

AGENDA
The Denver Public Library Commission
Regular Bi-Monthly Meeting

Thursday, February 20, 2025, 8:30 a.m.-11:30 a.m.

Rodolfo "Corky" Gonzales Branch Library, 1498 Irving St, Denver, CO 80204

Link to join virtual Zoom Meeting: <https://us02web.zoom.us/j/82568328249>

1. Call to order.
2. Introductions.
3. Approval of Commission Minutes from December 19, 2024.
4. Public Comment Period.
5. Report of President and Members. Laurie Mathews
 - a. Proclamation for Michael Niyompong
6. Approval of Commission Bylaws Revision. Laurie Mathews
7. Approval of Safety Policy for Minors Revision. Theresa Liguori
8. Approval of Staff Day Closure. Michelle Jeske
9. Report of the Friends Foundation. Katy Anderson
10. Report of the City Librarian. Michelle Jeske
 - a. New Library Commission dashboard. Aileen Ayala
11. 2024 Action Plan Review. Anthony Rodriguez
12. DPL Fund, 2-Year Implementation Report. Cole Hwa Davis
13. 2025-2030 Strategic Plan Review. Anthony Rodriguez
14. 4th Quarter Financial Report. Jina Dunn
15. Other Business.
16. Executive Session to Discuss City Librarian Search
17. Adjournment.
18. Overview and Tour of Gonzales Branch Library.

MINUTES

The Denver Public Library Commission

Regular Bi-Monthly Meeting

Thursday, December 19, 2024, 8:30 a.m.-11:30 a.m.

Central Library, 10 W 14th Ave Pkwy, Denver, CO 80204, Park View

Please use the Pavilions after hours entrance on Acoma Plaza

Meeting

[Recording:https://us02web.zoom.us/rec/play/czek-WXXV7lgQa-IHMMcEw9nUN86wieP4Pszlm4ZU4rySYb5I01WY46PC_EzRffBW4YVtqII4eW66B4.CevTmQkx87x7CpO6?autoplay=true&startTime=1734623234000](https://us02web.zoom.us/rec/play/czek-WXXV7lgQa-IHMMcEw9nUN86wieP4Pszlm4ZU4rySYb5I01WY46PC_EzRffBW4YVtqII4eW66B4.CevTmQkx87x7CpO6?autoplay=true&startTime=1734623234000)

Commissioners: Michael Niyompong, Jennifer Wolf, Laurie Mathews, Cedric Buchanan, Sonya Ulibarri, Cathy Lucas, Patty Salazar, Sean Montoya (virtual)

Staff: Michelle Jeske, Erika Martinez, Jina Dunn, Jen Allison, Sara Hale, Valencia Culbreath, Fabiola Mora, Katy Anderson, Jeff Riley, Estrella Damian, Theresa Liguori, Stacey Grijalva, Amanda Eckert, Stephanie Pinales, Tyler Gomes, Natalie Romano (virtual), Gwyn Davis (virtual), Olivia Pitesa (virtual)

Virtual Guests: June Garcia, Sari Feldman, Lani Rush

1. Call to order.
Meeting called to order at 8:50am.
2. Introductions.
3. Approval of Commission Minutes from October 17, 2024.

MOTION by Commissioner Lucas:

Moved to approve Commission Minutes from October 17, 2024.

Second by Commissioner Mathews and approved unanimously.

4. Public Comment Period.
NONE.
5. Introduction of City Librarian Search Firm. June Garcia and Sari Feldman

June Garcia and Sari Feldman, both experienced library consultants, introduced their roles in the City Librarian search process. Garcia, based in Denver, and Feldman shared updates, noting their recent meetings with the search committee, library leadership, staff, and supervisors, as well as a survey completed by 64 library staff members to date. This input will inform

the recruitment brochure and guide advertising. The consultants emphasized a proactive approach, including direct outreach to potential candidates to ensure a diverse and competitive pool.

The Commission discussed final interview dates, with March 28 and 29 identified as optimal. They also deliberated on the characteristics desired in a new City Librarian. Key traits included boldness, strategic thinking, adaptability to challenges, and fostering strong team relationships. The Commissioners discussed the importance of creative problem-solving, particularly regarding Denver's unhoused population. Salazar emphasized selecting a leader who is community-oriented and capable of becoming a prominent figure within the city. President Ulibarri added the need for a visionary leader who could manage change, rally community support, and uphold the library's evolving role as a space of hope and connection.

Ulibarri and Lucas acknowledged the year-long search effort, which began in December 2023 with the formation of a search committee, including Commissioners Buchanan and Montoya. The committee selected a specialized firm with extensive experience in executive searches for large urban libraries. Upcoming milestones include preparing a draft recruitment brochure by early January, with the goal of leveraging it at the ALA Conference. Applications are expected by February 23, followed by phone screenings. Ulibarri suggested accelerating the timeline to maximize the candidate pool.

The consultants addressed market conditions, noting challenges in recruiting for City Librarian roles due to political climates and evolving salary expectations. They observed increased interest from directors of smaller organizations seeking larger roles but fewer candidates overall. Garcia and Feldman reassured the group of their strong industry ties and commitment to securing top candidates. Michelle Jeske and Erika Martinez's teams are also contributing to ensure the process moves forward smoothly and efficiently.

6. Report of President and Members. Sonya Ulibarri

President Ulibarri reported on transitions within the Commission, highlighting proclamations for outgoing Commissioners Cedric Buchanan and Cathy Lucas. Both proclamations, read by Ulibarri, were unanimously approved on December 19, 2024. Lucas expressed gratitude for the opportunity to serve, praising the Commission's strong team and its promising direction. Buchanan shared his appreciation, noting he felt overwhelmed by the recognition. He invited everyone to attend the 2025 Juanita Gray Community Service Awards which honors Black and/or African descent leaders in the Denver area on Saturday February 1, 2025 at 1:30 p.m.

Lucas reported on the successful onboarding of two new Commissioners. Gay Cook, a former chair of the Friends Foundation Board,

brings extensive experience from her various roles supporting the foundation and serving other organizations. Malcolm Evans, a seasoned board member active on multiple community boards, will serve on the Finance Committee as he is an executive at a local bank.

Niyompong commended the Commission's efforts and celebrated the success of a standing-room-only event at the Central Library Reopening, a testament to years of dedication from the entire team. He announced his resignation effective at the end of March, describing his time on the Commission as an amazing privilege. Niyompong assured the group he would remain connected to their work.

Lucas also applauded Erika Martinez's team for their contributions, noting the excitement and buzz surrounding the library's initiatives. The acknowledgments reflected the strong camaraderie and achievements of the Commission, as they look ahead to future opportunities.

7. Election of 2025 Officers. Cathy Lucas
MOTION by Commissioner Salazar:

Moved to approve Election of 2025 Officers.

Second by Commissioner Buchanon and approved unanimously.

The newly elected officers for 2025 are Laurie Mathews as Commission President, Sean Montoya as Commission Vice President, and Sonya Ulibarri as Commission Secretary.

In 2025, the Commission will be proposed with a modification to the Commission bylaws that will provide an option for a one year extension for term limits. Ulibarri expressed that this change will help support a pipeline and leadership for the future, and ensure we have adequate leadership in place during transitions to ensure consistency to our operations.

8. Finalize 2025 Library Commission Committees and Liaisons. Sonya Ulibarri

The [draft committee roster](#) for 2025 was presented for review. Members were invited to share any questions or suggest changes. The updated roster reflects the planned structure for the upcoming year.

9. Report of the Friends Foundation. Jeff Riley

Jeff Riley is preparing for his retirement at the end of the month and shared that this would be his final Commission meeting. He expressed deep appreciation for the Commission and reflected on the privilege of leading the library through its impactful work. Riley extended special recognition to

Jeske, commending her leadership and their strong partnership.

Riley and Katy Anderson, who will be replacing Riley as the Executive Director, have been conducting a listening tour with various groups such as community leaders and City Council members. The meetings have reinforced the sentiment that the library is a valuable community asset, and there is a shared commitment to preserving its excellence. Riley conveyed his excitement for the library's future as he transitions out of his role.

Anderson, in her planning for 2025, outlined key priorities. These include supporting projects at the Ross-Broadway branch, Read Aloud programs, mobile services, and enhanced play spaces. She also welcomed a new board member to the team. The foundation is currently in its busiest fundraising period, having raised \$140,000 from 600 donations during Colorado Gives Day. A digital campaign is underway, with efforts extending through December 31, 2024. Anderson expressed enthusiasm for collaborating with the Commission in the year ahead.

10. Report of the City Librarian. Michelle Jeske

Michelle Jeske recommended moving the June 2025 Commission meeting to June 18, 2025 due to the library being closed on Juneteenth. This meeting is critical as it will include the draft 2026 budget. For now, the proposed date is set for June 18, 2025.

Jeske highlighted a key initiative in the packet: a story map being developed by Erika Martinez' and Kirsten Decker's teams to showcase how the DPL Fund is being utilized. She encouraged the Commission to provide feedback as the map will continue to be updated. February's Commission meeting will feature a two-year retrospective on the DPL Fund, the final new strategic plan, a new dashboard, and upcoming actions.

Jeske introduced two new team members: Jen Allison, the new Finance Manager, and Fabiola Mora, the new Director of Equity, Diversity, and Inclusion (EDI). Fabiola brings 20 years of experience in higher education EDI work and shared her excitement about joining the library, which she described as a pillar of the community. She is focused on restructuring the department to align with the strategic plan.

Jeske offered heartfelt thanks to outgoing Commissioners Buchanon and Lucas, as well as DPLFF Executive Director Riley, for their contributions. She also expressed gratitude to Ulibarri for her leadership as President. Reflecting on the year, Jeske acknowledged the challenges and accomplishments of the team, emphasizing the importance and difficulty of public service and extending her appreciation to the staff.

11. Approval of Fiscal Policies. Jina Dunn

Jina Dunn wanted to start off by saying how excited she is to have Jen Allison on the team. Dunn and Allison have been working closely together on everything that is being presented today.

a. Grants Policy

MOTION by Commission Mathews:

Moved to approve the Grant Policy

Seconded by Commissioner Buchanon and approved unanimously.

The library has established a formal structure and process for considering grants, which aligns with its strategic goals. Although not required by the City, the library implemented this policy to ensure accountability. While the library has had grant practices in place, this new policy provides a clear framework to support transparency and accountability in grant management.

b. Long Term Planning Policy

MOTION by Commission Buchanon:

Moved to approve Long Term Planning Policy.

SECOND by Commission President Ulibarri and approved unanimously.

While not required by the City, the library aimed to formalize its long-term planning process with the Commission. The finance department will create a 10-year outlook to anticipate challenges and guide the library's future direction. This annual exercise will help inform the annual budget and prepare for emergency situations. Buchanon noted that the 10-year plan provides flexibility and guidance, with a clear focus on the first three years, while the outlook for later years may be more uncertain.

c. Asset Management Policy

MOTION by Commission Mathews:

Moved to approve Asset Management Policy.

Seconded by Commissioner Lucas and approved unanimously.

The Asset Management Policy addresses City regulations regarding asset management, but goes beyond the City's requirements by focusing on the long-term planning and maintenance of library assets. It aims to address asset depreciation, replacements, and current inventory, which the City regulations do not fully cover. This policy encourages deeper evaluation of all library assets and will involve coordination with the facilities team to streamline the process. It aims to hold the library accountable for ongoing work while planning for the future. The Finance Committee has reviewed these policies and provided feedback.

12. Approval of Final FY2025 Budget. Jina Dunn

MOTION by Commission Buchanon:

Moved to approve FY2025 Budget.

Seconded by Commissioner Niyompong and approved unanimously.

Jina encouraged members to review the budget report, highlighting key details. The library's funding sources include two-thirds from the General Fund, one-third from the DPL Fund, with additional support from Special Trust Fund and grants. The DPL Fund, which includes operating reserves, supports multi-year and long-term projects. Notably, designated funds are planned for a warehouse purchase in 2025. An ending fund balance of \$7.5 million offers opportunities for further allocation, with discussions planned with the Finance Committee and staff.

Jina addressed the DPL Capital Fund, which currently stands at \$6 million, increasing to \$7 million with supplemental bond funding. These funds primarily support deferred maintenance to keep library locations operational. She emphasized the need for equitable investment in library projects and continued education with the City's administration on funding priorities.

The DPL Fund continues to align with the strategic plan, shaped by community feedback. Funding priorities include expanding access, technology improvements, higher wages, programming, facility upgrades, and collection development. A recent investment discrepancy of \$744,000 will be adjusted mid-year, and personnel costs are projected to increase, reflecting the City's merit-based salary adjustments.

Dunn mentioned that for 2024 our Collection development funding

increased in order to purchase more copies of titles. Professional services funding covered Central Library reopening expenses, and remaining funds will be allocated to designated reserves for the North Lawn outdoor playspace project.

The General Fund is a challenging situation, with a reported 1.2% reduction that, when factoring in salary and benefit changes, equates to a 7.5% effective reduction. Mandated reductions from the personnel budget will result in recruitment delays and potential staffing struggles. A 5% decrease in supplies and services is also anticipated.

Jina expressed gratitude for the Friends Foundation's financial support and ongoing efforts to gather donations and manage endowments, acknowledging the critical role they play in supporting the library's mission. Sonya and Michelle highlighted the importance of the DPL Fund in navigating budget challenges and ensuring operational sustainability in a difficult fiscal environment.

13. Other Business.

None.

14. Executive Session for City Librarian Performance Review.

The Commission met privately to conduct Jeske's annual performance review.

15. Adjournment.

11:50am

End of minutes

Agenda Item 6

Requested Action: Approval

This amendment to the Denver Public Library Commission Bylaws adds a one-year term extension in special circumstances. There is one additional sentence added which can be found on the redlined version.



Denver Public Library Commission ByLaws Revision

I. Authority

The Denver Public Library (DPL) Commission derives its authority from the Charter of the City and County of Denver, as follows:

LIBRARY COMMISSION—LIBRARIES

§ 11.1.1 – Commission created.

There shall be a Library Commission, consisting of eight members, who shall serve without compensation and shall be appointed by the Mayor. (*Charter 1960, A14.6; Charter 1904, § 125; Ord. No. 428-02, § 1, 6-3-02, elec. 8-13-02*)

§ 11.1.2 – General powers.

The Commission shall have exclusive control of the public library, branches thereof and reading rooms, of all money appropriated therefor, of all property or money otherwise acquired for such purposes, of the acquisition by purchase, construction, or lease, of grounds and buildings for such purposes; of the administration of gifts and trusts, and power to do any and all things necessary or expedient in connection with library purposes. (*Charter 1960, A14.7; Charter 1904, § 126*)

§ 11.1.5 – Annual Reports.

The Commission shall make an annual report to the Mayor, stating the condition of its trust, the various sums of money received from the library fund and other sources, and for what purposes such sums of money have been expended; the number of books and periodicals on hand, the number added by purchase or gift, the number lost or missing and the general character of such books, the number of visitors, and such other information as may be deemed of general interest.

(*Charter 1904, § 130*)

II. Name

The Commission shall be known as Denver Public Library Commission.

III. Mission of the Library Commission

The DPL Commission has exclusive control of the DPL system. It sets policy and governs the system, providing overall direction to ensure that the Library provides the best possible service to the community. In addition to representing the community to the Library, the Library Commission represents the Library to the community, building awareness, understanding, and support.

IV. Membership and Term of Service

The membership of the Library Commission shall consist of eight members appointed by the Mayor, as specified in the City Charter. The Mayor may appoint members for specifically designated terms of four years each, commencing on January 1 of the applicable year or as soon as practicable thereafter and ending on the later of (a) December 31 of the fourth year of such term or (b) the date as of which such member has been reappointed by the Mayor or a successor shall have been appointed by the Mayor. No member shall serve more than two consecutive terms. **If a member serves as President in the last year of their term, and the Mayor agrees to extend their term by one year, the President may serve an additional year beyond the end of their term in order to provide continuity in Commission leadership.** Any member may resign at any time upon written notice to the Mayor.

VI. Officers and Terms of Office

The officers of the Library Commission shall be a President, a Vice President, and a Secretary, elected by and from the Commission annually. No officer shall serve more than two successive one-year terms in the same office.

VII. Duties of Officers

1. President. The President shall be the head of the Library Commission and shall have all the powers and duties usually vested in the chief elected officer of a citizen governing board. The President shall preside at all meetings of the Library Commission. The President shall have the right to vote on all matters. The President shall create and appoint such committees as may be needed for the proper conduct of the work of the Commission. The President may initiate the call for special meetings or may call special meetings upon proper request of members of the Commission. (VIII,2) The President shall be an ex-officio member of all committees.

2. Vice President. The Vice President shall have all the powers and authority and perform all the duties of the President in case of the absence or incapacity of the President.
3. Secretary. The Secretary shall keep or delegate to keep all the minutes of all meetings of the Library Commission. The Secretary may delegate the drafting of minutes to a member of the Library staff, but all such minutes shall be approved by the Commission. The Secretary shall execute such other documents as may be required by the affairs of the Library Commission. The Secretary shall have all the powers and authority and perform all the duties of the President in case of the absence or incapacity of both the President and the Vice President.
4. Executive Committee. The Executive Committee shall be composed of the President, Vice President, and Secretary. The President may call meetings of the Executive Committee from time to time upon reasonable notice to the members of the Executive Committee and may, but shall not be required to, consult with the Executive Committee in the execution of their duties as President. Neither the President nor the Library Commission shall be deemed to have delegated any of their respective powers or duties hereunder to the Executive Committee, unless a resolution has been adopted by the Commission providing for delegation of power or authority with respect to a specific matter.

VII. Meetings

1. Regular Meetings. The Library Commission shall hold a regular meeting at such time and place as the Library Commission shall determine. Written notice of the regular meeting shall be given to the Mayor, City Council, and the public at least four days in advance of each meeting. Written notice and the agenda for such meeting shall be delivered to each member of the Library Commission at least four days in advance of each meeting.
2. Special Meetings. Special meetings of the Library Commission may be held at any time. The call for a special meeting may be issued upon authority of the President or upon written request of four or more members of the Library Commission. The call for a special meeting shall state specifically the business to be transacted, and no business other than that set forth in the call for the meeting shall be transacted at the meeting. Notice of a special meeting shall be given by mail, by written notice personally delivered, by telephone, email, posting on the Commission webpage, or by such other electronic means as may be adopted by the Library Commission. Notice of a special meeting shall include a statement of the business to be transacted. Written notice of a special meeting shall be given to the Mayor, City Council,

and the public, as practicable.

3. Open Meetings. All meetings of the Library Commission shall be open to the public, in accordance with City and County of Denver laws pertaining to the meetings of public decision-making bodies. Executive sessions may be convened under conditions permitted by City and County of Denver law.
4. Annual Meeting for Election of Officers. The Annual Meeting for Election of Officers shall be held at the regularly scheduled meeting in December of each year. At least twenty-seven days in advance of the Annual Meeting, the President shall appoint a nominating committee of three members of the Library Commission to nominate candidates for presentation at the Annual Meeting. Members of the Nominating Committee shall not be excluded from consideration for nomination.
5. Transaction of Business at Meetings. All actions of the Library Commission, except the amendment of these Bylaws, shall be taken by a simple majority of members present at any regular meeting. At any special meeting, all actions of the Library Commission shall be taken by a simple majority of the entire Commission. Any member of the Library Commission may request a roll call with individual recording of votes on any matter before the Library Commission.
6. Virtual Participation of Members at Meetings. A member of the Library Commission, under exceptional circumstances, may participate in a meeting of the Commission by conference telephone, online, or similar communications methods which enables all persons participating in the meeting to hear each other and which permits full compliance with the provisions of these bylaws concerning public observation of meetings. A member of the Library Commission shall be deemed to be present at a meeting for all purposes under these bylaws, including for purposes of establishing a quorum and voting, at all times when such member is participating in such meeting by the means described in this paragraph.
7. Quorum and Voting. A quorum will consist of a majority of members on the Commission at any time. A quorum will be required for the transaction of business, except that a meeting at which one member short of a quorum is present may transact business, conditional upon written approval of a majority of the Commission within ten days of the meeting. Voting shall be in accordance with Robert's Rules of Order, most recent edition, except (a) as otherwise specified in these bylaws, and (b) if the Executive Committee or Commission determines a particular matter is of sufficient magnitude to warrant a higher voting threshold, then that matter must be approved by a vote of two-thirds of the members of the Commission.

8. Order of Business. Each regular meeting of the Library Commission shall include approval of minutes of previous regular and special meetings, reports of committees, reports and recommendations of the City Librarian on financial and other policy matters, actions on policy matters, and a general opportunity for members of the public and members of the Library staff to address the Library Commission.

VIII. Major Duties of the Library Commission

1. Adopt policies concerning library services, financial matters, and personnel matters, for the benefit of excellent public library service for the people of Denver.
2. Employ a qualified person as City Librarian, who shall serve at the pleasure of the Commission, who shall be the chief executive officer of the Denver Public Library under the policy direction of the Library Commission, and who shall serve as the Library Commission's principal policy adviser.
3. Review and adopt an annual operating budget proposal for inclusion in the annual budget process of the City and County of Denver.
4. Review and adopt an annual operating budget for the Library Commission Special Trust Fund, Denver Public Library Fund, and such other funds as may become available for appropriation and expenditure by the Library.
5. Review and adopt an annual operating budget request to the Denver Public Library Friends Foundation for endowment funds and other privately-raised funds entrusted to the Denver Public Library Friends Foundation by the Library Commission.
6. Review and adopt annual and multi-year strategic plans designed to provide outstanding public library service to Denver.
7. Evaluate the performance of the City Librarian annually.
8. Ensure the library is advancing its mission.
9. Advise the Mayor and the City Council on matters of concern to the Denver Public Library.

IX. Amendments

1. Amendment at Regular Meeting. The Commission may amend these bylaws by three-fourths majority vote of the entire Commission at a regular meeting. Written notice of proposed amendments shall be given to all Library Commission members at least fifteen days in advance of the meeting. (amendment added December 20, 2018)
2. Amendment at Special Meeting. The Commission may amend these bylaws by three-fourths majority vote of the entire Commission at a special meeting properly called for the purpose. (amendment added December 20, 2018)
3. Finance Committee (amendment added February 16, 2023)

Purpose

The Finance Committee shall serve in an advisory capacity to the Library Commission on matters concerning the library's finances. Responsibilities shall include the following:

- A. To review the library's annual draft budget to obtain understanding of the library's financial position as well as how proposed budget priorities align with the library's Strategic Roadmap, as adopted by the Library Commission.
- B. To make recommendations to the Library Commission concerning library finances, annual budget, fiscal policies and long-range financial planning to address the needs of the organization.
- C. To review library revenues and actual expenses on a quarterly basis.

Qualification and Eligibility

Members of the Finance Committee shall take it upon themselves to be educated regarding the role of the Committee in supporting the prudent financial management of the Library's different funds. Committee members will engage in an annual training to ensure firm understanding of fiscal policies, strategic financial management goals and annual budget plans.

Membership, Terms

The Finance Committee shall be composed of three to five people including at least two Library Commissioners selected in the annual committee assignment process and appointed to serve a term of one year. Other members may be selected from the Denver community and appointed by the Commission President.

Meetings, Voting

The Finance Committee shall meet bi-monthly unless there is no business for the Finance Committee to consider.

The Finance Committee shall operate in accordance with established Denver Public Library Commission bylaws and Denver Municipal Code and, where necessary, establish supplemental rules for the transaction of Finance Committee business. Meetings will be open to the public for attendance.

The Finance Committee shall keep a record of all business, which shall be public record. A designee of the Finance Committee shall keep minutes of its meetings and transactions and be prepared to provide a formal report during subsequent meetings of the Library Commission.

X. Parliamentary Procedure

In any procedural matter not covered by these bylaws, Robert's Rules of Order, most recent edition, shall govern.

XI. Adoption

Adopted by the Library Commission of the City and County of Denver this 15th of August, 2024. These bylaws shall be deemed to supersede any previously adopted bylaws of the Library Commission, and any such previously adopted bylaws are hereby amended and restated.

Agenda Item: 7

Requested Action: Approval

This Child Safety Policy revision has a substantive change to the title of the policy, amended as the *Safety Policy for Minors*. Additionally, this policy removes the words *child/children* with replacements of *minor/minors* throughout the document to encompass individuals under the age of 18 years old. This change reflects areas designated for minors that are specifically designed to serve the needs of young customers and clearly defines the Library and staff's roles, responsibilities, and release of liability when interacting with a minor/minors.

Child Safety Policy

PURPOSE

The Denver Public Library is dedicated to providing a safe and welcoming environment for families and children. To make the Library an enjoyable place and to encourage a love of books, reading, and learning, we offer designated children's areas, programs, and services for children. We hope you will help your children make effective use of the Library and assist them in selecting books and materials, using the computers, or attending programs. Together, we can provide a fun and positive experience when visiting the Denver Public Library.

ACCESS TO CHILDREN'S AREAS

The Children's area of the Library is specifically designed to serve the needs of young customers. Adults in that area not using Children's materials or not using the area for the purpose intended will be asked to use other areas of the Library. Staff members will place the safety of children first. Adults with children in their charge are the only adults allowed to use the restrooms located in Children's areas.

PARENT EXPECTATIONS AND RESPONSIBILITIES

Because the Library is a public place, children's safety cannot be guaranteed. Children may encounter hazards such as stairs, elevators, doors, furniture, electrical equipment, or other Library customers. The conduct, safety, and supervision of children while on Library premises are the responsibility of parents, guardians, and caregivers. It is the responsibility of parents, guardians, and caregivers to determine the supervision needs of their children and to provide accordingly. While our staff value the safety of children, only parents, guardians, and caregivers can provide appropriate supervision of children. Appropriate supervision provided by parents, guardians, and caregivers will assist Library staff in creating a pleasant and safe environment for Library customers of all ages.

STAFF ROLE

Library staff members have many duties to fulfill and cannot supervise children in the Library or when the child leaves the building. However, if a staff member is concerned that a child may not be sufficiently capable and mature to be on Library premises without supervision, the staff member may take action to correct the situation and will inform Library management of the concerns and the actions taken.

In order to ensure a positive Library experience for everyone, if a child appears not to be sufficiently capable or mature to be on Library premises without supervision:

- A. Staff will try to comfort the child if the child is ill, hungry or upset. Staff will make a concerted effort to locate the child's parent, guardian, or caregiver in the Library and express the Library's concern for the child's safety, and explain the Library's Child Safety Policy. If staff is unable to locate the parent, guardian, or caregiver in the Library, staff will make a concerted effort to contact the parent, guardian or caregiver to pick up the child. Staff will express the Library's concern for the child's safety and explain the Library's Child Safety Policy. If the parent, guardian, or caregiver cannot be located within a

reasonable time, staff will call the Denver Police Department. The Denver Police Department will then assume responsibility for the child. Staff will notify Library Security that the Denver Police Department has been called.

Staff will encourage any unattended minor to contact his or her parent, guardian, or caregiver before closing time. If a parent, guardian, or caregiver cannot be reached or does not arrive within a reasonable time after closing, Library staff will call the Denver Police Department to pick up the child. Staff will notify Library Security that Denver Police have been notified. These same actions will be followed for emergency closures. Two staff members will remain with the child until the parent, guardian, caregiver or police arrive. Once the child is in the protective care of the Denver Police Department, a note will be attached to the Library entrance or entrances, with the following information: "Unattended child is in the care of the Denver Police Department." Neither the name of the child nor the name of the parent, guardian, or caregiver will be listed on the note.

C. Staff will not transport any child from the Library to another location.

ENFORCEMENT OF THE CHILD SAFETY POLICY

Enforcement of the Child Safety Policy will be conducted in a fair and reasonable manner.

Child Safety Policy Adopted by the Denver Public Library Commission June 18, 2009.

Adopted	06.18.2009	Last Updated	06.18.2009	Next Review	XXX
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Safety Policy for Minors

PURPOSE

The Denver Public Library ("Library") is dedicated to providing a safe and welcoming environment for families and individuals under the age of 18 years old ("minors"). To make the Library facilities an enjoyable place and to encourage a love of books, reading, and learning, we offer designated children's areas, programs, and services for minors. We hope you will help your minors make effective use of the Library and assist them in selecting books and materials, using the computers, or attending programs. Together, we can provide a fun and positive experience when visiting the Denver Public Library.

ACCESS TO MINOR'S AREAS

There are areas designated for minors that are specifically designed to serve the needs of young customers. Library staff will ask adults loitering in these areas who are not using the area for the intended purpose to relocate to other areas of the Library or, under certain circumstances, to leave the Library. Staff members will place the safety of minors in the Library first. Adults with minors in their charge and care are the only adults allowed to use these designated locations and the restrooms located in those areas.

PARENT/GUARDIAN EXPECTATIONS AND RESPONSIBILITIES

Because the Library is a public place, a minor's safety cannot be guaranteed. Minors may encounter hazards such as stairs, elevators, doors, furniture, electrical equipment, or interactions with other Library customers. The conduct, safety, and supervision of minors while on Library premises are the responsibility of parents, guardians, and caregivers supervising such minors. It is the responsibility of parents, guardians, and caregivers to determine the supervision needs of their minors and to provide such supervision accordingly. While Library staff value the safety and wellbeing of minors visiting Library facilities, only the parents, guardians, and caregivers of such minors can provide appropriate supervision while the minors are visiting the Library facilities. Neither the Library nor its staff members act *in loco parentis* (in place of parents). Appropriate supervision provided by parents, guardians, and caregivers will assist Library staff in creating a pleasant and safe environment for Library customers of all ages.

STAFF ROLE

Library staff members have many duties to fulfill and cannot supervise minors in the Library or when the minor leaves the building. However, if a Library staff member is concerned that a minor may not be sufficiently capable and mature to be on Library premises without appropriate parent, guardian or caregiver supervision, the Library staff member may take action to correct the situation and will inform Library management of the concerns and the actions taken.

In order to ensure a positive Library experience for everyone, if a minor appears not to be sufficiently capable or mature to be on Library premises without parent, guardian or caregiver supervision:

- A. **Library** staff will try to comfort the **minor** if they **are** ill, hungry or upset. **Library** staff will make a concerted effort to locate the **minor's** parent, guardian, or caregiver in the Library and express the Library's concern for the **minor's** safety, and **deliver** the Library's **Safety for Minors Policy**. If **Library** staff is unable to locate the parent, guardian, or caregiver in the Library, **Library** staff will make a concerted effort to contact the parent, guardian or caregiver to pick up the **minor**. **Library** staff will express the Library's concern for the **minor's** safety and explain the Library's **Safety Policy for Minors**. If the parent, guardian, or caregiver cannot be located within a reasonable time, **Library** staff will call the Denver Police Department **to assist in locating the minor's parent, guardian or caregiver**. The Denver Police Department will then assume responsibility for the **minor**. **It is possible that such parent, guardian or caregiver may be liable for any resulting civil or criminal liability**. **Library** staff will notify **the** Library security **team** that the Denver Police Department has been **notified of the situation**.
- B. **Library** staff will encourage any unattended minor to contact **their** parent, guardian, or caregiver before closing time **of the particular Library branch facility**. If a parent, guardian, or caregiver cannot be reached or does not arrive within 15 minutes after closing, Library staff will call the Denver Police Department to pick up the **minor for safety purposes**. **Library** staff will notify **the** Library security **team** that Denver Police have been notified **of the situation**. These same actions will be followed for emergency closures **of a Library branch facility**. **At least two Library** staff members will remain with the **minor** until the parent, guardian, caregiver or police arrive, **whomever arrives first**. Once the **minor** is in the protective care of the Denver Police Department, a note will be attached to the Library entrance or entrances, with the following information: "Unattended **minor** is in the care of the Denver Police Department." Neither the name of the minor nor the name of the parent, guardian, or caregiver will be listed on the note. **It is possible that such parent, guardian or caregiver may be liable for any resulting civil or criminal liability**.
- C. **Library** staff will not transport any unattended minor from the Library to another location, including any locations specified by the minor's parent, guardian or caregiver.

ENFORCEMENT OF THE SAFETY POLICY FOR MINORS

Enforcement of the **Safety Policy for Minors** will be conducted in a fair and reasonable manner. Parents, guardians, and caregivers acknowledge the risk of leaving a minor unattended in the Library and release the Library from all claims which they may have or which they may have on the behalf of their minor. This Minor Safety Policy is to be read in conjunction with all other policies and procedures adopted by the Denver Public Library Commission; such policies may include, without limitation, the [Library Use Policy](https://www.denverlibrary.org/content/library-policies-resources) that may be found at <https://www.denverlibrary.org/content/library-policies-resources>. This Minor Safety Policy may be revised or restated from time to time by the Denver Public Library Commission in its sole discretion.

Minor Safety Policy Revised by the Denver Public Library for Commission review February 2025

Adopted	06.18.2009	Last Updated	06.18.2009	Next Review	XXX
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Safety Policy for Minors

PURPOSE

The Denver Public Library ("Library") is dedicated to providing a safe and welcoming environment for families and individuals under the age of 18 years old ("minors"). To make the Library facilities an enjoyable place and to encourage a love of books, reading, and learning, we offer designated areas, programs, and services for minors. We hope you will help your minors make effective use of the Library and assist them in selecting books and materials, using the computers, or attending programs. Together, we can provide a fun and positive experience when visiting the Denver Public Library.

ACCESS TO MINOR'S AREAS

There are areas designated for minors that are specifically designed to serve the needs of young customers. Library staff will ask adults loitering in these areas who are not using the area for the intended purpose to relocate to other areas of the Library or, under certain circumstances, to leave the Library. Staff members will place the safety of minors in the Library first. Adults with minors in their charge and care are the only adults allowed to use these designated locations and the restrooms located in those areas.

PARENT/GUARDIAN EXPECTATIONS AND RESPONSIBILITIES

Because the Library is a public place, a minor's safety cannot be guaranteed. Minors may encounter hazards such as stairs, elevators, doors, furniture, electrical equipment, or interactions with other Library customers. The conduct, safety, and supervision of minors while on Library premises are the responsibility of parents, guardians, and caregivers supervising such minors. It is the responsibility of parents, guardians, and caregivers to determine the supervision needs of their minors and to provide such supervision accordingly. While Library staff value the safety and wellbeing of minors visiting Library facilities, only the parents, guardians, and caregivers of such minors can provide appropriate supervision while the minors are visiting the Library facilities. Neither the Library nor its staff members act *in loco parentis* (in place of parents). Appropriate supervision provided by parents, guardians, and caregivers will assist Library staff in creating a pleasant and safe environment for Library customers of all ages.

STAFF ROLE

Library staff members have many duties to fulfill and cannot supervise minors in the Library or when the minor leaves the building. However, if a Library staff member is concerned that a minor may not be sufficiently capable and mature to be on Library premises without appropriate parent, guardian or caregiver supervision, the Library staff member may take action to correct the situation and will inform Library management of the concerns and the actions taken.

In order to ensure a positive Library experience for everyone, if a minor appears not to be sufficiently capable or mature to be on Library premises without parent, guardian or caregiver supervision:

- A. Library staff will try to comfort the minor if they are ill, hungry or upset. Library staff will make a concerted effort to locate the minor's parent, guardian, or caregiver in the Library and express the

Library's concern for the minor's safety, and deliver the Library's Safety for Minors Policy. If Library staff is unable to locate the parent, guardian, or caregiver in the Library, Library staff will make a concerted effort to contact the parent, guardian or caregiver to pick up the minor. Library staff will express the Library's concern for the minor's safety and explain the Library's Safety Policy for Minors. If the parent, guardian, or caregiver cannot be located within a reasonable time, Library staff will call the Denver Police Department to assist in locating the minor's parent, guardian or caregiver. The Denver Police Department will then assume responsibility for the minor. It is possible that such parent, guardian or caregiver may be liable for any resulting civil or criminal liability. Library staff will notify the Library security team that the Denver Police Department has been notified of the situation.

- B. Library staff will encourage any unattended minor to contact their parent, guardian, or caregiver before closing time of the particular Library branch facility. If a parent, guardian, or caregiver cannot be reached or does not arrive within 15 minutes after closing, Library staff will call the Denver Police Department to pick up the minor for safety purposes. Library staff will notify the Library security team that Denver Police have been notified of the situation. These same actions will be followed for emergency closures of a Library branch facility. At least two Library staff members will remain with the minor until the parent, guardian, caregiver or police arrive, whomever arrives first. Once the minor is in the protective care of the Denver Police Department, a note will be attached to the Library entrance or entrances, with the following information: "Unattended minor is in the care of the Denver Police Department." Neither the name of the minor nor the name of the parent, guardian, or caregiver will be listed on the note. It is possible that such parent, guardian or caregiver may be liable for any resulting civil or criminal liability.
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Enforcement of the Safety Policy for Minors will be conducted in a fair and reasonable manner. Parents, guardians, and caregivers acknowledge the risk of leaving a minor unattended in the Library and release the Library from all claims which they may have or which they may have on the behalf of their minor. This Minor Safety Policy is to be read in conjunction with all other policies and procedures adopted by the Denver Public Library Commission; such policies may include, without limitation, the [Library Use Policy](https://www.denverlibrary.org/content/library-policies-resources) that may be found at <https://www.denverlibrary.org/content/library-policies-resources>. This Minor Safety Policy may be revised or restated from time to time by the Denver Public Library Commission in its sole discretion.

Minor Safety Policy Revised by the Denver Public Library for Commission review February 2025

Adopted	06.18.2009	Last Updated	06.18.2009	Next Review	XXX
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Agenda Item 8

Requested Action: Approval

Generally every other year, Denver Public Library holds an All Staff professional development and staff engagement day. To hold an event like this for every employee, the library needs to close for a day. The date selected for 2025 is October 2. Library leadership seeks approval to close to the public for this day to provide this important opportunity for our team.

Agenda Item 10

Requested Action: Receive Report

February 2025 City Librarian Report

Honoring Black History Month

Every February, DPL observes Black History Month—a time to reflect on the profound contributions of Black individuals throughout history, celebrate their achievements, and acknowledge the challenges that remain in the pursuit of equity and inclusion.

On Saturday, February 1, DPL kicked off Black History Month with the annual Juanita Gray Community Service Awards, where twenty-two individuals were recognized for their contributions to making our community a better place.



[Learn more](#) about the nominees and recipients of this year's awards.

Pauline Robinson Branch Library Reopening



We're thrilled to announce that the Pauline Robinson Branch Library will reopen to the public after a year-and-a-half-long renovation on Monday, February 24. A community celebration will be held on Saturday, March 1 from 11 am-1 pm. It will include family-friendly programming, remarks, and refreshments.

Councilperson Shontel Lewis joined us for a sneak peek at the renovations in late January. Councilperson Lewis was excited to see the improvements

and will join us to say a few words at the reopening celebration in March.

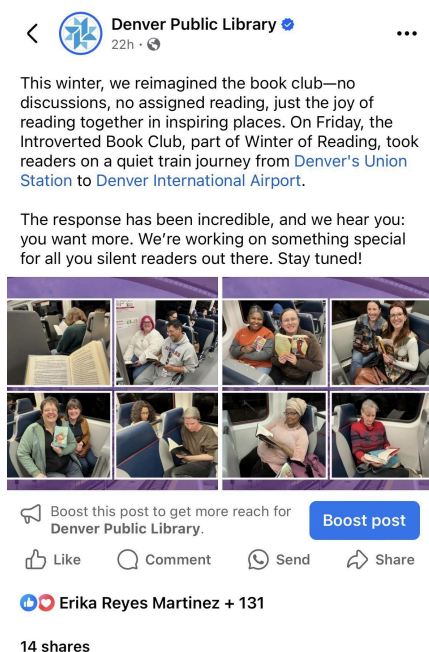
Schlessman Family Branch Library Closes for Renovations

The Schlessman Family Branch Library closed for renovations on January 19. The renovation is part of the 2077 Elevate Denver Bond and is a partial renovation of the building.

Mayor Johnston Shares 2025 Goals at Central Library

Mayor Johnston and his team joined us in late January to unveil his 2025 Citywide Goals. The Mayor's Office held the event in our beautiful new Park View space in collaboration with our internal teams.

Learn more about the Mayor's goals [here](#).



Last Call for Winter of Reading

Our annual Winter of Reading program for adults wraps up at the end of February. There is still time for customers to pick up a game board at any library location or download a PDF on our website, complete five activities, and pick up a limited edition mug or tote bag. [Learn more.](#)

Hours Added at Virginia Village and University Hills Branch Libraries

As part of our commitment to increase access for our customers, in early February, we added hours at our Virginia Village and University Hills Branch Libraries. Virginia Village is now open Tuesdays until 8 pm. University Hills is now open on Sundays from 10-5 pm.

Library Love

The Mayor's team sent a note after the 2025 Citywide Goals event that read, "I want to take a moment to offer my most sincere and heartfelt thanks to the Central Branch staff who worked so hard and took so much of their time to make sure the 2025 Citywide Goals announcement with Mayor Johnston was the success that it was. Because of your efforts, this event was flawless, impactful, and visually stunning.

You were all so genuinely wonderful to work with, and helped accommodate all our requests, ideas and desires. I can't wait for the next opportunity to work together. This was truly an incredible experience from start to finish."

Stories of Impact

"Sydney is amazing! She developed a rapport with my son and kept him engaged throughout a detailed and educational walkthrough of resources and she did a tremendous amount of prep work to really create a "wow" session for (student) as well as (mom). My son has both ADHD and ASD and was engaged throughout a full hour appointment. We are off to a great start on his National History Day research thanks to

Sydney! He picked a pretty complicated topic on his own and we were getting a bit discouraged with our own research efforts. This is such a jumpboard when executive planning and getting started can seem insurmountable. Thank you!" - Submitted by Staff via Stories of Impact

Agenda Item 13

Requested Action: Receive Approved Strategic Plan

DENVER PUBLIC LIBRARY



2025-2030 Strategic Plan



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Letter From the City Librarian

Dear Library Community,

Five years ago, we released our previous Strategic Roadmap. A lot has changed over that time for the world, for our community, and for Denver Public Library. One thing that has remained constant is our commitment to the people of Denver.

Over the last five years, we have achieved so much to make Denver Public Library even better. There are too many accomplishments to name here, but some highlights include securing dedicated funding for the library through *Strong Library, Strong Denver*, supported by the DPL Fund; reopening locations after renovations, including Blair-Caldwell African American Research Library and Denver Central Library; bringing free printing and copying to the community; and adding dedicated teen spaces in our locations to provide youth with their own places to be and belong.

As we evolve along with our community, we are pleased to present you with our *Denver Here: 2025-2030 Strategic Plan*. Like all that we do, this new plan is rooted in our mission, vision, and values and lays out a path for the library for the next six years. Our community is diverse and dynamic, and we hope you can see yourself in this plan and here at the library. We invite you to explore Denver Public Library in person and online and either rediscover a favorite or discover something new that your library has to offer. Be here. Discover here. Engage here.

On a personal note, this is my final strategic plan as City Librarian and Executive Director. It has been a great pleasure to be part of the community, to get to know you—our incredible customers—and to lead Denver Public Library over the last ten years. As I transition from my role, I will not be far away as I continue to be the library's biggest supporter. Thank you for believing in us, and cheers to the next six years. This is the right path forward to ensure this library serves its community now and well into the future.

Sincerely,



A handwritten signature in black ink that reads "Michelle Jeske". The script is fluid and cursive.

Michelle Jeske
City Librarian & Executive Director

Vision

A strong community where everyone thrives.

Mission

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

Values

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

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

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

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

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



Our Service Philosophy

Our service philosophy outlines the library's desired impact, defines our unique assets, and articulates what we believe those resources can make possible for Denver residents. Our service philosophy also helps evaluate our work, maximize value for Denver residents, and enhance partnerships with organizations that complement our strengths.

OUR DESIRED IMPACT:

As a result of our resources and services, everyone in Denver will have access to information, technology, spaces, and experiences—and support using these resources—so that they can pursue their own unique interests and connect to others in ways that are meaningful to them.

OUR UNIQUE ASSETS AND WHAT THEY ENABLE:

Our unique assets are how we can best serve our community, and we define them by centering Denver residents.



Our Core Services

OUR SPACES

Help Denver residents access free, welcoming, clean, public, and reservable spaces across the city that they can use for many kinds of activities: individual and communal, structured and unstructured, creative, loud and quiet.



Enabling relaxation, reading, creating, participating in experiences, accessing resources, socializing, and connecting with others in comfortable and welcoming spaces.

OUR COLLECTIONS

Help Denver residents easily access materials in multiple formats and languages that reflect diverse perspectives and identities.



Enabling the agency, freedom, and information access to explore whatever interests them.

OUR TECHNOLOGY AND INTERNET

Help Denver residents connect to information through the internet and computer/device access and learn digital and information literacy skills.



Enabling the access, tools, and skills necessary to connect and create in our digital world.

OUR STAFF

Allow Denver residents to work with kind, adaptable staff skilled in welcoming all, helping people use our resources, providing meaningful experiences, and facilitating connections.



Enabling individualized support to maximize our resources, explore information, learn new skills, participate in meaningful experiences, and connect with others.

How We Got Here

We follow a strategic cycle to plan, implement, and hold ourselves accountable as we strive to confidently advance the value of public libraries for Denver residents. In addition to other strategically aligned planning work we undertake, each phase of our strategic cycle corresponds with three levels of accountability—personal, operational, and community.

1. Planning

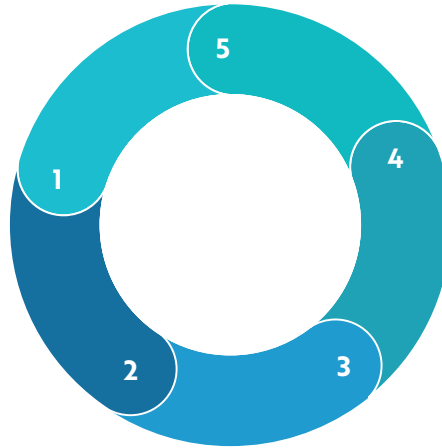
Identifying the project team and community engagement methods.

2. Environmental Scan

Synthesize learnings from the last plan and identify critical community level information to formulate our next plan.

3. Engagement

Listen and learn from our staff, community, partners, and leaders to inform what the strategic plan needs to be relevant to Denver residents over the next six years.



5. Adoption

Activate the systems and resources necessary to implement following approval by the Library Commission.

4. Formulation

Review all the inputs in the context of operational capacity, public value, and alignment with our mission, vision, and values to create a fully fleshed out strategic plan.



Who We Engaged

The time spent on engagement for the last and this strategic plan is our starting point for DPL to continue building more robust and long lasting relationships with the community, our partners, and historically missing voices.

293 **Missing voices** engaged and provided feedback from historically hard to reach groups.

1,452 **Customers offered** general feedback, supplementing our 2022 community survey.

15 **Strategic partners** engaged in focus groups on providing their community insight and communication strategies.

9 **Human Rights & Community Partnerships commissions** set the groundwork for ongoing partnership.

46% **of DPL staff** provided feedback to refine the library's role, leverage strengths, and address future community changes that may impact the library's future role.



What We Learned

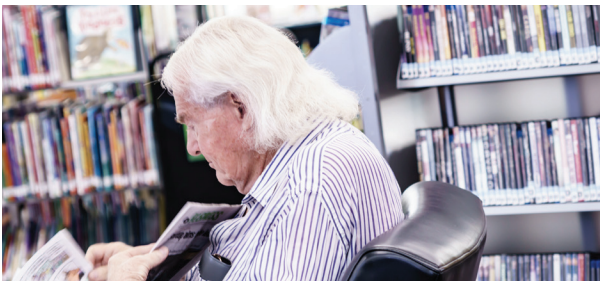
Denver Public Library is a learning hub, a hangout spot, a solace for family time, a social connector, and a reading oasis. Here's how the community views our core services:



Spaces

Our free, public spaces are welcoming and clean.

The community values that our spaces are comfortable, open and accessible, private, quiet, and safe. Our spaces should have plentiful individual and meeting spaces, and be well maintained.



Collections

Our freely available materials in multiple formats and languages reflect diverse perspectives and identities.

The community values audiobooks, books, magazines, movies, materials covering various topics, and improved wait times. Our collections should include diverse formats and languages, and be better highlighted.



Technology

Internet access, computers, and other devices are necessary for Denver residents to connect and create.

The community values internet and WiFi access, the Library of Things, and public computing. Our technology should be circulating, plentiful, updated regularly, and focused on user experience including printing services and cutting-edge technologies like AI.



Staff

The kind, adaptable, and skilled people who provide a welcoming environment to all, and help Denver residents use our resources, provide meaningful experiences, and facilitate connections.

The community values that our staff have the knowledge and skills necessary to enable creativity in makerspaces, offer technology education, and provide immigrant services. Staff skills should be equity oriented and continuously developed in customer service, outreach, and expanded technology education.

Denver Community Snapshot

Since our last strategic plan, Denver has seen changes in housing, humanitarian aid, an aging population, neighborhood stressors, and literacy gaps. We have considered the below data and more to create a meaningful plan for Denver.



Population

- Denver's population is expected to grow from 712,637 to 771,678 by 2030.
- +40% of Denverites are ages 25 - 44.
- Residents 65+ are the fastest growing group due to aging in place, not net migration.
- 5,818 of the 9,065 people experiencing homelessness in the metro area are in Denver.
- In 2024, Denver welcomed nearly 40,000 immigrants.



Economy and Affordability

- Leading industry employers are professional services, trade/ transportation, utilities, government, education, and health services.
- Denver's median income of \$88,213 ranks 7th among the 25 largest U.S. cities.
- Denver housing holds a larger share of household expenditures than in average U.S. metropolitan areas.



Education and Literacy

- Denver Public Schools (DPS) has a 71% graduation rate.
- Only 27% of Black and 24% of Latino DPS students in grades 3-8 meet state literacy standards, compared to 73% of white students.
- On Colorado Measures of Academic Success tests, 17.9% of DPS students in grades 3-8 failed, and 19.9% partially met expectations.
- 37.8% of DPS students tested below expectations (State avg.: 32%).
- 23% of Denver residents aged 16+ fall short of the Program for the International Assessment of Adult Competencies standards for literacy.
- Denver has fewer adult literacy services than other cities—focused primarily on Latinos and children.
- 54.25% of Denverites have a bachelor's degree or higher (State avg.: 43.73%, National avg.: 34.8%).

Denver Here Overview

Our *Denver Here: 2025-2030 Strategic Plan* is structured around three strategic themes that directly correspond with our core services, emphasizing operational excellence by centering customers.

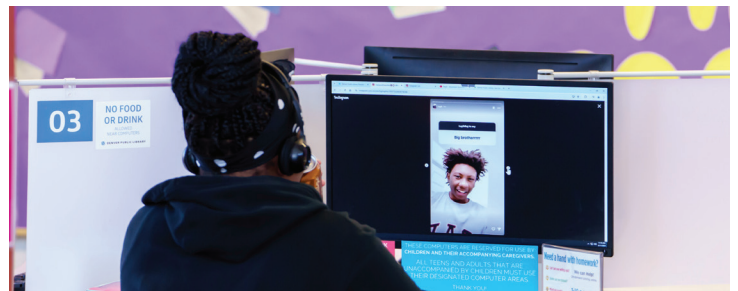
BE
HERE

Our Spaces



DISCOVER
HERE

Our Collections and Technology



ENGAGE
HERE

Our Staff



Each strategic theme is also supported by:

- **Objectives** - The efforts we'll focus on throughout the lifecycle of the plan.
- **What Success Looks Like** - The desired outcomes to achieve by 2030.
- **Examples of What You'll See** - The work and milestones that will demonstrate progress along the way.
- **Community Indicators** - The metrics of success by which we plan to measure the impact and alignment of our work.
- **Equity Focus** - How we intend to address systemic barriers, promote inclusion, and foster equitable access.

Enabling the work described in each theme is our dedication to operational excellence and the required organizational shifts for implementation.

Two Year Priorities and Outlook

We will advance this strategic plan using biennial action plans to specify how we will make progress towards the objectives identified in each strategic theme throughout the plan's six year lifecycle. The two year priorities provide an optimal timeframe to address substantial and impactful initiatives while maintaining the flexibility required to navigate our dynamic and evolving operational landscape.

BE HERE

Denver is a large, growing city with a variety of inhabitants across cultures, neighborhoods, and languages. Public libraries are the last free space for all people to meet, spend time, and use resources. As Denver expands both geographically and culturally, the library recognizes its charge to grow and adapt.

We are part of our community fabric with all of our physical locations nested in neighborhoods throughout the city, and our robust Mobile Services that strive to create library spaces in areas without convenient access to a branch.

Library spaces are activated through the imagination and needs of our customers; whether that be by connecting with others, using a private study room to work remotely, escaping the elements, or just stopping by to pick up materials—we want you to see yourself here.

Denverites have free, clean, comfortable places to access across the city where they feel seen, welcomed, and a sense of ownership over their community spaces.

Objectives:

- Library spaces are accessible, clean, and comfortable for all visitors.
- Spaces are designed to be adaptable and relevant to customer needs.
- Customers will see the unique culture and history of their neighborhoods at DPL.



What Success Looks Like

By 2030, we will ensure that our spaces reflect customers' needs providing access during relevant hours, including evenings and weekends.

We strive to create spaces in our buildings that reflect the identity of each diverse neighborhood, showcasing local and historical art and designing attractive, multifunctional spaces that reflect the accessibility and use of our dynamic community.

Examples of What You'll See

- Enhanced design features and layouts to improve accessibility within locations.
- Clear and intuitive multilingual signs to enhance navigation in our spaces.
- Improvements to the exterior landscape of our branch spaces.

Community Indicators

A Welcoming Environment

Metrics

% of Denver residents who agree/strongly agree that the library is a welcoming place for people of all backgrounds and identities.

What this tells us

The extent to which our customers and service area population believe the library is an inclusive space for all people.

Relevant Place to Be

Average # of times a Denver resident visits a library location or the DPL website annually.

One way of understanding the significance of our online presence and spaces to the community.

Perception of Library Spaces

% of Denver residents who rate the quality of library spaces as good or excellent.

Self reported rating of institutional quality directly from Denver residents across geographical areas, ethnicities, and ages.

Facilities Condition Index

The percentage of the total cost to repair DPL's facilities divided by the cost to replace them.

The overall condition of DPL's buildings.

Equity Focus

We are committed to creating inclusive, welcoming, and universally accessible spaces that reflect and serve the community surrounding each location. Recognizing that certain identities have historically been excluded from community institutions, we are dedicated to fostering environments of compassion and respect for all people.

DISCOVER HERE

Denverites have access to relevant, engaging, and diverse resources that reflect their interests and empower them to explore, read, and grow.

Objectives:

- The library collection is relevant, engaging, and diverse.
- Technology is available that allows everyone to connect and thrive in a digital world.
- Customers have access to resources that meet their informational and entertainment needs.

The library's collection includes everything from children's board books to circulating Wi-Fi hot spots to sewing machines—all free to our customers. Visiting one of our makerspaces provides you with access to unique technology assets like laser cutters and 3D printers and, whether you're prototyping the next big innovation in your industry or experimenting with printing your own dinosaur figurines, you're encouraged to create.

We commit to ensuring all customers have agency, freedom, and information access without judgment. We embrace our value of curiosity and support each customer's journey of inquiry by ensuring equal access and respecting customer privacy and confidentiality.



What Success Looks Like

By 2030, we seek to expand customers' access to a variety of popular and historically underrepresented narratives in different formats and languages—and reduce wait times—by developing a collection of freely available materials. We will also continue to help customers find and explore materials that spark new curiosities by expanding and increasing the visibility of our advisory and reference support services.

We strive to have both new and existing technology in our collection and makerspaces for all community members to enjoy, as well as provide the support they need to engage with it.

Examples of What You'll See

- Intentional programming to encourage all ages to engage with the library.
- Expanded collections across the library system in various languages.
- Thoughtfully placed digital resources at branches for convenient use.

Community Indicators

Material Use

Measure

Materials circulation, by collection.

What this tells us

One way to understand the variety of materials accessed and the volume of materials consumed by the Denver population.

Find What You're Looking For

% of Denver residents who report finding what they are looking for in the library or on its website.

How relevant the materials and ways to access them are to the community.

Learning & Growth

% of Denver residents who agree/strongly agree that the library helps me grow and learn.

The community's perception of DPL as a place where they can fully explore and exercise their curiosity.

Intentional Service Delivery

Service availability to service usage in target neighborhoods.

How well DPL aligns our resources to deliver neighborhood centric library services.

Equity Focus

We are committed to reflecting a wide spectrum of human experiences so that people of all backgrounds may see their identities represented —and become immersed in the lives and perspectives of others— with the authorship and content of our collections. We are also committed to providing access to free, reliable, and impactful technology while equipping individuals with the necessary knowledge and skills to succeed in a digital world by promoting digital literacy for all ages, needs, and skill levels.

ENGAGE HERE

When you visit a library location, you're met with kind and knowledgeable staff who are equipped to support you in making the most of our resources, exploring information, learning new skills, participating in meaningful experiences, and connecting with others.

Denverites trust the library to provide responsive and inspired service, meaningful experiences, and relevant connections with resources and partners.

Objectives:

- Library staff have the knowledge and skills for high quality service.
- Library partnerships will be strategically aligned.
- Customers will know about and take advantage of all library services.



What Success Looks Like

By 2030, we will form intentional teams capable of high quality interactions with customers, helping them to identify and respond to their inquiries, and engage in their preferred languages. We are also driven to inform Denver residents of our services through outreach and marketing.

We help make the complex landscape of social and community services easier to navigate by bringing critical partners to customers and facilitating connections to outside resources.

Examples of What You'll See

- Revised website navigation to simplify access to library services and resources.
- New, dedicated feedback opportunities to ensure we are meeting the needs of Denverites.
- Expanded opportunities for multilingual program offerings.

Community Indicators

Connection to Community

Measure

% of Denver residents who agree/strongly agree that the library helps me to feel more connected to my community.

What this tells us

How well DPL creates connecting experiences for Denver residents.

Trust in the Library

% of Denver residents who agree/strongly agree that the library is a trustworthy institution.

How well DPL lives up to our values by honoring public trust/stewardship.

Customer Service Index

% of Denver residents who positively rate specific aspects of their most recent interaction with a library staff member.

The quality and effectiveness of DPL's relationship to community members.

Awareness

% of Denver residents who report being knowledgeable about the programs and services provided by the Denver Public Library.

Helps to assess the community's awareness of DPL's programs and services.

Equity Focus

We are dedicated to creating a diverse, inclusive, and equitable environment for our staff as well as the Denver community. We believe that an educated, empowered, and resilient workforce is our greatest asset. By continuing to integrate our values into the support of staff wellbeing, we can foster a culture that benefits our customers and community partners.

OPERATIONAL EXCELLENCE

Dedicated teams will shepherd the library system with efficient, effective, and forward thinking operational support structures.

There are four foundational pillars of operational excellence necessary for the realization of each strategic theme—Infrastructure, Fiscal Stewardship, Human Capital, and Strategic Direction.

For each pillar of Organization Excellence, we will leverage multiple measures to assess our progress against our articulated goals. Each pillar will have four measures, emphasizing industry standard approaches where appropriate, and will provide insights into the different ways our operations support the entire organization.



Pillars of Operational Excellence

Infrastructure	Fiscal Stewardship	Human Capital	Strategic Direction
Ensure maximum efficiency, safety, and reliable community access to the library's physical and technological resources.	Secure the long term sustainability of library services with a balanced budget, managed liabilities, new revenue, and optimized reserves and resources.	Employ effective talent management practices, continuous learning and development, future planning, and enhanced employee engagement.	Align our structure, resources, and actions with the desired impact of our core services and strategic plan.

What Success Looks Like

Infrastructure	Fiscal Stewardship	Human Capital	Strategic Direction
We will gauge improved efficiency and future planning with an infrastructure funding gap measure.	We will evaluate best practices like the return on investment of library services and long range financial stability projections.	We will enhance our working environment by measuring the turnover rate and creating an employee engagement index.	We will measure the alignment of our work with our service philosophy and how we've improved.

Examples of What You'll See

Infrastructure	Fiscal Stewardship	Human Capital	Strategic Direction
More accessible and resilient buildings that support a variety of uses.	Streamlined service between the library and other City agencies.	Skilled staff regularly expand their skills to improve service delivery.	Greater shared understanding of the alignment of library offerings and community needs.

Organizational Shifts

As the library and our community continue to grow and evolve, we have thought deeply about what it will take to deliver on our vision and mission through the lens of our 2025-2030 Strategic Plan. Many of these shifts are already underway and we remain committed to fully embracing them as we navigate the next six years.

Building Capacity for Executive Leadership through reimagining the library's organizational structure and recruiting and growing experienced professionals to lead us into the future.

Defining our Service Philosophy to articulate the library's core services and what we believe they make possible for our customers.

Enhancing Partnership and Collaboration to sustain and amplify connectivity among the network of invaluable resources that aim to support Denver residents.

Developing a Culture of Safety that balances our unique role as a public space where all are welcome while promoting the wellbeing of library staff and community members.

Investing in Our People by creating a development framework that enables library staff to thrive in their current roles, contribute to the library's strategic commitments, and pursue their career aspirations.



Embedding Equity

By applying a systems thinking approach that intentionally considers all of the interconnected parts of our organization, we are evolving to better incorporate equity into all annual and long range planning.

We aim to address systemic barriers, promote inclusion, and foster equitable access for staff and community members. We plan to examine critical factors that shape internal and external access to library resources, services, and opportunities such as demographic, linguistic, and/or sociographic characteristics.

We are committed to fostering an inclusive library experience by maintaining a diverse and relevant collection, prioritizing accessible technologies, designing spaces to meet diverse needs, and reviewing policies to address biases and ensure equity.

Internal Orientation:

- Equip staff at all levels for equitable, inclusive, and culturally responsive service delivery.
- Model staff development, leadership, and decision making with equity principles to foster belonging.
- Assess and enhance systems to ensure systemic transparency and accountability.

External Impact:

- Align library services, programming, and resources with community needs.
- Build relationships with underrepresented and multilingual communities to ensure access.
- Meet community needs by addressing gaps and refining strategies based on data.



Denver Here Summary

We are committed to centering the different identities, neighborhoods, interests and informational needs of Denverites.

Spaces

BE HERE

Free, clean, comfortable places to access across the city where they feel seen, welcomed, and a sense of ownership over their community spaces.

Collections and Technology

DISCOVER HERE

Access to relevant, engaging, and diverse resources that reflect their interests and empower them to explore, read, and grow.

Staff

ENGAGE HERE

Trust in the library to provide responsive and inspired service, meaningful experiences, and relevant connections with resources and partners.

What we're focused on

OBJECTIVES

- Accessible and comfortable spaces
- Relevant to customer needs
- Reflect Denver cultures and histories

OBJECTIVES

- Language access
- Engaging and diverse collection
- Technology to eliminate barriers

OBJECTIVES

- High quality service
- Strategic partnerships
- Knowledge of library services

How we'll measure success

COMMUNITY INDICATORS

- A welcoming environment
- Relevant place to be
- Perception of library spaces
- Facilities condition index

COMMUNITY INDICATORS

- Material use
- Find what you're looking for
- Learning and growth
- Intentional service delivery

COMMUNITY INDICATORS

- Connection to community
- Trust in the library
- Customer service index
- Awareness of library services

How you'll know it's working

WHAT YOU'LL SEE

- Enhanced designs and layouts
- Multilingual signage
- Exterior improvements

WHAT YOU'LL SEE

- Intentional programming
- Expanded collections
- Thoughtful digital resources

WHAT YOU'LL SEE

- Revised website navigation
- New feedback opportunities
- Multilingual programming

Where we'll embed equity

EQUITY FOCUS

- Activations for diverse needs like quiet, sensory friendly

EQUITY FOCUS

- Diverse and relevant inventory
- Assistive technologies

EQUITY FOCUS

- Regular policy reviews

Our Two Year Outlook

BE HERE

- B1** Adjust open hours and staffing levels at new, refreshed, and existing library locations.
- B2** Enhance safety and accessibility with improved sightlines, lighting, multilingual signage, and entryways.
- B3** Highlight neighborhood and cultural history through collections, art, archives, and exhibits.
- B4** Create welcoming and comfortable public spaces with improved landscaping and exteriors.

DISCOVER HERE

- D1** Improve records, website design, systemwide readers' advisory, and reparative cataloging.
- D2** Empower customers to utilize library collections, digital resources, and technology.
- D3** Reintroduce the unique offerings of Denver Central Library—the largest in Colorado.
- D4** Prioritize diverse voices, perspectives, and identities to enhance all collections.

ENGAGE HERE

- E1** Emphasize customer experience with interactive platforms that facilitate intuitive feedback.
- E2** Increase awareness of library offerings with a marketing communication strategy.
- E3** Tailor core library services to community needs using community data and insights.
- E4** Equip library staff to support customers navigating today's complex technology landscape.

OPERATIONAL EXCELLENCE

- O1** Build resilient physical and technological infrastructure with efficiency, safety, and community access.
- O2** Steward a balanced budget, liabilities, and new revenue, optimizing reserves and resources.
- O3** Enhance talent management, learning and development, and employee engagement.
- O4** Align existing structure, resources, and actions with strategic direction.

Acknowledgments

2024 Executive Leadership Team

Michelle Jeske, City Librarian
and Executive Director
Valencia Culbreath, Chief Equity
and Strategy Officer
Theresa Liguori, Chief Public Services Officer
Natriece Bryant, Chief Operating Officer

2024 Denver Public Library Commission

Sonya Garcia Ulibarri, President
Laurie Mathews, Vice President
Patty Salazar, Secretary
Cedric Buchanan
Cathy Lucas
Sean Montoya
Michael Niyompong
Jennifer Wolf

Denver Here Planning and Design Contributors

Strategy & Evaluation
Communications & Community Engagement

2024 DPL Leadership

Kirsten Decker, Director of Organizational
Strategy and Development
Jina Dunn, Director of Finance
Chris Evjy, Interim Director
of Information Technology
Rachel Fewell, Director of Central Library
Sara Hale, Director of Human Resources
Anthony Kaufmann, Director of
Facilities Management
Anne Kemmerling, Director of
Neighborhood Services
Bob Knowles, Manager of Security
Zeth Lietzau, Director of Service Design
and Coordination
Erika R. Martinez, Director of Communications
and Community Engagement
Fabiola Mora, Director of Equity Diversity
and Inclusion
Rachel Vagts, Director of Special Collections
and Archives
Stacey Watson, Director of Collection Services



Agenda Item 14

Requested Action: Receive Report



Q4 2024 Financial Report Library Commission

This report includes unaudited financial statements for the Denver Public Library (DPL) year-to-date activity as of December 31, 2024. The purpose of these statements is to inform the Library Commission of DPL's financial activities and to demonstrate compliance with the 2024 Budget approved by the Library Commission.

Budgetary funds managed by the library include the General Fund, Denver Public Library Fund (DPL Fund), DPL Capital Fund, Special Trust Fund, and several grant funds. This report provides information on budget and actual activities for all DPL funds for the 2024 fiscal year. Library management has authority to make budgetary adjustments between lines in the General, DPL and Special Trust funds during the fiscal year to reflect operational changes. However, grantor approval is generally necessary prior to making budgetary adjustments between lines in grant funds, and City Council must approve budgetary adjustments for the DPL Capital Fund.

The total amount of the General Fund budget remains unchanged throughout the fiscal year unless a formal budget amendment is adopted by City Council. The DPL Fund budget is based on estimates provided by the City Department of Finance and varies annually based on property tax assessments. At the end of each fiscal year, DPL and the City will reconcile actual revenues with projected and adjust our fund balance accordingly. The DPL Capital Fund requires City Council approval to appropriate budget into projects or establish new projects during the year. 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. Any unspent funds in the DPL Fund and Special Trust Fund are retained by the library which can be budgeted in a future year. The DPL Capital Fund is also able to retain unspent budget at the end of the calendar year; projects budgeted in this fund are often multi-year investments.

2024 Financial Reports

The first financial report is a summary of the 2024 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 December 31, 2024						
		General Fund	DPL Fund	Special Trust Fund	Grant Funds	Total Library Funds
Revenue						
	Distribution from City and County of Denver	\$ 60,448,037	\$	\$	\$	\$ 60,448,037
	Property Tax Revenue		37,260,690			37,260,690
	Friends Foundation Transfers			1,456,834		1,456,834
	Endowment Distribution			271,100		271,100
	Other Revenue	441	2,222,859	414,176	309,001	2,946,477
	Total Revenue	60,448,478	39,483,550	2,142,110	309,001	102,383,138
Expenditures						
	Neighborhood Services	20,295,022	4,896,065	461,724		25,652,812
	Collection, Technology & Strategy	13,503,893	5,042,526	269,854	176,704	18,992,977
	Central Library	8,428,538	5,039,911	271,735	106,489	13,846,673
	Finance, Facilities & Security	7,447,485	2,790,538			10,238,023
	Administration	6,589,633	2,945,601	111,113	73,253	9,719,601
	Communication & Community Engagement	2,884,231	456,229	16,459		3,356,918
	Human Resources	1,299,234	431,098			1,730,332
	Total Expenditures	60,448,037	21,601,968	1,130,885	356,446	83,537,336
Change in Fund Balance			17,881,582	1,011,225	(47,445)	18,845,802
Fund Balance, Beginning			16,097,397	2,722,302	(9,797)	18,809,902
Fund Balance, Ending		\$	\$ 33,978,979	\$ 3,733,527	\$ (57,242)	\$ 37,655,704

This next financial report displays the 2024 budget and actual activity for the General Fund only. Revenues and expenditures are shown by type for the library as a whole, and the 2024 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 December 31, 2024						
		2024 Budget				
		Original	Revised	2024 Actual	\$ Remain	% Remain
Revenue						
	Distribution from City and County of Denver					
	Personnel	\$ 52,848,045	\$ 52,233,708	\$ 51,429,374	\$ 804,334	1.5%
	Supplies and Services	9,861,642	9,589,997	9,018,692	\$ 571,305	6.0%
	Capital Equipment	51,942		0	\$ -	0%
	Restricted (Reduction)	0		0	\$ -	0%
	Other	0	0	441	\$ (441)	0%
	Total Revenue	62,761,629	61,823,705	60,448,507	1,375,198	2.2%
Expenditures						
	Personnel					
	Salaries	39,146,700	38,691,636	36,476,242	2,215,394	5.7%
	Benefits	13,701,345	13,542,072	14,953,132	(1,411,060)	-10.4%
	Supplies and Services					
	Books and Education Materials	5,622,640	5,383,376	5,365,670	17,706	0.3%
	Maintenance Agreements	1,325,255	1,245,430	1,273,812	(28,382)	-2.3%
	Professional Services	760,367	769,174	399,843	369,331	48.0%
	Administrative Expenses	293,029	296,589	193,239	103,350	34.8%
	Leases and Rentals	423,143	418,318	322,227	96,091	23.0%
	Office Supplies and Furniture	255,406	299,871	254,734	45,137	15.1%
	Technology Supplies and Equipment	265,109	212,794	96,292	116,502	54.7%
	Repair, Maintenance and Construction	303,891	201,335	381,625	(180,290)	-89.5%
	Utilities	234,894	359,753	379,521	(19,768)	-5.5%
	Operational Supplies and Materials	153,300	197,356	142,006	55,350	28.0%
	Travel and Training	224,608	206,001	209,695	(3,694)	-1.8%
	Capital Equipment	51,942	0	0	0	0%
	Restricted (Reduction)	0	0	0	0	0%
	Total Expenditures	\$ 62,761,629	\$ 61,823,705	\$ 60,448,037	\$ 1,375,668	2.2%

The next financial report displays the 2024 budget and actual activity for the Denver Public Library Fund (DPL Fund) only. Revenues and expenditures are shown by type for the library as a whole, and the 2024 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 - Denver Public Library Fund						
For the period ending December 31, 2024						
		2024 Budget				
		Original	Revised	2024 Actual	\$ Remain	% Remain
Revenue						
	Property Tax	\$ 37,575,603	\$ 37,575,603	\$ 37,260,690	\$ 314,913	0.8%
	Other	480,000	480,000	2,222,859	(1,742,859)	-363.1%
	Total Revenue	38,055,603	38,055,603	39,483,550	(1,427,947)	-3.8%
Expenditures						
	Personnel					
	Salaries	13,910,800	14,425,715	8,037,803	6,387,912	44.3%
	Benefits	4,868,780	5,049,000	2,783,632	2,265,368	44.9%
	Supplies and Services					
	Leases and Rentals		136,586	314,084	(177,498)	-130.0%
	Professional Services	1,644,422	6,509,001	1,073,846	5,435,156	83.5%
	Books and Education Materials	1,767,304	5,218,491	3,958,412	1,260,079	24.1%
	Technology Supplies and Equipment		139,683	464,099	(324,416)	-232.3%
	Office Supplies and Furniture	660,766	703,434	379,851	323,583	46.0%
	Repair, Maintenance and Construction		416,650	2,437,388	(2,020,738)	-485.0%
	Maintenance Agreements		925,969	642,404	283,565	30.6%
	Administrative Expenses		48,155	62,085	(13,930)	-28.9%
	Travel and Training	201,000	159,665	168,238	(8,573)	-5.4%
	Utilities		41,968	178,589	(136,621)	-325.5%
	Operational Supplies and Materials		17,348	137,637	(120,289)	-693.4%
	Capital Equipment	406,700	1,597,604	963,900	633,704	39.7%
	Restricted (Reserves)	8,730,758	12,539,200	0	12,539,200	100.0%
	Total Expenditures	\$ 32,190,530	\$ 47,928,469	\$ 21,601,968	\$ 26,326,501	54.9%

This next financial report contains the 2024 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 December 31, 2024						
			2024 Budget		2024 Actual	%
			Original	Revised	\$ Variance	Variance
Revenue						
	Grant Revenue		\$ 352,339	\$ 352,339	\$ 309,001	-12.3%
	DPL Friends Foundation Transfers		290,000	490,000	1,456,834	197.3%
	Endowment Distribution		300,000	271,100	271,100	0.0%
	Other Revenue		192,000	192,000	414,176	115.7%
	Total Revenue		1,134,339	1,305,439	2,451,111	87.8%
Expenditures						
Special Trust Fund						
	Restricted					
	Neighborhood Services		431,954	424,044	375,372	11.5%
	Central Library		42,600	243,250	106,448	56.2%
	Collection, Technology & Strategy		57,500	57,500	57,500	0.0%
	Human Resources		0	0	0	0%
	Communication & Community Engagement		0	0	580	0%
	Finance, Facilities & Security		0	0	0	0%
	Administration		0	0	0	0%
	Designated					
	Central Library		166,095	109,200	165,287	-51.4%
	Collection, Technology & Strategy		92,500	207,571	212,354	-2.3%
	Human Resources		5,000	0	0	0%
	Neighborhood Services		15,000	147,311	86,352	41.4%
	Communication & Community Engagement		15,000	15,000	15,879	-5.9%
	Finance, Facilities & Security		2,000	2,000	0	100.0%
	Administration		1,500	6,500	18,384	-182.8%
	Undesignated		200,000	158,767	92,729	41.6%
	Subtotal		1,029,149	1,371,143	1,130,885	17.5%

Grant Funds						
	Institute for Museums and Library Services	111,563	111,563	49,412	62,151	55.7%
	State Grant for Libraries	176,704	176,704	176,704	0	0.0%
	National Endowment for the Humanities	64,072	64,072	49,247	14,825	23.1%
	US Department of Housing and Urban Development	0	0	57,242	(57,242)	0%
	American Recovery Plan Act - CCD	0	0	23,841	(23,841)	0%
	Total	352,339	352,339	356,446	(4,107)	-1.2%
	Total Expenditures	\$ 1,381,488	\$ 1,723,482	\$ 1,487,331	\$ 236,151	13.7%

This final financial report contains the 2024 budget and actual activity for the DPL Capital Fund. These funds are rolled from year to year until project completion and additional details are provided in the following Notes section.

Denver Public Library						
Budget to Actual Variance - DPL Capital Fund						
For the period ending December 31, 2024						
		Prior Years Carry Forward	2024 New Investment	2024 Budget Total	2024 Actual	\$ Variance
Capital Fund						
	GX020-01: Library Facilities Deferred Maintenance	650,000	5,410,000	6,060,000	54,138	6,005,862
	GX020-02: Library Facilities Life Cycle Sustainment	875,000		875,000	316,175	558,825
	GX050-02: Library Bond Funded Project Supplemental	6,847,648	650,000	7,497,648	6,209,228	1,288,420
	Total Capital Fund	\$ 8,372,648	\$ 6,060,000	\$ 14,432,648	\$ 6,579,541	\$ 7,853,107

Notes

The city allows two months to pay invoices for any supplies and services rendered in 2024. The preceding reports are preliminary through January 31, 2025 and are subject to change as additional 2024 invoices are paid in February. Through 2024 reorganization efforts are being completed and beginning with the 2025 reports a new divisional structure will be represented.

General Fund

The General Fund will end the 2024 fiscal year returning approximately \$1.0M equating to 1.7% of the total appropriated budget. Please note this is not reflected in the reports above but calculated from known expenditures that occurred early in February.

The majority of our budget return is in personnel expenditures due to the library holding a select number of positions vacant to prepare for meeting the budget reduction target in 2025. In 2024 we are returning \$800K.

As of this report the library is projected to return 2.6% of the supplies and services budget. This is on par with previous years (2022-2.7% & 2023-2.5%) and efforts will be made to bring this closer to a desired 2% return in 2025. The library anticipates additional invoices to be paid for Professional Services in February reducing the remaining budget in these line items.

Denver Public Library Fund (DPL Fund)

The DPL Fund property tax revenue came in at \$37.3M, which is very close to the initial revenue estimate of \$37.6M provided by the city's Department of Finance. DPL received an unexpected \$1.1M distribution as part of [SB22-238](#) and investment income of \$1M. Both of these revenues and the true up of property tax will be appropriated during the 2025 fiscal year at which time it will be available for use.

Personnel expenditures continue to lag and \$8.7M will remain unspent due to vacancy savings and delays in the hiring process. Efforts will be made in 2025 to better align personnel budgets with anticipated actual expenditures to maximize use of funds for other strategic needs.

In supplies and services the current underspend is \$5.1M. In February, after the year end close, the library will finalize the 2024 budget carry forward according to the fiscal policy. The current estimate of \$3.0M for supplies and services will be moved into 2025 budgets and approximately \$10M will be allocated in designated reserves projects such as the Central Library Playspace. This information will be provided to the Library Commission as part of the 2025 Quarter 1 financial report along with Reserve balances.

Restricted (Reserves) remain steady throughout the year unless an emergency or opportunity arises at which time they will be moved into the appropriate operational line item. One project was anticipated to be completed in 2024 for the Facilities Warehouse purchase however it will now close in Q1 2025. This project has been allocated within the dedicated reserves since 2023 and the library has been working with the city's Real Estate on the property purchase.

Other Funds

The Special Trust Fund revenues came in higher than revised budgets in 2024 and expenditures were slightly less than budget resulting in an increase of \$1M in fund balance. As a reminder the Undesignated line is used as a contingency for emerging projects and was approximately 60% spent in 2024.

Grant expenditures progressed as expected throughout the year.

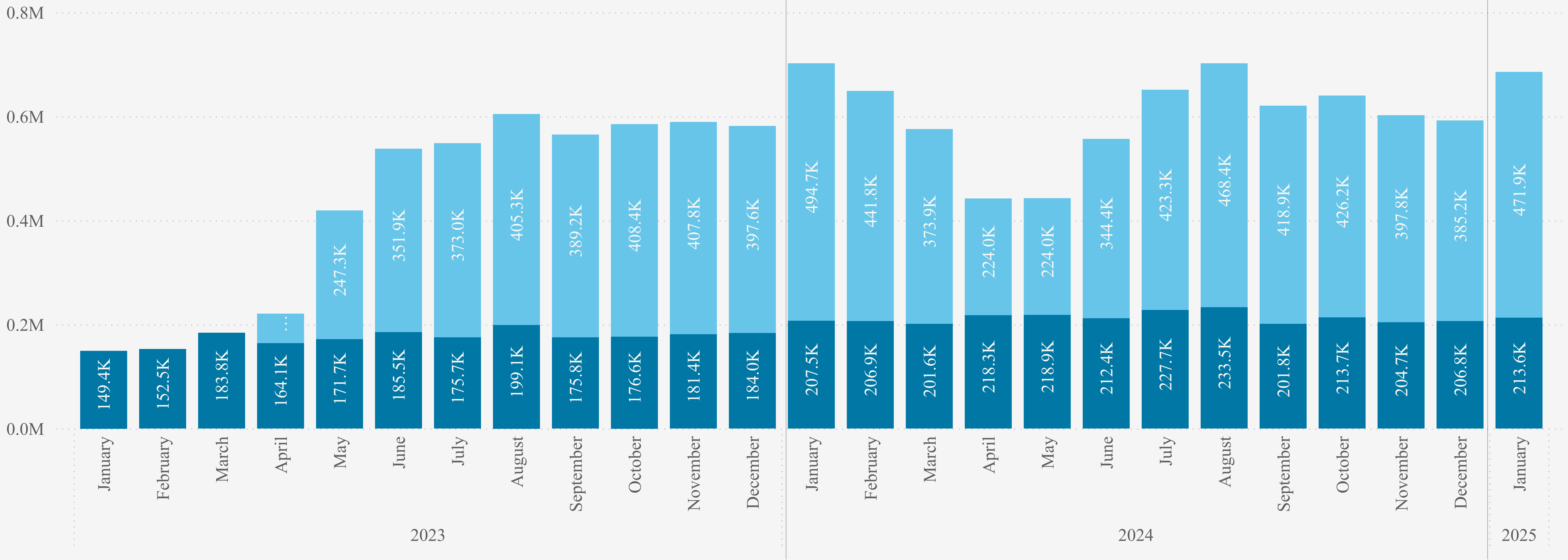
The HUD grant is supporting the creation of the new Teen Library space in the Central Library. Spending on the HUD grant has begun and reimbursements will begin in Q1 2025.

Capital Investments

Significant payments have been made in the bond funded projects, specifically the Central Library renovation. Athmar and Robinson projects are anticipated to be completed in 2025 at which time construction payments will be issued.

Visits Over Time

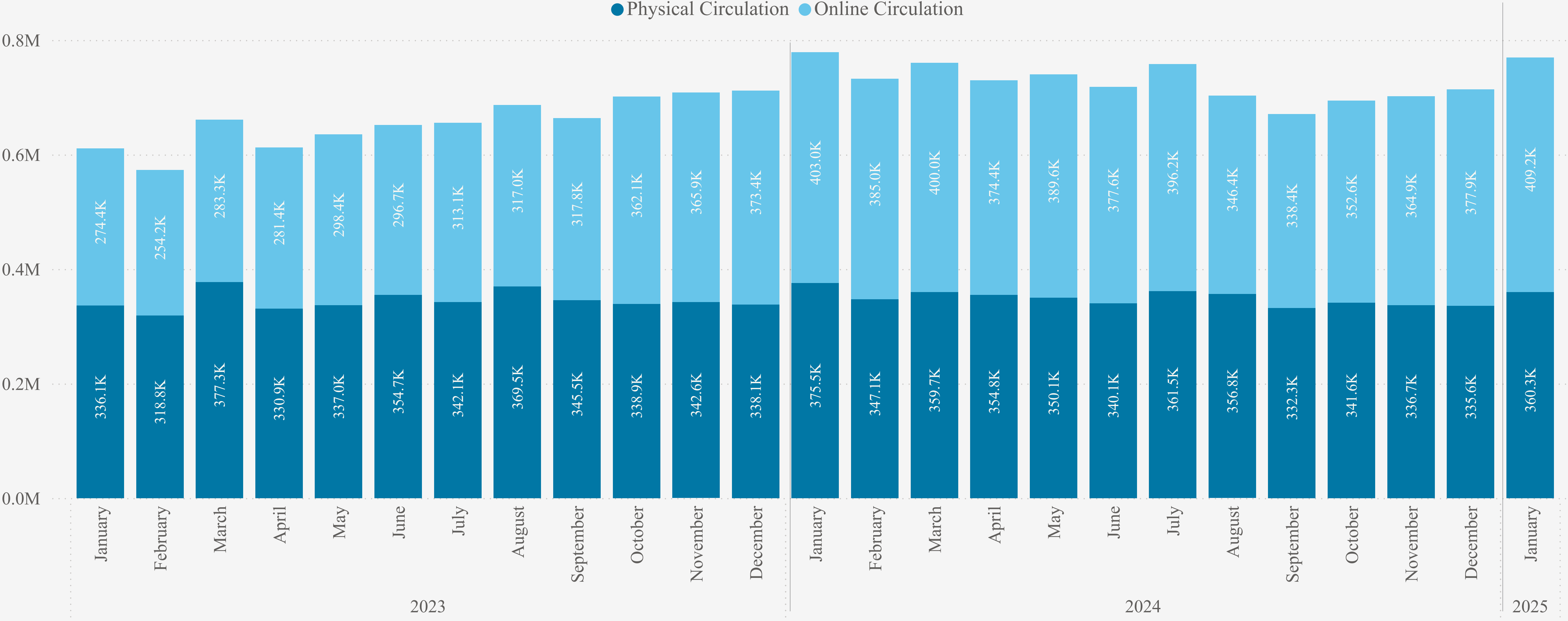
● In-Person Visits ● Online Visits



The above chart shows visits by month. The dark blue bars represent the sum of visits to DPL's Central Library and branch locations, while the light blue bars represent the sum of visits to DPL's website. In-person visit data is pulled from the DPL Data Warehouse. The sum of online visits are pulled from Google Analytics, and are only available beginning April 2023. Online visits appear to be lower in Summer 2024 due to a technological error; Google Analytics was not capturing visit data from certain DPL pages for several weeks.

Circulation Over Time

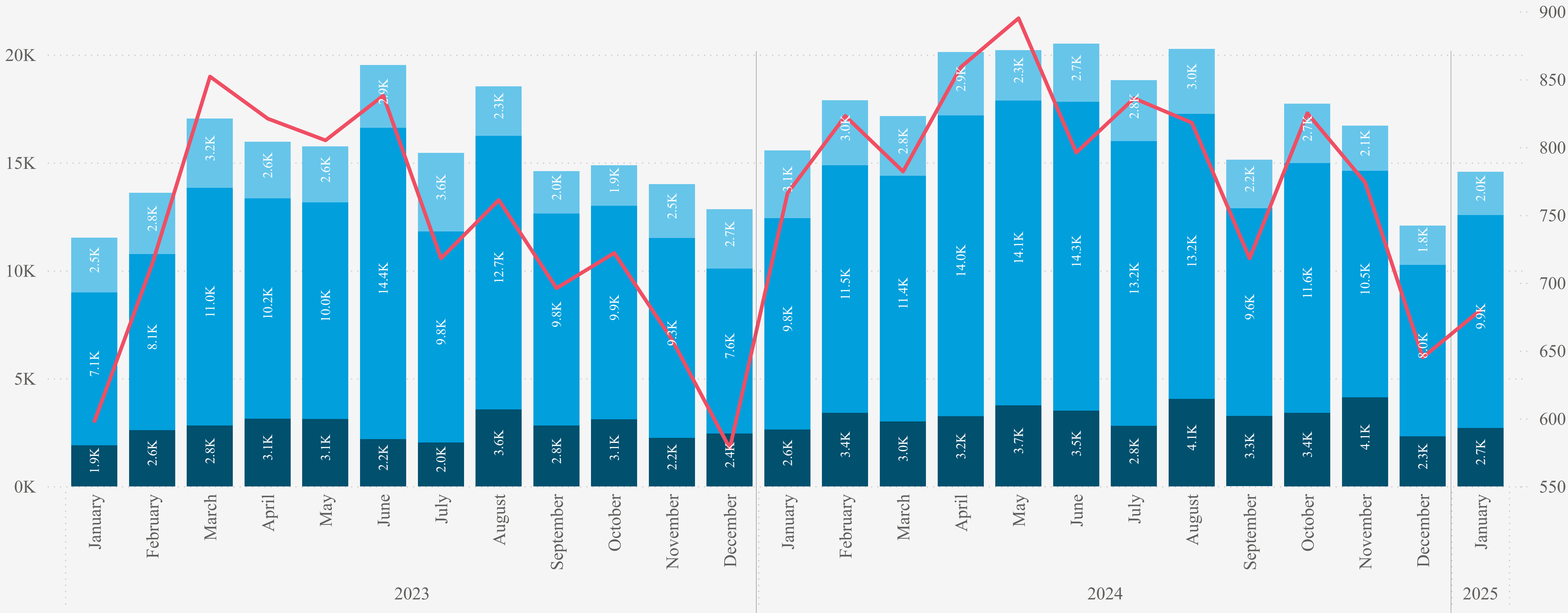
Physical Circulation Online Circulation



The above chart shows total circulation by month from 2022 to 2024. The dark blue bars represent the sum of physical circulation (checkouts, returns, and renewals) while the light blue bars represent the sum of online circulation (Craftsy, Kanopy, Flipster, and Overdrive). Physical circulation is pulled from the DPL Data Warehouse while online circulation is pulled from manual reports.

Event Attendance Over Time

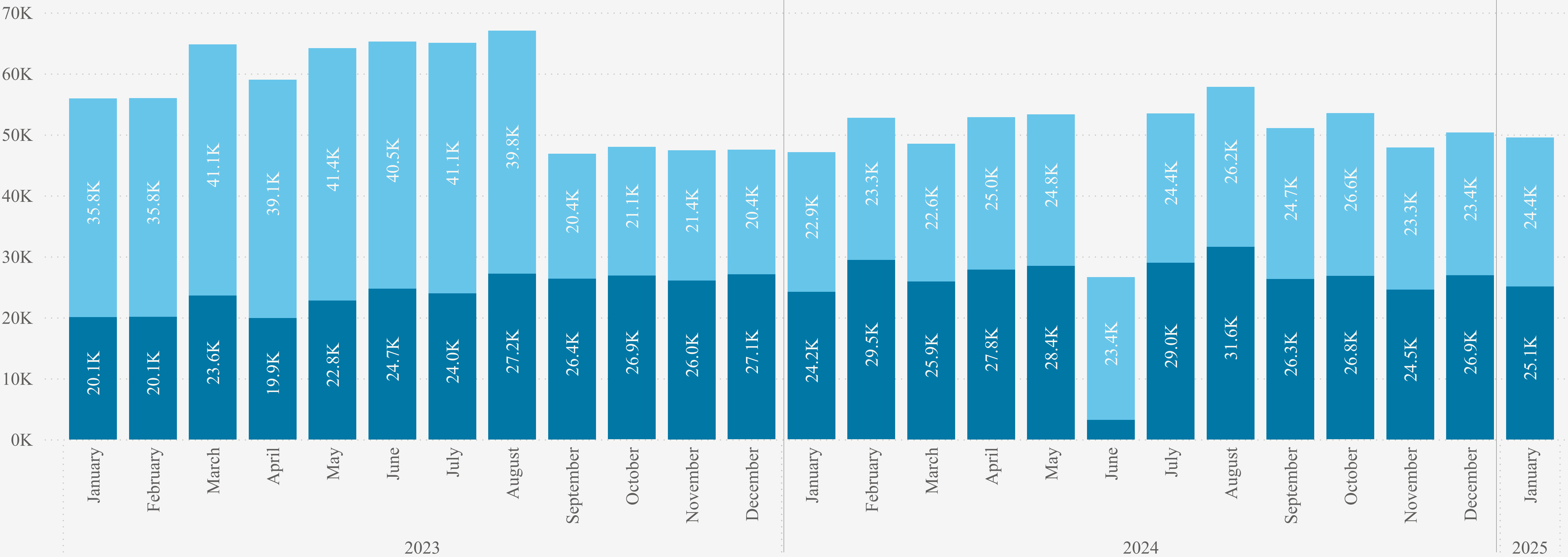
Intended Audience ● Adult ● Kids ● Teen ● Count of Events



The above chart shows both the sum of event attendance and count of event offerings by month. The blue bars represent the number of attendees by intended audience type. This is distinct from attendee age; for example, all attendees of a preschool storytime would count toward "Intended Audience - Kids" even if some attendees are parents. The red line representing count of events corresponds to the y-axis to the right of the chart. All event data is logged in DPL's EMS and pulled from the DPL Data Warehouse.

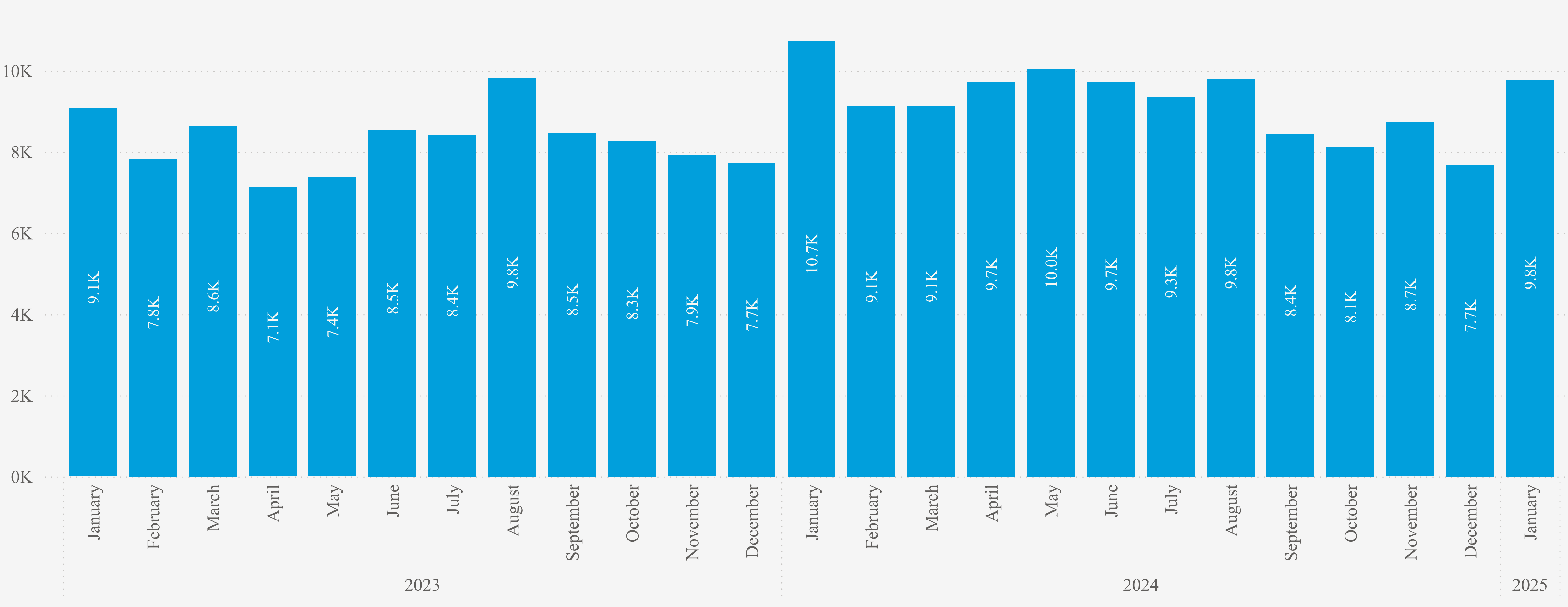
Online Connections Over Time

● PC Sessions ● Wifi Sessions



The above chart shows DPL PC and WiFi usage by month. PC usage (dark blue bars) counts public PC log-ins across the Central Library and all branches, while WiFi usage (light blue bars) counts the number of devices that connected to DPL's public wifi, either within or outside of a building. PC and WiFi data is pulled from the DPL Data Warehouse. June 2024 appears to be an outlier for PC usage, possibly due to a connection error between PCs and the Data Warehouse.

New Library Cards Over Time



The above chart represents the sum of total new library card registrations (including computer-use only cards and provisional cards) by month. All library card data is automatically logged into Polaris and pulled from the DPL Data Warehouse.

Branch ▲	2024 Circ YTD	2025 Circ YTD	2024 Visits YTD	2025 Visits YTD
Athmar Park Branch Library			2	0 ▲
Bear Valley Branch Library	16364	14381 ▼	9655	9471 ▲
Blair-Caldwell African American Research Library	2512	2724 ▲	8659	7880 ▲
Bob Ragland Branch Library	963	982 ▲	1880	2091 ▲
Central Library	19501	34049 ●	11603	23770 ●
Decker Branch Library	10246	10061 ▲	6136	6552 ▲
Eugene Field Branch Library	19705	15316 ▼	7815	6802 ▼
Ford-Warren Branch Library	11121	9003 ▼	6586	6283 ▲
Green Valley Ranch Branch Library	17029	15979 ▼	14235	13811 ▲
Hadley Branch Library	6927	7433 ▲	8917	10079 ●
Hampden Branch Library	19025	17093 ▼	9177	9228 ▲
John "Thunderbird Man" Emhoolah, Jr. Branch Library	1658	1592 ▲	3016	3163 ▲
Lena Archuleta Branch Library	0	44 ▲		
Montbello Branch Library	3681	2874 ▲	7552	6654 ▲
Park Hill Branch Library	25704	25187 ▲	11569	11647 ▲
Pauline Robinson Branch Library	4	3 ▲	280	0 ▲
Rodolfo "Corky" Gonzales Branch Library	13563	12507 ▼	12597	10817 ▼
Ross-Barnum Branch Library	4387	0 ▼	3636	0 ▼
Ross-Broadway Branch Library	10286	9491 ▲	6610	7119 ▲
Ross-Cherry Creek Branch Library	11728	15915 ●	6780	9185 ●
Ross-University Hills Branch Library	39344	34611 ▼	13769	12516 ▼
Sam Gary Branch Library	51668	49359 ▼	20292	22454 ●
Schlessman Family Branch Library	32971	22943	13078	7709 ▼
Smiley Branch Library	13302	12863 ▲	7199	7258 ▲
Valdez-Perry Branch Library	1754	1690 ▲	3225	3084 ▲
Virginia Village Branch Library	14913	19351 ●	2803	7892 ●
Westwood Branch Library	1752	2210 ▲	2348	3284 ▲
Woodbury Branch Library	16229	14321 ▼	8106	8312 ▲
Total	366337	351982	207525	217061

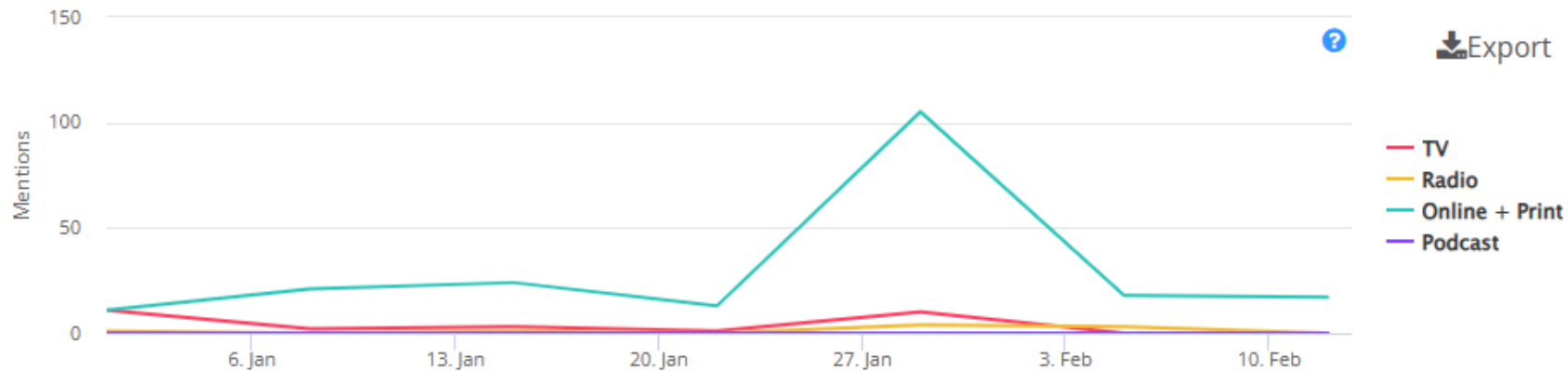
The left table represents comparisons between 2024 and 2025 data for **physical circulation** and **in-person visits** per branch location. Both 2024 and 2025 data cover the same timeframe (year-to-date) for direct comparisons. 2025 data has icons indicating changes from 2024 data.

- If circulation or visits had **increased by more than 1,000** from 2024, 2025 data is represented by a **green circle**.
- If circulation or visits had **decreased by more than 1,000** from 2024, 2025 data is represented by a **red diamond**.
- If data stayed relatively **the same** between 2024 and 2025 (less than 1,000 in absolute variance), it is represented by a **yellow triangle**.

Library Commission - DPL Media Packet

February 20, 2025

Year to Date (January 1-February 13, 2025)



Mentions 245

Audience 979,704,408

Publicity \$7,869,542

Mentions - 245

Audience - 979,704,408

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Media Story Coverage Highlights

[These are the cookbooks the Denver Public Library checked out the most in 2024](#) - December 31, 2024

The Denver Post

What dishes did Denver try making at home in 2024? Part of that answer can be found within the city's libraries, which loaned cookbooks to thousands of hungry readers over the year.

[Denver Public Library launches Winter of Reading Challenge](#) - January 2, 2025

FOX31

The Denver Public Library on Thursday kicked off its annual Winter of Reading Challenge for adults over 18 years old, running through February.

[At the Denver Public Library, People Skills are the Most Important Quality When Choosing Digital Navigators](#) - January 21, 2025

Benton Institute for Broadband Society

With 27 locations, the Denver Public Library (DPL) is an innovative hub for digital equity throughout the city, serving more than 700,000 residents.

Denver Searching for New City Librarian (News Broadcast) - January 28, 2025

Denver7 - Tuesday 1/28 - 6AM Newscast

City Librarian Segment ([Watch here](#))

[Seeds, tools, bikes: You can borrow more than books at Colorado public libraries](#) - January 30, 2025

The Denver Post

When I think of the Denver Public Library and its many branches, I think of story time for kids and leaving with a stack of books to curl up with at home.

[Denver starts Black History Month with Juanita Gray Community Service Awards](#) - February 1, 2025

9NEWS

The awards come as some leaders in the Black community raise concerns about DEI rollbacks.