RE-15-19-0045-19 - City and County of Denver - Denver Public Library

LB21 Proposal: Building A Pipeline of Community Connection

ABSTRACT

The Denver Public Library (DPL) will lead the *Building a Pipeline of Community Connection* project and will collaborate with Multnomah County Library, Indianapolis Public Library, Seattle Public Library, Queens Library, and Cleveland Public Library. During this one-year planning project, DPL will conduct a comprehensive research/assessment project using an equity framework to better understand effective strategies to reshape its workforce so it reflects the diversity of the community. This work is urgently needed, as the librarianship field has failed to reflect the nation's increasing diversity. Currently, there is one white librarian for every 1,830 white people in the general population, compared with one Latinx librarian for every 9,177 individuals identifying as Latinx.[1] In Denver, Latinx is the largest demographic group among children ages 0–17, so DPL must act to remain a relevant cultural institution, particularly because Latinx are one of the biggest groups of library customers[2] and studies show a correlation between libraries that value diversity and customers' satisfaction.[3]

DPL's demographics mirror those of most libraries. Among positions requiring a master of library and information science (MLIS) degree, 78% of current staff are white, 11% Latinx, 4% African American, 3% Asian, 1% American Indian/Alaska Native, 1% two or more races, and 3% declined to identify. Among positions that do not require an MLIS, DPL is more diverse but still short of its goal; 52% are held by white staff. This project will allow DPL to develop an implementation plan for practices and policies to recruit diverse candidates into positions that do not require an MLIS, providing mentorship and support so they can advance along a well-defined career path and pursue an MLIS if they choose.

This project's goal is to explore how libraries can build and support internal cultures representative of the communities they serve, creating replicable staffing models that foster diversity, equity and inclusion and value lived experience and authentic community relationships as qualifications. Project activities will include conducting an environmental scan; engaging a research and evaluation consultant to interview staff with a variety of backgrounds, research best practices and make recommendations; convening a national symposium; and ultimately, creating a report establishing recommendations for this work in the library community. The outcome of this work will be a widely disseminated report of findings with a menu of recommendations and immediately actionable steps that libraries can take to increase the inclusivity of their work environment. This project will produce these tangible products: an interim report, a final report, a listserv, a webinar and symposium materials.

The audience for this work is DPL and other libraries, as well as other organizations across industries working to increase their workforce diversity. This work's intended outcome is that libraries will use these findings to actively implement systemic changes to promote racial equity and workforce diversity. DPL will also conduct a survey to assess changes in symposium attendees' knowledge and attitudes about having a workforce that reflects their library's community and promising strategies to address that issue.

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[1] Gulati, A. (2010). Diversity in librarianship: The U.S. perspective. *International Federation of Library Associations and Institutions Journal, 36*(4): 290, doi: 10.177/0340035219388244.

[2] Larsoe, S. (2017). Diversity in public libraries: Strategies for achieving a more representative workforce. *Public libraries, 56*(3).

[3] Ibid.

NARRATIVE

Statement of Broad Need

To remain relevant as institutions that function as important civic centers trusted by residents, libraries must have staff and leaders who reflect the community's diversity and create a culture of inclusivity. Until libraries grapple with their legacy of institutional racism,[1] some members of the community will feel unwelcome. The proposed Denver Public Library (DPL) project *Building a Pipeline of Community Connection* will help it and other libraries across the country better reflect the community's new demographics. According to the U.S. Census, by 2044, no single racial or ethnic group will be in the majority in America. In Denver, the population is becoming more diverse with every generation. According to the Colorado State Demography Office, the number of young people in Denver who identify as Latinx and African American (ages 0–17) is already more than double the number of young people identifying as white, and the gap will continue to grow. By 2024, there will be 113,656 young Latinx and African Americans in Denver, compared with 44,251 young whites. Yet the 2017 American Library Association (ALA) Demographic Study[2] found that 87% of library staff identify as white, only a 4% decrease from 2014—demonstrating the difficulty libraries have had in improving diversity. Racial diversity among library specialists in Denver County is also very low—the national average for a city Denver's size is 76 racially diverse specialists, but at DPL, there are only 40.[3] In Denver, 89% of all librarian specialists are white, and 85% have at least a bachelor's degree.[4]

To promote more diversity in the field, the Institute for Museum and Library Services (IMLS) recommended that libraries hire staff members who have deeper connections to the community and who reflect the community's diversity, including socioeconomic status.[5] DPL has made some strides in this area; for example, its social work team employs peer navigators with lived experiences of homelessness and substance use disorders and it worked with the City and County of Denver's Human Resources department to allow lived experience to be used as a qualification in hiring for these positions. DPL's 2005 Laura Bush 21st Century Librarian Program (LB21) grant allowed DPL to expose 10 minority and bilingual college students to librarianship by pairing them with 10 current staff members and providing group mentoring. DPL's 2007 LB21 program allowed the library to provide full scholarships for 18 racially and linguistically diverse students to earn master's degrees in library sciences. DPL's nine-month internal Leadership Academy trains staff members on topics related to library governance, finances, budgeting, marketing, facilities management, creating successful partnerships and innovation so libraries continue to meet community needs. DPL's New Americans Project, which supports immigrants and refugees, hires diverse community members as activity leaders; however, turnover is extremely high, as these roles are not full time or benefited positions. Last year, 27% left for another position at DPL, and 32% left for full-time jobs elsewhere. This has made DPL aware that there is a general lack of understanding about career pathways in the field of librarianship, which prevents low-level staff from growing in the field and limits interest among the community. The community's lack of interest in the field is reflected in Denver's lower than expected supply of library specialists, which is expected to continue to worsen—making it difficult for DPL to fill positions. In Denver, growth in the occupation was -4% between

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[1] Sonnie, A. (n.d.). *Advancing racial equity in public libraries: Case studies from the field.* Local and Regional Government Alliance on Race & Equity.

[2] Rosa, K. & Henke, K. (2018). *2017 ALA demographic study*. ALA Office for Research and Statistics.

[3] Denver Office of Economic Development. (2019). *Emsi occupational snapshot report for library specialists in Denver County*. Emsi Q1 2019 data set.

[4] Ibid.

[5] Institute for Museum and Library Services. (2017). *Positioning library and information science graduate programs for 21st century practice.* Retrieved from https://www.imls.gov/publications/positioning-library-and-information-science-graduate-programs-21st-century-practice

2013 and 2018, compared with the national average growth of 10%.[6] Adding to the challenge, there is not yet a comprehensive compilation of recommendations to address diversity challenges in the library field.

As DPL and other libraries expand the scope of their services well beyond books—offering critical community programs, such as out of school learning programs, English conversation support for immigrants and refugees, programs to help people experiencing homelessness access services—libraries' ongoing effectiveness requires that their policies, programs, staff and services reflect a true understanding of residents' lives. Unfortunately, this is a challenge for libraries in both Denver and the nation. Addressing these issues will help libraries remain relevant to their customers and build positive relationships with their communities. DPL's planning project will engage with and learn from people of diverse backgrounds who have firsthand experience with their community's unique strengths and challenges. DPL will use what it learns to create a menu of policies and implementation models to adopt over time to transform its own leadership and staff to be more reflective of the community it serves and create an inclusive culture so it can be more responsive to its constituents' needs. All project findings will be widely disseminated so libraries across the county will be able to learn from this work.

This work will build off the existing scholarship by the Government Alliance on Race and Equity (GARE) and several libraries, which have focused on recruiting young people of color to pursue a degree in library and information science by offering scholarships and hiring diverse master of library and information systems (MLIS) faculty[7] or helping existing library staff recognize implicit bias so they can promote racial equity. For example, many libraries have used that research to provide regular staff training on racial equity and social justice. Many libraries are experimenting with ways to make the public feel more welcome, such as having advisory councils where community members share their experiences and perspectives to plan programs, support fundraising and deliver services/programming. Research has also examined how to successfully engage communities of color. For example, Multnomah County Library operates a "We Speak Your Language" program to engage linguistically diverse communities. DPL proposes to build on those practices—expanding what is known about helping libraries create policies and implement action steps that will actively encourage people of color and those with lower socioeconomic status to enter the field of librarianship.

Although scholarship in this area is limited, there are a few examples of libraries that are addressing this issue, and DPL's project will analyze them to understand the local context that makes them successful, so that other libraries can analyze whether the same strategies are likely to work in their communities. For example, the **Urban Library Program** recruits individuals who had not considered a career in public libraries and provides them with professional mentoring and real-life job experiences. At **Hennepin County Library**, IMLS supported the creation of a cultural liaison position and volunteer community advocate program to strengthen connections with the Somali community. This approach is aligned with the community navigator or *promotora* model, centered on building relationships and trust, which could offer lessons to the library field. **Multnomah County Library** (MCL) developed a tool for analyzing job requirements without bias and is training its human resources staff to understand and reduce implicit bias in hiring and recruitment. MCL also hired a full-time equity and inclusion manager and required senior leaders to participate in an equity readiness survey. By measuring the level of shared understanding among management, this survey gave MCL vital information to guide internal capacity-building plans. MCL's executive management team now participates in monthly discussions on inclusion in the workplace, and all staff participate in ongoing learning opportunities. MCL also created positions known as Black Cultural Library Advocates to connect with the African American community.

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[6] Denver Office of Economic Development. (2019). Emsi occupational snapshot report for library specialists in Denver County. Emsi Q1 2019 data set.

[7] Black, K. (2018). Recruiting under-represented groups to librarianship. *Multicultural Learning and Teaching,* DOI: 10.1515/mlt-2017-0004.

DPL's project will also learn from **Saint Paul Public Library** (SPPL), which set a goal of increasing the diversity of its full-time workforce by 3%. It began by examining its hiring, retention and classification among library employees. The library found that a disproportionate number of part-time staff were people of color. SPPL created pathways to help part-time, temporary staff move into permanent positions. As a first step, SPPL created opportunities for part-time staff to combine part-time positions to become eligible for full-time benefits, a policy that DPL also uses. SPPL also changed its hiring policy to prioritize internal candidates for existing vacancies and to develop an internal talent pipeline. To accomplish this, SPPL increased the promotion of its professional development funds and invited managers to speak individually and collectively about opportunities to attend relevant trainings and attain financial support for a library-related degree or credential (associate, four-year, MLIS). To build its talent pipeline, SPPL hired 18 summer high school interns at entry- and intermediate-level positions. These youth are supported to become library aides as positions become available. By 2017, four staff members of color received financial assistance to earn a library credential (up from zero the prior year), and more staff members of color are attending conferences and other trainings.

Another library that has lessons of interest to DPL's project is **Seattle Public Library** (SPL), which is actively reviewing its racial equity practices and raising awareness about equity issues across its staff. For example, it now allows its staff greater flexibility in administering fines and fees procedures, and it determined the need to expand branch hours in lower-income and racially diverse neighborhoods. SPL also used an equity lens to define strategies for developing and advancing diverse staff, and reviewed and revised its diversity policy and procedures. It also applied an equity analysis using GARE's *Racial Equity Toolkit* across a number of programs, policies and procedures. In 2019, DPL went fine-free to address similar concerns.

SPL and MCL are two libraries who will serve on DPL's project steering committee so their expertise can inform this project and contribute to its success. These existing practices provide a good foundation to build upon. The DPL project remains necessary, however, because none of them provides a full analysis and best practices/recommendations for the entire library field.

DPL's planning grant for project type continuing education will address LB21's goals by providing a road map that will guide libraries in promising strategies to develop a diverse workforce of librarians to meet the changing learning and information needs of communities across America by recruiting and educating the next generation of library professionals. This will ultimately build the capacity of DPL and participating libraries to improve the wellbeing of their communities. It will also address the community catalysts project category by exploring and identifying the most effective and strategic ways to build libraries' capacity to develop a workforce that reflects the diversity of the community so they can better address community needs while promoting racial equity. This project will also deepen strategic relationships and collaboration with the libraries that will serve on the steering committee. This work will lead to participating libraries integrating best practices identified through this project's research and data analysis so that they increase equity, access and sustained community engagement.

At DPL, this work will further the goal of building community. One of DPL's four strategic initiatives in 2019 is diversity, equity and inclusion (DEI). As part of that effort, a DPL guiding principal is to hire, train and support a diverse staff that represents all facets of its community. DPL is in the process of conducting a staff perception and experience survey to assess current DEI needs. The results will inform the development of DPL's comprehensive DEI strategy. Following the Harwood Institute's Turning Outward practices, which rely on the community as the reference point to create change, DPL has also built internal capacity to engage the community to collaboratively design solutions that will ultimately empower Denver, its neighborhoods and communities to thrive. DPL has begun implementing this model by holding listening sessions at all 26 branches to learn each community's aspirations and needs, and this model will continue to guide DPL's work as it begins implementing strategies identified through this planning work. At the end of the one-year planning period, DPL will have identified goals for implementing internal systems to build a diverse workforce that can bridge

cultural gaps among people from different communities and ensure that all backgrounds are respected. This work will:
- Strengthen civic and cultural engagement by attracting and retaining diverse staff that is likely to understand specific communities' needs and deliver effective programming. Becoming a highly inclusive organization will allow DPL to become aware of different cultural nuances, and it will use this awareness to plan and implement community-responsive programs.
- Foster community health by having staff members that affirm that libraries are key community centers that actively promote access for everyone
- Increase equity and access and decrease social isolation by making everyone feel welcome
- Support economic vitality by creating a career path within the library field that pays a wage that supports staff retention

Project Design

Ultimately, the goal of *Building a Pipeline of Community Connection* is to determine practical, effective models that libraries can implement to ensure that people from populations historically underrepresented in librarianship can join and grow in the field, with a supportive, inclusive institutional culture. Building a staffing model that fosters DEI and values lived experience and authentic community relationships is valuable to all library systems, as well as cultural institutions, service organizations and community-focused businesses. Within this overarching goal, DPL will achieve the following outcomes:
- Outcome 1: DPL will identify models, strategies and policies to promote workforce diversity as a tool to create an inclusive work environment and achieve equity for people of all backgrounds, including communities of color and those of lower socioeconomic backgrounds and other minority populations.
- Outcome 2: Through the steering committee and a national symposium, DPL will establish a national network of libraries and local organizations that will share ideas, expertise and promising practices to create more inclusive and equitable library systems and hire and retain a workforce that reflects the community.
- Outcome 3: DPL will disseminate its findings nationally so other libraries can learn from and adopt/ adapt the strategic action steps described in the final report.
- Outcome 4: DPL's executive team will begin the process of implementing the findings of this planning work by identifying strategies it will adopt to raise awareness of the librarianship field among underrepresented community members, diversify its workforce and develop an inclusive culture.
- Outcome 5: DPL will create a well-defined career pathway leading to a position that requires a library-related degree or credential (AA, four-year, MLIS).

During the one-year planning period of *Building a Pipeline of Community Connection*, DPL and its partners from across the nation will undertake 12 core activities (described in the sequence in which they will occur) that will result in a menu of action steps that DPL and others can implement to address needs, gaps and opportunities to diversify their workforce.

First, DPL will **hire a part-time program coordinator to manage this project** and serve as liaison between the consultant, steering committee and internal staff. This position will be responsible for all project management, organizing and facilitating the steering committee, keeping the community informed about this work, supporting the consultant and summarizing all project information for required IMLS reports. This position will be posted and a candidate hired by September 30, 2019.

In August 2019, DPL's **national steering committee of peer libraries** will meet for the first time. The steering committee includes representatives from Multnomah County Library, Indianapolis Public Library, Seattle Public Library, Queens Library, and Cleveland Public Library. DPL will host four virtual meetings via Skype with its steering committee (three meetings before the symposium and one before the final finding report is released), with informal meetings for those attending the 2020 American Library Association (ALA)

Midwinter Meeting and the Public Library Association (PLA) Conference. In addition to these meetings, the steering committee will have active virtual engagement via an email group and wiki. Another major activity of the steering committee is to plan the symposium (described below).

To ensure that the steering committee is aware of other successful models and policies for promoting DEI in its workforce, the steering committee and the part-time DPL program coordinator will **conduct a national environmental scan of urban libraries and other nonprofit/government organizations in mid-size to large cities.** This work will begin in September 2019 and be completed by December 2019.

DPL will also **engage a consultant** with competency related to DEI issues and working with underrepresented communities. Minimum requirements for the consultant will include: experience working with diverse communities; creating program models including theories of change, logic models and evaluation models; conducting research processes and data analysis using both qualitative and quantitative methods, such as semi-structured interviews and surveys; facilitating strategic planning discussions and compiling clear and visually compelling reports. This consultant will be required to use a racial equity approach. DPL will start the process of identifying a consultant immediately upon grant award notification. Per City and County of Denver process, DPL will solicit at least three bids in September 2019 to identify a suitable consultant. Once a firm is identified, the contracting process with the city will take four to eight weeks. All key informant interviews will be completed by December 2019, and the consultant will present his/her interview findings to the steering committee.

The consultant will **interview current and past employees** whose own demographics reflect those underrepresented in DPL's workforce (immigrants and refugees, communities of color, those of lower socio-economic and educational attainment status). The interview will discuss what originally attracted them to the position at DPL, how their experience met or did not meet expectations, whether they had wanted long-term employment at DPL (and if not, why not), and what kinds of things DPL could have done that would have helped them consider a career in librarianship. This work is critical to better understand the target workforce's barriers to continuing on a career track within the library field, as well as their ideas about how DPL can promote workforce equity and a culture that reflects inclusiveness. The consultant will interview 15–20 current employees and 15–20 past employees. Interpretation services will be provided as needed so no one is excluded from participation.

In addition to conducting key informant interviews, the consultant will also **develop recommendations** for program models that might be implemented and suggestions for approaches to implementation, including theories of change, logic models, suggested measurement indicators for various models, data collection tools and data collection protocols. Examples of the types of issues the consultant will examine include how workplaces have analyzed their hiring process for unintended barriers that narrow the diversity of the applicant pool; how they have designed an equitable hiring process and trained managers to acknowledge implicit bias; how they included equity competencies in staff job descriptions; whether they have required representative/diverse hiring panels, including community members when possible; whether they have assessed staff onboarding to specifically acknowledge how the workplace values DEI; whether they provided mentors for new staff; whether they use an explicit career pathway to increase pay, benefits, responsibility, leadership and an MLIS or library credential; how they provided safe ways for staff of color to share feedback about challenges; and what policies and practices they employed to address workplace conduct issues immediately. These recommendations will be described in an initial report that will be shared with the steering committee in February 2020.

DPL will **convene and host a free, invitation-only symposium of up to 125 community and professional partners**, leveraging professional networks across health, immigrant and refugee services, workforce development and library fields to discuss initial findings of the steering committee's environmental scan and the consultant's interviews, and to share best practices about how to create a successful, diverse

workforce and inclusive workplace. This will be a daylong event that includes a keynote speaker, facilitation by the consultant, a presentation by the consultant of the findings to date and recommendations from the interview process, panel discussions and breakout sessions to dive deeper into particular issues that contribute to success promoting DEI. Because the need for a workforce that reflects the community is an issue that cuts across industries and organization types, DPL will invite a broad cross section of individuals working to increase DEI to the symposium. In addition to inviting library representatives, DPL will invite foundations working to promote DEI, such as the Colorado Health Foundation, Rose Community Foundation and Donnell-Kay Foundation/ReSchool; educational institutions, including Denver Public Schools' ACE Connect, Emily Griffith Technical College, Metropolitan State University of Denver; health providers, such as Centura Health; nonprofit organizations including the Government Alliance on Race and Equity, Focus Points and Colorado African Organization; and other organizations that are focusing on increasing DEI and "lived experience" (personal knowledge about issues that library customers face, e.g., behavioral health disorders, homelessness, discrimination) among its workforce, including Denver Metro Chamber of Commerce Workforce and Education Committee, Colorado Office of Economic Development and International Trade, CareerWise Colorado and REFORMA. Symposium attendees will take a pre-/post- symposium survey that will be used to help the consultant understand the areas that pose the greatest challenges or misunderstanding about this work, and the final report (described below) will include sections to provide more clarity about those issues.

Because the symposium will be a first-of-its-kind opportunity for discussion and exchange of information and ideas about DEI, DPL will help attendees maintain contact and continue to learn from each other by **creating a listserv**, which participants may opt out of if desired. The symposium will take place in April 2020, and the listserv will go live during the symposium.

The project will culminate in a **report that exists as both a printed and digital document** summarizing methodology used to conduct this work; environmental scan findings; key informant interviews; symposium presentations; the recommended processes and models to increase DEI among library systems' workforces; suggestions for implementing process changes; ways to address barriers to implementation and ways to mitigate those impediments; how to use a racial equity tool to analyze personnel policies and practices; how to create new policies; ways to consider different strengths within the library that could be leveraged to promote DEI; how to determine staff training needs; how to recognize necessary changes to library departments (e.g., policy changes within human resources, or communications and marketing department modification of outreach strategies to reach different communities); how to determine recommended systemwide/infrastructure changes; strategies for outreach and recruitment of diverse library professionals; ways to improve retention and advancement strategies, e.g., mentorship and requiring decision-making teams to include front-line staff; suggested librarianship career pathways beginning with entry-level positions or internships and culminating in positions requiring degrees; how to partner with higher education to offer classes leading to an MLIS in a format that people from lower socioeconomic backgrounds can access; and how to understand a community/ customer base by service area. To help libraries choose which actions to take, all of the solutions included in the report will be marked as short- or long-term opportunities and will note the difficulty of implementation and whether they are likely to require outside partnerships or funding. Although the final report will include an array of possible action steps from which libraries can choose, it is not intended to serve as a prescriptive road map of what each library must do to be successful. Rather, each library will assess the possible steps and determine which are appropriate to implement given its local context. Each library will be responsible for building consensus among its stakeholders on what steps it will take.

The final report and menu of action steps will be ready for **dissemination** in May 2020. To widely disseminate all findings from this project, all steering committee members will receive a copy of the final report for their own use and to distribute through their networks. All symposium attendees will receive the report via the listserv. DPL will also leverage its networks to disseminate its findings by developing a webinar to offer to other libraries that share similar goals around hiring diverse staff and implementing policies that will allow staff

to develop along a career pathway in the librarianship profession. Initially, these library networks include the American Library Association (ALA), the Public Library Association (PLA) and Colorado State Library (CSL), but this planning work will inform DPL if there are other libraries with which it should share findings. DPL will also offer to make presentations to groups and host conversations with people who are interested in this work, e.g., the Colorado Association of Libraries, which has an annual conference in September; REFORMA Colorado, the Colorado chapter of the national group representing Latinx librarians that has an annual conference in May and the ALA Annual Conference in June 2020 conference. DPL will also ask IMLS, ALA and PLA to support dissemination by putting the final report on their websites. DPL will also aim to share its findings with partners in the fields of museums, health and workforce development. The full report will be available on DPL's public website and internally through DPL's staff website. DPL will also provide a link to the digital copy of the report to the Colorado State Library. Because of the length of the full report, an executive summary will be available that could be shared with the public. The report will also be shared with non-library audiences, e.g., the Denver Metro Chamber of Commerce Education and Workforce Committee, Denver Office of Economic Development Workforce Services, and local and national foundations interested in work to promote workforce diversity.

DPL will use this report to further this work specifically within its library system. DPL's existing executive team (composed of the city librarian, chief of staff, central library administrator, director of finance and facilities, director of human resources, director of communications and community engagement, director of neighborhood services and director of collections, technology and strategy) will conduct rigorous data analysis, review the recommendations in the final report and **decide which actions to implement** to address DPL's specific equity-related goals and challenges. At the executive team's weekly meetings, it will also develop a plan to introduce the coming changes to existing staff, create an internal committee of representative staff to consider how new policies might impact practice, and involve DPL's human resources team to adjust job descriptions and include DEI qualifications in hiring announcements. The executive team will also solicit input about these considered changes from DPL's committee on services to immigrants and refugees and its DEI committee. The executive team will also integrate its decisions into DPL's Charting the Course 10-year strategic planning initiative. This work will take place between May 2020 and August 2020.

To **build consensus among staff** about the need for the upcoming changes to build a diverse workforce and support a culture of inclusiveness throughout DPL, the executive team will share the full report, its decisions and reasoning on DPL's internal staff website (Staffweb), where any staff member can post questions or open a discussion. The consultant will also make presentations to all DPL staff about the findings in the report, and the executive team will implement required training sessions as part of the agreed-upon action steps. For example, it is likely that all staff will participate in training related to using a racial equity framework to understand racial equity and inequity, implicit and explicit bias, and individual, institutional and structural racism. This work will take place from May 2020 through August 2020. Further, DPL is currently in the process of conducting a staff perception and experience survey around DEI issues; the results will also inform this work.

The intended audiences for this work are DPL and other libraries and potentially other public sector organizations that want to have a workforce that reflects their community. Representative perspectives from libraries across the country will be incorporated during the steering committee's environmental scan. The symposium will also provide a venue for external input from a wide variety of libraries, community-based organizations and municipalities to share their expertise and promising practices about promoting workforce diversity. The steering committee members have also been selected to incorporate the perspectives of libraries that have embarked on this work throughout the country, including those in the early stages as well as those that are closer to achieving their DEI-related goals.

DPL designed the proposed schedule to provide some flexibility to make course corrections as needed to achieve success. Throughout this planning project, DPL's program coordinator will be responsible for ensuring

that the project activities are progressing on schedule and alerting the steering committee if the consultant is experiencing any delays that would impact the timing of the symposium or completion of the final report. To ensure that the consultant is capable of meeting deadlines, DPL's hiring committee will look for evidence that the candidate is detail-oriented and has experience managing grant-funded project schedules. The program coordinator will report to the project director, who is ultimately responsible for completion of all project deliverables (interim report, final report, listserv creation, marketing materials for the symposium). Also, DPL's project director has experience managing grants and will be able to offer solutions and support to the program coordinator as needed.

This project includes an ***outcome evaluation*** to measure whether the symposium increased the audience's knowledge about available promising practices to address workforce diversity. As part of the registration process, DPL will ask individuals to complete a brief online survey to assess their understanding and attitudes about having a workforce that reflects their library's community, as well as what they would consider promising strategies to address that issue. Attendees will be reassessed using the same survey at the end of the symposium to measure whether their knowledge and attitudes changed. In addition, DPL will collect any performance measure data required by IMLS.

A risk associated with this project is the possibility that no former DPL employees will agree to be interviewed by the consultant. To mitigate this risk, DPL will compensate participants for their time and will rely on the good relationships that DPL has with former staff of its New Americans Program, which employs staff who speak 15 languages, including Spanish, French, Somali, Arabic and Vietnamese. DPL will also leverage its human resources department to help identify current and former employees who would have lived experiences to contribute as key informants. This project also assumes that other library systems will find this work important to further the librarianship field but a risk is that few people will attend the symposium. To help mitigate this, DPL will hold the symposium in a month when the weather will not make travel difficult. DPL will also leverage its reputation for valuing lived experience in hiring peer navigators and its great relationships with other libraries and community-based organizations to market and recruit attendees. Further, this project reflects a current topic that most organizations are interested in, both in and out of the library field, so DPL will capitalize on its timeliness. Fifty-eight percent of respondents to a recent survey in Denver were interested in designing a comprehensive diversity strategy to become more inclusive.[8] In addition, included with this proposal are letters of support from nine organizations indicating their intent to attend the symposium should this project be funded. The final risk is that the individuals who agree to serve on the steering committee will not fully engage in the work. DPL has mitigated this risk by vetting prospective candidates to ensure that their past work in this area is indicative of their continued interest in the topic; letters of support are included from the five confirmed steering committee members.

Diversity Plan

DPL will engage diverse participants throughout all aspects of this planning project. DPL reviewed its staff's demographics and identified that its underrepresented library workforce includes those identifying as Spanish-speaking people, African Americans, Latinxs, Asian Americans, Arabs Americans and Native Americans. DPL is also interested in recruiting interviewees who have specific community connections that will enrich the library's workforce, e.g., behavioral health connections and populations with lower socioeconomic status.

First, DPL will reach out to and recruit past and current employees that represent a wide variety of backgrounds, including those with lived experiences and demographics reflecting staff underrepresented on DPL's workforce. By conducting the key informant interviews with past employees, DPL will seize on the opportunity to hear directly from individuals from underrepresented communities about the challenges they face

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[8] Denver Foundation. (n.d). *Inside inclusiveness: Race, ethnicity and nonprofit organizations*.

continuing to work in the library field. For example, DPL intentionally recruited and hired people speaking languages other than English and with lived experience as immigrants or refugees as activity leaders for immigrants and refugees participating in DPL's New Americans Program, but these positions have had high turnover (they lack benefits, job security, consistent schedules and access to retirement savings and other forms of long-term economic security), so these past employees will be interviewed. In addition, often the positions that the activity leaders left for do not have pathways to becoming librarians, so DPL wants to understand whether they would pursue another position at the library if it had a better career path. These will be critical voices to help DPL, the steering committee, and the consultant identify solutions that are likely to be effective at building this pipeline of library workers.

Second, the representatives on the steering committee were recruited based on their demonstrated commitment to increasing diversity within the library field.

Third, symposium attendees will come from across the community, bringing a wide variety of perspectives, and many will work for libraries or community-based organizations that have a mission to serve diverse communities. DPL will also invite symposium speakers with expertise in supporting library inclusivity to increase the knowledge of all attendees about how to modify their policies and practices to increase the diversity of their workforce. The consultant will also have experience working with diverse communities. Another way that this project will engage diverse perspectives is to leverage the staff perception survey that DPL's DEI committee is conducting. This survey will help DPL understand how aware its existing staff members are about inclusion and diversity issues and what their experiences have been with DPL's internal culture. The results of this survey will be available in June 2019, and those findings will be considered in tandem with this project's research.

Broad Impact

The impact of DPL's planning project will be felt nationally across libraries and organizations interested in this work, beginning with those participating on the steering committee and attending the symposium. Although a few libraries have examined ways to create a more inclusive work culture by diversifying their staff, that work was highly focused on and contextualized to their particular community and/or was a part of a larger, citywide initiative to promote DEI. Recognizing that those solutions may not be right beyond their particular locations, DPL's project is designed to be helpful to any library or organization that wants to consider an array of recommendations for short-term and long-term changes to policies and practices that can be analyzed for their appropriateness given unique, local conditions.

DPL will share strategies that are thoughtfully vetted and collaboratively determined to have promise in a variety of local contexts. To promote broad impact, this project will create a menu of adaptable options to ultimately improve community engagement through diversifying libraries' workforces so they better reflect the demographics of the surrounding neighborhoods. In engaging a consultant, national and community partners, and internal staff teams, libraries across the nation will be able to use this report to guide their implementation of an array of practices and policies that can be applied to their particular local context and needs, allowing them to be able to immediately begin to institutionalize research-based strategies that will help them develop their own DEI work plans to strengthen civic and cultural engagement and foster community health. DPL anticipates that its dissemination work will also enable this planning project to have an impact well beyond those immediately involved in this planning work. Additionally, the network of library professionals that is created through this project's steering committee and symposium attendees will create new ways to share what libraries are learning about how to successfully diversify their workforce, which will lead to systemic, national change. This implementation "road map" will help libraries implement solutions to challenges that have plagued the field for decades with regard to developing a diverse workforce of librarians and an inclusive workplace culture.

DPL designed the proposed planning project with sustainability in mind. Because DPL is seeking a planning grant, all of the proposed activities will be complete within one year, so no funding is required to sustain them. However, this project will lead directly into the implementation of strategies to help DPL meet its short- and long-term goals to diversify its workforce. DPL's executive team will determine which of those strategies to pursue and identify whether funding or additional partnerships are necessary. If funding is required, DPL will leverage its successful track record of securing financial support that enabled it to scale previous pilot programs. For example, DPL was able to leverage funding from the City and County of Denver to fund six part-time peer navigator positions from three original positions that were 100% grant funded. DPL has also been able to attract funding from foundations, and the symposium will provide a way for prospective donors and funders to learn about this work.

SCHEDULE OF COMPLETION

Activity	Month											
	9/19	10/19	11/19	12/19	1/20	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Hire a part-time program coordinator	▓											
Meetings of the national steering committee (via Skype)	▓		▓		▓		▓				▓	
Steering committee conducts a national environmental scan	▓	▓	▓	▓								
Hire consultant		▓										
Consultant interviews current and past DPL employees			▓	▓								
Informal meetings at American Library Association Midwinter and Public Library Association conferences						▓	▓					
Consultant conducts research to develop recommendations for program models and writes initial report				▓	▓	▓	▓					
Host symposium								▓				
Analyze evaluation results from pre-/post-survey of knowledge and attitudes of symposium attendees								▓				
Consultant finalizes the report									▓			
Presentation at REFORMA Colorado conference									▓			
Presentation at American Library Association conference										▓		
Dissemination of the report (webinars, conference presentations, websites, etc.)									▓	▓	▓	▓
DPL's executive team determines actions to implement									▓	▓	▓	▓
Training and consensus building among DPL's staff									▓	▓	▓	▓

DIGITAL PRODUCT FORM

Introduction

The Institute of Museum and Library Services (IMLS) is committed to expanding public access to federally funded digital products (e.g., digital content, resources, assets, software, and datasets). The products you create with IMLS funding require careful stewardship to protect and enhance their value, and they should be freely and readily available for use and re-use by libraries, archives, museums, and the public. Because technology is dynamic and because we do not want to inhibit innovation, we do not want to prescribe set standards and practices that could become quickly outdated. Instead, we ask that you answer questions that address specific aspects of creating and managing digital products. Like all components of your IMLS application, your answers will be used by IMLS staff and by expert peer reviewers to evaluate your application, and they will be important in determining whether your project will be funded.

Instructions

All applications must include a Digital Product Form.

☐ Please check here if you have reviewed Parts I, II, III, and IV below and you have determined that your proposal does NOT involve the creation of digital products (i.e., digital content, resources, assets, software, or datasets). You must still submit this Digital Product Form with your proposal even if you check this box, because this Digital Product Form is a Required Document.

If you ARE creating digital products, you must provide answers to the questions in Part I. In addition, you must also complete at least one of the subsequent sections. If you intend to create or collect digital content, resources, or assets, complete Part II. If you intend to develop software, complete Part III. If you intend to create a dataset, complete Part IV.

Part I: Intellectual Property Rights and Permissions

A.1 What will be the intellectual property status of the digital products (content, resources, assets, software, or datasets) you intend to create? Who will hold the copyright(s)? How will you explain property rights and permissions to potential users (for example, by assigning a non-restrictive license such as BSD, GNU, MIT, or Creative Commons to the product)? Explain and justify your licensing selections.

A.2 What ownership rights will your organization assert over the new digital products and what conditions will you impose on access and use? Explain and justify any terms of access and conditions of use and detail how you will notify potential users about relevant terms or conditions.

A. 3 If you will create any products that may involve privacy concerns, require obtaining permissions or rights, or raise any cultural sensitivities, describe the issues and how you plan to address them.

Part II: Projects Creating or Collecting Digital Content, Resources, or Assets

A. Creating or Collecting New Digital Content, Resources, or Assets

A.1 Describe the digital content, resources, or assets you will create or collect, the quantities of each type, and the format(s) you will use.

A.2 List the equipment, software, and supplies that you will use to create the content, resources, or assets, or the name of the service provider that will perform the work.

A.3 List all the digital file formats (e.g., XML, TIFF, MPEG) you plan to use, along with the relevant information about the appropriate quality standards (e.g., resolution, sampling rate, or pixel dimensions).

B. Workflow and Asset Maintenance/Preservation

B.1 Describe your quality control plan. How will you monitor and evaluate your workflow and products?

B.2 Describe your plan for preserving and maintaining digital assets during and after the award period of performance. Your plan may address storage systems, shared repositories, technical documentation, migration planning, and commitment of organizational funding for these purposes. Please note: You may charge the federal award before closeout for the costs of publication or sharing of research results if the costs are not incurred during the period of performance of the federal award (see 2 C.F.R. § 200.461).

C. Metadata

C.1 Describe how you will produce any and all technical, descriptive, administrative, or preservation metadata. Specify which standards you will use for the metadata structure (e.g., MARC, Dublin Core, Encoded Archival Description, PBCore, PREMIS) and metadata content (e.g., thesauri).

C.2 Explain your strategy for preserving and maintaining metadata created or collected during and after the award period of performance.

C.3 Explain what metadata sharing and/or other strategies you will use to facilitate widespread discovery and use of the digital content, resources, or assets created during your project (e.g., an API [Application Programming Interface], contributions to a digital platform, or other ways you might enable batch queries and retrieval of metadata).

D. Access and Use

D.1 Describe how you will make the digital content, resources, or assets available to the public. Include details such as the delivery strategy (e.g., openly available online, available to specified audiences) and underlying hardware/software platforms and infrastructure (e.g., specific digital repository software or leased services, accessibility via standard web browsers, requirements for special software tools in order to use the content).

D.2 Provide the name(s) and URL(s) (Uniform Resource Locator) for any examples of previous digital content, resources, or assets your organization has created.

Part III. Projects Developing Software

A. General Information

A.1 Describe the software you intend to create, including a summary of the major functions it will perform and the intended primary audience(s) it will serve.

A.2 List other existing software that wholly or partially performs the same functions, and explain how the software you intend to create is different, and justify why those differences are significant and necessary.

B. Technical Information

B.1 List the programming languages, platforms, software, or other applications you will use to create your software and explain why you chose them.

B.2 Describe how the software you intend to create will extend or interoperate with relevant existing software.

B.3 Describe any underlying additional software or system dependencies necessary to run the software you intend to create.

B.4 Describe the processes you will use for development, documentation, and for maintaining and updating documentation for users of the software.

B.5 Provide the name(s) and URL(s) for examples of any previous software your organization has created.

C. Access and Use

C.1 We expect applicants seeking federal funds for software to develop and release these products under open-source licenses to maximize access and promote reuse. What ownership rights will your organization assert over the software you intend to create, and what conditions will you impose on its access and use? Identify and explain the license under which you will release source code for the software you develop (e.g., BSD, GNU, or MIT software licenses). Explain and justify any prohibitive terms or conditions of use or access and detail how you will notify potential users about relevant terms and conditions.

C.2 Describe how you will make the software and source code available to the public and/or its intended users.

C.3 Identify where you will deposit the source code for the software you intend to develop:

Name of publicly accessible source code repository:

URL:

Part IV: Projects Creating Datasets

A.1 Identify the type of data you plan to collect or generate, and the purpose or intended use to which you expect it to be put. Describe the method(s) you will use and the approximate dates or intervals at which you will collect or generate it.

A.2 Does the proposed data collection or research activity require approval by any internal review panel or institutional review board (IRB)? If so, has the proposed research activity been approved? If not, what is your plan for securing approval?

A.3 Will you collect any personally identifiable information (PII), confidential information (e.g., trade secrets), or proprietary information? If so, detail the specific steps you will take to protect such information while you prepare the data files for public release (e.g., data anonymization, data suppression PII, or synthetic data).

A.4 If you will collect additional documentation, such as consent agreements, along with the data, describe plans for preserving the documentation and ensuring that its relationship to the collected data is maintained.

A.5 What methods will you use to collect or generate the data? Provide details about any technical requirements or dependencies that would be necessary for understanding, retrieving, displaying, or processing the dataset(s).

A.6 What documentation (e.g., data documentation, codebooks) will you capture or create along with the dataset(s)? Where will the documentation be stored and in what format(s)? How will you permanently associate and manage the documentation with the dataset(s) it describes?

A.7 What is your plan for archiving, managing, and disseminating data after the completion of the award-funded project?

A.8 Identify where you will deposit the dataset(s):

Name of repository:

URL:

A.9 When and how frequently will you review this data management plan? How will the implementation be monitored?