

BOULDER PUBLIC LIBRARY DISTRICT
-REGULAR MEETING-
Tuesday, October 15, 2024
Boulder Public Library, Canyon Meeting Room
1001 Arapahoe Ave, 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>
Andy Saylor	2029
Benita Duran	2028
Tom Cosgrove	2028
Sylvia Wirba	2027
Doug Hamilton	2027
Cara O'Brien	2026
Sam Fuqua	2025

Follow [link](#) to review long range agenda planning document.

AGENDA

1. Call to Order and Declaration of Quorum
2. Public Comment
3. Consider approval of minutes of September 17, 2024
4. Carnegie Re-opening: Archive Manager Caroline Woodiel (20 min)
5. Library Policies Review
 - a. Carnegie Library Policies (30 min)
6. 2025 Recommended Operating and Capital Budget Presentation (20 min)
7. Quarterly Treasurer's Report (20 min)
8. Director Updates (15 min)
9. Trustee Matters
10. Legal Counsel Updates
11. Adjournment

NEXT MEETING: Tuesday, November 19, 2024

RECORD OF PROCEEDINGS
MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

OF THE

BOULDER PUBLIC LIBRARY DISTRICT

Held: Tuesday, September 17, 2024, at 6:00 p.m. at the Boulder Public Library, 1001 Arapahoe Avenue, Boulder, Colorado

Person preparing summary: Celia Seaton

The 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:

Andy Sayler
Benita Duran
Tom Cosgrove
Sylvia Wirba
Doug Hamilton
Cara O'Brien
Sam Fuqua

Also present were Kim J. Seter, Esq. from Seter & Vander Wall, P.C.; David Farnan, Director of the Boulder Public Library; Jennifer Phares, Deputy Director of the Boulder Public Library; Celia Seaton, Executive Assistant of the Boulder Public Library; and Shannon Kincaid, George Reynolds Branch Manager.

Members of the public present: Nathan Richmond

Type of Meeting: Regular

Agenda Item 1: Call to order

Trustee Hamilton called the meeting to order at 6:00 p.m. noting that a sufficient number of appointed trustees were present to create a quorum authorized to act on behalf of the District.

Agenda Item 2: Public comment

Mr. Richmond was invited to speak. He explained that he primarily joined the meeting to discuss his recent experience visiting the library and being denied access to a website. He explained that the platform he tried to access is a "decentralized application," which may have been blocked due to its association with gambling activity. His reason for accessing the site was to review the live interest rates, not to interact with the site.

The group clarified that library policy directs the patron to submit a request to staff for access to a blocked site. Farnan noted that the blocking software used by the library is run by a third party. He invited Mr. Richmond to reach out to him with a list of the websites that he is unable to access at the library so that staff may investigate the issue further.

The board thanked Mr. Richmond for his participation, and he accepted the board's invitation to attend the entirety of the meeting.

Agenda Item 3: Consider Approval of Minutes of August 6 and 11, 2024

- a. August 6, 2024 - Following motion from Trustee Hamilton and second from Trustee Cosgrove, these minutes were approved unanimously.
- b. August 11, 2024 - Duran requested contextual information be added to the notes on page three. The group discussed recommended changes.

Following motion from Trustee Hamilton and second from Trustee Cosgrove, these minutes were approved unanimously as modified.

Agenda Item 4: Boulder Library Foundation Update

Sayler provided an update on the recent BLF retreat. The Foundation's primary discussion involved the future of fundraising operations and strategies to significantly increase these efforts in coming years. The first set of requests from the library for funding assistance as a district has been received by the board and is currently under consideration. New possibilities may be explored now that BLF does not support the library as a department governed by the city. Spurred by Hamilton, the group agreed to consider ways of "paint[ing] the picture" for future BLF support for the library.

Agenda Item 5: Presentation – Summer of Discover 2024

Farnan introduced George Reynolds Branch Manager Shannon Kincaid to the group. He highlighted her excellent stewardship of this year's [summer reading program](#), temporarily filling in as youth services manager while that position is being filled.

Kincaid began her [overview](#) with a brief look back at the history of the program. 2024 programming continued the theme from recent years: "Our Connected World." The Boulder Library Foundation and the City of Boulder continued to serve as strong partners. Gateway Park Fun Center and Cold Stone Ice Cream supported the program with prize passes and coupons for free ice cream. Kincaid noted a new sponsor this year in Dickey's Barbecue Pit.

Outreach activities at Boulder Valley School District locations reached 2,329 students at the end of the school year and 570 during summer school. Twenty elementary, middle, and high schools were visited. Kincaid discussed participation statistics which indicated increased registrations of 2.68% over 2023, and a completion rate of 49% which is on par with the results from peer programs nationwide. With 60 programs (five of which were bilingual) and a total attendance of 4,843, participants read for 2,527,046 minutes.

Kincaid emphasized how "Summer of Discovery could never run without the support of our volunteers." A total of 93 active volunteers filled 595 shifts and contributed 1,437 hours of work. She expressed appreciation for the stewardship of Volunteer Services Manager Sophia Surage, Volunteer Program Coordinator Christine Burke, and Literacy & Outreach Assistant Emily Reynolds. Kincaid highlighted the 100% satisfaction rate from the surveyed volunteer participants.

Kincaid: "Staff deserve a lot of kudos." She emphasized the successful community engagement throughout a busy year of district transition and continual hiring, training, and onboarding.

Staff plan to streamline the program in 2025, with a simplified tracking process and an extended redemption time to permit late pick-ups (prizes will be vouchers and coupons as opposed to physical materials that proved challenging to store in the past.) Kincaid reported that the library plans to refresh the graphics for marketing and join other libraries in the planned national theme: "Color Our World."

Fuqua thanked Kincaid for stepping in to steer the program, and it was "great to hear the numbers were up." Hamilton noted that his family "really enjoyed the program." The group expressed appreciation toward Kincaid

for the presentation as well as her and staff's strong efforts that contributed to this season's successful Summer of Discovery.

Agenda Item 6: 2025 Budget Preview and Discussion

- a. Set date for first public hearing – Seter clarified that the draft budget must be submitted to the board by October 15, certified in December, and relayed to the State of Colorado in January. The draft 2025 budget will be finalized and published in the October 15 trustee meeting packet and on the website. After discussion, the board agreed to plan a public hearing for the 2025 library budget for November 19 during the regular board meeting.

Though the board will review the full draft 2025 budget at the October 15 meeting, tonight staff [presented a preview](#). The group discussed various topics including 2025 property tax revenue allocation, deferred maintenance costs, upgrades and improvements, and the upcoming patron feedback surveys.

Expected total tax revenue will total \$21,437,601. Staff presented a chart indicating operating costs at 35% and personnel salary and benefits at 65%. Phares noted that grant monies will be budgeted in a separate grant fund. Restricted reserves total \$2.5 million. Farnan indicated the operating budget comparison which shows the variance between the 2024 adjusted budget and the draft 2025 proposed budget.

Among the deferred maintenance needs to be tackled in 2025, staff noted updates planned for the Main Library's 2nd floor, addressing the foundation drainage issues at George Reynolds, and looking into ADA access and concept design work for the Carnegie branch.

Operating costs for the new Gunbarrel branch total 5% of the overall budget; staff aim for a grand opening in June 2025. Farnan will be meeting with JOC Construction this week to discuss a design contract to update the staff work areas and the bathrooms. He expects incurring additional costs to incorporate a temperature-controlled space that will house a portion of the Carnegie archive.

Farnan discussed expansion of the Literacy and Outreach Department. The 2025 department budget increases by 33% from this year; this funding will allow for three new staff (2.5 FTE) and bolster opportunities for the community to engage with [literacy and ESL programming](#). Farnan views this effort as "labor intensive," but also potentially of "very high impact." Literacy & Outreach Manager Department Manager Kate Kelsch, Outreach Manager Susana Perez, and BoulderReads Literacy Manager Juan Jiminez plan to attend the first public hearing on the budget at the November 19 meeting to assist in responding to any comments or questions about the growth of this group.

In response to Duran's inquiry, Farnan explained that the outreach group has engaged the community at manufactured home communities, job fairs, and other non-library environments to engage in support of early literacy skills and to promote related programming offered by the library. This team also tables at city-wide events to represent the library.

Fuqua wondered about tracking how early child literacy is affected by participation in the library programs; he "wants [the library] to be effective as a partner with the primary educator of children," i.e., schools. Farnan noted that the programs target a primary audience of children aged zero to five years old, thus outside the typical school age. Reading Buddies has participants between 6-8 years old; he expects more data might be available from that program.

A portion of the draft budget has been allocated to fund patron's feedback studies for five outlined items: two impact studies for BoulderReads and Programs & Events; a GIS mapping to overlay cardholders, survey respondents, and other demographic data within the District boundaries; a statistically valid survey for patron

use and satisfaction; and a Carnegie Library user survey or focus groups to inform how the archive is being used.

Staff reviewed planned upgrades and improvements, some of which are required from the auditor's review. These include system enhancements (e.g., point of sale system for café and library service points, Canyon and Arapahoe Meeting Room AV equipment, Main Library's 2nd floor modifications, and sound system and projector replacement for the Canyon Theater). Administration Services will gain 3 FTE to support HR and accounting activity. Adding a new position of café manager aims provide more consistent coverage and operating hours for the bridge area at Main Library.

Farnan briefly reviewed the recent compensation study and forthcoming compensation philosophy. An increase of 4% is recommended for all standard employees. The results of pay equity analysis are still pending and may increase the total adjustment. With promotions and market adjustments, 61% of staff will earn above the market rate; 39% will be paid at the market rate. Staff clarified that the market rate was calculated by Employer's Council and is geographically aligned with business conducted on the Front Range. Legal Fair Labor Standards Act (FLSA) review will also occur to determine status for mid-pay grade positions.

Fuqua asked Farnan for his perspective on personnel comprising 65% of the overall budget. Farnan noted that many peers in other library systems budget above 70% for personnel funds; he would feel less comfortable with that greater allocation. However, in his view, "the library business has changed," and now favors more labor-intensive programming requiring adequate staffing numbers.

The board wondered about the exact cost for health insurance in 2025. Farnan will relay the figure to the trustees once it is determined, though he estimates an 18-20% increase. If the vendor quotes above this amount, the library will plan to investigate other packages.

Hamilton noted that "this budget puts us at capacity" and fulfills the promises laid out in the library district ballot measure. Without increased revenue, future budgets may mean "trading" items.

Agenda Item 5: Library Policy Review

- a. Security Camera Policy – Staff welcomed feedback, indicating the tracked change version as well as the clean version in the [packet](#). The group discussed how requests from law enforcement or government agencies are governed by the same statute that provides standards for requests from members of the public. With Seter's suggested language, the board recommended deleting the phrase "from a member of the public" from the sentence beginning "If the District receives a request..." and modifying "a" to "any."

Hamilton made a motion to approve the Security Camera Policy as amended with the discussed changes. O'Brien seconded, and the motion was unanimously approved.

Agenda Item 7: Director's Report

- a. Gunbarrel Library Update – Farnan expects four weeks to finalize the design work, four months to acquire the appropriate permits, and then two months to complete the actual construction. He predicted the bathroom renovation will require the most involved work.
- b. September 19 Joint Meeting with City Council

As previously mentioned, the café will soon be entering a new phase of operation. Though food vendors were employed in the early part of 2024, the schedule of services was not always predictable. A café manager will be onboarded next week. This position will oversee two baristas, hire a pool of sub café workers, and maintain

a steady, friendly presence on the bridge. While prepackaged foods will be offered, the main operation will consist of serving various beverages. Public Service staff will temporarily support café operations until the new crew gets situated.

In October, the Carnegie Library for Local History will be reopening for walk-ins and expanding appointment hours. Beginning the week of October 14th, Carnegie Library for Local History will be open for public walk-in hours on Thursdays and Saturdays from 12-4 and an additional 10 hours of dedicated appointment availability throughout the week.

Agenda Item 8: Trustee Matters

Sayler and Fuqua reported a successful turnout at the opening event for the [Boulder Public Library's Democracy Series](#) held in the Canyon Theater.

Hamilton and Duran attended a meeting with Deputy City Manager Chris Meschuk and Director of Public Works for Utilities Joe Taddeucci earlier in the day. These two city representatives promised to work alongside the library to improve the safety of the Civic Area around Main Library. They will investigate fencing, additional cameras, and other potential remedies for the dangerous and illegal activity which has been occurring in and around the library underbelly. Farnan recently performed a walking survey around the library grounds with representatives of City of Boulder's Planning Department to discuss ideas and possible solutions before the winter season sets in.

Agenda Item 9: Legal Counsel Updates

None.

Agenda Item 11: Adjournment

There being no further business to come before the Board, the meeting was adjourned at approximately 8:07 p.m.

Attestation

October 11, 2024

To: Boulder Public Library District Board of Trustees

From: David Farnan, Library Executive Director
Jennifer Phares, Director of Business and Administration
Jaime Kopke, Programs and Events Department Manager
Caroline Woodiel, Archive Manager

Subject: Board Review and Approval of Policies for Carnegie Library for Local History

Requested Action by the Board: Consider a motion to approve the policies pertaining to the Carnegie Library for Local History

Background: The Boulder Public Library District board of trustees adopted the current library policies with minor updates on Dec. 5, 2023, during the board meeting. The board confirmed a schedule to review these policies in detail during 2024. There four Carnegie Library for Local History policies.

Archive Manager Caroline Woodiel, and the Carnegie Team conducted a comprehensive review of information on the archive's policies. After updating for accuracy and completeness, staff sought further input from the leadership team. Recommended edits include reference to the district, aligning items to be consistent across all library locations (e.g., photocopy fees), and deleting outdated information to reflect current procedure.

Caroline Woodiel, Archive Manager will attend the October 15, 2024 Board Meeting to review the policy change recommendations with the board. Staff welcomes the board's input on any of the information presented in this memo and the following attached documents:

- Guidelines for Handling Archival Materials
- Carnegie Library for Local History Collection Policy
- Carnegie Library for Local History Research Policy and Fees
- Local History and Genealogy Research

Questions for the Board:

1. Does the Board of Trustees have further questions or input for the Carnegie Library Policies (**Attachment A** shows tracked changes, **Attachment B** presents a clean version.)
2. Will the Board of Trustees consider the staff recommendation for a motion to approve the Carnegie Library Policies?

Next Steps:

The approved policy will be translated into Spanish and posted on the library website.

Guidelines for Handling Archival Materials

Please help us preserve the condition of the archival materials by observing the following guidelines when using materials:

- Ask for staff assistance if you are **at all** uncertain about how to safely handle archival materials.
- Some **photograph** collections have use restrictions. Please ask a staff member before copying or taking **photographs**~~photograph copies~~.
- Always use both hands, carefully and deliberately, when holding materials.
- Materials should be handled one item at a time. Look at materials in each folder or envelope separately to prevent disorganizing materials.
- Only pencils to write or computers to take personal notes are permitted. Writing implements such as ink pens or markers that might leave a permanent mark on archival materials are not permitted.
- Materials must be viewed flat on a reading room tabletop. Do not allow materials to hang over the edge of the table.
- Make sure your hands are clean and thoroughly dry before working with archival materials.
- Gloves are required for handling photographs and non-encapsulated architectural drawings. Nitrile gloves are provided.
- Never flip, fan, crumple, or fold the pages of archival materials such as book, magazine or newspaper pages.
- Avoid forcing the spines of books open to lie flat, especially on the photocopier.
- Do not write on archival materials.
- Tracing maps or other materials is not permitted.
- Avoid placing your note paper or pad or your computer on top of or leaning directly on archival materials.

Policy Location Online: [Planning a Visit to the Carnegie Library for Local History - Boulder Public Library District \(boulderlibrary.org\)](#) and [General Information | Carnegie Library for Local History \(boulderlibrary.org\)](#)

Carnegie Library for Local History Collection Policy

The Carnegie Library archive collects, preserves, and provides valuable historical resources, intended to be protected in perpetuity about the history of Boulder County with an emphasis on the city of Boulder. Their care and preservation for the use of present and future generations is the principal responsibility of the Carnegie Library for Local History.

The collections focus on original and secondary physical and digital materials about the people, real estate, events, and businesses in Boulder's history. The collections are in several formats including: documents, photographs, maps, microforms, oral history interviews, single-topic dated newspaper clippings, scrapbooks, ephemera, books, pamphlets, architectural drawings, periodicals and digital files.

Professional archivists are delegated by the Library Director the discretion to assess and select historically significant materials for the archive's holdings. Materials that have local, regional, and enduring value and represent the social, political, cultural, and economic history of the city and county of Boulder are given primary consideration and include historical records of the following:

- Area businesses
- Community and civic organizations
- Religious institutions
- Public or private groups which have influenced Boulder's development, or have had a significant impact on the city and county of Boulder
- Individuals and families who reflect a ~~distinctive~~ unique aspect of Boulder history and culture or who have impacted the development of the Boulder community.

Maintenance

- Decisions concerning the removal of materials from the archive are made by professional archivists and are based on the following criteria: Materials do not meet the archive collection policy selection criteria
- Storage capacity of the archive
- Pattern of use
- Materials are damaged or deteriorated to a degree to be unusable and/or a threat to other items in the archive
- Subject cannot be placed in any identifiable historical context or are determined to have minimal research value
- Materials are duplicated in another collection or are held by another public institution.

Request for Reconsideration

The Boulder Public Library's process for requests for reconsideration applies to archival materials.

Policy Location Online: [Carnegie Library for Local History Collection Policy - Boulder Public Library District \(boulderlibrary.org\)](#) and [Carnegie Library for Local History Collection Policy | Carnegie Library for Local History \(boulderlibrary.org\)](#)

Carnegie Library for Local History Research Policy and Fees

Visiting the Carnegie Library is encouraged to make the most of your research. The images available in the [online catalog](#) are only a fraction of the resources available at Carnegie.

The Carnegie staff will assist you with identifying and locating the available genealogical and archival resources. If you cannot visit in-person, research and copies of materials may be requested by mail or email.

Mail or email requests:

Please make a written inquiry with as much specific information as possible including: names, dates, specific eras, places in Boulder County, as well as information and sources already found. Requests are addressed in the order they are received.

Research will be conducted on the materials and databases held by the Carnegie Library for Local History. ~~Please do not send simultaneous requests to the Museum of Boulder or the Boulder Genealogical Society.~~

Fees

Research time:

[To be able to assist all patrons, up to one hour of research time by the Carnegie staff is available per requested topic.](#)

[For research exceeding one hour, please visit the archive in person to access the materials directly.](#)

[If you need more assistance with a genealogy request, you can contact the Boulder Genealogical Society. Up to one hour of research time by the Carnegie staff is free.](#)

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Photocopies [and Scanning](#):

[All patrons receive 10 free copies. After the first 10 copies it is \\$0.10 per single sided page black and white copy and \\$0.20 per single sided page color copy.](#)

[Staff can accommodate 10 pages of copies or scans for patrons via mail and email. Scanning and copying of more than 10 pages should be done in person by the researcher during walk-in hours or a pre-scheduled appointment.](#)

~~\$0.25 per single sided page, up to 25 pages~~

~~Copy jobs exceeding 25 pages are charged at \$30 per hour and \$.25 per single-sided page.~~

~~Staff cannot guarantee that they will have time to complete large copy jobs.~~

~~Scanning:~~

~~Scanning and emailing an obituary to patrons is a free service.~~

~~Scanning jobs exceeding 5 pages are charged at \$30 per hour and \$.25 per single-sided page.~~

~~Staff cannot guarantee that they will have time to complete large scanning jobs.~~

~~Shipping:~~

~~Actual shipping charges apply with a minimum of \$2.50.~~

Policy Location Online:

[Research Policies - Boulder Public Library District \(boulderlibrary.org\)](http://boulderlibrary.org)

Local History and Genealogy Research

Carnegie Library for Local History

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- *documents*
- *photographs*
- *Maria Rogers Oral History Program*
- *historic Boulder and Boulder County newspapers in microfilm ranging from 1869-present as well as the Boulder Daily Camera archives organized by last name and subject.*

The archive's resources are non-circulating and must be used in the archive.

Obituaries may be requested by email, AskCarnegie@boulderlibrary.org.

Genealogy Resources

Housed inside the Carnegie Library for Local History is the [Boulder Genealogical Society's](#) collection. This collection consists of a wide range of materials including:

- *obituary indexes (1859-1925 and 1960-present)*
- *mortuary and burial records*
- *histories and directories for various Boulder churches*

The Genealogical Society offers research for a fee. For more information email research@bouldergenealogy.org.

Visit our [Genealogy Resources](#) for family tree resources.

~~To Reserve a time:-~~

~~*Researchers MUST make an appointment with a staff person at least 24 hours to one week in advance.*~~

~~*Please be prepared. Search our Catalog, a list of materials or topic is required to be submitted at the time the appointment is made.*~~

~~*See our list of rules and library policies below.*~~

Rules

~~**The archive's resources are non-circulating and must be used in the archive.** There are specific rules governing Library Rules of Conduct and the Carnegie Library in-house collection use.~~

~~Please comply with the following rules for in-house use of our collection:~~

- ~~• All patrons entering the library must keep voices and conversation low.~~
- ~~• Cell phones must be taken outside the building.~~
- ~~• Due to the nature of our collection, children must be supervised by an adult at all times.~~
- ~~• Materials may not be borrowed or checked out.~~
- ~~• Backpacks and briefcases are not allowed in the stacks. Please place them on the chair next to you or on the floor.~~
- ~~• If the weather is inclement, please place wet coats on the coat track so as to not damage our materials.~~
- ~~• No food or drink is allowed in the archive. Leave any food or drink in the entryway.~~
- ~~• Photographs may not be photographed or scanned, with the exception of the City of Boulder collections 511 and 780 as well as the collection of photographs on the Boulder Assessor's cards.~~

Policy Location Online:

Local History and Genealogy Research - Boulder Public Library District
(boulderlibrary.org)

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October 11, 2024

TO: The Boulder Public Library Board of Trustees

FROM: David Farnan, Library Director

Jennifer Phares, Director of Business and Administration

Adriana Boniakowski, Finance Manager

SUBJECT: Presentation of the 2025 Recommended Operating and Capital Budget

EXECUTIVE SUMMARY

Based on four strategic priorities that address the 2022 ballot promises made during the library district formation campaign and the 2018 Boulder Public Library Master Plan's few uncompleted goals, Administration staff have prepared the Boulder Public Library District 2025 Recommended Operating and Capital Budget for a public hearing and the Board of Trustees consideration.

Most of the new budget items are related to employee wage adjustments based on the 2024 compensation study completed by the Human Resources team, a recommended 4 percent annual increase for standard employees, a 9.7 percent increase in medical benefits costs and a 12 percent increase in dental benefits costs, and the hiring of several new employees to staff the Gunbarrel Library and expand the Literacy and Outreach program offerings.

The other area of significant new investment is the recommended budget for capital to make improvements in some of the public spaces at the Main Library to increase access and respond to patron use trends, to complete the Gunbarrel Library renovation, and to address the immediate and short-term deferred maintenance items at the Main Library, George Reynolds Library, and the Carnegie Library for Local History. Administration staff looks forward to the public's input and the Board of Trustees direction about the Boulder Public Library District 2025 Recommended Operating and Capital Budget.

I. OVERVIEW

Library Staff Strategic Priorities

In preparation for creating the 2025 recommended budget the District's staff leadership team developed four strategic priorities for the year ahead. These strategic priorities are intended to provide a framework for staff to deliver the excellent library service the community is expecting from the new Boulder Public Library District. Each strategic priority was developed to address the 2022 library district formation ballot promises and 2018 Boulder Public Library Master Plan goals.

1. *Programs and Services*

Our efforts to assess and refine new and expanded services, programs, resources, and spaces will continue to be a focus in 2025. To support our work in this area, we will further develop the practice of data-informed decision-making through the use of new evaluation tools and processes with the goal of using the information to improve the programs and services that have already been expanded in 2024 and the new programs and services that have been or are in the process of being

implemented and/or piloted. This data-driven decision-making practice will also guide us with future planning and resource allocation.

2. Workplace Culture

We have nearly completed redefining many staff roles and welcoming many new employees to the District. In 2025, we will focus on building and strengthening our workplace culture and introducing processes to make us more effective in performing our work. To contribute to a vibrant, uplifting work environment, the goals for culture-building include new opportunities for training and development, increased opportunities for collaboration, improved work planning, a rewards and recognition program, and a job performance coaching and feedback program.

3. Community Connections

In 2025, we will collaborate to create new pathways of connection within the community, by opening a new library in Gunbarrel, increasing our presence at local events, and coordinating and expanding our outreach efforts. The goal of this work is to increase community awareness of the programs, services and resources offered by the library, to ensure that these offerings are meaningful to community members, and to provide access to these offerings that is inclusive and convenient for them.

4. Facilities and Spaces

To improve the efficiency and safety of our facilities, we will increase our efforts and invest resources to address deferred building maintenance, continue to assess and improve management of areas such as the playgrounds, the public restrooms, and the Main Library’s “underbelly.” We will also invest resources in security personnel and equipment at the new libraries, and in the renovation of Carnegie Library for Local History.

The **2025 Recommended Operating and Capital Budget** as compared to the 2024 operating and capital budget is **Attachment A**.

II. BUDGET SOURCES

New Revenue

The District’s 2025 operating budget is primarily comprised of \$21,437,601 property tax revenues. Other projected 2025 revenues include the anticipated café and book sale proceeds and other tax revenues estimated at a total of \$58,053.

Anticipated 2025 Grant Funds

Annual grant contributions from the Colorado Department of Education and the Warner Charitable Trust are anticipated to be awarded to the District that total approximately \$36,000. These grant funds are restricted to purchasing library materials. The Boulder Library Foundation is considering granting the District approximately \$125,000 to enhance current or support new literacy, outreach, and youth programs.

Estimated Carryover Funds

Administration staff estimates that the 2024 unspent operating funds and unencumbered capital funds will total approximately \$5 million. As of Oct. 2, 2024, interest income earned on investments to date totals \$512,174. These funds will be used to address 2025 one-time and capital projects. Staff recommend that the Board of Trustees approves the actual end-of-year balance of these funds be carried over for use in 2025.

Encumbered 2024 Operating and Capital Funds

The design work for several capital projects (listed in section VI of this memo) is underway and purchase orders have been issued. Administration staff will liquidate the encumbered funds as the design work is completed. The encumbered funds for any work that is not completed by the end of the year will automatically carryover as encumbrances into 2025.

Estimated Invested Fund Balance

The Administration staff estimates that the District will have a fund balance of approximately \$7.45 million at close of the 2024 fiscal year. These funds will remain invested until they are needed for future capital investment such as extensive renovations to the Carnegie Library for Local History or the purchase of a building for the Meadows Library. Administration staff will request that the Board of Trustees appropriate the funds when they are needed. Therefore, they do not appear in the 2025 recommended operating and capital budget.

Restricted Reserves

In 2023, the Board of Trustees approved a \$2.55 million allocation to a separate restricted reserve fund. Currently, these funds are invested and generating interest income. The reserves are shown at the bottom of **Attachment A** for reference and are 12 percent of the 2025 recommended operating budget (recommended capital was not used in the calculation of the percentage.)

See **Attachment B** for **Chart 1. 2025 Operating & Capital Budget Sources**. Grants and other revenues are combined on the chart.

III. BUDGET USES - PERSONNEL

2024 Employee Compensation Study

In 2023, the Board of Trustees directed that library employees who transferred from City of Boulder employment would retain the wage they earned as city employees, receive a \$4,000 increase to their base pay, and that the District would adapt the City's pay structure until a formal compensation study could be completed. The study has three parts:

Part 1 (Complete)

- Analysis of District jobs as compared to the local labor market.
- Development of an updated pay structure.
- Development of a Compensation Philosophy

Part 2 (In progress due in November)

- Internal pay equity analysis

Part 3 (Pending completion of Part 2)

- Review of positions in middle pay grades for FLSA (Fair Labor Standard Act) status. FLSA status indicates whether a position is eligible to earn overtime pay.

Part 1 of the District’s 2024 compensation study was completed in September and included market analysis of more than 70 current job descriptions. The outcome of the analysis showed that 12 employees need a wage adjustment to be paid at the market rate for their positions. To improve the effective distribution of internal functions in Collection Services, Programs and Events, and Facilities, four employees are being recommended for promotions. The total annual cost of the wage adjustments and promotions is \$119,000.

Annual Pay Increase

In 2023, the Board of Trustees set a goal that the median annual salary for employees would be no less than \$60,000 within two years. Before the pay adjustments described in this memo are applied for a full-time employee, the median annual salary is \$60,726 and the average annual salary is \$66,623. This is based upon 141 standard positions. Administration staff recommends the Board of Trustees consider approving a 4 percent increase to employees’ base pay. The total annual cost of the increase is \$314,000. The median and average annual salaries before and after the adjustments and 4 percent increase is applied are shown in **Table 1**.

Table 1. Comparison of Median and Average Annual Salaries for a Current Full-Time Employee

Annual Salary	2024¹	2025²
Median	\$60,726	\$63,155
Average	\$66,623	\$69,213

New Standard Positions and Temporary Positions Cost

Eighteen new standard positions (15 FTE (Full Time Equivalent)) are included in the 2025 recommended operating budget with a total estimated annual base salary cost of \$911,744. These new positions specifically address the staff’s 2025 strategic priorities: 2. Workplace Culture and 3. Community Connections (See page 1 of this memo for the 2025 strategic priorities.).

According to the projected 2025 hiring schedule, several positions will be filled for only part of the next year which could result in a maximum estimated savings of \$292,047 in salary and benefits costs for these new positions. These savings have not been deducted from the recommended 2025 operating budget. Similarly, salary savings that may occur for the time between when a position becomes vacant and is refilled is conservatively anticipated to be 1.3 percent of the personnel budget, approximately \$434,482. See **Table 2** and **Attachment B. Chart 3. 2025 Personnel Costs Breakdown** and **Chart 4. 2025 Staffing Levels – Standard Positions**.

¹ Includes early hire of new full-time Café Manager, part time Library Specialist Lead, full-time IT Applications Specialist, and full-time Gunbarrel Manager.

² Includes all salary adjustments and increases described in this memo.

Table 2. Total 2025 Estimated Annual Salary Costs for Employees

	Annual Salary Cost	FTE	~ Employee Count
Current	\$8,711,642	126	141
Promotions/ Market Pay Adjustment	\$119,000	-	-
Annual Pay Increase	\$312,000	-	-
Substitutes and Temps	\$142,000	-	30 ³
New Positions	\$911,745	15	18
TOTAL	\$10,196,387	141	189

Substitute and Temporary Workers

The District is fortunate to have approximately 30 substitute employees who are dedicated to supporting public services and the Carnegie Library archive. These team members are vital to maintaining consistent and uninterrupted public services as they are scheduled to cover shifts when standard staff are on leave or there is a vacant position. In 2025, Programs and Events will create substitute jobs to support the theater, programs, and events, and increase the substitute pool for the makerspaces. Similarly, Literacy and Outreach will create substitute jobs to support outreach efforts. Funding for temporary jobs that support literacy programs such as Summer of Discovery are also included in the 2025 recommended operating budget. A substitute barista job is under recruitment now and Administration staff is anticipating this cost could be partially offset by the 2025 café proceeds.

Health Care and Other Benefits

The Cigna health insurance premiums increase was negotiated down from the initial 20 percent to 9.7 percent. Dental insurance premiums increased by 12 percent due to the high use by employees who elected that benefit. There was no increase in the vision insurance premiums. See **Table 3** for the total estimated employer benefits cost for current and new employees combined.

Table 3. Total Estimated Employer Benefits Cost for 2025 for 163 Standard Employees

Provider	Cost⁴
Cigna Health Insurance	\$1,469,033

³ This count fluctuates. Current as of Oct.2, 2024.

⁴ **Assumptions:** The employer will cover the employer and employee premium increases. Highest cost benefit premiums used for new and budgeted vacant positions. Current employer costs for benefit election premiums used for current staff.

PERA Pension ⁵	\$1,684,638
Ameritas Dental Insurance	\$116,934
Ameritas Vision Insurance	\$19,342
Other ⁶	\$1,099,428
TOTAL	\$4,389,375

If the Board of Trustees would like to cover the employees' portion of the benefits increase, approximately \$73,000 and \$8,000 will need to be added to the amounts in **Table 3** for medical and dental costs, respectively. **Table 4** shows the impact of the benefits cost increases to the 4% salary increase for a full-time employee at the current median salary.

Table 4. Impact of Benefits Cost Increase on the Recommended 4 Percent Salary Increase if Passed on to a Full-Time Employee

Current Median Annual Salary	4% Increase	9.7% annual cost increase for family medical	12% annual cost increase for family dental	4% salary increase less benefit cost increase	Adjusted total % salary increase
\$60,275.60	\$2,429.02	\$473.41	\$43.03	\$1,912.59	3.14%

See **Attachment B** for **Chart 2. 2025 Operating & Capital Budget Uses** and **Chart 3. 2025 Personnel Cost Breakdown**.

IV. BUDGET USES - NON-PERSONNEL

The 2025 non-personnel operating base budget was developed using YTD actual expenditures and adding the total expenditure projections for monthly costs remaining in 2024. Budget managers reviewed the base budget for their service areas and advised that adjustments be made based on anticipated cost increases for purchased services, adding a new library in Gunbarrel, and the hiring of 18 new employees.

In 2024, Administration staff learned that excess funds were budgeted for operating costs that should have been budgeted under capital as the items purchased are considered capital assets (e.g., physical library materials, bulk purchase of computer equipment, etc.). Adjustments to the 2024 operating and capital budget were approved by the Board of Trustees on July 2, 2024. The 2025 recommended operating and capital budget includes these shifts of funds from the operating to capital line items.

⁵ PERA cost estimate includes employer contribution for standard, substitute, and temporary employees.

⁶ Other benefits include estimated employer contributions for Health Spending Account, Lifestyle Spending Account, Life Insurance, Long and Short-Term Disability, EcoPass, leave administration, tuition reimbursement, professional development, and Workers Comp.

In addition, the Communications, Programs and Events, and Literacy and Outreach teams are recommended to receive approximately \$90,000 total of one-time funding to conduct surveys and impact studies. The funds will be used for consulting services to supplement staff's expertise and for outreach and focus group support. The Communications Team also is recommended to receive \$50,000 of one-time funding for updates to the website to remain in compliance with the [Digital Accessibility Plan](#). These one-time project funds are allocated to the purchased services line item in **Attachment A**. See also **Attachment B** for **Chart 2. 2025 Operating & Capital Budget Uses**.

V. GRANT BUDGET

Collection Services

Collection Services applied for the annual grant from the Colorado Department of Education to supplement the purchase of library materials and resources. The library has received this grant for several years. The 2025 grant is anticipated to be approximately \$30,000. The Warner Charitable Trust grants the library approximately \$6,000 annually, also to supplement the purchase of adult and children's library books.

Maker-in-Residence Program

The Programs and Events makerspace team requested \$30,000 from the Boulder Library Foundation to bring in two nationally recognized makers to participate in the new maker-in-residence program. The funding will be used for the makers' fee, their travel and lodging while they are in Boulder, and for materials for the public workshops.

Literacy and Outreach

The literacy team requested \$48,000 from the Boulder Library Foundation to support several initiatives: ESL (English as a Second Language) classes, Spanish Conversations groups, adult Spanish literacy classes (a pilot program), to design and launch a marketing campaign for adult literacy titled "Literacy for All: Opportunities for Life". The outreach team requested \$47,000 to host programs in the community that focus on children's literacy, host two multicultural events at two libraries, and organize a Reading Buddies Program group in the community where most of the residents are considered underserved or at an elementary school that has students who are considered to be underserved.

The Boulder Library Foundation invited the Programs and Events and Literacy and Outreach teams to submit the previously described requests. The Foundation Board of Directors will consider funding these three requests and award them in March 2025 if they are approved. Administration staff recommends that the Board of Trustees consider appropriating all the anticipated grant funds upon approval of the 2025 operating budget so that planning and work can begin on these initiatives prior to the award dates.

For simplicity, the 2025 grant funds are shown on **Attachment A. 2025 Recommended Operating and Capital Budget**. The Board of Trustees will begin receiving a separate quarterly report showing budget to actuals for the separate grant fund in 2025.

VI. CAPITAL BUDGET

Administration staff recommends that the balance of the 2024 operating and capital funds “carryover” (conservatively they are estimated at \$5 million) and the interest income earned (estimated to be slightly more than \$700,000 by end of 2024) be appropriated for 2025 to fund several one-time and capital projects. These funds are allocated to the IT support and Capital outlay line items in **Attachment A**. These projects will: 1) address some of the most critical deferred maintenance items, 2) complete the renovation and furnishing of the Gunbarrel library facility, and 3) address patrons’ evolving use of library facilities. Design work is in progress to obtain accurate cost estimates for several of the capital projects listed below.

Main Library

- Supplemental HVAC solutions and control system programming overhaul.
- 1961 building convert staff locker room to a staff break area.
- Contribute funds for safety improvements around the perimeter of the buildings.
- Reconfiguration of the second-floor areas to improve access and accommodate new or increased uses: reduce height of non-fiction collection shelving and add seating, conversion of the small meeting room to study rooms, and relocate the public service desk to improve visibility and safety.
- Begin addressing deferred maintenance items categorized in the Boulder Public Library Facility Assessment by Cumming Group, July 2023 as immediate and short term.
- Public meeting room AV equipment upgrade and replacement.
- Increase number of laptops for patrons’ use during programs.
- Replace Canyon Theater projector.
- Implement a Point-of-Sale software and equipment for the primary service points in the libraries.

Gunbarrel Library

- Complete renovation and furnishing of the facility.

Carnegie Library for Local History

- Complete site evaluation and costing for three levels of renovation including deferred maintenance items in the Boulder Public Library Facility Assessment by Cumming Group, July 2023.

George Reynolds Library

- Address foundation drainage issues at the SE meeting room wall.
- Begin addressing deferred maintenance items categorized in the Facility Assessment by Cumming Group, July 2023 as short term.

Attachment C provides the range of cost estimates for deferred maintenance by each facility and categorized by immediate, sort-term, long-term, and mechanical and plumbing needs. The items listed above will address most of the immediate and short-term items in the Facility Assessment by Cumming Group, July 2023.

VII. COMMUNITY BUDGET INFORMATION

In 2023, the Board of Trustees requested a one-page infographic designed for community members to get a broad overview of the annual budget highlighting information that is relevant to them. A draft “outline” of the information is **Attachment D**. Staff requests the Board of Trustees input on the information in the “outline” and the desired overall look and feel of the infographic. The Board’s input will inform the final design of the document. The infographic will be available for distribution a few weeks prior to the November 19, 2024, public hearing and first reading of the budget.

The Communications Team has also prepared a press release and an invitation to the budget public hearing for the Board of Trustees’ consideration. The press release and invitation are **Attachment E** and **Attachment F**, respectively.

CONCLUSION

Administration staff is pleased to present the 2025 Recommended Operating and Capital Budget for public input and the Board of Trustees’ consideration. In 2024, the Board of Trustees empowered Administration staff to seize the opportunity to rent a facility that will become the Gunbarrel Library (ahead of schedule). Also, the Board of Trustees patiently supported the staff through a year of remarkable change and growth. This 2025 recommended budget continues to grow library services and funds not only the 2018 Master Plan goals, but also funds the commitments made to the community when it voted to form the Boulder Public Library District in 2022. Also, this budget begins to invest in the facilities to make them run more efficiently, keep the exteriors in good repair, address safety issues, and refresh public spaces to align with the community’s evolving use of the libraries. The entire staff is excited about the coming year, opening a second new library and creating new and stronger connections with the community!

QUESTIONS FOR THE BOARD OF TRUSTEES

1. What questions do the Board members have about the 2025 Recommended Operating and Capital Budget?
2. Will the Board of Trustees support the appropriation of the actual balance of the 2024 investment interest for one-time projects in 2025? **See page 3, Estimated Carryover Funds.**
3. Will the Board of Trustees support the appropriation of the actual balance of the 2024 operating budget and unencumbered capital budget for capital projects in 2025? **See page 3, Estimated Carryover Funds.**
4. Will the Board of Trustees support the appropriation of the anticipated grant funds before they are awarded? **See page 2, Anticipated 2025 Grant Funds.**
5. Does the Board of Trustees wish to cover the cost increases to the employee contributions for medical (\$73,000) and dental (\$8,000)? **See Tables 3 and 4, page 6.** If yes, the District’s total benefits cost will be \$4,470,375.
6. Does the Board of Trustees have feedback on the memo, attachments and/or the slide deck that staff will incorporate for the November 19, 2024 meeting packet?
7. Does the Board of Trustees have input on the draft infographic, press release or invitation?

**Boulder Public Library District
2025 Recommended Operating & Capital Budget Comparison with 2024**

	2024 Adjusted Budget	2025 Recommended Budget	Variance
Revenue			
Property Tax	\$21,404,074	\$21,437,601	\$33,527
Carryover Revenue	\$16,577,384	\$5,000,000	-\$11,577,384
Interest Income	\$0	\$512,174	\$512,174
Grants	\$641,634	\$161,000	-\$480,634
Sales	\$35,000	\$35,000	\$0
Other	\$8,053	\$23,053	\$15,000
Total Revenue	\$38,666,145	\$27,168,828	-\$11,497,317
Expenditures			
Personnel	\$12,522,894	\$14,587,395	\$2,064,501
Administrative	\$422,515	\$336,403	-\$86,112
Board Governance			
Legal Consultants & Fees	\$150,000	\$130,000	-\$20,000
Auditor	\$27,600	\$23,500	-\$4,100
Board Food	\$6,000	\$6,000	\$0
Board Memberships & Travel	\$5,000	\$2,000	-\$3,000
Total Board Governance	\$188,600	\$161,500	-\$27,100
Purchased Services	\$1,681,675	\$1,636,890	-\$44,785
Building Costs & Utilities	\$755,494	\$1,288,800	\$533,306
IT Support	\$1,626,533	\$1,468,140	-\$158,393
Library Collection	\$1,975,050	\$2,009,700	\$34,650
Marketing & Engagement	\$200,000	\$180,000	-\$20,000
Programs & Events	\$385,000	\$646,000	\$261,000
Capital Outlay	\$4,848,411	\$4,839,000	-\$9,411
Cafe	\$50,000	\$15,000	-\$35,000
2023 City of Boulder Library Expenses	\$13,865,000	\$0	-\$13,865,000
Total Expenditures	\$38,521,172	\$27,168,828	-\$11,352,344
Total Change in Fund Balance	\$144,973	\$0	-\$144,973
Separate Restricted Reserves		\$2,550,000	
2024 Operating Fund Balance (invested)		\$7,450,000	

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Recommended 2025 Boulder Public Library District Operating & Capital Budget Charts

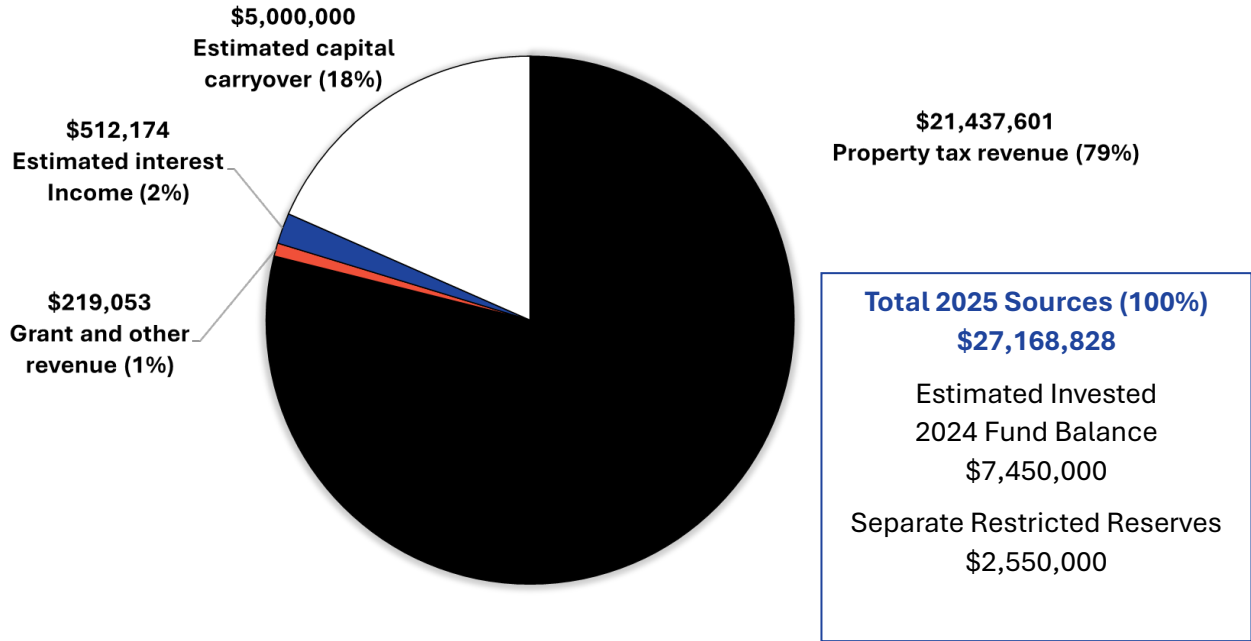


Chart 1. 2025 Operating & Capital Budget Sources

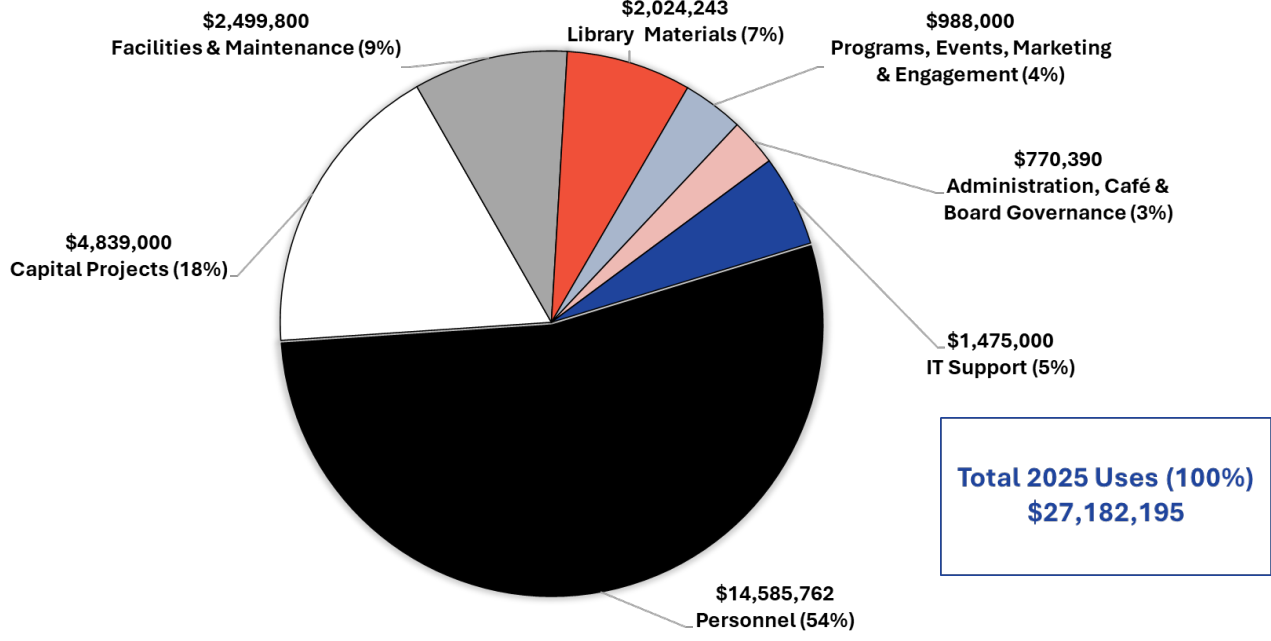


Chart 2. 2025 Operating & Capital Budget Uses

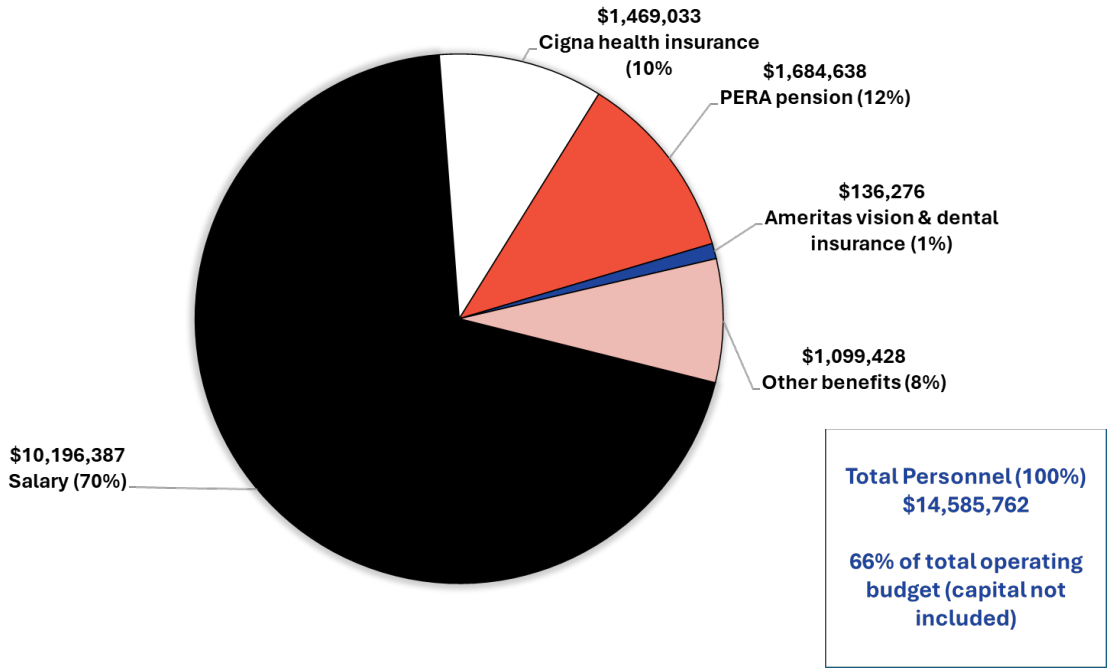


Chart 3. 2025 Personnel Costs Breakdown

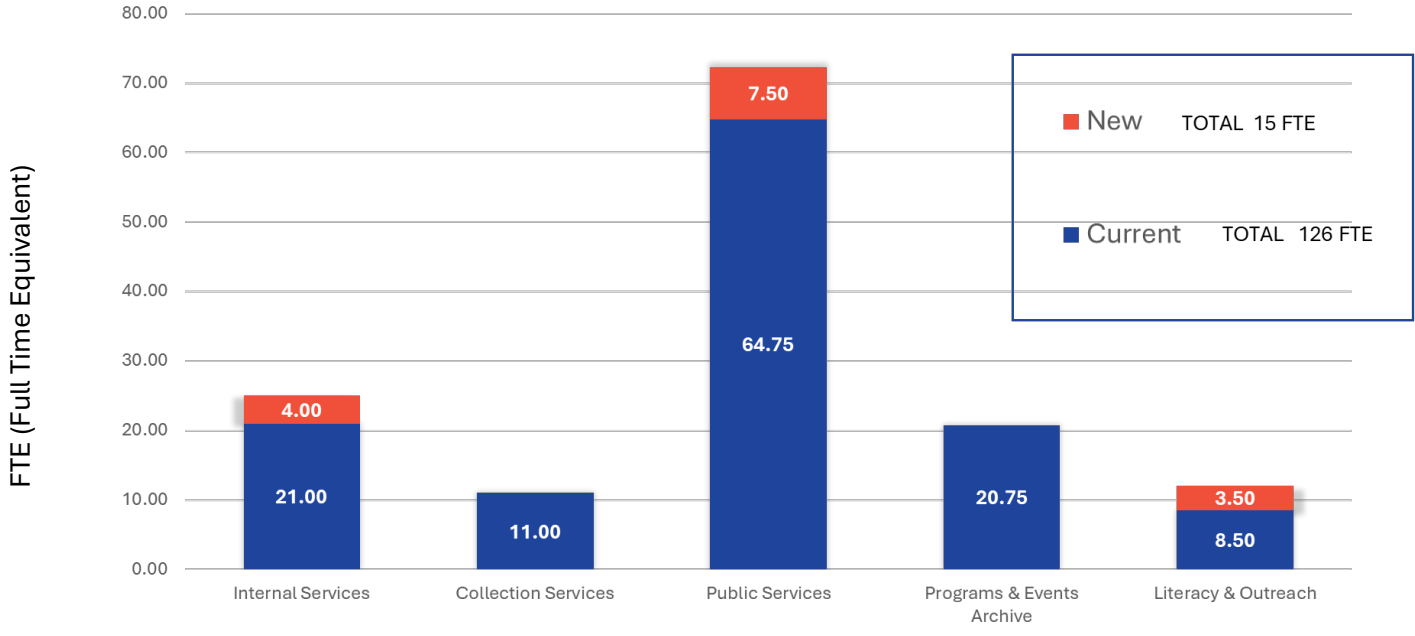


Chart 4. 2025 Staffing Levels - Standard Positions

Deferred Maintenance Costs as Described in the 2023 Boulder Public Library Facility Assessment by Cumming Group

MAIN LIBRARY	1960		1974		1992		Low Total	High Total
	Low	High	Low	High	Low	High		
Construction Immediate	\$ 144,395	\$ 176,483	\$ 5,891	\$ 7,201	\$ 270,829	\$ 331,013	\$ 421,115	\$ 514,697
Construction Short Term	\$ 42,941	\$ 52,483	\$ 113,466	\$ 138,680	\$ 355,565	\$ 434,580	\$ 511,972	\$ 625,743
Construction Long Term	\$ 1,203,607	\$ 1,471,075	\$ 806,553	\$ 985,787	\$ 2,197,006	\$ 2,685,230	\$ 4,207,166	\$ 5,142,092
Mechanical, Electrical, Plumbing	\$ 682,803	\$ 834,537	\$ -	\$ -	\$ 1,390,522	\$ 1,699,527	\$ 2,073,325	\$ 2,534,064
						TOTAL	\$ 7,213,578	\$ 8,816,596

GEORGE REYNOLDS LIBRARY	1968	
	Low	High
Construction Immediate	\$ 161,059	\$ 196,850
Construction Short Term	\$ 106,064	\$ 129,634
Construction Long Term	\$ 240,024	\$ 293,362
Mechanical, Electrical, Plumbing	\$ 51,691	\$ 63,178
TOTAL	\$ 558,838	\$ 683,024

CARNEGIE LIBRARY	1907	
	Low	High
Construction Immediate	\$ 44,990	\$ 54,987
Construction Short Term	\$ 566,568	\$ 692,472
Construction Long Term	\$ 539,410	\$ 659,279
Mechanical, Electrical, Plumbing	\$ 196,163	\$ 239,754
TOTAL	\$ 1,347,131	\$ 1,646,492

ALL FACILITIES	Low	High
MAIN LIBRARY	\$ 7,213,578	\$ 8,816,596
GEORGE REYNOLDS LIBRARY	\$ 558,838	\$ 683,024
CARNEGIE LIBRARY	\$ 1,347,131	\$ 1,646,492
TOTAL	\$ 9,119,547	\$ 11,146,112

Cost Estimates Include:

- Phasing Premium
- General Requirements and Conditions
- Bonds & Insurance
- Contractor's Fee
- Design Contingency
- Construction Contingency
- Escalation

Items Affecting Cost Estimates:

- Modifications to the Scope of Work beyond the assessment
- Unforeseen subsurface conditions
- Restrictive technical specifications or excessive contract conditions
- Any specified item of material or product that cannot be obtained from three sources
- Any other non-competative bid situations
- Bids delayed beyond the projected schedule

Boulder Public Library 2025 Recommended Budget

Strategic Priorities

1. Data-driven decision-making
2. Workplace culture-building
3. Strengthen and grow community connections
4. Improve safety and efficiency of the facilities and spaces

Budget Overview

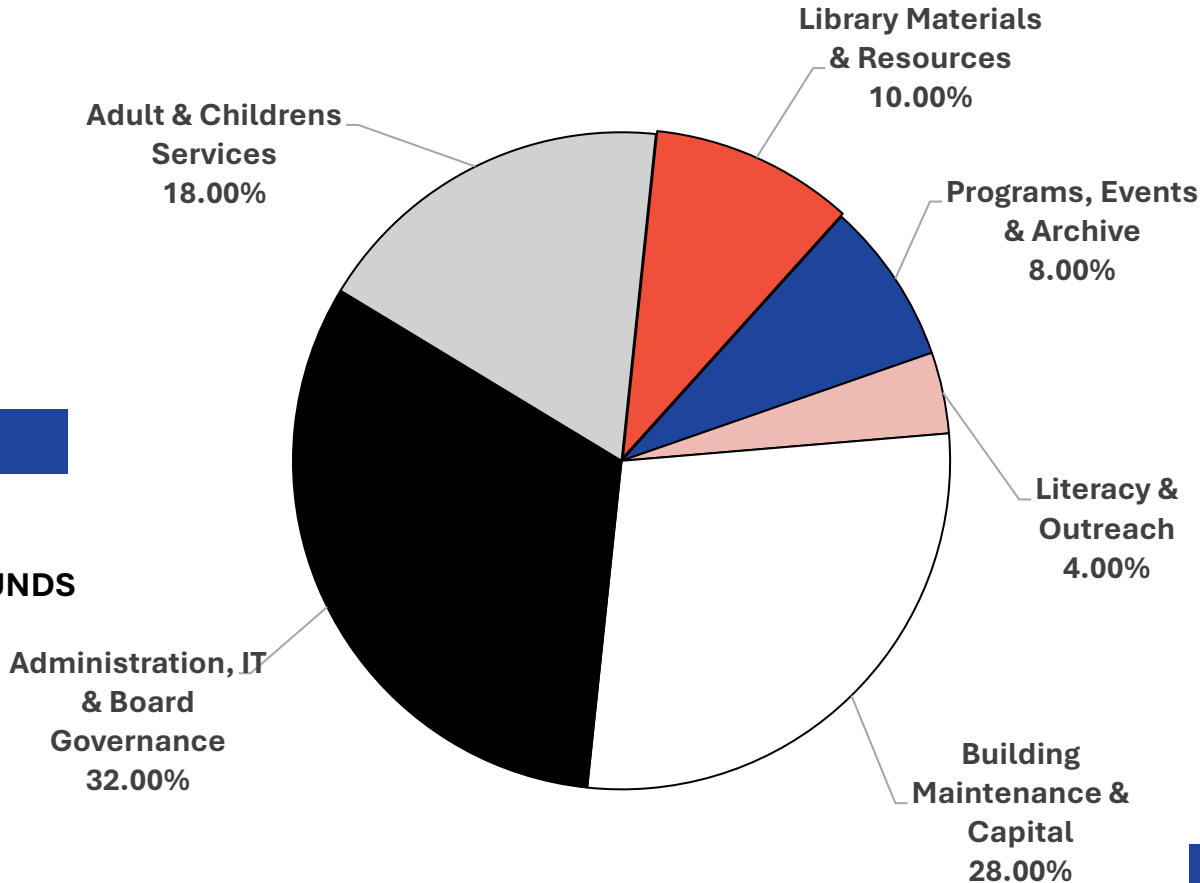
\$22,168,828 OPERATING FUNDS
\$ 5,000,000 CAPITAL & ONE-TIME FUNDS

NEW PROPERTY TAX REVENUES
 MAKE UP 79% OF THE BUDGET

Investments in Building Maintenance

The budget includes funds to improve efficiency and comfort in the Main Library with HVAC improvements and replacement of window seals. The Carnegie Library will receive extensive exterior repairs and improved ADA access.

Percent of Budget by Category



Main Library Amenities

- Added study rooms
- Improved access to non-fiction collection
- Added seating options
- Upgraded canyon theater and meeting room AV equipment

Patron Engagement and Surveys

- New multicultural events
- Increased community outreach
- Surveys to gage patron satisfaction and impact of programs

New Programs and Services

- Gunbarrel Library opens by late summer
- ESL and Spanish literacy classes
- Spanish conversations groups
- Expanded Reading Buddies Program
- Maker-in-Residence Program
- Increased technology help via the Digital Navigator Program

TIMELINE

- October 15, 2024**
2025 recommended budget presented to Board of Trustees
- November 19, 2024**
Public Hearing and first reading of the 2025 budget.
- Second Reading?**
Meeting date to certify mill levy?
- January 31, 2025**
Deadline to file certified copy of the budget with Colorado Division of Local

**Boulder Public Library
1001 Arapahoe Avenue
Boulder, Colorado 80302
303.441.3100
<https://boulderlibrary.org>**

News Release

Contact:
David Farnan
farnand@boulderlibrary.org

For Immediate Release

October 2024

Boulder Public Library District to Hold Public Hearing for 2025 Recommended Budget

BOULDER—The Boulder Public Library District board of trustees will hold a public hearing for the 2025 recommended budget on Tuesday, November 19 at 6:00 p.m. in the Canyon Meeting Room at the Main Library, 1001 Arapahoe Ave.

Highlights of the budget include:

Opening the new Gunbarrel Library to provide greater access to the community and expand the library's reach.

Expansion of the Literacy and Outreach Programs for both adults and children, with a focus on English as a Second Language (ESL) classes, Spanish Conversations groups, and early childhood literacy.

Addressing Deferred Building Maintenance to preserve the quality and comfort of library facilities for all visitors.

Main Library Technology Upgrades and Space Improvements include more seating options, additional study rooms, new AV equipment for some of the public meeting rooms, and a new projector in the Canyon Theater to better serve the needs of library patrons.

The 2025 recommended budget is available to read online at [\(insert link here\)](#).

Community members are encouraged to attend the public hearing to give input and learn more about the library's plans for 2025.

The Boulder Public Library serves as a centerpiece of the community, a destination for human connection, life-long learning, civic engagement, and creative exploration. With five locations throughout Boulder, the library system connects people, ideas and information to transform lives and strengthen our community.

For further information, please contact David Farnan at farnand@boulderlibrary.org

Dear **First Name**,

I would like to invite you to attend an important public hearing regarding the Boulder Public Library District's 2025 recommended budget. This is a great opportunity to learn more about what new and enhanced programs and services the library has planned for 2025.

When: November 19 at 6:00 p.m.

Where: Canyon Meeting Room, Main Library, 1001 Arapahoe Ave.

The budget presentation will cover several key initiatives that will enhance the library's offerings and infrastructure, including:

1. **Opening of the new Gunbarrel Library** to provide greater access to our community and expand our reach.
2. **Expansion of our Literacy and Outreach Programs** for both adults and children, with a focus on English as a Second Language (ESL) classes, Spanish Conversations groups, and early childhood literacy.
3. **Addressing Deferred Building Maintenance** to preserve the quality and comfort of library facilities for all visitors.
4. **Main Library Technology Upgrades and Space Improvements** include more seating options, additional study rooms, new AV equipment for some of the public meeting rooms, and a new projector in the Canyon Theater to better serve the needs of our patrons.

I encourage you to attend this public hearing to ask questions and share your thoughts. Together, we can shape the future of our library system and ensure it continues to be a vital resource for everyone in our community.

Thank you for your continued support, and we look forward to seeing you at the public hearing.

Sincerely,

XXXXXXXXXXXX

2025 Recommended Operating & Capital Budget

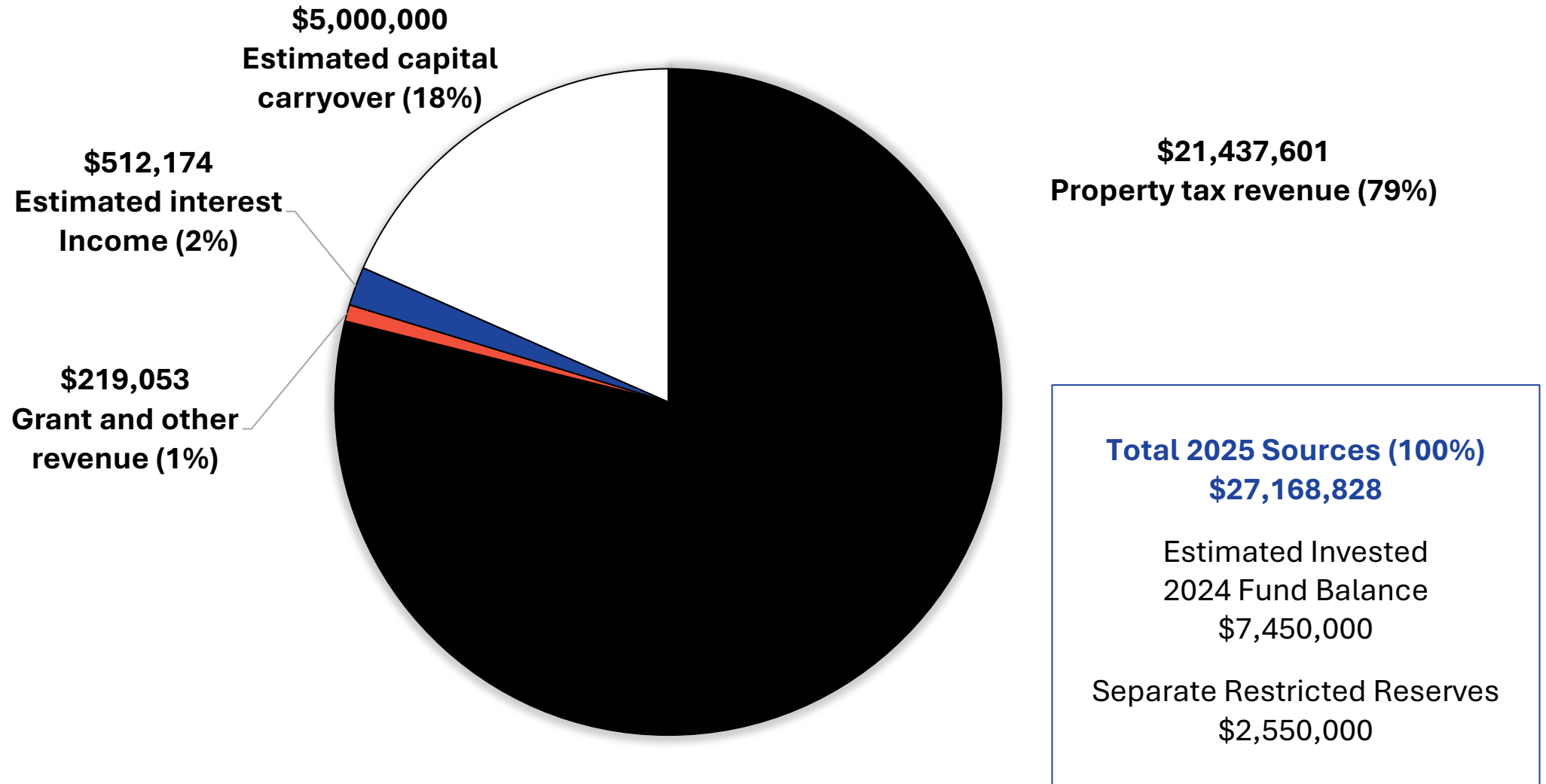
Board of Trustees Meeting
October 15, 2024



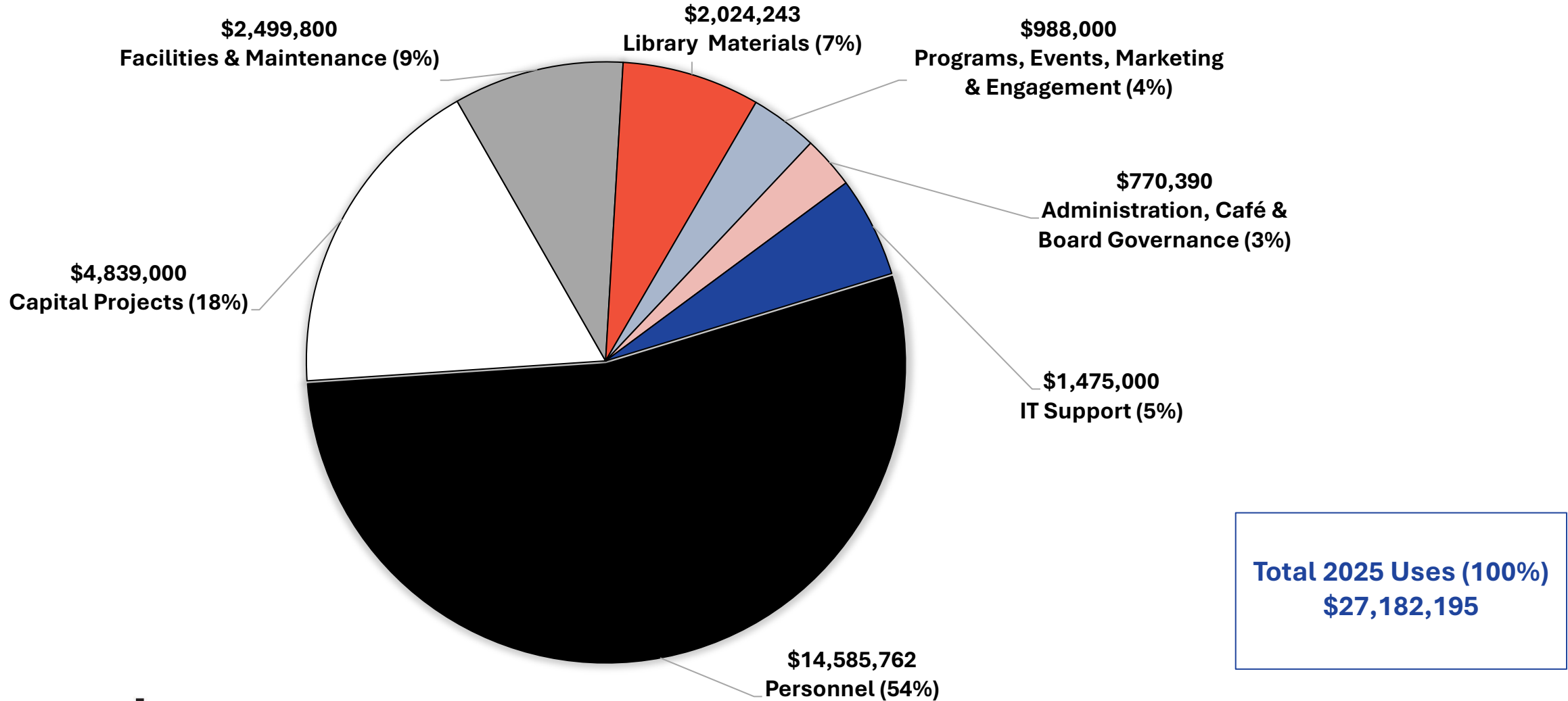
2025 Strategic Priorities

- **Data-driven decision-making**
- **Workplace culture-building**
- **Strengthen & grow community connections**
- **Improve safety & efficiency of the facilities & spaces**

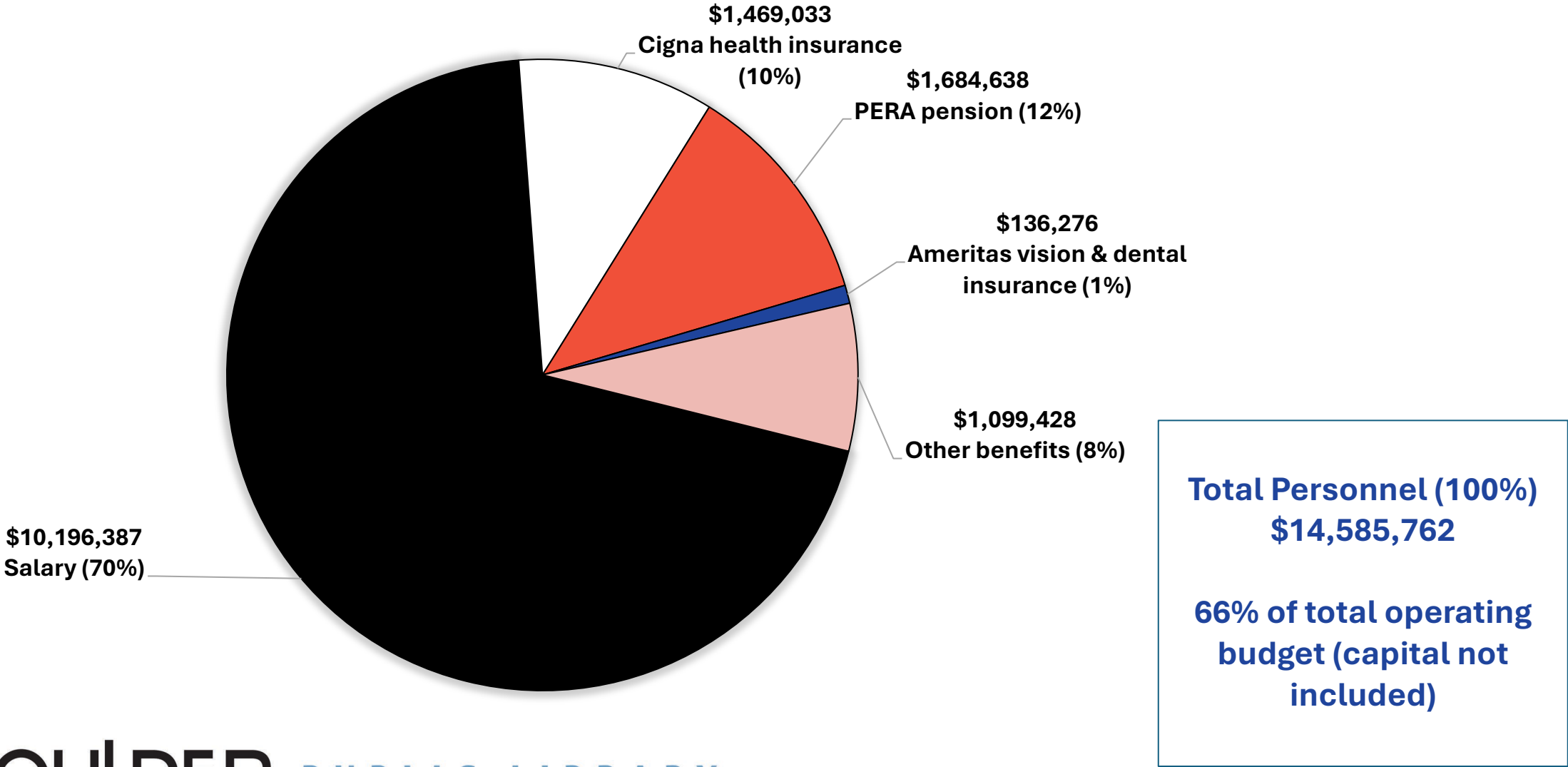
2025 Operating & Capital Budget Sources



2025 Operating & Capital Budget Uses



2025 Personnel Costs Breakdown



2025 Total Employee Compensation

Current employee salaries	\$8,853,642
New employee salaries	\$ 911,745
4% pay increase for standard employees	\$ 312,000
Promotions / adjustments to market pay	<u>\$ 119,000</u>
Total salaries	\$ 10,196,387
Total benefits	<u>\$ 4,389,375</u>
	\$14,585,762

66% of 2025 operating budget (capital not included)

Board of Trustee goals for employee compensation

- Employer of choice
- Median annual compensation for a full-time employee is greater than \$60,000

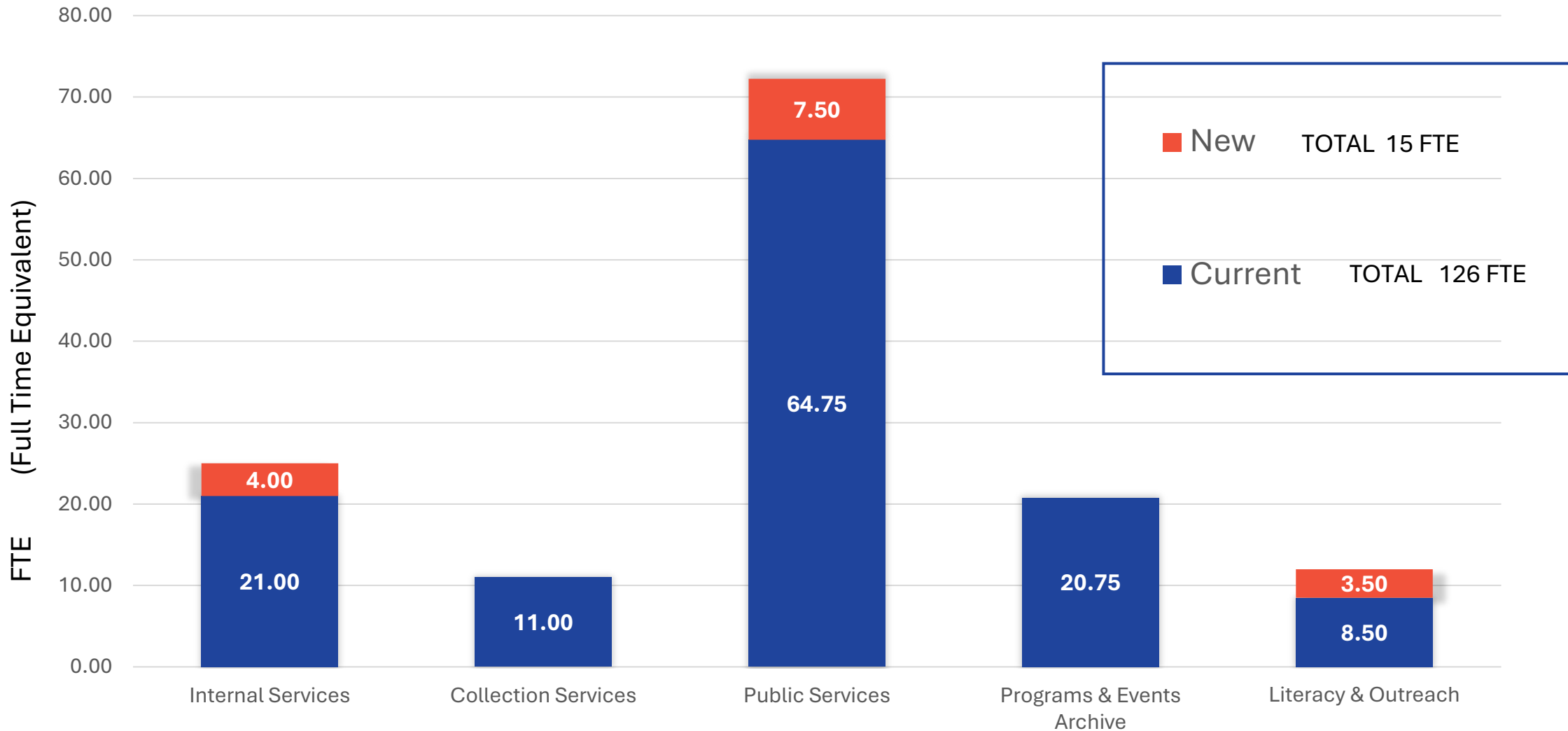
Employee Market Rate Breakdown

61% Paid above market rate
39% Paid at market rate

Minimum Potential Estimated Compensation Cost Savings

- Scheduling recruitment of new positions
 - Lag time between vacancy & hire of current positions
- \$434,482**

2025 Staffing Levels - Standard Positions



New Gunbarrel Library Costs

ON-GOING COSTS

12 employee base salaries	\$654,374
General operating	<u>\$429,500</u>
TOTAL	\$1,083,874

5% of District operating budget
(not including capital)

ONE-TIME COSTS

2024/25 renovation, furniture, fixtures, equipment & repairs
\$1.5 to \$2.5 million

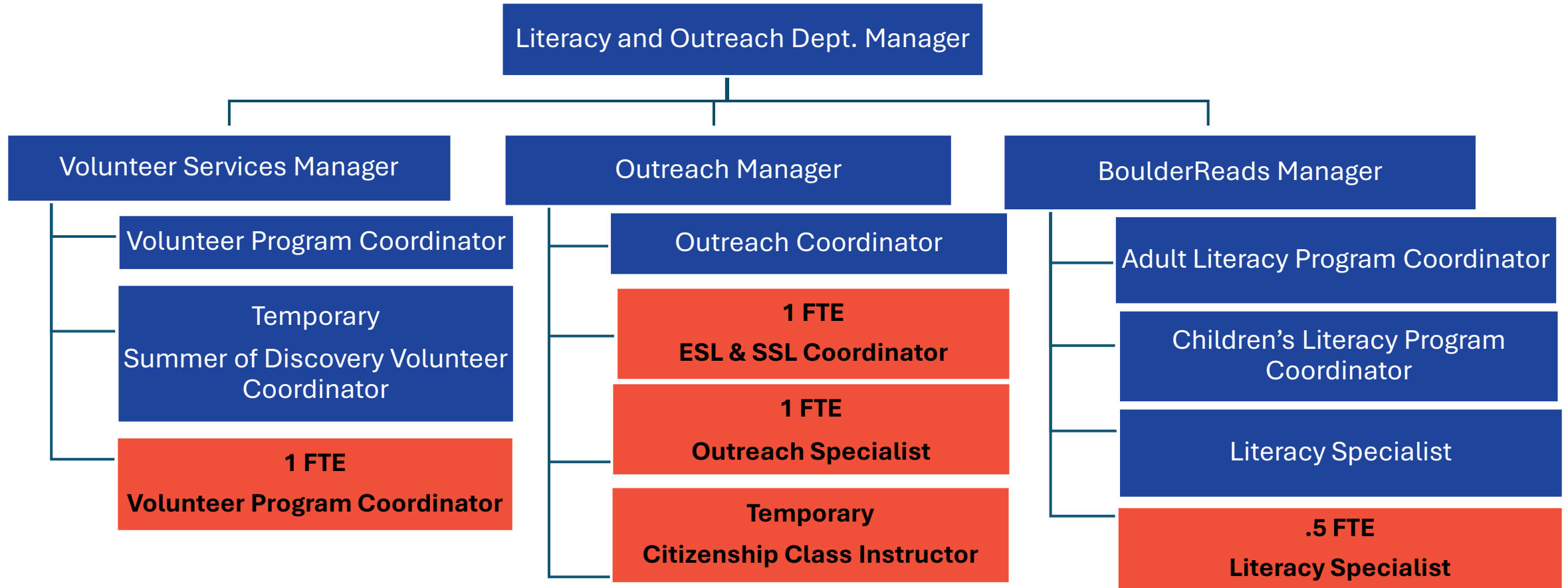
2024 opening day library materials collection
~\$225,000

Grand opening advertising, outreach & celebration
\$50,000



Literacy & Outreach Department

42% Overall department budget increase compared to 2024



Expanded Literacy & Outreach Programs

12 Standard employee annual base salaries	\$955,974
Temporary & substitute annual costs	\$ 30,000
Grant funds	\$125,000
General operating	<u>\$ 54,000</u>
TOTAL	\$1,164,973

5% of the District 2025 operating budget (not including capital)

New Initiatives

- System-wide coordination & expansion of outreach
- 2 new multi-cultural events at the libraries
- ESL & Spanish literacy classes
- Spanish conversations groups
- Adult literacy marketing campaign
- Expand children's literacy book programs
- Add Reading Buddies group at underserved school
- Literacy program impact study



Data-Driven Decision-Making Strategic Priority

- **Patron Use & Satisfaction Survey** (previously conducted 2018)
 - Analysis to include GIS mapping with overlays for cardholders, survey respondents, & other demographic data within the District boundary.
- **Carnegie Library User Survey &/or Focus Groups**
 - Analysis to show how archive is used to support Board of Trustees decision about investing in current &/or new spaces/facilities.
- **Literacy Program Impact Study**
 - Results will set a baseline for evaluating the positive impact on program participants.
- **Programs & Events Impact Study**
 - Results will set a baseline for evaluating interest and the positive impact on program participants.

2025 Capital Budget

Estimated \$5 million carryover for capital projects that will:

- Address some of the most critical deferred maintenance items.
- Complete the renovation and furnishing of the Gunbarrel library facility.
- Address patrons' evolving use of library facilities.



Main Library Deferred Maintenance 2023 Cost Estimates

IMMEDIATE (addressed in 2024)

- ✓ Roof repairs to address leaks
- ✓ Correct balcony drainage
- ✓ Replace water-stained ceiling tiles & drywall

MEC

- Replace various HVAC components
- Update HVAC controller programming

SHORT TERM

- Clean & repair stone masonry & pavers
- Replace glazing with failed seals
- Replace window & skylight sealant
- Clean & repaint metal railings
- Replace flooring (1974 bldg.)

	Main Library	Low	High
✓	Construction Immediate	\$421,115	\$514,697
	Construction Short Term	\$511,972	\$625,743
	Construction Long Term	\$4,207,166	\$5,142,092
	Mechanical, Electrical, & Plumbing (MEC)	\$2,073,325	\$2,534,064
	TOTAL	\$7,213,578	\$8,816,596

George Reynolds Library Deferred Maintenance 2023 Cost Estimates

IMMEDIATE

- Remove rust from doors & frames & seal
- Address foundation drainage at SE meeting room wall

MEP

- Install relief fan
- Insulate hot water piping

SHORT TERM

- Replace asphalt roof shingles
- Replace window sealant
- Replace sections of deteriorated sidewalk
- Repair crack in NW driveway
- Repair water damage in ceiling of book-sorter room

George Reynolds Library	Low	High
Construction Immediate	\$161,059	\$196,850
Construction Short Term	\$106,064	\$129,634
Construction Long Term	\$240,024	\$293,362
Mechanical, Electrical, & Plumbing (MEP)	\$51,691	\$63,178
TOTAL	\$558,838	\$683,024

Carnegie Library Deferred Maintenance 2023 Cost Estimates

IMMEDIATE (addressed in 2024)

- ✓ Repair roof leaks

MEP

- Replace hydronic unit heater
- Replace boiler
- Troubleshoot hot water pump controller
- Replace gas heater with heat pump

SHORT TERM

- Repair & refinish wood windows
- Replace roof system & 2nd floor carpeting
- Repair deteriorating outdoor concrete walks & steps, & stone mortar joints
- Remove rust from exterior rails & seal
- Seal exterior brick to prevent further deterioration
- Repair cracks in plaster walls

Carnegie Library	Low	High
Construction Immediate	\$161,059	\$196,850
Construction Short Term	\$106,064	\$129,634
Construction Long Term	\$240,024	\$293,362
Mechanical, Electrical, & Plumbing (MEP)	\$51,691	\$63,178
TOTAL	\$558,838	\$683,024

Questions or Input from the Board of Trustees?



Questions for the Board

1. What questions do the Board members have about the 2025 Recommended Operating and Capital Budget?
2. Will the Board of Trustees support the appropriation of the actual balance of the 2024 investment interest for one-time projects in 2025?
3. Will the Board of Trustees support the appropriation of the actual balance of the 2024 operating budget and unencumbered capital budget for capital projects in 2025?
4. Will the Board of Trustees support the appropriation of the anticipated grant funds before they are awarded?
5. Does the Board of Trustee wish to cover the cost increases to the employee contributions for medical (\$73,000) and dental (\$8,000)? If yes, the District's total benefits cost will be \$4,470,375.

Boulder Public Library District Balance Sheet Q3 2024
As of Date: 09/30/2024

	Year Ending 12/31/2024	Year Ending 12/31/2023	Year Ending 12/31/2024
	Current Year Balance	Prior Year	Difference
Assets			
Current Assets			
Cash & Cash Equivalents			
Chase checking account	1,446,589.21	6,648,518.33	(5,201,929.12)
Chase CD account	0.00	10,000,000.00	(10,000,000.00)
COLOTRUST Prime Account	20,121,241.35	0.00	20,121,241.35
Cash Drawers & Change Fund	1,750.00	0.00	1,750.00
Total Cash & Cash Equivalents	21,569,580.56	16,648,518.33	4,921,062.23
Accounts Receivable, Net	0.00	74,551.97	(74,551.97)
Other Current Assets	25,064.00	0.00	25,064.00
Total Current Assets	21,594,644.56	16,723,070.30	4,871,574.26
Long-term Assets	(2,805.45)	0.00	(2,805.45)
Total Assets	21,591,839.11	16,723,070.30	4,868,768.81
Liabilities and Fund Balance			
Liabilities			
Short-term Liabilities	302,560.67	14,100,869.85	(13,798,309.18)
Total Liabilities	302,560.67	14,100,869.85	(13,798,309.18)
Fund Balances			
General Fund Reserves			
General Fund Reserves	2,550,000.00	0.00	2,550,000.00
Total General Fund Reserves	2,550,000.00	0.00	2,550,000.00
Change in Fund Balance	21,325,487.89	2,622,200.45	18,703,287.44
Total Fund Balances	23,875,487.89	2,622,200.45	21,253,287.44
Total Liabilities and Fund Balance	24,178,048.56	16,723,070.30	7,454,978.26

Notes:

1. Other current assets are prepaid expenses such as some insurance premiums.
2. Long term assets show accumulated depreciation on the library van.

Boulder Public Library District
Statement of Activities - Actual vs Budget
As of Date: 09/30/2024

	2024 Adjusted Budget	YTD Actuals 09/30/2024	YTD Balance 12/31/2024	
			Actual minus budget	% Received / Spent
Revenue				
Property Tax	21,404,074.00	21,617,701.01	213,627.01	101 %
Carryover Revenue	16,577,384.04	16,577,384.04	0.00	100 %
Interest Income	0.00	687,156.26	687,156.26	0 %
Grants	641,634.00	600,273.74	(41,360.26)	94 %
Donations	0.00	322.23	322.23	0 %
Sales	35,000.00	31,603.32	(3,396.68)	90 %
Book Fees	0.00	9,493.24	9,493.24	0 %
Other	8,053.00	615,577.80	607,524.80	7,644 %
Total Revenue	38,666,145.04	40,139,511.64	1,473,366.60	104 %
Expenditures				
Personnel	12,522,894.00	6,615,759.31	5,902,948.16	53 %
Administrative	422,515.00	135,030.22	287,469.78	32 %
Board Governance				
Legal Consultants & Fees	150,000.00	95,963.19	54,036.81	64 %
Auditor	27,600.00	0.00	27,600.00	0 %
Board Food	6,000.00	4,185.90	1,814.10	70 %
Board Memberships & Travel	5,000.00	466.68	4,533.32	9 %
Total Board Governance	188,600.00	100,615.77	87,984.23	53 %
Purchased Services	1,681,675.00	1,018,652.17	662,198.25	61 %
Building Costs & Utilities	755,494.00	744,277.62	10,871.38	99 %
IT Support	1,626,533.00	1,072,750.84	553,782.16	66 %
Library Collection	1,975,050.00	1,322,277.54	649,503.88	67 %
Marketing & Engagement	200,000.00	106,043.43	93,956.57	53 %
Programs & Events	385,000.00	283,308.48	101,126.52	74 %
Capital Outlay	4,848,411.00	1,377,452.85	3,470,958.15	28 %
Cafe	50,000.00	20,705.98	27,465.50	41 %
2023 City of Boulder Library Expenses	12,012,232.65	6,006,116.33	6,006,116.32	50 %
Total Expenditures	36,668,404.65	18,802,990.54	17,854,380.90	51 %
Total Change in Fund Balance	1,997,740.39	21,336,521.10	19,327,747.50	1,068 %

Notes:

1. Received Revenue Other is café revenues, other tax revenues, and the library fund balance from the City of Boulder.
2. The second half of the 2023/24 expenses owed to the City of Boulder will post in November.