

**WEEKLY INFORMATION PACKET
MEMORANDUM**

TO: Mayor Ruzzin and City Council

FROM: Liz Abbott, Library & Arts Director

SUBJECT: **Information Item:** Update on Library Master Plan

DATE: November 7, 2006

PURPOSE:

To update the City Council on Library Master Plan accomplishments to date and to present the draft mission statement, goals and objectives for City Council review.

BACKGROUND:

The first phase of Library Master Plan development has been to analyze current developments in information services, identify community demographics and trends, assess current service levels, develop draft goals and objectives, and begin to articulate library planning issues with input from the community. This work has been done in conjunction with both the Library Master Plan Committee and the Library Commission.

Work on the Master Plan began in 2005, with a Community Open House, attended by approximately 50 individuals, and the implementation of two non-scientific surveys. A short written and web survey was offered over a period of three months to gather input on priority library services and desired improvements. The second survey, conducted by a Leadership Boulder group with direction from the Boulder Small Business Development Center, focused on getting input from infrequent and non-users of the library. The surveys were made available in both English and Spanish.

The Library Master Plan Committee was formed in early 2005, including representatives of the education community, business community, library users, the Library Commission, the Library Foundation, youth and the Spanish-speaking community. The committee has served as both a focus group for in-depth discussion of library services and community needs, as well as a review committee for draft materials.

During 2006, facilitated work sessions were held with senior library staff, with the Library Commission and with the Library Master Plan Committee to assess the library's strengths, weaknesses, opportunities and threats, providing a framework for Master Plan recommendations. A scientific survey, which obtained input from over 1,200 library users, was completed in the spring of 2006 and provided information on user demographics and transportation modes, strengths and weaknesses of library services (both in-person and remote web services), library facility preferences and other library issues. In addition, information and input sessions were held with the Immigrant Advisory Committee and the Youth Opportunities Advisory Board.

This community, staff and advisory committee input is summarized in the SWOT Assessment Summary which is included as **Attachment A**. More detailed information from the 2005-6 outreach efforts can be viewed on the Library Master Plan site: <http://www.librarymasterplan.info/>

DEVELOPMENT OF DRAFT GOALS AND OBJECTIVES

Community input gathered through the open house, surveys, focus group sessions, staff research and analysis, and discussions with city advisory committees resulted in the identification of six focus areas which have been used as the basis for developing a set of draft goals. The six areas are:

- **Community Space** – what the library is
- **Core Services** - what the library provides
- **Technology** - how services are provided
- **Outreach** - to whom services are provided
- **Facilities** - where services are provided
- **Funding** - how services are paid for

A goal and a set of objectives were developed for each focus area. These were reviewed and approved by the Library Commission on October 4, 2006, and reviewed via email distribution to the Master Plan Committee during late October. The draft mission, goals and objectives are attached for City Council review in **Attachment B**. Following Council review of this information, the Council Agenda Committee will address the best method for obtaining Council's input on this phase of Library Master Plan development.

NEXT STEPS

Attachment C is a graphic depicting the major phases of the Library Master Plan development. City Council review and endorsement of the draft goals and objectives will complete the first major phase of plan development.

Attachment D is a chart showing the timeline for development of the upcoming phases of the plan. Over the next few months, the department will develop draft strategies to address each of the goals within a fiscally constrained, action plan and vision plan level of investment. These will be reviewed by both the Library Commission and the Master Plan Committee. A study session with the City Council is planned for late in the first quarter of 2007 to review the draft strategies. Additional community outreach will be done at this time, including open houses at both the branch and main libraries.

ATTACHMENT A

**BOULDER PUBLIC LIBRARY
SWOT ASSESSMENT SUMMARY**
Revised 9/27/06

Input for the SWOT Assessment Summary was gathered from BPL senior staff, the Library Commission, stakeholder representatives and several scientific and non-scientific surveys. The surveys were conducted between April 2004 and February 2006.

MAJOR STRENGTHS	MAJOR WEAKNESSES
<ul style="list-style-type: none"> • BPL has defined “information” and its role broadly, resulting in a wide-range of valued offerings. <ul style="list-style-type: none"> - Traditional services are well used. - The integration of traditional services and cultural programming is a model for other libraries. - Electronic resources, including wireless internet, are heavily used. - There is strong programming (Literacy Program, outreach programs, Children’s Services, etc.) • There is strong community support and a good reputation, both locally and regionally. • The BPL is well-used as a community center. • Staff is knowledgeable, helpful and customer-oriented. • There is a strong Main and neighborhood Branch System. <ul style="list-style-type: none"> - The Main building is large and attractive. - Neighborhood branches are supported and appreciated by neighborhood residents. - There is positive feedback on library locations. - Branches are seen as a safe, secure environment. • There is extensive resource sharing with other libraries. • The Library Foundation helps fund arts and cultural programming. • BPL has good resources for a community of this size. 	<ul style="list-style-type: none"> • There is a lack of adequate funding. <ul style="list-style-type: none"> - Cutting positions has resulted in existing staff being stretched very thin. - Customer service hours have been reduced (one day/week in branches). - There is minimal time for outreach to schools and community groups. - There is a lack of staff time and financial resources for staff to be as professionally involved and as visible (within the community and the library field) as desired. - There is a lack of resources to optimally keep up with technology. There is unmet demand for more word processing computers, internet-access computers and licenses for electronic databases. - There is demand for more materials in the adult collection, especially print materials and DVDs; and more Spanish-language materials at Meadows Branch. • The Main Library’s design causes operational problems. <ul style="list-style-type: none"> - There is not adequate space for collaborative work spaces, computers and meeting rooms. - It is difficult to maintain building security and enforce building rules. There is no staff trained to deal with problem patrons. • Library branches are not sited ideally. <ul style="list-style-type: none"> - Carnegie feels isolated and there is no parking. - The other branches are not spread geographically, based on the distribution of the population. - There is no branch in North Boulder. • Staff diversity is limited. There is a need to bring in staff from a variety of cultural backgrounds, with an emphasis on Spanish-speaking staff. • There are some efficiency and operational limitations inherent with the 3-Library Consortium that limit BPL’s ability to independently serve Boulder’s needs; however, it does allow for technology cost sharing

SIGNIFICANT OPPORTUNITIES	SIGNIFICANT THREATS/CHALLENGES
<ul style="list-style-type: none"> • Boulder is a well-educated, literate community. • Information Technology <ul style="list-style-type: none"> - Technology is providing faster, more efficient ways to access information. - There is an ongoing need to educate people how to access, evaluate and use the available information and technologies. - If Boulder were to become a wireless city, there might be less need for BPL’s wireless capability, but there would still be a need for free access to library computers. - BPL’s website could become a “virtual branch.” • Partnerships & Collaborations <ul style="list-style-type: none"> - There are organizations with which the Library could form new or stronger partnerships and collaborations (other libraries, school districts, CU, Boulder History Museum, City Departments, etc.) - Neighboring communities have developed new libraries and expanded their services; BPL could explore more resource sharing. - Business Relationships: Although there is a good relationship with the Chamber, beneficial relationships could be developed with individual businesses, especially technology firms (for sponsorships, donations, etc.) • Outreach Opportunities <ul style="list-style-type: none"> - There is an ongoing need to increase awareness of BPL programs and services. - The growing senior population could result in a larger pool of volunteers and users of library services. - If children become users of the library early in their lives, the chance of becoming life-long library users/supporters increases. - Interest has been expressed for teen space and programming. - There is an ongoing need to help immigrants integrate into the community. • Alternative Funding Mechanisms <ul style="list-style-type: none"> - Creating a Regional Library Authority (RLA) would provide opportunities for collaboration, more sustainable funding - A Library District is another possibility - Expand role of private funding sources, including library foundation. 	<ul style="list-style-type: none"> • Maintaining the Relevancy of the Library <ul style="list-style-type: none"> - There is a need for on-going assessment to determine the BPL’s highest value to the community: “What should we be doing and how do we offer these services?” - There is a lack of community knowledge regarding the range of services offered by the BPL. It is a challenge to know how best to inform the public and to promote BPL services. - People take for granted that the Library will be here. - It’s easy for some people to assume that all informational needs can be met via the internet. • Changing Demographics – The needs and expectations will change as the users change. <ul style="list-style-type: none"> - The growing senior population may not be as able to access physical libraries, but may not have the technology skills to access information remotely. More seniors may be home-bound or living in senior housing facilities. - There is an increasingly diverse community to serve: Boulder has a growing population of low-income and non-English speaking residents. - Generations growing up with computers and search engines such as Google, have different expectations about how to access information than previous generations. • Information Technology <ul style="list-style-type: none"> - It is a significant challenge to keep up with changes in technology and new technologies are expensive. - The BPL often has to offer and support multiple generations of technology simultaneously. - People need education on how to access, evaluate and use all of the available information. This need may grow as the pace of change continues to accelerate. - ILS (Integrated Library System) and information technology vendors providing services to public libraries lag behind Google and Amazon type services in their ease of use. • Funding – It is anticipated that there will continue to be strong competition for limited financial resources. • Leadership Transition – Senior Library staff could retire within a relatively short time-span of each other, resulting in a loss of institutional memory and important skill sets.

ATTACHMENT B

DRAFT LIBRARY MASTER PLAN FRAMEWORK

Reviewed and Approved by the Library Commission 10/4/06

The purpose of this document is to present the framework to be used in the BPL master plan, starting with the library's mission, major focus areas, long-term goals and key objectives. The next step will be to develop strategies for accomplishing the goals and objectives.

MISSION

The mission of the Boulder Public Library is to enhance the personal 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

FOCUS AREAS - The following six focus areas have been identified for the BPL Master Plan:

- **Community Space** – what the library is
- **Core Services** - what the library provides
- **Technology** - how services are provided
- **Outreach** - to whom services are provided
- **Facilities** - where services are provided
- **Funding** - how services are paid for

LONG RANGE GOALS

Draft Goal – Community Space:

Provide a welcoming sense of place in which all members of the public can interact, exchange ideas, learn and build community as well as read, think, work and reflect.

Draft Goal – Core Services:

Provide resources that inform, educate, inspire and bring enjoyment to both individuals and the community as a whole.

Draft Goal - Technology:

Develop, implement and maintain an information technology architecture that accommodates the changing requirements of delivering library services in the 21st century.

Draft Goal - Outreach:

Engage the entire community in order to understand and meet the unique and varying informational needs.

Draft Goal - Facilities:

Protect the community's investment in facilities and implement a forward-looking service delivery model that adapts to changing needs.

Draft Goal - Funding:

Create a stable and sustainable economic model that honors the library's mission of providing the community with free and equal access to information.

OBJECTIVES

Community Space Goal: Provide a welcoming sense of place in which all members of the public can interact, exchange ideas, learn and build community as well as read, think, work and reflect.

Draft Objectives:

- Provide services and spaces—both electronic and physical—that allow members of the community to work, learn, interact, and exchange ideas.
- Provide the community with facilities that are comfortable, safe and secure.
- Ensure the library environment welcomes and respects all members of our community.

Core Services Goal: Provide resources that inform, educate, inspire and bring enjoyment to both individuals and the community as a whole.

Draft Objectives:

- Provide a quality collection and resources that reflect the needs of the community.
- Offer programming and cultural opportunities for children and adults that enhance quality of life in the community.
- Provide outstanding customer service to support access to the library resources and programs.
- Anticipate and integrate new practices and technologies to best serve the needs of our diverse community.
- Preserve and share local history that fosters an understanding and appreciation of Boulder County's past.

Technology Goal: Develop, implement and maintain an information technology architecture that accommodates the changing requirements of delivering library services in the 21st century.

Draft Objectives:

- Maintain a flexible integrated library system to support core library services.
- Invest in technologies that support operational efficiencies.
- Select technologies and design systems that enable resource sharing, partnerships and collaborations.
- Design systems that ensure patron privacy in compliance with state statutes and library policies.
- Develop a true “virtual branch,” allowing around-the-clock remote access to information, programs and personal accounts.
- Conduct ongoing assessments of new library-related technologies and their implications for BPL’s technology infrastructure; maintain the infrastructure needed for delivering emerging, but proven technologies.

Outreach Goal: Engage the entire community in order to understand and meet the unique and varying informational needs.

Draft Objectives:

- Implement library services to address the needs of underserved members of the community and those with unique challenges.
- Inform and educate community members about traditional and emerging library resources and programs.
- Develop partnerships and coalitions that address community information needs and leverage resources, including expanded work with educational institutions, non-profits and the local business community.
- Maintain high-quality programs that support and empower adults and children through the acquisition of literacy skills.

Facilities Goal: Protect the community's investment in facilities and implement a forward-looking service delivery model that adapts to changing needs.

Draft Objectives

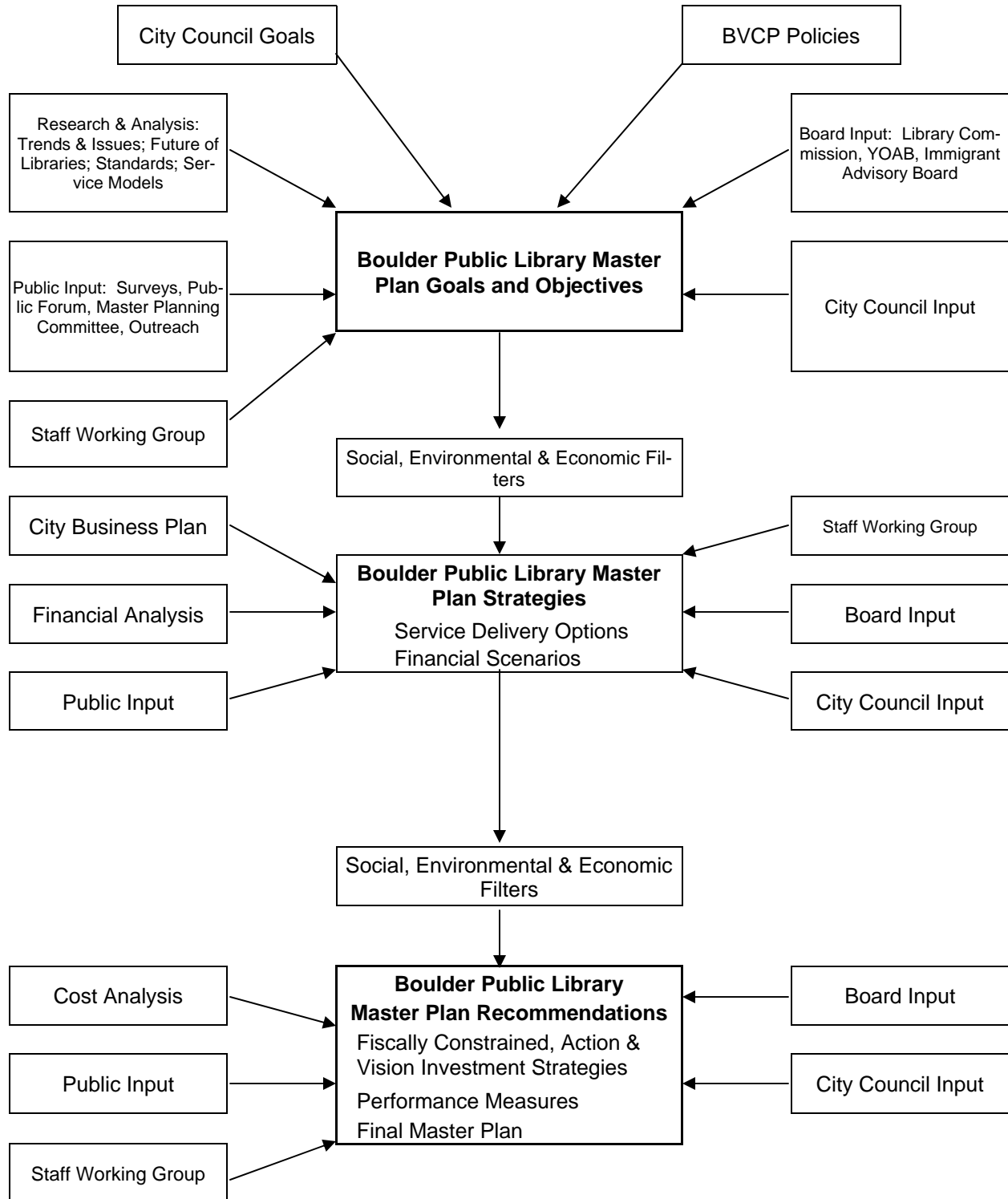
- Utilize environmentally friendly methods, practices and technologies whenever feasible in the maintenance, renovation and/or construction of library facilities.
- Develop and implement a service delivery model that addresses patron and staff input, including current needs for space reconfiguration and technology usage in existing facilities.
- Implement a long-range library facilities plan that addresses projected community growth, evolving needs and aging facilities.

Funding Goal: Create a stable and sustainable economic model that honors the library's mission of providing the community with free and equal access to information.

Draft Objectives:

- Leverage the library's resources through partnerships, resource sharing, and other collaborative efforts.
- Increase operational efficiencies to fully utilize and leverage existing resources through a continuous improvement approach to management
- Seek additional revenue by increasing current income sources and/or changing the basis for library funding.

**BOULDER PUBLIC LIBRARY
KEY PHASES IN MASTER PLAN DEVELOPMENT**



ATTACHMENT D
Boulder Public Library Master Plan
DRAFT - Process Overview & Timeline (9/07/06)
Reviewed by Library Commission 9/6/06

Scope & Process	Issues Identification	Mission, SWOT & Standards	Financial Analysis/ Service Model Options	Community Update & Discussion	Recommendations & Draft Plan	Final Plan & Adoption
Research on Planning Methods Library Commission discussions	Goals, Strategies & Policy Formulation			Open Houses Public Forums	Master Planning Committee Library Commission CMO Review & Discussion City Master Plan Review Committee Public Forum Planning Board City Council Study Session	Library Commission review & adoption Planning Board review & recommendation City Council review & acceptance
	2005 Brief Patron Survey	Expanded Master Planning Committee - SWOT & focus group issues	Staff Review			
	2005 Public Forum	Senior BPL Staff - SWOT	Master Plan Committee focus group issues			
	2005 Leadership Boulder Community Survey	Library Commission - SWOT & discussions	Library Commission discussion/review			
	Master Planning Committee	Immigrant Advisory Committee Input	CMO Review & Discussion			
	Library Commission discussions	2006 Scientific Patron Survey	City Master Plan Review Committee			
	Research on trends & issues	Research: trends, future of libraries, standards, service delivery options	City Council Study Session			
	Staff Working Groups YOAB Input					
Key Outcomes: Planning Process Prelim. Schedule	Key Outcomes: Planning Focus Areas	Key Outcomes: Key Assumptions SWOT Summary Revised Mission	Key Outcomes: Draft goals, objectives & strategies Draft service delivery options Standards & perf. indicators Financial analysis for options	Key Outcomes: Summary of major themes from input	Key Outcomes: Draft plan	Key Outcomes: Approved plan
2005	2005 - 2006	2006	2006 - 2007	2007	2007	1st half of 2007