City of Boulder
2018 Library Commission

Meeting date: Saturday, July 14, 2018
Location: Meadows Meeting Room, Boulder Chautauqua Community House

Meeting time: 8:30 a.m. meeting set up and morning refreshments
9 a.m. meeting start
10:30 a.m. 20-minute break time
12:00 to 1:15 p.m. lunch
2:30 p.m. 20-minute break time
4:00 p.m. adjournment

1. Approval of agenda

2. Library Director’s Update
   • North Boulder branch library project update
   • Update on 2019 library budget development

3. Create a working agenda for upcoming year based off the master calendar
   • See master calendar in packet. This is a rolling calendar of consistently reoccurring agenda items.
   • An updated agenda item schedule will be sent by email on Tuesday, July 10, 2018. This is a proposed schedule for agenda items that are not consistently reoccurring. The leadership team is discussing the schedule for policy review on July 9, 2018.

4. Library Commission Update
   • Review of Boulder Library Foundation retreat

5. Prep for joint study session with City Council on July 24, 2018
   • The Boulder Public Library Master Plan will be sent by email on Tuesday, July 10, 2018. The graphic designer will have the layout completed Monday. The content is the same as https://boulderlibrary.org/wp-content/uploads/2018/04/050218-LC-meeting-packet.pdf with the director’s and commission’s forewords and final comments received from the commission at the May meetings added.

6. Library Commission development of outreach presentations
   • See draft presentation slides in packet. Note: there are some minor translation errors (missing photos) that occurred between software platforms. These will be corrected in the final version. The full presentation and notes are at https://docs.google.com/presentation/d/1XBZ1-eDQ-byV3yjHUnMC0FMyFh_vxO-HB0ObARISXjE/edit?usp=sharing. The notes are still undergoing final edits. Commissioner Teter will issue the final draft presentation by email next week.

7. Discuss roles and information needed for campaign development for any possible upcoming election on library funding and what the election path looks like chronologically
   • See packet memo “Information from the Colorado State Library about library districts” for reference information.

8. Adjournment at or before 4 p.m.

2018 Library Commissioners
Joni Teter, Chair Tim O’Shea Juana Gomez Joel Koenig Jane Sykes-Wilson
Update on North Boulder branch library project

Staff has completed the interviews of architectural firms for the first phase of the North Boulder branch library. We are in the process of working out a contract and full scope of work for the first phase. Commission will be notified once a contract is in place.

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. At this time we anticipate community engagement to begin in early August. Please tentatively mark your calendars for the week of August 6th.

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.

As we informed you last month, 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.

Update on 2019 library budget development

Staff presented the 2019 budget requests and items for possible reductions to the Executive Budget Team (EBT) on Monday, June 25, 2018. Staff expects to receive the EBT’s decision by the end of July. An update will be shared in the August Library Commission meeting packet.

A change was made to the proposal to add $100,000 to the library collection budget. The Library Fund has capacity to fund the request. The funding source was changed from the General Fund to the Library Fund.
<table>
<thead>
<tr>
<th>MATTERS FROM:</th>
<th>Library Commission</th>
<th>Staff</th>
<th>Boulder Library Foundation</th>
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</thead>
</table>
| JANUARY      | □ Review Library Commission handbook  
□ Assist with recruiting new library Commissioner | □ City Council Annual Retreat  
□ Submit Library Commission’s annual letter to City Council  
□ Plan review and updates of library rules and policies | □ Board Working Meeting  
□ BPL Director present the annual report for preceding fiscal year and package of recommended programs for upcoming fiscal year |
|              | □ Library Commission candidate applications due  
□ Approve Library Commission handbook updates | □ Report on outcome of City Council retreat  
□ Review director’s operational service plan  
□ Plan review and progress on Master Plan goals and objectives | □ Board Business Meeting  
□ BPL Director responds to questions raised in January  
□ Board acts on program and activities proposed by BPL |
| FEBRUARY     | □ Appreciation of Library Commissioner whose term ends | □ Present annual library usage statistics | □ Board Working Meeting  
□ Vote on BPL Director funding request |
| MARCH        | □ Welcome and administer oath of office to new commissioner  
□ Elect new Library Commission officers and Boulder Library Foundation members  
□ Take new photo for Library Commission website | □ Volunteer Appreciation Week  
□ Budget: Present 1st round of Adjustment to Base requests | □ BLF Annual Meeting and Officer Election  
□ Two new Library Commissioners join the board |
| APRIL        | □ Provide input on upcoming years’ recommended budget | □ Budget: Present City Manager’s recommended budget for upcoming year | □ Business Meeting  
□ Annual retreat |
| MAY          | □ Approve Warner Charitable Trust contribution | □ Present Q1 library usage statistics  
□ Present Summer Reading Program plan | |
| JUNE         |                                                                 |                                                                 | |
| JULY         |                                                                 |                                                                 | |
| ANNUAL RETREAT|                                                                 |                                                                 | |
| AUGUST       | □ Approve Warner Charitable Trust contribution | □ Present Q2 library usage statistics  
□ Budget: Present outcome of 1st round of Adjust to Base requests and update on City Managers recommended budget for the upcoming year | □ Board Working Meeting  
□ BLF Executive Committee and BPL Director establish a program schedule for the upcoming year |
| SEPTEMBER    |                                                                 |                                                                 | |
| OCTOBER      | □ Draft annual letter to City Council  
□ Review Library Commission application questions | □ Present Q3 library usage statistics  
□ Submit Library Commission application questions following the meeting  
□ Budget: Present update on approved city budget for the upcoming year  
□ Report on Boulder Library Foundation grant requests submitted | □ Business Meeting  
□ BLF budget finalized, including fund-raising plan for the following year |
| NOVEMBER     | □ Finalize annual letter to City Council  
□ Review BLF fund-raising successes from previous year, and fund-raising plans for the upcoming year with BLF Executive Committee | □ Budget: Present outcome of final round of Adjustment to Base requests | |
| DECEMBER     |                                                                 |                                                                 | |

UPDATED: March 22, 2018
# Library Commission 2018-2019 meeting plan

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

<table>
<thead>
<tr>
<th>DATE</th>
<th>DISCUSSION TOPICS</th>
<th>MEETING LOCATION</th>
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| July 14, 2018 Retreat | • Review staff presentation on the Master Plan to Planning Board  
• Preparation for Study Session with City Council on the Master Plan | Chautauqua Community House, Meadows Room |
| August 1, 2018 | • Review draft Carnegie policies  
• Preparation for City Council meeting to accept the Library Master Plan | Main Library, Canyon Meeting Room        |
| September 5, 2018 | • Approve Carnegie policies  
• Debrief on City Council meeting to accept the Library Master Plan | Main Library, Canyon Meeting Room        |
| October 3, 2018 | • Review draft Internet Safety Policy                                               | George Reynolds Branch, 3595 Table Mesa Dr. |
| November 7, 2018 | • Consultant presentation of library funding analysis  
• Preparation for City Council Study Session to discuss financial sustainability  
• Approve Internet Safety Policy | Main Library, Canyon Meeting Room        |
| December 5, 2018 | • Review and discuss information about eliminating library fines  
• Review Community Bulletin Board and distribution of community information policies | Main Library, Canyon Meeting Room        |
| January 2 or 9, 2019 | • Recommendation on whether to eliminate library fines  
• Review library rules of conduct and unattended children policy  
• Approve any recommended changes Community Bulletin Board and Distribution of Community Information policies | TBD                                      |
| February 6, 2019 | • Review Meeting Room and Study Room Policy  
• Approve any recommended changes to library rules of conduct and unattended children policy | TBD                                      |
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<tr>
<th>Date</th>
<th>Topics</th>
<th>TBD</th>
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| March 6, 2019   | • Review BLDG 61 Makerspace policy  
• Approve any recommended changes to Meeting Room and Study Room Policy | TBD  |
| April 3, 2019   | • Review Photography and Video Recording policy  
• Approve any recommended changes to BLDG 61 Makerspace policy | TBD  |
| May 1, 2019     | • Review Canyon Theater and Gallery terms of use and rental policy  
• Approve any recommended changes to BLDG 61 Makerspace policy  
• Review progress on Master Plan goals and set priorities for budget process | TBD  |
| June 5          | • Review sponsorship of programs and events policy  
• Approve any recommended changes to Photography and Video Recording policy | TBD  |
| July 13 or 20, 2019 | • Retreat                                                              | TBD  |
| August 7, 2019  | • Approve any recommended changes to Sponsorship of Programs and Events Policy | TBD  |
| September 4, 2019 | • Review Privacy and Security Camera Policies                           | TBD  |
| October 2, 2019 | • Summarize and review progress on Master Plan goals                   | TBD  |
| November 6, 2019 | • Update Library Commission workplan for 2020                          | TBD  |
| December 4, 2019 | • Update Library Commission workplan for 2020                          | TBD  |
ACKNOWLEDGEMENTS

Boulder Community Members

City Council
Suzanne Jones  Aaron Brockett  Jan Burton (former)  Lisa Morzel  Sam Weaver
Bob Yates  Mary Young  Mirabai Kuk Nagle  Jill Adler Grano  Cindy Carlisle
Matt Appelbaum (former)  Aar on Brockett  Jan Burton  (former)  Lisa Morzel  Sam Weaver

City of Boulder Master Plan Committee Members

City of Boulder Planning Board Members
Suzanne Jones  Aaron Brockett  Jan Burton (former)  Lisa Morzel  Sam Weaver
Bob Yates  Mary Young  Mirabai Kuk Nagle  Jill Adler Grano  Cindy Carlisle
Matt Appelbaum (former)  Aar on Brockett  Jan Burton  (former)  Lisa Morzel  Sam Weaver

City of Boulder Library Commission Members
Alicia Gibb (former)  Juan Gómez  Joel Koenig  Donna O'Brien (former)
Tim O'Shea  Paul Sutter (former)  Jane Sykes-Wilson  Joni Teter

City of Boulder Staff
Jane Brautigam, City Manager  Tanya Ange, Deputy City Manager
Cheryl Pattelli, Chief Financial Officer  Bob Eichem, Chief Financial Advisor
Joe Castro, Facilities and Fleet Manager  Maria Díaz, Budget/Financial Analyst
Gordon Holman, Building Services Supervisor  Brent Shafranek, GIS Program Manager
Mark Simon, Facilities Maintenance and Operations Supervisor
Michele Crane, Facilities Design and Construction Manager

City of Boulder Master Plan Committee Members | Library and Arts Department Staff

Staff Technical Advisory Group
David Farnan, Library and Arts Director
Jennifer Phares, Deputy Library Director and Project Manager
Devin Billingsley, Senior Budget Analyst (former)
Hillary Dodge, Meadows Branch Manager (former)
Antonia Gaona, Public Services Manager
Laura Hankins, Collection Development Manager
Jaime Kopke, Programs, Events and Outreach Manager
Tim McClelland, Patron Services Manager
Eileen McCluskey, Community Engagement and Enrichment Manager (former)
Aimee Schumm, eServices Manager
Erica Segraves, Youth Services Manager (former)
Leanne Slater, NoBo Corner Library Manager
Aspen Walker, Community, Engagement and Enrichment Manager

Project Consultants
Margaret Sullivan Studio LLC  margaretsullivanllc.com
Joining Vision and Action  joiningvisionandaction.com
Trainor Evaluation  trainererevaluation.org

Mission Vision, Guiding Principles Development Committee
Zack Jacobson-Weaver, Creative Technologist
Brett Keniston, Collection Development Librarian
Jaime Kopke, Programs, Events and Outreach Manager
Maureen Malone, Administrative Specialist II
Tim McClelland, Patron Services Manager
Shelley Sullivan, Boulder Reads Manager

A special thanks to all members of City of Boulder departments who provided input and guidance throughout the project.

Endorsed by the Boulder Public Library Commission on June 6, 2018.
Recommended by City of Boulder Planning Board on [Insert date].
Accepted by Boulder City Council on [Insert date].
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 skills. 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. Libraries provide free and open access to information, a space for unfettered dialogue, and comfortable public space for all. They are trusted institutions, inclusive spaces, and places welcoming environment for all. Libraries provide free and open access to information, a space for unfettered dialogue, and comfortable public space for all. They are trusted institutions, inclusive spaces, and places.

Entrepreneurship, science, technology, local foods have been critical pieces of Boulder’s identity for decades. With the launch of BLDG 61 Makerspace, 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. They provide space and service and amenities in a freelance work environment. And they are consistently ‘home’ to dozens of businesses. With nearly 50 small businesses launched, and more than 10 patients pending out of the BLDG 61 Makerspace, Boulder Public 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, libraries 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.

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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 the 2018 Boulder Public Library Master Plan.

~ David Farnan, Library and Arts Director, Boulder Public Library
Boulder Public Library’s long term financial sustainability is a fundamental and important question to be thoroughly addressed over the next two years.

Funding the library’s core services and meeting the 2018 Boulder Public Library Master Plan goals represents a significant financial investment: an approximately $4 million increase in annual ongoing operating costs and $1 million in annual unfunded one-time and capital expenses. The 2018 Master Plan represents extensive public outreach and dialog, reflecting our community’s requests for core programs, services and expansion needs for the library over the next 10 years. Details of these goals and a carefully constructed path to achieve the vision, including a detailed analysis of the funding needed to accomplish these goals is found in Part 3. Part 5 of the Master Plan explains the library’s current sources of revenues and outlines several scenarios for future funding.

Library staff have established reliable metrics and measures for every aspect of library services and programs, including the goals reflected in the Master Plan in Part 4. 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 and reporting. The numbers bear out that our library is managing a high demand services with fewer resources than are necessary to sustain existing utilization and grow to meet new demand.

How can we best ensure financial sustainability for our library system?
The Commission has identified six foundational pillars that are critical to the library’s long-term success.

1. Long term, dependable and predictable revenue for core services, facilities and operational needs, traditionally a government responsibility.
2. Ability to make decisions and 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 to stay current with changes in program/service demands.
3. Knowledgeable, skilled and dedicated library staff.
4. Continued community financial support for programs and special projects through the Boulder Library Foundation.
5. A strong volunteer program.
6. Collaborative partnerships with community organizations, businesses and non-profits (creating mission synergies for programs and services).

The Commission has concluded that a library district provides the most equitable, accountable and reliable option for BPL’s long term financial sustainability.

We believe that dedicated funding for staffing, facilities and core services is a necessity.
The library simply cannot compete against the priorities that drive Council elections. Because of the way these bigger issues dominate Council agendas and City priorities, it is difficult for library needs to be “heard” by City staff and Council. As evidence of this challenge, we note that our library system 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 12%. 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.

Property tax is preferable to sales tax.
Revenues from 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.

We should avoid mixed funding.
Boulder’s current small increment of property tax (0.33 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 its dedicated property tax. The Commission seeks to learn from history and avoid relying on a mix of dedicated property taxes and general fund contributions.

Districting offers the most equitable, reliable and accountable approach to funding.
Districting offers a better match between the patron base and the funding base. Staff’s analysis shows that while most households in Boulder have library cards, nearly 40,000 of our library’s cardholders live outside the Boulder city limits. No other library system of Boulder’s size has a similar, disproportionate number of cardholders living outside the library’s boundaries. Districting provides a means to establish boundaries that better reflect the patron base - an approach now taken by every other Colorado library similar to Boulder in size and patron base.

Funding is more reliable in a district because it is 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. Library districts are now the most common form of governance and funding for Colorado libraries.

A single purpose district enhances taxpayer accountability because its leadership is focused solely on the library. The library’s community assets (including facilities and library collections) remain in service to the community, directly maintained and invested in by the district at the direction of the library board.
The Boulder Public Library Master Plan will guide the Library department’s strategies and priorities for investments for the next ten years. It is a strategic document meant to shape the delivery and quality of services the library provides in a manner consistent with the City of Boulder sustainability goals. It is designed to serve as an outline for how the library sustains outputs, meets growing demand, and builds a resilient future.

The 2018 Boulder Public Library Master Plan is an update to the Boulder Public Library 2007 Master Plan. It identifies BPL development priorities to:

- Sustain quality service by funding deficiencies and shortfalls in current service (created by past growth in demand) and redressing a backlog of facilities maintenance.
- Strategically address ongoing and future growth in demand based on needs identified for the entire community with specific focus on youth and underserved communities and neighborhoods.

The master plan follows key implementation strategies outlined in the Boulder Valley Comprehensive Plan and is aligned with categories and strategies of building a strong and resilient community.

The plan is divided into six parts. The core of the plan outlines the library’s role in the community, describes broad community trends, and lays out a series of goals meant to address current needs and the community’s aspirations for the library. The goals of the plan are categorized under several headings: programs and services, facilities and technology, building community and partnerships, and organizational readiness. Some of the goals described in the plan are carried over from the Boulder Public Library 2007 Master Plan: opening a full-service library in north Boulder, creating an outreach program to engage the Latinx community, and addressing the current backlog of facility maintenance. The plan presents a series of goals designed to maintain quality of service by building staff, and technological and financial capacity around traditional programs that have seen significant increases in use over the past few years, such as circulation, storytime and youth programs. The plan also presents new goals that emerged as high priorities in the course of the Master Plan’s community engagement phase: expansion of library services to Gunbarrel, expansion of the BLDG 61 Makerspace, program support to activate public use of the Canyon Theater, development of a partnership strategy to expand BPL resources, and an outline for how the library can leverage its space and position as a trusted and inclusive institution to encourage ongoing civic dialogue on issues that are important to the community.

Finally, the plan presents a range of options to address the long-term financial sustainability of the library, providing it the flexibility to maintain service levels, meet community demand, and expand to address areas of growth. Options are presented to increase municipal funding through dedication of new or existing sales or property tax, reallocate current city resources, and creation of a library district which could include areas outside the city limits.
INTRODUCTION

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

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

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

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

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PART 1

BOULDER PUBLIC LIBRARY & THE COMMUNITY

ROLE OF THE LIBRARY IN THE COMMUNITY

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

THE PUBLIC LIBRARY IS A KEY PARTNER IN SUSTAINING THE EDUCATION, ECONOMIC AND CIVIC HEALTH OF THE COMMUNITY DURING A TIME OF DRAMATIC CHANGE.

– RISING TO THE CHALLENGE, THE ASPEN INSTITUTE

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

CONNECTING PEOPLE, IDEAS, AND INFORMATION TO TRANSFORM LIVES AND STRENGTHEN OUR COMMUNITY.
PART 1

BOULDER PUBLIC LIBRARY & THE COMMUNITY

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

THE LIBRARY AS PLACE
BPL is a destination that anchors the community and strengthens its identity. It is a safe and trusted place where everyone is welcome to explore ideas, participate in civic dialogue, and find enrichment and entertainment in the programs and services offered. BPL provides the physical and virtual space for people to explore, learn, and connect. In a welcoming atmosphere, diverse needs can be met through the physical design of its facilities, the materials that are available, and the resources that guide personal empowerment.

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

CURRENT SERVICES, RESOURCES, FACILITIES & PROGRAMS
From five locations throughout the city, BPL and its staff offer a wide variety of resources, and ongoing and short-term programs and services to the community.

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

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

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

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

Vision
Service Excellence for an Inspired Future.

Values

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

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

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

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

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

Current Performance & Accomplishments

BPL measures performance based upon a variety of benchmarks as compared to some of its peer libraries in the nation, as well as how well it meets the Colorado Public Library Standard. See Appendix A. The libraries that are used for comparison represent a wide variety of funding and governance structures, as well as unique service attributes making direct, one-to-one comparison ineffective. For example, some rural libraries have one facility while other more urban libraries, like BPL, have a network of branch libraries resulting in significantly different facilities maintenance costs. One of BPL’s important and unique characteristics is that the number of total cardholders is 33.5 percent more than the legal service area population. On average libraries serving areas with a population of more than 100,000 people have 62 percent of the population as cardholders. The only other library used for comparison that has more cardholders than the legal service area population is Westminster Public Library which is at 5 percent. BPL’s facilities also include a fully-equipped makerspace, a traditional theater space and an art gallery, amenities which many libraries do not have. Benchmark comparisons need to be considered within the context of the service area population needs, and funding and governance structures of the libraries being compared.

Comparison of Cardholders and Population

<table>
<thead>
<tr>
<th>Library</th>
<th>Population</th>
<th>Cardholders</th>
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<tbody>
<tr>
<td>Westminster Public Library</td>
<td>300,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Pueblo City-County Library District</td>
<td>200,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Poudre River Public Library District</td>
<td>150,000</td>
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Guided by input from the Library Commission and the community, BPL’s recent success is also attributed to the accomplishment of most of the goals and objectives in the 2007 Boulder Public Library Master Plan.
BOULDER PUBLIC LIBRARY & THE COMMUNITY

CURRENT PERFORMANCE & ACCOMPLISHMENTS CONT.

LIBRARY AS PEOPLE: ACCOMPLISHMENTS

BPL earned the prestigious recognition of Colorado Library of the Year in 2016 from the Colorado Association of Libraries. With nearly one million visitors a year, the library is currently one of the busiest public places in Boulder and the busiest library of its size in the State of Colorado. BPL reorganized staff to concentrate on expanding its program offerings to include STEAM, and early literacy focused programs. These changes resulted in an increase in attendance to 102,072 in 2015, representing 73 percent growth. Program attendance has continued to grow since 2015. BPL’s success with programs is sustained by informal collaboration and partnerships with local agencies, and generous donations of time and resources from local companies.

SUPPORT THE GROWTH AND RESILIENCY OF SMALL BUSINESSES IN BOULDER COUNTY BY PROVIDING FREE BUSINESS CONSULTING, PRACTICAL WORKSHOPS & EVENTS AND CONNECTION TO RESOURCES, INCLUDING FINANCING. THE SBDC HELPS ALL TYPES OF SMALL BUSINESSES – FROM STARTUPS THROUGH 2ND STAGE, FROM “MAIN STREET” THROUGH HIGHLY SCALABLE TECHNOLOGY VENTURES, SOME PROGRAMMING IN BOTH ENGLISH AND SPANISH.


BPL’s partnership with the Boulder County Farmers’ Market to run the Seeds Library Café has helped to activate the interior bridge space in the Main Library, creating a community hub where patrons can relax or meet with friends. Seeds Library Café staff also present programs that build community and educate patrons about the importance of buying local food and supporting local farmers.

Volunteers are also critical to the success of the library. In 2017, more than 770 community members donated 18,320 hours, the equivalent of $475,770. Their service is equivalent to almost nine Full Time Equivalent (FTE) employees and over 12 percent of the annual work hours. Volunteers support staff by performing tasks that support daily library operations, maintain the Main Library used book shop, and contribute directly to patrons by serving as literacy tutors for children and adults, teaching English as a Second language classes, teaching skills to patrons in the BLDG 61 Makerspace, offering drop-in tech help, capturing oral histories, involving children in the Summer of Discovery reading program, welcoming thousands of people to the many programs and events hosted by the library, and delivering materials to patrons who are homebound.

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

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

In 2014, BPL began a successful partnership with the Boulder Small Business Development Center (SBDC). The SBDC is a fast-paced, hands-on, economic development nonprofit – a public/private partnership housed in the Main Library with a mission that is aligned with BPL’s. SBDC supports the growth and resiliency of small businesses in Boulder County by providing free business consulting, practical workshops and events and connection to resources, including financing. In 2018, the U.S. Small Business Administration named Boulder SBDC the national winner of its Small Business Development Center Excellence and Innovation Award — the best in the nation.

Foremost, support for library programs comes from the community through the Boulder Library Foundation (BLF). The BLF is a 501(c)(3) nonprofit organization led by a volunteer board of directors and supported by individual donors and community partners. The BLF generously invests in innovative programs and partnerships through BPL that enrich the community. In addition to ongoing support of most programs and events offered by the library and the funding of start-up equipment and materials costs for the BLDG 61 Makerspace, the BLF donated one-time funding so that the library could build a Spanish language collection to fulfill one of the outreach goal objectives in the 2007 Boulder Public Library Master Plan. In 2016, BPL facilitated the BLF’s hiring of a community partnership manager to coordinate the launch of an annual membership fundraising program, called the Library League, a step toward meeting the funding goal of developing a gift giving program to increase monetary donations to the library.
In 2016, BPL formalized its partnership with the Boulder Genealogical Society. Society members work closely with staff and use the resources at the Carnegie Library for Local History to help people conduct family and local history research. The society maintains a small collection of unique resources at Carnegie, which are available to patrons. Members also present educational classes and workshops on genealogical research to patrons at the library.

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

The annual Summer of Discovery reading program encourages the love of reading and learning for thousands of children and families through inspiring and engaging programs and literacy activities. BPL partners with the Boulder Valley School District (BVSD) to bring Summer of Discovery reading program activities to students enrolled in the BVSD summer learning program. Most of the students in BVSD program are members of families that are economically disadvantaged.

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

Boys and girls know that attending storytime will improve their self esteem and a love of reading for children in early elementary school. BPL partners with the Boulder Valley School District (BVSD) to bring Summer of Discovery reading program activities to students enrolled in the BVSD summer learning program. Most of the students in BVSD program are members of families that are economically disadvantaged.

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

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

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

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

BOULDER PUBLIC LIBRARY CUSTOMER SERVICE PHILOSOPHY

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

- Welcoming each individual with respect and friendly professionalism;
- Fostering exploration and discovery;
- Listening and proactively seeking solutions;
- Regarding each interaction as important;
- Making the BoulderReads program more visible and accessible to community members interested in improving their literacy skills as an objective in the 2007 Library Master Plan. While the library was not able to obtain funding to meet the intention of this objective, which was to move the program offices and community space to a more prominent location in the Main Library, BoulderReads expanded its online presence through social media and a new website with an online application and menu of services.

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BOULDER PUBLIC LIBRARY & THE COMMUNITY

CURRENT PERFORMANCE & ACCOMPLISHMENTS CONT.

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

2014 Main Library Renovation

BPL addressed several 2007 Master Plan and 2009 Boulder Public Library Facilities Sustainability objectives by renovating the Main Library. The $4.9 million project was completed in April 2014 in collaboration with the city’s Public Works Department– Facilities Asset Management (FAM) Division and paid for by the voter-approved 2012 Capital Improvement Bond, Library Fund Balance, and FAM Facilities Renovation and Replacement fund. The architecture firm, studioItope Design Collective, engaged the community to create a building design that activated underused or secluded spaces, reduced noise conflicts, and improved basic signs and wayfinding. The community asked for and received more public meeting space, a child-friendly children’s area, an expanded teen space, and a new vibrant café. In addition to the many amenities, FAM took advantage of the construction schedule to address several major mechanical and building system improvements, including upgrading the building’s cooling system, replacing the clerestory windows to address roof leaks, improving the lighting control system, and replacing the flooring in the Canyon Gallery.

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

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

Neighborhood Branch Libraries

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

BLDG 61 Makerspace

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

Building System Improvements

The city’s Public Works Department– Facilities Asset Management (FAM) Division completed several building system improvements, reducing energy usage and improving comfort in library facilities. Since 2007, more than $2.5 million was invested in the Main Library, and the Meadows and George Reynolds branch libraries to complete roof replacement, HVAC (Heating Ventilation and Air Conditioning) system upgrades, Americans with Disabilities Act (ADA) compliance, and flood proofing. Specifically, in 2011, the Main Library’s roof was replaced with extensive roof repairs completed in 2014 to address leaks associated with the clerestory windows. The Main Library also received improvements to mitigate flooding in 2013. Through a 15-year Energy Performance Contract (EPC), $12 million was secured for energy usage in all libraries.

Building Maintenance

In 2016, BPL coordinated with FAM to consolidate the maintenance budget, management of the maintenance staff, and janitorial services to improve overall efficiency. These efficiencies provided the resources to increase investment in janitorial services and the staff time to become more strategic about routine maintenance. In 2014, the annual janitorial contract was $110,000 and was increased to $204,000 in 2017, an 85 percent increase in investment. Additionally, the carpet cleaning scope was increased from spot-cleaning, as-needed, monthly to alternating spot-cleaning with wall-to-wall cleaning with a focus on high traffic areas every other month. This change was made to extend the life and improve the appearance of the carpet. The investment in carpet cleaning increased from $12,000 in 2015 to $28,000 in 2017.

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

Carnegie Library Building Improvements

During the past ten years, renovations and major repairs were completed to the exterior of the Carnegie Library for Local History. Interior improvements including an HVAC upgrade and construction of basement were also completed. The total for these renovations was $590,000 which was partially funded by a Colorado State Historical Society grant and the City’s General Fund.
PART 1
BOULDER PUBLIC LIBRARY & THE COMMUNITY
CURRENT PERFORMANCE & ACCOMPLISHMENTS CONT.

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

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

Library as Platform: Accomplishments

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

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

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

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

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

Recognizing the difficulty of patron access to important printed historic resources held by the Carnegie Library for Local History, BPL hired a technology consultant to assist with the design and procurement of a digital asset management system. The project included prioritizing the library’s local history collections for digital preservation and updating collection management policies to align with industry best practices. The new system, slated for implementation in 2018, will increase patron access to the digitally preserved historic photographs and documents by making them available online through Carnegie Library’s website.

The community makerspace, BLDG 61, launched in 2016, is attracting thousands of participants and has won multiple awards. BLDG 61 is a model for libraries internationally, and functions as a de facto incubator for innovators, entrepreneurs, and inventors with multiple patent applications and dozens of businesses launching from the space in the less than two years it has been in operation. BLDG 61 programs have been sustained by a series of national and local community grants. BLDG 61 has a high-tech shop with laser cutters and 3D printers, as well as a full-scale, advanced woodworking shop and offers opportunities for patrons to learn from, and work alongside, community experts. While not likely what library staff and the Library Commission envisioned when this goal was written more than 10 years ago, opening the BLDG 61 Makerspace at the Main Library has certainly fulfilled the intention of the goal for the library to provide a leading-edge space, state-of-the-art technology, outreach and workforce and 21st century skill training for patrons.

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

OPPORTUNITIES FOR CONTINUED IMPROVEMENT

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

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

- Regularly gathering community input about programs and services to assess satisfaction.
- Programs and services designed to reach low-income families, youth, seniors, community members with special needs, and Latinx community members.
- Programs that pair seniors and youth.
- Promoting BPL as an arts destination.
- Incorporating a homework help center with facilities expansion.

While BPL did make significant strides with improving and expanding facilities and updating technology during the past 10 years, a few objectives were not addressed, most of which are still relevant including:

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

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

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

OVERVIEW OF BOULDER

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

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

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

POPULATION 108707
CU student enrollment* 33,246
Median household income $88,400
Below poverty level** 22%

JOBS 100148
Employees who commute into Boulder 47%

HOUSING UNITS 46,094
Median attached home price $405,250
Median detached home price $845,000

The median household income increased more than 12 percent between 2005 and 2016, although poverty rates and other negative socio-economic indicators are not improving among certain populations (e.g. Latinx residents, seniors, and children).
PART 2
COMMUNITY TRENDS & NEEDS

DEMOGRAPHIC TRENDS

The following section summarizes demographic trends for children and families, the largest group in BPL’s patron base, as well as trends for other groups that are typically considered harder to connect with the city’s public services, or otherwise underserved. All demographic information is for the city of Boulder unless specifically noted as Boulder County.

Children & Families

Children and families make up the largest group that BPL serves, hence, a significant amount of its resources, programs and services are designed to serve this group of patrons. Demographic trends and the educational and social needs of this group are important factors to BPL’s long-range planning and service delivery design. For example, during focus groups and community events for the Master Plan, Latinx parents indicated that BPL needs to find ways to offer programs and services at times and locations that are convenient to these families. Parents in this demographic often hold more than one job and are not able to bring their children to the library to participate in programs and events.

### POPULATION

13,805  Boulder Children At-A-Glance (<18 years of age)

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### TOTAL FAMILIES

8,065

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</tbody>
</table>

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

The Colorado Children’s Campaign projected that by 2021, children of color will make up the majority in Colorado. Between 2007 and 2016, Boulder Valley schools experienced a more than 10 percent increase in student enrollment (pre-kindergarten to grade 12). The number of students eligible for free/reduced lunch (FRL) programs in the school district during 2016 and 2017 was 21 percent. Family income less than or equal to 185 percent of the Federal poverty level qualifies students for FRL program. The 2017 Federal poverty level for a family of four is annual income of $24,600 per year. The true cost of living in Boulder for a family of four is actually more than $86,000 per year. Poverty is not equally distributed among the city’s children. Four times more families of Latinx or Hispanic origin are in poverty than white families. The 2017 Boulder County TRENDS Report states that economically disadvantaged students need nearly twice the amount of support as their more advantaged peers to compensate for the experiences their families cannot afford.

While the scope of BPL’s mission does not include directly addressing this serious community problem, it is important to consider the unique challenges of reaching and providing library services to children and youth in this category.

According to U.S. Census estimates for the combined years 2011 to 2013 in Boulder County, 17.7 percent of children ages 5 to 17 years in non-English speaking households spoke English less than “very well.” The Census Bureau defines linguistic isolation as speaking English less than “very well” among people who do not speak English as their primary language. This isolation creates substantial challenges for children with school achievement, their access to library programs and services, and for their families’ involvement in the community.

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

### ACHIEVEMENT GAP: THE DIFFERENCE IN ACADEMIC PERFORMANCE BETWEEN CHILDREN FROM HIGH- AND MIDDLE-INCOME, EDUCATED FAMILIES AND THAT OF THEIR PEERS, WHOSE BACKGROUNDS INCLUDE MORE RISK FACTORS AND LESS OPPORTUNITY.

SOURCE: American Community Survey 2016

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

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

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

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


4 Boulder County Foundation TRENDS Report

5 Colorado’s standards-based assessment is designed to provide a picture of student performance to schools, districts, educators, parents and the community.

6 Community Foundation of Boulder County, 2017 Boulder Community Foundation TRENDS. www.commfound.org/trends
The Harvard Family Research Project’s report *Public Libraries: A Vital Space for Family Engagement* says that libraries are playing a greater role in early learning for young children. Engaging families in learning activities is critical for children’s academic and social development and is a matter of equity. Family engagement is a shared responsibility among families, educators, and communities. High-income families spend seven times more money on out-of-school enrichment activities than low-income families. Libraries are free, trusted, safe, and welcoming places that can help counterbalance these inequalities.

Immigrant & Minority Groups

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

5RS: WAYS LIBRARIES ENCOURAGE FAMILY ENGAGEMENT

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

RAISE UP: Libraries elevate family views and voices in how library programs and services are developed and carried out.

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

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

REIMAGINE: Libraries are expanding their community partnerships; combining resources and extending their range; improving children and families’ well-being; and linking new learning opportunities.

Older Adults

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

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

<table>
<thead>
<tr>
<th>Boulder Minority Groups Percent of Population</th>
<th>Percent of Boulder Population for which English is not the Primary Language Spoken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic or Latinx origin 9.2%</td>
<td>Spanish 6.6%</td>
</tr>
<tr>
<td>Asian alone 5.3%</td>
<td>Children 1.5%</td>
</tr>
<tr>
<td>Black or African American alone 1.1%</td>
<td>Adults 5.1%</td>
</tr>
<tr>
<td>American Indian or Alaskan Native alone 0.2%</td>
<td>Other Indo-European 4.7%</td>
</tr>
<tr>
<td>Native Hawaiian or other Pacific Islander alone 0.1%</td>
<td>Asian and Pacific Island 3.3%</td>
</tr>
<tr>
<td>Other race alone 0.2%</td>
<td>Other 0.7%</td>
</tr>
<tr>
<td>Two or more races 2.6%</td>
<td>SOURCE: American Community Survey 2016</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>POPULATION</th>
<th>10,811</th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone, not Latinx or Hispanic</td>
<td>93.7%</td>
</tr>
<tr>
<td>Latinx or Hispanic origin</td>
<td>2.6%</td>
</tr>
<tr>
<td>Do not speak English as the primary language</td>
<td>10.1%</td>
</tr>
<tr>
<td>Living in poverty</td>
<td>7.5%</td>
</tr>
<tr>
<td>Householder Living Alone</td>
<td>53.1%</td>
</tr>
</tbody>
</table>

SOURCE: American Community Survey 2016
COMMUNITY TRENDS & NEEDS

DEMOGRAPHIC TRENDS CONT.

Persons Experiencing Homelessness

The cities of Boulder and Longmont have the largest number of persons experiencing homelessness in Boulder County. According to the 2017 Point-in-Time Survey for Boulder County, seventy percent of Boulder County’s total population experiencing homelessness (n=600) are any race, non-Latinx or Hispanic, and 22 percent are Latinx or Hispanic. Approximately 33 percent of respondents were families with children (n=157). Sixty-five respondents reported being unaccompanied youth. The number of chronically homeless individuals in the county was estimated to be 124 persons (n=480).

The inability to pay rent or mortgage was the most frequent contributing factor leading to homeless status. Losing a job was the second. BPL is committed to assisting Boulder’s homeless community members and their families to become self-supporting and self-sufficient by improving their literacy and developing job skills. BPL is also a place for marginalized community members such as those experiencing homelessness to feel welcomed and part of the community. Further, BPL can facilitate connecting people to the information, resources and other agencies that they need to change or improve their individual situations.

GROWTH TRENDS & AREA CHARACTERISTICS

During the past decade, more than 3,000 new housing units have been built and more than five million square feet of commercial and industrial space has been developed in Boulder. Gunbarrel and east Boulder are anticipated to show the most growth over the next decade11. North Boulder has continued to evolve to include mixed-use development along Broadway that is becoming the subcommunity’s center for gathering and doing business.

Gunbarrel

According to the Boulder Valley Comprehensive Plan (BVCP) 2017 update, the Gunbarrel subcommunity is unique because many residents live in the unincorporated area. There is also shared jurisdiction for planning and service provision among the county, city, Gunbarrel Public Improvement District and other special districts. The commercial and industrial areas in the area have been identified for potential revitalization in previous planning efforts. The City’s 2006 Gunbarrel Community Center Plan proposes transitioning the Gunbarrel commercial area from mostly light industrial uses to a viable and vibrant, pedestrian-oriented commercial center serving Gunbarrel subcommunity residents and workers. This process is partially underway and includes:

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

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

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

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

Boulder Gunbarrel Area Residents At-A-Glance

<table>
<thead>
<tr>
<th>POPULATION</th>
<th>12,057</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents aged 65+</td>
<td>15.9%</td>
</tr>
<tr>
<td>Latinx or Hispanic origin</td>
<td>4.6%</td>
</tr>
<tr>
<td>Median age</td>
<td>38.5 years</td>
</tr>
<tr>
<td>Most prominent age group</td>
<td>55–64 years</td>
</tr>
<tr>
<td>HOUSEHOLDS</td>
<td>5,486</td>
</tr>
<tr>
<td>With children</td>
<td>30.5%</td>
</tr>
<tr>
<td>With active cardholders</td>
<td>32%</td>
</tr>
<tr>
<td>Speak Spanish at home</td>
<td>3.7%</td>
</tr>
<tr>
<td>*Annual household income $24,999 or less</td>
<td>9.6%</td>
</tr>
<tr>
<td>**Annual household income $25,000 to $80,000</td>
<td>31.3%</td>
</tr>
<tr>
<td>Average annual household income</td>
<td>$120,551</td>
</tr>
</tbody>
</table>


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

SOURCE: BPL Gunbarrel Patron Profile Analysis of Top 100 percent of All Patrons within the service area. Cengage Learning, 2016 by Experian. 2016 Alteryx, Inc. Powered by Alteryx.
GROWTH TRENDS & AREA CHARACTERISTICS CONT.

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

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

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

North Boulder Area Residents At-A-Glance

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

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


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

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

As plans progress for further development along the Arapahoe Avenue corridor between Baseline Road and Diagonal Highway and east between 33rd and 55th streets, library staff will coordinate with Planning, Housing and Sustainability to identify and assess options for future library service locations including an option to provide mobile services to the area via a bookmobile. BPL may consider providing some pop-up or pilot programs to engage with community members who reside in east Boulder along Valmont Road and in the Boulder Junction area to understand what type of library services would most benefit them.

Boulder Gunbarrel Area Residents At-A-Glance

<table>
<thead>
<tr>
<th>POPULATION</th>
<th>3,820</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents aged 65+</td>
<td>10.4%</td>
</tr>
<tr>
<td>Latinx or Hispanic origin</td>
<td>20.9%</td>
</tr>
<tr>
<td>Median age</td>
<td>37.4 years</td>
</tr>
<tr>
<td>Most prominent age group</td>
<td>25–34 years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HOUSEHOLDS</th>
<th>1,506</th>
</tr>
</thead>
<tbody>
<tr>
<td>With children</td>
<td>23.2%</td>
</tr>
<tr>
<td>With active cardholders</td>
<td>42%</td>
</tr>
<tr>
<td>Speak Spanish at home</td>
<td>15.7%</td>
</tr>
<tr>
<td>*Annual household income $24,999 or less</td>
<td>13.1%</td>
</tr>
<tr>
<td>**Annual household income $25,000 to $80,000</td>
<td>37.1%</td>
</tr>
<tr>
<td>Average annual household income</td>
<td>$119,932</td>
</tr>
</tbody>
</table>

*The 2017 Federal poverty level for a family of four is annual income of $24,300 per year.
**The true cost of living in Boulder for a family of four is more than $86,000 per year.
The foundational pillars of the BPL Master Plan are the vision for the next 10 years, the goals, and commitments to the community. The vision defines BPL’s role in partnership with the community.

VISION FOR THE NEXT TEN YEARS

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

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

GUIDING PRINCIPLES

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

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

Foster Personal Development and Self-sufficiency
We support life-long learning for all ages to create a more resilient community and empower individual growth.

Support and Sustain an Inspired, Engaged, and Informed Community
We cultivate an informed community by providing resources and facilities to encourage civic dialogue and create a forum that connects people and ideas.

GOALS & COMMITMENTS

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

Form Strong Partnerships and Leverage Community Resources
We value the work and expertise of our community, volunteers, and the Boulder Library Foundation and seek beneficial relationships that enhance the programs, services, and financial stability of the library.

Reach Out and Respond to Our Diverse Community
We evolve with our community. The library will continually engage with the community to develop programs and services that are relevant to their needs.

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

Community members who participated in the master planning process said that BPL is a source of community pride and a trusted source of information. In addition to the traditional role of providing free books and other resources, they defined the library as a vital civic space for people to meet and have conversation, study, hang out with their friends, and engage in fun and educational activities and cultural experiences. Having libraries in their neighborhood area builds and strengthens connections and creates a sense of community with neighbors. BPL was described as a fun and welcoming place, especially for children and youth. It is also a place for patrons to give back to the community through volunteerism, develop literacy skills, and pursue one’s love of books.
The commitments that introduce each of the four themes express the staff’s and Library Commission’s intentions for meeting the goals and are based upon extensive research of the community’s needs and priorities, best practices, and performance benchmarks for public libraries.

The objectives for each master plan goal are categorized into three areas (maintain service levels, address community demand, service expansion) and correspond to the city’s budget definitions.

**Maintain Service Levels = Fiscally Constrained Plan**
Continue to make the most of existing resources with the primary goal of the department to maintain service level and quality. The objectives associated with maintaining service levels are essential operational changes that require limited funding to accomplish.

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

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

---

**SUMMARY OF MASTER PLAN COMMUNITY ENGAGEMENT PARTICIPATION**

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Participants/Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-DAY KICK-OFF LIBRARY COMMUNITY EVENT</td>
<td>+350 participants</td>
</tr>
<tr>
<td>ONLINE SURVEY</td>
<td>1752 respondents</td>
</tr>
<tr>
<td>TEN FOCUS GROUPS</td>
<td>104 participants</td>
</tr>
<tr>
<td>INTERVIEWS WITH COMMUNITY MEMBERS</td>
<td>14 participants</td>
</tr>
<tr>
<td>TWO FAMILY NEIGHBORHOOD COMMUNITY EVENTS</td>
<td>+20 participants intercepted</td>
</tr>
<tr>
<td>OPEN HOUSE COMMUNITY MEETINGS</td>
<td>+180 participants</td>
</tr>
<tr>
<td>WHAT’S UP BOULDER COMMUNITY MEETING</td>
<td>+300 participants intercepted</td>
</tr>
</tbody>
</table>

---

The Master Plan goals are organized under four themes with individual objectives prioritized within three levels.

The four themes are:

1. Programs and Services
2. Facilities and Technology
3. Building Community and Partnerships
4. Organizational readiness

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

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PART 3
GOALS & COMMITMENTS

PROGRAMS & SERVICES

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

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

<table>
<thead>
<tr>
<th>GOAL</th>
<th>MAINTAIN SERVICE LEVELS</th>
<th>ADDRESS COMMUNITY DEMAND</th>
<th>SERVICE EXPANSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide resources and facilities to encourage civil civic dialogue and create a forum of ideas to address local, regional and national issues.</td>
<td>Review results of Living Room Conversations and report from the city’s Public Participation Working Group and work in collaboration with the city’s Neighborhood Liaison and Community Engagement Committee to develop pilot program. Conduct pilot dialogues to test community interest in this program.</td>
<td>Engage community to capture timely issues for discussion from the surveys, program feedback, and current events. Determine staff and training needs and partners to support this pilot program.</td>
<td>Increase or reallocate personnel and non-personnel budget for this program based upon community interest.</td>
</tr>
<tr>
<td>Provide adequate resources to maintain high-quality core programs and services with strong participation in the face of growing demand.</td>
<td></td>
<td>Increase branch library and youth services personnel and non-personnel budget to address recent growth in demand.</td>
<td></td>
</tr>
<tr>
<td>Provide uniform service levels at the Main Library and branch libraries by increasing hours and program offerings.</td>
<td></td>
<td>Develop and implement a plan for the personnel budget to provide consistent open hours and program offerings within five years</td>
<td></td>
</tr>
<tr>
<td>Provide adequate resources for library collections and their maintenance.</td>
<td></td>
<td>Develop and implement a plan to incrementally increase the collection budget to reach $4 per capita in 10 years. Evaluate annually and adjust personnel budget to managed increased circulation of materials.</td>
<td></td>
</tr>
</tbody>
</table>
### Part 3

**Goals & Commitments**

#### Programs & Services Cont.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Maintain Service Levels</th>
<th>Address Community Demand</th>
<th>Service Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase the community’s awareness of library programs and services.</strong></td>
<td></td>
<td>Increase targeted marketing and social media communications to promote awareness of current programs and services. Evaluate annually and adjust personnel budget to address increase in programs. Engage a marketing consultant to assist with the development of a multi-year marketing plan with strategic goals that delineates budget resources necessary for implementation.</td>
<td>Implement plan and incrementally increase marketing budget to reach three-percent of the overall library operating budget.</td>
</tr>
<tr>
<td><strong>Activate the outside public spaces at each city-owned library facility.</strong></td>
<td>Develop a learning garden or urban farmers program with local partners on the grounds of city-owned library facilities.</td>
<td>Develop and implement a strategy and funding plan that includes: goals for outside spaces that support the city’s environmental sustainability goals; maintenance standards for grounds and equipment; and that identifies programs and potential partners. Identify and engage partners. Identify and obtain grant funding.</td>
<td></td>
</tr>
<tr>
<td><strong>Activate the Canyon Theater and Gallery.</strong></td>
<td>Assess impact to the theater and gallery spaces by tracking requests, costs, and revenues.</td>
<td>Increase personnel and non-personnel budget to meet current demand for technical support during library programs and rentals. Investigate options for funding a two-year pilot program to expand use of the Canyon Theater and Gallery by offering it for free to the community.</td>
<td>Identify capital funding resources needed to fully renovate the theater space and upgrade the furniture and equipment. Implement the two-year pilot concept plan. Identify and engage community partners and request personnel and non-personnel resources required. Partner with business and arts community members to conduct fundraising for improvements.</td>
</tr>
</tbody>
</table>
### GOALS & COMMITMENTS

**PART 3**

**PROGRAMS & SERVICES CONT.**

<table>
<thead>
<tr>
<th>GOAL</th>
<th>MAINTAIN SERVICE LEVELS</th>
<th>ADDRESS COMMUNITY DEMAND</th>
<th>SERVICE EXPANSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand the library materials holds service for patrons.</td>
<td>Evaluate use of the service annually and adjust for changes in the number of holds fulfilled.</td>
<td>Increase personnel and non-personnel budget to cover recent growth in demand.</td>
<td>Increase personnel and non-personnel budget to expand the holds service.</td>
</tr>
<tr>
<td>Expand maker program offerings.</td>
<td>Reallocate some of the current BLDG61 Makerspace hours and resources to pilot maker programs at the branch libraries and out into the neighborhoods. Change fixed-term creative technologist position to 1 full-time standard employee to maintain current program offerings.</td>
<td>Evaluate branch library and eServices staffing levels to maintain program offerings that address community demand. Increase personnel budget to maintain outreach programs. Develop maker program expansion plan for one, three, and five- year time horizon.</td>
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<tr>
<td>Expand makerspace facilities at the Main Library and branch libraries.</td>
<td>Install and staff a makerspace in the North Boulder Branch Library.</td>
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<td>Develop program, staffing and space expansion plan including spaces in new facilities. Expansion in the Main Library is dependent upon the renovation feasibility study goal in the Facilities and Technology section. Create a financial plan that identifies capital and operating funding sources. Identify and engage community partners.</td>
</tr>
<tr>
<td>Expand the variety of educational and cultural programs based upon community interest.</td>
<td>Collaborate with tweens and teens to develop a wider variety of youth-focused programs.</td>
<td>Increase personnel budget to engage partners and volunteers, and to assist with programs. Expand opportunities for patrons to gain technical skills and practice speaking other languages, and to educate and demonstrate climate, resiliency, and sustainability goals to test community interest.</td>
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</table>
### FACILITIES & TECHNOLOGY

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

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

### Goals & Commitments

<table>
<thead>
<tr>
<th>Goal</th>
<th>Maintain Service Levels</th>
<th>Address Community Demand</th>
<th>Service Expansion</th>
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<tbody>
<tr>
<td>Open a full-service branch library in north Boulder with hours that are consistent with other branch facilities and includes a makerspace.</td>
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<td>Engage community to inform the development of the program plan and select a location.</td>
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<tr>
<td>Provide sufficient devices and network bandwidth to accommodate user demand in current and new facilities and to manage technology resources to maximize purchasing power and quality.</td>
<td>Conduct a WiFi capacity analysis to ensure adequate access is available in current facilities and to plan for right-size system in new facilities.</td>
<td>Expand WiFi infrastructure at select branch facilities to provide no-cost WiFi access to residents of adjacent low-income neighborhoods.</td>
<td>Obtain funding necessary to connect new North Boulder Branch Library to the city’s network.</td>
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<tr>
<td>Provide mobile equipment, technology, and vehicles for outreach programs.</td>
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<td>Upgrade to WiFi infrastructure to address demand.</td>
<td>Acquire mobile equipment, technology, and vehicles and ongoing maintenance funding.</td>
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</table>
## PART 3

### GOALS & COMMITMENTS

### FACILITIES & TECHNOLOGY CONT.

<table>
<thead>
<tr>
<th>GOAL</th>
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<th>ADDRESS COMMUNITY DEMAND</th>
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<tr>
<td><strong>Open a “corner library” in Gunbarrel.</strong></td>
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<td>Engage community to inform the development of the program plan.</td>
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<td>Create a financial plan that identifies capital and operating funding sources.</td>
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<td>Identify location and engage community partners.</td>
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<tr>
<td><strong>Create a technology plan that addresses equipment, web and app design and maintenance, associated staffing levels, and staff training and skill building.</strong></td>
<td>Increase personnel budget to provide library-specific technology support to patrons and staff.</td>
<td>Engage a consultant and coordinate with the city IT Department to conduct a technology analysis that includes recommendations for training and increasing the personnel budget to support new technology.</td>
<td>Implement an incremental plan to fund personnel and non-personnel needs identified by the analysis.</td>
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<td></td>
<td>Evaluate internet filtering to maintain compliance with federal law and eligibility for grant funding.</td>
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<tr>
<td><strong>Improve cleanliness of library facilities.</strong></td>
<td>Replace carpet, paint and furniture with quality materials, surface finishes and colors that are easily maintainable.</td>
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<td>Establish ongoing funds for the replacement of furniture in public spaces.</td>
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<td></td>
<td>Implement an incremental plan to fund janitorial services and additional day porters to reach and maintain International Facilities Management Association standards within three years.</td>
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<tr>
<td><strong>Create a facility restoration plan for the Carnegie Library for Local History.</strong></td>
<td>Create a facility restoration and funding plan for the Carnegie Library for Local History.</td>
<td>Obtain funds to implement plan recommendations.</td>
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<tr>
<td><strong>Acquire additional archival storage for Carnegie Library for Local History resources.</strong></td>
<td>Acquire archival-quality storage for historic resources that are currently held in offsite facilities.</td>
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## PART 3
## GOALS & COMMITMENTS
### FACILITIES & TECHNOLOGY CONT.

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| **Build upon and update the library’s 2009 Facilities Sustainability Plan by conducting several studies and analyses and supporting associated funding needs.** | Support funding of the maintenance backlog for library facilities outlined in the Facilities and Asset Management Master Plan. Develop a 10-year prioritized, capital needs plan and funding strategies that include:  
- Systemwide facility enhancements to address changes with programs and service delivery  
- Carnegie Library for Local History restoration,  
- Mobile service equipment  
- New facilities  
Conduct feasibility study of the George Reynolds Branch Library facility. Study should:  
- Identify the building’s remaining service life and feasibility of long-term use  
- Provide options for renovating the facility, redeveloping the site, and relocating the services. | Conduct a renovation feasibility study for the Main Library’s north building to assess expanding the makerspace, renovating the theater for greater flexibility, and providing more space for partners.  
Conduct a holistic energy building analysis to identify resources needed to continue to meet City’s Climate Commitment goals.  
Conduct an audit of all facilities to identify issues with ADA compliance and where facilities don’t meet CO library standards, and to identify opportunities to be inclusive to families, caregivers, parents, and all-genders.  
Conduct a sign audit and develop a plan to install clear, consistent wayfinding signs and design elements in all facilities. | Conduct an analysis of growth and distribution of library services in Boulder to develop a 20-year facilities build-out plan.  
Identify opportunities to partner with City of Boulder Fire Department and other departments to co-manage facilities in new locations for the library (e.g. Fire Station 3 and the Transit Village area).  
Assess the Meadows Branch Library location and options to relocate within the shopping center. |
| **Address safety/security in all facilities.** | Conduct an analysis of need and peak times to provide appropriate level of security personnel and equipment at all facilities.  
Fund additional security personnel who are trained to de-escalate disruptive situations.  
Evaluate enforcement practices of rules of conduct. | Evaluate design and management options (e.g. time limits) to provide amicable and equitable use of space, such as: Main Library banquette seating, Main Library public restrooms, secluded window-facing seating at the Main Library, Seeds Café.  
Devise standards for management of spaces that apply to all facilities.  
Conduct further analysis on cost and structure of contracting versus hiring employees for security services. |  
Primary connection to the City of Boulder Sustainability Framework |  
* Livelable Community  
* Accessible and Connected Community  
* Environmentally Sustainable Community  
* Healthy and Socially Thriving Community |
PART 3
GOALS & COMMITMENTS

BUILDING COMMUNITY & PARTNERSHIPS

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

• Supporting the community by providing opportunities and facilitation for civic engagement and dialogue.
• Engaging in meaningful discussions, gathering input, and acting in partnership with other agencies to support community-wide growth and transformation.
• Ensuring that affiliates such as the Boulder Library Foundation are aligned to strengthen the connections between the library and the community.
• Continuing to provide patrons with greater access to resources by collaborating with other libraries.
• Building strategic relationships with community partners to maximize public access technology resources and services provided to the community.

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<td>Cultivate community awareness about how the library is a welcoming and inclusive public place for all and protects all patrons’ first amendment rights and privacy.</td>
<td>Design and implement an engaging and inclusive campaign (e.g. blog, newsletter, dialogues) on these topics (e.g. What the library means to me?).</td>
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<tr>
<td>Develop a strategic partnership plan that includes a policy definition, identifies community partners to provide programs that support Boulder’s value of being welcoming and inclusive, and that builds community resilience.</td>
<td>Promote community awareness of the benefit of current partnerships with the library with the goal of attracting other beneficial partners. Reach out to potential partners to discuss needs and opportunities for partnering. Develop strategic partnership plan that coordinates with the marketing plan (a goal in the Programs and Services section) and includes personnel and non-personnel support costs.</td>
<td>Increase personnel and non-personnel budget according to the recommendations of the plan.</td>
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### PART 3
GOALS & COMMITMENTS

#### BUILDING COMMUNITY & PARTNERSHIPS CONT.

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<tr>
<td><strong>Cultivate and engage the Library’s teen advisory groups.</strong></td>
<td>Library leadership representatives meet with the Library’s teen advisory groups to discuss their interest and opportunities for engaging teens in general.</td>
<td>Provide resources and opportunities for group members to cultivate civic engagement and leadership skills related to library planning.</td>
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<td>Library leadership solicit input and volunteerism from teens to present programs appealing to teens and younger children.</td>
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<td>Library leadership convene a summit of the teen advisory groups to gather feedback about how the library can best meet their needs and to discuss program planning.</td>
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<td></td>
<td>Library Commission extend an invitation to representative from each teen advisory group to attend Library Commission meetings.</td>
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<td><strong>Cultivate relationship with patrons who are experiencing homelessness.</strong></td>
<td>Engage a group of library patrons who are experiencing homelessness in a dialogue to: • learn how the library can better serve individuals who are homeless, • help to cultivate a more positive public perception of persons who are homeless or transient, and • get their input on supporting individuals to manage behavioral issues in the library.</td>
<td>Partner with patrons from the dialogue group (above), colleagues from human services organizations, and local artists to create an educational exhibit, campaign, and/or programs about the human issue of homelessness.</td>
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## BUILDING COMMUNITY & PARTNERSHIPS CONT.

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<tr>
<td><strong>Expand outreach to reach underserved communities.</strong></td>
<td>Develop an outreach plan that includes a policy definition of underserved communities, identifies and prioritizes strategies to expand outreach. Strengthen relationships with Latinx community members. Continue to focus on recruiting new staff members in public service and outreach roles that are bilingual and/or bicultural.</td>
<td>Create a forum for Latinx community members to directly provide input on library programs. Initiate an outreach campaign through the neighborhood branch libraries and youth services partners to share information about the library, identify needs, and gather input from Latinx community members about overcoming barriers to access. Partner with agencies that serve the Latinx community to take library programs such as STEAM into the community. Partner with agencies and community members to increase the number of culturally relevant programs at the library.</td>
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<tr>
<td><strong>Expand the volunteer services program to leverage volunteer expertise to support daily operations, programs and engagement.</strong></td>
<td>Conduct an annual survey of volunteers to gather ideas and assess their satisfaction with the program. Transition the homebound delivery program to become volunteer-lead. Coordinate with city’s Community Engagement Team to develop opportunities for volunteer engagement.</td>
<td>Create a volunteer advisory group to gather input on the program, appreciation and acknowledgement, and the annual survey. Engage volunteers and partners to conduct fundraising for making modest improvements to the Canyon Theater prior to implementation of the two-year pilot Canyon Theater and Gallery rental program.</td>
<td>Engage volunteers and partners to supplement staffing for the Canyon Theater and Gallery rental program.</td>
</tr>
<tr>
<td><strong>Host an annual literacy-focused festival.</strong></td>
<td></td>
<td>Identify and engage partners. Identify and obtain funding primarily through grants and donations.</td>
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</table>
PART 3
GOALS & COMMITMENTS

ORGANIZATIONAL READINESS

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

• Consistently fostering a healthy and effective work environment to ensure a positive patron experience.
• Maintaining effective and sustainable library operations and procedures that provide tangible community benefits from well-planned library services, technologies, and facilities.

• Employing sufficient staff with customer service and technology skills to help patrons achieve their goals.
• Creating and administering policies that reflect library values and priorities, are user-friendly and accessible, and are current, comprehensive, and consistent.

<table>
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<tr>
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<tbody>
<tr>
<td>Staff recruitment, training and development to maintain service excellence.</td>
<td>Provide facilitation training so that staff may moderate community dialogue.</td>
<td>Provide opportunities for current staff members to gain Spanish language skills to better serve Spanish-speaking patrons through the tuition reimbursement program.</td>
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<td>Increase the temporary personnel budget to accommodate regular meeting time for staff to cross train and participate in team building.</td>
<td>Provide opportunities for current staff members to gain Spanish language skills to better serve Spanish-speaking patrons through the tuition reimbursement program.</td>
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<td>Provide basic workplace safety and de-escalation training to staff.</td>
<td>Implement 1-2 technology training recommendations from the Technology Plan (a goal in the Facilities and Technology section).</td>
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<td>Recruit staff members that are fluent in Spanish or are bicultural to reflect the diversity of Boulder’s population.</td>
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<tr>
<td>Review policies and planning documents.</td>
<td>Conduct a review of library policies that have not been updated in three years.</td>
<td>Provide quarterly library use statistics on the website.</td>
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<td>Conduct evaluation of progress toward meeting Master Plan objectives and adjust goals and objectives as needed.</td>
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<td></td>
<td>Update the 2018 Library Master Plan goals, initiatives, and associated timeline after five years.</td>
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</table>
### GOAL MAINTAIN SERVICE LEVELS

- Gather staff and community input.
  - Review and address results of city's staff engagement survey.
  - Conduct patron satisfaction survey.

- Identify and address opportunities to improve internal staff communication and teambuilding.
  - Initiate a cross-division taskforce to investigate and evaluate options with staff to improve communication.
  - Implement 1-2 highest priority recommendations for the taskforce.

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

- Good Governance
MEASURING SUCCESS

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

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

EVALUATION TOOLS

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

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

Further, BPL contributes to the City of Boulder reaching several organizational goals that connected to the City’s Sustainability Framework:

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

Healthy and Socially Thriving Community
Diversity/Inclusion/Human Rights and Social Equity Goal- promote a safe and inclusive environment for all residents to participate in civic life and access community services
• Survey results show an increase in the percentage of minority participation by program and department
Health and Well-Being Goal – promote and support programs and services that improve the physical and mental health and well-being of residents
• Survey results show an overall rating of ‘good’ or ‘very good’ rating for opportunities to attend arts/cultural events

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

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

Bi-annual Patron Satisfaction Survey
BPL will invite the community’s assessment of its performance, to gauge awareness of programs and services, to understand how they are informed of new programs, the community’s priority for library programs and services, and its satisfaction with facilities and technology. A consistent overall rating of satisfactory or greater indicates success.

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

Colorado Public Library Standards
BPL will evaluate its resources and services to determine if it is continuing to meet the basic standards outlined by the Colorado State Library on an annual basis.
PART 4

MEASURING SUCCESS

METRICS & STANDARDS

BPL tracks several input and output measures which it reports annually to the Library Research Service and compares its performance to other peer public library systems in the following ways. Some of these statistics are also used in the BPL’s annual report.

- Per capita and per cardholder comparison
- All operating expenditures
- Staff expenditures
- Collection expenditures
- Visits
- Circulation of materials outputs
- Staff full-time equivalent (FTE) positions per 1000 patrons served
- Staff FTE positions per 10,000 materials circulated
- Turnover rate of materials

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

BPL has identified its own standards in four fundamental areas.

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

- Collaborations or formal partnerships with other agencies such as businesses, non-profits, and community organizations.
- Engagement of Latinx community evaluated using survey demographic data and comparison to census mapping data.
- Latinx youth attendance at STEAM programs
- Volunteer hours contributed
- Volunteers and their involvement at all levels of the organization
- Volunteer opportunities available
- Cumulative and individual attendance totals for programs and events (e.g. storytime, concerts, STEAM programs, etc.)
- New cardholders
- Literacy and outreach participants
- Engagement of community members that would not otherwise participate in maker activities
- Actions are aligned with the City of Boulder Resilience Strategy
- Library leadership and Library Commission engages Teen Advisory Board at least quarterly
- Programs and services are aligned with community input and use
- Internet capacity in all facilities is adequate to meet demand

STANDARD: BPL provides high-quality, relevant materials and resources

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

STANDARD: BPL’s facilities are well-maintained, safe, and adaptable to the community’s evolving needs

- Space planning for renovated and new facilities meets ADA requirements and Colorado Library Standards
- Facilities maintenance backlog is addressed so that the condition of each facility reaches and/or maintains a “Good” rating according to the Facilities Condition Index
- The facility build-out plan and timing are aligned with community growth
- Design, renovation, and maintenance of library facilities align with the City’s Climate Commitment goals

STANDARD: BPL maintains efficient operating practices

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

STANDARD: BPL’s operating and capital budget is financially sustainable

- Volunteer Return on Investment
- Funding per capita/user
- Grants obtained
- Sources and amounts of revenue are stable and matching demand
- Operating and capital budget is adequate to maintain service levels and support growth to address community needs
- Staff expenditures range from 60 to 65 percent of the operating budget

PART 5

INVESTMENT PRIORITIES & FUNDING

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

ONGOING FUNDING RESOURCES

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

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

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

The Library Fund described above was established in 2016 following a voter approved city charter change. Prior to the charter change, BPL’s operating budget was funded from a previous version of the Library Fund (referred to as the old Library Fund or library reserve fund). This fund, while called out separately in name, existed within the General Fund and allowed for the commingling of restricted and unrestricted revenue sources, i.e. dedicated property taxes mixed with sales and use tax transferred in from the General Fund. When the new Library Fund was established, the balance that had accumulated over the years in the old Library Fund was set aside within the General Fund to be used for future library needs.

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

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

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

* The Charter of the City of Boulder, article IX, section 134. library.municode.com/co/boulder/code?nodeId=THCHBOCO_ARTIXADCO_LICO_S134LIFU
PART 5
INvestment Priorities & Funding

Current Investment Strategy Cont.

Equipment Replacement Fund (ERF) Cont.
Equipment must meet the following criteria to be included on the ERF:
1. Tangible in nature and does not lose its identity if removed from original location
2. Have a useful life of more than one year
3. Have an original cost of at least $5,000
   • The ERF cannot cover vehicles, buildings, building materials (machinery, fixtures, or land) and improvements.
   • Furnishings are not included in the ERF, they are funded out of the library’s operating budget

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

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

2017 Boulder Public Library Sources of Ongoing Funds
Total $7,960,964

<table>
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Capital and One-Time Funding Resources
There are several sources of funds restricted for the library use. These funds may be used for one-time projects and capital needs and may have specific restrictions for how they may be expended.

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

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The library has proceeds from the sale of the Blystadt-Laesar House at 117 Pine St. sitting in a restricted account within the General Fund. The house was purchased in late 1986 to supplement the archival storage needs of the Carnegie Branch Library. After the purchase, the house was determined to be inadequate for its intended use, and when it was sold in 2002, the intention was to use sale proceeds to fund other archival storage options such as digitization.

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PART 5
INVESTMENT PRIORITIES & FUNDING

LIBRARY DEPARTMENT BUDGET BASICS
Library Department Funding Structure

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<thead>
<tr>
<th>Fund and Revenue/Source</th>
<th>Expenditure Type</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td>Library Operations</td>
</tr>
<tr>
<td>Sales and Use Tax</td>
<td></td>
</tr>
<tr>
<td>Property Tax</td>
<td></td>
</tr>
<tr>
<td>Misc. Fees and Other Taxes</td>
<td></td>
</tr>
<tr>
<td>Library Revenue</td>
<td></td>
</tr>
<tr>
<td><strong>Library Fund</strong></td>
<td>Materials Acquisition</td>
</tr>
<tr>
<td>Property Tax (0.33 Mills Dedicated) Interest</td>
<td></td>
</tr>
<tr>
<td>Proceeds from Sale of Library Property Grants, Donations, Bequests, Gifts</td>
<td></td>
</tr>
<tr>
<td>Library Revenue</td>
<td></td>
</tr>
<tr>
<td><strong>Computer Replacement Fund</strong></td>
<td>Computer Replacement</td>
</tr>
<tr>
<td>Annual Library Dept. Contributions</td>
<td></td>
</tr>
<tr>
<td>Comp. Purchased on Behalf of Library</td>
<td></td>
</tr>
<tr>
<td><strong>Equipment Replacement Fund</strong></td>
<td>Equipment Replacement</td>
</tr>
<tr>
<td>Annual Library Dept. Contributions</td>
<td></td>
</tr>
<tr>
<td>Eq. Purchased on Behalf of Library</td>
<td></td>
</tr>
<tr>
<td><strong>Facilities Renovation &amp; Replacement Fund</strong></td>
<td>Major Maintenance, Renovation and Replacement of Library Facilities</td>
</tr>
<tr>
<td>Annual Dept. Contributions</td>
<td></td>
</tr>
<tr>
<td><strong>Capital Development Fund</strong></td>
<td>Capex That Expands Library Capacity</td>
</tr>
<tr>
<td>Impact Fees</td>
<td></td>
</tr>
</tbody>
</table>

*Budgeted expenditures require favorable recommendation from the Library Commission

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

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

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

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

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

INVESTMENT PRIORITIES & FUNDING

FUTURE INVESTMENT STRATEGY

During the past ten years, several staff organizational changes have been made to improve efficiency, place a greater focus on customer service and increase program offerings including adding the NoBo Corner Library location and the BLDG 61 Makerspace at the Main Library. Hours open to the public increased 15.5 percent, and circulation of materials by 32 percent. Cardholders also increased by 76 percent and program attendance by 64 percent. In the same time frame, staffing was reduced from 79.45 to 75.5 FTE, an overall five percent decrease, and 17 percent decrease per participant. Cardholders also increased by 76 percent and program attendance by 64 percent. In the same time frame, staffing was reduced from 79.45 to 75.5 FTE, an overall five percent decrease, and 17 percent decrease per participant.

Summary of Change in Annual Input and Output Measures from 2006–2016

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<thead>
<tr>
<th>INPUT MEASURE</th>
<th>2006</th>
<th>2016</th>
<th>PERCENT CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total operating revenue</td>
<td>$5,976,844</td>
<td>$7,512,839</td>
<td>+25% [3%]*</td>
</tr>
<tr>
<td>Staff FTE</td>
<td>79.45</td>
<td>75.5</td>
<td>-5%</td>
</tr>
<tr>
<td>Total expenditures per capita</td>
<td>$61.61</td>
<td>$71.42</td>
<td>+16%, [-5%]*</td>
</tr>
<tr>
<td>Staff expenditures per capita</td>
<td>$43.56</td>
<td>$47.39</td>
<td>+9%, [-12%]*</td>
</tr>
<tr>
<td>Staff expenditures as percent of total operating expenditures</td>
<td>71%</td>
<td>66%</td>
<td>-5%</td>
</tr>
<tr>
<td>Hours open to the public</td>
<td>10,724</td>
<td>12,378</td>
<td>+15.5%</td>
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<table>
<thead>
<tr>
<th>OUTPUT MEASURE</th>
<th>2006</th>
<th>2016</th>
<th>PERCENT CHANGE</th>
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<tbody>
<tr>
<td>Total circulations</td>
<td>1,109,619</td>
<td>1,473,520</td>
<td>+32%</td>
</tr>
<tr>
<td>Staff per 10,000 circulations</td>
<td>0.72</td>
<td>0.51</td>
<td>-29%</td>
</tr>
<tr>
<td>Total cardholders</td>
<td>79,485</td>
<td>140,607</td>
<td>+76%</td>
</tr>
<tr>
<td>Cardholders as percent of the population</td>
<td>82%</td>
<td>131%</td>
<td>+59%</td>
</tr>
<tr>
<td>Staff per 1,000 served</td>
<td>0.82</td>
<td>0.7</td>
<td>-17%</td>
</tr>
<tr>
<td>Total program attendance</td>
<td>62,211</td>
<td>102,072</td>
<td>+64%</td>
</tr>
<tr>
<td>Program attendance per 1,000 served</td>
<td>638</td>
<td>951</td>
<td>+50%</td>
</tr>
<tr>
<td>Summer of Discovery program participants</td>
<td>428</td>
<td>3018</td>
<td>+598%</td>
</tr>
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*adjusted for inflation | SOURCE: Library Research Service – 2016 Colorado Public Library Statistics

Staff workload has reached capacity and additional investment is needed to:
- Maintain current service levels and quality;
- Address growth in library use that has occurred since the 2014 Main Library Renovation and emphasis on core youth-focused programs such as storytime and STEAM programs; and
- Address patron requests for expansion of facilities, programs and services.

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

These costs are grouped by budget priority level (maintain service levels, address community demand, service expansion) and shown in the graphs below.

![ESTIMATED ONGOING OPERATING COSTS BY PRIORITY LEVEL](image)

Ongoing facilities costs include security services funded by the library’s operating budget. It also includes ongoing facilities costs that are managed by FAM for janitorial services and catch up funding for Operation and Maintenance, Major Maintenance and Renovation and Replacement funding ($63,000) which are currently underfunded.
PART 5
INVESTMENT PRIORITIES & FUNDING

FUTURE INVESTMENT STRATEGY CONT.

One-time and Capital costs include addressing the current facilities maintenance backlog ($3.7 million in Maintain Service levels) which is unfunded, the north Boulder branch library construction ($6.7 million) that is primarily funded from the Community, Culture, and Safety Tax, and the Main Library restroom renovation ($650,000) which is funded by the old Library Fund reserve.

FINANCIAL SUSTAINABILITY

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

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

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

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

The Library Research Service – 2016 Colorado Public Library Statistics
PART 5
INVESTMENT PRIORITIES & FUNDING

OPTIONS FOR INCREASED MUNICIPAL FUNDING

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

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

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

Request Voters Dedicate an Additional Increment of Sales Tax for the Library
Proposals for a sales tax increase require an ordinance from City Council prior to putting the proposed changes to a vote. The current sales and use tax rate in the city is 3.86 percent. There is an additional 0.15 percent tax on prepared food only and the revenue is dedicated to the Boulder Visitors and Convention Bureau. Each one-tenth of a cent increase in sales and use tax currently generates approximately $3.3 million annually. When fully implemented, the master plan costs are estimated to require an increase of 0.12 percent in sales and use tax. This would increase the city sales and use tax rate to 3.98 percent (4.13 percent on prepared foods). See the Regional Sales and Use Tax Rates table below for comparison to other cities in the region.

Request Voters Dedicate a New Property Tax for the Library
Proposals for a property tax increase also require an ordinance from City Council prior to putting the proposed changes to a vote.

Option 1: Reallocate current city property taxes to dedicate a greater share to library services.

Option 2: Request voters increase the city property tax mill levy and dedicate the amount needed to fully fund library services.

In addition to City Charter article IX, section 134 specifying the share of city property taxes dedicated to the library, article VI, section 94 imposes a 13-mill cap on the total property tax that can be levied by the City. Increasing the cap and dedicating the amount needed to fully fund library services requires voter-approved changes to both articles in the City Charter. Once approved by the voters, budget reallocations to distribute the current sales and use tax revenues that are appropriated to the library could occur during the annual budget process or via a supplemental appropriation.

New library master plan program costs will occur over several years and the increase in the property tax mill levy could be phased in to correspond to the implementation of the new services. An increase in the overall mill levy allowed by the charter would support library needs and could allow the city additional headway to fund other city projects in the event other needs arise in the next decades.

<table>
<thead>
<tr>
<th>CITY</th>
<th>LOCAL PERCENT TAX RATE</th>
<th>TOTAL PERCENT TAX RATE</th>
<th>LOCAL TAX RATE IF COB INCREASED .12 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broomfield</td>
<td>4.15</td>
<td>8.15</td>
<td>4.15</td>
</tr>
<tr>
<td>Boulder</td>
<td>3.86</td>
<td>8.845</td>
<td>3.98</td>
</tr>
<tr>
<td>Fort Collins</td>
<td>3.85</td>
<td>7.60</td>
<td>3.85</td>
</tr>
<tr>
<td>Denver</td>
<td>3.65</td>
<td>7.65</td>
<td>3.65</td>
</tr>
<tr>
<td>Lafayette</td>
<td>3.50</td>
<td>8.485</td>
<td>3.50</td>
</tr>
<tr>
<td>Louisville</td>
<td>3.65</td>
<td>8.635</td>
<td>3.65</td>
</tr>
<tr>
<td>Arvada</td>
<td>3.46</td>
<td>8.21</td>
<td>3.46</td>
</tr>
<tr>
<td>Longmont</td>
<td>3.53</td>
<td>8.515</td>
<td>3.53</td>
</tr>
<tr>
<td>Golden</td>
<td>3.00</td>
<td>7.50</td>
<td>3.00</td>
</tr>
<tr>
<td>Loveland</td>
<td>3.00</td>
<td>6.45</td>
<td>3.00</td>
</tr>
</tbody>
</table>

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

Option 1: Article IX, section 134 of the City Charter includes language specifying the library’s current portion of city property taxes. Even though reallocating current property taxes would not result in an overall increase, this part of the charter would need to be amended by the voters to dedicate more of the current mill levy for library purposes.

Option 2: The Charter of the City of Boulder, article VI, section 94.
**Some Advantages and Challenges of the City Retaining Governance of the Library System and Increasing and/or Reallocating Tax Revenues**

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>CHALLENGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library receives internal services from Innovation Technology, Human Resources, City Attorney’s Office, City Manager’s Office, Facilities and Finance.</td>
<td>Library must compete with other city departments for the portion of its budget that is not dedicated.</td>
</tr>
<tr>
<td>Diversified revenue streams balance economic volatility.</td>
<td></td>
</tr>
<tr>
<td>The city can ask the voters to lift the caps imposed by the Taxpayer Bill of Rights (TABOR) Amendment or “de-Bruce”.</td>
<td>State budget limits and constitutional limits, such as TABOR and the Gallagher Amendments apply to library districts. The effect of the Gallagher Amendment means a disproportionate amount of property tax is placed on commercial property. “De-Brucing” requires voter approval.</td>
</tr>
<tr>
<td>City of Boulder general fund contribution of approximately $7 million annually generated from sales tax revenue would no longer need to be used to support the library.</td>
<td>Sales and use taxes are not a stable form of revenue and are regressive.</td>
</tr>
<tr>
<td>In general, property tax is a stable form of revenue.</td>
<td>Raising the mill levy cap on property taxes must be approved by the voters.</td>
</tr>
<tr>
<td>Increase the rates for sales and use or property taxes must be approved by the voters.</td>
<td></td>
</tr>
<tr>
<td>Campaign and election process requires time and monetary resources.</td>
<td>Property taxes are subject to periodic property devaluations that could result in service reductions.</td>
</tr>
</tbody>
</table>

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**LIBRARY DISTRICT FUNDING & GOVERNANCE**

Another option to increase library funding would be to form a library district. Library districts are the most common form of governance and funding for libraries in Colorado. One third of BPL cardholders reside outside of Boulder city limits. Forming a library district would capture funding from residents outside the city limits that the library serves. See the following appendices for information related to forming a library district.

- A summary of the cities and counties where current BPL cardholders reside - Appendix E.
- A map of current BPL patron households within the Boulder Valley Comprehensive Plan area and outlying areas - Appendix E.
- A map of Colorado library jurisdictions - Appendix G.

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

If a library district is formed to include only the city limits, the City Council would appoint a library district board. If a library district’s boundaries include areas outside of the city limits, City Council will coordinate with the County Commissioners to appoint the board members. This board would then function independently of the city government, with primary responsibilities of hiring a library director, approving expenditures and overseeing all district strategy and accountability for operational efficiencies. The district would assume responsibilities for all administrative functions (human resources, finance, facilities management, insurance, employee benefits and retirement, etc.) or choose to contract with the city or other entities to provide these services. All library employees would become employees of the district.

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

The first year of transition to a district is complicated and would require a large commitment from the board and staff. There are several transition costs and ongoing costs that would have to be negotiated by the district and the city and county. These costs include: election costs, facilities insurance, employee benefits, Public Employee Retirement Association pension liability for all district employees, facilities maintenance, communications, Information Technology services and maintenance, Human Resources and legal services.

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

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>CHALLENGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding is secured directly from dedicated tax revenues rather than competing with other city or county departments.</td>
<td>Introduction of a new tax that requires voter approval.</td>
</tr>
<tr>
<td>A library district can ask the voters to lift the caps imposed by the Taxpayer Bill of Rights (TABOR) Amendment or “de-Bruce”.</td>
<td>Campaign and election process requires time and monetary resources.</td>
</tr>
<tr>
<td>The 0.333 property tax mill levy for Boulder property owners to fund libraries may be rescinded. More investigation is required to determine this.</td>
<td>State budget limits and constitutional limits, such as TABOR and the Gallagher Amendments apply to city government. The effect of the Gallagher Amendment means a disproportionate amount of property tax is placed on commercial property. “De-Brucing” requires voter approval.</td>
</tr>
<tr>
<td>City of Boulder general fund contribution of approximately $7 million annually generated from sales tax revenue would no longer need to be used to support the library.</td>
<td>Funding is restricted to property taxes which are subject to periodic property devaluations that could result in service reductions. In the event of a downturn in the assessed property values, there is usually a one or two-year delay in property tax collections to plan how to address any decreased revenue.</td>
</tr>
<tr>
<td>A single purpose district can enhance accountability to the taxpayers and organizational focus.</td>
<td>The administrative costs the district would have if it entered into direct charge agreements with any of the city’s internal service departments or external vendors could be approximately 15% higher than the overhead costs for these services that are currently covered by the city.</td>
</tr>
<tr>
<td>Debt can be issued to fund capital projects, but funding received is not solely restricted to capital costs.</td>
<td>The district would assume approximately $5.5 million in unfunded net pension liability and all associated employer contribution requirements.</td>
</tr>
<tr>
<td>Budgeting is more nimble and responsive to the needs of the community. Unspent annual budget can be retained for future years.</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

Guided by the new mission, vision and guiding principles, BPL will implement this Master Plan through an annual planning process. It will measure its success by employing several evaluation tools including input from the community to determine the effectiveness of its programs and services and its ability to meet the standards outlined in Part 4 of this plan.

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

1. review of the Master Plan;
2. review of accomplishments and success measures of the initiative for the past year as well as the status of initiatives that were not completed;
3. review and priority of the potential initiatives for the upcoming three years along with preparation of adjusted cost estimates;
4. development of the annual budget request, policy issues, and success measures for initiatives planned for the upcoming year;
5. mid-year adjustments in the current year plan and the three-year action plan as needed to make the most effective use of resources.

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

Remains the same after more than 150 years….

- An informal learning platform — free & open to all
- A place where people & ideas connect — a place to experiment
- A safe space embracing the aspirations of all people — including those who think & are different than “us”

We create community

We change lives
TOPICS

• What BPL does & its role in the community.

• The community’s vision for BPL for the next 10 years in the Master Plan

• BPL’s financial sustainability

• What you can do to support your Boulder Public Library!
BPL BY THE NUMBERS - 2017
BUSIEST LIBRARY IN COLORADO!

VISITS
982,412

MAIN LIBRARY 673,807
MEADOWS BRANCH LIBRARY 150,020
GEORGE REYNOLDS BRANCH LIBRARY 131,879
NOBO CORNER LIBRARY 41,142
CARNEGIE LIBRARY FOR LOCAL HISTORY 1,926

VISITORS
998,415
Averaging over 2,800 visits a day to our facilities.
..AND ONE OF THE BUSIEST PUBLIC SPACES IN BOULDER

BPL receives more annual visits than:

Chautauqua - 6 times

Boulder County Farmers Market - 4 times

Boulder’s recreation centers - 3 times

Only OSMP & the Pearl Street Mall receive more visitors than our library
BPL BY THE NUMBERS - 2017

ONLINE RESOURCES

- 2,000 Courses
- 200,000 Articles
- 160,000 Downloads

Books & Physical Media

- Over 12,000 new library cards distributed.
- Total cardholders: 123,388

2017 CIRCULATION

- Patrons borrowed over 90,000 items from other FLC libraries and BPL loaned over 70,000 items.
- BPL borrowed over 19,000 items and loaned over 15,000 items through Prospector.
- BPL patrons checked out over 1,500,000 items in all formats!
- Over 52,000 physical and digital items added to the library collection.
“Libraries were never in the business of books. We have always been in the business of information”

- David Farnan, Library and Arts Director, Boulder Public Library
BPL BY THE NUMBERS - 2017

- **Public Computer Sessions**: 140,771
- **Website**: boulderlibrary.org received 4,449,014 page views in 2017.
- **Meeting Rooms Reserved Time**: 447 days, 10 hours, 30 minutes
- **Study Rooms Reserved Time**: 675 days, 1 hour, 30 minutes
- **Programs & Events**: 3,100 | 80,000
  BPL produced over 3,100 programs for over 80,000 participants.
LIBRARY USE & DEMAND IS GROWING

All measures of BPL’s business have grown significantly over the past four years.

- Visits to the libraries + 8%
- New borrowers + 20%
- Check out of materials + 32%
- Program attendance + 64%
- Summer Reading Program participation + 598%
Reflects the community’s vision for its library.

Guides library strategies & priorities for investment for the next ten years

Shaped by extensive community engagement:

- Community Thought Leaders Dialogue
- Library Lab
- Interviews with community members
- Community Survey & Focus Groups (teens, adults, NoBo, Gunbarrel)
- Youth Opportunities Advisory Board Meeting
- Open House: Community input on draft goals

The community views our library as a trusted and inclusive place.

City Council acceptance expected September 2018
The community views our library as a trusted and inclusive place.

- We experiment together
- Memorable experiences that inspire a lifetime of curiosity
- Engaging interactions and REAL connections
- We embrace the aspirations of people who think and ARE different from us
- We create community
- We change lives
- We connect people & ideas
- An informal learning platform - free & open to all
- Something that sparks our imagination
PRE-READERS

Early Literacy Programs

• Every Child Ready to Read®
• Storytimes in English & Espanol
• Read With Us on Channel 8
• 1000 Books Before Kindergarten
• Family Play Festival

Early Literacy Outreach Partners

• Boulder Housing Partners
• Boulder Head Start
• University of Colorado family housing
• Mapleton Early Childhood Center
KIDDOS

Children’s Literacy Programs

• Reading Pals with Fairview high school students

• Reading Buddies with CU students

• Library books & digital media

Summer of Discovery

Pre-readers, kiddos, teens & adults!

Bridge the summer learning gap
TEENS

Safe places, tools & technology for individual creativity & problem solving

- Teen Spaces at the Main Library & the Reynolds & Meadows Branches
- Games, tools & technology for individual & group interaction
- The Foundry, a digital AV studio & technology lab
- ‘Book a Librarian’ - homework help
- Teen events & activities
- Maker camps

No grownups or pesky younger siblings allowed!
ADULTS

- BoulderReads Adult Literacy Program
- Conversations in English
- High School Equivalency Exams
- U.S. Citizenship Test preparation class

- Lifelong Learning digital resources:
  - Career Online High School
  - Gale Courses
  - Lynda.com
  - Mango Language Learning
  - Teach Yourself Tech

- Homebound Delivery Program
ALL AGES

Family friendly activities & events

- Hands-on, all ages activities at the Main Library, branch libraries & Civic Center Park
- SummerFest
- Sensory Friendly concerts & storytimes
CULTURAL EXPERIENCES

Canyon Gallery Community Exhibits

Chairman of the Board
June 15 – July 15, 2018

Critical Thinking & The Art of Science
October 26 – December 9, 2018
CULTURAL EXPERIENCES

Canyon Theater & Branches

- Midday Music Meditations
- Sunday concerts
- Family concerts
- Lunchtime concerts
- Music Masterclass workshops

- Friday Films
- Teen Films
- Doris’ Sunday Matinee
- Hometown Favorites
  ○ Film makerspace: Digital Cinema Packaging software
GOAL: ACTIVATE CANYON THEATER

- Increase the operating budget to meet current demand for technology support during library programs & rentals.

- Investigate options for funding a two-year pilot program to expand use of the Canyon Theater and Gallery by offering for free community use.

- Identify capital funding needed to renovate the space & upgrade the furniture & equipment.

- Partner with the business & arts community to fundraise for improvements.

Unmet goal: 2007 Boulder Public Library Master Plan
21ST CENTURY LITERACIES

Science Technology
Engineering Art Math (STEAM)

- Youth Maker Hangout
  Weekly hands-on lessons in coding & other digital apps at the Main Library

- Coding & robotics programs at Meadows & Reynolds branches

- April Earth Month

- September Pollinator Appreciation Month

- December Computer Science & Education (CSEd) Week

1,000 people, 30 events, 3,000 hours of coding (robots, apps, computers, analog computational thinking skills)
COMMUNITY MAKERSPACE

45,000 participants since opening
700 programs
1500 laser cut jobs
40 businesses started
5 patent applications
International recognition
WE ARE A CATALYST FOR TRANSFORMATION

Tree Debris to Opportunity Program

WE CHANGE LIVES

Build, Learn, Design, Grow Apprenticeship Program
GOAL: OUTREACH TO LATINX

- Initiate an outreach campaign through partners to share information about the library, identify needs, & gather input from Latinx community members about overcoming barriers to access.
- Create a forum for Latinx community members to directly provide input on library programs.
- Continue to recruit new bilingual &/or bicultural staff in public service & outreach roles.
- Partner with agencies & community members to increase the number of culturally relevant programs at the library.
- Take programs like STEAM to the Latinx community through partnerships.

BPL seeks to strengthen relationships with Latinx community members.

Unmet goal: 2007 Boulder Public Library Master Plan
GOAL: EXPAND MAKER PROGRAMS

- Reallocate some current BLDG 61 hours and resources to pilot maker programs at the branches & out into the neighborhoods.
- Install and staff a makerspace in the North Boulder Branch Library.
- Develop maker program expansion plan for one, three, & five-year time horizon.
- Develop program, staffing & space expansion plan including spaces in new facilities & the Main Library.
- Create a financial plan that identifies capital & operating funding sources.
- Identify & engage community partners.
GOAL: NORTH BOULDER BRANCH LIBRARY

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

- Engage community to inform the development of the program plan and select a location.
- Create a financial plan that identifies capital & operating funding sources.
- Identify & engage community partners.
- Target opening date: late 2020 or early 2021

Unmet goal: 2007 Boulder Public Library Master Plan
GOAL: EXTEND LIBRARY SERVICES TO GUNBARREL

- Engage community to inform the development of the program plan.

- Create a financial plan that identifies capital and operating funding sources.

- Identify location and engage community partners.

"King Sooper is the only culture in town."
- Master Plan Gunbarrel Focus Group Participant

Pilot a corner library in Gunbarrel following the successful NoBo Corner Library model.
WHAT MAKES IT WORK?

Staff

Knowledgeable, skilled & dedicated library staff

Volunteers

Strong volunteer program

Partners

Community organizations, businesses & non-profit agencies
LIBRARY STAFF

Library staff’s innovative ideas & cheerful dedication to customer service has changed ideas about what the community can expect from our public library.
VOLUNTEERS

In 2017, 770 community members gave 18,320 hours of their time & talent.

That is the equivalent of 9 full-time employees, 12% of BPL’s annual work hours and $475,770 in salary!
Mission synergies for programs & services
GOAL: PARTNERSHIP PLAN

- Develop a strategic partnership plan that includes a policy definition & identifies community partners & includes operating support costs.
- Promote community awareness of the benefit of current partnerships with the library with the goal of attracting other beneficial partners.
- Reach out to potential partners to discuss needs and opportunities for partnering.

Provide programs that support Boulder’s value of being welcoming & inclusive, and that builds community resilience.
WHAT MAKES IT WORK?

Grants
Community financial support for programs & special projects through the Boulder Library Foundation

Financial Stability

Funding
Long term, dependable & predictable revenue for core services, facilities & operational needs
BLF has provided funding support for library programming for over 44 years, including Summer Reading, BLDG61, concert & cinema series, STEAM programs and many more.
2018 GRANTS AWARDED TO BPL, so far...

$250k from the Boulder Library Foundation

$10k grant from the Infosys Foundation

$1000 Microgrant from Google
WE LOVE OUR LIBRARY, BUT...

Change in library use & funding 2006 to 2016

- Total cardholders: +76%
- Checkout of materials: +32%
- Program attendance: +64%
- Summer of Discovery program attendance: +598%

BPL is operating at 2002 funding levels

- Full-time equivalent staff positions: -5%
- Staff per 10,000 items circulated: -29%
- Staff per 1000 served: -17%

USE

FUNDING
PROJECTED SHORTFALL
$4 MILLION / YEAR
BY 2023

Meet current community demand for programs & services
North Boulder branch library
Outreach to engage Latinx community
Expand services to Gunbarrel
Activate public use of Canyon Theater & Gallery
Encourage civic dialogue
Dedicated funding for staffing, facilities and core services is a necessity.

Property tax is preferable to sales tax. Avoid mixed funding from the city General Fund.

A library district provides the most equitable, accountable & reliable option for BPL’s long term financial sustainability.

We need to complete a thorough evaluation of future library funding options.

We need a broad-based community discussion around the complex questions underlying BPL’s long term financial sustainability - and the best path forward.

Unmet goal: 2007 Boulder Public Library Master Plan
“Two of the most important assets that any small town has are its library and its Main Street.

Supporting the health and vitality of the business community, as represented by Main Street, and investing in the institutions that support lifelong learning, as represented by libraries, thus become important activities in maintaining a strong local community.”

— Governor John Hickenlooper
WHAT CAN YOU DO TO SUPPORT YOUR LIBRARY?
BECOME A BPL VOLUNTEER

- Help us find lead volunteers – coordinating, leading, and scheduling volunteers in specific areas
- Spread the word and help recruit volunteers for:
  - Summer of Discovery table & school visits
  - Used Book Sale
  - Tech Drop-In Coach
  - Conversations in English Facilitator
  - Homebound Program
  - Jaipur Literature Festival
SUPPORT THE BOULDER LIBRARY FOUNDATION

http://boulderlibraryfoundation.org
How do we ensure the long term financial sustainability of our community library?
WE ARE BOULDER TOGETHER
BACKGROUND SLIDES
2017 Boulder Public Library
Sources of Ongoing Funds
Total $7,911,425

- Property Tax, $1,037,326, 13%
- General Fund (Sales and Use Tax), $6,406,608, 81%
- Library Department Revenue, $153,000, 2%
- Grants and Donations, $314,491, 4%

SOURCE: 2017 City of Boulder Budget

2017 Boulder Public Library
Uses of Funds
Total $7,960,964

- Personnel, $5,459,673, 69%
- Supplies, Equipment, and Overhead, $921,225, 11%
- Collections, $972,787, 12%
- Facilities, $148,978
- Programs and Outreach, $458,300, 6%
Population vs. Patron Base

Comparison of Cardholders and Population

- Boulder Public Library
- Anythink Libraries*
- Longmont Public Library
- Poudre River Public Library District
- Pueblo City-County Library District
- Westminster Public Library

Cardholders vs. Population

* A Revolution of Rangeview Libraries, Adams County, CO
Source: Library Research Service – 2016 Colorado Public Library Statistics
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Overview of topics in this presentation

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Growth in usage & demand

**Library Master Plan overview: Slides 7-8**
What the master plan includes, community engagement
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All ages programs
Cultural experiences - art, music, cinema
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STEAM
LDG 61 & maker programs
How 21st century literacy programs are changing lives
Master Plan goals: outreach to Latinx, expand maker programs, NoBo full service branch, services to Gunbarrel

**What makes it work? (People): Slides 28-32**
Staff, volunteers & partners
Master Plan goal: Targeted partnership strategy

**What makes it work? (Funding): Slides 33-38**
BLF - long term, sustaining support for programming
Grants
Core funding decline
Projected shortfall (based on Master Plan objectives
Master Plan goal: Long term financial sustainability

**Transition: Hickenlooper quote on importance of libraries: Slide 39**

**What can you do to support our library?: Slides 40-43**
Volunteer, support BLF
Engage in community conversation about library financial sustainability

**We are Boulder Together (closing): Slide 44**

**Background Slides (if needed)**

**Sources of BPL Funding**
Graphic representation of funding sources (2017 data)

**Population vs. Patron Base**
Graphic comparison of Boulder population/patron base relative to other (comparable) CO libraries

**Heat Map of Patron Locations w/in Boulder County**
Map showing:
Political boundaries: Boulder city limits, Boulder Valley Comprehensive Plan & possible District extensions (Niwot and close-in mountains)
Locations of households with library cards, colored to reflect density of patrons
Introduction: Slides 1-3

(1) Boulder Public Library (conoid picture)

(2) The Role of the Public Library

America’s public libraries have always been, first and foremost, about basic principles essential to our democracy:

- Protection of First Amendment rights for everyone
- Free and open access to information for everyone,
- Libraries are about literacy - in all its varied forms
- Libraries welcome everyone, regardless of ethnicity, religion, social status, economic means, or ability

(3) Topics

Many people don’t know about the many, many programs and services that the library provides, or the important role it plays in the community. (I didn’t, before I joined the [Library Commission/Library Foundation Board]. Today, we want to provide you with a very broad look at:

- What the library does & its role in the community
- What makes it work
- Community Vision for the next 10 years (Master Plan)
- Library’s financial sustainability
- What you can do to support your library

We have a lot of information to share, so we are going to walk through it quickly in order to leave time for questions and conversation at the end.

BPL by the numbers: Slides 4-6

(4) BPL by the Numbers (2017) - Busiest Library in CO

Our library is the busiest library in the State of Colorado.

For the last two years, we’ve come within a hair of breaking 1 million visitors per year.
(5) BPL by the Numbers (2017) - One of the busiest public spaces in Boulder

Those numbers also make the library one of the busiest places in Boulder.

Only the Open Space & Mountain Parks system and the Pearl Street Mall see more visitors than our library.

Librarians love information, so we’d like to quickly share some numbers with you.

(6) BPL by the Numbers (2017) - Circulation

Circulation numbers provide a snapshot of how much “stuff” we borrow from the library each year. More than 123,000 people have Boulder Public Library cards today, with 12,000 new cards added just last year.

In the last 3 years, library staff have nearly doubled the amount of “stuff” we can borrow.

Staff achieved this increase in two ways:

- By expanding the Flatirons Library Consortium (FLC). The six neighboring public libraries freely share physical books and media in their collections with all of their patrons through an integrated catalog system.

- Expanding the FLC also strengthened member libraries’ ability to negotiate contracts with book and database vendors as a group, allowing all libraries to purchase more materials at reduced cost. This strategy has allowed our library to diversity its offerings of e-books and downloadable audiobooks.

Background:

- FLC partners: Mamie Doud Eisenhower Public Library in Broomfield, Louisville Public Library, Lafayette Public Library, Loveland Public Library and Longmont Public Library.

- Demand for electronic formats continues to trend upwards. The way in which libraries purchase, maintain, and loan electronic formats continues to evolve and is still almost exclusively dictated by the vendors.

- Demand for physical books is still strong and showing slight growth.

- Demand for DVDs, music CDs, and CD audiobooks is starting to decline (in favor of streaming services).

- The wide variety of platforms and purchasing agreements makes for challenging decisions for library staff to meet patron demand while getting the best value for the tax dollars received.
(7) “Libraries were never in the business of books. We have always been in the business of information.”

The ways in which people consume information have changed dramatically in recent years.

(8) BPL by the Numbers (2017) - Information Resources

We now get much of our information through on-line resources.

- The library provides access to more than two dozen databases, where you can find help with jobs, investing, business & market research, grants, health & legal resources, car repairs, genealogy - even Consumers Reports is accessible online through the library.

The library provides wifi access and computers for community use - an important resource, especially for those who can't afford computers and internet access on their own.

We also get a lot of information through interaction one another:

- All library branches have meeting and study rooms that are available for use at no charge - a service that is highly valued by the community, based on feedback received in the master planning process.

Library staff also found creative ways to dramatically expand program and event offerings, resulting in enormous increases in attendance.

- Later in this presentation we’ll offer a sampling of the 3100 library programs offered last year.

(9) Library Use & Demand is Growing

In addition to changes in collections, on-line resources and programs, BPL has increased hours the library system is open to the public by 11% and opened a new “corner” library in north Boulder.

All of these actions have been very well received by the community, resulting in enormous increases in visits and usage - as you can see by the % increases for key metrics shown on this slide.
Library Master Plan overview: Slides 7-8

(10) Boulder Public Library’s New Master Plan: Reflects the Community’s Vision for its Library

The library has just completed a new master plan, its first in more than 10 years.

The master plan is a strategic document, meant to shape the delivery and quality of services the library provides over the next 5-10 years.

The plan addresses issues like:

- How to meet increasing demand for current service
- Fulfilling unmet priorities from the 2007 master plan (and earlier)
- Community demand for continuing and expanded library services and programs

The 2018 Master Plan represents extensive public outreach and dialog, reflecting our community’s requests for core programs, services and expansion needs over the next 5-10 years. Action items are carefully prioritized and each is mapped to a business plan.

The Master Plan truly represents the community’s vision, and provides a clear path to achieve that vision.

Background - Master Plan notes:

- Part 1: Summarizes current services/programs, accomplishments and opportunities for improvement,
- Part 2: Summarizes community trends most relevant to library services and programs,
- Part 3: Details library goals and objectives, including a detailed analysis of the staff, funding and community resources needed to accomplish each goal.
- Party 4: Reliable metrics and measures for every aspect of library services and programs have been established by staff, including the goals reflected in the Master Plan. 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 and reporting.
- Part 5: “Investment priorities and funding” explains the library’s current sources of revenues and outlines several scenarios for future funding.

Background - Community engagement notes:
• Appendix 2 offers a detailed summary of results from the community engagement process.

• Thought Leaders Dialogue: Over 100 community leaders and partners were invited to attend a focus group dialogue about how the library might contribute to making Boulder the kind of community its residents desire. Eighteen leaders participated in the dialogue.

• Library Lab: Patrons took part in Library Lab, a two-day testing ground for community ideas with many fun and interactive ways to share thoughts and feedback about the Library. Activities included an Idea Barter Station, where participants received a free service (face painting, haircuts, hand massage & waffle bar) in exchange for their thoughts about the future of the library, A Notch Block Storytelling Workshop, Tours to Unusual Places, Ideation Jam Session: Circle Singing Improvisation.

• Focus group topics and participants emerged from the community survey results

• The open house meetings were an informal opportunity for community members to review the draft Master Plan goals and to talk with library staff and members of the Library Commission about the future of library services.

(11) The community views our library as a trusted & inclusive place

Community members who participated in the master planning process said:

• BPL is a source of community pride and a trusted source of information.

• Having libraries in their neighborhood area builds and strengthens connections and creates a sense of community with neighbors.

• The library is a vital civic space for people to meet and have conversation, study, hang out with their friends, and engage in fun and educational activities and cultural experiences.

• BPL was described as a fun and welcoming place, especially for children and youth.

• It is also a place for patrons to give back to the community through volunteerism, develop literacy skills, and pursue one’s love of books.

In the next series of slides, we will give you very quick snapshots of some of the library’s core programs and services.
Program snapshots: Slides 12-19

(12) Pre-readers

Studies demonstrate that success in school & later life is greatly increased through early literacy activities.

- Our library offers many programs and tools that parents and caregivers can use at home to support the development of early literacy skills.

- The library’s programs are based on Every Child Ready to Read® techniques: singing, talking, reading, writing and certain kinds of play.

- Story times are offered at Library branches in English & Espanol, and at off-site locations serving disadvantaged kids.

Background:

BPL supplements Boulder Valley School District (BVSD) public schools: only 29 percent of BVSD kindergartners attend a full-day program, because BVSD offers full-day kindergarten at only eight schools (whereas St. Vrain offers it at every school). This means many children in the BVSD must wait until 1st grade before receiving full-day instruction, putting minority and poor children behind their peers from the very beginning of their education.

Programs shown on slide:

- Every Child Ready to Read®
- Storytimes in English & Espanol
- Read With Us on Channel 8
- 1000 Books Before Kindergarten
- Family Play Festival

Early Literacy Outreach Partners

- Boulder Housing Partners
- Boulder Head Start,
- University of Colorado family housing
- Mapleton Early Childhood Center
(13) Kiddos

Early readers can get extra help from teens who volunteer to meet with their little buddies once a week for fun reading and literacy skills practice.

• Buddy programs emphasize exploration and discovery, and foster both literacy and a love of reading.

The Summer Reading program has been running for 25 years and is funded through a grant by the Boulder Library Foundation.

• The program is designed to bridge the “summer reading slide:” children that don’t read during the summer lose up to three months of reading progress and that loss has a cumulative, long-term effect.

Background: Summer Reading

• 2017 Summer Reading program: 3,996 Children and Teens participated and 13,578 attended programs and outreach events. Total of 17,574 participants

• BPL partners with the (BVSD) to bring summer reading program activities to students enrolled in the summer learning program. Most of the students in the summer program are members of families that are economically disadvantaged.

Programs shown on slide:

• Reading Pals (w/ Fairview@ Reynolds)
• Reading Buddies (w/ CU)
• Children’s library - books & digital media for kids
• Summer of Discovery (summer reading program)

(14) Teens

Our library offers safe places for teens, well equipped with tools & technology for individual creativity & problem solving.

• Teen spaces include both analog and digital resources - games and craft kits as well as a digital AV studio & technology lab

• Teens set the rules on how to behave - “It’s your space, but not only your space”

• The Teen Advisory Council sets the teen program and activity schedule with librarians, including movies and activities

• In addition to volunteering as reading buddies, teen volunteers staff sign-up tables for the summer reading program
Our library also offers help with homework - middle school and high school students can book a librarian & access on-line resources.

Programs shown on slide:

• Teen Spaces at the Main Library & the Reynolds & Meadows Branches
• Games, tools & technology for individual & group interaction
• The Foundry, a 'Book a Librarian' - homework help
• Teen events & activities
• Maker camps

(15) Adults

BoulderReads pairs volunteer tutors with adult learners to help develop literacy in reading, writing, finance - help it has been providing for over 32 years (since 1986).

• BoulderReads recently created a digital literacy curriculum for literacy tutors to teach 21st century life skills, such as using computers to apply for jobs, health insurance, etc.

• BoulderReads also supports adults who want to earn a high school diploma and become U.S. citizens.

• 140 Child and Adult learners were served in 2016-2017

Our library offers free access to a number of high quality on-line resources for lifelong learning.

• Hundreds of courses are available, on everything from basic technology skills to languages, hobbies and career development.

More than 90 seniors would not have had access to library materials without the Homebound Delivery Program.

Programs shown on slide:

• BoulderReads Adult Literacy Program
• Conversations in English
• High School Equivalency Exams
• U.S. Citizenship Test preparation class
• Lifelong Learning digital resources:
  • Career Online High School
  • Gale Courses
  • Lynda.com
  • Mango Language Learning
  • Teach Yourself Tech
• Homebound Delivery Program
(16) All Ages

Family-friendly, hands-on, all ages activities are offered at Main, the Branches & the Civic Center.

- Summerfest provides outdoor programs in partnership with Boulder Parks & Recreation

Sensory friendly concerts and story times are now being offered for families with children who have sensory issues, especially those on the autism spectrum.

- Storytimes are “no shushing” events, with special lighting and activities that engage children through movement, music, stories and play.

- A welcoming attitude from performers encourages people on the autism spectrum to enjoy the concert in their own way.

(17) Cultural Experiences: Canyon Gallery Community Exhibits

Finally, we want to highlight some of our library’s cultural programming. The Boulder Library Foundation is the primary funder for cultural programs.

The Canyon Gallery serves as a platform for community art exhibits.

- The library invites proposals from the community, and invites artists to participate in exhibit ideas developed by staff

- Exhibits emphasize creativity, interactivity with viewers, and opportunities to use art as a means to engage people in civic dialogue.

We’ve highlighted 2 examples:

In Chairman of the Board, designers were asked to design and create a chair with one 4X8 piece of plywood, using the library’s maker space equipment.

Critical Thinking and the Art of Science partners artists with scientists to convey important scientific concerns through visual art, sound and structure.

Background:

- In 2017 the gallery held 11 exhibits and hosted 1,422 people for specific events and programs and many more to view the art.

- Chairman of the Board:  the library’s current Maker-In- Residence Designer Stephen Bullock was selected as a maker-in-residence, a collaborative program between exhibitions and BLDG61. This program begins with a series of design thinking and prototyping workshops in BLDG61. June 15-July 15

- Critical Thinking & The Art of Science: The need to slow down and think critically is more vital than ever. This exhibition will partner 8 scientists with 8 artists to use technologies, visual art, sound and structure to artistically convey important scientific concerns. Related programs,
including a critical thinking summit, are being planned. Presented by Robby Holb. October 26 – December 9, 2018

- Other 2017 exhibits:
  - Upcoming: Art of Data, Annual Ikebana Showcase, Creative Threads, Sam Barsky - Wish You were Here, Slow Mover, Facing Rocky Flats
  - Completed: BVSD annual art exhibit, Why Cats Have Skinny Pupils: Jack Collom & the Writings of Boulder County School Children, Pink Progression

(18) Cultural Experiences: Canyon Theater & Branches

The library’s cultural programming also includes music and films.

- These include free concerts in a variety of musical genres, as well as opportunities for budding musicians to work with professional musicians.
- The library also offers free cinema programs, as well as tools to help Boulder community members experiment, create and share their own filmmaking efforts.

Background - 2017 attendee numbers:

- The music program hosted 6,106 people for performances, hands on workshops and outdoor concerts.
- The cinema program attracted 1,516 people.

Programs shown on slide:

- Music
  - Midday Music Meditations
  - Sunday concerts
  - Family Concerts
  - Lunchtime concerts
  - Music Masterclass workshops

- Films
  - Friday Films
  - Teen Films
  - Doris’ Sunday Matinee (classics)
  - Hometown Favorites
    - Film makerspace: Digital Cinema Packaging software
(19) **Goal: Activate Canyon Theater**

Community members have expressed great desire for venues that can provide flexible and affordable options for studio, rehearsal, performance, and exhibition space for the community.

- Improving the flexibility of the Canyon Theater, and offering the space for nominal or no charge, are opportunities to address this community priority.
- Ultimately, remodeling the venue as a multi-purpose venue would encourage equitable use and participation by community members of all age groups and income levels.
- The Master Plan lays out a series of steps to explore and pilot options to make Canyon Theater more flexible and accessible to the community.

Steps shown on the slide:
- Increase personnel and non-personnel budgets to meet current demand for technology support during library programs and rentals.
- Investigate options for funding a two-year pilot program to expand use of the Canyon Theater and Gallery by offering it for free to the community.
- Identify capital funding resources needed to fully renovate the theater space and upgrade the furniture and equipment.
- Identify and engage community partners and request personnel and non-personnel resources required.
- Partner with business and arts community members to conduct fundraising for improvements.

21st Century Literacies (the library’s new role): Slides 20-27

(20) **21st Century Literacies**

In the 21st Century how people consume information has changed and libraries are responding by including makerspaces, STEAM workshops and hands-on learning within their walls.

STEAM programs emphasize:
- Interdisciplinary approaches to problem solving
- Creativity & willingness to experiment
- Ability to work independently & alone

The objective is to create life-long learners - a critical 21st century literacy skill

STEAM programs shown on slide (examples)
- Youth Maker Hangout: Weekly offering of hands-on lesson in coding and other digital apps (Main)
- Coding and robotics programs (Meadows and George Reynolds branches)
• Earth Month (April)
• Pollinator Appreciation Month (September)
• CSEd Week (December) (1,000 people, 30 events, 3,000 hours of coding
  (robots, apps, computers, analog computational thinking skills)

(21) BLDG 61 (Maker Space)
BLDG 61 was launched in 2016 with a $155,000 grant from the Boulder Library
Foundation. It is located in the north side of Main, behind the Canyon Theater.

The space offers tools for hands-on collaboration with public partners,
voluteer tutors, and creative technologists to learn, explore, fix and create.

BLDG 61 has a high-tech shop with laser cutters and 3D printers, as well as a
full-scale, advanced woodworking shop.

In its first year, BLDG 61 served 16,000 participants.

(22) Community Maker Space
BLDG 61 has served 45,000 participants in a little over 2 years.
Because it is in the library, it is free and open to all, which democratizes
innovation.

In 2017, BLDG 61 engaged 700 programs - all filled to capacity with waiting
lists.

BLDG 61 is a model for libraries internationally and functions as a de facto
incubator for innovators, entrepreneurs, and inventors with several
businesses launching from the space in the less than two years it has been in
operation.

(23) We are a catalyst for transformation - we change lives
Libraries are working hard to close gaps in literacy, academic achievement, job
and life skills, health and civic participation for all people - and out library is at
the forefront in that movement.

Here are two examples of how our library is changing lives through Maker
Space internships

• In the Tree Debris to Opportunity Program, Boulder residents experiencing
  homelessness were trained in woodworking skills, using the modern, high
tech equipment in BLDG 61, and using wood harvested from beetle-killed
ash trees. This program was funded through a grant by the Knight
Foundation.

• The “Build, Learn, Design, Grow” Apprenticeship program offers Boulder
  County kids from disadvantaged households the opportunity to learn and
apply high tech design and making skills in a wide range of areas - including e-textiles, robotics and woodworking. The latest cohort (4th since the program began in 2016) designed and built inclusive board games - usable by all, regardless of liability or challenge. This program is funded through a grant by the Littlefield Family Foundation.

(24) Goal: Outreach to Latinx

Children and families make up the largest group that our library serves, so demographic trends and the educational and social needs of this group are important factors to the library’s long-range planning and service delivery design.

Poverty is not equally distributed among our community’s children.

Four times more families of Latinx or Hispanic origin are in poverty than white families.

Far too often, Latinx children and children in families that are economically disadvantaged are falling behind their peers.

The 2017 Boulder County TRENDS Report states that economically disadvantaged students need nearly twice the amount of support as their more advantaged peers to compensate for the experiences their families cannot afford.

During focus groups and community events for the Master Plan, Latinx parents indicated that the library needs to find ways to offer programs and services at times and locations that are convenient to these families.

Parents in this demographic often hold more than one job and are not able to bring their children to the library to participate in programs and events.

(25) Goal: Expand Maker Programs

We live in a knowledge economy.

It is difficult to achieve economic success or enjoy a good quality of life without a broad range of literacy, language, and technological skill.

The BLDG 61 Makerspace provides a leading-edge space, state-of-the-art technology, outreach and 21st century skill workforce training for patrons.

We heard strongly from the community that the BLDG 61 Makerspace is one of the major assets of the library.

However, many participants expressed difficulty in connecting with the space due to class availability and size.
Community members suggested that the library provide more convenient and accessible programs or classes to join, at branch libraries and other alternative places.

(26) Goal: North Boulder Branch Library
Adding a branch library in North Boulder has been on the City’s planning books since 1995.

Northeast Boulder has multiple mobile home communities and apartment complexes and is one of lowest income areas in the city.

In 2014, the North Boulder Corner Library was created through a partnership with Boulder Housing Partners (owner of the space).

This tiny corner library was enthusiastically welcomed by the community - and it quickly became clear that the corner library’s small size and limited resources are not able to fully meet the north Boulder community’s need for library services.

In 2017, voters approved partial funding for a full service North Boulder branch library.

The Master Plan targets late 2020 or early 2021 as the opening date for a full service branch.

Background:

- The city has allocated $5 million for capital construction.
- An additional ~$1.7 million is needed to make the branch ready to operate (furniture & fixtures; opening day collection; technology infrastructure; maker space furniture and equipment)
- Estimated annual operating costs for NoBo $275,000/year

(27) Goal: Extend Library Services to Gunbarrel
Currently, 57% of Gunbarrel cardholders must drive between 10 and 15 minutes, and 43% drive between 15 and 20 minutes to reach the closest BPL location (Meadows Branch Library). This is the furthest average travel time of any Boulder residents.

The Boulder Valley Comprehensive Plan (BVCP 2017) establishes a goal to transition the Gunbarrel commercial area from mostly light industrial uses to a viable and vibrant, pedestrian-oriented commercial center serving Gunbarrel subcommunity residents and workers.

Gunbarrel residents view the public library as critical to creating a vital community center, a place where they can interact with their neighbors and a safe and welcoming place for children and families to learn and play.
Following the model used successfully for NoBo, library services would initially be piloted through a corner library operating in leased space. Several property owners have expressed interest in providing library space in planned new developments.

**What makes it work? (People): Slides 28-32**

**28) What makes it work? (People)**

*People* make the library work

- Library Staff
- Community Volunteers
- Organizational Partners

**29) Library staff**

Libraries are all about customer service - the old fashioned kind of customer service, where real live people are there to help you and to make sure you can find what you need.

We are blessed to have library staff who knowledgeable, skilled, creative & dedicated to providing our community with the very best in library programs and services.

Background:

Our library’s customer service philosophy was developed by library staff. It emphasizes these values:

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

**30) Volunteers**

Volunteers are also critical to the library’s success.

Volunteers contribute their time and talent at the library for the community. Their efforts allow the library to maintain quality collections, present engaging programs, and take library services into the community.

Volunteers contribute directly to patrons by serving as literacy tutors for children and adults, teaching English as a Second language classes, teaching skills to patrons in the BLDG 61 Makerspace, offering drop-in tech help, capturing oral
histories, involving children in the Summer of Discovery reading program, welcoming thousands of people to the many programs and events hosted by the library, and delivering materials to patrons who are homebound.

(31) Partners
Community organizations have been critical to the library’s success with programs.

In addition to the nonprofit, public and academic organizations shown on this slide, several start-up entrepreneurs and small to not-so-small businesses have made generous donations of time and resources to library programs through informal collaborations and contractual partnerships.

Partners shown on slide:

• Boulder Small Business Development Center
• Boulder Housing Partners
• Intercambio Uniting Communities
• Boulder County Farmers’ Markets
• University of Colorado’s ATLAS Institute
• Boulder Parks & Recreation Department

(32) Goal: Partnership Plan
Partnerships and informal collaborations allow BPL to leverage its resources and to increase the positive impact of its programs and services to the community.

One of the goals in the Master Plan is to expand the Partnership program by:

• Raising community awareness about the benefits of partnering around library programs and
• Cultivating mutually-beneficial collaborations and partnerships with organizations that can create synergies for programs & services

What makes it work? (Funding): Slides 33-38

(33) What Makes it Work? (Funding)
Funding is the other major component that makes our library work.

Our library’s funding comes primarily from two sources:

• Grants to support programming
• Taxpayer revenues to support core services: facilities, staff, collections and operational needs
(34) Boulder Library Foundation

For more than 44 years [since 1974] the Boulder Library Foundation has funded much of the library’s literacy and cultural programming.

The Library Foundation is a community-based 501(c)(3) nonprofit, led by a volunteer board of directors and supported by individual donors.

Since 2015, the Foundation has committed $250,000 annually to the library for programs and events.

Library Foundation grants currently fund:
- Summer Reading
- (STEAM) programs
- BLDG 61 programs
- Concert & cinema series
- Canyon Gallery exhibits
- and many more.

In addition, the Foundation recently funded:
- Start-up equipment and materials costs for BLDG 61 and
- Donated one-time funding for the library to build a Spanish language collection - an unmet goal in the 2007 Library Master Plan.

(35) 2018 Grants awarded to BPL so far

In addition to grants from the Library Foundation, our library also actively seeks grants from other donors - like the Knight Foundation and Littlefield Foundation grants mentioned earlier in this presentation.

So far this year, the library has received the following grants for BLDG 61 programs:
- $10k grant from the Infosys Foundation for at-risk youth scholarships/paid internships
- $1000 Microgrant from Google for professional development in public schools, pilot internship with the National Maker Ed organization, pilot partnership with Boulder SBDC to help bootstrap businesses access fabrication resources.

(36) We love our library, but - change in library use & funding, 2006 to 2016

And then there’s funding for core services: facilities, staff, collections and operational needs.

Much as our community loves our library, funding has not kept pace with increased demand.
Library staffing has decreased 16% since 2002.

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.

Since 2002, the City’s budget overall (including increased staffing) has grown at a level that matches Boulder’s growth. But the library has not been included in this recovery.

Over the last four years, the Library Director and staff have worked hard to stretch the budget. These efforts have included:

- 3 staff reorganizations
- Reallocation of library resources to the highest priority needs (including cancelation of some programs/services)
- Operational changes to increase efficiencies in delivery of services
- Establishment of reliable metrics for every aspect of library services and programs (including the Master Plan goals). Library resources are adjusted regularly based on the outcome of these metrics.
- Development of partnerships with community businesses and nonprofits
- Increased revenue from grants

Our library today is a lean, mean fightin' machine.

(37) Projected shortfall: $4 MILLION / YEAR BY 2023

To maintain the current high-quality and level of library services, and to meet the community’s demand, will require an annual increase to the library budget of ~$4 million/year.

This funding would not be needed immediately or all at one time but would be phased in over the next several years (by 2023).

This estimate is based on:

- Increased annual operating funds between $2.5 and $3.5 million
- New capital and one-time funds between $5 and $8 million

Background:

Detailed discussion of the library’s funding needs can be found in the Master Plan:

- Part 3: Details library goals and and objectives, including a detailed analysis of the staff, funding and community resources needed to accomplish each goal.
Part 5: “Investment priorities and funding” explains the library’s current sources of revenues and outlines several scenarios for future funding.

(38) Goal: Long term Financial Sustainability

The Library Commission has identified our library’s long term financial sustainability as a fundamental and important question that should be addressed over the next two years.

The numbers bear out that our library is managing a high demand services with fewer resources than are necessary to sustain existing utilization and grow to meet new demand.

Commissioners believe that the library represents a "best practice" model for budget management and reporting. Our library leadership has been able to use its current funding creatively and perform remarkably on a shoestring budget.

But the library is stretched as far as it can go.

The Library Commission has asked for a thorough evaluation of future library funding options, and a broad-based community discussion around the complex questions underlying our library’s long term financial sustainability.

The Commission has recommended that the community change core funding for our library to a dedicated property tax - the source of funding now used by most libraries on Colorado.

The Commission also recommends that the community transition our library from a municipal library into a library district - the form of governance now used by almost all comparable libraries in Colorado.

- Districting enhances taxpayer accountability because its leadership is focused solely on the library.
- Districting also offers the most equitable, reliable and accountable approach to funding.

The Library Commission’s findings and recommendations on how to best ensure the financial sustainability of our library are laid out in the Commission’s forward to the Master Plan.

Transition: Hickenlooper quote on importance of libraries: Slide 39

We hope that this presentation has helped you to get to know your library better, and to recognize the important roles that our library plays in our community.

As Governor Hickenlooper notes: The Library is an essential community asset.
What can you do to support our library?: Slides 40-43

(40) What can you do to support our library?
We’d like to close with some ways that you can support our library.

(41) Become a BPL Volunteer
You can volunteer - it’s easy.

Go to the “volunteer” page on the library’s website.

You’ll see lists of volunteer opportunities and a form you can fill out to start the process.

(42) Support the Boulder Library Foundation
You can join other community members in supporting the Boulder Library Foundation.

You can support the Foundation in many ways: through tax deductible donations, by joining the Library League and by volunteering to help by serving on the board or committees.

(43) Join the community conversation: How do we ensure the long term financial sustainability for our library?
The Boulder community has told us that our library is a priority.

Now is the time for us to come together as a community to make library funding a priority.

Read the Library Master Plan, and invite your friends and neighbors to do the same.

Participate in upcoming community engagement opportunities.

Tell your elected representatives that we need to take steps to ensure a bright future for this essential community resource.

(44) We are Boulder Together (Closing)
Thank you - questions and discussion.

Background Slides 46-48

(46) Sources of BPL Funding
Graphic representation of funding sources (2017 data)
(47) Population vs. Patron Base
  Graphic comparison of Boulder population/patron base relative to other (comparable) CO libraries

(48) Heat Map of Patron Locations w/in Boulder County
Map showing:
  • Political boundaries: Boulder city limits, Boulder Valley Comprehensive Plan & possible District extensions (Niwot and close-in mountains)
  • Locations of households with library cards, colored to reflect density of patrons
To: Library Commissioners

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

Date: July 6, 2018

Subject: Information from the Colorado State Library about library districts

In 2010, The Colorado State Library hosted a workshop titled Library Districts: The Basics…and More. The following is a list of links to current information that was in the workshop notebook. Two attachments also follow this memo titled “Considerations for Forming a Library District” and “Example Library Campaign Timelines and Resources” which are materials excerpted from the workbook and not available online.

This information is provided for the Library Commission’s reference for future discussion about a library funding campaign or formation of a library district.

**Colorado State Library Resources**

- Library Law Table of Contents
  https://www.cde.state.co.us/cdelib/librarylaw/Contents

- Complying with the Fair Campaign Practices Act
  http://www.cde.state.co.us/cdelib/fcpalibraries

- EveryLibrary Webinar
  https://enetlearning.adobeconnect.com/elections/

- How to get a Yes Vote. Lessons Learned
  https://enetlearning.adobeconnect.com/elections/

- Nuts & Bolts (and Bricks!) Library Elections Primer for Operating and Building Projects
  https://enetlearning.adobeconnect.com/p96rvff3mz7/?launcher=false&fcsContent=true&pbMode=normal

- Library District Legal Documents
  http://www.cde.state.co.us/cdelib/librarydevelopment/publiclibraries/legaldocuments
Colorado Revised Statutes pertaining to library district formation

C.R.S. 24-90-107 Method of Establishment
C.R.S. 24-90-108 Board of Trustees of Public Libraries (appointment)
C.R.S. 24-90-109 Powers and Duties of Board of Trustees
C.R.S. 24-90-112 Tax support (elections)

Colorado Revised Statutes of other privileges, laws and limitations

C.R.S. 24-90-112.5 Issuance of bonds
C.R.S. 29-1-101 + Local Government Budget Law of Colorado
C.R.S. 24-6-101 + Colorado Sunshine Act of 1972
C.R.S. 1-45-101 + Fair Campaign Practices Act

+ = multiple sections of the cited article apply.

Colorado State Constitution Articles that apply to library districts

Colo. Const. Art. X, Section 20 Taxpayer Bill of Rights

Article X, Section 3 and 15 changed by the Gallagher Amendment
Colo. Const. Art. X, Section 3 Uniform Taxation Exemptions

References for post library district formation

Library Policy Checklist
http://www.cde.state.co.us/cdelib/librarydevelopment/publiclibraries/policieschecklist

Sample Library Policies
http://www.cde.state.co.us/cdelib/librarydevelopment/publiclibraries/Policies

Colorado Department of Local Affairs – Budget Information
https://www.colorado.gov/pacific/dola/budgeting-and-finance
Employers Council
https://www.employerscouncil.org/

Seter & Vander Wall, P.C. (Library legal aid)
http://svwpc.com/practice-areas/libraries-law/

Special District Association of Colorado
http://svwpc.com/practice-areas/libraries-law/
THINGS TO CONSIDER ABOUT FORMING A LIBRARY DISTRICT

Build public support for a new taxing entity

☐ Build your patron database. Library cards translate to votes. Push for library cards.

☐ Assess your customer service effectiveness and reputation. A highly valued service standard, even if you don't have a lot of money, will take you a long way with your community.

☐ Hold public meetings and focus groups. Get people talking about this.

☐ Persuade the city or county to drop or lower the existing library tax. This will make it much easier to sell to the voters.

☐ Define the boundaries. Are there overlapping jurisdictions? Include everyone in the conversation and forge agreements ahead of time.

Get on the ballot!

☐ Build support within existing city or county. Persuade them to establish the library district subject to the mill levy question passing.

☐ If this is not feasible, petition. Can this be done in a "friendly" way? Remember that you must write an agreement with the city or county when the voters approve the library district, and the city or county appoints the board! Forge agreements ahead of time.

Plan for election costs

☐ If the election passes, the new district generally pays the election costs, unless the city or county has agreed to pay; except, the county must pay 50% of the election costs if the requisite number of signatures is obtain on the petition.

☐ If the election fails, the process is much more complicated. In the case of formation by petition, the county pays 50%. The best solution is to persuade the city/county beforehand to pay the cost of the election, even if it fails. Alternatives are to pay for a bond to cover the cost, or the city/county pays half and the present library and/or the petitioners pay the other half in the case of formation by resolution or ordinance.

Plan for new costs after the district is formed

☐ Account for the cost of the formation election (see above) and annual treasurer's fees to collect your taxes.

☐ Address transfer costs such as legal counsel, buildings, building and grounds maintenance, accounting, personnel administration, employee benefits (accrued retirement!), technology management, liability insurance, board insurance, public information, printing, purchasing, investments, etc. These may be addressed in one of three ways: Do them yourself, outsource them, or make a formal agreement with your city/county to do them transitionally or permanently. Whichever, the cost is yours.

☐ Consider hiring consultants to help with the transition, e.g. personnel benefits, insurance, security, facilities.
GENERAL OUTLINE OF OVERALL CAMPAIGN STEPS
DOUGLAS COUNTY LIBRARIES

Had long-range planning committee meeting, saw fiscal crisis
Identified key players
  Board President-called meetings, delegated, oversaw
  Treasurer (for formation of PAC)
  Citizen—Friend, librarian from outside district, someone with local credibility
  Director, Board member, to give talks—need backups or partners
  Campaign manager—volunteer position, designed campaign brochure
Reviewed campaign reform act
Conducted a privately funded survey to determine likelihood of passage
Pro-bono lawyer drafted petition
Did trial budget to determine mill levy needs, PAC reviewed for political viability
Signatures collected, turned in to County Clerk
Approaches
  Grassroots
    Focus on library users, largely women with small children
    Not overtly political
    Non-emotional, just the facts, consistent story
    Emphasized ability to do long-range planning
Planned campaign (Check with Secretary of State’s Office)
Studied statistics on use (women as primary users, kid’s books)
Other target groups: schools, seniors, homeschoolers, private schools
  Un-served or underserved—try to identify someone who wins big
  Seniors? And what to do if someone opposes
Reviewed precinct returns from previous school district election
Schedule of appearances to targeted groups
  Municipalities—sought endorsement
  School district meetings
  Local civic groups
  Homeowner’s associations
  Babysitting cooperatives
Planned core-campaign booklet/fact sheets
Local authors/illustrators endorsements
Send out fund-raising letters to trustees, staff, Friends, community leaders
Campaigned (and sent thank you notes for endorsements)
Education—media options? Develop connections
Visibility—parades, Chamber of Commerce, bookworm appearance at County, municipal governments
Talks—have entre-something to promote (ACLIN, CIR, discussion group)
Literature: bookmarks, brochures, flyers, yard signs, even Halloween handouts
Mailings
Recruitment: specific volunteer checklist
Prepared press statements of failure or success
After success, began work with an attorney on IGA with county about personnel, insurance, etc. as above
1998 Timetable
Of A Successful Friends of the Library
Campaign To Form A Library District

January: Huerfano County commissioners inform the Huerfano County
Library Board its budget request would be cut from $52,000 to $45,000.

April: The library board considers forming a library district.

May 17: The library board and Friends hold a meeting with a library
facilitator to learn about forming a district.

May 18: The library board votes to submit the district question to the voters.
The board turns to the Friends for assistance.

June: The Friends solicit legal help.

August: Legal work is presented to the county commissioners.

August 12: Huerfano County commissioners pass Resolution #98 to submit
the library district question to voters.

September 30: Huerfano County commissioners hold a public hearing.
Friends attend to speak in support.

September: Friends set up a speakers bureau. Plans made for advertising,
publicity, one-to-one discussions of issues.

October 15: A Letter to the Editor, written by a Friend, appears in the
newspaper.

October 18-22: A Friend writes a “Crawler” ad which appears for two
weeks on the local cable channel. Paid for by Friends.
October 22: Friends write two Letters to the Editor. In the same newspaper issue a Friend writes an article and takes a photo to emphasize the increased use of library and computers.

October 29: A flyer, designed and paid by Friends, is placed in each newspaper. Full page ad, donated by publisher, is in the paper. First National Bank breaks its own policy and places a supporting ad in the paper. Two smaller ads are used by the newspaper as fillers.

November 3: Election Day. Friends of the Library hand out bookmarks VOTE YES at the polling place.

November 3: Voters approve the library district 1361 yes and 649 no.

November 12: Newspaper column written by Friends president thanks the voters. Card of Thanks appears in the newspaper.
<table>
<thead>
<tr>
<th>MONTH</th>
<th>TASK</th>
<th>FOCUS</th>
<th>DON'T FORGET</th>
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</thead>
<tbody>
<tr>
<td>JANUARY</td>
<td>* Brainstorming Meeting (Success Factors, Barriers, Patron Needs, FAQ, etc.)</td>
<td>BEGIN CAMPAIGN PLANNING PROCESS</td>
<td>&quot;CAMPAIGN ARE WON AT THE BEGINNING, NOT AT THE END.&quot;</td>
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<tr>
<td></td>
<td>* Develop Campaign Plan</td>
<td></td>
<td>DEVELOP YOUR STORY. DATA SPEAK LOUER THAN WORDS. QUOTES HELP.</td>
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<td></td>
<td>* Develop Stakeholder List</td>
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<td></td>
<td>* Develop Fact Sheet #1</td>
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<td>* Begin Completing Contact/Stake Sheet</td>
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<td>* Analyze data (Library Research Service)</td>
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<td></td>
<td>* Quotes</td>
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<tr>
<td>FEBRUARY</td>
<td>* Identify Campaign Committees</td>
<td>START BUILDING SUPPORT FROM KEY PEOPLE</td>
<td>BUILD ALLIANCES GET HELP YOU CAN TRUST!</td>
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<tr>
<td></td>
<td>* Identify Key Stakeholders</td>
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<td></td>
<td>* Begin Recruiting Volunteers</td>
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<td></td>
<td>* Begin Case Statement/&quot;Bible&quot;</td>
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<td>* Workshop with Commissioners</td>
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<td></td>
<td>* Sign Statement Of Understanding</td>
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<td></td>
<td>* Develop Campaign Budget</td>
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<td></td>
<td>* Exhibit At The Expo</td>
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<td>MARCH</td>
<td>* Train Stakeholder Volunteers</td>
<td>COMMITTEE CHAIRPERSONS IN PLACE</td>
<td>STRONG COMMITTEE CHAIRPERSONS ARE KEY TO SUCCESS.</td>
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<tr>
<td></td>
<td>* Contact Stakeholders</td>
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<td>* Assure All Chairpersons Are In Place</td>
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<td></td>
<td>* Continue Recruiting Volunteers</td>
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<td></td>
<td>* Begin Developing &quot;Promo&quot; Materials</td>
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<td></td>
<td>* Bookmarks</td>
<td>AWARENESS</td>
<td>PROMOTE THE LIBRARY — RECRUIT NEW PATRONS.</td>
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<td></td>
<td>* Elizabeth Stampede Parade</td>
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<td></td>
<td>* Summer Reading Program</td>
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<td></td>
<td>* Develop Pro-Con Sheet and info for Web site</td>
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<td></td>
<td>* Update/distribute Volunteer Guide</td>
<td>RECRUIT VOLUNTEERS</td>
<td>COLLECT VOLUNTEERS THROUGHOUT THE SUMMER.</td>
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<td></td>
<td>* Volunteer Training</td>
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<td></td>
<td>* Direct Contact people identified</td>
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<td></td>
<td>* Readers Corner begins in EC News</td>
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<td>* Develop flyer and fair display</td>
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<td>* Speakers Out In Full Force</td>
<td>RECRUIT VOLUNTEERS</td>
<td>COLLECT VOLUNTEERS THROUGHOUT THE SUMMER.</td>
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<td>* Nat'l Library Card Sign Up Month</td>
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<td></td>
<td>* Anagram Puzzle</td>
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<td>* Newspaper Articles &amp; Letters Begin</td>
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<td></td>
<td>* Fundraising Letters</td>
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<td>* Tabor Notice completed</td>
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<td>* Tri-fold Brochure</td>
<td>INTENSIVE CAMPAIGN</td>
<td>EXHAUSTION SETS IN.</td>
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<td>* Yard Signs Out, Large Signs Out</td>
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<td>* Volunteer &quot;Flyer&quot;</td>
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<td>* Elbert Parade</td>
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<td>* Library Appreciation Week</td>
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<td>* Speakers Out In Full Force</td>
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<td></td>
<td>* Telephoning begins (Precinct Lists)</td>
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<td></td>
<td>* Fundraising Letters</td>
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<td></td>
<td>* Newspaper Ads</td>
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<tr>
<td>NOVEMBER</td>
<td>* Telephoning Continues</td>
<td>THANK YOU</td>
<td>START THINKING ABOUT &quot;NEXT TIME.&quot;</td>
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<td></td>
<td>* Get Out The Vote!</td>
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<td></td>
<td>* Thank You Letters &amp; Celebrations</td>
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<td></td>
<td>* Pat &quot;Thank You&quot; on Signs</td>
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<td>* Take Down Signs</td>
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### ELBERT COUNTY LIBRARY DISTRICT CAMPAIGN

#### STRATEGIES
- **Assure Stakeholder Commitment & Support**
- **Recruit & Train Knowledgeable and Committed Volunteers**
- **Provide Clear and Credible Information**

#### ACTIONS
- **Identify stakeholders**
- **Ask them for ADVICE**
- **Ask them for $$ and support**
- **Keep in touch throughout camp.**

- **Recruit volunteers (1st wave)**
- **Train volunteers**
- **Recruit and train volunteers**

- **Gather data**
- **Develop fact sheet**
- **Complete “question sheet”**
- **Develop other needed materials**

- **Generate newspaper articles and letters to the editors**
- **Booth at all county events**
- **Flyers in businesses, etc.**
- **Yard signs**

- **Set up speakers bureau**
- **Visit every organization in EC**
- **Volunteers at Safeway, libraries**
- **Mail flyer/brochure**
- **Neighborhood gatherings, etc.**

- **Postcards**
- **Telephone trees**
- **School flyers**
- **Subdivision walkers**

- **Develop campaign budget**
- **Ask Friends & Library Board**
- **Ask stakeholders ETC.**

- **Thank you letters**
- **Celebrations at the libraries**

#### THE GOAL
- **51% voters say YES**
  - (4845)

#### TARGET
- Registered voters who are library patrons
- Registered voters who are school parents

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**Notes**

- 3/7/00
Election Timeline
Montrose Library District
Draft 1/10/02

Nov. 2, 2005  
Election Day (Library still has 2 yrs. of operating fund @ $150,000/yr)

Oct. 31, 2005  
Last day to file for an absentee ballot

Oct. 10, 2005  
Mail ballot packets mailed

Oct. 1 – 25, 2005  
Publicity out to voters (Radio, Television, Newspaper, etc.)

Sep. 10, 2005  
Mail ballot plan submitted

Sep. 9, 2005  
Certify ballot content

Sep. 5, 2005  
Intergovernmental agreement between county clerk and library district shall be signed

Sep. 2005  
Finalize publicity plan and place orders

July 17, 2005  
Notify county clerk preference for the form of coordinated election

June – Nov. 2005  
Speakers at service clubs

June 2005  
Develop “message”, Train public speakers

Feb. 2005  
Recruit, assign speakers for service clubs

Request speaking slots at service clubs

Jan. - Mar. 2005  
Raise funds for campaign

Jan. 2005  
Develop campaign plan

Jan. 2005  
Register political fund raising committee

Jan. 2005  
Appoint treasurer

Oct. 2004  
Appoint Finance Committee Chair

Oct. 2004  
Appoint Campaign Committee Chair

Oct. 2004  
Recruit Finance Committee

Nov. 2004  
Recruit Campaign Committee

Sep. 2004  
Finalize budget needs (amount to ask for)

Sep. 2004  
Create list of potential campaign and finance committee members

Aug. 2004  
Finalize method of seeking income (mill levy, sales tax, rich uncle, other?)

Now until then  
Informally talk up need, remind people operating fund will go away
FACT SHEET
ARAPAHOE LIBRARY DISTRICT BALLOT QUESTION

The Arapahoe Library District continues to experience dramatic growth in the demand for programs, services and facility use. Over the last 18 months, library use has increased by more than 30%. Circulation is projected to approach the 4 million mark in 2003, up from 3.1 million in 2002.

Tax revenues, however, are flat and will decrease next year. The Library District has maintained the current level of services by using savings. But with the recent downturn in the economy, library use is outstripping the library’s revenue sources, making it impossible to continue maintaining the current level of services. Without additional revenues to counteract this trend, there will be less library staff, reduced library hours, limited technology, fewer programs for children and teens, fewer bestsellers, and fewer new videos, DVDs, CDs and talking books.

This fall, voters will be asked to vote, yes or no, via a mail-in ballot, on a library proposal to raise its yearly tax revenues by $4.5 million. The proposed increase will raise the District’s 2004 mill levy by 1.2 mills, from 3.7 to 4.9, for $1.59 more per month or $19.10 more a year on a $200,000 home.

A YES VOTE MEANS
The Library District Will Continue to Provide:

☐ Open libraries 7 days a week, including Sundays
☐ A real person to always answer the phone and help you
☐ Speedy Internet access
☐ 24/7 online access to librarian help and library collection
☐ Up-to-date neighborhood libraries for convenient access
☐ The latest video, DVD, CD and talking book releases
☐ Multiple copies of bestsellers
☐ Free computer classes
☐ Interactive Homework Help for students
☐ Quality programs for children, teens and adults

PRO
An increase would ensure that the library services and resources demanded by the community will continue to remain strong.

The Library District has efficiently managed its funds on one of the lowest mill levies in Arapahoe County. This is only the third tax increase in 37 years. The last one was in 1995.

A NO VOTE MEANS

☐ Fewer library staff and reduced library hours
☐ No technology updates, no computer upgrades
☐ Fewer online databases for business and educational research
☐ No new library equipment or furniture
☐ Fewer videos, DVDs, CDs and talking books
☐ Limited copies of bestsellers
☐ Longer waiting lists for new and popular items
☐ Fewer computer classes
☐ Reductions in the number of programs for young people, such as:
   * Fewer storytimes
   * Limited Summer Reading
   * Fewer Teen Programs

CON
An approval of the 1.2 mill levy increase in 2003 would cost an extra $1.59 more per month or $19.10 more per year on a $200,000 home.

In poor economic times like these, the Library District should tighten its belt rather than ask for a revenue increase.