

## Agenda

### Boulder Public Library District Board of Trustees Retreat March 2, 2024

#### Objectives

- To celebrate the Board's successes in the first year since its formation.
- To know one another better, both as people and as trustees.
- To revisit the Library's strategic roadmap and the trends at work in the library environment.
- To review the principles and practices of board governance, and assess the board's progress on its journey toward excellence.

#### Room Setup

- We will be seated in chairs, with no table. Please dress appropriately since some outfits are better suited to sitting in a circle with others in this way.

#### Meeting Agreements

- Respect the agenda and time limits.
- Turn off devices that make noise without notice.
- Be present. Close the other "tabs."
- Listen to understand.
- Speak to be understood.
  - Use "I" statements, not "you" statements.
  - Avoid or explain jargon.
  - W.A.I.T.

#### Agenda

8:30 Welcome & Orientation

- *Participants will be invited to share an appreciation or gratitude (1-2 min each) about what the group has accomplished since its formation.*

9:00 Library Trends and Strategic Roadmap (David Farnan, Library Director)

10:00 15-min Break

10:15 Trustee Whys

*Trustees share their answers to three questions:*

- *What is their "why" for being on the board? Of all the boards they could have been on, why did they choose this one?*
- *What do they hope to contribute to the board and to the library in their capacity as a trustee? Is there a specific competence or perspective they hope to offer?*
- *What's in it for them? This is a volunteer role that requires a lot of time and effort. It's reasonable that trustees would expect to get something out of it for themselves—personally, professionally, or otherwise. If trustees can share this*

*information with one another, then maybe they can help each other get what they're looking for.*

10:45 Governance Refresher

11:45 Lunch / "Luck Circle"

*Over lunch, Eric invites each trustee to spend 1-2 minutes talking about something they're doing in their lives where they would appreciate a little luck. The other trustees share any connections, resources, ideas, etc. that might be helpful for whatever they're trying to accomplish.*

12:45 Look Back / Board Self-Assessment

2:00 10-min Break

2:10 Looking Forward to 2024

3:00 Adjourn

## BPLD Board of Trustees Retreat Read-Ahead

Dear Trustees,

I look forward to working with you all on March 2, 2024, at the Board of Trustees retreat. Our time together will offer an invaluable opportunity to look back on the Board's work together since its formation last year. We will be reviewing the results of the self-assessment—thank you for filling that out. We will use the self-assessment as a jumping-off point for a candid conversation about any concerns that anyone has about how things are going. It is difficult to address such concerns during the normal course of board business, so I hope everyone takes seriously this opportunity to have the conversations necessary to strengthen the foundation for the Board's important work in support of the Library going forward.

I'd like to highlight a few questions I will ask you during the retreat so that you can give them some thought ahead of time. These are also noted in italics on the participant agenda.

- You will have an opportunity to share an appreciation or gratitude for something the Board has done or accomplished so far.
- You will have an opportunity to share your “whys” for being on the Board:
  - Why did you choose to be on this board, from all the boards you could have served on?
  - What do you hope to bring to the Board in terms of a specific competence, perspective, or contribution?
  - What are you hoping to get out of your Board service for yourself—professionally, personally, or otherwise? This is a volunteer role that takes a lot of time and effort, so it's reasonable that you'd want to get something out of it for yourself. If you share this information with your colleagues, you're more likely to get it!
- Over lunch, you will have an informal opportunity to share something that you're working on in another part of your life. The idea is that your peers can offer connections, resources, etc. that might help you. I call this a “luck circle” because it's an opportunity to generate some “good luck” for something you're trying to accomplish in your life, separate from your role as a Trustee.
- And of course, you'll have the opportunity to share any concerns you have about how the Board functions, how it spends its time, how decisions are made, etc. This retreat is a unique opportunity to discuss these concerns with honesty, candor, and mutual respect. Please come with an open mind, but also come with a commitment to sharing your perspective with your colleagues deliberately and honestly.

Again, I look forward to our time together, and I'm confident we can make great strides together in strengthening the Board and the Library for the year(s) ahead.

Eric Meade  
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# Boulder Public Library

## 2024 and Beyond: Unveiling Trends and Roadmap

Board of Trustees Retreat - March 2024



# Table of Contents

- **Basic Principals**
- **Operational Outlook: Uncovering Current Trends**
- **Roadmap: 2024 and Beyond**

# Basic Principals

# Library Bill of Rights

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.

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.

Libraries should **challenge censorship** in the fulfillment of their responsibility to provide information and enlightenment.

Libraries should cooperate with all persons and groups concerned with **resisting abridgment of free expression and free access to ideas**.

A **person's right to use a library** should not be denied or abridged because of origin, age, background, or views.

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.

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.

Collect All Types of Information

Free and Open to All

Resist All Forms of Censorship

Ensure Privacy and Confidentiality

# Trends in Libraries

## WHAT WE READ IN THE MEDIA

Homelessness / Unsafe

Day Shelter

Censorship

Bulling / Crime

Book Banning

Librarian Agenda

Parental Control

## WHAT LIBRARIES SEE

Erosion of Public Space

Isolation of Social  
Groups

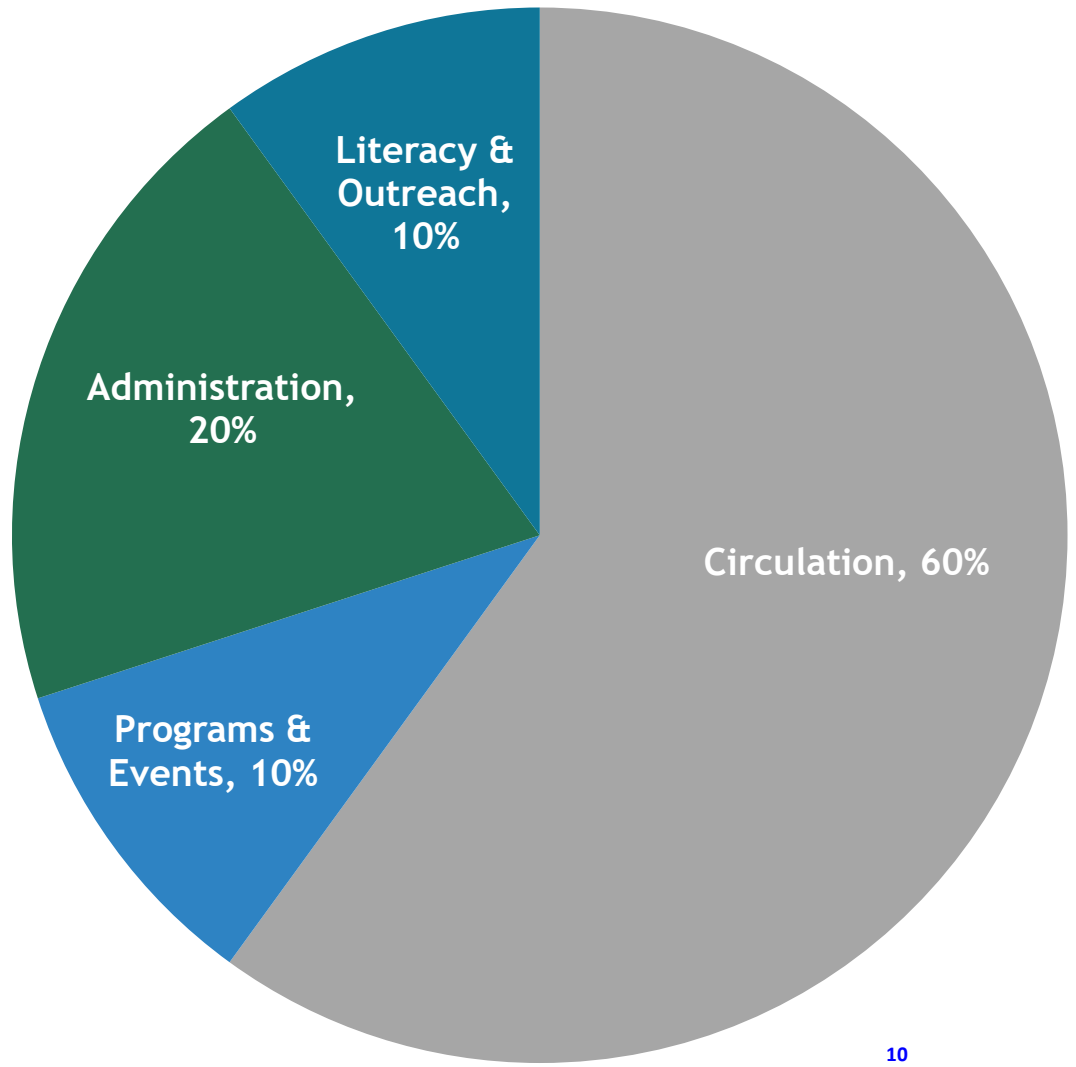
Shift from Physical to  
Digital

Increased Demand for  
Participative/Collaborative  
Experiences over Transactional  
Exchanges



# **Operational Outlook: Uncovering Current Trends**

# Sixty percent of library resources are transactional, with programs and outreach making up 20% of the resources



Movement of books and other materials from selection to checkout and return - Transactional  
Easy to measure

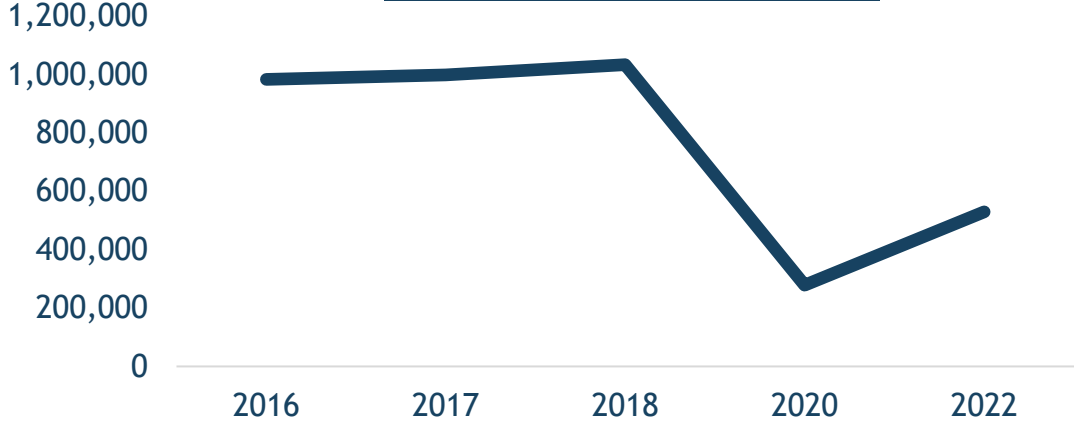
Primarily performative with elements of participation  
Difficult to measure

Board, finance, personnel, facilities, planning, marketings, promotions, supplies, etc.

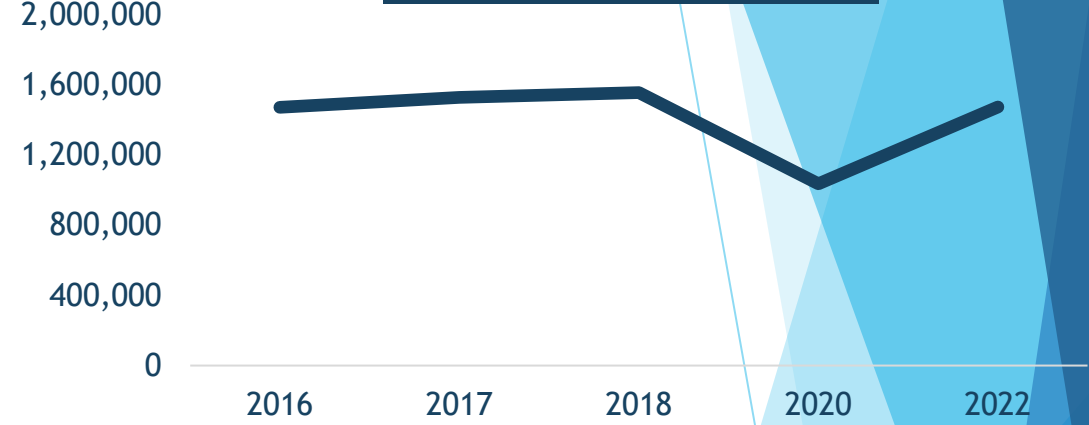
Collaborative  
Labor intensive  
Difficult to measure

# The library has seen a significant decline in both visits and program attendance since 2018. However, circulation has rebounded, primarily attributed to the rise in digital content consumption

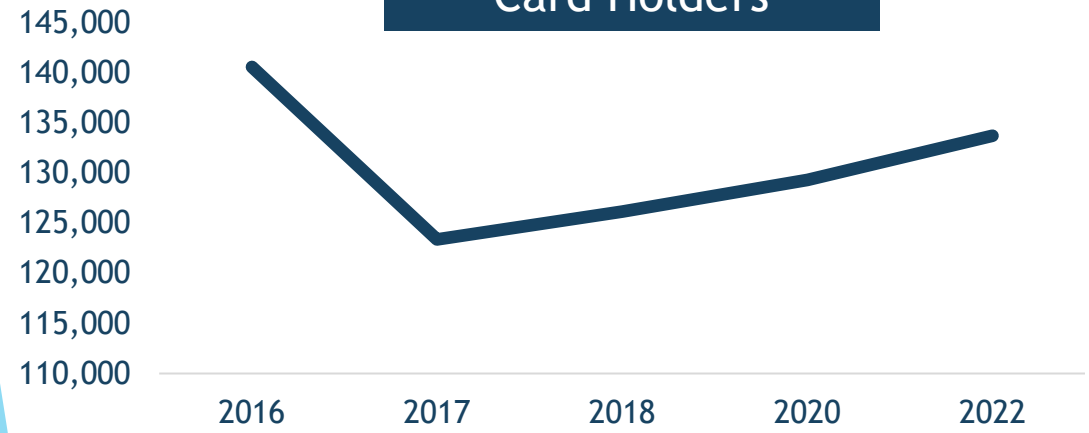
### Number of Visits



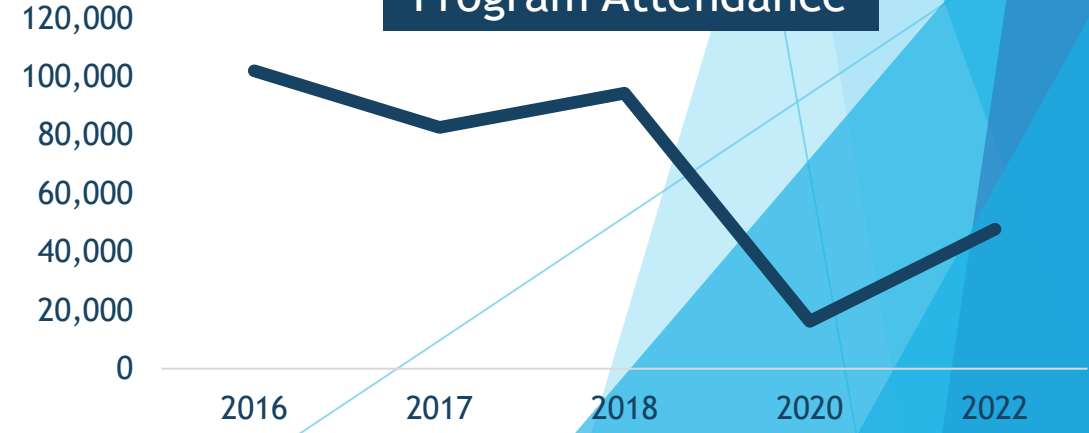
### Total Circulation



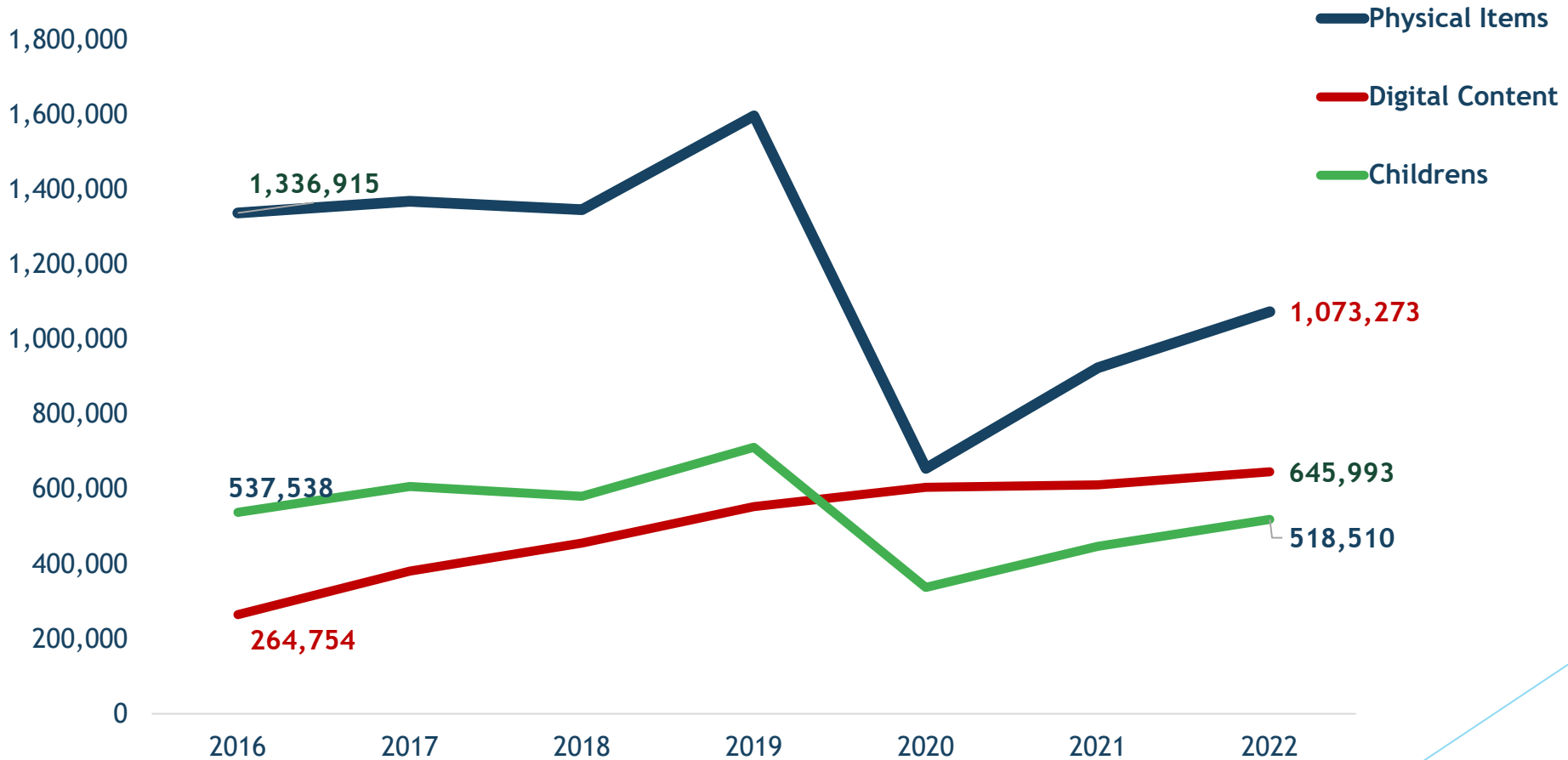
### Card Holders



### Program Attendance

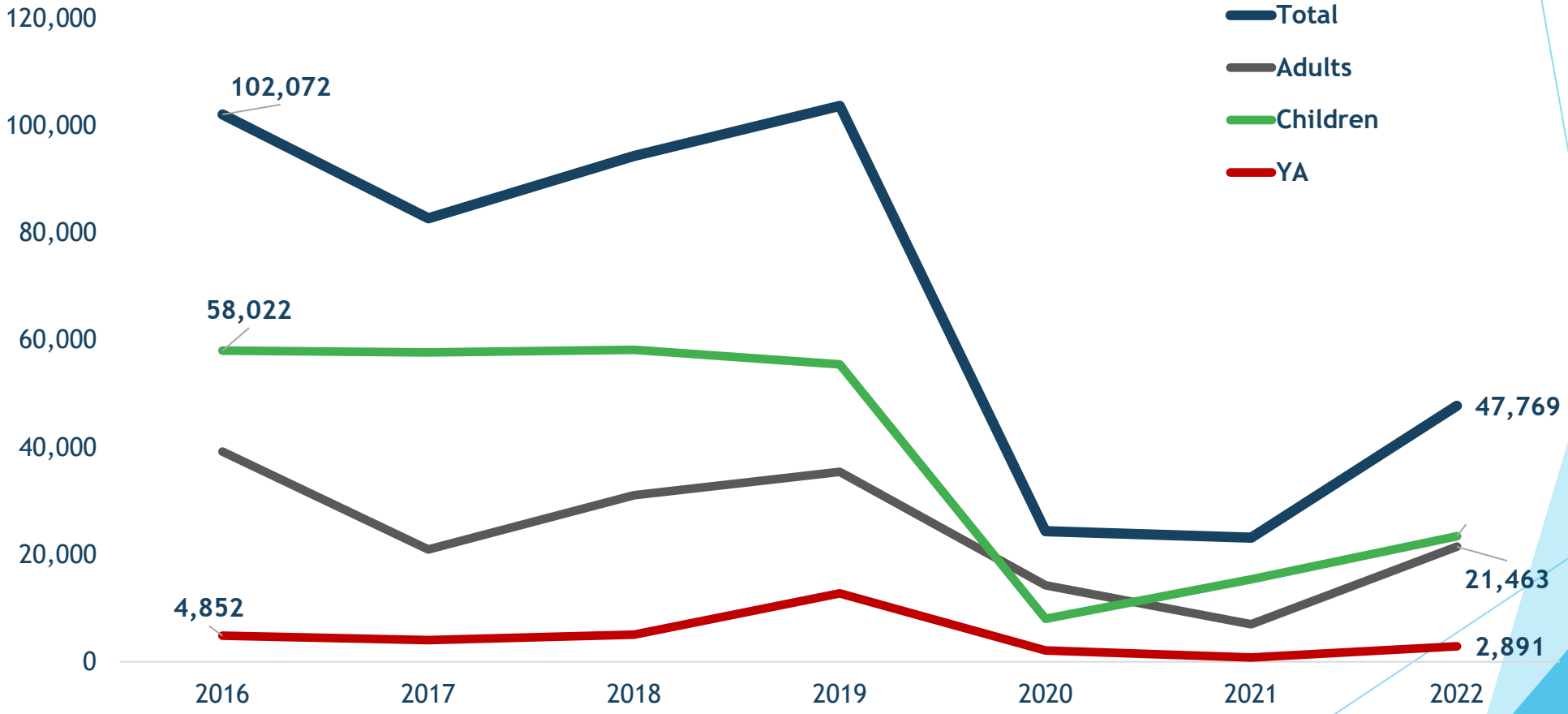


# While the utilization of physical items has been decreasing, there is a notable increase in the consumption of digital content

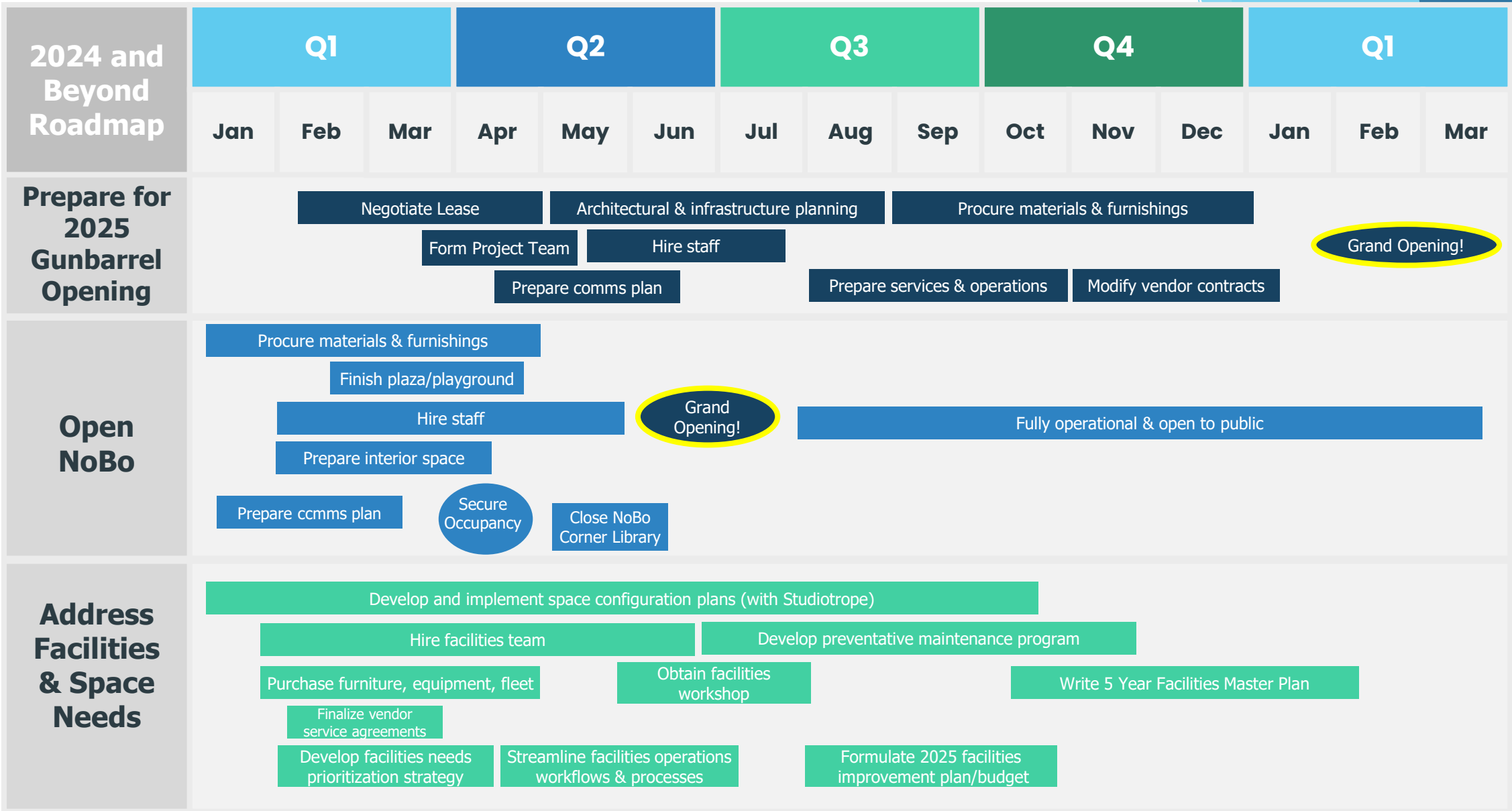


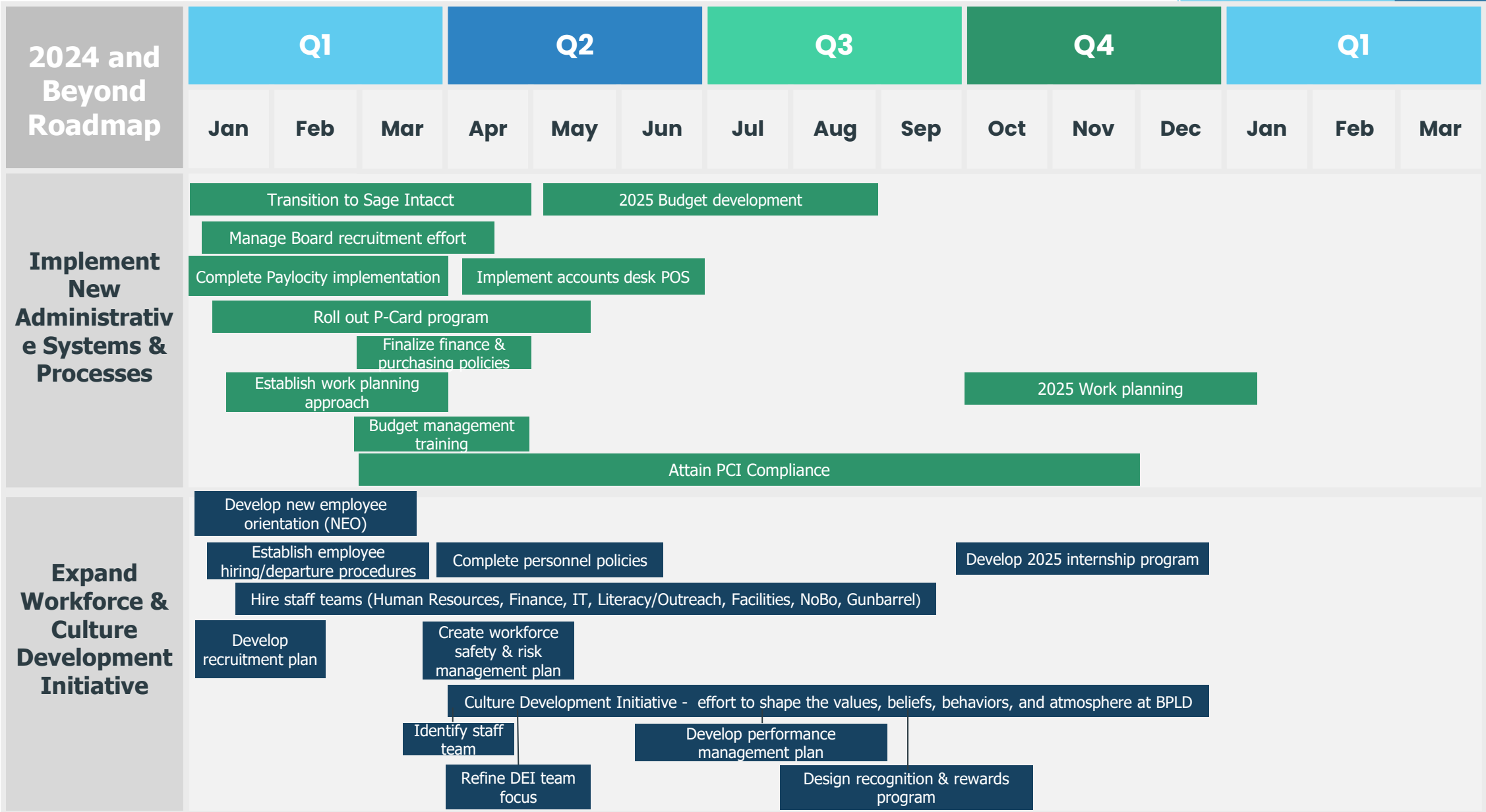
Trend	Physical items	Digital Content
2016	83%	17%
2017	78%	22%
2018	75%	25%
2019	74%	26%
2020	52%	48%
2022	62%	38%

# Program attendance has yet to reach pre-pandemic levels

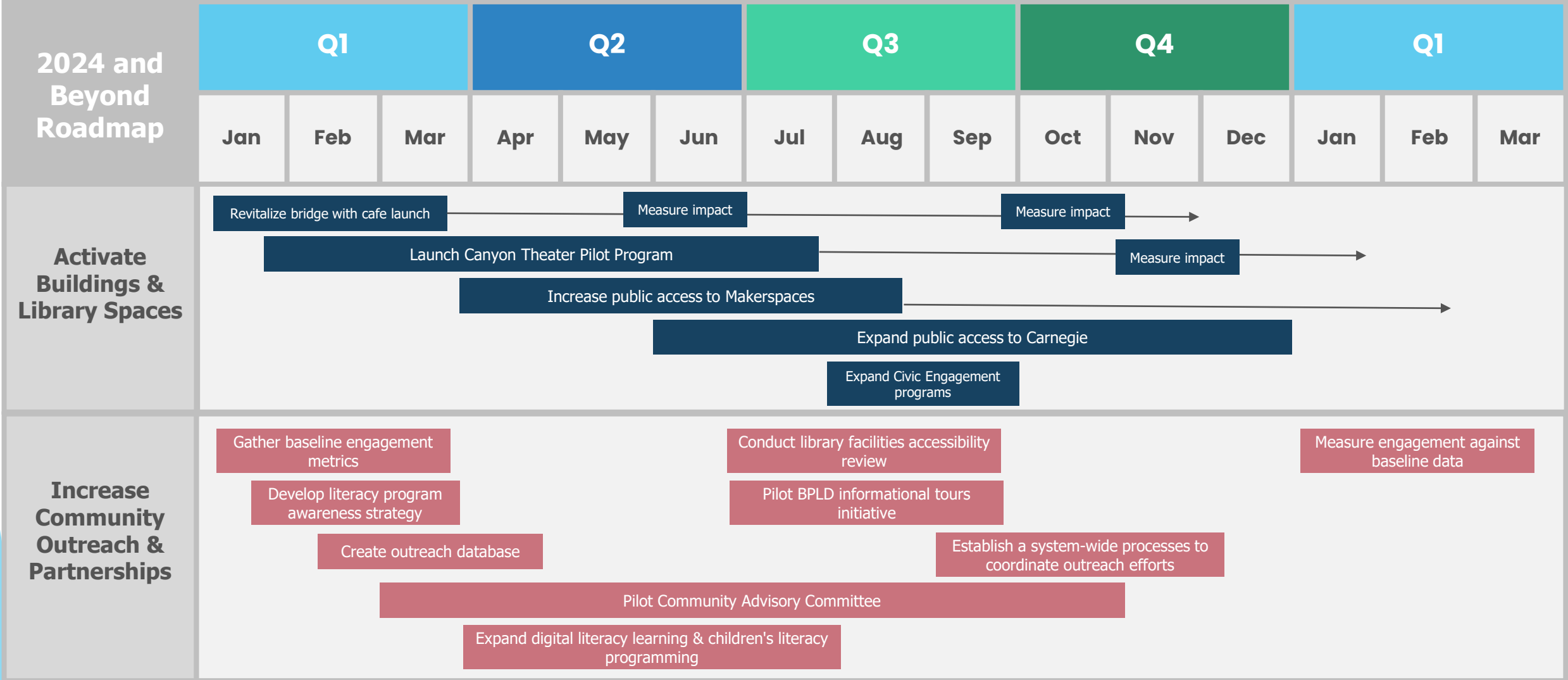


# Roadmap 2024 and Beyond

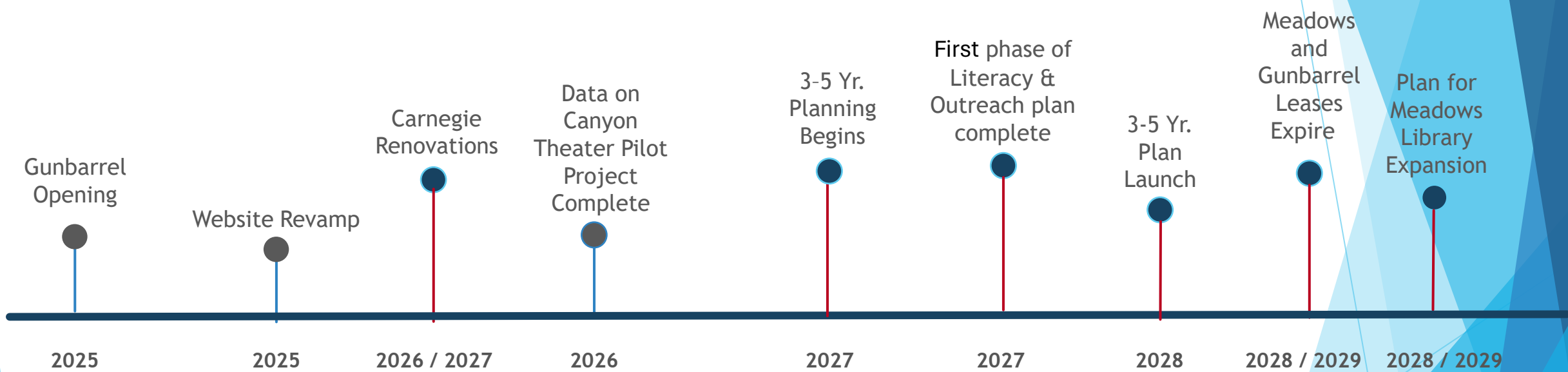








# Our journey



# Q & A

**Policy Review Schedule Worksheet**

\*subitems are involved CALL OUT THE ITEMS THAT MUST BE LINKED AND GO TOGETHER

Name	Staff Lead	Board Meeting Review Date	2nd Review by Board if needed	Notes
Canyon Theater and Gallery Terms of Use and Rental Policy	Jaime	12/12/2023	1/30/2024	by Jan
Library Rules of Conduct	Jennifer	12/12/2023	1/30/2024	by Dec
CORA Policy (Open Records Request Policy)	Beth Dauer and Jennifer	2/20/2024		Jan/Feb (early Q1)
CIPA (Children's Internet Protection Act)	Aimee	3/5/2024		Jan/Feb (early Q1)
Computer Use and Internet Policy (includes CIPA)	Aimee	3/12/2024		Jan/Feb (early Q1)
Insurance & Risk Management Policy	Jaime	4/2/2024		Jan/Feb (early Q1)
Long-range planning	Joni	4/2/2024		March
Finance Policy Packet*	Matt Miller	4/2/2024 - change to 3/19 JP if ready		Prior to 2024 Audit
BLDG61 Makerspace Policy	Jaime	4/30/2024		By May
Information Retention Policy	Beth Dauer and Jennifer	4/30/2024		based on attorney availability
Community Bulletin Board Policy	Tim	5/14/2024		By May
Distribution of Community Information Policy	Tim	5/14/2024		By May
Meeting Room and Study Room Policy	Tim	6/11/2024		By May
Programs and Events Sponsorship Policy	Jaime and Tim	6/11/2024		By May
Privacy Policy	Tim and Aimee	6/25/2024		No deadline
First Amendment Auditors Guidelines (Public Access)	Jennifer	7/9/2024 - move to 3/12/24 if ready		Summer
Finance Policy Packet*		7/9/2024		Prior to 2024 Audit
Materials Donation Guidelines	Kate	7/23/2024		No deadline
Photography and Video Recording Policy	Jennifer	7/23/2024		No deadline
Security Camera Policy	Aimee	7/23/2024		No deadline
Unattended Children Policy	Tim			No deadline
Carnegie Library Policies and Forms	Jaime			No deadline
Collection Development Policy	Laura			March/April
Request for Reconsideration Policy	Laura			March/April
Program, Exhibition, and Display Selection Policy	Laura and Jaime			March/April
Incident Response	Aimee			No deadline
IT Security	Aimee			No deadline
Facility Naming Rights				No deadline
Partnership Policy				No deadline
Board meetings and records policy	Beth Dauer and Jennifer			TBD

Colorado State Archives Records Retention Schedule and Resolution	Beth Dauer and Jennifer			TBD
Resolution regarding disposal of data containing personally identifying information	Beth Dauer and Jennifer			TBD
Record Retention Policy	Beth Dauer and Jennifer			Priority in Q1- 2
Electronic Mail Monitoring and Archiving	Beth Dauer and Jennifer			TBD
Defense and Indemnification of Trustees and Employees	Kim			No deadline
IT Policies*	Aimee			

Staff lead updates policy  
 L-Team review  
 Finalize policy and prep memo  
 Board review at meeting  
 When adoption, send for translation  
 Submit final copies to IT for posting on web  
 If 2nd review needed, L-team review  
 Finalize updated policy and prep for memo  
 Update calendar review schedule  
 Share update schedule with agenda setting team and prep for memo  
 Determine if public hearing needs

## BOULDER PUBLIC LIBRARY DISTRICT ROLLING CALENDAR

MATTERS FROM:	Statutory & Legal Deadlines	Board of Trustees	Staff	Boulder Library Foundation
<p><b>JANUARY</b> January 1: Fiscal year begins</p>	<p>1st meeting of year: Adopt Annual Administrative Resolution (Legal team):</p> <ul style="list-style-type: none"> <li>• Renew consultant contracts</li> <li>• Engage auditor for previous fiscal year.</li> <li>• Determine paper for official publications &amp; establish annual posting places</li> <li>• Delegate responsibilities for trustee required action described in § 24-90-109, C.R.S. (bylaws)</li> <li>• Advise City and BOCC of Trustee Vacancies to be filled and request formation of Appointment Committee (IGA)</li> <li>• NLT January 31: File certified copy of the budget for this fiscal year (including budget message) with the Division of Local Government</li> </ul>	<ul style="list-style-type: none"> <li>• Establish dates of regular board meetings for the coming year</li> <li>• Determine schedule and plan for annual Board Performance evaluation (Bylaws, Art. III)</li> <li>• Trustees complete conflict of interest forms</li> </ul> <p>By mid January:</p> <ul style="list-style-type: none"> <li>• <b>Appoint two trustees to serve as ex officio members of BOCC/CITY appointment committee (Governance Committee?)</b></li> </ul> <p>By late January:</p> <ul style="list-style-type: none"> <li>• Review and approve Trustee appointment packet</li> </ul>	<ul style="list-style-type: none"> <li>• Plan review and updates of library rules and policies</li> </ul>	<p>Board Working Meeting</p> <ul style="list-style-type: none"> <li>• BPL Director present the annual report for preceding fiscal year and package of recommended programs for upcoming fiscal year</li> </ul>

<b>FEBRUARY</b>		<ul style="list-style-type: none"> <li>• Forward Trustee appointment packet to Council &amp; BOCC</li> <li>• Notice to public of Trustee vacancy</li> <li>• Trustee application opening/closing, outreach and recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Review director’s operational service plan</li> <li>• Plan review and progress on Master Plan goals and objectives</li> </ul>	<p>Board Business Meeting</p> <ul style="list-style-type: none"> <li>• BPL Director responds to questions raised in January</li> <li>• Board acts on program and activities proposed by BPL</li> </ul>
<b>MARCH ANNUAL RETREAT</b>		<ul style="list-style-type: none"> <li>• Trustee candidate interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Present annual library usage statistics</li> </ul>	<p>Board Working Meeting</p> <ul style="list-style-type: none"> <li>• Vote on BPL Director funding request</li> </ul>
<b>APRIL</b>	<ul style="list-style-type: none"> <li>• Selection committee appoints new Trustee</li> <li>• Elect officers and designate Boulder Library Foundation members</li> <li>• Determine schedule and method for evaluation of executive director (contract renewal before October 15 budget presentation)</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Trustee self assessments</li> <li>• Appreciation of Trustee whose term ends</li> <li>• Annual meeting: elect officers</li> </ul>	<p>Volunteer Appreciation Week</p>	<p>BLF Annual Meeting and Officer Election</p> <ul style="list-style-type: none"> <li>• Two new Library Commissioners join the board</li> </ul>

## BOULDER PUBLIC LIBRARY DISTRICT ROLLING CALENDAR

<b>MAY</b>	<ul style="list-style-type: none"> <li>• Regular May meeting: Welcome and administer oath of office to new Trustee</li> <li>• <b>By May 23: Negotiate new services contract with Executive director or renew with new salary and benefits [effective Jan. 1 2026? Or keep May renewal date?]</b></li> </ul>	<ul style="list-style-type: none"> <li>• Take new photo for Board of Trustees website</li> <li>• Audit report to Board</li> </ul>	<ul style="list-style-type: none"> <li>• Present Q1 library usage statistics</li> <li>• Present Summer Reading Program plan</li> </ul>	<p style="color: green;">Business Meeting</p>
<b>JUNE</b>				<ul style="list-style-type: none"> <li>• Annual retreat</li> </ul>
<b>JULY</b>	<p>NLT July 31:</p> <ul style="list-style-type: none"> <li>• Prepare and submit written annual report to City and County (Appointment IGA, Section 1.1)</li> <li>• Schedule public presentation of annual report with City/BOCC (statutory)</li> <li>• Provide copy of annual audit to City and BOCC (statutory)</li> </ul>			



<b>AUGUST</b>	NLT August 25: Deadline for County Assessor to certify to all the total valuation for assessment of all taxable property located within the district (statutory)	<ul style="list-style-type: none"> <li>• Approve Warner Charitable Trust contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Staff &amp; Budget/Finance Committee begin work on next fiscal year budget</li> <li>• Present Q2 library usage statistics</li> </ul>	
<b>SEPTEMBER</b>				Board Working Meeting <ul style="list-style-type: none"> <li>• BLF Executive Committee and BPL Director establish a program schedule for the upcoming year</li> </ul>

## BOULDER PUBLIC LIBRARY DISTRICT ROLLING CALENDAR

<b>OCTOBER</b>	<ul style="list-style-type: none"> <li>• Prior to October 15 budget deadline, negotiate new services contract with Executive director or renew with new salary and benefits effective Jan. 1 of the following year</li> <li>• October 15: Deadline by which Director must submit proposed budget to Trustees for next fiscal year (statutory)</li> <li>• Publish notice of public hearing on then budget for the next fiscal year (one time only) in newspaper having general circulation in the boundaries of the District (statutory)</li> <li>• If the governing body has submitted or intends to submit a request for increased property tax revenues to the Division of Local Government, the amount of increased property taxes shall be included in the notice of public hearing which is published (statutory)</li> </ul>	<ul style="list-style-type: none"> <li>• Board sets date for public hearing on proposed budget for the next fiscal year and gives notice to the public. (Public Hearing must be held and proposed budget adopted prior to December 15 in order to certify a mill levy.)</li> </ul>	Colorado Association of Libraries Annual Conference	Business Meeting – operational budget approved and dispersal schedule established
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<b>NOVEMBER</b>			<ul style="list-style-type: none"><li>• Present Q3 library usage statistics</li><li>• Report on Boulder Library Foundation grant requests submitted</li></ul>	<p>Business Meeting</p> <ul style="list-style-type: none"><li>• BLF budget finalized, including fund-raising plan for the following year</li></ul>
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## BOULDER PUBLIC LIBRARY DISTRICT ROLLING CALENDAR

<b>DECEMBER</b>	<ul style="list-style-type: none"> <li>• NLT than December 10 [January 3, 2024}, Assessor shall send single notice of changes in assessed valuation to Trustees (statutory)</li> <li>• December 10-15, If notified of changes in assessed valuation by assessor <b>and</b> the Board has adopted a mill levy, the Board may determine to schedule a meeting to make adjustments to the mill levy (statutory)</li> <li>• NLT December 15: Public Hearing must be held and proposed budget for next fiscal year be adopted prior to December 15 in order to certify a mill levy (statutory)</li> <li>• December 15 [January 10, 2024]: Deadline for certification of mill levy to BOCC</li> </ul>	<ul style="list-style-type: none"> <li>• Review BLF fund-raising successes from previous year, and fund-raising plans for the upcoming year with BLF Executive Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Staff &amp; Governance Committee develop draft package for the Trustee Appointment Process, including proposed questions for applications and interviews, to be reviewed by the Board in January</li> <li>•</li> </ul>	
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Appendix A  
Circulation Statistics

"Colorado Public Library Statistics"

<https://www.lrs.org/public/data/csv/id/8381/>

CIRCULATION

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Arapahoe Library District	4,424,407	4,508,477	4,269,994	4,246,899	4,367,694	4,482,194	5,286,473	2,962,684	3,838,094	4,295,083
Aurora Public Library	1,030,535	1,065,076	1,002,186	1,092,078	1,039,694	1,026,599	1,007,619	951,373	1,034,301	1,119,390
Boulder Public Library	1,449,679	1,305,884	1,350,156	1,473,520	1,529,187	1,556,715	1,856,404	1,035,511	1,323,792	1,474,664
Denver Public Library	9,811,501	9,067,577	9,097,572	9,323,082	9,471,889	9,177,896	9,379,211	5,458,956	6,082,281	6,743,882
Jefferson County Public Library	7,589,979	7,402,527	7,202,744	7,900,913	7,971,823	7,798,419	8,159,104	7,303,481	8,604,530	8,512,602
Longmont Public Library	1,284,030	1,249,321	1,281,199	967,026	1,078,949	941,494	1,105,943	603,298	1,114,017	1,359,297
Poudre River Public Library District	3,133,110	3,002,725	3,061,557	3,029,687	2,863,837	2,879,215	2,806,378	1,937,981	2,353,711	2,467,636
Pueblo City-County Library District	1,661,677	2,484,858	2,918,125	2,559,461	2,586,250	2,341,473	2,140,692	1,166,864	1,478,042	1,486,708
Rangeview Library District (Adams County)	2,230,414	2,267,091	2,232,038	2,199,127	2,241,289	2,268,761	2,163,354	1,197,989	1,231,295	1,574,240
Westminster Public Library	1,044,722	980,202	836,789	791,944	753,446	672,108	628,287	288,139	358,964	389,810
Total	33,660,054	33,333,738	33,252,360	33,583,737	33,904,058	33,144,874	34,533,465	22,906,276	27,419,027	29,423,312
Average	3,366,005	3,333,374	3,325,236	3,358,374	3,390,406	3,314,487	3,453,347	2,290,628	2,741,903	2,942,331

Library Research Service

[www.lrs.org/](http://www.lrs.org/)

Accessed 2/27/2024

Appendix B  
Electronic Circulation

"Colorado Public Library Statistics"

<https://www.lrs.org/public/data/csv/id/8579/>

ELECTRONIC CIRCULATION

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Arapahoe Library District	441,799	867,847	665,124	724,070	1,130,196	1,298,256	1,240,443	1,499,864	1,515,667	1,636,916
Aurora Public Library	66,100	93,212	121,986	179,773	151,668	183,570	235,166	306,671	303,170	332,122
Boulder Public Library	53,549	61,490	114,047	136,605	160,642	210,992	260,229	380,552	400,219	401,391
Denver Public Library	595,653	721,709	896,577	1,079,491	1,229,904	1,782,345	2,215,205	2,551,354	2,540,954	2,773,272
Jefferson County Public Library	400,782	465,769	553,221	656,089	748,548	998,062	1,284,741	1,807,144	1,798,042	1,887,986
Longmont Public Library	31,955	39,598	45,503	53,305	69,346	76,541	76,727	87,971	NR	NR
Poudre River Public Library District	141,719	197,291	293,872	373,328	432,268	493,548	548,418	719,583	706,045	719,956
Pueblo City-County Library District	86,594	193,356	237,597	213,654	217,161	243,787	284,821	385,024	468,356	445,712
Rangeview Library District (Adams County)	146,971	217,943	268,975	323,215	379,718	473,297	542,392	609,334	600,594	601,517
Westminster Public Library	18,209	38,946	42,149	45,831	47,248	61,343	71,483	95,735	109,660	131,130
<b>Total</b>	<b>1,983,331</b>	<b>2,897,161</b>	<b>3,239,051</b>	<b>3,785,361</b>	<b>4,566,699</b>	<b>5,821,741</b>	<b>6,759,625</b>	<b>8,443,232</b>	<b>8,985,461</b>	<b>9,486,734</b>
<b>Average</b>	<b>198,333</b>	<b>289,716</b>	<b>323,905</b>	<b>378,536</b>	<b>456,670</b>	<b>582,174</b>	<b>675,963</b>	<b>844,323</b>	<b>898,546</b>	<b>948,673</b>

Library Research Service

[www.lrs.org/](http://www.lrs.org/)

Accessed 2/27/2024

Appendix C  
Program Attendance

"Colorado Public Library Statistics"

<https://www.lrs.org/public/data/csv/id/8388/>

PROGRAM ATTENDANCE

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Arapahoe Library District	130,269	120,667	129,194	135,313	155,484	156,237	163,674	23,442	52,705	66,359
Aurora Public Library	40,527	72,576	78,582	111,075	87,688	94,246	126,137	21,486	34,292	183,304
Boulder Public Library	51,800	58,580	101,463	102,072	82,699	94,352	103,675	16,215	23,154	47,769
Denver Public Library	350,297	404,792	419,643	431,776	415,503	504,287	479,583	52,056	210,215	103,734
Jefferson County Public Library	164,817	194,695	208,354	232,512	244,503	273,293	274,669	33,865	41,325	143,124
Longmont Public Library	30,920	41,767	49,180	59,354	59,198	67,748	54,746	4,715	16,643	21,138
Poudre River Public Library District	60,729	79,967	75,379	66,502	58,734	70,277	73,666	7,152	15,694	22,161
Pueblo City-County Library District	118,736	182,406	213,009	227,555	257,893	284,953	282,536	28,978	26,733	68,797
Rangeview Library District (Adams County)										
Anythink	56,289	57,020	59,947	62,745	64,997	82,270	82,941	15,491	33,549	52,540
Westminster Public Library	33,684	37,429	31,439	27,356	32,271	28,265	27,155	3,993	2,087	5,348
<b>Total</b>	<b>1,038,068</b>	<b>1,249,899</b>	<b>1,366,190</b>	<b>1,456,260</b>	<b>1,458,970</b>	<b>1,655,928</b>	<b>1,668,782</b>	<b>207,393</b>	<b>456,397</b>	<b>714,274</b>
<b>Average</b>	<b>103,807</b>	<b>124,990</b>	<b>136,619</b>	<b>145,626</b>	<b>145,897</b>	<b>165,593</b>	<b>166,878</b>	<b>20,739</b>	<b>45,640</b>	<b>71,427</b>

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"Colorado Public Library Statistics"

<https://www.lrs.org/public/data/csv/id/8339/>

VISITS

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Arapahoe Library District	2,097,443	1,993,094	1,919,474	1,850,025	1,867,024	1,855,485	1,746,467	374,459	697,548	1,072,952
Aurora Public Library	939,805	1,044,771	1,000,119	1,161,139	1,145,179	1,076,803	1,185,328	327,466	365,986	505,677
Boulder Public Library	890,316	879,429	983,270	982,648	998,774	1,033,147	1,000,414	278,048	346,114	529,733
Denver Public Library	4,371,420	4,407,701	4,195,777	4,259,373	4,379,144	4,139,810	4,014,705	1,103,822	1,171,120	1,722,259
Jefferson County Public Library	2,541,642	2,452,635	2,458,315	2,668,134	2,628,734	2,718,796	2,613,399	830,615	1,242,213	1,725,351
Longmont Public Library	611,262	621,074	508,424	600,174	801,701	606,318	419,889	148,000	141,085	261,392
Poudre River Public Library District	1,143,419	1,314,838	1,036,817	1,021,350	1,015,556	1,054,299	997,353	210,557	440,200	633,723
Pueblo City-County Library District	1,265,847	1,424,303	1,616,639	1,460,368	1,363,081	1,309,285	1,217,888	228,802	491,472	601,986
Rangeview Library District (Adams County)	1,294,942	1,261,398	1,270,048	1,200,700	1,134,317	1,130,415	1,041,630	317,766	463,597	659,939
Westminster Public Library	483,563	428,991	406,434	408,676	375,620	344,841	395,509	142,858	141,600	141,131
Total	15,639,659	15,828,234	15,395,317	15,612,587	15,709,130	15,269,199	14,632,582	3,962,393	5,500,935	7,854,143
Average	1,563,966	1,582,823	1,539,532	1,561,259	1,570,913	1,526,920	1,463,258	396,239	550,094	785,414

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