

**DOUGLAS COUNTY LIBRARIES  
BOARD BUSINESS MEETING**

1 of 57

Wednesday, February 25, 2026, 5:30 p.m., Lone Tree Library, Lone Tree, CO

**Call meeting to Order**

**Attendance**

**Public Comment**

**Consent Agenda Recommendation(s) Memo [page 2](#)**

1. Minutes 012826 Business Meeting [page 3](#)

**Presentation** Chandler Investments, Chris Blackwood

**Presentation 6:00 PM** Gallup Survey Results, Mason Hults (virtual presentation)

**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.*

**Action Items**

- Fiduciary update to Bylaws [page 11](#)

**Strategic Planning Task Force Update**

**Executive Library Director Update [page 20](#)**

- Citizen Review Requests – You Are the Color [page 24](#)
- Citizen Review Request – Black History Month [page 40](#)
- Organizational Resilience Upcoming Work [page 44](#)
- Annual Volunteer Report [page 45](#)
- Third & Fourth Quarter KPI Reports, and Gallup Survey Results [page 49](#)

**Partner Reports**

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

**Trustee Comments and Questions**

**Upcoming Board Meetings**

- March – April 11, Strategic Planning Task Force, Zoom, Mondays as needed, 4 PM
- March 12, 2026, Executive Committee Meeting, Castle Pines Library, Castle Pines, 8 AM
- March 25, 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, TBD

**Adjourn**

## MEMO

**To:** Douglas County Libraries Board of Trustees

**Date:** February 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 01/28/2026 Business Annual Meeting

**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 Annual Meeting**  
**January 28, 2026**  
**Lone Tree Library, Lone Tree, CO**

President Nolan called the annual 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 (DCL) Bylaws.

The following were present:

**TRUSTEES:** Pam Hampton, John Kennedy, Terry Nolan, Zach McKinney, Taylor Watson, Amy Windju, and Ted Vail

**STAFF:** Bob Pasicznyuk, Casie Cook, Jill Corrente, Linda Kennedy, Chris Morrelli, Jesse Politi, Robin Warnke, and Patti Owen-DeLay

**OFFICER:** Lone Tree Commander Deland

**GUEST:** Kim Seter, Douglas County Libraries Foundation Legal Counsel

**PUBLIC:** Adelita Campbell, Chris Campbell, Kathy Dannemiller, Robb Luinstra (DCL Staff), Becky Spilver (DCL Staff), Emily Suyat

**PUBLIC COMMENTS:**

**Adelita Campbell:** Thank you for moving meeting to Lone Tree for easier public access. District 1 seat: concerns that it was filled by John Kennedy with no information about how the seat was filled or transparency of the process. Concerns regarding no Martin Luther King or Black history month recognition or events. Wants board to address this matter.

**ADDITION TO THE CONSENT AGENDA:**

Appointment of John S. Kennedy as District I trustee.

**MOTION 26-01-01:** Nolan moved and the motion carried unanimously to add the appointment of John S. Kennedy as District I trustee to the agenda. McKinney seconded the motion.

**MOTION 26-01-02:** Nolan moved and the motion carried unanimously to accept the appointment of John S. Kennedy as District I trustee. Vail seconded the motion.

**CONSENT AGENDA**

1. Minutes December 3, 2025, Budget Public Hearing and Business Meeting
2. Audit Engagement Letter
3. 2026 Annual Designation of Board Public Notice Posting Memo
4. 2026 Annual Declaration of Parliamentary Authority Book
5. Budgeted Capital Expenditures

- a. Branch Server Upgrades
- b. Firewall Upgrades
- c. Castle Pines Playscape Replacement

**MOTION 26-01-03:** Watson moved and the motion carried unanimously to approve the consent agenda, including the December 3, 2025, Budget Public Hearing and Business Meeting minutes; 2025 Audit Engagement Letter; 2026 Annual Designation of Board Public Notice Posting memo; 2026 Declaration of Parliamentary Authority Book; and Budgeted Capital Expenditures for Branch Server Upgrades, Firewall Upgrades, and Castle Pines Playscape Replacement. Windju seconded the motion.

## **LIBRARY BUSINESS**

No one declared a conflict of interest on any of the action matters below.

### **Annual Meeting Elections and Appointments**

- **Election of Officers.**

Approval of ballot process.

The board voted to handle elections by ballot for board officers, as allowed by Colorado Open Meeting Law.

**MOTION 26-01-04:** McKinney moved and the motion passed unanimously that the voting for the 2026 annual elections of officers be done by ballot, with voting done position by position as there is more than one nomination per position. Watson seconded the motion.

Those offering to serve:

President: Terry Nolan and Ted Vail

Vice-President: Zach McKinney and Taylor Watson

Secretary: Pam Hampton and Ted Vail

**MOTION 26-01-05:** McKinney moved and the motion passed unanimously to accept the 2026 ballot as presented. Watson seconded the motion.

The board voted anonymously for each position one-by-one. Owen-DeLay read the results into the record.

President: Terry Nolan, 4 to 3 vote

Vice-President: Zach McKinney, 4 to 3 vote

Secretary: Ted Vail, 4 to 3 vote

- **Appointment of Representative Opportunities.**

Information about each opportunity was outlined in the Board Packet.

The three opportunities are:

### 1. Partnership of Douglas County Governments

Douglas County Libraries is a partner organization of the Partnership of Douglas County Governments, formed to collaborate on countywide initiatives.

### 2. Douglas County Youth Initiative

The Douglas County Youth Initiative, a program of the Partnership of Douglas County Governments, supports early intervention and collaboration of youth services in the county.

### 3. Douglas County Libraries Foundation

Douglas County Libraries Foundation is dedicated to supporting Douglas County Libraries. As a standalone 501(c)3, it is a requirement of the Foundation bylaws that a Douglas County Libraries Board member serve as a Class I Director for the Foundation.

**MOTION 26-01-06:** McKinney moved and the motion carried unanimously to retain Vail as the 2025 board representative for the Partnership of Douglas County Governments; retain Windju as the board representative for the Douglas County Youth Initiative; and appoint Watson as the Class I Director for the Douglas County Libraries Foundation. Vail seconded the motion.

- **Annual Conflict of Interest Forms.**

Owen-DeLay shared that trustees have been given the forms to complete this annual obligation.

## Action Items

- **Sterling Ranch Land Donation**

Pasicznyuk spoke about the land donation agreement and the path through the Douglas County Libraries Foundation. This is a significant step toward a new library in Sterling Ranch. Pasicznyuk shared information about the land location and considerations of the land off Titan Road. Design development is mid-process. Ultimately, the land will be large enough with the expansion of Titan Road to facilitate library growth as required.

**MOTION 26-01-07:** McKinney moved and the motion carried unanimously to authorize the donation of land for a new Sterling Ranch library via **DCLF/DCL Resolution 26-01-01** and authorize current Library Board President Nolan to execute DCLF/DCL Resolution 26-01-01, the Library Donation Agreement, POA Seventeenth Supplemental Declaration, and Post-Closing Library Development Agreement as needed on behalf of Douglas County Libraries. Vail seconded the motion.

- **Virtual Meetings**

Pasicznyuk asked the board if it wants to begin offering virtual meetings. Staff believe this will eventually be a mandate, as the legislature has had bills on this matter for the last two sessions without it passing. Also, county municipal partners offer virtual meetings.

The board discussed whether to do it; how bids were garnered in estimation of the cost; and if meetings were to be more accessible, why did we choose one location—can't we have a portable system?

Nolan proposed that the question be handled in the three pieces of action requested by staff.

**MOTION 26-01-08:** McKinney moved and the motion carried 6 to 1 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. Watson seconded the motion.

**MOTION 26-01-09:** Vail moved and the motion carried unanimously 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. Watson seconded the motion.

**MOTION 26-01-10:** Watson moved and the motion carried 6 to 1 to direct staff to record and archive Board Business Meetings when preparations are complete so that all citizens may view meetings at their convenience. Kennedy seconded the motion.

- **Direction Regarding Strategic Planning**

Pasicznyuk spoke about his proposal to move strategic planning forward, using birthday parties as a “why we do what we do”—because Douglas County Libraries inspires a love of reading, discovery, and connection.

Vail countered with wanting the task force to continue. The board discussed the two approaches.

**MOTION 26-01-11:** McKinney moved and the motion passed unanimously to direct staff to take the following action:

1. Adopt the proposed five-fold strategy and planning framework outlined in the January 2026 memo “Request for Authorization – 2026 Strategy and Planning Framework.”
2. Direct the Executive [Director] to employ Peak Facilitation supporting the Board Retreat.
3. Conduct a competitive search and recommend an experienced firm for community survey, data gathering, and analysis.
4. Create a budget amendment for this work, allocating resources for planning.
5. Amend the memo adding a sixth authorizing bullet – to continue the task force to capture those objectives as previously authorized and bring them back to the board for the April 11, 2026, retreat. Vail seconded the motion.

Authorizing Task Force motion, MOTION 25-08-04. The Task Force will conduct an analysis of the library’s business and community needs as preparation to further business/strategy development and planning.

Windju stepped out of the room before the vote.

Watson recused himself from the task force. Nolan asked for a volunteer to replace Watson. Kennedy volunteered.

**MOTION 26-01-12:** McKinney moved and the motion passed with six affirmative votes (no Windju) to appoint Kennedy, Vail, and Windju as the Task Force members. Watson seconded the motion.

Windju returned to the room.

- **Direction Chandler Asset Management Investments**

Cook shared that Blackwood with Chandler Investment recommends moving some reserves to slightly longer-term securities, believing this approach will earn more interest.

**MOTION 26-01-13:** Vail moved and the motion passed unanimously to approve moving forward with Chandler Asset Management's recommendations to invest the Reserve Fund in a diversified portfolio aligned with 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 benchmark. McKinney seconded the motion.

- **Executive Director's 2025 Time in Position adjustment** – Discussion later in Executive Session; see below citation for authorization and outlined topics.
- **Risk Policy and Risk Resiliency Prioritization** – Discussion later in Executive Session; see below citation for authorization and outlined topics.

### **Executive Library Director Update**

Given the meeting length and upcoming Executive Sessions, Pasicznyuk only shared:

- The percentage of population of Douglas County residents who have a library card has increased over time.
- Legislation to codify how trustee appointments are handled outlined in Colorado Library Law is forward.
- The finance group is working to close out 2025, and on the 2025 audit.
- The Castle Pines lease for use of the Castle Pines library for municipal needs is ending and they will be moving out, and going forward only using the library for staff meetings.
- There is a flurry of capital projects underway.

### **PARTNER REPORTS**

#### Partnership of Douglas County Governments

Vail met and reported on what was happening at the legislature. Great to see partnership.

Douglas County Youth Initiative (DCYI)

Windju had no report.

Douglas County Libraries Foundation

Owen-DeLay reported that the Foundation met on January 26, 2026, for its annual meeting, noting:

- The Foundation accepted the Sterling Ranch land donation and approved the resolution to hand it over to Douglas County Libraries.
- The Foundation is near bylaws capacity for the number of directors on the board.
- The Foundation approved its 2026 budget.
- The Foundation continued with its annual goals of:
  - Board Recruitment
  - Endowment Growth, and
  - Funding of Library Program(s) for building Foundation awareness and library support

**EXECUTIVE SESSION****Executive Director's 2025 Time in Position adjustment, goals, pay rate, and bonus.**

Pasicznyuk waived his right to have the meeting in open session.

**MOTION 26-01-14:** Nolan moved to enter Executive Session per Colorado Open Meeting Law pursuant to C.R.S. Section 24-6-402(4)(f), C.R.S., for the purpose of discussing personnel matters related to the Executive Director's goals, pay rating, bonus, and time in position salary adjustment. Watson seconded the motion.

No discussion.

The board entered Executive Session at 7:12 p.m. The board returned to the open meeting at 7:32 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.

**MOTION 26-01-15:** Watson moved and the motion carried unanimously to accept the Executive Director's 2026 goals. Hampton seconded the motion.

**MOTION 26-01-16:** Vail moved and the motion passed unanimously to accept the Executive Director's appraisal rating of Premium Performance. Watson seconded the motion.

**MOTION 26-01-17:** Hampton moved and the motion passed unanimously to accept the Executive Director's Time in Position adjustment. Windju seconded the motion.

## **EXECUTIVE SESSION**

### **Risk Policy and Risk Resiliency Prioritization**

**MOTION 26-01-18:** 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, related risk policy, and risk resiliency prioritization. Windju seconded the motion.

No discussion.

The board entered Executive Session at 7:34 p.m. The board returned to the open meeting at 7:43 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.

**MOTION 26-01-19:** Nolan moved and the motion carried unanimously to authorize Windju and Pasicznyuk to develop a draft for a new Safety & Security Risk Policy. Windju seconded the motion.

Windju and Pasicznyuk will connect to move this forward, answering some questions Windju has. Windju will create a draft from her already done research.

## **TRUSTEE COMMENTS**

McKinney shared that his son was in a Battle of the Books event last night and how wonderful the competition was.

## **UPCOMING BOARD MEETINGS**

- February 12, 2026, Executive Committee Meeting, Castle Pines Library, Castle Pines, 8:00 a.m.
- February 25, 2026, Lone Tree Library, Lone Tree
  - 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, 7:30-9:30 a.m. with breakfast at 7:00 a.m., location TBD.

## **ADJOURN**

Nolan adjourned the meeting at 7:50 p.m.

Respectfully submitted,

Ted Vail, Board Secretary  
Minutes prepared by Patti Owen-DeLay  
Approved

DRAFT

**MEMO****To:** Douglas County Libraries Board of Trustees**Date:** February 2026**From:** Bob Pasicznyuk**Subject:** Bylaws Amendment Calling out Fiduciary Responsibilities

**ISSUE:** A fiduciary is legally and ethically obligated to act solely in the best interests of another party, putting the beneficiary's financial and legal welfare above their own. Key responsibilities include duty of loyalty, prudence in decision-making, avoiding conflicts of interest, and managing assets with extreme care, honesty, and confidentiality.

Each year, our library's legal counsel admonishes trustees about their legal responsibilities. The foundation of those responsibilities is that they are fiduciaries. Trustees asked staff to draft a by-laws revision that clarifies those responsibilities. Library legal counsel assisted in the preparation of this draft for Board consideration.

**DISCUSSION:** Options include no action or change or a motion to amend the by-laws.

**Existing Language****ARTICLE II. BOARD OF TRUSTEES (the "Board")**

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

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

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

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

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

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

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

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

**Section 9. Ethics.** Trustees shall conduct themselves in accordance with these Bylaws and applicable Colorado laws, including the Code of Ethics for public officials, Sections 24-18-101, *et seq.*, C.R.S. (the “Code of Ethics”). Trustees shall avoid situations in which their personal interests might be served or in which financial benefits inure to them at the expense of library users, colleagues, or the Library. Trustees shall disclose any and all potential conflicts of interest during the appointment process. If during the course of Board business, an area of potential conflict of interest or the appearance of such develops for a Trustee, that Trustee shall immediately make full disclosure to the Board and, if required in order to ensure compliance with the Code of Ethics, immediately cease participation in both discussion and voting relative to the matter. Specific areas of potential conflict, without limitation, are described in this Section, below.

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

**Section 10. Allegations.** If an allegation is made against either the Executive Director or a member of the Board, the Board will follow the Complaint Procedure Policy.

**Section 11. Removal.** A Trustee may be removed only following a majority vote of the Board, and in accordance with Colorado Library Law, by a majority vote of the appointing legislative body, and only upon a showing of good cause. “Good cause” may include but not be limited to: a deliberate breach

of the Bylaws or Policies adopted by the Board; unlawful conduct; causing significant harm to the Library, either materially or to its reputation; failure to perform duties outlined herein; or failure to attend three consecutive regular monthly meetings of the Board without an excused absence. The Board does, however, recognize extenuating circumstances and may waive or authorize an excused absence from the attendance requirement.

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

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

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

- Adoption of Bylaws and Policies for both Board guidance and governance of the Library.
- Acquisition, custody, care, and sale, disposal or transfer of all Library real or personal property.
- Financial oversight of the Library and adoption of annual budgets.
- Authorization of Library contracts, purchasing, borrowing, and bonding for the Library in accordance with the Authorization for Expenditure Policy.
- Employment and evaluation of the Executive Director, who shall be the executive and administrative officer of the Library acting on behalf of the Board and shall perform the functions set forth in Section 24-90-109, C.R.S. including:
  - Implementation of the policies adopted by the Board;
  - Recommending individuals for employment;
  - Performing all acts necessary for the orderly and efficient management and control of the Library.
- Adoption of a policy for the purchase of library materials and equipment on the recommendation of the Executive Director.
- Annual audit approval and periodic investment monitoring.
- The power to determine the amount of the maximum mill levy necessary to maintain and operate the Library during the ensuing year and/or initiate an election to increase the maximum mill levy to support the Library.
- Planning for current and future needs of the Library and the community it serves.
- The Board shall conduct, on an annual basis, written evaluations of the Board's performance.

## Proposed Amendment

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

**Section 1. Trustees.** The governance and control of the Library shall be vested in a board of seven (7) **local government official** trustees (individually a "Trustee" and collectively, "Trustees") appointed in accordance with Colorado Library Law to act as the Legislative Body of the Library. ~~All~~ Trustees must reside within the Library boundaries **and maintain any other requirements related to their office set forth by law**. There are two Trustees from each of the three Douglas County Commissioner districts and one at-large Trustee. All Trustees shall be approved by at least a 2/3 vote of the Commissioners prior to the start of their term. Notwithstanding each Trustee's **geographic** constituency group, ~~the~~ Trustees are **local government officials with fiduciary responsibility to the Library** and shall represent and act in the best interests of the Library as whole **for the benefit of the people**.

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

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

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

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

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

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

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

**Section 9. Ethics.** Trustees shall conduct themselves **as local government officials in a position of public trust**, in accordance with these Bylaws and applicable Colorado laws, including the Code of Ethics for public officials, Sections 24-18-101, *et seq.*, C.R.S. (the “Code of Ethics”) **and Article XII of the Colorado Constitution**. Trustees shall avoid situations in which their personal interests might be served or in which financial benefits inure to them at the expense of library users, colleagues, or the Library. **Trustees shall devote their personal attention to the duties required of their office and shall at all times act in accordance with the public trust and confidence expected of a Trustee as a fiduciary and steward of the Library’s public finances.** Trustees shall disclose any and all potential conflicts of interest during the appointment process. If during the course of Board business, an area of potential conflict of interest or the appearance of such develops for a Trustee, that Trustee shall immediately make full disclosure to the Board and, if required in order to ensure compliance with the Code of Ethics, immediately cease participation in both discussion and voting relative to the matter. Specific areas of potential conflict, without limitation, are described in this Section, below.

- Trustees may not in their private capacities negotiate, bid for, or enter into a contract with the Library in matters in which they have a direct or indirect financial interest.
- Trustees shall recuse themselves from Board discussion, deliberation and vote on any matter in which the Trustee, an immediate family member (defined as husband, wife, domestic partner, brother, sister, child, or grandchild, including step-relationships of each of the defined relationships) or an organization with which they are associated as a principal has a material financial interest. Such recusals shall be reflected in the meeting minutes for the relevant meeting.
- Trustees shall not receive anything of value that could or should reasonably be expected to influence their vote or other official action.
- Trustees shall respect the confidential nature of Library business while adhering to the Colorado Open Records Act (“CORA”), Sections 24-72-200.1 *et seq.*, C.R.S. and all other applicable laws governing freedom of information.
- **Trustees shall conduct themselves with an eye to the public trust, deserving of the public confidence and the integrity of the office as a fiduciary. A local government official whose conduct departs from their fiduciary duties shall bear the personal liability a private fiduciary would suffer for abuse of their trust.**

**Section 10. Allegations.** If an allegation is made against either the Executive Library Director or a member of the Board, the Board will follow the Issue Resolution Steps Policy.

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

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

The Board shall have all those powers **and duties** provided by Colorado Library Law C.R.S. 24-90-109, as such may be revised from time to time, **and those powers and responsibilities otherwise set forth for local government officials not in conflict with the specific requirements of Colorado Library Law.** In addition, the Board shall have all those powers necessary or incidental to the specific powers

granted by statute, and nothing herein shall be construed as limiting the powers of the Board as granted by Colorado Library Law.

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

- Adoption of Bylaws and Policies for both Board guidance and governance of the Library.
- Acquisition, custody, care, and sale, disposal or transfer of all Library real or personal property.
- Financial oversight of the Library and adoption of annual budgets.
- Authorization of Library contracts, purchasing, borrowing, and bonding for the Library in accordance with the Authorization for Expenditure Policy.
- Employment and evaluation of the Executive Library Director, who shall be the executive and administrative officer of the Library acting on behalf of the Board and shall perform the functions set forth in Section 24-90-109, C.R.S. including:
  - Implementation of the policies adopted by the Board, **including all day to day operations;**
  - Recommending individuals for employment;
  - Performing all acts necessary for the orderly and efficient management and control of the Library;
- Adoption of a policy for the purchase **and review** of library materials and equipment on the recommendation of the Executive Library Director.
- Annual audit approval and periodic investment monitoring.
- The power to determine the amount of the maximum mill levy necessary to maintain and operate the Library during the ensuing year and/or initiate an election to increase the maximum mill levy to support the Library.
- Planning for current and future needs of the Library and the community it serves.

The Board shall conduct, on an annual basis, written evaluations of the Board's performance.

## If Amended

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

**Section 1. Trustees.** The governance and control of the Library shall be vested in a board of seven (7) local government official trustees (individually a "Trustee" and collectively, "Trustees") appointed in accordance with Colorado Library Law to act as the Legislative Body of the Library. Trustees must reside within the Library boundaries and maintain any other requirements related to their office set forth by law. There are two Trustees from each of the three Douglas County Commissioner districts and one at-large Trustee. All Trustees shall be approved by at least a 2/3 vote of the Commissioners prior to the start of their term. Notwithstanding each Trustee's geographic constituency group, Trustees are local government officials with fiduciary responsibility to the Library and shall represent and act in the best interests of the Library as whole for the benefit of the people.

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

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

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

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

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

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

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

**Section 9. Ethics.** Trustees shall conduct themselves as local government officials in a position of public trust, in accordance with these Bylaws and applicable Colorado laws, including the Code of

Ethics for public officials, Sections 24-18-101, *et seq.*, C.R.S. (the “Code of Ethics”) and Article XII of the Colorado Constitution. Trustees shall avoid situations in which their personal interests might be served or in which financial benefits inure to them at the expense of library users, colleagues, or the Library. Trustees shall devote their personal attention to the duties required of their office and shall at all times act in accordance with the public trust and confidence expected of a Trustee as a fiduciary and steward of the Library’s public finances. Trustees shall disclose any and all potential conflicts of interest during the appointment process. If during the course of Board business, an area of potential conflict of interest or the appearance of such develops for a Trustee, that Trustee shall immediately make full disclosure to the Board and, if required in order to ensure compliance with the Code of Ethics, immediately cease participation in both discussion and voting relative to the matter. Specific areas of potential conflict, without limitation, are described in this Section, below.

- Trustees may not in their private capacities negotiate, bid for, or enter into a contract with the Library in matters in which they have a direct or indirect financial interest.
- Trustees shall recuse themselves from Board discussion, deliberation and vote on any matter in which the Trustee, an immediate family member (defined as husband, wife, domestic partner, brother, sister, child, or grandchild, including step-relationships of each of the defined relationships) or an organization with which they are associated as a principal has a material financial interest. Such recusals shall be reflected in the meeting minutes for the relevant meeting.
- Trustees shall not receive anything of value that could or should reasonably be expected to influence their vote or other official action.
- Trustees shall respect the confidential nature of Library business while adhering to the Colorado Open Records Act (“CORA”), Sections 24-72-200.1 *et seq.*, C.R.S. and all other applicable laws governing freedom of information.
- Trustees shall conduct themselves with an eye to the public trust, deserving of the public confidence and the integrity of the office as a fiduciary. A local government official whose conduct departs from their fiduciary duties shall bear the personal liability a private fiduciary would suffer for abuse of their trust.

**Section 10. Allegations.** If an allegation is made against either the Executive Library Director or a member of the Board, the Board will follow the Issue Resolution Steps Policy.

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

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

The Board shall have all those powers and duties provided by Colorado Library Law C.R.S. 24-90-109, as such may be revised from time to time, and those powers and responsibilities otherwise set forth for local government officials not in conflict with the specific requirements of Colorado Library Law. In addition, the Board shall have all those powers necessary or incidental to the specific powers granted by statute, and nothing herein shall be construed as limiting the powers of the Board as granted by Colorado Library Law.

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

- Adoption of Bylaws and Policies for both Board guidance and governance of the Library.
- Acquisition, custody, care, and sale, disposal or transfer of all Library real or personal property.
- Financial oversight of the Library and adoption of annual budgets.
- Authorization of Library contracts, purchasing, borrowing, and bonding for the Library in accordance with the Authorization for Expenditure Policy.
- Employment and evaluation of the Executive Library Director, who shall be the executive and administrative officer of the Library acting on behalf of the Board and shall perform the functions set forth in Section 24-90-109, C.R.S. including:
  - Implementation of the policies adopted by the Board, including all day to day operations;
  - Recommending individuals for employment;
  - Performing all acts necessary for the orderly and efficient management and control of the Library;
- Adoption of a policy for the purchase and review of library materials and equipment on the recommendation of the Executive Library Director.
- Annual audit approval and periodic investment monitoring.
- The power to determine the amount of the maximum mill levy necessary to maintain and operate the Library during the ensuing year and/or initiate an election to increase the maximum mill levy to support the Library.
- Planning for current and future needs of the Library and the community it serves.

The Board shall conduct, on an annual basis, written evaluations of the Board's performance.

**RECOMMENDATION:** The Board moves to accept the updates to Article II and Article III outlining trustee and board duties as fiduciaries, as presented in this memo. (or revised if needed)

## MEMO

**To:** Douglas County Libraries Foundation Board of Directors

**Date:** February 2026

**From:** Bob Pasicznyuk

**Subject:** Executive Director's Report

## EXECUTIVE REPORT

**Details and Values Surrounding Library Datasets.** In the last month, I've sent the Board a few communications about library data or metrics.

Customers use their library privately and anonymously. They take advantage of storytime, public spaces, student competitions, seasonal events, and more without encountering a paywall, registration, or any other pass-through.

Private use of libraries is a long-standing library value and is enshrined in Colorado law. The library cannot divulge a customer's use of the library without a subpoena or court order. Our library resorts to registration as a prerequisite of service for two reasons:

- 1) We manage the flow of books and content. Many titles are in high demand with hundreds of customers waiting their turn. We automatically purchase content for these high-demand titles, maintaining a 4-1 ratio of copies to customers in the hold queue for print titles and 8-1 ratio for digital equivalents. The library is the steward of millions of dollars in content revenue, making registration a must under the banner of customer privacy.

Library registration around books and content provides only meager information about customers – name, address, telephone number, email address, home/pickup library location, and birthdate. Even this information is limited in making assumptions about library use since many customers funnel household book use through a single account – spouse, parent, or other.

- 2) For other high-demand offerings where capacity is all but certain (camps, author events, and the like), the library registers customers and requires *De Minimus* fees, so that customers demonstrate sincere intent to use the service.

The library maintains awareness of our overall customer base each year through a *big data report*, that quantifies and describes our friends and neighbors in Douglas County. The library can always commission surveys and studies that provide data and answers to anything we choose.

Library metrics are more a “health report” than a marketing analysis. They indicate whether the library is on the right or wrong track against a number of assumptions.

Strategy in any context is fraught with assumptions – quantity vs. quality; the role of the public and private sector; the mission of organizations like the public library, and more.

Strategy (and then metrics) must start with confronting those assumptions and developing shared values to achieve results.

**Legislative Update.** The legislative year has just begun. No relevant news yet.

### **Sterling Ranch Library Project Update**

We are completing design documents, working through approvals, and are in good shape financially. We have the first piece of the executed land donation agreement back from Sterling Ranch.

## **DIVISION UPDATES**

### **Community Engagement**

Working on:

- Finalizing Camp DCL registration and scholarships. 28 scholarships have been granted, and we expect to see a few more requests come through. Registration is nearly sold out with a waiting list.
- Douglas County Libraries Foundation is launching a scholarship for our teen volunteers. The new scholarship opportunity launches in March, and information will be available at [dcl.org](http://dcl.org).
- In partnership with Denver Audubon, a hosted 5-week, Storytime event at the Kingery Nature Center. Hosted by a DCL Book Start volunteer; the session intends to connect young children and families to both literacy and nature.

Completed:

- In January & February, Volunteer Services, recruited and filled Reading & Math Buddies openings. The team received 92 big buddy applications from interested Douglas County teens.
- Fairy Tale Ball, featuring Snow White, was held throughout the month of February at various DCL locations. We hosted six balls at DCL locations with about 1,750 visitors.
- Submitted photos and an article about the power of Summer Reading to a new county-wide publication from the Commissioners' office. This vehicle will expand our reach and promote our brand in the second quarter, engaging our community, reaching a broad audience, encouraging Summer Reading participation, and positioning the library as a trusted educational and community resource.
- Recruited and filled Reading & Math Buddies volunteer openings. We received 92 big buddy (teen) applications.

### **Customer Experience**

Working on:

- Ongoing Battle of the Books competitions and final

- Training/orientation and start of sessions for Reading Buddies and Math Buddies
- Coordinating with organizations bringing teens and adults with neurodiversity and developmental disabilities into the library to serve them more effectively
- Refreshing training for Persons in Charge (PICs). Working with branch leadership teams to ensure onsite training is approached consistently across DCL with the goal of creating safe spaces and confident PICs

Completed:

- Hired new MH supervisor in Lone Tree and BS supervisor at CAP/ROX
- Peer coaching underway to support Environmental CARE.
- Battle of the Books battles underway. Castle Pines was added as an additional location for the first time, bringing large numbers of customers into the branch on those evenings.
- Created consistency around supplies at customer print stations (e.g., staplers, paper clips, etc.) across DCL

**Finance**

Working on:

- Working through the audit process
- Reviewing Financial Policies
- Managing the RFP for General Counsel (posted on Bidnet)

Completed:

- Executed reserve investment plan
- Closed FY 2025

**Infrastructure Services**

Working on:

*Vibrant Collections:*

- Maintaining a 21-day average wait time for digital materials
- Weeding adult print items with zero circulation in the past 12 months
- Utilizing State Grants to Libraries funds, focusing on junior non-fiction, large type, nontraditionals, Spanish, eContent, and our Demand Driven Acquisitions model (arts, self-help, diet/exercise, computer, and gardening).

*Welcoming Facilities:*

- Starting the public elevator modernization at Highlands Ranch Library

*Engaged Employees:*

- Launching the 2<sup>nd</sup> cohort of the Accelerator Development Program for new leaders
- Launching Clifton Strengths assessments and 1:1 coaching session for all library leaders

- Launching our 2026 Wellness Program with an Olympic themed Go Gold physical challenge with 120+ participants

*Safe & Secure Buildings and Infrastructure:*

- Interviewing subject matter experts for the ILS selection project
- Auditing video cameras to optimize uptime across the organization
- Implementing new Incident Reporting software
- Identifying additional access control needs to enhance infrastructure security and standardization across branches

Completed:

*Vibrant Collections:*

- Selected new nontraditional items for circulation; included updating all Wifi hotspots and adding pickleball sets

*Engaged Employees:*

- Implemented Job Shadowing Program
- Deployed first in-house led CPR/First Aid training

**BOARD MONTHLY TALKING POINTS**

1. Douglas County Libraries elevates our community by inspiring a love of reading, discovery and connection. We play a vital role in the life of our community through lending materials, providing electronic resources, supporting early literacy, offering reservable meeting and study spaces, providing reference assistance, and through countless other invaluable library services and events.
2. **CAMP DCL** Each summer, DCL opens its doors to campers ages 5-12 for full- and half-day camps themed around popular subjects such as art, cooking, science, and engineering. Camp DCL helps keep kids' minds engaged, connecting them to fun, in-depth, and hands-on learning. Popular with parents, campers, and teen volunteers, Camp DCL regularly fills to capacity or near capacity.
3. The DCL Foundation granted 28 Camp DCL scholarships in 2025, more than any previous year, helping kids in our community attend Camp. In 2026 we increased the number of camps offered, and registration open only since the first of February has most camps are already sold out. Another DCL beloved community offering.
4. The Douglas County Libraries Foundation is launching a scholarship for our teen volunteers.

**RECOMMENDATION** None. Information only.

## Citizen Review Request - Response

Received: 2/2/2026

Review Complete: 2/5/2026

Review Requested by: [REDACTED]

Address: [REDACTED]

Review Item: *You are the Color* by Rifk Ebeid

Reviewed by: Bob Pasicznyuk

[REDACTED]

I'm Bob Pasicznyuk, Executive Library Director at Douglas County Libraries. I am responding to your Citizen Review Request – *You are the Color* by Rifk Ebeid.

Thank you for reaching out.

### About the Review Process

Colorado law (Colorado Revised Statutes 24-90-122) regulates public library collection practice, about reconsideration of library resources. A copy of the statute is available at <https://www.cde.state.co.us/cdelib/librarylaw/part1>

The state statute requires that public libraries have policies governing the review process and establish criteria for reviews. Our library's policies are set by the Douglas County Libraries Board of Trustees – 7 appointed community members who oversee the library. Those policies are available at <https://dcl.org/board/policies>. One of those policies provides that I conduct a higher level of review for requests like yours.

I am citing those sources as they are foundational to any review. Beyond this review process, the Board sets aside times at their business meetings for public comment. Those meetings are regularly held on the last Wednesday of the month. As of this writing, those meetings are scheduled at the Lone Tree Library at 5:30pm. The board meeting schedule is available at <https://dcl.org/board/meetings>.

### Summary of Your Request:

You asked the library to review the title, *You are the Color* by Rifk Ebeid. Your concern was that the title is not developmentally appropriate for young customers. Reading your request, I identified 3 recommendations you are asking to be considered – what I perceive to be your request about this title.

#### **First Request or Recommendation**

Remove the work from the library's inventory as unsuitable for young audiences – children lacking the developmental capacity to interpret its content and its political activism.

#### **Second Request or Recommendation**

Relocate the title to older audiences (middle or high school-aged customers).

### Third Request or Recommendation

Purchase other works providing alternatives and balance to our library's inventory. These are the titles you recommended as alternatives.

1. Yaffa and Fatima: Shalom, Salaam by Fawzia Gilani-Williams.
2. The Colors of Israel by Rachel Raz.
3. First Rain by Charlotte Herman.
4. Chicken Man by Michelle Edwards.

### Library Policies and Legal Boundaries Around Library Content

I am grateful that you care enough about our library, community, and children to give of your valuable time, engaging the library about its book collection. I am also grateful for the civility of your request as well as your thoughtfulness in providing content alternatives for the community.

There are several library policies relevant to your request. I'll list the policy directives below along with the policy text. Colorado law also directs the library in very similar ways to library policy. I'll apply statutes and policies to the 3 recommendations about this title - removal, relocation, and purchase of alternatives.

#### 1. **Library policy sets customer demand as the priority in selecting and retaining content.**

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

→**This title (*You are the Color* by Rifk Ebeid) is a easy reader or picture book. Customers loan this type of material at an average of 11 times per year. Customers borrowed this title 33 in the past two years with substantial use growth in 2025 over 2024.**

#### 2. **Policy directs staff to recognize parents' rights in the selection of content and to support parents as they choose what is appropriate for their children.**

Children and Parents Policy. *The foundation of Douglas County Libraries' (the "Library's") relationship with children is that parents and guardians are the arbiters of their children's use of the Library. As arbiters, parents and guardians manage what is appropriate for their children and family.*

→**I've reviewed our library's practice and staff practice is impartial and ready to guide parents about content for our youngest customers.**

#### 3. **Policy directs staff to make content purchasing decisions impartially, not advocating for any staff agenda or our own personal opinions.**

Access Policy. *Our commitment to welcoming requires that our decisions and practices are free from discrimination and individual content preferences based on the perceived literary or social*

value, or lack thereof, of any particular type of media, material, or programming. We will not discriminate on the basis of:

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

→ **Beyond the demand for this title, staff consulted multiple reviews and sources in its selection. Reviewers recommend the title.**

#### **4. Policy directs staff to assign book locations using customary, professional conventions.**

Children and Parents Policy. *Our commitment to children exists inside a foundational mission to present a world of ideas and serve our entire community. The Library will not limit every customer's choices merely because a child might access content. However, content will be placed within the recommended area of the Library using commonly accepted professional resource recommendations.*

→ **BISAC (The Book Industry Standards and Communications Group) categorizes this book as fitting for readers starting at age 4. Library peers and reviews locate this as an easy-reader or picture book as well. Peer libraries also locate this book with similar easy-readers and pictures books.**

**5. Additional Colorado Legal Requirements Relevant to This Review:** Our library's policies sit atop Colorado law (C.R.S. 24-90-122). The statute requires the following about library collections:

*(b) The public has the right to access a range of social, political, aesthetic, moral, and other ideas and experiences through a public library;*

*(e) A public library shall not proscribe or prohibit the circulation or procurement of a library resource because of partisan or doctrinal disapproval of the library resource;*

*(g) A public library shall consider the perspectives of marginalized groups, including those identified in section 24-1-104 (1)(a);*

#### **Applying Policy and Statutes to Your Request – My Conclusion**

Again, I wish to thank you for contacting me about your concern. I am pleased to make an appointment with you to discuss anything in this review or about our library practice.

I'll preface my remarks and conclusions by pointing out the obvious - that our library doesn't endorse or validate the content or conclusions of any of its titles.

The library is always available to assist families in curating content to meet their needs.

**About removing the work from the library's inventory.** Collection decisions are framed by community demand. The community is finding value in this title as evidenced by use. This prohibits its removal.

**About relocating the title.** This work is demonstrably an "easy-reader" or children's *picture book*. It's common library practice to locate this title with similar items in our inventory. Both BISAC and peer libraries locate this item with similar picture books instead of the "Young Adult" collection.

**About purchasing additional titles.** You supplied several representative works. The library generally purchases titles that customers request. I'll have our Collections Services team contact you about making those purchase requests. I did ask our team for detail about the titles you listed. Here is what I learned.

Yaffa and Fatima: Shalom, Salaam by Fawzia Gilani-Williams. The library already provides access to this title, but it is only available now from our suppliers in a digital format.

First Rain by Charlotte Herman. This title is new and isn't offered yet through our suppliers.

Chicken Man by Michelle Edwards. A paperback version is listed as available from our supplier by May 15, 2026. Typically, the library sources a more durable format for picture book items.

Finally, I share your concern that children require parental advice, support, and consent when working through difficult and challenging content. Our library consistently stands ready to assist families in making their own decisions about what is appropriate for their children and in finding content that matches their values, interests and needs.

Additionally, the library has multiple works handling similar content from differing perspectives.

Sincerely,

-Bob



# Citizen Review Request

We appreciate your feedback. Return this completed form to any Douglas County Libraries (DCL) location, or email it to [citizenrequest@dclibraries.org](mailto:citizenrequest@dclibraries.org). Library staff will review your request, research the item/service in question, and respond within seven business days. If further communication is required, library staff will direct you according to our [Citizen Review Request Policy](#).

Date: 1/31/2026

Theme/Topic of Concern: Reccomended book of the month

Item/service Details (as applicable: title, author, material format, location, date seen, service, program, etc.):

You Are the Color by Rifk Ebeid

Your Name: [REDACTED]

Signature: [REDACTED]

Mailing Address: [REDACTED]

City: [REDACTED]

State: CO

Zip: [REDACTED]

Phone: [REDACTED]

Email: [REDACTED]

Representing:

Self

Organization

Organization Name (if applicable):

Organization Address:

City:

State:

Zip:

Are you a Douglas County Resident?

YES

NO

NOTE: The Citizen Review Request process is available to Douglas County citizens only.

GS (Please initial here) I have read [DCL's Policies](#) on Access, Children and Parents, Citizen Review Request, Curating Library Collections and Content, Library Facilities and Spaces, and Programs.

Share the details of your concern(s). Please be specific/cite examples.

I couldn't write complete paragraphs using this form. Please see the answeres in email.

Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

I couldn't write complete paragraphs using this form. Please see the answeres in email.

What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

I couldn't write complete paragraphs using this form. Please see the answeres in email.

Library customers may request titles they would like to see added to the Library's collection. To make a request, visit <https://titlerequest.douglascountylibraries.org>.

Please see the attached form. As I could not fill out complete paragraphs for the last 3 questions I listed them below.

***Share the details of your concern(s). Please be specific/cite examples.***

There is growing concern among Jewish and Israeli families in Douglas County regarding the library's display of *You Are the Color*. By introducing a complex and one-sided geopolitical narrative to children as young as four, the community feels the library is prioritizing political activism over balanced, age-appropriate education.

This book is recommended for children ages 4-12. Children this age (especially at the younger end of this range), lack the necessary developmental tools to navigate complex geopolitical messaging. By offering a biased narrative as a moral certainty, the library is promoting a specific political agenda instead of providing the age-appropriate educational materials our community expects.

***Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.***

I believe this book belongs in the Middle or High School sections, where students possess the maturity to process diverse and activist-driven viewpoints. It is entirely unsuitable for the Early Reader category, which serves children who lack the skills to critically analyze such complex geopolitical themes

***What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?***

The library should uphold its commitment to non-partisan education by offering a balanced view of global regions. If conflict-related narratives are present, they must be offset by books that highlight coexistence and humanize the Israeli perspective. Titles like the list below are excellent examples of books that provide fair representation.

Yaffa and Fatima: Shalom, Salaam by Fawzia Gilani-Williams- this is a story about a Jewish woman and a Muslim woman who are neighbors and friends. It focuses on coexistence and peace rather than conflict.

The Colors of Israel by Rachel Raz- this is a non-political board book that shows the diversity and beauty of the land and people of Israel, humanizing the country.

First Rain by Charlotte Herman- this is a gentle story about a girl moving to Israel, focusing on family and daily life rather than politics.

Chicken Man by Michelle Edwards- this is a classic story about life on a Kibbutz, presenting a unique and positive aspect of Israeli society.

Thank you for taking the time to read this message and I would appreciate a response.



# Citizen Review Request

We appreciate your feedback. Return this completed form to any Douglas County Libraries (DCL) location, or email it to [citizenrequest@dclibraries.org](mailto:citizenrequest@dclibraries.org). Library staff will review your request, research the item/service in question, and respond within seven business days. If further communication is required, library staff will direct you according to our [Citizen Review Request Policy](#).

Date: Feb 2, 2026 Theme/Topic of Concern: Display of the book "You Are the Color"

Item/service Details (as applicable: title, author, material format, location, date seen, service, program, etc.):

Display of the book "You Are the Color" within the Douglas County Libraries system

Your Name:

Signature:

Mailing Address:

City:

State: CO

Zip:

Phone:

Email:

Representing:

Self

Organization

Organization Name (if applicable):

Organization Address:

City:

State:

Zip:

Are you a Douglas County Resident?  YES  NO

NOTE: The Citizen Review Request process is available to Douglas County citizens only.

NS (Please initial here) I have read [DCL's Policies](#) on Access, Children and Parents, Citizen Review Request, Curating Library Collections and Content, Library Facilities and Spaces, and Programs.

Share the details of your concern(s). Please be specific/cite examples.

As a parent, I'm deeply uncomfortable with this book being presented to children as young as four. It introduces a highly charged political narrative, authored by an activist, and includes visuals that imply the removal of Israel. Young kids should not be drawn into violent, adult geopolitical disputes under the guise of children's literature.

Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

As a parent, I strongly believe this material belongs only with much older students, such as those in middle or high school, who have the maturity and critical thinking skills to evaluate activist viewpoints in the context of history and multiple perspectives. It has no place in the District. What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

I feel the library has a responsibility to keep the children's section free from political messaging. If stories about this region are included, they should be thoughtfully balanced with books that also Library customers may request titles they would like to see added to the Library's collection. To make a request, visit <https://titlerequest.douglascountylibraries.org>.

Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

As a parent, I strongly believe this material belongs only with much older students, such as those in middle or high school, who have the maturity and critical thinking skills to evaluate activist viewpoints in the context of history and multiple perspectives. It has no place in the Picture Book or Early Reader section, which should remain focused on age-appropriate, non-political content for young children.

What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

I feel the library has a responsibility to keep the children's section free from political messaging. If stories about this region are included, they should be thoughtfully balanced with books that also reflect the Israeli experience and emphasize shared humanity, peace, and coexistence. Including titles like *Yaffa and Fatima: Shalom, Salaam* or *The Colors of Israel* would help ensure that Jewish and Israeli families feel seen and that young readers are exposed to messages of understanding rather than division.



# Citizen Review Request

We appreciate your feedback. Return this completed form to any Douglas County Libraries (DCL) location, or email it to [citizenrequest@dclibraries.org](mailto:citizenrequest@dclibraries.org). Library staff will review your request, research the item/service in question, and respond within seven business days. If further communication is required, library staff will direct you according to our [Citizen Review Request Policy](#).

Date: 2/226 Theme/Topic of Concern: Developmental appropriateness and age placem

Item/service Details (as applicable: title, author, material format, location, date seen, service, program, etc.):

You Are the Color by Rifk Ebeid - Children's picture book displayed within sections intended for ea

Your Name:

Signature:

Mailing Address:

City: highlands State: CO Zip:

Phone:

Email:

Representing:  Self  Organization

Organization Name (if applicable):

Organization Address:

City:

State:

Zip:

Are you a Douglas County Resident?  YES  NO

NOTE: The Citizen Review Request process is available to Douglas County citizens only.

O.L (Please initial here) I have read [DCL's Policies](#) on Access, Children and Parents, Citizen Review Request, Curating Library Collections and Content, Library Facilities and Spaces, and Programs.

Share the details of your concern(s). Please be specific/cite examples.

safe, inclusive, and family-oriented community. As both a parent and an education professional, I view the public library as one of the most trusted stewards of childhood learning environments. I strongly support intellectual freedom and access to diverse viewpoints. However, access must be balanced with developmental responsibility, particularly when materials are presented to preschool and early elementary audiences. Children between the ages of four and seven typically lack the cognitive maturity required to process complex geopolitical conflicts or to recognize Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

This material may be more appropriate for significantly older students, such as middle or high school readers, who possess the developmental readiness and critical thinking skills necessary to understand complex historical and political contexts, and to evaluate multiple perspectives. What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

If materials addressing this region or conflict are included in the children's collection, I encourage the library to ensure that the broader collection reflects plurality, balance, and age-appropriate Library customers may request titles they would like to see added to the Library's collection. To make a request, visit <https://titlerequest.douglascountylibraries.org>.

Share the details of your concern(s). Please be specific/cite examples.

safe, inclusive, and family-oriented community. As both a parent and an education professional, I view the public library as one of the most trusted stewards of childhood learning environments. I strongly support intellectual freedom and access to diverse viewpoints. However, access must be balanced with developmental responsibility, particularly when materials are presented to preschool and early elementary audiences. Children between the ages of four and seven typically lack the cognitive maturity required to process complex geopolitical conflicts or to recognize when a narrative reflects a particular ideological perspective. When material connected to an active and deeply contested international issue is introduced without sufficient context or balance, it risks shaping early perceptions before children are equipped for critical evaluation. My concern is not ideological; it is developmental. Best practices in early childhood education emphasize psychologically safe learning environments that foster curiosity and empathy without prematurely introducing frameworks of political conflict. Additionally, many Jewish and Israeli families, including my own, are increasingly attentive to how narratives related to this conflict appear in children's spaces amid a documented rise in antisemitic incidents nationwide. Decisions regarding children's materials therefore influence not only education, but also whether families experience public institutions as welcoming and protective environments. For these reasons, I respectfully request a formal review of this title with careful attention to age appropriateness and placement within the children's section.

Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

This material may be more appropriate for significantly older students, such as middle or high school readers, who possess the developmental readiness and critical thinking skills necessary to understand complex historical and political contexts, and to evaluate multiple perspectives.

What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

If materials addressing this region or conflict are included in the children's collection, I encourage the library to ensure that the broader collection reflects plurality, balance, and age-appropriate educational framing. Consider including books that focus on coexistence, cross-cultural friendship, and everyday life, allowing young readers to build empathy without positioning them within active geopolitical disputes. Providing multiple perspectives helps support the library's commitment to serving the entire community while maintaining developmentally appropriate standards.



# Citizen Review Request

We appreciate your feedback. Return this completed form to any Douglas County Libraries (DCL) location, or email it to [citizenrequest@dclibraries.org](mailto:citizenrequest@dclibraries.org). Library staff will review your request, research the item/service in question, and respond within seven business days. If further communication is required, library staff will direct you according to our [Citizen Review Request Policy](#).

Date: 2/2/2026 Theme/Topic of Concern: Concern About Political Messaging in Preschool +

Item/service Details (as applicable: title, author, material format, location, date seen, service, program, etc.):

You Are the Color by Rifk Ebeid. Douglas County Libraries system

Your Name:

Signature:

Mailing Address:

City:

State: colorado +

Zip:

Phone:

Email:

Representing:  Self  Organization

Organization Name (if applicable):

Organization Address:

City:

State:

Zip:

Are you a Douglas County Resident?  YES  NO

NOTE: The Citizen Review Request process is available to Douglas County citizens only.

ED (Please initial here) I have read [DCL's Policies](#) on Access, Children and Parents, Citizen Review Request, Curating Library Collections and Content, Library Facilities and Spaces, and Programs.

Share the details of your concern(s). Please be specific/cite examples.

I am concerned that this book introduces a highly politicized and divisive narrative to a preschool and early elementary audience (ages 4-7).

The author is a political activist, and the content presents a one-sided interpretation of the Israeli-Palestinian conflict as a moral absolute rather than as a complex historical issue. Specific elements such as imagery and maps that imply the erasure or delegitimization of the State of Israel constitute political messaging rather than age-appropriate storytelling. Children at this +  
Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

This content may be appropriate only for significantly older students, such as those in middle school or high school, who possess the critical thinking skills necessary to analyze political +  
narratives alongside historical facts and multiple perspectives.  
What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

The library has an ethical responsibility to avoid politicizing its children's section. If books addressing this region are included, they must be balanced with materials that emphasize +  
Library customers may request titles they would like to see added to the Library's collection. To make a request, visit <https://titlerequest.douglascountylibraries.org>.

Share the details of your concern(s). Please be specific/cite examples.

I am concerned that this book introduces a highly politicized and divisive narrative to a preschool and early elementary audience (ages 4-7).

The author is a political activist, and the content presents a one-sided interpretation of the Israeli-Palestinian conflict as a moral absolute rather than as a complex historical issue. Specific elements such as imagery and maps that imply the erasure or delegitimization of the State of Israel constitute political messaging rather than age-appropriate storytelling. Children at this developmental stage do not have the cognitive capacity or historical context to critically evaluate geopolitical conflicts, war, or border disputes. By displaying this material in the Picture Book/Early Reader section, the library is placing activist-driven political content in a space intended for neutral, developmentally appropriate learning.

This risks influencing young children on an adult and violent conflict in a way that is neither balanced nor educational.

Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

This content may be appropriate only for significantly older students, such as those in middle school or high school, who possess the critical thinking skills necessary to analyze political narratives alongside historical facts and multiple perspectives.

It is not appropriate for the Picture Book or Early Reader section, which serves children who are not developmentally equipped to engage with ideological or geopolitical messaging.

What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

The library has an ethical responsibility to avoid politicizing its children's section. If books addressing this region are included, they must be balanced with materials that emphasize coexistence, shared humanity, and everyday life rather than political conflict.

To ensure fair representation and to support Jewish and Israeli families in the Douglas County community, I recommend the inclusion of children's books that humanize the Israeli experience and promote peaceful coexistence.

Examples include:

Yaffa and Fatima: Shalom, Salaam- A story about a Jewish woman and a Muslim woman who are neighbors and friends, focusing on mutual respect and coexistence rather than conflict.

The Colors of Israel -A non-political board book that highlights the diversity, landscapes, and cultures of Israel in an age-appropriate and humanizing way.

First Rain -A gentle narrative about a child moving to Israel, centered on family life and adjustment rather than politics.

- Chicken Man

A classic story depicting daily life on a kibbutz, offering a positive and culturally informative perspective on Israeli society.

If conflict-related narratives are present in the collection, they must be thoughtfully counterbalanced with materials that reflect multiple lived experiences and promote understanding rather than division. This approach aligns with the library's commitment to non-partisan education and inclusive representation for all families in the community.

If you want, I can also:

- Tighten this further to fit strict character limits
- Make it slightly more neutral or more assertive
- Align it explicitly with Douglas County Libraries' collection or review policies
- Prepare a separate short statement for a public meeting or follow-up email

What can I put in the topic?

Use a topic that is neutral, policy-based, and focused on age-appropriateness, not ideology. Here are strong options—listed from most recommended to more direct. Choose the one that best fits the library's tone.

Recommended (Professional & Neutral)

- Concern Regarding Age-Appropriate Placement of Children's Material
- Request for Review of Children's Book Placement and Content
- Age-Appropriateness and Balance in Early Reader Collection

- Children's Collection Review Request

#### Clear but Still Appropriate

- Concern About Politicized Content in the Early Reader Section
- Request for Review: Political Content in Children's Materials
- Early Reader Collection: Content and Developmental Suitability

#### More Direct (Use only if the form allows blunt wording)

- Concern About Political Messaging in Preschool Children's Books
- Review Request: Activist Content in Children's Section

#### Best overall choice:

👉 Concern Regarding Age-Appropriate Placement of Children's Material

This framing keeps the focus on child development and library policy, which is harder to dismiss and aligns with how review committees evaluate complaints.



# Citizen Review Request

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Date: 2/2/2026 Theme/Topic of Concern: Radical political indoctrination in an early childhood book

Item/service Details (as applicable: title, author, material format, location, date seen, service, program, etc.):

The book "You Are the Color" by Rifk Ebeid - Douglas County Library at Highlands Ranch in the Picture Book/Early Reader section

Your Name: [Redacted] Signature: [Redacted]

Mailing Address: [Redacted] City: [Redacted] State: CO Zip: [Redacted]

Phone: [Redacted] Email: [Redacted] Representing:  Self  Organization

Organization Name (if applicable):

Organization Address: City: State: Zip:

Are you a Douglas County Resident?  YES  NO

NOTE: The Citizen Review Request process is available to Douglas County citizens only.

AL (Please initial here) I have read [DCL's Policies](#) on Access, Children and Parents, Citizen Review Request, Curating Library Collections and Content, Library Facilities and Spaces, and Programs.

Share the details of your concern(s). Please be specific/cite examples.

This book introduces a radically politicized agenda to a young audience (preschool and early elementary, 4-7 years old). The content is a one-sided, misleading and dangerous view of a complex topic - including a map that implies the elimination of the state of Israel. The author is a known activist with a radical agenda who is using this book to indoctrinate children. This is not a story but one-sided radical propoganda, and exposing young children to this is dangerous. In general, children in such a young age are not equipped to deal with complex topics such as wars and geopolitical/historical conflicts.

Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

High school students and older - people that already have sufficient skills to critically think and asses agendas next to historical facts.

What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

The library should uphold its commitment to non-partisan education by offering a balanced view of global regions. If conflict-related narratives are present, they must be offset by books that highlight coexistence and humanize the Israeli perspective. Titles like The Colors of Israel and Yaffa and Fatima: Shalom, Salaam are excellent examples of the materials needed to provide fair representation for the local Jewish community Library customers may request titles they would like to see added to the Library's collection. To make a request, visit <https://titlerequest.douglascountylibraries.org>.

## Citizen Review Request - Response

Received: 2/6/2026

Review Complete: 2//2026

Review Requested by: [REDACTED]

Address: [REDACTED]

Review Item: Advocacy for Black History Month Displays and Events

Reviewed by: Bob Pasicznyuk

[REDACTED]

I'm Bob Pasicznyuk, Executive Library Director at Douglas County Libraries. I am responding to your Citizen Review Request advocating for Black History Month displays and events.

Thank you for reaching out.

### About Your Request, Colorado Law and Library Policy

Most Citizens Review Requests involve disputes about library content. Those requests center on specifics in Colorado law and library policy:

Colorado Revised Statutes (24-90-122) regulate public library practice, particularly around challenges to content. The statute addresses equity in the use of community spaces as well as making a point to generally support library services to disenfranchised groups.

<https://www.cde.state.co.us/cdelib/librarylaw/part1>

Our library's policies are available at <https://dcl.org/board/policies>. There isn't Board policy that restricts or requires the library to offer events and displays for holidays or other commemorations like *Black History Month*. The policies require staff to practice their craft impartially and without pursuing their own political, faith, or ideological agenda. Like any topic or opportunity, library staff could produce displays or events involving *Black History Month* with or without a personal agenda.

Impartiality has another implication relevant to the library commemorating *Black History Month*. The library is always making choices to apply resources toward some things and not others. The library could commemorate many high days and interests via displays and events, but we also must impartially explain why we choose one theme or commemoration and not another.

The final policy implication to your request centers on community demand. Policy directs library effort – particularly around library collection activities – to answer community demand.

*Customer demand is our priority and guide in selecting and retaining items for the inventory. Library staff are charged with using usage patterns, sales data, publisher marketing investments, and customer requests to ground decisions to select, locate, and retain items...*

I'll address demand in my findings about your request below.

## **Summary of Your Request**

You asked the library to add displays and events relevant to *Black History Month*. You stated: “It is a disservice to our community to not have any *Black History Month* displays and events.” You asserted that the library commemorated *Black History Month* in the past, but discontinued the practice because of criticism.

## **My Findings About Your Request**

Library display practice currently centers on customer demand. Library genre and theme displays routinely include black authors and subjects relevant to *Black History Month* when customer demand is high for those titles in February. The same practice is true for other commemorations – Veteran’s Day, Juneteenth, Pride Month, Holocaust Day of Remembrance, and many more.

I may be missing the mark with your request, but I think the difference is that the library isn’t specifically calling out those commemorations or making societal statements of support and value. When the library themed displays and events with societal commemorations (*Black History Month*, *Banned Books Week*), the library did not find that those activities resulted in increased book usage or event attendance.

The crux of the conversation is one of library success – is the library looking for metrical gains or another token of success? What is the value proposition of the public library? That’s an important but lengthy topic beyond the scope of my response to your request. It is a relevant topic this year as trustees discuss and adopt strategic priorities for our library’s future.

In leading the library in these past dozen years, I can’t recall any complaints or criticism about *Black History Month* so the library wasn’t responding to real or perceived criticism by refocusing our displays and events. That isn’t to say that choosing one commemoration over another isn’t fraught with risk to the library in a divided and polarized society.

The library has sought to focus its event opportunities to bring the community together crossing typical divides.

I am not directing staff to make display or event changes in response to your request, but my response will be a part of the February Board packet and my Board report discussion.

-Bob

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Date: \_\_\_\_\_ Theme/Topic of Concern: \_\_\_\_\_

Item/service Details (as applicable: title, author, material format, location, date seen, service, program, etc.):

Your Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_

Zip: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Representing: \_\_\_\_\_

Self

Organization

Organization Name (if applicable): \_\_\_\_\_

Organization Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_

Zip: \_\_\_\_\_

Are you a Douglas County Resident?      YES      NO

NOTE: The Citizen Review Request process is available to Douglas County citizens only.

(Please initial here) I have read [DCL's Policies](#) on Access, Children and Parents, Citizen Review Request, Curating Library Collections and Content, Library Facilities and Spaces, and Programs.

Share the details of your concern(s). Please be specific/cite examples.

## Citizen Review Request

Is there an audience for which this [material/display/service] might be appropriate? If so, please specify.

What topics or content can you suggest to counterbalance the point of view to which you object, or to provide additional information on the subject?

Library customers may request titles they would like to see added to the Library's collection. To make a request, visit [DCL.org/request-title](https://dcl.org/request-title).

**MEMO**

**To:** Douglas County Libraries Board of Trustees

**Date:** February 25, 2026

**From:** Jill Corrente

**Subject: Organizational Resilience Program 2026 Work**

**SUMMARY**

The Library has established a goal of fortifying its infrastructure with a focus on safety and security. In the January 2026 Board Report, I provided the 2025 deliverables completed in conjunction with Risk Resiliency. The following outlines the Library's 2026 workplan in continuing to increase overall organizational resiliency.

## Emergency Preparedness:

- Implementing new incident reporting software to better track safety and security trends throughout the district.
- Creating a required all-staff safety and security training that focuses on emergency preparedness and situational awareness.

## Safe and secure infrastructure:

- Updating technology infrastructure; including branch servers and firewalls.
- Performing disaster recovery testing to identify vulnerabilities and strengthen response readiness.
- Auditing and standardizing access control.

## Business Continuity:

- Working on selecting a new Integrated Library System (ILS). This system is the backbone of our circulation operations.
- Conducting tabletop exercises for the Crisis Management Team to ensure readiness for business interruption.

## Volunteer Services 2025 Report

### Summary

Volunteer Services serves as the hub of volunteerism at Douglas County Libraries (DCL). Five Volunteer Service Coordinators, led by the Volunteer Services Manager, are responsible for recruiting, interviewing, placing and onboarding all volunteers. Subsequently, the volunteers' assigned work departments provide job-specific training and supervision related to most roles. Volunteer Services works directly with Second Chapter Bookstore, Court-ordered, Home Delivery, and General volunteers. Volunteer Services, in partnership with the Special Events department, plans volunteer recognition events and activities throughout the year.

DCL provides opportunities for:

- High school students working toward required community service hours
- Court-ordered volunteers
- Groups and organizations
- Special-needs volunteers
- General public/community members

Volunteers supplement our work across the organization. In 2025, we welcomed 1,418 volunteers who contributed 30,426 hours of service.

### Volunteer Hours

	2023	2024	2025	% change LY
<b>Unique Volunteers</b>	1,198	1,280	1,418	10.8%
<b>Hours Contributed</b>	26,209	27,720	30,426	9.8%

### Value Generated

	2023	2024	2025	% change LY
Donated Time Equivalent	\$900,576	\$1,007,899	\$1,178,703	17%
Second Chapter Bookstore sales	\$76,102	\$77,193	\$77,906	1%
Amazon online sales	\$9,283	\$11,783	\$8,434	-28.4%
DreamBooks	\$7,524	\$18,706	\$17,035	-8.9%
<b>Total Value</b>	<b>\$993,484</b>	<b>\$1,115,581</b>	<b>\$1,282,078</b>	<b>14.9%</b>

### Volunteers by Age

	Volunteers	Hours	% of volunteers	Volunteers	Hours	% of volunteers
Age Range	2024			2025		
10-14	142	1,986	12.35%	209	2682	15.57%
15-18	546	7,552	46.08%	556	7419	41.43%
19-29	96	1,283	9.77%	139	2154	10.36%
30-54	104	3,483	10.27%	167	4141	12.44%
55-69	112	4,989	10.85%	130	6300	9.69%
70-91	105	5,610	10.68%	141	7187	10.51%

We have age data for 87% of our volunteers. Teens, age 15-18, comprise our biggest age group.

### Volunteers by DCL Department

	2024		2025		% change	
Department	Hours	Volunteers	Hours	Volunteers	Hours	Volunteers
Collection Services	181	5	185	4	2.21%	-20.00%
Community Services & Partnerships	4,291	110	5,001	127	16.55%	15.45%
Customer Experience	455	23	736	32	61.76%	39.13%
Events & Hospitality	2,636	275	3,530	374	33.92%	36.00%
Executive (Board of Trustees & Foundation Board)	833	18	984	19	18.13%	5.56%
Materials Handling	4,219	95	4,440	82	5.24%	-13.68%
Special Events	4,739	364	4,812	368	1.54%	1.10%
Visual Arts, Archives & Design	383	32	278	51	-27.42%	59.38%
Volunteer Services	4,815	456	4,504	645	-6.46%	41.45%
Volunteer Services (Court-ordered Volunteers)	1,547	70	1,783	94	15.26%	34.29%
Youth & Family Services	3,605	438	4,148	475	15.06%	8.45%

### Volunteers by DCL Location

	2024		2025		% change	
Location	Hours	Volunteers	Hours	Volunteers	Hours	Volunteers
Archives & Local History	331	6	184	5	-44.4%	-16.7%
Board of Trustees and Foundation	833	18	984	19	18.1%	5.6%
Castle Pines Library	1,169	106	1,219	126	4.3%	18.9%
Castle Rock Library	4,059	211	4,404	263	8.5%	24.6%
Highlands Ranch Library	6,640	327	7,093	334	6.8%	2.1%
Literacy & Outreach	4,233	103	4,936	117	16.6%	13.6%
Lone Tree Library	3,255	246	3,948	311	21.3%	26.4%
Louviers Library	103	5	52	5	-49.5%	0.0%
Parker Library	5,676	408	6,163	457	8.6%	12.0%
Roxborough Library	1,422	55	1,442	59	1.4%	50.00%

### Other Information

Retention: Percent of volunteers contributed to DCL year-over-year.

2024	2025
42%	43%

Volunteers serving 20+ hours in a year:

2023	2024	2025	% change LY
360	386	431	11.7%

Volunteers who contributed to DCL financially, as well as with their time:

2023	2024	2025	% change LY
34	40	44	10%

Volunteers hired as DCL staff:

2023	2024	2025	% change LY
7	10	10	0%

Unique volunteer roles and opportunities:

2023	2024	2025	% change LY
93	112	125	11.6%

Unique volunteer shifts:

2023	2024	2025	% change LY
10,711	10,915	11,995	10%

New volunteer roles added in 2025:

Community Outreach Educator Volunteer

Corporate/group volunteers:

Aging Resources of Douglas County

City of Lone Tree

Credit Union of Colorado

DCSD Bridge Program

Kiewit

Lone Tree Teen Court

Ranchview Middle School

Sky Cliff Center

Tall Tales Ranch

Wellspring

Wildcat Mountain Elementary School

### Volunteer Feedback

“I wanted to let you know how much I truly enjoyed my volunteer shifts during Brew Tour. I met some wonderful people and was pleased to discover other library branches as well as individually owned breweries and coffee/tea places.” --Alexa, Brew Tour Outreach Volunteer

“Volunteering with the library was such a fulfilling experience for me. I loved building connections with the staff and customers! And now I am an employee with the library, which I find just as fulfilling. I was so grateful for the opportunity to get involved with my library and community in this way.” --

Anonymous Survey Respondent

## Q3 2025 KPI

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

91.16 Quarter score **July - September 2025**

91.8 Quarter score **July - September 2024**

### Use

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

87.33% **September 2025**

60.52% **September 2024**

Door Count

368,406 **July - September 2025**

367,587 **July - September 2024**

1,072,965 Total 2025 **January - September**

1,400,186 Total 2024

Website Visits

447,024 **July - September 2025**

464,307 **July - September 2024**

1,338,936 Total 2025 **January - September**

1,869,230 Total 2024

### Community Engagement

Resource Donors: Total number of unique volunteers and donors

970 **July - September 2025**

977 **July - September 2024**

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

177 **July - September 2025**

182 Total 2024

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

78,100,785 **July - September 2025**

307,938,399 **July - September 2024**

783,139,884 Total 2025 **January - September**

429,258,247 Total 2024

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

10,055 **July - September 2025**

8,744 **July - September 2024**

50,330 Total 2025 **January - September**

51,262 Total 2024

**Notes**

The market penetration figure was previously reported with Gale's Analytics on Demand software which was retired by the vendor in early 2025. This quarter's figure was created manually without the assistance of address verification software.

Most quarterly figures are commensurate with both the previous quarter and YoY data. Variance in the impressions data is due to the number of articles and publication reach of their respective outlets each quarter.

There is a 15% increase in direct outreach this quarter. This is likely due to improvements in data collection protocols across the district.

DCL's NPS score continues to rank among top-performing companies. According to 2025 [data published by the customer experience platform, Retently](#), their average score for the ecommerce and retail industry was 59.

## Q3 2025 HR KPI Report

### Turnover

**Summary:** Turnover rate is calculated by the number of terminations in a selected period divided by the average number of employees in a selected period. Annualized turnover rate is calculated as turnover rate\* (12 months/# months in period).

**Period:** July 2025 – September 2025

**DCL Turnover Rate:** 6.1%      **DCL Annualized Turnover Rate:** 24.5%

**Benchmarks:** Paylocity provides the benchmarks below in their data insights for the organization. The benchmarks below are calculated by taking the average turnover rate across Paylocity customers with the same sector and subsector code as classified under North American Industry Classification System (NAICS) : [519120 - Libraries and Archives](#). As of October 1, 2025, the Paylocity's benchmark population includes 178 companies in our Subsector and 1,329 companies in our Sector across North America.

**Sector Benchmark:** 11.1%

(NAICS) 51 – Information

**Subsector Benchmark:** 9.4%

(NAICS) 519 – Web Search Portals, Libraries, Archives, and Other Information Services

**What does this tell us?** DCL's turnover rate remains below Sector and Subsector benchmarks. Despite high turnover being a nationwide challenge, we continue to outperform the industry average.

\*\*\*

### Performance Ratings

**Summary:** DCL conducts one formal performance review each year. Employees may receive ratings in three different performance areas:

- How well do you do your job? (competence)
- How dependable are you? (character)
- How well do you work with others? (connection)

Their overall rating is reflected as Immediate Changes Needed, Opportunities for Development, Keep Up the Good Work, Premium Performance, or Above & Beyond Achievement.

Below is an aggregate report of all completed annual performance reviews in 2025.

**Period:** Annual (January 1, 2025 – September 11, 2025)

### **Performance Ratings for All Eligible DCL Employees**

Opportunities for Development	2
Keep Up the Good Work	212
Premium Performance	77
<b>Grand Total</b>	<b>291</b>

**What does this tell us?** Performance feedback is trending in the right direction with employees engaging in the process and supervisors having and documenting timely, forward-focused conversations. Leadership will continue to fine tune and calibrate ratings across the organization.

\*\*\*

### **Employee Engagement**

**Summary:** The Gallup Q12 Survey is conducted annually in order to measure and benchmark employee engagement at DCL. Gallup research proves that when employees are engaged, by Gallup's measures, they exert more discretionary effort on the job, going above and beyond what their role typically requires. Engaged employees are more productive and more profitable, have fewer safety incidents, are customer-focused and are more likely to withstand temptations to leave their organization.

### **Gallup Q12 Survey Results**

**Survey period:** September 15, 2025 – September 29, 2025

2025 Total Respondents: 305 (97% participation)

2024 Total Respondents: 285 (91% participation)

2023 Total Respondents: 285 (94% participation)

2025 Engagement Mean: 4.45

2024 Engagement Mean: 4.27

2023 Engagement Mean: 3.98

2025 Mean Percentile Rank: 76<sup>th</sup> (The mean is greater than 76% of those in the Gallup Overall database)

2024 Mean Percentile Rank: 61<sup>st</sup> (The mean is greater than 61% of those in the Gallup Overall database)

2023 Mean Percentile Rank: 40<sup>th</sup> (The mean is greater than 40% of those in the Gallup Overall database)

## 2025 Highest Q12 Items:

- Q09. My team members are committed to doing quality work. (4.60)
- Q11. In the last six months, someone at work has talked to me about my progress. (4.70)

## 2024 Highest Q12 Items:

- Q04. In the last seven days, I have received recognition or praise for doing good work. (4.31)
- Q11. In the last six months, someone at work has talked to me about my progress. (4.62)

## 2023 Highest Q12 Items:

- Q09. My associates or fellow employees are committed to doing quality work. (4.44)
- Q11. In the last six months, someone at work has talked to me about my progress. (4.29)

## 2025 Greatest opportunity Q12 Items:

- Q01. I know what is expected of me at work. (4.61)
- Q03. At work, I have the opportunity to do what I do best every day. (4.39)

## 2024 Greatest opportunity Q12 Items:

- Q01. I know what is expected of me at work. (4.45)
- Q03. At work, I have the opportunity to do what I do best every day. (4.13)

## 2023 Greatest opportunity Q12 Items:

- Q01. I know what is expected of me at work. (4.22)
- Q03. At work, I have the opportunity to do what I do best every day. (3.80)

## 2025 Engagement Index:

- 72% engaged
- 27% not engaged
- 1% actively disengaged

## 2024 Engagement Index:

- 61% engaged
- 36% not engaged
- 3% actively disengaged

## 2023 Engagement Index:

- 46% engaged
- 47% not engaged
- 7% actively disengaged

2025 Engagement Ratio: 72.00:1 (There are **72.00** engaged employees for each actively disengaged employee)

2024 Engagement Ratio: 20.33:1 (There are **20.33** engaged employees for each actively disengaged employee)

2023 Engagement Ration: 6.57:1

**What does this tell us?** Overall scores have increased in our third administration of the Gallup Q12 survey. DCL's Senior Leadership Team will continue with their engagement work by action planning with Managers in Q4 2025. Managers will complete an activity planning session with each of their teams in 2026 and set team goals around their selected engagement topic throughout 2026.

## Q4 2025 KPI

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

90.19 Quarter score **October - December 2025**

86.64 Quarter score **October - December 2024**

### Use

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

63.52% **December 2025**

60.80% **December 2024**

Door Count

330,303 **October - December 2025**

331,105 **October - December 2024**

1,403,268 Total 2025 **January - December**

1,400,186 Total 2024

Website Visits

417,535 **October - December 2025**

429,541 **October - December 2024**

1,756,471 Total 2025 **January - December**

1,869,230 Total 2024

### Community Engagement

Resource Donors: Total number of unique volunteers and donors

1,426 **October - December 2025**

1,394 **October - December 2024**

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

180 **October - December 2025**

182 Total 2024

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

49,401,537 **October - December 2025**

50,463,636 **October - December 2024**

832,541,421 Total 2025 **January - December**

429,258,247 Total 2024

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

10,939 **October - December 2025**

9,163 **October - December 2024**

61,269 Total 2025 **January - December**

51,262 Total 2024

### **Notes**

The market penetration metric for this quarter was created with the assistance of address verification software. This software confirms and corrects address data entered by customers to ensure the accuracy required to determine household counts of cardholders. This software greatly improves the validity of this figure, allowing for reasonable comparison with the figures previously factored through Analytics on Demand.

The high yearly total of impressions was due to the reach of the KOA promotion of the C.J. Box author event in Q1 2025.

Direct outreach increased each quarter for a total increase of 19.5% YoY.

## Q4 2025 HR KPI Report

### Turnover

**Summary:** Turnover rate is calculated by the number of terminations in a selected period divided by the average number of employees in a selected period. Annualized turnover rate is calculated as turnover rate \* (12 months/# months in period).

**Period:** October 2025 – December 2025

**DCL Turnover Rate:** 3.1%     **DCL Annualized Turnover Rate:** 12.3%

**Benchmarks:** Paylocity provides the benchmarks below in their data insights for the organization. The benchmarks below are calculated by taking the average turnover rate across Paylocity customers with the same sector and subsector code as classified under North American Industry Classification System (NAICS) : [519120 - Libraries and Archives](#). As of January 5, 2026, the Paylocity's benchmark population includes 179 companies in our Subsector and 1,332 companies in our Sector across North America.

**Sector Benchmark:** 8.3%

(NAICS) 51 – Information

**Subsector Benchmark:** 5.8%

(NAICS) 519 – Web Search Portals, Libraries, Archives, and Other Information Services

**What does this tell us?** DCL's turnover rate remains below Sector and Subsector benchmarks. Despite high turnover being a nationwide challenge, we continue to outperform the industry average.