0.13 %            | (0.04) %         | (31) %        | 0.13 %            | (1) %       |
| <b>Total Benefits</b>                             | <b>9.00 %</b>         | <b>6.00 %</b>      | <b>7.00 %</b>     | <b>(2.00) %</b>  | <b>(23) %</b> | <b>9.00 %</b>     | <b>18 %</b> |
| <b>Benefits</b>                                   | <b>8.73 %</b>         | <b>5.72 %</b>      | <b>7.42 %</b>     | <b>(1.69) %</b>  | <b>(23) %</b> | <b>9.03 %</b>     | <b>18 %</b> |



**2023 Budget**  
**Maintenance & Improvement Projects**  
**For Projects over \$5,000 and a life of greater than one year**  
**As of September 30, 2023**

|  | Original<br>Budget   | Spent<br>To-Date     | Remaining<br>Budget |
|--|----------------------|----------------------|---------------------|
| <b><u>Operating Expenditures: Maintenance Projects</u></b>     |                      |                      |                     |
| District IT: B100  | \$ 331,181           | \$ 83,333            | 247,848             |
| District-Wide: B100  | 183,500              | 52,876               | 130,624             |
| Castle Pines: B200   | 0                    | 0                    | 0                   |
| Castle Rock: B700  | 0                    | 0                    | 0                   |
| Highlands Ranch: B300  | 0                    | 0                    | 0                   |
| Lone Tree: B400  | 0                    | 0                    | 0                   |
| Parker: B600   | 0                    | 15,750               | (15,750)            |
| Roxborough: B800   | 0                    | 0                    | 0                   |
| Unallocated  | 0                    | 0                    | 0                   |
| <b>Total Maintenance Projects</b>                              | <b>\$ 514,681</b>    | <b>\$ 151,959</b>    | <b>\$ 362,722</b>   |
| <b><u>Notes</u></b>  |                      |                      |                     |
| [M1] Requires Board motion to approve                          |                      |                      |                     |
| <b><u>Non-Operating Expenditures: Improvement Projects</u></b> |                      |                      |                     |
| Other:   | \$0                  | \$0                  | \$0                 |
| <b>Total Other</b>   | <b>\$0</b>           | <b>\$0</b>           | <b>\$0</b>          |
| Castle Rock:   |                      |                      |                     |
| [I1] Castle Rock PSM Construction (GMP Contract)               | 9,926,325            | 8,780,957            | 1,145,368           |
| Castle Rock Owner Contingency Paid and Committed               | 1,141,220            | 889,207              | 252,013             |
| Castle Rock Owner Contingency Committed                        | 0                    | (447,600)            | 447,600             |
| Castle Rock Switches   | 48,000               | 45,328               | 2,672               |
| Castle Rock Wireless   | 42,000               | 38,890               | 3,110               |
| Castle Rock UPS  | 15,000               | 9,977                | 5,023               |
| Castle Rock FF & E   | 2,589,662            | 2,072,012            | 517,650             |
| Castle Rock Owner Soft Costs                                   | 41,896               | 121,663              | (79,767)            |
| Castle Rock Servers  | 20,000               | 828                  | 19,172              |
| Castle Rock Copiers and Printer                                | 32,000               | 41,984               | (9,984)             |
| Total Castle Rock  | \$13,856,103         | \$11,553,246         | \$2,302,857         |
| <b>Total Improvement Projects</b>                              | <b>\$13,856,103</b>  | <b>\$11,553,246</b>  | <b>\$2,302,857</b>  |
| <b><u>Notes</u></b>  |                      |                      |                     |
| [I1] Requires Board motion to approve                          |                      |                      |                     |
| <b>Grand Total Maintenance, Improvements, Capital Campaign</b> | <b>\$ 14,370,784</b> | <b>\$ 11,705,205</b> | <b>\$ 2,665,579</b> |



**Comparison of Property Tax Revenues  
For the 9 Months Ending September 30, 2023**

|              | Property Tax        |             | Auto Tax           |              | Other              | Total Taxes         | YTD             |
|--------------|---------------------|-------------|--------------------|--------------|--------------------|---------------------|-----------------|
|              | Amount              | Growth      | Amount             | Growth       | Adjustments        |                     | Combined Growth |
| <b>2022</b>  |                     |             |                    |              |                    |                     |                 |
| January      | \$0                 |             | \$0                |              | \$0                | \$0                 |                 |
| February     | 534,345             |             | 235,137            |              | (8,060)            | 761,422             |                 |
| March        | 11,541,637          |             | 209,612            |              | (97,579)           | 11,653,670          |                 |
| April        | 2,155,140           |             | 244,882            |              | (33,692)           | 2,366,330           |                 |
| May          | 6,327,947           |             | 254,222            |              | (49,415)           | 6,532,754           |                 |
| June         | 2,757,217           |             | 254,201            |              | (41,045)           | 2,970,373           |                 |
| July         | 8,732,363           |             | 224,113            |              | (70,284)           | 8,886,192           |                 |
| August       | 428,860             |             | 243,108            |              | (11,381)           | 660,587             |                 |
| September    | 137,020             |             | 314,041            |              | (18,096)           | 432,965             |                 |
| October      | 48,542              |             | 233,014            |              | (10,144)           | 271,412             |                 |
| November     | 32,181              |             | 243,210            |              | (23,198)           | 252,193             |                 |
| December     | 40,463              |             | 438,976            |              | (21,921)           | 457,518             |                 |
| <b>Total</b> | <b>\$32,735,715</b> |             | <b>\$2,894,516</b> |              | <b>(\$384,815)</b> | <b>\$35,245,416</b> |                 |
| <b>2023</b>  |                     |             |                    |              |                    |                     |                 |
| January      | \$0                 | n/a         | \$0                | n/a          | \$0                | \$0                 | n/a             |
| February     | 1,055,747           | 98%         | 247,261            | 5%           | (20,414)           | 1,282,594           | 68%             |
| March        | 11,871,793          | 3%          | 260,368            | 24%          | (121,342)          | 12,010,819          | 7%              |
| April        | 1,478,607           | (31%)       | 263,927            | 8%           | (37,434)           | 1,705,100           | 1%              |
| May          | 6,063,900           | (4%)        | 222,189            | (13%)        | (92,526)           | 6,193,563           | (1%)            |
| June         | 2,878,679           | 4%          | 276,452            | 9%           | (38,504)           | 3,116,627           | 0%              |
| July         | 8,769,313           | 0%          | 247,647            | 11%          | (66,305)           | 8,950,655           | 0%              |
| August       | 322,210             | (25%)       | 262,444            | 8%           | (12,885)           | 571,769             | (0%)            |
| September    | 129,260             | (6%)        | 283,666            | (10%)        | (4,307)            | 408,619             | (0%)            |
| October      |                     | n/a         |                    | n/a          |                    | 0                   | n/a             |
| November     |                     | n/a         |                    | n/a          |                    | 0                   | n/a             |
| December     |                     | n/a         |                    | n/a          |                    | 0                   | n/a             |
| <b>Total</b> | <b>\$32,569,509</b> | <b>(1%)</b> | <b>\$2,063,954</b> | <b>(29%)</b> | <b>(\$393,717)</b> | <b>\$34,239,746</b> |                 |



**Castle Rock Branch Replacement**  
**Cumulative Budget vs. Actual Analysis**  
**As of September 30, 2023**

|   | Original Budget                | 2021               | Actual Expenditures<br>2022 | 2023                | Total               | Remaining Budget   |
|---|--------------------------------|--------------------|-----------------------------|---------------------|---------------------|--------------------|
| <b>General Capital Improvements (Pre-GMP)</b>         |                                |                    |                             |                     |                     |                    |
| Design Programming (2021 Budget)                      | \$30,000                       | \$8,650            | (\$2,150)                   | \$0                 | \$6,500             | n/a                |
| <b>Board-Approved Construction Cost</b>               |                                |                    |                             |                     |                     |                    |
| GMP Construction (includes allowances)                | RFA 02/23/2022<br>\$22,310,843 | 1,178,900          | \$10,871,035                | \$8,780,957         | 20,830,892          | \$1,479,951        |
| DCL Soft Costs:                                       |                                |                    |                             |                     |                     |                    |
| City Planning Fees                                    | 16,500                         | 14,541             | 340,173                     | 0                   | 354,714             | (338,214)          |
| Utility & Development Cost                            | 318,380                        | 0                  | 78,922                      | 70,691              | 149,613             | 168,767            |
| Geotechnical/Material Testing                         | 37,500                         | 0                  | 47,003                      | 25,351              | 72,354              | (34,854)           |
| Other Unspecified                                     | 0                              | 0                  | 5,841                       | 25,621              | 31,462              | (31,462)           |
| Subtotal: DCL Soft Costs                              | 372,380                        | 14,541             | 471,939                     | 121,663             | 608,143             | (235,763)          |
| Owner Contingency-Paid & Committed                    | 1,141,220                      | 0                  | 0                           | 889,207             | 889,207             | 252,013            |
| Owner Contingency-Committed                           | 0                              | 0                  | 0                           | (447,600)           | (447,600)           | 447,600            |
| DCL Contingency                                       | 1,141,220                      | 0                  | 0                           | 441,607             | 441,607             | 699,613            |
| <b>Total Board-Approved Construction Cost</b>         | <b>23,824,443</b>              | <b>\$1,193,441</b> | <b>\$11,342,974</b>         | <b>\$9,344,227</b>  | <b>\$21,880,642</b> | <b>\$1,943,801</b> |
| <b>Furniture, Fixtures &amp; Equipment (Jan 2021)</b> |                                |                    |                             |                     |                     |                    |
| Castle Rock Branch FF&E                               | \$2,451,000                    |                    | \$112,781                   | \$2,072,013         | \$2,184,794         | \$266,206          |
| Castle Rock Strip Mall Renovation                     | 15,000                         |                    | 15,087                      | 0                   | 15,087              | (87)               |
| Castle Rock Miscellaneous                             | 35,000                         |                    | 15,040                      | 0                   | 15,040              | 19,960             |
| Castle Rock IT  | 175,000                        | 0                  | 0                           | 137,006             | 137,006             | 37,994             |
| <b>Total Furniture, Fixtures &amp; Equipment</b>      | <b>2,676,000</b>               | <b>0</b>           | <b>142,908</b>              | <b>2,209,019</b>    | <b>2,351,927</b>    | <b>324,073</b>     |
| <b>Total Project Cost</b>                             | <b>\$26,530,443</b>            | <b>\$1,202,091</b> | <b>\$11,483,732</b>         | <b>\$11,553,246</b> | <b>\$24,239,069</b> | <b>\$2,267,874</b> |
| Forecast Proceeds: 102-118 S. Wilcox                  | (\$3,250,000)                  | 0                  | 0                           | 0                   | (3,250,000)         |                    |
| <b>Total Cost</b>                                     | <b>\$23,280,443</b>            | <b>\$1,202,091</b> | <b>\$11,483,732</b>         | <b>\$11,553,246</b> | <b>\$20,989,069</b> |                    |



Community Engagement worked throughout the third Quarter of 2023 on various projects including hosting the foundation's annual gala and offering people another Brew Tour experience. We planned for our busy winter seasons which includes hundreds of events and supporting our community partners through participating in outreach events. Q2 was also busy finalizing the art and signage package, grand opening celebration, room reservation system, and CE storage for the new Castle Rock Library. In addition, the team spent time with media relations and promotion of the Castle Rock building project.

While Community Engagement is comprised of six individual departments, the Division's work is closely tied together. The Division staff support the major projects and events and often work as a larger team to make it all happen.

## **Department Highlights**

### Community Services and Partnerships

A volunteer turned employee after great experience with our Youth Literacy Specialist at the grand opening of Castle Rock. Mary received this email: Dropping a note to let you know that I started as a DCL MH on 9/18! Such a sweet branch, and I'm so glad to join this org, esp. after you gave a great first impression at the CR Grand Opening. Maybe we'll cross paths, and I hope you enjoy the start to the holidays 😊

DCL played a key role in ensuring the execution of the Vintage and Vibrant conference hosted by the Seniors Council of Douglas County. With over 250 older adult attendees, 90% of survey responders expressed they were satisfied or very satisfied with the event and look forward to the next one.

Many DCL staff and volunteers represented our libraries at outreach events across the county. These events show our community support and in several cases link to our strategic initiatives for mental health and older adults. Some of these included, Lone Tree Police Open House, Douglas County Parade and Boots and Brews, Strive to Thrive, Highlands Ranch Ice Cream Social, Castle Rock Police: Rally for Hope, Parker Senior Fair and Roxborough's Hootenanny. DCL was in front of thousands of people from our communities.

### Events & Hospitality (E&H)

The team moved the remaining materials and supplies from the Annex to the new Castle Rock space. They were able to use our new QR code system to inventory all the birthday party supplies, coffee and a la carte services.

The E & H Planner and Supervisor set up the styled photo shoot for the baby and bridal shower packages. This will help us with our marketing efforts.

### Marketing & Communications

Media Relations

The team consistently and proactively communicated DCL news, events, and business updates with local media partners:

9News covered The Dog Days of Summer, including a live, in-studio interview of Kerri Morgan on 9News Mornings, giving DCL and our Dog Days of Summer reading program exposure to approximately 1.8M households.

Highlands Ranch City Lifestyle magazine's April travel issue featured a DCL article and (Hutch Tibbetts) photos highlighting travel books recommended by our Collections team, putting our brand and expertise in front of more than 59,000 readers.

#### Local Business Support

DCL photographer spearheaded a second very successful professional headshot event. More than 30 community members—from small business owners and entrepreneurs to students and job seekers—have taken advantage of this service, which includes access to business librarians. A third event is planned at the new Castle Rock Library in November.

#### Castle Rock Social Media Promotion

Social media posts about the new Castle Rock library and grand opening are consistently among our top performing, creating six times our usual engagement. It's exciting to read community comments on these posts: they love seeing photos and hearing about our progress!

#### Web Performance Improvements

The web team has improved our website by implementing a web accessibility statement, a web privacy statement, enhanced customer policies, and a Colorado Open Records Act (CORA) request form. Additionally, the team has optimized navigation in the site footer and select pages to make this important content easier to find.

#### Special Events

##### Summer Reading

This year, we registered 15,826 customers – a 13.5% increase over 2022. It was wonderful to see growth that surpassed the last few years, and a return to pre-pandemic participation rates. Registrants logged more than 9 million minutes of reading, enabling a DCL Foundation donation of \$1,000 to our 2023 charity partner, Guide Dogs for the Blind.

##### Brew Tour

While registration remained relatively flat compared to 2022, participant engagement (defined as the number of participants logging at least one activity or visit) increased by 55%. Overall, the 2023 Brew Tour generated an estimated \$40,000+ in sales for our Brewery and Coffee Shop partners.

##### Summer Camp

Camp DCL completed another outstanding summer of full- and half-day camps for Douglas County community members. Due to the summer closure of Castle Rock, PSM staff were trained as camp counselors (instead of hiring summer staff per usual) to great success. We thank our PSM teammates for their flexibility and One DCL attitude!

### Visual Design, Arts & Archives

Forest of Stories: The team organized and rolled out décor plan to all locations. This included an addition of 40 new trees.

Archives and Local History has reinvigorated relationships with historical community groups. The groups are thrilled to have the relationship back. ALH is also working with DCSD to update materials for teachers and students.

The team, along with our Art Committee, completed signage and art installations for the new building in Castle Rock. The committee focused on using Colorado artists.

### Volunteer Services

We continue to add volunteers in more strategic roles throughout DCL. Eight specially trained volunteers assisted with Brew Tour outreach and events. Overall feedback was positive, and we look to grow this volunteer role even more in 2024.

Reading Buddies is a partnership between Youth & Family Services and Volunteer Services, pairing big buddies (teen volunteers) with little buddies (1<sup>st</sup>-3<sup>rd</sup> graders). Fall 2023 saw our highest big buddy application pool to date. We received 103 applications and were able to accept 71 big buddies to be paired with little buddies across the district.

### Volunteer Stories:

From Tami F., volunteer at Highlands Ranch:

*"As a lifelong book lover, our library was one of the first places I visited when moving to our community 13 years ago. I really value our library as a welcoming place for the community to come together and connect with one another.*

*I chose to volunteer here initially as a way to connect with others and have purpose in our community outside of my role of raising my children as they grow older and I can take more time away from them.*

*I have volunteered in other roles in the community, with Girl Scouts, at my children's schools, and at various food pantries and public events, but I really value my time spent at our library the most, because the staff really makes an effort to let the volunteers know they are valued each time we are there."*

Volunteer Anna Maria (AM) sent in this email about her experience volunteering at the Castle Rock Grand Opening. AM volunteered alongside staff at the check-in table and was recently hired by DCL. Staff made a wonderful first impression on this volunteer, supporting our strategic initiative to cultivate a talent pool for hiring.

*"Hi, Dropping a note to let you know that I started as a DCL MH on 9/18! Such a sweet branch, and I'm so glad to join this org, esp. after you gave a great first impression at the CR Grand Opening. Maybe we'll cross paths, and I hope you enjoy the start to the holidays?? --AM"*

## Douglas County Libraries Foundation

The Douglas County Libraries Foundation held their 8<sup>th</sup> Annual Fete De Fables Gala on September 29<sup>th</sup>. 250 guests were delighted by our Snow Queen theme where they had the opportunity to “frost” themselves with jewels and sparkles, participate in a silent auction and enjoy a fully catered meal. The event was very successful, and we look forward to our 9<sup>th</sup> Gala on September 27<sup>th</sup>, 2024, where the tale of Pinocchio will come to life.

## Customer Comments & Feedback

Douglas County Libraries - Philip & Jerry Miller Library [📍](#)

100 S Wilcox St, Castle Rock, CO 80104



Jackie Rivera (Jacky\_Cat\_)

★★★★★ 2 weeks ago

It has Nice open Floor plans, with a lot of natural light. Plenty of areas for all ages. Patio seating in the front & back as well. A Drive-up book drop-off slot. Bike racks front and back too. Pleasant, and informative friendly staff.



Amber,

I want to give a big shout out to your staff working the Beauty and the Beast camp. When my granddaughter came to check in this afternoon, she wasn't listed as a camper. Dante immediately made Lucila feel welcome and included even though she wasn't registered. Lisa Casper came over to help and both of them made sure that Lucila could attend the camp she's been so excited about since February, when we thought we'd signed her up. I'm sure it was my mistake and I had signed her up for the cooking camp instead.

Regardless, Douglas County Libraries came through with flying colors again by finding solutions rather than obstacles. Thank you so much for offering these excellent opportunities for kids and for being so welcoming.

Sincerely,

Dawn Vaughn



### Douglas County Libraries [🔗](#)

10055 Library Way, Lone Tree, CO 80124



**Snappy**

★★★★★ 6 weeks ago

Its very clean here, and there selection is great, and not a lot of people usually are by here, and its quiet, so its an amazing place to study. They have iPads and newer generation MacBook pros you can work on, which add to the experience. Children can be disruptive and ive ran into noisy parents and temper tantrums though, so be weary of that. Other then that, its a great library to come to.



**Peter Saint-Andre**

Homestead Hills • 1w

The Douglas County Library has an ESL program. Find out more at <https://www.dcl.org/adult-education/> (I just volunteered to participate in the program since it's a great way to help folks get acclimated to life in America).

In reply to: [Looking for referral for a ESL tutor.](#)



**Christi N.**

@ 0 friends

43 reviews

13 photos

★★★★★ 7/10/23

I called my local Castle Rock Library only to find that it was closed for construction and was transferred to a girl name Liz. I honestly don't know what branch she is at but she is an absolute gem and asset to the Douglas County library system. I was seeking information on a French tutor and wondering if there is a local resource available. She checked within the library, she checked on Google, and she checked among coworkers to get me any information she could, despite the fact that it was not a resource provided by the libraries. THANK YOU Liz and thank you to the Douglas County Libraries for hiring such amazing people!

## Media Mentions

- Book Content Appeals: [Sixteen reports from local and other media outlets](#)
- Castle Rock Library: [Six reports from local media outlets](#)
- Highlands Ranch Herald: [Local libraries offer nontraditional items and programs, preserve important 'third place'](#)
- Macaroni Kid Douglas County: [DCL Celebrates Community with 2023 Brew Tour](#)
- Denver Post YourHub Douglas County: [Library's Community Relations Liaison Receives 2023 Author Advocate Award](#)
- Highlands Ranch Herald: [Sampler: Colorado author](#)



### 3<sup>rd</sup> Quarter 2023

One set of goals for the CX Division in 2023 was *New Building Transition Support & Leadership*, and we were able to complete all objectives without issue. These objectives included:

- Complete the Call Center decentralization prior to the PSM building closure.
- Establish a training and transition plan for MH staff, which includes hiring additional staff as needed to prepare for higher volume in the new building.
- Coordinate all division needs to smoothly transition into the new building based on the timeline for the defined projects.

Overall, transition to the new Castle Rock building went very smoothly and staff have settled in to new routines and spaces.

Much of the work of Q3 was focused on the new building transition, but there are some leadership team updates from the division:

- We have a new Materials Handling Manager, Sarah Huber, who started her position in August. Sarah was promoted from her position as Branch Services Supervisor at Highlands Ranch. Our former manager Amy Long left DCL after accepting a Library Director position in Wyoming.
- We also have new supervisors on the Customer Experience Leadership Team. We welcomed Robb Luinstra (Materials Handling Supervisor at Castle Rock) and Abby Bryant (Branch Services Supervisor at Parker) this quarter. Both supervisors were promoted internally from librarian positions.
- Susie DeSersa was also promoted this quarter from her Administrative Specialist position to the role of Special Teams and Projects Manager.

In 4<sup>th</sup> quarter the team is focused on finalizing work on annual goals, and determining the 2024 goals and work plan.

## **Finance Division Report**

Casie Cook

3rd Quarter, 2023

The Finance Division spent much of Q3 onboarding our new team members who joined us in June and July. Areas impacted are payroll processing, budget management, and accounts payable / receivable. We are grateful for these new team members and are pleased with the experience, skills, and attitude that they have brought to our team.

Additionally, we spent a significant amount of time modeling various financial outcomes related to adjustments within the 2024 budget. Ultimately, we crafted a draft budget that represents the work that needs to be completed in 2024, and arrived at a revenue figure which supports this work while creating a modest deposit into our reserves. I am proud of the work completed in this area.

Lastly, we continue to identify areas where we can gain efficiencies; we are working with our Amazon account representative to streamline our purchasing and invoicing process, which should result in a significant time savings for both the finance team and for purchasers across the organization.

### 3<sup>rd</sup> Quarter, 2023

Infrastructure Services (IS) is comprised of Collection Services, Facilities, Human Resources, IT, and Learning & Development. Our primary focus is supporting DCL staff, effectively and efficiently, making sure they have the technology, employee support and professional development they need to serve DCL's customers at a premium level.

### Q3 2023 Workplan Highlights and Accomplishments

#### Capital Improvements:

##### New Castle Rock Library

- The Philip & Jerry Miller Library received a Temporary Certificate of Occupancy (TCO) in August, allowing us to set up all office spaces and public areas in preparation for our Grand Opening on Aug 26th. We are continuing to work through any warranty items as we are waiting for the completion of our parking lot and subsequent Certificate of Occupancy.

#### Talent Management:

##### Training - Leadership development

- Human Resources (HR) and Learning & Development (L&D) organized a training for Library Leadership around several of Colorado's employment law updates.
- The Colorado Legal Issues training gave Supervisors and Managers an understanding of how to supervise employees inside legal boundaries, when HR should be involved, and how their actions (or inaction) could lead to liability.

##### Compensation and Benefits

- The HR team completed 2023 midyear compensation adjustments, including performance increases and bonuses, market value, time in position adjustments, and updates to DCL's compensation structure and codes.
- The HR team confirmed DCL's benefit offerings for 2024 and will conduct Open Enrollment for all staff at the end of October.
- As part of DCL's 2023 wellness program, the HR team organized three flu shot clinics throughout the District for all DCL staff and their dependents 18+. We are pleased that one-third of DCL employees took advantage of this opportunity.
- The HR team completed implementation of DCL's new Leave of Absence administration program. This new leave program ensures that leave decisions are made promptly, properly, and administered to protect staff benefits and ensure that all qualified claims are filed.

#### Cost Containment:

DCL's Cost Containment Program involves working with our Property and Liability and Workers' Compensation providers to promote a safer work environment and reduce potential liability to the district.

**Worker's Compensation highlights:**

- The Workers' Compensation Cost Containment program helps protect and promote the integrity, vitality, and safety of Colorado's workforce and supports employers in finding ways to reduce workplace injuries and insurance-related costs.
- The IS team completed the intensive application for DCL's Cost Containment Program certification and was approved.
- This certification resulted in a 5% credit towards DCL's Workers' Compensation renewal proposal and contributed to an overall 12% rate decrease on the final proposal.

**Property and Liability highlights:**

- We had 100% staff participation in our Harassment Prevention for Employees training.
- This resulted in a 10% discount on our liability insurance with the SDA Pool for our 2024 renewal rate.

**Accessibility:**

Members of the IS Management Team have had a yearlong goal of evaluating the impact of forthcoming [Accessibility Law House Bill 21-1110](#) on the work of the IS Division. The work has included:

- An evaluation of vendors' commitment to and work on accessibility
- Creating internal workflows to support reviewing new vendors and current vendors at the renewal period
- Creating an IS Manager Accessibility Guidebook that includes the workflows as well as how to ensure accessibility compliance with internal documentation.

**Team Spotlight: Facilities**

The Facilities department is comprised of a Facilities Manager and five Facilities Generalists. The team is responsible for maintenance and improvements on seven DCL libraries and one facilities shop, with a total building square footage of 197,000 sq ft.

**Q4 2023 Workplan Benchmarks:**

- Conduct open enrollment
- Audit end of year performance reviews
- Host Library Leadership training: Enhancing Performance through Documentation
- Compile and deliver Total Rewards Statements
- Update Employee Handbook to support 2023 employment law updates
- Work with the SDA Insurance Pool on Cybersecurity Audit



# Freedom Framework

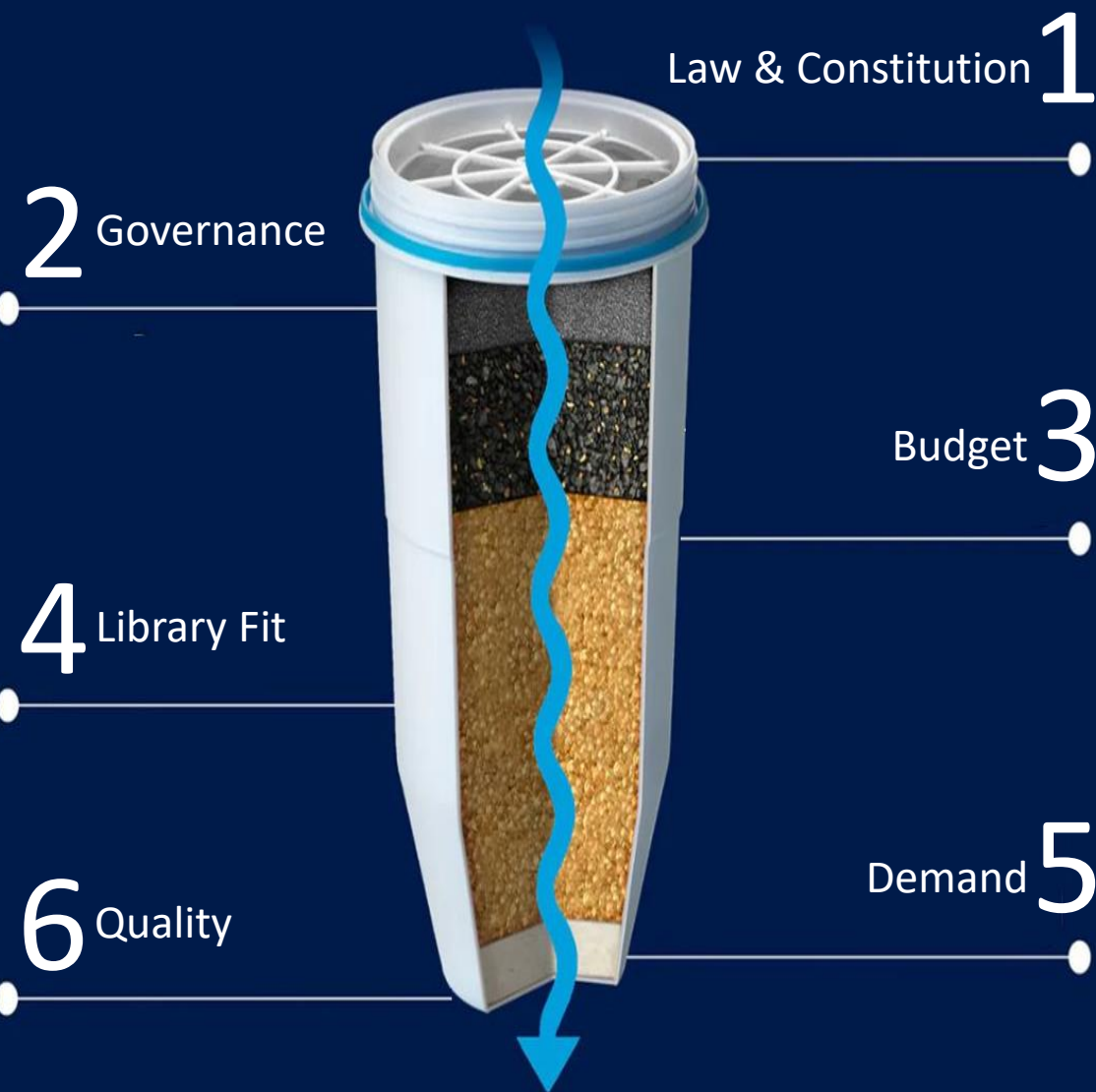
Self-Determination and Pluralism in Library Practice

# Intellectual Freedom Conflict Areas

- Collections and Content
- Library-Produced Events & Programs
- External Events & Hospitality
- Peripheral Affinity Group Support

# DCL Selection Framework

## Sources: Vendors, Customer Requests



**Filter 1. Freedom of speech, read, and view. Judicial responsibilities belonging to the courts.**

**Filter 2. Impartiality and non-discriminatory practices. Parent’s rights and responsibilities.**

**Filter 3. Coverage for subject and format arrays.**

**Filter 4. Application of practical business criteria.**

**Filter 5. Application of demand-based data.**

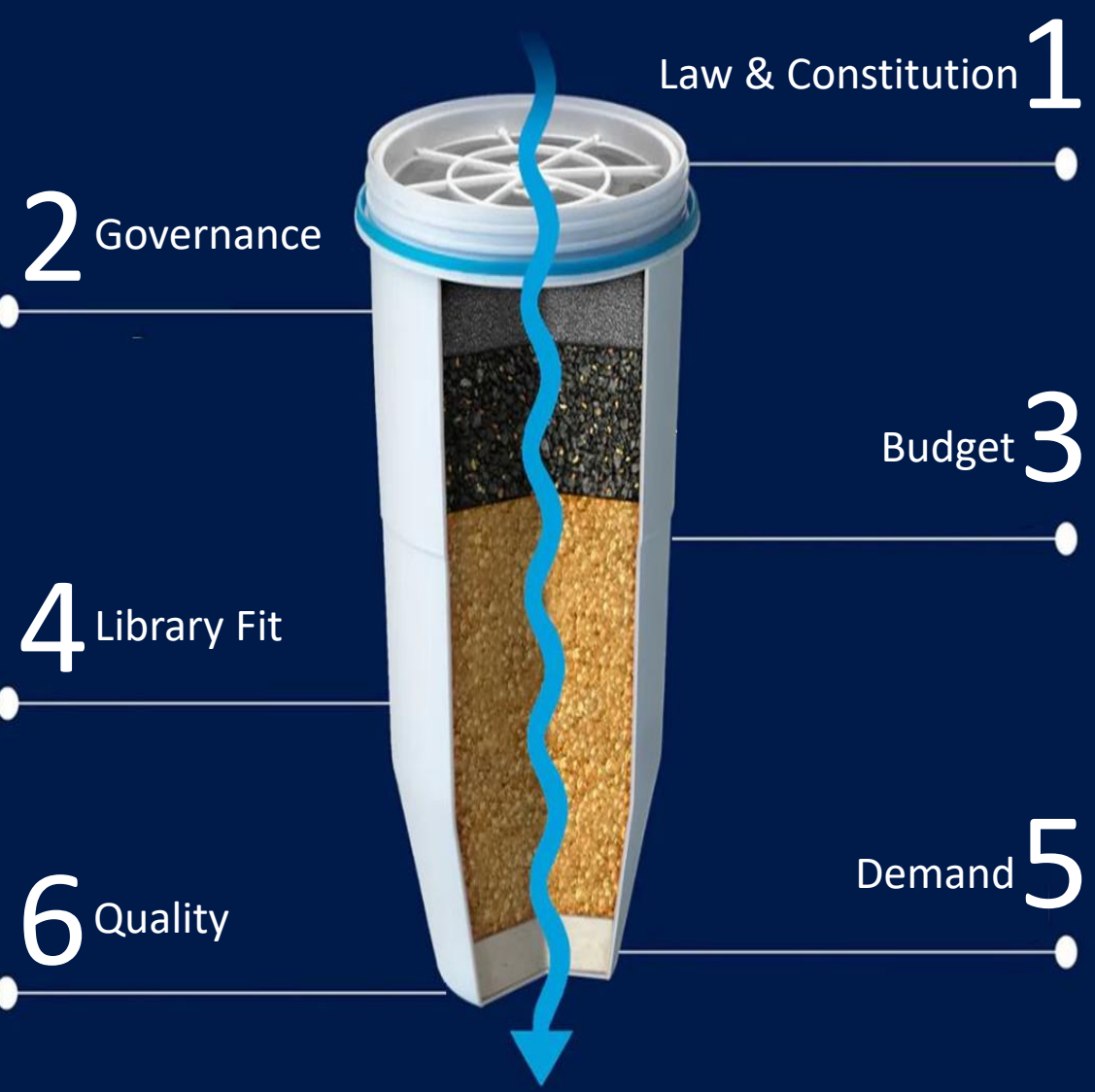
**Filter 6. Consultation with Subject-matter-experts.**

**DCL Inventory Choices**



# Sources: Vendors; Customer Requests

## DCL Selection Framework



2 Governance

Law & Constitution 1

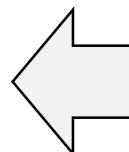
Budget 3

4 Library Fit

Demand 5

6 Quality

DCL Inventory Choices

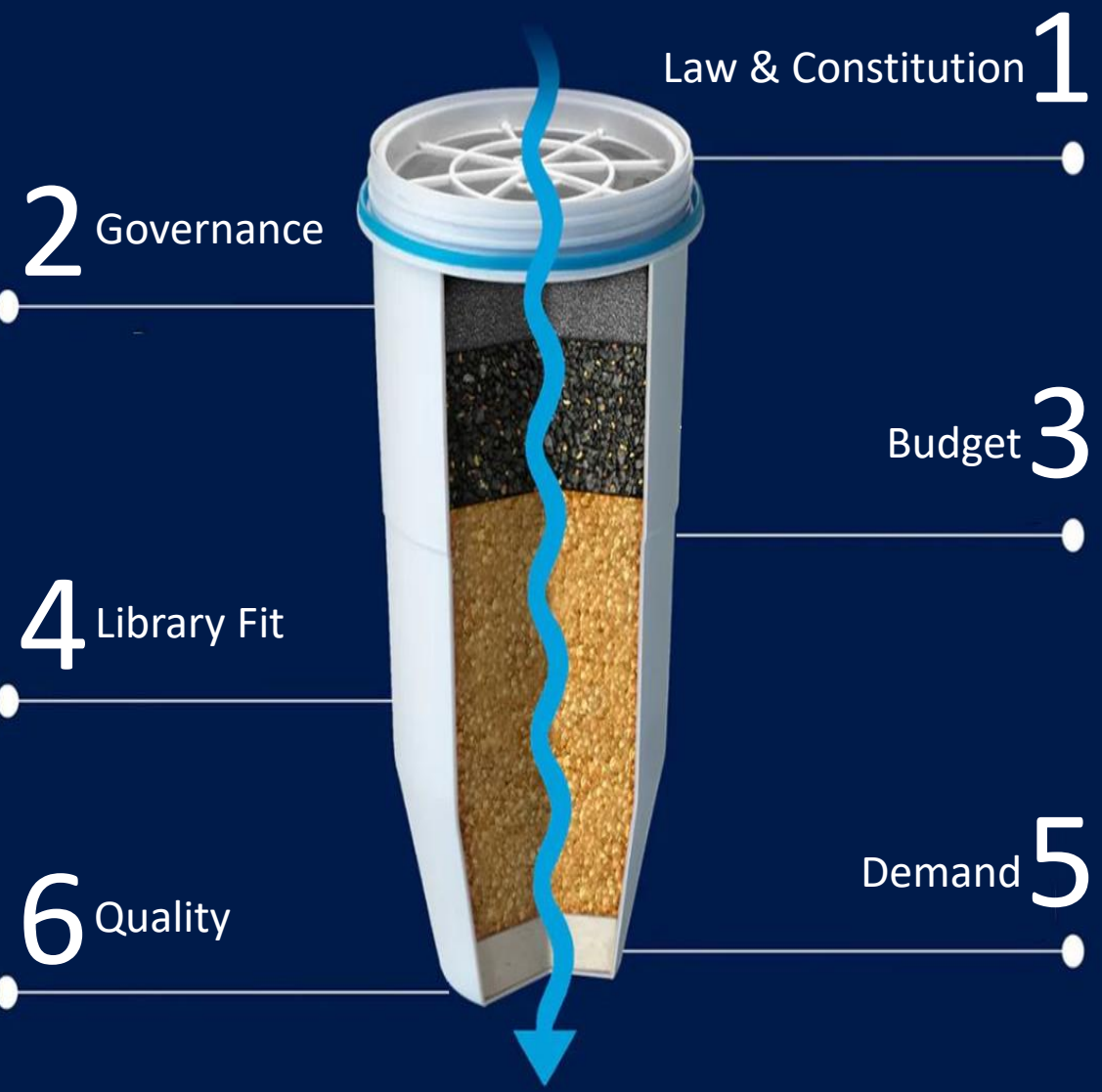


### Filter 1. Constitutional & Legal Commitments

The Library acknowledges that customers have the right to choose what they read and view. The courts handle competing values – tempering freedom in exceptional cases like obscenity and national security.

# Sources: Vendors; Customer Requests

## DCL Selection Framework



2 Governance

4 Library Fit

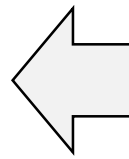
6 Quality

Law & Constitution 1

Budget 3

Demand 5

DCL Inventory Choices

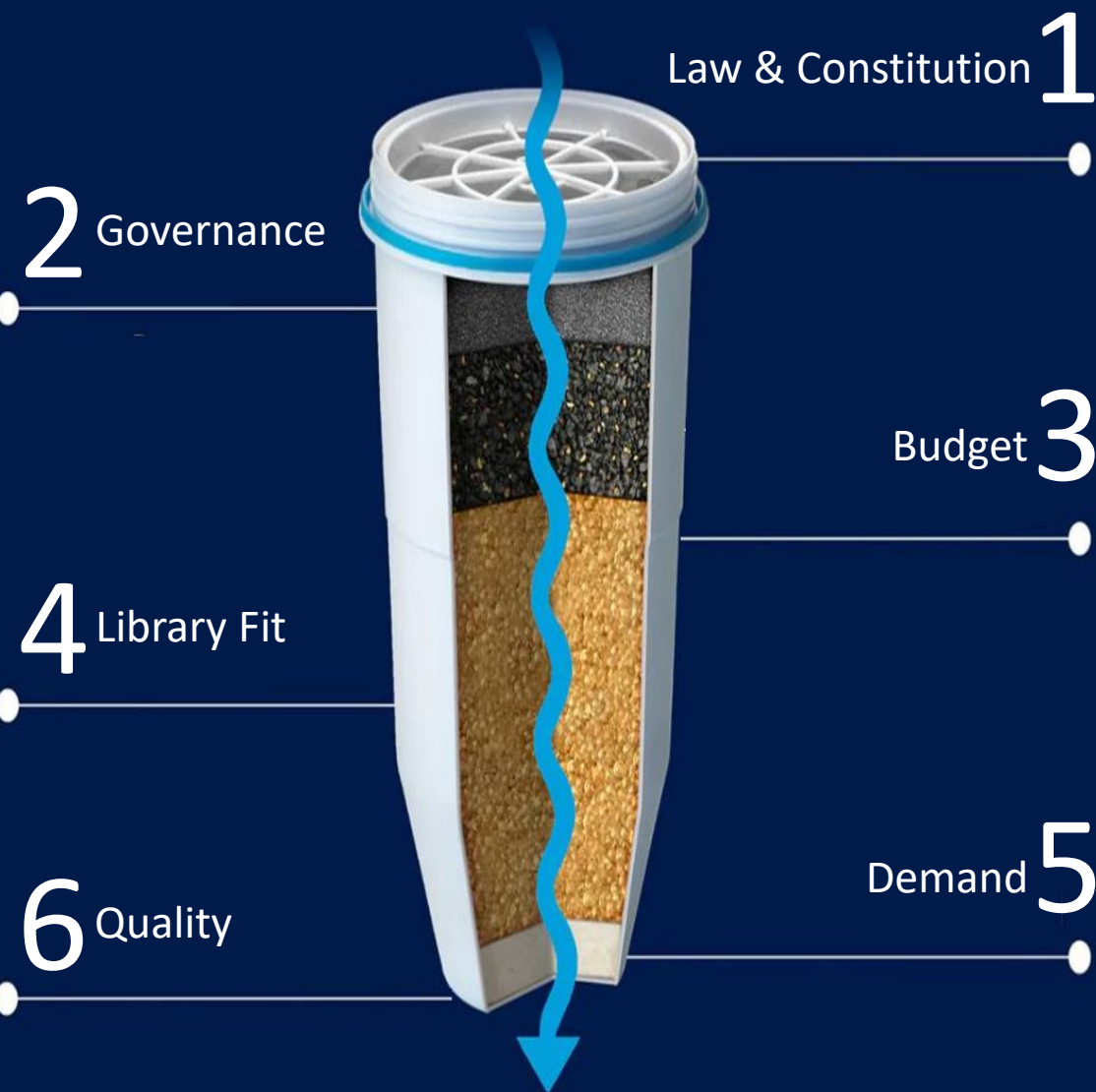


### Filter 2. Library Governance

The Board sets boundaries for staff within legal and constitutional commitments. The Board has directed staff to conduct its work impartially. The Board has also stated that parents have the responsibility to manage their children's use of the Library.

# Sources: Vendors; Customer Requests

## DCL Selection Framework

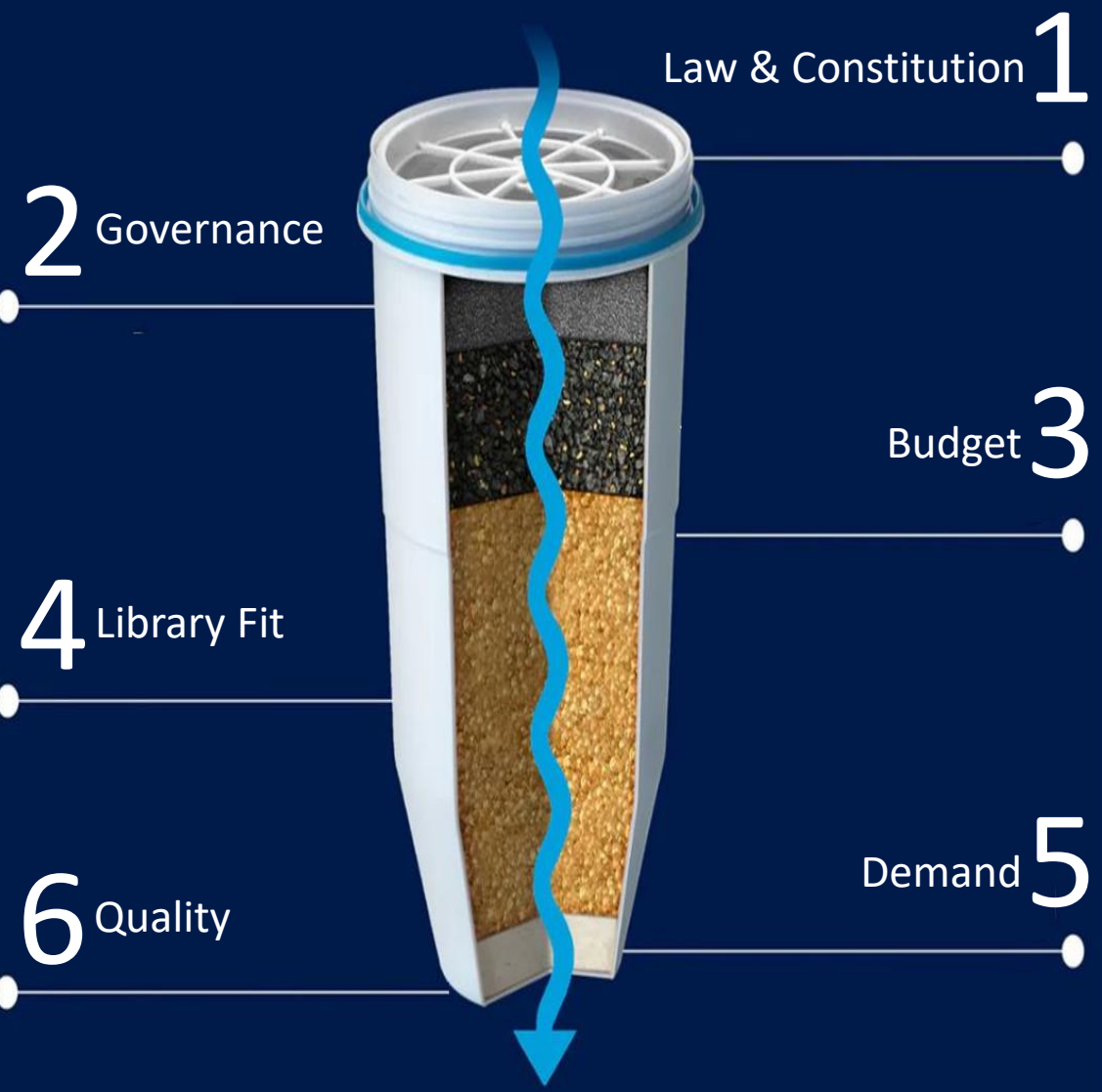


DCL Inventory Choices

**Filter 3. Content Budgeting**  
The Board sets the Library's overall budget allocation for Library content. The staff organizes that allocation across subjects and formats. The overall scheme provides resources to meet community demand.

# Sources: Vendors; Customer Requests

## DCL Selection Framework



2 Governance

1 Law & Constitution

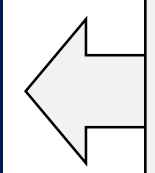
3 Budget

4 Library Fit

5 Demand

6 Quality

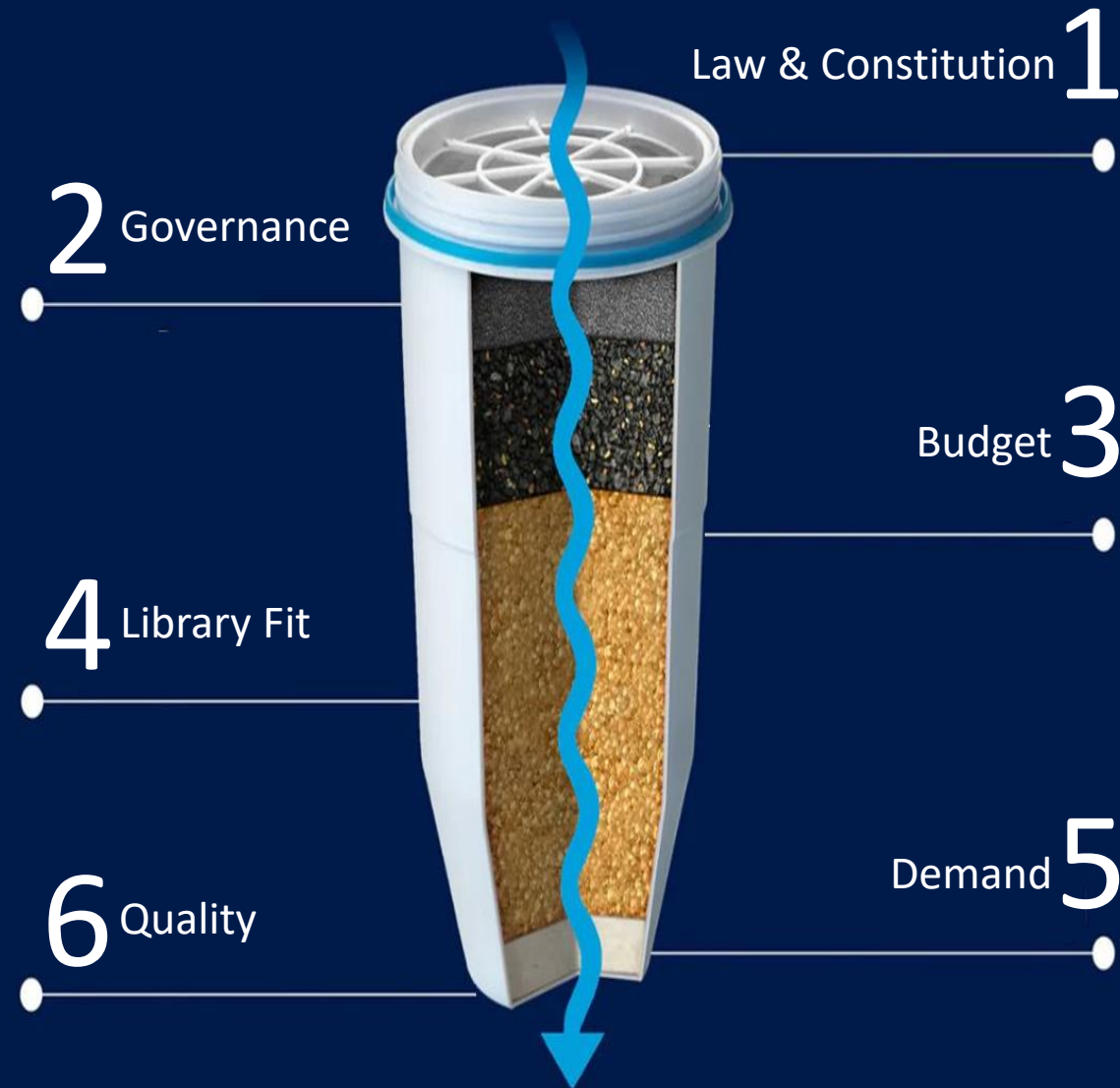
DCL Inventory Choices



**Filter 4. Library Business Fit**  
Staff applies practical, impartial criteria when selecting content choices – price, durability, and availability from standard vendors.

# Sources: Vendors; Customer Requests

## DCL Selection Framework



DCL Inventory Choices

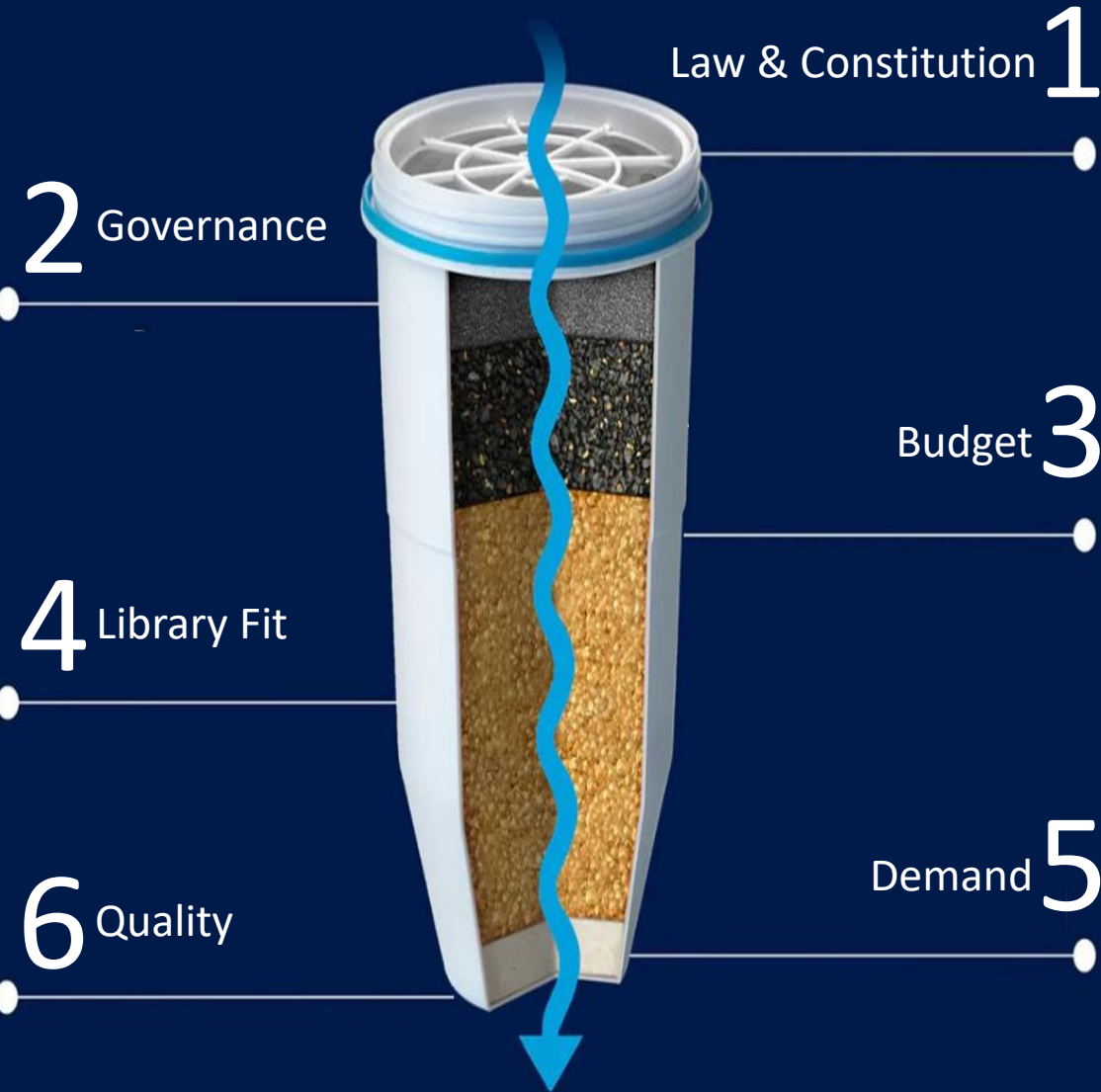
### Filter 5. Demand-based Data

The Library receives sales and pre-sales order information from publishers as well as information about publisher marketing campaigns. The Library also uses authors and subjects trend information to make decisions.



# Sources: Vendors; Customer Requests

## DCL Selection Framework



DCL Inventory Choices

### Filter 6. Qualitative Information

The Library consults subject-matter-experts (professional reviews and awards) to select from one source over another as well as to indicate the proper shelf location for content.

<https://www.cpr.org/2023/06/29/colorado-springs-school-district-book-bans-bible/>

## After a Colorado Springs school district banned several books, one parent is requesting they pull the Bible, too



By Jenny Brundin - photo of Jenny Brundin  
· Jun. 29, 2023, 1:05 pm



*Andrew Harnik/AP Photo*

A Bible is seen on a chair in the House chamber in Washington, Jan. 6, 2023.

The Bible should be removed from a school district's libraries because of its explicit and inappropriate sexual and violent content, according to a parent in the Academy 20 district in Colorado Springs.

Backed by the national Freedom From Religion Foundation, parent Rob Rogers made the request after El Paso County's largest school district banned several books at the request of a local conservative anti-LGBTQ group.

<https://www.cpr.org/2023/06/29/colorado-springs-school-district-book-bans-bible/>

“Never did I envision advocating for the removal of books, but the lopsided approach we're witnessing is more than just a little disconcerting,” Rogers wrote in a letter to the district. “This isn't about the books. It's about the principle. It's about ensuring fairness and equity. When books by brilliant authors are being removed based on subjective 'standards', the rule should apply to all.”

### **School book bans have ramped up in several states as certain groups of parents target LGBTQ-themed books and books with sexual content.**

The American Library Association [has recorded](#) more than 1,200 challenges in 2022, the highest number since it began keeping data about censorship in libraries more than 20 years ago.

The Bible [made](#) the association's list of most challenged books in 2015, but that's been the only year so far.

Rogers cited several versions of the Holy Bible, including the King James and Revised Standard versions, that are housed in several district schools.

“These texts contain passages that could potentially be deemed explicit and therefore unsuitable for a minor audience.”

He cited excerpts from the Bible that describe incest, incest and rape, promiscuity, gang rape, obscenity, infidelity, and abortion.

Academy District 20 was unable to respond by the deadline but said it will provide further comment as soon as possible.

### **A parent group has worked this year to remove several books in the district**

This spring, a parent group called “Advocates for D20 Kids” demanded books be removed from school libraries for sexually explicit content. The group claimed the books met the legal definition for obscenity, according to [a story](#) in the Colorado Times Recorder.

The ACLU of Colorado disputes those claims.

The issue of book banning has consumed hours of public testimony at school board meetings. That sparked counter-protests in Academy 20 made up of other parents and community members. In an email requesting the removal of three books, the group of parents wrote, “This is just the tip of the iceberg as there are numerous obscene books in D20 school libraries.”

[\*\*Yes, Colorado's school board races are becoming more politicized. Here's why\*\*](#)



<https://www.cpr.org/2023/06/29/colorado-springs-school-district-book-bans-bible/>

In early May, the district's superintendent authorized principals to remove three books: "Push" by Sapphire, "Identical" by Ellen Hopkins, and "Lucky" by Rachel Vail. The books have been at the center of censorship controversies across the country. In an email obtained by the paper, the superintendent confirmed that the books have been physically removed from most school libraries.

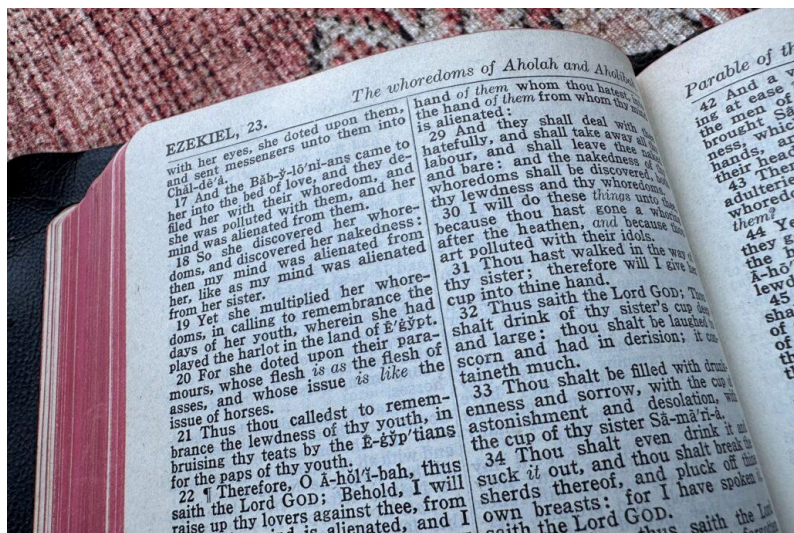
Following the removal of those books, Rogers said he wanted the district to act in a consistent and fair manner in reviewing books in schools, including the Bible. Failing to handle all materials in a consistent way could be perceived as "viewpoint discrimination" that violates the First Amendment.

## The Freedom From Religion Foundation has long called for removing the Bible from school libraries

The Freedom From Religion Foundation, which is committed to the separation of state and church, said all versions of the Bible should be purged from school libraries using the same criteria that the books were banned.

It says the Bible is full of verses that "display a lewd, depraved, pornographic view of sex and women, with sexual violence often ordered or countenanced by the biblical deity" that are not appropriate for children.

"The district cannot ban books because it disagrees with the viewpoint expressed while allowing other inappropriate books because it supports their viewpoint," foundation staff attorney Chris Line wrote in a letter to the district.



Jenny Brundin/CPR News

One of the sections of the Bible highlighted in the complaint to the Academy 20 District in Colorado Springs.

<https://www.cpr.org/2023/06/29/colorado-springs-school-district-book-bans-bible/>

It points to passages in the Bible where victims are forced to marry their rapists, “graphic sexual depictions, and countless references to sperm, intercourse, menstruation, homosexuality, bestiality, adultery and “harlots and whores.”

The organization has also called for banning the bible and Book of Mormon in Utah.

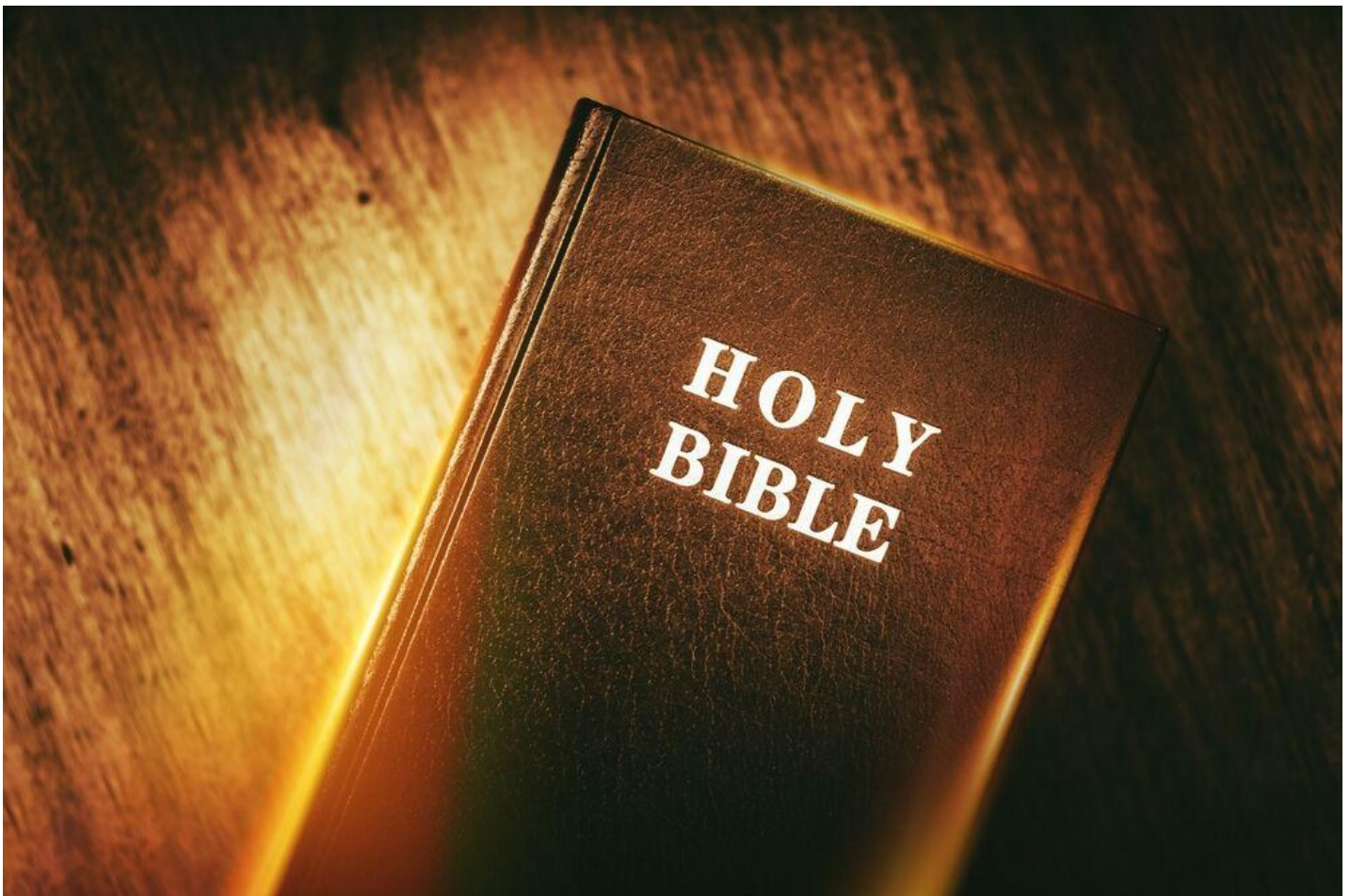
It’s unclear whether Academy 20 policy allows principals to remove books from school libraries or whether the district has responded to Rogers or the Freedom From Religion Foundation’s request.

[https://www.csindy.com/news/d20-backs-down-on-banning-books/article\\_b06e99de-2a58-11ee-b4ca-b34b0e209c85.html](https://www.csindy.com/news/d20-backs-down-on-banning-books/article_b06e99de-2a58-11ee-b4ca-b34b0e209c85.html)

## D20 backs down on banning books

D20 will follow policy for removing titles, district legal specialist says

Pam Zubeck  
Jul 24, 2023



(Shutterstock.com) Stock photo of a "Holy Bible"

Academy District 20 apparently has returned several books to its shelves after a district patron objected to their removal and then asked that the Bible, too, be removed, citing numerous lewd passages.

We wrote about Rob Rogers' request to remove the Bible here.

On July 21, Kathy Nameika, legal specialist with D20, wrote to Rogers as follows:

"On behalf of Academy School District 20, I am writing in response to your emails on July 14 and June 12, 2023. You request that the District either ban the Bible based on the criteria it has used to remove two books with similar sexual content or cease removing books and return the two books to the shelves.

"Academy District 20 acknowledges that the Board of Education assumes final responsibility for all books and instructional materials available in the District's library media centers. C.R.S. § 22-32-110(1)(r). The District has established reconsideration procedures to address concerns about those resources. See Procedure IJL R, Reconsideration of Library Media Center Materials. It is the intent of the District to follow the law and employ established, regular, and unbiased procedures for the review of challenged materials before removing books. Formal requests for reconsideration shall be uniformly addressed according to policy and law.

"Consistent with administrative policy IJL and procedure IJL R, the District must hold religious texts, such as the Bible, to the same standards it holds all other library books, subject to review and reconsideration before removal. After careful consideration, the District assures that the removal of library materials will be based on established policies and procedures. *Therefore, any books recently removed without following the District's procedure shall be reinstated and subject to reconsideration upon formal request. (Emphasis added.)*

"Thank you for bringing your concerns to our attention, and please feel free to reach out should you have any further questions or require additional information."

D20 had agreed to ban books at the request of about two dozen D20 residents, the *Colorado Times Recorder* reported in May.

The *Times Recorder* reported that some in that group are members of Moms for Liberty – El Paso County, which claims the books meet the legal definition of obscenity. They were: *Push* by Sapphire, which was the basis of the 2009 Academy Award-winning film "Precious," *Identical* by Ellen Hopkins, and *Lucky* by Rachel Vail, which have been at the center of school board debates around censorship across the country. (Moms for Liberty is a national organization that's been named an anti-government extremist group by the civil rights watchdog Southern Poverty Law Center.)



Rogers was surprised by the message from Nameika.

"The way I read it, any book that has been removed without following the district process, which are the 3 (or 4) books originally in question, will be put back on the shelves and subject to formal reconsideration request, as per district policy," Rogers says in an email.

So if Advocates for D20 Kids want those books removed, they will need to submit a formal reconsideration request for each of them, Rogers says. That process is fairly lengthy, because it includes appeal opportunities to the superintendent and the board.

Rogers hasn't decided whether to resubmit his request that the Bible be removed, he says.

"Whether or not I, and others, submit formal reconsideration requests for the Bible depends on what happens in the future," he says. "If ASD20 is going to be a district where any type of sexually explicit content is deemed inappropriate and/or determined to meet the legal definition of pornography, then that standard must be applied consistently. This would, of course, mean that religious texts must be held to that same standard."

If he had his way, though, Rogers says, "I would prefer to trust librarians, teachers, and established rating systems for establishing what is age appropriate and what isn't. If that isn't going to be the standard in ASD20, so be it, but whatever standard is adopted can't prefer religious texts over other texts."

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**Pam Zubeck**

Senior Reporter

[https://gazette.com/opinion/guest-column-what-the-state-can-do-to-me-it-can-do-to-you/article\\_395abb9c-69d3-11ee-8a83-b763f6ea4a34.html](https://gazette.com/opinion/guest-column-what-the-state-can-do-to-me-it-can-do-to-you/article_395abb9c-69d3-11ee-8a83-b763f6ea4a34.html)

# GUEST COLUMN: What the state can do to me — it can do to you

By Jack Phillips

Oct 15, 2023 Updated Oct 16, 2023



Photo of Jack Phillips

For more than 10 years, a Colorado law has been misused to punish me for something I didn't do. For more than 30 years, my family and I have quietly operated Masterpiece Cakeshop, baking treats and specializing in custom-designed cakes to celebrate special occasions. I welcome everyone into my shop, treat them with respect, and if they ask for a particular kind of custom cake, do my best to create something beautiful and memorable.

Like most of us, I too have sincere beliefs that guide and inspire my life, so I can only create custom cakes that will express or symbolize a message consistent with my beliefs.

My creativity is inseparable from my convictions, and both run deep in my soul. But this desire to create art that is consistent with who I am is what has brought me into conflict with state officials who have tried to force me to say something I don't believe. The Colorado government, and then an activist attorney, have misused state law for over a decade now, trying to harass and punish me until I express messages against my beliefs — or go out of business. This relentless prosecution violates both my religious freedom and my free speech.

[https://gazette.com/opinion/guest-column-what-the-state-can-do-to-me-it-can-do-to-you/article\\_395abb9c-69d3-11ee-8a83-b763f6ea4a34.html](https://gazette.com/opinion/guest-column-what-the-state-can-do-to-me-it-can-do-to-you/article_395abb9c-69d3-11ee-8a83-b763f6ea4a34.html)

I had to go all the way to the U.S. Supreme Court with the help of my attorneys with Alliance Defending Freedom in 2017, where a 7-2 majority determined that state officials had shown impermissible hostility toward me and my religious beliefs. That went a long way toward shoring up my religious freedom, and I'm grateful. But sadly, the court's ruling didn't address how state law was misused to violate my free speech — as it continues to be today.

The newest lawsuit seeks to force me to create a custom cake celebrating a gender transition, and now I'm before the Colorado Supreme Court in that case — with the support of a remarkable 22 states — after the Court of Appeals ruled that the law can be used to force me to express things I don't believe.

Sadly, I'm not the only one. Colorado officials threatened to use the same law to compel Denver graphic artist Lorie Smith, owner of 303 Creative, to express messages she disagrees with. In June, the U.S. Supreme Court affirmed what it has long held — that free speech is for everyone. Failure to correct this injustice would have established a precedent with ominous implications for every American — including you.

I am asking the Colorado Supreme Court, which agreed on Oct. 3 to take my appeal, to respect my freedom in the same way that the U.S. Supreme Court respected Lorie's. I serve everyone. I don't press my views or demand that everyone agree with me. I run my business, grateful for the opportunity to create one-of-a-kind masterpieces that celebrate important events. I always decide whether to create a custom cake based on the message the cake will express, never on the person asking. When someone requests a design communicating or symbolizing a message inconsistent with who I am, I politely decline because of the message I cannot

[https://gazette.com/opinion/guest-column-what-the-state-can-do-to-me-it-can-do-to-you/article\\_395abb9c-69d3-11ee-8a83-b763f6ea4a34.html](https://gazette.com/opinion/guest-column-what-the-state-can-do-to-me-it-can-do-to-you/article_395abb9c-69d3-11ee-8a83-b763f6ea4a34.html)

express. Justice Neil Gorsuch described it well at oral argument in Lorie’s case: “It’s about the what, not the who.”

But for what I thought was a decision that artists across the country were able to freely make every day, my family has received over 10 years of hateful e-mails, phone calls, letters, and even death threats. I’ve lost years to litigation, many of my employees, and all of my wedding business.

I’ve even been branded a pariah. Officials and activists are trying to make me an example — “Stand up for your beliefs, and this is what happens” — all because some government officials and free-speech opponents don’t like what I believe. You might think, “That’s too bad,” believing you’re immune to all this — that your beliefs will never be disfavored by those currently in power.

But cultural winds shift quickly. What is considered popular one day may be deemed unpopular or even offensive the next. That’s why all of us should stand together — regardless of whether we agree or disagree on important issues. I hope the Colorado Supreme Court will uphold in my case what the U.S. Supreme Court held in Lorie’s — that government officials shouldn’t determine what is orthodox.

Whether you’re an LGBT artist, a Republican artist, or an atheist artist — every photographer, filmmaker, speechwriter, cake artist, and calligrapher should never know what it’s like to face government-compelled speech.

Jack Phillips is the owner of Masterpiece Cakeshop in Lakewood.

Jack Phillips is the owner of Masterpiece Cakeshop in Lakewood.

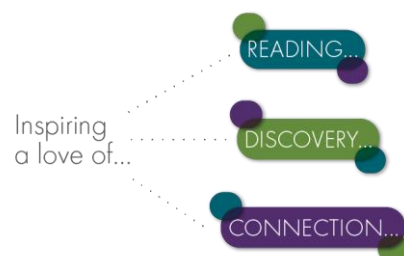


| Item  | Preparatory Work   | Motion   |
|---|--|--|
| Authorization of Expenditure                                  | Review the Resolution to Authorize the Expenditure of Funds for January 2024, prior to the January 9, 2024 Board Special Meeting for Budget Adoption.  | <p><b><u>MOTION:</u></b> I move to adopt Resolution 2023-12-01 stating in part, that the Executive Library Director is expressly authorized to approve reasonable and necessary expenses, as identified and budgeted in the draft 2024 Budget and which arise within the first ten days of the 2024 Budget year (not to exceed \$1,576,406). To the extent necessary, such expenses may be paid from General Operating or Reserve funds already appropriated by the Board in the 2023 Budget for this purpose.</p> |
| Bylaws and Internal Policy Adoption – 2 <sup>nd</sup> Reading | Review the attached proposed bylaws change and internal policies. Due to lack of a full board at the October 25, 2023 meeting, the changes need a 2 <sup>nd</sup> Reading for adoption.  | <p><b><u>MOTION:</u></b> 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.</p>  |
| Bylaws Adoption   | <p>Review the attached proposed bylaws for Adoption as recommended by legal counsel and discussed at the October 25, 2023 Executive Session.</p> <p>NOTE: The version of bylaws reflected here include updates made by the Policy Committee that are under 2<sup>nd</sup> reading review for</p> | <p><b><u>MOTION:</u></b> I move to approve the Bylaws as amended and presented.</p>  |

|                 |   |  |
|-----------------|---|--|
|                 | adoption at this meeting<br>– you will see those updates in blue.   |  |
| Policy Adoption | Review the attached proposed policies for adoption as recommended by legal counsel and discussed at the October 25, 2023 Executive Session. | <b><u>MOTION:</u></b> I move to approve the Access Policy, Children and Parents Policy, Citizen Review Request Policy, Curating Library Collections and Content Policy, Internet Policy, and Programs Policy as amended and presented. |

**For all Motions you have numerous options. The most common:**

1. I move to accept as presented.
2. I move to accept with the following changes...
3. I move to table for...
4. No action.



**DATE:** December 6, 2023

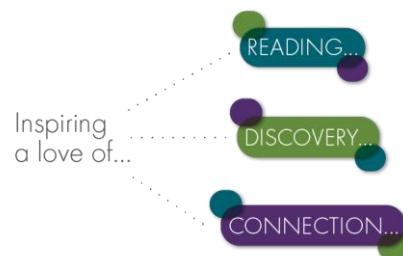
**AGENDA ITEM:** Budget Authority – January 1 - 9

**PERSON(S) RESPONSIBLE:** Bob Pasicznyuk

**DISCUSSION:**

Due to the Legislature’s Special Session, our timetable to approve budget, authorize spending, and certify the Library’s Mill Levy extended into January. The current budget runs until 12/31/2023. This motion provides authority for the Library to expend funds and sustain service through the first days of January until the Board authorizes the next year’s (2024) budget, revenues, and mill levy. Library reserves are adequate to cover these expenses.

**MOTION:** I move to adopt Resolution 2023-12-01 stating in part, that the Executive Library Director is expressly authorized to approve reasonable and necessary expenses, as identified and budgeted in the draft 2024 Budget and which arise within the first ten days of the 2024 Budget year (not to exceed \$1,576,406). To the extent necessary, such expenses may be paid from General Operating or Reserve funds already appropriated by the Board in the 2023 Budget for this purpose.



## DOUGLAS COUNTY LIBRARIES

### RESOLUTION NO. 23-12-01

#### A RESOLUTION AUTHORIZING TEMPORARY EXPENDITURE OF OPERATING OR RESERVE FUNDS PENDING ADOPTION OF 2024 BUDGET

##### RECITALS

A. Douglas County Libraries (the “**District**”) is a quasi-municipal corporation and political subdivision of the State of Colorado, operating under the Colorado Library Law.

B. The District’s Board of Directors (the “**Board**”) has the authority to manage, control and supervise all of the business and affairs of the District, including the adoption of a Budget and appropriation of funds for all expenses of the District in the ensuing fiscal year.

C. The Board has previously adopted the 2023 Budget, which Budget includes expenditures for operating, capital and maintenance needs of the District.

D. On October 12, 2023, the District did duly publish notice of Budget Hearing of the 2024 Budget, to be held on December 6, 2023 at the Castle Rock Library, and intends to hold such hearing as published. However, due to the extraordinary special legislative session and adoption by the Colorado General Assembly of SB23B-001, all of the dates under which the District Board normally operates for purposes of adopting its 2024 Budget, setting the mill levy, and appropriating funds therefor, have been delayed into the first ten days of January, including the date upon which final assessed valuation reports from the County shall be delivered and the deadline to certify the mill levy and Budget.

E. The Board has been presented with a draft 2024 Budget, which Budget includes both revenues and expected expenditure for operating, capital and maintenance projects in excess of \$33,000,000. The Budget is now set to be voted upon, the mill levy set and funds appropriated for 2024 at the January 9, 2024 meeting of the Board.

F. Staff anticipates a potential need to make expenditures within the first two weeks of January, 2024, which are identified in the draft Budget but not yet formally approved by the Board. These include the start of the Parker project on January 8, which is anticipated to require funding up front and not to be pro-rated throughout the month of January. Pursuant to the District’s financial policies, staff requires temporary authorization to expend funds identified in the draft 2024 Budget as necessary for operating expenses which may arise in the first two weeks of January. Up front expenses necessary within the first two weeks of January are estimated to be up to \$1,576,406.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Douglas County Libraries as follows:

1. **Expenditures Authorized to be paid from Reserves.** Notwithstanding anything to the contrary in the District’s financial policies and as a result of the delay in final Budget certification caused by SB23B-001, the Executive Library Director is expressly authorized to approve reasonable and necessary expenses, as identified and budgeted in the draft 2024 Budget and which arise within the first ten days of the 2024 Budget year (not to exceed \$1,576,406). To the extent necessary, such expenses may be paid from General Operating or Reserve funds already appropriated by the Board in the 2023 Budget for this purpose.

2. **Ratification and Approval of Expenditures.** In addition to voting to adopt the 2024 Budget, set mill levies and appropriate funds at the January 9 Board meeting, the Board shall be presented with an itemized accounting of any and all expenditures made pursuant to the temporary authorization. The Board shall ratify and approve all expenditures so made.

3. **Repealer.** This Resolution amends and supersedes any prior authorization and procedures for this purpose. If any part, section, subsection, sentence, clause or phrase of this Resolution is for any reason held to be invalid, such invalidity shall not affect the validity of the remaining provisions.

4. **Effective Date.** This Resolution shall become effective immediately upon passage.

5. **Recitals.** The Recitals above are incorporated into this Resolution by reference.

ADOPTED this 6<sup>th</sup> day of December, 2023.

By \_\_\_\_\_  
 Suzanne Burkholder, Chairperson

Attest:

\_\_\_\_\_  
 Secretary, Meghann Silverthorn

**DATE:** December 6, 2023

**AGENDA ITEM:** Policy Updates from the Policy Committee - 2nd Reading

**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.

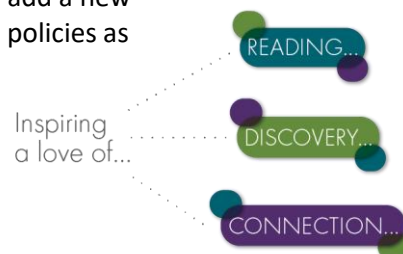
These proposed policies are:

- 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:**

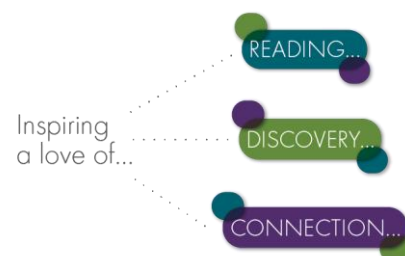
1. Media Policy
2. Lobbying Policy
3. Social Media Policy
4. Facility Naming Rights Policy
5. Closure Policy
6. Electronic Mail Monitoring and Archiving Policy
7. Risk Management Policy
8. Disposal of Personal Information Policy

**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 |
|---------------|--|---|-------------------|---------------------|
|               | <b>ADMINISTRATION POLICY</b>                           | 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            |
|               | <b>FINANCIAL POLICIES</b>                              | 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  | <b>CODE OF ETHICS</b>                           | 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 |
|--------------|--|---|-------------------|---------------------|
|              | <b>NEW</b> - CONFLICT OF INTEREST POLICY   | Combined to align with Employee Handbook and includes Disclosure and Accepting Gifts                      | NEW               | Internal            |
|              | <b>HUMAN RESOURCES POLICY</b>  | 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       | <b>NEW</b> 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 " <b>Employee</b> 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            |

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



## **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.

| <b>Key Annual Budget Deadlines include:</b> |   |
|---|---|
| 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.

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## **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.

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## **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.

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## **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.

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## **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.

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## **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.



**DATE:** December, 2023

**AGENDA ITEM:** Policy Edits and Changes

**PERSON(S) RESPONSIBLE:** Bob Pasicznyuk

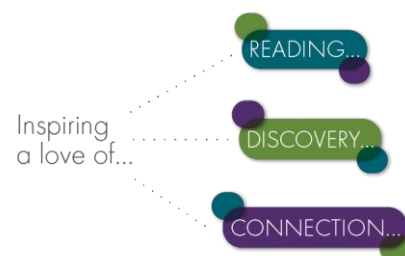
**DISCUSSION:**

Policies are Board directives for staff setting expectations around how we operate and engage customers. Earlier this year, our Library updated policies. Shortly thereafter and in keeping with the experience of many libraries in 2023, our Library engaged citizens and applicants around specific title challenges. Following that experience, staff conferred with our Library's Legal Counsel to mitigate risk, expedite processes, and clarify roles for the Board, staff, and customers alike.

In October, staff and Legal Counsel reviewed proposed changes to policy and By-Laws with the Board. At this meeting, staff is requesting that the Board update our policies with those changes.

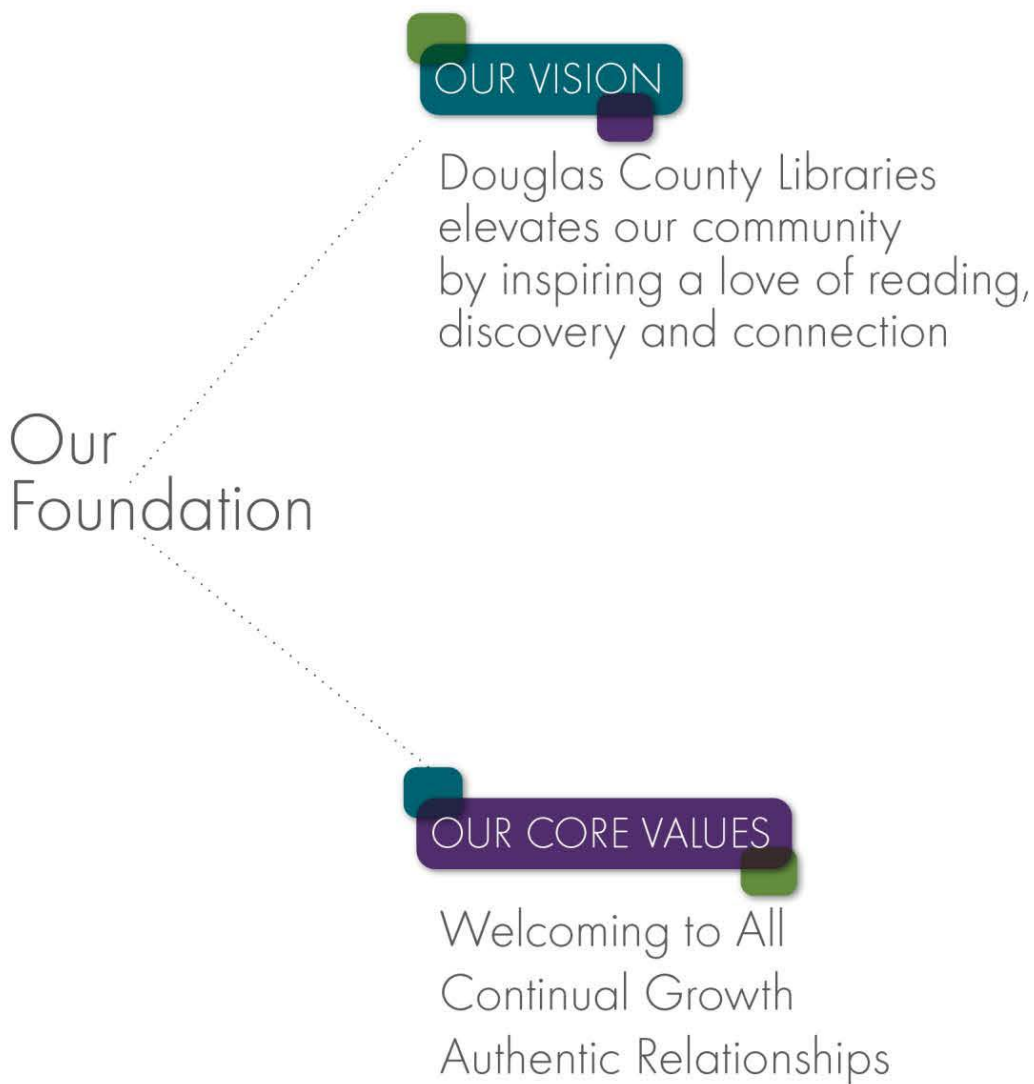
**MOTION:**

- Bylaws: I move to approve the Bylaws as amended and presented.
- Policies: I move to approve the Access Policy, Children and Parents Policy, Citizen Review Request Policy, Curating Library Collections and Content Policy, Internet Policy, and Programs Policy as amended and presented.





# DOUGLAS COUNTY LIBRARIES BOARD BYLAWS



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## BYLAWS

### ARTICLE I. NAME

This organization shall be known as the DOUGLAS COUNTY LIBRARIES (the "Library"), organized under and by virtue of the Colorado Library Law, Sections 24-90-101 *et seq.*, C.R.S., and established by the County of Douglas, on ~~20~~ November 20, 1990, with Board of County Commissioner Resolution No. 149 as Douglas Public Library District. On June 26, 2003, the Library Board moved to change the name from Douglas Public Library District to Douglas County Libraries. Notwithstanding this change in name, the Douglas County Libraries were established as and are a public library district and a separate taxing authority, as defined in the Colorado Library Law.

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

**Section 1. Trustees.** The governance and control of the Library shall be vested in a board of seven (7) trustees (individually a "Trustee" and collectively, "Trustees") appointed in accordance with Colorado Library Law to act as the Legislative Body of the Library. All Trustees must reside within the Library boundaries. There are two Trustees from each of the three Douglas County Commissioner districts and one at-large Trustee. All Trustees shall be approved by at least a 2/3 vote of the Commissioners prior to the start of their term. Notwithstanding each Trustee's constituency group, the Trustees are fiduciaries of the Library and shall represent and act in the best interests of the Library as whole.

**Section 2. Terms, Term Limits and Reappointments.** ~~Terms~~ A Trustee's term of office shall be three (3) years, commencing on January 1 and ending December 31 of the year preceding a new appointment term. After serving one (1) three-year term, a Trustee shall be eligible for reappointment in accordance with the provisions of Colorado Library Law and these Bylaws. No Trustee shall serve more than four (4) consecutive full terms in addition to completing any unexpired term. A former Trustee may reapply to serve again on the Board at least one year after completion of their last consecutive term.

**Section 3. Vacancies.** A vacancy on the Board shall be filled as soon as practical for the remainder of an unexpired term in the manner in which Trustees are regularly appointed pursuant to Colorado Library Law. A notice of all such vacancies shall be posted in accordance with the then current Trustee appointment process.

**Section 4. Authority of the Board of Trustees.** The Board is the governing authority and legislative body of the Library. Apart from each Trustee's normal function as part of the Board, or as directed by the Board, no Trustee may commit the Library to any policy, act or expenditure. The Board may delegate to officers, employees and agents of the Library any or all administrative powers.

**Section 5. Governing Laws.** The Board shall comply with and be guided by applicable state laws and regulations, including the Colorado Library Law, the Colorado Constitution, applicable federal laws and regulations and the Constitution of the United States.

**Section 6. Board as a Whole.** Trustees should function as part of the whole Board. Issues should be brought to the attention of the Board as a whole, rather than to individual members selectively. Individual Trustees should go through a Board vote to make directives to staff.

**Section 7. Authorization.** The President of the Board is the authorized spokesperson for the Board. However, the Board may, from time to time, determine, for a specific purpose or event, to delegate spokesperson authority to another Trustee. In the absence of such express authorization, no Trustee other than the President shall make any public statement on behalf of the Library.

**Section 58. Compensation/Expense Reimbursement.** Trustees shall not receive a salary or other compensation for their services as Trustees. Trustees shall be entitled to reimbursement for necessary and reasonable travel and associated expenses actually incurred while performing official Library business. Trustees will follow current policy and procedures around regarding reimbursements.

**Section 69. Ethics.** Trustees shall conduct themselves in accordance with these Bylaws and applicable Colorado ~~law~~laws, 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.

**Section 710. Allegations.** If an allegation is made against either the Executive Library Director or a member of the Board, the Board will follow the Issue Resolution Steps Policy.

**Section 811. Removal.** A Trustee may be removed only following a majority vote of the Board, and in accordance with Colorado Library Law, by a majority vote of the appointing legislative body, and only upon a showing of good cause. -“Good cause” may include but not be limited to: a deliberate breach of the Bylaws or ~~rules and regulations~~ Policies adopted by the Board; unlawful conduct; causing significant harm to the Library, either materially or to its reputation; failure to perform duties outlined herein; or failure to attend three consecutive regular monthly meetings of the Board without an excused absence. The Board does, however, recognize extenuating circumstances and may waive or authorize an excused absence from the attendance requirement.

### ARTICLE III. POWERS AND RESPONSIBILITIES

The Board shall have all those powers provided by Colorado Library Law C.R.S. 24-90-109, as such may be revised from time to time. In addition, the Board shall have all those powers necessary or incidental to the specific powers granted by statute, and nothing herein shall be construed as limiting the powers of the Board as granted by Colorado Library Law.

Legal responsibility for the overall ~~operation~~ governance of the Library is vested in the Board. Those Board responsibilities shall include all powers and duties authorized by the Colorado Library Law, without limitation, including:

- Adoption of Bylaws and Policies for both Board guidance and governance of the Library.
- Acquisition, custody, care, and sale, disposal or transfer of all Library real or personal property.
- Financial oversight of the Library and adoption of annual budgets.
- Authorization of Library contracts, purchasing, borrowing, and bonding for the Library in accordance with the Authorization for Expenditure Policy.
- Employment and evaluation of the Executive Library Director, who shall be the executive and administrative officer of the Library acting on behalf of the Board. and shall perform the functions set forth in Section 24-90-109, C.R.S. including:
  - Implementation of the policies adopted by the Board;
  - Recommending individuals for employment;

- Performing all acts necessary for the orderly and efficient management and control of the Library;
- Adoption of a policy for the purchase of library materials and equipment on the recommendation of the Executive Library Director.
- Annual audit approval and periodic investment monitoring.
- The power to determine the amount of the maximum mill levy necessary to maintain and operate the Library during the ensuing year and/or initiate an election to increase the maximum mill levy to support the Library.
- Planning for current and future needs of the Library and the community it serves.
- The Board shall conduct, on an annual basis, written evaluations of the Board's performance.

## ARTICLE IV. OFFICERS

**Section 1. Officers.** The officers of the Board shall consist of a president, a vice-president, and a secretary or such other officers as the Board deems necessary. These officers shall perform the duties prescribed by these Bylaws ~~and Colorado Library Law.~~ Nothing herein shall prevent the Board, at its discretion, to combine offices as long as the same individual does not hold both the office of president and secretary. The Board reserves the right to delegate duties to the Executive Library Director. [The President is the authorized Board media spokesperson.](#)

**Section 2. Election.** The Board shall elect officers annually from among current membership of the Board at the Annual Meeting.

**Section 3. Terms of Office.** Officers shall begin their terms of office at the next regular meeting immediately following the Annual Meeting at which they are elected to office, and they shall serve thereafter for a term of one (1) year, or until their successors are elected, whichever is longer.

**Section 4. Officer Vacancies.** A vacancy in any office, however occurring, may be filled by majority vote of the Board at the next regular or special meeting of the Board for the unexpired portion of the term.

**Section 5. Removal.** Any officer may be removed from office for a failure to discharge their duties, by a majority vote of the Board at a regular or special meeting whenever in the Board's judgment the best interest of the Library will thereby be served. The Trustee(s) seeking such action shall give written notice to the officer five days prior to voting on such an issue.

## 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.

**Section 2. Vice-President.** The Vice-President shall assist the President and shall perform such duties as may be assigned by the President or the Board. In the absence of the President, the Vice-President shall have the powers, and perform the duties, of the President.

**Section 3. Secretary.** The Secretary shall review and recommend approval of the minutes of the regular meetings of the Board; and perform all duties incident to the office of the secretary and such other duties as from time to time may be assigned by the President or by the Board.

Once approved by the Board, staff will post the approved minutes on the Library's public website. Additionally, staff will retain executive session recordings until the date of legal disposal.

## ARTICLE VI. MEETINGS

**Section 1. Meeting Participation.** Under Colorado Open Meetings Law ("COML") Section 24-6-402-(1)(b), C.R.S., meetings may be convened for the purpose of conducting public business in person, by telephone, electronically or by other means of communication, provided the public may hear and the Trustees may be heard, or if through a written form of communication (i.e., a properly noticed email meeting), the public and the Trustees may each read the communications. Although most Board meetings are held with participating Trustees physically present, Trustees may attend meetings, establish quorum and vote via these alternative means in the case of either regular or special meetings of the Board. Notwithstanding the quorum requirements of the COML and these Bylaws, it shall be deemed to be a "meeting" requiring public notice whenever three or more Trustees meet to discuss public Library business; however, in any such meeting without a quorum no official Board action shall be taken.

**Section 2. Regular Meetings.** Regular meetings of the Board shall be held monthly no less frequently than eight (8) times per calendar year when possible, and be held at the Library facilities for the purpose of transacting any business that may come before the Board and to disseminate information to the community at large regarding library operations.

Once a year, prior to the next calendar year's start, the date and location of each regular meeting for the upcoming year shall be determined and approved by the Board. All business of the Board shall be conducted only during such regular meetings or at special meetings hereinafter provided for, and all such regular and special meetings shall be open to the public, subject to the right of the Board to meet in executive session.

**Section 3. Special Meetings.** Special meetings may be called by the President, the Executive Library Director, or any three (3) Trustees by informing the President in writing and then the President will coordinate the date, time and place of such meeting and the purpose for which it



is called at least twenty-four (24) hours prior to said meeting. Minutes will be taken at all special meetings wherein Board actions are taken and will be part of the public record.

If due to unforeseen and urgent circumstances there is not sufficient time to call a special meeting because a matter is an emergency and requires immediate attention, the President or the President's designee may take a vote by electronic means or in person, with such vote to be ratified at the next regular or special meeting of the Board. If any emergency action taken is not ratified, then it is deemed rescinded.

**Section 4. Public Participation in Meetings.** The public is invited to all regular and special meetings of the Board and may speak, at the Board's discretion, during a portion of the agenda ~~that follows the Board's designated process~~ for public comment. All public comments shall be subject to the following procedures:

- Only one speaker will be acknowledged at a time. A speaker may only speak once per public comment period.
- Each speaker will have three minutes to address the Board. The Board may, in their sole discretion, limit the total amount of time dedicated to public comment or reduce the amount of time each speaker has to address the board to accommodate for special circumstances.
- Speakers must direct their comments to the Board as a whole, not to individual Board members or the audience.
- Speakers shall be courteous in their language, presentation and remarks. Speakers shall not make personal attacks, use profanity, or engage in other inappropriate conduct.

A speaker who fails to follow the foregoing procedures may be removed from the meeting.

Any individual who has been invited to speak and is listed on the agenda is not restricted by the above procedures, however, such individual shall follow Board direction as to any presentation requirements, including expected duration of discussion, and shall adhere to the requirements for public decorum and courtesy outlined herein.

**Section 5. Notice.** All meeting notices shall be publicly posted on the Library's website no later than twenty-four ~~(24)~~ hours prior to any meeting in accordance with ~~Colorado Open Meetings Law ("COML"),~~ Sections 24-6-401, *et seq.*, C.R.S.

**Section 6. Annual Meeting.** The first regular meeting of each year shall be designated as the Annual Meeting. At the Annual Meeting, Board officers shall be elected for the ensuing year.

**Section 7. Quorum.** A majority of the total membership of the Board shall constitute a quorum necessary for the transaction of any business to come before any regular or special meeting, including votes on emergency action. The act of the majority of Trustees constituting a quorum at a regular or special meeting shall be the act of the Board.

**Section 8. Voting.** All Trustees, including the Board President, shall vote, unless such voting is contrary to the Code of Ethics. A Trustee may call for a roll call vote at any time. Voting by telephone participation is allowed; however, voting by proxy is not. Properly noticed email polls of Trustees may be taken with results to be confirmed and recorded into the minutes at the next regular Board meeting.

**Section 9. Minutes.** Minutes shall be taken of regular meetings of the Board and special meetings where a vote is taken, and posted following Board approval on the Library's website.

## **ARTICLE VII. PARLIAMENTARY AUTHORITY.**

**Section ~~101~~.** **Parliamentary Authority.** The Board has adopted *The Standard Code of Parliamentary Procedure*, 4<sup>th</sup> Edition ("Sturgis") as the parliamentary authority to govern board meeting procedures.

**Section 2. Parliamentary Determinations.** The Board President shall be ~~responsible for the presiding officer over~~ the conduct of meetings and shall provide, in specific instances, such parliamentary rulings as are necessary for meeting order. When the Board President is part of the issue in any parliamentary decisions, the Board by a passing motion may appoint another Trustee to ~~handle that piece of~~ be the presiding officer over the business item at issue.

**Section 3. Closing Discussion.** Any Trustee may present a motion to close debate and vote immediately to bring discussion on a motion to a close. Should a motion to close debate pass by two-thirds vote, the presiding officer shall thereafter call the question on the pending motion.

**Section 4. Point of Order.** In order to enforce the rules of Sturgis, any Trustee may raise a point of order. The presiding officer must make a ruling on the point of order or refer it to the Board for further discussion.

**Section 5. Suspending the Rules.** Any Trustee may present a motion to suspend the procedural rules. This motion must be limited to a specific purpose and a specific time frame and must pass by two-thirds vote.

## **ARTICLE ~~VII~~VIII. COMMITTEES**

**Section 1. Purpose.** The Board may establish such committees as deemed necessary to assist in its works. The motion to form such committee shall state the purpose, timeline, composition and authority of such committee, including committee members in a committee charter.

The purpose of committees is to make recommendations on specific topics or issues to the Board to allow more focused Board consideration of the same. No Board committee will have more than three Trustees. This limit is intended to distinguish between the Board and committees thereof and ensures that the Board cannot and does not act through committees. Board committee meetings of three Trustees shall be publicly posted on the Library's website no later

than twenty-four hours prior to any meeting in accordance with COML, Sections 24-6-401, et seq., C.R.S.

## **ARTICLE ~~VIII~~IX. EXECUTIVE LIBRARY DIRECTOR**

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

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

- Assist the Board in formulating basic programs and policies.
- Implement programs, policies, and professional practices as adopted by the Board.
- Responsibility for fiscal matters of the Library, except that the Board shall have exclusive control of the disbursement of the finances of the Library.
- Prepare the proposed annual budget for the Library for presentation to the Board.
- Prepare monthly reports of activities of the Library for presentation to the Board.
- Administer Library personnel, including employ, train, evaluate, compensate, motivate and discharge staff in compliance with all applicable laws and regulations, the Library Staff Handbook guidelines, and Board policies.
- Direct and coordinate the work of the Library employees.
- Approve all budgeted, normal and recurring operational expenditures, excepting those requiring specific Board approval.
- Prepare the agenda for each Board meeting according to Board directive.
- Responsibility for public information, community relations, development, fundraising and special projects as assigned by the Board.
- Arrange for the care and maintenance of buildings, equipment and materials for the Library.
- Evaluate library services, technology and operations and assist the Board with short-term and long-range planning.
- Represent the Library, 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.
- Conduct all Library business at the highest possible ethical standards and identify any real or potential conflicts of interest to the Board in a timely manner.

**Section 3. Removal.** The Executive Library Director may be removed by the affirmative vote of a majority of the Board constituting a quorum whenever, in its judgment, the best interest of the Library will be served thereby, and in compliance of the Executive Library Director's contract.

**ARTICLE ~~XX~~. LIBRARY POLICIES**

The Board shall establish and adopt Library policies, which shall ensure cost-effective and efficient publicly supported free Library services to Library residents in accordance with Colorado Library Law. These policies shall be available to the public.

**ARTICLE ~~XXI~~. ANNUAL REPORT**

At the close of each year the Board shall make a report to the County Commissioners of Douglas County, in accordance with the Colorado Library Law, Section § 24-90-109 C.R.S.

**ARTICLE ~~XXII~~. SEAL**

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

**ARTICLE ~~XXIII~~. FISCAL YEAR**

The Fiscal Year of the Library shall begin on the 1<sup>st</sup> of January of each year and end on the 31<sup>st</sup> of December of such year.

**ARTICLE ~~XXIV~~. AMENDMENTS TO BYLAWS AND POLICIES**

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

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

These Bylaws shall at all times conform to the Colorado Library Law, as it may be revised and amended from time to time. Such amendments as may be necessary to affect such conformation shall be automatic and these Bylaws shall be updated from time to time by the act of the Board to reflect such statutorily mandated automatic amendments.

Adopted and signed this 22 day of September, 2023.

  
Board President, Dawn P. Vaughn

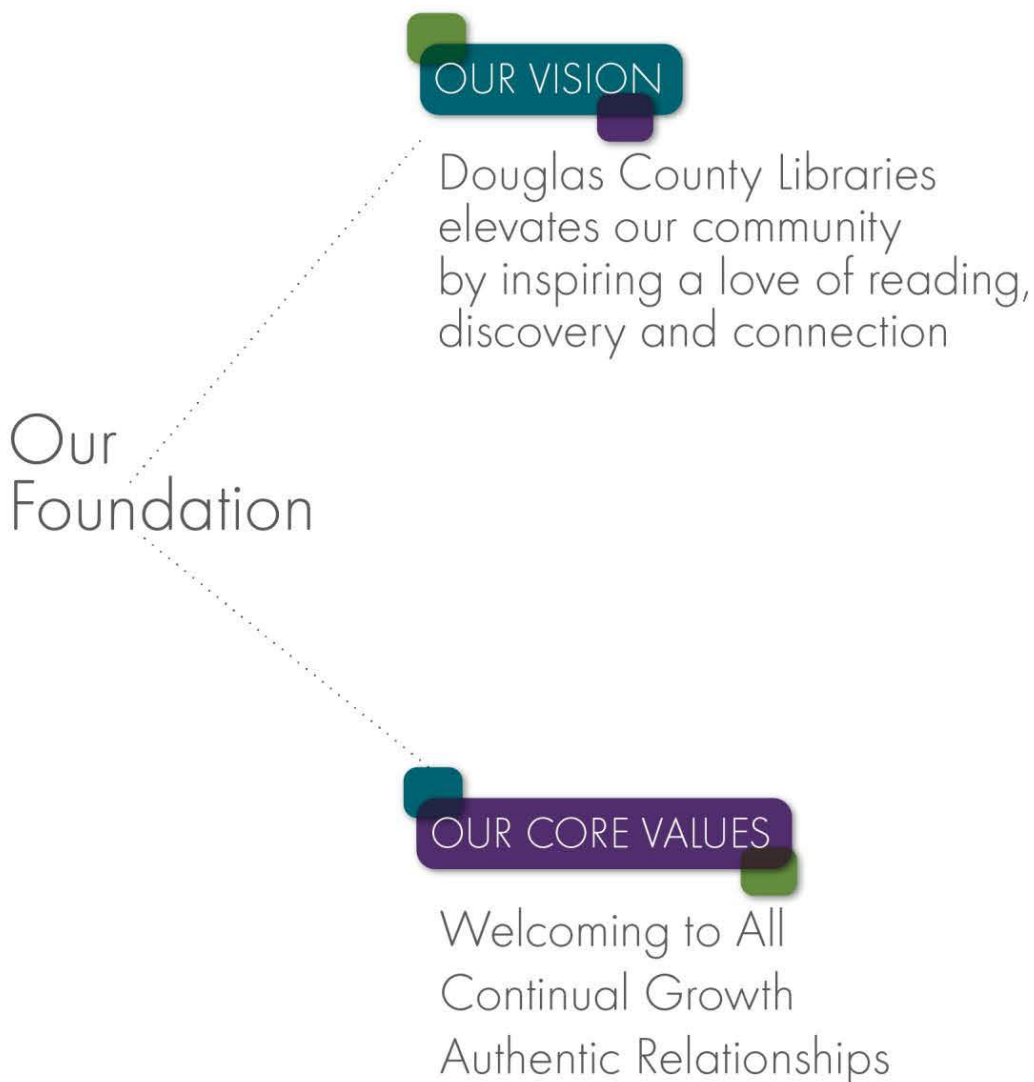
  
Board Secretary, TR Nolan







# DOUGLAS COUNTY LIBRARIES BOARD BYLAWS



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## BYLAWS

### ARTICLE I. NAME

This organization shall be known as the DOUGLAS COUNTY LIBRARIES (the "Library"), organized under and by virtue of the Colorado Library Law, Sections 24-90-101 *et seq.*, C.R.S., and established by the County of Douglas, on November 20, 1990, with Board of County Commissioner Resolution No. 149 as Douglas Public Library District. On June 26, 2003, the Library Board moved to change the name from Douglas Public Library District to Douglas County Libraries. Notwithstanding this change in name, the Douglas County Libraries were established as and are a public library district and a separate taxing authority, as defined in the Colorado Library Law.

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

**Section 1. Trustees.** The governance and control of the Library shall be vested in a board of seven (7) trustees (individually a "Trustee" and collectively, "Trustees") appointed in accordance with Colorado Library Law to act as the Legislative Body of the Library. All Trustees must reside within the Library boundaries. There are two Trustees from each of the three Douglas County Commissioner districts and one at-large Trustee. All Trustees shall be approved by at least a 2/3 vote of the Commissioners prior to the start of their term. Notwithstanding each Trustee's constituency group, the Trustees are fiduciaries of the Library and shall represent and act in the best interests of the Library as whole.

**Section 2. Terms, Term Limits and Reappointments.** A Trustee's term of office shall be three (3) years, commencing on January 1 and ending December 31 of the year preceding a new appointment term. After serving one (1) three-year term, a Trustee shall be eligible for reappointment in accordance with the provisions of Colorado Library Law and these Bylaws. No Trustee shall serve more than four (4) consecutive full terms in addition to completing any unexpired term. A former Trustee may reapply to serve again on the Board at least one year after completion of their last consecutive term.

**Section 3. Vacancies.** A vacancy on the Board shall be filled as soon as practical for the remainder of an unexpired term in the manner in which Trustees are regularly appointed pursuant to Colorado Library Law. A notice of all such vacancies shall be posted in accordance with the then current Trustee appointment process.

**Section 4. Authority of the Board of Trustees.** The Board is the governing authority and legislative body of the Library. Apart from each Trustee's normal function as part of the Board, or as directed by the Board, no Trustee may commit the Library to any policy, act or expenditure. The Board may delegate to officers, employees and agents of the Library any or all administrative powers.



**Section 5. Governing Laws.** The Board shall comply with and be guided by applicable state laws and regulations, including the Colorado Library Law, the Colorado Constitution, applicable federal laws and regulations and the Constitution of the United States.

**Section 6. Board as a Whole.** Trustees should function as part of the whole Board. Issues should be brought to the attention of the Board as a whole, rather than to individual members selectively. Individual Trustees should go through a Board vote to make directives to staff.

**Section 7. Authorization.** The President of the Board is the authorized spokesperson for the Board. However, the Board may, from time to time, determine, for a specific purpose or event, to delegate spokesperson authority to another Trustee. In the absence of such express authorization, no Trustee other than the President shall make any public statement on behalf of the Library.

**Section 8. Compensation/Expense Reimbursement.** Trustees shall not receive a salary or other compensation for their services as Trustees. Trustees shall be entitled to reimbursement for necessary and reasonable travel and associated expenses actually incurred while performing official Library business. Trustees will follow current policy and procedures regarding reimbursements.

**Section 9. Ethics.** Trustees shall conduct themselves in accordance with these Bylaws and applicable Colorado laws, 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.
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**Section 11. Removal.** A Trustee may be removed only following a majority vote of the Board, and in accordance with Colorado Library Law, by a majority vote of the appointing legislative body, and only upon a showing of good cause. “Good cause” may include but not be limited to: a deliberate breach of the Bylaws or Policies adopted by the Board; unlawful conduct; causing significant harm to the Library, either materially or to its reputation; failure to perform duties outlined herein; or failure to attend three consecutive regular monthly meetings of the Board without an excused absence. The Board does, however, recognize extenuating circumstances and may waive or authorize an excused absence from the attendance requirement.

### **ARTICLE III. POWERS AND RESPONSIBILITIES**

The Board shall have all those powers provided by Colorado Library Law C.R.S. 24-90-109, as such may be revised from time to time. In addition, the Board shall have all those powers necessary or incidental to the specific powers granted by statute, and nothing herein shall be construed as limiting the powers of the Board as granted by Colorado Library Law.

Legal responsibility for the overall governance of the Library is vested in the Board. Those Board responsibilities shall include all powers and duties authorized by the Colorado Library Law, without limitation, including:

- Adoption of Bylaws and Policies for both Board guidance and governance of the Library.
- Acquisition, custody, care, and sale, disposal or transfer of all Library real or personal property.
- Financial oversight of the Library and adoption of annual budgets.
- Authorization of Library contracts, purchasing, borrowing, and bonding for the Library in accordance with the Authorization for Expenditure Policy.
- Employment and evaluation of the Executive Library Director, who shall be the executive and administrative officer of the Library acting on behalf of the Board and shall perform the functions set forth in Section 24-90-109, C.R.S. including:
  - Implementation of the policies adopted by the Board;
  - Recommending individuals for employment;
  - Performing all acts necessary for the orderly and efficient management and control of the Library;
- Adoption of a policy for the purchase of library materials and equipment on the recommendation of the Executive Library Director.
- Annual audit approval and periodic investment monitoring.

- The power to determine the amount of the maximum mill levy necessary to maintain and operate the Library during the ensuing year and/or initiate an election to increase the maximum mill levy to support the Library.
- Planning for current and future needs of the Library and the community it serves.
- The Board shall conduct, on an annual basis, written evaluations of the Board's performance.

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**Section 2. Election.** The Board shall elect officers annually from among current membership of the Board at the Annual Meeting.

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If due to unforeseen and urgent circumstances there is not sufficient time to call a special meeting because a matter is an emergency and requires immediate attention, the President or the President's designee may take a vote by electronic means or in person, with such vote to be ratified at the next regular or special meeting of the Board. If any emergency action taken is not ratified, then it is deemed rescinded.

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- Each speaker will have three minutes to address the Board. The Board may, in their sole discretion, limit the total amount of time dedicated to public comment or reduce the amount of time each speaker has to address the board to accommodate for special circumstances.
- Speakers must direct their comments to the Board as a whole, not to individual Board members or the audience.
- Speakers shall be courteous in their language, presentation and remarks. Speakers shall not make personal attacks, use profanity, or engage in other inappropriate conduct.

A speaker who fails to follow the foregoing procedures may be removed from the meeting.

Any individual who has been invited to speak and is listed on the agenda is not restricted by the above procedures, however, such individual shall follow Board direction as to any presentation requirements, including expected duration of discussion, and shall adhere to the requirements for public decorum and courtesy outlined herein.

**Section 5. Notice.** All meeting notices shall be publicly posted on the Library's website no later than twenty-four hours prior to any meeting in accordance with COML, Sections 24-6-401, *et seq.*, C.R.S.

**Section 6. Annual Meeting.** The first regular meeting of each year shall be designated as the Annual Meeting. At the Annual Meeting, Board officers shall be elected for the ensuing year.

**Section 7. Quorum.** A majority of the total membership of the Board shall constitute a quorum necessary for the transaction of any business to come before any regular or special meeting, including votes on emergency action. The act of the majority of Trustees constituting a quorum at a regular or special meeting shall be the act of the Board.

**Section 8. Voting.** All Trustees, including the Board President, shall vote, unless such voting is contrary to the Code of Ethics. A Trustee may call for a roll call vote at any time. Voting by telephone participation is allowed; however, voting by proxy is not. Properly noticed email polls of Trustees may be taken with results to be confirmed and recorded into the minutes at the next regular Board meeting.

**Section 9. Minutes.** Minutes shall be taken of regular meetings of the Board and special meetings where a vote is taken, and posted following Board approval on the Library's website.

## ARTICLE VII. PARLIAMENTARY AUTHORITY.

**Section 1. Parliamentary Authority.** The Board has adopted *The Standard Code of Parliamentary Procedure*, 4<sup>th</sup> Edition (“Sturgis”) as the parliamentary authority to govern board meeting procedures.

**Section 2. Parliamentary Determinations.** The Board President shall be the presiding officer over the conduct of meetings and shall provide, in specific instances, such parliamentary rulings as are necessary for meeting order. When the Board President is part of the issue in any parliamentary decisions, the Board by a passing motion may appoint another Trustee to be the presiding officer over the business item at issue.

**Section 3. Closing Discussion.** Any Trustee may present a motion to close debate and vote immediately to bring discussion on a motion to a close. Should a motion to close debate pass by two-thirds vote, the presiding officer shall thereafter call the question on the pending motion.

**Section 4. Point of Order.** In order to enforce the rules of Sturgis, any Trustee may raise a point of order. The presiding officer must make a ruling on the point of order or refer it to the Board for further discussion.

**Section 5. Suspending the Rules.** Any Trustee may present a motion to suspend the procedural rules. This motion must be limited to a specific purpose and a specific time frame and must pass by two-thirds vote.

## ARTICLE VIII. COMMITTEES

**Section 1. Purpose.** The Board may establish such committees as deemed necessary to assist in its works. The motion to form such committee shall state the purpose, timeline, composition and authority of such committee, including committee members in a committee charter.

The purpose of committees is to make recommendations on specific topics or issues to the Board to allow more focused Board consideration of the same. No Board committee will have more than three Trustees. This limit is intended to distinguish between the Board and committees thereof and ensures that the Board cannot and does not act through committees. Board committee meetings of three Trustees shall be publicly posted on the Library’s website no later than twenty-four hours prior to any meeting in accordance with COML, Sections 24-6-401, *et seq.*, C.R.S.

## ARTICLE IX. EXECUTIVE LIBRARY DIRECTOR

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

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

- Assist the Board in formulating basic programs and policies.
- Implement programs, policies, and professional practices as adopted by the Board.
- Responsibility for fiscal matters of the Library, except that the Board shall have exclusive control of the disbursement of the finances of the Library.
- Prepare the proposed annual budget for the Library for presentation to the Board.
- Prepare monthly reports of activities of the Library for presentation to the Board.
- Administer Library personnel, including employ, train, evaluate, compensate, motivate and discharge staff in compliance with all applicable laws and regulations, the Library Staff Handbook guidelines, and Board policies.
- Direct and coordinate the work of the Library employees.
- Approve all budgeted, normal and recurring operational expenditures, excepting those requiring specific Board approval.
- Prepare the agenda for each Board meeting according to Board directive.
- Responsibility for public information, community relations, development, fundraising and special projects as assigned by the Board.
- Arrange for the care and maintenance of buildings, equipment and materials for the Library.
- Evaluate library services, technology and operations and assist the Board with short-term and long-range planning.
- Represent the Library, 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.
- Conduct all Library business at the highest possible ethical standards and identify any real or potential conflicts of interest to the Board in a timely manner.

**Section 3. Removal.** The Executive Library Director may be removed by the affirmative vote of a majority of the Board constituting a quorum whenever, in its judgment, the best interest of the Library will be served thereby, and in compliance of the Executive Library Director's contract.

## **ARTICLE X. LIBRARY POLICIES**

The Board shall establish and adopt Library policies, which shall ensure cost-effective and efficient publicly supported free Library services to Library residents in accordance with Colorado Library Law. These policies shall be available to the public.

**ARTICLE XI. ANNUAL REPORT**

At the close of each year the Board shall make a report to the County Commissioners of Douglas County, in accordance with the Colorado Library Law, Section § 24-90-109 C.R.S.

**ARTICLE XII. SEAL**

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

**ARTICLE XIII. FISCAL YEAR**

The Fiscal Year of the Library shall begin on the 1<sup>st</sup> of January of each year and end on the 31<sup>st</sup> of December of such year.

**ARTICLE XIV. AMENDMENTS TO BYLAWS AND POLICIES**

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

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

These Bylaws shall at all times conform to the Colorado Library Law, as it may be revised and amended from time to time. Such amendments as may be necessary to affect such conformation shall be automatic and these Bylaws shall be updated from time to time by the act of the Board to reflect such statutorily mandated automatic amendments.

Adopted and signed this \_\_\_ day of \_\_\_\_\_, 2023.



## ACCESS POLICY

Douglas County Libraries (the “Library”) offers its resources equitably for our customers’ interest, information, education, and enjoyment. Our Library values open access and centers policy on constitutional, legal, and professional principles that have informed a century of library service. The Board of Trustees has hired the Executive Library Director to oversee all operations of the Library, including hiring knowledgeable staff to report through levels of management to the Executive Library Director and developing operating policies for such staff.

### Our Library’s Commitment

The Library welcomes everyone.

We will offer our community exceptional care supporting their freedom and self-determination. We will inform customer choice impartially, without interference or improper influence.

Our commitment to welcoming requires that our decisions and practices are free from discrimination and individual content preferences- based on the perceived literary or social value or lack thereof of any particular type of media, material or programming. We will not discriminate on the basis of:

- Identity: Age, race, gender, sexual orientation or expression, color, religion, national origin, military status, disability, or genetic history.
- Beliefs or Associations: Politics, social stances, faith positions, and more.
- Background or Personal Histories: Poverty, wealth, marital status, education, and more.

Our commitment to welcoming and nondiscrimination applies to all facets of our work.

- Talent: Staff and contractor selection, including authors, performers, speakers, and more.
- Facilities: Access to spaces, services, and amenities.
- Content: Selection of print works, digital sources, displays, events, and activities.
- The Library has historically utilized and commits to continuing the philosophy of a market-based approach to curating the Library’s collections and activities, based on the demographic interests and demands of the Douglas County population as a whole, relying on the expertise of and professional standards set for Library staff. The Board of Trustees oversees the Executive Library Director in the role of implementing policy aimed at creating a welcoming and non-discriminatory environment based on any of the characteristics in this policy. This philosophy is to provide equal and free access to the Library, its materials and programs, as is required by the Colorado Library Law. In this role, the Board of Trustees shall not select, reject or oversee the location of individual titles, materials or programming. See the *Curating Library Collections and Content Policy* for more information.

### Customer Code of Conduct

Our Library will maintain a Code of Conduct describing behavior boundaries for working with staff, using facilities, or participating in Library events.

### Censorship

The Library affirms every customer's right to make choices and interact with the Library in a way that aligns with their values and beliefs. Censorship is the suppression of ideas and information that individuals, groups, or government officials find objectionable or dangerous. Censors use the power of the state to impose their view of what is truthful and appropriate, or offensive and objectionable, on everyone else. Censorship includes limiting access to, labeling, or removing materials in a manner that is not within generally accepted professional library standards. As a tax-supported agent of the State of Colorado, the Library will not suppress or limit customer access beyond legal requirements.

### Customer Privacy

The Library is committed to customer privacy. The Library will comply with Colorado Revised Statutes 24-90-119 mandating the protection of customer privacy in the use of Library resources. In keeping with CRS 24-90-119, the Library maintains customer confidentiality with specific distinctions.

- The Library will use customer information for business operations and improvement.
- The Library will release customer identifying information only with the customer's written consent, or if such information is compelled by duly authorized legal subpoena, upon court order, or where otherwise required by law.
- A customer who engages with the Board of Trustees at a public meeting is advised that their name and other identifying information provided may be associated with any public comment made by the customer, both during the meeting and in the official minutes of such meeting. A customer who has a topic placed on the Agenda is advised that their name and any identifying information or written materials prepared and presented for such purpose shall be associated with the Agenda in the official records of a public meeting of the Board of Trustees, and the minutes of any such meeting are public records. Customer usage information not related to any public comment or presentation made by the customer at a public meeting shall not be part of the public records of such meeting.
- The Library will release to parents account information for their minor children upon the presentation of the minor's library card or account number.
- ~~The Library will release customer information pursuant to subpoena, upon court order, or where otherwise required by law.~~
- The Library shall comply with the Colorado Open Records Act, Colorado Open Meetings Act, and any other law regarding Library operations to the greatest extent possible, while adhering to this Customer Privacy commitment.

The Library uses surveillance equipment for specific monitoring purposes:

- The safety and security of staff and customers.
- Facility operations.
- Information on property damage from vandalism, theft, or other illegal activities.

Surveillance information is for internal use only. The Library will not release surveillance information to any third party. The Executive Library Director or their designee will manage exceptions.

- In the case that the Library is compelled to release the information by law, or
- If Library management believes that timely release of the information is necessary for the health or safety of a customer at grave risk.

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## CHILDREN AND PARENTS POLICY

The foundation of Douglas County Libraries' (the "Library's") relationship with children is that parents and guardians are the arbiters of their children's use of the Library. As arbiters, parents and guardians manage what is appropriate for their children and family. In legal parlance, the Library does not act *In Loco Parentis*.

- The Library supports parents and guardians as they manage their children's use of the Library by offering controls, account information, relevant descriptions of events and services, and consultation services to align Library opportunities with a family's values and needs. Parents of children 14 years of age or younger approve or validate their children's use of a library card and account. The Library will maintain options that parents can use to manage library content for children 14 years of age or younger. The Library will inform parents and guardians about these options annually as well as when they register their children for a Library card.
- The Library demonstrates our commitment to children by curating content and environments specifically designed for them.
- Our commitment to children exists inside a foundational mission to present a world of ideas and serve our entire community. The Library will not limit every customer's choices merely because a child might access content. However, content will be placed within the recommended area of the Library using commonly accepted professional resource recommendations.
- The Library expects that parents and guardians are responsible for their children's choices, behavior and well-being in the Library. If Library staff believe that a child is unattended or vulnerable, they will make a good-faith attempt to contact the child's parent or guardian before referring the matter to law enforcement.
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## CITIZEN REVIEW REQUEST POLICY

Douglas County Libraries' (the "~~Library's") Access and Curating Library Collections and Content Policies are the basis for review decisions. Our Library")~~) recognizes the importance of a process that customers can use to voice opinions, ask for changes, and request redress of grievances to Library decisions. The *Citizen Review Request Policy* covers all facets of Library services—. The Citizen Review Request process affords higher levels of management review of staff decisions to determine if those decisions were made competently and aligned with Library policy and the law.

The Library's Access Policy and other policies on facility usage set forth the Library's strong commitment to public access to Library materials and services, and, along with the other adopted policies of the Library, will be the foundation upon which any request for review shall be based. Citizens should understand that all Library services may not appeal to each person equally, and the Library as a whole, its staff and Board of Trustees, is not a judicial body. Laws governing obscenity, subversive materials, and other questionable matters are subject to interpretation by the courts. The Citizen Review Request Policy is intended to provide a forum for important feedback about the services the Library provides—including content creation, inventories, facilities, Library-sponsored events, displays, and limitations placed on customer access.~~The Citizen Review Request process will determine if staff decisions were made competently and aligned with policy and the law.~~however, a Review Request will not be reviewed based on the perceived value or lack of value of any particular material or service, or political, social, religious, or activist position of the requesting party, and rather, in keeping with the law, shall be reviewed within the overall policy direction from the Board of Trustees to the Executive Library Director and staff.

Non-library sponsored events shall not be reviewed under the Citizen Review Request policy.

The Library was formed and is supported by Douglas County citizen taxpayers. ~~Public~~While anyone may seek a citizen review, public policy requests advocating for substantive changes to Library services are the prerogative of Douglas County citizens alone. ~~While the Library will consider feedback to learn and grow from anyone, this Citizen Review Request process is available to Douglas County citizens alone. Citizens may begin the review process through a conversation with staff. If the interaction doesn't achieve satisfaction, they may pursue the matter with Library Managers, the Executive Library Director, and then the Library's Board of Trustees. After the initial conversation, review requests must be made in writing using established processes to continue with a review request.~~

~~Citizen Review requests to the Board of Trustees may be made in person at a public meeting or submitted in writing. The Board makes the final decision on appeals by following their voting processes outlined in the Board Bylaws.~~

## The Process

- 1) Citizens advocating for any change should begin with conversations with staff with expertise in the area under consideration.
- 2) If a citizen doesn't achieve a satisfactory result in that dialog, they may formally initiate a written request for review with the Executive Library Director. The Library will generally provide a response within 21 business days from receipt of a written request to respond, but may require additional time for a voluminous request. If more time is necessary, an estimated time for response will be communicated to the citizen requesting review. The Executive Library Director will conduct any fact-finding, policy review, legal review, or other inquiries as appropriate in the preparation of the response. The Executive Library Director will provide a written response to the requesting party, if such party has provided their identifying information, and will make an informational report of the request (without identifying information) to the Board of Trustees, as an important check-and-balance on performance.
- 3) Requests on the same topic of concern by the same individual or group will be not be entertained after the first two requests. If a group of citizens initiates the same or similar request, the Executive Library Director may direct a response to all citizens included in the same or similar request
- 4) Following receipt of the Executive Library Director's response, a Citizen Review Request may be escalated to the Board of Trustees, in writing addressed to the President of the Board, if a citizen seeks a change in general policy or if a citizen believes that their request was not handled in a fashion that aligns with the Library's policies, including but not limited to its Brand promise and service commitment. The President of the Board will advise the Board of Trustees of receipt of any such request. If a majority of the Board of Trustees requests the President to add the topic for cause to review any Library policy or staff administration of the same, or to discuss any matter identified in the request within the scope of the Board of Trustees' legislative role, the topic(s) will be added to a future Board Agenda. However, as a non-judicial body, the Board of Trustees will not review any such request for change to policy based upon either an individual Trustee's personal beliefs or a citizen's recommendations from a political, religious, social or activist view. If the individual requesting review wishes to personally address the topic to the Board of Trustees during the listed Agenda item, such individual, and not just the topic of the request, shall be added to the Agenda.
- 5) The Board of Trustees may determine to have a verbal or written report presented from staff involved in the review process, require a written summary of the review process, and consider application of its policies to the request. If the Board determines in its legislative function to further evaluate policy or procedures, including any proposed amendments to

the same, such discussion shall be tabled until the next opportunity for the Board to review proposed amendments for a determination. The Board makes any decisions on such citizen request by following their voting processes outlined in Board Bylaws.

- 6) Request about Library Policy or performance may also be made in person at a public meeting, and the process outlined for review shall be initiated through appropriate staff.

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- 4) Following receipt of the Executive Library Director's response, a Citizen Review Request may be escalated to the Board of Trustees, in writing addressed to the President of the Board, if a citizen seeks a change in general policy or if a citizen believes that their request was not handled in a fashion that aligns with the Library's policies, including but not limited to its Brand promise and service commitment. The President of the Board will advise the Board of Trustees of receipt of any such request. If a majority of the Board of Trustees requests the President to add the topic for cause to review any Library policy or staff administration of the same, or to discuss any matter identified in the request within the scope of the Board of Trustees' legislative role, the topic(s) will be added to a future Board Agenda. However, as a non-judicial body, the Board of Trustees will not review any such request for change to policy based upon either an individual Trustee's personal beliefs or a citizen's recommendations from a political, religious, social or activist view. If the individual requesting review wishes to personally address the topic to the Board of Trustees during the listed Agenda item, such individual, and not just the topic of the request, shall be added to the Agenda.
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## CURATING LIBRARY COLLECTIONS AND CONTENT POLICY

Douglas County Libraries (the "Library") will purchase aligns with Colorado library statutes and develop the First Amendment in purchasing and developing digital and physical content inventories that answer customer demand. Customer demand is our priority in making content decisions. Free and open access to materials is foundational to our Library's history as well as over one hundred years of library service across our County. The Library's *Access Policy* is foundational to content Library collection management.

Customer demand is our priority and guide in selecting and retaining items for the inventory. Library staff are charged with using usage patterns, sales data, publisher marketing investments, and customer requests to ground decisions to select, locate and retain items. Letting the marketplace ground curation- is the best way to mitigate staff or customer pre-conceived philosophies or biases.

- Curation refers to the decision to add, retain, remove, shelve, locate or display materials in Library inventories. The Library offers content in a variety of physical and digital formats to meet the needs and preferences of our community. The Library will make every effort to correlate our inventory choices with community demand and interests. Letting the marketplace of ideas guide us is the best way to mitigate staff or customer pre-conceived philosophies or biases- customer demand.
- Douglas County Libraries' Archives & Local History collects and preserves historic photos and the documentary history of Douglas County, Colorado.  
~~The~~
- In addition to demand, the Library will also employ additional, and customary professional criteria in content decision-making specific decisions about titles:
  - Specific Documented community needs and interests
  - Contemporary significance
  - Attention from bona-fide critics, and reviewers, and the public with expertise in relevant fields
  - ~~Popular interest, customer requests, and market data~~
  - Author reputation and expertise in the field
  - Comprehensiveness and depth of treatment
  - Relationship to the existing inventory
  - Availability of content from sources other than purchase
  - Durability of the format and whether the item can meet the rigors of public use
  - Price and availability from our approved vendors.

Managing collections and developing Library content curation are Library operational duties. Library staff perform these duties under the direction of the Executive Library Director. The

Library's *Citizen Review Request Policy* describes how customers can advocate for change in regard to Library collections ~~and content.~~ through discussions and requests of Library staff.

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  - Attention from bona-fide critics and reviewers with expertise in relevant fields
  - Author reputation and expertise in the field
  - Comprehensiveness and depth of treatment
  - Relationship to the existing inventory
  - Availability of content from sources other than purchase
  - Durability of the format and whether the item can meet the rigors of public use
  - Price and availability from our approved vendors.

Managing and developing Library content are operational duties. Library staff perform these duties under the direction of the Executive Library Director. The Library’s *Citizen Review Request Policy* describes how customers can advocate for change in regard to Library collections through discussions and requests of Library staff.



## PROGRAMS POLICY

Douglas County Libraries (the “Library”) will purchase, craft, produce, and deliver programs—educational, arts, and event/entertainment offerings—that respond to community demand. The Library’s *Access Policy* is foundational to this work.

### Oversight and Curation

Managing programs is a function of Library operational duties. Library staff perform these duties under the direction of the Executive Library Director.

The Library will exercise professional oversight in the selection and production of programs. The Library will curate opportunities that align with organizational and community priorities, with effort to present a world of ideas:

- Library Vision
- Brand
- Business Strategy
- Budget
- Community Partnerships

The Library’s *Citizen Review Request Policy* is an opportunity for customers to advocate for substantive policy and operational changes around all Library service, including programs. The Board of Trustees exercises oversight through budget stewardship, direction of the Library’s business plan, ~~and performance evaluation of the Executive Library Director~~ and review of Library policies, and performance evaluation of the Executive Library Director in following the laws of the State, the Constitution, and implementing the policies adopted by the Board of Trustees. Any program Review Request will not be reviewed based on the perceived value or lack of value of any particular program or service, and rather, in keeping with the law, shall be reviewed within the overall policy direction from the Board of Trustees to the Executive Library Director and staff.

### Communication

To maximize the value of offerings and assist customers in choosing programs that are a fit for them and their family, the Library will market and communicate program availability and relevant details. The Library will provide recommended age ranges for children’s offerings.

### Talent and Endorsements

The Library will routinely engage and employ authors, speakers, musicians, and similar talents in support of programs. Library engagement of talent does not imply endorsement of any of their constitutionally protected views, speech, or associations. Any outside group requesting use of Library facilities for an event not produced by the Library shall conform to the policies and procedures regarding facility use. Non library-sponsored events are not screened by the Library

for nor is access prevented based on the 'perceived value of lack of value' of such event, and are not under the sponsorship, direction or control of the Library except in their adherence to facility use requirements.

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## INTERNET ACCESS POLICY

Douglas County Libraries (the “Library”) applies its *Access Policy* commitments to internet use (Wi-Fi and technology devices), but with distinctions relevant to both legal boundaries and the digital world.

- **The internet has been declared to be an extraordinary, unique and unparalleled educational resources and source of knowledge and information. Colorado has adopted specific standards related to public libraries such that children using the Library’s internet may be provided internet access without accessing what the General Assembly believes to be harmful material, while securing the rights of the general adult population to be able to responsibly access internet services without certain filters.**
- Both federal and Colorado law require internet filtering and circumstances under which the library may remove filters. The Library will fully comply with these legal mandates (Colorado Revised Statute 24-90-601; Children's Internet Protection Act (CIPA), Pub.L.No. 106-554). **The Library has adopted a policy of internet safety for minors (defined as any person who has not attained the age of seventeen years) to prohibit access to internet-based material that is obscene, child pornography or harmful to minors, as defined by law.**
- The Library does not permit illegal activities conducted through any library technology system. The Library will pursue appropriate legal action, including prosecution of suspects. Illegal activities, as defined by law, include and are not limited to accessing or trafficking in obscene content, child pornography, violations of copyright, and a variety of activities generally described as “criminal.” In general, the Library expects customers will be both law-abiding and civil. As appropriate, the Library will monitor customer use of internet resources to validate system security and policy compliance.

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