City of Boulder
2018 Library Commission

**Agenda**

**Meeting date:** Wednesday, May 2, 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. Public comment

3. Consent agenda
   a. Approval of April 4, 2018 minutes  
   b. Updated Library Commission 2018 meeting plan

4. Update on volunteer program and upcoming volunteer needs – Kate Kelsch, Volunteer Services Manager

5. Discussion of Library Commission questions about future library funding options and election process for ballot initiatives – Bob Eichem, Chief Financial Advisor

6. Preview of Summer of Discovery Program – Shannon Kincaid, Teen Librarian

7. Master Plan project update
   a. Review updated schedule for review and adoption of Master Plan  
   b. Review and comment on final draft Master Plan document

8. Library Commission update
   a. Items from commission  
   b. Boulder Library Foundation update  
   c. City project representative update  
      i. EcoDistricts  
   d. Responses to patron emails from the Library Commission

9. Library and Arts Director’s Report
   a. 2019 holiday and closure schedule  
   b. Feedback on budget matters and IP memo sent to City Council  
   c. Update on North Boulder branch library project  
   d. 2017 Boulder Public Library Annual Report  
   e. Q1 library usage statistics

10. Adjournment

2018 Library Commissioners  
Joni Teter, Chair Tim O’Shea, Vice Chair Juana Gomez Joel Koenig Jane Sykes Wilson
Name of Board/Commission: Library Commission

Date of Meeting: April 4, 2018 at the Main Boulder Public Library, 1001 Arapahoe Ave.

Contact information preparing summary: Jennifer Phares and Celia Seaton, 303-441-3106

Commission members present: Alicia Gibb, Joni Teter, Tim O’Shea, Juana Gomez, Joel Koenig

Library staff present:
David Farnan, Director of Library & Arts
Jennifer Phares, Deputy Library Director

City staff present:
Hannah Combs, Senior Budget Analyst
Tanya Burden, Communications Manager

Members of the public present: None

Type of Meeting: Regular

Agenda Item 1: Call to order and approval of agenda
The meeting was called to order at 6:00 p.m. No changes to the agenda. [0:00:00 Audio min.]

Agenda Item 2: Public comment
None [0:00:24 Audio min.]

Agenda Item 3: Consent agenda
[0:00:29 Audio min.]

Item 3A, Approval of March 7, 2018 Meeting Minutes
Teter submitted one change via email. See handouts. Gomez suggested one small change: p.7 “under Gomez when do we stop trying to be neutral”
O’Shea moved to approve the minutes, and Teter seconded. Vote 3-0, unanimous approval as amended (Commissioners Sykes Wilson and Koenig abstained as they were not at the meeting).

Agenda Item 4: Welcome and administer oath of office to new commissioner
Sykes-Wilson was sworn in by Teter. [0:02:00 Audio min.]

Agenda Item 5: Elect new Library Commission officers and Boulder Library Foundation members [0:03:10 Audio min.]
Koenig nominated Teter for Library Commission chair. O’Shea seconded. Approval was unanimous.
Gomez nominated O’Shea for Library Commission vice chair. Koenig seconded. Approval was unanimous.

Boulder Library Foundation appointment: O’Shea nominated. Koenig seconded the nominations. Approval was unanimous.

Agenda Item 6: New photo of the Library Commission
[0:04:42 Audio min.]

Agenda Item 7: Library Budget update: 2018 Adjustment to Base requests and 2019 budget requests [0:04:51 Audio min.]
Farnan introduced Hannah Combs, Library’s senior budget analyst. Teter asked for questions about the packet memo.
Combs provided highlights of differences from 2017 ATB. Koenig asked if cuts could potentially be made to the ATB request to address the sales tax shortfall. Combs replied that it was unlikely to be cut but she couldn’t guarantee it. There are only a few operating carryovers for well established projects. The other requests were for money from restricted funds. Gomez motioned to favorably recommend the proposed budget adjustment for funding from the Library Fund and the Blystadt Laesar House funds. Koenig seconded, and it was unanimously approved.

Agenda Item 8: Discussion of the Information Packet (IP) memo to City Council from Library: Library Operating
Teter provided background on the work done thus far concerning long-term funding, including meeting with the city manager. She asked the commissioners to send their comments on the Library Commission memo to City Council, O’Shea, and herself. The IP memo concerning long-term funding options was discussed. Farfan clarified that the IP memo and the Master Plan are not a budget request documents but that they do outline the major cost anticipated for the next five to ten years for the library – there is no financial commitment to either document. Teter clarified for the commission that the purpose of an IP memo is to frame a future conversation but not to request council action.

One thing that was driving the urgency and timing on the IP memo and Library Commission’s memo to City Council was the commission’s concern about not putting the issue of library funding on the 2018 ballot. Teter recommended that it not be put on the 2018 ballot during the meeting with the city manager. Teter referenced questions that she wrote and emailed to the commission about the funding options and election process. Commission discussed these questions later in the meeting.

Sykes-Wilson asked about what council’s next step might be, based upon this information. Council may have some questions and request more information about the options. Council may request a meeting or study session. Teter suggested there is interest in framing the issue of library funding needs as the City goes into 2019 budget preparation and addresses the declining sales tax revenues.

Koenig asked about the status of the library’s responses to council’s questions about forming a library district. They will be addressed in the Master Plan.

Gomez brought up whether the LC should make a recommendation about which funding options would best support Boulder Public Library’s financial sustainability. She thinks they would be the most informed group to understand and put forth recommendations and Teter agreed.

Gomez: How much more info do we need? Farfan summarized the three main funding options in the draft memo in the packet; the dedicated part is for commission to discuss. Teter suggested that in addition to the option included in the memo of raising property taxes for the amount needed to cover deficiencies and expansion (with $7M current still coming from sales tax), another option of the entire library budget being funded through property tax should be considered. This would have the funding advantages of a district without having to go through the time and expense of forming a district. It would force the property tax cap up even higher. Devin Billingsley, former library senior budget analyst, did calculations about a year ago for the COB becoming a district and estimated that 3.14 mills would be needed to fund library needs; however, this figure would need to be recalculated based on changes to taxes this year.

Teter raised a concern about continuing to fund the library with a combination of property tax and sales tax. Experience indicates that when the current small increment of property tax was dedicated to the library, that it did not increase the library’s budget, the General Fund contribution was reduced to account for that new revenue. Having the majority of the library’s budget funded through undedicated General Fund will not address the long-term needs.

Gomez: We’re still talking about doing all this within the city. Does this imply that the commission is not recommending forming a library district? Does the fact that the district option is not outlined in the IP memo take away some of that power? Teter said that she and O’Shea raised that issue and were clear that they still want to talk about the district option and it will be part of the MP. Teter said it was the city executive team’s decision to present these options and hold off on further discussion about forming a library district until later. Forming a library district is not off table. The commission could recommend it as an option to council. The city manager said during a prior meeting with Teter and O’Shea that property taxes could be dedicated to the library and that forming a district later was still an option. The library has political capital with voters and the City would like to use that to raise the property tax cap. The library has a lot of political capital and could be used to help raise the property tax cap.

O’Shea: Investigating a library district is due diligence and should remain one of the options for long-term fiscal sustainability. The shortfall of 2017 ballot items 2M and N as well as the funding required for the North Boulder branch library has added stress to the need gap. The commission is interested in addressing the current needs as well as financial sustainability long into the future. The options in the IP memo presented by the City is its attempt to meet the commission half way. The challenge is there are a lot of ideas that council will have to weigh, and the commission has responsibility to advocate for or against. O’Shea thinks it is important that an option isn’t chosen and put on the ballot this fall. The commission and library are not ready to build the campaign for any of the options. The budget shortfall/gap is going to continue. Unpackaging the library from sales tax funding is something O’Shea wants to understand better. He says the
library is the ‘tip of the spear’ and may be used to encourage voters to support raising the property tax cap to fund City needs including the library. He doesn’t support the library being bundled on a ballot item like was done with the 2107 2M and N ballot item. Farnan said that the staff and commission wanted to create a MP that presented a responsible and financially sustainable future. The option of raising the property tax cap has emerged only in the past 4 weeks. Council has expressed support for funding the library. The IP memo is one of many documents presenting options to council. Council is not likely to put any one option to a vote in the next several months. At the start of 2018, the commission voted to make a recommendation to council about library funding. That is within the commission’s purview. The MP will present all options. Its acceptance by council does not commit to the form of financing or approve programs. If forming a district is a desire of the Library Commission, it doesn’t require council approval.

Teter spoke to some of the confusion and timing of this memo: Council is not going to decide to do something, but they can pick options for staff not to pursue. That’s why it is important for commission to weigh in now before options are foreclosed. In a past study session, Regional Library Authority was taken off the table. O’Shea stressed the importance of positioning the commission’s response to be presented as guidance and our goal is long-term sustainability of finding for BPL regardless of changes to tax revenues.

Gomez asked about any other pursuing departments or projects that might be in the running for a property tax bump. O’Shea: Broadband and probably other projects. Farnan: Other projects without full funding include Alpine Balsam, east bookend, and Broadway corridor. Teter asked the city manager about other departments in same situation as the library. The city manager said there were but gave no examples. Teter says she thinks that the executive budget team is trying to think of ways to fund the library’s needs within the city budget. They are also looking for ways to address the general need to build capacity. It seems to her that the commission’s interests are generally aligned with city. Teter offered that the library director needs to have flexibility to move money around quickly because of the library is a trends-based service. Teter perceived openness to from the executive team to address these needs within city context.

Teter asked if it would be helpful to go through the questions she prepared. The other commissioners agreed that it would be helpful.

1. Do Commissioners have questions about the financial analysis underlying the memo?

   Teter suggested tallying questions that come up during the rest of the discussion.

2. Are the funding levels outlined in the memo sufficient to meet the library system’s long-term funding needs?

   Farnan said the IP memo presents the library funding needs in broad strokes. The library’s operating needs to implement the MP are estimated between $2.5M and $3.5M and raise to $4M by including the facilities maintenance backlog. Teter asked Farnan to address the estimated $2M additional operating funds need if a library district is formed. Farnan referred to the analysis that Billingsley completed outlining the economies of scale of library being part of the City. A library district would not have these economies of scale that cover building maintenance, insurance, paying debt, legal support, human resources and budget support, etc. These services add about 15% to the operating budget.

Gomez asked if the current scenario in which the library must make annual budget requests to City for consideration is different or more time-intensive than the budget process for a library district. Farnan said property tax assessment to determine district funding has a two-year lag time between budget decrease and the actual loss of funding. Annual appropriations are presented to a board. Gomez asked if presenting the annual budget to a board is a more streamlined process. Farnan said the two processes are not comparable. It is easier to make projections in library district because the funding source is less volatile. Koenig expressed concern about the sales tax funding declining during a booming economy. He sees the trend going down for sales tax revenues. It is a concern especially when the library is competing with several other departments for funding. Farnan shared Koenig’s concern and said if the library were to take up all the mills, this would create an unacceptable risk to the rest of the City budget. O’Shea commented that the commission may consider negotiating that if the library does generate revenue it is protected for library and not put back into the General Fund.

Teter said Farnan seems comfortable with the level of funding presented in the memo and asked if the commissioners were comfortable. The other commissioners nodded in agreement.
3. Should Commission make a recommendation about which funding option(s) would best support BPL’s long term financial sustainability?
Options included in the memo are:
- reallocation of general fund revenues;

  Teter said this is not realistic. O’Shea and Teter would like to have council ask other departments to set up metrics to inform funding allocation like the library has done.

- dedicated sales tax to address the library's funding deficiencies and expansion needs (with the remainder of BPL's funding provided through the general fund);

  Teter suspects all commissioners have concern about dedicated sales tax but thinks it may be better than being part of the General Fund. O’Shea said this option would push the City to a 4% sales tax for which there was little enthusiasm in the council at the Nov. 28, 2017 study session. The library would be the “tip of that spear.”

- dedicated property taxes to address the library's funding deficiencies and expansion needs (with the remainder of BPL's funding provided through the general fund)

  Teter said it is unfortunate that council will not be able to compare this option to the others and how it looks within different boundaries. Farnan said staff and commission have seen the comparison. Funding level depends upon broadness of the library district. In its most broad sense the cost of a library district for average household ($850K property value) would pay about $75 per year. This would generate approximately $14M. Compared to the city boundaries the average household pays $63 per year. This would generate $4M.

4. Should Commission recommend consideration of an additional ballot option: funding BPL entirely from property taxes? (This is the funding option that most closely mirrors the library district funding model.)

Gomez said this is the most stable funding option especially if it is dedicated. Combs said that any district boundary scenario can be run at council’s request now that initial analyses have been completed. Wilson commented that worst case of funding by dedicated property tax would be that property values are at an all-time high. There are risks with all options and of the options presented, this one seems to the most secure form of funding. Teter said if commission were to make a recommendation to council dedicated property taxes seem like the most stable form of funding and ideally all the library’s budget would be funded this way. This is greatest equivalency to a library district.

5. If the City chooses to dedicate an additional increment of property taxes to BPL, the charter-imposed cap on City property taxes would need to be raised. This means that (at a minimum) two related ballot items would be on that ballot, and both would have to pass in order for BPL to be funded. Does the Commission wish to make any recommendations about how an election should be structured in the best interests of the library? Things to consider:
- Timing of an election: 2018 vs. 2019
- Individual of ballot measures vs. packaging several funding needs together in one ballot question
- Specificity of the mill levy amount and timing of property tax revenues coming BPL (phasing in increments of the additional mill levy vs. “up to” a specified amount - the Jeffco library experience)
- To ensure a successful outcome, the City would need to devote resources to help develop explanatory materials and support community engagement around the complex questions underlying such ballot measures (for example, charter action vs. BPL funding; City’s portion of the mill level vs. the total mill levy assessed by the County)

Teter thinks the Library Commission should weigh in strongly that library funding issue not go on the ballot this fall. There is not enough time to prepare. She assumed the other commissioners agreed with O’Shea that the library not be bundled with another ballot issue. Koenig agreed.
Teter recommended care in how a future library ballot item is worded to avoid the problem that Jefferson County Public Libraries had with only receiving part of the mill levy. If the mill levy is phased in for the library, it should be worded as a specific amount annually not ‘up to’ an amount. Gomez agreed.

6. Does Commission have any recommendations around next steps in the process to address BPL’s long term financial sustainability? Current schedule:
   - Exec team memo and LibCom letter to Council on 2019-20 funding needs in April
   - Master plan completion in May. (MP will include a section addressing BPL’s long-term funding needs and options for funding, including districting).
   - Master Plan review by Planning Board in June, and by Council in July
   - Council study session on BPL funding approaches in November [1:08:33]
   - LC would appreciate BE attendance at May meeting. Understand how the Mill Levy calc, electoral process, Commission’s input submission within a week. Farnan said include as an addendum to memo.

Teter said the process going forward is to complete the MP in May, Planning Board approval in June, Council approval in May, and a joint study session with council on library funding is scheduled for November 2018. Teter asked the commission if it would be useful to have Bob Eichem, Chief Financial Advisor for the City come to the May Library Commission meeting. The commissioners agreed this would be helpful. Teter said it would be helpful for Eichem to explain how the Mill levies are calculated in the different scenarios and to explain the election process. Teter asked that any other questions be sent to staff. O’Shea and Teter offered to write the commission’s input to include with the IP memo and send it out for comment.

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**Agenda Item 9: Discussion and adoption of the Commission’s letter to City Council on BPL budget needs**

Teter suggested that is necessary to separate funding deficiencies from what is needed for the North Boulder Branch Library. The commission can submit directly to council its view of the library’s budget needs while staff must follow the City process and guidelines for budget submission. Gomez moved to approve cover letter and summary document as presented. Koenig seconded, and it was approved unanimously.

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**Agenda Item 10: Discussion of the outcome of the questions posed by City Council at the November 28, 2018 City Council study session regarding library finance and governance**

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**Agenda Item 11: Master Plan project update**

Review of draft part 2: community trends and needs. Gomez asked several questions for clarification.

- p. 21 - immigrants section - clarify to what the percentages refer. Percent vs. %.
- p. 25 - resiliency suggested additional language “the library is an enduring institution and citizens can count on it continuing existence and expect it to be there when needed. If everything else fails, the library is there.”
- p. 27 - clarify the meaning of “Anglo”
- p. 28 - “partnerships” should the Latino Chamber of Commerce be included? Farnan said that the pilot program with the chamber has lapsed.

Koenig stated that he felt it was very well crafted.

Sykes Wilson inquired about the ordering of the aspirations for the library and whether it has significance. Phares explained that there was no intended hierarchy and is open to suggestions for the order of the items on the list.

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**Agenda Item 12: Library Commission Update**

- Upcoming special meetings
  - Date options for an upcoming study session on Master Plan were discussed – May 24 will be held. Also, retreat is planned for July 14. Farnan suggested Cherryvale if it is available.

- Items from Commission

- Boulder Library Foundation update
  - Farnan announced that the foundation hired a marketing firm with deliverables as early as June. Koenig asked if
the foundation voted to contribute funding to the Jaipur Literature Festival. O’Shea funding was approved to go to Farnan who will decide on its distribution.

d. City project representative update
   i. EcoDistricts - spring of 2018 will reconvene.

e. Responses to patron emails from the Library Commission

**Agenda Item 13: Update of 2018 Library Commission meeting plan**  
[1:41:21 Audio min.]  
Farnan discussed moving some items to later the 2018 meeting plan calendar. Specifically, a proposal to postpone the discussions of expanding holds services as well as eliminating fines to later in the year with any action on the fines not being taken until 2019.

**Agenda Item 14: Library and Arts Director’s Report**  
[1:43:10 Audio min.]

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<tbody>
<tr>
<td>a.</td>
<td>City Budget</td>
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<td>b.</td>
<td>Council Information Packet (IP) memo on future library funding</td>
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<td>c.</td>
<td>Discontinuation of Boopsie library app</td>
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<td>d.</td>
<td>Public Library Association Conference in Philadelphia – Farnan debriefed the group on his recent attendance.</td>
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<td>e.</td>
<td>Libraries at the polls</td>
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<td>f.</td>
<td>Patron letter – consideration of placing it in an upcoming newsletter</td>
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Farman welcomed any questions on the budget or IP, but there were none from the commission.

**Agenda Item 15: Adjournment**  
[1:50:59 Audio min.]

There being no further business to come before the commission at this time, the meeting was adjourned at 8:40 p.m.

**Date, time, and location of next meeting:**  
The next Library Commission meeting will be at 6 p.m. on Wednesday, May 2, 2018, in the Canyon Meeting Room at the Main Library, 1001 Arapahoe Ave., Boulder, CO 80302.
**Library Commission 2018 meeting plan**

The list below is a proposed, tentative schedule for matters that staff will bring for the Library Commission’s consideration in 2018.

<table>
<thead>
<tr>
<th>DATE</th>
<th>DISCUSSION TOPICS</th>
<th>MEETING LOCATION</th>
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<tbody>
<tr>
<td>January 22</td>
<td>Draft Master Plan review</td>
<td>Main Library, Canyon Meeting Room</td>
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<td>Study Session</td>
<td>5-year operating and capital cost estimate</td>
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<td>February 7</td>
<td>Draft Master Plan review</td>
<td>Main Library, Canyon Meeting Room</td>
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<td>Library district presentation</td>
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<td>Commission/ staff plan community dialogue</td>
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<td>March 7</td>
<td>Draft Master Plan review</td>
<td>Meadows Branch, 4800 Baseline Rd.</td>
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<td>April 4</td>
<td>Draft Master Plan review</td>
<td>Main Library, Canyon Meeting Room</td>
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<td>May 2</td>
<td>Review of final draft Master Plan document</td>
<td>Main Library, Canyon Meeting Room</td>
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<tr>
<td>May 24</td>
<td>Review of final draft Master Plan document</td>
<td>Main Library Canyon Meeting Room</td>
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<tr>
<td>Study Session</td>
<td>Prepare update to Landmarks Board about Master Plan</td>
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<td>June 6</td>
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<td>Carnegie Library, 1125 Pine St.</td>
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<td>July 14</td>
<td>Review staff presentation on the Master Plan to City Council</td>
<td>Meadows Room at the Chautauqua Meeting House</td>
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<td>Retreat</td>
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<td>August 1</td>
<td>Review draft Internet Safety Policy</td>
<td>Main Library, Canyon Meeting Room</td>
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<td></td>
<td>Review staff presentation on the Master Plan to Planning Board</td>
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<td>September 5</td>
<td>Approval of Internet Safety Policy</td>
<td>Main Library, Canyon Meeting Room</td>
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<td></td>
<td>Options for expanding the holds service</td>
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<td>October 3</td>
<td>Preparation for study session with City Council on library funding</td>
<td>George Reynolds Branch, 3595 Table Mesa Dr.</td>
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<td>November 7</td>
<td></td>
<td>Main Library, Canyon Meeting Room</td>
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<tr>
<td>December 5</td>
<td>Review and discuss information about eliminating library fines</td>
<td>Main Library, Canyon Meeting Room</td>
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Updated April 27, 2018
To: Library Commissioners

From: David Farnan, Library and Arts Director  
Jennifer Phares, Deputy Library Director

Date: April 27, 2018
Subject: Library Master Plan project update

New schedule for the Library Master Plan review and acceptance
The schedule for the Library Master Plan review and acceptance has been updated on the project webpage  
https://boulderlibrary.org/about/library-master-plan/ and is below.

May 2, 2018 – Main Library  
Review Group: Library Commission  
Review of final draft document including drafts of:  
Part five: Investment priorities and funding options  
Part six: Implementation and Assessment

May 24, 2018 – Main Library  
Review Group: Library Commission  
Review of final draft document  
Prepare update for Landmarks Board

July 14, 2018 – Annual Retreat, Meadows Room, Chautauqua Meeting House  
Review Group: Library Commission  
Review staff presentation to City Council

July 24, 2018 – City Council Chambers  
Joint Study Session with City Council  
Staff presentation of draft plan goals

August 16, 2018 – City Council Chambers  
Planning Board  
Staff presentation of 2018 Library Master Plan

September 4, 2018 – City Council Chambers  
City Council  
Staff presentation of 2018 Library Master Plan

November 2018 – City Council Chambers  
Joint Study Session with City Council  
Discussion of library finances

Review of draft Master Plan

A draft of the Master Plan document is Attachment A for the Library Commission’s review and comment. Here are some things to note as you read through it:

- Red text are notes for the graphic designer or content still to be added.
• **Introduction:** New section. First time review for commission.

• **Part One:** New content added since the commission’s first review is in blue text. Graphs are new.

• **Part Two:** New content added since the commission’s first review is in blue text. Demographic data and sources were updated and tables are new.

• **Part Three:** New headings (Maintain Service Levels, Meet Community Demand, and Expand Services) added to the goals tables. Goals in which objectives were reprioritized are in blue text. New content or significant changes to objectives is also in blue text.

• **Part Four:** New content added since the commission’s first review is in blue text.

• **Part Five:** New section. First time review for commission.

• **Part Six:** New section. First time review for commission.

Appendices referenced are not yet complete and will be included in the May 24, 2018 Library Commission Study Session packet.
Executive Summary
[Insert ES once draft is complete.]

Introduction
The 2007 Boulder Public Library Master Plan guided the Boulder Public Library system into what it has become today. However, it was not able to predict the remarkable transformation that has occurred within the library field in the past decade¹. Some of the most fundamental elements of the public library have changed rapidly during that time: the collections have diversified to multiple formats to address individuals’ reading preference for paper or e-books, and the way people access them has changed also. Individuals can access e-books, e-audiobooks, music and movies from the library any time or anywhere from a mobile device. Along with books, libraries now offer a wide-variety of technology, equipment, tools, and instruction to inspire the creativity and innovation of the community. Library spaces have been restructured and made more flexible and inviting for use by individuals and as gathering places for groups of people.

In the next ten years, the Boulder Public Library faces three significant challenges as it implements this, the community’s plan, for its future:

- Secure stable and adequate funding,
- Remain agile in the face of continued advances in digital media and technologies
- Continually focus its resources to serve a community that is undergoing significant demographic shifts and growing diversity.

Notwithstanding all of this, one fundamental thing about the Boulder Public Library will not change. It will always be the place where everyone is welcome, and where everyone belongs.

¹ Confronting the Future: Strategic Visions for the 21st Century Public Library.
Part One: Boulder Public Library and the Community

Role of the Library in the Community
The role of the public library in North America is growing and transforming. It is a place that provides free and equal access to information and books, but it now also includes increased opportunities for obtaining 21st century skills, civic engagement, and social gathering. The public library is becoming an expression of its community’s vision, innovation and creativity.

Through active engagement, listening, and facilitation, libraries are identifying the community’s priorities, and adapting programs, services, and policies to help address the community’s needs. In this new role, libraries are also uniquely positioned to provide a platform and facilitate connections among community members, playing active roles in creating the social environment desired by their members. This necessitates that library staff consider broad community needs in designing and offering library programs and services and respond to iterative feedback. The Boulder Public Library (BPL) has focused its mission to reflect this new role and to align with the Aspen Institute’s broad concepts of the public library as people, as place, and as platform. BPL’s own definition of these concepts follow, and its accomplishments during the past 10 years, its commitments, and goals for the upcoming 10 years are organized in this Master Plan using those headings.

The Library as People
BPL reflects the community, the people, and their values. Serving people is the core of its mission and is accomplished through creating connections, fostering relationships and resilience, and offering opportunities for the community and staff to collaborate and connect. As a convener and connector, the library supports people with a diverse range of interests and needs and presents new opportunities to bring people together.

The Library as Place
BPL is a destination that anchors the community and strengthens its identity. It is a safe and trusted place where everyone is welcome to explore ideas, participate in civic dialogue, and find enrichment and entertainment in the programs and services offered. BPL provides the physical and virtual space for people to explore, learn, and connect. In a welcoming atmosphere, diverse needs can be met through

NO LONGER A NICE-TO-HAVE AMENITY, THE PUBLIC LIBRARY IS A KEY PARTNER IN SUSTAINING THE EDUCATION, ECONOMIC AND CIVIC HEALTH OF THE COMMUNITY DURING A TIME OF DRAMATIC CHANGE. – RISING TO THE CHALLENGE, THE ASPEN INSTITUTE

[BPL’s Mission]: CONNECTING PEOPLE, IDEAS, AND INFORMATION TO TRANSFORM LIVES AND STRENGTHEN OUR COMMUNITY.
the physical design of its facilities, the materials that are available, and the resources that guide personal empowerment.

The Library as Platform
BPL facilitates creativity and innovation; providing resources, tools and experiences that inspire learning and creativity, promote literacy, and cultivate connection. It is a platform for individuals and groups to drive their experiences and to connect with ideas and each other. The library as platform is a blending of people and place to inspire patrons to design their own educational, social, and cultural experiences.

Current Services, Resources, Facilities, and Programs
From five locations throughout the city, BPL and its staff offers a wide variety of resources, and ongoing and short-term programs and services to the community.

[PART1A. Insert city map showing location of facilities.]

Programs
Story times, annual summer reading, films, concerts, adult and family literacy, citizenship classes, teen programs, Science, Technology, Engineering, Art, and Mathematics (STEAM) programs, exhibitions, skill-building workshops, edible learning garden, Conversations in English, and literary and author events.

Services
Personalized customer service, information access and instruction, check-outs, interlibrary loan, holds, homebound delivery, library used bookshop, café, business development, community gathering spaces, rentals, printing, scanning, internet access and copying.

Resources
Books, magazines, CDs, DVDs, e-books, e-magazines, audiobooks, databases, computers, website, local archives and oral history, genealogy, teen spaces, meeting rooms, study rooms, gallery, theater, the Foundry and the BLDG 61 Makerspace.

The BPL staff is honored to deliver programs, services, and resources to the community. They are excited to engage with community members to help them discover information, create opportunities for learning and personal fulfillment, and connect with each other. They are dedicated to creating a welcoming environment and meaningful experiences for everyone. Their work is guided by the City of Boulder’s vision and values, as outlined below.

Vision
Service Excellence for an Inspired Future

Values
§ Customer Service - We are dedicated to exceeding the expectations of our community and our co-workers by demonstrating consistent and professional service with a solution-oriented approach.

§ Respect - We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity.

§ Integrity - We are stewards of the public’s trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments and accept responsibility.

§ Collaboration - We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions leads to great results.

§ Innovation - We promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement. We embrace change and learn from others in order to deliver leading edge service.

Current Performance and Accomplishments

BPL measures performance based upon a variety of benchmarks as compared to some of its peer libraries in the nation, as well as how well it meets the Colorado Public Library Standards. See Appendix A. The libraries that are used for comparison represent a wide variety of funding and governance structures, as well as unique service attributes making direct, one-to-one comparison ineffective. For example, some libraries have one facility while others, like BPL, have a network of branch libraries resulting in significantly different facilities maintenance costs. One of BPL’s important and unique characteristics is that the number of total cardholders is 33.5 percent more than the legal service area population. The only other library used for comparison that has more registered borrowers than the legal service area population is Westminster Public Library which is at 35 percent. BPL’s facilities also include a fully-equipped makerspace, a traditional theater space and an art gallery, amenities which many libraries do not have. Benchmark comparisons need to be considered within the context of the service area population needs, and funding and governance structures of the libraries being compared.

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2 Colorado Public Library Standards.

3 Boulder Public Library Benchmark Comparison Study, Margaret Sullivan Studio. 2017. [Insert link or reference appendix.] Comparison data is from Fiscal Year 2016.
Guided by input from the Library Commission and the community, BPL’s recent success is also attributed to the accomplishment of most of the goals and objectives in the 2007 Boulder Public Library Master Plan.

**Library as People: accomplishments**

BPL earned the prestigious recognition of Colorado Library of the Year in 2016 from the Colorado Association of Libraries. With nearly one million visitors a year, the library is one of the busiest public places in Boulder. BPL reorganized staff to concentrate on expanding its program offerings to include STEAM, and early literacy focused programs. These changes resulted in an increase in attendance to 102,072 in 2015, representing 73 percent growth. Program attendance has continued to grow since 2015. Much of BPL’s success with programs can also be attributed to informal collaboration and partnerships with local agencies, and generous donations of time and resources from local companies.
Foremost, support for library programs comes from the community through the Boulder Library Foundation (BLF). The BLF is a 501(c)(3) nonprofit organization led by a volunteer board of directors and supported by individual donors and community partners. The BLF generously invests in innovative programs and partnerships through BPL that enrich the community. In addition to ongoing support of most programs and events offered by the library and the funding of start-up equipment and materials costs for the BLDG 61 Makerspace, the BLF donated one-time funding so that the library could build a Spanish language collection to fulfill one of the outreach goal objectives in the 2007 Boulder Public Library Master Plan. In 2016, BPL facilitated the BLF’s hiring a community partnership manager to coordinate the launch of an annual membership fundraising program, called the Library League, a step toward meeting the funding goal of developing a gift giving program to increase monetary donations to the library.

Volunteers are also critical to the success of the library. In 2017, more than 770 community members donated 18,320 hours, the equivalent of $421,833. Volunteers support staff by performing tasks that support daily library operations, maintain the Main Library used book shop, and contribute directly to patrons by serving as literacy tutors for children and adults, teaching English as a Second language classes, teaching skills to patrons in the BLDG 61 Makerspace, offering drop-in tech help, capturing oral histories, involving children in the Summer of Discovery reading program, welcoming thousands of people to the many programs and events hosted by the library, and delivering materials to patrons who are homebound.

BPL works closely with the Library Commission on library policy and planning matters. Five dedicated volunteers are appointed by City Council to serve the community on the Library Commission. The commission represents the community’s perspective to City Council on library matters. In 2015, the Library Commission initiated work on a long-standing goal: drafting changes to the city charter to clarify the commission’s powers and duties. The changes were approved by voters in November 2015. Updating the Library Commission’s powers and duties from the original charter language, written in 1917, has improved focus on critical issues and created a more effective working relationship between the Library Commission and staff.

BPL also works with the Boulder County Employment Alliance to provide temporary employment opportunities in materials handling to qualified community members who have psychiatric disabilities. Vocational staff from Boulder County Mental Health provide support to these individuals to ensure a productive and valuable experience.

In 2014, BPL began a successful partnership with the Boulder Small Business Development Center (SBDC). The SBDC is a fast-paced, hands-on, economic development nonprofit – a public/private partnership housed in the Main Library with a mission that is aligned with BPL’s. SBDC supports the growth and resiliency of small businesses in Boulder County by providing free business consulting, practical workshops and events and connection to resources, including financing.

BPL’s partnership with the Boulder County Farmers’ Market to run the Seeds Library Café has helped to activate the library bridge space in the Main Library, creating a community hub where patrons can relax or meet with friends. Seeds Library Café staff also present programs that build community and educate patrons about the importance of buying local food and supporting local farmers.
In 2016, BPL formalized its partnership with the Boulder Genealogical Society. Society members work closely with staff and use the resources at the Carnegie Library for Local History to help people conduct family and local history research. The society maintains a small collection of unique resources at Carnegie, which are available to patrons. Members also present educational classes and workshops on genealogical research to patrons at the library.

Serving children and families is a high priority for BPL. In the last ten years, storytime has become a primary focus and a large draw for families. BPL has transitioned from offering storytimes often led by volunteers to presenting engaging storytime programs curated by highly-trained staff. All storytime staff are trained in Every Child Ready to Read® techniques and model strategies for parents and caregivers that support the development of early literacy skills. Storytime staff are regularly evaluated and offered ongoing training, peer shadowing and other opportunities for professional skill-building. The frequency of storytime offerings have increased significantly and are offered at all library locations.

The annual Summer of Discovery reading program encourages the love of reading and learning for thousands of children and families through inspiring and engaging programs and literacy activities.

BPL furthers its reach into the community to serve children and families through several collaborative efforts. The George Reynolds Branch Library Reading Pals program is a collaboration with Fairview High School, which promotes literacy skills and a love of reading for children in early elementary school. Children are paired with high school students once a week for fun reading and literacy skills practice. The BoulderReads Reading Buddies program is a long-standing partnership with the University of Colorado, in which children (Kindergarten through 3rd grade) are paired with University of Colorado undergraduate students for weekly reading, writing and literacy activities. These two programs emphasize exploration and discovery, and foster literacy and a love of reading. BPL also collaborates with Boulder Housing Partners, Boulder Head Start, University of Colorado family housing, and Mapleton Early Childhood Center by offering story time programs to children of families with diverse backgrounds and/or low-income levels.

Making the BoulderReads program more visible and accessible to community members interested in improving their literacy skills was an objective in the 2007 Library Master Plan. While the library was not able to obtain funding to meet the intention of this objective, which was to move the program offices and community space to a more prominent location in the Main Library, BoulderReads expanded its online presence through social media and a new website with an online application and menu of services.

The BoulderReads program also expanded its offerings to include access to Career Online High School, a Cengage Learning program geared toward adults who want to earn a high school diploma. Additionally, BoulderReads created a digital literacy curriculum for literacy tutors to teach their students 21st century life skills, such as using computers to apply for jobs, health insurance, etc.

In 2012, the library began publishing an email newsletter, BPL Now, to keep patrons informed about upcoming programs and events and new services offered. More than 30,000 patrons have opted in to receive the newsletter and it typically has a 25 percent open rate. In 2016, BPL introduced a printed bi-monthly event and program guide in response to patrons’ requests for a complete, printed list of library programs. In 2017, the library received ongoing financial support from the city’s General Fund to
develop and implement a marketing plan to promote the wide variety of resources, programs, and services BPL offers to the community.

It goes without saying that the library staff have made these accomplishments possible. During the past few years, greater focus was given to increasing staff engagement and cultivating innovation and collaboration to better serve the public. This began with the staff collaborating to create a Customer Service Philosophy and design a model for mobile service to meet the customer at their point of need.

BOULDER PUBLIC LIBRARY CUSTOMER SERVICE PHILOSOPHY

In accordance with the City of Boulder’s vision and values, we strive to consistently exceed every customer’s expectations by:

- Welcoming each individual with respect and friendly professionalism;
  - Regarding each interaction as important;
  - Fostering exploration and discovery;
  - Listening and proactively seeking solutions;
  - Collaborating to make the experience seamless;
- Sharing the responsibility for a safe and enjoyable library experience for everyone.

Several internal organizational changes were made to increase efficiency and allow the library to expand programs and improve the quality of many of its fundamental services. One of the most impactful improvements includes a centralized telephone system. Expert customer service specialists now handle all incoming telephone calls. These specialists provide patrons with immediate assistance, which has reduced wait time and freed staff at the public service desks to devote more time to patrons visiting the libraries in person. Additionally, BPL has also committed to recruiting qualified bilingual staff, when possible, to serve in many of the public facing roles.

In 2013, BPL received one full time staff position and funding to add a Teen Librarian to the Youth Services workgroup. This position allowed the library to consistently staff the expanded Teen Space and The Foundry (technology center) at the Main Library, expand programs for teens, and engage the teen advisory group. BPL also received ongoing financial support from the city’s General Fund to offer staff necessary training and professional development to maintain and grow their skills with technology, information delivery, and community engagement and for hiring temporary staff to cover critical functions like materials handling and the customer service desks when standard staff members are on paid leave.

Library as Place: accomplishments

BPL’s Main Library, neighborhood branches and local history archive are popular destinations for the community. Significant investments were made in library facilities since the 2007 Boulder Public Library Master Plan. The 2009 Library Facilities Sustainability Study, an objective of the facilities goal in the 2007 Boulder Public Library Master Plan, provided guidance for investment in maintenance and renovation of library facilities and a geographic service area study to inform placement of new facilities or service points (e.g. book returns) in the city.
**2014 Main Library Renovation.** BPL addressed several 2007 Master Plan and 2009 Boulder Public Library Facilities Sustainability objectives by renovating the Main Library. The $4.9 million project was completed in April 2014 in collaboration with the city’s Public Works Department—Facilities Asset Management (FAM) Division and paid for by the voter-approved 2012 Capital Improvement Bond, Library Fund Balance, and FAM Facilities Renovation and Replacement fund. The architecture firm, studiotrope Design Collective, engaged the community to create a building design that activated underused or secluded spaces, reduced noise conflicts, and improved basic signs and wayfinding. The community asked for and received more public meeting space, a child-friendly children’s area, an expanded teen space, and a new vibrant café. In addition to the many amenities, FAM took advantage of the construction schedule to address several major mechanical and building system improvements, including upgrading the building’s cooling system, replacing the clerestory windows to address roof leaks, improving the lighting control system, and replacing the flooring in the Canyon Gallery.

To encourage more use of the public meeting spaces in the libraries, each was equipped with new audiovisual technology and flexible furnishings. An online calendar and registration system was implemented to allow patrons to make reservations on their own.

Beginning in 2013, coordinated with the renovation of the Main Library, an investment was made in new, automated materials handling systems. The systems were designed to more efficiently process returned materials and reduce the number of physical touches to materials by staff. Materials handling systems were installed at the Main Library, and at the George Reynolds and Meadows branch libraries. These systems, along with process improvements made by the materials handling workgroup, has enabled all facilities to consistently shelve materials within 24 hours of their return.

**Neighborhood Branch Libraries.** In 2014, the NoBo Corner Library was welcomed by community members living in north Boulder. Hours were also expanded at George Reynolds and Meadows branch libraries without additional cost to the community, by reorganizing staff resources. During 2015 and 2016, both the George Reynolds and Meadows branch libraries received modest renovations, reconfiguring staff space to improve efficiency in processing library materials and to create more welcoming, patron-friendly spaces. A 20-year lease was negotiated with the new owner of the Meadows Shopping Center for the Meadows Branch Library for no charge except the library’s share of taxes, insurance, and common area maintenance fees. This secured that location for the Meadows Branch Library through 2029.

**BLDG 61 Makerspace.** In 2016, BPL worked in collaboration with FAM to transform the under-utilized staff maintenance shop in the Main Library into the BLDG 61 Makerspace. Library staff and FAM designed and constructed the space to accommodate a woodworking shop complete with a large CNC (Computer Numerical Counter) router, a classroom equipped with laser cutters, and a tech lab. A ventilation system for the large equipment and other safety equipment was installed to keep staff and patrons safe while using the space.

**Building System Improvements.** FAM completed several building system improvements, reducing energy usage and improving comfort in library facilities. Since 2007, more than $2.5 million was invested in the Main Library, and the Meadows and George Reynolds branch libraries to complete roof replacement, HVAC system upgrades, Americans with Disabilities Act (ADA) compliance, and flood...
proofing. Specifically, in 2011, the Main Library’s roof was replaced with extensive roof repairs completed in 2014 to address leaks associated with the clerestory windows. The Main Library also received improvements to mitigate flooding in 2013.

Through a 15-year Energy Performance Contract (EPC), $1.2 million was secured for energy usage in all libraries. This was used to replace aging HVAC equipment, upgraded lighting, and install solar photovoltaic panels to offset building electrical and natural gas consumption. The EPC work was completed during 2011 to 2013 paid for from annual utility savings, Renewable Energy Credits, and General Fund debt payments from FAM Major Maintenance. The cumulative utility cost avoidance since the EPC through March 2018 is $186,914. FAM continues to actively monitor the energy consumption of all libraries and implement low or no-cost solutions to further reduce energy consumption.

**Building Maintenance.** In 2016, BPL coordinated with FAM to consolidate the maintenance budget, management of the maintenance staff, and janitorial services to improve overall efficiency. These efficiencies provided the resources to increase investment in janitorial services and the staff time to become more strategic about routine maintenance. In 2014, the annual janitorial contract was $110,000 and was increased to $204,000 in 2017, an 85 percent increase in investment. Additionally, the carpet cleaning scope was increased from spot-cleaning as-needed monthly to alternating spot-cleaning with wall-to-wall cleaning with a focus on high traffic areas every other month. This change was made to extend the life and improve the appearance of the carpet. The investment in carpet cleaning increased from $12,372 in 2017 to $26,691 in 2018.

FAM also implemented a preventative maintenance schedule for all major building system and hired mechanical systems contractors to perform regular preventative maintenance. Library operating budget resources were also reallocated to fund an equipment replacement fund for new equipment that is managed by FAM.

**Carnegie Library Building Improvements.** During the past ten years, renovations and major repairs were completed to the exterior of the Carnegie Library for Local History. Interior improvements including an HVAC upgrade and construction of basement were also completed. The total for these renovations was $290,000 which was partially funded by a Colorado State Historical Society grant and the City’s General Fund.

**Security.** To begin to address community concerns about safety in the Main Library, the city increased BPL’s budget to hire a contract security officer at the Main Library for 35 hours per week in 2007. The hours were expanded to have one security officer on-duty all hours the Main Library was open to the public in 2010. In 2015, a security camera system was installed in the Main Library to deter unacceptable behavior and support investigation of incidents.

**Information Technology Improvements.** In 2013 and 2015, BPL coordinated with the city Innovation and Technology (IT) Department to consolidate technical support staff resources for managing and troubleshooting the enterprise systems used by the library and to consolidate and relocate computer servers housed in the Main Library, which is in a high-hazard floodplain to the city’s data center. Improvements were also made to the procedures for backing up the library’s server data and Internet filtering was implemented on the wired and wireless networks for public use. Operational budget resources were reallocated to fund a computer replacement fund for new technology.
**BPL as Platform: accomplishments**

During the past 10 years, BPL has transformed into a platform complete with resources, staff support, and spaces for patrons to engage in self-directed learning and enjoyment.

Since the 2007 Library Master Plan, BPL has responded to patron demand by diversifying the book and media collections into electronic formats. BPL partnered with several area libraries to rapidly grow its offerings of e-books and downloadable audiobooks by collectively purchasing these resources. Demand for electronic formats continues to trend upwards, and the way in which libraries purchase, maintain, and loan electronic formats continues to evolve and is still almost exclusively dictated by the vendors. The wide variety of platforms and purchasing agreements makes for challenging decisions for library staff to meet patron demand while getting the best value for the tax dollars received. The Boulder community’s demand for physical books is still showing slight growth, while the demand for DVDs, music CDs, and CD audiobooks is starting to decline. In 2011, BPL received $69,000 increase to the collection budget, and a $150,000 increase in 2016 to specifically expand its electronic formats. The collections are maintained, and acquisitions made following library industry best practices, the latest assessment tools, and input from community experts and volunteers.

In 2014, BPL introduced Radio Frequency Identification (RFID) technology to improve patron self-service and materials availability through efficient, timely processing of returned materials. There is now a small added cost to make each new book, DVD, and CD RFID-ready, which collectively reduces the buying power of BPL’s collection budget. In 2017, BPL received an ongoing increase in its operating budget to cover the cost of RFID tags. Many of the new and in-demand materials also arrive at the library shelf-ready, requiring minimal handling by staff to be available to patrons now that they are cataloged and processed by library book and media vendors, for added efficiency.

According to the Colorado Public Library Standards for traditional library materials (e.g. books, movies, music in physical and electronic formats), BPL has met the 2007 Master Plan benchmark of materials expenditure per capita ($10.21) being within the 75th percentile. To continue to increase patrons’ use of BPL’s collection, library staff may want to look at ways to continue to improve upon the selection, maintenance, and promotion of library materials to increase total circulation per capita (14 items, currently above the 50th percentile) and the annual average item turnover rate (five times, currently above the 25th percentile).

BPL worked with its consortium partners (Mamie Doud Eisenhower Public Library in Broomfield and the Louisville Public Library) and other local municipal libraries to create a non-profit Flatirons Library Consortium (FLC). Consortium operations, formerly managed by BPL staff, were outsourced and the FLC opened its membership to more municipal libraries, adding Lafayette Public Library, Loveland Public Library and Longmont Public Library. The FLC has more than doubled its membership, making available twice as many books and materials to BPL patrons with no increase in direct cost. Further, expanding the FLC strengthened its member libraries’ ability to negotiate contracts with book and database vendors as a group, allowing all libraries to purchase more materials at reduced cost.

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4 Reference from Boulder Public Library 2007 Library Master Plan to former Colorado Public Library percentile rankings. [Current percentile rankings](#).
Recognizing the difficulty of patron access to important printed historic resources held by the Carnegie Library for Local History, BPL hired a technology consultant to assist with the design and procurement of a digital asset management system. The project included prioritizing the library’s local history collections for digital preservation and updating collection management policies to align with industry best practices. The new system, slated for implementation in the summer of 2018, will increase patron access to the digitally preserved historic photographs and documents by making them available online through Carnegie Library’s website.

The community makerspace, BLDG 61, launched in 2016, is attracting thousands of participants and winning multiple awards. BLDG 61 is a model for libraries internationally, and functions as a de facto incubator for innovators, entrepreneurs, and inventors with multiple patent applications and several businesses launching from the space in the less than two years it has been in operation. BLDG 61 programs have been sustained by a series of community grants. BLDG 61 has a high-tech shop with laser cutters and 3D printers, as well as a full-scale, advanced woodworking shop and offers opportunities for patrons to learn from, and work alongside, community experts. While not likely what library staff and the Library Commission envisioned when this goal was written more than 10 years ago, opening the BLDG 61 Makerspace at the Main Library has certainly fulfilled the intention of the goal for the library to provide a leading-edge space, state-of-the-art technology, outreach and training for patrons.

In the past 10 years BPL introduced several technology infrastructure upgrades to increase patron access to the Internet, computers, and software. Children now have access to computers that allow them to develop digital literacy skills, and participants can borrow and use laptop computers during technology and maker-focused programs. Similarly, the BoulderReads program installed a computer lab to assist adults with improving their digital literacy skills, obtaining high school equivalency credentials, applying for jobs, etc. With the shift to more patrons owning smartphones, tablets, and laptop computers, BPL addressed the access issue by implementing and expanding WiFi Internet access and introducing access to the Microsoft Office software suite. While website technology evolves rapidly, BPL made incremental improvements to its website, catalog search interface, and introduced library account and early literacy apps. To facilitate information sharing about library programs and services with patrons who speak languages other than English, the Google translate feature was integrated into the library website.

Opportunities for continued improvement

During the next 10 years, BPL will continue to build upon accomplishments designing programs and services to respond to the community’s aspirations and needs. Through community engagement, staff and Library Commissioners evaluated the relevance and priority of the objectives from the 2007 Boulder Public Library Master Plan that were not accomplished due to time and budget constraints. Several of these objectives were updated and are included in BPL’s new goals (in bold).

BPL was not able to fully address many of the outreach objectives. This included:

- Regularly gathering community input about programs and services to assess satisfaction.
- Programs and services designed to reach low-income families, youth, seniors, community members with specials needs, and Latinx community members.
- Programs that pair seniors and youth.
- Promoting BPL as an arts destination.
- Incorporating a homework help center with facilities expansion.
While BPL did make significant strides with improving and expanding facilities and updating technology during the past 10 years, a few objectives were not addressed, most of which are still relevant including:

- **Building a full-service north Boulder branch library.**
- **Providing sufficient staff time to manage auditorium and meeting room technology to support expanded art and cultural programs.**
- **Installing consistent, patron-friendly directional signs in all library facilities.**
- **Creating a Carnegie library program plan to identify major building system needs and the required funding to address them, supporting its role as the conservator of Boulder’s history.**
- **Investing in a mobile technology information center that could be taken out into the community to engage underserved community members.**
- **Expanding the Main Library 1992 building to the west.**
- **Investigating opportunities for multi-function civic buildings in which the library would share space with other city departments.**
- **Moving the BoulderReads program offices and public space to a more prominent location.**

Financial sustainability continues to be an urgent priority for BPL. Funding objectives that were not fully addressed include:

- **Obtaining adequate operating funds to improve the quality for custodial and security services and to create a fund for replacement of outdated and worn library furnishings.**
- **Conducting further research on options for library funding and governance.**
- **Creating a development office within the library to spearhead broad fundraising efforts for capital and one-time needs.**
- **Pursuing additional grant opportunities and developing a plan to increase library financial donations.**
- **Develop an endowment to ensure the future of the Carnegie Library for Local History as both a historical site and a repository for Boulder’s historic archives.**
Part Two: Community Trends and Needs

Overview of Boulder

Nestled in Boulder Valley against the scenic beauty of the Flatirons, Boulder is a resilient community committed to environmental sustainability, maintaining a diverse and stable economy, offering a variety of recreational opportunities, and cultivating a welcoming culture that supports innovation and learning for all its residents. Boulder is one of the most educated metropolitan areas in the country and home to University of Colorado (CU), Naropa University and 17 federally-funded research labs.

Boulder offers an outstanding public library system, hundreds of miles of biking and walking trails, excellent public transportation, easy access to open space and the foothills, numerous and varied art, cultural, dining, entertainment and shopping options, excellent schools, and high-quality healthcare. Boulder’s high quality of life, sense of place and extensive amenities make it an attractive place for people from all over to live and work.

While Boulder is unique in its many appealing attributes, many members of the community face the same economic, educational achievement, and social challenges as those in Boulder County. BPL is an organization that serves everyone, and over the past ten years has become a regional hub providing library service to city residents as well as many patrons who reside in unincorporated Boulder County.

City of Boulder At-A-Glance

<table>
<thead>
<tr>
<th>Population</th>
<th>108707</th>
</tr>
</thead>
<tbody>
<tr>
<td>CU student enrollment*</td>
<td>33,246</td>
</tr>
<tr>
<td>Median household income</td>
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<tr>
<td>Below poverty level**</td>
<td>22%</td>
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<tr>
<td>Jobs</td>
<td>100148</td>
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<tr>
<td>Employees who commute into Boulder</td>
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<tr>
<td>Housing units</td>
<td>46,094</td>
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<tr>
<td>Median attached home price</td>
<td>$405,250</td>
</tr>
<tr>
<td>Median detached home price</td>
<td>$845,000</td>
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</tbody>
</table>

SOURCES: 2017 Boulder Community Profile, *2017 University of Colorado Overall Enrollment Profile, **American Community Survey 2016 data 95,728 individual verified for income status.

The median household income increased more than 12 percent between 2000 and 2016, although poverty rates and other negative socio-economic indicators are not improving among certain populations (e.g. Latinx residents, seniors, and children).

Demographic trends

The following section summarizes demographic trends for children and families, the largest group in BPL’s patron base, as well as trends for other groups that are typically considered harder to connect with the city’s public services, or otherwise underserved. All demographic information is for the city of Boulder unless specifically noted as Boulder County.
Children and families
Children and families make up the largest group that BPL serves, hence, a significant amount of its resources, programs and services are designed to serve this group of patrons. Demographic trends and the educational and social needs of this group are important factors to BPL’s long-range planning and service delivery design. For example, during focus groups and community events for the Master Plan, Latinx parents indicated that BPL needs to find ways to offer programs and services at times and locations that are convenient to these families. Parents in this demographic often hold more than one job and are not able to bring their children to the library to participate in programs and events.

Boulder Children At-A-Glance (<18 years of age)

| Population | 13,805 |
| White alone, not Latinx or Hispanic | 72.5% |
| Latinx or Hispanic origin | 17.1% |
| Total Families | 8,065 |
| Families in poverty | 5.1% |
| White alone, not Latinx or Hispanic families in poverty | 3.7% |
| Latinx or Hispanic origin families in poverty | 16.5% |

SOURCE: American Community Survey 2016

The total population of children in the city increased by almost 3 percent between 2010 and 2016. The percentages of children in the city of Boulder who are white or of Latinx or Hispanic origin have not changed significantly since 2009. However, between 1990 and 2014, there was a marked shift in ethnicity for Boulder County children. The number of white non-Latinx children decreased by 22 percent, while the number of Latinx children increased by more than 123 percent. The Colorado Children’s Campaign projected that by 2021, children of color will make up the majority in Colorado.

Between 2007 and 2016, Boulder Valley schools experienced a more than 10 percent increase in student enrollment (pre-kindergarten to grade 12). The number of students eligible for free/reduced lunch (FRL) programs in the school district during 2016 and 2017 was 21 percent. Family income less than or equal to 185 percent of the Federal poverty level qualifies students for FRL program. The 2017 Federal poverty level for a family of four is annual income of $24,600 per year. The true cost of living in Boulder for a family of four is more than $86,000 per year. Poverty is not equally distributed among the city’s children. Four times more families of Latinx or Hispanic origin are in poverty as white families. The 2017 Boulder County TRENDS Report states that economically disadvantaged students need nearly twice the amount of support as their more advantaged peers to compensate for the experiences their families cannot afford.

5 The Status of Children of Boulder County Report 2015.
From 2013 to 2014, more than two percent of all students in the Boulder Valley School District (BVSD) were homeless. In BVSD, 13.2 percent of homeless students were youth living on their own. While the scope of BPLs mission does not include directly addressing this serious community problem, it is important to consider the unique challenges of reaching and providing library services to children and youth in this category.

According to U.S. Census estimates for the combined years 2011 to 2013 in Boulder County, 17.7 percent of children ages 5 to 17 years in non-English speaking households spoke English less than “very well.” The Census Bureau defines linguistic isolation as speaking English less than “very well” among people who speak a language other than English at home. This isolation creates substantial challenges for children with school achievement, their access to library programs and services, and for their families’ involvement in the community.

Student achievement is a common measure used to evaluate educational policy and indicates students’ readiness to enter the workforce or move into higher education. Analysis of the Transitional Colorado Assessment Program and the Colorado Student Assessment Program scores indicate that Boulder County student achievement has shown modest improvements in the ten years between 2004 and 2014. However, the achievement gaps in reading (33 percentage point gap) and math proficiency (35 percentage point gap) are wide between students who are eligible and not eligible for the FRL program. The reading gap narrowed only slightly during that ten-year period.

<table>
<thead>
<tr>
<th>Achievement gap: the difference in academic performance between children from high- and middle-income, educated families and that of their peers, whose backgrounds include more risk factors and less opportunity.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOURCE: 2017 Boulder Community Foundation TRENDS Report</td>
</tr>
</tbody>
</table>

Far too often, Latinx children and children in families that are economically disadvantaged are falling behind their peers. Closing the achievement gap was identified as one of the most critical community challenges and a top priority for the Boulder Community Foundation in the 2017 TRENDS Report.

Research indicates children’s development of literacy skills must start early, but only 29 percent of BVSD kindergartners attend a full-day program. This rate is dramatically lower than that of the St. Vrain Valley School District. One of the reasons for the discrepancy is that BVSD offers full-day kindergarten at only eight schools whereas St. Vrain offers it at every school. This means many children in the BVSD must wait until 1st grade before receiving full-day instruction, putting minority and poor children behind their peers from the very beginning of their education.

According to The Status of Children of Boulder County Report 2015, children with the best opportunity for success as adults are those with a high school diploma or greater. BPL can best serve the community by coordinating with BVSD and devoting some of its resources to providing programs that support students to increase academic achievement and to help close these gaps.

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6 The Status of Children of Boulder County Report 2015.
7 Colorado’s standards-based assessment is designed to provide a picture of student performance to schools, districts, educators, parents and the community.
8 2017 Boulder Community Foundation TRENDS
The Harvard Family Research Project’s report *Public Libraries: A Vital Space for Family Engagement* says that libraries are playing a greater role in early learning for young children. Engaging families in learning activities is critical for children’s academic and social development and is a matter of equity. Family engagement is a shared responsibility among families, educators, and communities. High-income families spend seven times more money on out-of-school enrichment activities than low-income families. Libraries are free, trusted, safe, and welcoming places that can help counterbalance these inequalities.

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### 5Rs: Ways Libraries Encourage Family Engagement

**Reach Out**: Libraries reach out to families wherever they are to promote the programs, collections, and service that are vital in a knowledge economy.

**Raise Up**: Libraries elevate family views and voices in how library programs and services are developed and carried out.

**Reinforce**: Libraries provide guidance on and modeling of the specific actions that family members can take to support learning, reaffirming families’ important roles and strengthening feelings of efficacy.

**Relate**: Libraries offer opportunities for families to build peer-to-peer relationships, social networks, and parent-child relationships.

**Reimagine**: Libraries are expanding their community partnerships; combining resources and extending their range; improving children and families’ well-being; and linking new learning opportunities. SOURCE: *Public Libraries: A Vital Space for Family Engagement*

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**Immigrant and minority groups**

Supporting diversity and cultivating a social environment that is welcoming and inclusive are fundamental values of the Boulder community. BPL represents these values by promoting cultural competency. Through its own guiding principle, BPL promises to evolve and continually engage with the community and to develop programs and services that are relevant to the needs of immigrants and minorities. To effectively engage and evolve, BPL must remain apprised of the trends and needs of community members with diverse backgrounds.

**Boulder Minority Groups Percent of Population**

<table>
<thead>
<tr>
<th>Minority Group</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic or Latinx Origin</td>
<td>9.2%</td>
</tr>
<tr>
<td>Asian Alone</td>
<td>5.3%</td>
</tr>
<tr>
<td>Black or African American Alone</td>
<td>1.1%</td>
</tr>
<tr>
<td>American Indian or Alaskan Native Alone</td>
<td>0.2%</td>
</tr>
<tr>
<td>Native Hawaiian or other Pacific Islander Alone</td>
<td>0.1%</td>
</tr>
<tr>
<td>Other race alone</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

---

9 *Public Libraries: A Vital Space for Family Engagement*
Boulder residents of Hispanic or Latinx origin increased by more than 12 percent between 2010 and 2016. Twenty-six percent of residents of Hispanic or Latinx origin are living below the Federal poverty level.

<table>
<thead>
<tr>
<th>Two or more races</th>
<th>2.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOURCE: American Community Survey 2016</td>
<td></td>
</tr>
</tbody>
</table>

Percent of Boulder Population in which Language other than English is Spoken at Home

<table>
<thead>
<tr>
<th>Language other than English</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spanish</td>
<td>6.6%</td>
</tr>
<tr>
<td>Children</td>
<td>1.5%</td>
</tr>
<tr>
<td>Adults</td>
<td>5.1%</td>
</tr>
<tr>
<td>Other Indo-European</td>
<td>4.7%</td>
</tr>
<tr>
<td>Asian and Pacific Island</td>
<td>3.3%</td>
</tr>
<tr>
<td>Other</td>
<td>0.7%</td>
</tr>
<tr>
<td>SOURCE: American Community Survey 2016</td>
<td></td>
</tr>
</tbody>
</table>

Older adults

The Boulder Community Foundation 2017 TRENDS Report states the older adults represent the fastest growing population group in Boulder County and by 2050, adults aged 65+ are projected to comprise 23 percent of Boulder County's population.

Boulder Older Adult Residents At-A-Glance (65+ years of age)

<table>
<thead>
<tr>
<th>Population</th>
<th>10,811</th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone, not Latinx or Hispanic</td>
<td>93.7%</td>
</tr>
<tr>
<td>Latinx or Hispanic origin</td>
<td>2.6%</td>
</tr>
<tr>
<td>Language other than English spoken at Home</td>
<td>10.1%</td>
</tr>
<tr>
<td>Living in poverty</td>
<td>7.5%</td>
</tr>
<tr>
<td>Householder Living Alone</td>
<td>53.1%</td>
</tr>
<tr>
<td>SOURCE: American Community Survey 2016</td>
<td></td>
</tr>
</tbody>
</table>

In 2014, 65 percent of adults aged 60+ who responded to the Community Assessment Survey of Older Adults, used a public library. While BPL provides a significant number of programs, services and resources that appeal to adults of all ages, BPL will have to tailor offerings to address the unique needs of members of this rapidly-growing group to be responsive. These needs are related to mobility and accessibility, supporting aging in place, and staying connected to other community members.

Persons experiencing homelessness

The cities of Boulder and Longmont have the largest number of persons experiencing homelessness in Boulder County.
Boulder Residents Experiencing Homelessness At-A-Glance

<table>
<thead>
<tr>
<th>Population</th>
<th>1,050</th>
</tr>
</thead>
<tbody>
<tr>
<td>White, not Latinx or Hispanic</td>
<td>48%</td>
</tr>
<tr>
<td>Latinx or Hispanic origin</td>
<td>39%</td>
</tr>
<tr>
<td>Individual</td>
<td>60%</td>
</tr>
<tr>
<td>Part of a family</td>
<td>40%</td>
</tr>
<tr>
<td>Language other than English spoken at Home</td>
<td>10.1%</td>
</tr>
<tr>
<td>Living in poverty</td>
<td>7.5%</td>
</tr>
<tr>
<td>Householder Living Alone</td>
<td>53.1%</td>
</tr>
</tbody>
</table>

SOURCE: 2009 Point-in-Time Survey, Boulder County

For those reporting family status in the 2009 Point-in-Time Survey for Boulder County, approximately 108 persons had children aged 0 to 5 years. The number of chronically homeless individuals in the county was estimated to be between 96 and 108\(^{10}\).

Losing a job was the most frequent contributing factor leading to homeless status, and an inability to pay rent or mortgage was the second. Single individuals were more likely than heads of family households to report substance abuse and mental illness as significant contributing factors to their homeless situation\(^{11}\). BPL is committed to assisting Boulder’s homeless community members and their families to become self-supporting and self-sufficient by improving their literacy and developing job skills. BPL is also a place for marginalized community members such as those experiencing homelessness to feel welcomed and part of the community. Further, BPL can facilitate connecting people to the information, resources and other agencies that they need to change or improve their individual situations.

Growth trends and area characteristics

During the past decade, more than 3,000 new housing units have been built and more than five million square feet of commercial and industrial space has been developed in Boulder. Gunbarrel and east Boulder are anticipated to show the most growth over the next decade\(^{12}\). North Boulder has continued to evolve to include mixed-use development along Broadway that is becoming the subcommunity’s center for gathering and doing business.

**Gunbarrel**

According to the Boulder Valley Comprehensive Plan (BVCP) 2017 update, the Gunbarrel subcommunity is unique because many residents live in the unincorporated area. There is also shared jurisdiction for planning and service provision among the county, city, Gunbarrel Public Improvement District and other special districts. The commercial and industrial areas in the area have been identified for potential revitalization in previous planning efforts. The 2006 City’s Gunbarrel Community Center Plan proposes

\(^{10}\) Boulder County’s Ten-Year Plan to End Homelessness

\(^{11}\) Boulder County’s Ten-Year Plan to End Homelessness

\(^{12}\) 2017 Boulder Community Profile, City of Boulder.
transitioning the Gunbarrel commercial area from mostly light industrial uses to a viable and vibrant, pedestrian-oriented commercial center serving Gunbarrel subcommunity residents and workers. This includes:

- Expanding and introducing more density into the retail area,
- Adding new residential and some offices in proximity to the retail area,
- Providing more multi-modal transportation connections and making Spine Road between Lookout and Gunpark roads the ‘Main Street’ for the retail area.

Implementation of the Gunbarrel Community Center Plan will require collaboration of the public and private sectors. Business associations, such as the Gunbarrel Business Alliance, and neighborhood groups will play a pivotal role in promoting collaboration to successfully implement the plan.

A 2016 analysis of the Gunbarrel area and the BPL accounts of patrons who reside within a two-mile radius of there was conducted using the Cengage Learning database by Experian using Census Area Projection Estimates and appending the data generated with anonymized BPL patron data.

**Boulder Gunbarrel Area Residents At-A-Glance**

<table>
<thead>
<tr>
<th>Population</th>
<th>12,057</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents aged 65+</td>
<td>15.9%</td>
</tr>
<tr>
<td>Hispanic or Latinx origin</td>
<td>4.6%</td>
</tr>
<tr>
<td>Median age</td>
<td>38.5 years</td>
</tr>
<tr>
<td>Most prominent age group</td>
<td>55 to 64 years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Households</th>
<th>5,486</th>
</tr>
</thead>
<tbody>
<tr>
<td>With children</td>
<td>30.5%</td>
</tr>
<tr>
<td>With active cardholders</td>
<td>32%</td>
</tr>
<tr>
<td>Speak Spanish at Home</td>
<td>3.7%</td>
</tr>
<tr>
<td>*Annual household income</td>
<td>9.6%</td>
</tr>
<tr>
<td>$24,999 or less</td>
<td></td>
</tr>
<tr>
<td>**Annual household income</td>
<td>31.3%</td>
</tr>
<tr>
<td>$25,000 to $80,000</td>
<td></td>
</tr>
<tr>
<td>Average annual household income</td>
<td>$120,551</td>
</tr>
</tbody>
</table>

*The 2017 Federal poverty level for a family of four is annual income of $24,600 per year.
**The true cost of living in Boulder for a family of four is more than $86,000 per year.

Fifty-seven percent of these cardholders must drive between 10 and 15 minutes, and 43 percent must drive between 15 and 20 minutes to reach the closest BPL location identified as the Meadows Branch Library. Many of the BPL patrons who reside in Gunbarrel and participated in the master plan community survey and other engagement events expressed enthusiastic interest in getting some form of library service in the area. They view the public library as critical to creating a vital community center,
a place where they can interact with their neighbors and a safe and welcoming place for children and families to learn and play. Opening a corner library in Gunbarrel is included as goal in the plan. (See the Facilities and Technology goals.)

**North Boulder**

The vision of the 1995 North Boulder Subcommunity Plan included a branch of BPL as a community center among its residential neighborhoods. Over the years, the newer mixed-use development along Broadway has become the core area of community activity with local shops and eateries. In 1997, five new zoning districts were created to implement the design guidelines in the plan, including: a business main street zone patterned after historic ‘Main Street’ business districts; three mixed-use zones that provide a transition between the higher intensity business ‘Main Street’ and surrounding residential or industrial areas; and a mixed density residential zone district. Northeast Boulder (between 30th street and Airport Rd, west to east, and Valmont to Highway 119, south to north) has multiple mobile home communities and apartment complexes and is one of lowest income areas in the city.

A 2016 analysis of the North Boulder area and the BPL accounts of patrons who reside there was conducted using the Cengage Learning database by Experian using Census Area Projection Estimates and appending this data with anonymized BPL patron data.

**North Boulder Area Residents At-A-Glance**

<table>
<thead>
<tr>
<th>Population</th>
<th>16,674</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents aged 65+</td>
<td>13.1%</td>
</tr>
<tr>
<td>Hispanic or Latinx origin</td>
<td>12.9%</td>
</tr>
<tr>
<td>Median age</td>
<td>41.6 years</td>
</tr>
<tr>
<td>Most prominent age group</td>
<td>55 to 64 years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Households</th>
<th>6,791</th>
</tr>
</thead>
<tbody>
<tr>
<td>With children</td>
<td>32.2%</td>
</tr>
<tr>
<td>With active cardholders</td>
<td>54%</td>
</tr>
<tr>
<td>Speak Spanish at Home</td>
<td>11.6%</td>
</tr>
<tr>
<td>*Annual household income $24,999 or less</td>
<td>12.1%</td>
</tr>
<tr>
<td>**Annual household income $25,000 to $80,000</td>
<td>29.3%</td>
</tr>
<tr>
<td>Average annual household income</td>
<td>$129,722</td>
</tr>
</tbody>
</table>


*The 2017 Federal poverty level for a family of four is annual income of $24,600 per year.

**The true cost of living in Boulder for a family of four is more than $86,000 per year.
Through a partnership with Boulder Housing Partners, the North Boulder Corner Library came to fruition in 2014. While the compact corner library was enthusiastically welcomed by the community that was eager for library services, its small size and limited resources are not able to fully meet the north Boulder community’s need for library services. BPL is currently planning the construction of a full-service branch library in North Boulder to replace the NoBo Corner Library. This project is a goal in this plan. (See the Facilities and Technology goals section.)

East Boulder

The Boulder Valley Comprehensive Plan describes Boulder Junction as an intermodal, regional center. The City of Boulder Transit Village Area Plan guides development of the area. The plan recommends transformation of this once mostly industrial, low-density, automobile-oriented area into a more urban, higher-density, pedestrian-oriented environment with a mixture of uses, including new retail and office space and new residential neighborhoods for persons with a diversity of incomes and lifestyles.

Like Boulder’s workforce, BPL has become a regional hub serving patrons from all over the region. Providing popular, convenient, commuter-friendly library service may be a natural enhancement that BPL could provide to mixed-used, higher-density areas like Boulder Junction. A kiosk-type book pick-up and return may be an attractive feature to commuters and residents in the area and may provide convenient access to other community members residing in east Boulder.

East Boulder Area Residents At-A-Glance

<table>
<thead>
<tr>
<th>Population</th>
<th>3,820</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents aged 65+</td>
<td>10.4%</td>
</tr>
<tr>
<td>Hispanic or Latinx origin</td>
<td>20.9%</td>
</tr>
<tr>
<td>Median age</td>
<td>37.4 years</td>
</tr>
<tr>
<td>Most prominent age group</td>
<td>25 to 34 years</td>
</tr>
<tr>
<td>Households</td>
<td>1,506</td>
</tr>
<tr>
<td>With children</td>
<td>23.2%</td>
</tr>
<tr>
<td>With active cardholders</td>
<td>42%</td>
</tr>
<tr>
<td>Speak Spanish at Home</td>
<td>15.7%</td>
</tr>
<tr>
<td>*Annual household income $24,999 or less</td>
<td>13.1%</td>
</tr>
<tr>
<td>**Annual household income $86,000 to $25,000</td>
<td>37.1%</td>
</tr>
<tr>
<td>Average annual household income</td>
<td>$119,932</td>
</tr>
</tbody>
</table>


*The 2017 Federal poverty level for a family of four is annual income of $24,600 per year.
**The true cost of living in Boulder for a family of four is more than $86,000 per year.
As plans for progress for further development along the Arapahoe Avenue corridor between Baseline Road and Diagonal Highway and east between 33rd and 55th streets, library staff will coordinate with Planning and Development Services to identify and assess options for future library service locations including an option to provide mobile services to the area via a bookmobile. BPL may consider providing some pop-up or pilot programs to engage with community members who reside in east Boulder along Valmont Road and in the Boulder Junction area to understand what type of library services would most benefit them.

What our community says about BPL

Results from the 2016 Boulder Community Survey show strong satisfaction of respondents with library services. They also reveal opportunities to improve access to services in Gunbarrel and improve outreach to Latinx members of the community.

City of Boulder 2016 Community Survey
Overall Results about Library Services

<table>
<thead>
<tr>
<th>Overall results</th>
<th>Rated BPL as “good” or “excellent”</th>
<th>94%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use the library at least once per month</td>
<td>69%</td>
<td></td>
</tr>
</tbody>
</table>

SOURCE: City of Boulder 2016 Community Survey

The satisfaction ratings improved from the 2014 survey results. The frequency of library use is similar to the national benchmark for this survey.

City of Boulder 2016 Community Survey
Geographic Crosstab Results about Library Services

<table>
<thead>
<tr>
<th>Central Boulder North</th>
<th>Central Boulder South</th>
<th>Crossroads &amp; CU</th>
<th>East Boulder &amp; Gunbarrel</th>
<th>North Boulder &amp; Palo Park</th>
<th>South Boulder</th>
<th>Southeast Boulder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rated BPL as “good” or “excellent”</td>
<td>95%</td>
<td>98%</td>
<td>95%</td>
<td>87%</td>
<td>93%</td>
<td>94%</td>
</tr>
<tr>
<td>Use the library at least once per month</td>
<td>75%</td>
<td>80%</td>
<td>51%</td>
<td>57%</td>
<td>75%</td>
<td>81%</td>
</tr>
</tbody>
</table>

SOURCE: City of Boulder 2016 Community Survey

A geographic crosstab of the results showed slightly fewer Gunbarrel respondents rated the library as excellent or good, compared to respondents in the other areas of the city. The number of “Crossroads &
CU” and “East Boulder & Gunbarrel” respondents that reported using the library at least once per month was about 20 percent less than respondents from other areas in the city.

City of Boulder 2016 Community Survey
Demographic Crosstab Results about Library Services

<table>
<thead>
<tr>
<th></th>
<th>White alone, not Hispanic</th>
<th>Hispanic and/or other race</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rated BPL as “good” or “excellent”</td>
<td>95%</td>
<td>88%</td>
</tr>
<tr>
<td>Use the library at least once per month</td>
<td>70%</td>
<td>65%</td>
</tr>
</tbody>
</table>

SOURCE: City of Boulder 2016 Community Survey

The demographic crosstab of results showed that respondents who identified as “Hispanic and/or other race” who rated the library as excellent or good were five-percent less than the other groups. These relatively lower ratings of library service between groups may correlate to the feedback received from the community during the master planning activities regarding accessibility to library services and represent potential opportunities for improvement.

BPL Master Plan Community Survey

The Community Engagement and Feedback Report that summarizes the community input received from the Master Plan community survey and several focus groups that were conducted by consultants Joining Vision and Action LLC. Most respondents identified as white (84 percent) with Hispanic or Latinx respondents representing a significantly smaller number (3.8 percent). The report outlined BPL’s key strengths and key needs or gaps as:

**Key Strengths**
Overall, feedback gathered through both the survey and the focus groups was positive regarding the library overall, the staff and programs. The following stood out as particular strengths:

- Library has a strong base of support
- Library seen as valuable resource for youth and children
- Staff interactions highly rated and valued

**Key Needs or Gaps**
Some needs or gaps also arose from the feedback received. These points are opportunities for BPL to improve services and have all been incorporated into the Master Plan goals. These needs are as follows:

- Residents in North Boulder and Gunbarrel feel underserved by current library facilities
- Lack of awareness of library’s offerings
- Bilingual services may not be adequate or there is a lack of awareness of available services

Respondents were asked to rate the library strengths as being a good place for children and youth and to engage in several activities. The results are in the graph below.
Respondents aged 65+ rated all areas lower than respondents in all other age groups. This aligns with national trends for how this age group rates library services in general. Considering that this demographic is expected to grow dramatically during the next decade, this may indicate an opportunity to cultivate greater connection with patrons of this age group to better understand how library services could be designed to better serve them.
Respondents were given an imaginary $100 to spend in the areas listed in the graph above. On average, respondents spent 39 percent of their allotment on building a new library in their neighborhood and 36 percent on maintain current facilities at a high level. Overall, library patrons value existing library facilities and want them maintained at a high level. By far, the most common destination for allocation of capital funds was maintaining current facilities. The responses were cross-tabulated with the area of the city that respondents said they resided. The results showed that Gunbarrel residents strongly desire a new library. Gunbarrel respondents were the only area to allocate more funds toward a new library than toward maintaining current facilities.

The most common request under the ‘other’ item was to use the funds to increase the library’s physical and digital collections. Some of the other more common requests were to allocate funds to:

- Address the perceived issues created by the homeless population in the library (i.e., occupied seating and issues of safety)
- More activities and programs for children
- Increase access through drop-off areas or mobile libraries
- To offer more events such as author readings
- To extend the hours the libraries are open

Respondents were given an imaginary $100 to spend on operating budget items. Respondents value physical media. Both the highest average allocation and the greatest total allocation of operating funds went toward more physical media.

**BPL Master Plan Focus Groups**

Participants in focus groups facilitated by Joining Vision and Action LLC said BPL’s facilities are welcoming and offer a comfortable atmosphere. They appreciate access to the open interior spaces,
study rooms and meeting rooms and consider the availability of computers for use a strength. The Main Library and the Meadows Branch Library were identified as facilities providing convenient access. The BLDG61 Makerspace was one of the most recognized and appealing aspects of the library according to the focus groups, and the Seeds Café at the Main Library was identified as a convenient location to visit when visiting the library.

Participants said the library is a family friendly space that offers a variety of resources for parents and their children to enjoy together. Bilingual story time was identified as being a strength of the library, and some suggested expanding the offerings into more languages. Participants mentioned how valuable it is to have these kinds of programs every day of the week at all the different branches. Moreover, children’s programs were especially liked and discussed positively by Spanish-speaking participants, who mentioned the importance of programs for children for their families as an effective way to become more involved in the community and form connections. The diverse variety of events offered by the library allows people beyond frequent library users to access many of its great resources. They expressed the view that the library offers a sense of community.

Participants pointed out that the staff and the librarians are “very knowledgeable.” Participants perceive them as being “real resources” that are always available to help and answer questions, which, according to one participant, is especially true and important for homeschooled kids. Moreover, participants feel they can count on staff to give good book recommendations. Participants all agreed that staff at the Boulder libraries often put in the effort to be friendly and helpful when they visited.

[Insert more results from focus groups about what they want to see the library to do more of.]

Community members who participated in the master planning process said that BPL is a source of community pride and a trusted source of information. In addition to the traditional role of providing free books and other resources, they defined the library as a vital civic space for people to meet and have conversation, study, hang out with their friends, and engage in fun and educational activities and cultural experiences. Having libraries in their neighborhood area builds and strengthens connections and creates a sense of community with neighbors. BPL was described as a fun and welcoming place, especially for children and youth. It is also a place for patrons to give back to the community through volunteerism, develop literacy skills, and pursue one’s love of books. [Emphasize this paragraph with pictures.]

Community Priorities and Needs Assessment

While libraries cannot directly solve many of their community’s most pressing issues, such as providing an adequate amount of sustainably paying jobs, affordable housing, accessible and affordable health care and mental health care or substance abuse treatment, they do serve a key role as information centers to connect people with resources. For instance, libraries can help support community members in learning new skills and assist them with improving their employment situation. They also can refer them to social service providers to help find healthcare or end or prevent homelessness.
Libraries help build the resilience of the community, often acting as community connectors. Building resilience is not only about disaster preparedness, it is about addressing on a fundamental level, a community’s chronic stressors that weaken the fabric of a city on a day-to-day or cyclical basis. Boulder defines resilience as the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks may be experienced. The public library is an enduring institution, one that can be counted on by the community to be a resource and a place to go during challenging times.

Libraries build relationships and trust among the community and provide meaningful opportunities and social tools for inclusive collaborations in neutral, welcoming spaces. Providing civic spaces that are open and welcome to everyone is an important element to cultivating social sustainability. BPL is a place to learn, access resources, participate in civic life, and get to know your neighbors.

Several planning documents and websites of community agencies and the City of Boulder were reviewed to leverage research, community input, and priorities gathered through several other planning processes that identified community needs. The reviewed resources were chosen because the stated goals or problems to be solved are closely tied to the City of Boulder’s Sustainability Framework outcomes of creating: a livable community; accessible and connected community; economically vital community; and healthy and socially thriving community. Library services directly impact these outcomes at some level. Library services have minor impacts on the sustainability framework outcomes of safe community and environmentally sustainable community, so community goals and problems tied to these were not included in the analysis. Several of the goals from these plans describe forming partnerships with community agencies as a strategy to address the specific priorities.

The purpose of the needs assessment was to provide:

- Contextual information about the Boulder community's needs and priorities and identify areas of focus for which the library can support and/or have a positive impact in fulfilling its mission.
- A framework for aligning library services to address community needs.
- Information about how library service levels should change over time given the context of needs and trends in the community, budget and resource restraints, and changing community preferences and priorities.
- How BPL is an integral community asset.

In addition to researching planning documents and websites, the library engaged Margaret Sullivan Studio to assist with the needs assessment. The Studio interviewed 16 community leaders to establish a baseline understanding of the library’s current role in the community. Their responses began to identify the community's needs, its challenges from the individual leaders’ perspectives, the kind of community they want Boulder to be. They were also asked to share their thoughts on the role they believe BPL can serve in reaching that vision. The leaders that participated in these initial interviews represented the library, city government, non-profit agencies, and organizations that currently partner with the library. Their aspirations for Boulder and BPL are summarized as follows:

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13 City of Boulder Resilience Strategy.
Aspirations for the community

- Find more common purpose instead of continuing public conflict – meaningful dialogue happens with common experiences.
- Be more welcoming so persons of all ages and backgrounds can find their own place in Boulder.
- Become a greater art and culture scene with places for persons to participate in art, rather than simply observe it.
- Improve the integration process for persons experiencing homelessness into the greater community and create space where they have resources to have constructive days.
- Improve cultural competency so visitors and new immigrant community members feel like there is something for them in Boulder.
- Engage everyone on an equal level. This may be accomplished by inviting unexpected persons to serve in leadership roles and create an attitude of "come teach us."
- Cultivate greater trust and understanding between predominantly white and affluent community members and minority or underserved members.
- Create pathways of economic and social success for everyone.

Aspirations for BPL [Circle back and confirm these are in optimum order.]

- Continue to be the center of the community, the heart.
- Continue to be committed to success and pushing the community towards the above goal.
- Continue to be a safe place for persons of all backgrounds, economic situations and needs, where no one is harassed or judged.
- Continue to be an integration force and equalizer, and place where people can be without being ‘consumers.’
- Continue to be a family center.
- Continue to be a center for knowledge and inspiration for all.
- Position BPL as a touchpoint and community facilitator – a bridge between the community and the city government.
- Provide a platform for positive civic engagement and be a supportive agent of change, as a neutral space.
- Provide free exhibit and performance space to the city’s art and culture scene.
- Connect the library and the tech community in meaningful and mutually beneficial ways.
- Facilitate a sharing economy in that persons are enriched by sharing their own knowledge and experiences with one another.
- Be an experimentation factory.

The needs identified through the research and initial interviews with community leaders were further explored with community members to identify the community’s preferences and priorities for library services during focus group discussions, stakeholder meetings, a community survey, and other engagement activities See Appendix B. The findings from the community needs assessment are
summarized along with some examples of what BPL is already doing to help the community achieve its goals. Most of these community priorities and needs, organized within four themes, are closely related or interconnected.

Supporting economic sustainability
Boulder is known as a city that uses values-based decision-making with regard to development, growing its economy, increasing economic activity for businesses and revenues for the city. It values minority- and local-owned businesses’ and non-profits’ contribution to creating a healthy economy. A diverse mix of businesses and a skilled workforce are key components for building a strong, resilient economy.

*Cultivating opportunities to address the income gap.* Long-term economic sustainability of a community is realized by cultivating diversity and creating an environment in which all persons have an opportunity to contribute. The Institute for Social and Environmental Transition-International maintains that lower-income people are among the least able to recover from an economic recession or catastrophic event, yet they are often central to the economy and culture of a community. Further, the percentage of Boulder County residents experiencing poverty has grown with a deep and persistent gap between the incomes of Non-Hispanic white and Latinx households. The income gap between those groups in Boulder County is significantly greater when compared to the income gap between those two populations nationwide14.

BPL provides free opportunities for low-income and immigrant community members to build a range of 21st century literacy skills through the BoulderReads adult literacy program, the BLDG61 Makerspace skill-building workshops, and Conversations in English meetings so that they may improve their employment situation. In collaboration with community partners, BPL could expand its offering of these types of programs and improve its outreach to serve these community members at times and in places that are convenient to them.

*Education and skill development.* Maintaining a skilled workforce that is adaptable to changes in technology is fundamental to Boulder sustaining a healthy and diverse economy. The City of Boulder Economic Strategy stated that training focused in the STEAM fields was important15. Providing children with the opportunity to develop interest and skills in these fields in an integrated way encourages critical thinking and experimentation and is a first step in preparing them for the workforce. Providing workforce training and skill building not only support a healthy economy, these opportunities for education and employment development empower adults living under the poverty level or who are experiencing homelessness to become self-sufficient and better able to make effective decisions that promote their well-being16.

Further, providing programs to immigrants to help them learn about the American culture and improve their English language skills fosters inclusion in the community. It also builds self-sufficiency and increases their potential to earn more competitive salaries and become greater contributors to a

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14 Community Foundation of Boulder County 2015 TRENDS report.
15 City of Boulder Economic Sustainability Strategy.
16 Boulder County Housing and Human Services Strategic Plan.
healthy and socially thriving community. This includes supporting immigrant parents to actively participate in their child’s education.

BPL plays a role in supporting the economic vitality of the community through several of its programs and services that encourage life-long learning, skill building, and workforce readiness, such as BLDG 61 Makerspace workshops, BoulderReads adult literacy program, and resume writing and job search programs. It also partners with organizations whose missions are to educate and support the local economy and align with the library’s mission such as: Boulder Small Business Development Center (SBDC) the Boulder County Farmers Market, and Seeds Library Café. For example, its partnership with the SBDC provides resources and consultant support directly to entrepreneurs and small business owners. In addition to these programs and partnerships, BPL may be able to cultivate new community collaborations to deliver workforce development by facilitating connections between community members and the other programs available in the community. It can also help to raise awareness and address the income gap.

Support, promote and expand local agriculture, making fresh products accessible to our community and strengthening relationships between local food producers and food consumers.

Showcase local food and drink through an affordable, transparent, and seasonal menu, to engage the public with local agriculture, and to serve as a vibrant gathering space for the local food community.

SOURCE Boulder County Farmers Market and Seeds Library Café

Support the growth and resiliency of small businesses in Boulder County by providing free business consulting, practical workshops & events and connection to resources, including financing. The SBDC helps all types of small businesses – from startups through 2nd stage, from “Main Street” through highly scalable technology ventures. Some programming in both English and Spanish.

SOURCE Boulder Small Business Development Center

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17 Intercambio Uniting Communities
A few new potential collaborations may include:

- **The Boulder Chamber of Commerce Project Innovation Blueprint 3.0** seeks to expand mentoring and training programs for entrepreneurs, female and minority business leaders, facilitate cross-industry collaboration, and develop talent among our university student population.

- **Boulder Valley School District, Superintendent’s Strategic Plan Goal** is to create a sustainable community partnership program that will establish mutually-beneficial relationships with government agencies, businesses, nonprofits and other community members. The intention is to create successful, curious, lifelong learners who confidently confront the challenges of their time.

- **Family Self-Sufficiency of Boulder County** is a 5-year program that offers eligible low-income families the opportunity to receive a wide array of coordinated services. It sets training and educational goals that lead to better-paying jobs and/or homeownership for self-sufficiency.

- **Redevelopment of Ponderosa Mobile Home Park** is a project focused on infrastructure improvements including affordable, energy-efficient home replacement and eventual annexation of the site into the city. A primary goal is to avoid displacement of the residents while transforming the community into a model for developing a resilient, affordable and carbon neutral community. BPL was identified in the Rebuild By Design report, Path to Resilient Mobile and Manufactured Homes: Ponderosa Resilience Workshop, as a potential partner to for educational resources and support aging in place for the residents.

**Supporting community development**

While both outreach and community development happen in the community, the latter requires us to go out into the community not as experts or authorities, delivering service or information, but as learners and partners, trying to develop relationships that will evolve into collaborative service partnerships. This means more than simply being “user-focused”, it means being “user (or non-user) driven” - i.e., the user is sitting with us, steering the car. - THE WORKING TOGETHER PROJECT

BPL provides programs and services that contribute to community development. It tailors access to programs and services to be convenient for all members of the community and supports opportunities for economically disadvantaged members of the community to become self-sufficient and civic contributors, results in creating a safer, inclusive, and thriving community.

**Engage older adults.** The Age Well Boulder County 2015 Strategic Plan recommended several opportunities to help older adults in the community who want to age in place. Many of these opportunities align with the library’s mission. Providing programs and services that appeal to older adults is something the library already does, but there are growth opportunities. For instance, the

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18 [City of Boulder Economic Sustainability Strategy](#)

19 [Building a Community of Hope 2016 Annual Report. Boulder County Department of Housing and Human Services.](#)
strategy recommended designing programs that pair older adults with younger community members to increase social engagement.

The survey that was conducted to inform the strategy also showed community agencies could improve how they share information about programs and service offered. Forty-seven percent of survey respondents indicated that not knowing what services are available to older adults in the community was at least a minor problem in the City of Boulder\textsuperscript{20}. Similar input was received from patrons who participated in the Library Master Plan survey. The library can improve upon sharing information about the programs and services offered and it can strengthen collaboration with other agencies to connect older adults with resources and other available social services.

**Support self-sufficiency.** The City of Boulder Human Services Department has seen success with implementation of the strategic plan goal of creating integrated access to information and services. The program is helping individuals and families experiencing homelessness or who are otherwise economically disadvantaged, find employment and homes. BPL also serves many of the same community members and acts as a connector, referring these individuals to the available social services. The library also has a role in supporting community members with gaining literacy and life skills to become self-sufficient.

**Volunteerism.** Respondents to the 2016 City of Boulder Community Survey rated the availability of volunteer opportunities as excellent or good, with more than 50 percent having volunteered during the year. Providing opportunities for older adults to participate in the community through volunteerism supports aging in place and prevents isolation. The 2015 Age Well Boulder County Strategic Plan stated that volunteering later in life is associated with better physical health and emotional well-being. The library relies on volunteers to provide several of its programs and services, such as collection maintenance, running the library bookshop, materials delivery to homebound patrons, adult literacy tutoring, oral history interviewers, and BLDG 61 instructors to name a few. BPL will continue to offer meaningful opportunities for volunteer work to the community, a mutually beneficial arrangement.

**Early childhood education.** Boulder County’s Early Childhood Framework outlines three broad goals: Ready Community, Ready Families, and Ready Children. The goals support quality of life for families through policy development and program offerings focused on: children’s healthy growth and development, supporting parents and caregivers to become their child’s first and best teachers, school readiness and early learning outcomes\textsuperscript{21}. Additionally, the Boulder Community Foundation initiated the Five Big Ideas early learning awareness campaign. It was created by and for Latinx parents to build parent leadership and advocacy for early learning. Likewise, the grassroots program Engaged Latinx Parents Advancing School Outcomes (ELPASO) emerged to address the educational achievement gap between Non-Hispanic white and Latinx children in Boulder County\textsuperscript{22}.

The library focuses programs on early childhood development and encourages parents to be active participants in their child’s education. This aligns with the Early Childhood Framework. However,

\textsuperscript{20} Age Well Boulder County Strategic Plan – 2015.
\textsuperscript{21} Early Childhood Council of Boulder County’s, Early Childhood Framework
\textsuperscript{22} Community Foundation of Boulder County 2015 TRENDS report
opportunities exist for library outreach to Latinx families in the community that could further support the mission of the ELPASO program.

**Strengthen culture and diversity in the community**
Several of the resources reviewed for the community needs assessment identified community priorities to strengthen culture, inclusivity, and diversity in the community.

**Access to cultural experiences.** Creating more opportunities for every community member to easily access cultural experiences close to home was identified as important to creating social connectedness. The Education Commission of the States Preparing Students for the Next America report outlines many positive impacts of arts education on student achievement.

**Gathering space.** Strengthening relationships, building resilience, intimacy and character of neighborhoods is accomplished by supporting culture and creating inviting places for people to gather and interact. Like sentiments shared by the community in the Parks and Recreation master planning process, library patrons also expressed the desire for more places and events to engage the community, such as block parties and local celebrations. They also identified the need for productive spaces for community members experiencing homelessness, near-homelessness and mental illness to spend time during the day. All the BPL facilities serve as community gathering spaces. Several public meeting rooms, study rooms and the Canyon Theater serve as venues for patrons to create opportunities to interact with one another.

**Performance space.** The Boulder Community’s Culture Plan recommended creating and enhancing venues for visual and performing arts to provide flexible and affordable options for studio, rehearsal, performance, and exhibition space for the community. The library currently provides meeting room facilities and the Main Library Canyon Theater for cultural uses. Improving the flexibility of the Canyon Theater venue to encourage equitable use and participation by community members of all age groups and income levels, and offering the space for nominal or no charge, are opportunities to address this community priority.

As the most prominent public facility anchoring the west bookend of Boulder’s Civic Area, BPL serves as a popular, welcoming destination for the community and visitors. Boulder’s Civic Area Plan outlines options to redevelop or add on to the north Main Library building to incorporate a small performing arts facility and meeting space. Further investigation is required to determine if significant renovation or reconfiguration of the building is feasible and what kind of performing arts space would best meet community needs.

**Cultivate civic dialogue and participation**

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23 [Preparing Students for the Next America, Benefits of an Arts Education](#)
24 [Boulder Parks and Recreation Master Plan](#)
25 [2015 Community Cultural Plan](#)
26 [Plan for Boulder’s Civic Area](#)
Input received from community members who participated in the master planning process indicates that the community desires more opportunity to engage in civic dialogue on topics and issues that are linked to Boulder’s values and challenges. Results from the City of Boulder 2016 Community Survey indicated that most respondents kept themselves informed about major issues in the City of Boulder and felt included in the community. Twenty-two-percent of respondents disagreed that Boulder’s City Council implements policies that reflect the values of the community. About 20 percent of respondents indicated that they take initiative to share their views with elected officials or city staff. Finding new methods to engage more community members in civic decision-making is an opportunity for improvement. Further, most respondents to the Community Survey identified as Caucasian, which indicates an opportunity to increase engagement with Latinx community members and others.

The community leaders who were interviewed during the master planning process suggested the library could play an important role in providing a platform for community members to engage in civic dialogue with one another, rather than having their views simply amplified in separate silos. They want more community members to listen to each other and empathize with others’ challenges. They believe cultivating civil, civic participation will serve to develop leadership skills in the "next" generation of Boulder community members. They also cited the importance of creating convenient opportunities for community members with less time or finances to be civically engaged if they choose to, so that everyone’s voice can be heard, not just those who have greater resources.

**Cultivating inclusivity and leadership.** Respondents to the 2017 Community Foundation survey ranked Boulder County’s openness to seniors, immigrants, and racial and ethnic minorities at the bottom of the list, with an openness toward the LGBT community and young adults without children at the top. Further, parents that are experiencing poverty are also underrepresented when policy decisions affecting them are being made. Respondents to the 2017 Community Foundation survey also indicated that Boulder’s elected leadership, and its advisory boards and commissions, are not reflective of the racial and ethnic diversity of the city.

Community leaders interviewed during the master planning process suggested the library could play an important role through outreach to underserved members of the community to cultivate leadership and ensure their views are represented on community issues. This is achieved by going to the places where these community members work, live, and gather because they are often not able or comfortable with engaging in civic activities, or seeking services outside their communities. According to its mission, the library is an organization that represents and promotes inclusivity. Input from the community indicated that the library can take a more active role in reaching out to underserved groups to facilitate and encourage participation, specifically helping Latinx parents with young children find their voices as community leaders.

**Education.** Providing accessible information about the challenges that many Boulder community members face, such as providing elder care, homelessness, mental illness, poverty, and isolation will serve to cultivate more empathy and understanding and cultivate cultural competency. As a gathering

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27 [2016 City of Boulder Community Survey](#)
28 [2017 Boulder Community Foundation TRENDS](#)
place that welcomes all members of the community, the library can serve as a neutral platform for the community to explore these challenges and have meaningful, productive dialogue about possible solutions.

The library can also support the city government to inform productive community dialogue about issues with data such as the City of Boulder Resilience Strategy goal to convene some of the world’s great artists and media professionals to work with scientists, librarians and city officials to develop and refine data visualization systems to create a compelling community education and communication approach for decision-making. The library can serve as a platform to publish this data and hold community dialogue to identify solutions for community issues.

**Culture and creative expression.** The City of Boulder’s Community Cultural Plan emphasized the importance of culture in positively contributing to the economy, social offerings, the environment, and the authentic expression of diversity in Boulder. Developing Boulder’s creative identity so the city can continue to be an innovative world leader in cultural matters and projecting that creative identity to the region and the world, are priorities. As a platform for engagement, the library can support the Cultural Plan goals, which include: Boulder residents understanding their role in the culture of the community, feeling access to information about culture is readily at hand, and that they are invited into the conversation. In addition to serving as a platform, the library also offers resources, tools, and programs that support community members’ expression of their culture, creativity and innovative ideas.

**Accessible neighborhoods**

Boulder’s employers are concentrated in three main areas: East Boulder, Gunbarrel and Downtown. Twenty Ninth Street comprised by the Crossroads subcommunity, Boulder Junction, and the North Boulder subcommunity is another area in the city with a significant number of employers. Boulder’s employers and members of its workforce who reside in the community are drawn to areas that have a variety of recreational amenities, retail stores, restaurants, the arts, and that are walkable with convenient access to public transportation, bicycle, and pedestrian facilities.

During the past few years, the main employment centers in East Boulder and Gunbarrel have begun to grow the variety of uses, services, and amenities available. Continued development in these areas will support the community’s vision of a progressive urban design that:

- Prioritizes and supports pedestrian travel as the primary mode of travel throughout the community,
- Gives more community members the opportunity to live and work in compact, walkable neighborhoods and mixed-use districts, and
- Increases the number of age-friendly neighborhoods with access to essential services and attractive amenities being seamless, barrier-free, affordable, and welcoming.

BPL must consider the geographic distribution of its services in its long-range planning. Thirty percent of respondents to the BPL Master Plan community survey indicated they use a branch library most

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29 [2015 Community Cultural Plan](#)

30 [City of Boulder Economic Sustainability Strategy](#)
frequently. Several of the focus group participants without a library in their neighborhood, said they choose the library facility that is most convenient to where they work or are running errands. In some cases, this means they use libraries in neighboring cities.

Directing services and focusing expansion of library services into areas that are expected to grow will support Boulder’s value of walkable neighborhoods. Having libraries near shopping areas has a positive economic impact and supports the goal of reducing car trips, therefore also reducing the city’s carbon footprint.

**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 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, volunteers, and the Boulder Library Foundation and seek beneficial relationships that enhance the programs, services, and financial stability of the library.

Reach out and 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.

Maintain high-quality programs and services
We give priority to maintaining high-quality programs and services that are impactful or have strong participation before expanding our offerings.

Goals and Commitments
To be responsive to the community’s needs, aspirations and its vision for BPL’s future and to sustain high-quality and relevant core programs and services, several goals were developed. These reflect community input gathered through a variety of methods (see Appendix B).

<table>
<thead>
<tr>
<th>Master Plan Community Engagement Participation</th>
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<tbody>
<tr>
<td>2-day kick-off library community event</td>
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<td>Online survey</td>
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<td>Ten focus groups</td>
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<td>Interviews with community members</td>
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<td>Two family neighborhood community events</td>
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<tr>
<td>Open house community meetings</td>
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<td>What’s Up Boulder community meeting</td>
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</table>

The goals are organized under four themes with individual objectives prioritized within three levels. [Graphic opportunity: showcase four themes with photo/graphic]

The four themes are:
- Programs and Services
- Facilities and Technology
- Building Community and Partnerships
- Organizational readiness

These goals were correlated to the City of Boulder's Sustainability Framework outcomes which
articulate Boulder’s vision for a great community. The projects and outcomes of each goal will be aligned with the City of Boulder’s Climate Commitment\textsuperscript{31} and Resilience Strategy\textsuperscript{32}.

\textbf{[PART 3A. Insert the Sustainability Framework]}

The commitments that introduce each of the four themes 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.

\textsuperscript{31} \textit{City of Boulder’s Climate Commitment}

\textsuperscript{32} \textit{City of Boulder Resilience Strategy}
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:

- Maintaining high-quality programs and services that are impact or have strong participation before expanding the offerings.
- 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 lifelong 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.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>MAINTAIN SERVICE LEVELS</th>
<th>MEET COMMUNITY DEMAND</th>
<th>EXPANSION</th>
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<tbody>
<tr>
<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>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>
<td>Engage community to capture timely issues for discussion from the surveys, program feedback, and current events.</td>
<td>Increase or reallocate personnel and non-personnel budget for this program based upon community interest.</td>
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<td>Provide adequate resources to maintain high-quality core programs and services with strong participation</td>
<td>Increase personnel and non-personnel budget to address recent growth in demand.</td>
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<tr>
<td>Provide uniform service levels at the Main Library and branch libraries by increasing hours and program offerings.</td>
<td>Develop and implement a plan for the personnel budget to provide consistent open hours and program offerings within five years.</td>
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<tr>
<td>Provide adequate resources for library collections and their maintenance.</td>
<td>Develop and implement a plan to incrementally increase the collection budget to reach $14 per capita in 10 years.</td>
<td>Evaluate annually and adjust personnel budget to managed increased circulation of materials.</td>
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<tr>
<td>Increase the community’s awareness of library programs and services.</td>
<td>Increase targeted marketing and social media communications to promote awareness of current programs and services.</td>
<td>Evaluate annually and adjust personnel budget to address increase in programs.</td>
<td>Implement plan and incrementally increase marketing budget to reach three-percent of the overall library operating budget.</td>
</tr>
<tr>
<td>Activate the outside public spaces at each city-owned library facility.</td>
<td>Develop a learning garden or urban farmers program with local partners on the grounds of city-owned library facilities.</td>
<td>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.</td>
<td>Identify and engage partners.</td>
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<td>Identify and obtain grant funding.</td>
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<td>GOAL</td>
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| **Activate the Canyon Theater and Gallery** | • Increase personnel and non-personnel budget to meet current demand for technical support during library programs and rentals.  
• Assess impact to the theater and gallery spaces by tracking requests, costs, and revenues. | • Investigate options for funding a two-year pilot program to expand use of the Canyon Theater and Gallery by offering it for free to the community. | • Identify capital funding resources needed to fully renovate the theater space and upgrade the furniture and equipment.  
• Implement the two-year pilot concept plan.  
• Identify and engage community partners and request personnel and non-personnel resources required.  
• Partner with business and arts community members to conduct fundraising for improvements. |
| **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. | |
| **Expand maker program offerings.** | • Reallocate some of the current BLDG61 Makerspace hours and resources to pilot maker programs at the 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 horizons. | • 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.  
• Create a financial plan that identifies capital and operating funding sources.  
• Identify and engage community partners. |
| **Expand makerspace facilities at the Main Library and branch libraries.** | | | |
| **Expand the variety of educational and cultural programs based upon community interest.** | • Collaborate with tweens and teens to develop a wider variety of youth-focused programs. | • Increase personnel budget to engage partners and volunteers, and to assist with programs.  
• Expand opportunities for patrons to gain technical skills and practice speaking other languages, and to educate and demonstrate climate, resiliency, and sustainability goals to test community interest. | |

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

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

- Responding to community input and use when designing new facilities or infrastructure and renovating or updating current facilities and technology.
- Managing its public technology resources to maximize quality, and making 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 sufficient devices and internet bandwidth to accommodate user demand.
- Providing facilities that are inviting, ensuring equitable access to resources and compel community members to explore, gather, learn, and engage.
- Employing security services and technology that:
  - protect the rights, health, and safety of library patrons, staff, and volunteers;
  - ensure patrons’ use and enjoyment of the library; and
  - preserve and protect the libraries’ materials, equipment, facilities, and grounds.
- Modeling environmental sustainability in all facilities as an example for the rest of the community.

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<tbody>
<tr>
<td>Open a full-service branch library in north Boulder with hours that are consistent with other branch facilities and includes a makerspace.</td>
<td>• Engage community to inform the development of the program plan and select a location.</td>
<td>• Create a financial plan that identifies capital and operating funding sources.</td>
<td>• Identify and engage community partners.</td>
</tr>
<tr>
<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.</td>
<td>• Expand WiFi infrastructure at select branch facilities to provide no-cost WiFi access to residents of adjacent low-income neighborhoods.</td>
<td>• Obtain funding necessary to connect new North Boulder Branch Library to the city’s network.</td>
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<tr>
<td>Provide mobile equipment, technology, and vehicles for outreach programs</td>
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<tr>
<td>Open a “corner library” in Gunbarrel</td>
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<td>• Engage community to inform the development of the program plan.</td>
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<td>GOAL</td>
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</table>
| 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. | |
| Improve cleanliness of library facilities. | • Replace carpet, paint and furniture with quality materials, surface finishes and colors that are easily maintainable.  
• Establish ongoing funds for the replacement of furniture in public spaces.  
• Implement an incremental plan to fund janitorial services and additional day porters to reach and maintain International Facilities Management Association standards within three years. | | |
| Build upon and update the library’s 2009 Facilities Sustainability Plan by conducting several studies and analyses and supporting associated funding needs. | • Support funding of the maintenance backlog for library facilities outlined in the Facilities and Asset Management Master Plan.  
• Develop a 10-year prioritized, capital needs plan and funding strategies that include:  
  • Systemwide facility enhancements to address changes with programs and service delivery  
  • Carnegie Library for Local History/restoration,  
  • Mobile service equipment  
  • New facilities  
• Conduct feasibility study of the George Reynolds Branch Library facility. Study should:  
  • Identify the building's remaining service life and feasibility of long-term use  
  • Provide options for renovating the facility, redeveloping the site, and relocating the services. | • 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 partners.  
• Conduct a holistic energy building analysis to identify resources needed to continue to meet City’s Climate Commitment goals.  
• 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.  
• Conduct a feasibility study of the George Reynolds Branch Library for Local History.  
• Conduct an analysis of growth and distribution of library services in Boulder to develop a 20-year facilities build-out plan.  
• 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).  
• Assess the Meadows Branch Library location and options to relocate within the shopping center.  
• Conduct a holistic energy building analysis to identify resources needed to continue to meet City’s Climate Commitment goals.  
• 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.  
• Convene further analysis on cost and structure of contracting versus hiring employees for security services. | |
| Create a facility restoration plan for the Carnegie Library for Local History. | • Create a facility restoration and funding plan for the Carnegie Library for Local History. | • Obtain funds to implement plan recommendations. | |
| Acquire additional archival storage for Carnegie Library for Local History resources. | • Acquire archival-quality storage for historic resources that are currently held in offsite facilities. | | |
| Address safety/security in all facilities. | • 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 | • Evaluate design and management options (e.g. time limits) to provide amicable and equitable use of space, such as:  
Main Library banquette seating, Main Library public restrooms, secluded window-facing seating at the Main Library, Seeds Café.  
• Devis 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. | |
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.
- Ensuring that affiliates such as the Boulder Library Foundation are aligned to strengthen the connections between the library and the community.
- 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.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>MAINTAIN SERVICE LEVELS</th>
<th>MEET DEMAND</th>
<th>EXPANSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Design and implement an engaging and inclusive campaign (e.g. blog, newsletter, dialogues) on these topics (e.g. What the library means to me?).</td>
<td>Increase personnel and non-personnel budget according to the recommendations of the plan.</td>
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<tr>
<td>Develop a strategic partnership plan that includes a policy definition, identifies community partners to provide programs that support Boulder’s values 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>
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<td>Cultivate and engage the Library’s teen advisory groups</td>
<td>Library leadership representatives meet with the Library’s teen advisory groups to discuss their interest and opportunities for engaging teens in general.</td>
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<td>Library leadership solicit input and volunteerism from teens to present programs appealing to teens and younger children.</td>
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<td>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.</td>
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<td></td>
<td>Library Commission extend an invitation to representatives from each teen advisory group to attend Library Commission meetings.</td>
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<td>Cultivate relationship with patrons who are experiencing homelessness.</td>
<td>Engage a group of library patrons who are experiencing homelessness in a dialogue to:</td>
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<td>o Learn how the library can better serve individuals who are homeless,</td>
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<td></td>
<td>o Help to cultivate a more positive public perception of persons who are homeless or transient, and</td>
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<td></td>
<td>o Get their input on supporting individuals to manage behavioral issues in the library.</td>
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<td></td>
<td>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.</td>
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<td></td>
<td>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.</td>
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<tr>
<td>GOAL</td>
<td>MAINTAIN SERVICE LEVELS</td>
<td>MEET DEMAND</td>
<td>EXPANSION</td>
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</table>
| **Expand outreach to reach underserved communities.** | • Develop an outreach plan that includes a policy definition of underserved communities, identifies and prioritizes strategies to expand outreach.  
• Strengthen relationships with Latinx 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 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 Latinx community members about overcoming barriers to access.  
• Partner with agencies that serve the Latinx 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. | • Create a forum for Latinx 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 Latinx community members about overcoming barriers to access.  
• Partner with agencies that serve the Latinx 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. |
| **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. | • Engage volunteers and partners to supplement staffing for the Canyon Theater and Gallery rental program. |
| **Host an annual literacy-focused festival** | | • Identify and engage partners.  
• Identify and obtain funding primarily through grants and donations | |

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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<thead>
<tr>
<th>GOAL</th>
<th>MAINTAIN SERVICE LEVELS</th>
<th>MEET COMMUNITY DEMAND</th>
<th>EXPANSION</th>
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<tbody>
<tr>
<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>
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<td>• Increase the temporary personnel budget to accommodate regular meeting time for staff to cross train and participate in team building.</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>
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<td>• Provide basic workplace safety and de-escalation training to staff.</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>• Recruit staff members that are fluent in Spanish or are bicultural to reflect the diversity of Boulder's population.</td>
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<td>Review policies and planning documents</td>
<td>• Conduct a review of library policies that have not been updated in three years.</td>
<td>• Provide quarterly library use statistics on the website.</td>
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<td>• Conduct evaluation of progress toward meeting Master Plan objectives and adjust goals and objectives as needed.</td>
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<td></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>• Review and address results of city’s staff engagement survey</td>
<td>• Conduct patron satisfaction survey.</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>
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<td>• Implement 1-2 highest priority recommendations for the taskforce.</td>
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Primary connection to the City of Boulder Sustainability Framework

- Good Governance
PART FOUR: 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 and 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. Further, BPL contributes to the City of Boulder reaching several organizational goals that connected to the City’s Sustainability Framework:

Livable Community
Community Character Goal – manage growth and change, to maintain and enhance Boulder’s community character and excellent public spaces and services.
   - Survey results show an overall rating of ‘good’ or ‘very good’ rating for opportunities to attend arts/cultural events

Healthy and Socially Thriving Community
Diversity/Inclusion/Human Rights and Social Equity Goal- promote a safe and inclusive environment for all residents to participate in civic life and access community services
   - Survey results show an increase in the percentage of minority participation by program and department

Health and Well-Being Goal – promote and support programs and services that improve the physical
and mental health and well-being of residents
  o Survey results show an overall rating of ‘good’ or ‘very good’ rating for opportunities to attend arts/cultural events

**Accessible and Connected Community**

Virtual Goal – Expand digital connectivity to achieve economic, environmental, and social sustainability
  o Survey results show growth in the number of unique internet users at City library facilities

**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 how they are informed of new programs, 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.

**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. Some of these statistics are also used in the BPL’s annual report.

✓ Per capita and per cardholder comparison
✓ All operating expenditures
✓ Staff expenditures
✓ Collection expenditures
✓ Visits
✓ Circulation of materials outputs

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

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

BPL has identified its own standards in four fundamental areas. [Graphically represent increase (+) or decrease (-).]

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

+ Collaborations or formal partnerships with other agencies such as businesses, non-profits, and community organizations.
+ Engagement of Latinx community evaluated using survey demographic data and comparison to census mapping data.
+ Latinx youth attendance at STEAM programs
✓ Volunteer hours contributed
+ Volunteers and their involvement at all levels of the organization
+ Volunteer opportunities available
+ Cumulative and individual attendance totals for programs and events (e.g. storytime, concerts, STEAM programs, etc.)
+ New cardholders
+ Literacy and outreach participants
+ Engagement of community members that would not otherwise participate in maker activities
✓ Actions are aligned with the City of Boulder Resilience Strategy.
✓ 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 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 and timing is aligned community growth.
- Design, renovation, and maintenance of library facilities align with the City’s Climate Commitment goals.

STANDARD: BPL maintains efficient operating practices

- Patron use of self-check over service desk for materials circulation is 80 percent.
- Patron use of e-payment over service desk for fee payment is 60 percent.
- Time to shelf for returned materials is 24 hours.

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 matching demand
- Operating and capital budget is adequate to maintain service levels and support growth to address community needs.

- Staff expenditures range from 60 to 65 percent of the operating budget.
PART FIVE: Investment Priorities and Funding

Current investment strategy

BPL’s annual operating budget is funded by a combination of six sources within the City’s financial structure. Each fund has unique revenue sources which support unique expenditures. Provided below are descriptions of each fund including revenue sources and expenditure categories, as well as how each fund is used during the city’s annual budget process.

ONGOING FUNDING RESOURCES

General Fund (Sales and Use Tax)
The General Fund is the library’s main funding source. All revenues and expenditures within the General Fund, of which the library’s budget is a portion, must be appropriated by City Council through the City of Boulder’s annual budget process. General Fund revenues that support citywide operating expenditures, including those of the library, are sourced from a combination of sales and use tax, property tax, and a variety of other taxes. Any unspent Library Department appropriations at the end of a given fiscal year fall to General Fund Balance. The library uses the General Fund allocation for personnel, facilities, supplies, equipment and overhead.

Library department revenues
Operating revenues that the library independently generates - fines and fees, rental income, proceeds from the sales of used books, etc. - are deposited directly into the General Fund. Operating revenues may be re-appropriated to the library at the discretion of the City Council either through the annual budget process or through the Adjustment to Base (ATB) budget process. Operating revenues are often requested for re-appropriation to the library for the purchase of library materials, to support the volunteer program, and offset overhead costs for rental of the Canyon Theater.

Library Fund
The Library Fund is a pooled repository of revenues generated from four main sources: 1) the one-third property tax mill levy that is dedicated to the library; 2) gifts and donations given to library; 3) the proceeds from the sale of library property or assets; 4) accrued interest on the fund balance. Both the revenues and expenditures within the Library Fund are tracked separately as many of the revenue sources, especially gifts and donations, are designated for specific purposes such as materials acquisitions or capital improvement at various library locations. The property tax revenues are less restricted and are used to support ongoing library operations and/or materials purchases. Library Administration manages the outlay of monies from the Library Fund and must appropriate both the revenue and expenditures on an annual basis through the budget process. As per article IX, section 134 of the Boulder City Charter, expenditures of revenues from items 2 and 3 above shall be made only upon the favorable recommendation of the Library Commission. Most of the balance of this fund is comprised of donor-restricted gifts and contributions.

The Library Fund described above was established in 2016 following a voter approved city charter change. Prior to the charter change, BPL’s operating budget was funded from a previous version of the Library Fund. This fund, while called out separately in name, existed within the General Fund and allowed for the commingling of restricted and unrestricted revenue sources, i.e. dedicated property taxes mixed with sales and use tax.

34 The Charter of the City of Boulder, article IX, section 134
transferred in from the General Fund. When the new Library Fund was established, the balance that had accumulated over the years in the old Library Fund was set aside within the General Fund to be used for future library needs.

**Computer Replacement Fund (CRF)**
The city’s Innovation and Technology (IT) Department manages the CRF. The library makes an annual contribution to the CRF based upon IT’s cost projections for future replacement of computers as well as software upgrades, workstation technical support, hardware maintenance and network infrastructure maintenance. The contribution formulas are set by the city’s IT Department according to industry standards. The CRF is used to fund the replacement and servicing of workstations at the library, both employee workstations and patron workstations. Printers and other peripheral computing equipment are not funded in the CRF. These items may be funded in the Equipment Replacement Fund (below) depending upon acquisition cost.

Contributions to the CRF are reflected in the library’s annual operating budget. Expenditures out of the library’s CRF balance are included in IT’s operating budget and managed according to replacement schedules determined by IT. Any unspent annual appropriations at the end of a given fiscal year fall to CRF balance and must be re-appropriated either in the next year’s budget process or through the ATB process. The library’s contribution is included in the supplies, equipment, and overhead category of the Boulder Public Library Uses of Funds graph below.

**Equipment Replacement Fund (ERF)**
FAM manages the ERF. The library makes an annual contribution to the ERF based upon FAM’s inflation-adjusted projections for future replacement of major equipment which are based upon industry standards. These contributions are included in the library’s annual operating budget. Expenditures out of the ERF are reflected in FAM’s operating budget. The funds within the ERF are used at the discretion of library staff, subject to ERF policies and procedures. Any unspent funds in a given year fall to ERF balance to be used to offset future year’s contributions or alternative equipment purchases. The library’s contribution is included in the supplies, equipment, and overhead category of the Boulder Public Library Uses of Funds graph below.

Equipment must meet the following criteria to be included on the ERF:

1. Tangible in nature and does not lose its identity if removed from original location
2. Have a useful life of more than one year
3. Have an original cost of at least $5,000
   - The ERF cannot cover vehicles, buildings, building materials/machinery, fixtures, or land/land improvements.
   - Furnishings are not included in the ERF; they are funded out of the library’s operating budget

**Facility Renovation and Replacement Fund (FR&R Fund)**
FAM the FR&R Fund. The library makes an annual contribution to the FR&R Fund based upon a combination of FAM’s facility capital renovation and replacement projections as well as savings for future renovation projects envisioned by library staff. These contributions are reflected in the library’s annual operating budget. The funds are used at the discretion of Library Administration subject to FR&R Fund policies. Expenditures out of the FR&R Fund are reflected in FAM’s operating and capital budget. Any unspent funds fall to FR&R Fund balance to be programmed for future use. The FR&R Fund is used specifically for major maintenance, renovation, and replacement of capital facilities and equipment and is defined according to the following criteria:
1. Maintenance: maintenance of existing building systems or components where the cost exceeds $3,000 per repair
2. Renovation: replacement of 50 percent or more of a building system or component
3. Replacement: replacement of 100 percent of a building system or component

HVAC (heating, ventilation, and air conditioning) and fixtures are included in FR&R.

![Pie chart showing sources of ongoing funds for the 2017 Boulder Public Library.]

**2017 BOULDER PUBLIC LIBRARY SOURCES OF ONGOING FUNDS**

**TOTAL $7,911,425**

- Property Tax, $1,037,326.00, 13%
- Library Department Revenues, $153,000.00, 2%
- Grants and Donations, $314,491.00, 4%
- General Fund (Sales and Use Tax), $6,406,608.00, 81%

**SOURCE: 2017 City of Boulder Budget**

![Pie chart showing uses of funds for the 2017 Boulder Public Library.]

**2017 BOULDER PUBLIC LIBRARY USES OF FUNDS**

**TOTAL $7,960,964**

- Personnel, $5,459,673.95, 69%
- Supplies, Equipment and Overhead, $921,225.38, 11%
- Collections, $972,787.00, 12%
- Programs and Outreach, $458,300.00, 6%
- Facilities, $148,978.00, 2%

**SOURCE: 2017 City of Boulder Budget**

**CAPITAL AND ONE-TIME FUNDING RESOURCES**
There are several sources of funds restricted for the library use. These funds may be used for one-time projects and capital needs and may have specific restrictions for how they may be expended.

**Capital Development Fund**

FAM manages the Capital Development Fund. The Capital Development Fund is funded with past balances of Capital Development Excise Taxes as well as ongoing collection of Impact Fees. In 2010, the city shifted away from collecting Development Excise Taxes in favor of collecting Impact Fees. These fees are assessed on commercial and private development projects and are to be used to fund capital expansion of municipal facilities necessary to support growing demand for city services. The recipient departments of Capital Development Excise Tax and Impact Fee funding are: Transportation, Parks and Recreation, Police, Fire, Human Services, and BPL. Capital Development Funds are programmed and spent at the discretion of FAM in conjunction with staff within the recipient departments. The Capital Development Excise Taxes and Impact Fees collected on behalf of the library can only be spent on capital facility expansion and materials expansion.

**Blystadt-Laesar House proceeds**

The library has proceeds from the sale of the Blystadt-Laeser House at 1117 Pine St. sitting in a restricted account within the General Fund. The house was purchased in late 1986 to supplement the archival storage needs of the Carnegie Branch Library. After the purchase, the house was determined to be inadequate for its intended use, and when it was sold in 2002, the intention was to use sale proceeds to fund other archival storage options such as digitization.

### 2018 Estimated Balances of Funds Designated for Library Use

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Library Fund</td>
<td>$350,000</td>
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<tr>
<td>Library Fund Reserve</td>
<td>$2.05 million</td>
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<tr>
<td>Library FR&amp;R Fund</td>
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<tr>
<td>Development Excise Tax</td>
<td>$1.52 million</td>
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<tr>
<td>Impact Fees</td>
<td>$989,000</td>
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<tr>
<td>Blystadt-Laeser House proceeds</td>
<td>$368,000</td>
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</table>

**Community Partnerships, Collaborations, and Volunteer Support**

Annual support for library programs comes from the community’s donations through the Boulder Library Foundation (BLF). BLF board of directors determine the amount of funding to commit to BPL each year for programs. Since 2015, the BLF has committed $250,000 annually for programs and events. In addition to ongoing support of most programs and events offered by the library, BLF regularly invests one-time funds to help implement capital project like the BLDG 61 Makerspace and the north Boulder branch library. Library staff also regularly applies to other grant agencies to supplement funding for programs and the collection.

The value of the formal partnerships and community collaborations is difficult to quantify as there both tangible and intangible benefits from both. Partnerships and informal collaborations allow BPL to leverage its resources to increase positive impact and benefit of its programs and services to the community. Likewise, contribution from volunteers is invaluable to BPLs success. As mentioned in the accomplishments during the past decade,
volunteers contribute their time and talent at the library for the community. Their efforts allow the library to
maintain quality collections, present engaging programs, and take library services into the community.

BPL will continue to offer meaningful opportunities for volunteerism and cultivate mutually-beneficial
collaborations and partnerships to make the most of its resources to benefit the community.

**Capital Assets**

BPL provides programs and services in five facilities throughout the city. The Carnegie Library for Local History,
the George Reynolds Branch Library, and the Main Library are city-owned facilities and the Meadows Branch
Library and the NoBo Corner Library are rented facilities. The following table shows the growth of BPL from 1907
through 2017.

<table>
<thead>
<tr>
<th>Year</th>
<th>Project</th>
<th>Project Square Footage</th>
<th>Total Cumulative Square Footage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1907</td>
<td>Carnegie Library (original main library)</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>1961</td>
<td>Main Library on Canyon Blvd</td>
<td>23,899</td>
<td>27,899</td>
</tr>
<tr>
<td>1968</td>
<td>George Reynolds Branch Library</td>
<td>4,070</td>
<td>31,969</td>
</tr>
<tr>
<td>1974</td>
<td>Main Library (middle addition)</td>
<td>14,680</td>
<td>46,649</td>
</tr>
<tr>
<td>1986</td>
<td>Blystat-Laeser House annexed to Carnegie Library</td>
<td>1,100</td>
<td>47,749</td>
</tr>
<tr>
<td>1990</td>
<td>Meadows Branch Library</td>
<td>7,800</td>
<td>55,549</td>
</tr>
<tr>
<td>1992</td>
<td>Main Library (south addition)</td>
<td>53,585</td>
<td>109,134</td>
</tr>
<tr>
<td>1994</td>
<td>George Reynolds Branch Library addition</td>
<td>5,580</td>
<td>114,714</td>
</tr>
<tr>
<td>2002</td>
<td>Blystat-Laeser House sold</td>
<td>(1,100)</td>
<td>113,614</td>
</tr>
<tr>
<td>2014</td>
<td>NoBo Corner Library</td>
<td>570</td>
<td>114,184</td>
</tr>
</tbody>
</table>

**BPL's future investment strategy**

During the past five years, several staff organizational changes have been made to improve efficiency, place a
greater focus on customer service and increase program offerings. Staff workload has reached capacity and
additional investment is needed to:

- Maintain current service levels and quality
- Address growth in library use that has occurred since the 2014 Main Library Renovation and emphasis
  on core youth-focused programs such as storytime and STEAM programs
- Address patron requests for expansion of facilities, programs and services.

The objectives for each master plan goal are organized into three categories which correspond to the city's
budget definitions.

**Maintain service levels = fiscally constrained plan**

Continue to make the most of existing resources with the primary goal being for the department to maintain
service level and quality. The objective associated maintaining service levels are mostly are essential operational
changes that require limited funding to accomplish.
Address community demand = action plan

The objectives associated with addressing community demand are service or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing existing programs, beginning new alternative programs, addressing 2007 Library Master Plan vision plan (see below) goals that were not accomplished, or making other strategic changes that would require additional operational or capital funding.

Service expansion = vision plan

The objectives categorized as service expansion represent new programs, services and facilities identified through community input that were not included in the previous Master Plan.

High-level cost estimates have been determined for implementing the Master Plan goals. The ongoing operating, and one-time and capital costs are organized by the following broad expenditure categories:

- Personnel
- Programs and outreach
- Supplies, equipment and overhead
- Collections
- Facilities

These costs are grouped by budget priority level (maintain service levels, address community demand, service expansion) and shown in the graphs below.
Ongoing facilities costs include security services funded by the library’s operating budget. It also includes ongoing facilities costs that are managed by FAM for janitorial services and catch up funding for Operation and Maintenance, Major Maintenance and Renovation and Replacement funding ($63,000) which are currently underfunded.
One-time and Capital costs include addressing the current facilities maintenance backlog ($3.7 million in Maintain Service levels) which is unfunded, the north Boulder branch library construction ($6.7 million) that is primarily funded from the Community, Culture, and Safety Tax; and the Main Library restroom renovation ($650,000) which is funded by the old Library Fund reserve.

[Summarize any other take-aways]

Financial Sustainability

Most public libraries measure funding and count metrics on a per capita basis. In comparison to other public libraries in Colorado, BPL ranks in the upper third for per capita funding (Appendix C). However, evaluating performance on a per capita basis does not accurately represent actual use. Further, evaluating or basing funding solely on a per capita basis does not address the impacts of use by patrons that reside outside of the
legal service area. Boulder is a regional hub for employment and for library use. No library system of BPL’s size has a similar, disproportionate number of cardholders in relation to population. Most Colorado libraries with even remotely similar user bases are mountain resort towns (Appendix D). If library funding and metrics are analyzed per registered user (cardholder), BPL drops down into the lower third in funding for Colorado.

If library funding is measured based upon the number of people that use the system, instead of the legal service area population, BPL would need an increased funding level of more than 33% or approximately $4 million per year to achieve funding levels equivalent to that of the Denver Public Library or to meet the average funding levels for medium or large libraries on Colorado’s Front Range.

The Library is committed to:

- Serving the community well, implementing a budget strategy that provides appropriate funding with transparent administration.
- Efficiently managing community resources to provide high-value services through the effective stewardship of public funds.
- Developing a ten-year library capital needs plan and funding strategy.
- Maintaining the current assets to meet industry standards.
- Securing funding sources that will provide financial sustainability and that will provide resources to evolve to address community needs and priorities.

BPL staff and Library Commission will work in collaboration with the City Manager’s Office and the City Council to identify, evaluate the options, select and implement a financial strategy to maintain service levels, meet community demand, and expand services to address future community growth. BPL is fortunate to have the community support. Seventy-two percent of respondents to the library master plan community survey indicated they would “support” or “strongly support” increasing their taxes to pay for library services. Further investigation is needed to understand the best option to obtain increased and stable funding for the library.
OPTIONS FOR INCREASED MUNICIPAL FUNDING

Funding the Master Plan goals represents a significant financial investment estimated to be as much as a $20 million total increase in costs to the city budget over five years – approximately $3 million in annual ongoing operating costs and $1 million in annual unfunded one-time and capital expenses. Additional revenues will need to be secured in addition to the current-level of annual appropriations from the General Fund to fund library needs. Capital projects are reviewed and considered in the Capital Improvement Program (CIP) that is part of the city’s annual budget process.

The following options to increase municipal funding assume that the current level of General Fund support for BPL remains constant, approximately $6.4 million annually. The two major sources of general fund revenue are sales and use tax and property tax. Sales and use tax is a volatile revenue source while property tax is a more stable revenue source.

Reallocate current city funds
To keep the city’s budget balanced, a change in the allocation of resources requires moving currently allocated resources from one program or service to another. If the decision is made to reallocate current General Fund resources from other general fund programs to the library, it would require a reduction in other general fund city services (fire; police; parks; and city support services such as Finance, Human Resources, Innovation and Technology, legal counsel, and the City Manager’s Office). The changes would be accomplished through the annual budget process. The actual impact on current programs would be known once the budget trade-offs were proposed.

Request voters dedicate a new sales or property tax for the library
Charter amendments and proposals for a tax increase require an ordinance from City Council prior to putting the proposed changes to a vote. The proposed option that relate to changes to effect increased taxes for the benefit of the library can be on a single ballot measure, if the procedural standards of the Colorado Constitutional amendment called TABOR (Taxpayer Bill of Rights) are met. At this time, it is not expected that any of these funds would be used for any type of debt funding. If that would change, and debt funding would be considered, a separate ballot question would need to be approved by the voters to authorize the issuance of debt.

Increase dedicated sales or use tax for library services
The current sales and use tax rate in the City of Boulder is 3.86 percent (there is an additional .15 percent on prepared food only that is dedicated to the Visitors and Convention Bureau). Each one tenth of a cent increase in sales and use tax currently generates approximately $3.3 million dollars annually. When fully implemented, the master plan costs are estimated to require an increase of .12 percent in sales and use tax. This would raise the City of Boulder sales and use tax rate to 3.98 percent (4.13 percent on prepared foods). See Regional Sales and Use Tax Rates table below for comparison to other cities in the region.

Regional Sales and Use Tax Rates
<table>
<thead>
<tr>
<th>City</th>
<th>Local Percent Tax Rate</th>
<th>Total Percent Tax Rate</th>
<th>Local Tax Rate if COB Increased .12 Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broomfield</td>
<td>4.15</td>
<td>8.15</td>
<td>4.15</td>
</tr>
<tr>
<td>Boulder</td>
<td>3.86</td>
<td>8.845</td>
<td>3.98</td>
</tr>
<tr>
<td>Fort Collins</td>
<td>3.85</td>
<td>7.30</td>
<td>3.85</td>
</tr>
<tr>
<td>Denver</td>
<td>3.65</td>
<td>7.65</td>
<td>3.65</td>
</tr>
<tr>
<td>Lafayette</td>
<td>3.50</td>
<td>8.485</td>
<td>3.50</td>
</tr>
<tr>
<td>Louisville</td>
<td>3.65</td>
<td>8.635</td>
<td>3.65</td>
</tr>
<tr>
<td>Arvada</td>
<td>3.46</td>
<td>8.21</td>
<td>3.46</td>
</tr>
<tr>
<td>Longmont</td>
<td>3.53</td>
<td>8.515</td>
<td>3.53</td>
</tr>
<tr>
<td>Golden</td>
<td>3.00</td>
<td>7.50</td>
<td>3.00</td>
</tr>
<tr>
<td>Loveland</td>
<td>3.00</td>
<td>6.45</td>
<td>3.00</td>
</tr>
</tbody>
</table>

SOURCE: 2018 Colorado Department of Revenue – Taxation Division.
Total rate may be different in city is in more than one county.

Increase dedicated property tax for library services

Reallocate current general fund revenues by dedicating more of the current property tax to the library. At present, due to city charter, article XI, section 134, BPL receives funding from a dedicated one-third of one mill on City of Boulder residential and commercial property. This effectively dedicates (earmarks) a portion of the mill levy revenue to be used for library purposes. If the city wants to dedicate a higher level of the mill levy for library purposes, this section of the charter would have to be amended by the voters. If approved, it would require a greater amount of the mill levy to go to the library instead of other general fund services that it now goes to. This would require a reallocation of current city funds going to such programs as Fire, Police, Park Maintenance, Finance, HR, IT, City Manager’s Office, City Attorney’s Office and IT.

Although there would be no overall tax increase, changing the dedicated amount in the charter would require a ballot item for a charter change. The ballot item would earmark the funds for library use and would not change unless a future ballot item changed the dedication. Council could decide to change the amount of dedication by ordinance only and not have a charter ballot item. The ordinance would remain in effect unless changed by a future City Council. Once approved by the voters the actual trade-offs in services could occur during the annual budget process or via a supplemental appropriation.

[Insert information about full-funding from property tax.]

1. Request voters increase the total city mill levy currently assessed and dedicate it to the library.

Due to the TABOR amendment passed in 1992, any increase in the tax rate must be approved by the voters of the jurisdiction. This is true for both sales/use taxes and property tax. For property tax it means the total mill levy cannot be increased past what it was in 1992 without a vote.

City charter article VI, section 94 caps the total property tax mill levy at a maximum of 13 mills (the city’s

35 The Charter of the City of Boulder, Article IX section 134
36 The Charter of the City of Boulder, article VI, section 94.
The mill levy is currently 11.981 mills) unless any new mill levy approved by the voters is used to make debt payments only. Currently, the difference between the total mill levy of the city and the maximum allowed in the charter is 1.019 mills. If council wanted to dedicate the increase to the library, city charter, article IX, section 134 of the charter could be amended to include the increase in the dedication. If approved by the voters, the increase would not have to be implemented all at once. New library master plan program costs would occur over several years and the increase in the mill levy could be phased in to match the implementation of the new services.

2. Increasing the mill levy beyond current charter limit of 13 mills.

The current 13 mill maximum property tax levy contained in the city charter was approved in November 1943. Increasing the property taxes to the maximum of 13 mills as described above would be insufficient to cover all library master plan program costs. In addition, there are several other projects in the City that need additional ongoing or temporary bridge funding in the early years until generated revenues are sufficient to meet ongoing costs. An increase in the overall mill levy allowed by the charter would support these projects, as well as the library needs, and could allow the city additional headway in the event other needs arise in the next decades.

If the maximum allowed mill levy was increased by the voters, the total mill levy collected would not automatically increase to the maximum. Increases must occur in two steps, each of which require voter approval. The first step would be to request an increase in the maximum mill levy allowed by the charter. If the maximum increase is approved, voters must approve a separate ballot question to increase the mill levy by any increment above the current 11.981 mill levy of the City. Since not all library master plan projects would come at once, the ballot item could be written so the full increase in the library mill levy would be phased in as needed until it reached the fully allowed amount.

**Property Tax Mill Levy Comparisons**

<table>
<thead>
<tr>
<th>City</th>
<th>Property Tax Mill Levy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broomfield *</td>
<td>11.457</td>
</tr>
<tr>
<td>Boulder</td>
<td>11.981</td>
</tr>
<tr>
<td>Fort Collins</td>
<td>9.797</td>
</tr>
<tr>
<td>Denver **</td>
<td>See below</td>
</tr>
<tr>
<td>Lafayette</td>
<td>16.879</td>
</tr>
<tr>
<td>Louisville</td>
<td>8.869</td>
</tr>
<tr>
<td>Arvada</td>
<td>4.310</td>
</tr>
<tr>
<td>Longmont</td>
<td>13.420</td>
</tr>
<tr>
<td>Golden</td>
<td>12.340</td>
</tr>
<tr>
<td>Loveland</td>
<td>9.564</td>
</tr>
</tbody>
</table>

* City of Broomfield portion only
** City and County of Denver does not separate its mill levy between the city portion and the county portion

SOURCE: County Assessor Abstracts for each entity

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37 The Charter of the City of Boulder, Article IX section 134
OPTION FOR LIBRARY DISTRICT FUNDING AND GOVERNANCE

A summary of the cities and counties where current BPL cardholders reside is in Appendix E. One third of BPL cardholders reside outside of Boulder city limits. Forming a library district would capture funding from residents outside the city limits that the library serves. See Appendix F for a map of current BPL patron households within the Boulder Valley Comprehensive Plan area and outlying areas. Library districts are the most common form of governance and funding for libraries in Colorado. See Appendix G for a map of Colorado library jurisdictions.

A library district is a local entity other than a county, municipality, township or school district that is authorized by state law to establish and operate a public library as defined by the National Center for Education Statistics. It has sufficient administrative and fiscal autonomy to qualify as a separate government entity. While special districts such as fire and water and sewer districts are grouped together and governed by title 32 under Colorado law, libraries are a distinct form of district and governed in Colorado by title 24. Fiscal autonomy of libraries requires support from local taxation dedicated to library purposes (e.g., a library tax). The residents within the boundaries of the district must produce a majority vote in favor of being included in the district and must approve any new or increased library taxes within the district boundaries.

If a library district is formed to include the city limits, the city council would appoint a library district board. If a library district’s boundaries would include areas outside of the city limits, city council would likely also need to appoint at least one at-large member to a governing board. This board would then function independently of the city government, with primary responsibilities of hiring a library director, approving expenditures and overseeing all district strategy and accountability for operational efficiencies. The transition year to a district is complicated and will require a large commitment from the board and staff. The district would assume responsibilities for all administrative functions (human resources, finance, facilities management, insurance, employee benefits and retirement, etc.) or choose to contract with the city or other entities to provide these services. All library employees would become employees of the district.

The City Council and Library Commission would consult the Boulder Valley Comprehensive Plan and work with Boulder County commissioners to identify district boundaries which would include areas of unincorporated Boulder County that do not have adjacent areas with other entities providing municipal or district library services. See Appendix H for a map of areas to possibly include within a library district.

There are several transition costs and ongoing costs that would have to be negotiated by the district and the city and county. These costs include: election costs, facilities insurance, employee benefits, Public Employee Retirement Association pension liability for all district employees, facilities maintenance, communications, Information Technology services and maintenance, Human Resources and legal services.

Some advantages of forming a library district include:
- Funding is secured directly from dedicated tax revenues rather than competing with other city or county departments.
- City of Boulder general fund contribution of approximately $7 million annually generated from sales tax revenue would no longer need to be used to support the library.
- The 0.333 property tax mill levy for Boulder property owners to fund libraries may be rescinded. More investigation is required to determine this.
- A single purpose district can enhance accountability to the taxpayers and organizational focus.
- Debt can be issued to fund capital projects, but funding received is not solely restricted to capital costs.
Unspent dollars can be retained for future years.

Some challenges of forming a library district include:

- Introduction of a new tax that requires voter approval.
- State budget limits and constitutional limits, such as TABOR and the Gallagher Amendments apply to library districts.
- The effect of the Gallagher Amendment means a disproportionate amount of property tax is placed on commercial property.
- Funding is restricted to property taxes.
- Property taxes are subject to periodic property devaluations that could result in service reductions. In the event of a downturn in the assessed property values, there is usually a one or two-year delay in property tax collections to plan how to address any decreased revenue.
- The administrative costs the district would have if it entered into direct charge agreements with any of the city’s internal service departments or external vendors could be approximately 15% higher than the overhead costs for these services that are currently covered by the city.
- The district would assume approximately $5.5 million in unfunded net pension liability and all employer contribution requirements therewith.

The Colorado State Library website has information about Colorado Library Law and other state laws that impact libraries, and legal documents for library districts in the state. These resources provide examples and guidance for forming and administering a library district.

**PART SIX: Implementation**

Guided by the new mission, vision and guiding principles, BPL will implement this Master Plan through an annual planning process. It will measure its success by employing several evaluation tools including input from the community to determine the effectiveness of its programs and services and its ability to meet the standards outlined in Part Four of this plan.

BPL’s annual planning process will begin prior to formation of the annual budget request. The Library Commission will be consulted on each step of the process which includes:

a) review of the Master Plan;

b) review of accomplishments and success measures of the initiative for the past year as well as the status of initiatives that were not completed;

c) review and priority of the potential initiatives for the upcoming three years along with preparation of adjusted cost estimates;

d) development of the annual budget request, policy issues, and success measures for initiatives planned for the upcoming year;

e) mid-year adjustments in the current year plan and the three-year action plan as needed to make the most effective use of resources.

This approach will ensure that the Boulder Public Library Master Plan is a living document used to improve the library system in a way that reflects the community’s goals well into the future.
Commission Memo

Meeting Date: May 2, 2018 – Main Library, Canyon Meeting Room

Upcoming Special meetings:

May study session on master plan: **Thursday, May 24 6pm -- Main Library, Canyon Meeting Room**

City Master Plan approval process (Planning Board and Council review)

- June 21: Master Plan presentation to Planning Board (postponed)
- July 17: Master Plan presentation to City Council (postponed)

Library Commission Annual Retreat - July 14, ~ 8-2 (place TBD)

The [Library Commission Master Calendar](#) (updated) is accessible in Google Drive and included in this packet (following the Commission memo).

To see meeting dates and tentative meeting topics for 2018, go to [Library Commission 2018 meeting plan](#)

Interesting Upcoming Dates (from [ALA Website](#))

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**Choose Privacy Week** - May 1-7

Choose Privacy Week, first observed by the ALA Office for Intellectual Freedom (OIF) in 2010, is an initiative that invites library users into a national conversation about privacy rights in a digital age. The campaign gives libraries the tools they need to educate and engage users, and gives citizens the resources to think critically and make more informed choices about their privacy.

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**National Library Legislative Day** - May 7-8, 2018

The American Library Association, Chief Officers of State Library Agencies (COSLA), the District of Columbia Library Association (DCLA) and the Special Libraries Association (SLA) sponsor National Library Legislative Day.

**GLBT Book Month™** - June

Starting in 2015, the American Library Association marked GLBT Book Month™, a nationwide celebration of the authors and writings that reflect the lives and experiences of
the gay, lesbian, bisexual, and transgender community. Originally established in the early 1990s by The Publishing Triangle as National Lesbian and Gay Book Month, June 2015 marked the first commemoration of GLBT Book Month™ to be held under ALA’s auspices. GLBT Book Month™ is an initiative of the American Library Association, and is coordinated through its Office for Diversity, Literacy and Outreach Services and the Gay, Lesbian, Bisexual, and Transgender Round Table. To help libraries mark the occasion, ALA has launched the GLBT Book Month online resource center, featuring tipsheets and downloadable materials. Contact ALA's Office for Diversity, Literacy and Outreach Services with questions.

Created to increase the recognition of gay, lesbian, bisexual and transgender writing. Begun in 1992 by The Publishing Triangle, June was selected in honor of the anniversary of the 1969 Stonewall Riot in New York City. It was this brave resistance to police harassment that kickstarted the gay pride movement in the US. [Description provided by Chase's Calendar of Events.] To be celebrated by libraries, bookstores, publishers and bibliophiles everywhere.

Read about the event's creation yet bittersweet success from quotes by Lawrence Schimel (labeling it National LGBT Book Month) in this May 30, 2014 HuffPost Gay Voices article by Julie R. Enszer.

1. Items from Commission

A) Recommendations on options for library financial sustainability (Joni)

I’ve been thinking about how we might organize our discussion and recommendations about how to address the library’s long term financial sustainability. I’m starting to think about this in terms of a decision tree, and have brainstormed some questions/statements we might use (below). I’ve indicated areas where I think we may already have consensus.

Library Financial Sustainability Decision Tree - Draft

1. Dedicated funding: provides the best approach for predictability and consistency in meeting BPL’s long term funding needs. (Based on last month’s meeting, I think LibCom has consensus on this point.)

2. Sales tax vs. property tax? Property tax is most predictable (less subject to peaks and valleys than sales tax); it is the form of library funding stipulated in Colorado state law for library districts. (I think we may have consensus that property tax is the way to go?)
3. Property taxes could be dedicated to the library within the City’s budget or as part of a move to a library district. A citizen vote on raising taxes (including the amount of the mill levy) would be required in either scenario. (Here’s where comparative options kick in.)

<table>
<thead>
<tr>
<th>Dedicated property tax w/in City</th>
<th>Dedicated property tax as a District</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Raising property taxes within the City would require citizen approval of a ballot measure to raise the Charter's existing cap on property taxes city wide. Raising property taxes for the library could be part of the Charter ballot measure or a separate question. LibCom recommends a separate question.</td>
<td>4. Creating a district would be resource and time intensive. The question of whether to form a district could be placed on the ballot by Council/County Commissioners or by petition. (Raising property taxes for the library would be a separate question.)</td>
</tr>
<tr>
<td>5. The property tax base would be City of Boulder residents only. (Get mill levy amounts and estimates of cost per household/commercial use).</td>
<td>5. The property tax base would be broader than the City of Boulder and more representative of the Library’s patron base. (Get mill levy amounts and estimates of cost per household/commercial use for BVCP boundaries - or more).</td>
</tr>
<tr>
<td>6. Staying with the City provides some fiscal economies of scale (notably continued use of HR, Attorneys, facilities and IT.) (Estimated annual cost savings $2 million.)</td>
<td>6. Operating as District opens up opportunities to contract for some services (notably facilities and IT) at lower costs. (Estimated savings?) Operating as a District would allow the Library to bring in revenues from partnership activities that would otherwise accrue to the City’s General Fund.</td>
</tr>
<tr>
<td>7. [Could the City provide more flexibility to the Library in its internal budget process?]</td>
<td>7. Operating as a District would allow the Library more flexibility within its budget (moving funds quickly as new needs arise).</td>
</tr>
<tr>
<td>8. Governance continues in the City Manager/Council model, with Library Commission as an advisory board.</td>
<td>8. Governance is provided through a library board of trustees, jointly appointed by City Council and Commissioners (including representation outside the Boulder City limits).</td>
</tr>
<tr>
<td>9. Library facilities were built as community assets.</td>
<td>9. Library facilities remain community assets.</td>
</tr>
</tbody>
</table>
2. BLF Update (verbal)

3. Updates from Commissioners Representing the Commission in other Venues (verbal)

   EcoDistricts
   Central Broadway Corridor Design Framework

4. Update on Emails & Phone Calls to Library Commission

   (1) Joni & Tim are planning to meet with Liz Abbott and Sam Hartman in early June to learn more about the most recent attempt to form a library district in Boulder (2004-6). Liz Abbott was acting library director at that time, and Sam led the effort. There are documents available from that time that may be useful to us. We will invite Liz and Sam to a LibCom meeting after our initial chat.

   (2) Boulder Flatirons Rotary Club has invited Joni & Tim to speak to them on July 11 (7:30 a.m., at the E. Boulder Rec Center). We have asked Alicia and Aimee to help us put together a slide deck that LibCom and BLF Board members could use for presentations to community groups - something we've been talking about for some time, as part of the effort to get community conversation going around the library's long term financial sustainability.
2019 Holiday Closure Schedule
For the commission’s review, the 2019 holiday closure schedule is Attachment A.

Budget matters and IP memo sent to City Council
The Library will only have to make minimal adjustments to our 2018 budget as a result of the projected 2018 budget shortfall. No staff reductions or program reductions are needed from the Library in order for the city to cover the shortfall.

To date, we have received no questions from Council regarding the April 10th memo to Council outlining funding options available to the city to support library master plan goals. To date, we have received no questions from Council regarding the April 19th memo the Commission sent to Council regarding budget needs. Council did adjust our schedule for presenting the master plan and study sessions. The dates are tentative but as of today;

July 24 – Council study session. This will be a joint meeting with Council and Library Commission and staff.
August 16th – presentation of Library Master Plan to planning board.
Sept 4 – City Council review and acceptance of Library Master Plan.

Update on North Boulder branch library project
The request for proposals seeking architect and design teams will be posted publicly the week of April 23, 2018. Several architect firms have inquired with staff about next steps, so we know there is interest for both local and non-local firms! Staff is working with a consultant, Fox Tuttle Hernandez Transportation Group, to do a traffic and parking study at select library facilities in late May or early June to inform the architect and design advisory group about the potential impact of traffic and parking at the proposed sites and to better understand the demand for parking lot spaces at existing facilities. This information will likely influence parking built into the design for the new library based on a square footage ratio. In the coming months, staff will recruit community members to serve on the selection panel for the public art to be incorporated at the new north Boulder library. Recommendations for potential selection panel members are welcome and can be submitted to Antonia Gaona and Mandy Vink.

2017 Boulder Public Library Annual Report

Q1 library usage statistics
For the commission’s review, the 2018 Q1 library website usage statistics are Attachment B and Q1 library performance statistics are Attachment C.
# Holidays & Closures

All Boulder Public Library locations are closed or limited hours the following days:

### 2019

<table>
<thead>
<tr>
<th>Holiday</th>
<th>Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Year’s Day</td>
<td>Tuesday, January 1</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Martin Luther King, Jr. Day</td>
<td>Monday, January 21</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Presidents’ Day</td>
<td>Monday, February 18</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Memorial Day</td>
<td>Monday, May 27</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Independence Day</td>
<td>Thursday, July 4</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Labor Day</td>
<td>Monday, September 2</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Staff Training Day</td>
<td>Friday, October 18</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Veterans Day (observed)</td>
<td>Monday, November 11</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Thanksgiving Day</td>
<td>Thursday, November 28</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Christmas Eve</td>
<td>Tuesday, December 24</td>
<td>All locations closed</td>
</tr>
<tr>
<td>Christmas Day</td>
<td>Wednesday, December 25</td>
<td>All locations closed</td>
</tr>
<tr>
<td>New Year’s Eve</td>
<td>Tuesday, December 31</td>
<td>All locations closed</td>
</tr>
</tbody>
</table>
Digital Services Performance & Improvement Dashboard
First Quarter 2018

Boulderlibrary.org

<table>
<thead>
<tr>
<th>Site Statistics</th>
<th>Current Quarter</th>
<th>Previous Quarter</th>
<th>Same Quarter of Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Users</td>
<td>84,654</td>
<td>77,175</td>
<td>79,910</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+6%</td>
</tr>
<tr>
<td>Sessions</td>
<td>203,435</td>
<td>189,187</td>
<td>192,996</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+5%</td>
</tr>
<tr>
<td>Sessions/Users</td>
<td>2.40</td>
<td>2.45</td>
<td>2.42</td>
</tr>
<tr>
<td></td>
<td>-2%</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Bounce Rate</td>
<td>35.67%</td>
<td>35.98%</td>
<td>35.14%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-0%</td>
</tr>
<tr>
<td>Page Views</td>
<td>395,588</td>
<td>368,053</td>
<td>398,215</td>
</tr>
<tr>
<td></td>
<td>+7%</td>
<td>-1%</td>
<td>-6%</td>
</tr>
<tr>
<td>Page Views/Sessions</td>
<td>1.94</td>
<td>1.95</td>
<td>2.06</td>
</tr>
<tr>
<td></td>
<td>-0.05%</td>
<td></td>
<td>-6%</td>
</tr>
</tbody>
</table>

Website use is up across the board.

Top 11 boulderlibrary.org

<table>
<thead>
<tr>
<th>Page</th>
<th>Description</th>
<th>pageviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>boulderlibrary.org/index.php</td>
<td>Site Home Page</td>
<td>187,236</td>
</tr>
<tr>
<td>calendar.boulderlibrary.org/index.php</td>
<td>Library Calendar Home</td>
<td>9,043</td>
</tr>
<tr>
<td>research.boulderlibrary.org/research</td>
<td>Research Home</td>
<td>8,614</td>
</tr>
<tr>
<td>research.boulderlibrary.org/staff</td>
<td>Staff Links</td>
<td>8,150</td>
</tr>
<tr>
<td>boulderlibrary.org/services/meeting-rooms/index.php</td>
<td>Meeting Rooms</td>
<td>7,800</td>
</tr>
<tr>
<td>boulderlibrary.org/card/index.php</td>
<td>Your Library Account</td>
<td>6,774</td>
</tr>
<tr>
<td>boulderlibrary.org/bldg61/bldg-61-calendar/index.php</td>
<td>BLDG 61 Calendar</td>
<td>4,731</td>
</tr>
<tr>
<td>boulderlibrary.org/locations/main/index.php</td>
<td>Main Library</td>
<td>4,250</td>
</tr>
<tr>
<td>calendar.boulderlibrary.org/spaces?lid=859&amp;gid=</td>
<td>Space Availability</td>
<td>3,800</td>
</tr>
<tr>
<td>research.boulderlibrary.org/eCollections</td>
<td>eCollections Home</td>
<td>3,730</td>
</tr>
</tbody>
</table>

Library calendar traffic is up significantly, as well as, traffic to our research resources and our meeting rooms.
Digital Services Performance & Improvement Dashboard
First Quarter 2018

Library Catalog (boulder.flatironslibrary.org)

<table>
<thead>
<tr>
<th>Site Statistics</th>
<th>Current Quarter</th>
<th>Previous Quarter</th>
<th>Same Quarter of Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Users</td>
<td>46,005</td>
<td>44,376</td>
<td>39,545</td>
</tr>
<tr>
<td>Sessions</td>
<td>172,548</td>
<td>160,959</td>
<td>137,590</td>
</tr>
<tr>
<td>Sessions/Users</td>
<td>3.75</td>
<td>3.63</td>
<td>3.48</td>
</tr>
<tr>
<td>Bounce Rate</td>
<td>21.8%</td>
<td>22.7%</td>
<td>24.0%</td>
</tr>
<tr>
<td>Page Views</td>
<td>864,881</td>
<td>789,047</td>
<td>667,563</td>
</tr>
<tr>
<td>Page Views/Sessions</td>
<td>5.0</td>
<td>4.9</td>
<td>4.9</td>
</tr>
</tbody>
</table>

The library catalog continues to show increased use.

### Top 10 Searches on boulder.flatironslibrary.org

<table>
<thead>
<tr>
<th>Search</th>
<th>Total</th>
<th>% Search Exits</th>
<th>% Search Refinements</th>
</tr>
</thead>
<tbody>
<tr>
<td>little fires everywhere</td>
<td>247</td>
<td>24.70%</td>
<td>47.90%</td>
</tr>
<tr>
<td>fire and fury</td>
<td>210</td>
<td>39.52%</td>
<td>23.97%</td>
</tr>
<tr>
<td>harry potter</td>
<td>164</td>
<td>21.34%</td>
<td>35.28%</td>
</tr>
<tr>
<td>a wrinkle in time</td>
<td>161</td>
<td>39.75%</td>
<td>32.46%</td>
</tr>
<tr>
<td>ready player one</td>
<td>147</td>
<td>27.89%</td>
<td>44.00%</td>
</tr>
<tr>
<td>wonder</td>
<td>138</td>
<td>15.22%</td>
<td>52.00%</td>
</tr>
<tr>
<td>the power</td>
<td>119</td>
<td>23.53%</td>
<td>45.83%</td>
</tr>
<tr>
<td>pachinko</td>
<td>109</td>
<td>23.85%</td>
<td>52.31%</td>
</tr>
<tr>
<td>dog man</td>
<td>106</td>
<td>9.43%</td>
<td>52.78%</td>
</tr>
<tr>
<td>the woman in the window</td>
<td>103</td>
<td>26.21%</td>
<td>44.36%</td>
</tr>
</tbody>
</table>

Above are the top 10 words users entered into the catalog search. If the search results are useful, the percentage of search exits & refinements will be low.

### Library Mobile Phone & Tablet App (Boopsie)

<table>
<thead>
<tr>
<th>App Stats</th>
<th>Current Quarter</th>
<th>Previous Quarter</th>
<th>Same Quarter of Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalog Queries</td>
<td>83,500</td>
<td>70,858</td>
<td>86,782</td>
</tr>
<tr>
<td>Monthly Unique Users</td>
<td>478</td>
<td>410</td>
<td>438</td>
</tr>
</tbody>
</table>

On March 20, the library announced the cancelation of this app due to security concerns and poor user adoption.
Digital Services Performance & Improvement Dashboard  
First Quarter 2018

### Social Media

#### Library & Arts Facebook Account

<table>
<thead>
<tr>
<th></th>
<th>Followers</th>
<th>Growth</th>
<th>Total Post Views</th>
<th>Posts</th>
<th>Engagements per post</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Facebook Account</td>
<td>5,935</td>
<td>9.22%</td>
<td>171,046</td>
<td>111</td>
<td>111.1</td>
</tr>
</tbody>
</table>

---

**Boulder Public Library** added 4 new photos.  
Published by Wendy Hall (87) - January 19 

Photographs of the Denver Boulder Turnpike and the ribbon cutting ceremony on 19 Jan. 1952. Only 66 years ago today! #bouldercountyhistory

---

28,885 people reached

Recent Activity

Boosted on Jan 19  
Audience: United States; Boulder Colorado, 18 - 65…  
By Lisa Holmberg - Completed

---

174 Shares  
17 Comments

---

9NEWS (KUSA) Hi! We love these historic photos. May we use them on air/online with credit to the library? Thank you! -Kelly
Digital Services Performance & Improvement Dashboard  
First Quarter 2018

Facebook stats can now be viewed in a more dynamic dashboard. We continue to see growth. However, this may change with limited funds to boost because of budget cuts.  
https://boulderlibrary.org/fb-stats/ 
This quarter our post about the Denver Boulder Turnpike Ribbon cutting was featured on 9news.

---

### Top 5 Facebook Post for the Quarter by Engagement

<table>
<thead>
<tr>
<th>Rank</th>
<th>Title</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Photographs of the Denver Boulder Turnpike and the ribbon cutting ceremony...</td>
<td><a href="https://www.facebook.com/boulderlibrary/posts/10155882378096827">https://www.facebook.com/boulderlibrary/posts/10155882378096827</a></td>
</tr>
<tr>
<td>2</td>
<td>February is Black History Month! Jackson's Resort was owned by O. T. Jackson from 1898...</td>
<td><a href="https://www.facebook.com/boulderlibrary/posts/10155923569136827">https://www.facebook.com/boulderlibrary/posts/10155923569136827</a></td>
</tr>
<tr>
<td>3</td>
<td>Five-year-old to the librarian, &quot;Can you help me find a book?&quot; Librarian, &quot;Sure! What are you...</td>
<td><a href="https://www.facebook.com/boulderlibrary/posts/10156030406431827">https://www.facebook.com/boulderlibrary/posts/10156030406431827</a></td>
</tr>
<tr>
<td>4</td>
<td>The Yount Flour Mill was run by Emma Yount in 1877 after the death of her husband.</td>
<td><a href="https://www.facebook.com/boulderlibrary/posts/10156065932186827">https://www.facebook.com/boulderlibrary/posts/10156065932186827</a></td>
</tr>
<tr>
<td>5</td>
<td>Affordable housing in the 1940s - 1960s! Vetsville was temporary housing...</td>
<td><a href="https://www.facebook.com/boulderlibrary/posts/10155904284331827">https://www.facebook.com/boulderlibrary/posts/10155904284331827</a></td>
</tr>
</tbody>
</table>

---

### Newsletters

<table>
<thead>
<tr>
<th>Library Newsletter (every other week)</th>
<th>Current Quarter</th>
<th>Previous Quarter</th>
<th>Same Quarter Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>mail list subscribers</td>
<td>37879</td>
<td>4.19%</td>
<td>36355</td>
</tr>
<tr>
<td>% open it</td>
<td>21.04%</td>
<td>-6.24%</td>
<td>22.44%</td>
</tr>
<tr>
<td>% click it</td>
<td>5.09%</td>
<td>24.45%</td>
<td>4.09%</td>
</tr>
</tbody>
</table>

Cardholders are automatically subscribed to the newsletter. This causes our subscriber list to increase steadily, but the percent open rate to be lower.
2018 Q1 BPL Quarterly Performance

In Person Visits

Doors counts for BPL system increased 4% over Q1 2017 with Meadows showing a 14% increase, most all other facilities saw increased visits, with only a light 2% dip for Reynolds.

Fig. 1 Door Counts Running Total YTD Q1 2018 and percent change from Q1 2017

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Door Counts</td>
<td>76279</td>
<td>151667</td>
<td>242267</td>
<td>84168</td>
<td>161930</td>
<td>251330</td>
<td>4%</td>
</tr>
<tr>
<td>Main</td>
<td>50300</td>
<td>101005</td>
<td>161486</td>
<td>54037</td>
<td>106012</td>
<td>165545</td>
<td>3%</td>
</tr>
<tr>
<td>Meadows</td>
<td>10823</td>
<td>21259</td>
<td>34604</td>
<td>14396</td>
<td>26171</td>
<td>39486</td>
<td>14%</td>
</tr>
<tr>
<td>Reynolds</td>
<td>11493</td>
<td>22404</td>
<td>35176</td>
<td>11749</td>
<td>22349</td>
<td>34445</td>
<td>-2%</td>
</tr>
<tr>
<td>NoBo</td>
<td>3515</td>
<td>6695</td>
<td>10515</td>
<td>3836</td>
<td>7085</td>
<td>11339</td>
<td>8%</td>
</tr>
<tr>
<td>Carnegie</td>
<td>148</td>
<td>304</td>
<td>486</td>
<td>150</td>
<td>313</td>
<td>515</td>
<td>6%</td>
</tr>
</tbody>
</table>

Patrons and Programs: PEOPLE & PLACE

HIGHLIGHTS Q1:

2018 began slowly with some winter time breaks for Storytime yet many activities especially in Spring made BPL a bustling place. The newly opened Nature Play was exciting for children and caregivers, despite the wintry opening.

- BLDG 61 hosted Bike Week events that brought in both novices and enthusiasts, Pinball Engineering, U-Fix It Clinics, Take Flight at the branches.
- Fiber Arts programs included Wool Repair, & Yarn-fiti.
- Exhibitions greeting visitors included Discover Earth, Pink Progression, Via’s Ability and beloved Boulder poet Jack Collom tribute.
- Branches hosted Music Together programs and Mad Scientists Day & Cool Science for children as well as Sensory Friendly and STEAM Storytime.
- Teen programs included Legit Knits, Digital Fab, Movies, Taste Test, Tea Time and Saturday Yoga.
- Seed to Table and Adultology events were all about sustainable lawns and gardens, and of course, food! The BeeChicas returned to the library with Bee Biology events.
- Speaker Series hosted Matt de la Pena and Loren Long. Versatile concerts and cinema events offered a variety of appeal for different tastes including David Korevaar, Colorado Chamber Players, Back Festival’s for Kids, Mr. Smith Goes to Washington and Film F for Fake.
- In March, NoBo Corner Library celebrated its 4th anniversary! Kids enjoyed cupcakes at all storytimes that week, balloons, and a festive piñata at our Spanish/English Storytime!

New patron registrations remained nearly identical YTD over 2017 this quarter, with a gain of less than half a percent.

Fig. 2 Running totals for new patron accounts YTD 2017-2018

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New Patrons</td>
<td>894</td>
<td>1799</td>
<td>3027</td>
<td>1337</td>
<td>2080</td>
<td>3033</td>
<td>0.2%</td>
</tr>
</tbody>
</table>
Year over year reveals programming to have a changeable nature in both the number of events offered and attendance, with some facilities/audiences growing and others decreasing. Sometimes this is due to a single large event one year and sometimes to a new series of programs offered to different audiences. For example, Main’s drop in teen attendance was due to a 2017 event *House on Mango Street* that bumped Q1 2017 but was not a repeated event in 2018.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Storytime Events</td>
<td>110</td>
<td>216</td>
<td>349</td>
<td>115</td>
<td>220</td>
<td>342</td>
<td>-2%</td>
</tr>
<tr>
<td>Main</td>
<td>43</td>
<td>85</td>
<td>137</td>
<td>47</td>
<td>90</td>
<td>139</td>
<td>1%</td>
</tr>
<tr>
<td>Reynolds</td>
<td>27</td>
<td>54</td>
<td>88</td>
<td>26</td>
<td>51</td>
<td>79</td>
<td>-10%</td>
</tr>
<tr>
<td>Meadows</td>
<td>23</td>
<td>45</td>
<td>74</td>
<td>25</td>
<td>48</td>
<td>76</td>
<td>3%</td>
</tr>
<tr>
<td>NoBo</td>
<td>17</td>
<td>32</td>
<td>50</td>
<td>17</td>
<td>31</td>
<td>48</td>
<td>-4%</td>
</tr>
<tr>
<td>Storytime Attendance</td>
<td>3010</td>
<td>5829</td>
<td>9317</td>
<td>2747</td>
<td>5358</td>
<td>8701</td>
<td>-7%</td>
</tr>
<tr>
<td>Main</td>
<td>2212</td>
<td>4317</td>
<td>6857</td>
<td>2127</td>
<td>4108</td>
<td>6489</td>
<td>-5%</td>
</tr>
<tr>
<td>Reynolds</td>
<td>412</td>
<td>709</td>
<td>1129</td>
<td>219</td>
<td>491</td>
<td>901</td>
<td>-20%</td>
</tr>
<tr>
<td>Meadows</td>
<td>185</td>
<td>396</td>
<td>682</td>
<td>280</td>
<td>536</td>
<td>900</td>
<td>32%</td>
</tr>
<tr>
<td>NoBo</td>
<td>201</td>
<td>407</td>
<td>649</td>
<td>121</td>
<td>223</td>
<td>411</td>
<td>-37%</td>
</tr>
<tr>
<td>Programs Offered-Adult</td>
<td>110</td>
<td>208</td>
<td>326</td>
<td>88</td>
<td>196</td>
<td>326</td>
<td>0.0%</td>
</tr>
<tr>
<td>Main</td>
<td>76</td>
<td>146</td>
<td>218</td>
<td>53</td>
<td>118</td>
<td>194</td>
<td>-11%</td>
</tr>
<tr>
<td>BLDG 61</td>
<td>22</td>
<td>43</td>
<td>83</td>
<td>28</td>
<td>66</td>
<td>113</td>
<td>36%</td>
</tr>
<tr>
<td>Meadows</td>
<td>11</td>
<td>17</td>
<td>22</td>
<td>6</td>
<td>11</td>
<td>16</td>
<td>-27%</td>
</tr>
<tr>
<td>Reynolds</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>-33%</td>
</tr>
<tr>
<td>Carnegie</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>NoBo</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Programs Attendance-Adult</td>
<td>1381</td>
<td>3163</td>
<td>4870</td>
<td>2027</td>
<td>3977</td>
<td>6418</td>
<td>32%</td>
</tr>
<tr>
<td>Main</td>
<td>800</td>
<td>2099</td>
<td>3199</td>
<td>1300</td>
<td>2476</td>
<td>4100</td>
<td>28%</td>
</tr>
<tr>
<td>BLDG 61</td>
<td>314</td>
<td>565</td>
<td>950</td>
<td>403</td>
<td>925</td>
<td>1470</td>
<td>55%</td>
</tr>
<tr>
<td>Meadows</td>
<td>261</td>
<td>487</td>
<td>703</td>
<td>312</td>
<td>564</td>
<td>816</td>
<td>16%</td>
</tr>
<tr>
<td>Reynolds</td>
<td>6</td>
<td>12</td>
<td>18</td>
<td>12</td>
<td>12</td>
<td>24</td>
<td>33%</td>
</tr>
<tr>
<td>Carnegie</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>NoBo</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Programs Offered-Teen</td>
<td>14</td>
<td>42</td>
<td>74</td>
<td>22</td>
<td>55</td>
<td>80</td>
<td>8%</td>
</tr>
<tr>
<td>Main</td>
<td>9</td>
<td>21</td>
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<tr>
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<td>17</td>
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<td>10</td>
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</tr>
<tr>
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<td>0</td>
<td>7</td>
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<td>5</td>
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</tr>
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<td>192</td>
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<td>57</td>
<td>91</td>
<td>26</td>
<td>48</td>
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<td>Main</td>
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<td>41</td>
<td>65</td>
<td>14</td>
<td>40</td>
<td>67</td>
<td>3%</td>
</tr>
<tr>
<td>Meadows</td>
<td>10</td>
<td>22</td>
<td>32</td>
<td>11</td>
<td>25</td>
<td>39</td>
<td>22%</td>
</tr>
<tr>
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<td>2</td>
<td>11</td>
<td>17</td>
<td>2</td>
<td>11</td>
<td>23</td>
<td>35%</td>
</tr>
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<td>0</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>6</td>
<td>10</td>
<td>150%</td>
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<tr>
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<td>10</td>
<td>15</td>
<td>3</td>
<td>6</td>
<td>8</td>
<td>-47%</td>
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<td>Programs Attendance-Children</td>
<td>874</td>
<td>2338</td>
<td>3369</td>
<td>1074</td>
<td>2462</td>
<td>3950</td>
<td>17%</td>
</tr>
<tr>
<td>Main</td>
<td>586</td>
<td>1449</td>
<td>1985</td>
<td>569</td>
<td>1293</td>
<td>2137</td>
<td>8%</td>
</tr>
<tr>
<td>Reynolds</td>
<td>71</td>
<td>373</td>
<td>576</td>
<td>111</td>
<td>377</td>
<td>736</td>
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<tr>
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<td>170</td>
<td>292</td>
<td>436</td>
<td>244</td>
<td>495</td>
<td>697</td>
<td>60%</td>
</tr>
<tr>
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<td>47</td>
<td>224</td>
<td>336</td>
<td>116</td>
<td>218</td>
<td>273</td>
<td>-19%</td>
</tr>
<tr>
<td>NoBo</td>
<td>0</td>
<td>0</td>
<td>36</td>
<td>34</td>
<td>79</td>
<td>107</td>
<td>197%</td>
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<td>0</td>
<td>0</td>
<td>1</td>
<td>7</td>
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<tr>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4600</td>
<td></td>
</tr>
<tr>
<td>Outreach: Direct Contact</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>53</td>
<td>688</td>
<td></td>
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</table>
Note also that Outreach Events are now standardized to align with the State Library definition and 2017 events were retroactively re-categorized to line up with 2018 reporting. Outreach events as defined by the State are events such as MakerFaires, parades, festivals, and not simply a visit or program happening off-site (which the library has naturally considered as a type of “outreach” activity).—These latter activities (where staff visit venues or schools and present a workshop or storytime) are now identified as an “Off-site program” and are now (including 2017) counted in Programming numbers rather than Outreach.

Summary: BPL provided over 900 programs and events to our community in Q1 with nearly 20,500 community members attending.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Sum of Attendance</th>
<th>Count of Programs/Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Library</td>
<td>13711</td>
<td>440</td>
</tr>
<tr>
<td>Meadows Branch</td>
<td>2569</td>
<td>143</td>
</tr>
<tr>
<td>BLDG 61 Makerspace</td>
<td>1930</td>
<td>136</td>
</tr>
<tr>
<td>George Reynolds Branch</td>
<td>1755</td>
<td>121</td>
</tr>
<tr>
<td>NoBo Corner Library</td>
<td>523</td>
<td>62</td>
</tr>
<tr>
<td>Carnegie</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Grand Total</td>
<td>20496</td>
<td>903</td>
</tr>
</tbody>
</table>

Year over year, considering all Programs, Events, including Storytime activities, BPL saw a 1% increase in activities and a 3% increase in attendance. When direct interaction at Outreach events is added, we see a 2% increase in number of activities and a 7% increase in attendance/audience reach.

**Circulation and Collections:**

Fig. 4 2018 collection circulation fell just slightly YTD over 2017.

<table>
<thead>
<tr>
<th>All Sums are RUNNING YTD totals</th>
<th>2017</th>
<th>2018</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Jan</td>
<td>Feb</td>
<td>Mar</td>
</tr>
<tr>
<td>Circulation (Collections)</td>
<td>113266</td>
<td>220148</td>
<td>340504</td>
</tr>
<tr>
<td>Main</td>
<td>72865</td>
<td>141506</td>
<td>219196</td>
</tr>
<tr>
<td>Meadows</td>
<td>18337</td>
<td>35869</td>
<td>55346</td>
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<tr>
<td>Reynolds</td>
<td>18439</td>
<td>35952</td>
<td>55608</td>
</tr>
<tr>
<td>NoBo</td>
<td>3625</td>
<td>6821</td>
<td>10354</td>
</tr>
<tr>
<td>Circulation (Patron Activity)</td>
<td>114949</td>
<td>223414</td>
<td>346055</td>
</tr>
<tr>
<td>eCollection Use</td>
<td>13413</td>
<td>25933</td>
<td>39771</td>
</tr>
<tr>
<td>Total circulation</td>
<td>128362</td>
<td>249347</td>
<td>385826</td>
</tr>
</tbody>
</table>

New to this report is System circulation or patron activity. Currently, our only circulation measure for facility locations is to report on their collection activity (i.e. what checked out from these collections, including outgoing FLC loans). System (patron activity) represents what BPL patrons checked out no matter where the materials is held, it includes incoming FLC/Prospector materials). These two facets are naturally different and represent two perspectives of circulation activity.

The latter, together with eCollection circulation is what is reported as total circulation to the State. Total circulation saw a 20% increase largely driven by eCollection usage.

Fig. 5 Database use saw a 9% increase

<table>
<thead>
<tr>
<th>All Sums are RUNNING YTD totals</th>
<th>2017</th>
<th>2018</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Jan</td>
<td>Feb</td>
<td>Mar</td>
</tr>
<tr>
<td>Database Use</td>
<td>16732</td>
<td>42682</td>
<td>69080</td>
</tr>
</tbody>
</table>

**In Brief Summary**

As we begin 2018, BPL is sustaining most performance metrics and continuing to offer diverse collections, programs, and new events.