

**AGENDA**  
**The Denver Public Library Commission**  
Regular Monthly Meeting  
**Thursday, December 15, 2016, 8:30 a.m.**  
Denver Central Library  
Rick Ashton Legacy Room

1. Call to Order.
2. Introductions.
3. Approval of Minutes of November 17, 2016, Regular Library Commission Meeting.  
Commission
4. Public Comment Period.
5. 2017 Special Trust Fund Budget. Ron Miller
6. Report of the President and Members.
7. Report of the City Librarian.
  - a. Approval of 2017 holidays and closings
  - b. Approval of the 2017 strategic plan
8. Report of the Denver Public Library Friends Foundation. Gay Cook and Laurie Romer
9. Other Business.
10. Executive Session for Discussion of City Librarian's Performance Evaluation, January 2016–December 2016
11. Adjournment. **Happy Holidays!!**
12. **Post meeting book swap and chat**

### **Agenda Item 3**

Action Requested: Approval

**MINUTES**  
**The Denver Public Library Commission**  
Regular Monthly Meeting  
**Thursday, November 17, 2016, 8:30 a.m.**  
Denver Central Library  
L7 Training Room

Present: Rick Garcia<sup>1</sup>, Gregory Hatcher<sup>2</sup>, Judy Joseph, Alice Kelly, Mike King<sup>3</sup>, Rosemary Marshall, Carlos Martinez

Excused: Cathy Lucas

Staff: Rebecca Czarnecki, Chris Henning, Rachel Fewell, Michelle Jeske, Cori Jackamore, Susan Kotarba, Elaine Langeberg, Diane Lapierre, Zeth Lietzau, Ron Miller, Rebeca Ramos-Rivera (SC)

Guests: Kalpana Mohanraj, Humphries Poli; Brian Klipp and Marcia Cole, gkkworks

1. Call to Order.

President Rosemary Marshall called the meeting to order at 8:36 AM

2. Introductions.

Commissioners and staff present introduced themselves. Rosemary Marshall welcomed new Commissioner Carlos Martinez. Martinez is the Executive Director of the Latino Community Foundation of Colorado (LCFC), an initiative of Rose Community Foundation. Prior to joining the LCFC, Martinez was CEO of the GLBT Community Center of Colorado. Commissioners and staff welcomed Martinez and thanked him for his willingness to serve.

3. Approval of Minutes of October 20, 2016, Regular Library Commission Meeting.  
Commission

The minutes were approved as written once a quorum was present.

4. Public Comment Period.

N/A

---

<sup>1</sup> Arrived at 9 AM during the presentation of the architects

<sup>2</sup> Arrived at 8:48 AM during the report of the City Librarian

<sup>3</sup> Arrived at 8:43 AM during the report of the President and Members

5. Report of the President and Members.

Marshall began the report by discussing the need to make sure committee assignments were filled for 2017. It was decided that Rick Garcia would be the Friends representative, Carlos Martinez would serve on the Latino Awards, and Cathy Lucas would take over for Greg Hatcher as liaison to DPL Staff Council. A full list of 2017 committees is attached to the minutes.

Alice Kelly noted that on October 21 City Librarian Michelle Jeske spoke at Denver Eclectics. Kelly heard that some people said they might not come because they were afraid it would be boring and then were just floored by Jeske's presentation. Denver Eclectics was started by a community activist and every Friday from Sept through May they have a presentation.

6. Report of the City Librarian.

Jeske noted a couple of things quickly including that she would be sending out a video about an award we won for After School Is Cool (ASIC) as well as a video in which the Mayor issued a statement about Denver remaining a welcoming and inclusive city.

GO Bond meetings have started and Commissioners were provided a packet and FAQ from the advocacy luncheon held recently.

Commissioner Kelly asked how can she be supportive if she attends one of these meetings. Jeske said that there are comment cards that can be filled out or you can submit online comments. She said she would send the link to the Commissioners.

Susan Kotarba noted that these meetings are an opportunity to see what other agencies are asking for and to get an idea of what they want included in the bond.

Commissioner King noted that if any of the commissioners submit a comment card to mention that you are a commissioner as that is likely to make a greater impact. Also, if anyone has a relationship with your city councilperson this is a great time to be speaking to them about the future of the library.

Jeske then introduced Brian Klipp from gkkworks who gave a final presentation for the Central Library Reimagining discussion.

Klipp said that as he talks about the vision for the Central Library to keep in my mind that it is only phase one we are pitching for the bond. There are lots of opportunities for change.

Humphries Poli and gkkworks have been working with the library since early June. They had many meetings with staff and generated a word cloud that highlighted words that came up most often around the potential redesign. They also developed guiding principles for the process. Klipp noted that this presentation included for the first time conceptual floor plans. Klipp went through the floor plans focusing on first phase, which is what we'd hope to have approved for the 2017 GO Bond. Phase one includes floors one and two and vertical transportation. The project includes three total phases. Highlights from the presentation included:

- Improving the experience on Broadway.
  - Enclosing the main entrance in glass, installing revolving doors.
  - Planting shade trees, adding canopies and benches.
  - A drop off for people with mobility issues
- Creating a grand reading room in 1st floor Drum area with good connectivity for laptops and mobile devices.
- Remove escalators and replace with public stairs.
- Moving Childrens to Burnham Hoyt Hemicycle and securing the north lawn.

- Building an event center in the current children's area and activating the northern end of Acoma Plaza. The event center could hold 240 seated in dinner arrangement, and 440 for lecture, almost doubling current event space.
- Bleacher steps to the pavilion which would become a receiving area for the event center.
- Retail space - move to give greater exposure so people would walk right by and see it. Maybe connect it to Acoma Plaza.
- Install holds space in current retail area with potential after hours access.
- Closed stacks would go in the current B2 conference center.
- Moving security to the east entrance area.
- Open stair in Hoyt would remain to connect children's and the teen area on L2.
- Staff spaces would surround the event center on 2, trying to get as many staff out of the basement as possible.
- Lowering shelves to make more browsable and improve sight lines

Other phases are meant to be flexible over time.

- Possible innovation lab on L3.
- 4th floor would consider moving staff into one collaborative space. Create green roof and have tech spaces flanked by gathering space. Also move the staff lounge to 4.
- L5 would stay about the same but also have an open stair to 6.
- L6 would keep stacks closed but visible through glass. Include reading areas and service points.
- L7 would become a public space with a business center and WFD. Gathering and collaboration spaces.

#### Questions/Comments

Commissioner Joseph noted how wowed she is and also noted how much information it is. She asked how do we distill all of this to sell it? Jeske noted that the Commission is getting much more detail than anyone else will. Chris Henning is working on condensing the information, so it can be easy and flashy to talk about.

The Commissioners thanked Klipp for the presentation who went on to talk about associated costs before concluding.

#### Costs

- First phase cost - \$31,905,000. Hard cost. Project cost: \$50.627,040
- Branch renovations are about \$13 million. \$9 million for potential WES Rec center/library (library price only). Similar submission process for branches.
- Bond capacity is looking like it will be \$500-600 million without raising property taxes.

7. Report of the Denver Public Library Friends Foundation. Gay Cook and Diane Lapierre Lapierre reported on the advocacy lunch held on Monday. There were about 40 people in attendance. She brought folders for those unable to attend. More than 40 people. The used book sale is in progress with the pre sale occurring last night.

On Tuesday the Friends Foundation hosted Library Strategies, a library consulting firm. They talked to the Friends and staff about what the transition might look like and will prepare a proposal.

WHG council also had a successful event this week with former governor Roy Romer.

An invitation went out yesterday for an event to honor State Representative Crisanta Duran. The Friends also oriented seven new board members and the holiday lighting party is December 1.

8. Other Business.

Rick Garcia participated in the State Library and Aspen Institute meeting at the library earlier this week. They discussed how to bring together advocates to talk about a collective vision for libraries. It was very interesting and there may be a conference in the spring.

Jeske noted that the Aspen Institute report on the future of public libraries has been driving a lot of our strategic thinking.

9. Executive Session for Discussion of City Librarian's Performance Evaluation, January 2016–December 2016

10. Reconvening of Public Session

The public session was reconvened at 10:10 AM

11. Action on matters discussed in Executive Session

The Commission had a productive initial discussion and will schedule another executive session in December to conclude the performance evaluation before transmitting a decision to HR.

The meeting was adjourned at 10:15 A.M.

Submitted by Rebecca Czarnecki for Judy Joseph.

**Library Commission Standing Committees  
January 2016**

<ul style="list-style-type: none"> <li>• Judy Joseph</li> <li>• WHG Manager or other staff person</li> </ul>	Selection Committee usually meets in early May. Meets as needed (usually once) to choose honoree and prepare for late summer event.	<b>Eleanor Gehres Award</b>
<ul style="list-style-type: none"> <li>• Alice Kelly</li> <li>• Mike King</li> <li>• Rosemary Marshall</li> <li>• City Librarian</li> <li>• Finance Director</li> </ul>	In general meets once in June re next year's budget and once in December re next year's Special Trust Fund.	<b>Finance</b>
<ul style="list-style-type: none"> <li>• Rosemary Marshall</li> <li>• Terry Nelson (BCL)</li> <li>• Ford Warren Branch Manager</li> <li>• Ford Warren or Blair Caldwell Librarian</li> </ul>	Ford Warren or Blair Caldwell Branch manager sets timeline annually during Black History Month. Event held first week of February usually at Ford Warren.	<b>Juanita Gray Community Service Award</b>
<ul style="list-style-type: none"> <li>• Rick Garcia</li> </ul>	Meets approximately bi-monthly at Central Library. (Subject to change.) Dates and times TBA.	<b>Friends Foundation Board</b>
<ul style="list-style-type: none"> <li>• Carlos Martinez</li> <li>• DPL Staff Member</li> <li>• Woodbury Branch Manager</li> </ul>	Begins planning in June. Meets twice before event in September.	<b>Latino Awards</b>
<ul style="list-style-type: none"> <li>• Cathy Lucas</li> <li>• Adm. Services Dir.</li> </ul>	Meets monthly the Friday after the Commission meeting, 8:30–10a.m. Location changes each month; call any staff council member or check web site for info.	<b>Staff Council</b>

## **Agenda Item 5**

Requested Action: Approve Budget

### **Denver Public Library (DPL) 2017 Special Revenue Fund Budget**

As defined by the Governmental Accounting Standards Board, a Special Revenue Fund (SRF) is used to account for specific revenue sources that are restricted or committed to expenditures for specific purposes.

The DPL SRF is not part of the General Fund and is not included in the City budget approval process. Unspent balances are carried forward to the next year and, unlike the General Fund, do not expire on December 31st.

The revenue for the DPL SRF comes from:

- 55% Donations to the library received by Friends Foundation
- 25% Revenue from operations (lost book fees, printing and copying fees, Western History photo sales, meeting rooms)
- 10% Friends Foundation endowment distribution
- 6% Friends Foundation fundraising activities (Booklovers Ball, annual book sales)
- 3% Trust distributions sent directly to the library
- 1% Investment income

The SRF budget is used for:

- 45% Children's and other outreach programming
- 25% Miscellaneous other expenses (staff recognition, equipment...)
- 20% Western History and Genealogy department staff and supplies
- 10% Books and materials

The balance in the fund in 2016 has been between 1.5 and 3.1 million dollars. Funds are either donor restricted (Friends endowment used for Western History), DPL restricted (lost book revenue used to purchase collection materials) or unrestricted. In general, the expenditures for 2017 are funded by revenues received in 2016.

The Commission approves the SRF budget in December for the following year. The budget can change somewhat throughout the year as unfunded opportunities and needs arise. DPL staff will submit a budget amendment to the Commission if the change exceeds \$100,000.

## 2017 Special Trust Fund Budget Request Summary

	2015 Actuals	2016 Revised Budget	2017 Request
<b>Employee Expenditures</b>			
Personnel	\$ 715,128	\$ 763,647	\$ 776,198
Staff Recognition	39,082	64,519	37,136 <sup>1</sup>
Training & Workshops	29,593	11,155	6,000
<b>Total Employee Expenditures</b>	<u>783,803</u>	<u>839,321</u>	<u>819,334</u>
<b>Collection and Programs</b>			
Books & Materials	381,722	552,323	412,875
Central & Branch Programming	123,241	165,038	156,794
<b>Total Collection and Programs</b>	<u>504,963</u>	<u>717,361</u>	<u>569,669</u>
<b>Furniture , Fixtures &amp; Equipment</b>			
Technology Services & Equipment	455,147	214,980	2,900 <sup>2</sup>
Office Furniture and Equipment	227,990	121,577	24,050
Leases - Building & Equipment	47,358	55,000	55,000
Equipment Maintenance & Supplies	-	15,908	-
<b>Total FF&amp;E</b>	<u>730,495</u>	<u>407,465</u>	<u>81,950</u>
<b>Administration &amp; Other Expenditures</b>			
Office & Misc Supplies	117,656	165,931	96,665
Administrative	3,205	6,250	16,000
Travel & Conferences	40,687	48,126	29,150
Official Functions	26,781	89,388	31,450 <sup>1</sup>
Postage	-	-	6,000
Printing	32,686	4,250	3,000
Professional Services	95,176	254,549	112,888 <sup>3</sup>
Advertising	8,430	6,500	6,500
Undesignated Budget	-	11,000	160,605 <sup>4</sup>
<b>Total Admin &amp; Other Expenditures</b>	<u>324,621</u>	<u>585,994</u>	<u>462,258</u>
<b>TOTAL</b>	<u><b>\$ 2,343,882</b></u>	<u><b>\$ 2,550,141</b></u>	<u><b>\$ 1,933,211</b></u>

### Notes

- 1 - Staff Recognition and Official Functions were higher in 2016 due to Staff Day
- 2 - Technology Services & Equipment were higher in 2016 due to the internet project
- 3 - Professional Services were higher in 2016 due to architect costs for the Central Library
- 4 - The \$160,605 in Undesignated Budget is for the Strategic Discretionary Fund



## **Agenda Item 7**

Action Requested: Receive Report

### **City Librarian Report**

#### **2017 Strategic Plan**

In the packet, I have included the draft 2017 strategic plan. The overall strategic framework is the same: mission, vision, community impacts all remain to guide our work. We adjusted our guiding principles statement to reflect our understanding that employee engagement is key to our success. And we tweaked our values to reinforce that we believe a diverse workforce is a benefit to the library and the community. You can see these on the second page of the plan.

The strategic plan is a document that highlights the year's focus areas and strategic initiatives. This document represents where we'll put extra energy and focus for the next year. We also use this document when meeting with potential or current partners to talk about what the library is working on and why. At the November meeting, I provided you a copy of the 2017 work plan which is an internal document that highlights the focus areas, strategic initiatives, and major projects for the year as well as outlines the outward-facing service priorities and some of the internal projects that support them. It doesn't list every single activity we perform.

For the past several years, the library has been creating annual strategic plans in order to stay flexible, nimble and responsive to community and industry changes. I would like to develop a five-year roadmap that informs these annual plans. In the first half of 2017, I suggest we hold a library leadership and Commission retreat to begin this work.

#### **2017 Strategic Initiatives**

We still have work to do with our Summer of Learning, Customer Experience and Community Engagement initiatives so they remain on the plan. We also have plenty of work left on our Facilities Master Plan initiative but that work is changing to be about advocacy, communication and strategy to prepare for the bond so we've renamed the initiative Activate!Denver. We had Staffing Analysis as a project in 2016 but the work is turning out to be quite significant so we're representing it now as a strategic initiative. And we are adding Diversity and Inclusion as the fifth strategic initiative in 2017. On the plan, you'll see more information about what each of these initiatives entails.

#### **2017 Focus Areas**

We continue to believe that we need to focus on the service priorities of Early Learning, Out of School Learning and Technology Access and Training. Given the potential change in immigration policy and enforcement next year and beyond, we believe we'll need to focus more on Services to Immigrants and Refugees. Therefore, those four service priorities we suggest be our focus areas for 2017.

#### **Definitions**

**STRATEGIC INITIATIVES** are focused, short-term (1-2 years maximum) projects that require intensive focus.

**FOCUS AREAS** are the 2-4 Service Priorities where we need the most focused effort at this time.

**SERVICE PRIORITIES** are long-term (perpetual), system-wide activities, and are generally led by a Manager. Examples include Adult Programming, Research Services, and Circulating Services.

**PROJECTS** are short-term events (less than 1 year) that require less effort and fewer resources than Strategic Initiatives.



**Employee of the Quarter - Leslie Williams, Senior Librarian, Pauline Robinson Branch Library**

Leslie Williams was honored as Employee of the Quarter at a festive celebration on December 5 at Pauline Robinson Branch Library. Leslie received a certificate for a paid day off as well.

Here's a snippet from the plentiful and lengthy nominations for Leslie:

Leslie comes to work with confidence, a sense of humor and ready to take on anything that comes her way. She takes time to greet all the kids by name; she makes adults feel like their library needs are the most important inquiries she receives on any given day, at any given moment.

Leslie treats her staff and customers with dignity and respect, and wants

the community to be a grander, better place for all. Leslie is a very positive person, with an infectious laugh, and her can-do attitude rubs off on employees and customers.

**Highlights from Community Relations - Diane Lapierre**

In addition to established duties, the Community Relations Department is busy preparing for a successful November 2017 Bond Election. This includes forming a strategic plan, working with advocates, coordinating community meetings and developing materials. Additionally, Marketing Communications is working hard to communicate library value and, as always, present a consistent message and brand.

Following are some highlights:

## **Community engagement**

- Conducted community conversation meetings at 10 DPL branches based upon the facility master plan; over 100 attendees at these events.
- Sent follow-up letters to participants that included follow-up actions and information regarding the community that had been requested.
- Built core group of DPL staff members for expansion of community conversations at remaining DPL locations in 2017

## **Marketing Communications**

- Worked with Corona Insights to produce a Public Perception Survey of Denver area residents. Information from the survey will be used for 2017 marketing plans and public information for the 2017 General Obligation Bond.
- Began work on the Case Statement for the 2017 bond. The statement includes background information, construction highlights, costs and reasoning behind the planned renovations of 10 branch libraries, Central Library and a proposed joint library and recreation center in Southwest Denver.
- Completed Phase II of the Wayfinding plan. All ADA signs for Central Library are now in-house and will begin installation in December. Other wayfinding signs for Central will be installed in Q1 2017.
- Updated signage at Central Library, Blair-Caldwell, University Hills, Ford-Warren and Western History locations to reflect new brand and wayfinding guidelines.
- Began work on a Language Access Plan for the system.
- Purchased outdoor advertising to promote the library: RTD light rail ads, billboards, bus shelter ads and new banners on Acoma Plaza.
- Worked with internal team to successfully launch Wi-Fi Hotspot checkouts. Media and social media coverage topped 100,000+ hits and more than 230 holds in first two days.
- Worked with Neighborhood Services and STEM coordinator to develop mini-marketing campaign for STEM at TAXI program in RiNo.
- Created three new videos to showcase library programs/services: a feature on Storytime and two customer profiles: Adrian Miller and David Bondarchuck.
- Produced *Flourish* newsletter for Denver Public Schools for teachers, administrators and parents.
- Launched new *Foreward* newsletter with Friends Foundation.
- Helped launch the new Red Chair Bookshop with the DPL Friends Foundation.
- Continued growing the library's social media platforms: Facebook has grown by 12 percent and Instagram by 14 percent. A new GoodReads account is being developed to share librarian's book reviews.

## **Dates to Remember**

- 12/13 12:00–1:00 Pop Your Mind lunch and learn: Western History Digital Collections, Central Library, Level 7 Training Room

## **City Librarian Activity Highlights**

### **Mayor and City Council**

- Participated in the Mayor's Cabinet in the Community at DSST Cole
- Met with Mayor Hancock to provide update on library

### **Facilities Master Plan**

- Worked at three of the six 2017 GO Bond Community meetings
- Met with City consultants regarding RiNo Park project
- Met with Central Library visioning team to finalize plan
- Presented Central Library plan to Civic Center Conservancy Board

### **Community Engagement**

- Welcomed participants to the Colorado Association of Libraries reception for Legislator of the Year award winner State Representative Crisanta Duran

### **Early Learning and Out of School Learning**

- Met with new DPS Birth to Eight Roadmap team, Dr. Lisa Roy and Kendral Wilhelm
- Met with Jerene Petersen and Brenda Ritenour from Mile High United Way
- Spoke to 400+ librarians, policymakers, educators, researchers and others about library's work on family engagement via a Harvard Family Research Project/Public Library Association webinar
- Interviewed by Denver Afterschool Alliance about sustainability and library plans/needs
- Participated in Denver Education Compact meeting
- Participated in Children's Cabinet meeting
- Participated in Metro Denver Chamber of Commerce Education Committee
- 

### **Library Commission**

- Oriented New Library Commissioners Rick Garcia, Cathy Lucas and Carlos Martinez

### **Friends Foundation**

- Attended the Friends annual holiday lighting party

### **Staff Support**

- Attended celebration of Employee of the Quarter, Senior Librarian of Pauline Robinson Branch - Leslie Williams

### **Other**

- Attended Front Range Public Library Directors meeting
- Met with Metro Area Library Directors
- Met with major donors, former Library Commissioners and other advocates
- Selected to participate in Public Library Association/Institute of Museum and Library Services Leadership Summit in Chicago

**Agenda Item 7a**

Requested Action: Review and Approve

**2017 DPL Holidays and Closures**

- New Year's Day, Sunday, January 1, 2017
- New Year's Day (2017) (Observed), Monday, January 2
- Martin Luther King, Jr. Day, Monday, January 16
- Presidents Day, Monday, February 20
- César E. Chávez Day (Observed), Monday, March 27
- Easter Sunday, April 16
- Memorial Day Weekend, Sunday, May 28
- Memorial Day Monday, May 29
- Independence Day, Tuesday, July 4
- Labor Day Weekend, Sunday, September 3
- Labor Day, Monday, September 4
- Veterans Day (Observed), Friday, November 10
- Veterans Day Saturday, November 11
- Thanksgiving Eve, Wednesday, November 22 (Close at 4 p.m.)
- Thanksgiving Day, Thursday, November 23
- Christmas Eve, Sunday, December 24 (Close at 4 p.m.)
- Christmas Day, Monday, December 25
- New Year's Eve, Sunday, December 31 (Close at 4 p.m.)
- New Year's Day (2018), Monday, January 1, 2018



# 2017 STRATEGIC PLAN

## *Community Impacts*

The library measures success in three specific areas which positively impact the civic, cultural and educational health of Denver:

1. Children enjoy reading and learning and flourish in school and life.
2. People connect to resources and acquire the skills they need to thrive.
3. We build community through fun, inspiring and creative experiences.

## *2017 Focus Areas*

- Early Learning
- Out-of-School Learning
- Technology Access and Training
- Services to Immigrants and Refugees

## *2017 Strategic Initiatives*

### **SUMMER OF LEARNING**

Implement phased-in recommendations for programmatic changes to Summer of Reading aligned with summer learning loss. Expand beyond reading and offer youth other kinds of informal learning and activities during the summer.

### **CUSTOMER EXPERIENCE**

Increase positive customer interactions by taking a holistic look at the customer experience and deliver high quality, consistent service across all locations. Identify customer touchpoints and recommend improvements for staff interactions, facility upkeep, online experience and more.

### **DIVERSITY AND INCLUSION**

Develop a diversity and inclusion policy statement and implement diversity and inclusion learning opportunities for staff. Develop a hiring strategy to increase the pool of qualified diverse applicants and a learning and succession strategy to support the development and retention of staff.

### **STAFFING ANALYSIS**

Collect and analyze data on staffing levels and needs and determine new staffing models to meet the needs of the community and help achieve the library's vision and community impacts.

### **ACTIVATE!DENVER**

Finalize Facilities Master Plan, prepare public information materials and work with advocates to develop the Activate!Denver plan—the library's roadmap for projects included in the 2017 General Obligation Bond measure. Integrate messaging strategy and data presentation to match the City's Elevate 2020 Plan.

### **COMMUNITY ENGAGEMENT**

Begin implementation of recommendations brought forward by 2016 initiative team including holding community conversations at all remaining branch locations, offering Turned Outward trainings and increasing the number of staff who have been through the Harwood Training program. Evaluate competencies and practices for community engagement. Provide support and logistics for community engagement work across the organization to build internal capacity resulting in a larger collective impact.



# What guides our work

## Mission

The Denver Public Library connects people with information, ideas and experiences to provide enjoyment, enrich lives and strengthen our community.

## Vision

An inspired and engaged Denver.

## Guiding Principles

We believe people take pride in doing an excellent job and are devoted to providing exceptional customer service. We believe powerful results are possible when every person—every day—brings his or her intellect, compassion, creativity and unique talents to our common goals. We believe that engaged employees produce high quality work resulting in high customer satisfaction. We believe that with trust, respect, teamwork, communication, engagement and shared responsibility, we create a work environment that supports learning, growth, innovation and risk-taking. Together we make an extraordinary difference in our community.

## Our Values

### Customer Satisfaction and Loyalty

- Recognizing that every interaction with every customer builds loyalty
- Providing materials and information customers want, and providing services at a time and place customers want
- Finding ways to say “yes” to our customers
- Making the library easy to use
- Listening to our customers and anticipating future needs of our community

### Equality of Service

- Respecting individual diversity and welcoming all members of our community
- Not judging our customers or their choices
- Making library services free whenever possible
- Eliminating barriers to library use
- Ensuring people of our community know about our services

- Hiring, training and supporting a diverse staff that represents all facets of our community

### Intellectual Freedom

- Upholding customers’ First Amendment rights, allowing for the freedom of expression and the freedom to explore all points of view
- Providing programs, services, exhibits and a collection which represent many points of view
- Providing a place for groups of many affiliations and diverse interests to meet and exchange ideas

### Confidentiality of Use

- Respecting our customers’ privacy in the use of library services
- Protecting the privacy of personal information

### Collaboration with Partners

- Developing and maintaining relationships
- Seeking shared goals, common ground and meaningful outcomes
- Sharing our successes and asking for support when we need it

### The Trust of our Community

- Building on the library’s reputation and legacy
- Honoring and preserving our community’s history
- Caring for the library’s assets
- Using resources wisely
- Being accountable and transparent in all we do
- Acting with honesty and integrity
- Engaging and listening to our community

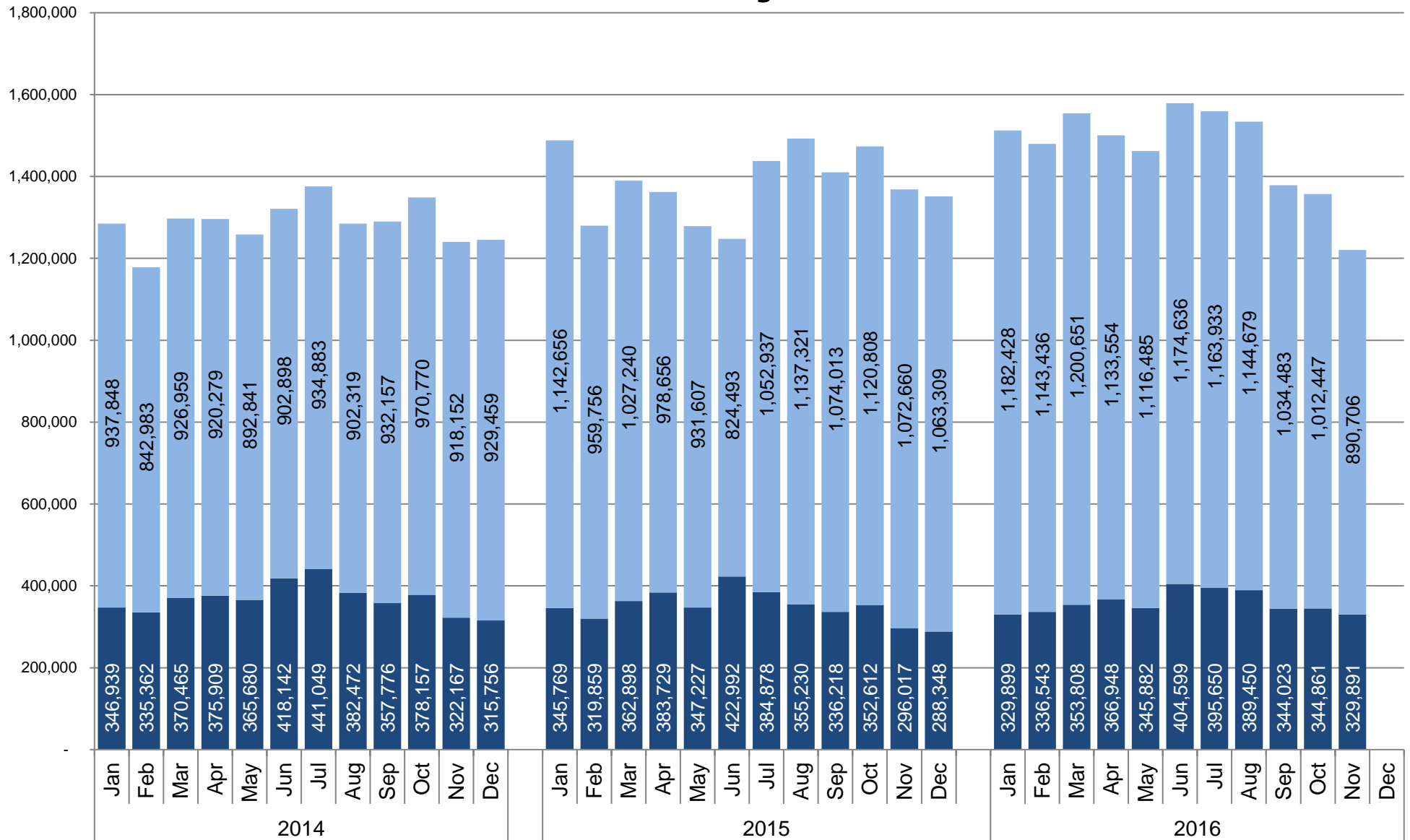
### A Culture of Innovation

- Taking calculated risks
- Empowering staff to be creative
- Exploring new ways of providing service
- Learning as we go
- Fostering creativity in the community

# Denver Public Library

## Total Visits By Month

■ Online  
■ In Person



➔ Gonzales Branch opened February 23, 2015

**Online visits** - total website, Overdrive, catalog, and database visits by session, as reported by DUX

**In Person visits** - total door count from all locations, as submitted to TrackVia Door Counts application; data collection methodology changed to be more consistent across all locations in 2015.

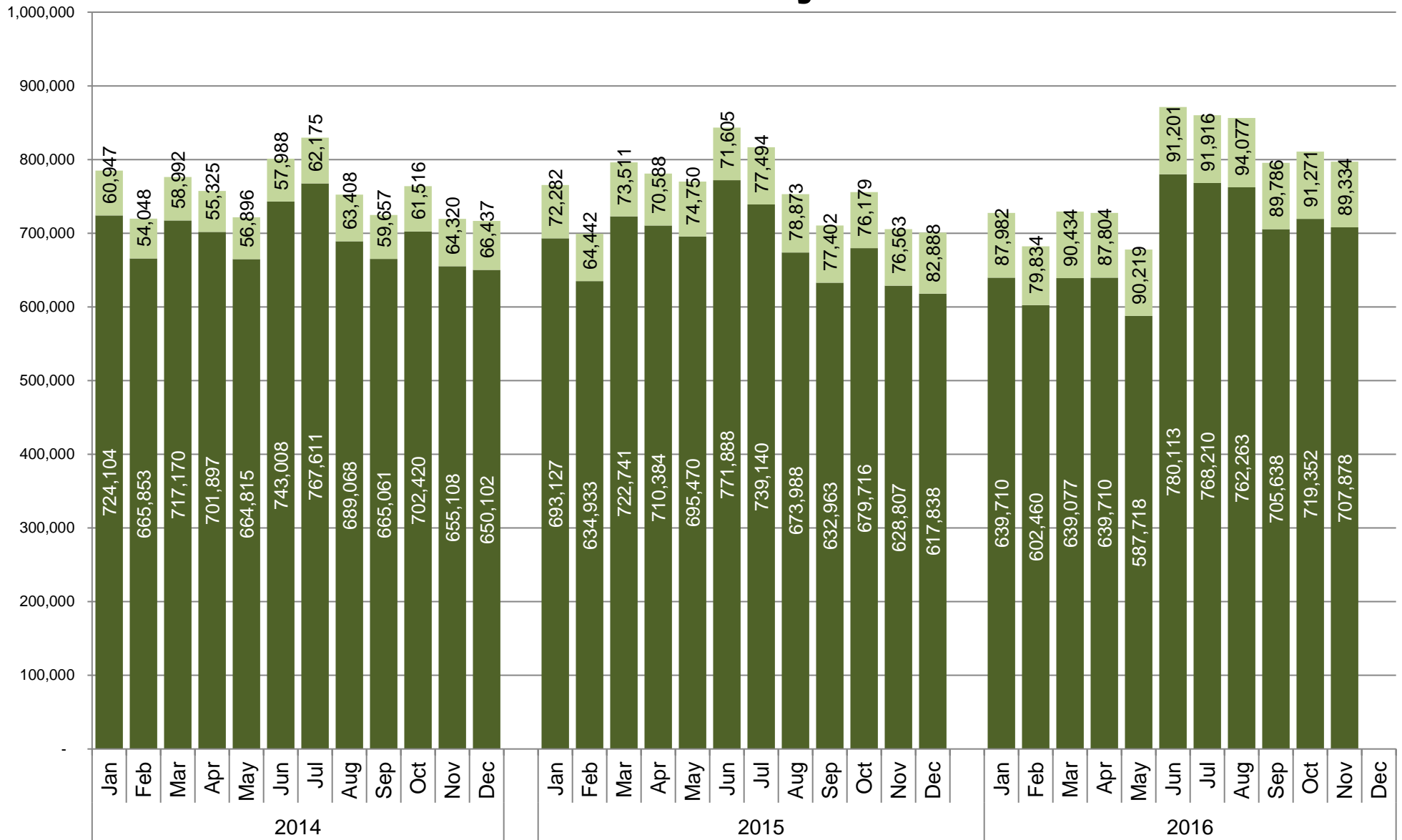


# Denver Public Library

## Total Circulation By Month

Downloads

Materials



→ Gonzales Branch opened February 23, 2015.

→ Auto-renewals began on June 1, 2016.

**Downloads** - total downloads, including electronic books, movies, magazines, and music, as reported by DUX

**Materials** - total circulation of physical materials at all locations, from Polaris ILS

# Denver Public Library

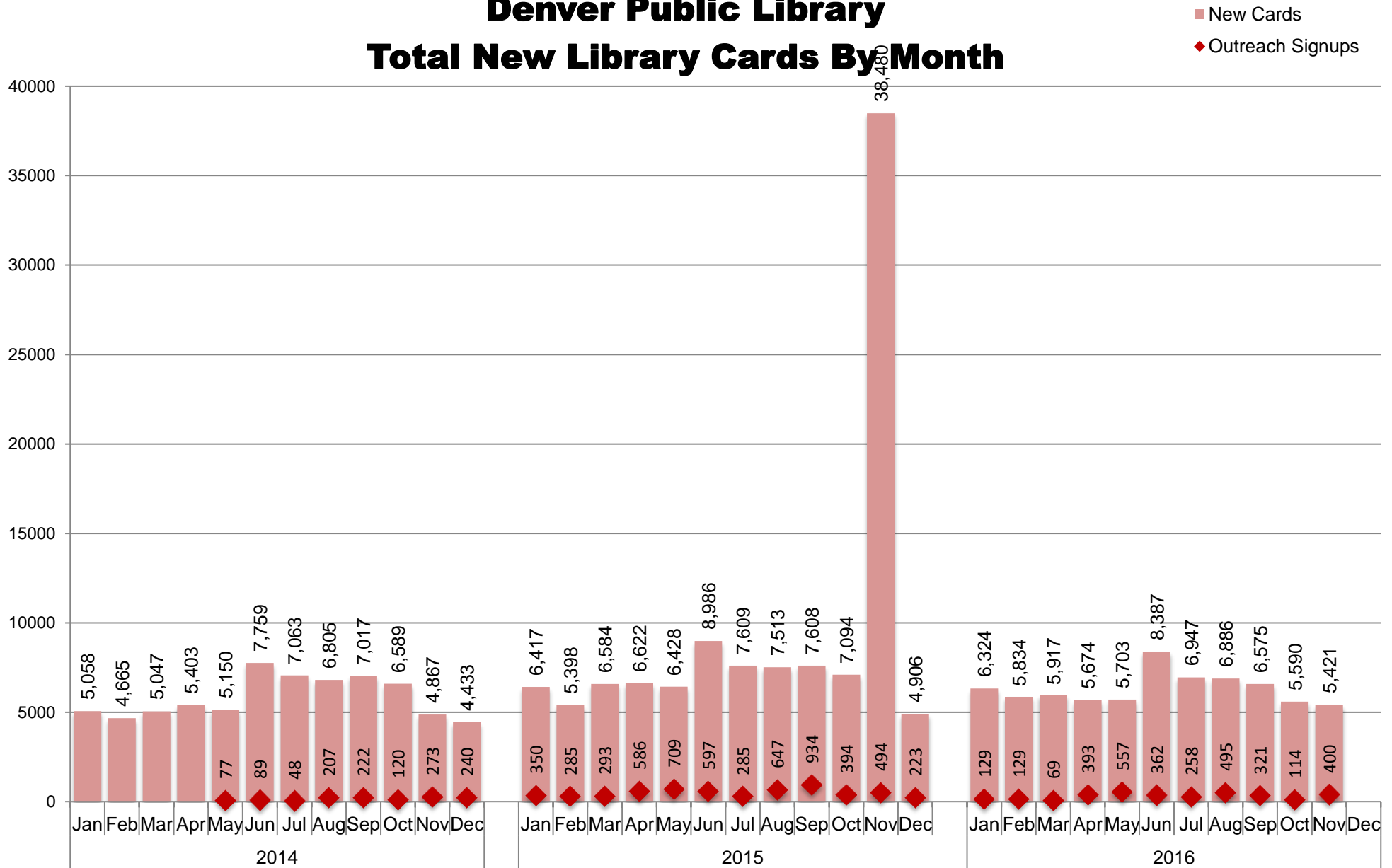
## Monthly Circulation by Branch

### November 2016

Location	Total Circulation	+/- Previous Month	2016/2015 Year/Year
Athmar Park	9,038	(790)	599
Bear Valley	34,591	262	4,848
Blair-Caldwell African American Research Library	9,478	729	821
Bookmobile	9,636	(1,427)	1,554
Byers	4,307	248	555
Central Library	105,699	(934)	7,238
Decker	15,285	(563)	1,182
Eugene Field	25,756	422	2,902
Ford-Warren	13,405	(210)	1,422
Green Valley Ranch	29,556	(2,368)	5,384
Hadley	13,889	(149)	1,481
Hampden	34,687	(654)	1,324
Montbello	11,975	(639)	2,811
Park Hill	33,318	(104)	5,404
Pauline Robinson	6,412	(178)	1,331
Rodolfo "Corky" Gonzales	26,742	565	1,260
Ross-Barnum	10,893	(220)	2,190
Ross-Broadway	15,463	(407)	3,326
Ross-Cherry Creek	28,960	429	4,149
Ross-University Hills	54,350	(752)	3,776
Sam Gary	65,419	(485)	9,318
Schlessman Family	58,503	(1,837)	5,774
Smiley	23,253	(653)	1,675
Valdez-Perry	4,216	307	635
Virginia Village	34,310	(23)	5,995
Westwood	4,657	(652)	633
Woodbury	24,080	(1,391)	1,484
Denverlibrary.org Downloadables	89,334	(1,937)	12,771
<b>Total</b>	<b>797,212</b>	(13,411)	91,842

# Denver Public Library

## Total New Library Cards By Month



➔ MyDenver card program large DPS database upload in November 2015.

➔ Gonzales Branch opened February 23, 2015.

➔ Brew Ha! Ha! programming and outreach blitz - September 2015

**New Cards** - total number of new library card registrations (including computer user only cards), as reported by IT

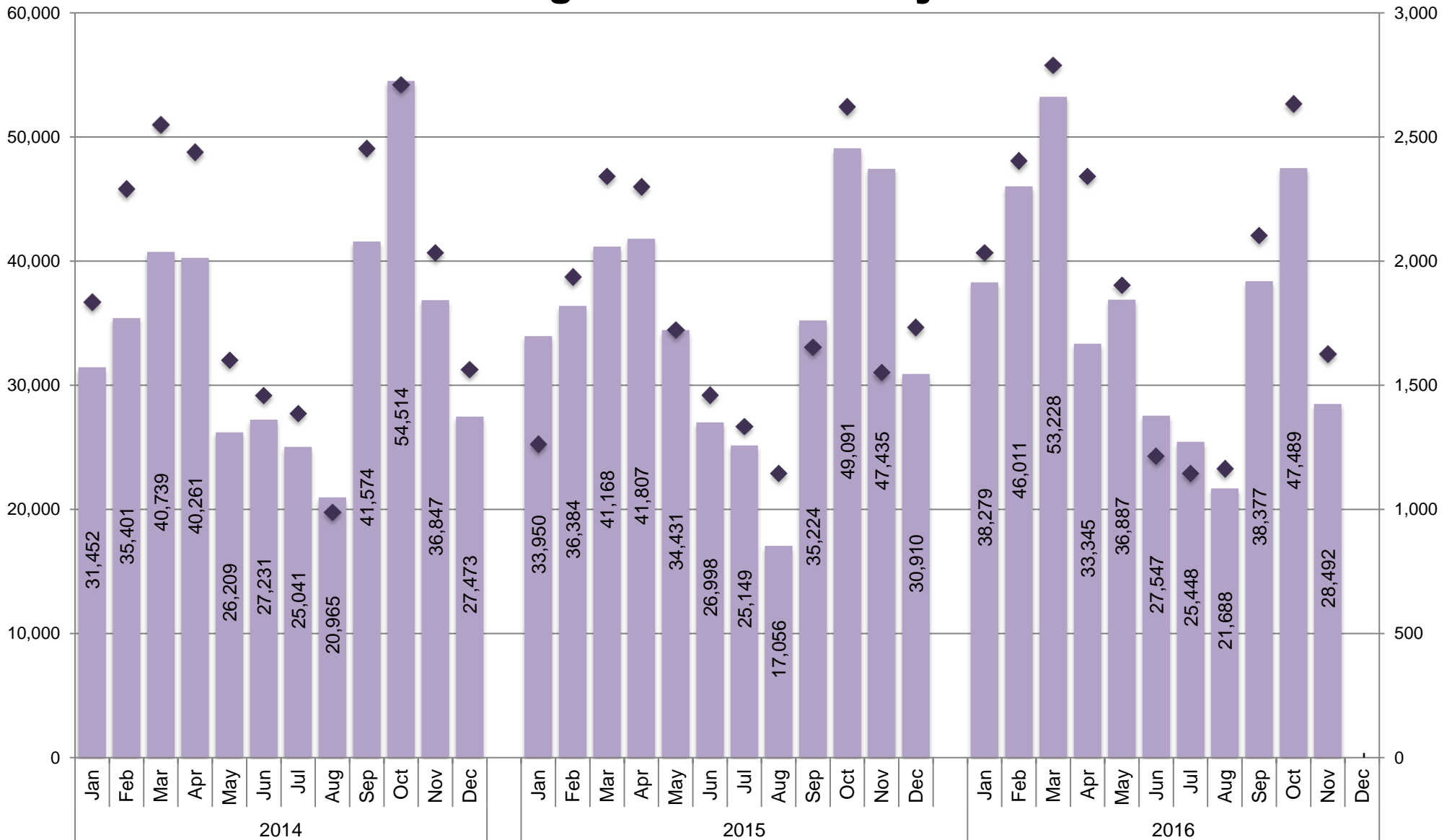
**Outreach Signups** - total number of new library card signups occurring at Outreach events in the community, as submitted to TrackVia Program & Outreach Tracking application. (Note: 2014 data includes some estimates, as our tracking system did not capture this information before 2015.)

# Denver Public Library

## Total Program Attendance By Month

■ Attendance

◆ Sessions



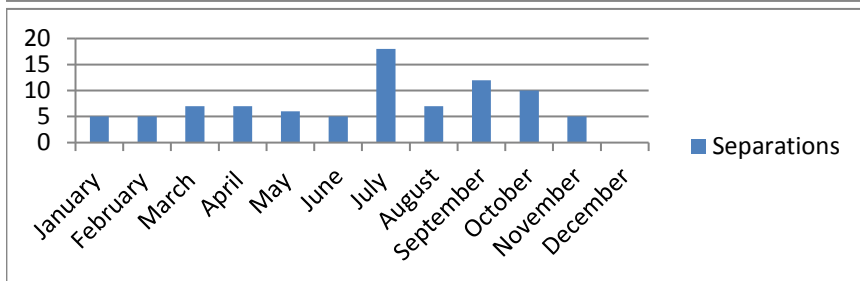
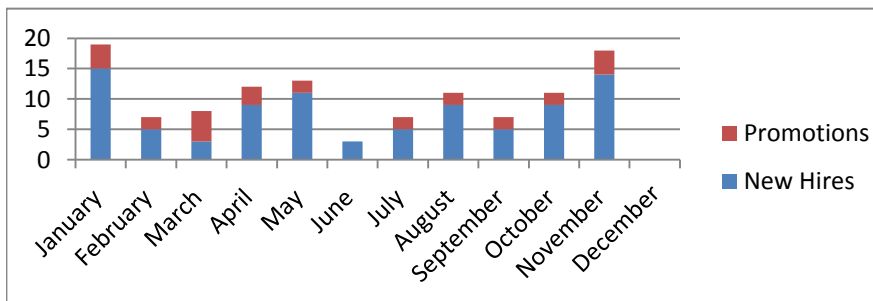
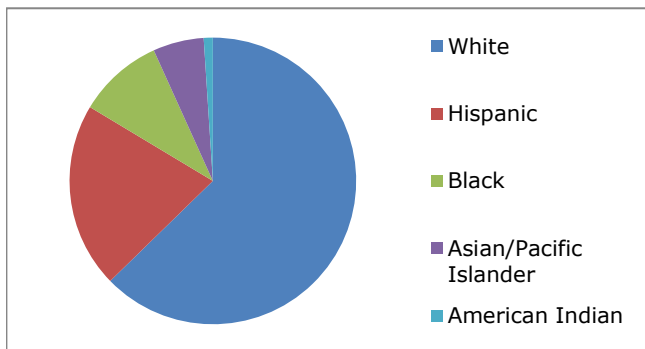
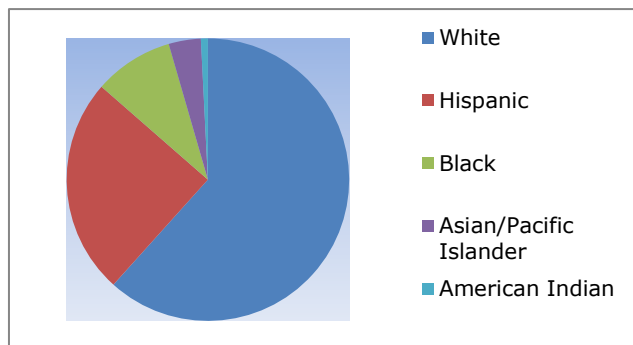
➔Brew Ha! Ha! programming and outreach blitz - September 2015

**Attendance** - total program attendance from all locations, as submitted to TrackVia Program & Outreach Tracking application (includes programs, library events, storytimes, and tours); prior to 2015, attendance figures were not aligned with state reporting definitions and may include (Appointment Services, Exhibits, and Passive Programs).

**Sessions** - total number of program sessions offered (as defined in Attendance), as submitted to TrackVia Program & Outreach Tracking application

# Denver Public Library Human Resources Dashboard

December 2016



DEMOGRAPHICS			
Workforce Size	627	Female	61%
2015 Comparison	623	Exempt	26%
White	62%	Non Exempt	74%
Hispanic	25%	Average Age	43
Black	9%	Average Years of Service	8.8
Asian/Pacific Islander	4%	Exempt over 55	23%
American Indian	1%	Non Exempt over 55	22%
Ethnic Minorities	38%		
2015 Comparison	38%		

APPLICANTS			
Month of November*	498	Female	64%
2015 Comparison	1938	Male	35%
White	61%	Other/Unknown	1%
Hispanic	20%	* Limited jobs posted due to Peoplesoft freeze	
Black	9%		
Asian/Pacific Islander	6%		
American Indian	1%		
Other/Unknown	2%		
Ethnic Minorities	37%		
2015 Comparison	32%		

NEW HIRES AND PROMOTIONS			
New Hires YTD	88	Promotions YTD	28
2015 Comparison	112	2015 Comparison	28
Ethnic Minorities	40%	Ethnic Minorities	39%
2015 Comparison	44%	2015 Comparison	36%
Female	59%	Female	71%
2015 Comparison	61%	2015 Comparison	61%
Transfer/Reassignments YTD	23		

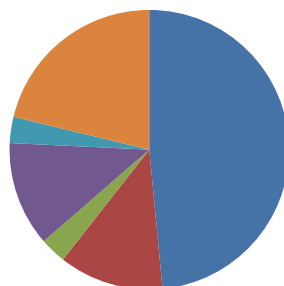
SEPARATIONS			
Separations YTD	87	Turnover YTD	14.6%
2015 Comparison	85	2015 Comparison	14.3%
Retirements YTD	17		
2015 Comparison	9		

# Denver Public Library Human Resources Dashboard

December 2016

## Open Leave Cases in November

- FMLA - Intermittent
- FMLA - Continuous
- Leave of Absence
- Interactive Process (ADA)
- Medical Disqualification
- Workers' Compensation



## Percentage of Staff on Leave

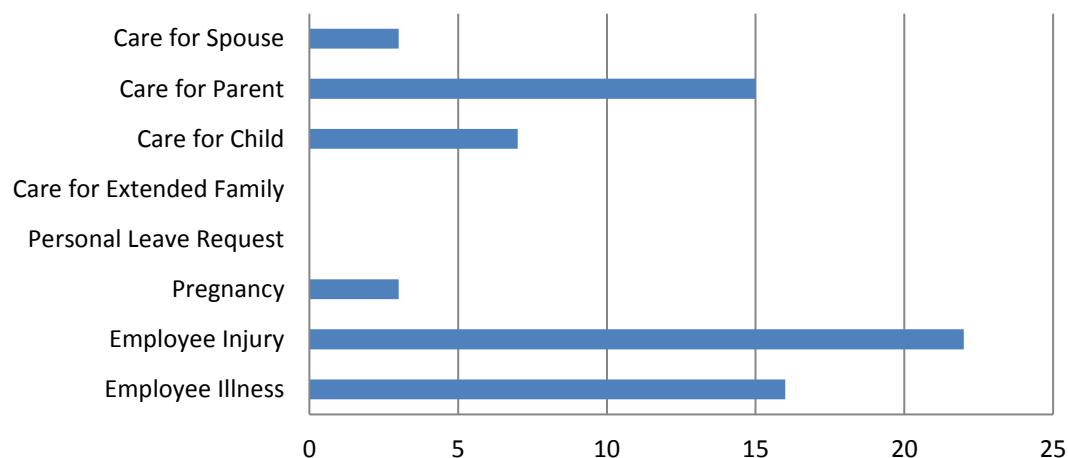
11%

## Open Leave Cases in November

FMLA - Intermittent	32
FMLA - Continuous	8
Leave of Absence	2
Interactive Process (ADA)	8
Medical Disqualification	2
Workers' Compensation	14

The cases represented are the actual number of employees on leave for the month

## Type of Leave Taken in November



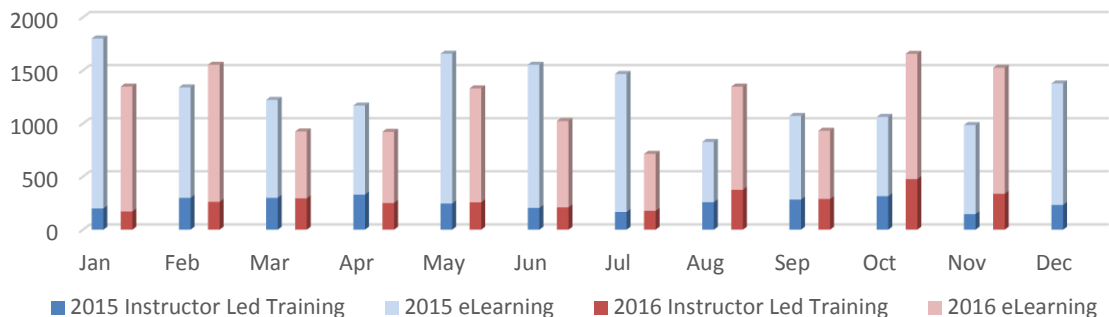
## Leave Usage in November

Employee Illness	16
Employee Injury	22
Pregnancy	3
Personal Leave Request	0
Care for Extended Family	0
Care for Child	7
Care for Parent	15
Care for Spouse	3

# Denver Public Library Human Resources Dashboard

December 2016

## Completed Learning - Year-to-Year Comparison

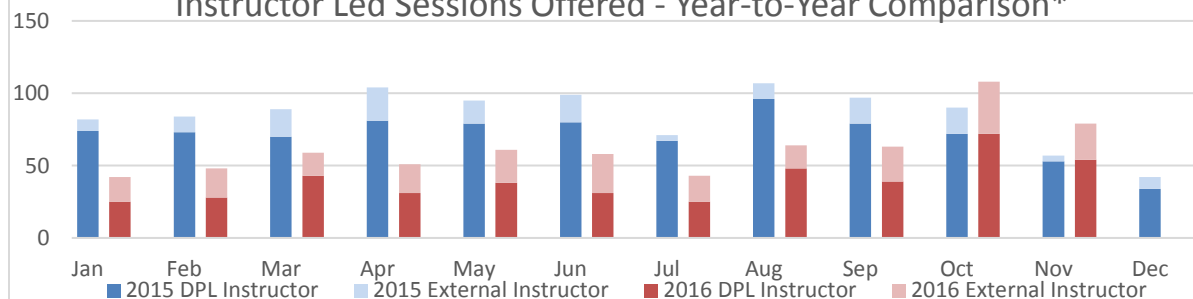


### Last Month:

#### Staff Learning Completions

eLearning	1186
Instructor Led Training	338

## Instructor Led Sessions Offered - Year-to-Year Comparison\*



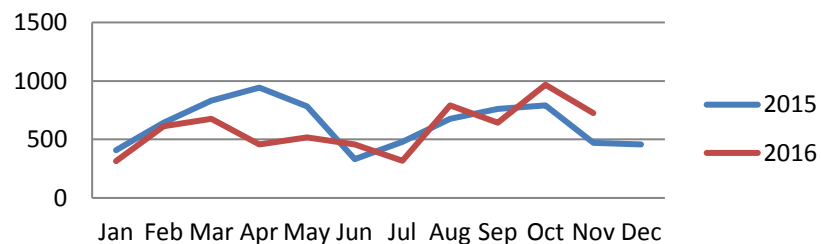
### Last Month:

#### Instructor Led Training

Sessions Offered	79
Percentage Taught by DPL Staff	68%

**\*2016 decrease due to staffing limitations**

## Instructor Led Training Hours Completed by Staff



## Top 5 Training Items Last Month

Title	Type	Rank
<b>Ergonomics: Proper Lifting Techniques</b>	Session	1
<b>2016 SOR Training Slides</b>	Material	2
<b>Child Abuse &amp; Neglect</b>	Online Class	3
<b>Defensive Driving</b>	Session	4
<b>Direct to INN-Reach</b>	Online Class	5

OPINION > OPINION COLUMNISTS

## Considering the Denver Public Library's mission in the wake of the election

By MICHELLE JESKE

November 26, 2016 at 5:00 pm



Courtesy Denver Public Library

The past several weeks have caused many of us, including the Denver Public Library's staff, to seek answers in hopes of understanding how to best move forward in a world with appreciable changes ahead.

Before the last vote was cast in the Nov. 8 general election — in fact even in the weeks before the election — a nagging question ran through the minds of most Americans: What's next?

The desire to understand and feel confident about the future isn't restricted to election years. But the past several weeks have caused many of us to seek answers in hopes of understanding how to best move forward in a world with appreciable changes ahead.

For the past two weeks, Denver Public Library staff have asked important questions — questions to which I don't always have answers. As the Denver city librarian, I believe we must build upon the foundation of the basic principle that has guided the library's development: providing access to information, experiences and ideas that make Denver a better place to live, work and play.

Public libraries are drivers of civic health and engagement. If you haven't visited the library recently, that statement may seem exaggerated. How could "buildings with books" carry such responsibility?

I answer: How could they not?

Libraries provide residents the tools they need to live better lives and strengthen communities. Here's how we accomplish that:



The Denver Public Library strives to positively affect learning and literacy for our youngest citizens. Through Storytimes, after-school programs, teen workshops and science, technology, engineering and math (STEM) programs, we help ensure that children are prepared for school and beyond.

We work with entrepreneurs to provide access to resources that help them start and grow their businesses. We give free entree to sophisticated technology and training that help people create websites, films, games and art.

We produce programs for the curious on topics such as urban farming, health and wellness, music and current events. And we act as so-called third places — gathering spots away from home and work — where people can collaborate, share or escape into an engaging book or project. Our facilities are safe and trusted places for those seeking resources, assistance, help and guidance.

We provide access to information and resources for immigrants, refugees and asylees who seek legal paths to citizenship. We provide materials in different languages and different media so that all members of our community have the opportunity to find the information they seek.

We are the first place citizens can go to learn more about how our government works. Our collections come from diverse sources so that many points of view can be researched, analyzed and understood. And we have trained professionals who can point people toward quality, reliable sources that provide context to the changes we'll see in the coming months.

Behind our daily activities and underlying the work we do for Denver are our guiding principles. These tenets are foundational ingredients for a free and robust society and we have strengthened our resolve to carry out these principles daily. I share them to remind our neighbors, friends, relatives, elected officials and especially our customers that we are committed to Denver's health and welfare:

- We respect individual diversity. We welcome all members of our community.
- We reject discrimination based on religion, race, gender, sexual orientation and ethnicity.
- We do not judge our customers or their choices.
- We make library services free whenever possible.
- We strive to eliminate any barriers to library use.
- We respect our customers' privacy in the use of services.
- We protect the privacy of personal information.

As librarians and service professionals, we take these ideals to heart. We believe them to be indispensable in our quest for enhancing the quality of life in Denver and especially as we begin to tackle the big question of "What's next?"

*Michelle Jeske is Denver's city librarian.*

*To send a letter to the editor about this article, submit [online](#) or check out our [guidelines](#) for how to submit by e-mail or mail.*

---

TAGS: **DENVER PUBLIC LIBRARY**

---



SPONSORED CONTENT

## The Knee Pain Option That Your Doctors Might Not Have Told You About

By Sanofi

SANOFI WOLBUREN 

Did you know that osteoarthritis knee pain is caused by more than just cartilage loss?

---

**DIGITAL & DRIVEWAY DELIVERY - 50% OFF**



# THE DENVER POST

November 30, 2016

## Notes of optimism in cool, kid-friendly “Boogie Down” music series

Latest venture from Warm Cookies of the Revolution founder includes hip indie bands



Provided by Evan Weissman *Denver indie trio Land Lines, seen here on NPR's Tiny Desk Concert series, will perform for free on Dec. 4 as part of the new "Boogie Down" series.*

Becoming a parent tends to draw thick a line between the phases of one's life, just as getting married separates people from the party-oriented pack with which they formerly ran.

The new “[Boogie Down](#)” music and speaker series — from the minds who brought you the “civic health club” [Warm Cookies of the Revolution](#) — hopes to blur those lines in the name of fun and civic engagement.

“I’ve been kicking around this idea for the last few years,” said Evan Weissman, who founded Warm Cookies, and who became a first-time dad six months ago. “A lot of people I know can’t have kids or have chosen not to, and there’s this magnificence that we place on having kids that ends up making those people feel like crap. And yet, when you have kids you can’t help but gravitate toward other people who have them.”



The solution? Crafting an event where all feel welcome. Granted, the Sunday, Dec. 4, debut of “Boogie Down” at Civic Center park’s refurbished [McNichols Building](#) is kid-friendly by design.

In addition to sing-along musical performances from Denver indie bands [BlueBook](#) (featuring relatively recent parents Julie Davis and Joseph Pope III) and [Land Lines](#) (with recent parents Martina Grbac and James Han), the 11 a.m.-1 p.m. event will offer a Swallow Hill “instrument petting zoo” with 30-40 specimens, instrument-making craft activities, child care and games from History Colorado and Denver Public Library.

The centerpiece is a discussion with [Liz Drogin](#), a former University of Denver faculty member who will speak about how families can get involved with issues of justice and community engagement.

“We want it to be fun for parents to see and hear cool music without being in a stinky bar,” Weissman said. “It’s accessible for kids, and it’s a big space so they can run around.”

But it’s also meant to be comfortable for singles and couples without kids. If all goes well, Weissman hopes to hold another “Boogie Down” in February with bilingual hip-hop group 2MX2 — ideally with a liquor license. (The Dec. 4 event includes food and drink, with a suggested donation of \$5 at the door.)

“It’s often extremely hard for people who work and raise families full-time to get involved, so we’re hoping to explore that,” Weissman said. “We’re trying to create a more perfect union of justice and families.”

For more information, visit [warmcookiesoftherevolution.org](http://warmcookiesoftherevolution.org).

U.S.

# Libraries Become Unexpected Sites of Hate Crimes

By CHRISTOPHER MELE DEC. 8, 2016

A librarian at the public library in Evanston, Ill., was recently preparing for a program titled “The Quran: Is It a ‘Good Book’?”

She gathered books to display for attendees and discovered that inside the cover of one, “The Koran for Dummies,” someone had written “lies cover to cover,” drawn a swastika and made a disparaging remark about the Prophet Muhammad.

She discovered six more books about Islam and the Quran that had been similarly defaced with racist language and imagery, officials said. The vandalism was a first for the library, Karen Danczak Lyons, its director, said in an interview.

The authorities say there has been a spate of hate crimes targeting libraries, their books or patrons — offenses officials said they had rarely seen before. These crimes coincide with a recent report by the F.B.I. that attacks against American Muslims surged last year.

Ms. Danczak Lyons called the episode “troubling,” noting that libraries, which promote education, research and discussions, had unexpectedly become sites for acts of divisiveness.

The library filed a police report, but there have been no arrests. Some of the books had not been checked out in a couple of years, and others had been taken out over the summer. Any damage would have been noted on their return, meaning the

vandalism was probably recent, Ms. Danczak Lyons said. The library has cameras, but not in every aisle, and surveillance footage offered no clues about the vandalism.

In addition to the books defaced in Evanston, the American Library Association highlighted these cases from last month:

- A student at the University of New Mexico was studying in the school's library when she was approached by a man who tried to remove her hijab, the BBC reported. She evaded her attacker and was not injured.

- Administrators at Reed College in Portland, Ore., discovered hateful, threatening messages and swastikas on the walls of the college's library, KOIN 6 reported.

- Anti-Semitic graffiti was scrawled on the window of a library branch in Toronto, CBC News reported.

"In the last year, we have had startling increases in the number of hate crimes," Julie Todaro, president of the American Library Association, said in an interview last week.

"I am stunned that I have seven or eight examples, because we have never had these kinds of crimes before in libraries," she said. "We are in an increasingly difficult situation, because the communities are as divided as they have ever been."

The association, which represents public, academic and school libraries and has more than 58,000 members worldwide, previously learned of cases like these anecdotally.

Because of a "sudden increase" in such crimes — three in a couple of weeks after one in a year — the association's Office for Intellectual Freedom is starting to formally track them, the office's director, James LaRue, said in an email. He said it was difficult to know whether the uptick was "a blip or a trend."

"We hope to track the details, locations and frequency, the better to stay on top of it, develop training or webinars, and support our members," he said.

The New York Public Library, which serves the Bronx, Manhattan and Staten Island, and the Queens Library reported no hate crimes in 2016. The Brooklyn Public Library did not respond to emails requesting comment.

Christopher Platt, chief branch library officer at the New York Public Library, said that with these episodes came opportunities.

“Our goal is to be able to sponsor better understanding, empathy to others, and to be able to cut through some of this hate and anger,” he said. “I would say that when these things do happen, we have communities who value us tremendously, and they rise up and support the library.”

## Plaza Voices: Fear and Strength in Numbers

---



**Our regular contributor Naghem S. writes:**

I don't know how to start this, and I have been debating how to write this for a long time. So, I'm going to bite the bullet and just start.

I haven't been afraid to go outside for a long time. In the past, whenever a terrorist attack occurred, I would go into a certain mind-frame, ready to apologize and validate my presence. I would go over scenarios and multiple "what-ifs." I wasn't afraid to go outside, but I prepared myself for battle against those who didn't (or simply refused to) comprehend that I'm human.

If you bend me enough, I break. If you hurt me enough, I cry.

A couple of weeks ago, I was out shopping for some snacks for work. As I was picking out some fruit from the stand, I noticed someone behind me. I turned around and there was a lady standing close to me. She started yelling and gesturing, waving her hands around.

"You don't belong here!"

"You need to go back home!"

"We don't want you here!"



“You’re a terrorist!”

She continued yelling deplorable and ugly things. Then she reached over and tried to pull my scarf off. Call it a gut reaction or a primitive urge to protect myself, but I grabbed her arm and stopped her from pulling my scarf off.

The whole incident left me breathless and scared. I haven’t been afraid of having my scarf pulled off in ages. I thought I left that disgusting behavior back in middle school. With tears in my eyes and my heart threatening to beat out of my rib cage, I texted my coworkers and told them that I would be late coming into work that day. I almost didn’t go into work, but the scared little girl from middle school who hid during her lunch period in the bathrooms woke up and reminded me to get up, keep walking, and continue with my day. That if I didn’t, the bullies would win.

So I went to work and my coworkers gathered around me and held me while I vented and cried and shouted and cried some more. They laughed with me and they cried with me. They were angry and scared for me and they supported me when my knees felt weak and were about to give up.

“We are here for you.”

“You are not alone.”

“You belong here.”

“Fight, you *cannot* give up,” were repeated all day long.

At the end of the day it was those around me who made me laugh after crying. It was those around me who gave me strength to keep on going. To believe that the darkness will end, and that a new day will rise.

I didn't write this for pity, nor did I write this to prove a political agenda.

No, I wrote this for everyone who thinks that they don't have a voice and that they are powerless.

If you are reading this and you've been bullied because of the current political situation, please know that you are not alone. Please know that there are millions of people here in the United States who want you here. Please know that you are important and that you belong here. Know that you are beautiful and know that you are special. Know that this ugliness will go away, because at the end of a rainstorm there is a rainbow.

*Read more of [Naghem's work](#), and check out some of [these titles](#) on the Muslim American experience. And please visit us in [Plaza](#), the Denver Public Library's program for immigrants and refugees. We are here to help you succeed, no matter what challenges you face. Plazas are free and everyone is welcome.*

**Plazas are an open community space where immigrants from all over the world connect with people, information, and resources, building Denver's global community. Come to practice a language, prepare for citizenship, pursue your goals, and create your future. Whatever you're doing, we can help! Please see our [events calendar](#) for more information.**

*Written by [Amanda R.](#) on December 8, 2016*