

**LAKE FOREST LIBRARY BOARD OF TRUSTEES**  
**Lake Forest Library, 360 East Deerpath Road, Lake Forest, IL 60045**  
**Kasian Room, Lower Level**  
**Tuesday, February 13, 2024, 6:30 pm**  
**Regular Meeting**

The Lake Forest Library provides members of the public present at the meetings with an opportunity to participate in the meeting. No prior registration is necessary. The meeting agenda and materials are available on the Library website. The meeting's minutes are available on the Library website after they are approved by the Library Board of Trustees. Current and past meeting information, including recordings, is available at: [Board Meetings & Minutes | Lake Forest Library](#)

**Agenda**

1. Welcome and Call to Order
2. Roll Call
3. New Trustee Welcome – Vincent Sparrow
4. President's Remarks
5. Call for Additions to the Agenda
6. Opportunity for the Public to Address the Board
7. Correspondence Report and Patron Comments
8. Consent Agenda (omnibus vote on matters 8(a) - 8(e)):
  - a. Approve February 13, 2024 Agenda
  - b. Approve December 12, 2023 Regular Meeting Minutes
  - c. Approve December 2023 Financial Report
  - d. Approve January 2024 Financial Report
  - e. Approve January 9, 2024 Finance Committee Meeting Minutes
9. Library Statistical Snapshot presentation – Heidi Krueger, Director of Patron Services
10. Illinois Public Library Per Capita Grant Application FY 2024 – **ACTION**
11. Long Range Planning: Draft Strategic Plan – 1<sup>st</sup> review
12. Finance Committee:
  - a. Completed and Proposed Capital Projects Presentation
13. Building Committee:
  - a. 2024 Building Projects – Draft for Discussion
  - b. Elevator Replacement - Discussion
  - c. RFP for Return Boiler Pump Assembly and Condensate Pump Replacement  
- **ACTION**
  - d. RFP for HVAC Controls and Building Automation System - **ACTION**
14. Library Holidays and Closures List for 2024 - **ACTION**
15. Library Operations Report
16. Executive Director absence – Delegation of Authority – **ACTION**
17. Board Meeting Dates for March 2024 and April 2024 - **ACTION**
18. Unfinished Business
19. New Business
20. Adjournment

## **PUBLIC COMMENT AT BOARD MEETINGS POLICY**

The Illinois Open Meetings Act provides in Section 2.06 that at meetings of public bodies, “any person shall be permitted an opportunity to address public officials under the rules established and recorded by the public body.” 5 ILCS 120/2.06(g).

The Board of Trustees welcomes public participation. This policy provides the following rules and guidelines for public participation at its meetings.

Individuals attending board meetings must conduct themselves with respect and civility toward others. Abusive, profane, threatening, or harassing language and/or personal attacks will not be permitted. The Board President or presiding officer may prohibit further comment at the meeting by a speaker whose remarks violate this rule.

Public comments are permitted during the time designated on the Board of Trustees meeting agenda, unless otherwise directed by the Board President.

The Board President determines the order in which speakers will be recognized.

When recognized by the Board President, the speaker should begin by stating his or her name and address.

Public comments will ordinarily be limited to three (3) minutes per speaker. The Board President shall have discretion to modify this time limit, as well as to limit repetitive comments.

Members of the public will not be allowed to speak a second time until all members of the public who wish to speak have been allowed to do so. The Board President will determine whether second public comments will be permitted, and if so, the appropriate amount of time for public discussion, and will end public comment at his/her discretion.

Board members are not obligated to respond to comments from the public. Issues requiring possible action by the board may be added to a future meeting agenda, and issues that can be addressed by library administration will be noted.

A copy of these guidelines will be placed next to the sign-in sheet made available to members of the public at the entrance to board meetings.

Petitions or written correspondence directed to the board shall be presented to the board by the Board President or Secretary at the next regularly scheduled board meeting.

Minutes are a summary of the board’s discussion and actions. Speaker requests to append written statements or correspondence to the minutes are not favored. Generally, written materials presented to the board will be included in the library’s files rather than in the minutes. The Board President shall have the authority to determine procedural matters regarding public participation not otherwise defined in these guidelines.

*(Approved by the Library Board of Trustees January 9, 2018.)*

## SELECTED PATRON COMMENTS December 2023-JANUARY 2024

- A Library patron was looking for actual hard copies of Time Magazine from 2006. Lake Forest College Library has bound issues of magazines including Time Magazine and residents may make use of that collection.
- One of our regular attendees of the Judy Levin book discussions commented on how much she loves the Library. She came in to pick up the book that a staff member had placed on hold for her. She said that the staff is so helpful and friendly and that this library is such a happy place. That everyone is happy when they are in the LF Library.
- About the Ducklings in February: What a cool idea!
- Patron complimented the Blind Date with a Book program. She really enjoyed the book she got and thought the program was such a fun idea. She picked out a second book to check out.
- Soooo, went to the library yesterday to check out the “new way” to check out a book on my Kindle. It worked and quite easily! Kristin (Krista?) was wonderful help!
- This is the best Library! I love coming here.
- "John [in the Media Lab] was great to work with!" A patron was working with John to create a newsletter format that could be sent via Mailchimp.
- Very hot in the Children's Dept.
- I was trying to make an appointment with the Media Lab to learn how to use the Silhouette machine, but I work and none of the appointment options work for me. They seem to only be during normal business hours and not geared for people who have full time jobs.
- Their family loved the Teen Book Club selections and is sad to hear the program was discontinued, they read them as a family and had their own discussions. The librarian made such interesting, wide-ranging choices that they always enjoyed, and there was always something to dig into. Banned Book Club, Salt to the Sea, and They Both Die at the End were particular favorites.
- I would come to the Library every day if I could!
- A nice patron came into the Children's Library today. She grew up in Lake Forest. She is happy to be back to raise her two sons in this community. She has her four-year-old son enrolled in the Winter Reading program, and the 1,000 Books Before Kindergarten.
- I really enjoy all of the programs offered at the Library! Especially, Remembering Marshall Field's at Christmas, and the Royal Nutcracker Ballet.

- Library visitors stopped by, "The library is beautiful." Patrons are staying at the Deerpath this weekend.
- Patron commented on how wonderful Jen was to work with when the patron had a question about her phone.
- This is the best Library I have ever been in! Highland Park resident
- "You, individually and collectively, are some of my favorite people!" In response to a question patron asked about their account
- Thank you for loaning the Tonies. I ended up purchasing one because the children loved it so much. I would not have had any idea if we hadn't checked it out. So thanks again!
- Lake Forest Country Day School Masquerade Ball sent this letter to Lorie Rohrer:

Dear Lorie,

On behalf of the Lake Forest Country Day School community, I would like to extend our sincere gratitude for your support of this year's Auction, LFCDS Masquerade Ball. This year, we celebrate the 42nd Annual Auction with a festive masquerade that could not come to life without your dedicated partnership. Your generosity as a donor assists in funding many valuable aspects of our School, including the financial aid program, teacher initiatives, and professional development, and enabling state-of-the-art technology in our classrooms. These are critical areas within the School that depend on the success and well-being of the Auction to thrive.

Thank you for your donation of:  
Storytime for 25 Children

Your commitment to the community and for all those whose lives you've impacted with your support is greatly appreciated. Your kind and thoughtful donation will have a tremendous impact on our School.

With gratitude,  
Elsbeth Redfield  
Auction and Alumni Relations Associate  
Lake Forest Country Day School

- This note was sent to Lorie Rohrer for participating in the silent auction for Spirit of 67 Foundation Lake Forest School District 67:  
Thank you!  
Heartfelt gratitude to our generous donor community for helping fund these initiatives and more!

Your contributions go a long way in enhancing student learning every day, in every school!

- A family came in to take pictures of the Apple Tree Children sculpture and explained that one of the men in the group was the inspiration for the boy on the high branch of the tree. His mother had sent Sylvia Shaw Judson a picture of her son that she could use to help with the proportions and sizing. They were very happy to see the sculpture and asked if there was a plaque for the tree sculpture.
- Patron saw that we do not have a system for seeing which books are already returned so I signed her up to maintain reading history on her account.
- Thanks so much for having us again on Saturday! We always love coming to the library. Both times we've been there it's been such a sweet group of families. Thanks again and have a great New Year!
- Patron was so excited to have the app and have a virtual barcode he could scan at checkout.
- After returning a patron phone call about renewing a book, she said, "I love the library! You're just the best. It's an amazing building, especially the dome. The last couple of times I was in, I just stared up at it. We're so lucky to have it in our town."
- Thank you for the John Jimmy! Helped free the brain!
- Thank you! This is so nice and delicious!
- My daughter just finished her chemistry exam and is heading to the library to meet me, I'm going to tell her to bring her friends! We didn't know about this, we just moved here this year. This [Exam Escape] is such a nice program, I hope they all know about it. They've been studying so hard, it's so good that you support them!
- The food helps me study for finals and gives me a healthy meal to focus!
- This program [Exam Escape] is very useful, I love the food and environment here!
- Exam Escape is very useful, it helps me study and do better on my finals!
- I have noticed that my daughter and some of the kids that she has been studying with have been struggling to find places to study in the community. They have loved working at the library, but it closed at 6pm on Friday... On Sunday morning when she and her friends wanted to study, you were closed and then you closed at 5pm. They ended up coming over and studying in my basement for hours. It would be great if we could find the funding for you to be open extra hours for the two weekends before finals. Not for circulation necessarily, but just so the students could study in the building. My daughter says you're all so good to them when they're there, providing them with snacks and everything, we just wish you were open longer.
- Having food here is amazing! It's such a nice reward during a hard week.

- I \*love\* coming to the library during finals week--I even look forward to it. The snacks and meals help me destress and are one less thing to worry about!
- I love the food, it makes coming to the library more enjoyable and helps me focus because I am not hungry. Thank you!
- Love the food! Love the Library! Thank you so much!
- The library is a really good place to study because of all the final exam stuff you provide. The food, supplies, destress stuff really makes studying less stressful!
- The food and crafts provided during finals week is very helpful :)
- Patron first asked what all the food and drinks on the midlevel were for and was very pleased to hear it was for students studying for finals. "I think [Exam Escape] is so nice of you! I'm so glad they're all coming to the library. I'm glad students have support outside of school."
- Thank you so much, we had so much fun this week (at Playtime!) with the new blocks. He played with nothing else!
- The [librarian book] list was interesting and fun! Email from one of my homebound patrons at Lake Forest Place who attended Lydia and Annalisa's librarian book chat event on 12/13
- Thank you for introducing my son and his friends to Magic--it's something they're excited to do that isn't a video game. We're going to spend all week talking about these new cards, I already know it.
- We love playing Magic and thanks for giving us cards to play with and keep. We take them to school and play at lunch. It's our favorite thing to do!
- patron made a comment that she loves our quiet space in the library :)
- Hi Kate, Robert and myself had an enjoyable evening held by two very knowledgeable ladies from the reference department. Annalisa and Lydia were well informed on each book presentation. We enjoyed hearing about their favorite selections from fiction, mystery and nonfiction. I could fill my Christmas list from their very interesting reviews. Annalisa and Lydia are each an asset to your reference department and to our lovely historic library. Kate, having you at the head of the adult service department is always reassuring. Your many programs and skilled staff make Lake Forest Library the very fine library it is. Thank you for tonight! Continued Success!
- We hosted a program with College Bound Opportunities and here is their thank you.: Hi Kate, I wanted to thank you again for helping to arrange the information session at the Lake Forest Library last week. Although we did not have a great turnout, it has been terrific for us to meet residents of Lake Forest and have them get involved as volunteers with us. If you come across anyone in the community who you think might be interested

in learning more about CBO and ways to volunteer, please let me know, I am very happy to follow up. Let me know if we can set another date for March 2024 for another information session.

- Response to the sharing of Remembering Marshall Field's at Christmas Video on social media. "Watching it now! Thank You. It is Fabulous. I was born the same year as Uncle Mistletoe!"
- Family loved the '1000 Books Before Kindergarten' and are excited to be able to do it again with their two-year-old!
- Edward praised our "grab and go" holds shelf after I pulled a book for him and let him know it would be available. He said, "You were so efficient. It is so convenient for me to just come into the reference area and pick up my book."
- We had a positive response to the virtual "Remembering Marshall Field's at Christmas" program on 12/9. Patrons enjoyed reminiscing, and several attendees shared their own memories and anecdotes after the main presentation. Kathryn said, "This was a fantastic and nostalgic presentation. So engaging!" Gail said, "A wonderful trip down my memory lane since the 50's!"
- A patron asked for a copy of one of our book discussion guides and said, "This is a great resource that you provide. Thank you!"
- I recommended two movies to a patron on Sunday afternoon. She called on Monday afternoon to thank me. She had watched them both and really enjoyed them. The movies I recommended are: The Phantom of the Open and East Side Sushi.
- "I'm so glad the Library is open until 6 on Fridays. That extra hour is so important for me!"

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# A COMPLEX LANDSCAPE

Budgets grew across all areas in 2023, and while it's too early to predict what those gains bode, the upward trend is largely encouraging

By Lisa Peet

**In the runup** to November's general election, there are a number of critical issues in play. Perhaps the most important to the majority of Americans—and, in some ways, the most contested—is the state of the national economy. As of December 2023, according to the Bureau of Labor Statistics, unemployment was down, payroll employment and average hourly earnings were up, and inflation had slowed after a sharp rise earlier in the year. Yet consumer confidence has been slow to reflect the modest gains since the lows of mid-2022, and the average American's economic well-being will be a key selling point for candidates at all levels, from city councilmembers to the U.S. president.

One indicator of growing economic health that won't be found in other consumer indexes is the solid increase in library budgets from 2022 to 2023. *LJ's* 2024 Budgets and Funding survey, sponsored by Baker & Taylor, received responses from 273 U.S. public libraries between November 17 and December 14, 2023, and the news was generally good across the board.

Total operating budgets rose an impressive 7.9 percent, the largest increase in a decade. Materials budgets didn't see the previous year's notable jump of 5.1 percent, but rose by a respectable 3.5 percent. Personnel expenses—not only salaries, benefits, and FICA, but professional development for staff—saw a particularly healthy 9.4 percent boost, demonstrating that libraries are allocating money to the programs, services, and materials

that support their communities, and are also prioritizing the employees who make it all happen.

## A COMPLEX LANDSCAPE

Attributing budget growth to a recovering economy is only one way of looking at an extremely complex landscape, of course. Just as libraries are hyperlocal entities, the factors that contribute to funding expansions or cuts reflect local concerns. These are not only economic, but—particularly in the past few years, as libraries have increasingly become the targets of censorship agendas—political. Last fall's elections saw an uptick in library measures on ballots across the country, the majority of which passed, but most renewed existing funding rather than looking for new money (see “Keeping Libraries ‘Right Side Up,’” pp. 20–22).

In addition, some of the positive numbers provided in this year's survey represent corrections to 2022 shortfalls, increases in local property taxes and sales revenue, county-wide cost of living adjustments, and one-time federal infusions. For smaller libraries, a significant budget uptick might be the result of successfully budgeting for one or two new positions, or an increase in paid resources such as passport services.

Still, this year's change in operating, materials, and personnel budgets continues the upward trend begun last year, as libraries move further away from the pandemic-related constraints of 2020 and 2021. Eighty-four percent of responding libraries reported an increase in operating budgets, 63 percent grew their materials budgets, and 89 percent

“Our collection budget was underfunded in previous years, so we increased it to catch up and refresh the collection with new materials.”

ILLINOIS LIBRARY DIRECTOR

“The majority of our staff positions had become the lowest paid in the county. We did a wage reset for all staff, resulting in a 23 percent increase for total funding for personnel.”

WISCONSIN LIBRARY DIRECTOR

Lisa Peet is Executive Editor, *LJ*



noted an increase in personnel budgets. The average total operating budget in this year's sample was \$9,339,000, up nearly 8 percent from the previous year's \$8,658,800—the largest jump since *LJ* began tracking in 2011.

### PAYING FOR TECH

Technology remains a priority, both budgeting for new tools and maintaining existing tech. As more patrons return to in-person library use, hardware such as laptops and printers need replacing and upgrading, and connectivity remains a prime concern. “The library continues to invest in its technology infrastructure and technology replacement plan,” notes Ray Baker, director of the Miami-Dade Public Library System, which is making use of a federal Library Services and Technology Act (LSTA) Sustaining Community Connectivity Grant. “As part of the 2023–2024 budget, the library system will be replacing all servers in its Data Center and replacing over 500 staff and public desktops.”

Although average technology expenditures were lower than last year's—\$408,100, versus 2022's \$453,700—they remain well above the cumulative average of \$350,800 since 2018. This also hasn't dampened plans for the future; despite an average 10 percent decrease from last year, 49 percent of libraries also predicted that tech outlays will increase in 2024.

Responding libraries estimated that one-third of their technology spending will be allocated to enterprise software such as their integrated library system (ILS). Hardware purchases (computers, 3-D printers, or scanners), other software purchases and upgrades, and internet access each account for nearly 20 percent more of their tech budgets. Another 6 percent went toward large hardware purchases such as digital kiosks.

### CONNECTING, RECONNECTING

Outreach spending, understandably, is still high compared with pre-pandemic years—libraries remain invested in bringing patrons back in and forging strong community connections.

However, less than half (45 percent) reported spending on outreach during the last fiscal year, with an average of \$119,300 per system. The largest libraries spent more than four times as much on outreach as the next size down, and only 10 percent of the smallest libraries spent on outreach at all.

Those outreach efforts are part of a larger trend—the search for imaginative ways

to engage existing customers and bring new ones aboard—which has only become more critical since the disruptions and disconnections of COVID (see “Hungry for Connection,” pp. 12–15). The average spent on programming in 2023 was \$109,000, a 43 percent jump between 2022 and 2023, with the largest libraries spending far and away the most—an average of \$950,700. Half of this year's sample expect to further increase spending on programs next year.

Although there is a steadily growing need for libraries to advocate for budget votes in politically

charged local races, and to gain public support on censorship issues, only 7 percent of responding libraries allocated budget money specifically for lobbying or advocacy services in 2023. That number rose to about 11 percent in urban and suburban libraries, and in independent library districts.

“This funding is merged in our budget with two other areas—staff and board development and marketing,” notes Mary Medjo Me Zengue, director of Addison Public Library, IL. In another dedicated advocacy scenario, “The library employs a member of staff whose responsibilities include government relations, focusing primarily on issues related to local and state library funding,” says Carnegie Library of Pittsburgh Director of Finance and Administration Linda Barsevich. “The library also retains a lobbying firm.”

An additional 4 percent of libraries are considering dedicating such funding next year, but overall, 90 percent have no plans to do so.

### THE MATERIAL WORLD

The average proportion of the budget that went to digital materials remained at 27.2 percent, nominally higher than 2022's 26.5 percent—although just under half of libraries (46 percent) said that this represented an increase over the previous year.

The overall rise in digital spending was 4.2 percent, representing the smallest increase in the past five years.

Only 5 percent of responding libraries stated that they had decreased digital spending. Urban and suburban libraries devoted the greatest part of their budgets—more than 30 percent—to digital materials.

The average circulation for 2022 (or the last complete year measured) was 982,600. The average per capita circulation—both print and digital—was 7.86 items, down from last year's

	% TOTAL OPERATING BUDGETS	% MATERIALS BUDGETS	% PERSONNEL BUDGETS
<b>2023 Average</b>	\$9,339,000	\$994,700	\$5,353,700
<b>Increased</b>	84	63	89
<b>Decreased</b>	13	21	9
<b>No Change</b>	3	16	1
<b>Net % change</b>	+ 7.9	+3.5	+9.4

SOURCE: *LJ* BUDGETS & FUNDING SURVEY 2024

	% CIRCULATION	% WEEKLY OPEN HOURS	% FTE STAFFING
<b>Average</b>	982,600	49.1	55.7
<b>Increased</b>	66	13	32
<b>Decreased</b>	10	4	11
<b>No Change</b>	25	83	57
<b>Net % change</b>	+6.1	+0.4	+1.4

SOURCE: *LJ* BUDGETS & FUNDING SURVEY 2024

8.07 and continuing a downward trend over the past decade (with an isolated uptick in 2017). While the Midwest has traditionally led per capita counts, last year the West/Mountain region saw the highest numbers, with 9.5 average per cap circulation.

Responding libraries represented the full range of service area size, in this instance led by the smallest libraries—the most survey responses came from libraries serving fewer than 10,000 residents. Well over half of the sample (60 percent) have a single location. The average number of locations for the entire survey sample is 3.9.

**STAFF MATTERS**

Libraries in this year’s survey had an average of 55.7 FTE staffing; nearly one-third (32 percent) increased their number of employees. Eleven percent reported a decrease. Overall, libraries added 1.4 FTE, with the increase mostly seen at the larger libraries. Several libraries reported instituting wage resets for low-paying salaries across the organization; one Wisconsin library noted that this resulted in a 23 percent increase for total personnel funding.

For smaller libraries, adding staff is a necessity as services have expanded—and can impact other areas of the budget in positive ways.

“We requested additional staff in FY23–24, citing the length of time since our last staff increase, how many more patrons we serve now, and the variety of safety concerns we have faced in the last few years,” says Bethany Jones, director of Dandridge Memorial Library, TN, which serves a population of 20,400. “Our materials budget increase was smaller but was based on inflation and the need to meet a state standard of 10 percent of the budget being spent on materials—with such a large staff increase, a large materials increase was needed as well to get closer to meeting this standard.”

Fifty-seven percent of total operating budgets went toward personnel and benefits, for an average spend per FTE of \$74,832—up 7.8 percent over the previous year. And salaries weren’t the only place that libraries demonstrated the value they place on employees. Ninety-three percent spent money on staff professional development in 2023—although the dollar amount spent dropped an average of 19 percent from 2022, for an average of \$27,600. At the largest libraries, a full 100 percent offer professional development, although a third of those predict that they will spend less next year. Across the board, however, nearly half (46 percent) of libraries in the sample expect to spend more on training for staff in the coming year.

Staffing levels certainly impact open hours, which averaged 49.1 hours per location in 2023, slightly down from last year’s 49.5. While not quite at pre-pandemic levels, they are nearing 2019’s average of 51.7. Thirteen percent of libraries increased hours in 2023, adding an average of 0.4 hours per location, or 4.2 hours per district. The largest added an average of 1.6 weekly hours per location.

**CONSIDER THE SOURCE**

Over half of the libraries in this year’s sample—59 percent—are subject to local budget appropriation; 35 percent are funded through an independent library taxing district. Municipally funded libraries

experienced a greater increase in operating budgets, at 9.4 percent, while those in independent districts grew by 6.5 percent.

For the most part, the numbers bear out the benefits of steadier tax-based funding that isn’t dependent on economic fluctuations or the politics of elected officials—even more so if tax-based revenue is mandated by legislature, such as Denver’s Ballot Measure 2I, passed in fall 2022, which increased the property tax rate by 1.5 mills and dedicated those funds to Denver Public Library. The operating budgets of libraries subject to local appropriation averaged \$8.6 million, 11 percent less than the \$9.7 million reported by independent district libraries. The materials budgets at libraries dependent on local government for funding were almost 25 percent smaller than those in independent districts, and personnel budgets 14 percent smaller.

However, funding based on local taxes can suffer if elected officials lower those taxes to appease other constituents. “We are facing a significant decrease—possibly up to 20 percent—in funding for FY24 because our state legislature has just now radically reduced the property tax rates, our primary source of income,” says Anthony Manton, director of La Veta Regional Library District, CO, which serves a population of 1,400.

Of local government-funded libraries, two-thirds (67 percent) received an increase in local support in 2023—up 5.2 percent from

2022, the largest year over year increase in local funding since LJ began measuring that impact in 2015.

State funding also increased across all regions of the country in 2023, with an overall net growth of 2.6 percent. This was particularly welcome after the decreases seen in 2020 and 2021, and an improvement over last year’s 1.6 percent uptick.

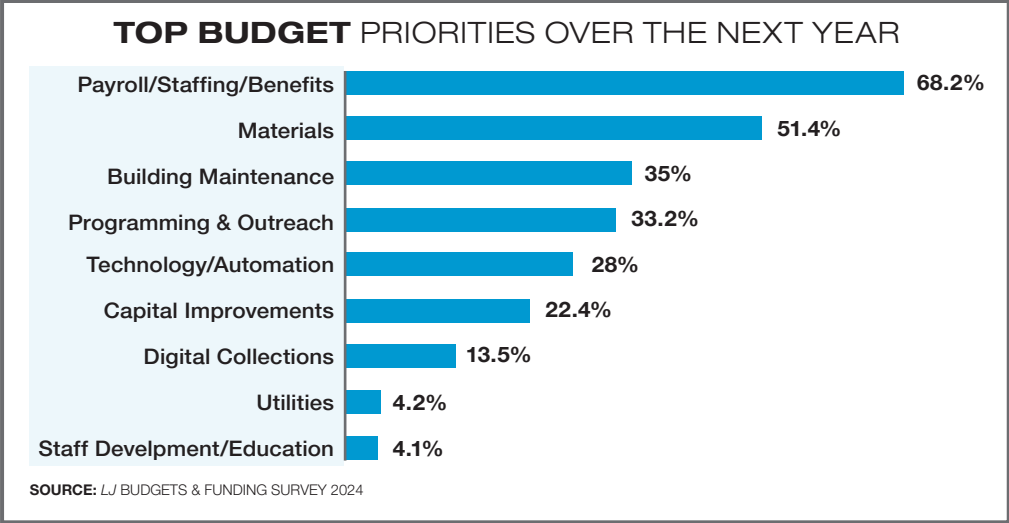
Grant funding saw a solid hike of almost 11 percent

	% LOCAL FUNDING*	% STATE FUNDING	% GRANT FUNDING
<b>Increased</b>	67	26	24
<b>Decreased</b>	4	6	6
<b>No Change</b>	30	50	52
<b>N/A</b>		19	18
<b>Net % Change</b>	+5.2	+2.6	+10.5

\*Libraries subject to local budget appropriations  
SOURCE: LJ BUDGETS & FUNDING SURVEY 2024

	% TECHNOLOGY SPENDING	% OUTREACH SPENDING	% PROGRAMMING PERSONNEL
<b>2023 Average*</b>	\$408,100	\$119,300	\$109,000
<b>Increase</b>	49	32	50
<b>Decrease</b>	15	9	6
<b>No Change</b>	36	59	44

\*based on libraries spending on each  
SOURCE: LJ BUDGETS & FUNDING SURVEY 2024



over the previous year, with urban libraries and libraries in the West/mountain regions seeing the most significant increases—34 percent and almost 42 percent respectively. However, this represents slower growth in grant trending than libraries have seen in several years, particularly compared with 2021’s overall increase of nearly 31 percent.

Federal or state assistance, such as American Rescue Plan Act (ARPA); Coronavirus Aid, Relief, and Economic Security (CARES) Act; or Digital Equity Act funding continues to slow along with the worst of the pandemic impacts. This year 55 percent of libraries received federal or state grant money, down from the emergency grant funds 79 percent of libraries received in the thick of the pandemic crisis in FY21–22.

This money was most often spent on capital improvements, materials, programming, and technology—and some is still earmarked for COVID spread mitigation, such as the \$60,000 in ARPA funds noted by Dandridge Memorial Library’s Jones, distributed by the county over three fiscal years (FY22–23 through FY24–25) for health safety improvements to the facility.

Donors’ pockets were deeper, although not dramatically. For the more than three-quarters of libraries with active Friends groups, that funding increased by an average of 7 percent, with small-town and rural libraries reporting the largest increases—over 12 percent. Libraries with foundations—nearly two-fifths of those surveyed—saw an average increase of 2.7 percent; suburban libraries had the strongest foundation support, at 13.5 percent. Individual and corporate gifts were received by 61 percent of libraries, but the average increase from 2022 only rose by 1.7 percent. Those gifts remained essentially flat for 43 percent of the sample, although urban libraries did well at an average uptick of 8.6 percent.

### EYES ON THE HORIZON

Despite a variety of challenges—politically conservative groups trying to hobble libraries on moralistic or political grounds, a lack of consumer confidence affecting tax revenues, or city budget freezes—library leaders are largely optimistic about their prospects going forward, with 65 percent looking to an increase and only 6 percent anticipating a decrease. Net changes in operating budgets are predicted to increase by 3.3 percent next year. Payroll and salaries lead the projected priorities for 2024, followed by materials and building maintenance.

More than a third (36 percent) are considering a major technology investment over the next year, with a refresh of both public-use and staff computers topping the list. Other planned purchases include self-checkout expansions, Wi-Fi upgrades, a new ILS, security cameras

and gates, automated materials handling, new phone systems, and book lockers. Still other respondents envisioned a data warehouse, a telehealth hub, and passive occupancy technology (people counters).

And even with the ongoing decline in circulation numbers, two-thirds of respondents expect to see a rise in circ during the coming year, for overall growth of 6.1 percent. Circulation increases are expected across the board.

There has always been a great deal of uncertainty in the library funding arena, and with a contentious presidential election on the horizon and ongoing stalemates within Congress over the federal budget, libraries are standing on shifting sands. But they have always done so, and current numbers bear out the fact that libraries have survived the most recent threats to their ongoing security, and continue to prevail. ■

SURVEY STAT

**65%** of libraries predict increases in operating budgets for **FY 2024-25**, with an overall percent change of **+3.3%**.

**ADDITIONAL DATA** To see LJ’s full 2024 Public Library Budget Survey, download the report at [bit.ly/LJBudgets2024](https://bit.ly/LJBudgets2024).

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# HUNGRY FOR CONNECTION

Library programs are part of a national strategy to combat a major public health epidemic: loneliness

By Hallie Rich

**When the** Centers for Disease Control and Prevention (CDC) officially declared an end to the COVID-19 public health emergency in May 2023, many libraries reported a transition back to what felt like pre-pandemic days, with children joyfully attending story times and crowds reconvening to hear their favorite authors. Yet, as just as we breathed a collective sigh of relief at the formal end of one emergency, United States Surgeon General Dr. Vivek Murthy issued a new advisory warning of a pernicious health risk: loneliness.

The latest research from the Cigna Group indicates that more than half (58 percent) of American adults are considered lonely—and those percentages jump among minoritized populations (75 percent of Hispanic adults; 68 percent of Black adults). People with lower incomes report higher levels of loneliness than those with higher incomes; and, while older adults are often considered the most affected by social isolation, it's young adults (18–24) who are twice as likely to be lonely as seniors (55+).

This matters because loneliness is crippling physically and figuratively. It's as deadly as smoking 15 cigarettes a day and more damaging than consuming six alcoholic drinks daily, according to the Surgeon General's advisory. Researchers from the National Institutes of Health link loneliness to higher risks for anxiety, Alzheimer's disease, cognitive decline, heart disease, high blood pressure, and obesity. But it's not just the risks to individual health that make it so dangerous—loneliness is destructive at the community level, too. "When we are less invested in one another, we are more susceptible to polarization and less able to pull together to face the challenges that we cannot solve alone—from climate change and gun violence to economic inequality and future pandemics," wrote Dr. Murthy in an April 2023 *New York Times* op-ed.

## WHERE ARE ALL THE PEOPLE?

If library visit data give any indication of community connectedness, then this is a moment to sound an alarm. The latest data from the Institute of Museum and Library Services (IMLS) Public Library Survey, which lags by two years, reflects the limbo that was 2021—the world opened up for a "hot vax summer" and then retreated when faced with subsequent Delta and Omicron waves—leaving library visits 96 percent lower than 2019.

The Urban Libraries Council (ULC), endeavoring to provide a more current snapshot, surveyed its members in

2023 only to find a 44 percent decline in visits from 2019 to 2022. Anecdotal feedback signaled a more optimistic outlook for 2023, with respondents anticipating growth over 2022. Yet, as circulation and visit statistics show an upward trajectory from recent lows, the fact remains there are fewer people visiting libraries than before the pandemic.

Libraries have responded to this challenge by launching creative programs and events designed to increase foot traffic, while also acknowledging a growing intensity to their interactions with the public. Patrons grappling with issues ranging from mental health to addiction to chronic physical conditions, compounded by a diminished social safety net and increased reliance on social media, contribute to difficult, traumatic, and sometimes dangerous situations that front-line library workers face. These problems aren't a result of the pandemic, but the behaviors observed in many libraries over the past 18 months might be tied, at least in part, to a complex public health issue: people are starved for connection.

## LIBRARIES ARE PUBLIC HEALTH

According to the CDC, social isolation, which contributes to loneliness, is a lack of social connections, whereas loneliness is the feeling of being alone regardless of the amount of social interaction. Libraries possess the physical infrastructure and community relationships to tackle loneliness and social isolation—but they may not view their community engagement work through the lens of public health. According to the Public Library Association's 2022 Public Library Services for Strong Communities report, when asked to list the areas where libraries are currently doing work or have plans to address their community's most pressing needs and priorities, public health and well-being ranked 7 out of 10. But the many program options offered by libraries that are listed in the report—gaming for teens, book clubs, and family engagement events, for example—are activities that can build the very relationships our nation's public health experts say we most need to cultivate.



Hallie Rich is Editor-in-Chief, LJ



**BRINGING PEOPLE TOGETHER** at libraries can take many different forms. Clockwise from lower l.: Guests chat over a meal at Howard County Library System’s “The Longest Table” event on September 30, 2023; “present,” a garden installation by fiber artist Larissa Killough at Greenport, NY’s Floyd Memorial Library, invites visitors to pause and reflect while delivering messages of support and care (inset); colorful knits and playful patterns created by community members and artists during its “Yarnstorming” event adorn Floyd Memorial Library.

needs to combat feelings of loneliness. In fact, they are an essential part of individual well-being.

### **BREAKING BREAD BUILDS A BOND**

As libraries practice different ways of bringing people together, many have started to use food as a convener. The body of research coming out of the Big Lunch initiative in the UK, which is focused on building more connected communities to reduce social isolation, reinforces the benefits of communal eating, demonstrating that eating together

BOTTOM LEFT PHOTO BY DOUG KAPUSTIN/HOWARD COUNTY LIBRARY SYSTEM; TOP LEFT AND INSET PHOTOS BY LARISSA KILLOUGH; RIGHT TOP AND BOTTOM PHOTOS COURTESY OF FLOYD MEMORIAL LIBRARY

can provide social and individual benefits that include feelings of happiness, greater satisfaction with life, and greater engagement with participants' local community.

In 2017, Howard County Library System (HCLS), MD, launched "The Longest Table," a communal eating event inspired by the Village Square program out of Tallahassee, FL. In partnership with Howard Community College, HCLS's The Longest Table invites residents to come together over a meal and get to know people from their community that they might not otherwise meet. "The simple act of breaking bread with people generates conversations," says Christie Lassen, HCLS director of communications.

The program itself is simple—anyone high school age and up can register, and they are randomly assigned a seat. Tickets are \$15 per guest, but sponsors help cover the cost for individuals who cannot afford a ticket and wish to attend. Each table has a host who helps facilitate conversation, which is sparked by a series of questions.

When the pandemic threatened to shut down the 2020 event, residents asked for a virtual option as a way of addressing the social isolation many faced. In 2023, 200 guests at The Longest Table joined together in person to discuss personal strengths and community assets. "We asked people to share one thing they're good at and something they want to learn," explains Lassen. Guests answered questions such as "What's the most important life lesson you've learned?" and "How do you wish we could grow and progress as a community?"

The positive response to The Longest Table helped elevate HCLS's focus on nurturing community connections, which is part of its new strategic plan. "People enjoy The Longest Table so much that they ask us to hold the event monthly instead of annually. They are literally hungry for connection," says Lassen.

### CREATIVE EXPRESSION LEADS TO COMMUNITY CONNECTION

In 2002, Dr. Jeremy Nobel attended an art show that changed the trajectory of his research. The exhibit marked the first anniversary of 9/11 by showcasing art made by New York City schoolchildren reflecting on their experience of the terror attack. The power of their work inspired Nobel to explore how creative expression could be used to reduce risk for physical and mental illness—which led him to research the role of creativity and art as a public health intervention. In his book, *Project UnLonely*, Nobel describes how sharing in creative expression can generate the physiological and psychological conditions that weaken the grip loneliness can have on an individual.

Creative expression was central to a 2023 summer art event at Floyd Memorial Library, Greenport, NY, which invited community members to get involved. For many years the library has maintained an art curator on staff to contribute to programming and design local exhibits. Last spring, the library launched a collaborative "Yarnstorming" event, wherein anyone who wished to participate could make a piece that was woven into a public art installation. Together with local artists and an area nonprofit, the library requested donations of yarn and other supplies for makers to use in developing pieces that would festively adorn the library. Residents attended guided sessions at the library,

## BPL BRINGS COMMUNITY TOGETHER WITH "BOOK OF HOV"

Sometimes bringing people together requires unusual partnerships—a lesson that Brooklyn Public Library (BPL), NY, learned in 2023.

On a crisp, sunny September morning, about a dozen people waited in front of BPL Central Library in the minutes before opening—a rather small gathering given the long lines seen in the first few weeks of BPL's Book of HOV exhibit, produced by Roc Nation. A man paced around the library entrance, approaching the security guard to inquire if it was time yet for the library to open. One woman sat at an outdoor table, hand on a cart filled with files and belongings, while others stood, backpacks slung

over shoulders, scrolling on their phones. A couple snapped photos in front of a massive LED cube flashing video snippets of Brooklyn's own Shawn "Jay-Z" Carter, the subject of the library's special exhibit.

At exactly 9:00 A.M. the library doors opened, and the crowd entered the building. Some paused to orient themselves and find a section of the exhibit to explore; others beelined to areas where they could do their regular library business. In this mix of library users and exhibit viewers, the library came alive. One visitor from Queens, NY, remarked about the exhibit, "for this to be at a public library, it surpasses expectations."

where expert knitters and crocheters shared their skills with novices, who, in turn, got to learn something new.

The yarnstorm project leveraged the aspects of creative expression that Nobel identifies as key to addressing loneliness—being present in the act of making art, opening the imagination, and sharing the resulting work—all through a collaborative process. From seniors to students, the community created colorful knits that became part of an art installation and shared experience. "I think the one thing people liked most about Yarnstorming was that it was a community effort—it was designed that way. We saw that people do want to be together," says Ellen Nasto, Floyd Memorial Library director.

At the exhibit opening in June 2023, residents and tourists alike stopped by the library to view the colorful display; neighbors bumped into one another while children ran through the library's garden, where textiles hanging from tree branches conveyed a resonant message: "I am here for you."

### THE LONELY GEN Z WORKFORCE

Among members of Gen Z aged 18–24, the first generation that's younger than Google, nearly 8 in 10 report feeling lonely. And, despite recent research from the American Library Association (ALA) finding that Gen Z and millennials use libraries at higher rates compared to older generations, many libraries struggle to engage young adults in meaningful and consistent ways.



**THE BOOK OF HOV's popularity drew record crowds and saw BPL issuing an average of two new library cards per minute in its opening weekend.**

The exhibit drove record attendance numbers for Brooklyn Public Library in the second half of 2023. More than 600,000 visitors came to Central Library in the five months the exhibit ran, marking a 74 percent increase in foot traffic. Thirteen limited edition Jay-Z library cards also spiked card signups, accounting for nearly

40,000 new cardholders. BPL's Chief Librarian Nick Higgins acknowledges the unique opportunity the Book of HOV created—how many other libraries have the opportunity to host an exhibit about a world-famous artist? The trick for BPL, he notes, will be maintaining the goodwill that the exhibit generates. So far, it seems

to be on the right track—20 percent of new cardholders have already used their library cards, indicating an interest in continuing engagement. The success of the Book of HOV offers a scalable takeaway that libraries everywhere can emulate: Find something that is highly interesting to your community and celebrate it. Did your

local high school basketball team make it to the state championships? Organize a display of team jerseys over the decades or a program with the newspaper's sports columnist and team coach. Host a book buzz event with local social media influencers. Find a group or topic that captures the attention and energy of the community, and partner up to bring people together in the library.

San Diego Public Library (SDPL) sought to forge relationships with teens and young adults in its City Heights community while also supporting workforce skill development when it launched a new digital media workforce program. In partnership with Media Arts Center San Diego, the library hosts a quarterly six-week training program where participants develop skills in filmmaking, marketing, social media, and other aspects of the creative economy. Following that training, participants enter a 12-month paid internship with the library and the City of San Diego. Interns are tasked with creating videos and social media content to help tell the library story, expanding its reach and better connecting the broader San Diego community with library programs and services.

The library selects its interns from the local community, using equity-based metrics to ensure low-income residents, those involved in the foster or justice system, and those residing in communities of concern—demographics that experience higher rates of loneliness—have an opportunity to participate. The program is now in its fifth cohort; 70 percent of its interns come from minoritized populations.

The attention to a workforce cohort is particularly relevant in the context of loneliness, as lonely employees are more than twice as likely to miss a day of work due to illness and more than five times as likely to miss work due to stress. For the library, the intern cohorts create a small community within which they have a shared experience of learning. Ac-

ording to Misty Jones, SDPL director, “In this last round we had 130 applications—more people applying for the program than we have spots to fill. These are often people who say they hadn’t previously come to the library, and now they are learning what we have to offer and helping to tell our story.”

### WHAT COMES NEXT

Loneliness isn’t just about isolation—it’s a feeling of being alone or disconnected even in a world where technology enables instant contact. Fewer people visiting libraries can be viewed as a symptom of a lonelier nation, but it’s also one part of the cause.

Working to grow library visits will be key to addressing our nation’s loneliness problem; how libraries choose to do that will depend upon the unique interests and needs of their community. The Surgeon General’s advisory lays out explicit actions for community-based organizations to take in this effort, including advancing public education on the importance of social connection, providing programs and services that engage the community, and fostering a culture of connection by modeling and highlighting healthy social engagement.

Positioning libraries as part of the public health ecosystem can provide a renewed sense of purpose for those working in the field while also reinforcing the indispensable role libraries play in modern American life. ■

PHOTOS BY GREGG RICHARDS/BROOKLYN PUBLIC LIBRARY



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## **LAKE FOREST LIBRARY BOARD OF TRUSTEES**

360 East Deerpath Road, Lake Forest, IL 60045

Tuesday, December 12, 2023

Regular Meeting

### CALL TO ORDER

President Jim Clifton welcomed all and called the meeting to order on December 12, 2023, at 6:30 p.m. in the Kasian Room, Lake Forest Library.

### ROLL CALL

Trustees present: Jim Clifton, JoAnn Desmond, Josh Jackson, John F. Johnson, Bob Shaw, Sue Shattock, Heather Strong. Seven Trustees in attendance; a quorum was present.

Trustee absent: Emily Van Bel

Library Staff present: Ishwar Laxminarayan, Executive Director, Heidi Krueger, Director of Patron Services, Jim Lee, Facilities Manager, Bledian Ajroja, Assistant Facilities Manager, Sameer Nota, Finance Officer, Lorie Rohrer, Head of Youth Services, Kate Buckardt, Head of Adult Services, Choosri Goebel, Asst Head of Circulation, Joy Schmoll, Head of Communications.

### OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD

None.

### CALL FOR ADDITIONS TO THE AGENDA

None.

### PRESIDENT'S REMARKS

President Clifton noted that this will be the last meeting of the year, and there is much to cover. The new Trustee will be appointed by the City Council at their January meeting.

### RETIREMENT OF KATHY WELLINGTON

Lorie Rohr celebrated Kathy Wellington's 25 years of service to the Children's Library by reminding the Board of the numerous programs she initiated and managed over the years that have made a real impact on children in our community. These include most recently, Girls Who Code which is a national program she brought to the Library, and then added Boys Who Code funded by a grant from the Friends of Lake Forest Library. Those popular programs were preceded by Escape Boxes which the kids love (solve puzzles to open the boxes and earn the prize inside), Story Walk which encourages families to read together outside, as well as Musical Storytime and the extremely popular American Girls Tea Party. She also started the DIY Book Club that provides books and discussion guides for those who want to start their own club. The list is too numerous to include in entirety here, and Kathy will be missed. These programs are her legacy and the Library is grateful for her contributions.

### ILLINOIS LIBRARY ASSOCIATION LEGISLATIVE MEETING

Trustee Johnson attended the above annual meeting which focused on libraries in the northern suburbs. Elected officials came from every district (Senators Duckworth and Durbin, Representatives Morgan and Schneider), and ED Laxminarayan assembled a table to include Highland Park, Deerfield, and Waukegan libraries. Among the issues discussed were fully funding state grants to libraries (the Library is a recipient), raising the threshold for competitive bids which eases the burden on libraries to make independent decisions quickly, the cost of electronic materials relative to the public (discussed at the November meeting), and other issues important to the Library. Representatives from local libraries were very appreciative of Director Laxminarayan's informal efforts to get to know them and visit their institutions. The Highland Park Library will be undertaking expansion and rearrangement of their space which could be quite useful to our efforts. Director Laxminarayan noted that every month there is a formal meeting of the Northshore Library Directors that he attends.

### STAFF PRESENTATION: BEHIND THE SCENES: INTERLIBRARY LOAN OPERATIONS – JEANNIE KENNEDY

Jeannie Kennedy is in charge of getting books requested by our patrons from other libraries as needed, and vice-versa. Every Monday Library staffers look at holds and if there is heavy demand for a particular title in which case we may elect to purchase the book(s) and add it to our collection. The Library's consortium includes 30 libraries, and there is discussion about joining a state-wide system which would increase it to 80 libraries. The Library is able to obtain books from other states as well as the Library of Congress. We are presently a net lender, meaning for every book we obtain we send out 2 to other libraries. Most of our requests come from the Palatine, Highland Park and Evanston libraries. Perhaps unknown to the public, Kennedy can obtain books for book clubs for free using this system if given 4-6 weeks lead time, so book club members would not have to buy a book unless they wanted to. Kennedy runs the popular Grab and Go system that emerged during Covid and remains very popular.

### APPROVAL OF THE CONSENT AGENDA

Trustee Desmond made a motion, seconded by Trustee Johnson, to approve the Consent Agenda (omnibus vote of matters 8(a)-8(c))

- a. Approve December 12, 2023 Agenda
- b. Approve November 14, 2023 Regular Meeting Minutes
- c. Approve November 2023 Financial Report

### PAID LEAVE FOR ALL WORKERS ACT

The State of IL has passed the above act mandating state employers offer all employees paid time off for any reason. The deadline to comply is January 1. The Library already offers paid leave in excess of what the Act requires for two types of leave, vacations and sick days. In addition, to conform with the Act, the probationary period for new employees will be reduced from 6 months to 90 days. There has been no change in days earned for either full-time or part-time employees. Library staff reviewed the Employee Handbook and made minor revisions, such as eliminating the Temporary Worker title since we have none. Director Laxminarayan noted that

the Handbook has not been reviewed in 5 years, so will undergo a review and overhaul as necessary Q1 next year through outsourced HR.

Trustee Jackson made a motion, seconded by Trustee Johnson, to approve changes to the Employee Handbook to meet the State's January 1 deadline.

#### BUILDING COMMITTEE: NIKOLAI REMISOFF MURALS RESTORATION RFP

After reviewing bids and conducting interviews among four firms for this project, the Building Committee unanimously recommended Parma Conservation for the job. Parma has the most large mural restoration experience, and the team who will do the repairs has been restoring pieces together for 18 years. They spent the most time examining each panel before sending their bid, and while not the lowest they were the only provider to include a "not to exceed" clause in their bid. Given that this project will be funded by a gift from the Friends of Lake Forest Library but the Library will be making the actual payments to Parma, the contract will need to be reviewed by Library Counsel which Director Laxminarayan will handle.

Trustee Jackson made a motion, seconded by Trustee Desmond to authorize the Library to award the mural restoration to Parma Conservation, funded by a gift from the Friends of Lake Forest Library, for a cost of \$230-\$266K, not to exceed \$266K. This authorization is subject to a legal opinion from Library Counsel addressing issues raised by the Board.

#### LIBRARY OPERATIONS REPORT

Trustee Johnson suggested that the monthly service statistics (visits, items circulated programs attended, reference questions answered, etc) be compared on an annual as well as monthly basis, as these longer-term trends will be useful insights for our strategic plan.

#### WINTER BOARD MEETING SCHEDULE

The Board agreed a January meeting would not be necessary. The next meeting will be February 13, 2024. As part of that meeting, the staff will share updates for the Per Capita Grant application, which is being completed now. Trustee Johnson mentioned that the Finance Committee will meet in January in preparation for next year's budget and will announce that meeting to the Board and public shortly.

#### UNFINISHED BUSINESS

None.

#### SERVING OUR PUBLIC: STANDARDS FOR IL PUBLIC LIBRARIES

As previously stated, staff is presently completing this document as part of its Grant application and will share updates in the February meeting. In the meantime, as there was discussion in the previous Board meeting as to whether the Library has adequate staff for current and future operations, Director Laxminarayan shared that using the state standards in the above document (Appendix E pgs. 53 and 55), the Library's full-time employee staff falls between the Established and Advanced standards recommended by the state for our population. The same is true of our hours of service. As part of the long-term planning, the Library will need to determine whether

remaining at these levels/hours are sufficient for some of the ideas we have to evolve the Library in the future.

NEW BUSINESS

None.

ADJOURNMENT

Trustee Desmond made a motion, seconded by Trustee Shattock, to adjourn. The motion passed unanimously on a voice vote. The meeting was adjourned at 8:30pm.

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Sue Shattock, Secretary

Minutes submitted for approval by the Board on February 13, 2024

Next meeting: February 13, 2024



## FY2024 Revenue & Expenditure Statement

For the YTD December - 2023

Revenues	YTD	Budget	Budget Realized
Tax Based	4,702,931	4,631,204	102%
Non-Tax-Based	94,953	68,000	140%
Gifts & Grants	43,254	1,000	4325%
Library Generated	352,277	131,750	267%
<b>Total Revenues</b>	<b>\$5,193,415</b>	<b>4,831,954</b>	<b>107%</b>

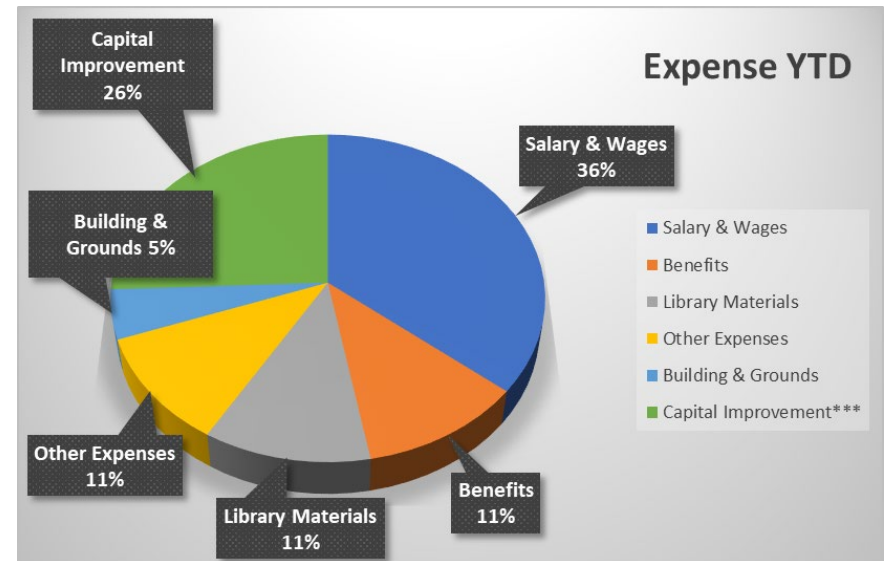
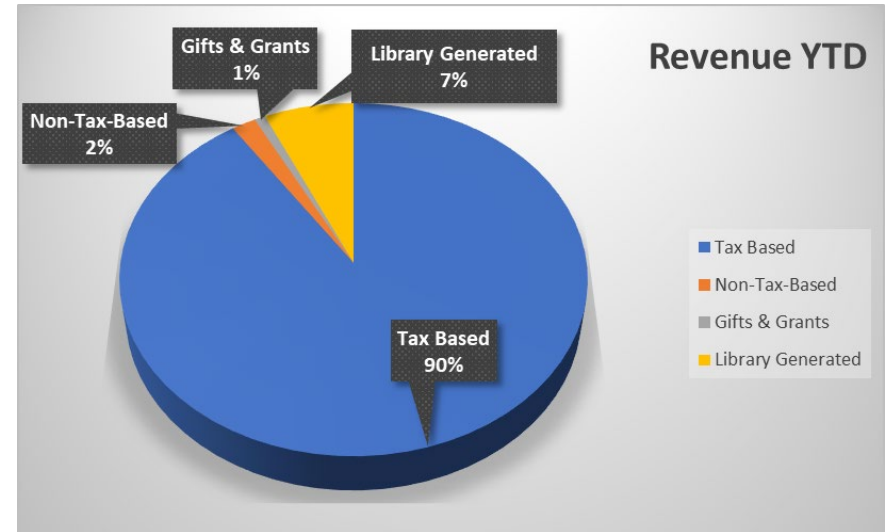
Expenses	YTD	Budget	Budget Utilized
Salary & Wages	1,172,699	2,192,658	53%
Benefits	369,195	878,897	42%
Library Materials	373,993	657,000	57%
Other Expenses	357,468	642,900	56%
<i>Special Projects</i>	-	35,000	0%
<i>Contractual Services Library***</i>	198,809	329,000	60%
<i>Other***</i>	158,659	278,900	57%
Building & Grounds	159,611	304,500	52%
<i>Contractual Services Building**</i>	7,311	25,000	29%
Capital Improvement***	839,125	1,090,000	77%
<i>Dome Project*</i>	674,800	626,000	108%
<b>Total Expenses</b>	<b>3,272,091</b>	<b>5,765,955</b>	<b>57%</b>

Reserves	
Reserve - Capital Improvements**	3,050,000
Reserve - Technology Improvements	300,000
Capital Equipment	300,000
Fund Balance - Unassigned**	3,953,524
<b>Total Reserve Amount</b>	<b>\$ 7,603,524</b>

\*In FY 2022 & 2023 Dome Repair Total Amount was \$514,292. In FY2024 paid contractor L.Marshall \$640,800 and architect WJE fee \$28,800

\*\*\$950,000 has been transferred from the Reserves to Fund Balance to meet the Budget Deficit

\*\*\*Detail on Last page of the Report





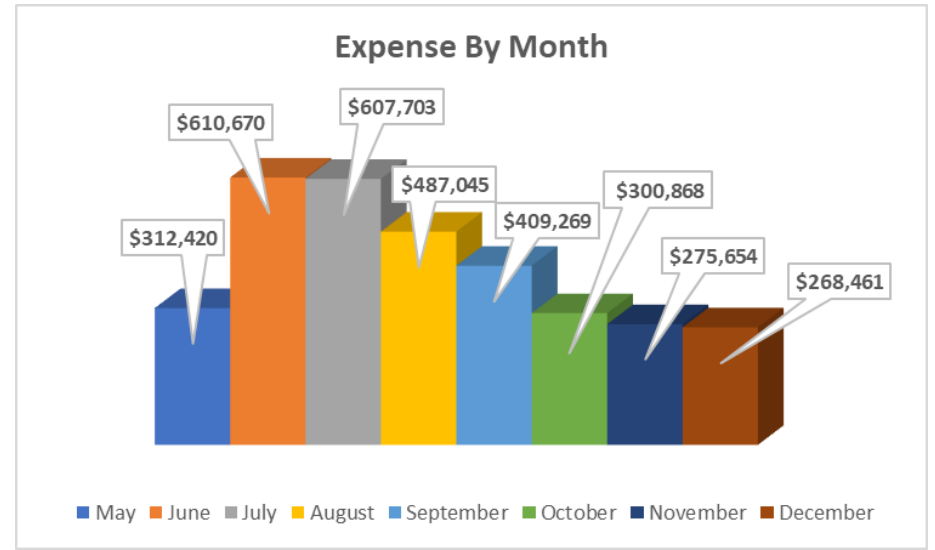
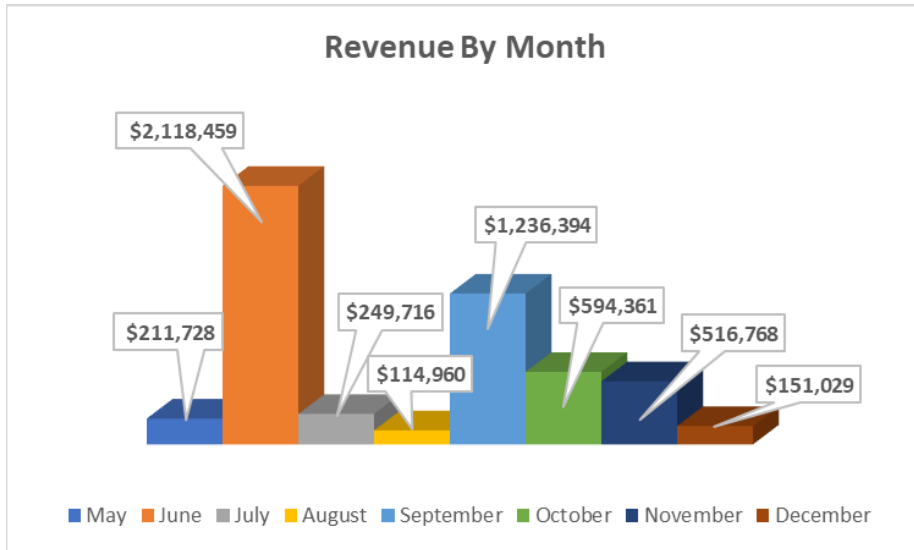
## FY2024 Revenue & Expenditure Statement

For the YTD December - 2023

	May	June	July	August	September	October	November	December	YTD	Budget
Tax Based	211,496	2,057,828	193,492	42,831	1,193,765	498,884	448,730	55,907	4,702,931	4,631,204
Non-Tax-Based	-	23,567	19,053	31,638	-	-	15,792	4,901	94,953	68,000
Gifts & Grants	-	-	104	-	1,000	41,150	-	1,000	43,254	1,000
Library Generated	233	37,064	37,067	40,491	41,630	54,327	52,245	89,221	352,277	131,750
	<b>\$211,728</b>	<b>\$2,118,459</b>	<b>\$249,716</b>	<b>\$114,960</b>	<b>\$1,236,394</b>	<b>\$594,361</b>	<b>\$516,768</b>	<b>\$151,029</b>	<b>\$5,193,415</b>	<b>\$4,831,954</b>

	May	June	July	August	September	October	November	December	YTD	Budget
Salary & Wages	104,699	141,225	143,775	143,804	213,400	143,533	141,962	140,302	1,172,699	2,192,658
Benefits	40,396	47,852	45,175	46,316	53,827	45,080	44,963	45,587	369,195	878,897
Library Materials	34,795	74,714	47,709	51,005	38,815	40,624	47,793	38,538	373,993	657,000
Other Expenses	74,071	38,370	30,745	55,912	42,877	49,511	30,528	35,453	357,468	642,900
Special Projects	-	-	-	-	-	-	-	-	-	35,000
Contractual Services Library	55,626	16,301	12,779	35,321	18,896	33,194	11,673	15,018	198,809	329,000
Other	18,445	22,069	17,966	20,591	23,982	16,317	18,855	20,434	158,659	278,900
Building & Grounds	13,780	55,435	18,258	18,708	17,519	16,921	10,407	8,582	159,611	304,500
Contractual Services Building	2,837	643	595	742	668	478	817	531	7,311	25,000
Capital Improvement	44,679	253,074	322,041	171,300	42,832	5,200	-	-	839,125	1,090,000
Dome Project	-	219,300	279,000	171,300	-	5,200	-	-	674,800	626,000
	<b>\$312,420</b>	<b>\$610,670</b>	<b>\$607,703</b>	<b>\$487,045</b>	<b>\$409,269</b>	<b>\$300,868</b>	<b>\$275,654</b>	<b>\$268,461</b>	<b>3,272,091</b>	<b>5,765,955</b>

	<b>(\$100,692)</b>	<b>\$1,507,790</b>	<b>(\$357,987)</b>	<b>(\$372,086)</b>	<b>\$827,125</b>	<b>\$293,493</b>	<b>\$241,114</b>	<b>(\$117,433)</b>	<b>1,921,324</b>	<b>(\$934,001)</b>
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**Lake Forest Library**  
**Financial Notes and Variance Report**  
**For the Month of December 2023 (Month 08) FY2024**

**Funds on Hand:** \$3,953,524 (unrestricted/unaudited). \$950,000 has been transferred from Capital Improvements to unassigned Fund Balance to balance the budget for FY2024.

**General Operations - Revenues**

**Property Tax:** As of December 31, the Library received \$4,702,931 in property tax distributions which is 2% more than of annual budget.

**Non-Tax-Based:** As of December 31, the Library received \$94,953 in non-tax-based revenues. \$66,386 reflects the replacement of personal property tax payment and the \$28,566 per capita grant from the Illinois State Library. Non-tax-based income exceeds FY budget by 40%.

**Library-Generated:** As of December 31, the Library received \$352,277 in Library generated income. \$316,771 is interest on investments, \$14,216 from Friend's of Lake Forest, \$5,877 reimbursement from CCS and \$15,413 in other revenue such as copier and damage item fees. Overall, the Library generated income exceeds FY budget by 167%.

**Gifts:** As of December 31, the Library received \$43,254 gifts and grants which exceeds FY budget by 4,225%.

**General Operations - Expenditures**

**Salaries, wages, and benefits:** As of December 31, \$1,172,699 for salaries and wages: 53% of FY budget; \$369,195 for benefits: 42% of FY budget. \$220,310 for medical insurance 48% of FY budget; \$88,709 for SSN: 46% of FY budget; \$55,931 for IMRF: 26% of FY budget and \$4,245 for Worker's Compensation: 54% of FY budget.

**Materials: Books, AV, and Electronic Services:** As of December 31, \$373,993: 57% of FY budget, this includes payments for periodical and database subscriptions.

**Other Operating Expenditures:** As of December 31, \$357,468: 56% of FY budget. Includes \$198,809 in library contractual services, including second payment of RFID lease of \$24,041 to Bibliotheca and \$158,659 on other expense such as programs, administrative fees, office supplies, membership and miscellaneous expenses.

**Building and Grounds:** As of December 31, \$159,611 which is 52% of the FY budget. Reflects \$7,311 contractual services building and \$111,375 for building maintenance, equipment maintenance, ground maintenance and janitorial supplies and services. Annual liability/casualty insurance premium of \$40,924 has been paid.

**Capital Improvement:** As of December 31, \$839,125: 77% of FY budget has been spent on the purchase of new security cameras, sump pumps, new IT switches and the dome project which has been completed. In FY2024 Library has paid \$640,800 to contractor L.Marshall and \$33,600 to WJE as architect consultant fee.

**Reserves**

\$3,953,524 - Operating cash reserve (fund balance-unassigned); An amount of \$531,916 reflecting excess of revenues over expenditures for FY2023 has been added to the fund balance following the approved Library audit for FY2023. The Library's restricted reserves are currently \$3,650,000: capital equipment (\$300,000), capital improvements (\$3,050,000), and technology (\$300,000).

Year to Date FY2024: 57% of budget expenses; 107% budget revenues.



## Account Details

### Contractual Services Library

Description	May	June	July	August	September	October	November	December	YTD	Budget
CCS (Integrated Library System)	12,530	-	-	18,372	-	18,372	-	-	49,274	\$ 84,000
LAN, WAV, and Support (MSP)	9,141	10,266	9,947	9,609	9,690	9,650	9,950	9,658	77,913	\$ 120,000
EZ Proxy & Collection HQ	702	2,250	-	-	-	1,375	-	-	4,327	\$ 10,000
Bibliotheca (RFID) Lease	24,041	-	-	-	-	-	-	-	24,041	\$ 25,000
Online/Internet (fiber)	1,902	2,156	218	1,107	5,769	114	114	3,730	15,109	\$ 25,000
Other: Web Calendar Subscription, Software Licenses & Web hosting and maintenance	1,210	101	1,085	4,705	758	-	80	102	8,042	\$ 30,000
Technology Leased & Warranty Renewals	6,100	1,528	1,528	1,528	2,679	3,683	1,528	1,528	20,104	\$ 35,000
<b>Total</b>	<b>\$ 55,626</b>	<b>\$ 16,301</b>	<b>\$ 12,779</b>	<b>\$ 35,321</b>	<b>\$ 18,896</b>	<b>\$ 33,194</b>	<b>\$ 11,673</b>	<b>\$ 15,018</b>	<b>\$ 198,809</b>	<b>\$ 329,000</b>

### Contractual Service Building

Description	May	June	July	August	September	October	November	December	YTD	Budget
Water Treatment	250	250	250	250	250	250	250	250	\$ 2,000	
Alarm System	2,239	-	-	-	-	-	-	-	\$ 2,239	
Inner Security System	104	-	-	104	-	-	104	-	\$ 311	
Rose Pest	97	97	97	97	97	97	97	97	\$ 776	
AED (CINTAS)	147	296	39	153	252	62	366	184	\$ 1,499	
ARMark	-	-	209	139	70	70	-	-	\$ 487	
<b>Total</b>	<b>\$ 2,837</b>	<b>\$ 643</b>	<b>\$ 595</b>	<b>\$ 742</b>	<b>\$ 668</b>	<b>\$ 478</b>	<b>\$ 817</b>	<b>\$ 531</b>	<b>\$ 7,311</b>	<b>\$ 25,000</b>

**Others**

Description	May	June	July	August	September	October	November	December	YTD	Budget
Administrative Services - Fees to City of Lake Forest	2,256	-	4,512	2,256	-	2,256	4,512	2,256	\$ 18,048	\$ 29,500
Personnel Recruitment	-	10,000	-	-	-	-	59	-	\$ 10,059	\$ 700
Training and Development	2,507	327	841	1,270	1,185	2,251	1,396	1,074	\$ 10,852	\$ 23,000
Membership Dues	1,354	-	580	150	162	549	1,566	612	\$ 4,973	\$ 11,000
Meeting & Expenses	-	-	160	5	-	28	385	237	\$ 815	\$ 2,500
Legal	-	-	-	-	-	-	-	-	\$ -	\$ 20,000
Auditing Service	-	-	-	7,622	-	-	-	-	\$ 7,622	\$ 9,000
Programming	8,658	8,863	3,907	8,233	21,077	9,984	8,216	10,579	\$ 79,516	\$ 139,000
Online Banking Fees	(157)	138	283	-	139	147	138	154	\$ 842	\$ 1,650
Insurance - Liability	-	1,650	5,148	-	-	-	-	-	\$ 6,798	\$ 8,800
Telephone	297	320	320	320	320	320	183	297	\$ 2,375	\$ 8,750
Office Supplies	2,197	452	1,896	67	-	480	298	4,553	\$ 9,943	\$ 15,000
Postage	884	8	223	9	968	224	1,965	451	\$ 4,732	\$ 6,500
Vending Beverages	450	311	97	660	131	80	137	221	\$ 2,087	\$ 3,500
<b>Total</b>	<b>\$ 18,445</b>	<b>\$ 22,069</b>	<b>\$ 17,966</b>	<b>\$ 20,591</b>	<b>\$ 23,982</b>	<b>\$ 16,317</b>	<b>\$ 18,855</b>	<b>\$ 20,434</b>	<b>\$ 158,659</b>	<b>\$ 278,900</b>

**Capital Improvement**

Description	May	June	July	August	September	October	November	December	YTD	Budget
Capital Equipment	-	19,750	25,880	-	-	-	-	-	\$ 45,629	\$ 125,000
Technology Upgrade	44,679	14,024	17,161	-	42,832	-	-	-	\$ 118,696	\$ 130,000
Capital Improvement & Dome Project	-	219,300	279,000	171,300	-	5,200	-	-	\$ 674,800	\$ 835,000
<b>Total</b>	<b>\$ 44,679</b>	<b>\$ 253,074</b>	<b>\$ 322,041</b>	<b>\$ 171,300</b>	<b>\$ 42,832</b>	<b>\$ 5,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 839,125</b>	<b>\$ 1,090,000</b>



## FY2024 Revenue & Expenditure Statement

For the YTD January - 2024

Revenues	YTD	Budget	Budget Realized
Tax Based	4,739,538	4,631,204	102%
Non-Tax-Based	94,953	68,000	140%
Gifts & Grants	47,404	1,000	4740%
Library Generated	353,838	131,750	269%
<b>Total Revenues</b>	<b>\$5,235,733</b>	<b>4,831,954</b>	<b>108%</b>

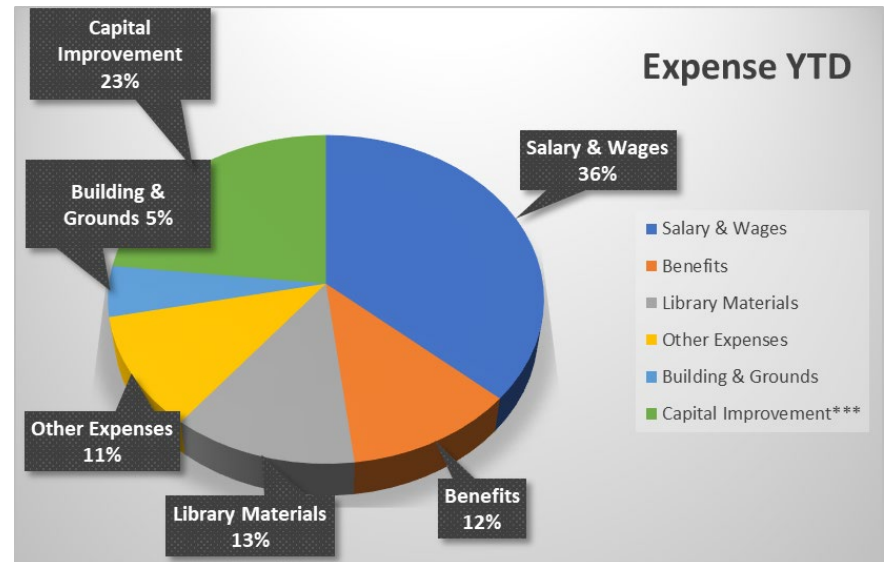
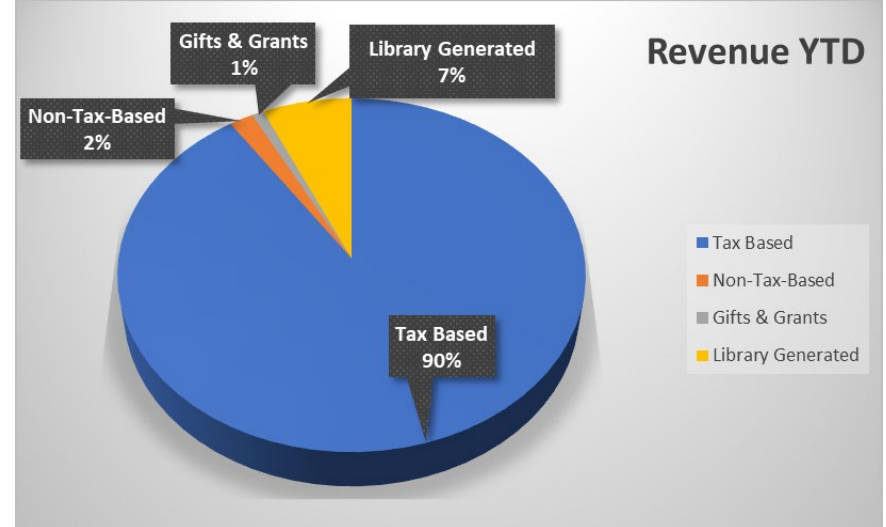
Expenses	YTD	Budget	Budget Utilized
Salary & Wages	1,316,651	2,192,658	60%
Benefits	418,688	878,897	48%
Library Materials	451,748	657,000	69%
Other Expenses	402,484	642,900	63%
<i>Special Projects</i>	-	35,000	0%
<i>Contractual Services Library***</i>	231,615	329,000	70%
<i>Other***</i>	170,869	278,900	61%
Building & Grounds	179,646	304,500	59%
<i>Contractual Services Building**</i>	7,732	25,000	31%
Capital Improvement***	839,125	1,090,000	77%
<i>Dome Project*</i>	674,800	626,000	108%
<b>Total Expenses</b>	<b>3,608,342</b>	<b>5,765,955</b>	<b>63%</b>

Reserves	
Reserve - Capital Improvements**	3,050,000
Reserve - Technology Improvements	300,000
Capital Equipment	300,000
Fund Balance - Unassigned**	3,953,524
<b>Total Reserve Amount</b>	<b>\$ 7,603,524</b>

\*In FY 2022 & 2023 Dome Repair Total Amount was \$514,292. In FY2024 paid contractor L.Marshall \$640,800 and architect WJE fee \$28,800

\*\*\$950,000 has been transferred from the Reserves to Fund Balance to meet the Budget Deficit

\*\*\*Detail on Last page of the Report





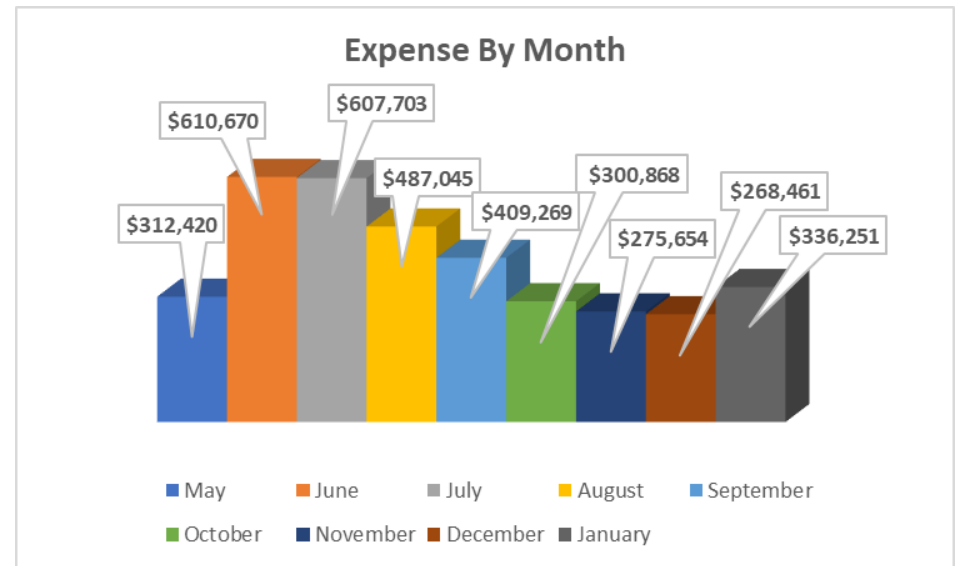
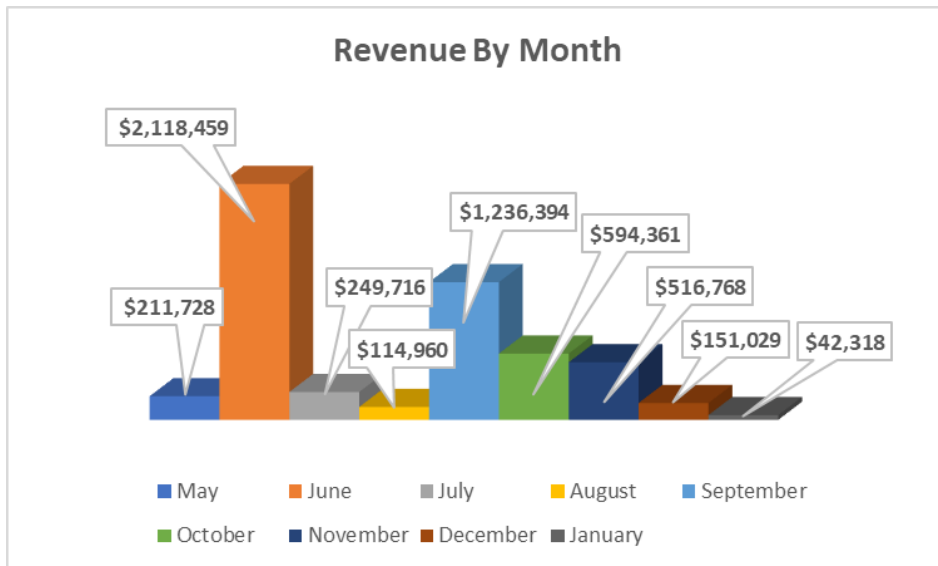
## FY2024 Revenue & Expenditure Statement

For the YTD January - 2024

	May	June	July	August	September	October	November	December	January	YTD	Budget
Tax Based	211,496	2,057,828	193,492	42,831	1,193,765	498,884	448,730	55,907	36,607	4,739,538	4,631,204
Non-Tax-Based	-	23,567	19,053	31,638	-	-	15,792	4,901	-	94,953	68,000
Gifts & Grants	-	-	104	-	1,000	41,150	-	1,000	4,150	47,404	1,000
Library Generated	233	37,064	37,067	40,491	41,630	54,327	52,245	89,221	1,561	353,838	131,750
	<b>\$211,728</b>	<b>\$2,118,459</b>	<b>\$249,716</b>	<b>\$114,960</b>	<b>\$1,236,394</b>	<b>\$594,361</b>	<b>\$516,768</b>	<b>\$151,029</b>	<b>\$42,318</b>	<b>\$5,235,733</b>	<b>\$4,831,954</b>

	May	June	July	August	September	October	November	December	January	YTD	Budget
Salary & Wages	104,699	141,225	143,775	143,804	213,400	143,533	141,962	140,302	143,951	1,316,651	2,192,658
Benefits	40,396	47,852	45,175	46,316	53,827	45,080	44,963	45,587	49,493	418,688	878,897
Library Materials	34,795	74,714	47,709	51,005	38,815	40,624	47,793	38,538	77,755	451,748	657,000
Other Expenses	74,071	38,370	30,745	55,912	42,877	49,511	30,528	35,453	45,015	402,484	642,900
<i>Special Projects</i>	-	-	-	-	-	-	-	-	-	-	35,000
<i>Contractual Services Library</i>	55,626	16,301	12,779	35,321	18,896	33,194	11,673	15,018	32,806	231,615	329,000
<i>Other</i>	18,445	22,069	17,966	20,591	23,982	16,317	18,855	20,434	12,210	170,869	278,900
Building & Grounds	13,780	55,435	18,258	18,708	17,519	16,921	10,407	8,582	20,036	179,646	304,500
<i>Contractual Services Building</i>	2,837	643	595	742	668	478	817	531	421	7,732	25,000
Capital Improvement	44,679	253,074	322,041	171,300	42,832	5,200	-	-	-	839,125	1,090,000
<i>Dome Project</i>	-	219,300	279,000	171,300	-	5,200	-	-	-	674,800	626,000
	<b>\$312,420</b>	<b>\$610,670</b>	<b>\$607,703</b>	<b>\$487,045</b>	<b>\$409,269</b>	<b>\$300,868</b>	<b>\$275,654</b>	<b>\$268,461</b>	<b>\$336,251</b>	<b>3,608,342</b>	<b>5,765,955</b>

	<b>(\$100,692)</b>	<b>\$1,507,790</b>	<b>(\$357,987)</b>	<b>(\$372,086)</b>	<b>\$827,125</b>	<b>\$293,493</b>	<b>\$241,114</b>	<b>(\$117,433)</b>	<b>(\$293,933)</b>	<b>1,627,390</b>	<b>(\$934,001)</b>
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**Lake Forest Library**  
**Financial Notes and Variance Report**  
**For the Month of January 2024 (Month 09) FY2024**

**Funds on Hand:** \$3,953,524 (unrestricted/unaudited). \$950,000 has been transferred from Capital Improvements to unassigned Fund Balance to balance the budget for FY2024.

**General Operations - Revenues**

**Property Tax:** As of January 31, the Library received \$4,739,538 in property tax distributions which is 2% more than of annual budget.

**Non-Tax-Based:** As of January 31, the Library received \$94,953 in non-tax-based revenues. \$66,386 reflects the replacement of personal property tax payment and the \$28,566 per capita grant from the Illinois State Library. Non-tax-based income exceeds FY budget by 40%.

**Library-Generated:** As of January 31, the Library received \$353,838 in Library generated income. \$316,771 is interest on investments, \$14,216 from Friend's of Lake Forest, \$5,877 reimbursement from CCS and \$16,973 in other revenue such as copier and damage item fees. Overall, the Library generated income exceeds FY budget by 169%.

**Gifts:** As of January 31, the Library received \$47,404 gifts and grants which exceeds FY budget by 4,640%.

**General Operations - Expenditures**

**Salaries, wages, and benefits:** As of January 31, \$1,316,651 for salaries and wages: 60% of FY budget; \$418,688 for benefits: 48% of FY budget. \$251,804 for medical insurance 55% of FY budget; \$99,482 for SSN: 52% of FY budget; \$63,157 for IMRF: 29% of FY budget and \$4,245 for Worker's Compensation: 54% of FY budget.

**Materials: Books, AV, and Electronic Services:** As of January 31, \$451,748: 60% of FY budget, this includes payments for periodical and database subscriptions.

**Other Operating Expenditures:** As of January 31, \$402,484: 63% of FY budget. Includes \$231,615 in library contractual services, including second payment of RFID lease of \$24,041 to Bibliotheca and \$170,869 on other expense such as programs, administrative fees, office supplies, membership and miscellaneous expenses.

**Building and Grounds:** As of January 31, \$179,646 which is 59% of the FY budget. Reflects \$7,732 contractual services building and \$130,990 for building maintenance, equipment maintenance, ground maintenance and janitorial supplies and services. Annual liability/casualty insurance premium of \$40,924 has been paid.

**Capital Improvement:** As of January 31, \$839,125: 77% of FY budget has been spent on the purchase of new security cameras, sump pumps, new IT switches and the dome project which has been completed. In FY2024 Library has paid \$640,800 to contractor L.Marshall and \$33,600 to WJE as architect consultant fee.

**Reserves**

\$3,953,524 - Operating cash reserve (fund balance-unassigned); An amount of \$531,916 reflecting excess of revenues over expenditures for FY2023 has been added to the fund balance following the approved Library audit for FY2023. The Library's restricted reserves are currently \$3,650,000: capital equipment (\$300,000), capital improvements (\$3,050,000), and technology (\$300,000).

Year to Date FY2024: 63% of budget expenses; 108% budget revenues.

## Account Details

### Contractual Services Library

Description	May	June	July	August	September	October	November	December	January	YTD	Budget
CCS (Integrated Library System)	12,530	-	-	18,372	-	18,372	-	-	18,372	67,646	\$ 84,000
LAN, WAV, and Support (MSP)	9,141	10,266	9,947	9,609	9,690	9,650	9,950	9,658	9,644	87,557	\$ 120,000
EZ Proxy & Collection HQ	702	2,250	-	-	-	1,375	-	-	-	4,327	\$ 10,000
Bibliotheca (RFID) Lease	24,041	-	-	-	-	-	-	-	-	24,041	\$ 25,000
Online/Internet (fiber)	1,902	2,156	218	1,107	5,769	114	114	3,730	1,318	16,428	\$ 25,000
Other: Web Calendar Subscription, Software Licenses & Web hosting and maintenance	1,210	101	1,085	4,705	758	-	80	102	1,942	9,984	\$ 30,000
Technology Leased & Warranty Renewals	6,100	1,528	1,528	1,528	2,679	3,683	1,528	1,528	1,528	21,632	\$ 35,000
<b>Total</b>	<b>\$ 55,626</b>	<b>\$ 16,301</b>	<b>\$ 12,779</b>	<b>\$ 35,321</b>	<b>\$ 18,896</b>	<b>\$ 33,194</b>	<b>\$ 11,673</b>	<b>\$ 15,018</b>	<b>\$ 32,805</b>	<b>\$ 231,614</b>	<b>\$ 329,000</b>

### Contractual Service Building

Description	May	June	July	August	September	October	November	December	January	YTD	Budget
Water Treatment	250	250	250	250	250	250	250	250	250	\$ 2,250	
Alarm System	2,239	-	-	-	-	-	-	-	-	\$ 2,239	
Inner Security System	104	-	-	104	-	-	104	-	-	\$ 311	
Rose Pest	97	97	97	97	97	97	97	97	97	\$ 873	
AED (CINTAS)	147	296	39	153	252	62	366	184	74	\$ 1,573	
ARMark	-	-	209	139	70	70	-	-	-	\$ 487	
<b>Total</b>	<b>\$ 2,837</b>	<b>\$ 643</b>	<b>\$ 595</b>	<b>\$ 742</b>	<b>\$ 668</b>	<b>\$ 478</b>	<b>\$ 817</b>	<b>\$ 531</b>	<b>\$ 421</b>	<b>\$ 7,732</b>	<b>\$ 25,000</b>

**Others**

Description	May	June	July	August	September	October	November	December	January	YTD	Budget
Administrative Services - Fees to City of Lake Forest	2,256	-	4,512	2,256	-	2,256	4,512	2,256	-	\$ 18,048	\$ 29,500
Personnel Recruitment	-	10,000	-	-	-	-	59	-	59	\$ 10,118	\$ 700
Training and Development	2,507	327	841	1,270	1,185	2,251	1,396	1,074	1,367	\$ 12,219	\$ 23,000
Membership Dues	1,354	-	580	150	162	549	1,566	612	1,734	\$ 6,707	\$ 11,000
Meeting & Expenses	-	-	160	5	-	28	385	237	30	\$ 845	\$ 2,500
Legal	-	-	-	-	-	-	-	-	1,350	\$ 1,350	\$ 20,000
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Programming	8,658	8,863	3,907	8,233	21,077	9,984	8,216	10,579	5,595	\$ 85,111	\$ 139,000
Online Banking Fees	(157)	138	283	-	139	147	138	154	148	\$ 990	\$ 1,650
Insurance - Liability	-	1,650	5,148	-	-	-	-	-	-	\$ 6,798	\$ 8,800
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**Capital Improvement**

Description	May	June	July	August	September	October	November	December	January	YTD	Budget
Capital Equipment	-	19,750	25,880	-	-	-	-	-	-	\$ 45,629	\$ 125,000
Technology Upgrade	44,679	14,024	17,161	-	42,832	-	-	-	-	\$ 118,696	\$ 130,000
Capital Improvement & Dome Project	-	219,300	279,000	171,300	-	5,200	-	-	-	\$ 674,800	\$ 835,000
<b>Total</b>	<b>\$ 44,679</b>	<b>\$ 253,074</b>	<b>\$ 322,041</b>	<b>\$ 171,300</b>	<b>\$ 42,832</b>	<b>\$ 5,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 839,125</b>	<b>\$ 1,090,000</b>

LAKE FOREST LIBRARY BOARD OF TRUSTEES

FINANCE COMMITTEE MEETING Minutes

January 9, 2024

**Attendees:** Trustee John F. Johnson, Trustee Josh Jackson, Trustee Jim Clifton, Trustee Heather Strong, Trustee Robert Shaw (Zoom), Trustee JoAnn Desmond (Zoom) Laura Luce, Lake Forest Preservation Foundation (Zoom), Marcy Kerr, Lake Forest Preservation Foundation (Zoom)

**Library Staff:** Sameer Notta, Joy Schmoll, Jim Lee, Ishwar Laxminarayan

Finance Committee Chair John F. Johnson called the meeting to order at 5.30 pm. A round of introductions followed.

Executive Director Laxminarayan, Facilities Manager Jim Lee and Finance Officer Sameer Notta provided a PowerPoint presentation overview of the major capital projects completed by the Library since 2019. Also reviewed were projects that are currently in progress and proposed capital projects over the next several years that range from proactive maintenance and upkeep of equipment and facilities to addressing major infrastructural issues in the Library building.

Attendees asked several questions about the project and expressed their appreciation to Joy Schmoll for the high quality of the presentation. Trustee Johnson announced that we would continue to update the presentation in the coming weeks and present it to the full Board for consideration.

Meeting adjourned at 6.45 pm.



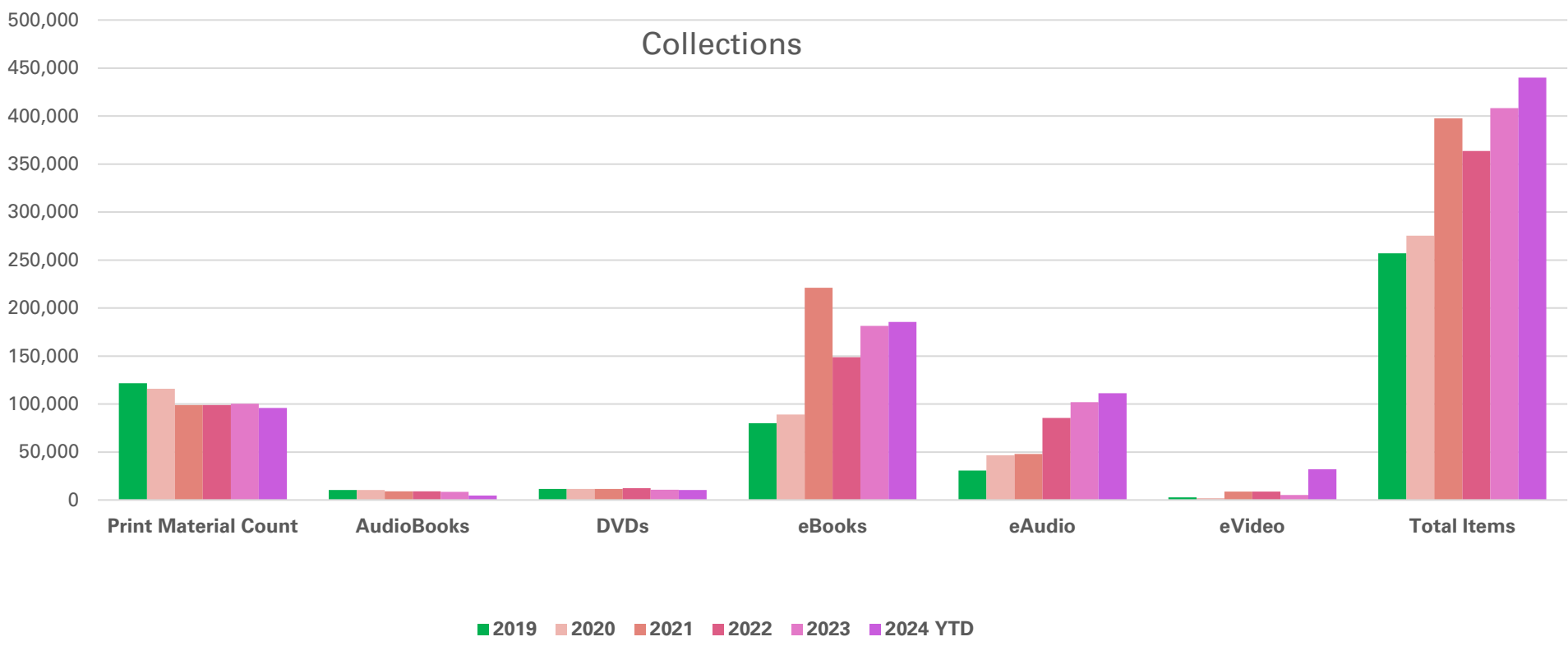


# Statistical Snapshot 2019-Present

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LAKE FOREST  
LIBRARY

# Collection Sizes

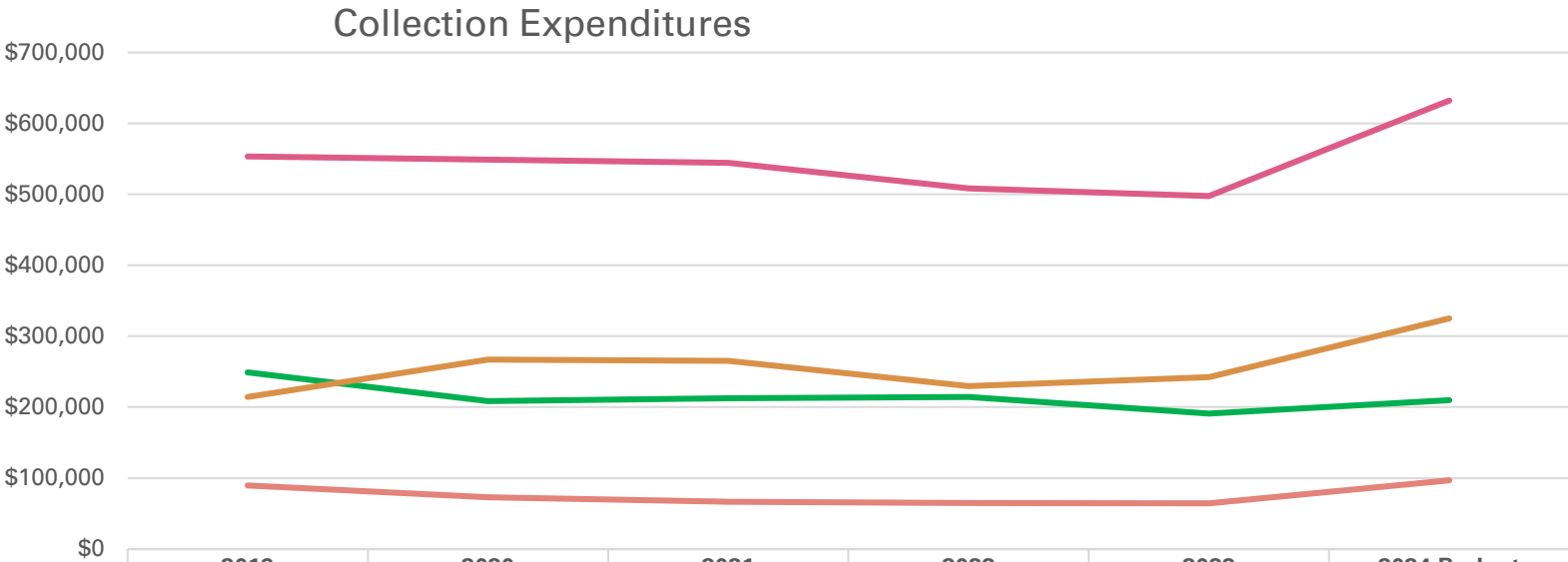


# Collection Sizes

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Year	Print	AudioBooks	DVDs	eBooks	eAudio	eVideo	Total Items
2019	121,723	10,515	11,460	79,998	30,640	2,690	257,026
2020	115,985	10,468	11,467	89,110	46,646	1,838	275,514
2021	99,074	9,176	11,624	221,066	47,927	8,847	397,714
2022	99,015	9,133	12,337	148,734	85,665	8,821	363,705
2023	100,325	8,567	10,726	181,346	102,039	5,187	408,190
2024 YTD	95,878	4,777	10,531	185,516	111,310	32,092	440,104

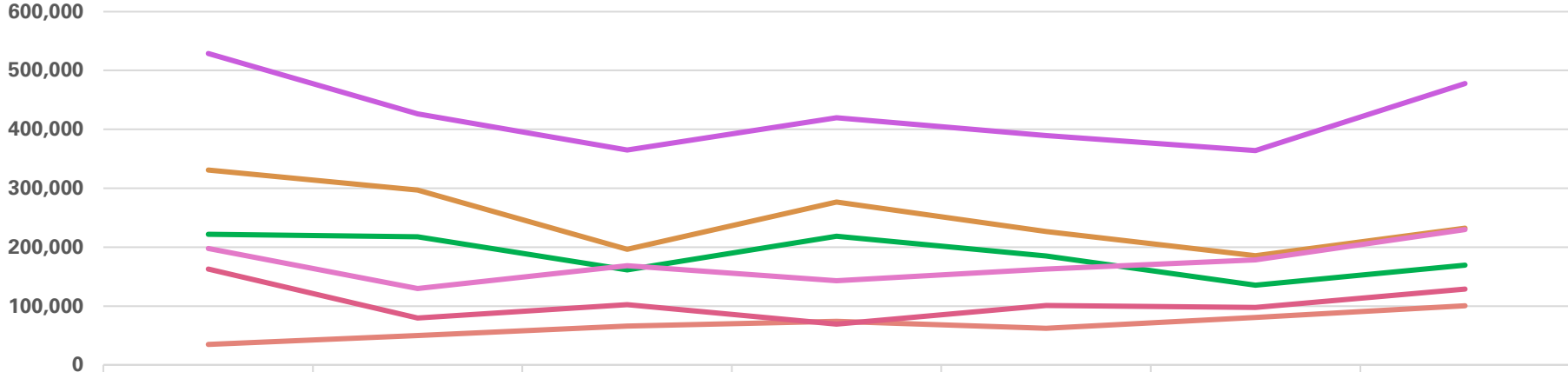
# Collection: Expenditures



	2019	2020	2021	2022	2023	2024 Budget
Print Materials	\$249,168	\$208,672	\$212,416	\$214,172	\$190,972	\$210,000
E-Materials	\$214,562	\$266,885	\$265,308	\$229,485	\$242,071	\$325,000
Non-Print Physical Materials	\$89,483	\$73,061	\$66,724	\$64,779	\$64,284	\$97,000
<b>Total</b>	<b>\$553,213</b>	<b>\$548,618</b>	<b>\$544,448</b>	<b>\$508,436</b>	<b>\$497,327</b>	<b>\$632,000</b>

# Circulation

Circulation

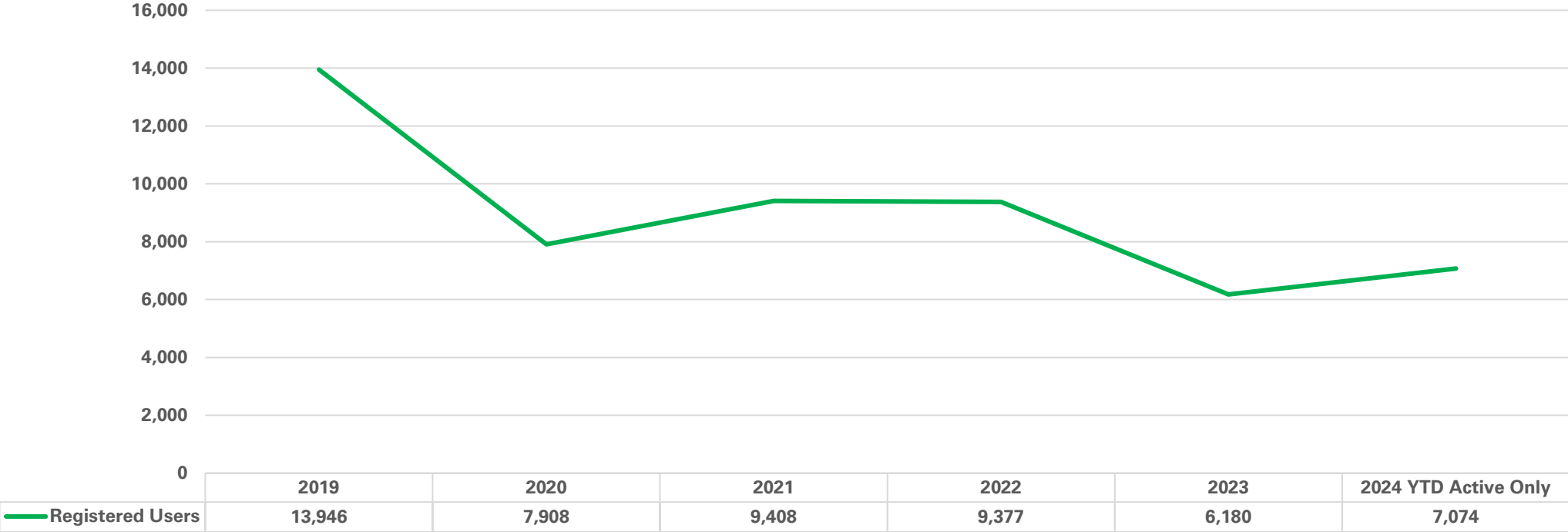


	2019	2020	2021	2022	2023	2024 YTD	2024 Estimate
Books	221,886	217,473	161,379	218,755	184,883	135,633	169,541
Physical Items	330,987	296,743	196,421	276,603	226,506	185,733	232,166
Electronic Materials	35,141	49,860	65,945	73,938	62,078	80,596	100,745
Databases	162,728	79,848	102,422	69,178	100,852	97,646	129,000
Electronic Content Total	197,869	129,708	168,367	143,116	162,930	178,242	229,745
Total Collection Use	528,856	426,451	364,788	419,719	389,436	363,975	477,717

# Patrons: Registered Users

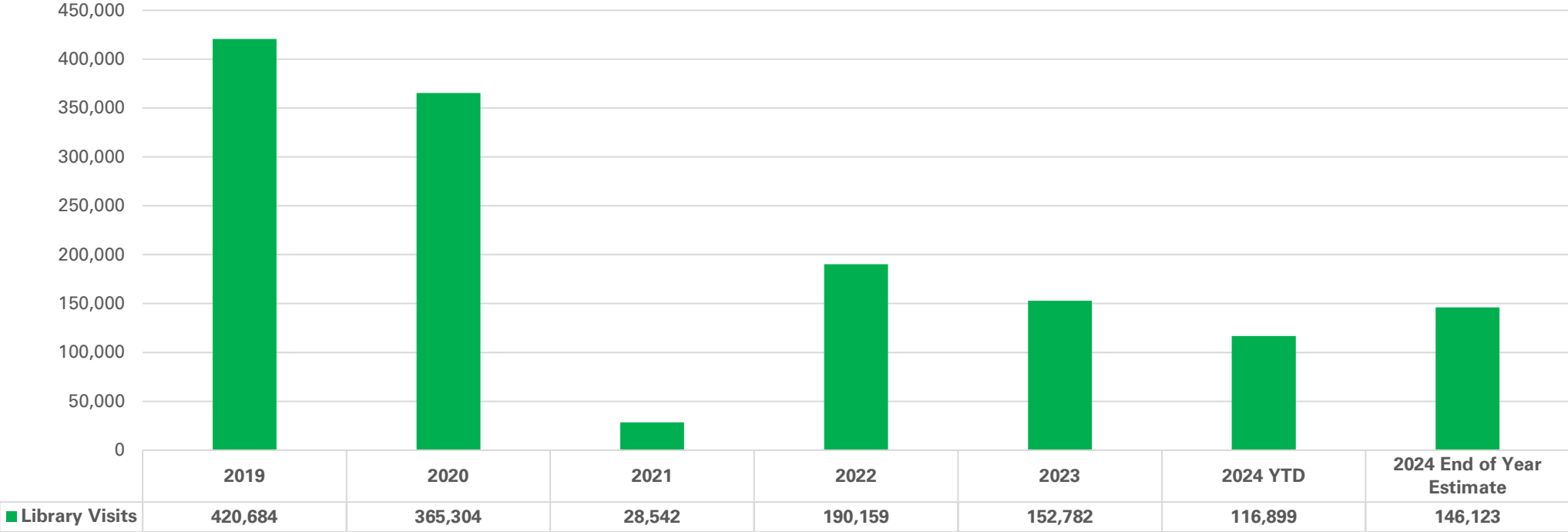
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Registered Users



# Patrons: Library Visits

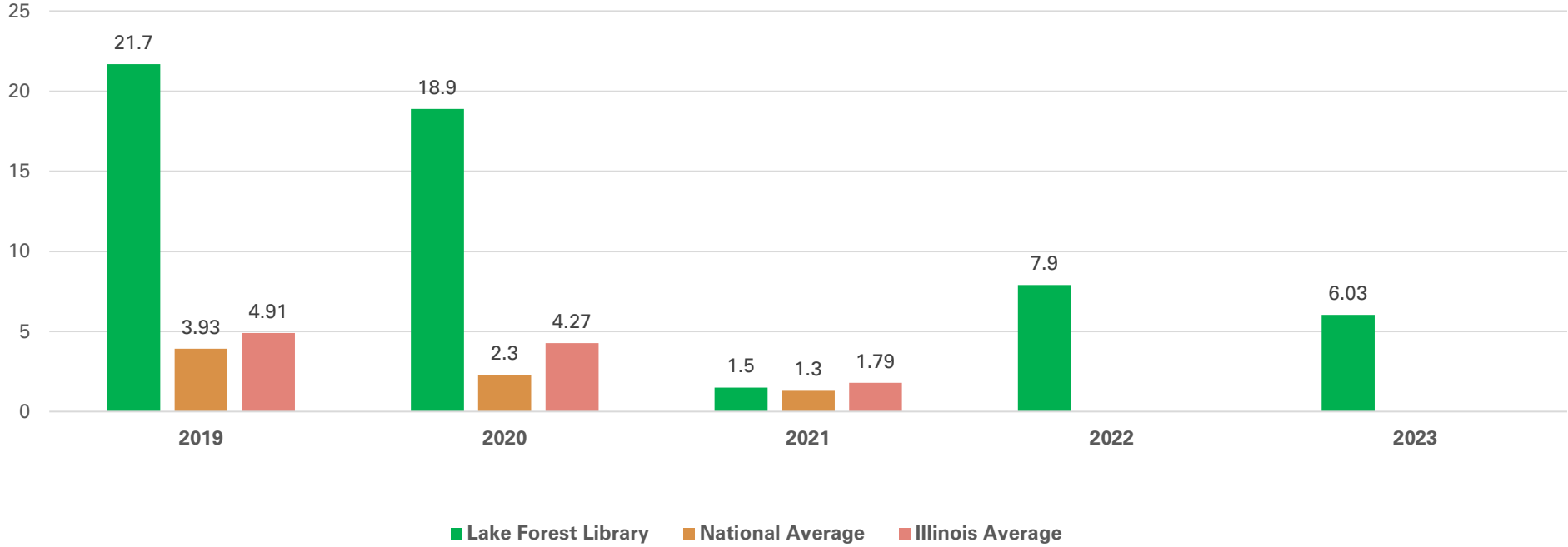
Library Visits



# Patrons: Per Capita Visits

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Per Capita Library Visits

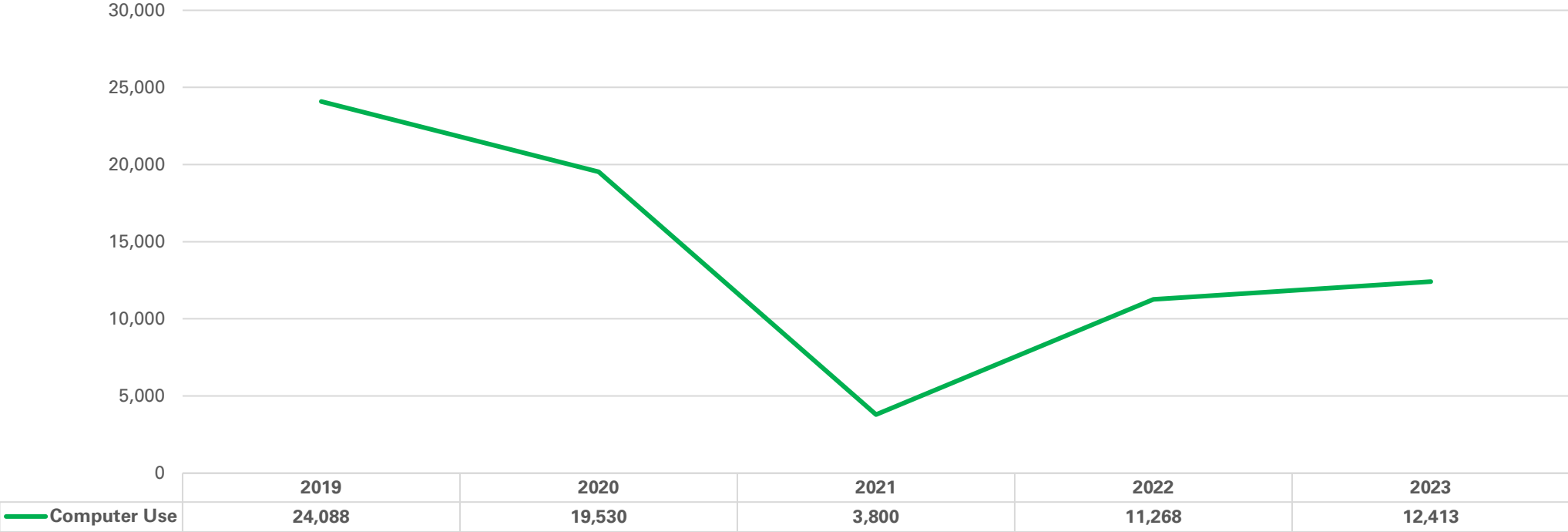




# Computer Use: Desktop Use

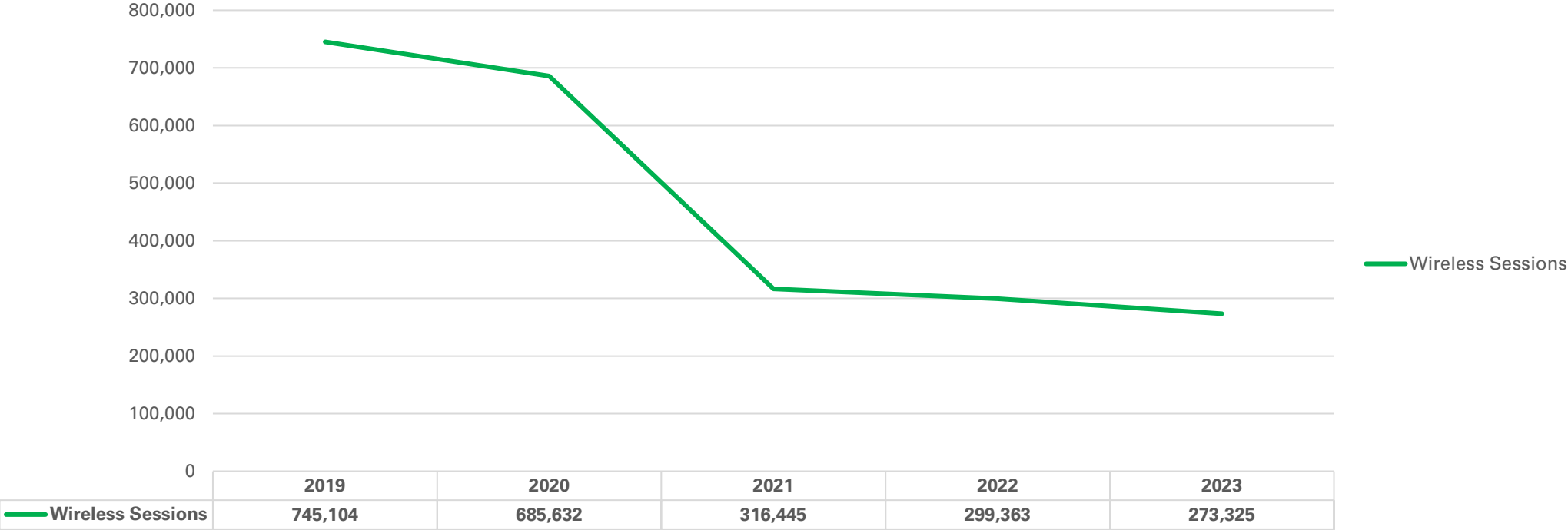
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Desktop Computer Use



# Computer Use: Wifi

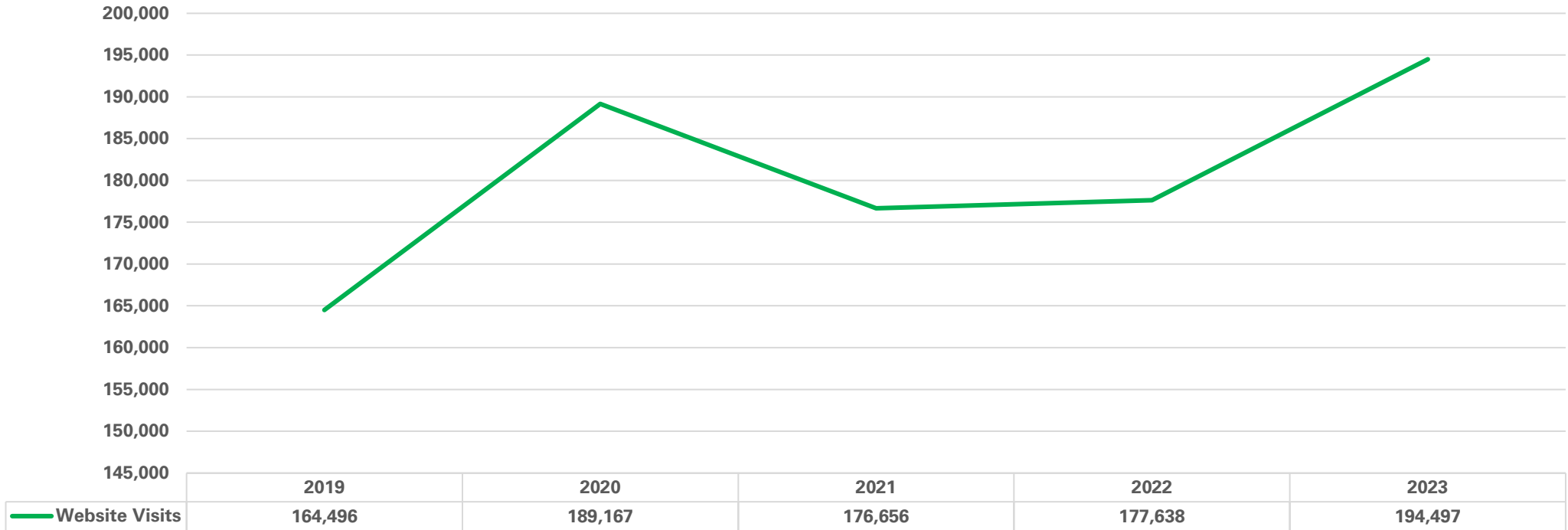
Wifi Use



# Computer Use: Website Visits

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Website Visits



# Programs: Synchronous

Synchronous Programs

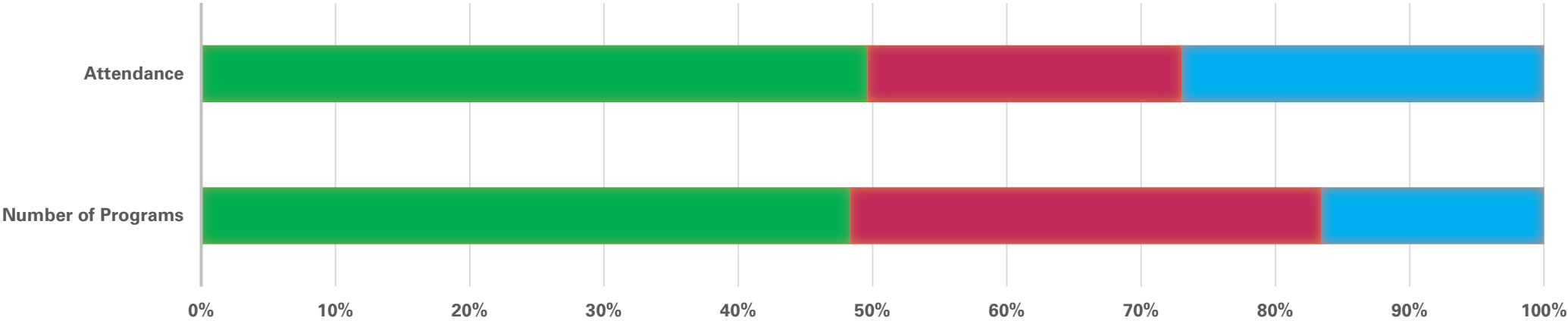


	2019	2020	2021	2022	2023	2024 YTD
Program Attendance	24,233	34,941	11,104	10,075	13,423	15,425

# Programs: Asynchronous

## ASYNCHRONOUS VIRTUAL PROGRAMS

■ 2022 ■ 2023 ■ 2024 YTD



	Number of Programs	Attendance
■ 2022	73	8,480
■ 2023	53	4,001
■ 2024 YTD	25	4,606

# Programs: Self-Directed Activities

Self-Directed Activities

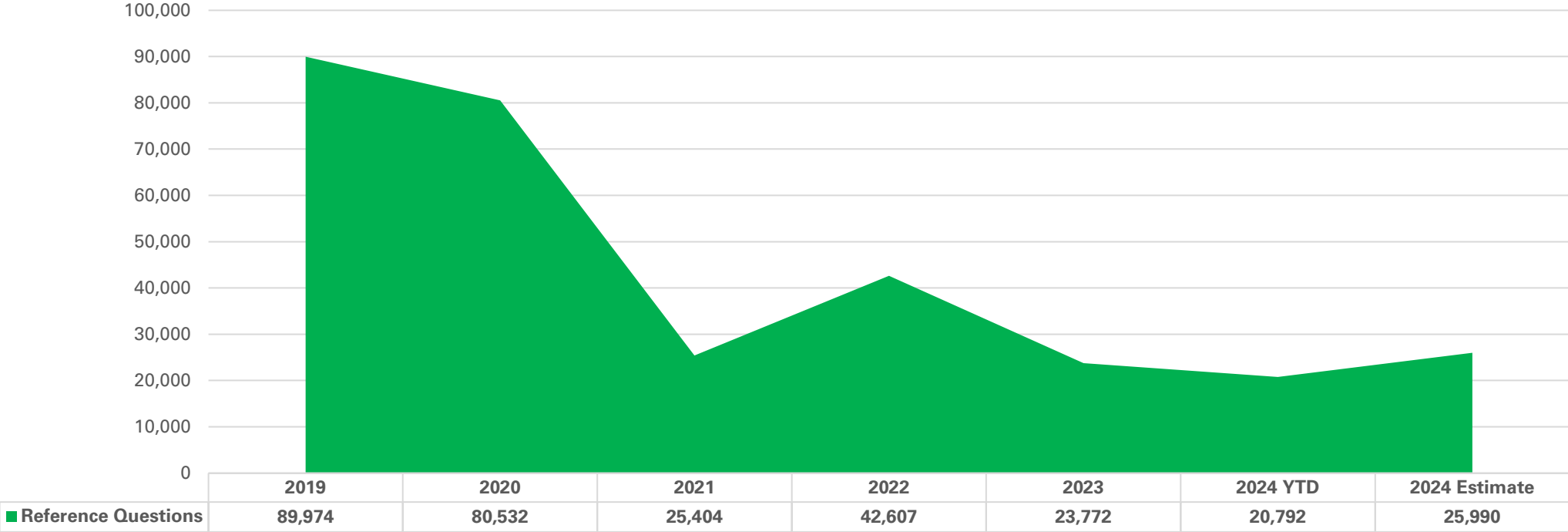


	2019	2020	2021	2022	2023	2024 YTD
Self-Directed Activities	71	73	275	143	105	62
Participants	7,113	8,303	32,141	21,768	14,272	5,056

# Reference Questions

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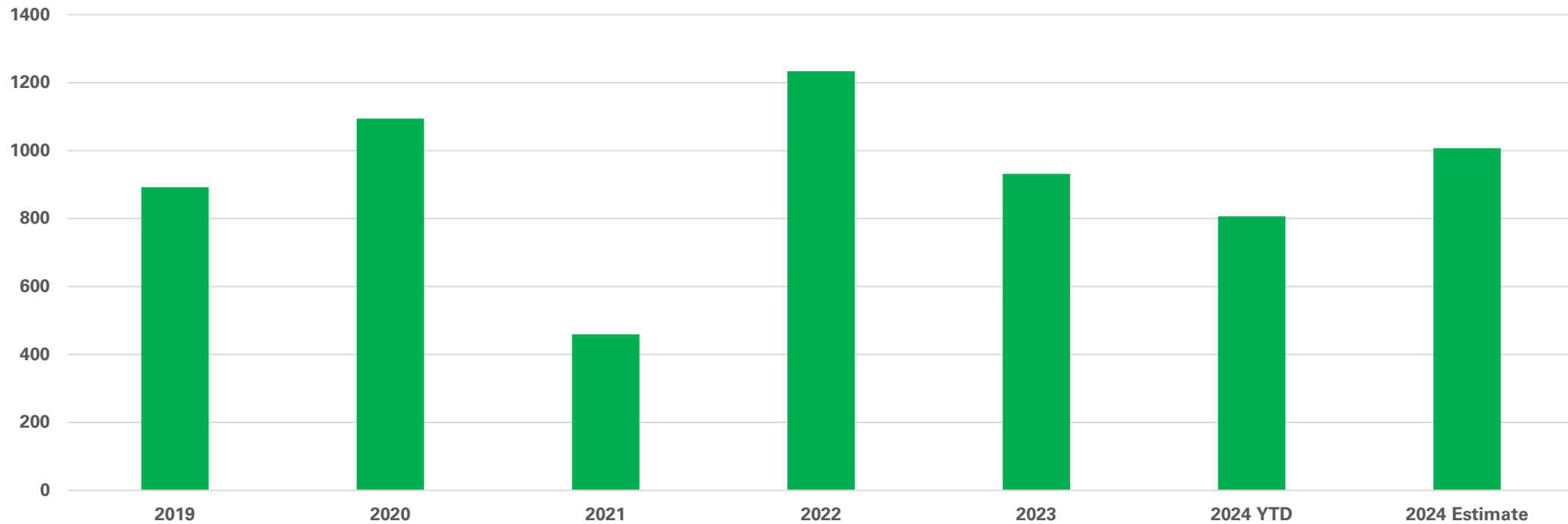
Questions



# Tutorials: Media Lab, One-on-One Appointments & Bibliographic Instruction

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One-on-One Tutorials





Questions?



# Lake Forest Library Statistical Snapshot 2019-Present

## Introduction and Notes on Data

The data presented for FY 2019-2023, unless otherwise stated, is pulled from Lake Forest Illinois Public Library Annual Reports (IPLAR) which is reported yearly to the State of Illinois. That data is reported in turn to the Public Library Association (PLA) and the Institute of Museum and Library Services (IMLS). For any Illinois and national comparisons through 2021, data is sourced from IMLS.

Statistics for FY 2024 year to date (May 1st, 2023 – January 31, 2024) have been collected from our local Integrated Library System (ILS), and the monthly data regularly reported by library staff members. When feasible, 2024 estimated data for the entire fiscal year is calculated using the data collected from May 1 through January 31, with 25% added to estimate a total by the end of the fiscal year.

Fiscal year 2021 ran from May 1, 2020, through April 30, 2021. This is the data most directly affected by the pandemic.

There are some data anomalies where you will notice a significant spike or dip, which cannot be attributed to any obvious cause. IPLAR instructions were perhaps unclear or some other error in data collection or reporting may have been made. When there is a plausible explanation, it has been offered.

## Collections and Circulation

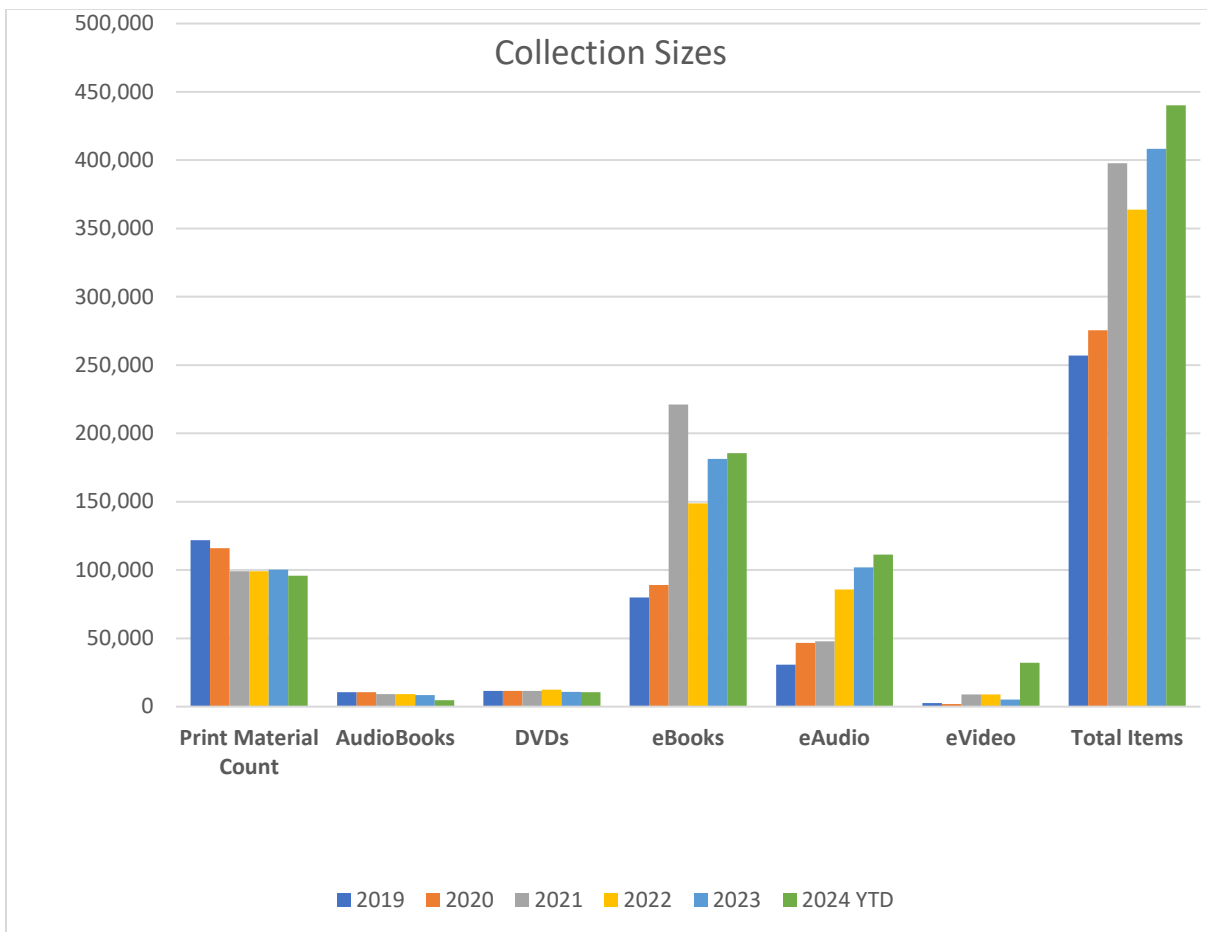
### Collections

Since 2019 our physical materials available for checkout have decreased by about 20%, and our electronic collections have increased 290%. Electronic collections include both items purchased by the library directly, and those items to which our patrons have direct access via consortia agreements (OverDrive/Libby) and which are sold as complete collections to libraries (Hoopla). This follows trends in collection size and usage in libraries nationally and reflects a notable change in patron demand. We are seeing stagnation in our DVD collection, both due to diminished demand from patrons who have more options via streaming services and because of decreased availability of items from vendors. Our CD audiobook collection has some very loyal users, but use is expected to continue to decline. New vehicles are not equipped with CD

players but are with Bluetooth for eAudio titles instead. So, we continue to see less demand for CDs from patrons who listen while driving. In addition, major audiobook companies have stopped producing CDs in favor of eAudiobooks. Likewise, music CDs are affected by similar market forces and reduced patron demand for physical media.

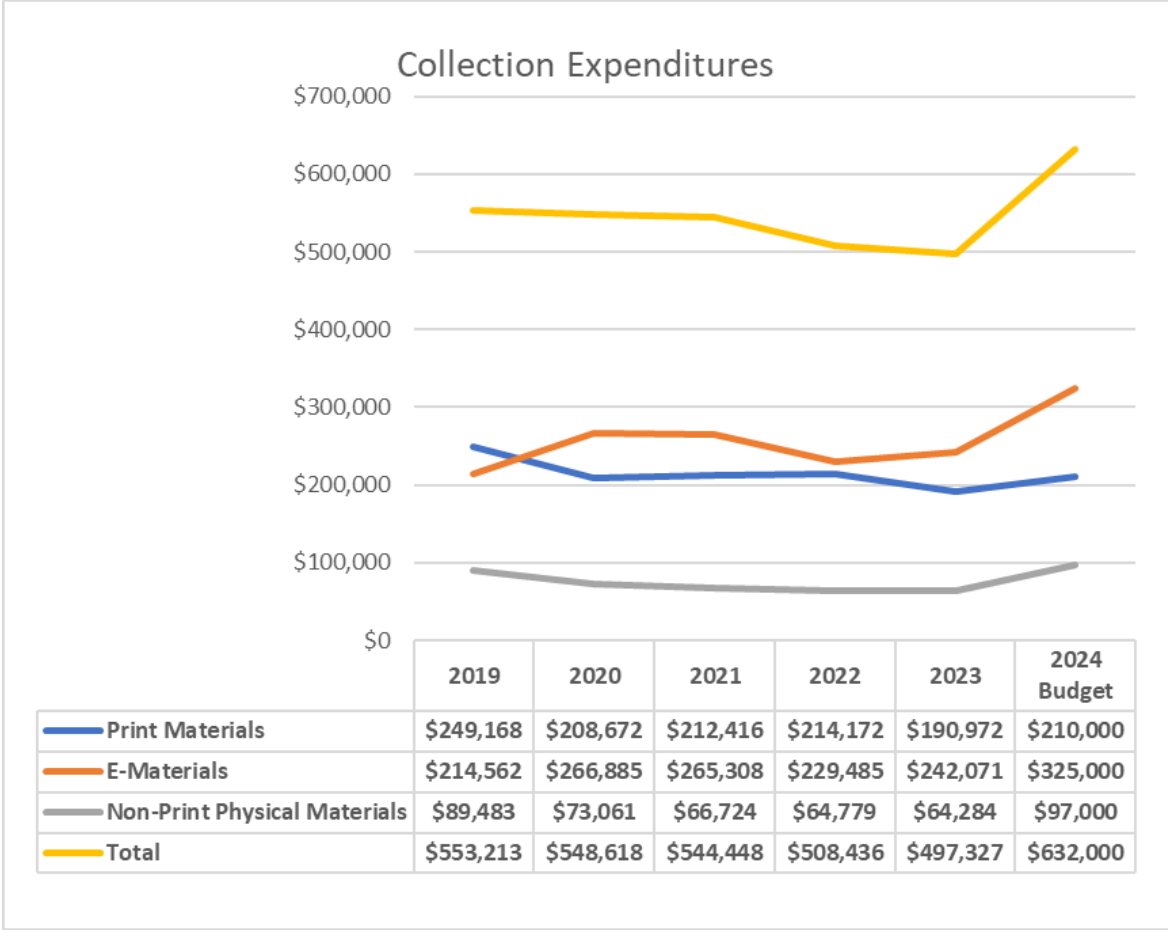
Demand for eBooks and other e-formats increased dramatically during the pandemic and has remained high. In addition, library vendors have offered more titles in e-formats for library purchase in recent years.

Overall, the number of items available for checkout to patrons has increased, due to expanded eBooks, eAudio and eVideo collections. Our print material count has been stable over the last four years, and physical AV format collections continue a slow, but steady decline. In addition to a growing demand for e-formats from patrons, our physical collections are constrained by our limited spaces. We lack the space to expand collections and merchandize them effectively, so additions must be balanced by withdrawing items that are not circulating, are in poor condition, or have been superseded by new editions or information.



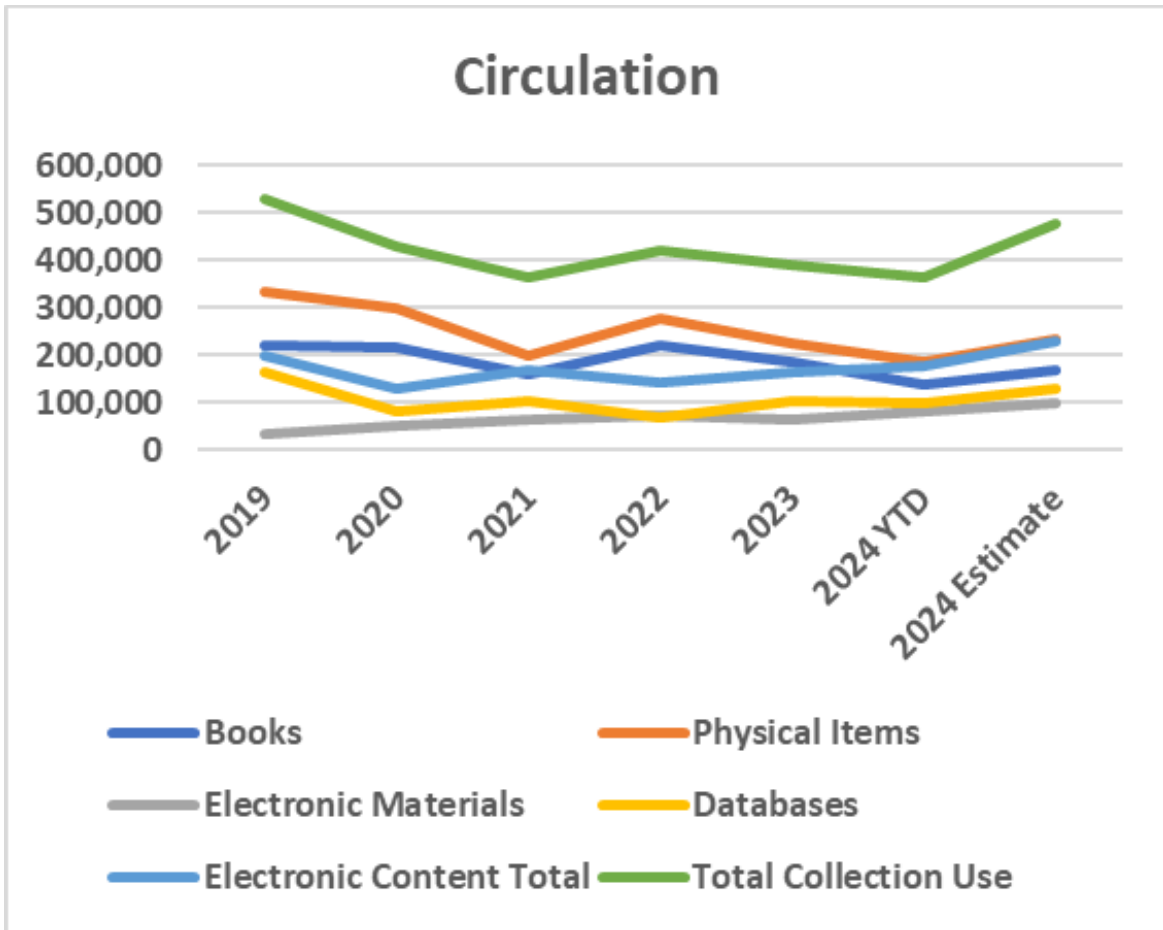
Year	Print	AudioBooks	DVDs	eBooks	eAudio	eVideo	Total Items
2019	121,723	10,515	11,460	79,998	30,640	2,690	257,026
2020	115,985	10,468	11,467	89,110	46,646	1,838	275,514
2021	99,074	9,176	11,624	221,066	47,927	8,847	397,714
2022	99,015	9,133	12,337	148,734	85,665	8,821	363,705
2023	100,325	8,567	10,726	181,346	102,039	5,187	408,190
2024							
YTD	95,878	4,777	10,531	185,516	111,310	32,092	440,104

Lake Forest Library collections are supported by a generous budget for all formats. At 15% of our operating budget, we are well over the Illinois recommended allocation of 8-12% of the library budget for collections. We maintain low holds ratios for patrons (no more than three patrons per copy waiting) and strive to have an up-to-date collection in all areas. As demand has increased for electronic materials, we buy titles to meet patron requests, monitor holds lists to add additional copies as needed, and try to predict patron demand for popular titles. The budget also anticipates price increases. We are constrained by space, but not by budgetary concerns.



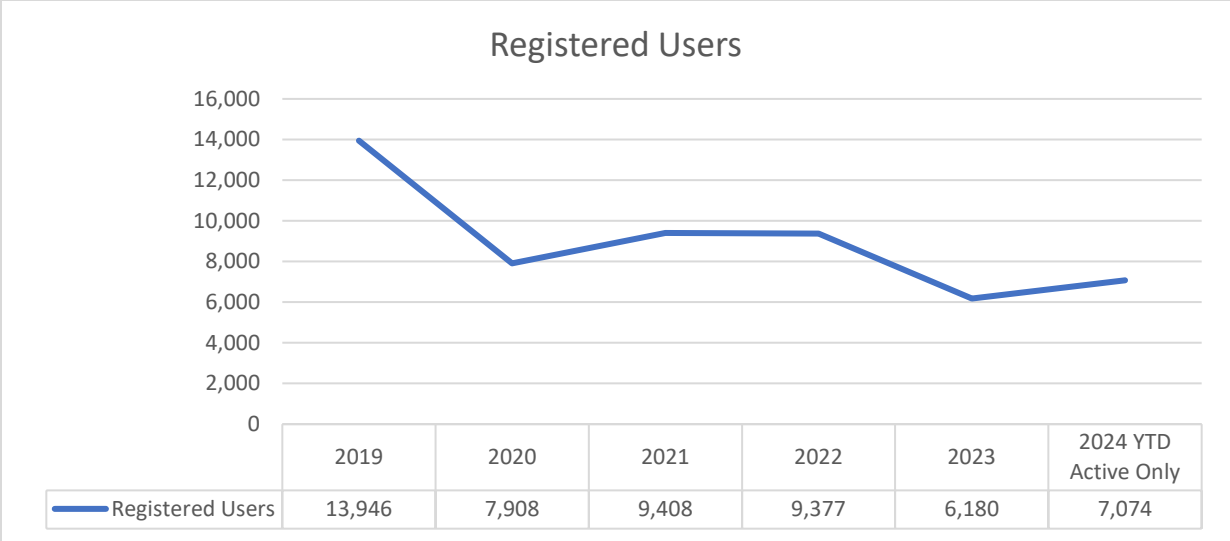
**Circulation**

Overall circulation has not rebounded to 2019 levels but is trending upward. If this trend continues, we should be at or surpassing pre-pandemic levels in the next one or two years. Use of electronic materials is driving the circulation increase, but all formats have been trending upward this fiscal year. Note that electronic materials usage has nearly tripled since 2019 (increase of 286%). We anticipate about 232,000 checkouts of physical items and 229,000 uses of electronic material, at the end of this fiscal year.

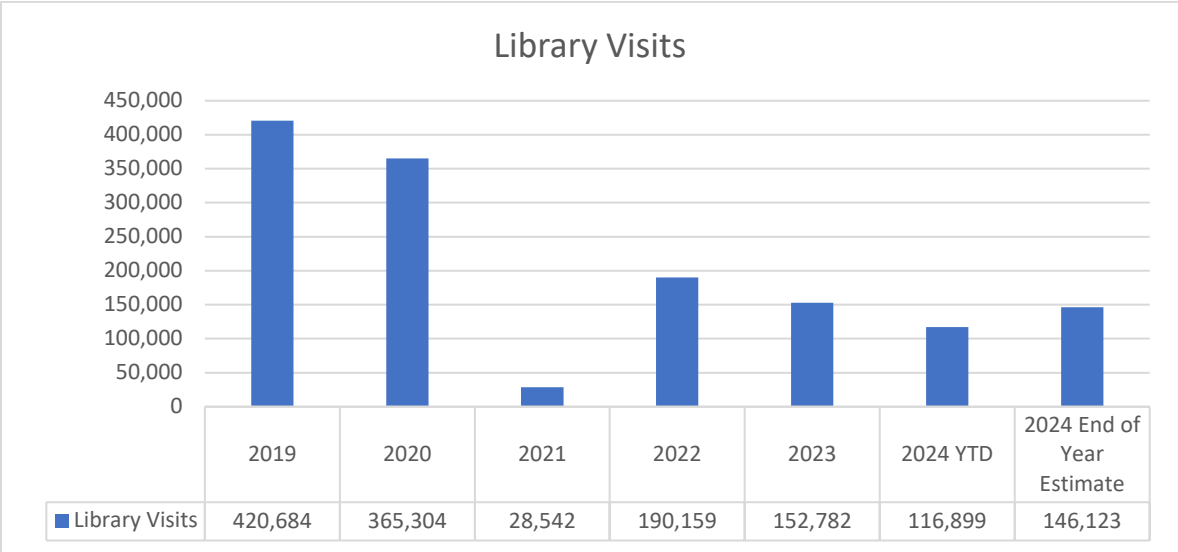


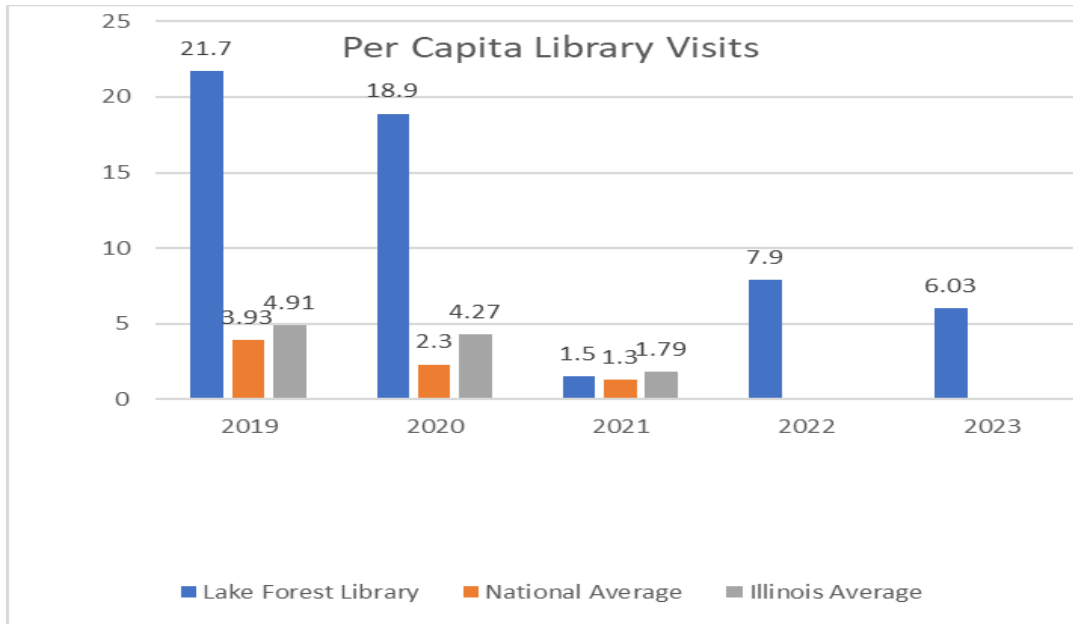
## Patrons

To ensure continued access to electronic materials during the pandemic, no library cards expired. Expiration dates were enforced in FY 2023 to bring the patron database up to date thus causing a dip in registered users. So far this year, we are seeing an increase in active cardholders over last year as new residents register, and as patrons who may have inadvertently let cards expire renew them.



The pandemic had a significant impact on library visits. We have not rebounded to the pre-pandemic level, and this is one area where we are not seeing the same increases as we are in other metrics. Users switching to electronic formats as a preferred method for consuming library materials mean fewer visits to the library in-person. Automatic renewals, longer due dates for DVDs and being fine-free are wonderful patron conveniences, but they also mean fewer visits. We also are using a new automated system for counting patrons post-pandemic, which may have affected counts to some degree, making comparison over time less accurate, but that's speculation. What is noteworthy is that historically, the Lake Forest has had very high visits per capita, especially as compared to state and national averages.





No Illinois or national data for 2022/2023 is yet available. Nevertheless, it is instructive to see where we have compared in the past, and that our current numbers are still higher than pre-pandemic state and national averages. Anecdotally, other libraries are noticing significant changes in how patrons use the library, with in-person visits dropping significantly after the pandemic and not yet rebounding. Urban Libraries Council (ULC) announced the release of data from its first-ever Library Insights Survey, providing a snapshot of pre- and post-pandemic library services and operations. Ninety-eight ULC member libraries shared data from 2019 and 2022. The survey revealed a 44% decline in library visits from 2019 to 2022, with preliminary 2023 data indicating growth from pandemic lows.

### Internet and Computer Use

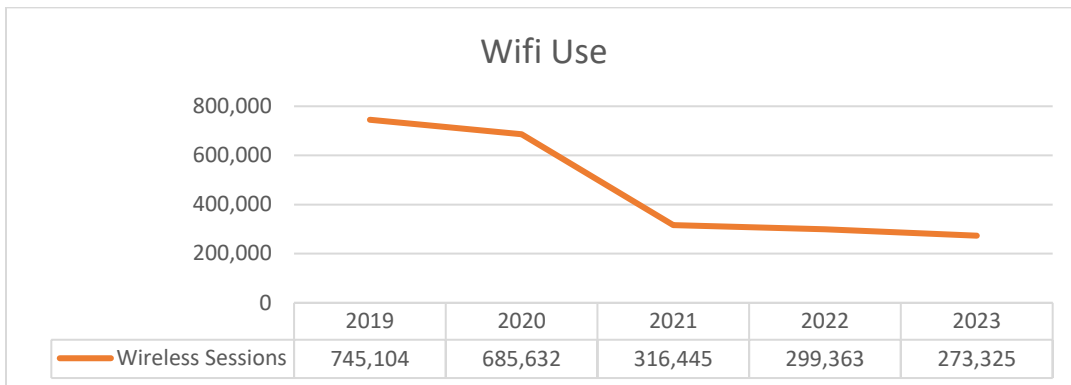
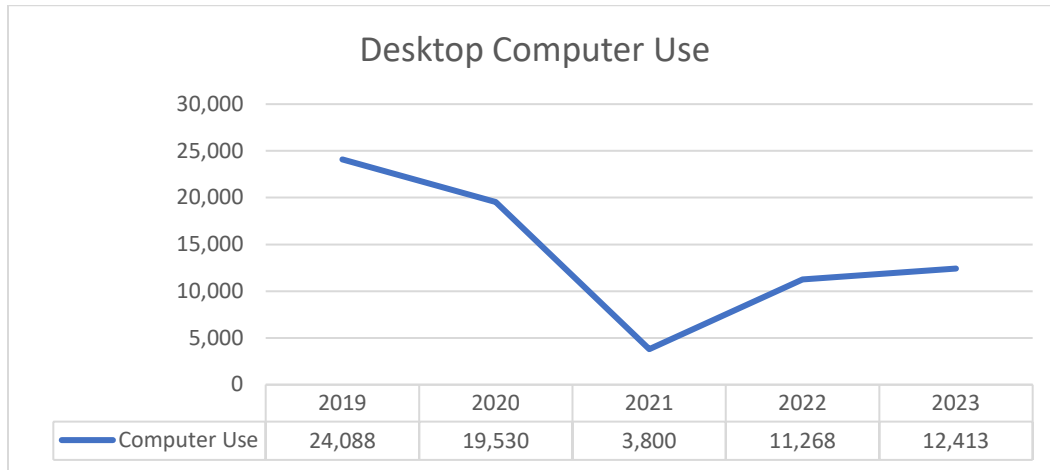
Desktop use by patrons in the library is up modestly in the last year but about half of what it was pre-pandemic. More library patrons prefer to use their own devices. We also offer wireless printing so that patrons are not required to use our computers for printing, which they may have done in the recent past.

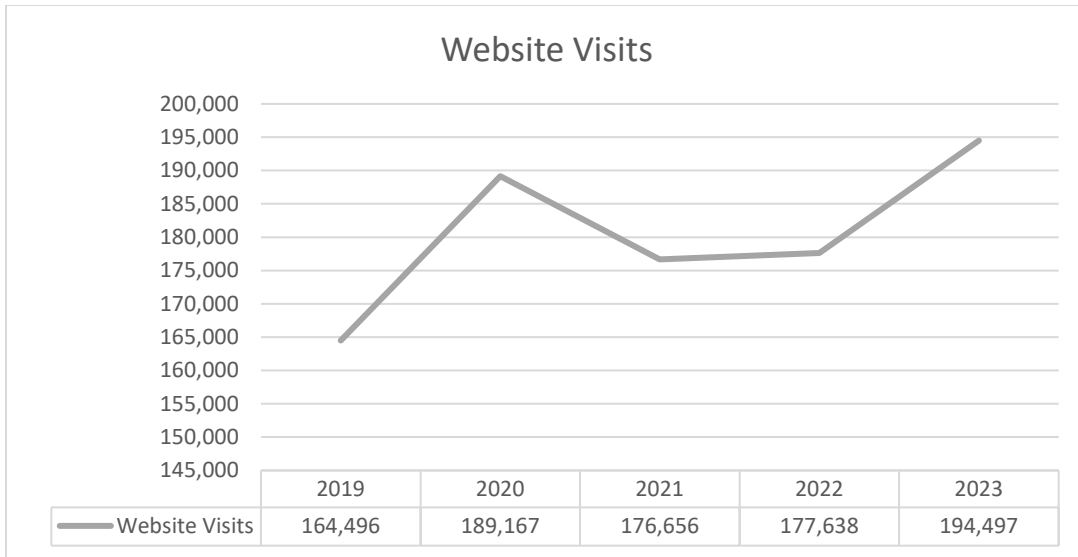
Wireless usage has varied from year to year. The high numbers reported in 2019 and 2020 are due to how our previous wireless system counted users. The same user would be counted multiple times as they moved around the library and automatically connected to different hotspots. That is no longer the case, which makes it impossible to compare numbers from 2019 and 2020 to subsequent years. We are showing a drop in usage since 2021, but it remains high, and wireless connectivity versus using library desktop hardware is very much preferred by patrons. Available data from FY 2024 shows no meaningful change. Some patrons with



smartphones may also prefer to use their own data rather than connecting to an open network, especially those with unlimited data plans.

Website visits are showing an upward trend and remain higher than pre-pandemic figures. This statistic counts website sessions, not page views, which are significantly higher.

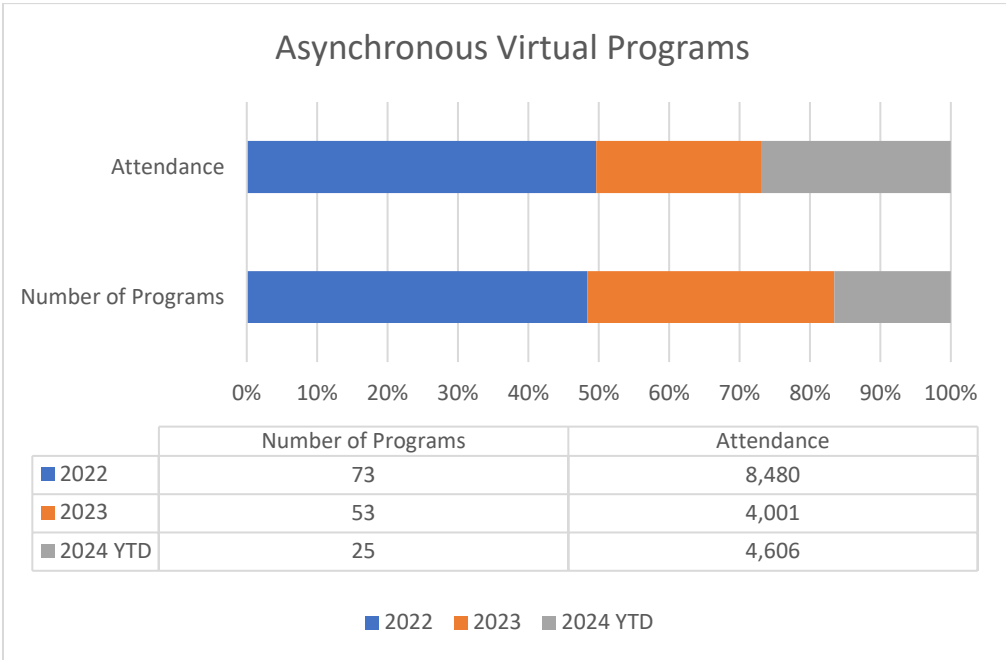
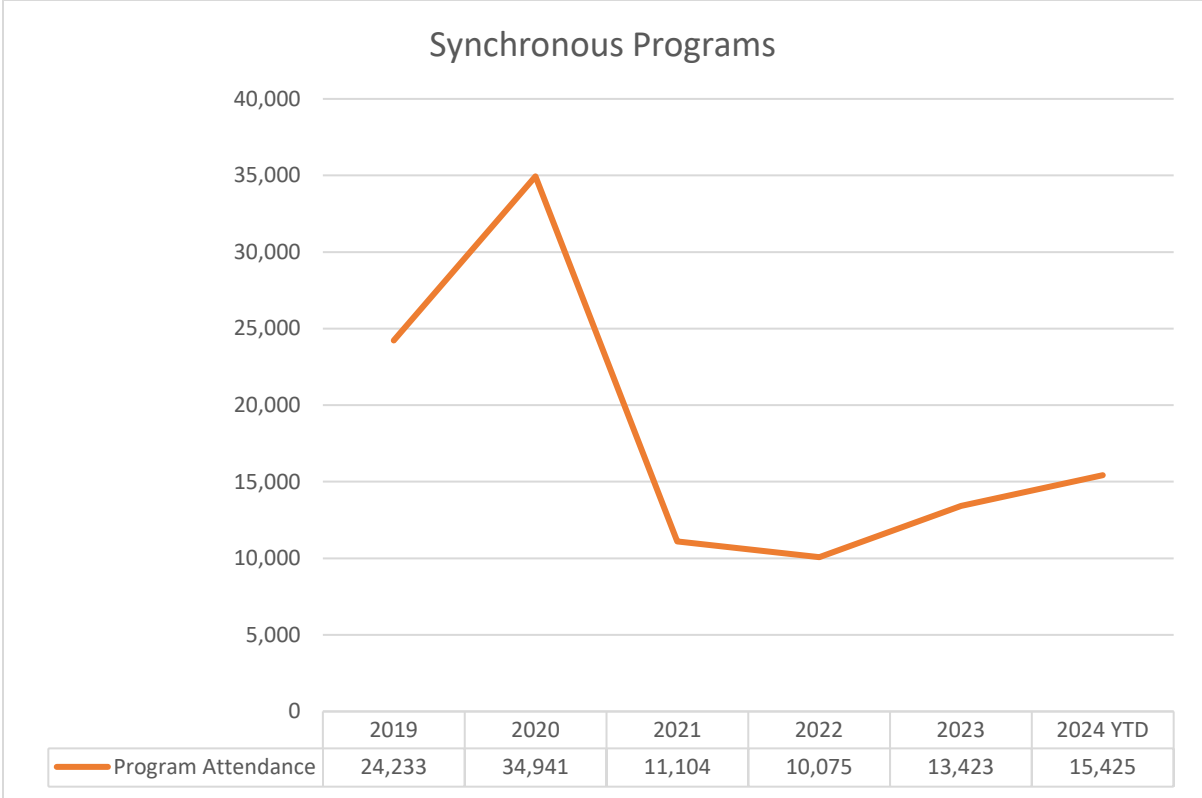




### Programming

Programming has been deeply affected by the pandemic. Lake Forest Library, like so many others, pivoted to online programming, including the option to watch asynchronous recordings, which previously was rare. Take-home kits and crafts and live online programs were also new and popular. Statistics-keeping requirements changed for the IPLAR report, too. So, it is a bit difficult to compare programming pre and post pandemic, as comparable statistics have not been collected each of the years. Year to date numbers for asynchronous and self-directed programs are estimated because the data has not been cleaned yet. Overall program attendance and synchronous program numbers are reliable.

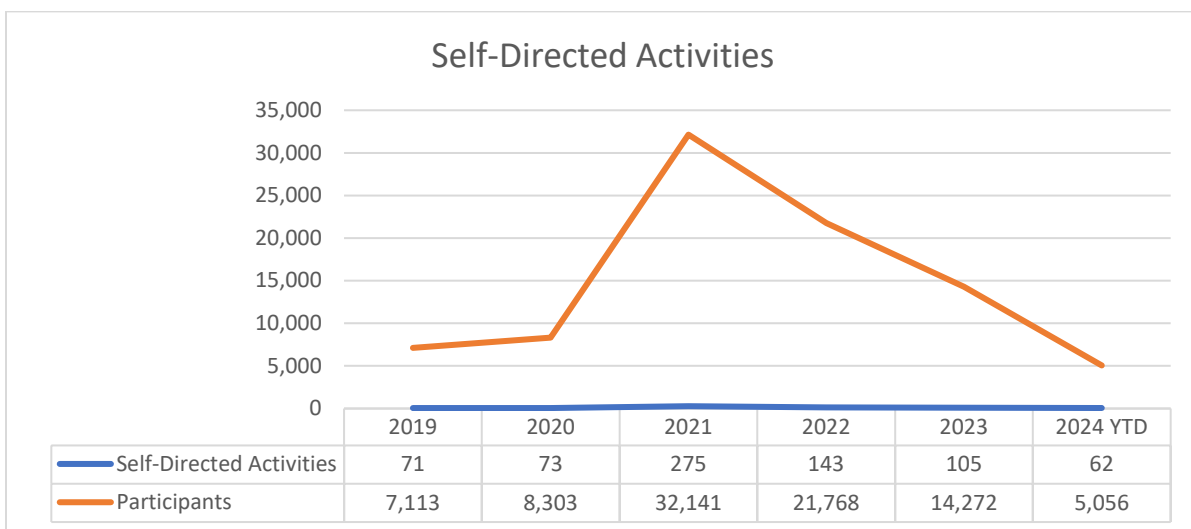
Synchronous programs are offered in-person or online and attendance is counted during the live presentation. If a recording is available for later viewing, that attendance is counted as asynchronous.



Statistics for virtual asynchronous programs have only been collected by the Illinois State Library since 2022, in response to new programming models developed during the pandemic. Libraries

count views of recorded programs as attendance. These programs have an average of 75 viewers per program, but we have seen attendance lower now than during the pandemic. Anecdotally, while patrons may enjoy the option to view programs on their own schedule, they tell us they enjoy in-person events also. Popular in-person programming included our 125<sup>th</sup> Birthday Bash on the lawn, recent soapmaking and genealogy classes, and of course our signature author events.

Finally, self-directed activities were hugely popular during the pandemic, and remain so. They include take-home kits and crafts, coloring sheets, and other activities that the library creates or gives away, but which the patron completes on their own. Although we offered fewer activities in the category last year, the total number of participants was about double the number from FY2019.



### Reference Questions and Tutorials

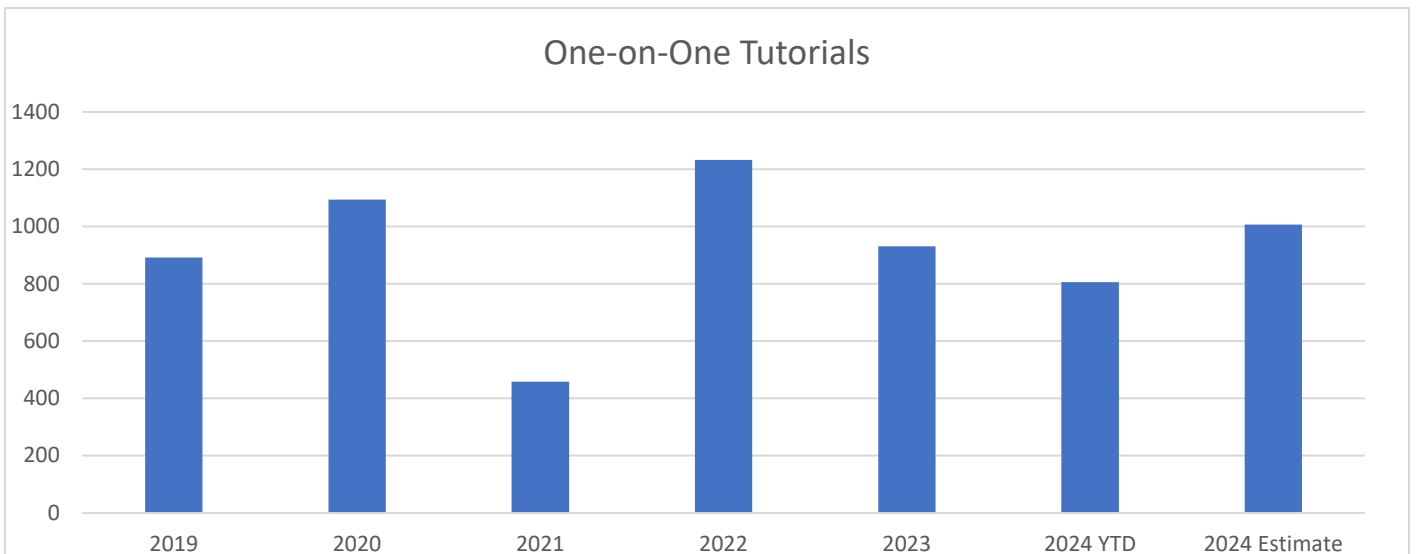
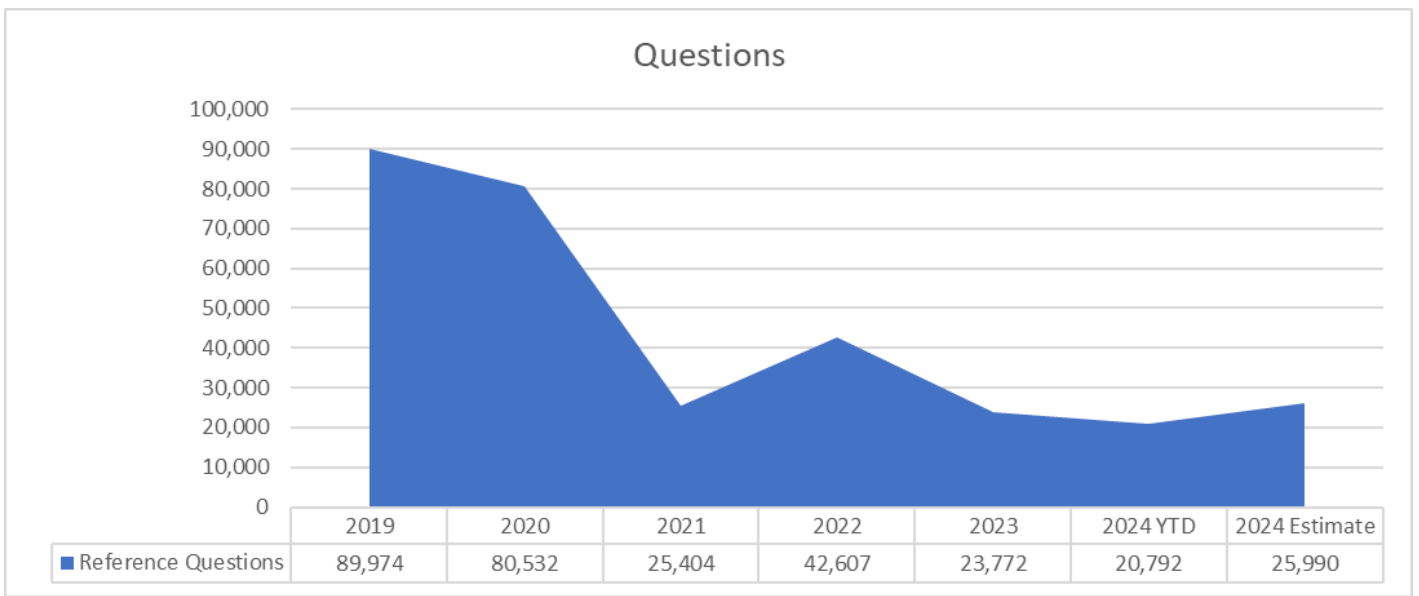
We instituted a new, transparent, and consistent collection of reference question statistics in May 2023 at all service desks. This should provide more comparable year-over-year statistics going forward.

For the purposes of statistics keeping, tutorials include extended patron instruction (a rule of thumb is 20 minutes or more) and can include media lab and technology one-on-one appointments, teaching patrons to use library materials (print and online), or any other extended library instruction.

Reference questions include almost any question asked by patrons including research questions, title requests, questions about policy, and any assistance in locating materials or information. Reference questions may be asked of any staff member, and in any format (phone, online or in-person). In the past, librarians answered a lot of “ready reference” questions that took just a few minutes – what is the weather forecast, what is the current federal interest rate, who was in

the *Groundhog Day* movie? These were questions answered in a few minutes with sources at hand. We still get some of these questions of course, but more often the questions asked are those that savvy patrons cannot answer with their smartphones. Many reference questions now require more time, more research, and more specialized sources.

One-on-one tutorials are also time intensive. They include media lab and one-on-one tech appointments, instruction given by staff on using library resources (eBooks, databases and even print materials or microfilm) that take twenty minutes or more. Often these appointments take over an hour.



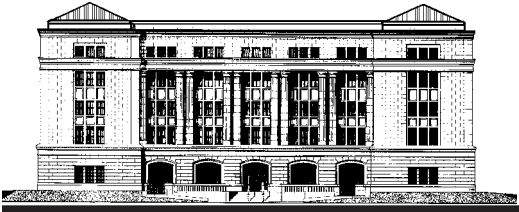
## Conclusion

Lake Forest Library is still adjusting collections, programming, outreach, and communications in response to changes in patron demand and expectations after the pandemic. The pandemic was a huge catalyst for change in libraries, and we are still affected in nearly everything we do. We are sensitive to patron requests and expectations and are working to meet them where they are, whether that is in the library, in their homes, or at community events.

We are encouraged by the gradual uptick we have noticed in several key metrics and will work vigorously to continue that trend and adjust our service models as needed. Lake Forest Library has typically enjoyed a significant level of support and use from our patrons, a pattern that we strive to continue into the future.

*Libraries are emerging from the pandemic stronger, more resilient, and more indispensable to their communities than ever before. Now, they must continue to demonstrate additional value to patrons. With the right tools and resources, librarians will be well prepared to face both new and ongoing challenges.*

-Pierce, Dennis. Library Journal, "21st Century Libraries: Changing from the Ground Up."



**ALEXI GIANNOULIAS • Secretary of State & State Librarian**  
Illinois State Library, Gwendolyn Brooks Building  
300 S. Second St., Springfield, IL 62701-1796

**ilsos.gov**

**Illinois State Library**

**ILLINOIS PUBLIC LIBRARY PER CAPITA AND  
EQUALIZATION AID GRANT APPLICATION**

As required by The Illinois Library System Act (23 Ill. Adm. Code 3030.200 (a)(2)(I) and (J)), to be eligible for funding, the applying public library shall have completed the Illinois Public Library Annual Report (IPLAR) and the annual certification process to confirm eligibility for grants administered by the Illinois State Library.

The Library Board of Trustees agrees to expend the funds received for the purposes outlined in the application as approved by the Illinois State Library, and as stipulated by the Illinois Library Systems Act (75 ILCS 10/8 and 10/8.1) and Illinois State Library Grant Programs (23 Ill. Adm. Code 3035.115 and 3035.135).

The Library Board of Trustees affirms that all grant funds received as a result of this application shall be used to provide public library service to its community by supplementing the library’s regular budget and that it will not reduce, nor cause to have reduced, the public library’s levy in the current or next fiscal year.

The Library Board of Trustees agrees that the Illinois State Library or its designee shall have the right to examine any of the records directly related to this grant.

**Legal Name of Library:** \_\_\_\_\_

**Library’s Control Number:** \_\_\_\_\_ **Branch Number:** \_\_\_\_\_ **Today’s Date:** \_\_\_\_\_

**Contact information of the person completing this grant application:**

**Preparer’s Name:** \_\_\_\_\_  
*(First Name)* *(Last Name)*

**Preparer’s Title:** \_\_\_\_\_

**Preparer’s Phone Number:** \_\_\_\_\_

**Preparer’s Email Address:** \_\_\_\_\_

**By checking this box, I certify: 1) that I have the authority to submit this application on behalf of the Library Board of Trustees, and 2) that the statements herein are true, complete and accurate to the best of my knowledge. The Library Board of Trustees is aware that any false, fictitious or fraudulent statements or claims may be subject to civil, criminal or administrative penalties.**

**Changes in the population count** for the eligible service area must be documented and supporting information that details the increase or decrease shall be submitted electronically with this application. Documentation must include one of the following:

- A U.S. Census certification (e.g., correction or special census) that has been filed with the Office of the Secretary of State Index Department prior to submission of the application.
- For population changes, annexations or disconnects that are typically not documented by the U.S. Census, the library must submit appropriate and substantial supporting information, including a certified population count. Examples include, but are not limited to: legal documentation from an appropriate municipal corporate authority or a library district's referenda questions and certified results.

If the population has not changed, no additional documentation is necessary.

**Service Area Population** \_\_\_\_\_

**Part I. Review of *Serving Our Public 4.0: Standards for Illinois Public Libraries* (© Illinois Library Association, 2019)**

To be eligible for a per capita grant, a public library shall show that it will either meet or show progress toward meeting the Illinois library standards as most recently adopted by the Illinois Library Association (75 ILCS 10/8.1).

A grant applicant with below standard performance levels must raise or improve its performance levels in relation to the standards according to the objectives, time frames and priorities the library shall state in the application and which are consistent with the terms of the plan of service of the system of which it is a member. (23 ILAC 3035.115)

The Library Director and the Board of Trustees shall review the entirety of *Serving Our Public 4.0: Standards for Illinois Public Libraries*. To complete this application, refer to the checklist at the conclusion of each chapter.

**Chapter 1: Core Standards**

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all Core Standards, please indicate. (150 word limit)



## Chapter 2: Governance and Administration

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Governance and Administration checklist, please indicate. (150 word limit)

## Chapter 3: Personnel

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Personnel checklist, please indicate. (150 word limit)

## Chapter 4: Access

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Access checklist, please indicate. (150 word limit)

## Chapter 5: Building Infrastructure and Maintenance

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Building Infrastructure and Maintenance checklists, please indicate. (150 word limit)

## Chapter 6: Safety

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Safety checklist, please indicate. (150 word limit)

## Chapter 7: Collection Management

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Collection Management checklist, please indicate. (150 word limit)

## **Chapter 8: System Member Responsibilities and Resource Sharing**

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the System Membership Responsibilities and Resource Sharing checklist, please indicate. (150 word limit)

## **Chapter 9: Public Services: Reference and Reader's Advisory Services**

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Reference Service checklist and the Reader's Advisory Service checklist, please indicate. (150 word limit)

## Chapter 10: Programming

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Programming checklist, please indicate. (150 word limit)

## Chapter 11: Youth/Young Adult Services

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Youth/Young Adult Services checklist, please indicate. (150 word limit)

## Chapter 12: Technology

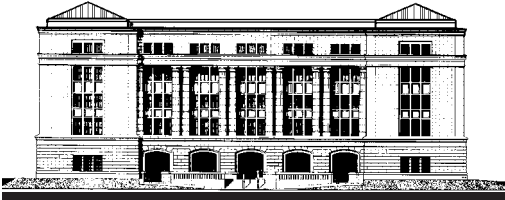
**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Technology checklist, please indicate. (150 word limit)

## Chapter 13: Marketing, Promotion and Collaboration

**Explain** the objectives and priorities to be undertaken during the ensuing year to improve the library's performance levels where the chapter's standards are not met or the library is making progress toward meeting those standards. If the library meets all components of the Marketing, Promotion and Collaboration checklist, please indicate. (150 word limit)

## Part II: Planned Use of Grant Funds

**Describe** objectives and priorities for use of grant monies to meet or improve performance levels in relation to the standards in *Serving Our Public 4.0: Standards for Illinois Public Libraries* (23 ILAC 3035.115). Use general categories in identifying actual planned expenditures. Do NOT include monetary figures or specific brands.



**ALEXI GIANNOULIAS • Secretary of State & State Librarian**  
Illinois State Library, Gwendolyn Brooks Building  
300 S. Second St., Springfield, IL 62701-1796

**ilsos.gov**

## Illinois Public Library Per Capita Grant Expenditures Report

**Control Number:** \_\_\_\_\_ **City:** \_\_\_\_\_

**Library Name:** \_\_\_\_\_

**Exact amount of Per Capita Grant received in Fiscal Year 2022:** \_\_\_\_\_

Based on the library's Planned Use of Grant Funds from the FY2022 grant application, report use of Per Capita Grant funds awarded to meet or improve performance levels in relation to the standards in Serving Our Public 4.0: Standards for Illinois Public Libraries (23 ILAC 3035.115). Do not include monetary figures or specific brands.

Only check the standard(s) under which FY2022 Per Capita Grant funds were disbursed. Briefly report how grant funds were used and explain how grant funds helped meet or make progress toward meeting the applicable standard.

Core Standards — Chapter 1

Governance and Administration — Chapter 2

Personnel — Chapter 3

Access — Chapter 4

Building Infrastructure and Maintenance — Chapter 5



Safety — Chapter 6

Collection Management — Chapter 7

System Member Responsibilities and Resource Sharing — Chapter 8

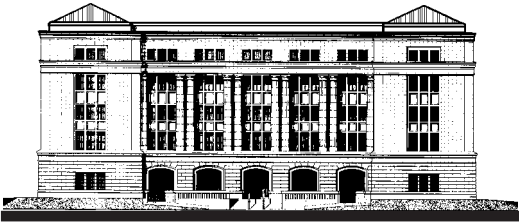
Public Services: Reference and Reader's Advisory — Chapter 9

Programming — Chapter 10

Youth/Young Adult Services — Chapter 11

Technology — Chapter 12

Marketing, Promotion, and Collaboration — Chapter 13



**ALEXI GIANNOULIAS • Secretary of State & State Librarian**  
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**Illinois State Library**

**Certification of Eligibility for Grants  
Pursuant to  
75 ILCS 10/ Illinois Library System Act  
23 Ill. Adm. Code 3035 Illinois State Library Grant Programs**

*Submit with grant application*

It is the policy of the State to encourage and protect the freedom of libraries and library systems to acquire materials without external limitation and to be protected against attempts to ban, remove, or otherwise restrict access to books or other materials.

As the duly authorized representative of the applicant, by signing below, I certify that the:

\_\_\_\_\_  
Name of Library or Agency

**Has adopted the American Library Association's Library Bill of Rights** that indicates materials should not be proscribed or removed because of partisan or doctrinal disapproval.

Or, in the alternative,

**Is providing a written policy or procedure, approved and in force at the applicant library**, declaring the inherent authority of the library or library system to provide an adequate collection of books and other materials sufficient in size and varied in kind and subject matter to satisfy the library needs of students or patrons served and prohibit the practice of banning specific books or resources.

By signing below, I also certify that at the request of the State Librarian, the library/agency agrees to provide the Illinois State Library with any final decision for reconsideration of library materials during the term of the grant award.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature Name (Typed or Printed)

\_\_\_\_\_  
Title

**LAKE FOREST LIBRARY**  
**STRATEGIC PLAN 2024- 2027**

**DRAFT 2**

**February 2, 2024**

**Community Profile:**

The city of Lake Forest is a closely knit community of 19,436 residents in the North shore of Chicago. It is one of the most scenic, historical, and architecturally significant suburbs of Chicago where the median value of a home is \$894,000 and the median household income is over \$202,000. It is a predominantly white (83%) community with Asian and Hispanic populations being the next largest ethnic groups. Residents over 65 comprise over 24% of its population while 11% of residents were born outside the United States. The median age of Lake Forest residents is 44.9 and 80% of residents have a bachelor's degree or higher. Nearly 85% of residents speak English only at home, while the number of residents speaking Spanish, Chinese and other Asian languages have shown a gradual increase over the past 15 years. (Source: American Community Survey 2018-2022).

Since the pandemic, the community has seen many new residents moving to the community from other parts of the city of Chicago and elsewhere. Some estimates report that nearly 20% of residents or nearly 1,200 households are new to the Lake Forest community in the past three to five years. **(TO CONFIRM)**

The community is very fortunate to have extremely active and well supported civic organizations representing historic preservation, arts and humanities, environmental, gardening and other interests who all work cooperatively in providing substantial enrichment opportunities for the community. Several departments of the City of Lake Forest are also active partners in providing educational, recreational and enhancement opportunities for residents. Founded in 1935, the Lake Forest Caucus is a volunteer organization that identifies qualified Lake Forest residents to serve as volunteers on City of Lake Forest boards and commissions. Numerous book clubs and clubs like the International Club, Newcomers Club and the Rotary Club present additional opportunities for engagement with the community. The community also features the independent Lake Forest Book Store that has been in operation for nearly 75 years.

**The Lake Forest Library:**

The Lake Forest Library occupies a very special place in the hearts of the community. Beginning on the second floor of the City Hall building in 1898, it moved to its current location in 1931 and celebrated its 125<sup>th</sup> anniversary on July 8, 2023. The present building, designed as a library by architect Edwin H. Clark, was given to the City of Lake Forest by Mrs. Charles H. Schweppe and Mrs. Stanley Keith in memory of Mrs. Keith's first husband, Kersey Coates Reed, and was dedicated on June 7, 1931. It is a contributing building in the Lake Forest Historic District, a predominantly residential district generally consisting of large homes in a park-like setting.

The Library is fortunate to have an active Friends of the Library that has organized very successful book sales and provided nearly \$2.6 million in support to the Library since its inception in 1976. It also established the Lake Forest Library Foundation in **YEAR?** in preparation for a major capital campaign to preserve and enhance the historic Lake Forest Library.

Lake Forest residents have a special love for the Library, its historical elements, and its wonderful collection of art. For many of the residents, it is a pilgrimage and a rite of passage to visit the library and a beloved place to interact with their neighbors and friends, some of whom work in the library. It is also customary for us to see younger generations of library users returning along with their children to revive nostalgic memories of the building, particularly the Children's Library.

At the Lake Forest Library, we notice great use of our spaces by nearby high school and college students who congregate in the library after classes for group study and discussion. During the high school's finals week in the spring and winter, every available seat and nook and corner of the library is occupied by groups of students studying and collaborating together. Several tutors use the library to coach their young wards. Enrichment programs organized by Youth Services staff attract large numbers of young children and their parents or caregivers. We see a particularly high usage of our activity room for unstructured play time and for story time and hands on crafts and making events.

Adults continue to use the library's computers for research and information and are beginning to use the library's Digital Media Lab in increasing numbers for its digital media conversion and 3D printing capabilities. The Library supports the activities of numerous book discussion groups with multiple copies of books and discussion guides. Library staff deliver books and other materials to Lake Forest Place and homes of residents who are not able to physically come to the library. Especially popular are programs on topics such as natural soap making, local history, genealogy research and book talks by our talented librarians. Hundreds of residents descended on the front lawns of the library to celebrate its 125<sup>th</sup> anniversary on July 8, 2023.

### **Public Libraries Today:**

Public Libraries are feeling their way through a new normal after the devastating effects of the COVID-19 pandemic. While several new, innovative services such as curbside delivery, enhanced investments in digital materials and virtual programming using Zoom and other platforms expanded during the pandemic, residents have welcomed the opportunity to return to their familiar, physical grounds of the library and use the physical spaces "alone" and "together."

In a recent survey completed by the Urban Libraries Council, ninety-eight member libraries shared data from 2019 and 2022 on the topics of in-person visits, program attendance, digital and physical circulation and computer usage. The survey revealed a 44% decline in library visits from 2019 to 2022, with preliminary 2023 data indicating a gradual upswing from pandemic lows. Program attendance also declined between 2019 and 2022 by 58%, driven, in part, by a 71% reduction in the number of programs offered during that time. Decreases in computer usage (26%) and wireless sessions (37%) from 2019 to 2022 have some member libraries assessing on-site computer lab and WiFi investments and considering more laptop, mobile device and hotspot lending. While the data show fewer library visitors coming into library

buildings compared to pre-pandemic times, demand for digital content has surged since 2019. Survey respondents reported an average 30% increase in digital books, magazines, and streaming video circulation from 2019 to 2022.

**At the Lake Forest Library.....NEED: A general statement here about trends in visits, circulation, computer usage and the growing use of electronic downloadable materials.**

While the original pandemic might have ended, different variants of the pandemic pop up sometimes and it is too early to tell if this is the new normal. As libraries have done countless times over the past hundred years, we will continually evaluate what we do and follow a process of continuous feedback and adaptability and make appropriate adjustments to library programs and services.

### **Planning for the Future: What Lake Forest residents are telling us:**

Following the completion of the 2020-2023 Strategic Plan (please see Appendix A for significant accomplishments), and the appointment of new leadership, the Library's Board of Trustees determined that it was an opportune time to begin the next cycle of strategic planning. As a first step in this process, all Lake Forest residents were invited to respond to a Community Survey that included questions about residents' perception of and satisfaction with library services. Nearly 1,450 households responded to a Community-Wide Survey distributed by the City of Lake Forest in the summer of 2023. Here are some key findings from the survey:

**High Satisfaction with Library Services:** Residents ranked the library very highly in overall satisfaction, with 91% of respondents responding that they were Very Satisfied (61%) and (30%) Satisfied. When compared with other high-performing communities in the United States with a median income over \$100,000, Lake Forest residents reported a higher level of satisfaction with library services.

**Library Services most important to households:** Residents were asked which library services were most important to their household. Books and Other Materials ranked first in importance, followed by E-Books or Downloadable Materials and Library Sponsored Events and Programs.

**Unmet Needs for Library Services:** Based on survey responses, the consulting firm administering the survey determined that Parking/Accessibility, Spaces for group study and community meetings and Technology Access and classes were the top 3 areas where resident's library needs were not met. \

**Programs/Services residents would like us to provide:** Residents provided several hundred open ended comments on the nature of the services provided and offered numerous suggestions for improvement. Here is a small sampling of what residents told us:

## SAMPLING OF RESIDENT COMMENTS ON LIBRARY SERVICES (Use Word Cloud?)

### **Collections:**

*“Please continue or improve availability of most current travel books and new release movies, and TV series.”*

*“Expand Audiobook selection for downloading.”*

*“Library should focus on the basics. Books. Do not try to be all things to all people.”*

*“More current best sellers through Libby.”*

*Some libraries offer other rental programs (tools etc.). I am curious if those make sense in our community.”*

*“Expand Audiobook selection for downloading.”*

*“More Kindle e-books! The offering seems much smaller than neighboring libraries.”*

*“The library’s collection of computer programming and software texts is very limited as compared to Highland Park.”*

### **Programs and Events:**

*“Adult and family activities, so much is focused on children, and that’s a good thing, once families are empty nesters, the town seems to lose interest...”*

*“Library programs need to include multi-culture.”*

*“Drive up check out/pick up, more children’s programming...”*

*“The kid programming is great – would love to see more weekend and later weekday options. Not all of us are done working at 4 pm.”*

*“More programs for adults (ages 20-40) without children to get to know others in the community.”*

*“We love it! The Library is the only place that offers free programs for babies/toddlers. We would love more! There are so many people who would benefit. Thanks for all you do!”*

*“Book clubs that aren’t in the middle of the day.”*

*“More nighttime or weekend children’s programming for working parents.”*

*“More informational talks and programs for adults.”*

*“Book group for older adults.”*

*“Deerfield Library offers a lot more programming. I recommend looking to them as a model.”*

*“Robotic Competition.”*

*“Programs for Caregivers.”*

**Building Concerns/Parking/Accessibility:**

*“It could be more physically accessible. A new building/expansion is badly needed.”*

*“Library could benefit from private study/meeting rooms that can be reserved in advance.”*

*“More open space in the kids library; more books at kids eye level; less claustrophobic space.”*

*“Please make the parking more efficient. My elderly father has a hard time parking even using the handicapped parking.”*

*“The interior of the children’s section is overwhelming. The library as a whole is hard to navigate.”*

*“Other communities have enhanced their libraries to provide for diversity of meeting spaces.”*

*“Encourage ADA Accessibility discussions for Central Business District and Lake Forest Library outside and inside buildings.”*

*“Larger children’s area for open, sensory play.”*

*“Work space for small business owners and entrepreneurs.”*

*“Drive up check out/pick up....”*

*“Newer, technology spaces.”*

**Operational:**

*“Expanded technology classes with more hours.”*

*“Longer hours for students during finals weeks.”*

*“Continue to upgrade media lab, more hours available at nights/weekends.”*

*“Can you add an experience (Innovation) center like the Glenview Library has?”*

*“Check out the Northbrook Library events/programs. Free concerns on Sundays. Exclusive technology help.”*

*“More diverse book clubs, such as sci-fi, women’s etc.”*

*“Wish they could get a laser cutter...”*

*“Look at the Lake Zurich Library and let’s try to do some of that! Play areas for kids, toys to borrow. Puzzles for kids to borrow.”*

*“There should be greater enforcement of quiet/no phone areas.”*

*“More makerlab initiatives and opportunity to borrow equipment or use on site.”*

*“Longer hours. Get kids to study there – entice them!”*

**Marketing and Outreach:**

*“We LOVE the Library. It is a tremendous resource. I do not know as much as I would like about downloadable online resource options and other services available in my home through the library. I would like more information to be able to take full advantage.”*

*“Better communication about what you do...”*

*“There are few resources/activities west of 41.”*

*“New resident orientation/resource event.”*

*“Need better marketing of events.”*

**General:**

*“Services are great. The building is not. We need a fully-functional, up-to-date library not an historic shell. The parking situation is dangerous at all times of the year.”*

*“Amazing library and staff.”*

*“Library is our greatest asset.”*

*“Library is amazing! Thank the staff for being so good as well.”*



## **Major Challenges and Opportunities:**

Our hardworking and talented library staff are at the frontlines, interacting daily with patrons and recording valuable nuggets of information in internal databases for follow up and action. Several of them have served the Lake Forest community for many years and have a keen knowledge of current library user trends and behaviors. Following the publication of the Community-Wide Survey results, library staff held spirited discussions on its findings and identified the following major challenges and opportunities for the library in the short and long term:

1. Developing compelling mission and vision statements that outline the unique role of the library in our community;
2. Making outstanding customer service, top notch collections and creative use of state-of-the-art technology the hallmarks of this library;
3. Growing and sustaining the interest in and love for reading among the community, especially among its youngest residents;
4. Creating vibrant, flexible spaces that meet the modern needs of library users while preserving and enhancing the historical integrity and charm of the original building;
5. Enhancing awareness by communicating the breadth and depth of everything the library does in a community that is served by numerous community organizations;
6. Determining the right mix of digital and physical resources to best serve our community;
7. Providing enrichment programs for all segments of the population in a manner that is well thought out and provides the foundation for residents to pursue more in-depth opportunities with other community institutions;
8. Identifying unserved and underserved residents of the community and motivating encouraging them to become library users;
9. Supporting staff with upgraded work spaces and first rate training, technology, and other resources that they need to be successful in their roles; and
10. Creating a strong pool of community ambassadors who are library lovers and strongly advocate for the library in the wider Lake Forest community.

Based on the findings of the City of Lake Forest Community-Wide survey and internal discussions, we have identified the following strategic priorities for Fiscal Years 2025-2027. We are contemplating a three-year plan with annual Action plans that will detail specific initiatives that we will accomplish each year. We will also follow a process of continuous community feedback and review, updating adjusting the Plan in response to community priorities.

## STRATEGIC PRIORITIES FOR FY 2025-2027

### 1. *Growing Generations of Avid Readers*

Residents have spoken overwhelmingly in the City's Community-Wide survey that Books and Electronic Collections are the most important services that the library provides to their households. Strong, diverse and current library collections are vital to establishing a foundation for early literacy and lifelong learning. They are key to providing open and free access to information and the welcoming atmosphere our patrons can expect to encounter. We will provide the best and most relevant collections of library materials in multiple formats for all residents. Our staff will encourage reading for pleasure by emphasizing readers' advisory resources and services. We will uphold intellectual freedom for all and position the Library as a safe haven for library materials with and the people who wish to read them.

#### ***Specific Initiatives:***

- Use data driven approach to monitor resident reading patterns and purchase books, ebooks and other materials in appropriate quantities to render instant satisfaction;
- Explore private support for the Dolly Parton Imagination Library program that will place a free age-appropriate book in the hands of every child in Lake Forest from birth to age 5;
- Join the Find More Illinois interlibrary loan platform that will provide access to a growing number of library collections across the state of Illinois;
- Right size library collections based on meaningful metrics, relocate popular collections to more accessible locations, and creatively display and merchandize collections;
- Offer signature author events and community reading programs in collaboration with community partners;
- Enhance collections in international languages based on community demographics and needs;
- Provided upgraded Library Kiosk vending machine at the West Train station that will offer fiction and nonfiction books for adults and children, Picture Books, DVDs, Games, Audiobooks, Tablets and wireless hotspots;
- Explore partnership with Northwestern Medicine Lake Forest Hospital to provide kits and library cards to mothers and their newborns;
- Continually seek other opportunities throughout the community to showcase library collections.

**ACTION PLANS FOR FY 2025 TO FY 2027**

FY 2025	FY 2026	FY 2027
Extend our participation in library consortia and resource to the Find More Illinois interlibrary loan platform that provides access to a growing number of library collections across the state of Illinois.	Explore private support for the Dolly Parton Imagination Library program that will place an age-appropriate book in the hand of every child in Lake Forest from birth to age 5.	Explore private support for the Dolly Parton Imagination Library program that will place an age-appropriate book in the hand of every child in Lake Forest from birth to age 5.
Offer signature author events and community reading programs in collaboration with community partners.	Offer signature author events and community reading programs in collaboration with community partners.	Offer signature author events and community reading programs in collaboration with community partners.
Replace existing DVD2GO vending machine at West Train station with an updated unit that offers several other collection formats.	Continually look for other opportunities throughout the community to showcase library collections.	Continually look for other opportunities throughout the community to showcase library collections.
Moving popular collections to more accessible parts of the building.	Enhance collections in international languages based on community demographics.	Enhance collections in international languages based on community demographics.
Explore partnership with Northwestern Medicine Lake Forest Hospital to provide kits and library cards to mothers and their newborns.	Provide attractive interface for patrons to discover library collections.	

## **2. Preserving and Enhancing a Beloved Community Asset for the next 125 years!**

While the Library has served Lake Forest residents well for several decades, the building's infrastructure is aging and there are several areas that are difficult to access and navigate. In September 2018, a feasibility study detailed the building's structural issues and addressed restoration and preservation of the building's historic elements, parking and traffic modifications, systems replacement, and compliance with The Americans With Disabilities Act (ADA) requirements. The report also provided options on how to respond to emerging service demands and future library service needs of the Lake Forest community. Residents frequently request group study rooms, meeting spaces, working arrangements for remote workers and adequate parking in close proximity to the library.

After numerous conversations with community groups and City of Lake Forest officials, the Library's Board of Trustees approved prioritizing repair and restoration work on the dome and interior rotunda as a first step of its Capital Improvement Project to enhance and revitalize the Library. Work on the restoration of the dome was completed in August 2023. As a next step, the Board has approved the repair, restoration and cleaning of the Nikolai Remisoff Murals that grace the rotunda of the library. That work, funded by a grant from the Friends of the Lake Forest Library, will start in early February 2024 and is expected to be completed in April 2024.

### ***Specific Initiatives:***

- Hire architect to formalize a holistic Master Plan for the Library to reimagine and repurpose its existing spaces for optimal use in a phased manner, while preserving and enhancing its historical integrity and significance;
- Continue engagement with library stakeholders to deliver a fully accessible and welcoming facility with reliable infrastructure and systems that deliver exceptional library services, collections, programs and resources;
- Design and implement flexible and energy-efficient public multipurpose spaces for community to study, work and discourse with updated, movable shelving and furnishings;
- Enhance external landscaping and refresh the grounds, entrances, and exterior for a more welcoming and dramatic façade. Add outdoor seating and amenities to expand usable space and encourage outdoor library use;
- Find creative, cost-effective solutions to address parking challenges;
- Create enchanting and interactive children's spaces and quiet retreats to instill a joy of learning;
- Enhance staff workspaces and collaborative spaces;
- Collaborate with The Lake Forest Library Foundation and the Friends of the Lake Forest Library to grow philanthropic support and an endowment for the Library.

**ACTION PLANS FOR FY 2025 TO FY 2027**

<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Remisoff Murals restoration	Finalize Master Plan for Library and begin implementation.	Continued implementation of Master Plan.
Hire Architect/Interior Designer	Upgrade Exterior Landscaping, courtyards, sidewalk, fencing, etc.	Spaces for quiet and solitude that are meaningfully integrated with the rest of the library.
Return and Condensate Pump Replacement	Reduce sound volumes in foyer and rotunda.	
Building Automation System for HVAC controls		
New Elevator Planning	New Elevator Installation	
Refreshed and updated foyer, meeting rooms, business room and Media Lab on main floor	Refreshed and updated Teen Area and Kasian Room	
Find creative, cost-effective solutions to address parking challenges.	Explore dedicated space for special events/ art exhibits.	
Refreshed and updated Media Lab	Create additional work station, open up areas in the Children's Library and create exciting play spaces for toddlers and preschoolers.	
Proactive, responsible maintenance of building's Mechanical, Electrical and Plumbing systems. MEP study.	Proactive, responsible maintenance of building's Mechanical, Electrical and Plumbing systems.	Proactive, responsible maintenance of building's Mechanical, Electrical and Plumbing systems.

### **3. Organizational Excellence:**

Empower staff to deliver the best physical and virtual library experience for all our patrons. Deliver “Concierge” or exceptional personalized customer service. Aggressively measure efforts and report on results so we can remain accountable to the community and ourselves. Provide ample opportunities for staff development through trainings and attendance at local and national conferences. Monitor current trends in the library and user landscape and continually evaluate and adapt service models in an agile and nimble manner.

- Develop a staffing structure to effectively match program and service needs and provide continuous staff leaning and development;
- Hire talented, diverse workforce that reflect the demographics of our community;
- Reduce departmental boundaries and empower staff with broad knowledge and skills to work across functional areas;
- Increase job satisfaction among staff that will better support service to the community;
- Benchmark salaries and benefits to make staff compensation more competitive in the immediate area;
- Review and update personnel policies;
- Review and update all patron policies and procedures;
- Evaluate organizational needs to align staff skills with opportunities;
- Foster employee engagement through authentic conversations and recognition;
- Formalize and institute a succession plan;
- Adopt technological innovations in a meaningful and responsible way to deliver top notch customer service to patrons;
- Data driven approach to track progress and make appropriate adjustments; and
- Encourage staff to innovate and conduct pilot projects or clinical trials to test new ideas without fear of failure.

**ACTION PLANS FOR FY 2025 TO FY 2027**

<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>

DRAFT

#### **4. Inspire All Residents with enrichment opportunities for Lifelong Learning!**

Offer targeted, intentional programs and enrichment offerings that leverage and complement the offerings of our community partners. Provide enlightening and entertaining learning experiences for residents of all ages and abilities. Open doors to a world of learning and discovery.

- Play time for our youngest residents – more frequently during the week;
- Story time – more frequently during the week;
- Providing welcoming and safe spaces for middle school, high school and college students for study, collaboration and tutoring;
- Book Clubs and other Enrichment programs for Adults;
- Life Enrichment Programs for older adults;
- Programs on recycling, composting, energy conservation, environmental and sustainability issues;
- Aging in Place programs/events;
- Expanded Media Lab learning opportunities;
- Helping residents research their family history and ancestry;
- Digitizing local historical resources not available elsewhere;
- Expanding outreach and home delivery services; and
- Supporting residents with resources to try/experiment with something new.



**ACTION PLANS FOR FY 2025 TO FY 2027**

<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>

DRAFT

## **5. *Telling Our Story Well!***

Strengthen existing community relationships while pursuing new opportunities for community engagement. Find more ways to introduce people to the Library through increased outreach, innovative partnerships and exciting programs. Develop authentic relationships with community groups and organizations to learn more about their goals and determine how/if the Library can assist them..

- Launch Library Card Campaign to attract all residents to use the library;
- Partner with area schools to offer Library cards to all students;
- Use market segmentation and demographic tools to identify new residents and unserved/underserved areas of the community;
- Redesign and upgrade Library website;
- Grow pool of dedicated ambassadors and community advocates;
- Continuous communication with all community organizations and City of Lake Forest departments to understand their goals and priorities and identify areas for collaboration;
- Communicate an inspiring vision and the library's story of impact;
- Continually evaluate marketing and communication channels to find most effective ways to reach Lake Forest residents; and
- Leverage talents and expertise of Board Trustees, Friends of Library, City of Lake Forest Aldermen, Library Foundation, etc.

**ACTION PLANS FOR FY 2025 TO FY 2027**

<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>

DRAFT

## **Draft Mission Statement**

*The cornerstone of literacy in our community where every resident freely pursues a lifelong love for reading, personal enrichment, and civic discourse.*

## **Draft Vision Statement**

*Find your story at the library!*

### **Community Feedback:**

We will continue to update this draft with input from staff and trustees over the next couple of months before the Board approves the final version at the same time the Board approves our Budget for the next fiscal year in April 2024.

Upon Board approval, library staff will finalize an Annual Plan that supports the overall strategy. Staff will regularly review progress toward meeting plan goals and report to the Board. The Library hopes this plan inspires positive growth and change over the next three plus years that will lead to increased impact in the community.

The City is planning to start its own planning process later in the spring with a completion date in the late summer. We anticipate there will be opportunities for us to provide input into that process, and also to identify other initiatives that we may be able to weave into our planning process.

Some feedback mechanisms:

- All Staff Meetings to flesh out plan in more detail.
- Senior Staff Meetings to finalize draft.
- Trustees Bob Shaw and Sue Shattock (Long Range Planning Committee) to lead community discussion of plan? Host focus groups, town halls etc during the spring and summer.
- Article in City Dialogue
- Article in next newsletter
- Work with Aldermen to host Open Houses in all the wards.
- Provide broad overview at City Council meeting.
- Present broad overview to the boards of other community organizations.
- What else could we be doing?

## APPENDIX A – STRATEGIC PLAN 2020-2023 KEY ACCOMPLISHMENTS – to update

The work done to implement the 2021–2023 Strategic Plan advanced the Library’s pivotal role of providing access to unbiased information, safe spaces for civil discourse, and shared resources to help communities recover and progress from the pandemic and civic discord events of the recent past. The Plan focused on the following five primary areas:

### 1. *Enhance the User Experience:*

Enhancing the user experience was the driving force of the Library and encompassed all the other Strategic Plan goals. The Library Team implemented, evaluated, sought patron feedback, and modified services, resources, and programs accordingly. Something about CONCIERGE SERVICE – focus on highly personalized service that is highly valued by library patrons.

- Strategically invested in digital collections to meet the growing demands from residents;
- Launched 1000 Books Before Kindergarten reading program that fosters and supports early literacy skills in Lake Forest youth;
- Held signature community-wide programs such as *Read Between the Ravines* and *Lake Forest Reads*;

### 2. *Ensure access to technology and related educational opportunities:*

This goal helped ensure that the Library Team has appropriate and effective technological tools to do their jobs, and that the Library provided the Lake Forest community with access to technology, services, and classes to improve their technology literacy.

- Implemented Radio Frequency Identification (RFID) technology including patron self-check services to provide contact less check out and speedy and more efficient service for patrons.
- 
- Enhanced adult and youth technology courses, one-on-one technology support sessions, Media Lab sessions, enhanced Wi-Fi and fiber internet;

### NEED SOMETHING HERE

- Upgraded historical Lake Forester newspaper database to improved web interface;  
replace with something else?

### 3. *Improve Library spaces to ensure accessibility and desired functionality:*

The challenges of operating the Library throughout the pandemic presented the Library Board and Staff with many unexpected lessons about Library spaces. The demands of social distancing and adjusted service protocols required moving furniture that was never intended to be moved, providing contact-free access to materials, and supporting community members to engage with their Library online.

- Invested in new boiler and chiller and improved indoor air quality and effectiveness of the Library's HEPA filtration system;
- Completed work on repairing and restoring the historic dome of the Library;
- Improved Library appearance and function including: sealing leaks in the Kasian Room glass roof; touching up wood in the Reference Room; painting and patching walls and doorways in the Rotunda and Reed Room; decluttering and organizing storage areas and recovering space for an adverse weather shelter.

#### **4. Enhance awareness of the Library's role as a community connector:**

This goal involved collaborating and partnering with community schools, organizations, groups, and governmental entities to further weave the Library's presence in the community. The Library built relationships with communications teams at community organizations to identify collaborative opportunities to promote Library messages on partner challenges.

- Continued partnerships with The Gorton Center, Lake Forest Parks & Recreation, Elawa Farm, Lake Forest/Lake Bluff Chamber of Commerce, Ragdale, Lake Forest Open Lands, Lake Forest College, The History Center, Dickinson Hall, Lake Forest Book Store and many local schools;
- Collaborative programs including community wide Lake Forest Reads, Read Between the Ravines, storytimes and StoryWalks at area schools, parks, and the History Center.
- Participated in Community Coalition meetings coordinated by the City of Lake Forest.

#### **5. Invest in Library Employees**

A well supported Library Team translated directly to a well-served Lake Forest community. The Library is fortunate to have employees who are motivated and enthusiastic about delivery high quality services, resources and programs. Staff are encouraged to develop their interests, stay current on library trends, and advance their professional goals. Provide technology and education that develop Library staff and improve service delivery. Advance staffing initiatives including organizational structure, cross-training and succession planning.

- Library Team completed classes and training focused on making the Library more inclusive for patrons and staff including Building Accessible Library Collections for Individuals with Disabilities, American Sign Language for Library Staff;
- The Library Team completed training on new technology, including RFID, self-check machines, and CollectionHQ, a new tool for collection management and promotion.
- Completed a benchmarking analysis and adjusted salary ranges to retain and attract high-quality staff.
- Increased cross training opportunities.

## ***SOME POSSIBLE METRICS***

Increase card holders by ?%

Increase circulation by %

Sustaining and Growing satisfaction rates among community residents

Increase staff satisfaction rates

Increase circulation turn over rates

What else?

DRAFT



Lake Forest Library

# **CAPITAL PROJECTS**

**From 2020 to the present,  
and looking ahead through 2027**

January 9, 2024



# Completed Projects

## FY2021 -24

- ✓ Enhancements in response to COVID-19
- ✓ Technology Improvements
- ✓ HVAC Upgrades
- ✓ Exterior Lights
- ✓ Water Abatement
- ✓ Dome Restoration

# Enhancements in response to COVID-19

*Impact: Provided a safer, healthier building interior for patrons and staff.*

## Ionization Air Purification System

- Completed FY2022
- \$36,375 (Operating Budget)

## Covid-19 Protocols and Work Environment Upgrades

- Completed FY2021-2023
- \$60,965 (\$50,624 reimbursed in FY2021 by IEMA, \$10,341 reimbursed in FY2023 by FEMA)



# Technology Improvements

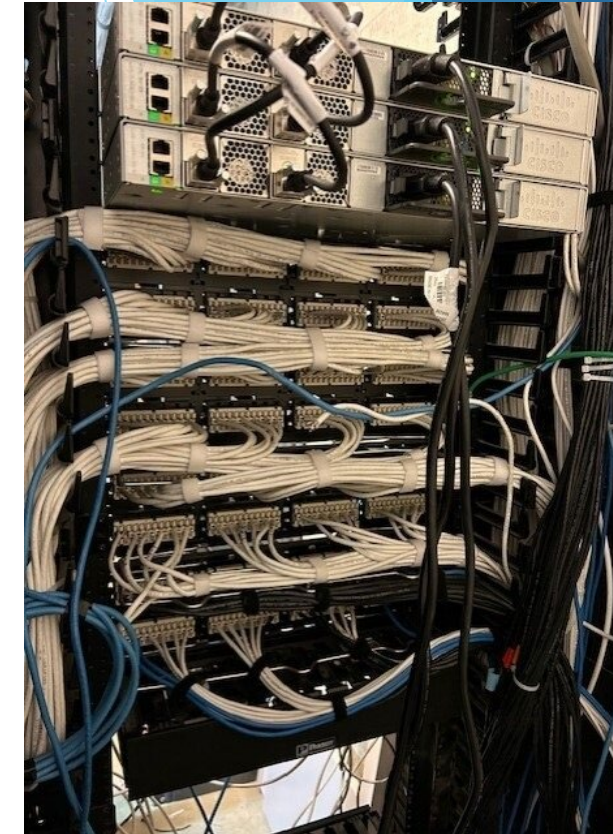
*Impact: Enhanced patron and staff internet connectivity, range (extended to outside the building), and speed.*

## Wi-Fi Access Points and License

- Completed FY2022
- \$45,206 (Operating Budget, cost includes Teams phones on next slide)

## IT Switches

- Replaced aging 9-year-old switches
- Completed FY2024
- \$42,832 (Operating Budget)



# Technology Improvements

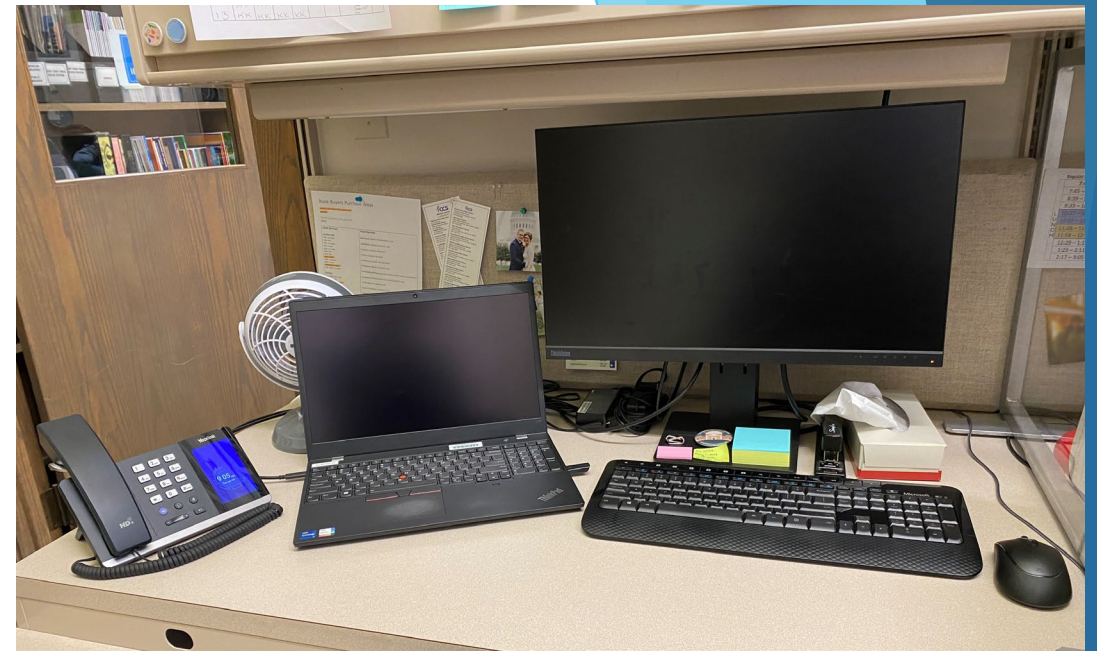
*Impact: Enhanced patron and staff technology and communications.*

## Teams Phones and Network Cables

- Completed FY2022
- \$45,206 (Operating Budget, cost includes Wi-Fi access points on previous slide)

## 30 Staff and 36 Public Computers, Laptops, and Peripherals

- Completed FY2023
- \$130,417 (Operating Budget)



# Technology Improvements

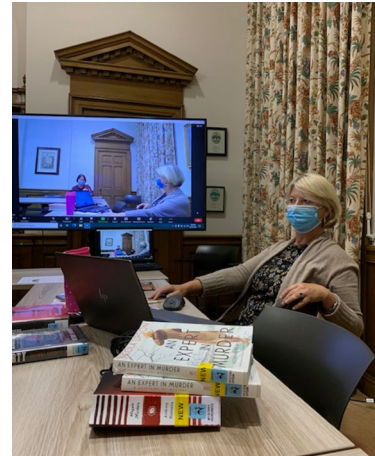
*Impact: Provided new, flexible options for patrons to engage with the Library via contactless service and virtual events and meetings (which continue today).*

## Jabra 3 Conference Cameras

- Completed FY2023
- \$3,981 (Operating Budget)

## RFID, Security Gates, and Self-Checkout Kiosks

- Completed FY2022
- Total 5-year cost: \$195,462 (Operating Budget, \$75,257 installation and \$24,041 annual fee until FY2027)



# Technology Improvements

*Impact: Provided improved monitoring for safety and of weather conditions.*

## 31 Security Cameras

- Completed FY2024
- \$75,665 (Operating Budget)

**Technology Improvement  
FY2021-24 Total Investment:  
\$421,440 (Operating Budget)**



# HVAC Upgrades

*Impact: Improved maintenance of building temperatures for patron and staff safety and comfort.*

**New Chiller:** Emergency replacement of 1963 chiller that cools the building wings

- Completed FY2023
- \$166,400 (Operating Budget)
- Expected lifespan: 20–25 years

**New Boiler:** Replacement of 2012 boiler that heats the core

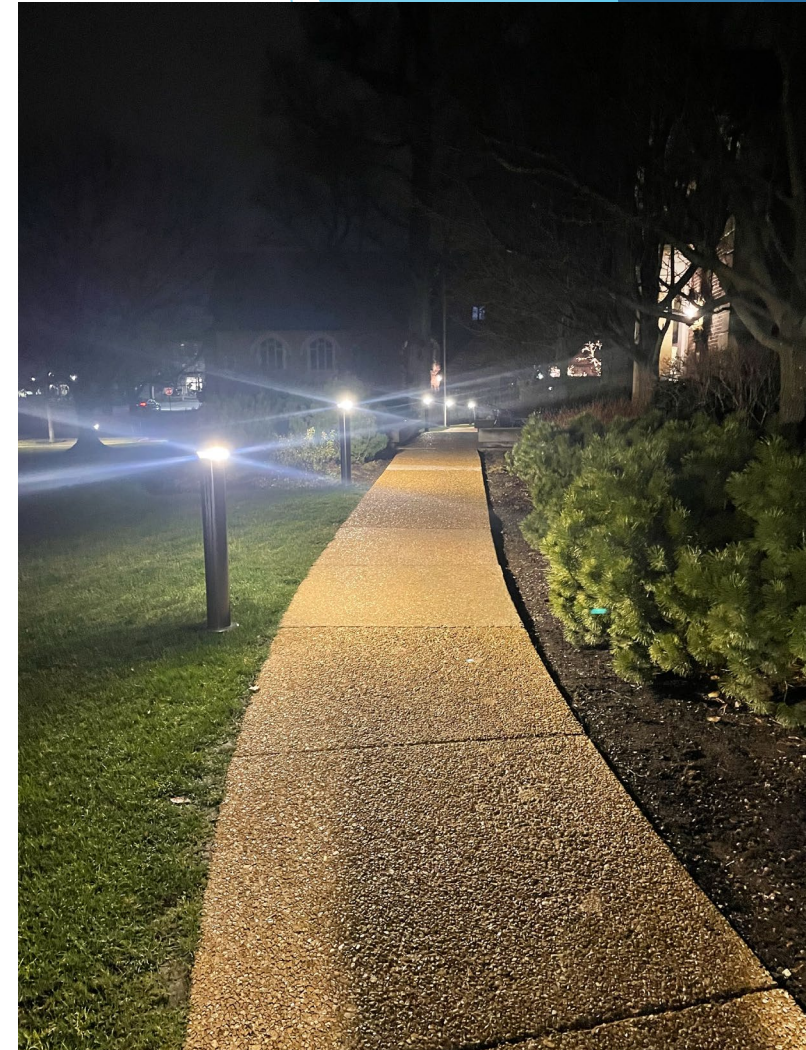
- Completed FY2024
- \$47,618 (Operating Budget)



# Sidewalk Lights

*Impact: Improved visibility and safety for patrons and staff. Replacement mercury bulbs were no longer available for the original inefficient fixtures.*

- Completed FY2024
- \$21,970  
(Operating Budget)

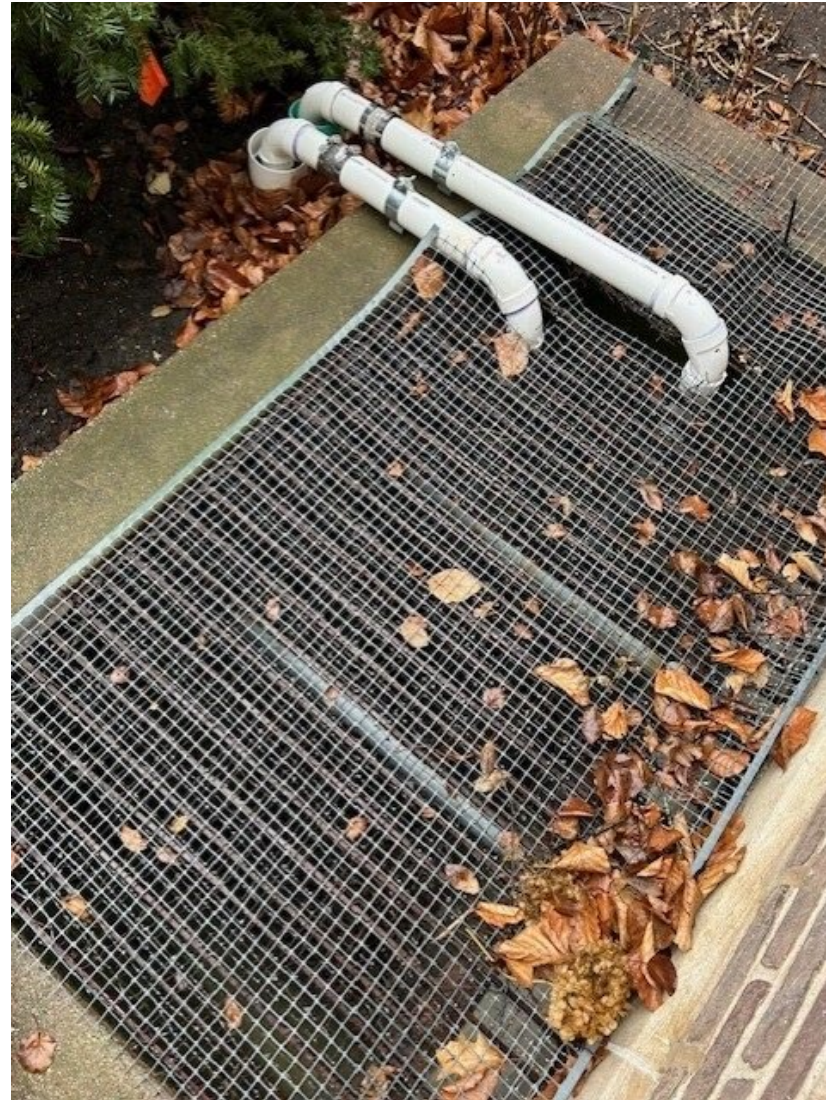




# Sump Pumps and Control Box

*Impact: Provided water abatement in the basement to mitigate severe flooding and seepage from heavy rains.*

- Completed FY2024
- \$43,159 (Operating Budget)



# Dome Restoration

*Impact: Preserved historic appearance and added gutters to manage water runoff and prevent further damage of Remisoff murals and interior.*

- Completed FY2024
- WJE consulting fees:  
\$48,000 (Operating Budget)
- L. Marshall construction fees:  
\$1,072,800 (Reserves)



# Cost Summary

## Completed Projects

**FY2021 –24**

Enhancements in response to COVID-19	97,340
Technology Improvements	421,440
HVAC Upgrades	214,018
Sidewalk Lights	21,970
Water Abatement	43,159
Dome Restoration	1,120,800
<b>Total Investments</b>	<b>\$1,918,727</b>

# Approved Projects January –June 2024

- Remisoff Murals Restoration
- Return and Condensate Pumps Replacement

# Remisoff Murals Restoration

*Impact: Repair damage caused by previous dome leaks for historic preservation.*

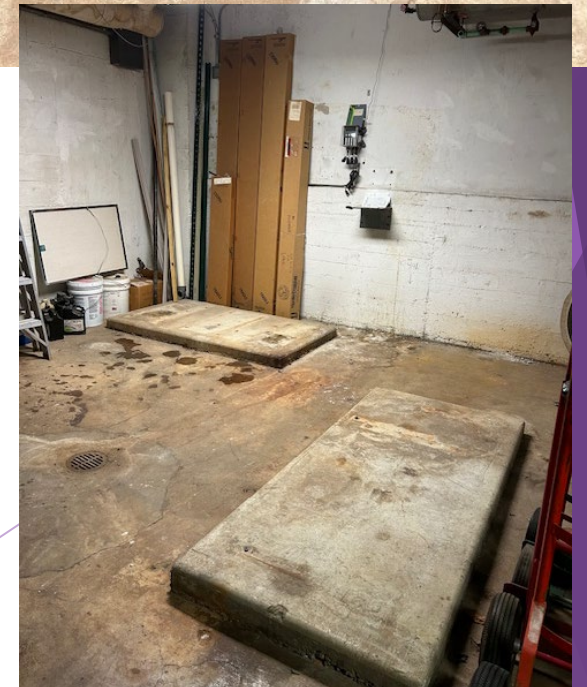
- Anticipated FY2024
- Estimated \$230,000–266,000 (Grant from the Friends of Lake Forest Library)



# Return and Condensate Pumps Replacement

*Impact: Eliminate water seepage into the building, support more efficient water flow to the boilers, and improve safety by relocating away from electric switchgears.*

- Anticipated June 2024
- Original estimate: \$74,000 (Board approved for FY2024 budget)
- Additional estimate to relocate to concrete pad of previous chiller: \$46,000
- Next steps:
  - Present relocation to Board for approval
  - Issue RFP
- Possible funding: Operating Budget and/or Reserves



# Future Projects under consideration

## Proposed by the Building Committee

- Interior Architect/Designer
- Master Plan
- Elevator Replacement

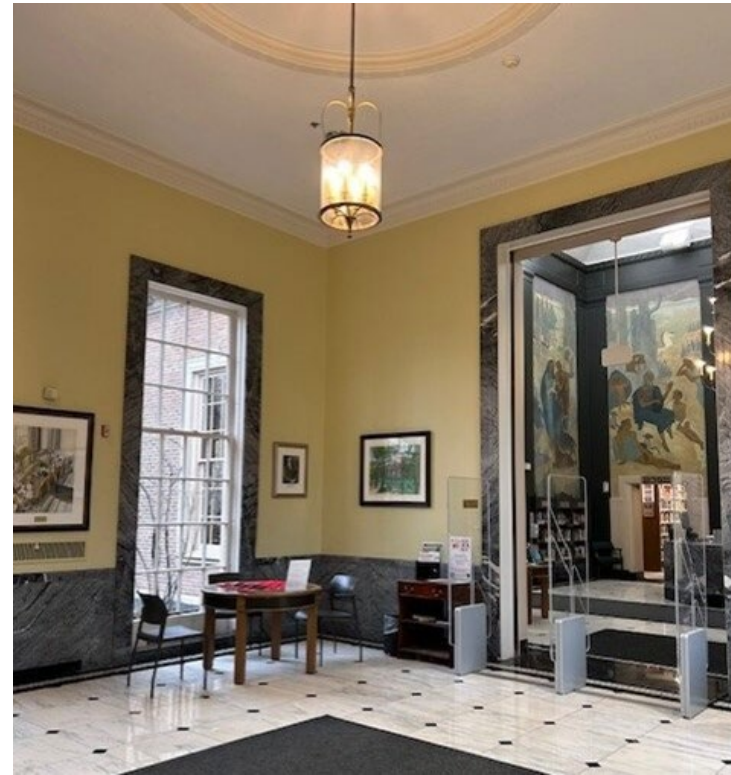
## Proposed by Library Staff

- MEP Study
- HVAC Controls
- Technology Improvements
- Security and Safety Enhancements
- Masonry Repairs
- Landscaping
- New Chiller
- Operational/Maintenance Projects
- Strategic Initiatives/Pilot Projects

# Interior Architect/Designer

*Impact: Repurpose and refresh existing spaces to address community needs, focusing on the Foyer, Reference Room, Business Room, and Reed Room/Director's Office/Audio Room.*

- Anticipated timeline: Planning/Design in 2024 with several projects accomplished by mid 2025
- Fee estimate: \$75,000
- Work estimate: \$350,000
- Possible funding: Operating Budget, Reserves, Library Foundation, and/or Friends





# Master Plan

*Impact: Create a big picture vision to address ADA accessibility and inform and prioritize the scope of projects and possibilities.*

- RFQ for Architectural Services Master Plan, with first priorities being Staff spaces and Kasian Room
- Anticipated timeline:
  - Planning in 2024
  - Implementation TBD
- Fee estimate: \$75,000
- Work estimate: TBD
- Possible funding: Reserves, Library Foundation, and/or Friends

# Elevator Replacement

*Impact: Replace outdated, unsupported current elevator with cost-effective, reliable, ADA-accessible elevator.*

- Anticipated timeline:
  - Planning in 2024
  - New elevator install in first half of 2025
- Cost estimate: \$1,500,000
- Possible funding: Reserves and/or Library Foundation



# MEP Study

*Impact: Identify the current state of Mechanical, Electrical, and Plumbing systems, providing a baseline to inform the timelines and priorities of future projects.*

- Board approved for FY2024 budget
- Anticipated timeline: TBD
- Next step: Issue RFP
- Estimated cost: \$80,000
- Possible funding: Operating Budget

# HVAC Controls

*Impact: Replace nonfunctioning, outdated pneumatic controls with state-of-the-art efficient controls to enhance temperature maintenance, enable remote control, and eliminate continual manual monitoring by staff.*

- Next steps:
  - Present to Board for approval
  - Issue RFP
- Estimated cost: \$220,000
- Possible funding: Reserves



# Technology Improvements

*Impact: Provide robust technology infrastructure for patrons and staff.*

## **Servers Hardware**

- Anticipated FY2025
- Estimated cost: \$17,000

## **Smart Search database (community/home history) server configuration**

- Anticipated FY2025
- Estimated cost: \$7,000

## **New Computers for staff and patrons**

- Anticipated FY2028
- Estimated cost: \$144,000

Estimated total: \$168,000

Possible funding: Operating Budget

# Security and Safety Enhancements

*Impact: Increase life safety in the case of emergencies with improved communications systems, particularly in the lower levels of the Library.*

## Public Address System

- Anticipated FY2025
- Estimated cost: \$18,000

## Fire and Burglar Alarm System

- Anticipated FY2025
- Estimated cost: \$20,000

## Cell Phone Boosters

- Anticipated FY2025
- Estimated cost: \$50,000

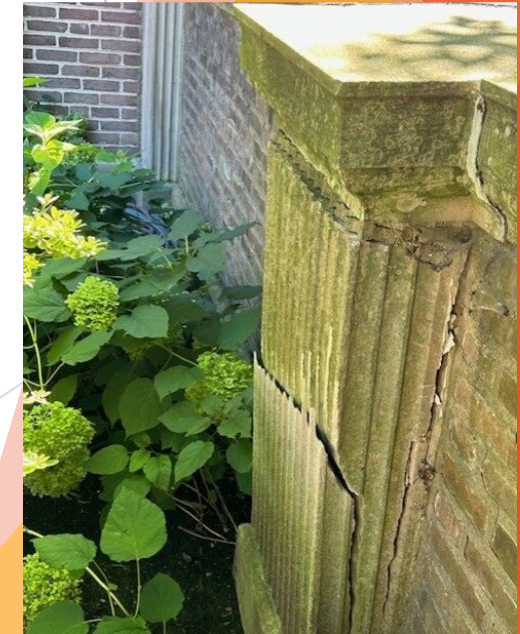
Estimated total: \$88,000

Possible funding: Operating Budget

# Masonry Repairs

*Impact: Repair and restore deteriorating courtyard walls, flooring, and drainage tiles; front Excedra pillars and benches; and sidewalks for ADA-compliance, historic preservation, and patron and staff safety.*

- Board approved \$129,000 for sidewalk repair in FY2024 budget
- Estimated cost: TBD
- Possible funding: Reserves, Library Foundation, and/or Friends



# Landscaping

*Impact: Improve appearance, increase native plants, and preserve and enhance outdoor public use and programming opportunities.*

- Next steps:
  - Consider partnering with community members and local garden clubs
  - Confirm when City will be resurfacing Library driveway and parking lot
- Estimated cost: TBD
- Possible funding: Reserves, Library Foundation, and/or Friends





# New Chiller

*Impact: Proactively replace inefficient and unreliable 13-year-old chiller that cools the core of the building.*

- Anticipated FY2028
- Anticipated cost: \$175,000
- Possible funding: Operating Budget



# New Boiler

*Impact: Proactively replace 1931 boiler that heats the wings.*

- Anticipated FY2028
- Anticipated cost: \$55,000
- Possible funding: Operating Budget



# Operational/Maintenance Projects

*Impact: Maintain and enhance the Library on a continual and proactive basis.*

- Enhance and refresh the Media Lab and Teen Space
- Address Kasian Room glass ceiling leaks and shades
- Replace perimeter fencing
- Address plumbing issues
- Address leaks in SW Basement bathroom in the Children's Foyer
- Repair historic outbuilding
- Reupholster leather chairs
- Estimated cost: TBD
- Funding source: Operating Budget

# Strategic Initiatives/Pilot Projects

*Impact: Enhance services and programming to underserved community residents.*

- Upgrade vending machine at West Train Station
- Off-site storage during major projects
- Enrich and expand community outreach and off-site engagement
- Reconfigure collection layout for better access and usability
- Estimated cost: TBD
- Possible funding: Reserves, Library Foundation, and/or Friends

# Library Reserve Funds as of December 2023

Reserve: Capital Improvements	3,050,000
Reserve: Technology Improvements	300,000
Capital Equipment	300,000
Fund Balance budgeted for FY2024 dome restoration and other capital projects	950,000
Fund Balance: Unassigned	3,003,524
<b>Reserves available for future projects</b>	<b>\$6,653,524</b>

# Anticipated 5 -year timeline

FY2024	FY2025	FY2026	FY2027	FY2028
Murals Pumps				
Interior Designer/Architect Elevator				
Master Plan				
	HVAC Controls Technology MEP Study Safety/Security	Masonry Landscaping Fencing	New Computers	New Chiller New Boiler
	Operational/Maintenance Projects			
	Strategic Initiatives/Pilot Projects			

# BUILDING COMMITTEE

The Building Committee would like to make the following recommendations to the LFL Board of Trustees regarding funding consideration for the upcoming fiscal year items to be included in the budget.

## 2024 Building Projects:

1. Rotunda Mural Restoration
  - a. Status: RFP complete, contracted awarded Parma Conservation
  - b. Project Start 2/5/24
  - c. Desired completion of work April/ May 2024
  - d. Funding: fees will need to be paid by the LFL and reimbursed by a \$250,000 grant from the Friends of LFL
2. Complete the HVAC Control Replacement
  - a. This project is directed by Jim Lee
  - b. Building Committee can assist in bid preparation if asked.
  - c. Desired start / completion of work spring/summer 2024
  - d. Budget Amount: check with Jim Lee \$220,000
3. Elevator Improvement Project
  - a. Start the process to totally replace and update the existing elevator.
  - b. Budget Amount: Uncertain at this point, could be up to \$2,000,000
4. Refresh Front of House Spaces: Foyer, Reference Room, Possible Small Meeting Rooms
  - a. Interior Design Fee for furniture selection and installation supervision
  - b. Budget Amount for consultant's Fee: \$30,000
  - c. Furniture Budget: \$250,000
5. Exterior Landscape
  - a. Softscape (trees, shrubs, plantings)
  - b. Hardscape (sidewalks, courtyard, courtyard walls, memorial bench at Deer Path)
6. Discuss the possibilities of a Capital Improvement Project to create a lower level entrance on the east side of the 1978 wing into what is now back of house space for the children's library. This would include an elevator to the 1<sup>st</sup> floor into what is now the Business Room. Possible RFQ for architectural services. Budget for this budget cycle: \$100,000

**CALL FOR BIDS FOR THE PROVISION OF RETURN BOILER PUMP ASSEMBLY  
REPLACEMENT TO LAKE FOREST LIBRARY**

Sealed proposals, clearly labeled "BID— RETURN BOILER PUMP ASSEMBLY REPLACEMENT ", will be received weekdays between 10:00 am and 5:00 pm in the Lake Forest Library, 360 East Deerpath Road, Lake Forest, Il. 60045, until 5:00 pm on Friday, March 29, 2024. Bids received after 5:00 pm on that day will not be given consideration. All submissions must contain three references for work of similar scope.

Bid documents may be obtained on the library's website [www.lakeforestlibrary.org](http://www.lakeforestlibrary.org) beginning 9:00 am on Wednesday, February 21, 2024. Pre-bid meetings and walk-throughs will be held at 10:00 am on Monday, March 4, 2024. Please meet in the lobby of the library.

Submit questions to: Jim Lee, Facilities Manager, Lake Forest Library, [jlee@lakeforestlibrary.org](mailto:jlee@lakeforestlibrary.org) or 847-810-4624.

Submit sealed bid to: Ishwar Laxminarayan Executive Director, Lake Forest Library, 360 East Deerpath Road, Lake Forest, IL 60045.

Bids will be evaluated by the Executive Director and Facilities Manager. The selected bid will be presented to the Board of Library Trustees at their March, 2024 board meeting. All bids should be open for acceptance for a period of 90 days from the deadline for receipt of quotes and may not be revoked or withdrawn during that period. The library reserves the right to accept or reject any and all bids, to waive technicalities, and to accept or reject any item of any bid.



## **EVALUATION OF BIDS**

1. Bids will only be accepted from principals of the firm that will actually be doing the work. The duties and obligations of this contract cannot be assigned.
2. All questions must be answered completely. Additional pages may be added if more space is needed to answer a question.
3. To be considered qualified, a contractor must provide a list of clients as specified.
4. In selecting the contractor, experience, services offered, and quality of service will be considered as well as costs. The Library reserves the right to make its evaluation on the basis of all publicly available information.

## RETURN BOILER PUMP ASSEMBLY REPLACEMENT

Company Name:

Representative Name:

### 1. General

1.1 The Contractor shall employ personnel who are experienced and competent in all tasks to be provided under this agreement. The Contractor is responsible to make sure that their personnel are properly trained to perform all tasks expected of them and all safety requirements according to OSHA requirements.

1.2 The Contractor's employees shall be carefully interviewed, screened, and covered by Bond.

1.3 In hiring related to this agreement, the Contractor is expected to advertise and afford equal opportunity without discrimination because of race, color, religion, sex, martial status, national origin or ancestry, age, order of protection status, military status, sexual orientation, physical or mental handicap unrelated to ability, or an unfavorable discharge from military service. The Contractor shall comply with the provisions of Equal Employment Opportunity Clause, the Illinois Human Rights Act, and the Rules and Regulations of the Illinois Department of Human Rights.

### 2. Contract

2.1 The Contractor shall execute the Independent Contractor Agreement attached hereto.

2.2 The Contractor shall render all regular services as specified in this agreement to the complete satisfaction of the Lake Forest Library.

2.3 The Lake Forest Library or the Contractor may cancel this agreement at any time subject to thirty days prior written notice.

### 3. Insurance

3.1 The Contractor shall procure and maintain for the duration of this agreement, insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the Contractor's operation and use of the premises. The cost of such insurance shall be borne by the Contractor.

3.2 Minimum Scope of Insurance. Coverage shall be at least as broad as:

- i. Professional Liability Insurance.
- ii. Broad Form Compensation General Liability, or the most recent revision.
- iii. Workers' Compensation insurance as required by statute and Employer's Liability insurance.

iv. Contractor's Pollution Legal Liability and/or Asbestos Legal Liability and/or errors and omissions (if the project involves environmental hazards).

### 3.3 Minimum Limits of Insurance

Provider shall maintain limits no less than:

a. General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this location or the general aggregate limit shall be twice the required occurrence limit.

b. Workers' Compensation and Employers Liability: Workers' Compensation limits as required by statute and Employers Liability limits of \$1,000,000 per accident and \$1,000,000 per disease.

Deductibles and Self-Insured Retentions.

Any deductible or self-insured retentions must be declared to, and approved by, the Library. At the option of the Library, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the Library, its officers, elected and appointed officials, employees, volunteers, and agents; or the contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

1. Other Insurance Provisions. The policies are to contain, or be endorsed to contain, the following provisions: a. General Liability

i. The Library, its officers, elected and appointed officials, employees, volunteers and agents are to be covered as additional insureds as respects: liability arising out of premises owned, occupied, or used by the Contractor and/or arising out of activities performed on or on behalf of the contractor. The coverage shall contain no special limitations on the scope of protection afforded to the Library, , its officers, elected and appointed officials, employees, volunteers and agents.

ii. The Contractor's insurance coverage shall be primary insurance as respects the Library, its officers, elected and appointed officials, employees, volunteers and agents. Any insurance or self-insurance maintained by the Library, its officers, elected and appointed officials, employees, volunteers and agents shall be excess of the Contractor's insurance and shall not contribute with it.

iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the Library , its officers, elected and appointed officials, employees, volunteers and agents. iv. Coverage shall state that the Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except to limits of the insurer's liability.

2. Workers' Compensation and Employers Liability Coverage.

The insurer shall agree to waive all rights of subrogation against the Library, its officers, elected and appointed officials, employees, volunteers and agents for losses arising from use of the premises.

3. All Coverages. Each insurance policy required by this clause shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt required, has been given to the Library.

4. Acceptability of Insures. Insurance is to be placed with insurers licensed to do business in Illinois.

5. Verification of Coverage. The Contractor shall furnish the Library with certificates of insurance and with original endorsements if applicable effecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the Library before the premises are occupied. The Library reserves the right to require complete certified copies of all required policies, at any time.

6. Indemnification Clause. The Contractor shall, to the fullest extent permitted by law, waive any and all rights of contribution against the Library and shall indemnify the Library and its officers, elected and appointed officials, employees, volunteers and agents from and against all claims, damages, losses and expenses, including, but not limited to, legal fees (attorney's and paralegal's fees, expert fees and court costs) arising out of or resulting from the performance of the Contractor's work, provided that any such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or injury to or destruction of property, other than the work itself, including the loss of use resulting therefrom, or is attributable to misuse or improper use of trademark or copyright protected material or otherwise protected intellectual property, to the extent it is caused by any wrongful or negligent act or omission of the Contractor, any Subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable. Such obligation shall not be construed to negate, abridge or otherwise reduce any other right to indemnity that the Library would otherwise have. Th Contractor shall similarly, protect, and indemnify the Library, its officers, elected and appointed officials, employees, volunteers and agents against and from any and all claims, costs, causes of actions and expenses, including, but not limited to, legal fees, incurred by reason of Contractor's breach of any of its obligations under, or Contractor's default of any provisions of the Contract. The indemnification obligation under this paragraph shall not be limited in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the Contractor or any subcontractor under Workers' Compensation or Disability Acts or Employee Benefit Acts. The right and obligations of this subsection shall survive the voluntary or involuntary termination of this Contract.

#### **4 RETURN BOILER PUMP ASSEMBLY REPLACEMENT SCOPE OF WORK**

4.1 Lake Forest Library is 35,000 square feet. There are three floors and a basement that are serviced by 3 boilers and 2 Skidmore BS-20 condensate pumps.

4.2 Isolate pump assemblies and disconnect power to both.

4.3 Furnish and install (2) new condensate 16GPM@20PSI pumps

4.4 Furnish and install (1) new 116v-1HP-3HP, 16 GPM@20PSI 6CFM@5.5HG @ water level gauge, solenoid discharge valve, vacuum switch, dial thermometer, 2" inlet basket strainer, mounted control panel starters and braker for Skidmore BS-20 replacement.

4.5 All necessary rigging and hoisting for equipment and material provided by the Contractor.

4.6 The Contractor is responsible for relocating the pumps approximately 50 feet north of the current pump location and 35 feet East of the current pump location.

4.7 The Contractor is responsible for removal and disposal of all old equipment on site.

4.8 Reconnect electrical and piping.

4.9 Restore isolation of pumps and perform leak checks for both.

4.9.1 Perform startup and test operations.

4.9.2 Furnish 1-year parts and labor warranty.

4.9.3 Obtain any needed permits.

#### **5. Prevailing Wage**

The Contractor shall comply with the Illinois Prevailing Wage Act and shall pay, and require every subcontractor to pay, the prevailing rates of wages as established by the Illinois Department of Labor for each craft or type of work needed to execute the contract in accordance with 820 ILCS 130/01 et seq. The Contractor shall prominently post the current schedule of prevailing wages at the Contract site and shall notify immediately in writing all of its subcontractors, of all changes in the prevailing wages. Any increases in costs to the Contractor due to changes in the prevailing rate of wage during the terms of any contract shall be at the expense of the Contractor and not at the expense of the Lake Forest Library. Change orders shall, however, be computed using the prevailing wage rate applicable at the time the change order work is scheduled to be performed. The Contractor shall be solely responsible to maintain accurate records as required by the Prevailing Wage Act and to obtain and furnish all such certified records to the Department of Labor as required by statute or regulation, including certified payroll. The Contractor shall be solely liable for paying the difference between prevailing wages and any wages actually received by laborers, workmen and/or mechanics engaged in the work and in every way defend and indemnify the Lake Forest Library against any claims arising under or related to the payment of wages in accordance with the Prevailing Wage Act. The Lake Forest Library agrees to notify the Contractor or subcontractor of the pendency of any such claim, demand, lien or suit.

The Contractor is advised that the Department revises the prevailing wage rates and the Contractor/subcontractor has an obligation to check the Department's website for revisions to prevailing wage rates. For information regarding current prevailing wage rates, please refer to the Illinois Department of Labor's website: <http://www.illinois.gov/idol/Laws-Rules?CONMED/Pages/Rates.aspx>

The Contractor shall also:

(1) Insert into each subcontract and the project specifications for each subcontract, a written stipulation that the subcontractor shall not pay less than the prevailing rate of wages to all laborers, workers, and mechanics performing work under the contract.

(2) Require each subcontractor to insert into each lower-tiered contract and project specifications for each lower-tiered subcontract, a stipulation that the subcontractor shall not pay less than the prevailing rate of wages to all laborers, workers, and mechanics performing work under the contract.

6. The Contractor is responsible for securing and for the costs of any and all necessary permits.

7. Provide a cost alternate considering working at night.

8. Agreement Terms The Contractor will provide the Lake Forest Library with the work outlined in the RFP in the amount of \$

9. Acceptance of Contract

Lake Forest Library

Contractor

(Representative Signature)

(Representative Signature)

(Title)

(Title)

(Date)

(Date)

## Appendix A

Questions concerning the installation of the Return Pump Assemblies.

1. The Library is open to the public Monday to Thursday 9:00 am to 9:00 pm, Friday from 9:00 am to 6:00 pm, Saturday from 9:00 am to 5:00 pm and Sunday from 1:00 pm to 5:00 pm. How many times do you anticipate the HVAC system will be interrupted and for how long?

2. How long will it take to complete the project from start to finish?

3. Could you perform this job at night time?

4. Please provide at least three references for work of a similar scope

**2024 REQUEST FOR PROPOSALS - DRAFT**  
**HVAC CONTROLS AND BUILDING AUTOMATION SYSTEM**  
**LAKE FOREST LIBRARY**

Sealed proposals, clearly labeled "Proposal— HVAC CONTROLS AND BUILDING AUTOMATION SOFTWARE", will be received weekdays between 10:00 am and 5:00 pm in the Lake Forest Library, 360 East Deerpath Road, Lake Forest, IL 60045, until 5:00 pm on Friday, March 29, 2024. Proposals received after 5:00 pm on that day will not be given consideration. All submissions must contain three references for work of similar scope.

Request for proposal documents may be obtained on the library's website [www.lakeforestlibrary.org](http://www.lakeforestlibrary.org) beginning 9:00 am on Wednesday, February 21, 2024. Pre-proposal meetings and walk-throughs will be held at 10:00 am on Tuesday, March 05, 2024. Please meet in the lobby of the library.

Submit questions to: Jim Lee, Facilities Manager, Lake Forest Library, [jlee@lakeforestlibrary.org](mailto:jlee@lakeforestlibrary.org) or 847-810-4624.

Submit sealed proposal to: Ishwar Laxminarayan, Executive Director, Lake Forest Library, 360 East Deerpath Road, Lake Forest, IL 60045.

Proposals will be evaluated by the Executive Director and Facilities Manager. The selected proposal will be presented to the Board of Library Trustees at their April 09, 2024 board meeting. All proposals should be open for acceptance for a period of 90 days from the deadline for receipt of quotes, and may not be revoked or withdrawn during that period. The library reserves the right to accept or reject any and all proposals, to waive technicalities, and to accept or reject any item of any proposal.



## **HVAC CONTROLS AND BUILDING AUTOMATION SYSTEM SCOPE OF WORK**

1.1 Lake Forest Library is 35,000 square feet. There are three floors and a basement that are serviced by:

- Three (3) boilers (2 Weil Mclain boilers and 1 Thermo Pak boiler)
- One (1) Carrier 38AH air cooled condensing unit
- One (1) Carrier 38AUZ condensing unit
- One (1) Carrier 30RAP air cooled liquid chiller
- Five (5) Trane air handling units

All of which are currently controlled by a Honeywell pneumatic air system.

1.2 Furnish and install low voltage control wire for all new Building Automation System

1.3 Furnish and install single zone AHU controllers as needed in an enclosure

- a. Furnish and install start/stop/status for supply fans
- b. Furnish and install duct mount temperature sensors
- c. Furnish and install freeze stats
- d. Furnish and install mixed air damper actuators on existing dampers.

1.4 Furnish and install face and bypass damper actuators on existing dampers.

1.5 Furnish and install space temperature sensors

1.6 Furnish and install chilled water and hot water coil valves.

1.7 Furnish and install open zone controllers with integrated actuator as needed for Media Lab

- a. Furnish and install a space temperature sensor
- b. Furnish and install a duct mount temperature sensor

1.8 Furnish and install multizone AHU controller as needed in an enclosure

- a. Furnish and install start/stop/status for supply fan
- b. Furnish and install duct mount temperature sensors
  - i. Furnish and install averaging sensors for cold deck, hot deck, and mixed air
- c. Furnish and install freeze stat.
- d. Furnish and install mixed air damper actuators on existing dampers.
- e. Furnish and install zone damper actuators as needed on existing dampers.
- f. Furnish and install zone supply air temperature sensors.
- g. Furnish and install space temperature sensors.
- h. Furnish and install chilled water and hot water coil valves.

1.9 Furnish and install HW boiler plant controllers as needed in an enclosure

- a. Furnish and install start/stop/status for boilers.
- b. Furnish and install clamp-on supply and return water temperature sensors.
- c. Furnish and install start/stop/status for boiler pumps.
- d. Furnish and install 3-way control valves.

1.9.1 Furnish and install chiller control card as needed.

- a. Furnish and install chiller enable.
- b. Furnish and install clamp-on supply and return water temperature sensors.

- 1.9.2 Furnish and install one floor radiant controllers as needed in an enclosure.
  - a. Furnish and install space temperature sensor.
  - b. Furnish and install clamp-on supply and return water temperature sensors
- 1.9.3 Furnish and install start/stop/status for zone pumps
- 1.9.4 Repair insulation as required at new control valves and strap-on temperature sensors
- 1.9.5 Disconnect and cap compressed air lines. Removal or haul away of air compressors
- 1.9.6 Furnish onsite customer-controlled program training
- 1.9.7 Furnish engineering, project management, programming, submittals, and O&M manuals
- 1.9.8 Perform start-up, system tests and repairs

Obtain any needed permits

Furnish 1-year parts and labor warranty.

## **EVALUATION OF PROPOSALS**

1. Proposals will only be accepted from principals of the firm that will actually be doing the work. The duties and obligations of this contract cannot be assigned.
2. All questions must be answered completely. Additional pages may be added if more space is needed to answer a question.
3. To be considered qualified, a contractor must provide a list of clients as specified.
4. In selecting the contractor, experience, services offered, and quality of service will be considered as well as costs. The Library reserves the right to make its evaluation on the basis of all publicly available information.

## **Appendix A**

### Questions concerning the installation of the HVAC CONTROLS AND BUILDING AUTOMATION SYSTEM

1. The Library is open to the public Monday to Thursday 9:00 am to 9:00 pm, Friday from 9 am to 6 pm, Saturday from 9 am to 5 pm, and Sunday from 1 pm to 5 pm. How many times do you anticipate the HVAC system will be interrupted and for how long?
2. How long will it take to complete the project from start to finish?
3. Could you perform this job at night time?
4. Please provide at least three references for work of a similar scope.



INSPIRATION ♦ IDEAS ♦ COMMUNITY

**LIBRARY HOURS**

**January 2024 – December 2024**

**Monday – Thursday: 9:00 am – 9:00 pm**

**Friday: 9:00 am – 6:00 pm**

**Saturdays: 9:00 am – 5:00 pm**

**Sundays: 1:00 pm – 5:00 pm**

**Library Closures**

New Year's Day	Monday, January 1, 2024
(Easter) Sunday Closing	Sunday, March 31, 2024
Memorial Day Weekend	Sunday, May 26 – Monday, May 27, 2024
Independence Day Eve	Wednesday, July 3, 2024, close at 5:00 pm
Independence Day	Thursday, July 4, 2024
Lake Forest Day	Wednesday, August 7, 2024, open at 2:00 pm
Labor Day	Sunday, September 1 – Monday, September 2, 2024
Thanksgiving Day Eve	Wednesday, November 27, 2024, close at 5:00 pm
Thanksgiving Day	Thursday, November 28, 2024
Staff In Service Day	Friday, December 6, 2024, close at 1:00 pm
Christmas Observance	Tuesday, December 24 – Wednesday, December 25, 2024
New Year's Eve	Tuesday, December 31, 2024, close at 5:00 pm

**Staff In-Service Days**

Summer	Wednesday, August 7, 2024, 9:00 am – 2:00 pm
Fall	Friday, December 6, 2024, 1:00 pm – 6:00 pm

**Special Operating Hours (pilot)**

Exam Escape (Fall)	Sunday, December 15, 2024, 11:00 am – 7:00 pm
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Approved by the Board of Trustees on \_\_\_\_\_, 2024

# Library Operations Report December 2023 and January 2024

## Young Adult Services



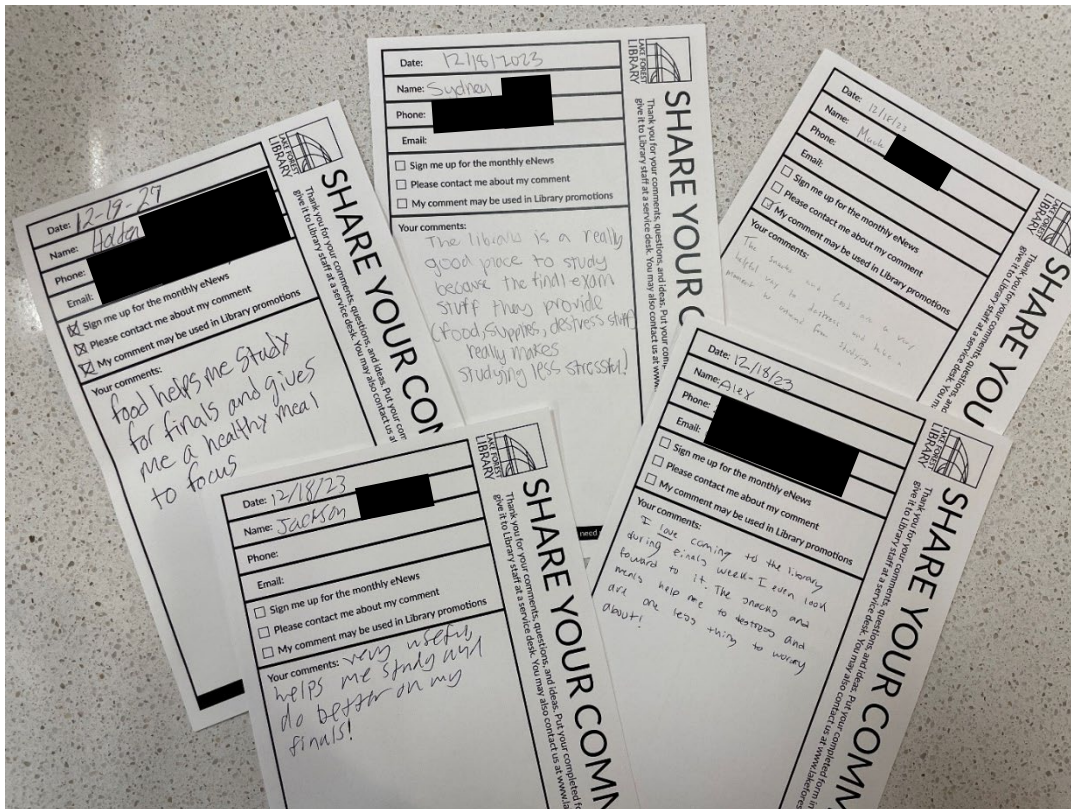
Emmy's Magic the Gathering has become a beloved program in Teen Space! We have a dedicated and growing group of middle school students who come in to play. The Library provides a starter deck for all new players, while the experienced players have taken over coaching the newbies on strategies and card rules. Emmy reached out to Wizards of the Coast, the creator of Magic the Gathering, about this program and the company's nonprofit MagiKids sent the Lake Forest Library thousands of free cards, in addition to other supplies like HP counters, card sleeves, and limited-edition expansion decks, to help get this program off the ground! We have heard they play this game at lunch and home in addition to coming into the Library after school.





Exam Escape was back this December from the 16<sup>th</sup>-20<sup>th</sup> and students took over the whole Library! The Kasian Room was open Sunday – Wednesday for studying, with dinner provided on Monday (Panda), Tuesday (Ferentino’s), and Wednesday (Jimmy John’s). We had a total count of 1,437 students over the 5-day period. The library provides study supplies, destress materials like color-by-sticker pages and sheet masks, and a plethora of snacks. The students consumed more than 600 cans of seltzer and soda, 30lbs of fruit, 450 bags of chocolate chip cookies, and almost 600 bags of chips.

We were fortunate enough to have numerous teens fill out the comment cards that were left at the snack station on the midlevel. The 16 comment cards were transcribed into Gimlet for the board to read—a selection are pictured below. Our teen patrons are very grateful to have a place where they can both study and relax as needed.



We also reached the end of Reading in a Winter Wonderland this month, with 20 teens participating and 15 completing the program. Teens had to read 6 books, earning book prizes and the chance to win a raffle. Both winners, Ranya P. and Catalina B. chose gift cards to Starbucks as their prize.

### **Adult Services - January 2024**

Our new year 3-part series on genealogy led by Lydia has been popular. Our first Genealogy workshop, *Genealogy 101* presented by the Lake County Genealogy Society was attended by 18 patrons. The second in the series, *Pin Together your Genealogical Past on Pinterest* focused on using Pinterest to share research, photos, and letters; 13 patrons attended. This Pinterest program was recorded and will be available to view on the library's YouTube channel for 4 weeks. We record our Zoom programs whenever possible; this is a great service for our patrons for on-demand viewing. The third part in this series *Genealogy Resources at the Library* was presented by Lydia and Chad and the information will be available on our website via our Blog.



Featured programs and activities included:

- This year's Adult Winter Reading Program, *Reading in a Winter Wonderland*, was a success with 85 patrons registered, 62 finishing and over 200 books read.
- Our *Grab & Go Macrame Gnomes* were a huge hit with over 30 kits picked up by patrons.
- We extended our *Stay and Play in the Foyer* as it continues to be popular. We distributed over 90 coloring pages and word searches, and patrons of all ages stopped to play checkers and tic tac toe.

- Our book discussion partnership with Dickinson Hall continues to grow, with 12 attendees this month. The library co-hosts discussions with Dickinson Hall staff.
- Judy Levin met this month to discuss *The Wager: A Tale of Shipwreck, Mutiny and Murder* by David Grann. Eight patrons attended, on Zoom and in-person.
- The January Poetry group added a few new members this month, with 9 attending. The focus was on Hebrew and Arabic poetry.
- *Great Decisions* had their first meeting with our new leader, Neil Currie. The 18 participants had a meaningful discussion on Climate Technology and Competition, and we received compliments about Mr. Currie.
- Illinois Library Presents, of which the Library is a member, hosted a Zoom program on Artificial Intelligence. The LF Library had 13 attendees and we received positive feedback on this discussion.
- *Great Books* continues to be well attended with 13 members in this month's discussion.

#### Staff and Services:

- Erin Murray continues to provide services for up to 30 different book clubs, taking title orders and placing holds for regular and large print titles and CD Audiobooks. These book clubs are registered with the Library, and we order multiple copies from within our consortium to arrive a few weeks before their club meets, with an extended check out period. We also supply discussion questions as requested.
- With tax season approaching, Chad worked with OSG to get us shortcut links to both Illinois and Federal Income Tax websites on the public terminals. We have printed copies of the most popular forms available to patrons and offer help to our patrons with printing out copies from the public computers.
- We welcomed John Lacson, the new Makerspace Specialist, with a tour of Adult Services. He is already busy working with our patrons, and we are looking forward to collaborating on programs for our patrons.

#### Program Highlights:

*Fabulous Films of the '80's* was the theme for the movie program hosted on Zoom on January 10th. Thirty patrons watched as host Steve Frenzel shared clips and insights into movies and theme songs from the '80's. Many of the John Hughes classics were included in the montage, and special shoutouts were made to movies that were filmed on the North Shore, including in Lake Forest. Below is a link from a blog post on our webpage which features films with a Lake Forest Connection.

<https://www.lakeforestlibrary.org/node/16512>

We're in the Movies: The Lake Forest Connection | Lake Forest Library

Lake Forest Library: inspiring lifelong learning, promoting the free and respectful exchange of ideas, and building community.

[www.lakeforestlibrary.org](http://www.lakeforestlibrary.org)



## Adult Services - December 2023

Back by popular demand, *Natural Soap Making 101* filled registration for both dates offered, with 24 attendees. Patrons also checked out books from the coordinating display and were able to continue their fun at home.

The Library hosted *College Bound Opportunities*, which held an information session at the library. They are a non-profit mentoring program for first-generation college scholars. We have invited them to return in the spring. We had four attendees, including a patron interested in becoming a mentor for the organization.

*Stay and Play in the Foyer* returned for winter break with coloring by sticker, chess, and checkers. We plan to offer these activities again in March when the schools are on break.

This quarter's Book Chats, held both at Lake Forest Library and Lake Forest Place, focused on titles that are not just great reads but also wonderful for gift giving.

The Grab 'n' Go *Geometric Himmeli* ornament delighted 48 patrons who took home kits in December.

On Zoom this month we had several special programs including:

- Leslie Goddard's *Remembering Marshall Fields* with over 333 views.
- *Surviving the Holidays* with Lori Gottlieb author of *Maybe You Should Talk to Someone*.
- The Royal Ballet performance of *The Nutcracker* was watched by 36 patrons.

Heidi, Tori and Jen staffed a Lake Forest Library table at the Holiday Market on December 9<sup>th</sup> and 16<sup>th</sup>. They talked to over 150 people at the two events at the Westside Train Station, giving out library-branded items and bookmarks, and promoting Winter Reading, and library services in general.

## Media Lab



The Media Lab introduced its newest team member, John Lacson. John brings a wide range of skillsets having worked in other libraries in marketing, youth services, and makerspaces. John has already received high praise from patrons using the Media Lab, and we are excited to have him on the team.

With the addition of our newest team member more appointment times are now available for patrons to use the Media Lab. This increase includes the addition of weekday evening and weekend appointment times which offers a new set of opportunities for patrons whose schedules didn't align with the Media Lab hours in the past.

The Media Lab held a three-part Introduction to Web Design program. The program was broken into four main topics including HTML5 (creating the content for your site), CSS3 (styling your site), JavaScript (adding some interactive features), and Responsive Design (making sure your site looks good on smartphones, tablets, laptops, and PCs).

## Children's Services



In December 2023, the Children's Staff hosted a variety of Storytimes at the Library, First Presbyterian Preschool, Kinderhaven, and Little Scouts. Eleven Storytimes with 229 children and caregivers in attendance. The pictures above show Lorie Rohrer at First Presbyterian Preschool.



Twenty-eight children came for the drop-in LEGO Club in December 2023. The children either built their own amazing LEGO creations or tackled our LEGO Holiday Creations challenge! In January 2024 thirty-four children took on the LEGO challenge to design a LEGO contraption that can successfully travel the entire length of a zipline! Look at the fun the children had with the February building bridges challenge!



Kathy Wellington retired from the Lake Forest Library on December 23, 2023. Kathy has accomplished so many fun and innovative programs over the years of service to the Lake Forest community. Just to name a few: started Girls Who Code Program, which is an international nonprofit organization that aims to support and increase the number of women in computer science, thousands of Storytimes in the area schools, and at the library, and the new tradition of the American Girl's Tea Party. Congratulations Kathy! Never-ending Thanks for all your hard work over the past twenty-five years.



Michelle DeGrace hosted the third annual Gingerbread House Challenge in December 2023. The children and their caregivers had to use their STEAM skills to design, build, and decorate their very own gingerbread house.



Even the staff enjoy the weekly Friday Playtime.



Our newest purchase for the weekly Friday Playtime. Imagination Playground's big blocks are an innovative playground equipment system that transforms any space — schools, children's museums, parks and recreation, daycare centers, camps, hospitals, churches — into a play space that encourages learning, social development, movement, and above all fun.



Every Monday in December the Children’s staff offered one Kid’s Grab ‘n’ Go Kit – Holiday Surprise. Laurie Neir, Youth Services Specialist, produced four different projects and made up 240 kits. In January 2024, Laurie produced a project for the children to make monster gloves!



Spark’s Snow Day Family Theatre Show came to the Children’s Library in December 2023. 75 children and their caregivers joined us for puppets, original music, and interactive family fun as Spark the Firefly learns about snow, hibernation, sledding, and more!



Susan Neil is our newest part-time Youth Services Specialist staff member! Come on down to the Children's Library and introduce yourself to Susan. There is nothing more that she enjoys than talking about children's literature.



120 youth up to grade 6 registered for the winter reading program. 91 finishers!



The ducks are making their way back to the Children's Library for the February art challenge!

## Facilities

Pasquesi Plumbing repaired a public restroom toilet on December 20, 2023. The flush valve was rebuilt and service to the public was disrupted for only 2 hours.

Krause Electric serviced the LED drivers in the Media Lab January 10, 11 and 15, 2024 and restored perimeter lighting. The services calls totaled \$4,646.00.

On January 16, 2024 at 11 pm, a full fire alarm was received at the Library and Lake Forest Fire Department responded. Prior to the arrival of the Fire Department, Facilities remotely accessed the security cameras at the Library and observed water leaking overhead at the North staff entrance. The Fire Department and Facilities staff discovered a frozen and burst sprinkler pipe had caused the alarm and the leaking water. The leaking water entered the first-floor staff area

(Technical Services) and the lower-level Facilities office. The Fire Department shut the sprinkler system down and limited the leak to 12 minutes of water flow. Facilities staff arrived on location and started overnight clean-up, and Belfor Property Restoration responded before the start of the business day. Central State Sprinkler Service also responded and repaired the burst pipe. The total cost of the contractual repair services was \$12,131.09. The repair included upgraded steel piping that replaced the failed PVC pipe that burst.

On January 31, 2024, ADS Security conducted annual inspections of the fire alarm system, the sprinkler system and the fire extinguishers. All inspections passed with minimal needed maintenance.





## TOP 10 COLLECTIONS CHECKED OUT IN 2023!

### Adult Books (Fiction and Nonfiction)

Number	Title	Author	Circulation
1	Lessons in Chemistry	Garmus, Bonnie	416
2	The Seed Keeper	Wilson, Diane	336
3	The Seven Husbands of Evelyn Hugo	Reid, Taylor Jenkins	261
4	Hello beautiful	Napolitano, Ann	237
5	Remarkably bright creatures	Van Pelt, Shelby	236
6	Demon Copperhead	Kingsolver, Barbara	206
7	Horse	Brooks, Geraldine	181
8	Tom Lake	Patchett, Ann	133
9	Spare	Prince Harry	127
10	Woman on fire	Barr, Lisa	127

### Juvenile Books (Fiction and Nonfiction)

Number	Title	Author	Circulation
1	Killers of the Flower Moon : the Osage murders and the birth of the FBI	Grann, David	195
2	Harry Potter and the sorcerer's stone	Rowling, J. K	159
3	Escape from Mr. Lemoncello's library	Grabenstein, Chris	149
4	An Elephant & Piggie biggie! Volume 5 /	Willems, Mo	141
5	An Elephant & Piggie biggie! Volume 4 /	Willems, Mo	128
6	The challenge of Samukai!	Farshtey, Greg	124
7	5-minute Marvel stories.	Glass, Calliope; Whitley, Jeremy; Manning, Matthew K; Stopek, Shoshana	109
8	Harry Potter and the Chamber of Secrets	Rowling, J. K	104
9	An Elephant & Piggie Biggie!. Volume 1 /	Willems, Mo	103
10	Diary of a wimpy kid: Diper Överlöde	Kinney, Jeff	101

### Young Adult Books (Fiction and Nonfiction)

Number	Title	Author	Circulation
1	The Summer I Turned Pretty	Han, Jenny	79
2	Demon slayer. 1,	Gotoge, Koyoharu; Stan!	71
3	Black clover. 1,	Tabata, Yūki	70
4	One Of Us Is Lying	McManus, Karen	59
5	Dr. Stone. 1,	Inagaki, Riichiro; Boichi	59
6	I must betray you	Sepetys, Ruta	55
7	The ballad of songbirds and snakes	Collins, Suzanne	55
8	Pokémon visual companion	Whitehill, Simcha; Neves, Lawrence; Fang, Katherine; Silvestri, Cris; Dakin, Glenn	49
9	The Hunger Games	Collins, Suzanne	48
10	It's not summer without you	Han, Jenny	46

### eBooks and eAudiobooks

Number	Title	Author	Circulations	Format	Vendor
1	Lessons in Chemistry	Garmus, Bonnie	208	e-Book	OverDrive + cloudLibrary
2	Lessons in Chemistry	Garmus, Bonnie	175	e-Audiobook	OverDrive + cloudLibrary
3	Demon Copperhead	Kingsolver, Barbara	141	e-Audiobook	OverDrive + cloudLibrary + Hoopla
4	The Covenant of Water	Verghese, Abraham	136	e-Audiobook	OverDrive + cloudLibrary
5	Hello Beautiful	Napolitano, Ann	133	e-Audiobook	OverDrive + cloudLibrary
6	Demon Copperhead	Kingsolver, Barbara	132	e-Book	OverDrive + cloudLibrary + Hoopla
7	Spare	Prince Harry	130	e-Audiobook	OverDrive + cloudLibrary
8	Happy Place	Henry, Emily	126	e-Book	OverDrive + cloudLibrary
9	It Starts with Us	Hoover, Colleen	114	e-Book	OverDrive + cloudLibrary
10	Someone Else's Shoes	Moyes, Jojo	107	e-Audiobook	OverDrive + cloudLibrary

## **Library Operations Report December 2023/January 2024 Board Meeting**

### **January 2024 Selected Statistics**

- 12,500 library visits (gate count) were recorded.
- 20,972 physical items circulated compared to 20,406 in January 2023.
- 9,832 e-Media resources circulated compared to 6,061 in January 2023.
- 21,429 database uses were recorded for December. The most used were AtoZDatabases and PressReader.
- 35 library programs were offered: 22 Youth Services and 13 Adult Services.
- 32 e-tutorial and Tech Help sessions were conducted for patrons.
- 2,292 reference, information, and readers' advisory questions were answered.
- 55 Media Lab sessions were reserved.
- 100 library cards were registered or renewed.
- 657 items were added to the collection and 1,067 were withdrawn.

### **December 2023 Selected Statistics**

- 14,361 library visits (gate count) were recorded.
- 18,052 physical items circulated compared to 17,516 in December 2022.
- 9,156 e-Media resources circulated compared to 6,054 in December 2022
- 9,749 database uses were recorded for November. The most used were ValueLine and PressReader.
- 49 library programs were offered: 35 Youth Services, 12 Adult Services, and 2 other or special.
- 56 e-tutorial and Tech Help sessions were conducted for patrons.
- 2,052 reference, information, and readers' advisory questions were answered.
- 65 Media Lab sessions were reserved.
- 60 library cards were registered or renewed.
- 930 items were added to the collection and 694 were withdrawn.

*\*Program data uses the Illinois State Library definitions stated in question 15 of the IPLAR (Illinois Public Library Annual Report) previously distributed to the Board as part of the June 14, 2022, meeting materials (page 28 of the June 14, 2022, Board package).*

## MARCH AND APRIL 2024 BOARD MEETING DATES

Library Administration is requesting trustees to consider moving the dates of the scheduled March 12 and April 9 board meetings by a week to give us a little more time to work on the Strategic Plan and the FY 2025 budget. Executive Director Laxminarayan will be traveling to India between February 14 and March 1, and Finance Officer Notta will be on paternity leave for most of March 2024. Some of us will also be attending the national Public Library Association Conference in Columbus, OH the first week of April. The additional week would be most helpful to finalize the preparation of these two important documents.

Please review your calendars to see if it would be convenient for all of you to reschedule these meetings to Tuesday, March 19 and Tuesday, April 16 respectively, both starting at the normal time of 6.30 pm.

Thank you.