



JVA CONSULTING, LLC
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GARFIELD COUNTY
LIBRARIES

Garfield County Public Library District: *Marketing and Communications Plan*



Report to the Garfield County Public Library District
Prepared by JVA Consulting
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Introduction

Garfield County Public Library District (GCPLD) has been providing services to the residents of Garfield County since the first library opened more than 75 years ago. GCPLD has a strong foundation and a long legacy of providing access to knowledge, resources and services. GCPLD believes that its next great challenge lies in creating an organization that understands the needs of our communities and ensures that the libraries are both a reflection of their communities and a window to the world beyond. As a fundamental educational service supported by tax dollars, GCPLD believes that everyone should be aware of what the library can do for them.

GCPLD determined that a comprehensive marketing review was needed to better understand the publics' perceptions of the libraries and how they learned about library programs and services. Additionally, GCPLD recognized that new strategic vision, mission and values statements were necessary to provide organizational alignment and clarity for staff, volunteers and the public about who they are and what they offer. Of primary concern was reaching out to underserved and unserved portions of their communities. GCPLD knew that in order to reach the majority of residents in the county, they had to increase the visibility of library services in each of the library's six communities and throughout the region.

GCPLD hired JVA Consulting, LLC to create a marketing and communication plan that would include an analysis of collected data and recommendations for engaging current and potential library users throughout Garfield County. In addition to the marketing plan, JVA facilitated a visioning/strategic planning retreat with the board and key staff in June, a series of community meetings in August, and a survey of more than 1,250 community members that was concluded in September. JVA commends GCPLD on embarking on this effort, as research suggests that while 64% of libraries have a strategic plan in place, fewer than 20% of all libraries have a marketing plan, and only 11% report that it is current and up-to-date.¹

Background

Garfield County residents love their libraries. In the six community meetings and in the surveys, respondents said that library staff were universally friendly, helpful and welcoming. However, when asked how the libraries could be improved, they answered by asking for services and programs that are, for the most part, already provided. While it appears that the libraries are ahead of the curve when it comes to offering programming that people want, current marketing efforts are failing to keep the general public well informed about the libraries' programs and services. Additionally, staff feedback indicated that there was a fair amount of frustration with the process for submitting information for promoting events and services with the existing system.

¹ Library Journal (2012). Public library marketing: Methods and best practices. Retrieved from <https://s3.amazonaws.com/WebVault/PublicLibraryMarketingRpt2013.pdf>

JVA recognizes that for a marketing plan to be most useful, it needs to enable GCPLD staff to accomplish more without adding to the workload. According to a recent survey conducted by Library Journal (2012) of libraries serving between 25,000 and 99,000 people, only 39% have dedicated marketing staff (averaging 1.3 dedicated marketing staff and 5.1 staff who have some marketing responsibilities), while 72% of libraries this size have dedicated marketing budgets.² GCPLD has a marketing staff of one 40-hour employee, divided between two people.

As a result, many of the recommendations in this plan will require little additional work from marketing staff. Other recommendations may require some time upfront to get started, but are designed to reduce overall staff workloads. Finally, some of the recommendations are more ambitious and may need to be prioritized and implemented over time.

Methods

To accomplish their marketing goals, GCPLD engaged JVA to conduct research focused on gathering data related to the following:

- Documenting how GCPLD is perceived by library users and non-users, and differentiate targeted segments of the GCPLD's audience
- Understanding how community members would like to engage with GCPLD
- Learning more about community members' ideal vision of how GCPLD can better meet their needs
- Documenting future strategic directions that community members would like GCPLD to pursue
- Analyzing existing internal products and procedures to look for improvements and economies

To understand these perceptions, JVA administered an online survey to individuals (both library users and nonusers) throughout Garfield County and beyond, reviewed demographic data on Garfield County residents, and facilitated a series of six community meetings. Each of these processes is described in further detail below.

Online Survey

To obtain a better understanding of the public perceptions of GCPLD, its programming and differentiating factors, JVA created and administered an online survey. Respondents were given approximately one month to complete the survey (July 28 to August 31, 2014).

The survey was completed by 1,258 people. Tables 5–10 (see Appendix A) represent the demographic information of survey respondents.

² Library Journal (2012). Public library marketing: Methods and best practices. Retrieved from <https://s3.amazonaws.com/WebVault/PublicLibraryMarketingRpt2013.pdf>

Demographic Data

Comparative data on Garfield County was collected from an Esri (2010) demographic profile (see Appendix B for a detailed summary of this information). In 2010, the Garfield County Board of County Commissioners contracted with Esri to conduct a demographic profile on community members in Garfield County. Esri's housing profile³ also maps the residents of Garfield County into different population segments.

Community Meetings

To gain further insight on current perceptions of GCPLD libraries from knowledgeable stakeholders, JVA facilitated a series of six community meetings. One meeting was held at each GCPLD library (Carbondale, Glenwood Springs, New Castle, Parachute, Rifle and Silt), and all meetings were open to the public. Each meeting lasted 90 minutes and focused on three topics: envisioning how the libraries could better meet community members' needs related to six usage areas, honing in on top strategies, and discussing current and future marketing and communications. Over 200 individuals attended these meetings. See results of this data collection related to programming in Appendices C and D.

Strategic Elements

GCPLD's mission, vision and core values were discussed during a June staff retreat and have been under development since then. Using these elements, a strategy screen was developed to vet programming on an ongoing basis. GCPLD determined what mattered to them as an organization, including why they exist and what they offer their communities. The mission, vision and values are a combination of this work and the information they gathered from the community meetings and surveys.

Mission, Vision and Core Values

A mission defines the organization's fundamental purpose and describes why it exists—keeping the organization grounded while allowing it to adjust to the world. A vision projects the organization's ideal future, defines the impacts it hopes to achieve and ensures the whole organization works toward the same end. According to Lencioni (2002), core values are “deeply ingrained principles that guide all of a company's actions [and] serve as its cultural cornerstones” (p. 6).

GCPLD's Mission

To connect our communities to a world of possibilities.

GCPLD's Vision

To be a trusted and valued resource to everyone in our communities.

³ Esri (2010). Housing profile, Garfield County Colorado. Retrieved from <http://www.garfield-county.com/geographic-information-systems/documents/2010CountyDemographicProfileForBusiness.pdf>

GCPLD's Five Core Values

Balance: We ensure our libraries reflect our diverse communities and the world beyond.

Community: We foster connections and return value on our community's investment in us.

Empowerment: We're here to help by providing tools and assistance for education and exploration.

Excellence: We provide exceptional staff, materials, services and facilities.

Innovation: We encourage new ideas and the understanding of technology.

This mission, vision and values should be visibly marketed in the library branches. For example, the values can be stenciled on the walls of the branches and used in marketing materials.

Brand Concepts

- GCPLD is a trusted partner and valued resource in Garfield County.
- GCPLD is community focused, providing a solid return on investment and providing all community members with the tools and resources they need to reach their goals.
- GCPLD maintains high-quality facilities, materials and programs, and provides the community with access to leading-edge technology.

Tag Line: *Find Your Story*

JVA believes that GCPLD offers something for everyone and using the *Find Your Story* tag line in promotional materials embodies this concept. GCPLD should expand this concept into a campaign to promote library services.

Differentiating Factors

- GCLPD combines high-touch with high-tech. In a world where people can turn to Google or Wikipedia to find a quick answer to an easy question.
- GCPLD provides library users with information curated by experts that can be counted on for accuracy, relevance and appropriate context.
- While Amazon sells books and other media, GCPLD loans the same materials to library users at no cost.

When asked what keeps them coming back to the library (see Tables 11 and 12 in Appendix A), community members said they come for books and other materials. They also said they come because of the friendly and helpful staff. They also come for fun, informative programs and because being at the library helps them feel like part of the community.

While books probably have the most traditional association with libraries, GCPLD's libraries offer so much more than *just* books. This perception restricts GCPLD to a specific role in the community's mind that needs to be expanded to gain relevance with a broader base of users. GCPLD's branches are, in a sense, pillars of the community—they welcome everybody and have *something* to offer for just about everyone. GCPLD should aspire to promote the following associations:

- **Beyond books.** GCPLD branches offer resources in many formats, including books, e-books, audiobooks, music, video games, DVDs, technology access and more. Libraries offer a space for users to learn, improve and grow. Books are what visibly fill the shelves, but it is the wide variety of services and the endless potential for experiences that differentiates the library from any other setting. This is the basis of *Find Your Story*, making the experience of the library personal for every user.
- **Community-focused.** A place to share time and connect with others. A quiet room to use for study. A spot beside a fireplace to read or visit. Areas for events, meetings and celebrations. GCPLD provides a variety of spaces to serve its community's needs. Library events create a social environment in which community members can meet.
- **Welcoming and helpful.** To have such a universal perception of “friendly staff members” is remarkable. GCPLD should take note and double-down on this. One of the easiest ways to promote this fact is to regularly include pictures of library staff on social media posts. The smiling, warm faces of the GCPLD staff are among the top reasons people keep coming back.
- **Connecting to the world.** Whether in person or through technology, people can use the library to stay connected. Technology can help others connect with family members who are far away or in the same community. Technology also helps bridge the gap for online learning, job skill development and improving information literacy.
- **Quality time.** GCPLD libraries are for families. Parents can use the library as a place to enjoy time with their children, or they can relax while their children take part in enriching programming available at every branch. Parents can be assured that their children's time is well spent and supports learning—library programs build STEM and early literacy education skills to ensure that they help foster literate communities.
- **Discovery.** Libraries create opportunities for discovery at every turn. Reading on a new topic, attending an educational seminar, using an e-book for the first time—there is always an opportunity to learn something new.
- **Emerging technologies.** While the library can foster a traditional setting with a quiet book, a cozy corner and an active imagination, it also provides access to a variety of

technologies that can appeal to different library users. Technology keeps evolving and GCPLD libraries strive to keep up with new devices, formats and interfaces.

- **My Story.** The library empowers, but “empowerment” has a different meaning for every person who walks through the door. Empowerment ultimately lies in the individual’s story. That story may be a western novel, a video game, an author’s lecture, an e-book, historical newspaper clippings or a number of other possibilities. It is community members’ stories that bring them to the library and keep them coming back.

It is important to remember that the branches are where community members engage with the library. It is largely those experiences that shape how they vote on GCPLD matters. To library users, the branches are GCPLD. Branch library staff need to feel empowered to serve library users by offering help and guidance as appropriate.

Target Markets

It is important to identify target markets contained within GCPLD’s service area of Garfield County in order to better understand how to tailor messaging to different populations. Based on the Esri Demographic Profile and data collected from the community outreach (i.e., survey, community meetings), JVA has identified the following seven markets that GCPLD should focus their marketing efforts on:

- 1) Teens and pre-teens (ages 11–17) who use the library without their parents and have a distinct interest in reading, learning or engaging with library resources
- 2) “New adults” (ages 18–25) who are often unseen in libraries (around the nation)
- 3) Young families (ages 25–40, with children under the age of 10) focused on enriching the lives of their children and family unit
- 4) Younger affluent adults (ages 30 to 40) who are well-educated, affluent and focused on building their families, careers and lifestyle
- 5) Middle-age adults (ages 40 to 50) of middle and higher income who may or may not have children
- 6) Older adults (ages 50 and older) who enjoy do-it-yourself (DIY) projects and have pride in their communities
- 7) Spanish-speaking adults and their family members

This section describes suggestions for reaching each population through targeted marketing and advertising, data on each group’s perceptions of the library (using community survey data), and suggestions for programming and library events that will engage each population.

Preteens and Teens (aged 11–17)

This segment describes young people ages 11 to 17 who use the library as individuals (i.e., for their own benefit, not on behalf of family members). In particular, GCPLD should target individuals from this population who have a distinct interest in reading, learning, connecting to the community or engaging with library resources.

Understanding This Population

This population described GCPLD as “a fun place to spend time after school” and “a great place filled with books I like to read.” Teens attend the libraries for diverse reasons, including borrowing books and DVDs (and to a lesser extent, music); meeting friends; accessing the Internet and computers; using services (such as the printer); attending the Summer Reading program or other teens/youth events; volunteering; and as a quiet place to spend time. Discovering new books and resources is a primary motivation for visiting. As one described, “The library pretty much meets every need I can think of. It's a nice building with plenty of books, computers, study rooms, and printers.”

Feeling “at home” in the library—welcome, included and involved—is a key draw for this population. When asked, “What keeps you coming back to the library,” one teen survey respondent explained,

“The books. I like to place hold on books and pick them up when I come. I also love to browse the shelves I know almost all the books in the teen section now. I volunteer here too and it has been a great experience. My friend told me about it; he and I volunteer together here. The staff is also great. I feel welcome here.”

Reaching This Population

This segment of young people is a desired presence in all library branches. According to the American Library Association (2013), “If libraries are not effectively serving teens, they are not only failing to reach an important segment of their local population, but missing opportunities to help teens become lifelong users of libraries.”⁴ As such, JVA recommends utilizing the following marketing and advertising methods to target members of this population:

- **Updated website.** Creating a teen-friendly, updated, relevant and engaging GCPLD website is critical for attracting this population. According to Laura Peowski, “It only makes sense that if you want to reach out to this community and forge relationships that foster cooperation, collaboration, understanding, and lifelong learning between the generations, the way to do it is

⁴ American Library Association (2013). Social networking. The state of America’s libraries report. Retrieved from <http://www.ala.org/news/sites/ala.org.news/files/content/2013-State-of-Americas-Libraries-Report.pdf>

through the Internet.”⁵ Furthermore, as the American Library Association (2013) explains, “If a library wants to serve its teen [library users], it must be available electronically 24/7.”⁶ To best engage teens in online content, the American Library Association recommends engaging them in planning, posting content and even site maintenance.

- **Spanish-language advertising.** Over one-quarter (28%) of all teen survey respondents (n = 40) reported speaking Spanish at home. It is critical to include this young population in Spanish-language outreach. See below section on engaging Spanish speakers.
- **In-person conversations with librarians.** Library staff should be trained in engaging teens (and their parents) and promoting teen-focused and family-focused programming. Taking a proactive approach can help engage this young population and ensure that they feel welcome and engaged in the library and that they are aware of upcoming events. **JVA also suggests engaging teens in conversations about effective marketing and communication tactics.**
- **Posters at the library designed to catch the eye of teens.** JVA suggests that GCPLD test the use of posters designed specifically to engage teens. Bright colors and large images are suggested. In addition, a contest to design artwork “for teens by teens” may be useful in understanding marketing preferences.
- **School announcements.** Partner with schools to include fliers that can be sent home with older students and/or speak at middle school or high school events.
- **Facebook and social media.** Teens have a strong presence on Facebook. According to the American Library Association (2013), “Teens are often at the forefront of today’s technology. They are, arguably, doing more surfing, texting, chatting, tweeting, liking, and pinning than their parents, and libraries underestimate the importance of this demographic and its interests at their own risk.”⁷ In addition to regularly scheduled posts, JVA suggests that GCPLD test the effectiveness of promoted posts for this population for a set period of time (e.g., three months). Leverage community partners that serve a similar demographic by periodically requesting they share GCPLD content on their Facebook pages.
- **Posters at recreation centers.** These posters will create awareness of programs among young people who are already engaged in community but may not use the library.
- **Giveaways (school supplies, bags).** Products given to library users can help generate word-of-mouth advertising. Teens may be useful in sharing feedback about what giveaways they would find useful.
- **Guided tours of the library and its resources.** Customize tours to teens by making them experiential and interactive. Teens may also volunteer to lead these tours for other teens, or for younger youth.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

Enriching the Experience of This Population

Based on this segment's preferences gathered from research and survey and community meeting outreach, it would benefit the libraries to focus on the following:

- **Offering targeted book recommendations and a great selection of teen books.** Pew researchers Zickuhr, Rainie and Purcell (2013) suggests that 16–17 year olds are more likely to read for both pleasure and for school (including research) than other populations.⁸ This older teen population are heavy book borrowers, and research suggests that they are also more likely to get reading recommendations at the library.⁹
- **Programming for older youth and teens** (robotics, gatherings, project-oriented classes, teen coffeehouse).
- Engaging teens and youth in planning events by developing a **Youth Library Council**.
- **Creating programming geared to teens.** Teen programming on DIY activities, technology, robotics, arts and crafts, and manga/anime were suggested. Because the survey and community meeting outreach only engaged a small population of teens (approximately 50), more research is needed to hone in on the most desired programming for this population.
- **Board and video games.** Board games and video games alike should be viewed as useful avenues to engage teen populations. According to gaming and technology specialist Brian Mayer, tabletop and non-digital games “provide a vehicle for interaction that is genuine and meaningful, often building respect for other individuals’ approaches and ideas [and] digital gaming continues to allow for the global community to share the interests and pursuits in a participatory way, helping to highlight commonalities among cultures while allowing unique cultural perspectives to add to group experiences.”¹⁰ Video games should not be overlooked. A Pew study on Internet and American Life (2009) suggests that 97% of teens play video games.¹¹ Technology researcher Susan Aplin explains, “Including gaming in the public library has benefits for both the library and the teens who participate...research has shown that the video games

⁸ Zickuhr, K., Rainie, L., & Purcell, K. (2013). Younger Americans’ library habits and expectations: A portrait of younger Americans’ reading habits and technology use. *Pew Internet*. Retrieved from <http://libraries.pewinternet.org/2013/06/25/part-1-a-portrait-of-younger-americans-reading-habits-and-technology-use/>

⁹ Zickuhr, K., Rainie, L., & Purcell, K., Madden, M., & Brenner, J. (2012). Younger Americans’ library habits and expectations: Where young people discover and get their books. *Pew Internet*. Retrieved from <http://libraries.pewinternet.org/2012/10/23/part-2-where-young-people-discover-and-get-their-books/>

¹⁰ American Library Association (2013). Social networking. The state of America’s libraries report. Retrieved from <http://www.ala.org/news/sites/ala.org.news/files/content/2013-State-of-Americas-Libraries-Report.pdf>

¹¹ Ibid.

themselves can ‘promote literacy, critical thinking, [and] problem solving skills. If librarians want to connect with teens through activities the teens enjoy, then gaming is a must.’¹²

- **Creating peaceful spaces for younger populations.** Despite perceptions that teens are often loud and unruly, many teen survey respondents described the importance of the library as a peaceful, calm place where they can study, read and spend time with friends. As one teen respondent explained, “The library is special to me because it’s a place where I can come to have some peace in my life.” As such, ensuring the continued existence of quiet and peaceful spaces for this young population is critical. In addition, in order to overcome these misconceptions, it may be useful to make staff and community members aware that many teen library users enjoy quiet, peaceful library usage.

New Adults (ages 18–25)

This segment describes the population of “new adults” (ages 18–25). Many individuals in this demographic are pursuing higher education or early career tracks. As a result of this commitment to education and/or careers, they are often unseen in libraries (around the nation). In fact, research suggests that less than half (46%) of this population has visited a public library in the past year.¹³ This segment was not represented in Esri data and was not a high-participation group in community data collection efforts, as very few members of this population attended the community meetings, and only 46 participated in the survey (less than 4% of the total respondent population). However, GCPLD identified this segment as an important target market that it desires to better engage in library programming and membership.

Understanding This Population

This population described GCPLD as a place for books and community. Others lauded the “clean,” “quiet,” “peaceful,” and “convenient” resources related to studying. One respondent remarked, “I love that the staff is helpful and friendly. You carry a wide variety of books. If you don't have what I am looking for, you will help me find it. Thanks for all you do!” This segment’s primary motivations for using the library likely include using services in the library (such as accessing the internet), borrowing books and DVDs (including using interlibrary loan services), and as a quiet place to study or spend time. One user reported appreciating “Internet and quiet place to relax” the most, while another user described the library as “a haven of books and knowledge that is not common in other buildings, so it is quiet yet full of activity and is just a really nice place to chill.” **It is notable that this is the only population whose primary motivation was using library services (over borrowing books and discovering new materials).**

¹² Ibid.

¹³ Zickuhr, K., & Rainie, L. (2014, September 10). Younger Americans and public libraries: How those under 30 engage with libraries and think about libraries’ role in their lives and communities. *Pew Research Internet Project*. Retrieved from <http://www.pewinternet.org/2014/09/10/younger-americans-and-public-libraries/>

Survey data shows that this population is highly educated (the majority reported currently pursuing or having recently completed college or graduate degrees), but has a lower household income (most in the \$25,000 to \$49,000 range) than other segments, and therefore may benefit from GCPLD's free programming and resources. In addition, 31% of survey respondents from this population reported speaking Spanish at home, and may benefit from marketing targeted to Spanish-speakers (see the "Spanish-speaking adults" section below for more information at targeting this demographic). Finally, survey data shows that many new adults in this population have children, and children's events and programming were popular reasons bringing this demographic to the library (see the "young families" section below for more information on engaging adults within this population who have young children).

Reaching This Population

This segment of adult survey respondents were **primarily users of the Rifle, New Castle and Silt branches**. JVA recommends utilizing the following marketing and advertising methods to target members of this population:

- **In-person conversations with librarians.** Stopping by the library is a primary way that members of this new adult population learn about library happenings and programs. Library staff should be tasked with identifying new adults and promoting appropriate programming. Take a proactive approach in ensuring that those who are in the library are aware of upcoming events. However, this population was less likely to comment on "friendly" library staff and were more likely to use self-service resources. As such, staff engagement with members of this population should be tailored to specific times (e.g. checkout, assistance with research and resources) and should not interfere with this population's quiet enjoyment of the library.
- **Posters at the library.** Posters can inform about messages but they can also increase the frequency with which an individual sees a message about a service or upcoming event. Increased frequency of messaging is key to compelling somebody to action. ***In particular, it would benefit this population to market the availability of library resources related to research and studying.***
- **Ads in local newspapers.** A large portion of survey respondents from this population reported learning about library happenings from local newspapers. As such, it would benefit GCPLD to ensure that ads placed in these newspapers are tailored to this demographic and that they highlight resources (e.g., study rooms) and programming that is appealing to their interests.
- **Facebook.** Adults ages 18-25 have an extremely strong presence on Facebook. In addition to regularly scheduled posts, use promoted posts for the most important new adult-focused events and services. Leverage community partners that serve a similar demographic (e.g., Colorado Mountain College, yoga studios and gyms, coffee shops, local restaurants, recreation facilities) by periodically requesting they share GCPLD content on their Facebook pages.
- **E-newsletter.** If timely and lively, this will generate awareness of library programs for this young population of new adults. Many members of this demographic called specifically for more emailed outreach. This e-communication also help build community among members of this

population who have moved to the area to pursue school or career paths and who may not be fully connected to the community.

Enriching the Experience of This Population

Based on this segment's preferences gathered from research and survey outreach, it would benefit the libraries to focus on the following:

- Programming along the theme of “You can’t learn this on the internet” that showcases specific experiences of local community experts, as research shows that 62% of Americans under age 30 agree there is “a lot of useful, important information that is **not available** on the internet”¹⁴
- Programming that engages the interests of new adults (e.g., music, sporting events, radio broadcasting, podcasts, technology)¹⁵
- Book clubs for new adult readers, as research suggests that adults 29 and younger are actually more likely to have read a book in the past year than those 30 and older¹⁶
- Promoting existing resources for research and studying, including the comfortable, peaceful and quiet spaces for writing, reading, studying and collaborating
- Educational programming (financial literacy for new adults, nutrition, studying smarter) and job research and training programs
- Language classes / clubs
- Entertainment options (music performances, podcast listening sessions) that engage diverse new adult populations, including bilingual events
- Community member discussions, panels and forums on current events and local issues designed to engage new adults
- Topical book clubs for specific populations (e.g., young professionals, women, parents) or on specific types of books (popular fiction, nonfiction, books by Latino/a authors)
- Unique events to engage this group (laser tag at the library, trivia events with alcohol) that celebrate the library and the use of its space

Young Families (ages 25–40)

This segment describes young families (parents 25–40 with a median age of 31, children under the age of 10) who are focused on their children and family unit. Some older “new adults” (see above) ages 20–25 also fit within this population. Half are renters and half are homeowners. Slightly over half of this

¹⁴ Ibid.

¹⁵ To learn more about the interests of this population, JVA suggests conducting a short (e.g., 5-question) email survey through Colorado Mountain College gaining feedback on desired programming topics, or partnering with Colorado Mountain College to present relevant programming.

¹⁶ Zickuhr, K., & Rainie, L. (2014, September 10). Younger Americans and public libraries: How those under 30 engage with libraries and think about libraries' role in their lives and communities. *Pew Research Internet Project*. Retrieved from <http://www.pewinternet.org/2014/09/10/younger-americans-and-public-libraries/>

population has attended college, but less than one quarter holds bachelor's or graduate degrees. More information describing this segment can be found in the description of the Aspiring Young Families population in Appendix B.

Understanding This Population

This population described GCPLD as a fun place to visit and a source of books and friendly community connection. This segment's primary motivations for using the library likely include borrowing books and other materials, discovering new materials and attending children's programming, including the Summer Reading program. In addition, survey data collected from local community members shows that friendly library staff are a key element that keeps this population coming back to the library.

Reaching This Population

This segment of adult survey respondents were **primarily users of the Rifle, New Castle and Silt branches**. JVA recommends utilizing the following marketing and advertising methods to target members of this population:

- **In-person conversations with librarians.** Library staff should be tasked with identifying parents of young families by obvious visual indicators (e.g., they are with young children) and promoting child-focused and family-focused programming. Take a proactive approach in ensuring that those who are in the library are aware of upcoming events.
- **Posters at the library.** Posters can inform about messages but they can also increase the frequency with which an individual sees a message about a service or upcoming event. Increased frequency of messaging is key to compelling somebody to action.
- **School announcements.** Partner with schools to include fliers that can be sent home with students or speak at parent-focused events.
- **Facebook.** Adults ages 25-40 have an extremely strong presence on Facebook. In addition to regularly scheduled posts, use promoted posts for the most important family-focused events and services. Leverage community partners that serve a similar demographic by periodically requesting they share GCPLD content on their Facebook pages.
- **Moms for Moms and other community resource websites.** Regularly share updates about events with the website. In return, GCPLD might offer to write a post(s) on the Moms for Moms blog. Topics should be helpful and of interest to mothers. For example, GCPLD might write a blog about promoting reading to young children or the top books for young children.
- **Storytime magnets.** This is a simple way to build brand awareness for Storytime.
- **Recruiting volunteers.** A characteristic of the Millennial generation is that they enjoy volunteer work that offers a meaningful experience. Consider offering volunteer opportunities that are related to programming and are geared to attract this age group, including being "family friendly."
- **Large-format posters.** Large-format posters will offer a greater visual impact and will stand out from smaller posters.
- **Posters at recreation centers.** These posters will create awareness of programs among people who are already engaged in community but may not use the library.

- **Posters at daycare centers.** Inform parents and excite kids about library programs. Use a dual-message that appeals to both the parent and child (e.g., an exciting picture for the child and useful details for the parents).
- **Giveaways (pens, bags, etc.).** Giveaways are an effective way to bring the library into people's homes, and can help generate word-of-mouth advertising.
- **E-newsletter.** If timely and lively, this will generate awareness of library programs. Links to Facebook and the website can also help create two-way communication.
- **Guided tours of the library and its resources.** Cater tours to youth and families by making them experiential and interactive.

Enriching the Experience of This Population

Because of this segment's focus on family, it is important for GCPLD to utilize this interest in both marketing and programming. Programs that engage both parents and children, as well as those that enable new parents to meet each other, are suggested. Social hours or programming aimed at younger parents could be held at the same time as Storytime, so that a parent could drop a child at Storytime and then get to know other parents.

In addition, because of the transitional nature of this group (e.g., in transition from renting to home ownership), programs on achieving home ownership, improving financial literacy, learning parenting skills, pathways to higher education and college degree completion, and programming that features adult liberal arts educational topics (e.g., for those who did not complete college) are recommended. Based on this segment's preferences gathered from Esri data, and survey and community meeting feedback, it would benefit the libraries to focus on the following:

- Programming that engages youth (e.g., Storytime, Summer Reading Program)
- Promoting existing resources for children (books, Tumblebooks, movies)
- Programming that engages younger parents (cooking for families, gardening with children, parenting active toddlers)
- Parent-child activities that appeal to both generations (family crafts projects, family movies, family night with food and cultural activities) and that encourage families to socialize
- Showcasing the comfortable and welcoming place available for parents while children explore
- Cultural programming targeting younger adults (discussion groups on current events, music programming and lessons, armchair travel programs, history / genealogy)
- Educational programming and "learning activities" targeting younger adults (financial literacy, health, nutrition, home ownership, pathways to higher education)
- DIY programming for all ages (canning, gardening, fly tying, wood working, quilting)
- Language classes / clubs
- Job research and training programs, GED education classes, skills certification classes
- Literacy improvement classes for adults
- Classes on computers and technology for young families
- Movie / film programming

- Gender-specific programming
- Highlighting the existence of resources for learning about world news and current event

Younger Affluent Adults (ages 30–40)

This segment describes younger adults ages 30–40 with younger children. This segment is well educated, relatively affluent and focused on building/expanding their family and lifestyle (from the Up and Coming Families population; see Appendix B). Many adults from this population have both young children and parents who still work.

Understanding This Population

This population described GCPLD as a bright, friendly, quiet, peaceful place of both learning and fun. Books are a key entryway to the library for this population. This segment’s primary motivations for using the library likely include borrowing books, e-books, music and DVDs, and attending children’s events. The “excellent book selection” for both adults and youth is a big draw for this group, and many are seeking more community events.

Reaching This Population

This segment of adult survey respondents were primarily users of the New Castle, Silt, Carbondale and Glenwood Springs branches. **JVA recommends utilizing the following marketing and advertising methods to target members of this population:**

- **Emails.** Use direct emails in moderation to promote services and events. Always use a compelling subject line to encourage improved open-rates.
- **Information direct from library staff and in-library posters** on books, e-books, music, DVDs and upcoming events.
- **Local newspaper.** Promote upcoming events and services at the branches. Use newspaper ads and stories to achieve frequency and to promote the brand.
- **Facebook.** Adults ages 30–40 have an extremely strong presence on Facebook. In addition to regularly scheduled posts, use promoted posts for the most important family-focused events and services. Leverage community partners that serve a similar demographic (e.g., coffee shops, yoga studios, service clubs, chambers of commerce, local nonprofits) by periodically requesting they share GCPLD content on their Facebook pages.
- **Movie theater advertisements.** Movie theater ads are differentiated from other ads because they offer a captive audience. Use this venue to promote upcoming events and the library brand.
- **Moms for Moms and other community resource websites.** Regularly share updates about events on these websites. In return, GCPLD might offer to write a post(s) on the Moms for Moms blog. Topics should be helpful and of interest to mothers. For example, GCPLD might write a blog about promoting reading to a young child or the top books for young children.
- **Large-format posters.** Large-format posters offer a greater visual impact and will stand out from smaller posters.

- **Posters around town.** Posters are recommended in locations that are highly visible in small venues (e.g., coffee shops and kiosks). They should include all information community members need to attend the event(s). A clear message is more important than clutter! Use posters to promote several upcoming events at one time.
- **Outdoor signs.** Signage is a passive way to increase frequency of library messaging and reinforce the library brand. Signage related to events will need to be updated regularly. If signage cannot be updated, promote ongoing services such as books, e-books, music and movies.
- **Banners.** Banners are expensive to create. If used, these should focus on promoting ongoing services or key branded messages that will not change with time (e.g., “*Find Your Story* at the Garfield County Libraries”).

Enriching the Experience of This Population

Because of this segment’s higher levels of disposable income, programs on investing, household finance, college planning, helping parents plan for retirement and lifestyle subjects (travel, wine) could be popular.

Based on this segment’s preferences gathered from Esri data and survey and community meeting outreach, it would benefit the libraries to focus on the following:

- Entertainment options (music performances, art showings)
- “Browsable” book selection
- Cultural activities (foreign films, readings from books set in other countries, cultural immersion nights)
- Community member discussions, panels and forums on current events, local issues (fracking, ballot initiatives, energy), and local politics
- Events that engage diverse populations, including bilingual events for all ages
- Lifestyle subjects (travel, wine, adventure sports, international volunteering)
- Topical book clubs for specific populations (e.g., travelers, women, professionals, parents) or on specific types of books (historical fiction, nonfiction, books by Latino/a authors)
- Programs featuring books / advice to help plan for the future (plan for parents’ retirement, children’s college)
- Programs / speakers on investing, financial planning, and smart spending
- Family activities like Summer Reading
- Hands-on activities (knitting, games, musical instruments) and maker spaces
- Join the Friends (create ownership like a PTA)
- Unique events to engage this group (laser tag at the library, trivia events with alcohol, wine tastings) that celebrate the library and the use of its space

Middle-Age Adults (ages 40–50)

This segment describes two populations of middle-age adults. First, this population includes middle-age (40 to 50), middle-income adults, many with children in middle or high school. This population is

married, educated and hardworking. They enjoy DIY activities and involvement in crafting, home improvement projects and the outdoors. More information describing this segment can be found in the description of the Green Acres population in Appendix B.

Also included in this segment are more affluent adults in the same age range who are well educated, sophisticated professionals. This population enjoys travel, active outdoor pursuits, fitness and technology, and they may or may not have children. More information describing this segment can be found in the description of the Urban Chic population in Appendix B.

Understanding This Population

This population views the library as a welcoming source of knowledge, books, and peace and quiet. This segment's primary motivations for using the library likely include checking out books and DVDs, and bringing children to programs. Survey data collected from local community members shows that this population is impressed with the new buildings (their cleanliness, quiet, comfort and convenience) and pleasant and welcoming staff, and it appreciates spending time in the branches both alone and with children.

Reaching This Population

This segment of adult survey respondents were **primarily users of the Carbondale and Glenwood Springs branches**. JVA recommends utilizing the following marketing and advertising methods to target members of this population:

- **Signage in the libraries.** Signage is a passive way to increase frequency of library messaging and reinforce the library brand.
- **Face-to-face conversations with library staff.** Community members have embraced library staff and recognize them as being warm and friendly. Staff members are ambassadors of the brand. Leverage this to the fullest-extent in interactions at the checkout desk.
- **Facebook.** Adults ages 40–50 have an extremely strong presence on Facebook. In addition to regularly scheduled posts, use promoted posts for the most important family-focused events and services. Leverage community partners that serve a similar demographic by periodically requesting they share GCPLD content on their Facebook pages.
- **Newspaper.** Promote upcoming events and services at the branches. Use newspaper ads and stories to achieve frequency and to promote the brand.
- **Outdoor signs.** Signage is a passive way to increase frequency of library messaging and reinforce the library brand. Signage related to events will need to be updated regularly. If signage cannot be updated, promote ongoing services such as books, e-books, music and movies.
- **Banners.** Banners are expensive to create. If used, these should focus on promoting ongoing services or key branded messages that will not change with time (e.g., “*Find Your Story* at the Garfield County Libraries”).
- **Chamber websites and service club presentations.** Associate GCPLD with other well-known and high-profile organizations that are respected by adults in the community. Unlike other forms of promotion, presentations offer a small yet captive audience.

- **E-newsletter.** Use direct emails in moderation to promote services and events. Always use a compelling subject line to encourage improved open-rates.
- **Large-format posters.** Large-format posters offer a greater visual impact and will stand out from smaller posters.
- **Posters around town at local restaurants and movie theaters.** and other locations frequented by this group (coffee shops, gyms/town recreation centers). For example, a poster could advertise the *benefits of listening to GCPLD audiobooks during workouts*. As described above, use large, sans-serif fonts, dark text on a light background and a design motif that isn't cluttered.

Enriching the Experience of This Population

Programming could include investing, travel, lifestyle (wine and food) seminars, art openings and exhibits, traveling museum exhibits, film series and speaker's bureau programs. Seminars on local volunteer opportunities are also likely to be popular.

Based on this segment's preferences gathered from Esri data and survey and community meeting outreach, it would benefit the libraries to focus on the following:

- Sophisticated events (coffee and dessert pairing, wine tasting, classical concerts, art shows, cooking classes and discussions on vegan and vegetarian eating, documentary films) paired with related literature
- Gender-specific programming
- Bilingual events, bicultural exchange and conversation circles that encourage community members to learn about other cultures and immerse in learning second languages
- Lectures and seminars (health, community issues, DIY, genealogy, etc.)
- Talks from authors and local experts
- Community discussions / roundtables on issues and ideas
- Workshops on DIY, home-improvement, cooking, gardening, remodeling and crafting
- Adventure travel and related reading
- Book clubs on topics related to travel, history, outdoor adventures, self-improvement (fitness, education, business)
- Identifying a volunteer to lead library programs (book clubs, etc.)
- Get members of this group to present on their travels (or other expertise)
- Maker programs
- Get members of this group to serve as speakers at events
- Offering intergenerational books, games, and other programming that attracts this population

Older Adults (ages 50+)

This segment describes adults ages 50 and older (most are 55+). This group is educated, enjoys DIY work (including home improvement and gardening projects), active outdoor pursuits (hiking, boating), and it takes pride in its communities. More information describing this segment can be found in the description of the Rural Resort Dweller population in Appendix B.

Understanding This Population

This population described GCPLD as a friendly and welcoming place for books, learning and knowledge. Clean, quiet and comfortable also featured prominently as associations from this population. This segment's primary motivations for using the library likely include borrowing specific books (and to a lesser extent, discovering new books). Few utilize library services or attend programs.

Reaching This Population

This segment of adult survey respondents were primarily users of the Silt and Parachute branches, but are present to some extent at all branches. **JVA recommends utilizing the following the marketing and advertising methods to target members of this population:**

- **Using library staff to share news of upcoming events.** Community members have embraced the library staff and recognize them as being warm and friendly. The staff members are ambassadors of the brand. Leverage this to the fullest extent in interactions at the checkout desk. Be especially outgoing and welcoming with older community members.
- **Posting fliers in the library.** Programs and services for older adults should be promoted on posters with designs that are easy to understand visually. For example, use large, sans-serif fonts, dark text on a light background and a design motif that isn't cluttered.
- **Facebook.** Adults ages 50 and older continue to being among the fastest growing segments on Facebook. In addition to regularly scheduled posts, use promoted posts for the most important family-focused events and services. Leverage community partners that serve a similar demographic by periodically requesting they share GCPLD content on their Facebook pages.
- **Senior Resource Directory.** Promote programs and services that are focused on older audiences. Use simple, brief messages with fonts that are easy to read.
- **Partnering with local groups to get the word out about benefits and resources with library membership: civic/volunteer groups (Rotary), environmental groups (Wilderness Workshop).** Associate GCPLD with other well-known and high-profile organizations. Offer cross-promotion of their services at the library.
- **Partnering with local governments for cleanup days.** A characteristic of generations at the end of the Boomer Generation and the beginning of the Silent Generation is that they enjoy group and community experiences. Promote cleanup to older adults as way to connect with community.
- **Recruiting for volunteers.** Offer volunteer experiences in group settings. A characteristic of the Baby Boomer generation is that enjoy volunteer work that leverages their experience and expertise.
- **Posters around town at local restaurants and businesses.** As described above, use large, sans-serif fonts, dark text on a light background and a design motif that isn't cluttered.
- **E-newsletter.** Use direct emails in moderation to promote services and events. Always use a compelling subject line to encourage improved open-rates.

Enriching the Experience of This Population

Libraries with high numbers of people in this category would do well to host programs catered to the age-related interests of this group, including information on retirement, investing, home improvement, gardening and travel.

This group also hosts a large population of second homeowners who may be seeking opportunities to connect with others in the community in which they own second homes. The libraries provide a great way to do this through programming that enables part-time residents to meet full-time residents, such as mixers, holiday programs, teen programs and other events that encourage people to build connections. In addition, parents who own second homes often have kids who do not have access to the breadth of friends and activities as they do in their primary home location. Such parents look for inducements to make the children more interested in visiting the second home. If a library can provide a way for children to meet local children and make friends, that will be an enticement to these families.

Based on this segment's preferences gathered from Esri data, and survey and community meeting feedback, it would benefit the libraries to focus on programming involving:

- The maker movement (hosting events and offering tailored book selections)
- Feature events, books, and databases on retirement and financial planning
- Focus on ways to harness this group's civic pride with opportunities to volunteer and engage with the community
- Outdoor activities involving "how-to" and "do-it-yourself" (DIY) elements by hosting events like mountain bike maintenance, quilting, leatherwork, fly tying, canning, gardening, knitting
- Books and programming on hobbies

Latino/a and Spanish-Speaking Populations (adults of all ages)

Approximately 14% of Garfield County residents, and 10% of all survey respondents indicated that they speak Spanish as a primary language at home. Appendix G contains some key characteristics of this population of survey respondents.

Understanding This Population

This segment's primary motivations for using the library likely include not only borrowing books and discovering new materials, but also utilizing library services. In addition, survey data collected from local community members shows that this population deeply values both "the friendliness, caring and support of all staff members" and also "great programs for my children." Many comments were made about the importance of the calming atmosphere of the library and its interior and exterior space.

Reaching This Population

Survey data reflects that this segment of adults are primarily users of the Carbondale and Glenwood Springs branches, but better engagement of this population would likely draw in Spanish-speaking community members to all libraries.

Overcoming existing misconceptions of libraries is a first step to reaching non-cardholder Spanish-speaking populations in Garfield County and beyond. According to Patlan, some Latinos (especially immigrants) “have misconceptions about what a library is [because] the word ‘library’ resembles *librería*, the Spanish word for bookstore.”¹⁷ As a result, “many Latinos don’t visit because they think they can’t afford it; or if they do visit, they’ll ask how much the books cost.”¹⁸ Therefore, it is critical to communicate with Spanish-speaking individuals directly (e.g., via Spanish-speaking staff and volunteers) and in partnership/with assistance from local Latino/a serving organizations (e.g., Literacy Outreach, Valley Settlement Project, Raising a Reader).

Secondly, GCPLD must conduct targeted community outreach to position itself more visibly to the Latino/a community as a valuable resource to Garfield County’s Spanish-speaking population. According to Cuesta, “Before Latinos feel comfortable coming into the library, they must first see you out in their community—at meetings of organizations and agencies that are working on solving community problems, at community fairs and festivals or at the Mexican Independence Day parade...the neighborhood grocery store, video store and local bakery.”¹⁹ Other misconceptions surround the idea of “borrowing” books, including the ability to take books home. Therefore, it is important for GCPLD to emphasize that library services are free to all community members and to provide information on exactly what the libraries provide.

JVA recommends utilizing the following marketing and advertising methods to target members of this population:

- **Create a Spanish-language tab at the top of the library page** (along with the “Kids” and “Teens” tabs) that highlights programming and resources for Spanish-speakers, such as Learning Express. GCPLD does a good job of regularly highlighting these resources on the scrolling images page, but there is no comprehensive listing of all available resources for this population. Denver Public Libraries provides a good example of this, accessible at: <https://espanol.denverlibrary.org/>.
- **Ensure that all email newsletters are “translatable”** for individuals using a web-based translation service. Program posters would not be translatable, as they are in image form. Instead, appropriate images should accompany blocks of text (which can be translated by a web-based translation service).
- **Purchase Spanish-language ads** in locations visible to Spanish-speaking community members, such as on RFTA buses, and in Spanish-language media (e.g., radio, television, print). Diversity

¹⁷ Ruhlmann, E. (2014, May 19). Connecting Latinos with libraries. *American Libraries*. Retrieved from <http://www.americanlibrariesmagazine.org/article/connecting-latinos-libraries>

¹⁸ Ibid.

¹⁹ Cuesta, Y. J. (2003). Marketing to Latinos: It’s about building trust. *Marketing Library Services*, 17 (3). Retrieved from <http://www.infotoday.com/mls/may03/howto.shtml>

consultant Yolanda Cuesta explains, “Spanish-language media managers not only have extensive demographic information on their viewers and listeners, but they also have their fingers on the pulse of the community. Many see themselves as a voice for the community, and so they are often proactive in driving discussion of policies and issues impacting their customers.”²⁰

- **Market library materials directly at community centers of Spanish speakers** (e.g., churches, restaurants, recreation centers, businesses that employ large numbers of Spanish speakers, etc.) through outreach and marketing materials in Spanish.
- **Purchase ads in local Spanish-language newspapers and radio stations.** According to a 2005 national study, Spanish-language media reaches 87% of the Hispanic community.²¹ Spanish-language radio alone reaches 54% of the population. In addition, in JVA’s community survey outreach, a combined 32% of all Spanish-speaking respondents reported that the local newspaper and/or radio were primary ways they stay updated on GCPLD’s library happenings.²²
- **Ensure that inclusive terminology is used** whenever possible (e.g., “community members” instead of “residents,” as the term “residents” implies legal residency status).
- **Engage Spanish-speaking parents of young library users.** English-speaking children with Spanish-speaking parents present an opportunity to reach the adults through their children. For instance, GCPLD could create a “learning English” Storytime in addition to bilingual and Spanish Storytimes.
- **Strengthen partnerships with community partners promoting literacy through the libraries** (e.g., Literacy Outreach, Raising a Reader). Ensure that staff members are up-to-date on GCPLD’s latest Spanish-language programming and resources, and encourage local agencies to promote the library when possible.
- **Encourage library staff and volunteers to visit Colorado Mountain College ESL classes** and give a brief (e.g., 10- to 15-minute) presentation *in Spanish* about the resources GCPLD libraries offer

²⁰ Cuesta, Y. J. (2003). Marketing to Latinos: It’s about building trust. *Marketing Library Services*, 17 (3). Retrieved from <http://www.infotoday.com/mls/may03/howto.shtml>

²¹ Bendixen & Associates (2005). The ethnic media in America: The giant hidden in plain sight. Retrieved from <http://www.npr.org/documents/2005/jul/ncmreport.pdf>

²² The monthly newspaper *La Voz del Pueblo* is distributed throughout Western Colorado, including approximately 2,000 copies a month in Garfield County. A one-fourth-page ad can be purchased for \$130 a month, with substantial discounts for three months or more, if paid in advance. That rate includes design and translation if needed. Contact Susan at 970.209.5320 for more information. Given that the paper is distributed well beyond Garfield County, it might make sense to design an ad that welcomes Spanish speakers to public libraries in general, splitting the cost with other libraries or library districts, and listing each library that participates. GCPLD should ask *La Voz* for a list of their distribution outlets and post Spanish-language flyers or posters in those places. GCPLD could also write op/eds or articles for *La Voz* talking about how libraries welcome Spanish speakers and have Spanish-language materials, in order to introduce the library to this population.

for Spanish-speaking community members. ESL classes are currently offered in Carbondale at the Lappala Center and Roaring Fork High School, in Glenwood at CMC Glenwood Center and in Rifle at the CMC Rifle Campus. Colorado Mountain College also offers classes in: Intensive English, Intercambio, Advanced Reading ESL and Online English. For a full listing of times and dates for all courses, see: <http://coloradomtn.edu/classes/esl/schedule/>.

- **Ensure that all fliers inside the library for events with a Spanish component are printed in Spanish.** Survey data shows that “stopping by the library” is the primary way Spanish-speaking community members stay updated on what is happening in the libraries (35% of all Spanish-speaking respondents).
- **Encourage bilingual staff and volunteers (even those with low-level fluency) to use word-of-mouth marketing to share news of library programs and resources and foster relationships with local Spanish-speakers.** This strategy is particularly useful for new immigrants. Furthermore, survey data shows that “talking with library staff” is a critical way that at least 26% of all Spanish-speaking respondents stay updated on library happenings.
- **Develop ongoing relationships with local leaders in the Latino/a community** and regularly reach out to solicit feedback on library programming. According to Cuesta, this is the most effective way to reach out to Latino/a populations, as these local leaders already have gained trust in the Latino/a community. If these local leaders are not yet known, Cuesta recommends “looking for names of prominent community members in bilingual newspapers and talking with social service agencies, community service groups and chambers of commerce.”²³

Enriching the Experience of This Population

In order to enrich the experience of Spanish-speaking library users, the following suggestions are recommended:

- **Ensure that all library information** (e.g., Welcome Document) **is available in Spanish translations.** Spanish-speakers who are knowledgeable about libraries may not understand the scope and breadth of resources offered at public libraries in the United States.
- **Host Spanish-language friendly programming**, such as movie nights and bilingual book clubs.
- **Encourage bilingual staff to identify themselves**, including by wearing “I speak Spanish” (“Hablo Español”) and “I’m learning Spanish” (“Aprendo Español”) buttons or other visible labeling. Alternatively, T-shirts can be created with “How can I help?” written on the front and back in large type. Spanish-speaking staff and volunteers can wear the same T-shirt, translated into Spanish (“¿Cómo puedo ayudar?”)
- **Provide iPads with the Google Translate and Word Lens applications** at all branches.
- **Create a “Translation Station”** with very visible signage that directs Spanish-speaking library users (as well as those speaking other languages) to the iPads with the Google Translate and Word Lens apps. Bilingual staff should be prepared to help library users who visit the Translation Station.

²³ Ibid.

- **Strengthen partnerships with Latino/a-serving programs**, such as Literacy Outreach or the Valley Settlement Project. Conduct regular (e.g., quarterly) check-ins with program leadership to discuss mutually beneficial partnerships and marketing.
- **Create opportunities for building English-language literacy skills**, such as offering library-sponsored tutoring programs.
- **Host citizenship classes and English as a Second Language (ESL) classes**. Work with Colorado Mountain College to discuss opportunities for partnership with these types of classes and the benefits of hosting these classes at the libraries.
- **Post “Welcome to the library” on the front door, translated** into Spanish and other languages.

As the library ramps up its services for Spanish-speakers, many of these same strategies can be applied to native speakers of other languages.

Recommendations Sections Overview

Recommendations in this report are divided into five sections in alignment with GCPLD’s marketing goals (see Appendix E for a standalone document of these goals):

1. Make getting a library card easier and increase the frequency of visits to the library by cardholders.
2. Make the libraries more inviting to individuals who need assistance by improving accessibility.
3. Increase opportunities for community members to share their knowledge and skills through library activities and programs.
4. Improve methods of communication to communities to keep them informed of everything the library has to offer and help them discover what's new.
5. Ensure all marketing efforts are aligned with GCPLD’s mission, vision and values, and that all staff are informed and prepared to promote the library’s services, materials and programs.

Collectively, the following five sections contain fifteen (15) recommendations for GCPLD’s marketing and communication efforts, programming and outreach training. The recommendations include: increasing membership; improving accessibility with an emphasis on engaging Spanish-speaking adults, individuals with disabilities and those using homebound services; engaging community members in creating and presenting library programs; enriching library users’ experiences through targeted programming; ensuring that all printed materials are of high quality; improving information quality on the program calendars; developing a menu of services; using program signage effectively; fostering beneficial relationships with local media; improving website content; increasing social media presence; improving newsletter content and timeliness; changing the name of library branches to communities; and utilizing library staff to improve customer service and communication.

Goal 1: Make getting a library card easier and increase the frequency of visits to the library by cardholders.

The first step in a marketing plan is to define the target audience. In this case, GCPLD's audience is everyone, especially those who do not have a library card or do not use the one they have. GCPLD currently has approximately 45,000 library cardholders (in a current population of 57,302), but in the past six months, a little under half of those cards were active. GCPLD needs to determine what would make existing cardholders use the library more often, and how to draw in non-users by effectively demonstrating the value of the public library and all it offers.

Recommendation 1: Increase Library Membership and Usage

Approximately 5% of all survey respondents indicated that they have never signed up for a library card. An additional 2% of survey respondents indicated that they used to, but do not currently, hold a library card. Appendix F discusses key characteristics of this combined population (i.e., those who have never signed up for a library card and those who used to, but do not currently, hold a card) of survey respondents.

Easing Requirements to Obtain a Library Card

Some community members said the identification requirements linked to the library card application serve as a significant deterrent to some populations—including people who are undocumented—due to a fear of reprisal. According to Patlan (2014), “Immigrants may not access the resources available to them because they don’t want to expose themselves.”²⁴

JVA suggests that GCPLD consider making it easier to get a library card, including dropping requirements of showing proof of current address or having a current photo ID. If alternatives to legal documentation are acceptable, GCPLD should publicize those more clearly.

Other suggestions for making it easier to obtain a library card:

- Clearly and visibly showcase a “Get a library card” link/button on the library website, with a link to a downloadable and printable library card application
- Ensure applications are available in Spanish as well as English, have Spanish speaking staff or volunteers available for assistance

Find Your Story Campaign

To attract new community members to the library, GCPLD could add a *Find Your Story* theme to its marketing materials that relates to what the library offers: friends, community, lively conversation,

²⁴ Ruhlmann, E. (2014, May 19). Connecting Latinos with libraries. *American Libraries*. Retrieved from <http://www.americanlibrariesmagazine.org/article/connecting-latinos-libraries>

programs, books, research help, etc. *Find Your Story* approaches the individual's relationship to the library in a highly personalized way and sends a message that there's a story there for everyone.

As a further expansion of this campaign, GCPLD could sponsor a *Find Your Story* library card campaign contest to market to people who may not use the library very much by showcasing skills or resources that may be a surprising fit for the *Find Your Story* theme. The contest would allow individuals to come up with and film their own stories, but the library could showcase some ideas. For example:

Camera pans to someone putting the finishing touches on a beautiful home remodel. Person says, "I never thought I could do something like this. I learned how at the library. *Find YOUR Story.*"

In both print and video forms, **GCPLD could engage well-known local citizens** (e.g., mayor, business owners, local authors and musicians, local celebrities) to participate in the *Find Your Story* marketing campaign.

Additional suggestions for increasing the number of cardholders include:

- Send welcome letters to new users to highlight library materials and services
- Make library cards at community events
- Make the link for getting a library card online easier to locate
- Do a mass mailing to all box holders in the county offering a limited use card
- Use social media to create discussions around the value of a library card
- Install a Return on Investment (ROI) calculator on the GCPLD website to emphasize the value of a library card
- Partner with other organizations that enroll community members, such as voter registration drives
- Offer incentives to new library cardholders such as a free "book buck" to use to pay off future fines or purchase a book from the ongoing sale
- Partner with local businesses and chambers to offer discounts to library cardholders in partnership with Small Business Saturday (November 29, 2014) or Library Lovers' Month (February 2015) or National Library Card Sign-up Month (September)

Goal 2: Make the libraries more inviting to individuals who need assistance by improving accessibility.

JVA identified several underserved populations in Garfield County that do not currently take advantage of library programs and services because of barriers to access. Those barriers might include the inability to speak English, read without assistance or get to the library. The Target Markets section, contained earlier in this report, describes some of these demographic groups in greater detail. GCPLD must connect to these users to promote existing services and determine what other services, materials and programs are needed.

JVA recommends that GCPLD conduct a further analysis of any segments of the community that are either underserved or unserved by reaching out to organizations that serve these individuals such as churches, advocacy groups and community agencies. While GCPLD has Spanish-language materials in every branch, it lacks adequate Spanish-speaking staff or Spanish-language programming to attract a significant segment of that population. Additionally, a lack of assistive devices for the visually impaired at each facility needs to be addressed, and staff members need to be better trained on the hearing-assistive loop systems in the meeting rooms. Additional programming for children on the Autism spectrum needs to be developed. Underserved or unserved audiences such as these need to be served to truly meet the community's needs.

Recommendation 2: Engage Spanish-Speaking Adults

JVA recommends that GCPLD engage in an effort to better engage Spanish-speaking adults in library programs. There are a number of reasons why this is difficult, including language and literacy barriers, issues of mistrust of government agencies, and broad diversity within the Spanish-speaking community (e.g., background, culture, education, work experience, language fluency). GCPLD already has a strong Spanish language option on its website, and a collection of Spanish-language books and materials in all six branches. Additional efforts are needed in improving promotion and communication about programs and materials for this audience as well as staff training to better serve this population.

Recommendation 3: Engage Individuals with Disabilities

JVA identified that people with physical accessibility challenges could be better served by the public library through assistive devices. A barrier exists in that assistive solutions often require costly technologies, staff training, space and time. Target audiences can better inform the library of their needs and may be of some assistance in helping to locate grants and other resources to help support the effort. GCPLD should make every effort to reach out to groups in the community that serve or advocate for individuals with disabilities to determine their needs before implementing any solution, and for help in finding funding to acquire the equipment.

Recommendation 4: Expand Homebound Services

JVA recognizes that GCPLD currently serves people in nearly every community who have limited mobility but that community awareness of this program is nearly non-existent among the general population. Much more can be done to promote homebound services, including marketing to those who serve this population (physicians, clinics, hospitals, hospice, etc.), working with other agencies to solve transportation issues, and partnering with local agencies that serve people who are unable to get to the library on their own such as Meals on Wheels, assisted living and skilled nursing centers, and local Senior Centers.

Goal 3. Improve library programs to better meet community needs and increase opportunities for community members to share their knowledge and skills.

GCPLD's new mission is "to connect to our communities", but first, they need to engage them. JVA recommends engaging community members in creating and presenting library programs and utilizing targeted programming to enrich library users' experiences with GCPLD. Every community has numerous individuals who have talents, interests and passions that they are willing to share-with others. By offering an outlet for local citizens' creativity, the library can serve as a center for these community "assets" to be shared with others.

This goal outlines suggestions for program content, measures of program success, revisions to the existing publicity and design (P&D) process, creating a strategy screen, and aligning programs with GCPLD's mission and values. A new protocol for all program marketing is also described.

Recommendation 5: Engage Community Members in Creating and Presenting Library Programs

It is critical for GCPLD to better utilize programming resources to ensure a good return on the investment. JVA recommends reducing the overall amount of programs and ensuring that all programming is of high quality and in alignment with GCPLD mission, vision and values. Involving members of the local community in creating, planning and evaluating library programs can ensure that community needs are being addressed and that programming is aligned with GCPLD's goals.

GCPLD should reach out to the local community by asking who has an interest in presenting their knowledge, skills and interests to others in the community. The strategy screen will be an essential tool to help staff determine if the potential presentation meets these standards. Community members can be recruited through staff and library users suggesting people they know who may be interested or by approaching the library themselves.

As part of the *Find Your Story* campaign, potential program presenters could be identified. Social media, e-newsletters and newspaper articles are all potential sources for advertising for presenters. A database of interested presenters should be developed to allow different branches the opportunity to invite people to share with a neighboring community. The list of program ideas below can serve as a guide for the type of program presenters GCPLD hopes to find. A standard, small honorarium should be established to serve as a thank you and incentive for the presenter's time and effort.

Recommendation 6: Enrich Library Users' Experiences through Targeted Programming

GCPLD should develop standards for program "best practices" that cover the basic procedures for program planning and execution, as a guide for branch staff to help ensure success. These "best practices" should cover program management, presenter compensation, room set-up, insurance and evaluation.

Program Content

During the community meetings and in surveys, community members were asked what type of program content they would like to see. The most frequently requested topics include:

- Activities for youth and families (e.g., family movies, crafts)
- Activities for teens that engage them in the planning process
- Programs for adults (e.g., health, cooking, genealogy programs, music, gardening, canning)
- Technology (e.g., computer, iPad) classes, including for seniors
- Book clubs, including for families and kids
- Art shows and gatherings
- Film evenings (e.g., family films, independent films)
- Cultural events and lecture series
- Community discussions on current event topics

Appendices C and D reflect this content in greater detail. Please note that these programs are suggestions from community members gathered during data collection and may or may not align with desired library content. All potential programs should be screened using the recommended strategy screen (described below).

Measures of Program Success

Measuring the success of programs is about more than just counting heads. Participants should be making connections with others in the community who share their interests. Anyone attending a program who does not have a library card should be encouraged to get one. Attendees should be surveyed about their library usage habits and their satisfaction with the program they attended. Programs should be eye-openers for people who do not have cards or use the library often to gain a larger view of the resources or services offered. They should come away with the idea that the library is a cool place that they should come to more often.

Program Marketing Protocol

JVA recommends that GCPLD focus its marketing efforts on programs that have the potential to attract a diverse audience, showcase the library's materials and services, or respond to a need of the local community. There are recurring programs such as book clubs and storytimes, and special one-of-a-kind programs that happen less often. JVA recommends that GCPLD create a single monthly calendar per branch that markets all of the library's programs in one place. Content will identify the intended audience and the day/time of week. Additional program information will be provided on both the monthly calendar and web calendar. Alternative marketing materials (e.g., magnets, post cards, bookmarks) may be used to supplement the calendar for special events.

Table 1, below, depicts the recommended program marketing protocol for each type of program GCPLD offers:

Table 1. Marketing Protocol and P&D Strategy by Program Type

Type of program	Protocol	Strategy
<p>TIER 1: Regular or ongoing library programs, no changes to promotional content</p> <p><i>(not including Storytime)</i></p>	<p>Branches will create programs around a cohesive recurring theme that occur on a consistent date and time (e.g., weekly teen or children’s programs).</p> <p>These programs will be marketed as a series.</p>	<p>PR to create posters advertising the series (e.g., Teen Afterschool Time, 4 p.m. on Thursdays), but not the specific event (e.g., Wii Gaming).</p> <p>Tier 1 posters may be placed on the Community Information Board and in areas of the library that target specific audiences. No posters for these recurring series will be placed at the desk. Any Tier 1 posters are for library use only.</p> <p>Tier 1 programs will also appear on the monthly calendar, website and the lobby screen.</p>
<p>TIER 2: Regular or ongoing library programs, with monthly changes</p>	<p>Branches will create programs around a cohesive recurring theme that occur on a consistent date and time (e.g., weekly teen or children’s programs).</p> <p>These programs will be marketed as a series.</p>	<p>For recurring programs with monthly changes (book clubs, movie nights, etc.), PR will provide editable posters that can be edited by branch managers or designated staff to input the title and date of a specific weekly or monthly program.</p> <p>Tier 2 posters may be placed on the Community Information Board and in areas of the library that target specific audiences. No posters for these recurring series will be placed at the desk. Any Tier 2 posters are for library use only.</p> <p>Programs also appear on the monthly calendar, website and the lobby screen.</p>
<p>TIER 3: Storytime programming</p>	<p>Storytime will be marketed as a program series.</p> <p>Branches will determine the number and frequency of storytime programs, including target ages, language and abilities, in association with the District’s goals and objectives.</p>	<p>Tier 3 programs will utilize durable, reusable marketing items (such as magnets) to advertise Storytime.</p> <p>PR will provide a high-quality flier on the value of Storytime.</p> <p>Tier 3 posters may be placed on the Community Information Board and in areas of the library that target specific</p>

		<p>audiences. No posters for Storytime will be placed at the desk. Any Tier 3 posters are for library use only.</p> <p>Storytimes also appear on the monthly calendar, website and the lobby screen.</p>
TIER 4: Special or one-time-only programs	<p>Tier 4 “Special” programs are limited to a maximum of four per month per branch. Branches should try to have no more than one special program a week.</p> <p>Tier 4 programs should adhere to GCPLD’s goals and objectives.</p> <p>To the extent practical, a monthly rotation should be developed (adults, teens, children, Spanish, etc.), which would highlight one program per week on which to focus marketing efforts.</p> <p>Utilize the strategy screen guidelines to vet potential new programs in this category.</p> <p>Program planner will provide relevant links to photos, articles, websites, reviews and other information that could enhance the program’s promotion.</p>	<p>PR will create posters, PSAs and social media marketing for Tier 4 programs.</p> <p>Branches should utilize partnerships, volunteers and community members to help plan and present programs.</p> <p>Special effort should be made to promote any expected benefits to the library and/or community as a result.</p> <p>Tier 4 posters may be placed on the Community Information Board and in areas of the library that target specific audiences. Posters and fliers for special programs will be featured at the desk.</p> <p>Tier 4 posters can be posted around the community.</p> <p>Additional exterior sign holders or sandwich boards are recommended for attracting passersby.</p> <p>Special programs also appear on the monthly calendar, website and lobby screen.</p>
TIER 5: District-level significant programs	<p>GCPLD will focus efforts on offering four to six significant programs each year, such as well-known authors or traveling exhibits, or other events for which GCPLD can produce higher quality materials, and for which there is reasonable opportunity for significant attendance and media coverage.</p> <p>Have community organizations “sponsor” significant programs. Sponsoring organizations will share part of the marketing efforts and will</p>	<p>PR will create posters, PSAs and social media marketing for these events.</p> <p>PR will also create large-size posters and will invest in additional marketing opportunities (e.g., paid newspaper and Facebook ads, full press releases) as time and budget allow.</p> <p>Planning for Tier 5 programs should begin a minimum of six months to a year in advance. This gives GCPLD time to attract sponsors, produce top quality materials, and engage in media and</p>

	<p>help ensure that these large programs are well attended. Sponsorship does not need to involve a financial contribution. In return for their efforts, sponsors will be offered special incentives (e.g., 20 minutes of early special access “meet and greet” with the author/presenter) and will have their logo included on all marketing materials</p> <p>Program planner will provide relevant links to photos, articles, websites, reviews and other information that could enhance the program’s promotion.</p>	<p>other outreach to support programming.</p> <p>With advance planning, GCPLD can also look at the slate of Tier 5 programs as a whole and examine how well the slate meets the criteria of advancing the mission, vision and strategic goals of GCPLD. These programs provide great content for posters or an e-newsletter sent to all cardholders.</p> <p>There will be times when a known author or presenter is available at the last minute, and GCLPD needs to be able to add such programs when appropriate. As a rule, though, planning significant programs well in advance will enable GCPLD to maximize exposure and attendance.</p>
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Publicity and Design (P&D) Process

Materials promoting regular programs should be produced in the highest quality and quantity that is reasonable. Currently, programs are submitted two months in advance for the creation of various promotional materials.

- **Reduce the lead time on submission of P&D requests for Tier 1–4 (see Table 1 above) events to six weeks.** After a thorough review of the existing process, JVA recommends that GCPLD **reduce the current two-plus-month publicity and design deadline to a rolling deadline of six weeks.** The public relations officer will be responsible for prioritizing requests by input date and will provide promotional materials **three** weeks prior to program implementation to ensure adequate distribution and visibility of marketing materials. Additionally, to ensure that information is timely and to avoid the need for corrections, requests over 90 days in advance are not allowed for one-time-only and recurring events.
- **Program P&D requests submitted less than six weeks in advance will be handled in the order they are received (along with the on-time submittals) and are not guaranteed to get marketing materials.** Last-minute opportunities for programs should be carefully evaluated for fit and need against the strategy screen (see below).
- **Tier 5 (see Table 1 above) District-level or significant programs need more time for promotion. A P&D form must be submitted at least 90 days in advance. Planning for these events should begin up to six months prior to the event.** This will help develop ideas to make the program a

success and reach the broadest possible audience. District-level programs will be marketed at all branches.

- **Require only a single submission for Tier 1–3 (see Table 1 above) recurring programs.** As discussed in the marketing protocols section, recurring series programs need only a single submission at the start of the series to create calendar entries for the duration of the program. Responsible program staff will monitor the calendar for accuracy (e.g., not scheduling Storytime on Thanksgiving) through the online calendar every month. Branch staff should take responsibility for notifying PR of any changes at least two weeks in advance of the upcoming month.
- **Limit the number of printed items to decrease noise.** To ensure the quality of marketing materials, JVA recommends that no more than two printed pieces per branch should be produced by GCPLD each week. This includes a monthly calendar as well as any special or one-time only programs.

Strategy Screen

It is critical that staff understand that program quality is valued over program quantity. A strategy screen serves as a guide for decision-making by providing a framework for staff to determine if a particular course of action aligns with GCPLD’s core values, goals and mission. The strategy screen, in Table 2, below, is designed to serve as a checklist to ensure that any potential endeavor fits within GCPLD’s mission, core values and future direction, and meets identified financial and scope-related criteria.

To screen potential programs, JVA suggests following two processes for potential programs:

- 1) All potential programs must be screened using the strategy screen (provided earlier in this report).
- 2) The screen will identify the target audience, anticipated benefits for participants and how the proposed program aligns with GCPLD’s strategic goals.

Table 2. Potential Strategy Screen

Primary Questions	Secondary questions
Does this program meet a community need? What need is being met?	If we don’t do it, is anything lost?
Is it offered by another source in the community? Is it offered at a neighboring branch?	What makes the library’s version unique?
Who is the target audience? Do we already have enough programming for this target audience?	How will we market to this audience?
Does it provide an opportunity to partner? What would their role be?	How do we best engage any potential partners involved?
Is it a learning opportunity?	How will we evaluate what was learned?

Is there adequate lead time for marketing?	If there is not adequate lead time, is it unique enough to warrant a special effort? Who will take responsibility to ensure the work gets done? What resources have been lost if it fails?
Does it bridge divides in the community? Does it bring disparate audiences together?	How will the library make the effort last?
Do we have adequate staffing available? Who is assigned and are they covered?	What are we willing to give up to make it happen? Can we engage a volunteer?
Can we commit adequate time and resources to ensure success?	What is the potential return on investment for the effort?
Does it further our mission and vision?	How will that be measured? Does it connect people to resources, build trust or add to our value?
Does it focus on outcomes rather than outputs?	Have we established desired outcomes prior to the event? Are they aligned with our strategic goals?

Improving Program Quality and Alignment with GCPLD Mission and Values

To ensure that all library-sponsored programs are relevant, high quality and a good use of resources, **JVA recommends that more stringent guidelines be put in place for all potential programs.** Suggestions for improving program quality and alignment include:

- **Reduce the total number of programs offered at the libraries.** Library programs take a lot of staff time and energy and require significant time to develop related marketing content. Currently, GCPLD hosts between 120-150 programs each month throughout its six branches. A large number of these programs are Storytimes and other “recurring” programs that happen on a monthly or weekly basis. JVA recommends reducing the overall number of recurring programs to a maximum of eight (8) per month, per branch and “special”, one-time programs to four (4) per month, per branch. Recurring programs are defined as programs that are repeated weekly, bi-weekly or on a monthly basis.
- **Reduce the number of libraries that host the same programs.** JVA noticed that it is not unusual for GCPLD to offer the same program at three branches in three nights. This strategy may prove ineffective as it reduces attendance at any one program without substantially increasing total attendance. With the exception of programs that require very minimal staff investment (e.g., Scrabble nights, book clubs led by volunteers), GCPLD would be better served by offering fewer identical programs and ensuring that all “special” programs are well publicized. Creating up valley (Carbondale, Glenwood and New Castle) and down valley (Silt, Rifle, Parachute) zones and planning a rotation of programs between these branches could help attract people from adjacent communities to events and reduce the need for repetition. Additionally, adjacent branches can cross promote these events to increase the public’s knowledge of events around the District.

- **Programs should be evaluated to determine if they align with GCPLD’s goals.** GCPLD should use a strategy screen that helps staff determine if starting a new program or continuing an existing program is beneficial to GCPLD and the community. Programming that does not pass the screen will be not be offered or will be discontinued. The strategy screen (see Table 2) should ask questions that help staff evaluate the value of a program and how it addresses specific community needs.

Goal 4: Improve our methods of communication to our communities to keep them informed of everything the library has to offer and help them discover what's new.

JVA discovered that many GCPLD survey respondents were not aware of what the libraries offer beyond books. GCPLD’s channels of communication must improve to truly inform, as well as meet people where they are on the technology continuum. GCPLD should focus on reducing the “noise” of too many posters and fliers while building a personal relationship with each member of our communities. To accomplish this goal, JVA recommends a number of strategies for creating a successful marketing approach. See Appendix H for additional marketing and communication suggestions collected from participants at the community meetings.

Recommendation 7: Improve the Quality of Printed Marketing Materials

GCPLD’s printed marketing materials should reflect a commitment to quality and excellence. See the description of program tiers in Table 1.

- **Combine fliers with monthly calendar, reduce the total amount of printed material.** It is overkill to have printed materials for every program. JVA recommends consolidating the monthly calendar with a list of upcoming recurring and “special” programs. Individualized calendars should be created for each branch.
- **Create durable marketing items to replace printed fliers.** In place of the heavy amounts of printed materials, JVA recommends that GCPLD create durable, reusable marketing items, such as magnets or bookmarks to advertise recurring branch-specific programs such as Storytimes. In addition, JVA recommends that “special” programs be advertised through postcards and posters, as well as on the printed calendar of events for each month.
- **Reduce clutter at library desks and checkout areas.** In order to reduce clutter at library desks and checkout areas, JVA recommends that each desk have a standardized brochure rack. In the front of the rack should be a prominently displayed monthly calendar of programs. Both the current month and the coming month could be displayed.
- **Create editable posters for recurring events with changes.** Posters or fliers for recurring (ongoing, no-changes) programs should be created by PR quarterly, annually or as needed to

ensure high quality printing. Anything made in-house should be printed from the original file and checked to ensure all elements are properly aligned. Editable posters for recurring programs should follow style guidelines for font, color and content.

- **Improve quality of information on marketing materials.** The quality of information and content needs to be improved. For instance, the current Storytime fliers lack appeal and do not have the information an individual needs before bringing children to the library. Recommendations for these fliers include:
 - Use specific age ranges the programming is tailored to, instead of descriptors like “Toddler” and “Preschooler.”
 - Inform parents/adults if they are expected to sit with the child or can (should) leave the room.
 - Ensure all time and date information is included (e.g., the flier gives both the start and end times).
 - Make fliers larger in order to include more details, or print details on the back.
 - List the specific books being read, or examples of books for each age group.
- **Incorporate the *Find Your Story* tagline into all marketing materials.** Every piece of marketing material, whether print, digital, advertising, etc., needs to include the GCPLD tagline *Find Your Story*, or a variation that applies directly to program content.

Recommendation 8: Improve Information Quality on GCPLD Program Calendars

The printed calendar currently used by GCPLD looks like a standard monthly calendar page produced on 8.5 x 11 sheet of paper in a landscape format. The advantage of this format is that it is easy to create and easy to use as a reader. Unfortunately, the calendar boxes provide little space for information about the actual programs. To improve the information quality of GCPLD’s program calendars, JVA recommends the following changes:

- **Change printed calendar to a bulleted, two-sided format.** The existing monthly calendar will be used on one side (Side A), and a bullet point or vertical list that gives more detailed description of each program and who the target audience is should be included on the other side (Side B).
- **Organize the list of programs in a consistent format.** GCPLD hopes to promote services at its branches to community members throughout the county. To that end, the calendar should be organized in order by date and/or additionally by level of program (e.g., audience, regular/recurring). The bullet points can include the name of the program and a brief one-sentence description. The last piece of information in the description should be the location and the target audience. For example:

October 30, 2014. 9 a.m. Microsoft Excel Basics. Beginning Microsoft Excel users will learn basic functions of this popular spreadsheet program. Community Room. **Adults.**

- **Highlight featured events.** GCPLD should also highlight featured or one-time programs to draw more attention to them. This will also visually break up the list of programs.
- **Utilize the calendars as a marketing tool,** a copy of the monthly calendar should be placed at the library desk, and staff should be encouraged to offer these calendars to library users at each interaction.
- Calendars could also be **posted in other locations around each town,** online on the **branch websites,** and on branch-specific **Facebook pages.**

Recommendation 9: Develop a Menu of Services

While it is clear that most people visit the library to borrow books, the survey data showed that many people never use or are not aware that some library services (e.g., borrowing e-books or video games) are offered. Table 14, in Appendix A, displays relevant data related to library usage by service area. In addition, Appendices C and D reflect community members' suggestions for programming ideas, many of which are programs and resources that the libraries already offer.

To ensure that all current and future library users are well-informed of the services offered at each library branch, one idea community members regularly mentioned during data collection and discussions was that each branch should offer a "menu of services" containing all the ways that people can utilize the libraries. GCPLD should expand on the existing Welcome Document for all new cardholders to more explicitly detail library services and programs. In addition to the information currently offered on the Welcome Document (e.g., loan periods, programs and events, fines and charges, printing, etc.), suggested topic areas include:

- Resources for using the libraries for research and studying
- Resources for using the library as a quiet and peaceful space
- Resources for parents of young children
- Resources for youth
- Resources for teens
- Resources for community members holding meetings and events

This document should be of high quality and available in English and Spanish.

Recommendation 10: Ensure That GCPLD Uses Promotional Signage Effectively

Promotional signage is a key marketing tool. In both the survey and the community meetings, respondents suggested that GCPLD should add programs that were already offered at the libraries, indicating that users were unaware of their existence. With so many community members expressing a desire for programming that is already offered, effective external (e.g., weatherproof outdoor signs,

chalkboards, sandwich boards, banners) and internal (e.g., posters, fliers) signage is needed to help build awareness of programs.

Best practices for promotional signage (e.g., ideal size, type style, colors, quality, orientation) are often context-dependent. The following sections provide information on indoor and outdoor promotional signage and digital content screens.

Outdoor Promotional Signage

Promotional signage on or near building exteriors, visible from the street, which advertises upcoming programs could be very useful in publicizing programs. JVA suggests that GCPLD could ask other organizations throughout the county that have signs that have rotating messages (e.g., schools, churches, towns) to include GCPLD content. Signage in high-traffic areas can be used to increase awareness of existing programming.²⁵ All sandwich board signs (handwritten) should be legible, readable from a distance, centered and consistent in lettering size.

Indoor Promotional Signage

Best practices for event posters include the following:

- Use eye-catching art, contrast (a color wheel is a beneficial tool to determine contrasting colors), and brightly colored paper/backgrounds to get attention.
- Avoid clutter and keep graphic elements (e.g., borders, shadows, textures) to a minimum.
- Keep information short and to the point by focusing on a single message.
- Keep text contained to one section of the poster.
- Use no more than two fonts.
- Include one unified image that clearly visually communicates the key message of your poster.
- Use design so that the eye moves naturally from one piece of information to the next.
- Ensure that posters are readable from a distance.
- Include adequate white space.
- Limit the use of capital letters, which are more difficult to read.²⁶

²⁵ For in-depth recommendations on best practices for outdoor signage, see the United States Sign Council Foundation spells out best practices for outdoor signage (e.g., location, size, site distances, and speed of traffic), see: <http://www.usscfoundation.org/USSCGuidelineStandards.pdf>

²⁶ For more information on best practices for posters, see: <http://www.cardiff.ac.uk/communityengagement/%5Bhidden%5D%20resources/How%20to%20Produce%20Effective%20Posters.pdf> or <http://www.crazyleafdesign.com/blog/poster-design-tips/>

Electronic signs or digital content screens (Exhibio or other)

With regards to best practices digital content screens, JVA reviewed studies (e.g., University of Michigan²⁷) related to best practices in the uses of similar digital content screens. Key takeaways include:

- Keep messages as simple as possible, with very few words and only one message per screen. An example would be: “Larry McMurtry, 7 p.m. Tuesday at the Glenwood Branch.”
- Tailor messages and their rotation to the location of the screen. In places like a lobby that people move through quickly, limit the amount of text and length of messages to ensure that the highest impact messages are seen.
- Screens in places where people are waiting can feature more detailed information. For instance, a screen near a checkout desk or kiosk could feature information on how to get a library card or how to enter a library contest. More detailed designs can be used in such locations, but should still only incorporate as many words as absolutely needed.
- Designs should be simple and easy to grasp from pedestrian viewing areas.
- Text colors should have high contrast with background colors.
- Write in phrases, not sentences.
- Use active voice and action verbs.
- Calls to action need to be clear and have all needed information.
- Content needs to be fresh and timely.
- Create multiple versions of each message with clearly different looks, so that viewers notice the change.²⁸

Recommendation 11: Continue to Foster Beneficial Relationships with Local Media

Fostering beneficial relationships with local media is an essential component of any marketing plan. GCPLD already has longstanding and fruitful relationships with local media. However, strengthening and improving these relationships could be beneficial to GCPLD’s efforts. The following recommendations aim to help GCPLD foster beneficial relationships with local media to better market the libraries:

- **Build partnerships with local newspapers and radio stations.** Currently, some local newspapers (*Glenwood Post Independent*, *Sopris Sun*) publish columns submitted by GCPLD. JVA recommends working with these papers to publish a weekly calendar of branch-specific programs and to discuss trade-outs or partnerships that would be beneficial to all parties. In

²⁷ University of Michigan, Information and Technology Services (2014). Digital sign content best practices. Retrieved from <http://www.itcs.umich.edu/digital-signage/using/content-best-practices.php>

²⁸ For additional best-practice information, case studies and white papers on the best use of digital screens, see: <http://www.itcs.umich.edu/digital-signage/using/content-best-practices.php>; <http://www.digitalsignagefederation.org/>; <http://www.digitalscreenmedia.org/home>; <http://www.digitalsignagetoday.com/>

exchange for media coverage, for instance, GCPLD could allow media organizations to sponsor GCPLD programs. Branch staff can directly contact the media (newspaper, radio, local television) to get coverage for specific events. Prudence should be exercised to ensure that this is the exception rather than the norm.

- **Be proactive in order to utilize newspapers' filler space.** In addition to planned columns, many media have occasional space (filler space) that needs to be filled. Providing media with filler material—whether ads for the library, editorial copy of certain sizes, or audio and video PSAs for radio and television—can be useful. Because filler material will be used unpredictably, it should typically promote standing events or be used for more brand-oriented messages, such as “*Find Your Story at the Library.*” Or “*Did You Know the Library has a 3D Printer?*” Filler articles are good opportunities to promote recurring events.
- **Offer partnership and sponsorship opportunities.** In addition, instead of asking for free coverage or free placement of advertising, GCPLD might consider offering partnership or sponsorship opportunities to media and other organizations. Often, all an organization like a library district has to give a program sponsor is the right to refer to itself as “A proud sponsor of...” In return, that organization gives GCPLD free publicity.
- **Communicate regularly with the press.** Overall, the most important thing GCPLD can do is to communicate regularly with the press and engage in ongoing communication about what can be done to ensure that GCPLD has regular positive coverage. If conveying information verbally, GCPLD staff should always follow up with an email, ensuring that journalists will not rely on their notes alone. If providing information in writing, label timely information—such as information promoting upcoming programs—for publication only until a certain date. Ideally, media would know GCPLD will send information about upcoming programs once a week, on a day and time most beneficial to the media organization.

Recommendation 12: Optimize Digital Content

Utilizing digital media is one of the most cost-effective ways to build awareness of GCPLD programming. According to Library Journal’s (2012) survey of libraries within GCPLD’s population range, the library website was the communication channel that libraries felt was most effective.²⁹

The current website (www.gcpld.org) offers library users a sleek and highly visual portal into the Garfield County Libraries catalog, policies, programs and services. Using a clearly marked header content bar, users can easily access library resources, such as “books and more” and “research,” see separate branch pages, and a listing of library news and upcoming events. In addition, different user groups (e.g., kids

²⁹ Library Journal (2012). Public library marketing: Methods and best practices. Retrieved from <https://s3.amazonaws.com/WebVault/PublicLibraryMarketingRpt2013.pdf>

and teens) can access separate pages with content and visual imagery tailored to their demographic. On the bottom of each page, users can also access information on GCPLD’s mission and administration, social media links (i.e., Facebook, Twitter, YouTube), and information needed to contact or donate to/volunteer with GCPLD.

All six branches have a branch-specific page showcasing a photo of the branch’s interior or exterior, contact information and a description of the branch and its key staff. Branch-specific hours and events are also clearly visible. These branch-specific pages do a good job of showcasing local information while also remaining connected to the larger GCPLD system. Overall, JVA finds the website for GCPLD to be easy to use, intuitive to navigate and clean in its design.

JVA offers the following recommendations to improve the web presence of GCPLD and the branches:

- **Use sans-serif font.** The current bolded, serif-style font used on the website is difficult to read on a computer screen. Serifs are the small tails on the edges of a letter. On some smart phone screens, this font becomes easier to read, but there is still room for improvement in that setting. JVA recommends that GCPLD use a sans-serif font style. Not only is this aligned with best practices in web design, it will also more closely resemble the branded fonts used in GCPLD’s visual identity—creating more visually consistent themes on the website.
- **Increase visibility of online registration for library cards.** Online registration for library cards is not easy to find under the current navigation path. Users must go to the “About Us” section at the bottom of the screen. From there, information about library cards is item number nine out of a list of 17 items to choose from. JVA recommends that library cards be featured on the homepage so that users can easily find the information and register.
- **Provide adequate descriptive content to engage users about upcoming programs and events.** Currently, some website pages include strong teases without much follow through. For instance, when people click on the slider image for One Book One Town, they are connected to a page that invites them to an author event and explains that they can come in and check out the book, but it gives them no reason to do that. Sufficient description should be provided on all events, and enhanced content (e.g., links to a book review, author interview or YouTube chat) should be provided for “special” or District-wide events, as possible.
- **Highlight/showcase branch-specific programs.** JVA suggests that any “special” monthly programs (up to four per month for each branch) be incorporated into the rotating photos. Recurring events may also be appropriate. Ideally these photos can feature one event each for a different population (e.g., kids, teens, adults, Spanish-speakers). It is important for GCPLD to pull these photos immediately after programs have concluded.

Website Traffic and Analytics

JVA conducted an analysis of the traffic on GCPLD's website for the period from January 1 to October 15, 2014, using Google Analytics. During that time, the GCPLD website had the following traffic data:

- Number of sessions (periods of time in which a user is engaged with the website): 223,631
- Number of users (people who have at least one session with the website): 148,087
- Number of page views (the total number of pages viewed within the website, including repeated views of a single page): 405,154
- Average number of pages accessed on the GCPLD website per session: 1.81
- Average duration of time spent by users on the website: 1 minute, 48 seconds. This short duration is likely because the primary user action is going directly to the VuFind catalog website.

Acquisition of users. JVA also conducted analysis of the GCPLD's acquisition of users by collecting data showing how users are reaching the GCPLD's website. JVA also considered the most popular landing pages.

Table 3, below, describes the top five ways that the GCPLD website receives its traffic. 94.6 percent of direct acquisitions (i.e., those who go directly to the go to the GCPLD website) are navigating to the homepage, making it what seems to be the most popular landing page. **It is important to note that the GCPLD homepage percentage is overrepresented in this data because the public computers in each of the libraries are set to open directly to the GCPLD homepage.** In-library computer users start their activity on the GCPLD homepage and continue their activity from there. It is also likely that this negatively skews metrics related to the number of pages accessed per session, the average duration on the site and the bounce rate.

JVA considers this an appropriate landing page because, overall, GCPLD has done a commendable job in making it easy to navigate to resources from the homepage. The URL for the homepage (www.gcpld.org) is also easy to promote. The popularity of the homepage as a landing page is also appropriate as GCPLD strives to create a cohesive brand in which users understand their library card gains them access to all branches.

Table 3. Website User Acquisition

Acquisition Source	Percentage
Direct	66%
Organic Search	24%
Referral	0.9%
Social Media	0.5%
Email	0.2%

In addition, JVA considered traffic from organic search and the landing pages users were accessing.

Table 4, below, displays the top five results for organic traffic, or those that come from search engines:

Table 4. Landing Pages from Organic Traffic

Page	Percentage
Homepage	52.5%
Carbondale Branch	10.1%
Glenwood Springs	8.7%
Rifle Branch	4.8%
New Castle Branch	1.8%

Order of results. The most popular landing pages closely align with the order of the results that are created when a user searches “Garfield Public Library” on Google. The homepage reaches the top organic search results, and it is by far the most common page chosen. An example of Sitelinks is pictured in Figure 1, on the next page (in the red box), with the results for JVA Consulting on Google.

Figure 1. Example of **Sitelinks**

JVA Consulting: Nonprofit Training
jvaconsulting.com/ ▾
 JVA Consulting is a planning, fundraising, capacity building, and evaluation firm working with social innovators on community and social change.
 Google+ page · Be the first to review

2465 Sheridan Blvd, Edgewater, CO 80214
 (303) 477-4896

<p>Careers and Internships Careers and Internships ... are passionate about community ...</p> <p>Our Team Angie Davlyn, Ph.D. Managing Associate, Western Colorado ...</p> <p>Contact Us Contact Information. Denver Headquarters: 2465 Sheridan ...</p> <p>More results from jvaconsulting.com »</p>	<p>Event Calendar Mon, Tue, Wed, Thu, Fri. 29. 30. 1. 2. 3. 6. 7. 8. 9. 10. 13. 14. 15. 16 ...</p> <p>Trainings JVA offers a range of professional development opportunities that ...</p> <p>Executive Director Training Are you looking for executive director training to help you ...</p>
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Featured news section. Lastly, JVA recommends GCPLD consider removing past events from the website. There is little benefit to including information about events that have already taken place on the website. Furthermore, the Past Events link is visible on the Events (one of the more frequently visited pages on the website) yet it receives very little traffic. This Past Events page received only 73 views from January 1, 2014 to October 15, 2014. The additional index pages that build off the Past Events page are also rarely viewed by users. The most viewed index page only has 13 views during the period of January 1, 2014 to October 15, 2014. After the top six ranked index pages (in terms of views) of the Past Events page, the number of views drops to single digits per page. Unless these pages are automatically archived, this will support streamlining the process for maintenance on the website. If GCPLD desires, this information can be kept as an archive, but JVA only recommends this action if it is easier for GCPLD to do.

Recommendation 13: Improve and Increase Libraries' Social Media Presence

Social media is an important tool to connect with community members, expand GCPLD's marketing reach and receive feedback from library users. As library researcher and systems analyst Walt Crawford explains, "Libraries have been technology leaders for decades," and as a result, "good public libraries stay in touch with their communities."³⁰

JVA recommends that GCPLD consider Facebook to be the primary tool for social media marketing. Twitter and Instagram should be considered complimentary strategies. This section provides an overview of the key strategy for each social media platform. Please see Appendix I for in-depth recommendations on each topic.

Facebook

Research (see, e.g., Ahmad, 2014³¹) suggests that organizations' Facebook pages impact 78% of Facebook users when they are deciding to utilize a consumer good or make a purchase. The GCPLD Facebook page and branch pages can be used more effectively to accomplish the following goals:

- Draw people to events
- Increase the visibility of the libraries
- Promote library services

Above all, Facebook is currently an untapped community resource for library information. Only 4% of survey respondents reported using Facebook or other social media as a source of library information.³² In order to increase GCPLD Facebook page viewership, it is critical that people see the page as a source of high-quality and timely information. See Appendix I for additional recommendations on Facebook.

To help provide structure and direction, GCPLD and each branch should use a simple content calendar. JVA suggests that each week, each branch aim to post:

- At least seven timeline postings (ideally more)

³⁰ American Library Association (2013). Social media. The state of America's libraries report. Retrieved from <http://www.ala.org/news/sites/ala.org.news/files/content/2013-State-of-Americas-Libraries-Report.pdf>

³¹ Ahmed, I. (2014, January 24). How social media influences purchasing decisions. Retrieved from <http://www.socialmediatoday.com/content/30-statistics-how-social-media-influence-purchasing-decisions-infographic>

³² This figure may be a low estimation, as respondents were not offered a dedicated social media option during the first two weeks of survey implementation. During this time, some included "Facebook" and other social media sources in the open-ended response section for the "other" option; these responses have been included in this 4% total. Because of this, the adjusted percentage may be as high as 8%.

- Two postings on an event
- Two photos
- Two comments (on events or others' postings)

Twitter

Twitter can be an effective strategy to reach both youth and adults. Research (see, e.g., Pingdom, 2012³³) suggests that the average Twitter user is a 37-year-old female and that 55% of Twitter users are 36 and older. Moreover, Twitter has more users under 17 than Facebook. Forty-six percent of Twitter users are daily visitors, and 29% of users visit Twitter multiple times per day.³⁴ **As such, Twitter is viewed as an appropriate platform to present campaigns that are focused on teens, young adults and adult women.**

However, JVA recognizes that the demographics and population of Western Colorado may not utilize Twitter in accordance with national statistics. JVA was not able to find research on the use of Twitter in Western Colorado or other rural locations, but it did determine that many organizations in the region use Twitter as a marketing and communications tool. Given that the impact of Twitter is not currently known, **JVA suggests that GCPLD embark on a three-month Twitter campaign to determine its effectiveness as a marketing tool.** If GCPLD significantly increases its population of Twitter followers, and brings in more/new people to the library as a result (can be determined through post-program surveys), then GCPLD should adopt Twitter as an ongoing strategy. If Twitter does not seem to be an effective tool, GCPLD can close its account and divert time and resources to other marketing and communication endeavors. See Appendix I for additional recommendations on Twitter.

Instagram

Instagram is another resource that GCPLD can use to expand their presence and potential user base. The benefits of Instagram are that it enables the content generator to create beautiful pictures by using Instagram filters, and it reaches a younger audience: 37% of Instagram users are between the ages of 18-29.³⁵ Pew Internet Research reports that Instagram has high levels of user engagement, with 57% of users visiting at least once per day and 35% doing so multiple times per day.³⁶ **GCPLD should consider Instagram as a complimentary strategy to Facebook.** When the auto-post feature is enabled (i.e., posting photos to Facebook via Instagram), **incorporating Instagram into GCPLD's social media process should take no additional time.** See Appendix I for additional recommendations on Instagram.

³³ Pingdom (2012, August 21). Social network demographics. Retrieved from <http://royal.pingdom.com/2012/08/21/report-social-network-demographics-in-2012/>

³⁴ Duggan, M., Smith, A. (2013). Social Media Update 2013. Pew Internet Research. Retrieved from: http://pewinternet.org/~media//Files/Reports/2013/Social%20Networking%202013_PDF.pdf

³⁵ Ibid.

³⁶ Ibid.

Other Platforms

It is JVA's recommendation that GCPLD focus on Facebook, Twitter and Instagram in its social media marketing efforts. These platforms will allow GCPLD and the branches to reach the most relevant audiences with effective messaging.

JVA recommends that GCPLD's **existing Flickr account be used for storage only**, and relevant photos be rolled into Instagram.

Among the other platforms that are on the rise, **Pinterest may be useful to GCPLD**, although JVA does not see this as a critical strategy. Pinterest is an effective way to store ideas, quotes and pictures to use on other social media platforms as well as a resource to find content ideas through material pinned by other users and organizations. GCPLD can create an open board that both library employees and library users can pin to, creating a continually updated source of social media content. JVA recommends GCPLD consider Pinterest as an optional social media platform. Introducing a Pinterest board for GCPLD would require a significant time investment to launch the board, but maintenance of the board would require much less time than Facebook, Twitter or Instagram.

Recommendation 14: Improve Newsletter Content and Timeliness

Newsletters can be an important way to engage diverse audiences and potential donors. GCPLD's existing newsletter has a very high open rate (24.7%) for the industry. However, GCPLD leadership suggests that despite this high open rate, the existing newsletters are not a strong source of cardholder engagement. As a result, **it is JVA's recommendation that GCPLD discontinue the quarterly printed newsletter and instead infuse quarterly content into monthly e-newsletters** that are either branch-specific or zone-specific (Up Valley Zone: Carbondale, Glenwood Springs, and New Castle branches and Down Valley Zone: Silt, Rifle, and Parachute branches).

Additional material not appropriate for monthly e-newsletters could be transitioned to a short annual report (including both what happened in the past year as well as what changes to expect in the coming year) paired with a request for donations, volunteers, etc. that could be written and distributed once a year. **The public relations officer can transition time typically spent creating the quarterly newsletter into other marketing endeavors.**

JVA's recommendations for a monthly e-newsletter include:

- **Transition printed quarterly newsletter into monthly branch-specific e-newsletter.** For a library newsletter to be most effective, it needs to be timely. People want to know what programs are happening this week and what new books or other materials are available now. JVA understands that some of the branches currently engage in this practice using Constant Contact and a template created by the public relations officer. Content slated for the former quarterly

newsletter should be included in these monthly e-newsletters, and as necessary, GCPLD can send out occasional (e.g., bi-annual) district-level newsletters to all users via email.

- **Streamline newsletter content.** Monthly newsletters do not need to be content-heavy. In addition to information about upcoming programs, newsletters could include occasional “Staff Picks” book reviews, and staff interviews or features, as well as interviews or features about library users. In Library Journal’s (2012) survey of nearly 500 libraries, frequently communicated content included: upcoming programs and events, library policies, new titles coming to the library, readers’ advisory, library contests and games, community service information, and librarian blogs.³⁷
- **Continue to engage library users who do not use email.** JVA understands that a small but important portion of GCPLD library users rely on receiving information via a monthly postcard mailing, typically listing upcoming new book arrivals. GCPLD can continue to engage the small portion of cardholders who do not use email via the existing system of monthly postcards. JVA also recommends that GCPLD phase out users from this list as possible (for example, as they notify GCPLD that they have begun to use email). Alternately, GCPLD could print out its location-specific e-newsletter and mail this to them, which may be less time consuming (and more personalized) than creating a separate postcard.
- **Include marketing messages in other communication to library users.** In addition to e-newsletters, as possible, emails that are sent out to remind cardholders to renew or return an item could include marketing messages. Advertising a program is a natural fit, e.g., “Come see the Amazing Kreskin, and pick up the new Grisham while you are here.” Other opportunities for marketing include date due slips, hold slips and bookmarks.

Goal 5: Ensure all marketing efforts are aligned with GCPLD’s mission, vision and values, and that all staff are informed and prepared to promote the library’s services, materials and programs.

GCPLD should ensure that their policies, actions and goals embody their organizational values, vision and mission. The public should be aware of their goals and objectives through clear and succinct branding and messaging. Staff should be able to provide accurate information on all programs, initiatives and services. Board, staff and volunteers should have a clear sense of the mission, vision and values and be able to articulate them for others. Elected officials, local businesses, community partners and the general public should have a strong sense of what their local library offers and represents to their community.

³⁷ Library Journal (2012). Public library marketing: Methods and best practices. Retrieved from <https://s3.amazonaws.com/WebVault/PublicLibraryMarketingRpt2013.pdf>

Recommendation 15: Utilize Library Staff to Enhance Customer Service and Communication

In order to ensure that all staff are informed and prepared to promote the library's services, materials and programs, it is critical to engage library staff as resources and information-sharing networks. Doing so will both ensure that library users are aware of existing library resources and will also enhance users' customer service experience. In addition, improving customer service should help bring in new members to the libraries and help convert non-cardholders who attend programs into library members. To enact this recommendation, JVA suggests empowering staff members to be library ambassadors, and streamlining and coordinating internal communication.

Empower Staff Members to be Library Ambassadors

Library staff members are on the marketing front lines due to their high level of interaction with library users. They need to be trained and encouraged to talk to library users about upcoming and current programs at the library. While people can get books and access information in many ways, one of the reasons they come to a library is to interact with people. As such, library staff members are very powerful brand ambassadors. JVA has five recommendations to improve staff members' presence and capability to serve as GCPLD ambassadors:

- **Continue to provide outstanding customer service.** In community meetings and survey responses, the importance of positive, friendly, outgoing staff was repeatedly noted. In response to the survey question, "What keeps you coming back to the library?" respondents repeatedly answered with terms such as: friendly staff, great customer service and helpful employees. Some respondents noted that staff members who knew their names made them feel like a special part of the library community.

JVA recommends that GCPLD capitalize on this already strong and successful area by formalizing processes for customer service, capturing best practices of staff who currently provide excellent customer service, and offering training for staff who are eager to improve their skills. In addition, GCPLD should extend its customer service beyond interactions with frequent library users to ensure that new and potential cardholders feel included. In particular, GCPLD should engage library users in positive interactions with staff members. For example, to foster conversation, GCPLD could produce T-shirts for staff and volunteers to wear that identify their association with the library and promote generic customer service (e.g., How can I help?, What would you like to learn? What's Your Story?)

- **Train staff regularly on customer service through formal and informal means.** Because customer service is such an important element to GCPLD's success at engaging community members throughout the county, JVA recommends that all staff members receive formal training on customer service at least once a year. Informal staff customer service training is recommended as an on-going process. In addition, new staff should receive formal training on customer service via new employee orientation and from their supervisor. Suggested topics include:

- The role of library staff in program marketing
 - Customer service in libraries: reference, reader’s advisory and referral
 - Marketing to people who don’t speak your language
 - Using outreach to promote library services
 - Creating value and trust in the community for public library services
- **Engage staff members in active community building with library users.** As library ambassadors, staff members should take responsibility for actively building community and fostering library-appropriate personal connections with library users. **Over 28% of survey respondents indicated that their primary motivation for visiting the library was to *discover* new books or other materials,** not to simply to borrow those materials. Library staff members are a key resource for community members’ discovery and engagement, and should be prepared to facilitate that process whenever needed. Furthermore, this process of discovery is well aligned with GCPLD’s tag line of *Find Your Story*.

JVA understands that there are ethical considerations necessary to protect the personal information of library users that put some boundaries on the type of engagement possible (e.g., it is not appropriate to comment on the books that library users are checking out). However, many survey respondents and community meeting participants praised the personal connections fostered by library staff and sought out additional opportunities to build community within the library. To continue to build community and foster personal connections with library users, GCPLD can:

- Acknowledge all library users as they enter and exit the library. Say hello and ask if they need assistance to create a welcoming atmosphere.
 - At programs, a staff member or a volunteer should be present to welcome guests, to thank them for coming upon their departure, and to administer a post-program survey.
 - Ensure that staff members know that the goal for program success is about fostering a personal connection, not just about securing a high participation rate.
 - Create posters for display in each library that tell library users that library staff are here and available to help them *Find (or Discover) Their Story* through help in locating materials, research, discovering what to read next, and much more.
- **Utilize word-of-mouth communication as a key marketing tool.** The primary way that survey respondents learn about library happenings is “stopping by the library” to talk with staff and read fliers and announcements (this method of communication was used by 43% of all respondents). In addition, **one out of every three (31%) survey respondents indicated that “talking with library staff” was a key way of staying updated on library happenings.** As a result, staff members should be prepared and empowered to share information to all library users on upcoming library programs. Through the use of daily “stand up” staff meetings and weekly program updates (both described below), staff members should be kept informed about upcoming programs, including the intended audience and anticipated benefit of each. Staff

members should also feel comfortable “pitching” upcoming programs to library users to encourage attendance.

- **Showcase staff and cardholder passions.** As a way to improve customer service and information sharing, GCPLD could showcase staff or cardholders’ passions for diverse topic areas. Just as Home Depot has some staff who are passionate about kitchen remodels, other staff who know every tool in the store, and still others who are gardening buffs, the libraries are also full of people who have diverse interests, areas of expertise and passions. The libraries should showcase these staff interests in ways that are visible and accessible to library users such as posters, buttons or highlights in newsletters.

For example, a sign could be posted in each library with a list of all staff and volunteers working that day and one or more areas of interest for each person. Alternatively, posters could be created featuring members of the staff doing something related to an area of expertise, interest or passion with connections to the library. One poster could be made for each branch with all employees holding something that shows something they are an expert in (e.g., garden trowel, guitar, 3D printer, smart phone, lasso, toy car, chess piece) and a related book. For example, a poster could feature a staff member holding a camera and books on photography, with the wording: *NAME loves to take photos. She shares her passion with others at the library. Find Your Story.* Overall, the idea is to showcase passions, expertise and interests, make library users smile and engage community members in the library.

Streamline and Coordinate Internal Communication

Internal communication is a critical part of any new marketing effort and current efforts fall short of providing adequate support. JVA recommends two types of ongoing communication to ensure that staff members and volunteers are informed of library events and services.

- **Weekly programming emails to staff.** Emails should be sent out with talking points for each week’s programs, including information on what the program covers, who the intended audience is and at least one special “hook” that staff could use to engage library users. This information should be distributed via email to all branch staff at the beginning of each week, so that every staff member knows what programs, books and services to promote. Each week, each branch should select one branch-specific program or one new book to talk about with the media and public.

It is JVA’s recommendation that this responsibility be led by each branch manager (or designee), rather than by administrative staff (e.g., Public Relations), so that the branches have an opportunity to take ownership of their programs. Information should be gathered from the online calendar at the end of the previous week and sent out to branch staff at the beginning of the new week (i.e., Sunday or Monday).

- **Daily programming updates.** If possible, have daily “stand up” staff meetings prior to the library’s opening, so staff and volunteers are quickly (five minutes or less) informed about the day’s programs.

Messaging

JVA recommends three types of messaging: messaging themes, brand statements and messaging content for use in marketing materials.

Major Messaging Themes and Brand Statements

The following messaging themes and brand statements are suggested for use in future marketing and communications:

- *Find Your Story*
- A world of possibilities
- How can we help?
- The library is a trusted and valued resource
- Let us connect you to the world
- The library is where you connect to your community
- Community connections start here
- The journey of a lifetime begins here

As Table 13 (see appendix A) reflects, when asked what words come to mind when community members think of the library, the following themes emerged: books, quiet, friendly, community, welcoming, Internet and learning.

Messaging Content

JVA suggests the following messaging content be used in marketing materials (print or online) as needed. This content can be used in the “About us” section of the website. It can also be used as background material any time GCPLD faces an election, or in explaining the value of GCPLD to the business or political communities.

“GCPLD combines high-touch with high-tech. In a world where people can turn to Google or Wikipedia to find a quick answer to an easy question, GCPLD provides library users with information curated by experts, information that can be counted on for accuracy, relevance and appropriate context. While Amazon sells books and other media, GCPLD loans the same materials to cardholders at no cost.”

“GCPLD was created by a vote of the people. It is funded by a ¼ cent sales tax in perpetuity and a one mill property tax that sunsets in 2027. It is the home of six new libraries built over the last six years in response to the wishes of the people of Garfield County. GCPLD exists to serve its residents and library users, to bring the world to them and to help residents *Find (and live) Their Stories.*”

“GCPLD provides a wide range of programs and services to meet the needs and desires of its library users by promoting literacy through Storytime, One Book One Town and online programs that enable people to learn Spanish, English, Mandarin and other languages, among many other programs.”

“GCPLD understands that good, vibrant libraries lead to economic development. Jobseekers can find valuable resources at the library. Business owners and those planning to start businesses can find the tools they need to succeed. Everyone in the county helps to fund the libraries. In return, GCPLD aims to help everyone in the county Find Their Story and live their dream.”

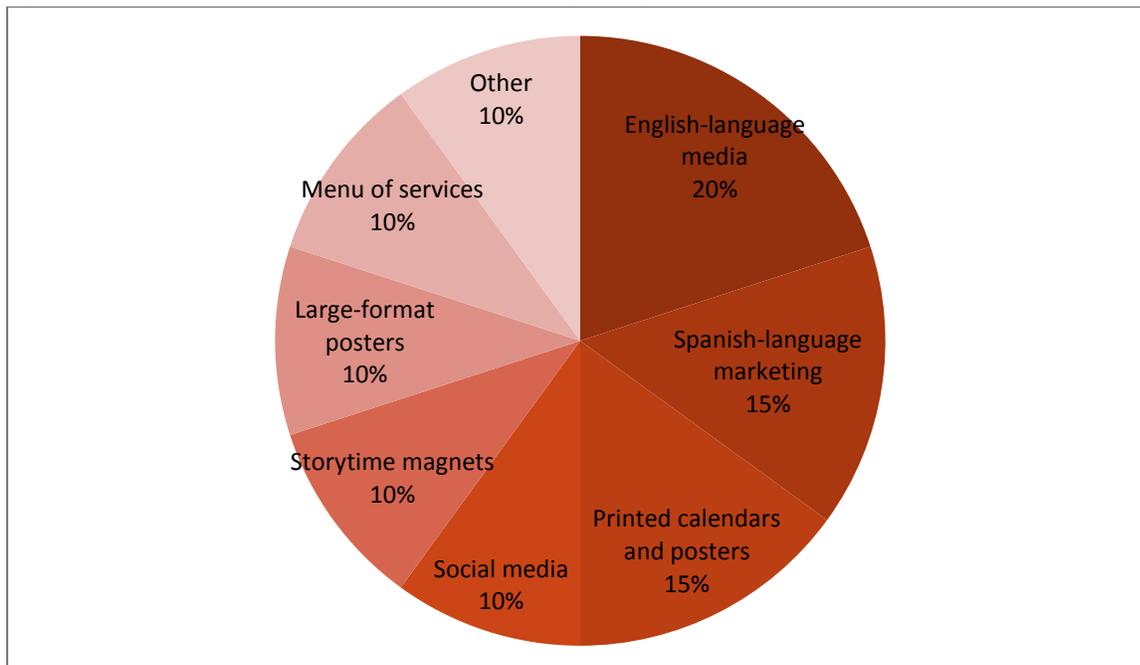
“GCPLD connects the communities of Garfield County to a world of possibilities through easy access to books, e-books, the Internet, classes and programs, research assistance, movies, music, and more.”

“Garfield County Libraries are community focused, and staff and leadership listen to library users and respond to community needs.”

Recommendations for 2015 Marketing Budget

JVA understands that GCPLD has approximately \$15,000 to spend on marketing costs in 2015. This figure is in a similar realm to that of other libraries in Colorado. For example, Denver Public Library shared that marketing (including staff costs) comprises approximately 0.69% of its total budget. Figure 2, on the next page, shows JVA’s recommendations for GCPLD’s marketing budget.

Figure 2. Recommendations for 2015 Marketing Budget



Budget narrative:

- **20% of marketing budget on marketing in English-language media.** GCPLD should utilize this segment to purchase ads in local media. These include:
 - Newspaper ads (especially outlets that support the library with free content placement)
 - Ads on Chamber and other civic group websites, which will not only promote the GCLPD but will also promote the idea that GCPLD is a good business partner
 - Ads in the Senior Resource directory
 - Paid advertisements on community websites such as Moms for Moms
 - Contributed blog content
- **15% of marketing budget to purchase Spanish-language marketing.** GCPLD should purchase advertising in Spanish, specifically targeting Spanish speakers, in *La Voz*, or *KPVW* or other places.
- **15% of marketing budget on printed calendars and posters**, as needed.
- **10% of marketing budget on paid social media advertisements.** GCPLD could purchase paid Facebook ads and/or post promotions to boost participation at the four to six larger district-wide events each year.
- **10% of marketing budget to produce magnets advertising Storytime.** These can help create top-of-mind awareness among both parents and children, and will often be seen by visitors to a home.
- **10% of marketing budget to create large-format posters for significant programs.** These can be displayed prominently in libraries and other public places to create a wow factor around special programs.
- **10% of marketing budget to produce a printed menu of services** to promote the wide variety of programs, services and materials available.
- **10% of marketing budget on other needs**, as they arise.

Additional recommendations include:

- Produce book bags to be sold on the website and in libraries. By selling them instead of giving them away, this can be a no-cost promotion. Also, purchased items are more likely to be used than free items. Anytime someone uses an item like this it serves as word-of-mouth advertising.
- GCPLD has built significant green features into all of its libraries, but has not fully realized the marketing benefits that these features provide. GCPLD has produced a flier and has made note of some of GCPLD's green features in its newsletters. GCPLD should consider doing more.
 - JVA recommends that there be a major feature on the GCPLD website describing GCPLD's green construction, especially pointing to the benefits green construction brings to the community.
 - Each individual library website should include significant, easily accessed material about that library's green features, including photos and benefits.
 - GCPLD should offer green-themed tours to school groups, builders and representatives from other libraries and anyone else interested.
 - GCPLD should create high-quality permanent posters, signage and displays throughout the libraries that call people's attention to green features and their benefits.

Review of Success and Ongoing Goals

JVA recommends that GCPLD conduct ongoing monitoring and analysis of its progress toward the marketing goals described in this plan. GCPLD can track its progress through the following methods:

Goal 1. Make getting a library card easier and increase the frequency of visits to the library by cardholders.

- GCPLD should continue to track the number of new library cards acquired each month and monitor growth patterns in use. GCPLD should monitor the number of library cards that become inactive. There are several factors that may lead one to having an inactive library card (e.g., moving to a different geographic area), and not all reflect negatively on GCPLD's cardholder engagement.

Goal 2. Make the libraries more inviting to individuals who need assistance by improving accessibility.

- GCPLD should develop a short, three to five question survey to learn how well the libraries are promoting accessibility. Surveys can be administered in person or through the email list.

Goal 3. Increase opportunities for community members to share their knowledge and skills through library activities and programs.

- GCPLD should distribute surveys at events to gauge how closely topics align with the talents, interests and passions of community members. While there are several factors that can contribute to high or low attendance (e.g., effectiveness of marketing), participant feedback can point to how relevant event topics are to community members.
- GCPLD should create a brief survey that asks participants about their experience at all library activities and programs (JVA understands that GCPLD does this to some extent now, but not consistently). In addition to questions about the success and quality of the program, the survey can ask participants about the programs they would like to see more of. These surveys can be administered at the event or through a follow-up email. JVA recommends surveying participants as quickly as possible to gather their immediate reactions.

Goal 4. Improve methods of communication to communities to keep them informed of everything the library has to offer and help them discover what's new.

- GCPLD should regularly track the traffic and user behavior on the website at recurring intervals (e.g., monthly or quarterly). The priority should be to ensure that key metrics (e.g., users, visits, page views, pages/visits, etc.) continue to demonstrate growth and user engagement.
- GCPLD should track user engagement on social media. Because GCPLD is starting with fairly low engagement on social media, it should be easy to show increased measures in follower interactions (e.g. likes, comments, shares and retweets).
- GCPLD should track the open-rates on direct emails.

- GCPLD should include a question on post-program surveys that ask how the program attendee heard about this event or service. GCPLD staff can also informally survey library users as they access different services or events and ask them how they learned about the service or event.

Goal 5. Ensure all marketing efforts are aligned with GCPLD’s mission, vision and values, and that all staff are informed and prepared to promote the library’s services, materials and programs.

- GCPLD should screen policies, actions and goals moving forward against its values, vision and mission.
- GCPLD branch managers should provide weekly updates to staff on programs, initiatives and services to ensure they are knowledgeable on what is happening at their branches and across GCPLD. Branch managers should provide brief, easy talking points to their staff members, and staff members should provide ongoing feedback about the effectiveness of talking points and how well they are received by library users.
- GCPLD board and volunteers should receive information on GCPLD’s mission, vision and values as part of their onboarding process.

Conclusion

GCPLD is in the enviable position of having enthusiastic community support, outstanding new and innovative facilities, and great board and staff. The challenge is in how to communicate about programs and services more effectively in order to promote individual membership, community engagement and user satisfaction to ever-higher levels.

In summary, JVA recommends:

- **Aspiring to and promoting GCPLD’s differentiating factors** including: beyond books (offering resources in many formats), being community-focused, being welcoming and helpful, connecting community members to the world, serving as a place where community members can spend quality time, creating opportunities for discovery, engaging emerging technologies, and empowering individuals to find their story.
- **Understanding and engaging seven distinct target markets:** (1) Teens and pre-teens who have a distinct interest in reading, learning or engaging with library resources, (2) “New adults” (ages 18–25) who are often unseen in libraries (around the nation); (3) Young families focused on enriching the lives of their children and family unit, (4) Younger adults in their 30s who are well-educated, affluent and focused on building their families, careers and lifestyle, (5) Middle-age adults in their 40s of middle and higher income who may or may not have children, (6) Adults age 50 and older who enjoy DIY projects and have pride in their communities, and (7) Spanish-speaking adults and their family members.
- **Increasing the frequency of visits to the library by cardholders** and their extent of usage through:

- Targeted programs and strategies to increase library membership and usage, such as partnerships and campaigns.
- Developing a *Find Your Story* campaign to engage community members in the diverse resources of the libraries.
- Easing the requirements to obtain a library card.
- **Making the libraries more inviting to individuals who need assistance** by improving accessibility by:
 - Engaging Spanish-speaking adults.
 - Providing tools and resources to individuals with disabilities.
 - Bringing services directly to individuals who have limited mobility or who are homebound.
- **Increasing opportunities for community members to share their knowledge and skills through library activities and programs** via:
 - Engaging community members in creating and presenting library programs.
 - Targeted programming content that is strategically created (using a strategy screen to ensure alignment with GCPLD's mission and values) and marketed (via a program marketing protocol and an improved P&D process).
 - Ensuring that high quality printed marketing materials are produced and distributed through a clear and clutter-free process.
 - Improve information quality on program calendars by making strategic changes to the format and amount of information provided.
- **Improving methods of communication to keep community members informed** of everything the library has to offer and help them discover what's new by:
 - Developing a menu of library services available at each branch.
 - Using promotional materials, such as indoor and outdoor signage and digital content screens in the lobbies, effectively using best practices from scholarly research.
 - Continuing to foster beneficial relationships with local media, such as newspapers, radio stations and community partnerships.
 - Optimizing digital content on the library's website to more effectively reach target audiences.
 - Improving and increasing the libraries' social media presence through the strategic use of Facebook, Twitter and Instagram.
 - Improving newsletter content and timeliness by transitioning the quarterly printed newsletter to a monthly branch-specific e-newsletter.
- **Ensuring all marketing efforts are aligned with GCPLD's mission, vision and values**, and that all staff are informed and prepared to promote the library's services, materials and programs by:
 - Empowering staff to be library ambassadors.
 - Streamlining and coordinating internal communication.
- **Using effective messaging content for community outreach.**
- **Strategically spending the 2015 marketing budget** to best reach target audiences.
- **Engaging in ongoing review of success** toward these goals.

Appendix A: Data from Survey Outreach

Tables 5–10. Demographic Information of survey respondents³⁸

Gender	Survey respondents	Garfield County residents (2010)
Female	75%	49%
Male	24%	51%

Age	Survey respondents	Garfield County residents (2015 estimated)
Under 18	4%	26%
18–24	3%	11%
25–29	6%	7%
30–39	18%	14%
40–49	15%	14%
50–59	19%	12%
60–69	20%	10%
70+	13%	6%

Children	Survey respondents
No children	31%
Infants	4%
Toddlers / preschoolers	12%
Elementary schoolers	13%
Middle schoolers	11%
High schoolers	9%
Adult children	42%

Language(s) spoken at home	Survey respondents	Garfield County residents (2010)
English	96%	85%
Spanish	10%	14%
Other	3%	2%

Household income	Survey respondents	Garfield County residents (2010)
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³⁸ Note: Percentages were rounded up to the nearest whole number. As a result, the total may be slightly over or under 100%.

Less than \$24K	9%	13%
\$25K–\$49K	21%	26%
\$50K–\$74K	16%	25%
\$75K–\$99K	15%	21%
\$100K–\$149K	12%	10%
\$150K–\$199K	4%	2%
\$200K+	2%	2%
Students	6%	n/a
Retirees	21%	n/a

Education level	Survey respondents	Garfield County residents (2010)
I am currently in elementary, middle, or high school	4%	n/a
I completed some high school, but did not finish	1%	12%
High school degree or equivalent	10%	28%
Some college	20%	24%
College degree	36%	28%
Graduate or professional degree	29%	8%

Table 11. Major themes from survey responses by branch, in response to the question: *What keeps you coming back to the library?*

Carbondale	Glenwood	New Castle	Parachute	Rifle	Silt
<ul style="list-style-type: none"> • Book selection • Study rooms • Fun events • Resources • Accessibility • Kids • Staff / customer service • Welcoming atmosphere • Quiet space to read / study • Marmot / Prospector / ILL • Location • Sense of community 	<ul style="list-style-type: none"> • Access to books • Internet • Resources • Selection / New books • Great service • Friendly staff • Events • Atmosphere • Audiobooks • Quiet • Great service 	<ul style="list-style-type: none"> • Books • Information access • Friendly staff / great service • Knowledgeable staff • Space • Storytime • Selection / Quality of collection • Study rooms • Comfort • Quiet 	<ul style="list-style-type: none"> • Books • Friendly, helpful staff • Availability of (new) books • New movies • Kids program • Community meetings • Center for families • Activities • Quiet place • Audio books • Convenience 	<ul style="list-style-type: none"> • Books • Friendly and helpful staff • Variety / selection • Movies • Events • Meeting space • Knowledgeable staff • Children's events • Storytime • Atmosphere • Service 	<ul style="list-style-type: none"> • Book selection • Great / friendly staff (knows my name) • Efficient help • Children's books • Marmot / Prospector • New materials • Children's programming • Storytime

Table 12. Major themes from survey responses by branch, in response to the question: *What would help you visit the library more than you currently do?*

Carbondale	Glenwood	New Castle	Parachute	Rifle	Silt
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<ul style="list-style-type: none"> • More quiet spaces / less noise • More fun events • Designated children's area • More Spanish lit • More literature / adult fiction • Newer music • Senior events • More computers • Easier ability (online?) to see resources available • More hours after 5 p.m. and on weekends 	<ul style="list-style-type: none"> • Evening /morning / weekend hours • Educational events • Book / magazine sales • Parking • Private rooms for study groups • Greater kid area separation • More audiobooks • More/newer books, wider selection • Coffee bar • More programs for 20s and 30s 	<ul style="list-style-type: none"> • Updates on the activities • Longer night / weekend hours • Book sale • Activities for children under three • Adult classes / events • More movies • Wider selection of books 	<ul style="list-style-type: none"> • More children's events • Knowing what is happening • Quiet • More social events • Longer evening / weekend hours • More Spanish books and events • Improved book selection 	<ul style="list-style-type: none"> • E-books (more) • More interactive adult events • Coffee / tea • Food • More age-specific events • Later evening / earlier morning hours • Better selection • Speakers 	<ul style="list-style-type: none"> • Programs • Newer material • Longer evening hours • Sunday hours • Children's programming in the evening • Wider selection • Adult classes
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Table 13. Major themes from survey responses by branch, in response to the question: *What words come to mind when you think of the library?*

Carbondale	Glenwood	New Castle	Parachute	Rifle	Silt
<ul style="list-style-type: none"> • Books • Quiet • Friendly • Fun • Community • Bright • Welcoming • Comfortable • Resources • Internet • Peaceful • Research • Education • Knowledge / Learning • Useful 	<ul style="list-style-type: none"> • Books • Quiet • Friendly • Knowledge • Community • Learning • Reading • Peaceful • Clean • Education • Movies • Research • Staff • Comfortable • Internet • Relaxing 	<ul style="list-style-type: none"> • Books • Quiet • Friendly • Peaceful • Fun • Knowledge • Comfortable • Learning • Education • Staff • Community • Resources • Movies • Clean 	<ul style="list-style-type: none"> • Books • Friendly • Quiet • Clean • Fun • Peace • Relaxing • Efficient • Staff • Reading • Research • Variety • Learning • Children's • Educational • Movies 	<ul style="list-style-type: none"> • Books • Quiet • Friendly • Nice • Resources • Learning • Fun • Internet • Reading • Convenient • Welcoming • Peaceful • Service • Community • Accessible • Creative 	<ul style="list-style-type: none"> • Books • Quiet • Friendly • Staff • Happy • Internet • Education • Learning • Safe • Fun • Variety • Kids • Resources • Entertainment • Exciting • Movies

Table 14. Major themes from survey responses, in response to the question: *Which of the following library services do you use?*

Category	Often	Rarely/N ever	Never	Didn't know this was offered
Borrow books (print or audio)	67%	11%	3%	0%
Borrow e-books	11%	67%	49%	7%
Borrow music	6%	72%	49%	4%
Borrow DVDs	29%	39%	20%	2%
Borrow video games	2%	88%	78%	5%
Quiet place to sit, read, study or spend time	18%	48%	23%	1%
Take my children (or other children)	25%	54%	44%	2%
For business / to hold meetings	7%	71%	58%	5%
To access the internet	14%	43%	41%	1%
To attend adult events	9%	42%	38%	4%
To attend teen events	3%	88%	77%	4%
To attend children's events	13%	68%	55%	2%
To attend summer reading programming	21%	63%	53%	3%
To volunteer	6%	78%	72%	6%
For training	2%	84%	74%	6%
For other reasons	7%	76%	n/a	n/a

Appendix B: Demographic Profile of Garfield County

In 2010, the Garfield County Board of County Commissioners contracted with Esri to conduct a demographic profile on community members in Garfield County. This report can be accessed online at <http://www.garfield-county.com/geographic-information-systems/documents/2010CountyDemographicProfileForBusiness.pdf>.

Key information from that summary includes:

- **Total population.** The total population from the 2010 data collection was 59,225. The projected 2015 population is 68,764.
- **Age.** Data from the 2010 report shows the county to be 51% male and 49% female. It is important to note that the respondents on the 2014 survey skewed heavily female (75%).
- **Income.** 2010 median household income in Garfield County was just over \$60,000. Current library users may have a slightly lower income than the county as a whole, with 30% reporting income under \$50,000 and 31% reporting income from \$50,000 to \$99,000.
- **Educational attainment.** Countywide, 26.5% of individuals have at least a bachelor's degree. It is important to note that the educational attainment of survey respondents is higher than that of the county population, with 65% reporting at least a bachelor's degree, and 85% reporting they attended at least some college.
- **Purchasing habits.** According to the 2010 profile, the typical Garfield County household spent \$42 a year renting DVDs, \$78 a year on newspapers and magazine, and \$73 a year on books.

Esri's housing profile³⁹ also maps the residents of Garfield County into different population segments. As Esri's reference guide on segmentation⁴⁰ explains,

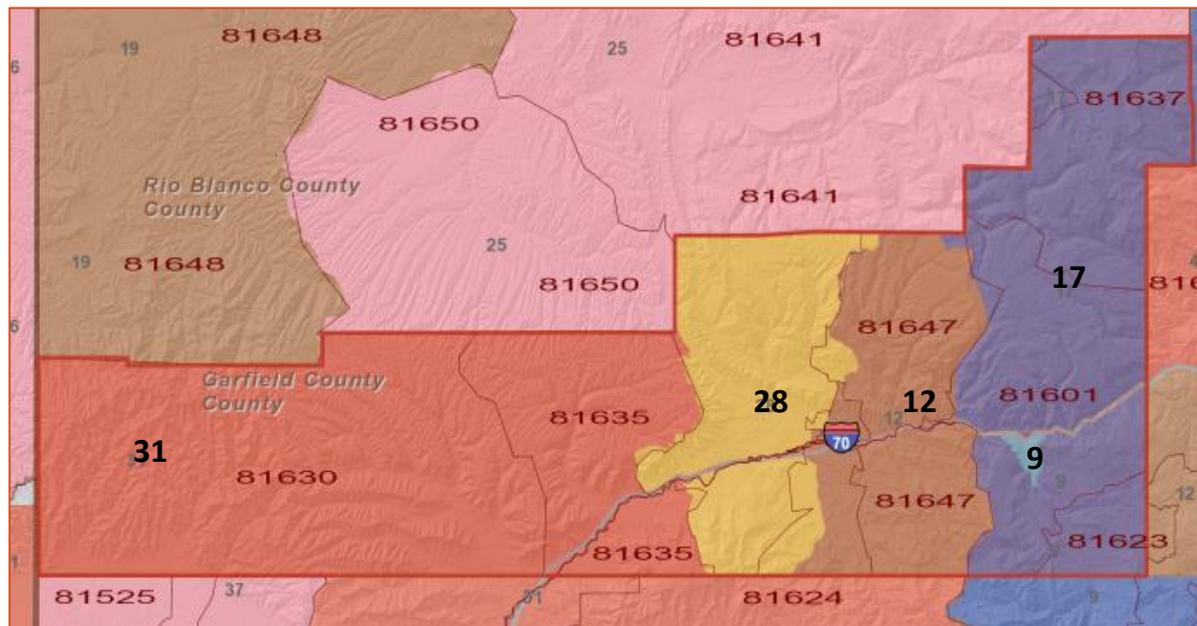
Segmentation systems operate on the theory that people with similar tastes, lifestyles, and behaviors seek others with the same tastes—"like seeks like." These behaviors can be measured, predicted, and targeted. Esri's Tapestry Segmentation system combines the "who" of lifestyle demography with the "where" of local neighborhood geography to create a model of various lifestyle classifications or...distinct behavioral market segments. (p. 1)

As Figure 3, on the next page, indicates, the population of Garfield County is subdivided into five unique Esri tapestry segments: rural resort dwellers (segment 31), aspiring young families (segment 28), up and coming families (segment 12), green acres (segment 17), and urban chic (segment 9). The numbers on the map below represent the approximate location of each segment.

³⁹ Esri (2010). Housing profile, Garfield County Colorado. Retrieved from <http://www.garfield-county.com/geographic-information-systems/documents/2010CountyDemographicProfileForBusiness.pdf>

⁴⁰ Ibid.

Figure 3. Esri Tapestry Map of Garfield County Population Segments



Rural Resort Dwellers

Esri⁴¹ ascribes the following characteristics to this segment (segment 31 on the map in Figure 3):

Demographic. These neighborhoods are found in pastoral settings in rural nonfarm areas throughout the United States. Household types include empty-nester married couples, singles and married couples with children. The median age is 49.4 years; more than half are 55 and older. Most residents are white in these low-diversity neighborhoods.

Socioeconomic. Although retirement beckons, most of these residents still work. The median household income is \$45,733, slightly below the US level. 6% of those who are employed work at home, twice the US rate. Because so many residents are 65 and older, receipt of retirement income and Social Security benefits is common. More than two-fifths collect investment income; approximately 20% receive self-employment income. Nearly one in four residents ages 25 and older holds a bachelor's or graduate degree; more than half of the residents have attended college.

Residential. The number of households in these small, low-density neighborhoods is growing at 1.5% annually. 78% of the housing is single-family structures; 15% is mobile homes. Home ownership is at 80%. Of the Tapestry segments, Rural Resort Dwellers has the highest percentage of seasonal housing, 16 times higher than the national level.

⁴¹ Esri (n.d.). Tapestry segmentation reference guide. Retrieved from <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Preferences. These residents live modestly and have simple tastes. They often work on home improvement and remodeling projects and own garden equipment to maintain their yards. They cook and bake at home. Many households own multiple pets, particularly dogs and cats. Riding lawn mowers and satellite dishes are familiar sights in these areas, along with multiple vehicles, including a truck. Active participants in local civic issues, residents also belong to environmental groups, church and charitable organizations, fraternal orders, unions and veterans' clubs. They go hiking, boating, canoeing, hunting, fishing, horseback riding and golfing. They listen to country radio and watch Animal Planet, CMT, BBC America, the National Geographic Channel and primetime dramas on TV. The older residents focus on their general health care, prescription medications, and financial- and retirement-related matters. Many residents actively manage or plan their investment and retirement savings. The self-employed residents are more likely to have IRAs than 401(k) plans.

Aspiring Young Families

Esri⁴² ascribes the following characteristics to this segment (segment 28 on the map in Figure 3):

Demographic. Most of the residents in these neighborhoods are young, startup families, married couples with or without children, and single parents. The average family size of 3.1 people matches the US average. Approximately two-thirds of the households are families, 27% are single persons and 9% are shared. Annual population growth is 1.13%, higher than the US figure. The median age is 31.1 years; nearly 20% of the residents are in their 20s. Typical of younger populations, Aspiring Young Families residents are more ethnically diverse than the total US population.

Socioeconomic. The median household income is \$46,275; wages provide the primary source of income. Approximately 60% of employed residents work in professional, management, sales or office/administrative support positions. Overall, 87% of residents 25 years and older have graduated from high school, 58% have attended college and 24% hold a bachelor's or graduate degree.

Residential. 51% of the households rent; 47% own their homes. Residents live in moderately priced apartments, single-family houses and startup townhouses. Most of the housing was built after 1969. The average gross rent is comparable to the US average.

Preferences. Focused on family and home, residents of Aspiring Young Families communities spend most of their discretionary income for baby and children's products, toys, home furnishings, cameras, and video game systems. They go online to look for jobs, play games, and buy personal preference items such as music and computer equipment. These residents would probably go to a theme park while on vacation. They play video games, watch TV, eat out and go to the movies. They also play basketball and

⁴² Esri (n.d.). Tapestry segmentation reference guide. Retrieved from <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

go bowling and biking. They listen to urban stations and professional basketball games on the radio and watch sports, news, entertainment and courtroom shows on TV. They eat out at family restaurants such as Chili's or IHOP and go to Jack in the Box or Sonic for fast food.

Up and Coming Families

Esri⁴³ ascribes the following characteristics to this segment (segment 12 on the map in Figure 3):

Demographic. With an annual household growth rate of 4.56%, Up and Coming Families represents Tapestry Segmentation's second highest household growth market. A mix of Generation Xers and Baby Boomers with a median age of 32.6 years, this segment is the youngest of Tapestry Segmentation's affluent family markets. Most residents of these neighborhoods are young, affluent families with younger children. 80% of the households are families. Most of the residents are white; however, diversity is increasing as the segment grows.

Socioeconomic. Beginning their careers, Up and Coming Families are earning above-average incomes. The median household income is \$69,522, higher than the national median. Nearly two-thirds of the residents ages 25 years and older have attended college; more than one in five holds a bachelor's degree. 91% of households earn income from wages and salaries. Although half of the households have children, they also have working parents.

Residential. Up and Coming Families neighborhoods are located in the suburban outskirts of mid-sized metropolitan areas with populations higher than 250,000. Most residents live in new single-family housing; more than half the housing units were built in the last 10 years. Home ownership is at 80%.

Preferences. Family and home dictate the products these residents buy. Many are beginning or expanding their families, so baby equipment, children's clothing and toys are essential purchases. Because many are first-time homeowners, basic household furniture and lawn fertilizer, weed control and insecticide products are important. Car loans and mortgage payments are major household budget items. They are most likely to own or lease an SUV or a minivan. They eat out at family restaurants, especially on the weekends, and buy fast food at the drive-through or for takeout. They play softball, take the kids to the zoo and visit theme parks (generally Sea World or Disney World) where they make good use of their digital camera or camcorder. They rent comedy, family and action/adventure DVDs. Cable station favorites include Country Music Channel, ESPN news, The Learning Channel and the Disney Channel. They listen to country, soft rock and contemporary hit radio.

⁴³ Esri (n.d.). Tapestry segmentation reference guide. Retrieved from <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Green Acres

Esri⁴⁴ ascribes the following characteristics to this segment (segment 17 on the map in Figure 3):

Demographic. 71% of the households in Green Acres neighborhoods are married couples with and without children. Many families are blue-collar Baby Boomers, many with children ages 6–17 years. With more than 10 million people, Green Acres represents Tapestry Segmentation’s third largest segment, currently more than 3% of the US population and growing by 1.92% annually. The median age is 42 years. This segment is not ethnically diverse; 92% of the residents are white.

Socioeconomic. Educated and hard-working, more than one-fourth of Green Acres hold a bachelor’s or graduate degree; more than half have attended college. Occupation distributions are similar to those of the United States. 17% of the households earn income from self-employment ventures. The median household income is \$60,461.

Residential. A “little bit country,” these residents live in pastoral settings of developing suburban. Home ownership is at 86%. Typical of rural residents, Green Acres households own multiple vehicles; 78% own two or more vehicles.

Preferences. Country living describes the lifestyle of Green Acres residents. Dogs or cats are considered part of the family. These do-it-yourselfers maintain and remodel their homes; projects include roofing and installing carpet or insulation. They own all the necessary power tools, including routers, welders, sanders and various saws, to finish their projects. Residents also have the right tools to maintain their lawns, flower gardens and vegetable gardens. They own riding lawn mowers, garden tillers, tractors and even separate home freezers for the harvest. Continuing the do-it-yourself mode, it is not surprising that Green Acres is the top market for owning a sewing machine. A favorite pastime is using their ice cream maker to produce homemade ice cream. They prefer motorcycles and full-size pickup trucks. For exercise, Green Acres residents ride their mountain bikes and go fishing, canoeing and kayaking. They also ride horseback and go power boating, bird watching, target shooting, hunting, motorcycling and bowling. They listen to auto racing and country music on the radio and read fishing and hunting magazines. Many own satellite dishes so they can watch news programs, the Speed Channel and auto racing on TV. A favorite channel is Country Music Television.

Urban Chic

Esri⁴⁵ ascribes the following characteristics to this segment (segment 9 on the map in Figure 3):

⁴⁴ Esri (n.d.). Tapestry segmentation reference guide. Retrieved from <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

⁴⁵ Esri (n.d.). Tapestry segmentation reference guide. Retrieved from <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Demographic. Urban Chic residents are professionals who live a sophisticated, exclusive lifestyle. More than half of these households are married-couple families, similar to the US proportion. Fewer than half of them have children. Unlike the United States, there is a smaller proportion of single parents and a higher proportion of singles and shared households. The median age of 42.7 years is older than the US median of 37 years, while the diversity index of 48 is lower than the US figure of 61.

Socioeconomic. Their median household income is \$82,524. They are well-educated; more than half of residents ages 25 years and older hold a bachelor's or graduate degree; 80% have attended college. They work in a variety of occupations, especially professional, management and sales positions in the scientific and technical services, educational services and health care industry sectors. 20% of these households earn income from self-employment ventures; 55% receive additional income from investments.

Residential. These neighborhoods parallel the United States for housing type and home ownership. Homes range in age from pre-World War II to post-2000, and types range from high-rises to single-family houses. 63% of the housing is single-family; 27% is apartments in multiunit buildings. The rate of home ownership is 65%.

Preferences. Urban Chic residents focus more on their lifestyle than ambience. They travel extensively, visit museums, attend dance performances, shop at upscale stores and do volunteer work. To stay fit, they downhill ski; go backpacking, hiking and biking; practice yoga; do aerobics; play tennis; and lift weights. They buy natural or organic food and take a multitude of vitamins and dietary supplements. They drink imported wine and truly appreciate a good cup of coffee. These busy, tech-savvy residents use PCs extensively. This is a top segment to own an Apple computer. They go online to arrange travel; get the latest news; check their investment portfolios; trade stocks; and buy books, clothes, flowers and tickets to concerts and sports events. They use credit cards, often charging more than \$700 a month. They also own shares in stocks, tax-exempt funds, mutual funds and money market funds. They will occasionally use a financial planner or brokerage firm. *Urban Chic* is one of Tapestry Segmentation's top segments for radio listening; these residents tune in to classical music, all-talk and public radio. They are also avid readers of newspapers; books; and general editorial, news and entertainment, business and home service magazines. They seldom watch TV; however, their favorite channels broadcast news programs and documentaries.

Appendix C: Community Meeting Participant Top Choices for Library Programming

Programming

These raw notes are included to show community members' top choices for programming at each library branch.

TOPIC	Glenwood Springs	Rifle	New Castle	Carbondale	Silt	Parachute
Resources						
Book/resource collection and checkout process	<p>More e-books</p> <p>Having latest books (quantity)</p> <p>More books (more variety, more Spanish, more reference)</p> <p>Return receipt when returning a book</p>	<p>Increased book selection</p> <p>Specialized book sections</p>	<p>More e-books and audio books</p> <p>Larger movie collection</p> <p>Expanded foreign film DVD collection</p>	<p>Better online account website and book catalogue</p> <p>Catalogue more accessible to children and Spanish-speakers</p> <p>More national and international print media</p> <p>2 or 3 shelves of classic authors (Faulkner, Hemmingway, Steinbeck)</p> <p>Browsability</p> <p>More teen and young adult books</p>	<p>Expand database resources: e-books, journals, kindles</p> <p>Book exchange program</p> <p>Rotate DVDs from other libraries</p>	<p>Broader access to electronic information resources (e-books)</p> <p>Up-to-date DVDs</p> <p>More materials (newspapers, books/e-books, videos, music)</p> <p>Broader and deeper nonfiction selection</p>
Technology resources	<p>Maintain current technology</p> <p>Control technology (the sites some library users are on with anybody able to see the screen!)</p> <p>Better computer access and number of</p>	<p>Computers in quiet areas</p>		<p>Internet database next to the DVD collection</p> <p>Chromebooks with touchscreens</p> <p>Quality children's apps and computer games</p>		

	computers available					
Games / Play	Scrabble Intergeneration, intercultural games (board, scavenger hunt, etc.)		Wider range of game age levels			
Programming						
Youth / Family programming	More kids activities Bridge to Family Visitor program Family book club / nights	Family crafts and projects More family movie times A student liaison at each school to promote events and brainstorm new programs Bilingual Storytime Family night with food and cultural activities	Astronomy club/class Mobile planetarium Tutoring	Contests to encourage teens and kids Family events in Spanish that are enriching and educational Children's book club	Classes on how to use the library Maker space in all libraries Evening family friendly events	Internet safety for children Pet therapy Children's programs and movies
Teen programming	Engage teens in classes and planning – perhaps replicate the Maker Space Teen “coffeehouse”	More teen events		Robotics for teens and preteens Projects for teens	Teen gatherings / dance”	
Adult programming	Non-adversarial discussions about issues and ideas	Weekly discussion groups on current topics with coffee/tea	Dating (without romantic entanglements) Skype interest groups from around the world	More hands-on activities (knitting, games, musical instruments) Implement an “issues” discussion		More activities for men More certification classes to help people who are looking for jobs

			Reflexology/neck and shoulder massage Gardening/canning Home living	Once a month author or local knowledgeable speakers (e.g., Pete McBride, Krakow, T.J. VanGardner) More celebrations! More visits by authors		Speakers and programs Popular authors as speakers GED education and literacy Instructional classes
Culture / Art / Music / Film	Art show / wine openings Regular free movie nights (documentaries + other) Independent film evenings More cultural events More lecture series (like Chautauqua)	Family night with exotic food and cultural activities	Musical evenings Music lessons Musical interludes e.g. some classical or romantic background music Cultural enrichment Language club/classes Foreign film series	More concerts: classical, masters Community musical events Energy literacy for all ages in Spanish and English More music programming More lectures	Armchair travel programs	Bicultural exchange Ethnic music concerts or poetry readings Graphic artists
Clubs / Other events	Small group book clubs, we choose the books	Specialty classes (fly tying, health, nutrition) Cooking classes Anime / manga / magic program More historical / genealogy programs	Group meetings – all age groups Cooking class/club Job research and training and assistance Inter library interest groups “kinecting”	DIY workshops in a multitude of disciplines Library as a place for community (celebratory) events	Clubs: language, chess, quilting, fishing... More learning activities, such as sign language, braille, fly fishing, wood working... More programs for all ages on different topics of interest	More book clubs of different kinds

					More adult programs	
Current events / News		More information / access to current world and local news More access to national newspapers		Panel discussions and forums for elections and community issues Place for community political events Forum to present various sides of issues: fracking, politics, smart meters		Host political candidates around election time or speakers to explain ballot issues Open discussions on current events Post Independent distributed here
Technology programming	Technology classes for seniors (computers especially) to help us keep up with the technology Technology classes, help availability	More computer classes, especially at advanced levels	Computer classes – more	Computer classes on web research Adult training for using library resources, databases, book search and online periodicals Computer workshops for Mac users and iPads Computer instruction and support	Classes on technology	Classes on new technology devices (e.g., iPods, smart phones) Student geeks volunteering to help seniors with new technology
Communications and Outreach						
Communication	Email alerts about events and new books Communications about the library and its members		Community bulletin board on website More communication on existing services i.e. EBSCO Weekly email on library events	Signage		Better communication! Include a monthly flier of activities in the Battlement Mesa Metropolitan District invoice mailings

						Library tour (to educate community on what's available)
Community outreach	Incorporating more students to participate in the library as tour guides, helpers, etc.	Recruit and support "literacy" volunteers		More teen involvement Implement a children's book review by children Latino outreach		More/better community outreach Home visits Coffee for newcomers
Sharing	Magazine exchange May book sale					Reinstate magazine swap to recirculate current editions Large book sale 1-2x/year Book sales
Facilities						
Comfort / Space / Outdoor space	Have comfortable spaces with lots of seats Seating with lighting at individual spots Make the library a more welcoming place outside – more colorful and comfortable space for adults and children Some protection outside from the summer sun Coffee / tea area	More chairs near librarian's desk More divided seating for different ages Move newspapers to front Coffee shop in the morning (outdoors?) Coffee station Develop uses for second story patio	Caffeine (coffee/tea) – Starbucks Apple cider / Juices	Quiet decorum Quiet zones for children and some for adults Fireplace Cozy and comfortable reading areas (chairs, rocking chairs, stuffed animals) Coffee bar Fountain Smaller study spaces – more individual study corrals and cubicles Separate children's areas	Vibrant colors for teen area	Playing areas outside the building Little pools for kids with books that could get wet Fenced outside so we can take books outside Umbrellas on back patio Outlets on patio Starbucks

				Designated soundproof area for youth (like Basalt)		
Other						
Other	Free events, clubs, classes, meeting rooms	Test or some way to help decide what to read next	Remember each community has unique needs – values – hire residents Index the history room Buy space for parking	Do our hours serve our population?	Less video, audio, more outdoor activities	Extended hours Link topic searches to library activities

Appendix D: Community Meeting Participant Ideas by Service Area and Branch

These raw notes are included to show the results of community members' brainstorming at the six community meetings.

Carbondale Branch Community Meeting

Goal	Suggestions using existing resources)	Suggestions for new resources and future ideas
<p>A place to satisfy curiosity (from books, e-books, audiobooks, music, DVDs, videogames, the Internet)</p>	<p>Library is a great resource Likes low book racks that display books Retain some books by our better authors such as Walter Percy, Faulkner We seem to keep primarily current authors on shelves, need a couple of shelves of classic authors We use Spanish materials and are very satisfied Books and media and art and internet Study rooms Community meeting rooms The increasingly elusive quiet place to read More authors on the shelves for browsing Doing a great job of displaying materials Use all except video games User interface is clunky for audio and e-books, not intuitive StoryArt Legos Currently access to all of the above</p>	<p>Training (informal) on how to use library List of services the library provides Open longer hours Should kindles be something cardholders can check out? Knowledge about great websites library users should know about – guidelines, classes Political debates More local authors presenting their own books More alternative magazines (Paleo, Lucky Peach, Brainchild, Shambala Sun) More information about organizations in the valley We want to be able to navigate our limited accounts with more ease at home Same as now, more quiet areas, less distracting Computer access Return to a place of learning Movie nights (classics) Astronomy night HBO subscription or online access for TV programming Non-credit workshops with CMC Possible computer training for seniors and juniors Continuous expansion of collections More games like Rich Dad / Poor Dad and interesting educational games for adults Stream MP3s Local artists for music More hands on things to do: ukes, guitar, percussion, knitting, sewing Robotics</p>

		<p>When we place on hold items in our account and our card is not in good standing, if we could be able for our holds to be saved and automatically triggered in the system once our card is in good standing</p> <p>Better signage to identify areas</p> <p>Stress databases: exposure and training, maybe one database per month</p> <p>Book a librarian?</p> <p>Eager for training for downloading audiobooks and e-books</p> <p>Deepen children's' collection</p> <p>Publicize opportunity to donate money for book purchasing</p> <p>Attempt to bring in Latinos to the library</p> <p>How better to communicate what is already here</p>
<p>A comfortable and welcoming place (to sit, read, study, or relax)</p>	<p>Very!</p> <p>Friendly staff</p> <p>Knowledgeable and helpful staff</p> <p>Atmosphere is good</p> <p>Really welcoming to diverse populations and needs</p> <p>More a place to work than to relax</p> <p>To use iPads, computers, books</p> <p>Love the study rooms</p> <p>Very comfortable!</p> <p>Seating in front of the Sopris windows</p> <p>Comfortable furniture</p> <p>Open and inviting</p> <p>Fabulous staff</p> <p>Quiet but not "hardcore"</p> <p>Peaceful</p> <p>Community feel</p> <p>Love the children's section, they have their own place</p> <p>Love the chalkboard murals</p> <p>Nice sculpture and art</p> <p>Excellent computer space</p> <p>Excellent interlibrary loan</p> <p>Investors Business Daily</p> <p>Great window seating</p> <p>Interlibrary loans</p> <p>Good, quiet spaces</p> <p>Furniture</p>	<p>More partitioning and cubbies</p> <p>Soundproofing</p> <p>Quiet zones</p> <p>Study carrels</p> <p>Better and more comfortable sitting area to read with our children (like rocking chairs, softer and better back support)</p> <p>More defined sections where people can be away from the sounds of music, reading aloud in Storytime, etc.</p> <p>More cozy spaces / areas to read</p> <p>Something more to incentivize family interactions in a fun way, like gaming</p> <p>Can we deal with the success of the library—will it be too small?</p> <p>Do we need more books?</p> <p>Fireplace needed now</p> <p>Umbrellas on back patio</p> <p>More large print books</p> <p>Book clubs for a variety of courses</p> <p>Current events, great book novels with a knowledgeable leader leading discussion and inserting knowledge</p> <p>Speakers once a month on current events, history, etc.</p> <p>"Fireside talks"</p> <p>Fireplace</p>

	<p>Kids feel safe here Bring outside in Good spaciousness, friendly Good lighting on shelves Love local art and children's art – gives kids buy in Good planting and sculptures We come all the time to spend time at the library Having 24/7 wireless access Outdoor chalkboard with ever changing art Lots of seating options for all shapes and sizes Staff has great customer service</p>	<p>More concerts Team up with Aspen Music Festival More study rooms More teen area computers SPEI More outside comfortable seating Outlets outside for computers Coffee cart Extended evening hours Sunday hours 10-2 Community support to librarians to maintain a level of quiet use A balance of quiet environment and welcoming More electrical outlets outside the building for off hours wireless use Open 7 days/week or extended evening hours Hammocks Pillows and flexible seating in kids area Keep pushing customer service for all staff</p>
<p>A place for children and teens (and parents)</p>	<p>Family events Read books Studies Volunteering Summer program is great! Adults enjoy seeing all the wonderful kids in the library Children's story hours are great! We like One Book One Town and its emphasis on young adult books</p>	<p>Add a report at the end of summer reading program so others can see what was accomplished Have teens teach adults how to read graphic novels Events starring high school or younger kids Community events Incentives for family as a whole, like conference, events, talks Kids book club Mission books Better kids computer programs for learning Piggy books Outside park with a slide Wider selection of Christian family media in Spanish (books, DVDs, music) More bilingual personnel Board games</p>
<p>A place to learn (from library staff, books, accessing the Internet...) and find,</p>	<p>Order books from library system Book exchange between library branches Teachers bring classes to check out books</p>	<p>Social media trainings Upward Bound wisdom (1st generation, college bound) Science sessions for kids K-12 College prep</p>

<p>evaluate, and use information</p>	<p>Using databases Adults check out books Vital to grandchildren Lots of resources Great programs for all ages Very helpful staff with internet and online catalogue Pull and take out books to school Good outreach Like variety of media Great availability of books via ILL Staff is amazing Great book selection Satisfied with internet access Zinio here now Current internet Talking to fellow library users With new technology, use the internet for most of my research at the library Learned how to use Nook at the library Hear about a book and then search for it through the library website Use of ILL and other books on state-of-the-art design, great experience with ILL Extremely helpful staff Love the bookstore! Amazed at what is available Love the study rooms!</p>	<p>Energy information using library technology (energy efficiency and renewable energy on buildings) Media literacy for students: how to evaluate what news they learn may or may not be true More programs for all ages Computer classes to learn and keep current – iPad, smartphone Keeping current with technology Increasing periodical collection / deeper More bilingual staff Information about voting and who is running for office More computer classes for Spanish speakers Short passwords Quality learning educational computer games for kids Less computer games—limit gaming time! Dedicated research person or school liaison Ask a librarian More genealogy classes More teen area computers Would like special collection, local history, geology, meteorology, zoology, botany.... Easy to see, say with a painting Technology classes in general, internet specifically Teach use of iPhone Expanded search capability for book or any media More emphasis on research databases More instruction for adults and teens Would like to know what the library can do for me—services—what can we teach? What can we provide? Learn to evaluate information available on the web Have laptop next to DVDs with dedicated apps for movies Flickster or IMBD</p>
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<p>A place to be an informed citizen and participate in community decision making</p>	<p>Political town halls We're not aware of the library providing this at the present Meetings for events / work related Free books for teachers We ask staff for reference questions Love availability of the blue voter's guide Bike racks – love it! Very inviting attitude towards kids, youth friendly Good networking with all the schools and community groups Look of books Use internet Children's afterschool programs Storytime Checking out books Reading Story art Paws to read Hangout for kids Legos Summer reading Ukulele Magic show with "Eli" Hangout for parents Book room / book sale Denver Zoo visit Molly is awesome! Interlibrary loan INGT research Computer literacy Using media at the library Book discussions More events like this one – to gather, talk and hear what is happening Visiting authors Presentations like from the energy commission Neutral gathering place Internet Community gathering Homework Curiosity Community forum (like tonight!)</p>	<p>Latino music production on regular basis Town council / government using library as a meeting place Providing and advertising options for information available on various topics Candidate forums League of Women Voters candidate debates Neutral territory Welcoming facilities More family events (recreational, educational, team building, and group dynamics), especially for Latino people Cultural events for families More interactive events Café nights Clubs for Latinos Musical events Community events schedule Encourage the use of library meeting spaces for non-users Children's and YA author visits – could be Skyped in More teen programs that might draw in reluctant library users Poetry, writing, etc. workshops with authors for middle schoolers and elementary schoolers More networking if possible Could be a good environment for small kids to learn decorum in public places Closed-off space for kids like Basalt library Energy literacy workshops for children in Spanish and English Project-based learning (Science kits) for hands-on experiential learning Chess tournaments and classes for kids After school financial literacy Tutoring Chromebooks you can check out Room where little kids can run around out of the hearing range of adults Storyteller club for kids / Spellbinders for kids</p>
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		<p>College level resources – more online resources, research articles, performance, nutrition, Colorado history, local gardening and agriculture</p> <p>More cozy places to read</p> <p>Cubbies</p> <p>Expanded teen section</p> <p>More teenage / YA books</p> <p>Using computer media to have meetings in which people can participate remotely (like Skype, etc.)</p> <p>Other cultural leadership</p> <p>Special open times</p> <p>Fireside chats</p> <p>Hosting “issue” discussions (including national, international and intergenerational)</p> <p>Pair with historical society</p> <p>Pair with a coffee shop for a coffee/bookstore space</p> <p>Neutral place for discussion of community issues</p> <p>More actual newspapers</p> <p>Politicians and political issues</p> <p>More quiet space</p> <p>Documentaries</p> <p>Any group that wants to present a point of view has the ability</p> <p>Speakers</p> <p>Community forum</p> <p>Mayor (a “talk to the mayor” night) monthly</p>
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Glenwood Springs Branch Community Meeting

Goal	Suggestions using existing resources)	Suggestions for new resources and future ideas
<p>A place to satisfy curiosity (from books, e-books, audiobooks, music, DVDs, videogames, the Internet)</p>	<p>Ask me – librarian name tags</p> <p>Technology Classes – iPads, Facebook, Etc.</p> <p>Evening Classes</p> <p>More volunteers</p> <p>R-rated DVDS</p> <p>Lack of local history and knowledge (limited) internet info</p> <p>Meeting current technologies</p> <p>Language clubs – specific groups</p>	<p>Classes – wordpress, music etc.</p> <p>Maybe CMC made into workshops</p> <p>1 day workshops</p> <p>Chautauqua’s</p> <p>Monthly talks</p> <p>Spanish Conversation</p> <p>Info @ music available and how to download books</p> <p>Intercultural – Latino</p> <p>Special guests like Aspen Ideas Fest</p>

	<p>Events Classes</p>	<p>Author talks or visits Outdoor events Folk dancing Book club Book sale and Magazine exchange Get acquainted with the town for new comers Game nights Facilitate system to allow easy access to limited info on internet Stay up with current technologies – don't lag behind More hands-on classes or events (CMC, etc.) Interactive version of summer reading for Winter season Labeling children's book series to make them easier to find (chapter books, Goosebumps, etc.)</p>
<p>A comfortable and welcoming place (to sit, read, study, or relax)</p>	<p>More magazines, better selection Already a great and comfortable place Much more welcoming than old library Lots of space Institutional Why switch off electric on plaza? Louder than old library – cell phones, eating, conversations Staff is helpful – good customer service Solve book drop problem – always 24 hour place to return books</p>	<p>Outdoors – color, murals, seating, plants, statuary, paint concrete Computer classes Magazine exchange More individual lighting for reading Covered book drop More small tables Quiet places No low shelving A coffee shop or vender on plaza Library orientation Digital card catalogue closer to front entrance Keep movie nights going More benches or sitting areas Potlucks Poetry nights Wine and art nights Need more space – tables, chairs, outlets Safer – to get in, let kids go to restroom on their own Make junior area bigger and more books Post and enforce code of conduct More kids programs – crafts</p>

<p>A place for children and teens (and parents)</p>	<p>Movie nights Currently doing a good job Three/four person meeting rooms – advantage Love downtown location Make outside more welcoming Intergenerational games Cultural programs Storytime Life skills classes – knitting, gardening, small wood projects, etc.) Family movie nights</p>	<p>Teen community, give them more events, maybe set up a board of teens to help get a better idea of what they want and to bring more in Make Your Space – from Riffle, bring here More free events Documentary Showings along w/ movie nights Innovative creative programs to maintain and gain attendance Publicize availability – online reservations? Phone to call (pref. for older generation) Connect to similar activities More soft kid-sized chairs More passive activities for kids Book sale + Magazine exchange How to use the library to find what you want game 10-12 year old tour guides through library Map skills class Better segregated areas Place for tweens 11-17 coffee house – safe together Drop kids off – day to explore the library Adult-kid book clubs – meet and discuss Bring in video games/tech expert to talk/teach Games that stimulate minds Book mobiles Support system for teens and children with reading issues</p>
<p>A place to learn (from library staff, books, accessing the Internet...) and find, evaluate, and use information</p>	<p>Good book selection for learning Library computers can be hard to use WIFI is beneficial Large collection of accessible ways to learn Not enough PCs Summer Reading Computer area is well utilized – heavy use Keep knowledgeable staff – we like them! Little rooms – Yay!</p>	<p>Informed staff for the process of research through books Continuation of pushing kids to learn through books and reading Continuing the connection for resources and books from other branches Being the entity and starting place for resources outside the library Continuation of holding system Being a place where you can apply your knowledge – classes, activities, etc. Adult learning classes</p>

	Classes for Christmas technology gifts – nooks, kindles, etc.	Family reading club Evaluate and maintain current facilities adequate for demographic use – high school and college needs Field trips to library Learn languages
A place to be an informed citizen and participate in community decision making	Internet to the world Librarians posting and writing things for the Post Independent A place for discussions about issues/ideas (non-adversarial, informational)	Small reading groups on specific topics A place to educate on community and bigger issues and other cultures Voter education Providing meeting rooms for public concerns Gathering place Lectures Book signings Training Making space known and available for community meetings Informing the public on any meetings or events between and among individuals Bulletin board with cutouts from newspapers about important local news Marketing and posting pictures of actual community meetings to make it feel like the community did make a difference and to encourage others to get involved in the future Better use of community rooms Guest speakers on community opportunities Area in library for voting issues – candidate info, something is one sided on internet, meet candidates, don't know people like we used to Great to have info on new bridge info books at library

New Castle Branch Community Meeting

Goal	Suggestions using existing resources)	Suggestions for new resources and future ideas
A place to satisfy curiosity (from books, e-books, audiobooks, music, DVDs, videogames, the Internet)	Reference books Magazines Cultural concerts Staff guidance Access to free materials helps explore new hobbies/areas	Foreign film night series with lecture and discussion Aspen music festival – music appreciation lectures (preparation for pieces going to be performed at the festival)

	<p>Craft classes Bulletin board Computers More audio books and e-book Index the local history room collection Book/film discussion clubs – give enough time to mature Group viewing (TV, mini series, PBS series) like how people watch sport games in bars</p>	<p>Science evenings Computer classes More crafts Political issue discussions/forums Expand existing cultural/social programs (ex. Expand tea tastings) International evenings Language clubs/classes More “Search, find out how” classes Age board groups – oldies too Interest groups, e.g. home schooled students working together Bigger/broader topics magazine collection</p>
<p>A comfortable and welcoming place (to sit, read, study, or relax)</p>	<p>Comfortable and abundant seating Kid computers Lincoln logs and Legos Science programs Fire place Safe for kids Libraries are welcoming Study rooms are good More computers Library furnishings Friendly librarians Welcoming to kids</p>	<p>Child friendly seating Big checker board for kids/teens Chalk board/dry erase board Craft area Massage night Drinks/cooking/tea Climbing wall for physical option Life size “battle ship” game More arm chairs Beanbag chairs Starbucks at library More tea parties Future expansion – more study rooms 2nd story eventually (relocation) Latino outreach Coffee club with discussion of current events</p>
<p>A place for children and teens (and parents)</p>	<p>Lots of comics books with different kinds Hide and seek games – for all ages Invite teens to help selecting music CDs/books and videos Friday classes Story-times Santa Clause and crafts Teen book club Family movie nights Kid corner is a friendly place Teen Movie nights Picnic in park / party</p>	<p>Tutoring programs for kids Variety of maturity in kid games More hide and seek Changing games every month Kinect – more Continue Friday kid More science Bike racks – in appropriate locations Keep seeking funding for re(?) fifth element Fridays A course on how to do (resume prep) a successful job interview for teens (in the spring/winter?) Teen volunteer opportunities College application support Astronomy club/mobile planetarium</p>

		<p>Haunted theme (book) house (in costumes from books)</p> <p>Babysitting certification classes</p>
<p>A place to learn (from library staff, books, accessing the Internet...) and find, evaluate, and use information</p>	<p>Consumer reports and economist on Zinio</p> <p>Ebsco host</p> <p>Fliers notices at checkout</p> <p>Marmot is great</p> <p>Printing information</p> <p>Cooking classes</p>	<p>More computer education classes</p> <p>Library searching computer training</p> <p>Reference librarian as one of the 6 libraries (especially accessing government documents – local, state, national)</p> <p>Share information about special collection as individual libraries</p> <p>A way to keep e-books renewable easily (not convenient when they disappear without notice)</p> <p>More computers</p> <p>Increase staffing when possible</p> <p>Consumer reports on Zinio</p> <p>Repeat informational classes, improve awareness (offer Zinio class again)</p> <p>Awareness of services already offered</p> <p>Posters in lobby well in advance of functions/events</p> <p>Use of Skype for interest groups – “connected” around the world</p> <p>Cooking/yoga</p> <p>“Conference calls” – with media classes</p>
<p>A place to be an informed citizen and participate in community decision making</p>	<p>Computers/internet</p> <p>Continued use of the community room</p> <p>Bulletin board</p> <p>More things like this meeting</p>	<p>Voting station</p> <p>Weekly newspaper – all news</p> <p>Mechanism for citizens – to provide ideas/in par to town</p> <p>Political issue forums</p> <p>Newspaper subscriptions (expanded) – Wall Street Journal, NY Times, etc.</p> <p>Political results/info for local county issues</p> <p>Homeschooled collection development</p> <p>Chautauqua gathering of community updates</p> <p>Community meetings</p> <p>Bulletin board (a part of website, kind of adult and kid activities)</p>

Parachute Branch Community Meeting

Goal	Suggestions using existing resources)	Suggestions for new resources and future ideas
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<p>A place to satisfy curiosity (from books, e-books, audiobooks, music, DVDs, videogames, the Internet)</p>	<p>Internet Books Relax quiet place to work Group meetings Knitting magazine Very noisy currently Small conference room Movies Video games New bookshelf If you search for a topic, there's a link to related activities in the district (e.g., cookbook, leads to link to cooking club)</p>	<p>Series of books numbered and color coded Get Post Independent boxes here and you'll get the people Get "Creative Knitting" back Get Dr. Richards on someone to do program on 5 Wishes form More computers and more quiet please UFOs discussions More discussions on various topics More e-books Nintendo DS games Spend money on books that kids and adults want to read Great book discussion Classes on how to do stuff, DIY Video gaming day Science projects</p>
<p>A comfortable and welcoming place (to sit, read, study, or relax)</p>	<p>Pick up book Computers Story hour Book club Movies Entertainment Community meetings Classes Cookbook club Grandparent books Super friendly staff Good lighting Good open hours Wonderful staff It's the greatest – the nicest library! By the fireplace Tables for study Just come more – busy life LOVE the book drop – able to stay in a comfy and safe car</p>	<p>E-book classes Extended hours (Sunday afternoon) Every day open to 8pm (not Sunday) More entertainment variety If possible, have complete series by an author Bilingual staff for support Beanbag chairs for kids Rocking chairs / gliders Accommodating chairs for larger people Starbucks Pillow for chairs or to sit on floor Can't do anything if you forget your library card Move computer stations further apart – very close now Open for a couple of hours on Sunday</p>
<p>A place for children and teens (and parents)</p>	<p>Movie night Get disadvantage programs with more support and education Parks & Rec Activity center Movie under the stars 4-H, Campfire, Boy Scouts already have a redundant amount of activities in the area</p>	<p>Anime / manga club Summer reading program Volunteer program Storytime Cultural events for families Current affairs discussion for teens Storytellers / Spellbinders Living History / Chautauqua Film night for kids</p>

	<p>Kiwanas does nice program on Grand Mesa for kids Dan Temple teen Helmet kids program We get the impression that there are already a lot of activities for them Storytelling</p>	<p>Babysitter safety class Computer training Community outreach to disadvantaged kids / all kids Father-daughter programs (Indian Guides and Princesses) Library monthly newsletters included in electricity bill Field trips from the schools Dance classes College preparedness Seniors reading to/with children or teens Tutors Big Brothers, Big Sisters Mentoring Towns of libraries Pet therapy Allow seeing eye dogs Internet safety for kids</p>
<p>A place to learn (from library staff, books, accessing the Internet...) and find, evaluate, and use information</p>	<p>Use databases Try a class offered on the college database Literacy outreach Speakers Movies Genealogy Book clubs Cookbook club Magazines, newspapers Gardening Computers Consumer information</p>	<p>More computer classes Electronic device training, including difficult, not just basic Photography classes More book clubs More databases Library tours (physical and web/database) to teach us what is available History of Parachute lecture Travel programs to share where you've been Ethnic music program Tutoring program for kids Teach the world to read Classes on database usage Training on how to use the library Twice a year to have a large book sale More programs for the disabled Genealogy More activities just for men More variety of social media Certification classes Living wills More current DVDs Information classes More computer classes</p>

		<p>Guidance on use of computers Election information Information classes on new electronics (iPads, smart phones) Computer geeks volunteer to help seniors who use new electronics More good newspapers from around the nation Colorado has lots of history, highlight it Paperbacks set in Colorado Book fairs or sales are sadly missing</p>
<p>A place to be an informed citizen and participate in community decision making</p>	<p>New movies Read newspapers and magazines Hear about new books Book clubs Borrow books Community boards Bulletin board is good Hear from current candidates Attend community meetings Information about important events (drilling, fracking) Kiwanis meetings Book club Book discussion Storytelling</p>	<p>Guest speakers Graphic artists Adult education Get Glenwood Post by subscription so it is current Election time, political round table Have community page accessible from your website Host community meetings here Current events discussion GED education Post Independent subscription Pop music discussion group Neighborhood watch meetings League of Women Voters at election time Any adult activity Possibly library to host coffee for newcomers one week and open to all a couple weeks later Cover current community events and answer questions Need basic local information printed on one paper you wish to inform the community of what is going on Library information needs to be printed on a paper and put in outside box for community Friends of the Library organization Book sales Coffee and chat each week Computer classes Meet the candidates More variety of children activities such as field trips Outreach to families that have children</p>



		More activities for families More community cleanup
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Rifle Branch Community Meeting

Goal	Suggestions using existing resources)	Suggestions for new resources and future ideas
A place to satisfy curiosity (from books, e-books, audiobooks, music, DVDs, videogames, the Internet)	Check out books I would like to attend more family movie nights History movies and shows Posters Use computers for info Events Music events Librarians are very helpful to others Access to prospector and Marmot Great summer program presenters Traveling informational exhibits Online resources, data bases, etc. Free wifi access	Check out new books I would like to attend more programs We really like things like the Rifle falls story night Anime/Manga activities A-DD Club (Advanced D+D) Cooking workshops Movie posters/fliers Group projects All around town events Community events Talent shows for teens/kids Newcomers orientation Meeting once or twice in 3-6 months Check-out laptops Continued access to new technology Nutritional instructions for cooking Book reviews in C.T or PI More books for sale
A comfortable and welcoming place (to sit, read, study, or relax)	Comfortable chairs/sections, tables, etc. More friends come Teens Books It's a great place! Light, spacious, open! It's quiet and the staff is really nice and friendly! Visually appealing on the inside and out Computers for kids and parents Classy – well done I think maybe a couple rocking chairs would be cool, but mostly it's a very inviting and clean comfortable place Bean bag chairs	More comfortable chairs, tables, etc. More events for friends More teen programs More new books that are appealing Chairs near librarian center Daily newspaper should be located near the front Ned more study rooms Name tags for participants at this kind of meetings Adult computer room so summer time use would become quiet for adults Continue to provide sitting areas to read and study Coffee shop – wine bar Discussions – topics Social heart of community Wine and cheese Thursdays Scotch tasting, wine tasting Craft Tuesdays

		More outdoor events like Rifle Falls Storytime
A place for children and teens (and parents)	<p>Storytime Summer reading program 5th element Children’s picture books at children’s eye level Divided sections for age appropriate materials Traveling displays i.e. weathers artwork Pet program with therapy dogs for middle schools Manipulations Volunteering Internet</p>	<p>Exotic food tastings/international custom nights for preteens/teens/parents Continue summer reading program Book talks/coffee – parents Art groups for teens/art programs – different types of art Family craft programs Fake refrigerator door to put art on Hang up art around library Bilingual story-time History behind Storytime Find a way to use the upper outdoor patio Unlimited summer reading logs Expanded resources More Christmas/religious authors More how-to classes during the school year Movie nights Use dogs for preschoolers who need support Ass “coffee shop” concept for kids and teens More manipulations for kids (like children’s museum) Computer classes for kids: Photoshop, PowerPoint, etc. Additional performance presentations - puppet show More programs – A+ D&D, Magic the Gathering, Anime/Manga, Cooking, Pottery, etc. Volunteering Homework assistance for teens</p>
A place to learn (from library staff, books, accessing the Internet...) and find, evaluate, and use information	<p>Check out books I would like to attend more family movie nights History movies and shows Posters Use computers for information Events Music events Librarians are very helpful to the seniors and others</p>	<p>Check out new books I would like to attend more programs We really like things like rifle falls story night Anime/Manga activities Advanced dungeons and dragons activities Cooking workshops More posters/fliers Use computers for group projects</p>

	<p>Access to prospector and marmot Great summer program presenters Traveling information exhibits, online resources, databases, etc Free wifi access</p>	<p>All around town events Community events Talent shows for teens/kids Newcomers orientation, meeting once or twice in 3-6 months so new community members know more about their new town Check-out laptops Continued access to technology</p>
<p>A place to be an informed citizen and participate in community decision making</p>	<p>Colorado water plan information and discussions Community monthly energy briefing meetings are held here Central location/ near city hall Great conference rooms for meetings and open to the community City/civic use of meeting rooms Access to call in meetings and bulletin boards</p>	<p>DVDs of city council and school board meetings should be available In the wintertime meetings should occur in daylight hours Involve teens in the community meetings (use local high school) Information about the Western Slope history Town hall meetings Larger meeting spaces More access to current events from local area and in the world More conferences for events/programs More business meetings More school meetings with fliers More of this library at school promoting reading and programs Have students represent libraries School announcements Have each school have a student rep on a student library board to disseminate info to students and brainstorm new ideas Nutritional instruction Book reviews in CT or PI More books for sale</p>

Silt Branch Community Meeting

Goal	Suggestions using existing resources)	Suggestions for new resources and future ideas
<p>A place to satisfy curiosity (from books, e-books, audiobooks, music, DVDs, videogames, the Internet)</p>	<p>Activities for all ages Internet, computers Increasing technology Civil War community discussions Total availability of information</p>	<p>More learning activities, hobbies, how-to, DIY More clubs, language, quilting, leatherwork, outdoors, and simplified activities for all ages Book club discussions led by the library</p>

		<p>Continue expanding the collection to meet the needs and interests in our community</p> <p>Fresh / new DVDs (rotating or floating collection)</p> <p>Training and classes on finding your way around the library</p>
<p>A comfortable and welcoming place (to sit, read, study, or relax)</p>	<p>Study rooms</p> <p>Meeting space</p> <p>Fireplace</p> <p>Lighting</p> <p>Comfortable furniture</p> <p>Variety of spaces (outside and inside)</p> <p>Friendly, outward-focused staff (we love the staff!)</p> <p>Age appropriate areas</p> <p>Friendliness of staff</p> <p>Station to log on computer is not needed</p>	<p>Maintain the new facility</p> <p>Keep training new staff to be friendly, knowledgeable, and outward focused</p> <p>Parking for book drop off?</p> <p>Less echoes in the study room</p> <p>Shade on patio</p> <p>No ticket for reserved computer → other libraries have walk up to computer</p>
<p>A place for children and teens (and parents)</p>	<p>Location</p> <p>Raising a Reader</p> <p>Hours</p> <p>Storytime</p> <p>Staff!</p> <p>Study rooms</p> <p>Summer reading program</p> <p>Family activities</p> <p>Not a quiet library</p> <p>Friday (no school) programs</p> <p>Interactive areas in library</p> <p>Too many videogames</p> <p>Too boring for teens</p> <p>Age appropriate areas for teens, adults and kids</p> <p>Decorate and engage the space for children and teens</p> <p>Rotating art</p> <p>Collection arranged for children and teen interests (bookstore model)</p>	<p>Evening events please!</p> <p>Better communication</p> <p>More events for teens (movies, activities, dances)</p> <p>Maker space in all libraries</p> <p>More outdoor activities adapted to age groups</p> <p>Sense of humor that leads to learning</p>
<p>A place to learn (from library staff, books, accessing the Internet...) and find, evaluate, and use information</p>	<p>Many more computers</p> <p>Training in technology (Kindle, Vimeo, basic computer skills)</p> <p>Engaging youth with technology</p> <p>Interlibrary loan</p>	<p>Need a broad/comprehensive collection covering more areas, especially nonfiction</p> <p>Staff training in reference and technology</p> <p>Get ready for more kids coming in and using technology vs. print materials</p>

		<p>Larger tables next to the chairs in the beg (?) room</p> <p>Make teen section more vibrant to attract them</p> <p>Accentuate age appropriate areas</p>
<p>A place to be an informed citizen and participate in community decision making</p>	<p>Media board</p> <p>Newspapers</p> <p>Polling place</p> <p>Meeting place for political parties</p> <p>Learning technical information from a class, from staff, and from fellow library users</p> <p>Displaying local art</p> <p>Not enough advertising to and for events and celebrations</p> <p>Voting information and tax forms</p>	<p>Would like to recirculate magazine subscriptions</p> <p>Would like to receive the Rifle paper Citizen Telegram</p> <p>Better communication on how we can help and donate (what do you need?)</p> <p>More activities</p> <p>More town support</p> <p>More support to push local business</p>

Appendix E: Characteristics of Non-Cardholder Survey Respondents

- **Home branch:** 36% Glenwood Springs, 21% New Castle, 15% Carbondale, 13% Rifle, 9% Parachute, 9% 2% Silt, 15% Other
- **Visitation frequency:** 6% daily, 18% weekly, 23% monthly, 30% rarely, 21% never
- **Gender:** 67% female, 33% male
- **Children:** 65% have children, 35% do not
- **Household income:** 32% up to \$49,000; 23% \$50,000–\$99,000; 22% \$100,000+; 16% students; 10% retired
- **Education level:** 7% currently in elementary, middle or high school; 3% some high school; 21% high school degree or equivalent; 15% some college; 36% college degree; 18% graduate or professional degree
- **Language spoken at home:** 88% English, 16% Spanish, 6% other
- **Most common motivation for visiting the library:** 24% using a library service; 18% discovering new books or materials; 16% borrowing books or other materials; 15% finding a quiet place to work or relax; 11% attending a non-library sponsored event; 10% attending an adult library event; 3% attending a children’s library event
- **Methods of staying updated on library happenings:** 22% do not stay updated; 19% local newspaper; 18% by stopping by the library; 18% via emails; 16% from word of mouth (family and friends); 16% from community announcements; 13% from talking with library staff; 13% via the library website; 13% from school announcements or fliers; 11% from town bulletin boards; 10% from radio; 0% from social media. Most say that the library could keep them more updated via fliers, weekly/monthly emails and a more updated website.

In response to the question, “What keeps you coming back to the library,” non-cardholder survey respondents responded related to five distinct themes:

- **Programming and meetings, including that sponsored by the library as well as by other organizations:** “All the wonderful activities”; “Playing chess”; “Weekly Kiwanis meeting”; “Great neutral space and location for meetings.”
- **Atmosphere/Quiet space/Getting out of the house:** “Tranquil environment”; “To enjoy the beautiful, quiet atmosphere”; “It’s quiet yet full of activity it is just a really nice place to chill”; “A good place to go to get out of the house.”
- **Books and other resources:** “It’s a haven of books and knowledge that is not common in other buildings.”
- **Customer service/friendly staff:** “The staff is really friendly”; “Nice librarians.”
- **Physical space:** “It’s a bright and airy space”; “The building is a wonderful place to experience.”

Appendix F: Characteristics of Spanish-speaking Survey Respondents

- **Home branch:** 39% Carbondale, 31% Glenwood Springs, 13% Rifle, 10% Parachute, 9% New Castle, 1% Silt, 2% Other
- **Library cardholders status and duration:** 84% are currently cardholders (38% of this population has been a cardholder for two years or less, 19% three to five years and 42% more than five years); 2% are former cardholders (not current); 10% have never been cardholders
- **Visitation frequency:** 11% daily, 42% weekly, 27% monthly, 10% rarely, 2% never
- **Gender:** 75% female, 25% male
- **Children:** 75% have children, 25% do not
- **Household income:** 45% up to \$49,000; 20% \$50,000–\$99,000; 7% \$100,000+; 27% students; 4% retired
- **Education level:** 12% currently in elementary, middle or high school; 7% some high school; 19% high school degree or equivalent; 20% some college; 21% college degree; 20% graduate or professional degree
- **Most common motivation for visiting the library:** 31% borrowing books or other materials; 27% discovering new books or materials; 25% using a library service; 7% attending a children’s library event; 6% finding a quiet place to work or relax; 1% attending an adult library event; 1% attending a non-library sponsored event
- **Methods of staying updated on library happenings:** 35% by stopping by the library; 31% via the library website; 30% from school announcements or fliers; 28% via emails; 26% from talking with library staff; 24% from the local newspaper; 24% from word of mouth (family and friends); 18% from community announcements; 8% from radio; 5% from town bulletin boards; 0% from social media. Most say that the library could keep them more updated via Facebook or weekly/monthly emails.

In response to the question, “What keeps you coming back to the library,” Spanish-speaking survey respondents responded related to five distinct themes: (summary) (see appendix)

- **Books and other resources:** “The accessibility of the materials”; “Books are the foundation of our society, the building blocks of our communities, and the fertilizer of our collective future”; “A thirst for knowledge and entertainment”; “Books! I would not have moved here if we didn't have a good library system.”
- **Customer service/friendly staff:** “Everyone is so friendly and helps you when you need help right away”; “Accessibility of customer service”; “The friendliness, caring, and support of all staff members.”
- **Services and programs for young people:** “Great programs for my children”; “I want to support my children's interest in reading”; “Storytime.”
- **Atmosphere:** “Has a very calming effect, no stress”; “Fun”; “A calm zone to read.”
- **Physical space:** “Very warm place”; “I like that the Internet extends outside.”

Appendix G: Community Meeting Marketing Ideas by Branch

These raw notes are included to show the results of community members' brainstorming regarding marketing ideas for each branch at the six community meetings.

New Castle

- Brochure/listing/menu of all services available
- Weekly email (embarking on a campaign to get more emails)
- Weekly newsletter for all libraries
- Booths at local fairs/events/farmers' markets
- Letters
- Texts (weekly)
- Volunteers into homes for elderly, disables, surgery
- Teen volunteers to help with new technology
- Facebook
- Schools
- Press releases
- Interest groups (e.g., history)

Rifle

- Email
- Calendar of events on desk (printed)
- Mail/email events and info
- Update website
- Connect website to city of Rifle
- Radio: KDNK, LIFT, KJAX, KRPN, MAGIC, GJ station
- Newspaper (early notice): "next/this week at the library"
- Facebook
- Larger posters for key events
- Articles about upcoming events (more detail)
- TV screen in the library

Carbondale

- List/menu of services (available in library and also online)
- Sopris Sun
- KDNK
- Monthly flier in schools (@ coffee shops, rec centers)
- Facebook page
- City Market receipts
- Sandwich board

- Contest to involve youth
- Monthly calendar
- Share that it is FREE!
- Mascot
- Outreach committee

Glenwood Springs

- Weekly email
- Homepage
- Newspaper
- Facebook
- Ads on library wall
- Postcard
- Radio – 99.1, KDNK

Silt

- Media board
- E-newsletter
- Website events (likes that it's a few months out)
- Post office
- Grocery store
- Newspaper
- Word of mouth

Parachute

- Mail
- Email (monthly calendar and events)
- Newsletter
- Electric sign
- Bookmobile (volunteer)
- Rec center
- Churches
- Restaurants (Subway, Clarks)
- Schools
- Senior center
- Post office
- Visitor center
- Community board
- Apartments
- Board outside library/inside library

Appendix H: In-Depth Recommendations for Social Media

Facebook

In addition to the suggestions noted in the body of the report, JVA suggests the following recommendations for Facebook:

- **Maintain Facebook pages for all six branches and GCPLD.** Currently, GCPLD has a Facebook page and the six affiliates have their own respective pages. Typically, branch pages are updated nearly daily—there are lapses in consistency in some branches. For example, the Rifle branch’s page has not been updated since September 15 and before this post had not been updated since July 31. JVA recommends that all six branches and GCPLD continue to maintain respective Facebook pages and update them regularly.
- **The primary demographic to reach with this strategy are English-speaking adults over the age of 24.** Facebook reaches a diverse audience that is primarily differentiated by age. According to the 2014 Facebook Demographic Report, from January 2011–January 2014, the presence of individuals under the age of 18 decreased by 25.3% and individuals ages 18-24 decreased their presence by 7.5%. The report also found that the presence of those currently in college or high school decreased by more than 50%.⁴⁶ Conversely, adults over the age of 25 continue grow their presence on Facebook, with adults over the age of 55 growing by more than 80% during that period. Pew Internet Research reports Facebook is still widely outperforming all other social media platforms with 71% of adult Internet users reporting they followed Facebook in 2013.⁴⁷

GCPLD faces a unique challenge with Facebook by having six sites that each must maintain their pages. GCPLD should avoid adding new pages as this will dilute the audience and create administrative burden on the staff. Each branch should continue to maintain its own pages and incorporate more posts that have shown to be effective.

- **Increase audience engagement through effective content.** The greatest measure of effectiveness of Facebook is audience engagement. Engagement is defined as receiving likes, comments and shares from the audience. Engagement is directly correlated to how visible posts are in the Facebook newsfeed. Simply put, by garnering more engagement, your page is seen as more “relevant” by Facebook and posts become more visible. The Silt branch is pushing some of the most effective

⁴⁶ iStrategy Labs. (2014). 3 million teens leave Facebook in three years: The 2014 Facebook demographics report. Retrieved from: <http://istrategylabs.com/2014/01/3-million-teens-leave-facebook-in-3-years-the-2014-facebook-demographic-report/>

⁴⁷ Duggan, M., Smith, A. (2013). Social Media Update 2013. Pew Internet Research. Retrieved from: http://pewinternet.org/~media//Files/Reports/2013/Social%20Networking%202013_PDF.pdf

content of all seven pages. Pictures from library events are attracting the most engagement. The “Banned Books” pictures posted on September 23 are a powerful example of engaging content because the display is provocative and the photo of library staff makes this personal and light-hearted. These posts are interspersed with promotions about events. This creates a balance between self-promotion and audience engagement that can be integrated in all other sites. Furthermore, the branches should feel encouraged to include pictures of staff as often as possible. Data collected in the surveys shows that the community sees the staff as a friendly, useful resource. Leverage this community perception by including staff in more pictures.

- **Create high-quality timeline postings.** In order to ensure high-quality content and to avoid overwhelming the branch pages with too much information, when possible, postings should be done within the comments section of a photo or a main post. For example, library staff or volunteers could use the comments sections of posted photos or content to share **relevant information** (e.g., “Missed out on this week’s Storytime? Join us next week on Tuesday at 6 p.m. when we’ll read Pete the Cat to children 6 and under” or “Love music? Whether you’re a music aficionado or a novice listener, we hope to see you on Monday at noon for a lunchtime ukulele session.”) **or feedback** (e.g., “Johnny was a great help in today’s Storytime when he helped Miss Amy turn the pages in the book. Hope to see you next week!”). JVA recommends that **at least one** main topic, photo, trivia item, new book or upcoming program be featured on each branch site, each day.
- **Use timeline posts to engage community members in discussion.** In addition, timeline postings should be created that are designed to engage community members in a discussion. For example, the following posts are likely to generate community members’ response posts:

 - What’s your favorite book?
 - How did you like the new Robert Galbraith book?
 - What was better – Gone Girl book or movie?
 - The weather has turned colder! What’s your favorite feature of Carbondale branch’s interior space?
 - It’s time to get cozy and read! What’s the coziest location to read in the Glenwood library?
 - Cold weather is coming! What’s your favorite book to read to your children in the winter?
- **Create events for non-recurring programs.** Many library programs (i.e., those that are date-specific, and not recurring “series”) can be made into Facebook events by creating an event, inviting staff and library users to the program and encouraging them to share it on GCPLD’s and libraries’ Facebook page timelines. Doing so will provide users with a forum to ask questions (via the comments section), link the date and time to their personal calendars, and invite their friends to attend. In addition, posting programs will drive traffic to the Facebook page. *It is recommended that the branch Facebook pages create events for all of their one-time programs.*
- **Selectively utilize the boost feature each month to promote posts.** JVA recommends that GCPLD and the branches start selectively using the “boost” feature on Facebook to promote posts. You can

choose to target Facebook users within a certain geographic area. This will be a good way for people in the community to see that you have a Facebook page, which they may not have been aware of. The price of the “boost” feature depends on the number of users you choose to reach (e.g., \$20 will enable GCPLD to reach 4,400–12,000 users). These posts should be scheduled for both the GCPLD page and the branch pages. JVA recommends that the boost posts be focused on branch events. **JVA recommends that each month, every Facebook page should schedule one promoted post** to advertise events with the broadest audience appeal.

- **Share posts from other local organizations.** GCPLD and the branches should also start sharing posts from other community organizations as well as larger brands that are related to the GCPLD’s work. This is a way to push diverse, interesting content and associate the GCPLD brand with other distinguished brands. GCPLD and each branch should follow such organizations on their pages, and once every week or two, find an interesting post to share. These posts can be found by going to the newsfeed through GCPLD’s or the branches’ individual pages.
- **Distribute the workload of managing pages and content.** JVA recognizes that increasing social media presence can be time consuming. In order to distribute this time burden, multiple staff members should collaborate on posting content.). **Staff, volunteers, board members and devoted library users should be encouraged to post this content in Facebook comments whenever possible.**
- **Schedule posts when possible.** Staff members and volunteers should be aware of this function and take advantage of it as possible.
- **Engage GCPLD leadership in the supporting social media outreach.** This effort can be supported by GCPLD leadership by allotting a specific amount of time (e.g., 10 minutes each day) for staff members and volunteers to take photos and generate posts on Facebook and Twitter. Announcing this specific daily/weekly allotment will ensure that staff know that the use of social media as a marketing tool for GCPLD is sanctioned and encouraged.
- **Praise successful posting.** In addition, it is recommended staff members who generate high quality content and photos are praised for their efforts.

Twitter

If GCPLD determines Twitter to be an effective strategy at engaging its Western Colorado population, JVA suggests the following recommendations:

- JVA recommends that **GCPLD only operate one Twitter account to represent the entire district.** The purpose of this account will be to promote events and services at all of the six branches, as well as GCPLD news. Twitter’s short format is made to have several messages per day be tweeted.

- JVA recommends that the **public relations officer manage the Twitter account and be responsible for posting messages**. GCPLD should adopt a Twitter dashboard such as Hootsuite (<https://hootsuite.com>) or TweetDeck (<https://tweetdeck.twitter.com>) to make this process more efficient and manageable. These dashboards allow administrators to schedule future tweets.
- **The content on Twitter should focus on upcoming events**. GCPLD can also use the schedule function to schedule “live” tweets during events. For example, a message could promote that a particular author is currently at a particular branch sharing stories about his or her writing. This can be scheduled in advance to post while the event is going on.
- **Use the retweet function to comprise at least 25% of GCPLD’s tweets**. GCPLD can also increase the amount of quality Twitter content by promoting current programs and visually compelling pictures via “retweets,” which will in turn increase GCPLD’s number of followers. Specifically, retweeting other organizations posts will also increase GCPLD’s visibility and is a great way to acquire relevant content. Tweets should be as short as possible with a link or picture that contains the content you are sharing. The actual tweet should be a simple pull for your viewer to engage in the content you are presenting. Retweets should comprise at least 25% of GCPLD’s tweets. This will allow GCPLD to continue to offer diversified content, and it can connect GCPLD with other prominent and related brands.
- **Use relevant hashtags**. Twitter should also be used as a platform to gather ideas for content that can be tweeted or shared on other platforms. GCPLD organizations that post content that is relevant to the libraries’ interests and stay updated on hashtags that are being used. For example, using the hashtag #Library in tweets will catalog your post with other posts that use the hashtag #Library. You can also search the hashtag #Library to find relevant content you would like to share.

Instagram

Additional recommendations for Instagram include:

- **Develop one Instagram account for each library branch and one for GCPLD**.
- The strategy for Instagram should be kept to a simple, two-step process. Each branch should use Instagram to post photos from events, and the Instagram pages should be set to ***post automatically to the corresponding Facebook page***. The administrator can select filters to make pictures look visually appealing as they are posted.
- To make this posting easier, JVA recommends that **each branch have a dedicated staff iPad** at the desk to post to Instagram, Facebook and other social media avenues. This will eliminate the need for staff and volunteers to use their phone to post to social media.

- Because of library rules about not using library users' names, **it is critical that the tagging feature of Instagram and Facebook is disabled.**
- **Create relevant hashtags for the libraries**, such as #gcpld, #garfieldlibraries, #carbondaleCOLibrary, #garcolibraries, #garfieldreads