City of Boulder
2018 Library Commission

Meeting date: Monday, January 22, 2018
Location: Main Library, 1001 Arapahoe Ave., Canyon Meeting Room

Meeting start time: 6 p.m. (Note: There is no access to the building after 8 p.m.)

1. Approval of agenda

2. Master Plan project update
   a. Review and input on Part three: Goals and Commitments
   b. Review and input on Part four: Success Measures
   c. Review and input on the five-year operating and capital cost estimate for the Master Plan goals

3. Questions for February 7, 2018 presentation about library districts

4. Adjournment

2018 Library Commissioners
Alicia Gibb, Chair Joni Teter Tim O’Shea Juana Gomez Joel Koenig
Draft Master Plan review

Drafts of parts three and four of the Master Plan are included in the packet for the Library Commission’s review and input. Highlighted information is flagged for staff to finalize or confirm in a later draft.

Review of five-year capital and operating cost estimate

An updated version of the five-year capital and operating cost estimate is included for the Library Commission’s review and discussion. Items in red text are incomplete or unverified. This should be considered a working document for staff and Library Commission to use for budget and other planning purposes. All items in the document represent costs based upon the Master Plan goals. Dates and estimates are tentative and will be evaluated and adjusted on a periodic basis.

Questions for Feb. 7, 2018 Library District presentation

Staff summarized the questions discussed at the Jan. 10, 2018 Library Commission meeting about the upcoming presentation by Jacqueline Murphy from the Colorado State Library about library districts.

Are there any questions that the commissioners would like to add to the list before staff shares it with Ms. Murphy?
Part Three: Goals and Commitments

The foundational pillars of the BPL Master Plan are the vision for the next 10 years, the goals, and commitments to the community. The vision defines BPL’s role in partnership with the community.

**Vision for the next 10 years**
The Boulder Public Library serves as a centerpiece of the community, a destination for human connection, life-long learning, civic engagement, and creative exploration.

The goals articulate specific actions for the library to address the community’s needs and aspirations and its vision for Boulder Public Library’s future. The commitments express the staff’s and Library Commission’s intentions for meeting the goals, and are based upon extensive research of the community’s needs and priorities, best practices, and performance benchmarks for public libraries. These were created to reflect input gathered from the community through a variety of methods and were correlated to the City of Boulder’s Sustainability Framework outcomes, which articulates Boulder’s vision for a great community.

The following guiding principles inform decisions for resource allocation, priority of implementing the goals, and evaluating recommendations for new programs or services that arise during the next 10 years.

**Guiding principles**

**Provide inclusive access**

We strive to create convenient and equitable access for the community through our physical spaces, services and onsite and offsite programs. Our libraries are welcoming to all: safe, clean and well-maintained facilities.

**Promote all forms of literacy**

We create opportunities for the development of literacy skills needed to understand, interpret, create, communicate, and compute in our world.

**Foster personal development and self-sufficiency**

We support life-long learning for all ages to create a more resilient community, and empower individual growth.

**Support and sustain an inspired, engaged, and informed community**

We cultivate an informed community by providing resources and facilities to encourage civic dialogue and create a forum that connects people and ideas.
Form strong partnerships and leverage community resources

We value the work and expertise of our community and seek beneficial relationships that enhance the programs, services, and financial stability of the library.

Respond to our diverse community

We evolve with our community. The library will continually engage with the community to develop programs and services that are relevant to their needs.

The goals are organized under four themes with individual objectives presented in three implementation phases.

Commented [PJ2]: Insert 10-year timeline with phases. Final year renewing Master Plan.
### Programs and Services

BPL is committed to prioritizing its resources to offer programs, collections, and services that are vital in a 21st century knowledge economy, support families and childhood development, and respond to evolving community needs. It will do this by:

- Engaging the community to gather input about program and service design and delivery on an ongoing basis.
- Providing access to information that is current, accurate, and relevant.
- Providing access to creative technology and digital resources for everyone.
- Offering opportunities for creativity, personal growth, community engagement, and life-long learning.
- Providing platforms for community engagement.
- Providing platforms and programs to build early childhood and 21st century literacies for all.
- Using strategic marketing and timely information to promote awareness of programs, services, and collections.

### GOAL

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<thead>
<tr>
<th>GOAL</th>
<th>FIRST PHASE (Fiscally Constrained)</th>
<th>SECOND PHASE (Action)</th>
<th>FINAL PHASE (Vision)</th>
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| Increase the operating budget for library collections and their maintenance. | - Develop and implement a plan to incrementally increase the collection budget to reach 16% of overall expenditures or $14 per capita in 10 years.  
- Evaluate annually and adjust personnel budget to managed increased circulation of materials. | - Increase personnel and non-personnel budget to cover recent growth in demand.  
- Increase holds allowance on e-books.  
- Evaluate use of the service annually and adjust for changes in the number of holds fulfilled. |                                                                                       |
| Expand the library materials holds service for patrons. | - Increase personnel and non-personnel budget to cover recent growth in demand.  
- Increase holds allowance on e-books.  
- Evaluate use of the service annually and adjust for changes in the number of holds fulfilled. | - Increase personnel and non-personnel budget to expand the holds service. |                                                                                       |
| Provide uniform service levels at the Main Library and branch libraries by increasing hours and program offerings. | - Develop and implement a plan for the personnel budget to provide consistent open hours and program offerings within five years. |                                                                                       |                                                                                       |
| Expand maker program offerings. | - Reallocate some of the current BLDG61 Makerspace hours and resources to pilot maker programs at the Meadows and George Reynolds branch libraries and out into the neighborhoods.  
- Change fixed-term creative technologist position to 1 full-time standard employee to maintain current program offerings.  
- Evaluate branch library and eServices staffing levels to maintain program offerings that address community demand. | - Increase personnel budget to maintain outreach programs.  
- Develop maker program expansion plan for one, three, and five year time horizon. |                                                                                       |
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<tr>
<td>Expand makerspace facilities at the Main Library and branch libraries.</td>
<td>• Collaborate with tweens and teens to develop a wider variety of youth-focused programs.</td>
<td>• Increase personnel budget to engage partners and volunteers, and to assist with programs.</td>
<td>• Develop program, staffing and space expansion plan including spaces in new facilities. Expansion in the Main Library is dependent upon the renovation feasibility study goal in the Facilities and Technology section.</td>
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<td>Expand the variety of educational and cultural programs based upon community interest.</td>
<td>• Increase targeted marketing and social media communications to promote awareness of current programs and services.</td>
<td>• Engage a marketing consultant to assist with the development of a multi-year marketing plan with strategic goals that delineates budget resources necessary for implementation.</td>
<td>• Create a financial plan that identifies capital and operating funding sources.</td>
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<td>Increase the community's awareness of library programs and services.</td>
<td>• Assess current demand of the theater and gallery spaces by tracking requests.</td>
<td>• Identify and engage community partners and request personnel and non-personnel resources required.</td>
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<td>Activate the Canyon Theater and Gallery via a two-year pilot rental program.</td>
<td>• Investigate options for funding a two-year pilot program to expand rental of the Canyon Theater and Gallery.</td>
<td>• Partner with business and arts community members to conduct fundraising for minor improvements.</td>
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<td>Provide resources and facilities to encourage civil, civic dialogue and create a forum of ideas to address local, regional and national issues.</td>
<td>• Identify capital funding resources needed to fully renovate the theater space and upgrade the furniture and equipment.</td>
<td>• Implement the two-year pilot concept plan.</td>
<td>• Partner with business and arts community members to conduct fundraising for minor improvements.</td>
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<td>• Review results of Living Room Conversations and report from the city’s Public Participation Working Group and work in collaboration with the city’s Neighborhood Liaison and Community Engagement Committee to develop pilot program.</td>
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<td>• Increase or reallocate personnel and non-personnel budget for this program based upon community interest.</td>
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<td>• Engage community to capture timely issues for discussion from the surveys, program feedback, and current events.</td>
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<td>• Determine staff and training needs and partners to support this pilot program.</td>
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<td>• Conduct pilot dialogues to test community interest in this program.</td>
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Activate the outside public spaces at each city-owned library facility.

- Develop and implement a strategy and funding plan that includes: goals for outside spaces that support the city's environmental sustainability goals; maintenance standards for grounds and equipment; and that identifies programs and potential partners.
- Develop a learning garden or urban farmers program with local partners on the grounds of city-owned library facilities.

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Primary connection to the City of Boulder Sustainability Framework [present using graphics]

- Healthy and Socially Thriving Community
- Accessible and Connected Community
- Economically Vital Community
- Safe Community

Identify and engage partners

Identify and obtain grant funding.
Facilities and Technology

Community members expect BPL facilities to have spaces where they can meet with others, enjoy programs, study, enjoy a view of the outdoors, and be quiet or loud. The neighborhood branch libraries are considered by many as anchors for their neighborhoods and provide convenient access to library resources. BPL is committed to providing relevant technology, safe and welcoming facilities, and fluid spaces that are adaptable to the community’s changing literacy needs. It will do this by:

• Addressing community growth by providing new facilities or infrastructure to provide programs and services that align with community input and meet City of Boulder’s climate and sustainability and transportation goals.
• Being responsive to community input and use when renovating or updating its facilities and technology.
• Ensuring equitable access to resources through infrastructure and up-to-date technology.
• Managing its public technology resources to maximize quality, and make strategic decisions based on community priorities for digital inclusion and innovation.
• Identifying and providing technology resources that align with community priorities to help patrons meet personal needs.
• Providing facilities that are inviting and compel community members to explore, gather, learn, and engage.
• Providing facilities and technology that are American Disabilities Act (ADA) compliant and socially inclusive.
• Employing security services and technology that:
  o protect the rights, health, and safety of library patrons, staff, and volunteers;
  o ensure patrons’ use and enjoyment of the library; and
  o preserve and protect the libraries’ materials, equipment, facilities, and grounds.

GOAL

FIRST PHASE (FISCALLY CONSTRAINED)  
SECOND PHASE (ACTION)  
THIRD PHASE (VISION)

Open a full-service branch library in north Boulder including a makerspace with hours that are consistent with other branch facilities.

• Engage community to inform the development of the program plan and select a location.
• Create a financial plan that identifies capital and operating funding sources.
• Identify and engage community partners.

Open a “corner library” in Gunbarrel

• Engage community to inform the development of the program plan.
• Create a financial plan that identifies capital and operating funding sources.
• Identify location and engage community partners.

Create a technology plan that addresses equipment, web and app design and maintenance, associated staffing levels, and staff training and skill building.

• Increase personnel budget to provide library-specific technology support to patrons and staff.
• Evaluate internet filtering to maintain compliance with federal law and eligibility for grant funding.
• Engage a consultant and coordinate with the city IT Department to conduct a technology analysis that includes recommendations for training and increasing the personnel budget to support new technology.
• Implement an incremental plan to fund personnel and non-personnel needs identified by the analysis.

Establish cleaning standards for library facilities.

• Implement an incremental plan to fund janitorial services and additional day porters to reach and maintain new standards within three years.
## DRAFT BOULDER PUBLIC LIBRARY MASTER PLAN

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<tr>
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<tr>
<td>Address the maintenance backlog for library facilities and develop a facilities operations, maintenance and management plan.</td>
<td>Implement an incremental plan to fund maintenance items. Establish ongoing funds for the replacement of furniture in public spaces.</td>
<td>Obtain funds to implement plan recommendations.</td>
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<td>Create a facility restoration plan for the Carnegie Library for Local History.</td>
<td>Create a facility restoration and funding plan for the Carnegie Library for Local History.</td>
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<td>Acquire additional archival storage for Carnegie Library for Local History resources.</td>
<td>Acquire archival-quality storage for historic resources that are currently held in offsite facilities.</td>
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<td>Provide sufficient devices and network bandwidth to accommodate user demand in current and new facilities and to manage technology resources to maximize purchasing power and quality.</td>
<td>Conduct a WiFi capacity analysis to ensure adequate access is available in current facilities and to plan for right-size system in new facilities. Obtain funding necessary to connect new North Boulder Branch Library to the city’s network. Upgrade to WiFi infrastructure to address demand.</td>
<td>Develop a 10-year prioritized, capital needs plan and funding strategies that include: o Systemwide facility enhancements to address changes with programs and service delivery o Carnegie Library for Local History restoration, o Mobile service equipment o New facilities</td>
<td>Identify resources needed to continue to meet climate and sustainability guidelines. Conduct an analysis of growth and distribution of library services in Boulder to develop a 20-year facilities build-out plan. o Identify opportunities to partner with City of Boulder Fire Department and other departments to co-manage facilities in new locations for the library (e.g. Fire Station 3 and the Transit Village area). o Assess the Meadows Branch Library location and options to relocate within the shopping center.</td>
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<td>Update the library’s 2009 Facilities Sustainability Plan by conducting several studies.</td>
<td>Conduct a renovation feasibility study for the Main Library’s north building to assess expanding the makerspace, renovating the theater for greater flexibility, and providing more space for patrons. Conduct an audit of all facilities to identify issues with ADA compliance and where facilities don’t meet CO library standards, and to identify opportunities to be inclusive to families, caregivers, parents, and all-genders. Conduct a sign audit and develop a plan to install clear, consistent wayfinding signs and design elements in all facilities.</td>
<td>Develop a 10-year prioritized, capital needs plan and funding strategies that include: o Systemwide facility enhancements to address changes with programs and service delivery o Carnegie Library for Local History restoration, o Mobile service equipment o New facilities</td>
<td>Identify resources needed to continue to meet climate and sustainability guidelines. Conduct an analysis of growth and distribution of library services in Boulder to develop a 20-year facilities build-out plan. o Identify opportunities to partner with City of Boulder Fire Department and other departments to co-manage facilities in new locations for the library (e.g. Fire Station 3 and the Transit Village area). o Assess the Meadows Branch Library location and options to relocate within the shopping center.</td>
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<td>Provide mobile equipment, technology, and vehicles for outreach programs</td>
<td>Acquire mobile equipment, technology, and vehicles and ongoing maintenance funding.</td>
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<td>Address safety/security in all facilities.</td>
<td>Conduct an analysis of need and peak times to provide appropriate level of security personnel and equipment at all facilities. Fund additional security personnel who are trained to de-escalate disruptive situations. Evaluate enforcement practices of rules of conduct</td>
<td>Evaluate design and management options (e.g. time limits) to provide amicable and equitable use of space in areas of concern, such as: Main Library banquet seating, Main Library public restrooms, secluded window-facing seating at the Main Library, Seeds Cafe. Devise standards for management of spaces that apply to all facilities. Conduct further analysis on cost and structure of contracting versus hiring employees for security services.</td>
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Primary connection to the City of Boulder Sustainability Framework [present using graphics]

- Livable Community
- Healthy and Socially Thriving Community
- Accessible and Connected Community
- Environmentally Sustainable Community
Building Community and Partnerships

BPL is considered by many patrons as a community hub; a place to learn, to read, to participate in events and programs, and see their neighbors. BPL is committed to the idea that the library must build strategic partnerships to leverage community expertise to expand its program offerings in a cost-effective way and respond to the desire for more programs, opportunities to engage in meaningful, productive dialogue with their fellow community members. It will do this by:

- Supporting the community by providing opportunities and facilitation for civic engagement and dialogue.
- Engaging in meaningful discussions, gathering input, and acting in partnership with other agencies to support community-wide growth and transformation.
- Continuing to provide patrons with greater access to resources by collaborating with other libraries
- Building strategic relationships with community partners to maximize public access technology resources and services provided to the community.

**GOAL**

**FIRST PHASE (FICALLY CONSTRAINED)**

- Promote community awareness of the benefit of current partnerships with the library with the goal of attracting other beneficial partners.
- Reach out to potential partners to discuss needs and opportunities for partnering.
- Develop strategic partnership plan that coordinates with the marketing plan (a goal in the Programs and Services section) and includes personnel and non-personnel support costs.
- Increase personnel and non-personnel budget according to the recommendations of the plan.

**SECOND PHASE (ACTION)**

- Partner with agencies that serve the Latino/Latina community to take library programs such as STEAM into the community.
- Partner with agencies and community members to increase the number of culturally relevant programs at the library.

**FINAL PHASE (VISION)**

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<td>Develop a strategic partnership plan that includes a policy definition, identifies community partners to provide programs that support Boulder’s value of being welcoming and inclusive, and that builds community resilience.</td>
<td>Promote community awareness of the benefit of current partnerships with the library with the goal of attracting other beneficial partners.</td>
<td>Reach out to potential partners to discuss needs and opportunities for partnering.</td>
<td>Develop strategic partnership plan that coordinates with the marketing plan (a goal in the Programs and Services section) and includes personnel and non-personnel support costs.</td>
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| Develop an outreach plan that includes a policy definition of underserved communities, identifies and prioritizes strategies to expand outreach. | Strengthen relationships with Latina/Latina community members. | Continue to focus on recruiting new staff members in public service and outreach roles that are bilingual and/or bicultural. | Create a forum for Latino/Latina community members to directly provide input on library programs. | Initiate an outreach campaign through the neighborhood branch libraries and youth services partners to share information about the library, identify needs, and gather input from Latino/Latina community members about overcoming barriers to access. | Partner with agencies that serve the Latino/Latina community to take library programs such as STEAM into the community. | Partner with agencies and community members to increase the number of culturally relevant programs at the library. |
### GOAL

**Cultivate and engage the Library’s teen advisory groups**

- Library leadership representatives meet with the Library’s teen advisory groups to discuss their interest and opportunities for engaging teens in general.
- Library leadership solicit input and volunteerism from teens to present programs appealing to teens and younger children.
- Library leadership convene a summit of the teen advisory groups to gather feedback about how the library can best meet their needs and to discuss program planning.
- Library Commission extend an invitation to representative from each teen advisory group to attend Library Commission meetings.

- Provide resources and opportunities for group members to cultivate civic engagement and leadership skills related to library planning.
- Library leadership convene a summit of the teen advisory groups to gather feedback about how the library can best meet their needs and to discuss program planning.
- Library Commission extend an invitation to representative from each teen advisory group to attend Library Commission meetings.

- Expand the volunteer services program to leverage volunteer expertise to support daily operations, programs and engagement.

- Conduct an annual survey of volunteers to gather ideas and assess their satisfaction with the program.
- Transition the homebound delivery program to become volunteer-led.
- Coordinate with city’s Community Engagement Team to develop opportunities for volunteer engagement.

- Create a volunteer advisory group to gather input on the program, appreciation and acknowledgement, and the annual survey.
- Engage volunteers and partners to conduct fundraising for making modest improvements to the Canyon Theater prior to implementation of the two-year pilot Canyon Theater and Gallery rental program.
- Engage volunteers and partners to supplement staffing for the Canyon Theater and Gallery rental program.

### GOAL

**Host an annual literacy-focused festival**

- Identify and engage partners
- Identify and obtain funding primarily through grants and donations

### GOAL

**Cultivate community awareness about how the library is a welcoming and inclusive public place for all and protects all patrons’ first amendment rights and privacy.**

- Library Commission and staff design a community dialogue to improve the community’s perception of library safety and cultivate respect for individuals who are transient/homeless. Include patrons who have a negative perception of library safety and patrons who are experiencing homelessness.

- Design and implement an engaging and inclusive campaign (e.g. blog, newsletter, dialogues) on these topics (e.g. What the library means to me?).
- Partner with patrons from the dialogue group (above), colleagues from human services organizations, and local artists to create an educational exhibit, campaign, and/or programs about the human issue of homelessness.
GOAL | FIRST PHASE (FISCALLY CONSTRAINED) | SECOND PHASE (ACTION) | FINAL PHASE (VISION)
---|---|---|---
Cultivate relationship with patrons who are experiencing homelessness. | • Engage a group of library patrons who are experiencing homelessness in a dialogue to:
  o learn how the library can better serve individuals who are homeless,
  o help to cultivate a more positive public perception of persons who are homeless or transient, and
  o get their input on supporting individuals to manage behavioral issues in the library. | • | •

Primary connection to the City of Boulder Sustainability Framework [present using graphics]

- Healthy and Socially Thriving Community
- Accessible and Connected Community
Organizational readiness
BPL is committed to the City of Boulder vision, “Service excellence for an inspired future.” It is important to invest resources in the professional development of the staff, to maintain fair and effective library policies that reflect library and community values, and to periodically evaluate patron satisfaction with services. It will do this by:

- Consistently fostering a healthy and effective work environment to ensure a positive patron experience.
- Maintaining effective and sustainable library operations and procedures that provide tangible community benefits from well-planned library services, technologies, and facilities.
- Employing sufficient staff with customer service and technology skills to help patrons achieve their goals.
- Creating and administering policies that reflect library values and priorities, are user-friendly and accessible, and are current, comprehensive, and consistent.

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<tr>
<td>Review policies and planning documents</td>
<td>• Conduct a review of library policies that have not been updated in three years.</td>
<td>• Conduct evaluation of progress toward meeting Master Plan objectives and adjust goals and objectives as needed.</td>
<td>• Update the 2018 Library Master Plan goals, initiatives, and associated timeline after five years.</td>
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<td>Gather staff and community input</td>
<td>• Conduct patron satisfaction survey.</td>
<td>• Review and address results of city’s staff engagement survey</td>
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<td>Staff recruitment, training and development to maintain service excellence</td>
<td>• Provide facilitation training so that staff may moderate community dialogue</td>
<td>• Provide opportunities for current staff members to gain Spanish language skills to better serve Spanish-speaking patrons through the tuition reimbursement program</td>
<td>• Implement 1-2 technology training recommendations from the Technology Plan (a goal in the Facilities and Technology section).</td>
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<td>• Increase the temporary personnel budget to accommodate regular meeting time for staff to cross train and participate in teambuilding</td>
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<td>• Provide basic workplace safety and de-escalation training to staff</td>
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<td>• Recruit staff members that are fluent in Spanish or are bicultural for X% of public service and outreach positions as they become vacant.</td>
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<td>Identify and address opportunities to improve internal staff communication and teambuilding</td>
<td>• Initiate a cross-division taskforce to investigate and evaluate options with staff to improve communication.</td>
<td>• Implement 1-2 highest priority recommendations for the taskforce.</td>
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### Emergency preparedness

- Review and update safety procedures and Person-In-Charge manual.
- Provide training or drills for staff to handle urgent or emergency situations.
- Training on Rules of Conduct enforcement and suspensions.
- Provide AED and emergency first aid units and guidelines for use in all facilities.

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**Primary connection to the City of Boulder Sustainability Framework**

- Good Governance
PART 4: Measuring success

BPL is accountable to the community for prudent management of its resources to effectively respond to community needs. BPL employs several evaluation tools and metrics to ensure that it is fulfilling its mission and role in the community and providing programs and services that make a positive impact in people’s lives. These evaluation tools and metrics are also used to establish community expectations of its library, evaluate and promote quality programs and services, and to identify and justify the need for increased investment and resources.

Many measurement tools are already in place and BPL will incorporate formal review of the data gathered from them into its annual planning process. New measures will be added with the introduction of new programs and services. For new programs and services, BPL will use benchmarks, program evaluation and patron survey feedback to assess audience served, number of participants, gauge interest, and ascertain positive impacts on the participants and the community. Analysis of the data collected from these tools informs the library’s annual workplan, program and service offerings, resource allocation, budget development, and its ability to meet goals and objectives in this plan.

Evaluation tools
Several evaluation tools are used or will be employed to gauge community engagement, patron satisfaction, and quality and availability of its resources.

City of Boulder community survey
The City of Boulder administers a bi-annual community survey to evaluate quality of life in Boulder and the community’s satisfaction with local government services. BPL plays an important role in Boulder being a healthy and socially thriving community. Success is indicated by BPL’s overall rating remaining the same or improving as compared to the previous survey.

Program and event evaluation
BPL invites feedback from participants during programs, events, and outreach activities to gather ideas for new offerings or to improve current offerings and to evaluate interest and demand.

Bi-annual patron satisfaction survey
BPL will invite the community’s assessment of its performance, to gauge awareness of programs and services, to understand the community’s priority for library programs and services, and its satisfaction with facilities and technology. A consistent overall rating of satisfactory or greater indicates success.

Volunteer satisfaction survey
BPL will invite its volunteers and staff to participate in annual surveys to evaluate satisfaction with and effectiveness of the volunteer program.

Edge Assessment
BPL will participate in the Edge Assessment (a nationally recognized management and leadership tool that helps libraries assess their public technology resources and work with local governments to achieve community goals). BPL will maintain or improve its standing as compared to the previous years.
**Colorado Public Library Standards**

BPL will evaluate its resources and services to determine if it is continuing to meet the basic standards outlined by the Colorado State Library on an annual basis.

**Metrics and standards**

BPL tracks several input and output measures which it reports annually to the Library Research Service and compares its performance to other peer public library systems in the following ways.

- **Per capita and per cardholder comparison**
  - All operating expenditures
  - Staff expenditures
  - Collection expenditures
  - Visits
  - Circulation of materials

- **Outputs**
  - Staff full-time equivalent (FTE) positions per 1000 patrons served
  - Staff FTE positions per 10,000 materials circulated
  - Turnover rate of materials

See Appendix with 2016 benchmark data for BPL and several peer library systems.

BPL has identified its own standards in four fundamental areas.

**STANDARD: BPL is regarded as valued resource and effective community connector**

- Collaborations or formal partnerships with other agencies.
- Engagement of Latino community evaluated using survey demographic data and comparison to census mapping data.
- Latino youth attendance at STEAM programs
- Volunteers and their involvement at all levels of the organization
- Volunteer opportunities available
- Program and event attendance
- New cardholders
- Outreach participants
- Engagement of community members that would not otherwise participate in maker activities

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✓ Library leadership and Library Commission engages Teen Advisory Board at least quarterly
✓ Programs and services are aligned with community input and use
✓ Internet capacity in all facilities is adequate to meet demand

STANDARD: BPL provides high-quality, relevant materials and resources.
+ Use of new facilities is equal to or greater than current facilities of similar size and scope
+ Circulation of materials
+ Use of electronic resources
+ Website visits
+ Facility visits
+ Meeting room use
+ Hold requests
+ Computer use
- Shelving turnaround time
- Materials holds list
- Waitlists for programs, classes, and tutoring sessions.

STANDARD: BPL’s facilities are well-maintained, safe, and adaptable to the community’s evolving needs.
✓ Space planning for renovated and new facilities meets Americans with Disabilities Act (ADA) requirements and Colorado Library Standards
✓ Facilities maintenance backlog is addressed so that the condition of each facility reaches and/or maintains a “Good” rating according to the Facilities Condition Index
✓ The facility build-out plan supports the city’s climate, sustainability, transportation and planning goals.

STANDARD: BPL’s operating and capital budget is financially sustainable.
+ Volunteer Return On Investment
+ Funding per capita/user
+ Grants obtained
✓ Sources and amounts of revenue are stable and trending up
✓ Operating and capital budget is adequate to maintain service levels and support growth to address community needs.
✓ Staff expenditures range from X to X% of the operating budget.
### Workload Estimation and Budgeting

#### Estimated Cost for Library Operations 5 Year Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>5-Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Library Operations</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Surveys or consultant support</td>
<td>$25,000</td>
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<td><strong>25,000</strong></td>
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<tr>
<td>Technology plan</td>
<td></td>
<td>$75,000</td>
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<td></td>
<td><strong>75,000</strong></td>
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<tr>
<td>Community engagement</td>
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<td></td>
<td>$277,500</td>
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<td><strong>277,500</strong></td>
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<tr>
<td><strong>Total Library Operations</strong></td>
<td><strong>252,500</strong></td>
<td><strong>75,000</strong></td>
<td><strong>277,500</strong></td>
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<td></td>
<td><strong>505,000</strong></td>
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<tr>
<td><strong>Revenue Estimations</strong></td>
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<td></td>
<td></td>
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<td></td>
<td><strong>Total Revenue</strong></td>
</tr>
<tr>
<td><strong>Building Expansion</strong></td>
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<td></td>
<td></td>
<td></td>
<td><strong>Total Building Expansion</strong></td>
</tr>
<tr>
<td><strong>Total Estimated Costs</strong></td>
<td><strong>505,000</strong></td>
<td></td>
<td></td>
<td></td>
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<td><strong>505,000</strong></td>
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<tr>
<td><strong>Net Revenue</strong></td>
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<td><strong>Net Revenue</strong></td>
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</table>

#### Estimated Personnel Increase

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initial Salary and Benefits</strong></td>
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</tr>
<tr>
<td><strong>5-year FTE Total</strong></td>
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<tr>
<td><strong>Salary &amp; Benefit Estimate Total</strong></td>
<td><strong>$490,500</strong></td>
<td><strong>$732,500</strong></td>
<td><strong>$1,045,000</strong></td>
<td><strong>$1,357,500</strong></td>
<td><strong>$1,670,000</strong></td>
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<tr>
<td><strong>Estimated Operating Cost Increases</strong></td>
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<tr>
<td><strong>Security</strong></td>
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<td>$80,000</td>
<td>$6,000</td>
<td>$106,000</td>
<td><strong>306,000</strong></td>
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<tr>
<td><strong>Building design consultant</strong></td>
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<tr>
<td><strong>Library loan consultant</strong></td>
<td>$225,000</td>
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<tr>
<td><strong>Library staff</strong></td>
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<td>$175,000</td>
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<tr>
<td><strong>Counter</strong></td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>$1,112,000</strong></td>
<td><strong>$1,112,000</strong></td>
<td><strong>$1,112,000</strong></td>
<td><strong>$1,112,000</strong></td>
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</tbody>
</table>

#### Projected Timing for Master Plan programs and initiatives

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programs, Events and Outreach</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Human Resources</strong></td>
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</tr>
<tr>
<td><strong>Technology</strong></td>
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</tr>
<tr>
<td><strong>Development</strong></td>
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<tr>
<td><strong>Public Services</strong></td>
<td></td>
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<tr>
<td><strong>Resource Services and Materials Handling</strong></td>
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<tr>
<td><strong>Collections and Public Services</strong></td>
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<tr>
<td><strong>Creative Technologists</strong></td>
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<tr>
<td><strong>Public Services</strong></td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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</tbody>
</table>

#### Projected Timing for Evaluating Staffing Levels

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Evaluation</strong></td>
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<td></td>
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<tr>
<td><strong>Library Planning</strong></td>
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</tr>
<tr>
<td><strong>Technology Planning</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>Public Services Planning</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Resource Services Planning</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</tbody>
</table>

*Note:* The budget for the current fiscal year has been compiled using 2017 salary info assuming 10% above min and 30% benefits.
### Costs are estimated in the year they would begin. The budget would be requested the prior year.

**WORKING DRAFT Estimated Cost for Library Operations 5 Year Timeline**

**Technology**

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$10,000</td>
</tr>
<tr>
<td>2020</td>
<td>$4,000</td>
</tr>
<tr>
<td>2021</td>
<td>$14,000</td>
</tr>
<tr>
<td>2022</td>
<td>$14,000</td>
</tr>
</tbody>
</table>

- Expand WiFi internet access to address demand ($10K to start (2019).)
- Automated Materials Handling annual service contract (10% increase)(2020).
- Increase in new public computing is not anticipated given the decline in usage. Resources will likely be shifted from Main to NoBo and Gunbarrel.

**Janitorial**

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$52,000</td>
</tr>
<tr>
<td>2020</td>
<td>$24,000</td>
</tr>
<tr>
<td>2021</td>
<td>$8,000</td>
</tr>
<tr>
<td>2022</td>
<td>$84,000</td>
</tr>
</tbody>
</table>

- 25% increase to budget for day porter to meet higher standards (2019).

**Public furniture replacement**

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$25,000</td>
</tr>
<tr>
<td>2020</td>
<td>$25,000</td>
</tr>
</tbody>
</table>

- Replace furniture in public spaces due to wear and tear.

**Literacy festival project management**

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$110,000</td>
</tr>
<tr>
<td>2020</td>
<td>$110,000</td>
</tr>
</tbody>
</table>

- City-wide cost.

**New facility ongoing NP operating costs**

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$30,000</td>
</tr>
<tr>
<td>2020</td>
<td>$10,000</td>
</tr>
<tr>
<td>2021</td>
<td>$40,000</td>
</tr>
</tbody>
</table>

- Ballpark, not an official estimate: supplies, security system, furniture replacement.

### Building maintenance and utilities

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$156,000</td>
</tr>
<tr>
<td>2020</td>
<td>$192,000</td>
</tr>
<tr>
<td>2021</td>
<td>$200,000</td>
</tr>
<tr>
<td>2022</td>
<td>$548,000</td>
</tr>
</tbody>
</table>

- Training and temp budget: To support new programs.

### Estimated Operating Cost Increase Total

<table>
<thead>
<tr>
<th>Year</th>
<th>Increase</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$0</td>
<td>$746,500</td>
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<tr>
<td>2020</td>
<td>$311,000</td>
<td>$586,000</td>
</tr>
<tr>
<td>2021</td>
<td>$527,000</td>
<td>$1,774,500</td>
</tr>
</tbody>
</table>

### Capital & One Time Projects

- Main Library restroom renovation: $650,000
- Studiotrope Design Consultants estimated $566,000 plus 10% for final design and construction documents. 3/10/2017
- Marketing campaign - 1st anniversary, library, spend for all: $14,000
- Public computing area refurbishment/ rehabs: $75,000
- Costs for electrical, minor construction/carpet, and furniture.
- Improved signage and wayfinding*: $60,000
- Design time & materials for Main, GRB, Meadows. May be coordinated with design of North Boulder branch library to consolidate work and reduce costs.
- Main Library space modifications*: $65,000
- Dependent upon outcome of feasibility study.现金, theater, gallery, garden, maker space, etc.
- New facility opening collection*: $100,000
- NoBo Branch library and Gunbarrel Corner Library
- New facility furniture and fixtures*: $125,000
- NoBo Branch library and Gunbarrel Corner Library
- New facility makerspace equipment*: $329,000
- NoBo Branch library and Gunbarrel Corner Library
- New facility technology infrastructure*: $125,000
- NoBo Branch library and Gunbarrel Corner Library
- New facility construction*: $5,000,000
- NoBo Branch library and Gunbarrel Corner Library
- New facility technology infrastructure*: $329,000
- NoBo Branch library and Gunbarrel Corner Library
- New facility construction*: $1,000,000
- 2019 (NoBo Branch), 2021 Gunbarrel Corner Library
- Return on investment study: $500,000
- Asset valuation study: $500,000

### Estimated Capital Cost Total

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$0</td>
</tr>
<tr>
<td>2020</td>
<td>$1,775,000</td>
</tr>
<tr>
<td>2021</td>
<td>$1,108,000</td>
</tr>
<tr>
<td>2022</td>
<td>$486,000</td>
</tr>
<tr>
<td>2023</td>
<td>$5,175,000</td>
</tr>
</tbody>
</table>
Questions for Jacqueline Murphy on forming a library district:

- What will be the timing for implementation, if the ballot initiative to form a district passes? Will there be a transition period?
- What costs will be associated with the transition period?
- How soon after the vote passes does the money get collected and how is it then distributed to the district? If taxes are collected in arrears, do we borrow money from the county to begin operating?
- Does the charter change happen as a result of the election, or does it need to be on the ballot? Would we need to have the proposal for governance all worked out by the time of the ballot?