

Boulder Library District Advisory Committee Recommendation

At the direction of Boulder City Council on May 18, 2021, city staff convened a twelve member community member/business owner Library District Advisory Committee (LDAC) to make recommendations to the City Manager and City Council about an Intergovernmental Agreement (IGA) required by statute C.R.S. § 24-90-107(2)€ which would have to be established between the City of Boulder, Boulder County and a Boulder Library District and to advise on the format of community education and engagement on the possible formation of a library district. LDAC's recommendation will be independent of any recommendations made by the city staff.

Convening Process

The city out a call for applications for committee membership. The staff team recommended a twelve-person committee to represent the geographic, age, economic, ethnic, and ownership/renter range in the proposed library district boundary, including people with experience with the idea of a library district and people new to the concept. The City Manager approved the recommendation from the staff team and appointed the committee members. The City Council endorsed the City Manager's appointment of the LDAC members at their meeting on October 5, 2021 (*for a list of members [see Appendix A](#); for the LDAC charter [see Appendix B](#)*).

LDAC Process

The LDAC met online eight times (October 13, 28; November 8, 29; December 8, 16; and January 6, 12) to discuss its recommendation of key elements of an IGA concerning the transition from the library to a library district such as ownership of the library's real and personal property, personnel, and the provision of administrative services during the transition. The City hired a third-party facilitator to facilitate the LDAC discussions, and draft meeting agendas and summaries (approved by the LDAC). (*See meeting materials on [LDAC webpage](#)*.)

LDAC Recommendations

1. What the Library District Should be

1.A Library District Boundaries

The LDAC was generally accepting of the boundary proposed at their November 8, 2021, meeting. After discussion the LDAC decided to recommend criteria that council could consider to establish the boundary rather than recommending a set boundary line.

The LDAC recommends the following criteria to guide the establishment of the library district boundary:

- i. Creates a rational boundary capable of simple description.
- ii. Conforms to Boulder County voting precinct boundaries to the extent feasible.
- iii. Includes the largest number of households with Boulder Public Library cardholders in accordance with the other criteria.
- iv. Includes all areas within the Boulder Valley Comprehensive Plan service area.
- v. Excludes areas where a municipality or townsite intends to offer annexation and/or the provision of library services.
- vi. Excludes areas whose primary road access occurs another county.

1.B Library Services to be Provided

- i. LDAC supports and recommends the Library District provide services at the Expanded Service Level as described in the 2018 Boulder Public Library Master Plan. (See Appendix C for the 2018 Master Plan Expanded Services list.)

1.C Mill Levy

- i. The mill levy needs to generate enough funds for a sustainably financed library in an ever growing community.
- ii. The mill levy needs to fund services within the district boundary and also include funding for buildings, administrative overhead, building a reserve fund, as well as the additions of grounds and parking maintenance, and the flexibility to raise the median library employee salary beyond the Colorado Self Sufficiency Standard’s determined Living wage (the 2018 Library Financial Analysis conducted by G.K. Baum & Company, presented to City Council at its November 27, 2018 study session did not factor in the last three elements).
- iii. To fund library operations, current services and implement the Expanded Service Level, LDAC supports asking voters within the proposed Library District for between 3.7-3.8 mill levy to generate approximately \$19.5 million annually.

2. How to Transition to a District Library – Elements for an Intergovernmental Agreement

2.A Transfer of Buildings and Land

For the library’s six buildings and properties, LDAC recommends:

- i. Transfer building and land ownership to the Library District for:
 - 1. Carnegie Library for Local History
 - 2. George Reynolds Branch Library
 - 3. New North Boulder Library (when completed)
- ii. Transfer leases to the Library District for:
 - 4. Meadows Branch Library
 - 5. Existing North Boulder Corner Library
- ii. Transfer building ownership to the Library District, while the City maintains ownership of the land; and the Library District and the City develop a common-interest community agreement for:
 - 6. Main Boulder Library

2.B Concepts to address in a future common-interest community agreement between the Library District and City for the Civic Area and Main Library Area of Influence

LDAC recommends the IGA include that a common-interest community agreement between the City of Boulder and the Library District for the library environs surrounding the Main Library address the following concepts (in no priority order) ~~be created and address. LDAC recommends when the common-interest community is developed it address the~~ following concepts (no priority order):

- i. The City and District will have an equal partnership regarding the Main Library area of influence.
- ii. The City and Library District will collaborate on any material or significant change decisions that impact the Main Library and library patrons.
 - 1. That portion of the Civic Area containing the main library is labelled in the Civic Area Master Plan as the “West End: Arts and Culture.” Any future development or expansion of the library will consider the performance criteria developed in the Civic Area Plan for this area (P. 25)

2. If future development of the Main Library results in changes to the building shell, the Library District will consider the performance criteria for Building Form and Massing (see Civic Area Plan) in the District’s formulation of plans submitted for the City site review process.
- iii. The Library District will manage the main library consistent with the seven guiding principles enumerated in the Civic Area Plan:
 1. The Civic Heart of Boulder
 2. Life & Property Safety
 3. Outdoor Culture & Nature
 4. Celebration of History & Assets
 5. Enhanced Access & Connections
 6. Place for Community Activity & Arts
 7. Sustainable & Viable Future
- iv. Recognize and continue to support the longstanding community desire to have a main library in the downtown area, that mutually benefits the City and library patrons.
- v. The Main Library should be accessible to all (i.e. those who drive themselves, walk, bike, or take public transportation, those who are ambulatory and non-ambulatory, etc.).
- vi. Materiality clause – Any proposed changes that will materially impact the library’s ability to provide services or impact financial obligations will be jointly approved by the City and District.
- vii. The Main library has a long-standing role within the downtown as part of the historic land use fabric, and as a cornerstone of social, cultural and economic vitality for businesses, non-profit organizations and downtown visitors.
- viii. Any future amendments to the common-interest community agreement will be undertaken consistent with [BVCP policy 8.13: Support for Community Facilities](#).
- ix. The city and county recognize the importance of educational, health, cultural and non-profit community agencies that provide vital services to the residents of the Boulder Valley and will work collaboratively with these agencies to reasonably accommodate their facility needs and consider location based on transportation accessibility or other needs.
- x. The Main Library and Civic Area are part of a previous development site approval under the Boulder land use code. Amendments to the site review approvals requires written consent of the owners of all property to be included in the development. The Library District and the City will need to coordinate ~~consent~~ and cooperate on any major redevelopment efforts.

Commented [JE1]: Discuss additional concept for common-interest agreement

2.C Transfer of Other Assets

The LDAC recommends:

- i. Transfer personal property (e.g., furniture, equipment, collections, etc.) to the district.
- ii. Transfer art purchased for the library to the district; art donated to the library will be transferred to the district; art purchased by the City or where provenance is unknown will remain property of the City.
- iii. Transfer existing Memorandums of Understanding (MOU) for historic collections held by the Carnegie Library for Local History archive to the Library District, and develop a new MOU between the City and the Library District for historic materials donated to the archive by the City.
- iv. Transfer the balance of funds collected for the Library in existing accounts to the Library District (e.g., grants, .333 mill property tax revenues, Blystat-Laesar House Fund (for Carnegie Library), gifts and donations, Facilities Replacement & Renewal Fund, Old Library Fund Reserve, Development Excise Tax revenues and Impact Fees collected for the Library (used for one-time capital attributable to growth)).

2.E Library District Board of Trustees

- i. The Library District Board of Trustees should have seven members.
- ii. Following initial Board appointments – appointed by a committee of four, two members selected by City, two members select by County – the City Council and Board of County Commissioners will delegate authority to Board of Trustees to recommend new trustees for all future Board appointments. All recommendations/appointments will be ratified by two-thirds majority of the City Council and Board of County Commissioners as required by C.R.S. §24-90-108(2)(c).

2.D Incorporation of Boulder Valley Comprehensive Plan (BVCP)

The LDAC recommends clarifying the relationship among the parties to the IGA and the Library District’s commitment to equity issues by references to the BVCP:

- i. The parties agree to actively collaborate in supporting and implementing the BVCP policies and sustainability principles relevant to library services and programs.
- ii. The City and County agree to actively engage with and consult with the Library District during updates to the BVCP.
- iii. The Library District will strive to promote a healthy community and address social, cultural, racial, and ethnic inequities by respecting and valuing cultural, social, racial, and ethnic diversity and providing free library services that allow community members of all incomes, ages, and backgrounds to stand on equal footing with regard to information access.
- iv. Boulder Public Library has served as a community center, providing services for a wide variety of public gatherings and cultural events. The Library District agrees to continue this legacy.
- v. The Parties to the IGA acknowledge and agree that the policies set forth in Appendix D of the BVCP will serve as guiding principles in implementation of the IGA, and in any initiatives, projects, negotiations, and interactions among the Parties and their partners.
- vi. The Library District agrees to periodically update its strategic plan in collaboration with the City and the County. This includes expanding the geographic purview to include the Library District’s areas of influences; the use of relevant economic and demographic data and projections developed by the City and County; robust community engagement as defined in BVCP policy 10.02; referral of drafts for comment to appropriate City and County departments and boards; and review and comment by the City and County.
- vii. To ensure social equity is addressed and improved for community members the City and the Library District will adhere to the BVCP social equity policy section 8.03. The Library district will uphold the American Library Association Bill of Rights and the American Library Association Code of Ethics.

Commented [JE2]: Discuss new element about addressing equity

3. Other Library District Creation and IGA Elements

- i. ?

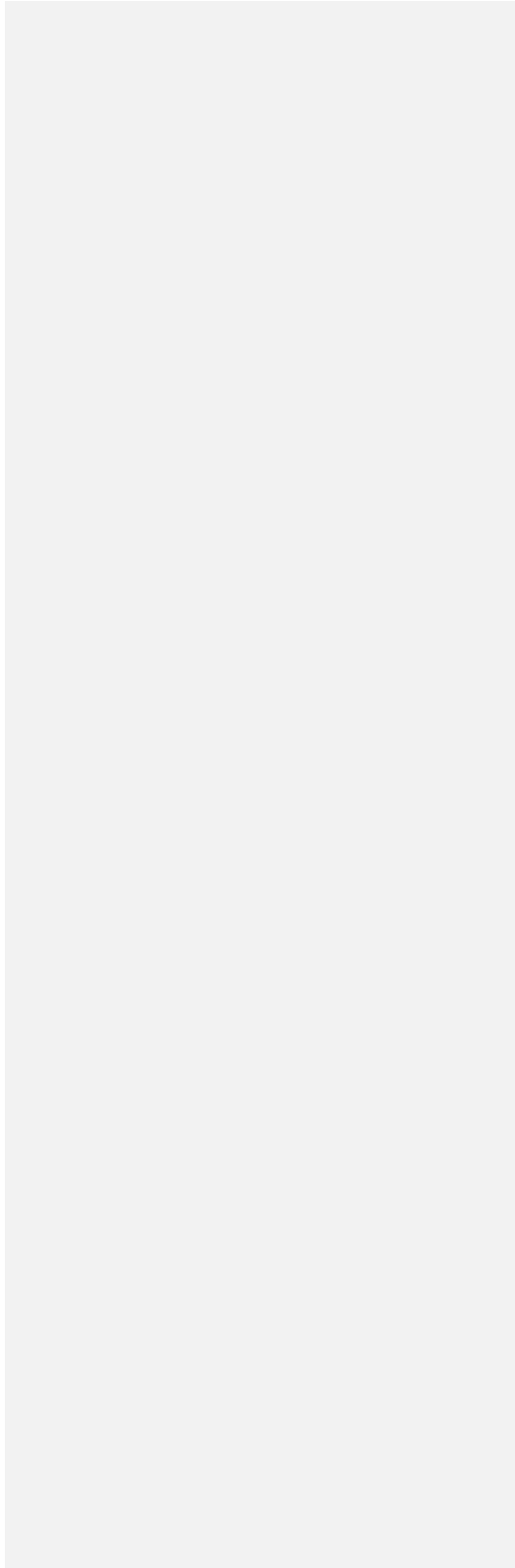
Commented [JE3]: Discuss any other LDAC recommendations?

4. Community Engagement

- i. ?
- ii. ?
- iii. Reaches all community members in the proposed Library District boundaries including – those who are marginalized or underrepresented and those who live or own property in the city of unincorporated Boulder County
- iv. Provides factual, clear information about the costs impacts of funding a library district.
- v. Engages the city of Boulder voters to gather input on how current library funds may be reallocated or related tax levies be reduced or eliminated.

Commented [JE4]: Discuss possible LDAC recommendations for community engagement

Boulder LDAC Recommendation – Approved January/??/22



Appendix A: LDAC Members

First Name	Last Name	City/Area	Affiliations (if any)
Chip	.	Boulder	Downtown Boulder Partnership
Annette	Dula	Boulder	
Michelle Denae	Garcia-Morrissey	Niwot	
Kevin	Miller	Boulder	
Peter	Pollock	Boulder	Library Champions
Deborah	Read Fowler	Niwot, Unincorporated Boulder County	Niwot Business Association
Joanna	Rosenblum	Boulder	Past Library Foundation Board member
Cara	Schenkel	Unincorporated Boulder County	
Alicia	Seidle	Boulder	Library Foundation, Library Commission (former)
Miho	Shida	Gunbarrel, Unincorporated Boulder County	Library Champions
Jane	Sykes Wilson	Boulder	Library Champions, Library Commission, Library Foundation (former)
Katharine (Joni)	Teter	Boulder	Library Champions, Library Commission (former)

APPENDIX B: LDAC Charter

Boulder Library District Advisory Committee Charter

Adopted: October 13, 2021

This is a charter for the Library District Advisory Panel requested by City Council during the May 19, 2021 council meeting.

Committee Purpose: The primary purpose of the Library District Advisory Committee will be to make recommendations to the City Manager and City Council about an Intergovernmental Agreement (IGA) required by statute C.R.S. § 24-90-107(2)(e) to be established between the City of Boulder, Boulder County and the Boulder Library District and to advise on the format of community education and engagement on the formation of a library district. (LDAC’s recommendation will be independent of any recommendations made by the city staff.)

The Committee will:

Purpose

1. Develop consensus agreements on recommendations to the City Manager and City Council on:
 - a. District boundaries
 - b. Services the District should provide
 - c. Mill levy override amount to put on the Nov. 2022 ballot, and the tax implications
 - d. IGA elements
 - i. Asset transfer
 - ii. Administrative and maintenance services to contract from the City of Boulder
 - iii. Staff transfer
 - iv. ??? Deadline for passing funding (draft says LD dissolves if funding isn’t passing by/in 2024)s
 - e. Ballot measure community engagement plan (methods)

LDAC is not a decision-making body and will not direct city staff.

2. Serve as the touchpoint for the community to: ensure that anticipated impacts of a library district on community members who reside within the district’s proposed boundaries are considered and evaluated prior to a recommendation to the City Manager and City Council; ascertain the community’s support for formation of a library district; and understand the community’s desires concerning the specific content and decision points in the IGA.

Decision Making and Process

3. Work toward consensus recommendations. Consensus means everyone (minus one) can live with the agreement, not everyone loves it, but they can live with it. If consensus is not possible, decisions will be made by a formal vote, a majority confirms the recommendation. If necessary, a minority report may be generated for certain items.
4. Operate as a whole group but may establish subgroups when necessary.
5. Meet no more than 3 hours for any single meeting, unless agreed to; and meetings will start at 5pm or 6pm (to be decided by LDAC at their first meeting).

6. Attend 75% of all meetings to ensure they are a part of the evolution of thinking over the whole process.
7. Review and approve meeting summaries are accurate via email, providing edits, comments or asking questions before the deadline for review.
8. Engage in thoughtful discussion by:
 - o Being open to other points of views, different outcomes, and all members’ perspectives
 - o Listening – being curious to understand, rather than preparing a response
 - o Being respectful
 - Not interrupting, but also not talking so long someone has to interrupt
 - Disagreeing without being disagreeable
 - No personal attacks
 - o Speaking briefly and to the point, leaving time for all to participate
 - o Committing to being prepared for each session, being on time, honoring the agenda, and getting up to speed if you miss a meeting
 - o Acting in good faith
 - o Working to build consensus agreements, not just win the argument

Public Input

9. Take public comments during a 15-minutes sessions in the LDAC meetings and via a web comment form.

Communication with other Organizations, Individual and Media

10. Agreeing to speak only for themselves when communicating outside the Committee, especially with media, and avoid characterizing the personal position or comments of other members.
11. Not communicating with others as a representative of the Committee. If the committee wants to communicate as a group, they will build consensus agreement on the message and method.
12. Refrain from undermining the work of the Committee.

The Facilitator will:

1. Remain impartial – not favor any particular outcome or member.
2. Prepare and seek to send agendas and supporting materials a week in advance of meetings (not always possible), for members to be prepared.
3. Prepare draft meeting summaries for Committee review and approval within two weeks of the meeting. The summaries will be summaries of key interests, concerns, and suggestions, as well as agreements and actions. Summaries are not transcripts, and will not include attribution – Committee considers all perspectives in discussion regardless of who said it.

The Library and City Staff will:

1. Provide all materials and data desired by the LDAC (without overloading staff) and any support services needed (e.g., meeting location or online service)
2. Be succinct in presentations leaving time for LDAC discussions and agreement building.
3. Ask “why” more often than defend a position during LDAC discussions.

APPENDIX C: 2018 Master Plan Expanded Services List

APPENDIX D: Relevant Boulder Valley Comprehensive Plan Policies

[Policies below are indexed by page number in the BVCP and policy number]

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1.01 Regional & Statewide Cooperation

Intergovernmental Cooperation

Therefore, the city and county will actively pursue cooperative planning opportunities, intergovernmental agreements, broader information exchange and communication, collaborative initiatives and closer cooperation with each other and with other entities in the region and state. This may include other cities, counties, unincorporated communities, the region and state. This may include other cities, counties, unincorporated communities, the University of Colorado, the school districts, regional organizations and other policymaking bodies. These entities will be encouraged to identify and address issues of shared concern for which a multi-jurisdictional perspective can best achieve mutually beneficial solutions.

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2.20 Role of the Central Area

Boulder's Central Area will continue as the regional service center of the Boulder Valley for office, retail, financial, governmental, civic, cultural and university activities. As such, it will remain the primary activity center and focal point of the Boulder Valley. The Central Area includes distinct, interrelated centers such as the Downtown Business District, Civic Area, University Hill and Boulder Valley Regional Center. It also includes the University of Colorado Main Campus and Canyon Boulevard Cultural Corridor. A variety of land uses surround the centers and complete streets and multimodal transportation alternatives provide direct connections between them.

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5.02 Regional Job Center

The city supports strategies that recognize Boulder's continued role as a regional job center, consistent with economic sustainability goals and projected employment growth. The city and county recognize the importance of regional planning and partnerships for housing and transportation and will continue to address impacts on housing affordability and transportation related to their role as a regional job center.

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5.05 Support for Local Business & Business Retention

The city and county value the diverse mix of existing businesses, including primary and secondary employers of different sizes, in the local economy. Nurturing, supporting and maintaining a positive climate for the retention of existing businesses and jobs is a priority. The city recognizes the vital role of small, local and independent businesses and non-profits that serve the community and will balance needs of redevelopment in certain areas with strategies that minimize displacement of existing businesses and create opportunities for startups and growing businesses. The city will continue to proactively analyze trends in market forces to shape its activities, plans and policies regarding local business and business retention. The city and county will consider the projected needs of businesses and their respective employees, such as commercial and office space, when planning for transportation infrastructure, programs and housing.

5.06 Affordable Business Space & Diverse Employment Base

The city and county will further explore and identify methods to better support businesses and non-profits that provide direct services to residents and local businesses by addressing rising costs of doing

business in the city, including the cost of commercial space. The city will consider strategies, regulations, policies or new programs to maintain a range of options to support a diverse workforce and employment base and take into account innovations and the changing nature of the workplace .

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5.08 Funding City Services & Urban Infrastructure

The city will encourage a strong sustainable economy to generate revenue to fund quality city services and recognizes that urban infrastructure, facilities, services and amenities are important to the quality of life of residents, employees and visitors to the community. A strong and complete local and regional multimodal transportation system and transportation demand management programs are essential to a thriving economy, as they offer options for commuters, help attract and retain key businesses, employers and visitors and provide regional access to global markets. The city will continue to plan for and invest in urban amenities and infrastructure (e.g., bike paths, parks, shared and managed parking, public spaces, quality gathering places, cultural destinations and public art) as well as community services (e.g., open space and mountain parks, high speed internet, fire-rescue, public safety and senior services.

5.10 Role of Arts, Cultural, Historic & Parks & Recreation Amenities

The city and county recognize arts and culture, historic, and parks and recreation amenities as important contributors to the city's economic vitality and quality of life. The city and county will work to support and, as appropriate, enhance the resiliency, sustainability and innovation of arts, cultural, historic, and parks and recreation amenities so they continue to contribute to the economic vitality of the community, provide unique offerings and foster meaningful connections to Boulder among its residents, workforce and visitors.

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5.17 Partnerships to Support Economic Vitality Goals

The efforts of the city, county and the private sector to enhance the economic prosperity of the community are directly and indirectly supported by many organizations and entities. The city and county work in partnership with a number of organizations, including but not limited to the Boulder Chamber, Boulder Convention and Visitors Bureau, Boulder Economic Council, the Boulder Independent Business Alliance, Boulder Small Business Development Center, Boulder Valley School District, CO-LABS, Downtown Boulder Partnership, Innosphere, Latino Chamber of Boulder County, the University of Colorado and other diverse and emerging groups to support economic vitality goals. The city and county acknowledge that although each of these organizations and entities has an independent focus, their work contributes to the overall quality of life enjoyed within the community.

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5.18 Support for the University of Colorado & Federal Labs

The city and county understand the important role that federally funded labs and the University of Colorado play in the economy and will continue to work with state and federal elected officials to foster their important economic contribution. The city will take an active role in efforts to preserve the state and federal funding for these entities to ensure they remain in Boulder and will pursue mutually beneficial partnerships. The city recognizes the importance of having strong and thriving institutions for higher education and programs for continuing education and workforce training. The city supports the seminal role of the University of Colorado, a world-class research university, and the federal labs in business support technology transfer and tech startups. The city will work with the University of Colorado to further the community's goals for sustainable urban form as university-owned land is developed or redeveloped.

5.19 Diverse Workforce, Education & Training

The city and county will encourage and support the Boulder Valley School District and post- secondary educational institutions to offer quality continuing education and technical training. The city will work with employers, educators and partners to support programs designed to help develop and attract workers in multiple fields with specialized skills and experience and foster a well- educated, highly skilled and creative workforce.

5.20 Support for Living Wage

In support of economic vitality and opportunities for all residents, the city and county will encourage all employers in the city and county to provide access to living wage, health care and transit passes to all workers.

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6.02 Equitable Transportation

The city and county will equitably distribute transportation investments and benefits in service of all community members, particularly vulnerable populations, ensuring that all people benefit from expanded mobility options. Providing more transportation options – like walking, biking, transit and shared options – in areas where people are more reliant on various modes will have a greater benefit to overall mobility. New transportation technologies and advanced mobility options provide Boulder with an opportunity to expand affordable transportation choices to those who need them the most, including those who cannot use existing fixed route transit such as service and shift workers.

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6.08 Accessibility and Mobility for All

The city and county will continue development of a complete all-mode transportation system accommodating all users, including people with mobility impairments, youth, older adults, non-English speakers and low-income persons. This will include increased support for mobility services for older adults and people with disabilities, reflecting the expected increases in these populations. Efforts should focus on giving people options to live well without a car and may include prioritizing affordable public transportation and transit passes, new technologies such as electric bikes, mobility services and prioritizing connections between multimodal transportation and affordable housing to facilitate affordable living.

6.09 Transportation Safety

The city and county recognize safety for people of all ages using any mode within the transportation system (i.e., walking, bicycling, transit riding and driving) as a fundamental goal. The city's and county's Vision Zero policies aim to eliminate traffic deaths and severe injuries involving people using all modes of travel, focusing on crash trends and mitigation strategies identified in the Safe Streets Boulder Report and on-going local, regional and statewide safety assessments. Improving travel safety is based on a holistic combination of the four E's: Engineering, Education, Enforcement, Evaluation and relies upon our whole community to keep people safe. To achieve Vision Zero, the four E's approach helps ensure we are addressing travel safety from all angles. This means dangerous travel behaviors, such as distracted and impaired travel, can be countered through enforcement efforts and safety education outreach, while engineering treatments and innovative street design can help prevent intersection conflicts for example. Applying all four E's is the most comprehensive way to help prevent crashes.

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8.03 Equitable Distribution of Resources

The city and county will work to ensure that human services are accessible, available and affordable to those most in need. The city and county will consider the impacts of policies and planning efforts on low- and moderate- income and special needs populations regardless of immigration status and ensure impacts and costs of sustainable decision-making do not unfairly burden any one geographic or socioeconomic group in the city. The city and county will consider ways to reduce the transportation burden for low-income, older adult and disabled populations regardless of immigration status and enable equal access to community infrastructure. The city recognizes that equitable access to employment opportunities is an important element to economic mobility.

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8.04 Addressing Community Deficiencies

The city and county will use community feedback in conjunction with robust data resources to identify barriers to development and provision of important basic human services and will work closely with community partners and non-profits to find solutions to critical deficiencies.

8.05 Diversity

The community values diversity as a source of strength and opportunity. The city and county will support inclusion of racial, ethnic, socioeconomic, and cultural diversity into physical, social, cultural and economic environments. Furthermore, the city and county will promote opportunities for community engagement and formal and informal representation of diverse community members in civic affairs. The city and county value, embrace and promote diversity in all of their hiring and employment practices.

8.06 Mutual Respect

The city and county value all residents and visitors and promote mutual respect. The city and county strive to ensure community members are safe from discrimination and physical violence.

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8.13 Support for Community Facilities

The city and county recognize the importance of educational, health, cultural and non-profit community agencies that provide vital services to the residents of the Boulder Valley and will work collaboratively with these agencies to reasonably accommodate their facility needs and consider location based on transportation accessibility or other needs.

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8.18 Libraries

Library facilities and services of the Boulder Valley will be responsive to the needs of all populations, providing an adequate range of informational, educational and intellectual opportunities for all residents.

8.19 Information Resource/Community Center

The city will facilitate access to information through a variety of formats providing materials, technology and services to enhance the personal development of the community's residents. In its role as the community's public and civic information center, the library will provide venues for community group meetings and resources and services to meet the needs of the community's multicultural and special populations. Other community gathering spaces and information sources include the city and county websites, municipal buildings and recreation and senior centers.

8.20 Education Resources

The city will seek to provide educational, cultural and literacy resources and opportunities for the community. The city will develop and maintain resources to assist learners and students of all ages, including support for formal education programs, and provide public workspaces and independent learning resources. The city will develop collaborative relationships with community educational institutions and function as a research center for residents.

8.21 Arts & Cultural Facilities

The city and county recognize the ability of cultural facilities and activity to positively contribute to community members' well-being, sense of community and cultural understanding. The city and county will encourage the provision of venues and facilities for a wide range of arts and cultural expression that are available and affordable to everyone. The city supports neighborhood-serving arts and cultural amenities, including public sculptures, murals, plazas, studio space and community gathering spaces.

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10.02 Community Engagement

The city and county recognize that environmental, economic and social sustainability of the Boulder Valley are built upon full involvement of the community. The city and county support better decision-making and outcomes that are achieved by facilitating open and respectful dialogue and will actively and continually pursue innovative public participation and neighborhood involvement. Efforts will be made to:

1. Use effective technologies and techniques for public outreach and input;
2. Remove barriers to participation;
3. Involve community members potentially affected by or interested in a decision as well as those not usually engaged in civic life; and
4. Represent the views or interests of those less able to actively participate in the public engagement process, especially vulnerable and traditionally under-represented populations.

Therefore, the city and county support the right of all community members to contribute to governmental decisions through continual efforts to maintain and improve public communication and the open, transparent conduct of business. Emphasis will be placed on notification and engagement of the public in decisions involving large development proposals or major land use decisions that may have significant impacts and/ or benefits to the community.

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10.03 Communication Capacity for Resilience

The city and county recognize that engaged communities and residents are better prepared to support themselves in the event of a disruption and encourage community engagement in conjunction with risk education and preparedness. The city and county will continue to support ongoing, robust communication and outreach to communities and vulnerable residents to educate and prepare for disruption.

10.04 Informed Community

The city and county commit to gathering and sharing information to support and encourage open, participatory government and an informed community. To encourage vibrant public discourse, the city

and county strive to provide participants with the information they need to participate in a meaningful way. The city and county strive to ensure high-quality language services in order to communicate effectively with limited English-proficient residents.

10.05 Support for Volunteerism

The city recognizes the value of community volunteers to help achieve the organization and community goals. The city supports volunteer programs that engage residents to improve their community and participate in addressing local issues. City volunteer programs connect residents with city staff to enhance programs and policies while improving community relations. These programs are intended to be mutually beneficial, offering skills and experience for volunteers and assisting staff with reaching community goals.

10.06 Youth Engagement

The city and county support youth engagement and partner with organizations in the community to offer opportunities to youth for civic engagement and education. This activity is intended to foster innovative thinking and leadership.