

AGENDA
The Denver Public Library Commission
Regular Monthly Meeting
Thursday, February 20, 2020, 8:30 a.m.–11:30 a.m.
Denver Central Library
Rick Ashton Legacy Room, 7th Floor

1. Call to order.
2. Introductions.
3. Approval of Commission Minutes from December 19, 2019. Commission
4. Public Comment Period.
5. Mobile Services Tour and Presentation. Hana Zittel
6. Report of the President and Members.
 - a. Introduce Jehan Benton-Clark
 - b. Introduce Michael Niyompong
 - c. Other
7. Report of the Friends Foundation. Jeff Riley
 - a. Cannabis Industry Donations Discussion
8. Fourth Quarter Financial Report. Amber Lindberg
9. Strategic Framework Update. Kirsten Decker
10. Analysis of Circulation and Visit Trends Discussion. Zeth Lietzau
11. Report of the City Librarian.
 - a. Sustainable Funding Discussion
 - b. Library Update
 - c. Review Library Commission Engagement Opportunities
12. Other Business.
13. Adjournment.

Agenda Item 3

Requested Action: Approval

MINUTES
The Denver Public Library Commission
Regular Monthly Meeting
Thursday, December 19, 2019, 8:30 a.m.–11:30 a.m.
Denver Central Library
Rick Ashton Legacy Room, 7th Floor

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

Excused: Jehan Benton-Clark

Staff: Bec Czarnecki, Kirsten Decker, Amy Delp, Rachel Fewell, Michelle Jeske, Anne Kemmerling, Elaine Langeberg, Jennifer Lay, Amber Lindberg, Zeth Lietzau, Erika Martinez, Sherry Spitsnaugle, Bria Ward

Guests: Jeff Riley and Pam Jewett, Friends Foundation

1. Call to order.

The meeting was called to order at 8:32 a.m.

2. Introductions.

Staff and Commissioners present introduced themselves.

3. Approval of Commission Minutes from October 17, 2019. Commission Minutes were approved as written.

4. Public Comment Period.

NA

5. Report of the President and Members.

Commissioner Hellmer attended the Friends Foundation Board and advocacy committee meetings. Hellmer also attended a baby yoga program and continues her work on the selection panel for public art at the Smiley branch. 134 artists submitted for consideration.

Martinez mentioned that Jehan Benton-Clark is one of the new Commissioners and will be in attendance at the February meeting.

6. Election of Officers.

Commissioner Ulibarri is excited to present the officer slate for 2020. The nominating committee had some robust conversations about the executive committee and the slate of officers for this year. They took time to think about leadership continuity and how to maintain some historic knowledge and bring in new skills.

It is proposed that Carlos Martinez continue as President, Cathy Lucas serve as Vice President, and for Laurie Mathews to serve as Secretary. Upon motion by Kelly and second by Ulibarri the slate was approved.

7. Approval of 2020 Commissioner Committee Assignments.

There were no changes to committee assignments other than Commissioner Ulibarri joining the committee for the Juanita Gray service awards. There was a conversation about whether all the awards could be managed by one committee. It was noted that this idea would be tabled for a potential future discussion.

8. Report of the Friends Foundation. Jeff Riley

Friends Foundation Director Jeff Riley handed out collateral being used for the comprehensive campaign and reviewed what was in the document (see attached). There are six major areas that will be renovated in Central in addition to taking care of deferred maintenance projects. This document is customizable and the Friends will continue to update it as they get more information; it's not being widely used as of yet.

There is a \$1 million commitment from the Anschutz Foundation and almost another million dollars from others. The Friends Foundation has raised almost \$200,000 from the board and have 100% participation. There is a plan in place to raise the additional \$10 million. There will be a reunion event on January 14 at 8:30 a.m. for former Commissioners and Friends Foundation Board members. The hope is to re engage them and share plans about the renovation. The Mayor has also been invited.

The Friends approved their 2020 budget at the November board meeting. The budget includes the \$12 million they hope to raise through the Story Still to Tell campaign, \$165,000 for campaign operating expenses, as well as the annual distributions to the library. The Friends are also applying for enterprise zone tax credits for donors and hope to have them approved in the first quarter of 2020.

Pam Jewett gave updates on the other activities of the Friends. The committees are meeting and the Booklovers Ball has a theme and a date - The Roaring 20's on October 24. They are hoping to get some sponsorships solidified early.

Jewett is at the end of her role as Chair of the Board; Debbie Demuth will be the new Chair. Demuth has been treasurer for the last two years. She was formerly the CFO at the Colorado Trust. Amy Brimah will serve as the Vice Chair. Jewett thanked everyone for their leadership and partnership. Martinez thanked Jewett for all the work she has done. She has been the steward for the Friends new strategic plan, brought on Riley as the Director, and launched the comprehensive campaign.

9. Update on Framework and Supporting Indicators. Zeth Lietzau and Kirsten Decker

The Charting the Course work is starting to get operationalized. The indicators, which are library activities we can measure such as visits or staff engagement, will help us evaluate goals around our mission. We want to be very clear about each of these indicators. For example: If we want to use active card holders as an indicator how do we define what active card holder means?

Ulibarri commented that the process seems very thorough and will help DPL avoid a false sense of progress around challenging inequity because there will be measurements tied to the work. Martinez noted that he will be interested to see how equity, diversity, and inclusion will be incorporated through all of the values. This is also all going to be a lot of data to collect.

Decker responded that we don't need to have an EDI indicator for each value because we can look at equity with how we slice the data points under each value. For example: When we have a chart that shows the quality of each library, we break it down by zip code and neighborhoods and look at those demographics.

Another question was regarding measuring the quality of programming. Decker explained that there are multiple layers to each part of this work to Charting the Course and right now we are at the community level. The second layer will look more at DPL's operational work including programming. There will be conversations with staff about how they measure success that will be transparent. DPL already has the means to measure about 75% of the indicators we have identified and can generate them from key systems within the library. The rest may involve us working with partners or proxies. For the data around visitor experience we are working with an MPA student to help collect it.

There are still some areas to consider finessing. Martinez noted that the indicators for 'welcoming everyone' seem a bit more like engagement. Decker noted we'll be looking for what is positively influencing trends and who can help address them. We can always go back and refine.

10. Approval of Revised Computer and Internet Policy. Zeth Lietzau

The policy needed to be revisited. It had not been updated in 10 years. Some of the language was not needed to support a strong policy. Commissioners noted that the changes seemed sensible.

Upon motion by Lucas and second by Kelly, the revised computer and internet policy was approved.

11. Approval of the 2020 Special Trust Fund Budget. Amber Lindberg

Lindberg stated this will be the last time the special trust fund (STF) is reviewed in December. Going forward it will be reviewed on the same schedule as the general fund (GF) budget. She reminded the Commission that we do not lose unspent balances from STF like we do from the GF.

Lindberg reviewed the proposed 2020 STF budget and noted some changes are solely due to the timing of when DPL receives grants. There are also two major grants ending in 2020 that went towards After School is Cool (ASIC) and the New Americans Project (NAP). There are active conversations with the donor to see if there is interest in continuing these grants. Additionally, the FTE for NAP has been moved into the GF for 2020 and 2021.

Upon motion by Hellmer and second by Mathews, the 2020 special trust fund budget was approved.

12. Report of the City Librarian.

Jeske introduced Olivia Gallegos, DPL's new communications manager.

The design contract for Blair-Caldwell is the first one over \$500,000 and has to go to City Council. The renovation will take about a year and will not start until 2022.

Design drawings are coming in for Central and staff will provide feedback to the architects. We are hoping to announce Central's contractor soon. We want to get started on an elevator replacement package that we desperately need.

Jeske noted a correction under 'Dates to Remember' - that the Listening Workshop will be held on February 11 not on January 30. This workshop is part of our community engagement work. We will be inviting different selected partners, or potential partners, to each round and would love to see Commissioners there.

The 2020 budget was disappointing but there were some wins. The extended FTE through 2021 that Lindberg noted during the report on the STF were ones we had to fight to have added to the budget. City Council actually asked that we receive full, permanent funding of these positions and that was denied. DPL also received a written commitment about funding the RiNo location as soon as that building is ready to welcome us. There is also a level of interest to explore a new Westwood Library. That said, DPL only received a .5% budget increase.

Jeske handed out Winter of Reading brochures and displayed the prizes being offered this year. The program is a fun way to engage with the many programs and services the library has to offer.

We now have cultural passes to checkout to the Transportation Museum. Jeske noted that she is proud of all the things we've been doing. Our Read Aloud program gave out books last year that celebrated diversity. DPL is in 330 classrooms a week. We just finished with the Best and the Brightest which is a list of 232 great book recommendations for kids. It's a very diverse selection and gets narrowed down from 1,500 titles.

We are continuing to fight for eBook access and reached out to U.S. representatives Neguse and Buck. Representative Neguse's office responded right away. There has been a lot of press around this issue.

We've had trouble securing City funding for the ideaLAB construction at Sam Gary. The City has now given us some additional money and we should be able to complete it in 2020.

Erika Martinez also mentioned the Juanita Gray Community Service Award and Blacks in Colorado Hall of Fame presentation is on the first Saturday of February and will kick off Black History Month.

13. Review Library Commission Engagement Opportunities.

Jeske again mentioned Winter of Reading and the monthly Coffee and Connections program where staff hand out coffee and donuts to customers and there is an activity. At the one yesterday there were cards and stamps for people to send to friends and family and Studiotrope was there to gather feedback on the Central renovation. Jeske also noted the programs on world languages that have been very popular.

14. Presentation on Services to Older Adults. Amy Delpo (See attached presentation)

Amy Delpo introduced herself as the Older Adult Services Administrator. She was a reference librarian at the Schlessman Family Library branch for nine years and also did outreach to women recently released from prison in the Community Technology Center.

The reason DPL is calling out older adults as a focus is because there is a need. DPL wants to be part of flipping the script and talk about aging as a season of lifelong learning

versus decline. We want to help frame aging as a gift rather than a problem to help alleviate anxiety that comes from those life transitions - just like in any other life phase.

Delpo has developed Dementia 101, a staff training to help employees understand how to help this population. It had arisen as a need in the system. She will be attending Aging in America, an international conference, and presenting on how to partner with a public library to serve older adults.

Delpo outlined some of DPL's current offerings for older adults:

- Creative Aging: High quality art classes. Just finished a series led by Tony Ortega. Received excellent feedback.
- Generations at Play: Making connections between families, particularly those with young children and older adults.
- Reading Buddies: Using older adults as volunteers to read with children.
- Photography and Memory: Matches a DU photography student with an older adult in the community and they exchange photos and stories.

Delpo noted that evaluation is an important part of this work to make sure we are collecting data and evaluating goals. Each program has a specific goal that is grounded in research. She is also developing a lot of partnerships and making sure the community is aware of these opportunities. There is a section in Engage for older adults and programs are listed in Conexiones. Delpo is working on how to create more advance notice of programs through the online calendar and is developing a landing page on the website for older adult services.

15. Other Business.

NA

16. Executive Session

President Martinez called the Commission into executive session to discuss participation on the Story Still to Tell Campaign and to conduct the City Librarian performance review. The Commission came out of executive session and will transmit their decision regarding the performance of the City Librarian to HR. With no further public business to conduct the meeting was formally adjourned at 11:34 a.m.

Minutes submitted by Bec Czarnecki on behalf of Cathy Lucas

Agenda Item 6

Action Requested: Receive Report

Introduction of New Commissioners

Jehan Benton-Clark

Appointed to the Library Commission December 2019

Jehan Benton-Clark is a portfolio director with the Colorado Health Foundation where she oversees an investment portfolio of over \$35 Million annually. Trained as a social worker, Jehan has extensive experience coordinating public-private partnerships, implementing and supporting initiatives, and overseeing investments of local, state, federal, and private funding. With experience in capacity building, early childhood, and homelessness, she is passionate about facilitating opportunities for people and communities to address and solve their own challenges. This passion has fueled her work in philanthropy, where she has spent her career working to shift how philanthropy responds to and invests in communities they exist to serve.

Early in her career, Jehan worked within two housing authorities in North Carolina and as a behavioral health treatment counselor in Illinois where she developed a deeper understanding of the systemic challenges of structural racism and poverty that affect communities of color, low wealth communities and rural places. She also is attuned to the power of relationships, working with the private sector and government, and centering authentic engagement. With these passions, she strives to make positive impacts in communities, both personally and professionally.

Jehan believes in being a lifelong learner and remembers the impact that her visits to the library made on her as a child. She believes that libraries play an important role as hubs within the community, as they allow everyone to feel safe and to find opportunity, serve as centers of learning, and places where folks can connect with one another. This philosophy has prompted her to ensure that her daughter, Sloane has the same love for reading and libraries.

Michael Niyompong

Appointed to the Library Commission January 2020

Michael Niyompong is Vice President of Strategic Community Partnerships at the Mental Health Center of Denver (MHCD), a local and national model for innovative and effective community behavioral health care. In his role, Michael is responsible for establishing and facilitating new cross- sector partnerships that comprehensively and creatively meet the mental health and related well-being needs of the community. Prior to joining MHCD, Michael was Chief Operating Officer at Denver-based Clayton Early Learning. Michael was also Vice President at Rebound Solutions, a socially conscious firm specializing in strategy, change management and turn-around solutions and was Vice President of Technology and Facilities at Mile High United Way.

Michael earned his BS in electrical and computer engineering from the University of Colorado Boulder and his MBA in finance and MS in operations management from the Daniels College of Business at the University of Denver.

In 2010, Michael traveled to Uganda and Rwanda to study innovative solutions to poverty and to understand the challenges and issues that distress developing countries. Later the same year, Michael served on the Information Technology Transition Committee for then Governor-elect John Hickenlooper. Currently, Michael is active on the Colorado State Leadership Council for Enterprise Community Partners and the Housing Advisory Committee at The Colorado Health Foundation. His prior service includes Denver Metro Chamber Leadership Foundation, Colorado Nonprofit Development Center, Rocky Mountain PBS and Academy of Urban Learning.

Michael is a Colorado native, born in Denver. He is fluent in both Thai and English. Because of his Thai heritage, growing up, Michael split his time between Bangkok, Thailand and Denver, Colorado. Today, Michael lives in Denver.

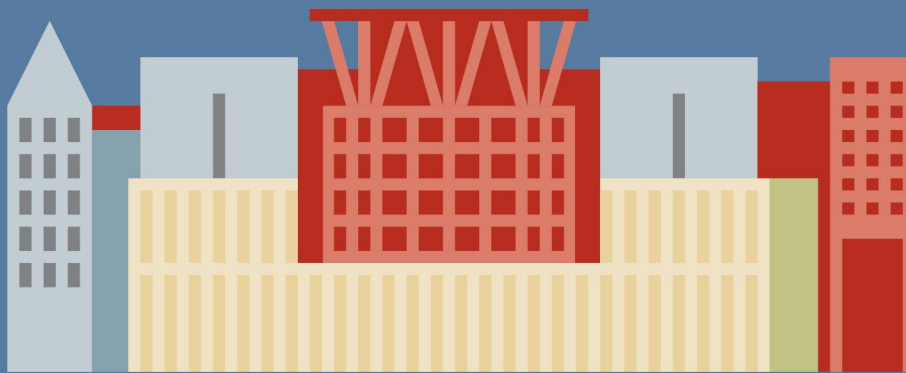
Agenda Item 7

Action Requested: Receive Report

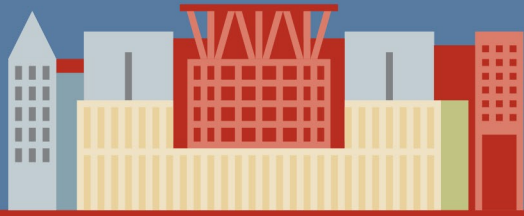
A Story Still to Tell Campaign

A Story Still to Tell is the comprehensive campaign being conducted by the Friends Foundation. The campaign goal is to raise \$58.5 million in capital, program and endowment funding to create the next generation of the library for the next generations of the community. The attached document highlights the campaign and has specific information about the renovation to be done to Central Library.

A Story Still to Tell...



*A comprehensive campaign to provide the next generation
of the library for generations of users.*



A Story Still to Tell...

A comprehensive campaign to provide the next generation of the library for generations of users.

DPL Fast Facts

- DPL has relied on philanthropy and public funding since its inception in 1889
- The last major renovation of Central was 25 years ago with the 1995 Michael Graves addition
- DPL has more than 4 million visits each year, equal to the combined attendance at the Denver Zoo and Denver Museum of Nature and Science
- There is a daily waitlist that includes 97,000 physical and 108,000 digital items on hold
- The Central Library serves as the epicenter for more than 9,000,000 circulated items (print and digital) and 28,000 programs annually...
An average of 25,000+ items circulate every day

Uses of Funds *(As of October 2019)*

General Construction	\$43,000,000
Soft Costs (Design, contingency & public art)	\$7,000,000
Endowment	\$5,000,000
Program	\$3,000,000
Campaign Costs	\$500,000
TOTAL CAMPAIGN	\$58,500,000

*Building Social Capital
for All ... for Free*



DENVER PUBLIC LIBRARY

Central Building Renovation

*120,000 Square Feet Renovation
Floors 1 & 2 of Hoyt & Graves Buildings*

- Large Program Space (14,000 sq. ft.)
- Children's Library (14,000 sq. ft.)
- Teen Space (12,000 sq. ft.)
- Outdoor Play Space (6,000 sq. ft.)
- Great/Schlessman Hall (13,000 sq. ft.)
- First Floor Commons (8,700 sq. ft.)
- Modernized & Re-imagined East & West Entries
- Improved and Increased Study, Reading & Conference Space

Sources of Funds

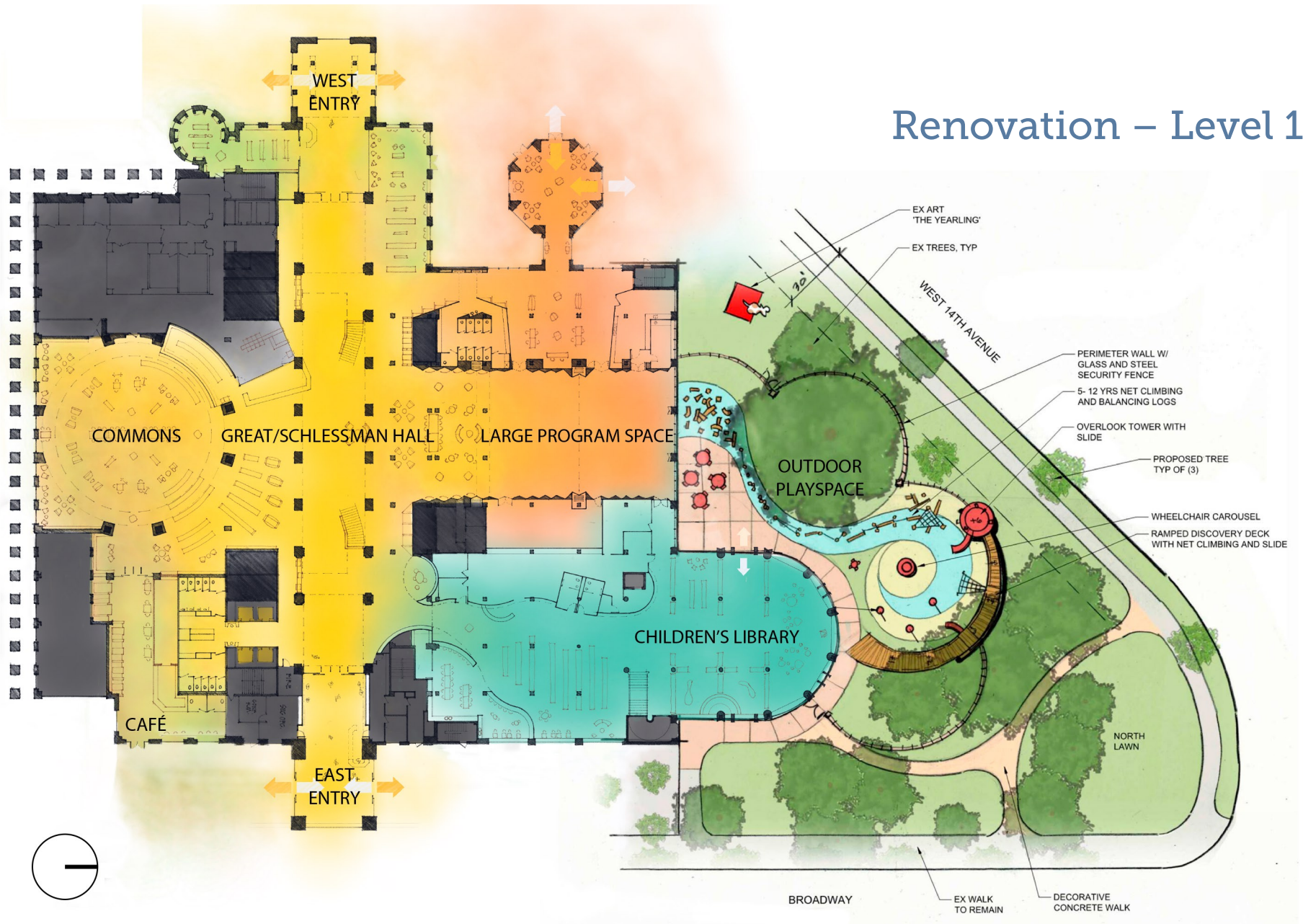
Bond Proceeds	\$38,000,000
Capital Giving	\$12,000,000
Endowment Giving	\$5,000,000
Programmatic Giving	\$3,000,000
Unrestricted to Reimburse Campaign	\$500,000
TOTAL CAMPAIGN	\$58,500,000



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Renovation – Level 1



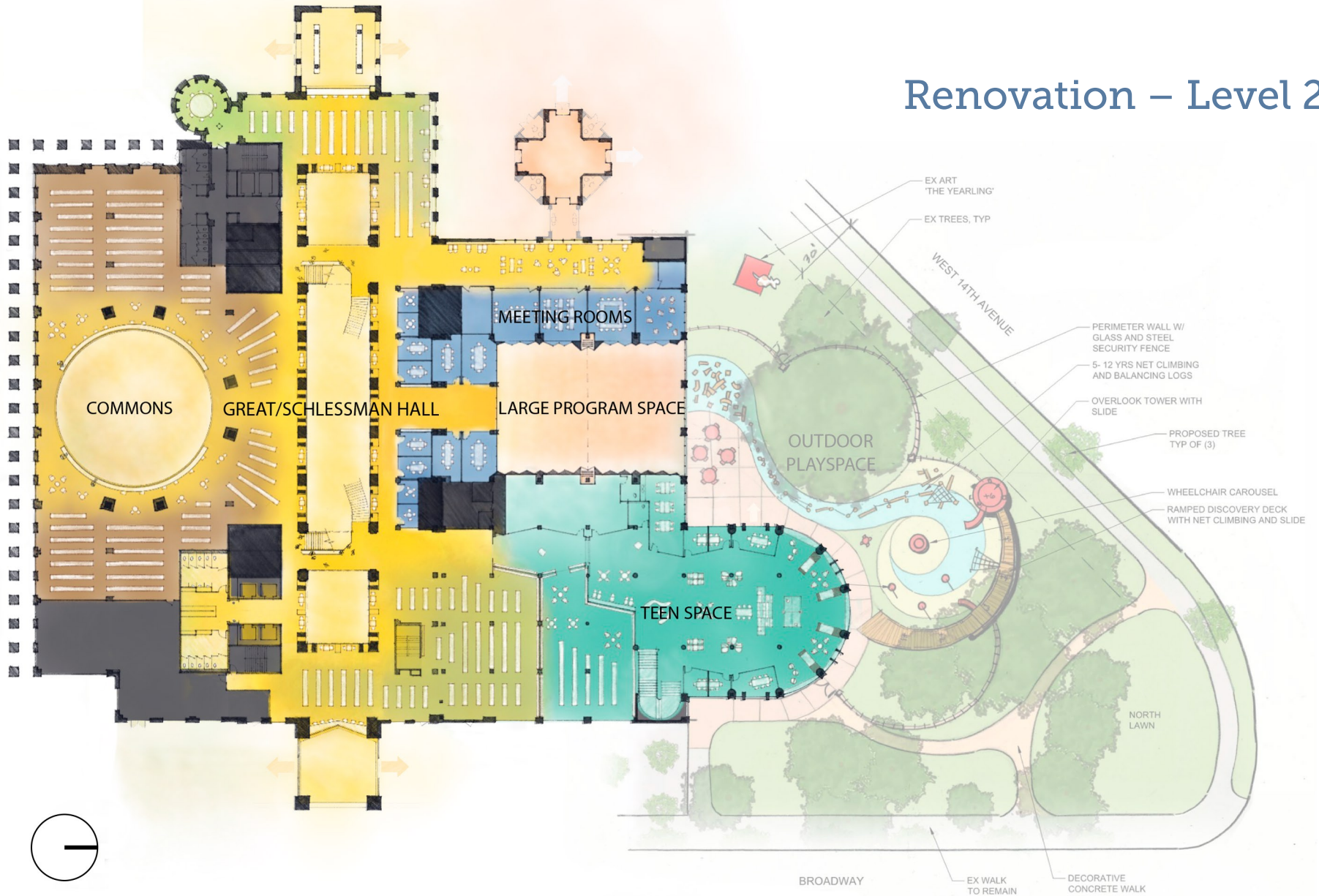
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Renovation – Level 2

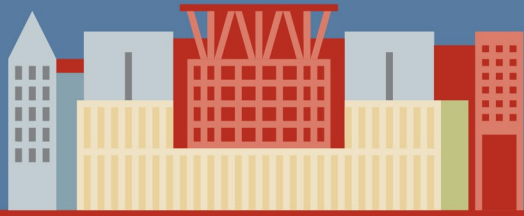


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Large Program Space...

Reinventing the library with space for a range of meetings and programs by DPL and community partners.

Our Vision and Goals

- Flexible, multi-use space which can:
 - accommodate 400 for one large activity
 - reconfigure for simultaneous activities for groups of 10 to 100
- Devoted area and after-hours entrance for:
 - cultural and educational programs and exhibits
 - author events and lectures
 - concerts and performances
 - resource fairs, training, conferences and workshops



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Naming Opportunities

\$5,000,000

Large Program Space + Children's Library

\$2,000,000

Large Program Space

\$500,000

Large Program Entry

\$100,000

Large Meeting Room

\$25,000 – \$100,000 each

Study, Reading or Conference Room (Central and branches)



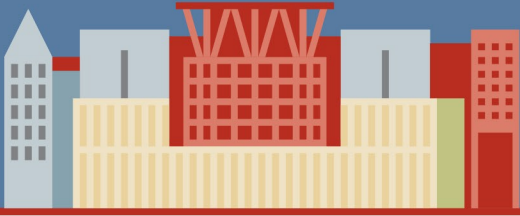
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Large Program Space



studiotrope
design collective



A Children's Library...

Where children, families and caregivers will feel welcome to explore and connect.

Our Vision and Goals

- Design and build a leading edge space to support literacy
- Empower children, families and caregivers with fun, memorable and educational activities
- Provide distinctive and safe spaces for infants, toddlers, preschoolers, K-3rd, 4th-5th and 6th-8th students



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Naming Opportunities

\$5,000,000

Children's Library
+ Outdoor Play Space OR
+ Large Program Space

\$4,000,000

Children's Library + Teen Space

\$2,000,000

Children's Library

\$25,000 – \$100,000

Study, Reading or Conference Room (*Central and branches depending on size*)



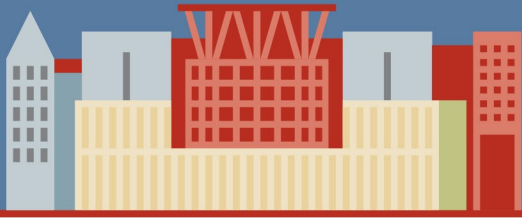
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Children's Library



studiotrope
design collective



Outdoor Play Space...

Bringing safe, modern, year-round play structures and physical activity opportunities to the heart of downtown.

Our Vision and Goals

- Learning and play environments accessible from the children's library
- Informal and structured outdoor activities for children, families and caregivers
- Shaded areas, observation areas and benches for celebration of the outdoors



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Naming Opportunities

\$5,000,000

Outdoor Play Space + Children's Library

\$2,000,000

Outdoor Play Space

\$1,000,000

West Entry Plaza (Acoma)

\$25,000 each

Trees, Benches, Seating Areas

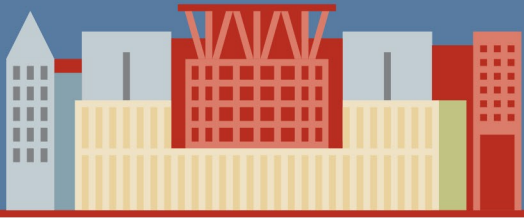


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Outdoor Play Space





Teen Space...

Where young adults can learn, connect with others and feel a sense of belonging.

Our Vision and Goals

- Create a welcoming, inclusive and safe space to connect with peers and develop trusting relationships with caring adults
- Provide opportunities for quiet or collaborative study, including homework assistance
- Have space to make noise, game and participate in experiential learning and creative activities



DENVER PUBLIC LIBRARY



Naming Opportunities

\$4,000,000

Teen Space + Children's Library

\$1,000,000

Teen Space

\$1,000,000

Community Technology Center

\$500,000

Grand Staircase

\$250,000 each

2nd or 3rd Floor Open Space

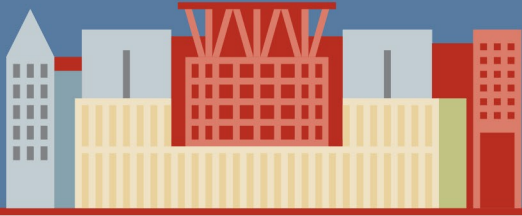


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Teen Space





The Commons...

Where all communities have inclusive access to secure, welcoming and functional library spaces.

Our Vision and Goals

- Ensure a “classic” library environment which celebrates the book
- Access to new releases, popular collections, reserved items and personalized advisory help from librarians
- Provide a community gathering space for relaxation, conversation, drinks and snacks while doubling as an area for homework, research, listening, watching and reading



DENVER PUBLIC LIBRARY



Naming Opportunities

\$4,000,000

Commons + Great/Schlessman Hall

\$1,000,000

Commons

\$500,000

Grand Staircases

\$250,000 each

2nd or 3rd Floor Open Space

\$25,000 – \$100,000 each

Study, Reading or Conference Room (*Central and branches*)

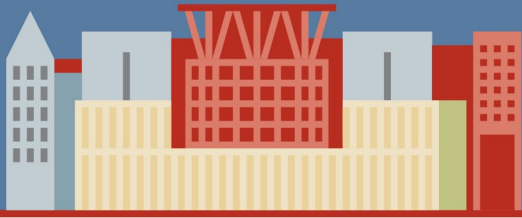


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The Commons





Great/Schlessman Hall...

Serves as the point of entry and provides orientation to the Central Library.

Our Vision and Goals

- Welcomes and provides orientation to all the Central Library has to offer
- Offers unique viewing, meeting and connecting spaces
- Provides access to art, displays, browsing areas, programs and learning spaces



DENVER PUBLIC LIBRARY



Naming Opportunities

\$5,000,000

Great/Schlessman Hall + East & West Entries

\$4,000,000

Great/Schlessman Hall + Commons

\$2,000,000

Great/Schlessman Hall

\$500,000 each

Reception/Navigation Desk & Grand Staircases

\$250,000 each

Public Elevator Foyer & Staff Elevator Foyer

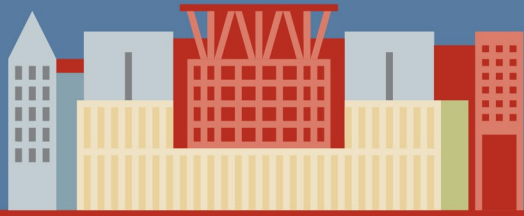


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Great/Schlessman Hall





Naming Opportunities...

*Campaign and non-campaign focus areas. Not all inclusive.
Other areas are available.*

Investment Levels

\$5,000,000

- Children's Library + Outdoor Play Space
- Children's Library + Large Program Space
- East & West Entries + Great/Schlessman Hall

\$4,000,000

- Children's Library + Teen Space
- Commons + Great/Schlessman Hall

\$2,500,000

- Western History Exhibit Hall

\$2,000,000

- Great/Schlessman Hall
- Large Program Space
- Children's Library
- Outdoor Play Space
- Exhibit Hall (7th Floor)

\$1,000,000

- Teen Space
- First Floor Commons
- East Entry Plaza (Broadway)
- West Entry Plaza (Acoma)
- Community Technology Center

\$500,000

- Large Program Entry
- Grand Staircases
- Reception/Navigation Desk

\$250,000

- Business and Non-Profit Center
- 2nd or 3rd Floor Open Space
- Public Elevator Foyer
- Staff Elevator Foyer

\$100,000

- Conference Room
- Training Room
- Meeting Room
- Study/Reading Room
- Staff Lounge

\$50,000

- Conference Room
- Training Room
- Meeting Room
- Study/Reading Room
- Security Office

\$25,000

- Meeting Room
- Study/Reading Room
- Tree
- Bench/Seating Area
- Bookcase (Gates Reading Room)

Endowments

Position \$1,000,000 to \$2,000,000
 Program \$500,000
 Maintenance, Collection \$250,000

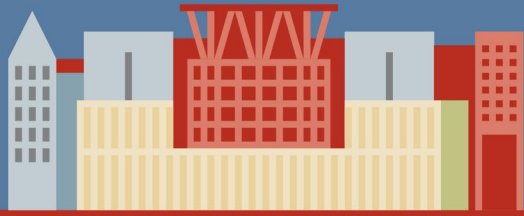


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A Story Still to Tell...

A comprehensive campaign to provide the next generation of the library for generations of users.

Campaign Pledge Form

Donor Name: _____ Email: _____

Street Address: _____

City: _____ State: _____ Zip: _____ Phone: _____

A Story Still to Tell Total Pledge Amount: \$ _____

Amount per Year: 2019: \$ _____ 2020: \$ _____ 2021: \$ _____

2022: \$ _____ 2023: \$ _____

Month and Date of Each Payment: _____

Recognition Name Desired

Please recognize this gift as follows: _____

☐ I/we would like to make this gift in honor of/in memory of: _____

☐ I/we would like to remain anonymous.

Designation Information

Designate my contribution to:

☐ Central Library Renovation % _____ or \$ _____

☐ Library Programs % _____ or \$ _____

☐ Library Foundation Endowment % _____ or \$ _____

☐ Library/Foundation Operating Support % _____ or \$ _____

☐ Please contact me to discuss a specific gift, gift agreement, naming opportunity or endowment.

Payment Information

For payment of pledge:

☐ Check Enclosed ☐ Please Invoice Me ☐ Donor Advised Fund

☐ Please contact me to discuss a stock gift, an IRA distribution or a planned/estate gift commitment.

Your donation will be held in the restricted campaign fund and will be utilized only for the purpose of funding designated above.

Signature: _____ Date: _____

Questions: Please call Jeff Riley at 720-865-2050. **YOUR DONATION IS TAX-DEDUCTIBLE**
No goods or services were provided in whole or in part for this contribution.



DENVER PUBLIC LIBRARY



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DENVER PUBLIC LIBRARY

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Agenda Item 8

Requested Action: Receive Report

Denver Public Library (DPL) Financial Report – 4th Quarter 2019

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 the 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 December 31, and remaining 2019 budget categorized by type of expenditure. This statement includes both the General Fund and Special Trust Fund activity.
- Statement 2 shows the 2019 budget, 2019 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 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 December 31, 2019**

	2019 Budget*	Year to Date Expenditures	Budget Remaining
Personnel			
Salaries and Benefits	\$ 41,092,088	\$ 40,566,470	\$ 525,618 n-1
Training and Staff Recognition	345,823	353,714	(7,891)
Total	41,437,912	40,920,184	517,727
Collection and Programs			
Books and Other Collections	6,000,226	5,982,717	17,509
Central and Branch Programming	738,946	682,009	56,937
Total	6,739,172	6,664,726	74,446
Furniture, Fixtures and Equipment			
Technology Supplies and Equipment	2,743,321	2,416,073	327,249 n-2
Facility Operations and Maintenance	2,144,231	1,996,056	148,174 n-3
Furniture and Equipment	253,534	210,674	42,860
Leases - Buildings and Equipment	274,958	250,850	24,108
Safety and Security	26,382	16,349	10,033
Total	5,442,426	4,890,002	552,424
Administrative and Support			
Administrative	338,281	314,244	24,037
Office Supplies	405,850	348,428	57,422
Printing and Advertising	195,819	190,233	5,586
Postage	116,908	129,819	(12,912) n-4
Official Functions	11,691	7,459	4,231
Total	1,068,548	990,185	78,363
Total Expenditures	\$ 54,688,05	\$ 53,465,096	\$ 1,222,961

*The 2019 budget of \$54,688,058 is comprised of \$52,648,400 from the City General Fund and \$2,039,658 from the Library Special Trust Fund.

Statement 2

**Denver Public Library
Expenditures by Function, Comparative
For the periods ending December 31, 2019**

Function	2019 Budget	December 31, 2019
Public Services	\$ 29,822,425	\$ 29,184,321
Collections	7,766,629	7,711,422
Facilities Management	5,734,817	5,602,691
Technology Services	4,377,215	4,228,956
Administration	5,605,374	5,412,240
Communications and Community Engagement	1,381,596	1,325,466
Total Expenditures	\$ 54,688,058	\$ 53,465,096

Statement 3

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

	December 31, 2019	December 31, 2018
Operational Activity		
Equipment (copiers, printouts)	\$ 193,718	\$ 218,598
Branch and Central Meeting Rooms	66,095	62,955
Western History Photographic Services	49,490	63,078
Lost Books and Collections	94,592	131,943
Vending and Café	17,344	31,243
Total	421,238	507,817 n-5
Trust Distributions		
Caroline Bancroft Trust	32,998	30,344
Frederick R. Ross Library Trust	30,000	29,446
Total	62,998	59,790
Friends Foundation Transfers		
Special Use Fund	1,605,142	164,513 n-6
Endowment	250,000	270,000
Fundraising Events	199,126	220,495
Total	2,054,268	655,008
Other Revenue		
Investment Earnings	37,910	28,624
Grants and Sponsorships	55,265	51,411
Miscellaneous	(2,474)	257,358
Total	90,701	337,393 n-7
Total Revenue	\$ 2,629,204	\$ 1,560,008

NOTES

Statement 1

As of December 31, 2019, approximately 98% of the budget has been spent. The City is still in the process of closing the 2019 books, and minor adjustments are expected until the end of February 2020. Invoices continue to be received and paid for 2019 transactions, and a couple large projects were unable to be completed during the year resulting in the \$1,222,961 remaining budget reflected. As invoices are paid, additional expenses will be reflected in the Furniture and Office Supplies lines once year end closing is complete. The City Budget Management Office has approved rolling \$192,000 of budget to 2019 for completion of the Sam Gary ideaLAB, and we have requested another \$202,000 for computer servers that were not received before year end. These transactions will reduce the amount of unspent General Fund budget returned to the City.

n-1 – Salaries and Benefits ended the year with a remaining budget of \$525,618, after a transfer of excess budget to cover one time supplies & service expenses. This savings is comparable to 2018, and the library relies on these available resources from personnel savings to bridge funding gaps in other operational areas. Included in this budget reallocation was \$642,419 for capital replacement items requested but not approved in the 2020 budget, and \$60,000 for fire safety compliance and equipment updates.

n-2 – Technology Supplies and Equipment ended the year with a remaining budget of \$327,249 primarily due to a shipping delay of capital replacement items. A request has been made to the City Budget Management Office to roll the budget into 2020 to cover these expenses.

n-3 – Facility Operations and Maintenance ended the year with a remaining budget of \$148,174 which was due to an extended timeline for the construction portion of the Sam Gary ideaLAB. (Note that architecture fees for the project are located in the Administrative line and budget for ideaLAB supplies are in the Office Supplies line.) As noted above, the City has already approved rolling the project budget forward into 2020. This transfer is expected to occur in the second quarter of 2020 resulting in an increase to the 2020 budget and expenditures for the project lines.

n-4 – Additional postage was purchased and loaded on to the postage machine in December since savings in other Administrative Support categories was anticipated.

Statement 2

Overall, the library is very near target spending. Variances between budget and actual expenditures are described in detail based on Statement 1 above.

Statement 3

n-5 – Operational revenue is down 17% overall when compared to 2018. Decreases occurred in all lines during the year with the exception of Meeting Room fees, which remained relatively flat. Equipment revenues depict a decline from last year, however 2018 did bring in higher than normal revenues in this line. Lost Books has continued a downward trend throughout 2019, and we will continue to monitor in 2020 to determine if this is a permanent change or a temporary reaction to the reduction of fines. Vending and Cafe will continue to be reduced until a new vendor takes possession of the space. The Library is working with our bond project manager on a formal proposal for the space.

n-6 – The Special Use Fund includes After School Is Cool, Plaza, and Read Aloud revenues and other program funding. 2019 will be significantly different than 2018 due to timing of distributions and the conclusion of two very large grants from the Denver Foundation for After School Is Cool and Plaza. Staffing for these programs has been moved to the General fund budget beginning in 2020 and both programs will continue.

n-7 – Other Revenue is down from the prior year primarily due to high 2018 activity with the Federal E-Rate program in the Miscellaneous subtotal.

Grants and Sponsorships include funding paid directly to the library for support of programs and services. Revenues received this year include:

- \$44,000 for Little University programming
- \$1,620 for Plaza programming
- \$5,000 for STEM programming
- \$4,646 for Birth to Three programming

Agenda Item 9

Action Requested: Receive Report

Charting the Course Update

Charting the Course brings various organizational initiatives into a cohesive ecosystem for excellence and provide a platform for DPL to build relationships with community, government and non-profit partners to address the concerns and support the aspirations of the Denver community.

Terms to Know

Values in Action

The Library's five Values in Action help our community and our staff visualize the results we want to achieve and provide a framework that empowers staff and leaders to build their daily operations and long-term strategies with these principles in mind.

Indicators

This level of measurement adds tangible definition to the Library's Values in Action and help quantify whether we are achieving the results we have identified through Community Conversations and strategic planning work. Trends within Indicators are indicative of the Library's movement toward population-level goals.

Strategies

Represent what DPL is most confident will make a positive impact on community-level indicators.

Selected Indicators

The E-Team curated a list of 3-5 measurables through brainstorming sessions focused on the impact DPL's internal and external facing programs and services have on the Denver community.

Welcoming Everyone

Indicator	Technical Definition
Quality of Denver Libraries	% rating the quality of public libraries as good or excellent
Visits per Capita	Average # of times a Denver resident visits a library location or the DPL website (annually)
Active Card Holders	% of denver residents with an active library card
Staff Engagement	% of DPL staff that self-identify as "engaged" members of the organization

Fostering Curiosity

Indicator	Technical Definition
Circulation per Capita	Reading materials circulated per capita, by collection
Library as a space for Growth & Reflective Engagement	% of visitors who experienced personal growth at the Library
	% of visitors who experienced reflective engagement at the Library
Staff Development	% staff engaged in professional development beyond required learning

Strengthening Connection

Indicator	Technical Definition
New Library Users	% of New Library Cards issued and active
Service Usage	Connection-based service use per capita (need to define what services fall into this category)
Library as a space for Connection & Togetherness	% of visitors who felt a sense of togetherness or experienced connection at the Library % of visitors who experienced connection at the Library
Strategic Partnerships	<i>In Progress: reviewing best practices to define</i>

Challenging Inequity

Indicator	Technical Definition
Equity Score	<i>In Progress: will utilize staff equity survey</i>
Removing Barriers	% of DPL policies/procedures/practices reviewed through EDI lens on schedule
Investments Reflective of Denver Community	% of operating expenditures to minority, local and women-owned businesses
Library Leadership reflects the Denver Community	Racial diversity of Directors, Managers & Supervisors
Service Utilization in Target Neighborhoods	<i>In Progress: consulting with Seattle Public Library</i>

Honoring Public Trust

Indicator	Technical Definition
Investment in DPL	Total General Fund Investment in Library services per capita
Trust in the Library	% of respondents who think they can trust DPL to do what's best for the community
The Sharing Economy	ROI of the Denver Library
Preserving Denver's History	% of DPL historical holdings that are accessible to the public

Next Steps

The Strategy & Evaluation department will convene teams of 6-8 individuals to analyze the historical trends of Indicators within their Value in Action to develop an understanding of the conditions or influences are helping us achieve our community-level goals, and what conditions are hindering them.

Teams will identify a set of 3-4 high-level Strategies that they are confident -- based on research and expertise -- will have a positive impact on Indicator level performance. These Value in Action Plans will be used as guidance documents in planning for future operations, service provision and financial investment.

Next Expected Commission Update: April 2020

Agenda Item 10

Action Requested: Receive Report

CIRCULATION & VISIT ANALYSIS

REPORT OF FINDINGS

Executive Summary

In the fall of 2019, the Denver Public Library (DPL) pulled together a staff task force to gain a better understanding of factors influencing recent declines in circulation and visits at the library. This group explored the general information and broader library environment to put DPL's trend in context, dug into DPL's trends to try to find specific, actionable tasks, and performed small pilots to test how changes might or might not affect circulation. The work of this task force has given the library a better understanding of where we are, and will inform further research to understand our usage patterns and pilots to help influence that use. This document summarizes the task force's activities and findings.

Information Environment

Media, entertainment and information consumption has changed over time

Entertainment consumption is undergoing a rapid transition from physical to digital formats. DVDs and Music CDs are being replaced by streaming services like Netflix and Spotify. Since 2008, DVD sales have declined more than 86%. In recent years, platforms like Netflix, Hulu and HBO have seen sales balloon 1,231% to \$12.9 billion. As streaming services take hold, few vendors have entered the library environment, and those that do exist cost far more than physical DVDs.

Shifts are happening in the news and information environment as well. Americans are consuming news through digital media, social networks, and other online environments. In 2018, 34% of U.S. adults said they preferred to get news online, whether through websites, apps or social media, up from 28% in 2016. Newspapers are shutting down and journalists face layoffs as print media declines. According to research by the University of North Carolina's School of Media and Journalism, more than one in five papers has closed over the past decade and a half.

The public perception of the role of libraries

As the digital media landscape evolves, many Americans are interested in libraries offering a wide variety of services to help navigate and thrive in that environment.

Overall, public attitudes about the library's role in communities are largely positive, with 77% saying public libraries provide them with the resources they need. Opportunity is what comes to mind when people think about libraries, as they see libraries as a safe place, a source of educational opportunity and trusted information, as well as a place to spark creativity among young people.

When asked about how libraries might change to better serve the public, Americans expressed a strong desire for libraries to help people learn digital skills without neglecting traditional functions.

Regarding what to do with books and meeting places, Americans do not have a clearly fixed view about this. 30% percent surveyed in 2015 said libraries should definitely move books out of public spaces in favor of other purposes. However, the 2016 survey shows that this figure fell six points to 24%.

Despite some of the desires expressed for adding new tech and programs, the act of borrowing printed books is still by far the most popular activity at libraries, even compared with computer usage. 64% of customers ages 16+ checked out a book in the last 12 months compared to 29% who used a computer.

The data in these findings reflect a portrait of disruption and aspiration. Libraries continue to be acutely aware of these trends and address these needs, which is likely why most Americans view libraries as a highly important part of their community.

E-Media (Purchasing Model)

eBooks and Audio eBooks are the fastest growing budgetary segment of library collections. A recent survey of other Colorado libraries found that we are spending between 24-47% of our materials budgets on eMedia alone. Libraries typically pay more than 5 times the consumer pricing for eBooks; the price of an ebook averages \$55, Audio eBooks average \$95. These prices prevent libraries from purchasing the number of copies we need to fulfill demand, creating long wait times on popular titles, limiting circulation potential.

High pricing is just one barrier to access, the Big 5 publishers (Hachette, HarperCollins, Macmillan, Penguin Random House, and Simon & Schuster) license eBooks to libraries for two years or twenty-six checkouts. Once those restrictions are met, additional copies must be purchased or the title is removed from the collection. This makes it nearly impossible to keep up with current acquisitions while maintaining a back catalog of titles of only a few years.

Macmillan, fearing that libraries are “cannibalizing sales” took restrictions even further this November and implemented an eight week embargo on library sales. Libraries may only purchase one copy of a title before the embargo expires, leaving customers confused and frustrated as to why so few copies are available.

Limitations in content to libraries impacted library use

eBook circulation has increased an average of 24% each year since 2014, reaching 2 million checkouts in 2019. While this number is impressive, we know that circulation would be higher if eBooks were more affordable and we could invest in more content. The average wait period to fill a hold is 41 days and current hold counts on our eBook collection exceeds 121,000 holds on just over 181,000 items. Compare that to 99,000 holds on DPL’s entire physical collection of nearly 1.5 million circulating items.

Despite the extensive use of digital materials, we have yet to see corresponding declines in the demand for physical formats. While we are purchasing fewer copies of physical books, we are not decreasing our title selection, and demand for print remains fairly steady. DVD and CD circulation has declined slightly, but not enough to decrease spending in a significant way. For example, at the time of this writing the DVD Ford vs. Ferrari has 550 holds.

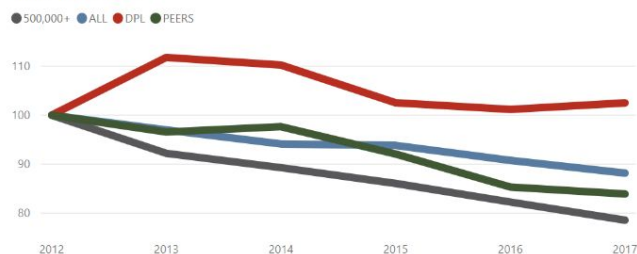
As trends in entertainment and media evolve we must maintain a delicate balance between physical and digital materials. On the one hand eBooks have made library collections easier to access than ever before, but less connected users rely on us for physical books and media. As a large urban public library we can not ignore the digital divide, and we will continue to strive to meet the needs of all library customers.

Benchmarks

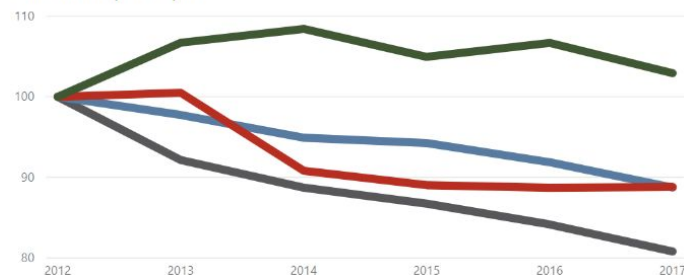
Denver Public Library often compares itself statistically with other libraries to help gauge how trends we’re seeing in our services compare with those of other libraries. We compare ourselves with different groups, depending on the insights we’re trying to gain. We compare ourselves with a specific group of Peer Libraries throughout the United States, which share similar size and demographic characteristics as us, with all public libraries serving over 500,000 people, and sometimes with all U.S. public libraries. By characteristics, we are relatively unique in Colorado, but will occasionally compare ourselves to other Colorado libraries, for a more geographic perspective. Also, Colorado data is available earlier than national data - at the writing of this report (November 2019), 2018 Colorado data is available, while the most recent national data available was from 2017 - so if we’re looking at more immediate trends we may look there..

To get a sense of how DPL's recent trends compare with others, we normalized the data to a starting point of 100. From 2012 to 2017, DPL's visits per capita trend is stronger than the three national groups we compare with. To maintain a consistent comparison, for the charts below each groups' averages were scaled to an index, so each group started with a value of 100 in 2012. Between 2012 and 2017, while all libraries, National Peer Libraries, and libraries serving at least 500,000 people saw a decline in visits per capita, DPL saw relative stability. We did not perform as strongly as our National Peers in terms of Circulation per Capita, but did outperform the group of libraries serving at least 500,000.

Visits per Capita

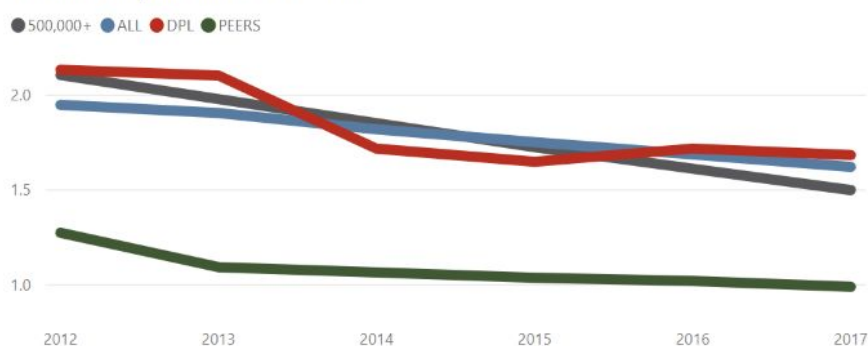


Circulation per Capita



However, DPL maintained a stronger efficient metric of Circulation per Collection dollar when compared with the other groups. All groups, including DPL, saw significant drops, likely due to the increased costs of eBooks, but DPL's overall drops were slightly less than comparison groups.

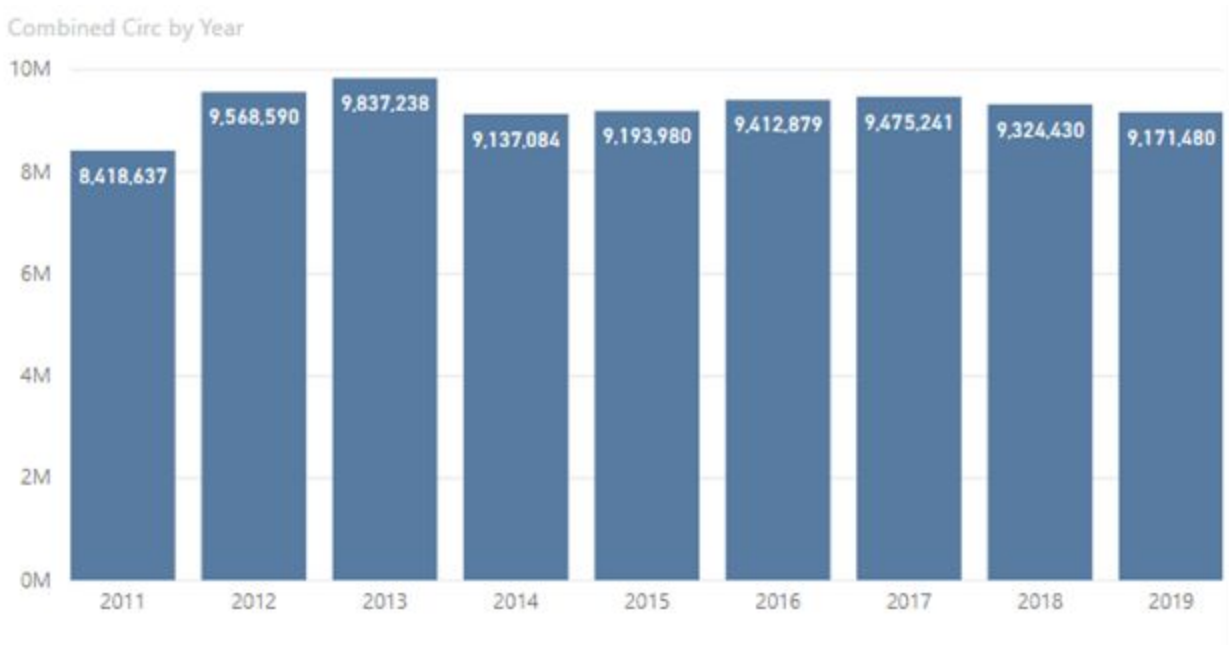
Circulation per Collection dollar



More recent, and local, data is more troublesome. Looking at year-over-year data between 2017 and 2018 and comparing to the largest Colorado libraries (those serving at least 100,000), we see fairly dramatic drops for DPL in both visits and physical circulation changes. Our 5.47% decrease in visits is the 3rd greatest decrease among Colorado libraries serving at least 100,000 people, and the 11.46% decrease in physical items circulated is the 2nd largest. That said, this decline in physical material checkout is somewhat offset by a large increase in ebook circulation. Among the largest public libraries in Colorado, DPL saw the second greatest increase (44.92%) in this area between 2017 and 2018.

DPL Trends

While DPL has seen a downturn in physical circulation, some of that decline is due to customers switching to electronic media. Factoring both physical circulation and electronic downloads into a combined total circulation, the results are less alarming. Since the adoption of the Polaris integrated library system in 2011, combined circulation at DPL is actually up 9.78%.



Physical Circulation

That being said, a number of areas have shown dramatic changes to physical circulation in recent years.

- Automatic Renewals – On June 1, 2016, DPL implemented an auto-renewal feature in Polaris, which allowed for the automatic renewal of any checked-out item, provided that item did not have pending holds and was eligible for renewals. Renewals count towards total circulation.
- Bookmobiles – DPL’s two aging bookmobiles have suffered through chronic maintenance issues in recent years, sometimes significantly impacting the ability to provide service. In 2019, with Reading Rocket 1 decommissioned on June 1, the two bookmobiles saw a 34.2% decline in checkouts. The roll-out of two new sprinter vans as part of mobile services, a new bookmobile, and changes to the bookmobile collection will likely see more volatility in 2020, but may settle somewhat in 2021.
- Hadley Branch Library – The only DPL location to have a year-over-year increase in checkouts (2.63%), Hadley reopened January 29, 2018 after a seven-month renovation closure. It typically takes a year or two for a branch to recover to pre-closure service levels. Likely, this combined with a freshly tailored collection have helped Hadley buck the overall trend.
- Athmar Park and Westwood Branch Libraries – These locations saw the largest declines in circulation in 2019 - -22.68% and -20.72%, respectively. Both locations are in proximity to Hadley, and may still be seeing the impact of customers shifting to the reopened branch. Both locations also have historically lower circulation in comparison to other locations, so even small reductions have a bigger impact.
- Children’s collections – Several collections focused on children saw more circulation activity in 2019: Children’s Graphic Novels (+8%), Children’s Fiction (+7.03%), Children’s Blu-Ray (+3.82%), and Beginning Readers

(+1.01%). This may be attributable to an increase in funding of children's materials (+\$142,236; 11,767 items).

- Media – In line with industry trends, many of DPL's media collections have seen significant decreases in 2019 – Audiobook (-18.44%), Children's Audiobook (-20.05%), Young Adult Audiobooks (-33.06%), Children's Music (-18.52%), Lucky Day DVD (-19.69%), Children's DVD (-16.10%), Bookpack (-18.54%), Children's Magazine (-22.82%). While some of this has moved to electronic media downloads, much is also lost to streaming and online services. Spending on music and audiobooks has reduced over time to reflect the change in consumption.

Visit Trends

In 2016, all physical library locations had [overhead thermal door counters \(80-85% accurate\)](#) installed on public doors to more accurately capture visit information. Each location was calibrated individually to maximize accuracy. Previously, door counts were reported manually from [infra-red beam counters \(60-80% accurate\)](#).

2019 showed a 7.6% decline in total in-person visits system-wide. Visits tend to be cyclical throughout the year, with high points in January, March, and the summer months (June, July, and August); 4th quarter is historically our lowest point for visits. Some other items of note:

- Central Library (-22.26%) – With the closure of the coffee shop in late 2018, Central adjusted the accessibility to the building through the east entrance from 7:00 am to 8:00 am. Staff were redirected to use the staff door instead. Between the loss of coffee shop customers and the shifting of staff traffic to an access point that doesn't capture visit information, there is some reduction to the visit counts at Central. Options are being explored to count traffic at the staff door, and the Central renovation team has been alerted regarding counters on all access points for future data capture. Central also experienced a system failure of the door counters in May 2019 that resulted in lost data collection. Work is underway to extrapolate this data for historical purposes, however current reports are missing an estimated 78,000 visits at Central during the failure.
- Westwood (-16.03%) Branch Library – As mentioned above, Westwood's reduction may be in part due to customer migration back to Hadley.
- Blair-Caldwell African American Research Library (-12.85%) – Blair's drop may be due in part to increase meeting use before regular open hours, where traffic is now being directed to a side door which doesn't capture visit data. As at Central, options are being explored to explore this hypothesis and gather additional data.
- Increases - Hadley (+14.77%), Montbello (+5.61%), Valdez-Perry (+3.32%), Broadway (+1.27%), and Woodbury (+1.14%) Branch Libraries all experienced some increase in visits in 2019. Hadley's situation has already been shared, but it is likely all four locations are being positively impacted by increased and targeting programming efforts.
- Summer of Adventure – part of the draw during the summer is participation in Summer of Adventure and the associated programming. While the prize structure changed in 2017, and the emphasis has been put on quality over quantity, the summer months continue to give us a season peak in visits.

Pilots & Recommendations

DPL's visits and circulation have naturally fluctuated over the last 5-10 years; some key factors, as aforementioned, are the prevalence of eBooks, changes in the media environment, economic factors, and the shifting social perspectives on the roles of libraries.

2019 Pilots

In 2019, DPL staff embarked on a series of pilot projects to test the impact of moving a collection's physical location on circulation.

- Rodolfo "Corky" Gonzales Branch Pilot
 - ◆ The Gonzales Branch moved Spanish Books and DVDs to the 1st floor in front of entrances to promote the collection at the beginning of September 2019. The existing DVDs were moved to the 2nd floor between the Adult Fiction and Adult Nonfiction area. Between September 10th-October 10 2019, we tracked 155 circulation of Spanish material, an increase of 21 from the month before. However looking at the same time period from 2018, the increase in circulation was only 4 items, therefore it is too early to conclude if there is any impact concerning circulation of Spanish materials from the location move. In addition, the DVD collection moved to the 2nd floor also did not see any significant impact and both Fiction and NONfiction circulation numbers changed less than 0.1%. We will continue to monitor this and use it to inform future decisions around moving collections.
- Bear Valley Branch Pilot
 - ◆ The Bear Valley Branch moved the DVD collection to the 2nd floor next to the Vietnamese collection and Adult Nonfiction in November 2019. Over the next month, there was only 1 circulation for Vietnamese material, compared with no circulations from the month before. The Adult Nonfiction circulation decreased by 54 from the prior month. Compared with the same time period in 2018, circulation of Vietnamese Materials dropped significantly, while Nonfiction saw no significant change year over year. We will continue to experiment and make adjustments based on these efforts.
- Central Library Branch Pilot
 - ◆ Central Children's completed the collection shift November 24, 2019. The intent was to highlight New Spanish materials and draw attention to the larger Spanish collection. Circulation for the Children's Spanish Collection increased by 45% from the previous year, with 257 items circulated in December 2019 compared with 177 in December 2018 and 127 in 2017. With only this partial data, it seems shifting our Spanish materials to a higher trafficked area may have helped with discoverability at our largest library. As New Spanish has only been a designation since May 2019, we do not have previous years of use for comparison but we do see that November and December 2019 were the months with the highest circulation.
- All DPL Locations
 - ◆ ALL Branches recently moved to interfile biography and test books into their non-fiction area, we can determine in a few months if that has increased the circulation numbers as well.

Further Research/Recommendations

The Task Force recommends the following:

- Continue to build an understanding of the trends: The Charting the Course Strategic Planning Process will allow us to develop a better understanding of the internal and external forces that influence library visits and circulation. For example, the Welcoming Everyone Values in Action Team will review best practices, environmental trends, spatial influencers and potential uncontrollable variables to both visits and circulation. This will help us define what a successful year of visits and circulation looks like and set appropriate targets.
- Establish a Target & Cycle of Review: Once a baseline and target are established, the organization will have a clear way to evaluate data quarterly and annually, and more exhaustively every 3 years within the strategic planning process.
- Learn More from our Users: While circulation and visit data provides cursory context for how people engage with the library, it does not tell the full story of how the library is serving the community. The Task Force recommends a low-cost pilot to better understand user behavior across all 26 branches; this will empower staff across the system with information about how patrons are using different branches for different purposes, and ensure that our branch-level metrics around visits and circulation reflect the realities of their unique patron characteristics.

Appendix A: Task Force Members

- Edmund Ye Kiang: Senior Librarian, Gonzales Branch Library
- Gwyndolyn Davis: Materials Handling Supervisor, Books and Borrowing
- Henry Huang: Library Programming Associate, Community Technology Center
- Kirsten Decker: Manager, Strategy and Evaluation
- Melanie Colletti: Senior Librarian, University Hills Branch Library
- Monica Washenberger: Librarian, Collection Development
- Seana O'Grady: Senior Management Analyst, Strategy and Evaluation
- Stacey Watson: Manager, Collection Services
- Zeth Lietzau: Director of Collections, Technology, and Strategy

Appendix B: Resources

- The Death of the DVD: Why Sales Dropped more than 86% in 13 Years
(<https://www.cnbc.com/2019/11/08/the-death-of-the-dvd-why-sales-dropped-more-than-86percent-in-13-years.html>)
- Four Digital Trends Reshaping the Media Industry
(<http://reports.weforum.org/digital-transformation/digital-trends-in-the-media-industry/>)
- In U.S., Library Visits Outpaced Trips to Movies in 2019
(<https://news.gallup.com/poll/284009/library-visits-outpaced-trips-movies-2019.aspx>)
- The Information Needs of Citizens: Where Libraries Fit In
(<https://www.pewresearch.org/internet/2018/04/09/the-information-needs-of-citizens-where-libraries-fit-in/>)
- Key Findings about the Online News Landscape in America
(<https://www.pewresearch.org/fact-tank/2019/09/11/key-findings-about-the-online-news-landscape-in-america/>)
- Libraries 2016 (<https://www.pewresearch.org/internet/2016/09/09/libraries-2016/>)
- The Loss of Local News: What it Means for Communities
(<https://www.usnewsdeserts.com/reports/expanding-news-desert/loss-of-local-news/>)
- Most Americans - Especially Millennials - Say Libraries can Help them Find Reliable, Trustworthy Information
(<https://www.pewresearch.org/fact-tank/2017/08/30/most-americans-especially-millennials-say-libraries-can-help-them-find-reliable-trustworthy-information/>)
- Netflix Subscribers: 2017-2018 and 2023
(<http://bi.gale.com/essentials/article/GALE%7CI2502067061/13ca745a85be1186ba525bac1cd92ad4?u=denver> - requires library card)
- One in Five Americans Now Listen to Audiobooks
(<https://www.pewresearch.org/fact-tank/2019/09/25/one-in-five-americans-now-listen-to-audiobooks/>)
- Recorded Music Industry Revenues, 2018
(<http://bi.gale.com/essentials/article/GALE%7CI2502068922/68b5c33e92a06b80ad713694e6b6c385?u=denver> - requires library card)
- Spending on Music Streaming Services, 2014-2019
(<http://bi.gale.com/essentials/article/GALE%7CI2502067885/4e51bd001f6c7c696a5d510c9e6f56?u=denver> - requires library card)
- Time Spent Listening to Radio, 2018
(<http://bi.gale.com/essentials/article/GALE%7CI2502067123/75e1efd1b95c0911cd97993911d9efae?u=denver> - requires library card)
- Who Doesn't Read Books in America
(<https://www.pewresearch.org/fact-tank/2019/09/26/who-doesnt-read-books-in-america/>)

Agenda Item 11

Requested Action: Receive Report

February 2020 City Librarian Report

[January/February Updates](#)

[Highlights from Erika Martinez, Director of Communications and Community Engagement](#)

[Stories of Impact](#)

[Dates to Remember](#)

January/February Updates

Winter of Reading



Winter of Reading kicked off January 2 and runs through February 29 this year. Winter of Reading engages adult readers through a challenge to complete five reading related activities. Upon completion, participants can choose one of three prizes. Jennifer Dewey, Adult Programming Librarian appeared on Colorado & Company in early January to talk about Winter of Reading. Her appearance can be seen [here](#).

Juanita Gray Community Service Awards and Blacks in Colorado Hall of Fame



On February 2, the Denver Public Library kicked off Black History Month by honoring leaders in Denver's African American community at the Juanita Gray Community Service Awards and the Blacks in Colorado Hall of Fame induction ceremony, at Blair-Caldwell African American Research Library. The awards were established in 1988 to honor Juanita Gray's legacy, dedication and advocacy of the African American community.

The Juanita Gray Community Service Award was given to Rose Andom, a successful business woman who overcame adversity to rise through the ranks of corporate America. The Youth Award recipient was Jaidyn C. Fears, a high school senior committed to serving her community. Nominees included Stephan Evans (Chairman Seku) and Dr. Everette Freeman.

The Blacks in Colorado Hall of Fame honor is given to a Coloradan who has been the first African American to accomplish a professional goal in their field and/or who has actively supported the African American community while achieving his or her goal. This year, former Denver Fire Chief Roderick Juniel was inducted into the Hall of Fame. Roderick is a native of Denver, a proud graduate of Manual High, and a 29-year veteran of the Denver Fire Department. Juniel was the first African American to hold the position of Chief of the Denver Fire Department.

We are dedicated to serving the whole community and we are proud to kick off our Black

History Month celebrations with this special event.

Fine Free - One Year Later

In January 2019, the Denver Public Library went fine free. Customers have been coming back ever since and we couldn't be happier. As of December 2019, 36% of customers whose fines were forgiven engaged with a library service - that's 37,999 customers. 44,280 lost items, valued at \$721,656 were returned in 2019. This represents a 17% increase in lost materials return in 2019 over 2018.



RiNo ArtPark - River North Library Update

Over the past two years, the library has been facilitating events, classes and workshops in the RiNo area. Nearly 80 different events catering to a diverse set of age ranges and interests have been held and the response has been overwhelmingly positive.

As we move forward with our work in RiNo, we're pleased to announce that the groundbreaking for the RiNo ArtPark - the new future home of our new branch - occurred late last year. In addition to the

newest DPL branch, the space will hold a new event space, Comal Heritage Food Incubator, and a new Redline Gallery outpost.

Our team has been working with the RiNo Arts District, Parks and Recreation and the design firm to help plan this new space. The City has committed to funding the library in 2021 since but no definitive date has been set for opening yet.

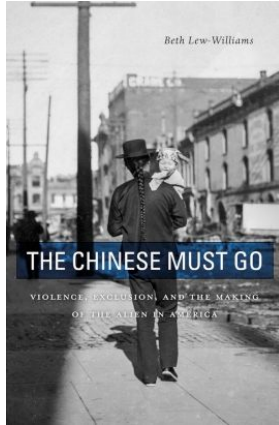


New Exhibit: Climbing the Mountains of Colorado

Stop by our newest exhibit in Western History and Genealogy at the Central Library. The Colorado mountains have long drawn people to their beauty. From the early days of the Ute and Arapaho to the explorers and surveyors, from the miners and early mountaineers, to the rock climbers and peak baggers, these glorious mountains have tempted many. Featuring artifacts and photographs from the collections of the American Mountaineering Museum and Western

History and Genealogy, this exhibit traces the history of climbing in Colorado from its earliest inhabitants to the present-day.

Exhibit at Central Library, 5th Floor Gallery, on display until April 2020.



2019 Caroline Bancroft History Prize

The Denver Public Library's [Western History and Genealogy department](#) is pleased to announce that the Caroline Bancroft History Prize committee has selected Beth Lew-Williams' [The Chinese Must Go: Violence, Exclusion, and the Making of the Alien in America](#) (Harvard University Press) as the winner of the [2019 Caroline Bancroft History Prize](#).

The Chinese Must Go begins in the 1850s, before federal border control established strict divisions between citizens and aliens. Across decades of felling trees and laying tracks in the American West, Chinese workers faced escalating racial conflict and unrest.

Introducing the Standalone Mystery Core Collection: Classic Mysteries

Denver Public Library staff have chosen 76 books to be included on our [Standalone Mysteries Core Collection List](#). Standalone Mysteries are mystery books that are not part of a continuing series longer than four books. You don't need to worry about reading these books in any particular order or getting stuck reading a very long series. This is just one of many Core Collections at DPL! [Explore all the lists here!](#)

Highlights from Erika Martinez, Director of Communications and Community Engagement

Mobile Services & Outreach

We are getting ready to retire our children and young adult bookmobile. Our mobile team will begin transferring books and other materials to the new bookmobile in February. We will now have only new vehicles moving forward. Due to the unpredictable weather, a community celebration will take place in May so that we can officially introduce our new bookmobiles to the community and kick off Summer of Adventure.

Community Engagement

A 5 year community engagement plan has been developed to expand our efforts across all branches. This year, we will focus on staff training with an online component to ensure easy accessibility to all. We will also continue to expand our incubator sites giving branches individual training by our trainers.

We are continuing to host quarterly breakfasts called *Listening, Learning and Responding* to discuss what we heard from our community members during our community conversations. Each breakfast is focused on a different topic we heard from the community and partners and community leaders are invited to discuss how we can all play a role in responding to our community's aspirations.

Partnerships

In 2019, we were awarded 20 grants for a total of \$584,313. Although this is a decrease from 2018's \$711,917, our Resource Development Officer assisted the Department of Finance with our 2020 budget requests and the Friends Foundation's capital campaign which solidified a \$1m donation toward the campaign.

Communications

We have completed a draft of our internal communications plan that will serve as a guide to the leadership team, supervisors, committees and staff. Components of the plan include different situations we encounter that require communications and tools. Implementation will take place at the end of the 1st quarter.

We have also completed a draft of a crisis communications plan that provides 11 steps to take if we were to encounter a library crisis. Training will be developed this year to prepare our team for a crisis.

An internal roll out plan has been developed for Charting the Course, our strategic planning process. This month, we kicked off Values Weeks. Each week, staff members are engaging in different actions to demonstrate one value. Prizes are raffled at the end of each week for staff members who participated. We are also introducing a Speaker Series that will bring external presenters to the library to discuss each value.

Marketing

A social media strategic plan has been completed and currently is being presented to branch social media administrators. This plan focuses on using all of our channels at branches to expand our marketing reach and also providing quarterly training to give staff the tools necessary to run effective social media accounts.

Team Update

The last 6 months have been about transition! We are currently interviewing for the marketing manager and translator positions. As you know, we have a new communications manager, too!

Stories of Impact

Ross-University Hills Branch Library

There is a new activity in our children's area with big cardboard tubing and toy cars and balls to set up a little racetrack or fun physics experiment. A mother told me that her son (who can't be more than 3 or 4 years old) was so fascinated with this activity, that he had been playing with them for more than an hour and a-half. She said she was going to try and put this up at home!

Virginia Village Branch Library

One of our customers was in today to collect her Winter of Reading prize, and she was thrilled to share some stories. She's on the website all the time, but she hadn't looked at the core collection.

She said, "This is better than Amazon, because it's FREE!"

She and her mother (who is having health issues and lives far away) have started a sort-of virtual bookclub by getting the same book on their kindles at the same time and

they have a "date" to watch the movie that was made from that book -- each in their own space, but at the same time, so they can compare and contrast. She loves the winter of reading, where adults get prizes, after bringing their children (for years) to Summer of Adventure!

Ross-Barnum Branch Library

During a Little University Program with Watanabe Warriors Wellness, families were able to take home guppies in a small fishbowl. When I read to a home daycare, they mentioned to me that their guppies had baby fish which the preschoolers were thrilled to talk to me about.

Now after each storytime, we visit the larger fishbowl and observe and learn about the many guppies as they swim back and forth quickly. Stronger connections between the library and the children have definitely been enhanced all due to guppies!

Pauline-Robinson Branch Library. The following was written on a customer comment card:

Staff is incredible. Head librarian is a wonderful resource. She knows everyone's name and takes a great interest in each individual. The building is in constant use. What is incredible is that it is inviting to the neighborhood kids and is often packed with this demographic. A JEWELL TO THE COMMUNITY!

Reference Department at Central. A customer online was looking for a shop manual for a 1979 Mercury Outboard Motor. It went well, and here are a couple of his comments:

Very cool! Thanks so much Frank for the great, speedy, intentional and accurate service! You may have just saved me \$33 dollars! Have a great day!

You Rock. My neighbor is the Deputy Mayor of Denver and I will tell him of your great customer service when I see him again. Take Care and Merry Christmas to you and yours!

I know he will be encouraged by your stellar service to me; he is ALL about stellar customer service like yours.

Dates to Remember

- Career Online High School Graduation - February 22 at 9am, Rodolfo "Corky" Gonzales Branch Library
- Spring Used Book Sale - March 4-7, 10am - 4pm, Central Library, Conference Center
- Athmar Park Branch After School is Cool Art Show - April 1 at 6pm, Athmar Library
- Next Library Commission meeting (not normal date) - April 9 at 8:30, Central Library
- Library Gives Day/Loyalty Luncheon - April 23 at 11am, Central Library, Conference Center

Agenda Item 11c

Requested Action: Receive Report and Commit to Participate

Library Commission Engagement Opportunities

What are you interested in?

[Staff Learning or Dialogue](#)

[Adult and Advisory Services](#)

[Adult Programs](#)

[Digital Inclusion](#)

[People Experiencing Life Challenges](#)

[Immigrant and Refugee Services](#)

[Western History and Genealogy \(WHG\) and Blair-Caldwell \(BCL\)](#)

[Youth Services](#)

[Older Adult Services](#)

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

Staff Learning or Dialogue

- Attend a staff **Adult Services or Youth Services** quarterly update session
 - Coordinate with Bec to schedule

Adult and Advisory Services

- **Winter of Reading** - January 2-February 29, 2020. Adults can sign up for this easy, fun reading program to win excellent prizes.
- **Complete a [Personalized Reading List form](#)** (Anytime! This service is also offered in Spanish)
- **Shadow a small business appointment**
 - By appointment only - work with Bec to schedule
- **Attend a community conversation**
 - Check with Bec regarding schedule

Adult Programs

See *Engage!* for many more programs

- **Talking With Kids About Race in Current Events & Children's Media**
Saturday, Feb. 22, 2-4 p.m. @ Sam Gary
How do we talk to the children in our lives about race, social justice and equity? In this discussion-based workshop, adults will explore their own messages about race, and discuss strategies that engage children in meaningful dialogue. Workshops are facilitated by members of Denver Public Library's Read. Awareness. Dialogue. Action. (R.A.D.A.) book discussion group and are ideal for parents, caregivers and educators. This session will focus on current events and children's media. A children's activity, ideal for ages 3-8, accompanies each workshop.
- **Paint and Sip for Adults**
Thursday, February 20, 6-7:30 p.m. @ Green Valley Ranch Branch, Meeting Room

Do you need a girl's night, date night or night out by yourself? Come paint with us and enjoy some mocktails! Guided painting by Eryca Reyna.

- **Park Hill Underground Comedy Club: AJ Finney**
Thursday, February 20, 7–8:30 p.m. @ Park Hill, basement community room
AJ Finney's organic approach is refreshing and his poetic stream of consciousness style makes for a colorful and unforgettable comedic experience. Howl with laughter with AJ, in our underground, after hours comedy club. Doors open at 6:30 p.m. Eighteen and over only due to adult content.
- **Alcohol Ink Tiles**
Friday, March 6, 4–5 p.m. @ Montbello Branch, meeting room
Create beautiful alcohol ink tiles that can be used as tile design elements or turned into beautiful trivets as gifts for loved ones - or for yourself! Dress for a mess!
- **Eats Shoots and Leaves: Chef Kark Explores Sprouts, Shoots and Microgreens, Part I**
Sunday, March 15, 10:30–Noon @ Cultivated Synergy
Do you know the difference between sprouts and shoots? Our favorite chef, Shellie Kark, does and takes you down the garden path for spring. Learn how to grow, harvest and store sprouted beans, sunflower shoots and the most tender of microgreens, all at their peak nutritional value. Recipes and samples included.
- **Birds at Your Branch**
Saturday, March 28, 9:30–10:30 a.m. @ Central Library, North Lawn
Join the Denver Field Ornithologists on a birding excursion for beginners around your neighborhood branch. Bring binoculars if you have them, or an extra pair to share, and learn which birds call your branch home! Meet on the North Lawn by the red chair.

Digital Inclusion

- [Visit an ideaLAB Open Lab](#) @ Gonzales, Hadley, Montbello, Hampden, or Central.
Recommended: Sunday 1-5 p.m. at Central or Wednesday 3-5:30 p.m. at Montbello.
- [Any Tech Workshop at University Hills](#)
- **Attend [Smartphone & Tablet Basics](#)** Tuesday, March 10, 1-2 p.m. @ Gonzales Branch Library
- **Attend [Video Editing Basics](#)** Monday March 16, 2–3:30 p.m. @ Central, 4th Floor large classroom
- **Attend [Introduction to Digital Marketing with General Assembly](#)** Monday, March 23, 6–8 p.m. @ Central, 4th Floor large classroom
- **Attend [Laser Cut Stamps](#)** Tuesday, February 25, 6–7:30 p.m. @ Hampden ideaLAB

People Experiencing Life Challenges

- **Participate in Coffee Connections:** Central: Monthly on the 4th Wed., in the 4th Floor lounge; Ross Broadway: 1st Monday from 12-1 p.m.; Smiley: 4th Wednesday of the month from 1-3 p.m.
- **Attend Hard Times Writing Workshop:** Every Tue. from 3–5 p.m. in the Rockwell Room on the 4th Floor @ Central (sgrijalva@denverlibrary.org)
- **Attend a Housing Information Session** the 3rd Wednesday of the month from 3-5 p.m. at GON (jrico@denverlibrary.org)
- **Attend an Overdose Awareness Session** with LifePoint the 2nd Monday of the month from 6-7 p.m. in the Round Room on Level 4 @ Central
- **Shadow social workers or peer navigators** - by appointment only (ehardy@denverlibrary.org)
- **Attend/Shadow Blair-Caldwell Laundry and Shower Truck visits** (schedule available from Jameka Lewis)

- **Central** - every Wednesday of the month at Central on the north lawn
- **Attend a Narcan Training** with Bob Knowles (bknowles@denverlibrary.org)
- **Attend Supporting Youth in Crisis** training (sfalcon@denverlibrary.org)
- **Attend Homelessness 101** (mglover@denverlibrary.org)
- **Attend Medicare Monday** (contact adelpo@denverlibrary.org)

Immigrant and Refugee Services

Attend a Plaza program

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

Attend a STIR program

- **Día del Niño Fiesta**
Monday, April 20, 3:30–5:30 p.m. @ Ross-Cherry Creek Branch
Saturday, April 25, 1:30–3:30 p.m. @ Rodolfo “Corky” Gonzales Branch
El Día del Niño, or Children’s Day, is celebrated in Mexico on April 30. This is a day for all children to feel special! Join us at the library for a family fiesta with food, crafts, and music--everyone is welcome!

Western History and Genealogy (WHG) and Blair-Caldwell (BCL)

- **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
- **Exhibit:** Neal Cassady’s Denver, Western History Reading Room, January 1–March 31 @ Central, Level 5
- **Tour:** Explore WHG and its Resources (90 min); tour floor 5 & 6.
 - Coordinate with James Rogers (jrogers@denverlibrary.org) to schedule
- **Exhibit:** History of Climbing in Colorado, December 19–April 6, 2020 @ Central, Level 5 Gallery

Youth Services

- **Attend: Little University for Grownups: Mindfulness Jars**
Thursday, March 5 11–11:30 a.m. @ Montbello Branch Library, meeting room
Learn some facts about movement, mindfulness and brain development! In this class for caregivers, we'll talk about ways you can practice mindfulness with your little ones (and for yourself!) and make a special mindfulness jar craft.
- **Observe Little University:**
 - Thursdays at 10:30 a.m. at both Gonzales or Montbello
 - Saturdays at 10:30 a.m. at both Schlessman or Broadway
 - Tuesdays at 11:30 a.m. at Barnum
 - Sundays at 3:30 p.m. at Hampden
- Call **Phone A Story** anytime! New stories are recorded every Wednesday in English, Spanish, Vietnamese, and Amharic. 720-865-8500
- Learn more about the **Read Aloud program** (and consider joining us as a volunteer for the spring semester!):
- Observe **After School is Cool:**
 - Any Tuesday, Wednesday or Thursday while school is in session at Pauline Robinson, 4:15–5:15 pm. Please email mtrujillo@denverlibrary.org at least a day in advance.

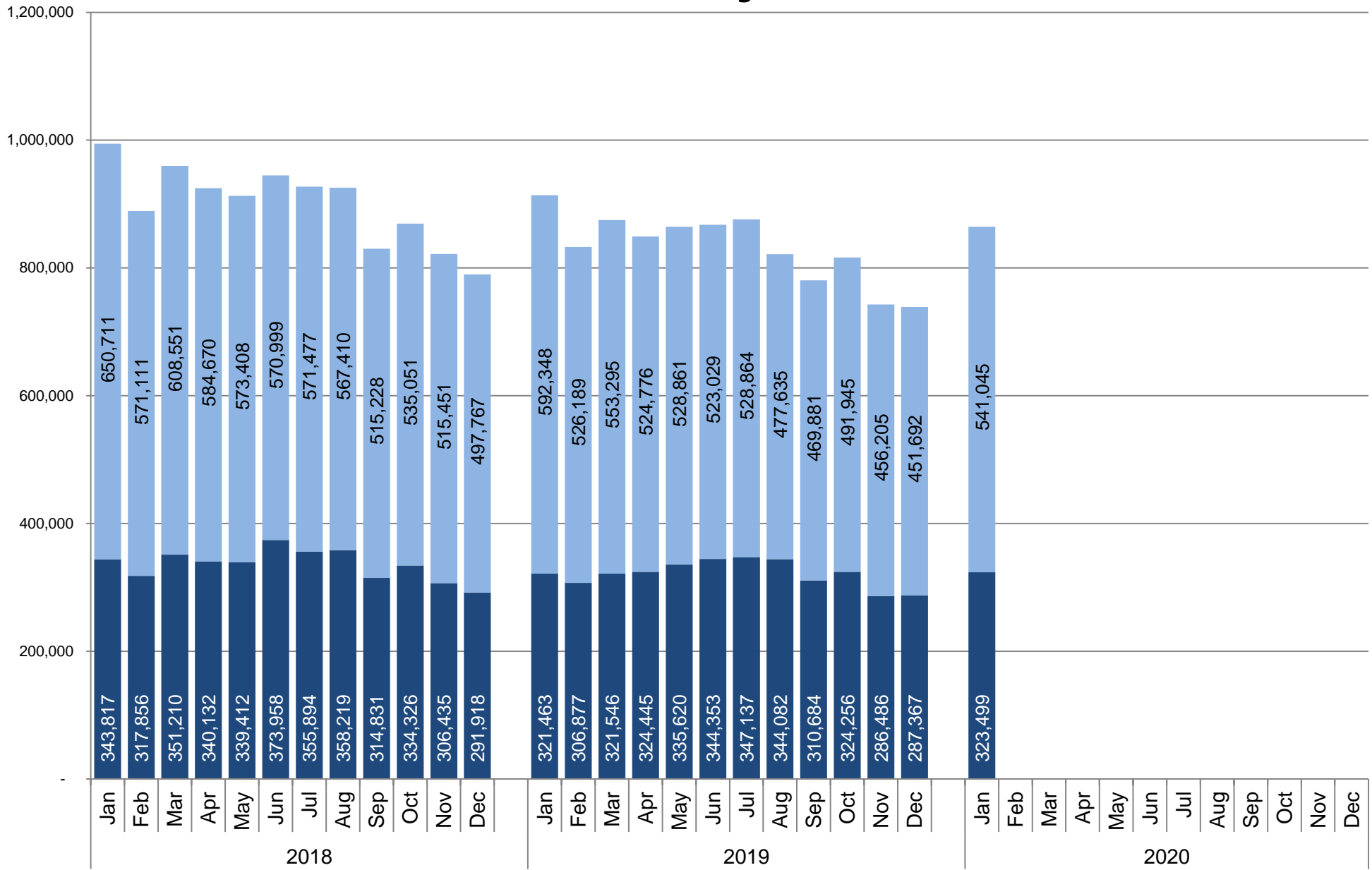
- Any Tuesday, Wednesday or Thursday while school is in session at Green Valley Ranch, 4–5 pm. Please email khelm@denverlibrary.org at least a day in advance.
- Any Tuesday or Wednesday while school is in session at Athmar Park, 3:45-4:45pm. Please email jgrazulis@denverlibrary.org at least a day in advance.

Older Adult Services

- **Observe a Memory Cafe:**
 - Second and Fourth Tuesdays at Schlessman Family, 1:30–3:00 p.m.
 - First Tuesdays at Ford Warren, 1:30–3:00 p.m.
- Participate in the **All Ages Sing-a-Long** at Sam Gary
 - March 18 and April 8 @ 6:30 p.m.
- **Dementia 101 training for front-line staff**
 - February 26, 10:45 a.m.–Noon @ Smiley Branch

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

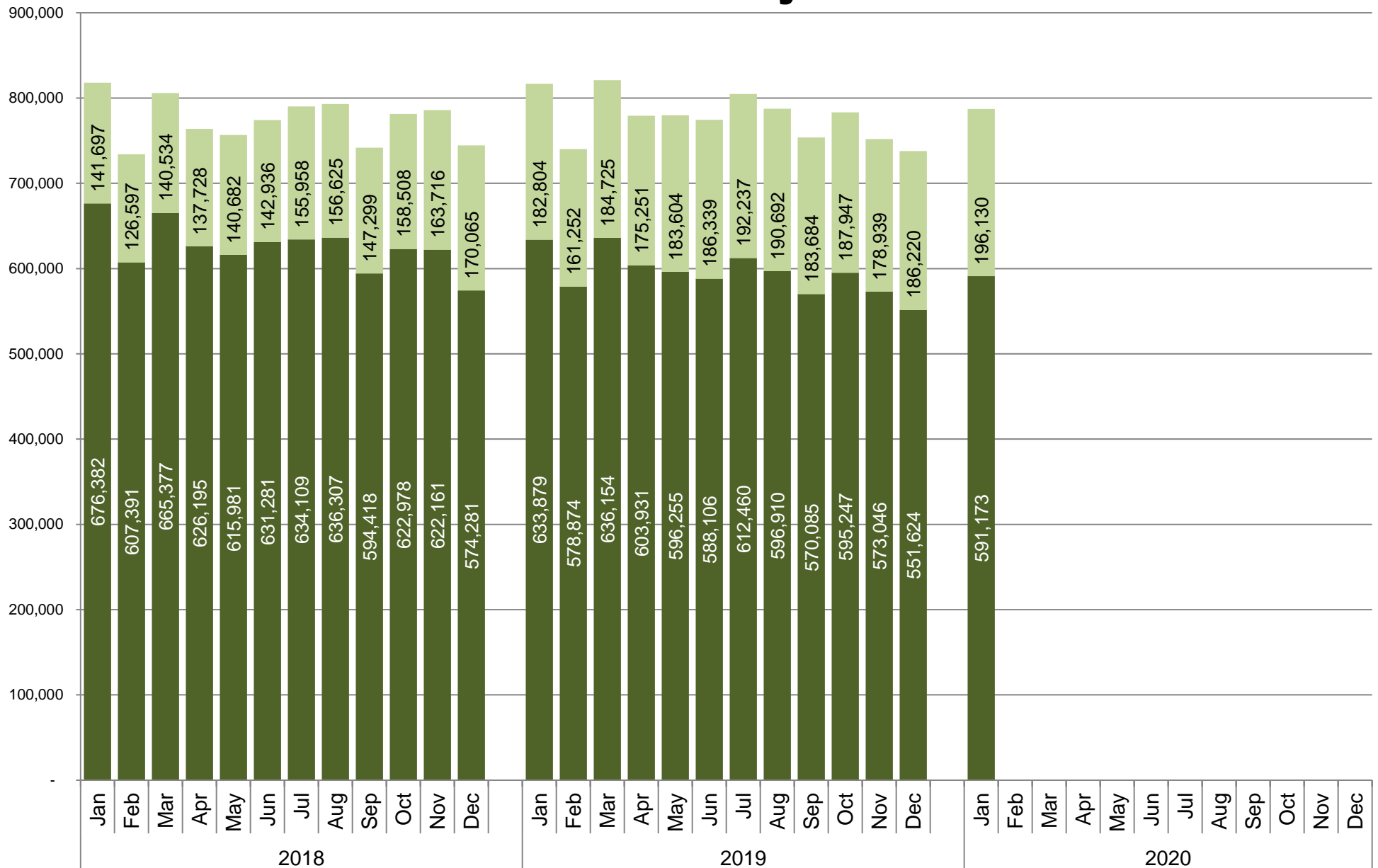
In Person visits - total door count from all locations, as submitted to TrackVia Door Counts application; data collection methodology changed to be more consistent across all locations in 2015

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.

➔MacMillain publishers ebook embargo (limiting libraries to a single copy of any title for the first eight weeks after publication) took effect on November 1, 2019.

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

December 2019

Location	Total Circulation	+/- Previous Month	2019/2018 Year/Year	YTD Y/Y
Athmar Park	7,005	↓ (545)	↑ 119	-17.3%
Bear Valley	26,630	→ (456)	→ (360)	-6.5%
Blair-Caldwell African American Research Library	8,519	→ (161)	↑ 43	2.9%
Byers	3,120	↑ 1	↓ (81,558)	-13.2%
Central Library	77,385	↓ (3,009)	↑ 63,864	-4.9%
Decker	13,891	↓ (1,236)	↓ (7,240)	-2.9%
Eugene Field	19,641	→ (277)	↑ 7,106	-10.1%
Ford-Warren	11,709	↓ (855)	↓ (12,037)	1.0%
Green Valley Ranch	21,374	↓ (1,718)	↑ 13,818	-8.2%
Hadley	8,389	↓ (514)	↓ (18,222)	16.3%
Hampden	27,742	↓ (1,628)	↑ 21,305	-1.8%
Mobile Services (Bookmobiles)	6,251	↑ 597	↑ 3,169	-21.2%
Montbello	6,960	↑ 293	↓ (905)	-13.0%
Park Hill	27,864	↓ (1,357)	↓ (2,640)	-3.3%
Pauline Robinson	4,908	→ (399)	↓ (675)	-5.6%
Rodolfo "Corky" Gonzales	21,472	↑ 161	→ (51)	-6.4%
Ross-Barnum	7,755	→ (314)	↑ 97	-6.9%
Ross-Broadway	12,951	↓ (642)	↓ (889)	-5.6%
Ross-Cherry Creek	24,312	↓ (709)	↑ 413	0.0%
Ross-University Hills	39,829	↑ 2,052	↓ (6,423)	-7.3%
Sam Gary	54,415	↓ (4,368)	↑ 172	-1.7%
Schlessman Family	45,086	↓ (2,170)	↓ (2,283)	-5.3%
Smiley	17,808	→ (146)	↓ (1,341)	-8.7%
Valdez-Perry	2,734	→ (390)	↑ 290	-3.3%
Virginia Village	30,384	↓ (2,215)	↑ 1,719	-2.4%
Westwood	3,150	→ (165)	→ (270)	-16.1%
Woodbury	20,240	↓ (1,322)	↑ 22	-4.1%
Denverlibrary.org Downloadables	186,220	↑ 7,281	↑ 16,155	23.1%
Total	737,744	↓ (14,211)	↓ (6,602)	

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

Denver Public Library

Monthly Circulation by Branch

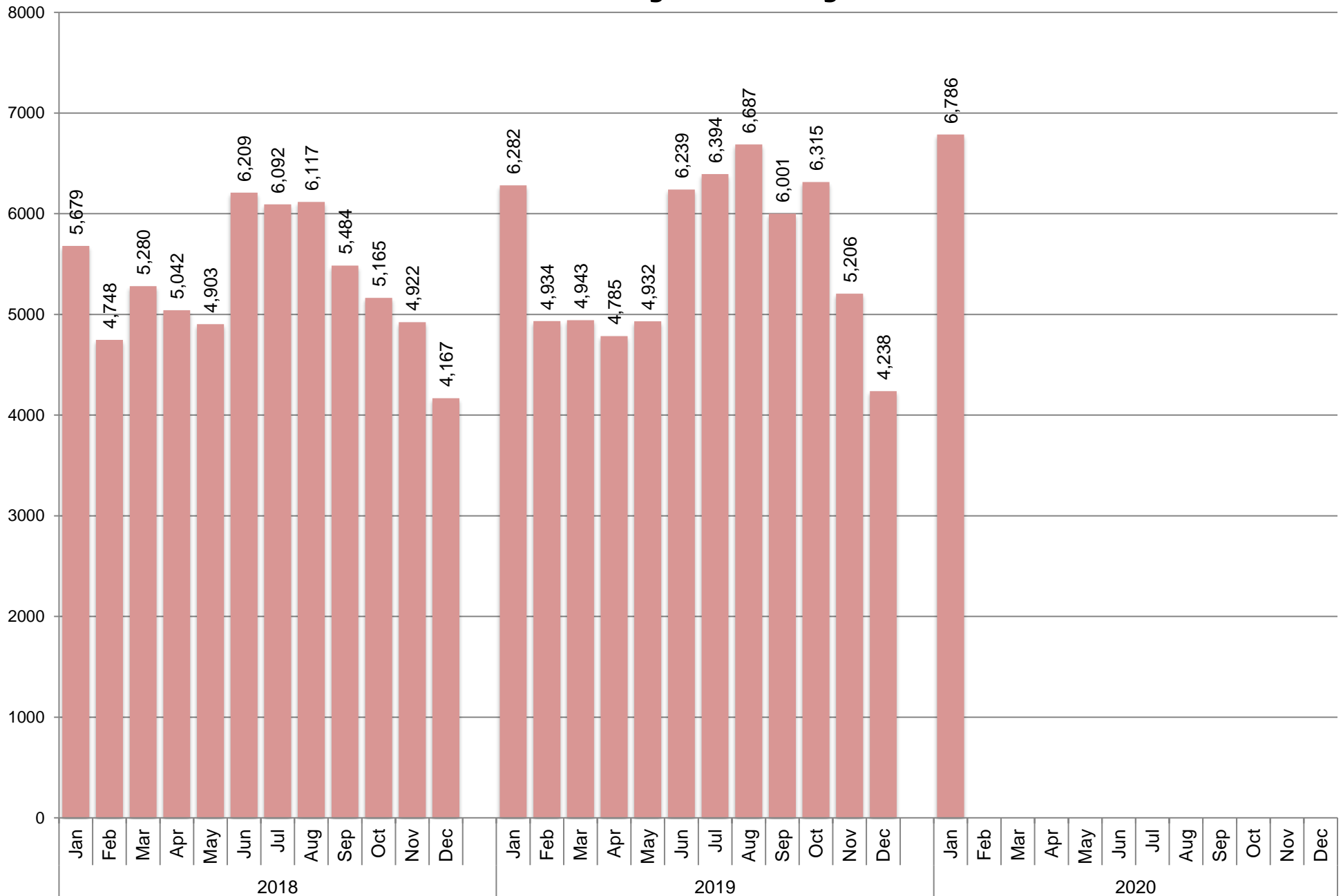
January 2020

Location	Total Circulation	+/- Previous Month	2020/2019 Year/Year	YTD Y/Y
Athmar Park	7,133	↑ 128	↓ (790)	-9.8%
Bear Valley	27,081	↑ 451	↓ (2,395)	-8.1%
Blair-Caldwell African American Research Library	9,125	↑ 606	↓ (977)	-9.7%
Byers	3,033	→ (87)	↓ (89,670)	-9.5%
Central Library	82,765	↑ 5,380	↑ 67,375	-10.8%
Decker	15,005	↑ 1,114	↓ (7,651)	-2.4%
Eugene Field	20,489	↑ 848	↑ 6,641	-9.5%
Ford-Warren	12,854	↑ 1,145	↓ (13,759)	-7.0%
Green Valley Ranch	22,210	↑ 836	↑ 13,084	-16.5%
Hadley	9,239	↑ 850	↓ (19,771)	1.6%
Hampden	27,952	↑ 210	↑ 20,470	-3.6%
Mobile Services (Bookmobiles)	7,440	↑ 1,189	↑ 4,086	-0.3%
Montbello	7,294	↑ 334	↓ (2,326)	-24.1%
Park Hill	30,680	↑ 2,816	↓ (2,065)	-6.3%
Pauline Robinson	5,965	↑ 1,057	↓ (722)	-10.6%
Rodolfo "Corky" Gonzales	22,780	↑ 1,308	↓ (1,785)	-7.3%
Ross-Barnum	8,331	↑ 576	↓ (664)	-7.3%
Ross-Broadway	14,290	↑ 1,339	↓ (840)	-5.4%
Ross-Cherry Creek	26,892	↑ 2,580	↑ 375	1.4%
Ross-University Hills	48,179	↑ 8,350	↓ (2,786)	-5.4%
Sam Gary	58,693	↑ 4,278	→ (496)	-1.1%
Schlessman Family	47,621	↑ 2,535	↓ (3,827)	-7.5%
Smiley	18,899	↑ 1,091	↓ (1,433)	-6.9%
Valdez-Perry	2,342	→ (392)	→ (343)	-12.6%
Virginia Village	29,354	↓ (1,030)	↓ (1,746)	-5.6%
Westwood	3,209	↑ 59	↓ (782)	-19.4%
Woodbury	22,198	↑ 1,958	→ (29)	-0.2%
Denverlibrary.org Downloadables	196,130	↑ 9,910	↑ 13,326	7.3%
Total	787,183	↑ 49,439	↓ (29,500)	

Denver Public Library

Total New Library Cards By Month

■ New Cards
◆ Outreach Signups



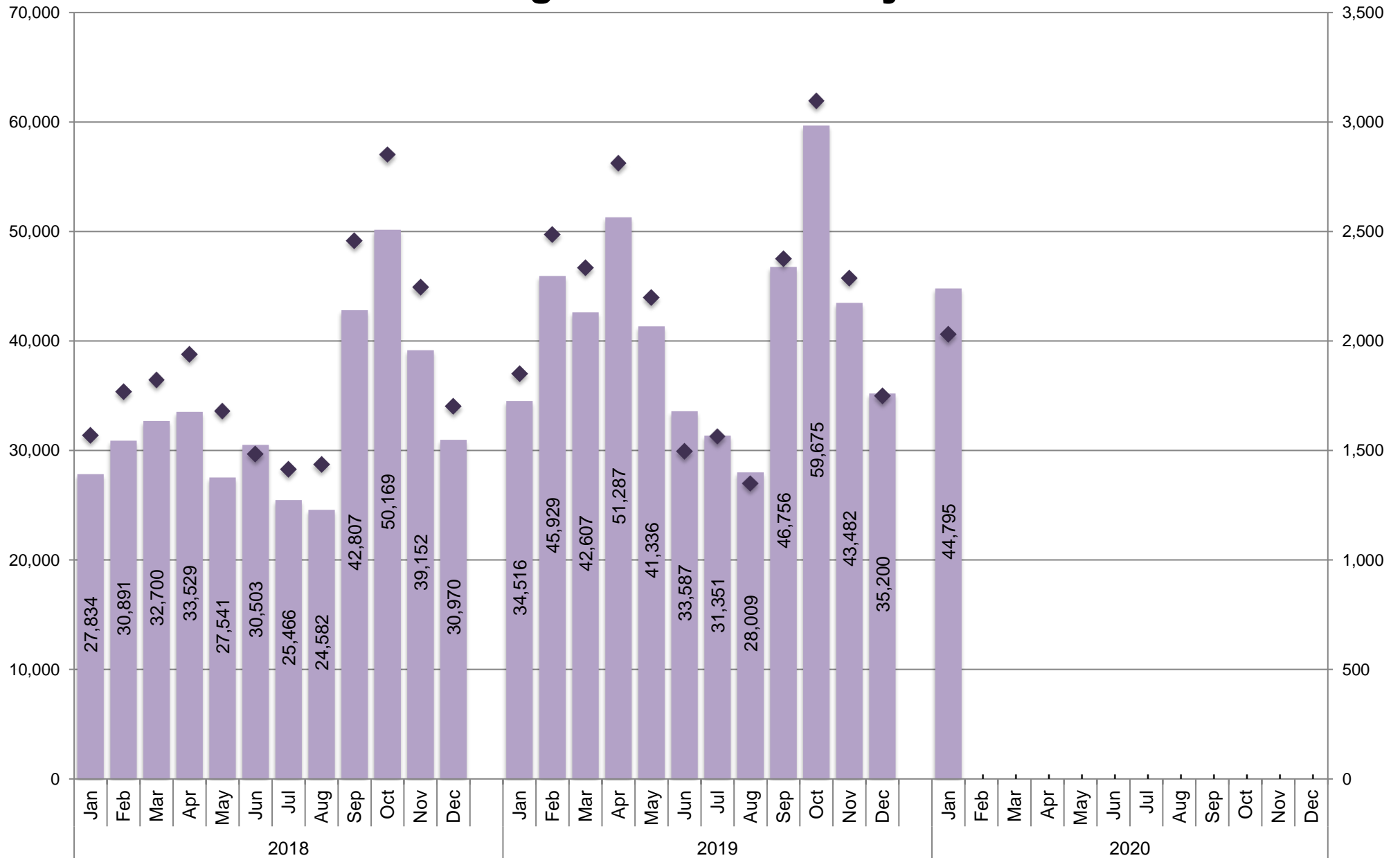
New Cards - total number of new library card registrations (including computer user only cards), as reported by IT

Denver Public Library

Total Program Attendance By Month

■ Attendance

◆ Sessions

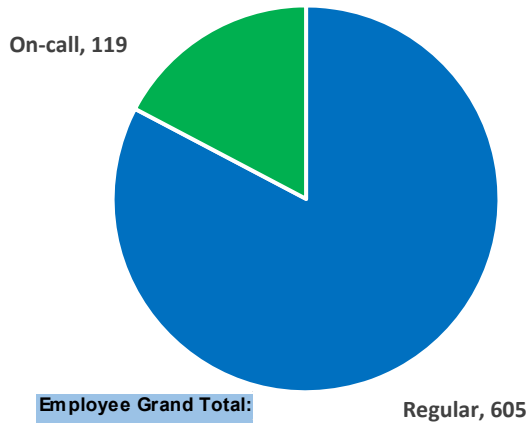


Attendance - total program attendance from all locations, as submitted to TrackVia Program & Outreach Tracking application (includes programs, library events, storytimes, and tours); prior to 2015, attendance figures were not aligned with state reporting definitions and may include (Appointment Services,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

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

Denver Public Library Human Resources Dashboard October - December, 2019

Employee Breakdown



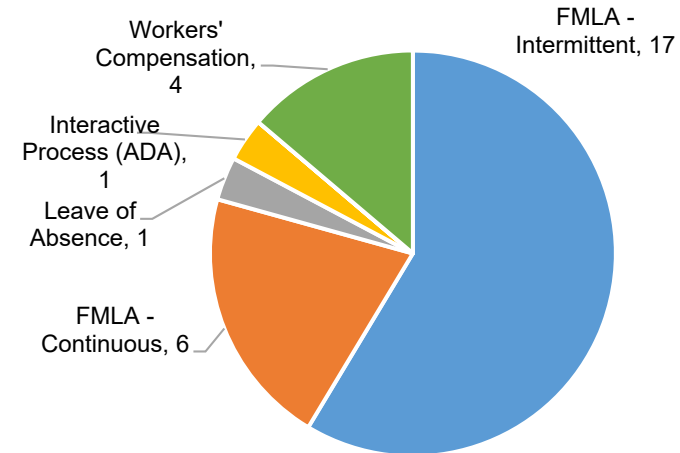
Learning & Development

The learning team in HR offered a Staff Trainer Breakfast to staff trainers and those interested in becoming staff trainers. We discussed learning opportunities and how the learning team can provide support. The goals of this breakfast were to:

- Show appreciation for our staff trainers' work.
- Build a foundation of consistency across offered learning opportunities.
- Support staff trainers in both learning development and personal development.

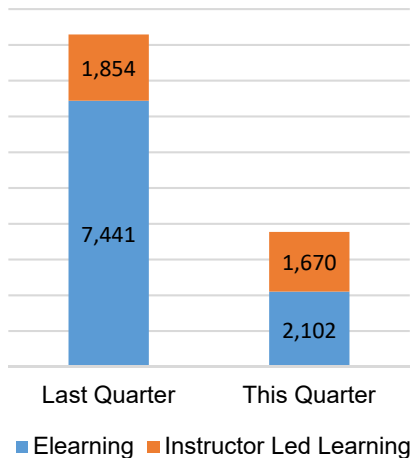
This ties to our 2019 Strategic Initiative:
Employee Learning and Development

Open Leave Cases

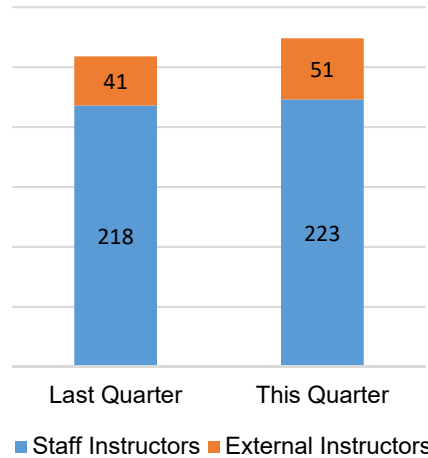


Recruiting	
Positions Posted	43
Positions View Count	32,434
Submitted Applications	2,989
Movement	
New Hires	41
Internal Transfers	6
Promotions	6
Separations	
Total Separations	46
Resignations	40
Retirements	4
Dismissals	2
Turnover Rate	6%

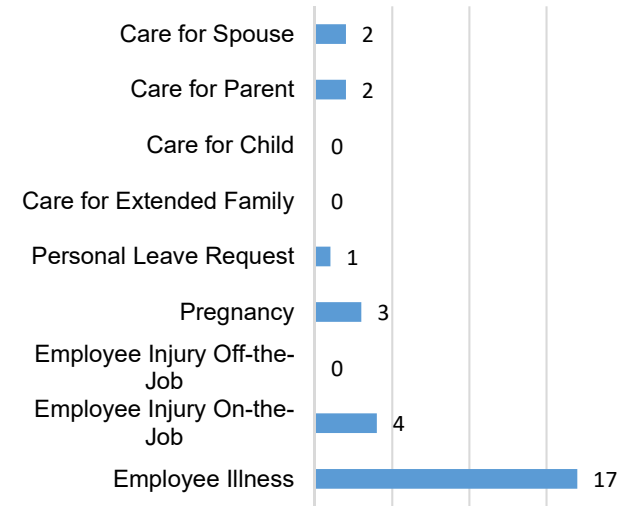
Total Staff Learning Completions



Total Instructor Led Learning Sessions



Type of Leave Taken





Communications and Community Engagement Earned Media

December 11 - February 12, 2020

News:

[The Denver Public Library's collection has some of its best works on display](#) - *The Know*, The Denver Post

[An overlooked jewel](#) - The Denver Post (attached)

[Escape With A Good Book](#) - Greater Park Hill Community

[Denver's in a homelessness crisis—it's also a national leader in some ways](#) - Denverite

[Denver Public Library to kick off Black History Month with awards ceremony](#) - Colorado Politics

[100,000 patrons return to Denver Public Library after late fine elimination](#) - Colorado Politics

[Winter of Poetry in Cherry Creek](#) - The Sentry

[The 10 most popular Denver Public Library books over the last 10ish years](#) - Denverite

[A lot of shamed book nerds returned to Denver libraries after late fees were waived](#) - Denverite

[Modern libraries are much more than books](#) - Lakewood Sentinel

[CSU Denver Extension partners with Denver Public Library](#) - Colorado State University

[Modern libraries are much more than books](#) - Wheat Ridge Transcript

[Modern libraries are much more than books](#) - Elbert County News

[Gold rush maps show early history of Colorado](#) - 9News

[Denver library says without fines, more people are returning books](#) - 9News

[Make a Resolution to Read More! \(WOR Jenn Dewey\)](#) - *Colorado & Company*, 9News

[Denver Library Says Eliminating Late Fees Is a Success!](#) - Our Community Now

[Places to Party \(or Read\) During Denver Public Library's Winter of Reading](#) - Westword

[Series of meetings between city officials and people experiencing homelessness](#) - Denverite

[WinterFest](#) - OutThere Colorado

[Our Home Used To Be A Playboy Club](#) - Colorado Public Radio

[Guerrilla Film School](#) - Boulder Weekly

[Celebrate All Things Winter In Cherry Creek North](#) - CBS Denver

[From "Northside" to Monet, Denver's biggest arts and culture moments of 2019](#) - *The Know*, The Denver Post

[21 Best Events in Denver This Week, December 23 to December 29 \(Celebrate Kwanzaa: Umoja\)](#) - Westword

[Denver City Government Schedule For The Holidays](#) - Denver Patch

DPL mentions:

[Shake up Valentine's Day in Denver \(Harold and Maude Film\)](#) - Westword

[The Preservery is bringing back its silent film series in conjunction with the Denver Public Library](#) - Westword

[Happy Birthday, Neal Cassady!](#) - Westword

[One year after Denver's historic teacher strike, what did the walkout accomplish?](#) - The Denver Post

[Fine time to dump library fines](#) - Winnipeg Free Press

[Peek inside this smart-looking Cole condo that once housed one of Denver's first smart places](#) - Denverite
[Celebrate Black History Month across Colorado this February \(various programs\)](#) - 9News
[25 Unique Things To Do in Denver This Weekend](#) - 303Magazine
[Spookadelia 2: The Candy Conjuring and 27 Things To Do in Denver This Week](#) - 303Magazine
[Community Announcements \(various programs\)](#) - Greater Park Hill Community
[League of Women Voters celebrates 100 years of 'making democracy work'](#) - Montrose Press
[Beverly Public Library eliminates fines](#) - The Salem News
[Denver's never-ending road home in dealing with the homeless](#) - Colorado Springs Gazette
[WWII legend visits Estes Park](#) - Estes Park Trail Gazette
[Books to Commemorate Presidents Day](#) - Colorado Parent
[Keeping Engaged! DPL's improved brochure production process](#) - Denver Peak Academy
[2 Minutes with Glenn Dady](#) - Muse by Clio
[New exhibit at The Center on Colfax champions LGBT pioneers of women's music](#) - *The Know*, The Denver Post
[History: Baker was creator of college's first library](#) - The Coloradoan (see attached)
[The 21 Best Events in Denver This Week, January 27 Through February 2 \(J. Gray\)](#) - Westword
[Fundraiser Aims To Honor Neal Cassady With Monument In Denver](#) - CBS Denver
[Neal Cassady Birthday Bash](#) - 9News
[Book Boxes and Brain Development: A Story of Black Belt Connections](#) - Denver Peak Academy
[Libraries help turn the page, connect patrons with support for life's problems](#) - Newsday
[Educational Resources for All](#) - Colorado State University
[Black History Month Events Across Town](#) - Mile High on the Cheap
[Denver's online guide to everything for kids, teens, & families!](#) - Kids Out and About
[Metro Denver Counts Its Homeless Population](#) - Westword
[Denver Celebrates Neal Cassady](#) - *YourHub*, The Denver Post
[What's Happening \(Boom and Bust Colorado\)](#) - The Villager
[At the National Western Stock Show](#) - *Lifestyle*, The Denver Post
[On the Nationwide Western Inventory](#) - Chronicles 99
[Meet the artist behind many of Colorado's ski resort maps](#) - 9News
[CoPo's weekly political calendar \(The Politics of the 2020 Census\)](#) - Colorado Politics
[Congresswoman Diana DeGette slams the latest newspaper mega-merger to affect Colorado](#) - The Colorado Independent
[The Best Free Live Music in Denver](#) - Westword
[73 libraries have loaned out 1 million ebooks in 2019](#) - Good E-Reader (blog)
[Homelessness](#) - Intermountain Jewish News
[Citizens of the West 2020: Marcy and Bruce Benson's power-couple](#) - The Denver Post
[And the Beat Goes on...at the Denver Public Library](#) - Westword
[Book It: The Five Best Literary Events This Week \(WOR\)](#) - Westword
[Five Free Things to Do Around Denver This Weekend \(WOR\)](#) - Westword
[Your year-end review of Colorado local news & media](#) - The Colorado Independent
[ICYMI: The Seattle Public Library Implements New Fine Free Policy](#) - Capitol Hill Times
[Overdue? Erie County libraries might automatically renew](#) - GoErie
[Fine-Free in the New Year](#) - Information Today, Inc.
[Bozeman Public Library eliminates late fees](#) - Bozeman Public Library
[January 2nd is Christmas for those with Seattle library fines](#) - MyNorthwest
[Tents crowd Civic Middle after police forestall imposing tenting ban](#) - Chronicles 99
[Each and every unfastened day in 2020 at Denver Zoo, Denver Artwork Museum and different Colorado cultural establishments](#) - Chronicles 99
[Old Colorado newspapers guessed what 2020 would be like](#) - 9News
[How Denver Public Library Is Improving Services for Patrons](#) - 5280 Magazine

[Five Things to Do for Free in Denver This Weekend](#) - Westword
[The Ten Biggest Denver Arts Stories in 2019](#) - Westword
[Why many libraries are eliminating late fees](#) - Forbes
[A year after Denver Public Library ended late fees, patrons-and their books-are returning](#) - Post Premium, The Denver Post
[10 Exciting Things to Do This Week in Denver to Usher in the New Year \(December 30-January 2\)](#) - Our Community Now
[Your weekly roundup of Colorado local news & media](#) - The Colorado Independent
[Who needs the library anyway?](#) Gunnison Country Times
[Hancock continues gathering input for appointing new Denver sheriff](#) - Colorado Politics
[A speedy reading solution](#) - Aspen Daily News
[Los Angeles Public Libraries Will Eliminate Late Fees In Spring 2020](#) - Forbes
[No more late fees for overdue books at L.A.'s public library](#) - The Union Journal (blog)
[L.A. libraries will stop collecting late fees for overdue books and other materials](#) - L.A. Times
["The Winter Army" author discusses 10th Mountain Division history at Fort Drum](#) - DVIDS (press release)
[Don't let library fines stop you from reading](#) - The Grand Junction Daily Sentinel
[Los Angeles libraries announce plan to eliminate late fees](#) - Associated Press
[Does Anyone Care Who Hancock Picks as the Next Sheriff?](#) - Westword
[SP Library Might Discard Late Fines](#) - South Pasadena Review
[Library's Christmas gift to public: No late fines, ever](#) - Steamboat Pilot & Today
Photo/Resource credit:
[50 Authors from 50 States](#) - Blog
[This House Has Seen It All](#) - Greater Park Hill Community
[Village Inn shuts down six more Colorado locations](#) - The Denver Post
[The murder of 12-year-old Louise Frost](#) - HistoryNet
[The 10th Mountain Division's Deadly Uphill Battle in Italy](#) - HistoryNet
[Marlow Brothers Hideout](#) - The Historical Marker Database
[Look Out Below: Ten Classic Hoaxes in Colorado \(The Solid Muldoon\)](#) - Westword
[When the Sioux Ambushed Pawnee Hunters at 'Massacre Canyon'](#) - HistoryNet
[Colorado History: Independence was a victim Color of violence](#) - Loveland Reporter-Herald
[The Winter Army Review: The Mountain Men](#) - The Wall Street Journal (full story attached)
[Serious Proposal May Restore, Revive Central City Railroad](#) - The Mountain Ear

Macmillan:

[Denver Public Library vs. eBooks](#) - LA VOZ

Of interest:

[Longtime Denver city official Stephanie O'Malley leaving for a job in government relations](#) - 9News
[Denver Superintendent tried to find common ground in a divided district](#) - Chalkbeat & Colorado Politics
[History Comes Alive at the Black American West Museum](#) - 303Magazine
[Libraries leverage resources in opioid fight](#) - The Denver Channel
[Amid death and urban renewal, a rough year for the refugees of Denver's Street Fraternity](#) - The Denver Post
[Lafayette Library's Drag Queen Story Hour sparks support and outrage](#) - Longmont Times-Call
[2020 Midwinter Preview](#) - American Libraries
[City Council Tour Offered Glimpse Inside Denver's Homeless Shelters](#) - Westword
[Rural Libraries Take on Growing Role as Agents of Inclusion and Change](#) - Nonprofit Quarterly
[Denver public safety worker suicide rate far exceeds average](#) - The Associated Press, Bradenton Herald

Attachments:

[Winter Reading Program - Colorado & Company](#)



Denver Public Library - January 2, 2020

Article from [SLJ](#) titled [Stress Tested](#) featuring Senior Librarian, Tara Bannon Williamson and Social Worker, Sonia Falcon

STRESS TESTED

Compassion fatigue is taking a toll among librarians

ANTHONY DEVINE's days are demanding, and during busy seasons, his work as a teacher librarian at El Cajon Valley (CA) High School, serving some 1,800 students, can be especially stressful. Students in the San Diego County school come from a high-poverty community, with nearly 90 percent qualifying for free and reduced-price lunch, and they bring the stressors from their lives with them to school. Devine tries to support the students as much as he can, but he still sometimes feels defeated.

Yet as hard as he works and as much as he gives, Devine says he's not burned out. "I feel like I have the best job on campus," he says.

Meanwhile, Laura Preble, a teacher librarian at another high school in the district, is so frustrated that she has decided to end her school library career.

"When I started, I loved this job....Now I'm retiring in June," says Preble, who works at Monte Vista High School. "I'm 58. I didn't plan on retiring that early."

The two schools are similar in size and demographics. Preble, like Devine, describes the occupational stress that comes from serving students who are experiencing poverty, homelessness, and foster care. Yet Preble is clear that she is stepping down not due to any issues with her students, but because of a failure of support from her district and administrators.

If her working conditions were more like those of her colleague Devine, she says, she would not be leaving at all. Devine has a library technician to help him with administrative tasks, while Preble does not. Devine's staffing support is a crucial element that allows him to maintain job satisfaction, be an effective educator, and prevent burnout, he says.

"I get to go visit classes frequently, and I get to market myself as an instructional leader to my staff. When they ask for help with things, I can frequently say yes because students will still be able to come to the library to get help with Chromebooks or return a book," Devine says. "The tech is at the circulation desk. I'm able to do other things."

Caring for others is often part of the job of being a school and youth librarian. In librarianship, as in some other professions such as nursing, there's growing awareness that this caregiving is a form of work layered on top of other job responsibilities. It's emotional labor, and when librarians are overworked and drained from dealing with others' needs and not having time for their own, it can lead to what researchers call compassion fatigue.

Librarians are often counseled at professional conferences, on blogs, and on social media that to ward off compassion fatigue, they must practice self-care: go for a walk during lunch hour, take a five-minute meditation break, drink enough water. Although these tips are useful on an indi-

BY DREW HIMMELSTEIN



vidual level, not everyone is able to take advantage of them, and to some, they seem like Band-Aid suggestions that don't address the underlying causes of burnout. However, some schools and public libraries are taking compassion fatigue seriously and using effective strategies to support their staff and insulate them from burnout.

Researchers define compassion fatigue as the combination of secondary trauma and burnout—and have often applied it to the experiences of doctors, nurses, and first responders who are regularly exposed to traumatic events. Librarians, too, are often exposed to trauma. Librarians in Philadelphia made headlines a couple years ago because they were administering Narcan to people overdosing outside the library.

Even when they aren't literally saving lives, youth and school librarians regularly help children experiencing poverty, divorce, homelessness, and mental health issues. Being in a caregiver position for others in trauma has real secondary effects, according to Jacquelyn Ollison, an adjunct professor at the University of the Pacific School of Education in Stockton, CA, who has studied the effects of compassion fatigue on teachers in California.

"What happens when you want to help? Maybe it's outside your control. It takes its toll emotionally and physically and mentally," Ollison says. "Sometimes people start to self-protect and withdraw. They become irritable and anxious or depressed."

Ollison's research found that at higher poverty schools, there was a greater incidence of compassion fatigue among teachers. Women are more susceptible to compassion fatigue, as are



From top: Teacher librarian Anthony Devine with library technician Joan Tilley; retiring teacher librarian Laura Preble.

people who have experienced trauma in their own lives.

The World Health Organization defines burnout as an "occupational phenomenon" characterized by unmanaged workplace stress. Ollison believes that educators should receive training in compassion fatigue, mental health first aid, and self-care strategies; that administrators should make a point of creating a supportive school climate by regularly checking in on staff well-being; and that schools should offer staff mental health support after traumatic events, such as suicides or natural disasters.

Last year, a group of five siblings under the age of 12 started showing up unaccompanied at the Twinsburg (OH) Public Library (TPL) and staying there for hours. Behavior problems ensued. When library staff investigated, they discovered that the children were there because their mother needed to get to work, and she felt it was better to leave them at the library than at the hotel where they were living. After a consultation with the mom and the children's school, it was arranged that an older sister would supervise the other five siblings at the library, and the library staff shared snacks with the kids to alleviate their hunger. It didn't solve the problem, but it helped.

"There's frustration, because there's only so much you can do to fix their situation," says Laura Leonard, director of TPL, who started her career as a teen librarian. "You don't get that training in library school."

Leonard says that her staff regularly interacts with people who are dealing with traumatic circumstances, including poverty and health crises. She tries to make sure that her staff has resources to deal with these patrons. For instance, last spring they attended a library conference about understanding mental illness, and she invited an expert to give a training on how to approach patrons in distress.



Denver Public Library senior librarian Tara Bannon Williamson (left) with DPL social worker Sonia Falcon. Opposite: Breeze, a dog at Twinsburg (OH) Public Library, offers comfort to the reference staff.

Leonard also places a high priority on making sure her staff has the resources they need to stay healthy and motivated, and to avoid burnout. If someone has a difficult confrontation with a patron, she or another staffer takes over at the reference desk to give them a 30-minute break. She counsels them not to overextend themselves by volunteering for too many committees or professional organizations. And the library contracts with an employee assistance program that gives her staff access to three free counseling sessions a year, as well as other benefits to help them in their personal lives.

Tara Bannon Williamson, senior librarian at the Denver Public Library's (DPL) Park Hill Branch, which also participates in an employee assistance program that includes free therapy, makes sure to tell her staff when she's heading to a counseling session.

"That's an important thing to model. If someone needs to take a mental health day, that's OK," Williamson says. "It's hard enough to prioritize yourself; you don't need flak from your boss about it."

People who are experiencing homelessness, mental health crises, poverty, and abuse spend time in DPL branches every day. They use computers, read books, charge their phones, use the bathroom, and take shelter from the cold. The library has made it its mission to proactively help this population by hiring five social workers, known as community resource specialists, since 2015. These staff members work one-on-one to help patrons throughout the library system access resources that will improve their circumstances, such as signing them up for food assistance and referring them to employment centers.

They make an important impact on the lives of their clients. But their presence also crucially benefits librarians by reducing their burden and their exposure to secondary stress.

"We've had situations where maybe we've been worried about kids," Williamson says. In the past, the staff's only recourse was to call child services; now they can call an in-house social worker who can be a trained eye and identify the best resources that can aid the whole family. "Before community resource specialists, that [kind of situation] would have kept me up at night," says Williamson. "But now...there's someone to talk to about that."

Denver librarians have benefited from trainings in mental health first aid, supporting youth in crisis and understanding trauma and adverse childhood experiences (bit.ly/2MVnaa5). Williamson says that training and social worker support make librarians more confident when dealing with stressful situations. And though there is often an ethos in librarianship that doing your job means pushing yourself as hard as you can, she tells her staff that they should avoid burnout and give 80 percent of themselves—not 100 percent—at work.

"When the time comes you have to step up...you've got it. You're not already at 100 percent and now have to give 110 percent," Williamson says. "Boundaries aren't about pushing other people away; it's about protecting your own energy. It's the distance at which you can love yourself and still love someone else."

Fobazi Ettarh, an undergraduate success librarian at Rutgers University, believes it is hard for many librarians to enforce boundaries because the profession has adopted a position of "vocational awe" about the nature of its work.

"In the face of grand missions of literacy and freedom, advocating for your full lunch break feels petty," Ettarh wrote in a 2018 article about vocational awe for the online journal *In the Library with the Lead Pipe* (bit.ly/2SSTQ7N). "Tasked with the responsibility of sustaining democracy and intellectual freedom, taking a mental health day feels shameful."

Ettarh, who used to work as a high school librarian, recalls being at a conference several years ago and hearing one of the speakers say that working with youth as a librarian was a

SUPPORT SYSTEMS

We asked librarians on Twitter: How should your employers/institutions/schools support you in the face of burnout and compassion fatigue? Here are some of their responses.

Andria Amaral
@andriaamaral

Check in with staff regularly. Create an environment where they can express frustration and burnout. Validate their feelings. Give them "mental health" time off when/if needed. During shortages, try to absorb more of the pain than your staff.

Christie Spruill Cook
@cookscomms

Understand and appreciate that SLMS's are educators, not "extra luxury staff." Provide the

same level of inclusion and voice that teachers [receive], give opportunities to plan and take leave with the same coverage teachers get, do not expect/mandate [the library] to be open extra hours.

Martha Hickson
@sassy_librarian

One librarian for 1,600+ students and 150+ staff is unrealistic. I have had to learn how to say No to requests that don't respect my time and set limits to keep my workload in balance.

Sarah Hill
@glibrarian

Generous leave helps tremendously. My college even gives a good amount of free counseling per year at the local hospital/clinic. Shared governance and a sense of belonging does wonders!

Carrie Price
@carrieprice78

Support us by promoting a healthy environment, i.e., don't allow/promote/ignore/look past toxic behaviors by others. Address them, because it affects everyone.

Michelle Riggs
@EVLibRocks

Success story: My principal regularly checks in to see if I am taking care of myself. She acknowledges how many of our

kiddos come to me for a place of support/safety, and she understands the emotional toll. She pops in to visit, and she offers to cover if needed. I'm VERY lucky!

Kim Hazel Rudden
@KimHazelRudden

Everyone knows it's isolating being a librarian or specials teacher & not being part of a team. It makes a huge difference when teachers reach out & include you.

Amy Stefanski
@Amy_Stefanski

Our district just hired a mental health counselor for our kids and per the contract we get one for teachers/staff as well. We now have a therapist/counselor on campus with us.

"sacred duty." The idea jarred her. She realized that librarians are invited to see their work as a quasi-religious calling more akin to being a priest or nun than a professional.

This mythology about librarianship is harmful, she argues, because it bakes a sacrificial mentality into the profession and keeps librarians from asking for occupational supports that they need to protect themselves from secondary trauma and burnout. The burden is even greater, she says, for librarians from marginalized communities, who experience more stress in the workplace and often have fewer resources for self-care.

"That students' well-being is more important than your own well-being is something that really plays out in K-12 education, as well as higher education," Ettarh says.

Preble says that if she felt she could help her students in a meaningful way, she might not be retiring early. But she isn't able to work on projects in the classroom with students like her colleague Devine.

Her administrative work is too demanding, especially since her school rolled out a 1:1 Chromebook initiative four years ago. Her day-to-day work responsibilities have been consumed with tech support, and she's overworked and burned out.

The American Association of School Librarians recommends that each school library employ at least one full-time support staffer to assist the librarian with administrative tasks. Many school librarians work with students all day, then spend their breaks and off hours catching up on new

literature and maintaining the collection. Devine credits his library technician, as well as the support he gets from his principal, with allowing him to stay nourished as an educator and be valuable to teachers and students. He's particularly proud of collaborating with classroom teachers to help students create digital portfolios to highlight their work.

"It's very rewarding, and while I'm doing that, my library tech is in the library making sure students get what they need," he says. "I've seen [other] librarians come to tears in our library meetings because they're super frustrated with not being able to have more purposeful work."

Institutional support systems can best help school and youth librarians practice self-care and prevent burnout by maintaining proper staffing, offering ongoing education in mental health and trauma, and providing employees with resources to protect their own well-being. But Ettarh also suggests that, absent institutional reforms, a simple way for librarians to take care

of themselves is by simply acknowledging that there are times when they don't like their job. If they can separate themselves from the supposedly "sacred duty" of librarianship, they can create a protective mental distance.

"Allowing yourself to critique your field can be an incredibly empowering thing," Ettarh says. "Nothing is beyond critique."

Drew Himmelstein is a journalist covering areas including education, parenting, and religion.

