Meeting date: Wednesday, June 6, 2018
Location: Carnegie Branch Library, 1125 Pine Street

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 May 2, 2018 minutes
4. 2019 Library budget development – Hannah Combs, Senior Budget Analyst
5. Library Master Plan update
   a. Finalize Library Commission forward
6. Discuss agenda for annual retreat on July 14, 2018 at Chautauqua Meeting House, Meadows Room
   Possible retreat agenda items:
   - Prep for joint study session with City Council on July 24, 2018
   - Further discussion on 2019 library budget development
   - Developing the outreach presentations
   - Create a working agenda for upcoming year based off the master calendar
   - Discuss roles and information needed for campaign development for a possible upcoming election on library funding
7. Library Commission update
   a. Items from commission
      i. Summary of historic library district research and communications
   b. Boulder Library Foundation update
   c. City project representative update
      i. EcoDistricts
   d. Responses to patron emails from the Library Commission
8. Library and Arts Director’s Report
9. Adjournment

2018 Library Commissioners
Joni Teter, Chair Tim O’Shea Juana Gomez Joel Koenig Jane Sykes-Wilson
**Name of Board/ Commission:** Library Commission  
**Date of Meeting:** May 2, 2018 at the Main Boulder Public Library, 1001 Arapahoe Ave.  
**Contact information preparing summary:** Celia Seaton, 303-441-3106  
**Commission members present:** Joni Teter, Tim O’Shea, Juana Gomez, Joel Koenig, Jane Sykes Wilson  
**Library staff present:**  
David Farna, Director of Library & Arts  
Jennifer Phares, Deputy Library Director  
Kate Kelsch, Volunteer Services Manager  
Shannon Kincaid, Teen Librarian  
Kathy Lane, Programs, Events & Outreach Coordinator  
Celia Seaton, Administrative Specialist  
**City staff present:** None  
**Members of the public present:** None  
**Type of Meeting:** Regular  

### Agenda Item 1: Call to order and approval of agenda  
0:00:00 Audio min.  
The meeting was called to order at 6:00 p.m. Item 5 was removed as Bob Eichem will not be joining the meeting – Farnan relayed that Eichem will try to reschedule. Also, a few items were added to the Library Commission Update. There was a nod of approval from the commission.

### Agenda Item 2: Public comment  
0:01:07 Audio min.  
None

### Agenda Item 3: Consent agenda  
0:02:33 Audio min.  
- Approval of March 7, 2018 Meeting Minutes: Teter submitted a few changes by email. Also, Gomez noted that Alicia Gibb was absent whereas Sykes Wilson was present. O’Shea moved to accept the agenda and Koenig seconded. Unanimously approved.  
- Updated Library Commission 2018 meeting plan – There is a plan to “flesh this out” more at the retreat.

### Agenda Item 4: Update on volunteer program and upcoming volunteer needs  
0:03:55 Audio min.  
Kate Kelsch, Volunteer Services Manager, presented an update on the volunteer program. The library is one of the leading city departments for volunteer activity with over 770 individuals donating their time and energy to account for 18,320 hours of service recorded last year. Groups benefitting from volunteer services include children, seniors, literacy students, workshop participants in BLDG61, and homebound patrons. Some highlighted successes of this year include the used bookstore (13,000 donated items and $20,000 in earnings), 3.2 miles of assistance with shelving, 34 new oral histories added to the collection, support of 98 high school students with research at Research Rendezvous, and new offerings of Tween Time and Youth Maker Hangout programs. The mission of the citywide volunteer cooperative is to support a community of service. Kelsch is working on a handbook of guidelines that can be used across the city.

The library worked toward Service Enterprise Certification, a credential which will further strengthen sustainability initiatives with volunteerism; this status was achieved April 2018. She created a 3-year strategic plan (see handouts). Koenig asked about how to garner new volunteers. Kate: website has been the main tool. For specific skills, they do outreach – e.g., going out to school s to recruit students for Summer of Discovery. Most of it is passive right now.

Kelsch has focused this year on ensuring staff have the volunteer support they need, enabling and engaging potential volunteers, and working toward the creation of a consistent volunteer experience (orientation, training, tracking, etc.) across the spectrum of volunteer roles in the library. Created go-to volunteer info card that can be easily distributed to the
interested public. People can apply online; she is trying to make the process simpler so people are more easily able to start helping out. A teen webpage for volunteering was just introduced and will be advertised during the Summer of Discovery.

Moving forward, she would like to also institute some more volunteer appreciation events like the “lunch and learn” sessions – opportunities for volunteers to learn and develop their skills. She is also transitioning to 1-1 (volunteer-patron) ratio for Homebound Services for more personalized service. She also hopes to involve more lead volunteers as well as systemize volunteer onboarding/orientation/training/tracking, and creating an online volunteer database system where participants can look thru options and self-enroll online.

Kelsch asks the commissioners to help us find lead volunteers by spreading the word – she provided an outline of some upcoming opportunities for recruitment (see handouts).

Gomez asks about volunteer positions that are harder to fill. Kelsch: Youth Maker Hangout, likely because people don’t think of coming to the library to do that type of tech-related activity. Similar issue with the facilitator for the conversations in English. Bigger commitments seem harder to get. Gomez suggests work-study students. Kate said they’ve involved them in the past, good idea.

Koenig has been volunteering in the collection department and has observed that recognition and communication has really improved. Kelsch credited staff Terzah Becker with the communication improvements, but she herself has worked hard on the recognition efforts. O’Shea states that he liked the presentation and asked about demographics. Kelsch responded that she has no systematic tracking yet but noted that many of the volunteers are retired. O’Shea also was curious about the Library League’s involvement and any possible overlap. Kelsch: this could be explored further. One night, she opened up the used book sale just for the Library League. She got a recent email from the Library League asking about possible upcoming volunteer needs. Juana asks about volunteer employment stats (retired/working volunteer/etc)? Not yet per kate, although it is on the application – needs a volunteer who can dig into the data. Sykes Wilson: Reading Buddies should be included in the slide envisioning the library without volunteers. She is impressed by the training and enthusiasm of the volunteers during the summer reading programs. She suggests more of a spotlight on volunteers beyond the newsletter, maybe a “shout” on Facebook. She thinks it is massive to the volunteer force, and public should be made more aware. Building on Sykes Wilson’s and O’Shea’s comments, Teter spoke to the next step of developing slide deck for community outreach (Rotary), and Kelsch welcomed their use of the slides she has presented tonight. Need to start building a campaign and volunteers are a good piece of the library story. Kate hopes to initiate a volunteer specific newsletter- they are our ambassadors in the community. Teter suggested a Lunch and Learn session focused on funding.

Agenda Item 5: Discussion of Library Commission questions about future library funding options and election process for ballot
Bob Eichem, Chief Financial Advisor, was unable to attend this meeting. This item will be rescheduled.

Agenda Item 6: Preview of Summer of Discovery Program
Shannon Kincaid, Teen Services Librarian, and Kathy Lane, Programs, Events & Outreach Coordinator presented on the approaching “Summer of Discovery” (previously known as the Summer Reading Program). The project encompasses three levels: children, teens, and adults – adult initiated this year. This inclusion hopefully encourages adults to be reading models and will present a more engaging and comprehensive program for all patrons. Offering multiple ways to register should facilitate participation. Pre-reading tasks will engage the preliterate crowd, early readers track minutes and tasks, teens will be provided with playing card activities. Adults are encouraged to finish 5 books and 3 activities; a partnership with Parks & Rec and Open Space Mountain Parks highlights trails and concerts in the area – this alliance furthers the concept of the library being an integral part of this community. Kincaid spoke about the available incentives for achievements within the program. Kickoff is May 30 at every library branch from 10:15AM until noon. STEAM concepts will be combined with summer reading.

Other upcoming programs will Boulder Summer Festival as well as partnering with BVSD for the Summer of Learning.

Teter commented that she would want to know what the kids are focusing on and share their reading lists as a participant in the adult program – is this type of interaction possible? Lane said this might be a potentiality through the library catalog database.

Agenda Item 7: Master Plan project update
a. Review and comment on final draft Master Plan document

- Teter: it would be more effective to have goals foremost in the document followed by the achievements - a summary of the goals right up front in the executive summary would make it more useful to readers. O’Shea supported these suggestions: the goals will draw people in to the details. Gomez and Sykes Wilson approved. The group then began reviewing the document page by page.

- Koenig: p. 12 – first paragraph third sentence – change tense ‘becoming’ to ‘become’ – “we’re there already.” Gomez would eliminate first phrase by the Aspen Institute on that same page.

- Gomez: p. 14, towards bottom – the “legal service area” should be defined. Phares plans to include a glossary.

- Sykes Wilson: p. 15 – the term “anythink libraries” seemed confusing and she had to look it up. Suggestion for the glossary.

- Koenig: more discussion about the FTEs and the volunteers on p. 16 – they are a compelling percentage. Teter suggested an infographic with a callout text box on the volunteers.

- Gomez: p. 19 – be sure to define FAM in glossary or not use acronym as much.

- Koenig: p. 21 – we want to explain what the RFID has done in terms of the conveyor system. The average person will not know what RFID means, so perhaps including a sentence clarifying that this allows books to self-check-in.

- Koenig: p. 22, regarding BLDG61 - asked about including the patent pending piece. O’Shea agreed that this is an impressive statistic to emphasize.

- Teter thinks we can slim down the Community Trends and Needs section. She liked the overview but felt that the section on “what our community says,” the survey and the needs assessment seemed duplicative. She suggests leaving pp. 24 through the top of 33.

- Koenig questions the median household income increase statistic on p. 24 as it seems very modest, he would research that figure.

- Joel states that the library’s Lantix collection needs improvement to live up to the goals.

- Koenig noted that the Point-In-Time survey on p. 29 is conducted every year, so he will call Isabelle to clarify.

- Gomez noted an important semantic issue on p. 29 – it is contradictory to describe s “language spoken at home” among a populace “experiencing homelessness.” Should be changed for consistency throughout.

- Teter – again advises condensing the portion starting with p. 34 as it felt like information overload. Gomez suggests moving around some pieces – perhaps to the appendix. O’Shea suggests keeping it included in the main body but moving toward the end. Farnan agrees that shifting the goals to the forefront and condensing the rest will really make a big difference. Remove 34-47 – and see what high level things you want to pull out and put the rest in the back appendix.

- Gomez: p. 38, seems contradictory to claim only ‘minor impacts’ when saying that the library is really helping to create sustainable impacts on the community. Phares will take another look at this.

- Teter: p. 40 - struggled to differentiate between the resource demands to maintain service levels and meet community demand where there were increases. Puzzled by the piece referencing a “backlog”. Farnan: should we change the word? Teter: is a backlog different from current demand? The goal and the objective are out of alignment. Phares agrees that this belongs in the community demand piece. Should the goals statement be reworked? Teter suggests adding language that indicates this is ongoing. It is not just recent growth that we need to account for, we need to meet the demand that has been growing since 2014. Teter wonders whether there is a need to be more specific about branches.

- Koenig asks whether we want to mention the citywide broadband possibility under the 2nd goal referencing bandwidth on p. 52. O’Shea would be reluctant to add this. Farnan: it is costly. Broadband would affect the second bullet in the “meet demand” section.

- Teter: p. 66 - the 2nd sentence under “Maintain service levels=fiscally constrained plan” needs rewording.

- Sykes Wilson: p. 75, asks about the level of detail regarding unfunded pension liability. She is wondering if this point should be part of a master plan. Detaled explanations were absent from the previous master
plan per Farnan. The former one was broader and vaguer and Farnan believes it is important to now elucidate the options.

- To provide a path forward, Farnan will get a consultant to create charts of the districting approach. Inserting pros and cons into each section, Phares can call them out. She wants to make sure that this is done in a comprehensive manner; the advantages and disadvantages need to be further researched. The best answer from council will be yes, this requires more research and investigation. Farnan suggests that the commission send their thoughts directly to council in a memo. Teter: if there is some analysis of options that will be useful in the future it should be in the master plan not just to a council whose membership will turn over. Teter: sales tax is an unstable figure and the library needs dedicated funding. We don’t want to lose sight of the districting piece as it appears happened with the previous master plan. She questions whether a commission recommendation can be part of the master plan. She wants to produce a document packaged in with the master plan as opposed to another memo. Farnan isn’t sure there is precedent for that, but perhaps it could be included as an addendum. He said that their recommendations will be referenced in the introduction to the master plan. Phares suggested the possibility of a letter from the director and a letter from the commission inserted before the executive summary. Teter: two pieces are necessary – a recommendation but also a straightforward analysis of the benefits and burdens. At the May 24 study session, the commission plans to decide the framing. Phares welcomed an endorsing letter with suggestions to be included.

- Gomez: p. 74 – city council capitalization and a suggestion to consolidate bullet points on p. 75

The group thanked Phares for all her hard work on the plan, and she expressed appreciation for all the review and suggestion from the commission.

**Agenda Item 8: Library Commission Update**

[2:16:50 Audio min.]

a. Items from Commission – Gomez will be attending the May 16 event on Civic Area East End – she will report back. Request for volunteers on some “extracurricular activities.”

i. Teter spoke about the files of Liz Abbot (director during the last attempt at districting) which pulled together information of this previous research – Farnan has these files in his office. Koenig volunteered to look through these and will report back at the May 24 study session with any “gems.” O’Shea spoke about other outreach efforts and listed some good contacts. Gomez will reach out to Jan and Michelle, Koenig will speak to Joanna, O’Shea will contact Velma, and Sykes Wilson will talk to Kristine.

ii. The second need concerns the Boulder Flatirons Rotary Club meeting and developing the PowerPoint presentation. Aimee Schumm has put together a bunch of things - it would be good to have another commissioner on board to help. Sykes Wilson would like to assist. We also need to develop a retreat agenda for July 14 - should the outreach plan be a part of this agenda? Teter listed items that can be finalized at the June meeting. Topics so far include council master plan goal presentation practice, library budget for 2019 (and possible cuts), developing the outreach presentations, as well as planning a working agenda for upcoming year based off the master calendar… also – the “meaty” piece: if we assume there will be an upcoming election on library funding, should we talk about what staff, commission, and others will need to do to ramp up a campaign. Teter asks the commission to consider any other items they’d like included.

b. Boulder Library Foundation update – O’Shea reports that the foundation voted unanimously to support the RFP’s outcome to work with an agency out of Seattle called Why for Good to aid in marketing and messaging of foundation. Michelle and Alicia are the newest foundation members. Officers are continuing in their positions. There will be another meeting next month.

c. City project representative update

   i. EcoDistricts

d. Responses to patron emails from the Library Commission

**Agenda Item 9: Library and Arts Director’s Report**

[2:36:05 Audio min.]

a. 2019 holiday and closure schedule – there was a nod of heads indicating approval from the commission.

b. Feedback on budget matters and IP memo set to City Council – Farnan invites commissioners to the council meetings that will involve these items (June 24 study session and Sept 4 council review).
|   | c. Update on North Boulder branch library project – site selection is forthcoming in the next several weeks  
|   | d. 2017 Boulder Public Library Annual Report  
|   | e. Q1 library usage statistics  
|   | Farman welcomed any questions on the data around the reports but there were none from the commission.  
| **Agenda Item 10: Adjournment** |  
|   | [2:42:36 Audio min.]  
|   | There being no further business to come before the commission at this time, the meeting was adjourned.  
| **Date, time, and location of next meeting:** |  
|   | The next Library Commission meeting will be at 6 p.m. on Wednesday, June 6, 2018, at the Carnegie Library, 1125 Pine St., Boulder, CO 80302. |
DATE: June 1, 2018
TO: Boulder Library Commission
FROM: David Farnan, Director of Library and Arts Department
       Jennifer Phares, Deputy Library Director
       Hannah Combs, Senior Budget Analyst
SUBJECT: 2019 Library Budget Development

2019 BUDGET DEVELOPMENT

The budget development process operates on an incremental basis. This means that the 2019 library budget begins with a base that reflects non-personnel expenditures and staffing counts (full-time equivalent or FTE) that are the same as what was approved in the 2018 budget. The 2018 non-personnel budget was $3.6 million. Projected salary and benefits for 2019 are modeled by the city’s central budget office and are built into the library’s budget. The 2018 personnel budget was $5.8 million and it can be assumed that this amount will naturally increase by a few percentage points in 2019. The approved FTE count was 77.50. Any budget and FTE increases beyond this must be individually requested through the budget process. Budget requests are reviewed and considered by city executive management and, if approved, submitted to City Council for final approval. Staff is currently working on preparing 2019 budget requests of up to five percent of BPL’s current budget ($337,000) and proposing reductions up to ten percent of the BPL’s ($675,000) as was requested of all departments that receive budget resources from the General Fund. The Executive Budget Team (EBT) will evaluate submissions from all departments and may choose to accept none or any amount of the total requests and/or proposed reductions from individual departments.

2019 LIBRARY BUDGET REQUESTS

The library budget requests are based upon priorities recommended in the pending 2018 Boulder Public Library Master Plan. Most of the 2019 requests are for ongoing and one-time, new funding from the General Fund, totaling $337,000. Reallocation of $85,000 from a current, budgeted, vacant management position to convert a fixed-term position to standard status is also being requested. Funding for a facility study for the Main Library’s north building estimated at $105,000 is being requested from old Library Fund reserve. The old Library Fund reserve can only be used for one-time projects or purchases.

Non-Personnel Requests

Library Materials Courier Expense – $12,000
Materials circulation within the Flatirons Library Consortium (FLC) and Prospector service has increased to levels beyond what the current budget for courier services can absorb. The
contract for courier services is managed by the FLC. After the first year, the FLC must adjust the scope of work and is expecting an increase that each member library must pay a share. An ongoing increase of $12,000 is requested for this purpose. Patrons borrowed more than 90,000 items from other FLC libraries and BPL loaned more than 70,000 items.

*Laptop Computers – $23,000*
Staff requests $16,500 in one-time funding for the purchase of 12 laptop computers for patron use during programs and trainings. Staff is also requesting $6,500 in ongoing funding to contribute to the Computer Replacement Fund to support the timely replacement of these laptop computers.

*Public furniture maintenance and replacement – $75,000*
BPL facilities are highly used by community members. More than 998,000 people visit BPL annually. In the past four years, new furnishings were purchased for public areas. The current budget for janitorial service does not include routine deep cleaning of the furniture and the operating budget does not include replacement of furniture due to wear and tear. BPL has had to discard damaged furniture earlier than its useful life due to lack of resources for maintenance and repair. Because regular cleaning has been deferred some of this public furniture is showing significant deterioration. It is critical for the library furniture to remain clean and sanitary for patrons, and well-maintained furniture can also result in long-term cost savings by reducing replacement costs. Staff requests $75,000 to be used for repair, cleaning and replacement of public furniture.

*Library materials – $100,000*
The pending 2018 BPL Master Plan proposes incremental increases to the collection budget to reach $14 per capita in ten years. Due to the current budget constraints, a smaller increment than the amount projected to meet this goal within five years is requested for 2019. This will enable BPL to maintain the collection and when combined with materials shared by other library systems, and meet current patron demand.

*Main Library north building assessment – $105,000 (one-time funding from old Library Fund Reserve)*
The Main Library north building houses the Canyon Theater, Gallery and meeting room, the Small Business Development Center, Channel 8 and City Communications, Library Resource Services, Library Security, the BLDG 61 Makerspace, eServices staff offices, BoulderReads offices and lab, the Office of Arts & Culture, and production workspace for the City IT Department. The building currently sits in the high-hazard flood zone.

The Main Library is considered the west bookend of Boulder’s Civic Area. The Civic Area Plan and the pending BPL 2018 Master Plan recommend activation of the Canyon Theater and Gallery. The BPL Master Plan also proposes expanding the space in the north building allocated
to partners and the BLDG 61 Makerspace. There has also been interest from outside groups to expand the north building into a performing arts center.

An assessment including review of flood regulations is needed to determine if it is feasible to renovate (or expand) the north building to meet BPL’s programmatic goals. Building code and flood regulations will dictate the level of investment that can be made on the site and in the building. Staff requests $105,000 from the old Library Fund reserve for this one-time assessment project.

<table>
<thead>
<tr>
<th>Title</th>
<th>Funding Type</th>
<th>Amount</th>
<th>Source</th>
<th>Master Plan Priority</th>
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<tr>
<td>Library Materials Courier Expense Increase</td>
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<td>Public furniture maintenance and replacement</td>
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<td>Address Community Demand</td>
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<td>Additional patron laptops</td>
<td>New, Ongoing/One time</td>
<td>$23,000</td>
<td>General Fund</td>
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<td>Main Library north building assessment</td>
<td>Fund balance, One-time</td>
<td>$105,000</td>
<td>Old Library Fund Reserve</td>
<td>Address Community Demand</td>
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**Total Non–Personnel Request $315,000**

**Personnel Requests**

*Creative Technologist – $85,000 (reallocated from vacant, budgeted position)*

BLDG 61 Makerspace offered more access to the space, established a manageable schedule, fully activated the woodshop, continued valuable apprenticeship programs and partnerships, and developed a volunteer program to support staff during classes and workshops with the two–year fixed term Creative Technologist. To continue to support these outcomes, BPL requests to convert fixed term status to standard by reallocating 1 FTE and the salary and benefits ($85,000) from a vacant, budgeted, management position. This reallocation would result in no increase in FTE or budget for the department.
**Library Technology Support Specialist – $49,000**

Staff requests funding to increase the hours for the current part-time library technology support specialist. The proposal is to increase the position from 20 hours per week to 40 hours per week, and the cost reflects both salary and benefits. This position is responsible for maintenance and support of: new security cameras, meeting room A/V equipment, and library automation technology that is not supported by the city’s IT department. This position would also liaise with the Flatirons Library Consortium on technical matters.

**Branch Library Specialist – $24,500**

Adding a 0.5 FTE branch library specialist at the NoBo Corner Library will allow the team to provide more consistent customer service and desk coverage. Scheduling gaps due to employee leave are covered by the library manager, reducing the amount of time they can perform managerial duties, including employee performance coaching and evaluation, program planning, budget management, etc. Staff from other locations are called to cover unexpected absences when the manager is off-duty which temporarily reduces service levels at other locations. Also, regular use of the temporary employee pool is required when the manager is not available to cover the gaps in the schedule. BPL has a limited budget to pay temporary employees and often must supplement the budget for this with salary savings. Staff requests $24,500 to cover salary and benefits for this part-time position.

**Materials Handler – $38,000**

Adding 1.0 FTE materials handler position is needed to maintain service levels with an increase in materials transferred between libraries and the number of holds placed. This position is also essential if the requested increase for the library materials (above under non-personnel requests) is approved.

### Personnel Budget Requests

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<tr>
<th>Title</th>
<th>FTE</th>
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<th>Amount</th>
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<td>New</td>
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**Total Personnel Requests:** $196,500
2019 PROPOSED REDUCTIONS

While the city remains in a strong financial position overall, revenue monitoring over the past year has showed a trend of flattening retail sales tax. Additional analysis by city staff indicates that this trend is likely to continue; it does not appear to be a temporary blip. Sales and use tax combined contribute about 30% of the revenue in the General Fund, so the impacts of reduction in revenue are significant. The city's commitment to financial stewardship demands that staff respond proactively to this situation to maximize strategic options and preserve the ongoing health of the General Fund. The executive budget team has requested departments work to identify ongoing savings as part of their 2019 budget proposals.

Most of the BPL’s budget is allocated to staffing costs. See the following chart showing a breakdown of the 2018 approved library budget.

The following is summary information about BPL's proposed reductions. These reductions will be considered along with proposals for all other departments that receive city General Fund revenues. The EBT may accept none or any amount up to the total proposed reductions.

If accepted, most of the proposed reductions will have a direct impact to BPL programs and services and likely result in personnel reductions. Some of the proposed personnel reductions will impact BPL’s ability to offer certain programs and use grant funding received from the Boulder Library Foundation. Grant funding is not typically awarded to use for staff positions.
The proposed reductions have been grouped within three, general categories and are shown in the chart below.

- **Personnel** – Salary and benefits expenses for all positions proposed for reduction.
- **Administrative and Overhead** – Non-personnel budget that funds administrative and overhead expenses.
- **Patron Programs and Services** – Non-personnel budget that funds programs and services that serve patrons directly. The amount does not include any reduction in related grant funding.

Combined the proposed reductions equal ten percent of BPL’s budget from the General Fund. The proposed personnel reductions represent 5.3 percent of the overall budget and the proposed non-personnel reductions represent 3.8 percent. The overall budget includes funding sources from the General Fund, grants, gifts and contributions, revenues, and a dedicated 0.33 mil property tax.

**2019 CITY BUDGET SCHEDULE**

The EBT will communicate 2019 budget decisions at the end of July, and staff will present the commission with the overall 2019 budget message and a summary of decisions about the
library budget at the Aug. 1, 2018 Library Commission meeting. Council welcomes public input on the budget at the study session on Sept. 11, 2018 and via email throughout the year.

Library staff will be informed if a proposed reduction is accepted that impacts their position and/or the program or service that they provide along with the timing for implementation of the reduction. Staff whose positions are impacted will be offered the opportunity to be considered for any available, vacant positions within library or in the city, according to the city’s employment policies and bargaining unit agreements.

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<th>Event/Item</th>
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<tr>
<td>June 25, 2018</td>
<td>Library/Arts staff budget presentation to the Executive Budget Team (EBT)</td>
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<tr>
<td>July 20, 2018</td>
<td>EBT decisions communicated back to departments</td>
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<tr>
<td>Aug. 30, 2018</td>
<td>Recommended budget presented to City Council</td>
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<tr>
<td>Sept. 11, 2018</td>
<td>2019 Recommended budget study session</td>
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<tr>
<td>Oct. 2, 2018</td>
<td>2019 Recommended budget first reading</td>
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<tr>
<td>Oct. 16, 2018</td>
<td>2019 Recommended budget second reading</td>
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**Questions for the Library Commission**

1. Does the commission have any questions or input regarding the 2019 library budget development?
2. Does the commission have additional items for consideration in the 2019 budget process?
Commission Memo

Meeting Date: May 24, 2018 – Main Library, Canyon Meeting Room

Upcoming Special meetings:
(No regular meeting in July)

July 14, 2018 – Annual Retreat, Meadows Room, Chautauqua Meeting House
Possible retreat agenda items:
● Prep for joint study session with City Council on July 24, 2018: Review staff presentation to City Council
● Further discussion on 2019 library budget development
● Developing the outreach presentations
● Discuss roles and information needed for campaign development for a possible upcoming election on library funding
● Create a working agenda for upcoming year based off the master calendar (especially scheduling of policy updates)

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

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

Interesting Upcoming Dates (from ALA Website)

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

(1) Districting research

- Joel has reviewed documents from the most recent attempt to form a library district in Boulder (2004-6), and will brief Commission at the June 6 meeting.

- Liz Abbott was acting library director at that time, and Sam Hartman led the effort. Joni & Tim met with Liz and Sam on May 29 to learn more. Joni’s notes from that meeting:

  The proposal 15 years ago was centered around establishing a regional library authority. Its boundaries would have been aligned with the BVSD boundaries, including the communities of Louisville, Lafayette, Lyons and Nederland. While the City Manager (Frank Bruno) and some City Councilors were in favor, the County Commissioners at that time opposed the idea because of the tax increase. Exploration of this idea was limited to staff and electeds; there was no community outreach or discussion.

  Liz and Sam felt strongly that we should continue to consider the Authority governance model because of benefits they perceived it had over districting. The only clear distinction we could identify was that funding in a Regional Authority could be a mix of property and sales taxes.

  We talked about elements of an election campaign, and folks who might be helpful as influencers or members of a steering committee. Liz and Sam
suggested that we talk to Doris and Marcelee about members of the “old guard” from that time who might still be around. Their recommendations on people we should reach out to include:

Former Council members:
- Mark Ruzzin (Mayor at the time, supporter, now staff at the County)
- Suzie Ageton (supporter, now doing consulting)*
- Leslie Durgin (now working for the Chamber)*
- Angelique Espinoza (Now working as a consultant)*
- Crystal Gray?

Former City Managers:
- Frank Bruno
- Ron Secrist

Former Library Commissioners:
- Ann Aber
- Steve Claison

* Possible consultants to help with an election campaign
Candidates identified previously include:
- Regina Cowles
- Molly Tayer

(2) Outreach

- Alicia, Jane and Joni met on May 31 to begin working on the outreach presentations for LibCom and BLF board members (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). We will provide a verbal update at the Commission meeting.

Here is the link to the reference One Drive folder Aimee put together - accessible through June 30.
https://cityofboulder-my.sharepoint.com/:f:/g/personal/schumma_bouldercolorado_gov/EITk0FR5JvxNiBAkkzgmzScBpY4w5rRwkDh3GOQ1VC_a3w?e=agFNom

- 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).

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
5/20/2018
Dear Library Commission,

I've had a dilemma since 2015 when your library emailed me and wanted to know if I wanted any of the pictures Lois Maude (Edmondson) Starr, I accepted them and they shipped the pictures to me. Now what was not shipped were the WWI medals of my Great Uncle Edward Everett Edmondson, Lois was his daughter, and in the medals was the Southern Cross of Honor awarded to my Great Grandfather William Franklin Edmondson from the UDC. Now I, being a blood great grandson I would like to have the medals and specifically the Southern Cross of Honor back. They should be mine as I and my brother are the only living blood relatives left. The Library has had them long enough. I am being awarded the Southern Cross from the UDC on June 2, 2018 for my own Vietnam Service. I would appreciate your response in this matter.

My Best,
Ken Edmondson

5/22/2018
Hello Mr. Edmundson,

The Boulder Public Library administration and Library Commission received your request regarding the WWI medals awarded to members of your family. I spoke with the librarian at the Carnegie Library for Local History, Wendy Hall. She will be in touch with you later this week with information about the medals. She is awaiting the return of the library's archivist from vacation. As I understand from Wendy, the archivist may have been involved with getting the photos to you and has records about where the medals are currently held. [Note from JP: medals may be at DPL.]

Thank you for your service to our country.

My best,
Jennifer Phares
Deputy Library Director
Update on North Boulder branch library project

Bids from ten architecture firms were received in response to the Request for Proposal issued in April 2018. Nine of the architect firms are local or have selected a local partner. The staff Design Advisory Group (DAG) reviewed the bids and selected five firms as finalists for interviews.

Once a firm is selected and the contract is finalized, DAG will work with the firm to establish a schedule for phase 1 of the project. Phase 1 includes community engagement, and site evaluation and selection and is expected to take three to four months. Project kickoff is expected sometime in August 2018.

The Library Commission will receive a project update in the Aug. 1, 2018 meeting packet about the project schedule and any plans for the community engagement that have been determined. Staff has been collecting contact information from community members who indicated an interest in participating in the community engagement activities. These community members and the Library Commission will be specifically invited to participate in these events.

The architect team will make a presentation to the Library Commission with a report of their findings from community engagement and site analysis. This will likely be scheduled during one of the early fall commission meetings.

An outside consultant is currently performing parking and traffic studies at our existing branch libraries to help inform us on parking needs for our new library and will assess possible traffic impact on adjacent neighborhoods. As mentioned in the previous update, staff will be recruiting 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.
## BPL Talking Points

| Endorsement of the Master Plan | The Library Commission heartily endorses the goals and objectives of the 2018 BPL Master Plan. As a trusted curator of our civic dialogue and identity, believes that the updated library Master Plan speaks volumes on needs and desires across our community. |
| Libraries as essential elements of a democratic society & BPL’s place in the community | The foundation of the public library in America has always been about the principles of free and open access to information and literacy in all its forms, and the protection of First Amendment rights for everyone. From learning to read, to learning English, to learning advanced computer coding and programming, to becoming eligible to apply for U.S. citizenship, to obtaining a high school diploma or advanced degree, the library is an informal learning platform that respects the rights of the learner above all else. |
| BPL’s place in the community | During the Master Plan’s extensive community outreach phase, Boulderites told us that the library is a priority. Community survey results consistently rate BPL very high for value. Community input received during the master planning process included numerous requests for service enhancements. With nearly one million visitors in 2016, BPL is one of the busiest public locations in the city of Boulder (serving Boulderites at five times that of the Chautauqua theater, four times that of the farmers market, and three times more than the recreation centers combined). Through partnerships with the Boulder Small Business Development Center, Boulder Housing Partners, Intercambio Uniting Communities, The Latino Chamber, the Boulder County Farmers’ Markets, University of Colorado’s ATLAS Institute, and CU Science Discovery, and several start-up entrepreneurs and small (and not so small) businesses, BPL is a critical public anchor for the community in business, sustainability, and cultural development. The community makerspace, BLDG 61, is a model for libraries internationally and 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. In 2017, the library BLDG61 makerspace engaged 29,000 people through 700 programs, and fostered the development of nearly 40 businesses and ten patent applications. These numbers testify to the success, impact, and role of the Boulder Public Library (BPL) in our community. BPL is a bridge for the community, providing the space for self-directed, life-long learning experiences and tools for hands-on collaboration with librarians, public partners, volunteer tutors, and creative technologists to learn, explore and enrich its members’ lives. BPL is a trusted and inclusive place of learning and innovation, a place for the community to come together, for its members to talk to and learn from each other about the issues of the past, present and future. If BPL is going to continue to fulfill its potential as being an engine of social and economic mobility, a platform for civic education and dialogue, and to create hands-on, collaborative learning environments which address the needs of 21st century learners, then far greater financial and institutional support will be required in the years ahead. |
| BPL accomplishments | Since 2014, BPL has increased the hours open to the public by 11%, opened a new “corner” library in north Boulder, and expanded program and event offerings resulting in a 100% increase in attendance. The number of new borrowers grew by 20%, visits to the libraries grew 8%, and e-book use grew by nearly x%. In 2016, due in part to this growth and to innovative partnerships and creative programs. BPL was honored as 2016 Colorado Library of the Year by the Colorado Association of Libraries. BPL nearly doubled the number of materials patrons have access to by collaborating with other local public library systems by expanding the Flatirons Library Consortium (FLC). The expansion included outsourcing the administration and maintenance of the libraries’ online catalog and patron database (Integrated Library System), which BPL previously managed. The FLC also obtained status as an independent legal nonprofit organization. BPL staff accomplished all of this with minor changes to the budget and a 2% reduction in full-time equivalent (FTEs) staff positions. |
| BPL’s long term financial sustainability | The master planning process aims to identify core programs/services and expansion needs over the next 10 years. Analysis and prioritization of associated operating and capital funding needs - and potential sources of funding - is an important part of the master planning process. Funding the library’s needs to maintain core services and meet the 2018 Boulder Public Library Master Plan goals represents a significant financial investment - approximately $3 million in annual ongoing operating costs and $1 million in annual unfunded one-time and capital expenses. |
| BPL’s current budget & funding sources |  |
General fund (2017): $6.4 million

April IP memo: The current level of General Fund support for BPL is approximately $6.8 million annually.

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.

Property tax: $1.04 million (.33 mill)

April IP memo: In 2018, the current dedicated property tax .33 mill will generate approximately $1.23 million for the library.

BPL receives funding from a dedicated one-third of one mill on City of Boulder residential and commercial property.

Library revenues $153,000

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.

Grants & Donations/Boulder Library Foundation: $315,000

Much of BPL’s success with new programs and the dramatic increase in attendance over the past three years is attributable to a significant degree to an increase in investment from 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 in Boulder. In the past four years, the BLF contributed approximately $1.2 million to BPL to increase program offerings. The foundation’s investment was vital in launching STEAM programs, the Jaipur Literature Festival, sensory concerts for families with children on the autism spectrum, the continuation of free films and concerts, as well as all the upfront costs to build and equip the BLDG 61 Makerspace. BLF’s generosity and leadership has been vital in introducing a whole new generation of people to the library. BPL has used the funds from the BLF to leverage another $300,000 in grants and community support.

Library staff also regularly applies to other grant agencies to supplement funding for programs and the collection.

### BPL Funding Needs: Historic Funding Deficiencies

The Boulder Public Library system is at a critical juncture. Additional capital and operating funding is necessary to meet current demand and fulfill the community’s vision for the library system to by user base that is larger than city population (includes university students and commuters in addition to residents from other communities and FLC patrons from other libraries). All measures of BPL’s business have grown significantly over the past four years: increased visitors, increased program attendance, increased materials circulation, and increased new cardholders. It has been accomplished with fewer staff and minimal new budget dollars. As a result, the libraries are operating with some deficiencies. Opening the George Reynolds and Meadows Branch libraries an additional day per week without more staff is one significant example. Staff for BLDG 61 and a programs, events, and outreach work group was done through a reallocation of current positions from other divisions in the library.

The Master Plan estimates that a total annual increase of ~$4 million will be needed by budget year 2023 to fully fund the library system. This estimate includes funding to meet current demand, operate projected new locations, and implement priority Master Plan goals. Approximately $8 to $10 million in one-time capital funding will also be required. [Note: $5 million of this capital funding will be allocated from the renewal of the Community, Culture, and Safety tax, approved by the voters in 2017 for the north Boulder branch library.]
No funding/staffing increases since 2002

Yet the library’s overall budget has declined, both in real terms and relative to growth in the overall City budget. Staff positions have declined by 15%. BPL has seen no growth in operational funding and staffing for more than 15 years. The library’s operational funding today (adjusted for inflation) is exactly what it was in 2002, when the City last had to cut services to match declining revenues. In that period, City funding overall has outstripped inflation, keeping pace with the City’s growth in population and property values. Library staffing has decreased 16% since 2002, while City staffing has increased 16% in that time (adding ~142 positions City-wide since 2005). Unfortunately, while the City budget as a whole has recovered and increased since the City’s last fiscal downturn, the library has not been included in this recovery.

BPL “leaning” and efficiency actions

The Library administration and staff have maximized operational efficiencies to bridge the gaps in funding, but no further cuts can be made without compromising our mission and standards.

All of this was accomplished with a relatively flat budget and with a 2% reduction in full-time employees (FTEs).

A nearly $1M capital investment was made in new, automated materials sorting systems to more efficiently process returned materials and in patron self-service stations to assist them with checking out materials and paying late fees at Main, Reynolds and Meadows.

This investment enabled the library to restructure and reallocate staff resources to provide more individual and personal customer service, to open the BLDG 61 Makerspace, and to create a new workgroup that focuses on programs, events, and outreach to the community.

Over the last four years, the Library Director and staff have worked hard to find efficiencies in the library’s delivery of programs and services. These efforts have included 3 staff reorganizations; reallocation of library resources to the highest priority needs (including cancelation of some programs/services); development of partnerships with community businesses and nonprofits to provide high quality library programming; and increased revenue from grants (including the Boulder Library Foundation). These measures have allowed the library to continue its exemplary service to the community in the face of dramatic increases in demand. The library today is a lean, mean fightin’ machine.

BPL metrics & measures: by program/service; quarterly & annual reports

Library staff have established metrics and measures for every aspect of library services and programs. These metrics are reviewed by staff and Commission on a quarterly basis and summarized each year in the library’s annual report to the community. Library resources are adjusted regularly based on the outcome of these metrics. We believe that the library represents a “best practice” model for budget management.

Master Plan Priorities & Associated Funding Needs (highlights)

Our Master Plan balances an expansion of services to meet documented demand while maintaining our exemplary programing and quality. Maintaining high-quality core services is the priority over expanding or introducing new programs and services. The near-term needs represent the community’s high-priority requests for library services, such as the long-standing goal of a full-service branch library to serve the north Boulder area, and investment needed to maintain current service levels and quality.

**MAINTAIN LEVELS OF CORE SERVICES**

Operating: $475,000 ongoing.

Facility O&M: additional $63,000/year (total $550,000 ongoing)

Deferred maintenance backlog costs for library facilities $3.7 million (capital, one time costs)

In the past 10 years the library has seen a 28% growth in circulation, 85% growth in children’s material, 500% growth in children’s program attendance, and 100% growth in overall program attendance. These goals help BPL meet growth in demand.

Operating needs

To maintain current quality and service levels, personnel are needed in materials handling (shelving), branch libraries, technology support and renewal on a fixed term position in BLDG 61.

Funds are needed for library materials, courier and janitorial services cost increases, and furniture replacement to keep pace with current demand and use of facilities.

The total estimated cost is $475,000 ongoing.

Facilities Renovation and Replacement

The 2018 deferred maintenance backlog costs for the library facilities is estimated at $3.7 million.

Current Operations & Maintenance, Major Maintenance and Renovation & Replacement for the libraries are also currently funded below funding goals and should increase from the annual $487,000 to $550,000.

All library facilities are heavily used by the community. Costs for ongoing building maintenance, deferred maintenance, and utilities needs have been estimated for the city-owned library buildings including the Main Library, George Reynolds Branch Library, and Carnegie Library for Local History.

The update to the Facilities and Asset Management (FAM) Master Plan will outline a plan to address these maintenance needs for all city facilities including the libraries.

Funding these maintenance costs will support efficient management of the facilities and reduce future costs by preventing critical failure of building structures and systems.
<table>
<thead>
<tr>
<th>SERVICE AND COLLECTION ENHANCEMENTS: Programs</th>
<th>Total estimated operating cost for the following items is $1.38 million ongoing.</th>
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</thead>
<tbody>
<tr>
<td>Collections</td>
<td>Increased expenditures for collections will reduce patron wait time for materials and make more materials available. Likewise, an increased investment in staff to process and shelve more materials will be required.</td>
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<tr>
<td>Programs</td>
<td>BPL popular programs are at capacity and access is limited because the demand is so great. Many patrons who wish to attend children’s Science, Technology, Engineering, Arts, and Mathematics (STEAM) programs and the BLDG 61 Makerspace programs are often put on long waiting lists.</td>
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<tr>
<td>Hours</td>
<td>Branch hours and program offerings (while increased in the past few years to cover seven days per week) are still not consistent between locations or with the Main Library hours. Making the hours and program offerings consistent will require additional patron services staff and youth services librarians.</td>
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<tr>
<td>Marketing</td>
<td>Through the master plan community engagement, many patrons requested that BPL provide more informational materials and communications about books, programs and events at the library. Similar to the rest of the city organization, BPL does not currently have dedicated marketing and advertising personnel, despite this being a 2007 Library Master Plan goal.</td>
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<tr>
<td>Events</td>
<td>BPL hosts and supports several popular community events and festivals such as, author talks, literature festivals, the Boulder International Film Festival, the Boulder Food and Film Festival, Boulder TEDX events, Techstars Startup Week, Computer Science Education (CSEd) Week and others. BPL does not currently have event planning and management staff or operating funds to adequately support any of these endeavors. The Boulder Library Foundation does provide BPL with continued grant funding for programs, events and festivals, but this does not include funds for staffing.</td>
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<tr>
<td>Volunteer program</td>
<td>The volunteer services program accounts for 10% of BPL’s workforce. Nevertheless, as the demand for programs increases, the need for volunteers to serve as literacy tutors for adult learners and for program assistance continues to grow. Further expansion of volunteer service is limited by staff to manage recruitment, training, placement, evaluation, and appreciation. The capacity of the staff could be increased by the implementation of a volunteer management software system, and additional funds are needed to continue recruiting more volunteers, provide them with supplies, and to recognize their contribution to the community. The City’s Volunteer Cooperative is evaluating options for an enterprise volunteer management software system which would allow volunteer coordinators from several city departments to more effectively collaborate and coordinate the sharing of volunteers and volunteer opportunities. BPL would support a funding request for such a system.</td>
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<tr>
<td>BLDG 61 (Maker Space) support</td>
<td>The community’s demand for BLDG 61 Makerspace programs far exceeded expectations. The sophisticated equipment available to the community in the makerspace must also be well maintained. Proper materials selection, inventory control, planning and preparation is required for BLDG 61 Makerspace to operate effectively and serve the community. Additional staffing is needed to maintain the specialized makerspace equipment, to oversee the Creative Technologist team, and for program planning.</td>
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| Program improvements targeted at community needs and specific patron groups | Expand outreach to reach underserved communities. Create an outreach program to engage the Latinx community (carryover from 2007 Master Plan)  
Cultivate and engage the Library’s teen advisory groups  
Cultivate relationship with patrons who are experiencing homelessness.  
Develop a strategic partnership plan that includes a policy definition, identifies community partners to provide programs that support Boulder’s value of being welcoming and inclusive, and that builds community resilience. |
| PROGRAM & SERVICE ENHANCEMENTS: Facilities | Capital/ One-Time: The CCS Tax is expected to generate $5 million for construction. |
| NoBo branch expansion                        | An estimated $1.2 million in Development and Excise Tax (DET) and impact fees collected for the library will be contributed for construction and materials collection costs. |
| The branch library is anticipated to open in early 2021. | The one-time investment for makerspace equipment is estimated at $125,000. |
|                                            | Operating: Approximately, $485,000 in additional personnel (public desk staff) and operating funds for library materials, security and janitorial service, etc. is needed to operate a new branch library. (This is in addition to the current annual personnel allocation for the NoBo Corner Library, as those staff members would be reassigned to the new branch.) |
|                                            | An additional $183,000 in personnel funding is needed to staff a makerspace in the new the new branch library. |
|                                            | Ongoing building maintenance and utilities costs which are managed by FAM are currently estimated at $110,000, annually. |
|                                            | Total estimated cost is $778,000 ongoing. |
|                                            | Annual funding for operating costs of the north Boulder branch library project is a high-priority due to the Community, Culture and Safety Tax capital funding approved by the voters. |
|                                            | The voter approved funding ‘win’ of ballot items 2M a 2N to allocate facilities money for a long requested North Boulder branch library is tempered by the reality that long standing deficiencies in the City’s funding of FTEs (staff) limit the Library’s ability to not only maintain the quality of service our community members have come to expect, but also hampers the growth and expansion of services to meet demand in our neighborhoods to the North and East. |
### Expanding library services to Gunbarrel

The branch library is anticipated to open in 2022.

**Capital/One-Time:** DET and impact fees that were collected for the library would be used for tenant finishes, furniture and an opening library materials collection. The cost for these is estimated at $486,000.

**Operating:** Approximately, $290,000 is needed for personnel (library manager and public desk staff), library materials, janitorial service, etc.

Ongoing building maintenance and utilities costs which are managed by FAM are currently estimated at $34,000.

Total estimated cost is $324,000 ongoing.

Growth has been substantial in the northeast over the last 15 years, and but one of our current locations are located in the southwestern to west-central part of the city, along the Broadway corridor.

Modeled on the current NoBo Corner Library, BPL would seek a partnership with another agency or real estate developer in Gunbarrel to obtain rental space for the small library at a reduced or nominal cost.

### Activating the Canyon Theater

The community ranked full-activation of the Canyon Theater performance space and areas adjacent as high priorities.

**Capital/One-time:** Minor improvements such as paint and carpet and the renovation feasibility study are estimated at $156,000.

**Operating:** Personnel costs for the pilot program are estimated at $344,000 ongoing. A pilot program would provide staff for planning and technical support in the Canyon Theater so that it may be offered at significantly reduced cost or no charge to community groups for rehearsal space, programs, and events throughout the year.

The Main Library’s north building, where the Canyon Theater is located, was also identified as potential space for expansion of other popular programs such as the BLDG 61 Makerspace or to house new community partners.

Upgrading the building interior to facilitate activation of the Canyon Theater or to expand other programs may require extensive renovations. The building sits in part of the high hazard flood zone and therefore flood regulations may limit the amount of money that can be invested in renovations.

A renovation feasibility study for that building is needed to determine if interior physical alterations are possible.

### How does Boulder’s funding compare to other library systems?

Librarians love metrics. The Colorado State Library (a Division of the Department of Education) maintains reams of statistics on library usage, including lots of comparative data about library systems.

BPL’s funding relative to other Colorado libraries

Two metrics frequently used to compare library systems are expenditures per capita, and expenditures per registered borrower. The per capita and registered borrowers number differ as libraries serve more people than those within their city limits - a fundamental part of libraries being a democratic space for all. Boulder’s library expenditure is well below average per registered borrower. Communities with similar demographics spend 50-60% more per registered borrower than Boulder does. At present, BPL has over 132,731 total cardholders ("per registered borrowers"). The City of Boulder population is approximately 108,000 ("per capita"). 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. 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. Increasing funding for BPL as outlined in the Master Plan is a moderate request. It would put BPL funding at an average level per user when compared to other Colorado public libraries. Maintaining high quality library services and meeting the current demands of the community necessitates investigating new funding options that will ensure sustainability.

APPENDIX C. Funding Level Comparison of Some Colorado Public Libraries - any changes?
BPL’s patron base relative to its tax base

Staff’s analysis shows that while most households in Boulder have BPL cardholders, nearly 40,000 of those cardholders live outside the Boulder city limits, indicating that BPL is a regional hub. Many of these are assumed to be commuters, university students, and patrons living in unincorporated Boulder County and neighboring cities. There are approximately 80,000 active BPL card holders living within the city of Boulder (74% of the population). This is a very high level of cardholder saturation. By comparison, 44% of Denver’s residents are library cardholders.

Within the boundary of the Boulder Valley Comp Plan, there are 90,000 active BPL cardholders. Within Boulder County, there are 113,000 active BPL cardholders.

APPENDIX E. BPL Cardholders by Area of Residence
Master Plan language: Today, about 108,000 people are resident in the City of Boulder (“per capita”), while about 133,000 people hold active library cards (“registered borrowers”).

APPENDIX D. Library Accounts and Visits Comparison - any changes?

What options are available to help ensure financial sustainability for our library system?

<table>
<thead>
<tr>
<th>What options are available to help ensure financial sustainability for our library system?</th>
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<tbody>
<tr>
<td>As part of the Master Planning process, the Library Commission identified options to explore in addressing the Library’s funding needs.</td>
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<tr>
<td><strong>Reallocation of current City general fund revenues</strong></td>
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<td>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, HR, IT, City Attorney’s office, City Manager’s Office).</td>
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<tr>
<td><strong>Dedicate an increment of sales tax to BPL</strong></td>
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<td>Dedicated $4 million in sales tax revenues equates to 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% (4.13% on prepared foods). The remainder of BPL’s funding would continue to be provided through the general fund.</td>
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<td><strong>Increase the dedicated property tax to current City charter limits to raise $3.67 million = 1.019 mills</strong></td>
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<td>(with the remainder of BPL’s funding provided through the general fund)</td>
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<td>Boulder City residents</td>
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<td>Requires voter approval of amendment to Boulder City Charter Section 134 (increasing property taxes and dedicating the increase to BPL)</td>
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<tr>
<td>Property tax increase to City charter limits = $3.67 million ($330,000 less than the $4 million BPL deficit) The impact on a residence with a value of $850,000 would be approximately $63 dollars annually.</td>
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<td>For each one million dollars of market value, a commercial property would have an increase of approximately $296 per year.</td>
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<td>[In 2018, the current dedicated property tax .33 mill will generate approximately $1.23 million for the library. This translates to approximately $20 in taxes for the average household in the city ($850,000 average property value).]</td>
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<tr>
<td>April IP memo to Council: Charter section 94 of the City of Boulder Charter caps the total property tax mill levy at a maximum of 13 mills (the city’s mill levy is currently 11.981 mills) unless any new mill levy approved by the voters is used to make debt payments only.</td>
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<tr>
<td>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, section 134 of the charter could be amended to include the increase in the dedication.</td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
Library can't compete against priorities that drive Council elections. With so many competing priorities on the political agenda, it is difficult or the library to even be heard (by City staff and/or Council) because of the way these bigger issues dominate Council agendas and City priorities.

Property taxes are generally more stable than sales tax (especially in a highly desirable community like Boulder). Sales tax revenues have been declining in the City of Boulder for some time, a trend that is likely to continue. (Factors contributing to this decline include the impacts of on-line shopping on brick and mortar retailers, and the growth of retail shopping outside the City of Boulder.)

Dedicated property tax to raise $4 million = 1.111 mills
(with the remainder of BPL’s funding provided through the general fund)

Boulder City residents
Requires voter approval of higher property tax limit within the Boulder City Charter and
Requires voter approval of increased property tax dedicated to BPL

Dedicated $4 million: requires change to charter-imposed property tax limits for City of Boulder

The average annual increased cost per household would be approximately $68. This amount is based on the assessed value of the current average property of $850,000. Housing values vary across the city, so for the purposes of comparison, the increased cost per household would be $180 for a residential property valued at $2 million and approximately $48 for a residential property valued at $600,000.

For commercial the increase would be approximately $322 per one million dollar of fair market value.

April IP memo to Council:
For the library to reach the needed $4 million additional dollars annually, a mill levy increase of 1.111 mills would be required. This would take the total mill levy of the city to 13.092 mills.

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 requires 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 by the voters, a separate ballot question must be placed before the voters to increase the mill levy by any increment above the current 11.981 mill levy of the City.*

Dedicated property tax to fully fund BPL $12 million = XX mills

Boulder City residents
Requires voter approval of higher property tax limit within the Boulder City Charter and
Requires voter approval of increased property tax dedicated to BPL

Dedicated $12 million (full library budget)

Need estimated costs per household and per $1 million dollar of market value for commercial space

From the March 2018 LibCom packet (the draft IP memo that was superceded).

“If the library district was formed within the city of Boulder, city residents would be charged property tax at the rate of 2.8 mills instead of 3.8 mills. This would result in an overall tax increase for city residents of $190 instead of $260 annually.

For residential property valued at $850,000 this is a net difference of approximately $69 less annually.

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Dedicated property tax with BPL operating as a library district

Dedicated $14 million (full library budget, including costs for services now obtained through the City).

Need estimated costs per household and per $1 million dollar of market value for commercial space

From the March 2018 LibCom packet (the draft IP memo that was superceded).

“Analysis of three potential geographic models is underway for a library district. Each model would expand beyond the city limits of Boulder. The following table shows a preliminary estimate of the required mill rate within each area to generate sufficient revenue to meet the library master plan goals and contract with the City of Boulder for payroll, Human Resources, facilities maintenance, and IT services; and the average annual property tax revenue generated on a per household basis.”

<table>
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<th>Library Commission Recommendations</th>
</tr>
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<tbody>
<tr>
<td>Long term, dependable and predictable revenues for library programs, services, facilities and operational needs (government responsibility/Aibility to make decisions/take action within the library’s approved budget on a timeline that meets the library’s needs. This includes having the ability to shift funding within an approved budget in order to stay current with changes in program/service demands. Continued community financial support for programs and special projects through the Boulder Library Foundation</td>
<td></td>
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| Dedicated funding is a necessity | Library can’t compete against priorities that drive Council elections. With so many competing priorities on the political agenda, it is difficult or the library to even be heard (by City staff and/or Council) because of the way these bigger issues dominate Council agendas and City priorities. Boulder is not unique in this regard BTW: libraries all across the country have had the experience of “being a priority” for the community, yet but not getting high enough on the priority list to get adequate funding. Most urban libraries in Colorado have become districts in order to get reliable funding - and to get a better match of patron base to taxpayer base. |

| Property tax is preferable to sales tax | Property taxes are generally more stable than sales tax (especially in a highly desirable community like Boulder). Sales tax revenues have been declining in the City of Boulder for some time, a trend that is likely to continue. (Factors contributing to this decline include the impacts of on-line shopping on brick and mortar retailers, and the growth of retail shopping outside the City of Boulder.) |
### Avoid mixed funding

Boulder’s current small increment of property tax (.33 mill) was dedicated in 1988 a a way to support increased library funding. However, as revenues from property taxes have grown over the years, the general fund contribution to the library budget has been correspondingly reduced - yielding no net benefit to the library from the dedicated property tax. We should learn from history and avoid relying on a mix of dedicated property taxes and general fund contributions.

### A library district provides the most sustainable option for long term BPL’s financial sustainability

Districting offers the most equitable approach to funding. Funding is secured directly from dedicated tax revenues rather than competing with other city or county departments. Changes in funding decisions can be made quickly, and unspent dollars can be retained for future years.

A single purpose district can enhance taxpayer accountability and organizational focus. Responsibility for community assets including facilities and the library collection are directly maintained and invested in by the district at the direction of the board and remain in service to the community.

Library districts are the most common form of governance and funding for libraries in Colorado.

### No election before 2019

The earliest date that such an election should be considered is the fall of 2019. The Library Master Plan will not be approved until July 2018, with further funding conversations with Council to follow. The community needs adequate time for good public process around BPL’s funding needs [and any related Charter questions].

### Ballot measures should not be packaged

Any ballot measure addressing BPL funding should be presented as a separate question to voters, and not as part of a package of City funding needs.

### Provide specificity about the mill levy amount and timing of property tax revenues coming to BPL

Although dedicated tax increases can be phased in over (x) years, the ballot measure should not be framed as a mill levy increase with “up to” a specified amount dedicated to library needs. (We base our concerns from learning of Jefferson County’s difficult experience.)

### Next steps: 2018-2019

Thoroughly evaluate funding options

To ensure a successful outcome, the City will devote resources over the next year to fully evaluate the funding options identified in the master plan. Consultant help will be required to undertake this task.

Community outreach/discussion

The Library Commission believes that a broad-based community discussion is needed around the complex questions underlying BPL’s long term financial sustainability. Assuming that some form of election is coming in 2019/2020, it is important that explanatory materials be developed on a timeline that supports community engagement. BPL will need need marketing and community involvement support to achieve this end.
**Director’s Forward**

The reality of today’s knowledge economy is that it is difficult to achieve economic success or enjoy a good quality of life without a broad range of literacy, language, and technological skill. Libraries are working hard to close gaps in literacy, academic achievement, job and life skills, health and civic participation. And yet, libraries are still often thought of as nice-to-have cultural institutions rather than central to developing the early literacy and ongoing practice of lifelong learning that are at the heart of knowledge capital. Libraries play a critical role in fostering reading skills for children and families, assisting adults in upgrading or learning new skills and finding jobs, providing tutoring and basic literacy classes for immigrants and those seeking to further their education, and providing access to a vast array of basic and sophisticated technologies that would otherwise be unavailable to the public.

Libraries are the community’s public forum. They are at the center of communities wanting to create a welcoming environment for all. We provide free and open access to information, a space for unfettered dialogue, and comfortable public space for all. We are a trusted institution, an inclusive space, a place to hang out and have a conversation with a friend, go to a thought-provoking program, or just to relax with a good book. We are a safe-haven for teens and adults and immigrants seeking to find their way, or in some cases a safety net for those who are otherwise disconnected from social and civic life.

Entrepreneurship, science, technology, local foods have been a critical piece of Boulder’s identity for decades. With the launch of BLDG 61, implementation of STEAM and coding programs, the co-location of the Small Business Development Center, partnerships with the Boulder County Farmer’s Market, Urban Farms, Boulder Housing Partners, and countless startups and local businesses, Boulder Public Library has positioned itself to be a factor in the city’s social and economic future. Libraries are the original co-working space. We provide space and service and amenities in a freelance work environment. And we are consistently ‘home’ to dozens of businesses. With nearly 50 small businesses launched, and more than 10 patents pending out of BLDG 61 makerspace, Boulder Library is demonstrating that public libraries can become informal incubators in communities.

It is no surprise that a true sharing economy improves the quality of life of everyone within our community. Knowing your neighbors improves our community’s resilience. Libraries are community anchors throughout Colorado and the United States. By pooling community resources, providing accessible public space that is open to all, we provide a platform for community discussion, spark innovation, and position Boulder to address some of the community’s most pressing needs. Governor Hickenlooper recently said: “Two of the most important assets any town has are its library and its Main Street.” The long-term health of libraries is essential to the long-term health of the communities they serve.¹

Libraries are one of the last great unbroken promises of a democratic society. They are honest brokers amid a flood of information. Their legacy is as storied as their future is bright. Please enjoy reading our 2018 Master Plan.

David

1. Boulder Public Library’s long term financial sustainability: A fundamental and important question to be addressed over the next 2 years.
   1.1. The master planning process aims to identify core programs/services and expansion needs over the next 10 years. Analysis and prioritization of associated operating and capital funding needs - and potential sources of funding - is an important part of the master planning process.
   1.2. Funding the library’s needs to maintain core services and meet the 2018 Boulder Public Library Master Plan goals represents a significant financial investment - approximately $4 million in annual ongoing operating costs and $1 million in annual unfunded one-time and capital expenses.
      1.2.1. The Master Plan estimates that a total annual increase of ~$4 million will be needed by budget year 2023 to fully fund the library system. This estimate includes funding to meet current demand, operate projected new locations, and implement priority Master Plan goals. Approximately $8 to $10 million in one-time capital funding will also be required. [Note: $5 million of this capital funding will be allocated from the renewal of the Community, Culture, and Safety tax, approved by the voters in 2017 for the north Boulder branch library.]

2. BPL Funding Needs: Historic Funding Deficiencies & Efficiencies in Service Delivery
   2.1. The Boulder Public Library system is at a critical juncture.
      2.1.1. Additional capital and operating funding is necessary to meet current demand and fulfill the community’s vision for the library system by a user base that is larger than the City of Boulder’s population (includes university students and commuters in addition to residents from other communities and FLC patrons from other libraries.) All measures of BPL’s business have grown significantly over the past four years: increased visitors, increased program attendance, increased materials circulation, and increased new cardholders.
      2.1.2. This growth has been accomplished with fewer staff and minimal new budget dollars. Opening the George Reynolds and Meadows Branch libraries an additional day per week without more staff is one significant example. Staff for BLDG 61 and a programs, events, and outreach work group was done through a reallocation of
current positions from other divisions in the library. As a result of
growth in demand and these shifts in resources, the libraries are
now operating with some deficiencies.

2.2. BPL “leaning” and efficiency actions

2.2.1. The Library administration and staff have maximized operational
efficiencies to bridge the gaps in funding, but no further cuts can be
made without compromising our mission and standards.

2.2.2. All of this was accomplished with a relatively flat budget and with a
2% reduction in full- time employees (FTEs).

2.2.3. A nearly $1M capital investment was made in new, automated
materials sorting systems to more efficiently process returned
materials and in patron self-service stations to assist them with
checking out materials and paying late fees at Main, Reynolds and
Meadows.

2.2.4. This investment enabled the library to restructure and reallocate
staff resources to provide more individual and personal customer
service, to open the BLDG 61 Makerspace, and to create a new
workgroup that focuses on programs, events, and outreach to the
community.

2.2.5. Over the last four years, the Library Director and staff have worked
hard to find efficiencies in the library's delivery of programs and
services. These efforts have included 3 staff reorganizations;
reallocating of library resources to the highest priority needs
(including cancellation of some programs/services); development of
partnerships with community businesses and nonprofits to provide
high quality library programming; and increased revenue from
grants (including the Boulder Library Foundation). These
measures have allowed the library to continue its exemplary service
to the community in the face of dramatic increases in demand. The
library today is a lean, mean fightin' machine.

2.3. BPL metrics & measures: by program/service; quarterly & annual reports

2.3.1. Library staff have established metrics and measures for every
aspect of library services and programs. These metrics are
reviewed by staff and Commission on a quarterly basis and
summarized each year in the library's annual report to the
community. Library resources are adjusted regularly based on the
outcome of these metrics. We believe that the library represents a
"best practice" model for budget management.
2.4. The library system has no funding/staffing increases since 2002. Over the last 16 years, the library’s budget has declined, both in real terms and relative to growth in the overall City budget. Staff positions have declined by 15%.

2.4.1. BPL has seen no growth in operational funding and staffing for more than 16 years. The library's operational funding today (adjusted for inflation) is exactly what it was in 2002, when the City last had to cut services to match declining revenues. In that same period, City funding overall has outstripped inflation, keeping pace with the City's growth in population and property values. Library staffing has decreased 16% since 2002, while City staffing has increased 16% (adding ~142 positions City-wide since 2005). Unfortunately, while the City budget as a whole has recovered and increased since the City's last fiscal downturn, the library has not been included in this recovery.

3. What options are available to help ensure financial sustainability for our library system?

3.1. Option 1: Dedicated property tax to raise $4 million = 1.111 mills (with the remainder of BPL's funding provided through the general fund)

3.1.1. Tax increase would be borne only by Boulder City residents.

3.1.2. Requires voter approval of a higher property tax limit within the Boulder City Charter.

3.1.2.1. Dedicated $4 million: requires change to charter-imposed property tax limits for City of Boulder. For the library to reach the needed $4 million additional dollars annually, a mill levy increase of 1.111 mills would be required. This would take the total mill levy of the city to 13.092 mills.

3.1.2.2. 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 requires 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 by the voters, a separate ballot question must be placed before the voters to increase the mill levy by any increment above the current 11.981 mill levy of the City.
3.1.3. Also requires voter approval of an increased increment of property tax dedicated to BPL.

3.1.3.1. The average annual increased cost per household would be approximately $68. This amount is based on the assessed value of the current average residential property of $850,000. Housing values vary across the city, so for the purposes of comparison, the increased cost per household would be $160 for a residential property valued at $2 million and approximately $48 for a residential property valued at $600,000.

3.1.3.2. For commercial properties, the increase would be approximately $322 per one million dollar of fair market value.

3.2. **Option 2: April IP memo to Council: Dedicated property tax to fully fund BPL $12 million = XX mills**

3.2.1. Tax increase would be borne only by Boulder City residents.

3.2.2. Requires voter approval of a higher property tax limit within the Boulder City Charter (same steps as Option 1).

3.2.3. Also requires voter approval of an increment of increased property tax dedicated to BPL (same steps as Option 1).

3.2.3.1. Dedicated $12 million (full library budget)

3.2.3.2. Need estimated costs per household and per $1 million dollar of market value for commercial space - see latest info we have below

3.2.3.2.1. From the **March 2018 LibCom packet** (the draft IP memo that was superseded). “If the library district was formed within the city of Boulder, city residents would be charged property tax at the rate of 2.8 mills instead of 3.8 mills.

3.2.3.2.2. This would result in an overall tax increase for city residents of $190 instead of $260 annually. *(Does this reflect the full cost of funding BPL’s budget through property taxes within the City only?)*

3.2.3.2.2.1. For residential property valued at $850,000 this is a net difference of approximately $69 less annually.
3.3. **Option 3: Dedicated property tax with BPL operating as a library district.**

3.3.1. Tax increase would be borne by a larger proportion of Boulder Public Library patrons, not just residents of the City of Boulder.

3.3.1.1. District boundaries would likely mirror the Boulder Valley Comprehensive Plan boundaries.

3.3.1.1.1. By agreement, only the City of Boulder can provide urban services within this boundary.

3.3.1.1.2. District boundaries could be established through an agreement by the City Council and County Commissioners or through voter approval (a ballot measure placed on the ballot by petition).

3.3.2. Requires voter approval of an increment of increased property tax dedicated to BPL (same steps as Option 1). **Mill rate?**

3.3.2.1. Would require an increment of property tax yielding $14 million annually (the full library budget, including costs for administrative and facility services now obtained through the City).

3.3.2.2. Need estimated costs per household and per $1 million dollar of market value for commercial space. )What we have is below.)

From the **March 2018 LibCom packet** (the draft IP memo that was superseded). “Analysis of three potential geographic models is underway for a library district. Each model would expand beyond the city limits of Boulder. The following table shows a preliminary estimate of the required mill rate within each area to generate sufficient revenue to meet the library master plan goals and contract with the City of Boulder for payroll, Human Resources, facilities maintenance, and IT services; and the average annual property tax revenue generated on a per household basis.”

<table>
<thead>
<tr>
<th>Area</th>
<th>Mill rate</th>
<th>Revenue generated per average household*</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Boulder only</td>
<td>3.8</td>
<td>$260</td>
</tr>
<tr>
<td>Boulder Valley Comp Plan (BVCP)</td>
<td>2.15</td>
<td>$110</td>
</tr>
<tr>
<td>BVCP plus Niwot and Sunshine Canyon</td>
<td>1.79</td>
<td>$79</td>
</tr>
</tbody>
</table>

*Property value of average household $850,000*
4. Library Commission Recommendations

4.1. Elements needed for BPL’s long term financial sustainability

4.1.1. Long term, dependable and predictable revenues for library programs, services, facilities and operational needs (traditionally a government responsibility).

4.1.1.1. Ability to make decisions/take action within the library's approved budget on a timeline that meets the library's needs. This includes having the ability to shift funding within an approved budget in order to stay current with changes in program/service demands.

4.1.2. Continued community financial support for programs and special projects through the Boulder Library Foundation.

4.1.3. A strong volunteer program.

4.1.4. Collaborative volunteer partnerships with community organizations, businesses and non-profits (mission synergies for programs and services).

4.2. Dedicated funding for staffing, facilities and core services is a necessity.

4.2.1. The Library can’t compete against priorities that drive Council elections. With so many competing priorities on the political agenda, it is difficult for library needs to even be heard (by City staff and Council) because of the way these bigger issues dominate Council agendas and City priorities.

4.2.1.1. Boulder is not unique in this regard: libraries all across the country have had the experience of "being a priority" for the community, yet not getting high enough on the budget priority list to get adequate funding. Most urban libraries in Colorado have become districts in order to get reliable funding - and to get a better match of patron base to taxpayer base.

4.3. Property tax is preferable to sales tax

4.3.1. Property taxes are generally more stable than sales tax (especially in a highly desirable community like Boulder). Sales tax revenues have been declining in the City of Boulder for some time, a trend that is likely to continue.
4.3.1.1. Factors contributing to this decline include the impacts of on-line shopping on brick and mortar retailers, and the growth of retail shopping outside the City of Boulder.

4.4. Avoid mixed funding
4.4.1. Boulder’s current small increment of property tax (.33 mill) was dedicated in 1988 as a way to support increased library funding. However, as revenues from property taxes have grown over the years, the general fund contribution to the library budget has been correspondingly reduced - yielding no net benefit to the library from the dedicated property tax. We should learn from history and avoid relying on a mix of dedicated property taxes and general fund contributions.

4.5. A library district provides the most equitable, accountable and reliable option for BPL’s long term financial sustainability.
4.5.1. Districting offers the most equitable approach to funding, because it offers a better match between the patron base and the funding base.
4.5.2. A single purpose district enhances taxpayer accountability because its leadership is focused solely on the library. Responsibility for community assets (including facilities and library collections) are directly maintained and invested in by the district at the direction of the library board and remain in service to the community.
4.5.3. Funding is more reliable because it secured directly from dedicated tax revenues rather than competing with other city departments. Changes in funding decisions can be made quickly, and unspent dollars can be retained for future years.
4.5.4. Library districts are the most common form of governance and funding for libraries in Colorado.

4.6. No election before 2019
4.6.1. The earliest date that such an election should be considered is the fall of 2019. The Library Master Plan will not be approved until July 2018, with further funding conversations with Council to follow. The community needs adequate time for good public process around BPL’s funding needs (and any related Charter questions, should this option be given further consideration).

4.7. Ballot measures should not be bundled.
4.7.1. Any ballot measure addressing BPL funding should be presented as a separate question to voters, and not as part of a package of City funding needs.

4.8. Voters need specificity about the mill levy amount and the timing of property tax revenues coming to BPL.

4.8.1. Although dedicated tax increases can be phased in over (x) years, the ballot measure should not be framed as a mill levy increase with “up to” a specified amount dedicated to library needs. (We base our concerns from learning of Jefferson County’s difficult experience.)

5. **Next steps: 2018-2019**

5.1. **Thoroughly evaluation of BPL funding options.**

5.1.1. To ensure a successful outcome, the City should devote resources over the next year to fully evaluate the funding options identified in the master plan. Consultant help will be required to undertake this analysis.

5.2. **Community outreach/discussion**

5.2.1. The Library Commission believes that a broad-based community discussion is needed around the complex questions underlying BPL’s long term financial sustainability.

5.2.2. Assuming that some form of election is coming in 2019/2020, it is important that explanatory materials be developed on a timeline that supports community engagement. BPL will need marketing and community involvement support to achieve this end.