2018

BOULDER PUBLIC LIBRARY

MASTER PLAN

BOULDER PUBLIC LIBRARY

MASTER PLAN

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A special thanks to all members of City of Boulder departments who provided input and guidance throughout the project.

Endorsed by the Boulder Public Library Commission on June 6, 2018.
Recommended by City of Boulder Planning Board on August 16, 2018.
Accepted by Boulder City Council on September 4, 2018.

LIBRARY & ARTS
DIRECTOR'S FOREWORD

The reality of today's knowledge economy is that it is difficult to achieve economic success or enjoy a good quality of life without a broad range of literacy, language, and technological skills. Libraries are working hard to close gaps in literacy, academic achievement, job and life skills, health and civic participation. And yet, libraries are still often thought of as nice-to-have cultural institutions rather than central to developing the early literacy and ongoing practice of lifelong learning that are at the heart of knowledge capital. Libraries play a critical role in fostering reading skills for children and families, assisting adults in upgrading or learning new skills and finding jobs, providing tutoring and basic literacy classes for immigrants and those seeking to further their education, and providing access to a vast array of basic and sophisticated technologies that would otherwise be unavailable to the public.

Libraries are the community's public forum. They are at the center of communities wanting to create a welcoming environment for all. Libraries provide free and open access to information, a space for unfettered dialogue, and comfortable public space for all. They are trusted institutions, inclusive spaces, and places to hang out and have a conversation with a friend, go to a thought-provoking program, or just to relax with a good book. Libraries are safe-havens for teens and adults and immigrants seeking to find their way, or in some cases a safety net for those who are otherwise disconnected from social and civic life.

Entrepreneurship, science, technology, local foods have been critical pieces of Boulder's identity for decades. With the launch of BLDG 61 Makerspace, implementation of STEAM and coding programs, the co-location of the Small Business Development Center, partnerships with the Boulder County Farmer's Market, Urban Farms, Boulder Housing Partners, and countless startups and local businesses, Boulder Public Library has positioned itself to be a factor in the city's social and economic future. Libraries are the original co-working space. They provide space and service and amenities in a freelance work environment. And they are consistently 'home' to dozens of businesses. With nearly 50 small businesses launched, and more than 10 patents pending out of the BLDG 61 Makerspace, Boulder Public Library is demonstrating that public libraries can become informal incubators in communities.

It is no surprise that a true sharing economy improves the quality of life of everyone within our community. Knowing your neighbors improves our community's resilience. Libraries are community anchors throughout Colorado and the United States. By pooling community resources, providing accessible public space that is open to all, libraries provide a platform for community discussion, spark innovation, and position Boulder to address some of the community's most pressing needs. Governor Hickenlooper recently said: "Two of the most important assets any town has are its library and its Main Street." The long-term health of libraries is essential to the long-term health of the communities they serve.

Libraries are one of the last great unbroken promises of a democratic society. They are honest brokers amid a flood of information. Their legacy is as storied as their future is bright. Please enjoy reading the 2018 Boulder Public Library Master Plan.

— David Farnan, Library and Arts Director, Boulder Public Library

[2] Garmer, Amy. (2018). Libraries: Building Community Resilience in Colorado. A Report of the Aspen Institute Colorado Dialogue on Public Library. The Aspen Institute. aspen.cvlsites.org/wp-content/uploads/FinalAspenCOReport.pdf

LIBRARY COMMISSION'S FOREWORD

The 2018 Library Commission is honored to welcome you to this edition of the Boulder Public Library Master Plan.

The Boulder Public Library Commission serves to represent the library to the community, and the community to the library. We must acknowledge, with thanks, the many community members who helped to shape the vision presented in the Master Plan. During the outreach leading up to the 2018 plan we learned that the community views our library as a trusted and inclusive place of learning and innovation. It is a place where people can come together, to talk to and learn from each other about issues and opportunities of the past, present and future. The Master Plan is rooted in these values and truly represents the Boulder community's vision for our library system. We enthusiastically endorse the goals articulated in the 2018 Master Plan.

Being stewards of these ideas and objectives, the Commission is committed to the library's long term financial sustainability. As a primary focus for Commissioners throughout the Master Planning process, we will continue to advocate in support of the best path forward for funding our library system. In order for the library to continue to fulfill its potential - as an engine of social and economic mobility, a platform for civic education and dialogue, and a place to create hands-on, collaborative learning environments which address the needs of 21st century learners - then far greater financial support will be required in the years ahead. That support requires action today.

After careful analysis of the available funding strategies, backed by many hours of listening & discussion, **this Library Commission concurs unanimously on the creation of a library district as the best path toward a sustainable library system.** We are compelled to direct your attention to these considerations.

LIBRARY **COMMISSION'S FOREWORD**, CONT.

Boulder Public Library's long term financial sustainability is a fundamental and important question to be thoroughly addressed over the next two years.

Funding the library's core services and meeting the 2018 Boulder Public Library Master Plan goals represents a significant financial investment: an approximately $4 million increase in annual ongoing operating costs and $1 million in annual unfunded one-time and capital expenses. The 2018 Master Plan represents extensive public outreach and dialog, reflecting our community's requests for core programs, services and expansion needs for the library over the next 10 years. Details of these goals and a carefully constructed path to achieve the vision, including a detailed analysis of the funding needed to accomplish these goals is found in Part 3. Part 5 of the Master Plan explains the library's current sources of revenues and outlines several scenarios for future funding.

Library staff have established reliable metrics and measures for every aspect of library services and programs, including the goals reflected in the Master Plan in Part 4. These metrics are reviewed by staff and Commission on a quarterly basis and summarized each year in the library's annual report to the community. Library resources are adjusted regularly based on the outcome of these metrics. We believe that the library represents a "best practice" model for budget management and reporting. The numbers bear out that our library is managing high demand services with fewer resources than are necessary to sustain existing utilization and grow to meet new demand.

How can we best ensure financial sustainability for our library system?

The Commission has identified six foundational pillars that are critical to the library's long-term success.

1. Long term, dependable and predictable revenue for core services, facilities and operational needs, traditionally a government responsibility.

2. Ability to make decisions and take action within the library's approved budget on a timeline that meets the library's needs. This includes having the ability to shift funding within an approved budget to stay current with changes in program/service demands.

3. Knowledgeable, skilled and dedicated library staff.

4. Continued community financial support for programs and special projects through the Boulder Library Foundation.

5. A strong volunteer program.

6. Collaborative partnerships with community organizations, businesses and non-profits (creating mission synergies for programs and services).

The Commission has concluded that a library district provides the most equitable, accountable and reliable option for BPL's long term financial sustainability.

We believe that dedicated funding for staffing, facilities and core services is a necessity.
The library simply cannot compete against the priorities that drive Council elections. Because of the way these bigger issues dominate Council agendas and City priorities, it is difficult for library needs to be "heard" by City staff and Council. As evidence of this challenge, we note that our library system has seen no growth in operational funding and staffing for more than 16 years. The library's operational funding today (adjusted for inflation) is exactly what it was in 2002, when the City last had to cut services to match declining revenues. In that same period, City funding overall has outstripped inflation, keeping pace with the City's growth in population and property values. Library staffing has decreased 16% since 2002, while City staffing has increased 12%. Unfortunately, while the City budget as a whole has recovered and increased since the City's last fiscal downturn, the library has not been included in this recovery.

Property tax is preferable to sales tax.
Revenues from property taxes are generally more stable than sales tax (especially in a highly desirable community like Boulder). Sales tax revenues have been declining in the City of Boulder for some time, a trend that is likely to continue.

We should avoid mixed funding.
Boulder's current small increment of property tax (0.33 mill) was dedicated in 1988 as a way to support increased library funding. However, as revenues from property taxes have grown over the years, the general fund contribution to the library budget has been correspondingly reduced - yielding no net benefit to the library from its dedicated property tax. The Commission seeks to learn from history and avoid relying on a mix of dedicated property taxes and general fund contributions.

Districting offers the most equitable, reliable and accountable approach to funding.
Districting offers a better match between the patron base and the funding base. Staff's analysis shows that while most households in Boulder have library cards, nearly 40,000 of our library's cardholders live outside the Boulder city limits. No other library system of Boulder's size has a similar, disproportionate number of cardholders living outside the library's boundaries. Districting provides a means to establish boundaries that better reflect the patron base - an approach now taken by every other Colorado library similar to Boulder in size and patron base.

Funding is more reliable in a district because it is secured directly from dedicated tax revenues rather than competing with other city departments. Changes in funding decisions can be made quickly, and unspent dollars can be retained for future years. Library districts are now the most common form of governance and funding for Colorado libraries.

A single purpose district enhances taxpayer accountability because its leadership is focused solely on the library. The library's community assets (including facilities and library collections) remain in service to the community, directly maintained and invested in by the district at the direction of the library board.

The Library Commission's Recommendations for 2018-2020

1. **We need to complete a thorough evaluation of future library funding options.**
   To ensure a successful outcome for the library's funding needs, the City should devote resources over the next four months to fully evaluate the funding options identified in the master plan. Voters need specificity about the mill level amount, estimated costs per household and per square foot of commercial space, and the timing of property tax revenues coming to the library. A consultant's help will be required, and this analysis should be completed before our planned November 2018 study session with City Council.

2. **We need a broad-based community discussion around the complex questions underlying BPL's long term financial sustainability - and the best path forward.**
   The community needs adequate time in an open, well designed public engagement process around the library's funding needs, and on any related Charter impacts. The library will need marketing and community involvement in partnership to support and achieve this end.

Our library leadership has been able to use its current funding creatively and perform remarkably on a shoestring budget. Winning the Colorado's Library of the Year award in 2016 is testament to the resourcefulness and creativity of our dedicated library staff. Imagine what the future could look like with a fully funded library system! But the library is now stretched as far as it can go. The Boulder community has told us that the library is a priority. Now is the time for the community to come together to make library funding a priority and take the steps to ensure a bright future for this essential community resource.

Respectfully submitted,

The 2018 Library Commission
Joni Teter - Chair, Tim O'Shea Vice-Chair, Juana Gomez, Joel Koenig, Jane Sykes-Wilson

EXECUTIVE **SUMMARY**

The Boulder Public Library Master Plan will guide the library's strategies and priorities for investments for the next ten years. It is a strategic document meant to shape the delivery and quality of services the library provides in a manner consistent with the City of Boulder sustainability goals. It is designed to serve as an outline for how the library sustains outputs, meets growing demand, and builds a resilient future.

The 2018 Boulder Public Library Master Plan is an update to the Boulder Public Library 2007 Master Plan. It identifies BPL development priorities to:

- Sustain quality service by funding deficiencies and shortfalls in current service (created by past growth in demand) and redressing a backlog of facilities maintenance.
- Strategically address ongoing and future growth in demand based on needs identified for the entire community with specific focus on youth and underserved communities and neighborhoods.

The master plan follows key implementation strategies outlined in the Boulder Valley Comprehensive Plan and is aligned with categories and strategies of building a strong and resilient community.

The plan is divided into six parts. The core of the plan outlines the library's role in the community, describes broad community trends, and lays out a series of goals meant to address current needs and the community's aspirations for the library. The goals of the plan are categorized under several headings: programs and services, facilities and technology, building community and partnerships, and organizational readiness. Some of the goals described in the plan are carried over from the Boulder Public Library 2007 Master Plan: opening a full-service library in north Boulder, creating an outreach program to engage the Latinx community, and addressing the current backlog of facility maintenance. The plan presents a series of goals designed to maintain quality of service by building staff, and technological and financial capacity around traditional programs that have seen significant increases in use over the past few years, such as circulation, storytime and youth programs. The plan also presents new goals that emerged as high priorities in the course of the Master Plan's community engagement phase: expansion of library services to Gunbarrel, expansion of the BLDG 61 Makerspace, program support to activate public use of the Canyon Theater, development of a partnership strategy to expand BPL resources, and an outline for how the library can leverage its space and position as a trusted and inclusive institution to encourage ongoing civic dialogue on issues that are important to the community.

Finally, the plan presents a range of options to address the long-term financial sustainability of the library, providing it the flexibility to maintain service levels, meet community demand, and expand to address areas of growth. Options are presented to increase municipal funding through dedication of new or existing sales or property tax, reallocate current city resources, and creation of a library district which could include areas outside the city limits.
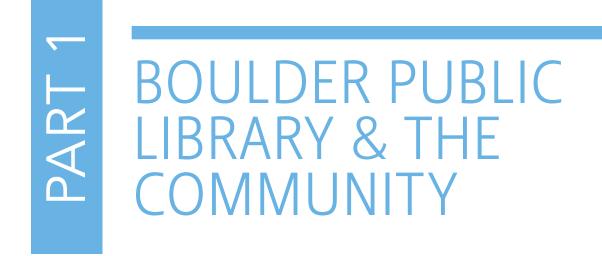
INTRODUCTION

The 2007 Boulder Public Library Master Plan guided the Boulder Public Library system into what it has become today. However, it was not able to predict the remarkable transformation that has occurred within the library field in the past decade. Some of the most fundamental elements of the public library changed rapidly during that time: the collections have diversified to multiple formats to address individuals' reading preference for paper or e-books, and the way people access them has also changed. Individuals can access e-books, e-audiobooks, music and movies from the library any time or anywhere from a mobile device. Along with books, libraries now offer a wide-variety of technology, equipment, tools, and instruction to inspire the creativity and innovation of the community. Library spaces have been restructured and made more flexible and inviting for use by individuals and as gathering places for groups of people.

In the next ten years, the Boulder Public Library faces three significant challenges as it implements the community's plan for its future:

- Secure, stable and adequate funding;

- Remain agile in the face of continued advances in digital media and technologies;

- Continually focus its resources to serve a community that is undergoing significant demographic shifts and growing diversity.

Notwithstanding all of this, one fundamental thing about the Boulder Public Library will not change. It will always be the place where everyone is welcome, and where everyone belongs.

[2] Levien, Roger E. (2011) Confronting the Future: Strategic Visions for the 21st Century Public Library. ALA Office of Information Technology. Policy Brief No. 4. www.foresightfordevelopment.org/sobipro/download-file/46-463/54

BOULDER PUBLIC LIBRARY & THE COMMUNITY

ROLE OF THE LIBRARY IN THE COMMUNITY

The role of the public library in North America is growing and transforming. It is a place that provides free and equal access to information and books, but it now also includes increased opportunities for obtaining 21st century skills, civic engagement, and social gathering. The public library is an expression of its community's vision, innovation and creativity.

> THE PUBLIC LIBRARY IS A KEY PARTNER IN SUSTAINING THE EDUCATION, ECONOMIC AND CIVIC HEALTH OF THE COMMUNITY DURING A TIME OF DRAMATIC CHANGE.
>
> – RISING TO THE CHALLENGE, THE ASPEN INSTITUTE

Through active engagement, listening, and facilitation, libraries are identifying their communities' priorities, and adapting programs, services, and policies to help address community needs. In this new role, libraries are also uniquely positioned to provide a platform and facilitate connections among community members, playing active roles in creating the social environment desired by their members. This necessitates that library staff consider broad community needs in designing and offering library programs and services and that they respond to iterative feedback. The Boulder Public Library (BPL) has focused its mission to reflect this new role and to align with the Aspen Institute's broad concepts of the public library as **people**, as **place**, and as **platform**. BPL's own definition of these concepts follow, and the library's accomplishments during the past 10 years, its commitments, and goals for the upcoming 10 years are organized in this Master Plan using those headings.

Mission of the Boulder Public Library

CONNECTING PEOPLE, IDEAS, AND INFORMATION TO TRANSFORM LIVES AND STRENGTHEN OUR COMMUNITY.

PART 1

BOULDER PUBLIC LIBRARY & THE COMMUNITY

THE LIBRARY AS PEOPLE

BPL reflects the community, the people, and their values. Serving people is the core of its mission and is accomplished through creating connections, fostering relationships and resilience, and offering opportunities for the community and staff to collaborate and connect. As a convener and connector, the library supports people with a diverse range of interests and needs and presents and welcomes new opportunities to bring people together.

THE LIBRARY AS PLACE

BPL is a destination that anchors the community and strengthens its identity. It is a safe and trusted place where everyone is welcome to explore ideas, participate in civic dialogue, and find enrichment and entertainment in the programs and services offered. BPL provides the physical and virtual space for people to explore, learn, and connect. In a welcoming atmosphere, diverse needs can be met through the physical design of its facilities, the materials that are available, and the resources that guide personal empowerment.
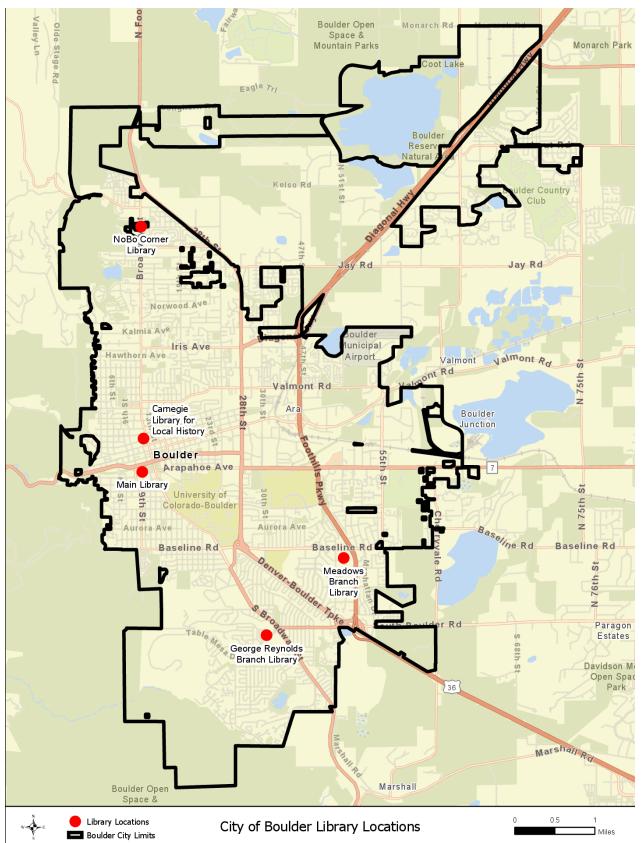
THE LIBRARY AS PLATFORM

BPL facilitates creativity and innovation; providing resources, tools and experiences that inspire learning and creativity, promote literacy, and cultivate connection. It is a platform for individuals and groups to drive their experiences and to connect with ideas and each other. The library as platform is a blending of people and place to inspire patrons to design their own educational, social, and cultural experiences.

CURRENT SERVICES, RESOURCES, FACILITIES & PROGRAMS

From five locations throughout the city, BPL and its staff offer a wide variety of resources, and ongoing and short-term programs and services to the community.

City of Boulder Library Locations

● Library Locations
▬ Boulder City Limits

0   0.5   1 Miles

PART 1

BOULDER PUBLIC LIBRARY & THE COMMUNITY

CURRENT SERVICES, RESOURCES, FACILITIES & PROGRAMS

PROGRAMS
Story times, annual summer reading, films, concerts, adult and family literacy, citizenship classes, teen programs, Science, Technology, Engineering, Art, and Mathematics (STEAM) programs, exhibitions, skill-building workshops, edible learning garden, Conversations in English, and literary and author events.

SERVICES
Personalized customer service, information access and instruction, check-outs, interlibrary loan, holds, homebound delivery, library used bookshop, café, business development, community gathering spaces, rentals, printing, scanning, internet access and copying.

VISION
Service Excellence for an Inspired Future.

COMMUNITY RESOURCES
Books, magazines, CDs, DVDs, e-books, e-magazines, audiobooks, databases, computers, website, local archives and oral history, genealogy, teen spaces, meeting rooms, study rooms, gallery, theater, the Foundry and the BLDG 61 Makerspace.

STAFF
The BPL staff is honored to deliver programs, services, and resources to the community. They are excited to engage with community members to help them discover information, create opportunities for learning and personal fulfillment, and connect with each other. Staff members are dedicated to creating a welcoming environment and meaningful experiences for everyone. Their work is guided by the City of Boulder's vision and values, as outlined below.
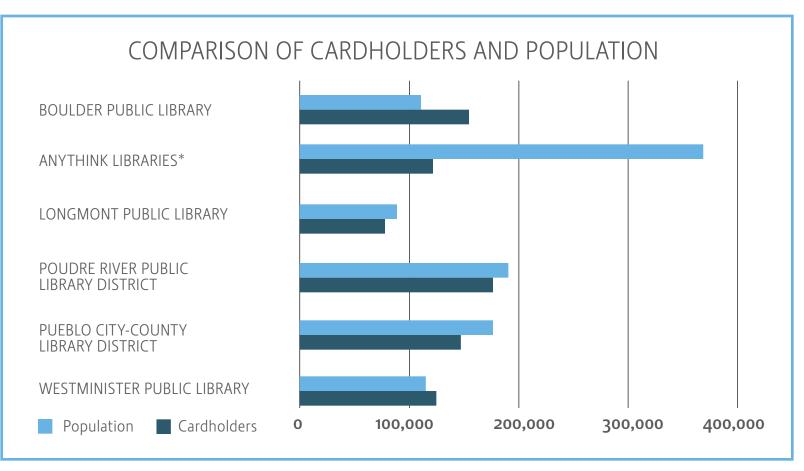
VALUES
*   **Customer Service** - We are dedicated to exceeding the expectations of our community and our co-workers by demonstrating consistent and professional service with a solution-oriented approach.

*   **Respect** - We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity.

*   **Integrity** - We are stewards of the public's trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments and accept responsibility.

*   **Collaboration** - We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions leads to great results.

*   **Innovation** - We promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement. We embrace change and learn from others in order to deliver leading edge service.

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[3]Colorado Department of Education. Colorado State Library. (2016) Colorado Public Library Standards. www.colibrarystandards.org

[4]Legal Service Area Population - The number of people that reside within the legal service area of the library. The legal service area of a library is the population within the boundaries of the geographic area the library was established to serve.

CURRENT PERFORMANCE & ACCOMPLISHMENTS

BPL measures performance based upon a variety of benchmarks as compared to some of its peer libraries in the nation, as well as how well it meets the Colorado Public Library Standard[3]. See Appendix A. The libraries that are used for comparison represent a wide variety of funding and governance structures, as well as unique service attributes making direct, one-to-one comparison ineffective. For example, some rural libraries have one facility while other more urban libraries, like BPL, have a network of branch libraries resulting in significantly different facilities maintenance costs. One of BPL's important and unique characteristics is that the number of total cardholders is 33.5 percent more than the legal service area population[4]. On average libraries serving areas with a population of more than 100,000 people have 62 percent of the population as cardholders. The only other library used for comparison that has more cardholders than the legal service area population is Westminster Public Library which serves five percent more than its legal service area population[5]. BPL's facilities also include a fully-equipped makerspace, a traditional theater space and an art gallery, amenities which many libraries do not have. Benchmark comparisons need to be considered within the context of the service area population needs, and funding and governance structures of the libraries being compared.

COMPARISON OF CARDHOLDERS AND POPULATION

BOULDER PUBLIC LIBRARY

ANYTHINK LIBRARIES*

LONGMONT PUBLIC LIBRARY

POUDRE RIVER PUBLIC LIBRARY DISTRICT

PUEBLO CITY-COUNTY LIBRARY DISTRICT

WESTMINISTER PUBLIC LIBRARY

Population   Cardholders   0   100,000   200,000   300,000   400,000

*A Revolution of Rangeview Libraries, Adams County, CO | SOURCE: Library Research Service – 2016 Colorado Public Library Statistics

Guided by input from the Library Commission and the community, BPL's recent success is also attributed to the accomplishment of most of the goals and objectives in the 2007 Boulder Public Library Master Plan.

[5]Appendix A Comparison data from: Library Research Service. Colorado Public Library Statistics and Profiles. www.lrs.org. Accessed 6/19/2018
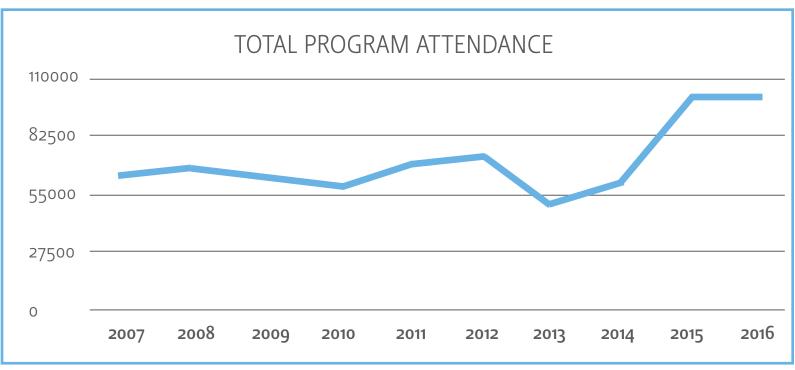
PART 1

BOULDER PUBLIC LIBRARY & THE COMMUNITY

CURRENT PERFORMANCE & ACCOMPLISHMENTS CONT.

LIBRARY AS PEOPLE: ACCOMPLISHMENTS

BPL earned the prestigious recognition of Colorado Library of the Year in 2016 from the Colorado Association of Libraries. With nearly one million visitors a year, the library is currently one of the busiest public places in Boulder and the busiest library of its size in the State of Colorado. BPL reorganized staff to concentrate on expanding its program offerings to include STEAM, and early literacy focused programs. These changes resulted in an increase in attendance to 102,072 in 2015, representing 73 percent growth. Program attendance has continued to grow since 2015. BPL's success with programs is sustained by informal collaboration and partnerships with local agencies, and generous donations of time and resources from local companies.

TOTAL PROGRAM ATTENDANCE

SOURCE: Library Research Service – Colorado Public Library Statistics

Foremost, the majority of support for library programs comes from the community through donations to the Boulder Library Foundation (BLF). The BLF is a 501(c)(3) nonprofit organization led by a volunteer board of directors and supported by individual donors and community partners. The BLF generously invests in innovative programs and partnerships through BPL that enrich the community. The BLF's investment in library programs resulted in a significant increase in program attendance. In addition to ongoing support of most programs and events offered by the library and the funding of start-up equipment and materials costs for the BLDG 61 Makerspace, the BLF donated one-time funding so that the library could build a Spanish language collection to fulfill one of the outreach goal objectives in the 2007 Boulder Public Library Master Plan. In 2016, BPL facilitated the BLF's hiring of a community partnership manager to coordinate the launch of an annual membership fundraising program, called the Library League, a step toward meeting the funding goal of developing a gift giving program to increase monetary donations to the library.

Volunteers are also critical to the success of the library. **In 2017, more than 770 community members donated 18,320 hours, the equivalent of $475,770.** Their service is equivalent to almost nine Full Time Equivalent (FTE) employees and over 12 percent of the annual work hours. Volunteers support staff by performing tasks that support daily library operations, maintain the Main Library used book shop, and contribute directly to patrons by serving as literacy tutors for children and adults, teaching English as a Second language classes, teaching skills to patrons in the BLDG 61 Makerspace, offering drop-in tech help, capturing oral histories, involving children in the Summer of Discovery reading program, welcoming thousands of people to the many programs and events hosted by the library, and delivering materials to patrons who are homebound.

BPL works closely with the Library Commission on library policy and planning matters. Five dedicated volunteers are appointed by City Council to serve the community on the Library Commission. The commission represents the community's perspective to City Council on library matters. In 2015, the Library Commission initiated work on a long-standing goal: drafting changes to the City Charter to clarify the commission's powers and duties. The changes were approved by voters in November 2015. Updating the Library Commission's powers and duties from the original charter language, written in 1917, has improved focus on critical issues and created a more effective working relationship between the Library Commission and staff.

BPL also works with the Boulder County Employment Alliance to provide temporary employment opportunities in materials handling to qualified community members who have psychiatric disabilities. Vocational staff from Boulder County Mental Health provide support to these individuals to ensure a productive and valuable experience.

In 2014, BPL began a successful partnership with the Boulder Small Business Development Center (SBDC). The SBDC is a fast-paced, hands-on, economic development nonprofit – a public/private partnership housed in the Main Library with a mission that is aligned with BPL's. SBDC supports the growth and resiliency of small businesses in Boulder County by providing free business consulting, practical workshops and events and connection to resources, including financing. In 2018, the U.S. Small Business Administration named Boulder SBDC the national winner of its Small Business Development Center Excellence and Innovation Award — the best in the nation.

Mission of Boulder Small Business Development Center

SUPPORT THE GROWTH AND RESILIENCY OF SMALL BUSINESSES IN BOULDER COUNTY BY PROVIDING FREE BUSINESS CONSULTING, PRACTICAL WORKSHOPS & EVENTS AND CONNECTION TO RESOURCES, INCLUDING FINANCING. THE SBDC HELPS ALL TYPES OF SMALL BUSINESSES – FROM STARTUPS THROUGH 2ND STAGE, FROM "MAIN STREET" THROUGH HIGHLY SCALABLE TECHNOLOGY VENTURES. SOME PROGRAMMING IN BOTH ENGLISH AND SPANISH.

SOURCE: Boulder Small Business Development Center, www.bouldersbdc.com

BPL's partnership with the Boulder County Farmers' Market to run the Seeds Library Café has helped to activate the interior bridge space in the Main Library, creating a community hub where patrons can relax or meet with friends. Seeds Library Café staff also present programs that build community and educate patrons about the importance of buying local food and supporting local farmers.

CURRENT PERFORMANCE & ACCOMPLISHMENTS CONT.

Boulder County Farmer's Market & Seeds Library Café Missions

SUPPORT, PROMOTE AND EXPAND LOCAL AGRICULTURE, MAKING FRESH PRODUCTS ACCESSIBLE TO OUR COMMUNITY AND STRENGTHENING RELATIONSHIPS BETWEEN LOCAL FOOD PRODUCERS AND FOOD CONSUMERS.

SHOWCASE LOCAL FOOD AND DRINK THROUGH AN AFFORDABLE, TRANSPARENT, AND SEASONAL MENU, TO ENGAGE THE PUBLIC WITH LOCAL AGRICULTURE, AND TO SERVE AS A VIBRANT GATHERING SPACE FOR THE LOCAL FOOD COMMUNITY.

SOURCE: Boulder County Farmers Market, www.bcfm.org and Seeds Library Café, www.seedsboulder.com

In 2016, BPL formalized its partnership with the Boulder Genealogical Society. Society members work closely with staff and use the resources at the Carnegie Library for Local History to help people conduct family and local history research. The society maintains a small collection of unique resources at Carnegie, which are available to patrons. Members also present educational classes and workshops on genealogical research to patrons at the library.

Serving children and families is a high priority for BPL. In the last ten years, the storytime program has become a primary focus and a large draw for families. BPL has transitioned from offering storytimes often led by volunteers to presenting engaging storytime programs curated by highly-trained staff members. All storytime staff members are trained in Every Child Ready to Read® techniques and model strategies for parents and caregivers that support the development of early literacy skills. Storytime staff members are regularly evaluated and offered ongoing training, peer shadowing and other opportunities for professional skill-building. The frequency of storytime offerings have increased significantly and are offered at the Main Library and all the branches.

The annual Summer of Discovery reading program encourages the love of reading and learning for thousands of children and families through inspiring and engaging programs and literacy activities. BPL partners with the Boulder Valley School District (BVSD) to bring Summer of Discovery reading program activities to students enrolled in the BVSD summer learning program. Most of the students in BVSD program are members of families that are economically disadvantaged.

BPL furthers its reach into the community to serve children and families through several collaborative efforts. The George Reynolds Branch Library Reading Pals program is a collaboration with Fairview High School, which promotes literacy skills and a love of reading for children in early elementary school. Children are paired with high school students once a week for fun reading and literacy skills practice. The BoulderReads Reading Buddies program is a long-standing partnership with the University of Colorado, in which children (Kindergarten through 3rd grade) are paired with University of Colorado undergraduate students for weekly reading, writing and literacy activities. These two programs emphasize exploration and discovery, and foster literacy and a love of reading. BPL also collaborates with Boulder Housing Partners, Boulder Head Start, University of Colorado family housing, and Mapleton Early Childhood Center by offering story time programs to children of families with diverse backgrounds and/or low-income levels.

Making the BoulderReads program more visible and accessible to community members interested in improving their literacy skills was an objective in the 2007 Library Master Plan. While the library was not able to obtain funding to meet the intention of this objective, which was to move the program offices and community space to a more prominent location in the Main Library, BoulderReads expanded its online presence through social media and a new website with an online application and menu of services.

The BoulderReads program also expanded its offerings to include access to Career Online High School, a Cengage Learning program geared toward adults who want to earn a high school diploma. Additionally, BoulderReads created a digital literacy curriculum for literacy tutors to teach their students 21st century life skills, such as using computers to apply for jobs, health insurance, etc.

In 2012, the library began publishing an email newsletter, BPL Now, to keep patrons informed about upcoming programs and events and new services offered. More than 30,000 patrons have opted in to receive the newsletter and it typically has a 25 percent open rate. In 2016, BPL introduced a printed bi-monthly event and program guide in response to patrons' requests for a complete, printed list of library programs. In 2017, the library received ongoing financial support from the city's General Fund to develop and implement a marketing plan to promote the wide variety of resources, programs, and services BPL offers to the community.

It goes without saying that the library staff have made these accomplishments possible. During the past few years, greater focus was given to increasing staff engagement and cultivating innovation and collaboration to better serve the public. This began with the staff collaborating to create a Customer Service Philosophy and design a model for mobile service to meet the customer at their point of need.

BOULDER PUBLIC LIBRARY CUSTOMER SERVICE PHILOSOPHY

In accordance with the City of Boulder's vision and values, we strive to consistently exceed every customer's expectations by:

- Welcoming each individual with respect and friendly professionalism;
- Regarding each interaction as important;
- Fostering exploration and discovery;
- Listening and proactively seeking solutions;

Several internal organizational changes were made to increase efficiency and allow the library to expand programs and improve the quality of many of its fundamental services. One of the most impactful improvements includes a centralized telephone system. Expert customer service specialists now handle all incoming telephone calls. These specialists provide patrons with immediate assistance, which has reduced wait time and freed staff at the public service desks to devote more time to patrons visiting the libraries in person. Additionally, BPL has also committed to recruiting qualified bilingual staff, when possible, to serve in many of the public facing roles.

In 2013, BPL received one full time staff position and funding to add a Teen Librarian to the Youth Services workgroup. This position allowed the library to consistently staff the expanded Teen Space and The Foundry (technology center) at the Main Library, expand programs for teens, and engage the teen advisory group. BPL also received ongoing financial support from the city's General Fund to offer staff necessary training and professional development to maintain and grow their skills with technology, information delivery, and community engagement and for hiring temporary staff to cover critical functions like materials handling and the customer service desks when standard staff members are on paid leave.

CURRENT PERFORMANCE & ACCOMPLISHMENTS CONT.

LIBRARY AS PLACE: ACCOMPLISHMENTS

BPL's Main Library, neighborhood branches and local history archive are popular destinations for the community. Significant investments were made in library facilities since the 2007 Boulder Public Library Master Plan. The 2009 Library Facilities Sustainability Study, an objective of the facilities goal in the 2007 Boulder Public Library Master Plan, provided guidance for investment in maintenance and renovation of library facilities and a geographic service area study to inform placement of new facilities or service points (e.g. book returns) in the city.

2014 Main Library Renovation

BPL addressed several 2007 Master Plan and 2009 Boulder Public Library Facilities Sustainability objectives by renovating the Main Library. The $4.9 million project was completed in April 2015 in collaboration with the city's Public Works Department– Facilities Asset Management (FAM) Division and paid for by the voter-approved 2012 Capital Improvement Bond, Library Fund Balance, and FAM Facilities Renovation and Replacement fund. The architecture firm, studiotrope Design Collective, engaged the community to create a building design that activated underused or secluded spaces, reduced noise conflicts, and improved basic signs and wayfinding. The community asked for and received more public meeting space, a child-friendly children's area, an expanded teen space, and a new vibrant café. In addition to the many amenities, FAM took advantage of the construction schedule to address several major mechanical and building system improvements, including upgrading the building's cooling system, replacing the clerestory windows to address roof leaks, improving the lighting control system, and replacing the flooring in the Canyon Gallery.

To encourage more use of the public meeting spaces in the libraries, each was equipped with new audiovisual technology and flexible furnishings. An online calendar and registration system was implemented to allow patrons to make reservations on their own.

Beginning in 2013, and coordinated with the renovation of the Main Library, an investment was made in new, automated materials handling systems. The systems were designed to more efficiently process returned materials and reduce the number of physical touches to materials by staff. Materials handling systems were installed at the Main Library, and at the George Reynolds and Meadows branch libraries. These systems, along with process improvements made by the materials handling workgroup, has enabled all facilities to consistently shelve materials within 24 hours of their return while at the same time reducing the number of staff engaged in these activities.

Neighborhood Branch Libraries

In 2014, the NoBo Corner Library was welcomed by community members living in north Boulder. Hours were also expanded at George Reynolds and Meadows branch libraries without additional cost to the community, by reorganizing staff resources. During 2015 and 2016, both the George Reynolds and Meadows branch libraries received modest renovations, reconfiguring staff space to improve efficiency in processing library materials and to create more welcoming, patron-friendly spaces. A 20-year lease was negotiated with the new owner of the Meadows Shopping Center for the Meadows Branch Library for no charge except the library's share of taxes, insurance, and common area maintenance fees. This secured that location for the Meadows Branch Library through 2029.

BLDG 61 Makerspace

In 2016, BPL worked in collaboration with FAM to transform the under-utilized staff maintenance shop in the Main Library into the BLDG 61 Makerspace. Library staff and FAM designed and constructed the

space to accommodate a woodworking shop complete with a large CNC (Computer Numerical Control) router, a classroom equipped with laser cutters, and a tech lab. A ventilation system for the large equipment and other safety equipment were installed to keep staff and patrons safe while using the space.

Building System Improvements

The city's Public Works Department– Facilities Asset Management (FAM) Division completed several building system improvements, reducing energy usage and improving comfort in library facilities. Since 2007, more than $2.5 million was invested in the Main Library, and the Meadows and George Reynolds branch libraries to complete roof replacement, HVAC (Heating Ventilation and Air Conditioning) system upgrades, Americans with Disabilities Act (ADA) compliancy, and flood proofing. Specifically, in 2011, the Main Library's roof was replaced with extensive roof repairs completed in 2014 to address leaks associated with the clerestory windows. The Main Library also received improvements to mitigate flooding in 2013.

Through a 15-year Energy Performance Contract (EPC), $1.2 million was secured for energy usage in all libraries. This was used to replace aging HVAC equipment, upgraded lighting, and install solar photovoltaic panels to offset building electrical and natural gas consumption. The EPC work was completed during 2011 to 2013 and paid for from annual utility savings, Renewable Energy Credits, and General Fund debt payments from FAM Major Maintenance. The cumulative utility cost avoidance since the EPC through March 2018 is more than $186,000. FAM continues to actively monitor the energy consumption of all libraries and implement low or no-cost solutions to further reduce energy consumption.

Building Maintenance
In 2016, BPL coordinated with FAM to consolidate the maintenance budget, management of the maintenance staff, and janitorial services to improve overall efficiency. These efficiencies provided the resources to increase investment in janitorial services and the staff time to become more strategic about routine maintenance. In 2014, the annual janitorial contract was $110,000 and was increased to $204,000 in 2017, an 85 percent increase in investment. Additionally, the carpet cleaning scope was increased from spot-cleaning, as-needed, monthly to alternating spot-cleaning with wall-to-wall cleaning with a

focus on high traffic areas every other month. This change was made to extend the life and improve the appearance of the carpet. The investment in carpet cleaning increased from $12,000 in 2017 to $26,000 in 2018.

FAM also implemented a preventative maintenance schedule for all major building system and hired mechanical systems contractors to perform regular preventative maintenance. Library operating budget resources were also reallocated to fund an Equipment Replacement Fund for new equipment that is managed by FAM.

Carnegie Library Building Improvements
During the past ten years, renovations and major repairs were completed to the exterior of the Carnegie Library for Local History. Interior improvements including an HVAC upgrade and construction of basement were also completed. The total for these renovations was $290,000 which was partially funded by a Colorado State Historical Society grant and the City's General Fund.

Security
To begin to address community concerns about safety in the Main Library, the city increased BPL's budget to hire a contract security officer at the Main Library for 35 hours per week in 2007. The hours were expanded to have one security officer on-duty all hours the Main Library was open to the public in 2010. In 2015, a security camera system was installed in the Main Library to deter unacceptable behavior and support investigation of incidents.

Information Technology Improvements
In 2013 and 2015, BPL coordinated with the city Innovation and Technology (IT) Department to consolidate technical support staff resources for managing and troubleshooting the enterprise systems used by the library and to consolidate and relocate computer servers housed in the Main Library, which is in a high-hazard floodplain, to the city's data center. Improvements were also made to the procedures for backing up the library's server data and internet filtering was implemented on the wired and wireless networks for public use. Operational budget resources were reallocated to fund a Computer Replacement Fund for new technology.

CURRENT PERFORMANCE & ACCOMPLISHMENTS CONT.

LIBRARY AS PLATFORM: ACCOMPLISHMENTS
During the past 10 years, BPL has transformed into a platform complete with resources, staff support, and spaces for patrons to engage in self-directed learning and enjoyment.

Since the 2007 Library Master Plan, BPL has responded to patron demand by diversifying the book and media collections into electronic formats. BPL partnered with several area libraries to rapidly grow its offerings of e-books and downloadable audiobooks by collectively purchasing these resources. Demand for electronic formats continues to trend upwards, and the way in which libraries purchase, maintain, and loan electronic formats continues to evolve and is still almost exclusively dictated by the vendors. The wide variety of platforms and purchasing agreements makes for challenging decisions for library staff to meet patron demand while getting the best value for the tax dollars received. The Boulder community's demand for physical books is still showing slight growth, while the demand for DVDs, music CDs, and CD audiobooks is starting to decline. In 2011, BPL received $69,000 increase to the collection budget, and a $150,000 increase in 2016 to specifically expand its electronic formats. The collections are maintained, and acquisitions are made following library industry best practices, the latest assessment tools, and input from community experts and volunteers.

In 2014, BPL introduced Radio Frequency Identification (RFID) technology to improve patron self-service and materials availability through efficient, timely processing of returned materials. This technology uses electromagnetic fields to automatically detect RFID tags in library materials to track check in, check out and maintain accurate inventory. There is now a small added cost to make each new book, DVD, and CD RFID-ready, which collectively reduced the buying power of BPL's collection budget. In 2017, BPL received an ongoing increase in its operating budget to cover the cost of RFID tags. Many of the new and in-demand materials also arrive at the library shelf-ready, requiring minimal handling by staff to be available to patrons now that they are cataloged and processed by library book and media vendors, for added efficiency.

According to the Colorado Public Library Standards for traditional library materials (e.g. books, movies, music in physical and electronic formats), BPL has met the 2007 Master Plan benchmark of materials expenditure per capita ($10.21) being within the 75th percentile[6]. To continue to increase patrons' use of BPL's collection, library staff may want to look at ways to continue to improve upon the selection, maintenance, and promotion of library materials to increase total circulation per capita (14 items, currently above the 50th percentile) and the annual average item turnover rate (five times, currently above the 25th percentile). BPL worked with its consortium partners (Mamie Doud Eisenhower Public Library in Broomfield and the Louisville Public Library) and other local municipal libraries to create a non-profit Flatirons Library Consortium (FLC). Consortium operations, formerly managed by BPL staff, were outsourced and the FLC opened its membership to more municipal libraries, adding Lafayette Public Library, Loveland Public Library and Longmont Public Library. The FLC has more than doubled its membership, making available twice as many books and materials to BPL patrons with no increase in direct cost. Further, expanding the FLC strengthened its member libraries' ability to negotiate contracts with book and database vendors as a group, allowing all libraries to purchase more materials at reduced cost.

Recognizing the difficulty of patron access to important printed historic resources held by the Carnegie Library for Local History, BPL hired a technology consultant to assist with the design and procurement of a digital asset management system. The project included prioritizing the library's local history collections for digital preservation and updating collection management policies to align with industry best practices. The new system, slated for implementation in 2018, will increase patron access to the digitally preserved historic photographs and documents by making them available online through Carnegie Library's website.

The community makerspace, BLDG 61, launched in 2016, is attracting thousands of participants and has won multiple awards. BLDG 61 is a model for libraries internationally, and functions as a de facto incubator for innovators, entrepreneurs, and inventors with multiple patent applications and dozens of businesses launching from the space in the less than two years it has been in operation. BLDG 61 programs have been sustained by a series of national and local community grants. BLDG 61 has a high-tech shop with laser cutters and 3D printers, as well as a full-scale, advanced woodworking shop and offers opportunities for patrons to learn from, and work alongside, community experts. While not likely what library staff and the Library Commission envisioned when this goal was written more than 10 years ago, opening the BLDG 61 Makerspace at the Main Library has certainly fulfilled the intention of the goal for the library to provide a leading-edge space, state-of-the-art technology, outreach and workforce and 21st century skill training for patrons.

In the past 10 years BPL introduced several technology infrastructure upgrades to increase patron access to the Internet, computers, and software. Children now have access to computers that allow them to develop digital literacy skills, and participants can borrow and use laptop computers during technology and maker-focused programs. Similarly, the BoulderReads program installed a computer lab to assist adults with improving their digital literacy skills, obtaining high school equivalency credentials, applying for jobs, etc. With the shift to more patrons owning smartphones, tablets, and laptop computers, BPL addressed the access issue by implementing and expanding WiFi Internet access and introducing access to the Microsoft Office software suite. While website technology evolves rapidly, BPL made incremental improvements to its website, catalog search interface, and introduced library account and early literacy apps. To facilitate information sharing about library programs and services with patrons who speak languages other than English, the Google translate feature was integrated into the library website.

BOULDER PUBLIC LIBRARY & THE COMMUNITY

OPPORTUNITIES FOR CONTINUED IMPROVEMENT

During the next 10 years, BPL will continue to build upon accomplishments designing programs and services to respond to the community's aspirations and needs. Through community engagement, staff and Library Commissioners evaluated the relevance and priority of the objectives from the 2007 Boulder Public Library Master Plan that were not accomplished due to time and budget constraints. Several of these objectives were updated and are included in BPL's new goals **(bolded items).**

BPL was not able to fully address many of the outreach objectives. This included:

- **Regularly gathering community input about programs and services to assess satisfaction.**
- **Programs and services designed to reach low-income families, youth, seniors, community members with specials needs, and Latinx community members.**
- **Programs that pair seniors and youth.**
- Promoting BPL as an arts destination.
- Incorporating a homework help center with facilities expansion.

While BPL did make significant strides with improving and expanding facilities and updating technology during the past 10 years, a few objectives were not addressed, most of which are still relevant including:

- **Building a full-service north Boulder branch library.**
- **Providing sufficient staff time to manage auditorium and meeting room technology to support expanded art and cultural programs as well as social events and increased public space.**
- **Installing consistent, patron-friendly directional signs in all library facilities.**
- **Creating a Carnegie library program plan to identify major building system needs and the required funding to address them, supporting its role as the conservator of Boulder's history.**
- Investing in a mobile technology information center that could be taken out into the community to engage underserved community members.
- Expanding the Main Library 1992 building to the west.
- **Investigating opportunities for multi-function civic buildings in which the library would share space with outside partners and other city departments.**
- **Moving the BoulderReads program offices and public space to a more prominent location.**

Financial sustainability continues to be an urgent priority for BPL. Funding objectives that were not fully addressed include:

- Creating a development office within the library to spearhead broad fundraising efforts for capital and one-time needs.
- Pursuing additional grant opportunities and developing a plan to increase library financial donations.
- **Obtaining adequate operating funds to improve the quality for custodial and security services and to create a fund for replacement of outdated and worn library furnishings.**
- Developing an endowment to ensure the future of the Carnegie Library for Local History as both a historical site and a repository for Boulder's historic archives.
- **Conducting further research on options for library funding and governance.**

COMMUNITY TRENDS & NEEDS

OVERVIEW OF BOULDER

Nestled in Boulder Valley against the scenic beauty of the Flatirons, Boulder is a resilient community committed to environmental sustainability, maintaining a diverse and stable economy, offering a variety of recreational opportunities, and cultivating a welcoming culture that supports innovation and learning for all its residents. Boulder is one of the most educated metropolitan areas in the country and home to University of Colorado (CU), Naropa University and 17 federally-funded research labs.

Boulder offers an outstanding public library system, hundreds of miles of biking and walking trails, excellent public transportation, easy access to open space and the foothills, numerous and varied art, cultural, dining, entertainment and shopping options, excellent schools, and high-quality healthcare. Boulder's high quality of life, sense of place and extensive amenities make it an attractive place for people from all over to live and work.

While Boulder is unique in its many appealing attributes, many members of the community face the same economic, educational achievement, and social challenges as those in Boulder County. BPL is an organization that serves everyone, and over the past ten years has become a regional hub providing library service to city residents as well as many patrons who reside in unincorporated Boulder County.

POPULATION	108,707
CU student enrollment*	33,246
Median household income	$88,400
Below poverty level**	22%
JOBS	100,148
Employees who commute into Boulder	47%
HOUSING UNITS	46,094
Median attached home price	$405,250
Median detached home price	$845,000

City of Boulder At-A-Glance

The median household income increased more than 12 percent between 2005 and 2016, although poverty rates and other negative socio-economic indicators are not improving among certain populations (e.g. Latinx residents, seniors, and children).

SOURCES: 2017 Boulder Community Profile, *2017 University of Colorado Overall Enrollment Profile, **American Community Survey 2016 data 95,728 individual verified for income status.

PART 2

COMMUNITY TRENDS & NEEDS

DEMOGRAPHIC TRENDS

The following section summarizes demographic trends for children and families, the largest group in BPL's patron base, as well as trends for other groups that are typically considered harder to connect with the city's public services, or otherwise underserved. All demographic information is for the city of Boulder unless specifically noted as Boulder County.

Children & Families
Children and families make up the largest group that BPL serves, hence, a significant amount of its resources, programs and services are designed to serve this group of patrons. Demographic trends and the educational and social needs of this group are important factors to BPL's long-range planning and service delivery design. For example, during focus groups and community events for the Master Plan, Latinx parents indicated that BPL needs to find ways to offer programs and services at times and locations that are convenient to these families. Parents in this demographic often hold more than one job and are not able to bring their children to the library to participate in programs and events.

POPULATION	13,805
White alone, not Latinx or Hispanic	72.5%
Latinx or Hispanic origin	17.1%
TOTAL FAMILIES	8,065
Total Families in poverty	5.1%
White alone, not Latinx or Hispanic families in poverty	3.7%
Latinx or Hispanic origin families in poverty	16.5%

Boulder Children At-A-Glance (<18 years of age)

SOURCE: American Community Survey 2016

The total population of children in the city increased by almost 3 percent between 2010 and 2016. The percentages of children in the city of Boulder who are white or of Latinx or Hispanic origin have not changed significantly since 2009. However, between 1990 and 2014, there was a marked shift in ethnicity for Boulder County children. The number of white non-Latinx children decreased by 22 percent, while the number of Latinx children increased by more than 123 percent[7]. The Colorado Children's Campaign projected that by 2021, children of color will make up the majority in Colorado.

Between 2007 and 2016, Boulder Valley schools experienced a more than 10 percent increase in student enrollment (pre-kindergarten to grade 12). The number of students eligible for free/reduced lunch (FRL) programs in the school district during 2016 and 2017 was 21 percent. Family income less than or equal to 185 percent of the Federal poverty level qualifies students for FRL program. The 2017 Federal poverty level for a family of four is annual income of $24,600 per year. The true cost of living in Boulder for a family of four is actually more than $86,000 per year. Poverty is not equally distributed among the city's children. Four times

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[7] *The Status of Children of Boulder County Report 2015.* www-static.bouldercolorado.gov/docs/2015statusofchildren-1-201512301636.pdf

more families of Latinx or Hispanic origin are in poverty than white families. The 2017 Boulder County TRENDS Report states that economically disadvantaged students need nearly twice the amount of support as their more advantaged peers to compensate for the experiences their families cannot afford.

While the scope of BPLs mission does not include directly addressing this serious community problem, it is important to consider the unique challenges of reaching and providing library services to children and youth in this category.

According to U.S. Census estimates for the combined years 2011 to 2013 in Boulder County, 17.7 percent of children ages 5 to 17 years in non-English speaking households spoke English less than "very well." The Census Bureau defines linguistic isolation as speaking English less than "very well" among people who do not speak English as their primary language. This isolation creates substantial challenges for children with school achievement, their access to library programs and services, and for their families' involvement in the community.

Student achievement is a common measure used to evaluate educational policy and indicates students' readiness to enter the workforce or move into higher education. Analysis of the Transitional Colorado Assessment Program and the Colorado Student Assessment Program[8] scores indicate that Boulder County student achievement has shown modest improvements in the ten years between 2004 and 2014. However, the achievement gaps in reading (33 percentage point gap) and math proficiency (35 percentage point gap) are wide between students who are eligible and not eligible for the FRL program. The reading gap narrowed only slightly during that ten-year period.

ACHIEVEMENT GAP: THE DIFFERENCE IN ACADEMIC PERFORMANCE BETWEEN CHILDREN FROM HIGH- AND MIDDLE- INCOME, EDUCATED FAMILIES AND THAT OF THEIR PEERS, WHOSE BACKGROUNDS INCLUDE MORE RISK FACTORS AND LESS OPPORTUNITY.

SOURCE: 2017 Boulder Community Foundation TRENDS Report

Far too often, Latinx children and children in families that are economically disadvantaged are falling behind their peers. Closing the achievement gap was identified as one of the most critical community challenges and a top priority for the Boulder Community Foundation in the 2017 TRENDS Report.

Research indicates children's development of literacy skills must start early, but only 29 percent of BVSD kindergartners attend a full-day program. This rate is dramatically lower than that of the St. Vrain Valley School District. One of the reasons for the discrepancy is that BVSD offers full-day kindergarten at only eight schools whereas St. Vrain offers it at every school. This means many children in the BVSD must wait until 1st grade before receiving full-day instruction, putting minority and poor children behind their peers from the very beginning of their education[9].

According to The Status of Children of Boulder County Report 2015, children with the best opportunity for success as adults are those with a high school diploma or greater. BPL can best serve the community by coordinating with BVSD and devoting some of its resources to providing programs that support students to increase academic achievement and to help close these gaps.

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[8] Colorado's standards-based assessment is designed to provide a picture of student performance to schools, districts, educators, parents and the community.

[9] Community Foundation of Boulder County. *2017 Boulder Community Foundation TRENDS.* www.commfound.org/trends

COMMUNITY TRENDS & NEEDS

DEMOGRAPHIC TRENDS CONT.

The Harvard Family Research Project's report *Public Libraries: A Vital Space for Family Engagement* says that libraries are playing a greater role in early learning for young children. Engaging families in learning activities is critical for children's academic and social development and is a matter of equity. Family engagement is a shared responsibility among families, educators, and communities. High-income families spend seven times more money on out-of-school enrichment activities than low-income families. Libraries are free, trusted, safe, and welcoming places that can help counterbalance these inequalities[10].

5RS: WAYS LIBRARIES ENCOURAGE FAMILY ENGAGEMENT

REACH OUT: Libraries reach out to families wherever they are to promote the programs, collections, and service that are vital in a knowledge economy.

RAISE UP: Libraries elevate family views and voices in how library programs and services are developed and carried out.

REINFORCE: Libraries provide guidance on and modeling of the specific actions that family members can take to support learning, reaffirming families' important roles and strengthening feelings of efficacy.

RELATE: Libraries offer opportunities for families to build peer-to-peer relationships, social networks, and parent-child relationships.

REIMAGINE: Libraries are expanding their community partnerships; combining resources and extending their range; improving children and families' well-being; and linking new learning opportunities.

SOURCE: Public Libraries: A Vital Space for Family Engagement

Immigrant & Minority Groups
Supporting diversity and cultivating a social environment that is welcoming and inclusive are fundamental values of the Boulder community. BPL represents these values by promoting cultural competency. Through its own guiding principle, BPL promises to evolve and continually engage with the community and to develop programs and services that are relevant to the needs of immigrants and minorities. To effectively engage and evolve, BPL must remain apprised of the trends and needs of community members with diverse backgrounds.

[10] Lopez, M.E. M., Caspe, M., and McWilliams, L.. (2016) Public Libraries: A Vital Space for Family Engagement.
www.ala.org/pla/sites/ala.org.pla/files/content/initiatives/familyengagement/Public-Libraries-A-Vital-Space-for-Family-Engagement_HFRP-PLA_August-2-2016.pdf

Boulder residents of Hispanic or Latinx origin increased by more than 12 percent between 2010 and 2016. Twenty-six percent of residents of Hispanic or Latinx origin are living below the Federal poverty level.

Boulder Minority Groups Percent of Population

Hispanic or Latinx origin	9.2%
Asian alone	5.3%
Black or African American alone	1.1%
American Indian or Alaskan Native alone	0.2%
Native Hawaiian or other Pacific Islander alone	0.1%
Other race alone	0.2%
Two or more races	2.6%

SOURCE: American Community Survey 2016

Percent of Boulder Population for which English is not the Primary Language Spoken

Children	1.5%
Adults	5.1%
Spanish	6.6%
Other Indo-European	4.7%
Asian and Pacific Island	3.3%
Other	0.7%

SOURCE: American Community Survey 2016

Older Adults

The Boulder Community Foundation 2017 TRENDS Report states the older adults represent the fastest growing population group in Boulder County and by 2050, adults aged 65+ are projected to comprise 23 percent of Boulder County's population.

In 2014, 65 percent of adults aged 60+ who responded to the Community Assessment Survey of Older Adults, used a public library. While BPL provides a significant number of programs, services and resources that appeal to adults of all ages, BPL will have to tailor offerings to address the unique needs of members of this rapidly-growing group to be responsive. These needs are related to mobility and accessibility, supporting aging in place, and staying connected to other community members.

Boulder Older Adult Residents At-A-Glance
(65+ years of age)

POPULATION	10,811
White alone, not Latinx or Hispanic	93.7%
Latinx or Hispanic origin	2.6%
Do not speak English as the primary language	10.1%
Living in poverty	7.5%
Householder Living Alone	53.1%

SOURCE: American Community Survey 2016

COMMUNITY TRENDS & NEEDS

DEMOGRAPHIC TRENDS CONT.

Persons Experiencing Homelessness

The cities of Boulder and Longmont have the largest number of persons experiencing homelessness in Boulder County. According to the 2017 Point-in-Time Survey for Boulder County, seventy percent of Boulder County's total population experiencing homelessness (n=600) are any race, non-Latinx or Hispanic, and 22 percent are Latinx or Hispanic. Approximately 33 percent of respondents were families with children (n=157). Sixty-five respondents reported being unaccompanied youth. The number of chronically homeless individuals in the county was estimated to be 124 persons (n=480).

The inability to pay rent or mortgage was the most frequent contributing factor leading to homeless status. Losing a job was the second. BPL is committed to assisting Boulder's homeless community members and their families to become self-supporting and self-sufficient by improving their literacy and developing job skills. BPL is also a place for marginalized community members such as those experiencing homelessness to feel welcomed and part of the community. Further, BPL can facilitate connecting people to the information, resources and other agencies that they need to change or improve their individual situations.

GROWTH TRENDS & AREA CHARACTERISTICS

During the past decade, more than 3,000 new housing units have been built and more than five million square feet of commercial and industrial space has been developed in Boulder. Gunbarrel and east Boulder are anticipated to show the most growth over the next decade[11]. North Boulder has continued to evolve to include mixed-use development along Broadway that is becoming the subcommunity's center for gathering and doing business.

Comprehensive Planning

The master planning effort is a key implementation strategy under the city's primary planning document, the 2015 Boulder Valley Comprehensive Plan (BVCP). As with all city department master plans, this plan takes its overall policy direction from the BVCP. The Boulder Public Library Master Plan reflects the city's commitment to provide a rich mix of cultural offerings and library services that are responsive to the needs of all populations.

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[11] City of Boulder. *2017 Boulder Community Profile, City of Boulder*
www-static.bouldercolorado.gov/docs/2017_Community_Profile-1-201708171012.pdf?_ga=2.221165784.1116835863.1522077010-1720780512.1489675207.

Gunbarrel

According to the Boulder Valley Comprehensive Plan (BVCP) 2015 update, the Gunbarrel subcommunity is unique because many residents live in the unincorporated area. There is also shared jurisdiction for planning and service provision among the county, city, Gunbarrel Public Improvement District and other special districts. The commercial and industrial areas in the area have been identified for potential revitalization in previous planning efforts. The 2006 Gunbarrel Community Center Plan proposes transitioning the Gunbarrel commercial area from mostly light industrial uses to a viable and vibrant, pedestrian-oriented commercial center serving Gunbarrel subcommunity residents and workers.

This process is partially underway and includes:
- Expanding and introducing more density into the retail area,
- Adding new residential and some offices in proximity to the retail area,
- Providing more multi-modal transportation connections and making Spine Road between Lookout and Gunpark roads the 'Main Street' for the retail area.

Implementation of the Gunbarrel Community Center Plan will require collaboration of the public and private sectors. Business associations, such as the Gunbarrel Business Alliance, and neighborhood groups will play a pivotal role in promoting collaboration to successfully implement the plan.

BVCP projections for the Gunbarrel Subcommunity

2015 POPULATION	**10,800**
Total population at projected zoning capacity	12,300
2015 DWELLING UNITS	**5,600**
Total dwelling units at projected zoning capacity	5,800
2015 EMPLOYEES	**12,750**
Total employees at zoning capacity	25,600

GROWTH TRENDS & AREA CHARACTERISTICS CONT.

Gunbarrel Cont.

A 2016 analysis of the Gunbarrel area and the BPL accounts of patrons who reside within a two-mile radius of there was conducted using the Cengage Learning database by Experian using Census Area Projection Estimates and appending the data generated with anonymized BPL patron data. This data is parsed by postal zip code rather than the boundary of the subcommunity defined by the BVCP.

Fifty-seven percent of Gunbarrel cardholders must drive between 10 and 15 minutes, and 43 percent must drive between 15 and 20 minutes to reach the closest BPL location identified as the Meadows Branch Library. This is the furthest average travel time of any Boulder residents. Many of the BPL patrons who reside in Gunbarrel and participated in the Master Plan community survey and other engagement events expressed enthusiastic interest in getting some form of library service in the area. They view the public library as critical to creating a vital community center, a place where they can interact with their neighbors and a safe and welcoming place for children and families to learn and play. Opening a corner library in Gunbarrel is included as goal in the plan. (See the Facilities and Technology goals.)

Boulder Gunbarrel Area Residents At-A-Glance

POPULATION	12,057
Residents aged 65+	15.9%
Latinx or Hispanic origin	4.6%
Median age	38.5 years
Most prominent age group	55–64 years
HOUSEHOLDS	**5,486**
With children	30.5%
With active cardholders	32%
Speak Spanish at home	3.7%
*Annual household income $24,999 or less	9.6%
**Annual household income $25,000 to $80,000	31.3%
Average annual household income	$120,551

SOURCE: BPL-Gunbarrel Patron Profile Analysis of Top 100 percent of All Patrons within the service area. Cengage Learning. 2016 by Experian. 2016 Alteryx, Inc.| Powered by Alteryx.
*The 2017 Federal poverty level for a family of four is annual income of $24,600 per year.
**The true cost of living in Boulder for a family of four is more than $86,000 per year.

North Boulder

The vision of the 1995 North Boulder Subcommunity Plan included a branch of BPL as a community center among its residential neighborhoods. Over the years, the newer mixed-use development along Broadway has become the core area of community activity with local shops and eateries.

In 1997, five new zoning districts were created to implement the design guidelines in the plan, including: a business main street zone patterned after historic 'Main Street' business districts; three mixed-use zones that provide a transition between the higher density business 'Main Street' and surrounding residential or industrial areas; and a mixed density residential zone district. Northeast Boulder (between 30th street and Airport Rd, west to east, and Valmont to Highway 119, south to north) has multiple mobile home communities and apartment complexes and is one of lowest income areas in the city.

BVCP projections for the North Boulder Subcommunity

2015 POPULATION	12,760
Total population at projected zoning capacity	14,100
2015 DWELLING UNITS	6,080
Total dwelling units at projected zoning capacity	6,700
2015 EMPLOYEES	4,380
Total employees at zoning capacity	5,500

COMMUNITY TRENDS & NEEDS

GROWTH TRENDS & AREA CHARACTERISTICS CONT.

North Boulder Cont.

A 2016 analysis of the North Boulder area and the BPL accounts of patrons who reside there was conducted using the Cengage Learning database by Experian using Census Area Projection Estimates and appending this data with anonymized BPL patron data. This data is parsed by postal zip code rather than the boundary of the subcommunity defined by the BVCP.

Through a partnership with Boulder Housing Partners, the North Boulder Corner Library came to fruition in 2014. While the compact corner library was enthusiastically welcomed by the community that was eager for library services, its small size and limited resources are not able to fully meet the north Boulder community's need for library services. BPL is currently planning the construction of a full-service branch library in North Boulder to replace the NoBo Corner Library. This project is a goal in this plan. (See the Facilities and Technology goals section.)

North Boulder Area Residents At-A-Glance

POPULATION	16,674
Residents aged 65+	13.1%
Latinx or Hispanic origin	12.9%
Median age	41.6 years
Most prominent age group	55–64 years
HOUSEHOLDS	**6,791**
With children	32.2%
With active cardholders	54%
Speak Spanish at home	11.6%
*Annual household income $24,999 or less	12.1%
**Annual household income $25,000 to $80,000	29.3%
Average annual household income	$129,722

SOURCE: BPL-North Boulder Patron Profile Analysis of Top 100 percent of All Patrons within the service area. Cengage Learning. 2016 by Experian. 2016 Alteryx, Inc.| Powered by Alteryx.
*The 2017 Federal poverty level for a family of four is annual income of $24,600 per year.
**The true cost of living in Boulder for a family of four is more than $86,000 per year.

East Boulder

The Boulder Valley Comprehensive Plan describes Boulder Junction as an intermodal, regional center. The City of Boulder Transit Village Area Plan guides development of the area. The plan recommends transformation of this once mostly industrial, low-density, automobile-oriented area into a more urban, higher-density, pedestrian-oriented environment with a mixture of uses, including new retail and office space and new residential neighborhoods for persons with a diversity of incomes and lifestyles.

Like Boulder's workforce, BPL has become a regional hub serving patrons from all over the region. Providing popular, convenient, commuter-friendly library service may be a natural enhancement that BPL could provide to mixed-used, higher-density areas like Boulder Junction. A kiosk-type book pick-up and return may be an attractive feature to commuters and residents in the area and may provide convenient access to other community members residing in east Boulder.

As plans progress for further development along the Arapahoe Avenue corridor between Baseline Road and Diagonal Highway and east between 33rd and 55th streets, library staff will coordinate with Planning, Housing and Sustainability to identify and assess options for future library service locations including an option to provide mobile services to the area via a bookmobile. BPL may consider providing some pop-up or pilot programs to engage with community members who reside in east Boulder along Valmont Road and in the Boulder Junction area to understand what type of library services would most benefit them.

Boulder Gunbarrel Area Residents At-A-Glance

POPULATION	3,820
Residents aged 65+	10.4%
Latinx or Hispanic origin	20.9%
Median age	37.4 years
Most prominent age group	25–34 years
HOUSEHOLDS	**1,506**
With children	23.2%
With active cardholders	42%
Speak Spanish at home	15.7%
*Annual household income $24,999 or less	13.1%
**Annual household income $25,000 to $80,000	37.1%
Average annual household income	$119,932

SOURCE: BPL-East Boulder Patron Profile Analysis of Top 100 percent of All Patrons within the service area. Cengage Learning. 2016 by Experian. 2016 Alteryx, Inc.| Powered by Alteryx.
*The 2017 Federal poverty level for a family of four is annual income of $24,600 per year.
**The true cost of living in Boulder for a family of four is more than $86,000 per year.

GOALS & COMMITMENTS

The foundational pillars of the BPL Master Plan are the vision for the next 10 years, the goals, and commitments to the community. The vision defines BPL's role in partnership with the community.

VISION FOR THE NEXT TEN YEARS

The Boulder Public Library serves as a centerpiece of the community, a destination for human connection, life-long learning, civic engagement, and creative exploration.

The following guiding principles inform decisions for resource allocation, priority of implementing the goals, and evaluating recommendations for new programs or services that arise during the next 10 years.

GUIDING PRINCIPLES

Provide Inclusive Access
We strive to create convenient and equitable access for the community through our physical spaces, services and onsite and offsite programs. Our libraries are welcoming to all: safe, clean and well-maintained facilities.

Promote all Forms of Literacy
We create opportunities for the development of literacy skills needed to understand, interpret, create, communicate, and compute in our world.

Foster Personal Development and Self-sufficiency
We support life-long learning for all ages to create a more resilient community and empower individual growth.

Support and Sustain an Inspired, Engaged, and Informed Community
We cultivate an informed community by providing resources and facilities to encourage civic dialogue and create a forum that connects people and ideas.

Form Strong Partnerships and Leverage Community Resources
We value the work and expertise of our community, volunteers, and the Boulder Library Foundation and seek beneficial relationships that enhance the programs, services, and financial stability of the library.

Reach Out and Respond to Our Diverse Community
We evolve with our community. The library will continually engage with the community to develop programs and services that are relevant to their needs.

Maintain High-Quality Programs and Services
We give priority to maintaining high-quality programs and services that are impactful or have strong participation before expanding our offerings.

GOALS & COMMITMENTS

GOALS & COMMITMENTS

To be responsive to the community's needs, aspirations and its vision for BPL's future and to sustain high-quality and relevant core programs and services, several goals were developed. These reflect community input gathered through a variety of methods (Appendix B).

Community members who participated in the master planning process said that BPL is a source of community pride and a trusted source of information. In addition to the traditional role of providing free books and other resources, they defined the library as a vital civic space for people to meet and have conversation, study, hang out with their friends, and engage in fun and educational activities and cultural experiences. Having libraries in their neighborhood area builds and strengthens connections and creates a sense of community with neighbors. BPL was described as a fun and welcoming place, especially for children and youth. It is also a place for patrons to give back to the community through volunteerism, develop literacy skills, and pursue one's love of books.

SUMMARY OF MASTER PLAN COMMUNITY ENGAGEMENT PARTICIPATION

2-DAY KICK-OFF LIBRARY COMMUNITY EVENT	**+350 participants**
ONLINE SURVEY	**1752 respondents**
TEN FOCUS GROUPS	**104 participants**
INTERVIEWS WITH COMMUNITY MEMBERS	**14 participants**
TWO FAMILY NEIGHBORHOOD COMMUNITY EVENTS	**+20 participants intercepted**
OPEN HOUSE COMMUNITY MEETINGS	**+180 participants**
WHAT'S UP BOULDER COMMUNITY MEETING	**+300 participants intercepted**

GOALS & COMMITMENTS CONT.

The Master Plan goals are organized under four themes with individual objectives prioritized within three levels.

The four themes are:
 1. Programs and Services
 2. Facilities and Technology
 3. Building Community and Partnerships
 4. Organizational readiness

These goals were correlated to the City of Boulder's Sustainability Framework outcomes which articulate Boulder's vision for a great community. The projects and outcomes of each goal will be aligned with the City of Boulder's Climate Commitment[12] and Resilience Strategy[13].

The commitments that introduce each of the four themes express the staff's and Library Commission's intentions for meeting the goals and are based upon extensive research of the community's needs and priorities, best practices, and performance benchmarks for public libraries.

The objectives for each master plan goal are categorized into three areas (maintain service levels, address community demand, service expansion) and correspond to the city's budget definitions, which are represented by columns in the tables that follow for each theme. Some goals do not have objectives or associated funding needs for each budget category. This is indicated by an "*".

Maintain Service Levels = Fiscally Constrained Plan
Continue to make the most of existing resources with the primary goal of the department to maintain service level and quality. The objectives associated with maintaining service levels are essential operational changes that require limited funding to accomplish.

Address Community Demand = Action Plan
The objectives associated with addressing community demand are service or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing existing programs, beginning new alternative programs, addressing 2007 Library Master Plan vision plan (see below) goals that were not accomplished, or making other strategic changes that would require additional operational or capital funding.

Service Expansion = Vision Plan
The objectives categorized as service expansion represent new programs, services and facilities identified through community input that were not included in the previous Master Plan.

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[12] City of Boulder. (2017) City of Boulder's Climate Commitment. Rising to the climate challenge, powering a vibrant future.
www-static.bouldercolorado.gov/docs/2017_Community_Profile-1-201708171012.pdf?_ga=2.221165784.1116835863.1522077010-1720780512.1489675207

[13] City of Boulder. (2016) City of Boulder Resilience Strategy.
www-static.bouldercolorado.gov/docs/Resilience_Strategy_Final_Low-Res-1-201701120822.pdf?_ga=2.253454016.814918035.1527203887-1720780512.1489675207

Boulder's Sustainability Framework

The City of Boulder is continuously working to provide service excellence for an inspired future and this effort, the sustainability framework helps to provide a common language for community and City Council goals and priorities and ensure consistency. The framework uses seven broad categories as outcomes necessary for Boulder's vision of a great community. Strategies to achieve those outcomes are developed and advanced in the annual budget as well as strategic and master plans.

Safe Community
- Enforces the law, taking into account the needs of individuals and community values
- Plans for and provides timely and effective response to emergencies and natural disasters
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods and public places
- Encourages shared responsibility, provides education on personal and community safety and fosters an environment that is welcoming and inclusive

Healthy & Socially Thriving Community
- Cultivates a wide-range of recreational, cultural, educational, and social opportunities
- Supports the physical and mental well-being of its community members and actively partners with others to improve the welfare of those in need
- Fosters inclusion, embraces diversity and respects human rights
- Enhances multi-generational community enrichment and community engagement

Livable Community
- Promotes and sustains a safe, clean and attractive place to live, work and play
- Facilitates housing options to accommodate a diverse community
- Provides safe and well-maintained public infrastructure, and provides adequate and appropriate regulation of public/ private development and resources
- Encourages sustainable development supported by reliable and affordable city services
- Supports and enhances neighborhood livability for all members of the community

Accessible & Connected Community
- Offers and encourages a variety of safe, accessible and sustainable mobility options
- Plans, designs and maintains effective infrastructure networks
- Supports strong regional multimodal connections
- Provides open access to information, encourages innovation, enhances communication and promotes community engagement
- Supports a balanced transportation system that reflects effective land use and reduces congestion

Environmentally Sustainable Community
- Supports and sustains natural resource and energy conservation
- Promotes and regulates an ecologically balanced community
- Mitigates and abates threats to the environment

Economically Vital Community
- Supports an environment for creativity and innovation
- Promotes a qualified and diversified work force that meets employers' needs and supports broad-based economic diversity
- Fosters regional and public / private collaboration with key institutions and organizations that contribute to economic sustainability
- Invests in infrastructure and amenities that attract, sustain and retain diverse businesses, entrepreneurs and the associated primary jobs

Good Governance
- Models stewardship and sustainability of the city's financial, human, information and physical assets
- Supports strategic decision-making with timely, reliable and accurate data and analysis
- Enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service in all city business
- Supports, develops and enhances relationships between the city and community/ regional partners
- Provides assurance of regulatory and policy compliance

PART 3

GOALS & COMMITMENTS

PROGRAMS & SERVICES

Commitment

BPL is committed to prioritizing its resources to offer programs, collections, and services that are vital in a 21st century knowledge economy, support families and childhood development, and respond to evolving community needs. It will do this by:

- Maintaining high-quality programs and services that are impactful or have strong participation before expanding the offerings.
- Engaging the community to gather input about program and service design and delivery on an ongoing basis.
- Providing access to information that is current, accurate, and relevant.
- Providing access to creative technology and digital resources for everyone.

- Offering opportunities for creativity, personal growth, community engagement, and life-long learning.
- Providing platforms for community engagement.
- Providing platforms and programs to build early childhood and 21st century literacies for all.
- Using strategic marketing and timely information to promote awareness of programs, services, and collections.

Note: * = no objective
See definition of column headings on page 40

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Provide resources and facilities to encourage civil civic dialogue and create a forum of ideas to address local, regional and national issues.	Review results of Living Room Conversations and report from the city's Public Participation Working Group and work in collaboration with the city's Neighborhood Liaison and Community Engagement Committee to develop pilot program. Conduct pilot dialogues to test community interest in this program.	Engage community to capture timely issues for discussion from the surveys, program feedback, and current events. Determine staff and training needs and partners to support this pilot program.	Increase or reallocate personnel and non-personnel budget for this program based upon community interest.
Provide adequate resources to maintain high-quality core programs and services with strong participation in the face of growing demand.	*	Increase branch library and youth services personnel and non-personnel budget to address recent growth in demand.	*
Provide uniform service levels at the Main Library and branch libraries by increasing hours and program offerings.	*	Develop and implement a plan for the personnel budget to provide consistent open hours and program offerings within five years	*
Provide adequate resources for library collections and their maintenance.	*	Develop and implement a plan to incrementally increase the collection budget to reach $14 per capita in 10 years. Evaluate annually and adjust personnel budget to managed increased circulation of materials.	*

GOALS & COMMITMENTS

PROGRAMS & SERVICES CONT.

> Note: ✱ = no objective
> See definition of column headings on page 40

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Increase the community's awareness of library programs and services.	✱	Increase targeted marketing and social media communications to promote awareness of current programs and services. Evaluate annually and adjust personnel budget to address increase in programs. Engage a marketing consultant to assist with the development of a multi-year marketing plan with strategic goals that delineates budget resources necessary for implementation.	Implement plan and incrementally increase marketing budget to reach three-percent of the overall library operating budget.
Activate the outside public spaces at each city-owned library facility.	Develop a learning garden or urban farmers program with local partners on the grounds of city-owned library facilities.	Develop and implement a strategy and funding plan that includes: goals for outside spaces that support the city's environmental sustainability goals; maintenance standards for grounds and equipment; and that identifies programs and potential partners. Identify and engage partners. Identify and obtain grant funding.	✱
Activate the Canyon Theater and Gallery .	Assess impact to the theater and gallery spaces by tracking requests, costs, and revenues.	Increase personnel and non-personnel budget to meet current demand for technical support during library programs and rentals. Investigate options for funding a two-year pilot program to expand use of the Canyon Theater and Gallery by offering it for free to the community.	Identify capital funding resources needed to fully renovate the theater space and upgrade the furniture and equipment. Implement the two-year pilot concept plan. Identify and engage community partners and request personnel and non-personnel resources required. Partner with business and arts community members to conduct fundraising for improvements.

GOALS & COMMITMENTS

PROGRAMS & SERVICES CONT.

Note: * = no objective
See definition of column headings on page 40

Primary connection to the City of Boulder Sustainability Framework

Healthy and Socially Thriving Community   Accessible and Connected Community

Economically Vital Community   Safe Community

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Expand the library materials holds service for patrons.	Evaluate use of the service annually and adjust for changes in the number of holds fulfilled.	Increase personnel and non-personnel budget to cover recent growth in demand. Increase holds allowance on e-books.	Increase personnel and non-personnel budget to expand the holds service.
Expand maker program offerings.	Reallocate some of the current BLDG61 Makerspace hours and resources to pilot maker programs at the branch libraries and out into the neighborhoods. Change fixed-term creative technologist position to 1 full-time standard employee to maintain current program offerings.	Evaluate branch library and eServices staffing levels to maintain program offerings that address community demand. Increase personnel budget to maintain outreach programs. Develop maker program expansion plan for one, three, and five- year time horizon.	*
Expand makerspace facilities at the Main Library and branch libraries.	*	Install and staff a makerspace in the North Boulder Branch Library.	Develop program, staffing and space expansion plan including spaces in new facilities. Expansion in the Main Library is dependent upon the renovation feasibility study goal in the Facilities and Technology section. Create a financial plan that identifies capital and operating funding sources. Identify and engage community partners.
Expand the variety of educational and cultural programs based upon community interest.	Collaborate with tweens and teens to develop a wider variety of youth-focused programs.	Increase personnel budget to engage partners and volunteers, and to assist with programs. Expand opportunities for patrons to gain technical skills and practice speaking other languages, and to educate and demonstrate climate, resiliency, and sustainability goals to test community interest.	*

PART 3

GOALS & COMMITMENTS

FACILITIES & TECHNOLOGY

Commitment

Community members expect BPL facilities to have spaces where they can meet with others, enjoy programs, study, enjoy a view of the outdoors, and be quiet or loud. The neighborhood branch libraries are considered by many as anchors for their neighborhoods and provide convenient access to library resources. BPL is committed to providing relevant technology, safe and welcoming facilities, and fluid spaces that are adaptable to the community's changing literacy needs. It will do this by:

- Responding to community input and use when designing new facilities or infrastructure and renovating or updating current facilities and technology.
- Managing its public technology resources to maximize quality, and making strategic decisions based on community priorities for digital inclusion and innovation.

- Identifying and providing technology resources that align with community priorities to help patrons meet personal needs.
- Providing sufficient devices and internet bandwidth to accommodate user demand.
- Providing facilities that are inviting, ensuring equitable access to resources and compel community members to explore, gather, learn, and engage.
- Employing security services and technology that:
  - protect the rights, health, and safety of library patrons, staff, and volunteers;
  - ensure patrons' use and enjoyment of the library; and
  - preserve and protect the libraries' materials, equipment, facilities, and grounds.
- Modeling environmental sustainability in all facilities as an example for the rest of the community.

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Open a full-service branch library in north Boulder with hours that are consistent with other branch facilities and includes a makerspace.	✳	Engage community to inform the development of the program plan and select a location. Create a financial plan that identifies capital and operating funding sources. Identify and engage community partners.	✳
Provide sufficient devices and network bandwidth to accommodate user demand in current and new facilities and to manage technology resources to maximize purchasing power and quality.	Conduct a WiFi capacity analysis to ensure adequate access is available in current facilities and to plan for right-size system in new facilities.	Expand WiFi infrastructure at select branch facilities to provide no-cost WiFi access to residents of adjacent low-income neighborhoods. Obtain funding necessary to connect new North Boulder Branch Library to the city's network. Upgrade to WiFi infrastructure to address demand.	✳
Provide mobile equipment, technology, and vehicles for outreach programs.	✳	✳	Acquire mobile equipment, technology, and vehicles and ongoing maintenance funding.

GOALS & COMMITMENTS

FACILITIES & TECHNOLOGY CONT.

Note: ✳ = no objective
See definition of column headings on page 40

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Open a "corner library" in Gunbarrel.	✳	✳	Engage community to inform the development of the program plan. Create a financial plan that identifies capital and operating funding sources. Identify location and engage community partners.
Create a technology plan that addresses equipment, web and app design and maintenance, associated staffing levels, and staff training and skill building.	Increase personnel budget to provide library-specific technology support to patrons and staff. Evaluate internet filtering to maintain compliance with federal law and eligibility for grant funding.	Engage a consultant and coordinate with the city IT Department to conduct a technology analysis that includes recommendations for training and increasing the personnel budget to support new technology. Implement an incremental plan to fund personnel and non-personnel needs identified by the analysis.	✳
Improve cleanliness of library facilities.	Replace carpet, paint and furniture with quality materials, surface finishes and colors that are easily maintainable. Establish ongoing funds for the replacement of furniture in public spaces. Implement an incremental plan to fund janitorial services and additional day porters to reach and maintain International Facilities Management Association standards within three years.	✳	✳
Create a facility restoration plan for the Carnegie Library for Local History.	✳	Create a facility restoration and funding plan for the Carnegie Library for Local History.	Obtain funds to implement plan recommendations.
Acquire additional archival storage for Carnegie Library for Local History resources.	✳	Acquire archival-quality storage for historic resources that are currently held in offsite facilities.	✳

GOALS & COMMITMENTS

FACILITIES & TECHNOLOGY CONT.

Note: ✱ = no objective
See definition of column headings on page 40

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Build upon and update the library's 2009 Facilities Sustainability Plan by conducting several studies and analyses and supporting associated funding needs.	Support funding of the maintenance backlog for library facilities outlined in the Facilities and Asset Management Master Plan. Develop a 10-year prioritized, capital needs plan and funding strategies that include: • Systemwide facility enhancements to address changes with programs and service delivery • Carnegie Library for Local History restoration, • Mobile service equipment • New facilities Conduct feasibility study of the George Reynolds Branch Library facility. Study should: • Identify the building's remaining service life and feasibility of long-term use • Provide options for renovating the facility, redeveloping the site, and relocating the services.	Conduct a renovation feasibility study for the Main Library's north building to assess expanding the makerspace, renovating the theater for greater flexibility, and providing more space for partners. Conduct a holistic energy building analysis to identify resources needed to continue to meet City's Climate Commitment goals. Conduct an audit of all facilities to identify issues with ADA compliance and where facilities don't meet CO library standards, and to identify opportunities to be inclusive to families, caregivers, parents, and all- genders. Conduct a sign audit and develop a plan to install clear, consistent wayfinding signs and design elements in all facilities.	Conduct an analysis of growth and distribution of library services in Boulder to develop a 20-year facilities build-out plan. Identify opportunities to partner with City of Boulder Fire Department and other departments to co-manage facilities in new locations for the library (e.g. Fire Station 3 and the Transit Village area). Assess the Meadows Branch Library location and options to relocate within the shopping center.
Address safety/security in all facilities.	Conduct an analysis of need and peak times to provide appropriate level of security personnel and equipment at all facilities. Fund additional security personnel who are trained to de-escalate disruptive situations. Evaluate enforcement practices of rules of conduct.	Evaluate design and management options (e.g. time limits) to provide amicable and equitable use of space, such as: Main Library banquette seating, Main Library public restrooms, secluded window-facing seating at the Main Library, Seeds Café. Devise standards for management of spaces that apply to all facilities. Conduct further analysis on cost and structure of contracting versus hiring employees for security services.	✱

Primary connection to the City of Boulder Sustainability Framework

Livable Community   Healthy and Socially Thriving Community

Accessible and Connected Community   Environmentally Sustainable Community

GOALS & COMMITMENTS

BUILDING COMMUNITY & PARTNERSHIPS

Commitment

BPL is considered by many patrons as a community hub; a place to learn, to read, to participate in events and programs, and see their neighbors. BPL is committed to the idea that the library must build strategic partnerships to leverage community expertise to expand its program offerings in a cost-effective way and respond to the desire for more programs, opportunities to engage in meaningful, productive dialogue with their fellow community members. It will do this by:
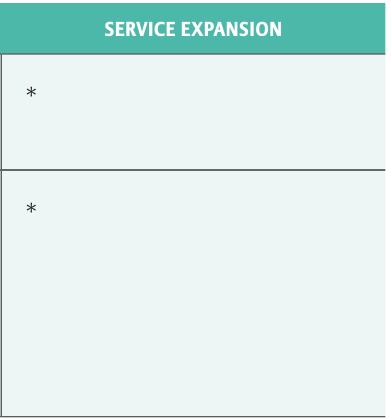
- Supporting the community by providing opportunities and facilitation for civic engagement and dialogue.
- Engaging in meaningful discussions, gathering input, and acting in partnership with other agencies to support community-wide growth and transformation.
- Ensuring that affiliates such as the Boulder Library Foundation are aligned to strengthen the connections between the library and the community.

- Continuing to provide patrons with greater access to resources by collaborating with other libraries
- Building strategic relationships with community partners to maximize public access technology resources and services provided to the community.

Note: ✳ = no objective
See definition of column headings on page 40

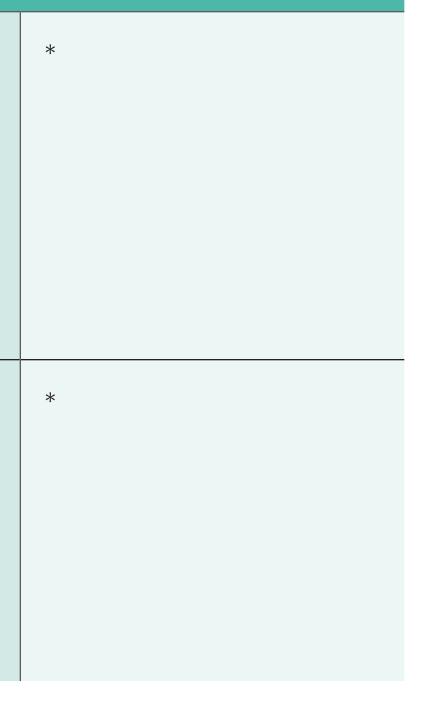| GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Cultivate community awareness about how the library is a welcoming and inclusive public place for all and protects all patrons' first amendment rights and privacy.	Design and implement an engaging and inclusive campaign (e.g. blog, newsletter, dialogues) on these topics (e.g. What the library means to me?).	✳	✳
Develop a strategic partnership plan that includes a policy definition, identifies community partners to provide programs that support Boulder's value of being welcoming and inclusive, and that builds community resilience.	Promote community awareness of the benefit of current partnerships with the library with the goal of attracting other beneficial partners. Reach out to potential partners to discuss needs and opportunities for partnering. Develop strategic partnership plan that coordinates with the marketing plan (a goal in the Programs and Services section) and includes personnel and non-personnel support costs.	Increase personnel and non-personnel budget according to the recommendations of the plan.	✳

GOALS & COMMITMENTS

BUILDING COMMUNITY & PARTNERSHIPS CONT.

Note: ∗ = no objective
See definition of column headings on page 40

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Cultivate and engage the Library's teen advisory groups.	Library leadership representatives meet with the Library's teen advisory groups to discuss their interest and opportunities for engaging teens in general. Library leadership solicit input and volunteerism from teens to present programs appealing to teens and younger children. Library leadership convene a summit of the teen advisory groups to gather feedback about how the library can best meet their needs and to discuss program planning. Library Commission extend an invitation to representative from each teen advisory group to attend Library Commission meetings.	Provide resources and opportunities for group members to cultivate civic engagement and leadership skills related to library planning.	∗
Cultivate relationship with patrons who are experiencing homelessness.	Engage a group of library patrons who are experiencing homelessness in a dialogue to: • learn how the library can better serve individuals who are homeless, • help to cultivate a more positive public perception of persons who are homeless or transient, and • get their input on supporting individuals to manage behavioral issues in the library. Library Commission and staff design a community dialogue to improve the community's perception of library safety and cultivate respect for individuals who are transient/homeless. Include patrons who have a negative perception of library safety and patrons who are experiencing homelessness.	Partner with patrons from the dialogue group (above), colleagues from human services organizations, and local artists to create an educational exhibit, campaign, and/or programs about the human issue of homelessness.	∗

BUILDING COMMUNITY & PARTNERSHIPS CONT.

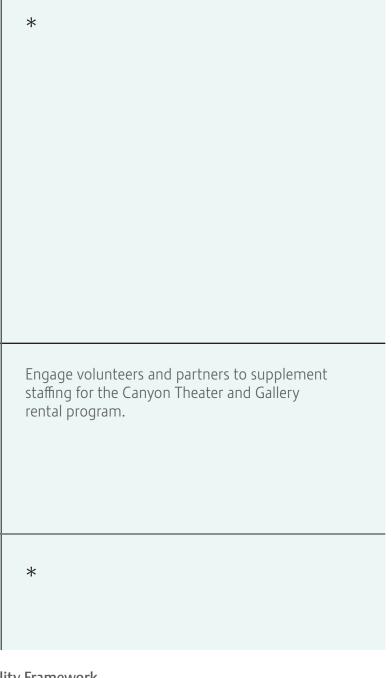Note: * = no objective
See definition of column headings on page 40

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Expand outreach to reach underserved communities.	Develop an outreach plan that includes a policy definition of underserved communities, identifies and prioritizes strategies to expand outreach. Strengthen relationships with Latinx community members. Continue to focus on recruiting new staff members in public service and outreach roles that are bilingual and/or bicultural.	Create a forum for Latinx community members to directly provide input on library programs. Initiate an outreach campaign through the neighborhood branch libraries and youth services partners to share information about the library, identify needs, and gather input from Latinx community members about overcoming barriers to access. Partner with agencies that serve the Latinx community to take library programs such as STEAM into the community. Partner with agencies and community members to increase the number of culturally relevant programs at the library.	*
Expand the volunteer services program to leverage volunteer expertise to support daily operations, programs and engagement.	Conduct an annual survey of volunteers to gather ideas and assess their satisfaction with the program. Transition the homebound delivery program to become volunteer-lead. Coordinate with city's Community Engagement Team to develop opportunities for volunteer engagement.	Create a volunteer advisory group to gather input on the program, appreciation and acknowledgement, and the annual survey. Engage volunteers and partners to conduct fundraising for making modest improvements to the Canyon Theater prior to implementation of the two-year pilot Canyon Theater and Gallery rental program.	Engage volunteers and partners to supplement staffing for the Canyon Theater and Gallery rental program.
Host an annual literacy-focused festival.	*	Identify and engage partners. Identify and obtain funding primarily through grants and donations.	*

Primary connection to the City of Boulder Sustainability Framework

Healthy and Socially Thriving Community   Accessible and Connected Community

PART 3

GOALS & COMMITMENTS

ORGANIZATIONAL READINESS

Commitment

BPL is committed to the City of Boulder vision, "Service excellence for an inspired future." It is important to invest resources in the professional development of the staff, to maintain fair and effective library policies that reflect library and community values, and to periodically evaluate patron satisfaction with services. It will do this by:

- Consistently fostering a healthy and effective work environment to ensure a positive patron experience.
- Maintaining effective and sustainable library operations and procedures that provide tangible community benefits from well-planned library services, technologies, and facilities.

- Employing sufficient staff with customer service and technology skills to help patrons achieve their goals.
- Creating and administering policies that reflect library values and priorities, are user-friendly and accessible, and are current, comprehensive, and consistent.

Note: ＊ = no objective
See definition of column headings on page 40

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Staff recruitment, training and development to maintain service excellence.	Provide facilitation training so that staff may moderate community dialogue. Increase the temporary personnel budget to accommodate regular meeting time for staff to cross train and participate in team building. Provide basic workplace safety and de-escalation training to staff. Recruit staff members that are fluent in Spanish or are bicultural to reflect the diversity of Boulder's population.	Provide opportunities for current staff members to gain Spanish language skills to better serve Spanish-speaking patrons through the tuition reimbursement program. Implement 1-2 technology training recommendations from the Technology Plan (a goal in the Facilities and Technology section).	＊
Review policies and planning documents.	Conduct a review of library policies that have not been updated in three years. Conduct evaluation of progress toward meeting Master Plan objectives and adjust goals and objectives as needed. Update the 2018 Library Master Plan goals, initiatives, and associated timeline after five years.	Provide quarterly library use statistics on the website.	＊

PART 3

GOALS & COMMITMENTS

ORGANIZATIONAL READINESS CONT.

Note: ✱ = no objective
See definition of column headings on page 40

GOAL	MAINTAIN SERVICE LEVELS	ADDRESS COMMUNITY DEMAND	SERVICE EXPANSION
Gather staff and community input.	Review and address results of city's staff engagement survey.	Conduct patron satisfaction survey.	✱
Identify and address opportunities to improve internal staff communication and teambuilding.	Initiate a cross-division taskforce to investigate and evaluate options with staff to improve communication. Implement 1-2 highest priority recommendations for the taskforce.	✱	✱

Primary connection to the City of Boulder Sustainability Framework

⚖ Good Governance

MEASURING SUCCESS

BPL is accountable to the community for prudent management of its resources to effectively respond to community needs. BPL employs several evaluation tools and metrics to ensure that it is fulfilling its mission and role in the community and providing programs and services that make a positive impact in people's lives. These evaluation tools and metrics are also used to establish community expectations of its library, evaluate and promote quality programs and services, and to identify and justify the need for increased investment and resources.

Many measurement tools are already in place and BPL will incorporate formal review of the data gathered from them into its annual planning process. New measures will be added with the introduction of new programs and services. For new programs and services, BPL will use benchmarks, program evaluation and patron survey feedback to assess audiences served and number of participants, gauge interest, and ascertain positive impacts on the participants and the community. Analysis of the data collected from these tools informs the library's annual workplan, program and service offerings, resource allocation, budget development, and its ability to meet goals and objectives in this plan.

EVALUATION TOOLS

Several evaluation tools are used or will be employed to gauge community interest, patron satisfaction, and quality and availability of its resources.

City of Boulder Community Survey

The City of Boulder administers a bi-annual community survey to evaluate quality of life in Boulder and the community's satisfaction with local government services. BPL plays an important role in Boulder being a healthy and socially thriving community. Success is indicated by BPL's overall rating remaining the same or improving as compared to the previous survey.

Further, BPL contributes to the City of Boulder reaching several organizational goals that connected to the City's Sustainability Framework:

Livable Community
Community Character Goal – manage growth and change, to maintain and enhance Boulder's community character and excellent public spaces and services.
  • Survey results show an overall rating of 'good' or 'very good' rating for opportunities to attend arts/ cultural events

Healthy and Socially Thriving Community
Diversity/Inclusion/Human Rights and Social Equity Goal- promote a safe and inclusive environment for all residents to participate in civic life and access community services
  • Survey results show an increase in the percentage of minority participation by program and department

Health and Well-Being Goal – promote and support programs and services that improve the physical and mental health and well-being of residents
  • Survey results show an overall rating of 'good' or 'very good' rating for opportunities to attend arts/ cultural events

Accessible and Connected Community
Virtual Goal – Expand digital connectivity to achieve economic, environmental, and social sustainability
  • Survey results show growth in the number of unique internet users at City library facilities

Program and Event Evaluation
BPL invites feedback from participants during programs, events, and outreach activities to gather ideas for new offerings or to improve current offerings and to evaluate interest and demand.

Bi-annual Patron Satisfaction Survey
BPL will invite the community's assessment of its performance, to gauge awareness of programs and services, to understand how they are informed of new programs, the community's priority for library programs and services, and its satisfaction with facilities and technology. A consistent overall rating of satisfactory or greater indicates success.

Volunteer Satisfaction Survey
BPL will invite its volunteers and staff to participate in annual surveys to evaluate satisfaction with and effectiveness of the volunteer program.

Colorado Public Library Standards
BPL will evaluate its resources and services to determine if it is continuing to meet the basic standards outlined by the Colorado State Library on an annual basis.

PART 4

MEASURING SUCCESS

METRICS & STANDARDS

BPL tracks several input and output measures which it reports annually to the Library Research Service[14] and compares its performance to other peer public library systems in the following ways. Some of these statistics are also used in the BPL's annual report.

- Per capita and per cardholder comparison
- All operating expenditures
- Staff expenditures
- Collection expenditures
- Visits
- Circulation of materials outputs
- Staff full-time equivalent (FTE) positions per 1000 patrons served
- Staff FTE positions per 10,000 materials circulated
- Turnover rate of materials

See Appendix A for 2016 benchmark data for BPL and several peer library systems.

BPL has identified its own standards in four fundamental areas.

STANDARD: BPL is regarded as valued resource and effective community connector

- Collaborations or formal partnerships with other agencies such as businesses, non-profits, and community organizations. ▲
- Engagement of Latinx community evaluated using survey demographic data and comparison to census mapping data. ▲
- Latinx youth attendance at STEAM programs ▲
- Volunteer hours contributed
- Volunteers and their involvement at all levels of the organization ▲
- Volunteer opportunities available ▲
- Cumulative and individual attendance totals for programs and events (e.g. storytime, concerts, STEAM programs, etc.) ▲
- New cardholders ▲
- Literacy and outreach participants ▲
- Engagement of community members that would not otherwise participate in maker activities ▲
- Actions are aligned with the City of Boulder Resilience Strategy
- Library leadership and Library Commission engages Teen Advisory Board at least quarterly
- Programs and services are aligned with community input and use
- Internet capacity in all facilities is adequate to meet demand

STANDARD: BPL provides high-quality, relevant materials and resources

- Use of new facilities is equal to or greater than current facilities of similar size and scope ▲
- Circulation of materials ▲
- Use of electronic resources ▲
- Website visits ▲
- Facility visits ▲
- Meeting room use ▲
- Hold requests ▲
- Computer use ▲
- Shelving turnaround time ▼
- Materials holds list ▼
- Waitlists for programs, classes, and tutoring sessions. ▼

STANDARD: BPL's facilities are well-maintained, safe, and adaptable to the community's evolving needs

- Space planning for renovated and new facilities meets ADA requirements and Colorado Library Standards
- Facilities maintenance backlog is addressed so that the condition of each facility reaches and/ or maintains a "Good" rating according to the Facilities Condition Index
- The facility build-out plan and timing are aligned with community growth
- Design, renovation, and maintenance of library facilities align with the City's Climate Commitment goals

STANDARD: BPL maintains efficient operating practices

- Patron use of self-check over service desk for materials circulation is 80 percent or more
- Patron use of e-payment over service desk for fee payment is 60 percent or more
- Time to shelf for returned materials is 24 hours or less

STANDARD: BPL's operating and capital budget is financially sustainable

- Volunteer Return on Investment ▲
- Funding per capita/user ▲
- Grants obtained ▲
- Sources and amounts of revenue are stable and matching demand
- Operating and capital budget is adequate to maintain service levels and support growth to address community needs
- Staff expenditures range from 60 to 65 percent of the operating budget

▲ Indicates a INCREASE   ▼ Indicates a DECREASE

INVESTMENT PRIORITIES & FUNDING

CURRENT INVESTMENT STRATEGY

BPL's annual operating budget is funded by a combination of six sources within the City's financial structure. Each fund has unique revenue sources which support unique expenditures. Below are descriptions of each fund including revenue sources and expenditure categories, as well as how each fund is used during the city's annual budget process.

ONGOING FUNDING RESOURCES

General Fund (Sales and Use Tax)

The General Fund is the library's main funding source. All revenues and expenditures within the General Fund, of which the library's budget is a portion, must be appropriated by City Council through the City of Boulder's annual budget process. General Fund revenues that support citywide operating expenditures, including those of the library, are sourced from a combination of sales and use tax, property tax, and a variety of other taxes. Any unspent Library Department appropriations at the end of a given fiscal year fall to General Fund Balance. The library uses the General Fund allocation for personnel, facilities, supplies equipment and overhead.

Library Department Revenues

Operating revenues that the library independently generates - fines and fees, rental income, proceeds from the sales of used books, etc. - are deposited directly into the General Fund. Operating revenues may be re-appropriated to the library at the discretion of the City Council either through the annual budget process or through the Adjustment to Base (ATB) budget process. Operating revenues are often requested for re-appropriation to the library for the purchase of library materials, to support the volunteer program, and offset overhead costs for rental of the Canyon Theater.

Library Fund

The Library Fund is a pooled repository of revenues generated from four main sources: 1) the one-third property tax mill levy that is dedicated to the library; 2) gifts and donations given to library; 3) the proceeds from the sale of library property or assets; 4) accrued

interest on the fund balance. Both the revenues and expenditures within the Library Fund are tracked separately as many of the revenue sources, especially gifts and donations, are designated for specific purposes such as materials acquisitions or capital improvement at various library locations. The property tax revenues are less restricted and are used to support ongoing library operations and/or materials purchases. Library Administration manages the outlay of monies from the Library Fund and must appropriate both the revenue and expenditures on an annual basis through the budget process. As per article IX, section 134 of the Boulder City Charter[15], expenditures of revenues from items 2 and 3 above shall be made only upon the favorable recommendation of the Library Commission. Most of the balance of this fund is comprised of donor-restricted gifts and contributions.

The Library Fund described above was established in 2016 following a voter approved city charter change. Prior to the charter change, BPL's operating budget was funded from a previous version of the Library Fund (referred to as the old Library Fund or library reserve fund). This fund, while called out separately in name, existed within the General Fund and allowed for the commingling of restricted and unrestricted revenue sources, i.e. dedicated property taxes mixed with sales and use tax transferred in from the General Fund. When the new Library Fund was established, the balance that had accumulated over the years in the old Library Fund was set aside within the General Fund to be used for future library needs.

Computer Replacement Fund (CRF)

The city's Innovation and Technology (IT) Department manages the CRF. The library makes an annual contribution to the CRF based upon IT's cost projections for future replacement of computers as well as software upgrades, workstation technical support, hardware maintenance and network infrastructure maintenance. The contribution formulas are set by the city's IT Department according to industry standards. The CRF is used to fund the replacement and servicing of workstations at the library, both employee workstations and patron workstations. Printers and other peripheral computing equipment are not funded in the CRF. These items may be funded in the Equipment Replacement Fund (below) depending upon acquisition cost.

Contributions to the CRF are reflected in the library's annual operating budget. Expenditures out of the library 's CRF balance are included in IT's operating budget and managed according to replacement schedules determined by IT. Any unspent annual appropriations at the end of a given fiscal year fall to CRF balance and must be re-appropriated either in the next year's budget process or through the ATB process. The library's contribution is included in the supplies, equipment, and overhead category of the Boulder Public Library Uses of Funds graph.

Equipment Replacement Fund (ERF)

The city's Public Works Department– Facilities Asset Management (FAM) Division manages the ERF. The library makes an annual contribution to the ERF based upon FAM's inflation-adjusted projections for future replacement of major equipment which are based upon industry standards. These contributions are included in the library's annual operating budget. Expenditures out of the ERF are reflected in FAM's operating budget. The funds within the ERF are used at the discretion of library staff, subject to ERF policies and procedures. Any unspent funds in a given year fall to ERF balance to be used to offset future year's contributions or alternative equipment purchases. The library's contribution is included in the supplies, equipment, and overhead category of the Boulder Public Library Uses of Funds graph.

CURRENT INVESTMENT STRATEGY CONT.

Equipment Replacement Fund (ERF) Cont.
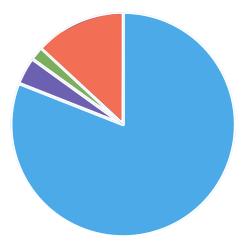Equipment must meet the following criteria to be included on the ERF:

    1. Tangible in nature and does not lose its identity if removed from original location

    2. Have a useful life of more than one year

    3. Have an original cost of at least $5,000
- The ERF cannot cover vehicles, buildings, building materials/machinery, fixtures, or land/land improvements.
- Furnishings are not included in the ERF; they are funded out of the library's operating budget

Facility Renovation and Replacement Fund (FR&R Fund)
The city's Public Works Department– Facilities Asset Management (FAM) Division manages the FR&R Fund. The library makes an annual contribution to the FR&R Fund based upon a combination of FAM's facility capital renovation and replacement projections as well as savings for future renovation projects envisioned by library staff. These contributions are reflected in the library's annual operating budget. The funds are used at the discretion of Library Administration subject to FR&R Fund policies. Expenditures out of the FR&R Fund are reflected in FAM's operating and capital budget. Any unspent funds fall to FR&R Fund balance to be programmed for future use. The FR&R Fund is used specifically for major maintenance, renovation, and replacement of capital facilities and equipment and is defined according to the following criteria:

    1. Maintenance: maintenance of existing building systems or components where the cost exceeds $3,000 per repair

    2. Renovation: replacement of 50 percent or more of a building system or component

    3. Replacement: replacement of 100 percent of a building system or component
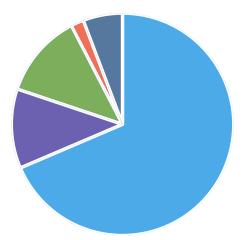
HVAC (heating, ventilation, and air conditioning) and fixtures are included in FR&R.

2017 BOULDER PUBLIC LIBRARY SOURCES OF ONGOING FUNDS
Total $7,911,425

Property Tax | $1,037,326, 13%
Library Department Revenues | $153,000, 2%
Grants & Donations | $314,491, 4%
General Fund (Sales and Use Tax) | $6,406,608, 81%

SOURCE: 2017 City of Boulder Budget

2017 BOULDER PUBLIC LIBRARY USES OF FUNDS
Total $7,960,964

Programs & Outreach | $458,300, 6%
Facilities | $148,978, 2%
Collections | $972,787, 12%
Supplies, Equipment & Overhead | $921,225, 11%
Personnel | $5,459,673, 69%

SOURCE: 2017 City of Boulder Budget

CAPITAL AND ONE-TIME FUNDING RESOURCES

There are several sources of funds restricted for the library use. These funds may be used for one-time projects and capital needs and may have specific restrictions for how they may be expended.

Capital Development Fund

The city's Public Works Department– Facilities Asset Management (FAM) Division manages the Capital Development Fund. The Capital Development Fund is funded with past balances of Capital Development Excise Taxes as well as ongoing collection of Impact Fees. In 2010, the city shifted away from collecting Development Excise Taxes in favor of collecting Impact Fees. These fees are assessed on commercial and private development projects and are to be used to fund capital expansion of municipal facilities necessary to support growing demand for city services. The recipient departments of Capital Development Excise Tax and Impact Fee funding are: Transportation, Parks and Recreation, Police, Fire, Human Services, and BPL. Capital Development Funds are programmed and spent at the discretion of FAM in conjunction with staff within the recipient departments. The Capital Development Excise Taxes and Impact Fees collected on behalf of the library can only be spent on capital facility expansion and materials expansion.
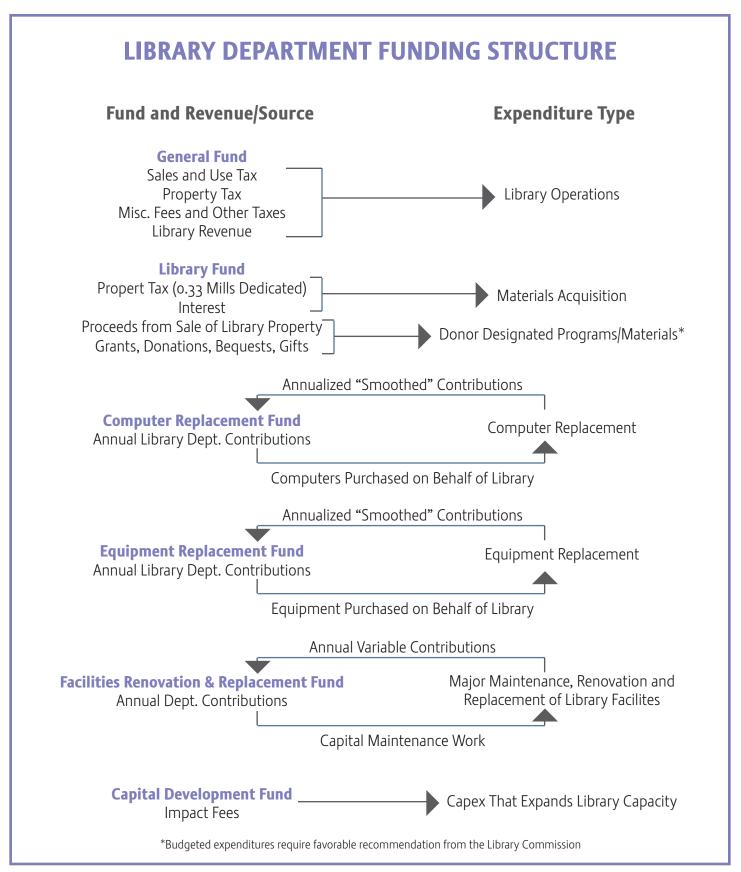
Blystadt-Laesar House Proceeds

The library has proceeds from the sale of the Blystadt-Laeser House at 1117 Pine St. sitting in a restricted account within the General Fund. The house was purchased in late 1986 to supplement the archival storage needs of the Carnegie Branch Library. After the purchase, the house was determined to be inadequate for its intended use, and when it was sold in 2002, the intention was to use sale proceeds to fund other archival storage options such as digitization.

Library Fund	$533,000
Library Fund Reserve	$1,400,000
Library FR&R Fund	$372,000
Development Excise Tax	$166,000
Impact Fees	$1,018,000
Blystadt-Laeser House proceeds	$355,000

Estimated Balances* of Funds Designed for Library Use

*As of May 2018, with allocations for 2018 projects (North Boulder Branch Library, Main Library Restroom Renovation, and Carnegie Library for Local History digitization project) deducted.

INVESTMENT PRIORITIES & FUNDING

LIBRARY DEPARTMENT FUNDING STRUCTURE

Fund and Revenue/Source

Expenditure Type

General Fund
Sales and Use Tax
Property Tax
Misc. Fees and Other Taxes
Library Revenue

→ Library Operations

Library Fund
Propert Tax (0.33 Mills Dedicated)
Interest

→ Materials Acquisition

Proceeds from Sale of Library Property
Grants, Donations, Bequests, Gifts

→ Donor Designated Programs/Materials*

Annualized "Smoothed" Contributions

Computer Replacement Fund
Annual Library Dept. Contributions

Computer Replacement

Computers Purchased on Behalf of Library

Annualized "Smoothed" Contributions

Equipment Replacement Fund
Annual Library Dept. Contributions

Equipment Replacement

Equipment Purchased on Behalf of Library

Annual Variable Contributions

Facilities Renovation & Replacement Fund
Annual Dept. Contributions

Major Maintenance, Renovation and
Replacement of Library Facilites

Capital Maintenance Work

Capital Development Fund
Impact Fees

→ Capex That Expands Library Capacity

*Budgeted expenditures require favorable recommendation from the Library Commission

Community Partnerships, Collaborations, and Volunteer Support

Annual support for library programs comes from the community's donations through the Boulder Library Foundation (BLF). BLF's board of directors determines the amount of funding to commit to BPL each year for programs. Since 2015, the BLF has committed $250,000 annually for programs and events. In addition to ongoing support of most programs and events offered by the library, BLF regularly invests one-time funds to help implement capital project like the BLDG 61 Makerspace and the north Boulder branch library. Library staff also regularly applies to other grant agencies to supplement funding for programs and the collection.

The value of the formal partnerships and community collaborations is difficult to quantify as there are tangible and intangible benefits from both. Partnerships and informal collaborations allow BPL to leverage its resources to increase positive impact and benefit of its programs and services to the community. Likewise, contribution from volunteers is invaluable to BPL's success. As mentioned in the accomplishments during the past decade, volunteers contribute their time and talent at the library for the community. Their efforts allow the library to maintain quality collections, present engaging programs, and take library services into the community. BPL will continue to offer meaningful opportunities for volunteerism and cultivate mutually-beneficial collaborations and partnerships to make the most of its resources to benefit the community.

Capital Assets

BPL provides programs and services in five facilities throughout the city. The Carnegie Library for Local History, the George Reynolds Branch Library, and the Main Library are city-owned facilities and the Meadows Branch Library and the NoBo Corner Library are rented facilities. The following table shows the growth of BPL from 1907 through 2017.

YEAR	PROJECT	PROJECT SQUARE FOOTAGE	TOTAL CUMULATIVE SQUARE FOOTAGE
1907	Carnegie Library (original main library)	4,000	4,000
1961	Main Library on Canyon Blvd	23,899	27,899
1968	George Reynolds Branch Library	4,070	31,969
1974	Main Library (middle addition)	14,680	46,649
1986	Blystat-Laeser House annexed to Carnegie Library	1,100	47,749
1990	Meadows Branch Library	7,800	55,549
1992	Main Library (south addition)	53,585	109,134
1994	George Reynolds Branch Library addition	5,580	114,714
2002	Blystat-Laeser House sold	(1,100)	113,614
2014	NoBo Corner Library	570	114,184

PART 5

INVESTMENT PRIORITIES & FUNDING

FUTURE INVESTMENT STRATEGY

During the past ten years, several staff organizational changes have been made to improve efficiency, place a greater focus on customer service and increase program offerings including adding the NoBo Corner Library location and the BLDG 61 Makerspace at the Main Library. Hours open to the public increased 15.5 percent, and circulation of materials by 32 percent. Cardholders also increased by 76 percent and program attendance by 64 percent. In the same time frame, staffing was reduced from 79.45 to 75.5 FTE, an overall five percent decrease, and 17 percent decrease per population served. Meanwhile, the operating revenue increased 3 percent (adjusted for inflation). The table below summarizes the input and output measures that BPL tracks annually.
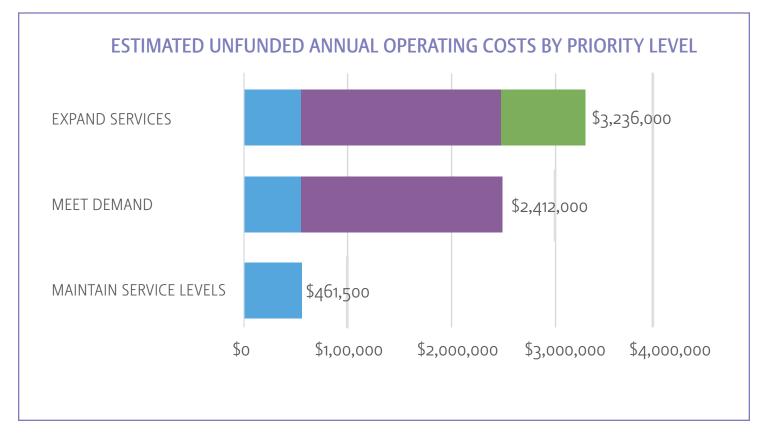
Summary of Change in Annual Input and Output Measures from 2006–2016

INPUT MEASURE	2006	2016	PERCENT CHANGE
Total operating revenue	$5,976,844	$7,512,839	+25%, [3%]*
Staff FTE	79.45	75.5	-5%
Total expenditures per capita	$61.61	$71.42	+16%, [-5%]*
Staff expenditures per capita	$43.56	$47.39	+9%, [-12%]*
Staff expenditures as percent of total operating expenditures	71%	66%	-5%
Hours open to the public	10,724	12,378	+15.5%
OUTPUT MEASURE	2006	2016	PERCENT CHANGE
Total circulations	1,109,619	1,473,520	+32%
Staff per 10,000 circulations	0.72	0.51	-29%
Total cardholders	79,485	140,607	+76%
Cardholders as percent of the population	82%	131%	+59%
Staff per 1,000 served	0.82	0.7	-17%
Total program attendance	62,211	102,072	+64%
Program attendance per 1,000 served	638	951	+50%
Summer of Discovery program participants	428	3018	+598%

*adjusted for inflation | SOURCE: Library Research Service – 2016 Colorado Public Library Statistics

Staff workload has reached capacity and additional investment is needed to:
- Maintain current service levels and quality;
- Address growth in library use that has occurred since the 2014 Main Library Renovation and emphasis on core youth-focused programs such as storytime and STEAM programs; and
- Address patron requests for expansion of facilities, programs and services.

High-level cost estimates have been determined for implementing the Master Plan goals. Over the next 10 years, it is estimated that $3 to $3.5 million in funding is needed for ongoing annual operating costs and up to $6 million is needed to fund one-time and capital needs. These costs are grouped, additive by budget priority level (maintain service levels, address community demand, service expansion) and shown in the graphs below.

ESTIMATED UNFUNDED ANNUAL OPERATING COSTS BY PRIORITY LEVEL

Priority Level	Amount
EXPAND SERVICES	$3,236,000
MEET DEMAND	$2,412,000
MAINTAIN SERVICE LEVELS	$461,500

Axis: $0, $1,00,000, $2,000,000, $3,000,000, $4,000,000

Funding for these operating costs is needed to accomplish the master plan goals. This funding would be in addition to the library's current annual operating budget which is approximately $8 million in 2018.

INVESTMENT PRIORITIES & FUNDING

FUTURE INVESTMENT STRATEGY CONT.

ESTIMATED FUNDED AND UNFUNDED ONE-TIME AND CAPITAL NEEDS BY PRIORITY LEVEL

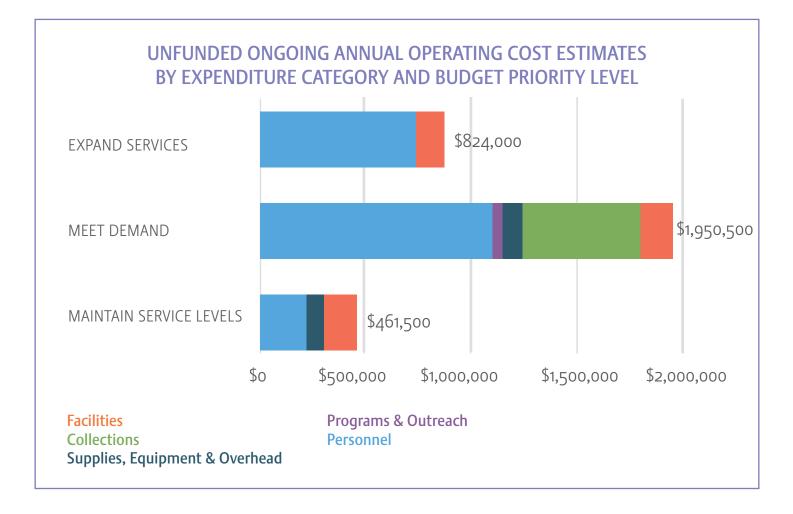| Priority Level	Amount
EXPAND SERVICES	$11,685,000
MEET DEMAND	$11,099,000
MAINTAIN SERVICE LEVELS	$4,754,000

Removing one-time and capital cost estimates that may be funded by the Library Fund, Library Fund Reserve, Library FR&R Fund, Development Excise Tax and/or Impact Fees, the unfunded one-time and capital cost estimates are shown in the graph below. The $3.7 million library facilities maintenance backlog represents the largest portion of these unfunded needs. An estimate for the renovation of the Main Library north building is pending a renovation feasibility study and is not included in the totals. That cost will be prioritized as Expand Services when it is known.

ESTIMATED UNFUNDED ONE-TIME AND CAPITAL NEEDS BY PRIORITY LEVEL

Priority Level	Amount
MEET DEMAND	$4,354,000
MAINTAIN SERVICE LEVELS	$4,087,500

To show the investment by expenditure area, the ongoing operating, and one-time and capital costs are organized by the following broad categories:

- Personnel
- Programs and outreach
- Supplies, equipment and overhead
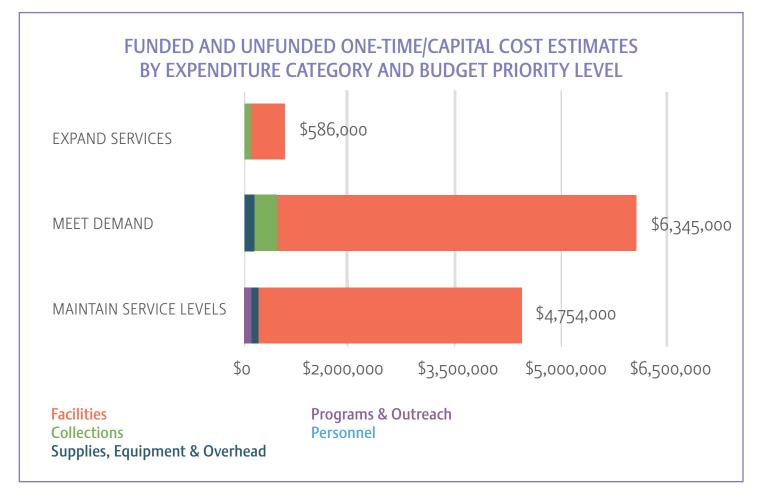- Collections
- Facilities

In these graphs, the budget priority levels are not shown as additive.

UNFUNDED ONGOING ANNUAL OPERATING COST ESTIMATES BY EXPENDITURE CATEGORY AND BUDGET PRIORITY LEVEL

EXPAND SERVICES — $824,000

MEET DEMAND — $1,950,500

MAINTAIN SERVICE LEVELS — $461,500

$0 $500,000 $1,000,000 $1,500,000 $2,000,000

Facilities Programs & Outreach
Collections Personnel
Supplies, Equipment & Overhead

Ongoing facilities costs include security services funded by the library's operating budget. They also include ongoing facilities costs that are managed by FAM for janitorial services and catch up funding for Operation and Maintenance, Major Maintenance and Renovation and Replacement funding ($63,000) which are currently underfunded.
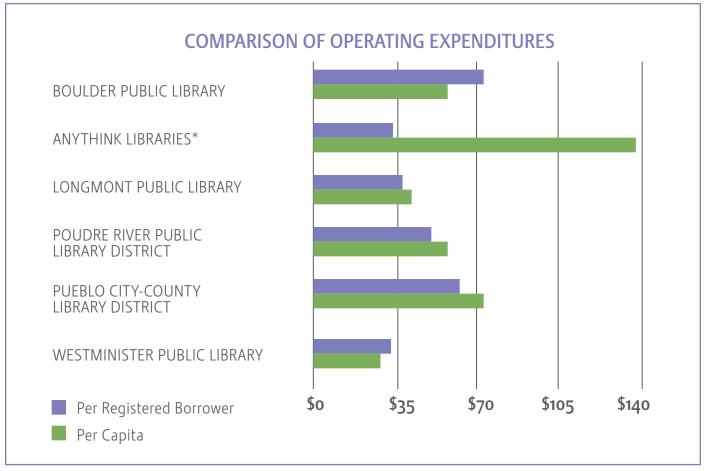
INVESTMENT PRIORITIES & FUNDING

FUTURE INVESTMENT STRATEGY CONT.

FUNDED AND UNFUNDED ONE-TIME/CAPITAL COST ESTIMATES BY EXPENDITURE CATEGORY AND BUDGET PRIORITY LEVEL

EXPAND SERVICES — $586,000

MEET DEMAND — $6,345,000

MAINTAIN SERVICE LEVELS — $4,754,000

$0 $2,000,000 $3,500,000 $5,000,000 $6,500,000

Facilities
Collections
Supplies, Equipment & Overhead

Programs & Outreach
Personnel

These cost estimates include addressing the current facilities maintenance backlog ($3.7 million in Maintain Service levels) which is unfunded, the north Boulder branch library construction ($6.2 million in Meet Demand) which is primarily funded from the Community, Culture, and Safety Tax, and the Main Library restroom renovation ($650,000 in Maintain Service Levels) which is funded by the old Library Fund reserve. The facilities and collection cost estimate for the Gunbarrel Corner Library represents the total for Expand Services.

FINANCIAL SUSTAINABILITY

Most public libraries measure funding and count metrics on a per capita basis. In comparison to other public libraries in Colorado, BPL ranks in the upper third for per capita funding (Appendix C). However, evaluating performance on a per capita basis does not accurately represent actual use. Further, evaluating or basing funding solely on a per capita basis does not address the impacts of use by patrons that reside outside of the legal service area. Boulder is a regional hub for employment and for library use. No library system of BPL's size has a similar, disproportionate number of cardholders in relation to population. Most Colorado libraries with even remotely similar user bases are mountain resort towns (Appendix D). If library funding and metrics are analyzed per registered user (cardholder), BPL drops down into the lower third in funding for Colorado.

COMPARISON OF OPERATING EXPENDITURES

BOULDER PUBLIC LIBRARY

ANYTHINK LIBRARIES*

LONGMONT PUBLIC LIBRARY

POUDRE RIVER PUBLIC
LIBRARY DISTRICT

PUEBLO CITY-COUNTY
LIBRARY DISTRICT

WESTMINISTER PUBLIC LIBRARY

■ Per Registered Borrower
■ Per Capita

$0 $35 $70 $105 $140

*A Revolution of Rangeview Libraries, Adams County, CO | SOURCE: Library Research Service – 2016 Colorado Public Library Statistics

If library funding is measured based upon the number of people that use the system, instead of the legal service area population, BPL would need an increased funding level of more than 33% or approximately $4 million per year to achieve funding levels equivalent to that of the Denver Public Library or to meet the average funding levels for medium or large libraries on Colorado's Front Range.

The Library is committed to:
- Serving the community well, implementing a budget strategy that provides appropriate funding with transparent administration;
- Efficiently managing community resources to provide high-value services through the effective stewardship of public funds;
- Developing a ten-year library capital needs plan and funding strategy;
- Maintaining the current assets to meet industry standards; and
- Securing funding sources that will provide financial sustainability and resources to address evolving community needs and priorities.

BPL staff and Library Commission will work in collaboration with the City Manager's Office and the City Council to identify, evaluate the options, select and implement a financial strategy to maintain service levels, meet community demand, and expand services to address future community growth. BPL is fortunate to have the community's support. Seventy-two percent of respondents to the library master plan community survey indicated they would "support" or "strongly support" increasing their taxes to pay for library services. Further investigation is needed to understand the best option to obtain increased and stable funding for the library.

PART 5

INVESTMENT PRIORITIES & FUNDING

OPTIONS FOR INCREASED MUNICIPAL FUNDING

Funding the Master Plan goals represents a significant financial investment estimated to be as much as a $20 million total increase in costs to the city budget over five years – approximately $3 to $3.5 million in annual ongoing operating costs and $1 million in annual unfunded one-time and capital expenses. Additional revenues will need to be secured in addition to the current-level of annual appropriations from the General Fund to fund library needs. Capital projects are reviewed and considered in the Capital Improvement Program (CIP) that is part of the city's annual budget process.

The following options to increase municipal funding for BPL assume that the current level of budget support provided from the General Fund remains constant, approximately $6.4 million annually, unless otherwise indicated. The two major sources of general fund revenue are sales and use tax and property tax. Sales and use tax is a volatile revenue source while property tax is a more stable revenue source.

Reallocate Current City Funds
To keep the city's budget balanced, a change in the allocation of resources requires moving currently allocated resources from one program or service to another. If the decision is made to reallocate current General Fund resources from other general fund programs to the library, it would require a reduction in other general fund city services (fire; police; parks and recreation; and city support services such as finance, Human Resources, Planning, Housing and Sustainability, Public Works, and the City Manager's Office). The changes would be accomplished through the annual budget process. The actual impact on current programs would be known once the budget trade-offs were proposed.

Request Voters Dedicate an Additional Increment of Sales Tax for the Library
Proposals for a sales tax increase require an ordinance from City Council prior to putting the proposed changes to a vote. The current sales and use tax rate in the city is 3.86 percent. There is an additional 0.15 percent tax on prepared food only and the revenue is dedicated to the Boulder Visitors and Convention Bureau. Each one-tenth of a cent increase in sales and use tax currently generates approximately $3.3 million annually. When fully implemented, the master plan costs are estimated to require an increase of 0.12 percent in sales and use tax. This would increase the city sales and use tax rate to 3.98 percent (4.13 percent on prepared foods). See the Regional Sales and Use Tax Rates table below for comparison to other cities in the region.

Request Voters Dedicate a New Property Tax for the Library
Proposals for a property tax increase also require an ordinance from City Council prior to putting the proposed changes to a vote.

Option 1: Reallocate current city property taxes to dedicate a greater share to library services.
Article IX, section 134[16] of the City Charter includes language specifying the library's current portion of city property taxes. Even though reallocating current property taxes would not result in an overall increase, this part of charter would need to be amended by the voters to dedicate more of the current mill levy for library purposes.

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[16] The Charter of the City of Boulder, article IX, section 134. library.municode.com/co/boulder/codes/municipal_code?nodeId=THCHBOCO_ARTIXADCO_LICO_S134LIFU

Option 2: Request voters increase the city property tax mill levy and dedicate the amount needed to fully fund library services.

In addition to City Charter article IX, section 134 specifying the share of city property taxes dedicated to the library, article VI, section 94[17] imposes a 13-mill cap on the total property tax that can be levied by the City. Increasing the cap and dedicating the amount needed to fully fund library services requires voter-approved changes to both articles in the City Charter. Once approved by the voters, budget reallocations to distribute the current sales and use tax revenues that are appropriated to the library could occur during the annual budget process or via a supplemental appropriation.

New library master plan program costs will occur over several years and the increase in the property tax mill levy could be phased in to correspond to the implementation of the new services. An increase in the overall mill levy allowed by the charter would support library needs and could allow the city additional headway to fund other city projects in the event other needs arise in the next decades.

Regional Sales and Use Tax Rates

CITY	LOCAL PERCENT TAX RATE	TOTAL PERCENT TAX RATE	LOCAL TAX RATE IF COB INCREASED .12 %
Broomfield	4.15	8.15	4.15
Boulder	3.86	8.845	3.98
Fort Collins	3.85	7.30	3.85
Denver	3.65	7.65	3.65
Lafayette	3.50	8.485	3.50
Louisville	3.65	8.635	3.65
Arvada	3.46	8.21	3.46
Longmont	3.53	8.515	3.53
Golden	3.00	7.50	3.00
Loveland	3.00	6.45	3.00

SOURCE: 2018 Colorado Department of Revenue – Taxation Division.
Total rate may be different in city is in more than one county.

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[17] The Charter of the City of Boulder, article VI, section 94. library.municode.com/co/boulder/codes/municipal_code?nodeId=THCHBOCO_ARTIXADCO_LICO_S134LIFU

INVESTMENT PRIORITIES & FUNDING

Some Advantages and Challenges of the City Retaining Governance of the Library System and Increasing and/or Reallocating Tax Revenues

ADVANTAGES	CHALLENGES
Library receives internal services from Innovation Technology, Human Resources, City Attorney's Office, City Manager's Office, Facilities and Finance.	Library must compete with other city priorities for the portion of its budget that is not dedicated.
Diversified revenue streams balance economic volatility.	
The city can ask the voters to lift the caps imposed by the Taxpayer Bill of Rights (TABOR) Amendment[18] or "de-Bruce".	State budget limits and constitutional limits, such as TABOR and the Gallagher Amendments apply to library districts. The effect of the Gallagher Amendment means a disproportionate amount of property tax is placed on commercial property. "De-Brucing" requires voter approval.
City of Boulder general fund contribution of approximately $7 million annually (2018) generated from sales tax revenue would no longer need to be used to support the library.	Sales and use taxes are not a stable form of revenue and are regressive.
In general, property tax is a stable form of revenue.	Raising the mill levy cap on property taxes must be approved by the voters.
	Increase the rates for sales and use or property taxes must be approved by the voters.
	Campaign and election process requires time and monetary resources.
	Property taxes are subject to periodic property devaluations that could result in service reductions.

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[18] Taxpayer Bill of Rights (TABOR) Amendment passed in 1992. TABOR prohibits any tax increase without a vote of the people. In addition, TABOR places strict limits on how much revenue the state can keep and how much it can spend.

[19] Gallagher Amendment passed in 1982, was designed to maintain a constant ratio between residential property tax revenue and business property tax revenue. The effect of Gallagher was to reduce the assessment rate (the percent of property value that is subject to taxation) whenever statewide total residential property values increased faster than business property values.

LIBRARY DISTRICT FUNDING & GOVERNANCE

Another option to increase library funding would be to form a library district. Library districts are the most common form of governance and funding for libraries in Colorado. **One third of BPL cardholders reside outside of Boulder city limits.** Forming a library district would capture funding from residents outside the city limits that the library serves. See the following appendices for information related to forming a library district.

- A summary of the cities and counties where current BPL cardholders reside - Appendix E.
- A map of current BPL patron households within the Boulder Valley Comprehensive Plan area and outlying areas - Appendix F.
- A map of Colorado library jurisdictions - Appendix G.

A library district is a local entity other than a county, municipality, township or school district that is authorized by state law to establish and operate a public library as defined by the National Center for Education Statistics. It has sufficient administrative and fiscal autonomy to qualify as a separate government entity. While special districts such as fire and water and sewer districts are grouped together and governed by title 32 under Colorado law, libraries are a distinct form of district and governed in Colorado by title 24. Fiscal autonomy of libraries requires support from local taxation dedicated to library purposes (e.g., a library tax). The residents within the boundaries of the district must produce a majority vote in favor of being included in the district and must approve any new or increased library taxes within the district boundaries.

If a library district is formed to include only the city limits, the City Council would appoint a library district board. If a library district's boundaries include areas outside of the city limits, City Council will coordinate with the County Commissioners to appoint the board members. This board would then function independently of the city government, with primary responsibilities of hiring a library director, approving expenditures and overseeing all district strategy and accountability for operational efficiencies. The district would assume responsibilities for all administrative functions (human resources, finance, facilities management, insurance, employee benefits and retirement, etc.) or choose to contract with the city or other entities to provide these services. All library employees would become employees of the district.

The City Council and Library Commission would consult the Boulder Valley Comprehensive Plan and work with Boulder County commissioners to identify district boundaries which would include areas of unincorporated Boulder County that do not have adjacent areas with other entities providing municipal or district library services. See Appendix H for a map of areas to possibly include within a library district.

The first year of transition to a district is complicated and would require a large commitment from the board and staff. There are several transition costs and ongoing costs that would have to be negotiated by the district and the city and county. These costs include: election costs, facilities insurance, employee benefits, Public Employee Retirement Association pension liability for all district employees, facilities maintenance, communications, Information Technology services and maintenance, Human Resources and legal services.

The Colorado State Library website has information about Colorado Library Law and other state laws that impact libraries, and legal documents for library districts in the state. These resources provide examples and guidance for forming and administering a library district.

INVESTMENT PRIORITIES & FUNDING

Some of the Advantages and Challenges of Forming a Library District

ADVANTAGES	CHALLENGES
Funding is secured directly from dedicated tax revenues rather than competing with other city or county departments.	Introduction of a new tax that requires voter approval.
A library district can ask the voters to lift the caps imposed by the Taxpayer Bill of Rights (TABOR) Amendment or "de-Bruce".	Campaign and election process requires time and monetary resources.
The 0.333 property tax mill levy for Boulder property owners to fund libraries may be rescinded. More investigation is required to determine this.	State budget limits and constitutional limits, such as TABOR and the Gallagher Amendments apply to city government. The effect of the Gallagher Amendment[19] means a disproportionate amount of property tax is placed on commercial property. "De-Brucing" requires voter approval.
City of Boulder general fund contribution of approximately $7 million annually generated from sales tax revenue would no longer need to be used to support the library.	Funding is restricted to property taxes which are subject to periodic property devaluations that could result in service reductions. In the event of a downturn in the assessed property values, there is usually a one or two-year delay in property tax collections to plan how to address any decreased revenue.
A single purpose district can enhance accountability to the taxpayers and organizational focus.	The administrative costs the district would have if it entered into direct charge agreements with any of the city's internal service departments or external vendors could be approximately 15% higher than the overhead costs for these services that are currently covered by the city.
Debt can be issued to fund capital projects, but funding received is not solely restricted to capital costs.	The district would assume approximately $5.5 million in unfunded net pension liability and all associated employer contribution requirements.
Budgeting is more nimble and responsive to the needs of the community. Unspent annual budget can be retained for future years.	
Responsibility for community assets including facilities and the library collection are directly maintained and invested in by the district at the direction of the board and remain in service to the community.	

IMPLEMENTATION

Guided by the new mission, vision and guiding principles, BPL will implement this Master Plan through an annual planning process. It will measure its success by employing several evaluation tools including input from the community to determine the effectiveness of its programs and services and its ability to meet the standards outlined in Part 4 of this plan.

BPL's annual planning process will begin prior to formation of the annual budget request. The Library Commission will be consulted on each step of the process which includes:

1. review of the Master Plan;
2. review of accomplishments and success measures of the initiative for the past year as well as the status of initiatives that were not completed;
3. review and priority of the potential initiatives for the upcoming three years along with preparation of adjusted cost estimates;
4. development of the annual budget request, policy issues, and success measures for initiatives planned for the upcoming year;
5. mid-year adjustments in the current year plan and the three-year action plan as needed to make the most effective use of resources.

This approach will ensure that the Boulder Public Library Master Plan is a living document used to improve the library system in a way that reflects the community's goals well into the future.

APPENDIX: A

BENCHMARK COMPARISON

	BOULDER PUBLIC LIBRARY	ANYTHINK LIBRARIES	LONGMONT PUBLIC LIBRARY	POUDRE RIVER PUBLIC LIBRARY DISTRICT	PUEBLO CITY-COUNTY LIBRARY DISTRICT	WESTMINISTER PUBLIC LIBRARY[2]	ANN ARBOR DISTRICT LIBRARY[4]	AUSTIN PUBLIC LIBRARY[5]	CLEVELAND HEIGHTS-UNIVERSITY HEIGHTS PUBLIC LIBRARY[6]	MADISON PUBLIC LIBRARY[7]	SKOKIE PUBLIC LIBRARY[8]
SERVICE AREA	**COLORADO LIBRARIES**[1]						**NATIONAL LIBRARIES**				
Service Area Population	107,291	377,353	92,633	196,103	163,348	112,737	163,590	931,830	57,867	247,206	65,000
Registered Borrowers	140,607	113,919	85,686	156,544	137,521	118,039	-	570,446	45,778	170,420	-
Total Operating Revenue	$7,512,839	$15,709,919	$3,536,289	$9,470,178	$10,029,642	$3,121,085	$13,810,936	$43,187,679	$11,514,484	$18,114,656	$12,659,000
Total Operating Expenditures	$7,662,840	$15,548,956	$3,332,227	$9,300,474	$9,847,133	$3,625,655	$12,231,842	$42,017,519	$8,503,725	$18,114,656	$12,659,000
Total Operating Expenditures Per Capita	$71	$41	$36	$47	$60	$32	$75	$42	$147	$73	$195
Total Operating Expenditures Per Registered Borrower	$54	$136	$39	$59	$72	$31	-	$74	$186	$106	-
STAFF											
Staff Expenditures	$5,084,454	$6,518,942	$2,546,637	$5,685,104	$5,068,852	$2,700,748	$7,661,577	$28,677,278	$5,395,371	$11,474,221	$6,456,000
Staff Expenditures as Percentage of Total Operating Expenditures	66%	42	76%	61	51%	74%	63%	68%	63%	63%	51%
Staff per 1,000 Patrons Served	0.70	0.31	0.49	0.51	0.62	0.37	-	0.53	2.30	1.06	-
Staff per 10,000 Circulation	0.51	0.54	0.47	0.33	0.40	0.53	-	4.96	7.10	12.49	5.15
Total Staff (FTE)	75.50	118.63	45.50	100.00	101.75	41.98	-	301.96	105.20	180.50	113.00
Staff Expenditures Per Capita	$47	$17	$27	$29	$31	$24	$47	$31	$93	$46	$99
VISITS											
Total Visits	982,648	1,200,700	600,174	1,021,350	1,460,368	408,676	1,564,780	3,203,534	867,100	2,167,674	817,065
Total Visits Per Capita	9.16	3.18	6.48	5.21	8.94	3.63	9.57	3.44	14.98	8.77	12.57

APPENDIX: A

BENCHMARK COMPARISON

	BOULDER PUBLIC LIBRARY	ANYTHINK LIBRARIES	LONGMONT PUBLIC LIBRARY	POUDRE RIVER PUBLIC LIBRARY DISTRICT	PUEBLO CITY-COUNTY LIBRARY DISTRICT	WESTMINISTER PUBLIC LIBRARY[2]	ANN ARBOR DISTRICT LIBRARY[4]	AUSTIN PUBLIC LIBRARY[5]	CLEVELAND HEIGHTS-UNIVERSITY HEIGHTS PUBLIC LIBRARY[6]	MADISON PUBLIC LIBRARY[7]	SKOKIE PUBLIC LIBRARY[8]
CIRCULATION				COLORADO LIBRARIES				NATIONAL LIBRARIES			
Total Circulation	1,473,520	2,199,127	967,026	3,029,687	2,559,461	791,944	6,871,651	6,091,175	1,481,796	1,444,804	2,193,111
Total Circulation Per Capita	13.73	5.83	10.44	15.45	15.67	7.02	42.01	6.54	25.61	5.84	33.74
Total Collection Expenditures	$1,074,683	$2,025,765	$453,836	$1,155,444	$1,371,086	$437,314	$1,815,808	$3,781,586	$1,133,624	$1,005,983	$1,501,480
Collection Expenditures Per Capita	$10.02	$5.37	$4.90	$5.89	$8.06	$3.88	$11.10	$4.06	$19.59	$4.07	$23.10
Materials Expenditures as a Percentage of Total Operating Expenses	14%	13%	14%	12%	13%	12%	15%	9%	13%	6%	12%
Turnover Rate (physical collection)[3]	4.80	5.34	3.68	6.82	7.80	4.16	-	3.48	-	-	-
PROGRAMS											
Total Programs	3,260	3,150	1,928	1,736	5,644	1,391	1,649	8,862	2,922	5,262	2,455
Total Program Attendance	102,072	62,745	59,354	66,502	227,555	27,356	114,544	237,775	54,286	110,744	63,692
Total Program Attendance per 1,000 Served	951.36	166.28	640.74	339.12	1,393.07	242.65	-	416.82	1,185.85	649.83	-
Summer Reading Registrants	3,523	14,877	2,819	8,384	7,098	5,214	-	-	2,869	8,165	4,081
WEBSITE											
Total Annual Website Visits	719,105	950,423	178,015	1,628,199	2,285,819	197,621	-	21,838,222	-	-	702,921
Circulation of Electronic Collection	136,605	323,215	53,305	373,328	213,654	45,831	414,451	1,066,809	151,748	282,027	-

APPENDIX: B

COMMUNITY PRIORITIES & NEEDS ASSESSMENT SUMMARY

WHAT OUR COMMUNITY SAYS ABOUT BPL

Results from the 2016 Boulder Community Survey show strong satisfaction of respondents with library services. They also reveal opportunities to improve access to services in Gunbarrel and improve outreach to Latinx members of the community.

City of Boulder 2016 Community Survey
Overall Results about Library Services

	OVERALL RESULTS
Rated BPL as "good" or "excellent"	94%
Use the library at least once per month	69%

SOURCE: City of Boulder 2016 Community Survey

The satisfaction ratings improved from the 2014 survey results. The frequency of library use is similar to the national benchmark for this survey.

City of Boulder 2016 Community Survey
Geographic Crosstab Results about Library Services

	CENTRAL BOULDER NORTH	CENTRAL BOULDER SOUTH	CROSS-ROADS & CU	EAST BOULDER & GUNBARREL	NORTH BOULDER & PALO PARK	SOUTH BOULDER	SOUTHEAST BOULDER
Rated BPL as "good" or "excellent"	95%	98%	95%	87%	93%	94%	94%
Use the library at least once per month	75%	80%	51%	57%	75%	81%	65%

SOURCE: City of Boulder 2016 Community Survey

A geographic crosstab of the results showed slightly fewer Gunbarrel respondents rated the library as excellent or good, compared to respondents in the other areas of the city. The number of "Crossroads & CU" and "East Boulder & Gunbarrel" respondents that reported using the library at least once per month was about 20 percent less than respondents from other areas in the city.

City of Boulder 2016 Community Survey
Demographic Crosstab Results about Library Services

	WHITE ALONE, NOT HISPANIC	HISPANIC AND/OR OTHER RACE
Rated BPL as "good" or "excellent"	95%	88%
Use the library at least once per month	70%	65%

SOURCE: City of Boulder 2016 Community Survey

The demographic crosstab of results showed that respondents who identified as "Hispanic and/or other race" who rated the library as excellent or good were five-percent less than the other groups. These relatively lower ratings of library service between groups may correlate to the feedback received from the community during the master planning activities regarding accessibility to library services and represent potential opportunities for improvement.

MASTER PLAN COMMUNITY INPUT
The best part of the library's master planning process was the opportunity to learn from the community what they want for the future of the library. Library staff and the Library Commissions appreciated hearing what patrons value about the library and how it might better meet their needs. Input was collected over several months and during a variety of engagement activity. Reports summarizing the input received during each of these activities is available at **boulderlibrary.org/about/library-master-plan**. Highlights from those summaries are described below.

BPL Master Plan Community Survey
The Community Engagement and Feedback Report summarizes community input received from the Master Plan community survey and several focus groups that were conducted by consultants Joining Vision and Action LLC. Most respondents identified as white (84 percent) with Hispanic or Latinx respondents representing a significantly smaller number (3.8 percent). The report outlined BPL's key strengths and key needs or gaps as:

Key Strengths
Overall, feedback gathered through both the survey and the focus groups was positive regarding the library overall, the staff and programs. The following stood out as particular strengths:

- Library has a strong base of support
- Library seen as valuable resource for youth and children
- Staff interactions highly rated and valued

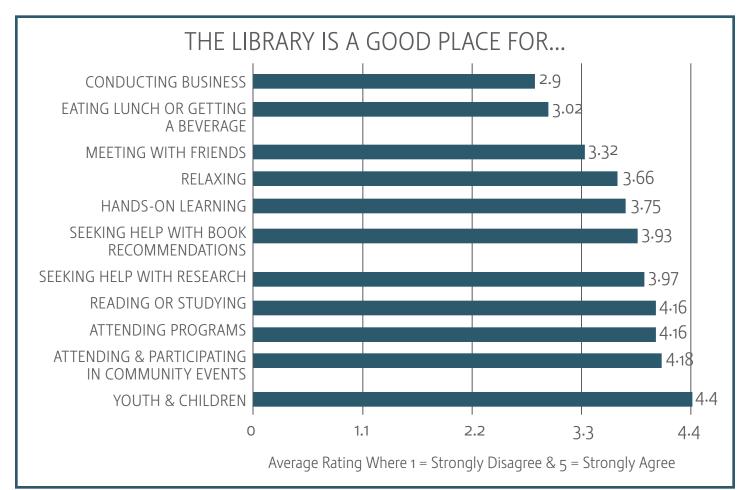# APPENDIX: B

COMMUNITY PRIORITIES & NEEDS ASSESSMENT SUMMARY

MASTER PLAN COMMUNITY INPUT CONT.

Key Needs or Gaps

Some needs or gaps also arose from the feedback received. These points are opportunities for BPL to improve services and have all been incorporated into the Master Plan goals. These needs are as follows:
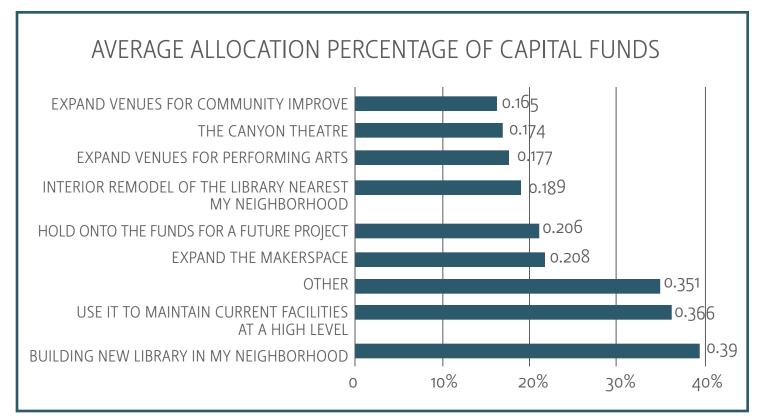
- Residents in North Boulder and Gunbarrel feel underserved by current library facilities
- Increased awareness of library's offerings
- Bilingual services may not be adequate or there is a lack of awareness of available services
- Create a community forum and act as a catalyst for community engagement
- Serve as a gathering place for diverse populations to promote inclusion and participation of both majority and various minority groups

Respondents were asked to rate the library strengths as being a good place for children and youth and to engage in several activities. The results are in the graph below.

THE LIBRARY IS A GOOD PLACE FOR...

Category	Rating
CONDUCTING BUSINESS	2.9
EATING LUNCH OR GETTING A BEVERAGE	3.02
MEETING WITH FRIENDS	3.32
RELAXING	3.66
HANDS-ON LEARNING	3.75
SEEKING HELP WITH BOOK RECOMMENDATIONS	3.93
SEEKING HELP WITH RESEARCH	3.97
READING OR STUDYING	4.16
ATTENDING PROGRAMS	4.16
ATTENDING & PARTICIPATING IN COMMUNITY EVENTS	4.18
YOUTH & CHILDREN	4.4

Average Rating Where 1 = Strongly Disagree & 5 = Strongly Agree

SOURCE: 2017 Community Engagement and Feedback Report, Joining Vision and Action LLC

Respondents aged 65+ rated all areas lower than respondents in all other age groups. This aligns with national trends for how this age group rates library services in general. Considering that this demographic is expected to grow dramatically during the next decade, this may indicate an opportunity to cultivate greater connection with patrons of this age group to better understand how library services could be designed to better serve them. Respondents aged 35 and younger rated the library highest for being a good place to study or read. With this age group being the most likely to be in school, it appears the library is rated highest in providing reading and studying space to those who need it the most.

AVERAGE ALLOCATION PERCENTAGE OF CAPITAL FUNDS

Category	Value
EXPAND VENUES FOR COMMUNITY IMPROVE	0.165
THE CANYON THEATRE	0.174
EXPAND VENUES FOR PERFORMING ARTS	0.177
INTERIOR REMODEL OF THE LIBRARY NEAREST MY NEIGHBORHOOD	0.189
HOLD ONTO THE FUNDS FOR A FUTURE PROJECT	0.206
EXPAND THE MAKERSPACE	0.208
OTHER	0.351
USE IT TO MAINTAIN CURRENT FACILITIES AT A HIGH LEVEL	0.366
BUILDING NEW LIBRARY IN MY NEIGHBORHOOD	0.39

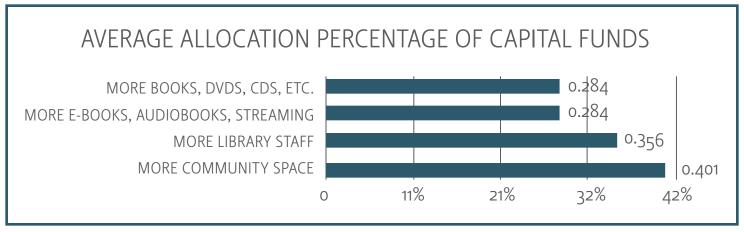SOURCE: 2017 Community Engagement and Feedback Report, Joining Vision and Action LLC

Respondents were given an imaginary $100 to spend in the areas listed in the graph above. On average, respondents spent 39 percent of their allotment on building a new library in their neighborhood and 36 percent on maintain current facilities at a high level. Overall, library patrons value existing library facilities and want them maintained at a high level. By far, the most common destination for allocation of capital funds was maintaining current facilities. The responses were cross-tabulated with the area of the city that respondents said they resided. The results showed that Gunbarrel residents strongly desire a new library. Gunbarrel respondents were the only area to allocate more funds toward a new library than toward maintaining current facilities. Some respondents who identified North Boulder as the area of the city in which they reside desire to have a new library location. These respondents contributed, on average, 40 percent of their allocation to new library in their neighborhood.

The most common request under the 'other' item was to use the funds to increase the library's physical and digital collections. Some of the other more common requests were to allocate funds to:

- Address the perceived issues created by the homeless population in the library (i.e., occupied seating and issues of safety)
- More activities and programs for children
- Increase access through drop-off areas or mobile libraries
- To offer more events such as author readings
- To extend the hours the libraries are open

APPENDIX: B

COMMUNITY PRIORITIES & NEEDS ASSESSMENT SUMMARY

MASTER PLAN COMMUNITY INPUT CONT.

AVERAGE ALLOCATION PERCENTAGE OF CAPITAL FUNDS

MORE BOOKS, DVDS, CDS, ETC.	0.284
MORE E-BOOKS, AUDIOBOOKS, STREAMING	0.284
MORE LIBRARY STAFF	0.356
MORE COMMUNITY SPACE	0.401

0   11%   21%   32%   42%

SOURCE: 2017 Community Engagement and Feedback Report, Joining Vision and Action LLC

Respondents were given an imaginary $100 to spend on operating budget items. Respondents value physical media. Both the highest average allocation and the greatest total allocation of operating funds went toward more physical media.

Respondents were asked a series of questions to evaluate how well the library is meeting their needs, the needs of members of their household, and how well they think it is meeting the needs of the community. Overall, the ratings were positive. Boulder residents rated the library better at meeting their own needs than the needs of their community. Gunbarrel and North Boulder respondents rate the library lowest for meeting the needs of the community. Gunbarrel residents rated the library, on average, a point lower than any other Boulder neighborhood indicating that BPL may not fully meet their needs. Respondents aged 45–54 years rated the library lowest for meeting their needs and the needs of their household. While in general, lower income respondents tend to rate the library as meeting their needs better than higher income respondents.

Respondents were asked to select their preferences from a list of ways in which they could support the library then they were asked how likely they would be to support a tax increase for library funding. Respondents aged 65 and older represent the largest group who support the library by volunteering. Patrons who identified as making $80,000 to $200,000 per year household income were the largest group who are willing to donate. Seventy-one percent of respondents are likely or very likely to support tax increase for the library.

A higher percentage of Hispanic and Latinx respondents indicated never using the library website or app than other ethnic groups. They also rated their interactions with staff slightly lower and rated the library lower for meeting their needs. Overall the library rated lowest by Spanish speaking survey respondents. This may indicate a potential gap in library services meeting the needs of these individuals and the needs of members of their households. Hispanic or Latinx respondents were also less supportive of voting for a tax increase to fund the library.

BPL Master Plan Focus Groups

Participants in focus groups facilitated by Joining Vision and Action LLC said BPL's facilities are welcoming and offer a comfortable atmosphere. They appreciate access to the open interior spaces, study rooms and meeting rooms and consider the availability of computers for use a strength. The Main Library and the Meadows Branch Library were identified as facilities providing convenient access. The BLDG61 Makerspace was one of the most recognized and appealing aspects of the library according to the focus groups, and the Seeds Café at the Main Library was identified as a convenient location to visit when visiting the library.

Participants said the library is a family friendly space that offers a variety of resources for parents and their children to enjoy together. Bilingual story time was identified as being a strength of the library, and some suggested expanding the offerings into more languages. Participants mentioned how valuable it is to have these kinds of programs every day of the week at all the different branches. Moreover, children's programs were especially liked and discussed positively by Spanish-speaking participants, who mentioned the importance of programs for children for their families as an effective way to become more involved in the community and form connections. The diverse variety of events offered by the library allows people beyond frequent library users to access many of its great resources. They expressed the view that the library offers a sense of community.

Participants pointed out that the staff and the librarians are "very knowledgeable." Participants perceive them as being "real resources" that are always available to help and answer questions, which, according to one participant, is especially true and important for homeschooled kids. Moreover, participants feel they can count on staff to give good book recommendations. Participants all agreed that staff at the Boulder libraries often put in the effort to be friendly and helpful when they visited.

Participants agreed that one of the most important areas of improvement for the library is getting the word out about all that the library offers. Ideas for improving communication about what is available at the library included: a physical booklet sent to community homes, a more streamlined website, website links on other Boulder sites, paper resources available to all residents, using the Nextdoor social media tool, more publicity with the newsletter, and advertisements on Channel 8. Additionally, participants pointed out that a more consistent language and labeling of resources such as BLDG 61 and the Canyon Theater would emphasize features for those who are not aware of the library's resources. Participants agreed they would like to see the popularity of the library grow and for the library to bring different kinds of people other than those who already visit.

Another priority identified was an improved digital experience for library users. Participants agree that the library could do more to make its digital space more appealing and useful by adding the following features: notify the holder when a book cannot be found, create a more streamlined system for accessing digital books, include Overdrive as opposed to Hoopla to shorten waiting time, and improve the website to make it more user friendly, particularly the mobile version.

Providing more classes to adults was another idea discussed in multiple focus groups. Participants asked for more technology classes such as computer programming, coding and smartphone use. Additionally, participants suggested including more general art classes as part of the program offerings. Those with children asked for more afterschool and summer school programs for their Kindergarten through fifth grade students. They also asked for more classes Latinx for families, children's crafts hands-on classes, and reading clubs or groups for kids.

There was extensive discussion by participants about using the library as a safe space to hold community forums for discussions. They mentioned wanting to be engaged in more political discussions, conversations with community leaders and more cultural gatherings.

APPENDIX: B

COMMUNITY PRIORITIES & NEEDS ASSESSMENT SUMMARY

BPL Master Plan Focus Groups Cont.

Multiple participants viewed the BLDG 61 Makerspace as one of the major assets of the library. However, many other participants expressed difficulty in connecting with the space due to class availability and size. Overall, participants suggested that there could be more convenient and accessible programs or classes to join, as well as alternative places to gather and create.

Many of the focus group participants who speak Spanish said they were unaware of what the library offers in terms of services and resources, which presents a significant barrier to joining or participating. Most information regarding the library's offerings is not available in Spanish and is not transmitted via avenues that are frequented by Latinx members of the community. Spanish speaking participants shared that language and cultural insecurities are substantial obstacles that keep them from visiting and using the library. Participants commented that many Latinx community members feel isolated or disconnected from the community.

North Boulder & Gunbarrel Focus Groups

Several Master Plan community survey respondents who volunteered and reside in either North Boulder or Gunbarrel were invited to participate in area specific focus groups. The discussions were facilitated by Trainer Evaluation consulting firm. Results from both sessions underscore the desire for expanded library service in both areas of the city. Participants shared specific input about the type of library programs and services that they value and want to have in a neighborhood branch library.

Teen Focus Groups

Members of the Youth Opportunities Advisory Board were invited to the BLDG 61 Makerspace to participate in a workshop to share their ideas for library programs and services. Teens serve on the teen advisory groups at the George Reynolds Branch Library and the Main Library were invited to participate in focus groups facilitated by Trainer Evaluation. The teens shared innovative program ideas and suggestions for improving outreach to teens in the community.

COMMUNITY PRIORITIES & NEEDS ASSESSMENT

While libraries cannot directly solve many of their community's most pressing issues, such as providing an adequate amount of sustainably paying jobs, affordable housing, accessible and affordable health care and mental health care or substance abuse treatment, they do serve a key role as information centers to connect people with resources. For instance, libraries can help support community members in learning new skills and assist them with improving their employment situation. They also can refer them to social service providers to help find healthcare or end or prevent homelessness.

Libraries help build the resilience of the community, often acting as community connectors. Building resilience is not only about disaster preparedness, it is about addressing on a fundamental level, a community's chronic stressors that weaken the fabric of a city on a day-to-day or cyclical basis. Boulder defines resilience as the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks may be experienced[1]. The public library is an enduring institution, one that can be counted on by the community to be a resource and a place to go during challenging times.

[1] City of Boulder. (2016) *City of Boulder Resilience Strategy*.
www-static.bouldercolorado.gov/docs/Resilience_Strategy_Final_Low-Res-1-201701120822.pdf?_ga=2.253454016.814918035.1527203887-1720780512.1489675207

Libraries build relationships and trust among the community and provide meaningful opportunities and social tools for inclusive collaborations in neutral, welcoming spaces. Providing civic spaces that are open and welcome to everyone is an important element to cultivating social sustainability. BPL is a place to learn, access resources, participate in civic life, and get to know your neighbors.

Several planning documents and websites of community agencies and the City of Boulder were reviewed to leverage research, community input, and priorities gathered through several other planning processes that identified community needs. The reviewed resources were chosen because the stated goals or problems to be solved are closely tied to the City of Boulder's Sustainability Framework outcomes of creating: a livable community; accessible and connected community; economically vital community; and healthy and socially thriving community. Library services directly contribute to these outcomes at some level. Library services have indirect impact on the sustainability framework outcomes of safe community and environmentally sustainable community. Several of the goals from these plans describe forming partnerships with community agencies as a strategy to address the specific priorities.

The purpose of the needs assessment was to provide:
- Contextual information about the Boulder community's needs and priorities and identify areas of focus for which the library can support and/or have a positive impact in fulfilling its mission.
- A framework for aligning library services to address community needs.
- Information about how library service levels should change over time given the context of needs and trends in the community, budget and resource restraints, and changing community preferences and priorities.
- How BPL is an integral community asset.

In addition to researching planning documents and websites, the library engaged Margaret Sullivan Studio to assist with the needs assessment. The Studio interviewed 16 community leaders to establish a baseline understanding of the library's current role in the community. Their responses began to identify the community's needs, its challenges from the individual leaders' perspectives, the kind of community they want Boulder to be. They were also asked to share their thoughts on the role they believe BPL can serve in reaching that vision. The leaders that participated in these initial interviews represented the library, city government, non-profit agencies, and organizations that currently partner with the library. Their aspirations for Boulder and BPL are summarized as follows:

Aspirations for the community
- Find more common purpose instead of continuing public conflict – meaningful dialogue happens with common experiences.
- Be more welcoming so persons of all ages and backgrounds can find their own place in Boulder.
- Become a greater art and culture scene with places for persons to participate in art, rather than simply observe it.
- Improve the integration process for persons experiencing homelessness into the greater community and create space where they have resources to have constructive days.
- Improve cultural competency so visitors and new immigrant community members feel like there is something for them in Boulder.
- Engage everyone on an equal level. This may be accomplished by inviting unexpected persons to serve in leadership roles and create an attitude of "come teach us."
- Cultivate greater trust and understanding between predominantly white and affluent community members and minority or underserved members.
- Create pathways of economic and social success for everyone.

APPENDIX: B

COMMUNITY PRIORITIES & NEEDS ASSESSMENT SUMMARY

COMMUNITY PRIORITIES & NEEDS ASSESSMENT CONT.

Aspirations for BPL

- Continue to be the center of the community, the heart.
- Continue to be committed to success and pushing the community towards the above goal.
- Continue to be a safe place for persons of all backgrounds, economic situations and needs, where no one is harassed or judged.
- Continue to be an integration force and equalizer, and place where people can be without being 'consumers.'
- Continue to be a family center.
- Continue to be a center for knowledge and inspiration for all.
- Position BPL as a touchpoint and community facilitator – a bridge between the community and the city government.
- Provide a platform for positive civic engagement and be a supportive agent of change, as a neutral space.
- Provide free exhibit and performance space to the city's art and culture scene.
- Connect the library and the tech community in meaningful and mutually beneficial ways.
- Facilitate a sharing economy in that persons are enriched by sharing their own knowledge and experiences with one another.
- Be an experimentation factory.

The needs identified through the research and initial interviews with community leaders were further explored with community members to identify the community's preferences and priorities for library services during focus group discussions, stakeholder meetings, a community survey, and other engagement activities. The findings from the community needs assessment are summarized along with some examples of what BPL is already doing to help the community achieve its goals. Most of these community priorities and needs, organized within four themes, are closely related or interconnected.

Supporting Economic Sustainability

Boulder is known as a city that uses values-based decision-making with regard to development, growing its economy, increasing economic activity for businesses and revenues for the city. It values minority- and local-owned businesses' and non-profits' contribution to creating a healthy economy. A diverse mix of businesses and a skilled workforce are key components for building a strong, resilient economy.

Cultivating opportunities to address the income gap. Long-term economic sustainability of a community is realized by cultivating diversity and creating an environment in which all persons have an opportunity to contribute. The Institute for Social and Environmental Transition-International maintains that lower-income people are among the least able to recover from an economic recession or catastrophic event, yet they are often central to the economy and culture of a community. Further, the percentage of Boulder County residents experiencing poverty has grown with a deep and persistent gap between the incomes of Non-Hispanic white and Latinx households. The income gap between those groups in Boulder County is significantly greater when compared to the income gap between those two populations nationwide[2].

[2] Community Foundation of Boulder County (2015) Boulder County TRENDS. The Community Foundation Report on Key Indicators. issuu.com/commfound/docs/trends-2015_9bc47a2c4a15c6.

BPL provides free opportunities for low-income and immigrant community members to build a range of 21st century literacy skills through the BoulderReads adult literacy program, the BLDG61 Makerspace skill-building workshops, and Conversations in English meetings so that they may improve their employment situation. In collaboration with community partners, BPL could expand its offering of these types of programs and improve its outreach to serve these community members at times and in places that are convenient to them.

Education and skill development. Maintaining a skilled workforce that is adaptable to changes in technology is fundamental to Boulder sustaining a healthy and diverse economy. The City of Boulder Economic Strategy stated that training focused in the STEAM fields was important[3]. Providing children with the opportunity to develop interest and skills in these fields in an integrated way encourages critical thinking and experimentation and is a first step in preparing them for the workforce. Providing workforce training and skill building not only support a healthy economy, these opportunities for education and employment development empower adults living under the poverty level or who are experiencing homelessness to become self-sufficient and better able to make effective decisions that promote their well-being[4].

Further, providing programs to immigrants to help them learn about the American culture and improve their English language skills fosters inclusion in the community. It also builds self-sufficiency and increases their potential to earn more competitive salaries and become greater contributors to a healthy and socially thriving community[5]. This includes supporting immigrant parents to actively participate in their child's education.

BPL plays a role in supporting the economic vitality of the community through several of its programs and services that encourage life-long learning, skill building, and workforce readiness, such as BLDG 61 Makerspace workshops, BoulderReads adult literacy program, and resume writing and job search programs. It also partners with organizations whose missions are to educate and support the local economy and align with the library's mission such as: Boulder Small Business Development Center (SBDC) the Boulder County Farmers Market, and Seeds Library Café. For example, its partnership with the SBDC provides resources and consultant support directly to entrepreneurs and small business owners. In addition to these programs and partnerships, BPL may be able to cultivate new community collaborations to deliver workforce development by facilitating connections between community members and the other programs available in the community. It can also help to raise awareness and address the income gap.

A few new potential collaborations may include:
- **The Boulder Chamber of Commerce Project Innovation Blueprint 3.0** seeks to expand mentoring and training programs for entrepreneurs, female and minority business leaders, facilitate cross-industry collaboration, and develop talent among our university student population.
- **Boulder Valley School District, Superintendent's Strategic Plan Goal** is to create a sustainable community[6] partnership program that will establish mutually-beneficial relationships with government agencies, businesses, nonprofits and other community members. The intention is to create successful, curious, lifelong learners who confidently confront the challenges of their time.

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[3] City of Boulder. (2013) City of Boulder Economic Sustainability Strategy.
www-static.bouldercolorado.gov/docs/Final_ESS_Adopted_by_Council_-_reduced_file_size-1-201312121401.pdf

[4] Boulder County Housing and Human Services. (2014) Boulder County Housing and Human Services Strategic Priorities.
assets.bouldercounty.org/wp-content/uploads/2017/02/strategic-priorities-2014.pdf

[5] Intercambio Uniting Communities. intercambio.org/about-us/vision-mission

[6] City of Boulder. (2013) City of Boulder Economic Sustainability Strategy.
www-static.bouldercolorado.gov/docs/Final_ESS_Adopted_by_Council_-_reduced_file_size-1-201312121401.pdf

APPENDIX: B

COMMUNITY PRIORITIES & NEEDS ASSESSMENT SUMMARY

COMMUNITY PRIORITIES & NEEDS ASSESSMENT CONT.

- **Family Self-Sufficiency of Boulder County** is a 5-year program that offers eligible low-income families the opportunity to receive a wide array of coordinated services. It sets training and educational goals that lead to better-paying jobs and/or homeownership for self-sufficiency[7].

- **Redevelopment of Ponderosa Mobile Home Park** is a project focused on infrastructure improvements including affordable, energy-efficient home replacement and eventual annexation of the site into the city. A primary goal is to avoid displacement of the residents while transforming the community into a model for developing a resilient, affordable and carbon neutral community. BPL was identified in the Rebuild By Design report, Path to Resilient Mobile and Manufactured Homes: Ponderosa Resilience Workshop, as a potential partner for educational resources and to support aging in place for the residents.

Supporting Community Development

> WHILE BOTH OUTREACH AND COMMUNITY DEVELOPMENT HAPPEN IN THE COMMUNITY, THE LATTER REQUIRES US TO GO OUT INTO THE COMMUNITY NOT AS EXPERTS OR AUTHORITIES, DELIVERING SERVICE OR INFORMATION, BUT AS LEARNERS AND PARTNERS, TRYING TO DEVELOP RELATIONSHIPS THAT WILL EVOLVE INTO COLLABORATIVE SERVICE PARTNERSHIPS. THIS MEANS MORE THAN SIMPLY BEING "USER-FOCUSED", IT MEANS BEING "USER (OR NON-USER) DRIVEN" - I.E., THE USER IS SITTING WITH US, STEERING THE CAR.
>
> – THE WORKING TOGETHER PROJECT

BPL provides programs and services that contribute to community development. It tailors access to programs and services to be convenient for all members of the community and supports opportunities for economically disadvantaged members of the community to become self-sufficient and civic contributors, results in creating a safer, inclusive, and thriving community.

Engage older adults. The Age Well Boulder County 2015 Strategic Plan recommended several opportunities to help older adults in the community who want to age in place. Many of these opportunities align with the library's mission. Providing programs and services that appeal to older adults is something the library already does, but there are growth opportunities. For instance, the strategy recommended designing programs that pair older adults with younger community members to increase social engagement.

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[7] Boulder County Department of Housing and Human Services. (2016). Building a Community of Hope 2016 Annual Report. issuu.com/bcdhhs/docs/dhhs_annual_report_final?e=0/33121378

The survey that was conducted to inform the strategy also showed community agencies could improve how they share information about programs and service offered. Forty-seven percent of survey respondents indicated that not knowing what services are available to older adults in the community was at least a minor problem in the City of Boulder[8]. Similar input was received from patrons who participated in the Library Master Plan survey. The library can improve upon sharing information about the programs and services offered and it can strengthen collaboration with other agencies to connect older adults with resources and other available social services.

Support self-sufficiency. The City of Boulder Human Services Department has seen success with implementation of the strategic plan goal of creating integrated access to information and services. The program is helping individuals and families experiencing homelessness or who are otherwise economically disadvantaged, find employment and homes. BPL also serves many of the same community members and acts as a connector, referring these individuals to the available social services. The library also has a role in supporting community members with gaining literacy and life skills to become self-sufficient.

Volunteerism. Respondents to the 2016 City of Boulder Community Survey rated the availability of volunteer opportunities as excellent or good, with more than 50 percent having volunteered during the year. Providing opportunities for older adults to participate in the community through volunteerism supports aging in place and prevents isolation. The 2015 Age Well Boulder County Strategic Plan stated that volunteering later in life is associated with better physical health and emotional well-being. The library relies on volunteers to provide several of its programs and services, such as collection maintenance, running the library bookshop, materials delivery to homebound patrons, adult literacy tutoring, oral history interviewers, and BLDG 61 instructors to name a few. BPL will continue to offer meaningful opportunities for volunteer work to the community, a mutually beneficial arrangement.

Early childhood education. Boulder County's Early Childhood Framework outlines three broad goals: Ready Community, Ready Families, and Ready Children. The goals support quality of life for families through policy development and program offerings focused on: children's healthy growth and development, supporting parents and caregivers to become their child's first and best teachers, school readiness and early learning outcomes[9]. Additionally, the Boulder Community Foundation initiated the Five Big Ideas early learning awareness campaign. It was created by and for Latinx parents to build parent leadership and advocacy for early learning. Likewise, the grassroots program Engaged Latinx Parents Advancing School Outcomes (ELPASO) emerged to address the educational achievement gap between Non-Hispanic white and Latinx children in Boulder County[10].

The library focuses programs on early childhood development and encourages parents to be active participants in their child's education. This aligns with the Early Childhood Framework. However, opportunities exist for library outreach to Latinx families in the community that could further support the mission of the ELPASO program.

Strengthen Culture & Diversity in the Community
Several of the resources reviewed for the community needs assessment identified community priorities to strengthen culture, inclusivity, and diversity in the community.

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[8] Age Well Boulder County (2015) Age Well Boulder County Strategic Plan-A Plan to Create Vibrant Communities. allagewell.com/wp-content/uploads/2017/10/agewellplanmay16.pdf

[9] Early Childhood Council of Boulder County (2014) *Early Childhood Framework*. www.eccbouldercounty.org/wp-content/uploads/2016/05/eccbc_frametri_feb2014_forweb.pdf

[10] Community Foundation of Boulder County (2015) *Boulder County TRENDS. The Community Foundation's Report on Key Indicators*. issuu.com/commfound/docs/trends-2015_9bc47a2c4a15c6.

APPENDIX: B

COMMUNITY PRIORITIES & NEEDS ASSESSMENT SUMMARY

COMMUNITY PRIORITIES & NEEDS ASSESSMENT CONT.

Strengthen Culture & Diversity in the Community cont.

Access to cultural experiences. Creating more opportunities for every community member to easily access cultural experiences close to home was identified as important to creating social connectedness. The Education Commission of the States Preparing Students for the Next America report outlines many positive impacts of arts education on student achievement[11].

Gathering space. Strengthening relationships, building resilience, intimacy and character of neighborhoods is accomplished by supporting culture and creating inviting places for people to gather and interact. Like sentiments shared by the community in the Parks and Recreation master planning process, library patrons also expressed the desire for more places and events to engage the community, such as block parties and local celebrations[12]. They also identified the need for productive spaces for community members experiencing homelessness, near-homelessness and mental illness to spend time during the day. All the BPL facilities serve as community gathering spaces. Several public meeting rooms, study rooms and the Canyon Theater serve as venues for patrons to create opportunities to interact with one another.

Performance space. The Boulder Community's Culture Plan recommended creating and enhancing venues for visual and performing arts to provide flexible and affordable options for studio, rehearsal, performance, and exhibition space for the community. The library currently provides meeting room facilities and the Main Library Canyon Theater for cultural uses. Improving the flexibility of the Canyon Theater venue to encourage equitable use and participation by community members of all age groups and income levels, and offering the space for nominal or no charge, are opportunities to address this community priority[13].

As the most prominent public facility anchoring the west bookend of Boulder's Civic Area, BPL serves as a popular, welcoming destination for the community and visitors. Boulder's Civic Area Plan outlines options to redevelop or add on to the north Main Library building to incorporate a small performing arts facility and meeting space[14]. Further investigation is required to determine if significant renovation or reconfiguration of the building is feasible and what kind of performing arts space would best meet community needs.

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[11] Arts Education Partnership (2014) Preparing Students for the Next America, Benefits of an Arts Education. www.ecs.org/wp-content/uploads/Preparing-Students-for-the-Next-America.pdf

[12] City of Boulder (2014) Boulder Parks and Recreation Master Plan. www-static.bouldercolorado.gov/docs/MP_Layout_V7.8_Final_sm-1-201404020833.pdf

[13] City of Boulder (2015) Community Cultural Plan. boulderarts.org/wp-content/uploads/2015/11/Community-Cultural-Plan-11-17-2015.pdf?x64198

[14] City of Boulder (2013) Plan for Boulder's Civic Area. www-static.bouldercolorado.gov/docs/boulder-civic-area-plan-1-201402191651.pdf

Cultivate Civic Dialogue & Participation

Input received from community members who participated in the master planning process indicates that the community desires more opportunity to engage in civic dialogue on topics and issues that are linked to Boulder's values and challenges. Results from the City of Boulder 2016 Community Survey indicated that most respondents kept themselves informed about major issues in the City of Boulder and felt included in the community. Twenty-two-percent of respondents disagreed that Boulder's City Council implements policies that reflect the values of the community. About 20 percent of respondents indicated that they take initiative to share their views with elected officials or city staff[15]. Finding new methods to engage more community members in civic decision-making is an opportunity for improvement. Further, most respondents to the Community Survey identified as Caucasian, which indicates an opportunity to increase engagement with Latinx community members and others.

The community leaders who were interviewed during the master planning process suggested the library could play an important role in providing a platform for community members to engage in civic dialogue with one another, rather than having their views simply amplified in separate silos. They want more community members to listen to each other and empathize with others' challenges. They believe cultivating civil, civic participation will serve to develop leadership skills in the "next" generation of Boulder community members. They also cited the importance of creating convenient opportunities for community members with less time or finances to be civically engaged if they choose to, so that everyone's voice can be heard, not just those who have greater resources.

Cultivating inclusivity and leadership. Respondents to the 2017 Community Foundation survey ranked Boulder County's openness to seniors, immigrants, and racial and ethnic minorities at the bottom of the list, with an openness toward the LGBT community and young adults without children at the top[16]. Further, parents that are experiencing poverty are also underrepresented when policy decisions affecting them are being made. Respondents to the 2017 Community Foundation survey also indicated that Boulder's elected leadership, and its advisory boards and commissions, are not reflective of the racial and ethnic diversity of the city.

Community leaders interviewed during the master planning process suggested the library could play an important role through outreach to underserved members of the community to cultivate leadership and ensure their views are represented on community issues. This is achieved by going to the places where these community members work, live, and gather because they are often not able or comfortable with engaging in civic activities or seeking services outside their communities. According to its mission, the library is an organization that represents and promotes inclusivity. Input from the community indicated that the library can take a more active role in reaching out to underserved groups to facilitate and encourage participation, specifically helping Latinx parents with young children find their voices as community leaders.

Education. Providing accessible information about the challenges that many Boulder community members face, such as providing elder care, homelessness, mental illness, poverty, and isolation will serve to cultivate more empathy and understanding and cultivate cultural competency. As a gathering place that welcomes all members of the community, the library can serve as a neutral platform for the community to explore these challenges and have meaningful, productive dialogue about possible solutions.

[15] City of Boulder (2016) The National Citizen Survey. Community Livability Report.
www-static.bouldercolorado.gov/docs/The_NCS_Community_Livability_Report-Boulder_CO_Final_2016-1-201612120838.pdf?_ga=2.33446331.441661760.1522690695-1720780512.1489675207

[16] Community Foundation Boulder County. (2017) Boulder County TRENDS, The Community Foundation's report of key indicators. www.commfound.org/trends

APPENDIX: B

COMMUNITY PRIORITIES & NEEDS ASSESSMENT SUMMARY

COMMUNITY PRIORITIES & NEEDS ASSESSMENT CONT.

Cultivate Civic Dialogue & Participation Cont.

The library can also support the city government to inform productive community dialogue about issues with data such as the City of Boulder Resilience Strategy goal to convene some of the world's great artists and media professionals to work with scientists, librarians and city officials to develop and refine data visualization systems to create a compelling community education and communication approach for decision-making. The library can serve as a platform to publish this data and hold community dialogue to identify solutions for community issues.

Culture and creative expression. The City of Boulder's Community Cultural Plan emphasized the importance of culture in positively contributing to the economy, social offerings, the environment, and the authentic expression of diversity in Boulder. Developing Boulder's creative identity so the city can continue to be an innovative world leader in cultural matters and projecting that creative identity to the region and the world, are priorities. As a platform for engagement, the library can support the Cultural Plan goals, which include: Boulder residents understanding their role in the culture of the community, feeling access to information about culture is readily at hand, and that they are invited into the conversation[17]. In addition to serving as a platform, the library also offers resources, tools, and programs that support community members' expression of their culture, creativity and innovative ideas.

Accessible neighborhoods. Boulder's employers are concentrated in three main areas: East Boulder, Gunbarrel and Downtown. Twenty Ninth Street comprised by the Crossroads subcommunity, Boulder Junction, and the North Boulder subcommunity is another area in the city with a significant number of employers. Boulder's employers and members of its workforce who reside in the community are drawn to areas that have a variety of recreational amenities, retail stores, restaurants, the arts, and that are walkable with convenient access to public transportation, bicycle, and pedestrian facilities[18].

During the past few years, the main employment centers in East Boulder and Gunbarrel have begun to grow the variety of uses, services, and amenities available. Continued development in these areas will support the community's vision of a progressive urban design that:
- Prioritizes and supports pedestrian travel as the primary mode of travel throughout the community,
- Gives more community members the opportunity to live and work in compact, walkable neighborhoods and mixed-use districts, and
- Increases the number of age-friendly neighborhoods with access to essential services and attractive amenities being seamless, barrier-free, affordable, and welcoming.

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[17] City of Boulder (2015) Community Cultural Plan. boulderarts.org/wp-content/uploads/2015/11/Community-Cultural-Plan-11-17-2015.pdf?x64198

[18] City of Boulder. (2013) City of Boulder Economic Sustainability Strategy. www-static.bouldercolorado.gov/docs/Final_ESS_Adopted_by_Council_-_reduced_file_size-1-201312121401.pdf

BPL must consider the geographic distribution of its services in its long-range planning. Thirty percent of respondents to the BPL Master Plan community survey indicated they use a branch library most frequently. Several of the focus group participants without a library in their neighborhood, said they choose the library facility that is most convenient to where they work or are running errands. In some cases, this means they use libraries in neighboring cities.

Directing services and focusing expansion of library services into areas that are expected to grow will support Boulder's value of walkable neighborhoods. Having libraries near shopping areas has a positive economic impact and supports the goal of reducing car trips, therefore also reducing the city's carbon footprint.

APPENDIX: C

FUNDING LEVEL COMPARISON
IN ORDER BY EXPENDITURES PER REGISTERED BORROWERS, HIGH TO LOW

Data generated from Library Research Service 2015 Colorado Public Library Statistics

		OPERATING REVENUE	OPERATING EXPENDITURES	EXPENDITURES PER CAPITA	EXPENDITURES PER REGISTERED BORROWERS	DIFFERENCE BETWEEN EXPENDITURES PER CAPITA AND PER REGISTERED BORROWER [2]
LIBRARY SYSTEM	**GOVERNANCE**			2015 TOTAL REVENUE AND EXPENDITURES		
Eagle Valley Library District	district	$4,481,284	$4,120,536	$98.53	$185.15	$86.92
High Plains Library District (Weld County)	district	$27,736,107	$16,845,943	$67.03	$144.29	$77.26
Rangeview Library District (Anythink / Adams County)	district	$14,041,957	$13,625,528	$37.90	$118.16	$80.26
Arapahoe Library District*	district	$29,000,000	$29,000,000	$90.81	$105.59	$19.64
Douglas County Libraries	district	$22,087,167	$21,034,336	$68.73	$98.55	$29.82
Pikes Peak Library District	district	$29,421,973	$25,745,063	$42.38	$95.04	$52.66
Denver Public Library	city	$44,001,954	$42,373,939	$65.30	$85.71	$20.41
Pueblo City-County Library District	district	$9,829,572	$9,658,363	$59.89	$79.95	$20.86
Mesa County Public Library District	district	$6,771,855	$5,608,851	$37.95	$70.89	$32.94
Loveland Public Library	city	$3,158,753	$3,158,753	$44.35	$63.22	$18.87
Jefferson County Library	district	$24,960,841	$23,977,594	$43.42	$62.22	$18.80
Boulder Public Library	city	$7,690,028	$8,223,136	$80.12	$58.56	($25.36)
Louisville Public Library	city	$1,453,437	$1,510,988	$46.78	$56.91	$10.13
Poudre River Public Library District [Fort Collins]	district	$9,280,762	$8,473,850	$45.49	$52.81	$7.32
Broomfield/Eisenhower Public Library	city	$2,359,427	$2,328,907	$39.17	$43.17	$4.00
Longmont Public Library	city	$3,384,619	$3,256,590	$36.09	$35.92	($0.17)
TOTAL		$239,659,736	$218,942,377	$903.94	$1,356.15	$454.36
AVERAGE		$14,097,631.53	$12,878,963	$53.17	$79.77	$26.73

*Voters passed a significant mill levy increase for Arapahoe Library District in 2016. Estimates provided by Arapahoe Library District administration.

Boulder Public Library (BPL) would need an operating budget of $11.4M to reach the average expenditure per registered borrower. Since overhead costs such as Human Resources, IT, Finance, Facilities, etc. are not billed directly to BPL, subtract 12% for overhead/economies of scale. The adjusted budget required for BPL to reach the average expenditure per user is $10.03M.

APPENDIX: D

LIBRARY ACCOUNTS & VISITS COMPARISON
IN ORDER OF LIBRARY ACCOUNTS AS A % OF POPULATION

	LEGAL SERVICE AREA POPULATION	LIBRARY ACCOUNTS AS A % OF POPULATION	LIBRARY IN-PERSON VISITS PER CAPITA
Nucla Public Library	710	351%	7.74
Vail Public Library	5,483	302%	19.83
La Veta Public Library District	7,879	300%	30.66
San Miguel Library District # 1/Telluride	7,879	233%	41.81
Basalt Regional Library District	777	214%	12.66
Rio Grande County Library District	11,543	198%	3.9
Rocky Ford Public Library	4,000	183%	14.14
Ridgway Public Library District	979	155%	22.26
Hinsdale Library District/Lake City	374	149%	0.13
Wray Public Library	2,367	146%	8.37
Canon City Public Library	16,679	146%	8.12
Cortez Public Library	9,007	144%	18.87
Spanish Peaks Library District	6,711	138%	13.22
Ouray Library District	1,033	133%	8.56
Boulder Public Library	108,000	131%	9.16

Data generated from Library Research Service 2015 Colorado Public Library Statistics

www.lrs.org/public/data/csv/id/4008631

	LEGAL SERVICE AREA POPULATION	LIBRARY ACCOUNTS AS A % OF POPULATION	LIBRARY IN-PERSON VISITS PER CAPITA
Nederland Community Library District	1,534	113%	15.08
Longmont Public Library	92,858	93%	6.48
Louisville Public Library	20,801	89%	6.83
Estes Valley Public Library District Estes Park	6,362	89%	13.53
Pueblo City-County Library District	163,591	84%	8.94
Lafayette Public Library	28,261	81%	5.37
Poudre River Public Library District Fort Collins	164,207	80%	5.21
Denver Public Library	682,545	69%	6.24
Loveland Public Library	76,897	66%	5.33
Jefferson County Public Library	565,524	64%	4.72
Douglas County Libraries	322,387	64%	6
High Plains Library District (Weld County)	285,174	45%	5.76
Pikes Peak Library District Colorado Springs	465,101	43%	5.44

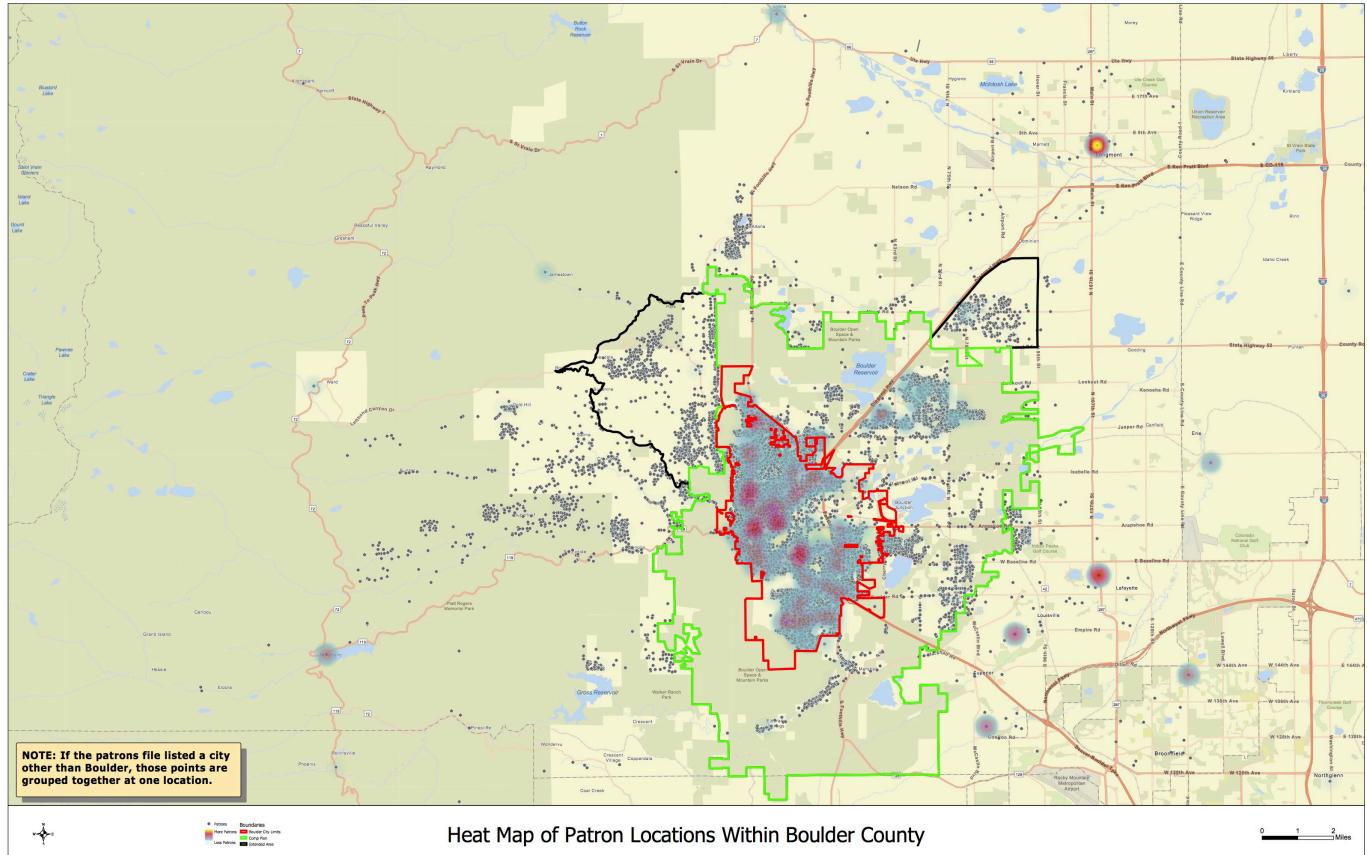# APPENDIX: E

BPL CARDHOLDERS BY AREA
OF RESIDENCE

**Data generated from BPL Patron Database 11/8/2017 and adjusted by
G.I.S mapping from the the City of Boulder**

*Areas served by other Flatirons Library Consortium libraries.

≠ 75% are cardholders with addresses in unincorporated Boulder County (primarily north Boulder and Gunbarrel).
25% are cardholders with addresses in small mountain towns (i.e. Jamestown, Eldorado Springs, etc.)

AREA	CARDHOLDERS	% OF TOTAL
Boulder	77,694	58.53%
Boulder County (no city) ≠	18,880	14.22%
Longmont*	5,646	4.25%
Lafayette*	3,601	2.71%
Louisville*	2,148	1.62%
Broomfield*	1,538	1.16%
Superior	1,860	1.40%
Denver	1,909	1.44%
Jefferson County	1,602	1.21%
Nederland	1,458	1.10%
Niwot	793	0.60%
Erie	896	0.68%
Lyons	774	0.58%
Westminster	844	0.64%
Adams County	661	0.50%
Weld County	364	0.27%
Aurora	264	0.20%
Arapahoe County	343	0.26%
Larimer County	69	0.05%
Ft. Collins	25	0.02%
Loveland	18	0.01%
Berthoud	6	0.00%
Other	11338	8.54%
TOTAL	132,731	100.00%
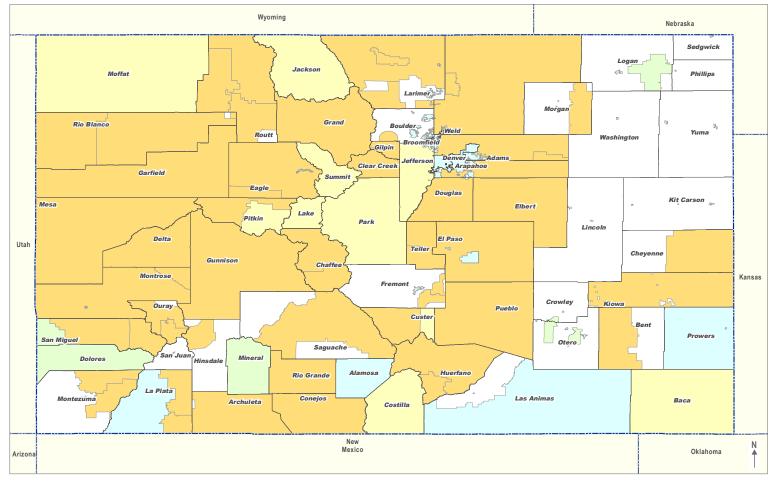
BOULDER COUNTY WITH BOUNDARIES, PATRON POINTS & HEAT MAP

NOTE: If the patrons file listed a city other than Boulder, those points are grouped together at one location.

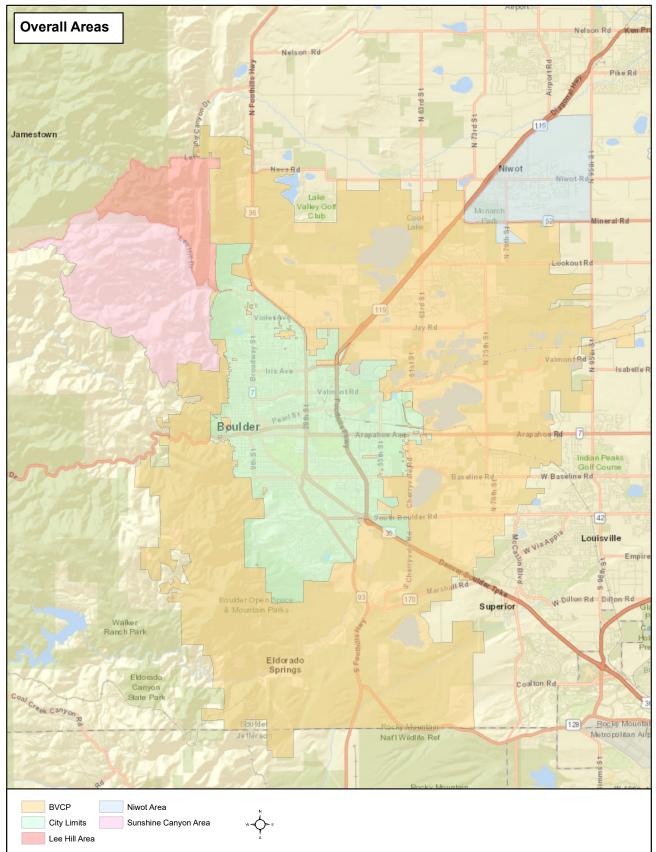Heat Map of Patron Locations Within Boulder County

APPENDIX: G

MAP OF COLORADO LIBRARY JURISDICTIONS

All Library Jurisdictions Statewide

Colorado State Library

Prepared by CIVICTechnologies. May 2011.

Legend:
- Library Districts
- County Libraries
- Municipal Libraries
- Multi-Jurisdictional Libraries
- County Boundaries
- State Border

APPENDIX: H

MAP OF POSSIBLE AREAS TO INCLUDE IN A LIBRARY DISTRICT

Overall Areas

Legend:
- BVCP
- City Limits
- Lee Hill Area
- Niwot Area
- Sunshine Canyon Area