



## 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: October 16, 2023
2. Income & Expense Year-to-date Report: October 2023
3. 1st of 2 Public Budget Hearing Minutes: November 2, 2023

## Public Hearing of the 2024 Proposed Budget

- Finance Committee – Treasurer Krueger

## Strategic Discussion & Reports

- Gov't Affairs Committee – Weston & Lawson
  - Officers & Committees
- Facility Task Force - Hemphill & Krueger
  - Design Advisory Group: renovation plan update
- Finance Committee – Krueger & Hemphill
  - 2023 Budget Estimated Surplus
  - Property Tax Revenue - discussion of impact & options
- Library Report – Director Perrault
  - Monthly Admin Report
  - Q3 Strategic/Operating Update
- Library Friends & Foundation

## Action Items

- Gov't Affairs Committee – Weston & Lawson
- Policy Committee - Dewey & Ellis
  - Approve Internet Policy revision
- Finance Committee
  - Capital Reserve Fund Resolutions
    - Resolution to Recognize Insurance Proceeds for Roof Repair of \$44,012.25.
    - Resolution to Approve Final Roof and Siding Expenses of \$37,850.

## Upcoming Meetings of the Board of Trustees

1. Board Study Session: December 7, 2023, 6:30p (Wasson Room) - **please hold date**
  - *Dependent on Colorado General Assembly decision - usually canceled*

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### LIBRARY MISSION STATEMENT:

To be a hub of community-driven resources for people to share



2. Regular Meeting: December 11, 2023, 6:30p (Wasson Room)

### Other Events

- Friends & Foundation Board Meeting: Tuesday, December 5.
  - Colorado Gives Day
- Library CLOSED for Thanksgiving Holiday: Thursday & Friday, November 23 and 24, 2023

### Adjourn

**Estes Valley Public Library District  
BOARD OF TRUSTEES MEETING MINUTES**

Monday, October 16, 2023 at 6:30pm  
Estes Valley Library / Wasson Room

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**Call to Order / Welcome** – Lynn Lawson called the meeting to order at 6:30 pm. The following were present:

**TRUSTEES:** Lynn Lawson, President; Kay Weston, Vice-President; John Krueger, Treasurer; Anne Dewey, Secretary; David Hemphill; Cindy Morriss

**ABSENT:** Beth Ellis

**FRIENDS & FOUNDATION LIAISON:** Kathy Groesbeck; Sarah Walsh

**STAFF:** Claudine Perrault; Cindy Seckman

**GUESTS:** Marlys Polson, John Kirkland

Public Comments: None

**Consent Agenda**

1. Board of Trustees meeting Minutes: September 18, 2023
2. Income & Expense Year-to-date Reports: August & September 2023
3. October 5, 2023 Study Session: 10-Year Rolling Plan & Draft Budget  
**Dewey moved to approve the October Consent Agenda. Hemphill seconded the motion. Ayes all. (23-26)**

**Strategic Discussion & Reports**

- Gov't Affairs Committee – Lawson & Weston  
Perrault & Admin Specialist Stensland are organizing an orientation day for new and current trustees. More details to follow. Staff is also planning a deep dive into Financials for new Board members.  
Groesbeck, Walsh, Perrault & Lawson recently held one of their quarterly meetings. They discussed funding of the 2024 Library renovation and the plan for a social gathering on January 9, for the two boards at Friends & Foundation President Groesbeck's home. More information to follow.  
Government Affairs is working on Perrault's contract and should have it completed before the end of the year.  
Dewey gave a short report on the time spent at the Colorado Association of Libraries Annual Conference.
- Finance Committee - Krueger & Hemphill  
Krueger referred to Accountant Seckman's summary in the Admin Report. Krueger complimented the staff on their work. We expect the usual Resolutions for the 2024 Budget: Mill Rate; Budget; Allocation. Following guidance from the Special District Association, there may be a 4th resolution on retaining property tax revenue.
- Facilities Task Force - Krueger & Hemphill

Hemphill updated the Board on what has happened to date with the renovation process. The design/build team was at the Library for two full days in early October for design meetings with the Library Board Facilities task force, staff leadership, and to gather input from patrons. The pricing and scoping of the project will happen in December. This will require not only the design aspects, but also the necessary measures to bring the building up to building code and ADA requirements. The dates of the renovation work have not yet been determined.

- Director's Report

Perrault made special mention of Janet Antozzi's contribution to the report and her good work with numerous facility vendors.

Perrault also highlighted the Community Needs Assessment (CNA) report and thanked the Friends & Foundation for their help in funding the CNA research. The Library asked the community for input via the CNA and has used the information to be more responsive to needs, again soliciting further input on different subjects. In the CNA report in the Board packet, each supervisor has noted how they have concretely addressed suggestions from the community.

The current MOU with the Friends & Foundation is up for revision. The draft is nearly complete. Staff are working on final steps and dates.

- Library Friends & Foundation

President Groesbeck expressed there has been good communication between the two boards. The Friends & Foundation is planning a special author event next September and is working on a fundraising plan. On November 1, in association with Colorado Gives Day, the Friends & Foundation will send out a request for funds. The Board will be at its full complement of 11 members at the beginning of 2024. Walsh added that there is excitement on the Friends & Foundation Board for the Library vision. Cliffhanger is closed next Monday for 5 days.

## Action Items

- Gov't Affairs Committee - Lawson & Weston

- Trustee Appointments

**Dewey moved to accept the official appointments as follows.**

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

**The motion was seconded by Weston.** Krueger thanked the Nominating Committee for recommending such excellent candidates. **Ayes all (23-27)** Lawson thanked the new trustees for their interest in serving the Library.

- Approve 2024 Library Closures

**Morriss moved to approve the 2024 Library Closures. Krueger seconded the motion.** Perrault noted that the closures were the same as last year with 8 standard holidays and 2 staff floating holidays. One of the closures is for Staff Development Day. **Ayes all. (23-28)**

- o Approve 2024 Board Meeting Dates

**Dewey moved to approve the 2024 Board Meeting Dates. Hemphill seconded the motion.** The March 7 date will be noted as a study session, not a regular meeting. The January 4 date is tentative, depending on the outcome of Proposition HH.

**STAFF ACTION:** Upon approval staff will add the 2024 meeting dates to the Board of Trustees Google Calendar. **Board Action:** Board members were invited to add their absences to the Trustee calendar or let Perrault know of any absences.

**Ayes all. (23-29)**

- Finance Committee - Krueger & Hemphill
  - o Accept 2024 Draft Budget

**Krueger moved to receive the 2024 Draft Budget. Hemphill seconded the motion.** The revised Board packet has the updated draft version. There were minor changes following the October Study Session. The Finance Committee met and moved \$900,000 out of the category of revenue because it was an account transfer, not income. This changed the number for total revenue for 2024. Expense numbers are higher due to the renovation budget. Krueger also highlighted the lost revenue provision from the County based on a recent Senate bill. Tax revenue is anticipated to rise. Expenditure changed slightly from the numbers given at the Study Session. **Ayes all. (23-30)** Lawson thanked the Finance Committee and Accountant Seckman for all their work. **STAFF ACTION:** Lawson directed Perrault to publish the notice of budget.

### **Upcoming Meetings of the Board of Trustees**

- Study Session & 1st of 2 Public Budget Hearings: November 2, 2023, 6:30p (Wasson/hybrid)
- Regular Meeting & 2nd of 2 Public Budget Hearings: November 20, 2023, 6:30p (Wasson/hybrid)

### **Other Events**

- Friends & Foundation Board Meeting: Monday October 16, 2023, 10a (Hondius Room).

### **Adjourn**

Lawson adjourned the meeting at 7:16 pm.

Minutes prepared by Joanna Stensland

Respectfully submitted,  
Anne Dewey, Board Secretary

**[attachments]**

**ESTES VALLEY PUBLIC LIBRARY DISTRICT  
BOARD OF TRUSTEES**

Resolutions from October 16, 2023

**(23-26) Dewey moved to approve the October Consent Agenda. Hemphill seconded the motion. Ayes all.**

**(23-27) Dewey moved to accept the official appointments as follows.**

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

**The motion was seconded by Weston. Ayes all.**

**(23-28) Morriss moved to approve the 2024 Library Closures. Krueger seconded the motion. Ayes all.**

**(23-29) Dewey moved to approve the 2024 Board Meeting Dates. Hemphill seconded the motion. Ayes all.**

**(23-30) Krueger moved to receive the 2024 Draft Budget. Hemphill seconded the motion. Ayes all.**

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

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

# ESTES VALLEY LIBRARY - BOARD OF TRUSTEES - 2023 INCOME & EXPENSE REPORT

*As of 10/31/2023 83.33% of Year Elapsed*

<b>GENERAL FUND</b>			
<b>OPERATING REVENUE</b>			
REVENUE	BUDGET	YTD 2023	% BUDGET
TAXES	\$2,106,526	\$2,095,248	99%
INTERGOVERNMENTAL REVENUE	\$0	\$0	0%
FEES AND INTEREST	\$124,686	\$154,576	124%
DONATIONS/OTHER REVENUE	\$373,653	\$25,157	7%
<b>TOTAL REVENUE</b>	<b>\$2,604,865</b>	<b>\$2,274,980</b>	<b>87%</b>
<b>OPERATING EXPENDITURES</b>			
<b>SERVICES</b>			
SERVICES	BUDGET	YTD 2023	% BUDGET
PATRON SERVICES	\$317,103	\$236,857	75%
PROGRAM & OUTREACH	\$624,728	\$417,127	67%
TECHNICAL SERVICES	\$644,122	\$528,869	82%
<b>SERVICE</b>	<b>\$1,585,953</b>	<b>\$1,182,852</b>	<b>75%</b>
<b>SUPPORT</b>			
SUPPORT	BUDGET	YTD 2023	% BUDGET
ADMINISTRATION	\$773,373	\$625,735	81%
BUILDING	\$190,295	\$144,678	76%
CAPITAL	\$15,370	\$24,509	159%
<b>SUPPORT</b>	<b>\$979,038</b>	<b>\$794,922</b>	<b>81%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,564,991</b>	<b>\$1,977,774</b>	<b>77%</b>
<b>EXCESS - REVENUE OVER EXPENSE</b>	<b>\$39,874</b>	<b>\$297,206</b>	

<b>CAPITAL RESERVE FUND</b>			
BUDGET	YTD 2023	% BUDGET	
<b>BEGINNING RESERVE BALANCE</b>	\$233,000	\$233,202	100%
INSURANCE PROCEEDS		\$41,594	
<b>TRANSFER FROM RESERVES</b>			
FEES AND INTEREST	\$4,600	\$7,112	155%
<b>TOTAL FUND BALANCE &amp; REVENUE</b>	<b>\$237,600</b>	<b>\$281,908</b>	<b>119%</b>
<b>EXPENDITURES</b>			
BUDGET	YTD 2023	% BUDGET	
SINGLE ROOF & FLAT ROOF REPLACEMENT	\$114,000	\$154,016	135%
PAINT & SEAL EXTERIOR WOOD SIDING	\$16,000	\$13,833	86%
ARCHITECT	\$50,000	\$0	0%
AV MEETING ROOM PROJECT	\$87,000	\$82,027	94%
<b>TOTAL EXPENDITURES</b>	<b>\$267,000</b>	<b>\$249,876</b>	<b>94%</b>
<b>EXCESS - REVENUE OVER EXPENSE</b>	<b>-\$29,400</b>	<b>\$32,032</b>	<b>-109%</b>

<b>TOTAL FUND(S) BALANCE</b>	OPERATING ACCOUNT	\$285,895
	SHORT-TERM OPERATING RESERVE	\$669,229
	LONG-TERM OPERATING RESERVE	\$2,510,727
	CAPITAL REPLACEMENT RESERVE	\$32,032
<b>TOTAL GENERAL FUND + CAPITAL RESERVE FUND BALANCE</b>		<b>\$3,497,883</b>

# 2024 Public Budget Hearings

## 1st of 2 – Minutes

President Lawson opened the Study Session of the Library Board of Trustees at 6:30p. The following were present:

**TRUSTEES:** Lynn Lawson, President; Kay Weston, Vice-President; John Krueger, Treasurer; Anne Dewey, Secretary; Beth Ellis; David Hemphill; Cindy Morriss

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

**FRIENDS & FOUNDATION:** Kathy Groesbeck; Sarah Walsh

**GUESTS:** Kirt Kirkland; Marlys Polson

President Lawson asked Treasurer Krueger to conduct the 1st of 2 public budget hearings.

### Public Hearing of the 2024 Proposed Budget

- Finance Committee - Treasurer Krueger  
At 6:31p Hemphill called to order the 1st of 2 public hearings of EVPLD of the 2024 proposed budget. The final budget will be approved either on December 11, 2023 at 6:30pm or January 4, 2024 depending on the outcome of the November 7, 2023 election regarding proposition HH.
- Public Comment  
Krueger outlined the procedure for public comments.
- 2024 Draft Budget Overview  
The proposed budget has been announced in both newspapers and posted on the Library website. The revised numbers are as follows:

Total **REVENUE** is **\$4,067,508**.

Transfer from **Long Term Reserves** is **\$900,000**

**Total Available Funds: \$4,967,508**

Total **EXPENDITURES** are **\$4,828,781**. Expenditures are divided into two categories: Services and Support.

**SERVICES** includes Circulation, Youth, Adult and Technical expenses. Service expenditures total **\$1,710,658**.

**SUPPORT** includes Administration, Building and Capital expenses. Support expenditures total **\$3,118,123**.

Perrault gave some budget highlights. The renovation has impacted the budget and the 2024 Work Plan is built around the renovation. There is also a large amount given to deferred maintenance.



Perrault then outlined some of the changes shown in the latest draft version:

- Revenue increased by \$948.
  - Expenditures increased because of benefits, the cost of which increased by 20-21%.
  - The public color copier is back in the budget for 2024.
  - Some staff were moved up a grade which affected expenditures.
  - Other more minor changes.
- Budget Hearing / Public Comment  
There were no public comments

Comments from the public may be received until Monday, December 11th at 6:30p. The second public hearing will take place on November 20, 2023 at 6:30p. The final 2024 budget will be presented to the Board of Trustees for adoption and appropriation on either December 11, 2023 or January 4, 2024 depending on the outcome of the November 7, 2023 election.

Krueger adjourned the 1st of 2 public budget hearings at 6:42p.

Minutes prepared by Joanna Stensland

Respectfully submitted,  
Anne Dewey, Board Secretary

# 2024 Budget - Draft v3

## Talking Points of Changes

### REVENUE:

- Proposition HH did not pass, therefore the preliminary Certification of Valuation that was received from the Larimer County Assessor on August 25<sup>th</sup> in the amount of **\$2,767,165** is the best estimate of property tax revenue and is reflected in the 2024 Budget Draft v3.
  - This is an increase of \$108,850 over Draft v2.
- An attempt was made to refine interest income estimates
- Removed \$6,500 – Grant Funds for ADA Website audit were received by F&F in 2023.
- A slight modification was made to the revenue tab to separate the renovation fundraising from operating totals, and instead include it as total available funds along with the transfer from LTR.

### EXPENDITURES HIGHLIGHTS:

- Added \$7,000 to Adult Fiction for multiple copies to reduce patron wait/hold time.
- Increase Legal to \$4,000 from \$1,000 at the advice from the Board.
- Increased Staff Development by \$2,780 for employee presentation at CALCON and a Working Genius seminar.
- Increased Travel by \$3,350 for team library tours, CALCON and SDA conferences.
- Increase Dues and Subscriptions by \$1,000 for EDC.
- Added \$15,000 to Building Maintenance for Monster Vac Duct Cleaning.
- Reduced the Base amount for Building Maintenance to \$6,000. Most of this cost is covered by the Handyman budget.
- Updated Flood Insurance to actual. Estimated increase was 15%, actual increase was 17%
- MASA, ambulance service coverage was estimated in v2 at a 5% increase. Actual increase was 60%. Overall not a huge cost, but a significant increase nonetheless.

## 2024 Budget - Draft v2

### Talking Points of Changes

#### REVENUE:

- Revenue increase by \$948 from v1 to v2. This change is due to the updated medical cost for the F&F Exec. Director. Please see change in Expenditures for further explanation.

#### EXPENDITURES HIGHLIGHTS:

- Medical costs have been updated to actual. The estimate was a 15% increase for medical and a 5% increase for all other health costs. Actual medical costs increase between 20% and 21%, depending on the level of coverage. Dental costs increased by 5%, and EAP increase by \$.18 per employee per month. The only unknown health cost at this time is MASA, which is air ambulance service, still estimated at a 5% increase.
- A color copier/printer has been requested for public use in the Computer Commons. The estimate annual lease cost is \$700, and the estimated annual maintenance is \$1,200. This will be partially offset by the increase in charge for color copies, yet to be determined.
- The three members of the Program Team that were still at a Grade 14 were moved to a Grade 15 to align with the recommendations from the compensation consultant for an organization of our size. This will limit grade levels between similar staff from 3 grades to 2 grades. The total increase in overall wages, including increase PERA contribution and payroll taxes, is \$14k.

## 2024 Budget - Draft v1

### Talking Points

#### REVENUE:

- No matter what happens with Prop HH on November 7th, revenue is *much* higher than expected. I had over-estimated the impact of the 'exemptions'.
- Revenue used in Draft v1 is the most conservative estimate received from Larimer County - which is \$2,658,315. This estimate happens to be estimated revenue under SB23-303 and Prop HH.
  - Per the Preliminary Valuation, revenue under SB22-238 (current law) would be \$2,767,165

- Possible Backfill of lost revenue under this provision would be 90% ~\$58k.
  - Per a spreadsheet provided by Larimer County, the estimated revenue under SB23-303 is \$2,658,315.
    - There would be **NO** backfill under this provision.
  - The difference between these two is only 6.3% ( $\$2,767,165 + \$57,978.89 - \$2,658,315 = \$166,828.89$ ). This amount, compared to the overall budget is de minimus. Therefore:
    - *It is the recommendation of the Finance Committee to only prepare one budget using the most conservative revenue estimate (\$2,658,315).*
    - *It is also the recommendation of the Finance Committee to keep the Board meeting on December 11, 2023 as planned, and approve an appropriation of total expenditures as presented at that time. Any adjustment to revenue received on December 29, either up or down, will be put toward, or taken from, Long Term Reserves.*
- At this point it is our understanding that the 'Truth in Taxation' portion of SB23-303 (limitation of revenue based upon an inflation calculation that is not yet determined) does not apply to us as our Mill Levy is voter approved. We currently have an attorney reviewing this section. If he finds that we are subject to this section, there could be additional steps (votes and resolutions) needed by the Board as well as public notices and hearings to allow the Library to retain revenue under SB23-303 (if it passes) that is above the inflation limitation calculation.
- We have included \$900k from Long Term Reserves in the budget to be spent on the planned renovation.

#### **EXPENDITURES:**

- The staff is working diligently to align the new Strategic Plan and the resulting 2024 Operating Plan with the 2024 budget. Line items that are currently in focus of the Operating Plan are noted in Column AA of the Expenditures tab.
- \$1.5M is currently budgeted for renovation under the Depreciable Expense account #101-9100-591-5991.
- The budget includes \$350k to catch up on deferred maintenance from 2021 through 2025 as outlined in the 2020 Facilities Audit, adjusted by 20% to account for inflation. This amount is currently listed in Row 194 without an assigned account number. Some of these costs will need to be capitalized, and some will be accounted for as building maintenance. Please see the Deferred Maintenance Tab for more detailed information.

- Salaries increased by an average of 9%. Across the board increases include 3% market adjustment and 3% merit, for a total of 6%. We are proposing that several positions be moved up a Grade on the Compensation Structure. These positions received an additional 9% to 10% increase for moving up a grade.

**FRIENDS & FOUNDATION:**

- We plan to ask for more than ever before from F&F; a total of \$962k. This amount breaks down as follows:
  - Administrative Costs - \$161,238
  - Annual Operating Ask - \$200,000
  - Renovation Assistance - \$600,000

## Estes Valley Public Library District - 2024 DRAFT v1

GENERAL FUND	2022 Budget	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
<b>OPERATING REVENUE</b>					
TAXES	\$2,143,706	\$2,157,830	\$2,106,526	\$2,106,745	\$2,909,165
FEES AND INTEREST	\$5,629	\$65,479	\$124,686	\$183,346	\$133,566
DONATIONS/OTHER REVENUE	\$350,228	\$236,868	\$373,654	\$381,422	\$523,687
<b>TOTAL REVENUE</b>	<b>\$2,499,563</b>	<b>\$2,460,176</b>	<b>\$2,604,866</b>	<b>\$2,671,513</b>	<b>\$3,566,418</b>
TRANSFER FROM LONG TERM RESERVES					\$900,000
FUNDRAISING FOR BLDG RENOVATION					\$600,000
<b>TOTAL AVAILABLE FUNDS</b>					<b>\$5,066,418</b>

### OPERATING EXPENDITURES

#### SERVICES

#### PATRON SERVICES

PATRON SERVICES PERSONNEL	\$269,303	\$260,859	\$314,953	\$288,965	\$370,869
OPERATING SUPPLIES	\$1,000	\$993	\$1,500	\$1,079	\$1,250
INTERLIBRARY LOAN FEES	\$150	\$0	\$150	\$0	\$0
DURABLE SUPPLIES	\$750	\$173	\$500	\$0	\$500
<b>TOTAL PATRON SERVICES</b>	<b>\$271,203</b>	<b>\$262,025</b>	<b>\$317,103</b>	<b>\$290,044</b>	<b>\$372,619</b>

#### PROGRAMS & OUTREACH

PROGRAMS & OUTREACH PERSONNEL	\$404,940	\$320,747	\$491,187	\$391,025	\$493,735
CHILDRENS PROGRAMS & SUPPLIES	\$32,500	\$31,440	\$36,350	\$29,054	\$24,950
CHILDRENS PRINTED MATERIALS / BOOKS	\$14,000	\$9,021	\$14,000	\$9,797	\$11,000
CHILDRENS DIGITAL COLLECTIONS / EBOOKS	\$5,100	\$5,116	\$5,100	\$5,133	\$5,500
CHILDRENS MUSIC CD'S	\$3,000	\$1,465	\$4,000	\$3,830	\$4,000
CHILDRENS VIDEO / DVD'S	\$1,000	\$2,451	\$0	\$0	\$0
CHILDRENS BOOKS ON CD'S	\$0	\$0	\$0	\$0	\$0
CHILDRENS DISC PACKS/LIBRARY OF THINGS	\$3,000	\$1,030	\$1,500	\$850	\$1,500
CHILDRENS MATERIALS PROCESSING	\$4,500	\$3,499	\$4,340	\$3,124	\$3,300
TEENS PROGRAMS & SUPPLIES	\$10,100	\$10,395	\$13,400	\$14,085	\$28,370
TEENS PRINTED MATERIALS / BOOKS	\$2,000	\$2,723	\$3,500	\$3,764	\$5,000
TEENS DIGITAL COLLECTIONS / EBOOKS	\$1,900	\$1,175	\$3,500	\$4,239	\$4,000
TEENS VIDEO / DVD'S	\$360	\$424	\$3,000	\$3,513	\$4,000
TEENS MATERIALS PROCESSING	\$300	\$716	\$1,000	\$1,179	\$1,550
ADULT PROGRAMS & SUPPLIES	\$25,000	\$22,131	\$30,151	\$22,726	\$29,894
ADULT DISC PACKS/LIBRARY OF THINGS	\$6,400	\$4,308	\$4,600	\$4,178	\$6,000
ELL PROGRAMS & SUPPLIES	\$0	\$0	\$3,000	\$909	\$10,000
MAKER SPACE SUPPLIES	\$3,500	\$3,495	\$6,100	\$5,941	\$8,500
<b>TOTAL PROGRAMS &amp; OUTREACH</b>	<b>\$517,600</b>	<b>\$420,135</b>	<b>\$624,728</b>	<b>\$503,347</b>	<b>\$641,299</b>

<b>GENERAL FUND cont.</b>	<b>2022 Budget</b>	<b>2022 Actual</b>	<b>2023 Budget</b>	<b>2023 Estimate</b>	<b>2024 Budget</b>
<b>TECHNICAL SERVICES</b>					
TECHNICAL SERVICES PERSONNEL	\$304,616	\$318,897	\$363,347	\$360,387	\$399,735
<i>TS: ACQUISITIONS/ADULT</i>					
ADULT OPERATING SUPPLIES	\$1,900	\$2,061	\$1,100	\$98	\$1,100
ADULT DIGITAL COLLECTIONS / EBOOKS	\$53,000	\$60,981	\$56,710	\$56,710	\$69,000
ADULT MUSIC CD'S	\$250	\$222	\$250	\$0	\$0
ADULT VIDEO / DVD'S	\$14,321	\$10,156	\$14,321	\$10,449	\$14,500
ADULT BOOKS ON CD'S	\$18,401	\$16,412	\$18,401	\$16,300	\$15,000
LARGE PRINT	\$9,200	\$9,135	\$9,200	\$9,200	\$9,400
ADULT FICTION	\$15,766	\$17,438	\$15,766	\$15,766	\$23,000
ADULT NON-FICTION	\$17,250	\$15,890	\$16,350	\$16,350	\$17,500
REFERENCE	\$0	\$0	\$0	\$0	\$0
PERIODICALS	\$8,600	\$9,238	\$9,500	\$9,915	\$10,000
ADULT MATERIALS PROCESSING	\$11,673	\$10,451	\$9,635	\$9,635	\$10,000
ARCHIVAL DIGITIZATION	\$15,000	\$15,413	\$10,000	\$11,919	\$10,000
<i>TOTAL ACQ/ADULT</i>	<u>\$165,361</u>	<u>\$167,397</u>	<u>\$161,233</u>	<u>\$156,342</u>	<u>\$179,500</u>
<i>TS: COMPUTER &amp; DURABLE SERVICES</i>					
COMPUTER MANAGEMENT SYSTEM	\$22,450	\$17,053	\$19,500	\$19,064	\$19,250
ELECTRONIC SERVICES: PLATFORM	\$8,000	\$5,350	\$5,350	\$4,000	\$4,000
INTERNET SERVICE FEES	\$10,300	\$10,259	\$10,300	\$10,259	\$10,300
ON-LINE DATABASES	\$18,650	\$18,952	\$18,700	\$19,495	\$25,894
INTEGRATED LIBRARY SYSTEM	\$33,200	\$28,820	\$30,130	\$30,130	\$30,730
DURABLE SUPPLIES	\$28,800	\$23,895	\$16,900	\$14,778	\$16,800
COMPUTER SUPPLIES	\$4,000	\$3,918	\$4,500	\$3,811	\$5,500
COMPUTER SOFTWARE	\$5,097	\$5,613	\$11,862	\$11,708	\$13,667
MAKER SPACE DURABLES	\$3,000	\$5,218	\$2,300	\$943	\$0
<i>TOTAL COMPUTER &amp; DURABLES</i>	<u>\$133,497</u>	<u>\$119,079</u>	<u>\$119,542</u>	<u>\$114,186</u>	<u>\$126,141</u>
<b>TOTAL TECHNICAL SERVICES</b>	<b>\$603,474</b>	<b>\$605,373</b>	<b>\$644,122</b>	<b>\$630,914</b>	<b>\$705,376</b>
<b>TOTAL SERVICES</b>	<b>\$1,392,277</b>	<b>\$1,287,533</b>	<b>\$1,585,953</b>	<b>\$1,424,305</b>	<b>\$1,719,294</b>

**GENERAL FUND cont.****SUPPORT****ADMINISTRATION**

	2022 Budget	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
ADMINISTRATION PERSONNEL	\$585,185	\$574,303	\$610,298	\$610,685	\$660,389
ACCOUNTING	\$10,500	\$4,039	\$4,895	\$4,152	\$4,750
AUDIT	\$8,000	\$7,616	\$8,000	\$7,821	\$14,750
BANK SERVICE FEES	\$50	\$5	\$50	\$65	\$50
BENEFIT ADMIN (TOWN OF EP)	\$7,727	\$7,470	\$9,118	\$8,138	\$9,186
CATERING	\$2,000	\$2,491	\$2,500	\$2,921	\$4,000
COURIER	\$9,200	\$9,180	\$9,386	\$9,166	\$10,262
GENERAL LIABILITY INSURANCE	\$2,658	\$2,655	\$2,788	\$3,020	\$3,500
LEGAL FEES	\$1,000	\$0	\$4,000	\$2,514	\$4,000
PAYROLL SERVICES	\$8,500	\$8,642	\$8,700	\$9,854	\$11,850
PUBLIC RELATIONS / MARKETING	\$8,000	\$3,750	\$4,000	\$2,495	\$13,000
PUBLICATION FEES	\$3,000	\$4,259	\$3,500	\$2,117	\$2,000
COLLECTION FEES			\$1,500	\$1,216	\$750
STRATEGIC PROJECTS	\$37,600	\$37,065	\$8,600	\$6,199	\$6,810
TREASURER FEES - LARIMER CO.	\$40,234	\$40,293	\$39,491	\$39,491	\$55,343
VOLUNTEER SUPPORT	\$2,200	\$1,178	\$2,140	\$1,716	\$2,350
STAFF DEVELOPMENT	\$34,330	\$21,758	\$21,600	\$15,891	\$27,530
DUES AND SUBSCRIPTIONS	\$16,217	\$16,571	\$7,612	\$12,584	\$12,162
TRAVEL / MEALS / MILEAGE	\$5,600	\$1,413	\$2,500	\$1,703	\$6,550
MERIT POOL	\$5,000	\$4,000	\$5,000	\$4,200	\$9,000
REFERRAL BONUS PROGRAM	\$5,000	\$0	\$1,500	\$250	\$500
OPERATING SUPPLIES	\$6,000	\$5,563	\$7,000	\$4,157	\$5,000
POSTAGE	\$2,000	\$2,005	\$2,000	\$1,983	\$2,000
OVER / SHORTAGE	\$0	\$21	\$0	\$25	\$0
RENTAL / REAL PROPERTY	\$3,997	\$3,997	\$3,996	\$3,997	\$3,996
RENTAL / EQUIPMENT	\$2,300	\$2,805	\$3,200	\$3,004	\$3,704
<b>TOTAL ADMINISTRATION</b>	<b>\$806,298</b>	<b>\$761,078</b>	<b>\$773,373</b>	<b>\$759,361</b>	<b>\$873,433</b>

**BUILDING**

CUSTODIAL CONTRACT	\$36,000	\$36,000	\$36,000	\$36,000	\$39,156
PROPERTY INSURANCE	\$15,344	\$15,344	\$18,620	\$18,622	\$21,000
CYBER LIABILITY INSURANCE	\$0	\$2,985	\$3,284	\$3,060	\$3,448
FLOOD INSURANCE	\$4,820	\$4,820	\$5,661	\$5,661	\$6,627
JANITORIAL SUPPLIES	\$6,500	\$4,052	\$4,000	\$5,161	\$4,500
FURNITURE & FIXTURES < \$5K	\$7,000	\$11,140	\$9,200	\$8,171	\$5,000



<b>GENERAL FUND cont.</b>	<b>2022 Budget</b>	<b>2022 Actual</b>	<b>2023 Budget</b>	<b>2023 Estimate</b>	<b>2024 Budget</b>
MAINTENANCE CONTRACTS	\$16,375	\$16,494	\$37,100	\$16,418	\$17,100
BUILDING MAINTENANCE	\$22,500	\$19,791	\$31,375	\$35,226	\$56,700
EQUIPMENT MAINTENANCE	\$2,300	\$2,600	\$3,336	\$3,348	\$5,456
TELEPHONE	\$4,200	\$4,105	\$4,200	\$3,987	\$4,255
NATURAL GAS	\$6,000	\$11,472	\$9,500	\$10,700	\$13,000
ELECTRIC	\$22,000	\$17,765	\$19,600	\$18,800	\$20,000
WATER	\$1,600	\$1,590	\$1,600	\$1,850	\$2,050
SEWER	\$1,000	\$1,223	\$1,600	\$1,635	\$1,750
TRASH DISPOSAL	\$4,500	\$5,066	\$5,220	\$5,720	\$6,000
<b>TOTAL BUILDING</b>	<b>\$150,139</b>	<b>\$154,447</b>	<b>\$190,295</b>	<b>\$174,358</b>	<b>\$206,042</b>
<b>CAPITAL + RESERVES</b>					
CAPITAL / BUILDINGS	\$61,145	\$26,526	\$15,370	\$24,509	\$2,060,500
<b>TOTAL CAPITAL</b>	<b>\$61,145</b>	<b>\$26,526</b>	<b>\$15,370</b>	<b>\$24,509</b>	<b>\$2,060,500</b>
<b>TOTAL SUPPORT</b>	<b>\$1,017,582</b>	<b>\$942,051</b>	<b>\$979,038</b>	<b>\$958,228</b>	<b>\$3,139,975</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,409,859</b>	<b>\$2,229,584</b>	<b>\$2,564,991</b>	<b>\$2,382,533</b>	<b>\$4,859,268</b>
<b>PROJECTED ANNUAL BALANCE*</b>	<b>\$89,704</b>	<b>\$230,592</b>	<b>\$39,874</b>	<b>\$288,980</b>	<b>\$207,150</b>

\*Funds applied to Long Term Reserves to support 10-Year Financial Plan

<b>CAPITAL RESERVE FUND</b>	<b>2022 Budget</b>	<b>2022 Actual</b>	<b>2023 Budget</b>	<b>2023 Estimate</b>	<b>2024 Budget</b>
<b>BEGINNING RESERVE BALANCE</b>	\$0	\$229,082	\$233,000	\$239,230	\$0
ADDITIONAL RESERVES (Ins Proceeds & Transfers)				\$128,594	\$200,000
FEEs AND INTEREST	\$0	\$4,010	\$4,600	\$7,206	\$9,000
<b>TOTAL FUND BALANCE &amp; REVENUE</b>	<b>\$0</b>	<b>\$233,093</b>	<b>\$237,600</b>	<b>\$375,030</b>	<b>\$209,000</b>
<b>EXPENDITURES</b>					
SINGLE ROOF & FLAT ROOF REPLACEMENT	\$0	\$0	\$114,000	\$154,016	\$0
PAINT & SEAL EXTERIOR WOOD SIDING	\$0	\$0	\$16,000	\$13,833	\$0
ARCHITECT	\$0	\$0	\$50,000	\$50,000	\$0
AV MEETING ROOM PROJECT	\$0	\$0	\$87,000	\$87,000	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$267,000</b>	<b>\$304,849</b>	<b>\$0</b>
<b>PROJECTED ANNUAL BALANCE</b>		\$233,093	-\$29,400	\$70,181	\$209,000



## Monthly Administration Report November 2023

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### Financials - Seckman

**October 2023 YTD Budget Report:** With 83.33% of the year complete, total revenue is at 87.34%, County revenue is 99.79% and Specific Ownership is at 93.78%. Total expenditures are at 77.11% (total Operating at 76.61%).

**Capital Reserve Fund Budget Report:** With 83.33% of the year complete, total revenue is at 119%, and total expenditures are 94%.

ColoTrust PLUS Account Daily Yield is **up to 5.5465%** on October 31 from 5.5235% on September 30.

A review of all **insurance policies** is still in process. Due diligence will be complete in time for the final 2024 budget.

**2023 Budget estimated end-of-year surplus:** an analysis will be provided at the Board meeting.

### Property Tax and 2024 Budget Update:

#### Knowns:

- Proposition HH did **not** pass. Therefore:
  - The Preliminary Certification of Valuation that was received from the Larimer County Assessor on August 25<sup>th</sup> in the amount of **\$2,767,165** is the best estimate of property tax revenue and is reflected in the 2024 Budget Draft v3.
  - The 2023 Budget Calendar is scheduled to proceed **as normal**, meaning:
    - **Final Certification of Valuation** due from Larimer County by December 10th, as per usual.
    - Final approval of the 2024 Budget to take place at the December 11th Board Meeting
    - **Mill levy certification due** to Larimer county by December 15th.
- Under **current law SB 22-238** we will receive a backfill for 2023. Using a calculator tool provided by the Special Districts Association (SDA), our estimated backfill will be **~\$138,785**. At this time the schedule of receipt is April 2024.

#### Unknowns:

- After the failure of Proposition HH, the Governor has called a Special Session to determine next steps to bring property tax relief to homeowners.
- Per information received from the SDA, the perception within the Colorado General Assembly is that there is an incredible windfall for local governments.

- It is possible that this will result in reduced assessment rates which would result in reduced revenue of an unknown amount for 2024. My assessment of this ‘windfall’ for EVPLD is only ~\$200,000 calculated as follows:

Actual 2023 Property Tax Revenue Received	\$1,974,526
2023 Backfill (Rev. should have rec’d in 2023)	<u>138,785</u>
Total 2023 Revenue	\$2,113,311
2024 Preliminary Valuation	<u>\$2,767,165</u>
<b>Increased Revenue</b>	<b>\$653,854</b>
Less Deferred Maintenance	(350,000)
Less Capital Reserve Min Requirement	<u>(100,000)</u>
<b>Amount Remaining for Operations</b>	<b>\$203,854</b>

## Facilities - Antozzi

The roof and pigeon mitigation contract work are complete with no additional signs of leakage (or pigeons!). However, when the snow melted after a recent snowstorm we had problems with a significant amount of water dripping from the roof onto the front entrance way sidewalk. To resolve the problem, GreenPoint Roofing has added a front entranceway gutter.

All scheduled, budgeted 2023 facility tasks have been completed.

Janet has reviewed utility costs for further analysis of the library’s various systems.

## Communications - Hazelton

The **new website** is progressing very well. The “Treehouse” team (Allison, Brad, and Kirby) has consolidated, edited, re-formatted, and archived the Library’s website content. Over the next six weeks, we’ll be sharing the website internally for “pressure testing,” and accordingly responding to staff task tickets to fix any bugs, all while fleshing out various design elements with photos and graphics.

In January, we’ll transition to a new calendar system and in early February, the website will go live to the public. We can see the finish line!

## HR - Stensland

The HR Team has been working with Laurie Graves from Graves Consulting to update our **Compensation Philosophy**. Laurie is also working on our annual compensation review. She will be presenting to the staff on November 16 at the monthly staff meeting.

The Library has received another shipment of free **COVID-19 test kits** from Larimer County Health Department and is making them available to the public while supplies last.

**3rd quarter Staff Development** (consisting of Strategic Planning, Procedures for Working with Youth and a field trip to Eagle Rock School) was generally well received by those staff who filled out the survey. 4th quarter Staff Development began with an excellent presentation on benefits by

Cindy Seckman. It will be followed by a holiday potluck breakfast in December. Dates have been set for Staff Development 2024.

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## Patron Services - Wisneski

**Unique Management Collection:** In October we added three accounts totaling \$272.90, collected \$186.86 in materials and \$53.49 in cash. Year-to-date figures show we have collected \$1060.67 in materials and \$307.48 in cash. Unique Management is currently on their second round of phone calls with all accounts submitted as of August 1st.

One round of skip tracing has occurred with all accounts whose mail was returned, and Unique will continue running multiple rounds of skip tracing. Skip tracing is a process to find a debtor who has relocated or disappeared to avoid legal responsibilities such as debt payments. The process involves verifying the debtor's information, searching public records, and contacting people who know the debtor.

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## Director's Report - Perrault

- o **Proposed Design-Build Project:** The original request to the Design-Build team was, "can you deliver substantive changes for \$1.5m?" The Design Advisory Group has concluded that the results of a price-specific plan are so-so. We've asked them to reconsider the project from a new approach, "Here are all the design elements we believe will make this a destination library. What will this cost? And can it be phased?" This reframe will delay the project by 6-8 weeks.



[A photo of the Design-Build team's public engagement process from October]

- o **2024 Work Plan:** Please find attached the final version of the 2024 annual plan of the 5-year strategic plan. We'll be sharing this on the website before the start of the year for public awareness.
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## Library Friends & Foundation - Walsh

We welcome Ryan Bross to the Friends of the Library - Foundation board. Gary DeWaal resigned.

The Cliffhanger remodel is complete. Please come visit the new Mystery room and improved Classics section.

Volunteer Appreciation was a success on November 12 with 35 volunteers receiving free books at Cliffhanger.

Please celebrate the Library on Colorado Gives Day - December 5 with a donation.

<https://www.coloradogives.org/organization/EstesValleyLibrary>



# 3rd 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 Q3

1. Please refer to [CNA Check-In: September 2023](#) for the most up to date progress on this measure.
2. Star Library metrics are incorporated into the Library's 5-year strategic plan: we are currently proposing activities for the 2024 operating plan and are giving the same weight in consideration of star library metrics as we do to cost and timeline.
3. The Tactical team finalized decisions on the proposal of activities for the 2024 operating plan.

## **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 Q3

1. Complete (reviewed in prior Strategic Reports).
2. According to our self-reporting (staff and patron) mechanisms, 62% of Q3 program attendees *who identified a marketing referral source* named the website as their source for program information. 23% attributed program registration to the newsletter, and 9% to "word of mouth." Note that about 35% of our Q3 program attendees selected a referral source during registration.

Interestingly, only 1% of reporting program attendees attributed their program knowledge to "Facebook," but in Q3, our digital tracking links cataloged a cumulative 342 clicks from program links in social media postings, which would be closer to 33% of overall program attendance.

As an aside, In Q3, we migrated our website's Google Analytics account over to the new "GA4," which is Google's latest iteration of Analytics that gathers event-based data from both websites and apps in a more customizable way. Website and other digital data can flesh out the "story" of how patrons/community members are hearing about programs and other Library offerings, vs. primarily depending on self-reporting.

We continue to evaluate multiple data sources to determine where, generally, Library patrons are learning about programs, and what eventually converts awareness into action (registration and attendance).

## **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 Q3

1. Q3 staff development included Strategic Plan Brainstorming, Working with Youth Procedures, and a field trip to Eagle Rock School. A total of 19 staff responded to the survey. 74% reported that Q3 staff development was helpful to them in their role as a Library employee. 26% reported that they were unsure if the staff development was helpful to them in their role as a Library staff member.



2. The video onboarding system is a little behind the projected timeline but is in progress.
3. So far this year, we have said goodbye to 2 staff members, compared to an average of almost 6 staff members during the first 3 quarters of each of the past 3 years. So the Library is on track to retaining a greater number of staff by Q4.
4. In a survey sent out to volunteers at the end of Q3, 100% of volunteers who responded reported that they were satisfied with their role. 75% of volunteers reported feeling a part of the Library team. We received some helpful comments, especially on how volunteers like to be recognized and what would increase their feeling of team participation.
5. See previous report.
6. *Monday.com* continues to be a regular part of the Tactical meeting review.

## **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 Q3**

1. During Q3 GreenPoint and our handyman applied additional sealant to the HVAC unit seams to alleviate leaks to the new roof. Also during Q3, GreenPoint and the sealant company, GACO, inspected the sealant which was applied to the flat roofs. The installation of the sealant met GACO's specifications for the GACO Sealant 20 year warranty.
2. No report.

3. Design phase is in process. There is currently a \$1.5 million placeholder in the 2024 budget draft.

**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 Q3**

1. In addition to the recurring reporting calendar, we added a device inventory spreadsheet to our long-term reminder board on *Monday.com* to better organize and track regularly-scheduled equipment replacement.
2. Ford AV completed the installation of new presentation systems in both the Wasson and the Hondius rooms. A big thank you to all library teams for their patience during construction! Ford engineers came up for two extra site visits to solve small programming problems, but everything is working well and has been used by the Board of Trustees, several patron groups, and the Programs and Outreach team for both hybrid and in-person presentations. We continue to improve the instructions left out for everyone as we get more feedback, and are planning to replace the in-podium computers after the report in Performance Measure 1 in this objective.

**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 Q3

1. Project completed end of Q1.
- 

## 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 Q3

1. Total 2023 circulation is down 4% YTD over 2022.

A new display has been added to the Makerspace for maker-specific circulating materials. A second display area in the children’s room has been added, which rotates monthly with other library displays. Introduction of Blu-rays is also expected to positively impact circulation.

Circulation YTD:		<b>Q3 2022</b>	<b>Q3 2023</b>
Physical Materials		94,940	86,226
Digital Materials		25,582	29,159
<b>TOTAL Circulation</b>		<b>120,522</b>	<b>115,385</b>

2. No report.
3. Website sessions are up 9.7% YTD over 2022. See CNA update from Primary Objective in area 1, Grow Internally to Succeed Externally. (92,302 in 2023 and 84,081 in 2022)

Website sessions YTD		<b>Q3 2022</b>	<b>Q3 2023</b>
		84,081	92,302

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### 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 Q3**

1. The goal of reaching 814 participants was exceeded in Q1. Since the beginning of 2023, 1,362 attendees have participated in 85 literary events. 608 participated virtually and 754 participated in person between both on and offsite events.

**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 Q3

1. One of one 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.

July's Living Room Conversation on Disability & Ableism had good participation from an audience with a variety of disabilities. The participants engaged in dialogue and reported feeling heard and respected by others.

August and September's Living Room Conversation on Cancel Culture and Resilience & Uncertainty were canceled due to lack of participation.

## **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 Q3

1. This goal was achieved in Q2 At the end of Q3 2023, P&O has participated in a total of nine community events. 1,364 community members have been reached through these events thus far in 2023.

Events in Q3 included the MacGregor Ranch 150th Anniversary Community Picnic, the Estes Park School District's Back to School Open House, supporting programs for the 150th Anniversary of Isabella Bird's ascent of Longs Peak and a Makerspace program to design/craft a float for the Catch the Glow Parade.

2. This goal was achieved in Q2. In Q3 2023, Adult Services Librarian White presented at Good Sam.

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## 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 Q3**

1. The Tech Arts Librarian will provide two database specific programs in Q4 to catch up on this assignment. We are requesting additional funding in 2024 to bring *Craft & Hobby+* online platform to our users, to increase digital collection use and assist library staff with their hands-on 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%.

**Progress Q3**

1. At the current rate, **we will need to increase our efforts** to reach our circulation goal. At the end of Q3 2023, children's materials circulation was 28,128. Our goal is 45,623 by the end of Q4 2023.
2. At the current rate, **we are on track** to reach and exceed our program goal of 7,923. At the end of Q3 2023, 109 programs targeting ages 0-5 received 2,012 participants. The total number of participants thus far in 2023 is 6,154. We are 1,769 participants away from achieving this goal.

**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 Q3**

1. At the current rate, **we are on track** to reach our goal of 238 more patrons aged 6-18 having circulated at least one item by the end of the year. At the end of Q3, 163 unique patrons aged 6-18 have circulated at least one item. We are 75 patrons away from achieving this goal.

Youth Librarian Vegas presented to the Middle and the High School once each in Q3.





ESTES VALLEY LIBRARY

# 2024 **Work Plan**

# 2024-2028 Strategic Plan

## VISION

A connected Valley where people and ideas flourish

## MISSION

To be a hub of community-driven resources for people to share

## VALUES

**Intellectual Freedom:** *Offering unrestricted access to the world of ideas*

**Community:** *Fostering connections as the village gathering place*

**Hospitality:** *Providing service excellence in a welcoming environment*

**Teamwork:** *Ensuring a respectful, cooperative culture*

**Professionalism:** *Demonstrating integrity in all we do*

## GOALS

1. We respond to community needs.
2. We bring people back to a vibrant library.
3. We reach outside library walls to build community.
4. We invest in our team and operations.



# 2024 Work Plan

## RENOVATE THE BUILDING & REINVIGORATE SOCIAL INFRASTRUCTURE

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### Goal 1: Respond to community needs.

#### Objective A: **Gather and build upon patron data and feedback**

*Tactic 1:* Standardize a system for **capturing patron input** in order to better inform services and respond to community needs

*Tactic 2:* Explore **optimal hours of service** to account for post-COVID behaviors, paid parking, and Bond Park events

*Tactic 3:* Implement new, streamlined, user-friendly **event calendar system**

*Tactic 4:* Conduct a **Library Communications audit**

#### Objective B: **Provide responsive services and resources to a diverse public**

*Tactic 1:* Evaluate collections to **reduce hold wait times** and **favor what circulates**

*Tactic 2:* Add and promote **Freegal (music)** to our digital collection

*Tactic 3:* Implement **translation technology** for service desks

*Tactic 4:* Re-introduce **Book a Librarian services**

*Tactic 5:* Add **color copier/printer** for patron use

### Goal 2: Bring people back to a vibrant library.

#### Objective A: **Refresh spaces to energize the Library experience**

*Tactic 1:* Engage professional design team to **renovate the Library** so that it better responds to patron needs.

#### Objective B: **Tend to comfort, accessibility, and safety**

*Tactic 1:* Create and implement an **ADA/website accessibility plan** to comply with HB 21-1110

#### Objective C: **Make patrons the main characters of the Library story**

*Tactic 1:* Implement integrative **marketing tool** that connects with the Integrated Library System, events calendar, program registration system, and e-book platforms

### **Goal 3: Reach outside library walls to build community.**

#### **Objective A: Meet target audiences where they are**

*Tactic 1:* Participate in a minimum of **six annual community events**

*Tactic 2:* **Identify target audiences** to better serve individuals in the community

#### **Objective B: Nurture our village partnerships**

*Tactic 1:* **Align database subscriptions with student needs** in consultation with our school partners

*Tactic 2:* **Reinvigorate village partnership lists, planning guide and MOUs**

#### **Objective C: Enable community conversations**

*Tactic 1:* Create opportunities to help **program participants engage with each other**

*Tactic 2:* Explore **Public Deliberation training** for staff and volunteers

### **Goal 4: Invest in our team and operations.**

#### **Objective A: Take the team to the next level (excellence)**

*Tactic 1:* **Tour other libraries** for inspiration on how to improve operationally

*Tactic 2:* Establish consistent **customer service standards & procedures**

*Tactic 3:* Cross-train TS Team on the **1st floor service desk**

*Tactic 4:* Train PS Team on effective **Reference Interview techniques**

*Tactic 5:* Maintain our excellent **staff retention strategies**

#### **Objective B: Prepare for the future**

*No 2024 activities*

#### **Objective C: Ensure the Library's financial health**

*Tactic 1:* **Communicate with property taxpayers** on the value of their investment in the Library

# Estes Valley Library

## Internet Policy

The Estes Valley Public Library District (Library) generally applies the same intellectual freedom, access, and privacy commitments to Internet use as it does to traditional resources, but with several significant distinctions due to the nature of the digital world.

- Accessing the Internet using any of the Library's systems constitutes acceptance by the user that they have read and understood the terms as stated in this and all other Library policies. Each individual is responsible for their own acceptable use of the Internet.
- The Library respects user privacy and will not release information on the use of specific Internet resources by users except as necessary for Library operation or as required by law.
- Both federal and Colorado law require Internet filtering. The Library fully complies with these legal mandates (Colorado Revised Statute 24-90-601; Children's Internet Protection Act (CIPA), Pub.L.No. 106-554) The Library may remove filters under specific circumstances.
- All users assume responsibility for obeying federal and Colorado laws, including copyright law.
- The Library's public computers are behind a firewall that blocks malicious content such as viruses and spyware. The Library's block on malicious content cannot be bypassed for users.
- The Library network is not secure. Users assume all responsibility for liability when they choose to transmit sensitive personally identifiable information over the Library's network, and do so at their own risk.
- The Library reserves the right to require a Library Account in good standing be established and maintained for computer and wifi use.
- In general, the Library expects Internet users will be both law-abiding and civil. As appropriate, the Library will monitor internet use to validate system security and compliance with this policy.

### Loss of Network Use

1. Users may not attempt unauthorized access to any computer system. Users may be asked by Library staff at any time to disconnect any personal device that the staff member deems a threat to the operation of the computer, the network, the smooth operation of

the computer area in general, or the security of the Library and/or its patrons. Failure to comply constitutes a breach of the Library's [Patron Behavior policy](#).

2. Users viewing explicit images in the Library will be required by staff to ensure that others cannot view the images. Refusal to do so, when requested by the Library staff, constitutes a breach of the Library Patron Behavior policy.

3. Users who violate this policy or the Patron Behavior policy may be banned from the use of the Library network. A network ban may be undertaken without prior communication with the user and may take the form of restricting a specific user-owned device from the use of the Library's wireless network. The Library takes no responsibility for the loss of work or network time that results from a user's device being banned from network use. Users banned from the use of the network may appeal the ban in writing to the Library director.

### **Use of the Internet by Children and Teens**

All library computers are filtered. However, filtering software may not block everything that might be considered objectionable. Parents and designated caregivers are responsible for their minor children's behavior while using computers at the Library.

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Please refer to the **Confidentiality of Library Records and Patron Behavior Policies** for more information.

The Estes Valley Library **Internet Policy** was formerly the Internet Use and the Internet Filtering policies, adopted and approved by the Estes Valley Public Library District Board of Trustees in 1997, 2004, 2006, 2010, 2013 and 2016. They were combined into one policy and approved on June 15, 2020 and revised on November 20, 2023.

**RESOLUTION/ORDINANCE FOR SUPPLEMENTAL BUDGET  
and APPROPRIATION**

(Pursuant to Section 29-1-109, C.R.S.)

A RESOLUTION/AN ORDINANCE APPROPRIATING ADDITIONAL SUMS OF MONEY  
TO DEFRAY EXPENSES IN EXCESS OF AMOUNTS BUDGETED FOR THE  
ESTES VALLEY PUBLIC LIBRARY DISTRICT,

COLORADO.

WHEREAS,

(Describe the circumstances concerning adoption of this Resolution/Ordinance):

The receipt of INSURANCE PROCEEDS in the amount of \$44,012.25  
(Describe the unanticipated revenue or revenues not assured at the time of the  
adoption of the budget from any source **other than the local government's  
property tax mill levy.**)

NOW, THEREFORE, BE IT RESOLVED/ORDAINED BY THE BOARD OF TRUSTEES  
OF THE ESTES VALLEY PUBLIC LIBRARY DIST, COLORADO;

Section 1. That the 2023 appropriation for the CAPITAL RESERVE FUND  
fund is hereby increased from \$ 233,000 to \$ 277,012 for the  
following purpose:

repair and/or replacement of the roof and siding of the library building

ADOPTED, this 20th day of November, A.D., 2023.

Attest: \_\_\_\_\_  
President

\_\_\_\_\_  
Director

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**RESOLUTION FOR  
SUPPLEMENTAL BUDGET APPROPRIATIONS TO THE 2023 BUDGET**

**WHEREAS**, the Board of Trustees of the Estes Valley Public Library District has adopted the 2023 annual budget in accordance with the Local Government Budget Law on December 12<sup>th</sup>, 2022; and

**WHEREAS**, additional costs related to the replacement and repair of the roof within the Capital Reserve Budget have been identified that were not known or included in the original annual budget.

**BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE ESTES VALLEY PUBLIC LIBRARY DISTRICT, COLORADO:**

That the appropriations be increased by \$37,850 for additional costs to replace and repair the roof at 335 E. Elkhorn Avenue. This amount is hereby appropriated from available fund balance.

Fund #	Fund Name	Existing Appropriations	Amendment	Amended Appropriations
101	Capital Reserve Fund	\$267,000	\$37 850	\$304 850

ADOPTED this 20th day of November, 2023.

ESTES VALLEY PUBLIC LIBRARY DISTRICT

\_\_\_\_\_  
President

ATTEST:

\_\_\_\_\_  
Director