



Library Commission Meeting

August 19, 2021

8:30–11:30 a.m.

Zoom: <https://us02web.zoom.us/j/85490156539>

via telephone: 1-312-626-6799, Webinar ID: 854 9015 6539

Library Commission Packet

Call to Order

Introductions

Approval of June 17, 2021 Commission Minutes

Approve

Commission

Public Comment Period

Report of the President and Members

Attendance expectations: Online and in-person

Cathy Lucas

Report of the Friends Foundation

Receive Report

Jeff Riley

Sustainable Funding Plan

Receive Report

Lynea Hansen

Report of the City Librarian

Receive Report

Michelle
Jeske

Second Quarter Financial Report

Receive Report

Amber
Lindberg

Meeting Room Policy Changes

Approve

Nikki Van
Thiel

EDI Plan Presentation

Receive Report

Ozy Aloziem

Other Business

Adjournment

Appendices

Agenda Item 3

Requested Action: Approval

MINUTES

The Denver Public Library Commission

Regular Bi-Monthly Meeting

Thursday, June 17, 2021, 8:30 a.m.–11:30 a.m.

Online

The meeting can be joined via this link:<https://us02web.zoom.us/j/85490156539>

Or via telephone: 1-312-626-6799, Webinar ID: 854 9015 6539

Present: Jehan Benton-Clark¹, Cathy Lucas, Carlos Martinez², Laurie Mathews, Michael Niyompong

Excused: savinay chandrasekhar, Sonya Ulibarri

Staff: Susan Bittan, Danielle Brooks, Bec Czarnecki, Kirsten Decker, Jina Dunn, Sonia Falcon, Rachel Fewell, Kayleigh Gates, Elissa Hardy, Michelle Jeske, Annie Kemmerling, Elaine Langeberg, Jennifer Lay, Zeth Lietzau, Amber Lindberg, Erika Martinez, Christina McClelland, Carla Respects Nothing, Stephanie Pinales, Aaron Sdeghzadeh, Lauren Seegmiller, Ashara Smith, Asmeret Tesfay, Rachel Vagts, Bria Ward, Beth Warren

Guests: Jeff Riley, Friends Foundation

1. Call to order.

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

2. Introductions.

Commissioners and staff present introduced themselves.

3. Approval of Commission Minutes. Commission

a. April 15, 2021- Regular Commission meeting

b. April 27, 2021- Library Sustainability Study Session

Both sets of minutes were approved as written.

4. Public Comment Period.

NA

5. Report of the President and Members.

President Lucas started the meeting with her report. Commissioner Ulibarri is on sabbatical through the end of September. While she is out there is an interim slate of

¹ Arrived during the Report of the City Librarian

² Left at 9 a.m. and rejoined at 10:02 a.m. for the ArtPark conversation

officers that will be voted on later in the meeting. Lucas hopes to have more information about a potential new Commissioner soon. There will be an in person Commission social gathering and tour of Central in July. She stated we are also working on a social gathering between the Commission and Friends Foundation Board later in the summer. Lucas also thanked DPL staff for their dedication, perseverance, and hard work as the library reopens under still challenging conditions. She asked for Commissioners to give DPL staff a round of applause for the work they are doing to fulfill our mission of creating a strong community where everyone thrives. Commissioner Niyompong also talked about how taxing the uncertainty of the last year was and echoed Lucas' sentiments and his appreciation for staff commitment to serving our communities.

Commissioner Mathews gave an update on the sustainability efforts. She said we are emerging from a period of exploration and are finding a good way forward. We have a great partnership with the Friends Foundation and they have hired Lynea Hansen of Hansen Communications who is partnering with Cody Belzley of Common Good Consulting to help drive this project forward. Hansen and Belzley worked together on the Denver Preschool Program creation in 2006 and have done several other projects similar to this proposed scope of work for early childhood education and health related efforts in recent years. Hansen brings a wealth of experience from working on many Denver and statewide initiatives over the years. Mathews stated how good she feels about this partnership and the degree of comfort she has to have them guiding the effort.

A steering committee has been formed to oversee the effort and look at long term sustainable funding for the library as well as governance issues. The steering committee will start meeting in July and in addition to Commissioner Mathews and Ulibarri (with President Lucas filling in during Ulibarri's sabbatical) will be comprised of the following members:

- Mark Ferrandino, Friends Foundation Board
- Michelle Jeske, City Librarian
- Erika Martinez, DPL Director of Communications and Community Engagement
- Brittany Morris Saunders, Friends Foundation Board
- Jeff Riley, Friends Foundation Director

Mathews noted that the next step is to develop a 20-25 member task force that will serve from August until the end of this year, potentially into early next year, and meet five or six times. That task force will be composed of Denver residents. The composition of the task force will be as diverse as possible to make sure we are getting many viewpoints.

To get to that point, there is some groundwork happening. Jeske has met with Alan Salazar so the Mayor's Office is fully apprised. She is also meeting with all of the City Council members and talking with them about the potential list of task force members and who might represent their districts.

Hansen Communications is also developing case studies to help us see what has been successful or not in other organizations. We will be inviting the consultants to join us at Commission meetings to provide updates.

6. Report of the Friends Foundation. Jeff Riley

Riley thanked Mathews for her report and noted how excited he is to be working on this project.

Operationally, the Friends Foundation is doing very well and is well ahead of its budget for revenue and expenses are running a little low. They have also received some estate gifts and membership, development, and book sales are all going very well.

The Foundation did advocacy work to encourage people to either take the survey or speak at the townhall related to the Rebuilding for an Inclusive and Sustainable Economy (RISE) plan put forth by the Mayor and City Council. There will be an associated bond measure with this plan and the library wants to be included.

Booklovers Ball is having unprecedented success so far; it is way ahead in sales over past years. The event is September 10th at the Denver Botanic Gardens. Riley encouraged Commissioners to let him know if they are interested in tickets, tables, or sponsorships and is excited about how the program is shaping up.

The Foundation made a \$644,000 distribution to the library of restricted funding as planned. \$1.45 million dollars has also been distributed to the City for the renovation of Central to date. Riley noted they are continuing to fundraise for a Story Still to Tell and are seeking out donor meetings and hopes to report on successes through the year.

The Foundation had an audit done in March that has been approved. They had almost \$7 million in revenue last year which is a much higher number from past years and primarily due to the Story Still to Tell campaign. Riley thanked Jeske, the Executive Team, and the staff because the Friends Foundation would not be successful without them. People give money because they believe in the work of the library.

7. Report of the City Librarian. Michelle Jeske

Jeske also thanked Riley for all of the work of the Friends Foundation and that the library can't do its work without them. It is a great partnership.

The library is now open 40 hours a week. All branch libraries except Smiley are open Tuesday through Friday from 10 a.m.–6 p.m. and Saturdays from 10 a.m. to 5 p.m. This is good timing due to the current heat wave and we are considered part of the city's cooling center system. Smiley was open for a little while and had to close for additional ADA remediation work. Jeske said we had also hoped to open Central next week Sunday through Thursday for four hours a day for limited service on the first floor. Unfortunately, there has been a delay in the Fire Department inspection process but we are confident it will be this summer.

Byers also opened this week. We are looking for time for the Commission and Friends Foundation Board to see both Byers and Smiley so everyone can see the renovations and speak with staff.

Erika Martinez is working with a community group around the renaming process for Byers. They are working on criteria for the name and are hoping for a recommendation to come to the Commission in October. The ArtPark facility will also need to be named and it is likely we will open before there is an official name. The grand opening should be in mid to late September and hopefully we will be bringing a name for that facility in October as well. We need enough time for the community process and are also working with Councilmember CdeBaca's schedule.

The Blair-Caldwell design process is also moving along and we are in the process of selecting design firms for Pauline Robinson and Athmar Park. We will then begin procurement for Schlessman and Barnum.

In advance of Amber Lindberg's presentation on the budget, Jeske noted that there have been some changes from when the Finance Committee approved our submission. It has been a complicated year and continues to be so and much keeps shifting. The library presented to the bond executive committee on eight projects on Monday; that was part of the RISE work Riley mentioned earlier. This included one new library in Westwood, renovation of the existing space in Westwood, a new library in Globeville, the rest of the

Central renovation, additions at Hampden and Valdez-Perry, a renovation of the basement at Decker, and a new library in Gateway. This added up to more than \$120 million in requests and Jeske has been hearing that a large amount of the bond money will be going to the National Western Center. The culturalists will also have an opportunity to ask for money. Jeske knows they are looking for projects that are 'shovel-ready' and hopefully we will know something by the end of July. It has to go to the City Council to be referred to the ballot by August.

There are Federal restrictions on the ARPA funds and we have to figure out what it can be used for whereas the bond can only be used for capital. The City has received more than \$300 million in stimulus this year. Half will be received this year and the second half next year and it has to be spent by 2024. They're starting the process for distributing it by focusing on restoration of services and yet the bulk of the money will be used for business and community needs. We have had good meetings with the City's Budget Management Office about our requests and asked for full restoration of our budget. While we are not likely to get that, the amount should still be significant with some coming to us this year and some next. There are a lot of restrictions around how this money can be spent.

If the schedule for this funding stays as it has been communicated, it will be approved in mid-July by the City Council and hopefully the funding set up and available by the end of July, pending distribution from the US Treasury. Our priority is getting supplemental staffing restored as well as unfreezing and filling the positions we had to hold for the 2021 budget cut. We cannot increase hours until we have stable funding for staffing. We also asked for additional positions related to economic recovery. They are not considering those at this time but may later down the road. If we don't get some of these things through ARPA, requests could still be considered for 2022. ARPA will restore some agency budgets but will also get used on a lot of other things that will help stimulate economic recovery. The City also has to consider how to sustain those adjustments to budgets once ARPA dollars are spent.

DPL expects to receive almost \$200,000 from the State Library from their ARPA funding allocation. That is a non competitive process and is based on a formula around population. Our grants team has been working hard on securing additional funding as well. All of this points to the need to find a better funding stream as the last year and a half has been extremely difficult.

There are some significant staffing changes happening at the library and Jeske was sad to share that HR Director Bria Ward's last day is tomorrow. She has accepted a new position with a local healthcare company. She has been an amazing leader and a support for the Executive Team. Current Learning and Development Manager, Taylor Schaffter, will be the interim HR Director. Also, Denise Boothby, our former Chief of Staff, will be rejoining DPL for a limited term position of six months as an interim Chief of Staff. Jeske will welcome their support as we navigate this next phase.

Jeske encouraged Commissioners to really look at their packet to see the amazing things staff are doing. She also noted it is Pride month and that the current Engage magazine has some wonderful profiles of LGBTQIA+ staff. Summer of Adventure is also happening. Jeske shared a customer note that thanked the library for vital support when coming out of the hospital in a mental health crisis.

Lucas thanked Jeske for her report.

8. Approval of the 2022 Budget Request. Amber Lindberg

Lindberg began by noting that we are moving out of pandemic response and more into a recovery mode. That has changed the focus of our budget and the work we are doing. The City has shared a more positive economic outlook for 2022 and we are still making up for the past 15 months of losses. For us this means we are starting our 2022 budget at the 2021 base level. While it is not a bigger cut, it is still an 8.5% reduction, approximately \$4.5 million, from where we were before the pandemic. We are using this as an opportunity to evaluate current levels of service, optimize existing budget, and explore all avenues of potential additional funding. As Jeske noted there are a lot of conversations and funding that we are pursuing. The ARPA funds would be managed through a separate fund at the City so we would not see those dollars in our operating budget like we do general fund dollars. We will continue to provide updates on that as we receive them. Denver is expected to receive \$308 million and as Jeske mentioned is moving through the City Council process. There is a pretty heavy focus on recovery of services and for us that would mean personnel and supplies dollars. The biggest need for us is personnel. There is also the American Jobs Act, which primarily focuses on infrastructure, and that seems to be held up in D.C. right now and so we are not counting on funds from that right now.

Budget priorities for 2022 will be maintaining and restoring library services and advancing our strategic roadmap. In 2021 the library took advantage of the unused reserve fund we had set aside and invested that in existing needs. We are planning on holding a similar fund in 2022 and going forward to help advance the strategic plan and also to support our managers with some ongoing operational needs. You will continue to receive updates on these investments.

The City's 2022 budget process prioritizes equity and financial sustainability and specifically economic recovery, people experiencing homelessness, and safe communities. At DPL we continue to align our resources with our strategic roadmap focusing on access and enrichment, space and place, and culture and organizational health over the next three years. We have three primary funds: general, special trust, and grants. For the general fund what we are submitting is a flat budget for 2022. The changes for the 2022 budget (see attached slide) are related to the supporting staff and supplies for the new ArtPark location as well as potentially for a new Westwood branch and also make projections for 2023 and ahead. For the Special Trust Fund we are looking at reductions due to eliminating user fees for branch meeting rooms and printers and copiers. There is also a line to include capital construction for a new Westwood Branch and that could be funded through a variety of means and was recommended by the City to push forward. Lindberg thanked the budget team for their work and asked for questions.

Lucas and Mathews thanked Lindberg and the team for the big picture overview. Upon motion by Mathews and second by Benton-Clark the 2022 budget was approved.

9. Approval of the Revised 2021 Closure Schedule. Michelle Jeske

The 2021 closure schedule was revised to reflect that the Mayor removed mandated furlough days for employees and that the Booklovers Ball will not be held at Central. Upon motion by Niyompong and second by Mathews the new schedule was approved.

10. Approval of the Interim Executive Committee. Cathy Lucas

Lucas proposed that the interim Executive Committee for while Ulibarri is on sabbatical be comprised as follows:

- Cathy Lucas, President
- Laurie Mathews, Interim VP

- Carlos Martinez, Interim Secretary

Upon motion by Niyompong and second by Lucas the interim Executive Committee was approved.

11. 2021-2023 Strategic Roadmap and 2021 Action Plan Update. (see attached)

Kirsten Decker

Since the Commission last met, Decker and her team have been working to put together all the collateral that tells the story of the Strategic Roadmap and how we got here through Charting the Course. Decker thanked the Communications and Community Engagement Team, specifically Olivia Gallegos, Danielle Brooks, and the marketing department for helping put this together. We are really excited to showcase this work for staff and the community. Decker is confident that this plan not only reflects the needs and desires of the community but the strengths of DPL staff and the ability to achieve our long range goals. Decker reviewed the Strategic Roadmap for the Commission before moving on to the Action Plan.

Decker mentioned that the Action Plan was approved about a third of the way through a fiscal year, and given 2020, Decker is proud we have a strategic plan, but the timing isn't best aligned in terms of a fiscal year. She noted that the reserve we held ended up having a real silver lining because as it has been released we were able to prioritize things for 2021 and start moving the roadmap forward versus waiting until 2022. Every year we will work on aligning resources with priorities and outlining actions and how they relate to our strategic roadmap. So the action plan is a document that will come out every year so there is a clear communication about how dollars service long range goals. Movement on some of our objectives may be incremental, we don't expect them to be achieved with one project but this will allow us to see how we are moving the needle. Not all actions will require an initial investment but perhaps a reallocation of staff time or redirecting priorities. Decker then walked through the Action Plan and the major projects within each area.

Mathews commended the plan for addressing so many areas and asked whether there is room as we move forward to also think about climate change. She noted that given the current state and as we build new libraries this seems like something we may be able to address. Decker responded that is why the objectives are intentionally broad, they are designed to withstand the test of time and adapt to changing needs and priorities. She feels that there is an opportunity for that to come up under Space and Place in the future. Jeske noted that climate change is also a big City priority and that all of the bond projects have to be LEED Gold certified. That certification comes with pros and cons. Jeske called out the inadequate HVAC systems we were required to install at three locations, and that met sustainable goals, that we are now having to replace or retrofit because they failed to cool the buildings. The cost of the LEED points is such that we are sometimes forced to pick what is easiest versus what would have the most impact. We have never had enough money to do renovations or new builds in the way Mathews is suggesting and it is another argument for sustainable funding. Jeske would like the library to be the role model in every neighborhood for green building.

Lucas asked if there were any additional comments or questions. Niyompong noted his appreciation for the level of staff engagement in the rollout of these plans. Lucas seconded his remarks and really appreciated Decker's efforts to make it all engaging and fun. Lucas also offered if Commissioners could be helpful in the rollout to please let her know. Decker thanked her and said she would ask the Change Team.

12. New ArtPark Branch Library Update. (see attached) Annie Kemmerling

Kemmerling shared that ArtPark is coming along. This location has been part of our facilities master plan since 2017 and we have been dreaming about it for even longer. The new location is at 1930 35th Street. It is right behind the Great Divide Brewery off of Brighton Boulevard and right along the Platte River. The new campus will be an innovative interdisciplinary arts center where everyone is welcome to create, explore, and connect. This location is in collaboration with the RiNo Arts District. They entered into an agreement with the City to manage the park several years ago. The current partners going into the facility are:

- Comal, part of Focus Points Family Resource Center. Their part of the space will focus on baking and have a coffee shop and a commissary kitchen.
- Redline Art Gallery, which has another location in Five Points, will have eight artist studios here. DPL will be in the same building with Redline.

DPL has been doing programming and outreach in the neighborhood for several years now and it's exciting to be close to actually having a space. Kemmerling shared some renderings of the design plan and photos of the space under construction. It was formerly a police building where they repaired vehicles. We have been working with Tres Birds architecture firm to redesign the space and utilize the old buildings. We will have a large first floor and upper mezzanine where there will be a large community meeting room and two smaller ones. We will also partner with the Denver Zine Library for at least a year. We also have two soundproof booths. Kemmerling noted that from a sustainability standpoint shelving has been repurposed from Central, the furniture was purchased used and being reupholstered, upcycled wood has been used for certain needs, and we will be using some of the collection from Central.

Kemmerling shared photos of the beautiful outdoor space in the complex and noted that we have continued to do some programming in the neighborhood in partnership with the RiNo Arts District. The location is also close to Blair-Caldwell, Ford-Warren, and Valdez-Perry and we anticipate those locations working together to join the neighborhoods. We anticipate the grand opening to be over the weekend of September 24 and will have a whole series of events. The location also has a Facebook page Kemmerling invited all to follow.

A potential new Westwood location is in the works and Kemmerling took a moment to speak briefly about that project and share some renderings. It would be in an old Lutheran Church at Alameda and Federal and would be a new concept for us. We would pair our Early Learning and Cultural Inclusivity Team together in this space. We expect it would have a fairly small collection and focus on programming. We are working with Lifespan Local, led by Lydia Prado, who helped develop the Dahlia Campus for Health and Wellbeing in Northeast Park Hill. She is creating and has done a ton of community engagement to determine services for this model. So in addition to our Plaza Services and Early Learning there would be the Family, Friends, and Caregivers Network, there will be an ECE classroom and other classrooms, and a teaching kitchen. The library would be housed in an addition to the existing building. Jeske noted that construction is slated for 2022 but that we don't currently have any funding. However, the City made the unusual step of writing a letter of intent to Lifespan Local committing to seriously considering a library at this location. She believes it will happen, just a matter of how and when.

Lastly, Kemmerling touched on the renovation at the Blair-Caldwell African American Research Library and shared the renderings. The architect has done a wonderful job

reimagining the space and thinking of ways to open it up and make it lighter. There will be a dedicated enclosed teen space, an early learning area, and a dedicated African-American collection that will be centered right as you come into the building.

Lucas thanked Kemmerling for the update and said she looked forward to a tour when feasible.

13. Central Library Renovation Update. (see attached) Rachel Fewell

Fewell talked about the renovation occurring on the first floor, how we will be managing services here, and what areas are off limits and how that is challenging our workflow and access to the building. Only the Broadway entrance will be open for our first floor only, limited reopening. Our June opening has likely been pushed back and we are now hoping for July. We are altering the construction fence configuration to try to make the entrance more accessible and welcoming. Customers will have access to part of Schlessman Hall for browsing the collection and access to the service desk. Public computing, phones, and Western History and Genealogy appointments are taking place in what previously was the media area. Community Resource Services and Security also have space in what was the old coffee shop.

The entire North side of the first side is closed off and is being demolished. A large programming space is being built where the Children's Library was previously and has huge impacts in the building from our second basement level to the fourth floor. That is to create the structural elements we need to cut through the second floor and create the two story space. The former Children's pavilion will become the entry for the event space and will be the after hours access. The new Children's Library is being constructed in what was the Burnham Hoyt area. That will hopefully open in quarter one of 2022. Both staff and public elevators are undergoing modernization and the bathrooms are being completely renovated.

All of these efforts are causing changes throughout the building as we make space for both displaced collections and staff and Fewell walked through the specific impacts on each level. She also showed renderings of what the completed first floor will look like.

Lucas shared her enthusiasm and looks forward to the reopening party. Mathews asked if we are fully funded for all the work we are doing and Fewell confirmed, yes all the work in progress is fully funded. Jeske noted there are additional things we would like to do on the first floor if we can secure more money, including changes to both entrances and an outdoor play space.

Fewell thanked the Commission for the opportunity to share and will keep providing updates.

14. Other Business.

NA

The meeting was adjourned at 10:29 a.m.

Minutes submitted by Bec Czarnecki on behalf of Carlos Martinez

2022 Proposed Budget Modifications

General Fund:

- River North Art Park branch staff & supplies \$873,099 ongoing
- New Westwood branch staff & supplies \$636,791 FY22 & \$800,268 ongoing (FY23+)

Special Trust Fund:

- Eliminate user fees for branch meeting rooms (\$32,000) revenue reduction
- Eliminate user fees for printers & copiers (\$95,000) revenue reduction

Capital Construction:

- New Westwood branch \$9,876,200 one-time

2021 Action Plan



Charting the Course

**Strong Library.
Strong Community.**



DENVER PUBLIC LIBRARY

Introduction

With Denver Public Library's Strategic Roadmap as a foundation, each year the library will create an Action Plan to define strategies that will help us move our work forward.

The identified 2021 Actions are based on the most prevalent identified strategies, and known organizational needs for the remainder of the year. While some named actions require new financial investments or staff support, not all 2021 Actions require this - many are extensions of work that the library is already doing.

As our community looks to recover from COVID-19, the library will play a key role in helping the city bounce back. Like most organizations, Denver Public Library faced budget cuts due to the impacts of COVID-19. This is reflected in how actions were prioritized for the remainder of the year.

Many of the actions contain a note regarding whether a project/initiative aligned with the action has been funded for 2021. Thanks to an improving financial outlook for the year, the library has been able to allocate part of its budget reserve to funding these items.

Access & Enrichment

The Denver Public Library is responsive to the diverse needs of its community and reaches beyond its walls to offer library services to all.

The library is committed to broaden our external outreach, better tell the story of our value and services to the community, improve language access of services and materials, and sustain digital inclusion work.

Objectives:

- 1.1 Reimagine service delivery models and grow the library's commitment to meeting people where they are.
- 1.2 Expand the library's reach and boost public awareness of what the library has to offer.
- 1.3 Offer relevant and supportive resources, services and materials in Denver's key languages.
- 1.4 Inspire and encourage a sense of wonder by curating relevant, engaging and diverse materials that reflect the interests of the community and promote literacy at all ages.
- 1.5 Harness the power of current and emerging technology to eliminate barriers and facilitate exploration.

2021 Access & Enrichment Actions

| Department | Investment | Objective Alignment | Indicator Alignment | FY21 | What's Funded |
|--|----------------------|---------------------|--|----------|--|
| Communications | Language Access Plan | 1.3 | Honoring Public Trust: Trust in the Library | \$15,000 | Contract with a specialist to evaluate the current language access landscape at the library and provide a plan to improve practices across the system. |
| Special Collections & Digital Archives | Diversity Audit | 1.2 | Honoring Public Trust: Preserving Denver's History | \$0 | In year one, this project does not require additional financial resources; however, the findings will likely result in recommended investments. |

Space & Place

All Denver Public Library locations and services are welcoming, reflect and honor the unique needs of neighborhoods and are placed in geographically diverse locations to ensure all have access.

The library is focused on strengthening strategic partnerships, reenvisioning our physical environments to reflect unique community use, and incorporating universal design to make everybody feel more welcome.

Objectives:

- 2.1 Maintain and improve existing library infrastructure to enhance the customer experience and explore opportunities to add new locations as we grow with the community.
- 2.2 Anchor the library's role as a connector within the larger social and economic fabric of the community.
- 2.3 Celebrate unique neighborhood characteristics through the design of culturally representative spaces.
- 2.4 Develop a trauma-informed and culturally responsive customer service model that matches community needs, while also encouraging staff to maintain their own wellness.

2021 Space & Place Actions

| Department | Investment | Objective Alignment | Indicator Alignment | FY21 | What's Funded |
|-------------------------------|--------------------------------------|---------------------|---|----------|--|
| Youth Services | Youth Belong @ DPL Task Force | 2.2 | Challenging Inequity: Removing Barriers | \$10,625 | The Youth Belong @ DPL Task Force efforts to research and provide guidance on how to minimize harm to vulnerable youth, specifically BIPOC youth while at library locations. |
| Equity, Diversity & Inclusion | Culturally Responsive Wellness Model | 2.4 | Welcoming Everyone: Staff Engagement | \$30,863 | Create a culturally responsive employee support resource model that the library can use to construct systems of support that cultivate individual and community wellbeing. The model will incorporate findings from and include information on the wellness strategies that DPL has piloted. |

Culture & Organizational Health

The Denver Public Library offers a strong internal culture for employees focused on equity. The library is a trusted community organization and responsible steward of taxpayer dollars.

The library recognizes the link between internal wellbeing and external service through prioritizing employee engagement, sound financial management, data collection and use, and stakeholder accountability.

Objectives:

3.1 Cultivate an inclusive organization focused on equitable outcomes and services for all, leading with race.

3.2 Provide responsive and inspired service through data-informed decision making.

3.3 Nurture the full employee lifecycle, build staff capacity to deliver on our mission and create opportunities for career exploration.

3.4 Align financial and operational resources with strategic priorities to ensure long-term sustainability.

3.5 Provide consistent, transparent, high quality communication and prioritize meaningful opportunities for staff and community engagement.

2021 Culture & Organizational Health Actions

| Department | Investment | Objective Alignment | Indicator Alignment | FY21 | What's Funded |
|-------------------------------|---------------------------|---------------------|--|----------|--|
| Equity, Diversity & Inclusion | EDI Action Plan | 3.1 | Challenging Inequity: Perception of Internal Racial Equity | \$25,000 | Through a participatory process, DPL will create a five-year racial EDI strategic plan to build a common understanding of EDI in the DPL network and facilitate the development of a set of goals and objectives to advance equity at DPL. |
| Equity, Diversity & Inclusion | EDI Policy Review Process | 3.1 | Challenging Inequity: Removing Barriers | \$0 | In year one, this project does not require additional financial resources. |

| Department | Investment | Objective Alignment | Indicator Alignment | FY21 | What's Funded |
|------------------------|---|---------------------|---|----------|---|
| Strategy & Evaluation | Data Collection and Use Policy | 3.2 | Welcoming Everyone: Quality of Denver Libraries | \$0 | In year one, this project does not require additional financial resources; however, the findings will likely result in recommended investments. |
| Learning & Development | Leadership/supervisory learning opportunities | 3.3 | Welcoming Everyone: Staff Engagement | \$15,000 | Capacity building to provide increased supervisor learning and development. |
| Learning & Development | Align individual and team work with community needs & strategic direction | 3.4 | Welcoming Everyone: Quality of Denver libraries | \$0 | In year one, this project does not require additional financial resources; however, the findings will likely result in recommended investments. |
| Communications | Internal communications plan | 3.5 | Welcoming Everyone: Staff Engagement | \$0 | In year one, this project does not require additional financial resources; however, the findings will likely result in recommended investments. |
| Strategy & Evaluation | Strategic Management Dashboard | 3.5 | Honoring Public Trust: Trust in the Library | \$20,000 | Implement a strategic plan management software that tracks progress in a transparent, accessible way for staff and stakeholders. |

2021-23 Strategic Roadmap

Charting the Course

Strong Library.
Strong Community.

INSIDE THIS REPORT

| | |
|---|----|
| Welcome | 3 |
| Background | 4 |
| Mission, Vision, Values, Values in Action | 5 |
| Indicators of Success | 6 |
| Strategic Themes | 8 |
| Access & Enrichment | 9 |
| Space & Place | 10 |
| Culture & Organizational Health | 11 |
| Acknowledgments | 12 |



WELCOME

Dear Denver Public Library Community,

Beginning in 2019, Denver Public Library launched a strategic planning process called Charting the Course to envision the library for future generations. Through extensive staff, community and partner engagement efforts, the library established a new mission statement, vision and values to better reflect aspirations for the library.

Since then, Denver Public Library has continued to work with staff, our community, and the Denver Public Library Commission to imagine the library for the future. Despite a global pandemic, our strategic planning process moved forward and we came together to develop this strategic roadmap to guide us for the next three years.

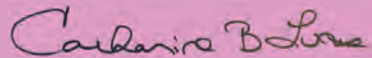
We believe a strong library is vital for a strong community. The roadmap is rooted in our values and is responsive to the evolving needs of our staff and our community. The Strategic Roadmap names a path forward and focuses on ensuring the library is a place that both welcomes community in our spaces but also meets our diverse communities where they are, reimagines our spaces to reflect community use, and ensures we focus on the well-being of internal staff culture while remaining responsible stewards of public funds.

We hope you see yourselves in this plan and look forward to seeing you in our locations soon.

Sincerely,



Michelle Jeske,
City Librarian



Cathy Lucas,
Library Commission President



BACKGROUND

2019:

Strategic planning process launches and would become known as Charting the Course

2019:

Community engagement, staff engagement, Commission engagement

2019:

New mission, vision and values established

2020:

Continued staff and Commission engagement

2020:

Community indicators established

2020:

Values in Action Team retreats

2021:

Strategic Roadmap established

2021:

Strategic Roadmap adopted by Library Commission

2021-2023:

Annual Action Plans guide the work of the library



Our Values in Action - why we do what we do



Our Strategic Roadmap - what we will do



Our Annual Action Plan - how we will do it

MISSION, VISION, VALUES

MISSION:

Together, we create welcoming spaces where all are free to explore and connect.

VISION:

A strong community where everyone thrives.

VALUES:

Welcoming, Curiosity, Connection, Equity, Stewardship

FROM VALUES TO VALUES IN ACTION

Our values were transformed into Values in Action to breathe life into them and create a connection and accountability. The Values in Action describe the purpose of the library's work and provide a tangible meaning to the values by providing a clear desired result of Denver Public Library's impact on the community.

Each Value in Action ultimately provided a foundation which Charting the Course: A Strategic Roadmap is built upon. Staff came together to provide recommendations on how the library can best serve the Denver community using each Value in Action to guide the conversation. Through this work, a clear set of themes emerged, confirming that the library's Values in Action span all facets of the library's work. The grouped recommendations became the Strategic Themes which are the basis of the Strategic Roadmap.

VALUES IN ACTION:

Welcoming Everyone

Fostering Curiosity

Strengthening Connection

Challenging Inequity

Honoring Public Trust



INDICATORS OF SUCCESS

Each Value in Action has associated community indicators which are ways we can measure success in living our values and meeting the objectives of our Strategic Roadmap. Indicators include what data we can measure, how the data is measured and will tell us if we are achieving results. All these indicators work together to tell the library's story of impact and contain internal and external measures. Please note: these indicators are dynamic, some are still in development and may evolve over time.

Welcoming Everyone

- Quality of Denver libraries - percentage the public rates the library as good or excellent
- Visits per capita - average number of times a Denver resident visits a library location or the website
- Active cardholders - percentage of Denver residents with an active library card
- Staff engagement - percentage of library staff that self identify as engaged employees

Fostering Curiosity

- Circulation per capita - library materials circulated per capita, by collection
- Library as a space for growth and reflective engagement - under development
- Staff development - percentage of staff engaged in professional development beyond required learning

Strengthening Connection

- New library users - percentage of new library cards issued and active
- Service usage - connection based service usage per capita
- Library as a space for connection and togetherness - under development
- Strategic partnerships - percentage of partnerships rated as highly effective or effective

INDICATORS OF SUCCESS (continued)

Challenging Inequity

- Equity score - staff perception that the library is committed to address/eliminate racial and ethnic inequities in the organization
- Removing barriers - percentage of library policies/procedures/practices reviewed through an equity, diversity and inclusion lens
- Investments reflective of Denver community - percentage of operating expenditures to minority, local and women-owned businesses
- Service utilization in target neighborhoods - service use by priority populations in identified communities

Honoring Public Trust

- Investment in Denver Public Library/the sharing economy - total general fund investment in library services per capita; individual return on investment compared to the per capita general fund investment in library services
- Trust in the library - percentage of public respondents who trust the library to do what is best for the community
- The sharing economy - return on investment of the library
- Preserving Denver's history - percentage of library historical holdings that are accessible to the public

These community level indicators provide a pulse on whether Denver Public Library's efforts are having their intended impact in the community. Our internal work, collaborative work with partners and the City and County of Denver move the needle on the indicators. Several of these measures can be seen across the Strategic Themes.



STRATEGIC THEMES



Space & Place

All Denver Public Library locations and services are welcoming, reflect and honor the unique needs of neighborhoods and are placed in geographically diverse locations to ensure all have access.



Access & Enrichment

The Denver Public Library is responsive to the diverse needs of its community and reaches beyond its walls to offer library services to all.



Culture & Organizational Health

The Denver Public Library offers a strong internal culture for employees focused on equity. The library is a trusted community organization and responsible steward of taxpayer dollars.



ACCESS & ENRICHMENT

The Denver Public Library is responsive to the diverse needs of its community and reaches beyond its walls to offer library services to all.

Objectives:

- 1.1 Reimagine service delivery models and grow the library's commitment to meeting people where they are.
- 1.2 Expand the library's reach and boost public awareness of what the library has to offer.
- 1.3 Offer relevant and supportive resources, services and materials in Denver's key languages.
- 1.4 Inspire and encourage a sense of wonder by curating relevant, engaging and diverse materials that reflect the interests of the community and promote literacy at all ages.
- 1.5 Harness the power of current and emerging technology to eliminate barriers and facilitate exploration.



The library is committed to broaden our external outreach, better tell the story of our value and services to the community, improve language access of services and materials, and sustain digital inclusion work.

SPACE & PLACE

All Denver Public Library locations and services are welcoming, reflect and honor the unique needs of neighborhoods and are placed in geographically diverse locations to ensure all have access.

Objectives:

2.1 Maintain and improve existing library infrastructure to enhance the customer experience and explore opportunities to add new locations as we grow with the community.

2.2 Anchor the library's role as a connector within the larger social and economic fabric of the community.

2.3 Celebrate unique neighborhood characteristics through the design of culturally representative spaces.

2.4 Develop a trauma-informed and culturally responsive customer service model that matches community needs, while also encouraging staff to maintain their own wellness.



The library is focused on strengthening strategic partnerships, reenvisioning our physical environments to reflect unique community use, and incorporating universal design to make everybody feel more welcome.



A close-up photograph of a smiling woman with dark hair, wearing a blue top, holding a baby. The baby is looking directly at the camera and wearing a pink shirt with a small basket on the front.

CULTURE & ORGANIZATIONAL HEALTH

The Denver Public Library offers a strong internal culture for employees focused on equity. The library is a trusted community organization and responsible steward of taxpayer dollars.

Objectives:

- 3.1 Cultivate an inclusive organization focused on equitable outcomes and services for all, leading with race.
- 3.2 Provide responsive and inspired service through data-informed decision making.
- 3.3 Nurture the full employee lifecycle, build staff capacity to deliver on our mission and create opportunities for career exploration.
- 3.4 Align financial and operational resources with strategic priorities to ensure long-term sustainability.
- 3.5 Provide consistent, transparent, high quality communication and prioritize meaningful opportunities for staff and community engagement.



The library recognizes the link between internal wellbeing and external service through prioritizing employee engagement, sound financial management, data collection and use, and stakeholder accountability.

ACKNOWLEDGEMENTS

Denver Public Library Commission

Cathy Lucas, President
Sonya Ulibarri, Vice President
Laurie Mathews, Secretary
savinay chandrasekhar
Jehan Benton-Clark
Carlos Martinez
Michael Niyompong

Denver Public Library Executive Team

Michelle Jeske, City Librarian
Bria Ward, Interim Chief of Staff, Director of Human Resources
Ozy Aloziem, Manager of Equity, Diversity, and Inclusion
Rachel Fewell, Central Library Administrator
Anne Kemmerling, Director of Neighborhood Services
Zeth Lietzau, Director of Collections, Technology, and Strategy
Amber Lindberg, Director of Finance and Facilities
Erika R. Martinez, Director of Communications and Community Engagement

Charting the Course Project Team

Kirsten Decker, Manager of Strategy and Evaluation, Charting the Course Project Lead
Ozy Aloziem, Manager of Equity, Diversity, and Inclusion
Bec Czarnecki, Assistant to the City Librarian
Jina Dunn, Finance Manager
Olivia Gallegos, Communications Manager
Seana O'Grady, Senior Management Analyst - Strategy & Evaluation
Taylor Schaffter, Learning and Development Manager

Charting the Course Change Team

Jim Bang, Security Supervisor
Melanie Colletti, Senior Librarian
Ernesto Escarsega, Library Program Associate
Joe Gosalvez, Communications Specialist
Jennifer Lay, Learning Program Specialist
Joe Mills, Library Assistant III
Edgar Morales, Library Assistant IV
Matt Simpson, Circulation Services Supervisor
Joan Vigil, Senior Librarian

Values in Action Team Leads

Welcoming Everyone
Amanie Mahmood, Collection Specialist

Fostering Curiosity

Nate Stone, Program Administrator - Digital Inclusion

Strengthening Connection

Yvonne Sadeghzadeh, Library Assistant V

Challenging Inequity

Daniyom Bekele, Librarian

Honoring Public Trust

Christina McClelland, Resource Development Officer







Visioning for library services in River North neighborhood

History

In the late 1800s and into the 19th century, RiNo was home to many industrial functions including foundries and pattern shops that helped drive the economic success of Denver. In the latter part of the 20th century, industry moved out of the city's core, leaving the neighborhood with vacant warehouses and facilities. Artists took advantage of affordable prices and interesting buildings to

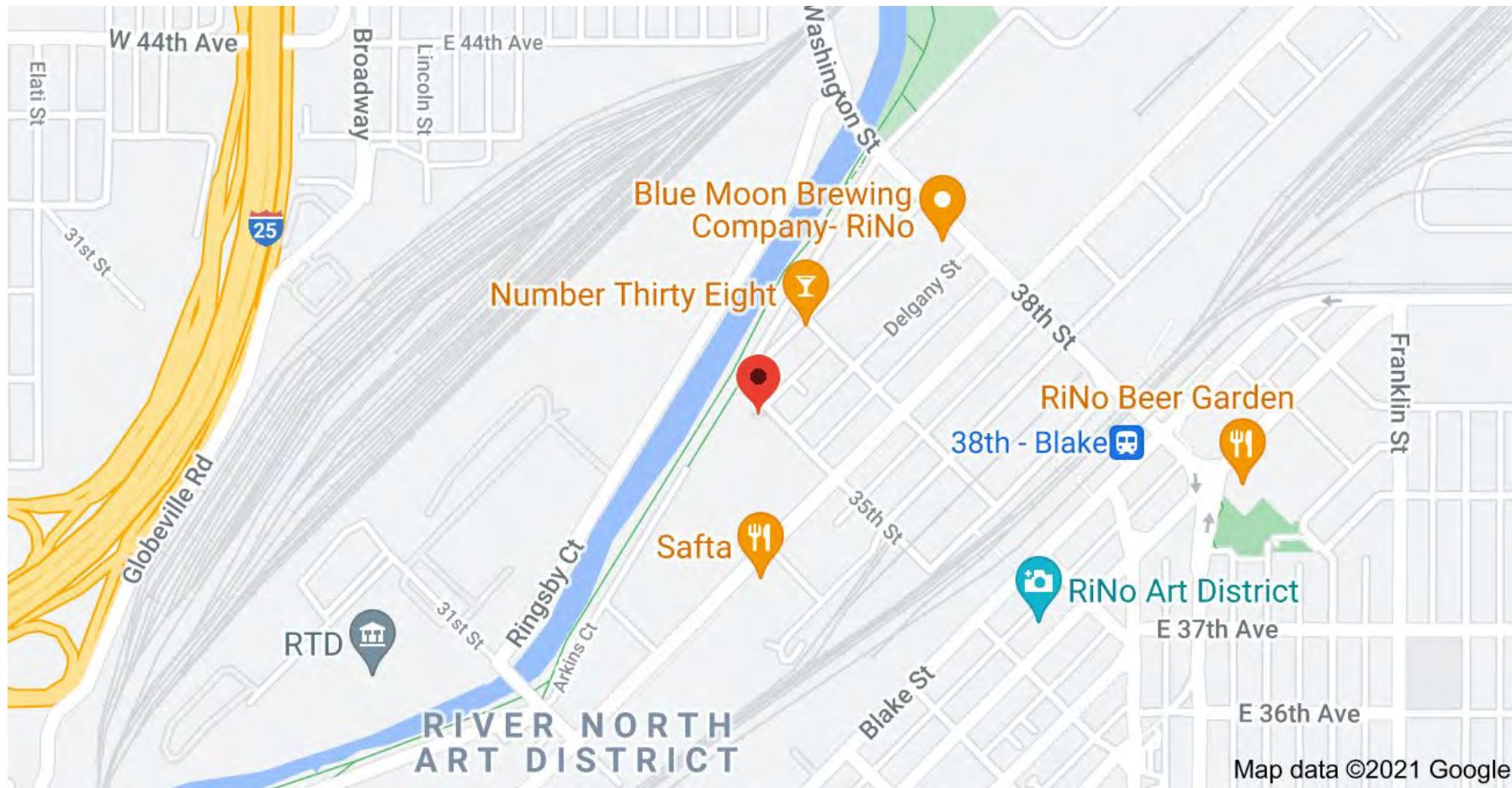
Current State

The library has identified a service gap in the rapidly developing RiNo neighborhood. The closest libraries are Valdez-Perry in Elyria-Swansea and Blair-Caldwell in Five Points. There are major barriers such as I-70 and railroad tracks that prevent easy access to either location from the RiNo neighborhood. In addition, RiNo is a unique community and has residents with different needs than its adjacent neighborhoods. Neither branch library has a dedicated creative space.

Currently, the library is piloting programs in various locations in the neighborhood including the RiNo Arts District offices on First Fridays. The library is also partnering with multiple organizations including local developers to identify locations for additional indoor and outdoor programs. With its partners, the library continues to seek opportunities to meet with residents and stakeholders to gather community needs, make a business case for a library and public creative makerspace and identify potential locations. There are currently limited opportunities for people to gather, learn and create in a public place in RiNo. One potential location in the newly developing RiNo Park on 35th between the Platte River and Brighton Boulevard appears ideal.

Future State

The library seeks approximately 5,000 square feet to develop a library presence in RiNo, focusing on community space for meeting, creating, programming and more. Ideally, the library would partner with other organizations to



An architectural rendering of a modern arts center. The building features a large, open-plan interior with a high, vaulted ceiling supported by a dark metal truss system. The walls are primarily glass, allowing natural light to flood the space. In the foreground, a group of people are sitting on a wide, white, stepped platform. Other people are standing and walking in the background. The building is surrounded by lush greenery, including tall trees and various plants. The overall atmosphere is bright and inviting.

RINO ARTPARK

Innovative interdisciplinary arts center
where everyone is welcome to create,
explore, and connect.





COMAL

Heritage Food Incubator









TOOLS FOR THE CREATIVE LIFE:

Pricing Your Artwork

How do you place a financial value on your creative expression? Figuring out how to price your artwork may be one of the toughest challenges that creatives deal with on an ongoing basis. Led by visual artist and TV host, Michael Gadsin, this workshop will help creatives better understand various theories and processes for pricing their work. Whether you are just starting out in your art career or looking to re-established enterprises to the next level, participants will learn useful tips and practices for valuing and selling their work.

Michael Gadsin is a professional visual artist represented by K Contemporary. He is also the co-host for Rocky Mountain PBS' Arts District Program, serves on the Board of Tixotone for MCA Denver and is Chair of the Board at PlattsForum.

April 21, 2021 at 1pm - 2:30pm

Visit the link in our bio to register.

Tools for the Creative Life is a workshop series aimed at providing creatives with connection, new skills, inspirational advice, and tools to craft a healthy creative ecosystem. Presented in partnership by the Little Arts District, Transforming Creatives, CICA, and the Creative Integration Initiative and Denver Public Library.



CREATIVE
INTEGRATION INITIATIVE



DENVER PUBLIC LIBRARY



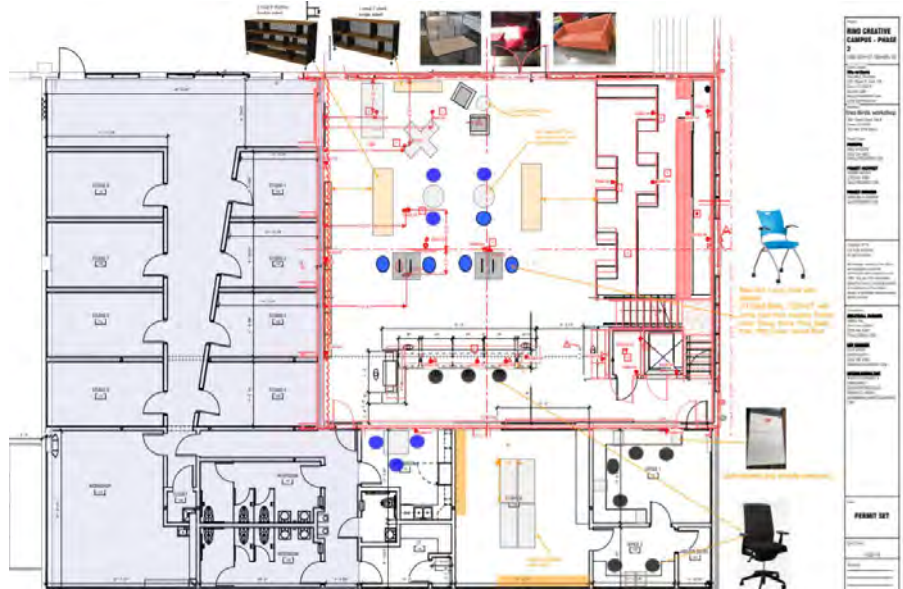






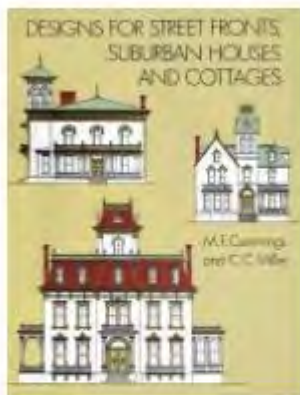
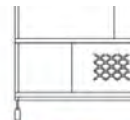






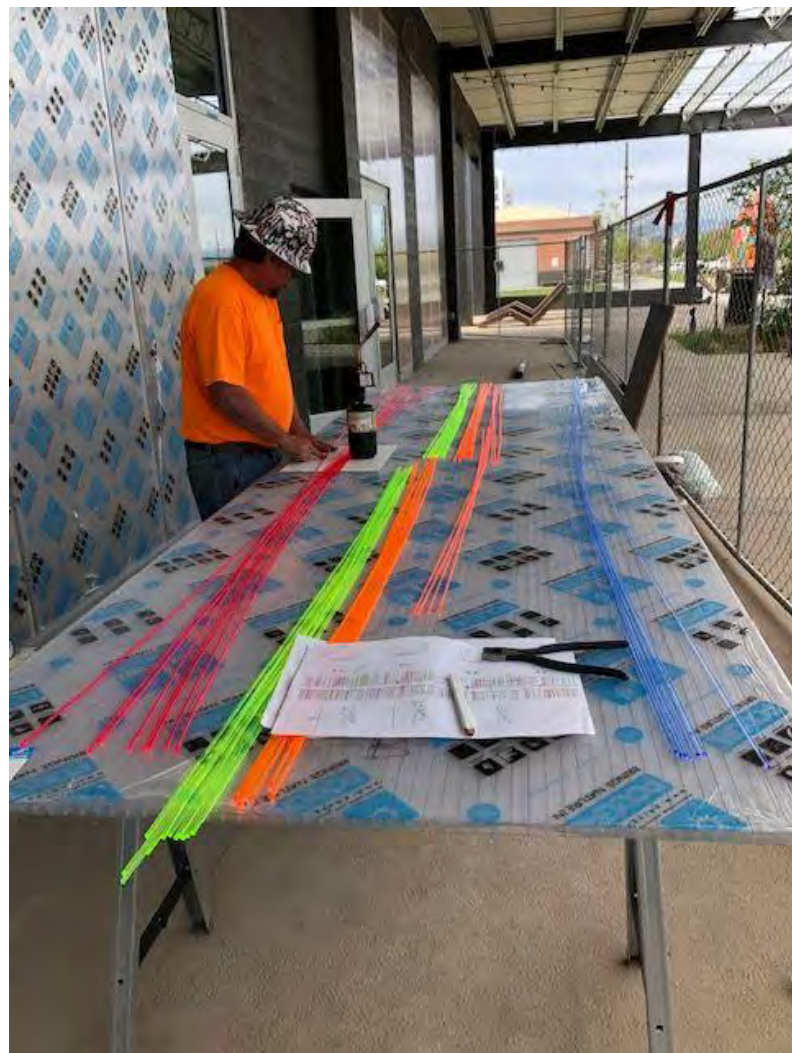


2 total 9' shelves
double sided



ALL Color options are shown below.
Vicks suggested colors and lengths are shown to the right.
Lead Time Approx 3 weeks.
<https://shelfology.com/shelf-systems/fat-lipie-picture-ledge/>













ArtPark Al Fresco Family Nights:
PAINT CHIP POETRY
June 15, 6:00 PM

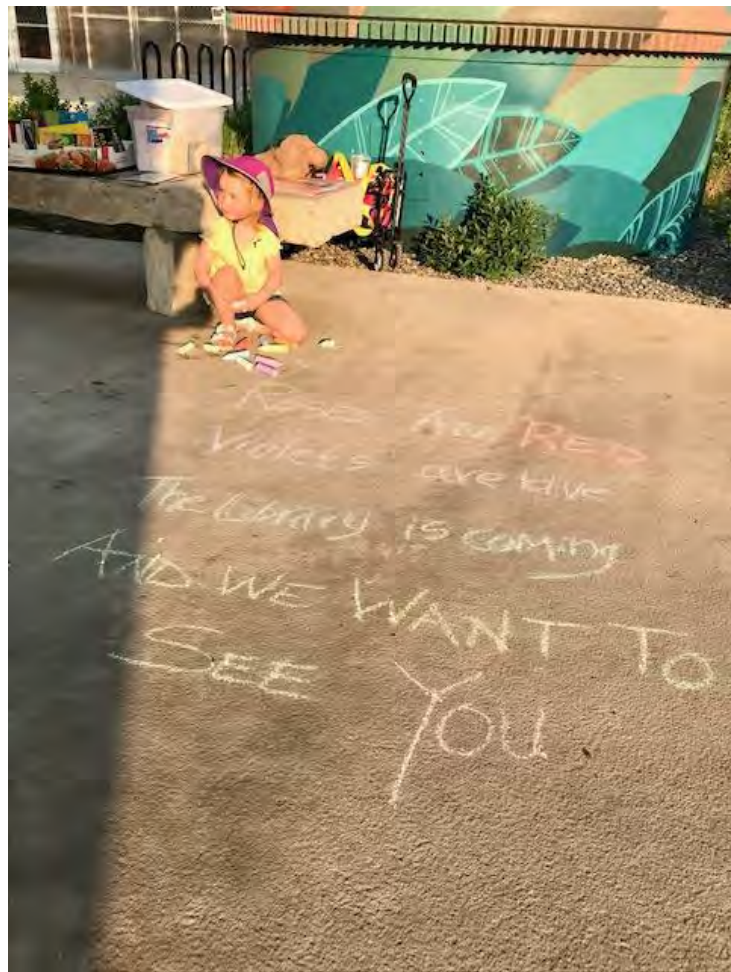
15

TUESDAY, JUNE 15, 2021 AT 6 PM MDT – 8 PM MDT

ArtPark Al Fresco Family Nights: Paint Chip Poetry

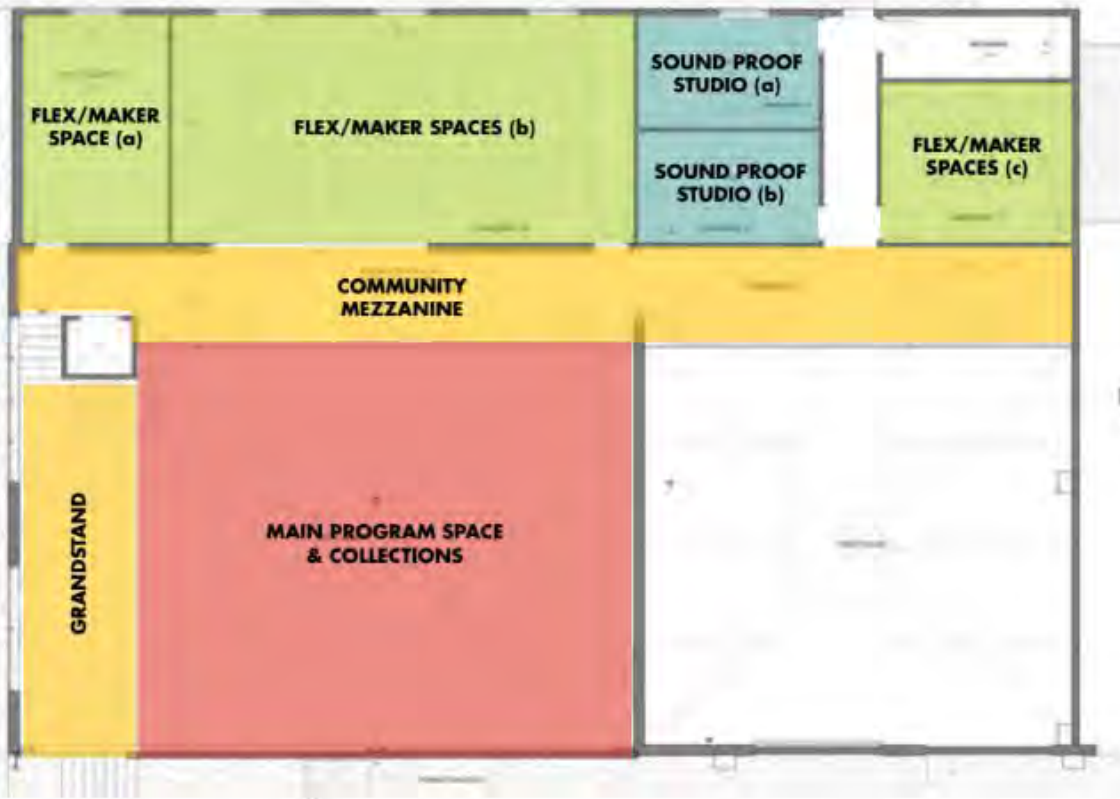
RiNo ArtPark











The Denver Public Library creates welcoming spaces where all are free to explore and connect.

In this new library concept, you will find interactive community programs happening in inclusive spaces where residents might record a video, learn to paint, attend a concert or participate in a mashup. Neighbors will have access to collections, flexible spaces and a variety of programs, resources and services to help them and their community thrive.

Sponsor Opportunities:

MAIN PROGRAM SPACE: **\$250,000**

GRANDSTAND: **\$100,000**

FLEX/MAKERS SPACE (a): **\$25,000**

FLEX/MAKERS SPACE (b): **\$50,000**

FLEX/MAKERS SPACE (c): **\$30,000**

SOUND PROOF STUDIO (a): **\$25,000**

SOUND PROOF STUDIO (b): **\$25,000**

COMMUNITY MEZZANINE: **\$75,000**

COMMUNITY MURALS: **\$10,000 each**

EXTERIOR PLAZA: **\$1,000,000**



September 24-26



Art Park Branch Library

@DPL.ArtPark · Library

 Send Message


Home

Reviews

Videos

Photos

More ▼

 Liked



About

[See All](#)



152 people like this including 16 of your friends



Create Post



Photo/Video



Check in



Tag Friends

Westwood Concept



አማርኛ العربية မြန်မာဘာသာ 汉语 فارسی français नेपाली русский язык Af-Soor



Cultural Exchange Programs



Spanish Services

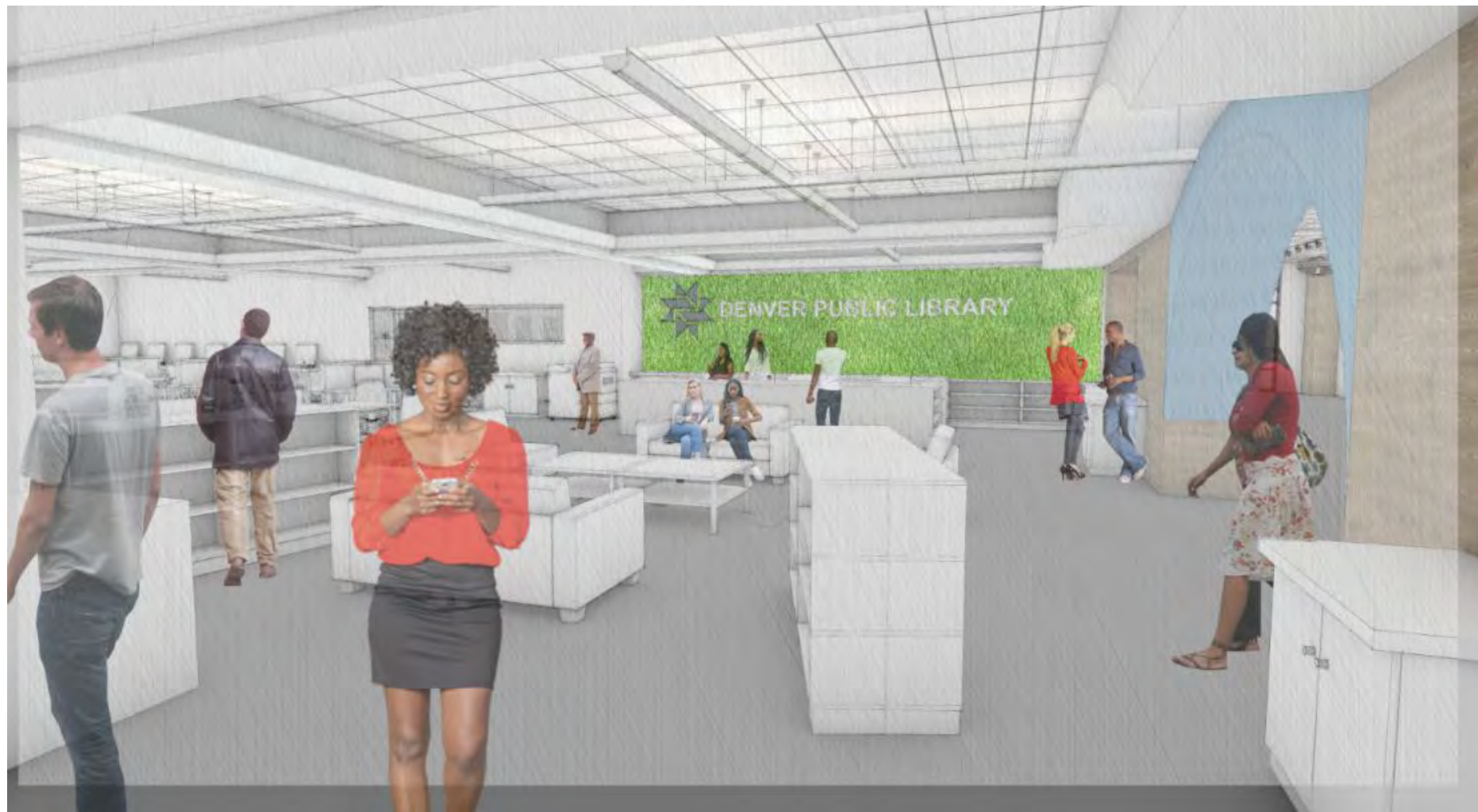








Blair-Caldwell African American Research Library



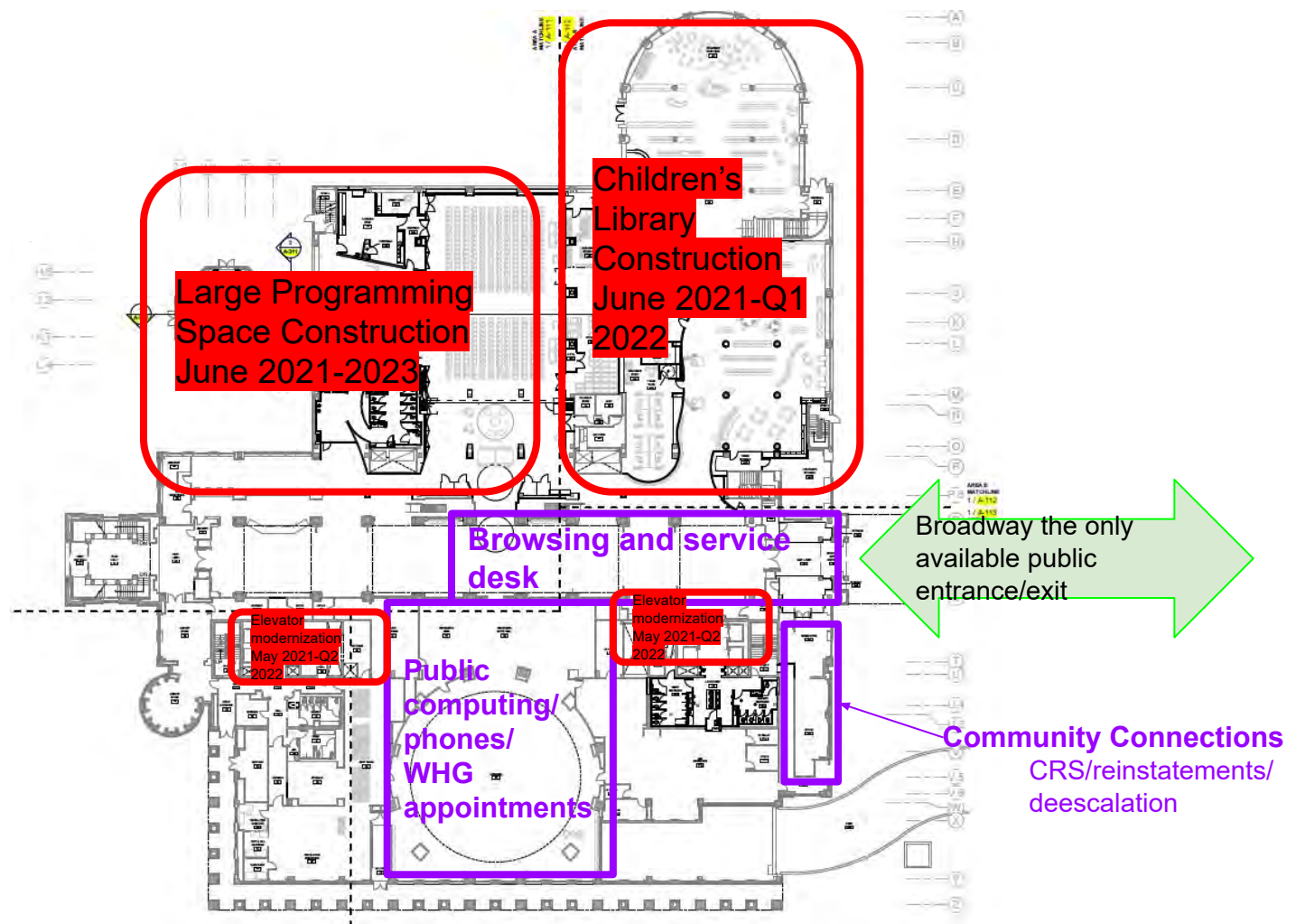






B1 and B2

- Reinforcing structure to support the large programming space on Floor 1



Floor 1

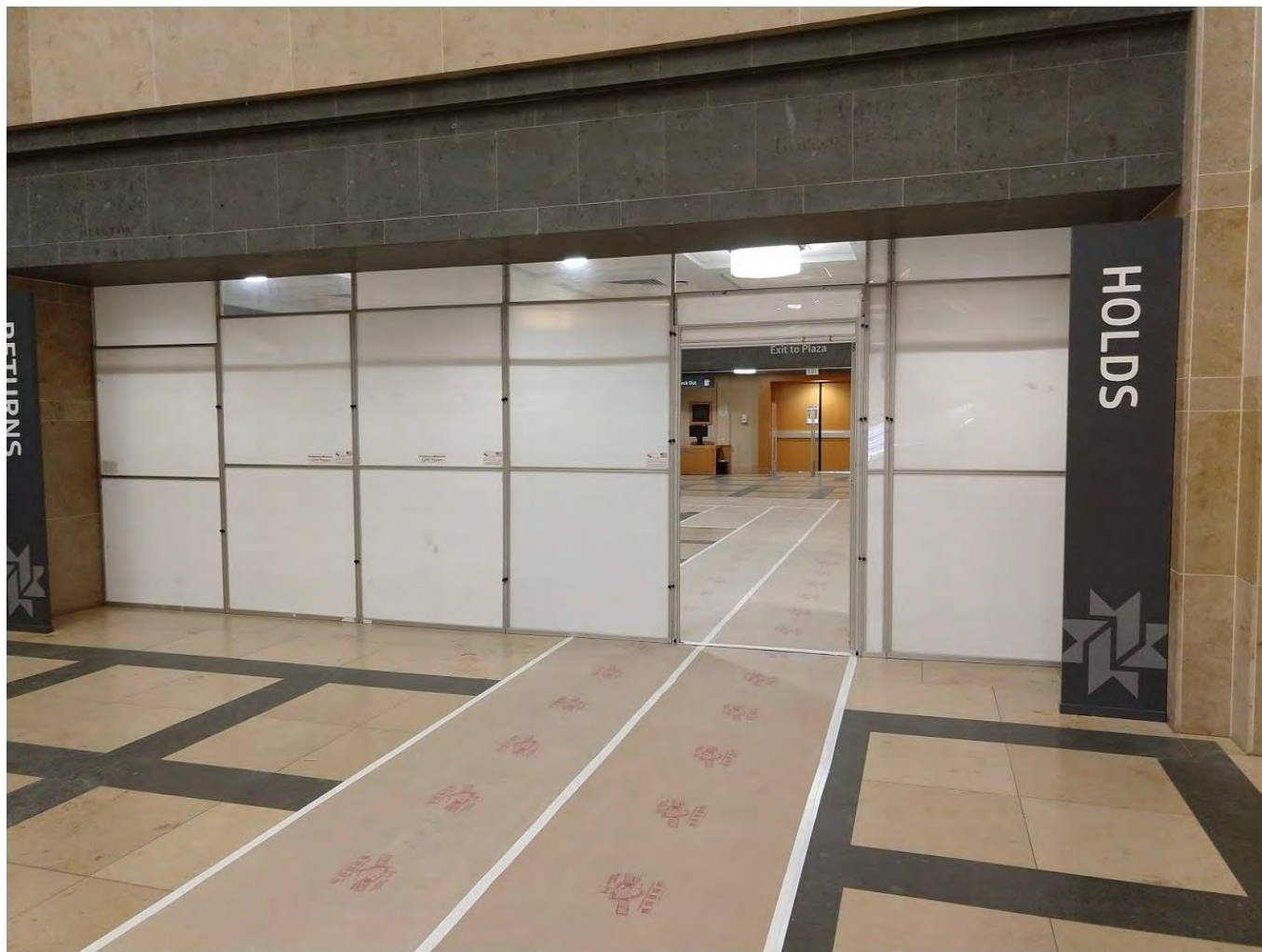
- Public services available
- No access to escalators
- Purple spaces are the only public access spaces in the building



Restroom Progress!



First floor restroom near completion



Temporary wall in
Schlessman Hall to divide
public space from
staff/construction space

Temporary wall in
Schlessman Hall to divide
public space from
staff/construction space





Burnham Hoyt demolition
6 columns were removed





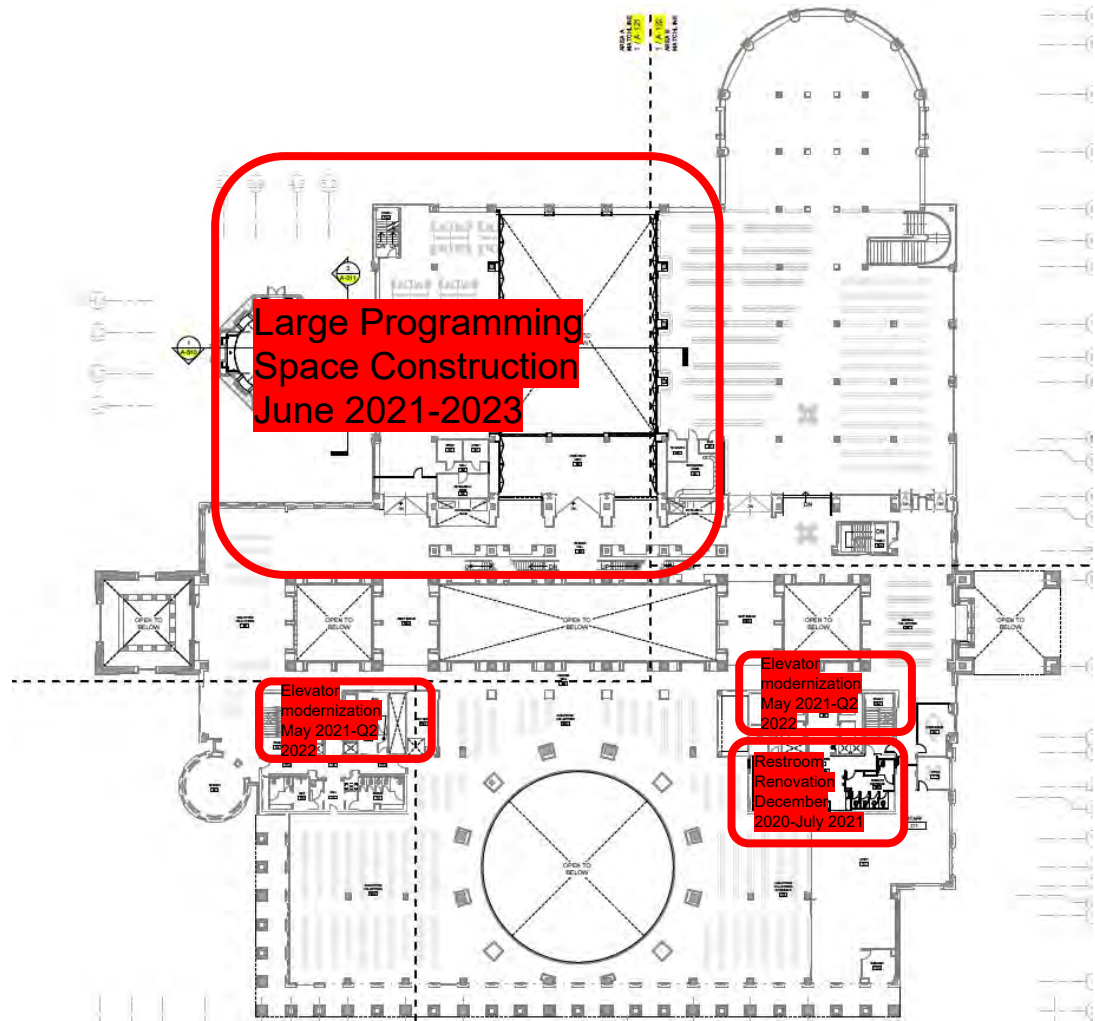
Children's Library demolition
Original Graves carpet
from beneath shelving

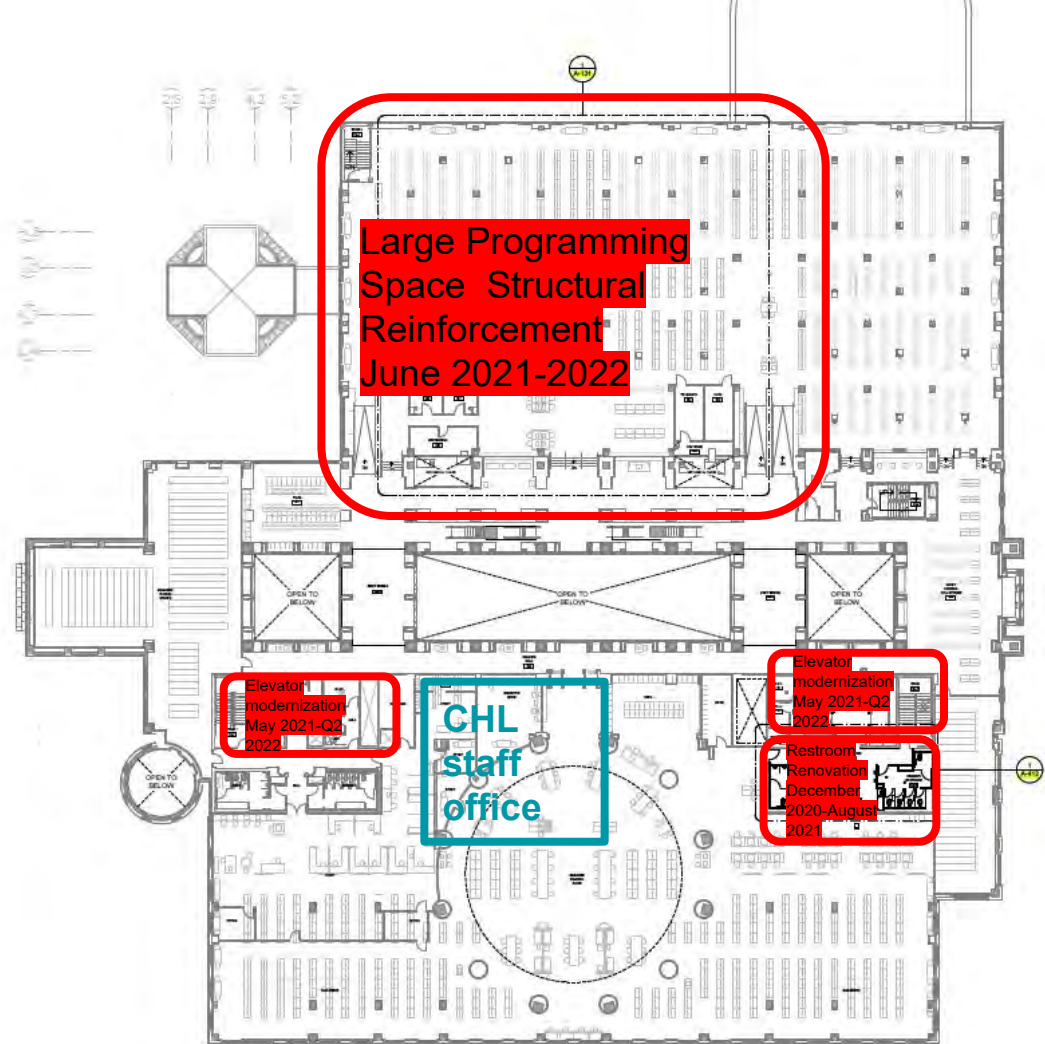




Floor 2

- Contractors will be cutting a hole in the floor to create a 2-story large programming space
- A new hallway will be created from the B&B workroom to the public space



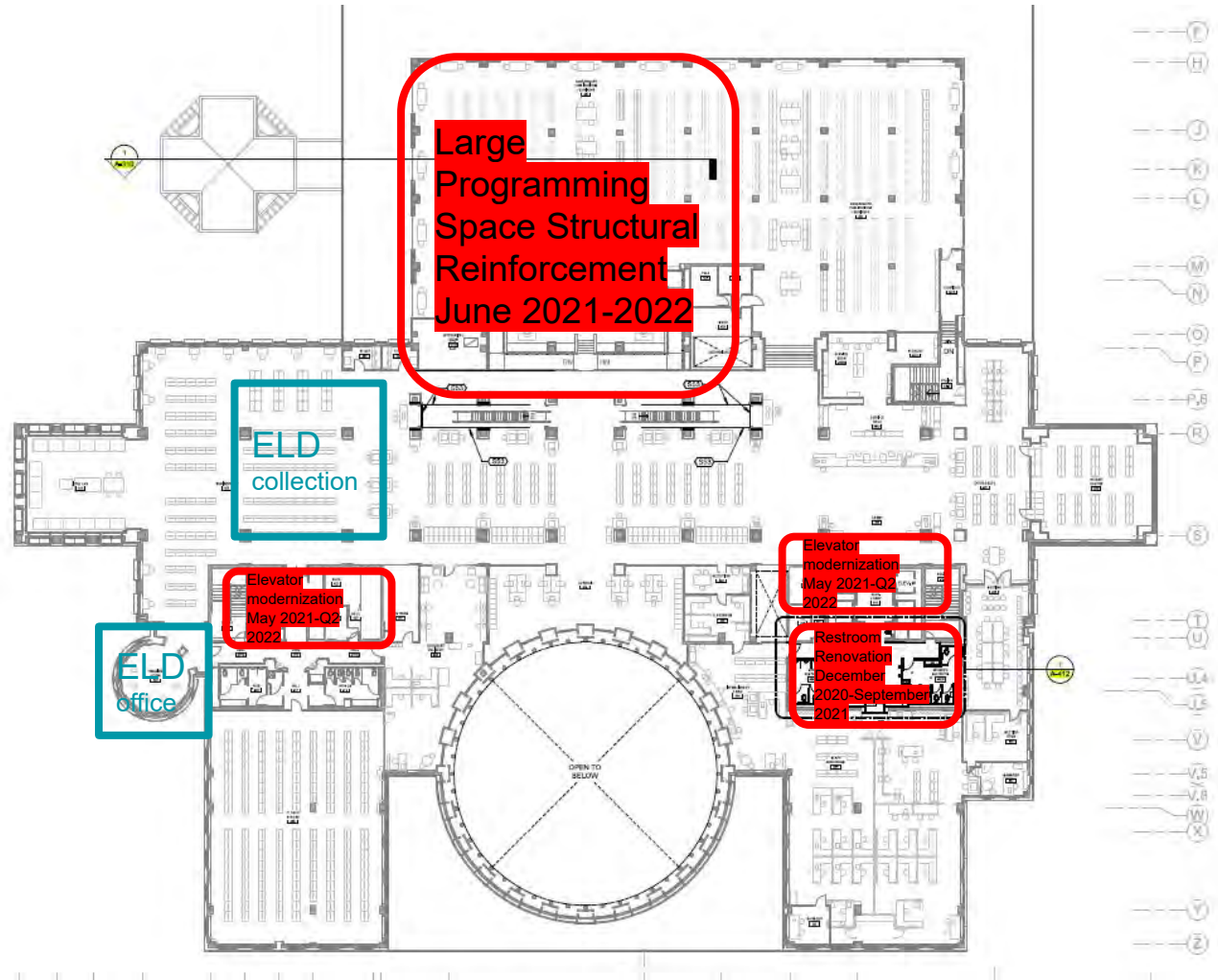


Floor 3

- Children's staff are using some space in REF as their office
- Reinforcing structure to support the large programming space on Floor 1

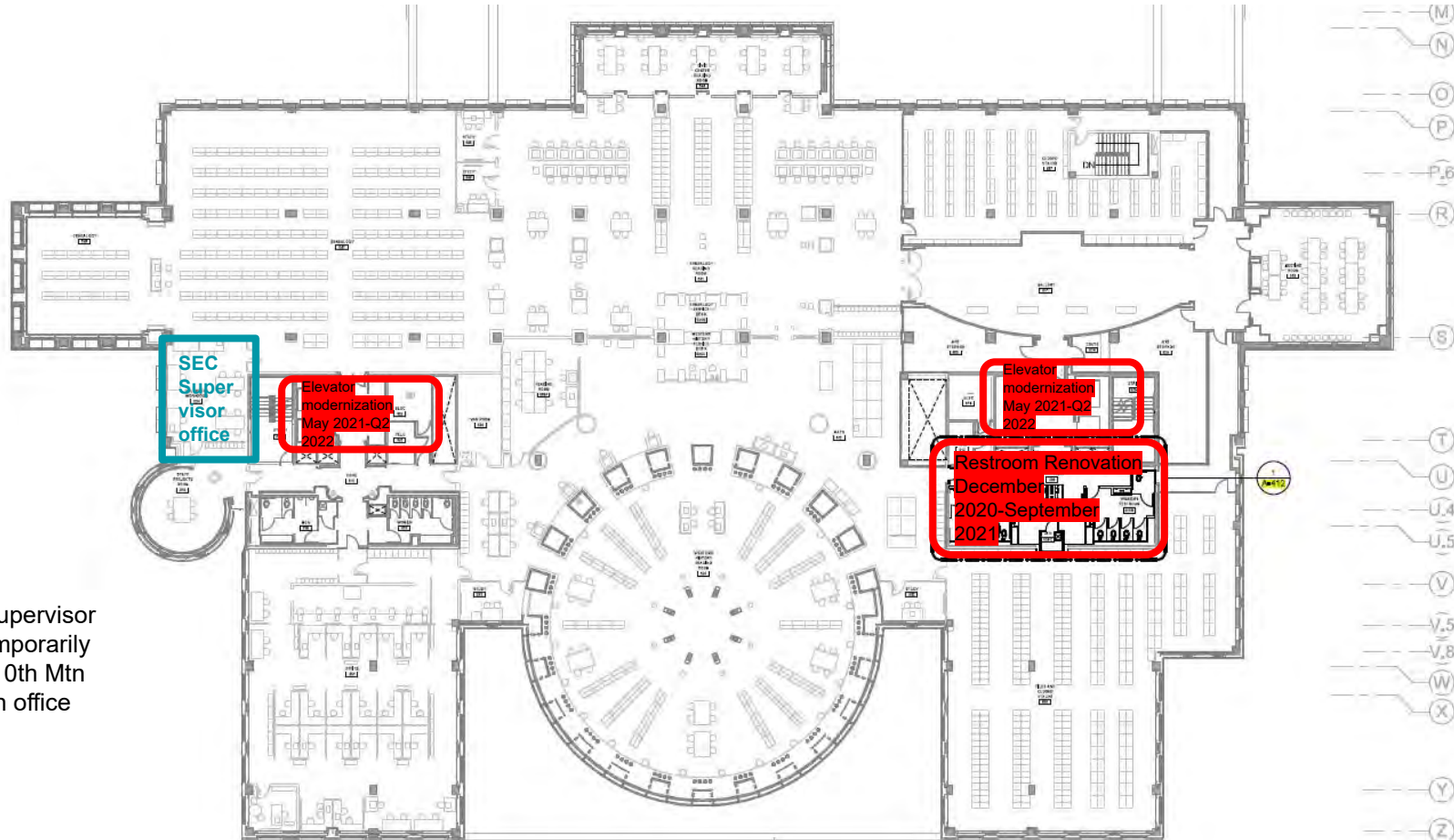
Floor 4

- ELD collection and staff are working on the 4th floor temporarily
- A new hallway will be created from the CDO/ILL/DevOps workroom to the Rockwell Room (July 2020 completion)
- Reinforcing structure to support the large programming space on Floor 1



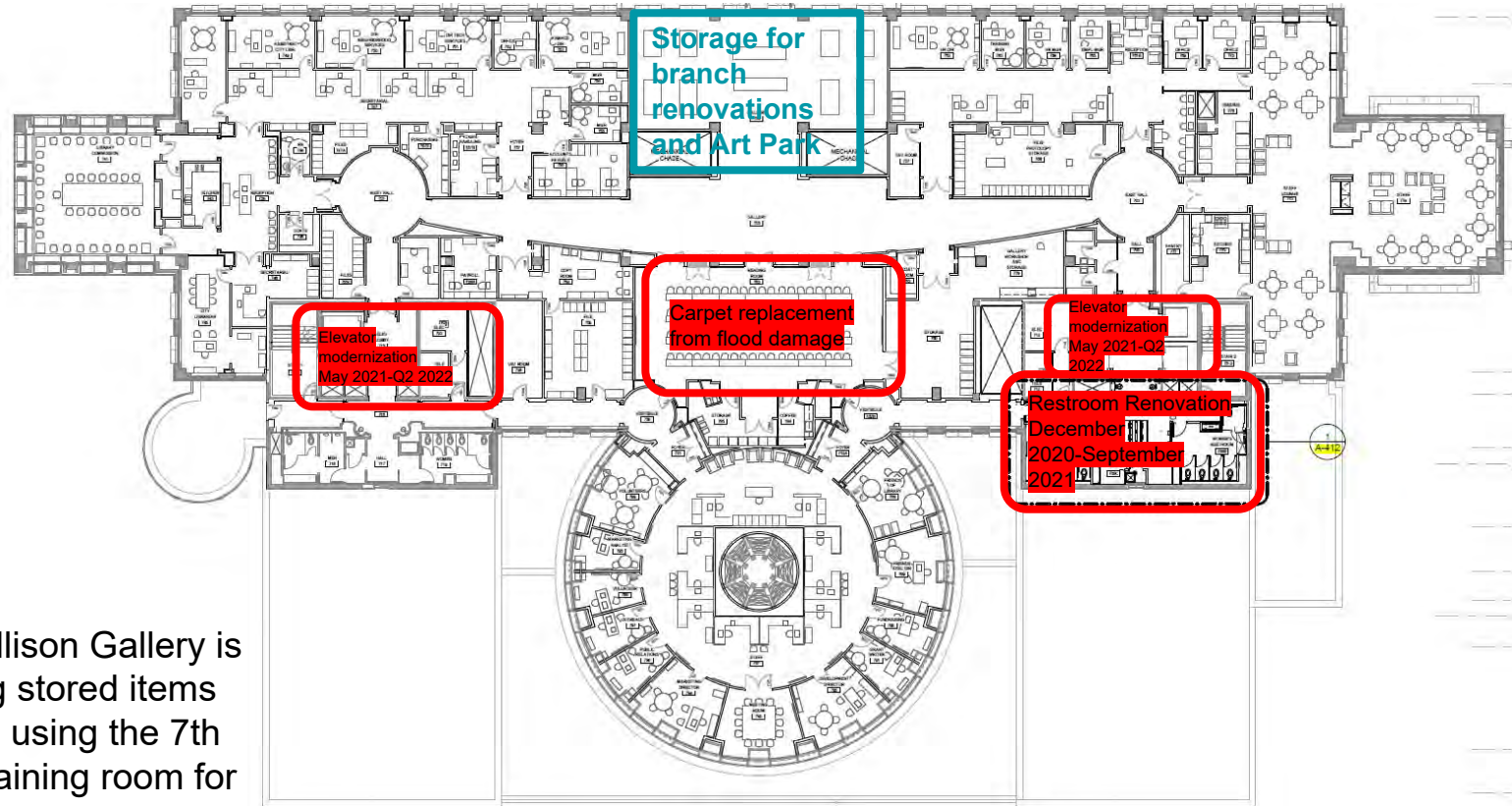
Floor 5

- Security Supervisor team is temporarily using the 10th Mtn room as an office



Floor 6

- Restroom demolition and creation of storage room



Floor 7

- Vida Ellison Gallery is holding stored items
- SEC is using the 7th floor training room for training and supervisor offices







Agenda Item 8

Requested Action: Receive Report

August 2021 City Librarian Report

[August Library Updates](#)

[Central Library](#)

[Chief of Staff](#)

[Collections, Technology and Strategy](#)

[Communications & Community Engagement](#)

[Equity, Diversity, & Inclusion](#)

[Finance & Facilities](#)

[Human Resources](#)

[Neighborhood Services](#)

[Stories of Impact](#)

August Library Updates

Engage! August 2021

In this month's issue we encourage families to get outside! The issue includes:

- Educator Services for all grade levels
- Explore all our book clubs
- DPL events and programs for teens, older adults, and families.

Read all this and more - [here](#).

New Teen Website Landing Page

We launched our new teen website landing page at denverlibrary.org/teens. This revamped design looks to bring a fresh and engaging approach for teens and families that want to further explore what DPL has to offer, and all the different resources, lists and programs we have available. Check out the new site at denverlibrary.org/teens.

New Library Database - Leadership Connect (Formerly Yellow Books)

We've recently added to our database suite a resource that serves as the government "yellow pages" with this online version, [Leadership Connect](#). Through Leadership Connect, you can find federal department & agency leadership, purchasing contacts, advisors, policy-makers, directors, and assistants to name a few. You can also find detailed profiles of national groups such as elected officials, chiefs of staff, city managers, CFOs, IT decision makers, police chiefs, state legislators and city council members, and many more. All you need is a library card and you're able to access [Leadership Connect](#).

Summer of Adventure is still here!

May 25 - August 21

Here are the important dates:

- August 13: Last day to register
- August 20: Last day for the Maker Challenge
- August 21: Last day for prizes

To register and learn more, visit denverlibraryadventures.org



New Art Park Naming and Grand Opening

The Denver Public Library needs the community's help to name the new branch at the ArtPark! Visit www.denverlibrary.org/ArtPark for more information and to submit a name recommendation. Deadline is Tuesday, August 31.



The new branch will be open to the public as part of the campus grand opening the weekend of September 24. You can see the [full list of events here](#).

New GO Bond

As of August 13, there are three of eight requested library projects included in the City's proposed GO bond package. City Council needs to approve these measures and refer them to the ballot by August 30 in order for this to go forward to the voters in November. The three projects are:

- New Westwood Library: \$13,880,000
- New Globeville Library: \$12,000,000
- Hampden Branch Library expansion: \$3,440,000

It took a great deal of advocacy to achieve the inclusion of these projects and DPL leadership, DPLFF and community advocates have continued to press for additional funding, particularly for the Central Library renovation. The other concern is the need to find funding to improve the conditions at the current Westwood facility. We will continue to discuss these matters with the City. Thank you to all who helped support these efforts!

Mandated COVID-19 Vaccines

There is a new public health order that mandates vaccines for City and County of Denver employees, volunteers and Commissioners, among others. We have until September 30 to comply. The City has implemented a process for staff to upload their vaccination proof into the City's Human Resource Information System. The City is still working on the process for demonstrating proof of vaccination by volunteers, Commissioners, and contractors.

Central Library

The Central Library reopened the first floor to the public on July 18 for the first time since it closed for the pandemic on March 15, 2020. Initially, this is a limited first floor only access to the public, while much of the first floor, public restrooms (floors 2-7), elevators, and other areas remain under construction. We hope to open up additional areas as the renovation progresses but timelines are highly dependent on construction. The next area to open will be the Children's Library in early 2022. The rest of the currently funded construction will continue into 2023.



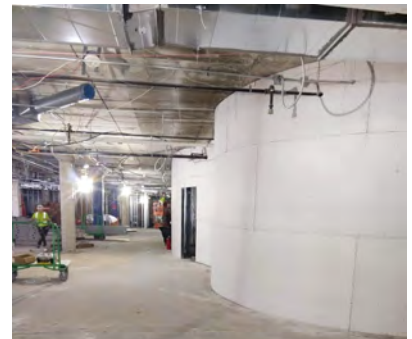
Co-locating services on the first floor gives visitors a full experience in a footprint the size of a large branch, including Community Resources, Special Collections, the Community Technology Center, and representative browsing collections of books and media. Usage has been steady with about 200 daily visits. Visitors include quite a few children and families, many enthusiastic Western History researchers, community members in need of connection, and neighbors very happy to see the building open again. Visitors have been vocally impressed by the remodeled restrooms. In the first week, Central circulated

3,785 items - a 26% increase over the prior week with only curbside and outdoor services.

- Central is open to the public Sunday to Thursday, 1 - 5 p.m
- Curbside holds pick-up service is currently available Sunday 1 - 5 p.m., Monday - Thursday 10 a.m. - 6 p.m.
- Sunday service at Central was prioritized because street parking is free then, allowing greater access for customers and staff. Afternoon hours were identified as a priority, so that loud, invasive construction projects can happen in the morning, when possible.

Close physical proximity is giving new opportunities for staff to collaborate across departments. Cross-training is helping maintain services while Central departments experience vacancies and turnover.

On July 28, the Community Resources team partnered with the Denver County Court to host Outreach Court at Central. Ten community members were able to resolve City cases in a supportive setting and connect with service providers.



Behind temporary construction walls, renovation work continues with exciting progress in the new Children's area including drywall going up to define the new staff offices.

Chief of Staff

Denise Boothby is excited to have rejoined DPL in August as the interim Chief of Staff for the next six months. We would have never guessed that when she left in December of 2019 that we would be experiencing a global pandemic a few months later. As such, Denise understands that DPL now has different needs and priorities. Her plan is to assess and help address the needs of staff and the organization, offer support through an organizational development lens and the alignment of work and resources. She will also assist Michelle with the recruiting of a permanent Chief of Staff and HR Director.

Collections, Technology and Strategy

All five branch ideaLABs are now open, and we are also offering indoor computer access at the Central Library. The new ideaLAB at the Sam Gary Branch is already seeing between 30 and 60 customers per day, and is a vibrant destination for families. At Hampden, they saw 609 visitors in July, our second month open. This is a significant increase from June, when 382 visited the ideaLAB during the first month the ideaLAB was open.

As part of our continued collaboration with Denver Economic Development and Opportunity, we are in the midst of processing an additional 220 Chromebook and hotspot packages to be available for customer checkout. They should be available for circulation by the end of this month.

Related, we are applying for special funding through the federal Emergency Connectivity Fund to extend the life of circulating hotspots through June 30, 2022, and to be able to supplement our collection enough to hopefully remove all existing people from the holds queue. We are also applying for funding from this program to refresh our in-house Chromebook circulation program.

Members of our Digital Inclusion staff are co-leading a citywide team that is creating a Digital Equity Plan for Denver. That progress continues, and we expect it to be completed by mid-September.

We continue to move forward with the Charting the Course strategic planning rollout, and will be launching a significant staff engagement effort in the coming weeks. We will have a more in-depth update for the Library Commission at an upcoming meeting.

Communications & Community Engagement

Outreach/Mobile Services

The mobile services department is continuing outreach throughout the city focusing on neighborhoods with barriers to access. We have started to go back inside older adult facilities and have started doing light programming at our stops including an older adult bingo program and tech help sessions. We have added services to multiple older adult sites and have added visits to both Tiny Home Villages (in addition to visiting both Urban Peak spaces and both SOS sites). We are looking to expand on what tech help looks like at these sites.

We will be returning to both the prison and the parole office this month, providing programming at the prison for incarcerated individuals and visiting the parole office weekly to promote the

library and how people returning from incarceration can use the library. During these sessions we address individual concerns or barriers around library use including lack of ID or need for tech help. The team is also currently planning back to school efforts with DPS.

Partnerships

The team has been focused on simplifying the grant process. In the last month, a new grant management platform, Fluxx for Grantseekers, was launched. This will make it easier to track the grant process, implementation, and reporting.

The team submitted two grants in July. Year to date, we have received eight total awards for \$1,211,804 total. There is another \$366,272 in progress or submitted to date.

Community Engagement

Due to COVID, our community engagement efforts shifted to support vaccine administration. In the past few months, we have hosted vaccine clinics with Denver Health at Montbello, Athmar, Ford-Warren, and Blair-Caldwell with a total of 98 vaccinations given. In total for 2021, 3,527 total vaccinations have been given across all clinics hosted by DPL.

The team is working on how to shift back to regular community engagement and what that looks like for the rest of the year. Two community conversations for fall 2021 are being planned in partnership with DU for a series of topical conversations between October 2021-May 2022.

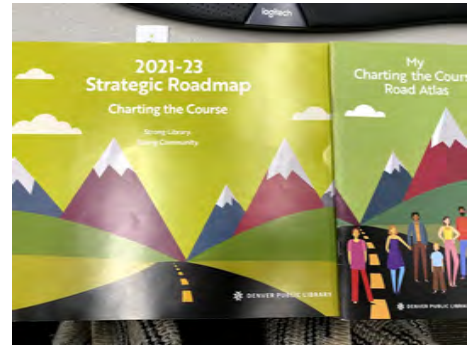
Communications

The communications team has been supporting and participating in several system wide efforts/projects including Charting the Course, EDI plan roll out, naming and opening of the new branch at ArtPark, renaming of Byers, Colorado Online High School graduation and Hispanic Heritage Month. The team also supported the reopening of Central with a media strategy that successfully garnered coverage from Westword, Denver Post, Denverite, Denver 7, and Channel 4.

The team launched planning efforts for the Latino Community Service Awards earlier this summer. This includes committee management and event planning and coordination. The awards ceremony is scheduled for Saturday, October 9 and will be in person with the option for virtual.

Marketing

The Marketing team has been working on supporting several system wide projects that have been larger in scope. For example, for Summer of Adventure, the team designed an interactive booklet for youth of all ages. For the upcoming Booklover's Ball, the team worked on creative and all the printing needs. They will continue to support the marketing needs of this event into September. A roadmap and atlas were designed for the Charting the Course strategic roadmap for internal and external purposes.



Throughout the summer, the team created and implemented an advertising campaign to inform the community that we are open. The bilingual ads were on buses and bus shelters strategically placed in neighborhoods of our priority populations.



Social media

| Social Channel | Following as of 8/10/2021 |
|----------------|---------------------------|
| Facebook | 21,110 |
| Instagram | 7,972 |
| Twitter | 16,323 |

Most successful posts

Instagram: [Meet Stevie Gunter, BCL Archivist Librarian](#) - 428 likes, 15 comments
[National Sewing Day](#) - 195 likes, 1 comment

Twitter: [Did you know....Cultural Passes](#) - 23 likes, 3 Retweets
[Black Panther Archives](#) - 19 likes, 3 retweets

Facebook: [Did you know....Cultural Passes](#) - 121 reactions, 13 comments, 60 shares
[Byers Renaming](#) - 220 reactions, 68 comments, 42 shares (\$25 Boosted Post)

Equity, Diversity, & Inclusion

This month we shared a draft of our Racial Equity Plan with staff which will be presented at the August 19 Commission meeting. This plan aligns and summarizes the work that is already underway and the work we've committed to doing in the next year. Our EDI manager will be communicating frequently with staff about our EDI plans and progress. This plan is also integral to our new Strategic Roadmap and 2021 Action Plan. This plan doesn't sit or work in isolation. It's part of a larger plan to advance our organization in service to our staff and community. We'll be working on eLearning to explain the plan in greater detail and how staff at all levels fit into it. This fall, we will work with each team and department to identify specific EDI opportunities they would like to focus on that will form a more comprehensive five year EDI plan.

Finance & Facilities

Finance

Much of the summer has been occupied with budget processes and seeking funding for our 2022 operating budget as well as COVID-recovery funding through the Federal American Rescue Plan Act (ARPA). 2022 budget presentations have been given to the City's Chief Financial Officer and the Mayor. Our final presentation will be to City Council in September. Since our last Library Commission meeting, City Council approved an initial restoration of services with ARPA dollars. DPL was awarded funding for operating supplies and services as well as FTE. In anticipation of the approval, the Budget Team worked diligently with Leadership to identify strategic funding needs and begin prioritizing positions to fill. We will discuss this in further detail in the Q2 Financial Report in this packet.

Facilities

With 27 locations (including ArtPark), the Maintenance team is continuously occupied with maintenance and renovation projects. Many of our cooling units are needing upgraded and evaporative coolers often struggle with the recent high temperatures; Green Valley Ranch recently received a new unit, and several more are scheduled for replacements within the next year. Central Library renovations continue to bring new challenges and opportunities to light because unfunded repairs outside of the bond scope are being found and cannot wait including a sump pump, air handling units, and steam valves. These are all major infrastructure components necessary to operate the building (and other City buildings in the case of the steam) and our Facilities team is making it all happen. Custodial is very flexible in supporting our reopened branches and Central first floor. Just this month, Joi Allen was promoted to Custodial Supervisor and we are very excited about the six years of DPL experience and fresh outlook Joi brings to the supervisory team! The Delivery team continues to be challenged with expanded responsibilities and limited resources while vehicles are out of commission for repair, but have brought many innovative ideas and needed skills along with a positive attitude to support our (almost) 27 locations. The Facilities department has experienced recent turnover, and we are optimistic about posting several positions including a Trades Supervisor, HVAC Mechanic, Custodial Leads, and Delivery Drivers.

Security

The reopening of Central Library has brought about a change in the work of our Security team. While most of our team was part of DPL before the pandemic, we also had many new Security

Officers join our team while closed. Contrary to belief, the role of Security is very much focused on customer service and trauma-informed care. And the services we provide are to support all our staff in their work by ensuring customers are following our [Library Use Policy](#). We value keeping our customers in the library rather than trying to get banned customers *back in* the library. Security has long partnered with the Community Resource team in meeting with banned customers and working on a plan to bring them back into the library, and this work has recently expanded to bring Neighborhood Services staff to these conversations which is critical to building relationships with our community. We are excited about the ways these partnerships will make DPL stronger and benefit the community. I also want to recognize the life-saving efforts of our Woodbury branch staff who reversed an overdose with Narcan in the park adjacent to the library last month. Staff's willingness to take the Narcan training and their quick response that day resulted in a person alive today that may not have otherwise survived. This is the first overdose reversal at a DPL library branch and we are very proud of our staff's willingness to help someone in need and the impact they make in the community. The Security team has also experienced turnover this summer and we are currently recruiting for two Security Officers at Central.

Human Resources

Our HR Team continues to deliver crucial services to staff as we experience transitions in our own team. With the departure of Bria Ward in June of 2021, our interim HR Director is Taylor Schaffter. Taylor is also working in her regular role as our Learning & Development Manager. A key focus in the interim role is support for our upcoming HR Assessment that is in the final stages of contracting.

The current major shifts in the pandemic and within the library are dictating much of the HR Team's work at this time. Emergent focus areas include implementation and support for the vaccine mandate, stepping up recruitment as funding for positions begins to increase, and responding to and supporting staff through what continues to be a very challenging time. More specifically, here are some key projects underway within the HR subteams:

HR Operations

In addition to HR Operations' routine functions, this subteam is spending a large portion of their time focused on the beginning phases of recruitment for new positions at the library. This is in conjunction with and guided by Finance and E-Team's position review process. We are leveraging the wealth of existing recruitment resources developed by DPL HR that ensure positions are connected to our mission, vision and values and that hiring leader capacity is being built around challenging inequity.

The HR Ops Team has also been a key part of developing and leading staff through a variety of wellness resources, including sessions for supervisors around how to support the mental health of their staff. Leaves are also a key component of staff wellness and a training for supervisors and all staff on FML leave is currently in development.

Learning & Development

The Learning & Development subteam continues to support staff trainers and develop key learning opportunities for staff. Current topics and projects include things like ADA Awareness, A Respectful Workplace, Safety @ DPL, EDI Coffee Chat: The Queers Here, Wellness sessions,

trauma-informed supervision, land acknowledgements, suicide prevention for veterans, and many others. The learning subteam is now offering a monthly session for staff trainers called the Staff Trainer Roundtable, as well. Upcoming topics include promoting learning events internally and developing hybrid (in person and remote) learning opportunities to increase accessibility to training for staff.

In addition to rolling out learning opportunities for staff, some required and some optional, the learning team continues to make improvements to our learning processes and tools. A new feature within the learning site allows staff to track free, external learning opportunities they attend so that their supervisor is aware of where they're seeking out professional development opportunities. We also continue to work on a process improvement for the management of our learning budget. The goal of this process improvement is to honor public trust and challenge inequity through making the distribution of these funds more equitable and transparent.

Employee engagement is a focus area for the learning team, as well, and we are gearing up for our October staff appreciation event. This year's event will require a different approach and tone to meet the needs of our current moment in the pandemic and as an organization.

Neighborhood Services

Branch Services

Our branches continue to be open to the public Tuesday through Saturday and summer has been busy. We have seen a dramatic decrease in the use of our curbside service, but for customers currently utilizing this service it cuts down on the barriers and challenges related to accessing our materials. We are curious to see if the service use increases with increased concerns related to COVID variants and changes in weather.

Public Phones

All of our branch locations now have public phones available for our customers to use. The phones we are using are repurposed hardware that we already had available and IT was able to configure them for what is needed. Since reopening through July we estimate about 2,000 phone calls have been made.

Meeting Rooms

We hope to have our meeting rooms open to the public in early September and they will be free of charge. Customers will be able to reserve and "check out" our meeting spaces with their library card.

Denver Days

Many of our locations celebrated Denver Days as part of the City's effort to bring communities together across many different neighborhoods. For many locations these programs were the first in-person event they held since returning to work at the branches. Byers hosted their event as part of the 1st Friday Art Walk on Santa Fe and doubled as their renovation celebration. They also celebrated the installation of a beautiful statue on loan from Museo de las Americas by artist Victor Gutierrez. Valdez-Perry returned to hosting their successful Lotería event and the community turned out for fun and prizes. Eugene Field and Broadway staff combined super powers for Denver Days this year! We set up a tent outside Eugene Field and offered folks the opportunity to make seed bombs and windchimes, as well as spinning the

wheel for prizes (or a joke or a nifty fact about Denver). The Denver Fire Department from Wash Park brought their truck as well, which was fun for everyone!



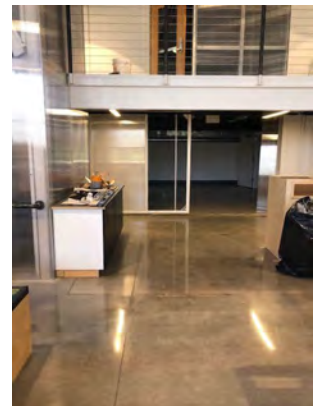
Staffing and Hiring

Our staff continue to flex and demonstrate unbelievable teamwork in assisting each other, other locations, and our community. Staff are covering shifts at other locations and helping out with tasks as needed. In July our part-time staff were able to resume picking up additional hours with the restoration of Supplemental Staffing with ARPA funding. In mid-August we will begin welcoming back our exclusive on-call staff with the same funding. This phased in approach and the return to Supplemental Staffing has allowed us to be more flexible in providing coverage at our locations.

We have also had the opportunity to see some of our current staff be promoted into leadership roles. Recently Lead Clerks were hired at our Blair-Caldwell and Pauline Robinson and Senior Librarians hired at our Hadley and ArtPark locations. We are grateful to those staff that have applied and the support DPL leaders and departments have provided in nurturing up and coming leaders. There will be some additional opportunities in the near future.

Bond Renovation Updates and New Art Park Location

Byers and Smiley's renovations are completed. Blair-Caldwell is on track to close for its renovation quarter 1 of 2022. Athmar and Pauline Robinson are getting ready to launch the design process. ArtPark just had its punch walk and is set to open September 24.



Used Book Sales

The Friends Foundation has and will continue to host Used Book Sales at a couple of our locations. They hosted one at Cherry Creek, part of the neighborhood's 51st Annual Cherry Creek North Sidewalk Sale. The Friends raised about \$2,000 from the sale, and Creek customers were delighted to stock up on books while supporting us. A used book sale will be part of the grand opening weekend at the new ArtPark location the weekend of September 24.

Cultural Inclusivity

We're excited to share that CI, in collaboration with the IRC (International Rescue Committee), has finally completed the backpack project. We delivered 100 backpacks full of school supplies, language specific resource folders, books, masks, headphones, water bottles and assorted DPL swag to newly resettled youth across Denver (50 elementary school, 25 middle school 25 high school backpacks). This means 100 students are ready to tackle the Fall semester and many families who won't be financially burdened by the need to purchase school supplies.

CI continues to connect with the community three to four times a week through outreach events. During these events we are able to sign folks up for library cards and share information about programs happening in the library. Additionally, we provide families with much needed books for free in their languages. We are currently giving out books in Arabic, Spanish, Russian, Somali, Burmese, and Farsi just to name a few.

Plaza continues to serve customers virtually. So far in 2021, we have been able to help about 365 customers with studying for the citizenship exam, and 1,058 for our English conversation tables. We recently started offering one on one in person appointments for those that we cannot connect with virtually. During these one on one appointments we helped over 290 kids with homework help. Overall it's been a positive experience and we continue to work with our customers in a safe environment where they can continue to grow and accomplish their goals.

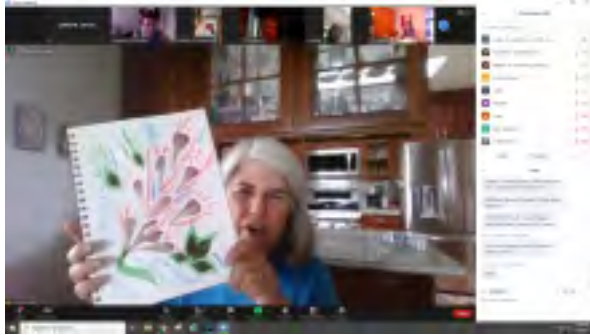
Youth Services

Currently there are 14 locations providing Outdoor Storytimes. More than 8,500 kids have signed up for Summer of Adventure and there are additions being added to the Maker Challenge weekly. Though Summer of Adventure has looked different this year, passive activities, compass challenges, and reader's advisory have created opportunities for staff to build meaningful relationships with our younger customers and their caregivers. We are entering our second year of funding support from Healthy Food for Denver's Kids (almost \$1 million this year!) and are adding food box distribution to the snack services already provided at branches across the city.

Our Teen Services Coordinator, Alexandria Jimenez, has already become an integral part of the Youth Services team. She currently supports a Teen Advisory Board grant project that offers stipends to participants, as well as supporting 4 branches as they start a new leadership program for youth in their communities. Alexandria is also one of the leads for our Youth Belong Taskforce. This fall, the task force will be surveying and interviewing Denver youth about previous library experiences and what we can do to make the library a more welcoming place for teens and tweens. The information collected will inform the team's recommendations for policy changes and integrating youth voice into library leadership.

Older Adult Services

The Art Journaling for Older Adults series is about to wrap up. Since April, we have been hosting monthly programs over Zoom where DPL staff and customers participate in a simple art journaling exercise. We were able to provide free art supplies to participants thanks to our Older Adult Services Coordinator and NextFifty Initiative. The programs have been a great success (averaging 19 people per session, with many regulars) and we are hoping to host additional sessions in the future.



We have piloted in-person programming with Memory Cafe. The first session back was joyful but also bittersweet. Two of the regular attendees lost their spouses over the past year, so there were lots of tears, but also lots of hugs and support. Even though we have been doing the cafes on Zoom this whole time, being together in person was truly special.

In September, we are starting an exciting new series called Inside the Artists Studio, in which we get a behind-the-scenes peek at a local artist's work and creative process. We will be featuring a diverse range of artists who work in a variety of mediums.

We are also doing a series for family caregivers called Resilient Caregiving, with the wonderful Nadine Cornish. This series is specifically for loved ones who care for loved ones and it will provide support, resources, and inspiration.

Programming

Upcoming Programs:

- Aug 20-29 Bear Valley, Ross Broadway, Athmar Park, Ross University Hills, and Cherry Creek Branches will be participating in Denver Modernism Week with virtual and in-person self-guided tours. [Event details here.](#)
- Sept. 3, 4 p.m. [The Guide: In-Person Author Visit with Peter Heller @ SGB](#)
- [Hispanic Heritage Month Programs](#)
- Art Park Opening weekend:
 - Sept. 25, 10 a.m. [Yoga and Art at ArtPark](#)

- Sept. 25, 12 p.m. Los Mochochetes concert
- Sept. 26, 10:30 a.m. Stories and Snacks
- Sept. 26, 11:30 a.m. Cuentacuentos y refrigerios
- Sept. 26, 12 p.m. Novel Time Book Crafts
- Oct. 2, 2 p.m. The Odyssey According to SETH (live poetry and music) @ VVI

Stories of Impact

I was with Taylor and the Mobile Services van at the nearby Safe Outdoor Site down the street from the Park Hill Branch Library and had the most lovely interaction with one of our new neighbors! Sharing jokes and banter, Taylor and I were introduced to a game created by Kevin called "You 3, Me 3" played with your standard deck of cards, with some UNO like modifications. We played several rounds and laughed ourselves silly. At the end of our time there this week, Kevin gifted me the deck of cards and I suggested a trade instead and offered one of my cherished backpack dangles. For me, it was a meaningful moment that cemented the reason that I feel that outreach at these locations are so valuable. I look forward to sharing the game that Kevin taught us and going back to tell him about the impact that he made! - Submitted via Stories of Impact by Tara Bannon

A mom came into the branch today to tell us she loved our SOA sidewalk chalk activities. She said that her 4-year-old now knows how to spell BOOK because of our chalk spelling game. She said her son has done the hopscotch at least 4 times and wants to come to the library specifically to play all the chalk games. We have two courses and they've both been a hit with young and old! - Submitted via Stories of Impact by Renate Robey

Agenda Item 9

Requested Action: Receive Report



Q2 2021 Financial Report

This report includes unaudited financial statements for the Denver Public Library (DPL) year-to-date activity as of June 30, 2021. The purpose of these statements is to inform the Library Commission of DPL's financial activities and to demonstrate compliance with the 2021 Budget approved by the Library Commission.

Budgetary funds managed by the library include the General Fund, Special Trust Fund, and several grant funds. This report provides information on budget and actual activities for all DPL funds for the 2021 fiscal year. Library management has authority to make budgetary adjustments between lines in the General and Special Trust fund during the fiscal year to reflect operational changes. However, grantor approval is generally necessary prior to making budgetary adjustments between lines in grant funds.

The total amount of the General Fund budget remains unchanged throughout the fiscal year unless a formal budget amendment is adopted by City Council. Library management may adjust the total amount of the Special Trust Fund budget, though total changes of 10% or greater require approval by the Library Commission. Grant fund budgets may change during the course of the fiscal year as new grants are received.

One indicator of sound budget management is spending as close to our allocated General Fund budget as possible without overspending. All remaining General Fund budget is returned to the City on December 31, and excessive over- or under-spending of the total budget allocation may imply ineffective resource management.

COVID-19 forced the closure of our libraries beginning March 12, 2020. Social distancing requirements, increased physical safety protocols and providing services in a modified way resulted in a very different approach to budgetary spending in 2020 and 2021. In-person services were halted while downloading collection materials, standing up virtual programming and telephone services, and focused community outreach intensified. As of the date of this report, all 25 branches are open for in-person services as is part of the first floor of Central Library; curbside services also continue as an alternate option for customers. A 26th branch at the River North Art Park is scheduled for opening this summer using existing staffing and operating budget. The current state of the pandemic includes new stronger variants and rising COVID cases across the nation, vaccine and mask mandates on the horizon, a new school year beginning and increased indoor activity as fall approaches -- these factors leave much uncertainty about our staffing levels and services offered for the remainder of this year.

2021 Financial Reports

The first financial report is a summary of the 2021 actual activity for all library funds including revenue sources and expenditures by operational division.

| Denver Public Library | | | | | |
|--|---|---------------|--------------------|-------------|---------------------|
| Statement of Revenue, Expenditures and Changes in Fund Balance | | | | | |
| For the period ending June 30, 2021 | | | | | |
| | | | | | |
| | | General Fund | Special Trust Fund | Grant Funds | Total Library Funds |
| Revenue | | | | | |
| | Distribution from City and County of Denver | \$ 22,470,038 | \$ | \$ | \$ 22,470,038 |
| | Friends Foundation Transfers | | 976,582 | | 976,582 |
| | Other Revenue | 523 | 118,660 | 187,844 | 307,027 |
| | Endowment Distribution | | 150,000 | | 150,000 |
| | Operational Activity | | 54,623 | | 54,623 |
| | Total Revenue | 22,470,561 | 1,299,865 | 187,844 | 23,958,270 |
| Expenditures | | | | | |
| | Neighborhood Services | 8,242,379 | 352,181 | 77,129 | 8,671,689 |
| | Collection, Technology & Strategy | 6,010,367 | 12,065 | 155,280 | 6,177,712 |
| | Central Library | 3,597,451 | 127,597 | 27,993 | 3,753,041 |
| | Finance, Facilities & Security | 2,671,634 | 16,202 | | 2,687,836 |
| | Administration | 829,646 | 73,077 | 6,560 | 909,283 |
| | Communication & Community Engagement | 634,453 | 1,062 | | 635,515 |
| | Human Resources | 484,107 | 1,506 | | 485,613 |
| | Reserve | | | | |
| | Total Expenditures | 22,470,038 | 583,690 | 266,962 | 23,320,690 |
| Change in Fund Balance | | | 716,175 | (79,118) | 637,580 |
| Fund Balance, Beginning | | | 1,677,761 | 15,881 | 1,693,642 |
| Fund Balance, Ending | | \$ | \$ 2,393,936 | \$ (63,237) | \$ 2,331,222 |

The next financial report displays the 2021 budget and actual activity for the General Fund only. Revenues and expenditures are shown by type for the library as a whole, and the 2021 Revised Budget is shown alongside the Original Budget for comparative purposes. Additional details are provided in the *Notes* section below.

| Denver Public Library | | | | | | | |
|--|---|--|----------------------|----------------------|----------------------|----------------------|----------------|
| Budget to Actual Variance - General Fund | | | | | | | |
| For the period ending June 30, 2021 | | | | | | | |
| | | | 2021 Budget | | | | |
| | | | Original | Revised | 2021 Actual | \$ Variance | % Variance |
| Revenue | | | | | | | |
| | Distribution from City and County of Denver | | | | | | |
| | Personnel | | \$ 38,264,394 | \$ 38,264,394 | \$ 17,899,496 | \$ (20,364,898) | -53.2% |
| | Supplies and Services | | 9,919,425 | 9,808,581 | 4,558,541 | (5,250,040) | -53.5% |
| | Capital | | | 110,844 | 12,000 | (98,844) | -89.2% |
| | Reserve | | | | | | 0% |
| | Other | | | | 523 | 523 | 0% |
| | Total Revenue | | 48,183,819 | 48,183,819 | 22,470,561 | (25,713,258) | -53.4% |
| Expenditures | | | | | | | |
| | Personnel | | | | | | |
| | Salaries | | 26,664,729 | 26,664,729 | 12,658,019 | 14,006,710 | 52.5% |
| | Benefits | | 11,599,665 | 11,599,665 | 5,241,478 | 6,358,187 | 54.8% |
| | Supplies and Services | | | | | | |
| | Books and Education Materials | | 5,712,562 | 5,687,262 | 2,876,833 | 2,810,429 | 49.4% |
| | Maintenance Agreements | | 1,484,118 | 1,176,179 | 933,992 | 242,187 | 20.6% |
| | Professional Services | | 311,282 | 791,882 | 235,610 | 556,272 | 70.2% 1 |
| | Repair, Maintenance and Construction | | 1,069,961 | 887,951 | 145,609 | 742,342 | 83.6% 2 |
| | Utilities | | 273,770 | 263,820 | 75,215 | 188,605 | 71.5% |
| | Operational Supplies and Materials | | 164,425 | 226,425 | 55,884 | 170,541 | 75.3% |
| | Leases and Rentals | | 271,411 | 271,411 | 102,838 | 168,573 | 62.1% 3 |
| | Office Supplies and Furniture | | 220,700 | 142,050 | 43,339 | 98,711 | 69.5% |
| | Travel and Training | | 226,163 | 126,663 | 17,858 | 108,805 | 85.9% |
| | Technology Supplies and Equipment | | 135,773 | (575,322) | 62,055 | (637,377) | 110.8% |
| | Administrative Expenses | | 49,260 | 130,260 | 9,307 | 120,953 | 92.9% |
| | Capital | | | 110,844 | 12,000 | 98,844 | 89.2% |
| | Reserve | | | | | | 0% 4 |
| | Total Expenditures | | \$ 48,183,819 | \$ 47,503,819 | \$ 22,470,038 | \$ 25,033,781 | 52.7% |

This final financial report contains the 2021 budget and actual activity for the Special Trust and grant funds. Original and Revised Budgetary information is provided and additional details are provided in the following *Notes* section.

| Denver Public Library | | | | | | |
|---|--------------------------------------|------------------|------------------|------------------|------------------|-----------------------|
| Budget to Actual Variance - Other Funds | | | | | | |
| For the period ending June 30, 2021 | | | | | | |
| | | 2021 Budget | | 2021 Actual | \$ Variance | % Variance |
| | | Original | Revised | | | |
| Revenue | | | | | | |
| | Operational Activity | \$ 195,000 | \$ 195,000 | \$ 54,623 | \$ (140,378) | -72.0% |
| | Endowment Distribution | 200,000 | 200,000 | 150,000 | (50,000) | -25.0% |
| | DPL Friends Foundation Transfers | 834,554 | 834,554 | 976,582 | 142,028 | 17.0% 5 |
| | Grant Revenue | 427,983 | 427,983 | 187,844 | (240,139) | -56.1% 6 |
| | Other Revenue | 66,000 | 66,000 | 118,660 | 52,660 | 79.8% |
| | Total Revenue | 1,723,537 | 1,723,537 | 1,487,709 | (235,829) | -13.7% |
| Expenditures | | | | | | |
| | Special Trust Fund | | | | | |
| | Restricted | | | | | |
| | Neighborhood Services | 654,637 | 769,992 | 318,735 | 451,257 | 58.6% |
| | Central Library Administration | 163,214 | 168,214 | 50,152 | 118,062 | 70.2% |
| | Collection, Technology & Strategy | 10,292 | 12,646 | | 12,646 | 100.0% |
| | Human Resources | 200 | 200 | | 200 | 100.0% |
| | Communication & Community Engagement | 10,000 | 10,000 | | 10,000 | 100.0% |
| | Unrestricted | | | | | |
| | Collection, Technology & Strategy | 151,468 | 172,450 | 12,065 | 160,385 | 93.0% |
| | Neighborhood Services | 44,100 | 137,987 | 33,446 | 104,541 | 75.8% |
| | Central Library | 215,900 | 236,900 | 77,445 | 159,455 | 67.3% |
| | Human Resources | | 32,000 | 1,506 | 30,494 | 95.3% 7 |
| | Communication & Community Engagement | 70,989 | 16,589 | 1,062 | 15,527 | 93.6% |
| | Administration | 8,000 | 11,000 | 1,872 | 9,128 | 83.0% |
| | Finance, Facilities & Security | 64,000 | 64,000 | 16,202 | 47,798 | 74.7% 8 |
| | Undesignated | 214,400 | 43,172 | 71,205 | (28,033) | -64.9% |
| | Total Expenditures | 1,607,200 | 1,675,150 | 583,690 | 1,091,460 | 65.2% 9 |

| Grant Funds | | | | | | | |
|-------------|--|--------------|--------------|------------|--------------|-------|----|
| | Institute for Museums and Library Services | 181,955 | 169,843 | 34,553 | 135,290 | 79.7% | |
| | State Grant for Libraries | 155,280 | 155,280 | 155,280 | | 0.0% | |
| | Healthy Food for Denver's Kids | 60,748 | 194,824 | 49,032 | 145,791 | 74.8% | |
| | Temple Hoyne Buell | 30,000 | 28,097 | 28,097 | | 0.0% | |
| | Total | 427,983 | 548,044 | 266,962 | 281,081 | 51.3% | 10 |
| | Total Expenditures | \$ 2,035,183 | \$ 2,223,194 | \$ 850,652 | \$ 1,372,541 | 61.7% | |

Notes

As indicated above, the pandemic forced the library to customize our services in order to accommodate to evolving public health protocols during the year. Additionally, the Reserve budget was reallocated strategically across multiple departments in the second quarter. This activity may be seen in our financial statements as over or under spending in some lines but we consider these to be extraordinary circumstances for 2021 and not representative of normal operations for the library. Additional details of importance are referenced on the above financial statements and explained in notes below.

General Fund

1. Professional Services includes most contracted services of the library, including performers. The recent reallocation of the Reserve accounts for approximately \$192,000 of the unspent funds. This funding was received by budget managers in the beginning of June and all projects are planned for full expenditure by the end of the year. Heavier end of year spending is also anticipated in all Neighborhood Services departments as programming continues to ramp up at branch locations.
2. Repair, Maintenance and Construction is primarily used for Facilities projects throughout the system. This year, the Budget Management Office budgeted \$500,000 for ADA corrections at our libraries. DPL has approximately 1,200 findings from several years ago to correct, and while this sounds like a lot it is not unusual for the number of facilities we have and the age of our buildings. The City is still in the process of settling the claim with the Department of Justice and until then, we will not know which findings will be required to be corrected, the priority, or the assigned timeline for remedy. It is unlikely that the claim will be settled this year or that we will be able to spend these ADA dollars in 2021 which will result in us returning the unused budget back to the City.
3. Leases and Rentals include lease and common area maintenance costs at our library branches. Some locations are paid monthly while others are not, such as the church parking near Blair-Caldwell which is paid annually in December. Budget was also recently added here for the River North Art Park agreement beginning this summer, no payments have been made on that property as of the date of this report. We expect all funds in this line to be fully spent at year end.
4. Due to improving economic conditions, the Reserve previously set aside was reallocated at the beginning of June. This is depicted in the Revised Budget column as an increase in the lines impacted. \$1,200,000 was added back to the Personnel budget and \$680,000 was redistributed for consulting services, technology, EDI, River North Art Park start up costs, youth services, outreach, and a language access plan.

Other Funds

Special Trust and grant funds provide more flexibility to DPL in that unspent balances can generally be rolled over to the next fiscal year. When both the General Fund and Special Trust Fund budget are available for use, DPL will spend the General Fund budget first to conserve the Special Trust Fund. Grant funds are intended for a specific purpose or time and therefore cannot be conserved or used to supplant general operations.

- 5.** Grants from Caring for Denver and NextFifty have been added this year resulting in higher transfers through the Friends Foundation than initially anticipated.
- 6.** Actual Grant Revenues are depicted as less than Grant Expenditures due to timing of reimbursements from grantors.
- 7.** Human Resources budget is primarily comprised of dollars for employee recognition. Traditionally, this is spent close to fiscal year end near the time of performance reviews and as gratitude for work performed throughout the year.
- 8.** Leases for public printers and copiers are budgeted in the Finance Facilities & Security line and costs are heavily dependent on machine usage (e.g. per copy, color vs black & white). These costs have declined significantly due to lack of equipment use during the year. It will likely take a full business cycle to determine the true cost of our operations with buildings now open and prints and copies available to customers without a fee.
- 9.** Total Expenditures budgeted in the Special Trust Fund have increased just over 4% since the budget was adopted. We will continue to closely monitor changes in activity during the remainder of the year, and will bring a revised budget back to the Library Commission for adoption should the budget increase by 10% or more in total.
- 10.** Unrestricted expenditures in the Central Library line are for personnel in the Special Collections and Digital Archives department that do not have dedicated funding streams. We are working to move these staff to our General Fund as a more sustainable way to support the needed operations of this department.
- 11.** No new grants were awarded directly to the library in the second quarter. American Rescue Plan Act dollars were approved and appropriated to DPL in the third quarter and will be reflected in this section in our next financial report.

Agenda Item 10

Requested Action: Review and approval changes to the meeting space policy

Meeting Space Policy Change Recommendations

Reasoning for Proposed Changes

The changes we propose align the Meeting Space Policy with our new mission, vision, and values. Our new mission replaces the old one and we changed words like equal to equitable. We also added "on a first come first serve basis" for clarity. This was our procedure but we didn't explicitly indicate that.

CURRENT Meeting Space Policy

As an expression of its mission to connect people with information, ideas and experiences to provide enjoyment, enrich lives and strengthen our community, the Denver Public Library provides meeting spaces in the Central Library and branch libraries. While spaces are designed primarily for Denver Public Library programs and use, meeting spaces may be reserved by customers for programs and meetings. These spaces may be used by members of the community for the presentation and exchange of information and opinions of all kinds. The Library makes these spaces available on equal terms to all persons and groups, regardless of opinion or affiliation. By making a meeting space available, the Library does not sponsor or endorse the views of any group using the space.

The Library may not be identified as a co-sponsor of a meeting without prior approval. The Library is not responsible for personal items or equipment.

PROPOSED Changes: DPL Meeting Space Policy

As an expression of its mission to ~~connect people with information, ideas and experiences to provide enjoyment, enrich lives and strengthen our community,~~ **create welcoming spaces where all are free to explore and connect,** the Denver Public Library provides meeting spaces in the Central Library and branch libraries. While spaces are designed primarily for Denver Public Library programs and use, meeting spaces may be reserved by customers for programs and meetings **on a first come first served basis.** These spaces may be used by members of the community for the presentation and exchange of information and opinions of all kinds. The library makes these spaces available on **equitable** terms to all persons and groups, regardless of opinion or affiliation. By making a meeting space available, the library does not sponsor or endorse the views of any group using the space.

The library may not be identified as a co-sponsor of a meeting without prior approval. The library is not responsible for personal items or equipment.

REVISED Meeting Space Policy

As an expression of its mission to create welcoming spaces where all are free to explore and connect, the Denver Public Library provides meeting spaces in the Central Library and branch libraries. While spaces are designed primarily for Denver Public Library programs and use, meeting spaces may be reserved by customers for programs and meetings on a first come first served basis. These spaces may be used by members of the community for the presentation and exchange of information and opinions of all kinds. The library makes these spaces available on equitable terms to all persons and groups, regardless of opinion or affiliation. By making a meeting space available, the library does not sponsor or endorse the views of any group using the space.

The library may not be identified as a co-sponsor of a meeting without prior approval. The library is not responsible for personal items or equipment.

Agenda Item 11

Requested Action: Receive Report

Draft DPL Racial Equity Plan

This month we shared a draft of our Racial Equity Plan with staff and submitted it to the City. This plan aligns and summarizes the work that is already underway and the work we've committed to doing in the next year.

Office of Social Equity and Innovation

DRAFT Racial Equity Action Plan

Start Date: 7/1/21

Agency: Denver Public Library

Executive Sponsor: Michelle Jeske

EDI Staff: Ozy Aloziem

Partner Staff: Bec Czarnecki, Olivia Gallegos, Kirsten Decker, Taylor Schaffter, Tracy Treece, Hana Zittel, Allison Barney

OSEI Staff:

About Office of Social Equity and Innovation

Mission Statement:

The Mayor's Office of Social Equity and Innovation shall lead efforts to eliminate social inequity and race and social injustices by evaluating institutional and structural government systems, policies, and practices.

Citywide Goals:

1. Denver will be an inclusive employer where city staff are valued, supported and given the tools to advance social equity, race and social justice.
2. Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes.
3. Denver will be an inclusive government that effectively engages the community to create equitable outcomes.
4. Denver will use nationally recognized research and data-driven practices to support the city's progress toward social equity, race and social justice.

Equity Values:

Inclusion and Engagement

We will promote racially inclusive environments to foster collaboration and engagement.

Equitable Programming and Policy

We will develop and implement program and policy strategies to eliminate racial/ethnic social inequity.

Accountability and Transparency

We will be data driven and accountable for producing tangible outcomes.

Learning and Development

We will educate and equip city employees with knowledge and skills to address racial/ethnic disparities.

Racial Equity Action Plan

Organizational Commitment

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| Strategy 1: | The Denver Public Library (DPL) will develop a five-year equity, diversity, inclusion action plan that will set forth specific, measurable goals for increasing DPL’s diversity, equity and inclusion. This plan will allow DPL to change inequitable practices, structures and policies, the attitudes that drive them, and will enable DPL to provide opportunities for every person in the Denver community to thrive. | | | |
| Strategy Status: <input type="checkbox"/> Not Started <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Actualized <input type="checkbox"/> Not Actualized | | | | |
| Start Date: July 2021 | | Target Completion Date: June 2022 | | |
| Current State: | DPL has historically lacked an overarching EDI strategy. Because of this, changes have been made as the needs have been identified in individual areas. This lack of cohesion has made it harder to assess the organization as a whole and identify gaps. | | | |
| Future State: | With a five-year plan in place, DPL will be able to prioritize EDI efforts and identify the needed appropriate resources to achieve them. With clear goals, measurements and targets can be set to help with clear evaluation. A five-year plan will be the foundation for DPL’s EDI work in the future and will be flexible as new needs are identified. | | | |
| City-Wide Goal: | Goal 2: Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes. Goal 4: Denver will use nationally recognized research and data-driven practices to support the city’s progress toward social equity, race and social justice | | | |
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | Identify local consultant to guide efforts. | July 2021 | Ozy Aloziem | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 2. | The consultant will facilitate multiple planning sessions with relevant stakeholders to develop consensus around equity prioritization at DPL. The consultant will work with relevant stakeholders to create objectives, and identify methods to track improvements/changes and mechanisms for accountability. | August 2021-September 2021 | TBD | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 3. | Develop templates for departmental work plans in alignment with DPL’s strategic roadmap. | August 2021-September 2021 | Kirsten Decker | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 4. | The consultant will work with relevant stakeholders to host targeted coffee chats & learning to support plan roll out and creation of departmental EDI work plans. | September-October 2021 | Consultant (TBD) | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |

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| 5. | <i>Teams will create departmental work plans in alignment with the strategic roadmap.</i> | <i>November 2021</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 6. | <i>The consultant will provide technical support to support the creation of departmental EDI work plans.</i> | <i>November 2021</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 7. | <i>Departmental EDI work plans will be submitted to the consultant for review and combined into a 5 year EDI work plan.</i> | <i>December 2021</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 8. | <i>The EDI work plan will be finalized and presented to the Executive Team.</i> | <i>January 2022</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 9. | <i>The plan will be presented to DPL's Library Commission for adoption.</i> | <i>February 2022</i> | <i>Michelle Jeske</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 10. | <i>Plan is uploaded into the EDI dashboard.</i> | <i>March 2022</i> | <i>Kirsten Decker</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 11. | <i>Assess personnel and non-personnel investment needs related to EDI.</i> | <i>April-May 2022</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 12. | <i>Adoption of departmental working EDI work plans</i> | <i>June 2022</i> | <i>Michelle Jeske</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |

Measurement of Success:

The delivery of a finalized equity plan inclusive of various perspectives of the organization will be the overarching measurement of success. Success will mean all members of the organization understand the plan and their role in implementing it. Success will also mean staff will indicate that they have an increased belief in DPL's commitment to advancing equity as measured by a staff perception of racial equity survey. Successfully implementing this plan will require well-resourced stewardship, strong accountability structures, and clear communications with all partners during the rollout and beyond. Our proposed EDIP will include performance measures to determine how well intended actions are working and whether they are measurably contributing to our EDI vision. The EDI manager, in collaboration with the Equity, Diversity & Inclusion Advisory Council (EDIAC), will have the authority to remove barriers during implementation and monitor progress to make adjustments as needed which will be important for sustaining the life of the plan. The implementation plan will include a plan for regular tracking of performance and reporting on progress in order to provide a level of accountability to follow through our commitment to action.

The Strategy & Evaluation team, Library Executive Team, Library Commission and the Equity, Diversity & Inclusion Advisory Council will help track and report on the progress of the Equity, Diversity & Inclusion Action Plan. In partnership with the EDI manager, they will compile the reports received from responsible parties and synthesize the results. At a minimum these will document challenges faced and plans for addressing challenges or how the outcome or action might be refined in the future. We will also be sure to document and celebrate our successes. The following are potential metrics for evaluating the impact of this work: staff perception that there is a commitment by DPL to address/eliminate racial and ethnic inequities at the organization, staff perception that employees are treated fairly at this organization regardless of differences in

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| <p>race, gender, age, religion, sexual orientation, etc., staff perception that I can provide my opinions without fear of retaliation or retribution and staff perception that the department/agency promotes a culture/environment of appreciation.</p> | | | | |
| <p>Progress: <i>Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy.</i></p> <p><i>Ex: June 2020- Team began the toolkit process to develop first strategy... etc.</i></p> <p><i>July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.</i></p> | | | | |
| Strategy 2: | | DPL will incorporate an EDI lens into library policy development and review process in order to ensure equitable practices, structures and policies for customers and staff. | | |
| Strategy Status: <input type="checkbox"/> Not Started <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Actualized <input type="checkbox"/> Not Actualized | | | | |
| Start Date: January 2021 | | Target Completion Date: January 2022 | | |
| Current State: | | DPL does not currently have a proactive regular policy review process. Many existing policies currently do not have clear ownership or developed and engaged stakeholder groups. The formal list of policies only includes what comes before the Library Commission for approval. It does NOT include procedures for individual departments. | | |
| Future State: | | Administrative and management policies will be reviewed on a set cycle to ensure they are in alignment with the organization's mission/vision/values, strategic direction, and EDI priorities. Additional review is advisable whenever there is a change in industry best practice, or an incident occurs that indicates a need for change. DPL will create and leverage tools that guide the organization through a set of questions to develop, implement and evaluate policies and procedures to address the impacts on racial equity. | | |
| City-Wide Goal: | | <p>Goal 2: Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes.</p> <p>Goal 4: Denver will use nationally recognized research and data-driven practices to support the city's progress toward social equity, race and social justice.</p> | | |
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | <i>Develop and implement Equity Impact Analysis tools and process to guide the development of new policies at the library</i> | <i>June 2021</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input checked="" type="checkbox"/> Done |
| 2. | <i>Pilot process</i> | <i>July 2021</i> | <i>Ozy Aloziem</i> | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 3. | <i>Gather staff feedback of process</i> | <i>August 2021</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 4. | <i>Develop a policy/process review calendar</i> | <i>August 2021</i> | <i>Bec Czarnecki</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 5. | <i>Formalize development & review process & communicate to staff</i> | <i>August 2021</i> | <i>Ozy Aloziem</i> | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |

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| 6. | Audit current policies using Equity Impact Analysis | September 2021-December 2021 | Consultant (TBD) | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 7. | Report audit results & recommendations | January 2022 | Consultant (TBD) | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| <p>Measurement of Success: Success will result in the creation and implementation of an equity impact analysis tool to be used for policy review. The Equity, Diversity & Inclusion manager will track the number of times this tool is used. The EDI manager will work with the Strategy & Evaluation team to assess how staff utilize the tool. These teams will also create a staff perception of racial equity & inclusion survey that will assess staff awareness of EDI efforts, staff perception of transparency of EDI efforts, and staff perception of leadership commitment to EDI efforts. Baseline data has already been gathered around these domains and will be compared against survey data post policy change.</p> | | | | |
| <p>Progress: Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy. Ex: June 2020- Team began the toolkit process to develop first strategy... etc. July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.</p> | | | | |

Social Impact

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| Strategy 3: | DPL will intentionally assess its social impact on Denver’s youth population through the Youth Belong Task Force and the development of a youth services plan grounded in equity, diversity & inclusion values. |
| Strategy Status: | <input type="checkbox"/> Not Started <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Actualized <input type="checkbox"/> Not Actualized |
| Start Date: | January 2021 |
| | Target Completion Date: December 2021 and ongoing |
| Current State: | <p>DPL’s Youth Services department, in partnership with the DPL Community Resources department, established a task force in response to internal data analysis that indicated that youth of color are asked to leave the library or be banned more often than white youth. One of the major goals of the Youth Belong task force is to find alternatives to banning that take into account socio-economic factors, along with racial inequities and those with disabilities or those who are neurodivergent. We hope to continue researching non-disciplinary alternatives that not only minimize harm, but help cultivate trust with youth customers. We also hope to develop and recommend training for staff, specifically curated toward engaging youth. Task force members are focused on amplifying youth voice, improving data collection and analysis, policy development, and developing support and training for library staff.</p> <p>Additionally, the Youth Services department is working with the Colorado Education Initiative on development of a Youth Services plan for the next 3-5 years. The plan will allow us to move toward our long-term goal of offering high-quality, developmentally appropriate services for youth and families that are rooted in anti-racism. Youth Services is a combination of staff who coordinate services for youth on a systemwide level and staff who work with youth in library locations each day. Currently, anti-racism and equity are considered in service and program development only if it occurs to the staff member working on it. At this time many services for youth are on hold as we navigate reopening among the continuing realities of the pandemic and more limited staffing numbers.</p> |
| Future State: | <p>The Youth Belong Task Force will develop recommendations on ways to reduce banning youth from library spaces, particularly youth of color, and the library will implement these recommendations . The goal is to welcome youth into all Denver Public Library locations and support staff as they build relationships and offer support to youth in our spaces.</p> <p>The Youth Services plan will guide how the department determines priorities and develops services and programs for youth. It will ensure anti-racism and equity are centered in all of the ways we work with youth.</p> |
| City-Wide Goal: | <p>Goal 2: Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes.</p> <p>Goal 3: Denver will be an inclusive government that effectively engages the community to create equitable outcomes.</p> <p>Goal 4: Denver will use nationally recognized research and data-driven practices to support the city’s progress toward social equity, race and social justice.</p> |

| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
|--|---|-------------------------------------|-----------------------|---|
| 1. | <i>Develop an RFP and receive proposals from organizations on creating a Youth Services plan, then select an organization.</i> | <i>December 2020</i> | <i>Allison Barney</i> | <input type="checkbox"/> In Progress <input checked="" type="checkbox"/> Done |
| 2. | <i>Recruit DPL staff to be part of the Youth Belong Task Force</i> | <i>December 2020</i> | <i>Sonia Falcon</i> | <input type="checkbox"/> In Progress <input checked="" type="checkbox"/> Done |
| 3. | <i>Task Force surveys young people, determines focus areas, and determines recommendations for better supporting youth of color at libraries.</i> | <i>January 2021- December 2021</i> | <i>Sonia Falcon</i> | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 4. | <i>Recruit DPL staff for participation in Youth Services plan development, as well as community stakeholders--particularly young people</i> | <i>July & August 2021</i> | <i>Allison Barney</i> | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 5. | <i>Consultant facilitates discussions and planning leading to a Youth Services plan</i> | <i>July 2021- December 2021</i> | <i>Allison Barney</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 6. | <i>Plan and any policy changes related to Youth Belong are communicated internally and to the community</i> | <i>October 2021 - December 2021</i> | <i>Allison Barney</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| <p>Measurement of Success: DPL will continue to track banning data, particularly related to youth and youth of color. After the Task Force's recommendations are implemented, we hope to see a drastic decrease in the number of youth banned, with an ultimate goal of not banning any youth from libraries. DPL will utilize the Youth Services plan to guide all Youth Services efforts for the next 3-5 years. It will provide direction and also include an evaluative component that is yet to be determined. That component will help us track how anti-racism practices are included in services and programs for youth.</p> | | | | |
| <p>Progress: <i>Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy.</i></p> <p><i>Ex: June 2020- Team began the toolkit process to develop first strategy... etc.</i></p> <p><i>July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.</i></p> | | | | |

Library Access

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| Strategy 4: | DPL will build a Digital Inclusion Plan to guide the library's efforts in providing technology access and training to DPL customers. | | | |
| Strategy Status: | <input type="checkbox"/> Not Started <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Actualized <input type="checkbox"/> Not Actualized | | | |
| Start Date: | September 2021 | | Target Completion Date: | |
| Current State: | DPL has offered a variety of technology training and support options for many years. However, it has been a long time since these offerings were seriously evaluated to determine whether or not they are truly meeting current community needs and supporting those who need it most. | | | |
| Future State: | Technology instruction and support offered by DPL will be based on community needs and focused on high need populations and neighborhoods. DPL's digital inclusion efforts will support the citywide Digital Equity Plan that will be completed in August 2021. DPL customers will be able to get the help and support they need to use technology effectively to meet their goals. | | | |
| City-Wide Goal: | Goal 2: Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes. Goal 4: Denver will use nationally recognized research and data-driven practices to support the city's progress toward social equity, race and social justice. | | | |
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | Identify technology-based goals and needs for priority populations | September 2021 | Nate Stone | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 2. | Clearly define focus based on community needs and input from community & staff | October 2021 | Nate Stone | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 3. | Create unified technology class calendar offering classes regularly in targeted neighborhoods | November 2021 | Nate Stone | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 4. | Market technology support and education options in targeted neighborhoods | November 2021-December 2021 | Danielle Brooks | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| Measurement of Success: | | | | |
| DPL will measure technology class and appointment attendance to determine success. DPL will also conduct and administer a customer survey to evaluate technology access. DPL will see an increase in the number of learning and support opportunities offered in high need neighborhoods. | | | | |
| Progress: Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy. | | | | |

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| <p><i>Ex: June 2020- Team began the toolkit process to develop first strategy... etc.</i></p> <p><i>July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.</i></p> | | | | |
| Strategy 5: | DPL will leverage its mobile services and outreach department to provide the tools for the library to respond to community needs and aspirations by reducing access barriers to library service in neighborhoods without library access, providing whole library services to priority populations, and increasing staff competency in creating community connections. | | | |
| Strategy Status: | <input type="checkbox"/> Not Started <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Actualized <input type="checkbox"/> Not Actualized | | | |
| Start Date: | September 2021 | | Target Completion Date: December 2021 | |
| Current State: | When the library was closed due to COVID-19, our outreach and mobile services department worked to reevaluate methods of service for the Denver community. Using the equity index and community feedback, mobile services began identifying neighborhoods with barriers to library access and lower equity scores and targeting library service to those identified communities. Through partnerships with community organizations, schools, food distribution sites, and mutual aid organizations, mobile services provides library materials and full library service throughout the city. The current state of library service can be viewed on this map: Mobile Services and Outreach locations (internal use only) . Mobile services expansion is now limited based on current available resources and staff capacity. | | | |
| Future State: | DPL will increase the library's profile in target neighborhoods. DPL will be an active participant in community special events that promote library services to priority populations. Barriers for library access in Denver communities will be reduced. DPL will develop the concept of whole library service and access to public space outside of library walls. Systemwide outreach efforts and competency will be streamlined and coordinated. DPL will have opportunities for variations of library outreach models including the piloting of satellite library locations. Offsite special events will be evaluated, audited and expanded. DPL will employ the model of neighborhood-level experts that work to embed library services and presence in the Denver community and will develop an internal outreach operations plan. | | | |
| City-Wide Goal: | <p>Goal 2: Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes.</p> <p>Goal 3: Denver will be an inclusive government that effectively engages the community to create equitable outcomes.</p> | | | |
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | Map and understand gaps in services partnerships for library access. Work to connect with new partners and reengage with existing partners. | September 2021 | Hana Zittel / Carrie Wolfson | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 2. | Audit participation in community special events to realign outreach to increasing DPL profile to target communities. Audit partnerships for special events to ensure partner values alignment. Seek out special events with partners | September 2021 | Hana Zittel | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |

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| | <i>serving priority populations and understand how and if library can provide added value to events.</i> | | | |
| 3. | <i>Work to create complete library access for those with barriers to library building locations including creating public space, technology access, and collection access in identified stop locations.</i> | <i>October 2021</i> | Hana Zittel | ■ In Progress <input type="checkbox"/> Done |
| 4. | <i>Develop location level liaisons, a central outreach support system, easily accessible tools to access support, and system wide training for all areas of the library system.</i> | <i>December 2021</i> | Hana Zittel | ■ In Progress <input type="checkbox"/> Done |
| 5. | <i>Connect with priority population leads to understand goals and create strategies to expand outreach services. Build responsive evaluation tools to understand progress and needs of priority populations and how they can be served through mobile services efforts.</i> | <i>December 2021</i> | Hana Zittel | ■ In Progress <input type="checkbox"/> Done |
| <p>Measurement of Success: <i>What are you trying to measure? How will we know if what we are doing is working? What will it look like? Include data indicators you can use qualitative and quantitative measures.</i></p> <p>Metrics :</p> <ul style="list-style-type: none"> ● Increased mobile services stop locations in neighborhoods with low equity index scores, circulation data, active card holder data, and staff evaluation of connection quality and quantity in their service areas. ● Tagged tracking of special events and audience, card holder sign ups, connections made and continued through special events. ● Increased mobile services stop locations consistent with data from community conversations and community feedback, increase in types of services requested by community at outreach locations, survey of Denver residents around library access and satisfaction, amount of locations with robust or complete library service outside library locations, customer satisfaction on services provided, partner feedback on services provided, staff inclusion and internal partnerships strengthened or created. | | | | |
| <p>Progress: <i>Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy.</i></p> <p><i>Ex: June 2020- Team began the toolkit process to develop first strategy... etc.</i></p> <p><i>July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.</i></p> | | | | |
| Strategy 6: | DPL will build a Language Access Plan to guide the library's efforts in providing high quality services and materials to DPL customers who speak languages other than English. | | | |
| Strategy Status: <input type="checkbox"/> Not Started ■ In Progress <input type="checkbox"/> Actualized <input type="checkbox"/> Not Actualized | | | | |
| Start Date: July 2021 | | Target Completion Date: April 2022 | | |

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|------------------------------|--|----------------------------|---------------------------|---|
| Current State: | Currently, language data is not collected system-wide and is collected on a program by program basis. While DPL has identified the “top five languages” spoken by customers, collection availability, in person translations, and written translations are inconsistent. Additionally, the effectiveness of what is provided in languages other than English has not been evaluated. There are efforts underway to revamp Spanish language translation and the Spanish language website. Internally, bilingual staff often feel an additional burden to translate and "be the expert" when it is outside their primary role. If DPL truly wants to offer resources, supports, materials etc. to non-English speakers we need to understand who our potential audiences are, how to reach them, best practices and have a way to get there. | | | |
| Future State: | DPL will have access to reliable data and a plan that will enhance how we reach customers with limited English proficiency. External customer service for customers and potential customers with limited English proficiency will be improved. Staff will have a better understanding of what role, if any, they play as day to day translators. The plan will also allow us to identify what potential audiences we are missing and provide steps on how to better engage them. As a result of the plan, DPL will offer relevant and supportive resources, services and materials in Denver's key languages. | | | |
| City-Wide Goal: | Goal 2: Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes. Goal 3: Denver will be an inclusive government that effectively engages the community to create equitable outcomes. Goal 4: Denver will use nationally recognized research and data-driven practices to support the city’s progress toward social equity, race and social justice. | | | |
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | DPL will hire a vendor that is an expert in language access to evaluate the current language access landscape at DPL and provide a plan to improve language access practices across the system. | July 2021 | Olivia Gallegos | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 2. | The consultant will work with existing data and the Denver Public Library team to evaluate the current state of language access at the library. | August 2021-September 2021 | Olivia Gallegos | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 3. | Consultant will prepare and deliver a completed Language Access Plan for Denver Public Library. | November 2021 | Consultant (TBD) | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 4. | Staff will submit feedback about proposed Language Access Plan | December 2021 | Olivia Gallegos | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 5. | Language Access Plan will be adopted | January 2022 | Michelle Jeske | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 6. | Consultant will provide initial implementation support including key staff training on the plan | January 2022-April 2022 | Consultant (TBD) | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |

Measurement of Success:

For this phase of the project - success will look like:

1. Staff from across the system is engaged in the discovery process to inform the plan;
2. The contractor delivers a comprehensive plan within the identified timeline;
3. Staff is presented with the plan and buy in is generated;
4. Work begins to implement the plan.

The communications team will be the main liaisons for the selected contractor. They will have frequent checkpoints with the contractor - likely weekly check-ins - to understand how the project is progressing. There are several deliverables worked into the RFP as check points including delivery of language data after the discovery phase, a summary of what the contractor learned during the discovery phase, the delivery of the plan and introducing the plan to staff.

Progress: *Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy.*

Ex: June 2020- Team began the toolkit process to develop the first strategy... etc.

July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.

Staff Inclusion & Internal Equity

| | |
|------------------------------|---|
| Strategy 7: | DPL will develop a trauma-informed culturally responsive wellness model that will encourage staff to maintain their wellbeing in order to meet community needs. Promoting wellness and wellbeing is integral to promoting an inclusive work environment where all staff can thrive and serve DPL customers to the best of their ability. |
| Strategy Status: | <input type="checkbox"/> Not Started <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Actualized <input type="checkbox"/> Not Actualized |
| Start Date: July 2021 | Target Completion Date: December 2022 |
| Current State: | While DPL has increased its wellness offerings, awareness and participation is uneven across the organization. This can be traced to lack of supervisor support or staff feeling like they do not have the time to participate and perhaps not knowing what offerings are available. Data collected from staff wellness surveys conducted in 2020 and 2021 reveal that staff are feeling high levels of stress, anxiety, burnout, and compassion fatigue. According to national data, 85% of employees feel like their wellbeing has declined since the pandemic began. And 1 in 3 adults are experiencing anxiety or depression related to COVID-19. |
| Future State: | DPL staff will have access to a robust set of culturally responsive wellness resources and will have the time and supervisor support to utilize them. Staff will report lower levels of anxiety, stress, burnout and compassion fatigue. Staff perception of inclusion will improve. Measurements will include staff engagement/satisfaction and participation numbers in wellness offerings. |

| City-Wide Goal: | Goal 1: Denver will be an inclusive employer where city staff are valued, supported and given the tools to advance social equity, race and social justice. | | | |
|--|---|------------------------------------|-------------------------|--|
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | <i>Create culturally responsive wellness model logic plan & evaluation plan</i> | <i>July 2021</i> | <i>Ozy Aloziem</i> | ■ In Progress <input type="checkbox"/> Done |
| 2. | <i>Contract consultant to support evaluation of plan</i> | <i>July 2021</i> | <i>Ozy Aloziem</i> | ■ In Progress <input type="checkbox"/> Done |
| 3. | <i>Develop trainings/learning opportunities to support plan rollout</i> | <i>August 2021-September 2021</i> | <i>Lisa Cordova</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 4. | <i>Consultant evaluates first phase of pilot (racial healing circles & mental health consultant) through surveys, interviews and/or focus groups</i> | <i>August 2021-October 2021</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 5. | <i>The research consultant will share back findings and recommendations for modifications of the model and additional training needs.</i> | <i>November 2021</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 6. | <i>Modify wellness model as needed and formalize for 2022.</i> | <i>December 2021</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 7. | <i>Consultant evaluates the second phase of the pilot including all aspects of the model through surveys, interviews and/or focus groups.</i> | <i>March 2022-August 2022</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 8. | <i>The research consultant will share back findings and recommendations for modifications of the model and additional training needs.</i> | <i>September 2022-October 2022</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 9. | <i>Modify wellness model as needed and reintroduce for 2023.</i> | <i>November 2022-December 2022</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| Measurement of Success: Success will be a finalized culturally responsive wellness model reflective of staff feedback & promising practices. Success will mean all members of the organization are aware of this model and actively using it. The EDI Manager in partnership with a dedicated intern and/or dedicated staff member, and the research consultant will regularly track and report on the progress of the culturally responsive wellness model. At a minimum these will document challenges faced and plans for addressing challenges or how the outcome or action might be refined in the future. We will also be sure to document and celebrate successes that have been achieved. The following are potential metrics for evaluating the impact of this work: Increase in staff morale (indicator: staff engagement survey, staff inclusion survey), Increase in staff feelings of inclusion (indicator: staff | | | | |

inclusion survey), Staff attendance in employee resource groups (indicator: attendance metrics), Improvement in workforce wellness (indicator: wellness survey), Increase in wellness offering usage (indicator: wellness survey, EAP data, MHCD consultant data)

Progress: Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy.

Ex: June 2020- Team began the toolkit process to develop first strategy... etc.

July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.

| | |
|--------------------|--|
| Strategy 8: | DPL will contract with an organization to provide HR and inclusion consulting services and recommendations related to DPL's Human Resources team structure and functions as well as how feedback, concerns and complaints are reported and handled across the organization as part of its efforts to build an equitable and inclusive environment. |
|--------------------|--|

Strategy Status: ☐ Not Started ☒ In Progress ☐ Actualized ☐ Not Actualized

Start Date: July 2021 **Target Completion Date: December 2021**

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| Current State: | As DPL begins to lead with EDI, there is a need to determine how to move forward with feedback loops and anonymous feedback, as well as reporting employment concerns such as microaggressions. Trust between HR and some staff members has been challenged over the years with certain changes made at the leadership level (examples: moving to at-will status, altering handling of anonymous comments) contributing to the strain. Many of HR's practices, structure, policies have not been reviewed with an EDI lens. Certain processes such as reporting and understanding escalation around microaggressions or other complaints could be more transparent. The previous anonymous comments submission process was changed and new feedback systems need to be implemented. |
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| Future State: | <p>The assessment will explore and provide recommendations for our structure and roles, our partnership with the City on different HR related matters, and best practices and policies around an inclusive process for employment-related issues. There's a correlation between staff engagement, employee relations and organizational success and this is a great opportunity to explore how we can be structured and the types of practices and policies we want to develop or enhance that set us up to create a more equitable organization. Future state will look like:</p> <ul style="list-style-type: none"> ● Feedback loop/s assigned to a designated person to analyze the data and turn it into meaningful insights that can inform decisions ● HR policies and procedures regularly reviewed with an EDI focus ● Effective people-centered HR structure and roles |
|----------------------|--|

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| City-Wide Goal: | <p>Goal 1: Denver will be an inclusive employer where city staff are valued, supported and given the tools to advance social equity, race and social justice.</p> <p>Goal 2: Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes.</p> |
|------------------------|--|

| Goal 4: Denver will use nationally recognized research and data-driven practices to support the city's progress toward social equity, race and social justice. | | | | |
|---|--|------------------------------------|-------------------------|---|
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | <i>DPL will hire a consultant to conduct an organizational inclusion and HR assessment</i> | <i>July 2021</i> | <i>Michelle Jeske</i> | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 2. | <i>The consultant will conduct stakeholder meetings to assess DPL's HR structure and employee relations function</i> | <i>August 2021</i> | <i>Michelle Jeske</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 3. | <i>The consultant will conduct an assessment of the current feedback and complaint mechanisms, including how managers, supervisors and employees utilize DPL's Employee Relations function for performance issues, management concerns and EEO complaints, including microaggressions.</i> | <i>September 2021-October 2021</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 4. | <i>The consultant will conduct an assessment of DPL's current HR structure, positions, responsibilities, policies and practices.</i> | <i>September 2021-October 2021</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 5. | <i>The consultant will provide recommendations for improving employee relations based on assessment and review of internal policies and practices</i> | <i>October 2021</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 6. | <i>The consultant will provide recommendations for a more efficient and effective people-centered HR structure.</i> | <i>October 2021</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 7. | <i>The consultant will design organizational feedback loops based on staff feedback & best practices</i> | <i>October 2021</i> | <i>Consultant (TBD)</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 8. | <i>DPL will implement new feedback loops.</i> | <i>November 2021-December 2021</i> | <i>Michelle Jeske</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 9. | <i>DPL will assess implementation of new feedback loops</i> | <i>Ongoing</i> | <i>Michelle Jeske</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| Measurement of Success: Staff perception of internal equity will improve as indicated by the staff perception of racial equity & inclusion survey and employee engagement surveys. DPL will have effectively created and formalized best practice and equitable processes for staff to report concerns and have them addressed. DPL will see an increase in utilization of feedback methods. DPL will have an effectively structured HR team with appropriate roles. Trust in HR will improve as indicated by the staff perception of racial equity & inclusion survey and other survey means. | | | | |

Progress: Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy.

Ex: June 2020- Team began the toolkit process to develop first strategy... etc.

July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.

Training & Evaluation

| | | | | |
|------------------------------|---|---|--|---|
| Strategy 9: | DPL will create EDI competencies and develop central equity, diversity and inclusion education and training resources designed to develop staff skills and behaviors that ultimately will enhance our organizational culture and customer service. | | | |
| Strategy Status: | <input type="checkbox"/> Not Started | <input checked="" type="checkbox"/> In Progress | <input type="checkbox"/> Actualized | <input type="checkbox"/> Not Actualized |
| Start Date: | August 2021 | | Target Completion Date: December 2022 | |
| Current State: | As it stands, DPL does not have a set of stated competences needed to advance equity, diversity & inclusion. EDI training is developed in response to training needs as they arise and is not grounded in a research grounded framework. Staff are not entirely certain what is expected of them as it relates to advancing our equity, diversity & inclusion aims. | | | |
| Future State: | DPL will have a formal set of competencies for advancing equity, diversity and inclusion. Learning opportunities will align with these competencies. Staff will have a strong awareness of the expected EDI competencies and will actively seek out and engage in opportunities to improve their competencies. | | | |
| City-Wide Goal: | Goal 1: Denver will be an inclusive employer where city staff are valued, supported and given the tools to advance social equity, race and social justice. Goal 4: Denver will use nationally recognized research and data-driven practices to support the city's progress toward social equity, race and social justice. | | | |
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | Develop and share a set of EDI competencies for advancing equity, diversity & inclusion | August 2021 | Ozy Aloziem | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 2. | Solicit staff feedback about EDI competencies | September 2021 | Ozy Aloziem | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 3. | Assess current EDI training offerings & needs to determine current gaps | October 2021 | TBD | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |

| | | | | |
|-----|--|------------------------------------|-------------------------|--|
| 4. | <i>Expand and enhance current training offerings to include high-quality relevant education and experiences in equity, diversity and inclusion.</i> | <i>August 2021-November 2021</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 5. | <i>Create a dedicated web portal to provide access to specific EDI training programs, a list of expert consultants, custom training for departments and facilitators to support implementation</i> | <i>November 2021</i> | <i>James Everett</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 6. | <i>Determine mandatory courses based on EDI competencies</i> | <i>November 2021</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 7. | <i>Incorporate training opportunities into performance goals</i> | <i>November 2021</i> | <i>Taylor Schaffter</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 8. | <i>Communicate opportunities and expected performance goals to DPL staff</i> | <i>December 2021</i> | <i>Taylor Schaffter</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| | <i>Equip supervisors with the knowledge they need to conduct employee EDI evaluations</i> | <i>Jan-Feb 2021</i> | <i>Jacob McWilliams</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 9. | <i>Evaluate training and learning opportunities</i> | <i>March 2022-August 2022</i> | <i>Jacob McWilliams</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 10. | <i>Adjust training opportunities & performance goal expectations based on feedback</i> | <i>September 2022-October 2022</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 10. | <i>Communicate adjustments to DPL staff</i> | <i>November -December 2022</i> | <i>Taylor Schaffter</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |

Measurement of Success: *What are you trying to measure? How will we know if what we are doing is working? What will it look like? Include data indicators you can use qualitative and quantitative measures.*

- Success will look like all staff completing required EDI training. Training will result in an increase in competencies for advancing equity, diversity & inclusion as indicated by a pre/post assessment and staff perception of racial equity survey & inclusion survey.
- Staff will understand DPL's commitment to this work and will be able to articulate their own commitment (metric: staff perception of racial equity survey)
- Increase in EDI competencies (indicator: EDI pre/post assessment)
- Increase in availability of relevant EDI training resources (indicator: baseline assessment of offerings, survey of training needs)
- Increase in staff awareness of available training offerings (indicator: passive survey)

| | | | | |
|---|--|---|---------------------------|---|
| <ul style="list-style-type: none"> Develop EDI competencies | | | | |
| <p>Progress: Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy.</p> <p>Ex: June 2020- Team began the toolkit process to develop first strategy... etc.</p> <p>July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.</p> | | | | |
| Strategy 10: | | DPL will launch the Intercultural Development Assessment and Training Pilot Program for DPL staff in leadership roles with the ultimate goal of administering the Intercultural Development Inventory (IDI) to all staff. The tools are designed to assess intercultural competence which is necessary for fostering an inclusive work environment. | | |
| Strategy Status: <input type="checkbox"/> Not Started <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Actualized <input type="checkbox"/> Not Actualized | | | | |
| Start Date: | | August 2021 | | Target Completion Date: July 2022 |
| Current State: | | Most staff at DPL have not had training to understand how they interact interculturally. The study done by Dr. Namrita Singh, the Racial Equity Staff Perception survey, and the Employee Engagement survey point to a lack of awareness on this issue and staff behaviors are influencing their ability to create an inclusive work environment. | | |
| Future State: | | Staff will have action plans to advance their intercultural development derived from their IDI assessments that can be linked to performance. Follow-up surveys and employee engagement studies can be used for measurement. The goal is for staff to be more aware of how they interact with others and how they behave in order to contribute to a genuine and inclusive culture. | | |
| City-Wide Goal: | | <p>Goal 1: Denver will be an inclusive employer where city staff are valued, supported and given the tools to advance social equity, race and social justice.</p> <p>Goal 4: Denver will use nationally recognized research and data-driven practices to support the city's progress toward social equity, race and social justice.</p> | | |
| Action Steps/ Tactics | | Timeframe | Person Responsible | Status |
| 1. | Individuals in leadership positions at DPL will complete the IDI assessment and an EDI training needs assessment | July 2021-August 2021 | Ozy Aloziem | <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 2. | Based on assessment results, staff will be provided with a customized learning plan and a variety of intercultural training opportunities designed to improve cross-cultural engagement. | August 2021-December 2021 | Taylor Schaffter | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 3. | A follow-up assessment will be administered 9-12 months following first assessment to determine program effectiveness | April 2021-May 2022 | Ozy Aloziem | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |

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|---|---|------------------|-------------------------|--|
| 4. | <i>Adjust program model based on feedback</i> | <i>June 2022</i> | <i>Ozy Aloziem</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| 5. | <i>Roll out program model to all staff</i> | <i>July 2022</i> | <i>Taylor Schaffter</i> | <input type="checkbox"/> In Progress <input type="checkbox"/> Done |
| Measurement of Success: Individuals will self report an increase in competencies needed to advance equity, diversity & inclusion. Individuals will see an increase in their intercultural competence score. Data will reveal an increase in staff perception of leadership commitment to racial equity as indicated by the staff perception of racial equity & inclusion survey. | | | | |
| Progress: <i>Track your progress here. Include dates, progress and any barriers that come up along the way. Use this space to capture notes, progress on action steps and barriers or additional work needed. This should make it possible for people who join your team later (or years from now) to understand what happened, lessons learned and how you accomplished your strategy.</i> <i>Ex: June 2020- Team began the toolkit process to develop first strategy... etc.</i> <i>July 2020- Further developed strategy at EDI meeting. Barriers we are facing are... we added additional action steps, etc.</i> | | | | |



Communications and Community Engagement

Earned Media

June 9 - Aug. 11, 2021

There are a total of 133 news clips

Media Coverage

| | July |
|--|------|
| Number of Monthly Requests | 11 |
| Number of Stories per Month (DPL focused and mentions) | 158 |
| Year to date Stories | 438 |

News: (37 news clips in this section)

[Opinion: Denver's November bond election should include funds to finish Central Library renovation](#) - The Colorado Sun

[Hancock's \\$450 million bond package passes first City Council vote amid controversy](#) - Denver Gazette

[Denver Public Library Boosters Want Bond Money for Central Renovation](#) - Westword

[Book Explorers Booktalk: Why You Should Read Yasmin the Writer by Saadia Faruqi \(Video\)](#) - Spot On Colorado

[Act Now: Tell the City To Invest in Central Library](#) - Denver Public Library Friends Foundation

[Weeklong Denver Days celebration to kick off Saturday](#) - Denver Gazette

[Denver Public Library displays Black Panther Party history](#) - 9 News

[Mini Baby Storytime with Lisa \(Video\)](#) - Spot On Colorado

[LOOK: Denver's Five Points research library just got some Black Panther Party newspapers](#) - Denverite

[Saturday Matinee Film Discussion: MELODY with Walter Chaw and Kier-La Janisse](#) - Spot On Colorado

[Denver's Central Library Reopens For The First Time Since The Pandemic](#) - WFMZ Allentown News

[Denver's Central Library reopens Sunday after COVID closure, renovations](#) - Greeley Tribune

[Denver's Central Library to reopen Sunday after COVID closure, renovations](#) - The Denver Post

[Denver's Central Library to reopen Sunday after COVID closure](#), Tweet, The Denver Post

[Denver Public Library's main location reopens for the first time since pandemic closure](#) - 9 News

[Denver's Central Library Reopens For The First Time Since The Pandemic](#) - CBS Denver

[Denver Public Library Central Branch Reopening July 18](#) - Westword

[Denver's Central Library will reopen on Sunday for the first time since the pandemic began](#) - Denverite

[Denver's Central Library To Reopen Sunday After COVID Closure, Renovations](#) - USA News Site

[Denver Public Library's Central Branch Reopens Sunday](#) - reddit

[Denver Public Library to rename Byers Branch Library, possibly Ross-Barnum](#) - Denver Gazette

[Mini Baby Storytime with Lupita \(Video\)](#) - Spot On Colorado

[The Central Library of the Denver Public Library will reopen](#) - Tweet, Westword

[Denver Public Library is accepting name recommendations for the Byers Branch](#) - Denverite

[Denver Public Library's annual Summer of Adventure has begun](#) - Colorado Community

Media

[Toddler Storytime with Mr. Wil \(Video\)](#) - Spot On Colorado

[Five Hidden Jewels in the Denver Public Library](#) - Illinois News Today

[5 Hidden Gems At Denver Public Library](#) - 303Magazine

[This Denver Public Library worker is tirelessly dedicated to supporting the homeless and those facing housing instability](#) - Tweet, CPR News

[In-depth at Denver Public Library's Blair Caldwell Branch and History Archive](#) - Tweet, Sewall Child Development Center

[Byers Library, named after Rocky Mountain News founder who praised the Sand Creek Massacre, may get a new name](#) - Denverite

[Toddler Storytime with Ms. Rachel \(Video\)](#) - Spot On Colorado

[All Ages Storytime with Janet \(Video\)](#) - Spot On Colorado

[Library peer navigator Carla Respects Nothing is creating space to heal and protect unhoused people from COVID-19](#) - Denverite

[All Ages Storytime with Mr. Will](#) - Spot On Colorado

[Toddler Storytime with Liesel \(Video\)](#) - Spot On Colorado

[Book Explorers Booktalk: Why You Should Read BenBee and the Teacher Griefer](#) - Spot On Colorado

DPL mentions: (76 mentions in this section)

[Colorado's new redistricting process accused of 'cracking' historically African American districts](#) - Denver 7

[Late fines at L.A. County libraries eliminated](#) - KTLA 5

[DU Field Notes: Places to Relax, Denver's Best Outdoor Oases](#) - University of Denver

[LaundryCares Plans Free Laundry & Literacy Day Event This Weekend](#) - American Coin-Op

[L.A. County libraries could go fine-free if proposal is approved](#) - Los Angeles Times

[The City of Denver has no idea how many of its employees are currently vaccinated](#) - Denverite

[Things to do this weekend in Denver and beyond](#) - Colorado Springs Gazette

[Colorado Press Women honor Alamosa 1941 charter members](#) - Valley Courier

[Some Known Incorrect Statements About Washington Park Of Denver](#) - Blog, Coof Colorado Springs

[Hancock's \\$450 million bond package passes first City Council vote amid controversy](#) - Denver Gazette

[Denver city employees, school and health care workers will be required to get COVID-19 vaccination](#) - The Denver Post

[Hancock: Vaccinations or Firings for City, High-Risk Private Employees](#) - Westword

[The Weeklong Celebration Of Denver Days – Crammed With Block Events And Extra](#) - Daily Colorado News

[Genealogy: Help finding information about great great grandfathers death](#) - reddit

[Ten Things to Do for Free in Denver This Week](#) - Westword

[How a Citizen Revolt Snuffed the 1976 Denver Winter Olympics](#) - Westword

[Denver Art installation invites people to contribute their memories](#) - 9News

[5 points about Five Points](#) - Colorado Community Media

[ArtPark Al Fresco Family Nights Throughout August In RiNo](#) - Mile High On The Cheap

[Denver Public Library Saturday Matinee series](#) - Tweet, William Boyle

[City Council to hear how Longmont can spend \\$12.97 million in federal COVID-19 recovery funds](#) - Longmont Times-Call

[Mayor Hancock's State of the City focused on homelessness, crime prevention, economic recovery](#) - Denver Gazette

[Hancock's State of the City: Pot Biz Equity, New Arena and More](#) - Westword

[\\$450 million bonding package could pay for a new arena, libraries, park improvements and more](#) - Denverite

[Building Heights to Increase in Denver's Golden Triangle](#) - Mile High CRE

[Podcast You May Like: Walter Chaw Film Freak](#) - Player FM, The Film Cast

[Denver Public Library Teen D&D Looking for Players!](#) - reddit

[Books About Building Things](#) - Colorado Parent

[LinkAGES Receives Grant of \\$220K](#) - My Prime Time News

[Two Boulder Skate Parks Are Being Renovated Additional \(DPL Bike Kits\)](#) - Daily Colorado News

[Where Corners Meet: Architecture Professors & Students Exhibit at History Colorado](#) - CU Denver News

[The Golden Triangle blocks south of Civic Center Park are looking to get a lot taller](#) - Denverite

[City auditor says Denver did a "good job" of managing \\$127 million in federal COVID relief](#) - Denverite

[For some RiNo retailers, there's an art to luring back shoppers](#) - The Denver Post

[Dividing Line: How Park Hill Became One of Denver's Hottest Neighborhoods](#) - Westword

[Denver decides where it will spend 15% of American Rescue Plan money](#) - The Denver Post

[Denver to spend 30% of federal COVID relief funds on restoring service cuts](#) - Denver Gazette

[Denver Will Spend 30% Of Federal COVID Assist On Restoration From Profit Cuts](#) - Daily Colorado News

[A look into Denver's \\$400 million bond proposal](#) - Denver Gazette

[Dewey Decimal System Points the Way](#) - The Vineyard Gazette

[July 13, 1943 – 10th Mountain Division Created at Camp Hale](#) - Blog, Legal Legacy

[MLB All-Star Week Is Here. Take A Look Back At Other Big Events Denver Has Hosted](#) - CBS Denver

[MLB All-Star Game: A visitor's guide to Denver art, culture, music and nightlife](#) - The Burlington Record

[Denver Public Library's Saturday Matinee series](#) - Tweet, William Boyle

[Record numbers of drug citations at Civic Center Park in June](#) - Denverite

[Denver Public Library Friends Foundation: Used children's books and adult titles available at bargain prices](#) - Mile High On The Cheap

[Denver's Only Toy Library Has Reopened](#) - Mile High Mamas

[What would it take for Denver to move to ranked-choice voting after its city clerk recommended it?](#) - Denverite

[Downtown Denver is back, and Trieste Lofts in the Golden Triangle is its star](#) - The Denver Post

[Here are 5 new pieces of Denver public art \(and where you can see them\)](#) - Denverite

[Denver Swings for the Fences to Fight Homelessness, Add Housing](#) - Westword

[172 Organizations, Including Several from the Library Community, Call on Congress to Increase Broadband Speeds with Future Proof Fiber](#) - Info Docket, Library Journal

[Did you know July 2 is World UFO Day](#) - Blog, Hardin-Simmons University

[Ten Things to Do for Free In and Around Denver This Week](#) - Westword

[Denver police promote an unnamed program to target crime hot spots \(Lisa Champion\)](#) - Denverite

[LOOK: Juneteenth, now a federal holiday, has long been a big deal in Denver \(Terry Nelson\)](#) - Denverite

[City Council Votes To Use 30% Of Federal Aid To Restore Services | Focus On Denver](#) - Daily Colorado News

[My grandmother had been a slave girl...108-year-old perspective on Juneteenth](#) - 9News

[Stay cool, get in a pool: Here's which Denver pools are open](#) - The Know, The Denver Post

[Stay Cool, Get In A Pool: Here's Which Denver Pools Are Open](#) - USA News

[Al Fresco Family Nights at ArtPark](#) - Denver Life Magazine

[Sights in Denver, Colorado](#) - Blog, Phoenix Rising

[The story of Five Points, Denver's historically Black neighborhood](#) - Denver 7

[Top 21 things to do in Denver](#) - Lonely Planet Travel News

[Denver opening city rec centers as cooling stations during heat wave](#) - Denver 7

[Denver opens daytime 'cooling stations' at city rec centers amid record-setting heat](#) - 9News

[Denver's Cooling Centers](#) - Tweet, Councilwoman, Stacie Gilmore

[America giddy with post-pandemic normalcy: Baseball, church, proms, weddings, vacation getaways](#) - GM Newshub

[Will these venerable public institutions get the credit they deserve?](#) - Boston News

[Many turned to libraries during the pandemic for free Wi-Fi and other services. Will these venerable public institutions get the credit they deserve?](#) - Houston Style Magazine

[We went to every public bathroom in downtown Denver. We have notes.](#) - Denverite

[Many turned to libraries during the pandemic for free Wifi and other services. Will these venerable public institutions get the credit they deserve?](#) - CNN

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[Twin Cities libraries hesitate to lend internet hotspots](#) - StarTribune, Minnesota

Photo/resource credits: (20 clips in this section)

[Acclaimed Documentary Highlights Denver Gang of 19 and Disability Rights](#) - 303Magazine

[No, Capitol Hill Isn't Getting A New Brewery...](#) - Westword

[The Silverton Railroad](#) - Historical Marker Database

[On this day in 1983](#) - Tweet, History Colorado

[Exterior of the Deck Branch](#) - Tweet, Old Colorado Photos

[Trails to Rails Routes to Southwest Colorado](#) - Historical Marker Database

[The Death of Downtown and Life of Great American Cities](#) - Historical Marker Database

[Dewey Beard was a survivor of the Battle of Little Bighorn and Wounded Knee Massacre](#) -
Tweet, G. Silver Hawk

[Troops Enroute](#) - Historical Marker Database

[A Town with Three Names](#) - Historical Marker Database

[Lee's Legacy](#) - Historical Marker Database

[The William Duncan House](#) - Historical Marker Database

[Pueblo is giving and taking on the Arkansas River](#) - Denver Gazette

[Today in 1884, The Mercantile Library of the City of Denver](#) - History Colorado

[On this day in 1991, Wellington Webb took office as the first Black mayor of Denver](#) -
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[Buffalo Bill Cody in the saddle, ca. 1890s](#) - Tweet, Century Past

[Buffalo Bill Cody with Native American chiefs, ca. 1890](#) - Tweet, Geri Walton

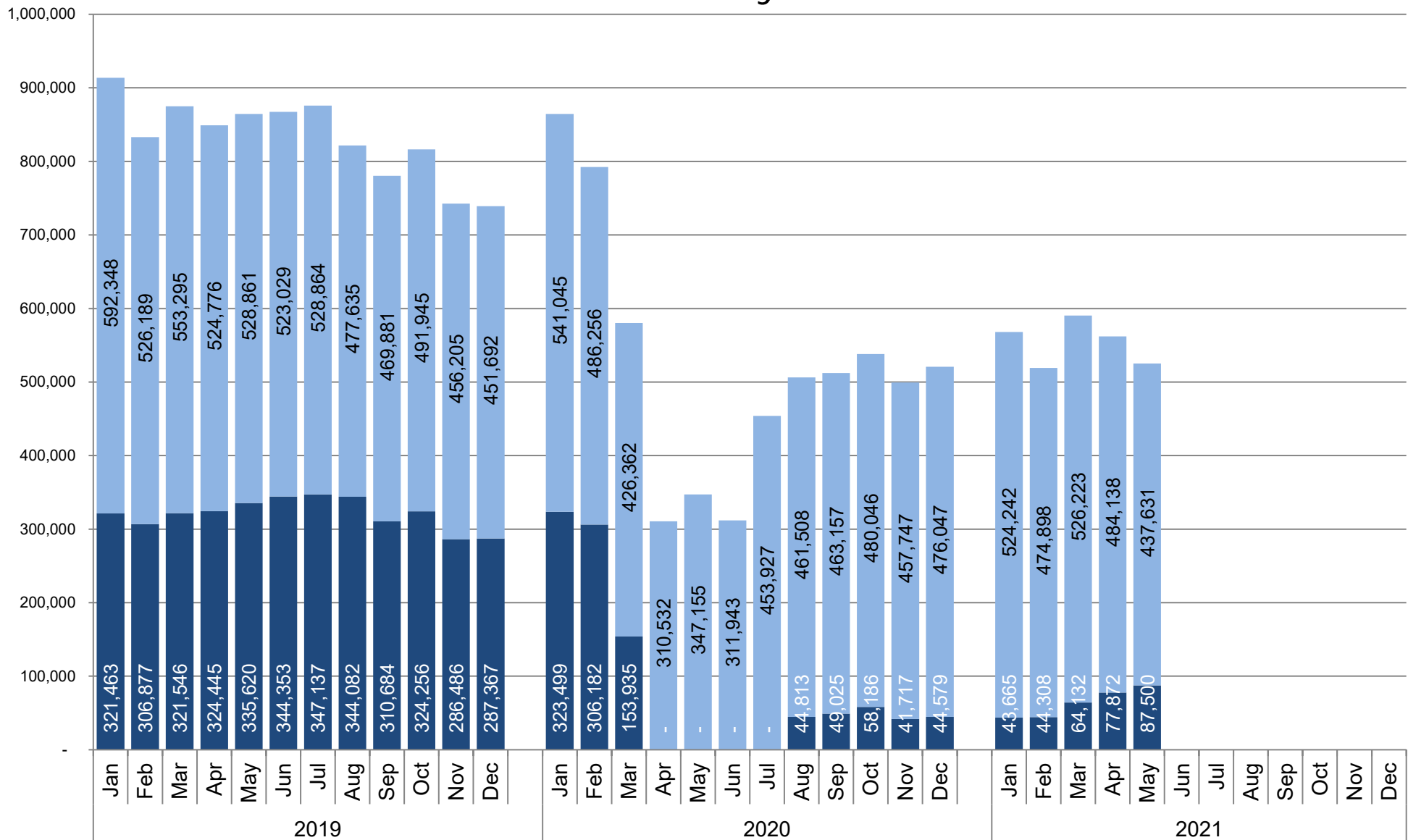
[THROWBACK THURSDAY: A CAPTAIN & A HORSE Captain George Merritt](#) - Spot On Colorado

[Annie Oakley, ace sharpshooter in Buffalo Bill's show](#) - Tweet, Century Past

[Juneteenth: Celebrating and learning with events, resources](#) - University of Colorado

Denver Public Library Total Visits By Month

■ Online
■ In Person



➔ All DPL locations closed on March 16, 2020 in response to COVID-19. Curbside services began July 7, 2020, except Smiley and Byers (closed for renovations).
 ➔ Smiley Branch Library resumed service February 1, 2021
 ➔ 9 locations reopened for half-day in-building service Tue-Sat beginning March 9, 2021. Remaining branches (except Central, Smiley, and Byers) opened for half-day service on April 13, while the 9 pilot branches moved to full days. May 19 all open branches resumed full-day service Tue-Sat (Westwood Tue-Fri).

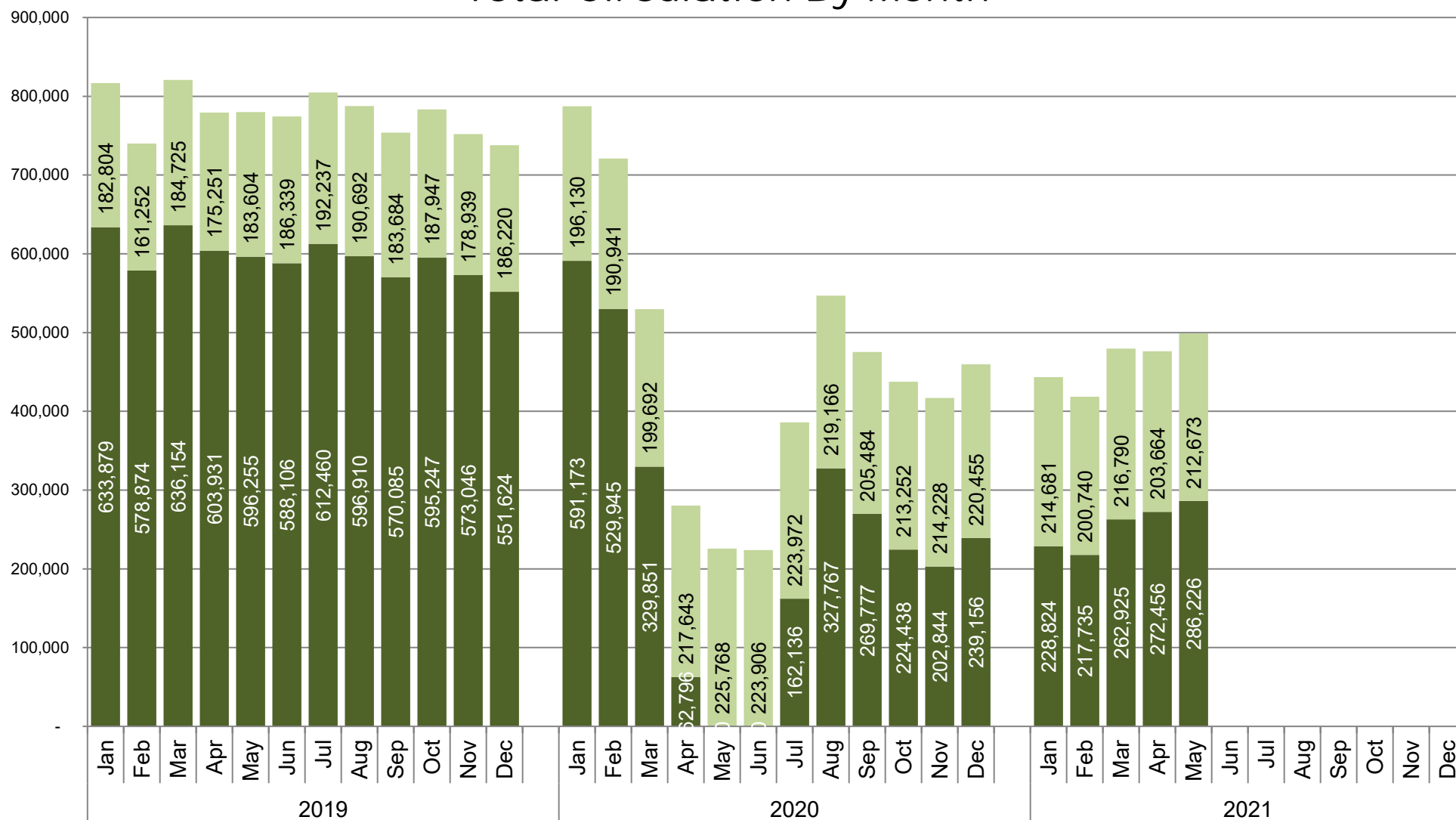
Online visits - total website visits by session, from Google Analytics

In Person visits - total door count from all locations, as collected by Trafsys doorcounter system.

Denver Public Library Total Circulation By Month

Downloads

Materials



→ All DPL locations closed on March 16, 2020 in response to COVID-19. Renewals of physical materials can still accumulate.

→ Curbside Services commenced at all locations on July 7, 2020, except Smiley and Byers (closed for renovations).

→ Smiley Branch Library resumed service February 1, 2021

→ 9 locations reopened for half-day in-building service Tue-Sat beginning March 9, 2021. Remaining branches (except Central, Smiley, and Byers) opened for half-day service on April 13, while the 9 pilot branches moved to full days. May 19 all open branches resumed full-day service Tue-Sat (Westwood Tue-Fri).

→ 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 CDO

Materials - total circulation of physical materials at all locations, including auto-renewals from Polaris ILS

Denver Public Library

Monthly Circulation by Branch

May 2021

| Location | Total Circulation | +/- Previous Month | 2021/2020 Year/Year | YTD Y/Y |
|--|-------------------|--------------------|---------------------|---------|
| Athmar Park | 2,605 | ↑ 289 | ↑ 2,564 | -34.0% |
| Bear Valley* | 12,186 | ↓ (526) | ↑ 12,112 | -16.4% |
| Blair-Caldwell African American Research Library | 2,597 | ↑ 507 | ↑ 2,558 | -54.8% |
| Byers | 0 | → 0 | → (10) | -100.0% |
| Central Library | 14,245 | ↓ (1,341) | ↑ 13,570 | -62.6% |
| Decker | 8,311 | ↑ 627 | ↑ 8,278 | 1.6% |
| Eugene Field | 12,423 | ↑ 498 | ↑ 12,366 | 19.4% |
| Ford-Warren | 7,501 | ↑ 869 | ↑ 7,437 | -4.7% |
| Green Valley Ranch* | 9,170 | ↑ 533 | ↑ 9,110 | -37.3% |
| Hadley | 2,858 | ↑ 341 | ↑ 2,839 | -48.2% |
| Hampden* | 14,295 | → (129) | ↑ 14,223 | -14.3% |
| Mobile Services (Bookmobiles) | 2,285 | ↑ 26 | ↑ 2,284 | -44.9% |
| Montbello | 2,401 | ↑ 317 | ↑ 2,364 | -42.7% |
| Park Hill | 18,612 | ↑ 2,296 | ↑ 18,489 | -1.0% |
| Pauline Robinson | 2,434 | ↑ 82 | ↑ 2,424 | -24.5% |
| Rodolfo "Corky" Gonzales* | 8,963 | ↑ 388 | ↑ 8,885 | -42.0% |
| Ross-Barnum | 2,914 | ↑ 369 | ↑ 2,882 | -37.4% |
| Ross-Broadway | 8,689 | → 0 | ↑ 8,657 | 17.6% |
| Ross-Cherry Creek* | 19,255 | ↑ 180 | ↑ 19,133 | 15.6% |
| Ross-University Hills* | 31,776 | ↑ 473 | ↑ 31,623 | 4.9% |
| Sam Gary* | 39,723 | ↑ 772 | ↑ 39,624 | -1.3% |
| Schlessman Family | 25,676 | ↑ 2,762 | ↑ 25,536 | -12.7% |
| Smiley | 5,989 | ↑ 1,786 | ↑ 5,974 | -68.2% |
| Valdez-Perry* | 1,062 | → (157) | ↑ 1,043 | -18.0% |
| Virginia Village | 14,940 | ↑ 2,481 | ↑ 14,879 | -11.3% |
| Westwood* | 1,275 | → (217) | ↑ 1,274 | -29.7% |
| Woodbury | 14,002 | ↑ 537 | ↑ 13,948 | 42.8% |
| Denverlibrary.org Downloadables | 212,673 | ↑ 9,009 | ↓ (13,095) | 1.8% |
| Total | 498,860 | ↑ 22,772 | ↑ 270,971 | |

→ All locations closed beginning March 16 in response to COVID-19. Curbside Service commenced on July 7, 2020, except for Smiley and Byers branches which are closed for renovations.

*9 locations reopened for half-day in building service Tue-Sat beginning March 9, 2021. These locations added full days Tue-Sat beginning April 13, while all other locations but Smiley, Byers, and Central began half days. Smiley opened for half days on April 28. All branches except Central and Byers were open full days as of May 19, 2021. Westwood is only open Tue-Fri 10-5. Byers and Central are still closed due to ongoing renovations.

Denver Public Library

Monthly Circulation by Branch

April 2021

| Location | Total Circulation | +/- Previous Month | 2021/2020 Year/Year | YTD Y/Y |
|--|-------------------|--------------------|---------------------|---------|
| Athmar Park | 2,316 | ↑ 166 | ↑ 1,721 | -48.7% |
| Bear Valley* | 12,712 | ↑ 579 | ↑ 10,297 | -34.2% |
| Blair-Caldwell African American Research Library | 2,090 | ↑ 103 | ↑ 1,539 | -66.3% |
| Byers | 0 | → 0 | → (286) | -100.0% |
| Central Library | 15,586 | ↓ (1,648) | ↑ 4,869 | -69.1% |
| Decker | 7,684 | ↓ (1,011) | ↑ 5,824 | -18.9% |
| Eugene Field | 11,925 | → (329) | ↑ 11,827 | -5.5% |
| Ford-Warren | 6,632 | ↑ 636 | ↑ 5,153 | -26.5% |
| Green Valley Ranch* | 8,637 | ↑ 1,000 | ↑ 6,397 | -52.9% |
| Hadley | 2,517 | ↑ 326 | ↑ 1,635 | -60.3% |
| Hampden* | 14,424 | ↑ 838 | ↑ 10,550 | -33.3% |
| Mobile Services (Bookmobiles) | 2,259 | ↑ 209 | ↑ 2,257 | -58.1% |
| Montbello | 2,084 | ↑ 210 | ↑ 2,039 | -56.0% |
| Park Hill | 16,316 | ↑ 75 | ↑ 12,386 | -23.6% |
| Pauline Robinson | 2,352 | ↑ 48 | ↑ 1,949 | -40.9% |
| Rodolfo "Corky" Gonzales* | 8,575 | ↑ 817 | ↑ 4,671 | -56.2% |
| Ross-Barnum | 2,545 | → (81) | ↑ 1,867 | -51.2% |
| Ross-Broadway | 8,689 | ↓ (791) | ↑ 7,153 | -5.6% |
| Ross-Cherry Creek* | 19,075 | ↑ 1,658 | ↑ 15,924 | -11.5% |
| Ross-University Hills* | 31,303 | ↑ 2,305 | ↑ 24,939 | -19.4% |
| Sam Gary* | 38,951 | ↑ 4,853 | ↑ 29,220 | -25.7% |
| Schlessman Family | 22,914 | ↑ 208 | ↑ 15,305 | -32.3% |
| Smiley | 4,203 | ↑ 820 | ↑ 4,165 | -81.1% |
| Valdez-Perry* | 1,219 | → (164) | ↑ 922 | -33.2% |
| Virginia Village | 12,459 | ↑ 401 | ↑ 12,334 | -32.8% |
| Westwood* | 1,492 | ↑ 72 | ↑ 1,218 | -44.2% |
| Woodbury | 13,465 | ↓ (1,779) | ↑ 13,400 | 16.2% |
| Denverlibrary.org Downloadables | 203,664 | ↓ (13,126) | ↓ (13,979) | 3.9% |
| Total | 476,088 | ↓ (3,605) | ↑ 195,296 | |

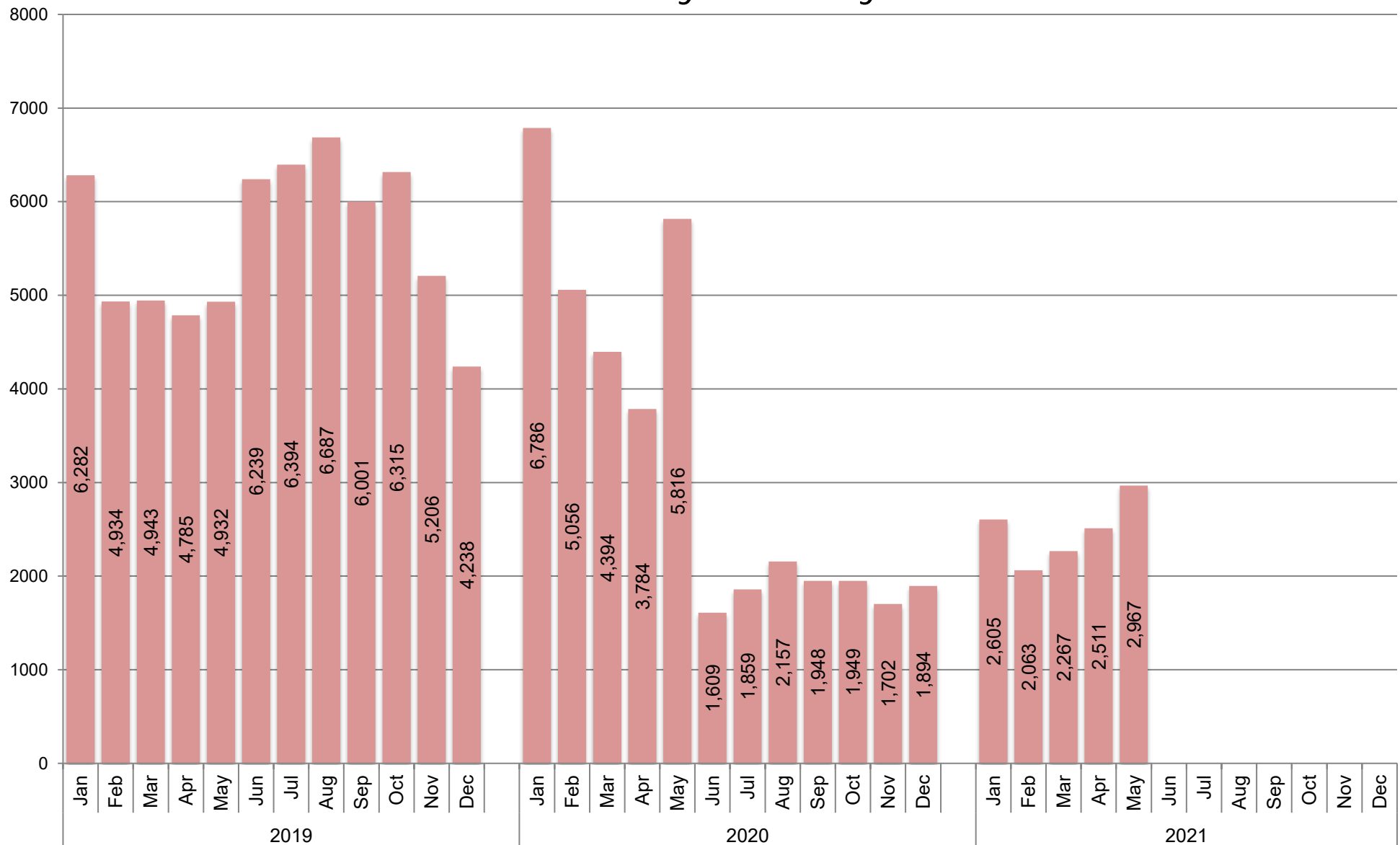
→ All locations closed beginning March 16 in response to COVID-19. Curbside Service commenced on July 7, 2020, except for Smiley and Byers branches which are closed for renovations.

*9 locations reopened for half-day in building service Tue-Sat beginning March 9, 2021.

Denver Public Library

Total New Library Cards By Month

■ New Cards



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➔ Smiley Branch Library resumed service February 1, 2021.

➔ 9 locations reopened for half-day in-building service Tue-Sat beginning March 9, 2021. Remaining branches (except Central, Smiley, and Byers) opened for half-day service on April 13, while the 9 pilot branches moved to full days. May 19 all open branches resumed full-day service Tue-Sat (Westwood Tue-Fri).

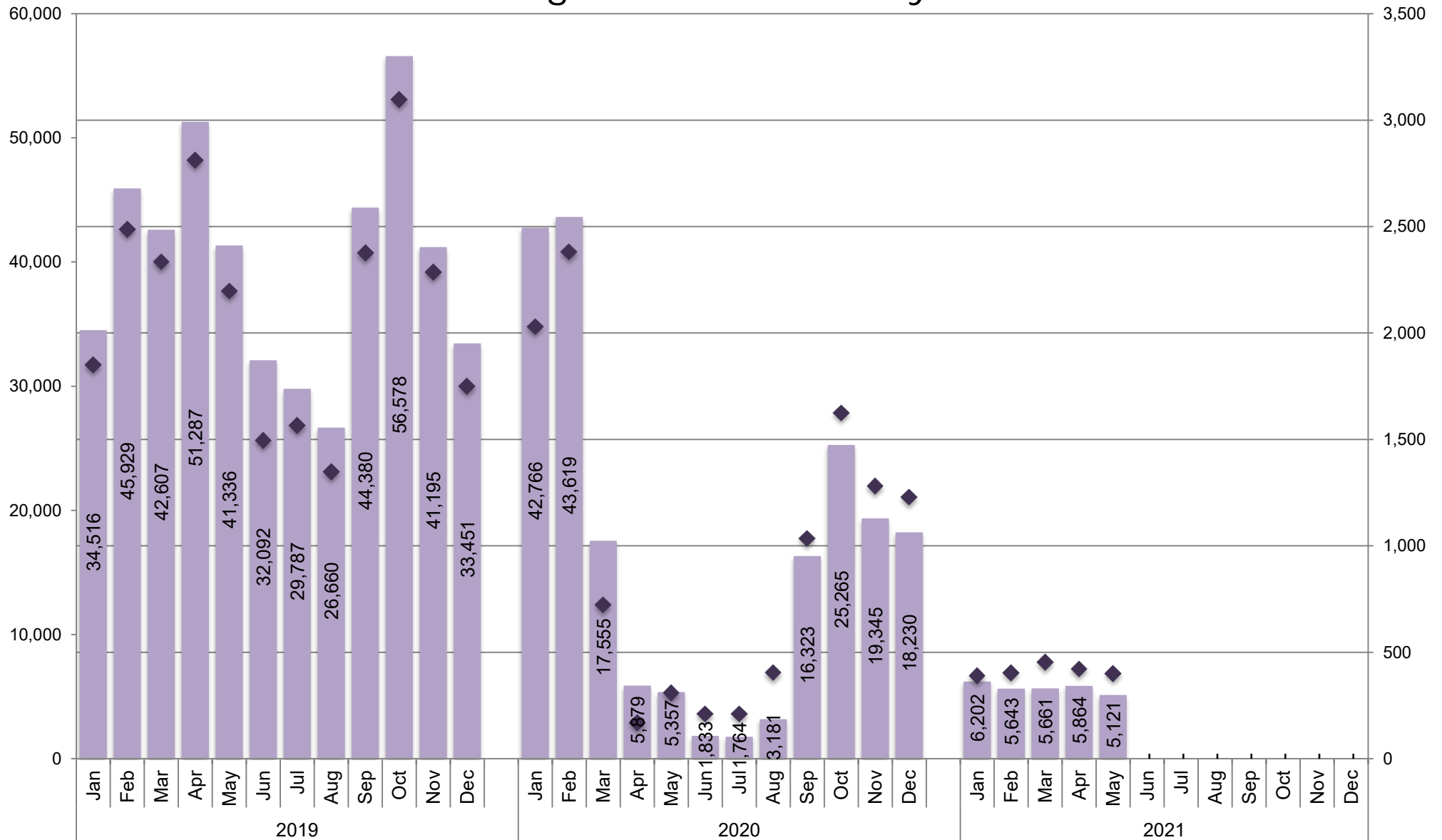
· **New Cards** - total number of new library card registrations (including computer user only cards), from Polaris.

Denver Public Library

Total Program Attendance By Month

■ Attendance

◆ Sessions



➔All in-person programs were cancelled starting March 12, 2020 and all DPL locations closed on March 16, 2020 in response to COVID-19. Virtual programming was introduced starting March 27, 2020, with only live views counting for attendance totals. Spring Read Aloud sessions pending.

Attendance - total program attendance from all locations, as submitted to Events Management tracking application (includes programs, library events, storytimes, and tours).

Sessions - total number of program sessions offered (as defined in Attendance), as submitted to Events Management tracking application