

Keene Memorial Library Board Meeting  
Keene Memorial Library-Downstairs Large Meeting Room  
1030 N. Broad St., Fremont, NE  
7:30 P.M.  
June 20, 2022

AGENDA

Call to Order/Notice of Meeting

1. Roll Call
2. Motion to adopt current agenda for June 20, 2022 regular meeting agenda
3. Dispense with and approve May 16, 2022 minutes (attachment)
4. Unfinished Business
  - a. Policy Manual update – Staff assistance to Patrons, WiFi Use (new policies)(attachment)
5. New Business
  - a. Continuing Education Short-Takes Video presentation – What It Means to be a Trustee (attachment)
  - b. Discussion Questions
6. Reports
  - a. Library Director’s Report
    - i. Month in Review
    - ii. Expansion Project Update
    - iii. Library Accreditation Update (attachment)
    - iv. Library Board Accreditation Update
  - b. Friends of the Library Report
  - c. Finance-Library Expenditures Report (attachment)
7. Adjournment

Next Regular Board Meeting July 18, 2022 at 6:30 pm –**City Council Chambers 2nd Floor, please take note of the different location.**

Agenda posted online at [www.fremontne.gov/library](http://www.fremontne.gov/library) and emailed to Library Board members on June 13, 2022. This meeting is preceded by publicized notice in the Fremont Tribune and the agenda is displayed in the Administration Office at Keene Memorial Library, 1030 North Broad Street. A Copy of the Open Meeting Law is posted at the entrances of the meeting rooms. The Library Board reserves the right to go into Executive Session at any time. The Library Board reserves the right to adjust the order of items on this agenda.

Keene Memorial Library Board Meeting  
Large Meeting Room  
1030 N Broad St, Fremont NE  
6:30 P.M.  
May 16, 2022  
Minutes

Held at the Keene Memorial Library Large Meeting Room and Board Vice-President Linda McClain called the meeting to order at 6:32 pm.

**Roll Call**

The following members were present: Amanda Moenning, Linda McClain, LeAnn Rathke and Becky Pence. Ryan Fiala was absent until approximately 6:37 pm. Also present was Laura England-Biggs, Library Director and Interim City Administrator and Finance Director Jody Sanders. Senior Office Associate Tracy Parr will be recording the meeting minutes.

**Notice of Meeting and Agenda**

The meeting was preceded by publicized notice in the Fremont Tribune and the agenda is posted in the Administration Office at Keene Memorial Library, 1030 North Broad Street, online at [www.fremontne.gov](http://www.fremontne.gov) and distributed by email. A copy of the Open Meetings Act is posted continually for public inspection and is located near the entrance of the meeting room.

**Agenda**

Motion to adopt agenda for May 16, 2022 regular meeting. Board Member Rathke moved, seconded by Board Member Moenning to adopt the agenda for May 16, 2022 Library Board Meeting. Ayes: Moenning, McClain, Rathke and Pence. Motion carried 4-0.

**Reading of Minutes**

Board Member Moenning moved to dispense with and approve the April 18, 2022 special and regular board minutes, seconded by Board Member Pence. Ayes: Moenning, McClain, Pence and Rathke. Motion carried 4-0.

**Unfinished Business**

**Policy Manual Update-Jetpacks/Wireless Hotspots/e-Readers 10.7**

Director Laura England-Biggs went over the proposed changes to 10.7 of the Policy Manual, that would change wording to omit Fremont and just say proof of permanent residence needed under 10.7.1 and changing 10.7.2 to add the stipulation of one of each type of device rather than one device per household. During discussion of the proposed changes Interim City Administrator and Finance Director Jody Sanders brought up that 10.9.1, pertaining to the Digital Projector, also specifies needing proof of permanent Fremont residence and should we change it by omitting Fremont too. An amendment to add the deletion of Fremont from 10.9.1 was made with Board Member Moenning making the motion and seconded by Board Member Rathke. Ayes: Moenning, McClain, Rathke, Pence and Fiala. Motion Carried 5-0. A motion to accept the amended changes to the policy manual as proposed was made by Board Member Pence and seconded by Board Member Moenning. Ayes: Moenning, McClain, Rathke, Pence and Fiala. Motion Carried 5-0.

**New Business**

**Welcoming of new Board Member Ryan Fiala**

Board Member McClain introduced him to the group. No motion was taken.

**Election of Officers: Board President**

Board Member McClain mentioned that due to the resignation of Tom Adamson that was accepted at the March 21, 2022 meeting, we need to elect a new Board President. Board Member Moenning nominated Linda McClain to be the new Library Board President. Board Member Moenning made the motion and it was seconded by Board Member Pence. Ayes: Moenning, Rathke, Pence and Fiala. Board Member McClain abstained from the vote. Motion Carried 4-0 with one abstention.

**Election of Officers: Vice President**

Newly elected Library Board President McClain stated that since she was the Vice President previous to becoming Board President we would now need to elect a new Vice President. When the Board was asked for suggestions there was a unanimous decision to nominate Board Member Pence to the position. A motion to nominate Board Member Pence was made by Board Member Moenning and seconded by Board Member Rathke. Ayes: Moenning, McClain, Rathke and Fiala. Board Member Pence abstained from the vote. Motion Carried 4-0 with one abstention.

## **Reports**

### **Library Director's Report Month in Review**

Director Laura England-Biggs went on to let the Library Board know that she attended a Library Staff Meeting on Tuesday April 19<sup>th</sup> to discuss library policies, First Amendment Audits and the upcoming all-staff meeting in June among other topics.

She attended an online COSUGI Conference April 19-21 that was mostly about BlueCloud Analytics reporting software and roadmaps to Horizon development.

She has continued reading at Headstart in the Red Room on Wednesday mornings and let the Board know that this Wednesday is the last one for this school year.

She attended several different NLA (Nebraska Library Association) Board meetings on different topics.

Attended the Friends annual meeting and the Jonis Agee author presentation on Sunday April 24<sup>th</sup>.

Lots of grant work with Linda McClain. She let everyone know that the library received a \$250,000 grant award notification from an anonymous foundation, and they continue to work on the Shovel-Ready Grant follow-up for submission this Thursday May 19<sup>th</sup>. She went on to say that the Expansion Project has raised about \$7,470,054.15, putting us at 79.4% committed.

She attended a Creative District meeting with larger group.

The library hosted a Red Cross Blood Drive that we moved from the library to the City Auditorium, and we received 21 units of blood on a goal of 17 units.

Attended a SKILLS meeting in Schuyler.

Fremont Area Big Give was May 10<sup>th</sup> and the latest amount we know of raised was \$9,705. This is not the final number and we received this in part not only to donations and a matching donor, but by being a recipient of a \$500 Golden Ticket and some bonus prizes.

Started meeting with the Architects for deeper dives into the design to discuss things like storage needs, placement, etc... For the June 1<sup>st</sup> meeting we are looking to include the City's IT department.  
No action taken.

### **Expansion Project Update**

Director Laura England-Biggs said that some Expansion related topics were discussed in her month in review, but did share that plans were included in the agenda packet for the project and that she has larger plans available for anyone to look at upstairs in her office if anyone is ever interested. No action taken.

### **Library Accreditation Update**

Director Laura England-Biggs stated that this process is done every 5 years and that it used to be every 3 years. We are currently at a Silver status at 202 points and we made silver by just 2 points. To achieve a Gold status we would need to achieve 250 points out of 275 possible. In 2026, we will have to work on the process again.

### **Library Board Accreditation**

Director Laura England-Biggs let the Board know that we currently have 6 hours of continuing education, and we need 20 hours by December. She suggested that the Board could watch a short video for Trustees called Short Takes at the beginning of meetings that would probably take 15 minutes or so, including a brief discussion afterwards. By doing this at each monthly meeting we can get close to reaching the goal of 20 hours. Another way to get hours is attending the NLA Conference in Kearney in October. This is a 2-day conference and if one or two Board Members attend we can get hours to complete then. Board President McClain suggested watching the videos at the beginning of normal meetings and skipping meetings that have a lengthy amount of topics already to discuss. She also committed herself to the 2-day conference in October to get hours then too. No action was taken.

**Friends of the Library Report**

The Friends are excited about the Big Give and continuing with the ongoing book nook at Dave’s Drive-In Liquor. No action taken.

**Finance**

Director England-Biggs said that everything is in order and that even though it looks like we have spent almost our entire budgeted amount in 3079 (Other Commodities) that is due to spending money that isn’t reflected in the budget line due to grants we have received and spent mostly out of this cost center. No action taken.

With no further business, motion to adjourn was made at 7:27 p.m. with Board Member Pence making the motion and Board Member Rathke seconding it. Ayes: Moenning, McClain, Rathke, Pence and Fiala. Motion carried 5-0.

Next meeting will be held in the Large Meeting Room at the Library on June 20, 2022 at 6:30 pm. Board Member Rathke informed the rest of the Library Board that she would not be able to attend the June meeting.

Prepared by Tracy Parr, Senior Office Associate

Signed by Amanda Moenning, Library Board Secretary

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## STAFF SUPPORT TO PATRONS POLICY

The Keene Memorial Library strives to provide insightful, friendly, and helpful service to our patrons. This includes reference, reader's advisory, assistance in locating and checking out materials, and using the technology and materials available from the library. Our goal is to empower patrons through education and the support they need to learn new skills and make informed choices.

- Library staff do not have medical, legal, tax, or other professional services training and are prohibited from offering advice in those or other areas best served by trained professionals. Library staff may only assist patrons in locating information about those services and providers, and may not recommend specific service providers or forms.
- Patrons should not share personal, private, or financial information (other than to pay fees owed to the library) with library staff, and library staff should maintain patron privacy by avoiding situations in which such information is viewable.
- Library staff may assist patrons with accessing computer programs/websites, offer instruction on using computer programs/websites, and answer questions about program functions. Staff may not prepare finished materials for patrons such as filling out forms and applications, typing documents, or formatting graphical materials such as flyers, invitations, or business materials.
- Library staff may not physically handle a patron's personal technology device.
- Library staff may assist patrons in scanning or copying materials at the printer/copier. If patrons have large amounts of copying, they should receive instruction in how to use the machine so that library staff is free to assist other patrons.

## **WIRELESS INTERNET POLICY**

Free wireless Internet access (WiFi) is available at the Keene Memorial Library. Access points are unsecured and filtered to comply with the Children's Internet Protection Act (CIPA) regulations.

### **Limitations and Disclaimers**

- Not all webpages and/or websites may be available through the library's WiFi. By choosing to use this free service, you agree to abide by the Library's Acceptable Use Policy. This policy states the limitations of Internet access, your responsibilities for using that access, and provides examples of acceptable and unacceptable uses.
- The library's wireless network is not secure. Information sent to and from your connected device may be captured by an outside entity/person with a wireless device and the appropriate software.
- The library's wireless access includes security tools aimed at protecting the City of Fremont and Keene Memorial Library's network. The library assumes no responsibility for the safety of equipment or for device configurations, security, or data files resulting from connection to the library's wireless access. All wireless access users are responsible for their own virus protection on their devices. The library will not be responsible for any information (e.g. personal or credit card data) that is compromised, or for any damage caused to your hardware or software due to electric surges, security issues, or consequences caused by viruses or hacking.
- Use of the Keene Memorial Library's wireless connection is entirely at the risk of the user. The library disclaims all liability for loss of confidential information or damages resulting from that loss.

# United for Libraries



Association of Library Trustees,  
Advocates, Friends and Foundations  
*A division of the American Library Association*



## Short Takes for Trustees

### **What It Means to Be a Trustee**

***Resource Guide***

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November 2014

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# Fiduciary Responsibility for Governing Boards

Governing boards have both legal and fiduciary responsibilities. Many trustees take this to mean that they are responsible for ensuring that the library's budget is spent well and fully in accordance with the library's mission, and that the library operates within the law. Certainly, these are important aspects of their duties.

Fiduciary responsibility, however, should be viewed in much broader terms – especially in relationship to an entity as important as the public library. Stephen R. Smith, in writing about the duties of a nonprofit board, says that fiduciary responsibilities extend to duty of due care, duty of obedience, and duty of loyalty. Duty of care, he says, “requires that a director [trustee] perform his or her responsibilities as a board member in good faith and with the care that an ordinarily prudent person in a like position would use under similar circumstances.” In addition, he lists the following as requirements for acting with due care and due obedience:

- Adopting policies and procedures that provide for effective oversight of management.
- Attending board and committee meetings to which they are assigned so that they will have an opportunity to obtain the information necessary to make an informed judgment about matters on which they must make decisions on behalf of the corporation [library].
- Acting in an independent manner and exercising independent judgment in matters affecting the nonprofit.
- Ensuring that the nonprofit acts in accordance with its exempt purposes.<sup>1</sup>

The duty of loyalty is basically one that requires that individual trustees always act in the best interest of the library and never in his or her own best interest. Because of the importance of this obligation, it is wise for boards to require that every member sign conflict of interest and ethics statements. If your board does not already have these in place, working on their development will give everyone an opportunity to reflect on their positions as well as safeguard any future actions of malfeasance by members. Examples of both are included in the resource guide for the Board Ethics video.

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<sup>1</sup> Stephen R. Smith, “Directors and Officers on Behalf of the Board” in, *The Nonprofit Legal Landscape*. BoardSource, 2005.

# Directors and Officers Insurance

The subject of trustee liability is one that should be taken seriously and addressed. Federal law and state laws in many cases protect individuals from harm in a lawsuit if they have acted in good faith – even if a decision they made turned out to be one of poor judgment or erroneous. In addition, anyone bringing suit against an individual trustee or trustees has the burden of proof to show that the individuals did *not* act in good faith.

That's all well and good, but protecting trustees from liability when acting in accordance with their fiduciary responsibilities won't necessarily keep someone from trying. The cost to any individual board member to defend against a lawsuit can be very significant. Therefore, it behooves the board as a whole to indemnify members in the case of law suits. Indemnification means that the board will cover any costs for defense of a member or members if in the end there is no judgment against them.

The board can protect itself from legal defense costs by having Directors and Officers (D&O) insurance. Coverage for this insurance can be extended to individual trustees or can cover the board itself in the case where it indemnifies its trustees for reimbursement of expenses.

Some boards may well be covered by their parent organization if part of a larger government body such as the county or city. It's a good idea to find out. If the board does not have this protection, they should look into and carefully compare D&O policies. According to Smith, the following are important steps to take:

- The nonprofit's management should retain the services of a knowledgeable insurance broker who can ensure that the proper coverage is provided at the most affordable rate.
- Directors should review the coverage and terms with management and should ask questions regarding the proposed policy.
- The company chosen to provide the coverage should be highly rated by the insurance rating agencies.
- The policy should require the insurance company to provide the corporation and its directors with a defense to any lawsuit and to pay for that defense.
- Careful attention should be paid to the notice provisions of the policy since the failure to comply with required notice to the insurance company of a potential or pending lawsuit may, in some instances, invalidate the coverage.<sup>2</sup>

**Note:** Many confuse D&O with Errors and Omissions (E&O) insurance, but they are not the same. D&O insurance is concerned with the performance and duties of management and governance. E&O is concerned with performance failures and negligence with respect to your products and services. It is a good idea to have both if at all possible but if you only are able to get one kind of coverage, the best for boards and board members is the D&O insurance.

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<sup>2</sup> *Ibid.*

# Working Together: Roles and Responsibilities Guidelines

Responsibilities of	Library Director	Library Board	Friends
<b>General Administrative</b>	Administer daily operation of the library including personnel, collection development, fiscal, physical plant and programmatic functions. Act as advisor to the board and provide support to the Friends and community groups.	Recruit and employ a qualified library director; maintain an ongoing performance appraisal process for the director in accordance with town charter.	Support quality library service in the community through fund raising, volunteerism and serving as advocates for the library.
<b>Policy</b>	Apprise library board of need for new policies, as well as policy revisions. Implement the policies of the library as adopted by the library board.	Identify and adopt written policies to govern the operation and program of the library.	Support the policies of the library as adopted by the library board.
<b>Planning</b>	Coordinate and implement a strategic plan with library board, Friends, staff and community.	Ensure that the library has a strategic plan with implementation and evaluation components.	Provide input into the library's strategic plan and support its implementation.
<b>Fiscal</b>	Prepare an annual budget for the library in accordance with town charter.	Seek adequate funds to carry out library operations. Assist in the preparation and presentation of the annual budget in accordance with town charter.	Conduct fund raising to support the library's mission and plans.
<b>Advocacy</b>	Promote the mission of the library within the community. Educate the library board, Friends and community regarding local, state and federal issues that impact the library.	Promote the mission of the library within the community. Advocate for the library to legislators.	Promote the mission of the library within the community. Advocate for the library to legislators.
<b>Meetings</b>	Participate in library board and Friends meetings. Ensure that there is a liaison from the board to the Friends and vice versa.	Participate in all board meetings. Appoint a liaison to the Friends Board and become a member of the Friends.	Maintain a liaison to the library board.
<b>Networking</b>	Encourage City Board and Friends to join state and national professional organizations and make them aware of educational opportunities.	Join the Association of Connecticut Library Boards as a resource for policies, operations and advocacy for libraries.	Join the Friends of Connecticut Libraries as a resource to better support the library.



## **Community Needs Response Plan for Keene Memorial Library, Fremont, NE**

Reviewed and adopted by Library Board, [date]

This document is reviewed annually by the Library Board and Library staff.

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## I. PLANNING PROCESS OVERVIEW

Library Strategic Planning Committee:

- Laura England-Biggs, Library Director
- Linda McClain, Library Board Chair
- LeAnn Rathke, Library Board
- Amanda Moenning, Library Board
- Becky Pence, Library Board
- Ryan Fiala, Library Board
- Sally Ganem, City Council Liaison
- Joey Spellerberg, Mayor
- Jody Sanders, City Administrator
- Tracy Parr, Senior Office Associate
- Elisa Cruz, Librarian I
- Justine Ridder, Librarian I
- Dan Moenning, Library Technology Specialist
- Sonia Vanderworth, Library Assistant III
- Ann Hoppe, Library Assistant III
- Dorlissa Beyer, Library Assistant II
- John Mullen, Library Assistant I
- Rebecca Ruenholl, Library Aide
- Rebecca Zgoda, Library Aide
- Keri Taylor, Library Aide
- Shaylin Daugherty, Library Aide

Key Activities:

- Planning and Design. Library Director and consultants met to identify outcomes, stakeholder plan and timeline.
- Stakeholder Engagement. Input from community members was solicited in spring of 2022. Engagement methods included a community-wide survey available in English and Spanish and a focus group of library users and community members.
- Setting Library Strategy. Library Planning Committee members came together in two half-day facilitated sessions to complete the planning process. The first session occurred at a Library Board meeting on April 18, 2022. The second session occurred at a staff retreat on June 12, 2022.
- Evaluation and Implementation. The plan will be carried out over the five years following the approval of the plan. The plan will be reviewed and adjusted as needed every year.

## II. MISSION STATEMENT AND ORGANIZATIONAL IDENTITY

- **TO BE REVISED Mission:** Keene Memorial Library is committed to providing access to information, education, resources, and training in support of life-long learning, personal growth, and community fellowship for all.
- **Vision:** Inspire, strengthen, and enrich the quality of life for our community.
- **Library brand:** Preserving Our Past, Informing Our Present, Inspiring Our Future.

Much has changed since the Keene Memorial Library began service some 50 years ago in 1971. The library is a community center, providing space for library programs for children and adults. Book discussion groups, lectures, story times, and the summer reading programs all contribute to the texture of a community. Library spaces are also used for interest group meetings, community organizations, and continuing education activities. The public library is a “third place”, not home or work, but a place where residents feel welcome, where they find a comfortable atmosphere for reflection, to come together to learn, to create information, and to participate in enriching diversion.

2020-2021 Statistics:

- Circulation: 122,419 items checked out (41% Children/YA materials, 35% Adult Materials, 24% Downloads)- up 10% from the previous year
- Wi-fi Visits: 23,556 - up 15%
- Computer Use: 6,001 - down 20%, likely due to prevalence of personal devices
- Website Visits: 73,400 - up 84%
- Programming: 134 programs, 3,012 people attended (Due to Covid-19, programming was all online or involved take-home kits for the majority of the fiscal year. The library started in-person programming in September, 2021)
- Total visitors: 45,716 - due to malfunctioning security gates and Covid, it is hard to compare with previous years
- Card holders: 8,757 - up 7%

**III. COMMUNITY PROFILE**

Fremont is a city of 27,141 located in Dodge County, Nebraska. Although it is the largest population center in the county and a shopping hub for the area, the population has grown slowly. The population has grown in diversity over the last decade, and now nearly 16% of the residents are identified as Hispanic or Latino. Other ethnic groups represented in the population are Black or African American - 0.2%, American Indian and Alaska Native - 0.1% and Asian - 0.1%.

The city of Fremont is located at the convergence of three major highways and is only 20 minutes away from the western edge of Omaha. The ready access to highways contributes to a large number of workers commuting to Douglas County for employment. However, Fremont attracts other area rural residents to the city by offering an array of retail businesses as well as a full-service hospital. The economy is rooted in agriculture and agribusiness with an expanding industrial sector including logistics and transportation and food processing. The manufacturing industry provides the most jobs followed closely by jobs in the education, health care, and social assistance sector.

Sixty-seven percent of the population age 16 and over is in the labor force. The median household income is \$54,291. The unemployment rate is 3%. Poverty levels are 12.3% of residents identified as having incomes below the poverty line, and 56.35% of the school students are eligible for free and reduced lunch. This student poverty figure is significantly higher than the state rate of 44%. The poverty rate is higher among Hispanic residents.

The Fremont school district serves the city of Fremont as well as local rural residents. The ten school buildings all have libraries with professional staff and access to information and books through technology. There are also a number of parochial schools serving the area. There is a Head Start program serving pre-school children who qualify based upon income. The community also has two post-secondary institutions: a community college and a liberal arts college.

The town has a number of recreational facilities including municipal swimming pools, 22 parks, and a large community YMCA facility. The Chamber of Commerce is active in supporting the community and sponsors various community events on an annual basis. There are a number of other civic groups including active Rotary, Kiwanis, Cosmopolitan, and Jaycee groups who largely support educational initiatives.

Communications are good with the Fremont community being served by a local daily newspaper and a radio station. Television coverage comes out of Omaha.

#### **IV. COMMUNITY ASSESSMENT**

In spring of 2022, Keene Memorial Library sought to gather input from a broad group of community members to inform its 2022-2026 Community Needs Response Plan. Approximately 234 individuals were engaged through a survey or focus group. The combined results will help Keene Memorial Library board and staff set the future direction for the library. Stakeholder engagement activities were administered by Mission Matters, independent facilitators who also facilitated the planning process. This summary provides a brief snapshot of some general themes that emerged.

##### **BUILDING ON STRENGTHS**

Fremont is seen by its residents as a great place to live. A majority of respondents feel positively about the quality of life available to them. One of the aspects of Fremont that people love is its close proximity to Omaha with a small-town feel. People also value the community's safety, parks and outdoor recreation, friendly people, and note that there are many opportunities to get involved.

Participants consider Keene Memorial Library a significant community asset. The library is described as a welcoming, highly accessible place, with few barriers noted to access services. Multiple generations report enjoying the library. Of note, the library is considered an especially valuable resource by low- to middle-income individuals and families. Community members commended the quality of the staff team.

##### **COMMUNITY NEEDS**

The following themes emerged as the community's top needs:

- Housing: Providing more available and affordable housing. Specific needs mentioned include workforce and middle-income housing, options for retirees to downsize, and senior living facilities.
- Economic Development: Developing and growing small, locally-owned businesses. Attracting and retaining workforce and skilled trades. Connecting people to higher-wage jobs. Offering more options in retail, shopping, entertainment, and restaurants.
- Inclusion and Belonging: Creating a welcoming culture for all persons, with a special emphasis on sectors that face greater barriers to belonging, such as the Hispanic community, older youth, and newcomers. Countering a negative community reputation stemming from a 2014 housing ordinance.
- Youth Engagement: Offering more safe, welcoming places for older youth during non-school times.
- Social Supports: Making connections and raising awareness of the social support resources that are available to individuals and families in economic need.

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## V. LIBRARY ANALYSIS

LIBRARY STRENGTHS	EXTERNAL OPPORTUNITIES
<p>Great staff with longevity and varied skills and knowledge</p> <p>Outreach to community</p> <p>Location – central to downtown</p> <p>Lots of support such as bond issue and individual donors</p> <p>Energy around upgrade – momentum</p> <p>Support from the mayor and City Council Increased usage – internet access</p> <p>Amazing Board and Friends of Library</p> <p>Bilingual staff</p> <p>Quality collection - current, relevant, diverse</p> <p>Willingness to grow and change</p>	<p>Connect with diverse groups</p> <p>After-school programming (current waitlist)</p> <p>New building will offer more opportunities for modern technology</p> <p>Bringing people together for support services</p> <p>Community growth</p> <p>The campaign puts the library in the spotlight – we need to maximize this time</p> <p>New definition of a library’s relevance (“more than books”)</p> <p>Mobile library</p> <p>Support from the City</p> <p>Downtown revitalization project and formation of a Creative District</p> <p>More appreciation of the library’s free resources during a down economy</p>
LIBRARY WEAKNESSES	EXTERNAL THREATS
<p>Some bad public relations in the past under different leadership</p> <p>Previous lack of focus and planning</p> <p>Age of facility</p> <p>Not ADA Compliant</p> <p>Size of meeting room</p> <p>Not fully staffed which results in limited hours and reactive (rather than proactive) mindset</p> <p>Need more bilingual staff</p> <p>Diversity of Board</p> <p>Lack of quiet space – design flaw in functionality</p>	<p>Covid-19</p> <p>Economy – instability, fear of recession, and inflation</p> <p>Workforce – retaining great workers, turnover especially in part-time positions</p> <p>Transition during construction – 1.5 years with limited circulation materials</p> <p>Misunderstanding in community of who pays for library card and access to free services</p> <p>Transportation issues</p> <p>Some people feel the library is not needed</p>

Theft/loss of materials	
Never enough funding	
Lack of community awareness of resources	

## VI. GOALS AND OBJECTIVES

**Goal 1: Complete a library expansion that provides enhanced accessibility, functionality and world-class technology with dedicated spaces for youth, community trainings, and meetings.**

What are we already doing in this area?

- Weekly design meetings, fundraising campaign, and using current spaces the best we can.

What difference could it make for Fremont five years from now if we really mobilized behind this goal?

- Keene Memorial Library is the first choice for community needs. [need to say more about how the community is changed. You probably have lots of good language about this from campaign materials]

What significant actions will we take over the next five years to make tangible progress on this goal?

- Objective 1a. Execute final phase of library expansion project including fundraising, construction, furnishings, and staffing.
- Objective 1a. Educate staff fully on new technology capabilities as well as needs of the community to better assist patrons.
- Objective 1c. Expand capacity of the library to do more of what we do best with fully staffed team, more bilingual staff, extended hours, more meetings rooms, and a new computer lab. (makerspace?)

**Goal 2: Connect library users to new and existing community-based resources through partnerships to support youth, families, individuals and businesses in economic need.**

What are we already doing in this area?

- D&A with Fremont Family Coalition, attend meetings with Fremont Family Coalition, fatherhood classes

What difference could it make for Fremont five years from now if we really mobilized behind this goal?

- Healthier community - mental, physical, educational, financial

What significant actions will we take over the next five years to make tangible progress on this goal?

- Objective 2a. Help update the Fremont Family Coalition resource manual and make it accessible to library patrons.
- Objective 2b. Ongoing training for staff on how to locate family resources and connect patrons to them.
- Objective 2c. Collaborate with community-based programs to host programs at the library to share information about local resources.
- Objective 2d. Partner with Chamber or other economic-development organizations to make resources available for local business-owners, entrepreneurs, and workers.

**Goal 3: Through outreach, develop and strengthen relationships with diverse groups in Fremont to enhance inclusion and belonging in the community.**

What are we already doing in this area?

- Working with the schools. Spanish language. Social media. Elderly / the Towers and homebound. Community events.

What difference could it make for Fremont five years from now if we really mobilized behind this goal?

- Increased awareness and increase in cards and usage. Unrestricted access to materials and resources. Diverse library population and programming. Welcoming environment and community. Fremont residents become more civically engaged and those outside of the community have a more positive perception.

What significant actions will we take over the next five years to make tangible progress on this goal?

- Objective 3a. Increase Keene Memorial Library's visibility in the community through pop-up libraries, off-site visits, out and about storytime, and other events.
- Objective 3b. Provide more programming in Spanish.
- Objective 3c. Add specialized staff positions such as a children's librarian, marketing librarian, etc.

## **VII. EVALUATION**

Each goal is supported by a team of ~4 library staff who provide overall direction for the goal. Each team has a Goal Captain who is responsible for coordinating the team to help ensure the work gets done and also to be the primary point of contact for the Library Director.

Goal teams will implement the plan in 90-day cycles by identifying action items for the upcoming quarter, who will complete them, and by when. At the end of each quarter, the team will provide a progress update and make adjustments for the next quarter.

Every three months, supervisory staff will meet to reflect on and celebrate progress made.

Every six months, the Library Director will provide a progress update to the Library Board.

Every twelve months, the Library Board and staff will review the plan and make adjustments as needed.

DRAFT

**NLFS001 Auditors Trial Balance**

**Accounting Period: 8/2022**

**Fund(s): 001 - General Fund**

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**Fund: 001 - General Fund**

<b>Account</b>	<b>Account Description</b>	<b>FYTD through 5/31/2022</b>	<b>Original Budget</b>	<b>Encumbered</b>	<b>Budget Balance</b>	<b>Prior Year Actual</b>	<b>Prior Two Years Actual</b>
001-2031-419.20-12	Communications	808.85	2,500.00	1,791.15	(100.00)	2,400.00	2,400.00
001-2031-419.20-65	Service Agreements	21,696.21	25,000.00		3,303.79	28,026.79	21,525.39
001-2031-419.30-55	Software	2,485.72	5,550.00		3,064.28	5,486.10	4,885.56
001-2031-419.30-56	Parts/Mach & Equipment	1,611.78	14,000.00		12,388.22	718.66	474.41
001-2031-455.10-10	Salaries/Wages	398,121.78	584,963.00		186,841.22	463,993.58	468,654.57
001-2031-455.10-14	Health Insurance	58,336.13	95,522.00		37,185.87	110,909.22	94,250.09
001-2031-455.10-15	Overtime Wages	357.17	1,750.00		1,392.83	207.10	1,087.97
001-2031-455.10-22	FICA/Medicare	29,521.06	43,786.00		14,264.94	33,851.10	34,569.52
001-2031-455.10-23	Pension	12,139.64	20,537.00		8,397.36	15,991.38	17,792.41
001-2031-455.20-11	Postage & Printing	1,600.00	5,550.00	3,200.00	750.00	1,600.00	2,400.00
001-2031-455.20-13	Training & Travel	4,796.94	12,000.00	441.00	6,762.06	3,016.24	4,607.17
001-2031-455.20-33	Legal Advertising	45.36	100.00		54.64	50.13	271.18
001-2031-455.20-41	Utility Services	24,558.59	52,000.00		27,441.41	41,991.45	38,211.98
001-2031-455.20-60	Repairs & Maintenance	1,602.25	10,000.00		8,397.75	3,787.96	14,381.82
001-2031-455.20-65	Service Agreements	13,764.67	31,500.00	21,958.00	(4,222.67)	22,735.27	13,063.98
001-2031-455.20-70	Rents	442.71	800.00	298.00	59.29	590.28	591.09
001-2031-455.20-93	Dues & Subscriptions	545.00	18,000.00	79.96	17,375.04	17,049.27	29,458.36
001-2031-455.20-98	Taylor collection	259.06	500.00	240.94		469.19	
001-2031-455.20-99	Other Contractual Service	8,196.50	44,000.00	44,106.00	(8,302.50)	21,436.26	26,825.53
001-2031-455.30-31	Office Supplies	1,765.28	10,000.00	151.48	8,083.24	3,011.77	2,971.65
001-2031-455.30-35	Printing	60.00	500.00	60.00	380.00	767.42	
001-2031-455.30-41	Food Supplies	32.47	4,000.00		3,967.53	345.20	597.35
001-2031-455.30-44	Fuel/Oil/Grease	61.01	250.00		188.99	33.96	38.98
001-2031-455.30-49	Bldg/Structural Materials	1,575.86	10,000.00		8,424.14	6,241.12	14,516.59
001-2031-455.30-51	Books & Periodicals	82,218.14	135,000.00	61,830.73	(9,048.87)	139,526.82	149,083.37
001-2031-455.30-63	MV Fuel Parts	693.73			(693.73)	37.17	7.99
001-2031-455.30-76	Signs		1,000.00		1,000.00		
001-2031-455.30-79	Other Commodities	9,463.05	10,000.00	1,422.61	(885.66)	4,382.96	14,443.25
001-2031-455.40-13	Bldg/Improve Acquisition	35,253.15	4,253,229.00	400,961.33	3,817,014.52	197,315.00	32,617.50

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