

**BOULDER PUBLIC LIBRARY DISTRICT**  
 -SPECIAL MEETING-  
 Tuesday, December 5, 2023  
 Boulder Public Library, Canyon Meeting Room  
 1001 Arapahoe Avenue, Boulder CO  
 and  
 Via Zoom  
 6:00 p.m.  
 Join Zoom Meeting  
<https://tinyurl.com/yckjjw7v>

<u>Board of Trustees</u>	<u>Term Expiration</u>
Benita Duran	2028
Jennifer Yee	2028
Sylvia Wirba	2027
Doug Hamilton	2027
Cara O'Brien	2026
Sam Fuqua	2025
Joni Teter	2024

**AGENDA**

The Board of Trustees will host a pre-meeting dinner with the Boulder Public Library Commissioners beginning at 5:30 p.m.

The official business meeting will be called to order at approximately 6:00 p.m.

1. Call to Order
2. Declaration of Quorum
3. Public Comment
4. Consider Approval of Minutes of November 14, 2023
5. ACTION ITEM: Adopt Existing BPL Public Facing Policies
6. Review Workplan of BPL Public Facing Policies
7. Director Updates
  - a. BPLD Communication Plan for December Library Closure
  - b. City's Shelter Plan For December Library Closure
  - c. Celebration Planning For Library Transition
  - d. Consider Monthly Open House For Patrons?
8. Subcommittee Updates
9. Trustee Matters
  - a. Advance Agenda Planning For The Next Six Months
  - b. Heads up: January 15 meeting has a heavy agenda with lots of reading (Trustee appointment process, bylaws, Board assessment process & governance roles). Materials will be shared with the Board in advance of/as well as in the January 15 packet.

10. Legal Counsel Status Reports

- a. IGA and Lingering Lease And License Matters
  - i. Possible Executive Session:

*Upon Motion Made and carried by a 2/3 vote the Board may enter executive session as allowed by Section 24-6-402 (4), CRS for a conference with the attorney on specific legal matters and to determine matters that are subject to negotiations concerning the Intergovernmental Agreement with the City and County as allowed by subsections (4) (b) and (e).*

11. Adjournment

**NEXT SPECIAL MEETING: Tuesday, December 12, 2023 at 6:00 p.m.**

**This will be a virtual meeting**

**There will be no meeting December 19 or 26, 2023.**

# RECORD OF PROCEEDINGS

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## MINUTES OF THE SPECIAL MEETING OF THE BOARD OF TRUSTEES

OF THE

BOULDER PUBLIC LIBRARY DISTRICT

Held: Tuesday, November 14, 2023, at 6:00 p.m. at Boulder Public Library, 1001 Arapahoe Avenue, Boulder, Colorado.

Attendance

The regular meeting of the Board of Trustees of the Boulder Public Library District was called and held as shown above in accordance with the statutes of the State of Colorado. The following Trustees, having confirmed their qualifications to serve on the Board, were in attendance:

Katharine (Joni) Teter  
Sam Fuqua (via Zoom)  
Sylvia Wirba  
Benita Duran  
Doug Hamilton  
Cara O'Brien

Not present: Jennifer Yee (absence excused)

Also present were Kim J. Seter, Esq. and Kelly Hansen from Seter & Vander Wall, P.C.; David Farnan, Director of the Boulder Public Library; Jennifer Phares, Deputy Director of the Boulder Public Library (via Zoom); Chris Barge, Executive Director of the Boulder Public Library Foundation; and, Kate Kelsch and Juan Jiménez, employees of the Boulder Public Library.

Call to Order

Trustee Teter called the meeting to order at 6:03 p.m. noting that a sufficient number of appointed trustees were present to create a quorum authorized to act on behalf of the District.

Consider Approval of Minutes of November 7, 2023

Following motion from Trustee Duran and second from Trustee Hamilton, the November 7, 2023 minutes were approved unanimously as modified.

Public Comment

None.

# RECORD OF PROCEEDINGS

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## Treasurer's Report

Trustee Wirba presented her report and reviewed the District's financial transactions, payments and claims.

## Director Update

Mr. Farnan shared his report with the Board. He noted that open enrollment opened for all staff. The staff had great appreciation for the package the Board developed, and Mr. Farnan thanked the Board for its work on the package. The clinic will open on December 1.

He highlighted upcoming deadlines, including contract renewals and modifications with the District's cleaning and security contractors.

The Board discussed the best way to handle unhoused populations or intoxicated individuals on District property, and the ways in which the Library's code of conduct might be crafted to both encourage security and support these individuals.

One outstanding contract is for proximity tags and security cameras. Mr. Farnan hopes to have the final agreement to the Board for approval by December 6<sup>th</sup>.

He noted wonderful progress on job application submissions, most of which were submitted through Indeed.

### - Insurance Broker Recommendation

Mr. Farnan presented his recommendation for the District's liability, property, and workers' compensation insurance provider, IMA. He provided an overview of the interview and vetting process, and answered questions from the Board regarding additional coverage that might be available to the District, in addition to questions and suggestions regarding the firm's insurance offerings and the timing for the implementation of the insurance policy.

He noted that he will be working with IMA, if approved, to shape the policy in a way that conforms with the IGA and the District's strategic planning goals.

Mr. Seter and Mr. Farnan answered questions regarding the District's liabilities following the District becoming fully independent of the City in 2024.

Following motion from Trustee Hamilton, and second from Trustee Wirba, the Board unanimously approved IMA as the District's liability, property, and workers compensation

# RECORD OF PROCEEDINGS

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insurance broker.

## Literary and Outreach Strategic Plan

Ms. Kate Kelsch presented her report to the Board, and emphasized the types of community outreach conducted to build the report, the challenges ahead, and ideas for tackling these challenges into the future. The presentation is attached.

Ms. Kelsch answered questions from the Board and accepted recommendations for additions and modifications to the plan. She will deliver a finalized plan to the Board in the coming weeks.

Mr. Farnan, following the presentation, provided an overview of the District's communications plan into the new year. He also shared lessons and ideas from his sessions with various community members who were invited to participate in the development of the plan. He provided an overview of the timeline for hiring a communications manager.

## Subcommittee Updates

Library Commission members are scheduled to join the District's December 5<sup>th</sup> meeting.

## Trustee Matters

Trustee Hamilton asked about the District Launch event, which will likely be the second week of January. The event will be promoted through the Foundation and the Champions of Boulder Library group. Trustee Hamilton also requested that Mr. Farnan reach out to media contacts to further promote the event.

## Legal Counsel Status Report

Mr. Seter provided an update on the leases and IGAs. He also noted the need to finalize a separate insurance agreement, which he will be working on in the following weeks.

## Adjournment

There being no further business to come before the Board, and upon motion duly made, seconded and unanimously carried, the meeting was adjourned at approximately 8 p.m.

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Secretary for the Meeting



# Literacy and Outreach Strategic Plan

Full Detailed Plan  
November 7, 2023

# Boulder Public Library

## Literacy and Outreach Strategic Plan

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## Introduction

The Boulder Public Library (BPL) is fully committed to realizing its mission of “connecting people, ideas and information to transform lives and strengthen our community.” The programs and services of the library have impacted thousands of lives over decades; while the library has been deepening its engagement with the community, we hope to do so much more.

Working collaboratively with the community and ensuring we are meeting its needs and desires will continue to make the library an even better resource. One of the priorities raised by community members in the creation of our 10-year Master Plan, launched in 2018, focused on the library building deeper community connections through engagement. Yet a loss of crucial funding, decreased staff levels, and other challenges related to the COVID-19 pandemic limited our ability to fully implement this work.

With the passage of the Library District vote in 2023, great opportunities arise to accomplish goals from the 2018 Master Plan and more— in the coming years. Given the many possible directions we could go with our outreach and engagement work, the library consulted hundreds of community members who worked closely with BPL staff to create and fine tune the Literacy and Outreach 2024-2028 Plan. It will serve as a road map for the library’s literacy and outreach work. The Library’s Master Plan, mission, guiding principles, and the identified community priorities support the development of this Literacy and Outreach Strategic Plan. See the [Appendix](#) for more information on the connection to the Master Plan.

Our goal in creating this Literacy and Outreach Strategic Plan was to involve the community and utilize their voices to guide the path forward. The intention of this plan is to ensure that everyone in our community is aware of the programs, services, and resources available to them at the library and to provide easy access to these opportunities. The library is committed to serving and welcoming all people, especially those from traditionally underserved communities. This plan aims to include and amplify their voices to create a deeper, more connected community.

This strategic plan builds on several successful library literacy and outreach efforts that have made significant contributions and yet hold even greater potential. For over three decades, BoulderReads has offered adult literacy programming including individual tutoring, high school equivalency support, conversational English practice, and one-to-one children’s literacy programming. The lives of thousands of adults and children have been impacted through these and many other programs and services of the library.

As we look forward to becoming a Library District in 2024, we are excited to bring such programs and services to many more people and contribute to changing many more lives. This will not be accomplished alone, and we are committed to work collaboratively with a broad range of community organizations and members to realize the full aspirations of this plan. We look forward to being more present in the community and working together with community members to ensure awareness of and equitable access to all the library has to offer.

We are proud of this strategic plan, and it represents our best understanding of the needs and interests of the community and the ways we can leverage the library’s unique skills and resources to meet these community needs. It is our full intention to continue to learn from the community, evaluate our work, and be responsive to evolving situations. The aspirations, goals, and overall strategies of this plan will serve as a north star to guide our work and light our way forward.

## Plan Summary

The Boulder Public Library is thrilled to present this Literacy and Outreach Strategic Plan to help us more fully achieve our mission and ensure awareness of and equitable access to the breadth of resources the library has to offer.

This plan was created with community members and library staff; their voices guide our work. Fifty-four community organization representatives and staff participated and interviewed 130 people across a wide diversity of backgrounds and languages to inform and shape this plan. For more information on the Plan Development and the Steering Committee who guided its development, see the [Appendix](#).

The Steering Committee members, with input from the broader community through the interview conversations, defined higher-level challenges and aspirations which frame the plan. The members also provided overall direction in the creation of the plan as well as the outlining of goals, strategies, and tactics.

## Challenges

Per community feedback, the library should design literacy and outreach programming to address the following challenges:

Literacy Gaps	Awareness of Programs and Services	Partnership	Culturally Responsive Practices and Policies
<p>Thirty-four percent of Boulder County residents experience difficulties using or understanding print materials and performing tasks that include text-based information. See <a href="#">Appendix</a> for more information.<sup>1</sup></p> <p>Children who are not reading proficient by third grade are more likely to struggle in</p>	<p>Community members, especially those from diverse cultural and language backgrounds, are not aware of available library programs and services. This contributes to limited access to resources that could most benefit diverse community members in Boulder.</p>	<p>Community sensed that the library is not maximizing partnerships with community organizations and that this is limiting the library’s potential to best serve the community.</p>	<p>Community members from diverse backgrounds shared that the library is not effectively connecting with people of color, individuals who are linguistically and culturally diverse, and people with disabilities.</p>

<sup>1</sup> “Workers who have less education than a high school diploma have the lowest median weekly earnings (\$592), three times less than the highest level of education.” [2023-PL-AdultBasicEducation-FactSheet-2467.pdf \(proliteracy.org\)](#)

school throughout their academic careers. <sup>2</sup>			
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## Aspirations

Boulder Public Library should aspire to deepen and strengthen programming and approaches in the following aspects:

<b>Literacy in Reading, Writing, and Speaking</b>	<b>Other Types of Literacy such as Digital, STEAM, Financial, and Civic Literacy</b>	<b>Community Support and Partnership</b>	<b>Learning Systems to Ensure Responsive Service</b>
<p>Define clear goals for youth, child, and adult literacy in reading, writing, and speaking; ensure budget, programming and staff are aligned to these goals.</p> <p>Systems will be enacted to assess participant gains and goal achievement.</p> <p>Focus on expanding literacy programs by working collaboratively with three to five community groups</p>	<p>Provide interest-based, library and/or community partner-led programming in areas such as digital skills<sup>3</sup>; financial literacy<sup>4</sup>; media literacy<sup>5</sup>; science, technology, engineering, the arts, and math (STEAM); and civic literacy<sup>6</sup> to develop knowledge and skills based on the needs and interests of the community.</p>	<p>Partner with community organizations to leverage library resources for the community, specifically for diverse individuals and individuals with disabilities.</p>	<p>Develop systems and structures to connect with our diverse community to continuously understand their needs.</p> <p>Revise programming and partnerships to address those needs and equitably serve these community members.</p>

<sup>2</sup> "It is critical that children are up to 'reading speed' by the end of third grade. Children who fail to make good progress in reading by the time they enter fourth grade are likely to have trouble in the upper grades and to drop out of school before graduating." [A Child Becomes a Reader -- K-3 \(ed.gov\)](#)

<sup>3</sup> "Digital literacy is an individual's ability to find, evaluate, and communicate information by utilizing typing or digital media platforms. It is a combination of both technical and cognitive abilities in using information and communication technologies to create, evaluate, and share information." [Digital literacy - Wikipedia](#)

<sup>4</sup> "Financial literacy is the possession of skills, knowledge, and behaviors that allow an individual to make informed decisions regarding money." [Financial literacy - Wikipedia](#)

<sup>5</sup> "Media literacy is an expanded conceptualization of literacy that includes the ability to access and analyze media messages as well as create, reflect and take action, using the power of information and communication to make a difference in the world." [Media literacy - Wikipedia](#)

<sup>6</sup> "Civic Literacy is the knowledge of how to actively participate and initiate change in your community and the greater society. It is the foundation by which a democratic society functions: Citizen Power as a check and as a means to create avenues for peaceful change." [Slide 1 \(yale.edu\)](#)

whose work focuses on reaching individuals who are culturally and linguistically diverse.			
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## Overall Plan Aim

The library is committed to **building deeper community connections and engagement, especially with traditionally marginalized and underserved communities.**

Through the work in this plan, we will:

1. Build **greater awareness** of the programs, services, and resources available at the library.
2. Provide **easier and more equitable access** to the library services.
3. Be more **responsive** to the community and work more collaboratively with community.
4. Create an even more **welcoming and inviting** experience for all who visit the library.
5. **Expand our resources** to be a support to every community member to thrive.

## Key Areas in the Plan

To address these challenges and reach the aspirations, the library created a detailed year-by-year strategic plan. The plan is divided into two parts: **Literacy and Outreach.**

### Literacy

Being a core area of work, the library seeks to expand and deepen literacy programs with a focus on reading, writing, and oral communication. Additionally, the library seeks to expand programming in other types of literacy to help address knowledge or experience gaps in areas such digital skills; financial literacy; media literacy; science, technology, engineering, arts, and math (STEAM); and civic literacy.

We have organized the work in this Literacy area of the plan by language **literacy for adults, children and youth, partnerships across the age groups, and lifelong learning literacy.**

Strategies to further the library’s literacy work will:

- Expand awareness, number, and variety of literacy program opportunities.
- Provide more books to keep at home and create at-home literacy tools for families.
- Broaden teen programming and spaces.
- Expand organizational partnerships to strengthen all forms of literacy development.
- Promote the library as a center for civic education and participation.

### Outreach

The library seeks to build relationships with community members, introduce the community to all the library has to offer, and ensure the library is accessible and welcoming. While doing this, we want to create greater equity of access, particularly for traditionally underserved communities. Increased

communications using a variety of approaches and involving the community in the work of the library are critical to our success and will help ensure we are responsive to community needs and interests.

This Outreach section is divided into two main areas: **the Library in the Community** and **the Community in the Library**. While the library wants to work more closely in and with the community, we also want community members to visit the library. When they do so, we want to deepen a sense of feeling welcomed and that the library and its resources are accessible.

**The Library in the Community** section includes two main areas, **Library Programs and Services** and **Communications**. Key strategies will guide this work:

- Have greater presence and conduct more library programming in the community.
- Increase awareness of the library and what it has to offer.
- Expand the community voice, participation, and feedback in library planning and work.
- Connect community members and strengthen our welcoming and inclusive environment.
- Ensure programs and services are accessible.
- Develop tools to facilitate connection and engagement with the community.
- Expand collaborations and partnerships to reach communities.
- Expand and increase awareness of culturally and linguistically diverse programming.
- Create communications and approaches to be more linguistically accessible to everyone.

**The Community in the Library** section deals with three areas that include **Spaces, Collection, and Staffing**. Key strategies will guide this work:

- Incorporate imagery that is linguistically and culturally diverse and sensitive.
- Ensure safe environments and communicate safety measures.
- Make spaces more accessible identifying physical, economic and linguistic barriers.
- Hire additional staff, including culturally and linguistically diverse individuals to support outreach, programs, and services desks.
- Access and strengthen hiring processes to recruit diverse candidates and continue to deepen mechanisms to support retention.
- Expand cultural competency training and experiences for library staff and volunteers.
- Gather input and expand the collections according to community interests.
- Add more linguistically diverse materials and build awareness of these materials.
- Improve the signage and access to the collection, particularly linguistically diverse materials.

By implementing this plan, we hope to have a significant **impact for our community** both inside and outside the library. Evaluation components will be used to assess the effectiveness and impact of the work.

Throughout our work, we will strive to regularly assess whether we are meeting our desired goals and whether the work we are doing is providing value to the community. Here are a few of the methods we intend to use to evaluate our work and impact:

- Develop baseline metrics in terms of visits, attendance, and participation.
- Conduct quarterly check in regarding the implementation of the plan across departments and implementation leads, adjusting the workplans as needed.
- Identify ways to capture and assess the experience of new visitors to the library.

- Ask for feedback from community members at the library and at programs.
- Survey participants in ongoing literacy programs.
- Continually gather feedback from staff and steering committee members on the plan's implementation.

Thank you in advance for helping us carry out this plan and assess the value and impact of this work for the community.

## Detailed Plan by Year

### Literacy

While literacy is often referred to as reading, writing, and speaking, there are many more types of literacy. The Steering Committee members asked us to define this more clearly and as we worked to do this, we came up with two main categories.

1. **Literacy in Reading, Writing, and Speaking.** *"Literacy is understanding, evaluating, using and engaging with written text to participate in society, to achieve one's goals, and to develop one's knowledge and potential."* (For reference, see the *Boulder County Literacy at a Glance* in the [Appendix](#).) The goals, strategies, and tactics for this area of work are divided by age group. Then unique strategies and tactical approaches were defined to reach each age group.
2. **Lifelong Learning Literacy.** The other types of literacy development that were identified as of interest and as helping address knowledge and skills gaps such as digital skills; financial literacy; media literacy; science, technology, engineering, arts, and math (STEAM); and civic literacy. The goals, strategies, and tactics for this area of work are divided into other Literacy Programming and Civic Literacy. Unique strategies and tactical approaches were then defined to reach each area.

### Adult Literacy

**Goal:** By 2028, our programs will reach more than double the number of community members and participants will report that they are able to reach their potential and achieve their goals more fully because of literacy development. *"BoulderReads has been the Community Literacy and Learning program of the Boulder Public Library since 1986. We provide programs and resources that foster literacy and lifelong learning for all ages."*

#### Strategies:

- **Expand awareness and access to English language literacy opportunities.**
- **Assess the need and if needed, expand Spanish high school equivalency and Spanish practice opportunities.**
- **Expand awareness and access to high school equivalency classes and adult career and college pathways.**

**The Tactical Approaches:** The chart below lists the specific ways we plan to carry out the strategies.

<b>Adult English Literacy Development</b>				
2024	2025	2026	2027	2028
<p><b>Expand Opportunities</b> Expand access to one-to-one tutoring.</p> <p><b>Awareness</b> Creating a communications strategy to build awareness of literacy offerings.</p> <p><b>Community Feedback</b> Gather regular input from BoulderReads participants regarding how the literacy programs helped them reach their potential and achieve their goals. Their input will strengthen the programs.</p> <p><b>Additional Opportunities</b> Expand in-person English conversation opportunities, holding onsite additional conversational English</p>	<p><b>Expand Opportunities</b> Increase opportunities for community members to participate in one-to-one tutoring.</p> <p><b>Awareness</b> Communicate about offerings in collaboration with community partners who reach people who may benefit from the programming.</p> <p><b>Assessment</b> Assess the need for literacy tutoring at the Boulder County jail to support their internal GED preparation class.</p> <p><b>Accessible Opportunities</b> Based on feedback from conversational English practice participants, revise and expand the</p>	<p><b>Awareness</b> Establish a clear listing of BoulderReads offerings and define best marketing approaches to ensure that those who can benefit from the programs know about them and can access them.</p> <p><b>Accessible Opportunities</b> Hold onsite conversational English practice programs at the NoBo Branch Library.</p> <p><b>Community Feedback</b> Routinely collect feedback from conversational English program participants and use it to improve services.</p>	<p><b>Assessment</b> Evaluate impact of strategies implemented 2024-2026 using numbers served, community feedback, and goal achievement.</p>	<p><b>Community Feedback</b> Ensure BoulderReads participants' voices are part of the development of the next 5-to-10-year plan for the library.</p> <p><b>Additional Opportunities</b> Continue to improve and expand conversational English programming based on participant survey feedback and identified new needs.</p>

practice programs at the library and community partner locations.	programming, prioritizing community partners as locations for meetings.  <b>Access and Community Building</b> Hold 50 to 60 percent of English practice groups at the library or at community partners' locations.			
<b>Spanish High School Equivalency and Spanish Practice Programs</b>				
2024	2025	2026	2027	2028
<b>Assessment and Planning</b> Evaluate pilot Spanish high school equivalency exam preparation class. Define and plan next steps for the program including budget and staff time needed for support.	<b>Spanish High School Equivalency</b> If moving forward, launch the rollout of the Spanish High School equivalency program.  <b>Help Build Awareness of Spanish Language Opportunities</b> More fully learn about Spanish language practice groups in Boulder and determine if there is a role the library can play to	<b>Assessment and Planning</b> If piloted, evaluate the pilot Spanish conversation pairs program with the support of all participants and partners. Define the next steps.	<b>Spanish-speaking Conversation Volunteer</b> Create opportunities for Spanish-speaking volunteers to contribute their skills and talents through the Spanish conversation pairs program and other leadership opportunities).	<b>Community Feedback</b> Ensure BoulderReads Program participants' voices are included in BPL's overall strategic planning.  <b>Expand Spanish Language Opportunities</b> Explore new resources and broaden partnerships to expand programming in the community to include Spanish language experiences.

	<p>build awareness and be supportive of such groups.</p> <p><b>Assessment and Planning</b> Assess the need and explore program models that use the skills and talents of English language learners and build cross-cultural community (e.g., one-to-one Spanish conversational pairs and English-Spanish conversation pairs.</p>			
<b>High School Equivalency and Adult Career and College Pathways</b>				
2024	2025	2026	2027	2028
<p><b>Expand Opportunities</b> Expand high school equivalency services to include regular English GED classes in person.</p> <p><b>Awareness</b> Define methods and market the Career Online High School program and provide up to 10 students scholarships.</p>	<p><b>Expand Opportunities</b> Expand high school equivalency services to include more students in English GED classes.</p> <p><b>Career Development Support</b> Partner with organizations to provide job skills resources for those who are seeking employment.</p>	<p><b>Career Development Support</b> Partner with industrial workforce groups to support career development and job access opportunities at the library.</p>	<p><b>Awareness and Participation</b> Build awareness about opportunities to earn a high school diploma equivalency through programs offered at the library. Increase attendance and retention in such programs.</p>	<p><b>Assessment</b> Evaluate the library's adult high school equivalency and career and college pathways offerings; Refine offerings for subsequent years to meet the needs of the community.</p>

## Children and Youth Literacy

**Goal:** By 2028, BPL will increase access to early literacy support to young children and their families through additional literacy experiences and at-home tools. The library will also offer more literacy support to school-age children through the expansion of our literacy programs. The library will increase teen involvement at the library to develop a sense of belonging through social activities and volunteer opportunities.

### Strategy Areas:

- **Expand book distribution** to kids and families.
- Provide **more at-home literacy tools** for families.
- **Expand one of the key programs “Reading Buddies”** to reach more children.
  - *Reading Buddies is a program to promote a passion for reading. Each Little Buddy is matched with an adult volunteer and spends 90 minutes a week engaging in fun reading, writing and literacy activities over the course of a semester.*
- **Broaden teen programming and spaces.**
- **Expand organizational partnership to strengthen literacy development** at the library and in the community.

**Tactical Approaches:** Below in the chart are the specific ways we plan to carry out the strategies.

<b>Early Childhood Literacy</b>				
2024	2025	2026	2027	2028
<p><b>Book Distribution</b> Develop new avenues to provide books to keep at home for families with young children (e.g., Imagination Library).</p> <p><b>Literacy Experiences</b> Evaluate storytime approaches to ensure inclusivity and cultural engagement. Based on the evaluation, update the storytime training materials.</p> <p><b>Literacy Experiences</b> Create a Storytime 101 training of basic storytime skills knowledge and implement training for all new and established public facing staff. Assess the possibility of offering this training to organizations that could implement it.</p>	<p><b>Collaborations</b> Strengthen relationships with community organizations who provide storytime and parent-child relationship programming and identify opportunities for collaboration to strengthen community literacy.</p> <p><b>Book Distribution</b> Develop literacy promotion activities and tools to accompany books given to children and families.</p> <p><b>At-Home Tools</b> Expand the use and distribution of existing literacy activities and education tools, especially for early literacy promotion, through library outreach and partner collaborations.</p>	<p><b>Book Distribution</b> Gather feedback to determine the impact of book distribution programs and use feedback to adjust programs accordingly.</p> <p><b>Literacy Experiences</b> Expand the literacy component of community events in which the library participates.</p> <p><b>Collaborations</b> Partner with an organization that reaches new parents (such as a hospital or day care) to distribute information about the library, early years learning programs, and family literacy resources.</p> <p><b>Assessment</b> Assess the need for and accessibility of resources for off-site English and/or</p>	<p><b>At-Home Tools</b> Develop and distribute information packets for new parents about the library, early years learning programs, and family literacy resources.</p> <p><b>At-Home Tools</b> Develop and/or compile didactic tools to support Spanish speaking families to work with their children on learning English.</p> <p><b>Literacy Experiences</b> Pilot volunteer-run storytime at partner organizations such as daycares and Head Start. Provide additional information about library resources to families at these locations.</p> <p><b>Assessment</b> Evaluate current outcomes and participation in the 1000</p>	<p><b>Assessment</b> Assess the early literacy programs and initiatives implemented during the past five years and incorporate emerging needs of the community in plans for future programs.</p>

<p><b>Book Distribution</b>          Deepen the relationships and literacy education at community book give away programs.</p>		<p>Spanish language storytimes led by volunteers.</p> <p><b>At-Home Tools</b>          Identify additional literacy activities and tools that would be helpful for community members. Develop a plan to distribute these newly designed or existing tools.</p>	<p>Books Before Kindergarten Program and determine if it is an effective tool for Spanish-speaking families.</p>	
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<b>School Age Children and Tween Literacy Programming</b>				
2024	2025	2026	2027	2028
<p><b>Expand Reading Buddies</b> Re-establish partnership with an elementary school to offer a Reading Buddies Program to reach underserved and students who fell behind during pandemic.</p> <p><b>Restart High School Volunteer-Led Literacy Program: Reading Pals</b> Redesign and restart the Reading Pals Program, and pair high school students with elementary students to read together on a weekly basis.</p>	<p><b>Solidify Reading Buddies Curriculum</b> Strengthen the Reading Buddies Program curriculum and model so it can be expanded to serve more children as resources become available.</p> <p><b>Support Parent with Literacy Tools</b> Incorporate programming that enables Reading Buddies parents to learn literacy strategies and strengthen literacy at home with their children.</p> <p><b>Expand Reading Buddies</b> Plan and develop resources for a partnership with more schools to expand the Reading Buddies Program.</p> <p><b>Expand Reading Buddies</b> Plan and design a Reading Buddies summer program.</p>	<p><b>Expand Reading Buddies</b> Develop and pilot a 4th and 5th grade Reading Buddies Program.</p> <p><b>Expand Reading Buddies</b> Increase partnerships with schools to offer more Reading Buddies Programs, especially to reach underserved students.</p> <p><b>Expand Reading Buddies</b> Implement a Reading Buddies summer program.</p> <p><b>Assessment</b> Assess the Reading Buddies summer program.</p>	<p><b>Assess and, if possible, Expand Reading Buddies</b> Assess and, if possible, expand 4th and 5th grade Reading Buddies programming.</p> <p><b>Expand Reading Buddies and Reading Pals</b> Assess the expanded Reading Buddies and Reading Pals Program.</p> <p><b>Assessment</b> Assess needs and determine approach for a middle school Reading Buddies Program.</p>	<p><b>Expand Reading Buddies</b> Pilot a middle school Reading Buddies Program.</p>

	<b>Assess and Expand Reading Pals</b> Assess the Reading Pals Program and assess whether it could be expanded to serve more children at additional locations.			
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<b>Teen and Tween Programming</b>				
<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<p><b>Promotions through Partnerships</b> Deepen the relationship with staff at least one high school and one middle school to discuss collaboration and ways they may help inform teens/tweens about the library's teen spaces and programs for teens/tweens.</p> <p><b>Community Feedback</b> Routinely solicit feedback from teens about their needs and preferences for teen programming.</p>	<p><b>Community Feedback</b> Gather input from tweens and teens about interests and hopes the teen spaces and programs for teens.</p> <p><b>Increase Engagement and Literacy</b> Pilot monthly teen activities with a focus on developing fun and engaging activities that have a literacy connection.</p> <p><b>Responsive Teen Programming</b> Assess the outcomes of past for Teen Summits. Define the best forum to achieve these goals. Note: the original Summit goals were to bring teens together for engagement with librarians and guest authors.</p>	<p><b>Promotions through Partnerships</b> Expand the promotion of our teen programs and spaces through collaborating with other organizations that serve teens.</p> <p><b>Increasing Literacy Component</b> Incorporate literacy skills in a variety of non-literacy focused library programs by encouraging participants to talk, write, and read about the program's theme.</p>	<p><b>Expand Spanish Speaking Opportunities</b> Pilot a Spanish-speaking teen group or club at one branch library.</p>	<p><b>Assessment</b> Assess the teen programs and build on the programs that are having the greatest impact and involvement.</p>

**Partnerships Across Age Groups**

<p><b>Promotions through Partnerships</b> Identify organizations and work collaboratively to further reach the community and share information about the library's offerings.</p> <p><b>Collaboration</b> Reach out to at least two literacy organizations per age group and strengthen collaborations. If it is a new organization, develop understanding of their work and programs, and identify opportunities for collaboration.</p>	<p><b>Collaboration</b> Reach out to additional literacy organizations. Develop understanding of their work and programs while identifying opportunities for collaboration.</p>	<p><b>Collaboration</b> Deepen and expand additional collaborative partnerships with literacy organizations where possible.</p>	<p><b>Assessment</b> Assess collaborations and expand those with literacy organizations where possible.</p>	
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## Lifelong Learning Literacy

**Goal:** By 2028, BPL will expand programming with new staff, contractors, and/or partnerships to address other types of literacy beyond English or Spanish language literacy development. Some of the other types of literacy identified as of interest to the community and that may be helpful in addressing knowledge and skill gaps include digital skills; financial literacy; media literacy; science, technology, engineering, arts, and math (STEAM); and civic literacy. BPL will also identify additional partners who work in these areas to expand programming and have increased communication with the community to identify new learning needs that build on these lifelong literacy interests.

### Strategies:

- Increase the **number and variety of literacy offerings.**
- Promote the **library as a center for civic education and participation.**

**Tactical Approaches:** Below in the chart are the specific ways we plan to carry out the strategies.

Other Literacy Programming				
2024	2025	2026	2027	2028
<p><b>Assessment and Planning</b> Capture a list of what the library is currently offering on these other types of literacy learning topics. Define priorities and ways to expand access and possibly offerings to the community.</p> <p><b>Expand Digital Literacy</b> Identify partner organizations that could expand digital literacy learning at the library to address the digital divide.</p>	<p><b>Assess and Expand Other Types of Literacy Offerings</b> Assess the impact of 2024 literacy programs as well as community need. Determine additional lifelong learning programming that could be provided by library staff or community partner organization. Plan to offer these literacy learning opportunities.</p>	<p><b>Expand Other Types of Literacy Offerings</b> If a need is determined and there is capacity, pilot new literacy learning programs.</p> <p><b>Expand Other Types of Literacy Offerings</b> Identify two community partner organizations that provide programming on lifelong literacy skills to offer learning opportunities at the library. Pilot the offerings.</p>	<p><b>Assess and Define Programming</b> Assess community need and effectiveness of the lifelong literacy learning offerings and determine whether additional lifelong learning programming is needed.</p>	<p><b>Expand Programming through Partnership</b> If community need is present, identify two additional partner organizations that provide programming on lifelong literacy skills to teach classes at the library.</p>

<b>Expand STEAM Literacy</b> Create tools kits to expand STEAM activities throughout the library.				
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<b>Civic Literacy</b>				
2024	2025	2026	2027	2028
<p><b>Serve as Center of Civic Participation</b> If possible, continue to serve as a voting site for the public. Ensure support staff time is allocated, if needed.</p> <p><b>Serve as Center of Civic Learning</b> Collaborate with the City of Boulder government to offer sessions on the new voting process - rank choice voting - at the library to facilitate accessible voting process information.</p>	<p><b>Facilitate Serving as Center of Civic Education and Participation</b> Reach out to election and civic participation-related organizations to inform them that the library spaces can be reserved to inform and engage the public.</p> <p><b>Serve as Center of Civic Learning</b> Integrate partner-supported citizenship classes into the BoulderReads Program offerings.</p> <p><b>Awareness</b> Publicize the full array of civic learning offerings to the community.</p>	<p><b>Facilitate Serving as Center of Civic Education and Participation</b> Integrate staff time to communicate and support organizations that want to use library spaces for election and civic participation related activities.</p> <p><b>Celebrate U.S. Citizenship</b> Continue to host U.S. citizenship ceremonies and identify a way to celebrate and introduce community members who are naturalized to the library.</p>	<p><b>Assess and Serve as Center of Civic Education and Participation</b> Review practices for reaching and supporting organizations that host events at the library. Adapt approach based on assessment, need, and resources.</p>	<p><b>Strengthen Role as a Center of Civic Education and Participation</b> Based on assessment, reduce barriers for organizations utilizing the library for these civic-related purposes and determine if additional work is needed to allow the library to be a center for civic awareness and participation.</p>

## Outreach

The purpose of the library's outreach is to build relationships with community members, introduce the community to all the library has to offer, and ensure the library is accessible and welcoming to our community. Community input suggested improvements to increase equitable awareness and access to the library and its programs and services. It also recommended a focus on building even more welcoming and responsive experiences, particularly for traditionally underserved including people of color, culturally and linguistically diverse individuals, and people with disabilities. Where possible, the library intends to collaborate with community members in planning, implementation of programs and services, and assessing the impact of our work to ensure that the library is responsive to community members' needs and interests.

In this area, the main components are:

- 1) **The Library in the Community.** This work involves increasing the library's presence in the community and meeting people, not only in the library but also in the places where they come together and already feel comfortable. The work in this area involves creating awareness of the library and all its offerings, building community, and ensuring our programs and services are accessible and meet diverse interests and needs. A large component of the work is also around expanding community communications and involvement.
- 2) **The Community in the Library.** In addition to being out in the community, we want community members to visit the library. When they do, we want them to feel fully welcomed, ensure that their experiences are responsive and culturally sensitive, and have full access to the library resources available. To achieve this, the library plans to strengthen and expand in the following core areas: spaces, collection, and staffing.

## The Library in the Community

### Library Programs and Services

**Goal:** By 2028, BPL will provide increased awareness and access to library programs and services for Boulder's diverse community. The library will expand efforts to build community connections, foster a welcoming and inclusive environment, and be responsive to community needs. There will be a greater number and awareness of programs and services that address the needs and interests of community members of color, individuals with disabilities, individuals with neurodiversity, and culturally and linguistically diverse individuals.

#### Strategies:

- Have **greater presence** and conduct more library programming in the **community**.
- **Increase awareness of the library** and what it has to offer.
- Connect community members and strengthen our welcoming and inclusion environment.

- Ensure programs and services are **accessible**.
- Develop **tools to facilitate connection and engagement** with the community.
- **Expand partnerships** to reach communities.
- **Expand and increase awareness of culturally and linguistically diverse programming.**

**Tactical Approaches:** The chart below specifies ways we plan to carry out the strategies.

<b>Programs and Services</b>				
2024	2025	2026	2027	2028
<p><b>Presence and Community Engagement</b> Have more library presence at cultural events held at the library and in the community. Create a list of events that the library can be present at and reach out to the organization to sign up to be involved.</p> <p><b>Community Building</b> Develop guidelines for facilitating community building exercises within library programs.</p> <p><b>Accessibility</b> Review accessibility to programs and events for possible barriers. If a need is determined, define a starting point to begin steps</p>	<p><b>Presence and Community Engagement</b> Have library staff present at up to 4 community organizations’ regular programs and/or events.</p> <p><b>Accessibility</b> Continue to take steps from program and events accessibility assessment to ensure community accessibility.</p> <p><b>Awareness Building</b> Reach out to community members/groups, especially those that reach underserved communities, to build awareness of the availability of library spaces to hold meetings and events</p>	<p><b>Awareness Building</b> Create and distribute multilingual flyers for several library programs and events.</p> <p><b>Awareness Building</b> In collaboration with community partners, increase outreach to under-resourced communities using the book bike.</p> <p><b>Accessibility</b> Continue to institute additional accessibility improvements to programs and events. Evaluate current efforts.</p> <p><b>Cultural Programming</b> Create a baseline and definitions for what</p>	<p><b>Awareness and Accessibility</b> If a library outreach vehicle is determined to be a priority, secure ongoing funding, design a service model, and plan staffing to support it.</p> <p><b>Cultural Programming through Partnership</b> Partner with community organizations that serve culturally and linguistically diverse individuals to plan and host up to two culturally relevant programs or events that highlight collaboration and inclusion.</p> <p><b>Partnerships</b> Evaluate community partnerships and define</p>	<p><b>Awareness and Accessibility</b> If funding is secured and the service model defined, purchase an outreach vehicle and begin services.</p> <p><b>Programming in Spanish</b> Review participation and feedback from Spanish language programs and make adjustments. Expand Spanish programming accordingly.</p> <p><b>Programming in other Languages</b> Evaluate the need and ability to support library programming in another language besides English and Spanish.</p>

<p>to increase accessibility to programs and events. Communications strategies should be coupled with this.</p> <p><b>Tools</b> Create a staff outreach training and outreach toolkit to prepare staff to conduct even more effective community engagement.</p> <p><b>Expand Access through Partnerships</b> Identify two underserved communities in Boulder County and partner with community members or select a partner community organization to bring greater library resources to these communities.</p>	<p>such as Nepali New Year or Cinco de Mayo.</p> <p><b>Awareness Building through Partnerships</b> Partner with at least two Latinx community organizations to distribute library information and offer Latinx-focused activities at the library and in the community.</p> <p><b>Awareness Building</b> Have the library book bike present at least one community event per month, weather permitting.</p> <p><b>Community Building</b> Pilot social interactive activities at the start and/or end of select programs to create an inclusive environment, connect, and build community.</p> <p><b>Family Programming</b> Expand and strengthen communication about existing programs that may appeal to multiple generations and all ages so</p>	<p>culturally relevant programming entails for future evaluation needs.</p> <p><b>Cultural Programming</b> Determine staffing levels needed for larger scale cultural events and allocate resources appropriately.</p> <p><b>Family Programming</b> Assess current multi-generational/all ages programming to evaluate revision needs.</p> <p><b>Deepen Engagement through Partnerships</b> Expand partnerships with the Latinx community organizations and other cultural community organizations to deepen connection and engagement.</p> <p><b>Assessment: Awareness and Accessibility</b> Assess the need for a library outreach vehicle.</p>	<p>ways to strengthen and improve their positive impact in the community.</p> <p><b>Partnerships</b> Evaluate and determine priority of partnerships for continued collaboration with the library.</p>	<p><b>Partnerships</b> Define approaches to expand partnerships to strengthen engagement and connection with communities in the upcoming five to ten years.</p>
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	<p>families can participate in programs together.</p> <p><b>Partnerships</b> Identify two other underserved communities in Boulder County and partner with community members or select a partner community organization in each of those communities to build shared goals and resources.</p>			
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**Communications**

**Goals:** BPL’s communications will be periodically improved and evaluated with involvement and feedback from the community to increase awareness and participation in the wide range of programs and services offered. The library will use a wider range of communications approaches and collaborations with partners to reach more deeply into the community and to gather input on how the community prefers to seek and receive information. Communications will be as linguistically inclusive as possible to reach out to our diverse community members.

**Strategies:**

- Expand the **community voice** in the library’s planning and work.
- Gather **feedback and input** from the community on a regular basis.
- Be **present in the community** to facilitate in person communication.
- Create further **volunteerism opportunities** for our diverse community members.
- Strengthen **collaborations with organization partners to promote** the library programs and services.
- **Create communications and approaches to be more linguistically accessible** to everyone.

**Tactical Approaches:** Below in the chart are the specific ways we plan to carry out the strategies.

<b>Community Voices and Feedback</b>				
2024	2025	2026	2027	2028
<p><b>Community Voices Committee</b> Create a staff/ community working group to look at different Community Advisory Committee models and define the library’s Community Voice Committee model.</p> <p><b>Presence and In-Person Communication</b> Meet with organizations that have outreach programs to learn about different models and explore opportunities to collaborate to create greater awareness of library programs and services.</p> <p><b>Presence and In-Person Communication</b> Pilot a part-time outreach staff program be more present in the community and broaden the number</p>	<p><b>Community Voices Committee</b> Create and hold regular meetings with the Community Voice Committee to gain community input and feedback and to deepen the connection with the community.</p> <p><b>Community Feedback</b> Implement community satisfaction survey.</p> <p><b>Presence and In-Person Communication</b> Assess the impact of the projects done with the support of community promoters. Ensure adequate staff support to work collaboratively with community promoters.</p> <p><b>Community Involvement</b> Continue to expand opportunities for community involvement</p>	<p><b>Community Voices Committee</b> Begin annual review of the role and contributions of the Community Voice Committee and identify ways to further support their participation and leverage their skills.</p> <p><b>Community Feedback</b> Incorporate feedback into planning of library programs, services, and collaborations with the community.</p> <p><b>Presence and In-Person Communication</b> Pilot working with other organizations’ outreach teams. Define up to 3 projects to collaborate with community organizations. Allocate the funding, define the information and staff</p>	<p><b>Presence and In-Person Communication</b> Review the projects promoted by outreach teams for impact. Incorporate lessons learned and ways to better support outreach teams to reach more linguistically and culturally diverse people.</p> <p><b>Presence and In-Person Communication</b> From previous experiences, define projects to bring to outreach team for the next year.</p> <p><b>Community Feedback</b> Evaluate and revise community feedback opportunities as needed.</p>	<p><b>Community Voices Committee</b> Review the overall work and processes with the Community Voice Committee. Gather ideas for improvement and create actionable steps from this input.</p> <p><b>Presence and In-Person Communication</b> Work with outreach team to make improvements and continue to build structures and systems to better communicate and work with the community.</p> <p><b>Community Feedback</b> Conduct a community-wide needs assessment to gather input for the library’s overall strategic planning process and reset goals associated with community engagement.</p>

<p>of library ambassadors in the community.</p> <p><b>Community Feedback</b> Define opportunities to gather community feedback from people of diverse backgrounds about programs and services interests.</p>	<p>in program planning, specifically expanded assistance with One Book One Boulder.</p>	<p>support to launch these efforts.</p> <p><b>Community Involvement</b> Clarify and communicate opportunities for volunteerism to support library programming and events.</p> <p><b>Community Involvement</b> Evaluate additional opportunities for community members to be involved in planning a library program or an event.</p>		
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<b>Communications Approaches and Multilingual Communication</b>				
2024	2025	2026	2027	2028
<p><b>Awareness Building</b> Pilot an initiative to offer informational tours and/or library information to some of the people and organizations using the library spaces.</p>	<p><b>Awareness through Partnerships</b> Work with a new community partner such as non-profit faith-based organizations to include library information in their newsletters and other communication.</p> <p><b>Community Feedback</b> Develop a process to gather information about Spanish-speaking individuals' preferences and needs for communication about library programs and services.</p> <p><b>Multilingual Communication</b> Evaluate communications needs related to multi-lingual promotional materials including the efficacy of current Spanish language resources.</p>	<p><b>Awareness Building</b> Determine the level of staff support needed to regularly facilitate relationship building with organizations who use rooms. This support could include providing assistance with room needs, informational presentations to inform people of available library resources and services, and library tours.</p> <p><b>Awareness through Partnerships</b> Gather feedback on the effectiveness of sharing library information through community partners channels; if feedback supports its value, expand work with community partner organizations to include library information in their newsletters and other communications.</p>	<p><b>Assessment</b> Assess new communication channels used to reach diverse sectors of our community and adapt communication approaches as needed.</p>	<p><b>Planning</b> Set new communications goals based on evaluation and newly determined needs.</p>

	<p><b>Multilingual Communication</b> Develop a plan, budget, and distribution plan to implement multilingual flyers for select programs and events.</p> <p><b>Accessibility</b> Review and revise English-language program promotion and library services information to improve comprehension and accessibility by community members at various reading levels.</p>	<p><b>Multilingual Communication</b> Conduct multilingual promotion of select programs and events.</p> <p><b>Assessment</b> Evaluate the effectiveness of the library’s outreach communication plan in the community.</p>		
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## The Community in the Library

### Spaces

**Goals:** BPL is committed to ensuring that spaces are safe; welcoming; accessible; and inclusive to all community members, including people of color, people with disabilities and linguistically diverse individuals so everyone feels that the library truly is a space for them and the experience at the library exemplifies and reinforces what we are communicating about the library in the community.

#### Strategies:

- Incorporate **imagery that is linguistically and culturally diverse and sensitive.**
- Ensure **safe spaces** and communicate safety measures.
- Make **spaces more accessible** identifying physical, economic and linguistic barriers.
- Gather **feedback from community** members using the library.

**Tactical Approaches:** See the chart below for specific ways we plan to carry out the strategies.

<b>Spaces</b>				
2024	2025	2026	2027	2028
<p><b>Cultural Imagery</b> For new or remodeled facilities, incorporate cultural imagery, decorations, and colors into the design of public spaces. Seek input from the community, where possible.</p> <p><b>Safety</b> As part of facilities planning, develop objectives to ensure the library spaces are safe and welcoming and communicate these plans to the public.</p> <p><b>Safety</b> Implement regular communication to the public via library channels about how the library is addressing safety concerns to reassure patrons that the library is a safe place for all.</p> <p><b>Accessibility</b></p>	<p><b>Safety</b> Periodically evaluate public spaces for safety and implement improvements. Communicate the improvements to the public.</p> <p><b>Accessibility</b> Explore ways to further activate outdoor spaces, e.g., could outdoor spaces be included in public room reservations?</p> <p><b>Accessibility</b> Review our spaces and sponsorship policies for barriers. Create a mechanism to get feedback from users in this process and act to decrease barriers.</p> <p><b>Accessibility</b> Evaluate use of library spaces by community members and organizations for any</p>	<p><b>Cultural Imagery</b> Incorporate cultural imagery, decorations, and colors in public space at two additional library locations. Imagery may include murals, artwork, and sounds., et</p> <p><b>Accessibility</b> From the accessibility assessments, work on action items with the goal of building access and inclusion into library systems.</p> <p><b>Accessibility</b> Review accessibility of room reservations for our diverse community groups; involve some of these groups to provide input on making room reservations more accessible.</p>	<p><b>Accessibility</b> Check in with partner organizations to see if they have been able to use the library spaces and any other resources of the library to further their work.</p> <p><b>Accessibility</b> Continue to take steps to ensure greater access and identify additional opportunities to improve access to spaces and resources for community groups.</p> <p><b>Accessibility</b> Develop a process to allow use of library spaces after hours to address community needs, especially for English language learning programs.</p>	<p><b>Safety</b> Re-evaluate safety measures and their effectiveness. Adjust as needed and communicate to the public.</p>

<p>Determine assessment approach to review library facilities for accessibility to people who speak languages other than English or have various physical abilities.</p> <p><b>Accessibility</b> Regularly promote access to the availability of library room resources when conducting outreach to organizations.</p> <p><b>Accessibility</b> Reach out to people with disabilities who use the library and organizations who support physical and neurologically diverse individuals to better understand the size and needs of this varied community. Share library offerings and look for points of collaboration.</p>	<p>barriers using the spaces and address these barriers to increase use.</p> <p><b>Accessibility</b> Assess the library for accessibility to people who speak languages other than English. Define steps and take action to address barriers.</p> <p><b>Accessibility</b> Identify under-resourced community groups that may not be familiar with what the library offers and create opportunities and offer support for these groups to use library spaces.</p> <p><b>Accessibility</b> Plan, fund and install multilingual signage in the libraries.</p> <p><b>Accessibility</b> Assess the library's accessibility for those with physical disabilities. Define scaffolding steps to build more access.</p>			
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## Collections

**Goal:** BPL’s collections are intended to represent the broad diversity of thoughts and expressions and be responsive to community interests. The library will strengthen and build more awareness of its collections, channels to communicate material requests for the collections, look for opportunities to expand the collection, and include more culturally and linguistically diverse materials.

### Strategies:

- Gather **input and expand the collections** according to community interests.
- **Communicate** with the community **about the diverse collection** offerings.
- **Add more linguistically diverse materials.**
- **Improve the signage and access** to the collection, particularly linguistically diverse materials.

**Tactical Approaches:** Below in the chart are the specific ways we plan to carry out the strategies.

Collections				
2024	2025	2026	2027	2028
<p><b>Community Input</b> Take steps to increase collection use by asking community members via an online form and at outreach events what would bring them to the library.</p>	<p><b>Accessibility</b> Create a small staff and community working group to form ideas about how the library can improve signage and access to existing Spanish language books and materials.</p> <p><b>Community Input</b> Conduct an information campaign about ways people can communicate their collection interests so that people know they</p>	<p><b>Linguistically Diverse Collection</b> Explore demand and ability to acquire more linguistically diverse materials based on demographics.</p>	<p><b>Linguistically Diverse Collection</b> If there is community demand and availability of linguistically diverse materials requested, allocate a budget to expand linguistically.</p>	<p><b>Awareness of the Diverse Collection</b> Assign a portion of the budget to increase promotion of availability of books, DVDs, CDs, and online resources in several languages, starting with materials in Spanish.</p>

	<p>can request materials in English as well as in other languages. Note: not all materials can be purchased in multiple languages and the library needs to weigh competing interests.</p>			
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### Staffing

**Goals:** A patron’s experience at the library is intended to be welcoming and responsive as well as foster a sense of inclusion. Interactions with library staff or representatives of the library are intended to reinforce this. By 2028, more staff will reflect the diversity of the community and visitors of all cultures and backgrounds will comment on feeling welcome and assisted in a culturally appropriate manner that feels respectful and responsive.

### Strategies:

- **Hire additional staff**, including Spanish language speakers and culturally and linguistically diverse individuals, who connect with the diversity of our community.
- **Access and strengthen hiring processes** to recruit diverse candidates and mechanisms to support **retention**.
- **Ensure sufficient bilingual staff** and flexible scheduling to enable their participation in outreach, programs, and at the services desks at the library.
- **Expand cultural competency training and experiences** for library staff and volunteers.

**Tactical Approaches:** Below in the chart are the specific ways we plan to carry out the strategies.

<b>Staffing</b>				
2024	2025	2026	2027	2028
<p><b>Hire</b> Hire full-time outreach staff member(s).</p> <p><b>Hire</b> Define an Equity and Diversity staff position and ideally, hire a bilingual person for this role.</p> <p><b>Hire</b> Create a position and hire a bilingual communication staff person (English/Spanish) that includes developing a plan to use a variety of communications strategies and methods to reach the Latinx community and other diverse communities.</p> <p><b>Hiring Process</b> Identify barriers for bilingual and culturally diverse staff at hiring and for growth opportunities. Plan to address barriers.</p>	<p><b>Hire</b> Increase the number of Spanish-speaking staff to increase Spanish language programs and ensure recognition through compensation for their language skills.</p> <p><b>Hire</b> Hire part-time staff to pilot a part-time outreach team initiative. The part-time outreach would learn about library services and programs and represent the library at community events.</p> <p><b>Staff Scheduling</b> Increase worktime for Spanish-speaking staff to expand Spanish language outreach and/or program offerings in the community.</p>	<p><b>Staff Scheduling</b> Increase the time for multilingual staff to expand multi-language program offerings.</p> <p><b>Staff Scheduling</b> Schedule at least one Spanish-speaking staff member at public service desks to increase community connections and improve services.</p> <p><b>Staff Training</b> Develop onboarding resources about intercultural competency skills for new staff members.</p> <p><b>Staff Training</b> Deepen opportunities for cultural competency skills training for staff. Integrate these trainings and learnings into library culture and decision-making.</p>	<p><b>Staff Resource and Scheduling</b> Designate resources and training to allow each staff member who is interested in representing the library in community events.</p> <p><b>Staff Planning</b> Assess retention at the library, especially for bilingual and multicultural staff, and determine steps to continue to ensure fulfillment.</p> <p><b>Staff Training</b> Create periodic opportunities for staff to dialogue about intercultural experiences to re-enforce and integrate training and learning.</p>	<p><b>Hire</b> If demand and resources are available, hire additional multilingual staff with a specific focus on supporting additional language program offerings.</p>

<p><b>Hiring Planning</b> Develop a baseline of the number of staff who are Spanish speakers or who are bilingual in other languages and work in public services programs, and outreach.</p> <p><b>Hiring Planning</b> Based on the assessment, define additional Spanish-speaking roles needed and the resources to support these roles.</p> <p><b>Hiring Planning</b> Review and confirm the approach to recognize and compensate bilingual staff for their skills.</p>	<p><b>Staff Training</b> Expand cultural competency skills training for staff on topics such as use of “plain language,” anti-bias to improve how staff serve and engage people who have different cultural experiences, gender, abilities, or housing status.</p>	<p><b>Staff Training</b> Develop more cross-departmental collaboration opportunities to improve staff learning and outreach effectiveness (e.g., monthly lunch and learns, cross-dept joint work on at least one program per quarter, and opportunities for public service staff to work on one program per year).</p>		
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# APPENDIX

## Strategic Plan Connection to the Boulder Public Library 10-Year Master Plan

The Boulder Public Library (BPL) 10-year Master Plan guides the work, decision making, and investment of the library's resources. The foundational pillars of the Master Plan outline the library's vision, goals, and commitments to the community. The stated vision defines BPL's role in partnership with the community: ***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 Master Plan was created with a tremendous amount of community input. One of the areas requested by the community was for the library to build deeper community connections and engagement. While the library has made significant progress in advancing the work in the Master Plan, it has not made full progress in the areas of greater literacy development opportunities and deeper community connection and engagement particularly with under-resourced and diverse communities.

The Literacy and Outreach Strategic Plan is designed to help put concrete actions into place to enable the library to fully achieve the vision and goals laid out in the Master Plan, especially around the areas of literacy and outreach. **Master Plan goals and objectives addressed in this Literacy and Outreach Strategic Plan include:**

- Increasing the community's awareness of library programs and services.
- Activating the outside public spaces at each library facility.
- Expanding the variety of educational and cultural programs based upon community interest.
- Providing mobile equipment, technology, and vehicles for outreach programs.
- Cultivating community awareness about how the library is a welcoming and inclusive public place for all and protects all patrons' first amendment rights and privacy.
- Developing 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.
- Expanding outreach to reach underserved communities.
- Expanding the volunteer services program to leverage volunteer expertise to support daily operations, programs, and engagement.
- Maintaining service excellence through staff recruitment, training, and development.
- Gathering staff and community input.
- Identifying and addressing opportunities to improve internal staff communication, work across departments, and team building.

To see a full copy of the 2018 Boulder Public Library Master Plan go here: <https://boulderlibrary.org/about/2018-library-master-plan/>

The following guiding principles inform decisions for resource allocation, priority of implementing the goals, and evaluating recommendations for new programs or services that arise. The library utilizes these guiding principles in carrying out its overall work and developing the Literacy and Outreach Strategic Plan. It will continue to use these guiding principles in realizing all parts of the Master and this Strategic Plan.

### **Boulder Public Library Guiding Principles**

- **Provide Inclusive Access**  
We strive to create convenient and equitable access for the community through our physical spaces, services, and onsite and offsite programs. Our libraries are welcoming to all: safe, clean, and well-maintained facilities.
- **Promote all Forms of Literacy**  
We create opportunities for the development of literacy skills needed to understand, interpret, create, communicate, and compute in our world.
- **Foster Personal Development and Self-sufficiency**  
We support life-long learning for all ages to create a more resilient community and empower individual growth.
- **Support and Sustain an Inspired, Engaged, and Informed Community**  
We cultivate an informed community by providing resources and facilities to encourage civic dialogue and create a forum that connects people and ideas.
- **Form Strong Partnerships and Leverage Community Resources**  
We value the work and expertise of our community, volunteers, and the Boulder Library Foundation and seek beneficial relationships that enhance the programs, services, and financial stability of the library.
- **Reach Out and Respond to Our Diverse Community**  
We evolve with our community. The library will continually engage with the community to develop programs and services that are relevant to their needs.
- **Maintain High-Quality Programs and Services**  
We give priority to maintaining high-quality programs and services that are impactful or have strong participation before expanding our offerings.

### **Strategic Plan Development Methodology**

In the Spring of 2023, the Boulder Public Library formed a Steering Committee with over 37 individuals from a wide variety of organizations who work with and serve diverse communities across Boulder County and 17 library staff members from many different departments. For a full list of Steering Committee members, see below. While each Steering Committee member brought their expertise, we asked that they not only advise us in creating the plan but also have conversations with three to five members of the communities they serve to better understand what they hope and dream for the community and the library.

The Steering Committee, with the support of the Colorado Education Initiative (CEI), developed interview questions to guide these conversations. The questions focused on understanding:

- where people go to learn,
- where they feel welcomed and included,

- the type of learning they are doing and are hoping for, and
- what specific suggestions community members have for the library.

They used these questions to deepen their understanding of the experiences, interests, and places where community members felt welcomed and included. **See the questions asked and a summary of the community members’ responses below.**

The value of this type of process is that each person not only brings their own experience and insights, but also hears directly from community members about their unique hopes and ideas to bring multiple perspectives forward. Asking guided questions and practicing deep listening techniques impacted and informed this plan. In total, conversations were held with 130 people, 35 of which were held in Spanish, and dozens more with linguistically and culturally diverse members of our community including people who identify as Nepali, African American, and Native American. The age spectrum of conversation participants also ranged from kids and teens to older adults.

The Steering Committee members discussed the insights and feedback from the conversations and built on those perspectives to define the overall aspirations and challenges, as well as specific strategic and tactical approaches for the plan. CEI staff analyzed the data for key themes and suggestions and shared their findings with staff and the Steering Committee. A team of library staff then assessed feedback from the community conversations, which guided the development of all aspects of the strategic plan. The Steering Committee was engaged at several points in the process to provide additional feedback and to review the draft of the plan.

The library is extraordinarily thankful for this opportunity to work with community members and organizations in creating this Literacy and Outreach Strategic Plan. This plan and the work we do to realize it will help the library make an even more powerful contributor to our community. Thank you to everyone who has shared, and continues to share, their voice and ideas to make this possible. And thank you to our community and library staff and Steering Committee members who were instrumental in this process.

### Strategic Plan Steering Committee 2023

The following staff members and community members played a critical role in guiding the development of the Literacy and Outreach Strategic Plan and in gathering input from the broader community through conversational interviews.

First Name	Last Name	Organization
Stacey	Acquavella	I Have a Dream Foundation of Boulder County
Taishya	Adams	BIPOC Mountain Collective
Elena	Bacmeister	Early Childhood Council Boulder County
Chris	Barge	Boulder Library Foundation
Karen	Bowen	Boulder Public Library, Literacy and Outreach
Christine	Burke	Boulder Public Library, Literacy and Outreach
Annie	Caplan	Living Room Conversations
Edgar	Chavarria	City of Boulder, Communications & Engagement
Rae	Ciciora	Boulder Valley School District, Libraries
Jacalyn	Colt	CU Boulder School of Education
Celine	Cooper	Boulder Public Library, NoBo Branch
Susan B.	Corbett	Intercambio
Tom	Cosgrove	New Voices Strategies
Emily	Cosmos	Boulder Valley School District, Literacy

Benita	Duran	Library Commission and Library District
David	Farnan	Boulder Public Library
Ana	Fernandez Frank	Emergency Family Assistance Association (EFAA)
Grace	Fetter	The Learning Source
Vladimir	Flores-Garcia	Boulder Public Library, NoBo Branch
Stacy	Fujieda	Boulder County Head Start
Ari	Gerzon-Kessler	Boulder Valley School District, Family Partnerships
Bryan	Holinka	Coal Creek Adult Education Center
Julian	Ingram	Boulder Public Library, Programs and Events
Krissy	Jensen	Boulder Public Library, Youth Services
Juan	Jimenez	Boulder Public Library, Literacy and Outreach
Kate	Kelsch	Boulder Public Library, Literacy and Outreach
Alphonse	Kesley	University of Colorado Boulder
Shannon	Kincaid	Boulder Public Library, George Reynolds Branch
Paras	Lamsal	Nepali Community Connectors
Kathy	Lane	Boulder Public Library, Programs and Events
Annie	Ledford	Boulder Public Library, Youth Services
Cassie	Loosbrock	Boulder Public Library, Meadows Branch
Marinela	Maneiro-Goodwin	Yo Connections
Suinya	Mindiola	Boulder Housing Partners
Susan M.	Moore	Early Childhood Education Advisory Council Boulder County (ECCBC)
Monnie	Nilsson	Boulder Public Library, Meadows Branch
Silvia	Nogueron-Liu	CU Boulder School of Education
Akane	Ogren	Boulder County Head Start
Alma	Palmer	Colorado Statewide Parent Coalition (CSPC)
Deborah	Palmer	CU Boulder School of Education
Adriana	Paola Palacios Luna	Boulder Library Foundation
Hannah	Parris	Boulder Public Library, Literacy and Outreach
Wanda	Pelegrina	City of Boulder, Youth & Family Services
Brenda	Ritenour	City of Boulder, Communications & Engagement
Nicole	Sager	Boulder Library Foundation
Claudia	Sánchez	Colorado Statewide Parent Coalition (CSPC)
Leanne	Slater	Boulder Public Library, Youth Services
Scott	Steinbrecher	Library Commission
Jane	Sykes Wilson	Former Library Commissioner
Lara	Van Matre	Sister Carmen Community Center, Digital Divide
Britt-Marie	Varisco	Boulder Public Library, George Reynolds Branch
Brenda	Wyss	City of Boulder, Housing and Human Services
Myrna	Zalazuet	BVSD, University Hill Elementary School
Jamelah	Zidan	Naropa University, Mission, Culture & Inclusive Community

## Summary of Feedback from the 130 Community Interview Conversations

**Question 1: Where do you or your family members go to learn something new? Where do you bring your kids to learn something new?**

Most community members cited one or more of the following spaces they visit to learn something new: the internet, the library, outdoors, school, church, community centers, and museums, among other spaces. Community members noted service providers other than the library for providing childcare and food during classes.

Community members also mentioned a variety of topics they either would like to learn about or are already exploring, including languages, computers/technology, science, culinary skills, art, health, history, news, outdoors, and social sciences. Additionally, many community members noted that they are drawn to learning opportunities that provide a community connection and are family friendly, all-ages experiences like opportunities that they participate in at church, community centers, or school functions. Several community members expressed a particular interest in learning experiences that offer opportunities to socialize. Many community members shared that they prefer to learn in outdoor spaces, such as at parks, trails, and the surrounding mountains.

**Question 2: Do you or your family members participate in any programs that teach reading, writing, and/or speaking a language?**

Community members listed language programs in which they either currently or previously participated. Some community members mentioned library programs, using online platforms, and programs provided by schools or community organizations. A summary list of the language programs attended by the community members follows.

Some community members reflected on issues impacting their language learning, including limited availability of night and weekend classes, transportation, the financial cost of some programs, and the lack of structured opportunities to continue practicing outside of class.

**Question 3: Where is a place you, your family, or your neighbors go where you feel welcomed and comfortable and what do you do there?**

Community members who indicated the library as a place that they feel welcome and comfortable described their appreciation for the quiet environment; the section for youth; Storytime; and access to the arts and crafts, 3-D printers, and other technology. A few community members mentioned the importance of having a nice space where they could stay as long as they wanted without the pressure of having to buy anything.

Generally, community members who cited the library as a place where they felt comfortable reflected on positive experiences. However, some community members mentioned issues related to a lack of access to materials in their language, the need for libraries to create a welcoming environment for all, and safety concerns.

**Question 4: What suggestions do you have for the library about programs or services that would be of interest to you or your community?**

***A few quotes from the conversations with community members:***

*"A lot of the reasons we don't go to libraries is because we aren't aware of what's going on. The news is not reaching outside of the people that are members. Up the social media notices of what's happening, (would be interested in book signings, etc.)."*

*"Host a late start event at the libraries (like the one that Meadows used to have) for the days where students have a late start they can go to the library and get hot cocoa and donuts. Try to reach high school students-advertise Teen Advisory Board to high school clubs like Student Council and the National Honor Society. Try to promote on digital signs at the schools. Outreach to elementary schools like have an after school book club, etc. Host "choose your own adventure" events where teens can pick what they want to do from a few different options."*

*"It has become an individual thing to raise your baby since the pandemic; less of a community assistance; is really hard. Maybe have a room for adults to meet but also inclusive and aware of needs of babies; that would be an awesome place to have available. Have it available not during working hours. Parents work. Would be nice as a mom to be able to go somewhere after work but still be able to spend time with your son and husband."*

*"Make sure that books in Spanish or representing Latinos are not just about superficial aspects of culture (like food or traditions). Make sure to include the regular, everyday lives of children. Books in Spanish are often outdated or not as interesting to students if they look old. Making sure books in Spanish are new and relevant."*

**For a more in-depth summary of the interviews go to: [Full Interview Summary Report](#).**

**To see the direct feedback from the interviews, go to [All Interview Feedback Captured](#).**

## Boulder County at a Glance

### BOULDER COUNTY AT-A-GLANCE

POPULATION\*: **322,698**

Total ACREAGE in Boulder County: **474,347**

PUBLIC or PROTECTED ACREAGE in Boulder County\*\*: **About 315,000**

Number of HOUSEHOLDS: **128,497**

FAMILY Households: **76,113**

NON-FAMILY Households: **52,384**

MEDIAN AGE: **36.5**

RACIAL/ETHNIC Makeup:

**78%** Anglo (Non-Hispanic White)

**14%** Latino (any race)

**5%** Asian

**0.8%** Black or African American

**0.3%** American Indian and Alaska Native

**0.3%** Some other race

**2.4%** Two or more races

Percent of People Who SPEAK A LANGUAGE Other than English at Home: **16%**

EDUCATIONAL Attainment:

**95%** High school graduates

**63%** Bachelor's degree or higher

**28%** Graduate or professional degree

2017 MEDIAN FAMILY INCOME: **\$108,380**

2017 POVERTY LEVEL for a family of four: **\$24,600**

INDIVIDUALS BELOW poverty: **13%**

Families with KIDS BELOW poverty: **9%**

CHILDREN BELOW poverty: **12%**

\*2017 population data from Colorado State Demography Office

\*\*Compiled from federal, state, county and municipal public land management agencies

All other data from the 2017 American Community Survey, 1-year data  
Community Foundation Boulder County

Definition used by our BoulderReads Program:

*"Literacy is understanding, evaluating, using and engaging with written text to participate in society, to achieve one's goals, and to develop one's knowledge and potential."*<sup>7</sup>

### Key Statistics

In Boulder County of individuals ages 16-74, roughly **11% or 35,000 people read at or below Level 1 proficiency.** (According to the Program for the International Assessment of Adult Competencies-PIACC)

**Level One:** Adults at this level can be considered at risk for difficulties using or comprehending print material. Adults at the upper end of this level can read short texts and understand the meaning enough to perform simple tasks. Adults below Level 1 may only be able to understand very basic vocabulary or find very specific information on a familiar topic. *Some may struggle with this and may be functionally illiterate.*

Roughly **23% or 74,000 people read at a Level 2 proficiency.**

**Level Two:** Adults at this level can be considered nearing proficiency but still struggling to perform tasks with text-based information. Such adults may be able to read print and digital texts, relate multiple pieces of information within or across a couple documents, compare and contrast, and draw simple inferences. However, more complex inferencing and evaluation may be too difficult.<sup>8</sup> Approximately **16,000 adults in Boulder County lack high school equivalency.**

Approximate grade level required to **comprehend ballot measures state ballot measures nationwide: 15-18 years of education** (college junior to early graduate school).

Approximate grade level of published information about COVID-19: **11<sup>th</sup> grade reading level.**

<sup>7</sup>[Program for the International Assessment of Adult Competencies addressing adults in the official language or languages of the participating country](#)

<sup>8</sup> Level 3 is considered to be fully literate, although this study also measured a Level 4 and a level 5.

December 1, 2023

**To:** Boulder Public Library District Board of Trustees

**From:** David Farnan, Library Director  
Jennifer Phares, Deputy Library Director  
Margo Josephs, Senior Project Manager, Leadline Project Management

**Subject:** Boulder Public Library District Policy Work Plan

**Requested Action by the Board:** A motion to adopt the current Boulder Public Library Policies with the staff recommended updates.

**Requested Review, Discussion and Adoption by the Board:** The staff recommended 2024 Library District Policy Review Schedule

**Overview:**

The Library Administration Team and the BPLD Board of Trustees Governance Subcommittee compiled information about five categories of policies recommended to be established by the Boulder Public Library District:

1. Patron or Public Facing Policies
2. Records Management Policies
3. Governance Policies
4. Finance and Procurement Policies
5. IT Policies

The Boulder Library Commission established and maintained the current patron or public facing policies that are posted on these webpages: [Research Policies](#) and [Rules and Policies](#). The Library Administration Team recommends the BPLD Board of Trustees adopt these patron policies with minor updates, highlighted in **Attachment A**, at the Dec. 5, 2023 Special Meeting.

A list of policies in order of review priority and anticipated level of required edits are outlined in **Attachment B**. While this list is as comprehensive as possible at this time, it is anticipated that a need for additional IT and finance policies could be identified in the future. The proposed review schedule can be found on the Gantt Chart presented on **Attachment C**.

In addition to the policy categories outlined above, employee policies have been established to provide a framework for consistent and ethical decision-making. The BPLD Board of Trustees expressed support for these policies while reviewing and approving the employee handbook during the October 24, 2023 Special Meeting ([Meeting Record](#)). No further action is required at this time. The employee policies in the handbook cover:

- Equal Employment Opportunity and Unlawful Discrimination
- Probationary Period
- Rest Breaks and Meal Periods
- ADA, Religious, Pregnancy and Nursing Employees Accommodations

- Compensation and Observed Paid Holidays
- Employee Leaves and Benefits
- Civic and Political Participation
- Workplace Behavior
- Employee Safety
- Privacy Information and Data Management
- Separation of Employment

#### **Next Steps**

- The BPLD Board of Trustees reviews and considers adopting via a motion the current patron or public facing policies with staff recommended updates (**Attachment A**)
- The BPLD Board of Trustees reviews, gives input and considers adopting the overall priority order of review in the Library District Policy Review Schedule (**Attachment B**)
- Staff presents new or current policies with recommended updates for Board input and consideration of approval at upcoming regular and special meetings. Finance and procurement policies will be developed with input from the auditor and the BPLD Board of Trustee Budget and Finance Subcommittee.

**Attachment A.** Current Boulder Public Library Patron Policies Recommended for Adoption on Dec. 5, 2023.

Policy	Recommended updates for initial adoption
Library Rules of Conduct	Consult BPLD attorney on rule-making requirements.
Canyon Theater and Gallery Terms of Use and Rental Policy	
Computer Use and Internet Policy	Change references to BPL to BPLD. Add circulating wireless devices and adjust articles and punctuation in 2 <sup>nd</sup> sentence under the Internet Filters section. Replace reference to City's WiFi internet access policy to BPLD under Internet and Computer Terms of Use. Under Restriction of Suspension of User Access add this as last sentence: By accessing or using the Library's computers or network, you signify that you have read, understood, and agree to comply with the terms of this policy.
Collection Development Policy	
Request for Reconsideration Policy	Replace reference to Library Commission with Boulder Public Library Board of Trustees in last section.
Program, Exhibition, and Display Selection Policy	
BLDG61 Makerspace Policy	
Community Bulletin Board Policy	
Distribution of Community Information Policy	
Meeting Room and Study Room Policy	
Programs and Events Sponsorship Policy	
Privacy Policy	
Materials Donation Guidelines	
Photography and Video Recording Policy	
Security Camera Policy	Replace City of Boulder I.T. Department with BPLD IT Department under retention. Replace Library Commission with BPLD Board of Trustees under Liability. Replace City staff with BPLD attorney under Public Disclosure.
Unattended Children Policy	
Carnegie Library Policies	

**Attachment B. Library District Policy Review Schedule**  
**Drafted 11/30/23**

Policy Name	Policy Type	Level of Review Needed	Point Person	Recommended Modifications	Proposed Board Mtg. Review Date	Review Deadline	Associated Policy	Link to Policy	Last Reviewed
Canyon Theater and Gallery Terms of Use and Rental Policy	Patron	Considerable	Jamie	Liability insurance	12/12/2023	By Jan			6/1/2019
Theater Rental Application	Patron	Considerable	Jamie	Liability Insurance	12/12/2023	By Jan			
Library Rules of Conduct	Patron	Considerable	Jennifer	Consult BPLD attorney on rule-making requirements.	12/12/2023	Dec 23		<a href="https://boulderlibrary.org/about/rules/">https://boulderlibrary.org/about/rules/</a>	5/1/2022
CIPA (Children's Internet Protection Act)	Patron	Moderate	Aimee	Determine if stand alone policy is necessary. CIPA is referenced and linked in the Computer Use and Internet Policy.	1/30/2024	Jan/Feb (early Q1)			
CORA Policy (Open Records Request Policy)	Records	Moderate	Beth Dauer + Jennifer	Consult BPLD attorney on legal requirements.	1/30/2024	Jan/Feb (early Q1)			
Computer Use and Internet Policy	Patron	Moderate	Aimee	No changes needed for December 2023 adoption. Updates required related to computer/device borrowing, and WiFi access. Couple update with Computers, Internet, & Printing info webpage. Flag for minor update with opening of new NoBo related to services offered there.	2/20/2024	Jan/Feb (early Q1)		<a href="https://boulderlibrary.org/about/rules/internet-access-policy/">https://boulderlibrary.org/about/rules/internet-access-policy/</a>	2/1/2022
Insurance & Risk Management Policy	Misc	Moderate	Jamie	Ask Matt and Insurance broker if this is a set of guidelines/forms vs a policy?	2/20/2024	Jan/Feb (early Q1)			
Long-range planning	Governance	Considerable	Joni	Discuss at March retreat	3/5/2024	March			
Collection Development Policy	Patron	Minimal	Laura	No changes needed for December 2023 adoption.	4/2/2024	March/April	Request for Reconsideration Policy, Program, Exhibition, and Display Selection Policy	<a href="https://boulderlibrary.org/about/rules/collection-development-policy/">https://boulderlibrary.org/about/rules/collection-development-policy/</a>	4/6/2022
Request for Reconsideration Policy	Patron	Moderate	Laura	With December 2023 adoption, replace reference to Library Commission with Boulder Public Library Board of Trustees in last section. Policy review related to process and eligibility.	4/2/2024	March/April	Program, Exhibition, and Display Selection Policy	<a href="https://boulderlibrary.org/about/rules/request-for-reconsideration-policy/">https://boulderlibrary.org/about/rules/request-for-reconsideration-policy/</a>	6/7/2023
Program, Exhibition, and Display Selection Policy	Patron	Minimal	Laura + Jamie	No changes needed for December 2023 adoption.	4/2/2024	March/April		<a href="https://boulderlibrary.org/about/rules/sponsorship-of-programs-and-events-policy/">https://boulderlibrary.org/about/rules/sponsorship-of-programs-and-events-policy/</a>	6/7/2023
BLDG61 Makerspace Policy	Patron	Moderate	Jamie	No changes needed for December 2023 adoption. Prior to NoBo Library opening, update is need to include new makerspace.	4/16/2024	By May		<a href="https://boulderlibrary.org/about/rules/bldg-61-makerspace-policy/">https://boulderlibrary.org/about/rules/bldg-61-makerspace-policy/</a>	1/5/2022
Information Retention Policy	Records	Moderate	Beth Dauer + Jennifer	New policy needed. Consult with BPLD attorney about legal requirements.	4/16/2024	based on attorney availability			
Community Bulletin Board Policy	Patron	Minimal	Tim	No changes needed for December 2023 adoption. Prior to NoBo Library opening, update is needed.	4/30/2024	By May	Distribution of Community Information Policy	<a href="https://boulderlibrary.org/about/rules/community-bulletin-board-policy/">https://boulderlibrary.org/about/rules/community-bulletin-board-policy/</a>	9/1/2021
Distribution of Community Information Policy	Patron	Minimal	Tim	No changes needed for December 2023 adoption. Prior to NoBo Library opening, update is needed.	4/30/2024	By May		<a href="https://boulderlibrary.org/about/rules/distribution-of-community-information-policy/">https://boulderlibrary.org/about/rules/distribution-of-community-information-policy/</a>	9/1/2021
Meeting Room and Study Room Policy	Patron	Moderate	Tim	No changes needed for December 2023 adoption. Prior to NoBo Library opening, update is needed, along with Programs and Events Sponsorship Policy	5/14/2024	By/In May	Programs and Events Sponsorship Policy	<a href="https://boulderlibrary.org/about/rules/meeting-rooms/">https://boulderlibrary.org/about/rules/meeting-rooms/</a>	9/1/2022
Programs and Events Sponsorship Policy	Patron	Moderate	Jamie + Tim	No changes needed for December 2023 adoption. Update needed with Meeting and Study Room Policy.	5/14/2024	By/In May		<a href="https://boulderlibrary.org/about/rules/sponsorship-of-programs-and-events-policy/">https://boulderlibrary.org/about/rules/sponsorship-of-programs-and-events-policy/</a>	5/1/2023
Privacy Policy	Patron	Moderate	Tim + Aimee	No changes needed for December 2023 adoption.	6/11/2024	No deadline		<a href="https://boulderlibrary.org/about/rules/privacy-policy/">https://boulderlibrary.org/about/rules/privacy-policy/</a>	11/1/2022
First Amendment Auditors Guidelines (Public Access)	Patron	Moderate	Jennifer	consult attorney, look at city's.	6/11/2024	Summer			
Finance Policy Packet: Asset Management Authorization of Expenditures Monetary Gifts and Donations Policy Banking Policy Capital Assets Debt Management Policy Disposal of Assets Borrowing & Debt Management Investment and Cash Management Policy Reserve Fund Policy	Finance	Considerable	Matt Miller	Develop drafts from examples provided by Matt; Initial review by budget & finance sub-committee prior to Board review	6/25/2024	Prior to 2024 Audit			
Materials Donation Guidelines	Patron	Minimal	Kate	No changes needed for December 2023 adoption.	7/9/2024	No deadline		<a href="https://boulderlibrary.org/about/rules/donation-guidelines/">https://boulderlibrary.org/about/rules/donation-guidelines/</a>	12/1/2021
Photography and Video Recording Policy	Patron	Minimal	Jennifer	No changes needed for December 2023 adoption.	7/9/2024	No deadline		<a href="https://boulderlibrary.org/about/rules/photography-and-video-recording-policy/">https://boulderlibrary.org/about/rules/photography-and-video-recording-policy/</a>	9/1/2022
Security Camera Policy	Patron	Minimal	Aimee	With December 2023 adoption, replace City of Boulder I.T. Department with BPLD IT Department under retention. Replace Library Commission with BPLD Board of Trustees under Liability. Replace City staff with BPLD attorney under Public Disclosure.	7/23/2024	No deadline		<a href="https://boulderlibrary.org/about/rules/privacy-policy/">https://boulderlibrary.org/about/rules/privacy-policy/</a>	10/1/2022
Unattended Children Policy	Patron	Moderate	Tim	No changes needed for December 2023 adoption.	7/23/2024	No deadline		<a href="https://boulderlibrary.org/about/rules/unattended-children-policy/">https://boulderlibrary.org/about/rules/unattended-children-policy/</a>	5/1/2022
Carnegie Library Policies and Forms	Patron	Minimal	Jamie	Group of 6-8 policies; recently updated; consider re-visiting after manager hired	7/23/2024	No deadline		<a href="https://boulderlibrary.org/services/local-history/donations-and-collections-policy-for-the-carnegie-branch/">https://boulderlibrary.org/services/local-history/donations-and-collections-policy-for-the-carnegie-branch/</a>	9/1/2021
Incident Response	IT	Moderate	Aimee	perhaps around cyber security - ask Aimee		No deadline			
IT Security	IT	Moderate	Aimee	get more info on timing from Aimee		No deadline			
Facility Naming Rights	Patron					No deadline			
Partnership Policy	Patron					No deadline			
Board meetings and records policy	Records		Beth Dauer + Jennifer			TBD			
Colorado State Archives Records Retention Schedule and Resolution	Records		Beth Dauer + Jennifer			TBD			
Resolution regarding disposal of data containing personally identifying information	Records		Beth Dauer + Jennifer			TBD			
Record Retention Policy	Records		Beth Dauer + Jennifer	See DougCo		TBD			
Electronic Mail Monitoring and Archiving	Records		Beth Dauer + Jennifer	See DougCo		TBD			
Defense and Indemnification of Trustees and Employees	Governance		Kim	Check back after review of insurance policy		No deadline			



Q1 2024

Q2 2024

Q3 2024

Q4 2024

December

January

February

March

April

May

June

July

August

September

October

November

December

● Policies/Procedures/Forms

Canyon Theater and Gallery T... Dec 12

▮ Canyon Theater and Gallery Terms of Use and Rental Policy

Theater Rental Application Dec 12

▮ Theater Rental Application

Library Rules of Conduct Dec 12

▮ Library Rules of Conduct

CIPA (Children's Internet Prot... Jan 30, '24

▮ CIPA (Children's Internet Protection Act)

CORA Policy (Open Records ... Jan 30, '24

▮ CORA Policy (Open Records Request Policy)

Computer Use and Internet P... Feb 20, '24

▮ Computer Use and Internet Policy

Insurance & Risk Management... Feb 20, '24

▮ Insurance & Risk Management Policy

Long-range planning Mar 5, '24

▮ Long-range planning

Collection Development Policy Apr 2, '24

▮ Collection Development Policy

Request for Reconsideration ... Apr 2, '24

▮ Request for Reconsideration Policy

Program, Exhibition, and Displ... Apr 2, '24

▮ Program, Exhibition, and Display Selection Policy

BLDG61 Makerspace Policy Apr 16, '24

▮ BLDG61 Makerspace Policy

Information Retention Policy Apr 16, '24

▮ Information Retention Policy

Community Bulletin Board Pol... Apr 30, '24

▮ Community Bulletin Board Policy

Distribution of Community Inf... Apr 30, '24

▮ Distribution of Community Information Policy

Meeting Room and Study Roo... May 14, '24

▮ Meeting Room and Study Room Policy

Programs and Events Sponsor... May 14, '24

▮ Programs and Events Sponsorship Policy

Privacy Policy Jun 11, '24

▮ Privacy Policy

First Amendment Auditors Gu... Jun 11, '24

▮ First Amendment Auditors Guidelines (Public Access)

Finance Policy Packet Jun 25, '24

▮ Finance Policy Packet

Materials Donation Guidelines Jul 9, '24

▮ Materials Donation Guidelines

Photography and Video Recor... Jul 9, '24

▮ Photography and Video Recording Policy

Security Camera Policy Jul 23, '24

▮ Security Camera Policy

Unattended Children Policy Jul 23, '24

▮ Unattended Children Policy

Carnegie Library Policies and ... Jul 23, '24

▮ Carnegie Library Policies and Forms

December 1, 2023

**To:** Boulder Public Library District Board of Trustees

**From:** David Farnan, Library Director

**Subject:** 2024 Custodial Services and Security Services Contracts

**Requested Action of the Board:** A motion to approve the Boulder Public Library District establishing annual service agreements with Kleen-Tech Services Corporation and Pontem Security.

**Background:**

The City of Boulder Attorneys Office issued a notice of termination for convenience effective Jan.1, 2024 to Kleen-Tech Services Corporation for custodial services for the Boulder Public Library. Kleen-Tech has provided acceptable and consistent service to the library for the past several years. The City of Boulder Facilities Department selected Kleen-Tech Services Corporation through a competitive RFP process. The contract between the City of Boulder and Kleen-Tech Services Corporation is eligible for renewal according to City Purchasing Policy.

The City of Boulder Attorneys Office issued a notice of termination for convenience effective Jan. 1, 2024 to Pontem Security for security services for the Boulder Public Library. Pontem Security has provided acceptable and consistent service to the library for the past year. The Library Administration Team selected Pontem Security through a bid process and the contract is eligible for renewal according to City Purchasing Policy.

**Summary and Costs:**

The Library Administration Team is interested in establishing new service contracts with Kleen-Tech Services Corporation and Pontem Security beginning January 1, 2024 for the Boulder Public Library District. Both vendors were asked to submit quotes that included increasing the minimum hourly wage of the employees assigned to perform work at library facilities to \$22.45 and expand the Scopes of Service to address the promise made to the electors to improve maintenance, cleanliness, safety, and security at all library facilities.

**Kleen-Tech Services Corporation 2024 Annual Base Cost: \$264,960**

In addition to the routine custodial services for the Main Library, Meadows Library, George Reynolds Library, NoBo Corner Library and the Carnegie Library for Local History, Kleen-Tech Services Corporation was asked to expand the Scope of Services to include the following scheduled services.

- Quarterly carpet cleaning for Main, Meadows, NoBo Corner and Reynolds Libraries.
- Twice per year cleaning/polishing the main level floor at the Carnegie Library excluding the document storage room.
- Quarterly deep cleaning of the restrooms at Main, Meadows, Reynolds, NoBo Corner, and Carnegie Libraries.

Additional services such as furniture cleaning, light fixture dusting, cleaning of stone flooring, etc. may be requested by the Library Facilities Manager as needed at an added cost.

Pontem Security was asked to update the Scope Services to include:

- Expanded security coverage for the Meadows and Reynolds Libraries with dedicated officers for each facility 7 days per week.
- Expanded security coverage at the Main Library with consistent officer presence in the north building and south building second floor
- Cell phones for every on-duty security officer.

**Next Steps:**

If the Board approves establishing contracts with Kleen-Tech Services Corporation and Pontem Security, the Library Administration Team will submit a service contract for legal review and Board President or Treasurer signature before the closure that begins Dec. 19, 2023.

# Liquidity Optimization – Boulder Library

Nov 2023

# Operating Cash: Traditional Hybrid

## Hybrid Demand Deposit Account Analysis

Composite Group of Accounts Nov 2023

Nov 2023 YTD Aggregate Avg. Net Collected	\$17,000,000
Peg Balance	\$250,000
Monthly Service Charges	\$500
Earnings Credit Rate	3.72%

Hybrid DDA

Excess balances earning interest	\$16,750,000
Hybrid DDA Interest Rate	3.62%
Projected monthly interest earned	\$49,093

## Hybrid DDA



### Simplicity

Funds are housed in a single account earning both a competitive ECR and interest rate



### Control

Ability to change ECR peg balance and view account details on J.P. Morgan Access Liquidity Solutions



### Liquidity

Balances are fully liquid throughout the business day with no restrictions on withdrawals



### Security

FDIC-insured up to the standard maximum of \$250,000 per depositor

$$\begin{array}{r}
 \text{\$500} \\
 \text{Total monthly Fees Offset}
 \end{array}
 +
 \begin{array}{r}
 \text{\$49,093} \\
 \text{Total monthly Interest Earned}
 \end{array}
 =
 \begin{array}{r}
 \text{\$49,593} \\
 \text{Total Estimated Annual} \\
 \text{Economic Benefit}
 \end{array}$$

## Reserve Cash: Term CD

JPMorgan Rate as of 11/10/2023

<p><b>\$5,000,000</b> 3-Month JPM CD</p>	<p>4.45%</p>	<p><b>\$54,863</b> Earned interest by Feb 2024</p>
<p><b>\$ 5,000,000</b> 6-Month JPM CD</p>	<p>4.44%</p>	<p><b>\$109,479</b> Earned interest by May 2024</p>
<p><b>\$ 5,000,000</b> 9-Month JPM CD</p>	<p>4.29%</p>	<p><b>\$158,671</b> Earned interest by Aug 2024</p>
<p><b>\$ 5,000,000</b> 12-Month JPM CD</p>	<p>4.63%</p>	<p><b>\$231,500</b> Earned interest by Nov 2024</p>

## Reserve Cash: Direct-Investment

JPMorgan Money Market Mutual Funds (Agency)	
Fund	Daily Yield (as of 11/10/23)
Prime Fund	5.34%
U.S. Government Fund	5.14%
100% U.S. Treasury Fund	5.17%
Treasury Plus Fund	5.13%
Federal Fund	5.16%

- Yields are subject to change daily based on market performance
- Funds may lose value
- NO FDIC Insurance
- NO Collateralization of investment
- Estimates to help illustrate potential earnings

<b>\$5,000,000</b>	<b>=</b>	<b>\$21,945</b>	<b>=</b>	<b>~\$267,000</b>
Direct-Investment Prime Fund		Monthly Yield		Total Estimated Annual Yield

<b>\$5,000,000</b>	<b>=</b>	<b>\$21,246</b>	<b>=</b>	<b>~\$258,500</b>
Direct-Investment US Govt Fund		Monthly Yield		Total Estimated Annual Yield

<b>\$5,000,000</b>	<b>=</b>	<b>\$21,205</b>	<b>=</b>	<b>~\$258,000</b>
Direct-Investment 100% US Treasury Fund		Monthly Yield		Total Estimated Annual Yield

→ Estimate figures based on 11/6/2023 yields, merely to illustrate estimative yearly/daily earnings (subject to market volatility risk, and daily change)

# Executive Summary – Boulder Library

Indicative Rates as of Nov 10<sup>th</sup> (TFF550)

	Offered Rates	Features & Benefits
<b>DDA w/ Interest<sup>1</sup></b>	NET	<b>Daily Liquidity for Operating Cash</b>
Earnings Credit Rate	2.77%	<ul style="list-style-type: none"> <li>Obligation of JPMorganChase Bank, NA (A1/P1)</li> <li>Typically, first choice for reserve cash</li> <li>FDIC insured up to \$250,000</li> <li>Collateralization available</li> </ul>
<b>Hybrid DDA w/ Interest<sup>1</sup></b>	NET	<b>Daily Liquidity for Operating Cash</b>
Earnings Credit Rate	3.72%	<ul style="list-style-type: none"> <li>Obligation of JPMorganChase Bank, NA (A1/P1)</li> <li>Typically, first choice for reserve cash</li> <li>FDIC insured up to \$250,000</li> <li>Collateralization available</li> </ul>
Interest Earning Rate	3.62%	
<b>Certificate of Deposit (CD)<sup>2</sup></b>	CD Rates	<b>Yield Enhancement for Term Cash</b>
3 month	4.59%	<ul style="list-style-type: none"> <li>Obligation of JPMorganChase Bank, NA (A1/P1)</li> <li>Subject to early redemption penalties</li> <li>FDIC insured up to \$250,000</li> <li>Collateralization available</li> </ul>
6 month	4.60%	
9 month	4.52%	
12 month	4.65%	

J.P. Morgan Money Market Mutual Funds (via Access Liquidity Solutions Module)	Cutoff Times (ET)	Fund Yields 7-Day SEC	Daily Liquidity & Access to Diversification
<b>Self-Directed investments via J.P. Morgan ACCESS</b>			<b>- NOT FDIC Insured / NO Collateralization / May lose value - \$5 million minimum initial investment</b>
<ul style="list-style-type: none"> <li>Agency Share Class                             <ul style="list-style-type: none"> <li>Prime fund</li> <li>U.S. Government fund</li> <li>100% U.S. Treasury fund</li> <li>U.S. Treasury Plus fund</li> <li>Federal fund</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>2:30pm</li> <li>4:30pm</li> <li>2:30pm</li> <li>4:30pm</li> <li>1:30pm</li> </ul>	<ul style="list-style-type: none"> <li>5.34%</li> <li>5.14%</li> <li>5.17%</li> <li>5.13%</li> <li>5.16%</li> </ul>	<ul style="list-style-type: none"> <li>Primary A1/P1 rate CP and CDs (AAA rate; floating NAV)</li> <li>U.S. Treasuries, Agencies &amp; Repos (AAA rated; \$1 NAV)</li> <li>U.S. Treasury Securities (AAA rated; \$1NAV)</li> <li>U.S. Treasuries &amp; Repos (AAA rated; \$1 NAV)</li> <li>U.S. Gov Agencies &amp; Treasuries (AAA rated; \$1 NAV)</li> </ul>

**Share class minimum balance thresholds:**

- Morgan: \$1,000
- Premier: \$1,000,000
- Agency: \$5,000,000
- Institutional: \$10,000,000
- Capital: \$50,000,000

<sup>1</sup>Rate determined by J.P. Morgan in its sole and exclusive discretion and subject to applicable terms and conditions; Standard Balance Based Charge of 0.13% applicable to the account;  
<sup>2</sup>Certificate of Deposits subject to early redemption penalties

## Boulder Library

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**BPLD Advance Agenda Planning**  
**11/29/2023**

**December**

**Planning for 2025 budget review (Budget & Finance)**

**BPL policy work transitions from Library Commission to Trustees (Governance)**

**Staff & Governance develop draft package for the Trustee Appointment Process, including proposed questions for applications and interviews, to be reviewed by the Board on January 15**

**Governance will prepare a proposed assessment process for review by the Board in January/February**

**Governance will prepare a proposed assessment process for review by the Board in January/February**

**All library branches closed 12/19-12/25**

**December 5 - In person and virtual**

**5:30 Dinner with the Library Commissioners**

Public comment

Approve minutes

Adopt existing BPL policies

Review workplan of BPL public facing policies (Staff)

- Library Commissioners invited to join discussion

Director Updates

- BPLD communication plan for December library closure
- City's shelter plan for December library closure
- Celebration planning for library transition
- Consider monthly open house for patrons?

Subcommittee Updates

Trustee Matters

- Heads up: January 15 meeting has a heavy agenda with lots of reading (Trustee appointment process, bylaws, Board assessment process & governance roles). Materials will be shared with the Board in advance of/as well as in the January 15 packet.
- Celebration planning for library transition

Legal Counsel status reports

- IGA and lingering lease and license matters

**December 12 - Regular meeting - Virtual (changed to avoid Christmas week) (Benita out)**

Public comment

Approve minutes

Meet the auditor and discuss process

- Financial policies process and timeline

Short term investment strategy recommendation (Budget & Finance Committee)

Library Policies Review (staff)

- Code of conduct
- Theater use

Review Board workplan for 2024 (Governance)

- Master Calendar and long range agenda planning document

Director Updates

- Timeline for hiring staff and revising library branch hours

Subcommittee Updates

Trustee Matters

- Set special meeting 01/30
- Notice to amend bylaws: Board review January 16, adoption February 13 (proposed amendments will be shared with Board in December)

Updates from Legal Counsel

- IGA and lingering lease and license matters
- Review transition process for admin work from SWWPC to BPLD

**December 19 - No Meeting**

**December 26 - No meeting**

**January**

**Transition to Library District January 1; current library staff transfer to District, last City payroll for BPL staff January 10**

**BPLD staff take over Trustee meeting and admin duties from SWWPC on January 1st**

**Post “official” 2014 BPLD budget with visuals on new library district website**

## **New email addresses for Trustees**

## **Library begins hiring new staff**

## **BPL/Trustees initiate the process for Trustee appointments**

### **January 16 - Regular Meeting**

Public comment

Approve minutes

Library Policies Review

Trustee appointment process (Staff & Governance)

- Review application packet for new Trustees (for adoption January 30)
- Appoint 2 Trustees to Selection Committee: Governance or special committee?
- Approve notice to BOCC and Council of upcoming Trustee vacancy and proposed schedule for appointment process

Governance

- Establish dates of regular board meetings for the coming year (Proposed: 2 meetings/month, every other week, with 3rd Tuesday as the regular meeting)
- Trustees complete ethics affirmation and conflict of interest forms
- Discuss Board Committees (standing and ad hoc)
- Review proposed Bylaws changes (for adoption February 13)
- Review proposed assessment process and schedule plan for annual Board Performance evaluation (Bylaws, Art. III) (for adoption February 13)
  - Discuss Trustee governance roles
- Review Board Governance budget

Subcommittee Updates

Trustee Matters

Updates from Legal Counsel

- Adopt Annual Administrative Resolution (SVWPC)
  - Renew consultant contracts
  - Engage auditor for previous fiscal year.
  - Determine paper for official publications & establish annual posting places
  - Delegate responsibilities for trustee required action described in § 24-90-109, C.R.S. (bylaws)

### **January 30 - Special Meeting (Joni out)**

Public comment

Approve minutes

Library Policies Review

Governance Policies

- Approve application packet for new Trustees and forward to Council/BOCC

Subcommittee Updates

Trustee Matters

- Set special meeting 2/13

Updates from Legal Counsel

## **February**

**Trustee appointment packet to Council & BOCC**

**Notice to public of upcoming vacancy**

**BPLD staff collect and review applications, share with Selection Committee**

**Staff & Governance Committee plan March retreat for Board of Trustees**

### **February 13 - Special meeting**

Public comment

Approve minutes

Library Policies Review

Governance:

- Adopt bylaw amendments
- Adopt Board assessment process

Subcommittee Updates

Trustee Matters

Updates from Legal Counsel

### **February 20 - Regular meeting**

Public comment

Approve minutes

Library Policies Review

Subcommittee Updates

Trustee Matters

- Set special meeting 3/6
- Set retreat date

Updates from Legal Counsel

## **March**

**Selection committee reviews applications, decides who to interview, and library staff set up interviews with final candidates**

**Board of Trustees retreat March**

### **March 6 - Special meeting**

Public comment

Approve minutes

Library Policies Review

Governance

- Review retreat agenda

Subcommittee Updates

Trustee Matters

Updates from Legal Counsel

### **March 19 - Regular meeting**

Public comment

Approve minutes

Library Policies Review

Subcommittee Updates

Trustee Matters

- Set special meetings 4/2 and 4/30

Updates from Legal Counsel

## **April**

**Trustee interviews and appointment**

**Elect officers and designate BLF representatives**

**Determine schedule and method for evaluation of executive director**

**Board of Trustee self-assessments**

### **April 2 - Special Meeting**

Public comment

Approve minutes

Library Policies Review

Governance

- Determine schedule and method for evaluation of executive director
- Board of Trustees self assessment

Subcommittee Updates

Trustee Matters

Updates from Legal Counsel

### **April 16 - Regular Meeting/Annual Meeting**

Public comment

Approve minutes

Library Policies Review

Governance

- Elect officers and designate BLF representatives

Subcommittee Updates

Trustee Matters

- Set special meeting 5/28

Updates from Legal Counsel

### **April 30 - Special Meeting (if needed)**

Public comment

Approve minutes

Library Policies Review

Subcommittee Updates

Trustee Matters

Updates from Legal Counsel

## **May**

**New Trustee joins May 14**

**Library Director assessment and contract renewal (by May 23)**

**Audit Report**

### **May 14 - Regular Meeting**

Public comment

Approve minutes  
Library Policies Review  
Subcommittee Updates  
Trustee Matters  
Updates from Legal Counsel

**May 28 - Special Meeting**

Public comment  
Approve minutes  
Library Policies Review  
Subcommittee Updates  
Trustee Matters  
Updates from Legal Counsel

**June**

**July**

**Prepare and submit written annual report to City and County (Appointment IGA, Section 1.1)**  
**Schedule public presentation of annual report with City/BOCC (statutory)**  
**Provide copy of annual audit to City and BOCC (statutory)**

**August**

**County Assessor certifies to all the total valuation for assessment of all taxable property located within the district by 8/25**  
**Staff & Budget/Finance Committee begin work on next fiscal year budget**  
**Approve Warner Charitable Trust contribution**

**September**

**October**

**CALCON**

**October 15: Deadline by which Director must submit proposed budget to Trustees for next fiscal year (statutory)**

**Publish notice of public hearing on budget and hold public hearing**

**November**

**December**

**Staff & Governance Committee develop draft package for the Trustee Appointment Process**

**Certify mill levy to BOCC**

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## MEMORANDUM

TO: Boulder Public Library District

FROM: Seter & Vander Wall, P.C.; Kim J. Seter, Esq.

DATE: December 4, 2023

RE: Legal Status Report for December 5, 2023

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This is our legal status report for the December 5, 2023 Board of Trustees meeting.

### Minutes-AGENDA Action Item No. 4

**Task:** Prepare meeting minutes.

**Status:** The November 14 minutes are ready for approval.

**Action:** **Consider approval of the minutes presented in the packet.**

---

### 2024 Budget and Mill Levy Certification-New Report

**Task:** Certify Mills for Levy and Collection to the BOCC

**Status:** The 2024 Budget has been approved after 2 public hearings.

New valuations for assessment will be received before January 10. We will ensure the mill levy is timely certified. My best guess is that the District will, despite the new legislation, realize an increase in assessed valuations of approximately 26%.

**Action:** **No action required.**

---

### Negotiation of Intergovernmental Agreement Among Library, City and BOCC Re Trustee Appointment-New Report

**Task:** Draft, negotiate and finalize Intergovernmental Agreement among the City, County and Library District required by § 24-90-107(2)(e), C.R.S.

{00703695}

**Status:** The IGA has been signed by the County and is currently working its way through the City's process for signatures. It was already approved by the City. A copy is **ATTACHED** to assist in discussion of and preparation for Agenda Item 9.b.

**Action:** **No action required.**

---

**Negotiation of Intergovernmental Agreement Between City and District-New Report**

**Task:** Draft, negotiate and finalize Intergovernmental Agreement among the City and Library District required by § 24-90-107(2)(e), C.R.S.

**Status:** The IGA has been completed and approved. There are two related issues remaining:

a. Complete lease forms for each library, which are well underway; and,

b. Address the insurance requirements being imposed by the City. These are being coordinated with the insurance broker to determine the insurance that is available and what is appropriate.

**Action:** **No action required.**

---

**Policies and Procedures-New Report**

**Task:** Work on Policies and Procedures.

**Status:** See agenda items 5 and 6.

**Action:** **See agenda items 5 and 6.**

---

**Notice of Violation of 5.5 % Limitation-(Report/No Change)**

**Task:** The Colorado Division of Local Governments in the Department of Local Affairs notified the County of its belief the District has violated the limitation of 5.5% property tax revenue increases and must refund its tax receipts.

**Status:** The Division often makes these errors. I do not believe the County did anything wrong in the election that approved the tax revenue in the first instance. We are addressing this matter with the Division.

**Action:           None required.**

---

**Additional Projects Underway-(Report)**

- a.     Many vendor contracts have been reviewed and revised. Some are being assigned by the City and some are being rewritten. This is an ongoing project.
- b.     Insurance matters including director errors and omissions, public officials' liability coverage, trustee bonds, and workers compensation, and lessee property insurance.
- c.     Colorado Open Records Act Resolution (CORA).
- d.     Colorado State Archives Records Retention Schedule and Resolution.
- e.     Resolution regarding disposal of data containing personally identifying information.

**INTERGOVERNMENTAL AGREEMENT AMONG**  
**THE COUNTY OF BOULDER, COLORADO**  
**THE CITY OF BOULDER, COLORADO AND**  
**THE BOULDER PUBLIC LIBRARY DISTRICT**  
**REGARDING JOINT OBLIGATIONS**

The Board of County Commissioners of Boulder County (“**BOCC**” and/or “**County**”), the Boulder City Council (“**City**”), and the Board of Trustees of the Boulder Public Library District (“**Board of Trustees**” and/or “**Library District**”) (collectively the “**Parties**”) enter into this Intergovernmental Agreement Regarding Joint Obligations pursuant to § 24-90-107(2)(e), C.R.S. (this “**Joint Obligations IGA**”).

**RECITALS**

- A. The voters within the Library District’s proposed boundaries approved its formation pursuant to § 24-90-107(2), C.R.S., at the general election on November 8, 2022.
- B. The “legal service area” of the Library District as defined in § 24-90-103(4.5), C.R.S., is depicted in **Exhibit A** (“**Service Area**”).
- C. The City and the County formed a selection committee that appointed a seven-member board of trustees to manage and control the Library District pursuant to §§ 24-90-108(1) and (2)(c), C.R.S. A list of the appointed trustees and their terms is attached as **Exhibit B** (“**Board of Trustees**”).
- D. The legislative bodies of the County, the City, and the Library District are required to enter into an intergovernmental agreement within 90 days of the appointment of the board of trustees, or within such time as otherwise agreed, pursuant to § 24-90-107(2)(e), C.R.S., to establish provisions regarding: “(I) 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; (II) The method of trustee selection; and (III) Such other necessary terms and conditions as may be determined by the parties” § 24-90-107(2)(e), C.R.S.
- E. The Parties entered into an Interim Intergovernmental Agreement dated June 16, 2023, (the “**Interim IGA**”) to extend the deadline for the final intergovernmental agreements to December 31, 2023.
- F. The City and the Library District are entering into an Intergovernmental Agreement to establish provisions regarding the transition to the Library District of property, personnel and services previously provided by the City.

- G. The right and responsibility to appoint library district trustees is delegated by state law to the City and the County as the “**Establishing Entities**” and may be further delegated to the Board of Trustees. § 24-90-108(2)(c), C.R.S.; and, the City and County have requested annual reports and meetings with the Board of Trustees (collectively, the “**Joint Obligations**”).
- H. The Parties now enter this Joint Obligation IGA as their final intergovernmental agreement to address their Joint Obligations and responsibility to ensure that Board of Trustee appointments and removals are timely and efficiently handled in accordance with § 24-90-108, C.R.S., and to provide for the annual reporting requirements.

**NOW, THEREFORE**, the Parties enter this Joint Obligation IGA, as follows:

## **AGREEMENT**

### **Section 1**      **Library District Obligations.**

**Section 1.1**      **Annual Report.** No later than July 31 of each year, beginning in 2025, the Library District will provide a written annual report to the City and the County (“**Annual Report**”). The contents of the Annual Report will include, but not be limited to, the current state of the library system, goals and projections for the coming year, a summary of the current adopted budget, status of reserve accounts, and such other statistics and information as the Board of Trustees deems to be of public interest or other topics related to the Library District that may be requested by the City and/or the County. The information in the Annual Report will also be presented publicly to the City and to the BOCC at such times as each body and the Library District may agree. The Library District shall also provide to the City and the County a copy of its audited financial statements for the previous fiscal year when available and submitted to the Office of the State Auditor in compliance with § 29-1-606(3), C.R.S.

**Section 1.2**      **Annual Meeting.** The City and Board of Trustees, or subcommittees thereof, shall meet annually (or as otherwise agreed between them) to discuss issues of common interest and concern, upon the request of either party. The annual verbal report to the City in a public meeting, as required by Section 1.1, may, upon mutual agreement, be sufficient to meet this requirement. This requirement shall remain in effect until December 31, 2029, and shall be thereafter renewable, by mutual agreement, in three-year increments. The Library District shall provide notice of this meeting to the BOCC and invite the BOCC to participate.

**Section 1.3**      **Policy and Plan.** The Library District will establish an emergency reserve as required by Article X, Section 20(5) of the Colorado Constitution and may establish other financial reserves consistent with Board of Trustee-adopted policy. The Library District will report to the City and the County on the status of the reserves on an annual basis, pursuant to the annual report required below.

**Section 2 City, County and Board of Trustees Obligations.**

**Section 2.1 Appointment of Trustees.**

- a. The City and the County have appointed initial trustees to the initial Library District Board of Trustees through a committee of up to two members of each legislative body (“**Selection Committee**”) pursuant to § 24-90-108(2)(c), C.R.S. and both legislative bodies have ratified these appointments. The Selection Committee will continue to fill vacancies to the Board of Trustees, subject to ratification by the County and the City pursuant to § 24-90-108, C.R.S., as amended. The Library District may appoint up to two members of its Board of Trustees to participate in the Selection Committee process as non-voting, *ex officio* members of the Selection Committee.
- b. The Board of Trustees will assist in the appointment process by:
  - i. Advising the City and County of an existing or impending vacancy and requesting a schedule for the Selection Committee work; and,
  - ii. Including with the request, a draft application package and proposed application and interview questions for review and approval by the Selection Committee; and,
  - iii. Suggesting a proposed schedule and plan for advertising, public outreach and notice of the opportunity; and,
  - iv. Collecting applications, compiling information and submitting it to the Selection Committee in preparation for interviews.
- c. The Selection Committee will build an application and search process which will seek to be inclusive of individuals from historically marginalized communities and reflect the demographic and geographic diversity of the community within the Service Area of the Board.
  - i. Applicants will be required to acknowledge and pledge to support and promote the principals set forth in the American Library Association Library Bill of Rights and Trustee Statement of Ethics copies of which are attached as **Exhibit C**.
- d. The Selection Committee will recommend one nominee for each open seat on the Board of Trustees for ratification by the County and City. In the event a nominee is rejected, the Selection Committee will review existing applications or begin the search process again to recommend another nominee for ratification.

- e. This process will remain in effect unless otherwise agree to by the Parties pursuant to Section 1.2.

**Section 2.2 Removal of Trustees.**

- a. A Trustee may be removed only by majority vote of the Board of Trustees and in accordance with Colorado Library Law; and by a majority vote of the appointing legislative bodies upon a showing of good cause as defined in the Trustee’s Bylaws and Colorado law. Under the Board of Trustee’s Bylaws, good cause includes but is not limited to, a deliberate breach of the Bylaws or rules and regulations adopted by the Board of Trustees; criminal or fraudulent activity; causing significant harm to the Library District, either materially or to its reputation; failure to perform duties outlined in the Bylaws; or failure to attend three consecutive regular monthly meetings of the Board without an excused absence. The Board may waive or authorize any unexcused absence from the attendance requirement under extenuating circumstances.
- b. If a member of the Board of Trustees is removed as provided in Section 2.2.a., the vacancy will be filled for the remainder of the term in the manner set forth in Section 2.1.a. and 2.1.b.

**Section 2.3 Obligations of the County.** The County will, in cooperation with the City, be responsible for timely ratification of appointment of trustees recommended by the Board of Trustees from the residents within the Service Area pursuant to § 24-90-108, C.R.S.

**Section 3 Mutual Understandings.**

**Section 3.1 Boulder Valley Comprehensive Plan (BVCP).** The BVCP guides decisions about growth, development, preservation, environmental protection, economic development, affordable housing, culture and arts, urban design, neighborhood character and transportation. BVCP policies and sustainability principles inform decisions about the way urban services are to be provided, including library services. The Library District agrees to embrace the BVCP Sustainability Principles and commit to continuing its important role in social sustainability. The Boulder Public Library has been a leader in social sustainability by providing free library services that allow community members of all incomes, ages, and backgrounds to stand on equal footing regarding information access. The Library District should continue this legacy.

- a. To ensure social equity is addressed and improved for community members, the City, the County, 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](#).

- b. The City and the County agree to actively engage with and consult with the Library District during updates to the BVCP.
- c. The Library District agrees to periodically update its Strategic Plan in collaboration with the City and the County. This includes expanding the geographic purview of the 2018 Boulder Public Library Master Plan to include the Library District’s areas of influence; the use of relevant economic and demographic data and projections developed by the City and the 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 the County.

**Section 3.2** Notice. Any notices given under this Joint Obligation IGA are deemed to have been received and to be effective: (1) three days after the same shall have been mailed via Federal Express; (2) immediately upon hand delivery; or (3) immediately upon receipt of confirmation that an electronic mail transmission was received. For the purposes of this IGA, any and all notices shall be addressed to the contacts listed below:

**For the County:**

Board of County Commissioners  
Office Boulder County Courthouse  
Third Floor  
1325 Pearl Street  
Boulder, CO 80302  
303-441-3500

Boulder County Attorney’s  
Boulder County Courthouse  
Fifth Floor  
1325 Pearl Street  
Boulder, CO 80302  
303-441-3190

**For the Library District:**

Board of Trustees  
Boulder Public Library District  
1001 Arapahoe Avenue  
Boulder, Colorado 80302  
Attn: David Farnan  
Phone: 303-441-3110  
dfarnan@boulderlibrary.org

Library District Attorney  
Seter & VanderWall, PC  
7400 E. Orchard Road, Suite 3300  
Greenwood Village, CO 80111  
Attn: Kim J. Seter & Beth Dauer  
Phone: 303-770-2700  
kseter@svwpc.com and edauer@svwpc.com

**For the City:**

City Manager  
City of Boulder  
1777 Broadway  
Boulder, CO 80302  
303-441-3090  
CMOAdmin@bouldercolorado.gov

City Attorney  
City of Boulder  
1777 Broadway  
Boulder, CO 80302  
303-441-3020  
CAOAdmin@bouldercolorado.gov

**Section 3.3**      **Intended Beneficiaries.** Nothing expressed or implied in this Joint Obligation IGA is intended or shall be construed to confer upon or to give to, any person other than the Parties, any right, remedy or claim under or by reason of this Joint Obligation IGA or any covenant, terms, conditions, or provisions hereof. All covenants, terms, conditions, and provisions in this Joint Obligation IGA are for the sole and exclusive benefit of the City, the County and the Library District.

**Section 3.4**      **Severability.** If any provision of this Joint Obligation IGA is determined to be unenforceable or invalid for any reason, the remainder of this Joint Obligation IGA shall remain in effect, unless otherwise terminated in accordance with the terms contained herein.

**Section 3.5**      **Authorization.** Each party represents and warrants that it has the power and ability to enter into this Joint Obligation IGA, to grant the rights granted herein, and to perform the duties and obligations herein described.

**Section 3.6**      **Conflict with Laws.** Any provision of this Joint Obligation IGA that conflicts with or violates any provision of the *Constitution of the State of Colorado*, TABOR, the Colorado Library Law or the provisions of any statutes governing the operations and/or powers of the Library District shall be deemed excised, and the remaining provisions of this Joint Obligation IGA shall be interpreted in a manner that implements the manifest intent of the Parties in entering into this Joint Obligation IGA.

**IN WITNESS WHEREOF**, the City, the County and the Library District have signed this Joint Obligation IGA to be effective on the date last signed below.

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**BOARD OF COUNTY COMMISSIONERS  
BOULDER COUNTY, COLORADO**

*Clara Levy*

Chair

November 30, 2023

Date

ATTEST:

*Olivia Lucas*

Boulder County Attorney

Approved as to form:

*Cecilia Lacey*

Clerk to the Board

**BOULDER LIBRARY DISTRICT  
BOARD OF TRUSTEES**

*Victor J. Talar*

President

Date

ATTEST:

Approved as to Form:

*Sylvia Wilson*

Secretary

*Kim J. Satter*

Library District Attorney

*KIM J. SATTER #14294*

**CITY OF BOULDER,  
a COLORADO home rule municipality**

Nuria Rivera-Vandermyde, City Manager

ATTEST:

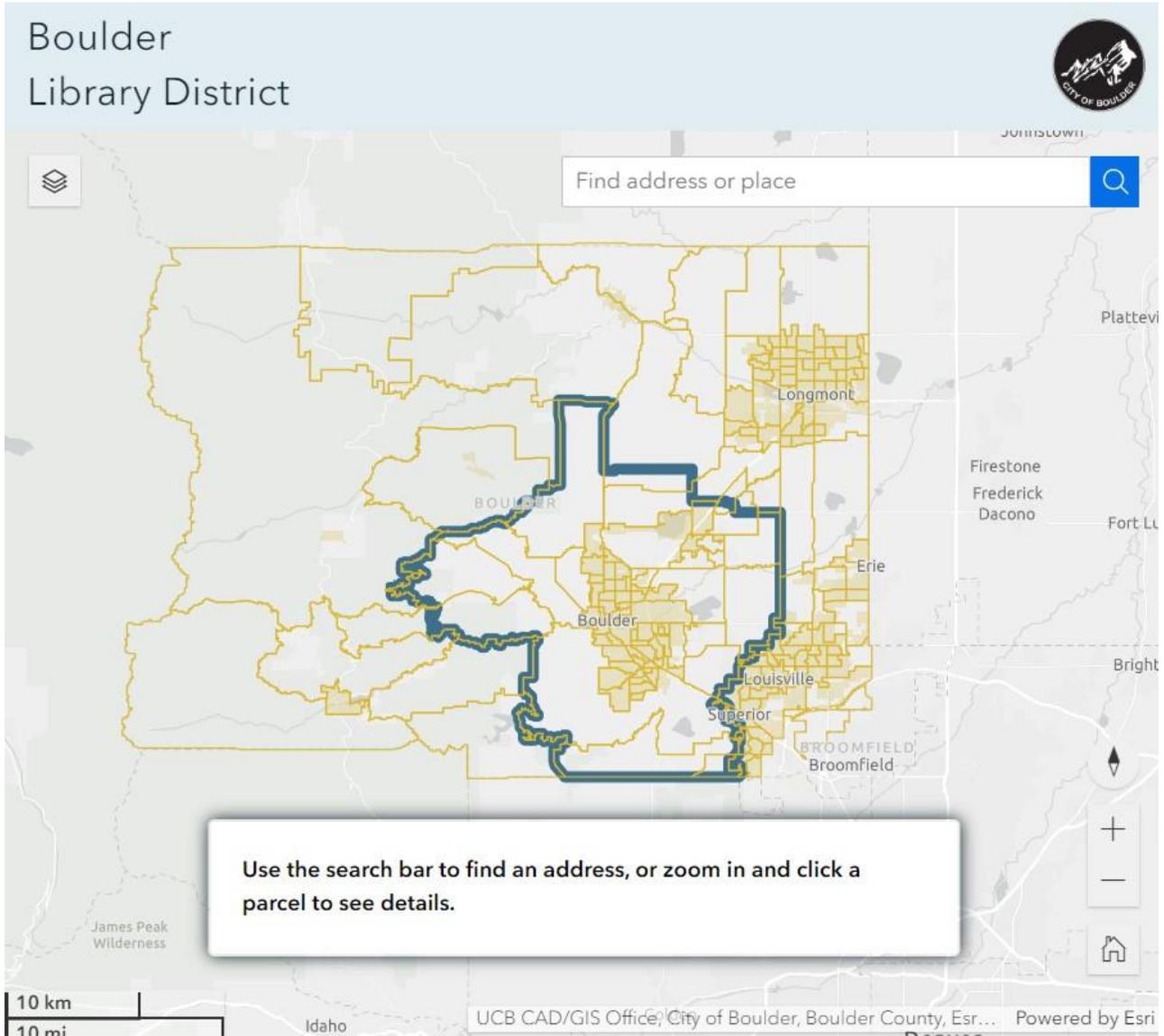
APPROVED AS TO FORM:

City Clerk

City Attorney's Office

# EXHIBIT A

## Library District Legal Service Area



## **EXHIBIT B**

### **Board of Trustees and Terms**

<b>Katharine “Joni” Teter</b>	<b>Term Expires 2024</b>
<b>Sam Fuqua</b>	<b>Term Expires 2025</b>
<b>Cara O’Brien</b>	<b>Term Expires 2026</b>
<b>Sylvia Wirba</b>	<b>Term Expires 2027</b>
<b>Doug Hamilton</b>	<b>Term Expires 2027</b>
<b>Benita Duran</b>	<b>Term Expires 2028</b>
<b>Jennifer Yee</b>	<b>Term Expires 2028</b>

## EXHIBIT C

### Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

- I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
- II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
- III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
- IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
- V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
- VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.
- VII. All people, regardless of origin, age, background, or views, possess a right to privacy and confidentiality in their library use. Libraries should advocate for, educate about, and protect people's privacy, safeguarding all library use data, including personally identifiable information.

Adopted June 19, 1939, by the ALA Council; amended October 14, 1944; June 18, 1948; February 2, 1961; June 27, 1967; January 23, 1980; January 29, 2019.

Inclusion of "age" reaffirmed January 23, 1996.

Although the Articles of the *Library Bill of Rights* are unambiguous statements of basic principles that should govern the service of all libraries, questions do arise concerning application of these principles to specific library practices. See the documents designated by the Intellectual Freedom Committee as Interpretations of the Library Bill of Rights (<http://www.ala.org/advocacy/intfreedom/librarybill/interpretations>).

## TRUSTEE STATEMENT OF ETHICS

1. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.
2. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
3. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
4. We respect intellectual property rights and advocate balance between the interests of information users and rights holders.
5. We treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.
6. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
7. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.
8. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.
9. We affirm the inherent dignity and rights of every person. We work to recognize and dismantle systemic and individual biases; to confront inequity and oppression; to enhance diversity and inclusion; and to advance racial and social justice in our libraries, communities, profession, and associations through awareness, advocacy, education, collaboration, services, and allocation of resources and spaces.