



Call to Order / Welcome – Lynn Lawson, 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: January 4, 2024
2. Income & Expense Year-to-date Report: January 2024

Staff Presentation

- Meet the Library Administration Team (1st of 4 'meet the staff' board presentations)

Strategic Discussion & Reports

- Gov't Affairs Committee – Lawson & Morriss
- Finance Committee – Hemphill & Polson
 - o 2023 Audit
- Policy Committee – Dewey & Kirtland
 - o Finance and Reconsideration policies under review
- Library Report – Director Perrault
 - o Monthly Admin Report
 - o 4th Quarter 2023 Operating Plan Report
- Library Friends & Foundation Report - Ex. Director Walsh

Action Items

- None

Upcoming Meetings of the Board of Trustees

1. Study Session: Review of pending legislation that may affect public libraries & Discussion of 2024 Trustee Development opportunities - March 7, 2024, 6:30p (Wasson)
2. Regular Session: March 18, 2024, 6:30p (Wasson)

Other Events

- None

Adjourn

Estes Valley Public Library District
BOARD OF TRUSTEES MEETING MINUTES
Monday, January 4, 2024 at 6:30pm
Estes Valley Library / Wasson Room / Hybrid

Call to Order / Welcome – Anne Dewey called the meeting to order at 6:32 pm. The following were present:

TRUSTEES: Anne Dewey, Secretary; Beth Ellis; David Hemphill; Cindy Morriss, Marlys Polson; Kirt Kirtland

ABSENT: Lynn Lawson, President

FRIENDS & FOUNDATION LIAISON: Kathy Groesbeck

STAFF: Claudine Perrault; Cindy Seckman; Joanna Stensland

Public Comments: There were no public comments.

Consent Agenda

1. Board of Trustees meeting Minutes: December 11, 2023
Ellis moved to approve the January Consent Agenda. Morriss seconded the motion. Ayes all. (24-01)

Action Items

- Gov't Affairs - Dewey
 - o Accept Trustee Appointments.
Hemphill moved to accept the following trustee appointments:
 - o Cynthia (Cindy) Morriss filling the remainder of Peter Johnson's unfinished appointment ending on December 31, 2024
 - o John (Kirt) Kirtland filling a full 4-year term beginning January 1, 2024, and ending on December 31, 2027.
 - o Marlys Polson filling a full 4-year term beginning January 1, 2024, and ending on December 31, 2027.
Ellis seconded the motion. Ayes all. (24-02)
 - o Elect Board Officers - call for nominations.
Ellis moved to accept the following slate of Board officers:
 - Lynn Lawson - President
 - Cindy Morriss - Vice-President
 - Anne Dewey - Secretary
 - David Hemphill - TreasurerPolson seconded the motion. There were no nominations from the floor. Ayes all (24-03)

Secretary Dewey invited new Vice-President Cindy Morriss to preside over the remainder of the meeting.

Action Items - continued

- o Appoint Board committee & task force assignments.

Morris presented the following committee & task force assignments as appointed by President Lawson:

- o Gov't Affairs Committee: Lawson & Morriss with Kay Weston as a community member
 - o Finance Committee: Hemphill & Polson with John Krueger as a community member
 - o Policy Committee: Dewey & Kirtland
 - o Design Advisory Group: Hemphill & Polson with John Krueger as community member.
- o Approve posting location of 2024 Board of Trustee Meeting notices: Library website and Library lobby community bulletin board
Polson moved to approve the posting locations of the 2024 Board Meeting notices: Library website and Library lobby community bulletin board. Dewey seconded the motion. There was some discussion around a potential need for other locations.
STAFF ACTION: Perrault will make sure the new website clearly shows the Board Meeting notices. *Board Action:* Trustees will consider alternative posting locations at a later time. **Ayes all (24-04)**

- Finance Committee

- o Resolution to Adopt the 2024 Budget.

Hemphill read the Resolution to Adopt the 2024 Budget. **Dewey made a motion, seconded by Kirtland, to accept the 2024 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 2024.

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.

There was no discussion. **Ayes all (24-05)**

- o Resolution to Set Mill Levy

Polson made a motion, seconded by Ellis, to accept the following Resolution to Set the Mill Levy:

Section 1. That for the purpose of meeting all general operating expenses of the Estes Valley Public Library District during the 2024 budget year, there is hereby levied a tax of 4.524 mills upon each dollar of the total valuation for assessment of all taxable property with the District for the year 2024.

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 (24-06)

- o Resolution to appropriate Sums of Money
Kirtland made a motion, seconded by Dewey, to approve the following Resolution to appropriate Sums of Money: That the following sum is hereby appropriated from the revenue to fund purposes stated: General Fund \$ 4,864,137. Ayes all (24-07)

Strategic Discussion & Reports

- Gov't Affairs Committee
 - o Annual Work Plan
Perrault reviewed the history and purpose of the work plan. She invited trustees to make suggestions.
- Finance Committee - no report
- Policy Committee - no report
- Design Advisory Group - no report
- Library Report - Director Perrault
Perrault thanked the Board for the previous conversation around collection of the mill levy. Different taxing agencies are responding differently. The Library's Communication Specialist is preparing communication. The Board expressed appreciation for Accountant Seckman. **STAFF ACTION:** Perrault will have talking points on the budget ready for trustees by Saturday January 6th.
- Library Friends & Foundation (F&F) - Groesbeck
F&F President Groesbeck reported that the F&F budget and fundraising plan found in the Board packet were approved by the Friends & Foundation Board at their December meeting.

Upcoming Meetings of the Board of Trustees

- Trustee Training: January 6, 2024, 9:40a-*corrected time* (Wasson Board Room)
- ~~*tentative*~~ Regular Session: January 15, 2024, 6:30p (Wasson / Zoom hybrid)
The January 15 meeting has been canceled.
- Study Session: February 1, 2024, 6:30p (Wasson Board Room)
 - o Working Genius
- Regular Session: February 19, 2024, 6:30p (Wasson / Zoom hybrid)

Other Events

- *One Book, One Valley*, Evening with Author Michael Finkel: Wednesday, January 24, 2024, 6p YMCA Hempel Auditorium
Perrault thanked the Friends & Foundation for making the author visit possible.
- Friends & Foundation Membership Drive: February 8-14, 2024

Adjourn

Dewey moved to adjourn. Kirtland seconded the motion. Ayes all (24-08)

The meeting adjourned at 7:07 pm.

Minutes prepared by Joanna Stensland

Respectfully submitted,
Anne Dewey, Board Secretary

[attachments]

**ESTES VALLEY PUBLIC LIBRARY DISTRICT
BOARD OF TRUSTEES**
Resolutions from January 4, 2024

(24-01) Ellis moved to approve the January Consent Agenda. Morriss seconded the motion. **Ayes all.**

(24-02) Hemphill moved to accept the following trustee appointments:

- o Cynthia (Cindy) Morriss filling the remainder of Peter Johnson's unfinished appointment ending on December 31, 2024
- o John (Kirt) Kirtland filling a full 4-year term beginning January 1, 2024, and ending on December 31, 2027.
- o Marlys Polson filling a full 4-year term beginning January 1, 2024, and ending on December 31, 2027.

Ellis seconded the motion. **Ayes all.**

(24-03) Ellis moved to accept the following slate of Board officers:

- Lynn Lawson - President
- Cindy Morriss - Vice-President
- Anne Dewey - Secretary
- David Hemphill - Treasurer

Polson seconded the motion. **Ayes all.**

(24-04) Polson moved to approve the posting locations of the 2024 Board Meeting notices: Library website and Library lobby community bulletin board. & Dewey seconded the motion. **Ayes all.**

(24-05) Dewey made a motion to accept the Resolution to Adopt the 2024 Budget and Kirtland seconded. **Ayes all**

(24-06) Polson made a motion to set the Mill Levy at 4.524. Ellis seconded the motion. **Ayes all**

(24-07) Kirtland made a motion to approve the Resolution to Appropriate Sums of Money. Dewey seconded the motion. **Ayes all**

(24-08) Dewey moved to adjourn. Kirtland seconded the motion. **Ayes all**

Lynn Lawson, President
Estes Valley Public Library District
Board of Trustees

Anne Dewey, Secretary
Estes Valley Public Library District
Board of Trustees

ESTES VALLEY LIBRARY - BOARD OF TRUSTEES - 2024 INCOME & EXPENSE REPORT

As of 01/31/2024 8.33% of Year Elapsed

GENERAL FUND

OPERATING REVENUE

REVENUE	BUDGET	YTD 2024	% BUDGET
TAXES	\$2,785,624	\$36,873	1%
INTERGOVERNMENTAL REVENUE	\$0	\$0	0%
FEES AND INTEREST	\$133,565	\$15,676	12%
DONATIONS/OTHER REVENUE	\$523,730	\$2,639	1%
TOTAL REVENUE	\$3,442,919	\$55,188	2%

OPERATING EXPENDITURES

SERVICES

SERVICES	BUDGET	YTD 2024	% BUDGET
PATRON SERVICES	\$377,307	\$26,332	7%
PROGRAM & OUTREACH	\$634,597	\$47,369	7%
TECHNICAL SERVICES	\$711,361	\$64,056	9%
SERVICE	\$1,723,264	\$137,757	8%

SUPPORT

SUPPORT	BUDGET	YTD 2024	% BUDGET
ADMINISTRATION	\$884,018	\$67,936	8%
BUILDING	\$206,353	\$47,133	23%
SUPPORT	\$1,090,371	\$115,070	11%

TOTAL OPERATING EXPENDITURES

	\$2,813,637	\$252,827	9%
CAPITAL	\$1,510,500	\$0	0%
TOTAL EXPENDITURES	\$4,324,137	\$252,827	6%
EXCESS - REVENUE OVER EXPENSE	\$629,282	-\$197,638	

CAPITAL RESERVE FUND

BEGINNING RESERVE BALANCE

	BUDGET	YTD 2024	% BUDGET
ADDITIONAL RESERVES	\$190,000	\$25,422	13%
FEES AND INTEREST	\$9,000	\$444	5%
TOTAL FUND BALANCE & REVENUE	\$276,864	\$25,866	9%

EXPENDITURES

	BUDGET	YTD 2024	% BUDGET
	\$0	\$0	0%
TOTAL EXPENDITURES	\$0	\$0	0%
EXCESS - REVENUE OVER EXPENSE	\$276,864	\$25,866	9%

TOTAL FUND(S) BALANCE

OPERATING ACCOUNT	\$365,968
SHORT-TERM OPERATING RESERVE	\$706,697
LONG-TERM OPERATING RESERVE	\$2,168,760
CAPITAL REPLACEMENT RESERVE	\$100,444

TOTAL GENERAL FUND + CAPITAL RESERVE FUND BALANCE **\$3,341,870**



Monthly Administration Report February 2024

Financials - Seckman

January 2024 YTD Budget Report: With 8.33% of the year complete, General Fund revenue is at 1.6%, County revenue is .86% and Specific Ownership is at 10.09%. Total expenditures are at 5.20% (total Operating at 8.99%).

2023 'Month 13' is in progress. During this 13th month period additional expenses may be recorded for items received or services performed in 2023, but not billed until 2024. It is during this period that any audit adjustments for 2023 will be recorded. I do not anticipate any change to 2023 revenue during this process, nor do I anticipate any large audit adjustments.

ColoTrust PLUS Account Daily Yield is **down** to 5.5330% on January 31st from 5.5817% on December 31st. (Budgeted at 4.5% taking into consideration Long Term Reserve is budgeted to decrease by \$900k during the year).

The **2023 audit** is scheduled to begin on February 26, 2024 with Uli Keeley from Prospective Business Solutions, and will include the Library and Friends & Foundation. The Engagement Letter has been signed, audit preparation lists have been received and work is underway.

We received the Benefits billing for January 2024 from the Town of Estes Park (paid in February). The increase in medical insurance (and the resulting increase in Benefits Admin Fee which is 3% of medical) has resulted in a \$6.2K increased expense per month. While a significant monthly increase, this was not unexpected and was accounted for in the 2024 budget.

Due to the holidays, the transfer of the **\$200,000** contribution received from the **Estes Valley Library Friends & Foundation** from the Bank of Estes Park to our ColoTrust Operating Account (the repository of all operating funds until needed), spanned two years (2023 and 2024). The funds were shown as being deposited into ColoTrust on December 29th, but did not come out of Bank of Estes Park until January 2nd. As a result, year-end account balances were overstated. An adjustment was made to reduce the December Bank of Estes Park balance by \$200k since this was a December event.

Facilities - Antozzi

No report.

Communications - Hazelton

We officially launched the **new website** on Wednesday, January 31. Wahoo! If you haven't visited estesvalleylibrary.org since then, please spend some time browsing. You've all received my weekly staff updates with most of the details, but if you have any questions or additional feedback, please don't hesitate to share with Claudine. Public reception has been quiet, which is a positive sign. We've received a few complimentary patron emails, including this one:

I just want to say that I love the redesign. So easy to read, so easy to use. Perfect for library users of all ages. Way to go!

We'll continue to make tweaks and updates to features and content, but for now, this was a big item to check off the strategic plan To Do list.

Next up: **Patron Point**. As a reminder, or for those who are new to the board, Patron Point will be our new e-newsletter vendor starting in 2024. We have historically used Mailchimp, which has served us well, but Patron Point is designed specifically for libraries and has many sophisticated, interconnected features that will improve our overall marketing efficiency (my time) and effectiveness (delivering more personalized content to patrons). Bonus: They were purchased by Springshare last year, which is the company that owns our new calendar software.

Library legal contract review occurs early February, followed by staff training and other transition plans.

HR - Stensland

The Patron Services Team is currently interviewing for a Patron Services Assistant Substitute.

Recent staff development trainings included a behind-the-scenes look at our collections, *What Dewey Know About Books* which was well received by staff. During February's staff meeting staff learned about the importance of website accessibility and took part in a helpful simulation exercise, experiencing the library from the perspective of certain disabilities.

In Admin we are turning our attention to digital record retention and consulting with Shellie Tressell to establish a solid digital retention system that incorporates recent POWR Act legislation and other relevant laws.

Acquisitions / Tech Services - Maggetti

We're aware of recent high-profile incidents at libraries across the country, including Colorado, involving cybersecurity breaches and in at least one case a ransomware attack. We conducted an internal review of our systems to identify vulnerabilities and levels of response. In summary, **our IT systems are highly distributed**. We do not have on-premises or otherwise centralized server(s) that interconnect multiple systems (i.e. a Microsoft Exchange server) in the same way a larger organization might.

We do have large, complex systems that we rely on for daily operations. Many of these systems are actively supported by a vendor with a service contract, though our incident tracking system is built in-house. Some of these systems store Personally Identifiable Information (PII) that we should

continue to safeguard, though we can and do rely on contractual relationships with vendors for this in many cases. Almost all of our systems are potentially vulnerable to phishing and/or dictionary attacks, though we continue to take steps to protect against those attacks system by system and vendor by vendor.

Staff tech training is ongoing. TS receives notice from staff of potential phishing attacks somewhat regularly, which is exactly what everyone should be doing. We plan to require two-factor authentication for email logins/passwords, including the purchase of USB keys for staff who may not carry a smartphone.

Next steps: We are reviewing system and legacy record data retention procedures for physical records and how they also apply to the timely destruction of digital records.

Programs & Outreach - Limmatis

Programs & Parking: The Programs & Outreach Services team was very thoughtful in adjusting program times in 2023 based on the feedback we received from the Community Needs Assessment and parking data from the Town of Estes Park's Mobility Services Division in order to achieve easier access to the Library and our services during peak visitation seasons. We found that even though we should have been able to anticipate more flexibility with parking availability beginning in November, the Catch the Glow Holiday Season events in Bond Park initiated by Visit Estes Park (VEP) had a negative impact. As VEP continues efforts related to their vision of Estes Park as a year-round, family-friendly tourism and event destination, we fear that our ability to effectively reach patrons and stakeholders will become further diminished due to our location alone. We shared this feedback with VEP as requested in their Catch the Glow Holiday Season survey and Destination Development Senior Manager Dana Paiement was very receptive to hearing both the positive and negative impacts of VEP sponsored events on Library operations.

Larimer County Digital Navigator project: In March 2023, we were invited by Loveland Public Library (LPL) to partner in a Colorado Department of Labor grant application for hosting onsite Digital Navigators as a way to help bridge the digital divide for people who are members of historically marginalized communities, including people with disabilities, older adults, members of ethnic and racial minorities, people living at or below 150% of the federal poverty level, people with limited literacy and/or English language proficiency and people who reside primarily in rural areas.

Digital Navigators are AmeriCorps Members who work one on one with community members via appointments and drop-in help sessions. Digital Navigators help community members identify a digital literacy goal, then provide the digital skills training and tutoring needed for the community member to achieve said goal. Digital skills training can include a wide variety of activities such as helping individuals access and use social media, communicate using video with friends and family, apply for and/or update applications for public benefits, enroll in and/or participate in online training, using email, navigating the internet, accessing health information and services/ telehealth, using Microsoft Office and/ or Google applications, comfortability using and navigating a mobile device, and more.

This appeared to be a great opportunity for the Estes Valley Library to pilot providing technology assistance on a regular basis until we are able to better understand the needs of our patrons and the time and cost commitments related to offering these services in an ongoing manner similar to previous Book A Librarian and Tech Assistance services.

LPL was awarded the grant thanks to the supporting partnerships with other small, rural libraries like ours and has been managing the process since receiving the award in May 2023. In January 2024, we received the hardware necessary to host a Digital Navigator and are actively working to recruit a local person to fill our half-time/900 hour AmeriCorps Member position. LPL has assured us that this service will begin in the near term while we attempt to fill our AmeriCorps Member position by one or more of their Members. LPL also has excellent documentation on commonly asked tech questions that they will be sharing through this partnership, which will save us time and money in producing these documents on our own.

Patron Services - Wisneski

For 2023, Unique Management aided in the recovery of \$2,729.66 in materials and cash. That is just over 17.9% of the amount submitted to them in August.

Director's Report - Perrault

Public libraries are making the news with great frequency. I shared with you:

- The February 14 Denver Post article, "*Colorado librarians are now front-line crisis workers, managing homeless patrons, mental illness, book-banners*" with you. Staff are in fact, formally learning ways to better respond to front line patron behavior issues.
- Colorado Public Radio's coverage of "*Influential business group is now allied with Republicans in Colorado's property tax war*" - the proposed legislation to cap property tax across the state at 4%, likely on the November 2024 ballot.
- In the same vein, my thanks to Cindy\$ for forwarding the SDA memo, "*In Search of a Solution to Property Taxes*" and the formation of the Colorado Property Tax Commission. That memo is in this packet for your review.
- There's the deferred hearing for SB24-049, the bill on banning book bans
- Several articles about the book, *On Censorship* by Colorado library leader Jamie LaRue
- Finally, the New York Times article, "*A challenge to a book and a small town's self image*" about a library in Maine that did not get support from the ALA when they were embattled, attempting to defend Intellectual Freedom regarding a book characterized as anti-trans.

All this to explain why Gov't Affairs has changed the topic of the March 7 Board study session to a review of pending legislation that may affect the library, and professional development opportunities available to board members on these topics, as well as webinars and conferences offering trainings on general library governance.

Library Friends & Foundation - Walsh

The board had their membership drive from February 8-14 at Cliffhanger to renew past Friends and recruit new donors. Our Library Lover membership at the \$100 level also provides one complimentary ticket to An Evening with Aimie Runyan on June 7.

House Bill 23B-1003- Property Tax Commission

In Search of a Solution to Property Taxes

What is the future of property taxes for the state of Colorado? This was the main topic of the Special Session that took place over four days in November 2023, resulting in the passage of House Bill 23B-1003, **Property Tax Task Force**. This new Property Tax Task Force, also known as the Tax Commission, was in direct response to the state of Colorado's reaction to failed Proposition HH.

How Did We Get Here?

As you most likely recall, the 2023 Legislative Session ended with the dropping of a huge property tax bill in the last seven days of the Session. The surprise arrived in the form of Senate Bill 23-303, Reduce Property Taxes and Voter-approved Revenue Change. Senate Bill 23-303 carried with it Proposition HH, which was the referred measure on the November 2023 ballot that was defeated by a 40%-60% vote.

The defeat of Proposition HH led to the Governor calling a Special Session to address high residential property values. In the Special Session, several bills were introduced, including the "big" property tax bill, House Bill 23B-001, and House Bill 23B-1003 - Property Tax Task Force.

Structure and Role of the New Property Tax Task Force (a.k.a. Tax Commission)

The new Tax Commission is comprised of 19 members that represent the demographic and geographic diversity of the state, including:

- » Four members of the General Assembly,
- » The Property Tax Administrator;
- » A Mayor or elected City Council person;
- » A current or former County Assessor;
- » The Executive Director of the Special District Association of Colorado;
- » A Chief Financial Officer of a school district;
- » A representative of a statewide organization with expertise in school funding policy or that represents Colorado educators;
- » A representative of an organization that represents Colorado commercial or residential property owners;

- » A Fire Chief;
- » A representative of an organization with expertise in advocating for low-income individuals, seniors, individuals with fixed incomes, or residential tenants;
- » The Executive Director of a statewide or regional business organization; and
- » Five County Commissioners representing the Front Range, Mountain, Eastern, Southern, and Western regions of the state, respectively.

As you can see, this new group includes several individuals from various interest groups across the state, including our very own CEO, Ann Terry.

The Tax Commission is charged with identifying, considering, and evaluating legislative options for a more permanent and sustainable property tax structure. The Commission will consider local control of property taxes and how that control may impact property owners and local taxing jurisdictions in different areas of the state.

The Commission held its introductory meeting on December 22, and the first meeting of 2024 was held on January 5. During the introductory meeting, an independent consultant was selected to facilitate the Commission's work. The result of these sessions will be a comprehensive report for the General Assembly and the Governor that will include collection and analysis of property tax sustainability options and initiatives for the 2024 general election along with recommendations of viable solutions. This group of local lawmakers and officials within the Commission will not have the power to change the law itself, but they will provide guidance on potential changes.

We will of course keep you apprised of the Commission's work as well as the group's final report. 🍋



Supporting Community-Based Government



4th Quarter Strategic Report 2023

Staff will report quarterly on progress towards activities and measures.

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 (TS) 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.

Progress Q4

1. Responses to the 5 CNA recommendations are incorporated into the library's daily operations and reported previously, with the exception of "Streamline website navigation and event registration." This project was delayed due to news that our existing calendar was being discontinued. Rather than improve upon it as previously planned, we had to sign on with a new vendor entirely (and after recommendation/deliberation we chose Springshare's LibCal). We are currently consulting with LibCal for set up and staff training, and delayed the website launch to match the calendar launch. The new website will launch the first week of February, alongside the new calendar. Also see the following for a compilation of work on these CNA recommendations [☰ CNA Check-In: September 2023](#)
2. All 8 LJ Star Library metrics are incorporated into the work plan for 2024. Eight may be too many for this report, but for example "Add Freegal digital music" directly supports e-material circulation, "Provide a public color printer in the computer commons" supports public computer use and wifi sessions, "Explore optimal hours of service" supports an increase in library visits, and "Align database subscriptions with student needs" directly supports successful electronic retrievals of information.

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).

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.

Progress Q4

1. Complete in Q2: see previous report.
2. We continue to evaluate multiple data sources to determine where, generally, Library patrons are learning about programs, and what step converts awareness

into action (registration and attendance). We pull statistics from the admin side of our website, Google Analytics, social media, MailChimp, and evaluate them alongside patron self-reporting (post-program surveys). In 2023, these data sources helped us understand (and really, confirm) that many patrons engage with us at multiple points in the decision-making funnel.

Ultimately, we found that this performance measure was asking the wrong question. It can be nearly impossible to determine which marketing tactic caused a program attendee to engage with a Library event. Instead, we should be evaluating our quantitative data points within our marketing promotion (click rate, open rate, impressions, reach, etc.), and striving to increase their rankings.

In 2024, we'll continue to examine our data and then create responsive marketing campaigns that meet patrons where they are – and which should trend toward increasing the overall number of folks who engage with Library programs and services.

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.

Progress Q4

1. 82.4% of staff reported that staff development in the 4th quarter was helpful to them. Staff had mostly positive feedback on all 3 staff meetings of the quarter.
2. Introductory videos have been created and many of the webinars completed. The video onboarding system is 85% complete.
3. The rate of staff attrition dropped significantly in 2023 from about 30% of staff leaving each year during the period 2020-2022 (roughly 8 people each year) to only 7% in 2023 (2 people).
4. Completed in Q3. See Q3 report.
5. Completed in Q2. See Q2 report.
6. Completed in Q2. See Q2 report.

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.

Progress Q4

1. Completed. See Qtr 2 & Qtr 3 reports for details.
2. Completed. See Qtr 2 report for details.
3. Design phase has been extended to better account for renovation goals. There remains a \$1.5 million placeholder in the 2024 budget draft. Discussion on how to account for larger probable expenditure also in process.

OBJECTIVE E: We plan for technical capacity building.

Objective Lead: **Technical Services Supervisor**

Activities:

- TS Team will create an annual calendar of reports for the director, including acquisitions, ILS, and scheduled equipment replacement.
- TS 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).

Progress Q4

1. Completed, see 3rd quarter report.
2. October was the first full month we had the presentation equipment installed. For Q4, total meeting room use increased by about 20% over 2022 (307 -> 374 in 2023). In the 3 full months that we have been making use of the equipment, staff report it meets or exceeds expectations by making hybrid board meetings possible to host in the Wasson Room when before they were too complex to set up or maintain. Audio is reported to be much improved in the Hondius room by our partners in programming. Patrons have made an unexpectedly high use of hybrid discussions particularly in the Hondius Room, which was set up for hybrid presentations rather than discussions but they've been more or less making it work. We still offer training sessions for new and new-ish users and are considering offering a "Best Practices for Hybrid/Virtual Meetings" program based on need. Most problems people have with using the equipment are as small as a mute button or a setting in hybrid conference software.

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

Objective Lead: **Accountant**

Activities:

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

Performance Measures:

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

Progress Q4

1. Completed Q1, see previous report.
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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:

- TS 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.
- TS 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.
- TS 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.”

Progress Q4

- 1.

Circulation YOY:		2022	2023	% Change
Physical Materials		122,118	111,311	-8.8%
Digital Materials		34,764	39,272	+12.9%

TOTAL Circulation		156,882	150,583	-4%
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Total circulation decreased for the year by 4%, significantly less than the goal of a 15% increase.

2. Completed. See 2nd Quarter report.
3. **Website visits (sessions) 2022:** 110,363
Website visits (sessions) 2023: 122,527
% Change: +11%

This excludes staff traffic. See report in section 1- Primary Activity for further update on website/calendar launch. Staff reported based on testing of the yet-unlaunched website streamlines navigation with improved search and a minimalistic approach, and will integrate with the calendar to improve the event registration experience.

3. Enable a Greater Sense of Community

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

Objective Lead: **Program & Outreach Supervisor**

Activities:

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

Performance Measures:

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

Progress Q4

1. The goal of reaching 814 participants was achieved in Q1. Over 2023, 1697 attendees have participated in 111 literary events. 800 participated virtually and 897 participated in person.

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:

1. 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 dialogue and problem solving.

Progress Q4

1. In Q4, ten of eleven survey respondents confirmed that the programs helped them build civic engagement skills that will enable them to participate productively in community dialog and problem solving. Adult Services Librarian White achieved 36 of 37 positive survey responses over 2023 achieving this metric with a 97% positive response rate.

October's Conflict Resolution Month programming included Listen Like You Mean It: An Author Talk with Ximena Vengoechea, Building Community Capacity Through Improved Listening with Martin Carcasson, Listening for True Connection with Kristen Noble, and a book discussion of Listen Like You Mean It.

A Living Room Conversation on Gratitude was held in November and received five in person participants.

December's Living Room Conversation: Conversations in Troubled Times was canceled due to lack of registrations.

With a transition in leadership at Restorative Justice and sustained lack of community participation in Living Room Conversations throughout 2023, the Programs & Outreach team is considering how we might improve this program in 2024. This may include a temporary reduction in this collaborative programming until leadership is stabilized and a new Memorandum of Understanding can be drawn up that provides more flexibility for creativity in meeting community needs in civic dialog.

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.

Progress Q4

1. By the end of Q4 2023, P&O staff participated in a total of thirteen community events reaching 3,830 community members.

Events in Q4 included the Community Resource Fair, Halloween, Dia de Muertos and National Philanthropy Day.

2. By the end of Q4, P&O staff presented to two local chapters of PEO, Eagle Rock, Good Sam, Sunrise Rotary, Mujeres de Connexion, Estes Next, the Library Friends & Foundation and completed multiple visits to the local pre-schools and the elementary, middle and high schools.

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 per Quarter, the Tech Arts Librarian will present one or more database-specific programs.

Progress Q4

1. Tech Arts Librarian Reed provided two database specific programs in Q4 on Universal Class and Ancestry.com. These programs garnered 4 participants.

With sustained low participation and engagement with the database specific programs in 2023, the Programs & Outreach team will shift directions on how we promote these services in programs that are related to our offerings. We are grateful for the support and funding for Freegal and Craft & Hobby+ that are directly related to and can serve as a basis for programming that we believe will gain more interaction.

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%.

Progress Q4

1. At the end of Q4, children's materials circulation was 35,317. Our goal was 45,623. Even with increasing efforts to promote checking out library materials during children's programs and improving our ability to reach Spanish speaking patrons with the addition of Bilingual Youth Librarian Castillo, we were unsuccessful at meeting this goal. It appears that circulation is down across all collections except electronic materials and Library of Things. This could indicate a larger trend in patron behavior.
2. At the end of Q4, 8,049 individuals participated in children's programming. Our goal was 7,923. We are proud to have achieved this goal by producing 58 more programs than in 2022.

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.

Progress Q4

1. At the end of Q4, 190 patrons aged 6-18 have circulated at least one item. While we did not reach our goal of 238, we have made tremendous progress reaching this target demographic with regular visits to all the schools and increasing efforts to connect with homeschool and Eagle Rock students. These efforts will continue into 2024 and will hopefully have a greater impact in the coming year with the addition of Bilingual Youth Librarian Castillo who will be able to more effectively connect with our Spanish speakers.

Youth Librarian Vegas presented to Eagle Rock and the elementary school once, the middle school three times and the high school twice during Q4.