

AGENDA
The Denver Public Library Commission
Regular Monthly Meeting
Thursday, April 18, 2019, 8:30 a.m.
Denver Central Library
7th Floor Training Room

1. Call to order.
2. Introductions.
3. Approval of Commission Minutes from February 21, 2019. Commission
4. Public Comment Period.
5. Report of the President and Members.
6. Report of the Friends Foundation. Jeff Riley and/or Pam Jewett
7. Review of Friends Foundation endowment and fundraising. Amber Lindberg
 - a. Report of 2018 endowment distribution and fundraising funds
 - b. Approval of 2019 endowment request
8. Report of the City Librarian.
9. Update on Charting the Course and discussion about values. Michelle Jeske
10. Review financial reports. Amber Lindberg
 - a. Year-End 2018
 - b. 1st Quarter 2019
11. Equity, Diversity, and Inclusion presentation and exercise. Bec Czarnecki
12. Approval of Latino Awards criteria changes. Sonya Ulibarri
13. Review Library Commission engagement opportunities
14. Other business.
15. Adjournment.

Agenda Item 3

Requested Action: Approval

MINUTES
The Denver Public Library Commission
Regular Monthly Meeting
Thursday, February 21, 2019, 8:30 a.m.
Denver Central Library
7th Floor Training Room

Present: Greg Hatcher¹, Vicki Hellmer, Alice Kelly, Cathy Lucas, Laurie Mathews, Carlos Martinez, Sonya Ulibarri

Excused: Rosemary Marshall

Staff: Mary Alderfer, Denise Bryant, Consuelo Cosio, Bec Czarnecki, Amy DelPo, Bobby Erskine, Rachel Fewell, Lloyd Gomez (SC), Michelle Jeske, Annie Kemmerling, Evi Klett, Elaine Langeberg, Jenny LaPerriere, Erika Martinez, Christina McClelland, James Vallejos, Bria Ward, Naghem Swade

Guests: Russell Bryant, YouthBiz; Nicole Capage-Brown, Pam Jewett, and Jeff Riley, Friends Foundation; Casey Davis and Olivia Gardner, students; Cindy DeGroen, State Demographers Office; Sam Hosfelt, Swinerton

1. Call to order.
President Carlos Martinez called the meeting to order at 8:35 a.m.
2. Introductions.
Commissioners, staff and guests introduced themselves.
3. Approval of minutes from November 15, 2018, Regular Library Commission meeting.
Commission
The minutes were approved as written.
4. Public comment period.
Russell Bryant addressed the Commission regarding the financial literacy program for youth he has brought to the library. Bryant uses the YouthBiz curriculum from the Young Americans Center for Financial Education and started the program in 2016 at Blair-Caldwell. The program teaches youth about finance and business and culminates with participants doing a Shark Tank style presentation. It is a diverse program and largely serves children who are on the free or reduced lunch program. The program has grown to serve about 70 youth and is offered at Blair-Caldwell, Pauline Robinson, and Corky Gonzales branch libraries.

Bryant thanked the library for their support and noted he would like to continue to

¹ Greg Hatcher arrived at 8:46 a.m. during the report of the president and members.

expand the program through DPL. He thanked Annie Nelson and Hadiya Evans at Blair-Caldwell for their support.

5. Report of the President and Members.

President Martinez mentioned meeting with City Librarian Jeske to discuss how to structure future performance reviews and will discuss that more in executive session.

Commissioner Hellmer mentioned that she noted in the minutes that the Commission is being encouraged to connect DPL experiences they participate in to the strategic plan and reported on several activities she attended recently including a Pop Your Mind session about inclusive design in cultural buildings, a Friends Foundation board meeting, Watercolor Wednesday at Hadley, and the Juanita Gray Community Service Awards. Hellmer also met with the Friends about the feasibility study they will be conducting. She and Mathews are also planning on visiting Green Valley Ranch and Montbello branches to observe Plaza and the idealLAB.

Kelly and Ulibarri thanked Jeske and the library for opening doors to Denver Public Schools to support the strike efforts both through extending our hours and for giving meeting space for the negotiations. Martinez noted that the library is perfect for such activities as a neutral community convener.

Lucas mentioned MSU is now a Hispanic serving institution. Jeske said she would reach out to her separately about that.

Mathews said that Crystal Schimpf who led the Commission retreat is going to try to help the Colorado Association of Libraries to figure out how to serve boards and commissions better around Colorado.

Hatcher reported on the Juanita Gray event and that it went very well. He is excited to be engaged and support that event going forward. He also acknowledged the hard work of DPL staff to make the event successful.

6. Report of the Friends Foundation. Jeff Riley and/or Pam Jewett

Riley talked about the goal to increase the Friends advocacy capacity as part of their strategic plan. The Friends had their first advocacy meeting recently and they drafted a charter. They are beginning to actively recruit community members who would like to participate and speak on behalf of their library, as well as help the City understand the importance of library funding. Members will be attending city council and Mayor candidate forums. Riley will keep the Commission updated.

Riley thanked Commissioners Hellmer and Mathews for their time regarding the feasibility study. The Friends wants to find out how people and leading philanthropists view the library. The Friends will likely target a range of dollars to raise over the next few years to close the gap on the Central renovation.

There are mobile services proposals out to three different entities. President Martinez and the Mayor have been helpful in lobbying efforts.

Friends Foundation Dates to Remember:

- September 28, Booklovers Ball. Let the Friends know if you have ideas for tables or sponsorship.

7. Discussion about January Commission Retreat and Planning Process.

Commissioner Ulibarri gave an overview of the retreat held in January at the Hadley Branch Library. Commissioners delved into themes and trends identified impacting Denver

and the library and how it might shape the future of DPL as well as how these might drive the strategic planning process and revising mission, vision, values.

Ulibarri noted that it enjoyable to be in a different library environment and that she enjoyed touring Hadley. It was interesting to learn about how each library reflects the local community and to see how they respond to neighborhood needs in the best way possible.

Mathews appreciated Ulibarri's recap and the creativity of the retreat and noted Crystal Schimpf's strength as a facilitator.

Hatcher commented that it was a great opportunity to ground us all in the community and what we believe and to see different perspectives. He commended the staff involved and that he enjoyed seeing Hadley post renovation.

Jeske noted that Hadley's basement is having a soft grand opening on Saturday and that it will feature additional adult collection materials and seating areas. There will be tours from 1–3 p.m. Jeske then expressed gratitude for the Commissioners' active participation in the retreat. It is a great foundation for next steps.

The leadership team at DPL is also going to be doing work to examine our current organizational values and potentially craft new ones in March. The values will drive potential changes to our mission and vision. Martinez asked how long we thought our vision should be relevant for? The general thought was that missions tend to be more enduring and contribute to branding whereas a vision can change to reflect the changing needs of a community and depending on what aspect of the mission need supporting. Ulibarri added that she felt a vision is aspirational and imagines what the world looks like if the mission were accomplished. Visions should be achievable, inspirational and ideally pithy.

8. Presentation by State Demographers Office on Demographic Trends. Cindy DeGroen (See attached slides)

DeGroen introduced herself and led the Commission through a presentation of demographic trends in Denver and across the state. The U.S. as a whole has seen the lowest growth since 1974. Colorado has grown at twice the rate of the U.S.

DeGroen noted population booms and busts since the 1970s. Most of Colorado's growth has been along the Front Range and that oil and gas extraction activity is also responsible for shifting population around the state.

She also noted declines in fertility rates for teens and increases for mothers over the age of 30. The average age in Colorado is 37.5 and Denver is very young and diverse compared to the state overall.

Questions:

- Q: Are there certain trends that make people leave a community?
A: Mostly correlates to jobs.
- Q: Is there any data around displacement of people?
A: No, but there is a great study that reports on that from 2016. (See attached)
- Q: Any safety data?
A: No. However, crime data is out there and DeGroen can connect you to GiS.

DeGroen thanked Erika for her ongoing participation in the Census Complete Count Committee.

9. Presentation from DPL Older Adults Task Force. Amy Delpo, Jenny LaPerriere,

Christina McClelland, Naghem Swade
(See attached slides)

Amy Delpo, the new services to older adults coordinator, introduced members of the team and noted that it was a 15 member task force that met twice a month for a year. They were looking at what services we should be providing to older adults and presented recommendations to the executive team. There is a movement to redefine what it means to age and get away from a problem oriented view of aging. There is also the acknowledgement that older hits adults at different ages depending on access and resources. There are different developmental phases to adulthood just as there are for childhood. DPL wants to offer diverse and robust programming for these different adult and older adult phases as we do for early childhood and be a part of changing the narrative around aging.

Questions

- Q: How does volunteering fit in?
A: We have a vibrant volunteer force at DPL. We need to keep that growing and fostering that as well as connecting people to volunteer opportunities at other organizations.

10. Report of the City Librarian

The scope of the bond process is becoming clear and we're starting to understand what the community outreach will look like. Jeske hopes to have more information to share in April.

The City has announced it will raise the minimum wage for city employees and contractors. This will cause some pay compression issues and it's unclear what support we will get from the City. It could have a big impact on the 2020 budget request.

DPL will be participating in Lobby Day at the State Capitol. There will be postcards people can fill out to talk about why they love the library and those will be delivered to state legislators on March 1.

Jeske has visited multiple libraries in other communities and is learning what has worked well and what has not in other renovations.

Constellation Philanthropy accepted our grant request and we will be getting \$159,000 towards partnering with the Children's Museum to design early learning play spaces.

She participated in racial equity workshops in Seattle. It was a preview of what Denise will participate in next week in Denver.

11. Review Library Commission Engagement Opportunities

President Martinez noted that reviewing engagement opportunities will be a standing agenda item moving forward.

Jeske also reminded Commissioners there would be no March meeting before noting an additional opportunity not on the list. Emilio Estevez's film, *The Public*, will be privately screened for library staff and partners on March 1 from 8–11 a.m. The film is a fictional account of people experiencing homelessness in a public library. It will be shown at Alamo DraftHouse in Sloan's Lake. Please RSVP if you are interested in attending and there will be a meet and greet with Estevez after.

Jeske also noted:

- Discover Your Library on March 22. Please bring a guest if you attend.
- Athmar ASIC Art Show.

12. Other Business.

Bec Czarnecki asked if the Commissioners were interested in having refreshments available at future meetings. Commissioners expressed a desire for coffee and Czarnecki noted they could follow up with her if there was anything else they'd like.

13. Executive Session on City Librarian Performance Review Process

The Commission convened an executive session at 10:34 a.m. Upon coming out of executive session the meeting was adjourned at 10:57 a.m.

Minutes submitted by Bec Czarnecki on behalf of Cathy Lucas

Denver Population and Demographic Trends

Prepared for: Denver Public Library Commission
2019

Cindy DeGroen

State Demography Office

Colorado Department of Local Affairs

Demography.dola.colorado.gov



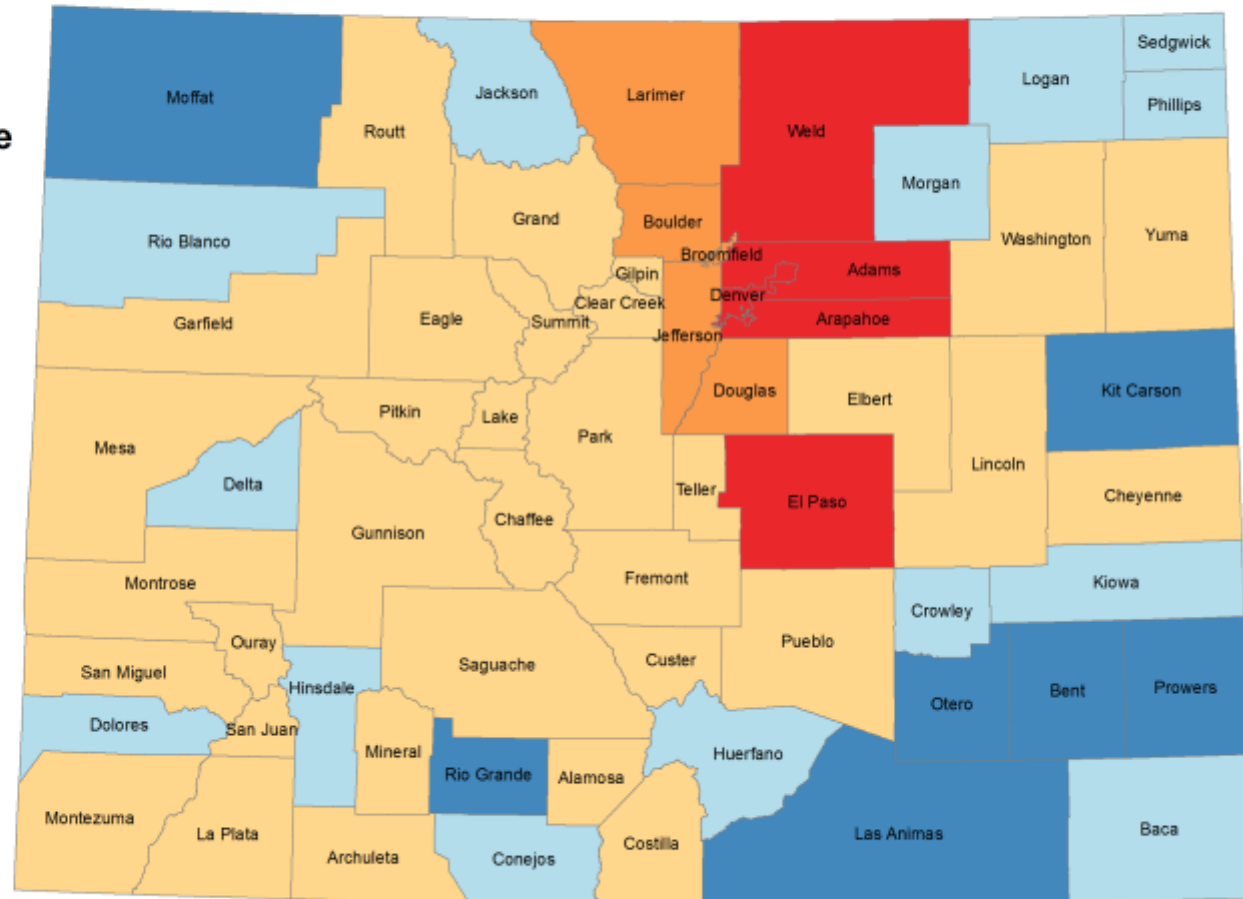
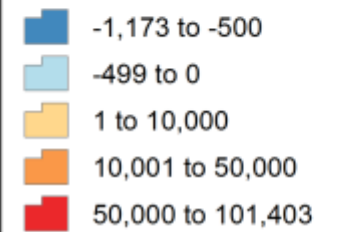
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Big Picture - 2017-2018 Pop Change

- US - 327.2 million, + 2.02 million or .6%
- Colorado - 5,695,564
- Ranked 7th fastest 1.4% - NV, ID, UT, AZ, FL, WA
- 8th in total growth 79,662 - TX, FL, CA, AZ, NC, WA, GA
- Range in Colorado by county (2016-17)
 - +12,000 to -470
- Since 2010 - CO +666,200 or 83K/yr (1.6%)
Denver +101,403 or 14,400/yr (2.2%)



Colorado: Total Population Change 2010 - 2017



Colorado State Demography Office, 03/22/2018

County Population Rankings, 2017

Population Growth

1 El Paso County	12,201
2 Weld County	10,141
3 Denver County	9,304
4 Douglas County	7,665
5 Arapahoe County	5,991

Largest by Population

1 Denver County	705,651
2 El Paso County	701,283
3 Arapahoe County	643,257
4 Jefferson County	575,193
5 Adams County	503,375



Municipal Population Change, 2016-2017

Largest Municipalities

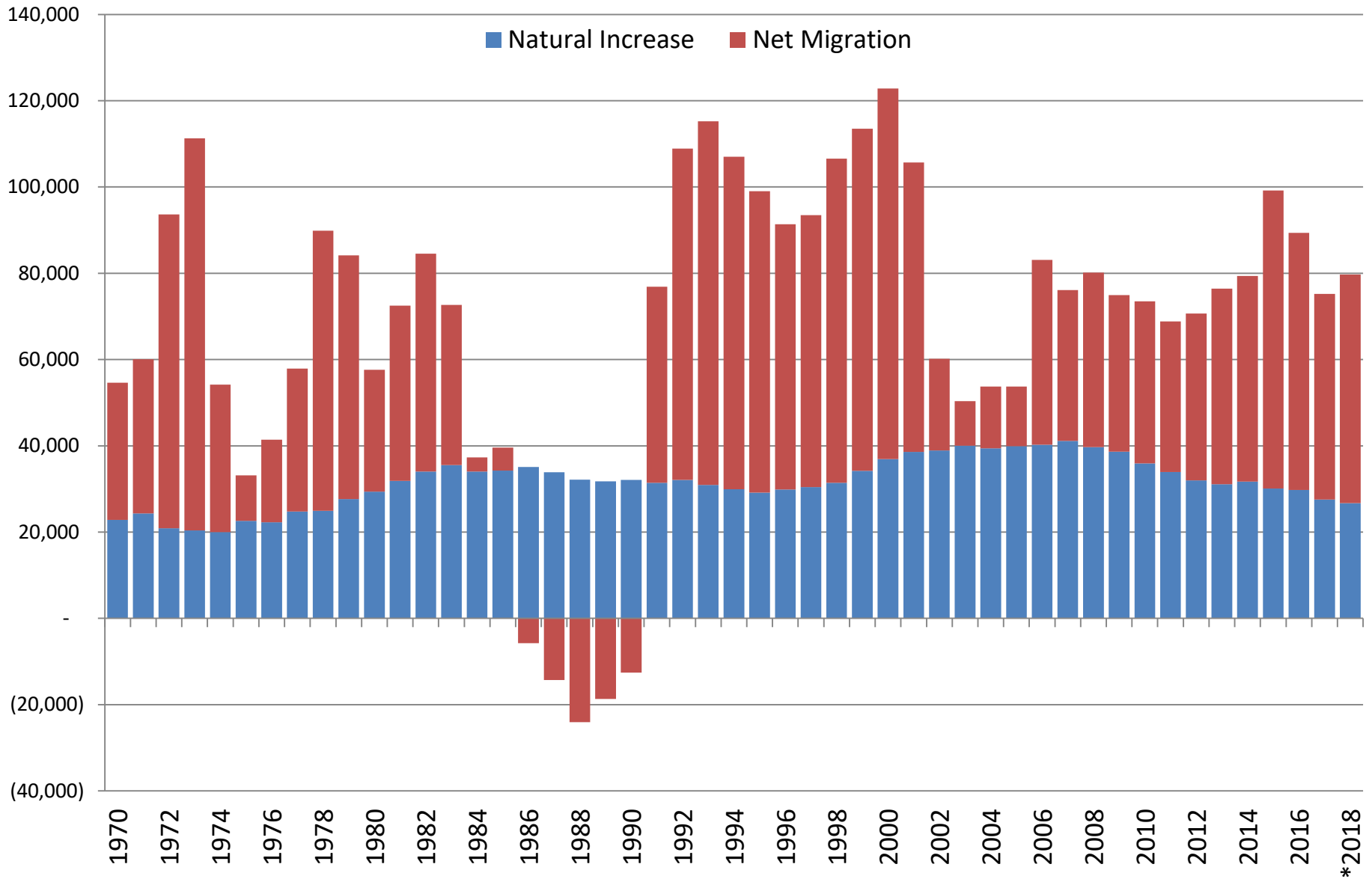
1	Denver	705,651
2	Colorado Springs	467,108
3	Aurora	364,674
4	Fort Collins	164,810
5	Lakewood	154,434
6	Thornton	137,302
7	Arvada	119,136
8	Westminster	112,874
9	Pueblo	110,988
10	Centennial	110,319

Largest Population Change

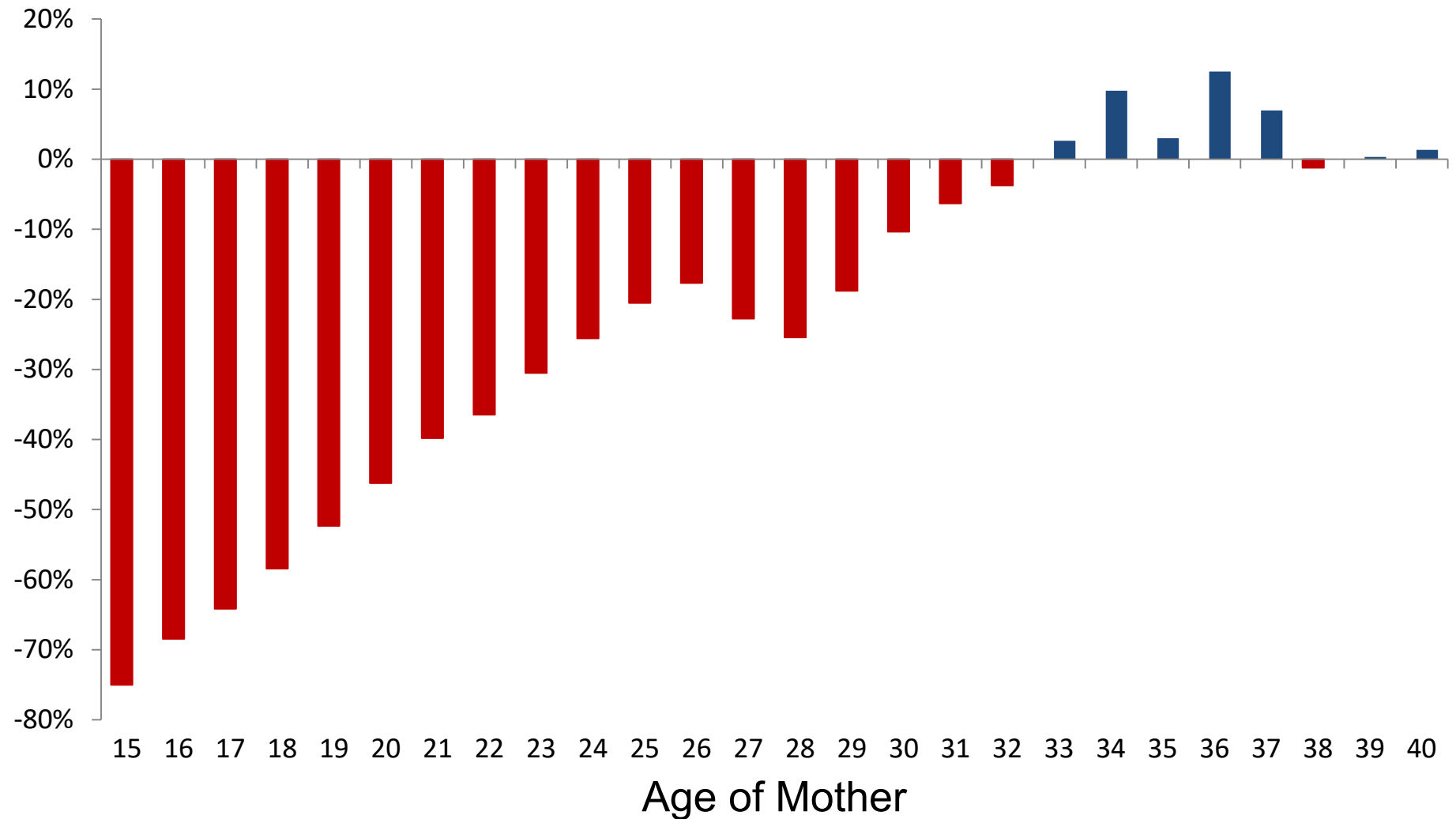
1	Denver	9,304
2	Colorado Springs	7,090
3	Aurora	4,206
4	Castle Rock	2,795
5	Thornton	2,176
6	Windsor	2,023
7	Greeley	1,781
8	Broomfield	1,170
9	Parker	1,676
10	Fort Collins	1,557



Components of Population Change 1970-2018

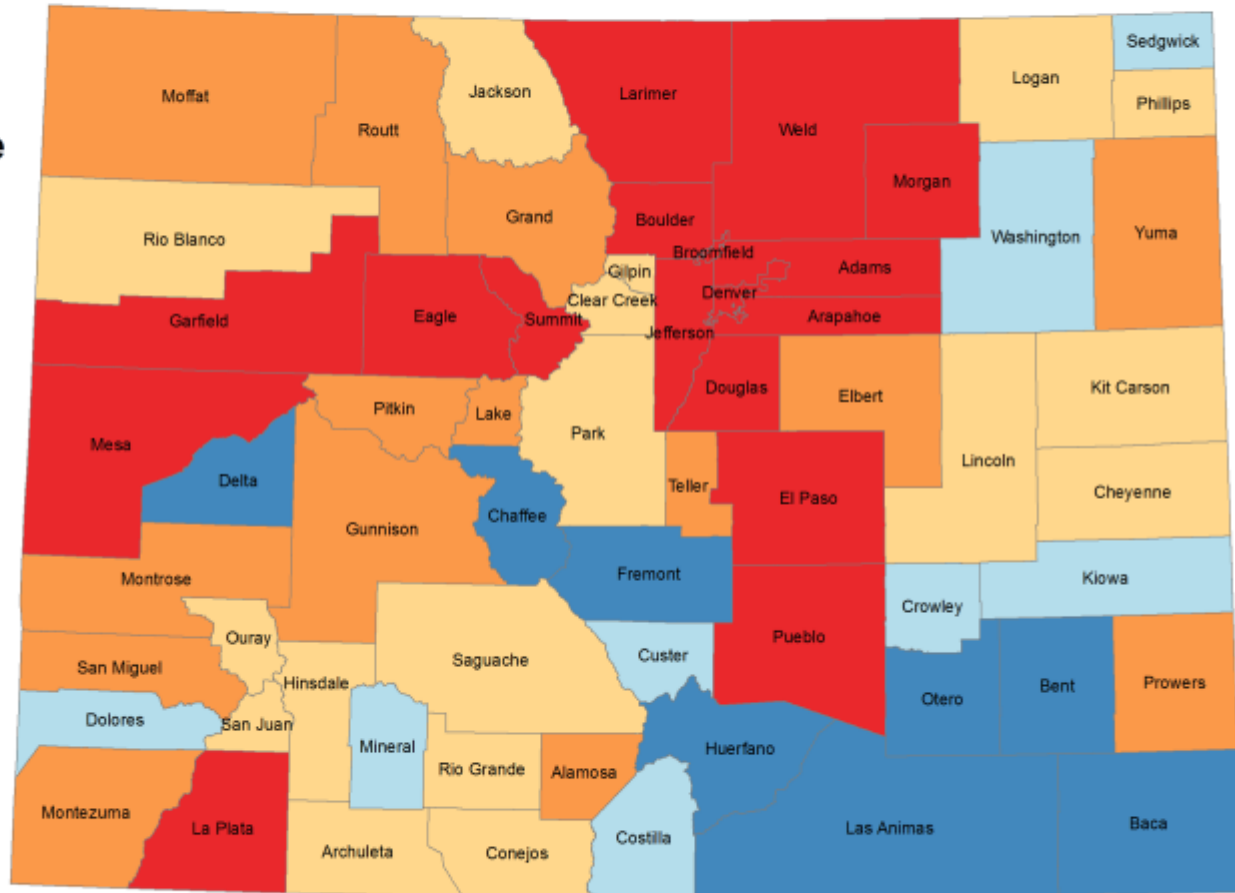
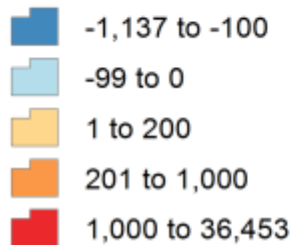


PERCENT CHANGE IN BIRTH RATE BY AGE 2009-17



Colorado: Natural Increase

2010 - 2017



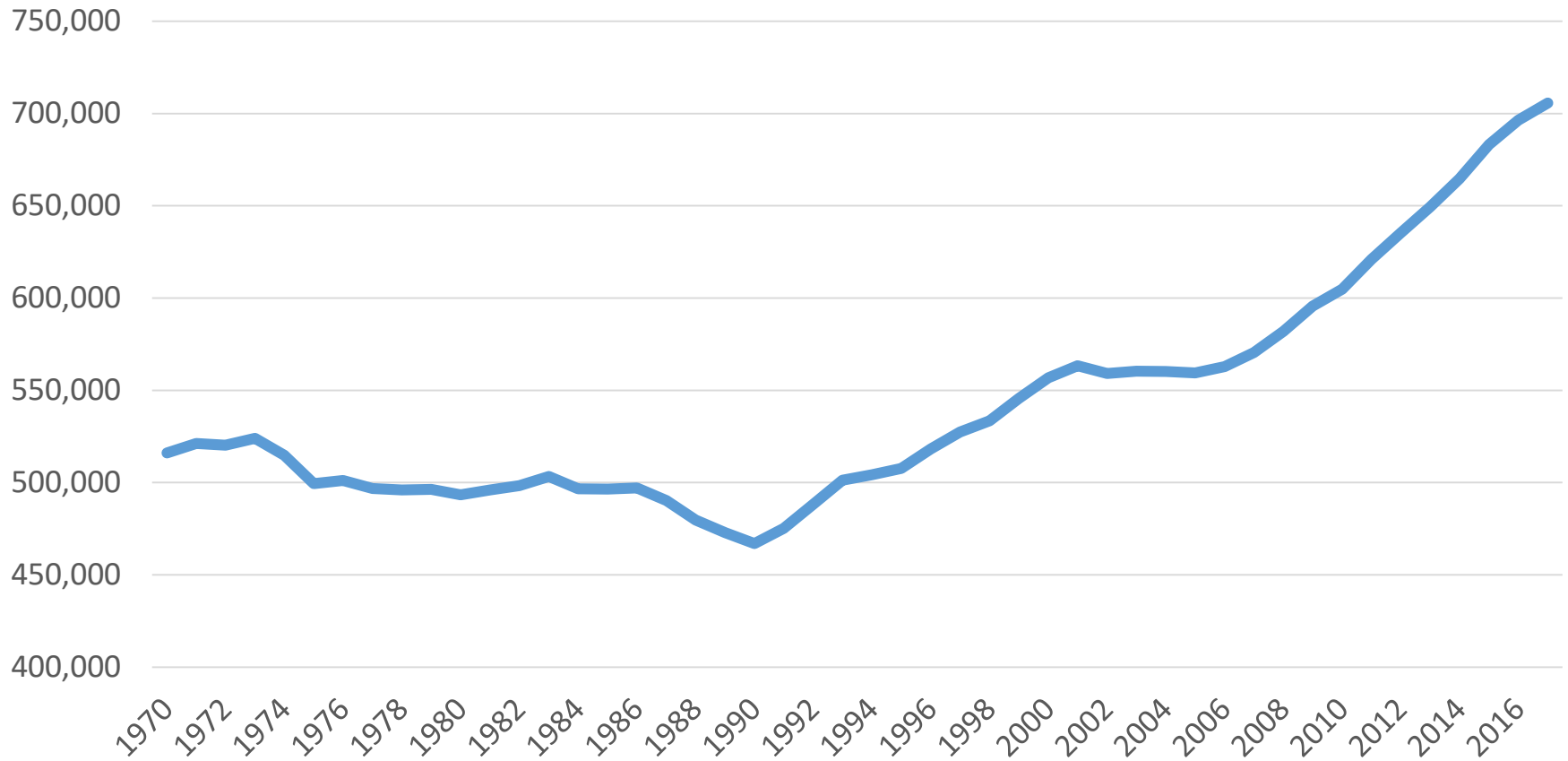
Colorado State Demography Office, 06/04/2018

A map of Colorado showing its 64 counties, each color-coded to represent a political affiliation. The colors used are blue, orange, red, light blue, and grey. The counties are labeled with their names. The map shows a distribution of affiliations across the state, with blue and orange being the most prevalent colors.

County	Color
Adams	Red
Alamosa	Light Blue
Archuleta	Orange
Baca	Light Blue
Bent	Light Blue
Boulder	Orange
Broomfield	Orange
Brown	Blue
Chaffee	Orange
Clear Creek	Orange
Conejos	Grey
Costilla	Orange
Crowley	Light Blue
Custer	Orange
Delta	Orange
Douglas	Red
Eagle	Blue
El Paso	Red
Elbert	Orange
Fremont	Orange
Garfield	Blue
Gunnison	Orange
Hinsdale	Light Blue
Huerfano	Orange
Jefferson	Orange
Kit Carson	Grey
Kiowa	Light Blue
Kranz	Blue
Larimer	Red
Las Animas	Blue
La Plata	Orange
Lincoln	Orange
Logan	Grey
Mesa	Orange
Montezuma	Orange
Montrose	Orange
Morgan	Blue
Moffat	Blue
Ouray	Orange
Park	Orange
Pitkin	Orange
Prowers	Blue
Pueblo	Orange
Rio Blanco	Grey
Rio Grande	Blue
Routt	Orange
Saguache	Orange
San Juan	Light Blue
San Miguel	Orange
Sedgwick	Orange
Seminole	Blue
Shaw	Blue
Summit	Orange
Teller	Orange
Washington	Orange
Weld	Red
Yuma	Orange
Phillips	Light Blue
Yuma	Orange

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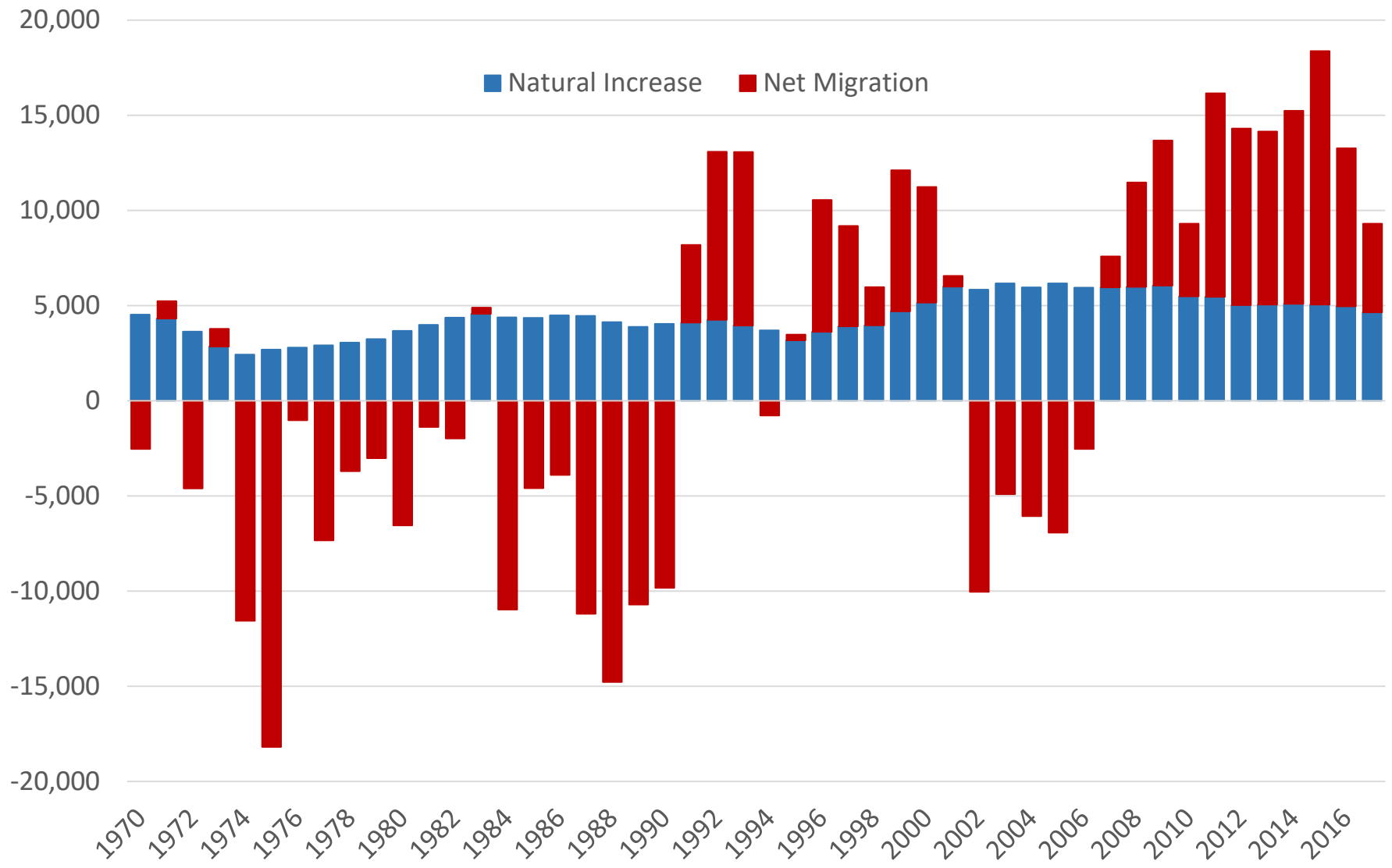
Denver Historic Population Trends (1970-2017)



Area	1970 Pop	1980 Pop	1990 Pop	2000 Pop	2010 Pop	2017 Pop	2030 Pop Forecast	2040 Pop Forecast	2050 Pop Forecast
Denver	515,985	493,385	466,998	556,740	604,879	705,651	827,681	889,556	886,561
Colorado	2,224,610	2,907,856	3,304,042	4,338,801	5,050,332	5,609,445	6,733,658	7,518,811	8,105,925
Den as % of CO	23.2%	17.0%	14.1%	12.8%	12.0%	12.6%	12.3%	11.8%	10.9%



Denver County Components of Population Change (1970 - 2017)



Colorado

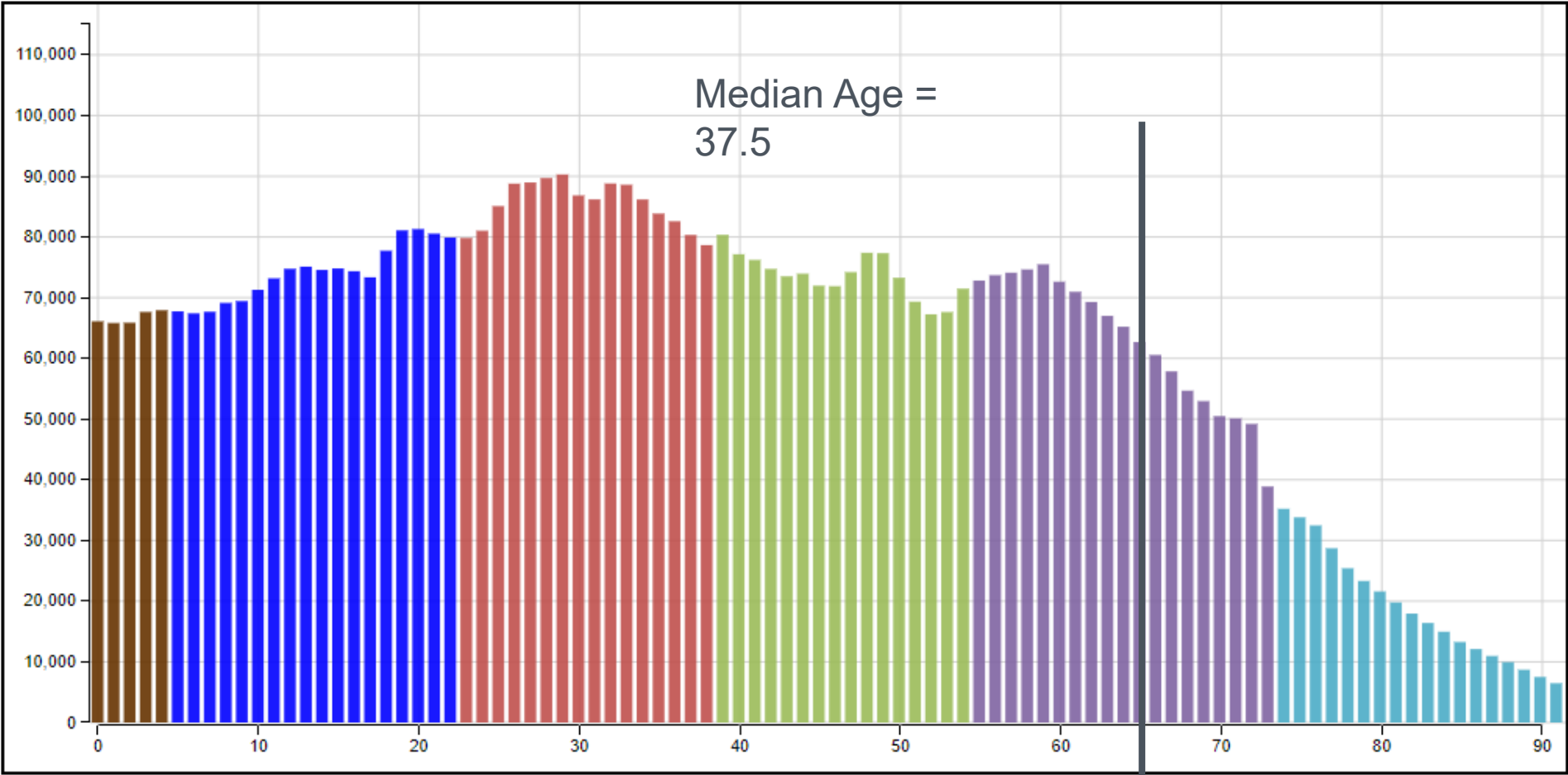
2019

Animate

Download Image

Download Video

Colorado2019



- Post Millennials (1997 - 2014)

Millennials (1981 - 1996)

Generation X (1965 - 1980)

Baby Boomers (1946 - 1964)

Silent Generation (1928 - 1945)

Greatest Generation (- 1927)
- Future Generations (2030 -)

Next Generation (2015 - 2029)



Denver

2019

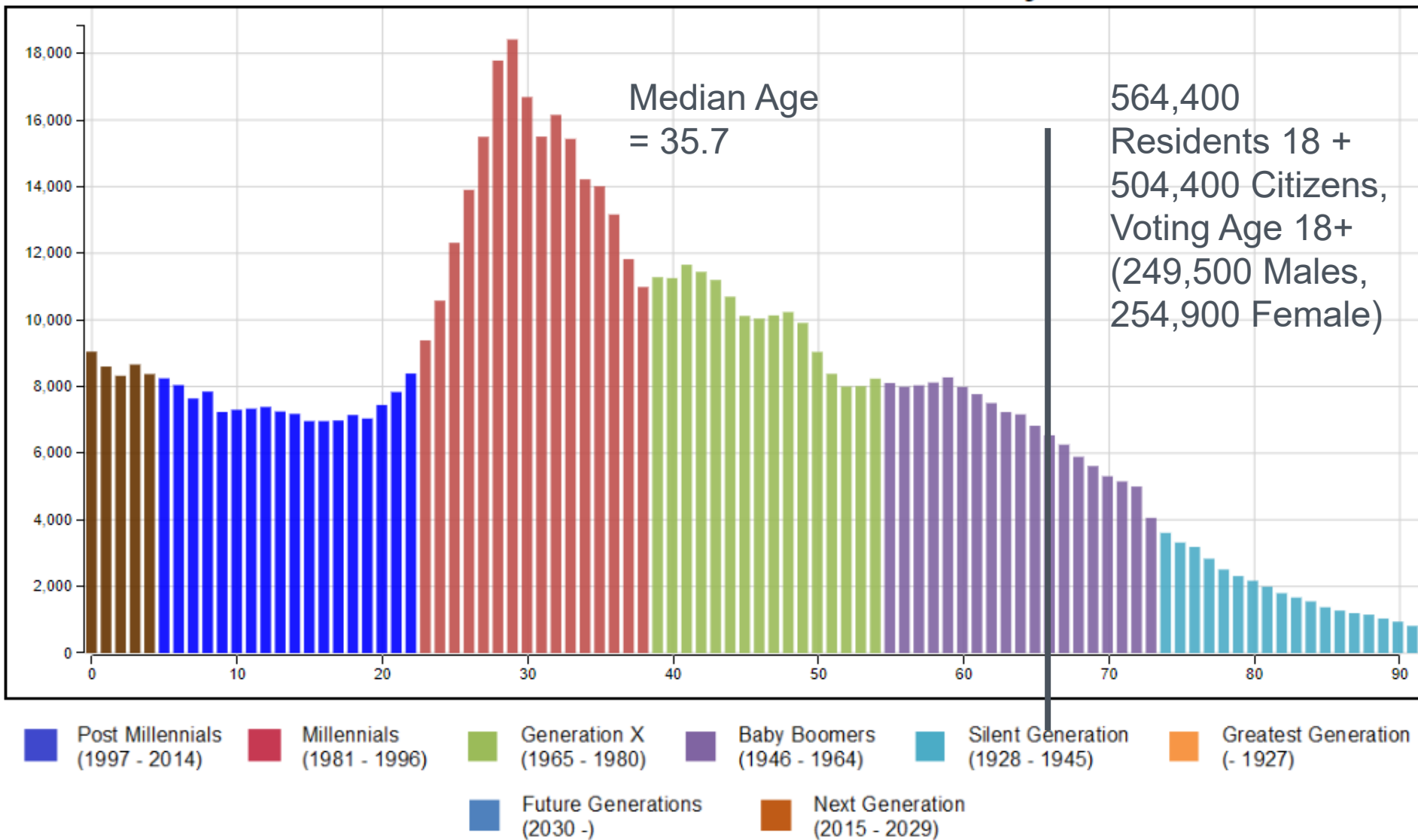
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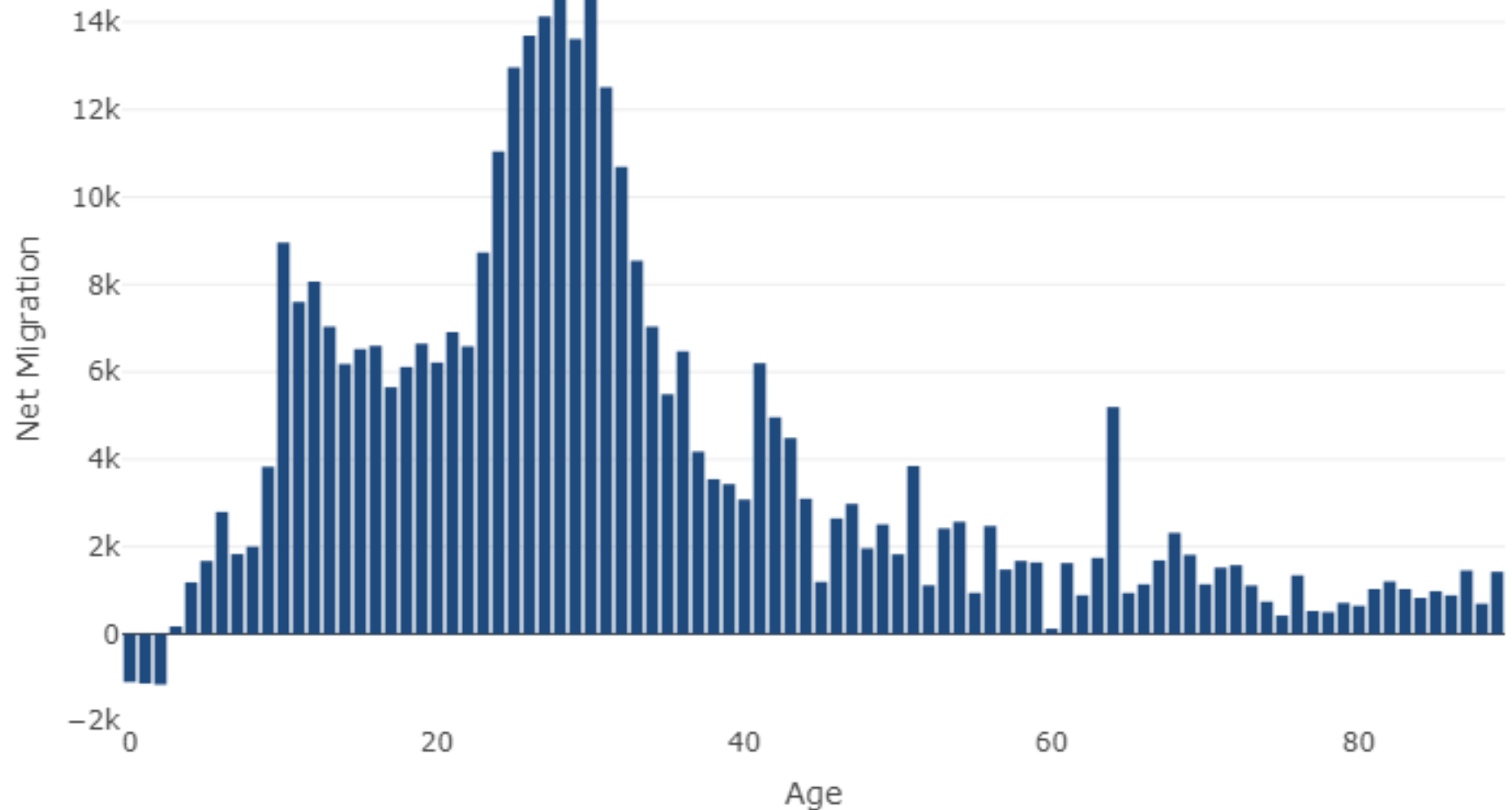
Denver County

2019



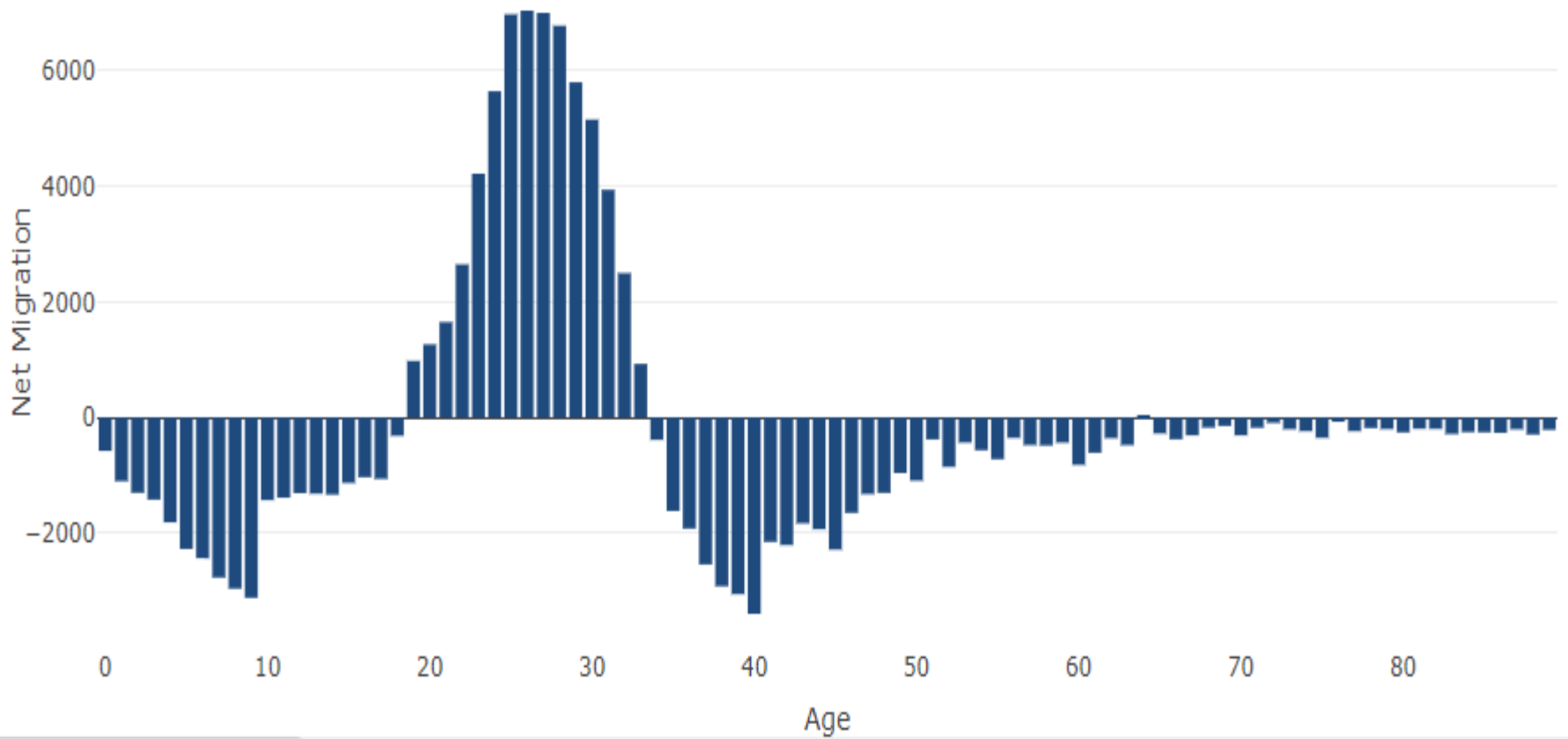
Colorado

Net Migration by Age, 2000 to 2010

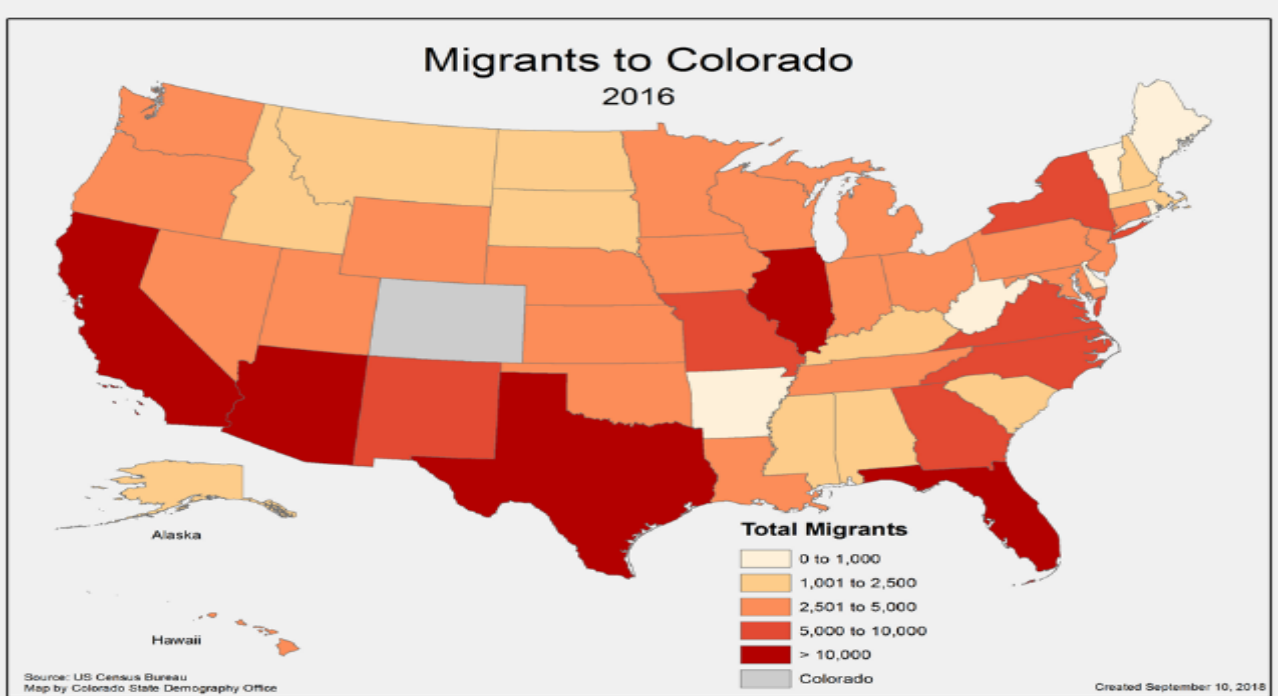


Denver County

Net Migration by Age, 2000 to 2010



In Migration to Colorado



- In migration ave. 170,000-230,000 /yr.
- Out migration ave. 150,000-190,000 /yr.

They are:

- Younger
- Lower Income
- Higher educational attainment than the U.S. average.

2016 State to State Migration

In (#)	Out (#)	Net (#)
California (26,900)	California (22,500)	Illinois (8,100)
Texas (20,700)	Texas (21,600)	New York (5,100)
Florida (13,500)	Washington (13,000)	California (4,400)
Arizona (13,000)	Arizona (11,900)	Virginia (3,900)
Illinois (11,400)	Florida (9,900)	Florida (3,700)



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Denver Migration Flows

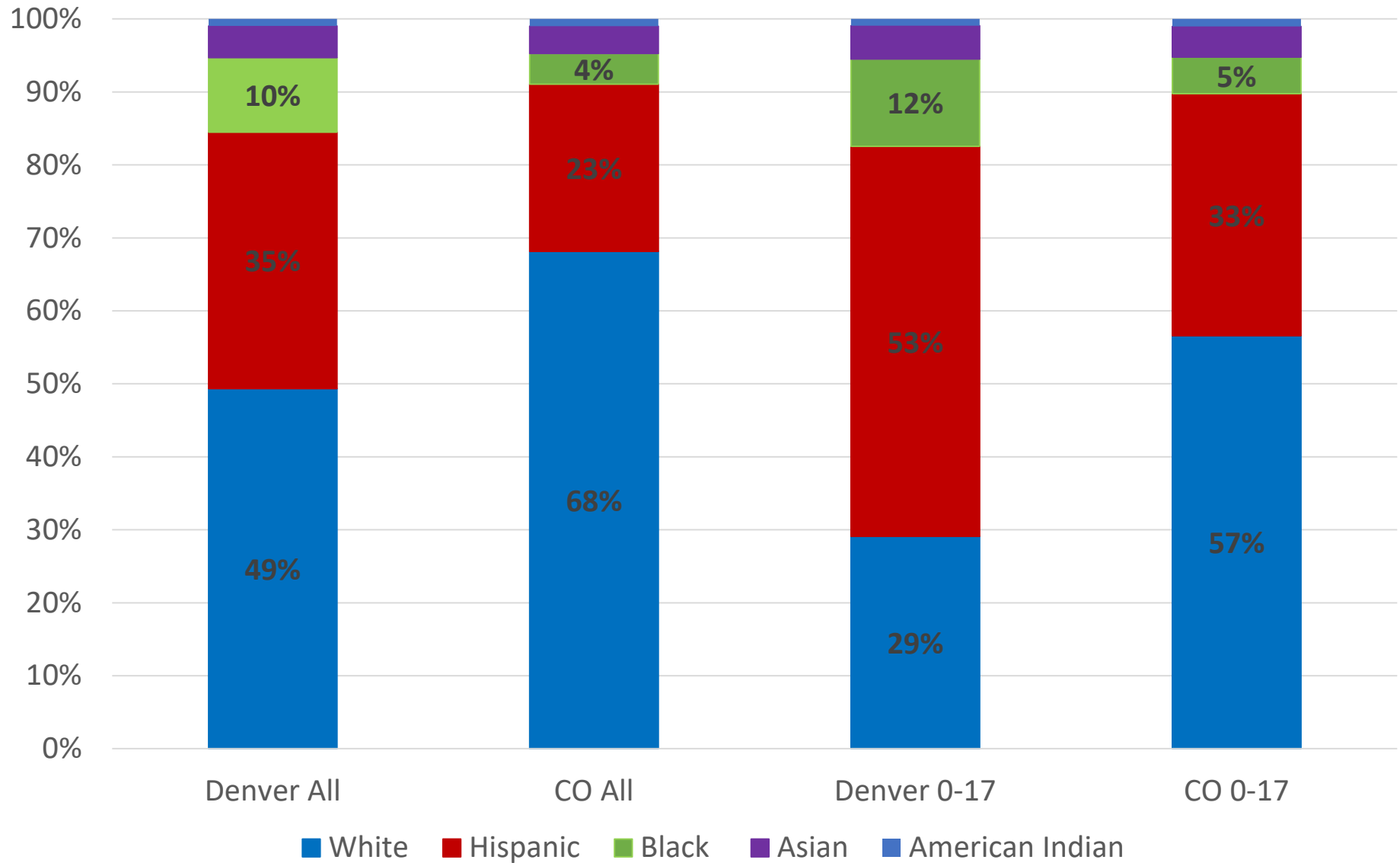
Top 10 Net Migration		Top 10 IN-Bound Counties		Top 10 OUT-Bound Counties	
Cook, IL	728	Arapahoe	15,831	Arapahoe	18,728
Boulder	451	Jefferson	8,976	Jefferson	9,874
Los Angeles, CA	344	Adams	5,290	Adams	7,224
District of Columbia	291	Douglas	2,923	Douglas	2,876
Pima, AZ	281	Boulder	2,885	Boulder	2,434
Alameda, CA	281	El Paso	1,563	El Paso	2,092
Dallas, TX	269	Larimer	1,492	Larimer	1,523
Hillsborough, FL	232	Los Angeles, CA	1,204	Weld	1,105
Fremont	231	Weld	1,175	King, WA	876
Adams, PA	212	Cook, IL	1,129	Los Angeles, CA	860



Ethnicity/Race

Denver's growing more diverse

2017 CO vs. Denver Population by Race/Ethnicity



Educational Attainment Gap

- Colorado has 2nd/3rd highest educational attainment gap in nation between White - non Hispanic and Hispanic - 30 points
 - 1. Washington D.C.- 51
 - 2. California - 31
 - 3. Colorado - 30
 - 4. Hawaii - 28
 - 5. Massachusetts - 28
- Influenced by being one of the highest attainments in US by White-non Hispanics (46%) but Colorado is 24th in attainment by Hispanics (16%)
- Denver has an even greater gap with white alone, not Hispanic (66%) bachelors & Hispanic/Latino (15%) bachelors degree or greater.



AGE MATTERS

Why?

Preferences - where people shop
and what they buy.

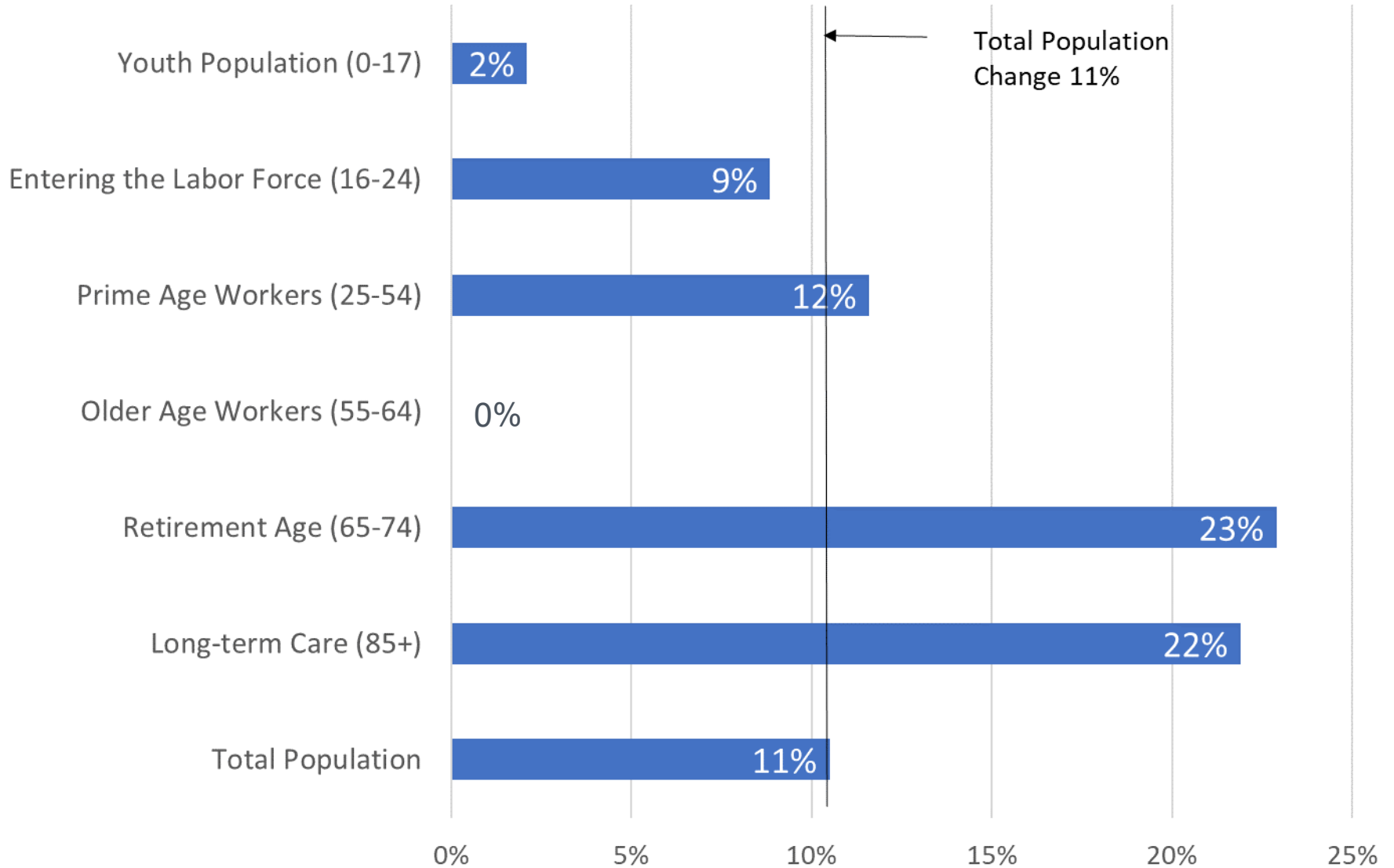
Housing

Income

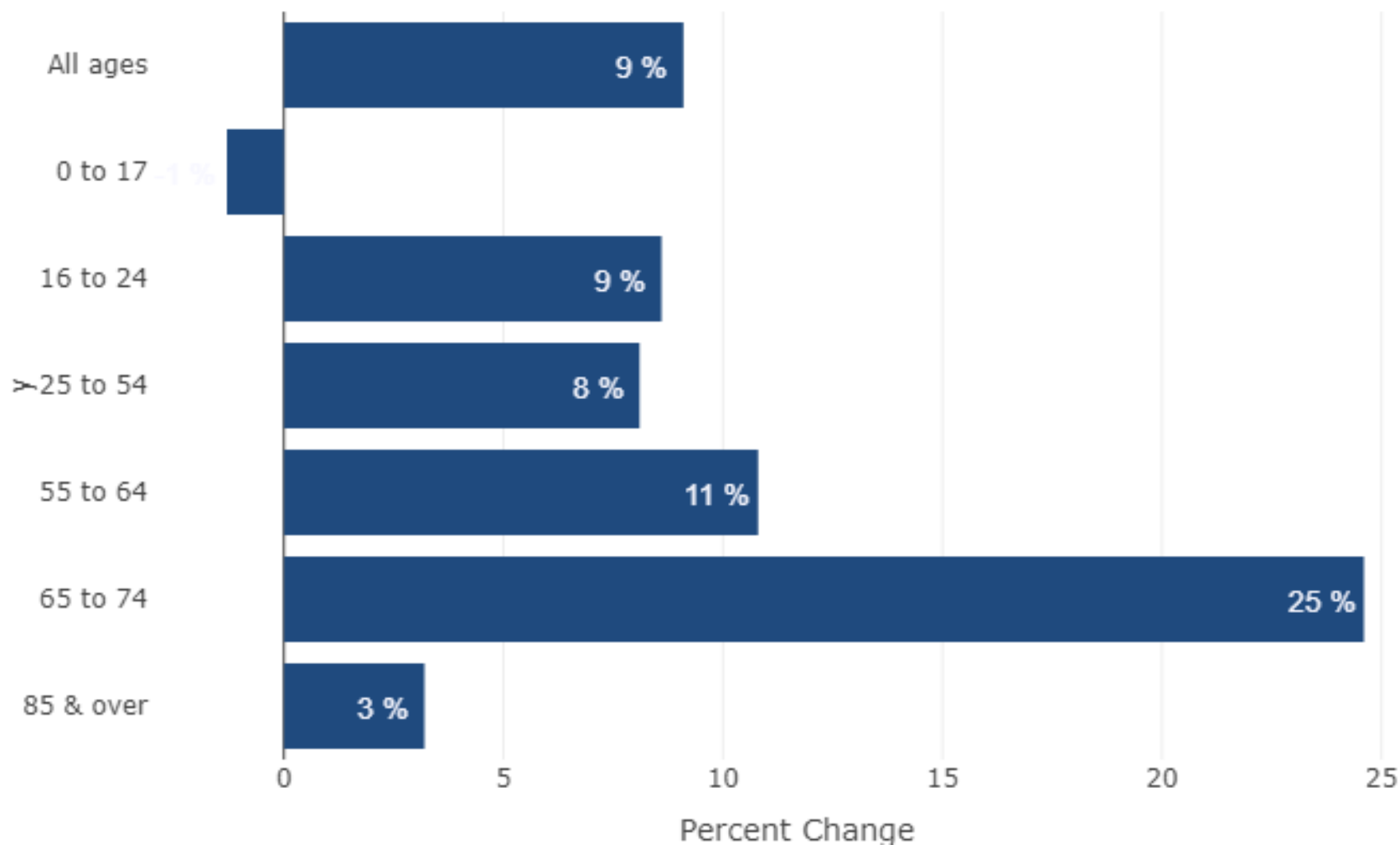
Service Demands

Labor Force

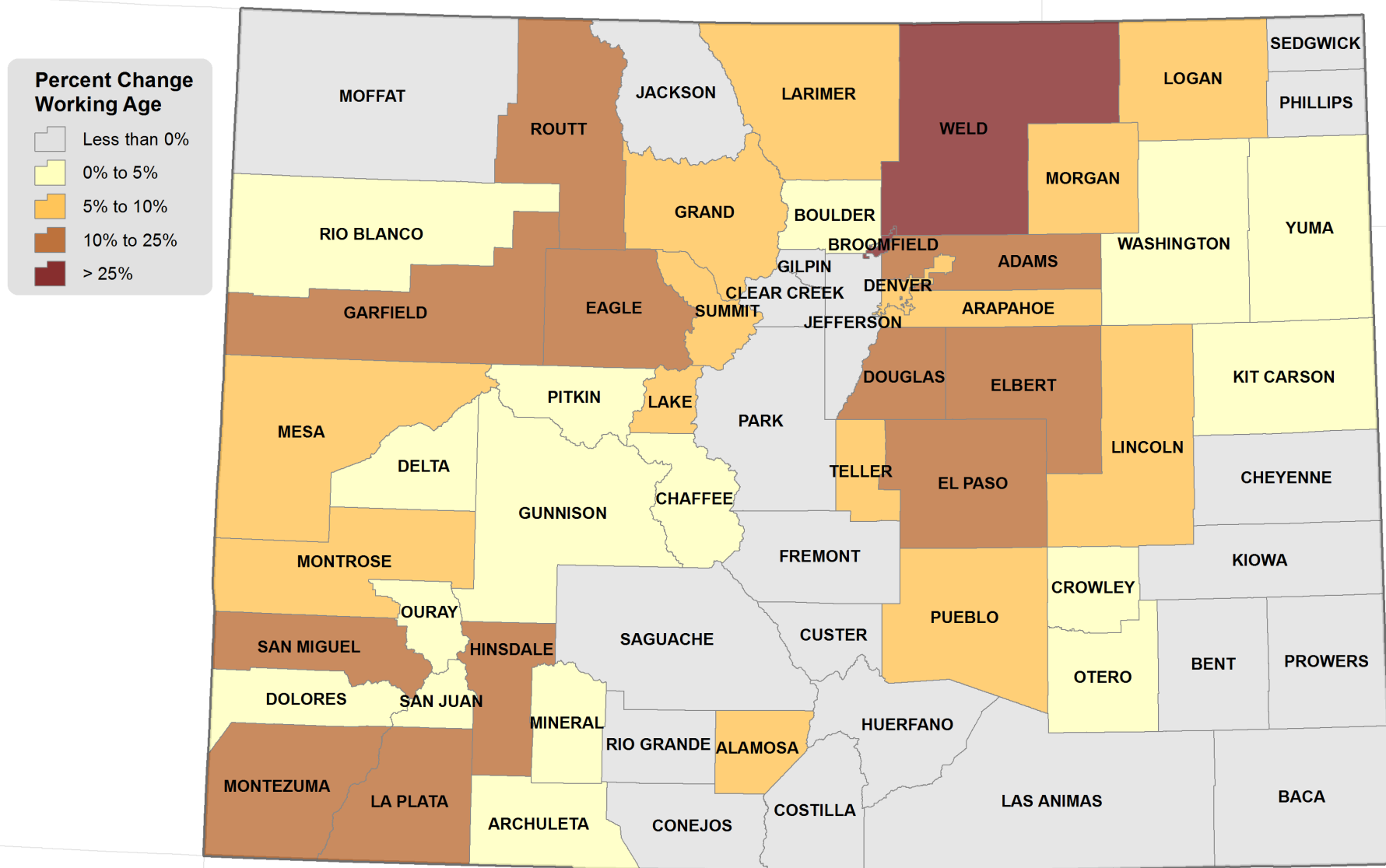
Projected Change in Specific Age Group Populations in Colorado, 2018 to 2025

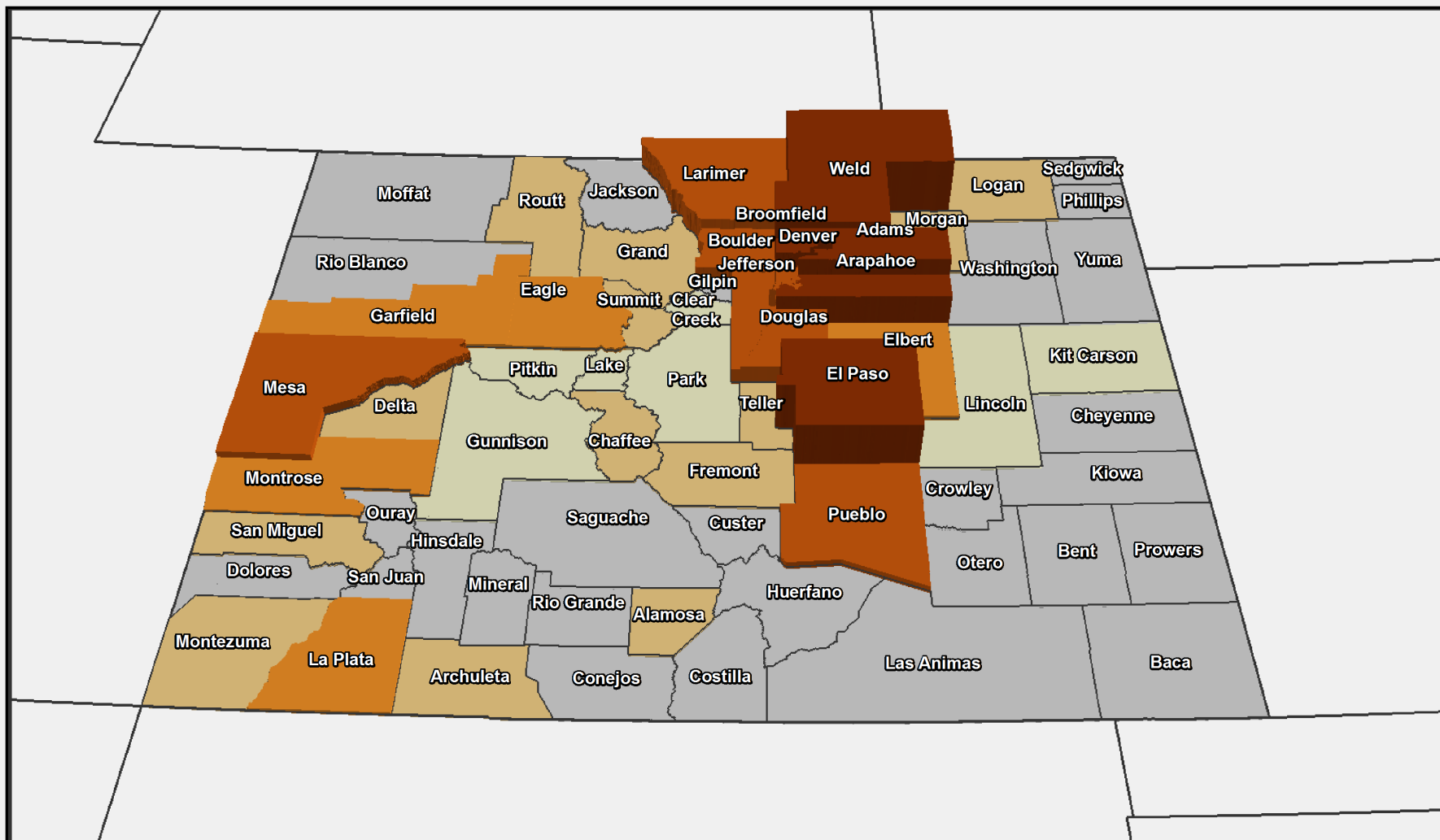


Denver Population Change by Age Group, 2018 to 2025

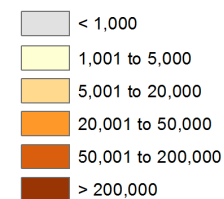


Forecast Change in the Working Age Population 2018 - 2025





Projected Population Change 2018 to 2050



2016 American Community Survey

Median home value (\$)

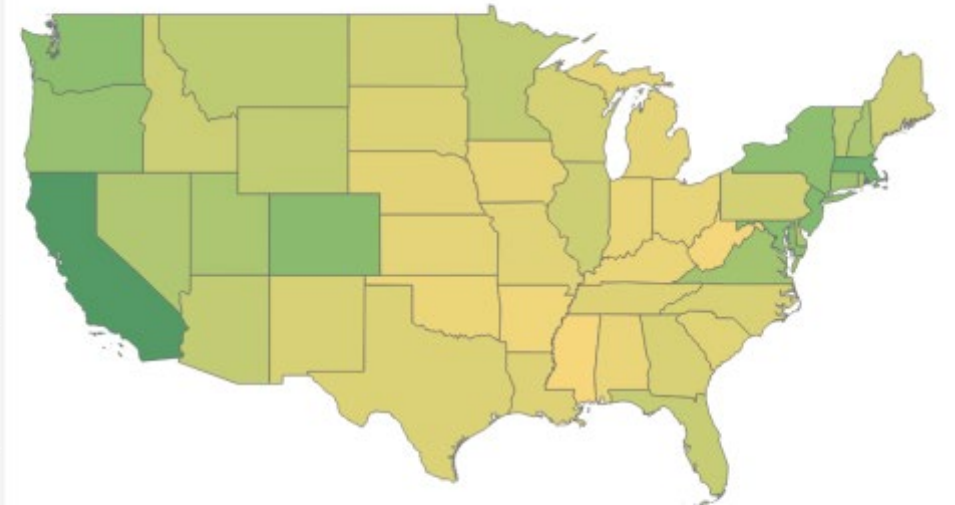
Select one of the characteristics below to display.

Characteristics

- ☐ Total population
- ☐ Median age
- ☒ Median home value (\$)
- ☐ Median household income (\$)
- ☐ Below poverty (%)
- ☐ Foreign born (%)
- ☐ High school graduate or higher (%)
- ☐ Without health insurance (%)
- ☐ Households with a broadband Internet subscription (%)

Sortable State List

Hawaii	592,000
District of Columbia	576,100
California	477,500
Massachusetts	366,900
New Jersey	328,200
Colorado	314,200
Maryland	306,900
Washington	306,400
New York	302,400
Oregon	287,100
Connecticut	274,600
Alaska	267,800
Virginia	264,000
New Hampshire	251,100



113,900 592,000

Estimates are based on a sample survey and are subject to sampling variability and nonsampling error. 2016 American Community Survey 1-year estimates were used. For more information about these data or Puerto Rico estimates, go to <https://www.census.gov/acs>

United States[™]
Census
Bureau

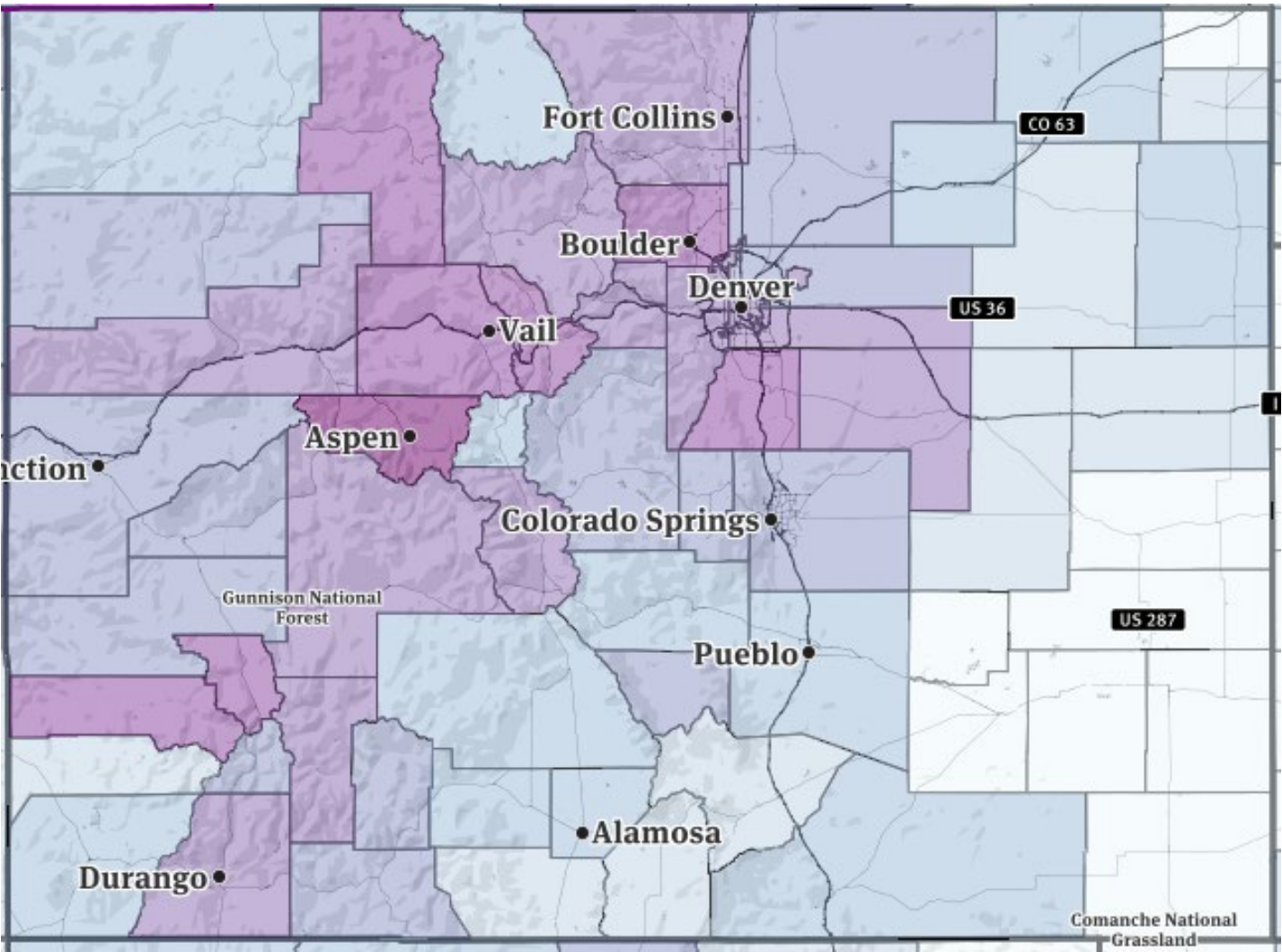
U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov



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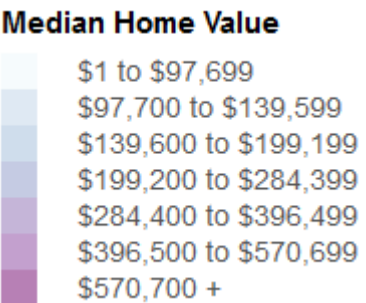
Median Home Value, ACS 2013-17

Owner Occupied



Denver
\$322,900

Colorado
\$286,100

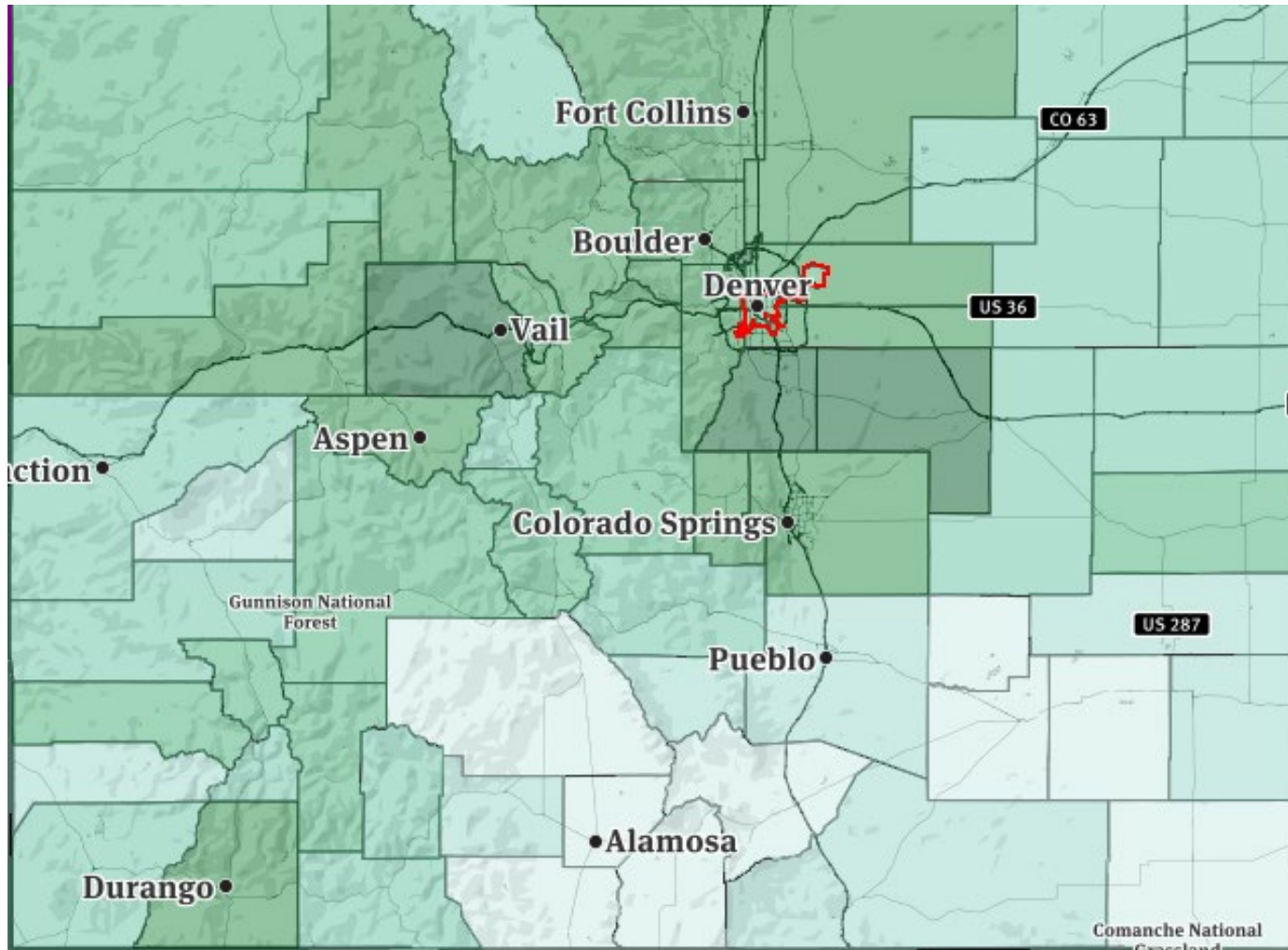


Denver vs. Colorado Household Income

2017 Household Income



Median Household Income, ACS 2013-17



Denver
\$60,100

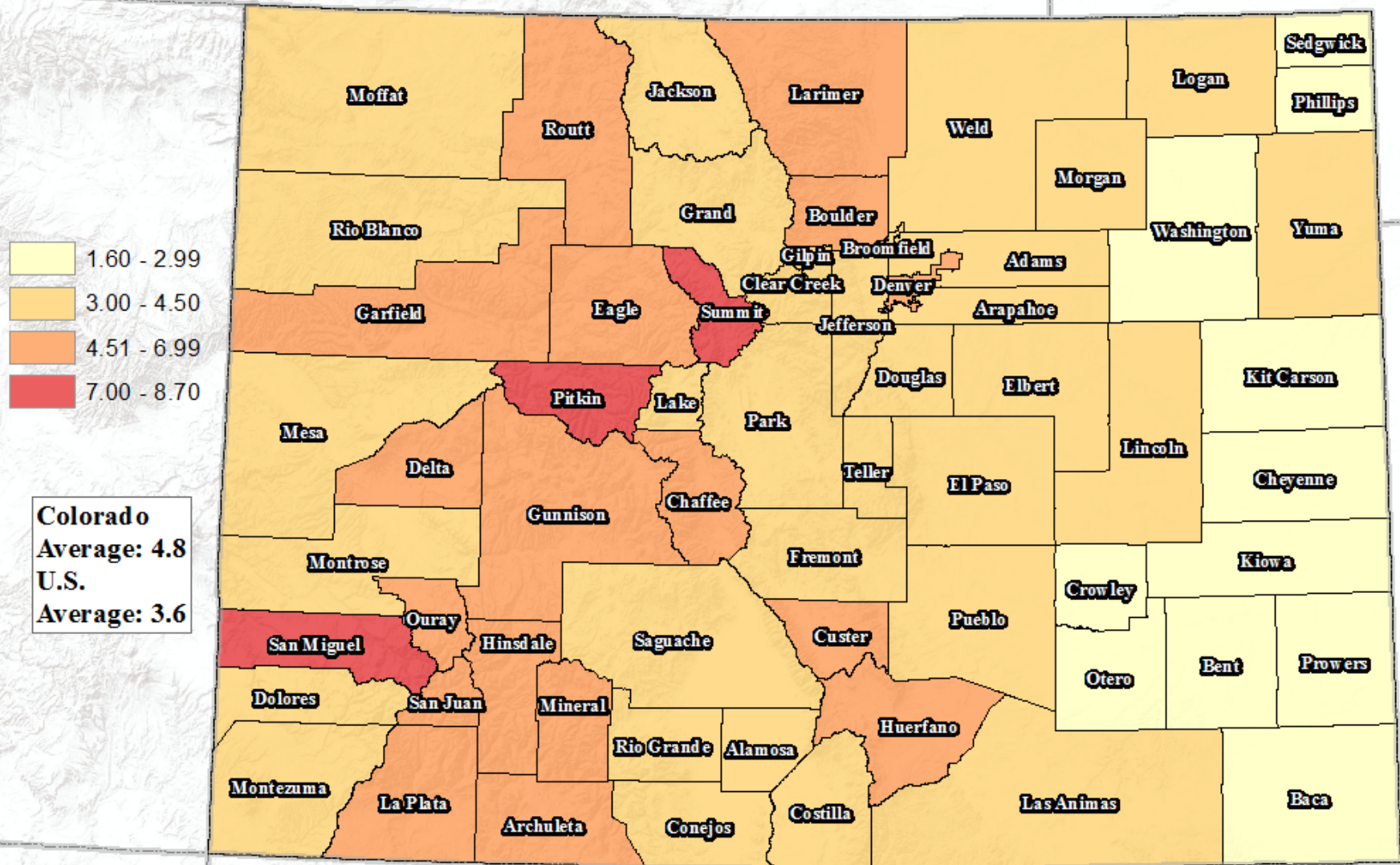
Colorado
\$65,500

Median Household Income



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Years of Median Household Income needed to Buy a Median Value Owner-Occupied Home in 2016



Denver Households and Families

2017 1-year ACS Estimates	Estimate
Total Households	296,938
Family Households	143,285
Households w Kids under 18	62,133
Non-family Households	153,653
Householder Living alone	110,461
Units in Structure	1 unit 54.5% 2+ units 45.2%
Housing Tenure	Owner Occupied 50.0% Renter Occupied 50.0%

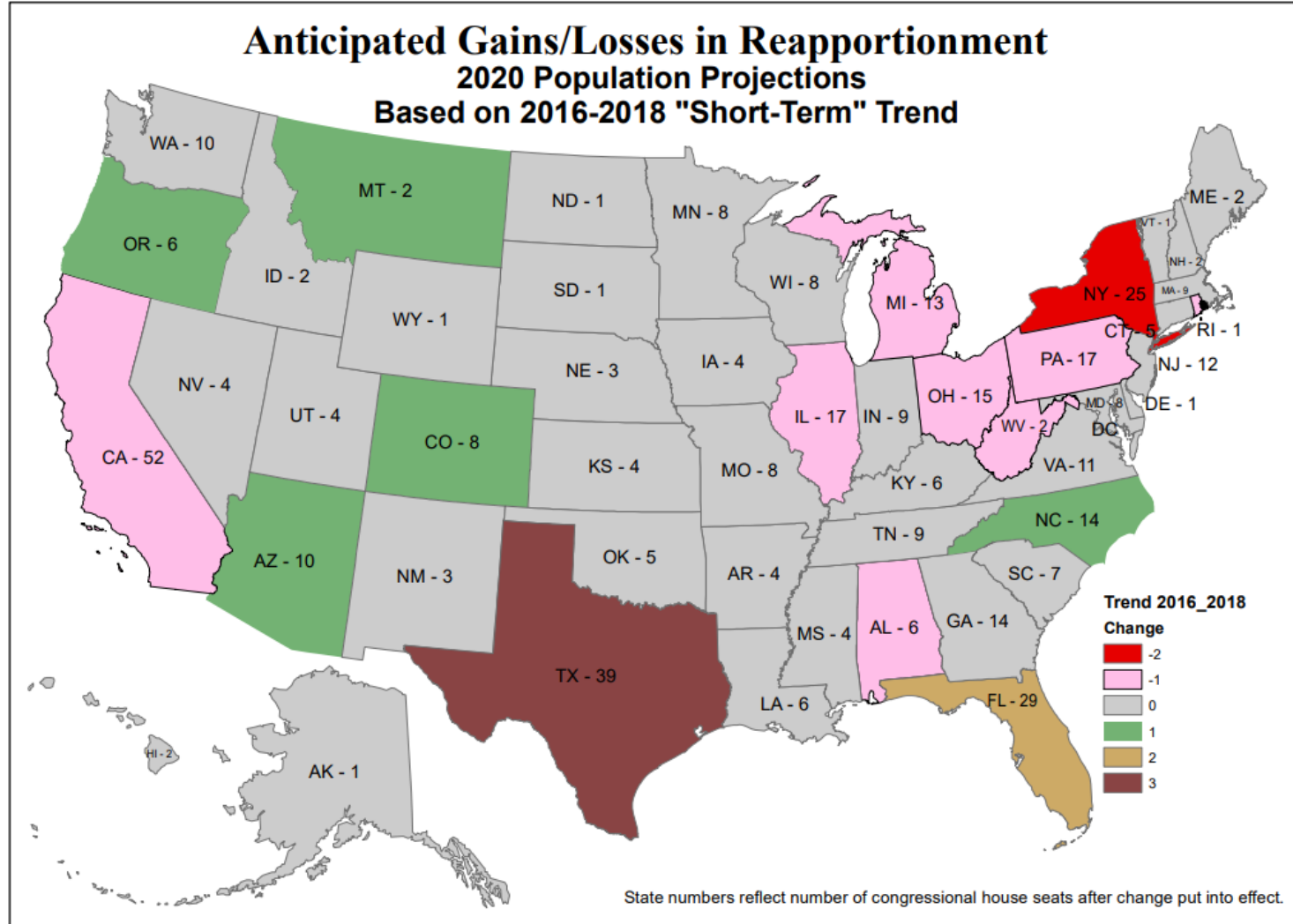


Census 2020 - April 1st

- Important, Safe, Easy! - 11 Questions, 10 minutes
1. Representation,
 2. Funding (\$1,500 per person per year in federal funding), and
 3. Information for decision making.
- Online, phone, paper
 - Response is safe and protected



Reapportionment - Projection



Election Data Services

Based on Census Bureau estimates released 12/19/2018



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Source: Election Data Services Inc. December 19, 2018

Census Count Process

- **Mid-March 2020 Mailings begin:**
 - Census Bureau sends letters to all addresses.
 - Respondents in areas with low internet connectivity receive paper form along with login instructions
- **April 1 2020 CENSUS DAY**
- **Mid-April** Reminder postcards sent to non-respondents
- **Early May** Non-Response Follow-Up begins
- **August** Data Collection Ends
- **December 31, 2020** Delivery of Reapportionment File to President

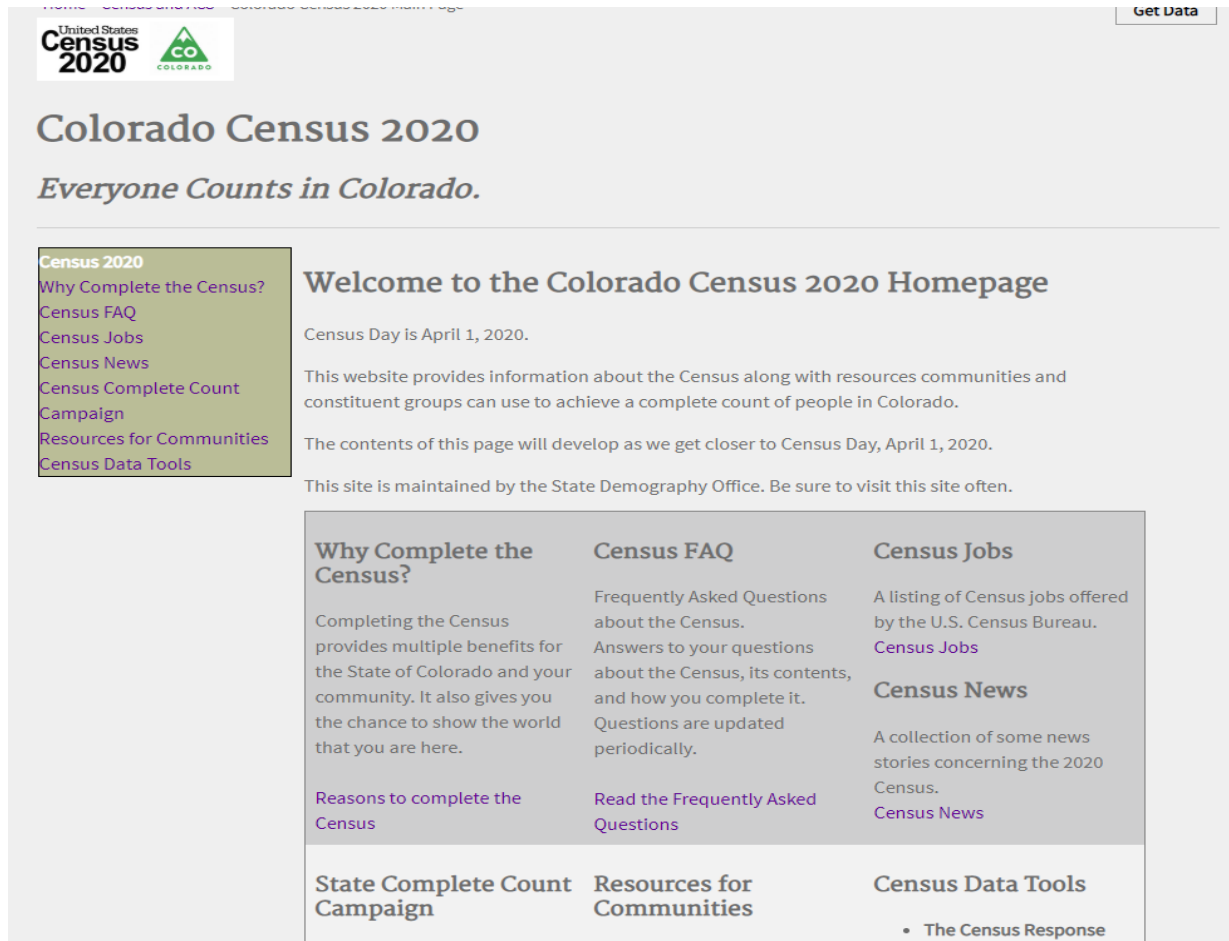


Hard-To-Count / Survey Populations

- Young children
- Highly mobile persons
- Persons with complex living arrangements or crowded housing
- Racial and ethnic minorities
- Non-English speakers
- Low income persons
- Persons experiencing homelessness
- Undocumented (and documented) immigrants
- LGBTQ persons
- Persons not living in traditional housing



SDO Census 2020 Page



The screenshot shows the Colorado Census 2020 homepage. At the top, there are logos for the United States Census 2020 and the State of Colorado. The main heading is "Colorado Census 2020" with the tagline "Everyone Counts in Colorado." Below this, there is a sidebar with a "Census 2020" section containing links: "Why Complete the Census?", "Census FAQ", "Census Jobs", "Census News", "Census Complete Count Campaign", "Resources for Communities", and "Census Data Tools". The main content area starts with a "Welcome to the Colorado Census 2020 Homepage" section, followed by a "Census Day is April 1, 2020." announcement. Below this is a paragraph stating the website's purpose and a note about the site's development. A "Get Data" button is visible in the top right corner. The bottom section is a grid of six boxes: "Why Complete the Census?", "Census FAQ", "Census Jobs", "Census News", "State Complete Count Campaign", and "Census Data Tools". Each box contains a brief description and a link to more information.

United States Census 2020 CO COLORADO

Colorado Census 2020

Everyone Counts in Colorado.

Census 2020
[Why Complete the Census?](#)
[Census FAQ](#)
[Census Jobs](#)
[Census News](#)
[Census Complete Count Campaign](#)
[Resources for Communities](#)
[Census Data Tools](#)

Welcome to the Colorado Census 2020 Homepage

Census Day is April 1, 2020.

This website provides information about the Census along with resources communities and constituent groups can use to achieve a complete count of people in Colorado.

The contents of this page will develop as we get closer to Census Day, April 1, 2020.

This site is maintained by the State Demography Office. Be sure to visit this site often.

Why Complete the Census?
Completing the Census provides multiple benefits for the State of Colorado and your community. It also gives you the chance to show the world that you are here.
[Reasons to complete the Census](#)

Census FAQ
Frequently Asked Questions about the Census. Answers to your questions about the Census, its contents, and how you complete it. Questions are updated periodically.
[Read the Frequently Asked Questions](#)

Census Jobs
A listing of Census jobs offered by the U.S. Census Bureau.
[Census Jobs](#)

Census News
A collection of some news stories concerning the 2020 Census.
[Census News](#)

State Complete Count Campaign

Resources for Communities

Census Data Tools
• [The Census Response](#)

Resource for Colorado-specific Census information

All Colorado Census information can be found here

Developed and maintained by the State Demography Office



Thank you

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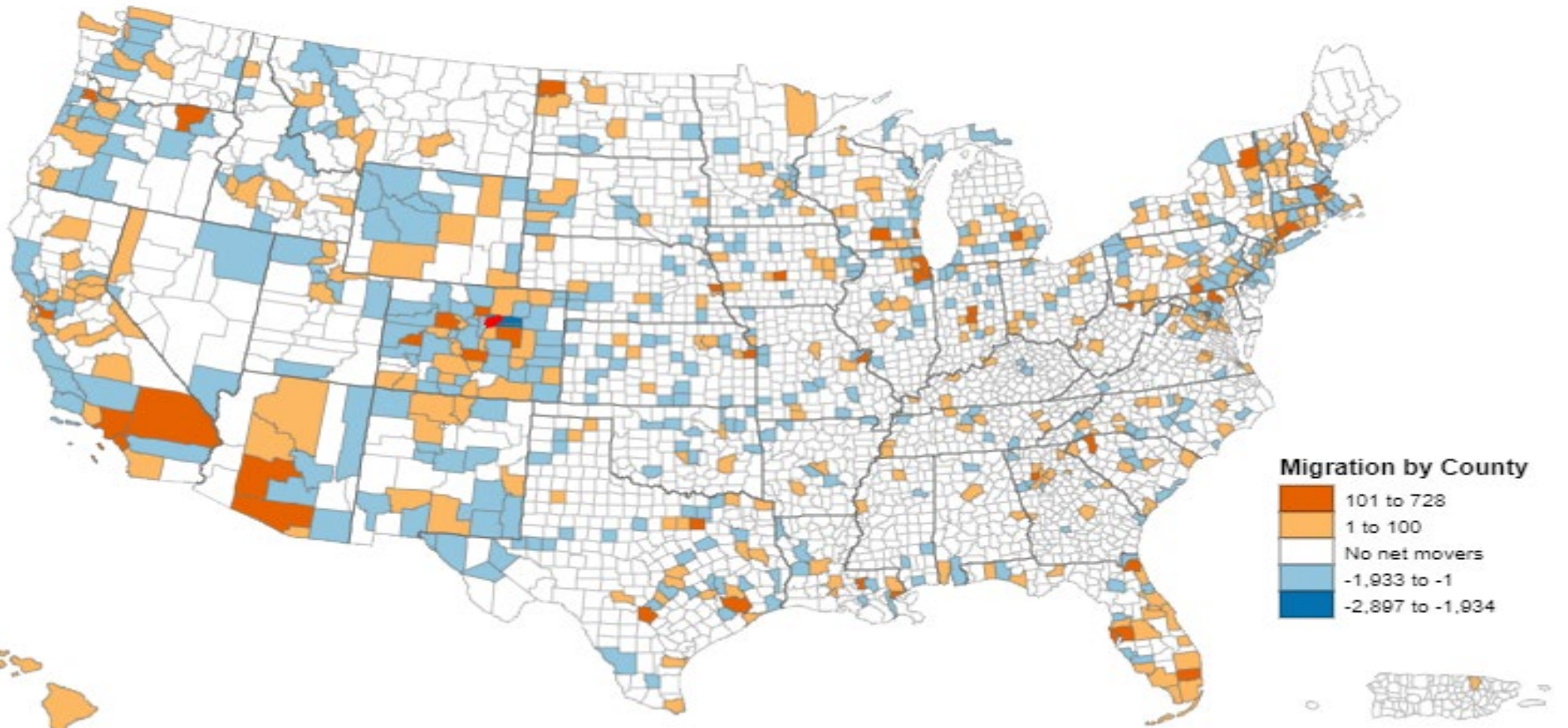


COLORADO
Department of Local Affairs

Net Migration from Denver



Total Net Migration Flows
for Denver County, Colorado



Source: U.S. Census Bureau, 2012-2016 5-year American Community Survey



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DENVER
OFFICE OF ECONOMIC
DEVELOPMENT

Gentrification Study:

Mitigating Involuntary Displacement

May 2016

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A World-Class City Where Everyone Matters

Mayor Michael B. Hancock's vision for Denver is to deliver a world-class city where everyone matters. To achieve that goal, the City and County of Denver is working to ensure that all Denver's residents, new and old, have the ability to live where they can easily access economic opportunities and community support networks.

The Office of Economic Development (OED) strives to create thoughtful strategies to enhance and reinvest in Denver's neighborhoods without spurring involuntary displacement. Involuntary displacement means that residents and/or businesses are forced to relocate to neighborhoods where real estate is less costly. Those neighborhoods then become at-risk of experiencing concentrated poverty, which is linked to a host of negative social and economic outcomes for residents, especially children.

The revitalization of disenfranchised neighborhoods is a result of both public and private investment and will be a critical test of how we, as a city, implement the Mayor's vision. Policymakers now face the challenge of deliberately and proactively enabling the creation of mixed-income neighborhoods with opportunities for renters and homeowners alike to stay in the city and participate in its well-established neighborhoods. Such a strategy means not only mitigating involuntary displacement of existing residents, but also investing to ensure that long-time residents can access and benefit from opportunities created by economic growth.

Introduction

This *Gentrification Study: Mitigating Involuntary Displacement* was proposed in JumpStart 2015, the strategic plan of the Denver Office of Economic Development (OED), and it is an effort to research the magnitude of involuntary displacement in Denver and provide direction to OED's investments and programs.

The study examines where involuntary displacement appears to be taking place or appears to be at risk of taking place in Denver, and suggests what the city can do to mitigate negative impacts of involuntary displacement while capturing the positive impacts of neighborhood reinvestment. Many Denver residents value diversity, inclusiveness and opportunity for all; however, these values are currently being threatened by the displacement of long-time residents through involuntary displacement and a lack of economic opportunities.

While a number of the actions proposed could be accomplished using existing resources, others will require new investments, reallocation of existing resources and strong community partnerships. The impacts of gentrification and involuntary displacement touch many aspects of neighborhood life which are outside of OED's sphere of influence. One recommended action item is for the city to convene conversations with partner agencies and community organizations to begin building a more comprehensive citywide strategy to address involuntary displacement.

The term "gentrification" encompasses a complex group of neighborhood dynamics, some positive and some negative. Involuntary displacement is a clearly negative impact of gentrification that the city can take action to mitigate. This report recognizes that some phenomena associated with gentrification can create opportunity for neighborhood residents if paired with strategic public investments. For this study, we have chosen to use the definition of "gentrification" presented by Lisa Bates of Portland State University in her Gentrification and Displacement study for the City of Portland (Bates, 2013). Bates offers an operational definition with measurable characteristics in three areas at the neighborhood scale: housing market changes, economic status changes and demographic changes:

"Gentrification [is the process that] occurs when a neighborhood has attractive qualities—for example, location or historic architecture—but remains relatively low value. The disconnect between potential value and current value (called "the rent gap") may occur due to historic disinvestment by public and private sectors. When the area becomes desirable to higher-income households and/or investors, there are changes in the housing market. As demand rises for the neighborhood, higher-income households are able to outbid low-income residents for housing, and new development and economic activity begins to cater to higher-income tastes. Lower-income households and/or households of color migrate out of the neighborhood and new in-migrants change the demographics of the neighborhood."

The findings and recommendations that follow summarize what the city can do to minimize involuntary displacement while supporting existing residents in accessing new economic opportunities. It is OED's intention to research this issue in Denver and to provide direction to future investments and activities that OED and other city departments undertake.

The goals of this report are to:

- Identify** factors that cause residential and commercial displacement;
- Identify** neighborhoods where displacement is currently happening or could happen;
- Research** promising practices in other cities that are working to minimize displacement as neighborhoods are being revitalized; and
- Inform** the discussion and decisions for OED investments in light of the office's goal of equitable neighborhood revitalization.

Summary Findings and Recommendations

This section would normally appear at the end of a report, but has intentionally been moved forward to highlight this material for policy briefing purposes.

OED develops its annual strategic plan of work, *JumpStart*, across major headings of business development, small business advocacy, housing, neighborhood development, and workforce development. *JumpStart 2016* is available online at <https://www.denvergov.org/content/denvergov/en/denver-office-of-economic-development/reports-and-studies.html>. This gentrification study relates directly to *JumpStart 2016*, as noted throughout this section.

*In 2014, OED released *Housing Denver*, an ambitious five-year strategy to prioritize Denver's affordable housing challenges and recommend executable strategies to address such challenges. Many of the strategies and action items identified in the *Housing Denver* plan are already being executed by OED and will be critical to mitigating involuntary displacement in neighborhoods that are at risk.*

Finding A. There is no silver bullet.

- Recommendation 1. Collaborate across agencies on strategies to mitigate displacement.*
- Recommendation 2. Address potential for involuntary displacement in neighborhood plans.*

Finding B. Investment in affordable housing continues to be a critical need.

- Recommendation 3. Create a robust permanent funding source for affordable housing.*
- Recommendation 4. Preserve existing affordable housing.*
- Recommendation 5. Bank land in neighborhoods at risk of involuntary displacement.*
- Recommendation 6. Protect existing homeowners.*
- Recommendation 7. Use the study's neighborhood typology to evaluate investments.*

Finding C. Access to economic opportunity needs to be considered as part of public investments.

- Recommendation 8. Provide technical support to neighborhood businesses to manage changes in customer base.*
- Recommendation 9. Tie business incentives to community engagement that benefits low-income residents.*
- Recommendation 10. Make training for middle-income jobs available to neighborhood residents.*
- Recommendation 11. Support entrepreneurship in gentrifying neighborhoods.*
- Recommendation 12. Preserve industrial space and middle-skill jobs.*

Finding A. There is no silver bullet.

Gentrification is most often the result of market forces and there is no silver bullet. In other words, there is no single tactic or quick fix for a city to benefit from neighborhood revitalization while avoiding involuntary displacement. Cities must be proactive and implement multiple strategies over a long time to mitigate involuntary displacement. OED has a broad set of tools, ranging from affordable housing development to small business support to employment and training, that can help mitigate the negative impacts of gentrification and increase economic and community opportunity; however, a successful strategy to address involuntary displacement must include other city agencies as well as community partners.

Recommendation 1.

Collaborate across agencies on strategies to mitigate displacement. Convene a collective impact working group to coordinate a comprehensive set of strategies that brings OED together with other city agencies such as Community Planning and Development (CPD), Parks and Recreation, Public Works, Office of Children's Affairs, and the Mayor's Office; with partners such as the Denver Housing Authority, Denver Urban Renewal Authority, Mile High United Way, and neighborhood development collaboratives; and with the Denver Public Schools, the Community College of Denver and other educational institutions.

See JumpStart 2016: Housing – Partnerships, Agency Alignment, and Gentrification.

Recommendation 2.

Address the potential for involuntary displacement in neighborhood plans. Collaborate with CPD to ensure that neighborhood plans consider the potential for displacement in each neighborhood and include strategies to minimize involuntary displacement. Strengthen CPD and OED coordination on future neighborhood planning efforts to address the need for housing and business opportunity, and to include strategies to mitigate the negative effects of gentrification.

Finding B. Investment in affordable housing continues to be a critical need.

The rate of increase in Denver's median household income has significantly outpaced Colorado's and the national rate. Nonetheless, even with these healthy increases, Denver's household earnings are not keeping up with housing prices and rent increases. The disparity in household income and housing costs makes public investment critical to increase the supply of affordable workforce housing, and therefore decrease costs, to help low- and moderate-income families and individuals afford to remain in the city.

Recommendation 3.

Create a robust permanent funding source for affordable housing. The top priority in Housing Denver was to find a permanent fund to develop affordable housing. The top housing recommendation in this report is the same. Leveraging funds from the Colorado Housing Finance Authority, in 2015 the city invested \$6 million in a new Revolving Affordable Housing Loan Fund. Mayor Hancock has set aside another \$8 million from the 2016 budget for affordable housing, and has announced plans to dedicate \$15 million of city funds annually over ten years to affordable housing investment, beginning in 2017. *Appendix A contains information on what other cities have done to create similar funds.*

Recommendation 4.

Preserve existing affordable housing. Another key recommendation of the Housing Denver report was to invest in the preservation of existing affordable housing, particularly rentals. In 2015 the city strengthened its affordable housing preservation ordinance to give the city increased notice of expiring covenants and a right of first refusal on covenant-restricted properties for sale. OED has also been an active participant in a statewide preservation collaborative and is developing a mapping system that will identify and target Denver properties with expiring covenants.

See JumpStart 2016: Housing – Westwood, Preservation, Project-Based Vouchers, Fair Housing, and Inclusionary Housing Ordinance.

Recommendation 5.

Bank land in neighborhoods at risk of involuntary displacement. A proactive strategy is land banking—acquiring land for affordable housing in areas where land values are projected to increase sharply over the next several years. OED should consider strategies that recognize the impact of public investments on affordability and land values. Whenever possible, OED should consider supporting its partner entities to bank land at the beginning of a project to develop affordable housing and create mixed-income neighborhoods. The city is a key investor in the Mile High Transit-Oriented Development Fund, which provides financing for the acquisition and development of vacant property in proximity to light rail stations and high frequency bus corridors for uses that include affordable housing. In 2015 OED partnered with the Urban Land Conservancy to acquire six acres of property within walking distance of the National Western Center light rail station at 48th & Race.

See JumpStart 2016: Housing - Land Banking.

Recommendation 6.

Protect existing homeowners. Promote and maximize enrollment in the current state program to defer property taxes to protect long-time homeowners, with special attention to ensure that seniors and others on fixed incomes have the ability to stay in their homes.

See JumpStart 2016: Housing – Home Ownership, Neighborhood Development – Globeville/Elyria-Swansea.

Recommendation 7.

Use the study's neighborhood typology to evaluate investments. The neighborhood typology used in this report provides new insight into where affordable housing investments could have a significant impact on mitigating involuntary displacement. Going forward, the housing mapping tool used to generate the maps presented in this report, as well as maps of existing income-restricted units and vacant land opportunities, will provide key data and analysis to support affordable housing investment decisions. In collaboration with other agencies, this typology will be useful to assess the potential neighborhood impact of a wide range of city initiatives.

See JumpStart 2016: Neighborhood Development - Collective Impact, Five Points.

Finding C. Access to economic opportunity needs to be considered part of public investments.

Denver's economy and population are booming. Investing aggressively in affordable housing is critical, but housing-based strategies must also be paired with strategies to build existing residents' economic capacity. With the right strategies and supports, neighborhood reinvestment offers the potential to create new economic opportunity for existing residents. Keeping investment out of some neighborhoods to avoid gentrification while the rest of the city prospers is not a positive strategy for the long-term success of neighborhood residents.

Recommendation 8.

Provide technical support to neighborhood businesses to manage changes in customer base. Focus technical and financial assistance efforts on existing businesses in gentrifying neighborhoods and neighborhoods at risk of involuntary displacement. Ensure that commercial displacement is minimal and assist businesses to continue to cater to the existing neighbors and expand the types of goods and services that appeal to the new residents in the neighborhood. OED uses a revolving business loan fund that provides loans to small businesses in low-income neighborhoods. In addition, OED's Business Development Representatives could be deployed to assist businesses in gentrifying neighborhoods and to market OED's revolving loan funds to neighborhood businesses to help mitigate commercial displacement.

See JumpStart 2016: Small Business Advocacy – Supply Chain Matching, Technical Support and Assistance, Five Points, Montbello, East Colfax, Small Business Loan Fund Pilot, Revitalizing Neighborhood Retail Centers.

Recommendation 9.

Tie business incentives to community engagement that benefits low-income residents. When OED is making significant investments through business incentives, consider asking businesses to develop a mutually agreed upon neighborhood engagement strategy that addresses some of the specific needs of the neighborhood, including commitments to hire neighborhood residents, patronize local restaurants and engage local small businesses into the supply chain of businesses receiving business incentives.

See JumpStart 2016: Business Development – Attract Foreign Direct Investment, Opportunity Leads, Growth Industries.

Recommendation 10.

Make training for middle-income jobs available to neighborhood residents. In neighborhoods that are at risk of involuntary displacement, target workforce investments to provide training and education opportunities that will help low-income residents achieve economic mobility. In cases where targeted neighborhoods are experiencing significant business investment or job growth, tailor training opportunities to help residents access middle-skill jobs being created in the neighborhood. OED can offer Individual Training Accounts (ITAs) for jobseekers who need skills training to obtain jobs, and plans to serve 200 jobseekers in the 2016-17 funding year with ITAs typically capped at \$3,000. The city must continue to reach out to nonprofits and individuals in areas at risk of involuntary displacement and make all residents aware of the availability of ITAs and other training opportunities. In addition, OED has a federal grant to train unemployed workers for H1-B occupations such as information technology and advanced manufacturing.

See JumpStart 2016: Business Development — JumpStart Academy, Section 3, Resource Directory; Workforce Development — Career Paths, Customized Recruitment Service, Industry-Focused Training Programs.

Recommendation 11.

Support entrepreneurs in gentrifying neighborhoods. OED could specifically target resources to support existing resident-owned businesses in neighborhoods that are at risk of involuntary displacement. OED could also partner with high-growth companies that are expanding in Denver to explore opportunities to support existing and aspiring entrepreneurs who are women, people of color, and/or low-income residents in these areas.

See JumpStart 2016: Small Business Advocacy – Collaborative Workspace; Neighborhood Development — Community Wealth-Building, Fresh Food; Business Development — JumpStart Academy, Section 3, Resource Directory.

Recommendation 12.

Preserve industrial space and middle-skill jobs. OED should work to preserve and potentially increase the availability of industrial and commercial space in neighborhoods that are at risk for involuntary displacement. These efforts should focus on preserving space for businesses or industries that provide middle-skill jobs paying a family-supporting wage. Where middle-skill jobs are preserved, an ongoing training pipeline is also needed to help residents access these opportunities.

See JumpStart 2016: Business Development - Manufacturing and Innovation Hub, Manufacturing Training Programs

Background

Through smart investments and visionary leadership, Denver has emerged out of the 2008 recession to become a center of ideas and talent, which is attracting firms and investment from the West Coast and elsewhere. This, along with a competitive cost of living, has made Denver a leading economic force in the United States for the last three to four years.

Denver's economic climate today is one of brisk growth, investment and rapidly accelerating home values. The values and amenities that for decades have made Denver a great place to grow up and raise a family are also making Denver a preferred destination.

According to the latest Census data, more than 1,000 new households move to Denver every month. Denver has seen an influx of young and highly educated residents, which has led to the displacement of long-time residents in some of the oldest neighborhoods and has fueled concerns that many of Denver's neighborhoods are rapidly becoming unaffordable to many people.

This growth is challenging policymakers to consider investments and choices to maintain our quality of life and to provide opportunities for all. Denver voters have recently made significant investments in our educational system, neighborhoods, and infrastructure—investments which are testaments to the commitment to remain an inclusive community where prosperity is shared by all residents. Bold leadership and meaningful investments must continue in order to achieve this goal.

Housing Denver and JumpStart 2016

Mayor Michael B. Hancock and the Office of Economic Development unveiled *Housing Denver*, a five-year housing plan, in October 2014. The plan is the result of extensive input from stakeholders, including housing advocates, foundations, housing finance experts and neighborhood residents. *Housing Denver* aims to harness the resources of the public and private sectors to increase affordable housing for individuals and families.

This study follows the OED's release of JumpStart 2016, its annual plan, which includes a three-year window of strategic action for 2016-2018. Many of OED's guiding principles and strategic priorities coordinate directly to the issues of involuntary displacement, including supporting small businesses, economic mobility, housing, and employment in vulnerable neighborhoods.

This study was conducted to inform the City and County of Denver's programs and investments with a focus on guiding OED's approaches, practices, and activities such that potential negative impacts of neighborhood redevelopment are mitigated and existing residents benefit from public investments.

Many of this study's recommendations echo key priorities from the *Housing Denver* plan, including creating a permanent funding source for affordable housing. The report will illustrate how the actions that are being undertaken as part of the Housing Denver plan can be layered with other tools and strategies within OED to create a comprehensive strategy to fight involuntary displacement. Behind such a strategy is the acknowledgment that, while affordable housing is a critical policy intervention that can directly mitigate involuntary displacement, affordable housing investments are not enough to combat the negative impacts of gentrification on their own.

We recognize that issues such as changing social, cultural, and general neighborhood character are important aspects of gentrification. These issues will be addressed by OED to the extent possible given the purview of OED's programs and activities, and by collaborating with other city agencies and community organizations to ensure that equitable revitalization is a collective priority.

Section 1. Identifying Gentrification and Involuntary Displacement

“Gentrification” is a process that seems easy to identify, but can be challenging to define. There is significant debate among scholars on what specific social and economic processes make up what we typically identify as gentrification – and to what extent each of those processes has a positive or negative impact on residents, neighborhoods, and the city as a whole.

Gentrification. As noted previously, this study uses the definition proposed by Lisa Bates of Portland State University in her Gentrification and Displacement study for the City of Portland.

Involuntary Displacement. An important element of the Bates study is that it makes the negative consequences of involuntary housing displacement its defining focus. She frames involuntary displacement as the distinction between revitalization and gentrification:

“Revitalization is usually desired by current residents and can have many positive outcomes for cities, neighborhoods, and individuals. Here, we focus on the negative consequences of involuntary residential displacement as the distinction between revitalization and gentrification. Rather than debating the complex causality of neighborhood change or attempting to weigh all its positive benefits and costs, this approach places an emphasis on recognizing and avoiding the displacement of residents as their neighborhood receives new investments and upgrades.”

Equitable Development. Writing for the Brookings Institution, Maureen Kennedy and Paul Leonard argue that “equitable development” should be the goal of revitalization (Kennedy and Leonard, 2001). This study uses their definition of equitable development to describe a positive process of revitalization without involuntary displacement:

“We define equitable development as the creation and maintenance of economically and socially diverse communities that are stable over the long term through means that generate a minimum of transition costs that fall unfairly on lower income residents.”

This report mirrors the Portland gentrification study’s focus on involuntary displacement as the key negative impact of gentrification. The strategies and recommendations presented in this report also reflect Kennedy and Leonard’s definition of equitable development. Their definition suggests that, to ensure that investment drives equitable development rather than involuntary displacement, policymakers must not only help mitigate negative impacts but also take positive steps to ensure that investments support broadly shared prosperity.

Affordable Housing. OED uses the customary definition of affordable housing as being the combination of a monthly mortgage payment (or rent) and utilities, which together do not consume more than 30% of a household’s gross monthly income. Households spending over the 30% level are considered cost-burdened.

Key Reports

There are hundreds—if not thousands—of reports on gentrification: the positive aspects, the negative aspects, what cities have done or plan to do, as well as studies that argue that the persistence of poverty, the concentration of poverty in neighborhoods and the growth of poverty in cities and suburbs are the most important threats to cities—not gentrification.

The Federal Reserve Bank of San Francisco recently released “Gentrification, Displacement and the Role of Public Investment: A Literature Review” (Zuk et al, 2015). This report, led by Berkeley and UCLA urban planning faculty, delves into the social science of gentrification in great detail, examining some of the fundamental assumptions about neighborhoods and housing choice that underlie our general understanding of gentrification. Rather than replicating the analysis of that study, this report focuses on a handful of key studies that can inform OED’s approach to understanding and mitigating involuntary displacement.

Where is Gentrification Taking Place?

In order to implement an effective strategy to mitigate gentrification, first we must be able to understand where gentrification is taking place. The most commonly used methodology for measuring gentrification was designed by Lance Freeman of Columbia University using Census tract-level data to examine changes in population and housing characteristics over time (Freeman, 2005).

In February 2015, *Governing* magazine published a report on gentrification that pares down the variables measuring gentrification to just two: increase in home value and increase in the population with a college degree. The results determine whether a tract that was “eligible to gentrify” did or did not gentrify over a certain time period; a tract was considered eligible to gentrify if it had lower than average household income and lower than average home values (Maciag, 2015).

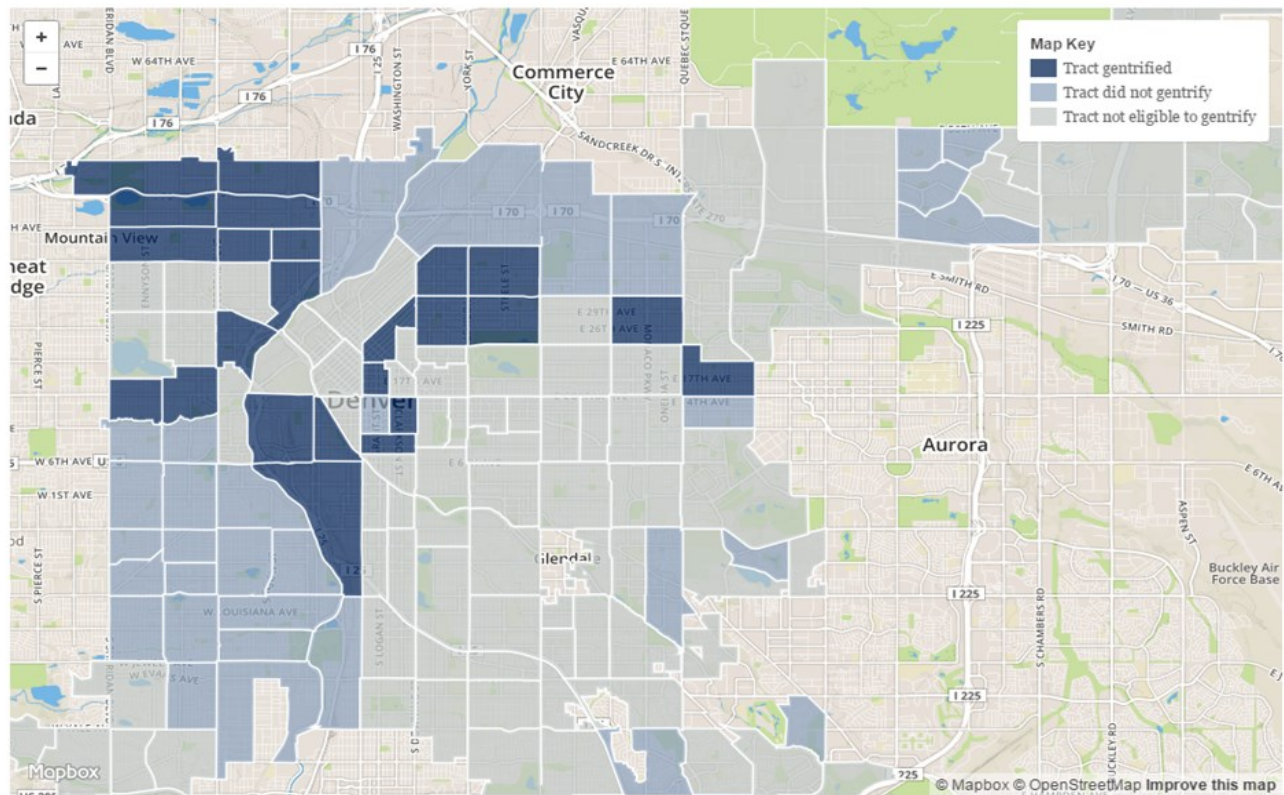
Figure 1 shows the results of the *Governing* magazine analysis applied to Census tracts in Denver. Of tracts “eligible to gentrify,” 42% have gentrified since 2000, meaning that they were in the top third of all Denver tracts analyzed in terms of how much home values and residents with college degrees have increased. This result puts Denver at #7 of the 50 largest U.S. cities in terms of the extent of gentrification.

Figure 1: Governing Magazine Analysis: Denver Gentrification

	% of Eligible Tracts Gentrifying	Tracts Gentrifying	Did Not Gentrify	Not Eligible to Gentrify	Total Census Tracts
Since 2000	42.1%	24	33	87	144
1990-2000	31.8%	21	45	78	144

Source: Governing analysis of 2009-2013 American Community Survey, US2010 Longitudinal Tract Data Base

Figure 2. Governing Magazine Map: Denver Gentrification



Bates' study of Portland uses a more complex set of variables to create a typology of change that defines various stages of gentrification. This more detailed categorization of Census tracts is particularly useful for policymakers in that it not only looks backward at areas where gentrification has occurred, but also indicates which areas may be more likely to gentrify than others, or are still in the early stages of gentrification. Early detection of these areas is an important first step for policymakers and stakeholders that want to preserve affordable housing, maintain neighborhood character, and ensure economic opportunity in neighborhoods likely to gentrify.

Section 2 presents a local spatial analysis of gentrification that adapts Bates' methodology for the Denver context. OED will continue to develop and use the results of this analysis to help guide affordable housing and other investment decisions, as outlined in the key findings and recommendations.

What Does Gentrification Mean for Residents?

One of the main concerns around gentrification—and, as stated above, a primary focus of this report—is the involuntary displacement of long-standing residents and businesses in gentrifying neighborhoods. A number of academic analyses have attempted to measure the rate at which involuntary displacement actually occurs in gentrifying neighborhoods (typically identified according to methodologies similar to those above).

Another rough measure of the displacement of lower-income residents is the change in a neighborhood's average income over time. Mark Funkhouser, publisher of *Governing*, cites a study in 2015 that has found that only about 5% of low-income neighborhoods in the country went from higher poverty to lower poverty at a rate beyond the national average. At the same time, the number of high-poverty neighborhoods in metropolitan areas tripled—and the number of Americans living in poverty increased by 36% (Funkhouser, 2015). In other words, urban poverty

has increased overall and its distribution across urban areas has become increasingly uneven—two facts which together represent a difficult challenge for cities today. By causing low-income residents to relocate involuntarily, gentrification in some neighborhoods can contribute to the concentration of poverty in other neighborhoods.

This concern about the growth of poverty is echoed in a recent Brookings Institution study (Butler and Grabinsky, 2015) citing research that the concentration of poverty, and not gentrification, is the real problem for the urban poor. Concentrated neighborhood poverty and the accompanying dilapidated housing, failing schools, teen pregnancy and high unemployment create a culture of despair that can persist for generations and “can permanently blight a young person's future.” Conversely, gentrification can often bring improved neighborhood schools, a decrease in crime, improved retail offerings and services—and jobs—that can help all residents, as long as they are able to stay in the neighborhood. Under the direction of Mayor Hancock, OED is spearheading an economic mobility initiative in 2016 to address the growth of poverty and the concentration of poverty in Denver.

Grabinsky and Butler (2015) maintain that whether revitalization has negative or positive impacts on low-income urban residents depends on the policies that guide it. They describe cities such as Washington D.C. that are beginning to use their regulatory power to help more residents benefit from investments, for example, “requiring developers to preserve or expand modest-income housing along with higher-priced housing.”

Another Brookings study (Kennedy and Leonard, 2001) takes a historical perspective that describes the key role that public investment can play in both the positive and negative impacts of gentrification:

“If not an explicit intention of cities’ redevelopment efforts, gentrification can be a byproduct, particularly in cities with little vacant land or few unoccupied buildings. For all the benefits it can bring, gentrification can impose great financial and social costs on the very families and business owners who are least able to afford them. If development is to be equitable, if revitalization is to have the essential support of those living in neighborhoods targeted for assistance, if the outcomes of these investments are to benefit more than those moving into the city, decision-makers in the public and private sectors must anticipate these potentially harmful effects and take effective and timely steps to mitigate them now, and into the future.”

Both Brookings studies underline that a policy approach that seeks to simply stop or slow investment will not provide the greatest benefit to a city’s lower-income residents. Rather, policymakers should undertake strategies that allow residents to stay in place as investments in their communities create new economic opportunity. This report recommends strategies to both create greater access to affordable housing in gentrifying neighborhoods, and to create entry points for residents to benefit from new investments in their communities.

Section 2. Gentrification in Denver

In order to identify where in Denver OED should focus on implementing needed strategies, this section includes a spatial analysis of key markers of gentrification in Denver's neighborhoods.

The Portland Neighborhood Typology: Six Stages of Change

Bates' study on gentrification and displacement categorizes neighborhoods into six different stages of gentrification, based on vulnerability (higher-than-average populations that are renters rather than homeowners, belong to communities of color, lack college degrees, and have lower incomes); demographic changes (increases in white residents, homeowners, college-educated residents, and household incomes over the last decade); and housing appreciation (high appreciation starting from low or moderate home values at the beginning of the period under consideration). The six categories are collapsed into three major categories: early, mid and late stages of gentrification (Bates, 2013).

According to Bates, the best opportunities to mitigate displacement are in early stage neighborhoods with strategies that include "planning for inclusive development, including affordable housing preservation and development opportunities." The risk of displacement increases for areas with desirable neighborhood characteristics, such as proximity to either a planned light rail line or to a rapidly gentrifying neighborhood. In addition, risk is also increased by designation as a public investment area, a fact that should be kept in mind as city efforts continue in Sun Valley and through the North Denver Cornerstone Collaborative in Denver.

Portland identifies economic development and targeted housing as strategies for mitigating displacement in dynamic tracts (areas in mid stages of gentrification where there could be significant loss of affordable housing). Finally, in areas experiencing late stages of gentrification, the need is to create new affordable housing and, to the extent possible, to preserve any existing affordable housing (Bates, 2013).

Denver Neighborhoods Analysis

The main objective of this analysis is to identify areas in Denver that are most at risk for gentrification, as well as neighborhoods that are experiencing demographic and housing market changes that may indicate that gentrification is already occurring. Along with other research and analyses, the results can be used by policymakers to more effectively distribute resources to preserve affordable housing in areas that are most likely to lose housing options for lower income households.

Areas vulnerable to gentrification tend to have certain characteristics, the main one being a history of disinvestment. Additional characteristics include being located in an urban area, and having a majority low income population, and a high proportion of renters. Gentrification of an area is characterized by an increase in investment and a growing population with higher incomes and education levels (Freeman, 2005; Bates, 2013).

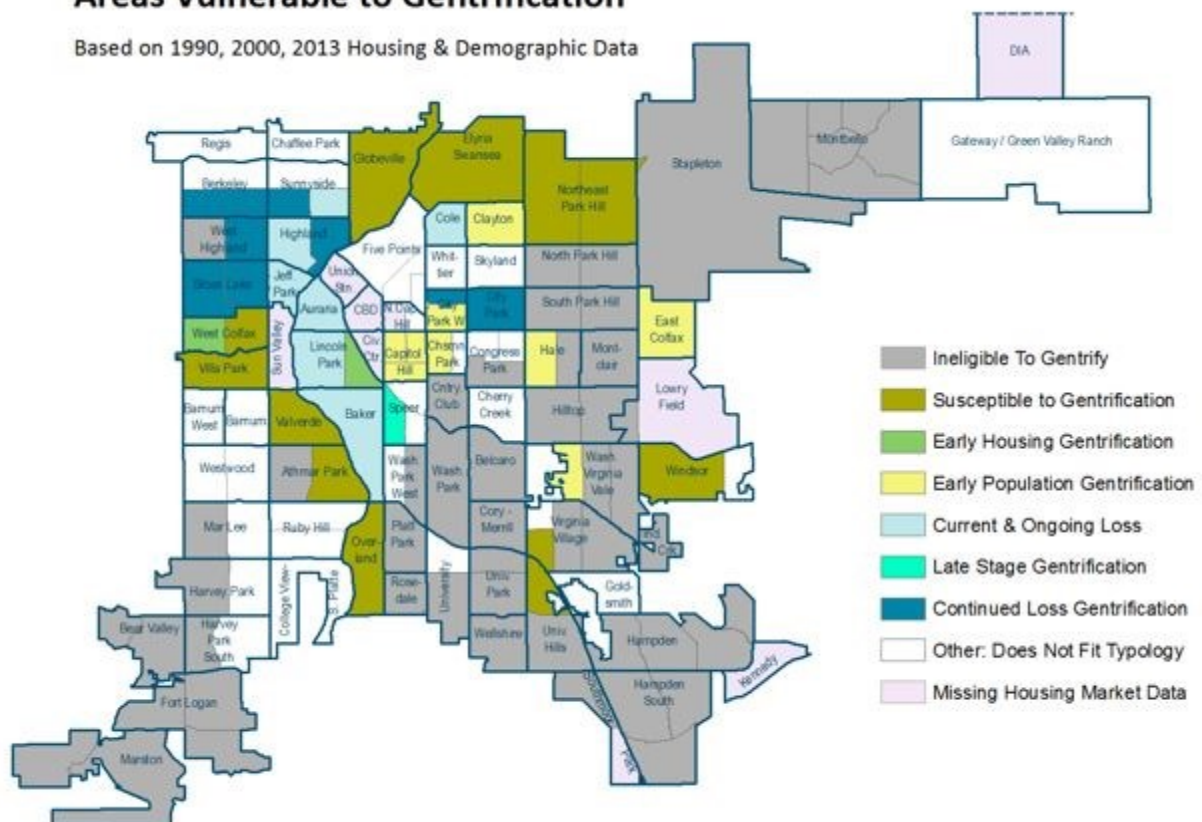
In this analysis, OED modified the methodology to measure and classify gentrification originated by Lance Freeman and applied by Lisa Bates (Freeman, 2005; Bates, 2013). *Additional detail on our process appears in Appendix B.* The classifications regarding population vulnerability, gentrification-related demographic change, and types of housing markets are used to put each Census tract into a neighborhood typology. The following map illustrates the typology as applied to Census tracts along with Denver's statistical neighborhood boundaries.

To achieve the goal of mixed income neighborhoods that maintain some of their traditional character, policymakers must aggressively preserve affordable housing and support neighborhood businesses in areas that are at risk for gentrification—regardless of the extent to which displacement is voluntary or involuntary. To avoid homogenized high-income neighborhoods, some portion of a neighborhood's market rate affordable housing must be converted to or replaced by income-restricted housing. Strategies should target the preservation of affordable units in areas where the housing market will soon eliminate options for lower income households.

GENTRIFICATION TYPOLOGY	CRITERIA		
	Vulnerable Population	Demographic Change	Housing Category
AT RISK Susceptible to Gentrification	✓	x	Adjacent
EARLY STAGE Early Housing Gentrification	✓	x	Accelerating
EARLY STAGE Early Population Gentrification	✓	✓	Adjacent
DYNAMIC CHANGE Current & Ongoing Gentrification	✓	✓	Accelerating
LATE STAGE Late Stage Gentrification	✓	✓	Appreciated
LATE STAGE Continued Loss Gentrification	x	✓	Appreciated
NO DATA Missing Data	Tracts missing data for one or more years that would impact the analysis.		

Areas Vulnerable to Gentrification

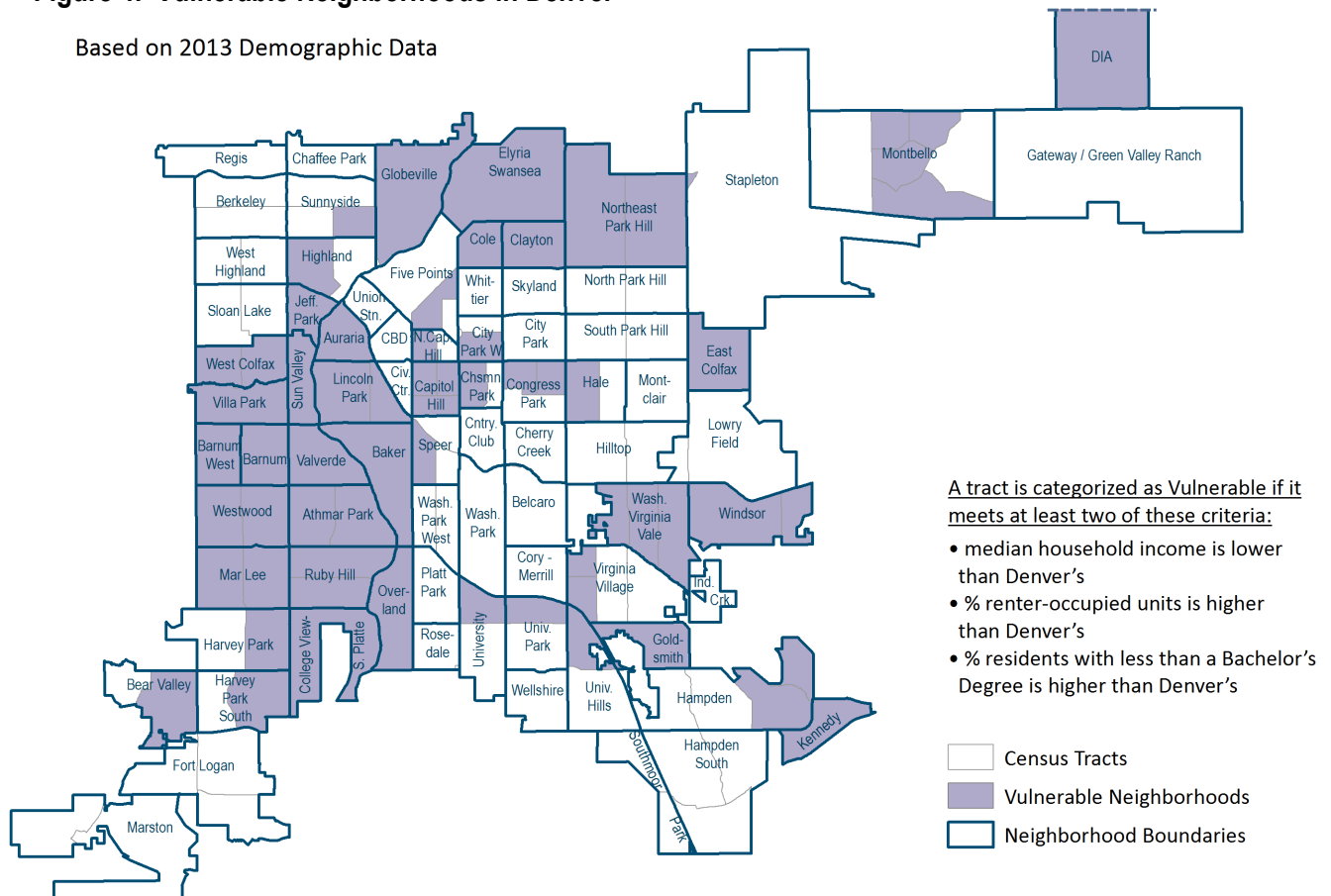
Based on 1990, 2000, 2013 Housing & Demographic Data



It is recommended that OED's policy and program leadership use the Vulnerable Neighborhood map (Figure 4) as a basis for examining areas with the most potential for gentrification. This will provide a wider view of areas with potential to gentrify, which is important given the intensity of investment currently being seen in Denver. The typology categories that include housing data can be used to tailor strategies based on a neighborhood's current state.

Figure 4. Vulnerable Neighborhoods in Denver

Based on 2013 Demographic Data



This analysis shows the types of neighborhoods that are likely to be vulnerable to gentrification, but it does not explain what factors tend to catalyze the process. While there are other potential factors influencing the likelihood of gentrification, public investment is often considered to be an important variable. Recognition of the impact of public investment spurred the creation and implementation of Denver's TOD Fund, which directs resources towards the creation and preservation of income-restricted affordable housing near newly constructed light rail stations. Similar strategies should be considered whenever significant public investments are made in or near areas that have been categorized as vulnerable to gentrification as identified by this analysis.

An overlay of significant public and private investments onto the Vulnerable Population map will allow policymakers to zero in on areas that require immediate, aggressive investment in income-restricted housing development and preservation. The strategies that will be most effective to preserve affordable housing, maintain neighborhood character and encourage socioeconomic diversity will vary depending on the area's physical assets, public investment, and community dynamics. This analysis helps identify areas that are likely to be vulnerable to gentrification and increased housing costs, but a more detailed examination of each neighborhood is recommended in order to select strategies to mitigate negative effects and ensure that all residents reap economic benefit.

Section 3. Mitigating Involuntary Displacement

As explored in the previous section, any policy strategy to mitigate involuntary displacement must be multi-pronged and flexible. Involuntary displacement occurs when a resident can no longer afford to stay in his/her own home, or when a business is either “priced out” or its customer base is involuntarily displaced. Generally, involuntary displacement is attributed to rising housing costs—either increases in rent as landlords find that their rental units are becoming attractive to higher-income residents, or increases in property taxes as neighborhood investment and new amenities increase the value of existing housing stock.

A different perspective on involuntary displacement is that it is not caused by rising costs in and of themselves, but occurs when real estate and housing costs rise faster than income. In other words, if residents’ incomes were to increase at the same time as their housing costs increased in a gentrifying environment, involuntary displacement might be avoided.

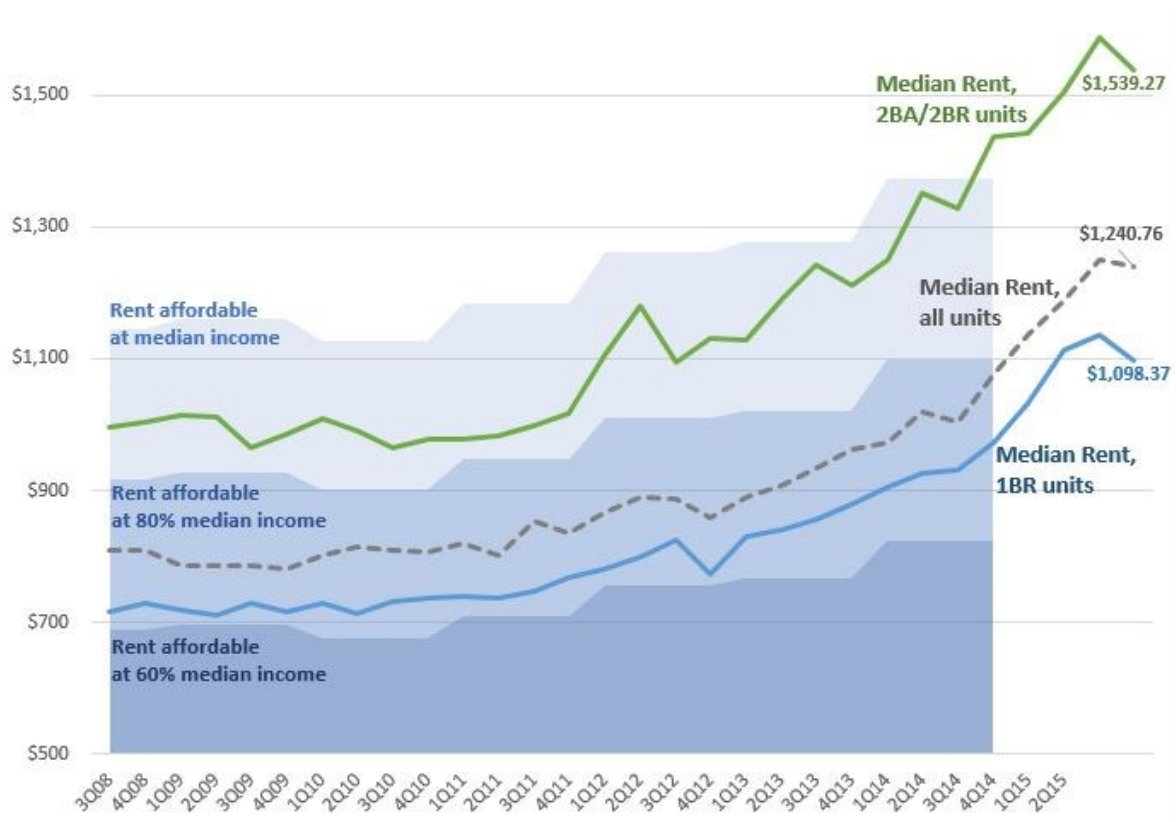
Why don’t we see this scenario taking place in most gentrifying neighborhoods? One answer is a national trend of wage stagnation, which began more than 30 years ago. As Elise Gould writes for the Economic Policy Institute:

“...ever since 1979, the vast majority of American workers have seen their hourly wages stagnate or decline. This is despite a real GDP growth of 149% and net productivity growth of 64% over this period. In short, the potential has existed for ample, broad-based wage growth over the last three-and-a-half decades, but these economic gains have largely bypassed the vast majority.” (Gould, 2015)

In 2012, the area median household income in Colorado was \$57,255, or 15.4% below what it was only five years earlier (Madland and Miller, 2013). Denver’s median income increased by 21.9% between 2010 and 2014, significantly outpacing the national rate of increase (7.2%) and Colorado’s rate of increase (13.4%) (US Census Bureau, ACS, 2010-2014). Even the brisk pace of these gains, however, has not been able to keep up with increases in home values and rental costs over the same period. Data from the Apartment Association of Metro Denver, which publishes a comprehensive quarterly rent report, show that rents in Denver have increased by nearly 50% in the past four years alone, with the average three-bedroom apartment renting for more than \$1,600 as of the second quarter of 2015 (Throup and Von Stroh, 2015).

On the following page, Figure 5 shows how rent has increased in Denver County since 2008 in comparison to the rent that would be affordable to a household earning the median income in each year. The top blue area shows affordable rent at 100% median income, the middle blue area shows affordable rent at 80% of area median income, and the bottom blue area shows affordable rent at 60% of area median income.

Figure 5. Median Rent versus Affordable Rent in Denver, 2008-2014



Source: Apartment Assoc. of Metro Denver; American Community Survey.

Denver residents earning 80% of area median income include many residents working in skilled occupations. Industrial machinery mechanics, health technologists and technicians, computer operators and electricians making the area median wage for their professions could not afford a two-bedroom apartment in metro Denver on their own—and these are individuals making the median wage, not an entry-level wage, which would be much lower. Individuals earning approximately 60% of area median income working in occupations such as medical record and health information technician, bus and truck mechanics and diesel engine specialists, operating engineers and other construction equipment operators could not afford a median-priced one-bedroom apartment of their own.

Most individuals in low-skilled occupations requiring just a high school diploma or no high school diploma could not afford to live in Denver at all. The Colorado Fiscal Institute recently released an issue brief showing that a single food preparation and serving worker would have to work 62 hours/week to live in Denver, at the hourly median wage of \$8.96, while a single parent in this occupation would have to work an astounding 114 hours/week to live in median-priced housing in Denver (Denver Cost of Living, 2015).

The stagnation of wages combined with rising home prices has kept many of Denver's residents from purchasing homes in the neighborhoods where they grew up. The young professionals who are displacing lower-income residents are also affected by wage stagnation—they cannot afford to buy the homes that college graduates in previous generations could buy. They can, however, qualify for loans to purchase homes in older neighborhoods more readily than the blue-collar workers who originally inhabited these neighborhoods.

Wage stagnation, the increasing cost of housing and a significant decrease of federal housing investments have created a perfect storm that in the current low-inventory market will make it increasingly difficult for Denver's low- and middle-income residents to stay in the city. The role of wage stagnation in involuntary displacement points to a multi-pronged strategy that the city can implement to mitigate the negative impacts of gentrification. In addition to creating and preserving affordable housing opportunities in areas that are vulnerable to gentrification, OED should also invest to create new opportunities for long-time residents to access the benefits of reinvestment, including opportunities to increase their skills and ultimately, their median incomes.

Promising Strategies from Other Cities

The most comprehensive report on strategies that other cities are currently using to mitigate displacement is found in an Urban Institute study (Levy, Comey and Padilla, 2006). The strategies analyzed by the authors include affordable housing production and financing, the retention of affordable units, and asset-building as well as cross-cutting strategies. Following is a summary of these strategies and Denver's current status regarding each. *A more comprehensive list of these strategies is in Appendix A.*

A. Affordable Housing Production and Financing

1. Housing Trust Fund (Sacramento)

The Housing Trust Fund establishes a housing linkage fee per square foot of commercial development to support the development of housing for low-income workers employed in new retail or commercial developments. For example, in Sacramento, payment of the fee is required to receive a building permit. The fees are deposited into the citywide Housing Trust Fund and administered through the Sacramento Housing and Redevelopment Agency. The money can be used for gap financing for affordable housing development. According to the Center for Community Change, 73 cities in 27 states have housing trust funds, not including 148 jurisdictions participating in Massachusetts' Community Preservation Act and 250 communities in New Jersey certified by the Council on Affordable Housing.

Denver Status: *Denver is currently working to develop a permanent source of funding for affordable housing. In 2015, Mayor Hancock announced that beginning in 2017, the city would dedicate \$15M of revenue to affordable housing annually. The proposed sources include a residential and commercial linkage fee as well as a property tax mill which had previously been credited to residents.*

2. Housing Levy (Seattle)

The housing levy is a property tax assessment that raises funds for affordable housing preservation, production, and assistance in economically distressed areas. Seattle has passed four housing levies, now organized into five programs: the Rental Preservation & Production Program, the Homeownership/Home Buyer Assistance Program, the Neighborhood Housing Opportunity Program, the Rental Assistance Program, and the Operating and Maintenance Program, all described below.

Denver Status: *Denver is currently crediting several property tax mills that were approved by voters in 2012, which creates capacity for the city to implement a property tax levy within the constraints of Colorado's Taxpayers Bill of Rights (TABOR).*

Seattle's Rental Preservation and Production Program is used to fund the acquisition and/or rehabilitation of vacant or occupied buildings, new construction, and for project financing.

Denver Status: *Denver uses its HUD funds to provide gap financing for rental preservation and production, but current funding levels are not enough to meet needs. It should be noted that Colorado's statute CRS 38-12-301, enacted in 1980 and reaffirmed by the Telluride decision in 2000, does not allow*

municipalities to impose rent control set-asides, or to use land use approvals to require rent-controlled housing, unless there is a contract or partial ownership by the municipality. In Denver, the Denver Housing Authority, and not OED, controls all subsidized rental units, except for units in which the city has acquired an interest through loan agreements. Denver's Inclusionary Housing Ordinance includes a voluntary component for rental properties and for-sale developments with greater than 30 units which provides incentives to developers including cash reimbursements, density bonuses, parking reductions and/or expediting processing of plans.

Seattle's Homeownership/Home Buyer Assistance Program is designed to help low-income first-time homebuyers purchase homes. Beneficiaries must have incomes at or below 80% AMI, with at least half of the funds targeted to households earning at or below 60% AMI.

Denver Status: *In the Denver metro area, the Metro Mortgage Assistance Plus Program can provide grants to qualified homebuyers for down payment assistance and closing costs. OED is also one of the funders of the Colorado Housing Assistance Corporation, which provides low-interest loans for first-time homebuyers at or below 80% AMI for down payment assistance and closing costs.*

Seattle's Neighborhood Housing Opportunity Program supports projects located in economically distressed areas, historically distressed areas, or projects that can serve as a catalyst to revitalization. Program criteria include mixed-use or mixed-income projects and projects that will help mitigate the impact of gentrification by providing a range of housing types and prices. Housing funded by this program must be affordable to households at 80% AMI, and at least a quarter of the funding must support housing for people at or below 30% AMI.

Denver Status: *Denver does not currently have a similar strategy to geographically target affordable housing.*

Seattle's Rental Assistance Program pays a rent subsidy for short-term assistance directly to a private landlord through a public agency or a nonprofit organization. It is meant to help prevent homelessness due to economic hardship and to help households transition from homelessness into rental housing. Households receiving assistance under this program must have incomes at or below 50% AMI.

Denver Status: *Denver OED awards HOME, Housing Opportunity for Persons with AIDS (HOPWA) and CDBG funds for the Tenant-Based Rental Assistance program to the Colorado Coalition for the Homeless and other nonprofits.*

Seattle's Operating and Maintenance Program offers operating support for multi-unit developments under the Rental Preservation and Production Program to make units affordable to extremely-low-income households (earning at 30% AMI or below). Private developers, nonprofit organizations, and public agencies except for the Housing Authority may participate in this program.

Denver Status: *Denver currently does not offer operating funds for multi-unit development.*

B. Retention of Affordable Housing

1. Code Enforcement (Los Angeles)

Los Angeles has had a Systematic Housing Code Enforcement Program (SCEP) since 1998. All residential rental properties with two or more dwellings are inspected every three years to determine housing code compliance. If noncompliance citations are not resolved, the Los Angeles Housing Department (LAHD) has programs to address properties that are out of compliance. SCEP also enables the housing department to identify areas of the city with older housing stock, and to direct developers to

rehabilitate units in those neighborhoods. The Rent Escrow Account Program allows tenants to pay their rent into a city-administered escrow account until the citations are resolved; the Rent Reduction Program reduces tenants' rents based on the LAHD's evaluation of the value of the missing service.

Denver Status: *Denver does not currently perform routine internal home inspections; however, inspectors can issue citations for non-livable space and foreclose properties when in violation of the law. Inspectors in Denver are assigned to sections of the city and monitor building activities and external upkeep. Thorough inspections are performed in the event that violations are visible from the street. A program similar to Los Angeles, targeting rehabilitation of these properties, should be considered.*

2. Rent Control (Los Angeles)

In Los Angeles, a Rent Stabilization Ordinance protects renters from sharp rent increases while permitting landlords to receive a reasonable return on their investments.

Denver Status: *As stated above, Colorado law does not allow rent control unless there is a contract or ownership interest by the municipality.*

3. Preservation of Federally Subsidized Housing (Illinois)

The Organization of the Northeast and other nonprofits have assisted in the purchase of ten Section 8 privately held buildings that could opt out in 20 years. The Jane Addams Senior Caucus also led a successful campaign to convince landlords to renew Section 8 contracts.

Denver Status: *Denver has had a preservation of affordable housing ordinance since 2000 that was strengthened in 2015 to give the city increased notice of pending sales or expiring covenants and a right of first refusal. The city is collaborating with other public sector and nonprofit partners to create an inventory of all covenant-restricted units and a strategy, including both financing tools and criteria, for investing in units with expiring covenants.*

4. Conversion of Apartments to Limited-Equity Co-ops (Illinois)

The Organization of the Northeast has converted apartment buildings into limited-equity co-ops that created permanent affordable buildings. They have also assisted other nonprofits to purchase privately owned units and rehab them along with wraparound services.

Denver Status: *Currently neither Denver nor our partners, to our knowledge, are converting apartment buildings into limited-equity co-ops.*

5. Land Trust (California)

Cities have established Housing Trust Funds, and Community Development Corporations and other advocacy groups are organizing to create a land trust that will regulate land costs over time. This will help stabilize the community by bringing existing housing under community ownership and creating a variety of ownership opportunities, ranging from single-family ownership to limited-equity cooperatives to condominiums.

Denver Status: *OED has provided funds to the Urban Land Conservancy and the Colorado Communities Land Trust to perform this function in Denver as part of our long-term strategy.*

6. Infill Development (Florida, Washington)

In Florida, St. Petersburg offers properties for sale to nonprofits at a discounted price to encourage development. Boarded-up properties are acquired through code enforcement and demolition. Nonprofit and private developers have had an impact, and vacant and boarded properties in St. Petersburg

decreased between 50% in 1998 and 2001. In Seattle, the Central Area Development Association (CADA) was created after urban renewal policy restricted development of subsidized projects. Today CADA is advancing mixed-use infill projects. Infill development allows developers to take advantage of vacant or dilapidated properties that exist in the neighborhood. Since the community is not yet completely gentrified, CADA is able to push such projects forward.

Denver Status: *Denver has had two of the largest infill development projects in the country—Lowry and Stapleton. There were agreements to provide affordable housing in each, and some affordable housing has been developed. Both neighborhoods, however, became high-cost neighborhoods over time. The Lowry redevelopment project met its affordable housing goals; Stapleton is still being developed and while the project has to date fallen short of its original goals for affordability, affordable units continue to be built. There are several major projects under development or in the pipeline that will provide an opportunity to use Inclusionary Housing Ordinance (IHO) funds to build affordable housing: the redevelopment of the University of Colorado Hospital at 9th and Colorado, the redevelopment of St. Anthony's Hospital in West Denver and the Gates redevelopment in south-central Denver.*

7. Tax Relief Assistance (Illinois)

The Cook County Assessor's Office offers three tax incentives:

The Class 3 tax classification reduces the assessment on all multi-unit residential properties with seven or more units from 33% to 26%.

The Class 9 tax classification applies to newly constructed or rehabbed buildings with seven or more rental units targeted to low- and moderate-income households (or households making less than 80% AMI). These buildings' assessments are reduced to 16% of market value for up to 10 years with the possibility of two 10-year extensions.

The Class S classification provides incentives to owners of expiring Section 8 buildings to renew their contracts using HUD's Mark Up to Market program. The purpose of the tax incentive is to curb the conversion of affordable rentals to market-rate rentals and condominiums. Landlords that decide to renew their Section 8 contracts qualify to cut their tax assessments from a 33% to a 16% assessment rate, matching the assessments of homeowners.

Denver Status: *Denver does not have similar tax incentives, but this Cook County model is one that should be studied and considered.*

C. Asset-Building of Existing Low and Moderate Income Residents

1. Individual Development Accounts (Georgia)

An Individual Development Account (IDA) program started in 1998 is funded by the United Way. It enables participants to build wealth and serves as a community-building tool. Participants can use their savings toward homeownership in any of 11 approved neighborhoods.

Denver Status: *Denver worked with United Way in the past for the Assets for Independence grant that provided IDAs, although the program is not in place today.*

D. Other Strategies to Promote Affordable Housing and Revitalization

1. Zoning Changes (St. Petersburg)

St. Petersburg revised its Land Development Regulations to allow greater flexibility in development across the city, including mixed-use developments and increased density. Current zoning regulations were established in the 1970s and reflect suburban realities of larger lot sizes.

Denver Status: *Denver's form-based zoning does not allow similar incentives to developers.*

2. Economic Development

It is important to direct broad-based economic development activity early in the revitalization of a targeted area so that other business and residential investors will follow. This commitment by OED to a “collective-impact” approach can leverage both public as well as subsequent private dollars to a far greater impact than individual, “one-off” public investments scattered throughout the entire city. While well-intentioned, the latter approach is proving to be less effective in building economic mobility for vulnerable residents.

Denver Status: *With Housing, Workforce Development, and small business advocacy as part of OED, Denver is in a good position to ensure that economic development strategies support targeted, purposeful and equitable revitalization.*

E. Cross-Cutting Lessons from Case Studies

1. Land Availability Is Essential

The availability of developable land parcels is a factor for entities addressing affordable housing and displacement mitigation, regardless of the strength of the housing market. Land banking strategies should occur early, before costs become prohibitive for affordable housing development. Purchasing parcels early at low cost can help control future development costs, ensuring affordable housing units for lower-income households.

Denver Status: *As a city geographically constrained by the Poundstone Amendment, Denver is finding that acquiring land is increasingly more difficult, although currently some developable land parcels are available. Denver financed land-banking through the Neighborhood Stabilization Program and continues to do so in partnership with the Urban Land Conservancy. The Mile High Transit-Oriented Development Fund is also making direct land acquisitions.*


2. Community Involvement Is Crucial

Community involvement can help motivate city government and other organizations to support affordable housing initiatives. Seattle offers an example of courting community support for its housing levies, which are put up for vote. The city has marketed the levies prior to the elections. It also designed the first levy to be politically expedient by targeting funds to seniors. Based upon initial success, subsequent levies have expanded in scope to reach broader segments of the population in need of affordable housing.

Denver Status: *OED actively engaged the community in the development of the Housing Denver plan. The North Denver Cornerstone Collaborative has been actively engaging neighbors in its redevelopment planning. It should be noted that Levy, Comey and Padilla, the authors of the report on strategies to mitigate displacement, observed that resident involvement in affordable housing activities was strong only in the most gentrified communities. While they are cautious in interpreting this finding, it does suggest that residents are more likely to become involved once housing concerns are pressing. OED, other city agencies, and our partners will continue to engage residents in neighborhoods vulnerable to involuntary displacement.*

3. Displacement Is a Broad-Reaching Housing and Economic Issue

In order for low-income residents of gentrifying neighborhoods to remain in place and benefit from improvements, communities need to develop a holistic approach to mitigating displacement.



Denver Status: *Denver OED uses its Business Development Representatives to provide support for the development of existing businesses so that they can weather change, and provide incentives for successful businesses to locate in vulnerable neighborhoods and create job opportunities for incumbent residents. Depending upon the wages offered, new jobs can in turn increase residents' ability to remain in their community.*

The above section is a summary. Full detail is contained in Appendix A.

Denver's Existing Tools to Build and Preserve Affordable Housing

Here is a summary of the primary affordable housing tools that OED currently uses, including financial tools, regulatory tools, programs, policy goals, and tools controlled by our partners.

FINANCING TOOLS

U.S. Department of Housing and Urban Development (HUD) Funds	CDBG, HOME, HOPWA, ESG: A total of \$10.6 million in 2015, including \$2.1 million in HOME grants. In the past year, 557 units were developed with these funds, and between 50-100 more were leveraged through partner activities. OED uses these funds both to invest in affordable housing and other projects and for homeowners and renters.
Revolving Affordable Housing Loan Fund (RAHLF)	Announced by Mayor Hancock in February 2015, the fund is a new finance tool to support affordable housing development throughout Denver. It was seeded with \$6 million from the city along with leveraged funds from the Colorado Housing and Finance Authority (CHFA), which is administering the fund.
General Fund	In the city's 2016 budget, Mayor Hancock designated \$8 million in general fund dollars to support affordable housing projects.
Denver Regional Transit-Oriented Development Fund	Managed by Enterprise Communities, this fund will provide \$12-16 million in loan capital for the development of transit-oriented affordable housing in Denver over the next five years.
Metro Mortgage Assistance Plus Program	Created in 2013 to encourage homeownership among low- and moderate-income buyers by providing up to 4% down payment and closing cost assistance. Developed in Denver and extended to 24 cities and counties in the metro area. Denver metro homebuyers have received over 1,000 grants from the program, totaling \$189 million.
Mortgage Credit Certificate Program	This program allows qualifying borrowers to receive an annual federal income tax credit equal to 30% of the annual interest they pay on their mortgage loan (\$2,000/year maximum). The tax credit enables a taxpayer to subtract the amount of credit from his or her annual total federal income taxes. Borrowers may choose to adjust their W-4 withholding to account for the tax-credit benefit and receive a higher net monthly income.

POLICY TOOLS

Denver's Road Home: Ten-Year Plan to End Homelessness	Since its creation in 2005, 2,795 new housing units have been made available to the chronically homeless, and through eviction assistance programs, 6,199 families and individuals have been prevented from becoming homeless.
3x5 Housing Initiative	Unveiled in the 2013 State of the City address, 3x5 is Mayor Hancock's initiative to increase affordable housing production by 3,000 units over five years through construction, rehabilitation and preservation. A total of 1,458 units have been created under the initiative during the first two years.

REGULATORY TOOLS

Inclusionary Housing Ordinance (IHO)	Denver's ordinance was originally enacted in 2002 to help boost the availability of affordable for-sale units for households in the 80-100% area median income range. Amended in 2013 and 2014.
Housing Preservation Ordinance	Denver's ordinance was approved in 2000 and strengthened with amendments in 2015. It is designed to preserve the inventory of affordable properties, including HUD Section 8 properties.

PARTNER TOOLS

Low-Income Housing Tax Credit (LIHTC)	LIHTC is a critical affordable housing finance tool that is administered by the Colorado Housing Finance Authority (CHFA) to provide equity capital for affordable rental projects.
Section 8 Vouchers	Section 8 vouchers are administered by the Denver Housing Authority (DHA) and can be either tenant-based or project-based. In either case, vouchers allow a lower-income resident to live in a housing unit and pay affordable rent while the landlord can receive HUD-determined Fair Market Rent.
Private Activity Bonds	Private Activity Bonds are allocated by the State of Colorado and provide tax-exempt bond financing for a variety of economic development uses, including new construction or acquisition/rehab of housing for low- to moderate-income people.

APPENDIX A

In the Face of Gentrification: Case Studies of Local Efforts

The most comprehensive report on strategies that other cities are currently using to mitigate displacement is a 2006 Urban Institute study, “In the Face of Gentrification: Case Studies of Local Efforts to Mitigate Displacement” (Levy, Comey and Padilla, 2006). The strategies analyzed include affordable housing production and financing, retention of affordable units, asset-building as well as cross-cutting strategies. The strategies in the chart that follows are summarized from a shortened version of the report by the Metropolitan Area Planning Council (Summary of Urban Institute report, 2014). In the right-hand column, we have summarized Denver’s current status regarding these strategies.

Production and Financing of Affordable Housing

Denver Status

HOUSING TRUST FUND (*Sacramento*)

The Housing Trust Fund establishes a housing linkage fee per square foot of commercial development to support the development of housing for low-income workers employed in new retail or commercial developments. In Sacramento, payment of the fee is required to receive a building permit. The fees are deposited into the citywide Housing Trust Fund and administered through the Sacramento Housing and Redevelopment Agency and the money can be used for gap financing for affordable housing development.

Denver is currently working to develop a permanent source of funding for affordable housing. In 2015, Mayor Hancock announced that beginning in 2017, the City would dedicate \$15M of revenue to affordable housing annually. The proposed sources include a residential and commercial linkage fee as well as a property tax mill which had previously been credited to residents.

The State also has a Colorado Housing Investment Fund and it contributed funds to Denver’s Revolving Housing Loan Fund from this fund. According to the Center for Community Change, 73 cities in 27 states have housing trust funds, not including 148 jurisdictions participating in Massachusetts’ Community Preservation Act and 250 communities in New Jersey certified by the Council on Affordable Housing. The most common source for cities is developer fees.

INCLUSIONARY ZONING ORDINANCES AND VOLUNTARY INCLUSIONARY ZONING (*Chicago*)

The Chicago Partnership for Affordable Neighborhoods is a voluntary program where developers and aldermen from each ward determine the number of affordable units, if any, that developers will set aside in their market-rate projects. Those affordable units are “written down” by the developer, and the city provides purchase price assistance to homebuyers.

Denver has an Inclusionary Housing Ordinance (IHO) for homeownership enacted by the City Council in 2002 and most recently updated in 2014. The Ordinance requires 10% affordability in new, for-sale developments of 30 or more units. It is one of OED’s key tools to facilitate home-ownership opportunities for those earning 50-95% of AMI.

HOUSING LEVY (*Seattle*)

The housing levy is a property tax assessment that raises funds for affordable housing preservation, production, and assistance in economically distressed areas. Seattle has passed four housing levies, now organized into five programs: the Rental Preservation & Production Program, the Homeownership/Home Buyer Assistance Program, the Neighborhood Housing Opportunity Program, the Rental Assistance Program, and the Operating and Maintenance Program.

(Each program is further explored below as its own strategy.)

Denver’s proposed annual \$15M in dedicated funds for affordable housing may be partially funded by a property tax levy. Denver is currently crediting several property tax mills that were approved by voters in 2012, which creates capacity for the city to implement a property tax levy within the constraints of Colorado’s Taxpayer Bill of Rights (TABOR).

Seattle's Rental Preservation and Production Program is used to fund the acquisition and/or rehabilitation of vacant or occupied buildings, new construction, and for project financing.

Denver uses its HUD funds to provide gap financing for rental preservation and production, but current funding levels are not enough to meet needs. Colorado's statute CRS 38-12-301, enacted in 1980, and reaffirmed by the Telluride decision in 2000, does not allow municipalities to impose rent control set-asides, or to use land use approvals to require rent-controlled housing, unless there is a contract or partial ownership by the municipality. In Denver, the Denver Housing Authority, and not OED, controls all subsidized rental units, except for units in which the City has acquired an interest through loan agreements. Denver's Inclusionary Housing Ordinance (IHO) includes a voluntary component for rental and for-sale developments of less than 30 units which provides incentives to developers, including cash reimbursements, density bonuses, parking reductions and/or expediting processing of plans.

Seattle's Homeownership/Home Buyer Assistance Program is designed to help low-income first-time homebuyers purchase homes. Beneficiaries must have incomes at or below 80% AMI, with at least half of the funds targeted to households earning at or below 60% AMI.

In the Denver metro area, the Metro Mortgage Assistance Plus Program can provide grants to qualified homebuyers for down payment assistance and closing costs. Denver is also one of the funders of the Colorado Housing Assistance Corporation, which provides low-interest loans for first-time homebuyers at or below 80% AMI for down payment assistance and closing costs.

Seattle's Neighborhood Housing Opportunity Program supports projects located in economically distressed areas, historically distressed areas, or projects that can serve as a catalyst to revitalization. Program criteria include mixed-use or mixed-income projects and projects that will help mitigate the impact of gentrification by providing a range of housing types and prices. Housing funded by this program must be affordable to households at 80% AMI, and at least a quarter of the funding must support housing for people at or below 30% AMI.

Denver does not currently have a similar strategy to geographically target affordable housing investments.

Seattle's Rental Assistance Program pays a rent subsidy for short-term assistance directly to a private landlord through a public agency or a nonprofit organization. It is meant to help prevent homelessness due to economic hardship and to help households transition from homelessness into rental housing. Households receiving assistance under this program must have incomes at or below 50% AMI.

OED awards CDBG funds for the short-term Tenant-Based Rental Assistance program which is administered by nonprofit partners.

Seattle's Operating and Maintenance Program offers operating support for multi-unit developments under the Rental Preservation and Production Program to make units affordable to extremely-low-income households (earning at or below 30% AMI). Private developers, nonprofit organizations, and public agencies except for the Housing Authority may participate in this program.

Denver currently does not offer operating funds for multi-unit development.

COMBINING FINANCING STREAMS TO BUY, CONSOLIDATE, AND FINANCE AFFORDABLE HOUSING (*Reynoldstown, GA*)

Georgia's Reynoldstown Revitalization Corporation developed affordable homeownership and rental units using a variety of financing sources. They used HOME financing to buy down the price of homes, consolidated rooming houses, and financed a multifamily building using LIHTC and Section 8, which targets residents at or below 60% AMI.

OED's affordable housing gap financing is typically utilized by development partners in conjunction with LIHTC and, in some cases, Section 8 project-based vouchers. As OED's affordable housing funding sources become more diversified, OED is developing a portfolio of financing tools that will create greater opportunity for partners.

**COMMUNITY DEVELOPMENT CORPORATION PARTNERSHIPS
WITH FOR-PROFIT HOUSING DEVELOPERS**
(Reynoldstown, GA)

Because of the reduction in available land and increasing land prices, the Reynoldstown Revitalization Corporation (RRC) has switched approaches—from building affordable housing on their own to building it with for-profit private developers. RRC’s impetus for partnering is the need for capacity, and private developers (or lending institutions) benefit by fulfilling community investment and basic philanthropic interests.

CDCs in Denver, funded through OED and other sources, work with for-profit private developers to develop housing.

Retention of Affordable Housing

Denver Status

CODE ENFORCEMENT *(Los Angeles)*

Los Angeles has had a Systematic Housing Code Enforcement Program (SCEP) since 1998. All residential rental properties with two or more dwellings are inspected every three years to determine housing code compliance. If noncompliance citations are not resolved, the Los Angeles Housing Department (LAHD) has programs to address properties that are out of compliance (see below). SCEP also enables the housing department to identify areas of the city with older housing stock, and to direct developers to do rehabilitation in those neighborhoods.

Denver does not currently perform routine internal home inspections; however, inspectors can give citations for non-livable space and foreclose properties when in violation of the law. Inspectors in Denver are assigned to sections of the city and monitor building activities and external upkeep. Thorough inspections are performed in the event that violations are visible from the street. A similar program to Los Angeles, targeting rehabilitation of these properties, should be considered.

The Rent Escrow Account Program allows tenants to pay their rent into a city-administered escrow account until the citations are resolved. The Rent Reduction Program reduces tenants’ rents based on the LAHD’s evaluation of the value of the missing service.

RENT CONTROL *(Los Angeles)*

In Los Angeles, a Rent Stabilization Ordinance protects renters from sharp rent increases while permitting landlords to receive a reasonable return on their investments.

As stated above, Colorado law does not allow rent control unless there is a contract or ownership interest by the municipality.

PRESERVATION OF FEDERALLY SUBSIDIZED HOUSING *(Illinois)*

The Organization of the Northeast and other nonprofits have assisted in the purchase of ten Section 8 privately held buildings that would opt out in 20 years. The Jane Addams Senior Caucus also led a successful campaign to convince landlords to renew Section 8 contracts.

Denver has had a preservation of affordable housing ordinance since 2000, which was strengthened in 2015 to give the city increased notice of pending sales or expiring covenants and a right of first refusal. The city is collaborating with other public sector and nonprofit partners to create an inventory of all covenant-restricted housing units and a strategy, including both financing tools and criteria, for investing in units with expiring covenants.

**CONVERSION OF APARTMENTS TO
LIMITED-EQUITY CO-OPS** *(Illinois)*

The Organization of the Northeast converted apartment buildings into limited-equity co-ops that created permanent affordable buildings, and assisted other nonprofits to purchase privately owned units and rehab them along with wraparound services.

Currently neither Denver nor our partners, to our knowledge, are converting apartment buildings into limited-equity co-ops.

LAND TRUST (California)

Cities have established Housing Trust Funds, and CDCs and other advocacy organizations have organized to create a land trust that will regulate land costs over time. This will help stabilize the community by bringing existing housing under community ownership and creating a variety of ownership opportunities, ranging from single-family ownership to limited-equity cooperatives to condominiums.

OED has provided funds to the Urban Land Conservancy and the Colorado Communities Land Trust to perform this function in Denver as part of a long-term strategy.

CITY, STATE, AND FEDERAL PROGRAMS TO FUND PROPERTY AND LOT REHABILITATION (St. Petersburg)

In St. Petersburg, funding for owner-occupied rehabilitation comes from a variety of sources such as the City's Working to Improve our Neighborhoods (WIN) program, State Housing Initiatives Partnership Program, the federal Community Development Block Grant program, and federal HOME funds. WIN funds are often used for roof repair, plumbing, and electrical work. Rehabilitation funds are disbursed as loans or as forgiven loans. The city is no longer offering rehab funds as deferred loans because of difficulties some owners faced when selling a house of relatively low property value with deferred debt.

OED provides federal funds to DURA for rehabilitation of owner-occupied single-family residences of up to \$35,000. Units are covenant-restricted for 15-100 years. For rental units, the covenants are for a minimum of 20 years.

VACANT PROPERTY REDEVELOPMENT (Sacramento)

In Sacramento, the Oak Park neighborhood promoted revitalization and maintained affordable housing including rehabilitation through the Boarded and Vacant Homes Program (BVHP) and infill development through the Vacant Lot Development program. Vacancies in Sacramento are said to come in part due to the City's stringent code enforcement. The Sacramento Housing Redevelopment Authority moved to an incentive-based system, the BVHP, to attract developers to rehabilitate and develop these properties and then sell them to low-income households. Developers receive a \$10,000 fee for properties in target areas, \$15,000 in redevelopment areas, and \$20,000 in the Oak Park redevelopment area, for the acquisition and rehabilitation of a single-family boarded and vacant home.

Denver is not currently developing vacant private property, but this strategy was identified as one to consider in the Housing Denver plan.

VACANT LOT REDEVELOPMENT (Sacramento)

In Sacramento, through the Vacant Lot Development Program (VLDP), developers receive a fee for the acquisition and development of a single-family residential vacant lot in the amount of \$7,500 for a two-bedroom/two-bath house, \$20,000 for a three-bedroom/two-bath house, and \$25,000 for a four-bedroom/two-bath house. (Fees are adjusted periodically.) The new home must be sold to an income-qualified household at an affordable price due to the tax increment funding of the VLDP. The developer fee is allocated upon approved completion and sale of home to an owner-occupant.

Denver currently does not have a similar land banking program, but a similar program could be implemented. Similar incentives through Denver's Inclusionary Housing Ordinance are paid on completed units with a covenant recorded and an income-qualified person in residence.

IN-FILL DEVELOPMENT *(Florida and Washington)*

St. Petersburg offers properties for sale to nonprofits at a discounted price to encourage development. Boarded-up properties are acquired through code enforcement and demolition. Nonprofit and private developers have had an impact, and vacant and boarded properties in Midtown in St. Petersburg decreased 50% between 1998 and 2001. In Seattle, the Central Area Development Association (CADA) was created several years after urban renewal policy restricted development of subsidized. Today CADA is advancing mixed-use infill projects. Infill development allows developers to take advantage of vacant or dilapidated properties that exist in the neighborhood. Since the community is not yet completely gentrified, CADA is able to push such projects forward.

Denver has had two of the largest infill development projects in the country—Lowry and Stapleton. There were agreements to provide affordable housing in each and affordable housing has been developed. Both neighborhoods, however, became high-cost neighborhoods over time. The Lowry redevelopment project has met its affordable housing goal. Stapleton is still being developed; to date it has fallen short of its original goals for affordability. Affordable units are continuing to be built.

TAX RELIEF ASSISTANCE *(Chicago)*

The Cook County Assessor's Office offers three tax incentives:

Denver does not have similar tax incentives, but this Cook County model is one that should be studied and considered.

The Class 3 tax classification reduces the assessment on all multi-unit residential properties with 7+ units from 33% to 26%.

The Class 9 tax classification applies to newly constructed or rehabbed buildings with 7+ rental units targeted to low- and moderate-income households (or households making less than 80% of AMI). Assessments are reduced to 16% of market value for up to 10 years with the possibility of two 10-year extensions.

The Class S classification provides incentives to owners of expiring Section 8 buildings to renew their contracts using HUD's Mark Up to Market program. The purpose of the tax incentive is to slow affordable rentals converting to market-rate rentals and condominiums. Landlords that decide to renew their Section 8 contracts qualify to cut their tax assessments from a 33% to a 16% assessment rate, matching the assessments of homeowners.

Asset-Building of Existing Low and Moderate Income Residents

Denver Status

INDIVIDUAL DEVELOPMENT ACCOUNTS (IDAs) *(Reynoldstown, GA)*

RRC's IDA program, which began in 1998 and is funded by the United Way, enables participants to build wealth and serves as a community-building tool. Participants can use their savings toward homeownership in any of 11 approved neighborhoods.

Denver has worked with United Way in the past for the Assets for Independence grant which provides IDAs, although the program is not in place today.

Home-Buying Programs

Denver Status

TARGET AREA HOMEBUYER PROGRAM *(Sacramento)*

The Sacramento Housing and Redevelopment Agency's Target Area Homebuyer Program provides down payment and closing cost assistance to low- and moderate-income homebuyers for home purchases within several redevelopment areas.

In Colorado, this is a program that CHFA implements.

FIRST-TIME HOMEBUYER PROGRAM *(Sacramento)*

The Sacramento Housing and Redevelopment Agency's First-Time Homebuyer Program offers down payment and closing cost assistance to low-income homebuyers on home purchases within the city and county of Sacramento.

In Colorado, this is a program implemented by CHFA and the City's Metro Mortgage Assistance Plus program.

VOLUNTEER AND MUNICIPAL PROGRAMS FOR HOME REPAIR *(Seattle)*

Seattle's CADA provides maintenance and repair work assistance for neighborhood homeowners. Volunteers work on up to ten houses each summer during weekends to paint exteriors, repair roofs, do yard work, and improve home security for elderly or disabled residents. Seattle also offers a home repair program, called HomeWise, with loans at 3% interest to low- and moderate-income homeowners to cover the costs of health- and safety-related repairs, accessibility modifications, or code violation upgrades.

In Denver, this is done by Brothers Redevelopment (Paint-a-Thon) and by the Colorado Homebuilder Foundation.

Other Strategies to Promote Housing and Revitalization

Denver Status

ZONING CHANGES *(St. Petersburg)*

St. Petersburg revised its Land Development Regulations to allow greater flexibility in development across the city, including mixed-use developments and increased density. Current zoning regulations were established in the 1970s and reflect suburban realities of larger lot sizes.

Denver's Form-Based Zoning does not allow similar incentives to developers.

Cross-Cutting Lessons from Case Studies

Denver Status

LAND AVAILABILITY IS ESSENTIAL

The availability of developable land parcels is a factor for entities addressing affordable housing and displacement mitigation, regardless of the strength of the housing market.

Recommended strategy: Bank land early, before costs become prohibitive for affordable housing development. Purchasing parcels early at low cost can help control future development costs, ensuring affordable housing units for lower-income households.

As a city geographically constrained by the Poundstone Amendment, Denver is finding this increasingly difficult, but developable parcels are available.

Denver has financed land-banking through the Neighborhood Stabilization Program and continues to do so in partnership with the Urban Land Conservancy. The Mile High Regional Transit-Oriented Development Fund is also making direct land acquisitions.

CITY GOVERNMENT INVOLVEMENT IS CRUCIAL

The case studies suggest that local government involvement and leadership is vital to addressing affordable housing needs regardless of the stage of gentrification.

Recommended strategy: Attentive management of regulations and city programs can help create opportunities to positively affect neighborhood revitalization/gentrification and displacement issues.

Denver is actively addressing its affordable housing challenges and studying successful strategies from other cities to reduce displacement. Our pressing need to strive for more equitable development and reduce displacement is fueling a stronger level of inter-agency communications and collaboration inside city government.

COMMUNITY INVOLVEMENT IS CRUCIAL

Community involvement can help motivate city government and other organizations to support affordable housing initiatives. Seattle offers an example of courting community support for its housing levies, which are put up for vote. The city has marketed the levies prior to the elections. It also designed the first levy to be politically expedient by targeting funds to seniors. Based upon initial success, subsequent levies have expanded in scope to reach broader segments of the population in need of affordable housing.

Recommended strategy: Resident involvement in affordable housing activities was strong only in the three most gentrified communities. While we are cautious in interpreting this finding, it does suggest that residents are more likely to become involved once housing concerns are pressing.

OED actively engaged the community in the development of the *Housing Denver Plan*. OED, other City agencies and partners will engage residents in neighborhoods vulnerable to gentrification. The North Denver Cornerstone Collaborative has been actively engaging neighbors in the redevelopment planning.

DISPLACEMENT IS A HOUSING AND ECONOMIC ISSUE

In order for low-income residents of gentrifying neighborhoods to remain in place and benefit from neighborhood improvements, communities need to develop a holistic approach to mitigating displacement.

Recommended strategy: Provide support for the development of existing businesses, so that they can weather change. Provide incentives for successful businesses to locate in the neighborhoods can create job opportunities for incumbent residents. Depending upon the wages offered, new jobs might in turn increase residents' ability to remain in their community.

A key recommendation of this report is to link affordable housing strategies with business development and workforce development strategies in targeted areas.

APPENDIX B

Denver Gentrification Spatial Analysis Methodology

The objective of this analysis is to identify areas in Denver that appear to be at risk for gentrification. Along with other research and analyses, the results can be used by policymakers to most effectively distribute resources that will preserve affordable housing in areas that are most likely to lose housing options for lower income households. By looking at patterns of neighborhood change over the past 25 years, this analysis attempts to identify areas that have already gentrified, are in the process of gentrifying, and are at risk for gentrification. This typology of gentrification provides a framework for further analysis and may help policymakers effectively target resources to preserve affordable housing options in areas that are likely to lose them. It is important to consider other information and research when targeting resources.

Methodology

In this analysis, we modify the methodology to measure and classify gentrification originated by Lance Freeman and used by Portland State University (Freeman, 2005; Bates, 2013). Research has shown that areas vulnerable to gentrification tend to have certain characteristics, the main one being a history of disinvestment (Beauregard, 1886; Hamnett, 1991; Ley, 1980; Rose, 1984; Smith, 1979; as cited in Freeman, 2005). Additional characteristics include being located in an urban area, and having a majority low income population, and a high proportion of renters. Gentrification of an area is characterized by an increase in investment and a growing population with higher incomes and education levels (Freeman, 2005; Bates 2013).

For this study of Denver, we examine Census Tract data from 1990, 2000, and 2013. To deal with changes in Census Tract boundaries between 1990, 2000 and 2010, the geographic boundaries were merged such that the largest historical boundary was used. Data was aggregated to the larger boundaries as necessary, depending on the year of the data.

Home value changes are used as a proxy measure of disinvestment and reinvestment. Educational attainment, household income, and type of housing occupancy are used to characterize the population in an area. Unlike the Bates methodology, classifications used in this analysis do not use race and ethnicity.

Bates' typology includes data on race and ethnicity because an increasing White population is often associated with gentrification. However, limitations of this data led Denver to remove this variable from our methodology. Over time the Census Bureau changed the way it asks survey respondents about their race and ethnic background. More recent surveys provide more options for reporting multiracial heritage, and Hispanic origin is now asked about separately from race. In aggregating data to make it comparable across different Census years, some detail is lost, and people of Hispanic origin may be counted in either the White or Non-White category.

The following tables show the raw data and the variables calculated from them. For each data point, the variable's value for Denver as a whole was used as a benchmark to measure whether a tract's value was high or low. As in Freeman's study, the variables were used to examine dimensions of change in population and home values (Freeman, 2005).

Raw Data
Total # of Persons, All Races
of Persons Over Age 25 With Less Than Bachelor's
Total # of Persons Over Age 25
of Renter Occupied Housing Units
of Owner Occupied Housing Units
Total # of All Occupied Housing Units
Median Household Income
Median Home Value of Owner-Occupied Units

Calculated Variables
% With Less Than Bachelor's
% Renter Occupancy
Median Household Income Tract Ratio to Denver
Median Home Value Tract Ratio to Denver
% Change With Less Than Bachelor's from 2000-2013
% Change of Renter Occupancy from 2000-2013
% Change Income from 2000-2013
% Change Home Value from 1990-2013
% Change Home Value from 2000-2013

Following Portland's example, we used housing market and locational characteristics to assess the likelihood that a tract would be a candidate for reinvestment (and thus, gentrification) (Bates, 2013). The variable measures, classifications, and resulting typology of gentrification are shown below.

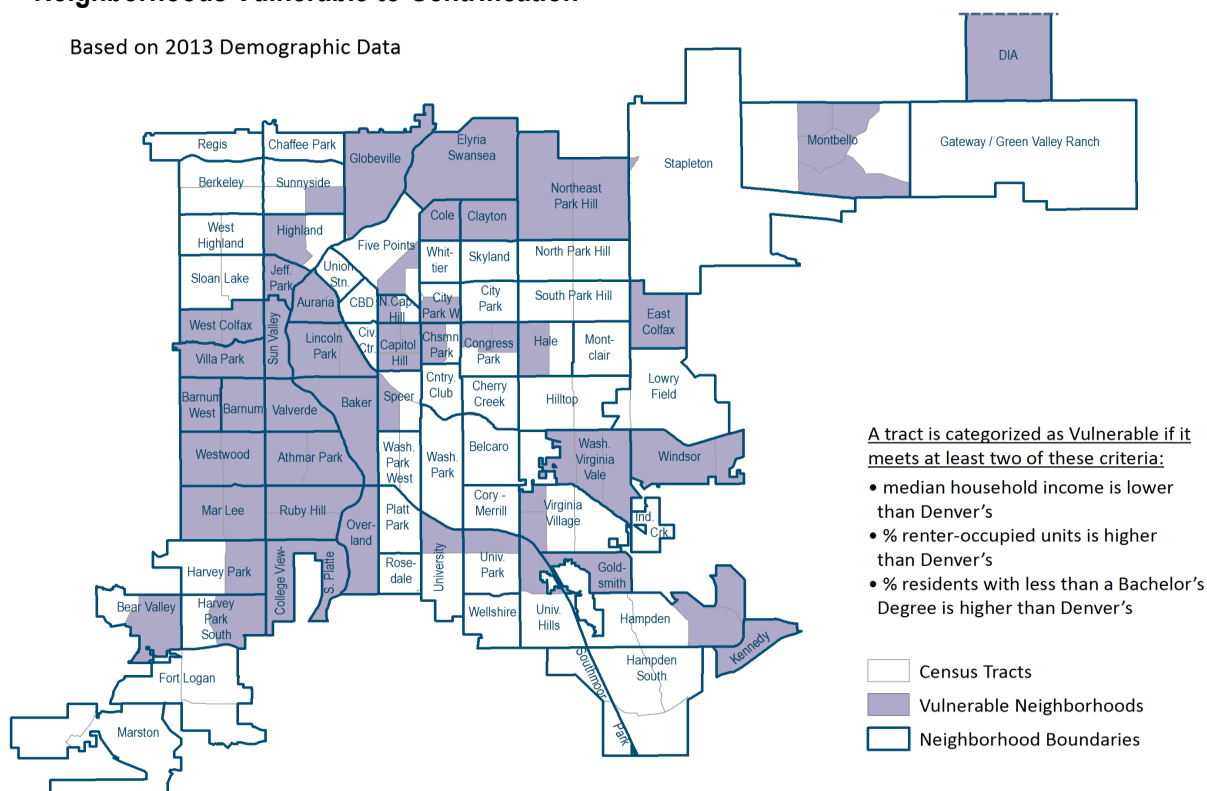
Vulnerable Population Index

At least two of the following must be true for the Census Tract to be considered as having a population that is vulnerable to gentrification:

- The tract's percent of residents with less than a Bachelor's Degree is higher than Denver's percent of residents with less than a Bachelor's Degree;
- The tract's percent of renter-occupied units is higher than Denver's percent of renter-occupied units in 2013;
- or,
- The tract's median household income is lower than Denver's median household income in 2013.

Neighborhoods Vulnerable to Gentrification

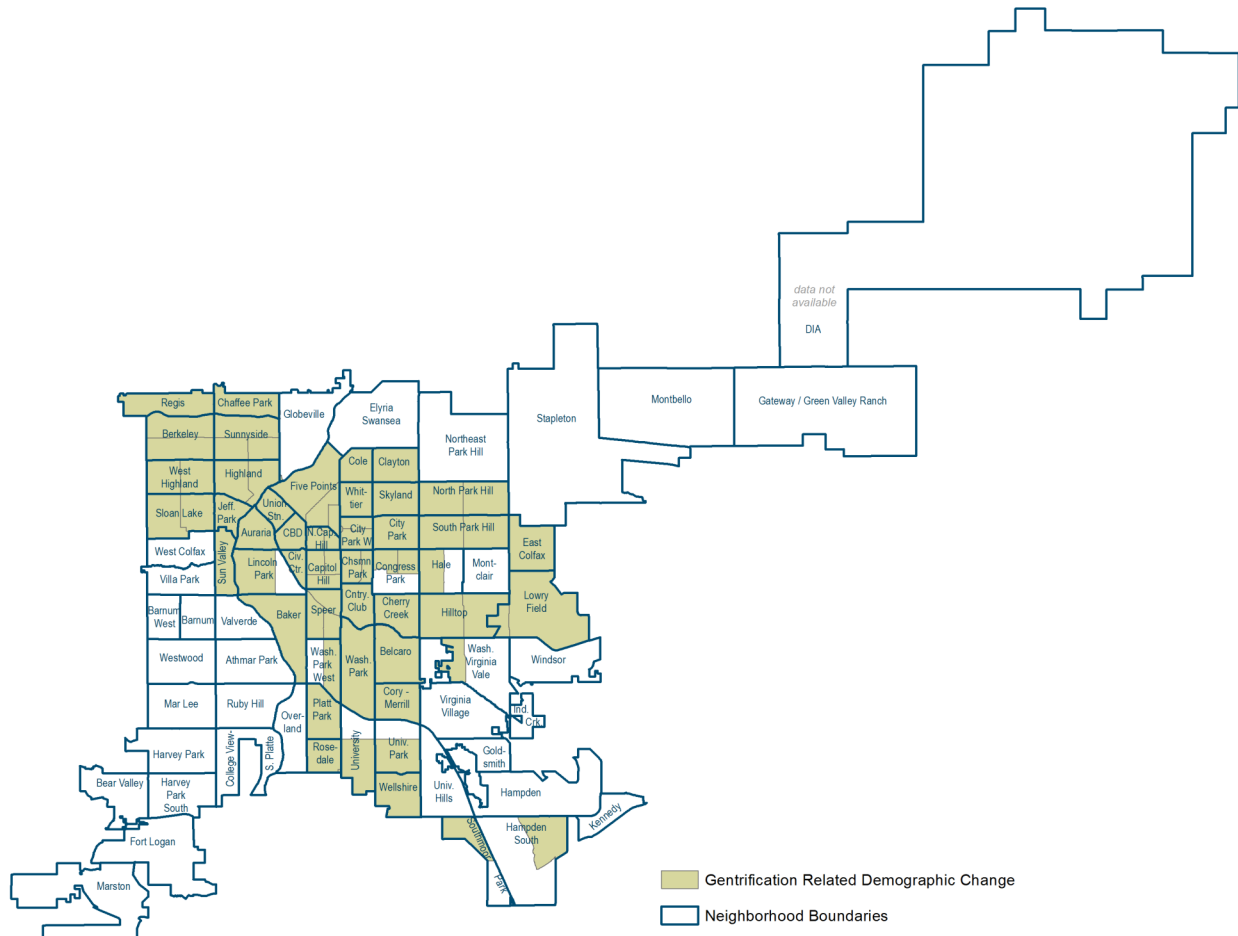
Based on 2013 Demographic Data



Gentrification-Related Demographic Change

At least two of the following must be true for the Census Tract to be considered as experiencing gentrification related demographic change between 2010 and 2013:

- The tract's percent of residents with less than a Bachelor's Degree must have decreased between 2000 and 2013 more than Denver's;
- The tract's percent of renter-occupied units must have decreased between 2000 and 2013 more than Denver's; or,
- The tract's median household income must have increased between 2000 and 2013 more than Denver's median household income increased.



Housing Market Categories

Again using Bates' methodology, several types of housing market classifications are used to assess investment in a tract over time, and a tract's potential attractiveness for reinvestment (Bates, 2013). The categories and measures are described and summarized below. (Low to moderate values are those that fall into the bottom three quintiles of the data set; high values fall into the top two quintiles.)

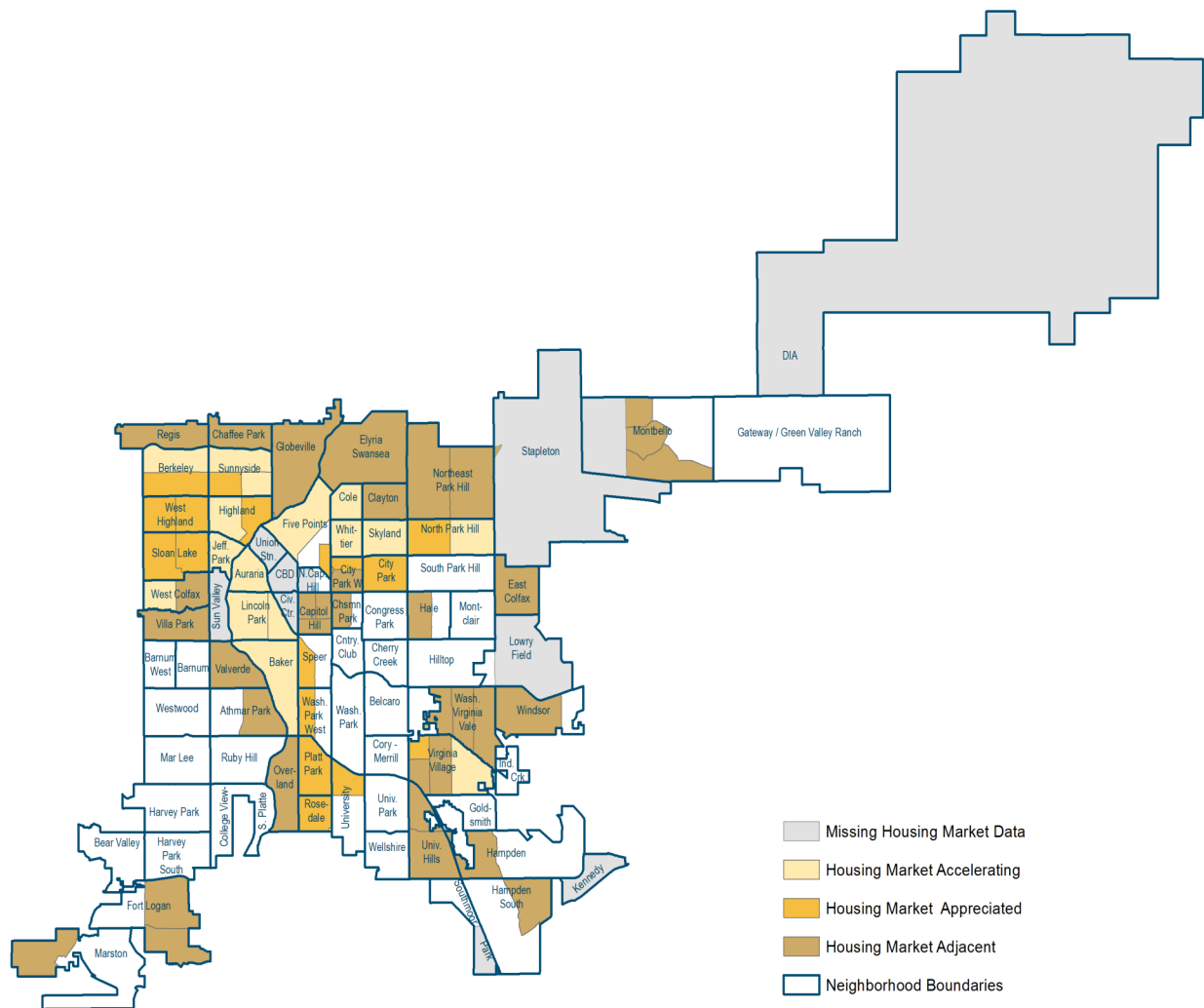
All of the following must be true for a Census Tract to be classified as having an Appreciated Housing Market.

Compared to Denver as a whole, the tract must have:

- A low to moderate home value in 1990;
- A high home value in 2013; and,
- A high increase in home value between 1990 and 2013.

Both of the following must be true for a Census Tract to be classified as having an Accelerating Housing Market.
Compared to Denver as a whole, the tract must have:
 A low to moderate home value in 2013; and,
 A high increase in home value between 2000 and 2013.

All of the following must be true for a Census Tract to be classified as having an Adjacent Housing Market.
Compared to Denver as a whole, the tract must have:
 A low to moderate 2013 home value;
 A low to moderate increase in home value between 2000 and 2013; and,
 Be adjacent to a tract with a high home value in 2013, or adjacent to a tract with a high increase in home value between 2000 and 2013.



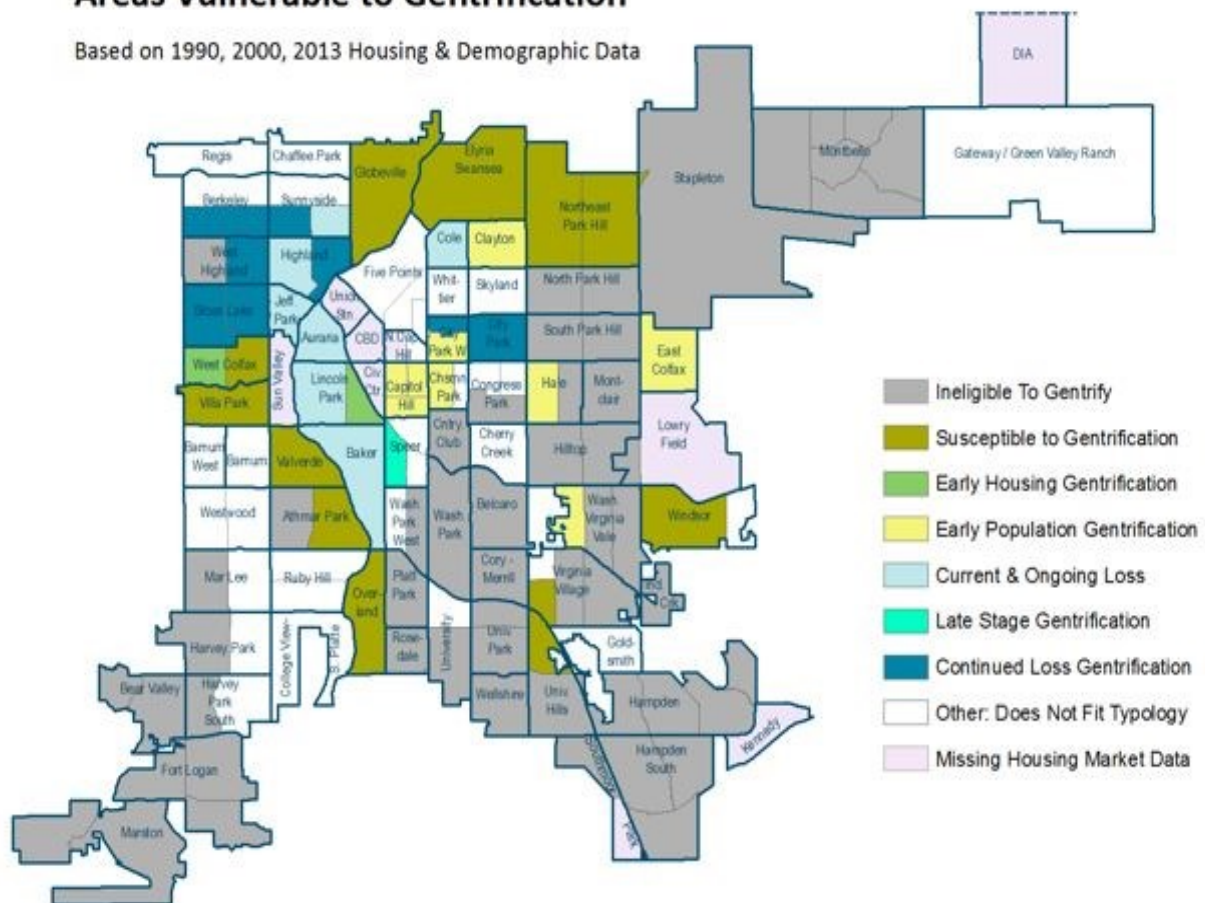
Stages of Gentrification Typology

The classifications about population vulnerability, gentrification related demographic change, and types of housing markets are used to put each Census tract into a neighborhood typology. This map illustrates the typology as applied to Census tracts along with Denver's statistical neighborhood boundaries.

GENTRIFICATION TYPOLOGY	CRITERIA		
	Vulnerable Population	Demographic Change	Housing Category
AT RISK Susceptible to Gentrification	✓	x	Adjacent
EARLY STAGE Early Housing Gentrification	✓	x	Accelerating
EARLY STAGE Early Population Gentrification	✓	✓	Adjacent
DYNAMIC CHANGE Current & Ongoing Gentrification	✓	✓	Accelerating
LATE STAGE Late Stage Gentrification	✓	✓	Appreciated
LATE STAGE Continued Loss Gentrification	x	✓	Appreciated
NO DATA Missing Data	Tracts missing data for one or more years that would impact the analysis.		

Areas Vulnerable to Gentrification

Based on 1990, 2000, 2013 Housing & Demographic Data



Limitations

At the time of this study, the most recent data available is from the 2013 American Community Survey. Denver's population and housing market have been changing rapidly in the last three years, and it is likely that more recent shifts in demographics and housing are not reflected in the data sets used in this study.

Another limitation is that aggregating data to the Census Tract level hides geographic variability within a tract. Since Denver has changed so rapidly in the past several years, policymakers should “ground truth” these maps, comparing the typology to local knowledge and other research. Further research and drilldown analysis for areas of concern is recommended.

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Older Adults

Agenda

- Introductions
- Why Focus on Older Adults
- New Old Age & Library Services
- Libraries Take Action
- Recommendations

THE WALL...

Why?

The numbers speak for themselves!

People age 50 plus in DPL's service area:

27%

- Ross-Cherry Creek: 41%
- Eugene-Field: 39%
- Bear Valley: 35%
- Schlessman Family: 34%

The state demographer's office says these percentages will only grow larger and larger.

Over the next 15 years, the number of older adults in Colorado is expected to double.

Why?

2018 Strategic Initiatives

Customer Experience

Implement recommendations to increase positive customer interactions and deliver quality, consistent service at all locations an online. Strengthen our culture of listening to customers and commit to continually improving our services.

Equity, Diversity and Inclusion

Develop a comprehensive diversity and inclusion strategy to include tactics such as implementing learning opportunities for staff, enhancing recruitment activities to increase the pool of qualified diverse applicants and crafting a succession strategy to support the development and retention of staff.

Mission

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

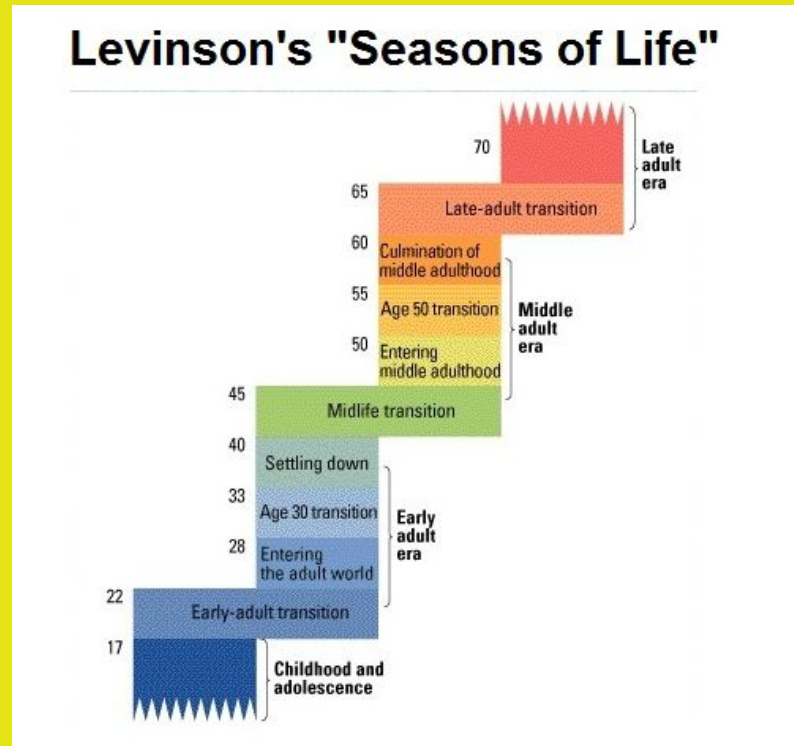
Charting the Course

Scan and analyze community, demographic, technology, library and other landscapes to develop a future roadmap that guides strategic planning, budgeting and resource development for the next decade.

- People connect to resources and acquire the skills they need to thrive.

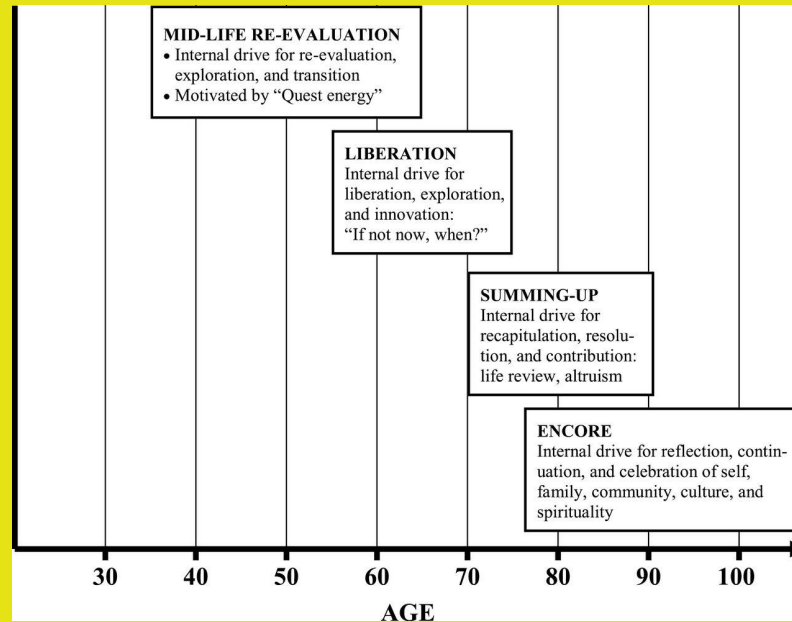
Why?

We cannot continue to treat “adults” as if they are all the same.



Why?

Just as there are developmental stages of childhood, there are developmental stages of adulthood and aging.



Why?



New Old Age & Library Services

Libraries offer a spectrum of services



Today's older adults are generally happier, healthier, and financially better off than previous generations

Many are actively seeking intellectual challenges and adventures

As such, the “Rocking Chair” model no longer cuts it!

Even so, many face financial pressures, loneliness, mental, and physical health related difficulties

Libraries Take Action

● Colorado

- Arapahoe Library District = best funded & most robust programs w/4 FTEs
- Colorado libraries throughout the state are offering creative programs and services specifically for older adults

● Nationwide

- Coordinator of Services for Older Adults
 - [King County Library System](#)
- Programming
- Landing page on website
 - [Henrico County Public Library](#)
- [ALA and Older Adults](#)

Colorado libraries generally recognize that older adults are a significant part of their customer base with special needs that merit attention.

Recommendations

Recommendation One: Treat “Older” as a Stage, Not a Number

People older than 50 are a diverse group, and some of them will consider themselves part of our older adults programs and services, and some will not.



Recommendation Two: Use The Term “Older Adult”

- Frameworks Institute survey of 12,000+ diverse respondents
- Older Adult seen as most “competent” and “youngest”
- [What Millennials Think](#)



**CHANGING THE
NARRATIVE** CO
Ending Ageism. Together.

Recommendation Three: Create a Coordinator of Services

The cultural obsession with youth has left senior citizens to the ranks of the underserved in a wide variety of settings, including the library.

- NextFifty Initiative Grant received: \$200,000 for two years
- Grant Components:
 - Services for Older Adults Coordinator
 - Comprehensive training on best practices for staff
 - Pilot projects to determine how DPL can most effectively serve older adults

Recommendation Three: Create a Coordinator of Services

The cultural obsession with youth has left senior citizens to the ranks of the underserved in a wide variety of settings, including the library.

- Single point of contact
- Create vision for older adult services, incorporating best practices
 - Community conversations
- Provide gerontology expertise & support organization-wide
- Work in alignment with local, regional, state & national leaders & organizations
 - Asset-mapping
- Create a culturally responsive, age-friendly culture at DPL through training for staff

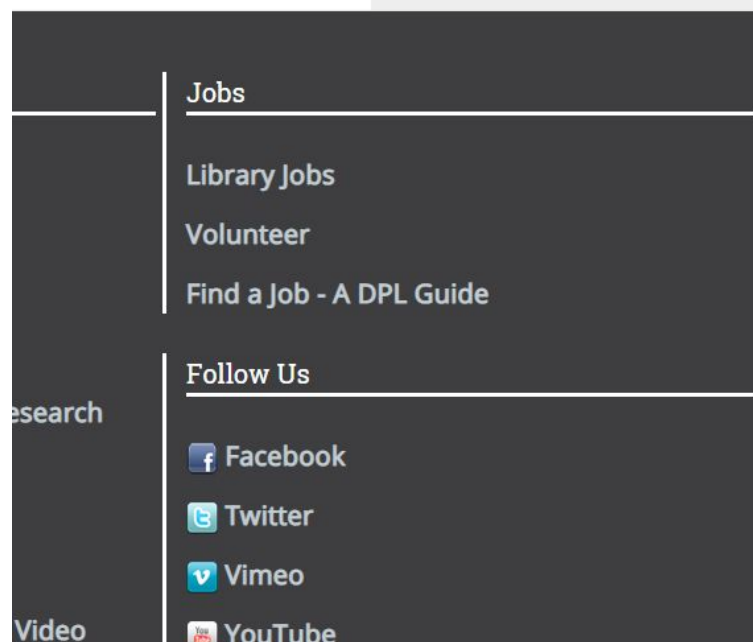
Recommendation Three: Create a Coordinator of Services

- Pilot Projects:
 - Older Adults-focused bookmobile to address mobility and social isolation challenges
 - Explore culturally relevant programming for diverse and underserved populations of older adults in Denver
 - Develop consistent programming on core topics: financial empowerment, retirement, caregiving resources, encore careers, aging in place, sharing economy, advanced directives, power of attorney
 - Develop creative aging programming in partnership with professional artists and practitioners, some of whom are 50+ themselves

Recommendation Four: Create and Require Training For Staff



Recommendation Five: Implement Age Friendly Hiring Practices



Recommendation Six: Embrace Universal Design Concepts



Universal design means creating environments and products so that they are usable by everyone, regardless of age, size, or ability.

Recommendation Six: Embrace Universal Design Concepts

For older people, universal design:

- Increases engagement in communities
- Allows them to thrive without stigma
- Enhances well being
- Improves quality of life

Recommendation Six: Embrace Universal Design Concepts

BIG

- Drive-up windows and book drops with access from a car for those who have difficulty getting into the library. (ALA: Keys to Engaging Older Adults @ Your Library)
- Hallways that return to common areas rather than stop in dead ends. (Universal Design: A Step Toward Successful Aging)
- Provide one or more wheelchairs or scooters for each branch. (ALA: Keys to Engaging Older Adults @ Your Library)

small

- Larger font sizes on library cards, computers, and kiosks. (DPL staffer)
- Provide places to rest, such as stools or chairs near stacks and information areas. (Canadian Guidelines on Library and Information Services for Older Adults)
- Provide chairs with arms so people can use them to assist in standing and sitting. (Choosing Furniture and Fixtures in Memory Care)
- Install sound systems in all branches to make it easier to hear programs. (Design Principles to Accommodate Older Adults)
- Make hand-held magnifying devices available for people who have trouble with their vision. (ALA: Keys to Engaging Older Adults @ Your Library)

Recommendation Seven: Create a Landing Page on the Website



- Centralized page
 - Leading the way
 - Improved usability & ease of access
 - Organized information and links
- Currently
 - [Difficult to locate](#)
 - Random, non-curated links

Recommendation Eight: Ensure Programming is Culturally Sensitive

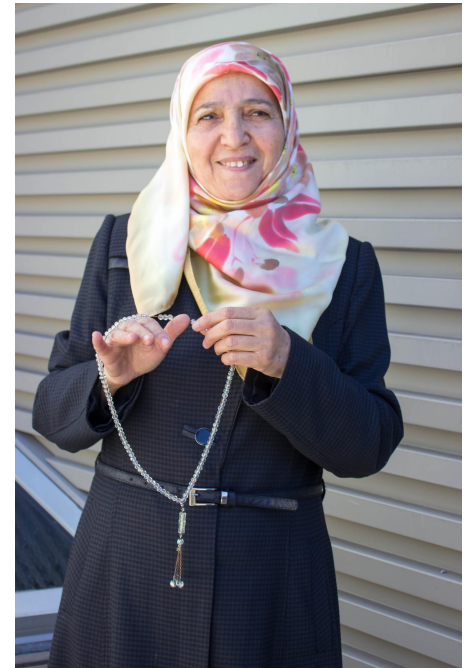
Denver's aging population is not homogeneous:

- About 15% of Denver's older adult population identify as Hispanic, Black, and Asian American Pacific Islander
- Cultural expectations usually differ from mainstream U.S. culture
- "Elder" at a younger age



Recommendation Nine: Improve Organizational Culture

- Address and eliminate implicit and explicit bias
 - Focus on bias toward older adults
- Allow for visual presentation in publications and marketing materials
- Create a space at the table for older adults to be heard when creating policies, procedures and programs.



Recommendation Ten: Support the Work of Expert Agencies



Age Matters in Denver: Needs,
Assets and Recommendations
Phase One



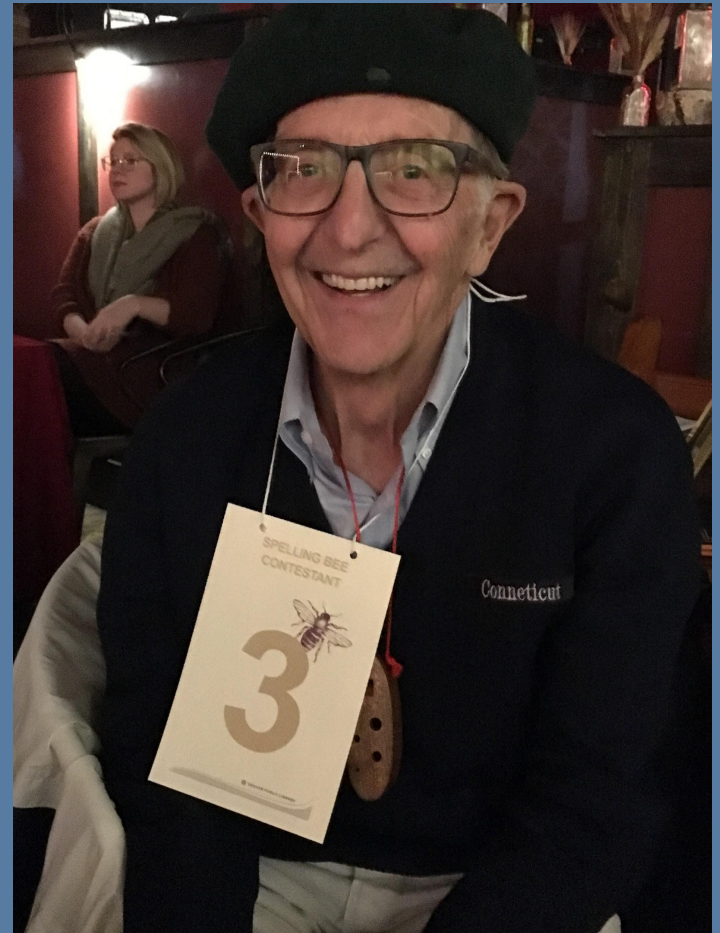
ART OF ACCESS

Highlighting Cultural Access & Inclusion in the Denver Region

Other partners and resources.....



Questions



Agenda Item 7a

Requested Action: Receive Report

Denver Public Library - 2018 Endowment Distribution and Fundraising Funds

Endowment

Endowment Funds help support the operational and strategic work of the Denver Public Library. These funds are managed and invested by the Denver Public Library Friends Foundation on behalf of the library, and are both restricted and unrestricted in nature. Consistent with the previous year, the library received \$270,000 in endowment funds from the Friends Foundation in 2018. Following are the details of expenditures made by the library from these funds.

Collection Development

In 2018, the Collection Development department received the following disbursement of endowment funds from the Denver Public Library Friends Foundation. The funds were used to acquire items for the circulating collection including new musical scores, poetry collections, transportation books and adult education materials.

Sharon Gravelle Endowment	acquisition of library materials	\$16,146
Smiley Branch Collection/ Beverly Ann Walker	acquisition of library materials	\$ 3,494
Lucille Wilken	acquisition of music	\$ 1,170
George Dolmas	acquisition of library materials	\$ 900
John Pershing	acquisition of English poetry books	\$ 435
Erlich Fund	acquisition of library materials	\$ 300
Nell Scott	acquisition of adult education materials	\$ 250
Lorraine Sabin	acquisition of transportation materials	<u>\$ 165</u>
Total		\$22,860

Western History and Genealogy

In 2018, the Western History and Genealogy department received endowment funds totaling \$212,879. Western History and Genealogy endowment funds are used for the purchase of antiquarian materials including rare and artists' books, conservation of rare materials including professional services and archival supplies, and salaries and benefits for 4.75 FTE staff in the department.

Western History - General Support	\$138,966
DPL Trust	\$ 65,222
Joanne Classen	\$ 2,907
Joy Hilliard	\$ 1,778
Jackson	\$ 1,645
Emil J Massa	\$ 876
Marion G Hendrie	\$ 835
Literary Club	<u>\$ 650</u>
Total	\$212,879

Community Awards

The Denver Public Library received \$943 from the Latino Awards endowment in 2018. Funds contributed to the annual Latino Awards event held on September 22, 2018, at the Rodolfo "Corky" Gonzales Branch Library where Michele Trujillo received the Lena L. Archuleta Community Service Award for her lifelong work in education. Anthony R. Aragon was also recognized with the Eric J. Duran Community Service Award for his advocacy and commitment of LGBTQ and Latino Communities. DPL also inducted two individuals into the César Chávez Leadership Hall of Fame - Renee Fajardo, JD and Carlos Santistevan.

The Barbara Jordan Funds have been accumulating for the last few years to purchase all staff eLearning for DPL staff. The eLearning tutorials are a valuable enhancement to the myTRACKS staff learning portal, and the skills training will continue to enhance the library's excellent

customer service. In 2018, \$1,426 was distributed to DPL from the endowment to help contribute to the cost of the learning tools.

The Nell Scott endowment distributed \$250 to support the DPL Employee of the Year award. This year, Elissa Hardy, Community Resources Manager, was nominated by peers for her outstanding work during the year and was recognized during our All Staff event in October. Many other outstanding staff were nominated and years of service were also celebrated during the event.

Unrestricted Endowment

Unrestricted endowment funds of \$31,642 were combined with other DPL funds in 2018 to support library projects and programs. Services to Immigrants and Refugees, the bi-annual All Staff event, Summer of Adventure program, and Peer Navigator program all benefited from the endowment during the year.

Fundraising

In 2018, the Friends Foundation distributed \$220,495 in revenue from general fund fundraising events that occurred from November 2016 to October 2017. These funds were used to support the following library initiatives:

Hadley Branch Library Lower Level Renovation	\$67,505
Collection Development	\$50,000
New Public Meeting Room at Central Library	\$40,000
iPads for Children at 19 Libraries	\$29,590
Summer of Adventure Program	\$20,000
Charging Stations at 14 Libraries	\$10,000
Western History and Genealogy	\$ 3,400

Agenda Item 7b

Requested Action: Approve Endowment Request and receive fundraising report

Denver Public Library - 2019 Endowment Request

The Denver Public Library requests the disbursement of \$250,000 from the Denver Public Library Friends Foundation Unrestricted and Restricted Endowment Funds for expenditure in 2019 as follows.

Collection Development

The Collection Development department requests the following disbursements from Friends Foundation Endowment funds. The funds will be used to acquire items for the circulating collection including new musical scores, poetry collections, transportation books and adult education materials.

Sharon Gravelle Endowment	acquisition of library materials	\$14,950
Smiley Branch Collection/ Beverly Ann Walker	acquisition of library materials	\$ 3,235
Lucille Wilken	acquisition of music	\$ 1,080
George Dolmas	acquisition of library materials	\$ 835
John Pershing	acquisition of English poetry books	\$ 400
Erlich Fund	acquisition of library materials	\$ 280
Nell Scott	acquisition of adult education materials	\$ 230
Lorraine Sabin	acquisition of transportation materials	<u>\$ 150</u>
Total		\$21,160

Western History and Genealogy

The Denver Public Library Western History and Genealogy department requests \$197,115 from the Friends Foundation Endowment funds in 2019. The purpose of this disbursement is to support salary and benefit costs of 4.75 FTE positions, archival supplies and equipment, and other antiquarian materials.

Western History - General Support	\$128,675
DPL Trust	\$ 60,395
Joanne Classen	\$ 2,690
Joy Hilliard	\$ 1,645
Jackson	\$ 1,525
Emil J Massa	\$ 810
Marion G Hendrie	\$ 775
Literary Club	<u>\$ 600</u>
Total	\$197,115

Awards and Administration

The Denver Public Library requests \$875 from the Latino Awards Endowment in 2019 to help support the annual Latino Awards event this fall.

The Barbara Jordan Funds of \$1,320 will be combined with prior years' funds to purchase eLearning tutorials on a variety of topics for DPL staff.

The Nell Scott funds of \$230 will be used to recognize the 2019 DPL Employee of the Year. They will receive an award and a membership to an organization of their choice for their dedication and exceptional service.

Unrestricted

The Denver Public Library requests the unrestricted endowment distribution in the amount of \$29,300. The unrestricted endowment will be combined with other unrestricted funds to enhance the library experience for customers through physical and electronic materials, technology, programming, learning, and outreach.

2019 Fundraising Distribution

The Friends Foundation has identified \$195,726 to be distributed from fundraising events between November 2017 and October 2018. The Western History Council raised \$3,400 of the total distribution and this portion is restricted for Western History activities. The remaining amount is used to support the library mission and programs as determined by the DPL Executive Team. Specifically, the 2019 Fundraising distribution will support a new study room in the Montbello Branch Library, mobile services, collection materials, and the Summer of Adventure program.

Agenda Item 8

Requested Action: Receive Report

City Librarian Report



Movie: The Public

Film director and actor Emilio Estevez brought his new motion picture *The Public* for a DPL-specific screening in early March at the Alamo Drafthouse Sloans Lake. Estevez was in attendance and met with library staff, partners and Friends Foundation Chair Pam Jewett. Estevez is seen here with DPL's Community Resources team.

The movie is set in the downtown Cincinnati Public Library during a bitter Arctic blast and revolves around library customers, many of whom are experiencing homelessness and mental health challenges. These customers turn the library into a homeless shelter for the night by staging an "occupy" sit-in. What begins as an act of civil disobedience becomes a standoff with police. The film has been showing at libraries, film festivals, conferences and other venues and is now in a wider release. As you might imagine, staff had a mixed reaction to the film.



*"I had always imagined
paradise as a kind of library."*

-Jorge Luis Borges

Winter of Reading 2019 is in the books! That makes five years of connecting with our adult customers over reading and helping them discover new and wonderful things about the library.

Total completion: 1,220

Personal Reading Lists completed: 292

Our biggest growth was in programming!

We held 22 events around the city with 542 attendees.

Community Engagement: 2018 Year in Review and Plans for 2019

In 2018, DPL's community engagement team members furthered their understanding of the "Turned Outward" process by participating in monthly coaching calls from the Harwood Institute. This gained knowledge, and the help of Senior Librarians Tara Bannon and Leslie Williams, was instrumental in creating incubators at the Park Hill and Pauline Robinson branches. These incubator branches dove deep into specific neighborhood issues, built partnerships with local organizations, and developed responsive programming at their respective locations. They also created *Our Park Hill*, a detailed summary of their collective engagement work.

2018 offered us many opportunities to authentically engage with the communities we serve. Team members travelled across the DPL system, conducting 17 community conversations. These included traditionally underrepresented community members, such as older adults, teens, and those who primarily speak Spanish. In addition, we participated in 28 Denver Days block parties to encourage community connections and share the role of libraries as a neighborhood resource and gathering space. Lastly, to outline DPL's community engagement efforts in 2016-2017, we produced the *Our Denver* summary and made it available online for the public. This summary was shared with corporate, non-profit, and governmental prospective partners in order to strengthen our network.

2019 will be another busy year for the Community Engagement Initiative Team. We just produced *Our Denver 2019*, a summary of our 2018 community conversations, and a follow up to the original *Our Denver*, produced just over one year ago. We will continue to expand our network of cohorts, affiliating ourselves with City agencies and other community-minded organizations. We will begin offering specific training opportunities for staff, forge new partnerships to take action on specific neighborhood-level items, and we will roll out a five year plan for community engagement at DPL.

We will host another 16 community conversations, seeking to connect with voices not previously represented in conversations including those speaking Somali. Additionally, we will expand our incubator work to the Ross-Broadway and Smiley branch libraries to further our efforts of connecting more deeply with targeted service areas, using what we heard in community conversations as our guide.



CityYou programs continue to be very popular at the library. These programs grew out of our community engagement work. People across Denver don't feel like they understand or know how to navigate the City bureaucracy. Topics range from Foster Care and Kinship Support with Denver's Child Welfare Division to Outfoxing the Predators: Preventing Fraud and Exploitation with Denver District Attorney's office. Seen below: 115 adults and 2 babies in attendance for Demystifying Zoning and Building Permits at the Decker Branch.



Civic Engagement

Multiple branches have been providing space and partnering with others to host Denver election candidate forums. Smiley Branch partnered with Regis University recently to host the District 1 City Council Forum at Regis which was such a success they have planned one for the Clerk & Recorder, Auditor, and a pro/con session for a few ballot initiatives. The Park Hill Branch hosted the District 8 City Council Candidate Forum. The Teen Advisory Board attended and asked insightful questions about school equity, the environment and mental

health. One asked Senior Librarian Tara, "Are they all applying for the *same job*?" They gave snaps when they felt someone gave a good answer. Seeing them engaged in the local level of government was heartening, Tara shares.

Colorado Symphony Plays the Library



The Colorado Symphony's 16-piece Petite Musique orchestra treated our customers to a free dress rehearsal of *The Three Bears* on Monday, April 11 in the Central Library Conference Center. The dress rehearsal was for kids ages 0-7 and their caregivers. This is our second year hosting this event. Last year *The Ugly Duckling* was a huge success! This was one, too - full house!

One Book Colorado Unveiled at Central Library with Governor and Mayor



This year's One Book Colorado book was officially announced by Governor Polis at the Central Library in early April. All preschoolers will receive a copy of *Penguinaut!* by Marcie Colleen. One Book Colorado provides a copy of the same book to children age four across the state each spring through public libraries, Reach Out and Read Colorado clinics, and Denver Preschool Program classrooms. Funded through private donations, the program annually gives away over 75,000 copies of the same new book in English and Spanish for a 2-week period in April. The giveaway period runs from April 8- 22.

Constellation Philanthropy Funding for Early Learning Play Spaces

Across the country, urban libraries are embracing our role in supporting children's early learning and development. We recently received a commitment from 16 donors through Constellation Philanthropy Investment Group for a total of \$159,600. The funds will be used to develop three community-informed, scalable concepts that are ready for implementation and match our various library branch needs. We are working with the Children's Museum of Denver's Exhibits Team, an internationally renowned expert in design and evaluation of spaces. They are known for their creativity and early learning expertise and have consulted on projects both near and far.

The Byers Branch Library in La Alma Lincoln Park is one of the first libraries scheduled for bond improvements. This neighborhood has shown consistently high poverty rates and a stable 0-5 population. This area shows low kindergarten readiness rates and 40% of children don't have access to formal childcare, leaving an opportunity for the library to fill a need for high quality early learning experiences. The funds will include the ability to fabricate and install our first early learning play space at this location as part of the renovation.

GO Bond Update (Subject to Change!)

- Byers/Smiley:
 - Designer contract is being processed by the City Attorney's Office. Notice to Proceed is expected in May/June.
 - Construction Manager/General Contractor has been selected.
 - Construction is likely to start in mid-2020 and be complete by mid-2021.
- Blair-Caldwell:
 - Designer shortlist has been established. Interviews are scheduled for mid-May
 - Construction is projected to start in 2021.
- Central:
 - Designer contract is being processed. Notice to Proceed is expected in June.
 - Contractor procurement will go to the City's procurement committee in early May. Hopefully the RFQ can be issued shortly thereafter.
 - Construction starts:
 - Elevator Work: Summer 2020
 - Main Bid Package: Early 2021

New People/Positions at the Library

Susan Kotarba, Director of Neighborhood Services retired March 29. Interviews for this position have already started. We wish Susan well after over forty years of service! She has plans for travel, tennis, volunteering and most importantly her first grandchild.

Rachel Vagts will join DPL as the new Special Collections and Digital Archives Manager starting on April 30, replacing Jim Kroll who retired in November. She comes to Denver from a position as the Head of Special Collections and Archives at Berea College (KY), and before that the College Archivist at Luther College (IA). Rachel has recently been named a Distinguished Fellow of the Society of American Archivists (SAA), and she was just elected SAA Vice President/President elect. Her experience with grants management, digital preservation, and demonstrated experience collaborating with other institutions make her an ideal fit for this position.

We are currently seeking candidates for a new position: **Community Engagement and Outreach Services Coordinator**. We are very excited about what this position will allow us to do, particularly with our new mobile vehicle fleet arriving soon!

We have another new position in our Communications and Community Engagement division. **Devin Cochran is our new Social Media Specialist** and he's been busy keeping our social media accounts active while gathering data to create updated standards and an in-depth yet malleable social media strategy that integrates with the marketing and communications activities we're already producing for the entire organization.

Staff in Leadership Programs

Hadiya Evans, Librarian at the Gonzales Branch Library, was one of 28 participants from around the country accepted to the competitive PLA Leadership Academy. This academy empowers public library professionals to become innovative and successful leaders of change, shifting their libraries from an internal approach—focused on organizational operations—to an external approach—focused on community needs. The centerpiece of the PLA Leadership Academy is an intensive in-person event that includes four days of interactive education and networking. Leadership Academy participants engage in thought-provoking lectures and breakout discussions with library leader coaches and two months of followup work.

Tracy Treece, Manager of Digital Inclusion, has been accepted to the Library Freedom Institute, a privacy-focused six-month program for a select group of librarians to teach them the skills necessary to thrive as Privacy Advocates - from educating community members, to installing privacy software, to influencing public policy. Participants will spend 5 hours per week on a combination of readings, webinars, exercises, class discussion and assignments.

Leslie Williams, Senior Librarian of the Pauline Robinson Branch Library, is currently an Urban Leadership Foundation (ULF) of Colorado Connect Fellow. The ULF Connect Leadership Program is an intense 10 month leadership training experience designed to help participants become more effective, well rounded and influential leaders in the areas of business, politics and community leadership. The ULF Connect experience consists of classes where participants learn how to effectively navigate specific leadership environments. Throughout the year, participants also meet and interact with some of Colorado's most influential leaders.

Beth Warren, Manager of Community Engagement and Strategic Partnerships, and **Jennifer Dewey**, Adult Programming Librarian, have been participating in the Colorado Business Committee for the Arts Leadership Arts program. The program is designed to give participants valuable information on nonprofit board leadership and to ensure that cultural nonprofits are led by diverse, effective and inspired board members. The program will conclude with a nonprofit board fair in May. Jennifer and Beth are part of DPL's Community Engagement strategic initiative.

Zach Smith, a Librarian at Cherry Creek, is participating in the Colorado Association of Libraries Leadership Institute (CALLI). CALLI goals are to develop leaders within CAL and the Colorado library community by allowing an exploration and understanding of personal leadership styles;

developing key relationships among participants, presenters, and the larger library community through inquiry, advocacy and networking; and providing the necessary professional development opportunities to grow leaders at all levels of library organizations.



Teens in PLA Inclusive Internship Initiative

DPL is supporting two teens in the PLA Inclusive Internship Initiative (III). PLA is the largest association dedicated to supporting the unique and evolving needs of public library professionals. PLA serves nearly 9,000 members in public libraries across the United States and Canada with a growing presence around the world.

To attract the best candidates who reflect the diversity of our communities, librarianship must be viewed as a viable, rewarding, and meaningful career path. High school upperclassmen, already considering their next educational move, are an audience ready to learn more about the work and rewards of librarianship.

The overarching goal of the III is to introduce students from diverse backgrounds to careers in librarianship. Through a summer-long mentored learning project, library mentors and interns will engage with multiple facets of library life, from administration to programming to user services. Interns will have opportunities to connect with one another, and learn from mentors across the country. We participated one other time. Meet this year's teens from the Athmar and Sam Gary branches:

Hello my name is Cecilia Tran and I am currently a senior at South High School. I've been coming to the library ever since elementary school. Through that time I have attended various ASIC (After School is Cool) programs and am currently a part of TAB (Teen Advisory Board). The library has been a big part of my life through giving me a safe place to be after school and a supportive community. I am excited to be a part of the PLA program and to learn more about what the library has to offer.

Hey my name is Mohammed Bashir and I am from Chad. My dad decided to move to Colorado because he wanted a better learning environment for us so we could grow up and be successful. I am currently focusing on school and sports. I go to school at George Washington High-school. For fun I like to go out and bike to explore.

Stories of Impact

This month's stories come from: from Athmar Park:

Athmar has been my public library since elementary school, so it was no surprise to me that children are always present at Athmar. But I didn't understand how valuable Athmar could be until I started working here as a shelver. After my first month working here, I was set to do a list of duties in the children's picture books area. That day it had snowed a lot, and it seemed that a parent had brought their children to the library to read.

As I was looking through books, a kid, around 3-4 years old, pulled a stool up to me and started to read their book to me. I thought it was the cutest thing ever, and she was so proud of the book she was reading and how fast she was reading. As I was working, I did my best to pay attention as she read book after book, until she had to leave. Before she left, she said thank you and grabbed some books to check out. I hope she continues to read with the same enthusiasm that she had when reading to me.

And Woodbury:



At the tender age of four, Andrew found his forever home with his adoptive parents. The day after he moved in with his new family, he found his forever love: the library.

Amy took her son to Woodbury for a puppet show. It was the first time he had been in a library and she explains that, at the time, his language comprehension was so delayed, he couldn't answer the question, "What's your name?" He also didn't know how to hold a book. It didn't take long before the youngster, with a heart as big as the branch itself, was smitten.

Today, Andrew reads above his grade level and his mom laughs when she recounts the story that he got in trouble for sneaking into the school library during class.

And Western History/Genealogy:

Which has digitized over 250 oral histories with 10th Mountain Division veterans and made them available online. We received a wonderful "thank you" the other day.

This is not so much a question but a heartfelt thank you for your work on the 10th Mountain Division Oral Histories. I recently discovered a video on Youtube that was done with my grandpa, Joseph Perrault, and it was so touching and moving, and I am grateful that we have his history of service and skiing in a video. Thank you for all you do; you have made our Perrault family from Ishpeming, Michigan so very happy!!!

Highlights from Zeth Lietzau, Director of Collections, Technology, and Strategy

We have recently increased the number of wireless mobile hotspots available for checkout for our customers. We now have 149 hotspots available for public checkout. They are currently all checked out, with the waitlist of 133 people significantly lower than the number waiting before we increased the number available. This year, we will be surveying our customers who use them so we can define a checkout model that makes the most sense for those who need them.

Planning is underway for the Sam Gary Branch ideaLAB, which was approved as an expansion request for 2019. Digital Inclusion, Branch, Facilities, and IT staff have been developing the requirements for the project, and are working with Public Works to bring on board design and contractors. The project is slated to be complete this fall.

Related, the Central ideaLAB hours expansion began April 1, thanks also to staffing provided via the ideaLAB expansion request. The lab is now open 1pm-close every day.

The library continues to work closely with the Peak Performance office at the City of Denver. We recently consulted with the Peak team to bring internal stakeholders of our supplemental staffing process through an extensive lean process improvement event, which is paving the way for us to be more efficient and effective as we backfill when our regular staff are out. That project has been nominated for a Peak Academy Award - winners will be announced in May.

Popup programming in the River North neighborhood continues successfully. We have been working diligently to build relationships and a presence in this growing part of town, and are hitting our stride. The Food and Film Cooking series has averaged 35 attendees per program.

Internally, we continue to invest in building a culture of data and evaluation, and recently completed Phase II of our data warehouse build out. Our warehouse now includes more robust circulation and collection data, which will allow us to create better reports and draw stronger conclusions about how our collection is being used. This will in turn help us improve our services. We continue the journey toward being a more data-informed organization.

Our cataloging department recently completed an exhaustive subject heading project. Roughly 5,000 of our non-fiction items, many associated with western history and related topics, did not have subject headings in their records for over 20 years. These were primarily items that people would not search for by title, so without subject headings, they were much less likely to be found during a normal keyword catalog search. We anticipate to see a large increase in checkouts for these items, and will be tracking them as a set

Select City Librarian Activities

Mayor/Council

- Attended City minimum wage update for City agency heads
- Attended Mayor's Black History Month celebration

Library Commission

- Met by phone with Executive Committee

Friends Foundation

- Participated in Finance Committee meeting
- Participated in Advocacy Committee meeting
- Met with Executive Committee

Community Engagement

- Attended Park Hill Volunteer Appreciation Party
- Met with CEO of Downtown Denver Partnership
- Attended Metro Denver Chamber of Commerce networking event
- Attended candidate forum for District 10 Council and at large seats at Denver Art Museum
- Presented to attendees of the Discover Your Library session
- Attended Mayor's I Am Denver launch

- Attended Westwood community meeting

Activate!Denver Facilities Master Plan

- Attended groundbreaking of RiNo Park (home of hopeful RiNo Creative Campus library)
- Met with Denver Housing Authority to discuss affordable housing/public library facility possibilities
- Met with Denver Economic Development and Opportunity to discuss affordable housing/public library facility possibilities
- Helped interview potential Central Library bond project manager candidates for Public Works
- Met with Central Library staff, architects and project managers to discuss scope, vision, process and more
- Toured new Calgary Central Library
- Met with Community Planning and Development regarding potential Globeville library locations
- Discussed two options for Globeville with developers
- Participated in design charrette with RiNo Creative Campus architects and RiNo Arts District staff
- Represented DPL at Capital Planning Town Hall in Montbello
- Met with Elevate Bond Program Management Office staff about 2019 issuances

Charting the Course

- Worked with staff in multiple ways on mission, vision and values for new strategic plan

Equity, Diversity and Inclusion (EDI)

- Met with Equity, Diversity and Inclusion staff team
- Attended full-day + half-day race and social justice workshop held at the Central Library for library staff from around the country (entire E-Team and EDI staff team attended)
- Met with E-Team to discuss workshop takeaways and commitments regarding EDI

Early Learning and Out of School Learning

- Participated in Road to Reading Advisory Council
- Participated in Mayor's Children's Cabinet Budget Subcommittee
- Met with DPL youth services leadership

Professional

- Participated in Aurora Public Library Director finalist interviews
- Participated in Public Library Association (PLA) Board of Directors meeting in Calgary, Alberta
- Coached emerging library leaders in a one-week intensive PLA Leadership Academy in Chicago

April 2019

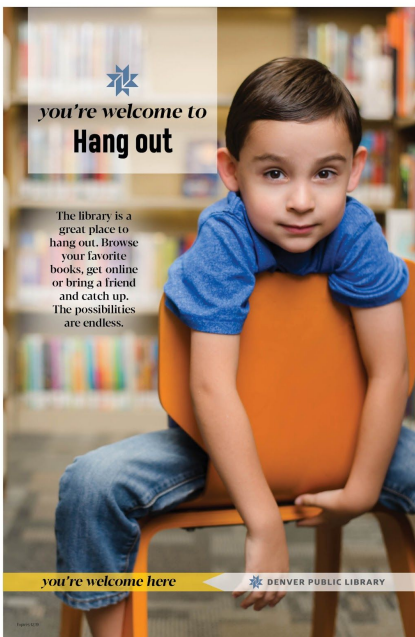
You're Welcome Here Campaign

The library's new brand campaign—You're Welcome Here—kicked-off Sunday, April 7, just in time to celebrate National Library Week. The effort is an integrated marketing communications campaign, which brings together traditional advertising, social media, web stories, point-of-service displays, and earned media. The campaign seeks to:

- Highlight the ways in which the Denver Public Library has changed by focusing on the attributes that make the library a welcoming “third place.”
- Share customer success stories and, by inference, showcase how others can change their lives, too.
- Reaffirm the library's commitment to providing free and equal access to all whom can benefit.

Watch for billboards, bus shelter ads, social media and Google advertising, posters in all library locations and a new banner on the Cultural Garage outside of Central Library. Ads point to a new [landing page on the website](#) where visitors can learn more about the ways the library has changed as well as the stories of customers who have used the Denver Public Library to positively impact their own lives.

This month's launch is the culmination of six months of work by the Communications and Community Engagement team, who conceived and executed the campaign entirely in-house. Analytics show that the website landing page is already attracting readers from across Denver and beyond.





 eres bienvenido a

Brincar por todos lados

¿Brincar en la biblioteca?
¡Sí! Nuestros cuentacuentos animan a los niños a estar activos, aplaudir e incluso bailar un poco. Es todo parte del aprendizaje y la expresión y está permitido en la sección para niños.

aquí todos son bienvenidos

 BIBLIOTECA PÚBLICA DE DENVER



 *Xin mời quý vị*

**Hãy ồn ào
ên một
chút**

Thời buổi phải im lặng đã qua rồi. Thậm chí quý vị có thể gây ồn ào nhiều hơn trong các studio thu âm của chúng tôi. Vẫn muốn một chỗ yên lặng để học hành? Chúng tôi cũng có những chỗ như vậy.

Xin mời quý vị đến đây

 DENVER PUBLIC LIBRARY

Billboard



**You're welcome
to hang out.**

denverlibrary.org/welcome

 DENVER PUBLIC LIBRARY

Fine Free Campaign Results

Executive Summary

- In January 2019, the Denver Public Library stopped charging fines for overdue materials.
- More than 100,000 customers had fines forgiven as part of the policy change.
- 20,287 customers had borrowing privileges suspended due to fines.
- 22% of customers who had fines forgiven have re-engaged with the library.
 - This includes growth in all customer age segments
- 12% of customers who received a direct mail postcard have re-engaged with the library.

Background

In January 2019, the Denver Public Library eliminated overdue fines for customers. This policy change was designed to remove barriers to service, which some customers experienced when incurring overdue fines. The change follows similar moves in 2008 and 2014 when overdue fines for juveniles and young adults were eliminated. Older adults have never been charged fines for overdue materials.

The Communications and Community Engagement team worked with the Fine Free taskforce to design an integrated marketing campaign to:

1. Let customers and non-customers know that fines are going away,
2. Invite customers who have been deterred by fines to come back.
3. Remove the stigma, shame and blame of having overdue library items with light, humorous messaging.

The Fine Free campaign was scheduled to kick-off in January 2019. However, in September 2018, *Westword* and the Mayor's Office "scooped" the library by announcing the change. Those actions caused the communications team to split the campaign into two parts. The first focused on earned media, social media and website activities. The second part targeted customers with direct mail, legacy advertising and paid social media.

To re-engage customers, the library proactively forgave the overdue fines of more than 100,000 customers, a cost of \$476,145.41. That cost was approved by the City of Denver as part of the 2019 Budget.

Overall, the campaign is a success. More than 23,000 customers have been identified as returning to the library after an absence and positive public perception was noted in the media and by customers interacting with staff and social media.

Customer Re-Engagement

Engagement of customers who had fines forgiven

The campaign is working: **by April 1, 2019, 22% of customers whose fines were proactively forgiven have authenticated through a library service**; that is, they have shown some form of re-engagement with the library. From a raw numbers perspective, that's 23,379 of 104,708 customers.

Engagement of customers who had blocked accounts due to overdue fines

The library continues to see a return of customers who were blocked due to overdue fines. **By April 1, 20,379 previously-blocked customers had re-engaged with the library in some form.** Here's a breakdown of some of the populations using a library service:

Description	Number of customers
Adults 18-64	20,608
Juveniles 0-12	1,021
Teens 13-17	1050
Older Adults 65+	700

Marketing Communications Results

Social media & Search Engine

Facebook (organic + 1 boosted post)

Reach: 44,460 (38,467 organic; 5,993 paid)

Engagements: 5,322 (4,860 organic, 462 paid)

Twitter (organic)

5 posts (organic from DPL)

32,309 total impressions

618 total engagements

*Reach measures how many people saw posts online. Engagement indicates interactions beyond simple views and includes activities such as clicks, comments, likes and shares.

These numbers do not reflect social media interaction provided through news media stories on their individual social media accounts.

Google AdWords (paid)

Clicks: 11,667

Impressions: 41,319

Clickthroughs: 31.32%

**Terms:*

- Clicks can help you understand how well your ad appeals to people who see it. Relevant, highly-targeted ads are more likely to receive clicks.
- Impression: counted each time your ad is served. Impressions help you understand how often your ad is being seen.
- Clickthrough rate (CTR) measures how often people click your ad after it's shown to them, which can help you understand the effectiveness of your ad. CTR is calculated by dividing the number of clicks your ad receives by the number of times your ad is shown.

Direct mail

On Jan. 2, 2019, the library mailed postcards to customers with fine balances of \$5-\$200. Postcards were produced in both English and Spanish and announced the fine free change as well as an incentive to win a free iPad Mini. Customers were urged to return the postcard to their home branch to be included in the drawing for the iPads. In addition to the mailers, customers could also enter the drawing by completing a postcard survey in all branches and bookmobiles.

Direct mail results

Total direct mail sent		36,118
Total direct mail returned (customers who came in)	295	0.82%*
Spanish direct mail sent		1,091
Spanish direct mail returned	12	1.10%
English direct mail sent		35,027
English direct mail returned	283	0.81%

*Industry standard direct mail campaigns garner between 0.5-1.5% response rate. 0.82% response rate is considered successful.

In-branch postcard entry results

In total, 2,013 customers completed a postcard through a branch or bookmobile. This reflects the engagement of customers with several select advertising methods: Telemundo Denver, El Commercial, in-branch POS displays.

Publications, Legacy Media and Online

DPL publication results

Information about the fine free policy change was carried in both *Engage!* and *Conexiones*, the library's program offerings magazines.

Engage! distribution: 4,800

Conexiones distribution 4,000

Engage! online views: 1,198

El Comercio de Colorado results

Fine free ads ran in *El Comercio de Colorado*, a Spanish-language newspaper. The paper has both a print and online edition as well as social media accounts.

Print edition: 90,000 impressions (via three editions of the paper)

Web edition: 15,000 impressions

Social media views: 8,000

Total: 123,000 impressions

Telemundo Denver results

Thirty-second television spots ran on Telemundo Denver during the campaign. The commercials had an estimated reach of 503,700 Spanish speakers.

Earned Media

The Communications & Community Engagement team had all campaign communications ready-to-go in September 2018. This was fortuitous as *Westword* and the City's announcement about the change caused the team to scramble to release communications ahead of schedule. Even with the change in distribution, the library saw more than 12 unique articles on the policy change, with most media outlets running the story both organically and through social media. Following is a summary of earned media results from October 2018 - April 2019:

[Denver Public Library eliminates fines](#) - Fox 31

[Denver Public Library Going Fine-Free on January 1](#) - Westword

[Denver Public Library to end late fees in 2019](#) - 9 News

[Denver Public Library nixes overdue fines to increase visits](#) - Denver 7

[Mesa County Libraries sticking with late fees](#) - KJCT8 Mesa County

[Denver Public Library Gets Rid Of Overdue Book Fines](#) - CBS 4

[Denver Public Library to eliminate late fines in 2019](#) - Fox 31

[Denver Public Library is closing a chapter on fines for overdue books](#) - The Denver Post

[No More Fines At Denver Public Library](#) - Denver Patch

[Bookworms won't have to worry about returning their books a little late to the Denver Public Library next year](#) - NBC News Radio Denver - KOA (audio file)

[The Denver Public Library is Eliminating and Forgiving Late Fees](#) - 303 Magazine

Other library systems mentioned the Denver Public Library as they, too, went fine free in 2019:

[Library In Littleton Dropping Overdue Book Fines](#) - CBS Denver
[Library Fines To Be Wiped Clean Jan. 1 At Bemis Library](#) - Littleton Patch
[Public Library halts book removal campaign after backlash](#) - KGW, NBC affiliate
[Albany Public Library To Eliminate Late Fines](#) - WAMC Northeast Public Radio

Customer Feedback

"Today I assisted a customer who returned to the library after a five-year absence. She stopped borrowing material because she could not pay her overdue fines. She told me her fines had accumulated because she had to leave her home quickly, for her own safety, and had to leave the library materials behind. Later, she was able to return all the items, but the fines remained on her account. When she heard DPL had forgiven overdue fines, she was very happy! She came to our branch to see for herself that her account was clear, so she could use our services again. Hurray, fine free!

1/3/19, University Hills

"I don't have a question but want to give you a BIG THANK YOU for changing your policy regarding fines! That is really wonderful! I love the Denver Public Library!"

-Customer on 24/7 Chat, 1/9/19



Max *something witty here*
@malamentary

Follow

Seriously, THIS is how you do it. I cried. There have been times in my life where getting a late fee meant I no longer had access to books or internet.

#librarytwitter @denverlibrary



10:01 PM - 9 Jan 2019

"I wish all libraries everywhere would do this. It has kept me away and I love books."

-Sue Stroud, Twitter, 1/11/19

"@Denverlibrary you are making this girls dream a reality with no fines, thank you!"

-Ashley Conard @ashleyonmusing, Twitter, 1/6/19

A customer came in and turned in a magazine she had lent to a friend and it was very late. She was so happy to hear we are now fine free and had a sense of humor over not being charged any late fees. She said, "What? No spanking? No Public Shaming? No Mea Culpa? I told her we no longer do such such things.

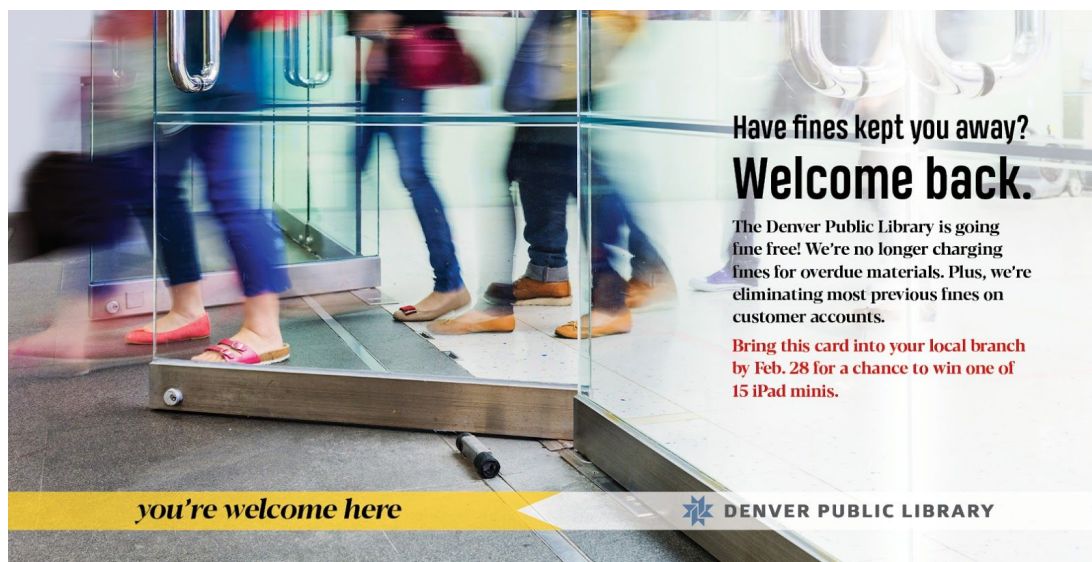
-Branch staff member

Another regular customer came in with late items and was completely thrilled over not having to pay any late fines. She is disabled and on a limited income and it totally made her day.


-Branch staff member

Visuals


Postcards



Social media

**Denver Public Library**
Published by Chris Henning [?] · September 14, 2018 · 🌐

Did you hear the news? We're proposing going fine free in 2019!




DENVERLIBRARY.ORG
Denver Public Library proposes going fine free in 2019
As part of Mayor Michael B. Hancock's proposed 2019 spending plan to...

11,629
People Reached


1,677
Engagements

Boost Post

👍❤️👉 Kia Ru, Lisa Holmberg and 285 others 31 Comments 60 Shares

**Denver Public Library**
Published by Chris Henning [?] · December 5, 2018 · 🌐

Have you heard the news? We're going fine free this coming January! Fines shouldn't keep you from using library resources. Learn how we've changed things to make it easier on your pocketbook when you forget to return a book. The changes take effect Jan. 1, 2019.



DENVERLIBRARY.ORG
No Shame. No Blame. No Fines.
The Denver Public Library goes fine free. We get it: sometimes it's hard ...

18,151
People Reached

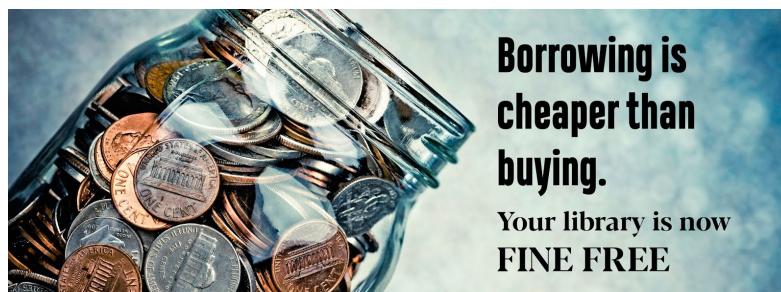
2,568
Engagements

Boost Post

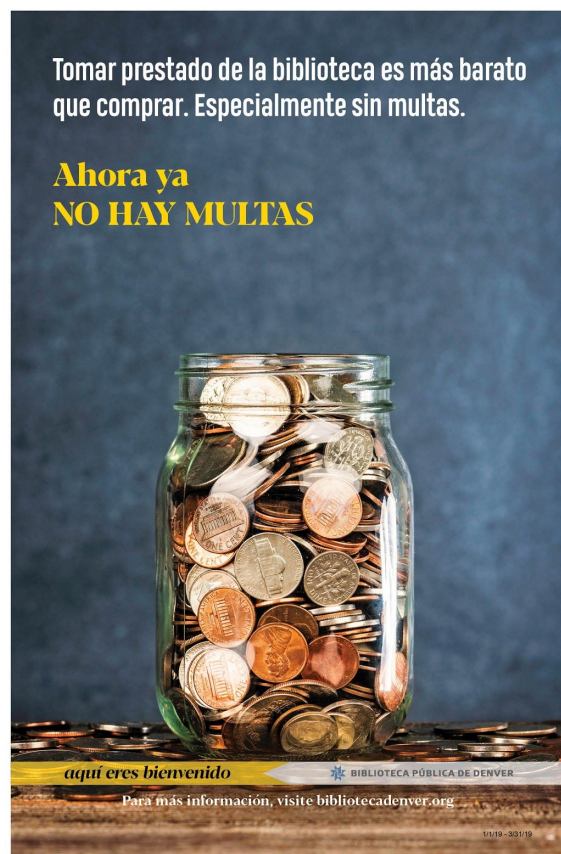
👍❤️👉 388 27 Comments 130 Shares



Website banner



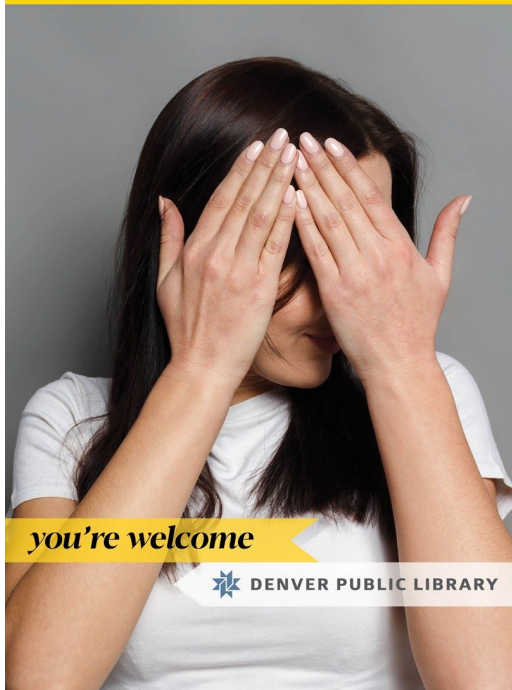
Posters




Screenly (monitors in buildings)



**No shame.
No blame.
No fines.
We're now FINE FREE**



you're welcome

 DENVER PUBLIC LIBRARY

Agenda Item 9

Action Requested: Discussion

DPL Values - Draft for Library Commission

Equity

We work to change practices, structures and policies, and the attitudes that drive them, to provide opportunities for every person in our community to thrive. As we do so, we actively examine our roles in perpetuating inequitable systems.

Curiosity

We foster a culture of lifelong learning, encouraging exploration, innovation and forward thinking by creating environments that support learning and growth.

Welcoming

We make our resources, services and expertise accessible for all, recognize the inherent dignity in each person, and provide safe places where everyone can be themselves.

Connection

We are our neighborhoods. We foster relationships, listen and act to build and strengthen our community. We bring people together to share information, ideas and experiences.

Stewardship

We are accountable to our community, using our resources responsibly. We lead with honesty and integrity, protect customer privacy and preserve and share the full history of our Denver community.

Agenda Item 10a

Requested Action: Receive Report

Denver Public Library - 2018 Year End Financial Report

This report consists of unaudited financial statements of the Denver Public Library's General Fund and Special Trust Fund year-end activity for 2018. The purpose of these statements is to inform the Library Commission of DPL's financial activities and to demonstrate compliance with the 2018 budget approved by the Commission.

This report includes the following statements:

- Statement 1 shows the 2018 budget, 2018 expenditures through December 31, and remaining 2018 budget categorized by type of expenditure. This statement includes both the General Fund and Special Trust Fund activity.
- Statement 2 shows the 2018 budget and 2018 expenditures through December 31 by function. This statement includes both the General Fund and Special Trust Fund activity.
- Statement 3 shows the Special Trust Fund revenue for 2018 and 2017.

The focus of this report is to disclose significant variances between the approved budget and actual expenditures. Expenditures that are relatively close to the approved budget are not commented on, but can be discussed upon request.

The explanation of variances is disclosed in the notes section, arranged by statement. Statement lines that have associated notes are marked with a letter "n" along with the accompanying note reference number.

Statement 1

**Denver Public Library
Budget and Actual Expenditures by Type
For the period ending December 31, 2018**

	2018 Budget*	Year to Date Expenditures	Budget Remaining
Personnel			
Salaries and Benefits	\$ 39,208,626	\$ 38,705,263	\$ 503,363
Training and Staff Recognition	<u>281,709</u>	<u>355,242</u>	<u>(73,533)</u> n-1
Total	39,490,335	39,060,505	429,830
Collection and Programs			
Books and Other Collections	6,360,847	6,003,991	356,856 n-2
Central and Branch Programming	<u>758,783</u>	<u>751,758</u>	<u>7,025</u>
Total	7,119,630	6,755,749	363,881
Furniture, Fixtures and Equipment			
Technology Supplies and Equipment	1,897,171	1,852,586	44,585
Facility Operations and Maintenance	1,482,233	1,376,686	105,547 n-3
Furniture and Equipment	255,112	229,925	25,187
Leases - Buildings and Equipment	268,009	247,339	20,670
Safety and Security	<u>25,098</u>	<u>7,496</u>	<u>17,602</u>
Total	3,927,623	3,714,032	213,591
Administrative and Support			
Administrative	99,234	126,176	(26,942) n-4
Office Supplies	229,504	233,507	(4,003)
Printing and Advertising	204,474	167,689	36,785
Postage	104,148	94,129	10,019
Official Functions	<u>13,724</u>	<u>9,464</u>	<u>4,260</u>
Total	<u>651,084</u>	<u>630,965</u>	<u>20,119</u>
Total Expenditures	\$ 51,188,672	\$ 50,161,251	\$ 1,027,421

*The 2018 budget of \$49,398,028 is comprised of \$49,398,028 from the City General Fund and \$1,790,645 from the Library Special Trust Fund.

Statement 2

**Denver Public Library
Expenditures by Function, Comparative
For the period ending December 31, 2018**

Function	2018 Budget	Year to Date Expenditures
Public Services	\$ 27,819,972	\$ 27,759,030
Collections	8,083,110	7,627,199
Facilities Management	5,258,247	5,072,480
Technology Services	4,288,075	4,115,382
Administration	4,373,576	4,344,976
Communications and Community Engagement	<u>1,365,692</u>	<u>1,242,184</u>
Total Expenditures	\$ 51,188,672	\$ 50,161,251 n-5

Statement 3

Denver Public Library
Special Trust Revenue, Comparative
For the periods ending December 31, 2018 and December 31, 2017

	2018	2017
Operational Activity		
Equipment (copiers, printouts)	\$ 218,598	\$ 210,235
Branch and Central Meeting Rooms	62,955	59,503
WHG Photographic Services	63,078	43,933 n-6
Lost Books and Collections	131,943	140,418
Vending and Café	<u>31,243</u>	<u>29,608</u>
Total	507,817	483,697
Trust Distributions		
Caroline Bancroft Trust	30,344	30,297
Frederick R. Ross Library Trust	<u>29,446</u>	<u>29,446</u>
Total	59,790	59,743
Friends Foundation Transfers		
Special Use Fund	164,513	1,223,133 n-7
Endowment	270,000	270,000
Fundraising Events	<u>220,495</u>	<u>197,254</u> n-8
Total	655,008	1,690,387
Other Revenue		
Investment Earnings	28,624	21,951
Grants and Sponsorships	51,411	77,804
Miscellaneous	<u>257,358</u>	<u>3,960</u>
Total	<u>337,393</u>	<u>103,715</u>
Total Revenue	\$ 1,560,008	\$ 2,337,542

NOTES

Statement 1

As of December 31, 2018, approximately 98% of the annual budget has been spent.

n-1 – 2018 was a big year for staff recognition when we held our biannual Staff Day event in October. The event theme was Building Relationships, and was a rare opportunity to bring all library staff together for a day of learning and team building. The event cost approximately \$75,000 and was funded in the Special Trust fund. Other training costs include local and non-local conferences for staff, as well as the library's myTracks software supporting continuous online learning. While the line depicts expenditures exceeding budget, the library is authorized to use savings in certain budgetary lines to offset over expenditures in other lines.

n-2 – Books and Other Collections present a \$357,000 savings in 2018. This is due, in part, to timing of payments and is also from budgetary savings in Salaries and Benefits transferred to this line during the year. Many databases for electronic materials are partially paid in advance for a subsequent year. This prepayment can realize cost savings as subscription expenses are accounted for in the year the service is received, rather than when the invoice is paid.

The other reason expenses are below budget is because of payroll-related savings. During the year, the City allowed us to transfer \$505,000 budget from vacancy and benefit savings to purchase additional collection materials. We were able to spend some of these funds on electronic materials, however, this additional budget was not obtained until the fourth quarter leaving little time to acquire materials before year end.

n-3 – Facilities Operations and Maintenance is another line where payroll savings were transferred in 2018. The intent of the additional budget was to complete replacement of library doors and other outstanding projects. However, because these funds were transferred in the fourth quarter, we were unable to schedule contractors and spend all the budget before year end.

n-4 - The Administrative line is slightly over spent this year. Some of these expenses were used to hire an Equity, Diversity and Inclusion (EDI) consultant to work with our internal EDI team to integrate more inclusive practices in hiring, employee relations, and customer service. We will continue to work with the external consultant in 2019.

Statement 2

n-5 – Annual expenditures are well aligned with budget by functional area. As with most organizations, the vast majority of the annual budget is consumed with salary and benefits expenses. Any notable variances from budgeted expenditures are detailed in notes 1 through 4.

Statement 3

n-6 – Efforts to digitize and publicize the Western History and Genealogy photo collection resulted in notable increases in sales of these unique pictures. This line recognized a 44% increase in revenue over 2017.

n-7 - Special Use Fund transfers from the Friends Foundation were about \$1 million lower than 2017 and only necessary funds were transferred in 2018. While utilizing reserves to sustain program needs, we focused efforts on improving processes during the year. With several financial staffing changes in both the library and the Friends Foundation, the time was right to ensure our understanding of how the funds are accounted for in the Special Use fund and improve the transfer process. As a result, we increased the number of annual transfers from two to four per year to expedite funding for time sensitive programs in the

future. We anticipate future Special Use transfers will now align much more closely with program spending.

NOTES (Continued)

n-8 - Revenue from Fundraising Events is directly tied to the net operating results of the Friends Foundation. The amount transferred to the library is determined during the Friends Foundation annual budget process based on Fundraising revenue less related operating expenses. This revenue is received by the library early in the year following the Friends Foundation events. Fundraising events generated peak revenues primarily from a strong Booklover's Ball and increased online book sales, and show as a \$23,000 increase in revenue in 2018. 2019 Fundraising Events revenue is expected to be closer to the revenue presented in 2017.

n-9 – Grants and Sponsorships received this year include:

- \$25,105 for After School Is Cool programming
- \$20,992 for Little University programming
- \$4,000 for Plaza programming
- \$1,000 for Adult Programming
- \$314 for Community Resources supplies

Agenda Item 10b

Requested Action: Receive Report

Denver Public Library - 1st Quarter 2019 Financial Report

This report consists of unaudited financial statements of the Denver Public Library's General Fund and Special Trust Fund year-to-date activity for 2019. The purpose of these statements is to inform the Library Commission of DPL's financial activities and to demonstrate compliance with the 2019 budget approved by the Commission.

This report includes the following statements:

- Statement 1 shows the 2019 budget, 2019 expenditures through March 31, and remaining 2019 budget categorized by type of expenditure. This statement includes both General Fund and Special Trust Fund activity.
- Statement 2 shows the 2019 budget and 2019 expenditures through March 31 by function. This statement includes both General Fund and Special Trust Fund activity.
- Statement 3 shows Special Trust Fund revenue for 2019 and 2018.

The focus of this report is to disclose significant variances between the approved budget and actual expenditures. Expenditures that are relatively close to the approved budget are not commented on, but can be discussed upon request.

The explanation of variances is disclosed in the notes section, arranged by statement. Statement lines that have associated notes are marked with a letter "n" along with the accompanying note reference number.

Statement 1

Denver Public Library
Budget and Actual Expenditures by Type
For the period ending March 31, 2019

	2019 Budget*	Year to Date Expenditures	Budget Remaining
Personnel			
Salaries and Benefits	\$ 41,569,249	\$ 10,212,217	\$ 31,357,032
Training and Staff Recognition	<u>344,385</u>	<u>123,321</u>	<u>221,064</u>
Total	41,913,634	10,335,538	31,578,096
 Collection and Programs			
Books and Other Collections	5,959,619	1,304,909	4,654,710
Central and Branch Programming	<u>793,319</u>	<u>93,073</u>	<u>700,246</u> n-1
Total	6,752,938	1,397,982	5,354,956
 Furniture, Fixtures and Equipment			
Technology Supplies and Equipment	2,200,666	879,735	1,320,931
Facility Operations and Maintenance	2,111,138	94,584	2,016,554 'n-2
Furniture and Equipment	255,883	19,162	236,721
Leases - Buildings and Equipment	268,860	128,110	140,750
Safety and Security	<u>29,000</u>	<u>8,552</u>	<u>20,448</u>
Total	4,865,547	1,130,143	3,735,404
 Administrative and Support			
Administrative	750,496	91,099	659,397 'n-3
Office Supplies	468,357	96,528	371,829
Printing and Advertising	207,250	20,498	186,752
Postage	116,100	75,112	40,988
Official Functions	<u>6,790</u>	<u>4,558</u>	<u>2,232</u>
Total	<u>1,548,993</u>	<u>287,795</u>	<u>1,261,198</u>
Total Expenditures	\$ 55,081,112	\$ 13,151,458	\$ 41,929,654

*The 2019 budget of \$55,081,112 is comprised of \$52,648,400 from the City General Fund and \$2,432,712 from the Library Special Trust Fund.

Statement 2

**Denver Public Library
Expenditures by Function
For the period ending March 31, 2019**

Function	2019 Budget	Year to Date Expenditures
Public Services	\$ 29,696,131	\$ 7,206,750
Collections	7,730,466	1,775,104
Facilities Management	6,426,334	1,049,759
Technology Services	4,349,687	1,466,801
Administration	5,424,392	1,342,810
Communications and Community Engagement	<u>1,454,102</u>	<u>310,234</u>
Total Expenditures	\$ 55,081,112	\$ 13,151,458 n-4

Statement 3

Denver Public Library
Special Trust Revenue, Comparative
For the periods ending March 31, 2019 and March 31, 2018

	March 31, 2019	March 31, 2018
Operational Activity		
Equipment (copiers, printouts)	\$ 46,671	\$ 45,314
Branch and Central Meeting Rooms	18,850	15,234
WHG Photographic Services	13,313	12,996
Lost Books and Collections	23,664	27,711
Vending and Café	<u>3,610</u>	<u>7,669</u> n-5
Total	106,108	108,924
Trust Distributions		
Caroline Bancroft Trust	10,366	7,595
Frederick R. Ross Library Trust	<u>30,000</u>	<u>29,446</u>
Total	40,366	37,041
Friends Foundation Transfers		
Special Use Fund	131,643	101,285
Endowment		135,000
Fundraising Events		<u>220,495</u>
Total	131,643	456,780 'n-6
Other Revenue		
Investment Earnings		
Grants and Sponsorships	567,779	3,500 n-7
Miscellaneous	<u>19,011</u>	<u>215,139</u>
Total	<u>586,790</u>	<u>218,639</u>
Total Revenue	\$ 864,907	\$ 821,384

NOTES

Statement 1

As of March 31, 2019, approximately 24% of the budget has been spent. We are one-quarter through the year bringing us very near our targeted spending to date.

n-1 – While the Programming line is only 12% spent to date, much of the library programming has already been planned throughout the summer. Senior Librarians and Program Administrators work far in advance to plan programs to meet demand unique to each branch. Additionally, the Summer of Adventure program is also planned and scheduled for 2019. As programs are completed and performers are paid, we will see expenses in this line increase.

n-2 - This quarter, the Facilities Operations and Maintenance line depicts spending much lower than the expected 25% of budget. This is true for a couple of reasons. First, maintenance costs are often cyclical rather than equally spread between each month. Costs tend to be higher during summer and fall months when repairs are made to the library facilities as weather cooperates. Many projects, such as landscaping, concrete work, asphalt, roofs, and other exterior repairs can only be completed when the weather is warm and dry. Payments for these services is made once work is substantially complete. Therefore, expenses may appear lower while projects are scheduled and even while work is in process, then will spike when the project is complete and lump sums are paid to contractors.

Another reason the expenses appear low in this line is because over \$1 million of this budget is for capital projects. \$111,000 is for upgrades to materials sorters at Central Library and five branch libraries: Schlessman, Green Valley Ranch, Gonzales, Sam Gary, University Hills. An additional \$915,000 is budgeted for updates to shelving at Central Library; shelving will be lowered on the 2nd and 4th floors, and compact shelving will be upgraded on the 3rd and 5th floors. Library staff is currently working with vendors and the City Public Works department to initiate these projects.

n-3 - The Administrative line currently shows about 12% spent to date primarily due to timing. The Special Trust Fund budget was established in December 2018, before the annual unrestricted fundraising distribution is received from the Friends Foundation and designated for use by DPL. Approximately \$200,000 of the Administrative budget was established for this unrestricted distribution, and will be re-appropriated to other lines in accordance with DPL priorities for the year, including mobile services, a public study room at Montbello Branch Library, collection materials, and a new ideaLab at Sam Gary Branch Library.

Statement 2

n-4 – Overall, actual expenditures are where we anticipate for the first quarter. With 76% of the annual budget attributed to staff costs, most of the costs presented in each functional area are also directly related to staff. So while some cyclical spending may occur in each of the lines presented, DPL is right on track with 24% of the budget spent to date.

Statement 3

n-5 – The Coffee Mug café vacated their Central Library location on December 15, 2018. Considering costs and timeline for a vendor to upgrade the space, and with bond construction on the horizon, we do not have plans to occupy the space with another coffee or food service in the near term. Decreased revenues in the Vending and Cafe line are reflected in 2019.

n-6 – Endowment revenue is received from the Friends Foundation twice during the year in \$135,000 increments, and unrestricted fundraising revenues are received by DPL the year following fundraising activities. The Friends Foundation Finance Committee is scheduled to approve the first endowment distribution and the fundraising distribution on April 17th. Based on 2018 Friends Foundation fundraising revenues and operating costs, the distribution of unrestricted fundraising revenue is estimated around \$195,000, slightly down from prior year.

NOTES (Continued)

n-7 – Grants and Sponsorships received this year to date include:

- \$2,500 for the Read Aloud program
- \$163,700 for After School Is Cool programming
- \$12,000 for Little University programming
- \$389,579 for Plaza programming

Funds reported for After School Is Cool and Plaza support programming for August 2018 through July 2019. These programs are funded by a private donor through July 2020.

Agenda Item 12

Action requested: Approval

Summary of suggested changes to the criteria for the Latino Awards

After consideration from last year's Latino Awards committee it was thought the award criteria needed to specifically mention that the César Chávez Award was able to be granted to an individual in the state of Colorado and not limited to Denver residents. The committee also thought that the Lena Archuleta and Eric J Duran awards should be targeted towards people making an impact in the Denver community and that the criteria of those two awards also needed clarification.

The committee also found there was confusion regarding who was eligible to be nominated for each award. Wording was changed so that the César Chávez Award focuses on social justice, the Lena Archuleta award has a broad focus on an education impact in the community, and the Eric J. Duran award is left deliberately wide and scope and focuses on community leadership, development, etc.

The committee also wanted to explore making these awards more inclusive. The awards as they stand are awarded to a male and female. The wording had been changed so that they can be awarded to anyone.

Lastly, there was a concern the awards recognized predominantly older adults and the committee wanted to make sure there was room to acknowledge young people doing outstanding things for the community. The committee is hopeful, particularly with keeping the Eric J. Duran award broader in scope, there will be more opportunity for people to nominate rising stars as well as well established community champions. The committee will continue to monitor who is nominated and will consider the creation of a new award to recognize young people if this inequity is not addressed through the above changes.

Agenda Item 12a

Requested Action: Approve Changes

César Chávez Leadership Hall of Fame Awards Criteria

NAMING: The award is named for César Chávez, a national Hispanic leader who served the Latino community and helped Latinos gain recognition for their contributions to the nation. He is known for his support of farm workers, which resulted in the formation of the United Farm Workers, and his commitment to public action, social justice and non-violence.

Current Criteria:

AWARD RECIPIENT: The award, presented annually, will celebrate the induction of two individuals (one male and one female) into the César Chávez Leadership Hall of Fame. The recipients will be Coloradans of Latino descent who have made a major contribution in a particular field which positively impacted Denver's community.

Suggested Revision:

AWARD RECIPIENT: The award, presented annually, will celebrate the induction of one individual into the César Chávez Leadership Hall of Fame. The recipient will be a Coloradan of Latino descent who is committed to social justice and has made a significant positive impact in their community through community organizing, direct service, and/or advocacy and public policy.

AWARD CONTENT: The award recipient will be recognized at a community ceremony. Recipients will be acknowledged in a permanent display at the Library.

ADMINISTRATION OF THE AWARDS: The Library Commission will appoint a committee, which will consist of, but is not limited to, one or more of each of the following:

- Commission member
- Staff member
- Library branch manager
- Member of the North or Westside community

The committee will publish the awards criteria, invite and consider nominations, select the recipient and manage the presentation of the award.

SOURCE OF FUNDS: The award budget is supported by an endowed fund established by Lena L. Archuleta. The Community Relations Department sets the award budget.

TIMELINE: The Committee chair will set the timeline. The event will be held in conjunction with the Lena L. Archuleta and Eric Duran Community Service Award program.

Agenda Item 12b

Requested Action: Approve Changes

The Eric J. Duran Community Service Award

NAMING: The award is named for Eric J. Duran, community leader and former Denver Public Library Commissioner, who worked tirelessly to strengthen and maintain ties between the Hispanic Community and the Denver Public Library.

Current Criteria

AWARD RECIPIENT: The recipient will be a male Colorado resident of Latino descent who has taken an active role in the community, above and beyond paid employment. The recipient will have made an impact on the cultural life of the community through his involvement with the Denver Public Library or another civic institution. Members of the general community including those affiliated with the Library may be considered for the award.

Suggested Revision

AWARD RECIPIENT: The recipient will be a person of Latino descent who has made a positive impact in the Denver community, beyond paid employment, to advance community development and/or cultural life through their involvement with the Denver Public Library or another civic institution. The recipient does not have to live in Denver to receive the award, however, their work must impact the Denver community.

AWARD CONTENT: The award recipient will be recognized at a community ceremony. The recipient's name will be inscribed on a plaque that will be permanently displayed at the Library.

ADMINISTRATION OF THE AWARD: The Library Commission will appoint a committee, which will consist of, but is not limited to, one or more of each of the following:

- Commission member
- Staff member selected by the City Librarian
- Library branch manager
- Member of the North or Westside community

The committee will publish the awards criteria, invite and consider nominations, select the recipient and manage the presentation of the award.

SOURCE OF FUNDS: The award budget is supported by an endowed fund established by Lena L. Archuleta. The Community Relations Department sets the award budget.

TIMELINE: The Committee Chair will set the timeline and hold the event annually in conjunction with the Lena Archuleta and César Chávez Awards program.

Agenda Item 12b

Requested Action: Approve Changes

The Lena L. Archuleta Community Service Award

NAMING: The award is named for Lena L. Archuleta, longtime educator, civic leader and former Denver Public Library Commissioner, who worked tirelessly to establish greater ties between the Hispanic Community and the Denver Public Library.

Current Criteria:

AWARD RECIPIENT: The recipient will be a female Colorado resident of Latino descent who has taken an active role in the community, above and beyond paid employment. The recipient will have made an impact on the cultural life of the community through her involvement with the Denver Public Library or another civic institution. Members of the general community including those affiliated with the Library may be considered for the award.

Revised Criteria

AWARD RECIPIENT: The recipient will be a person of Latino descent who has made a positive impact in the Denver community, beyond paid employment, in the field of education, youth development, early childhood programming, or education policy. This includes formal and informal educators. The recipient does not have to live in Denver to receive the award, however, their work must impact the Denver community.

AWARD CONTENT: The award recipient will be recognized at a community ceremony. The recipient's name will be inscribed on a plaque that will be permanently displayed at the Library.

ADMINISTRATION OF THE AWARD ADMINISTRATION OF THE AWARDS: The Library Commission will appoint a committee, which will consist of, but is not limited to, one or more of each of the following:

- Commission member
- Staff member
- Library branch manager
- Member of the North or Westside community

The committee will publish the awards criteria, invite and consider nominations, select the recipient and manage the presentation of the award.

SOURCE OF FUNDS: The award budget is supported by an endowed fund established by Lena L. Archuleta. The Community Relations Department sets the award budget.

TIMELINE: The Committee Chair will set the timeline and hold the event in conjunction with the Eric J. Duran Community Service Award and the César Chávez Leadership Hall of Fame Awards.

Agenda Item 13

Requested Action: Receive Report and Commit to Participate

Dates to Remember and Library Commission Engagement Opportunities

What are you interested in?

[Dates to Remember](#)

[Staff Learning or Dialogue](#)

[Adult and Advisory Services](#)

[Adult Programs:](#)

[Digital Inclusion](#)

[People Experiencing Life Challenges](#)

[Immigrant and Refugee Services](#)

[Historic Services and Blair-Caldwell](#)

[Youth Services](#)

You may find more on most of the programming activities on the [DPL web site](#)

Dates to Remember

- R.A.D.A. Discussion, This Chair Rocks: A Manifesto Against Ageism by Ashton Applewhite, Sunday, April 14, 2 p.m., Sam Gary Branch
- RiNo Park Groundbreaking, Monday, April 15, 11:30 a.m., RiNo Park, 35th & Arkins
- Cabinet in the Community, Saturday, April 27, 9 a.m., Carla Madison Rec. Center, 2401 E. Colfax Ave.

Staff Learning or Dialogue

- **Charting the Course lunch** conversation with Michelle and team
 - Coordinate with Bec to schedule
- Pop Your Mind **Lunch and Learns** (brown bags): 12-1 p.m. @ Central, Floor 7, Training Room
 - April 24, Intro to Colorado State Library
 - May 15, Staff Experience on Professional Committees
- Attend and invite appropriate contacts to **Discover Your Library** sessions
 - June 12, 12:30–2 p.m. @ Central, Floor 7, Training Room
- Attend a staff **Adult Services or Youth Services** quarterly update session
 - Coordinate with Bec to schedule

Adult and Advisory Services

- **Complete a [Personalized Reading List form](#)** (anytime!)
- **Shadow a small business appointment**
 - By appointment only - work with Bec to schedule

- **Attend a community conversation**
 - Check with Bec regarding schedule

Adult Programs:

- **Denver Greenhouse (CityYou series)**
Saturday, April 13, 2-3 p.m. @ Virginia Village
The City Park Greenhouse serves as Denver Parks and Recreation's horticultural hub. Learn more about Denver's parks and plants with the experts.
- **Denver Assessor (CityYou series)**
Saturday, April 27, 2-3 p.m. @ Virginia Village
Learn about how the Denver Assessor's Office determines your property value, how the appeals process works and have your questions about the 2019 property valuations answered.
- **Día del Niño**
Sunday, April 28, 1-4 p.m., Central Library
Celebrate children worldwide with arts and crafts and special performances. Plus, free family-friendly programs at our museum neighbors.
- **The Uncomfortable Truth: The History of Racism in America Film Screening**
Wednesday, May 1, 6-7:45 p.m. @ Blair-Caldwell
Join us and watch a comprehensive and insightful exploration of the origins and history of racism in America -- from slavery to Jim Crow era, from lynchings to protests -- told through a very personal and honest story.
- **Live Music at Hadley with Ashlei Brianne**
Saturday, May 11, 10:30-11:30 a.m. @ Hadley
Monthly live music for the whole family! Ashlei Brianne's sound is smoky and sultry, with an appealing indie pop tonality.
- **Map Month: The Cartographic Roots of Colorado: 1540 to 1861** (there are a bunch of other map month programs, too)
Tuesday, May 14, 5:30-6:30 p.m. @ Central Library, Conference Center
This presentation provides a history of the discovery and exploration of what became Colorado and how this is revealed on maps from 1540 to 1861.
- **Zine Making Workshop**
Saturday, May 18, 1-2 p.m. @ Ross-Cherry Creek
Put your thoughts into words and art with your very own zine! Local artist Heather Link-Bergman will teach the basics of creating these self-published, one-of-a-kind DIY magazines.
- **We Are the Fire: Successes and Challenges of Our Nation's Military Women**
Saturday, May 18, 1-3 p.m. @ Eisenhower Chapel, 293 Roslyn St.
In remembrance of the 25th anniversary of the Lowry AFB closing, join retired Army JAG attorney Sabra Janko for a historical look at women in the military. The

presentation will be followed by a short walking tour of several of the original base structures.

- **Shakespeare in the Parking Lot - A Midsummer Night's Dream**
Saturday, May 4, 2-3 p.m. @ Ford-Warren
Enjoy a bit of the Bard with the Denver Center for the Performing Arts' Shakespeare in The Parking Lot.
- **Clue: Interactive Movie Night with Shirley Delta Blow**
Saturday, May 11, 2:30-4:30 p.m. @ Park Hill
Watch the 1985 American ensemble mystery comedy film based on the board game of the same name in a brand new way. Drag Queen Shirley Delta Blow will be your guide as you play along and participate to solve the mystery.
- **Science in the News: Research Showcase**
Thursday, May 16, 6:30-7:45 p.m. @ Sam Gary
We see science in the news every day, but seldom hear from the scientists; most of our research news is secondhand through journalists or social media.
- **Glissline**
Thursday, May 16, 6:30-7:30 p.m. @ Ross-Broadway
Glissline is Colorado based abstract electronic producer Tom Metz. Growing up in Fort Collins and moving to Denver in 2002, he has been heavily involved in the DIY/Indie music scenes of Colorado.
- **Adult Yoga**
Saturday, June 1, 10:30-11:30 a.m. @ Green Valley Ranch
This class focuses on asanas (physical poses), breathwork and meditation. All levels.
- **Tending Your Summer Vegetable Garden**
Saturday, June 1, 1-2 p.m. @ Eugene Field
Betty Cahill, author of The Denver Post's "Punch List" will take you through the best summer and fall care practices to get you through the growing and harvest season.
- **Artist in Residence: Stone Balancing with Tom O'Dwyer**
Thursday, June 6, 4-5 p.m. @ Park Hill
Play with the forces of gravity and nature as you learn to balance stones by settling your mind and harnessing your own artistic design.
- **First Friday Paint and Sit**
Friday, June 7, 6:30-9 p.m. @ Byers
We'll have various canvases and paints available to you, and easels and paintbrushes ready for you to create.
- **Yoga in the Park**
Saturday, June 15, 10-11 a.m. @ Smiley
This class will focus on asanas (physical poses), breathwork and meditation.

Digital Inclusion

- [Visit an ideaLAB Open Lab](#) @ Hadley, Gonzales, or Central
- [Any Tech Workshop at University Hills](#)

People Experiencing Life Challenges

- **Participate in Coffee Connections:** Monthly on the 4th Wed., with the exception of December, from 10–11 a.m. in the 4th Floor lounge.
 - May 24th or June 28th
- **Attend Hard Times Writing Workshop:** Every Tue. from 3–5 p.m. in the Rockwell Room on the 4th Floor @ Central
- **Shadow social workers or peer navigators** - by appointment only

Immigrant and Refugee Services

Attend a Plaza program

- Recommended: Tuesday evenings at the Hampden Branch
Contact ndiaz@denverlibrary.org to coordinate.

World Refugee Day Events

- **World Refugee Day Kickoff Party**
Monday, June 3, 3 p.m. @ Pauline Robinson
June 20 is World Refugee Day. Join us for a family celebration featuring Chihera, a Muchineripi family band. Learn how we can come together to support our refugee communities.
- **Refugee 101 Information Sessions**, various locations and dates between June 8–June 22. Contact ndiaz@denverlibrary.org for specifics if interested.
- **World Refugee Day Program**
Saturday, June 29, 1–3 p.m. @ Ross-Barnum
Learn about the refugee resettlement process and how we can come together to support our refugee communities. Afterwards, watch a refugee-themed documentary "Stateless," and participate in a film discussion, with light snacks.

Historic Services and Blair-Caldwell

- **Tesoro Historic Lecture Series** @ Central, Gates Room, Level 5, 2–3:30 p.m.
 - April 28: Colorado's Best Buildings: From Mesa Verde to Bent's Fort and More
- **WHG Lecture Series** @ Park Hill, 6:30–7:30 p.m.
 - April 24: Douglas Fine Art Prints. The Douglas Fine Printing Collection is a book-lover's dream hidden away in the vast holdings of Denver Public Library's Western History and Genealogy collection. The collection houses an

incredible array of historic letter pressed books, unique artists' books and much more. Join us to learn about this unique collection.

- **Tour: Blair-Caldwell museum and archives** with staff
 - Coordinate with Bec to schedule
- **Tour: Western Art Rendezvous** exhibit on floor 7, with Deb Wadsworth, WHG volunteer art curator.
 - Coordinate with James Rogers (jrogers@denverlibrary.org) to schedule
- **Lecture: [Journey to Promontory: How a railroad united the nation in 1869](#)**, July 9, 5:30–7 p.m. @ Central Library, 5th Floor, Gates Room. Presenter, Richard W. Luckin.
- **Exhibit: After Promontory**, 5th floor gallery, 5/1–8/31.

Youth Services

- **Create to Learn** (family program for kids from 0-5 and their adults):
 - April 26, 2:00: Art Petting Zoo at Newlon Elementary (outreach program, please contact K.D. Hubbard to let her know you'll be coming @ khubbard@denverlibrary.org)
 - May 7, 9:00: Book Making @Paddington Station Preschool (outreach program, please contact K.D. Hubbard to let her know you'll be coming @ khubbard@denverlibrary.org)
 - June 5th, 10:30-11:30: Art Petting Zoo @ Bear Valley Branch Library
 - June 26, 10:30-11:30: Instrument Petting Zoo @ Pauline Robinson Branch Library.
- **Family Program**
Tuesday, June 4, 4-5 p.m. @ Valdez-Perry
Enriching and fun activities for all ages. Enjoy performances, STEM projects, arts & crafts, gaming, technology, and more!
- Observe **Little University**: any Thursday at 10:30 a.m. at either Gonzales or Montbello

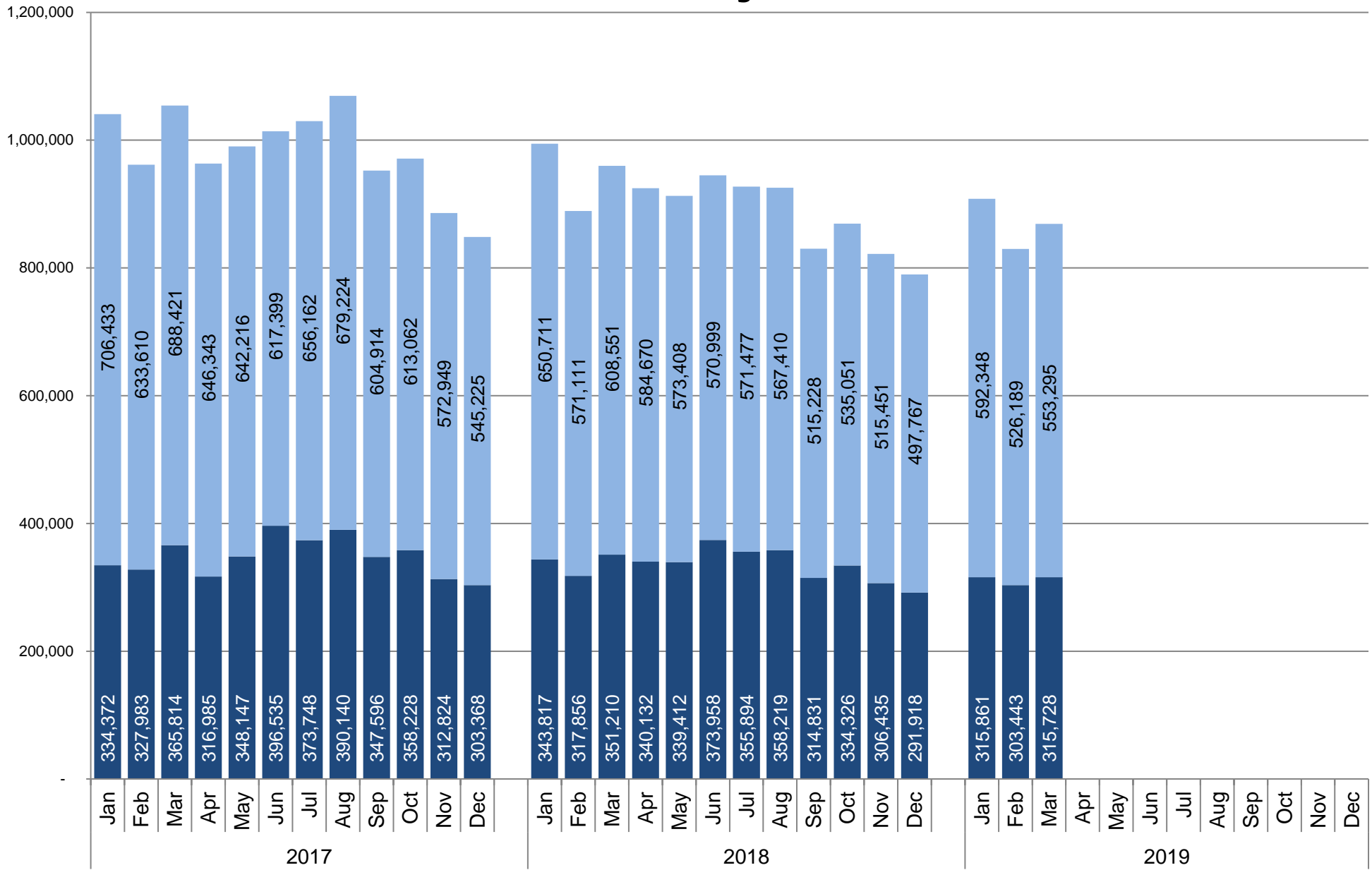
Summer of Adventure Program

- **The Take Note Music Experience at Ford-Warren Branch Library**
Wednesday, June 19 from 2 – 5 pm
A host of interactive music workshops led by artists from around the state featuring:
 - Turntable Workshops
 - MC, Autotune and Vocals Workshop
 - Boom Bap Beat Making Bonanza
- **Beats Lab and Producers' Meetup at Gonzales Branch Library**
Every Monday at 2 pm starting July 15 - August 12

- Ever wanted to lay down your own beats or write and compose a song? Learn how to use a digital audio workstation (DAW) to create whatever music you can dream up. Ages 12-18.
- **Family Excursion to the Denver Botanic Gardens** from Barnum and Athmar Branch Libraries on Saturday, June 8th from 9 a.m. - 1 pm.
- **Toddler Sing-Along with Rob Wivchar**
Thursday, June 13, 10:30-11 a.m. @ Hampden
Children of all ages and their adults are invited to join our toddler group for a special Sing-Along with musician Rob Wivchar.
- **Super Short Film Series:**
Saturday, May 11, 12 p.m. @ Alamo Drafthouse Sloan's Lake
Children and their families will see the children's own creations on the big screen while munching on popcorn. This is the culminating event for the Movie Making Camp, a three session series held at five libraries this spring.
- **Read Aloud**
**Please contact us ahead of time to coordinate*
 - Columbian Elementary any Tuesday starting through the end of May @ 11:15 in English. contact Sarah McNeil smcneil@denverlibrary.org
 - Trevista on Wed. at 1:30 pm in English. contact KD Hubbard khubbard@denverlibrary.org
 - Cheltenham Elementary any Wed. at 2:00 in Spanish, contact Natalie Magnatta, nmagnatta@denverlibrary.org

Denver Public Library Total Visits By Month

Online
In Person



➔ Effective April 2018 Online visits have been updated to align with state and federal reporting guidelines and now only reflect visits to DPLs various websites.

Online visits - total website visits by session, as reported by DUX

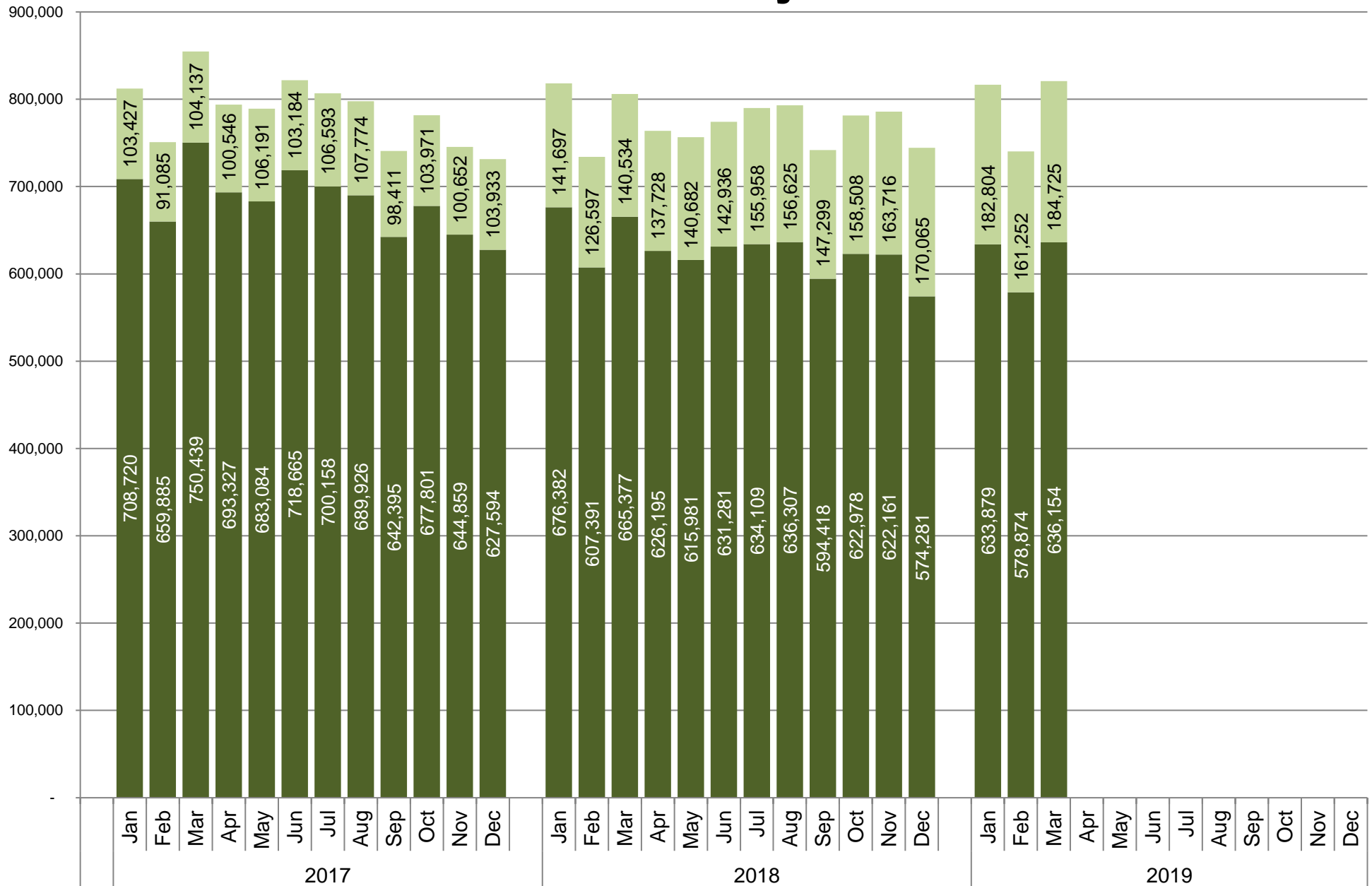
In Person visits - total door count from all locations, as submitted to TrackVia Door Counts application; data collection methodology changed to be more consistent across all locations in 2015.

Denver Public Library

Total Circulation By Month

Downloads

Materials



➔RB Digital (e-magazines) added a subscription feature that allows customers to opt-in to auto-checkout of new issues for favorite titles in November 2018.

Downloads - total downloads, including electronic books, movies, magazines, and music, as reported by DUX
Materials - total circulation of physical materials at all locations, including auto-renewals from Polaris ILS

Denver Public Library

Monthly Circulation by Branch

March 2019

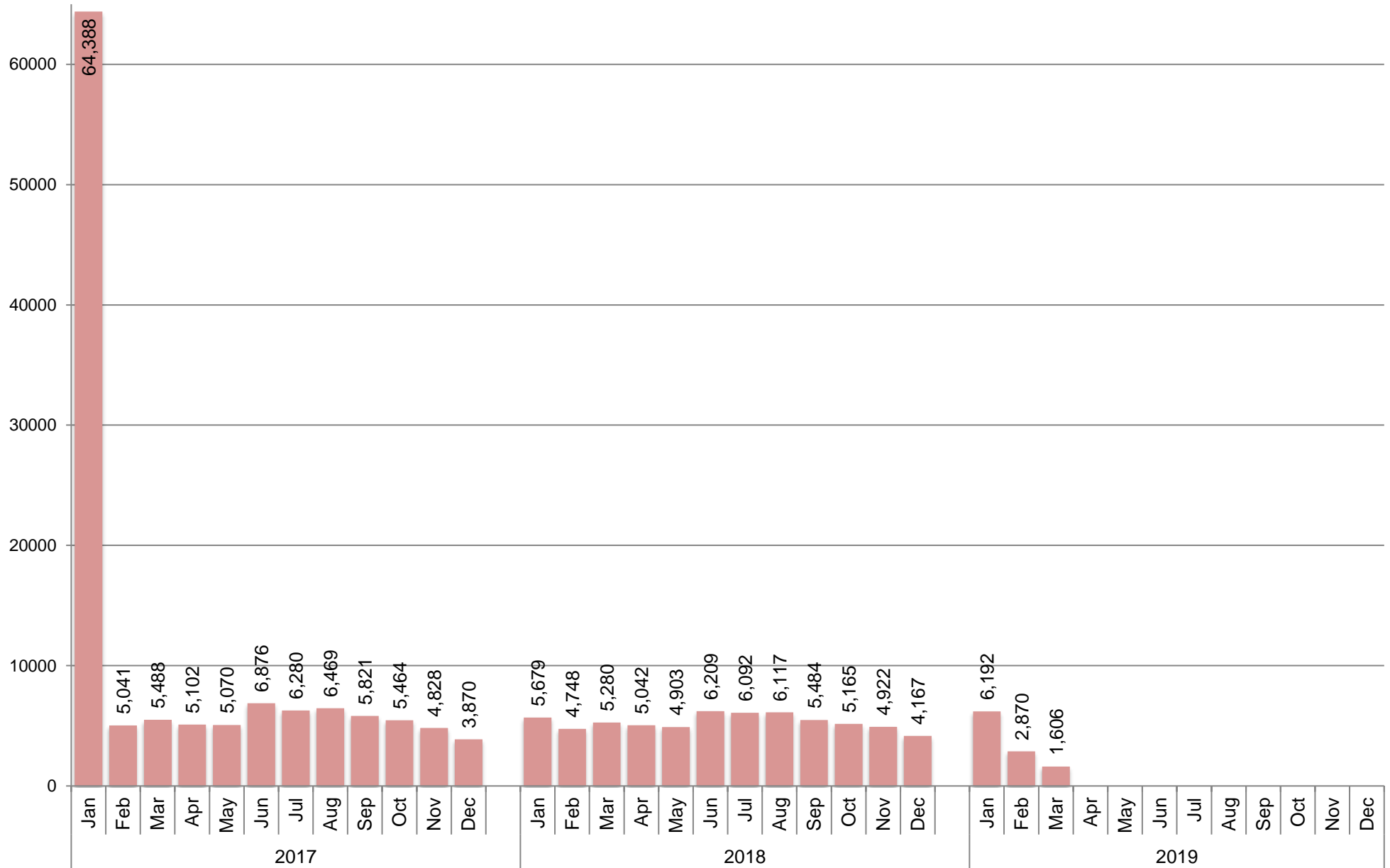
Location	Total Circulation	+/- Previous Month	2018/2017 Year/Year	YTD Y/Y
Athmar Park	7,543	↑ 247	↓ (2,761)	-31.6%
Bear Valley	28,976	↑ 1,689	↓ (2,479)	-10.5%
Blair-Caldwell African American Research Library	9,609	→ (65)	↑ 34	1.9%
Byers	3,243	↑ 363	↓ (4,872)	-15.8%
Central Library	93,953	↑ 9,675	↑ 90,297	-5.3%
Decker	14,718	↑ 1,278	↓ (82,992)	-2.8%
Eugene Field	21,424	↑ 3,684	↑ 6,039	-17.6%
Ford-Warren	13,586	↑ 1,500	↓ (12,216)	-5.5%
Green Valley Ranch	27,298	↑ 2,287	↑ 13,301	-8.4%
Hadley	9,485	↑ 1,150	↓ (19,923)	121.9%
Hampden	29,700	↑ 3,275	↑ 22,477	-2.2%
Mobile Services (Bookmobiles)	5,805	→ (461)	↓ (23,761)	-20.9%
Montbello	9,294	↑ 721	→ (180)	-3.2%
Park Hill	32,103	↑ 3,355	→ (419)	-2.6%
Pauline Robinson	6,722	↑ 31	↑ 50	2.9%
Rodolfo "Corky" Gonzales	24,179	↑ 607	↓ (1,979)	-6.1%
Ross-Barnum	8,355	→ (135)	↓ (1,006)	-6.8%
Ross-Broadway	14,680	↑ 885	↓ (1,533)	-8.0%
Ross-Cherry Creek	26,880	↑ 2,907	↑ 117	0.0%
Ross-University Hills	52,511	↑ 5,396	↓ (2,000)	-6.7%
Sam Gary	63,446	↑ 8,443	↑ 1,451	-1.0%
Schlessman Family	51,725	↑ 4,979	↓ (3,329)	-6.6%
Smiley	20,240	↑ 1,679	↓ (2,213)	-8.8%
Valdez-Perry	2,967	↑ 135	→ (32)	-14.4%
Virginia Village	30,145	↑ 820	↓ (2,454)	-2.1%
Westwood	4,072	→ (68)	→ (130)	-4.7%
Woodbury	23,478	↑ 2,910	↑ 1,273	-2.4%
Denverlibrary.org Downloadables	184,725	↑ 23,473	↑ 44,852	
Total	820,862	↑ 80,760	↑ 15,612	

→ Hadley Branch closed for renovation on June 12, 2017 - January 29, 2018.

Denver Public Library

Total New Library Cards By Month

■ New Cards



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

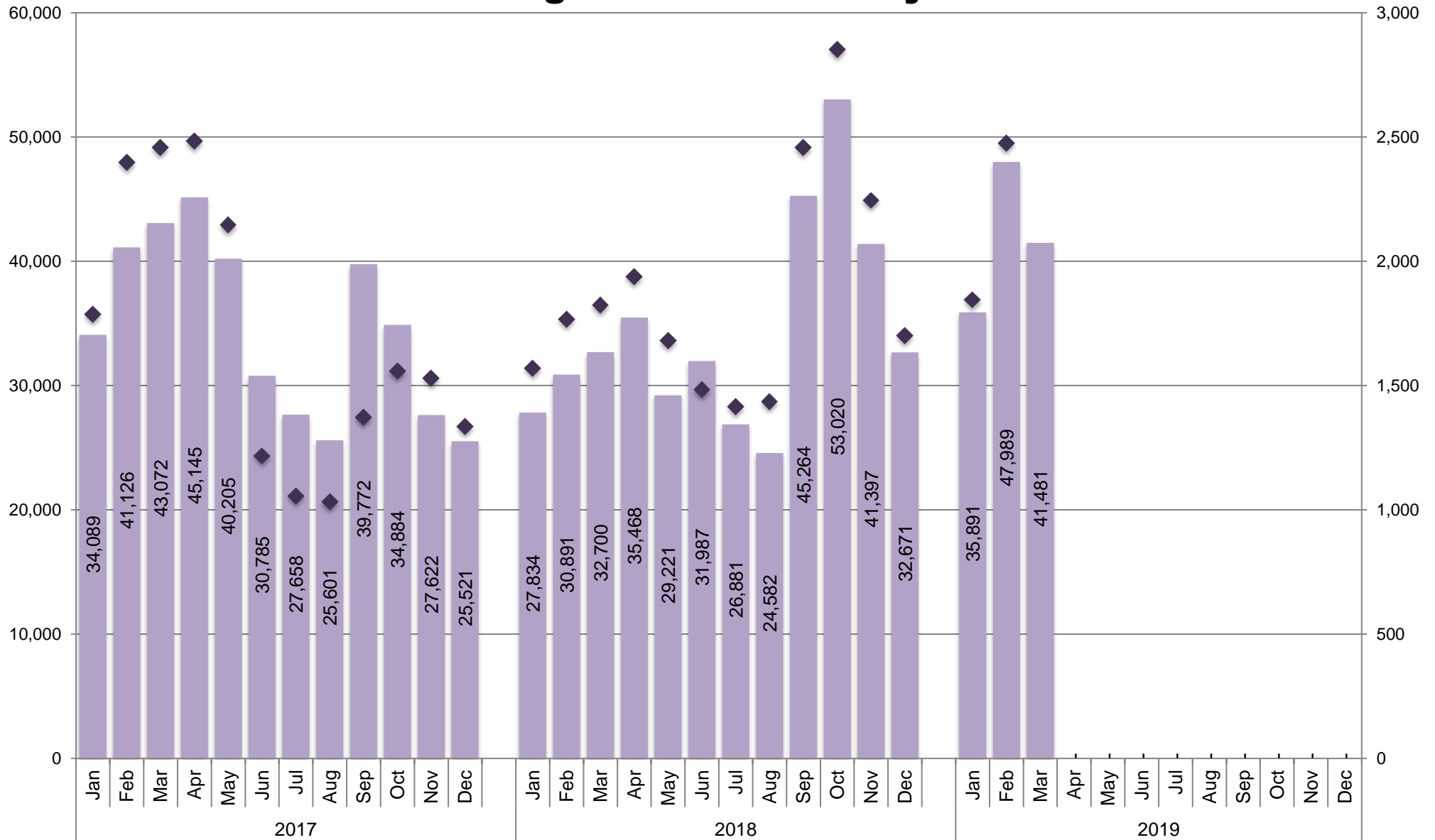
New Cards - total number of new library card registrations (including computer user only cards), as reported by IT

Denver Public Library

Total Program Attendance By Month

■ Attendance

◆ Sessions



➔ Read Aloud program attendance has been added for Fall 2018 semester. Accurate Spring 2018 & 2019 semester data is in process.

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



Communications and Community Engagement

Earned Media

March 14 - April 11, 2019

News:

[The State of America's Libraries](#) - America Libraries Magazine (R.A.D.A. was listed in this year's American Libraries Journal pg. 20)

[Elonda's Adventures at Denver Public Library](#) - Greater Park Hill Community

[Best of Shopping & Services: Best FREE Service](#) - Westword

[Best of Shopping & Services: Best FREE kids craft program](#) - Westword

[Free ice cream, \\$1 brownies and more cheap things to do in Denver this April](#) - The Know, Denver Post

[With more Denver construction comes more Denver art — so you're going to see a lot more public art](#) - Denverite

[Like The Green Triangle Logo, Colorado's Original State Flag Was A Bust](#) - Colorado Public Radio

[Denver Offers \\$40,000 for Art at an Emergency Homeless Shelter](#) - Westword

[Denver Public Art Calls For Qualified Colorado Artists For New Projects At Denver Public Library](#) - Broadway World Denver

[Colorado Spring Break 2019: Family-friendly activities and camps to make the most of your time off](#) - The Know, Denver Post

DPL mentions:

[Denver safety teams prepared to assist during Colorado blizzard](#) - 9News

[Flights canceled, schools and municipalities closing as blizzard moves through Colorado](#) - Denver 7

[Denver Mayoral Candidates on Major Issues Confronting the City](#) - Westword

[30 years ago, you wouldn't linger in the neighborhood thousands of people took the day off to visit](#) - 9News

[Our Coloradans Then: General Denver](#) - Our Community Now

[Kali Fajardo-Anstine on Sabrina & Corina, Heritage and Home](#) - Westword

[TRUTH TEST: Denver Mayor Michael Hancock debuts first political ad](#) - 9News

[A monumental question: Can Denver's Beat Generation fans create a tribute to a movement and its inspiration?](#) - The Colorado Sun

[A Denver tale of homelessness and hope, told in comics](#) - Denverite

[Library set to write off more than \\$1.5 million in overdue fines](#) - San Francisco Examiner

Photo/Resource credits:

[Developer breaks ground on \\$96.5M luxury hotel project at historic Emily Griffith school site](#) - Denver Business Journal

[Looking for an architecture job in Colorado? Here are 7 great opportunities now open for applications](#) - Archinect News

[Back in the late 1980s, the area around Coors Field was known as Denver's "skid row."](#) - 9News

[Denver considers \\$13M bond issue to renovate affordable housing in former hotel](#) - Colorado Politics

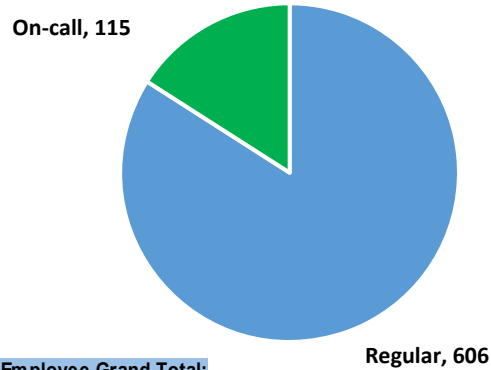
[Renowned author K.B. Wagers visits East Morgan County Library](#) - Brush Tribune
[RTD at 50: The 50 Most Fascinating Facts & Stats](#) - StreetsBlog Denver

Of interest:

[In Praise of Public Libraries](#) - The New York Review of Books

Denver Public Library Human Resources Dashboard January - March, 2019

Employee Breakdown



Employee Grand Total:
721
Position Grand Total:
710

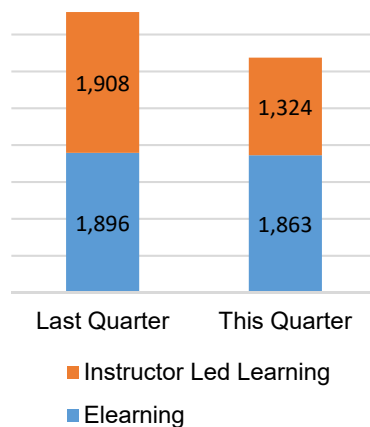
Learning & Development

The Public Library Association hosted **Social Justice and Public Libraries: Equity Starts with Us**, a one-and-a-half-day training, at DPL in February. Members of DPL's Equity, Diversity and Inclusion committee attended, as well as HR staff and E-Team members. This training focused on:

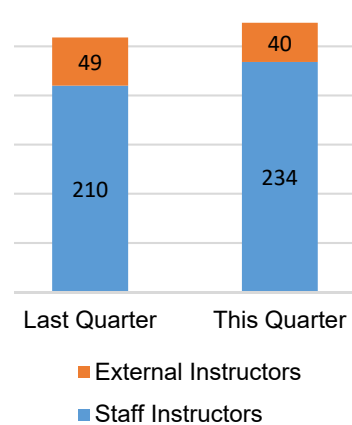
- Increasing self-awareness, identifying systems of oppression, developing strategies to address biases, and sharing this knowledge within your organization and community.
- Building a shared understanding of equity, diversity, inclusion, and social justice concepts.

This ties to our 2019 Strategic Initiative:
Equity, Diversity and Inclusion

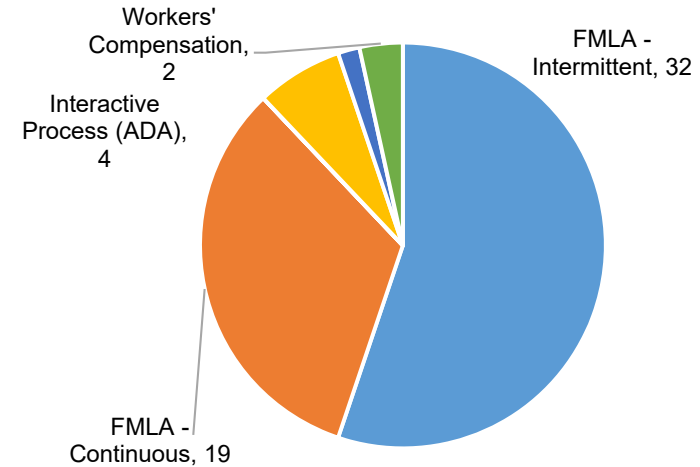
Total Staff Learning Completions



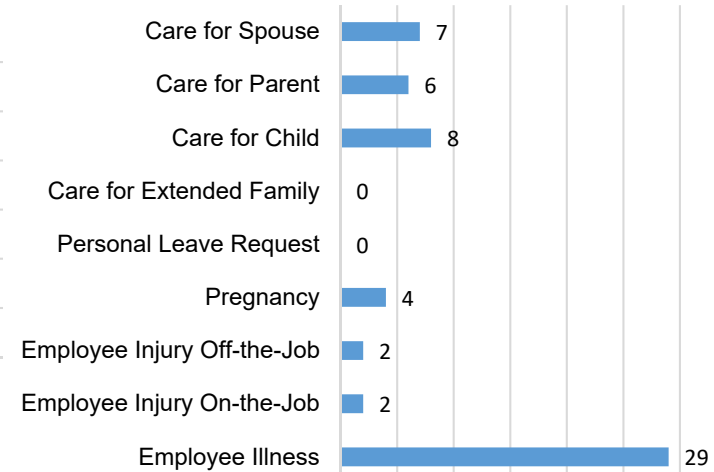
Total Instructor Led Learning Sessions



Open Leave Cases



Type of Leave Taken



Recruiting	
Positions Posted	62
Positions View Count	43,194
Submitted Applications	4,285
Movement	
New Hires	29
Internal Transfers	6
Promotions	7
Separations	
Total Separations	53
Resignations	45
Retirements	7
Dismissals	1
Turnover Rate	7%