

**BOULDER PUBLIC LIBRARY DISTRICT**  
-RETREAT MEETING-  
Sunday, August 11, 2024  
Boulder Public Library, Canyon Meeting Room  
**4500 Lookout Road, Boulder CO**

**9:00 a.m.**

<u>Board of Trustees</u>	<u>Term Expiration</u>
Andy Saylor	2029
Benita Duran	2028
Tom Cosgrove	2028
Sylvia Wirba	2027
Doug Hamilton	2027
Cara O'Brien	2026
Sam Fuqua	2025

**AGENDA**

1. Tour the space [30 minutes]
2. Call to Order and Declaration of Quorum
3. Preview of presentation to City Council and County Commission. Powerpoint [60 minutes]
4. 10-year Financial Outlook. Handout [30 minutes]
5. 2025 Budget Preview and Discussion [30 minutes]
  - a. Deferred maintenance projects [handout]
  - b. Library Services – what does it cost to provide X? [handout]
6. Snarf's for lunch.
7. Master Plan progress update [30 minutes] Review of checklist.
8. Discussion of Strategy and Strategic Objectives. [90 minutes]
  - a. Investing in buildings. What is our message with county and city regarding assets. [Board Goal- transition of all the assets?] Carnegie, Meadows, Main.
  - b. Digital provision and access
  - c. Library use.
  - d. Safety Issues
9. When do we begin the strategic plan?
10. What is the Board going to work on in 2025 to 2026? [30 minutes]
11. Adjournment

**NEXT MEETING: August 29 - County Commissioners joint meeting**

# Boulder Public Library

## Board of Trustees Retreat

August 2024

**BOULDER** PUBLIC LIBRARY



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# The District, a new Chapter

Doug Hamilton, Board Chair



# Promises Made by the Newly-created Board and Leadership Team - Ballot Issue 6C



- Open NoBo Library.
- Restore library hours to pre-COVID 19 pandemic levels.
- Increase staff to support programs and rental of the Canyon Theater.
- Improve collections.
- Restore staff positions for BLDG61 and Studio 24 makerspaces.



- Address the facilities maintenance backlog.
- Gunbarrel Library.
- Take care of assets.
- Safety and Security.
- Meadow's library.
- Restore Carnegie Library for Local History staff positions and resume open hours.

# North Boulder Library Opening

- Opened to the public June 2024
- 12,000 square ft facility, to serve as a hub of knowledge, culture, and connectivity.
- Funding provided by Ballot measure, Library reserves, Boulder Library Foundation, City of Boulder General fund
- The facility has two meeting rooms, an indoor/outdoor makerspace, a playground (in the making), and will house BoulderReads offices, classrooms, and study rooms.
- A permanent piece of public art entitled "Nuages" is one of the highlights of the NoBo Library. This interactive display incorporates musical tones and short audio compositions to create a lively and enchanting experience at the new library's upper entrance.



# After NoBo, it is time for the Gunbarrel Library

- **Renovation** of the former FirstBank building will **begin this summer** to create a the new Gunbarrel branch and it will take 10-12 months. The building is nearly 10,000 square feet.
- The interior requires only minor restorations. It is anticipated one-time capital costs of \$1M - \$1.5M to turn it from a bank into a library and an annual rent of about \$150,000, plus maintenance and insurance costs.
- Shelves, furniture, and books will be ordered in October/November. The goal is to have the library fully **open by June or July 2025**. We plan to do a variety of community outreach events beginning this fall.
- We are expecting the number of households with library cards to increase from 50%.
- In addition, the library will be used for **historical research**. Part of the historical archives from the Carnegie Library for Local History will be moved to free up storage space with occasional days open to the public to meeting with an historian and do research.



# 2024 Operating Budget

REVENUE	Approved	Adjusted	Variance	Notes
<b>General Fund</b>				
Property Tax Revenues	\$21,407,127	\$21,407,127		Revised 1.9.2024 for mill levy cert
Other taxes	\$3,053	\$3,053		Personal Property Tax
Revenue	\$35,000	\$35,000		Booksale Revenue
Other revenue	\$5,000	\$597,000	\$592,000	City of Boulder Library Fund Balance; Printer & Copier Revenue
Carryover	\$16,577,384	\$16,577,384		
<b>Grant Fund</b>	\$641,634	\$641,634		State Grant for Collection, NoBo Grants
<b>TOTAL REVENUE</b>	<b>\$ 38,669,198</b>	<b>\$ 39,261,198</b>		
EXPENSES	Approved	Adjusted	Variance	Notes
<b>Personnel Budget</b>				
Salaries	\$9,010,059	\$9,010,059		Includes payroll taxes.
Employee Benefits	\$3,937,835	\$3,712,835	-\$225,000	Includes professional development.
<b>Non-Personnel Budget</b>				
Administrative	\$1,159,300	\$1,112,300	-\$47,000	
Board Governance	\$207,600	\$208,600	\$1,000	Added for supplies (badges, name plates, etc.)
Facilities	\$2,019,562	\$1,909,562	-\$110,000	Moved to capital.
IT Support	\$1,131,812	\$1,221,812	\$90,000	Increased IT consultant support.
Library Collections	\$1,945,593	\$2,018,417	\$72,824	Increased Gunbarrel opening collection and Hotspot plans. Added State Grant for collections.
Marketing & Engagement	\$200,000	\$200,000		
Programs & Events	\$511,000	\$529,000	\$18,000	Includes Archive and Outreach. Added NoBo Youth Program Grant from Foundation.
Café	\$50,000	\$50,000		
Capital and One Time	\$1,390,000	\$5,888,163	\$4,498,163	Gunbarrel Capital Appropriation, NoBo Playground, Facilities, and IT.
Debt Service	\$13,865,000	\$12,012,233	-\$1,852,767	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$35,427,761</b>	<b>\$37,872,980</b>		
<b>ENDING BALANCE</b>	<b>\$3,241,437</b>	<b>\$1,388,218</b>		Grant funds and Gunbarrel capital funds were not allocated to the capital budget.
<b>General Reserves</b>	<b>\$2,550,000</b>			



# Literacy and Outreach

# Why Outreach and Literacy Matter

## Poverty

- **Poverty rate in Boulder County** increased 13% compared to pre-pandemic levels, reaching **12.3%**
- **9.4%** of children in Boulder County live **in poverty**

## Language

- **15%** (49K) **speak another language** other than English at home\*
- **13%** (42K) **do not speak English** at a proficient level\*

## Education

- **5%** (16K) **do not have a HS Diploma** or equivalence\*
- **8%** of people who did **not graduate high school** live in poverty\*

**High levels of poverty mean** very little access to books at home and in the communities.

**Access to books** has a positive effect on reading achievement and appears to offset the impact of poverty on reading.

**Students that don't read proficiently by third grade,** are four times more likely to leave school without a diploma. The number rises when kids come from poverty.

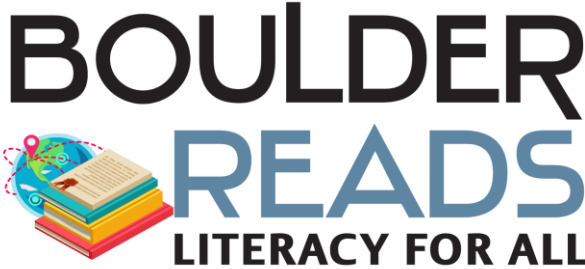
\*2022 US Census Data for Boulder County  
Emergency Family Assistance Association (EFAA)  
The Council Chronicle

# Literacy and Outreach Focus



## Master Plan 2018 – 2028, included expanding

- Outreach to underserved communities
- Awareness of library programs and services
- The variety of educational and cultural programs based upon community interest.

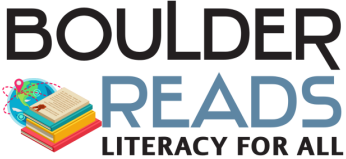


## Literacy and Outreach 2023 Strategic plan

- Developed to create a road map to fulfill the Master Plan
- Deepen community connections and engagement, especially with underserved communities



# Support adults and children in literacy development to open greater opportunities in school and life



## For Adults:

One-on-One tutoring

Adult high school education equivalency

Conversations in English

## For Children:

Reading Buddies programs with one-on-one mentorship for 1st-3rd grade

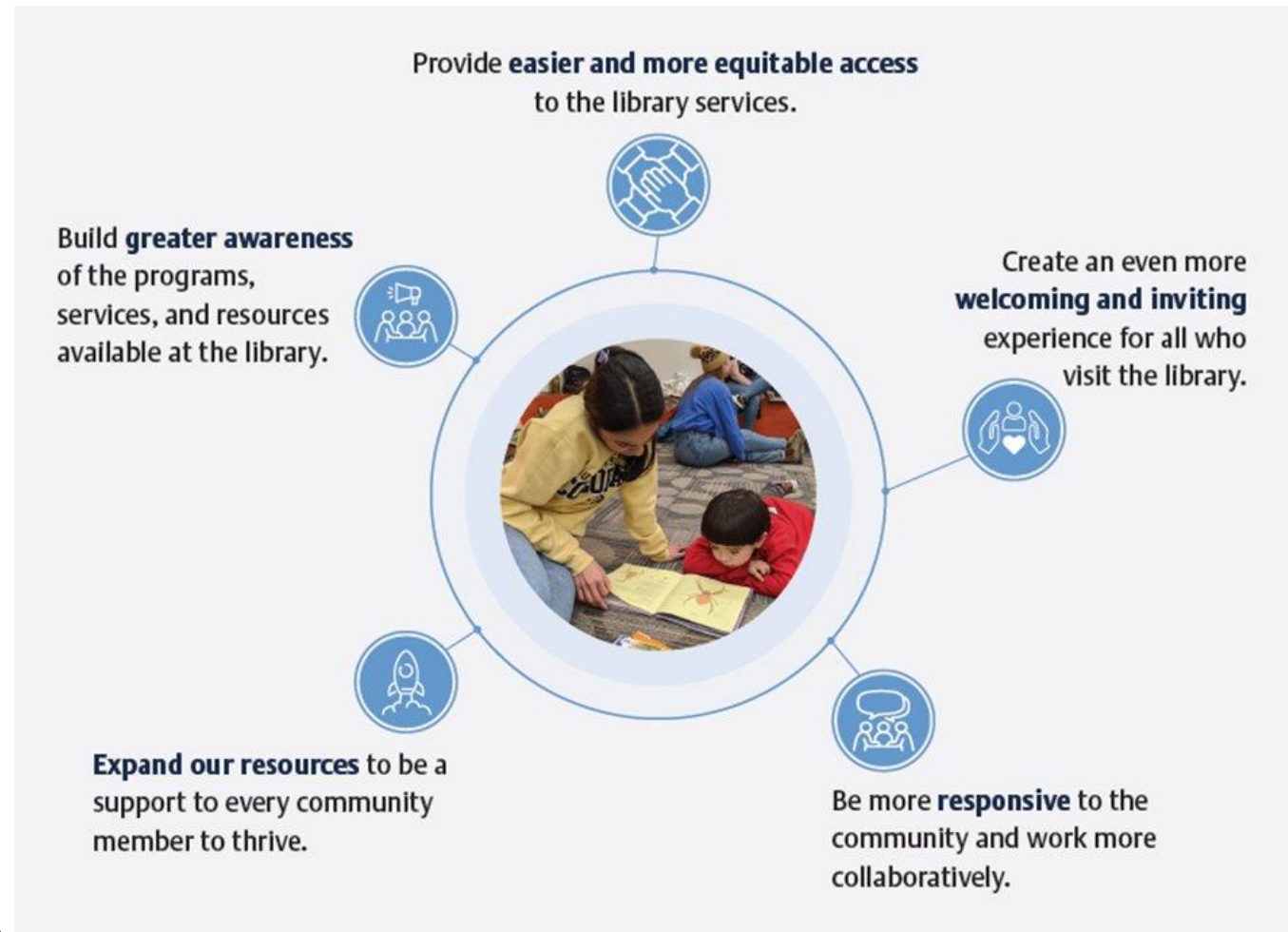
Books accessible to under-resourced families to keep at home

Literacy activities and games in the community



# Moving Forward

- Building an Outreach staff area and team
- Build **more awareness** among the community of our literacy offerings and all the library has to offer
- **Expand** current programs and **create new literacy opportunities** such as English language classes
- **Strengthen relationships and trust with underserved communities** by being present in community and bringing the library to the community
- **Amplify and strengthen partnerships** to reach across the community
- Create an **even more welcoming and inviting experience** for all who visit the library



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# Building our Staff

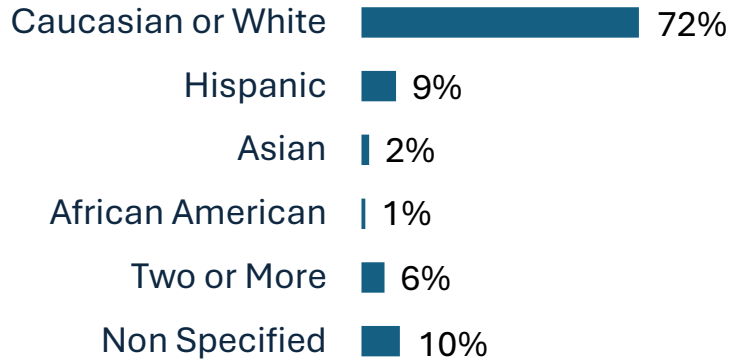
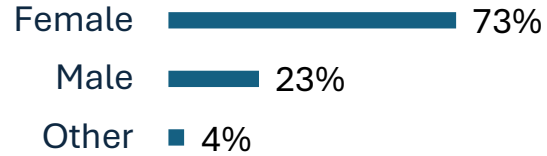
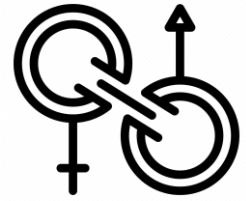
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# Hiring by the Numbers - 158 current employees

- **55 FTEs hired since January 1st**
  - 20 FTEs for the Public Services Team
  - 9 FTEs for the Programs & Events Team
  - 4 FTEs for Literacy & Outreach Team, Admin, Collection Services & Facilities
- **Fully staffed at all locations**
- **Key roles hired:**
  - Public Services Director
  - Main Library Manager
  - Creative Technologists
  - Archive Manager
- **Key roles in progress:**
  - DEI Coordinator
  - Youth Services Manager
  - Gunbarrel Manager (*recruiting starts 7/29*)

Department/Location	Hiring Status	Timeline		
Administration	Main	Hired	Done	Jan '24
Administration	Main	Hired	Done	Jan '24
Administration	Main	Hired	Done	Jan '24
Administration	Main	Not Started	Not Done	June '24
Archive	Carnegie	Hired	Done	March '24
Archive	Carnegie	Not Started	Not Done	June '24
Collection Services	Main	Hired	Done	Nov '23
Collection Services	Main	Hired	Done	Jan '24
Collection Services	Main	Hired	Done	Feb '24
Collection Services	Main	Hired	Done	Feb '24
Comms & Marketi...	Main	Hired	Done	Nov '23
Comms & Marketi...	Main	Not Started	Working On It	June '24
Facilities Operatio...	Main	Hired	Done	Nov '23
Facilities Operatio...	Main	Hired	Done	Jan '24
Facilities Operatio...	Main	Hired	Done	Jan '24
Facilities Operatio...	Main	Not Started	Done	July '24
IT	Main	Reviewing Apps	Done	June '24
Literacy & Outrea...	Main	Hired	Done	Nov '23
Literacy & Outrea...	Main	Hired	Done	Feb '24
Literacy & Outrea...	Main	Hired	Done	April '24
Literacy & Outrea...	Main	Reviewing Apps	Done	April '24
Public Services	Main	Hired	Done	Nov '23
Public Services	Main	Hired	Done	Feb '24
Public Services	Main	Hired	Done	Feb '24
Public Services	Main	Hired	Done	Feb '24
Public Services	Main	Hired	Done	Feb '24

# BPLD Diversity



## Hiring a DEI Coordinator: *September 1<sup>st</sup>, 2024*

Will serve as a **coordinator and liaison** between staff and the current BPLD Equity, Diversity & Inclusion team.

The role will involve advancing the Library's best practices, processes, and hiring practices, as well as finding external courses to support staff learning.

It will bring creativity, flexibility, and motivation to adapt, try, fail, and learn, making meaningful changes that are integrated into our work.



# Q & A

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## Budget 101

I originally wrote this memo in late April, early May. It was intended as a primer for the board as we moved from transition/formation of the district to operation and governance. We decided not to include it at the time, but it does seem that it might be useful for some board members as we move forward with the initial planning for the 2025 budget.

The 2024 budget looked like this;

### 2024 Revenue

Property tax	\$21.8M
Grants	\$700K
2023 Carryover	\$16.5M
Total	\$39M

### 2024 Expenditures

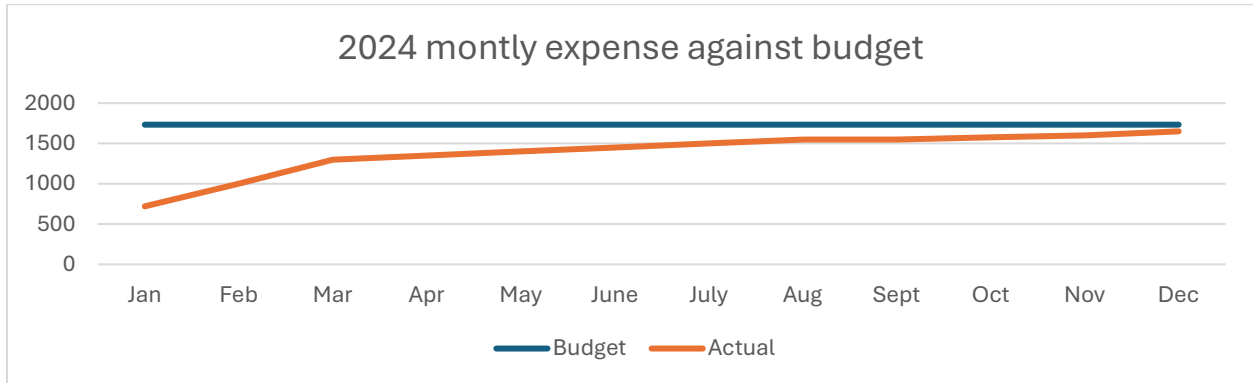
Operations	<b>\$20.8M</b>
Capital	\$2.4M
Debt repayment to City	\$13.8M
Reserve	\$2M
Total	\$39M

The numbers are no longer entirely accurate, but it serves as a good device for discussion. The 2024 budget represents basically 2 years of revenue and expenses. The amount of the 2023 carryover and the debt repayment to the city were one-time events. Necessary, but a happenstance of the transition. If instead of the totals, we focus on the approved operational budget for 2024 passed in October 2023, it is more in line with what we will see each year. Twenty point eight million dollars [\$20.8M] in operational expenses to run the library.

Actually in 2024 we are running quite short of that. We have repeatedly stated that it would take some time for the library district to “ramp up.” We stated last year that in all likelihood we will not see a “**full**” month of operational expense until October at the earliest. In actuality, due to the fact that we do not yet have a Capital maintenance plan to fully address the years of backlog of maintenance issues [and probably won’t until 2025] it is highly unlikely that we will have a full operational expense budget until sometime in Q2 2025. But, for the sake of example, if we divide \$20.8M into 12 equal months, we would anticipate monthly expenses to equal about \$1.73M per month.

For the 1<sup>st</sup> Quarter of 2024 we are averaging slightly less than \$1M in expenses per month. The monthly expense amount have risen incrementally each month. As we add staff and services and begin to receive quarterly bills for maintenance and contracts, it goes up. It went up again in June

when NoBo opened. It will go up again this fall when Carnegie opens. But all of these additions are incremental changes. Without a facility capital maintenance plan, it is highly unlikely that we will see \$1.73M in expenses in any one month in 2024. Here is a graph to show what “ramping up” might look like.



The Gunbarrel lease and maintenance costs will equal roughly \$16K per month in 2024. We also anticipate that \$1-1.5M in capital costs will go into the building in books, furniture, automated sorter unit, etc., over the next 12 months. Once Gunbarrel is fully operational, ie. fully staffed and full of books and furniture and technology, the total cost of operations including rent and maintenance will be approximately \$60-65K per month, or around \$700-800K per year. In other words, if you are comparing costs, the cost per year is equal to about one month of ‘savings’ [or underspending from January or February of 2024.

The comparisons are obviously not apples to apples. However, it is important for the Board to start thinking of comparative costs of one thing to another to familiarize yourself with the budget scale. It is likely less than some of the companies you work for, but also likely larger than your household budget.

Here is another idle comparison. The amount of money the library expends each year on employee retirement contributions is twice the amount of what it costs to run Gunbarrel. Same for health care contributions. Astonishing right?

Bottom line is that the library is adequately funded to do everything we said we were going to do. People ask – ‘what are you doing now that you have all this money? Or ‘what are you doing now that you are fully funded?’ The library district’s mill rate and budget were carefully planned over a 4 to 5 year period while the library was still a city department. We brought in outside consultants with expertise in calculating taxes and projecting assessment rates for property. We did peer examinations with other library districts to review their mill rates and budgets, looking at everything from how much they spend on books to marketing to maintenance. The purpose of doing this amount of research was to plan for 20 or 30 years of library needs.

For those board members who have been here, you will remember last August going over our elaborate financial model. The model is intended to project all library related costs over 15-20 years, using data that came together analyzing research and anticipating needs. It is a lot to digest.

It is even more boggling when you throw in the fact that over the past few months it seems like we have opened new buildings, restored staffing, added new services or program almost every month.

Your job as Trustees is to assume fiduciary responsibility of the district. No doubt, it is going to take some time for all of us to get up to speed on the library budget. OR, “to see the forest for the trees.” Your focus right now should be on the forest.

At its most basic level the library district budget revenue comes almost entirely from property tax revenue. There are grants and tiny amounts of earned monies for book sales and whatnot. But property tax makes up 90-95% of all revenue. Library expenses essentially consist of 3 fundamental components:

1. Staff – salary + benefits
2. Capital costs – Books, buildings and technological infrastructure, and
3. Operational expenses, OR non-personnel expenses - Maintenance, power & data, security, cleaning, insurance, supplies, contracts, memberships, etc.

There are obviously small but important elements in addition to each of these 3 expense categories. But most of them, like Trustee Governance expenses are incremental to the overall business of running a library. Operational expenses break down into some significant categories critical to the library functioning, like IT and Facilities. But ultimately running a library is not unlike running any other business, or even a household. Creating a budget is simply a way of setting some guideposts for how we anticipate spending the money from year to year and making decisions that will be prudent and have the greatest impact. We have discussed this before, but in general terms year in and year out we will spend according to the following guideposts;

1. Staff = 55-60%
2. Capital = 20+% [Buildings and IT = 10+%, Books = 10+%]
3. Operational Expenses = 20+%

In May/June we presented to the Board our first data report on revenue and expenses using our new financial management software; Sage Intacct. It is an awesome new tool which will vastly improve our ability to track expenses down to very detailed line items in real time, create Dashboards, and piece together histories and projections for revenue and expenses. It is not something we ever had as a Department of the City. Our staff are going to love it. Jennifer and our finance team are going to love it. I think our auditor is going to love it. But it is also readily apparent that it would be easy to dive in and lose ourselves for hours on end in the trees without seeing the forest.

My goal for the 2025 budget and I believe this is consistent with the Board’s intent around transparency, is to make the 2025 budget;

1. Legible, ie. easily understandable by a layperson.
2. Clear and Accurate to the best of our ability.
3. Meaningful for the Board to efficiently and effectively govern the library district.

I am excited about it. It is a work in progress.

ANY & ALL QUESTIONS?

# 10 Year Financial Balance Sheet

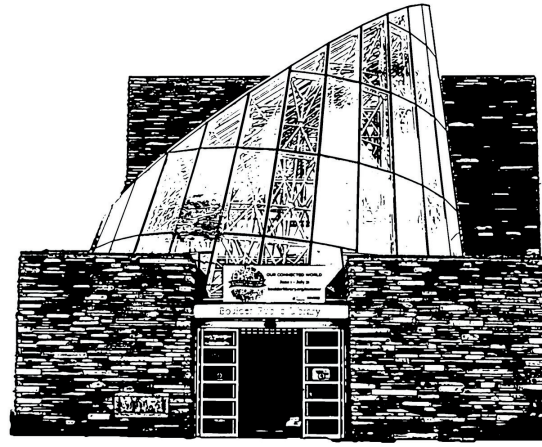
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
<b>*REVENUE (\$M)</b>	\$21.7	\$22.1	\$22.5	\$23.1	\$23.6	\$24.1	\$24.6	\$25.5	\$26.0	\$26.5	\$27.3	<b>\$267.0</b>
<b>SERVICES (Personnel + NPE) (\$M)</b>												
Admin	\$2.0	\$2.2										
Collection Development	\$2.9	\$3.0										
IT	\$1.9	\$1.9										
Facilities (Staff only)	\$0.5	\$0.6										
Comms & Marketing	\$0.5	\$0.5										
Programs & Events	\$1.8	\$1.9										
Literacy & Outreach	\$0.9	\$1.1										
Main (Includes cafe, YS)	\$2.5	\$2.6										
Carnegie	\$0.4	\$0.4										
Gunbarrel	\$0.0	\$0.8										
Meadows	\$0.7	\$0.7										
NoBo	\$0.7	\$0.7										
Reynolds	\$0.7	\$0.7										
<b>**TOTAL COST SERVICES</b>	<b>\$15.2</b>	<b>\$16.9</b>	<b>\$17.4</b>	<b>\$18.0</b>	<b>\$18.5</b>	<b>\$19.2</b>	<b>\$19.8</b>	<b>\$20.4</b>	<b>\$21.0</b>	<b>\$21.6</b>	<b>\$22.3</b>	<b>\$187.8</b>
<b>Annual Facilities Maintenance</b>	<b>\$2.0</b>	<b>\$2.2</b>	<b>\$2.2</b>	<b>\$2.2</b>	<b>\$2.4</b>	<b>\$2.4</b>	<b>\$2.4</b>	<b>\$2.5</b>	<b>\$2.5</b>	<b>\$2.5</b>	<b>\$2.5</b>	<b>\$25.8</b>
Address Backlog & Facilities Needs												
Main	\$1.0	\$1.0	\$1.0	\$1.0	\$1.2	\$1.2	\$1.2	\$1.5	\$1.5	\$1.5	\$1.5	<b>\$13.6</b>
Carnegie		\$0.8	\$3.0									<b>\$3.8</b>
Gunbarrel	\$1.5						\$0.3					<b>\$1.8</b>
Meadows					\$3.5	\$1.5				\$0.5		<b>\$5.5</b>
NoBo	\$0.8				\$0.5						\$0.5	<b>\$1.8</b>
Reynolds				\$0.5		\$1.0					\$0.5	<b>\$2.0</b>
<b>CAPITAL INVESTMENT (\$M)</b>	<b>\$5.3</b>	<b>\$4.0</b>	<b>\$6.2</b>	<b>\$3.7</b>	<b>\$7.6</b>	<b>\$6.1</b>	<b>\$3.9</b>	<b>\$4.0</b>	<b>\$4.0</b>	<b>\$4.5</b>	<b>\$5.0</b>	<b>\$54.2</b>

Assumptions:

\*The revenue projections for this exercise are conservative, estimating a 3% annual increase. Historically, the 50-year average is 4.5% and rising. In the last 5 property assessment cycles (10 years), values have increased. SB233, signed into law by Polis in May of this year, caps property tax increases at 5.5%. However, home-rule cities, schools, and government entities that have previously de-bruced by vote, like BPLD, are exempt from this cap. Current citizen initiatives propose permanently reducing assessment rates and capping property tax increases at 4%.

\*\*3.5% Average Increase

# BPLD Facilities



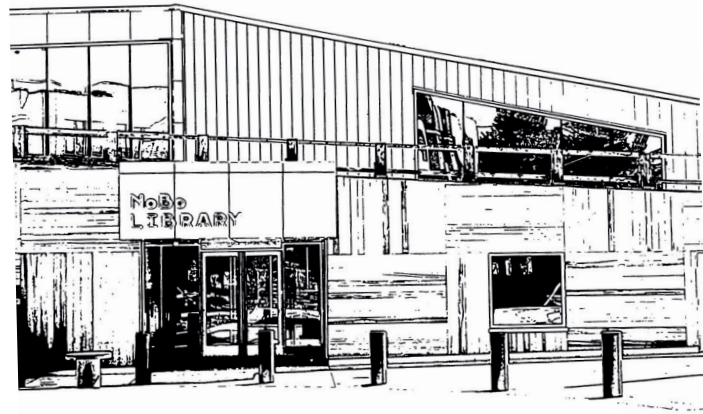
**MAIN: 10 - 12M**



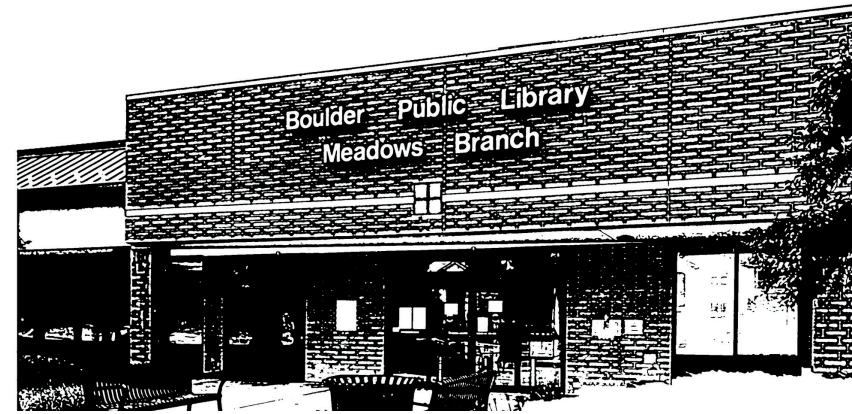
**CARNEGIE: 2M**



**REYNOLDS: 1M**



**NOBO**



**MEADOWS**



**GUNBARREL**

Building	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
<b>Annual Facilities Maint. (\$M)</b>	\$2.0	\$2.2	\$2.2	\$2.2	\$2.4	\$2.4	\$2.4	\$2.5	\$2.5	\$2.5	\$2.5	<b>\$25.8</b>
<b>Address Backlog &amp; Facilities Needs (\$M)</b>												
Main	\$1.0	\$1.0	\$1.0	\$1.0	\$1.2	\$1.2	\$1.2	\$1.5	\$1.5	\$1.5	\$1.5	<b>\$13.6</b>
Carnegie		\$0.8	\$3**									<b>\$3.8</b>
Gunbarrel	\$1.5						\$0.3					<b>\$1.8</b>
Meadows					\$3.5***	\$1.5				\$0.5		<b>\$5.5</b>
NoBo	\$0.8				\$0.5						\$0.5	<b>\$1.8</b>
Reynolds				\$0.5		\$1.0					\$0.5	<b>\$2.0</b>
<b>CAPITAL INVESTMENT</b>	<b>\$5.3</b>	<b>\$4.0</b>	<b>\$6.2</b>	<b>\$3.7</b>	<b>\$4.1</b>	<b>\$6.1</b>	<b>\$3.9</b>	<b>\$4.0</b>	<b>\$4.0</b>	<b>\$4.5</b>	<b>\$5.0</b>	<b>\$54.2*</b>

\*This number represents 22% of the overall budget.

\*\*Carnegie needs an upgrade. Cummings Report details required repairs for \$1-2M. If the building is upgraded while also creating a 21st century archival space, it will cost more - estimate \$2-4M.

\*\*\*Meadows lease expires by 2029. Two options: lease, or finance the purchase of a building. Monthly cost of a lease would mean we only have cost of refinishing the new location - \$1-1.5M.

Financing the purchase of a building likely estimates \$1M down, then finance \$2-3M over 20-30 years. We would still have the \$1-1.5M in refinishing.

# Capital Expenditures

# Services: Personnel/Non-Personnel



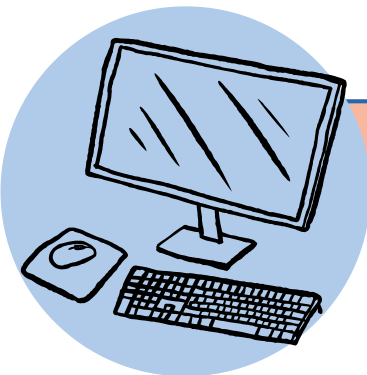
## Public Service

Main: 2.5M (incl. Youth Services & Cafe)  
Carnegie: \$350K  
Gunbarrel: \$850K  
Meadows: \$650K  
NoBo: \$650K  
Reynolds: \$650K



## Collection Development

Resource Services  
\$2.9M (\$900K/\$2M)



## IT

\$1.85M (\$600K/\$1.25M)



## Communications & Marketing

\$450K (\$250K/\$200K)



## Administrative

HR, Finance, Substitutes, Temp  
Workers, Interns, Security  
\$2M (\$900K/\$1.1M)



## Literacy & Outreach (BoulderReads)

\$850K (\$800K/\$50)



## Facilities

Maintenance, Operations, Cleaning  
\$2.5M (500K/\$2M)



## Programs & Events

\$1.8M (\$1.3M/\$500K)



## RETREAT MEMO FOR OUR STRATEGY DISCUSSION

### Some Background information and thoughts

David 8.6.24

At last year's retreat, we framed some of the discussion around 'bricks and clicks.' [Basically physical spaces and virtual presence.] While we were planning to open 2 new buildings coming out of the pandemic, it was a time to reflect on declining library visits and increased digital traffic experienced during the pandemic. But the trend or topic of 'bricks and clicks' has been with libraries for at least the last 20 years and in some sense began in the mid to late 90s when it became apparent that the internet was rapidly transforming into a commercial enterprise and having a noticeable effect on consumer behavior.

For a number of years, libraries saw increased usage and increased physical and digital reading/circulation. Most technological advances of the last 3 decades were readily adopted by libraries and adapted for public use. The biggest disruption of service occurred in 2010 when Amazon released the Kindle. While at that time, there were lots of digital resources and some libraries had even been circulating digital books for a decade, Amazon's launch of the Kindle changed the game. The consumer market for reading materials [the entire retail and wholesale market for books] transformed in a short time. Sales of ebooks went from around 2-3% of the entire book sale market in the US in 2009 to roughly 22% by 2012. This initially was quite scary for libraries, because digital books came with Digital Rights Management and the rights that previously accrued to physical books ['the right of first sale', or the right of the owner to distribute or discard of their purchase however they saw fit – the underlying historical premise of lending libraries throughout the world] no longer applied. Couple this with the fact that Amazon would not sale ebooks to libraries and what we experienced was a monumental shift.

But library distributors and models to circulate ebooks emerged in the years following 2010-2012. What had seemed initially like a threat gradually began to seem like a boon for library users as libraries set out to ensure that this new technology was made freely available to the public. 'Reading beget reading.' While ebooks continued to expand, the whole market for reading increased. Print books expanded inventory and reached higher and higher numbers. Bookstores experienced record sales. Circulation at libraries climbed digitally and physically. By 2012, ebooks had settled into a steady 22-25% of all sales of books and stayed there for the next decade.

Two themes emerged during this time and are evident today. The first is "convenience." In the ever-busy programmed lives we lead, time is an extraordinary value. Where once perhaps 'experiences' were preeminent in consumer's minds, now often the convenience of goods or service was ascendent in the list of conditions consumers would consider. For example: where previously you might go out of your way to a store or restaurant because you liked the experience, convenience and the time it takes to do something become a primary value, or significant contributing factor in the overall experience. Today, many of us may even pay more simply to shop online at home and have a specific item delivered to our door. Which brings up the second theme: Browsing, or searching [what we in the library business used to refer to as "serendipity."] Browsing rapidly moved online and more than time spent considering choices began to resemble 'shopping' as in looking for the right thing to suit whatever need was present that day. If you are not convinced, try to remember the last time you just went "window shopping."

By 2012, these same trends had become preeminent in libraries. And in some ways it is easy to see the genesis over time in an online environment. I remember specifically having a staff member

showing me Google in the latter part of the 90s and saying; “should we tell the customers?” [we did.] Very soon after, the “information business” of libraries changed dramatically. Within a year or two, I can remember telling library staff, “the public does not want to ‘search’. They want to ‘find.’ They want ‘answers.’”

It was at this same time from the mid - 90s-through the 20-aughts, that public libraries began to re-position themselves as community gathering places and away from information hubs. We were a public space, free and open to all. We provided a welcoming environment, public computing, study rooms, free meeting room access and lots and lots of public programming, and we also still had lots of books. Like storytime before that and the growth of early literacy programs, and language learning and assimilation before that, “community gathering place” became an underlying theme for the justification of public libraries.

For most of us, this has been a critical component of public libraries in our lifetime. And yet what is remarkable to me is that the tendency of libraries to construct and perfect the flow and storage of books and information never really subsided. Though public library buildings did begin to change and offer more meeting rooms and study rooms and workspace and collaborative spaces, it was often difficult to recognize how the architecture and organization of the spaces did not continue to be driven by the primary function of storing and moving books.

The U.S. economy had significant recessions in 2000-2002 and 2008-2012. Library visitation kept increasing. It became obvious that libraries, [‘like churches and liquor stores,’ or so the line used to go] were counter-cyclical. By which I mean, as the economy worsened and people had less money to spend, library usage increased.

But if you look more closely, by 2012, many urban libraries began to show signs of cracks and a noticeable decline in user metrics. Downtown libraries in urban centers especially noticed a sharp decline in usage. Visits dropped off as downtown libraries became burdened by reduced budgets, crumbling infrastructure, fewer staff and a significant influx of unhoused populations using the building primarily for warmth or cooling off or access to public computing and the internet. Circulation dropped as digital consumption took over music, movies, and books. [Netflix began the shift to streaming in 2007 and by 2018 more or less closed their physical DVD by mail program. Blockbuster went out of business in 2014.] At first the trend of declining visits and circ in urban centers was off set by suburban libraries reporting record highs in visits and checkouts. And while visits continued to go upward, from 2016 onward, many suburban libraries began to see a decline in circulation numbers. Many Denver area suburban library systems reported double digit declines in circulation. Some libraries took this to mean that the ‘community gathering place’ and focus on programming was becoming ascendent in libraries, and to some extent that was true. But the flip side was simply that while reading kept increasing, the consumer behavior of people consuming reading was changing significantly. It was not just the Kindle, but more and more reading time gravitated to snippets and short news stories on phones. Libraries, already stretched for resources, began to put less and less emphasis on the amount of their budget expended toward buying reading materials and books, specifically new books. These factors created something of a vicious cycle.

Meanwhile, Boulder Public Library remained a happy anomaly. Money was tight. But here in the bubble, we experienced positive growth in all library metrics right up until 2019. Visits were up. Physical circulation was up. Program attendance was up. Digital circulation was up. In most

metrics we ranked as the top library or near the top in the State of Colorado. The only noticeable drop in metrics was the occupancy rates of public computers. As more and more folks got high speed internet and smart phones public computing became a less important service. In essence, Boulder library's experience was that of an affluent, highly educated, civically engaged, suburban library system. [Think Schaumburg, IL, or Loudon County, VA or Carmel Clay, IN.

We were also pushing the right buttons. In the 2010s we were investing in makerspaces, and increased programming and putting more emphasis on 'low use'/ high impact programs like Boulder Reads and Reading Buddies. We significantly increased the amount of dollars we spent on ebooks and streaming services. We increased programs throughout the system and adequately paid staff and performers to put on shows that were well attended. And perhaps most importantly we concentrated more of our physical book budget on new books and put a heavy focus on books for children.

For all that work, 2020 represented a cliff in library usage, and not just for Boulder. The pandemic shut libraries around the country down for 2 – 12 months. Many libraries like Boulder scrambled to start up limited services like book delivery and carryout services and virtual programming. There were wild successes, the 2020 One-Book program had nearly 4000 people participate online and in neighborhood talks. But all in all, the first 2 years of the pandemic brought on precipitous decline across almost all library use metrics.

**[See EXHIBIT A & B for some comparison statistics across Colorado from 2018 - 2022]**

### **Coming out of the Pandemic**

From 2023-2024 Boulder library has seen measured growth.

Circulation is back up to pre-pandemic levels. But its component parts are significantly different. Ebook usage doubled in a few years. Patron holds service increased by 33%. Renewals of materials increased. All told, from our data it appears that people coming to the library to browse the stacks in order to "find a good book" makes up only about 25% or so of our user base – and most of these are regular users and caregivers with small children. There are still days where people come to the library to hang out – especially at the branches – but the numbers are fewer.

Visits to the library overall are still down from pre-pandemic levels. Main has not yet reached 50% of what it was prior to the pandemic. Meadows and Reynolds libraries are at around 75-80% of where they were. NoBo is obviously new, so we have nothing to compare it to, but so far, the pace of usage is roughly equal to Meadows and Reynolds. Side note: we had anticipated that Nobo would siphon some users away from Main. Right now, with Main still lagging so far, it is difficult to get an accurate read on this hypothesis.

We are still in a data analysis phase. And a lot of programs are just getting started back up. The café, the theater, bldg61, Outreach are all just launching or beginning to work. So this theory is still a little conjectural, but I think if we had to characterize the most significant change over the last 4 years in terms of library use that is unlikely to switch back, I would say that the shift to online browsing/shopping among library users was the most profound shift from a library perspective. This should not be surprising. Browsing online has been with us for about 3 decades now. It appears that library customers by a 3:1 margin browse the catalog at home or on their phone and either download an ebook directly or place a specific book on hold for pickup. This is a major shift.

It may be as big as the ebook transformation a decade ago. It is likely a shift in metrics of 20% or more. It is worth wondering if the only people walking into the library expecting to “experience the collection,” ie. browse the stacks for a good book, are either long time “power users” or caregivers with small children. We are still unpacking the data, but anecdotally even children 8 or 9 years old appear to predominantly select their books online and reserve or download them.

The last thing I want to say, before we delve into the outline for the strategy discussion is that “libraries are not all about metrics.” Just like I have said many times before; “libraries were never about Books.” Our mission of connecting people and ideas requires a medium, but it never only had to be books. Libraries have always been about literacy. Information was simply a means of facilitating an informed community. Programs like Reading Buddies, Boulder Reads, BLDG61, Outreach, Carnegie Library for Local History were never designed to drive metrics that make funders and governing bodies happy with the direction that the library is going. These programs are labor- intensive and designed to have an impact on the individual lives who need it the most and as a result – on a community’s overall resilience and ability to have an educated and informed populace.

I would characterize each of these programs as ‘central to our mission.’ But they are not a panacea, or an easy recipe for growth. If it were easy to just shift all of our resources to one-on-one learning, I suspect we would have done so. The fact is, all of these programs are more expensive to provide than having a warm place to read a book, and none of these programs is easily scalable. When the goal is to help someone to learn to read or learn a skill we leave “transactional economics’ behind. It is a relationship – with deep levels of commitment for the learner and the ‘teacher.’ It could take 2 months or 2 years to determine if a person is making adequate progress in reading. Library metrics – a circulation of a physical book or a download of an ebook, or a library visit are simple to count and lend themselves to easy transactional computation – ie. metrics. In many ways we have perfected the transactional nature of library services so that a typical library visit may have one interaction which takes somewhere between 30 seconds and 3 minutes. That is an efficient use of resources. But we have no idea if the patron reads the book or spends any time thinking about the lesson. Programs and services like bldg61 or Carnegie or Reading Buddies are substantially different. Even the most cursory escapade in BLDG61 or Carnegie Library for Local History is 1 to 2 hours and involves a high degree of collaboration.

Obviously, there is no crystal ball, or at least I don’t have one. And insofar as I know from my colleagues around the state and what I have read in library literature no one is really thinking or writing about the change in library usage in the way that I have described above. But it does feel like we are at a seminal moment in libraries. The theory that Klinenbug articulated in Palaces for the People about libraries as social infrastructure is a powerful one. But as he has also pointed out - social infrastructure and even public places are under extreme duress. Bowling Alone by Putnam came out over 20 years ago. It describes a systematic isolation of individuals and a war for the soul of communities and civic life. That fight exists between two competing aspects of our character; on one side the consumer, and on the other the ‘citizen’ [meant in the old-fashioned Renaissance way ie. as a participant in civic life – “no papers required.”] This crisis was exacerbated during the pandemic. The isolation of individuals resorting to private consumption accelerated. At the same time, people neglected or turned away from public places and civic life out of fear. Others resorted to a form of civil disobedience [and outright criminal activity] in protest of mandates. It was a form of civic action, but one that tore at the fabric of community by undermining health concerns of people at risk.

The conversation around dinner with the Foundation Board this evening was fascinating. The prevalent theme during introductions was to describe what libraries have meant to the volunteers involved in running them, and each person also loosely stated a vision of the future where people from all walks of life not only come together, but also build community. No one mentioned metrics.

In closing, and absent the crystal ball, I can say with 100% confidence that not once in my 30-year library career did I ever assume that the future of public libraries lay in the transactional nature of our business. For years now we have attempted to build an informal learning platform that allows space for the community to take part in, and lead, what we do. At its finest, we demonstrate collaborative learning. Programs like Boulder Reads and Reading Buddies and bldg61 have not only been more time consuming from a library cost efficiency point of view – but they have also exponentially placed a higher burden of time and energy on the participants. None of these programs would exist without community volunteers and committed learners willing to give of themselves.

I suspect that somewhere in that alchemy lies our future. We can do a better job of marketing, cozying up to what makes libraries “cool” again, or Instagram or Tiktok worthy. We can create experiences and spaces that capitalize on the whole zeitgeist/nostalgia around libraries and books. And we can do a better job accommodating what has become an increasingly mobile entrepreneurial and workforce community by creating more intentional co-working spaces. But the cold hard truth is that the library does not have anything for sale and being a member means you have to participate. William Faulkner worked for years at the post office. He said when he quit that he got tired of being ‘at the beck and call of everyone who had .03 cents for a stamp.’ Somewhere in there also lies a truth about how libraries lost their way. We expended too much time and energy perfecting and streamlining the transactional parts of our business. We passed out books like postage stamps, never caring if the letter was written or sent [the book was read] or received and read [what learning? what message was conveyed and what subsequent collaboration or dialogue occurred as a result?]

It will be hard to build community if no one is coming through our doors. But if libraries are to fulfil their mission of being community gathering places, connecting neighbors to neighbors, and people to ideas, then in some sense we must get out of our own way and let the community lead. This is not a new idea. It is the crux of the Canyon Theater pilot program. It is also already happening in the library in many, but mostly unnoticed ways. There are book clubs and discussion groups that have met at the library for 30 years running. HOAs, business groups, civic groups, non-profits all use our space to meet and discuss topics of importance for their group and its members. To build on this idea, each member of our community, every organization is a potential partner. Our role is to convey that we have shared responsibility for learning from each other and fully participating in our community.

## **BUILDINGS, SERVICES AND STRATEGIES: PROBLEM STATEMENTS AND SOME IDEAS FOR DISCUSSION**

**I. Buildings** - problem statement; Our building inventory is in physical decline. Even with the new NoBo added the average age of our buildings is nearly 50 years old. [if we remove NoBo [newest] and Carnegie[oldest], the average age of our building is 46.5 years]

1. The Facilities Assessment we contracted last year [the Cumming Report] identified \$15-20M in necessary upgrades over the next decade.
2. Nobo and Gunbarrel [a new building and a short term 10-year lease require minimal investment.]
3. Meadows lease expires in 2029. It is now our smallest building, and prior to the pandemic our 2<sup>nd</sup> busiest location, serving the 2<sup>nd</sup> largest ‘service area population,’ and the highest number of diverse and low income households. If library use continues to grow in the neighborhood branch areas it is reasonable to assume that we will need a much larger space with much more convenient access and significantly larger spaces for programs, maker activities, collaborative spaces, co-working amenities and services for the at-home small business or entrepreneur.
4. The Carnegie Library for Local History grades out as a “D” in the City’s last facility study in 2021. The Cummings Report identified approximately \$2M in necessary facility backlog. Everything from new windows to new boilers to new roof. The building has been closed to the public for 4 years and under-resourced since its inception in the mid 1980s. Carnegie, for those of you who are unaware, is not a “Branch” library. It is an archive of Boulder County history and contains business records, property records, maps, deeds, letters and photos going back to Boulder’s earliest years as a city. It is a treasure. The content of the collection is often unique. No other items or collection of items like it exist. The building itself is beautiful. It is the original Carnegie Library in Boulder, built in 1907. But it is also somewhat forgotten and has suffered from years of neglect. We would like to explore not only repairing the building, but making it work. And by making it work, we intend to make it a high quality 21<sup>st</sup> century working archive that also functions as a desirable destination for talks and exhibits that highlight the history of Boulder. My assumption is that the community has a reasonable expectation that someone is preserving its history. In Boulder’s case that someone is Boulder Public Library District.
5. Main Library graded out as a “C” in the City’s 2021 Facility analysis and Cumming Report identified \$10-15M in backlog maintenance required. Most of this building’s public areas were renovated in 2013-15, but both the 1961 and 1992 buildings have leaks and need upgrades to improve HVAC. The 2<sup>nd</sup> floor was converted in the 2014 renovation to include a small teen space, meeting and study rooms and consolidate the non-fiction book collection. But much of the comfortable seating areas were discarded and the configuration of the space was altered as a result of the drug problem the library experienced during the pandemic in 2022. The same needs that we have identified in Meadows library are ones we could experiment with here. Adding more comfortable seating, replacing the shelves upon shelves of non-fiction books with more easily browsable and Instagram worthy shelving that surrounds adequate workspace for collaborative learning and lends itself to easy conversion for groups who would like to present talks, gatherings, festivals, and galas.
6. Reynolds got the best grade of any library building in the City’s assessment - a “B.” And while it needs some attention [\$1m in facility backlog] it is in a great location with very good access. We remodeled the public spaces during the pandemic when Reynolds was closed for 2 years. The building itself was designed as a 50-year building in 1968. It is somewhat past its expected useful life, but the building is functional and somewhat efficient from an energy consumption perspective. The building did flood in 2013. It lacks an elevator and has less than optimal wheelchair access to all parts of the building. I suspect we are 10 years out from considering a major renovation of the existing facility

**II. Growth in digital presence.** In addition to digital circulation being up [discussed above] the pandemic highlighted all over again the “digital divide” between the haves and have nots in our community. It is surprising that in 2024 in a community as affluent as Boulder that 7% of households do not have high-speed internet at home. Most of these households are in north Boulder, and most are low-income, many are families that speak a language other than English at home. Our wireless signal for our libraries extends outside and is on 24/7. Pandemic programs that provided free wireless services, ‘from buildings’ and via wireless hotspots and accessible devices were very popular. Google experimented with free wireless and device programs for school aged youth in some communities a decade or so ago. We were considered part of grant application for a similar service, but ultimately Google stated they are getting out of the wireless provision business.

I wonder what the Board’s appetite for further exploring ways the library can potentially have an impact in this space. Like BLDG61 or Boulder Reads there is a reasonable set of questions of how ‘scalable” such a program could be. But do we want to consider experimenting with expansion of digital access, explore a pilot program that provides wireless and at home devices from the library?

[Note: Some board members have mentioned the lack of usability of the library webpage. We agree that it is not optimal, but also recognize that roughly 80-90% of our web traffic leaves to go to the catalog for online browsing within seconds. We have scheduled 2026 as the time to design a replacement webpage and would be willing to consider moving up the timeframe if the board felt it was imperative to do so.]

**III. Library Usage.** Book consumption/Declining visitor numbers since pandemic/Increased digital traffic. [There are lots of reasons for Boulder library’s experience with this. User trends described above should be taken in stride with the decline in commuters travelling to Boulder daily, declining office work force, commercial space vacancy rate at 20-30%, etc. before deciding we can turn this around.

1. Main is 50% down. We have taken some steps to attempt to redress this. The Cafe, theater, bldg61, all staffed and activated as of July 2024. We are looking at traffic patterns, potential for growth, ideas to reconfigure 2nd floor to increase ‘co-working’ type space, meeting rooms, study rooms, more comfortable seating.
2. Branch numbers are steadily increasing at a higher rate, but not back to pre-pandemic levels – Nobo, Reynolds and Meadows all about the same. Reynolds and Meadows at around 75-80% of pre-pandemic levels.
3. Usage: Browsing and consuming reading materials continues to shift online. Growth in digital presence / decline in physical usage. Digital circ doubled during pandemic. This is the first measurable jump in consumer behavior around digital consumption of reading materials since 2010/2012 when the Kindle came out. For 10 years libraries were trying to catch up with consumer demand for ebooks. For BPLD, right when were on the cusp of being able to afford to meet demand, the target moved. Digital circ is up 100% in last 5 years and accounts for 33% of all circulation. We do not foresee it declining. Holds service is up 33% since the pandemic. It now accounts for 32% of all physical circulation, and 12-15% of all

circulation. This was already a costly service. Libraries developed this as a standard service 30-40 years ago for patrons who wanted a book we did not own. Now 30 years later it has morphed into a must have service that provides “convenience” for patrons by ensuring fewer trips to the library, and shorter stays when someone does visit. Renewals are also up. This may be a condition of busier lives or simply needing longer to read books. Browsing the collection now makes up only about 25% of library use. This use needs to be investigated more fully, but consists predominantly of kids and caregivers and ‘power users.’

#### **IV. Real and Perceived Safety around Main Library.**

This is a more difficult challenge because in many ways it is outside of the scope of our responsibility. However, given the situation and the library’s independence from the City, most complaints blame the library for the conditions around Main. We can say it is not our responsibility, but I believe that is inadequate because it devolves into ‘finger-pointing’ which if we know there is no easy solution makes us in so many ways complicit in the fact that nothing is done to improve the conditions around the library for all visitors.

The presence of encampments in the downtown civic area has a long history. Serious issues of encampments, crime, drug use and fires under the bridge [‘the underbelly’] peaked in 2017-2018, then accelerated again during the pandemic. Since 2023, the City has made intermittent attempts to “clean-up” the area. But encampments almost immediately come back. It is not only the underbelly that experiences this – but other areas of contiguous unimpeded spaces that have some level of shelter from wind and weather elements lend themselves to long term encampments behind and in front of the north building.

It is important to note that the issue for the library is not specifically tents or camping – which has been a controversial issue in our community. The unhoused are also not an issue for the library. A majority of persons experiencing homelessness in our community are not visibly identifiable and often consist of children and families. They continue to be welcome visitors and regular users of the library. The mentally ill do present challenges for library staff from a service perspective and frankly along with people who suffer from addictions are disproportionately represented in the incidents we have at the library which cause a public disruption. But the library is certainly not alone in dealing with people suffering from mental illness or addiction or both. The primary issues that the library hears about are persistent trash, illegal fires, illegal drug use, and public urinating and defecation around the Main library. The prevalence of these activities directly affect the experience of visitors to the Main library and factor into the degree of ‘safety’ experienced by staff and the public. These issues create real and perceived safety issues to a varying degree for all of us. They also seem to be matters that can be addressed by the library without having to take a full-blown position on how solve the situation.

I would like to know if the Board would support;

1. modest capital investment to close or restrict access to the underbelly. This would be something we would need to coordinate with the City Parks and Recreation, Planning, and Flood Regulation teams, Boulder Police Department, Human Services and several area nonprofit service



providers. If the Board supports the idea, I could begin those investigations in earnest and return to the board with a proposal.

2. minor landscape modifications to the area near building 61 to impede the uninterrupted contiguous space that has repeatedly been used for encampments and illegal drug use throughout the pandemic and afterwards. Our goal would be to mitigate the likelihood of extensive encampments in that area. Again, this would have to be coordinated with City of Boulder Parks and Recreation and Planning and perhaps other city departments. If the Board supports the idea, I will begin those discussions.

3. a “campaign” to request that volunteers sign up to join with library staff [myself] for regular trash pickups in the vicinity of the library. [This is something i have done. But I do not interfere with the camps when doing so. I am not willing to ask staff in general to do it, and though my family has offered to join me, I do not believe this activity is safe for children.] Obviously IF we do move in this direction, it would take some coordination with the professional clean-up crews that the city employs, and Boulder PD to advise volunteers on what to do and what not to do. I would need to have preliminary discussions with those entities. It is seemingly a minor thing. But it is also participative, which is our responsibility and not something we can rely on paid professional crews to periodically do. I do not believe it is a solution to anything, other than unsightliness. But it does position the library positively in that we are no longer simply standing by and being complicit with the declining attention to how public space is being maintained. It might also be a colossal failure. But I would feel remiss if we did not try.

4. Lastly, I would advise against publicly taking an “advocacy” role with City Council at this time to attempt to more directly influence encampments downtown. I do not believe it is a good use of our time or effective for the library to take a position on encampments. I believe we are uniform in the opinion that trash, human waste, fires and open drug use directly in and around the library are not beneficial to library use or creating a welcoming environment for all users, specifically children and families. I think that Council would mostly agree with this premise and that the city would support our efforts. Otherwise, I believe that the Council does not have a uniform viewpoint on encampments or uniform agreement on plans for how to address them or the needs of their inhabitants. I doubt that the trustees would have a uniform proposal either. I am not sure what would be gained by pitting the two groups publicly against each other regarding the safety conditions of the civic area.

\*2011 was a watershed year for online consumption. The success of the Kindle by 2011 led Amazon to begin selling other items besides books. They had started selling music and video games by the late 90s. But by 2011, Bezos was quoted as saying in a board meeting; “I want to sell everyone everything.” And so they have. While ebook sales jumped to 22% of the overall book market in 2011, Amazon controlled about 27% of the ebook market. As of 2024, Amazon now accounts for 50% of all US sales of all books. They have 83% of all ebook sales. And they can deliver avocados or Spicy Hot Doritos via drones to your home this afternoon.

**EXHIBIT A**

**STRATEGY DISCUSSION - PANDEMIC TREND**

<https://www.lrs.org/public/data/csv/id/180803/>

Library	Visits	Visits	Physical Item Circulation	Physical Item Circulation	Electronic Content Use	Electronic Content Use	Total Circulation	Total Circulation
	2022	2018	2022	2018	2022	2018	2022	2018
	Arapahoe Library D	1,072,952	1,855,485	2,658,167	3,183,938	2,144,800	1,621,615	4,295,083
Boulder Public Libr	529,733	1,033,147	1,073,273	1,345,723	645,993	455,338	1,474,664	1,556,715
Longmont Public Li	261,392	606,318	802,565	864,953	706,732	78,295	1,359,297	941,494
Mesa County Public	791,454	758,642	1,015,674	1,139,170	371,177	309,821	1,295,018	1,281,568
Poudre River Public	633,723	1,054,299	1,747,680	2,385,667	1,229,500	1,451,618	2,467,636	2,879,215
Pueblo City-County	601,986	1,309,285	1,040,996	2,097,686	688,716	499,964	1,486,708	2,341,473
Total	3,891,240	6,617,176	8,338,355	11,017,137	5,786,918	4,416,651	12,378,406	13,482,659
Average	648,540	1,102,863	1,389,726	1,836,190	964,486	736,109	2,063,068	2,247,110

Library Research Service

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

Accessed 2/13/2024

Boulder	down 50%	down 20%	up 30%	down 5%
Sample group	down 41%	down 24%	up 31%	down 8%

**Exhibit B**

**Colorado Public Library Statistics**

<https://www.lrs.org/public/data/csv/id/2159563/>

Library	Physical Item Circulation	Physical Item Circulation	Childrens' Circulation	Childrens' Circulation	Circulation of Electronic Materials	Circulation of Electronic Materials	Total Circulation	Total Circulation	Registration as Percent of Population	Registration as Percent of Population
	2022	2018	2022	2018	2022	2018	2022	2018	2022	2018
Arapahoe Library District	2,658,167	3,183,938	1,953,505	1,765,947	1,636,916	1,298,256	4,295,083	4,482,194	80%	71%
Aurora Public Library	787,268	843,029	438,321	329,790	332,122	183,570	1,119,390	1,026,599	72%	56%
Boulder Public Library	1,073,273	1,345,723	518,510	580,395	401,391	210,992	1,474,664	1,556,715	127%	118%
Denver Public Library	3,970,610	7,395,551	1,321,151	2,549,411	2,773,272	1,782,345	6,743,882	9,177,896	56%	71%
Douglas County Libraries	4,178,291	6,006,177	2,512,844	2,843,847	1,567,572	1,085,621	5,745,863	7,091,798	70%	54%
High Plains Library District (Weld County)	1,465,235	2,410,868	543,669	326,407	332,114	317,920	1,797,349	2,728,788	28%	40%
Jefferson County Public Library	6,624,616	6,800,357	2,661,266	2,627,884	1,887,986	998,062	8,512,602	7,798,419	49%	54%
Mesa County Public Library District	1,015,674	1,139,170	373,746	448,548	279,344	142,398	1,295,018	1,281,568	45%	52%
Pikes Peak Library District	4,003,306	5,597,831	1,894,634	2,050,496	2,324,325	1,732,437	6,327,631	7,330,268	43%	39%
Poudre River Public Library District	1,747,680	2,385,667	1,012,492	1,120,349	719,956	493,548	2,467,636	2,879,215	53%	81%
Pueblo City-County Library District	1,040,996	2,097,686	411,665	No Data	445,712	243,787	1,486,708	2,341,473	55%	57%
Rangeview Library District (Adams County)	972,723	1,795,464	521,708	784,303	601,517	473,297	1,574,240	2,268,761	84%	28%
Westminster Public Library	258,680	610,765	135,990	283,649	131,130	61,343	389,810	672,108	47%	62%
Total	29,796,519	41,612,226	14,299,501	15,711,026	13,433,357	9,023,576	43,229,876	50,635,802	809%	783%
Average	2,292,040	3,200,940	1,099,962	1,309,252	1,033,335	694,121	3,325,375	3,895,062	62%	60%

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Boulder	libs over 100K
physical circ	-20
childrens circ	-9
electronic circ	90
overall circ	-5