



FY 2015 Performance Accountability Report District of Columbia Public Library

INTRODUCTION

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' progress 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 supports children and adults with books and other library materials that foster success in school, reading and personal growth. DC Public Library includes a central library, 25 neighborhood libraries that provide services to children, youth, teens, and adults. "Space is the service" is new and enhanced library facilities that provides inspiring destinations for learning, exploration, and community. "Libraries are not their buildings" is how DCPL strives to reach users in increasingly surprising and convenient ways outside of the library buildings. Libraries are also engines of human capital development and libraries must plan for the rapidly evolving informational and educational needs of the residents of the District.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DCPL performance in FY 2015 by listing DCPL's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

TOP THREE ACCOMPLISHMENTS

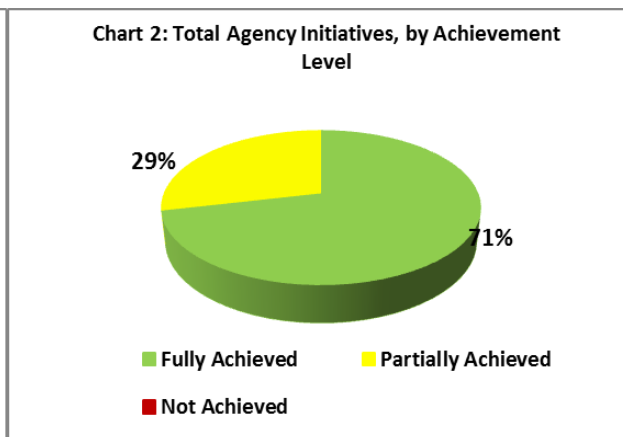
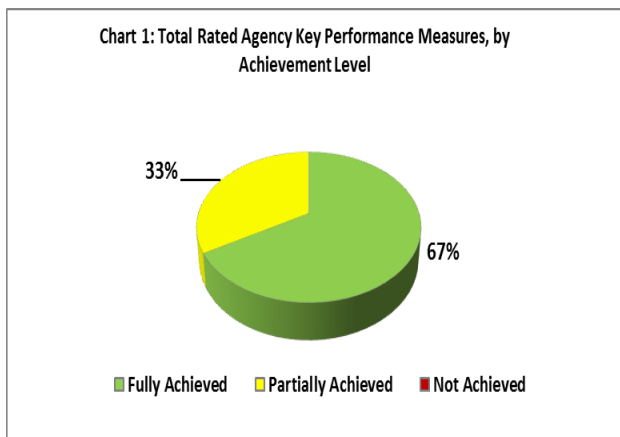
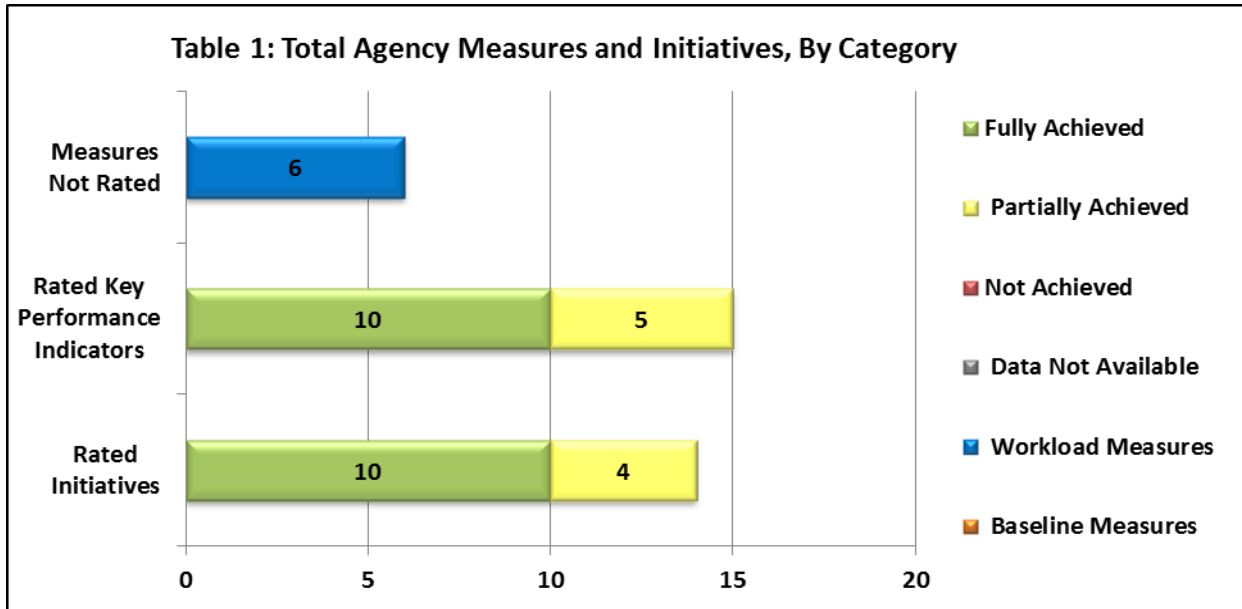
The top three accomplishments of DCPL in FY 2015 are as follows:

- ✓ Martin Luther King Jr. Memorial Library – The Library completed the schematic design for the future central library and conducted extensive community engagement involving more than 3,000 residents through focus groups, surveys and community meetings across the District.
- ✓ Digital Library – Circulation of electronic books and other materials surpassed 1 million items and represents a quarter of the Library's total circulation (4,014,192).
- ✓ All Access Program – Implemented an All Access Program that automatically registers school-issued Student DC One Cards as library cards for DCPS and DCPCS students.



SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

Table 1 (see below) shows the overall progress the DCPL made on completing its initiatives, and how overall progress is being made on achieving the agency’s objectives, as measured by their key performance indicators.



Default KPI Rating:

$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



In FY 2015, DCPL has cumulatively partially and fully achieved 100% of its initiatives and cumulatively has partially and fully achieved 100% of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DCPL uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving DCPL objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress DCPL made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for DCPL in FY 2015.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Office of the Director

OBJECTIVE 1: Space is the service: New and enhanced library facilities provide inspiring destinations for learning, exploration, and community. (Including One City Action Plan Action 3.4.4).

INITIATIVE 1.1: Begin design of new libraries at Cleveland Park, Palisades, and Capitol View Neighborhood Libraries. Launch architectural internship to coincide with these projects. (Job creation, Sustainability, Education).

- **Partially Achieved.** DC Public Library began the design process with the community for a new Cleveland Park Library. Concept design has been completed with Schematic Design in progress. Because of reductions in the FY15 budget, designs for Palisades and Capitol View were temporarily placed on hold. Further due diligence was conducted to determine the type of improvements that can be done with these projects based on the budget. Design for systems upgrades and renovated spaces for both Palisades and Capitol View libraries will begin in FY16. The Library will continue to explore intern partnerships with a school similar to the one forged between the Library and Phelps Architecture, Construction and Engineering High School for the Woodridge Library project.

INITIATIVE 1.2: Continue construction at Woodridge Library.

- **Fully Achieved.** DC Public Library commenced construction activities at the Woodridge Neighborhood Library in May 2014. Despite unforeseen delays related to unsound soils beneath the existing library, DCPL has been able to redesign the foundations of the new library and continue construction. The new library is scheduled to open Summer 2016.

INITIATIVE 1.3: Open Studio and Fabrication MakerSpaces at Martin Luther King Jr. Memorial Library that will provide “creation” opportunities for intergenerational audiences. (Age-Friendly DC Goal: Domain #5)

- **Fully Achieved.** Mayor Bowser cut the ribbon on The Labs on May 28, 2015 as part of InnoMAYtion. The Fabrication Lab – dubbed the Fab Lab – provides public access to laser cutters, 3-D printers, CNC milling machines and more. The Studio Lab offers a voiceover



studio, audio/video group recording studio, a digital recording studio, and a control booth all dedicated to audiovisual production. To date, more than 300 people have taken the required orientation to book and use The Labs. Through these spaces, customers have learned advanced photography techniques; taken classes to create podcasts; created product prototypes; crafted gifts for families and loved ones; tested and refined ideas for online businesses; and embarked on art projects large and small. For example, through The Labs, one customer without a permanent home has learned the skills in 3-D printing and the appropriate software to refine his artwork and establish a business.

OBJECTIVE 2: Libraries are not their buildings: DCPL strives to reach users in increasingly surprising and convenient ways.

INITIATIVE 2.1: Launch library service in the District of Columbia Jail.

- **Fully Achieved.** DC Public Library established library service to all units at the D.C. jail on March 1, 2015. The Library worked collaboratively with the D.C. Department of Corrections to set-up a library workroom at the jail where the nearly 4,000 books in the jail collection are housed, along with office space. A full-time librarian and part-time technician provide service to the more than 1,000 inmates and manage the collection. From March through September the jail library circulated more than 5,000 books to 1,100 inmates with 99 inmates participating in the library's summer reading program. One inmate read more than 100 books as part of the program, the most books read by any adult participating in the summer reading program. The Library expects to launch Sing, Talk and Read early literacy trainings for inmates in early FY16.

INITIATIVE 2.3: Identify senior outreach locations in each Ward and establish regular monthly service to those sites. (Age-Friendly DC Goal: Domain #5)

- **Partially Achieved.** As part of a partnership with the D.C. Department on Aging, the Library offers regular outreach, including monthly book clubs, at Bernice Fonteneau Wellness Center (Ward 1); Glover Park Village (Ward 3); Model Cities Wellness Center (Ward 5); and Washington Seniors Wellness Center (Ward 7). Outreach has been affected somewhat as the Age-Friendly DC planning process evolved and the library's primary domain shifted to 7.2.2 Train older DC residents in technologies and devices using existing institutions. The library continues to offer computer courses at times that meet the needs of the senior population, as well as offering classes in assistive technology in our Center for Accessibility. Outreach will be expanded to reach all eight wards beginning in FY16.

INITIATIVE 2.4: Provide convenient access to library materials through the pilot of a self-service library.

- **Partially Achieved.** Library staff met with representatives from Union Station to explore having a book dispenser available for library users. Unfortunately, we were not able to come to an agreement in FY15 but continue to explore the idea at other transportation hubs and public areas around the city.



INITIATIVE 2.5: Exponentially increase access to the Library’s unique local history collections through a new online library called “Dig DC”.

- **Fully Achieved.** On October 7, 2015, DC Public Library launched Dig DC, a web portal to digitize materials from its local history resources in the library’s Special Collections department. In the first year the site was visited 14,698 times by 10,715 different library users who viewed 75,124 total pages on the site. Dig DC had visitors from 76 countries and all 50 states, though the majority of visitors were Washingtonians. Nearly 1,350 individual items documenting D.C. history, including photographs, drawings, books, prints, maps, and video and audio oral histories, are available on the site.

INITIATIVE 2.6: DCPL will launch a new mobile app and refresh the public website.

- **Fully Achieved.** In FY15, a new DC Public Library mobile app was launched and available in the Apple and Google stores. There have been more than 6,000 downloads of the app with a monthly average of 90,000 transactions. The app provides real time access to library books and other materials; includes library branch hours and locations; and contact information. Customers can manage their library accounts including place holds and renewals from their mobile devices, download e-content, access the library’s calendar of events and classes, and visit the library’s Twitter, Facebook, YouTube, LinkedIn, Tumblr and Pinterest platforms.

The DC Public Library website was refreshed in FY15, for an improved digital presence and more user-friendly experience for library customers. As a result, the website recorded a 21 percent increase in pages viewed by visitors in FY15. The site is easier to navigate, and library programs, resources, and materials are easier to locate and access.

INITIATIVE 2.7: Establish school library to provide library service in a DC Public Charter School.

- **Fully Achieved.** DC Public Library partnered with DC Prep Public Charter School’s Elementary Benning Campus to establish a library inside the school. Since opening in March 2015, more than 5,500 books have been checked out by students. There are, on average, 38 class visits to the library per month. There were also five parent engagement sessions in spring 2015 to introduce parents to the school library as well as to promote the nearby Benning branch public library. The school library is staffed by a graduate student intern from the University of Maryland’s Information School with support from a DCPL Children’s Librarian. In February and June, 120 of the 450 students (grades Preschool - 3rd) were surveyed to measure the impact on student reading habits, opinions, and reading levels. At the end of the school year, students surveyed indicated an increased ability and high opinion of libraries: 79.5 percent were happy visiting a library, 70 percent reported reading had gotten easier, and nearly 20 percent more students feel positively about their reading ability. Teachers also reported positive reviews of the library. The library will remain open through the 2015-16 school year and continue to be staffed by a DC Public Library Librarian and library school graduate student.

OBJECTIVE 3: Libraries are engines of human capital development.



INITIATIVE 3.1: Design and test a micro-credentialing system that creates a clear sequence of library programs to help customers build skills.

- **Partially Achieved.** DC Public Library, in partnership with the District of Learning, launched a badge-based education initiative focused on learners, designed to create connections between academic achievements, learners' interest, and inspiring mentors and peers.

In FY15 the District of Learning piloted a digital platform with a number of community partners. DC Public Library created badging opportunities as part of the summer reading program. Teen summer reading participants were able to claim a badge for reaching the halfway-point and for completing the summer reading program. DC Public Library is exploring expanding participation by offering badging opportunities for technology programs, including STEM-based library programming.

INITIATIVE 3.2: Enhance workforce development services to teens and young adults in underserved neighborhoods (One City COR neighborhoods) through a series of workshops planned in partnership with key stakeholders.

- **Fully Achieved.** DC Public Library partnered with the Latin American Youth Center to offer workforce development workshops aimed at teens and young adults in the Deanwood and Bellevue libraries. The workshop, titled "Workforce Investment for Successful Employment" or WISE, equips youth with the skills and credentials needed to obtain and retain meaningful employment by offering job readiness training and life skills training. The workshops focused on how to write a resume and cover letter, prep for interviews, search for jobs and goal setting. Workshop participants were actively engaged in the workshops and had many questions for the facilitators.

The activity took place in summer 2015 and was tied to the Employment aspect of the Mayor's FRESH Summer Initiative.

OBJECTIVE 4: Libraries must plan for the rapidly evolving informational and educational needs of the residents of the District.

INITIATIVE 4.1: Library will create a Strategy Office and embark upon a strategic planning process.

- **Fully Achieved.** The DC Public Library hired a Director of Strategic Planning in January and is developing a five year strategic plan. To inform the plan's development, the Library has been actively engaged in gathering input from staff, District residents (library users and non-library users) and partners through focus groups, phone and web surveys and community meetings. The strategic plan will help to guide the Library Board of Trustees and staff in planning and decision-making for future library services. The plan will be published in FY16.

INITIATIVE 4.2: Launch "50x15", an online suggestion for staff-generated ideas.










- **Fully Achieved.** On November 29, 2014, the DC Public Library launched a digital suggestion box to collect staff ideas on how to improve library service to District residents and staff work environment. By September 30, 2015, staff submitted a total of 394 ideas with 79 slated for implementation which surpasses the goal of selecting 50 ideas. To date, 33 ideas have been implemented and 46 are in process. DCPL will continue to engage employees through the use of an ongoing online suggestion box.

INITIATIVE 4.3: DCPL, DCPS Technical Services Feasibility Study.

- **Fully Achieved.** DC Public Library, in partnership with DC Public Schools, conducted the feasibility study in Spring and Summer 2015. The Library held a series of meetings with key library staff at DCPS and procured a consultant to examine both entities' processes. The consultant spent approximately eight weeks meeting with key staff at DCPL and DCPS in order to ascertain functional needs for a project that would involve selection, acquisition, cataloging, and distribution of library materials to 112 schools and 26 library locations, as well as training, implementation, and ongoing service. A final report was issued in late-July 2015 that demonstrated the possibilities of a shared technical services department. DC Public Library Director and DC Public Schools Chancellor are determining next steps including identifying funding and other resources to support implementation.

KEY PERFORMANCE INDICATORS

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	4.1	Annual circulation of books and other library materials	3,938,767	4,180,200		4,014,192	96.03%	Library Services
	4.2	Cardholders as a % of total population	55.59%	50%		47.68%	95.37%	Library Services
	4.3	Number of Card Holders	359,371	316,161		314,186	99.38%	Library Services
	4.4	Number of website user visits	1,758,748	1,750,000		1,493,504	85.30%	Library Services
	4.5	Number of attendees at Library sponsored programs	284,969	272,489		327,719	120.27%	Library Services
	4.6	Number of participants at community sponsored	320,468	317,286		403,126	127.05%	Library Services



		meetings						
●	4.7	Circulation of children's materials	1,464,871	1,547,191		1,348,751	87.17%	Library Services
●	4.8	Attendance at programs for children in their 1st five years	166,309	159,819		193,172	120.87%	Library Services
●	4.9	Number of people using on-line homework help	4,313	4,816		5,170	107.35%	Library Services
●	4.10	Number of books and other library materials downloaded	745,036	782,503		1,000,490	127.86%	Library Services
●	4.11	Circulation per capita	6.09	6.00		6.09	100.01%	Library Services
●	4.12	Number of sessions on public access computers by children	108,724	108,479		112,682	103.87%	Library Services
●	4.13	Number of sessions on public access computers by teens and adults	941,899	972,359		1,012,170	104.09%	Library Services
●	4.14	Number of sessions of access to Library's electronic resources	709,626	811,699		929,024	114.45%	Library Services
●	4.15	Number of community sponsored meetings	25,409	25,600		29,764	116.30%	Library Services

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Library Programs offered to Children, Teens,	10,520	14,357	15,000	OFFICE OF THE DIRECTOR



and Adults				
New Library Cards Issued	56,050	41,545	104,961	OFFICE OF THE DIRECTOR
Number of Hours at Martin Luther King Jr. Memorial Library	54 hours total/ 7 days a week	66 hours total/ 7 days a week	66 hours total/ 7 days a week	OFFICE OF THE DIRECTOR
Number of Hours at Neighborhood Libraries	48 hours total/ 6 days a week	63 hours total/ 7 days a week	63 hours total/ 7 days a week	OFFICE OF THE DIRECTOR
Local Book Budget	\$3,821,176	4,867,110	3,780,432	OFFICE OF THE DIRECTOR
Library visits	New workload measure in FY15	New workload measure in FY15	4,189,520	OFFICE OF THE DIRECTOR