

**MINUTES**  
**The Denver Public Library Commission**  
Regular Monthly Meeting  
**Thursday, March 16, 2017, 8:30 a.m.**  
Denver Central Library  
L7 Training Room

Present: Rick Garcia<sup>1</sup>, Greg Hatcher<sup>2</sup>, Alice Kelly, Mike King,<sup>3</sup> Cathy Lucas<sup>4</sup>, Rosemary Marshall, Carlos Martinez

Excused: Judy Joseph

Staff: Rebecca Czarnecki, Rachel Fewell, Elissa Hardy, Chris Henning, KD Hubbard, Michelle Jeske, Bob Knowles, Susan Kotarba, Elaine Langeberg, Diane Lapierre, Zeth Lietzau, Ron Miller, Joe Mills (SC), Michael Murphy, Mark Passman (SC), Kristen Svendsen

Guests: Gay Cook, Friends Foundation; Laurie Romer, Friends Foundation; Vicki Hellmer, former president of the Friends Foundation; Emzy Yeazy III, member of the public.

1. Call to Order.  
Call to order 8:37 AM
2. Introductions.  
Commissioners, staff and guests present introduced themselves.
3. Approval of Minutes of February 16, 2017, Regular Library Commission Meeting.  
Commission  
Once a quorum was present the minutes were approved as written.

4. Public Comment Period.

Emzy Yeazy stated he has been visiting from Aspen and went to the Rodolfo 'Corky' Gonzales Branch Library. He was surprised to find that the branch does not have a special collection about Rodolfo Gonzales. Mr. Yeazy referenced the Blair-Caldwell African American Research Library and noted he would like to see something similar developed for the Gonzales Branch Library. That special collection, he noted, could concentrate on Latinos in Denver and Colorado. Mr. Yeazy noted that if space is an issue there is property along Colfax that could likely be purchased or DPL could create an annex to the building. Mr. Yeazy concluded that he just asks that the Commission consider it and understands there are cost concerns.

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<sup>1</sup> Rick Garcia arrived at 8:56 AM during the presentation from Elissa Hardy and Rachel Fewell

<sup>2</sup> Greg Hatcher arrived at 8:37 AM during the report of the DPLFF

<sup>3</sup> Mike King arrived at 8:56 AM during the presentation from Elissa Hardy and Rachel Fewell and left at 9:30 AM

<sup>4</sup> Cathy Lucas arrived at 8:45 during the year-end report.

5. Report of the President and Members.

President Marshall noted the Naturalization Ceremony and the Commission retreat coming up in April and that the Commission will not have a regular April meeting because of the retreat.

Commissioner Joseph noted that postcards calling for nominations will be sent soon for the Eleanor Gehres award in September.

6. Report of the Denver Public Library Friends Foundation. Gay Cook and Laurie Romer

The Friends have hired Dawn Schipper as their new development manager. Schipper was previously at Anchor Center for the Blind and is charged with handling major donors, planned giving, and corporate sponsorships. The Friends Foundation is trying to get Booklovers Ball sponsors early.

7. Financial Report: Year-End 2016. Ron Miller

Marshall thanked Ron for making the report easily digestible. Miller then briefly went over the Year-End Financial report. The purpose of the report is to inform Commission how DPL spends the budget in compliance with what was approved.

Miller noted that there was a \$2 million increase last year over the previous. He called attention to Statement 2, that there was \$350,000 that was unspent. Of that, \$9,000 of was general fund money that we gave back to the City. The rest was special trust fund money which we could roll over.

There were no questions and Commissioners thanked Miller for being very thorough.

8. Review of 2016 and 2017 Friends Foundation endowment and fundraising funds.

Ron Miller

*a. Report of 2016 endowment distribution and fundraising funds*

Miller said that there was \$270,000 from the endowment last year and that it was spent on Staff Day, aspects of the collection, and Western History and Genealogy.

*b. Approval for 2017 endowment request*

The Friends have approved a distribution of \$270,000. This year we will receive it in two payments instead of four. The fundraising distribution was approved last night by the Friends Board as well. Previously the distribution year had gone from November through October but it is transitioning to a regular calendar year. It will be about \$200,000 from November 2015 through the end of last year and DPL has not decided how to allocate those funds since they were just approved. However, most will be restricted to Western History and Genealogy which is typical. Some will be used for meeting room technology.

Upon motion by Lucas and second by Joseph, the 2017 endowment request was approved.

9. Review and approval of advocacy letter of support. Diane Lapierre

Diane Lapierre handed out final copies of the GO Bond letter for the Commissioners to review. Joseph had a couple additional comments that Jeske captured. Joseph wanted to underscore safety issues around the HVAC and elevators. King also had a minor comment and asked to change phrasing to 'while we appreciate past taxpayer support' to make it clear we acknowledge what we received in the last bond but that much more needs to be done.

Commissioner Garcia made a motion to approve the letter as amended. Upon second, the letter was approved.

10. Approval of the Human Resources Guidebook. Kristen Svendsen

Svendsen pointed out that the entire guidebook was included in the packet and that she had highlighted a few additional minor changes made since the last meeting. Svendsen said she took the comments of the Commissioners and incorporated them where the City Attorney approved them. Staff Council has been involved in the new grievance procedure and now the guidebook is being finalized. She hopes to communicate to all staff about it in April.

Upon motion by Kelly and second by King the HR guidebook was approved.

11. Report of the City Librarian.

Jeske updated the Commissioners about what is happening with the bond process. She received an email just before the meeting. DPL is in an intensive three week process to submit information to the stakeholder committee. The City estimators came back with significantly higher costs for some of our projects so we have to make those changes to all documents. Jeske will be doing a trial run of the bond presentation for City staff tomorrow. We will then receive feedback and have an opportunity to modify the presentation. According to Jack Finlaw, chair of the library's advocacy committee, all stakeholder committees are gathering tonight for a kickoff. Key committee members are included in the packet. Finlaw stressed not to cold call people but reach out if you have personal connections only. Also consider contacting City Council people. We have also been instructed not to lobby the Mayor or his staff directly. We have some good advocates and contacts and when we meet in a month we should know even more.

King noted that he spoke with Hubert Farbes who is on the Executive Committee and emphasized how the library needs to retool to keep pace with technology and modern needs. Jeske responded those are great conversations to be having and that we are working on striking the balance between what a modern library needs to be and all of our deferred maintenance which the City wants us to emphasize. The bond is going to be very competitive and a lot of money is likely to go to transportation and mobility.

Jeske also drew Commissioner's attention to the upcoming events listed in the report. She also highlighted the Harmony Street Series and other music events DPL has been hosting during the day. It is a good niche for us; those events are packed with families.

The Hadley renovation project will be starting construction in June and DPL is continuing to gain some traction with the idea of a library presence in River North.

The upcoming Commission retreat was also discussed and will be held on April 11 from 9-1 PM. The library executive team will be sending out an agenda. Jeske will be sending out a poll to make sure the agenda includes topics pressing to the Commission. Commissioners Garcia, King, and Lucas noted wanting to discuss fiduciary duties, strategy, and process items. President Marshall suggested cancelling the regular Commission meeting and the Commissioners agreed.

Jeske then gave the floor to Community Resource Specialist, Elissa Hardy and Central Administrator, Rachel Fewell to present on issues of safety and security at the Central library. (See attached presentation)

Hardy began by talking about the team of three part-time Peer Navigators at the library. They are granted funded positions. Peer Navigators are living in recovery, or now in

wellness, and are trained to help the vulnerable populations at the library. A Commissioner asked how people know that they're available. Hardy replied that they all have cell phones and security radios, and staff have the cell numbers. There is also signage around the library but their major form of outreach is going around and talking to people.

Elissa talked about the types of services they provide and noted that they have stopped tracking emotional support as they provide that for everyone. They really try to meet people where they are and do what they can in that moment.

Rachel Fewell, the Central Administrator stepped in to talk about the Narcan kits security has started carrying to help revive people having overdoses. She also mentioned that we're getting reinforced sharps disposal containers. Commissioner Marshall asked if the sweeps are still happening. The answer is yes. Hardy also noted that the issues we are experiencing are not just related to people experiencing homelessness.

Fewell and Hardy also spoke about the staff perception survey conducted and were encouraged to hear that staff are overall feeling supported and safe. A significant portion of the feedback was around training needs such as setting boundaries with customers and domestic violence concerns.

The conversation moved on to the activities happening on the south side of Central, which is where people tend to congregate as it offers some shelter. We don't let people sleep there and we make them shift belongings to at least be out of the way. We've worked with Denver Police Department (DPD) which has been helpful at times moving people along. We start to see people outside around 4 PM. The social workers are also working with them. They are finding they are largely people who are not connected to services and so we're trying to build trust. We'll be asking for more help; it's more than we can handle.

Commissioner King noted that the Downtown Denver Partnership is experiencing some similar issues in trying to beautify 16th street. It's like pushing on a balloon; people just get moved around. Jeske responded and said it's true, and that we've spoken to the Mayor and Chief of Staff. They don't seem to think there is a connection to the sweeps. However, we have had people tell us that is why they are at the library. We need more resources to help deal with this.

Marshall asked if Jeske meant we need more staff and Jeske replied that yes, that is definitely part of it. King noted that DPD responds to statistics and that people congregating outside the library peacefully would not generate a call. Michelle assured him we call whenever it is appropriate to do so but that she gets his point. She expressed that we need Denver residents to talk about this on the citywide level and that there will be a Westword story about the overdose issues very soon.

Garcia stated that these issues are not isolated to DPL and that we are having a discussion about symptoms of a much larger problem. We have to deal with the core issues and address why these things are happening. Garcia noted the cost of housing in this community is a major problem and we need to try to be part of those conversations. We need to have a dedicated ongoing line item in our budget that deals with these issues.

Jeske agreed with Garcia but noted while we want to help we also need help. King followed-up stating Garcia is spot on and that DPL is trying to approach the problem systematically noting the two social workers we already have. However, he noted that we have to be careful of mission creep and to strike the right balance.

DPL is involved with the the Golden Triangle Partnership Board, and we are talking to the Downtown Denver Partnership, because these issues need a citywide approach. DPL's work with Early Learning is also about doing something on the front end trying to provide children a great start in life. The library can't be everything for everyone. How do we best



respond to the realities of the community? Commissioners spoke about the need to be advocates and make sure legislators, and city council members understand what is transpiring.

12. Other Business.

Mike King offered his office for the retreat. Jeske noted breakfast and lunch will be provided. Rick Garcia then deferred a moment of his time to Mr. Yeazy who had wanted to comment during the presentation on safety and security at Central. Mr Yeazy noted that DPL should give people experiencing homelessness reading lists so they can help themselves through reading.

The meeting was adjourned at 9:46 AM

Submitted by Rebecca Czarnecki for Alice Kelly.

**MINUTES**  
**The Denver Public Library Commission**  
Commission Retreat  
**Tuesday, April 11, 2017, 9:00 a.m.**  
Offices of Brownstein Hyatt Farber Schreck  
410 Seventeenth Street, Suite 2200

Present: Rick Garcia<sup>1</sup>, Greg Hatcher<sup>2</sup>, Alice Kelly, Mike King, Cathy Lucas, Rosemary Marshall, Carlos Martinez

Excused: Judy Joseph

Staff: Rebecca Czarnecki, Michelle Jeske, Susan Kotarba, Diane Lapierre, Zeth Lietzau, Ron Miller, Kristen Svendsen,

Guest: Jacqueline Murphy, Colorado State Library and retreat facilitator

**Desired Outcomes**

- Commissioners have a meaningful opportunity to contribute to future library strategy
- Commissioners have stronger connections to each other, the library and community
- Commissioners have a deeper understanding of current library strategies and practices
- Library executive team gains a broader community perspective

Call to order: The meeting was called to order at 9:07

Start with why: Started with Simon Sinek's Start with Why video.

Welcome/ground rules/roles/agenda: Jacqueline Murphy introduced herself and outlined her role as facilitator and reviewed the agenda.

Michelle Jeske thanked Murphy for her assistance and Mike King for arranging for the Commission to meet at his office. She also mentioned that she tried to balance all of the comments and feedback she received when structuring the retreat.

Where we are and the desire to look ahead: Getting a baseline for where we should go next.

*Strategic Plan* - touched on mission and vision, guiding principles, values, and community impacts. This document is shared externally. Gets to our 'Why.'

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<sup>1</sup> Arrived during 'Start with Why' video

<sup>2</sup> Arrived during 'Start with Why' video

- Talked about how we select focus areas each year. Using that criteria we have focused on early learning, out of school learning, technology access and training, as well as elevating services to immigrants and refugees.
- Work on Strategic Plan will need another year but DPL would like to look further out. What do we want to do be known for? How can we achieve community impacts; should they change? Want Commissioners to help with that longer term strategic direction.

#### *2017 Strategic Initiatives:*

- Summer of Learning - is in its second year as an initiative. Last year, it focused on research and recommendations and this year is implementation. It is also a transition year. Fall will be spent planning for a full rollout in 2018.
- Customer Experience - working with a consultant. Leading the team through a design thinking process.
- Diversity and Inclusion - putting a team together this month to start strategizing. Will likely hire a consultant.
- Activate!Denver - internal name for working towards the bond. Last night had two vocal City Council members advocating for library in the bond. Albus Brooks read National Library Week proclamation, and Chris Herndon was complimentary. Council members Wayne New and Debbie Ortega spoke very passionately about the importance of the library.
- Community Engagement - carryover from last year. Moving forward with the Harwood model. Talking to our communities. Training staff in the model.
- These topics will be covered in more detail in upcoming Commission meetings.

#### *Work Plan - internal document. Includes all of the work we're doing.*

- *Question from Carlos Martinez:* Do you work with the Commission on the criteria for those focus areas? No, these are relatively new. E-Team developed those criteria but we can have those conversations for 2018. The prioritization is new but the services have been around for a long time.
- The work plan is all the strategic internal work. Wayfinding. Fine tuning strategic budgeting process. Staffing analysis. Hours analysis - determining best hours for each location. Working on employee engagement - if people are highly engaged more likely to achieve mission and vision. Data Roadmap - being able to pull data out to make strong decisions.

#### *What Help is Needed*

- Grounding in the why. Murphy reminded the group that the Library Commission adopts policy and helps set strategic direction. DPL should work with the Commission to outline goals and then check back in.
- DPL has had annual strategic plans rather than 5-10 year plans for quite some time. This has worked well and allowed DPL to stay nimble since the community is changing so much so quickly. We've also created a framework that allows branches to serve their communities and customize them while still fitting in with the overall strategic plan. Branches are given a lot of data about their communities and how their library is being used. They are also provided menus of opportunities to choose from and then go through a mid-year evaluation to assess how everything is working.

- *Question from Alice Kelly:* Where do you get statistics? Do you talk to the state demographer at all? No, because the state demographer does not get as granular as we need. DPL collects a lot of data from each branch and there is also data we use from the Mayor's office. DPL also subscribes to market research tools that drill down to the block level.
- *Question from Rick Garcia:* How is the progress/success of the activities tracked and what reporting is done for the Commission? The senior team has these objectives that are built into their performance plans. Also, all of these topics are planned into Commission meetings through the year so each of these teams will come and report out and ask for your input and feedback.
- *Question from Carlos Martinez:* Do I understand that we do want more of a long range plan? Yes. We still want to plan year to year but have a longer term vision of where we want to take the library and what direction we want to go.
- Do we want to revisit the mission? Does it need to be evolved as we talk about why we exist? When you look at the library it is a central part of the city and how the city develops into a world class city. Are we about developing the intellectual capital?
  - What is the 'why' and how does it tie to library of the future? Many in the public don't see what we do.
  - It's been about 13 years since we have taken a hard look at the mission.
  - It even ties to the bond about how and why to move the library to the next phase.
  - DPL's 'how' is thought to be books. Its 'why' is engage, inform, empower. Other hows include community programming, outreach, small business development, english as a second language.

#### What We Want for our Community: Diane Lapierre

- DPL has been using the Harwood model for a couple years. We put together an initiative team last year and community conversations are built into our plan.
- Some of the themes heard at the community conversations we've hosted:
  - Not knowing who neighbors are
  - Transportation difficulty
  - Safety issues
  - Isolation
- These are not specifically library conversations. Trying to get to the heart of what a community sees as needs, identify partners, and find ways to move forward.
- 25 DPL staff, two city staff, and about 20 staff from other libraries trained in the Harwood model at DPL. There has been a swell in libraries adopting this approach. Harwood has been working with the American Library Association to put together library specific approaches to community engagement.
- DPL is thinking about how to share this training information with the larger organization.
- Helping us focus on turning outward in our approaches to everything we do.
- One role of the Commission is to be a voice of the community in a leadership role. Harwood discusses the three A's in public life: Authority, Accountability, Authenticity.
- Watched [Harwood video](#)

- What resonated?
  - Martinez noted that as we implement this we have to make sure we are taking cultural context into consideration. These 3 A's mean different things to different communities.
  - Lapierre responded that we ran into some challenges with that when we first started these conversations. At Hadley we hosted a conversation in Spanish, English, and Vietnamese. The best one we had was when everyone showed up together. The themes were mostly the same. People feeling isolated within micro community, they don't know the people across the street. We are also trying to be mindful with our language approach and are trying to have facilitators who can help bridge some of those gaps. This model was developed by a white man with experience in white communities but the model seems to be adaptable. We do want to make sure it really is authentic.
  - Marshall noted that's good because our ability to be authentic defines our credibility.
  - Kelly asked if the Harwood training was offered to branch librarians? Yes. There was an application process and there was really good representation.
- *Activity:* Interview each other using these Harwood questions (see attached). Looking at where our communities want to go. Gather themes as a larger group.
  - Interestingly themes captured are reflective of what we've heard in the community conversations we've been having
    - What kind of neighborhood do you want to live in?
      - Multi-generational, ethnically and socio-economically diverse, engaged, access to services and transportation, safe, walkable, caring, have amenities like parks and good schools.
    - Why is that important?
      - Safe for kids, supportive of each other, keep character, diversity connects to an enriched life and community, safety, breaking bubbles
    - How is that different from now?
      - Disparity in investment of resources, not safe in some places, transient nature/renting out, exorbitant cost of living, concrete jungle/lose character
    - What needs to change?
      - Talk to people, save green space, tool kits for neighbors
  - Martinez commented this work is messy, it's going outside what we normally do. As you're looking at community engagement it's about going out to people. We have to be uncomfortable.
  - Jeske noted that DPL is getting expert help: Eight staff members are participating in ongoing monthly coaching sessions with Harwood experts. Developing a game plan, getting practical help and advice.

#### What We Know about our Community: Zeth Lietzau and Michelle Jeske

- See attached presentation
- Looking at demographics to inform our services
- Analytics are updated regularly so every quarter we can see if there are major trend changes in a specific service area.

- *Question from Carlos Martinez:* Can we use city data to overlay with this and make projections about how the populations will change? It would be interesting to look at. It would be but we do not get that type of data from the City.
- *Question from Rick Garcia:* How would this opportunity be promoted to folks in business? Our small business specialist goes out and works with a lot of partner organizations.
- Martinez noted that this is such great information. If DPL can include this as community engagement resources, it's so valuable. Helps figure out how the community is changing. Jeske noted that it is a public database, if you have a library card we can help you with this. She said she will send out the link and some how to get started docs and noted anyone can do one-on-ones with business librarian.
- Mayor's Priorities - these are documented and official. Budget office tells us to align to these.

### What are Trends and Challenges and How Might We Address Them? Jacqueline Murphy

Murphy helped guide the Commissioners through another activity where they spoke to one another about current trends and challenges:

#### *Analysis of trends and challenges*

- Financial:
  - Trends/Challenges:
    - Retool buildings
    - Economic trends - boom or bust, IMLS/Gallagher
    - Bond priority
  - Data Source:
    - City Librarian and internal data
    - Economic trends
    - Funding sources
  - Impact and opportunities
    - Under-resourced
    - Huge impact and opportunities. Need to make more noise
    - Long term planning
    - Preparing for inevitable changes
    - Long-term funding and external funding
    - Loss of innovation funds
    - Ever a chance for SCFD? No, not allowed for government agencies
  - What does the library need to do?
    - Tough decisions (if we fall short of funds)
    - Advocacy
    - Rethink strategies
    - Look for external funds
    - Identify long-term impact
    - Apply strategy
    - Be nimble
    - Communicate value to residents
  - What does the Commission need to do?
    - Tough decisions
    - Advocacy and personal appeals
    - Prioritization

- Demand for services
  - Trends/Challenges:
    - Perception of only being books
  - Data Source:
    - Internal data
    - Community engagement
  - Impact and opportunities?
    - Could decrease utilization and access
    - Keep track of trends and link to advocacy
    - Elevate awareness of other services
    - Managing change
    - Opportunity to bring people together
  - What does the library need to do?
    - Raise awareness
    - Community events
    - Form alliances
    - Strategic marketing
    - Stronger advocacy
    - Be nimble
    - Build on credibility
  - What does the Commission need to do?
    - Help form alliances
    - Open doors
    - Advocate
    - Recruit talent to DPLFF
    - Keep track
    - Push staff to drive work and adjust to change
    - Support staff and set strong policy

#### Demographic

- Trends/Challenges:
  - Shifting demographics
  - Internal
  - City wide trends info from Mayor's office
- Data Source:
  - City data
  - Experian data
  - Observation
- Impact and opportunities?
  - Drives our agenda and service offerings
  - Stronger strategic growth plans
  - Capital campaigns
  - Library district
  - Tailor outreach
  - Cultural intelligence
  - Diversity
- What does the library need to do?

- Drive info to the Mayor's office about strategic opportunities and budgeting
    - Partnerships
    - Tailor services/resources
    - Tell our story - packaging the message
  - What does the Commission need to do?
    - Take into account strategic decisions
    - Support of changing budget
    - Set overall policies and priorities
    - Demonstrate strong leadership
    - Advocacy
    - Budget as scorecard
    - Evaluate shifting roles
- Policy
  - Trends/Challenges:
    - Government
    - Library
  - Data Source:
    - Internal understanding of need
    - Recent new/current events
  - Impact and opportunities?
    - Lobbying for resources for evolving and adapting environment
  - What does the library need to do?
    - Adapting to change environment
    - Be vigilant with trends
    - Keep communities updated
    - Be proactive about communicating needs
  - What does the Commission need to do?
    - Lobby for resources for evolving role
    - Connect with 'why'
    - Tweak policies as needed
    - Be letter writers
    - Adapt mission to changing environment
    - Ability to be flexible and shift directions
    - Stay informed
- Other
  - Trends/Challenges:
    - Technology divide
  - Data Source:
    - Community engagement
    - Internal data
  - Impact and opportunities?
    - Stronger demand for the organization
    - Do outreach
  - What does the library need to do?
    - Be creative on both fronts - with both outreach and ringing people in
    - More communication about telling our story
    - Increase our community profiles.



- Emphasize partnerships, hosting events like Metro Denver Chamber, host INC type meetings. Bringing in RNO's.
- What does the Commission need to do?
  - Be advocates and stronger ambassadors
  - Have strategic conversations
  - Support staff

Jeske thanked the Commissioners for what was a very productive start of a conversation. It helps her to understand what the Commission wants to be involved in and will reach out to talk about what's next.

#### Discuss by-laws and meeting logistics. Jacqueline Murphy

##### *Content*

- Murphy reminded Commissioners that one way to help make meetings more efficient is to implement a consent agenda, which would group several items together for approval.
- Commissioners Lucas, King and Martinez expressed the thought that meetings may not need as many presentations, that the Commission should be coming out to library events and educating themselves.
  - Supplemental meetings for issues of major public concern. So can be adaptable.
- Garcia noted that for deeper policy conversations the Commission could form a committee.
  - Murphy reminded Commissioners that committees can have no more than three Commissioners. Otherwise they are open meetings and they have to be publicly posted and minutes have to be taken.
- Kelly expressed that she appreciates being educated about the systems of the library. She stated she has a tough schedule and knows she would not call to ask questions and really appreciates the information being brought to her. That way when policy is discussed she has the knowledge she needs. Kelly noted the presentations are how she is educated about the library and that is how she can speak to what is going on. Kelly suggested that maybe such presentations could be every other month but feels strongly about keeping them.
  - King concurred that the presentations are important but that the Commission could trust the Commission-chair and City Librarian to tighten them up.
  - It was suggested that staff could provide a synopsis of presentations in advance of the meeting.
  - Commissioners brought up the idea of on-boarding and orientation. Jeske noted that orientations happen but we can't get to the depth Kelly referred to.
  - Jeske noted that we are trying to make those presentations more relevant and that each topic is dovetailed to strategy. However, we can tighten them up.
  - Consider doing presentations every other month and perhaps alternate longer and shorter meetings. It is really valuable to have updates and opportunity to ask questions.

##### *Time*

- President Marshall noted that efficiency is important and asked Commissioners if they felt like 1.5 hours was the right amount of time to meet and asked if it could be done in an hour?
  - It was agreed that 8:30 AM at the Central Library was still most convenient.
- Agreed to monthly meetings

#### *Attendance*

- Murphy noted that 3-4 consecutive unexcused absences is usually standard for discussing attendance concerns and viability of membership.
  - Nothing in by-laws about attendance. Most boards and commissions have a by-law attendance provision.
  - Martinez asked if after so many excused or unexcused absences if there should be an evaluation. The chair could have a conversation to see if it's a good fit.
  - Garcia asked isn't it somewhat up to the Mayor's office? Marshall noted we could have the stipulation in the by-laws. Such action is supported by the Office of Boards and Commissions.
  - Any change would have to be put forth at a regular meeting. Three unexcused absences could be grounds for evaluating. Having a quorum has been tough in the last 4-5 months. Or maybe need to stipulate not missing more than 25% of the meetings whether excused/unexcused. Consider adding to guidebook?
- Attendance by phone: At least have a quorum in the room and the person on the phone may not necessarily be a part of the voting block.
  - Could there still be a call in option? Could be helpful for Commissioners on the road.
  - King noted he would rather tighten up meetings and hope that would make attendance easier. It was agreed phone attendance takes a lot away and that the public also gets a lot out of watching a Commission interact.
- **Action:** Consensus around tightening meetings. Not implementing phone attendance at this time.
  - Commissioner King noted that tightening down meeting time should mean Commissioners use more time to go out and be ambassadors

#### Wrap up and Next Steps

- Reviewed the outcomes set at the beginning of the meeting.
- Jeske will sort through what was heard today and chat with Commission about next steps and how to incorporate into upcoming meetings.
- Opportunity in a later meeting to discuss.
- Return to talking about the mission. If the Commission is interested in talking about that at a meeting that could be done. Murphy offered to facilitate. That will be a little way down the road - as DPL works on a calendar year, we will want to make sure there is a plan. Maybe in the fall as we plan for 2018.

The meeting was adjourned at 12:35 PM

Submitted by Rebecca Czarnecki for Alice Kelly



# DENVER PUBLIC LIBRARY

*What's in it for you?*



# Using & Understanding Segmentation

DPL's use of Experian Marketing Services' Mosaic

# What is Mosaic?

“Household-based consumer lifestyle segmentation”

Consumer database of 126 million households

Groups consumers' behaviors, needs and lifestyles

Offers predictive insights, property characteristics and summarized credit and automotive data

Commonly used to locate business and plan marketing campaigns

We've used similar tools for years with our Small Business Help customers

(a very incomplete list of) **Weaknesses of this approach**

Can oversimplify/overgeneralize

They're not always careful with language

Based largely on purchasing habits that Experian can capture

Not everyone is easy to classify

<a href="#">N46</a>	True Grit Americans	14	0.0%	27	0%	101	51.9%
<a href="#">N47</a>	Countrified Pragmatics	2	0.0%	3	0%	130	66.7%
<a href="#">N49</a>	Touch of Tradition	0	0.0%	1	0%	0	0.0%
<a href="#">U00</a>	Unassigned	10,104	7.5%	17,701	7%	111	57.1%
	<b>Total</b>	<b>135,109</b>	<b>100.0%</b>	<b>263,276</b>	<b>100%</b>		

# Citywide Groupings

Group	Households	Percent of Denver
Singles and Starters	92,640	30.90%
Young, City Solos	38,005	12.70%
Thriving Boomers	27,119	9.10%
Booming with Confidence	26,710	8.90%
Family Union	23,231	7.80%
Cultural Connections	19,788	6.60%
Power Elite	18,549	6.10%
Suburban Style	14,764	4.90%
Golden Year Guardians	11,230	3.80%
Middle-class Melting Pot	6,762	2.20%
Significant Singles	5,364	1.80%
Blue Sky Boomers	3,944	1.30%
Aspirational Fusion	3,892	1.40%
Autumn Years	3,086	1.00%
Flourishing Families	1,893	0.60%
Promising Families	1,184	0.40%
Economic Challenges	1,060	0.40%
Pastoral Pride	579	0.20%

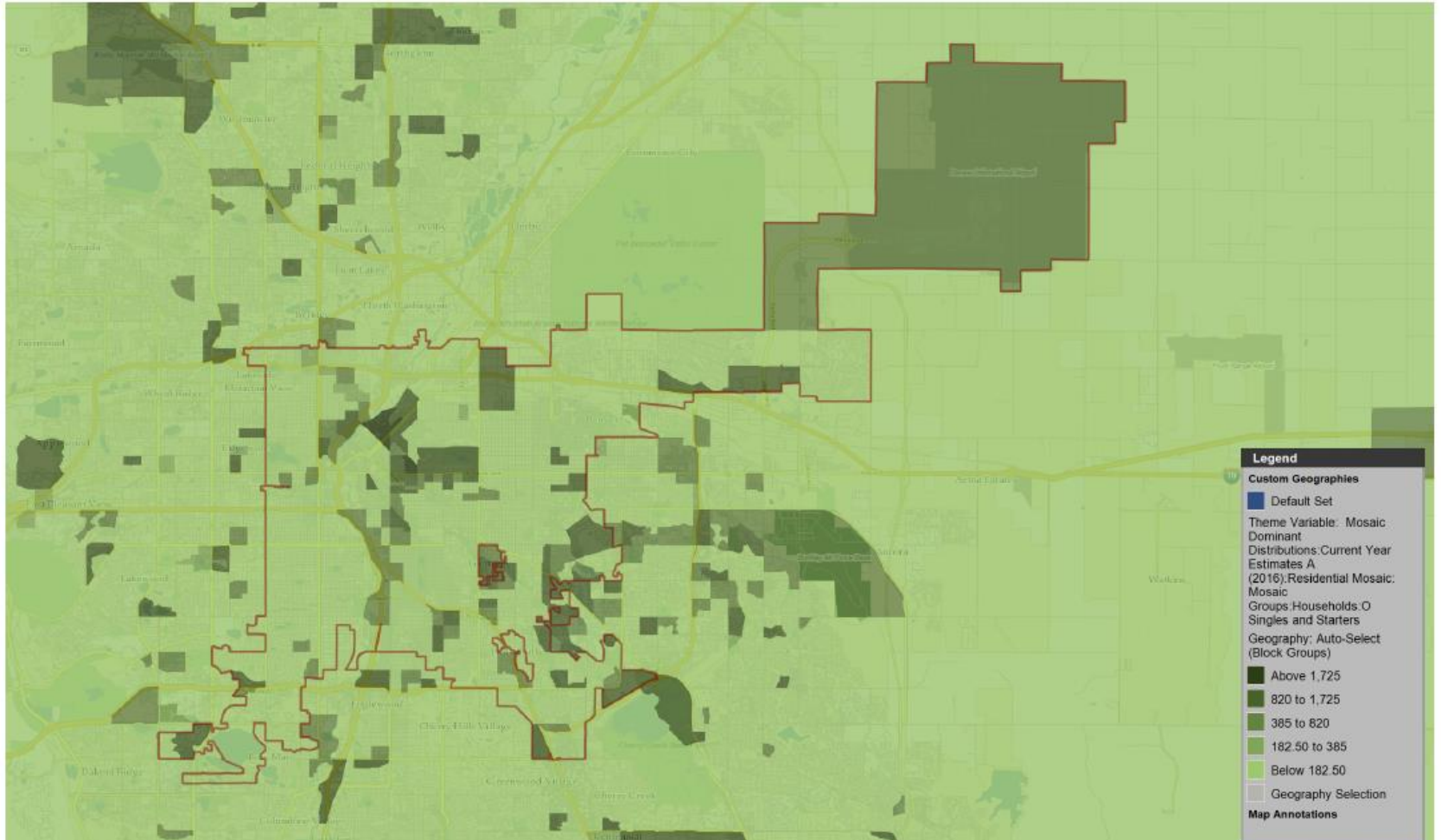
## **Singles and Starters (30%)**

Young singles starting out, and some starter families, in diverse urban communities

The six segments in Singles and Starters contain downscale Generation Yers with upwardly mobile aspirations. These households tend to be young (nearly three-quarters are under the age of 35), ethnically-mixed and unattached (half are single while a quarter are single parents). Most are on their own and starting to build independent lives in apartments with other young singles. They're college-educated, though not necessarily college graduates, and many are toiling away at entry-level positions in service-sector jobs. These self-described workaholics share a desire to move up in status and they realize that every career journey starts with a first step.



# Singles and Starters

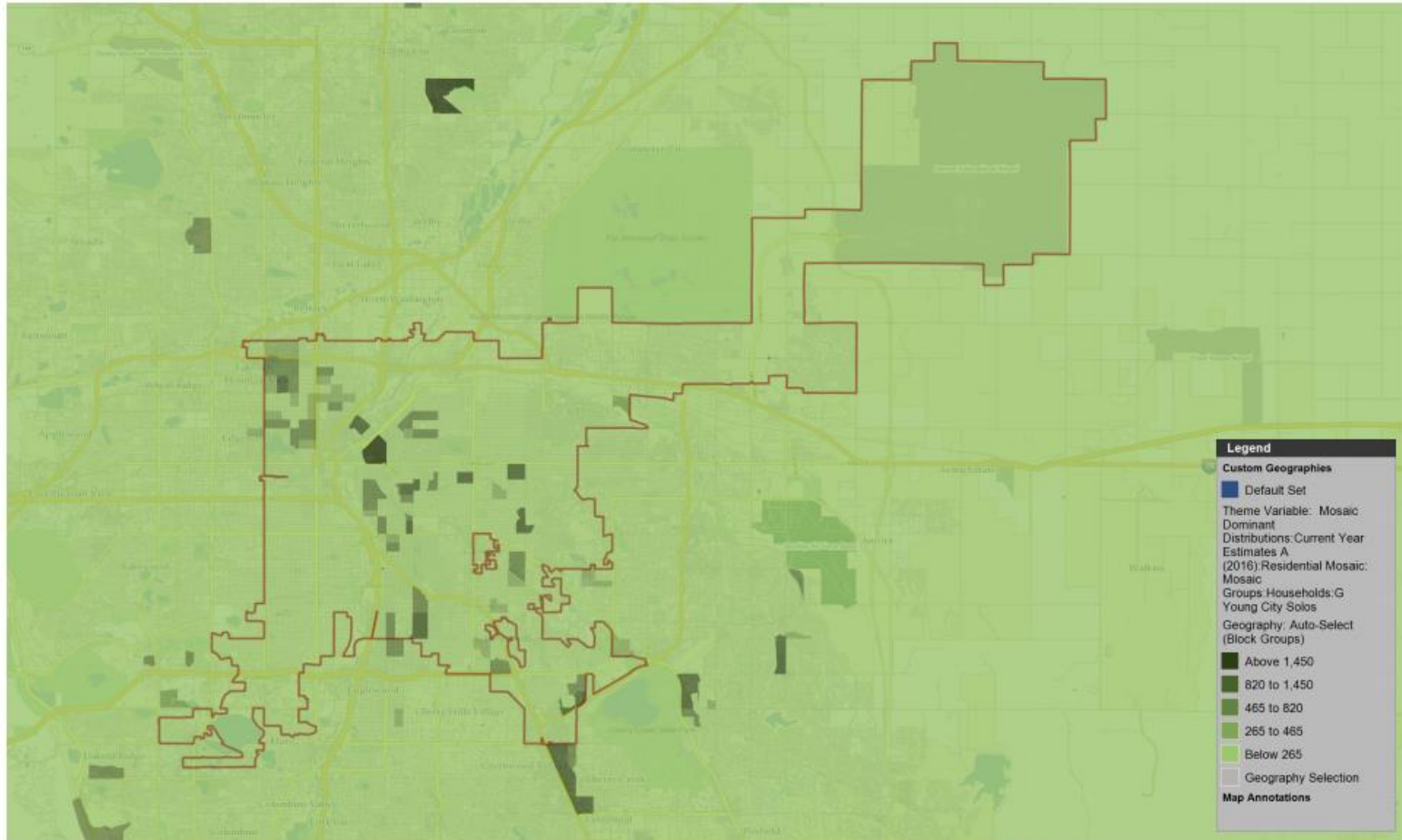


## **Young, City Solos (12.7%)**

Younger and middle-aged singles living active and energetic lifestyles in metropolitan areas.

The two segments in Young City Solos contain younger and middle-aged singles living in city neighborhoods. More than 90 percent are unmarried. Most are in their 30s and 40s, white and childless, part of a demographic trend of delaying marriage while living alone or cohabitating with a partner. While economic insecurity is one reason some singles avoid marriage and having children, these young professionals report above-average incomes topping \$75,000 a year, and they seem to be thoroughly enjoying their unattached status.

# Young, City Solos



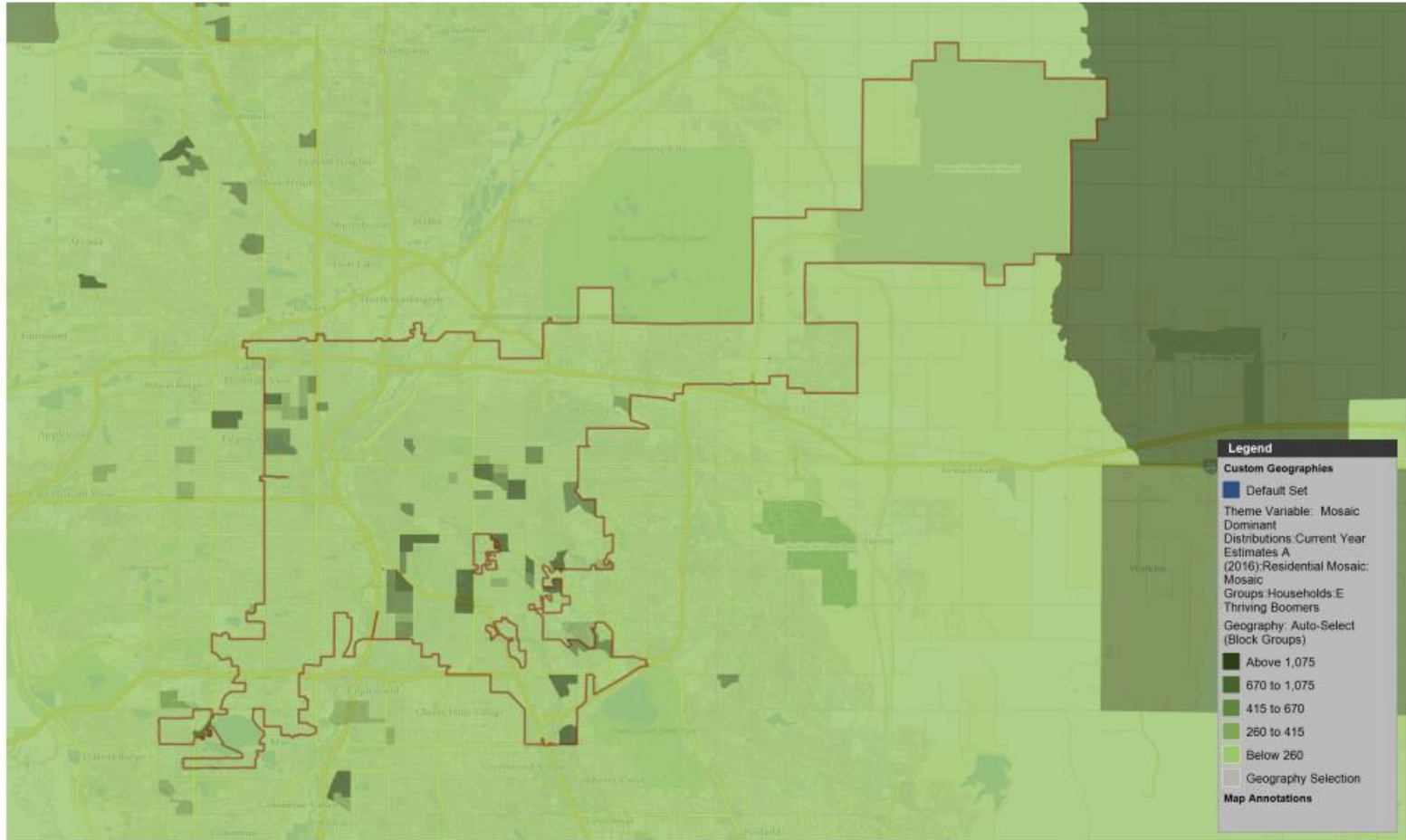
## **Thriving Boomers (9.1%)**

Upper-middle-class baby boomer-age couples living comfortable lifestyles settled in town and exurban homes.

The three segments in Thriving Boomers feature empty-nesting couples in their 50s and 60s. Most of the households contain childless couples who've lived at the same address for over a decade and are now beginning to contemplate their retirement. While some of their peers have migrated to active retirement communities, these folks are content to live in their mixed-age neighborhoods, not to mention their mixed-aged households: one-quarter has an aged parent or young adult living at home.

(Also, similar group of Boomers with Confidence at 8.9%)

# Thriving Boomers

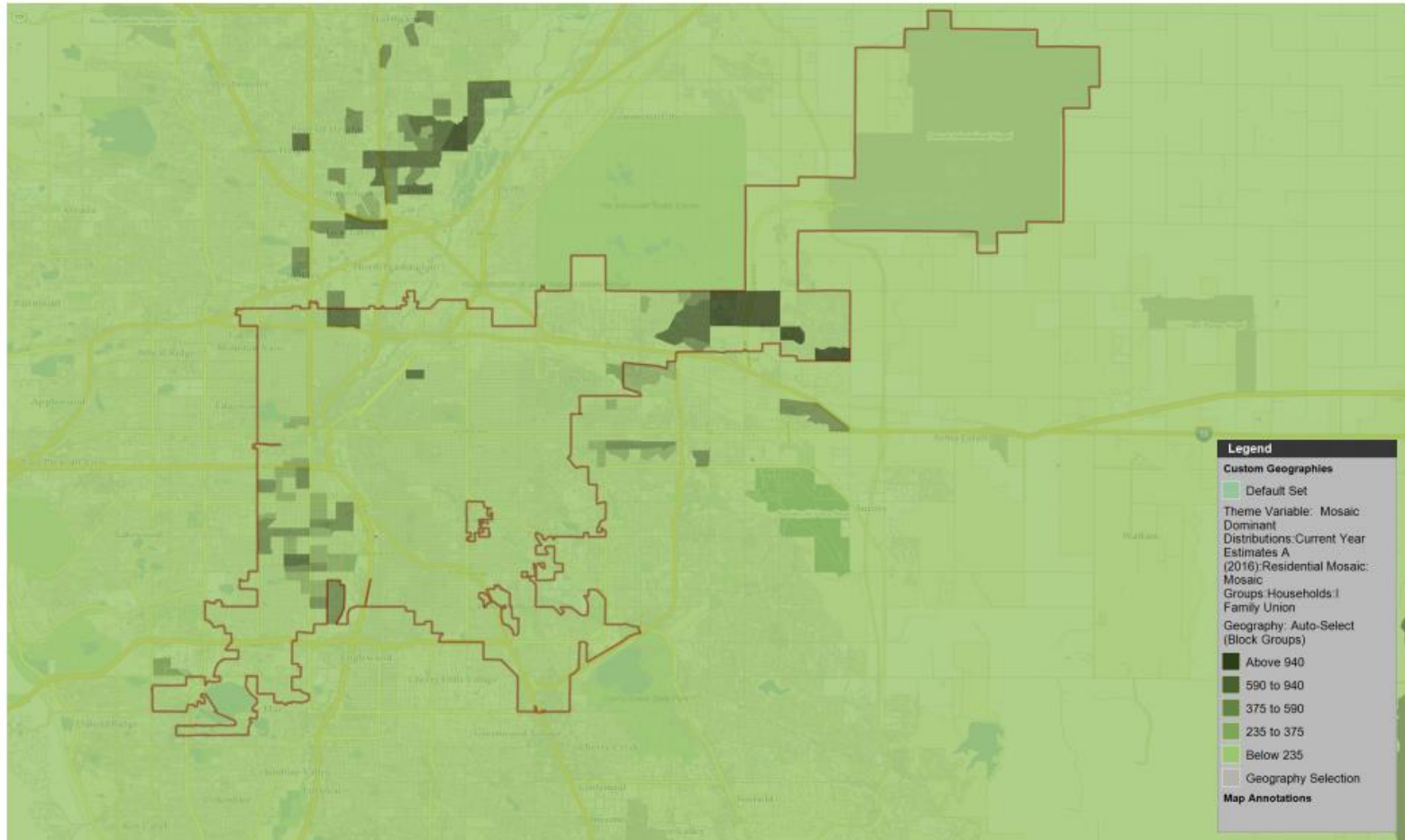


## **Family Union (7.8%)**

Mid-scale, middle-aged families living in homes supported by solid blue-collar occupations.

In Family Union, a mix of Hispanic and white families live in middle-class comfort within the sprawl of major metropolitan areas. Many of the households contain older, Mexican immigrants and their children who have worked hard, settled in modest houses and established a comfortable lifestyle for their families. They tend to live in multi-ethnic and multi-lingual neighborhoods, some speaking Spanish in shops and cafes, driving used American sedans and minivans, and filling their homes with food and decorations that remind them of their homeland.

# Family Union





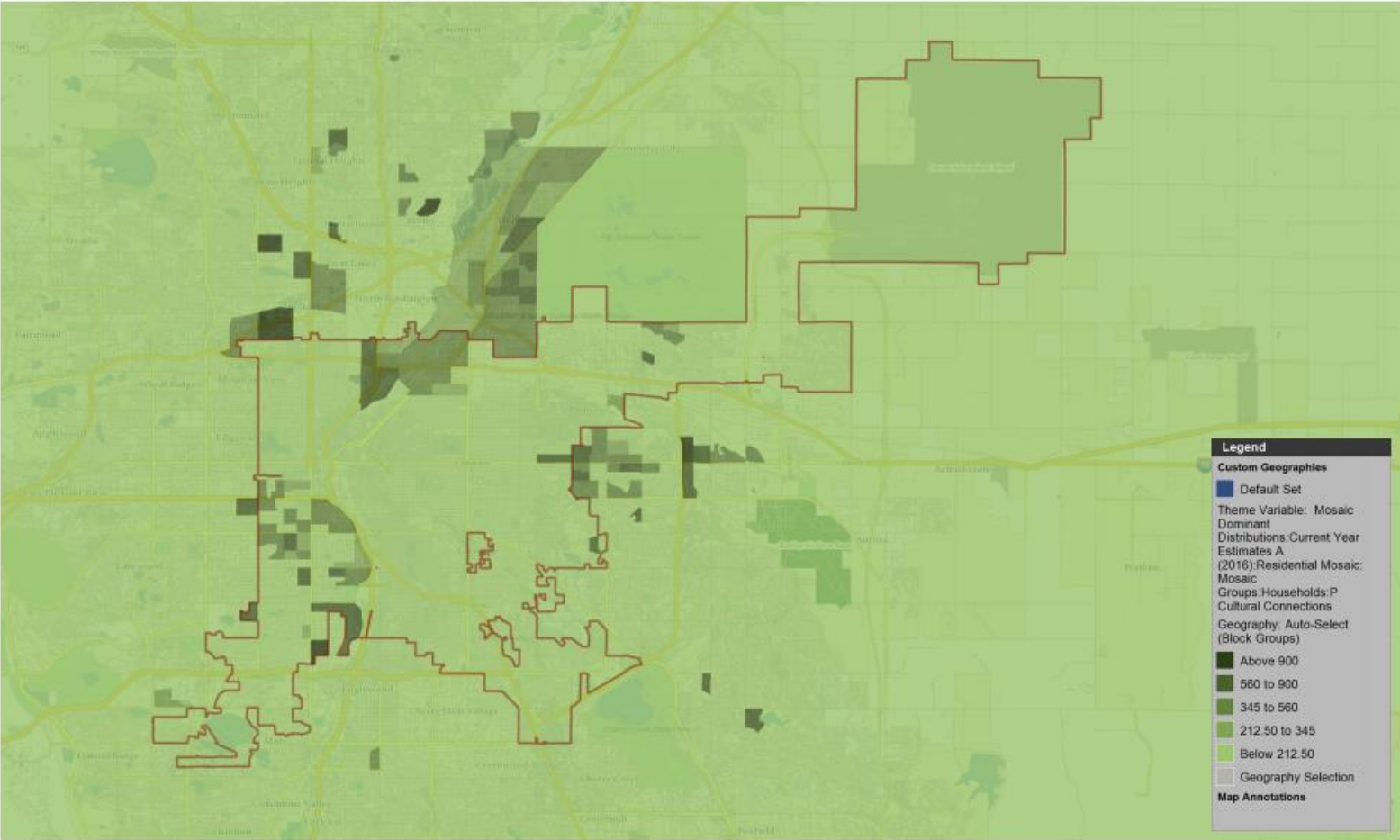
## **Cultural Connections (6.6%)**

Diverse, mid- and low-income families in urban apartments and residences.

Cultural Connections are first- and second-generation Americans who are striving to improve their lives. The six segments in this group have one of the highest proportions of adoptive citizens in the U.S. More than half the households are Hispanic - more than four times the national average - and most consist of middle-aged couples with children and single-parent families. Many face enormous challenges: modest educations, low wages, uncertain jobs and language barriers. In these segments, 40 percent of residents were born in Mexico and mostly speak Spanish inside and outside their homes.



# Cultural Connections



# How can we start to use this with library data?

Link	Description	Patron Household Count	Patron Household Percent	Base Household Count	Base Household Percent	Index	Market Penetration
<a href="#">O54</a>	Striving Single Scene	15,045	11.1%	34,947	13%	84	43.1%
<a href="#">G25</a>	Urban Edge	7,012	5.2%	22,918	9%	60	30.6%
<a href="#">E19</a>	Full Pockets Empty Nests	7,606	5.6%	18,224	7%	81	41.7%
<a href="#">G24</a>	Status Seeking Singles	8,204	6.1%	17,616	7%	91	46.6%
<a href="#">C13</a>	Silver Sophisticates	5,673	4.2%	9,127	3%	121	62.2%
<a href="#">Q65</a>	Senior Discounts	2,782	2.1%	8,262	3%	66	33.7%
<a href="#">O51</a>	Digital Dependents	4,336	3.2%	7,368	3%	115	58.8%
<a href="#">I33</a>	Balance and Harmony	5,140	3.8%	6,823	3%	147	75.3%
<a href="#">I32</a>	Steadfast Conventionalists	4,531	3.4%	6,781	3%	130	66.8%
<a href="#">K40</a>	Bohemian Groove	2,310	1.7%	5,968	2%	75	38.7%

## Valdez-Perry

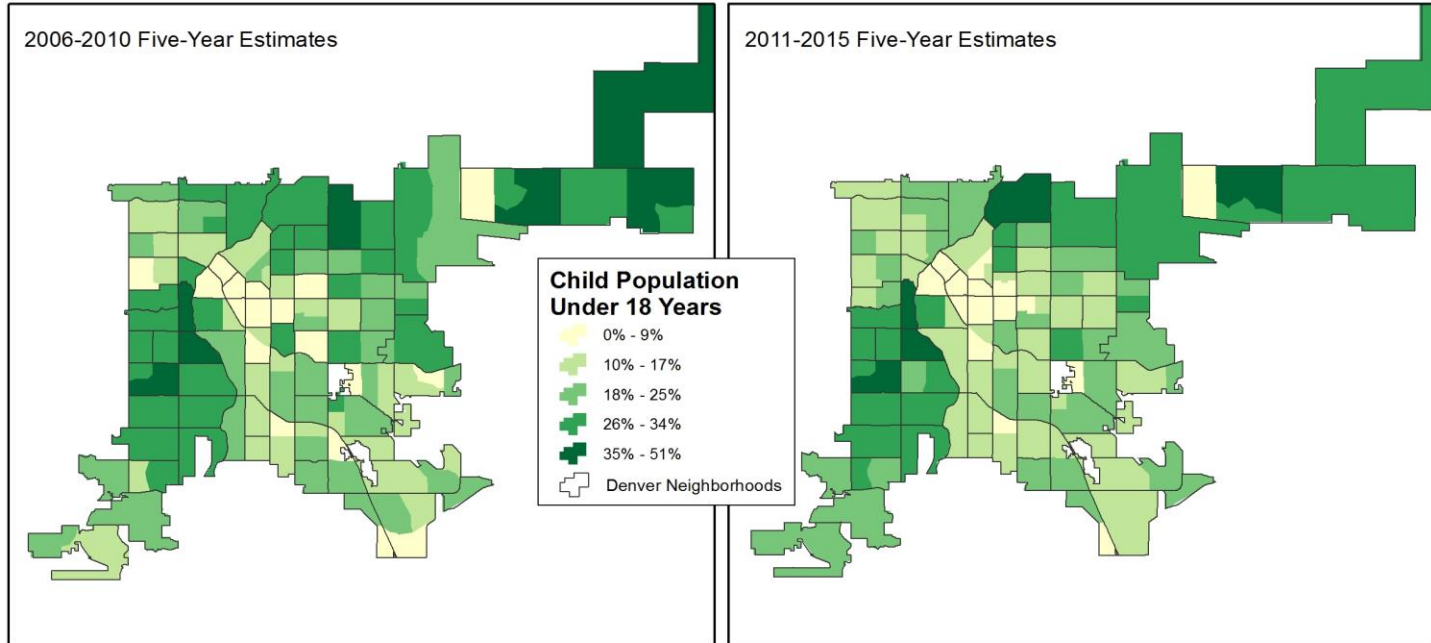
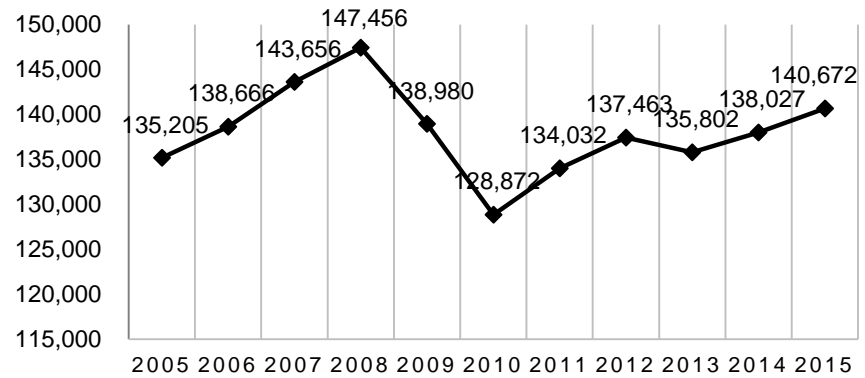
Link	Description	Patron Household Count	Patron Household Percent	Base Household Count	Base Household Percent	Index	Opportunity
<a href="#">P59</a>	Expanding Horizons	596	39.7%	868	35%	112	68.7%
<a href="#">P60</a>	Striving Forward	177	11.8%	291	12%	99	60.8%
<a href="#">O55</a>	Family Troopers	89	5.9%	141	6%	103	63.1%
<a href="#">R66</a>	Dare to Dream	97	6.5%	140	6%	113	69.3%
<a href="#">Q64</a>	Town Elders	48	3.2%	122	5%	64	39.3%

## Sam Gary

Link	Description	Patron Household Count	Patron Household Percent	Base Household Count	Base Household Percent	Index	Opportunity
<a href="#">A05</a>	Couples with Clout	967	15.9%	1,526	15%	103	63.4%
<a href="#">F22</a>	Fast Track Couples	475	7.8%	952	10%	81	49.9%
<a href="#">D17</a>	Cul de Sac Diversity	347	5.7%	616	6%	92	56.3%
<a href="#">A03</a>	Kids and Cabernet	539	8.8%	605	6%	145	89.1%
<a href="#">K37</a>	Wired for Success	317	5.2%	591	6%	87	53.6%

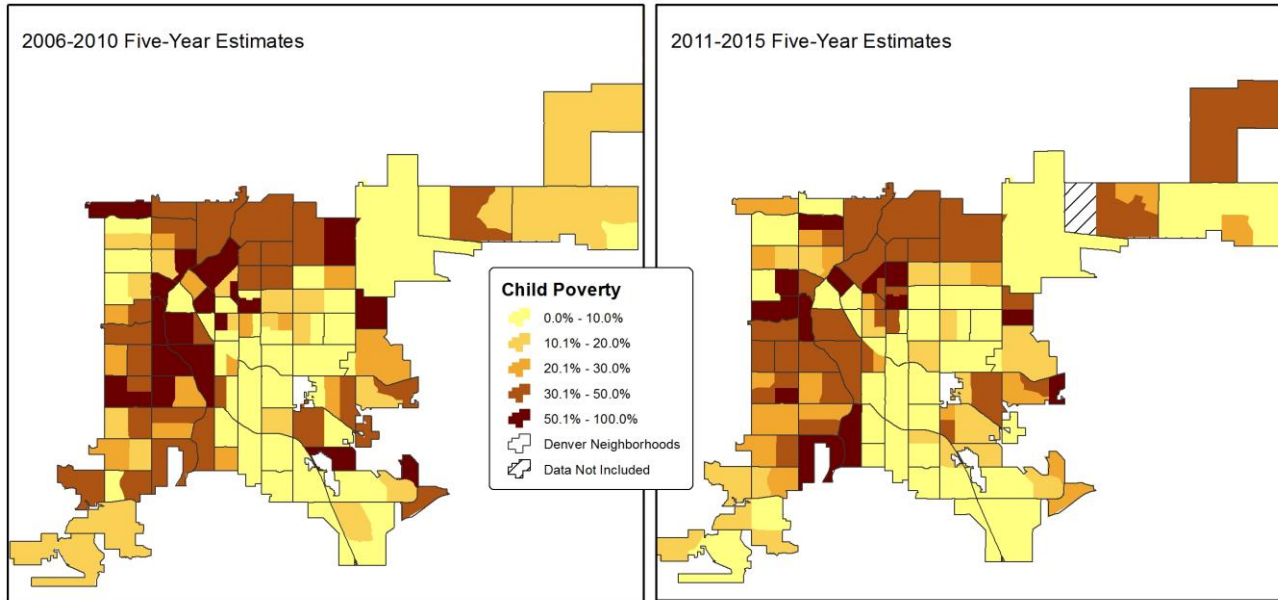
# Child Population

The number of children under age 18 living in Denver increased four percent since 2005



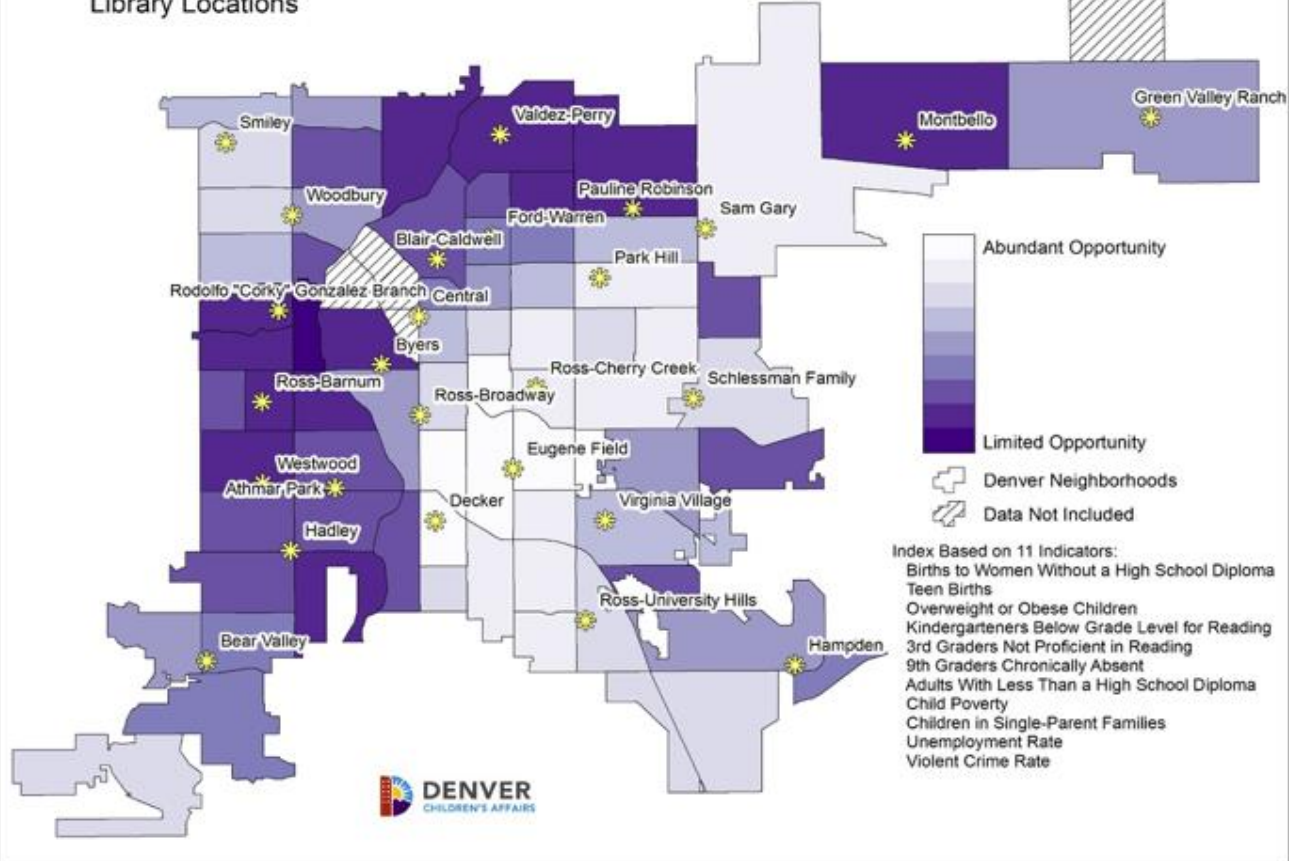
Source: U.S. Census Bureau, American Community Survey 2010 and 2015 Five-Year Estimates

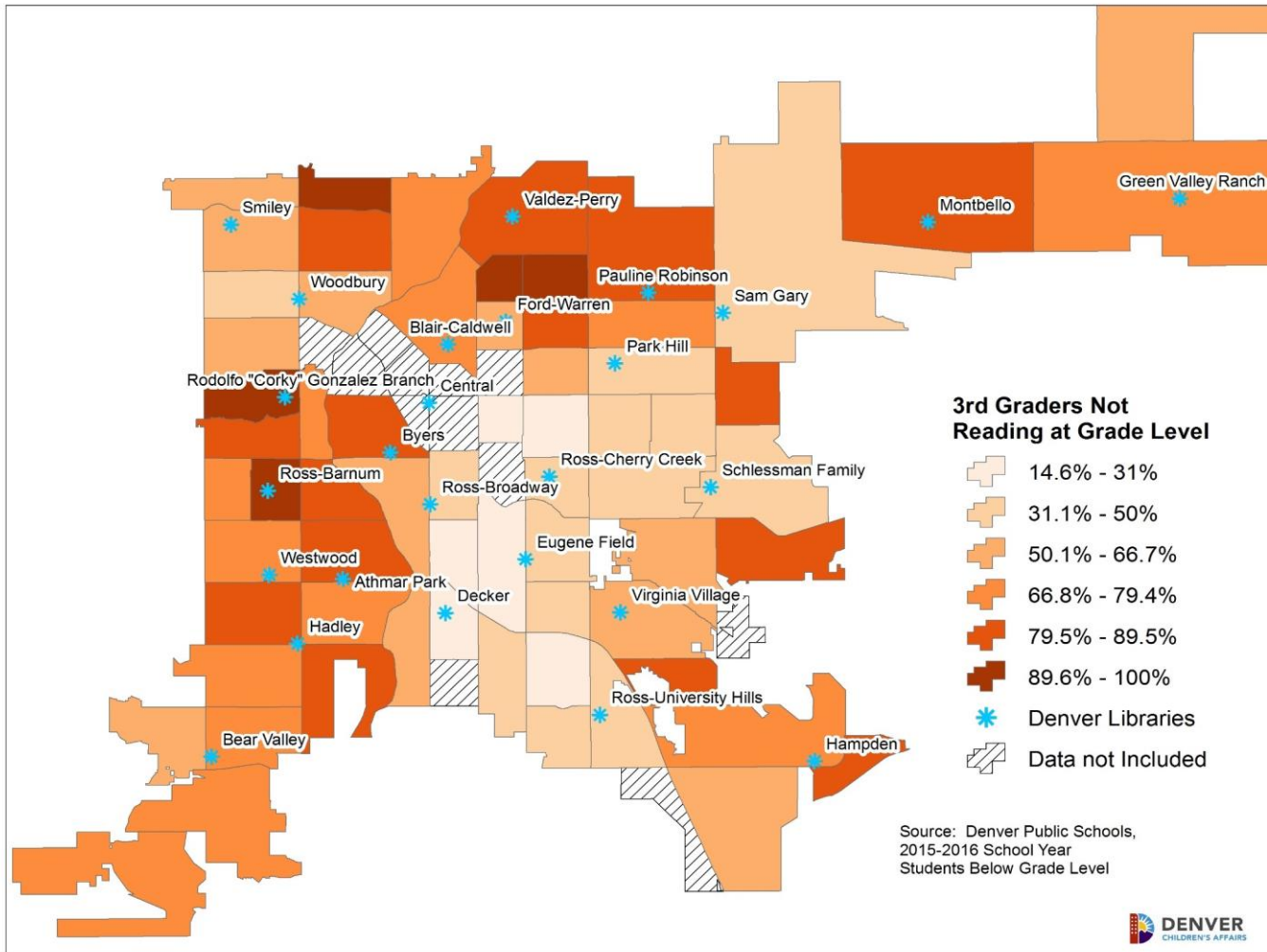
# Children in Poverty 2006-2010 and 2011-2015



Source: U.S. Census Bureau, American Community Survey 2010 and 2015 Five-Year Estimates

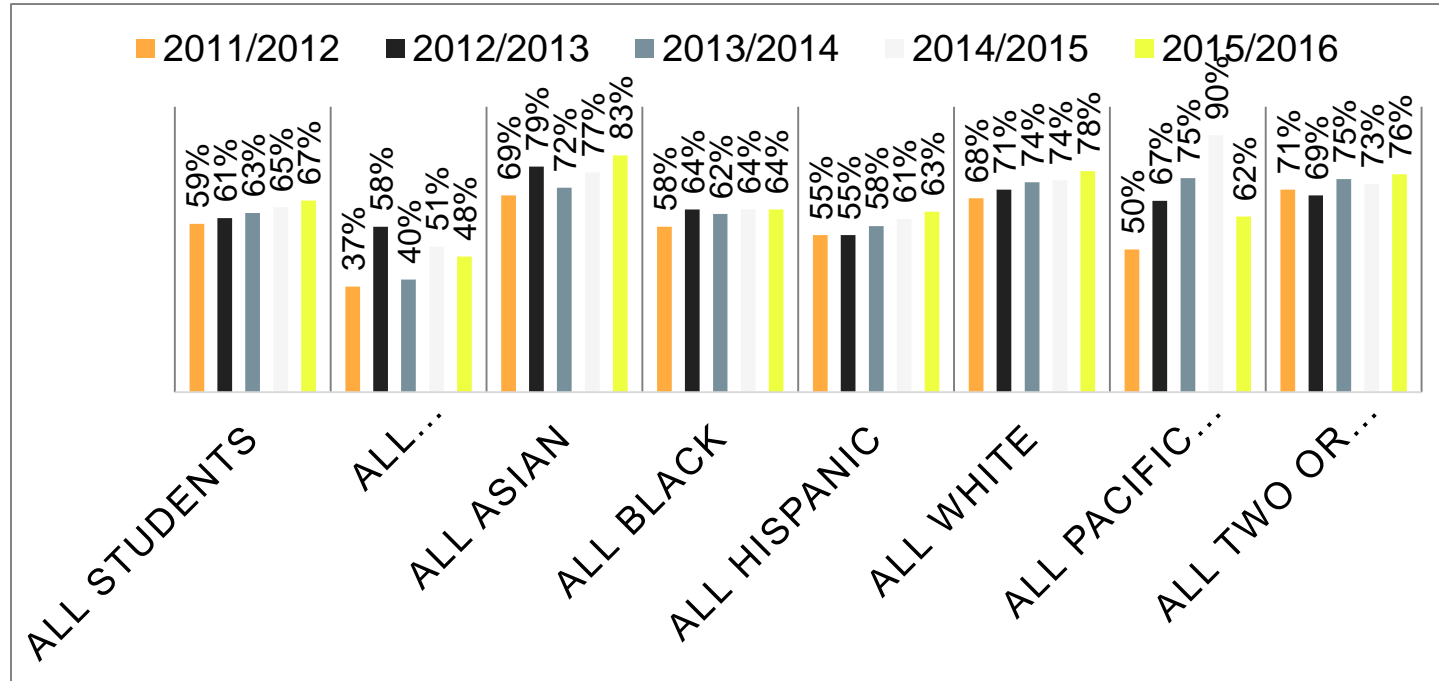
# 2017 Child Well-Being Index And Library Locations





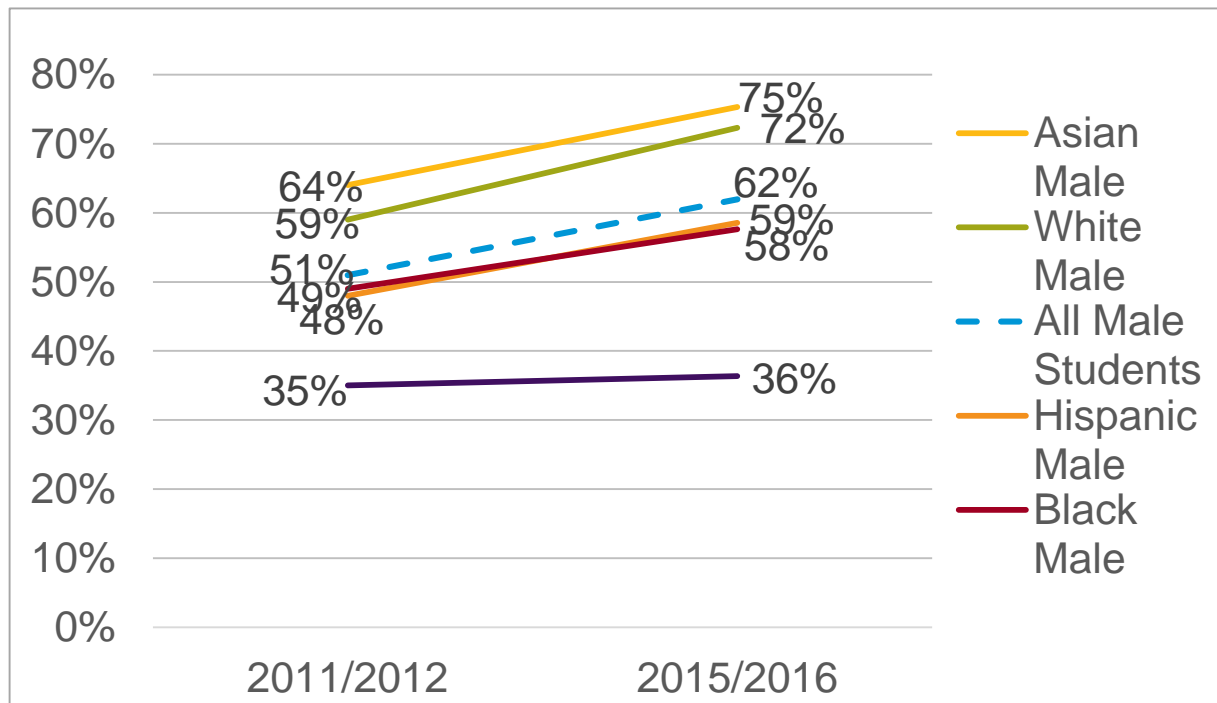
# Graduation Rates

At the end of the 2015-2016 school year, 67 percent (3,633) Denver Public School students graduated from high school on time, or in four years

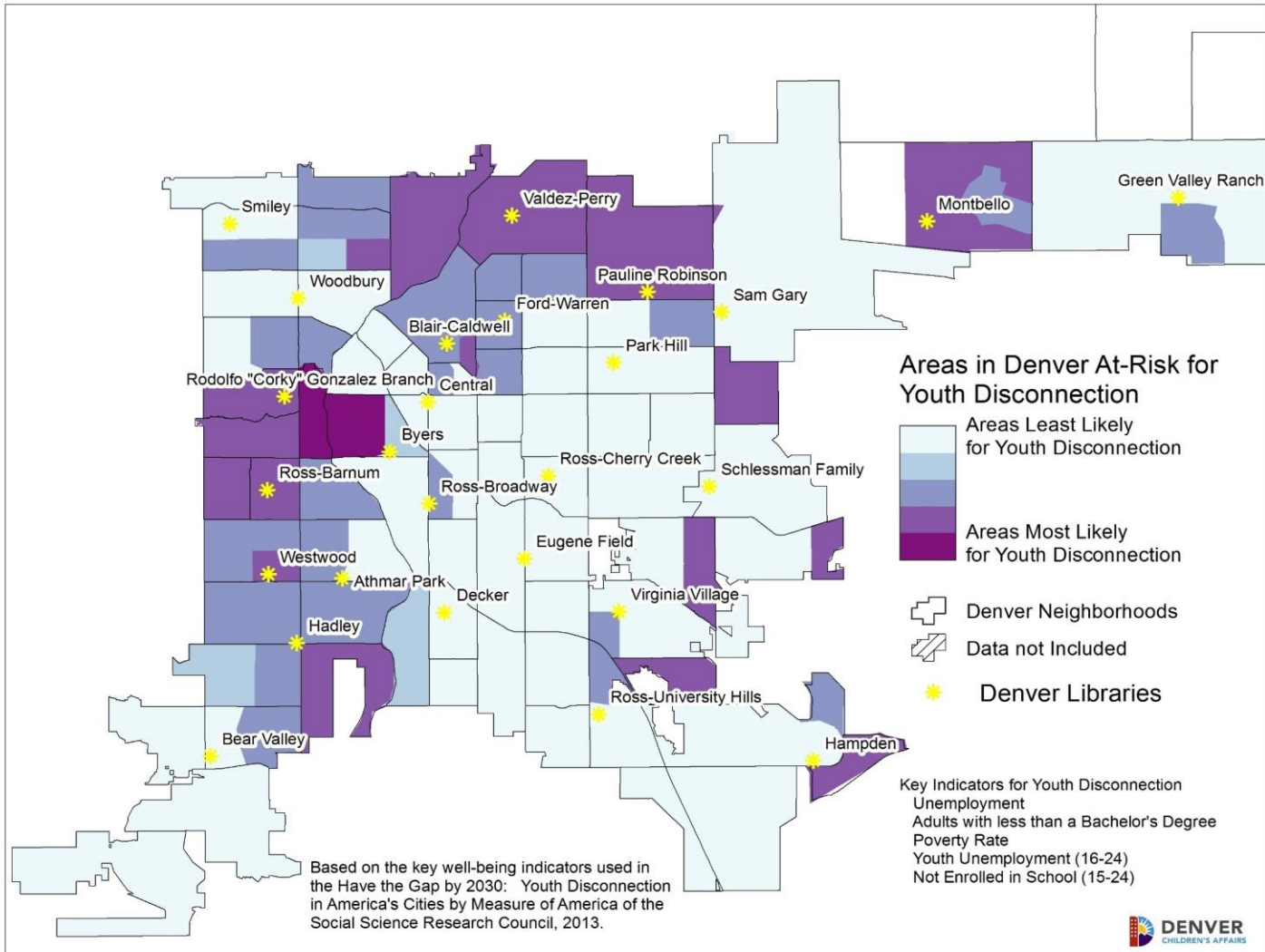


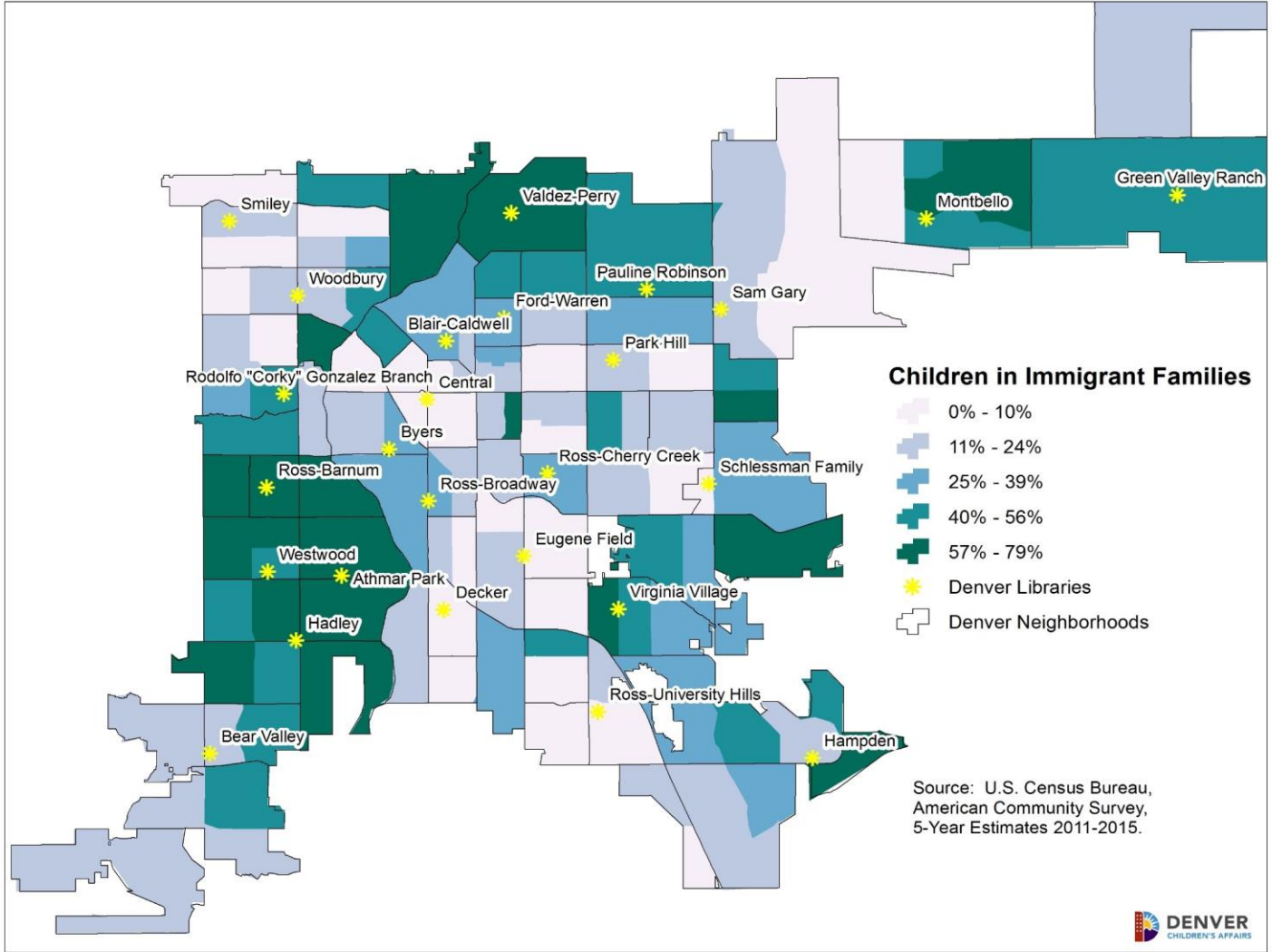


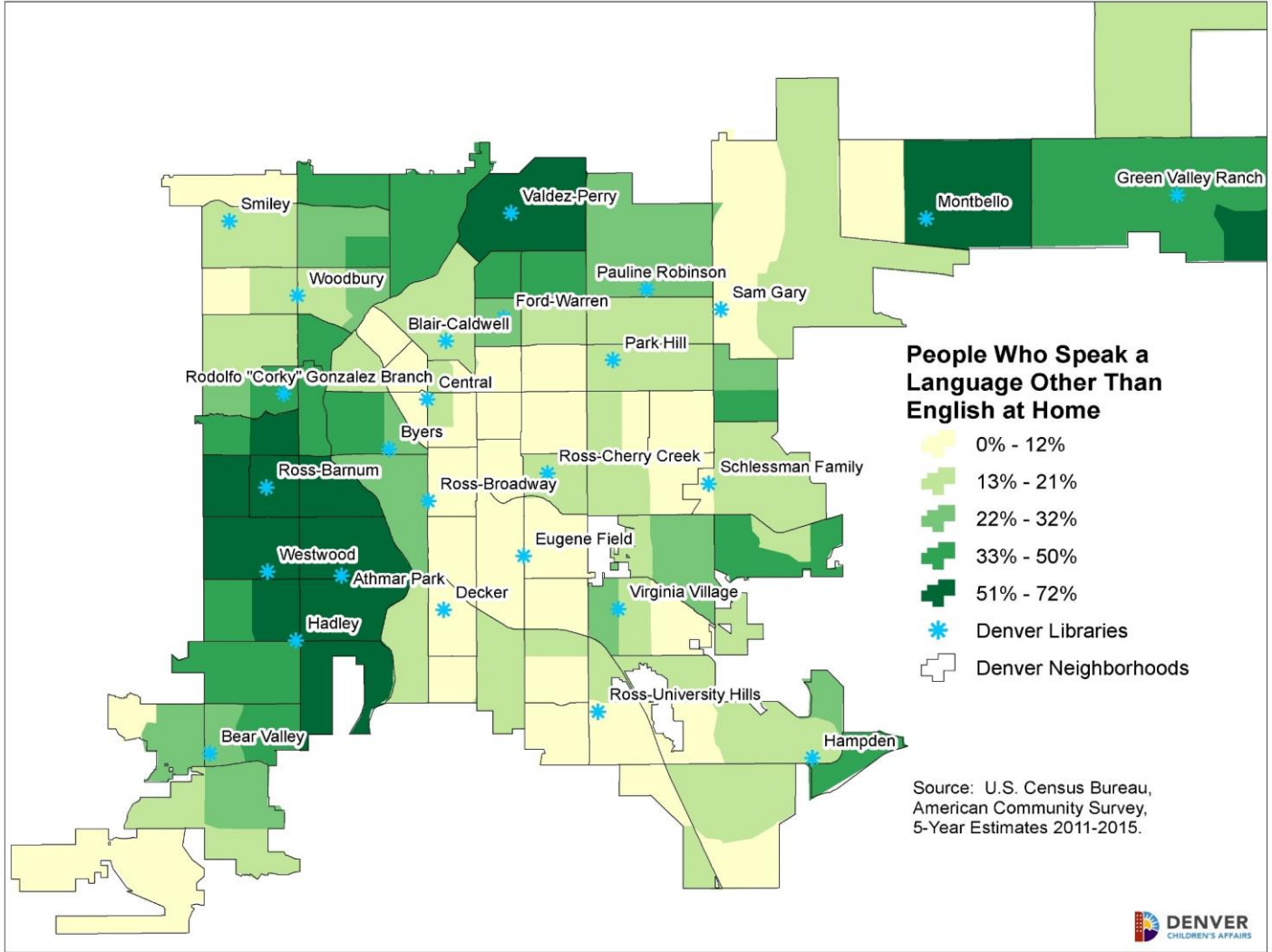
# Challenges for Denver's Young Men of Color - Graduation Rates



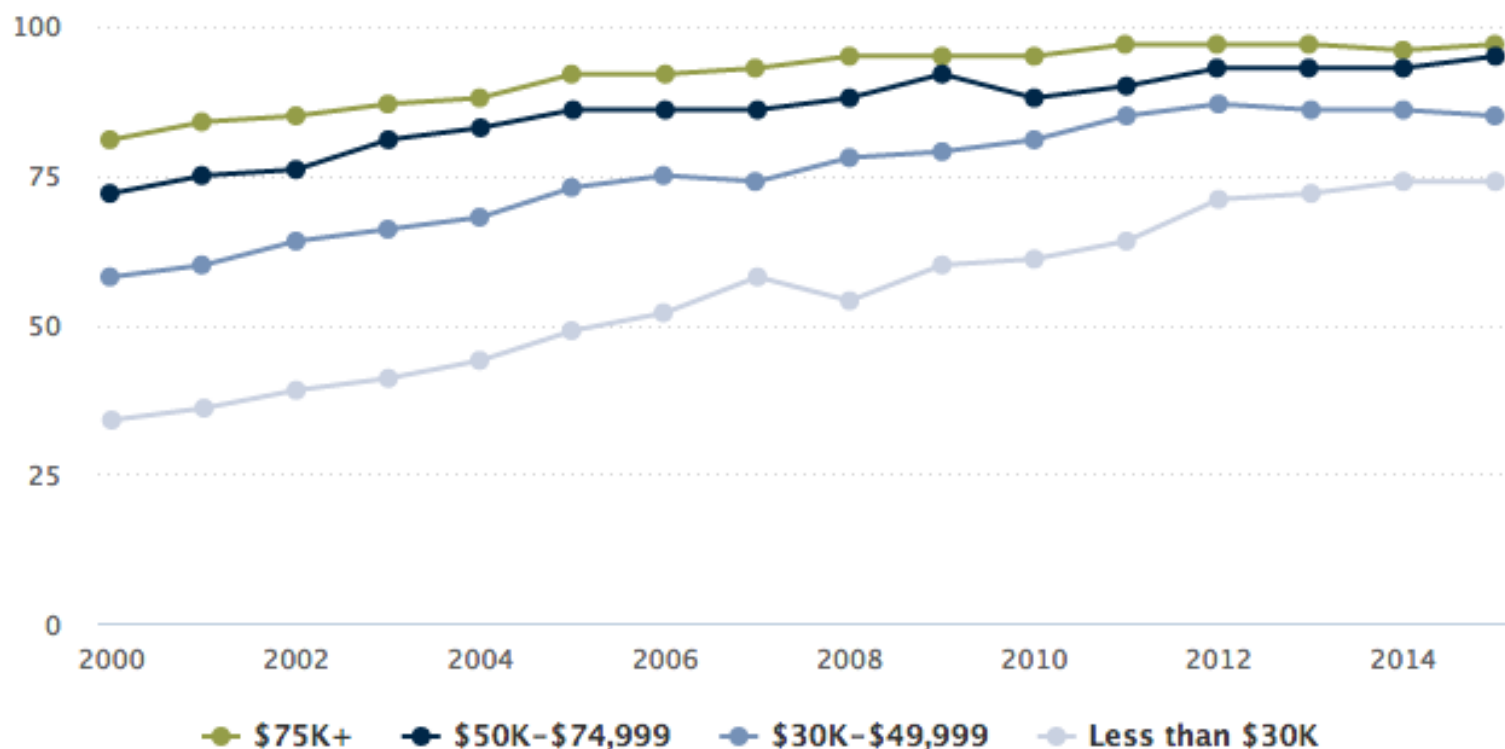
Colorado Department of Education. (2017). *Graduation Data for the Class of 2015-2016; Graduates and completers by District, Gender, and Race/Ethnicity and Instruction Type*. Retrieved January 2017, from Colorado Department of Education: <http://www.cde.state.co.us/cdereval/gradcurrent>.





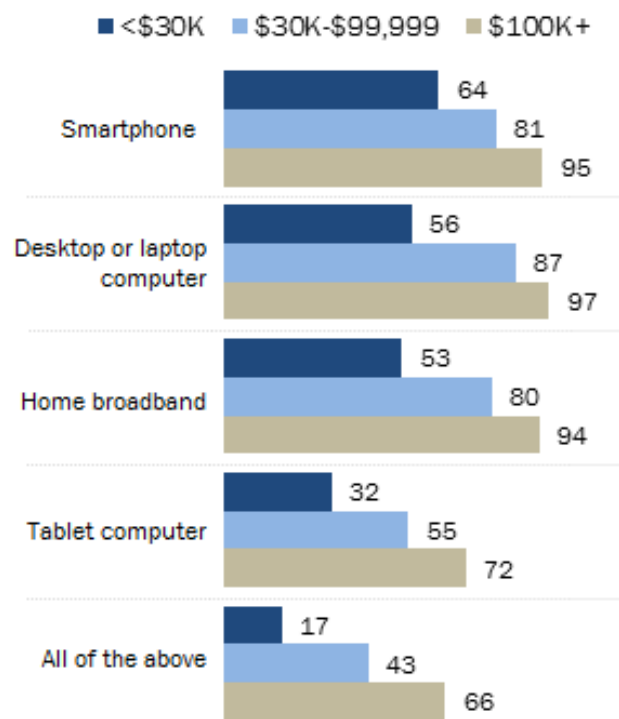


*Among all American adults, the % who use the internet, by income*



## Lower-income Americans continue to lag behind in technology adoption

*% of U.S. adults who have the following ...*

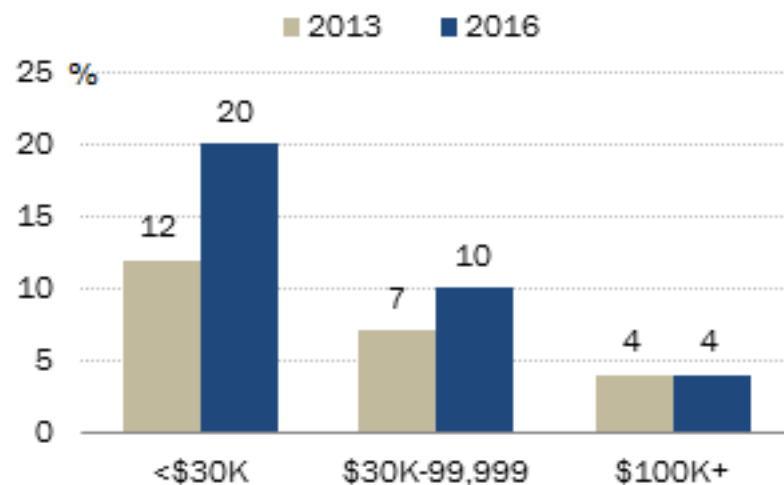


Source: Survey conducted Sept. 29-Nov. 6, 2016.

PEW RESEARCH CENTER

## Growing share of low-income Americans are smartphone-only internet users

*% of U.S. adults who have a smartphone but no broadband at home, by annual household income*



Source: Survey conducted Sept. 29-Nov. 6, 2016. Trend data from previous Pew Research Center surveys.

PEW RESEARCH CENTER



## **IN DENVER CITY AND COUNTY BY 2035**

**145,000 more residents**

**190,000 new jobs**

**1 in 4 between the ages of 18-34**

**1 in 5 age 60+**

**1 in 5 under the age of 18**

Source: DRCOG, 2015; State of Colorado Department of Local Affairs, 2016

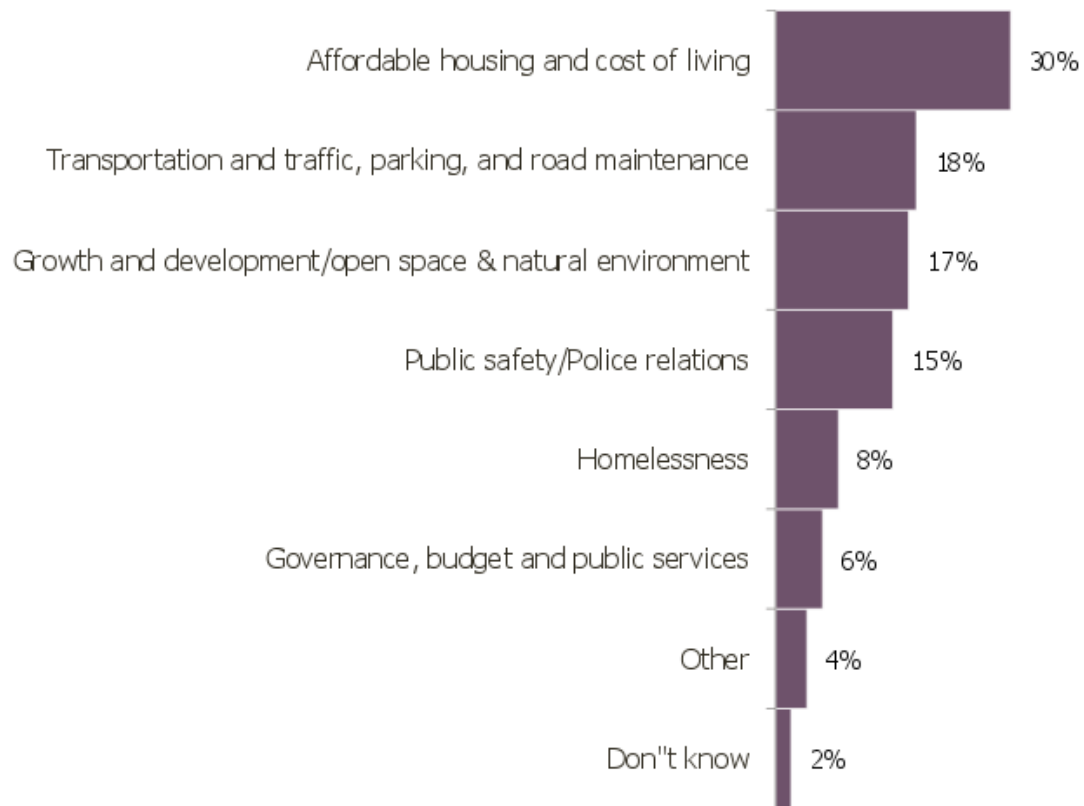
<sup>1</sup> U.S. Census and Colorado Department of Local Affairs, 2014.

<sup>2</sup> According to the Federal Highway Administration, from 2000 to 2010, the share of 14 to 34-year-olds without a driver's license increased from 21 percent to 26 percent. Federal Highway Administration, Highway Statistics 2010—Table DL-20, September 2011.

<sup>3</sup> State of Colorado Department of Local Affairs, 2016.

Figure 11: City/County of Denver's Most Pressing Issue

*What do you think is the single most pressing issue facing the City and County of Denver today and why?*





# Mayor's Priorities

- Youth
- Jobs
- Safety Net
- Mobility
- Affordable Housing
- Safe and Welcoming Communities

# Mayor Hancock's Goals for Kids

- Increase # of children with access to high quality early childhood experiences
- Increase # of Denver third grade students who can read at grade level
- Decrease # of disconnected youth
- Increase # of students who complete a post-secondary pathway and obtain a job
- Increase % of children at a healthy weight.
- Ensure all children have their basic needs met

## **Denver Public Library is Denver's most-visited cultural attraction**

- 4.2 million in-person visits to 26 locations
- 13 million online visitors
- 8.2 million physical circulating items
- + more than 1 million e-materials circulated
- More than 23,000 programs offered in 2016, serving more than 430,000 residents

# 2016 BY THE NUMBERS



**PHYSICAL ITEMS  
CIRCULATED**

**8,243,591**

**0.5%**



**DOWNLOADS  
CIRCULATED**

**1,079,491**

**20.4%**



**IN-PERSON VISITS**

**4,259,373**

**1.5%**



**ONLINE VISITS**

**13,002,172**

**5%**



**PROGRAM SESSIONS**

**23,184**

**10.1%**



**PROGRAM  
ATTENDANCE**

**431,149**

**2.8%**



Compared to 2015 data

## **Denver loves its public library system**

- 73% are self-reported library users; 85% consider themselves supporters of the library
- More than 60% of Denver residents have a Denver Public Library card
- 90% positive response rating
- Staff have a 97% positive satisfaction rating

2016 Public Perception Survey

## Denver loves its public library system

- 92% believe the library is a good use of public funds
- 94% believe the library is a valuable resource to the community
- 71% *disagreed* that there are already too many taxes going towards cultural institutions in Denver

2016 Public Perception Survey

The National Citizen Survey™

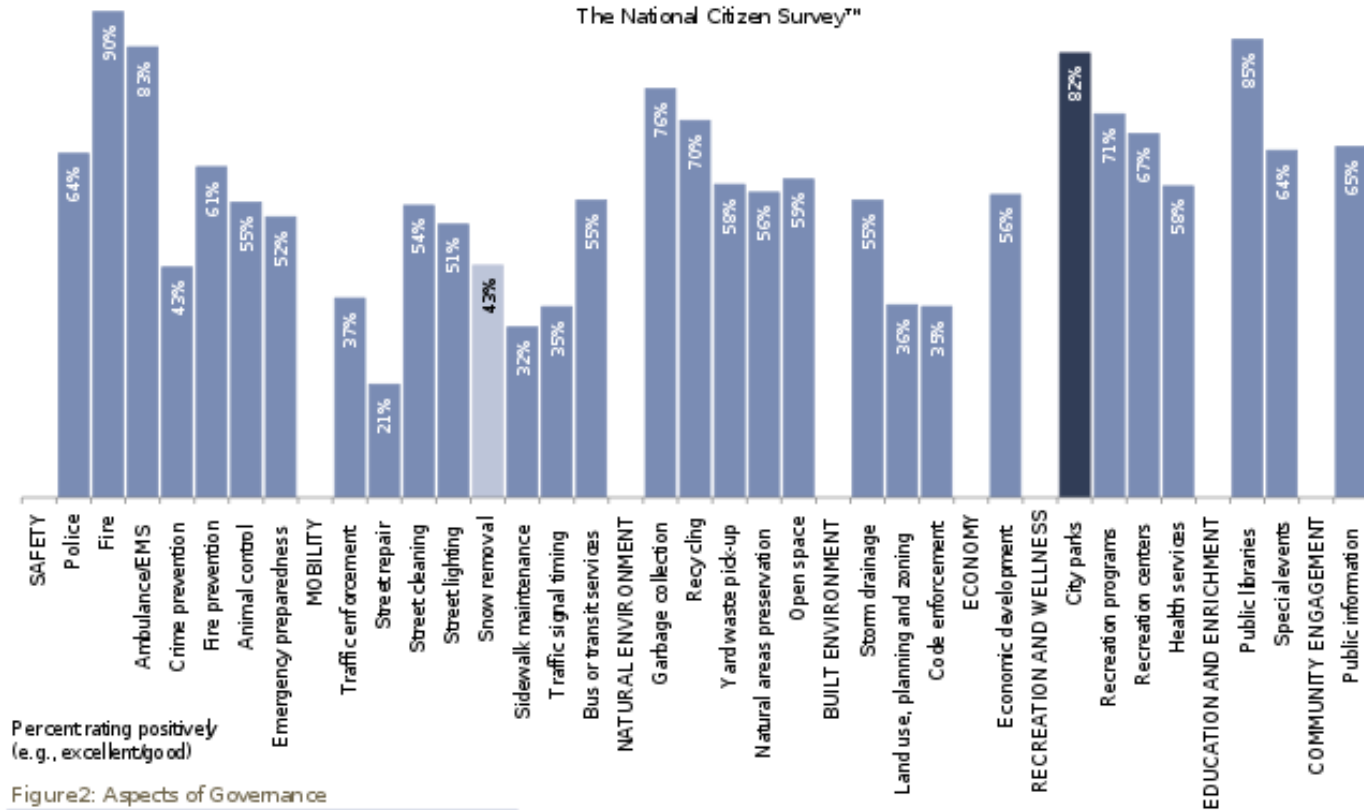


Figure 2: Aspects of Governance

Comparison to custom benchmark

- Higher
- Similar
- Lower

Table 7: Governance by Facet

		Percent rating positively (e.g., excellent/good)															2016 rating compared to 2015
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Safety	Police	64%	66%	59%	57%	63%	63%	66%	69%	62%	54%	63%	59%	58%	59%	64%	Higher
	Fire	91%	92%	91%	88%	92%	95%	93%	91%	91%	89%	91%	90%	90%	91%	90%	Similar
	Ambulance/EMS	84%	88%	85%	82%	86%	86%	86%	86%	85%	84%	89%	84%	86%	85%	83%	Similar
	Crime prevention	47%	45%	39%	38%	38%	34%	49%	48%	46%	44%	47%	46%	47%	43%	43%	Similar
	Fire prevention	NA	NA	NA	NA	NA	NA	NA	NA	NA	63%	63%	66%	62%	66%	61%	Similar
	Animal control	54%	56%	52%	50%	50%	51%	52%	56%	52%	56%	52%	59%	58%	59%	55%	Similar
	Emergency preparedness	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	57%	60%	63%	52%	Lower
Mobility	Traffic enforcement	38%	45%	38%	40%	45%	50%	51%	54%	52%	40%	45%	47%	44%	48%	37%	Lower

6

## The National Citizen Survey™

		Percent rating positively (e.g., excellent/good)															2016 rating compared to 2015
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Natural Environment	Street repair	23%	21%	23%	27%	29%	21%	31%	28%	31%	29%	31%	32%	28%	26%	21%	Similar
	Street cleaning	54%	50%	55%	52%	53%	50%	57%	60%	61%	55%	61%	57%	56%	56%	54%	Similar
	Street lighting	54%	54%	54%	51%	52%	50%	53%	60%	59%	54%	53%	51%	54%	51%	51%	Similar
	Snow removal	52%	47%	53%	54%	54%	25%	37%	48%	50%	51%	48%	52%	49%	51%	43%	Lower
	Sidewalk maintenance	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	41%	40%	32%	Lower
	Traffic signal timing	42%	41%	39%	39%	38%	39%	39%	42%	45%	42%	44%	45%	42%	42%	35%	Lower
	Bus or transit services	57%	58%	58%	61%	64%	61%	60%	61%	58%	57%	57%	60%	63%	61%	55%	Lower
	Garbage collection	76%	77%	78%	78%	76%	78%	83%	84%	82%	82%	81%	78%	79%	80%	76%	Similar
	Recycling	60%	63%	60%	66%	67%	64%	73%	74%	72%	78%	69%	75%	74%	70%	70%	Similar
	Yard waste pick-up	NA	59%	58%	56%	55%	56%	67%	63%	57%	55%	59%	55%	58%	64%	58%	Lower
Natural Environment	Natural areas preservation	NA	NA	NA	NA	NA	NA	NA	NA	NA	62%	62%	65%	60%	56%	Similar	
	Open space	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	66%	68%	64%	59%	Similar	
	Storm drainage	NA	NA	NA	NA	NA	NA	NA	NA	NA	53%	59%	62%	62%	55%	Similar	
Built Environment	Land use, planning and zoning	35%	37%	37%	40%	37%	34%	46%	48%	51%	43%	45%	52%	50%	44%	36%	Lower
	Code enforcement	36%	37%	37%	31%	30%	26%	35%	40%	39%	32%	39%	42%	38%	43%	35%	Lower
Economy	Economic development	47%	38%	36%	40%	45%	52%	50%	43%	41%	42%	48%	62%	65%	65%	56%	Lower
	City parks	84%	80%	79%	79%	78%	81%	86%	86%	84%	87%	84%	87%	84%	87%	82%	Similar
Recreation and Wellness	Recreation programs	70%	NA	NA	NA	68%	64%	75%	68%	71%	71%	73%	69%	74%	74%	71%	Similar
	Recreation centers	69%	73%	72%	67%	NA	NA	68%	70%	71%	67%	72%	70%	72%	73%	67%	Lower
	Health services	48%	49%	44%	47%	48%	51%	50%	55%	59%	53%	64%	64%	64%	66%	58%	Lower
Education and Enrichment	Special events	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	63%	66%	64%	64%	Similar
	Public libraries	86%	84%	83%	76%	NA	NA	86%	85%	76%	77%	80%	81%	84%	84%	85%	Similar
Community Engagement	Public information	58%	58%	57%	56%	37%	45%	68%	67%	63%	63%	62%	65%	71%	66%	65%	Similar

Table 8: Governance by Facet





## Sources of Revenue for DPL

About \$43,250,000 or 95% of our budget comes from the City's General Fund

The City's General Fund total of \$1,897,000,000 comes from:

- Property Tax \$362 MM
- Sales & Use Tax \$680MM
- Other Taxes \$146MM
- Intergovernmental Revenues \$44MM
- Licenses & Permits \$48MM
- Fines \$56MM
- Interest \$13MM
- Fees \$67MM
- Charges for Services \$85MM
- Other Revenues \$396MM

About \$230MM of the City's revenue comes from the Federal Government

About \$2,550,000 or 5% of our budget comes from our Special Revenue Fund

The Special Revenue fund comes from:

- Friends – Donations = 36%
- Friends – Endowment = 13%
- Friends - Fundraising = 9%
- Friends Total = 58%

Operations = 34% (lost books, copiers, WHG photos, meeting rooms etc.)

Trust Distributions = 8%

## **City Librarian Report**

### **GO Bond Update**

On Friday, April 14, we made our case to the City-Owned Facilities Stakeholder Committee to be included in the 2017 GO Bond package. The presentation went well and the questions were positive and thoughtful. Committee members seemed engaged and several commented about having a better understanding of the role of the library in the community. We have included the presentation in your packet.

Six members of the Friends Foundation Board spoke on behalf of the library and several more attended for moral support. The committee will continue to meet through April and make a recommendation to the Mayor's Executive Committee by the beginning of May. The Executive Committee is scheduled to make a recommendation about what to include in the GO Bond package to the Mayor by the beginning of June.

### **Blair-Caldwell African American Research Library Town Hall**

On Thursday, April 13, former Mayor Wellington Webb, Urban League CEO Sean Bradley and State Representative James Coleman hosted a town hall meeting to discuss the facilities needs of the Blair-Caldwell African American Research Library and provide an opportunity for community members to share their concerns and desires for the future of the library. Commission President Marshall was there to welcome the community and provide insight and advice about the need for political advocacy in support of Blair-Caldwell being included in the upcoming GO Bond package. There were over 100 people present to ask questions, voice their desires and concerns and discuss the need for advocacy. It was a great event.

### **Back Story Exhibit**

Back Story is an exhibit at History Colorado that opened in March and runs through February 2018. History Colorado and the Denver Art Museum (DAM) collaborated on this exhibit which includes two paintings from the library's collection: "Estes Park" by Albert Bierstadt, and "Group of Piegan Indians" by John Mix Stanley.

The exhibit contains some of the best pieces from the DAM's collection along with artifacts from History Colorado's cache of museum pieces. Upon entering the exhibit, which is on the fourth floor, visitors immediately see Stanley's painting. About midway through, Bierstadt's work graces a large wall.

### **Naturalization Ceremony**

On April 13, the library hosted its annual naturalization ceremony in which 78 people from 40 countries became U.S. citizens. As usual, it was a moving ceremony with Commission President Marshall, Mayor Michael Hancock and U.S. Congresswoman Diana DeGette present.

## **Metro Denver Chamber of Commerce Gold Networking Event/150th Anniversary Exhibit Reception**

On April 11, the library hosted a large exhibit reception and networking event in partnership with the Metro Denver Chamber of Commerce. There were 350-400 people in attendance. The 150th anniversary exhibit is up through October.

### **Dates to Remember**

- 4/29, 10 a.m.–4 p.m., Doors Open Denver at Athmar Park, Blair-Caldwell, Pauline Robinson, Ross-Broadway, Schlessman Family (also on 4/30, 1–4 p.m.) and Smiley Branch Libraries
- 4/30, 12–4 p.m, Dia del Nino, Central Library
- 6/21-24, Summer Used Book Sale, Conference Center

### **City Librarian Activity Highlights**

#### **Mayor and City Council**

- Met with Mayor to discuss GO Bond, RiNo Park, security concerns and neighborhood engagement
- Met with Mayor's Chief of Staff to discuss GO Bond, RiNo Park, security concerns and neighborhood engagement
- Participated in Mayor's Agency Head meeting
- Accepted National Library Week City Council proclamation at City Council meeting
- Attended 2018 budget kickoff

#### **Facilities Master Plan**

- Met with North Denver Cornerstone Collaborative (NDCC) and National Western Center teams to share information about their projects and library interests in RiNo and Globeville
- Toured possible RiNo location with RiNo Arts District
- Presented to Mayor's Executive Development Council with Parks and Recreation and NDCC staff about RiNo Park process and interests
- Presented library GO Bond project needs to the City-Owned Facilities Stakeholder Committee
- Presented two times to staff groups about GO Bond and master plan
- Presented Blair-Caldwell facilities needs and library vision and answered questions at the Blair-Caldwell town hall meeting
- Met with multiple advocates to discuss GO Bond

#### **Early Learning/Out of School Learning**

- Met with Office of Children's Affairs staff to review data available to library from City and library data City could use
- Met with Office of Children's Affairs director to discuss Children's Cabinet and Birth to Eight Roadmap work
- Participated in Denver Education Compact meeting
- Attended Mayor's press conference to launch Youth One Book One Denver

### **Services for Immigrants and Refugees**

- Welcomed participants of the naturalization ceremony
- Participated in Mayor's press conference regarding Immigrant Stories (to be collected and highlighted on DPL site)

### **Community Engagement**

- Welcomed attendees to CSU/DPL author series at Central and Gonzales: Gayle Forman and Hector Tobar
- Presented about library to City Club members at the Brown Palace
- Presented about the library to the Monaco South Optimist Club
- Presented about library to the Cherry Creek North Neighborhood Association
- Met with Christine Benero, CEO of Mile High United Way, to talk about mutual concerns and interests including Globeville
- Attended Harmony Street concert with First Lady Mary Louise Lee singing at Blair-Caldwell

### **Services to People Experiencing Life Challenges**

- Met with new Office of HOPE Director Erik Solivan and staff to discuss library services for people experiencing homelessness and poverty and library resource needs

### **Library Commission**

- Met with Commission President Marshall to discuss retreat
- Organized Library Commission retreat

### **Friends Foundation**

- Met with Acting Director Laurie Romer and Booklovers Ball Chair and Metro Denver Chamber CEO Kelly Brough
- Participated in Friends Foundation Board retreat with Library Strategies consultants

### **Staff Support**

- Attended Denver Business Journal's 40 Under 40 Award Luncheon to honor Will Chan, New Americans Project Program Administrator
- Met with staff at Pauline Robinson, Hampden and Decker

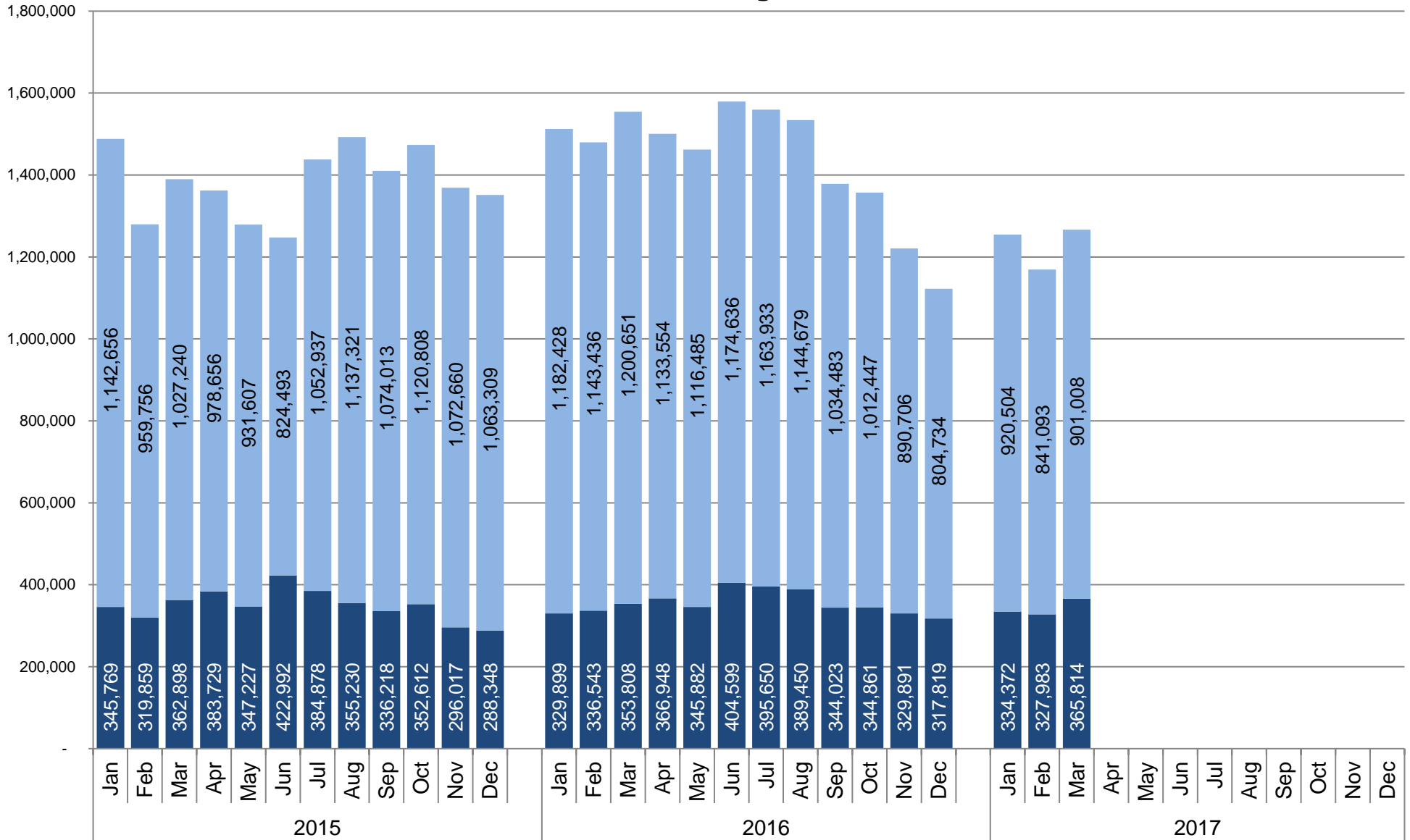
### **Other**

- Interviewed by Channel 9 and CPR regarding homelessness, opioid use and other matters
- Elected to the Public Library Association (PLA) Board of Directors (3-year term starts this summer)
- Began reviewing 93 applications for the HR director position

April 2017

# Denver Public Library Total Visits By Month

■ Online  
■ In Person



➔ Gonzales Branch opened February 23, 2015

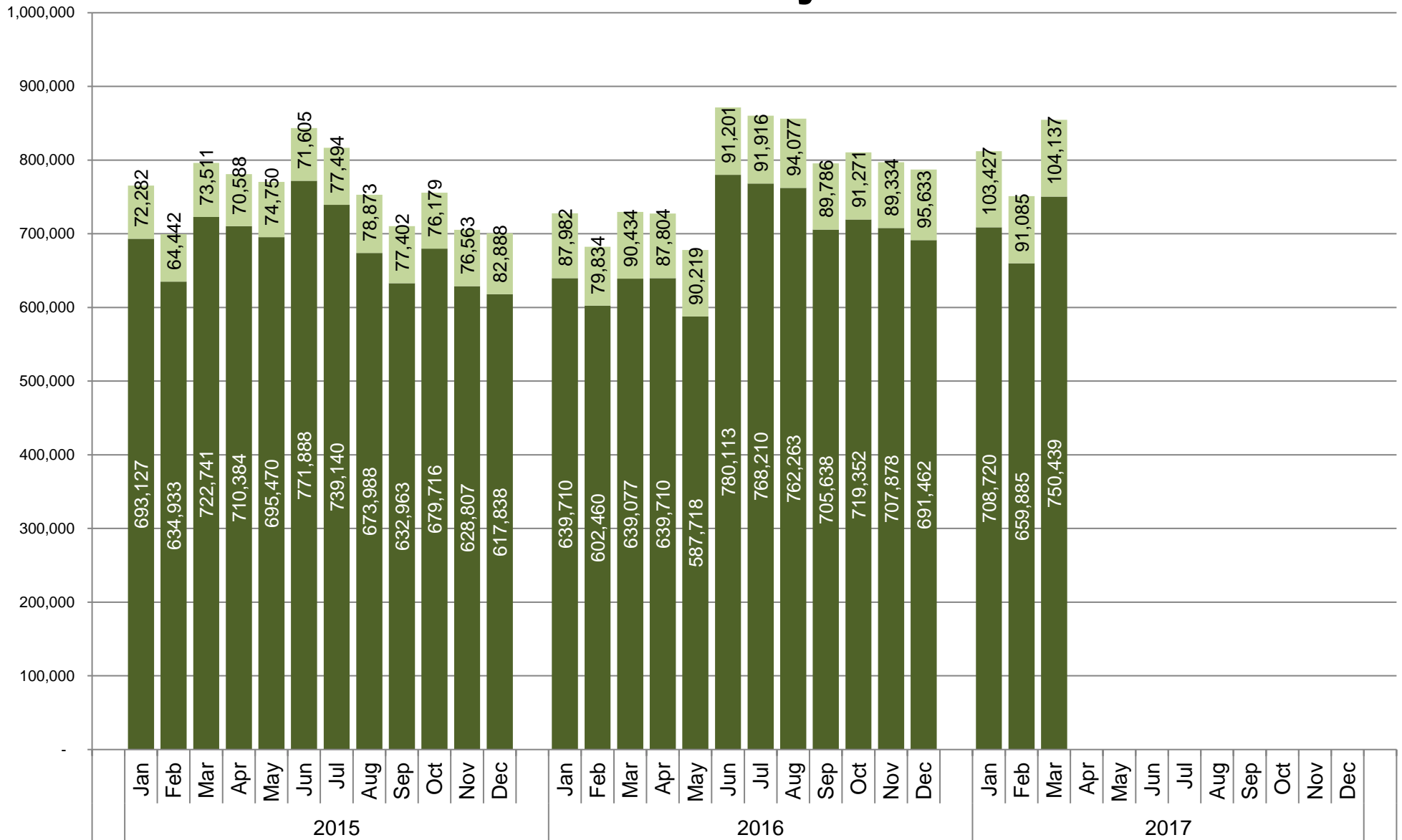
➔ Investigating a possible change in hour Overdrive visits are counted, resulting in significant drop in our online visits since November 2016

**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

### March 2017

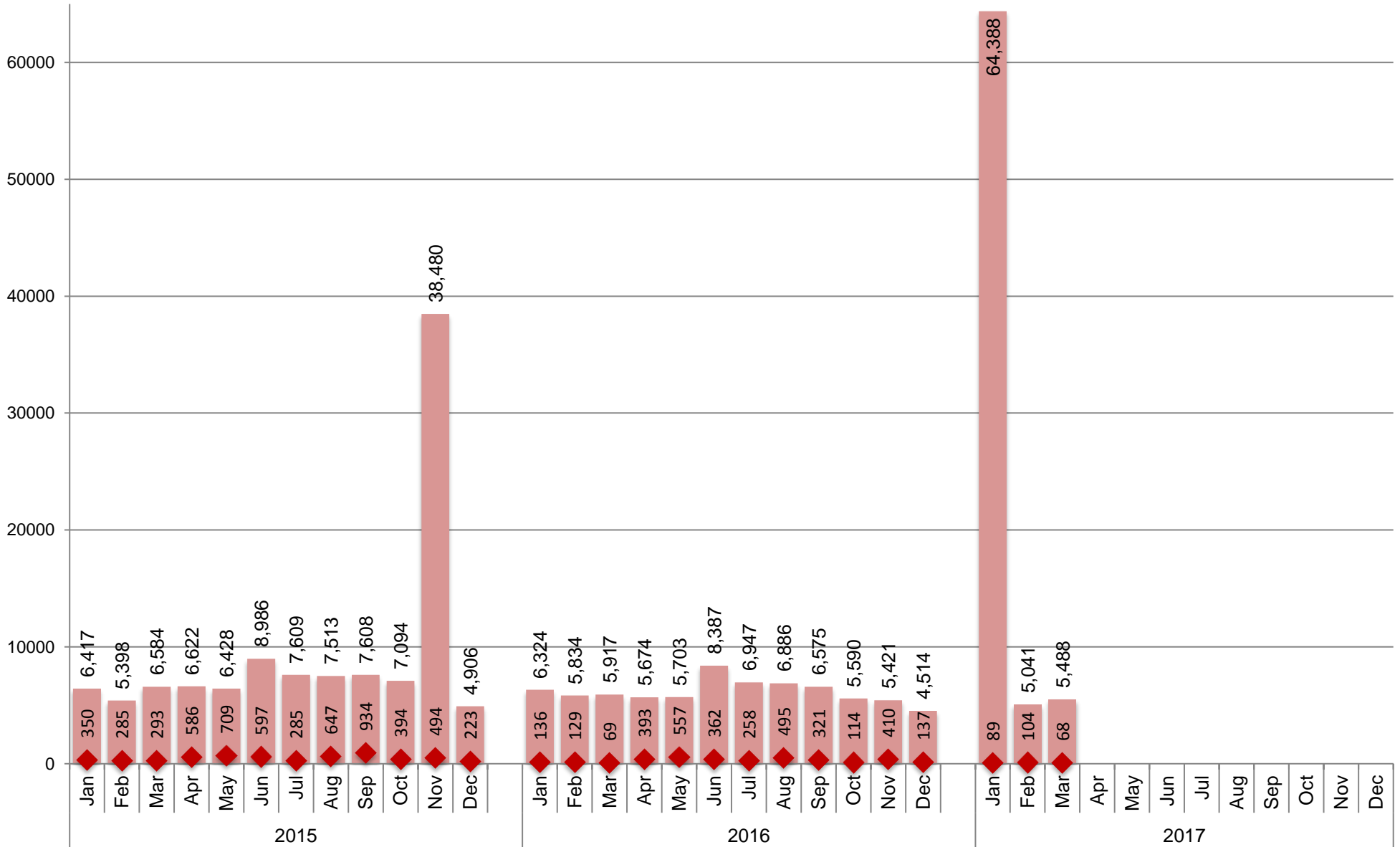
Location	Total Circulation	+/- Previous Month		2017/2016 Year/Year	
Athmar Park	9,756	↑	1,801	↑	1,765
Bear Valley	35,640	↑	5,256	↑	5,673
Blair-Caldwell African American Research Library	9,937	↑	1,172	↑	888
Bookmobile	12,156	↑	828	↑	4,486
Byers	3,759	↑	537	↑	250
Central Library	113,826	↑	11,553	↑	18,111
Decker	16,378	↑	1,641	↑	1,352
Eugene Field	26,800	↑	2,536	↑	2,530
Ford-Warren	14,117	↑	2,161	↑	1,526
Green Valley Ranch	32,716	↑	4,776	↑	8,650
Hadley	12,774	↑	905	→	(191)
Hampden	37,374	↑	4,857	↑	4,292
Montbello	12,455	↑	1,850	↑	3,465
Park Hill	35,679	↑	4,573	↑	4,680
Pauline Robinson	6,863	↑	641	↑	1,868
Rodolfo "Corky" Gonzales	27,163	↑	2,468	↑	2,839
Ross-Barnum	8,060	↓	(865)	↓	(1,502)
Ross-Broadway	17,503	↑	2,498	↑	2,499
Ross-Cherry Creek	29,343	↑	3,604	↑	3,430
Ross-University Hills	59,139	↑	8,055	↑	9,211
Sam Gary	66,976	↑	7,736	↑	10,329
Schlessman Family	63,447	↑	9,246	↑	11,791
Smiley	25,773	↑	3,446	↑	2,111
Valdez-Perry	4,819	↑	1,164	↑	1,800
Virginia Village	36,872	↑	4,659	↑	5,274
Westwood	4,165	↑	60	→	(125)
Woodbury	26,949	↑	3,396	↑	4,360
Denverlibrary.org Downloadables	104,137	↑	13,052	↑	13,703
<b>Total</b>	<b>854,576</b>	<b>↑</b>	<b>103,606</b>	<b>↑</b>	<b>125,065</b>

→ Gonzales branch opened February 23, 2015.



# Denver Public Library Total New Library Cards By Month

■ New Cards  
◆ Outreach Signups



➔ MyDenver card program large DPS database upload in November 2015 and January 2017.

➔ Gonzales Branch opened February 23, 2015.

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

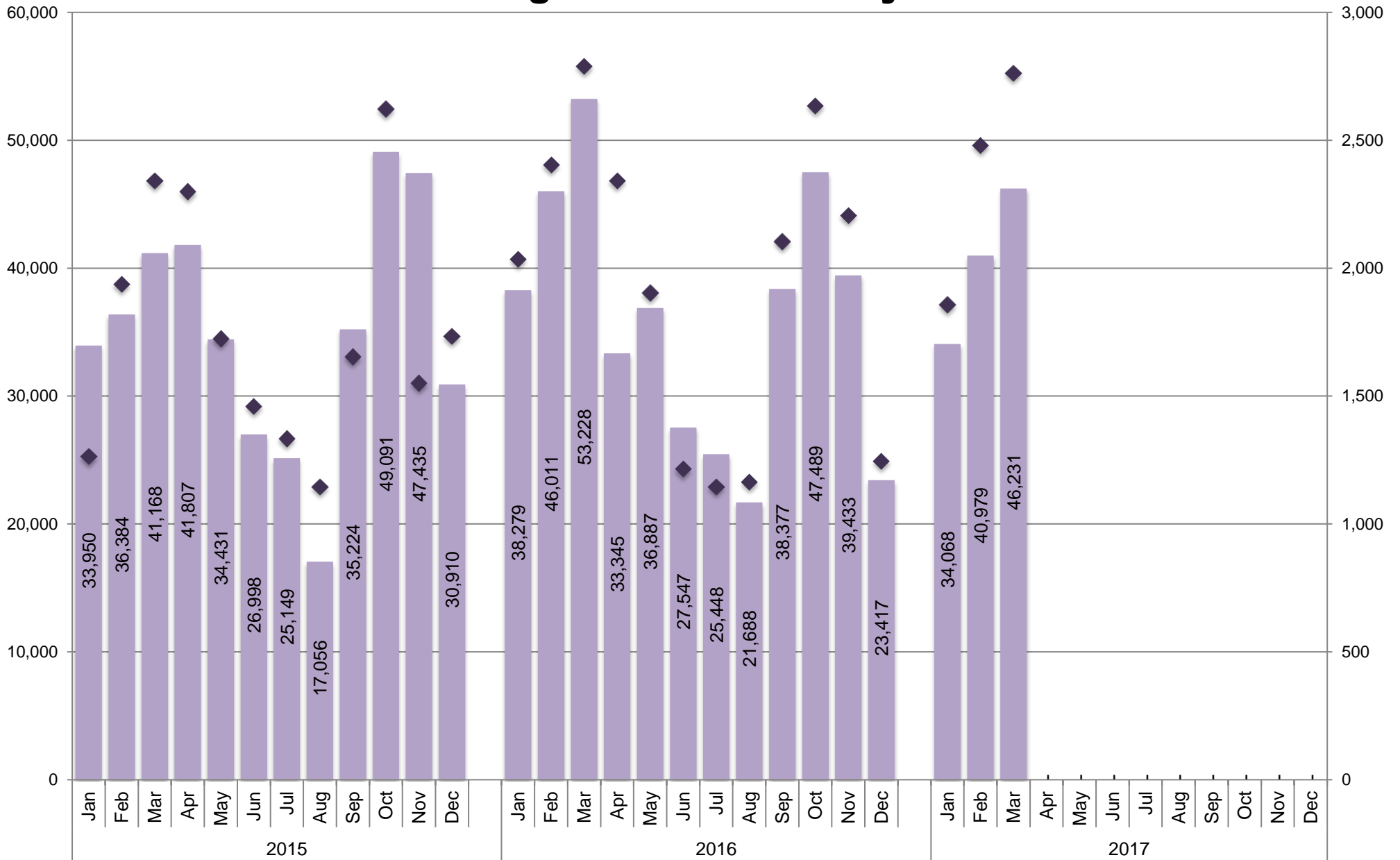
**Outreach Signups** - total number of new library card signups occurring at Outreach events in the community, as submitted to TrackVia Program & Outreach Tracking application. (Note: 2014 data includes some estimates, as our tracking system did not capture this information before 2015.)

# Denver Public Library

## Total Program Attendance By Month

■ Attendance

◆ Sessions



**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



March 16, 2017

## Denver's main library now stocks medication to treat heroin overdoses

Library keeps track of heroin overdoses on the property

Steve Staeger, KUSA 8:04 PM, MDT March 16, 2017



DENVER - Michelle Jeske says anyone can walk into a library and everyone is welcome.

It's a reminder of just how public a library is.

But Jeske never expected that she'd be treating drug overdoses once she became a librarian.

"Definitely, over the last few years, my job has changed quite a bit," she says at the Denver Public Library's Central branch. "This isn't the kind of thing back in 1993 that we were being taught in graduate school."

Six people have overdosed on heroin at the Denver Public Library's Central branch since the library started keeping track this year. The problem became bad enough that in late February, the library started stocking Narcan, a nasal spray used by first responders to revive heroin overdose victims.



Since then, staff members have administered four doses of it, including one on the first day Narcan was available at the library.

Thirteen staff members at this Denver library, the only one that stocks Narcan, are specially trained to administer the medication. The library also [employs social workers](#).

Denver's chief librarian said the library is a key public space for all people in Denver.

"In general most people understand that there are a lot of people in our community who are suffering from any number of challenges whether those are behavioral issues, mental health issues, substance abuse issues," Jeskie said.



## Library Stocks Up On Drug to Treat Overdoses

**DENVER (CBS4)** – A new effort is being made to treat **drug** overdoses at Denver’s Central Library. Chris Henning, a spokesman for the Denver **Public** Library, said there have been six cases of people overdosing at the downtown branch since mid-February.



(credit: CBS)

Four of those cases were **treated** with Narcan, a **nasal medication for opioid overdoses**.

Each Narcan kit **costs** \$75, and the library says it’s worth the cost.

“The very first day that we got the shipment in we had to deploy one of

the kits, so a little scary, but we want to make sure that we have all of the tools that we need to be able to respond to any kind of emergency possible,” Henning said.

In 2015 in Colorado there were 472 deaths linked to opioids, including heroin and **prescription** painkillers. Some **doctors** are advocating the widespread distribution of the antidote.

“If you have a lot of people at risk in a certain area that’s where the highest value is,” said Dr. Jason Hoppe at University of Colorado **Hospital**.

“The next steps for this is getting it into people’s **homes**, accepting that this may happen at the library, what do we do about it? How do we give people an opportunity to change their lives later?”

In 2015 in Colorado, there were 472-deaths linked to opioids including heroin and prescription painkillers.



# THE DENVER POST **denverpost.com**

March 16, 2017

## **Denver's Central Library stocking Narcan to treat drug overdoses**

Six people have OD'd in the downtown library since Jan. 1

By TOM MCGHEE | [tmcghee@denverpost.com](mailto:tmcghee@denverpost.com) | The Denver Post



Provided by Denver Public Library

*A view of the Denver Public Library central branch from the south. The number of calls from Denver's Central Library for police or medical assistance soared last year, and while not all are drug related, staff members are now being trained to spot and treat drug overdoses.*

The library last month began stocking kits containing Narcan nasal spray to treat overdose.

“We got our first shipment of Narcan on Feb. 28,” library spokesman Chris Henning said. “The first day we got it in we had to use one of the kits.”

A national opioid overdose epidemic isn't as bad in Colorado as it is in other parts of the country, but in 2015 there were 472 deaths related to prescription opioids and heroin in the state, according to the state Department of Public Health and Environment.

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## RELATED ARTICLES

- **Homeless spending days at Denver's libraries find help in the stacks**
- **Colorado's opioid and heroin overdose deaths outnumbered homicides in 2015**
- **How a Colorado health care provider is battling the opioid epidemic with non-pill pain treatments**
- **Guest Commentary: Save lives in southern Colorado with opioid treatment training**

Library officials keep an eye on national and local trends, because they realize that libraries are used by a wide cross-section of society and staffers may eventually confront one of the trends, Henning said.

“We started seeing nationally and in Denver that overdoses were becoming more common, as were deaths.”

Six visitors to the Central Library at Broadway and West 14th Avenue Parkway have overdosed since Jan. 1.

This is the first year that the library has specifically tracked overdoses.

In 2015, there were 119 calls for medical assistance at the central library. In 2016, that number grew to 167. Police calls also grew, from 43 in 2015, to 83 last year.

# YOURHUB

DENVER

CALENDAR

COLORADO CACTUS AND SUCCULENT SOCIETY SHOW »9C

## IdeaLAB inspires Montbello kids

*Library's new technology center geared toward students »4C*



Library program associate Jessica English helps Simon Romero design a game in Roblox during Roblox Game Designers Club at the Montbello library last week. The Montbello library's IdeaLAB is a community technology center geared toward students.

Seth McConnell, YourHub



### The best time ever.

What to do, where to be and what to see in Denver and Colorado.

»[theknow.denverpost.com](http://theknow.denverpost.com)



## Denver Public Library by the numbers, 2016 edition



Megan Arellano

March 12, 2017 / 4:26 pm / Denver news

Share this:



*The Denver Public Library, American as apple pie. (Kevin J. Beaty/Denverite)*

These days, the work of the Denver Public Library has been extended from purveyor of books to [provider of services](#), [concerts](#) and [more](#).

But don't get it twisted, there's still a lot of books.

Circulation numbers from 2016 say that more physical material was utilized by patrons than digital: Only 4 percent of checkouts were digital items such as eBooks.

The humble book even managed to reign supreme in terms of aggregate checkouts. Check out the breakdown below, which looks at material types both physical and digital:

# Denver Public Library checkouts in 2016

Books	4,055,435
DVDs & Blu-Rays	2,262,467
CDs	425,040
Audiobooks	313,998
eBooks	186,652
Other	76,287
Magazines	37,031

Source: Denver Public Library

Created with [Datawrapper](#)

A few other items of note:

## **FOR YOU: The 10 most checked-out items from the Denver Public Library in 2016**

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The library's new program providing [access to state parks with an adventure backpack](#) was well-received. In under six months, the backpacks were checked out 551 times.

Likewise, another new initiative to provide [wireless hotspots to low-income families](#) was accessed 220 times from August until the end of the year.

Patrons used their library cards to access the Denver Museum of Nature and Science [and other museums](#) almost 1,000 times during 2016.



ello. Adele's "25" was the most popular CD of 2016. (Kevin J. Beaty/Denverite)

s for the most popular items to check out, [they were all DVDs](#). But if you want to know the most popular books, here you go.

1. Fool Me Once, 728 checkouts
- Between the World and Me, 756 checkouts
- My Name is Lucy Barton : a novel, 801 checkouts
7. Big Magic : Creative Living Beyond Fear, 876 checkouts
6. Go Set a Watchman, 942 checkouts
5. When Breath Becomes Air, 981 checkouts
4. Spark Joy : An Illustrated Master Class on the Art of Organizing and Tidying Up, 1005 checkouts
3. The Life-Changing Magic of Tidying Up : The Japanese Art of Decluttering and Organizing, 1035 checkouts
2. All the Light We Cannot See : a novel, 1168 checkouts
1. The Girl on the Train, 1641 checkouts





*"The Girl on the Train" on the shelf at the Denver Public Library. (Kevin J. Beaty/Denverite)*

And if you're feeling inspired to pick up a book, there are currently 23 copies of *The Girl on the Train* available at the library. Timing is everything, I suppose.

*Methodology note:* In the material type chart, physical audiobooks and electronic audiobooks are categorized together.

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Share this:



## **The 10 most checked-out items from the Denver Public Library in 2016**



Megan Arellano

March 12, 2017 / 4:24 pm / Denver news



the Denver Public Library's mighty media collection. (Kevin J. Beaty/Denverite)

Have you ever browsed the recently returned section at the Central Branch of the Denver Public Library? It's a titillating look into what fellow Denverites are enjoying.

Well, take the recently-returned section and zoom it way out and you might get a list like this — the 10 most checked out items from the Denver Public Library in 2016.

## Need Adobe Creative Cloud or recording studio access? Denver Public Library has you covered



Dave Burdick / [Follow](#)

March 5, 2017 / 7:57 pm / Denver news





the Denver Public Library. (Kevin J. Beaty/Denverite)

The Denver Public Library has announced the addition of [a new recording studio](#) — in addition to the one that's already been available.

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## Meet Denver's cycling hipsters of old: the Denver Wheel Club and the fight to bring a national race to the Wild West



Kevin Beaty /  Follow

February 18, 2017 / 6:30 am / Denver news



*Denver Wheel Club scrapbook saved in the Denver Public Library's Western History Collection archive. (Denver Wheel Club Records/ Denver Public Library/Western History Collection)*

One year was 1893 and the Denver Wheel Club, a burgeoning association of cyclists, travelled to Asbury Park, New Jersey, for the national meeting of the League of American Wheelmen. It would be at this convention that the passionate group of pedaling Denverites would lobby and win the right to bring the national cycling scene to Denver for the first time.

---

## **Historic Colorado photos: Donald Kemp's gaping gorgeous landscapes**



Kevin Beaty / [Follow](#)

October 30, 2016 / 2:17 pm / Denver news





*ow covers the banks of a creek near Eldora in Boulder County, Colorado. Snow-covered pine trees stand on both sides of the creek. Between 1935 and 1950. (Donald Kemp/Denver Public Library/Western History Collection/K-187)*

When he retired from the army in 1935, Captain Donald Kemp returned to Colorado, his home state, where he would produce an abundant collection of landscape photography.

---

## **Historic Colorado photos: Burnis McCloud documents Denver's African-American community**



Kevin Beaty / [Follow](#)

October 28, 2016 / 11:35 am / Denver news





Members of a teenage jazz band stand on a stage at a dance in Denver, Colorado. (Burnis McCloud/Denver Public Library/Western History Collection/MCD-134)

As a Denverite we've been privileged to be allowed by the Denver Public Library to dive into their [Western History Collection](#), a massive archive of Denver and Colorado history with photographs stretching back as far as the mid 1800s. But in delving into the library's collections one cannot help but notice a lack of diversity in older images.

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## OLDER POSTS



**DENVER**  
THE MILE HIGH CITY

# 2017 General Obligation Bond



**DENVER PUBLIC LIBRARY**

April 2017

FOR CITY SERVICES VISIT | CALL  
**DenverGov.org** | **311**

- Library Overview
- Overview of Projects
- Presentation of Individual Project Needs
- Question/Answer



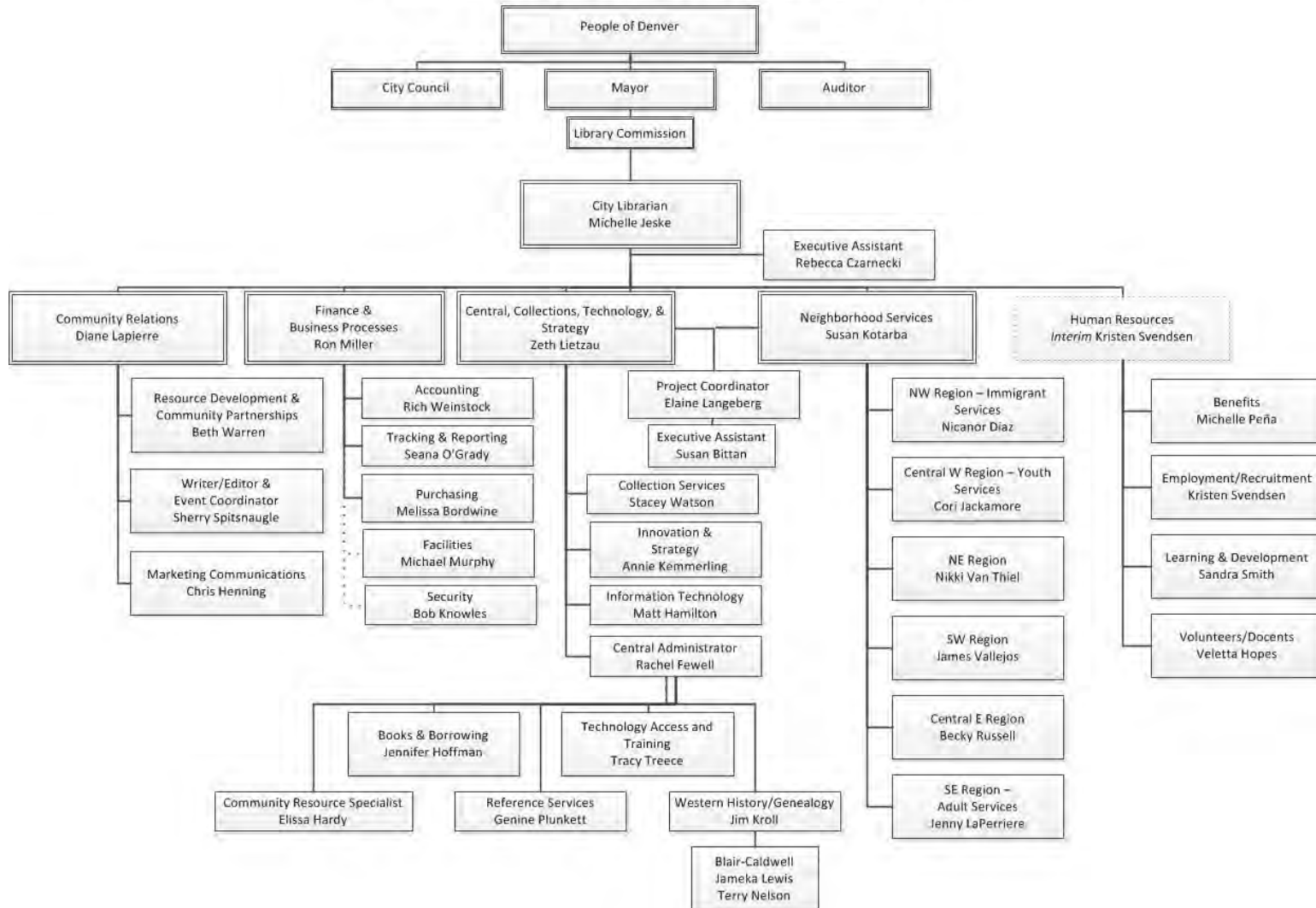
## **Mission:**

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

## DPL Organizational Chart





- Key Library Facts
  - FY 2017 budget:  
\$46,548,926
    - Total Employees: 622
    - 1,542 volunteers
  - Capital Asset Inventory
    - 26 City-owned buildings
    - Includes 1 facility the library doesn't manage
    - 2 Bookmobiles



## Denver Public Library is Denver's most-visited cultural attraction



- 4.2 million in-person visits to 26 locations
- 13 million online visitors
- 8.2 million physical circulating items
- + more than 1 million e-materials circulated
- More than 23,000 programs offered in 2016, serving more than 430,000 residents

## Denver loves its public library system

- 73% are self-reported library users; 85% consider themselves supporters of the library
- More than 60% of Denver residents have a Denver Public Library card
- 90% positive response rating
- Staff have a 97% positive satisfaction rating

2016 Public Perception Survey



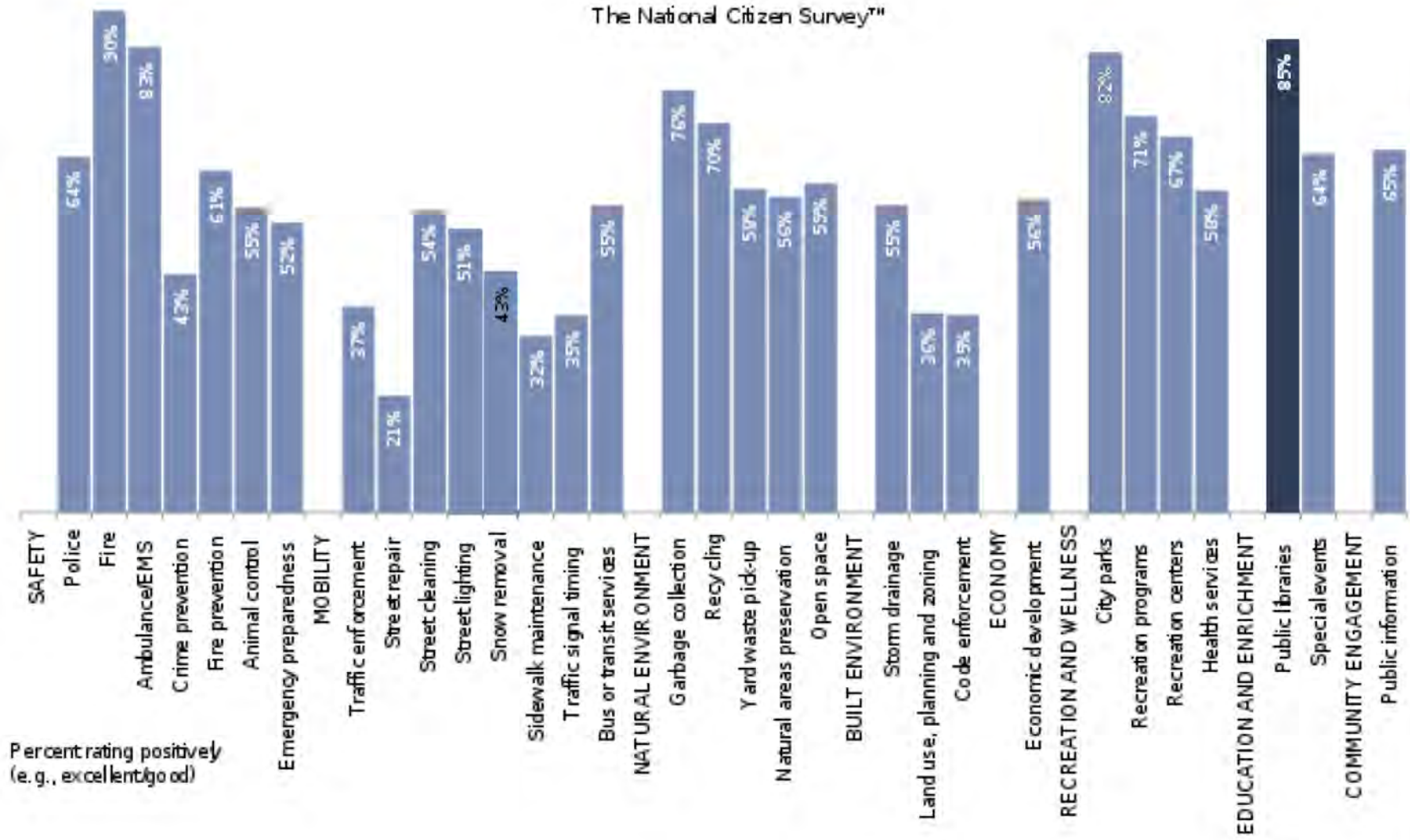
## Denver loves its public library system

- 92% believe the library is a good use of public funds
- 94% believe the library is a valuable resource to the community
- 71% *disagreed* that there are already too many taxes going towards cultural institutions

2016 Public Perception Survey



# Denver Public Library Overview

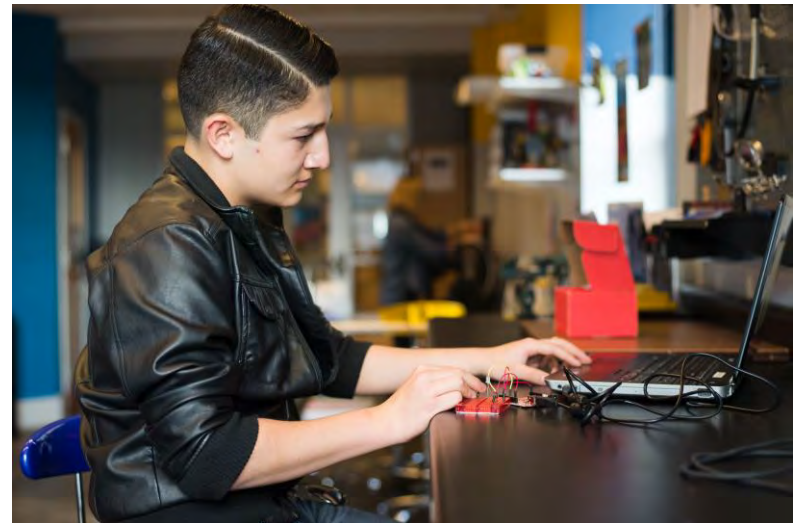


## Who we serve

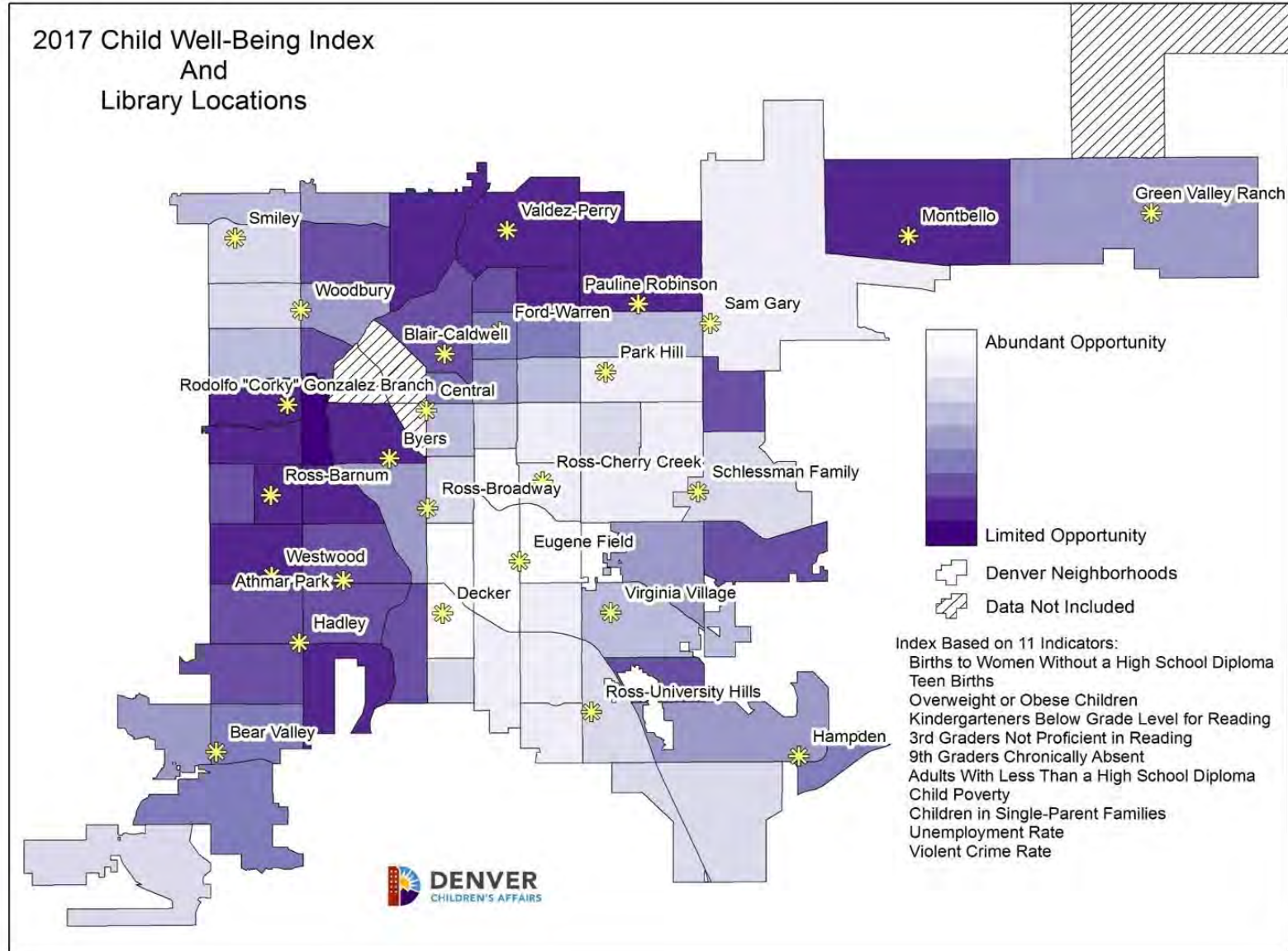
**FREE &  
EQUAL  
ACCESS  
FOR ALL**

## Who we serve

- Children and teens
  - Early literacy training
  - Storytimes
  - Out-of-school learning (including STEAM)
  - ideaLABs
  - Homework and research assistance
  - Summer of Adventure







## Who we serve

- Adults
  - Cultural, educational and civic programs
  - Technology training
  - Materials and resources
  - Career Online High School

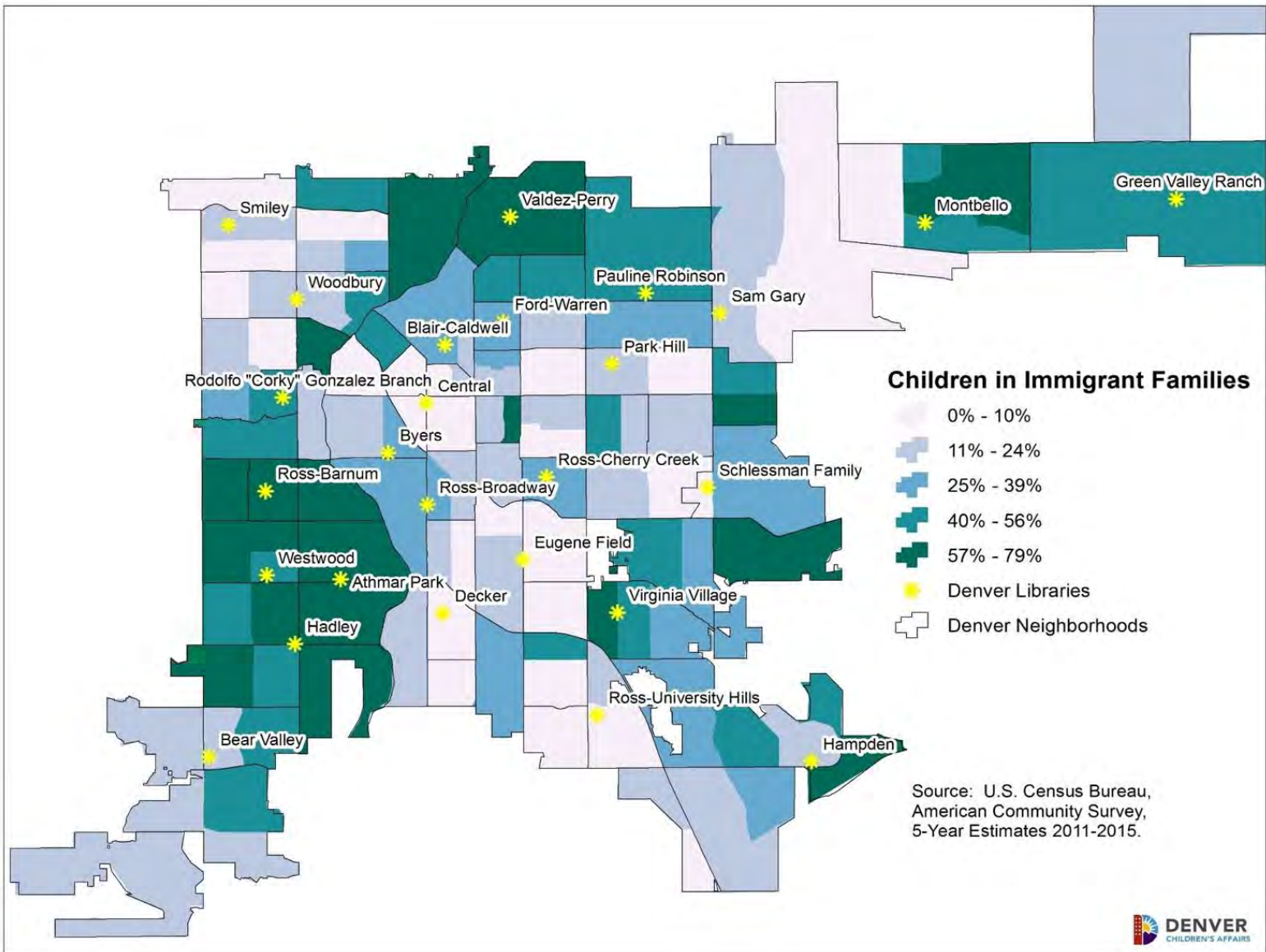


## Who we serve

- Entrepreneurs and small businesses
  - BizBoost appointments
  - Foundation/nonprofit assistance
  - Patent and trademark resources
- Immigrants and refugees
  - Citizenship education & resources
  - Second language conversation skills
  - Business networking
  - Legal, technology and other resources









## Who we serve

- Seniors
  - Mobile services to senior living centers
  - Technology access and training
  - Memory Cafés and North of 50 programs
- People experiencing homelessness & poverty
  - Social workers
  - Technology access and training
  - Wi-Fi and internet access



## Activating neighborhoods

- Geographic equity
  - 26 locations throughout Denver
  - Mobile service to 25 schools and 22 senior living centers



- Third Place/Community Centers
  - Libraries are third places: places outside of work and home where residents can meet and collaborate

## Department Outcomes

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

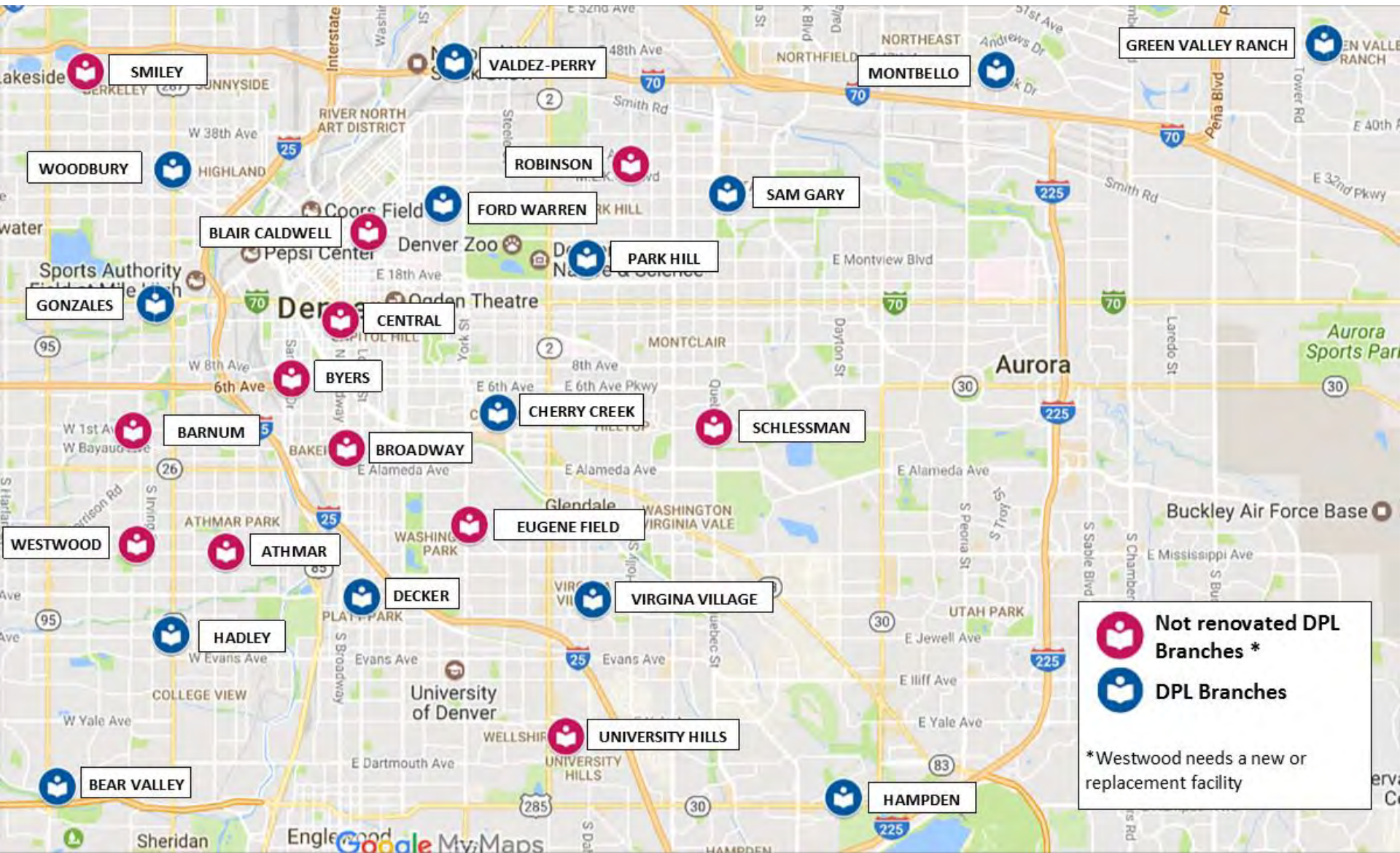


## Key infrastructure needs

- **Central Library:** deferred maintenance, safety and security improvements, critical system upgrades. Expansion of community meeting spaces including the Children's Library, makerspaces and outdoor spaces for experiential learning and accessibility.
- **10 branch library renovations,** including deferred maintenance, creation of community spaces and accessibility compliance.
- **Proposed new replacement library** in Westwood



# Overview of Proposed Projects



- **Activate!Denver**
  - Denver Public Library 10-year Facilities Master Plan
- **Analytics on Demand**
  - Demographic & psychographic data resources to connect local library services and products that are needed in distinct neighborhoods
- **Community Engagement**
  - Harwood Public Innovators Community Engagement
  - Stakeholder meetings at branch locations

- Birth to Eight Roadmap and Denver 2020 Plan
- City data such as the State of Denver's Children and maps from the Office of Immigrant and Refugee Affairs
- Neighborhood Plans



<b>Project Description</b>	<b>Cost Estimate</b>
Denver Central Library renovation	\$50,627,040
Smiley Branch Library renovation	\$1,533,340
Byers Branch Library renovation	\$1,473,478
Ross-Broadway Branch Library renovation and addition	\$2,385,069
Athmar Park Branch Library renovation and addition	\$2,415,626
Ross-University Hills Branch Library renovation	\$2,171,032
Pauline Robinson Branch Library renovation and addition	\$1,523,185

<b>Project Description</b>	<b>Cost Estimate</b>
Ross-Barnum Branch Library renovation	\$1,543,515
Schlessman Family Branch Library renovation and addition	\$3,004,042
Eugene Field Branch Library renovation	\$1,568,833
Blair-Caldwell African American Research Library renovation	\$2,993,984
Proposed Library in Westwood	\$10,172,800

# PROJECT PROPOSALS

## Description

- Address significant safety and security issues
- Correct substantive deferred maintenance
- Reconfigure the building to allow for modern library programs, services and resources



## Description

- Address significant safety issues, including sightlines, relocating Security staff
- Address Broadway entrance to realize efficiencies in temperature control and safety
- Correct deferred maintenance: elevators, escalators, HVAC, fire alarms, electrical, data
- Reconfigure basement–Floor 2 to allow for modern library programs, including expanded Children’s Library, teen area, makerspaces, Conference Center
- Activate North Lawn for educational programs



## Cost

\$50,627,040

**Alternatives:** If necessary, the project could be scaled back or elements moved to a later phase

**Funding leverage opportunities:** Friends Foundation private fundraising (in 1995 raised over \$6,000,000 for the new Central Library)

## Implementation

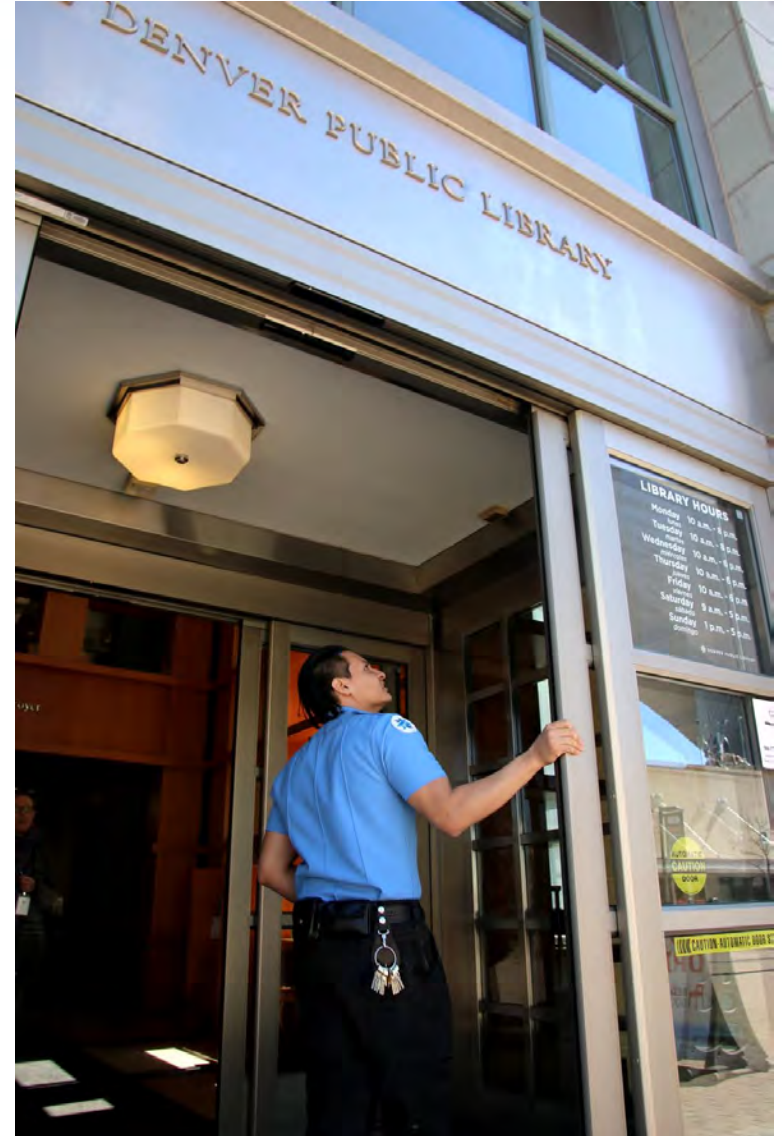
36-42 months

**Agency Critical System Need**

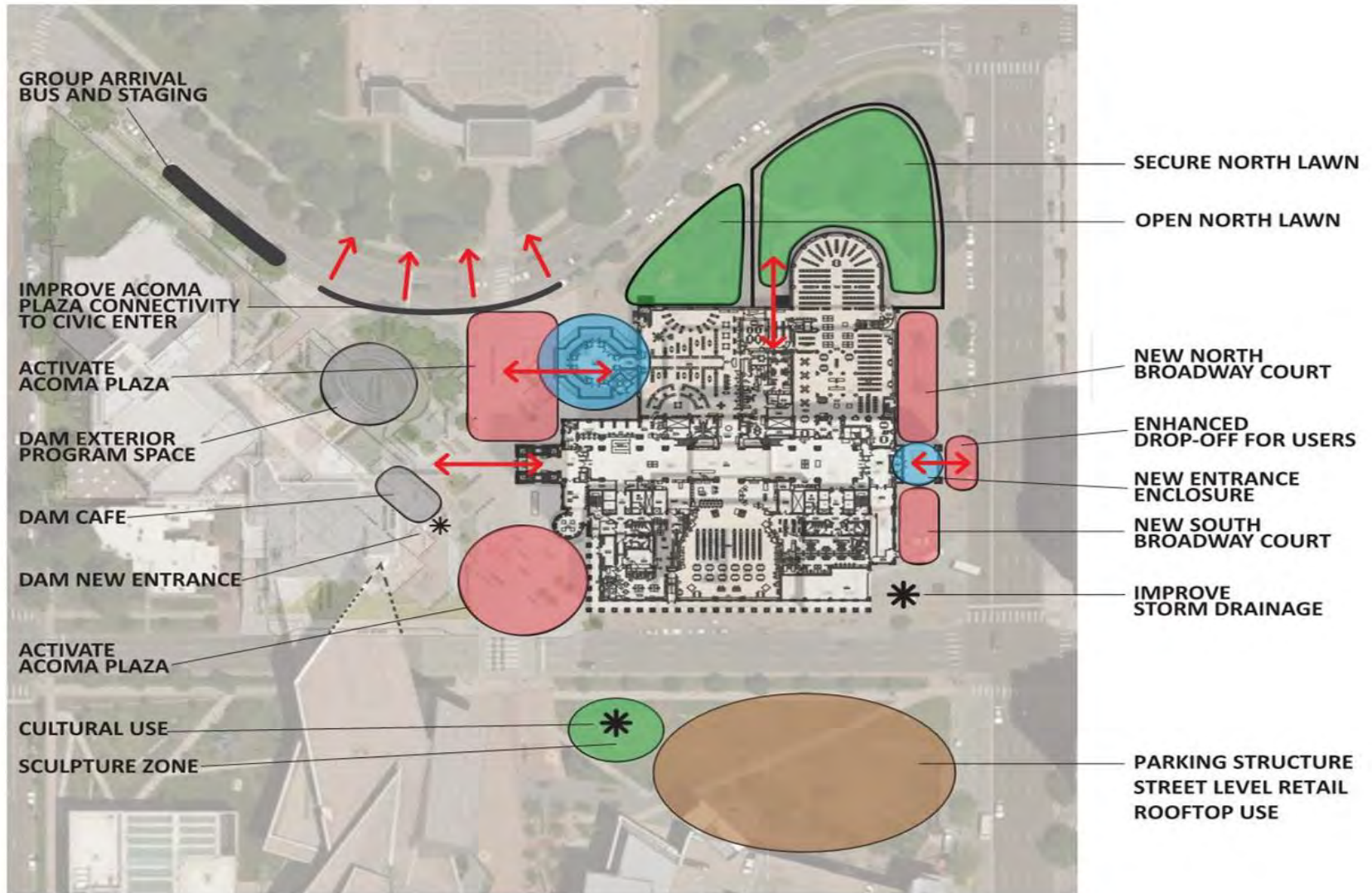


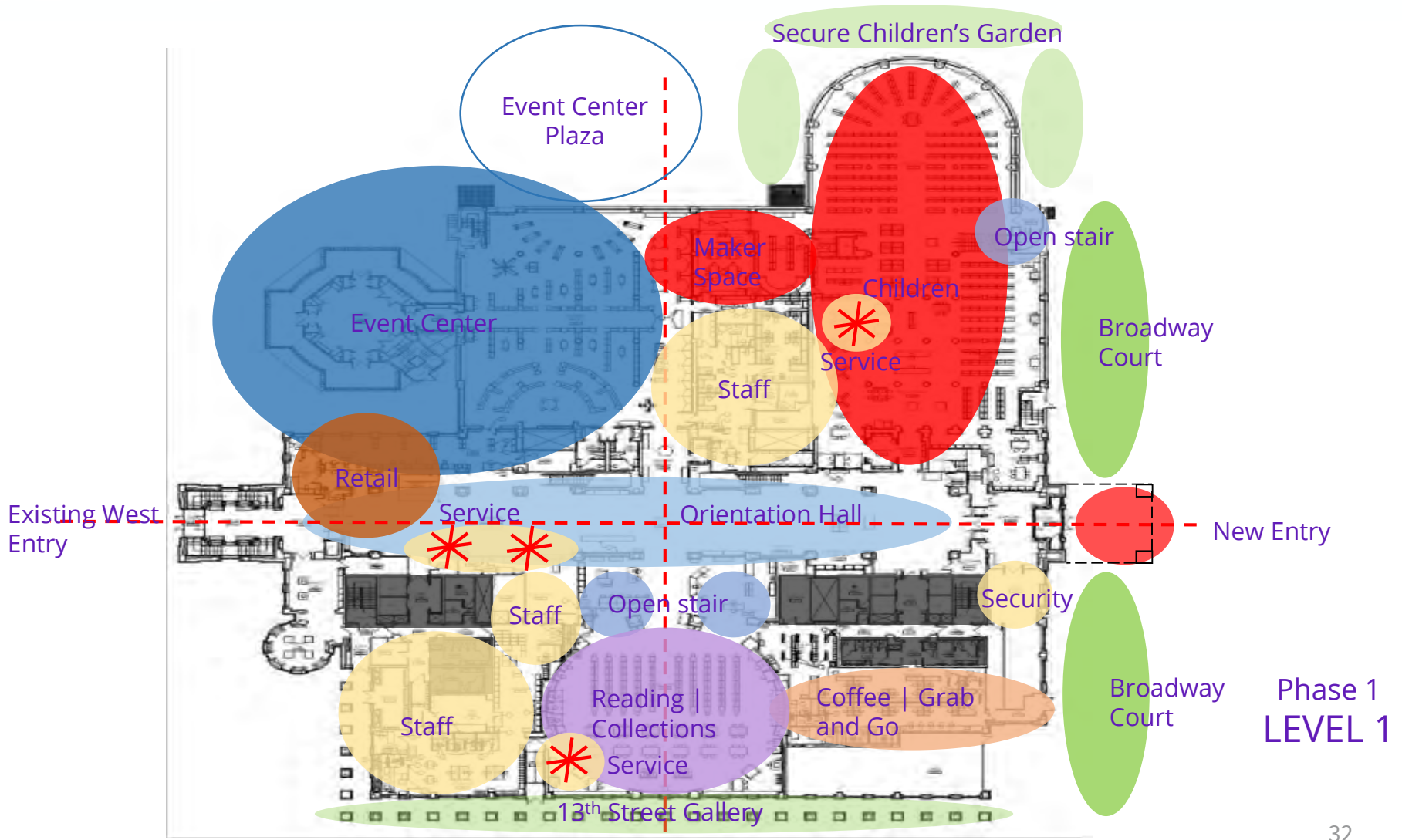


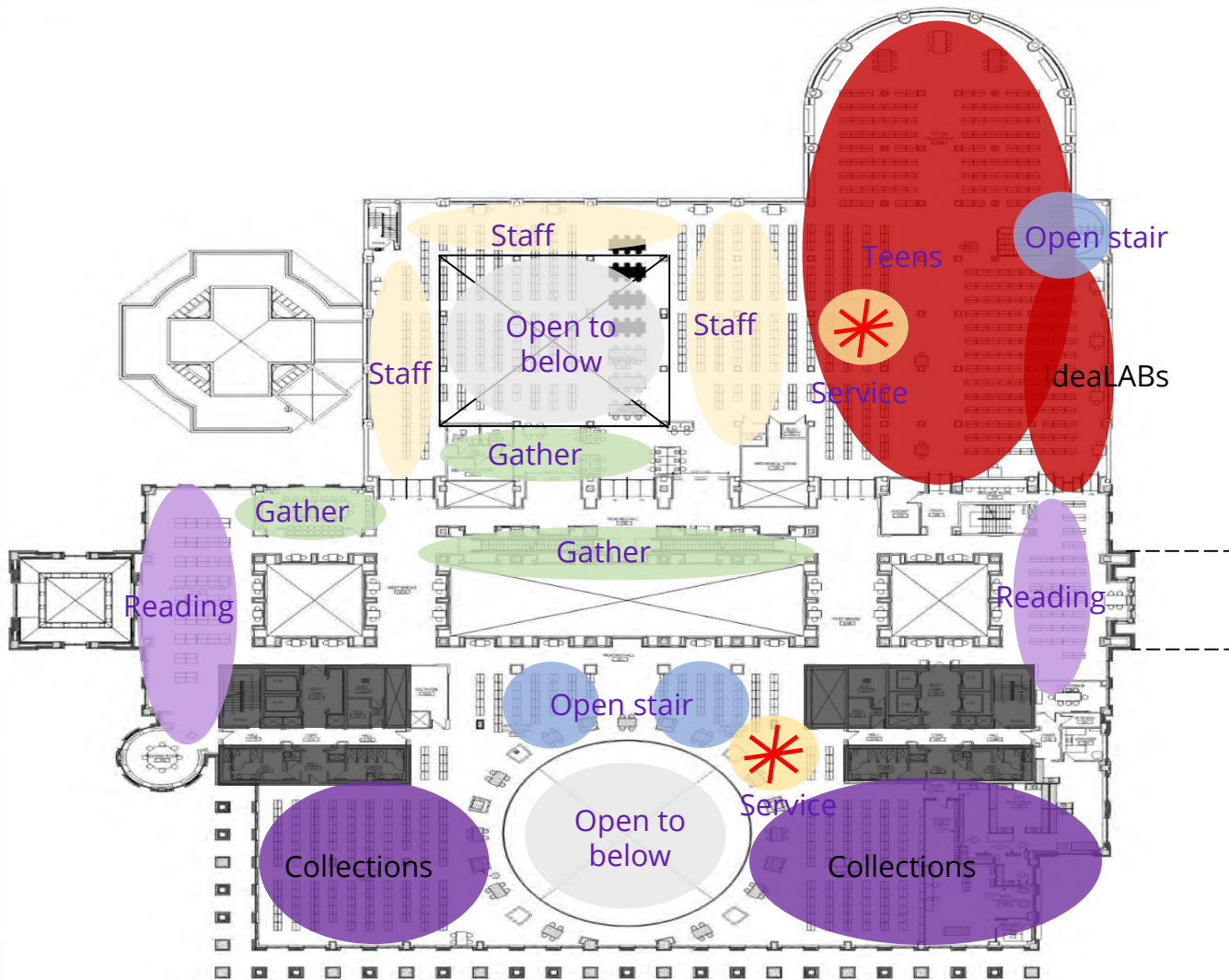












Phase 1  
LEVEL 2

















## Description:

- Configure spaces to better accommodate growing numbers of families and children
- Major renovations are needed to restore, maintain and protect this treasured 100-year-old Carnegie library
- Adaptations needed to make the facility accessible to all residents
- Create community spaces to meet the neighborhood's changing demographics



## Cost

\$1,533,340

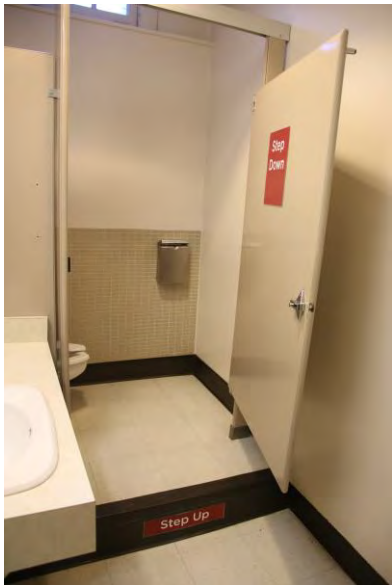
## Implementation

20-23 months

Agency Critical  
System Need















## Description:

- Create much needed community spaces for meeting, learning and making
- Neighborhood needs experiential space to keep youth engaged and learning while not in school or work
- Repair, restore, maintain and protect this treasured 100-year Carnegie library
- Adaptations needed to make the facility accessible to all residents





## Cost

\$1,473,478

## Implementation

20-23 months

Agency Critical  
System Need













## Description:

- Create new and expanded spaces that meet the changing demographics of the neighborhood—from meeting rooms to learning and technology areas
- Restore and renovate interior and exterior building components to protect this historic South Broadway gem
- As nearby neighborhoods continue to diversify, renovations are needed to serve separate and distinct customers from young urban professionals to long-term retirees



## Cost

\$2,385,069

## Implementation

32 months

Agency Critical  
System Need











## Description:

- Neighborhood needs experiential space to keep youth engaged and learning while not in school or work
- Create new and expanded spaces for community gathering, technology access and programming
- Address significant site issues, including sidewalks, exterior lighting and landscaping
- Address critical building components, including water infiltration issues, surveillance/security and fire alarm systems.



## Cost

\$2,415,626

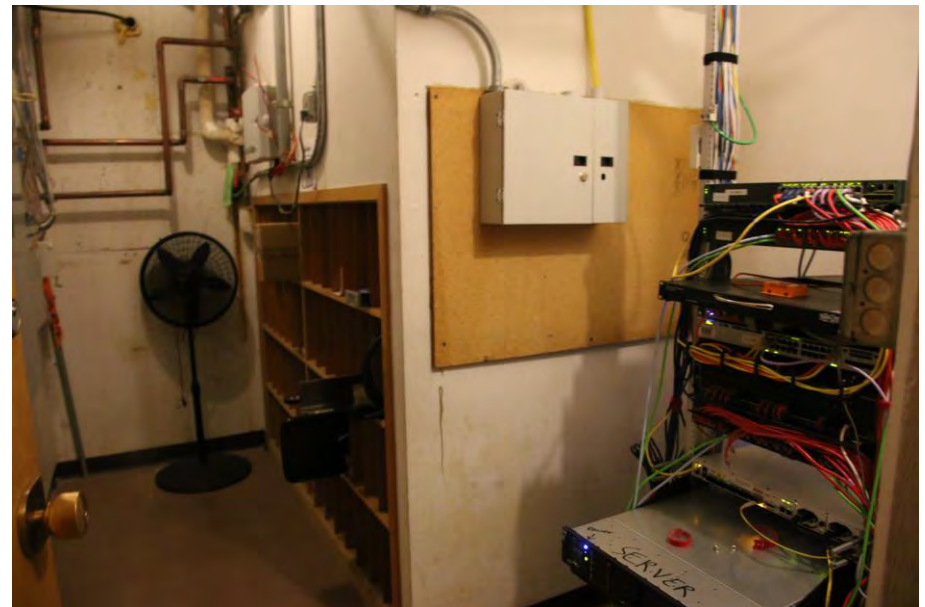
## Implementation

32 months

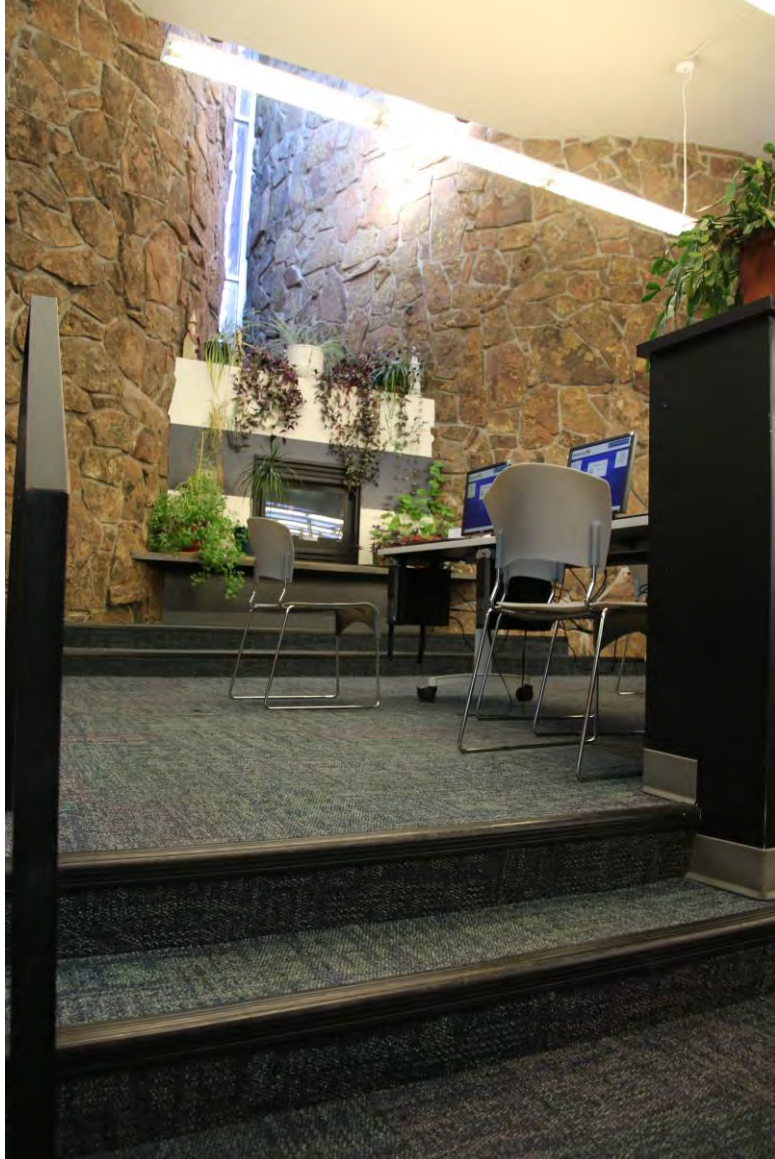
Agency Critical  
System Need













## Description:

- Redesign the children's area to create a literacy-rich play space where parents and young children come together to learn and read
- Adaptations needed to make the facility accessible to all residents
- Bring building components up to current standards to increase energy efficiency, improve climate control and provide better security



## Cost

\$2,171,032

## Implementation

20-23 months

Agency Critical  
System Need











## Description:

- Increase square footage to reduce crowding and create spaces for learning, making, creating, meeting and collaborating
- Neighborhood needs safe, experiential spaces to keep youth engaged and learning while not in school or work and to help foster increased literacy levels
- Address major building components to care for and protect this 20-year old facility



## Cost

\$1,523,185

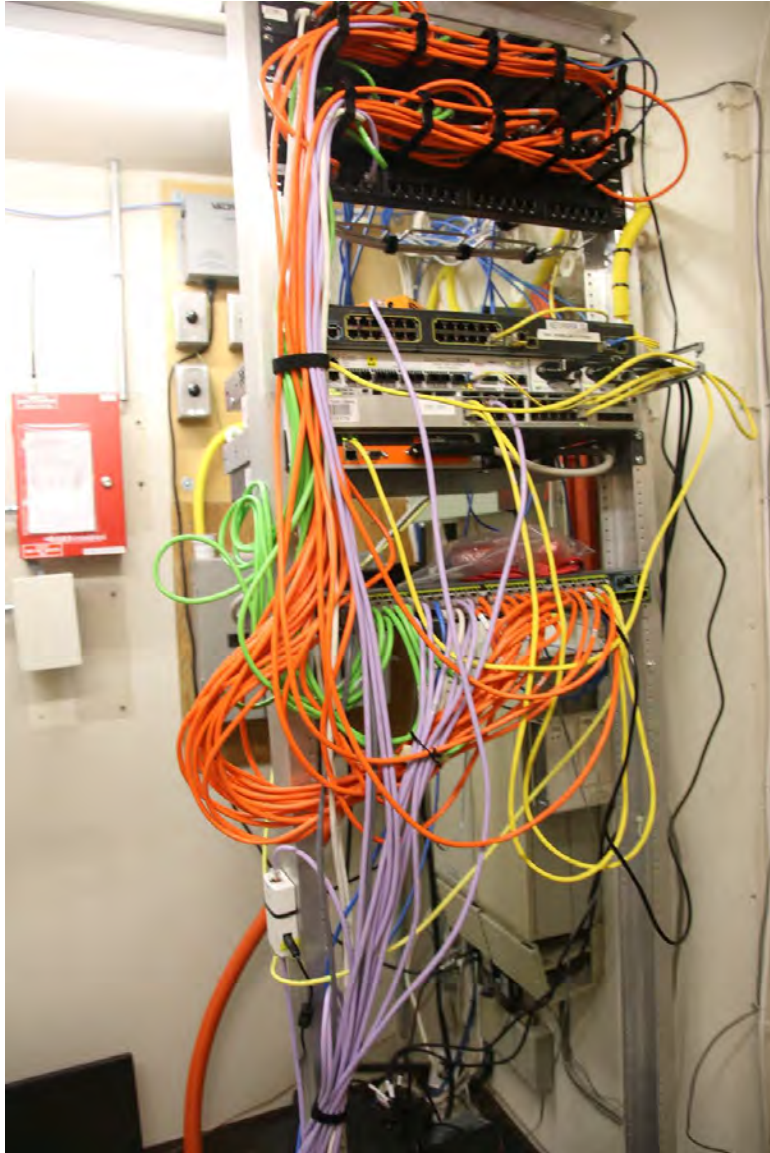
## Implementation

32 months

Agency Critical  
System Need







## Description:

- Address critical system needs, including surveillance and access control, electrical, data and power systems
- Create new spaces for learning, making, creating, meeting and collaborating
- Correct accessibility issues
- Connect non-English speaking residents with materials, services and spaces that foster community building
- Neighborhood needs experiential space to keep youth engaged and learning while not in school or work





## Cost

\$1,543,515

Full set of construction drawings already available

## Implementation

20-23 months

Agency Critical System Need







# Ross-Barnum Branch Library



## Description:

- This 15-year old building is the second most-visited library branch in Denver
- Increase square footage with an addition to provide community-centered spaces that are much needed in the growing Lowry neighborhood
- Reconfigure floor plans to create community spaces for learning, making, creating, meeting and collaborating





## Cost

\$3,004,042

## Implementation

32 months

Agency Critical  
System Need





**DENVER**  
THE MILE HIGH CITY

# Schlessman Family Branch Library













## Description:

- Redesign the children's area to create a literacy rich play space where parents and young children come together to learn and read
- This modest-sized branch needs updating and reconfiguration to reduce crowding and provide spaces for learning, making and meeting
- Reconfigure technology areas to better reflect the ways customers access and use computers and online resources



## Cost

\$1,568,833

## Implementation

20-23 months

Agency Critical  
System Need









# Eugene Field Branch Library





## Description:

- Preserve and protect this Five Points community center, which serves to provide both traditional library services as well as protect and maintain the history of African-American contributions in Denver and the West.
- Transform conference and community rooms into flexible, multi-function spaces for learning, making and collaborating
- Improve access to archives and historic documents for researchers while maintaining secure collections



## Cost

\$2,993,984

Funding leverage opportunities:  
Friends Foundation private  
fundraising

## Implementation

20-23 months

Some items: Agency Critical System  
Need  
Some items: Near Term Need







# Blair-Caldwell African American Research Library





## Description:

- Replace small leased space to accommodate neighborhood with little access to cultural and recreational facilities
- Create 20,000-square-foot library with spaces for learning, exploring, collaborating, making and community building
- Develop children's area with literacy-rich play space where parents and young children can come together to learn and read
- Offer programs which impact literacy levels and high school graduation



## Cost

\$10,172,800

- No exterior lot work, no land acquisition costs included

Estimated annual staffing: \$769,349

Estimated annual operating: \$184,305

Funding leverage opportunities: Friends Foundation private fundraising

## Alternatives

- Multiple alternative for siting and co-location

## Implementation

38 months after land acquired

- Excellent stewards of 2007 Better Denver Bond funds
- Excellent stewards of capital improvement funds
- High public demand for each proposed project
- Projects align with Mayor Hancock's goals of:
  - Neighborhood engagement
  - Safe and welcoming communities
  - Youth, jobs and safety
- Projects align with Denver City Council priorities:
  - Housing and homelessness
  - Economic development
- Each project aligns with prioritized criteria for 2017 GO Bond

- Critical building components and architectural features are original and have exceeded life expectancy
- All projects except Blair-Caldwell and Westwood were on the library's request for 2007 Better Denver Bond funds
- Library users and advocates vote!





- **GO Bond Meeting Community Input**
  - Woodbury Branch Library Parking Lot
  - Cherry Creek Branch Library Parking Lot
  - Lower Highlands Library
  - Congress Park Library
  - Branch library renovations (multiple)

# QUESTIONS

# DENVER PUBLIC LIBRARY FRIENDS FOUNDATION

Fundraising and Advocacy Capacity Assessment

Conducted by Library Strategies



[www.LibraryStrategiesConsulting.org](http://www.LibraryStrategiesConsulting.org)

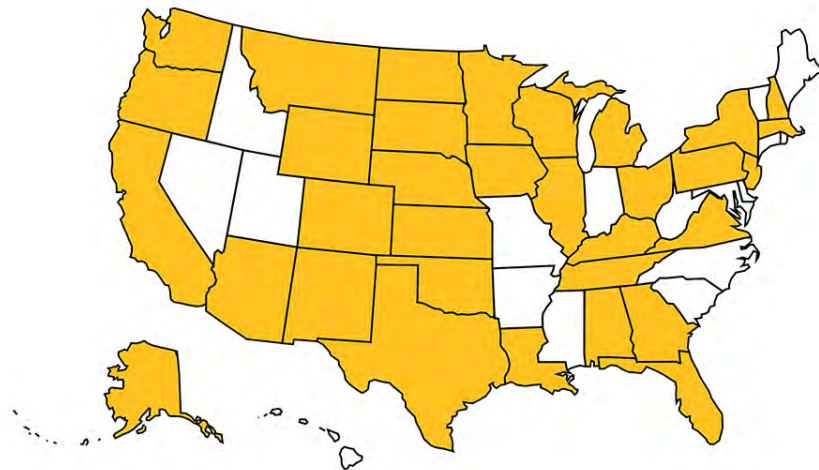
# PURPOSE

- To review DPLFF's current ability to raise private funds from corporations and individuals
- To review DPLFF's current ability to serve as an advocate to the elected officials
- Provide recommendations for improving political advocacy, corporate fundraising, and individual fundraising capacity



# LIBRARY STRATEGIES

- A non-profit consulting firm based in The Friends of the Saint Paul Public Library
- Has worked with hundreds of libraries across the country and internationally



# PROCESS

- 18 in-person individual and group interviews
- Review of all organizational documents
- Report to Transition Committee
- Presentation to full Board, staff, key library staff and Commission (April 19, 2017)

# GENERAL OBSERVATIONS

- Denver's philanthropic capacity
- Very high donor retention rates
- Commitment and passion of staff and Board
- Close-knit nature of organizational culture



# GENERAL OBSERVATIONS

## **Comparison to library foundations in comparably sized communities:**

- Seattle
- Portland
- San Francisco
- San Diego
- Saint Paul
- Tulsa
- Nashville



# GENERAL OBSERVATIONS

- Event vs. individual and corporate fundraising
- Library makes a meaningful contribution of staff and resources to DPLFF
- Previous attempts to increase fundraising resulted in wrong hires

# GENERAL OBSERVATIONS

- A need to recruit influential individuals to DPLFF Board
- Bylaws need to be amended in several areas
- Who "owns" the organization?

# RECOMMENDATIONS

## A) Organizational Structure

- Revise bylaws
- Clarify role of Western History & Genealogy Council
- Clarify the role of the Nominating Committee



# RECOMMENDATIONS

## **B) DPLFF Board**

- Expand Board size
- Fine-tune nominating and orientation processes
- Review spending and budget policies
- Expand Board's "ownership" of the organization



# RECOMMENDATIONS

## C) Fundraising

- Create a strategic plan and development plan
- Limit event fundraising
- Expand corporate giving (not sponsorships)
- Expand individual fundraising

# RECOMMENDATIONS

## **C) Fundraising (cont'd)**

- Personalize end-of-year campaign
- Increase net-profit of Booklovers Ball
- Create a donor relations program
- Cultivate millennials as a long-term strategy

# RECOMMENDATIONS

## **D) Marketing and Communications**

- Plan for future staff in areas of marketing and communications
- Upgrade website to be mobile-compatible
- Replace newsletters with Impact Reports
- Develop communications strategy targeted to library staff



# RECOMMENDATIONS

## **E) Political Advocacy**

- Recruit former elected officials to the Board
- Expand role of the Advocacy Committee
- Continue to assist library with the November referendum



# RECOMMENDATIONS

## **E) Political Advocacy (cont'd)**

- Coordinate advocacy activity with the Commission and City Librarian
- Conduct annual advocacy campaigns for library's operational budget

# RECOMMENDATIONS

## F) Staffing

- Change reporting relationship of the library's fundraising staff
- Expand role and reporting relationship of the Database Manager

# RECOMMENDATIONS

## **F) Staffing (cont'd)**

- Hire a part-time contractor for online book sales
- Have Laurie Romer become DPLFF Acting Director for at least the next year



# RECOMMENDATIONS

## Acting Director

- 1) Set ambitious, measurable 1-year fundraising goals which stress individual and corporate giving
- 2) Evaluate effectiveness of DPLFF advocacy efforts to influence the referendum
- 3) Develop an additional set of criteria to measure necessary leadership skills



# RECOMMENDATIONS

## Acting Director (cont'd)

- 4) Conduct a national search for a permanent Executive Director when organizational readiness has been achieved, likely in a year. Laurie Romer will be encouraged to apply.

# RECOMMENDATIONS

## Advantages of Appointing an Acting Director

- The staff will be a cohesive team to maximize the success of this staffing model
- Least expensive option
- Identifies measurable goals
- Gives DPLFF time to focus on other organizational issues
- When an executive search is launched, the organization will be better positioned for a permanent Executive Director

# PRIORITIES FOR DPLFF

- 1) Quickly appoint Laurie Romer as Acting Director of DPLFF
- 2) Create a Strategic Plan
- 3) Create a Development Plan (could be part of strategic planning process)
- 4) Amend the organization's bylaws
- 5) Realign the reporting relationship of the library fundraising staff
- 6) Hire a part-time, temporary contractor to increase online book sales
- 7) Clarify the role of the Nominating Committee and begin recruitment of additional influential Board members for 2018.



# WHERE LIBRARY STRATEGIES CAN HELP

- 1) Facilitate the process to create a Strategic Plan and Development Plan
- 2) Provide monthly onsite assistance to help implement the recommendations in this study
- 3) Conduct Executive Director search



# CONCLUSION

The DPLFF is stable and healthy, but a desire among a majority of Board members, the City Librarian, and DPL commissioners is to increase its fundraising and advocacy potential. With the implementation of the recommendations Library Strategies has provided here, DPLFF should be able to significantly increase its fundraising and advocacy effectiveness.



**March 17, 2017**

## **Denver Public Library staff equipped with opioid overdose antidote**

BY [EMILY ALLEN](#)

DENVER -- Staff at Denver Public Library's central library are now carrying narcan, an opioid overdose antidote, in response to an increase in people overdosing at the library.

"As the whole nation is experiencing right now, we have an opioid epidemic. We see all kinds of customers coming in, struggling with all kinds of life challenges, including drug addiction," said the central library's administrator Rachel Fewell.

Fewell said since the library started tracking the incidents in February, staff has counted six overdoses.

"Our initial purchase was for 12 kits [of narcan] and we went through 4 of those really quickly so we already added to our supply at the library, we added another 36 kits and those just arrived in the last week or so," said Fewell.

Security staff and social workers carry the narcan on them and Fewell said the library will decide if more people need to be equipped with the antidote in the future.

"I am happy that we can provide this service. It's not very obtrusive, it's not a really big deal, it's a nasal spray. It costs us \$75 per, I think that's so worth it to be able to save someone's life," said Fewell.

Narcan works almost instantly, disrupting an overdose in progress. Security manager Bob Knowles said staff run through a series of checks before they administer the drug. Knowles said narcan only works for overdoses, so if they administer it to someone they believe is overdosing, but they actually are not, there are no negative side effects.

Knowles knows first-hand how quickly it can bring someone back to life.

"I don't know if I could really explain that. Quite honestly when I did it it was simply a case of trying to save someone or bring them back or interrupt the overdose," said Knowles.

According to the latest numbers from the Centers of Disease Control and Prevention, one in four drug overdoses in 2015 was related to heroin. In 1999, just 6 percent of all overdoses were linked to heroin.

Knowles said his team has caught people overdosing in library bathrooms.

"We know that that has happened, yes, so is that a problem? Yes. If it's happened once, it's a problem," said Knowles.

Denver Public Library is one of the first libraries in the country to start carrying narcan but Fewell believes more libraries will join them.

"A lot of libraries are talking about this and what they are going to do to help their own populations," said Fewell.

March 16, 2017

## Six People Have Overdosed at the Denver Library's Central Branch in 2017

BY ANA CAMPBELL



*With 2,500 visitors a day, the [Denver Public Library's Central branch](#) is especially susceptible to trends affecting the general population.*

“We realize that the people that come to the library — not just our customers, but anyone who walks through the doors — is representative of what’s happening in society in general,” says library spokesman Chris Henning. “When [we] start to see national trends, we try to be as prepared as we can.”

This year, that has included incorporating Narcan kits — nasal spray used to treat opioid-overdose victims — into the library’s arsenal. Since January, the Central branch has seen six opioid-related overdoses. In fact, on February 28, the day the six Narcan kits were given to staff, one was used on a visitor.

“It’s alarming, especially to administration,” Henning says. “It’s not something we want to see, not something we want to have happen in our facilities or generally.”

As we’ve reported, [heroin-related fatalities in Denver have increased 933 percent since 2002](#). Nationally, [opioid overdoses tripled between 2002 and 2015](#), from just over 10,000 to nearly 35,000, according to the National Institute on Drug Abuse.

“We pride ourselves on being open to everybody, and we do everything we can do to remove barriers to people coming in and being served,” Henning says. “Are we taking all the steps we can take to make sure we’re protecting people?”

Communication with the staff and with the community were among among the library’s first steps in battling the problem. Employees meet regularly with what Henning calls “community partners,” including the Denver Police Department, the mayor’s office and on-the-ground nonprofits like the [Harm Reduction Action Center](#), which offers clean syringes and other services to injection-drug users. From their meetings came the idea to buy the Narcan kits.



And though the overdoses have been concentrated at the Central branch, the DPL has started communicating information about opioid overdoses, like how to spot and treat them, to every branch.

This year, the Central branch received a grant to incorporate three “peer navigators” into its staff; it's one of the few libraries in the U.S. that also has social workers on site. The peer navigators are trained to deal specifically with visitors who have substance-abuse issues, handling problems that don't require a clinical fix, like directing someone to social services or walking them through the process of applying for Medicaid.

Only security guards at the Central branch are trained to administer Narcan, which takes between one to three minutes to stabilize an overdose victim — enough time, ideally, for paramedics to arrive — but more staff will be given the opportunity to learn about Narcan in the coming months. A kit comes with two nasal-spray injections, but one could be enough to curb an overdose. They're sold to government agencies at a discount, so each \$125 kit costs the library \$75.

“We're right on target with what we should do,” Henning says, “but that doesn't take care of the problem.”