Call to Order / Welcome – John Krueger, President

Public Comments - The public is invited to provide comment at the beginning of each regular meeting. Any person or group wishing to speak is requested to sign in prior to the meeting indicating the issue they are addressing. The time for comments is limited to 3 minutes. The Board will listen but may not comment and no action will be taken during the time period. However, the full Board may give direction to staff following a presentation.

Consent Agenda

The President / presiding Officer will remove any Consent Agenda item upon request by any Board Member. Items removed upon request will be considered separately by the Board immediately following action on the remaining Consent Agenda.

1. Board of Trustees meeting Minutes: December 12, 2022
2. Income & Expense Year-to-date Report: November & December 2022

Action Items

- Gov't Affairs Committee – Krueger & Lawson
  - Elect 2023 Board Officers – call for nominations
  - Appoint 2023 Committee and Task Force assignments
  - Approve Official 2023 posting location of Board meeting Notices: Library website and Library Lobby community bulletin board

Strategic Discussion & Reports

- Gov't Affairs Committee – President Lawson
  - Director 2023 Performance Plan - President Lawson
  - Housekeeping: calendaring for the year/travel dates - President Lawson
  - Town Parking revenue task force - Secretary Krueger
- Finance Committee – Treasurer Johnson
- Library Report – Director Perrault
  - 2022 Statistics & Reporting
  - 2023 Strategic Plan process
- Library Friends & Foundation Report - Director Walsh

Upcoming Meetings of the Board of Trustees

1. Board Study Session: Effectively responding to Material Reconsideration requests. Thursday, February 2, 2023, 6:30p (Wasson)
2. Board Regular Meeting: Monday, February 20, 2023, 6:30p (Wasson)

Other Events

- Friends & Foundation Board Meeting, February 23, 2023

Adjourn

LIBRARY MISSION STATEMENT:

To bring people, ideas and opportunities together for the enrichment of our community
Call to Order / Welcome – Board President John Krueger, called the meeting to order at 6:34 pm. The following were present:

**TRUSTEES:** John Krueger, President; Lynn Lawson, Vice-President; David Hemphill, Treasurer; Pete Johnson, Secretary; Kay Weston (by phone)

**ABSENT:** Beth Ellis; Anne Dewey

**FRIENDS & FOUNDATION LIAISON:** Sarah Walsh

**STAFF:** Claudine Perrault; Cindy Seckman; Joanna Stensland

Public Comments: None

Consent Agenda

1. Board of Trustees Meeting Minutes: November 21, 2022
2. Income & Expense Year-to-date Report (Draft): November 2022
3. Study Session - Community Needs Assessment: December 1, 2022

Lawson moved to approve the December Consent Agenda. Johnson seconded the motion. Ayes all (22-27)

Strategic Discussion & Reports

- **Gov’t Affairs Committee** – President Krueger
  Krueger updated the Board on the work of the Parking Task Force.

- **Finance Committee** – Treasurer Hemphill
  - Discussion of Final 2023 Budget
    Hemphill highlighted the addition of the Capital expense. Perrault thanked Cindy for her budget highlights.

- **Library Report** – Director Perrault
  - Admin Report
    Perrault thanked the Admin Team for their additions to the report. Questions received about physical vs. digital circulation were answered in the report. **Board Action:** Trustees are to submit to Perrault questions they would like to see covered at the April study session on Collections. Perrault highlighted the Library’s Strategic Project Request to the Friends & Foundation.

- **Library Friends & Foundation Report**
  Walsh updated the Board on the Friends & Foundation officer appointments. The budget and fundraising plan have been approved. These documents will be in the Board of Trustees’ January Board packet.

Action Items

- **Gov’t Affairs Committee** – Krueger & Lawson
  - Resolution to Adopt the 2023 Budget
    Perrault reviewed the budget message.

Hemphill moved and Johnson seconded a motion to adopt the budget resolution as follows:
Section 1. That the budget, as submitted, amended and attached, be and the same hereby is approved and adopted as the budget of the Estes Valley Public Library District, Colorado for 2023.

Section 2. That the budget hereby approved and adopted shall be signed by the President and Secretary of the Board and made part of the public records of the District. Ayes all (22-28)

- Resolution to Set Mill Levy
  Lawson moved and Hemphill seconded a motion to accept the following Mill Levy Resolution: Section 1. That for the purpose of meeting all general operating expenses of the Estes Valley Public Library District during the 2023 budget year, there is hereby levied a tax of 4.544 mills upon each dollar of the total valuation for assessment of all taxable property with the District for the year 2022.

  Section 2. That the President of the Board of Trustees is hereby authorized and directed to immediately certify to the County Commissioners of Larimer County, Colorado the mill levies for the Estes Valley Public Library District as herein determined and set. Ayes all (22-29)

- Resolution to Appropriate Sums of Money
  Weston moved and Johnson seconded the motion to approve the resolution that the following sum is hereby appropriated from the revenue to fund purposes stated: General Fund $2,564,991 and Capital Reserve Fund $ 190,000. Ayes all (22-30)

Perrault thanked the Finance Committee and Accountant Seckman for their work on the budget.

- Approval of Board of Trustee 2023 Meeting Dates
  Krueger moved and Lawson seconded a motion to approve the 2023 Meeting Dates as included in the Board packet. Board Action: Trustees were asked to reserve these dates as best as they can and to let Perrault know if they are unable to attend. Board Action: Communicate any study session topic ideas to Perrault. The February 2 study session should be prioritized as it will be a training session for the Board. STAFF ACTION: Admin will send Google calendar invitations to trustees for each of 2023 meetings. Ayes all (22-31)

- Policy Committee - Johnson & Dewey
  Approval of Revised Employee Policy Handbook, effective January 1, 2023
  Hemphill moved and Johnson seconded a motion to approve the Revised Employee Policy Handbook, effective January 1, 2023. Johnson reviewed the process of revising the Handbook, the main edit being to the Paid Time Off benefits which have been made competitive with other libraries. Employers Council tightened up the language and more appropriately captured the legal terms. Procedures that were previously included in the Handbook have been put into a new document that will go into the Staff Procedures Manual. STAFF ACTION: Staff will add more explanation on Workers Compensation to the Staff Manual. Ayes all (22-32)
Upcoming Meetings of the Board of Trustees

- No January study session
- **Regular Meeting**: Monday, January 16, 2023, 6:30p - Wasson Board Room

Other Events

- Holiday closures: December 24 & 25, 2022; January 1, 2023
- Library Friends & Foundation Board Retreat: January 12, 2023

Adjourn

Krueger adjourned the meeting at 7:12 pm.

Minutes prepared by Joanna Stensland

Respectfully submitted,
Peter Johnson, Board Secretary

[attachments]
Lawson moved to approve the December Consent Agenda. Johnson seconded the motion. *Ayes all (22-27)*

Hemphill moved and Johnson seconded a motion to adopt the budget resolution as follows:

Section 1. That the budget, as submitted, amended and attached, be and the same hereby is approved and adopted as the budget of the Estes Valley Public Library District, Colorado for 2023.

Section 2. That the budget hereby approved and adopted shall be signed by the President and Secretary of the Board and made part of the public records of the District.  
*Ayes all (22-28)*

Lawson moved and Hemphill seconded a motion to accept the following Mill Levy Resolution:

Section 1. That for the purpose of meeting all general operating expenses of the Estes Valley Public Library District during the 2023 budget year, there is hereby levied a tax of 4.544 mills upon each dollar of the total valuation for assessment of all taxable property with the District for the year 2022.

Section 2. That the President of the Board of Trustees is hereby authorized and directed to immediately certify to the County Commissioners of Larimer County, Colorado the mill levies for the Estes Valley Public Library District as herein determined and set.  
*Ayes all (22-29)*

Weston moved and Johnson seconded the motion to approve the resolution that the following sum is hereby appropriated from the revenue to fund purposes stated: General Fund $2,564,991 and Capital Reserve Fund $190,000. *Ayes all (22-30)*

Krueger moved and Lawson seconded a motion to approve the 2023 Meeting Dates as included in the Board packet. *Ayes all (22-31)*

Hemphill moved and Johnson seconded a motion to approve the Revised Employee Policy Handbook, effective January 1, 2023.  
*Ayes all (22-32)*

______________________________    ______________________________
John Krueger, President             Peter Johnson, Secretary
Estes Valley Public Library District Estes Valley Public Library District
Board of Trustees                   Board of Trustees
### Operating Revenue

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Budget</th>
<th>YTD 2022</th>
<th>% Budget</th>
<th>Variance Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes</td>
<td>$2,143,706</td>
<td>$2,147,459</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Intergovernmental Revenue</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
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<tr>
<td>Fees and Interest</td>
<td>$5,629</td>
<td>$56,806</td>
<td>1009%</td>
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<tr>
<td>Donations/Other Revenue</td>
<td>$350,228</td>
<td>$151,903</td>
<td>43%</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$2,499,563</strong></td>
<td><strong>$2,356,168</strong></td>
<td><strong>94%</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Operating Expenditures

<table>
<thead>
<tr>
<th>Services</th>
<th>Budget</th>
<th>YTD 2022</th>
<th>% Budget</th>
<th>Variance Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patron Services</td>
<td>$271,202</td>
<td>$226,311</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>Program &amp; Outreach</td>
<td>$517,600</td>
<td>$378,367</td>
<td>73%</td>
<td></td>
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<tr>
<td>Technical Services</td>
<td>$603,474</td>
<td>$558,623</td>
<td>93%</td>
<td></td>
</tr>
<tr>
<td><strong>Service</strong></td>
<td><strong>$1,392,276</strong></td>
<td><strong>$1,163,301</strong></td>
<td><strong>84%</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support</th>
<th>Budget</th>
<th>YTD 2022</th>
<th>% Budget</th>
<th>Variance Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$806,298</td>
<td>$678,962</td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>Building</td>
<td>$150,139</td>
<td>$135,110</td>
<td>90%</td>
<td></td>
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<tr>
<td>Capital</td>
<td>$61,145</td>
<td>$15,247</td>
<td>25%</td>
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</tr>
<tr>
<td><strong>Support</strong></td>
<td><strong>$1,017,582</strong></td>
<td><strong>$829,319</strong></td>
<td><strong>81%</strong></td>
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</tr>
</tbody>
</table>

**Total Expenditures**  
$2,409,859  
$1,992,621  
83%

**Excess - Revenue Over Expenditures**  
$89,704  
$363,547

### Fund Balance

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Account</td>
<td>$520,794</td>
</tr>
<tr>
<td>Short-term Operating Reserve</td>
<td>$610,767</td>
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<tr>
<td>Long-term Operating Reserve</td>
<td>$2,169,317</td>
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<tr>
<td>Capital Replacement Reserve</td>
<td>$232,352</td>
</tr>
<tr>
<td><strong>Total General Fund + Capital Reserve Fund Balance</strong></td>
<td><strong>$3,533,229</strong></td>
</tr>
</tbody>
</table>
## OPERATING REVENUE

<table>
<thead>
<tr>
<th></th>
<th>BUDGET</th>
<th>YTD 2022</th>
<th>% BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAXES</td>
<td>$2,143,706</td>
<td>$2,157,830</td>
<td>101%</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL REVENUE</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>FEES AND INTEREST</td>
<td>$5,629</td>
<td>$69,483</td>
<td>1234%</td>
</tr>
<tr>
<td>DONATIONS/OTHER REVENUE</td>
<td>$350,228</td>
<td>$236,117</td>
<td>67%</td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>$2,499,563</td>
<td>$2,463,429</td>
<td>99%</td>
</tr>
</tbody>
</table>

## OPERATING EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th>BUDGET</th>
<th>YTD 2022</th>
<th>% BUDGET</th>
<th>Variance</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>PATRON SERVICES</td>
<td>$271,202</td>
<td>$255,519</td>
<td>94%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROGRAM &amp; OUTREACH</td>
<td>$517,600</td>
<td>$415,544</td>
<td>80%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TECHNICAL SERVICES</td>
<td>$603,474</td>
<td>$603,008</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SERVICE</td>
<td>$1,392,276</td>
<td>$1,274,070</td>
<td>92%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADMINISTRATION</td>
<td>$806,298</td>
<td>$763,638</td>
<td>95%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUILDING</td>
<td>$150,139</td>
<td>$146,273</td>
<td>97%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAPITAL</td>
<td>$61,145</td>
<td>$21,496</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPORT</td>
<td>$1,017,582</td>
<td>$931,407</td>
<td>92%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL EXPENDITURES</td>
<td>$2,409,859</td>
<td>$2,205,477</td>
<td>92%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXCESS - REVENUE OVER EXP</td>
<td>$89,704</td>
<td>$257,953</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## FUND BALANCE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING ACCOUNT</td>
<td>$424,637</td>
</tr>
<tr>
<td>SHORT-TERM OPERATING RESERVE</td>
<td>$613,001</td>
</tr>
<tr>
<td>LONT-TERM OPERATING RESERVE</td>
<td>$2,177,252</td>
</tr>
<tr>
<td>CAPITAL REPLACEMENT RESERVE</td>
<td>$233,202</td>
</tr>
<tr>
<td>TOTAL GENERAL FUND + CAPITAL RESERVE FUND BALANCE</td>
<td>$3,448,092</td>
</tr>
</tbody>
</table>
ESTES VALLEY PUBLIC LIBRARY DISTRICT

A RESOLUTION for Board of Trustee Officers

WHEREAS, the Estes Valley Public Library District Board of Trustees (the “District”) are required by its By Laws to elect officers at its January Board Meeting each year, and

THEREFORE, be it resolved by the Board of Trustees of the Estes Valley Public Library District that the following will be designated as the officers for 2023:

   Lynn Lawson – President
   Kay Weston – Vice President
   John Krueger – Secretary
   Pete Johnson – Treasurer

ADOPTED this 16th day of January 2023.

ESTES VALLEY PUBLIC LIBRARY DISTRICT

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Lynn Lawson, President           John Krueger, Secretary
Monthly Administration Report
January 2023

Financials - Seckman

December 2022 YTD Budget Report:  With 99% of the year complete, total revenue is at 98.55%, County revenue is 99.94% and Specific Ownership is at 110.71%. Total expenditures are at 91.52% (total Operating at 92.99%).

Work is now beginning on 2022 ‘Month 13’. During this period additional expenses may be recorded for items received or services performed in 2022, but not billed until 2023. It is during this period that any audit adjustments for 2022 will be recorded. I do not anticipate any change to 2022 revenue during this process, nor do I anticipate any large audit adjustments.

ColoTrust PLUS Account Daily Yield is up to 4.5120% on December 31st from 4.0032% on November 30th.

Colorado minimum wage will increase from $12.56 to $13.65 as of 01/01/2023.

The 2022 audit is scheduled to begin on February 27, 2023 with Uli Keeley from Prospective Business Solutions, for both the Library and Friends & Foundation. Audit preparation lists are expected in the next couple of weeks in order for us to prepare for the February 27th start date.

A check in the amount of $84,145 was received from the Estes Valley Library Friends & Foundation on December 21st. Our sincere thanks go out to the Friends & Foundation for their support.

The final 2023 Budget is complete and will be filed with the Colorado Department of Local Affairs (DOLA) by the due date of January 31, 2023. The only change between Board approval and filing with DOLA is the update of 2022 actuals with the most current information.

Communications - Hazelton

We have had great success with a number of December programs, including one for kids & teens that involved learning how to crochet a cup cozy. Since those classes filled quickly, Bre assembled several Grab & Go kits so patrons (of all ages) could take supplies and directions home. I posted about the kits in the morning of Monday, December 26 and by lunchtime on
Tuesday, December 27, ten kits had been reserved. At the time of this writing, we only have one left! A success story from start (Programs & Outreach) to finish (Communications & Social Media). 😊

A quote from Facebook after Monday, January 10’s One Book One Valley program with Fred Mosqueda:

"Some people look at the land and say, here should go a Walmart, here should be a KFC ... we look at the land and let it speak to us, tell us what it is and what it needs." – this is a paraphrased quote from Arapaho historian and elder Fred Mosqueda. I was privileged to listen via Zoom. Check out the EP Library's One Book, One Valley and it's [sic] related programs. Very interesting stuff!!

**Director’s Report - Perrault**

I’ll review the Q4 ‘22 Report and the 2023 Operating Plan during the January Board meeting. We will also spend time TBD to select **Trustee study session topics** for the year. Past topics for your consideration include:

**Recurring topics**
- Annual Collections Report
- 10-year Rolling Plan
- Draft Budget
- Public Budget Hearing(s)
- Executive Session - Annual Evaluation of Director

**2022**
- Operating Plan
- Sunshine Law
- Review Results of Community Needs Assessment (CNA)

**New**
- Managing Reconsideration Requests - FEB
- Communications & Marketing Plan - MAR
- 3-5 year Strategic Plan Retreat
- Library data analysis with lrs.org
- National Star Library metrics

**2020**
- Public Finance for Trustees: role of Trustee in review of Audited Financials
- Community Centered Library: webinar recording

**2021**
- Parking
- EDI
- Compensation Study

**Technical Services- Maggetti**

We closed out the year with implementing new ILS reports that will help automate our acquisitions process, and Kathleen completed the fiscal year rollover. Eagle Rock School has a new librarian and is ready to rejoin the village catalog following the pandemic and Jamie added their student body to the ILS and has coordinated their courier service to share their collection
with all library patrons again. Allison completed a custom graphics for 1B1V displays and a repair on one of our projector screens. We’re finalizing configuration on the new automatic book return slot and I continue to facilitate Janet’s transition to facilities with our new project management software.

**HR - Stensland**

On January 4, Jack Anthofer and Mark Sherman joined the Patron Services Team. Mark previously worked at the Library and is returning as a Substitute. Jack is the new Patron Services Assistant, taking over Deborah Bouziden's shifts. Deborah is still employed as a Substitute.

Barbara Jo Limmiatis officially became the new Program & Outreach Supervisor on January 7. We have started the process of finding a new Technical Arts Librarian with postings in the paper and on social media.

**Library Friends & Foundation - Walsh**

Happy 2023!

We finished 2022 by successfully raising more than we had hoped and spending less than we budgeted. The attached spreadsheet shows our activity reconciled to our Bank of Estes Park checking account. We did not have to move any money from our accounts with Colorado Financial Management to meet our 2022 goals. In 2023, we will work with our Financial Advisor Jordan Kunz to move the 2022 excess into our reserve accounts (Tier 2 in our Finance, Investment & Endowment Spending Policy).

January will be devoted to our retreat on January 12 and getting our auditor, Uli Keeley, everything she needs for our 2022 audit.

Cheers to a new year.
4th Quarter Strategic Report
Staff will report quarterly on progress towards activities and measures.

Keystones

In order to achieve its mission, the Library will prioritize its fiscal and human resources on the following keystones, while bypassing others during this transitional year:

1. **Increase Library Use:**
   a. Conduct a Community Needs Assessment
   b. Grow circulation, programs, attendance, meeting rooms, door count

2. **Improve Library Services:**
   a. Continue to incorporate equity, diversity, and inclusion into operations
   b. Continue to build a culture of early literacy in our library and community

3. **Invest in Library Workplace:**
   a. Tend to staff culture and employee retention
   b. Continue COVID-19 safety practices

1. **Focus on Early Literacy**

**OBJECTIVE A:** We develop young minds so that they are prepared to read, write and listen in Kindergarten (ages 0-5).

**Performance Measures**
- Families participating in early literacy books-mailed-to-home programs will reach 50% of eligible local households by end of 2022
- Kindergarteners ready for school success as measured by DIBELS scores will increase from 45-70% by end of 2023

**Progress Q4**

1. In September, the Library joined the United Way of Larimer County affiliate of the Dolly Parton Imagination Library. The United Way affiliate has 4,503 actively enrolled children, 99 of which are from our community, and mailed 3088 books in the 4th quarter. Unite for Literacy had no activity in the 4th Quarter. There were 45 participants in 2023.
2. Waiting for data on DIBELS outcomes. The elementary school has not been able to deliver them yet for this school year.
OBJECTIVE B: We develop young minds so that they become year-round readers (ages 6-18).
Performance Measure
- Attendees at library young reader book clubs will average 15 in 2022.
- Participants average 10 per self-led book club in 2022.

Progress Q4
1. Young Reader Book Clubs/ Book vs. Movie averaged 16 participants for Q4 compared to 10 Q3 suggesting the time adjustment was effective.
2. Self-led book clubs this quarter averaged 17 participants.

OBJECTIVE C: We develop young minds so that their creativity and problem solving potential is expanded.
Performance Measure
- Average of 10 participants in each program in 2022
- Average use of 5 kits per month in 2022

Progress Q4
1. Participants in each program averaged 10. This is down from the average of 16 in Q3 due to the increase of programs in the makerspace which limit attendance sizes to a maximum of 8.
2. The average use of kits is 323 per month for Q4: average Grab & Go kits is 298/month and average Makerspace Make & Takes is 25/month.

2. Enable Lifelong Learning

OBJECTIVE A: We enable participants to prepare for critical life choices.
Performance Measures
- Majority of adult participants report that they feel more confident about life skills development by the end of 2023.
- Majority of teen attendees will state through evaluations that they are more ready to make critical life decisions by the end of 2023.

Progress Q4
1. 100% of Adult AARP Driver Safety Course and Planning for Your Future attendees stated that they feel more confident about the skills they learned.
2. 100% of Teen CPR life skill attendees stated that they feel more ready to make critical life decisions.

**OBJECTIVE B:** We enable participants to find fulfillment in curiosity and leisure.

**Performance Measures**
- The touchscreen instant feedback system in the Makerspace will capture 10 inputs per week and feedback will be 75% positive

**Progress Q4**
1. The touchscreen instant feedback system in the Makerspace averaged 12 inputs per week in Q4 and feedback was 100% positive.

---

### 3. Enable a Greater Sense of Community

**OBJECTIVE A:** We bring readers together in shared literary experiences.

**Performance Measures**
- Two thirds of attendees will express they feel more connected to the community by the end of 2022.
- A third of attendees will report that they heard about these library events through social media or within friends and family circles by the end of 2022.

**Progress Q4**
1. In Q4, across 14 programs, 55 out of 75 survey respondents (73%) agreed or strongly agreed that the program helped them feel more connected to their community.
2. In Q4, across 15 programs, 13 out of 75 survey respondents (17%) said they heard about the program through social media or within friends and family circles.

**OBJECTIVE B:** We engage a diversity of community members in current affairs & decision-making.

**Performance Measures**
- Two thirds of attendees will express they feel more engaged in current affairs and local decisions by the end of 2022.

**Progress Q4**
1. This metric did not apply to any Q4 programs.
**OBJECTIVE C:** We partner in celebrations of civic life and village events.

Performance Measures

- Staff will participate in 12 of the identified civic events on the Tactical Trail Map, (e.g. active participation, displays, passives, kits)
- 80% of staff will report in their self-evaluation that advance access to the Trail Map helped them to be informed and prepared to serve in 2022.

Progress Q4

1. Staff participated in Dia de los Muertos and Community Resource Fair during Q4.
2. **66.7% of staff** report that access to the Trail Map has helped them be informed and prepared.

**OBJECTIVE D:** We provide a variety of spaces for groups to meet and confer.

Performance Measures:

- Overall space use will recover to 50% of 2019 levels with all SignUp and Spaces data included in 2022.

Progress Q4

1. Overall space use is **up 54% of 2019 levels** (all Signup and Spaces data included). 283 non-library meeting room bookings in 2022, compared to 522 in 2021. Study room use was not tracked in 2019, but since March 2022 study rooms were used 1,746 times.

4. Deliver Materials on a Personalized Basis

**OBJECTIVE A:** We deliver customized access to physical & digital Library materials

Performance Measures

- Patrons will checkout 15% more materials from the total collection by Q4 2022
- Book clubs requesting sets via ILL will increase by 50% by end of 2022

Progress Q4

1. Circulation from total collection **up 8%** compared to 2021: increase of 12,256

<table>
<thead>
<tr>
<th>2021 physical: 115,067</th>
<th>2022 physical: 123,196</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 digital: 30,637</td>
<td>2022 digital: 34,764</td>
</tr>
<tr>
<td>Total: 145,704</td>
<td>Total: 157,960</td>
</tr>
</tbody>
</table>
2. Book clubs requesting sets via InterLibrary Loan increased 251%
   239 book club members requested 35 sets via ILL in 2021
   737 book club members requested 123 sets via ILL in 2022

OBJECTIVE B: We satisfy search and discovery experiences, online & in person

Performance Measures
- Patrons will give the Library's catalog and discovery experience a B grade or higher using Search & Discover Report Cards by 2023
- Hoopla checkouts will increase with an improved “fat tail” (more patrons will check out some digital materials, rather than only power users checking out maximum number of books) by 2023

Progress Q4
1. Of two returned, grade B was received.
2. New Hoopla user growth was effectively flat from the prior year:
   - New Hoopla users in 2022 - 293
   - New Hoopla users in 2021 - 303
   - New hoopla users in 2020: 180
   - New hoopla users in 2019: 167
   - New hoopla users in 2018: 212
   - New hoopla users in 2017: 192
   - New hoopla users in 2016: 131

5. Grow Internally to Succeed Externally

OBJECTIVE A: We conduct development programs to strengthen staff, trustees, Friends & Foundation, and volunteers.

Performance Measures:
- 75% of staff say they are more aware of prejudicial, empathetic, and ethical behavior and understand the importance of EDI.
- 75% of staff report that when assisting Spanish-speaking patrons, they were able to help them connect with services.
- 75% of staff say that professional development has improved their ability to provide excellent service.
- 80% of staff will report in their self-evaluation that they enjoyed their tech training and feel prepared for tech challenges at the library.
Progress Q4

1. All staff (apart from new hires) completed the Theory of Enchantment EDI training. **77% reported** that the training successfully encouraged them to “treat others as individuals, criticize to uplift and empower, and to root everything in compassion.”
2. **84.6% of staff report** that they were generally able to help Spanish-speaking patrons in 2022.
3. Staff Development in Q4 was well received with staff expressing many ways in which staff development has helped them in their work.
4. One new staff member completed tech training in the 4th quarter, reporting that they enjoyed it and felt prepared for tech challenges at the Library.

**OBJECTIVE B: We plan for physical and technical capacity building.**

Performance Measures

- Library will remain open during roof recoating, patrons will not experience adverse effects, and the roof lasts another 20 years
- Laserfiche systems and workflow will be in place by end of 2022.

Progress Q4

1. The roof recoating has been rescheduled to Spring 2023.
2. Instead of using Laserfiche, Admin chose to continue with Google Drive for storing documents and Lightyear (the new paperless invoicing product) for invoicing. With help from Shellie Tressell, the Library chose and started using Monday.com (project management product) as the new workflow automation system. HR processes are now on Monday.com as well as many procedures relating to Facilities, Sirsi (Integrated Library System) and much more.

**OBJECTIVE C: We plan for annual budget and longer-term financial health.**

Performance Measures

- Paperless invoicing will be in place by the end of 2022.
- Staff will increase efficiency and consistency, following new purchasing procedures by the end of 2022.

Progress Q4

1. Training and implementation for Lightyear paperless invoicing occurred in Q4. It will be rolled out to staff on 01/10/2023.
2. A Google Slides presentation "Procurement Cycle Start to Finish" was prepared and presented to all staff with purchasing responsibilities in Q2 2022. Meetings will be repeated with all purchasing staff in 2023. Plans are also underway to record this
as a webinar, in order to make the material readily available for new staff, and repeatable for existing staff seeking a refresher.

3. Material Recovery Services: Seckman/Wisneski and Murphy have completed our research and analysis, and a recommendation for Perrault, with a final decision will be made by Q1 2023.

**OBJECTIVE D:** *We continuously improve marketing and outreach efforts.*

Performance Measures

- Results of Community Needs Assessment will inform the Library’s new Strategic Plan to begin 2023.
- A third of program attendees surveyed will report that they heard about library events through social media, direct email marketing, or word of mouth by the end of 2022.

**Progress Q4**

1. Aaron Schonhoff presented his findings to the Board of Trustees in Q4. In 2023, he will meet with staff to review data specific to their teams and how that data can be applied immediately to the 2023 Operating Plan.

**OBJECTIVE E:** *We provide laser-focus on evaluation of service effectiveness.*

Performance Measures

- Tactical Team will review a project management dashboard as part of every other tactical meeting by Q3 2022.
- Staff and the Ops Specialist-TS Supervisor will receive scheduled email subscription updates for all statistics (State and Ops-level), rather than requesting reports be run or manipulating report data manually, by Q4 2022.
  - Reports that can’t be automated all have clear delegation within teams.
  - Reporting on paper (eg, collecting kit level report cards) have a designated collection point and are assigned to Second Floor staff for data entry.

**Progress Q4**

1. Project management dashboard is *Monday.com*: a general overview of its capabilities, dashboard views, and introductory tutorial took place in December. Weekly tutorials for individual tactical team members ongoing since October ’22.
2. Statistical responsibility shifted from Admin to TS in 2022. Scheduled email subscription updates are in place for both P&O and TS supervisors, but some data must still be manipulated manually. Reports that can’t be automated have
clear delegation within teams, and paper reports on study room usage are now entered by Second Floor staff.
Operating Plan 2023
consolidation and planning year

Key Targets

1. **Community Needs Assessment (CNA) recommendations:**
   - Offer programs at times more conducive to participation by target audiences.
   - Offer programs targeting adults.
   - Streamline website navigation and event registration.
   - Find ways to educate the community on all the library offers.
   - Explore options for overcoming the challenges related to access.

2. **Star Libraries Metrics (8 measures correlate to all others *Per Capita*):**
   - Physical Circulation; Circulation of e-Materials; Library Visits; Program Attendance; Public Internet Computer Users; Wifi Sessions; Database Use; Library Website Visits

1. Grow Internally to Succeed Externally

**PRIMARY OBJECTIVE:** We provide laser-focus on evaluation of service effectiveness.

**Objective Lead:** Technical Services Supervisor

**Activities:**

- **PRIMARY ACTIVITY:** Supervisors will assess the 2022 Community Needs Assessment (CNA) results, then working collaboratively with their team, adapt services accordingly.

- TS Supervisor will explore LJ Star Library metrics for strategic plan inclusion.

- The Library Director, with a task force of library stakeholders, will create the 2024-2028 Strategic Plan.

**Performance Measures:**

1. By Q3 '23, all CNA recommendations are incorporated into all team practices.

2. By Q4 '23, all LJ Star Library metrics are incorporated into Library's multi-year Strategic Plan.

3. By Q4 '23, new Strategic Plan in place, staff ready to fulfill beginning Q1 2024.
OBJECTIVE B: We continuously improve marketing and outreach efforts.
Objective Lead: Communications Specialist

Activities:
- Communications Specialist will implement a new, comprehensive Communications Strategic Plan, integrating external communication channels (including earned, owned, and paid media), and staff orientation on Plan.
- Communications Specialist will lead campaigns to promote programs and services and identify which promotional methods and frequency deliver highest return (program registrations, door count, collections and other take rate).
- Communications Specialist will coordinate with the Programs & Outreach team to more effectively advertise services, using the Program wall TV.

Performance Measures:
1. By Q2, the New Communications Strategic Plan is incorporated into staff practices.
2. Quarterly reports reflect how program attendees heard about programs as well as if our advertising is reaching new audiences.
3. By Q4, 25% of participants will report that they heard about the service from the Program TV wall.

OBJECTIVE C: We conduct development programs to strengthen staff, trustees, Friends & Foundation, and volunteers.
Objective Lead: Administrative Specialist

Activities:
- Staff Development Committee (SDC) will plan, organize and evaluate training for staff, based on our Topics of Staff Development and Strategic Priorities.
- HR Team will create a new employee video onboarding system.
- HR Team will implement various staff retention strategies.
- Administrative Specialist will evaluate volunteer onboarding and enrichment.
- Emergency Management Group (EMG) will review the Library’s emergency plan and train staff in emergency preparedness.
- TS Supervisor will create staff workflow systems in the new project management software, and will train staff in their use.
Performance Measures:
1. Each quarter, 75% of staff say that professional development was helpful to their role as a Library team member.
2. By Q3, Video Onboarding system in place for new hires.
3. By Q4, library retained a greater number of staff than averaged the past 3 years.
4. By Q4, 75% of volunteers surveyed say they feel part of the Library team and satisfied with their role.
5. By Q3, 75% of staff report they feel prepared to handle an emergency situation.
6. By Q2, Tactical Team have received training on Monday.com and reviewed the project management dashboard as part of every tactical meeting.

OBJECTIVE D: We plan for physical capacity building.
Objective Lead: Operations Specialist

Activities:
- Operations Specialist will work with Contractors to refurbish or replace the library's roof with a 20 year coating.
- Admin and Technical Services will update the Emergency Plan to include staff procedures, drills, basic training and minimal services plan.
- Library building 10-year renovation plan will be completed, including RFP for Architect/interior specialist, timeline, priorities and funding (district reserves, F&F, grants).

Performance Measures:
1. Library remained open during roof repair, with no adverse patron effects, and the roof is rated to last another 20 years.
2. By Q2 '23, the Emergency/minimal services plan is complete and accessible to all staff.
3. By Q3, results of interior plan in place for 2024 budget & funding plan.

OBJECTIVE E: We plan for technical capacity building.
Objective Lead: Technical Services Supervisor

Activities:
- Technical Services Team will create an annual calendar of reports for the director, including acquisitions, ILS, and scheduled equipment replacement.
Technical Services Team will upgrade the library’s presentation systems, bringing modern wireless streaming and ease of use for personal devices in all meeting spaces, starting with an RFP.

- Administrative Team staff will migrate to paperless record management / process automation.

**Performance Measures:**

1. By Q3 a recurring TS reporting calendar is in place, to implement by Q1 2024.

2. By Q4 staff report that presentation equipment met or exceeded expectations for meeting room use (staff as presenters, and verbatims from public use).

3. By Q1 2024, Paperless systems and workflow in place.

**OBJECTIVE F: We plan for an annual budget and longer-term financial health.**

*Objective Lead: Accountant*

**Activities:**

- Accounting team will implement paperless invoicing options and train all relevant staff.

**Performance Measures:**

1. By Q2, all staff trained in paperless invoicing processes; paperless invoicing the norm for all staff by Q3.

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### 2. Deliver Materials on a Personalized Basis

**OBJECTIVE A: We deliver customized access to physical & digital collections**

*Objective Lead: Technical Services Supervisor*

**Activities:**

- Technical Services team will coordinate with the Programs & Outreach team to promote circulating materials associated with their programs, and use displays to connect materials with services offered.

- Technical Services team staff will physically inventory the collection and update catalog records in the ILS, assessing the collection to better reflect our community and patron interests.

- Technical Services team will reassess staff and public-facing interfaces including ILS, event calendar software, and catalog, collectively referred to as “the website” to improve patron experience and overall search success.
Performance Measures:

1. By the end of Q4, Patrons checked out 15% more materials than 2022 from the collection, increasing circulation.

2. By the end of Q4, the entire collection is inventoried and reflected accurately in the catalog.

3. By the end of Q4, website visits increase 10% and both staff and patrons report a more streamlined, enjoyable experience with “the website.”

3. Enable a Greater Sense of Community

OBJECTIVE A: We bring readers together in shared literary experiences.
Objective Lead: Program & Outreach Supervisor

Activities:
- Program & Outreach team will coordinate and host literary events.

Performance Measures:

1. By end of Q4, Literary event attendance will increase 10% over 2022.

OBJECTIVE B: We build civic engagement skills that enable community members to participate effectively in issues of public concern.
Objective Lead: Program & Outreach Supervisor

Activities:
- Adult Services Librarian will host monthly Living Room Conversations, Conflict Resolution Month events, and other Deliberative Engagement events.

Performance Measures:
- By the end of Q4, two-thirds of survey respondents express that the program helped build civic engagement skills that will enable them to participate productively in community dialog and problem solving.
OBJECTIVE C: We partner in celebrations of civic life & village events (outreach)

Objective Lead: Program & Outreach Supervisor

Activities:
- All P&O team staff will participate in key outreach events in town (eg: Halloween, Dia de los Muertos, Community Resource Fair, National Philanthropy Day, etc).
- Each P&O team staff member will create target market specific PowerPoint to provide presentations as a part of the Library’s Outreach services.

Performance Measures:
1. By the end of Q4, P&O staff will participate in 6 of the identified civic events on the Tactical Trail Map.
2. By the end of Q4, P&O staff will act as guest presenters - offsite, onsite or by Zoom - at 6 community groups as part of the Library's Outreach services.

4. Enable Lifelong Learning

OBJECTIVE A: We enable participants of all ages to find fulfillment in curiosity and leisure, and to prepare for critical life choices.

Objective Lead: Program & Outreach Supervisor

Activities:
- Tech Arts Librarian will provide Database-specific programs to benefit target audiences.

Performance Measures:
1. At least once a Quarter, the Tech Arts Librarian will present one or more database-specific programs.

5. Focus on Early Literacy

OBJECTIVE A: We develop young minds so that they are prepared to read, write and listen in Kindergarten (ages 0-5).

Objective Lead: Program & Outreach Supervisor

Activities:
- Children’s Librarian will encourage circulation of library materials at programs targeting age 0-5.
Children's Librarian will use outreach and the Library's promotional platforms, to actively promote programs targeting ages 0-5 to new and underserved audiences.

Performance Measures:
1. By the end of Q4, circulation of children's materials will increase by 10%.
2. By the end of Q4, participation at programs targeting ages 0-5 will increase by 10%.

OBJECTIVE B: We develop young minds so that they become year-round readers (ages 6-18).
Objective Lead: Program & Outreach Supervisor
Activities:
- Youth/Teen Librarian will offer abundant tween/teen promotional outreach materials throughout the community, including a minimum of 3 school visits each to the elementary, middle, high, and Eagle Rock schools.

Performance Measure:
1. By the end of Q4, 20% more patrons ages 6-18 have circulated at least one item.
2023 EVLFF Calendar

*Jan 12 - Retreat with Sally Park

Feb 1 - membership mailing

$Feb 14 bagels and book club - target fundraising for author events

*March 23 – approve audit and 990 / Legacy training with EPNRC

#April 16 – National Librarian Day - $1 Sale

$May 5 – target summer reading fundraising

*June 6 – Review of Executive Director

July off

#August 9 – National Book Lovers Day – Wednesday - $1 Sale

*September 29 - Membership Meeting with Guest Speaker Jim Pickering

*October 16 - Year End mailing

November – Train new board members

$November 4 — target fundraising for teen space

*December 5 - CO Gives – approve 2024 plan

*Board Meetings / $Fundraising Events /#Cliffhanger Events
## EVLFF Operating & CASH Budget

<table>
<thead>
<tr>
<th></th>
<th>Total Cash Budget for 2022</th>
<th>Actual as of Nov 30, 2022</th>
<th>Proposed for 2023</th>
</tr>
</thead>
</table>

### Income

- **Unrestricted Gifts or Restricted Gifts**
  - Membership Drive $10,000.00
  - Special Event $10,000.00
  - Annual Appeal $50,000.00
  - Major Gifts $52,000.00
  - Grants and Matching Gifts $20,000.00
  - Book Sales $80,000.00
  - **Retail Sales 8.7%** $2,000.00
  - **Interst/Dividends/Capital Gains from the Endowment** $100,000.00
  - **Rental Revenue** $42,000.00
  - **Rental Deposits D 1300, C 1100, B 1100 = 3,500** $3,500.00
  - **Quasi Endowment** $110,500.00

### Outflow

#### Administrative Expenses

- **60101 Bank/Investment Fees (DP SAFESAVE BILLING & MERCHANT SERVICE)** $5,000.00
- **60213 Insurance** $4,000.00
- **60250 Professional Fees** $4,500.00
- **Volunteer** $14,300.00
- **60255 Salaries & Benefits** $128,960.00
- **60255 Bonus** $0.00

#### Fundraising Expenses

- **60100 Advertizing & Promotion** $500.00
- **60211 Computer & Internet (addico, airbits, donor perfect, quickbooks)** $6,500.00
- **60212 Dues & Subscriptions** $500.00
- **60214 Event Expense** $9,000.00
- **60216 Meals & Entertainment - prospect cultivation** $500.00
- **60217 Supplies & Materials** $3,000.00
- **60240 Printing & Reproduction** $1,500.00
- **60246 Services & Other Fees (cayan)** $500.00
- **60330 Sales Tax paid** $10,000.00
- **60350 Cost of Retail Items** $1,000.00
- **60645 Miscellaneous (volunteers)** $0.00
- **Program Director Costs - 60625** $0.00

#### Building Expenses

- **60401 Utilities (town, trash)** $15,000.00
- **60501 Property Tax** $8,700.00
- **60520 Repair & Maintenance - Misc** $15,000.00
- **Roof $21,993.03** $0.00
- **Roof Deposit from Insurance $25,373.21** $0.00
- **D 325, C 1100, B 1100 in Rental Deposit** $3,500.00
- **Mortgage Repayment** $45,000.00
- **UBI Tax (rentals)** $0.00

#### Transfers to Endowment

- **60101 Bank/Investment Fees (DP SAFESAVE BILLING & MERCHANT SERVICE)** $5,000.00

#### Transfers to Library

- **60101 Bank/Investment Fees (DP SAFESAVE BILLING & MERCHANT SERVICE)** $5,000.00

#### Total Transfers to Library

- **Total Cash Outflow** $482,000.00

### Total 2023 Fundraising Plan

- **Total CASH Required to be Raised** $480,000.00
- **Total CASH Raised** $477,500.00

**Notes:**
- Less: total funds carried forward from previous years
- **Total 2023 Fundraising Plan**
- **Total EVLFF Administrative Expenses** $156,760.00
- **Total EVLFF Administrative Expenses** $166,800.00
- **Total Fundraising-related Expenses** $35,000.00
- **Total Building Expenses** $87,200.00
- **Total Cash Outflow** $482,000.00
- **Bank Balance** $477,500.00
EVLFF Development Goals for 2023

2023 Fundraising Goal is $477,500

By the end of the year we will:

1. Fund library needs of $200,000
2. Meet expenses of $277,500 ($138,000 for expenses reimbursed to Library)

We will accomplish the goal by following the Action Plan of

Membership Drive = $10,000

- Mailing to database on Feb 1
- Invite all guests and volunteers at Cliffhanger to become members
- Board members ask networks to join membership
- Annual meeting on Sept 29 with guest speaker Jim Pickering

Special Event = $5,000

- Special Events Committee chaired by Anne Rogers and Carol Whiteneck will host events on Feb 14, May 5 and Nov 4.

Annual Appeal = $50,000

- Mailing to database on Nov 1
- Social Media push on Colorado Gives Day – Dec 5
- Board members will thank donors

Major Gifts = $52,000

- Direct ask of a donor every week for $1,000 or more

Grants = $20,000

- From Community Foundation, Exxon, LSTA, Rotary, Shell, Village Thrift and Woman’s Club

Book Sales = $80,000

- $1 Sale on April 16 and Aug 9
- Celebrate Wacky Wednesday – 3 sections $1 per book
- Sale Sections - 2 Hardcover/$1 Paperback – Jan – May and Sept – Dec
- Cultivate dealers to buy remnants

Retail = $3,000

- Stickers, Bags, Shirts, Bookmarks and water color paintings

Dividends/Interest/Capital Gains from Endowment = $100,000

- Our spending policy allowed us to take $132,102.01 in 2022. We will journal this amount to the quasi for future Library use.

Rental Income = $42,000 and Rental Deposits = $3,500

- APT B and C = $1,000 and Apt D = $1,300

Use Quasi= $109,000

Roof Overage = $3,000

Plan TOTAL: $477,500