

DOUGLAS COUNTY LIBRARIES

BOARD BUSINESS MEETING

Wednesday, June 25, 2025, 5:30 p.m., Philip and Jerry Miller Library, Castle Rock, CO

<u>Agenda Topic</u>	<u>Presenter</u>	<u>Page</u>
Call meeting to Order	Terry Nolan	

Attendance

Public Comment

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.

Consent Agenda Recommendation(s) Memo	Terry Nolan	<u>2</u>
1. Minutes 05/28/25 Business Meeting		<u>3</u>

Other Business	Terry Nolan	
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Action Items

- Bylaws Update – Parliamentary Procedure Source [7](#)
- Bylaws Update – Public Participation in Meetings [9](#)
- Policy Update – Colorado Opens Records Request (CORA) Deposit [12](#)
- Formation of Strategic Plan Committee [14](#)

<u>Executive Library Director Update</u>	Bob Pasicznyuk	<u>19</u>
• Castle Rock library sewer issues		

Partner Reports

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

Trustee Comments

Upcoming Board Meetings

- July 10, 2025, Executive Committee Meeting, Castle Pines Library, Castle Pines, 8:00 a.m. – 9:00 a.m.
- July 30, 2025, Board Informal Breakfast, Location to be announced, 8:00 a.m. – 10:00 a.m.
- August 14, 2025, Executive Committee Meeting, Castle Pines Library, Castle Pines, 8:00 a.m. – 9:00 a.m.
- August 27, 2025, Philip & Jerry Miller Library, Castle Rock
 - Board Study Session, 4:00 p.m. (Dinner at 5:00 p.m.)
 - Board Business Meeting, 5:30 p.m.

Other Meetings

- July 16, 2025, Partnership of Douglas County Governments, Highlands Ranch Senior Center, 7:30 a.m. – 9:30 a.m. (Breakfast at 7:00 a.m.)
- September 19, 2025, 10th Annual Douglas County Libraries Foundation Gala, *Beauty and the Beast*, Highlands Ranch Mansion.

Adjourn

MEMO

To:	Douglas County Libraries Board of Trustees
Date:	June 25, 2025
From:	Patti Owen-DeLay
Subject:	Consent Agenda Recommendation(s)

ISSUE:

Review and approve Consent Agenda item(s).

DISCUSSION:

The Consent Agenda follows the process outlined below:

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

Consent Agenda Items for this meeting are:

1. Minutes 05/28/25 Business Meeting

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

MOTION LANGUAGE:

I move to approve the consent agenda consisting of the 05/28/25 Business Meeting minutes as presented.

DOUGLAS COUNTY LIBRARIES
Board of Trustees Budget Public Hearing and Business Meeting
May 28, 2025
Castle Rock, CO

President Nolan 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, Pam Hampton, Zach McKinney, Terry Nolan, Ted Vail, Taylor Watson, and Amy Windju

A quorum was present and all trustees were present.

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

OFFICER: None

PUBLIC: Robin Warnke (Staff), Adelita Campbell, Kathy Dannemiller, Nancee Sprigg, Debi Kinder, Jan Ruscio

PUBLIC COMMENTS

Adelita Campbell: Expressed concerns around Home Rule and that it can impact the library in a political way. Concerned that a trustee supporting Home Rule at a school board meeting could imply library support.

CONSENT AGENDA

1. Minutes April 30, 2025, Business Meeting
2. Parker Drain Easement
3. Highlands Ranch Parking Resurfacing Budgeted Capital Request
4. Castle Rock Sliding Door Replacement Budgeted Capital Request

MOTION 25-05-01: Hampton moved and the motion carried unanimously to approve the consent agenda, including the April 30, 2025, business meeting minutes, the Parker Drain Easement with the Town of Parker and CD-Parker LLC, the Highlands Ranch budgeted capital expenditure of \$450,000, and the Castle Rock Sliding Door Replacement budgeted capital expenditure of \$125,000. Taylor seconded the motion.

Strategic Planning

Watson asked the board about doing strategic planning and forming a committee to work on this. For Watson this is a conversation about long-term threats and disruptors and having board members focused on it.

Pasicznyuk shared that we had discussed this as a 2026 effort.

The board discussed whether or not to form something now or wait.

Nolan asked Watson to draft a committee charter, and Watson agreed, and then the board can decide at the June meeting to either form a new committee or to have the Executive Committee handle the conversations.

LIBRARY BUSINESS

No one declared a conflict of interest.

Executive Library Director Review

Nolan stated that this will be handled later in Executive Session.

Revisit Election of Officers

In January 2025, the board voted to handle elections by ballot for board officers and representative opportunities, as allowed by Colorado Open Meeting Law. Nolan offered the opportunity for new trustees to participate in both elections of officers and representative opportunities, so with a full board present this meeting, the board revisited January appointments.

Informal poll of those interested in being Officers:

President: Terry Nolan

Vice-President: Taylor Watson

Secretary: Ted Vail

MOTION 25-05-02: McKinney moved and the motion passed unanimously that the revisited 2025 annual elections of officers had only one name per position from the informal poll of interest taken prior to the start of the meeting and those trustees will be appointed. Windju seconded the motion.

Those appointed:

President: Terry Nolan

Vice-President: Taylor Watson

Secretary: Ted Vail

This changes Vice-President from Suzanne Burkholder to Taylor Watson with President and Secretary remaining the same as the January election results.

Revisit Appointment of Representative Opportunities

Informal poll of those interested in Representative Opportunities:

Douglas County Youth Initiative: Amy Windju

Partnership of Douglas County Governments: Ted Vail

Douglas County Libraries Foundation Class I Director: Suzanne Burkholder and Pam Hampton

Hampton withdrew her name from Douglas County Libraries Foundation, leaving only Suzanne Burkholder.

MOTION 25-05-03: Watson moved and the motion passed unanimously to accept the revisited 2025 representative positions, which had only one name per position from the informal poll of interest, and those trustees will be appointed. McKinney seconded the motion.

Those appointed:

Douglas County Youth Initiative: Amy Windju

Partnership of Douglas County Governments: Ted Vail

Douglas County Libraries Foundation Class I Director: Suzanne Burkholder

This changes the Douglas County Youth Initiative representative from Zach McKinney to Amy Windju.

Foundation Annual Report to the Library Board

This is an annual requirement of the Foundation Board to the Library Board sharing the Foundation's 990, contribution to the Library, and accomplishments in the previous year. There was no discussion.

Executive Library Director Update

Pasicznyuk spoke about a public comment made at the April meeting around Library displays, stating that we display items that are trending items and/or in demand. There are a number of ways we visually display items.

Pasicznyuk answered questions about the Key Performance Indicators. The board discussed what the indicators tell us and don't tell us.

PARTNER REPORTS

Partnership of Douglas County Governments

Vail reported that the Library hosted and captured initial strategic planning information.

Douglas County Youth Initiative (DCYI)

McKinney reported:

- General information and training were conducted around the Wrap Around Program and Teen Court Program.
- La Liga Summer Soccer is starting.
- Save the Date – August 28, 2025, celebrates 20 years of the Douglas County Youth Initiative.

Douglas County Libraries Foundation

Burkholder reported that the Kendra Scott fundraiser brought in about \$800, while building awareness. Kendra Scott is also a gala partner.

Also, trustees are encouraged to attend the Foundation's annual gala in September.

EXECUTIVE SESSION

MOTION 25-05-04: Nolan moved and the motion carried unanimously to move into executive session pursuant to C.R.S. Section 24-6-402(4)(f), C.R.S., for the purposes of

discussing personnel matters related to the Executive Library Director's mid-year review. Watson seconded the motion.

The board moved into executive session at 6:42 p.m.

The board returned to open session at 6:56 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, Nolan asked that they state their concerns for the record.

Hearing none, the meeting continued.

TRUSTEE COMMENTS

Burkholder shared that libraries change lives and shared a Lone Tree Teen Court story where a Boettcher scholarship court member worked with the Library to get a list of books for reflection on improving your life as the sentence to a violation, helping teens see a different path.

Hampton stated that if Home Rule is passed it has nothing to do with having any increased authority over the Library.

UPCOMING BOARD MEETINGS

- June 12, 2025, Executive Committee Meeting, Castle Pines Library, Castle Pines, 8:00 a.m.-9:00 a.m.
- June 25, 2025, Philip & Jerry Miller Library, Castle Rock
 - Board Study Session, 4:00 p.m. (Dinner at 5:00 p.m.)
 - Board Business Meeting, 5:30 p.m.

OTHER MEETINGS

- July 30, 2025, Board Informal Breakfast, Location to be announced, 8:00 a.m.-10:00 a.m.
- September 19, 2025, 10th Annual Douglas County Libraries Foundation Gala, Beauty and the Beast, Highlands Ranch Mansion.

ADJOURN

Nolan adjourned the meeting at 7:02 p.m.

Respectfully submitted,
 Ted W. Vail, Board Secretary
 Minutes prepared by Patti Owen-DeLay
 Approved MOTION _____, Date _____

MEMO

To:	Douglas County Libraries Board of Trustees
Date:	May 28, 2025
From:	Patti Owen-DeLay
Subject:	Bylaws – Parliamentary Authority

ISSUE:

As is the norm, staff review bylaws and policies annually to make changes that were either discovered through use or due to legislative updates. This is a discovered limiting statement in our bylaws regarding our parliamentary authority.

The bylaws currently reference the 4th Edition of *The Standard Code of Parliamentary Procedure* as the Board's designated "parliamentary authority." We are recommending an amendment to the bylaws to instead reference the *current edition* in effect as of each year's annual meeting.

DISCUSSION:

The 4th Edition of *The Standard Code of Parliamentary Procedure* currently in use by the Board is now 24 years old. The most recent version—*The Standard Code of Parliamentary Procedure, 2nd Edition*—represents the third update developed by a panel of the American Institute of Parliamentarians following the death of Alice Sturgis.

This updated edition includes timely revisions that reflect modern governance needs, such as guidance for virtual meetings, clarified language around motions, and the introduction of a new "Adopt in Lieu of" motion, among others. These enhancements are directly relevant to the Board's use of parliamentary procedure.

Adopting this updated language ensures that our governing practices remain aligned with current standards and responsive to evolving societal and legal contexts.

Existing Language**ARTICLE VII. PARLIAMENTARY AUTHORITY**

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

Amendment**ARTICLE VII. PARLIAMENTARY AUTHORITY**

Section 1. Parliamentary Authority. The Board has adopted *the Standard Code of Parliamentary Procedure*, 4th Edition ~~current edition~~ ("Sturgis" **"Parliamentary Procedure"**), as the parliamentary authority to govern board meeting procedures. **Any updates to version will be effective and noted via memo at the Board's annual meeting each year.**

If Amended**ARTICLE VII. PARLIAMENTARY AUTHORITY**

Section 1. Parliamentary Authority. The Board has adopted the *Standard Code of Parliamentary Procedure*, current edition ("Parliamentary Procedure"), as the parliamentary authority to govern

board meeting procedures. Any updates to version will be effective and noted via memo at the Board's annual meeting each year.

RECOMMENDATION: The Board move to accept the update to Article VII. Parliamentary Authority as presented, updating the edition from "4th" to "current" and clarifying that the change in edition will be made annually by announcement via board memo included in the annual board meeting packet.

MEMO

To:	Douglas County Libraries Board of Trustees
Date:	May 28, 2025
From:	Patti Owen-DeLay
Subject:	Bylaws – Public Participation in Meetings

ISSUE:

As is the norm, staff review bylaws and policies annually to make changes that were either discovered through use or due to legislative updates. This is a discovered miss in our bylaws regarding public comment. We articulate expected public behavior, but failed to include Board behavior in the expectations. The proposed addition to the bylaws will correct that miss.

DISCUSSION:**Existing Language****ARTICLE VI. MEETINGS**

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 designated 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.

Amendment**ARTICLE VI. MEETINGS**

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Expectations for Board Members during public comment:

- The Board President as meeting chair will oversee public comment, welcoming speakers, sharing public speaking expectations and handling any issues with conduct.
- Board members will not engage in conversation with speakers.
- Board members will listen quietly and respectfully acting in mind of the Library brand and values.
- If Board members feel there is an issue with conduct that the chair is not addressing, they will request a "Point of Order" discussion with the chair.

If Amended

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- Board members will not engage in conversation with speakers.

- Board members will listen quietly and respectfully acting in mind of the Library brand and values.
- If Board members feel there is an issue with conduct that the chair is not addressing, they will request a “Point of Order” discussion with the chair.

RECOMMENDATION: The Board move to accept the update to Article VI. Meetings, Section 4. Public Participation in Meetings as presented, updating the section to include expectations for board members during public comment.

MEMO

To:	Douglas County Libraries Board of Trustees
Date:	May 28, 2025
From:	Patti Owen-DeLay
Subject:	Policy – Colorado Open Meetings Law (CORA)

ISSUE:

As is the norm, staff review bylaws and policies annually to make changes that were either discovered through use or due to legislative updates. This proposed change is a discovered unnecessary obstacle in policy.

The Colorado Open Meetings Law Policy regarding payment for CORA requests states:
CORA Request Costs and Deposit

Colorado Law Section 24-72-205 (6) (b) allows tax-supported institutions to assign reasonable charges for requests. The Library assesses a nominal charge of \$41.37 per hour for research and records retrieval. The Library also charges \$0.25 for each page copied for a request. The Library also charges for any postage or shipping costs associated with a request. Before acting on a request estimated to take more than one hour, the Library requires a deposit equal to the total estimated hours of the request in addition to any copy and shipping charges.

DISCUSSION:

The Library is not currently equipped to manage the administrative effort of collecting and processing CORA request deposits. Requiring a deposit for a CORA request can unintentionally result in additional staff time and operational costs that may not be reimbursable. While the law permits the collection of a deposit, it does not mandate it. Therefore, we propose amending our policy to allow—but not require—a deposit. Staff will establish a consistent threshold for when a deposit may be requested, ensuring that the cost of processing a request does not exceed the amount collected.

Existing Language***CORA Request Costs and Deposit***

Colorado Law Section 24-72-205 (6) (b) allows tax-supported institutions to assign reasonable charges for requests. The Library assesses a nominal charge of \$41.37 per hour for research and records retrieval. The Library also charges \$0.25 for each page copied for a request. The Library also charges for any postage or shipping costs associated with a request. Before acting on a request estimated to take more than one hour, the Library requires a deposit equal to the total estimated hours of the request in addition to any copy and shipping charges.

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If Amended

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RECOMMENDATION: The Board move to accept the update to the cost section of the Colorado Open Records Act Policy by amending it to state that the Library “**may require**” a deposit instead of “**requires**” a deposit.

Douglas County Libraries Board of Trustees Strategic Planning Committee Charter

Document Title: Charter and Operating Framework for the Strategic Planning Committee of the Board of Trustees

Dated June 17, 2025

I. Purpose and Foundational Role

Why Strategy Comes First

The Strategic Planning Committee is a standing committee of the Douglas County Libraries Board of Trustees. Its purpose is to lead the Board's efforts in shaping the long-range strategic direction of the Library and ensuring that all organizational activity remains aligned with its mission to enrich lives, foster community connections, and promote lifelong literacy.

The establishment of standing strategic planning committees for boards of directors of any type of business or organization recognizes that the most important function of any Board of Trustees is to discern, articulate, set in place, and continuously monitor and evaluate the strategic direction of the organization. Everything else the board undertakes — budget approvals, policy decisions, program evaluations, and leadership oversight — flows from the Board's capacity to think and plan strategically.

Thinking Like a Future-Ready Enterprise

The Committee must also help the Board think more like a future-ready enterprise. In the private sector, investors and stakeholders routinely ask: Who is the customer? What pain points do they experience? And how exactly does our model address those needs? Although the Library does not operate in a traditional market, the Board must not lose sight of these essential questions. Publicly funded organizations face a risk of drifting from customer needs precisely because payment is decoupled from usage. The Strategic Planning Committee must therefore sharpen the organization's understanding of its constituents — including those who pay the mill levy — and ensure strategic priorities align with their evolving expectations.

Core Mandates of the Committee

The Committee is tasked with:

- Understanding the full landscape of external and internal factors impacting the Library's success
- Guiding the development of a forward-looking strategic framework that ensures long-term impact
- Overseeing a disciplined cycle of analysis, planning, alignment, and board-level engagement
- Ensuring the Board remains attentive to future-focused questions of financial resilience, community relevance, organizational leadership, and long-term risk

II. Core Responsibilities

The Strategic Planning Committee shall:

1. Situational Analysis

- Produce a comprehensive Situational Analysis annually by a board-determined due date
- Ensure this analysis includes key trends, a deep understanding of the customer base (especially those who fund the library through mill levies), their pain points in relation to the library's mission, long-term demographic and economic forecasts (e.g., County build-out), competition, organizational risk factors (e.g., leadership transitions), and stakeholder insights
- Facilitate a full board retreat or study session to present and discuss the analysis

2. Strategic Plan Oversight

- Develop and maintain updated short-term (1 year), medium-term (2–3 years), and long-term (5+ years) strategic planning documents
- Oversee the annual update of the full strategic plan package by a set calendar deadline
- Propose revisions to strategic priorities as needed based on reassessment of the Situational Analysis

- Frame and update clear long-term success markers and infrastructure balance targets to guide multi-year decision-making

3. **Board and Staff Engagement**

- Ensure regular board-level input and education regarding strategic priorities and environmental shifts
- Collaborate closely with the Executive Library Director, who serves as an ex officio member of the committee, along with select staff who provide subject-matter expertise

4. **Quarterly Strategic Review**

- Convene **at least quarterly**, and more often as necessary, in person or virtually
- Review the Situational Analysis for emerging issues and determine if interim updates are needed
- Present interim updates to the full board as warranted

III. **Composition and Membership**

- The Committee shall be composed of **three voting Trustees**, elected annually by the full Board of Trustees
- The **Executive Library Director** shall serve as an **ex officio (non-voting) member**, with staff involvement as needed for planning support
- The Committee may invite **external advisors or subject-matter experts** as non-voting participants to support its work
- Trustees serve **1-year terms**, renewable without term limits as deemed appropriate by the Board

IV. **Authority and Decision-Making**

- The Committee's role is **advisory**, with all final strategic plan approvals and changes requiring a full Board vote
- The Committee may not take binding action on behalf of the Board unless authority is explicitly delegated via Board motion
- All Committee work must comply with the **Colorado Open Meetings Law**, and as such, meetings are open to the public

V. Meetings and Calendar

- The Committee shall meet **at least quarterly**, and additionally as needed, in person or via virtual platforms
- The annual Situational Analysis and updated Strategic Plans shall be delivered and presented by **[Insert Date or Month Here, e.g., October 31st]** each year
- A **Board Retreat or Strategic Study Session** shall be convened annually to review and discuss the updated materials

VI. Reporting and Communication

- The Committee will maintain appropriate records of its discussions and recommendations to support Board transparency while avoiding excessive administrative burden
- Summary updates and planning documents will be submitted to the full Board and included in Board packets as needed
- Committee activities will be aligned with the Board's broader calendar and planning cycle

VII. Charter Review and Amendment

- This Charter shall be reviewed every three years or sooner if requested by the Board
- Amendments may be made by majority vote of the full Board

VIII. Approval and Implementation

- Approved by: Douglas County Libraries Board of Trustees
- Effective Date: [Insert Date of Approval]
- Review Date: [Insert Date 3 Years Forward]

MEMO

To:	Douglas County Libraries Board of Trustees
Date:	June 19, 2025
From:	Bob Pasicznyuk
Subject:	Conversation – Board Strategic Planning Committee

ISSUE: President Nolan asked the Executive Committee and Executive Library Director Pasicznyuk to share feedback on the proposed Strategic Planning Committee draft charter. Below is Pasicznyuk's response.

DISCUSSION:

The proposal is important and wise in that it focuses on strategy. High-functioning boards invest their time in 3 areas of responsibility.

- **Fiduciary Responsibility:** Safeguarding the organization, its brand, and resources. For most boards, this means voting on appropriations and the budget. Realistically and unless a trustee is seeking to disrupt the organization with some agenda in mind, most of the appropriations requests are going to be necessary and sensible – not much to do there. Budgeting is important, but a well-run organization doesn't submit budgets to a board that is risky. I think that the board should consider, change, or validate the DCL brand in order to engage on another fiduciary level.
- **Strategic Responsibility:** Strategy asks if we are in the right business? Collins' *Good to Great* maintains that great organizations do a small number of things and do them exceedingly well. In my mind there are two items missing from the proposal.
 - Self-awareness about risks and opportunities. Strategy usually responds to both. I think that both are missing here unless the situational analysis is about discovering these.
 - Resources. The library isn't a startup. We have an engaged customer base with high expectations. The case studies I have about libraries who do strategy well devoted time and money to the effort.
- **Growth/Generative Responsibility:** What does success look like for our library – short and long term. What is the board's statement of success? The proposal seems to suggest that understanding the non-user is the measure of success. Is gaining non-user market share, the board's estimate of success? There are more than a few library case studies that suggest that it is easy to gain toward one customer base while losing another. Good strategy intends to alter our tactical plan.

An additional note. I imagine that any process will make demands on the library's technology infrastructure. I think that any committee working strategy should have a competent understanding of the library industry's vendor field and options as a part of strategy creation.

RECOMMENDATION: Comments for discussion purposes only.

MEMO

To:	Douglas County Libraries Board of Trustees
Date:	June 2025
From:	Bob Pasicznyuk
Subject:	Executive Library Director's Report

ISSUE: Monthly Library Report

DISCUSSION:

LEGISLATION WATCH: There will likely be a special session, but not relevant to the library.

BUSINESS UPDATES

Strategy, Analysis, Planning: Strategy is about winning the game. Strategy questions whether or not we are in the right business. Strategy always begins with a two-fold foundation.

1) Beginning with the end in mind, what do we seek the strategy to accomplish? Asking to align on success in a library context is vexing, but without that clarity strategy has no finish line.

- Win awards or other kinds of acclaim?
- Reach financial goals?
- Achieve a quality description or metric?
- Achieve certain use metrics or outputs?
- Change lives in our County – societal outcomes?
- Upgrade our infrastructure – new service outlets for a growing Douglas County?
- Reduce risk?
- Reach a new audience or demographic?

These are common but not an exhaustive list of success that any strategy would support.

2) The second prerequisite is a thorough read of our current strategies or business plan. This is where we focus our resources now. New strategies, if they are meaningful, require resources.

Our libraries execute on four strategies today. The first two are resource intensive. The remaining strategies are lean.

Investment 1: The Premium Classic Library

Our library is a bricks and mortar operation, offering a consistent menu of services 431 hours every week across 6 locations. Our service model is CARE, with expectations that interactions are premium and personal. The library's content is fresh, merchandized, and responds to customer demand. Wait times in the queue for content are 4 to 1 (4 customers in the queue for an available item) for physical content and 7 to 1 for digital. The library's technology offering (*Tech-It-Out*) lends desktops, laptops, and devices that are top sellers in the technology marketplace. The library's

housekeeping and facilities maintenance program are top-notch delivery an outcome that is *bank-level-clean*.

Investment 2: Young Families / A Child's First Classroom

Our library welcomes everyone but invests intentionally and heavily around youth. The library greets new parents and their children just after birth beckoning them to the library. Storytime is expected library fair across North America, but it is next-level at Douglas County Libraries. Children's environments comprise about 20% of the average library in the U.S., but are an entire floor and environment at our libraries. Mr. Rogers called play the business of children. Children use play to prepare for school and life. Playscapes are signature moments at Douglas County libraries. The floors, walls, shelving, and content unite in a chorus of learning.

Investment 3: Events and Hospitality

Each season of the year, our library offers our community signature events around reading. A frequent-customer, past Trustee, and New York Times author said it best: DCL surpasses the hype when it comes to community events. Our library's spaces are coveted by hundreds of community groups each month. Our co-working spaces are prized by tutors and remote workers alike.

Investment 4: Specialty Consulting and Non-traditional Educational Services

Our library offers small business training and consulting to Douglas County small businesses and EDC partners. The library provides families with the ability to gain credentials (GED, High School Diploma, U.S. Citizenship test prep) leading to jobs and life success.

Does this align with our community? Who else is working in this space? Are there gaps or growth needed in this space? Is there another need or opportunity that this menu doesn't address? These are open to strategizing.

Sterling Ranch: The soil and site report is back with no unexpected findings. Early design meetings have focused on how to locate the building relative to the school as well as handling the site's contour and drainage. Library and Developer lawyers are working on the land donation details. I anticipate an agreement for Board review at the August meeting.

Taxpayer Rebate: During this year's budget authorization, the Board directed a 5-million-dollar rebate to taxpayers from reserves. The County Assessor has an existing process to handle fixed-amount rebates. During the 2026 budget authorization, the library will direct the Assessor to rebate that amount on the same form authorizing our 2026 Mill Levy. Taxpayers will gain this rebate in proportion to their property value or taxes paid. The library will identify ways to communicate the rebate to citizens.

BUSINESS SPOTLIGHT 1 – Library Research Service. The best storehouse of data on libraries is the *Library Research Service* – <https://www.lrs.org>. They survey libraries annually, but the compiled data is always lagging by about 2 years. The Colorado survey includes information on about 113 libraries with 249 columns of information. Here is an example of a comparison that compares libraries in communities over 100,000 and the percentage of their budget devoted to staff expenses.

Library	% Personnel Expense
Douglas County Libraries	48%
Rangeview Library District (Adams County)	50%
Pueblo City-County Library District	52%
Boulder Public Library	53%
Jefferson County Public Library	56%
Poudre River Public Library District	60%
Pikes Peak Library District	63%
High Plains Library District (Weld County)	66%
Aurora Public Library	75%
Denver Public Library	77%

BUSINESS SPOTLIGHT 2 – Camp DCL: During the months of June and July, the library hosts 20 summer camps – both half and full day camps. We host approximately 385 campers throughout the summer. Camper costs range from \$200 to \$250 for a half day camp and \$425 for a full day camp.

The library's foundation offered 28 camp scholarships for families with financial hardships.

FOLLOW UP

Hospitality Business Flow: Just after the pandemic, the library set goals to restore use. The library sought to determine if charging for spaces reduced use. The Events and Hospitality team just finished this analysis. They determined that the cyclical nature of the work (groups aging out) was the most important factor in any group using library spaces in the past but not now. The data also suggested that there is ample demand for community spaces in Douglas County – reservations are higher than they were in the past even with this churn.

Safety and Security Update: After Board approval, the library entered into a service agreement with the firm, *Risk Resiliency* for training and consultation to handle the aftermath of a safety and security incident. They will be on site in the week of June 15 for interviews and fact-finding. The library has formed a staff team also to direct this work. I am also meeting with the Sheriff to determine cost estimates for increased law enforcement presence at our libraries.

Partnership of Douglas County Governments Engagement Update: See attachment.

DIVISION UPDATES

Customer Experience

June Customer Experience Accomplishments

- Clifford, the Big Red Dog costumed character visited DCL storytimes this month.
- Now that summer is here, each branch is getting outside for weekly storytimes in local parks
- Brain health fitness is growing as repeat customers bring in new participants
- The DCL courier trucks are busy with summer reading deliveries, busy branches, and delivering the Clifford costume

Coming up

- Planning for trial of new scheduling format @ CAP/ROX
- Wrapping up branch walkabout tours to ensure consistency in customer experience across the district

Community Engagement

Planning for Staff Day 2025 is underway, and the team is looking forward to hosting a great day for DCL staff. Please save the date and plan to join us for the Annual Staff Appreciation Day, which will be held on **Friday, September 12**, at DCL in Highlands Ranch. The day will begin with an optional coffee chat in Civic Green Park at 9:00 a.m., followed by the official program starting at 10:00 a.m. Summer Partnerships with Douglas County Schools - DCL is once again supporting two efforts in partnership with DCSD. The Castle Rock and Castle Pines locations are both sites for the Free Summer Lunch Program and all DCL locations are donation sites for the Lend A Hand school supply drive.

At this time, Events & Hospitality has booked 8 more specialty packages (i.e. baby, bridal, wedding showers) as compared to last year and we are continuing that trend for the month of July. DCL's Business Services' team presented to both the Parker and Castle Pines Chamber of Commerce Lead's groups in the last month. Providing an overarching summary of DCL for Business as well as DCL services. In addition, attendees also walk through a sample business from ideation to execution utilizing our DCL resources for support. They are given actionable ways to determine markets, create plans, and generate customer leads.

Social Media Fun Fact: according to Meta's benchmarking, our Meta follower count is above the 75th percentile compared to other businesses in our category.

The marketing team created a reservation and deposit payment form to streamline the Events & Hospitality birthday party reservation process on our website.

Summer Reading marketing and print materials, posters, décor, truck wraps, mall banner, social media, web components, emails, etc., were all distributed/posted over the past month. In addition, the marketing team added a short video to the home page. This was our first time implementing a responsive video that fits within the container's constraints.

Forest of Stories sorting, organizing and new tree designs are in process. Approximately, 19 new trees will be added in 2025, including The Grinch, Great Expectations, Call of the Wild, and Mary Poppins.

As of June 6, 2025, we have signed up 11,869 summer readers with 710,144 logged minutes of reading. We saw thousands of visitors at the May 31 kickoff events. Visit <https://dcl.org/summer-reading/> to register and learn more.

Executive Office

Working on

- Onboarding three new board trustee(s) – Completed legal session, completed staff session, completed policy session. Have content next
- Foundation Records Retention
- Updates to board bylaws and policies from legislation or staff recommended updates for June or August board review

- Started migration to SharePoint – will complete in mid-late August 2025

Accomplished

- Onboarding two new Foundation Directors

Finance

Recent Finance Highlights:

- June SLT/Manager Meeting: Successfully facilitated the session, initiating the 2026 budget planning process and providing hands-on support for the new accounts payable system.
- Audit Firm Search: Officially launched the search for a new audit firm.

Looking Ahead:

- 2026 Budget Development: Partnering with DCL Managers and Directors to collaboratively build the upcoming fiscal year's budget.
- Training Initiatives: Working with Learning & Development to design comprehensive training materials for key finance applications.
- Audit Firm Evaluation: Gathering and reviewing proposals from prospective audit firms

Infrastructure Services

- State Grant to Libraries

In 2025, State Grant to Libraries funds enabled DCL to expand our youth Spanish and Early Reader collections, refresh and replace a variety of nontraditional items (such as sewing machines), and sustain our Demand Driven Acquisition model—where nonfiction titles in specific areas are added to the catalog but only purchased when requested through a hold. This grant is managed by Collection Services and also supports Community Engagement's Literacy team.

- Volunteer Onboarding video

The Learning & Development team, in collaboration with the Volunteer Services department, created a 5-minute [Volunteer Services Orientation video](#) to support consistent onboarding for new volunteers across all branches. The video provides foundational information in an engaging format, setting the stage for a positive volunteer experience and reflecting DCL's welcoming environment.

RECOMMENDATION: None; information only.



STRATEGIC PLAN ACTIVITIES
Partnership of Douglas County Governments
May 21, 2025

40 attendees / with 20-24 participating in the activities

NOTES BY ACTIVITY

How would you spend it?

1. **Douglas County History Exhibits (12)** vs Customer Service & Staff (6)
2. Books (Home Delivery (5) vs **New More Branches (7)**
3. Digital Content (8) vs **Culture/Creative Events (9)**

What do you want more?

1. **Larger Event Spaces (10)** vs Smaller Co Working (7)
2. Youngest Interactive Play (7) vs **General Study Spaces (10)**
3. **Bricks & Mortar (13)** vs Clicks & Ticks (8)
4. **More Books (8)*** vs More Events (3)

*reduce wait times more than more in house volume

1 of 2 What do you look forward to celebrating in your future?

- Kids return mid-summer (engaging college students – activities, work opportunities)
- Grown children moving back nearby (DougCo as livable for young adults starting families)
- 250 years nation celebration / 150 years Colorado celebration (x3)
 - Make sure Douglas County is a part of celebrations for both
 - Big anniversaries in the broader community
- Diversity, Global Cultures, Learning
- Maintaining community closeness as Douglas County grows
- Growth in population
- New development opportunities
- Engaged Castle Pines
- New library branches
- New families moving into Ridge Gate (x2)

2 of 2 What have you been celebrating most about our community?

- Meeting spaces – better than most
- Lone Tree's 30 years celebration
- Sense of community and partnerships (x3)
 - Community and the people
 - Community and the people
- Honoring Douglas County history (x4)
 - Lesser known History – founding members of towns, etc.
 - Douglas County History – the library is the keeper of our roots.
 - History
- Rich culture that is being added
- Traditions, connections, access to information



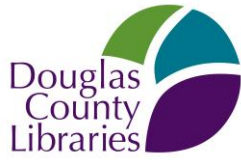
STRATEGIC PLAN ACTIVITIES
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1 of 2 Where can we grow or change?

- Intentional outreach / inclusivity
- Easier way to learn digital periodical access
- Room space & reservations (x4)
 - Longer reservations for study rooms (x2)
 - Not user-friendly app for room/space reservations
- Language – cultural immersion programs
- Communicate offerings / programs more
- Book mobile for senior communities
- Inter-generational (kids & older adults) – reduce isolation
- Please don't limit book access – banning books / censoring is anti-American
- More small / study rooms (x5)
 - More meeting spaces
 - More public meeting spaces (x3)
 - Room reservations / more availability
- More libraries in support of growth (x2)
 - Location additions
- Dedicated Board of Directors meeting space – atmosphere

2 of 2 What do we do that's good at DCL?

- Kid's Stuff
- Book reserve
- In person, clean and safe (x5)
 - Modern buildings
 - Facilities for public use (x2)
 - Parking
- Public spaces to gather & study spaces (x2)
- Storytimes
- Online books /audiobooks (x3)
 - Access to e-books and audio books
 - Holds process
 - More e-books recently
- Inventory – maintain a true library, keep ideology out
- Engagement (x4)
 - Community focused
 - Partnerships
 - Events
 - Wide array of resources and activities for all age groups
- Keep up the good work



STRATEGIC PLAN ACTIVITIES
Partnership of Douglas County Governments
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What else should we know?

- Balance meeting space with other functions – don't become a convention center
- Fantastic job
- Continue programs / events
- Reach out to new residents / families letting them know all you offer
- Clean and safe – appreciate that! Thank you
- Great for high schoolers – college like study spaces – not drab
- Appreciate volunteer opportunities for teens

One-on-one Conversation Comments:

- Support with history – DCL as history holder and distributor to municipalities, and other (x3)
- More advertising of what you do (x2)
- Ability to schedule all rooms annually
- Keep traditional library numbering system (don't go book store model)
- Wishing DCL could engage teenagers as effectively as younger children.
- Young adults are leaving the county and the state. Can connections to libraries be one element of what attracts them to build their futures in their home towns (Representative Max Brooks).
- Continually having to stay logged in to receive daily newspapers. Is there a better way to quickly access newspaper and magazine content?
- DCSD and HR respect our partnership and our shared challenges.