



Agenda

Call to Order

Roll Call

Review of Agenda

Public Input

Individuals wishing to participate in Public Invited to be Heard (non-agenda item) are requested to indicate a desire to participate in the Zoom chat box. When you are recognized: unmute, state your name and address, and then speak to the Board of Trustees. Individuals wishing to speak during the Public Invited to be Heard or during Public Hearing proceedings are encouraged to be prepared and individuals will be limited to three (3) minutes.

Director's Report - Ann Kling, Director

- Communication
- Monthly Statistics

Personnel Report - Rochelle Brotsky

Treasurer's Report- Ron Dunworth

Friends & Foundation Report - Rochelle Brotsky

Reports of the Liaisons

Reports of Board Members

Old Business

- Approve Minutes of the March 25, 2021 meeting (Action)

New Business

- 2020 Annual Report - Ann Kling, Director (Action)
- 2021 Facilities Plan - Katie Messerli, Communications Specialist (Action)
- Strategic Plan Quarterly Update - Ann Kling, Director (Information)
- Director's Goals Quarterly Update - Ann Kling, Director (Information)
- Review of the Bylaws - Ann Kling, Director (Information)

Executive Session

An Executive Session Pursuant to C.R.S. § 24-6-402 (4)(e)(I) for the Purpose of Determining Positions Relative to Matters that may be Subject to Negotiations; Developing Strategy for Negotiations; and Instructing Negotiators concerning potential real estate transactions.

Upcoming Agenda

Adjourn



Board of Trustees Regular Meeting

April 29, 2021 • 5:30 p.m.

Zoom — clearviewlibrary.org/event/5082099

Upcoming Meetings

- Weekly meetings of the Long Range Planning Committee, Wednesdays, 1 p.m. (Virtual, via Zoom)
- Board of Trustees Regular Meeting, May 27, 2021, 5:30 p.m. – Hybrid (Board members in person or via Zoom. The public is welcome to attend via Zoom).

The Clearview Library District will make reasonable accommodations for access to library services, programs, and activities and will make special communication arrangements for persons with disabilities. Please call 970-686-5603 by noon on the business day prior to the meeting to make arrangements.



Director's Report - March 2021

Districtwide Update - Director Ann Kling

Highlights

- A March snow storm closed the library for three days, Saturday - Monday, March 13-15.
- A working session of the Library Board was held on March 11 at which the draft Facilities Plan was presented by Communications Specialist, Katie Messerli. Details of the meeting can be found on the library district's website.
- The state report was filed with the Colorado Department of Education on Friday, March 19. The report had new categories added for 2020 to account for activities that were new to library services during a pandemic year. Thanks go out to Technical Services Assistant, Aimee Moore, Mobile Services Supervisor, Katie Northern, and Public Services Manager, Casey Lansinger-Pierce for the work in collecting and reporting statistics on programs, collections and other services provided by Clearview Library District throughout 2020.
- Two public input sessions on the Facilities Plan were held on March 23 and March 24. A staff input session was held on March 24.
- Communications has worked to prepare and/or deploy marketing for large events: Clearview Reads (in partnership with the Friends & Foundation), National Library Week, and Bookmobile Day.
- Board President, Kendra Adams, updated the Severance Town Board on first quarter activities of the library district at the Severance Town Board meeting on March 23.

Opportunities

- Members of the Facilities Planning Committee met with a team of staff and board members from the Town of Severance to provide an update on the work of the Facilities Planning Committee.
- Communications and IT & Technical Services continue to make progress on the website redesign project. An RFP was posted March 19. Proposals are due April 21. Staff continue to gather and analyze data through heat / click mapping, survey feedback, and card sorting exercises.
- Communications is working with IT & Technical Services to implement an internal ticketing system for communications projects, which will aid in efficiency and communication.

Challenges

- As the pandemic continues and staff who are not directly engaged in face-to-face public service on a day to day basis are asked to stagger their work days in the library it becomes a challenge to keep staff connected. The Guiding Principles committee has implemented a once-a-month session with a staff member who shares a hobby, a talent, an activity that is meaningful or helpful to them with other staff members. Staff training sessions on a variety of topics have also been helpful in connecting staff to each other.

Personnel

- Michael Ross, Technology Librarian, resigned to take a position as a branch manager in Saginaw, Michigan. The Management team is assessing the needs of the library district and will be re-writing the job description before it is posted.



- An All Staff meeting was held on Friday, March 5. Sgt. Brian Smith of the Windsor Police Department conducted a training on de-escalation.

Board of Trustees Meeting Highlights - March, 2021

- Reviewed, revised and adopted the Co-Location of Library Facilities Policy.
- Reviewed, revised and adopted the Provision of Library Services Policy.
- Revisited rebranding of the district and determined to hold off until the direction of the district is established through the facilities planning process.

Public Services Update - Public Services Manager Casey Lansinger-Pierce

Highlights

- Several of our children's librarians participated in Read Across America day with Tozer Elementary School classrooms. This annual event, celebrated on Dr. Seuss's birthday, was celebrated virtually this year. Our librarians joined multiple classrooms for read alouds; this allowed us to connect with classrooms that we haven't had a chance to during the pandemic. We read to over 150 students total.
- We hired and onboarded Heidi Fuhrman as our newest Mobile Services Assistant in late March. Heidi brings with her a background in museum services and is already off to a great start on our team.

Opportunities

- We've been able to welcome some of our adult and teen volunteers back into the building to help with various projects, after many months of not having them in the building to volunteer. Our teen volunteers are especially excited for this as many of them choose the library to complete volunteer hours for scholarships.

Challenges

- We are looking forward to bringing more of our programming outdoors this summer, so that we can host in-person programs. While this is a huge opportunity for the library district, it is also challenging to find adequate programming space outdoors, since the library lacks this type of space. We will be looking into using parks in Windsor and Severance, as well as lawn space at area schools.



IT & Technical Services Update - IT & Technical Services Manager Bud Hunt

Highlights

- We've begun implementation of our new ticketing and process tracking platform. Rollout to staff teams will continue over the next couple of months with the goal of improved communication with patrons and better tracking of common issues and information requests. We're also working to produce new training resources to support more common requests.

Opportunities

- We continue to make improvements to our catalog in our continuing quest to make things easier to find and to discover things that patrons weren't looking for.
- With a staff transition, we have the opportunity to rethink a role in the organization.

Challenges

- Michael Ross, long time Tech Librarian, left the library for a new role in a library system in Michigan, closer to family. His absence leaves a hole that we will be working to fill.

Resource of the Month

AtoZ Database

<https://clearviewlibrary.org/databases-1563>

- AtoZdatabases is a job search, reference, and mailing list database that is ideal for sales leads, mailing lists, market research, employment opportunities, finding friends and relatives, and much more. All information is triple verified.
- The database includes 30 million business and executive profiles, 2 million new business, and 12 million healthcare professionals. Run reports to search by business type, size, geography, and more. Access 15 million executive emails.
- AtoZdatabase is home to more than 240 million US resident records, compiled from a variety of data points. More than 350,000 new movers and homeowners are added to the database weekly.
- With more than 7 million jobs, AtoZ is the no. 1 job database in the world. Job seekers can also access resume templates and interview prep guides.

Patrons Served			
Metric	Change From Last Month	Change From This Month Last Year	Sparklines (data since Jan 2019)
Library 7,435	15.22%	-22.71%	
Bookmobile 508	128.83%	48.10%	
Outreach 22	No data	-97.92%	
Total Patrons 7,965	19.33%	-27.73%	

Select a date to see that month's data. Cumulative data is shown until a date is selected.

Month ▾
Mar 2021
Feb 2021
Jan 2021
Dec 2020
Nov 2020
Oct 2020
Sep 2020
Aug 2020
Jul 2020
Jun 2020
May 2020
Apr 2020
Mar 2020
Feb 2020

Circulation			
Metric	Change From Last Month	Change From This Month Last Year	Sparklines (data since Jan 2019)
Physical Circs 31,026	24.08%	56.23%	
Digital Circs 9,726	11.22%	-1.68%	
Database Usage 1,252	-16.37%	-47.20%	

For more detailed information, please visit <https://clearviewlibrary.org/data>



Programs			
Metric	Change From Last Month	Change From This Month Last Year	Sparklines (data since Jan 2019)
Program Attendees 1,188	24.01%	No data	N/A
Total Programs 89	14.10%	-13.59%	
Waitlisted People 63	18.87%	950.00%	
Waitlisted Programs 16	-11.11%	1,500.00%	

Select a date to see that month's data. Cumulative data is shown until a date is selected.

Month ▾
Mar 2021
Feb 2021
Jan 2021
Dec 2020
Nov 2020
Oct 2020
Sep 2020
Aug 2020
Jul 2020
Jun 2020
May 2020
Apr 2020
Mar 2020
Feb 2020

Cardholders			
Metric	Change From Last Month	Change From This Month Last Year	Sparklines (data since Jan 2019)
Active Cardholders 3,894	17.79%	99.59%	
New Cardholders 176	39.68%	23.08%	

Website Stats			
Metric	Change From Last Month	Change From This Month Last Year	Sparklines (data since Jan 2019)
Pageviews 19,000	3.29%	8.00%	

For more detailed information, please visit <https://clearviewlibrary.org/data>



Clearview Library District

Treasurer's Report For

3/31/2021

Current Assets

Checking/Savings/Cash

		2/28/2021		3/31/2021	Change +/-
1010 · Petty Cash	\$	149.05	\$	149.05	\$ -
1015 · Cash on Hand	\$	433.30	\$	433.30	\$ -
1033 · ColoTrust LT Bldg 8004	\$	2,565,277.09	\$	2,995,065.05	\$ 429,787.96
1034 · Colo Trust Gen Fund Res 8005	\$	679,620.23	\$	1,000,036.66	\$ 320,416.43
1038 · Colo Trust Operating Fund 8003	\$	2,502,507.73	\$	1,995,835.15	\$ (506,672.58)
1040 · Colo Trust Capital Fund-8001	\$	220,216.23	\$	220,228.35	\$ 12.12
1053 · Bank of Colorado--Checking	\$	147,349.75	\$	162,669.54	\$ 15,319.79
Total Checking/Savings		6,115,553.38	\$	6,374,417.10	\$ 258,863.72

Feb 2021 Close \$ 6,115,553.38

March 2021 Close \$ 6,374,417.10

Month To Month Change \$ 258,863.72

THINGS YOU SHOULD KNOW

GENERAL INFORMATION

Property Tax scheduled for 2021 \$ 4,655,562.00
Payment recd year to date for Property Tax \$ 1,265,660.00
Percent Recd. 27.19%

2020 Delinquent Tax Due \$ 766,823.00

Payment of Delinquent Property Tax for 2020 \$ 760,919.00

Interest on Delinquent Property Tax \$ 80,051.00

CLEARVIEW LIBRARY DISTRICT
Balance Sheet
As of March 31, 2021

	Mar 31, 21
ASSETS	
Current Assets	
Checking/Savings	
1010 · Petty Cash	149.05
1015 · Cash on Hand	433.30
1033 · ColoTrust LT Bldg 8004	2,995,065.05
1034 · Colo Trust Gen Fund Res 8005	1,000,036.66
1038 · Colo Trust Operating Fund 8003	1,995,835.15
1040 · Colo Trust Capital Fund-8001	220,228.35
1053 · Bank of Colorado--Checking	162,669.54
Total Checking/Savings	6,374,417.10
Accounts Receivable	
1200 · Accounts Receivable	527.66
Total Accounts Receivable	527.66
Other Current Assets	
1150 · Delinquent Property Tax	6,294.11
1151 · Current Prop. Taxes Rec.	4,850,856.00
1170 · Prepaid Expenses	78,518.91
Total Other Current Assets	4,935,669.02
Total Current Assets	11310613.78
Other Assets	
1250 · Land	1,037,824.00
1255 · Land Improvements	146,656.00
1260 · Building & Improvement	3,166,664.27
1270 · Furniture and Equipment Asset	854,924.37
Total Other Assets	5,206,068.64
TOTAL ASSETS	16516682.42
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · *Accounts Payable	85,345.79
Total Accounts Payable	85,345.79
Other Current Liabilities	
2100 · Fed W/H. Taxes Payable	861.71
2101 · Payroll Liabilities	2,216.34
2110 · Pera Payable (Employee)	98.77
2111 · Pera Payable (Library)	-72.78
2112 · Employee Health Insurance Pa...	1,612.35
2200 · Deferred Revenue - Property	4,850,856.00
2210 · Deferred Revenue - Grant	-12,239.01
Total Other Current Liabilities	4,843,333.38
Total Current Liabilities	4,928,679.17
Long Term Liabilities	
2850 · Invest. in Gen. Fixed Assets	6,038,354.43
Total Long Term Liabilities	6,038,354.43
Total Liabilities	10967033.60

04/21/21

CLEARVIEW LIBRARY DISTRICT
Balance Sheet
As of March 31, 2021

	<u>Mar 31, 21</u>
Equity	
2860 · 2000 Fund Balance	2,289,503.00
2862 · TABOR Requirement	81,280.00
3900 · Retained Earnings	1,673,884.81
Net Income	1,504,981.01
Total Equity	<u>5,549,648.82</u>
TOTAL LIABILITIES & EQUITY	<u><u>16516682.42</u></u>

Clearview Library District

Revenue and Expenditures

Mar-21

Row Labels	Mar 21 Actual	2021 Actual	2021 Budget	% of Budget Used
Revenue				
General property tax	\$421,601	\$1,265,660	\$4,652,026	27%
Other revenue	\$3,018	\$850,093	\$47,407	1793%
Specific ownership tax	\$22,018	\$58,298	\$210,000	28%
Revenue Total	\$446,637	\$2,174,051	\$4,909,433	44%
Expense				
Bookmobile costs	\$147	\$637	\$25,400	3%
Building costs	\$4,184	\$15,076	\$108,500	14%
Capital outlays	\$0	\$985	\$304,000	0%
County treasurer's fee	\$6,355	\$31,634	\$69,780	45%
Electronic Databases	\$1,669	\$2,671	\$27,000	10%
Materials/periodicals	\$30,169	\$58,141	\$343,500	17%
Operating supplies	\$1,196	\$4,069	\$40,000	10%
Other Expenses	\$7,294	\$21,829	\$268,442	8%
Programming	\$2,691	\$5,009	\$58,000	9%
Public relations	\$412	\$3,162	\$67,915	5%
Related expenses	\$34,594	\$100,554	\$473,918	21%
Salaries	\$129,777	\$382,098	\$1,727,478	22%
Software/tech support	\$5,589	\$32,362	\$95,500	34%
Expense Total	\$224,080	\$658,227	\$3,609,433	18%
Net Income	\$222,557	\$1,515,823	\$0	
Transfer to Reserve Funds		\$0	\$1,300,000	0.00%
Transfers Total		\$0	\$1,300,000	0%

CLEARVIEW LIBRARY DISTRICT
Balance Sheet Prev Year Comparison
As of March 31, 2021

	Mar 31, 21	Mar 31, 20	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Petty Cash	149.05	161.19	-12.14	-7.5%
1015 · Cash on Hand	433.30	533.30	-100.00	-18.8%
1033 · ColoTrust LT Bldg 8004	2,995,065.05	1,559,579.54	1,435,485.51	92.0%
1034 · Colo Trust Gen Fund Res 8005	1,000,036.66	677,428.16	322,608.50	47.6%
1038 · Colo Trust Operating Fund 8003	1,995,835.15	1,101,618.75	894,216.40	81.2%
1040 · Colo Trust Capital Fund-8001	220,228.35	219,506.05	722.30	0.3%
1053 · Bank of Colorado--Checking	162,669.54	129,258.69	33,410.85	25.9%
Total Checking/Savings	6,374,417.10	3,688,085.68	2,686,331.42	72.8%
Accounts Receivable				
1200 · Accounts Receivable	527.66	0.00	527.66	100.0%
Total Accounts Receivable	527.66	0.00	527.66	100.0%
Other Current Assets				
1050 · Cash with County Treasurer	0.00	158,216.31	-158,216.31	-100.0%
1150 · Delinquent Property Tax	6,294.11	6,232.00	62.11	1.0%
1151 · Current Prop. Taxes Rec.	4,850,856.00	4,850,856.00	0.00	0.0%
1170 · Prepaid Expenses	78,518.91	86,118.20	-7,599.29	-8.8%
Total Other Current Assets	4,935,669.02	5,101,422.51	-165,753.49	-3.3%
Total Current Assets	11310613.78	8,789,508.19	2,521,105.59	28.7%
Other Assets				
1250 · Land	1,037,824.00	1,037,824.00	0.00	0.0%
1255 · Land Improvements	146,656.00	146,656.00	0.00	0.0%
1260 · Building & Improvement	3,166,664.27	3,166,664.27	0.00	0.0%
1270 · Furniture and Equipment Asset	854,924.37	854,924.37	0.00	0.0%
Total Other Assets	5,206,068.64	5,206,068.64	0.00	0.0%
TOTAL ASSETS	<u>16516682.42</u>	<u>13995576.83</u>	<u>2,521,105.59</u>	<u>18.0%</u>
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · *Accounts Payable	85,345.79	24,780.09	60,565.70	244.4%
Total Accounts Payable	85,345.79	24,780.09	60,565.70	244.4%
Credit Cards				
Pinnacle Bank - Ann 9399	0.00	682.98	-682.98	-100.0%
Pinnacle Bank - Casey 2011	0.00	405.67	-405.67	-100.0%
Pinnacle Bank - Hunt 2228	0.00	382.87	-382.87	-100.0%
Total Credit Cards	0.00	1,471.52	-1,471.52	-100.0%
Other Current Liabilities				
2100 · Fed W/H. Taxes Payable	861.71	0.00	861.71	100.0%
2101 · Payroll Liabilities	2,216.34	0.00	2,216.34	100.0%
2110 · Pera Payable (Employee)	98.77	0.00	98.77	100.0%
2111 · Pera Payable (Library)	-72.78	0.00	-72.78	-100.0%
2112 · Employee Health Insurance Pa...	1,612.35	1,617.75	-5.40	-0.3%
2200 · Deferred Revenue - Property	4,850,856.00	4,850,856.00	0.00	0.0%
2210 · Deferred Revenue - Grant	-12,239.01	-9,407.00	-2,832.01	-30.1%
Total Other Current Liabilities	4,843,333.38	4,843,066.75	266.63	0.0%
Total Current Liabilities	4,928,679.17	4,869,318.36	59,360.81	1.2%

CLEARVIEW LIBRARY DISTRICT
Balance Sheet Prev Year Comparison
As of March 31, 2021

	<u>Mar 31, 21</u>	<u>Mar 31, 20</u>	<u>\$ Change</u>	<u>% Change</u>
Long Term Liabilities				
2850 · Invest. in Gen. Fixed Assets	6,038,354.43	6,038,354.43	0.00	0.0%
Total Long Term Liabilities	6,038,354.43	6,038,354.43	0.00	0.0%
Total Liabilities	10967033.60	10907672.79	59,360.81	0.5%
Equity				
2860 · 2000 Fund Balance	2,289,503.00	2,289,503.00	0.00	0.0%
2862 · TABOR Requirement	81,280.00	81,280.00	0.00	0.0%
3900 · Retained Earnings	1,673,884.81	251,374.54	1,422,510.27	565.9%
Net Income	1,504,981.01	465,746.50	1,039,234.51	223.1%
Total Equity	5,549,648.82	3,087,904.04	2,461,744.78	79.7%
TOTAL LIABILITIES & EQUITY	<u>16516682.42</u>	<u>13995576.83</u>	<u>2,521,105.59</u>	<u>18.0%</u>

Minutes

Call to Order

President Kendra Adams called the meeting to order at 5:30 pm.

Roll Call

Present: President Kendra Adams, Vice-President Rochelle Brotsky, Treasurer Ronald Dunworth, Secretary Brian Lampe joined the meeting at 5:34 pm, Board Member Ron Clark joined the meeting at 5:36 pm, Board Member/Town of Severance Liaison Frank Baszler, Attorney William Garcia, Weld RE-4 School District Liaison Lance Nichols.

Absent: Town of Windsor Liaison Scott Charpentier

Staff: Director Ann Kling, IT/Tech Services Manager Bud Hunt, Public Services Manager Casey Lansinger-Pierce, Communications Specialist Katie Messerli

Review of Agenda

Nothing at this time.

Public Input

Nothing at this time.

Director's Report - Ann Kling, Director

No questions at this time regarding the Director's Report. Ronald asked about the status of the website redesign. Katie answered that staff are using Google Analytics, utilizing 3rd party software tools, and also distributed a survey to patrons and staff. Last Friday, an RFP was put out, and staff is looking forward to receiving proposals by April 16th. Katie hopes to have a vendor vetted before Memorial Day. Katie added that respondents are eager to participate in a library focus group for this project.

- Communication
 - Director Kling asked if there were questions at this time. There were none.
- Monthly Statistics
 - Director Kling asked if there were questions at this time. There were none.

Personnel Report - Rochelle Brotsky, Vice President

Rochelle reported that there is a new Mobile Services Assistant, Heidi Fuhrman, who started Wednesday, 3/25/21.

Treasurer's Report- Ronald Dunworth, Treasurer

Ronald reported on the current district fund balance and that financially the district is in good shape with reserve funds and the fund balance. Some funds were moved to the long term building fund as asked by Director Kling and approved by Ronald. In addition, tax income was received from 2020. The district is financially in good shape to fund all the programs we have. The team is performing very well and came in under budget. Frank asked about a 2 ¼ million in assets value and wondered if it was related to oil and gas. Ronald replied it had to do with delinquent tax income. Ronald said that a drop in revenue in oil and gas hasn't hit yet; projected to hit in 2022. Also the repeal of the Gallagher amendment should have a positive effect on revenue for the district.

Motion by Ron Clark, second by Rochelle Brotsky, to accept the Treasurer's Report as presented for February 2021; motion passed unanimously.

Friends & Foundation Report - Rochelle Brotsky, Vice-President

Rochelle reported on the upcoming Author Talk on April 24th and that tickets are on sale! Kendra asked about inviting the Friends and Foundation to the April meeting, or would they be too busy? Rochelle replied yes to go ahead and send the invite. Kendra asked about the Beer tent as a fundraiser. Director Kling said that the Town of Windsor said they are not having the beer tent this summer. The Friends and Foundation is hoping to be able to staff the beer tent for Oktoberfest. The summer concert and Oktoberfest beer tents have provided most of the Friends and Foundation's income for the past few years.

Reports of the Liaisons

Town of Windsor: Scott Charpentier absent.

Town of Severance: Frank Baszler reported that Severance just passed its land use code; starting to review traffic flow and pay for upgrades alongside developers and working on grants.

Weld RE-4 School District: Weld RE-4 School District President, Jennifer Lieber, was a guest tonight and reported that all students are back in their buildings full time except for the online school, Inspire. It's going very well. The downside is the capacity issues, especially in the elementary and the middle schools. Considering going on the ballot for 2021. Ronald asked about the bond. Jennifer replied that they are projecting a 189 million dollar bond issue to include building 2 elementary schools, adding capacity to the middle schools, adding an Ag building to Severance High School, adding a transportation hub in Severance, building an early childhood center, and facility assessments for all school buildings. Ronald asked about the asbestos issue of Windsor Middle School. Jennifer replied that they are hoping to get a BEST Grant through the state and either way the old part of WMS will come down. If they get the BEST Grant, there will be renovations at WMS and there are plans drawn up. If they do not receive a BEST Grant, then they will be looking at building in the football field area and making other improvements.

Reports of Library Board Members

Kendra reported that she and Director Kling attended the Severance Town board meeting.

The Long Range Committee of the Library Board met 2/26/21, 3/3/21, 3/5/21, 3/10/21, 3/17/21, and 3/24/21. At these meetings topics covered were: Financial Cost Scenarios; Outreach to Greeley Developers; Review of Historical Newspapers (School and Land); UC Health Update; Public Input Outline; Service Model Vision Selection; Refined Financial Projections; Public Input Sessions.

The Library Board had a working session on 3/11/21. At this session topics covered were: Recap; Draft Facilities Plan Discussion; Next Steps.

Old Business

- Approve Minutes of the February 25, 2021 Board Meeting
 - Minutes were approved.
 - Motion by Ron Clark, second by Ronald Dunworth, to approve minutes of the February 25, 2021 meeting; motion passed unanimously.
- Facilities Planning Update – Katie Messerli, Communications Specialist

- Katie reported that 2 public input sessions and a special input session for staff were held. This feedback will be presented to the Long Range Planning Committee and their next meeting, along with feedback from the Library Board.

New Business

- Re-visit Rebranding – Ann Kling, Director and Katie Messerli, Communications Specialist
 - Director Kling reminded everyone that rebranding was discussed last Fall, and was tabled until March 2021. Katie said that there was feedback that the library's logo was Windsor centric. Possibly could contract that service out or handle in-house. Katie recommends making a decision tonight, in order to stay within the timeline for the website redesign. Kendra asked what the cost would be to contract that service out. Frank added that the town of Severance recently did a rebranding and shared how they went about it. Frank suggested the library keep the logo for now - as in keep the pelican for Windsor library and pick a different logo for a Severance location. Jennifer gave examples of how the Weld RE-4 School District designed their logos. Katie said there would be many projects involved with a logo rebranding. Kendra suggested concentrating on a district logo. Katie highly recommended doing a public input session on rebranding. Ronald added doing a process similar to what the town of Severance did. Bud added to possibly try to do the rebuild before the rebranding. Rochelle also suggested to put the rebranding on hold as well. Kendra asked how this would affect the website redesign and development of it. Katie replied that if the rebranding was on hold, that it would affect the timing of the website delivery. Casey asked if work could be done simultaneously. Katie said yes, because some of the rebranding work has already been done. Kendra asked about going forward on some of the projects. Ronald added his thoughts and opinion on logos in general. Bud summarized the choices in order to move forward. It was decided that staff can move forward with the changes in colors, fonts, etc., that were worked on by the staff Rebranding Committee.
- Policy Review, Provision of Library Services – Ann Kling, Director
 - Director Kling reported that this policy was adopted in 2014 for the initial facilities plan. It hasn't been updated since then, and this year all policies are being reviewed. Question for the board about item C. Ronald asked about the numbers involved in item C. Director Kling answered about the service locations and the numbers. Ronald made suggestions to the wording of the item C.
 - Motion by Rochelle Brotsky, second by Brian Lampe, to adopt this Provision of Library Services Policy with the removal of restrictions on population size; motion passed unanimously.
- Policy Review, Co-location of Library Facilities – Ann Kling, Director
 - Director Kling reported that last year the facilities policy was updated. However, there are differences in the criteria that's used to assess space. Director Kling recommends adopting the policy to keep in line with the other policies that have been updated thus far.
 - Motion by Ronald Dunworth, second by Rochelle Brotsky, to accept the updated Co-location of Library Facilities Policy; motion passed unanimously.
- Policy Review, Comment, Complaints, and Concerns – Ann Kling, Director
 - Director Kling reported that this has been in the policy manual for years. This policy is in the manual, and will be available on the website too. There is a current form and it will be updated.

- Motion by Rochelle Brotsky, second by Frank Baszler, to accept the Comment, Complaints, and Concerns Policy; motion passed unanimously.
- Return to Hybrid Meetings – Ann Kling
 - Director Kling knows that some board members would prefer to meet in person, and Director Kling believes that this can happen in the large meeting room. The meetings would be a choice to attend or join via Zoom. Ronald agrees to move back to a normalization and go to Hybrid meetings. The next regular board meeting will be a hybrid meeting. Bud will always send a Zoom meeting link; it will be the board member's choice to attend the meeting in person or virtual via Zoom.

Executive Session pursuant to Section 24-6-402(4)(e) of the Colorado Revised Statutes

Executive Session pursuant to Section 24-6-402(4)(e) of the Colorado Revised Statutes, for the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators concerning potential real estate transactions.

Motion by Rochelle Brotsky, second by Ronald Dunworth, to go into executive session pursuant to 24-6-402(4)(e); motion passed unanimously at 6:45 pm.

Frank asked if this is concerning a negotiation with the town of Severance as his first loyalty is to the town of Severance. Attorney Garcia said that it would be the board giving direction to the Director and the staff at this time. There will be no voting at this meeting. Kendra gave Frank the option to depart the session if he was so moved to do so.

Kendra Adams called the meeting back to order at 6:50pm

Motion by , second by ; motion passed unanimously.

Upcoming Agenda

2020 Annual Report

Strategic Plan Quarterly Update

Director's Goals Quarterly Update

Review Bylaws

Executive Session

Director Kling asked the board if they would like to add a special meeting to vote on the facilities plan on April 22nd (to adopt or not adopt the facilities plan), or to take care of this at the April 29th meeting. It was decided to take care of it at the April 29th meeting.

Adjourn

Motion by Brian Lampe, second by Rochelle Brotsky, to adjourn; motion passed unanimously. The meeting adjourned at 7:00pm.

Upcoming Meetings

- Weekly meetings of the Long Range Planning Committee, Wednesdays, 1 p.m. (Virtual, via Zoom)
- Board of Trustees Regular Meeting, April, 29, 2021, 5:30 p.m. – (Virtual, via Zoom)

The Clearview Library District will make reasonable accommodations for access to library services, programs, and activities and will make special communication arrangements for persons with disabilities.



Board of Trustees Regular Meeting

March 25, 2021 • 5:30 p.m.

<https://clearviewlibrary.org/library-board>

Please call 970-686-5603 by noon on the business day prior to the meeting to make arrangements.



Memorandum

To: Library Board

From: Ann Kling, Library Director

Date: April 29, 2021

Re: Community Impact Report, formerly the Annual Report

Item 1: New Business

Background / Discussion

Formerly called the Annual Report, the Community Impact Report is an overview of the highlights of the previous year. 2020 was a year like no other in recent library history. The pandemic demonstrated the ability of the library district to serve the community in new ways. And though it may have seemed that 2020 was a year of stasis, in truth there was a lot of activity at the Clearview Library District. Thanks to Communications Specialist, Katie Messerli for her work on the Impact Report.

Relationship to Strategic Plan

Communication.

Recommendation(s)

The Director recommends approval of the Community Impact Report

Attachments

Community Impact Report 2020



Children's

community
IMPACT REPORT

2020

from the director



Ann Kling

Ann Kling

Library Director

director@clearviewlibrary.org

970-686-5603, x302

After a year of Strategic Planning in 2019, the Library Board and staff were ready to hit the road running in 2020, new plan in hand. The first two months were spent setting the stage for implementation and then in March, the world came tumbling down.

The first step in dealing with the pandemic was to suspend all library programming. Within days the library doors were closed to the public and shortly after that the staff were sent home to work remotely. And work they did. The virtual library doors were never closed; patrons could still access e-materials and databases. The staff developed a way for patrons to sign up and receive library cards without stopping into the library. The programming staff learned to record programs and present them virtually. Staff worked with library vendors to increase access to materials. In short, the staff reinvented services to deal with a worldwide pandemic.

On April 29, a little less than eight weeks after the doors were closed, the library instituted Library Takeout, curbside service. Patrons were able to request items through the online catalog and place them on hold. Once the

items were pulled, the patrons were notified and instructed to call the library and inform the staff when they would be coming to collect the items. Items were placed outside the library doors in brown paper bags, with the patron's name stapled to the bag. People were hungry for new materials, and Takeout proved to be very successful. The first day holds were opened more than 700 holds were received. With limited staff working in the building, all hands were needed to pull the holds.

As the state removed some of the initial restrictions, the library was able to open its doors with safety protocols in place on July 1. Masks were required for entrance, children under the age of 14 were required to bring an adult caregiver with them to the library, computers were limited, and no more than 50 people could be in the library at one time. These restrictions continued until November 16, when high positivity rates caused the library and bookmobile to shut their doors once again. The library and bookmobile remained closed for in-house visits throughout the rest of 2020. Virtual and Takeout services were available.

What we learned from the pandemic ...

- Patrons will use Takeout, but what they really like is to browse for materials. Circulation went up dramatically when we re-opened our doors to the public.
- WiFi is important even if you can only access it from the parking lot.
- Virtual programs are not a substitute for in-person programs, but they can be engaging, especially book clubs for kids.
- Outdoor programming is really important.
- Tech help is needed more than ever.
- Smiles are detectable, even when wearing a mask.
- Take and Make kits are the bees' knees.
- Staff are resilient.
- Board members are supportive.
- Health and safety protocols have been effective. The library had only one incidence of COVID-19 that caused the shut down of the building for deep cleaning.



108,954
patrons served



25,399
active borrowers



12,990
program attendees
(in-person only)



268,435
physical items borrowed



18,848
database usage



109,150
virtual items borrowed



**Libraries ARE magic!
And SO important to
our communities. You
will always have my
support!”**

— Kelly L.

new ways to ...

CONNECT TO RESOURCES



While the doors of the Windsor-Severance Library may have been temporarily closed due to the global pandemic, the library was always open.

Once the decision was made to close the library's physical doors, staff went to work creating new and innovative ways to connect our community with library resources. We worked to balance serving our community while providing safe and healthy conditions in an evolving situation.

Less than eight weeks after closing, we launched Library Takeout, a curbside, contactless checkout system. It was clear that in the brief pause on physical materials, our community was hungry for library resources.

Staff continued to implement new and exciting ways to connect our community with resources and help them discover new materials through Staff Picks To-Go and Unwrap and Read.

We were excited to safely reopen our doors to patrons July 1. We were amazed by the corresponding spike in circulation. In-person browsing is a critical way for our community to explore new materials.

Throughout 2020, we were proud to provide continuous service to our community.



268,435
physical circulation

109,150
virtual circulation

36,408
e-text circulation

28,554
e-audiobook
circulation

36,596
e-music circulation

7,592
e-video circulation



We can't thank you enough for your library takeout service during this time! While we miss toddler storytimes, it has brought our whole family such joy to discover new books while at home! I think we will look back on this spring and summer as the time when our 2.5-year-old son's love for reading truly blossomed. I've attached a picture of him in the stroller yesterday. We walked to the library to pick up our books, and he insisted on reading some on the way home." — Mollie A.

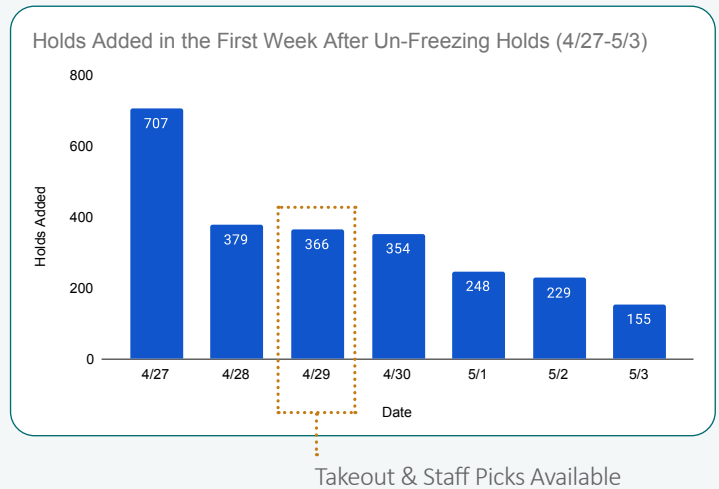


"This was our family's entire evening last night — we were SO excited to get our new books! (And note the library up on the computer — already working on our next round of holds!) We all agreed missing our multiple weekly library trips has been one of the hardest parts of the quarantine. THANK YOU for continuing to work so hard to keep us connected to our favorite family pastime! You all are so appreciated!" — Niel S.



LIBRARY TAKEOUT

A new curbside checkout process began Wednesday, April 29. Patrons were able to place a hold through the catalog and then arrange contactless pickup in front of the Windsor-Severance Library. Our community was eager for new materials! We saw a record-breaking 707 requests for materials when we allowed holds again on April 27.



227

STAFF PICKS TO-GO

Staff developed a new way for patrons to experience the serendipity missing from browsing our shelves while the building was closed — Staff Picks To-Go. After patrons complete a short online form, librarians get to work making surprise selections based on previous reading selections and the request.



Photo: Mary M.

To add a little holiday cheer to Staff Picks To-Go, we developed Unwrap and Read. "This was so cute!" said Jeromey B. "My daughters loved opening their 'gifts'!"

new ways to ...

ENGAGE TOGETHER



On March 13, we suspended all programming at the Windsor-Severance Library. In just eight short days, our staff began the transition to virtual programming.

Virtual programming was a completely new service offering in our district. Staff rallied to transform in-person programming to an engaging virtual experience that could maintain connections in, what could be, an isolating global pandemic. During the Stay at Home order, living rooms and home offices became recording studios, with staff navigating new platforms and technology on the fly.

Looking to continue to innovate and further the virtual experience, we piloted program kits that patrons could pick up through Library Takeout to complete activities in real time. The pilot program proved to be successful, and we continue to implement kits into 2021.

Plans were already in motion for Summer Adventure Program when the effects of the pandemic hit. On a dime, staff completely redesigned the program in a virtual format. The planning process normally takes three to six months. In a herculean feat, staff completed the redesign in a month in order to launch as scheduled.



Thank you so much for this awesome book club! Paxton loved it and so did I. The crafts that went along with the book were so great!!” — Cheryl C.

584
virtual
programs

3,367
virtual
program attendees

489
in-person
programs

12,990
in-person
program attendees



SUMMER ADVENTURE PROGRAM

Members of our community journeyed with us to the land of make believe and kingdoms far, far away through our first virtual Summer Adventure Program, "Imagine Your Story." Patrons of all ages had the chance to complete five literary-themed quests — paired with resources and programs — that led them to treasure.

We also offered a summer full of fairy-tale and story-themed programs. Maybe you joined Miss Andrea for storytime when she read the story of *The Three Little Pigs* and then did *The Three Little Pigs* challenge. Perhaps

you joined Chelsey during Getting Crafty when she made Whipple Scrumptious Fudgemallow Delight Chocolate Bars from *Charlie and the Chocolate Factory* and then completed the challenge where you have to recreate a recipe from a book! With each challenge, we were witness to our community growing closer together with the challenges becoming a family affair. Ultimately, that's our goal with Summer Adventure Program — to ignite the love of reading in all ages while bringing us closer together.

873

registered participants



This was such a fun challenge as I LOVE the *Little Red Riding Hood* story!! Had my picnic outside with the 'big bad wolf' who kept trying to eat my snacks!"

— Haylie G. (and Mom)





CLEARVIEW READS: THE BOY WHO HARNESSSED THE WIND AUTHOR VISITS

William Kamkwamba — author of *The Boy Who Harnessed the Wind* — shared his inspirational journey with our community on Saturday, Feb. 22, as part of the Clearview Reads author series.

His freshman year, William had to drop out of school because his family couldn't afford the school fees. Undeterred, he borrowed books from his primary school's lending library. One book he borrowed triggered a series of events that would change his life: "Using Energy." The textbook inspired a journey to bring electricity to his family in Malawi by constructing a windmill from scraps.

Today, William is a speaker, innovator, TED Fellow, and New York Times bestselling author.

In addition to sharing his story with our community, Kamkwamba visited Windsor Middle School, Rangeview Elementary, and Windsor Charter Academy. At Rangeview, students built windmills that they tested with hairdryers. And, at Windsor Charter Academy, elementary students made wind-powered cars.

"His story is so inspirational, and our students noticed this and thought he had done incredible things, especially considering his circumstances. Hearing powerful stories like William's helps them have a more global view of our world," said Heather Moon, Windsor Middle School Librarian.

“ This was an amazing night!!! Thank you so much for bringing such an amazing inspiration to share his story. It was so wonderful to see so many kids excited about innovation and meeting William. A special evening for my girls and me!!!”
 — Annie B.

891 attendees

From algae to snakes and robots to turbines, the Clearview Reads Innovation Fair was full of hands-on STEM (Science, Technology, Engineering, Mathematics) activities! It was the perfect lead up to Clearview Reads: An Evening with William Kamkwamba, New York Times bestselling author of *The Boy Who Harnessed the Wind*. More than 20 organizations participated in the showcase.





Olivia and James loved the book today because they love patterns! Especially rainbows.”

— Tammy B.



We’re loving your story times Miss Andrea! Thank you!”

— Rebecca H.



These [program kits] are so amazing! We picked up mason jar light supplies today! Thank you for this great opportunity!”

— Erin C.



Thank you for this [Storytime]!”

— Tracy Lyn T.



Thank you Andrea for continuing Story Explorers! We love it as always!”

— Jenny F.



Clearview Library District is awesome — glad you’re my little library with a host of big programs for all age groups!!!”

— Pamela W.



Yay! Storytime started up again. I love that it's in the park. Thank you Clearview Library District.”

— Megan G.



You put a lot of time putting these [kits] together and we appreciate it!”

— Stephanie G.

new ways to ...

EXPLORE ONLINE



Rain or shine. Pandemic or not. Our digital library is always open. While community members stayed at home, we saw significant increases in digital platform use.

Our IT & Technical Services team made it possible for our staff to continue library services in a remote capacity, implementing a new districtwide phone system and equipping staff with mobile workstation technology — all of which enabled our staff to launch 19 new services and transition many existing services to the virtual world.

In addition to maintaining the technological infrastructure, our team worked with vendors to increase access to our more-than-40 digital platforms.

A new catalog system was implemented in October. This major undertaking was an upgrade from previous systems that provided more efficiencies for staff and a more powerful search system for patrons.

20,220
active virtual
borrowers

36,408
e-text circulation

36,596
e-music circulation

2,537
computer users

3,032
wifi users

7,592
e-video circulation

18,848
database usage

230,563
homepage visits



POLARIS: NEW CATALOG SYSTEM

“Over the last several years, we’ve noticed that our catalog hasn’t kept up with other library systems’ improvements, and we wanted to create a better patron experience,” explained IT & Technical Services Manager Bud Hunt. “As we looked into the easiest and most cost effective way to make this happen, we discovered that the move to Polaris could radically improve the day-to-day patron experience.”

In addition to a better patron experience, Polaris integrates with the Prospector Interlibrary Loan system, which vastly increases our borrowing network. The system will allow you to check out 30 million materials from more than 50 public, academic, and special libraries — more extensive than our previous Interlibrary Loan system, SWIFT.



Moving from SWIFT to Prospector was a repeated request in the Strategic Plan feedback process. It also helps us to better maximize our space while increasing collection options.



Yesss! So excited for Prospector! #librarynerd” — Mollie A.



Ask a Geek, our tech support program, transitioned to virtual service in March, providing no cost, one-on-one tech support for our community members.

“Why oh why haven’t I used Ask a Geek before? What a wonderful service to our community! Please let the library know they’re doing a great job!” said Bev D.

619

tech sessions

CYBERSECURITY SAFETY PARTNERSHIP

With more online access than ever, cybersecurity safety is top of mind. We partnered with the Town of Windsor and Town of Severance to produce three cybersecurity safety videos: password safety, phone scams, and software updates. The videos launched in October to coincide with Cybersecurity Safety Month.



new ways to ...

STRENGTHEN COMMUNITY



Now, more than ever, we are aware of how important it is that library services extend beyond the four walls of our building to support and strengthen our community.

Celebrating its 10th anniversary, the bookmobile continued its work in all three of the communities we serve, at a minimum delivering materials when individuals couldn't board, and at best, continuing its tradition of outstanding neighborhood service.

A new StoryWalk experience opened at Lakeview Park in Severance October 21. This outdoor literary experience provides a much needed activity for families. In December, leaders from organizations across the district came together for a live reading of a *Visit from St. Nicholas*.

Business Librarian Kelly Hall worked to support local businesses in many ways, including the launch of a new podcast, "Clearview on Business," which showcases businesses within the district. Hall and Technology Librarian Michael Ross partnered to use the library's 3D printer to print and deliver mask extenders to frontline / essential workers.

Last, but certainly not least, we partnered with the Weld RE-4 School District to support students, teachers, and parents in remote learning with increased access to materials and mobile internet hot spots.



Thank you for all the creative ways you all are still bringing the library to our community."

— Jenny F.



SHARING RESOURCES TO SUPPORT ONLINE LEARNING

Over the summer, the Weld RE-4 School District was able to evaluate their digital classroom needs and plan for a variety of learning contingencies in the fall.

“Our school libraries have a very limited number of e-book and audiobook options,” shared Weld RE-4 School District’s Mollie Amundson. “When we transitioned quickly to remote learning, we realized our huge need for digital reading material.”

Library IT & Technical Services Manager Bud Hunt discovered a way for Weld RE-4 classrooms to access the library’s entire digital collection through the Sora app. With Sora, the Weld RE-4 School District can utilize the library’s digital materials, while filtering content for age-appropriateness. The school district can also purchase their own digital materials and add to the collection.

26

internet hot spots were provided to students



Thanks for keeping the bus moving!"
— Katie W.



SUPPORTING ESSENTIAL WORKERS

Technology Librarian Michael Ross created mask extenders on our 3D printer for essential workers who wear an over-the-ear mask for long periods of time each day. These handy devices help to save ears. Business Librarian Kelly Hall personally delivered each one.



From the bottom of my heart thank you so much for doing this for other frontline and essential workers. It brought tears to my eyes after a 12-hour shift. You folks are an asset to the community, and I know I miss my local library so much!"

— Jessica W.

MISSION

Cultivate Curiosity
Enlighten the Mind
Strengthen the Community

VISION

We aspire to be a launching point for discovery — creating innovative and adaptive spaces where everyone can *explore, imagine, create,* and *learn* on the path of lifelong learning to improve ourselves and our communities.



clearviewlibrary.org





Memorandum

To: Library Board
Via: Ann Kling, Director
From: Katie Messerli, Communications Specialist

Date: April 23, 2021
Re: Facilities Plan

Background / Discussion

The Windsor-Severance Library opened in 1997, serving a population of 9,834 residents. Since opening day, the district's service area has experienced significant growth, expanding to 26,772 or a 172 percent increase. Facility capacity has increased 31 percent in that same time period, ranking the district in the bottom half of square footage per capita in comparison to Colorado libraries within the same population category.

By all accounts, growth within the district's service area is not anticipated to slow down. The North Front Range Metropolitan Planning Organization projects that the district will reach 122,290 residents by 2030 and 211,662 residents by 2045.

The Clearview Library District's single facility is insufficient to serve the current population size, let alone anticipated growth. If action is not taken, the district will continue to fall further and further behind in its capacity to provide library services to its community members.

To begin to solve this challenge, the Clearview Library District's Long-Term Planning Committee worked with area experts to develop financial and growth projections, analyzed the district's use and performance data, identified and prioritized the needs of the community and district, and evaluated 11 options within the six space exploration areas as identified in the 2020-2022 Strategic Plan.

This work resulted in three recommended solutions to address the short-term needs of the entire district, as well as three areas of focus to position the district for long-term success and sustainability.

Relationship to Mission and Vision

If approved, the Facilities Plan would help meet the mission and vision of the district at a larger scale.

Relationship to Strategic Plan

Focus Area 4: Space

Budget Considerations

There are no budget considerations with approval of the plan itself. Each individual component recommended in the plan would be brought before the Board for individual consideration and approval before sums are appropriated.



Recommendation

The Long-Term Planning Committee recommends approval of the plan and to begin the “Next Steps” for the short-term solutions as outlined in the plan report.

Attachments

“A Plan for the Future”: 2021 Facilities Plan



A PLAN
for the
FUTURE

2021 FACILITIES PLAN

Inside

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Appendix
A1

 For questions, comments or concerns, please contact the Clearview Library District.

720 3rd Street
Windsor, CO 80550

970-686-5603

hello@clearviewlibrary.org

Our district has been and continues to be faced with the double-edged sword of growth. Growth can bring so many opportunities, yet we, as a library district, are faced with providing the infrastructure needed to serve our communities adequately.

We believe our staff have provided an outstanding level of service to our community since the district's formation. In order to continue providing that same level of service to our growing community, we need to maintain and build the facilities in which to do so.

It was our desire to tackle both the short and long-term needs of the district — looking at individual challenges and the district's needs as a whole. To do this, we reengaged the Long-Term Planning Committee in January 2020 to understand how to best approach this task, and in September, the committee officially began work on developing this short- and long-range facilities plan.

We thank the members of the Long-Term Planning Committee for their significant investment in this project. They spent countless hours delving into data and community feedback, working to develop cost estimates and financial projections, and crafting a plan that addresses needs now and in the future.

Additionally, we want to acknowledge the support of partner organizations who helped provide the data or expertise needed to make sound decisions — Wember, Fransen Pittman, RATIO Architects, Hayden Outdoors, Russ Bacca, Chris Ruff, Scott Charpentier, Brenda Dones - Weld County Assessor, June Garcia, Windsor Severance Fire Rescue, Town of Severance, Town of Windsor, and the City of Greeley.

We're excited to present this facilities plan to our community. This plan builds on the work of past boards and incorporates the needs and desires of the community, addressing pressing challenges now and setting the district up for future success.

Kendra Adams, *President*

Ron Clark, *Trustee*

Rochelle Brotsky, *Vice President*

Frank Baszler, *Trustee (Alternate)*

Brian Lampe, *Secretary*

Ronald Dunworth, *Treasurer*

from the board

The Windsor-Severance Library — located at 720 3rd Street in Windsor — opened in 1997, serving a population of 9,834 residents. Since opening day, the district’s service area has experienced significant growth, expanding to 26,772 or a 172 percent increase.¹

Facility capacity has increased 31 percent in that same time period, ranking the district in the bottom half of square footage per capita in comparison to Colorado libraries within the same population category.²

By all accounts, growth within the district’s service area is not anticipated to slow down. The North Front Range Metropolitan Planning Organization projects that the district will reach 122,290 residents by 2030 and 211,662 residents by 2045.³

The Clearview Library District’s single facility is insufficient to serve the current population size, let alone anticipated growth. If action is not taken the district will continue to fall further and further behind in its capacity to provide library services to its community members.

To begin to solve this challenge, the Clearview Library District’s Long-Term Planning Committee worked with area experts to develop financial and growth projections, analyzed the district’s use and performance data, identified and prioritized the needs of the community and district, and evaluated 11 options within the six space exploration areas as identified in the 2020-2022 Strategic Plan.⁴

OUR DISTRICT IS PROJECTED TO REACH

211,662

RESIDENTS BY 2045

1. Library Research Service, State of Colorado Department of Education, 1997-2019, <https://www.lrs.org/>
2. Square Footage Per Capita, Colorado State Library, 2014
3. Clearview Library District Projections Through 2045, North Front Range Metropolitan Organization, January 2020
4. 2020-2022 Clearview Library District Strategic Plan, SBrand, 2019, https://clearviewlibrary.org/images/pdfs/clearview/Strategic_Plan/CLD-2020-2022_Strategic_Plan_Report_web.pdf

This work resulted in three recommended solutions to address the short-term needs of the entire district, as well as three areas of focus to position the district for long-term success and sustainability.

SHORT-TERM SOLUTIONS

It is the recommendation of the committee that the following projects are investigated further and potentially completed over the course of the next four years:

- **Construction of a branch in Severance.**
- **Acquisition of an office space to support an administrative hub and district-wide services, as well as provide more patron-focused space in the Windsor-Severance Library.**
- **Renovation of the Windsor-Severance Library.**

LONG-TERM SOLUTIONS

It is the recommendation of the committee that the Board of Trustees continue work in three main areas over the course of the next 10 years:

- **If possible, maintain the district owned property for potential future collaboration with other governmental entities or developers.**
- **Partner with other governmental entities on a shared facility and/or a cultural campus in Windsor.**
- **Begin preparation for a future regional library and/or branches as population growth warrants.**

LONG RANGE PLANNING COMMITTEE

Kendra Adams, *Board of Trustees, President*

Ron Dunworth, *Board of Trustees, Treasurer*

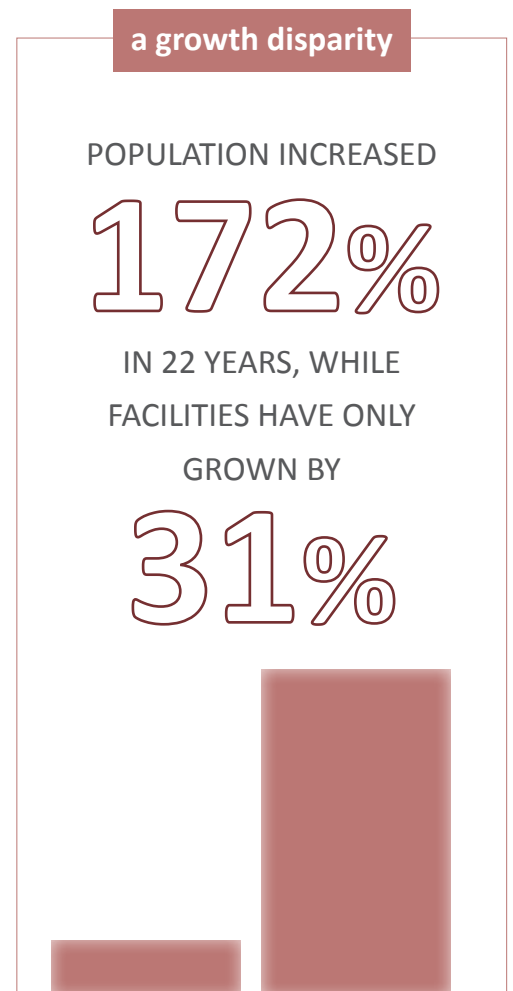
Ron Clark, *Board of Trustees*

Ann Kling, *Staff, Director*

Bud Hunt, *Staff, IT & Technical Services Manager*

Casey Lansinger-Pierce, *Staff, Public Services Manager*

Katie Messerli, *Staff, Communications Specialist*



MISSION, VISION, AND CORE VALUES

The Clearview Library District serves more than 26,000 residents in the communities of West Greeley, the Town of Severance, and the Town of Windsor by fulfilling its mission to Cultivate Curiosity, Enlighten the Mind, and Strengthen the Community through physical and virtual materials, as well as programs and events.

In looking to the future through this facilities plan process, the Board of Trustees set forth its vision for the district — to be the launching point for discovery, creating innovative and adaptive spaces where everyone can explore, imagine, create, and learn on the path of lifelong learning to improve ourselves and our communities.

While the district works to meet the needs of the entire community on an individual basis, the Clearview Library District will focus its resources, opportunities, and experiences in three key areas: fostering early literacy, building connections, and inspiring lifelong learning.

Additionally, the district's work will embody five core values:⁵

Inclusive and Welcoming

The library serves the entire community, and works to ensure that people of all ages, abilities, and backgrounds feel welcomed and are provided resources. A key component of providing equitable, inclusive service is being a free resource for our community.

Community Driven

At the library, we're responsive to the wide-ranging needs of the community. As one of several organizations serving the community, our professional and customer-oriented staff work to not only meet the request at hand, but to also delight our patrons with unexpected recommendations.

Innovative and Forward Looking

The library remains at the forefront of technology, seeking resources that expand opportunities for learning and cultivating curiosity. In collaboration with our community, we proactively plan for the future, yet remain open to new ideas and innovations.

VISION FOCUS AREAS

Foster Early Literacy: We believe that literacy is a key component to learning and future success. We work to cultivate a love for lifelong learning in the children of our community through essential aspects of early literacy, such as reading, writing, singing, playing, and talking.

Build Connections:

We believe that social connection is critical to growing, learning, and contributing to stronger communities by building bridges across generations, cultures, ideas, and beliefs to support learners of all ages.

Inspire Lifelong Learning:

We believe that learning and exploration are essential parts of our shared human experience. These happen in many ways, at different paces, and last a lifetime. We strive to engage individuals of all ages and interests in wondering and discovering what was, what is, and what's to come.

A Gathering Place for the Community

Our library is a safe and inviting space to come together and strengthen our bonds. From meet ups to work space, and a place of learning to social interactions, our community is strengthened by being together at the library.

A Source of Lifelong Learning

The library is a catalyst for our community's lifelong learning. Our services, resources, and programs — online and within our spaces — spark curiosity and engage the mind of every age and any interest.

STRATEGIC PLAN 2020-2022

The Strategic Plan Advisory Group — an all-volunteer group representative of the library district — digested all of the community feedback⁶ received in the development of the 2020-2022 Strategic Plan and determined the district's strategic priorities. The group established four priorities, including Space.

The Clearview Library District will evaluate all opportunities to provide adequate space for the programs and services that the community needs and wants. That may include remodeling existing space, building new space, renting additional space, collaborating with other local agencies for the shared use of space, and expanding into new locations. The focus will be on the ability to provide core services, including programs and physical materials.⁷

Using this as the foundational charge, the Board of Trustees re-engaged the Long-Term Planning Committee to embark on a short- and long-term facilities planning process to determine how best to serve the district's communities, and meet the needs of the district now and in the future, especially with continued growth on the horizon.

areas of exploration

The committee sought to explore opportunities to meet the district's space needs through six areas⁸:

Modifying the existing Windsor-Severance Library.

Building new space, both one large facility and branches.

Leasing or buying existing facilities, as well as selling already-held district property.

Sharing of space with community partners.

Housing staff offsite through coworking businesses or other similar entities.

Partnering with developers on shared or mutually beneficial opportunities.

5. 2020-2022 Clearview Library District Strategic Plan, SBrand, 2019, https://clearviewlibrary.org/images/pdfs/clearview/Strategic_Plan/CLD-2020-2022_Strategic_Plan_Report_web.pdf

6. Community Feedback Survey, SBrand Consulting, 2019, <https://clearviewlibrary.org/strategic-plan>

7. 2020-2022 Clearview Library District Strategic Plan, SBrand, 2019, https://clearviewlibrary.org/images/pdfs/clearview/Strategic_Plan/CLD-2020-2022_Strategic_Plan_Report_web.pdf

8. 2020-2022 Clearview Library District Strategic Plan, SBrand, 2019, https://clearviewlibrary.org/images/pdfs/clearview/Strategic_Plan/CLD-2020-2022_Strategic_Plan_Report_web.pdf



SUMMARY

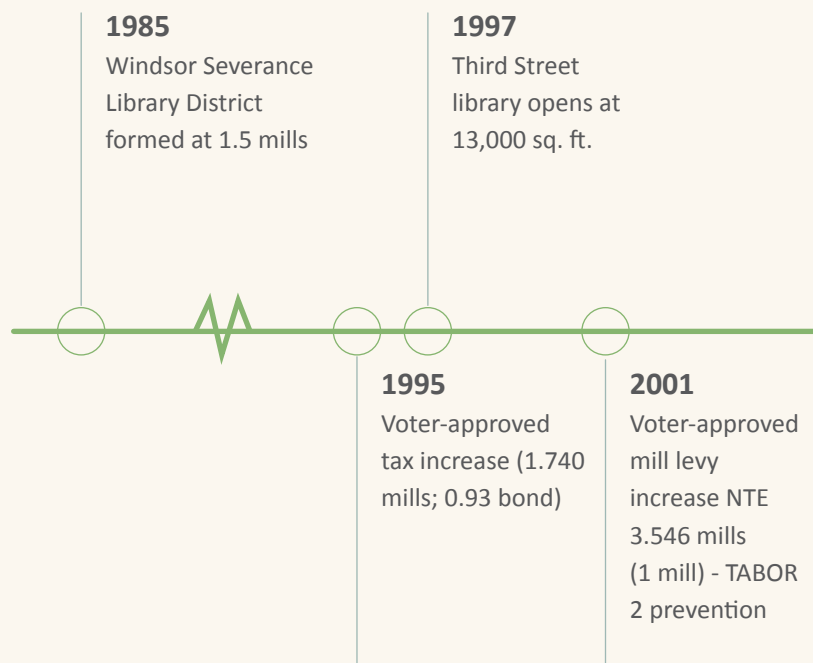
The Long-Term Planning Committee officially kicked off work on the development of a short- and long-range facilities plan for the district in September 2020. Looking to meet the district's pressing needs as a result of rapid growth, the committee met weekly from September through March to fully explore all of the options outlined by the Advisory Group. Additionally, the Board of Trustees dedicated a monthly work session to the facilities planning process. All presentation and committee work can be found at clearviewlibrary.org/library-board.

Throughout the process, the committee tasked staff with:

- Working with area experts to develop financial and growth projections.
- Analyzing the district's use and performance data.
- Identifying and prioritizing the needs of the community and district.
- Evaluating 11 options within the six exploration areas.

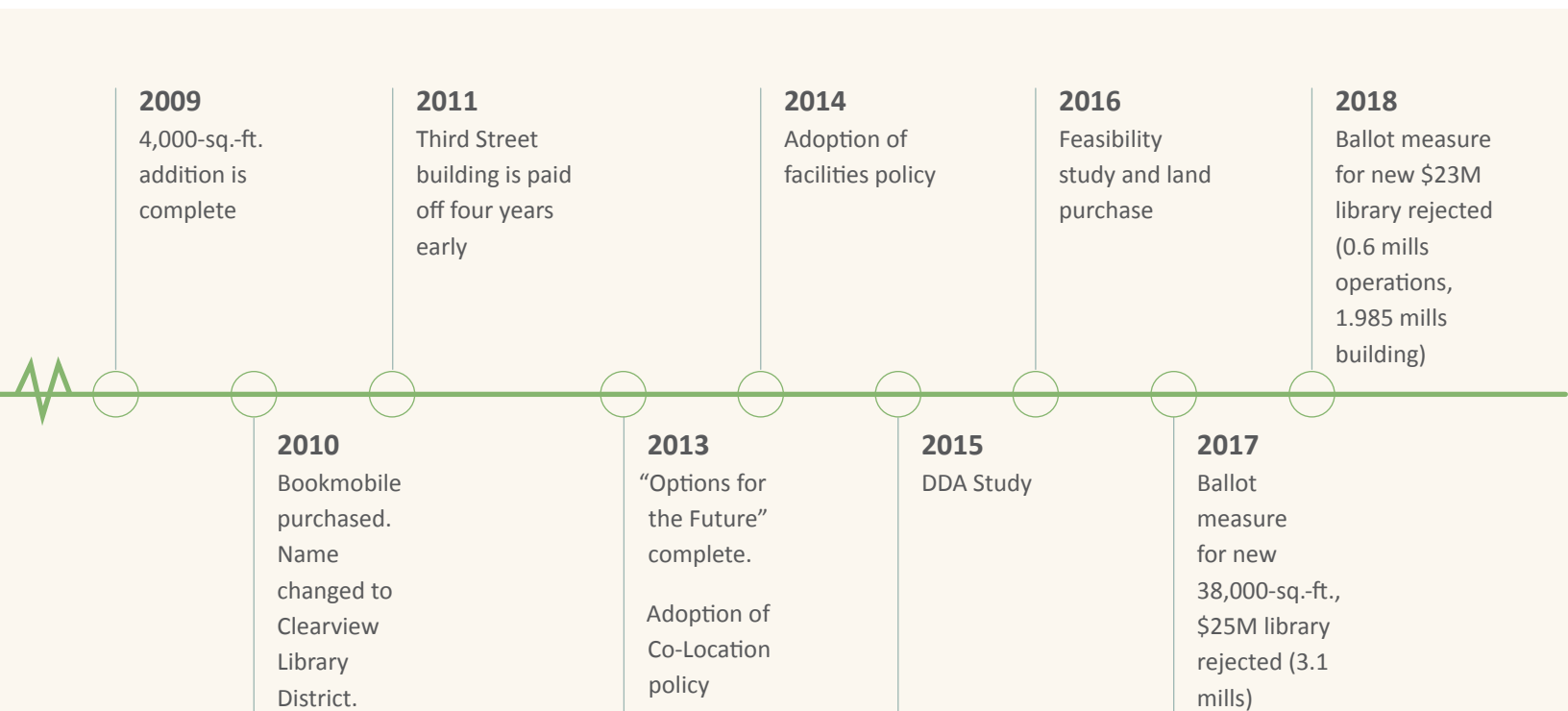
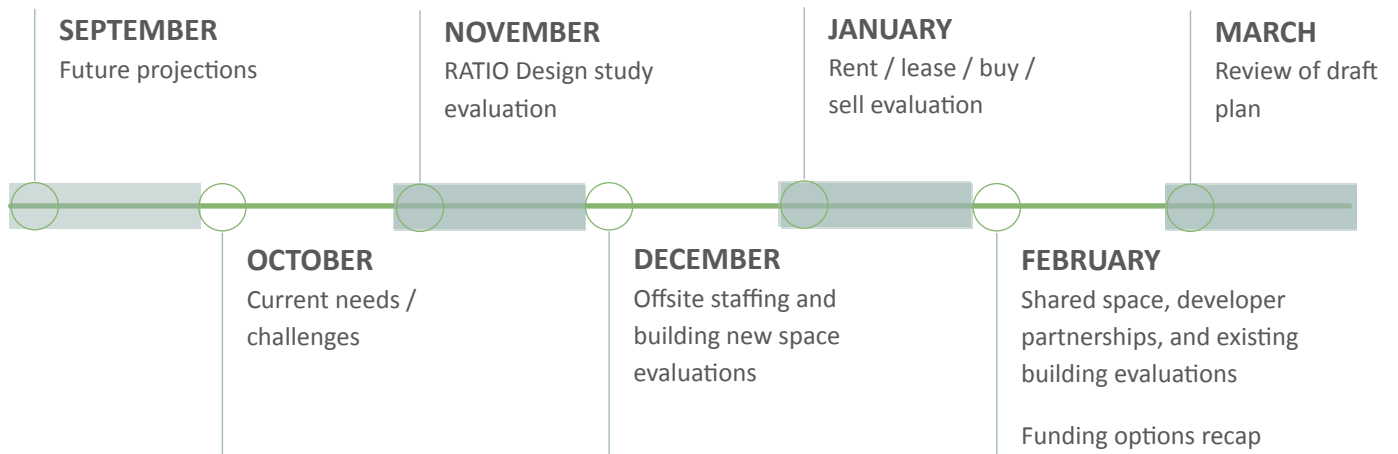
BUILDING ON THE PAST

Past Boards of Trustees have undertaken significant work in regards to the physical infrastructure of the Clearview Library District. Understanding this past work is critical to preparing for the district's future. See page A1 for a detailed history of the district's facilities efforts.





PROJECT TIMELINE



GROWTH PROJECTIONS

Past Growth

It is clear that the communities that the Clearview Library District serves — Severance, West Greeley, and Windsor — have experienced and will continue to experience considerable growth. Since the Windsor-Severance Library opened in 1997, the district’s legal service area has grown from 9,834 residents to 26,772, a 172 percent increase.⁹

It is the opinion of the committee that the resident calculation of the library’s legal service area is a conservative estimate. The legal service area is calculated utilizing Census and State Demographer data and the application of a multiplier based on estimates from the State Demographer. It is likely that these numbers will see a significant increase when adjusted as a result of the 2020 Census.

The Clearview Library District has worked to keep pace with the increased demands of growth, including:

- Increasing mobile and outreach services through the bookmobile, lobby stops at assisted living facilities, and area schools.
- Partnering with other organizations to hold programs at offsite locations, including Weld RE-4 schools, Town of Severance and Town of Windsor parks, Severance Town Hall, the Poudre Learning Center, and local businesses.
- Expanding shelving and maximizing shelf capacity.
- Acquiring a temporary storage facility.
- Utilizing at-home, remote work for staff members, when possible.

Details on these efforts and the impact can be found on page 16.

Projected Growth

Data from the municipal governments the district serves indicates significant growth on the horizon. Current populations and projections are:

Town of Severance

2020 - 8,290
2030 - 13,284¹⁰

Town of Windsor

2020: 34,161¹¹
2025: 45,850 - 51,346¹² (2030 not available)

West Greeley (district service area only)

2020: 34,138
2025: 35,388 - 38,865¹³ (2030 not available)

Weld County

2020: 333,004
2030: 443,430¹⁴

Weld RE-4 School District Enrollment

2020: 7,360
2025: 9,768¹⁵ (2030 not available)

The committee also engaged the North Front Range Metropolitan Planning Organization to develop projections for the district based on Census tract data. The North Front Range Metropolitan Planning Organization data states that the district exceeded 30,000 residents in 2015, and is on track to reach 122,290 residents by 2030 and 211,662 residents by 2045.¹⁶

Heat maps indicate that the district’s most significant areas of growth will occur in / around Severance, as well as the south, southeast portions of the district.

9. Library Research Service, State of Colorado Department of Education, 1997-2019, <https://www.lrs.org/>

10. Severance Population and Housing Projections Revised-1, Town of Severance, July 2020, https://clearviewlibrary.org/images/pdfs/clearview/Board%20Posts/2020/July_2020_FINAL_Reduced_Size.pdf

11. 2020 Demographics, Town of Windsor, <https://www.windsorgov.com/1217/Demographics>

12. Rough Population Estimates Through 2025, Town of Windsor, February 2021

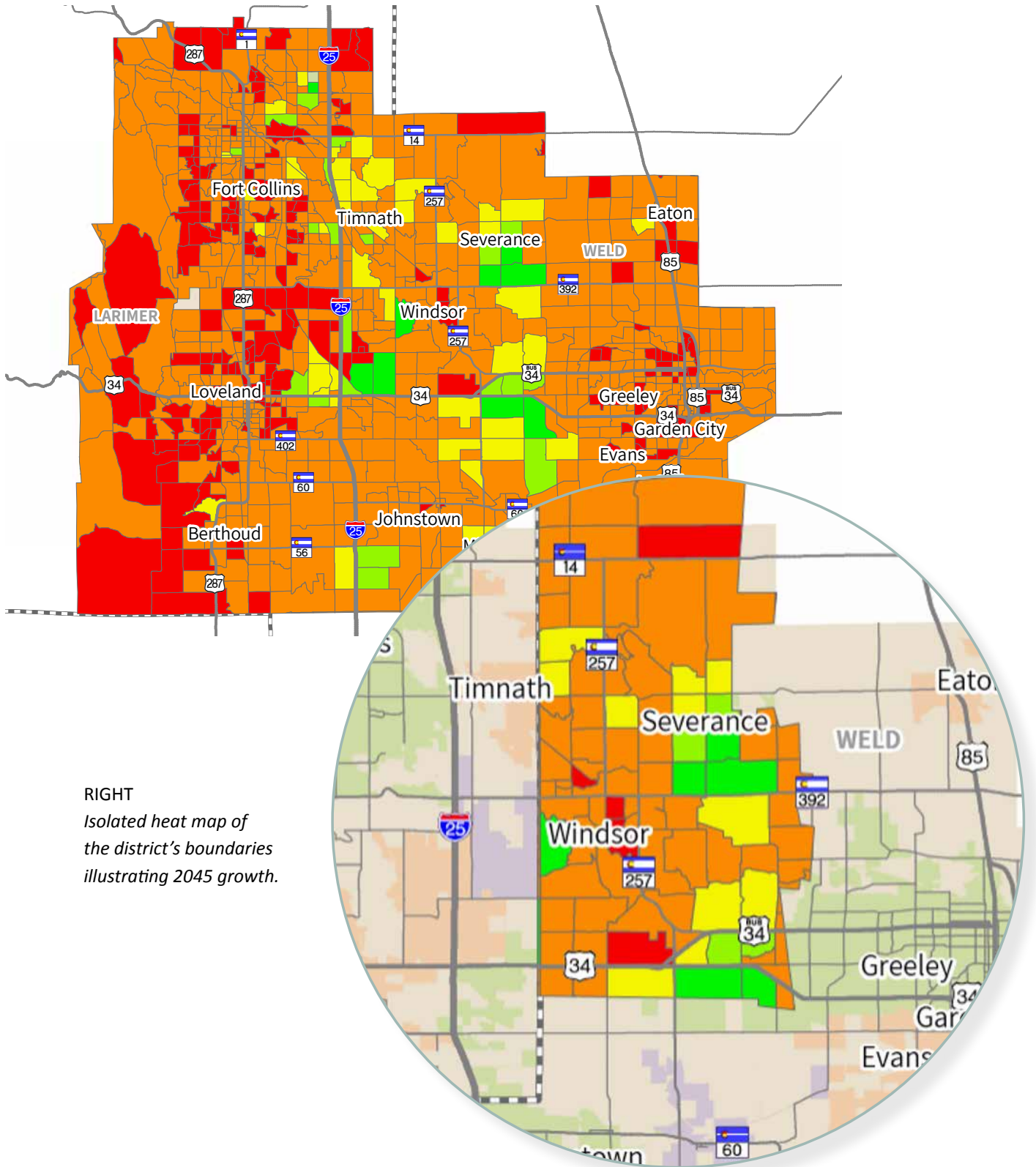
13. “Annual Average Population Growth Rate per Census Tract Intersecting Weld RE-4 Greeley Jurisdiction,” City of Greeley, 2020

14. Population Total for Colorado Counties, Colorado Department of Local Affairs, 2020, <https://demography.dola.colorado.gov/population/population-totals-counties/#population-totals-for-colorado-counties>

15. Enrollment Forecast Summary by School: 2020 to 2025, Weld RE-4 School District, September 2020

16. Clearview Library District Projections Through 2045, North Front Range Metropolitan Organization, January 2020

2045 GROWTH PROJECTIONS IN NORTHERN COLORADO



RIGHT
Isolated heat map of
the district's boundaries
illustrating 2045 growth.

Absolute Growth (TAZ)		1,515 - 3,019		County Boundary
		3,164 - 6,628		NFRMPO Boundary
		7,884 - 14,016		

December 2019
Sources: CDOT, NFRMPO



USE AND PERFORMANCE DATA

In order to fully understand the needs of the district, the Long-Term Planning Committee conducted an in-depth analysis of the district’s performance and use data, as well as an evaluation in comparison to state averages.

Square Footage Per Capita

In 2014 the State of Colorado conducted a study of libraries’ square footage per capita. Applying the district’s 2019 legal service area population of 26,772, the district falls between the 25th and 50th percentile within the population category of 25,000 - 99,999.¹⁷ In order to fall within the upper quartiles, the district would need to increase total square footage to 27,040 - 41,764 square feet, more than double the current capacity.

The Clearview Library District is currently behind in terms of its physical capacity to provide library services in comparison to Colorado libraries within its population category. Without action, the district will fall further behind with increased growth.

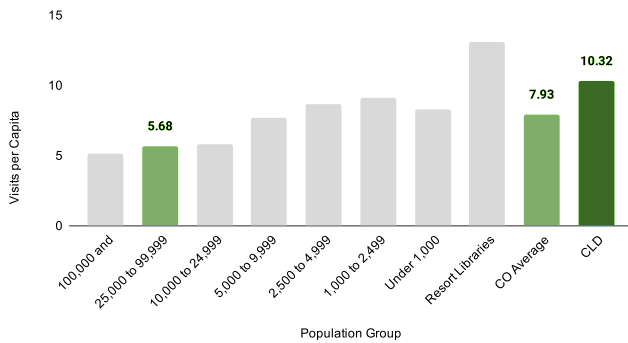
THE DISTRICT IS BEHIND IN ITS PHYSICAL CAPACITY. WITHOUT ACTION, THE DISTRICT WILL FALL FURTHER BEHIND.

SQUARE FOOTAGE PER CAPITA COLORADO DATA 2014					
Population	Percentile 25	Percentile 50	Percentile 75	Percentile 95	Count
<i>100,000 and up</i>	.41	.57	.82	1.26	13
<i>25,000-99,999</i>	.57	.91	1.01	1.56	13
<i>10,000-24,999</i>	.54	.98	1.28	1.93	12
<i>5,000-9,999</i>	.88	1.37	1.87	2.36	14
<i>2,500-4,999</i>	1.18	1.31	1.67	2.31	15
<i>1,000-2,499</i>	.97	1.64	2.88	3.38	14
<i>999 and below</i>	1.95	2.13	2.61	4.23	10
<i>Resort</i>	1.03	1.86	2.14	3.98	23
<i>Statewide</i>	.81	1.24	1.93	3.38	114

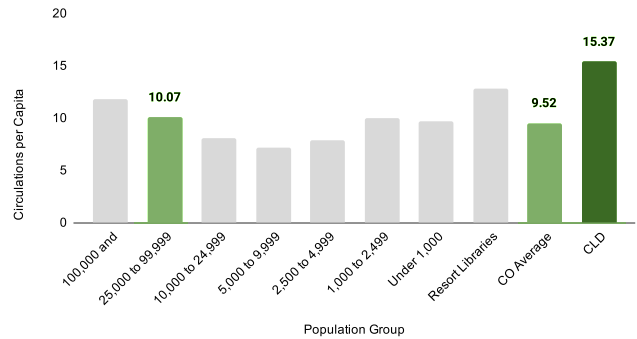
State Comparisons

When comparing the district’s performance to libraries across the state of Colorado, as well as to libraries within the district’s population group, the Clearview Library District far outperformed averages in the areas of visits, circulation, the number of programs, and program attendees. In only one category, program attendees per program, was the district slightly behind averages for the state as a whole and the population group.¹⁸

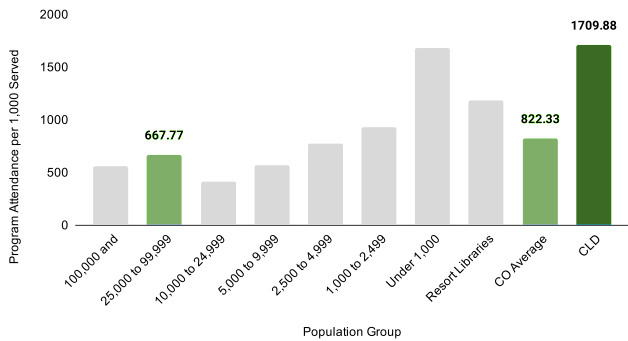
Library Visits Compared to Other Colorado Libraries in 2019



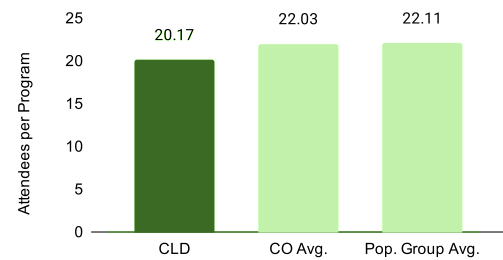
Circulation Compared to Other Colorado Libraries in 2019



Program Attendance Compared to Other Colorado Libraries in 2019



Attendees per Program (Total) 2019



17. Square Footage Per Capita, Colorado State Library, 2014

18. Library Research Service, State of Colorado Department of Education, 2019, <https://www.lrs.org/>

Use

In 2019, the district served 276,394 patrons, 232,150 of which were from individuals visiting the Windsor-Severance Library. That averages to more than 19,000 visitors each month at the Third Street Location. More than 51,000 community members attended a district program in 2019, and 342,324 physical items were checked out or renewed.¹⁹

When analyzing the district’s use data in comparison to other libraries across the state, the community’s use of library services outpaces state averages despite a lack of physical infrastructure. However, the district data illustrates that many of the space maximization efforts are beginning to have an adverse effect on performance data; see page 17.

COMMUNITY FEEDBACK

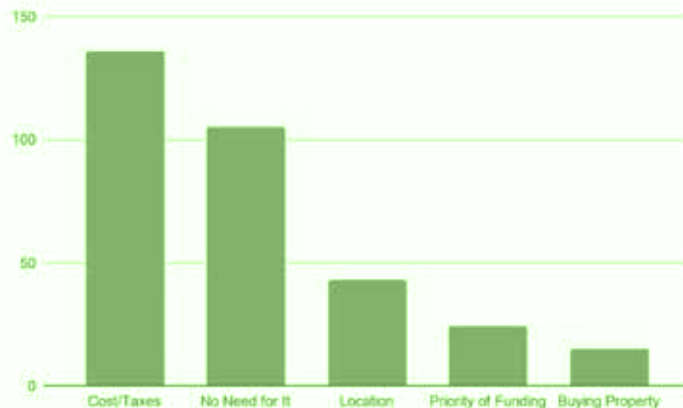
Recent Ballot Initiatives

With 172 percent growth²⁰ in the legal service area population, previous Boards of Trustees recognized the need to expand the district’s operational footprint. Work in 2014 pointed to building a centralized, 38,000-square-foot regional library. A ballot initiative to fund the construction and operation of the new facility was put before voters in 2017, losing 3,035 votes to 3,642 votes.²¹

With the small margin of loss and fresh community feedback, the Board of Trustees voted to place the initiative before voters again in 2018. This time the initiative failed by a wider margin 6,018 votes to 10,238. In follow up feedback sessions, the board learned that the top three reasons for voting against the measure were 1) the cost of the project / increased taxes; 2) perception of a lack of need; and 3) the chosen location.²²

With this feedback, the Long-Term Planning Committee believes it is important that the short-term solutions focus on those able to be funded without a taxpayer increase.

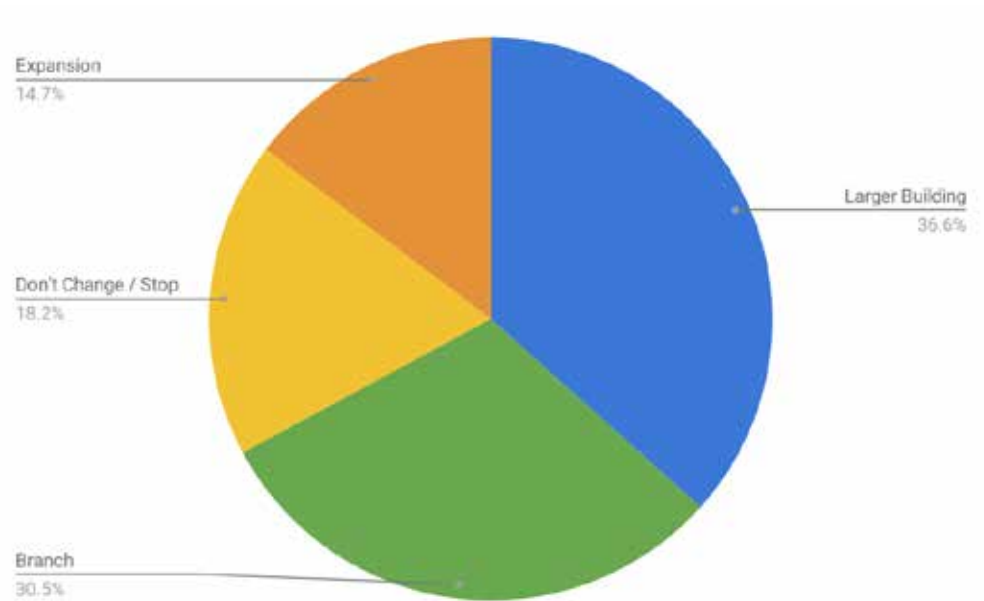
Why did you vote against 6C?



Strategic Plan Feedback

Every three years the Board of Trustees renews the district’s strategic plan. With two failed ballot measures, the board looked to the 2020-2022 Strategic Plan process to delve further — soliciting more in-depth community feedback than with past plans to establish a clear path forward. What they found was that, while the particular project was not supported, there was strong interest in additional library spaces for a variety of purposes. Of the more than 3,500 comments from community engagement efforts, 845 focused on the theme of space. Additionally, there was a clear desire for more materials and programs, both of which require more space to fulfill.²³

Of those 845 space-themed comments, 303 focused on wanting “more” in a general sense. There was not a clear consensus for what that path forward should be. With this lack of consensus, the Long-Terming Building Committee sought to evaluate or reevaluate all known options.



19. Board Packet Data, Clearview Library District, 2019
20. Library Research Service, State of Colorado Department of Education, 1997-2019, <https://www.lrs.org>
21. Elections Results, Weld County Colorado, 2017 and 2018, https://www.weldgov.com/departments/clerk_and_recorder/elections_department/election_results
22. 2018 Election Feedback Survey, Creek Consulting, January 2019, <https://news.clearviewlibrary.org/2019/04/04/library-gathers-feedback-on-2018-election/>
23. Community Feedback Survey, SBrand Consulting, 2019, <https://clearviewlibrary.org/strategic-plan>



IDENTIFIED AND PRIORITIZED NEEDS

Utilizing community feedback²⁴ and use data, the Board of Trustees identified and prioritized seven pressing needs for the district, shared here in priority order:

1. Defined and expanded children's area
2. More programming spaces
3. More space for materials
4. Adequate staff work space
5. More collaboration spaces
6. Expanded quiet spaces
7. Increased storage space

Defined and Expanded Children's Area

The current children's area in the Windsor-Severance Library is a highly used area by both parents and children. To keep pace with demand, space is limited to accommodate physical materials. There is a lack of activity area, an important component to early literacy practices, as well as a lack of adult / family-friendly seating that would encourage multi-generational engagement. The children's area is open to the entire building, creating noise issues throughout. This was recognized in the 2020-2022 Strategic Plan community survey; 13 percent of space-themed comments focused on noise.

More Programming Spaces

The Windsor-Severance Library has three potential programming spaces: two small conference rooms and one large meeting room. Due to the number of attendees, programs are primarily offered in the large meeting room, which limits staff from holding simultaneous programs. Programming staff have utilized space elsewhere in the community to maximum availability — Weld RE-4 schools, local parks, Severance Town Hall, the Poudre Learning Center, and local businesses. Waitlists were put in place due to high demand and limited capacity. The number of individuals on program waitlists doubled, growing from 101 in 2018 to 224 in 2019. The district is unable to meet demand because of a lack of space to hold events, as well as a lack of space to house the additional staff needed to operate more programs.

ABOVE
The children's space is crowded, limiting browsability and multi-generational activity. Additionally, the Windsor-Severance Library's open concept contributes to noise complaints.

growing demand

WAITLISTS DOUBLED
 FROM 2018 TO 2019.

24. 2020-2022 Clearview Library District Strategic Plan, SBrand, 2019, https://clearviewlibrary.org/images/pdfs/clearview/Strategic_Plan/CLD-2020-2022_Strategic_Plan_Report_web.pdf



RIGHT
Overcrowded shelves reduce the marketability and browsability of library resources, negatively impacting circulation numbers.

More Space for Materials

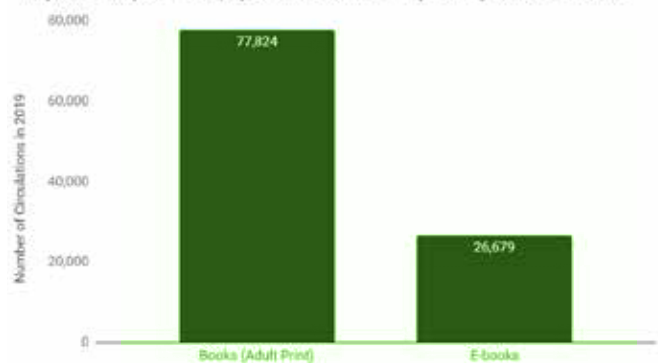
According to the Pew Research Center, in September 2019, the typical American adult reads four books per year. The district’s patrons read nine per year, double the national rate. This is also reflected in the district’s above average circulation numbers in comparison to state data (page 13). Some believe that e-materials are the future. However, at this time, despite significant growth in the last few years, physical books far outpace the demand for e-books (see right).

In order to meet demand, the district has increased the amount of collections without an increase in space (i.e., more materials in a confined area). This has limited browsability and has had a negative impact on circulation. This is illustrated in the Windsor-Severance Library’s movie collection (see right).

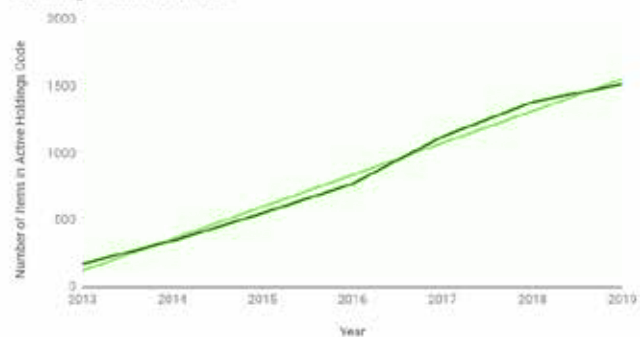
In two years, the district has added 44 shelves to expand the movie collection, and maximized space by stacking the movies vertically rather than front-facing. This has resulted in circulation leveling off due to the lack of browsability space and the ability to “market” the materials in an attention-grabbing manner.

All libraries practice deaccessioning — where materials that have not circulated in a period of time are removed from the shelf. Typically 5 percent of the collection is deaccessioned each year for items that haven’t circulated in three to five years. At the Clearview Library District, this is happening at a much higher rate due to space constraints. Staff members are having to deaccession 10 percent of the collection each year, removing items that haven’t circulated in one to three years. This limits the depth of available offerings.

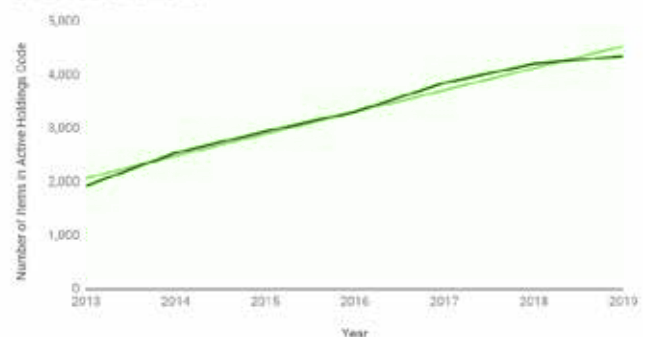
“Why would anyone need physical books when they could just read e-books?”



Blu-Ray Collection Size



DVD Collection Size





Adequate Staff Work Space

Staff spaces are limited and crowded at the Windsor-Severance Library. When staff were asked what needs to change to do your job or do it better, the top response from employees was increased work space.²⁵ In dialing in staff work space needs, three main items emerged: dedicated staff meeting spaces, offices for supervisors / managers, and space for storage, processing, and preparation of materials and programs. To meet collections and programming demands, the district needs more staff to facilitate those items, and the district is at maximum capacity to house additional staff.



More Collaboration Spaces

The Windsor-Severance Library has a limited number of meeting rooms — two small meeting rooms and one large meeting room. These rooms are primarily used for programs or staff meetings. In 2019, meeting rooms were used by the public only six percent of the time. The limited availability of the meeting rooms requires community members to hold their book clubs, tutoring sessions, etc., on the floor of the library, which contributes to noise issues.



Expanded Quiet Spaces

Currently, the only dedicated quiet space in the Windsor-Severance Library is a space shared with the adult non-fiction collection. Because the space is shared, it limits the number of reading / work stations to eight. Additional users utilize space on the floor of the library, which, based on community feedback, is experiencing noise challenges. The Strategic Plan feedback indicated a desire for more quiet space.



Increased Storage Space

The Windsor-Severance Library has exceeded its capacity, particularly in regards to storage needs. To alleviate this pressing need, the district rented and installed a connex trailer in the parking lot in 2018. This was intended to be a temporary measure, but has remained in place for three years.

25. Staff Survey, Clearview Library District, October 2020

EXPLORATION AREAS

The committee thoroughly evaluated the six exploration areas, vetting 11 concrete options for their feasibility in meeting the district's needs. Each of the 11 proposals were evaluated using a standard worksheet. These worksheets can be found in the Appendix (page A2).

Modifying the Existing Windsor-Severance Library

- Windsor-Severance Library renovation (page A2)
- Upward expansion of the Windsor-Severance Library (page A6)
- Outward expansion of the Windsor-Severance Library (page A4)

Building New Space, Both One Large Facility and Branches

- Severance branch (page A10)
- One large facility (page A8)

Leasing or Buying Existing Facilities, and Selling District Property

- Ash Street (page A12)
- Diamond Valley Parkway (page A14)
- East Pointe (page A16)
- The Flame (page A18)
- Main Street (page A20)

Sharing of Space with Community Partners

The Long-Term Planning Committee engaged with 10 community entities. This outreach resulted in open lines of communication, as well as a proposal from the Town of Severance for a branch library (page A10), exploration of the Diamond Valley property as a shared space with Windsor Severance Fire Rescue and the Town of Windsor (page A14), and initial conversations with the Town of Windsor on a potential cultural hub.

Housing Staff Offsite Through Co-working Businesses

- Evaluated five different locations (page A22)

Partnering with Developers on Shared or Mutually Beneficial Opportunities

The committee posted a Request for Expressions of Interest on October 30, 2020, for potential developer partnerships and received no responses. The Long-Term Planning Committee also conducted indirect outreach through two commercial brokers and direct outreach to nine known local developers. These efforts resulted in three meetings, as well as The Flame (page A18) and East Pointe proposals (page A16).

solutions

6

EXPLORATION
AREAS RESULTED IN

11

CONCRETE
PROPOSALS

IDENTIFIED NEEDS

1. Defined and expanded children's area
2. More programming spaces
3. More space for materials
4. Adequate staff work space
5. More collaboration spaces
6. Expanded quiet spaces
7. Increased storage space

CRITERIA FACTORS²⁶

1. Accessibility
2. Cost
3. Adjacent Uses
4. Availability
5. Community Opinion
6. Construction / Site Development Cost
7. Convenience
8. Environmental Issues
9. Future Expansion
10. Legal Matters
11. Parking
12. Size and Shape of the Property
13. Utilities and Infrastructure Availability
14. Visibility

Evaluation

After receiving the information compiled on each proposal by the Long-Term Planning Committee in monthly work sessions, the Board of Trustees provided feedback on the proposal, ranking the proposal's ability to best match a series of criteria factors. Summary results are as follows in ranking order.

Ability to Meet Mission / Vision

1. Severance Branch (page A10)
2. Ash Street (page A12)
3. One Large Facility (page A8)
4. WSL Renovation (page A2)
5. East Pointe (page A16)

Ability to Meet Identified Needs

1. One Large Facility (page A8)
2. Severance Branch (page A10)
3. Ash Street (page A12)
4. The Flame (page A18)
5. Windsor-Severance Library Renovation (page A2)

Ability to Meet Criteria Factors

1. Severance Branch (page A10)
2. Ash Street (page A12)
3. Windsor-Severance Library Renovation (page A2)
4. One Large Facility (page A8)
5. The Flame (page A16)

Overall Ranking Results

1. Severance Branch (page A10)
2. Ash Street (page A12)
3. One Large Facility (page A8)
4. Windsor-Severance Library Renovation (page A2)
5. East Pointe (tie) (page A16)
6. The Flame (tie) (page A18)

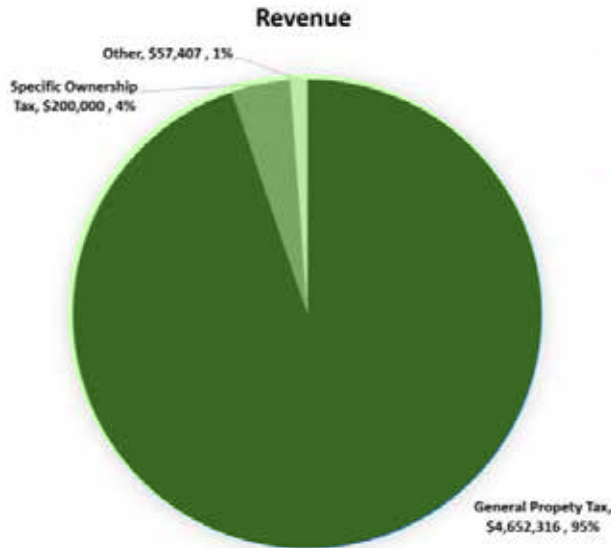
26. Facilities Policy, Clearview Library District, <https://clearviewlibrary.org/Facilities-Policy>

27. "Colorado Voters Repeal Gallagher Amendment," Denver Post, November 3, 2020, <https://www.denverpost.com/2020/11/03/colorado-amendment-b-gallagher-results-election-2020/>

FINANCIAL REALITIES

Current Funding

The Clearview Library District is currently funded almost entirely by property tax revenue at a mill levy rate of 3.546 percent, unchanged since 2001.



The district holds no debt, so that mill levy rate entirely supports ongoing operations and will remain at that rate unless there is a voter-approved change.

property taxes

How Are Property Taxes Calculated?

Property Taxes

$$\text{Assessed Home Value} \times \text{Mill Levy Rate}$$

Assessed Home Value

$$\text{Property Value} \times \text{Assessment Rate}$$

With the repeal of the 1992 Gallagher amendment in November 2020, residential assessment rates will remain fixed at 7.15 percent unless adjusted with a voter-approved measure.²⁷

1985

Windsor Severance Library District formed at 1.5 mills

2001

Voter-approved mill levy increase NTE 3.546 mills (1 mill) - TABOR 2 prevention

MILL LEVY TIMELINE

1995

Voter-approved tax increase (1.740 mills; 0.93 bond)

2011

Third Street building is paid off four years early

3.546%

CURRENT MILL LEVY RATE

LIBRARY CONSTRUCTION IN COLORADO²⁹

The average construction cost for libraries in the state of Colorado is **\$388** per square foot for new construction and **\$130** per square foot for renovation. These averages are for construction only and do not include site acquisition and development, furniture, fixtures, or equipment costs.

Funding Options Available to Library Districts

The Clearview Library District is afforded its own dedicated revenue source. As a library district, some funding sources available to municipalities are not available to the district, for example, Severance Oil and Gas taxes, sales tax initiatives, and impact fees.

When evaluating how to fund projects, the district has the following options at its disposal:

- Mill Levy* — A tax rate applied to an assessed value of property, typically for operations, and is an increase in perpetuity.
- Debt-service Mill Levy* — A tax rate applied to an assessed value of property for a specific period of time.
- Land Donations — A donation of property to the district, typically made by a developer, for current or future needs.
- Capital Fundraising / Foundation Support — Private fundraising, typically completed by an outside entity.
- Cash Funding through Reserves — Utilization of saved funds.
- Grants — Application of funding support through external sources.
- General Obligation Bonds* — A debt, similar to a loan, funded through a temporary increase in property taxes.
- Certificates of Participation (COP) — A lease-to-own agreement with a third-party financial company.

**Requires voter approval*

Financial Projections

Staff worked with the Weld County Assessor's Office and other partner organizations to project revenue and expenses over the next 10 years. The committee believes that these projections are conservative.

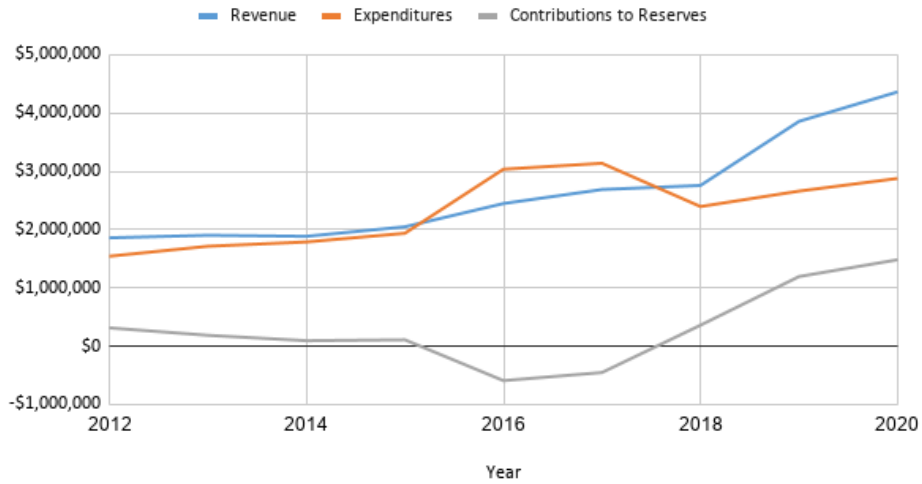
It should be noted that the Weld County Assessor's Office provided a projection model for revenue through the 2026 budget cycle. For budget years 2027-2032 a formula was applied, using 2026 as the base year. Due to the uncertainty of the oil and gas industry in Weld County, actual revenue may be different from projections.

Working with Wember and Fransen Pittman, local commercial contractors, staff prepared preliminary cost estimates for each of the proposals that were then applied to the revenue and expenditure projections for modeling to determine the financial feasibility of the proposal.

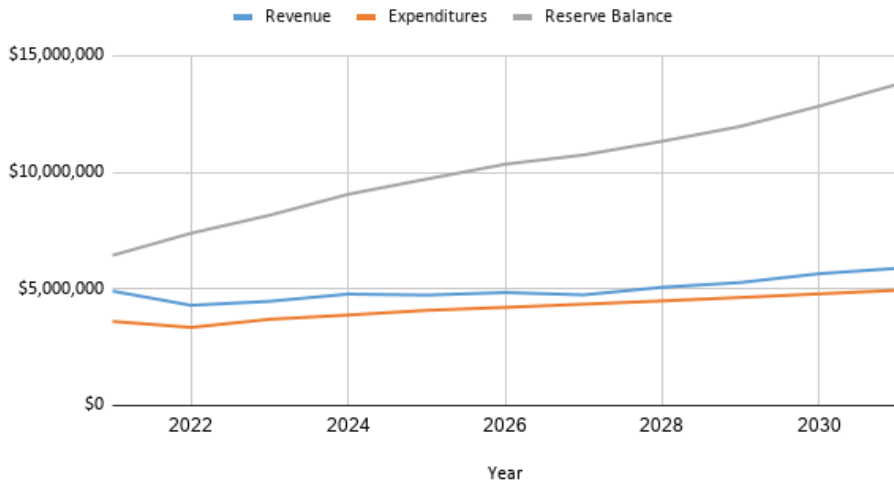
28. Annual Audits, Clearview Library District, <https://clearviewlibrary.org/library-board>

29. "Cost Comparison Matrix (Libraries)," Fransen Pittman, 2020.

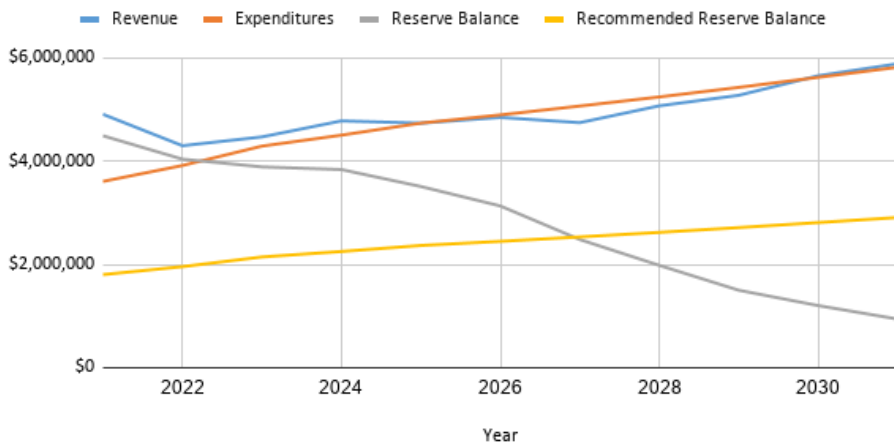
Revenue, Expenditures and Contributions to Reserves



Projected Revenue, Expenditures, and Reserve Balance



Projected Revenue, Expenditures, and Reserve Balance with Projects





SUMMARY

The Clearview Library District is faced with two large challenges: having the physical capacity to serve the growth of the district’s service area that has occurred in the last 20 years and meeting the demand of the considerable projected growth. In short, the district is playing catch up in terms of having the physical infrastructure to serve a district of this size.

This plan begins to address the current needs of the district over the course of the next 10 years, as well as sets forth a vision for providing critical library services with the anticipated significant growth of the area in the years to come.

SERVICE MODEL VISION

There are many different models for how libraries provide services to the community through physical infrastructure.³⁰ In analyzing these options and understanding the state’s

SERVICE MODEL COMPONENT DEFINITIONS

Regional Library: Full-service library larger in size than the Branch Library and may contain administrative functions or an additional specialty service (i.e., business center, archive, conference center, exhibits, etc.). This facility would likely exceed 25,000 sq. ft.

Branch Library: Standalone library that offers standard library functions and services, with a possible small

variation due to local or regional differences / desires / interests. This facility should fall between 10,000 to 25,000 sq. ft.

Neighborhood Service Location: Patron-focused (non-administrative) and services / collections are surrounding-area focused and limited; less than 5,000 square feet; ideal for co-located facilities. This facility would be staffed.

Service Access Point: Kiosks, lockers, returns, etc. (might be non-staffed or automated). The bookmobile is considered to be a Service Access Point.

Administrative / Central Services Hub: Staff-focused space for centralized districtwide services (shipping, receiving, acquisitions, cataloging, IT, communications, HR, finance, Board of Trustees).



LARGEST CHALLENGES THE DISTRICT FACES

Serving the population growth that has occurred in the last 20 years.

Meeting the demand of the considerable projected growth to come.

standards for library facilities, the Long-Term Planning Committee presented three possible scenarios to the Board of Trustees.³¹

After careful consideration³², the committee recommends a multi-facility approach that includes regional libraries (25,000+ square feet) in key geographic areas within the district. The larger regional libraries would be full-service libraries that contain specialty services / features.

As the population continues to increase, branch libraries and neighborhood service locations would be added to provide standard library services in densely populated areas. To maximize efficiencies, a centralized administrative hub / central services facility would support the system. The administrative / central services hub may be a standalone facility or it could be incorporated into a library facility.

It should be noted that this is the ultimate, long-term vision for serving a district at a potential population size of more than 200,000.³³ The committee acknowledges that, given financial constraints and current population size, it is likely

that Branch Libraries and Neighborhood Service Locations may be constructed prior to Regional Libraries.

Additionally, the committee recognizes the need for flexibility, allowing this vision to pivot in the face of evolving community needs and the changing landscape of the service area and times.

SHORT-TERM SOLUTIONS

In weighing the ability to meet the district's most pressing needs within its financial realities, as well as position the district for future success, three solutions rose to the top:

1. Construction of a branch in Severance.
2. Acquisition of an existing property for an administrative hub.
3. Renovation of the Windsor-Severance Library.

It is the recommendation of the committee that these projects are investigated further and potentially completed over the course of the next four years as finances allow.

30. Comparable Libraries, Clearview Library District Work Session, February 2021, https://clearviewlibrary.org/images/pdfs/clearview/Board%20Posts/2021/WorkingSessionFeb11_2021_Updated.pdf

31. Service Model Vision, Clearview Library District Board of Trustees Meeting, January 2021, https://clearviewlibrary.org/images/pdfs/clearview/Board%20Posts/2021/January_2021_Board_Meeting_Updated_2.pdf

32. Service Model Vision, Clearview Library District Long Range Planning Committee Meeting, March 3, 2021, https://clearviewlibrary.org/images/pdfs/clearview/Board%20Posts/2021/AgendaLRPCMar3_2021.pdf

33. Clearview Library District Projections Through 2045, North Front Range Metropolitan Organization, January 2020

Severance Branch

In partnership with the Town of Severance, the district looks to expand services in this high-growth area of the district by building a branch of approximately 10,000 square feet (page A10). The Town of Severance has offered land and pledged to waive fees in order to help make this solution financially feasible for the district (page A24).

The district would potentially look to fund this estimated \$6 million project through a combination of reserve funds and Certificates of Participation.³⁴

Central Services Hub

To maximize efficiencies and support a multi-facility service model, an administrative / central services hub is needed. The committee has identified an existing property that would meet the needs for this intended purpose.

To fund the acquisition and renovation of this property, the district would utilize existing reserves

Windsor-Severance Library Renovation

While opening a Severance branch will potentially aid in reducing some of the capacity issues the Windsor-Severance Library is experiencing, it does not eliminate all of the identified challenges. To extend the useful life of the building, maximize efficiencies, and address needs, the committee recommends renovating the building, utilizing scope items identified in the RATIO Architects feasibility study³⁵, (page A2).

With modifications to the scope, the committee estimates renovation costs at approximately \$875,000. This amount could be funded through the district's reserves.

Next Steps

The Long-Term Planning Committee recommends the Board of Trustees complete the following action items within 60-90 days of Board approval of this plan:

1. Complete and post the following Requests for Proposal (RFP):
 - Owner's Representative to manage the three projects.
 - Architectural services for all three projects.
 - Financial institutions to engage in Certificates of Participation.
2. Engage with the Town of Severance on necessary documentation to solidify agreements.
3. Negotiate and potentially purchase the Central Services property.

LONG-TERM SOLUTIONS

In addition to short-term action to relieve immediate needs, the district looks to position itself for future success in the face of exponential growth. It is the recommendation of the committee that the Board of Trustees continue work in three main areas:

Existing District-Owned Property

The district looks to maintain ownership of the property at the intersection of Main Street and Chimney Park Drive. While there are no immediate plans for this property, it may benefit future collaborations for potential shared facilities or a cultural campus. The committee recognizes that this area will likely see significant changes as a result of surrounding development and this could result in future developer partnerships. Additionally, the purchase price of the property may be utilized for the necessary reserve balances needed to obtain the Certificates of Participation that could fund the Severance branch.

Shared Facilities and a Cultural Campus

In order to keep pace as much as possible with the district's service area growth, the committee recommends that the Board of Trustees continue to engage in conversations with

34. Refined Projections, Clearview Library District Long Range Planning Committee Meeting, March 3, 2021, https://clearviewlibrary.org/images/pdfs/clearview/Board%20Posts/2021/AgendaLRPCMar3_2021.pdf

35. Ratio Architects Proposal, Clearview Library District Board of Trustees Work Session, November 12, 2020, https://clearviewlibrary.org/images/pdfs/clearview/Board%20Posts/2020/November_12__2020_Working_Session.pdf

area partners on co-located / shared facilities and a cultural campus / hub in the Town of Windsor. These conversations have been initiated, but may take years to fully develop. The district looks to be an active partner and participant in these areas.

Future Facilities

If projected growth becomes a reality, a large regional library will be needed to provide adequate services to the residents of the district. It is the recommendation of the committee that the Board of Trustees begin working on the feasibility of a regional library as the district grows and the needs increase. Based on current construction estimates and projected revenue, it is highly likely that taxpayer support on a mill levy or bond would be needed to fund both the construction and operation of such a facility. Additionally, it is anticipated that high areas of growth in the south / southeast portion of the district would need service support in the way of a branch or neighborhood location. The district needs to take concerted steps to begin planning for these facilities.

Next Steps

This plan is intended to be a guide and living document. Northern Colorado is a quickly evolving and growing region. It is critical that the Board of Trustees dedicates regular efforts to progressing in the long-term areas, as well as responding nimbly and adjusting the plan to capitalize upon the changing landscape of the region and unforeseen opportunities.

Facilities History

The Windsor Severance Library District was officially formed in 1985 through a joint resolution between the Town of Windsor and the Weld RE-4 School District. Prior to the district’s formation and establishment as a library district, the library was an arm of the Windsor municipal government. As a library district, the district has its own dedicated revenue source through property taxes.

In 1995, voters approved an operational mill levy increase and bond measure to support the construction of the current Windsor-Severance Library at 720 3rd Street in Windsor. The building opened in 1997 at 13,000 square feet and was expanded by 4,000 square feet 12 years later. Due to good stewardship of taxpayer funds, the 1995 bond was retired in 2011, four years early. The Windsor-Severance Library has remained at 17,000 square feet since 2009.

Experiencing significant growth in the district’s service area, the Board of Trustees began planning for the future in the 2010s. In 2013, the district completed the report “Options for the Future,” with international library consultant June Garcia. The report noted that at that current moment in time, the district had insufficient space to meet future collection and space needs, and that the current population did not warrant additional branches.

As a result of the “Options for the Future” report, the Board of Trustees embarked on several studies to determine potential locations for a new library. The first study was conducted in 2015 in partnership with the Windsor Downtown Development Authority and Downtown Colorado, Inc. The

“DDA Area Library Study” considered four sites within the downtown district.

The Board of Trustees engaged with the Windsor Downtown Development Authority and the Town of Windsor to expand the scope and conduct an in-depth feasibility study in 2016 through a Department of Local Affairs (DOLA) grant. Conducted by Humphries Poli Architects, the study established a scope, identified sites, established uses / services, recommended sites, and presented costs. Their work included public engagement components comprising an interactive public forum and surveys.

The Greenspire property — located at the intersection of Main Street and Chimney Park Drive in Windsor — rose to the top, and the Board of Trustees purchased the property in December 2016 in preparation for the recommended 30,000 - 50,000-square-foot building. The board was able to purchase the land through the district’s reserves.

Barker Rinker Seacat Architecture was engaged to design the potential building and prepare cost estimates. A ballot measure was placed before district voters in 2017 for consideration of funding a 38,000-square-foot building at an increase of 3.1 mills. After a close failure, a revised measure was placed before voters in the subsequent year. The proposed 2.585 mill levy increase was rejected by voters in 2018.

Faced with continued growth and pressing needs, the Board of Trustees worked with the community to obtain feedback and realign on the issue of space; the results of which are the work of this plan.

36. “Options for the Future,” June Garcia, 2013, https://clearview.libnet.info/images/pdfs/clearview/Board%20Posts/CLD_Options-for-the-future_12_10_13.pdf

37. “DDA Area Library Study,” Downtown Colorado, Inc., June 2015, https://clearviewlibrary.org/images/pdfs/clearview/Board%20Posts/Windsor_Report_15_8_6_Final_20150806.pdf

38. Feasibility Study for A New Clearview Library District Library Windsor, Colorado,” Humphries Poli Architects, June 2016, <https://clearview.libnet.info/images/pdfs/clearview/Board%20Posts/16-0608-Windsor-Feasibility-Study.pdf>

OPTION 1A: RENOVATE EXISTING BUILDING <i>Ratio Designs Proposal</i>	
Scope	
A renovation of the Windsor-Severance Library, based upon the goals and desires outlined by the public in the 2020-2022 Strategic Plan.	
Costs - Short Term: Estimated at \$1,035,583 for all projects <ul style="list-style-type: none"> • See page 29 for individual project and phase costs. • Additional FFE costs to support the offsite location • Automated Materials Handling (AMH) costs are not included (a recent estimate puts an AMH at \$100,000 - \$150,000 depending on size and specs) 	Costs - Long Term: \$97,300/year for a five-year offsite office lease
Service Impacts	
<ul style="list-style-type: none"> • Disruption to service during construction, up to and including temporary closures and/or specific space closures. • Increased access to and display of materials. • Noise mitigation resulting in a quieter experience for patrons. • Increased number of small meeting areas for use by the public and staff. • Improved reading space (indoor and outdoor) and children’s areas. • Dedicated teen programming and library space. • Space for a future AMH (automated materials handling) system in the library. • Different aesthetic and efficiency improvements with lighting changes. • “Design should incorporate new designs and concepts for healthier spaces brought forth during the world’s health crisis.” 	
Staffing Impacts	
<ul style="list-style-type: none"> • Potential for increased space for staff workspaces. • Potential need to actively monitor more areas of the library. • Potential to house staff in an offsite location (moving 10 people offsite). • Potential to house bookmobile offsite. 	
Pros	Cons
<ul style="list-style-type: none"> • Addresses many of the issues brought 	<ul style="list-style-type: none"> • Doesn’t fully address anticipated

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

	square footage on the first floor.
Scalability	
<ul style="list-style-type: none"> ● Current zoning is restricted to 35' and/or two stories in the Town of Windsor. Adding a second floor would be the maximum amount of expandable space allowable under town code. ● Given the surrounding property, this solution would maximize the area capacity. 	
How does this solution meet our mission and vision?	
<ul style="list-style-type: none"> ● This solution would allow us to serve more residents, fulfilling our vision and mission at a larger scale. 	
How does this solution meet our needs and/or address challenges?	
<ul style="list-style-type: none"> ● Renovations to the Windsor-Severance Library would result in improvements to services that have been suggested via the Strategic Plan — specifically attention to: <ul style="list-style-type: none"> ○ Space for materials ○ Space for quiet reading ○ Space for children’s services isolated from other services ○ Space for staff work areas and storage 	
What questions need to be addressed?	
<ul style="list-style-type: none"> ● Would the Weld RE-4 School District be interested in selling land for the addition and additional parking? If so, at what price? ● Would the Weld RE-4 School District be open to re-routing the school entrance? ● Would it be possible to stage the expansion over a period of years? 	

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

OPTION 1B: EXPAND EXISTING BUILDING - OUTWARD ADDITION	
Scope	
Expand the existing Third Street location with an outward addition. RATIO Architects completed high-level conceptual sketches, which included two options — 1) single-level expansion; 2) two-story addition.	
Costs - Short Term: <ul style="list-style-type: none"> • Construction costs — \$388 / sq. ft. = \$6.6M (building only; no FFE); likely two-story addition would be more per square foot • Reroute of school entrance — unknown • Land acquisition for parking — unknown 	Costs - Long Term: <ul style="list-style-type: none"> • Additional staffing of second floor / larger facility
Service Impacts	
<ul style="list-style-type: none"> • There would be continued disruption as a result of ongoing construction, and, potentially, intermittent partial or full closures depending on the final scope of the addition. 	
Staffing Impacts	
<ul style="list-style-type: none"> • Potential for increased space for staff workspaces. • A second floor and larger service floor would require additional staff to monitor and serve the public in the additional space. • While the library is shut down for construction, it is highly likely that staff may need alternate work sites. 	
Pros	Cons
<ul style="list-style-type: none"> • Allows the existing building to expand by an additional 17,000 square feet. • Doubles the amount of parking spaces. 	<ul style="list-style-type: none"> • Both options require purchasing additional land from the Weld RE-4 School District and re-routing the school drive. • Would likely require a closure(s) during construction. • It is highly likely that additional fire suppression systems would need installed. • With the second floor option, egress stairwells and an elevator would be required. This may reduce the usable

	square footage on the first floor.
Scalability	
<ul style="list-style-type: none"> ● Current zoning is restricted to 35' and/or two stories in the Town of Windsor. Adding a second floor would be the maximum amount of expandable space allowable under town code. ● Given the surrounding property, this solution would maximize the area capacity. 	
How does this solution meet our mission and vision?	
<ul style="list-style-type: none"> ● This solution would allow us to serve more residents, fulfilling our vision and mission at a larger scale. 	
How does this solution meet our needs and/or address challenges?	
<ul style="list-style-type: none"> ● Renovations to the Windsor-Severance Library would result in improvements to services that have been suggested via the Strategic Plan — specifically attention to: <ul style="list-style-type: none"> ○ Space for materials ○ Space for quiet reading ○ Space for children’s services isolated from other services ○ Space for staff work areas and storage 	
What questions need to be addressed?	
<ul style="list-style-type: none"> ● Would the Weld RE-4 School District be interested in selling land for the addition and additional parking? If so, at what price? ● Would the Weld RE-4 School District be open to re-routing the school entrance? ● Would it be possible to stage the expansion over a period of years? 	

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

OPTION 1B: EXPAND EXISTING BUILDING - SECOND FLOOR ADDITION	
Scope	
Expand the existing Third Street location to include a second floor. RATIO Architects examined the original construction documents and Town of Windsor Municipal Code to provide an opinion on the feasibility of this option. RATIO's findings can be found here.	
Costs - Short Term: <ul style="list-style-type: none"> • Construction costs — unknown given the structural components • Land acquisition for parking — unknown 	Costs - Long Term: <ul style="list-style-type: none"> • Additional staffing of second floor
Service Impacts	
<ul style="list-style-type: none"> • During construction, the library would need to be closed for an extended period of time while the structural components of the expansion are developed. As this is the only library location, this has serious negative implications for the continuity of library services in the district. • Once the library was reopened after the structural components were in place, there would be continued disruption as a result of ongoing construction. 	
Staffing Impacts	
<ul style="list-style-type: none"> • A second floor would require additional staff to monitor and serve the public in the additional space. • While the library is shut down for construction, it is highly likely that staff may have to be temporarily furloughed. • Potential for increased space for staff workspaces. 	
Pros	Cons
<ul style="list-style-type: none"> • Allows the existing building to expand by an additional 12,000-15,000 square feet. 	<ul style="list-style-type: none"> • Would require a closure(s) during construction. • The existing building was not designed to accommodate a second floor and additional structural elements would need to be incorporated. • To meet the Town of Windsor's parking requirements, the district would need to acquire additional land to accommodate two new parking spaces for every 1,000 square feet of expansion. RATIO Architects recommends four spaces per 1,000 square feet for public libraries. • It is highly likely that additional fire suppression systems would need

	<p>installed.</p> <ul style="list-style-type: none"> ● With a second floor, egress stairwells and an elevator would be required. This would reduce the usable square footage on the first floor. ● It is the expert opinion of RATIO Architects that this option is “likely not financially advantageous nor would it provide the most appropriate solution to enhance the growing need to provide library services to the citizens of the Clearview Library District.”
Scalability	
<ul style="list-style-type: none"> ● Current zoning is restricted to 35’ and/or two stories in the Town of Windsor. Adding a second floor would be the maximum amount of expandable space allowable under town code. 	
How does this solution meet our mission and vision?	
<ul style="list-style-type: none"> ● This solution would allow us to serve more residents, fulfilling our vision and mission at a larger scale. 	
How does this solution meet our needs and/or address challenges?	
<ul style="list-style-type: none"> ● This solution would add additional space at the Windsor-Severance Library, providing more room for programming and materials for our growing community. 	
What questions need addressed?	
<ul style="list-style-type: none"> ● Would the Weld RE-4 School District be interested in selling land for additional parking? ● Is there enough adjacent land to accommodate the additional parking requirements? 	

OPTION 2A: BUILD NEW SPACE - ONE FACILITY	
Scope	
Build one, large 38,000-square-foot library in the geographic center of the district. See 2018 information sheet.	
Costs - Short Term: <ul style="list-style-type: none"> Construction Costs, FFE, Site Development - \$23M 	Costs - Long Term: <ul style="list-style-type: none"> Staffing
Service Impacts	
<ul style="list-style-type: none"> While this facility would be constructed, operations would continue at other location(s). Potential to create a larger facility that serves the needs of the growing community, as well as a centralized administration hub, for a potential multi-branch system. Provides additional space — indoors and outdoors — for programming, collections, meeting rooms, quiet spaces, staff workstations, and storage. 	
Staffing Impacts	
<ul style="list-style-type: none"> Would require additional staff members to serve the public in a larger space. Provides more staff work and collaboration spaces. 	
Pros	Cons
<ul style="list-style-type: none"> Would allow for continuity of service during construction. Located in the center of the district. The district already owns 5.76 acres of land. A feasibility and site study has already been completed. Sets the district up for success as a multi-branch system. Provides increased space to meet the service demands of a growing population. Includes outdoor spaces for all ages and a plaza for outdoor events. Connected to the trail system around Windsor Lake. Potential to add an additional asset to the 	<ul style="list-style-type: none"> May potentially require a mill levy increase, both for construction and staffing. This facility proposal has gone before voters twice and failed. The community has voiced concerns about the cost of the project, tax increases, and the location.

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

<p>library's financials.</p> <ul style="list-style-type: none"> ● Increased collection space allows more time before materials are deaccessioned. 	
<p>Scalability</p>	
<ul style="list-style-type: none"> ● At full buildout, there would be limited space on the site for future expansion. 	
<p>How does this solution meet our mission and vision?</p>	
<ul style="list-style-type: none"> ● This facility would provide the infrastructure support to meet the vision and mission at a larger scale by providing: <ul style="list-style-type: none"> ○ Foster Early Literacy <ul style="list-style-type: none"> ■ A dedicated children's area with storytime and craft rooms. ○ Build Connections <ul style="list-style-type: none"> ■ A teen area for young people to read, use a computer, and connect. ■ Small meeting rooms for groups to study or work together. ■ Small conference rooms for larger groups to meet. ■ A community room for library programming and events. ■ Large, divisible community meeting spaces for conferences, meetings, and larger events. ○ Inspire Lifelong Learning <ul style="list-style-type: none"> ■ A computer lab for individual use and technology classes. ■ A makerspace for people of all ages to design, work, and experiment. ■ Dedicated quiet spaces to work, read, or just enjoy the quiet. 	
<p>How does this solution meet our needs and/or address challenges?</p>	
<p>This solution would address all identified needs:</p> <ul style="list-style-type: none"> ● Defined and expanded children's area ● More programming spaces ● 30% more space for collections ● Adequate staff work space ● More collaboration spaces ● Expanded quiet spaces ● Increased storage 	
<p>What questions need addressed?</p>	
<ul style="list-style-type: none"> ● Would a scaled down version of this plan be feasible? ● Would the Town of Windsor be willing to waive fees? 	

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

OPTION 2B: BUILD NEW SPACE - BRANCH <i>Town of Severance Proposal</i>	
Scope	
Build a free-standing branch library in the Town of Severance (see location).	
Costs - Short Term: <ul style="list-style-type: none"> ● Unknown — likely \$388+ / square foot (see comps) + FFE + Architectural Fees ● FFE/Architectural costs not included above 	Costs - Long Term: <ul style="list-style-type: none"> ● Staffing (\$196,222 - \$294,853 / year) ● Building maintenance ● Courier system ● Utilities
Service Impacts	
<ul style="list-style-type: none"> ● Provide service to the community of Severance, a fast-growing community. ● More geographic coverage. ● Cater service to specific community needs. 	
Staffing Impacts	
<ul style="list-style-type: none"> ● A second location would mean 9-14 additional staff members employed, ranging from \$196,222 - \$294,853. ● Potential to move staff members / administrative personnel to location to free up Windsor-Severance Library space for patron use. 	
Pros	Cons
<ul style="list-style-type: none"> ● Generous offer — land, waived fees, and joint parking (maintenance). ● Highly visible location. ● Easily accessible. ● Opportunity to strengthen partnerships with the Town of Severance. 	<ul style="list-style-type: none"> ● Additional operating costs. ● Would require negotiations of land rights. ● Would require setup of administrative functions to operate as a multi-branch system. ● Lot size is smaller than recommended.
Scalability	
<ul style="list-style-type: none"> ● Up front investment would be needed to construct the building to hold additional floors. ● The lot size would limit outward expansion. 	

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

How does this solution meet our mission and vision?
<ul style="list-style-type: none"> ● This solution would bring library services to the community of Severance in all three focus areas, providing a more geographically convenient location for a growing community in the district. ● In order to fully meet our mission and vision, the lease would need to be negotiated to protect the district’s assets in the future.
How does this solution meet our needs and/or address challenges?
<p>This solution would address a variety of needs, including:</p> <ul style="list-style-type: none"> ● Potential to address staff space. ● More programming and collections space. ● Serve a growing community.
What questions need addressed?
<ul style="list-style-type: none"> ● Would the Town of Severance be interested in sharing administrative employees? ● Would the Town of Severance be interested in leasing space, if the library was overbuilt for the immediate need?

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

OPTION 3: LEASING / BUYING / SELLING SPACE 1194 W. Ash Street, Windsor, CO	
Scope	
Purchase or lease of a 4,369-square-foot commercial office building. The listing spec sheet can be found here .	
Costs - Short Term: <ul style="list-style-type: none"> ● Building <ul style="list-style-type: none"> ○ \$775,000 (asking/list price) ○ \$12.50 / square foot (lease) ● Renovation: \$234,000-339,000 + FFE 	Costs - Long Term: <ul style="list-style-type: none"> ● Mileage reimbursement ● Courier service ● Building maintenance ● Utilities and insurance ● \$3,200 common area maintenance
Service Impacts	
<ul style="list-style-type: none"> ● Room for excess collections. ● Centralized administration hub, including shipping, receiving, and processing, for a potential multi-branch system. ● Frees up space at the Windsor-Severance Library for patron use. ● Provides additional programming options, like a potential recording space for virtual programs and dedicated Board Room. 	
Staffing Impacts	
<ul style="list-style-type: none"> ● Potential to allow for 10+ staff members to move out of the Windsor-Severance Library as outlined in the Ratio Designs proposal. ● Potential to provide quiet space and collaboration space as requested by staff. ● May require additional staff travel between buildings. ● May require a courier service between buildings. 	
Pros	Cons
<ul style="list-style-type: none"> ● Allows more time before materials are deaccessioned from the collection. ● Increased space for staff. ● Sets district up for success as a multi-branch system. ● Potential to add an additional asset to the library's financials. 	<ul style="list-style-type: none"> ● Needs significant renovations to be move-in ready. ● Increases operating costs. ● Use for processing materials only makes sense with a branch system. ● Not ADA accessible on the second floor.
Scalability	
<ul style="list-style-type: none"> ● Potential to reconfigure to fit more staff over time, although finite in total usable space. 	

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

<ul style="list-style-type: none"> ● Allows the district to scale over time.
<p>How does this solution meet our mission and vision?</p>
<ul style="list-style-type: none"> ● By moving administrative functions out of the Windsor-Severance Library, the district would be able to utilize more space for patrons and expand efforts in all three focus areas. ● By Increasing the capacity for material storage, the district would be able to meet more needs in the areas of Lifelong Learning and Early Literacy. ● This facility would provide the infrastructure support to meet vision and mission at a larger scale.
<p>How does this solution meet our needs and/or address challenges?</p>
<p>This solution would address a variety of needs, including:</p> <ul style="list-style-type: none"> ● Increased staff work and collaboration space. ● More storage space for programming items. ● More space for collections. ● Opportunities to convert staff space to programming space in the Windsor-Severance Library. ● Positions the district to be a branch library system
<p>What questions need addressed?</p>
<ul style="list-style-type: none"> ● Would oversized vehicles be permitted to park onsite? Or perhaps nearby? ● Is the common area maintenance fee monthly or annual? ● Would the building have the structural integrity to house materials?

OPTION 3: RENTING / LEASING / BUYING SPACE 840 Diamond Valley Parkway	
Scope	
Lease a 27,785-square-foot (or more — 62,280 purchasable) industrial space for an administrative annex / central processing center. The listing can be found here and the listing brochure can be found here .	
Costs - Short Term: <ul style="list-style-type: none"> ● \$10 / square foot / year triple net lease as “warehouse” (more if finished) ● \$75-\$100 / square foot to build out (estimated) — possible tenant allowance ● \$8.1M purchase of entire building 	Costs - Long Term: <ul style="list-style-type: none"> ● Maintenance ● Utilities ● Rent / lease ● Staff mileage reimbursement
Service Impacts	
<ul style="list-style-type: none"> ● Centralized administration hub, including shipping, receiving, and processing, for a potential multi-branch system. ● Room for excess collections. ● Frees up space at the Windsor-Severance Library for patron use. ● Provides additional programming options, like a <i>potential</i> recording space for virtual programs and dedicated Board Room. 	
Staffing Impacts	
<ul style="list-style-type: none"> ● Potential to allow for 10+ staff members to move out of the Windsor-Severance Library as outlined in the RATIO Architects proposal. ● May require additional staff travel between buildings. ● Would require a courier service between buildings 	
Pros	Cons
<ul style="list-style-type: none"> ● Space could be shared with a variety of partners. ● Large, shell space that could be configured in a variety of ways (blank canvas). ● Three front doors and four dock doors with shipping / receiving access. ● Ample parking. ● Sets district up for success as a multi-branch system. ● The site is located in the center of the 	<ul style="list-style-type: none"> ● With the Future Legends sports complex nearby, this area may become very busy and congested. ● Increases operating costs. ● Use for processing materials only makes sense with a branch system. ● Located within an industrial area. ● Likely too much space for the district initially on its own. ● Potential complexities of leasing with multiple partners and/or purchasing with

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.

<p>district.</p> <ul style="list-style-type: none"> ● Allows more time before materials are deaccessioned from the collection. ● Increased space for staff. ● Potential to add an additional asset to the library's financials. 	<p>existing tenants.</p> <ul style="list-style-type: none"> ● Heat only; no AC. ● Costs associated with build out of the space
<p>Scalability</p>	
<ul style="list-style-type: none"> ● A centralized administrative hub allows the district to scale over time. ● If purchased, tennant space on either side could be utilized in the future, as needed. 	
<p>How does this solution meet our mission and vision?</p>	
<ul style="list-style-type: none"> ● By moving administrative functions out of the Windsor-Severance Library, the district would be able to utilize more space for patrons and expand efforts in all three focus areas. ● By Increasing the capacity for material storage, the district would be able to meet more needs in the areas of Lifelong Learning and Foster Early Literacy. ● This facility would provide the infrastructure support to meet the vision and mission at a larger scale. 	
<p>How does this solution meet our needs and/or address challenges?</p>	
<p>This solution would address a variety of needs, including:</p> <ul style="list-style-type: none"> ● Increased staff work and collaboration space. ● More storage space for programming items. ● More space for collections. ● Opportunities to convert staff space to programming space in the Windsor-Severance Library. ● Positions the district to be a branch library system. 	
<p>What questions need addressed?</p>	
<ul style="list-style-type: none"> ● What (if any) partners are willing / able to commit to the project? ● What are the legal implications of purchasing the space with existing tenants? 	

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<p>OPTION 3: RENTING / LEASING / BUYING SPACE East Pointe, 375 E. Main Street, Windsor</p>	
<p>Scope</p>	
<p>Lease or purchase a 5,000-square-foot (or more) retail space for an administrative annex / central processing center. The spec sheet can be found here.</p>	
<p>Costs - Short Term:</p> <ul style="list-style-type: none"> ● Build to Suit: <ul style="list-style-type: none"> ○ \$30 / square foot allowance for interior finishes ○ \$80 - \$100 / square foot for interior finishes total ● Lease: \$18 - 24 / square foot (triple net) <ul style="list-style-type: none"> ○ \$4-4.50 / square foot estimate for triple net ● Purchase: <ul style="list-style-type: none"> ○ Lot: \$8 - 14.50 / square foot depending on size and lot selected ○ \$388 / sq. ft. construction \$1.9M + FFE / Design 	<p>Costs - Long Term:</p> <ul style="list-style-type: none"> ● Maintenance ● Utilities ● Rent / lease ● Staff mileage reimbursement
<p>Service Impacts</p>	
<ul style="list-style-type: none"> ● Centralized administration hub, including shipping, receiving, and processing, for a potential multi-branch system. ● Room for excess collections. ● Frees up space at the Windsor-Severance Library for patron use. ● Provides additional programming options, like a <i>potential</i> recording space for virtual programs and dedicated Board Room. 	
<p>Staffing Impacts</p>	
<ul style="list-style-type: none"> ● Potential to allow for 10+ staff members to move out of the Windsor-Severance Library as outlined in the RATIO Architects proposal. ● May require additional staff travel between buildings. ● May require a courier service between buildings 	
<p>Pros</p>	<p>Cons</p>
<ul style="list-style-type: none"> ● The developer has multiple options for acquirement, including sale, lease, and 	<ul style="list-style-type: none"> ● With the Future Legends sports complex nearby, this area may become very busy

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<p>build to suit.</p> <ul style="list-style-type: none"> ● Sets district up for success as a multi-branch system. ● The site is located in the center of the district. ● Allows more time before materials are deaccessioned from the collection. ● Increased space for staff. ● Potential to add an additional asset to the library's financials. 	<p>and congested.</p> <ul style="list-style-type: none"> ● Increases operating costs. ● Use for processing materials only makes sense with a branch system. ● Located within a commercial-retail complex.
<p>Scalability</p>	
<ul style="list-style-type: none"> ● Limited space for future expansion. ● A centralized administrative hub allows the district to scale over time. 	
<p>How does this solution meet our mission and vision?</p>	
<ul style="list-style-type: none"> ● By moving administrative functions out of the Windsor-Severance Library, the district would be able to utilize more space for patrons and expand efforts in all three focus areas. ● By Increasing the capacity for material storage, the district would be able to meet more needs in the areas of Lifelong Learning and Foster Early Literacy. ● This facility would provide the infrastructure support to meet the vision and mission at a larger scale. 	
<p>How does this solution meet our needs and/or address challenges?</p>	
<p>This solution would address a variety of needs, including:</p> <ul style="list-style-type: none"> ● Increased staff work and collaboration space. ● More storage space for programming items. ● More space for collections. ● Opportunities to convert staff space to programming space in the Windsor-Severance Library. ● Positions the district to be a branch library system. 	
<p>What questions need addressed?</p>	
<ul style="list-style-type: none"> ● None at this time. 	

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OPTION 3: RENTING / LEASING / BUYING SPACE <i>The Flame, 9843 WCR 74, Severance</i>	
Scope	
Lease or purchase a 9,302-square-foot retail space for a branch in Severance. The spec sheet can be found here .	
Costs - Short Term: <ul style="list-style-type: none"> ● Lease: \$28 - \$32 / square foot, triple net, pending negotiations. ● Purchase - Build to Suit: \$500,000-\$600,000 (lot plus approved plans) ● Sell Approval (Land + Site Plan, We Finish Interior): Unknown 	Costs - Long Term: <ul style="list-style-type: none"> ● Staffing(\$196,222 - \$294,853 / year) ● Building maintenance ● Courier system ● Utilities
Service Impacts	
<ul style="list-style-type: none"> ● Allows for a physical location in Severance — a fast growing community. ● Development plans have been approved by the Town of Severance, which would allow for an expedited process. ● Patio seating would allow for some outdoor space. 	
Staffing Impacts	
<ul style="list-style-type: none"> ● A second location would mean 9-14 additional staff members employed, ranging from \$196,222 - \$294,853 / year. ● With an additional location, the district would need to consider a central materials processing center and new courier service. 	
Pros	Cons
<ul style="list-style-type: none"> ● Last commercial property between Severance and Highway 257 — a “Gateway” project. ● Set up for a drive through. ● Multiple purchase options. ● Backs up to a residential neighborhood, yet has the visibility of Harmony Road. ● All utilities (including fiber) are on site. 	<ul style="list-style-type: none"> ● The lot (0.83) and square footage (9,300 sq. ft.) are smaller than recommended. ● Limited future expansion. ● Not a pedestrian crossing currently by light. ● Limited space for outdoor programming. ● Would likely need to purchase additional 0.5 acre lot next door for additional parking.

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Scalability
<ul style="list-style-type: none"> ● Limited space for future expansion. The current building isn't engineered for a second floor, and currently takes up the entire lot space. ● There is a 0.5 acre lot next door that may be available for purchase.
How does this solution meet our mission and vision?
<ul style="list-style-type: none"> ● Extends additional services into more communities within the district, meeting all three focus areas.
How does this solution meet our needs and/or address challenges?
<ul style="list-style-type: none"> ● The size of this building would not address staff space and storage constraints at the Windsor-Severance Library. ● May temporarily expand collections, but would not address collections storage. ● Begins to address the long-term growth in the area.
What questions need addressed?
<ul style="list-style-type: none"> ● None at this time.

OPTION 3B: SELLING MAIN STREET PROPERTY	
Scope	
Sell the land on Main Street currently held by the library district. The land was originally purchased in 2016 for \$925,000.	
Costs - Short Term:	Costs - Long Term:
<ul style="list-style-type: none"> Brokers' fees 	<ul style="list-style-type: none"> None
Service Impacts	
<ul style="list-style-type: none"> None 	
Staffing Impacts	
<ul style="list-style-type: none"> None 	
Pros	Cons
<ul style="list-style-type: none"> Provide liquid assets that may further other capital projects in the district — estimated at \$1.2 - 1.6M. 	<ul style="list-style-type: none"> Land is a finite resource, and limited in availability in the Windsor community. Located in the geographic center of the district with high visibility, a large lot size, and expansion capabilities. Would limit potential expansion in the Windsor area. With the impact of COVID-19 on the economy, this may not be the ideal time to sell a property in a lucrative location.
Scalability	
<ul style="list-style-type: none"> N/A 	

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How does this solution meet our mission and vision?

- Unless the liquid assets from the sale of this property are used for other capital projects, this solution would not meet our mission and vision.

How does this solution meet our needs and/or address challenges?

- Unless the liquid assets from the sale of this property are used for other capital projects, this solution would not meet our needs or address our challenges.

What questions need addressed?

- What does/would the current and future market look like at time of decision making?

OPTION 5: DISPERSED STAFFING	
Scope	
<p>To identify potential dispersed staffing opportunities to allow for increased staff spaces in the short term and, potentially, increased patron space at the Windsor-Severance Library. Met with representatives from the Innosphere (Fort Collins), Desk Chair (Loveland), Cohere (Fort Collins), Office Evolution (Fort Collins), and Front Range Business Centers (Loveland, Fort Collins).</p> <p><i>Note: The Articulate was contacted, but closed at the end of October.</i></p>	
<p>Costs - Short Term:</p> <ul style="list-style-type: none"> ● Contract / Lease Rates <ul style="list-style-type: none"> ○ Innosphere: \$1,579 - 2,042 / month ○ Desk Chair: \$350 (single hot desk) - \$3,600 (8-person suite) / month ○ Cohere: \$258 / month (single desk) - \$700 / month (private office) ○ Office Evolution: \$99 / month (open space / drop in) - \$920 / month (4-person suite) ○ Front Range Business Centers: \$660 / month (single office) - \$925 / month (4-person office) 	<p>Costs - Long Term:</p> <ul style="list-style-type: none"> ● Staff mileage reimbursement.
Service Impacts	
<ul style="list-style-type: none"> ● May help expand staffing capabilities to better serve the public. ● May increase patron space at the Windsor-Severance Library. 	
Staffing Impacts	
<ul style="list-style-type: none"> ● May provide opportunities for collaboration in a dedicated workspace. ● May increase travel to and from the Windsor-Severance Library. 	
Pros	Cons
<ul style="list-style-type: none"> ● Would allow a dedicated workspace for staff and an opportunity for team 	<ul style="list-style-type: none"> ● As many of the cost models are per person, at approximately 10 staff

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<p>interaction.</p> <ul style="list-style-type: none"> • With the exception of Innosphere, the co-working locations are willing to negotiate on price for multiple staff members and/or longer-term leases. 	<p>members, this solution may not be cost effective in the long term.</p> <ul style="list-style-type: none"> • There are no known co-working locations in the district. • To accommodate ~10 staff, many of the sites would have to utilize a variety of space options / combinations of memberships. • All spaces are subject to availability, which is challenging given the number of staff members involved.
Scalability	
<ul style="list-style-type: none"> • For these co-working spaces, 10 employees is pushing the service capacity. These spaces are intended for single employees and/or small groups. 	
How does this solution meet our mission and vision?	
<ul style="list-style-type: none"> • This solution would potentially allow the district to temporarily move 10 individuals out of the Windsor-Severance Library, expanding patron-focused space. 	
How does this solution meet our needs and/or address challenges?	
<ul style="list-style-type: none"> • This solution would temporarily resolve the staff spacing needs. 	
What questions need addressed?	
<ul style="list-style-type: none"> • What are our per person employee facility costs — as remote employees and as in-building employees? 	

Worksheets are included as presented to the Board of Trustees. Updated numbers may be available.



March 4, 2021

Letter of Joint Understanding

Representatives from the Town of Severance Board of Trustees and the Clearview Library District Board of Trustees met on October 1, 2020, to discuss a potential collaboration between the two organizations to construct a branch library in the Town of Severance.

Initial Proposal

Land

Use of 1.72 acres of land south of Harmony Road and directly west of the Severance Town Hall. This land is currently owned by the Town of Severance and would be provided for use to the Clearview Library District in perpetuity at either no cost or a nominal cost, per a negotiated agreement with respective counsel.

Fee Waivers

Waivers by the Town of Severance for water and sewer fees, as well as two shares of raw water rights.

Parking

Use of the adjacent parking lot, owned by the Town of Severance, which the Town intends to pave, stripe, and light. The Town of Severance has proposed to maintain the lot in perpetuity.

It is understood by all parties that the value of this offer is estimated to exceed \$575,000.



clearviewlibrary.org





Clearview Library District Strategic Plan, 2021

First Quarter Highlights, April 2021

Communication Highlights

- Communications and IT & Technical Services continue to make progress on the website redesign project. An RFP was posted March 19. Proposals are due April 21. Staff continue to gather and analyze data through heat / click mapping, survey feedback from staff and patrons, card sorting, and focus group exercises.
- Communications and IT & Technical Services are preparing to switch email client platforms. The new platform will provide enhanced integrations with the district's existing platforms, allowing for improved communication with patrons and actionable insights for staff.

Partnerships

- Communications and IT & Technical Services are preparing to switch email client platforms. The new platform will provide enhanced integrations with the district's existing platforms, allowing for improved communication with patrons and actionable insights for staff.

Programs and Services/Partnerships

- The library district's partnership with the Town of Windsor's Arts and Heritage Center continues to flourish. The district has already partnered on a number of programs that reach our community through our respective missions. Joint programs are planned for the summer of 2021 for all age groups.

Space

- The Board of Trustees' Long Range Planning Committee continues to make progress on the Facilities Plan. The committee completed its exploration efforts and submitted a draft plan to the Board at its March Work Session. The final report will go before the Board April 29 for approval.

For a detailed progress report on the Strategic Plan, visit the library's website, <https://www.clearviewlibrary.org/strategic-plan>



Director's Goals for 2021 1st Quarter Report, April 2021

Priority Goals:

- **Strategic Plan** - Continue to work with the Library Board and the staff to implement the new strategic plan with a continued focus on a short and long-term facilities plan.

Priorities

- Communication
 - Partnerships
 - Programs and Collections
 - Space
- **Health Insurance**
 - Release an RFP for health insurance companies and/or PEOs (Professional Employer Organizations) to explore options to replace the current health insurance plan.

Comments:

The focus for the past six months has been on the Facilities Plan. Much of the director's time as well as the time of the management team has been spent gathering data and attending meetings related to the facilities planning process.

Other areas of the strategic plan continue to be worked on as well. The Public Services staff have planned Bookmobile Day, Summer Adventure Program and have worked with the Arts and Heritage Museum on shared programming. The staff continue to look for opportunities for shared programs and shared spaces.

Communication Specialist, Katie Messerli, has devoted much of her time to the facilitation of the Facilities Plan. However, she continues to work on enhancing communication channels inside and outside of the library district.

Secondary Goals:

- **Policies**
 - Review policies with the staff and the attorney and present to the Board for approval at monthly board meetings.
- **Friends and Foundation**
 - Continue to work with the Friends and Foundation to promote awareness of the Friends and Foundation and their relationship to the library.
 - Continue to work with the Foundation to plan and implement programs and events funded by the Friends and Foundation.

Comments:

Policies have been reviewed and updated at the January, February and March regular Board meeting. A schedule of all current policies in need of review has been created and staff have been assigned to take charge of the review of policies that directly impact the community members that they serve. All policies will be reviewed by the end of the year.

Communications staff, public services staff and IT staff have worked with the Friends and Foundation on the annual Clearview Reads program which will be held April 22-24.

Ann Kling, Library Director