

# District of Columbia Public Library FY2018

## FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

## Mission

The District of Columbia Public Library (DCPL) supports children, teens and adults with services and materials that promote reading, success in school, lifelong learning and personal growth.

## Summary of Services

The District of Columbia Public Library (DCPL) is a dynamic source of information, programs, books and other library materials and services that improve the quality of life for District residents of all ages that, when combined with expert staff, helps build a thriving city. The Library provides environments that invite reading, community conversation, creative inspiration and exploration, lectures, films, computer access and use, workforce and economic development, story times for children and much more. DC Public Library includes a central library and 25 neighborhood libraries and also provides services in non-traditional settings outside of the library buildings. DCPL enriches and nourishes the lives and minds of all DC residents, provides them with the services and tools needed to transform lives, and builds and supports community throughout the District of Columbia.

## FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Opening Cleveland Park Neighborhood Library	DCPL opened a new Cleveland Park neighborhood library ahead of schedule on June 16th, 2018. The \$19.7 million, 27,000 square foot library is the nineteenth neighborhood library to be renovated or rebuilt since 2008. The library remains one of the busiest neighborhood libraries and from opening through September 30th it circulated over 117,500 physical and 32,600 digital books and other materials, conducted over 250 programs with over 10,100 attendees, and hosted over 10,700 meeting and 2,100 study room attendees.	
People's University Programming	For the 50th anniversary of 1968, DC Public Library highlighted its role as the "people's university" for the District of Columbia, not only a vehicle for studying Dr. King's ideals but as an equitable community institution serving as an agent of social change. Throughout 2018, the Library hosted "The People's University," a variety of programs and events to mark the experiences that shaped 1968 for D.C. and for the nation. At more than 12 locations in every Ward of the city, the Library hosted 60 events, which attracted more than 1,100 participants. Additionally, DCPL took our "Soul Tent" to the National Mall in May, where well over 1,000 people were able to interact with our program over the course of a week. We received national and local press and spoke about the program on "The Kojo Nmandi Show" on WAMU.	
Martin Luther King Jr. Memorial Library Modernization: Continue construction and provide interim services throughout the District of Columbia	DCPL continues construction at the Martin Luther King Jr. Memorial Library paving the way for the modernization of our central library, scheduled to re-open in 2020. Upon completion, the library will open with a 60 percent increase in public space and a number of new, inspiring features to serve the public. In September, the Mayor celebrated the completion of the structural exterior of the project with a ceremonial beam signing. The \$211 million project is now nearing 50% completion. During construction, starting in FY17, DCPL re-deployed central library resources and established interim services throughout the District. In FY18, DCPL has maintained those services while establishing new interim services offerings. In June, we opened a pop-up Fab Lab space in NoMa created out of two converted shipping containers. The Lab offers programs and classes using sewing machines, 3-D printers, and a laser cutter. The pop-up Fab Lab has had over 630	

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	visitors and held 35 programs with 171 total attendees in FY18. DCPL is building out space at the Reeves Center at 14th and U Streets, NW for a larger Fab Lab which will operate in addition to the pop-up location in FY19. In September, DCPL also opened a new interim location for Special Collections on Connecticut Avenue on the campus of UDC, replacing the previous interim locations that had opened in FY17. Users can access a number of Washingtoniana reference materials on-site with additional materials available offsite upon request. In the few weeks it was open in FY18, it had over 500 visitors.	

## 2018 Strategic Objectives

Objective Number	Strategic Objective
1	Strengthen communities through services, programs, outreach, and increased utilization of the Library's physical campus.
2	Provide services and programs that build and cultivate literacy and a love of reading.
3	Connect residents to the city's past and future by providing access to, experiences in, and support for local history and culture.
4	Support digital citizenship through technology and internet access and training.
5	Create and maintain a highly efficient, transparent and responsive District government.**

## 2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
<b>1 - Strengthen communities through services, programs, outreach, and increased utilization of the Library's physical campus. (4 Measures)</b>									
Number of participants at community sponsored meetings	Annually	165,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	229,699	Neutral Measure	
Number of attendees as Library sponsored programs	Annually	300,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	306,432	Met	
Number of attendees at Library sponsored outreach sessions	Annually	Data Forthcoming	Annual Measure	Annual Measure	Annual Measure	Annual Measure	88,135	No Target Set	
Library Visits	Quarterly	Data Forthcoming	799,622	908,160	927,637	997,120	3,632,539	No Target Set	
<b>2 - Provide services and programs that build and cultivate literacy and a love of reading. (6 Measures)</b>									
	Annually	4,000,000					4,514,202	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Circulation of books and other library materials			Annual Measure	Annual Measure	Annual Measure	Annual Measure			
Number of active library accounts	Annually	400,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	470,477	Met	
Library accounts as a percent of total population	Quarterly	60%	68%	68%	68%	68%	68%	Met	
Circulation per capita	Annually	6.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6.5	Met	
Attendance at programs for children in their first five years	Annually	170,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	203,568	Met	
Percentage of eligible children enrolled in Books from Birth in targeted communities	Annually	Not Available%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80.9%	No Target Set	
<b>3 - Connect residents to the city's past and future by providing access to, experiences in, and support for local history and culture. (1 Measure)</b>									
"Dig DC" Visits	Annually	Data Forthcoming	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20,990	No Target Set	
<b>4 - Support digital citizenship through technology and internet access and training. (3 Measures)</b>									
Public access computer utilization (as a percent of availability)	Annually	Data Forthcoming	Annual Measure	Annual Measure	Annual Measure	Annual Measure	52.3%	No Target Set	
Wi-Fi Connections	Annually	Data Forthcoming	Annual Measure	Annual Measure	Annual Measure	Annual Measure	402,242	No Target Set	
Number of people receiving technology training	Annually	Data Forthcoming	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7727	No Target Set	

\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
<b>1 - Community Outreach (1 Measure)</b>						
Number of outreach sessions	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1713
<b>1 - Programs and services (1 Measure)</b>						

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Library programs offered	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11,273
<b>1 - Serve as a community hub:meeting and study spaces (2 Measures)</b>						
Study room use	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	45,517
number of community sponsored meetings systemwide	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20,702
<b>2 - Acquire books and other library materials (3 Measures)</b>						
Local Book Budget	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5,480,000
Digital Library	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,319,108
Database Usage	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,842,929
<b>2 - Early Literacy Programs (1 Measure)</b>						
Number of programs for children in their first five years	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5233
<b>3 - Provide access to local history and culture. (2 Measures)</b>						
Special Collections Interactions	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available
Number of Studio and Fabrication Lab Sessions	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	139
<b>4 - Provide computer and technology access (1 Measure)</b>						
number of sessions on public access computers	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	932,308
<b>4 - Provide computer and technology training and assistance (1 Measure)</b>						
Number of computer and technology training programs and sessions systemwide	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1010
<b>5 - Inform residents of library programs, services and projects (1 Measure)</b>						
Social media engagement rate	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	21.4

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
<b>5 - Operate neighborhood libraries (1 Measure)</b>						
Number of hours of unplanned closures at locations systemwide	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	743

## 2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
<b>Capital Project: Capitol View (1 Strategic Initiative)</b>				
Open Newly Renovated Capitol View Neighborhood Library.	DCPL will open a fully modernized, 20,000 square feet certified LEED Silver library. This project is an investment in high quality education and inclusive prosperity.	Complete	Major interior modernization was completed. The library opened in December 2017.	
<b>Capital Project: Cleveland Park Neighborhood Library (1 Strategic Initiative)</b>				
Open Newly Constructed Cleveland Park Neighborhood Library.	The new Cleveland Park Library will open in FY18. The new library will feature over 25,000 square feet of space for adults, teens and children; including a large meeting room, conference rooms and quiet study rooms. This project is an investment in high quality education and inclusive prosperity.	Complete	Project completed. New Cleveland Park Library opened June 16, 2018.	
<b>Capital Project: Lamond-Riggs (1 Strategic Initiative)</b>				
Begin design for a new Lamond-Riggs Neighborhood Library.	DCPL will begin the design phase for a new state-of-the-art library. This project is an investment in high quality education and inclusive prosperity.	75-99%	Source selection is now complete and contract has been awarded. Design work to begin on November 1, 2018.	Source selection for the design-build contractor was highly competitive and required additional time for completion.
<b>Capital Project: Martin Luther King Jr. Memorial Library (1 Strategic Initiative)</b>				
Continue Modernization of the Martin Luther King Jr Memorial Library	DCPL will complete year 1 construction of a 3 year full modernization project. This project is an investment in high quality education and inclusive prosperity.	Complete	Construction services continues into year 2 of a 3 year full modernization project. Overall project is nearing 50% completion.	
<b>Capital Project: Operations Center (Shared Tech) (1 Strategic Initiative)</b>				
		Complete		

Title	Description	Complete to Date	Status Update	Explanation
Begin planning for an Operations/Shared Technical Services Center	Begin planning for a permanent operations/shared tech services center.		DCPL has identified the Penn Center as the preferred location for its long-term operations center. Continuing to work collaboratively with the Department of General Services to obtain a conditions assessment of the Penn Center in order to evaluate necessary, improvements and associated costs for the space DCPL occupies and the overall structure as well as a title search to determine any restrictions which may apply to potential future/other uses that could be included at the Penn Center.	
<b>Capital Project: Pallasades (1 Strategic Initiative)</b>				
Open Newly Renovated Pallasades Neighborhood Library.	DCPL will open a fully renovated, 20,000 square feet certified LEED Silver library. This project is an investment in high quality education and inclusive prosperity.	Complete	Renovation is complete and the library has opened.	
<b>Capital Project: Southwest (1 Strategic Initiative)</b>				
Complete design for a new Southwest Neighborhood Library.	Complete the design phase towards construction of new state-of-the-art 21st century Library. This project is an investment in high quality education and inclusive prosperity.	Complete	Design for a new Southwest Library is complete.	
<b>CHILDREN &amp; YOUNG ADULT SERVICES (1 Strategic Initiative)</b>				
Implement branch-level targets for storytime programming.	As part of continuing efforts to customize services by location based on community needs and demographics, and in support of the Mayor's commitment to give all children in every ward the opportunity to thrive, DCPL will establish branch-level story-time programming targets. This will include any needed support for neighborhood library locations to build program offerings to meet those targets.	Complete	DCPL Youth & Family Services has built on the baseline of activities provided for customers birth to five & their caregivers. To continue building system capacity, additional trainings and quarterly peer learning exchanges have been and will be continuously provided to ensure staff have the knowledge to provide consistent, quality services to children 0-5 and their caregivers. Between July and September, 2018, 23 additional staff have been trained in early literacy principles and programs presentation. Ongoing assessment of existing programs and enhancement opportunities is a continuous process. Activity targets for each branch have been refined and finalized.	

Title	Description	Complete to Date	Status Update	Explanation
<b>LITERACY RESOURCES (1 Strategic Initiative)</b>				
Improve access to adult literacy services.	While MLK is closed for modernization, adult literacy services will be deployed to branches in key neighborhoods. In FY18, branches to house satellite adult literacy centers will be identified and a pilot project will begin.	50-74%	During Q4, the Adult Literacy Resource Center (ALRC) continued piloting adult literacy services at the Shaw (Watha T. Daniel) Neighborhood Library. Specialized staff from ALRC provide the services, which include: weekly sessions of the Northstar Digital Literacy Assessment (Practice Sessions and Certificate Proctored Sessions); weekly sessions of the Adult Learning Lab (skills assessment and tutoring for those seeking a GED); and weekly English Conversation Circle for those looking to improve their spoken English language skills. In September, the library also convened a two-day mini-conference for adult literacy service providers at the Academy of Hope in Northeast. The enhancement request to support the extension of this service to additional libraries has not yet been funded.	This initiative was funding dependent. The library submitted an enhancement request with the support needed to open satellite adult literacy centers, which was not funded in FY18.
<b>NEIGHBORHOOD LIBRARIES (5 Strategic initiatives)</b>				
Implement DC Oral History Project.	DCPL collects, preserves and provides access to Washington, D.C. community related oral histories. While the collection continues to grow through donations, it is limited in scope and size, thus not representing the full diversity of DC communities and neighborhoods. In FY17, DCPL worked with partners to create the DC Oral History Project, held workshops and identified grantees. In FY18, DCPL and its partners will continue to implementation the project by prototyping an online citywide oral history directory, as well as increased collection of local personal histories.	75-99%	Two of nine grant funded oral histories, including recordings, release agreements and administrative documents, were transferred to the DCPL Special Collections department. Digital curation librarians preserved and created access to the St. Mary's Court Oral History Project and the Whitman-Walker Health Oral History Collection via DigDC, the library's online digital repository. A survey of DC oral history collections is complete and available on the collaborative website. DCPL library staff participated in the first year of oral history training sessions for the successful completion of the 2018 Oral History Smart Goal.	The nine partnership grant oral history projects were delivered to the DCPL Speical Collections department. Archivists are now creating descriptive metadata for cataloging the collection, preserving it and making it accessible on DigDC. Preservation and access to the collection has been delayed because the department has migrated to a new digital/preservation content management system. Also, DCPL archivists are working with the Humanities Council to get more descriptive data to make the collection more accessible.
Offer "Know Your Neighborhood" Programs at	With the closure of MLK for modernization and the disbursement of services across the city, DCPL is increasing the	Complete	Work in Q4 has consisted of more information-gathering around what "Know Your Neighborhood" programming will look like based on	

Title	Description	Complete to Date	Status Update	Explanation
Neighborhood Libraries	focus of programs and services at neighborhood libraries. One example is the Know Your Neighborhood program series in which every branch will offer a signature program, event or series that emphasizes the central role that the Library plays in the cultural life of their community. In FY18, DCPL will build the program resources and infrastructure necessary for program implementation in FY19.		current promising programming initiatives & branch programming infrastructure. Current examples include a People's Univ. Dorothy I. Height commemoration (Benning), visits by the Soul Tent (Anacostia & Mt. Pleasant), a day-long read-in (Southeast), a high-profile back to school event (Bellevue), Art All Night programming (Tenley & Benning) & a health fair (Francis Gregory). The template and metrics for these programs are in place, a new program approval process with longer lead times will go live in FY19, & we continue to strategize around how to engage staff at every branch to create a model program & find resources to make it happen.	
Expand workforce development opportunities through digital assessments and computer and skills assessment.	The Library's computer trainings are a critical lifeline for users who need technology skills to apply or qualify for jobs that require technology proficiency. DCPL has expanded its workforce development offerings to include online digital literacy assessments and corresponding training to help residents build their skills and broaden their career options. In addition, the Library has partnered with the Office of the State Superintendent of Education to offer Microsoft Office Specialist industry-standard certifications in software applications such as Word, Excel, PowerPoint and other advanced credentials. In FY18, DCPL will begin to offer these services at targeted neighborhood libraries.	75-99%	By the end of FY 18, the library offered the Northstar Digital Literacy Assessment and Certification multiple times a month at seven locations: Library Express, Shaw, Benning, Mt. Pleasant, Bellevue, Anacostia and the Tenley Neighborhood Libraries. Regularly scheduled assessments and Microsoft Office Specialist (MOS) certifications in the Microsoft Imagine Academy were offered multiple times a month at the Library Express location. Statistics for the NorthStar Digital Literacy Assessments and the Microsoft Imagine Academy are provided in Section #6 below. The library will offer both the NorthStar & Microsoft Imagine Academy services in the refreshed Capitol View location after it is fully renovated, most likely in the new fiscal year in the Spring.	By the end of FY 18, the only aspect of this initiative that was not completed was the expansion of services to "targeted neighborhood libraries." Though the CAV Neighborhood Library was identified as the next targeted location, its construction activities prevented this launch of services during the past performance year.
Develop a comprehensive service model to increase technology training.	The library will design a comprehensive service model to meet the technology needs of District residents, building on the library's strengths and	50-74%	In Q4, DCPL reconfigured and retested its upgraded Vocoli platform, which is an online staff suggestion box. We posted a "Challenge" question to continue	The service model will be rolled out in a series of 'Pathways', or building blocks, based on a foundation of skills that will lead customers to

Title	Description	Complete to Date	Status Update	Explanation
	partnering with agencies and organizations as appropriate. The implementation plan will include the overall service model, a training strategy to prepare DCPL's workforce for the new service model, and a marketing and outreach plan.		harnessing ideas from our 600+ staff, framed as 'How might we ensure District residents have the skills they need to navigate and increasingly digital world?'. We are building the service model in a series of building blocks that progress in skill and difficulty, beginning with our existing PC Basics module that will be the foundation for the new approach.	explore & build on those skills through various technology programming across multiple disciplines. The first phase of evaluating current programs & partnerships, & crowdsourcing with staff to develop the first building block is now complete. The PC Basics module will be the foundation of our service model & will be rolled out by the end of Q2 FY19 with future modules developed & built out from there.
Expand services by opening on holidays	In recent years, the Library has expanded its hours of operations to seven days a week, with the exception of holidays. However, many residents, particularly caregivers, struggle to find constructive activities and educational opportunities on holidays when kids are home from school. In support of the Mayor's priority to ensure "inclusive prosperity", starting in FY18, DCPL will open one branch in each ward of the city on five holidays.	Complete	The library provided holiday hours at one library per ward on Emancipation Day (observed) this quarter. The Emancipation Day gate count was 4,315. This is our last day for holiday hours in FY18. We exceeded our goal of serving 20,000 visitors for the five holidays combined, with the final gate count totaling 20,703.	
<b>Programs and Services (1 Strategic Initiative)</b>				
Complete Teen Council implementation to help guide program offerings and increase teen participation with the library.	DCPL will complete the implementation of the new Teen Council. This is a project that employs eight teenagers representing 8 Wards of the city to help the agency develop worthwhile programs and services for teenagers.	Complete	The 2018 Teen Council program year ended on 8/31/18. Teen Council members presented on their experiences at an end of year celebration where staff, family, and friends were able to get a glimpse into the work completed at each branch. Prior to the commencement of the 2018 Council, monthly Teen Council meetings continued that featured brainstorming for the 2018-2019 Teen Council. Applications for the next Teen	

Title	Description	Complete to Date	Status Update	Explanation
			<p>Council were available 8/1-13/18. A total of 798 candidates applied with interest from teens in all eight Wards of D.C. A panel of teen services staff including the Assistant Director of Public Services, the Teen Services Coordinator, and Youth Service Librarians/Library Associates selected the top three candidates from each Ward through phone and in-person interviews.</p>	