



THE DENVER PUBLIC  
LIBRARY

September 18, 2008

To: All Denver Public Library Commission Members  
From: Shirley Amore  
Re: September 20, 2008, Special Meeting of the Library Commission

The Denver Public Library Commission will hold a Special Strategic Planning meeting on Saturday, September 20, 2008 from 9 a.m.-12:15 p.m. at the Denver Central Library, 10 West 14<sup>th</sup> Avenue Parkway, in the Level 7 Training Room.

I want to thank you for giving up a beautiful Fall Saturday morning to consider important Library business. At this meeting Library Commission members will have the opportunity to express and discuss their ideas on the future direction of DPL, the library infrastructure and library sustainability.

Please call my office with any questions. The telephone number is 720-865-2100. A continental breakfast will be available.

I look forward to seeing all Library Commission members on Saturday. Thank you.

Please note: You will be entering the Library before opening time therefore, you must enter via the east entrance and inform the security guard at the door that you are attending the Library Commission meeting.

c: Mayor John Hickenlooper  
Members of the City Council  
DPL Website

**Agenda**  
**The Denver Public Library Commission**  
**Special Meeting**  
**September 20, 2008**  
**9 a.m. – 12:15 p.m.**  
Denver Central Library

- |  |        |
|--|--------|
| 1. Introduction                              | 10 min |
| 2. Strategic Plan                            | 75 min |
| a. Review of Balanced Scorecard Work To-Date |        |
| b. Executive Level Balanced Scorecard        |        |
| c. 2010 Budget Process                       |        |
| Break  | 15 min |
| 3. Long Range Plan for Library Facilities    | 65 min |
| 4. Design Principles for New Libraries       | 15 min |
| 5. Summary                                   | 10 min |

**Denver Public Library Commission  
Special Meeting, September 20, 2008**

Agenda Item 2

Action Requested: Receive Report/Discussion

**Strategic Plan - Denver Public Library's Balanced Scorecard**

**a. Review of Balanced Scorecard Work**

- In December 2006, Denver Public Library (DPL) began development of a Balanced Scorecard (BSC).
- DPL's BSC is a management tool to strategically align the work of the Library and create measurable outcomes.
- The balanced scorecard looks at the organization from five perspectives: community, customer, internal process, employee learning and growth and financial. The BSC shows how these measures are interlinked and affect each other, enabling an organization's performance to be tracked and managed.
- The development of DPL's Balanced Scorecard to date has included:
  - January – June 2007
    - E-Team revised the Library's foundational documents: Mission Statement, Values and Vision Statements, Organizational Philosophy and Strategic Themes with input and feedback from staff.
  - June - December 2007
    - An inter-divisional staff team developed the Library's Organizational Scorecard.
  - January - May 2008
    - Organizational Scorecard Objectives were "cascaded" to unit teams, representing all areas of the Public Services. Public Services developed measures, targets and initiatives for each of the objectives.
    - Teams participated in an event (World Café) to share plans and get feedback from each other.
  - June – September 2008
    - Support Units developed measures, targets and initiatives to support objectives identified in the Organizational Scorecard and will share their findings at a World Café discussion on September 26.
    - Public Service Managers and Unit Team members held training sessions to introduce team building, BSC tools and the Unit Scorecards to over 95% of the Public Service staff.
    - Public Service Teams identified initiatives that were low hanging fruit that could be completed in 2008.
    - Currently 80% of the target effort to "develop" an Organizational BSC has been completed.

## **b. Executive BSC**

- The Executive Team (E-Team) is currently working on an Executive BSC that will provide a high level view of organizational performance.
- The Executive BSC tracks a few meaningful, overall measures across the five perspectives.
- To date, the draft scorecard includes the following seven executive objectives linked together to achieve our vision of “Building a vibrant City, one learner at a time”:
  - > **Build New Learners**
  - > **Strengthen Customer Loyalty**
  - > **Communicate Library Value**
  - > **Enhance Operational Performance**
  - > **Promote Employee Empowerment**
  - > **Expand / Fortify Partnerships**
  - > **Demonstrate Financial Stewardship**
- Some work has also been done on establishing measures to assess our progress towards these objectives. The DPL Executive BSC is approximately 60% complete.
- The Executive BSC will provide a vehicle for reporting performance to the Library Commission and provide a basis for meaningful discussion about strategy and progress towards achieving community outcomes.
- **At this point, staff is looking for feedback from the Library Commission on the Executive BSC before completing this work.**

## **c. 2010 Budget Process**

- A critical component of the BSC is the restructuring of the budget process to link resources to strategic initiatives.
- DPL will begin the transition to a more strategic budgeting process in January with a process to identify and fund high priority initiatives with existing resources in 2009.
- DPL will begin the process of developing a formal BSC Budget for FY 2010.
- The following tasks are slated to occur in phases over the next 2 to 3 years:
  - Modify the current DPL Chart of Accounts to be organized by Vision Statement
  - Adjust the current Financial Tracking System to report budgets to the new account structure.
  - Identify direct cost
  - Attach direct cost to each vision statement
  - Prepare reports needed to monitor and track expenses
  - Develop an Automated Tracking System (Dash Board) of key measures to monitor our progress

2008 Public Service Balance Scorecard Initiatives			
Perspective	Objective	Measure	Target
<i>Vision Statement a. Every child will start school with the early literacy and language experiences necessary for success.</i>			
Customer	Connect customers with interactive, innovative programming and services to promote learning	# of parents, caregivers and teachers of children age 0-5 contacted through outreach with early literacy development info and tools who report having used the information	42,000
Employee Learning & Growth	Continue to be a learning organization that enhances staff knowledge, skills and customer service crucial to successfully serving target audiences	% of employees who demonstrate established high-level proficiencies in early literacy	90%
<i>Vision Statement b. Every student will discover the joy of reading and learning contributing to their school achievement.</i>			
Internal Processes	Eliminate barriers and enhance operations to increase ease of use	% increase in youth satisfaction survey-satisfaction rate	85%
Employee Learning & Growth	Build an even stronger team of employees who create a work environment that supports learning, growth, innovation and risk-taking.	% of employees who demonstrate established high-level proficiencies in understanding youth developmental needs	90%
<i>Vision Statement c. Entrepreneurs and job seekers will have enhanced business and employment opportunities.</i>			
Customer	Improve customer experience and convenience in using library services	# web hits on DPL job resources site. Increase in 3 years. (2007:11,022)	20,000
Internal Processes	Develop the collection, programs and services in alignment with target audiences	% increase in use of targeted materials	TBD
<i>Vision Statement d. Every adult will have the English-language skills they need to participate in the workforce.</i>			
Customer	Improve customer experience and convenience in using library services	# of users per session at Community Learning Plazas	6
<i>Vision Statement e. Everyone will have the resources and skills they need to connect with others and participate in the community.</i>			
Customer	Connect customers with interactive, innovative programming and services to promote learning	# of attendances at group and individual computer classes in Library Lab	10% increase
Customer	Connect customers with interactive, innovative programming and services to promote learning	# of attendances at group and individual computer classes in Library Lab	100%

Initiatives
<i>ry for the their readiness to learn.</i>
Conduct Read Aloud Dialogic Reading training for parents in partnership with Head Start (Using the principles of Every Child Ready to Read, create and offer activities that encourage preliteracy skills in parents, caregivers and teachers)
Train storytime presenters in Every Child Ready to Read
<i>evement and inspring lifelong learning.</i>
Develop child safety policy (Develop new youth friendly policies, guidelines and precedures based on developmental needs)
Conduct Positive Youth Development training in partnership with Assets for Colorado Youth (ACY) (Train or hire staff who know and understand youth developmental stages )
<i>es creating a more vibrant economy.</i>
Develop a highlighted job-search portal on denverlibrary.org in partnership with WIS
Acquire GIS mapping based software (Business Decisions) for business planning and train staff
<i>ipate in City life.</i>
Establish "Community Learning Plazas": staffed, multi-purpose computer labs for targeted services
<i>articipate in the digital world.</i>
Provide a variety of technology classes to meet customer demand
Track number of technology classes and attendance and 1:1 assistance

2008 Public Service Balance Scorecard Initiatives			
Perspective	Objective	Measure	Target
<i>Vision Statement f. Adults will enjoy reading and learning throughout their lives creating an inform</i>			
<b>Customer</b>	Improve customer experience and convenience in using Library services	% increase in adult satisfaction survey	maintain
<b>Internal Processes</b>	Eliminate barriers and enhance operations to increase ease of use	TBD	TBD
<b>Internal Processes</b>	Eliminate barriers and enhance operations to increase ease of use	TBD	TBD
<b>Employee Learning &amp; Growth</b>	Continue to be a learning organization that enhances staff knowledge, skills and customer service crucial to successfully serving target audiences	% of employees who demonstrate high level proficiencies in customer interaction	4% increase
<i>Vision g. Everyone will understand the history of the region to sustain the spirit of the</i>			
<b>Customer</b>	Connect customers with interactive, innovative programming and services to promote learning	Department exhibits, displays and programs inside and outside of the Library	720
<b>Internal Processes</b>	Eliminate barriers and enhance operations to increase ease of use	% increase in Historical Services items digitized	80,000
<b>Employee Learning &amp; Growth</b>	Continue to be a learning organization that enhances staff knowledge, skills and customer service crucial to successfully serving target audiences	% increase in Staff per work unit who complete required high school basic training	25%

Initiatives
<i>ed and engaged community.</i>
Develop Library Use Policy
Test/monitor renewal line daily (including weekend/holidays) to make sure it works and that staff are advised of status
Improve communication to staff regarding Bookmobile routes and status
Develop content and schedule classes for intellectual freedom and informed judgement
<i>2 community.</i>
Expand exhibits, programs and tours with digital complements to real world presentations
Begin development of a comprehensive preservation strategy for all historical materials (Develop and implement a comprehensive preservation strategy for all historical materials)
Begin development of a traveling trunk show (Develop and implement a multi-part outreach program)

**Denver Public Library Commission  
Special Meeting, September 20, 2008**

Agenda Item 3

Action Requested: Discussion

**Long-range Plan for Library Facilities**

Library Commission discussion to capture thoughts, ideas and any consensus about the future direction of DPL and what the Library should look like in the next 10-20 years.

The Balanced Scorecard work has provided DPL with a vision for the future and a plan to help us get there. A big question remains, however: **Do we have the right infrastructure and funding in place to make it work?**

The following questions are provided as a guide to a discussion of library infrastructure and sustainability:

- What does the library system look like now?
- Do we have equity in level of service throughout the City?
- Challenges of 21<sup>st</sup> century library service in early 20<sup>th</sup> century buildings
- How will Denver change?
- How will technology change services? What's on the horizon?
- How sustainable is the current service configuration?
- What is a reasonable level of service?
- What are residents willing to pay?
- What are funding strategies?
- How do we engage citizens and partners in this discussion?

# Report of the Mayor's Task Force on Future Library Funding

August 2004

## Recommendations

The four funding and governance scenarios considered by the Task Force are:

1. City Library with General Fund (Library funding sources would remain unchanged.)
2. Library District (A library district, a separate legal entity from the City, would be approved by Denver voters and fully funded by an increase in property tax.)
3. City Library with Dedicated Mill Levy (The Library would continue to be part of the City, but would be fully funded by a Denver voter-approved property tax.)
4. City Library with General Fund and Dedicated Mill Levy (The Library would continue to receive a part of its budget from the City General Fund and would have an additional source of dedicated revenue from a voter-approved property tax.)

In making their final recommendations for each scenario, Task Force members were asked to respond to the following question:

“Should the Mayor and City Council strongly consider as a viable option for library funding the following scenario.”

Scenario	Recommend	Do not Recommend
1. City Library with General Fund (Status Quo)	8	6
2. Library District	4	10
3. City Library with Dedicated Mill Levy	7	7
4. City Library with General Fund and Dedicated Mill Levy	13	1

Task Force members supporting Scenario One believe this option gives elected officials the ability to balance the City's overall service needs while maintaining the General Fund services the Library receives (legal, accounting and insurance). It also allows for out-of-county financial support for the Library through sales tax paid by non-Denver residents.

Arguments against the Library remaining part of the General Fund include continued volatility and constraints on the Library's ability to grow in the future along with further potential degradation of services due to future budget shortfalls.

When considering Scenario Two supporters recognize the potential to stabilize funds for the Library, create a new source of revenue for the Library that would free money in the General Fund for other City services and allow for greater direct accountability to the taxpayers. Those opposed are concerned that the creation of a district would eliminate Mayor and City Council's control of the budget and governance, may limit potential for future tax increases for other City priorities and could create a precedent for other City agencies to seek independent status.

Scenario Three is advantageous because it requires no change in the City Charter or Library governance, allows for stabilizing funding and some planned growth for the Library, and recognizes voters' willingness to increase funds for the Library. Disadvantages are similar to that of Scenario Two in that it may limit potential for future tax increases and could create a precedent for other City agencies to seek additional, dedicated funding.

Scenario Four garners strongest support from the Task Force members. Pros include (1) a smaller tax increase for Denver residents; (2) a shared tax burden by residents and non-residents because funding would be from both sales and property tax contributions; (3) an acknowledgement of public support for increased Library funding; (4) an ability to continue to maintain current General Fund administrative services; (5) and, the ability to restore Library services to the 2002 level and provide for selected program expansion. Cons include continued competition with other City agencies for General Fund money that may result in a reduction of General Fund money available to the Library.

### **Additional Consideration**

In addition to tax-generated revenue, the Task Force recommends that the Library aggressively consider and seek other funding and revenue options. These options may include expansion of current fundraising and philanthropic programs; a serious review and re-consideration of the fine structure; additional fees for service, particularly at the wholesale or commercial level; corporate partnerships and the sale of goods and services. While these sources will probably not result in huge windfalls, they will help defray some of the degradation of services and should therefore represent a larger percentage of Library funding than is currently shown or considered.

**Denver Public Library Commission  
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Agenda Item 4

Action Requested: Discussion

**Design Principles for New Libraries**

Based on the long-range plan discussion, what principles should guide the construction of the three new libraries?

## **Proposal for New Libraries**

Excerpted from: DPL Infrastructure Project Proposal A - Three New Branch Libraries

The preferred alternative is to build new branch libraries in Green Valley Ranch, West Denver, and Stapleton. The Library developed a 28,220 square foot base model for a new library branch designed to provide all of the functionality and services expected by Library customers, but also flexible enough to meet the varied needs of diverse neighborhoods. Each new Denver Public Library branch will offer the following amenities for customers:

- Convenient locations within three miles of any Denver residence
- Friendly, knowledgeable staff
- A collection of 120,000 books, music, magazines, and media to meet the needs of children, families, and adults
- Books and other materials specifically selected to support the Denver Public Schools curriculum
- Computer access for public use provided via desktop computers, laptop computers and wireless access
- Seating to accommodate 220 simultaneous users
- Cultural and educational programs that are engaging to community members diverse in age, socioeconomic level, educational achievement, and ethnic or cultural backgrounds
- Meeting room to accommodate 100 customers
- Four small-group study rooms
- Fast, easy-to-use self service checkout and returns
- Easy hold and pickup of any of DPL's 2.5 million circulating items
- Energy-efficient, LEED Silver Certified buildings
- Maximum ADA accommodations
- Ample parking

While this base model would supply basic, standard services, an intense community input process prior to construction of a new library could suggest community desire for privately funded, premium elements, that might include:

- Theatre/ auditorium
- On-site child care in the Ikea model
- Associated restaurant or coffee shop
- Contemplation and Reading Garden
- Children's playground
- Technology and business center
- Bookstore

The Library arrived at this solution through intensive study of the following factors:

- Community needs, including population projections, income and education projections, and anticipated use

- The State of Wisconsin Department of Instruction public library space needs assessment tool
  - Examination of successes and potential improvements to Denver Public Library's most recent construction projects (Schlessman Family Branch, Blair-Caldwell African American Research Library)
  - Calculations of projected usage based on existing facilities
  - Investigation of recent award-winning library buildings throughout the United States
  - New libraries built in Denver's suburbs in the last three years
  - Consultation with architects
- Numerous contacts with colleagues in other library systems, as well as review of the professional library literature (see attached resource list)

Acreage of land to be acquired or reimbursed: 3.5 acres per branch

**New or Replacement Buildings:**

Office sq footage: See following

Specialty Space S.F.: See following

Number of occupants at any one time (for shifts, only use one shift) up to 400

Number of parking spaces by type (trucks, cars, etc.) 100

Total Square footage of each branch is 28,220, to include:

- 18,150 sf public space
  - 7200 sf for collections
  - 3500 sf for public computers
  - 3900 sf for seating
  - 1500 sf for meeting room
  - 950 sf for public service desks
  - 450 sf for study rooms
  - 300 sf for vestibule
  - 250 sf for copy center
  - 100 sf for book sale area
- 4650 sf for staff work areas, office space
- 5420 sf for non-assignable space, including mechanical equipment rooms, custodial closets, restrooms, corridors, stairwells, etc.



THE DENVER PUBLIC LIBRARY

DENVER PUBLIC LIBRARY INFRASTRUCTURE PROJECT PROPOSAL A  
THREE NEW BRANCH LIBRARIES  
ANNUAL OPERATING COSTS

PROJECT	TOTAL
<b>Green Valley Ranch</b>	
Staffing (28.5 FTE)	\$ 1,152,648
Collection Annual Replacement	\$ 432,000
Technology Annual Costs	\$ 85,000
Utilities	\$ 56,700
Programming	\$ 30,000
Maintenance Supplies & Services	\$ 27,200
Delivery Truck (Pro-rated)	\$ 15,000
Library & Office Supplies	\$ 10,000
	\$ 1,808,548
<b>Stapleton</b>	
Staffing (28.5 FTE)	\$ 1,152,648
Collection Annual Replacement	\$ 432,000
Technology Annual Costs	\$ 85,000
Utilities	\$ 56,700
Programming	\$ 30,000
Maintenance Supplies & Services	\$ 27,200
Delivery Truck (Pro-rated)	\$ 15,000
Library & Office Supplies	\$ 10,000
	\$ 1,808,548
<b>West Denver</b>	
Staffing (28.5 FTE)	\$ 1,152,648
Collection Annual Replacement	\$ 432,000
Technology Annual Costs	\$ 85,000
Utilities	\$ 56,700
Programming	\$ 30,000
Maintenance Supplies & Services	\$ 27,200
Delivery Truck (Pro-rated)	\$ 15,000
Library & Office Supplies	\$ 10,000
	\$ 1,808,548
<b>GRAND TOTAL</b>	<b>\$ 5,425,644</b>

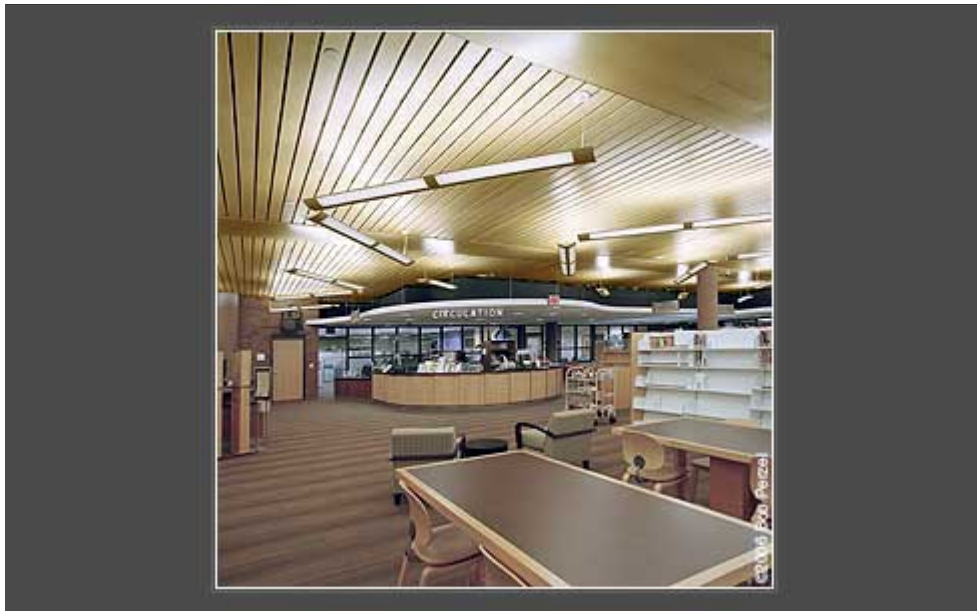
## Urban Library Model

### HunterDouglasContract

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#### **Rondo Community Outreach Library**

Sector: Education  
Location: Minneapolis-St. Paul Minnesota United States  
Architect/Specifier: BKV Group



#### **Description**

Traditionally, libraries have followed one of two models: Either they are facilities located within school campuses, whose main purpose is to assist with research and archiving, or they are repositories of books and media that serve the local communities. The city of St. Paul, Minnesota, has taken the latter approach a quantum leap forward with the opening of the Rondo Community Outreach Library by integrating private living areas with public spaces in a single building.

Designed by architects from BKV Group, the four-story design allots about 31,000 square feet of publicly accessible space to the library. An additional 147,000 square feet on the upper levels was made available for 98 units of affordable housing.

BKV's design of the library incorporates storefront-style windows at the ground floor that give the library an open connection to the sidewalk. A warm brick façade further integrates the building into the surrounding neighborhood.

The interiors feature a large, open-stack area of interspersed shelving and seating areas. Ceilings throughout are used to define zones within the space: A plane of maple veneer linear ceilings covers the plenum, with "pods" of white Techstyle® panels placed below that at circulation desks and around the perimeter. Ceilings representative Jim Tegan worked with the architects to specify Hunter Douglas ceilings for the system, including hidden air diffuser. The result delivers a calm aesthetic along with optimized acoustical properties.

The design earned a best-in-class award as an outstanding mixed-use development from local real-estate/business media.



Memo to: Susan Kotarba  
From: Carol Edwards

Date: November 27, 2007

*Some ideas that may work at  
the West Colfax branch if it is  
located at the St Anthony's  
site*

RE: CO-LOCATING FEASIBILITY STUDY AT ST. PAUL PUBLIC LIBRARY

I looked into the article printed in Hotline that reported that St. Paul Public Library had received funds to have a study done on the feasibility of co-locating. I spoke with Alice Neve who currently manages Rondo branch and bookmobile that is presently a co-location that has been functioning for several years. She reported that St. Paul has appreciated the success they've had with the branch she manages, and is considering another one on the East side of the city.

Alice is an old friend and I think felt free to be pretty honest about what works and what doesn't in their present location.

The library is on the main floor of a multi-story building. On the subfloor is parking exclusively for the library. The library has a separate entrance from the 2<sup>nd</sup> to 6<sup>th</sup> floor. The 2<sup>nd</sup> floor is parking for the housing units, and the upper floors are those 98 apartments, plus they have 6 townhouses in the back. One of the things they like is the complete separation they have from the rest of the building. They have their own facilities staff, and even the elevators are separate. They are on the corner of Dale and University which is a busy intersection in a bustling urban neighborhood.

This began as an idea working with a prominent African-American businessman named Archie Givens. Archie also writes books, and has supported literacy in the past. It seemed a natural to combine his development for housing plans with the library. Many other organizations became involved, and eventually there were about 20 lawyers sitting around the table working out the contract, or letters of agreement. There eventually were twelve partners, including HUD. The Library Friends was one of the partners and raised about \$750,000.

Included in the facility which is open Sunday 1-5, Monday through Thursday 10-9, and Friday-Saturday 10-5:30 is a homework center that often has fifty and up people using it. It has computers and tables for studying. Sunday is their busiest day, and they can never staff minimally. The gate is about 800 people and they need five reference staff to keep up with the questions and maintain sightlines of all the spaces.

The staff is about 40 people, but many work part-time and she didn't have FTE numbers.

They also support an office space which is shared with community partners who run their programs out of the library. Rondo Arts Academy is one as is the Minnesota Literacy Coalition, AmeriCorps CTEP, etc. These folks provide ESL, GED and other computer classes to the clientele. They share a office which has desk with computers and

networked printer. The library stocks lots of ESL materials, and has 18 different languages represented in the collection. They also have a person who comes in every week to help users fill out immigration forms. This is a popular service and a result of a partnership.

There is a copy center which Alice claims is not efficient, and she would work that in a different way if she had the chance to do over. This seemed to be her biggest complaint. She also mentioned they need full-time security. The neighborhood has its challenges. For example, there was a shooting a few blocks away, but the shooter came to a relatives apartment in the building afterwards. TV reporters set up in front of the library, though it had nothing to do with the library, and Alice had to keep explaining that their place was quite safe and the commotion was unrelated.

There are several meetings rooms too. One is divisible in half, and they do storytime on one side. Sliding doors will open it up into a bigger space for larger gatherings. Also, there is a coffee cart in the lobby, and Alice said several times that food and beverage in the library is just a given. She believes it's a critical piece of customer service. They do have the highest gate count of any of the St. Paul libraries, including their downtown central library.

They have wifi, and a quiet zone – over by the fireplace. It's 32,000 square foot space, and much of it can be noisy. For example, the children's area doesn't have distinct doors, but is adjacent to the self-check area.

The bookmobile functions out of their garage area. It has forty stops, and this location provides work space, and they share staff at times with many of the employees cross-trained.

Not truly the library's concern, but Alice mentioned that the housing had to be 80% eligible and 20% to non-eligible renters, based on income guidelines. There is never a problem finding people who qualify for reduced rents, but at times they have a hard time attracting people who can live anywhere who want to rent at that location. Then they have to halt filling the units that make up the 80% until they fill the 20%.