DISTRICT OF COLUMBIA PUBLIC LIBRARY

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

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1   DISTRICT OF COLUMBIA PUBLIC LIBRARY

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.

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.

2   2023 ACCOMPLISHMENTS

Accomplishment	Impact on Residents
Launch Re-Designed Website	In the Spring, DCPL launched a re-designed website and completed a necessary upgrade of its content management system. The re-design provides an improved customer experience with enhanced accessibility, navigation and search capabilities making it easier for customers to discover DCPL books, resources and services.
Expand Peer Navigators Program	DCPL expanded the Peer Navigator Program resulting in enhanced services to customers experiencing homelessness. The program, which started as a multi-year pilot in partnership with the Department of Behavioral Health, hires residents who have experienced homelessness to provide mentorship and support, make referrals, and assist customers with finding housing, connecting to mental health services and obtaining critical documents. By hiring additional peers, DCPL was able to expand the service hours of this program.
Host Impactful Exhibits	DCPL hosted many successful and enriching exhibits at the Martin Luther King Jr. Memorial Library attracting thousands of visitors and contributing to total visits to the central library of over 3 million. Three of the most popular exhibits had over 39,000 visits combined. The most visited exhibit, "Imagining the Future – Leanardo de Vinci" In the Mind of an Italian Genius", held in partnership with Confindustria and Biblioteca Ambrosiana, brought twelve original Leonardo drawings from the Codex Atlanticus to North America for the first time. The exhibit had more than 24,000 visitors with half of those surveyed visiting the MLK Library for the first time. The ongoing exhibit "We Who Believe in Freedom: Black Feminist DC", held in partnership with the National Women's History Museum, which traces Back feminism in the District from the turn of the 20th century to today, has attracted over 13,000 visitors. And the exhibit "Emmett Till and Mamie Till Mobley: Let the World See" exhibit, in partnership with the Indianapolis Children's Museum and the Till Interpretive Center, which told the story of Emmitt Till and the activism of his mother Mamie Till-Mobely, had over 1,000 visitors.

3 2023 OBJECTIVES

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

4   2023 OPERATIONS

Operation Title	Operation Description
Strengthen communities through services, programs, outreach, and increased utilization of the Library's physical campus.	
Programs and services: Daily Service	The Library offers programs to users of all ages.
Community Outreach: Daily Service	The Library serves the community by providing access to DCPL services and programs outside of our buildings.
Serve as a community hub:meeting and study spaces: Daily Service	The Library provides meeting and study spaces for the public at neighborhood libraries as well as at Martin Luther King Jr. Memorial Library.
Provide services and programs that build and cultivate literacy and a love of reading.	
Adult Literacy Services: Daily Service	DC Public Library offers adult literacy services through the Adult Literacy Resource Center.
Early Literacy Programs: Daily Service	The Library offers a range of services and programs to improve earl literacy, such as story time and Sing, Talk and Read programs.
Operate the Center for Accessibility: Daily Service	The Center for Accessibility (formerly Adaptive Services) helps the deaf community, visually impaired, older adults, veterans and injured service people to better use the Library.
Acquire books and other library materials: Daily Service	Through its collections, DCPL is a resource for printed and digital resources and information - such as books, e-books, databases, periodicals, etc.
Provide library services to students and educators: Daily Service	Offer programs, services and support for students and educators.
Connect residents to the city's past and future by providing access to, experiences in, and support for local history and culture.	
Provide access to local history and culture.: Daily Service	Provide access to to local history and culture through special collections, programs, and services at libraries throughout the District.
Support digital citizenship through technology and internet access and training.	
Provide computer and technology training and assistance: Daily Service	Libraries throughout the District provide technology and internet training and assistance.
Provide computer and technology access: Daily Service	DCPL provides technology access through publicly available computers, printers and the internet.
Create and maintain a highly efficient, transparent, and responsive District government.	
Southwest Neighborhood Library: Key Project	Capital Project.
Southeast Neighborhood Library: Key Project	Capital Project.
Long-term Operations (Shared Tech) Center: Key Project	Capital Project: Develop a long term operations/shared tech services center for DCPL.
Renovation and modernization of the Martin Luther King Jr. Memorial Library: Key Project	Capital Project - full renovation and modernization of the Martin Luther King Jr. Memorial Library.
Capital Project: Lamond-Riggs: Key Project	Capital Project.

(continued)

Operation Title	Operation Description
Maintain library facilities (Capital): Key Project	General Improvements in the Capital Budget.
Operate neighborhood libraries: Daily Service	Operate neighborhood library locations throughout the District.
Inform residents of library programs, services and projects: Daily Service	communications and outreach in support of DCPL programs, services, projects and operations.
Maintain library facilities: Daily Service	custodial and maintenance of libraries funded through operating funds.
Strategic Planning/Data Analysis: Daily Service	support agency operations through strategic planning and data analysis.
Capital Projects: Key Project	Capital Projects include various library projects in the Capital Plan.

5 2023 STRATEGIC INITIATIVES

In FY 2023, District of Columbia Public Library had 9 Strategic Initiatives and completed 55.56%.

Title	Description	Update
Develop new Behavioral Guidelines	DCPL will develop revised Behavior Guidelines and rules in collaboration with District residents. DCPL will co-create our new behavior guidelines and corresponding consequences with the people who must follow them – customers, community leaders, and staff. Using a human-centered design process, DCPL will develop and implement a series of co-creation workshops to facilitate the creation of guidelines that work for all customers and advance racial equity.	Completed to date: 0-24% The initative will be completed in FY2024 as the lead left the agency. The lead on the initiative left the agency.
Implement Event Rentals Improvements	DCPL will make substantive changes to the Event Rental program, following a robust evaluation after 1.5 years of operation. To make the program more explicitly mission-oriented and to better serve District residents, DCPL will implement a new Rate Sheet, Event Rental Policy, and guidelines. We will streamline operations, using database tools and other means to automate processes and improve customer service.	Completed to date: Complete The updates to the event rental program have been successfully implemented. The Rate Sheet and new Event Rental Policy are both in effect and are working well. The changes have allowed DCPL to prioritize D.C. nonprofits and D.C. Government agency rentals, and as a result, a significant percentage of our event rentals are to D.C.-focused institutions.
Update Facilities Master Plan	The Library will update its 2020 Facilities Master Plan. This will include a review and evaluation of the plan's service gap recommendations to address possible impacts of updated demographic and population data and changes in library usage following the pandemic.	Completed to date: 50-74% Community engagement completed to gauge residents' support for relocating the Shepherd Park Library to the Walter Reed Campus and phase one engagement completed for a new Eckington/Edgewood Library to replace the Northwest One Library. Analysis of impacts of changes in usage and demographic and population data is underway. Analyses and engagement took more time to complete than anticipated.

Advance Functional Improvements at Neighborhood Libraries	The Library will solicit design-build services for the Petworth Neighborhood Library and finalize designs for functional improvements and start construction at the Shaw(Watha T. Daniel) Neighborhood Library. These improvements will reconfigure the spatial layout at each location to better meet the needs of the neighborhoods.	Completed to date: 75-99% Petworth Library Design-Build RFP has been issued. Design for Shaw was delayed as the original contractor went out of business. The design portion of the contract has been reassigned. Next step is for permit drawings to be completed. Construction phase will proceed subject to funding. The company originally hired for Shaw Library was terminated as the firm sold its business to new ownership. Contract for design services is being reassigned.
Undertake site selection for a neighborhood library to replace Northwest One	The Library will collaborate with District agencies such as the Office of Planning, the Office of the Deputy Mayor for Planning and Economic Development, the Department of Parks and Recreation and the Department of General Services to inventory potential District assets and explore any mixed-use private development opportunities to dovetail with the library, within the desired & defined service area for a neighborhood library to replace Northwest One.	Completed to date: Complete Several potential sites have been identified and next steps to firm up the most conducive site have been mapped out. District agencies were consulted in this process.
Advance development of a new Congress Heights/Parklands Turner Neighborhood Library	The Library will award a Design-Build Contract, launch community engagement, complete pre-design site surveys and initiate concept design.	Completed to date: Complete Building program informed by community needs identified through engagement activities has been established and concept Design is underway.
Advance development of a renovated Southeast Neighborhood Library	The Library will complete permitting, construction-phase sub-contractor awards, and announce closure for construction.	Completed to date: 75-99% Completion of permitting is outstanding pending neighbor sign offs. ANC has requested a 6 week advance notice for closure which can only be done after permits are received. Permit issuance delayed due to negotiations between adjoining neighbor and the construction firm. ANC has requested a 6 week advance notice for closure which can only be done after permits are received.

Expand Library Hours	DCPL will increase DC residents' access to libraries by expanding hours. The expansion of evening hours at the Martin Luther King Jr. Memorial Library and 22 neighborhood libraries supports students during out-of-school time, provides a gathering space for community meetings, and increases computer access and other technology services to residents in need. This initiative will allow full-size neighborhood libraries to implement evening programming for families and residents of all ages. This expansion of hours will be accomplished by hiring additional staff.	Completed to date: Complete Hours expanded at 23 locations on November 14, 2022 and new signage was installed by the end of November. Evening programming has expanded as staffing has permitted. Hiring to support this initiative remains incomplete as there are approximately 20-25 positions (compared to 39 at the start of FY23) that remain unfilled across Public Services, as well as absorbing the loss of 8 additional FTE.
Expand the Peer Navigators program	DCPL will expand the Peer Navigator program to enhance the library's service to customers experiencing homelessness. This will include hiring an assistant manager and three new peers, orienting new staff to the library environment and service offerings, and creating shadowing opportunities with existing peers. DCPL will then expand peer service to additional locations and/or add service hours at current locations. DCPL will regularly collect data about customer engagements and will engage in an evaluative process.	Completed to date: Complete DCPL filled all vacancies and onboarded the new peer in September 2023. The individual is going through orientation and is shadowing a long-time staff member, and has also begun offering service at multiple DCPL locations. All of the peers, new and continuing, have participated in training and team building activities, and the Assistant Manager also completed a certification course on managing a peer specialist program. Services have expanded and all peers are collecting data about customer interactions. This information will be used to inform service decisions.

6   2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?
Strengthen communities through services, programs, outreach, and increased utilization of the Library's physical campus.										
Number of attendees at Library sponsored outreach sessions	Up is Better	11,108	37,001	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48,638	12,774	Met
Library Visits	Up is Better	901,705	2,537,013	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3,027,858	1,127,000	Met
Number of attendees at Library sponsored programs	Up is Better	68,516	85,018	Annual Measure	Annual Measure	Annual Measure	Annual Measure	188,258	79,940	Met
Provide services and programs that build and cultivate literacy and a love of reading.										
Circulation of books and other library materials	Up is Better	4,953,224	6,304,703	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7,041,325	5,052,000	Met
Circulation per capita	Up is Better	7.2	9.4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10.5	7.5	Met
Attendance at programs for children in their first five years	Up is Better	31,677	35,069	Annual Measure	Annual Measure	Annual Measure	Annual Measure	66,730	36,428	Met
Number of active library accounts	Up is Better	324,803	336,716	Annual Measure	Annual Measure	Annual Measure	Annual Measure	361,328	337,795	Met
Library accounts as a percent of total population	Up is Better	47.1%	50.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	53.8%	49%	Met
Percent of eligible children enrolled in Books from Birth in targeted communities	Up is Better	86.3%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	92%	
Connect residents to the city's past and future by providing access to, experiences in, and support for local history and culture.										
"Dig DC" Visits	Up is Better	48,278	63,143	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69,361	55,520	Met
Support digital citizenship through technology and internet access and training.										
Public access computer utilization (as a percent of availability)	Up is Better	Not Available	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	-	-
Wi-Fi Connections	Up is Better	223,140	419,352	Annual Measure	Annual Measure	Annual Measure	Annual Measure	572,481	278,900	Met
Number of people receiving technology training	Up is Better	3,548	6,338	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5421	4,080	Met

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Community Outreach							
Number of outreach sessions	363	814	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1099
Programs and services							
Library programs offered	2,428	5,576	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7571
Serve as a community hub:meeting and study spaces							
Study room use	Not Available	35,272	Annual Measure	Annual Measure	Annual Measure	Annual Measure	51,440
number of community sponsored meetings systemwide	Not Available	11,047	Annual Measure	Annual Measure	Annual Measure	Annual Measure	18,358
Acquire books and other library materials							
Local Book Budget	6,530,432	6,280,432	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4,780,432
Digital Library	2,249,239	2,421,476	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2,907,094
Database Usage	1,581,890	1,720,317	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,809,183
Early Literacy Programs							
Number of programs for children in their first five years	426	1,208	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2089
Provide access to local history and culture.							
Number of Studio and Fabrication Lab Sessions	82	308	Annual Measure	Annual Measure	Annual Measure	Annual Measure	243
Provide computer and technology access							
number of sessions on public access computers	129,990	447,996	Annual Measure	Annual Measure	Annual Measure	Annual Measure	600,077
Provide computer and technology training and assistance							
Number of computer and technology training programs and sessions systemwide	355	878	Annual Measure	Annual Measure	Annual Measure	Annual Measure	841
Inform residents of library programs, services and projects							
Social media engagement rate	1.6	2.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2.2
Operate neighborhood libraries							
Number of hours of unplanned closures at locations systemwide	261	809.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	345.5