

Meeting date: Wednesday, October 7, 2015

Location: Canyon Meeting Room, Main Library, 1001 Arapahoe Avenue

Meeting start time: 6:00 p.m.

1. Approval of agenda
2. Public comment
3. Consent agenda
 - a. Approval of September 2, 2015 minutes (p.)
4. Presentation: Boulder County Farmer's Market Seeds Library Café – Brain Coppam, Executive Director
5. Presentation: Community Cultural Plan presentation – Matthew Chasansky, Manager of Arts and Culture (The Draft Community Cultural Plan is at <https://boulderlibrary.org/wp-content/uploads/2014/12/handouts-oct2015.pdf#page=50>.)
6. 2016 Library budget overview – Devin Billingsley, Senior Budget Analyst (p.)
7. Second review of the draft Distribution of Community Information Policy (p.)
8. Discussion of 2015 Library Commission priorities (p.)
9. Library Master Plan update (p.)
10. Civic Area plan update:
 - a. Discussion of Sept. 10, 2015 memo: Update on the Boulder Civic Area Park Site Plan
 - b. Provide initial feedback on current proposed parking plan
11. Library Commission update (from memo to be distributed as a handout)
 - a. Future agenda items – See calendar
 - b. Library Commissioner job description
 - c. Discussion of Sept. 10, 2015 memo: Update on the Boulder Civic Area Park Site Plan
 - d. Boulder Library Foundation update
 - e. Update on patron email responses from the Library Commission
12. Library and Arts Director's report (p.)
 - a. Plan for Staff Day, Oct. 16, 2015
 - b. Jaipur Literature Festival success stories
 - c. Cinema program and arts liquor license
 - d. Author series – Rainbow Rowell
 - e. Flatirons Library Consortium update

13. Adjournment

2015 Library Commissioners

Paul Sutter, Chair

Donna O'Brien

Joni Teter

Alicia Gibb

Tim O'Shea

**CITY OF BOULDER
BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING
MINUTES**

Name of Board/ Commission: Library Commission	
Date of Meeting: September 2, 2015 at the Meadows Branch Library, 4800 Baseline Road	
Contact Information Preparing Summary: Carrie Mills, 303-441-3106	
Commission Members Present: Paul Sutter, Joni Teter, Donna O'Brien, and Tim O'Shea Commission Members Absent: Alicia Gibb	
Library Staff Present: David Farnan, Director of Library & Arts Jennifer Miles, Deputy Library Director Eileen McCluskey, Public Services Manager Hillary Dodge, Meadows Branch Manager Carrie Mills, Administrative Specialist II Dick Shahan	
Type of Meeting: Regular	
Agenda Item 1: Call to Order and Approval of Agenda	[6:01 p.m., Audio min]
The meeting was called to order at 6:01 p.m. An updated agenda was provided in the handouts, found here: https://boulderlibrary.org/wp-content/uploads/2014/12/2015-Sept-LC-Packet.pdf . Sutter noted that the major changes in the revised agenda were removing the Boulder County Farmers' Market presentation and adding the 2015 ballot issue discussion. Sutter added discussion of the Jaipur Literature Festival under the Library Commission memo.	
Agenda Item 2: Public Participation	[6:03 p.m., Audio min]
Shahan thanked the commission for attending the staff appreciation ice cream social. He voiced one complaint from a colleague who arrived in the final 30 minutes of the event to discover that the event had ended earlier than expected. Further, Shahan shared staff concerns about the cleaning service at the Main Library. In reviewing the proposed budget for 2016, Shahan noticed one less staff position in eServices and a \$67,000 reduction in Access Services. Sutter replied that the commissioners were aware of the cleaning issues. Farnan explained that the administration is reviewing the contract and working towards a smooth transition to another service. In regards to the budget questions, Farnan noted that one position currently supervised by the City of Boulder Information Technology department will be transferred to the IT budget in 2016, such that the position will continue to exist in a new capacity. Farnan and Miles were unsure of the reason for the Access Services reduction but agreed to have an answer for the next commission meeting. Teter offered her apologies to the staff member who voiced her concerns regarding the ice cream social.	
Agenda Item 3: Consent Agenda	[6:09 p.m., Audio min]
Item 3A, Approval of August 5, 2015 meeting minutes (p. 2-5) Teter clarified that the name of the group for the Egyptian programs in October is the Egyptian Study Society. Sutter recommended adding clarification on future action to the community information policy, noting that the commission asked staff to review the policy and return with a new draft. Teter motioned to approve the minutes with the recommended changes. O'Brien seconded. Vote 4-0, unanimous.	
Item 3B, Approval of Warner Charitable Trust donation (p. 6) Sutter read the resolution to approve the Warner Charitable Trust, found here: https://boulderlibrary.org/wp-content/uploads/2014/12/2015-Sept-LC-Packet.pdf#page=6 . O'Shea motioned to accept the Warner Charitable Trust donation. O'Brien seconded. Vote 4-0, unanimous. O'Brien recommended the Library Commission send a thank you letter to the remaining family members, as was done last year, and other commissioners agreed.	
Agenda Item 4: Review updates to the Sponsorship of Programs and Events Policy	[6:14 p.m., Audio min]
Farnan introduced the revised draft, explaining that the original was well-intentioned, but staff needed to reconsider the ability to offer staffing. McCluskey noted that basic support was available, but staff could not maintain a reliable and adequate staff pool. She elaborated further, saying that the library leadership team was looking to staff events as needed to provide quality programs. McCluskey believed staffing abilities would be sorted out by 2016.	

Commission discussion, questions, and comments included:

- O'Brien confused by recurring programs policy to clarify. Sutter agreed.
- Sutter recommended adjusting information to reflect order.
- Sutter wondered if situations would exist where library may provide staff service for free. McCluskey wanted flexibility to allow for capacity to offer staffing. Managers do their best to staff, but want to keep expectations low. Farnan asked if Sutter foresaw a problem. Sutter could see a problem with fluctuation. Miles recommended designation of availability as the qualifier regardless of content of program. Teter agreed – based on availability and staffing needs.
- Teter recommended a line about what the training consists of – not an intimidating training. Farnan recommended “attend a half hour audiovisual training”
- O'Shea wondered about the possibility of damage. Farnan noted inconsistency in quality of equipment as major problem.
- Sutter recommended adding “Prearranged staff assistance may be provided, usually for an additional fee to cover staff costs, for audiovisual equipment.”
- O'Shea wanted to know if all staff would be trained. McCluskey explained that all designated library staff known as “Persons in Charge” (P.I.C.) are trained.
- O'Brien motioned to accept the proposed policy revisions with additions to go forward. Teter seconded. Vote 4-0, unanimous.
- Teter commented on steering applicants towards sponsorship – worry of equity if Teter can book many rooms, but patrons are limited to once. Sutter recommended next agenda should include discussion. O'Brien would like to discuss with more information, including anecdotal. Farnan to put together small presentation on future steps prior to revising policy. Policy intended to prevent monopolization. Recommended to bring back in November if better timing.

Agenda Item 5: Status update of 2015 Library Commission priorities**[6:34 p.m., Audio 32:55 min]**

Sutter noted taking stock in preparation for future letter. Having Small Business Development Center (SBDC) move into Main Library was a huge opportunity. Culture programming. Labor intensive process for meeting room. Activation is increasing the dynamics. Gap on e-books to be filled. Do not anticipate waiting lists to decrease – may work with targeted title. Collection report to come soon. Hoping for all in library consortium to contribute more e-books. Most success is customer service model seen on first floor. Still without a call center. Process to begin in January – set up within 3-6 months. Staff in Access Services is thriving. Reynolds and Meadows hours restored. Remarkable return on investment. Staff shifted out. Farnan remarked on the success of NoBo Corner Library – layout, quality team. Impending nature play where the Pooh Garden is and beyond. Great addition. Considering access to garden to be open more hours and greater access to café.

Commission discussion, questions, and comments included:

- O'Brien remarked that the change is mind-boggling over past two years. Such a delight to come in. Farnan agreed that the disposition of the staff is amazing. Give them the tools to achieve a higher level.
- Sutter noted that all sorts of people visit NoBo and he was impressed by the amount of business.
- Sutter reviewed priorities and evaluated their process.
- In regards to supporting the idea of the community platform, Sutter asked if they can support further. Farnan appreciated their support of partnerships to help build the space and services.
- Sutter asked how the website was going. Farnan noted that they are working to maximize the space. Part of a larger conversation on the digital branch. Felt much can be incorporated into master plan.
- Sutter and Teter confirmed that opportunities to work on civic area planning have not yet fully begun.
- O'Brien noted that the commission is doing a great job in covering their priorities.
- Sutter asked if the space is welcoming still – Farnan explained that the library experiences criminal activity and behavioral problems – addressing aggressively was effective.
- O'Brien asked if the next meeting will include looking at goals for the following year. To be discussed in October. All agreed.

Agenda Item 6: Discuss the 2015 Ballot Issue on Charter Amendment**[6:54 p.m., Audio 52:39 min]**

Sutter noted the flurry of activity to undo messiness from City Council readings when sections were merged. Response included new approach to funding which removed library fund. Mayor intervened to clarify. Back to final ballot language. Final reading is in handout, found here: <https://boulderlibrary.org/wp-content/uploads/2014/12/2015-LC-Handouts.pdf#page=2> . Discussion on whether Library Commission can make a statement. League of Women Voters (LWV) asked for position with pros and cons. Sutter asked if useful for the endorsement. Farnan noted that it seems as

if you cannot – staff is waiting for final response. Can respond as individuals, but cannot present as Library Commission.

Commission discussion, questions, and comments included:

- Question about where on ballot – Miles did not get confirmation from City Clerk’s Office before meeting, but should be 2nd quarter.
- O’Shea asked if conflict if he spoke to Boulder Chamber of Commerce for endorsement.
- Sutter felt website is unclear on basic goal and background.
- Sutter recommended proposed draft statement may be a good list of talking points.
- O’Brien felt that in the past, endorsements were not a possibility.
- Sutter to follow up with LWV and the Daily Camera.
- Teter asked for way to make link more obvious.
- Sutter called break at 7:10- 1 hr. 8 min 29 sec.

Agenda Item 7: Library Master Plan update (p. 15-21)

[7:21p.m., Audio 1:08:29 hr]

Draft RFP, RFQ for consultants. Looking for community engagement options for scope of work. Farnan noted that many people are invested in the future of libraries. Key usage patterns of the public. Usage and demographic data is key. Find out any barriers to use. See how community feels about current services. Largely about “bricks and clicks” – buildings and the virtual services we provide. Renovations of current facilities. Survey from Gunbarrel folks. Better understanding who the virtual users are. Sit down to consider public computer provisions. High end technology and maker spaces? Primary reason for visits is books. Move towards virtual services. Collections providing movies and music. STEAM programming. How do we navigate fundraising, fee-based programs, volunteerism? Central question: What is the library’s role in the community? We are a trusted source. Is the library a place to convene a civic dialogue? Free and open access, net neutrality, early literacy, information literacy, computation literacy. Miles noted looking for input on the list. Anything missing? Feedback on community engagement ideas.

Commission discussion, questions, and comments included:

- Teter asked about the focus areas that will be narrowed down via community engagement. Miles answered that we’d like to narrow those down with community feedback.
- O’Shea noted overlap in planned marketing, wary of putting out a survey to folks who are not regular users and do not know what has been done. O’Shea would prefer surveys that algorithmically tune to the audience, based on their level of awareness, instead of a long form, impersonal survey. The survey can act as an additional marketing piece for libraries in educating about the services libraries provide. Educating while engaging. Align marketing with survey and outreach.
- Teter felt that the survey should come later in the process following significant outreach. O’Shea noted from past experience that he, and others, complete surveys when they value the service, but have a limit on how long a survey can be. Noted non-users are hard and expensive to reach, and not always useful.
- Master plan steering committee to be established later in the year and may assist on how to do it.
- Sutter summarized that the commissioners would like to see some groundwork before a broad survey is sent out to the community – largely the commission and leadership to steer the results of the master plan.
- Sutter hoped to find the relationship between master plan advisory and the Library Commission. Sutter asked if it is the core committee or just one vehicle.
- O’Shea asked for budget for outreach; Miles noted that there is an overarching budget but total has not been parsed out yet.
- Teter felt that it was not the best use of funds and time to bring consultants to the meeting. Miles intended to bring them first as an introduction, and later to provide feedback on the process.
- Teter thinks it is best to hold open houses in other locations instead of simply asking for people to attend at the library. O’Brien recalled impressive turnout during renovations – noted many populations showed up with sending out invitations and all provided invaluable feedback.
- O’Brien noted not against surveys when done properly. Wants to avoid hook statements. Appreciated previous surveys that allowed for flexibility based on responses.
- O’Shea asked about the turn around for phone surveys that try to reach non-users.
- Importance of understanding the community embedded in the survey response – how to balance, how different is Boulder – get the consultants to explain how they intend to address that balance. Sutter dynamic, innovative, playful process.
- Farnan remarked that the greatest discovery with surveys is the realization that staff’s ideas deviate from that of the public – interesting to see what the community has moved past or beyond.

Agenda Item 8: Library Commission update (from handout)**[8:12p.m., Audio 1:59:37 hr]****Item 8A, Future Agenda Items**

This item can be found in the Library Commission memo, found here: <https://boulderlibrary.org/wp-content/uploads/2014/12/2015-LC-Handouts.pdf#page=9> . Regarding proposed meetings, accept regular meeting dates and locations as shown on revised handout as schedule for 2016 – retreat to be determined at a later time. Approved without conflict.

Item 8B, Discussion of Library Commission job description

O’Shea presented preliminary job description. Sutter appreciated inclusion of the mission, but would prefer a more mechanical document. (ends 2:30 hr)

Item 8C, Boulder Library Foundation update

Commissioners will receive email from O’Brien in the next week with a flier for Oct. 16, 2015 event and cover letter to be sent to respective spheres of influence. Considering a paid executive director who is paid through the library.

Item 8D, Update on patron email responses from the Library Commission**Item 8E, Update on Jaipur Literature Festival**

Jaipur Literature Festival at Boulder begins in 16 days, for those who have not yet registered.

Agenda Item 9: Library and Arts Director’s Report (p. 22-26)**[8:45 p.m., Audio 2:32:17 hr]****Item 9A, Citizenship Ceremony****Item 9B, Youth Services****Item 9C, Outreach****Item 9D, Maker Space****Item 9E, Discover Earth Workshop****Item 9F, 2015 Jan. – July Library statistical summary**

New statistics provided in handout, found here: <https://boulderlibrary.org/wp-content/uploads/2014/12/2015-Sept-LC-Packet.pdf#page=24>

All numbers pointing in the right direction. Finally showing an increase as of July. Matching pre-renovation numbers. Many new card holders – remarkable number. Door counts up, likely reflective of extended hours. Sutter asked if change in hours at Carnegie has caused consternation. Teter commented that value is not driven by point-in-time use – value resides in use over time; an investment in the future.

Item 9G, 2016 Library holiday closures

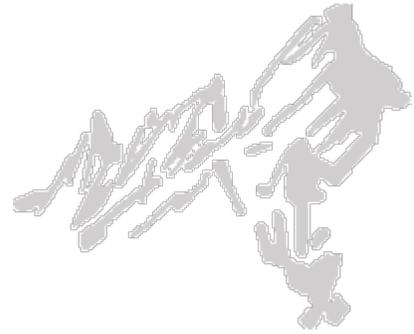
Closures are customary. Staff training day is not on there, but we do intend to do one in 2016 as well. Oct. 16 is All-Staff Day and commissioners will be receiving invitations – lots of great information to share, including Wendy Hall to demonstrate how to spin wool out of dog hair.

Agenda Item 10: Adjournment**[8:29 p.m., Audio 2:29:50 hr]**

There being no further business to come before the commission at this time, the meeting was adjourned at 8:29 p.m.

Date, Time, and Location of Next Meeting:

The next Library Commission meeting will be at 6:00 p.m. on Wed., Oct. 7, 2015, in the Canyon Meeting Room at the Main Library, 1001 Arapahoe Ave., Boulder, CO 80302.



DATE: October 7, 2015

TO: Library Commission

FROM: David Farnan, Director of Library and Arts Department
Jennifer Miles, Deputy Library Director
Devin Billingsley, Senior Budget Analyst

SUBJECT: 2016 City Manager Recommended Library and Arts Department Budget and 2015
2nd Adjustment to Base Budget

This memo provides an overview of the 2016 Recommended Budget for the Library and Arts Department which was submitted to City Council on August 28, 2015 as well as the items being considered for the 2015 Budget's 2nd Adjustment to Base.

2016 Recommended Budget

Attached to this memo is the City Manager's Budget Message (**Attachment 1**), which provides an overview of the 2016 Recommended Budget for the City of Boulder. This message explains the budget process, highlights the areas of significant additional investment and connects these budget additions to the Community Sustainability Framework. **Attachment 2** provides an overview of the Library and Arts Department's recommended budget broken down into Library and Arts programs and services as structured according to the city's Priority Based Budgeting system.

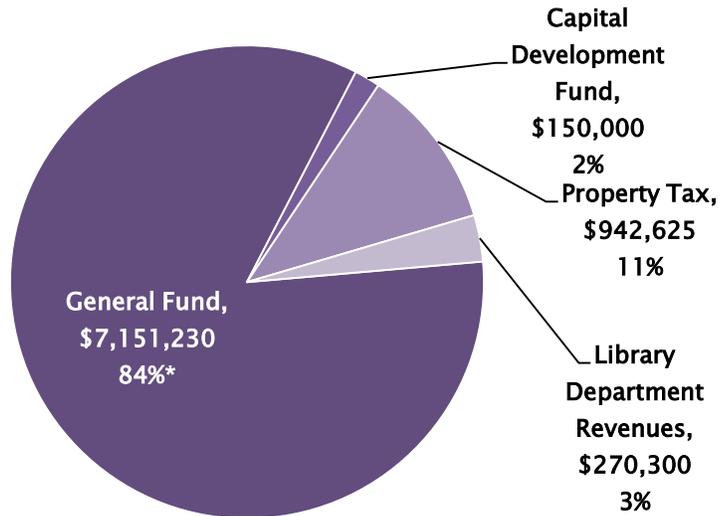
The Library Fund Financial is included as **Attachment 3** and provides an eight-year look at the fund, including 2014 actual expenditures and revenues, 2015 revised budget and estimated revenue (including 2015 1st adjustments to base), and 2017–2021 projected revenue and expenditures.

The City's full budget document can be found on the city's website at the link below:
https://www-static.bouldercolorado.gov/docs/2014_Recommended_Budget-1-201401061721.pdf

A summary of the 2016 Budget for the Library and Arts Department by sources (Figure 1–1) and uses (Figure 1–2) of funds are provided in the pie charts below. A breakout of the Library's

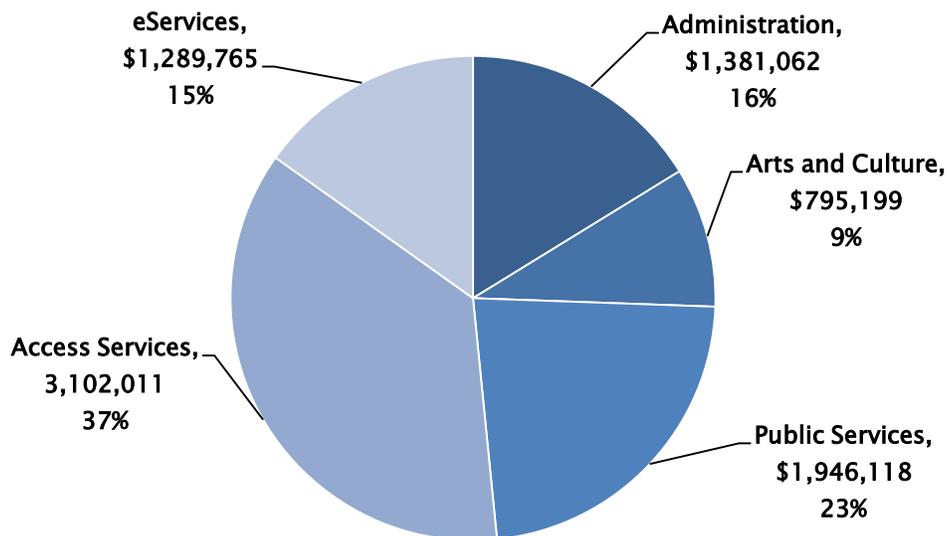
major service areas are included in Figure 1-2. These major service areas are further broken down into program levels as listed on **Attachment 2**.

Figure 1-1: Summary of Library and Arts Department Revenues (Sources)
2016 Total: \$8,514,155



**General Fund includes: the General Fund transfer to the Library Fund of \$6,206,742, the Arts Division allocation of \$891,767 (including admin costs) and direct General Fund support of \$52,721 for a Library position at the NoBo Corner Library.*

Figure 1-2: Summary of Library and Arts Department Expenditures (Uses)
2016 Total: \$8,514,155



The 2016 Recommended Budget can be further divided into expenditures on personnel, non-personnel and collections/materials. Table 1-1 below presents this information along historical year-over-year comparison to show the evolution of the Library and Arts Department Budget over the last three years.

Figure 1-1: Current and Historical Library and Arts Department Expenditures
(in \$1,000's)

Use	2013 Actuals	% of Total	2014 Actuals	% of Total	2015 Adopted	% of Total	2016 Recommend	% of Total
Personnel	\$4,955	62.7%	\$5,039	62.1%	\$5,559	67.6%	\$5,718	67.2%
Non-Personnel	2,101	26.6%	2,241	27.6%	1,842	22.4%	1,818	21.4%
Collection/Materials	843	10.7%	838	10.3%	825	10.0%	978	11.5%
Total	\$7,899		\$8,118¹		\$8,226		\$8,514	

¹ Removed \$750,000 one-time AMH/RFID expenditure for better YOY comparison

The major changes for the 2016 Recommended Library budget affect the Library's Collections, Marketing, and Facilities and Asset Management and are further explained below:

Collections

The 2016 Recommended Library Budget includes an ongoing increase of \$150,000 to the library collections budget. This increase is intended to address an ongoing decline in buying power as well as support a shift toward purchases of higher demand and higher cost materials. Including this additional \$150,000 places the collections budget at approximately \$978,000 or 11.5% of overall expenditures. In 2016, this \$150,000 will be sourced from the Library's Impact Fee balance within the Capital Development Fund. The funding will be sourced from the Library Fund in 2017 onward.

Marketing

The 2016 Recommended Library Budget includes an additional \$40,000 in budget to support an ongoing marketing campaign for library programs and services with an emphasis on eServices, meeting rooms and general reading. The marketing and advertising budget has been consolidated in Library Administration over the last two budget cycles.

Facilities Asset Management

The 2016 Recommended Library Budget includes the reallocation of building operations, maintenance, and custodial services and associated budget to the City's Public Works Department - Facilities and Asset Management Division (FAM). This reallocation includes the transfer of a maintenance supervisor position, along with its budgeted salary, and \$365,450 in non-personnel budget. This budget transfer to FAM will streamline maintenance processes, take better advantage of FAM's broader set of maintenance resources, and a lead to better service outcomes.

The first reading of the recommended budget, including a public hearing, will take place on Oct. 7, 2015, with the second reading and public hearing scheduled for Oct. 21, 2015.

2015 Budget 2nd Adjustment to Base

The 2nd Adjustment to Base is the Library's second, and final, opportunity to modify its 2015 budget to accommodate changing conditions. This adjustment to base is scheduled to be presented to Council on November 17, 2015 for appropriation on December 1, 2015. Library Staff have compiled a list of proposed adjustments to the 2015 budget (**Attachment 4**). Included in the attachment is a description of the amount of the budget change along with the purpose for the change as well as its funding source.

Attachments:

Attachment 1: 2016 Recommended Budget – City Manager's Budget Message

Attachment 2: 2016 Recommended Budget – Library and Arts Department Overview

Attachment 3: 2016 Recommended Budget – Library Fund Financial

Attachment 4: 2015 2nd Adjustments to Base

City of Boulder
Office of the City Manager



Dear Members of City Council and Residents of Boulder,

I am pleased to present to you the City Manager's 2016 Recommended Budget for review and consideration. This budget reflects City Council adopted goals and was developed in accordance with the City Charter, city [Financial Management Policies](#), [Operating Budget guiding principles](#), and [Capital Improvement Program \(CIP\) guiding principles](#).

The total annual budget of \$327 million (excluding transfers) across all funds and areas represents a 2.5 percent increase in spending over 2015. Of this, \$4.6 million, or approximately two thirds, comes from increased capital spending over 2015. Other one-time expenditures remain flat, and about one third of the increase is for ongoing expenditures. The increase in one-time capital spending reflects focused savings that have been set aside in funds such as the Utilities, Parks and Recreation and Open Space funds over several years – and includes significant leveraged funding, particularly in Transportation, as well as continued funding for ongoing flood recovery and resilience. The net ongoing increase includes important, strategic investment in the community, outlined below, but also represents cyclical decreases in some operating areas, such as fleet replacement, as well as realized savings in areas such as health care costs.

Projected 2016 General Fund expenditures of \$132.2 million will increase by 2.9 percent over the 2015 Approved Budget. This represents a 4.2 percent increase in ongoing spending, with a slight reduction in one-time spending over 2015. The 2015 budget included higher one-time dollars to provide flexibility in covering unknown expenditure timelines for costs incurred for the municipalization project.

The economic outlook for the city continues to be positive, with stable revenues projected in the coming years. Boulder's fiscal health is reflected in its tax revenue collections and the community's unemployment level of 3.8 percent as of June, 2015, down 0.5 percent from the previous year. Total sales and use tax collections were up 4.2 percent through June 2015 when compared to collections through June 2014. Retail sales tax revenues, which are the largest portion of total revenues and most indicative of ongoing revenue trends, are up 5.76 percent over 2014, through June 2015. It is anticipated that 2015 revenues will meet revenue projections. Although there have been recent fluctuations in the markets, these are not necessarily indicative of any overall change in the economic picture. Staff will continue to monitor revenues closely.

The table below shows General Fund revenue collections compared to budget projections since 2009.

Table 1-01: General Fund Revenues 2009-2016
(in \$1,000s)

	2009	2010	2011	2012	2013*	2014*	Projected 2015**	Proposed 2016
Revised Budget	\$104,611	\$107,908	\$100,312	\$110,424	\$112,516	\$118,861	\$124,824	\$128,264
Actuals	\$104,387	\$107,928	\$103,112	\$112,520	\$117,082	\$123,484		

* excluding insurance, FEMA and State reimbursements related to the 2013 Flood

** excluding reimbursement for earnest money for Boulder Community Hospital Property bid

Revenues in 2013 and 2014 came in above projections, though much of the excess revenues came from one-time, non-recurring collections, primarily from construction use tax collections, as a result of the recovering economy. It is not expected that these higher levels of one-time revenues from construction use tax will continue in the years ahead. Additionally, 2014 revenues reflect new revenues from retail marijuana, which had not been included in projections. 2014 retail sales tax collections came in strong for the year and economists are now fairly consistent in projecting a stable economy for the next few years. The city's 2015 and 2016 revenue projections have been revised to reflect this information. City staff projects a 5.9 percent increase in total sales and use tax revenues for 2015, which includes a 5.75 percent increase in retail sales tax revenues. While sales and use taxes are the largest component of General Fund revenues, other revenues and trends also impact overall General Fund revenue collections. Property tax revenues are based on prior year assessments and the expected collection in 2015 still reflects the lower assessment values coming out of the Great Recession. Those values are anticipated to increase in the years beyond 2015, with a substantial increase in 2016. Finally, the city continues to implement the financial policy of using one-time revenue only for one-time expenditures, which has served the city well during and since the last recession.

Over the last three years, City Council has adopted a number of Master and Strategic Plans that reflect extensive public input in support of community priorities. This has helped to provide the road map for strategic investments. Based on these strategic plans, as well as a number of other studies and plan work in progress – such as the Fire Community Risk Assessment and flood mapping studies and mitigation plans – the city is moving forward to implement strategic investments in staffing and infrastructure, which will make the community more resilient in the face of economic challenges and environmental impacts.

I am proud to say that the city's leadership team has worked extensively this year on aligning resources with achieving community priorities, and working toward a long-term, citywide strategic plan, guided by the sustainability framework and in conjunction with the update to the



City Manager's Message

Boulder Valley Comprehensive Plan. The 2016 Recommended Budget continues the multi-year approach of allocating funds to the highest council and community priorities, with ongoing focus on strengthening resilience within the city organization and community infrastructure. It includes increased and strategic investment in all outcome areas of the Sustainability Framework:

Figure 1-01: Community Sustainability Framework



2016 Recommended Budget highlights include:

Safe Community

In part, the 2016 Recommended Budget, is informed by the effects of the September 2013 Flood which caused significant flooding and extensive damage to many Colorado communities. In Boulder, total damage to city infrastructure and public lands is estimated at \$28 million, and private-property damage is estimated at \$200 million.

The 2016 budget continues to reflect ongoing investment for recovery and mitigation necessary to strengthen the city's long-term resilience. In particular, flood recovery on Open Space will continue throughout 2016 and additional funding approved in the 2015 budget process is being applied to an accelerated CIP in water, wastewater and stormwater/flood management systems, which will continue in 2016 and beyond. As a result of strong fiscal policy, the city has been in the position to provide an enhanced capital investment in these areas, which is expected to continue into the foreseeable future. Additional information has been included in the [Draft 2016-2021 CIP](#).

In continued support of the Police and Fire Master Plans and in response to information gathered through the Fire Community Risk Assessment, the 2016 Recommended Budget includes funding for a number of items specific to public safety and bolstering the city's ability to provide appropriate enforcement of its code and protection of its residents.



Two new police officers and one new communications supervisor in dispatch are proposed in the Police Department. This is the next step in the multi-year staffing plan for the department, which includes adding eight police officers, one commander and two non-sworn employees by 2018. Through 2015, five new officers, one commander and one criminalist were added.

As a part of a multi-year approach, additional funding is recommended for a Fire Safety Educator, a Senior Planner, and a Hazmat and Marijuana Inspector in the Fire Department. These positions will provide community outreach, important data analysis and hazardous materials inspection, for improved risk reduction in the community. Additionally, a minimal investment in new technologies will provide the potential for significant improvement in cardiac survival through the pulse point program.

Funding for a study of the city's radio system infrastructure and the development of a strategic plan to replace and upgrade the aging infrastructure is included in the 2016 Recommended Budget. This system serves multiple units in Police, Fire, Open Space and Mountain Parks (OSMP), Parks and Recreation and Public Works and provides them with critical communications tools for their safety and the safety of the community.

Funding from the voter-approved Community, Culture and Safety tax will be applied to several projects enhancing safety. Lighting will be improved and added along the Boulder Creek Path, University Hill and at Chautauqua. Projects also include: Boulder Creek Path improvements, separating pedestrian and bicycle traffic; improved pedestrian safety along Baseline Road via new sidewalks, realigned parking, enhanced pedestrian crossing treatments, and related safety enhancements like lighting and wayfinding signs; and design and construction to renovate the pedestrian and bicycle underpass at the Boulder Creek Path, between Boulder Creek and 13th Street. This work will begin in 2015 and continue through 2017.

Finally, funding to address increased costs for ongoing mosquito control efforts, and for disposal of treatment residuals from the Betasso Water Treatment Facility, is included in the 2016 Recommended Budget.

Environmentally Sustainable Community

The City of Boulder, under council direction, is moving forward with the potential creation of a municipal electric utility. Funding for the current phase of this project, implementation of the Transition Work Plan, including regulatory proceedings, was provided in the 2015 budget and is expected to carry over into 2016, in continued support of the Transition Work Plan. While no new funding is included in the 2016 Recommended Budget, the implementation of the Transition Work Plan does include the addition of key positions, supported by existing funding. Due to uncertainties, including timing and potential outcomes related to legal and regulatory processes, funding was provided upfront in 2015, through the use of General Fund reserves, to provide flexibility to ensure funds would be available when needed to support litigation and a seamless transition for customers. As Utility Occupation tax revenues are collected in 2016 and



City Manager's Message

2017, these will be returned to the General Fund. The 2016 Recommended Budget again includes contingency funding, set aside and not allocated to the project.

As a result of continued resource needs in OSMP related to 2013 Flood recovery and ongoing Trail Study Area (TSA) implementation and planning, the 2016 budget includes the extension of a number of fixed-term positions in support of trails design, repair, and maintenance. Part of the need for these extensions is continued work with FEMA for better understanding of Boulder's natural land assets and to ensure appropriate reimbursement for flood damage and repair costs. In response to public feedback and a recent OSMP organizational assessment, additional investment is proposed in the areas of agricultural resource management, signage, additional planning support for the upcoming East TSA, cultural and water resources, and data management. These investments will support more robust public process and community outreach, provide support for community agricultural efforts, and help the city garner better understanding of climate impact on our periodic biological phenomena, now and in the future. Funding for this comes from dedicated sales and use taxes.

Regional efforts are being explored to form a coalition/joint lobbying effort to advocate for policy and regulatory changes that promote and support local decision making in pursuit of a low carbon energy future. These efforts may include simultaneously promoting community resilience, economic vitality and job creation. Funding is proposed for the City of Boulder's contribution to the Colorado's Climate Future coalition.

Livable Community

The 2016 Recommended Budget proposes increased funding to support a livable community with continued investment in affordable housing, Hill revitalization, land use planning, development review process and enforcement improvements, code updates, and rental housing licensing. It also provides funding for new neighborhood initiatives and in support of improved communication with the community around key areas of interest.

Funding to continue Hill community development coordination is included in the 2016 Recommended Budget. The budget also includes the conversion of a fixed-term position to ongoing in support of the city's continued work to develop and implement housing policies in response to new and emerging needs and the ongoing challenge of affordability. Implementation of the affordable housing linkage fee on non-residential development will provide additional revenue for the city to invest in existing and new affordable housing efforts.

The extension of two fixed-term positions is proposed to support high-priority work plan items including revisions to the city's land use regulations and codes (e.g., the Form Based Code pilot), and improvements to the rental housing licensing program. A neighborhood grant program is proposed to continue that would provide project funding to address specific needs and encourage more sustainable neighborhoods. The program would continue to be administered by the Neighborhood Liaison and evaluated annually for effectiveness. Communications support, specifically regarding Human Services and Housing initiatives and

issues, is also being proposed on a fixed-term basis.

Healthy and Socially Thriving Community

The Community Cultural Plan, presented to council on July 14, includes various elements of a re-envisioned and expanded approach to city support for the arts and culture within Boulder. The voter-approved Community, Culture and Safety tax will provide 2016 funding for public art. Additional funding to begin implementation of this plan, specifically, increased funding for arts and culture grants to the community, a program specialist position to help administer the public art program, and funding to develop and implement a marketing plan, are proposed in the 2016 Recommended Budget.

The 2016 Recommended Budget also includes additional funding for library collections, to keep pace with changing patron demands (especially for electronic media), expand offerings across multiple library branches, and to better align library operations with industry best practices.

In 2014 the city entered into the Harvest Bucks Program in collaboration with Boulder County and Boulder County Farmers' Market (BCFM). The program seeks to improve health equity by expanding access to fresh, local produce for Boulder's low-income residents and promote local food production and distribution. As a result of the success of the 2014 pilot program, the city participated again in 2015. The city's participation in the first two years has been funded through budget savings in Human Services. The 2016 Recommended Budget includes ongoing funding for this program. Boulder County Public Health will continue to provide staff support and coordination, along with Boulder County Farmers' Market.

The Parks & Recreation Master Plan, approved by City Council in 2014, establishes direction for the department in better serving the health and wellbeing interests of the entire community. Ongoing implementation of the plan includes proposed repurposed and new funding in 2016 for an Events Manager, Philanthropy Manager and Business Analyst to strategically develop and leverage community partnerships and optimize service provision to the community. These positions will enhance inclusive and transparent community engagement practices that encourage participation by all community members, and promote data driven decision making to benefit the community.

With the passage of the Community, Culture and Safety tax in November 2014, the first phase of capital improvements in the Civic Area are moving forward. The park development combines all the elements supported by the community and City Council, such as a promenade along Canyon, 11th Street connector, creek terraces, nature play, improved creek path, plaza spaces and an enhanced Farmers' Market. The Phase I park implementation will be coordinated with the investment from the Community, Culture and Safety tax initiative devoted to the Boulder Creek Path, 11th Street lighting, public art and Arapahoe underpass improvements. The 2016 Recommended Budget continues the 2015 call for activation and programming funding in the Civic Area, in conjunction with the capital improvements.



City Manager's Message

Economically Vital Community

The 2016 Recommended Budget includes proposed investments to support economic vitality, including Hill reinvestment, citywide special events management, and support to businesses.

Since the initial funding plan for the Hill Reinvestment Strategy was brought forward, further analysis has identified additional programs and strategies that could benefit the area. The 2016 Recommended budget includes funding for a pilot EcoPass program for Hill employees and increased one-time funding to support the Hill Reinvestment working group, as it determines how to implement the evolving strategy. Recommendations for on-going funding strategies for the Hill will be included in the 2017 Budget.

Events such as IronMan, BolderBoulder, Ride the Rockies, among others, are an integral part of the city's economic vitality; the 2016 Recommended Budget includes funding in continued support of the city-wide approach that helps maximize the benefits of these types of events for our community.

To directly support businesses in the community, the 2016 Recommended Budget proposes converting the fixed-term business liaison position to an ongoing position, restoring the paid Economic Vitality intern position, and increasing the Economic Vitality operating budget. The Business Liaison responds to business assistance requests, coordinates business resources for small business owners, monitors progress on the Economic Sustainability Strategy, develops economic vitality metrics and supports city business incentive programs. Additional Economic Vitality operating funding will support innovation and entrepreneurship in Boulder, including new sponsorships for organizations like the Latino Chamber.

Accessible and Connected Community

The 2016 Recommended Budget includes funding for several initiatives and tools to enhance public outreach and communication, and access to information for residents. Channel 8 provides regular information through Comcast and video streaming over the city website to residents on programs, public meeting coverage, and other city news. An additional producer/engineer will help ensure consistent video production and technical support in these areas to meet existing demand and to increase capacity for additional broadcast services and coverage. The addition of closed captioning services to Channel 8 will allow for a broader reach in communication with Boulder residents. In response to community and council input, the 2016 Recommended Budget includes funding for a bimonthly newsletter and supporting staff. The newsletter will be mailed to residences and is expected to foster direct community engagement by providing information on city news, events, items before council, and quality of life issues. Additional funding also is proposed for improved web content management and to continue coverage of board and commission meetings.

Funding to implement public Wi-Fi services in three city park locations is included in the 2016 Recommended Budget. In November of 2014, the city, through public vote, was able to gain



exemption from a state law that prevented municipalities from competing with telecommunications broadband service providers. The city is now able to study potential uses and business models for using its fiber optic and conduit infrastructure, along with needed enhancements to better serve the telecommunication needs of the community, including broadband and wireless services. In March of 2015, with the support of City Council, free Wi-Fi services were implemented in the parks within the downtown Civic Area. This first phase was intended as a proof of concept and if successful, other locations would be investigated for future deployments. With the success of this implementation, three additional sites have been identified for public Wi-Fi installation in 2016: Boulder Reservoir, Scott Carpenter Park & pool area, and the South Boulder Recreation Center main building area and adjacent park pavilion. Additional Information on [Community Broadband](#) is included in the 2015 Council Action Guide.

Due to a robust statewide residential, commercial, and public works construction marketplace, bid pricing for transportation infrastructure projects is averaging 15 to 20 percent higher than engineer estimates. The 2016 Budget includes an increase in Transportation funding to cover these increases and to keep pace with goals and objectives of the street overlay, major street reconstruction, bikeways maintenance, and sidewalks repair programs. Funding for this comes from dedicated sales and use taxes and meets the goal of taking care of current community assets. Funding also is proposed to replace school zone flasher systems and to support traffic signal infrastructure operation and maintenance.

One-time funding is proposed in continued support of the multi-year, inter-departmental project to develop citywide access management and parking strategies (AMPS). These funds will be used to complete the public process and finalize strategy recommendations.

Good Governance

The Recommended Budget carries forward Boulder's conservative fiscal approach that earned its AAA rating for general obligation bonds issued by the city, and maintains needed resources to sustain operations during emergencies. This careful and conservative planning ensured the city had adequate reserves across most funds when the 2013 Flood occurred. A strong economy, appropriate insurance levels and diligent efforts to ensure federal and state reimbursement, have provided the needed funds to restore all reserves back to previous target levels. For 2016, we continue to acknowledge the importance of evaluating appropriate reserve levels, in the context of increased global economic volatility and increased challenges as a result of climate change. The 2016 Recommended Budget proposes an ongoing increase of General Fund reserves to 16 percent. It also includes a temporary reserve in the seven funds receiving substantial FEMA and state reimbursement for 2013 Flood recovery costs, equal to 7 percent of reimbursement received.

The 2016 Recommended Budget also includes a number of proposed investments throughout the organization enhancing good governance. Two key focus areas have guided proposed investments this year: innovation and data.



City Manager's Message

A new Senior Project Manager position is recommended to coordinate citywide innovation efforts and data management. Technology provides tremendous potential for innovative solutions and process efficiencies. Key investment in Information Technology staffing and systems will help strengthen and protect the city's ability to collect and analyze critical performance data and provides important stability and capacity to meet constantly evolving technological changes and opportunities.

In a next step toward ensuring the City of Boulder budget supports community priorities, as identified through council and public input and defined in the Sustainability Framework Outcomes, enhancements are proposed that increase transparency in governance performance, by developing a community dashboard that illustrates progress around key focus areas.

Funding is proposed for citywide leadership training, building on the foundations of a high performance organization, and a new well being program for employees, which will be highly subsidized by the city's new health insurance provider, is designed to continue to improve the health and well being of city staff and to continue to manage health care costs.

These continued investments in the organizations facilitate opportunities to improve efficiencies and develop innovative solutions that reduce the cost of services and increase capacity to implement existing Master and Strategic Plans that build community resilience.

A complete list of new funding initiatives for 2016 is included in **Attachment A** (listed by department) and **Attachment B** (listed by fund).

Our organization's collaborative approach ensures that the city will maintain an efficient, effective and transparent government that delivers the highest outcomes as identified by the Boulder community. The leadership team and I are committed to meeting the goals of City Council and to ensuring that high-quality services and innovation remain a community hallmark. The 2016 Recommended Budget allocates resources, recognizing these commitments, while exercising strong fiscal responsibility to the community.

Respectfully submitted,

Jane S. Brautigam
City Manager

**2016 RECOMMENDED BUDGET
LIBRARY AND ARTS**

	2014 Actual		2015 Approved Budget		2016 Recommended Budget		Variance - 2015 Approved to 2016 Approved	
	Standard		Standard		Standard		Standard	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	5.50	\$ 759,032	5.50	\$ 766,939	6.50	\$1,086,070	1.00	\$ 319,131
Library Facility and Asset Maintenance	3.00	1,055,377	3.00	736,233	2.00	254,324	(1.00)	(481,909)
Volunteer Services	0.50	37,795	0.50	37,880	0.50	40,668	-	2,788
Subtotal	9.00	\$ 1,852,204	9.00	\$ 1,541,052	9.00	\$1,381,062	-	\$ (159,990)
Arts and Culture								
Art Resource	0.50	\$ 30,084	0.50	\$ 34,134	0.50	\$ 35,557	-	\$ 1,423
Dance Bridge	0.50	26,821	0.50	28,889	0.50	30,403	-	1,514
Museum of History	-	-	-	-	-	23,609	-	23,609
Arts Grant Programs	-	206,251	-	232,234	-	457,234	-	225,000
Main Library: Programming and Events	2.05	133,159	2.05	159,276	2.05	161,633	-	2,357
Library Branch Programming: Meadows, George Reynolds, North Boulder Station	0.20	15,757	0.20	17,481	0.20	18,523	-	1,042
Support: Boulder Museum of Contemporary Art (BMoCA)	-	46,392	-	46,392	-	46,392	-	-
Public Art	-	37,588	-	-	-	-	-	-
Support: Dairy Center for the Arts support	-	21,848	-	21,848	-	21,848	-	-
Subtotal	3.25	\$ 517,900	3.25	\$ 540,254	3.25	\$ 795,199	-	\$ 254,945
Public Services								
BoulderReads! Adult and Family Literacy Services	2.25	\$ 172,926	2.25	\$ 165,303	2.25	\$ 177,511	-	\$ 12,208
Carnegie Library: Facility and Programming	2.50	236,933	2.50	221,212	2.50	226,341	-	5,129
Main Library: Adult Services	11.50	815,984	11.50	881,292	11.50	928,888	-	47,596
Main Library: Multi-Cultural Outreach	1.00	90,523	1.00	92,371	1.00	95,080	-	2,709
Main Library: Special Services & Homebound Delivery	0.75	65,395	0.75	64,378	0.75	66,152	-	1,774
Main Library: Youth Services	5.75	465,442	5.75	440,096	5.75	452,146	-	12,050
Subtotal	23.75	\$ 1,847,203	23.75	\$ 1,864,652	23.75	\$1,946,118	-	\$ 81,466
Access Services								
Main Library: Access Services and Facility	20.76	\$ 1,695,637	20.76	\$ 1,817,203	20.76	\$1,749,459	-	\$ (67,744)
Library Branch Services: Meadows, George Reynolds, North Boulder Station	11.75	1,100,627	11.75	1,068,976	11.75	1,203,276	-	134,300
Prospector	1.40	153,736	1.40	142,523	1.40	149,276	-	6,753
Subtotal	33.91	\$ 2,950,001	33.91	\$ 3,028,702	33.91	\$3,102,011	-	\$ 73,309
eServices								
Digital Services	9.60	\$ 2,106,551	8.60	\$ 1,251,130	8.60	\$1,289,765	-	\$ 38,635
Subtotal	9.60	\$ 2,106,551	8.60	\$ 1,251,130	8.60	\$1,289,765	-	\$ 38,635
Capital Improvement Program								
Capital Improvement Program	-	\$ 2,202,879	-	-	-	-	-	-
	-	\$ 2,202,879	-	\$ -	-	\$ -	-	\$ -
Total	79.51	\$11,476,737	78.51	\$ 8,225,790	78.51	\$8,514,155	-	\$ 288,365

**2016 RECOMMENDED BUDGET
LIBRARY AND ARTS**

	2014 Actual		2015 Approved Budget		2016 Recommended Budget		Variance - 2015 Approved to 2016 Approved	
	Standard		Standard		Standard		Standard	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY CATEGORY								
Personnel		\$ 5,039,069		\$ 5,559,242		\$ 5,718,947		\$ 159,705
Operating		3,248,122		2,177,675		2,304,726		127,051
Interdepartmental Charges		572,590		488,873		490,482		1,609
Capital		2,202,879		-		-		-
Other Financing		414,077		-		-		-
Total		\$11,476,737		\$ 8,225,790		\$8,514,155		\$ 288,365
STAFFING AND EXPENDITURE BY FUND								
General	3.50	\$ 646,377	3.50	\$ 577,727	4.50	\$ 944,488	1.00	\$ 366,761
Library	76.01	8,627,481	75.01	7,648,063	74.01	7,419,667	(1.00)	(228,396)
Capital Development Fund	-	-	-	-	-	150,000	-	-
Capital Improvement Bond		2,202,879		-		-		-
Total	79.51	\$11,476,737	78.51	\$ 8,225,790	78.51	\$8,514,155	-	\$ 138,365

**CITY OF BOULDER
2016 LIBRARY FUND FINANCIAL**

LIBRARY

	2014 Actual	2015 Revised	2016 Recommended	2017 Projected	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Fund Balance	\$ 3,010,338	\$ 2,206,899	\$ 1,201,859	\$ 1,201,859	\$ 1,201,859	\$ 1,201,859	\$ 1,201,859	\$ 1,201,859
Sources of Funds								
Property Tax	\$ 844,582	\$ 856,932	\$ 942,625	\$ 970,904	\$ 1,000,031	\$ 1,030,032	\$ 1,060,933	\$ 1,092,761
Overdue Fines and Fees	143,808	120,000	135,000	139,050	143,222	147,518	151,944	156,502
Facility Rental	6,866	8,600	7,800	7,800	7,800	7,800	7,800	7,800
Interest on Investment	18,504	15,000	9,615	12,019	12,019	12,019	12,019	12,019
Miscellaneous and Third Party Revenues	125,686	24,000	84,000	86,520	89,116	91,789	94,543	97,379
Grants	24,892	31,713	33,885	34,902	35,949	37,027	38,138	39,282
Transfer from Capital Development Fund	-	-	150,000	-	-	-	-	-
Transfer from the General Fund	6,586,733	6,586,733	6,206,742	6,545,563	6,742,524	6,945,395	7,154,351	7,369,576
Total Sources of Funds	\$ 7,751,071	\$ 7,642,978	\$ 7,569,667	\$ 7,796,757	\$ 8,030,660	\$ 8,271,580	\$ 8,519,727	\$ 8,775,319
Uses of Funds								
Library Administration	\$ 558,419	640,843	825,013	849,763	875,256	901,514	928,559	956,416
Library Facility Operations	3,415,458	3,554,238	3,565,602	3,672,570	3,782,747	3,896,230	4,013,116	4,133,510
Programs	472,919	498,808	513,899	529,316	545,195	561,551	578,398	595,750
Library Materials	862,043	824,288	971,787	1,000,941	1,030,969	1,061,898	1,093,755	1,126,567
Library IT	2,190,295	1,393,653	1,439,041	1,482,212	1,526,679	1,572,479	1,619,653	1,668,243
Facility Maintenance	641,299	736,233	254,325	261,955	269,813	277,908	286,245	294,832
Carryover and Encumbrances	-	784,955	-	-	-	-	-	-
Adjustments to Base	414,077	215,000	-	-	-	-	-	-
Total Uses of Funds	\$ 8,554,510	\$ 8,648,018	\$ 7,569,667	\$ 7,796,757	\$ 8,030,660	\$ 8,271,580	\$ 8,519,727	\$ 8,775,319
Ending Fund Balance Before Reserves	\$ 2,206,899	\$ 1,201,859						
Reserves								
Operating Reserve	\$ 116,434	\$ 105,625	\$ 121,293	\$ 125,119	\$ 128,814	\$ 132,618	\$ 136,538	\$ 140,574
Total Reserves	\$ 116,434	\$ 105,625	\$ 121,293	\$ 125,119	\$ 128,814	\$ 132,618	\$ 136,538	\$ 140,574
Ending Fund Balance After Reserves	\$ 2,090,465	\$ 1,096,235	\$ 1,080,567	\$ 1,076,740	\$ 1,073,046	\$ 1,069,241	\$ 1,065,321	\$ 1,061,285

Note:

Operating reserve equal 10% of Library fund revenues excluding transfers from the general fund.

2015 Library Budget
2nd Adjustment to Base

ATTACHMENT 4

Title	Amount	Type	Source	Description
Adjustment to Overdrive Fee Collection – MARC Records Cost Sharing	???	Budget Supplemental	Additional Revenue	The Library has a cost-sharing arrangement with Loveland, Lafayette, Broomfield, Westminster, Louisville and Longmont for use of the Overdrive downloadable content service. These additional revenues offset additional costs of materials.
Bookshop Sales	\$15,780	Budget Supplemental	Additional Revenue	Revenues from used books sales has surpassed initial projections. The proceeds are used to supplement the library materials acquisition budget.
Carnegie Photos	\$3,357	Budget Supplemental	Additional Revenue	In 2004, a service to provide scanning of historic photographs was implemented. Revenues from this service will be used to offset the cost of digitizing the photographic collections; equipment maintenance and replacement; and supplement the library materials acquisition budget.
Flatirons Consortium	???	Budget Supplemental	Additional Revenue	Boulder, Broomfield and Louisville Public Libraries form the Front Range Consortium for the purposes sharing the Integrated Library System (ILS) maintained by the Boulder Public Library. These revenues represent the Broomfield and Louisville portions of the cost-sharing arrangement. The funds off set the costs of operating the system.
Boulder Library Foundation Grant	\$125,000	Budget Supplemental	Additional Revenue	Funding provided by the Boulder Library Foundation (BLF) to build-out and equip the Makers Space.
Library Foundation Administrative Manager	\$60,000	Budget Supplemental	Fund Balance	Funding to cover a part-time position to liaise between Library and BLF and administer the annual grants program. Negotiations surrounding Foundation providing the funding for this position are anticipated to finish in early 2016.
Custodial Contract	\$21,500	Budget Supplemental	Fund Balance	Funding to cover the cost increase associated with a contract with a new custodial vendor.
Total	\$225,637			

TO: Boulder Public Library Commission

FROM: David Farnan, Library and Arts Director
Jennifer Miles, Deputy Library Director

DATE: Oct. 2, 2015

SUBJECT: Second review of the draft Distribution of Community Information Policy

The draft Distribution of Community Information Policy is a new policy that addresses how library staff members select community information in various printed formats (e.g. pamphlets, bookmarks, fliers, etc.) and the parameters for its distribution in the library. Multiple copies of the selected community information are offered, as space permits, at most Boulder Public Library facilities. The Library Commission reviewed an initial draft of the policy at the Aug. 5, 2015 meeting <https://boulderlibrary.org/wp-content/uploads/2014/12/2015-August-LC-Packet.pdf#page=9>.

The commissioners' comments were incorporated into a revised draft policy (**Attachment A.**) which was also reviewed by the City Attorney's Office. Advice provided by Janet Michels, senior assistant city attorney, related to the proposed revision, "Materials are selected based upon their value to the community and that respond to public demand," is that the First Amendment protects communication that is inconsistent with the opinions and values of the majority (e.g. what the community values). Therefore, this proposed revision was not included in the final draft.

A concern expressed by a commissioner was that "as written, the policy provides no protection for BPL against a charge of discrimination should the library decline to distribute specific materials. Ms. Michels goes on to explain, "The issue is not discrimination, but the general First Amendment right to receive information. As recognized by the Supreme Court of the United States,

"The right of freedom of speech and press has broad scope. The authors of the First Amendment knew that novel and unconventional ideas might disturb the complacent, but they chose to encourage a freedom which they believed essential if vigorous enlightenment was ever to triumph over slothful ignorance. This freedom embraces the right to distribute literature and necessarily protects the right to receive it. The privilege may not be withdrawn even if it creates the minor nuisance for a community of cleaning litter from its streets. **Yet the peace, good order, and comfort of the community may imperatively require regulation of the time, place and manner of distribution.**" *Martin v. City*, 319 U.S. 141, 143 (1943) (emphasis supplied).

What protects the city from a charge against violating the community's First Amendment right to distribute and receive information is basing the policy on the time, place and manner of distribution, and not on the viewpoint of the materials.

Does the Library Commission have any feedback to offer or questions about this policy?

Distribution of Community Information Policy

As a courtesy and at its discretion, in order to preserve and maintain facilities in an orderly condition, the Boulder Public Library and branches thereof may select and provide for the distribution of written materials with information about community programs, events, public services, tourist attractions, and cultural sites in Boulder and the surrounding county, as space allows.

The distribution of written materials by the library does not constitute endorsement of those programs, events, or attractions by the Boulder Public Library, its staff, or the Boulder Public Library Commission.

Please also see the [Community Bulletin Board Policy](#) for another option to share or obtain community information.

To: Boulder Public Library Commission

From: David Farnan, Library and Arts Director
Jennifer Miles, Deputy Library Director

Date: October 2, 2015

Subject: Library Master Plan Project Update Memo

Background:

At the Sept. 2, 2015 Library Commission meeting, the commissioners discussed the options for community engagement and the needs assessment for the library’s master plan update project. See below for the project timeline and key dates for the scope and process phase. At the Oct. 7, 2015 Library Commission meeting, the commissioners and library staff will review the draft project scope and schedule and conduct a high-level review of master or strategic planning documents from other city departments and other public libraries. Input from the commission during the discussion will be used to inform the consultant(s) selected for the overall project plan and elements to include in the master plan update.

Master plan project timeline:

The library master plan update is organized into seven phases.

1. Scope and process
2. Background research, needs assessment, community engagement, issue identification, and goal identification
3. Mission and vision statement and guiding principles for decision making review and update, and review of stakeholder input
4. Community engagement/feedback
5. Financial analysis and performance measures/standards development
6. Draft plan - Synthesis of information, development of action plan - priorities recommendations, implementation strategies
7. Final plan and adoption

Please refer to Boulder Public Library (BPL) Master Plan Process Overview and Timeline (**Attachment A**) for details about the seven phases of the project.

Table 1 shows preliminary dates for project milestones for Phase 1 (scope and process). Specific dates and the sequence are subject to change as the project progresses. Items shaded in blue are formal opportunities for Library Commission review and input.

Table 1. Overview of key dates for the scope and process phase

Scope and Process		
<input checked="" type="checkbox"/>	September 2, 2015	Library Commission meeting: Discuss scope of community engagement and needs assessment
<input checked="" type="checkbox"/>	September – October	Develop draft project scope and schedule

<input checked="" type="checkbox"/>	October 7, 2015	Library Commission meeting: City of Boulder Office of Arts and Culture, Community Cultural Plan presentation. Review draft project scope and schedule in draft request for proposals (RFP). High-level review of master or strategic planning documents from other city departments and other public libraries
<input type="checkbox"/>	October 8-19, 2015	Finalize schedule and issue consultant request for qualifications/proposals
<input type="checkbox"/>	November 4, 2015	Library Commission meeting: City of Boulder Human Services Strategy presentation. Project update.
<input type="checkbox"/>	December 1-22, 2015	Final selection of consultant and contract negotiation
<input type="checkbox"/>	December 2, 2015	Library Commission meeting: Boulder Valley Comprehensive Plan presentation. Update on consultant selection
Issue Identification, Research, and Goal Development		
<input type="checkbox"/>	January 6, 2016	Library Commission meeting: Project update
<input type="checkbox"/>	January 11, 2016	Project start date
<input type="checkbox"/>	January 2016	Establish master plan steering committee
<input type="checkbox"/>	January 2016	Develop work plan and refine the objectives for community engagement activities development
<input type="checkbox"/>	February 3, 2016	Library Commission meeting: Review objectives for community engagement activities and overall project work plan

Project scope of services and tentative schedule:

The draft request for proposals (RFP) for consultant services for the Library Master Plan Update is **Attachment B**. Library staff requests the commission’s review and feedback of the following sections:

- Scope of Services, pages 6-11
- Tentative Schedule, page 13

Feedback on the rest of the document is welcome but not critical. Feedback from the commission and the staff technical advisory group (TAG) will be incorporated into the final document which is tentatively scheduled to be issued on Monday, Oct. 19, 2015.

Review and summary of master or strategic planning documents from other city departments and other public libraries:

At the July 11, 2015 Library Commission retreat, the commission requested the opportunity to review several strategic planning documents from other public libraries and City of Boulder departments. Links to these documents were provided in the August packet:

<https://boulderlibrary.org/wp-content/uploads/2014/12/2015-August-LC->

[Packet.pdf#page=14](#)

Library staff requests the commission's feedback about the elements (e.g. sections, data, organization, etc.) of these planning documents (or others the commissioners may have reviewed on their own) that the commissioners think should be considered for the library's Master Plan Update. This feedback will be shared with the consultant selected for the project.

Questions for the commission:

1. Does the commission have input on the scope of services and the tentative schedule in the draft request for proposals?
2. What if any elements from the strategic planning documents reviewed does the commission recommend be considered for the library master plan update?

Attachment A. Boulder Public Library Master Plan Process Overview & Timeline (updated 9/24/2015)

Scope & Process	Background Research, Needs Assessment, Community Engagement, Issues and Goal Identification	Mission Review, and Community engagement (Stakeholder Input)	Community Engagement /Feedback	Financial Analysis / Performance Measures/Standards Development	Draft Plan: Synthesis of information Action Plan and Strategy – Priorities	Final Plan & Adoption
<ul style="list-style-type: none"> ✓ Research on planning methods ✓ Library Commission discussions and retreat ✓ Determine scope of community engagement and needs assessment ✓ Project scope and preliminary schedule for project milestones ✓ RFQ/RFP process for consultant and graphic design - Master Plan project website 	<ul style="list-style-type: none"> - Establish Staff Technical Advisory Group and Master Plan Steering Committee - Consultant/staff develop work plan - Research on future of libraries, trends, standards, service delivery options - Outreach, education, and engagement - Conduct patron surveys - Conduct public forums/ focus groups - Master Plan Steering Committee Discussions - Library Commission discussions - Establish staff working groups - Needs assessment and trends report 	<ul style="list-style-type: none"> - Identify stakeholders and gather input - Master Plan Steering Committee – review/update of mission and vision statements, guiding principles for decision making, and survey /focus group input - Library Commission review/update of mission and vision statements, guiding principles for decision making, and survey /focus group input - Technical Advisory Group - review/update of mission and vision statements, guiding principles for decision making, and survey /focus group input 	<ul style="list-style-type: none"> - Open houses - Public forums 	<ul style="list-style-type: none"> - Standards & Performance Measures development - Development of service delivery options - Library Commission discussions - Master Plan Steering Committee – review focus group issues - Input and review by city Master Plan Review Committee - Planning Board update - City Council Study Session 	<ul style="list-style-type: none"> - Master Plan Steering Committee - Library Commission - City Master Plan Review Committee - Public forum - Planning Board update - City Council Study Session 	<ul style="list-style-type: none"> - Library Commission review & adoption - Planning Board review & recommendation - City Council review & acceptance - 2018 Budget process (Q1 –Feb) - Submit capital projects to Planning Dept. for Capital Improvement Program (CIP) (Q2-April) - Budget review of CIP projects (Q2 - May)
<p>Key Outcomes:</p> <ul style="list-style-type: none"> - Planning process - Scope - Preliminary schedule 	<p>Key Outcomes:</p> <ul style="list-style-type: none"> - Planning focus areas 	<p>Key Outcomes:</p> <ul style="list-style-type: none"> - Key assumptions / themes - Revised mission, vision and guiding principles 	<p>Key Outcomes:</p> <ul style="list-style-type: none"> - Summary of major themes from input 	<p>Key Outcomes:</p> <ul style="list-style-type: none"> - Draft goals, strategies, service delivery options - Financial analysis report - Standards & performance indicators summary 	<p>Key Outcomes:</p> <ul style="list-style-type: none"> - Draft plan 	<p>Key Outcomes:</p> <ul style="list-style-type: none"> - Approved plan
<p align="center">July – Dec. 2015</p>	<p align="center">January –March 2016 April 2016 (Community engagement begins)</p>	<p align="center">April 2016</p>	<p align="center">Begin April 2016</p>	<p align="center">March – May 2016</p>	<p align="center">2017</p>	<p align="center">January-May 2017</p>



CITY OF BOULDER, COLORADO

REQUEST FOR PROPOSALS

RFP # 72-2015

Boulder Public Library Master Plan Update

ISSUE DATE: October **XX**, 2015

DUE DATE: 4:00 p.m., Friday, **XXXXXX, 2015**

CONTACT:

Jennifer Phares Miles
303-441-4394

milesj@bouldercolorado.gov

Request For Proposals: City of Boulder – Boulder Public Library Master Plan Update

**CITY OF BOULDER, COLORADO REQUEST
FOR PROPOSAL
RFP NO. 72-2015
CONSULTING/PROFESSIONAL SERVICES
BOULDER PUBLIC LIBRARY MASTER PLAN UPDATE**

Issued: October XX, 2015

The City of Boulder invites proposals for its Boulder Public Library Master Plan Update project. The Master Plan Update will serve as an 'update' to the existing 2007 Boulder Public Library Master Plan. The scope of the project includes the following components that will utilize the Balanced Scorecard approach to develop an action-oriented plan.

- Background research and benchmark analysis phase including a current industry evaluation related to trends of public library services and facilities.
- Technical assessments that evaluate service levels, demand, needs and trends of library programs, services and facilities in the service area of the Boulder community and the region.
- Community engagement/feedback.
- Review and update of the library mission and vision statements and the guiding principles for decision making.
- Draft strategic action plan and final plan development providing prioritized strategies to accomplish the goals in the plan.

In accordance with the specifications of the Request for Proposals (RFP), sealed proposals will be received in the office of the Finance Department/ Purchasing division until **4 P.M. Mountain Time, XXXX, 2015.**

Sealed proposals shall be plainly marked **'RFP No. 72-2015, Boulder Public Library Master Plan Update, 4 P.M. Mountain, Friday, XXX, 2015.'** Late proposals will not be considered.

Proposals can be mailed to:

City of Boulder, Colorado
Finance Department / Purchasing Division
1777 Broadway
P.O. Box 791
Boulder, Colorado 80306

Proposal documents will be issued electronically only. A copy of the RFP and any related materials may be obtained from the Rocky Mountain E-Purchasing (Bidnet) website at: www.RockyMountainBidSystem.com

Hand-delivered proposals must be delivered to the office of the Finance Department / Purchasing Division, 1777 Broadway, Boulder, Colorado 80302. Proposals shall be prepared at the bidder's expense and becomes a city record and therefore a public record.

A pre-bid meeting **will not** be conducted. You may contact Jennifer Phares Miles at milesj@bouldercolorado.gov with any questions. The deadline for submission of questions is 5:00 P.M. on Friday, October 23, 2015.

The services upon which proposals are submitted shall equal or exceed the specifications outlined in the RFP. Preference is hereby given to labor, materials, supplies or provisions produced, manufactured or grown in Colorado, quality and price being equal to articles or services offered by competitors outside the State of Colorado.

The lowest responsible and best proposal shall be accepted; provided, however, that the city, acting through its duly authorized representatives, shall have the right to reject any and all proposals and waive any informality or irregularity contained in said proposal.

Request For Proposals: City of Boulder – Boulder Public Library Master Plan Update

City of Boulder, Colorado
A Municipal Corporation

By: _____
City Clerk

**CITY OF BOULDER, COLORADO
REQUEST FOR PROPOSALS**

Boulder Public Library Master Plan Update

Issued: October XX, 2015

BACKGROUND

The City of Boulder is a growing and dynamic community with a current population of approximately 105,000 inhabitants (including University of Colorado students). The Boulder Public Library is comprised of the Main Library, the George Reynolds Branch Library, the Meadows Branch Library, the NoBo Corner Library, and the Carnegie Library for Local History. In addition to library materials and community space, Boulder Public Library offers several unique services including a nationally recognized family and adult literacy program, Boulder Reads, a book bike, and two maker spaces. The Boulder Public Library also offers a variety of cultural programs and activities, the majority of which are funded by generous donations from the Boulder Library Foundation.

The *‘Boulder Public Library 2007 Master Plan’* identified six long-range goals with strategies: 1) community space, 2) core services, 3) technology, 4) outreach, 5) facilities, and 6) funding. The process for developing the 2007 Boulder Public Library Master Plan involved the entire community, the Library Commission, the Planning Board, and the City Council collectively. The Master Plan was accepted by the City Council in September 2007.

One of the strategies in the 2007 Master Plan was to implement a long-range library facilities plan that addressed projected community growth, evolving needs, and aging facilities. In 2009, the Boulder Public Library completed the *‘Boulder Public Library Facilities Sustainability Study’* (Facilities Study). The facilities study was intended to guide future decisions related to the library service model, facility management, facility renovation and development, and the allocation of available financial resources. In 2015, over \$4.8 million in Capital Improvement Bond funds were used to renovate the Main Library. These renovations addressed many of the recommendations in the facilities study for the Main Library. In addition, the facilities study provided a geographic service area study, and library services needs assessment. Additional information about the Boulder Public Library can be found online at <https://boulderlibrary.org/about/>.

PROJECT OVERVIEW

The Master Plan Update will serve as an update to the existing 2007 Boulder Public Library Master Plan. The scope of the project includes the following components that will utilize the Balanced Scorecard approach to develop an action oriented plan.

- Background research and benchmark analysis phase including a current industry evaluation related to trends of public library services and facilities.
- Technical assessments that evaluate service levels, demand, needs and trends of library programs, services and facilities in the service area of the Boulder community and the region.
- Community engagement/feedback.
- Review and update of the library mission and vision statements and the guiding principles for decision making.
- Draft strategic action plan and final plan development providing prioritized strategies to accomplish the goals in the plan.

The outreach and community engagement component will be a comprehensive effort to identify current trends, needs and uses for library services and facilities, and engage stakeholders to define future investments, partnerships, programmatic and capital needs for the next 5-10 years.

Request For Proposals: City of Boulder – Boulder Public Library Master Plan Update

The following information should be utilized for incorporation and/or reference throughout the development of the Library Master Plan Update:

General Resources

City Council goals and work plan
Boulder Valley Comprehensive Plan
City of Boulder Community Survey, 2014
City of Boulder Capital Improvements Program 2012-2017
Blue Ribbon Commission, 2008
City of Boulder Budget, 2015-2016
Boulder Valley School District Superintendent's Strategic Plan
Flagship 2030 – A strategic plan for the University of Colorado at Boulder
Boulder County Human Services Strategic Plan
Early Childhood Education Council – needs assessment, status, and indicators reports
The Community Foundation Boulder County Strategic Plan 2015-2018
Intercambio – mission, vision, and impacts

City of Boulder Master Plans and Strategic Plans

Boulder Public Library Master Plan, 2007
Boulder Public Library Facilities Sustainability Study, 2009 and Update to the Library Facilities Sustainability Study from studiotrope Design Consultants, 2015
Civic Area Master Plan, 2012
Community Cultural Plan, 2015
Human Services Strategic Plan, 2016
Boulder Parks and Recreation Master Plan, 2014
Boulder Fire-Rescue Master Plan, 2012
City of Boulder Economic Sustainability Strategy, 2013
Facilities and Assets Management Master Plan, 2005
Transportation Master Plan Update, 2013-2014
Boulder Junction Area Plan (formerly Transit Village Area Plan), 2010

Library Resources

Library Research Service National Statistics
Colorado Public Library Standards
Pew Internet Studies on Libraries
Dialogue on Public Libraries – The Aspen Institute
Edge Assessment

Additional or alternative resources may be proposed by the respondents.

SCOPE OF SERVICES

The Scope of Services is divided into the following components of work:

1. Project coordination, administration and meeting facilitation
2. Background research, needs assessment and issues and goals identification, outreach and community engagement
3. Review and update of the mission and vision statements and the guiding principles for decision making, and community engagement (stakeholder input)
4. Financial analysis and performance measure/standards development
5. Community engagement/feedback
6. Draft plan - Synthesis of information, development of action plan - priorities recommendations, implementation strategies
7. Final plan and adoption

Respondents are not limited to the components presented above and are encouraged to expand on the suggested elements and the approach they would take to develop a comprehensive master plan update.

1. Project coordination, administration and meeting facilitation

The consultant will meet with City of Boulder Master Plan Technical Advisory Group (TAG) comprised of library and other city staff members responsible for overseeing the project to review the proposed work plan, the outreach and community engagement plan, and to finalize the schedule and deliverables for the project. This initial step is to align proposed project goals with expected outcomes of the TAG members. Planning documents, financial and management information will also be gathered and reviewed during this step. The Boulder Library Commission and the Master Plan Steering Committee will serve to provide community input and guidance throughout the project.

- a. The consultant will be expected to work closely with the TAG, and attend the Library Commission, the Master Plan Steering Committee and other project meetings, as required, and will be responsible for timely delivery of all work products, including meeting notes and status reports to keep the project on schedule and the participants informed of the project status.
- b. The consultant will be required to track and account for hours expended by task and direct expenses related to the project and provide bi-weekly reports on the status of hours expended and direct expenses.
- c. The consultant will be expected to facilitate meetings with the TAG, the Master Plan Steering Committee and community members and provide meeting materials including graphic materials including maps, charts and wall graphs.
- d. The consultant will be required to meet the deadlines for all project deliverables.

2. Background research, needs assessment, outreach and community engagement, issue and goal identification

This phase involves the consultant listening, recording and learning as much as possible about the City of Boulder, its community members, library services, and the programs and facilities that are available to meet the needs of the community. Respondents must be able to address the specific requirements to achieve the desired results for the Master Plan Update within the proposed budget. At a minimum this phase should include:

- a. Background research and analysis –facility, program, services and organizational inventory update

The consultant is expected to conduct a review and analysis of existing Boulder Public Library facilities and relevant agencies within the region. Utilizing data provided by the City

Request For Proposals: City of Boulder – Boulder Public Library Master Plan Update

of Boulder Asset Management Program and from on site investigation the consultant will work with the city provided GIS data to prepare baseline mapping and background information. In addition, the consultant will review the Boulder Public Library Facilities Sustainability Study, 2009 and update to the Library Facilities Sustainability Study, 2015 from studiotrope Design Consultants to familiarize themselves with opportunities and constraints associated with the current library system. Graphic materials will be prepared for use during the project that illustrates the current and proposed library service areas. These analyses will focus on three areas:

- i. **Facility inventory and analysis** – This will include a review of existing library facilities as well as an assessment of the condition of each major facility component. Facilities are mapped with GIS at the regional scale using aerial photography and will be made available to the consultant for public meetings and concept plan development later in the project. The consultant will utilize these baseline maps for spatial analysis of accessibility and geographic distribution of facilities as well as for calculating level of services for future facilities needs. The consultant will be expected to review existing plans and documents pertinent to the Master Plan Update, analyze demographic trends in the region that may impact demand for library programs and services in Boulder. The Master Plan Update should include a review of the most recent information provided by the Facilities Studies (2009, 2015), planned renovations and refurbishment, the Capital Improvement Program (CIP) and unmet capital improvement needs. Using the inventory data, the consultant will evaluate the capacity and functionality of existing facilities to accommodate future needs; and identify deficiencies, constraints and opportunities for development initiatives, renovation, maintenance and operations.
 - ii. **Programs and services inventory and analysis** – This will include a review of current programs and services offered by the library as well as similar programs and services provided by other city agencies, non-profit and for profit organizations. This information will be used as a baseline for future needs assessment and projections as well as with the benchmark analysis.
 - iii. **Organization analysis** – This will include a review of management practices, staffing, and relationships with other departments as well as with other agencies providing similar or related services. It will also include an analysis of the overall budget including fees and charges, capital funding and best management practices for the delivery of library services.
- b. Needs assessment and issues and goals identification
The consultant will synthesize the information gathered from the activities above and present the findings for review and discussion with the TAG, that Master Plan Steering Committee, and the Library Commission. Based upon these discussions, the consultant will recommend possible solutions that address the issues, needs and identify opportunities. The consultant will also draft a core set of values, goals and objectives that will serve as the framework for the Master Plan Update. These values, goals, and objectives will be vetted through the community engagement and feedback process and by the TAG, Master Plan Steering Committee and the Library Commission. The consultant will be expected to develop a rationale and approach that will form the basis for future planning decisions. This assessment will include the following:
- i. Provide analysis of the demand for library programs and services based on community input to determine the existing and future need for library programs, services and facilities. The consultant will conduct a needs assessment using the resources provided (See page 5 of this RFP) as well as any other relevant resources that the consultant proposes. The assessment will provide an analysis of any surplus and/or deficiencies in services, identify areas of improvement, and needs for new facilities and/or programs as

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well as show how the existing and proposed programs and services align with, or can, support other community goals.

- ii. Identify the Boulder community's current library use trends and patterns. This effort will include identifying key interest groups and stakeholders, the facilitation of a series of meetings, activities, and/or interviews to validate the library's role and impact in the community, and clarify (through a comparative analysis to industry standards) future needs for programs and facilities, and potential locations for these programs for each identified.
 - iii. Identify number, size, general location, and type of library facilities or service centers needed in each service area as well as future planning areas to meet the anticipated future needs.
 - iv. Prepare a "Facility, Programs and Services Needs Criteria Matrix" (Criteria Matrix) to evaluate and prioritize potential needs identified through the needs assessment and stakeholder group discussions to validate suggested opportunities. The Criteria Matrix will be used to assess community input in order to refine and prioritize the list of future needs.
 - v. Provide recommendations and goals based upon the findings from the Needs Assessment that address the results created from the Criteria Matrix to determine the priority needs, investment opportunities, and implications on staffing and programs. The recommendations will be linked to a cost-revenue and efficiency business model that addresses the optimization of resources, efficiencies, costs and cost recovery and/or revenue-generating initiatives, and long-term maintenance requirements.
- c. Outreach and community engagement

Following the initial background research, the consultant will be expected to develop and implement an initial marketing and outreach campaign to educate the community on the current programs and services offered by the Boulder Public Library. The consultant will be expected to design and implement a community engagement process that is consistent with Boulder community values and process in order to obtain the necessary input from various stakeholders, interest groups and the community at-large, and to validate the recommendations in the Master Plan Update. The Boulder Public Library desires a process that is inclusive and collaborative involving library and other city staff, the Library Commission, the Master Plan Steering Committee and key community stakeholders throughout the project. The primary goal is to engage a diverse range of community members in the planning process to serve as an opportunity for increased public awareness of the role of the Boulder Public Library in the community, including how needs are identified, priorities are set, critical decisions are reached, and to establish a process for the plan implementation.

A variety of community engagement options are critical to ensure a successful and inclusive community involvement effort. At a minimum, the Boulder Public Library anticipates the following strategies will be required to support a robust and effective community engagement effort:

i. **Advisory groups**

Technical Advisory Group (TAG) – A technical library and city staff group that will assist with questions and issues and help maintain the project schedule and deliverables. The TAG will participate throughout the planning process.

Master Plan Steering Committee - A 12- to 15-member group of representatives from key community stakeholder groups. The committee will have members that represent a spectrum of ages and ethnicities. The Master Plan Steering Committee members will be asked to provide input to the TAG, the Library Commission, and the consultant during selected phases of the project.

The Library Commission will serve as a partner with the TAG and the consultant and will be responsible for providing the broad support and guidance necessary throughout the planning process.

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ii. **Outreach and presentations**

The consultant will be expected to coordinate with the TAG and the Library Commission to design and implement a marketing, awareness and education plan prior to the community engagement activities conducted to elicit input from community members. The purpose is to inform community members who may not use the library frequently, or at all, about the current programs and services offered by the library. Presentations of the components of the project as well as the final Library Master Plan Update to various city staff, advisory boards, City Council and the community will also be required.

iii. **Community surveys**

A comprehensive inventory of community values (preferences) for the Boulder Public Library will assist library staff to anticipate future needs and ensure that resources are effectively distributed to achieve the greatest public benefit. The consultant will conduct a general public survey to measure Boulder community members' preferences for library programs, services, and facilities. The survey instrument shall conform to accepted professional practices and include skip logic, and be valid within 4 percentage points.

iv. **Stakeholder interviews**

The consultant will coordinate with the TAG to develop questions for single or group interviews conducted by library staff with key stakeholders, staff, user groups, political, business and community leaders. The makeup of the stakeholder interviews will be determined by the TAG with the assistance of the Library Commission.

v. **Focus group meetings**

The consultant will conduct an assessment of values, strengths, and weaknesses of the Boulder Public Library to help validate if identified strategies and recommendations are consistent with the overall mission and goals of the Library. The assessment will be based on information received through the community engagement process, stakeholder interviews, focus group meetings, community surveys, and contact with staff and community members.

vi. **Community workshops**

The consultant will facilitate three interactive workshops for community members to provide input during the planning process. The consultant will be expected to coordinate a panel discussion among community and library experts for the community to discuss the future of library service.

vii. **Web updates and newsletters**

The TAG will provide a variety of materials to keep community members informed throughout the project. These documents may include newsletter updates at the end of each phase as well as web links for community input and for draft document reviews. The consultant will be expected to coordinate with the TAG to provide content for these updates.

3. **Review of mission and vision statements and guiding principles for decision making**

The consultant will review the library's current mission, vision, guiding principles for decision making with the TAG, the Master Plan Steering Committee and the Library Commission and facilitate discussions to gather input to update each one. The consultant will compile this input into updated mission and vision statements and guiding principles for decision making.

4. **Financial analysis, market competition and performance measures/standards analysis**

The consultant will conduct a review and analysis of existing library funding, market competition

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as well as a performance measures/ standards analysis of similar public libraries in surrounding Front Range communities as well as up to six benchmark communities selected by the TAG and the Library Commission.

- a. Using the programs and services inventory and analysis data, the consultant will identify key competitors in Boulder and surrounding communities, and conduct an assessment of their capabilities to compete or partner with the Boulder Public Library in delivering services and programs. The market data will be linked to an updated financial business plan highlighting opportunities and constraints, to assist with determining whether certain programs and/or resources should be maintained by the library, the library should partner with these other agencies, or discontinue the program or service.
 - b. Conduct a benchmark comparison to inform the TAG, the Library Commission, and the community when setting standards for Boulder Public Library facilities, programs, and services. The benchmarking report will provide an in-depth analysis of the public library facilities, programs and administration in communities similar to Boulder. The consultant shall conduct benchmark analysis of six front-range communities as well as six national communities that possess characteristics that are similar to Boulder.
 - c. Assess the existing City Priority Based Budget results, current library funding sources including the Boulder Library Foundation, and the investment priorities established in the 2007 Boulder Public Library Master Plan. Provide recommendations based on input received from stakeholder groups, staff and other outreach efforts.
 - d. Prepare new and revised service level of standards for the library based upon the community input and benchmark review of similar communities in Colorado and nationally.
 - e. Prepare an updated economic condition evaluation to identify existing revenue, potential funding levels, strategies, costs and projects needed to implement the recommended action items in the Master Plan Update. Funding strategies should take into account land or facilities acquisition needs as well as future staffing, maintenance and operations and program needs. The evaluation should consider revised budget and revenue impacts and other potential funding sources such as:
 1. Development Excise Tax (DET)
 2. Impact fees
 4. Bond fund initiatives
 5. Grant programs
 6. Private funding
 7. Partnership and collaboration opportunities
- 5. Action Plan – Draft recommendations, priorities and implementation strategies**
- The Strategic Action Plan (Action Plan) will provide broad goals of the Master Plan Update in a realistic and achievable time frame. The Action Plan will include draft methodology and principles for establishing priorities, a statement of actions needed and agency responsibility as well as a draft 5-year Capital Improvement Program for library facilities. This will include a financing strategy for library facilities including alternative funding through philanthropic opportunities to cost-based fees and charges for services.
- 6. Draft and Final Plan Development**
- The final phase will be for the consultant to develop a time frame for actions with measurable standards for success that include a draft set of indicators, which can be used to measure annual progress of the Master Plan Update goals, strategies, and policies. Each indicator will provide a description and justification of its use and the specific steps to be used to measure and report on the implementation of the Master Plan Update. This tool is critical in building community confidence and trust in the form of increased community support, funding and new bond support. This phase will also include the consultant participating in presentations to the Library Commission and the City Council for final adoption.

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- a. Develop draft of the Master Plan Update and present findings to the TAG, the Library Commission and City Council through regular meetings, Study Sessions and/or agenda updates, as determined by TAB.
- b. Determine what necessary amendments are needed as per the input the TAG, the Library Commission and City Council and amend the draft Master Plan Update, accordingly.
- c. Finalize supporting graphics, maps, and narrative information and the Master Plan Update for final approval and adoption.

DELIVERABLES

The Library Master Plan Update project deliverables shall at a minimum include:

- Validation of the mission, vision, goals and strategies and guiding principles for decision making.
- Library industry trends analysis report
- Facilities inventory and analysis report including an updated library service area map
- Programs and services inventory and analysis report
- Community engagement summary report, including a summary of the survey results
- Organizational analysis report
- Needs Assessment report for the City of Boulder and the Boulder Public Library
- Financial analysis report
- Benchmark report
- Synopsis of the reports listed above
- Draft Strategic Action Plan and implementation strategies
- Draft and final comprehensive Boulder Public Library Master Plan Update

The TAG and the consultant will establish and agree to a work plan schedule and deadlines for each deliverable at the beginning of the project.

PROCUREMENT REQUIREMENTS

All printed and photocopied documents related to the fulfillment of RFPs and contracts must, whenever practical, use recycled paper, be double-sided, and otherwise fully comply with the provisions of the City of Boulder Environmental Purchasing Policy.

RFP SUBMITTAL REQUIREMENTS

The proposals must contain all of the following information in the same sequence as presented below. Proposals should provide a straightforward and concise presentation adequate to satisfy the requirements of this RFP. Please limit length of proposal sections to the maximum of 20 pages not including cover letter, inserts and attachments.

Five (5) copies of the following information shall be submitted with one (1) being an unbound copy suitable for photocopying. The following format is required to facilitate comparison of proposals. In addition, submittal shall include one (1) digital copy of the full proposal and attachments. Additional information, in the form of brochures, etc., may be submitted as appendices.

If this is a joint proposal between multiple firms, items 2 and 3 (below) shall include the required information for all firms involved in the proposal. If more than one firm is involved in this proposal, specify which firm was involved in the representative project, and whether the firms have worked together as a team in the past.

1. Cover letter to include (maximum 2 pages does not count toward proposal page limits):
 - a. Legal name of firm, address and telephone number

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- b. Year firm was established
 - c. Principal contact in charge of the project proposal, including telephone number and email address
 - d. Person who would be the City's primary contact, including telephone number and email address
 - e. Description of the firms understanding of the Library Master Plan Update project
 - f. Completed Form 1 (Fee Schedule and Cost Proposal or Bid Form) Attachment A
 - g. Completed Form 2 (Acceptance of Terms and Conditions) Attachment B
2. Proposal Content – the proposal shall contain the following sections:
- a. **Project approach** addressing the key issues and requirements necessary to complete the Master Plan Update, and the proposed planning process to be conducted, the scope of services required to structure your work effort to deliver a quality product to meet the City's expectations for the project, including a project timeline. Respondents are expected to provide detailed methodology of their survey and community engagement activities in the proposal.
 - b. **Qualifications of key personnel**, including names of proposed personnel for firm and any sub-consultants, their professional qualifications for the Master Plan Update, and any relevant certifications/registrations.
 - c. **Previous experience** including description of how your firms previous experience prepares you to address the City of Boulder, Boulder Public Library Master Plan Update project. Representative listing of other similar projects completed in the past five years, including:
 1. Project name
 2. Location
 3. Project description
 4. Work performed
 5. Project duration (mo/yr)
 6. Contract amount
 7. Client (Name, organization, address, phone number, and email address)
 - d. **Other information** that might aid in ascertaining your firm's qualifications, which was not covered previously such as awards or special recognitions.
 - e. **Staff availability and projected workload** including a time line or work plan for the project.
3. In a sealed envelope, provide five copies of the 2015 rate schedule including rates of other sub-consultants and the fee "not to exceed" for the proposed services. The rate schedule should include a detailed, itemized breakdown by task as listed below. The "not to exceed" fees shall include all costs, both direct and indirect, including any reimbursable expenses.
1. Project coordination, administration and meeting facilitation
 2. Background research, needs assessment and issues and goals identification, outreach and community engagement
 3. Review and update of the mission and vision statements and the guiding principles for decision making
 4. Financial analysis and performance measure/standards development
 5. Community engagement/feedback (the city intends to evaluate the value of each community engagement and feedback activity on an individual basis. Some activities may not be included in the final scope of work. Please provide a detailed description of planned tasks and an individualized, itemized cost for each of the community engagement activities in your proposal.
 - Advisory groups
 - Outreach and presentations
 - Community surveys

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- Stakeholder interviews
 - Focus group meetings
 - Community workshops
 - Web updates and newsletters
 - [Respondents, please itemize cost of any other community engagement activities proposed]
6. Draft plan - Synthesis of information, development of action plan - priorities recommendations, implementation strategies
 7. Final plan and adoption

SELECTION PROCESS & EVALUATION CRITERIA

The selection process will consist of the following:

1. A selection committee will review and evaluate the submitted proposals and make recommendations for selection.
2. The committee may request a short list of consultants to interview.
3. The committee will submit the recommended firm to the Boulder Public Library, Library and Arts Director for award of contract.

Projects will be evaluated and ranked on the following criteria:

1. Project approach [30%]
2. Experience working with community and agencies on similar projects [25%]
3. Management, team organization and experience of key team members [25%]
4. Demonstrated ability to meet project schedules [10%]
5. Cost proposal for the work to be performed [10%]

TENTATIVE SCHEDULE

While the successful consultant will be required to prepare a project schedule, the following are tentative dates scheduled for approval of the City's agreement with selected consultant:

<u>Description of Task</u>	<u>Date(s)</u>
Requests for Proposals issued	October 19, 2015
Deadline for project related questions	October 23, 2015
Deadline for proposal submission	November 2, 2015
Short list interviews (if required)	November 18, 2015
Final selection of consultant	December 1, 2015
Negotiate and finalization of consultant services agreement	December 22, 2015
Project start date	January 11, 2016
Research, Needs Assessment, and analysis phase concludes	End of March 2016
Community engagement initiated	April 2016
Mission and vision statement and guiding principle update concludes	Mid April 2016
Financial analysis and standards development concludes	End of May 2016
Draft Action Plan Strategies developed and vetted	June - July 2016
Draft Master Plan Update submission	End of September 2016
Final Master Plan Update submission	January 2017

SUBMITTAL DEADLINE & CONTACT INFORMATION

Proposal submittals are due November XX, 2015 on or before 4:00 PM (MST) and may be mailed or hand-delivered to the following address:

Finance Department / Purchasing Division
1777 Broadway

Request For Proposals: City of Boulder – Boulder Public Library Master Plan Update

P.O. Box 791
Boulder, Colorado 80306

Please label the envelope as:

'City of Boulder – Boulder Public Library Master Plan Update RFP 72 -2015 Submittal'

PROJECT CONTACT INFORMATION

Upon release of this RFP, all consultant communications concerning the overall RFP should be directed to the contact listed below. Unauthorized contact regarding this RFP with other city employees may result in disqualification. Any oral communications will be considered unofficial and non-binding by the city. Consultants should rely only on written statements issued by the city's representative.

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303.441.4394

TO: Boulder Public Library Commission

FROM: David Farnan, Library and Arts Director
Jennifer Miles, Deputy Library Director

DATE: Oct. 2, 2015

SUBJECT: Civic Area Plan update

Purpose

Several City of Boulder Boards and Commissions including the Library Commission received a memo on Sept. 10, 2015, "Update on the Boulder Civic Area Park Site Plan. The memo is available at this link <https://boulderlibrary.org/wp-content/uploads/2014/12/handouts-oct2015.pdf>. It is pages 1-49.

Further, the Library Commission requested an update and the opportunity to provide feedback on the current proposed parking plan for the Civic Area. The Sept. 10, 2015 memo and the parking information below are provided to inform their discussion of these topics at the Oct. 7, 2015 Library Commission meeting.

Civic Area Parking Update

Recently the city's Planning Board and Parks and Recreation Advisory Board have recommended to City Council approval of the Civic Area Park Development Plan. The plan indicates what will be constructed starting in 2016 with the \$8.7M in funding approved by voters last fall. The current plan balances the creation of a vibrant public park with the reality of access needs for the site. Many new connections and path enhancements are planned for the site as well as better connectivity to transit. However, to provide better connectivity and access into the park from adjacent paths, the plan indicates the removal of approximately 45 parking spaces. To mitigate this parking loss, a multidepartment staff team including Public Works/Transportation, Parking Services, Community Planning & Sustainability, Parks and Recreation, Communications, and Library, has been working to develop strategies and options to address potential impacts and opportunities for multimodal access to/from the Civic Area. The overall approach is to holistically manage and price all parking lots within the Civic Area campus, including parking lots at Park Central, New Britain, Library, and Municipal buildings to create larger overall supply of parking for all users. This recommendation has been developed through months of parking counts, site evaluation and consultant alternatives analysis. Staff will also

enhance existing Transportation Demand Management (TDM) programs and improve related facilities within the Civic Area to reduce the demand for parking throughout the work week. Based on the consultant analysis and recommendations, the changes to parking management in the Civic Area should result in a net increase in parking supply and not negatively impact library patrons or city staff. Pilot programs will be tested later this year and early next year to understand the effectiveness of the recommended mitigation strategies and require staff and community participation. In addition to seeking feedback from city employees, additional outreach to broader downtown user groups (library patrons, city/downtown customers, and civic area visitors) will be conducted later this year and in 2016 as part of the overall Civic Area project community engagement process. This outreach will allow participants to understand the goals and methodology of the parking changes as well as the strategies and schedule for implementing changes. It should be noted that in addition to serving the goals of the Civic Area, the parking and TDM strategies being explored support the city's Transportation Master Plan objectives and overall sustainability goals. More specifically, the proposed strategies include:

- Holistically manage and price all parking lots within the Civic Area campus, including parking lots at Park Central, New Britain, Library, and Municipal buildings to create larger overall supply of parking for all users. The management includes:
 - Parking in the lots will be free for the first 1.5 hours to support library patrons and other civic area customers.
 - Parking rate for city employees to be raised to \$3/day to be more on par with parking rates for other downtown employees. Pair this increase in employee parking rate with a \$1/day parking cash-out program for city employees who pay to park at their primary worksite.
 - No parking changes are proposed for the Senior Center parking lot.
- Enhance/expand existing Transportation Demand Management programs for city employees such as EcoPass, B-cycle, Guaranteed Ride Home, and ridesharing (carpool and vanpool) incentive programs.

- Offer personalized trip planning for employees (in-person and web-based) to understand the multiple transportation options available.
- Support telework/FlexWork options for employees per new city guidelines.
- Offer free satellite parking locations for city employees with easy access by walk, bike, and transit to Civic Area campus and downtown.

Enhance bicycle, pedestrian, and transit facilities and amenities within the Civic Area as part of the funded improvements in 2016.

**City of Boulder
2015 Library Commission**

Commission Memo

Meeting Date: October 7, 2015

Date/Location	Agenda Items	Visitors
October 7 Canyon Meeting Room	<ol style="list-style-type: none"> 1. Review Foundation funding proposal requests 2. Community Cultural Plan Update 3. Seeds and Farmer's Market presentation 4. Master Plan Update: Review of Draft Scope and Schedule/Discussion of other models 5. Community Information Policy 6. Civic Area Parking Plan 7. Budget: review 2nd round ATB/2016 City Manager's recommended budget 8. Distribution of Community Information Policy 9. Discuss LC Job Description 10. JLF Wrap Up 	<p>Matt Chasansky</p> <p>Brian Coppam (Farmers' Market)</p>
October 16	BLF Fundraiser/Maker Space Opening	
November 4 Reynolds Branch	<ol style="list-style-type: none"> 1. Begin annual letter to City Council and report for CMO per Charter 2. Review commission candidate application questions 3. Receive report on Foundation grants 4. Review Quarterly Statistics 5. Human Services Strategic Plan presentation 6. Master Plan Update 	Todd Jorgensen (Human Services)
November 12	An Evening with Rainbow Rowell	
December 2 Canyon Meeting Room	<ol style="list-style-type: none"> 1. Send annual letter to City Council about Commission Priorities and Goals 2. Approve final Library Commission application questions 3. Budget: outcome of 2nd ATB 4. Boulder Valley Comprehensive Plan presentation 5. Discussion of the Collection 6. Master Plan Update: Consultant Selection and creation of Steering Committee 7. 	<p>Laura Hankins</p> <p>BVCP – City staff</p>
January 6 Canyon Meeting Room	<ol style="list-style-type: none"> 1. Civic Area Master Plan presentation 2. Master Plan Update: Review Objectives for community engagement activities and work plan 3. Human Services Homeless update 4. Review Orientation Handbook for new commissioner 5. Review Bi-annual statistics 	Lindsay Parsons

Interesting Upcoming Dates:

October 18-24	Teen Read Week
October 19-25	National Friends of Libraries Week
November	NaNoWriMo (National Novel Writing Month)
	Picture Book Month
November 21	International Games Day
January 11	American Library Association Youth Media Awards

1. Library Commissioner Job Description

From Alicia: Here is the document Job Description draft v2. Not sure whether it's helpful, but we tried to highlight where we inputted commissioner feedback from the last meeting. So you can correlate Tim's notes at the end of the document to the changes in the document to make finding changes easier. We also included a FAQ more or less as a question of formatting. Do people like this formatting? Do people want everything in the FAQ to be repeated in the document, or should the FAQ contain things separate from the job description?

A library commissioner **serves to protect the mission of the public library.**

The mission of the Boulder Public Library is to enhance the personal and professional growth of Boulder residents and contribute to the development and sustainability of an engaged community through free access to ideas, information, cultural experiences and educational opportunities.

The commission requires an understanding of the fundamental service of a public library with a strong desire to preserve and promote the library as a public forum for the sharing of information and ideas without prejudice.

Library Commission Role:

- Provides feedback, advice and encouragement to director, to staff, to public in meetings and emails
- A strong desire to preserve and promote the library as a public forum for the sharing of information and ideas without prejudice
- Seeks to understand and represent the views and opinions of community members
- **Two commissioners serve on the library foundation**

The Library Charter, Section 133 establishes the following powers and duties of the library commission. The full Charter can be read here [\[link\]](#).

- Adopt bylaws, rules, and regulations for its guidance and governance;
- Provide advice to assist in preparation and revision of a master plan for the development and maintenance of a modern library system within the city;
- Review annually the library budget prepared by the library director prior to its submittal to the city manager and make recommendations regarding approval or modification of the same;
- Review periodically the director's operational service plans and make comments and recommendations;

- Make recommendations to the director and the city council on library facilities, including capital improvements, maintenance of existing facilities, and need for new facilities;
- Review the library director's annual report and make comments and recommendations; and
- Represent the library to the community and the community to the library with the goal of building awareness, understanding, and support; and
- Take steps as the library commission may deem feasible to encourage grants or gifts in support of the library.

Library Commission Requirements:

- Functions well in committees, group discussions, public events
- Ability to assess information and make important decisions
- Excellent/Good communication skills and ability to parse and respond via email communication
- Reads distributed materials before each meeting
- Schedule permits participating in monthly meetings
- A strong sense of legal and ethical conduct appropriate to the position
- Courage to state one's views on important issues and speak openly and directly with staff and other commission members
- Inspires confidence and has mutual respect in the local community
- Adds to the diversity of skillsets and experiences that compose the commission.
- Participate in the public dialog as a representative of and megaphone for the public library.
- Willingness to give 10-20 hours per month

FAQ:

What does a commissioner do?

A library commissioner serves to protect the mission of the public library.

The mission of the Boulder Public Library is to enhance the personal and professional growth of Boulder residents and contribute to the development and sustainability of an engaged community through free access to ideas, information, cultural experiences and educational opportunities.

A commissioner is not necessarily a library patron or someone that 'just loves to read.' You must be active in the local community, willing and able to give time and talent to the library; at meetings, special library functions and other community events. A dedication to our community necessitates an interest in its people, recognizing their potential, understanding their problems, and respecting diversity no matter the origin, age, beliefs or background. Whether you have a life-long love of all things library, or are an activist for the civic good and public spaces, the Library commission wants dedicated members committed to giving back to the public arena.

Who do we work with and who do we work for?

The library commission is a voluntary board working for the City of Boulder and the Boulder Public Library. The commission works with the library director and staff providing feedback, advice and encouragement to director, to staff, to public in meetings and emails.

What is the range of hours per month one can expect to spend?

Commissioners spend an average of 10-20 hours / month in their role, attending monthly meetings as well as involvement with library activities and events. Two commissioners also serve on the Library Foundation.

What resources do I need to read through?

The following materials are essential to the role of a Library Commissioner:

- Boulder Public Library Mission Statement
- The Library Charter
- Boulder Public Library's Master Plan

In addition, each Commissioner is expected to review previous meeting minutes and thoroughly review a prepared packet of relevant topical materials in advance of each meeting.

Commissioners also read and respond to feedback and concerns submitted by patrons and community members.

What is it like to be on an advisory?

Advisory roles in the City of Boulder are essential positions that contribute to the stewardship of our community institutions and values. These are very political positions that require a depth and breadth of understanding of issues shaping Boulder. Advisors are a interface to the public for the institutions that they serve. These roles necessitate a willingness to advocate and be out in front. To be committed but not single minded. To work in a flexible way with others around a diversity of opinions, agendas and outcomes.

2. Discussion of September 10, 2015 memo: Update on the Boulder Civic Area Park Site Plan

On September 11, David sent Commission an email with an updated information packet regarding the Civic Area. Here is his summary from that email:

Dear Commissioners –

Attached is an updated information packet regarding the Civic Area. The first 7 of the 49 pages are new. If I remember correctly we already shared the Master Plan Update that was given to Council. There are some new design drawings and some changes in the plan since we last spoke. None of the changes directly impacts the library at this time. Of note:

1. The Bandshell will remain at its current site, but staff are recommending removing the concrete and wood seating to create a more open grass covered seating area
2. Staff are trying to negotiate with the private rights holders for the farmer's ditch to see if the bridge spanning the ditch in Central Park can be widened.
3. A detailed flood analysis is being conducted with consultants to determine the feasibility of building throughout the Civic Area on the East and West bookends. This would include considerations of the North Library Building. This analysis is important in the immediate sense because it may impact how park land and plazas outside the North Building may be reconfigured. There are no scheduled plans for a renovation of the North Building.

Rather than including the full 50-page document in the Memo, please review the report attached to David's email and bring any questions or concerns.

3. BLF Update (verbal)

4. Update on Email Responses to Library Commission

Andrew Lipscomb – 9/4

I am a case manager with the Bridge House here in Boulder and am contacting you on behalf of a client, Marlo Bruno. Ms. Bruno is concerned that a photograph of her was taken without permission and may be posted in a publicly visible place. If this is the case, I believe it may represent a real and tangible threat to her safety, both physically and mentally. As somebody who is homeless, Ms. Bruno faces unique dangers and there are those in the community that may wish her harm. A publicly visible photograph of her could result in a community member identifying her who may want to do her harm, or at the least direct them to a place in which she may frequent. I am requesting of you that any public display of this photo. Thank you.

* Jennifer responded directly to Mr. Lipscomb in a way that appears to have satisfied his concerns.

October 16th is Library Staff Day

On Friday, Oct. 16, all Boulder Public Library locations will be closed to the public all day for our Annual Staff Training Day. This day will be an opportunity for staff to come together for training on some of the new maker technologies that the library will offer to the public in 2016. Mark Frauenfelder will be our keynote speaker in the morning. Staff will have the opportunity throughout the day to participate in hands-on making activities from shooting movies on an iPhone, to basic weaving. Our very own Library Commissioner, Alicia Gibb, will give an all-staff talk in the afternoon on her experiences opening NYResistor and the CU-Boulder ATLAS BTU Labs.

Commissioners are all invited to come and participate or hear the speakers. Lunch is at noon, and it is a great time to meet and socialize with staff.

The draft agenda for the full day's events is attached. (**Attachment A**)

Jaipur Literature Festival Success Stories

Most of you were at Jaipur. It was a huge success. Early estimates are about 8-10,000 people attended programs [this reflects people in seats at programs.] This certainly puts in the top five programs we will do this year; after Storytime, STEAM programs, Boulder Reads, Summer Reading. I've included a Daily Camera letter to the editor, and a few emails to give you a sample of the kind of feedback we have received.

Donna Baase: Thank you, Boulder, for literature festival

POSTED: 09/29/2015 07:20:20 PM MDT

Bravo and thank you city of Boulder for bringing the Jaipur Literature Festival to our town earlier this month. What a coup and what a wonderful way to rub elbows with international authors, poets and thinkers. Our library never looked more wonderful with colorful banners, food trucks, poetry tents and all on a glorious sunny weekend right on our own Boulder Creek.

Our city, library, corporate and foundation sponsors and many Boulder individuals put their money and talents to work to bring the world's largest free literary festival to our town. I applaud their forward thinking and willingness to put the pulse of world literature, ideas and culture right here. And I delighted in the ease to engage with people from all over the world where history, economics, poetry, gender issues and just great stories were discussed.

I've been in Boulder for over 33 years and love this city. However, some local events just don't hold the magic for me any longer. This festival is what I and many of my friends here long for; personal engagement on an international scale.

As several event speakers said, "Culture is the new politics." If so, Boulder has a chance to be a leader. I so look forward to the festival making my home town its home. And, I repeat . . . it's free!

Donna Baase

Boulder

Thank you, thank you for having the vision to see that the JLF would work at the BPL! Everything went smoothly and the sessions were excellent! The library looked marvelous and the weather was incredible! I sincerely hope that you're going to do it again next year and I know that the word will spread and the attendance will grow.

Thanks again for the new perspectives you bring to Boulder.

All best,

Margot L. Brauchli

I want to thank you and congratulate you for facilitating, providing staff and venue for the most exciting literary and intellectual feast to come to Boulder in years. The Indian participants were exceptionally articulate and stimulating, and the sessions were full of excited audiences. I attended 3 full sessions and dipped into 4 others. I hope that those who chose Boulder will be encouraged to do so again.

As a retired professor of Indian and Japanese history at CU it was a special treat for me. And who could have guessed that it was possible to write beautifully and movingly about a topic such as 'dirt?' The entire Festival was an amazing and wonderful gift to Boulder.

Thank you most sincerely,

Joyce Lebra

Cinema Program and Arts Liquor License

Our application for an Arts liquor license was approved by the City of Boulder Beverage Licensing Authority on Sept. 16, 2015. The State of Colorado Liquor Enforcement Division of the Colorado Department of Revenue gave final approval of our application on Sept. 29, 2015. We are still waiting on a storage permit and there are several details to work out, but we plan to launch the Boulder Art Cinema on Friday, Nov. 13, 2015. The opening film is yet to be determined. Discussions are still proceeding about whether or not the opening night will be an invited event with media and dignitaries or whether we will have a soft opening for general admission. The Library Commission will be on the invite list if we decide to go the invitation route and I hope you will be able to attend.

Much like the café, our start-up costs have increased from initial projections. Most notably we were unable to get the licensed projector donated, so we are purchasing a used one at \$15K. We are still well within the range of recovering all of our costs in the first year of the program if we are able to consistently have 20% occupancy of the theater with ticket sales and modest concession sales. Again, our primary goal with the Boulder Art Cinema is to activate the north library building and civic area. Secondly, we are hopeful that the program becomes a source of revenue for the library to support other levels of programming and potential improvements in the Canyon Theater.

Tickets for the regular cinema will be \$10 a piece. Concession prices have not yet been set, but will include food from the Farmers' Market, as well as gourmet popcorn in addition to alcohol sales. Downtown Boulder, Inc. (DBI) will handle ticket sales, marketing and customer experience for the cinema program. Library will provide technical assistance, projection, cleaning and security services.

As **Attachments C and D**, Paul Sutter requested that I provide the community survey information we collected with regard to the Arts liquor license. I have also included the early draft of the logo for the Boulder Art Cinema.

Author Series – Rainbow Rowell

We have contracted with Rainbow Rowell to kick-off our new Author Series at the library. Rowell is a NY Times bestselling author, with a new book, *Carry On*, coming out on Oct. 6, 2015. Rowell is an extremely popular cross-over author appealing to teens and adults. Two of her books won recognition from the NY Times for best teen book of the year. Her most recent title, *Landline*, won a Goodreads adult fiction of the year award. Boulder Public Library was fortunate to make it on her 10-city opening tour. There are two events on Thursday, Nov. 12, and tickets go on sale on Oct. 6.

<https://boulderlibrary.org/speaker-series/>

Flatirons Library Consortium

Over the past 18 months or so, I have filled you in on our plans to restructure the Flatirons Library Consortium [FLC]. The FLC is the 20-some odd year informal consortium of Boulder, Broomfield, and Louisville public libraries. This consortium, which is governed by Memoranda of Understanding, between our mutual cities, is fully operated by staff at Boulder Public Library. Primarily, the FLC runs our Integrated Library System [ILS] which is the back-end operating system for patron and material records management. The FLC also oversees PIKA – our discovery layer – or what you know as the web catalog where patrons search for and reserve books and other materials.

This past week, the FLC applied for legal status as a nonprofit with the State of Colorado. In the next few months, we will begin the application process to become a recognized 501[c]3 with the Federal Government. Our intent with establishing legal status is to give the FLC the ability to negotiate contracts as a consortium and to welcome new members. In spring 2016, we will welcome our first new member, Longmont Public Library. In fall 2016, we will welcome Lafayette Public Library.

This limited expansion of the FLC will make us the 2nd largest consortium of public libraries in the State of Colorado, increase our buying power, and give us leverage with vendors. Boulder Public Library will realize a small savings in 2016 as a result of this new consortium. Our intent is continue to look for ways that combining back-of-house services like databases, cataloging, and processing of materials among multiple libraries can assist us in innovation and efficient delivery of services.

Staff Day Schedule DRAFT

Time	Event	Location
8:30 -9:00	Mingle Coffee Icebreakers	Gallery reception area
9:00-9:30	David Farnan Opening Remarks	Theater
9:30-10:30 KEYNOTE Speaker	Mark Frauenfelder is a blogger, illustrator, and journalist. He is editor-in-chief of the magazine MAKE and co-editor of the collaborative weblog Boing Boing.	Theater
10:30-10:45	Break	Break
10:45-11:45	Email Training--Chalice Springfield. Effective email practices. Managing your inbox.	Boulder Creek Room
10:45-11:45	Service to People with Disabilities.-- Mark Simon/Barbara Henry Dominio Dogs. Improving customer service to people with disabilities. Overview of changes to law; how to deal with "pets in vests".	Theater
11:45 -12:45	Lunch	Lunch
1:00-2:00	Email Training--Chalice Springfield. Effective email practices. Managing your inbox.	Boulder Creek Room
1:00-2:00	Service to People with Disabilities.-- Mark Simon/Barbara Henry Dominio Dogs. Improving customer service to people with disabilities. Overview of changes to law; how to deal with "pets in vests".	Theater
2:05-2:25 Afternoon Speaker	Alicia Gibbs: Alicia is Library Commissioner and heads CU Atlas, BTU lab--a hacker/maker space. She will be presenting on her experience.	Theater
2:30-3:30	Staff led activities	
3:30-3:45	Break	Break
3:45-4:45	Maker Sessions	Makerspace
4:45- 5:00	Wrap up--Evaluation	

D

Neighborhood Needs & Desires Petition Summary

Applicant: City of Boulder

Trade Name: City of Boulder – Boulder Public Library

Business Location: 1001 Arapahoe Avenue, Boulder, CO 80302

Occupancy: 764 Square Footage: 5,651

Business Description: Library, art gallery, and art cinema

Operating Hours: Library Hours: Mon-Thur 9AM - 8PM, Fri-Sat 10AM-6PM, Sun 12PM-6PM; Business Hours: Mon-Sun 6PM – 12AM

License Type: New Arts Type Liquor License Same # of Licenses in area: 2

Date(s) of Petitioning: SEPTEMBER 1, 5 & 6, 2015

Defined Neighborhood: North Boundary: Mapleton Ave

South Boundary: College Ave

West Boundary: 6th Street

East Boundary: 20th Street

Total Contacts:	444	
SIGNATURES FAVORING	197	197
Not at Home:		204
DELETED SIGNATURES		6
Not Qualified:		14
Refuse to Sign:		20
COMMERCIAL USAGE OBJECTION		1
Needs & Desires Already Met:		1
MISCELLANEOUS OBJECTION		1
Religious Objection:		0
Remained Neutral:		0
Alcohol Usage Objections:		0
No Reason Given:		0
TOTAL # IN FAVOR	197	TOTAL # OPPOSED
		3

*Oedipus, Inc.*TM

Empirical Data Services

City of Boulder

dba

City of Boulder -

Boulder Public Library

**1001 Arapahoe Avenue
Boulder, CO 80302**

Arts Liquor License

Oedipus,™ Inc.

Empirical Data Services

16 September 2015

P.O. BOX 1012
LAFAYETTE, CO 80026
303 661 0638
303 604 2862 FAX

Local Licensing Authority
Boulder, Colorado

Re: Petition/Opinion Poll to Determine Needs and Desires
of the Defined Neighborhood in the Application of:

**City of Boulder, dba
City of Boulder - Boulder Public Library
1001 Arapahoe Avenue, Boulder, CO 80302
Arts Liquor License**

• PETITION & TELEPHONE
SURVEYS
Liquor & 3.2 Beer Licensing
Rezoning
Opinion Poll
Venue
Special Tax Districts
• LIQUOR LICENSE SITE &
ECONOMIC ANALYSIS

PETITION/OPINION POLL PROCEDURE

1. Under the direction and control of Oedipus, Inc. management, the Oedipus, Inc. employees were briefed on the application.
2. The employees carried a clipboard with the following:
 - A. Two maps of the area, one of which was provided by the City Clerk's office of Boulder, denoting the proposed location of the license and defined boundaries as well as a list of existing similar-type licenses within the defined boundaries, attached hereto and made part of this Report;
 - B. Petitions provided by the City's Clerk's office of Boulder allowing individuals contacted to indicate their opinion with instructions and qualifications for signing;
 - C. A stat sheet to record the opinion of those not signing and not-at-homes.
3. This petition/opinion poll was performed on Tuesday, 1 September 2015 (businesses), and Saturday and Sunday, 5 and 6 September 2015 (residences), within the neighborhood defined by the City Clerk's Office of Boulder as Mapleton Avenue on the North; College Avenue on the South; 20th Street on the East; and 6th Street on the West (see maps). The circulation packets have cover maps, and the areas in which each petition circulation/polling took place are outlined in highlighter. Included in this Report is a master circulation map outlining all areas where circulation/polling was conducted.
4. Individuals were contacted on a random sampling basis, were screened to identify them as parties in interest, and were asked their opinion after they had been informed of the applicant, site location, and type of license being applied for. Their opinion was either recorded on the petition format or on the stat sheet.
5. Three (3) petition packets, one packet representing businesses, and two packets representing residences, together with a Summary Letter, this Report and an Affidavit of Posting with photographs were prefiled via hand-delivery with the office of Ms. Kristen Huber, Licensing Specialist, to comply with the pre-filing deadline.

PETITION/OPINION POLL RESULTS

1. Total Doorknocks:

Not-at-Homes and/or Business Owners/Managers Not Available	204
Not Qualified to Sign	14
Preferred to Not Participate	20
Parties in Interest that Participated	200
Deleted Signatures	<u>6</u>
Total Base Figure	444

2. Qualified Contacts:

A. Signatures and Those Not Signing

Signatures Favoring Issuance		197
Businesses	40	
Residences	157	
Not Signing/Favoring Issuance		0
Signatures Opposing Issuance		3
Businesses	1	
Residences	2	
Not Signing/Opposing Issuance		<u>0</u>
Total Contacts		200

B. Breakdown of Reasons of Signatures in Opposition:

No Need	1
Abhorrence of Alcohol	0
Religious Objections	0
Usage Objections	1
Miscellaneous Reasons	1
No Reason Given	<u>0</u>
Total Signatures	3

A. Breakdown of Signatures Favoring and Opposing:			
Favoring Issuance (Based on Needs/Desires)		197	= 98.50%
Signatures	197		
Not Signing	0		
Opposing Issuance (Based on Needs/Desires)		1	= 0.50%
Signatures	1		
Not Signing	0		
Abhorrence of Alcohol		0	= 0.00%
Signatures	0		
Not Signing	0		
Religious Objections		0	= 0.00%
Signatures	0		
Not Signing	0		
Usage Objections (Commercial, Traffic, Parking, Crime)		1	= 0.50%
Signatures	1		
Not Signing	0		
Other Miscellaneous Reasons		1	= 0.50%
Signatures	1		
Not Signing	0		
No Reason Given		<u>0</u>	= <u>0.00%</u>
Signatures	0		
Not Signing	0		
Total Base Figure		200	= 100.00%

3. Needs and Desires Signatures:			
Signatures Favoring Issuance (Based on Needs/Desires)	197		
Favoring Issuance/Not Signing (Based on Needs/Desires)	0	}	197 = 99.49%
Signatures Opposing Issuance (Based on Needs/Desires)	1		
Opposing Issuance/Not Signing (Based on Needs/Desires)	0	}	<u>1</u> = <u>0.51%</u>
Total Base Figure			198 = 100.00%

The petition packets are presented as follows: Cover map, petitions, and affidavit.

#1 & #2	/	Pamela Bishop	/	Businesses & Residences
#3	/	Mark Steffek	/	Residences

CATEGORIES OF SIGNATURES IN OPPOSITION

NN NEEDS & DESIRES CRITERIA:

Individuals opposed to the license application based on needs and desires criteria per the Colorado Liquor/Beer Codes (currently existing licensed establishments of a same or similar type of license now located within the defined neighborhood are meeting the reasonable requirements of the adult inhabitants of the defined neighborhood at this time).

NON NON-USAGE OF ALCOHOL / ABHORRENCE OF ALCOHOL:

Individuals opposed to the license application because they do not drink alcohol beverages, do not approve of alcohol consumption, and/or abhor alcohol.

RO RELIGIOUS OBJECTIONS:

Individuals opposed to the license application based on religious beliefs/reasons.

OBJ USAGE OBJECTIONS:

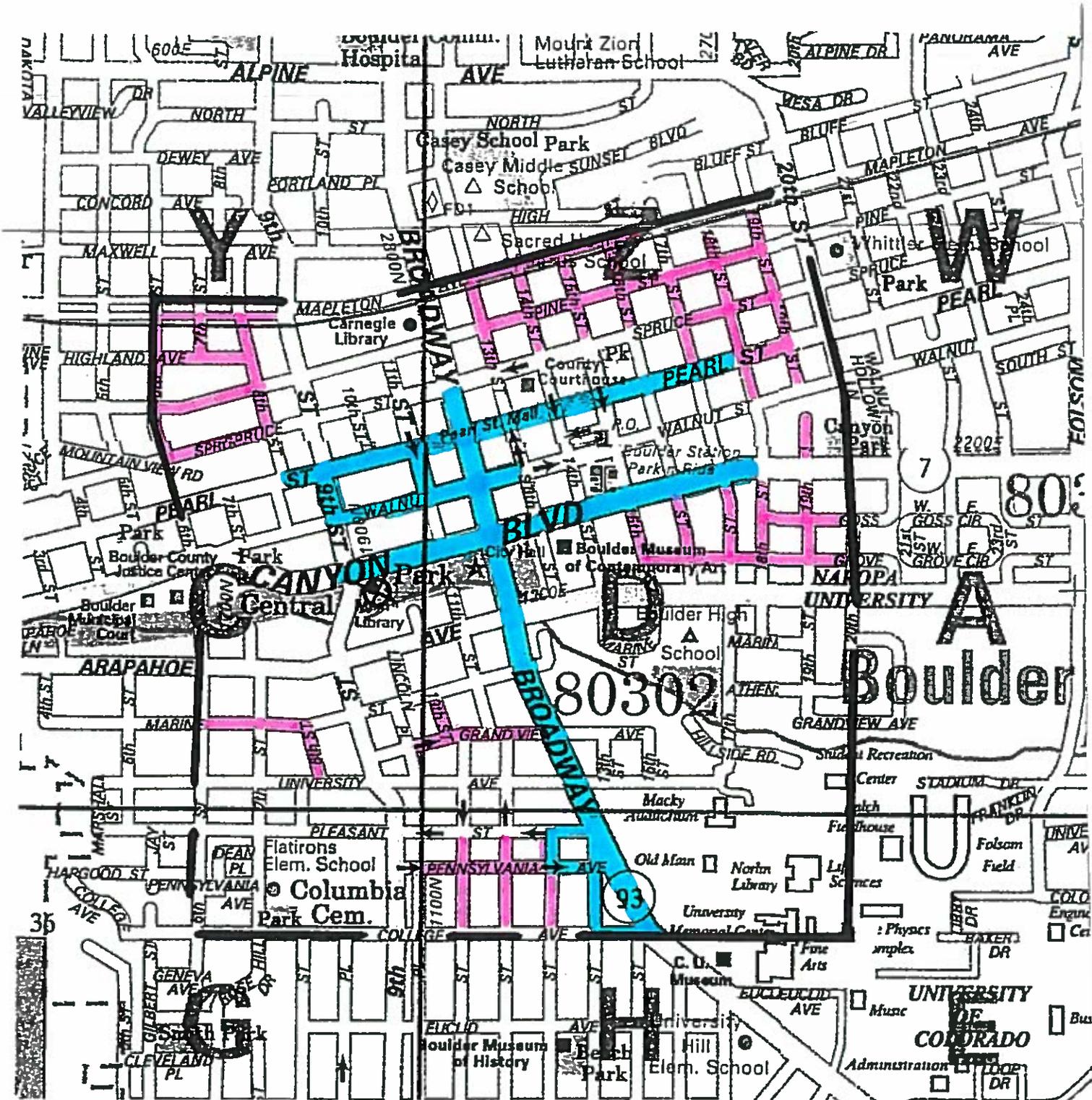
Individuals opposed to the license application because of their fear or concern for the potential of parking problems, traffic problems, crime, noise, littering, undesirable people drawn to the area, loss of property value; or individuals who opposed this type of business or applicant, any type of commercial usage in the neighborhood, any new growth in the neighborhood; or, individuals who think this type of business (if issued a liquor/beer license) should not be located near a residential neighborhood, church, or school, etc.; or, individuals who opposed because they are against any alcohol service at this type of facility, location, or atmosphere; or, individuals who favor the service of beer and wine but oppose the service of distilled spirits (on H&R applications).

MS MISCELLANEOUS OBJECTIONS:

Individuals opposed to the license application for other miscellaneous reasons to include: fear or concern for the possibility of drunk drivers in the area, fear or concern of resulting behavioral problems, individuals who would purchase alcohol beverages then drink and drive, sales to minors/underaged drinking, the location becoming a teen hang-out and the problems that can arise from this, and the effect it could have on family values or their family in general because they have young children or teens; or, individuals who opposed because competition is not desired or how said business may affect the livelihood of existing businesses; or, individuals who compared the “needs and desires” criteria to existing licensed outlets other than the type of license applied for.

NR NO REASON GIVEN:

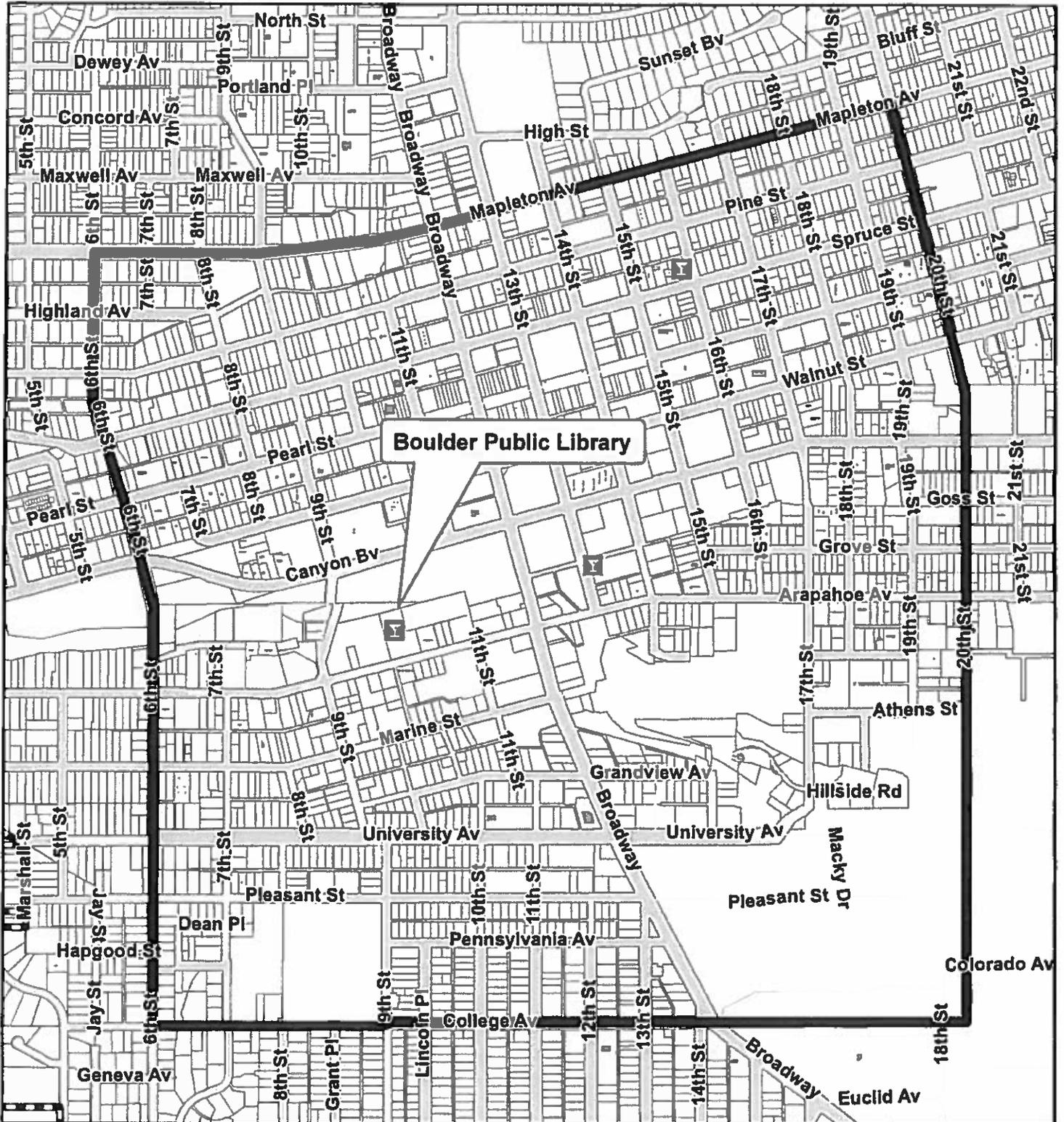
Individuals who preferred to not state a reason for opposing.



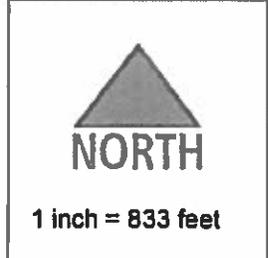
● - BUSINESSES ● - RESIDENCES

APPLICANT/TRADE NAME: CITY OF BOULDER, dba CITY OF BOULDER - BOULDER PUBLIC LIBRARY
SITE LOCATION: 1001 ARAPAHOE AVENUE, BOULDER, CO 80302
APPLICATION FOR: ARTS LIQUOR LICENSE [to sell beer, wine & distilled spirits, by the drink, ONLY to patrons of productions or performances sponsored or presented by the non-profits arts organization, to be consumed ON the licensed premises only]
PUBLIC HEARING: WEDNESDAY, 16 SEPTEMBER 2015, 3:00 PM., COUNCIL CHAMBERS, 2ND FLOOR, 1777 BROADWAY BLVD., BOULDER, CO 80306
DEFINED NEIGHBORHOOD: NORTH: MAPLETON AVENUE SOUTH: COLLEGE AVENUE
 EAST: 20TH STREET WEST: 6TH STREET

**Neighborhood Map for a New Arts type Liquor License
City of Boulder - Boulder Public Library - 1001 Arapahoe Ave**



Applicant: City of Boulder
Trade Name: City of Boulder - Boulder Public Library
Location: 1001 Arapahoe Ave
License Type: New Arts type liquor license



City of 
Boulder

The information depicted on this map is provided as graphical representation only. The City of Boulder provides no warranty, expressed or implied, as to the accuracy and/or completeness of the information contained herein.

NUMBER	ISSUE DATE	EXP DATE	TYPE	TRADE NAME	LOCATION	APPLICANT
10-31037-0000	1/26/2015	2/22/2016	Arts Liquor	Boulder Museum Of Contemporary Art	1750 13th St	Boulder Museum of Contemporary Art
47-01582-0000	5/21/2014	6/20/2015	Arts Liquor	E Town	1535 Spruce St	E TOWN