



# 2019 Community Inputs



# JCPL Strategic Planning

## Executive Summary: Community Input Initiative

### Purpose

Support the development and implementation of an effective planning process by engaging with stakeholders to assess community needs and interests

### Goals

- Introduce Donna as the new Executive Director.
- Begin to build relationships with key stakeholders
- Learn stakeholders' aspirations for the community to help guide long-term planning
- Learn stakeholders' top strategic priorities
- Explore how stakeholders measure the value of the library; learn how they expect the library to contribute

### Logistics / Approach:

We hired GPS to help us facilitate community input sessions, including six meetings over the course of four weeks with 96 participants from key stakeholder groups. These included:

- Volunteers
- Business, Chambers of Commerce, and Economic and Workforce Development
- Faith-based and Health and Human Services
- Mayors, City Managers and Foundation Contacts
- Early Literacy and Education
- Elected and Other County Officials

A full list of participants is available in Appendix #1. After introductions, participants were organized into breakout groups of five to seven to maximize participation. Topics for discussion centered on the following four questions:

1. What are your aspirations for your community?
2. What challenges does your community face in reaching these aspirations?
3. How can the Library help?
4. How will we know the Library is being successful in supporting community aspirations?

GPS encouraged each breakout group to identify a volunteer facilitator to develop consensus themes from the discussions. Participants recorded their own responses on sticky notes, then shared them with the group. Facilitators helped the groups identify common elements, issues or themes. GPS then asked facilitators to summarize these themes and seek validation from the group. Both individual responses and consensus themes were captured.

We then tracked the number of individual and consensus responses across all six groups to identify and prioritize community inputs for each of the four questions, with results presented in key highlights below. A table capturing all of the individual and consensus mentions is available in Appendix #2.

Following are highlights from what we heard:

## Question #1: What are your aspirations for your community?

Many shared a vision of safe, sustainable, thriving communities with equal access to:

- Early Learning/Education
- Community Engagement
- Economic Development/Jobs/Commerce
- Affordable Housing
- Spaces to get together, including free and flexible meeting spaces
- Information re: resources and issues
- Community Identity and Pride
- Arts and cultural enrichment
- Access to healthcare and other resources
- Health and Healthcare
- Sustainability
- Economic Security
- Transportation
- Services to Seniors

The following emerged as top priorities with strong consensus across the board:

- **Early Literacy and Education** – there is broad recognition of the critical role literacy and education play in supporting a community’s aspirations. Representative Comments:
  - *Enhancing children’s literacy*
  - *Equity in education and other opportunities*
  - *Everyone understands the importance of financially investing in county schools*
- **Diverse, Inclusive Communities, with equal opportunities for all** - a deeply held community value. Representative Comments:
  - *Sustainable community that embraces diversity and active living, inclusiveness, prosperity, safety*
  - *Equitable access and educational opportunities, cultural, linguistic, responsive, materials and resources reflective of multiple lenses of diversity*
  - *Welcoming to immigrants and people who do not speak English*
- **Engaged and Connected Communities** - People are looking for ways to connect with others in their neighborhoods and communities. Representative Comments:
  - *Connected people, neighborhoods, organizations*
  - *Connected neighbors/hoods*
  - *Sense of connection...People as interested in the well-being of others as own*
- **Leadership/Shared Vision/Collaboration** - People seek a community united by a shared vision and collaborative approach to problem solving. Representative Comments:
  - *Shared vision. Productive collaboration.*
  - *Keep working together to create a safe environment where all can thrive.*
  - *Everyone is treated and seen as a valued member of the community. Everyone has opportunities to contribute.*



- **Economic Development/Commerce** - Participants value small business development and economic-opportunities. Representative Comments:
  - *Economic growth*
  - *More economic opportunities*
  - *Growing, supported businesses*
- **Safety** - People want safe communities where everyone is respected and valued. Representative Comments:
  - *To have a safe, clean, great and smart community*
  - *Keep working together to create a safe environment where all can thrive*
  - *All people have access to healthy food, safety, shelter. Safe for children.*

## Question #2: What challenges does your community face in reaching these aspirations?

- **Community Engagement/Feeling Connected** – People are feeling disconnected from each other and their communities. There is a trend toward social isolation for many residents. Representative Comments:
  - *Language barriers, schedules, education, knowledge of different cultures.*
  - *History of marginalization of certain populations*
  - *Community being built in the isolation of the digital age*
- **Diversity and Inclusion**, while highly valued, bring challenges. Changing demographics, growing economic and wage disparity and the current political environment are contributing to an atmosphere of fear and divisiveness and a lack of civility in common discourse. This is also contributing to concerns about safety and security in patron interactions. Representative Comments:
  - *Segregated populations, not caring to know your neighbor. Not accepting everyone due to race, religion, identity, etc. Income and educational disparity.*
  - *Fear of people who are different. Fear of change. Lack of community mindset.*
  - *Anti-civil dialogue and attack of opposing views, division, silo mentality*
- **Information about/access to community information** – It's harder and harder to deliver information and create broad awareness of community issues, resources and services (including the Library's) to Jeffco residents. Representative Comments:
  - *Knowledge of services. Being able to reach people in need with info about services.*
  - *Lack of local area information, local news and info home page*
  - *Not being aware of resources, isolated resources*
- **Resource Constraints** - Lack of time & funding topped the list. Staffing/volunteers, transportation & affordable housing were also cited. Representative Comments:
  - *Money to pay for programs. People to implement.*
  - *Not enough time for connection*
  - *Socioeconomic disparity. Infrastructure set up for x and we have 5x.*
- **Shared Vision and Collaboration** – People feel there is a leadership void in creating a shared vision for our communities. As a result, people live and work in silos. Representative Comments:
  - *Competing forces re: growth, infrastructure, short-sighted leadership, no avenue for respectful civic discourse*
  - *Lack of a shared regional vision*
  - *Getting everyone on board with the same goal, politics, budget*



### Question #3: How Can the Library Help?

Many shared a traditional view of the Library providing resources and support, including (in priority order):

- Programs/classes/discussion groups
- Resources for early learning and education
- Technology and innovation
- Free and flexible meeting spaces
- Information about and access to community resources and services
- Events (concerts, fairs, etc.)
- Arts and Cultural Enrichment
- Support for economic development
- Books, movies, music

In addition, the following themes stood out:

- **Community Engagement/Connection** – there was huge demand for this. Stakeholders are looking for the Library to be more than just a collection of physical and digital resources. They are looking for leadership to enable connections with others. Folks felt the Library could and should offer programs that give folks a change to engage, connect, discuss controversial issues, explore cultural differences, learn about each other, etc. They also felt there was a role for the Library out in the community, through enhanced outreach and collaboration with other community groups and services. Representative Comments:
  - *Create space for civil and safe debate, consensus building*
  - *Hosting community discussions about tough topics like racism, mental health, sexual orientation, immigration and tolerance*
  - *Continue outreach by connecting others with other organizations and initiatives to increase connections and hear the community voices*
- **Safe Place/Community Hub** - while people cited traditional Library resources – we saw far greater demand for a safe place where community members can come together to connect and engage. Representative Comments:
  - *A community place for sharing, togetherness, culture, art, entertainment and engagement. Better than Starbucks!*
  - *Provide place for gathering interactions. People to come together to create a sense of community*
  - *A 3rd place helps with social media isolation, community engagement, storytelling, community dialogue, collaboration hub...*
- **Diversity and Inclusion** – The Library is seen as a powerful model and advocate for diversity and inclusion. It is seen as a trusted, neutral space where everyone is welcome and can feel at home. Representative Comments:
  - *Reaching out to all community making sure all ages and diverse groups are included*
  - *Sense of inclusivity and welcome. Decriminalization of certain behaviors*
  - *Provide both a window to other communities & a mirror representing ours*
- **Shared Vision/Collaboration/Library as Convener** – People felt the Library could play a leading role in establishing strategic partnerships and convening collaborative management initiatives to support community aspirations. Representative Comments:
  - *Vocal advocate for community collaboration and vision*
  - *Be a convener of community efforts for problem solving*
  - *Partnerships with other community groups around aspirational issues and challenges*

- **Information about/access to resources** – This was a clear request – not only more information about Library services, but information and access to other community resources as well. Representative Comments:
  - *Public doesn't know that resources are available*
  - *Educate the public on how the Library can help*
  - *More community resources for people needing info whether school, county or state. Make it available to all.*

#### Question #4: How will we know the Library is being successful in supporting community aspirations?

- **Usage Statistics** – people cited many of the measures we currently track (cardholders, library visits, web visits, circulation, program participation, meeting room use, communications effectiveness, etc. They also suggested we track use of the library by new and more diverse populations.
- **Surveys, Focus Groups, Intercept Surveys** – these were offered as ways to get to patron awareness and satisfaction, as well as how they value the Library.
- **“BUZZ”** – We’ll know we’re being successful when people are talking about the library and recommending it to others.
- **Community Support** – Funding, advocacy and participation are other measures of success.
- **Programs/Partnerships** – Folks suggested we track growth in strategic partnerships and their effect (via agency relationships, referrals and meeting measurable objectives).
- **Outcomes** – a smaller subset suggested we track growth in individuals, or how they were changed by the Library

Representative Comments:

- *Measurable objectives; Metrics*
- *Community perceptions*
- *Hearing about the Library by word of mouth*
- *Consistent funding and new funding*
- *Increased collaboration with external agencies and referrals*
- *Defined community partnerships”*
- *Increase of services that impact (got a job, found a new one)*
- *Student achievement in demographic groups that were previously struggling”*

#### Summary

These themes will be used to inform JCPL’s long-range planning, as we work to understand and support community aspirations.

## Appendix #1: Participant List

| <b>Volunteers</b>      |           |
|------------------------|-----------|
| Tom and Alice Atkins   | Volunteer |
| George Cerrone         | Volunteer |
| Marilyn Choske         | Volunteer |
| Irene Clurman          | Volunteer |
| Al Cyr                 | Volunteer |
| Cheryl Cyr             | Volunteer |
| Sharon Edwards         | Volunteer |
| Kim Grogan             | Volunteer |
| Lorraine Gruber        | Volunteer |
| Terry Hoffman          | Volunteer |
| Mary Kaes              | Volunteer |
| Dave Loeff             | Volunteer |
| David Myers            | Volunteer |
| Tim O'Neill            | Volunteer |
| Diane Pavelka          | Volunteer |
| Tom and Janice Stocker | Volunteer |
| Dana Wedlick           | Volunteer |
| Nancy Whitsel          | Volunteer |

| <b>Teens, Higher Ed., Chamber of Commerce and Economic Development</b> |   |
|--|---|
| Ashley Holland   | Local Works   |
| Bill Marino  | West Colfax Community Association                             |
| Carolyn Doran  | Local Works   |
| Daniel Ryley   | Arvada Economic Development Association                       |
| Gabriella Ruelas   | Lookout Mountain Detention Center                             |
| Gayle Gunderson  | Colorado Christian University                                 |
| Jason Glass  | Superintendent, Jeffco Schools                                |
| Jeff Wahl  | Front Range Community College                                 |
| John Stolzle   | CSU Extension   |
| Kyla Nowka   | Warren Tech   |
| Lisa Harper  | Jeffco EDC  |
| Lorraine DAversa   | Golden Chamber  |
| Maki Delaet  | ABA/WRBA  |
| Michele Haney  | Office of the President, Red Rocks Community College          |
| Robin Baker  | Local Works   |
| Sheree Teller  | Evergreen Chamber   |
| Sheri Bryant   | Postsecondary Workforce Readiness Coordinator, Jeffco Schools |

|                                       |   |
|---------------------------------------|---|
| Steve Glueck                          | Golden Community and Economic Development                     |
| Suzanne Ellis                         | Postsecondary Workforce Readiness Coordinator, Jeffco Schools |
| Tom Quinn                             | Alameda Gateway   |
| <b>Human Services and Faith-Based</b> |   |
| Kory Kolar                            | Action Center   |
| Amy Miller                            | Jefferson Center  |
| Karin Stuart                          | Jefferson County Council on Aging                             |
| Valerie Smith                         | Community Outreach, The Arc                                   |
| Stephanie Johnson                     | Action Center   |
| German Zarate                         | Soccer for Success  |
| Jill Tignes                           | Senior Resource Center  |
| Kelly King                            | DDRC  |
| Stephanie Dilworth                    | The Church of Jesus Christ of Latter-day Saints               |
| Claudia Castillo                      | CIRC (Colorado Immigrant Rights Coalition)                    |
| Scott Shields                         | Family Tree   |
| Diane Chapman                         | Mean Street Ministry  |
| Michelle Majeune – DDRC               | DDRC (Development Disabilities Resource Coalition)            |
| Brent Belisle                         | The Arc   |

|   |  |
|---|--|
| <b>Mayors, City Managers, Foundations</b> |  |
| Mayor Marc Williams                       | Mayor of Arvada; former Trustee                  |
| Mayor Bud Starker                         | Wheat Ridge Mayor                                |
| Marianne Schilling                        | Assistant to the City Manager, Wheat Ridge       |
| Allison Scheck                            | Director of Administrative Services, Wheat Ridge |
| Emilie Mitcham                            | Mayor protem, Town of Mountain View              |
| Marylee Mitcham                           | Emilie Mitcham's mother                          |
| John Bodnar                               | JCPL Trustee                                     |
| Amira Waters                              | Jeffco Business Resource Center                  |
| HJ Staf                                   | Edgewater City Manager                           |
| Jo Schantz, MNM, CFRE                     | Foundation Director                              |
| Mary Ruther                               | Lakewood Legacy Foundation                       |
| Mike Melanson                             | Jeffco Outdoors Foundation                       |
| Denise Delgado                            | Jeffco schools                                   |
| Reg Cox                                   | Lakewood Faith Coalition                         |
| Ron Slinger                               | Red Rocks Community College Foundation           |
| Sally Reed                                | JCLF Chair                                       |
| Sharon Edwards                            | JCLF   |
| Tami Bandimere                            | Past Foundation Chair                            |
| JR Clanton                                | Library Services Manager, Westminster            |





| <b>Early Literacy</b> |   |
|-----------------------|---|
| Arienne Rivera        | Diversity Specialist, Jeffco Public Schools     |
| Janel Rosales         | Museo de las Americas                           |
| Jennifer Anton        | Special Projects Administrator, LAUNCH Together |
| Joel Newton           | Edgewater Collective/Jefferson Success Pathway  |
| Karey Riemersma       | Jefferson County Public Health                  |
| Laura Beacom          | Museo de las Americas                           |
| Lisa Schell           | HIPPY Coordinator, Jeffco Public Schools        |
| Meredith Quenzer      | Supervisor, WIC Arvada & Wheat Ridge            |
| Rena Siemek           | City of Lakewood, UCC Pres                      |
| Sherry Peterson       | Director, Lakewood Head Start                   |
| Victoria Windell      | Family Support Worker, Jeffco Head Start        |

| <b>Early Literacy 2, Elected and Other Officials</b> |  |
|--|--|
| Anne Burkholder                                      | PCHP   |
| Beth Crist   | Youth and Family Services Consultant, Colorado State Library |
| Candace Cooledge                                     | Family Justice Center  |
| Cassandra Rivera                                     | Gold Crown Enrichment  |
| Chuck Ault   | Facilitator, Bootcamp for New Dads                           |
| Demitrius Parker                                     | Jefferson County Human Resources                             |
| Holly Fothergill                                     | Jeffco Public Schools  |
| Juliet Abdel   | President and CEO, Westminster Chamber                       |
| Justin A. Montgomery                                 | Jefferson County Planning and Zoning                         |
| Kate Newman  | Jefferson County Deputy County Manager                       |
| Lesley Dahlkemper                                    | Jefferson County Commissioner                                |
| Lynnae Flora   | Jefferson County Health & Human Services                     |



## Appendix #2: Focus Group Responses

| Question 1 – Aspirations  |   |
|---|---|
| Meeting 1 - January 9 The Arc – Volunteers  |   |
| Breakout Details  | Insights & Reactions  |
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Inclusion, economic growth, strong schools, economic opportunity</li> <li>▪ Diverse age, cultural background, population serving the needs of citizens e.g. education, transportation, safety, housing &amp; commerce</li> <li>▪ To have a safe, clean, great &amp; smart community</li> <li>▪ Availability of different services for different ages and groups</li> <li>▪ Outreach to kids. Serving people in need. Creativity, promoting education, diversity. Bringing the world to them, connecting to current issues and information</li> <li>▪ Provide a free loan system of books, music, movies</li> <li>▪ Educational, historical</li> <li>▪ Audio/visual materials</li> <li>▪ To get the community involved at the library. Rides to library if needed. Programs at library for community i.e. classes for all ages, concerts, notify community through posters &amp; online/web &amp; emails</li> <li>▪ More community resources for people needing info whether school, county or state. Make it available to all</li> <li>▪ Services to support diverse populations and range of needs</li> <li>▪ Services are also tailored to the community in which is library is located</li> <li>▪ Library husbands resources for hard times.</li> <li>▪ Take strategic look at JCPL becoming a district to maintain its independence</li> <li>▪ Inclusion, increased diversity, sacred public spaces. Keep private influences out. Awareness of compromise to make space safe &amp; welcoming. Don't use market measures only.</li> <li>▪ Everyone has library card available. Open to everyone. Good involvement at all levels ages. Everyone knows what the library has to offer. Educate, involve, available.</li> <li>▪ Opportunities for children/students. New library in Arvada. Better salaries for library personnel. Connected &amp; involved.</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Diversity</li> <li>▪ Education</li> <li>▪ Creativity</li> <li>▪ Outreach</li> <li>▪ Protect library services, history and finances</li> <li>▪ Expand using library as a community center</li> <li>▪ Civility</li> <li>▪ Better access to libraries (bicycle, non-motorist)</li> <li>▪ Loan more than books</li> <li>▪ Inclusion</li> <li>▪ Diversity – age, culture all</li> <li>▪ Inclusion expanded program access</li> <li>▪ Keep public</li> <li>▪ District is county; no private influence</li> <li>▪ Prepare for leaner times</li> </ul> |

**Meeting 2 - January 14 Adventure Point - Economic Development Focus**

**Breakout Details**

**Individual Comments**

- Strong local businesses
- **Connected** neighbors/hoods
- Civically engaged citizens
- Economical & environmentally **sustainable**
- Bringing the **community** together
- Providing critical hub of the community where people gather
- Jeffco will grow as the greatest place to raise a family, work and play
- A community that can compete to attract and retain highly
- Shared vision. Productive collaboration. Improved quality of life.
- Connected people, neighborhoods, organizations. Real opportunity for all.
- Growth in understanding community organizations, health, network, feel independent.
- To have a healthy, vibrant & diverse community. Affordable housing, excellent education system, no homelessness
- Mutual acknowledgement, respect, support and celebration.
- Keep working together to create a safe environment where all can thrive. Health, education, technology, career opportunities, community building
- Open communications new ideas and individuals. Stay up w times regarding education
- Vibrant, healthy, strong, diverse, sustainable, involved, quality education
- To maintain our welcoming mountain culture, continue to grow our business community
- Sense of connection. All people have access to healthy food, safety, shelter. Sense of identity, place. Safe for children. People as interested in the well-being of others as own

**Insights & Reactions**

**Consensus Recommendation(s)**

- Community to live, work & play
- Sense of connection
- Competitive advantage – model we want to be a part of
- Quality of life
- Sustainability
- Economic growth
- Quality of life
- Vibrant communities
- Housing attainability/homelessness
- Transportation/mobility
- Health community
- Strong business sector
- Collaborative Jeffco
- Shared vision, communication, arts/culture, diversity, inclusivity and growth in understanding.
- Appreciation for diversity and inclusivity
- Sense of culture identity is cohesive
- Healthy access to base needs to live the best self
- Economic growth
- Sustainability evolving adapting over time
- Involved and connected



| Meeting 3 - January 16 Adventure Point – Human Services & Faith-based   |  |
|---|--|
| Breakout Details  | Insights & Reactions   |
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Meet and greet area. Familiarity. Safe place for my kids to meet others. Friendly welcoming to immigrants and people who do not speak English</li> <li>▪ Community is a healthy place for everyone, a safe place to call home. Everyone can live free of abuse and violence with pride, dignity and respect.</li> <li>▪ Quality shelters for families and singles with great navigation for life changes.</li> <li>▪ Place for sharing togetherness, culture, art and entertainment and engagement. Better than Starbucks</li> <li>▪ Age Friendly all policies and budget decisions made using an age friendly lens. Accessible to all</li> <li>▪ Everyone is treated and seen as a valued member of the community. Everyone has opportunities to contribute.</li> <li>▪ Adequate housing, mental health and substance use support. Community involvement and connections</li> <li>▪ More intergenerational interaction. Safe and accessible for everyone.</li> <li>▪ Place where diversity is welcome. Equity in education and other opportunities. People take care of one another.</li> <li>▪ Inclusive and integrated community that prioritizes access, participation and each other's well being</li> <li>▪ Life satisfaction. Openness to new and differing ideas/options</li> <li>▪ Engagement to do more activities as a group.</li> <li>▪ Affordable housing, decrease eliminate homelessness. Reduce barriers to access services and community engagement.</li> <li>▪ Work together, multigeneration, knowledge of resources, togetherness, enjoy our differences and safety.</li> <li>▪ Inclusive and open place where everyone know and trust their neighbors. A safe place where children can get a good education. A safe place.</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Sharing</li> <li>▪ Togetherness, respect, pride</li> <li>▪ Inclusiveness</li> <li>▪ Diversity (acceptance) sharing culture, art &amp; language</li> <li>▪ Safety</li> <li>▪ Shelter (helping with goals)</li> <li>▪ Accessibility for all</li> <li>▪ Inclusion of all abilities, cultures, identifiers, ages</li> <li>▪ Sense of community</li> <li>▪ Everybody matters</li> <li>▪ Engagement between citizens.</li> <li>▪ Financial stability</li> <li>▪ Safety</li> <li>▪ Accessibility to resources maximize</li> <li>▪ Collaboration</li> </ul> |

**Meeting 4 - January 23 Adventure Point – Mayors & City Managers**

| Breakout Details   | Insights & Reactions   |
|--|--|
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Healthy, informed, diverse, vibrant, happy</li> <li>▪ Pride in our community, exciting places for lifelong learning</li> <li>▪ Sense of community, dialogue, conversation,</li> <li>▪ Everyone understands the importance of financially investing in county schools</li> <li>▪ Access to the resources needed to learn without barriers</li> <li>▪ Safety, support, opportunities for all</li> <li>▪ The business community and neighborhood residences understand their role in student success</li> <li>▪ Community pride, financial stability, smart growth, attainable housing</li> <li>▪ Safer, mobility, sidewalks, traffic etc., controlled growth of commercial areas, food, beverage</li> <li>▪ Collaboration greater, stronger economy, diversity, awareness</li> <li>▪ More economic opportunities, more diversity, access to outdoors,</li> <li>▪ Teamwork in Lakewood, between library and foundation</li> <li>▪ Central community, fewer independents</li> <li>▪ Create a healthy community, economic, social, civil, engage all elements to resolve common issues</li> <li>▪ People have the opportunity to realize their potential, career, education, community service</li> <li>▪ Participation, belonging, engagement, rich quality of life, access to information, technology, education, prosperity, cultural belonging</li> <li>▪ Book donations at the libraries for book sales, raise \$ for kids' reading programs</li> <li>▪ Vibrant growing group that includes everyone and their individual gifts</li> <li>▪ Working relationship with the foundation to enhance children's literacy</li> <li>▪ For community members to have a feel and sense of a place</li> <li>▪ New library, increased collaboration, diversity</li> <li>▪ Increased resident awareness of issues, increased education for public officials, elected and appointed. Less adversarial community conversations</li> <li>▪ Provide support to help struggling citizens thrive, fund education breakthrough initiatives, affordable housing, healthy growth, sensible environmental programs</li> <li>▪ Not lose the community feel, bring in new people, improve schools</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Healthy and safe community</li> <li>▪ Proud</li> <li>▪ Accessible</li> <li>▪ Opportunity for growth, education and experience</li> <li>▪ Sustainable community</li> <li>▪ Safety</li> <li>▪ Collaboration</li> <li>▪ Greater awareness of central hub</li> <li>▪ Diversity</li> <li>▪ Economic vitality</li> <li>▪ Healthier community – outdoor activities, parks, open space, structured activities for kids, affordable housing</li> <li>▪ Enhancing children's literacy</li> <li>▪ Opportunities to realize potential</li> <li>▪ Strengthen relationship between library and foundation</li> <li>▪ Vibrant</li> <li>▪ Inclusive</li> <li>▪ Growing</li> <li>▪ Recognize individual contributions</li> <li>▪ Cultural belonging</li> <li>▪ Access to information, technology and education</li> <li>▪ Rich quality of life</li> <li>▪ Continual community feedback and engagement</li> <li>▪ Collaboration</li> <li>▪ Looking forward</li> <li>▪ Thriving community for future</li> <li>▪ Address needs</li> <li>▪ Education and outreach</li> </ul> |



| <b>Meeting 5 - January 30 The Arc – Early Lit &amp; Elementary</b>   |   |
|--|---|
| <b>Breakout Details</b>  | <b>Insights &amp; Reactions</b>   |
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Access to outdoor spaces, community gardens, physical activity</li> <li>▪ Equitable access and educational opportunities, cultural, linguistic, responsive, materials and resources reflective of multiple lenses of diversity</li> <li>▪ Supportive of children (whole child), culturally and linguistically diverse</li> <li>▪ Engage public and expose them to Latin art and culture</li> <li>▪ Make visible Latin populations, diversity,</li> <li>▪ Cultural enrichment events, resources, engagement with community</li> <li>▪ Celebrate diversity, maintain small town feel, value history and the past, community hub</li> <li>▪ Art, inspiration, inclusion, acceptance, diversity, leadership, resources, engage,</li> <li>▪ English classes, Spanish classes, weekend free activities, having families visit library</li> <li>▪ Central resources, help navigating, culturally responsive service</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Culture</li> <li>▪ Diversity</li> <li>▪ Kids</li> <li>▪ Socialize</li> <li>▪ Safe space</li> <li>▪ Inclusion</li> <li>▪ Equity</li> <li>▪ Access</li> <li>▪ Resources</li> <li>▪ Connections</li> </ul>  |
| <b>Meeting 6 – February 8 The Arc – Early Lit &amp; Elementary (2) &amp; Elected / other County Officials</b>  |   |
| <b>Breakout Details</b>  | <b>Insights &amp; Reactions</b>   |
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Growing, supported businesses</li> <li>▪ Community to continue to have robust, purposeful growth that differentiates, positioned as a force in Colorado truly embracing the overall community.</li> <li>▪ High quality of life, healthy, thriving community values all diversity, collaboration, opportunity</li> <li>▪ Everyone has a livable wage</li> <li>▪ Sustainable community that embraces diversity and active living, inclusiveness, prosperity, safety</li> <li>▪ Access for all to healthcare, education, employment</li> <li>▪ Opportunity for all, equitable education, affordable housing, living wage</li> <li>▪ Healthy families and residents, strong and diverse economy, opportunity throughout, high quality education</li> <li>▪ Physical and mental health, attainable housing</li> <li>▪ Healthy, housed and safe</li> </ul>  | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Livable wage</li> <li>▪ Affordable attainable housing</li> <li>▪ Safety</li> <li>▪ Healthy, “thrivable” community</li> <li>▪ Embracing diversity, celebrating socioeconomic, arts, culture, education access</li> <li>▪ Cross generational collaboration and overall</li> <li>▪ Safety, environment, health, reduced violence, housing, fun</li> <li>▪ Sense of community with library as the hub for different generations</li> <li>▪ Coffee, communal eating brings people together, place to be</li> <li>▪ Social interaction getting people connected</li> </ul> |



|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Bring more teens into our free after school summer programs so all kids can benefit from our resources</li> <li>▪ Safe, has access to education, health services, recreation, government resources</li> <li>▪ Quality of life, equity to live, work and play</li> <li>▪ Collaborative working, solving, safe, fun, sharing experiences, intergenerational activities</li> <li>▪ Collaboration 10 to18 year-olds, FJC for OS, reduce violence, domestic violence, encourage kindness, safety, increased community resources</li> </ul> |  |
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## Question 2 - Challenges

### Meeting 1 - January 9 The Arc – Volunteers

#### Breakout Details

##### Individual Comments

- Diversity of needs and backgrounds. Funding. Strong economy may hinder joining. Connections.
- Money to pay for programs. People to implement.
- Outreach to schools. Knowledge of services. Being able to reach people in need with info about services. Communications.
- Diversity – making decisions economically to fulfill those needs. Flexibility to change and adapt. Ways to build community events etc.
- Funding staffing. Identifying needs for each community they are not all alike.
- Ability to think outside the box. Open mindedness to suggesting change
- Financial
- Education. Staff funding. Cooperative between governments. Resources, allocation. Job search specialists
- Outreach to market increased programming and services. Replication of successful programs from 1 library to another. Money and politics
- Diverse staff, using volunteers to provide programs. Funding used widely. Outreach.
- Funding for library transportation services or programs for all ages.

#### Insights & Reactions

##### Consensus Recommendation(s)

- Connections
- Diversity
- Communication
- Funding
- Time
- Lack of local area information, local news and info home page.
- Incivility, diverse groups of age
- Obtain maintain strong effective leadership
- Library, city & county cooperation
- Educating staff, patrons funding.
- Specific skills to address special needs populations
- Pay staff adequately.
- Increase job/employment resources
- Outreach & marketing.
- Replication of successful programs to all branches.
- Funding and politics. Programming



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| <ul style="list-style-type: none"> <li>▪ Specialty employees who know how to reach out to resources, city or state or special needs experts. Reaching out to all community making sure all ages and diverse groups are included.</li> <li>▪ Parking rules, not blocking drop off area.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Staff diversity of skills and volunteers.</li> </ul> |
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**Meeting 2 - January 14 Adventure Point - Economic Development Focus**

**Breakout Details**

**Individual Comments**

- Aging community, Economic budgets, Trends in business, Great vision/mission
- People not able to reach method email, mail to bring them to the table. People not willing to listen.
- Attainable housing, ready workforce, social isolation
- Competing forces re growth, infrastructure, short-sighted leadership, no avenue for respectful civic discourse, transit/housing
- Overpopulation, demands on the environment, not enough time for connection, other communities that want competitive advantage too, different definitions of quality of life
- Managing economic and population growth
- Community renewal and political divisiveness
- Aging population, economic downturn, housing costs, mobility and transportation
- Socio economic disparity, infrastructure set up for x and we have 5x. Silos political, social
- Affordable housing for workforce. Different visions within county. Access to affordable healthcare.
- Lack of a shared regional vision, affordable housing, communication, education
- Economics, policy, politics, divisiveness
- Resources limited, lack of shared vision. State and local politics. Macroeconomic systems
- Funding. Understanding of personal needs. Reaching all ages and needs in education and tech needs. Economic changes. Large geographical area.
- Fear. Different opinions on lack of money. Divisiveness. Barriers to well-being, inclusiveness, distracted.
- Poverty, funding for programs, inadequate transportation systems, apathy, negativity.

**Insights & Reactions**

**Consensus Recommendation(s)**

- Aging community
- Aging infrastructure
- Divisive culture, inability to “move”
- Growth and change = nostalgia vs progress
- Different visions of possibilities
- Community being built in the isolation of the digital age. Is it authentic and deep?
- Limited resources
- Political gridlock
- Lack of shared vision
- Divisiveness
- Fear of change
- Insufficient funding for education
- Lack of creative thinking
- Aging population
- Funding
- Systemic inequities in transportation, housing, socioeconomic status, Wi-Fi tech access, understanding of system
- Limited beliefs
- Large and diverse community





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| <ul style="list-style-type: none"> <li>▪ Inclusiveness, the need to be right or happy. Diffusing anxiety through communications, throwing darts, distractions, family loyalty</li> <li>▪ Wi-Fi and computer access. More ELL students.</li> <li>▪ Older population, scarcity of affordable housing, lack of diversity, at home businesses more insular.</li> </ul> |  |
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**Meeting 3 - January 16 Adventure Point – Human Services & Faith-based**

| <b>Breakout Details</b>   | <b>Insights &amp; Reactions</b>   |
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| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Financial, those that don't value these aspirations, staffing</li> <li>▪ Segregated populations, not caring to know your neighbor or for your neighbor. Not accepting everyone due to race, religion, identity, etc. Income disparity &amp; educational disparity.</li> <li>▪ Capitalism, Lack of resources &amp; opportunities for engagement</li> <li>▪ Distance, transportation, geography, awareness, attitude, funding, availability of resources</li> <li>▪ Fear of people who are different. Fear of change. Lack of community mindset (all matter)</li> <li>▪ Affordability of transportation, housing, people don't get out of their comfort zone to engage with people who are different than them. Costs and resources needed to remodel existing infrastructure.</li> <li>▪ Lack of resources housing transportation, Accessibility, stigma/understanding, Funding for shelter</li> <li>▪ Familiarity with each other and with each other's struggles. Affordable housing, limited transportation options or ability to afford. Not being aware of resources, isolated resources</li> <li>▪ Language, political, influence of the media news, TB or newspapers.</li> <li>▪ Money, mental health support, crime, ignorance, communication.</li> <li>▪ Busy lives, unknown, financial resources, multigenerational differences.</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Attitudinal barriers</li> <li>▪ Physical accessibility in older buildings</li> <li>▪ Not inclusive approach, increasingly disrespectful, lack of connection in relationships in community</li> <li>▪ Too much social media isolation</li> <li>▪ Economic segregation.</li> <li>▪ Need events, programs to bring people together, not caring to know</li> <li>▪ Financial resources, economic stress</li> <li>▪ Too busy</li> <li>▪ Funding &amp; limited resources</li> <li>▪ Self interest</li> <li>▪ Scarcity mindset</li> <li>▪ Fear or lack of awareness/exposure to change and people who are different</li> <li>▪ Lack of awareness of demographic differences (stigma)</li> <li>▪ Funding</li> <li>▪ Lack of true communication</li> <li>▪ Political climate</li> </ul> |

**Meeting 4 - January 23 Adventure Point – Mayors & City Managers**

| <b>Breakout Details</b>  | <b>Insights &amp; Reactions</b>  |
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| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Divisiveness</li> <li>▪ Funding, misinformation, limited facilities, focusing on ourselves</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Partisanship</li> <li>▪ Lack of connection</li> </ul> |



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| <ul style="list-style-type: none"> <li>▪ Transportation, politics, partisanship, funding, finances</li> <li>▪ Funding, political will, teamwork</li> <li>▪ Unaware or perception there are no problems or needs</li> <li>▪ Lack of connection between disparate groups</li> <li>▪ Lack of consensus at what all this looks like or should be</li> <li>▪ Funding, participation spearhead, diversity</li> <li>▪ Funding, old mind sets, communication</li> <li>▪ Leadership, vision, funding, community support, buy-in, agreement</li> <li>▪ Lack of awareness, working in silos, breaking the barriers, strong and sensitive leadership, fear of change</li> <li>▪ Limited community buy-in, non-inclusive buy-in, political climate</li> <li>▪ Fear, funding, bureaucracy</li> <li>▪ Getting everyone on board with same goal, politics, budget</li> <li>▪ Diversity of ideas, politics, conflict, funding</li> <li>▪ Negative paranoid untrue narrative about growth issues and topics, anti-civil dialogue and attack of opposing views, division, silo mentality anti-growth</li> <li>▪ Government experienced as untrustworthy, too expensive, residents and citizens disinterested, everyone an expert internet, overstressed by meeting basic needs</li> <li>▪ Ability to pivot quickly, difficulty setting expectations, funding, statute limitations</li> <li>▪ Fear, lack of shared vision, lack of funding</li> <li>▪ Funding, community sentiments, age and demographics</li> </ul> | <ul style="list-style-type: none"> <li>▪ Finances</li> <li>▪ Resources</li> <li>▪ Different visions</li> <li>▪ Different priorities</li> <li>▪ Fear of change</li> <li>▪ Leadership vision, consensus, sensitivity, diversity, exceptional communication</li> <li>▪ Funding</li> <li>▪ Participation</li> <li>▪ Bureaucracy</li> <li>▪ Politics, political climate</li> <li>▪ Limited community buy-in</li> <li>▪ Non-inclusive buy-in</li> <li>▪ Conflict of ideas</li> <li>▪ Funding</li> <li>▪ Operational structure</li> <li>▪ Conflicting priorities</li> <li>▪ Construction priorities</li> <li>▪ Fear of change</li> <li>▪ Those people</li> <li>▪ Re-election</li> <li>▪ Loss of civility</li> <li>▪ Hyper negative narrative</li> <li>▪ More older residents</li> <li>▪ Exhaustion</li> </ul> |
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**Meeting 5 - January 30 The Arc – Early Lit & Elementary**

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| <p><b>Breakout Details</b></p>  | <p><b>Insights &amp; Reactions</b></p>   |
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Language barriers, schedules, education, knowledge of different cultures</li> <li>▪ Funding, creating awareness, informing others, communication</li> <li>▪ Communication, how to get the word out, transportation, access, trust. Will I be welcomed? Will I be accepted?</li> <li>▪ Transportation, languages, cost \$, representation</li> <li>▪ Location, resources, access, time</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Transportation</li> <li>▪ Awareness of available services</li> <li>▪ Communication</li> <li>▪ Windows and mirrors – cultural awareness and representation</li> <li>▪ Schedules &amp; time</li> <li>▪ Cost of services versus disposable income</li> </ul> |



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| <ul style="list-style-type: none"> <li>▪ History of marginalization of certain populations, communicate trust, events resources centered to dominant identities</li> <li>▪ Need both a window to others &amp; a mirror to ourselves</li> <li>▪ Time, cost, transportation</li> <li>▪ Resources, visibility dominant culture suppresses the other, public doesn't know that resources are available</li> <li>▪ "out community should look and speak a certain way", "those people/those kids should assimilate", "I cannot be in the same room as that person", exclusivity, lack of cultural awareness</li> <li>▪ Families feeling overwhelmed "too much" keeps them from engaging, trust, not feeling safe, silos, resources, time, money</li> <li>▪ Capacity, training, resources, money, silos, coordination, lack of inclusion of community voices</li> <li>▪ Money, transportation, time, connection, familiarity</li> </ul> | <ul style="list-style-type: none"> <li>▪ Money</li> <li>▪ Resources, time and connection</li> <li>▪ Trust, safety and familiarity</li> <li>▪ Exclusivity, resistance to changing population, culture</li> </ul> |
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**Meeting 6 – February 8 The Arc – Early Lit & Elementary (2) & Elected / other County Officials**

**Breakout Details**

**Individual Comments**

- Resources, thought – NIMBY, infrastructure to sustain, vehicle to carry out message
- Housing prices, availability of drugs, substance abuse, social media isolation, mental health, especially in youth, wage disparity
- Cost of higher ed, creates haves/have nots, old vs new community ethos, slow to catch up to demographic changes
- Stereotypes, misinformation, myths, lack of venues, county engagement, storytelling, political and public will
- NIMBYs, politics, fear of change, lack of champions for innovation, leadership, focus
- Stability, economic, household. Isolation, social media, transportation.
- True buy-in, what's in it for me mentality, lack of empathy, NIMBY, capital, cost, awareness
- Recruitment of young people, retention, connecting to resources

**Insights & Reactions**

**Consensus Recommendation(s)**

- NIMBYs, ethos
- Storytelling, messaging, communication and understanding
- Community engagement
- Thought
- Social media isolation
- Resources
- Political and public will
- Transportation, using tech to help connect people in positive ways
- Cost / access
- Mental health, awareness and resources
- Social emotional barriers to connecting, inclusivity and diversity so people feel welcome



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| <ul style="list-style-type: none"> <li>▪ Time to connect, distance to connect, transportation, costs keep rising, connecting technologically</li> <li>▪ Social, economic, mental health</li> <li>▪ Funding, getting folks to the collaborative space, silos, “we have always done it this way”, fear of change</li> </ul> | <ul style="list-style-type: none"> <li>▪ Gaps in generations due to things like technology</li> <li>▪ Media, positivity and kindness vs isolation</li> </ul> |
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## Question 3 - Help

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| <b>Meeting 1 - January 9 The Arc – Volunteers</b>   |   |
| <b>Breakout Details</b>   | <b>Insights &amp; Reactions</b>   |
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Bring diverse groups together for discussion</li> <li>▪ Brief community surveys</li> <li>▪ Food trucks, beverages served outside on picnic tables</li> <li>▪ Partner with other community services e.g. schools, senior resources, enter service organizations</li> <li>▪ Upgrade technology, teaching computer classes and digital photo. Offer access and how to use</li> <li>▪ Reach out to local governments. Separate personnel from county. Partner with employment agencies. Continue working incrementally</li> <li>▪ Expand community outreach both staff and volunteer levels.</li> <li>▪ Advertising on local media. Golden transcript. Fundraising</li> <li>▪ Help communicate with staff and volunteers</li> <li>▪ Educate public on how the library can help.</li> <li>▪ Place for connection. Resource for people to access. Free resource of community.</li> <li>▪ Hours/accessibility, community hub, free meeting space. Providing open forums. Multi-function spaces to meet diverse needs. Neutral meeting space.</li> <li>▪ Space for public dialogue. Facilitation and visioning for problem solving. Authentic and digital connections. Support diverse staff.</li> <li>▪ Provide place of gathering information</li> <li>▪ There is a lot the library is doing already.</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Schedule ahead of day free meeting space</li> <li>▪ Good stewardship of funds</li> <li>▪ Emphasize library as a community center</li> <li>▪ Continue library programs</li> <li>▪ Online surveys to community</li> <li>▪ More parking</li> <br/> <li>▪ Expand community outreach with ambassadors.</li> <li>▪ Job application training and information</li> <li>▪ Fundraise</li> <li>▪ Improve communication between staff and volunteers and patrons</li> <li>▪ Branch to branch info sharing and program expansion</li> <li>▪ Plan for funding going forward</li> <li>▪ Physical meeting space – SAFE</li> <li>▪ Resources, accessibility in location and technology</li> <li>▪ Innovation use of space for new access</li> <li>▪ Library continuum, honor what we loved about the past.</li> </ul> |





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| <ul style="list-style-type: none"> <li>▪ Community gathering place. Public forums.</li> <li>▪ <i>Create space for civil and safe debate, consensus building.</i> Bring infrastructure and resources to disadvantaged parts of community and make more accessible.</li> <li>▪ Innovation into community with tech and ideas.</li> </ul> |  |
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**Meeting 2 - January 14 Adventure Point - Economic Development Focus**

**Breakout Details**

**Individual Comments**

- Place for connection. Resource for biz/orgs trying to access resources. Free resources for community members.
- Hours/accessibility. Community hub. Free meeting space. Provide open forums, multifunction spaces to meet diverse needs. Neutral meeting space.
- Provide place for gathering interactions. People to come together to create a sense of community. A lot already happening here.
- Create space for civil and safe debate, consensus building. Bring infrastructure and resources to disadvantaged part of community make more accessible. Innovation into community with tech & ideas.
- Space for public dialogue and connection. Facilitation of visioning & problem solving. Authentic deep and digital connections. Supporting the diverse site for all.
- Community gathering place, public discussion forums, reading. Concerts don't throw the baby out with the bath water.
- Resource for all economic and age groups. Resource for technological and educational voids. Community connection.
- Vocal advocate for community collaboration and vision. Showcase productive info/case studies to problems and problem solving. Foster human interactions, readily available data. Community programming.
- Center of neutrality. Educational effort unbiased. Early childhood education. Center of cultural diversity.
- Connector, disseminator. Can be a connector through technology. Disseminate info, unbiased. Provide a space/place to connect communities. People librarians, staff to help them show and facilitate community services.
- Save haven, community groups and activities by age and inclusive. Outreach
- Facilitated conversations, increase access to tech
- Field trips for schools, teach research skills

**Insights & Reactions**

**Consensus Recommendation(s)**

- Physical meeting space – SAFE
- Resources / accessibility – location & technology
- Innovation space / new access
- Library continuum honor what we loved about the past.
- Center of neutrality
- Unbiased
- Safe
- Trusted/respected
- Connector and disseminator of info/tech
- Good start for our youngest early childhood learning.
- Center of cultural diversity
- Convener of community efforts/problem solving
- Bring people together. Host facilitated conversations in groups. Creative collaborative space (DIY Labs). Reading increases empathy.
- Education. Workshops integrated into public education system. Events group. "Beacons of truth"
- Increase outreach. Staff serve on community advisory board. Increased awareness of offerings.
- Provide training to staff on Mental Health, Poverty, Diversity, Child Development



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| <ul style="list-style-type: none"> <li>▪ Education of community at large. Hosting events, fairs, workshops and support groups. Education classes</li> <li>▪ Be a source of information to the public. Forums and classes to address information.</li> <li>▪ Bring people together.</li> <li>▪ Staff trained on identifying poverty, mental health, stress</li> <li>▪ Free community space. Provide up to date education, resources &amp; tech. Staff participate in advisory boards on Economic Development, Transportation, Schools, Retirement Communities, Hospitals. Referrals for government agencies</li> <li>▪ Good resource for business community. Gathering place. Great combo of technology and old-world practices. Helps develop love of learning in kids.</li> <li>▪ Get into the communities to share current resources and events.</li> </ul> |  |
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**Meeting 3 - January 16 Adventure Point – Human Services & Faith-based**

| <b>Breakout Details</b>   | <b>Insights &amp; Reactions</b>  |
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| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Have seminars about various backgrounds. Foster acceptance of all.</li> <li>▪ Integrated programs that appeal to many demographics. Programs focused on sharing Supply information through materials on all walks of life. Experiences expertise and learning. Accessibility of information, online resources, audio book clubs etc. Offering safe physical communicating spaces. Programs for hearing each other, telling stories, self-authoring your own story. Advisory groups including different demographics.</li> <li>▪ Post resources, offer community classes, go out to the community neighborhood boards etc. Be culture relevance resource. Be open to and ready for the challenges.</li> <li>▪ Sense of inclusivity and welcome. Decriminalization of certain behaviors. Harm reduction. Collaboration with other agencies. Have staff w appropriate professionals to help navigate or support. Central location for community resources.</li> <li>▪ Programming do bring a variety of people together. Be a resource repository for all types of info. Be a meeting space, community gathering space. Help disseminate info to increase awareness</li> <li>▪ Hosting community discussions about tough topics like racism, mental health, sexual orientation, immigration and tolerance.</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Classes for cultural education and exchange, like story telling B Health.</li> <li>▪ Community resource fair</li> <li>▪ Community resource volunteer area</li> <li>▪ Take library out to the community.</li> <li>▪ Be a community gathering place, info hub to make connections</li> <li>▪ Host discussions, programming, speakers about a variety of topics like racism, mental health, sexual orientation, immigration, tolerance</li> <li>▪ Encourage new interests in food, fun, arts and music</li> <li>▪ Continue to guard it.</li> <li>▪ Public space with comfort, safety and connection.</li> <li>▪ Quiet place for reflection (no noise)</li> <li>▪ Bridge with vibrant and engaging bridging better than Starbucks.</li> <li>▪ Partnerships with other community groups around aspirational issues and challenges. Theme groups/activities, cultural foods, immigrant perspectives.</li> </ul> |



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| <ul style="list-style-type: none"> <li>▪ Bringing different people together to connect with each other around a shared interest (food!) Being resourceful and prioritizing \$ for things that increase accessibility.</li> <li>▪ Facilitating win/win connections. Exchanging help with homework for snow shoveling. Fostering connection, to bridging needs.</li> <li>▪ Community events, classes, dialogues become a gathering place.</li> <li>▪ Hours, if a barrier. Facilities, materials, programs, offer social needs support, partner with other community groups e.g. issues series with fun mix-ups</li> <li>▪ Continue to be a public space for everyone. Be a place of comfort safety and connection.</li> <li>▪ Day shelter programs at different days times for different folks. Bring in outside resources to help. Connect with good marketing</li> </ul> | <ul style="list-style-type: none"> <li>▪ Targeted marking amidst the massive info for people to find the right programs.</li> <li>▪ One-on-one tech help / tutoring</li> </ul> |
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**Meeting 4 - January 23 Adventure Point – Mayors & City Managers**

**Breakout Details**

**Individual Comments**

- Community gathering place
- Source of diversity
- Source of knowledge
- Community forums and conversations
- Place to meet, common cause to unite around, social and economic equalizer
- Community resource, access to knowledge for all
- Communication, public awareness, lots of diverse children
- Become a central activity hub, work with org attitude of cooperation, welcome diverse ideas
- Be a bigger network with schools, community gathering place, hub for information, support diversity, diverse methods of accessing information, partner with nonprofits, and other programs, projects
- Safe space, welcoming, education resource beyond books
- Education, gathering place, meeting rooms, safe and inspiring place together and work, co-working space support for small business, continue to remove barriers to access to technology
- Advocate for community, provide seminars, classes, resources, access to timely information and support
- Education, meeting room access for varying groups, act as a safe place for all

**Insights & Reactions**

**Consensus Recommendation(s)**

- Place for community to meet, unite & find common ground
- Source of knowledge
- Source for early childhood education
- Social and economic equalizer
- Community hub
- Safe
- Inclusive
- Information resource county-wide
- Diverse population
- Fosters community participation and partnerships
- Support economic development, access to data (i.e. book a librarian program)
- Library is a convener. Grass roots, outreach, bring people together in campaign mode
- Facility community involvement
- Co-working space, and resources for small business
- Safe and inspiring gathering space
- Educational opportunities, seminars, how to classes



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| <ul style="list-style-type: none"> <li>▪ Economic development, book a librarian, community buy in, outreach, community groups, think campaign mode, be a convener</li> <li>▪ Convener of community discussion, repository of knowledge and ideas, gathering place</li> <li>▪ Can help to inform community, facilitate collaboration, events, discussion opportunities</li> <li>▪ Be a safe place, connecting place, more than books, services for those in need, partnerships with other groups</li> <li>▪ Civics 101 academy for residents that partners with government groups, lecture series that brings in diversity and models tolerance, bring library to town hall</li> <li>▪ Sponsor multi-generational dialogue events, Truth in change topic symposiums, fact based info and experts, community conversation events with other county government</li> </ul> | <ul style="list-style-type: none"> <li>▪ Support and advocacy for community</li> <li>▪ Hub for community help</li> <li>▪ Dialogue community conversations</li> <li>▪ Community gathering place</li> <li>▪ Variety of accessible events</li> </ul> |
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**Meeting 5 - January 30 The Arc – Early Lit & Elementary**

| <b>Breakout Details</b>   | <b>Insights &amp; Reactions</b>  |
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| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Market to diverse cultures, target pockets to bring groups into community, engage cultures</li> <li>▪ Culturally relevant events</li> <li>▪ Educate communities on culture</li> <li>▪ Resource hubs, free events, services, bilingual staff</li> <li>▪ Provide the space for events, services, resources (free events), refer out to specialist programs, reflect the community windows and mirrors</li> <li>▪ Class times am and pm, weekends, weekdays, events available for all age groups, family engagement</li> <li>▪ Free transportation access, materials with multiple dimensions of diversity, free meeting spaces, prioritize for those without a space, hub to info about community resources, culturally responsive,</li> <li>▪ Communicate with schools to inform students, multi-lingual, extended hours to late evening and weekend, provide a diverse program</li> <li>▪ Various opportunities for events, cost effective, free, open houses, different places, resources centered</li> <li>▪ Travelling librarians, resources, representative or the community served, outreach by skilled staff, space</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Open hours to accommodate working schedules</li> <li>▪ Bilingual culturally diverse staff</li> <li>▪ Community spaces</li> <li>▪ Free events, services, cultural passes, travelling librarians, museums</li> <li>▪ Mobile resource hub, bring services to where people are</li> <li>▪ Convener of organizations, agencies and initiatives</li> <li>▪ Keep doing what you're doing</li> <li>▪ Prototype for inclusivity and bilingual</li> <li>▪ Community hub, physical space and venue</li> <li>▪ Outreach ambassador as community voice</li> <li>▪ Connector</li> </ul> |





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| <ul style="list-style-type: none"> <li>▪ Venues for expanding cultural awareness, spaces to connect with others, showcasing diverse materials, open doors to all, convener of community and organizations</li> <li>▪ Bilingual, person be present to help connect to resources</li> <li>▪ Keep doing what your doing!, continue outreach by connecting others with other organizations and initiatives to increase connections and hear the community voices</li> <li>▪ Prototype for inclusivity, central location for info and resources, sign post, heart of all communities, loan resources,</li> <li>▪ Provide and promote culturally responsive resources, bilingual, host, collaborate with other initiatives, technology and convener</li> </ul> |  |
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**Meeting 6 – February 8 The Arc – Early Lit & Elementary (2) & Elected / other County Officials**

| <b>Breakout Details</b>   | <b>Insights &amp; Reactions</b>  |
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| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Central point, portal to the world, hub for education, convener of meeting of the minds, engagement and elements</li> <li>▪ Be a safe place, connector, convener, increase community understanding</li> <li>▪ Resources, hub, message center, safe environment, portal to the world</li> <li>▪ Space for community connecting, influence young people, diversity, social justice, interface with community megaphone, safe space for those especially experiencing homelessness</li> <li>▪ A 3<sup>rd</sup> place helps with social media isolation, community engagement, storytelling, community dialogue, collaboration hub, staff provides outreach outside the library</li> <li>▪ Gathering place for collaboration, convener, resources for new skills</li> <li>▪ Resource linkage, people to services, partner with various stakeholders, doer</li> <li>▪ Provide educational resources in new ways, new role – modern appealing, partnerships, access, hours, locations, online</li> <li>▪ Coffee bar, engagement games in and out of library, tech classes 10-18 and 60+. Neighborhood, HoA ambassadors, use employment for education talks</li> <li>▪ Offer community classes about topics</li> <li>▪ Town halls, community meetings, flyers, advertising, outreach, community collaboration</li> <li>▪ “Not just Books”, collaborating, stepping into tech in a meaningful way, increasing outreach to all generations</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Central point, HUB</li> <li>▪ Convening space</li> <li>▪ Engage visitors, partners and stakeholders</li> <li>▪ Lead role in facilitation</li> <li>▪ Safe space</li> <li>▪ Outreach re resources, community, business, people needing help, early literacy, older generations</li> <li>▪ “Not Just Books”</li> <li>▪ Going beyond the stereotype,</li> <li>▪ Games, board games that bring in different generations</li> <li>▪ Improved customer services by directing people to resources</li> <li>▪ Cross cultural focus, immigrant hub</li> <li>▪ Sharing resources</li> <li>▪ Outreach in modern ways without getting rid of the tradition of the library</li> </ul> |





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| <ul style="list-style-type: none"> <li>▪ Coffee bar, play area, internet, puzzles, games, how to embrace generations, cultural connections</li> </ul> |  |
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## Question 4 – Success Measures

| Meeting 1 - January 9 The Arc – Volunteers   |   |
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| Breakout Details   | Insights & Reactions  |
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Library cards patron use data across programs. How to do this? Consistent funding votes.</li> <li>▪ When word gets out to all members of community. When library has lots of resources and programs that are well attended. <i>When community members brag about what a great library they have!</i></li> <li>▪ Increased number of programs and participation. New funding realized. More library cards issued. More program partners.</li> <li>▪ Increased visitors. Civility in debate. Library patronage.</li> <li>▪ # of library patrons</li> <li>▪ # of users / resources</li> <li>▪ Library stays at top of public mind</li> <li>▪ # of resources. Space is being used for events/meetings</li> <li>▪ Citizens surveyed on knowledge about library and role</li> <li>▪ Community survey (pre &amp; post).</li> <li>▪ Data tracking / metrics of visitors partnerships</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Online surveys</li> <li>▪ Participation in programs</li> <li>▪ Track online web usage</li> <li>▪ Share statistical trends/ measures</li> <li>▪ # of visitors</li> <li>▪ # of people using materials and programs</li> <li>▪ # of library cards</li> <li>▪ Consistent funding and new funding</li> <li>▪ Visitors visual patron responses.</li> <li>▪ Increased # and breadth of programs</li> <li>▪ Partnering with more orgs and individuals.</li> <li>▪ New and improved branches.</li> <li>▪ Traffic</li> <li>▪ Circulation</li> <li>▪ Request for new programs</li> <li>▪ Communications</li> <li>▪ Survey re qualitative &amp; diversity</li> <li>▪ Increased funding</li> <li>▪ Investments</li> <li>▪ New Openings</li> </ul> |

| Meeting 2 - January 14 Adventure Point - Economic Development Focus |   |
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| Breakout Details  | Insights & Reactions                      |
| <p><b>Individual Comments</b></p>                                   | <p><b>Consensus Recommendation(s)</b></p> |





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| <ul style="list-style-type: none"><li>▪ Limited visions. Civility in debate. Patronage.</li><li>▪ # of patrons, # of users, resources library stays at top of public mind</li><li>▪ # of resources accessed, space is being used throughout. Citizens surveyed on knowledge about library and its role.</li><li>▪ Community survey pre/post. Data tracking # visitors, activity of use, diverse group use</li><li>▪ Utilization #s, opinion survey for qualitative aspects. Seek a funding increase.</li><li>▪ Gate county and traffic in the lobby. Programs, resources, circulation, space</li><li>▪ Forums, workshops, discussions. Don't want to remain static. Recursive checks</li><li>▪ Early childhood # served</li><li>▪ # groups served</li><li>▪ New groups served</li><li>▪ Visitation diversity. Conversations that are fostering collaboration. New libraries opening.</li><li>▪ Increase presence on social media / advertising. Increase # of library staff doing outreach. Increase # of community meetings. Increase safety system in place to monitor building. Growth in different population, focus on EFF/elderly. Increase in staff.</li><li>▪ Increase use of all services</li><li>▪ Increased diversity of participants</li><li>▪ Growth in communications, attendance at events, individual community members, # of members</li><li>▪ # Patrons</li><li>▪ Patron duration at library</li><li>▪ Engagement, body language, interactions</li><li>▪ Ask for input from people that are visiting the library.</li><li>▪ Offer think tank sessions of all age ranges and backgrounds. Get their input on what they have done/ utilized. What is still missing to build communication and more buy in.</li><li>▪ # visits</li><li>▪ Survey results from library. Community surveys increased awareness. Growth of individuals.</li><li>▪ Greater conversation about library. More buzz, traffic, meetings.</li></ul> | <ul style="list-style-type: none"><li>▪ # of resources accessed</li><li>▪ # of patrons</li><li>▪ Library remains forefront</li><li>▪ Per/Post Survey, data driven decisions, group</li><li>▪ Group utilization diverse/same?</li><li>▪ Traffic</li><li>▪ Circulation</li><li>▪ Programs</li><li>▪ Request for new programs</li><li>▪ Community conversations</li><li>▪ Increased funding must to open new</li><li>▪ Increase in use, diversity of participants, increased offerings</li><li>▪ People look engaged and report feeling engaged by survey</li><li>▪ Increased present in social media &amp; advertising</li><li>▪ Increased number of library staff at media events</li><li>▪ Surveys</li><li>▪ Focus Groups</li><li>▪ Community champions</li></ul> |
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**Meeting 3 - January 16 Adventure Point – Human Services & Faith-based**

| Breakout Details   | Insights & Reactions  |
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| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Library patrons will feel welcome and well informed. Increased collaboration with external agencies and referrals</li> <li>▪ Volunteers advisors, focus groups, where people are participating and talking together in the planning process. Participation in programs</li> <li>▪ Resource area keep track of # of people who come in. Attendance at classes.</li> <li>▪ Surveying the community 3 times a year. Focus groups. record attendance</li> <li>▪ New people using the libraries. Community identifies ways the library is vital to their quality of life.</li> <li>▪ Take a community-wide survey before and after. Encourage people to leave comments.</li> <li>▪ Tracking attendance More 1<sup>st</sup> time visitors. People from different demographic groups attending the same program.</li> <li>▪ Agencies getting contacts at the library and from the library.</li> <li>▪ Hearing about the library by word of mouth</li> <li>▪ People expressing appreciation for the bridges/opportunities</li> <li>▪ # visitors</li> <li>▪ # new visitors</li> <li>▪ More diverse people participating</li> <li>▪ Increase in visitors</li> <li>▪ Increasing patrons</li> <li>▪ Library changes visitors' perspectives and how that visitor goes out into the community to build bridges.</li> <li>▪ Good stories from those who have gotten services. Stats better in county. Attendance at events is high.</li> </ul> | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Resource room volunteers</li> <li>▪ Survey</li> <li>▪ Increase in referrals</li> <li>▪ # of participants in programs</li> <li>▪ Survey before/after to see if utilization increases. Track demographics</li> <li>▪ More buzz</li> <li>▪ Agencies getting contacts at the library and from the library</li> <li>▪ More visitors? New visitors?</li> <li>▪ Verbal affirmation, people expressing their satisfaction with programs.</li> <li>▪ Sign in stats, tracking numbers showing participation.</li> <li>▪ Continued involvement in community based or learned skills or involvement</li> </ul> |
| <b>Meeting 4 - January 23 Adventure Point – Mayors &amp; City Managers</b>   |   |
| Breakout Details   | Insights & Reactions  |
| <p><b>Individual Comments</b></p> <ul style="list-style-type: none"> <li>▪ Attendance and participation, Patron comments and requests</li> <li>▪ Community feedback, Increased demand for services, Cross use of facility</li> <li>▪ Diverse users, door counts, collaborations, voter and political support</li> <li>▪ Increased traffic in all areas, more exposure</li> <li>▪ Use is up, increased engagement metrics</li> </ul>  | <p><b>Consensus Recommendation(s)</b></p> <ul style="list-style-type: none"> <li>▪ Use metrics</li> <li>▪ Patron comments</li> <li>▪ Political / voter support</li> <li>▪ Collaboration and cross use of facilities</li> <li>▪ Increased metrics on types of services offered</li> </ul>  |



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| <ul style="list-style-type: none"> <li>▪ Children’s literacy</li> <li>▪ Book a library</li> <li>▪ Headcount, activity logs, community involvement</li> <li>▪ Metrics with baseline and updates, touchpoints, contacts, documents, events, feedback, patrons</li> <li>▪ Ask people when they were at the library, look at services used.</li> <li>▪ Target specific need groups to serve, measure advances to library services, aging populations, tutoring time elementary</li> </ul> | <ul style="list-style-type: none"> <li>▪ Community buzz</li> <li>▪ User survey</li> <li>▪ Get baseline metrics</li> <li>▪ Show use is up related to specific goals</li> <li>▪ Library is the go-to resource</li> <li>▪ Metrics</li> <li>▪ Ask people</li> <li>▪ Other groups like Dr. Cog</li> </ul> |
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**Meeting 5 - January 30 The Arc – Early Lit & Elementary**

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| <b>Breakout Details</b>   | <b>Insights &amp; Reactions</b>  |
| <b>Individual Comments</b> <ul style="list-style-type: none"> <li>▪ # of library visitors, # of outreaches by the library (travelling librarians, book mobile, agency partner visits, Satisfaction survey</li> <li>▪ Participation quantitative numbers demographic info, qualitative perceptual feedback, surveys, testimonials, focus groups, artifacts, flyers, videos, lists, apps, documents, plans and policies</li> <li>▪ Surveys, count of attendees, sign-in sheet, time of day, # attendees, peak hours</li> <li>▪ Ask community partners for specific feedback, teachers in classrooms,</li> <li>▪ Diverse cultural representation at library events, community supportive of services available</li> <li>▪ # materials checked out, # of library cards, # of events at the library, # of librarian connections outside the library</li> <li>▪ Activity in physical space, relationships &amp; connections, satisfaction, effectiveness of communications</li> <li>▪ Increased visitors, defined community partnerships, specific connection to neighborhood library, # outreach events</li> </ul> | <b>Consensus Recommendation(s)</b> <ul style="list-style-type: none"> <li>▪ Surveys</li> <li>▪ Focus groups</li> <li>▪ Track participation of events, outreach, class event times, cultural representation, resource utilization</li> <li>▪ Demographic data attached to library cards</li> <li>▪ # of visits</li> <li>▪ Defined partnerships</li> <li>▪ Measure satisfaction</li> <li>▪ Measure communication effectiveness</li> <li>▪ # of events</li> </ul> |

**Meeting 6 – February 8 The Arc – Early Lit & Elementary (2) & Elected / other County Officials**

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| <b>Breakout Details</b>   | <b>Insights &amp; Reactions</b>  |
| <b>Individual Comments</b> <ul style="list-style-type: none"> <li>▪ Measurable objectives, increased quality of life in our community</li> <li>▪ # visitors, safety, perceptions</li> <li>▪ Library use reflects the demographics of the community, external partnership</li> </ul> | <b>Consensus Recommendation(s)</b> <ul style="list-style-type: none"> <li>▪ When people say you better “library that”, similar to “google that”</li> <li>▪ Service use</li> <li>▪ Impact of use</li> </ul> |





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| <ul style="list-style-type: none"> <li>▪ Increase of services that impact, got a job, found a new one, fewer unsafe conditions, more innovative approaches</li> <li>▪ Increase in affordable housing, student achievement in demographic groups that were previously struggling, residents feeling welcome</li> <li>▪ Annual report, how many visits, served, testimonials from all groups</li> <li>▪ Youth are talking about it, hanging out there more</li> <li>▪ Multi-generational</li> <li>▪ Widespread knowledge of services besides books, survey?</li> <li>▪ When we start seeing in the media, and hearing people talk about what is happening at the library</li> <li>▪ Number of customers</li> <li>▪ Exit surveys, more vibrant community, word of mouth</li> <li>▪ Involvement in the spaces, visitor usage, surveys and the coffee shop,</li> <li>▪ Increase visitors, activity attendance, hear about it from other people, change in demographics of customers</li> </ul> | <ul style="list-style-type: none"> <li>▪ Testimonials from different groups</li> <li>▪ Community perceptions</li> <li>▪ Surveys re quality of life, knowledge and resources</li> <li>▪ Youth are coming</li> <li>▪ Multi=generational youth resources</li> <li>▪ Media / not traditional resources</li> <li>▪ Increase in customers, more vibrant community, exit surveys</li> <li>▪ Involvement in the space</li> </ul> |
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**Other sources of stakeholder input (side conversations, emails, notes etc.)**

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| <ul style="list-style-type: none"> <li>• Book a Librarian is so cool - more people should know about it; we (District Attorney's office) are excited to be partnering with the library on Porchlight - Family Justice Center - maybe we could put in a vending machine, she asked</li> </ul>     |
| <ul style="list-style-type: none"> <li>• Asked me about other early literacy collaborations and whether the library is included</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Just found out about the parks pass; she uses the library a lot; who uses the library now? Do young people use the library? She didn't know we were having security issues (she heard me talk about that at the CYLC meeting in the morning)</li> </ul> |
| <ul style="list-style-type: none"> <li>• If we ever need any help with mapping - let him know – he's happy to help (Name?)</li> </ul>  |
| <ul style="list-style-type: none"> <li>• From a volunteer: the library should lend musical instruments; partner with a local provider; give kids a chance to try out different instruments</li> </ul>  |
| <ul style="list-style-type: none"> <li>• From a small business owner - the library should not be a community center - what business is the library in?</li> </ul>  |
| <ul style="list-style-type: none"> <li>• DDRRC - wants to partner - book displays, programs - has already connected with Rebecca by email on ideas for partnering</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Mayor of Arvada wanted a 1-1 meeting with me, not a group thing</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Notes from John Bodnar (his note was lost, but it said something to this effect) We could have the cities link to the library website</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Do this again one year - three years - to show progress</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Red Rocks- "come see me"</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Museum: we love working with the library. We have a current exhibit at the Belmar Library. I'd love to collaborate more and have more exhibits in more libraries, even one piece. Thanks for doing this.</li> </ul>                                     |





- From PTA group (at a different community meeting): was sharing with the table how the new Executive Director of Jeffco Library had a community meeting and how wonderful it was
- Economic Development association: The City of Arvada is actually exploring a potential Smart Cities pilot project in Olde Town, and it would be interesting to see what synergies that can have with the Library down there.
- I was honored to be part of the JCPL community feedback forum at ARC on Jan. 9. Some great concepts came out of our discussions. We got very excited about the library's potential to alleviate social problems, which is an important new direction in troubled times. However, I wondered afterward if we had said enough about the importance of the library materials themselves (books, periodicals, CDs, DVDs, computers). Keeping those materials current and available requires a huge amount of labor and funding and is crucial to our culture and our democracy. I think the feedback groups took for granted that that would be a priority along with community programming, but I thought I'd put it in writing! I'm grateful to you and the library staff for all you do.