

DOUGLAS COUNTY LIBRARIES

BOARD ANNUAL BUSINESS MEETING

Wednesday, January 28, 2026, 5:30 p.m., Lone Tree Library, Lone Tree, CO

Call Meeting to Order

Attendance

Guest: Foundation Legal Counsel, Kim Seter

Public Comment

Consent Agenda Recommendation(s) Memo, [page 3](#)

1. Minutes 12/03/25 Budget Public Hearing and Business Meeting [page 4](#)
2. 2025 Audit Engagement Letter [page 10](#)
3. 2026 Annual Designation of Board Public Notice Posting Memo [page 16](#)
4. 2026 Annual Declaration of Parliamentary Authority Book [page 17](#)
5. Budgeted Capital Expenditures
 - a. Branch Server Upgrades [page 18](#)
 - b. Firewall Upgrades [page 19](#)
 - c. Castle Pines Playscape Replacement [page 20](#)

Library Business

Do any board members have a conflict of interest to disclose regarding any of the matters below? If so, please recuse yourself, and return to the meeting after the discussion has ended.

Annual Meeting Items

- Board Officers – see memo [page 21](#)
 - **MOTION** to approve voting by ballot process for Selection of 2026 Board Officers (President, Vice President and Secretary)
 - **MOTION** to approve ballot
- Board Representative Positions – see memo [page 23](#)
 - **MOTION** to appoint trustee representative positions (1 member each)
 - Partnership of Douglas County Governments Spokesperson
 - Douglas County Youth Initiative Advisory Board Member
 - Douglas County Libraries Foundation, Class I Director
- Annual Board Conflict of Interest Form

Action Items

- Resolution Sterling Ranch Land Donation [page 25](#)
- Direction regarding Virtual Meetings [page 30](#)
- Direction regarding Strategic Planning [page 32](#)
- Direction Chandler Investments [page 34](#)
- Executive Library Director's 2025 Time in Position adjustment – discussed in Executive Session below
- Risk Policy and Risk Resiliency Prioritization– discussed in Executive Session below

Executive Library Director Update [page 37](#)

- Update on meetings with Municipal Partners
- ILS System Memo [page 42](#)

- Risk Resiliency Completed Work Memo [page 43](#)

Partner Reports

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

Executive Session – Executive Director's Time in Position adjustment

Pursuant to C.R.S., Section 24-6-402(4)(f), for the purpose of discussing personnel matters related to the Executive Director's goals, pay rating, bonus and time in position salary adjustment.

Post Executive Session Possible Actions:

- Executive Library Director 2026 Goals
- Executive Library Director's 2025 Performance Rating
- Executive Library Director's 2025 Bonus
- Executive Library Director's 2026 Time in Position Salary Adjustment

Executive Session – Risk Policy and Risk Resiliency Prioritization

Pursuant to C.R.S., Section 24-6-402(4)(d), for the purpose of discussing specialized details of security arrangements, crisis management plans, related risk policy and risk resiliency prioritization.

Trustee Comments and Questions

Upcoming Board Meetings

- February 12, 2026, Executive Committee Meeting, Castle Pines Library, Castle Pines
- February 28, 2026, Lone Tree Library, Lone Tree, Colorado
 - Board Study Session, 4:00 p.m. (Dinner at 5:00 p.m.)
 - Board Business Meeting, 5:30 p.m.

Other Meetings

- March 18, 2026, Partnership of Douglas County Governments, TBA

Adjourn

MEMO

To: Douglas County Libraries Board of Trustees
Date: January 2026
From: Patti Owen-DeLay
Subject: Consent Agenda

ISSUE: Review and approve Consent Agenda item(s).

DISCUSSION:

The Consent Agenda follows the process outlined below:

- Items will be added as norm or appropriate for the Consent Agenda
- Consent Agenda items are not discussed.
- 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 discussion, that item will be moved for discussion and action under Library Business
- Motion recommendation will be accepted as proposed; if an amended motion is needed, the item will be pulled from the Consent Agenda to accomplish this.
- To pull an item from the Consent Agenda, tell the meeting chair that you would like to pull __, stating the item number.
- Item(s) moved will be handled first as under Library Business unless the Board takes a motion to do something different with the item.

Consent Agenda Items for this meeting are:

1. Minutes 12/03/25 Budget Public Hearing and Business Meeting
2. 2025 Audit Engagement Letter
3. 2026 Annual Designation of Board Public Notice Posting Memo
4. 2026 Annual declaration of Parliamentary Authority Book
5. 2026 Budgeted Capital Expenditures
 - a. Branch Server Upgrades
 - b. Firewall Upgrades
 - c. Castle Pines Playscape Replacement

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

The motion in the board meeting minutes will name all items approved as part of the Consent Agenda.

DOUGLAS COUNTY LIBRARIES
Board of Trustees Budget Public Hearing and Business Meeting
December 3, 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, Zach McKinney, Terry Nolan, Ted Vail, Taylor Watson, and Amy Windju

Pam Hampton was absent. A quorum was present.

STAFF: Bob Pasicznyuk, Casie Cook, Jill Corrente, and Patti Owen-DeLay
Cook attended virtually.

OFFICER: Castle Rock Police Officer Yowell

PUBLIC: Nancy Student and Robb Luinstra (DCL Staff)

GUESTS: Erin Kane, Superintendent of Douglas County School District (DCSD), and Michelle Newcome, Risk Resiliency

PUBLIC COMMENTS

Nancy Student – Appreciative of meetings being moved to the more central location of Lone Tree. Advocates for the board to offer virtual meetings.

CONFLICT OF INTEREST

No trustees declared a conflict of interest in any matter before the Board.

PRESENTATION

Superintendent Kane came at the request of the library Board to share information on Douglas County School District's strategic planning.

Kane started with district highlights:

- #1 district in Denver Metro area above grade post-pandemic
- Staff retention rate has decreased from 60% to 13%
- Highest graduation rate in the state for a larger district
- Expanded pathways for post-high-school education
- Community support and bond approval for teacher pay and security

Kane shared the process for their strategic planning:

- Community survey and focus groups for data

- Compiled data to get to “What does our community want out of our school district?”
- Purpose / End Statement / Foundational Commitment (drafted with attention to each word used – keeping things positive and forward focused); e.g., Hope embedded with optimism – a catalyst to achieving in school
- Cornerstone Commitments
 - Academic Excellence – maintain what we already are
 - Strategic Technology – living the tension:
 - Understanding the impacts of technological interruptions, and
 - Leaning into the latest innovations (e.g., leveraging AI)
 - Essential Mindsets and Dispositions
 - Critical thinking
 - Creative problem solving
 - Loss of skills that are not being developed yet are still needed
 - Future-ready Graduates (post-secondary readiness and life skills)
 - Pathway development to build a pipeline with industry (a yes, and proposition for higher learning or better paying jobs directly post high school)
 - Thriving Schools and Thriving Communities – providing for our communities with new, local schools
- The Strategic Plan is concise with targeted things as the basis for our strategic plan.

Questions:

- Strategic integration example – Kane: Device use policy districtwide to ensure technology is a tool for learning, not a distraction to learning.
- Why does the plan go to 2038? – That year is graduation year for the youngest students in the system today.
- How did you do your Strategic Process? Kane: Hired an outside firm to help us with it. Started with a Request for Proposal, finding an outside expert that really helped with the heavy lift of a lot of the work. Wanted futurists, so selected a professional, national group.
- How can the library board work toward common objectives? Kane: Since DCSD is working on developing the sense of community, partner in a community kind of way. One idea – library Storytime done by teachers in the schools, so kids and parents meet them before they are enrolled.
- Are there ways for the library to assist families with tutoring or literacy? Kane: There are lots of opportunities around summer activities. Libraries and school drives? Or maybe there are opportunities with students on the future-teacher track.

CONSENT AGENDA

1. Minutes October 29, 2025, Business Meeting
2. Email Poll November 22-23, 2025, Board Recommendations
3. Reappointment of Zach McKinney and Ted Vail

No items were removed.

MOTION 25-12-01: Burkholder moved and the motion carried unanimously to approve the consent agenda of October 29, 2025, business meeting minutes, the email poll concerning Board recommendations, and the reappointment of trustees McKinney and Vail. McKinney seconded the motion.

LIBRARY BUSINESS

Budget Public Hearing

Nolan opened the public hearing, stating: The Douglas County Libraries Board of Trustees is now convened, and I now hereby open the Budget Public Hearing. In compliance with Colorado Statutes, and as legally noticed, this public hearing is being held on December 3, 2025, to adopt the Final Douglas County Libraries Budget for 2026.

The proposed 2026 Budget is in your packet, has been posted and is made a part of these Resolutions, and is presented for adoption as the Final Budget of Douglas County Libraries.

No adjustments are being proposed to the presented budget.

Nolan stated that the Board would be open to citizens' comments concerning Douglas County Libraries' Final Budget for 2026.

No public comments were made on the adoption of the 2026 Budget.

MOTION 25-12-02: Watson moved and the motion carried unanimously to adopt **Resolution 25-12-02** Adopting a Budget, **Resolution 2025-12-03** Setting Mill Levies, and **Resolution 2025-12-04** Appropriating Sums of Money. McKinney seconded the motion.

The 2026 Budget passed as presented.

Nolan closed the Public Hearing.

Other Business

- Honoring Trustee Burkholder

Trustees shared appreciation for Burkholder's dedication and leadership over the last six years. Nolan shared highlights of Burkholder's tenure.

MOTION 25-12-03: Nolan moved and the motion carried unanimously to approve **Resolution 25-12-01:** Honoring the Service of Trustee Burkholder. McKinney seconded the motion.

Burkholder shared words of appreciation for her time on the board.

- Strategic Planning Task Force

Watson, as chair of the task force, asked that Strategic Planning be a discussion on the Board agenda going forward. For now, the task force is inactive, and the Board will discuss how to proceed with Strategic Planning.

- County's Request to Give Input re: D1 Trustee Opening

Nolan spoke about the email poll that was ratified tonight, authorizing Nolan and Burkholder to do this work on behalf of the Board.

After Executive Director Pasicznyuk's review, Nolan and Burkholder reviewed all 39 applications, producing their unified top 10 list of applicants to interview, after which they will develop a shorter recommendation list for the Board of County Commissioners.

Burkholder commented on the strong pool of candidates.

Windju questioned the email poll process and the list of criteria that Windju was unaware of. Nolan explained the reasoning and that this is the first time the Board of County Commissioners asked for this type of input. Nolan also noted that the criteria list was based on the letter approved unanimously by the Board at the September 24, 2025, meeting.

Windju feels that having the Executive Director weighing in on applicants is a conflict of interest. Burkholder shared that this gave perspective, while there is no decision being made, just input given. The decision for selection will stay with the Board of County Commissioners, the library Board has just been asked for recommendation input.

The library Board is trying to best mirror the previous process where there was municipality input through a panel.

Executive Director Update

Pasicznyuk shared that Storybook Holiday this weekend will have an added third event; all three events are at their 500-attendee capacity.

The building program for the Sterling Ranch library is almost complete with the design phase and within allocation of funds. The floor plan allows for a donor-funded gallery space that is being proposed. Anticipated groundbreaking is May 2026.

Banned Books – Pasicznyuk spoke about the reasons Douglas County Libraries does not currently participate in banned books week: There was no benefit staff found in making displays of books that are banned, believing that living the freedom that our customers must read what they want is a greater outcome. Pasicznyuk stated that being a quiet servant doing your work at a high level is often more politically savvy than taking a stand.

Pasicznyuk will speak about municipal meetings at the January 2026 meeting.

PARTNER REPORTS

Partnership of Douglas County Governments

Vail, Burkholder and Pasicznyuk attended the November 12, 2025, Elected Officials event, noting that Mayor Josh Rivera went off script in praising the library.

Douglas County Youth Initiative (DCYI)

Windju: Nothing to report.

Douglas County Libraries Foundation

Burkholder reported:

- Forest of Stories has expanded to 175 trees this year and runs through January 4, 2026.
- Colorado Gives Day, December 9, 2025, is currently active for donations. We are asking all Board members to give at any level; there are grants that are enhanced or require full Board participation, and full participation enhances applications.

EXECUTIVE SESSION

The Board took a short five-minute break at 6:50 p.m. before entering Executive Session for a report on the work staff and consultant Michelle Newcome, with Risk Resiliency, have done and will continue to do to shore up organizational risk resiliency.

MOTION 25-12-04: Nolan moved to enter Executive Session per Colorado Open Meeting Law pursuant to C.R.S. Section 24-6-402(4)(d), C.R.S., for the purpose of discussing specialized details of security arrangements and crisis management plans. Watson seconded the motion.

No discussion.

The Board entered Executive Session at 6:55 p.m. The Board returned to the open meeting at 7:55 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 AND QUESTIONS

None

UPCOMING BOARD MEETINGS

- January 15, 2026, Executive Committee Meeting, Castle Pines Library, Castle Pines, 8:00 a.m.-9:00 a.m. There will be no December Executive Committee meeting.
- January 28, 2026, Lone Tree Library, Lone Tree
 - Board Study Session, 4:00 p.m. (Dinner at 5:00 p.m.)
 - Board Budget Public Hearing and Business Meeting, 5:30 p.m.

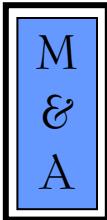
OTHER MEETINGS

- January 16, 2026, Partnership of Douglas County Governments, TBA, 7:30 a.m.

ADJOURN

Nolan adjourned the meeting at 7:56 p.m.

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



McMAHAN AND ASSOCIATES, L.L.C.

Certified Public Accountants and Consultants

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WEB SITE: WWW.MCMAHANCPA.COM

MAIN OFFICE: (970) 845-8800

September 9, 2025

**Douglas County Libraries
100 S. Wilcox Street
Castle Rock, Colorado 80104**

The following represents our understanding of the services we will provide Douglas County Libraries (the "District").

You have requested that we audit the governmental activities, the discretely presented component unit, and the general fund of the District, as of December 31, 2025, and for the year then ended and the related notes, which collectively comprise the District's basic financial statements as listed in the table of contents. We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter.

The objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in the United States of America ("GAAS") will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

Accounting principles generally accepted in the United States of America, ("GAAP") as promulgated by the Governmental Accounting Standards Board ("GASB") require that management's discussion and analysis ("MD&A") and schedules relating to the District's net pension liability (asset) and pension contributions be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the GASB, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the required supplementary information ("RSI") in accordance with GAAS. These limited procedures will consist primarily of inquiries of management regarding their methods of measurement and presentation, and comparing the information for consistency with management's responses to our inquiries. We will not express an opinion or provide any form of assurance on the RSI. The following RSI is required by GAAP. This RSI will be subjected to certain limited procedures but will not be audited:

- Management's Discussion and Analysis
- Schedule of District's Proportionate Share of the Net Pension Liability
- Schedule of District's Contributions - Pension
- Schedule of District's Proportionate Share of the Net OPEB Liability
- Schedule of District's Contributions - OPEB

The following RSI is required by accounting principles generally accepted in the United States of America and will be subjected to the auditing procedures applied in our audit of the basic financial statements and we will provide an opinion on it in relation to the Mesa County Public Library District's basic financial statements:

- Budgetary Comparison Schedule – General Fund

Member: American Institute of Certified Public Accountants

DENVER, COLORADO

AVON, COLORADO

FLORENCE, ALABAMA

The following additional information accompanying the financial statements will not be subjected to the auditing procedures applied in our audit of the financial statements, and for which our auditor's report will not provide an opinion or any assurance:

- Transmittal Letter
- Summary of Revenues, Expenditures, and Change in Fund Balance – General Fund
- Summary Historical Comparison of Revenues, Expenditures, and Change in Fund Balance – General Fund
- History of Assessed Valuations and History of Mill Levies
- Property Tax Collections

Auditor Responsibilities

We will conduct our audit in accordance with GAAS. As part of an audit in accordance with GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies or material weaknesses in internal control relevant to the audit of the financial statements that we have identified during the audit.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the District's ability to continue as a going concern for a reasonable period of time.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, an unavoidable risk that some material misstatements may not be detected exists, even though the audit is properly planned and performed in accordance with GAAS.

Our responsibility as auditors is limited to the period covered by our audit and does not extend to any other periods.

Compliance with Laws and Regulations

As previously discussed, as part of obtaining reasonable assurance about whether the basic financial statements are free of material misstatement, we will perform tests of District's compliance with the provisions of applicable laws, regulations, contracts, and agreements. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion.

Management Responsibilities

Our audit will be conducted on the basis that management and, when appropriate, those charged with governance acknowledge and understand that they have responsibility:

- a. For the preparation and fair presentation of the basic financial statements in accordance with GAAP;
- b. For the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of basic financial statements that are free from material misstatement, whether due to error, fraudulent financial reporting, misappropriation of assets, or violations of laws, governmental regulations, grant agreements, or contractual agreements; and
- c. To provide us with:
 - i. Access to all information of which management is aware that is relevant to the preparation and fair presentation of the basic financial statements such as records, documentation, and other matters;
 - ii. Additional information that we may request from management for the purpose of the audit;
 - iii. Unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence.
 - iv. A written acknowledgement of all the documents that management expects to issue that will be included in the annual report and the planned timing and method of issuance of that annual report; and
 - v. A final version of the annual report (including all the documents that, together, comprise the annual report) in a timely manner prior to the date of the auditor's report.
- d. For including the auditor's report in any document containing basic financial statements that indicates that such basic financial statements have been audited by us;
- e. For identifying and ensuring that the entity complies with the laws and regulations applicable to its activities;
- f. For adjusting the basic financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the current year period(s) under audit are immaterial, both individually and in the aggregate, to the basic financial statements as a whole; and
- g. For acceptance of non-attest services, including identifying the proper party to oversee non-attest work;
- h. For maintaining adequate records, selecting and applying accounting principles, and safeguarding assets;
- i. For informing us of any known or suspected fraud affecting the entity involving management, employees with significant role in internal control and others where fraud could have a material effect on the financials; and
- j. For the accuracy and completeness of all information provided.

With regard to the supplementary information referred to above, you acknowledge and understand your responsibility: (a) for the preparation of the supplementary information in accordance with the applicable criteria; (b) to provide us with the appropriate written representations regarding supplementary information; (c) to include our report on the supplementary information in any document that contains the supplementary information and that indicates that we have reported on such supplementary information; and (d) to present the supplementary information with the audited basic financial statements, or if the supplementary information will not be presented with the audited basic financial statements, to make the audited basic financial statements readily available to the intended users of the supplementary information no later than the date of issuance by you of the supplementary information and our report thereon.

As part of our audit process, we will request from management and, when appropriate, those charged with governance, written confirmation concerning representations made to us in connection with the audit.

Non-attest Services

With respect to any non-attest services we perform, at the end of the year, we agree to perform the following:

- Preparation of the District's financial statements and related notes
- Propose adjusting or correcting journal entries to be reviewed and approved by the District's management.
- Preparation of the Douglas County Libraries Foundation Form 990 to be reviewed and approved by management.

We will not assume management responsibilities on behalf of about the District. However, we will provide advice and recommendations to assist management of about the District in performing its responsibilities.

The District's management is responsible for (a) making all management decisions and performing all management functions; (b) assigning a competent individual to oversee the services; (c) evaluating the adequacy of the services performed; (d) evaluating and accepting responsibility for the results of the services performed; and (e) establishing and maintaining internal controls, including monitoring ongoing activities.

Our responsibilities and limitations of the non-attest services are as follows:

- We will perform the services in accordance with applicable professional standards.
- The non-attest services are limited to the services as previously outlined. Our firm, in its sole professional judgment, reserves the right to refuse to do any procedure or take any action that could be construed as making management decisions or assuming management responsibilities, including determining account coding and approving journal entries.

Reporting

We will issue a written report upon completion of our audit of the District's basic financial statements. Our report will be addressed to the Board of Trustees. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinions, add an emphasis-of-matter or other-matter paragraph(s) to our auditor's report, or if necessary, withdraw from the engagement. If our opinions on the basic financial statements are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or to issue a report as a result of this engagement.

Other

We understand that your employees will prepare all cash or other confirmations, reconciliations, or work papers we request and will locate any documents selected by us for testing.

If you intend to publish or otherwise reproduce the basic financial statements and make reference to our firm, you agree to provide us with printers' proofs or masters for our review and approval before printing. You also agree to provide us with a copy of the final reproduced material for our approval before it is distributed.

Regarding the electronic dissemination of audited financial statements, including financial statements published electronically on your Internet website, you understand that electronic sites are a means to distribute information and, therefore, we are not required to read the information contained in these sites or to consider the consistency of other information in the electronic site with the original document.

Other (continued)

Professional standards prohibit us from being the sole host and/or the sole storage for your financial and non-financial data. As such, it is your responsibility to maintain your original data and records and we cannot be responsible to maintain such original information. By signing this engagement letter, you affirm that you have all the data and records required to make your books and records complete.

Provisions of Engagement Administration, Timing and Fees

During the course of the engagement, we may communicate with you or your personnel via fax or e-mail, and you should be aware that communication in those mediums contains a risk of misdirected or intercepted communications.

Mathew D. Miller, C.P.A. is the engagement partner for the audit services specified in this letter. His responsibilities include supervising McMahan and Associates, L.L.C.'s services performed as part of this engagement and signing or authorizing another qualified firm representative to sign the audit report.

Our fee for these services will be based on our standard hourly rates, plus out-of-pocket costs (such as report reproduction, word processing, postage, travel, copies, telephone, etc.). Our standard hourly rates vary according to degree of responsibility involved and experience level of the personnel assigned to the engagement. However, our fee will not exceed our most recent proposal. This fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit, including significant changes in the size and nature of the Douglas County Libraries operations or the state of its accounting records and controls. If significant additional time is necessary, we will keep you informed of any problems we encounter and our fees will be adjusted accordingly.

During the course of the audit we may observe opportunities for economy in, or improved controls over, your operations. We will bring such matters to the attention of the appropriate level of management, either orally or in writing.

You agree to inform us of facts that may affect the basic financial statements of which you may become aware during the period from the date of the auditor's report to the date the financial statements are issued.

We agree to retain our audit documentation or work papers for a period of at least five years from the date of our report.

At the conclusion of our audit engagement, we will communicate to the Board of Directors the following significant findings from the audit:

- Our view about the qualitative aspects of the entity's significant accounting practices;
- Significant difficulties, if any, encountered during the audit;
- Uncorrected misstatements, other than those we believe are trivial, if any;
- Disagreements with management, if any;
- Other findings or issues, if any, arising from the audit that are, in our professional judgment, significant and relevant to those charged with governance regarding their oversight of the financial reporting process;
- Material, corrected misstatements that were brought to the attention of management as a result of our audit procedures;
- Representations we requested from management;
- Management's consultations with other accountants, if any; and
- Significant issues, if any, arising from the audit that were discussed, or the subject of correspondence, with management.

September 9, 2025
Douglas County Libraries
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Provisions of Engagement Administration, Timing and Fees (continued)

The audit documentation for this engagement is the property of McMahan and Associates, L.L.C. and constitutes confidential information. However, we may be requested to make certain audit documentation available to the District's cognizant or oversight agency or its designee, a federal agency providing direct or indirect funding, the U.S. Government Accountability Office pursuant to authority given to it by law or regulation, or to peer reviewers. If requested, access to such audit documentation will be provided under the supervision of McMahan and Associates, L.L.C.'s personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies of information contained therein to others, including other governmental agencies.

Please sign and return the attached copy of this letter to indicate your acknowledgment of, and agreement with, the arrangements for our audit of the basic financial statements including our respective responsibilities.

We appreciate the opportunity to be your financial statement auditors and look forward to working with you and your staff.

Respectfully,
McMAHAN and ASSOCIATES, L.L.C.

RESPONSE:

This letter correctly sets forth the understanding of Douglas County Libraries with respect to services to be provided by McMahan and Associates, L.L.C.

DOUGLAS COUNTY LIBRARIES
BY:

Signature

Director of Finance

Title

1/21/2026

Date

MEMO

To: Douglas County Libraries Board of Trustees

Date: January 2026

From: Patti Owen-DeLay

Subject: Annual Designation of Board Meeting Public Notice Posting Location

ISSUE: Under Colorado Open Meeting Law (C.R.S. 24-6-401) requires the library to annually designate the official location for posting public notices for library board public meetings, along with a backup site.

DISCUSSION: Douglas County Libraries website, DCL.org, is the official site for notice of board public meetings, with the Philip & Jerry Miller Library as the backup location in the event the website is inaccessible.

RECOMMENDATION:

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

MEMO

To: Douglas County Libraries Board of Trustees
Date: January 2026
From: Patti Owen-DeLay
Subject: Bylaws Parliamentary Authority

ISSUE: The Douglas County Libraries Bylaws state: “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.”

This memo is compliant with the above Bylaws requirement.

DISCUSSION: As of January 2026, the current version of the *Standard Code of Parliamentary Procedure* that is in publication is the 2nd Edition. This is the edition that Douglas County Libraries is currently following.

RECOMMENDATION: No action, information only.

MEMO**To:** Douglas County Libraries Board of Trustees**Date:** January 28, 2026**From:** Jill Corrente**Subject:** Budgeted Capital Expense – 2026 Branch Server Upgrades

ISSUE: DCL's current servers are end-of-life, leading to increased risk of outages, higher maintenance costs, and diminished performance. Upgrading this core infrastructure is necessary to ensure system stability, security, and capacity to support library operations.

DISCUSSION:**Needs:**

- Replacement of end-of-life servers to ensure reliable performance.
- Improved capacity and scalability to support growing technology demands.
- Reduced risk of downtime that could disrupt staff and patron services.
- Strengthened security through modern infrastructure.

Proposed Solution:

- Procurement and installation of five new servers to replace end-of-life systems.
- Deployment start scheduled for the beginning of 2026, with minimal disruption to daily operations.
- Upgraded infrastructure designed to provide stable, secure, and scalable service.

RECOMMENDATION: We recommend the Board move to approve the \$86,184.10 budgeted capital expense for server upgrades in 2026. These funds will be used to replace end-of-life servers and ensure reliable, secure, and scalable infrastructure for the organization.

MEMO**To:** Douglas County Libraries Board of Trustees**Date:** January 28, 2026**From:** Jill Corrente**Subject:** Budgeted Capital Expense – Firewall upgrades

ISSUE: The district's firewalls are critical security components that protect internal systems, staff devices, and public-facing services from cyber threats. As firewall hardware and software age, performance, reliability, and security effectiveness diminish. Planned upgrades are necessary to maintain a strong security posture and ensure uninterrupted operations.

DISCUSSION:

Firewalls serve as the primary line of defense between Douglas County Libraries' internal network and external networks, including the internet. They monitor, filter, and block malicious traffic while allowing authorized access to library systems and services.

Failure to maintain and upgrade firewall infrastructure can result in the following risks:

- **Increased Security Exposure:** Aging firewalls may not fully support modern threat detection, encryption standards, or security updates.
- **Reduced Performance & Reliability:** Older hardware can become a bottleneck, impacting network performance and system availability.
- **Operational Risk:** Firewall failures or unsupported systems could lead to service disruptions affecting staff and the public.

The 2026 Capital Maintenance budget includes \$100,000 for firewall upgrades. These funds will be used to maintain and enhance the existing firewall environment using state preferred vendors currently and consistently utilized by the district. Upgrades will be planned and implemented in alignment with IT operational capacity and security best practices.

RECOMMENDATION: We recommend the Board approve the \$100,000 budgeted capital expense for firewall upgrades in 2026. These funds will support upgrades to the existing firewall system using established state preferred vendors, ensuring continued security, reliability, and operational stability.

MEMO

To: Douglas County Libraries Board of Trustees

Date: January 28, 2026

From: Casie Cook, Director of Finance

Subject: Budgeted Capital Expenditure Above Threshold – Castle Pines Playscape

ISSUE:

The Castle Pines Playscape is an integral part of the children's area and overall customer experience. Located just outside the Kids Corner room, the Playscape is heavily used and, due to normal wear and tears, has reached the end of its useful life. The structure is no longer repairable and requires full replacement.

Playscapes are a signature feature across Douglas County Libraries and consistently drive participation and engagement at each location. Replacing the Castle Pines Playscape will continue to support this high level of use and community engagement.

DISCUSSION: The approved 2026 budget allocates \$100,000 to replace the Castle Pines Playscape. Board authorization is requested to move forward with final design, material procurement, construction, and installation, as the project exceeds the \$75,000 approval threshold. Based on prior successful projects and satisfaction with their products and services, staff recommend utilizing Kidzbits for this replacement.

RECOMMENDATION: Staff recommend that the Board approve the expenditure of \$100,000 for the Castle Pines Playscape replacement as presented.

MEMO

To: Douglas County Libraries Board of Trustees

Date: January 2026

From: Patti Owen-DeLay

Subject: Annual Voting Process by Ballot and Election of Board Officers

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

DISCUSSION:

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

1. Prior to the Annual Business Meeting, the Board President may garner interest.
2. On the day of the Annual Business Meeting, flipchart pages will be put out with the office positions under consideration.
3. Trustees will be given time to put their name under one or all the officer positions, which will then become the ballot list. The ballot list following this memo will be modified to reflect the names reflected on the sheets noted above in #2, blacking out names where trustees did not indicate interest.
4. In the Annual Business Meeting, the Board President will announce the annual election of officers.
5. The Board President will ask for a motion to vote anonymously by ballot. Once made, seconded, discussed if needed, and approved, the process outlined here will continue.
6. The Board President will then get the ballot list from staff, confirming that the ballot reflects trustee's interest for each office.
7. Staff will hand out a ballot to each trustee.
8. Trustees will mark their one choice for each position. Fold their ballot and return to staff.
9. Staff will tally the ballots and read the results into the minutes, identifying the 2026 board officers.

Ballots are anonymous and the votes remain anonymous.

Current Officers:

- President: Terry Nolan
- Vice – President: Taylor Watson
- Secretary: Ted Vail

RECOMMENDATION / MOTION LANGUAGE:

Motion to accept the process for voting by ballot as outlined above for the 2026 election of officers.

AND

Motion to approve the 2026 ballot as presented, (or as amended if needed).

Douglas County Libraries**Board of Trustees****Officer Ballot 2026*****Board President**

- OPEN SEAT
- Zach McKinney
- Terry Nolan
- Ted Vail
- Pam Hampton
- Taylor Watson
- Amy Windju

Board Vice-President

- OPEN SEAT
- Zach McKinney
- Terry Nolan
- Ted Vail
- Pam Hampton
- Taylor Watson
- Amy Windju

Board Secretary

- OPEN SEAT
- Zach McKinney
- Terry Nolan
- Ted Vail
- Pam Hampton
- Taylor Watson
- Amy Windju

*To be amended once interest is garnered.

MEMO

To: Douglas County Libraries Board of Trustees
Date: January 2026
From: Patti Owen-DeLay
Subject: Annual Appointment of Board Representative Opportunities

ISSUE: As part of the annual meeting, the Board appoints representative for partner involvement.

DISCUSSION:

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

1. The Partnership of Douglas County Governments (PDCG)

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

The group collaborates on projects and focuses on similar initiatives.

The representative for this position is expected to attend the elected officials' meetings, (held the third Wednesday in the morning from 7:30-9:30 a.m. every-other-month (Jan, Mar, May, Jul, Sep, Oct and Dec, rotating around the county) and the Annual Elected Officials Reception (held in November after elections), support and promote PDCG activities, share information on library and partnership activities to the PDCG, and report back to the Library Board on key activities of the partnership and its members.

Note: In 2026 Douglas County Libraries will host the annual Elected Officials Reception held in November, as part of the duties of being in-coming chair for 2027.

2. Douglas County Youth Initiative (DCYI)

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

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

The representative for this position is expected to attend the DCYI meetings, (which are typically at 9 a.m. - 10:30 a.m. in the morning on the second Monday of the month), along with the March Youth Commissions and Advisory Board Greet and Meet (in the evening), the May Outstanding Youth Awards Reception (in the evening), The fall Youth Congress (during the day), support and promote DCYI activities, share information on library and partnership activities to the DCYI and report on DCYI activities to the Library Board.

3. Douglas County Libraries Foundation (DCLF)

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

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

The Foundation meets quarterly on the fourth Monday of the month in January, April, July, and October from 11:30 a.m. – 1:30 p.m. at the Lone Tree Library.

Current Representatives:

- PDCG – Ted Vail
- DCYI – Amy Windju
- DCLF – Open, as Suzanne Burkholder’s term ended 12/31/25.

RECOMMENDATION / MOTION LANGUAGE:

Motion to [retain or appoint] _____ as the library board representative to the Partnership of Douglas County Governments, and to [retain or appoint] _____ as the library board representative to the Douglas County Youth Initiative, and to [retain or appoint] _____ as a Foundation Class I Director and the library board representative to the Douglas County Libraries Foundation.

MEMO

To: Douglas County Libraries Board of Trustees

Date: January 2026

From: Bob Pasicznyuk, Executive Director

Subject: Land Donation Agreement Toward a Sterling Ranch Library

HISTORY:

In September of 2022, the Library Board adopted the updated 2030 Facilities Master Plan showing a new DCL owned building in the Roxborough/Sterling Ranch area as the next priority for library service. This building will achieve the goal of bringing all facilities up to current practice standards, ending the current lease situation and right-sizing library service for the developing community.

The Sterling Ranch Development is donating land for a new library facility. The developer wishes to donate this land through the Douglas County Libraries Foundation. The Foundation will accept the donation on 1/26/26 and then pass it to the library for acceptance on January 28.

Kim Seter (Seter, Vander Wall, and Mielke) has provided legal counsel to the Library Foundation in the past. Seter is experienced in library district business and local government land agreements. Seter reviewed the agreement and was key in negotiating changes and needs for both the Foundation and Library. Seter will attend the Foundation Board and Library Board meetings to answer any questions.

The land donation is one of several actions (development agreement, permits, HOA approvals, and more) before the library takes complete possession of the property. Acceptance of the land involves no purchase cost to the library, with full ownership contingent upon completion of all required legal, development, and regulatory steps.

BOARD ACTION:

Staff recommend that the Board by motion authorize the donation of land for a new Sterling Ranch Library via **DCLF/DCL Resolution 26-01-01** and authorize Library current Board President, Terry Nolan to execute Resolution 26-01-01, the Library Donation Agreement, POA 17th Supp. Declaration, and Post-Closing Library Development Agreement as needed on behalf of the Douglas County Libraries.

**BOARD OF DIRECTORS
OF THE
DOUGLAS COUNTY LIBRARIES FOUNDATION
IN COORDINATION WITH THE DOUGLAS COUNTY LIBRARY DISTRICT
RESOLUTION 2026-01-01**

**A RESOLUTION AUTHORIZING THE ACCEPTANCE OF A RESTRICTED DONATION
OF REAL PROPERTY PURSUANT AND SUBJECT TO THE EXECUTION AND
SATISFACTION OF ALL TERMS AND CONDITIONS OF THE DONATION AGREEMENT
BETWEEN STERLING RANCH, LLC AND DCLF**

RECITALS

A. The Douglas County Library Foundation (“DCLF”) is a nonprofit corporation organized exclusively for charitable purposes under Section 501(c)(3) of the Internal Revenue Code as a “supporting organization” for capital improvement projects of Douglas County Libraries (“DCL”) and programs that serve and enhance the mission, vision and core values of DCL. All gifts to DCL are processed for acceptance through DCLF according to the combined Gift Acceptance Policies of DCLF and DCL. See, Gift Acceptance Policies-Gift Processing.

B. Sterling Ranch, LLC (the “Donor”) is developing a master planned community commonly known as “Sterling Ranch” located in the County of Douglas, State of Colorado within the DCL boundaries and service area (the “Development”).

C. Donor has offered to donate approximately 3.05 acres of real property (the “**Donation Property**”) for the development and construction of a library to serve the Sterling Ranch community and subject to the terms and conditions of a Sterling Ranch, LLC and Douglas County Libraries Foundation Donation Agreement – Sterling Ranch Library, a copy of which is attached as **Exhibit A** (the “**Donation Agreement**”).

D. The donation is a “Restricted Donation” as defined in the Foundation Gift Acceptance Policies. Restricted Donations are administered by DCLF pursuant to the Gift Processing section of the Policy and will only be accepted if they meet the conditions listed (“**Restricted Donation Conditions**”).

E. The Donation Property is “Real Estate” the acceptance of which is subject to Giving Options, Sec. I C. of the Gift Acceptance Policy.

F. If accepted, Restricted Donations may be “automatically transferred to DCL upon satisfaction of the donor designated restrictions” without further approval whenever the DCLF Board of Directors and DCL Board of Trustees agree. See, Giving Options, Sec. I.C. Bullet 3.

FINDINGS

The DCLF Board in coordination with the DCL Board of Trustees now finds:

I. Donation Acceptance Conditions. The terms and conditions of the Donation Agreement do not violate the Restricted Donation Conditions in that:

- a. They are compatible with the missions of DCLF and DCL because they relate to the planning, development and construction of a public library on the Donation Property within the DCL boundaries;
- b. They do not impede the ability of DCL or DCLF to acquire gifts from other sources;
- c. They do not place undue burden on DCL or DCLF resources because funds are available and set aside for the purpose of consummating the Donation Agreement and its related Post-Closing Development Agreement; and,
- d. They will not subject DCL or DCLF to unwanted publicity.

II. The Board of Directors of DCLF further finds pursuant to the Gift Acceptance Policy, Giving Options, Sec. I. C. REAL ESTATE that:

- a. The Donation Agreement provides means and deadlines to examine the Donation Property on its merits including title, insurability, environmental conditions, buildability and suitability for construction and operation of a public library facility and numerous opportunities to terminate the donation prior to deed transfer if the Donation Property proves undesirable; and,
- b. A current appraisal has been provided by the Donor and the Donation Agreement requires an updated appraisal prior to final deed transfer and issuance of any donation acknowledgement.

RESOLUTION

ACCORDINGLY, it is **RESOLVED** that:

A. The Board of Directors of DCLF, subject to the acknowledgement below of the Board of Trustees of DCL, conditionally accepts the Donation Property subject to the satisfaction of the terms and conditions of the Donation Agreement and directs the Board's designees to execute the Donation Agreement substantially in the form attached hereto with any non-substantive changes approved by the Library Director in consultation with DCLF's attorney and any changes required in the motion approving this Resolution.

B. The Donation Property and/or Donation Agreement shall be automatically transferred, assigned or conveyed to DCL without further approval whenever the DCLF Board of Directors and DCL Board of Trustees agree pursuant to Giving Options, Sec. I.C. Bullet 3.

Upon Motion made by Director _____, seconded by Director _____, this Resolution was approved the ___ day of _____, 2026.

**Board of Directors,
Douglas County Library Foundation**

By: Amber DeBerry, DCLF Executive Director

Attest:

By: Patricia Owen-DeLay, DCLF Secretary

ACKNOWLEDGEMENT AND ACCEPTANCE

The Board of Trustees of Douglas County Libraries approves the foregoing Resolution of the Board of Directors of the Douglas County Libraries Foundation and acknowledges its intention to accept the assignment, delegation or conveyance of the Donation Agreement and/or the Donation Property on or before satisfaction of the terms and conditions of the Donation Agreement if not otherwise terminated.

Upon motion made, seconded and approved by a majority of the Board of Trustees, this Acknowledgement and Acceptance was adopted the ___ day of _____, 2026.

**Board of Trustees,
Douglas County Libraries**

By: TR Nolan, DCL Board President

Attest:

By: Ted W. Vail, DCL Board Secretary

EXHIBIT A

STERLING RANCH, LLC and DOUGLAS COUNTY LIBRARIES FOUNDATION
DONATION AGREEMENT
STERLING RANCH LIBRARY

MEMO

To: Douglas County Libraries Board of Trustees

Date: January 2026

From: Bob Pasicznyuk, Executive Director

Subject: Providing Citizens Virtual Access to Library Board Meetings

NEED:

Our library has prized citizen access to Board Business meetings and governance transparency throughout its 36-year history.

Virtual meeting technologies are now relatively commonplace. With adequate safeguards, proper investment in technologies, and declared boundaries of use, virtual access to Board meetings is reliable. Many libraries and local governments provide similar virtual access.

Virtual access is the most convenient way citizens can use to participate in the democratic process of their library's governance, thwarting the friction points of time, health, weather, and transportation.

PLAN:

1. The 2026 budget anticipated this work providing necessary resources.
2. To support virtual meetings, staff will hire vendors to equip our Lone Tree Event Hall.
3. To prepare the 2026 budget, staff completed a competitive vendor and product selection for this service.
4. Before "going live," the library will achieve competence with support tools for the meeting and alter procedures in keeping with best practice.
5. The library will record and archive meetings for asynchronous viewing.

NOTE: Virtual access is a long-term commitment. Legal counsel and prevailing practice suggest that once a government provides citizens with access, it is not tenable to simply withdraw that access.

ADVANTAGES: Access, transparency, and convenience.

RECOMMENDATION FOR BOARD ACTION:

1. Move to authorize and direct library staff to purchase hardware, software, and services in support of virtual meeting access – not to exceed the budgeted amount of \$200,000.
2. Move to direct staff to make all necessary preparations for virtual meetings so that citizens may attend and interact with the meeting with the same prerogatives and boundaries as “in-room” participants.
3. Move to direct staff to record and archive Board Business Meetings when preparations are complete so that citizens may view meetings at their convenience.

MEMO**To:** Douglas County Libraries Board of Trustees**Date:** January 2026**From:** Bob Pasicznyuk, Executive Director**Subject:** Request for Authorization - 2026 Strategy and Planning Framework

NEED: The Board has recognized ten powers and responsibilities in its by-laws, one of those being: *Planning for current and future needs of the Library and the community it serves.*

For 36 years, the Board has expected and directed its Executive to support the Board in that planning and needs assessment.

Both of those commitments are standard, competent practices in both libraries, governments, and organizations across North America.

DISCUSSION / PLAN: The value of planning is not how thick the plan is, but how clear, grounded, and trusted the process is; whether the plan resonates with the community it serves, and whether any organization disciplines its decisions to the plan around work, resources, and talent.

To support the Board in this work, I recommend the Board adopt and pursue six traditional steps this year toward planning and strategy.

1. **Define the Plan's Foundational Assumptions, Purpose, and Scope.** The Board's 2026 Annual Retreat is scheduled for Saturday, April 11, 2026. I recommend that the Board use this retreat to gain missional or foundational alignment. I asked colleagues in the Partnership of Douglas County Governments for a recommendation about who they recommend for this work. The Towns of Parker and Castle Pines recommended Heather Bergman, Senior Facilitator and President of Peak Facilitation, as a top professional in working with councils and boards for alignment. The retreat offers the Board an opportunity to establish the basis or foundations for planning and strategy.
 - Mission: Why does Douglas County Libraries exist?
- Related End Statements:
- What does our library's success look like?
 - What risks and opportunities drive the need for change?
 - What should be sustained in our future?

- Strategy Starting Points: Are there priorities the Board wishes to declare or explore in the planning process?
2. **Inventory and Analysis.** Between now and the Board Retreat, I recommend the Board charge Trustee Watson to summarize the conclusions and work of the 2025 Task Force around planning. The Board can organize and direct any additional research it requires in the February 2026 Board Business Meeting.
 3. **Community Vision and Public Engagement.** I recommend that the Board charge staff to complete a competitive process, identifying a firm with accomplished community engagement experience. The firm would survey our customers about their needs and aspirations for the library. The firm would gather community data using competent, valid, and reliable techniques.
 4. **Goals, Policies, and Map for the Future.** The same firm would support the Board and Executive by summarizing the key findings of any survey into strategy themes, risks, and opportunities.
 5. **Action Plan and Tools.** The Board and Executive Director can then distill all this information into end statements - the library's strategy to pursue in the next 3 to 5 years. Staff then can respond to these expectations with a tactical plan and accountability metrics for Board consideration.

RESOURCES: Once survey and vendor costs are known, the library will recommend a budget amendment to the Board covering resources necessary for planning.

RECOMMENDATION:

I move to authorize and direct library staff to take the following action.

- Adopt the proposed 6-fold strategy and planning framework for 2026.
- Direct the Executive to employ Peak Facilitation supporting the Board Retreat.
- Conduct a competitive search and recommend an experienced firm for community survey, data gathering, and analysis.
- Create a budget amendment for this work, allocating resources for planning.

MEMO**To:** Douglas County Libraries Board of Trustees**Date:** January 28, 2026**From:** Casie Cook**Subject:** Recommendation to Update Reserve Fund Investment Approach

Issue: DCL's reserves are projected to remain stable and gradually increase over the next several years. Historically, all reserve funds have been kept in the state's local government investment pool (LGIP), which is safe and liquid but offers limited long-term return potential.

Discussion: DCL's investment policy allows for a broader range of high-quality fixed-income investments beyond the LGIP. Chandler Asset Management, our investment advisor, reviewed our cash flow needs and confirmed that our reserves can be invested in slightly longer-term securities. Over time, this approach has the potential to earn more than keeping all funds in the LGIP.

Recommendation: Motion to approve moving forward with Chandler Asset Management's recommendation to invest the Reserve Fund in a diversified portfolio aligned with the 1–3 Year U.S. Treasury & Agency benchmark. This keeps safety priorities intact while positioning DCL to earn stronger long-term returns. Quarterly reporting will track performance against the benchmark.

MEMORANDUM

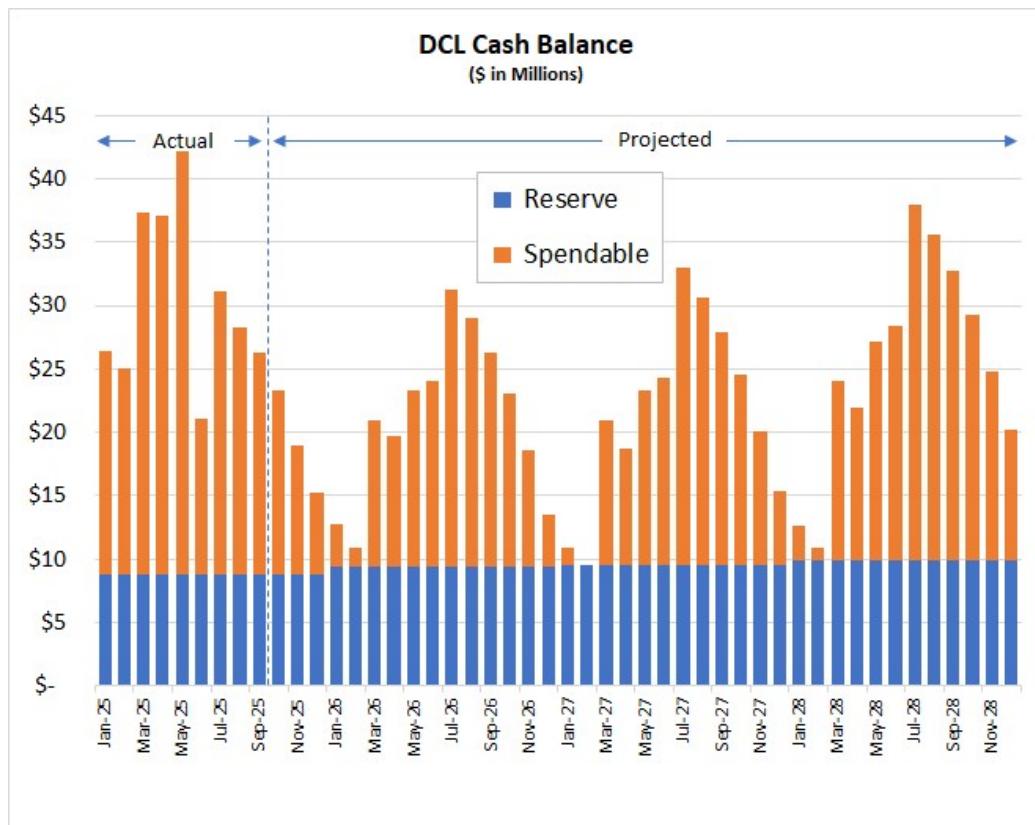
To: Casie Cook, CPA
 Finance Director, Douglas County Libraries

From: Chris Blackwood
 Senior Portfolio Strategist

Date: January 14, 2026

Re: Reserve Investment Portfolio

I have reviewed DCL's cash flow forecasts. The results of this analysis show that DCL has core Reserve fund projected to increase from \$9.4 million in 2026 to \$9.8 million in 2028. This reserve also is aligned with DCL's budget policy.



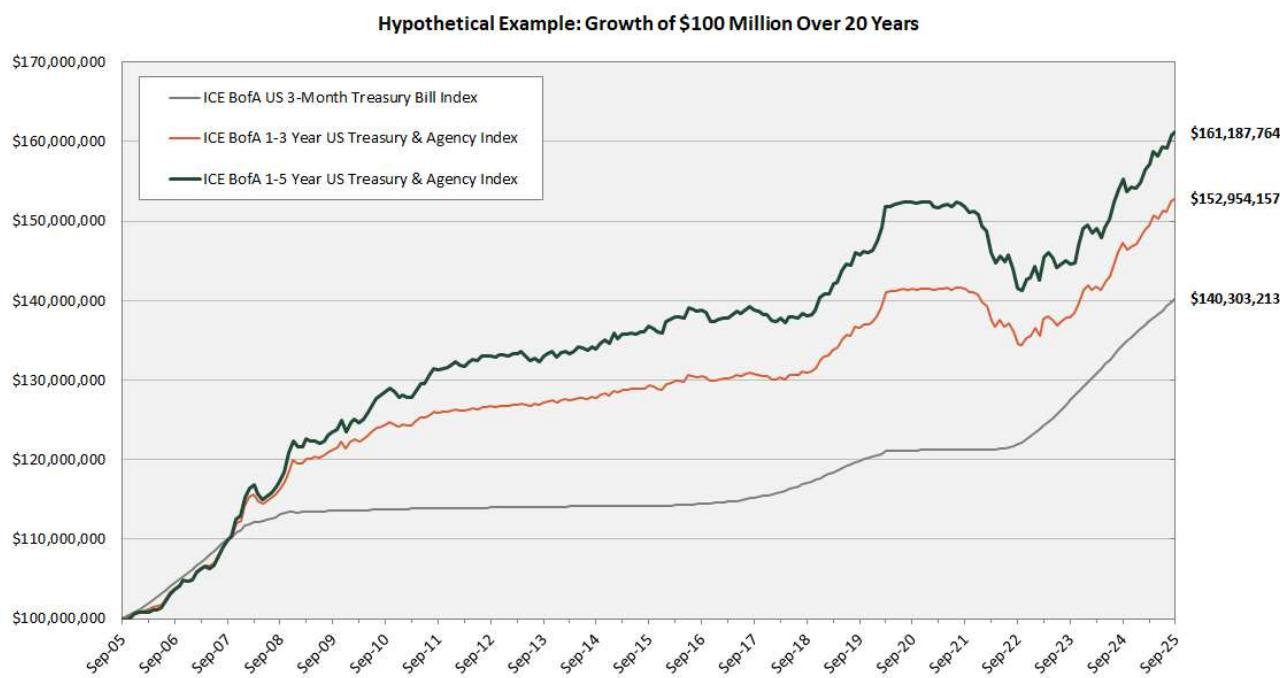
Historically, DCL has invested all of its reserves and spendable cash in a local government investment pool (LGIP). Functionally, an LGIP is similar to a money market fund in that it provides daily liquidity. The LGIPs in Colorado are rated AAA and thus they are required to keep the weighted average

maturity under 60 days. That means the yields of an LGIP are directly impacted by changes in the Federal Funds rate.

The DCL investment policy allows other investments which have the opportunity to add value greater than an LGIP. For example, DCL can invest in U.S. Treasury and Federal Agency securities with maturities up to 5 years. DCL can also invest in AA rated corporate bonds with maturities up to 3 years.

The chart below shows an example of the growth of \$100 million over the past 20 years based on various indices. Even though DCL will invest approximately \$9.4 million (not \$100 million) this provides the context for the growth metrics by investing in securities.

The 3-month US Treasury Bill index has a return that is very similar to an LGIP. The other indices reflect investing in U.S. Treasury and Agency securities with maturities either 1-3 years or 1-5 years. Over the long run, investing in securities has the potential to deliver greater returns than a liquid LGIP. After discussions with staff, we recommend that DCL invest its Reserve fund in a portfolio that is benchmarked against the 1-3 Year US Treasury and Agency index.



The actual DCL portfolio may include other securities as authorized in the DCL investment policy. Each quarter, we will provide a report showing the performance of the DCL Reserve portfolio compared to a third-party benchmark (the ICE BofA 1-3 Year US Treasury and Agency Index).

MEMO

To: Douglas County Libraries (DCL) Board of Trustees
Date: January 2026
From: Bob Pasicznyuk
Subject: Executive Library Director's Report

BUSINESS UPDATES**2025 Library Content in Review**

Douglas County Libraries' customers loaned just over 5.9 million items in 2025, a 4% increase over 2024. Customers loaned 3.7 physical titles and 2.2 million digitals. 2025 Most Valuable Players / Highest Demand:

- Database: *Opposing Viewpoints*
- Adult Fiction: *Battle Mountain*
- Adult Nonfiction: *Let Them Theory: A Life-changing Tool That Millions of People Can't Stop...*
- DVD & Blu-ray: *Wicked*
- YA Fiction: *Sunrise on the Reaping*
- J Fiction: *Diary of a Wimpy Kid: Hot Mess*
- Picture Book: *The Pigeon Will Ride the Roller Coaster!*
- Nontraditional Items: *Meta Quest 2*

2025 Library Content Return on Investment

- In 2025, the library bought \$4.61M in content yielding 5.9M transactions, making the content commodity cost at about 78 cents per transaction.
- For our customers to buy that content individually in the retail market, they would have spent over 100 million dollars.

Average Marketplace Content Cost

- | | |
|-------------|------|
| ○ DVDs | \$15 |
| ○ eBooks | \$40 |
| ○ eAudio | \$70 |
| ○ Hardbacks | \$17 |

Following the Data - The Durability of Douglas County Library Engagement. Over the past quarter century, Douglas County has grown from 175,000 library customers to about 400,000. Technology advance and consumer options have disrupted markets and changed consumer habits.

- Broadband became ubiquitous.
- The iPhone debuted in 2007 ushering in handheld device dominance.
- Digital books became accessible to customers at any time or place.
- Streaming movies and shows became commonplace.
- Physical book purchases could be conveniently delivered to anyone's homes.

The list of changes in our customers' lives and in County demographics since the turn of the century goes on and on. Surprisingly, none of these factors have adversely changed Douglas County Libraries' customer engagement. The Library Research Service tracks active library registrations as a percentage of a county's population. The individual, annual numbers in this dataset are not the point, but the aggregate shows high consistency in customer engagement. Douglas County citizens prize their libraries.

2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
75%	70%	65%	59%	57%	54%	69%	64%	68%	68%	77%
2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	
78%	76%	67%	65%	63%	67%	69%	62%	66%	54%	

Above two tables show active library registration as a percentage of county population by year from 2003 to 2023 with 2023 showing a 75% household engagement in Douglas County.

Legislative Update. The legislative year has just begun. This year, the Colorado Association of Libraries is working to advance legislation by changing the selection practice of trustees for library districts. The Association's goals are transparency and an array of checks and balances. The motivation for the legislative agenda is a perception of heightened partisan impacts to the process.

[The big bills to watch as Colorado's 2026 legislative session begins - The Colorado Sun](#)

News. Trustee appointments and the process at library districts continue to make the news.

<https://coloradosun.com/2025/12/17/mesa-county-library-board-political-appointments-book-banning/>

[GarCo Report: Library trustee interviews set for Friday, Dec. 10 – The Sopris Sun](#)

Sterling Ranch Library Project Update

The land donation agreement for the new library is a point of this month's business. The project is moving from design to permitting. Groundbreaking is likely this Spring. Donor negotiations around an art and history gallery space are ongoing.

DIVISION UPDATES

Community Engagement

Working on:

- Finalizing Fairytale Ball details and reservations
- Camp DCL scholarships
- Page to Stage promotional drops to Douglas County elementary schools
- A new volunteer scholarship, via Douglas County Libraries Foundation (DCLF) for Douglas County high school students who volunteer for DCL/DCLF
- Negotiations with Sterling Ranch, Lamb Springs, Douglas County Community Foundation about gallery/exhibit space and associated donation

Completed:

- Douglas County Libraries (DCL) and Douglas County (DC) signed a Memorandum of Understanding to collaborate on displaying DC historical artifacts in three DCL branches through 2029. DCL will continue its creative partnership with Douglas County's historic preservation team, to create displays with historic artifacts, photographs, and general content, for our community to enjoy.
- 2025 Volunteer Services Recap. In 2025, more than 1,400 DCL volunteers officially logged over **30,000 hours (about 3 and a half years) of service**. This marks significant progress on our return to pre-2020 engagement levels and continues to defy global volunteerism trends.

Customer Experience

Working on:

- Continuing peer coaching activities to support Environmental CARE
- Battle of the Books: Completing mock battles in schools and preparing for this season's battles in our libraries; adding Castle Pines as fifth location
- Reading Buddies/Math Buddies: Recruiting teen volunteer big buddies and youth little buddies for spring sessions
- Rolling out new book clubs and related services for youth and adults for 2026
- Reworking Person-in-Charge (PIC) training to allow for ongoing skills development

Completed:

- Renamed Customer Experience Department to Library Experience Department to reduce confusion with the CX Division
- Refreshed high-use items in new playscapes
- 2025 storytime attendance (through Oct. 2025): 144,950 (up 12% YTD)

Finance

Working On

- Onboarding the new Controller
- Preparing for audit fieldwork
- Closing out FY 2025
- Reviewing financial policies
- Developing investment strategy for reserves

Completed

- Hired the new Controller
- Supported finalization of the Sterling Ranch agreements
- Established a back-up plan for check printing as part of business continuity

Infrastructure Services

Working on:

Vibrant Collections:

- Maintaining a 21-day average wait time for digital materials
- Starting annual zero circulation weeding

Welcoming Facilities:

- Refining daily, monthly, and quarterly Facilities department checklists that focus on proactively maintaining safe and premium spaces.
- Finalizing and scheduling work on the public elevator replacement at Highlands Ranch Library

Engaged Employees:

- Launching Professional Development Program with a focus on job shadowing for all staff, new leadership development, and ongoing training for existing library leaders.

Secure, Stable, & Flexible Technology:

- Finalizing phone system upgrade project plan

Safe & Secure Buildings and Infrastructure:

- Reviewing video cameras for placement and data tracking
- Implementing new Incident Reporting software

Completed:

Engaged Employees:

- Completed annual compensation adjustments

Secure, Stable, & Flexible Technology:

- Replaced over 230 devices and staff laptops in 2025

BOARD MONTHLY TALKING POINTS

New Library in Sterling Ranch Update: The library is formerly receiving a generous land donation from the Sterling Ranch Development this month, the home to the next Douglas County Library, replacing our leased location in Roxborough.

Displaying Historical Artifacts: Douglas County Libraries (DCL) and Douglas County (DC) signed an MOU to collaborate on displaying DC historical artifacts in three DCL branches (Castle Rock, Parker and Highlands Ranch) through 2029. DCL will continue its creative partnership with Douglas County's historic preservation team, to create historic displays with artifacts, photographs, and general content, for our community to enjoy.

Battle of the Books 2026: DCL's Battle of the Books has begun! There are a record number of schools taking part this year, and for the first time we will be hosting battles at Castle Pines. This year's competition will kick off in the last week of January.

Volunteers at your Library: In 2025, more than 1,400 DCL volunteers officially logged over **30,000 hours (about 3 and a half years) of service**. This marks significant progress on our return to pre-2020 engagement levels and continues to defy global volunteerism trends.

RECOMMENDATION: None; information only.

MEMO

To: Douglas County Libraries Board of Trustees
Date: January 28, 2026
From: Jill Corrente
Subject: Integrated Library System (ILS) Selection Process Update

SUMMARY:

Horizon is the vendor product name for our library's Integrated Library System or ILS. Integrated library systems are the technology background to library functions and processes. Horizon is a legacy product and is no longer actively developed by the vendor. Replacing this system was identified as the highest priority during organizational resiliency assessments. In response, the library has initiated a project to assess current operations, identify gaps, and develop requirements to inform a future Request for Proposal (RFP) for a new ILS.

This effort is focused on analysis and planning and is intended to reduce organizational risk, support continuity of service, and position the library for long-term sustainability and growth.

BACKGROUND:

The ILS is central to many of the library's core functions and services, including the public catalog, circulation management, customer database, and usage statistics. Content acquisition, cataloging, and fee management are also administered through the ILS. In addition, the system integrates with the room reservation platform, e-content providers (e.g., Libby), sorters and self-checks, and other library database services. In October 2025, DCL solicited bids from vendors with expertise in ILS selection; primarily to support requirements development and RFP preparation. A vendor was selected to complete the following scope of work:

1. Evaluating the current ILS and related operations
2. Identifying gaps in efficiencies and technologies
3. Documenting current and future requirements
4. Exploring enhancements to improve staff workflows and customer experience

The results of this analysis will inform the library's acquisition and implementation of a new ILS or related system through a competitive procurement process.

WORK AND DELIVERABLES:

- **Phase I.** Business Process and Requirements Analysis
- **Phase II.** Gap and Needs Analysis
- **Phase III.** ILS RFP Issuance, Vendor Review, Demonstrations, Selection, and Contract Negotiations
- **Phase IV.** ILS implementation

MEMO

To: Douglas County Libraries Board of Trustees
Date: January 28, 2026
From: Jill Corrente
Subject: Organizational Resilience Program Summary

SUMMARY

The Library has established a goal of fortifying its infrastructure with a focus on safety and security, which includes:

- Reviewing and revising the resilience of its organizational data and safety practices.
- Creating a nimble, efficient suite of plans that leverages current best practices and is customized for the Library's unique mission and operational complexity.
- Establishing and training the crisis response team and preparing them to use the program for various scenarios through a series of tabletop and functional exercises.

Based upon these outcomes, the following deliverables have been completed in conjunction with Risk Resiliency, our Organizational Resilience Program partner. In February, we will provide the Board with a summary of work planned for the upcoming year and beyond.

OVERALL PROGRAM

Recommendations Report: Report outlining suggested opportunities to increase overall organizational resilience.

Organizational Resilience Policy: Overall program policy language that can be incorporated into current language.

Escalation Impact Matrix: Matrix that establishes incident levels and outlines who acts and who communicates at each level.

PROGRAM COMPONENTS

Crisis Management Plan (CMP): This plan outlines the operational aspects of a team's response and includes activation, incident assessment, how the team will meet, managing incident documentation, team member checklists, deactivation, and after-action review.

Crisis Communications Playbook (CCP): A guide with the crisis communications-specific information, including message development, managing a crisis communications incident, working with the media, and preparing company spokespeople.

Branch Incident Response Guide: A guide with procedures to follow in responding to incidents and emergencies at the branch level.

Workplace Violence Policy and Program Guide: Policy language to guide the Library and inform the program guide that will provide management and employee responsibilities and expectations.

Tech Stack Organization: A list of DCL's critical technology stack.

Business Continuity Plan (BCP): Structured Business Continuity Plan that pulls together the relevant information discovered in the Business Impact Assessment process and sets up a method for responding to an impact.

Implementation Tabletop Exercise Series: We have conducted 5 Tabletop Training Exercises.

- One Active Shooter Tabletop Exercise completed in 2024 with DCSO.
- One DCL Board of Trustees Tabletop Exercise completed at the 2025 Board retreat.
- Three Tabletop Exercises completed with the Crisis Management Team throughout 2025