



Board of Trustees
Manual 2016

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

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

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

DCL Mission Statement

Douglas County Libraries is a passionate advocate for literacy and lifelong learning.

DCL Vision Statement

Through engagement, education and entertainment, Douglas County Libraries transforms lives and builds community.

DCL Core Values

Be Welcoming

Be Respectful

Be Innovative

Be Trustworthy

Be Resilient

Planning

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

REFERENCE DOCUMENT: 2016 Strategies.

Organizational Chart

The Organizational Chart will give you an overview of how the District is structured from a “management” perspective. The Board employs the Library Director. The Library Director then staffs the District as needed to accomplish the Mission, Vision and Strategic Plan, within the budget parameters set by the Board.

REFERENCE DOCUMENT: Current Organizational Chart.

Library Board

The Board consists of seven trustees. As an appointed member of the Board, trustees are collectively responsible for oversight of the District as outlined by Colorado Library Law. Trustees are accountable to the tax payers of Douglas County.

Current Board of Trustees

You can find current trustees on the District website at:

<http://douglascountylibraries.org/AboutUs/Board/Roster>

REFERENCE DOCUMENT: Internal Board Roster.

New Trustee “Checklist”

1. ☐ **Getting you Started** – The Executive Assistant will work with you to get you started. This includes general “first” information such as Trustee Manual, meeting dates, nametags, business cards, access cards, professional photos, etc.
2. ☐ **Read through this Trustee Manual – this will support your familiarity with Board structure.**
Things you should come away knowing or knowing where to access:
 - ☐ Type of board – appointed
 - ☐ Governance of the District – district, self-governing as defined by Colorado Library Law
 - ☐ Organization of the board – officers, standing committees
 - ☐ Board meeting locations and schedules *REFERENCE DOCUMENT: 2016 Meeting Dates*
 - ☐ Responsibilities and expectations
 - ☐ Trustee roles in relationship to the Library Director and District staff
 - ☐ The District’s relationship to its statewide library system
 - ☐ The District’s relationship to the Colorado State Library
3. ☐ **Tour the Libraries with the Library Director - Topics for the tour day include:**
 - ☐ Get to know the Library Director and Leadership Team
 - ☐ Develop an understanding of the District in physical terms of locations of libraries
 - ☐ Begin to become conversant with the Strategic Plan Goals and Strategies
 - ☐ Understand Funding, Budget forecasts and Financing
4. ☐ **Governing Role and Responsibility**

The Library Director is the sole employee of the Library Board, and is the only employee accountable to the Board. In a governance model, the Board sets policy and the Library Director uses that policy to conduct operations and manage the District.

The below Board/Management Role information and Seven Guiding Questions are adapted from: <http://www.greatboards.org/newsletter/reprints/Great-Boards-fall-2008-reprint-distinguishing-governance-and-management.pdf>

Board Roles (Governance)	Management Roles (Operations)
Adopt bylaws for Board governance and guidance Bylaws and Policies can be found on the District website at: http://douglascountylibraries.org/AboutUs/Policies/Bylaws-and-Policies	<ul style="list-style-type: none"> • Support the Board in drafting and maintaining bylaws
Hire, evaluate and support the Director	<ul style="list-style-type: none"> • Run the organization • Keep the board educated and informed • Seek the board's counsel
Approve high-level organizational goals and policies	<ul style="list-style-type: none"> • Recommend goals and policies supported by background information
Set Strategic direction, overall budget, oversee significant decisions such as: capital expenditure, real estate transactions or high level of risk	<ul style="list-style-type: none"> • Frame decisions in the context of the mission, vision and strategic plan. Bring well-documented recommendations.
Oversee organizational performance accepting that their authority lies in being a body, and not as individuals	<ul style="list-style-type: none"> • Bring the board timely information in concise, contextual, or comparative formats • Communicate with candor and transparency • Be responsive to request for additional information
Act as an external advocates and diplomats in public policy, fundraising and community relations	<ul style="list-style-type: none"> • Keep the board informed, bring recommendations, and mobilize trustees to leverage their external connections to support the organization

For more role and responsibility see the Douglas County Libraries Bylaws.

Seven Guiding Questions to help distinguish between Governance and Management:

1. Is it big?
2. Is it about the future?
3. Is it core to the mission?
4. Is it high-level policy decision needed to resolve a situation?
5. Is it red flag flying?
6. Is it watchdog watching?
7. Does the Library Director want and need the board's support?

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

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

5. ☐ Trustees' Duties

Regular and Special Meetings: Trustees are expected to attend all regular and special meetings of the Board of Trustees. The regular board meetings are held the last Wednesday of each month from 7pm – 9pm (except those months where a legal or holiday need conflict). All meetings are public and noticed. Additionally, there is a once-a-month Study Session, the Thursday before the board meeting over the lunch hour.

Board Packets and Reports: Monthly, a week in advance of the board meeting trustees will receive notice that the monthly board packet is uploaded and available. Currently these packets are accessed through Share Point. [DCL BOARD](#)

Packet information includes: agenda for the meeting, consent agenda (previous board minutes for approval at this meeting and financial statements), action items, strategic report and other reports of significance.

Trustees are expected to come to the meeting having reviewed the board packet.

Committee Work: The District Board is structured so that much of its work is accomplished by Board committees. Matters are brought to the appropriate committee chair. The committee chair can call a meeting of the committee, informally discuss the issue with committee members, and decide to bring, or not bring a recommendation before the full Board at a Board meeting.

All committee meetings are public and noticed.

Committees cannot take formal action.

Committees do make recommendations to the full Board.

Past committee chairs mentor the current committee chair, as needed.

Finance Committee: The Finance Committee ensures compliance with Board financial policies. They review the draft budget; recommend adoption of the yearly budget; recommend Auditor; review investments; and recommend policy for monetary issues.

Human Resources Committee: The Human Resources Committee oversees the Library Director's annual evaluation and contract or termination of employments; reviews and recommends changes to human resources policies, district-wide merit increases and changes to employee benefits plans.

Bylaws and Policies Committee: The Bylaws and Policies Committee oversees the bylaws and policies for the entire District. Working with staff, they make recommendations for policy changes and revisions to the bylaws and policies.

Building and Grounds Committee: The Building and Grounds Committee oversees building projects and other facility issues. Working with District staff they ensure that District facilities are meeting the needs of both staff and the community served.

Government Relations Committee: The Government Relations Committee oversees legislative issues and encourages advocacy on behalf of the District. The chair is also invited to attend the monthly meetings of the Partnership of Douglas County Governments, Colorado Association of Libraries Legislative Committee meetings, and similar meetings of community groups.

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

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

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

Training Opportunities and Support: Trustees are encouraged to join professional library organizations; attend local, state and national conferences; participate in workshops and seminars dealing with changing community and new trends in the professional library world. Trustees are also welcome to attend in-service training through the District to become better acquainted with library operations.

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

REFERENCE DOCUMENT: Board evaluation tool.

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

Ethics: As a member of the Library Board I will:

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

As a member of the Library Board I will not:

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

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

Additional reference on Ethics and Governance can be found in the “Golden Rules” for Trustees found in the Colorado Public Library Board & Trustee Pocket Handbook. <http://www.cde.state.co.us/sites/default/files/documents/cdelib/librarydevelopment/publiclibraries/download/pdf/pockethandbookcondensedformat.pdf>

Library Director: The Board enters into a one year contract with the Library Director.

If the Board is planning to renew the Library Director’s contract, the Human Resources Committee begins the process of evaluation. Comments are solicited from managers and staff. The Human Resources Committee reviews these comments and the Director’s performance over the past year. A recommendation is formulated for the Board along with a salary recommendation. The Human Resource Committee presents the recommendation to the Board. The Board may enter into Executive Session to discuss the Director’s contract and performance. The contract and salary are then offered to the Library Director in an open session Board meeting.

REFERENCE DOCUMENT: Library Director’s Contract

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

The American Library Association (ALA)

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

United for Libraries: United for Libraries is the ALA Association of library trustees, advocates, friends and Foundations.

On February 1, 2009, Friends of Libraries U.S.A. (FOLUSA) and the Association for Library Trustees and Advocates (ALTA) joined forces to become an expanded division of ALA known as the Association of Library Trustees, Advocates, Friends and Foundations, now United for Libraries. Through this partnership, United for Libraries brings together libraries' voices to speak out on behalf of library services and free public access to information.

United for Libraries is a national network of enthusiastic library supporters who believe in the importance of libraries as the social and intellectual centers of communities and campuses. No one has a stronger voice for libraries than those who use them, raise money for them, and govern them. By uniting these voices, library supporters everywhere will become a real force to be reckoned with at the local, state, and national levels. The United for Libraries website can be accessed at <http://www.ala.org/united/>.

REFERENCE DOCUMENT: United for Libraries Login Information

Public Library Association (PLA)

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

Colorado Association of Libraries (CAL)

The Colorado Association of Libraries (CAL) is a statewide organization focused on providing support to all libraries in Colorado (academic, public, school, and special) as well as groups with interest in libraries (such

as trustees, friends or volunteers). CAL hosts many workshops throughout the year as well as an annual conference in the fall. CAL publishes an online professional journal, *Colorado Libraries* (<http://www.coloradolibrariesjournal.org/>). The CAL website can be accessed at <http://www.cal-webs.org/>.

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

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

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

Colorado Library Consortium (CLiC): The Colorado Library Consortium is a statewide library system that manages the Colorado Library Courier, cooperative purchasing agreements; participates in library leadership and development; provides continuing education, consulting services and training. The CLiC can be accessed at <http://www.clicweb.org/>.

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

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

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

Library Law

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

Open Records and Open Meeting Law

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

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

Sunshine Law:

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

General Meetings: Any meeting of the Board of Trustees where business is conducted and/or formal action is taken OR when three trustees attend is considered an open meeting, and a public notice must be posted at least twenty-four hours prior to the meeting taking place. This includes regular board meetings, the board lunch, study sessions, email communication and committee meetings. Minutes of meetings where business is conducted must be taken and available as a public record. The only exception to the "open meeting" is for purposed allowed in executive session as allowed by law.

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

Investment Law

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

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

- 11-10.5-101, et seq., Public Deposit Protection Act
- 15-1-304, Standard for Investment

- 24-75-601, et seq. Funds – Legal Investments
- 24-75-701, et seq., Investments Funds – Local Government Pooling

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

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

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

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

Special District Association of Colorado (SDAC)

The Special District Association of Colorado (SDA) is a statewide membership organization created in 1975 to serve the interests of the special district form of local government in Colorado. Special districts fill a vital role in providing many of the basic services and public needs of the people of Colorado, including fire and rescue services, water and wastewater treatment and delivery, parks and recreation amenities, hospitals, libraries and cemeteries. SDA has over 1,500 special district members and 230 associate members. SDA associate members include attorneys, accountants, investment advisors, engineers, management companies and other consultants. These knowledgeable professionals provide information for the operation and development of special districts in Colorado.

The Special District Association was organized to provide better communication, research, legislative input, administrative support, and educational opportunities for member districts. SDA exists to help special districts serve the public in the most efficient and economical manner possible. The Special District Association advocates on behalf of special districts before the Colorado General Assembly.

The SDAC can be accessed at <http://www.sdaco.org/>.

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

TABOR

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

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

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

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

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

Internet Protection

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

Accepting Gifts

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

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

Douglas County Board of County Commissioner Resolutions

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

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

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

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

Useful Electronic Resources

American Association of Libraries (ALA)

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

ALA – issues and advocacy page

<http://www.ala.org/ala/mgrps/divs/pla/plaadvocacy/index.cfm>

Colorado Association of Libraries (CAL)

<http://www.cal-webs.org/index.html>

CAL – trustees and friends division page

<http://www.cal-webs.org/divisions4.html>

Colorado Library Consortium (CLiC)

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

Colorado Library Law

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

Colorado (Sunshine) Open Meetings Law

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

Colorado Open Records Law

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

Colorado Revised Statutes – for the latest and most up-to-date versions of laws affecting

Libraries: http://tornado.state.co.us/gov_dir/leg_dir/olls/2015titles.htm

(Colorado Library Law is under CRS 24-90-100 et. seq.)

Colorado State Library (CSL)

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

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

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

CSL – Colorado Library Journal

<http://www.coloradolibrariesjournal.org/>

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

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

CSL – services to libraries page

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

CSL – Library Research Services

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

Public Library Association (PLA)

<http://www.ala.org/ala/mgrps/divs/pla/index.cfm>

PLA - Every Child Ready to Read information

<http://www.ala.org/ala/mgrps/divs/alsc/ecrr/index.cfm>

PLA – general resources page – studies / best practices

<http://www.ala.org/ala/shadows/pla/resources/bestpractices.cfm>

Special District Association of Colorado (SDAC)

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