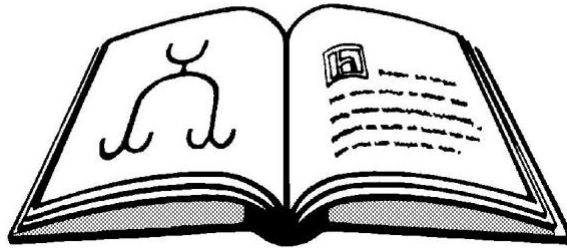


HERMOSA BEACH FRIENDS of the LIBRARY

2022 ANNUAL REPORT

July 1, 2023

HERMOSA BEACH



**FRIENDS of
the LIBRARY**

Table of Contents

- 1.0 Introduction: Background and Purpose 3
 - 1.1 Background..... 3
 - 1.2 FOL Organization: Board, Officers, Chairpersons and Members 3
- 2.0 FOL Operations 6
 - 2.1 FOL Accomplishments and Challenges..... 6
 - 2.2 Bookstore Operations, Books Sales and Online Sales 7
 - 2.3 Social Media/ Publicity..... 7
 - 2.4 Website 7
 - 2.5 Public Safety and Risk Management 8
- 3.0 FOL Financial Performance 9
 - 3.1 Financial Highlights..... 9
 - 3.2 Consolidated Statements 9
 - 3.3 2022 Operating Plan/ Budget 11
 - 3.4 Fundraising 13
- 4.0 HB Library and Community Engagement 14
 - 4.1 HB Library Engagement 14
 - 4.2 Community Literacy Engagement 15
 - 4.3 Other 15
- 5.0 Strategic Planning 17
 - 5.1 Strategic Projects and Action Planning..... 17
 - 5.2 Strategic Actions, Metrics and Timelines 18
 - 5.3 Tracking and Reporting 18

1.0 Introduction: Background and Purpose

The Hermosa Beach Friends of the Library (HBFOL) 2022 Annual Report summarizes HBFOL Operations and Finances, provides perspective on HBFOL charitable endeavors, and overviews 2022 strategic planning. This report is prepared and released annually during the first half of each calendar/fiscal year.

1.1 Background

The Hermosa Beach Friends of the Library is a non-profit corporation organized for charitable purposes under the federal Nonprofit Public Benefit Corporation Law. The applicable charitable, religious, educational, and scientific purposes are specified in Section 501(c)(3) of the Internal Revenue Code, including for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code. HBFOL's non-partisan charitable activities focus on advancing literacy, including projects that promote literacy and engagement with libraries and other organizations and institutions that support literary and cultural activities with preference given to those that serve the Hermosa Beach, California community, and the greater South Bay region.

Officially incorporated in California as a non-profit in 1981, HBFOL has proactively supported the Hermosa Beach Library and local community literacy for over 60 years. During its long and impressive history, HBFOL has raised money through memberships, periodic fund-raising campaigns and community donations, and by operating a resale Bookstore in the heart of the Hermosa Beach civic center. Grant funding has been solicited periodically for special purposes (see Sections 2 and 3)

1.2 FOL Organization: Board, Officers, Chairpersons and Members

The HBFOL organization is led by five (5) Officers including a President, Vice President, Secretary, Treasurer, and Operations Manager, and by several committee Chairpersons. As an incorporated non-profit entity, HBFOL is governed by its Board of Directors which consists of the Officers and Chairpersons. Table 1.2-1 summarizes the yearend roster of Officers and key persons and acknowledges the 2022 midyear Board change due to resignation of an Officer. Table 1.2-2 identifies the Board membership for 2023.

Officers: Prior to the annual November Board/ Election meeting, candidates are identified by a Nominations Committee and the formal election by vote occurs at the meeting. All active FOL members in good standing present at the meeting can cast a vote for each Officer position. Elected Officers nominally hold their positions for a one-year term beginning January 1 and ending December 31 of each calendar year.

Chairpersons: Current members of the organization may be appointed to a Committee Chairperson position by the President. Subsequently, a concurrence by vote of the elected members of the Board is required in order for a Chairperson to carry out the work of the Committee. During 2022, Chairpersons were designated for the following Standing or *ad hoc* Committees: Social Media, Website, Nominations (*ad hoc* stood up for the November Officer elections only, and Strategic Planning (initiated Sep 2022 to address short-term through long range planning). For 2022, the Committees

include Social Media/Publicity, Website, Strategic Planning, and as appropriate, Nominations.

Board: The Board is comprised of the five elected Officers as well as the current authorized Chairpersons. The Board is the governing body of the corporation. In the interest of continuity, the outgoing President also serves as an *ex-officio* member of the Board for one year if/when available.

Table 1.2-1 HBFOL 2022 Board of Directors

Directors	Office or Position	Current, Past Roles and Credentials
George Ceman	President	President and Board Member since 2011, Volunteer (2009), BS Engineering, MS Engineering and Executive Management, Aerospace Engineering and Management
Robin Lehrer	Vice President	Vice President, Committee Chair – Nominations and Strategic Planning, Board Member since 2020, Volunteer (2009), Retired Elementary School Teacher/ Vice Principal
Linda Marr	Secretary	Secretary, Volunteer (2019), Business Woman, Self Employed
Sue Delacamp	Operations Manager	Operations Manager, Board Member since 2018, Volunteer (2005)
Matthew Grubman	Treasurer	Treasurer (Jan 1 thru Jun 30), Resigned to avert a potential conflict of interest based on recent employment
Teena Moody	Treasurer	Treasurer (Jul 1 thru Dec 31)
Tania Gillespie	Chairperson	Social Media/Publicity (Facebook, Twitter, etc.), Board Member since 2021, Volunteer
Betty Starr	Chairperson	Website, Board Member since 2019, Volunteer

**Table 1.2-2 HBFOL 2023 Board Roster
Effective January 1, 2023**

Directors	Office or Position
George Ceman	President
Robin Lehrer	Vice President, Strategic Planning Chairperson
Linda Marr	Secretary
Sue Delacamp	Operations Manager
Teena Moody	Treasurer
Tania Gillespie	Social Media/Publicity Chairperson
Betty Starr	Website Chairperson

Members: Any person may become a member of this corporation upon payment of yearly dues. Pursuant to Section 5310(b)(1) of the Nonprofit Benefit Corporation Law of the State of California, any action which would otherwise, under law or the provisions of the Articles of Incorporation, require approval by the members, shall only require approval by the Board. Furthermore, all rights which would otherwise vest in the members under law, the Articles of Incorporation or the Bylaws of this corporation, shall vest in the Board of this corporation. During 2022, Membership was promoted via emails to current and past members. FOL membership forms were also available at the HB Library and the FOL Bookstore. Additionally, Membership information and links were provided on the FOL Website (HBFOL.org) including a PayPal alternative to facilitate payment of dues and donations. Heading into 2023, the Membership consisted of ~100 current and recent members (2017 and later).

Volunteers: All Officers, Chairpersons and various contributors are volunteers performing key roles, and as a group, help ensure the viability and sustainability of the HBFOL organization. As an example, the routine operations of the Bookstore require >100 hours a week of volunteer time for processing book donations, shelving, culling, organizing and managing bookstore inventory, staffing “open hours” and other sales events, and reprocessing surplus books and materials for donations to other deserving organizations. Simply put, this HBFOL fundraising capability and its effectiveness in generating revenues from book sales and related activities would not be effective without the countless volunteer hours performed by committed personnel.

We extend our heartfelt thanks to the many Volunteers that contributed to making the HBFOL operations successful throughout 2022. We couldn't have done it without you! There is a generosity of spirit, receiving no financial remuneration or other compensation.

2.0 FOL Operations

A summary of HBFOL operations is presented below including Accomplishments and Challenges, a status of Bookstore Operations, a status for each of the FOL Standing Subcommittees, and a discussion of Public Safety and Risk Management. Later subsections provide additional detail.

2.1 FOL Accomplishments and Challenges

The HBFOL Operations Accomplishments and Challenges listed below highlight performance for 2022 and illustrate our mission effectiveness and successes against operations challenges.

- Acclimated to the challenges and impacts of the ongoing (albeit reduced) Covid restrictions and constraints on operations
- Provided continued funding to the HB Library for Books, Periodicals and Materials
- Matured the FOL Strategic Plan with a baseline focused on near-term (1-2 years) charitable goals and funding as well as identifying long-range objectives
- Granted significant 2022 funding (\$23,500) to three Hermosa Beach public elementary schools (View, Vista and Valley) to build and/or augment the in-school library book inventories, and authorized funding (\$9000) for early 2023 to View and Valley schools for library furnishings
- Granted HB Library significant additional funding for programs, books, and periodicals in two increments (late 2022, \$12,500; early 2023, \$12,500)
- Sponsored funding, materials and supplies for *ad hoc* Hermosa Beach Library Programs including needs for programs conducted online during Covid shutdowns and for the post-Covid shutdown re-start and expansion of in-Library program activities (e.g., Story Time)
- Provided Gift Awards for children's bookmark entries (best in four age categories) from the Hermosa Beach community that were submitted as part of the LA County Library Annual Bookmarks Contest (note, the winning bookmarks are reproduced/printed each year by FOL and used as handouts at the Library and with Book sales)
- Provided Gift Awards for the HB Library Summer Reading Program
- Engaged various Hermosa Beach civic organizations (Rotary) with the intent to identify and pursue collaborative charitable efforts
- Supported Hermosa Beach community events, e.g., Fiesta Hermosa
- Continued discussions with the LA County Library Administrators and the HB City Manager's Office with regard to the near-term, mid-term, and long-term goals for the Hermosa Beach Public Library
- Acknowledged the need for an FOL Membership Lead and initiated the effort to identify and recruit candidates (personal contacts, volunteers, website announcements, etc.)

2.2 Bookstore Operations, Books Sales and Online Sales

The HBFOL Bookstore is a primary contributor to FOL annual revenue generation and provides a fertile environment for face-to-face engagement with the community. After a successful 2021 relocation the eventual elimination of the Covid pandemic restrictions, we finalized our return to normal operations during 2022 and resumed routine weekly (Monday and Friday) and monthly (3rd Saturday) Book sales. We also continued our mutually beneficial relationship with an “internet-based book reseller.” Operations highlights include:

- Maintained full Bookstore Operations schedule
- Continued Book Sales through our online/ internet reseller
- Repurposed and donated Books and Materials to deserving groups and organization

Our new location also exposed some additional community involvement challenges. For example, Hermosa Beach’s 2022 Fiesta event made us realize that a three day carnival in the tennis court parking lot was not bringing in book buyers, and therefore not worth opening up the bookstore. Conversely, the Hermosa Beach Fine Arts festival, held on the Community Center’s green area, was an extremely valuable and profitable endeavor for FOL, and we will continue to be part of it.

2.3 Social Media/ Publicity

The Social Media/ Publicity subcommittee was very active during 2022 revamping and routinely updating the FOL Facebook and Instagram sites. Significant highlights include:

- Facebook page reconfigured and relinked to other sites, e.g., FOL Instagram account, FOL website, Hermosa Beach Library website
- Steady increase of followers on Instagram
- Growing community engagement on social media platforms
- Successful promotion of all Hermosa Beach Library programs, especially FOL sponsored.

2.4 Website

The Website Subcommittee achieved a major milestone during 2022 by rebuilding and replatforming the FOL website. Major highlights include:

- Researched and identified alternatives for developing and maintaining a new FOL website; subsequently recommended (and Board approved) an “easy to use” online resource with the capability to generate and regularly update a completely reconfigured website
- Completed development of the “new” HBFOL website (content, format) and went “live” on January 1, 2023

- Reestablished the HBFOL newsletter (published quarterly); posted on the FOL website and also distributed to all members via the HBFOLSocialMedia google email account

2.5 Public Safety and Risk Management

HBFOL has always emphasized Public Safety for Bookstore operations and during any form of community engagement. Public safety became particularly acute during the Covid pandemic. All protocols mandated by City, State and Federal governments were endorsed by volunteers, and compliance was required by patrons and the general public. FOL compliance policies were facilitated by Bookstore signage and supported by frequent staff discussions to review the latest County of LA guidance.

Regarding the Bookstore and ADA compliance, FOL continues to work with the City to understand all applicable factors and concerns and ensure they are addressed. FOL also maintains a working alliance with the City to address any new regulations and/or facility requirements. Finally, as an at risk, non-profit corporation, FOL maintains commercial general liability insurance coverage as part of the Voluntary Club/Chapter Insurance Program. Coverage renews on January 1 each year, and applies to all operations conducted by and on behalf of FOL.

3.0 FOL Financial Performance

HBFOL maintains its financial books and records under the auspices of a duly elected Treasurer with oversight, review and control provided by its Board. As a non-profit corporation, HBFOL complies with all federal IRS filing requirements, and submits all necessary financial (and otherwise) forms and materials to the State of California governing offices and agencies including the Franchise Tax Board, the Secretary of State, and the Attorney General. HBFOL also provides information when necessary to the City of Hermosa Beach to comply with local government regulations.

3.1 Financial Highlights

HBFOL financial highlights for 2022 are presented below addressing FOL performance. Later subsections will provide additional perspective and detail.

- Revenues (Income) from book sales exceeded \$9000 and were well above the 2022 Planning Estimate; note, normal Bookstore operations were in place all year with book sales increasing each month as more customers and patrons found our new location.
- Internet sales of \$2500 were comparable to the 2022 Planning Estimate
- Library funding used for Books increased to \$12500 versus the \$5400 included as part of the 2022 Planning Estimate (the increase was funded by a grant authorized in the Preliminary Strategic Plan)
- The second significant tranche of the Hawkins Estate Trust bequest (\$540,000) was received in November dramatically impacting our Balance Sheet and strategic planning.

3.2 Consolidated Statements

2022 Year End Income and Expenses: HBFOL operates as a non-profit 501c(3) corporation under the US government federal financial rules and regulations. IRS Form 990 is prepared and submitted each reporting year. At the beginning of each planning year, a proposed operating budget plan is adopted including estimates for expected Revenues and projected Expenses. In that perspective, the HBFOL financial posture evolved significantly during 2022. During a more typical year of operations, there is an appropriate balance between Revenues/Income received (sales, donations, grants and memberships) and Expenses incurred for Library and Programs support as well as HBFOL administrative costs (office supplies, printing, insurance, taxes and fees). In stark contrast to past yearly operations, Income and Expenses were dominated by two items in 2022. The large increase to Income (versus Plan) was due to the \$540,000 2nd tranche from the Hawkin's Estate Trust bequest received in November. Likewise, the significant increase in actual Expenses (versus Budget) was driven by the funding outlays/grants associated with additional HB Library funding and the three HB Elementary School libraries; grants were authorized late in 2022 based on the approval of the Preliminary Strategic Plan; funding was distributed before 2022 yearend. A summary of 2022 Income and Expenses is provided in Table 3.2-1.

Table 3.2-1 HBFOL 2022 Year End Income and Expenses Summary

Income	Actual	Plan	Expenses	Actual	Budget
Bookstore Sales	9080	4800	Library Books	12500	5400
Library Sales	287	360	Subscriptions	1600	2000
Internet Sales	2556	3,000	Library Programs	997	1500
Donations	544122	2000	Library Supplies	115	280
Misc.	44	0	Tax Returns/Fees	431	60
Membership	460	1800	Liability Insurance	323	320
			Other (Multiple)	1750	2400
			Community Grants	23500	0
			Comm, Memberships	200	0
Total	\$556,547	\$11,960		\$41,416	\$11,960

2022 Year End Balance Statement: The HBFOL Asset base consists primarily of an Investment Account at Fidelity Bank and Trust, and a Checking Account at JPMorgan Chase Bank. As a result of the 2nd tranche of the Hawkins Donation (see Income above), the HBFOL Balance Statement again changed dramatically during 2022. The 2021 Balance Statement is also provided to illustrate the 2022 impacts and specifically the Hawkins's bequest and the change in investments value due to market volatility. Table 3.2-2 provides a summary of the 2022 Balance Statement. The \$540,000 Hawkins's Trust bequest was received and deposited to the FOL Fidelity investment account in late October. Using some of the bequest funds, investments are distributed across two Equity mutual funds (a S&P 500 fund and a Total Stock Market fund), and three Bond mutual funds (a US Bond Index Fund, an Inflation Protected Bonds fund and a Pimco Income Fund). The remaining funds from the Hawkins's Donation are being invested over time across these same mutual funds using a dollar cost averaging strategy to reduce the impact of market volatility.

Table 3.2-2 HBFOL 2022 Year End Balance Statement – Assets and Liabilities

Assets⁽¹⁾	2022	2021	Liabilities⁽³⁾	2022	2021
Fidelity Investments ⁽⁴⁾	1,230,200	763,600	None	0.00	0.00
Chase Checking	32,400	57,100			
Other Assets ⁽²⁾	0	0			
Total	\$1,262,600	\$820,700.00	Total	\$0.00	\$0.00

(1) \$ amounts rounded to the nearest \$100

(2) Reserved for future consideration of hard or depreciable fixed assets

(3) HBFOL currently has no short-term or long-term liabilities

(4) Includes 2022 Gains/Losses and Hawkins Estate Donation (\$540,000 2nd tranche)

3.3 2022 Operating Plan/ Budget

At the outset of each fiscal year, HBFOL prepares an operating Budget that projects Income and Expenses for the coming year, and as such, provides perspective for managing operations going forward. Each year's Budget/ Plan is developed by reviewing the past three to five applicable years of Plans versus Actuals, and then using that information and perspective to estimate both Income and Expenses. For 2022, revenues and expenses were both projected at ~\$12,000 (see Table 3.2-1 for specifics). However, as explained above, Actuals in both categories were quite different than budgeted/ planned for the year.

As previously stated, 2022 yearly revenue and expense estimates were challenging to forecast because of the lingering pandemic impacts. Likewise, it was anticipated that as strategic planning initiatives matured (see Section 5), and as HBFOL charitable funding commitments increased, updates to the current and future operating projections would be necessary. Based on the significant asset increases in the FOL Investment accounts (see Table 3.2-2 for specifics), FOL authorized additional, more generous grant funding for the HB Public library towards 2022 year-end, and also authorized "new" grant funding for the three HB Elementary School (Valley, View and Vista) libraries to update furnishings, bookshelves and books. These grants helped to address community (and school) literacy initiatives.

Table 3.3-1 presents the initial Operating Budget/ Plan for 2023 and provides Budgets and Actuals for the previous four years (2019-2022) for comparison. The recent 4-year period is somewhat atypical to past performance due to the impacts experienced during the Covid pandemic years. Additionally, the implementation of near-term actions from our preliminary Strategic Plan has affected our Expenses and Assets baselines. Regardless, the Operating Budget is used primarily to provide Operations planning and Management perspective, and as such, can be amended and updated as appropriate. It is anticipated that planning for 2024 will present its own unique challenges, especially as the preliminary Strategic Plan is expanded (affects Expenses/ Outlays/Assets), and because of the uncertainty of Revenues/ Sales and the volatility of the investment markets (Revenues/ Assets) during 2023.

Table 3.3-1 HBFOL 2022 Operating Budget and Past 3 Years Budgets vs Actuals

Calendar/ Fiscal Year	2023	2022	2022	2021	2021	2020	2020	2019	2019
	Budget	Actual***	Budget	Actual*	Budget*	Actual*	Budget*	Actual	Budget
REVENUE:									
Library Book Sales	300	287	360	219	720	78	80	723	1,000
Bookstore Sales	9000	9080	3,600	3,185	2,600	1,799	1,500	5,284	3,000
Monthly Sale (Sat)	****	****	1,200	0	1,200	337	700	1,636	1,800
Internet Sales	2500	2556	3,000	1,148	3,000	1,996	2,000	3,607	4,500
Membership	600	460	1,800	1,504	1,200	1,855	1,200	1,605	1,200
Donations	3600	4122	2,000	3,550	500	164	350	771	1,000
Investment Income	36000								
Withdrawal from Capital	14000								
Total	66000	16,547	11,960	9,646	9,220	6,268	5,830	13,686	12,500
EXPENSE:									
Library Books	8400	12500	5,400	2,000	4,000	4,000	4,000	5,000	3,000
Subscriptions	2100	1600	2,000	1,343	2,000	0	0	1,778	3,000
Library Supplies	2600	115	280		280	72	480	440	350
Library Programs	15000	997	1,500	648	600	103	0	318	500
Bookstore Supplies	3300	736	500		500	231	360	483	400
Postage/ PO Box	280	309	800	140	800	821	650	1,007	800
Book Marks/ Plates	350	237	100	104	100	105	0	104	0
Tax Returns/Fees	500	431	60	20	20	0	20	20	30
Liability Insurance	350	323	320	323	320	323	320	320	320
Chamber of Commerce	0	0	0						
Other (inc. Gifts, Thankyous)*****	1000	0	1,000	10,121	600	0	0	19	50
Website*****	240	468	0						
Community (School Donations)*****	31600	23500	0						
Community (Memberships)*****	280	200	0						
Total	66,000	41,416	11,960	14,303	9,220	5,655	5,830	10,393	12,500

* Pandemic policies impacted Sales and Expenses

** HB Library

*** 2022 Actuals include late 2022 implementation of the Preliminary Strategic Plan

**** Monthly Sales \$\$ included as part of Bookstore Sales

***** Line items added to provide details in NEW key areas

3.4 Fundraising

HBFOL was founded as a non-profit organization to support the Hermosa Beach Library and literacy initiatives by a formative group of visionaries consisting of like-minded book-lovers and literacy proponents. HBFOL charitable efforts have been sustained due to the continuing munificence of Hermosa Beach and the South Bay communities at large (both the local citizenry and the Commercial and Government enterprises). For most of our history, fundraising typically consisted of revenue generated from Bookstore and Library book sales, Internet/online book sales, new and renewed Memberships, and periodic Donations and Grants from various public and private sources. HBFOL traditionally adhered to the principle that whatever funding is/was raised in a fiscal year was in turn donated or expensed in that same fiscal year to support the HB Library and any collateral literacy-focused charitable activities. In turn, if there was any excess Revenue over and above that year's planned outlays, it was added to the Financial Balance Statement and carried over into the next year(s), mostly to provide a reserve for unplanned costs or needs. Essentially, HBFOL operated on a year-to-year breakeven basis, and as a non-profit, there was no perceived or obvious benefit to increasing Revenues until or unless additional charitable needs were identified that would require more funding.

In 2021 and 2022, the HBFOL asset base and fundraising landscape changed dramatically due to the Hawkins Trust bequest (1st and 2nd tranches). Mary Hawkins' community mindedness and generosity far exceeded any previous fundraising or donation in HBFOL history. The initial \$600,000 tranche in 2021 and the second \$540,000 tranche in 4th Quarter 2022 were transformational for the HBFOL financial posture. The Hawkin's bequest has enabled grander HBFOL philanthropy and longer-range planning for charitable activities focused on our overarching mission. The philanthropy represented by the Hawkin's Trust bequest also serves as a profound reminder that the Hermosa Beach community is generous and supportive of the HBFOL mission, and willing to contribute to its long-term success.

Section 5 highlights Strategic Planmimg and provides more discussion about the wide-ranging charitable and fundraising opportunities that are being considered, as well as the short-term, mid and long-range strategic planning necessary to effectuate them. As these opportunities develop and unfold, the landscape of funding needs will become clearer and the fundraising necessary to meet them will begin to crystallize.

4.0 HB Library and Community Engagement

HBFOL was founded in 1959 to support the local Hermosa Beach Public Library and to advocate for Hermosa Beach community literacy. Subsequently, our small local Library became a branch library within the Los Angeles County Library system, and as a result, its original home-grown character and local community focus gradually began to shift. Specifically, the HB Library is now part of the LA County Library 2nd District region that includes 20 “local” libraries stretching geographically from our coastal hometown of Hermosa Beach into areas of the sprawling City of Los Angeles. As a result of this large regional affiliation, significant community and demographic differences exist and need to be considered as part of our engagement with the library and community. Regardless, HBFOL remains committed to our original purpose, i.e., enhancing the local HB Library and addressing literacy in the local community.

4.1 HB Library Engagement

Our engagement with the HB Library focuses on opportunities to enhance the library experience. We work directly with the HB Library Management and staff to identify how we can help regarding books and subscription needs, Children and Adult programming needs, and other ad hoc needs. As part of our support, HBFOL provides critical funding to offset periodic adverse impacts (aka reduced County funding) to the LA County Library budget allocations for the Hermosa Beach Library. Historically, HBFOL has generously contributed every year to the “needs” areas previously listed, with a 50+ year lifetime total of more than \$600,000. In the past, over 90% of all monies raised by FOL directly supported the HB Library.

During 2020 and 2021, HBFOL funding for the HB Library was less than usual, primarily because the Library’s needs were reduced due to pandemic mandated limited operations and service restrictions to its patrons. Towards the end of 2021 and in the early part of 2022, Library operations began to return to pre-Covid levels, albeit patron occupancy was still limited and in-library programming and programs had not resumed. Finally, by mid-year 2022, aka the post-Covid timeframe, Library operations began to normalize. Table 3.3-1 shows the moderate increases in Revenue and Expenses estimates that reflected the gradual return to normalcy.

During the second half of 2022, FOL encouraged the HB Library management team to propose additional activities and funding needs beyond the early 2022 Planning and Budget agreement. FOL actively engaged with HB Library Management to discuss additional 2022 activities and to accommodate any additional funding needs by applying some of the grant funding availed from the Hawkin’s Trust. The increases to the original planning allocations reflect “impacts” that are summarized and included as part of the 2022 Actuals column in Table 3.3-1. The initial Budget column was not adjusted. Section 5 provides additional Strategic Planning perspective.

4.2 Community Literacy Engagement

In past years, the HBFOL community literacy has been more in-house and/or focused on the HB Library than explicit. We supported the HB Library when requested and whenever their outreach efforts could benefit from additional funding. We also sponsored several Library programs with underlying literacy goals that strived to bring patrons to the Library, or alternatively, the Library to the user. During 2021 and 2022, some of this Library outreach was accomplished via online, virtual programming, and we sponsored materials and supplies. Year after year, we have consistently supported community outreach programming, such as the decades old “Summer Reading” activity for children and adults, with the primary objective to promote reading and literacy. We have also encouraged reading in the schools and community through our resale Bookstore with affordable pricing. Children’s Books are priced from 10-50 cents and no one in need (child or adult) is ever denied or allowed to walk away without a book to read and cherish. Similarly, we support local school teachers and their classroom needs through extremely discounted book pricing. We believe that a book in the hands of a child creates a path to literacy.

Consistent with our community outreach and literacy goal, we also routinely repurpose and donate Books and Materials to deserving organizations and underserved groups. For example, we provided Book selections to support the Hermosa Beach Rotary and its Neighborhood Book Borrowing kiosks, Books for Veterans, and Books for Prisoners. We are always seeking ways to expand our literacy engagement (see Section 5).

As 2022 unfolded and our preliminary 2022 Preliminary Strategic Planning goals matured, FOL reached out directly to the three Hermosa Beach Elementary Schools and inquired about the status of the “library” areas and any funding needs we could support. As it turned out, the in-school libraries and Book inventories for two of the three Elementaries (View and Valley) were extremely dated and in desperate need of inventory replenishment; as for the newly built and reopened Vista school, the library was essentially bare and needed both bookshelves and books. Once these needs were identified and quantified, FOL acted expediently and approved a motion during a late November *ad hoc* Board Meeting to provide Grants totaling \$23,500 to support replenishing all three school libraries and Book inventories.

4.3 Other

In today’s internet and web-based world, there are many diverse opportunities for virtual engagement. HBFOL maintains a website (www.hbfol.org) with up-do-date information about our activities, and key links to associated sites such as the HB Library (<https://lacountylibrary.org/hermosa-beach-library/>). HBFOL also employs other social media to ensure community awareness and engender organizational support. We are continuing to identify ways to increase our online and social media footprint and to enable increased outreach to our community internet and web users.

Our local HB community is rich with civic minded, altruistic organizations, and HBFOL strives to engage with them. For example, we routinely interact with and support

the local Rotary Club and the Hermosa Beach Museum. We also work closely with the City of Hermosa Beach, and have supported community-centered focus groups on relevant topics. In that regard, HBFOL was very involved with the study group that addressed community library needs and considerations for a new (replacement) HB Library. The HB library is the 3rd oldest and one of the smallest in the LA County Library system. Its aged infrastructure cannot be affordably upgraded and it is likely time for a replacement. Although that City-led focus group completed its efforts several years ago (before Covid) and reported findings to the HB City Council at that time, a follow-on effort was planned for 2022. It was expected to have a broader focus (an all-new HB Civic Center) with a new Library being an integral element. Unfortunately, the City of HB has postponed this follow-on for the time being. Stay tuned.

The final group that continues to deserve special recognition are the many HBFOL members and community volunteers. In fact, they represent our primary stakeholders. We owe them our sincerest thanks for their continued generosity of spirit. We also want to hear from you. In that vein, we have transitioned our communications protocols into the 21st century, and are using the HBFOL website for more timely communications, as well as email and texts. To facilitate these efforts and whenever you can, please provide your email and/or text contact information, especially as part of any membership application or renewal. Our general email address is HermosaBeachFOL@gmail.com. We will update and maintain our Contacts and Membership lists accordingly.

5.0 Strategic Planning

HBFOL Strategic Planning represents the ongoing effort to objectify our mission and charitable goals. We are focused on enhancing the Hermosa Beach Library experience and benefitting community literacy. Strategic Focus Areas are continuously evaluated to identify Strategic Projects. A planning process is used to prioritize specific Strategic Projects (short-term through long-range), and to define the financial commitments and funding strategy necessary for each. Financial considerations encompass the use of current HBFOL assets, and/or the need for additional funds and fund-raising efforts. Based on these summary level details for each Strategic Project, comprehensive Strategic Action Plans are developed against execution timelines. As the annual Strategic Plan (SP) evolves, Projects with Action Plans are authorized (by Board vote), and subsequently implemented, tracked, and reported. The SP is maintained as a work-in-progress.

Fortunately, recent changes in the HBFOL financial posture have dramatically strengthened our capacity to address our mission and goals. Using strategic planning as an enabling process, we are focusing on forward-looking initiatives and on establishing the short-term, mid-range and long-range actions necessary to broaden our operational effectiveness and impacts. Although many short-term actions can be addressed on an ad hoc basis, mid-range and long-range initiatives require more comprehensive implementation and action planning.

5.1 Strategic Projects and Action Planning

As stated above, the HBFOL top-level strategic planning is focused on our Mission and Charitable Goals. For 2022 and 2023, candidate Projects/ Strategic Actions are currently prioritized and selected in the following rank order:

- Hermosa Beach Public Library
- Hermosa Beach School Libraries and classroom libraries
- Other Libraries that Support Hermosa Beach community members
- Nonprofit community organizations that share our purpose

Our goals and these priorities subsequently provide the foundation for Strategic Action Planning. The following objectives more specifically address the goals:

- Supplementing County library funds to increase programing, books and periodicals
- Funding additional programing to encourage in person use of the library including programing costs, materials and incentives
- Helping to create and maintain engaging library space
- Supplementing funding for the libraries of local schools and public institutions
- Funding literacy support services
- Distribute \$50K-60K in Grant funding during 2022 and 2023 to achieve these goals.

Project/ Strategic Action candidates are identified and assessed using a methodical step by step process. Initial information for each candidate is documented

and submitted using a standardized application/ planning template. A printable version of this template is accessible online at the HBFOL website, or via email by request, or via hard copy at the FOL Bookstore.

Projects and applications are subsequently processed by the HBFOL Strategic Planning Committee including an initial determination that a Project candidate is qualified for further development.

5.2 Strategic Actions, Metrics and Timelines

Once a Project is qualified, it is further developed in a joint, interactive manner between the submitting party and the HBFOL assigned strategic planning coordinator. Details necessary for final approval and funding are enumerated on the planning template, and include key execution start and completion dates and the performance information necessary for tracking and reporting such as, intermediate, lower-level actions and incremental milestones, cost estimates and funding need dates, key contacts and performers. These details enable the prioritization of each Strategic Project (short-term through long-range), and help HBFOL establish a financial baseline with commitments and funding strategy for each. Financial considerations include the use of current HBFOL assets, and/or the need for additional funds and fund-raising efforts based on these summary level details for each Project.

5.3 Tracking and Reporting

Active Strategic Project and Action Plans are tracked and reported on a quarterly basis at Board meetings, and summarized on a yearly basis as part of the Annual Report. Metrics applicable to each initiative are determined as part of the planning and authorization of each initiative and provide the basis for evaluating progress against the performance timeline.