



The Seattle Public Library

MEMORANDUM

Date: Dec. 17, 2020

To: The Seattle Public Library Board of Trustees

From: Marcellus Turner, Executive Director and Chief Librarian
H. Alex Yoon, Director of Administrative Services
Nicholas Merkner, Finance and Operations Analysis Manager

Subject: **Proposed 2021 Operations Plan**

The Revised Code of Washington (RCW 27.12.240) and the City Charter (Article XII, Section 5) grant the Board of Trustees "exclusive control of library expenditures for library purposes." The Library Board adopts an annual Operations Plan in December after the City Council approves the Library's operating and capital budget appropriations. On Nov. 23, 2020, the City Council approved the 2021 budget, including \$78 million in operating and \$9 million in capital budget appropriations for the Library. Council appropriations included \$22 million in operating support and \$8.8 million in capital funding provided by the 2019 Library Levy.

We reviewed the Operations Plan framework at your October Library Board meeting, and brought the first draft of the document to the November board meeting. The enclosed document reflects board feedback and comments collected during those periods. The Operations Plan also summarizes 2021 grant awards provided by The Seattle Public Library Foundation, as well as Library gift funds that enhance our ability to provide high quality innovative Library programs and services for Seattle residents.

Enclosure: Proposed 2021 Operations Plan

Action Required/Requested: Library Board approval of 2021 Operations Plan at December 17, 2020 Library Board meeting. Comments or feedback welcome.



The Seattle Public Library

2021 Operations Plan

Development of the 2021 budget brought with it an extreme and unprecedented fiscal challenge due to the global COVID-19 pandemic and the corresponding economic fallout. The City, along with other local, state, and federal governments faced serious revenue constraints that trickled down to many departments—The Seattle Public Library included. The 2021 Operations Plan reflects this challenge while also considering future uncertainty the organization will have to navigate.

While 2021 would typically be the first year of a new biennium, owing to the pandemic, the City has instead opted for 2021 to be a standalone budget year. This will also mark the second year of a seven year, voter-approved, \$219.1 million Library Levy. This plan summarizes information about ongoing Library operations.

The Library Board is responsible for monitoring Library funds appropriated through the City's budget. The Library Board Policy on Race and Social Justice and the City of Seattle's Race and Social Justice Initiative—a commitment to eliminate racial disparities and achieve racial equity—guide the use of these funds and all aspects of Library operations, with a particular emphasis on ensuring programs and services equitably serve communities of color. In 2021, staff will review monthly revenue and expenditure reports for the Operating Fund with the Library Board.

Overview of the 2021 Operations Plan relative to the Adopted 2020 Plan

To provide a comprehensive picture of the Library's 2021 planned spending, the Operations Plan includes both the Operating and Capital Budget, which combine funding resources appropriated through the City's 2021 Adopted Budget (General Fund and Real Estate Excise Tax (REET) revenues, levy funds, and Library-generated income), in addition to resources from Library gift funds and grant awards provided by The Seattle Public Library Foundation.

The 2021 Library budget across all funding sources—including private gift and grant support—is \$91.9 million. This amount is \$200,000 higher than the prior year (a 0.1% change). Looking at this solely from a dollars and cents perspective can be misleading as at first glance it appears as though operations will largely continue as usual. The 2021 Library Operating Budget faces a significant General Fund reduction that forced a dramatic reduction to Library programs and services for the coming year; however, the 2021 Capital Budget increased with additional levy funding as laid out in the 2019 Library Levy plan. At a high level, the Library's 2021 \$91.9 million budget reflects the following key year-to-year changes:

Operating Budget Changes:

- Library General Fund support was reduced by \$5.8 million (10% cut from 2020)
- 2021 adjustments to Central Costs, annual wage increases, benefit rate changes, healthcare costs, and other inflationary changes added \$1.9 million in operating resources. These General Fund resources are largely dedicated to designated cost pools and do not carry programming flexibility.

- The Library Board approved use of \$138,000 in 2012 Library Levy fund balance to offset cuts to digital materials and streaming services that would have otherwise occurred.

Capital Budget Changes:

- Library Levy capital support increased by \$4.1 million. These resources fund the continuation of work on the Green Lake Branch seismic retrofit project and the beginning phase for replacement of the Integrated Library System.
- REET capital project support had a net reduction of \$178,000

A summarized view of year-to-year changes are provided as Attachments 1 and 2.

COVID-19

The COVID-19 pandemic has impacted City operations and destabilized City finances. Revenues have dropped significantly owing to business closures and drops in tourism, compounded further by increased expenses associated with operating in a public health crisis environment. The combination of significantly reduced revenues and increased spending resulted in a 2021 deficit in the range of hundreds of millions of dollars. In response to this, the City Budget Office requested all departments reduce costs for 2021—the cut to Library General Fund support was \$5.8 million (approximately 10% from the prior year). Additionally, owing to emergency Citywide major capital repair projects, decreased construction and building sale activity, 2021 REET support was cut by \$360,000 over the amount initially endorsed. An overview of 2021 COVID-19 budget cuts is included on Attachment 3.

We know from experience that libraries are heavily used during challenging economic times. They are the safety net for residents in every neighborhood, but are particularly critical for those who have few other options for indoor respite during the day. The budget reductions taken by the Library for 2021 were extremely difficult and are not sustainable over the long-term considering the negative impacts they carry. Partnership with the City to restore these resources to the Library baseline will be critical as the economy recovers.

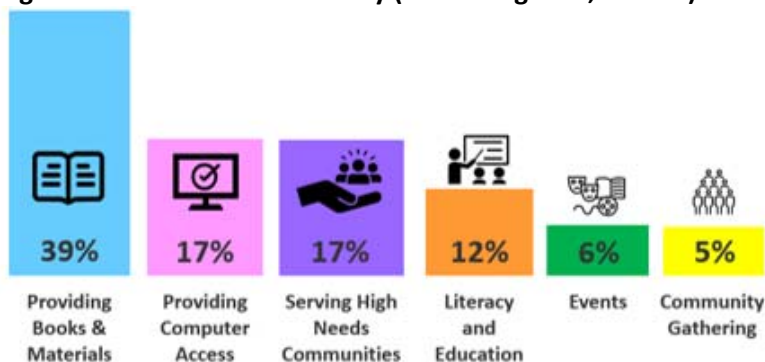
Library Board Budget Actions

The Library Board of Trustees approved an emergency deferral of hours and programming expansions funded as part of the voter-approved 2019 Library Levy. \$1.36 million in support for hours and program expansions have been redeployed to offset staffing reductions that would have otherwise been required to achieve the City General Fund cut. Additionally, the Library Board has approved use of 2012 Library Levy fund balance to restore a \$138,000 cut to digital materials and streaming services.

Priority Areas within Library Operations

In 2018, the Library undertook an assessment of its programs and services to inform and guide the future direction of the Library. The Library solicited community feedback in the form of a survey—with the intent to gain an understanding of satisfaction with existing Library services and measure interest for new services. This survey was offered in English and the City's seven first-tier languages (Spanish, Vietnamese, Cantonese, Mandarin, Somali, Tagalog, and Korean). More than 26,000 responses were collected and the following results emerged regarding the role of the Library:

Figure 1: The Role of the Library (% Ranking First; Extract)



These results helped frame how resources should be aligned as part of the 2019 Library Levy, along with the future direction of the organization. The priority areas were narrowed down to include:

- Keep libraries open when patrons need them
- Provide a robust collection of books and materials
- Improve computer and online services
- Expand early learning programs for children ages 0 - 5
- Maintain our buildings for the next generation

The subsequent sections provide information on key incremental changes across our priority areas.

Hours and Access

Library open hours mean access to technology, collections and resources, programs, and knowledgeable staff for information and referral. To this end, public services staff are versed in the role the Library plays in creating a more equitable community with increased opportunity for low income and historically marginalized individuals and families in Seattle. The Library's largest expenditure is related to personnel, representing \$62.7 million, or 68% of total Library resources. The most impactful change regarding Library hours is as follows:

- **(\$1,722,000) net reduction for Library open hours**
Consists of \$3,082,000 General Fund cut and a one-time Library Board approval redeploying \$1,360,000 of 2019 Library Levy resources from hours and programming expansions.

Reductions to open hours create barriers that prevent people of all ages and backgrounds from accessing essential Library services—particularly so for underserved populations. When a library branch reduces hours, everyone in that neighborhood has fewer opportunities to look for work, improve employment skills, check out materials, use free computers, and attend free literacy and educational programs. In addition, we know from past hours cuts that certain Library users are more heavily impacted; women and young people said they were not comfortable taking a bus across town to use an alternative branch location, and working parents and families found the reduced hours to be a barrier.

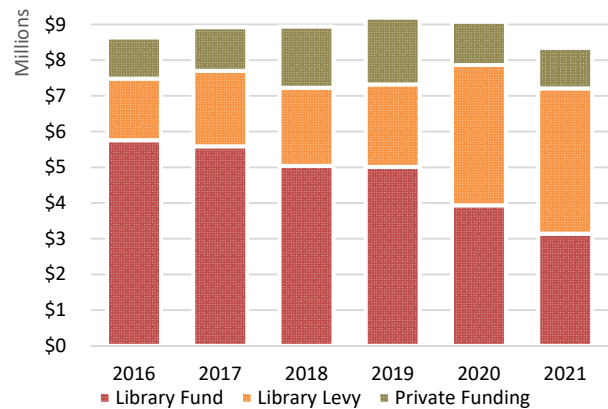
The decision to reduce open hours is an extremely difficult one that carries many negative repercussions. To stave off a portion of these cuts, the Library Board approved a one-time, emergency redeployment of 2019 Library Levy resources. It is important to recognize that without reinstating cut General Fund resources related to personnel, the Library will not be able to follow through on voter-approved levy commitments to expand Library open hours.

Providing Books and Materials

Seattle residents borrow nearly 12.6 million items each year. In recent years, the Library has applied an equity lens to collection audiences, categories, and formats while also focusing acquisitions on titles that reflect underrepresented voices, including those from people of color, the LGBTQ community, and other marginalized groups.

The Library provides over \$9.8 million (11% of the overall budget) to support the purchase of books and materials, and the movement of those materials across the system. These resources are provided from a combination of General Fund, Library Levy, private gifts, and Foundation grants (a summary of which can be seen in Figure 2). The key change to the 2021 books and materials budget is:

Figure 2: Books & Materials by Funding Source



- **(\$670,000) net reduction to digital and physical materials collection**

Consists of \$808,000 General Fund cut and a \$138,000 Library Board approved assignment of 2012 Library Levy fund balance for digital materials and streaming services.

Recognizing the important role digital materials play in providing access to the Library's collection when buildings are closed, the Library Board approved use of \$138,000 in 2012 Library Levy fund balance to offset cuts to digital materials and streaming services that would have otherwise occurred.

Technology and Online Services

The digital environment provides increasing opportunities to participate in the information society, although individuals can face serious barriers to access. These barriers, often referred to as the digital divide, may include a lack of affordable internet connectivity, lack of internet ready devices, or a lack of skills, knowledge, or means to access digital resources.

According to a recent Library survey, 32% of Seattle residents said they relied on Library computers or Wi-Fi networks to access the internet and other digital resources. The Library provides free access to over 990 public use digital devices (desktop computers, laptops, and tablets) that can be used to search online resources, connect to the internet, or use popular software. The Library provides free wireless internet access, which has experienced exponential growth as patron preferences shift toward mobile access—and patrons can use their Library card to check out a portable Wi-Fi hotspot. The key changes to the 2021 technology budget are:

- **(\$293,000) reduction to Library computing**

This reduction impacts purchases of new public desktop computers, staff computing devices, cuts to software licenses and computing support. This reduction will require lengthening the lifecycle of existing devices, while also requiring ongoing management of existing devices to repurpose older machines for less intensive tasks. Repurposing out of

date technology introduces business continuity risk, while also limiting the Library in its ability to respond to or take advantage of newly emerging technologies.

- **\$2,000,000 for Integrated Library System replacement (year 1)**

The Integrated Library System runs all of the collections, lending, and patron activity for the Library. The current system has been in use since 2005 and funding to replace this critical business component was included as part of the 2019 Library Levy.

Literacy and Early Learning

Libraries play an important role in fostering literacy, particularly for those who have historically had barriers to access, such as immigrants and refugees, and those just developing literacy skills, such as preschool and elementary students. The key change to this priority area for 2021 is:

- **(\$146,000) reprogrammed from deferred levy-funded youth programming and support**

Additional Play and Learn programs were originally slated to start in June 2020, but have been delayed due to our building closures. The Library will also defer launching a levy-funded community resource specialist program for youth. The launch of these programs will be delayed until July 2021. Savings will be reprogrammed to offset General Fund reductions and to hire a project manager to support K-5 remote learning in Seattle Public Schools.

Building and Facility Support

Our buildings provide a forum where patrons can read or study in a comfortable environment, listen to interesting and engaging speakers, participate in meaningful community events, or find daytime respite. \$13.5 million, or 15% of Library resources support keeping our facilities open, clean, and welcoming to all. Key changes to the 2021 facilities and capital improvement budget are:

- **(\$348,000) reduction to Library building maintenance and facility support**

This reduction will result in decreased exterior maintenance and cleanings of the Central Library and neighborhood branch locations, and is expected to result in delays for responding to building maintenance issues.

It is worth noting the Central Library will be celebrating its 17-year anniversary in 2021, and many Library buildings renovated by the 1998 voter-approved Libraries for All capital bond measure are now over 20 years old. Owing to the unique and iconic nature of these buildings, they are in need of careful oversight and ongoing maintenance to protect the public investment. The facilities team manages an ever growing backlog of necessary building work, and these reductions to building maintenance capacity can begin to place our existing assets at risk.

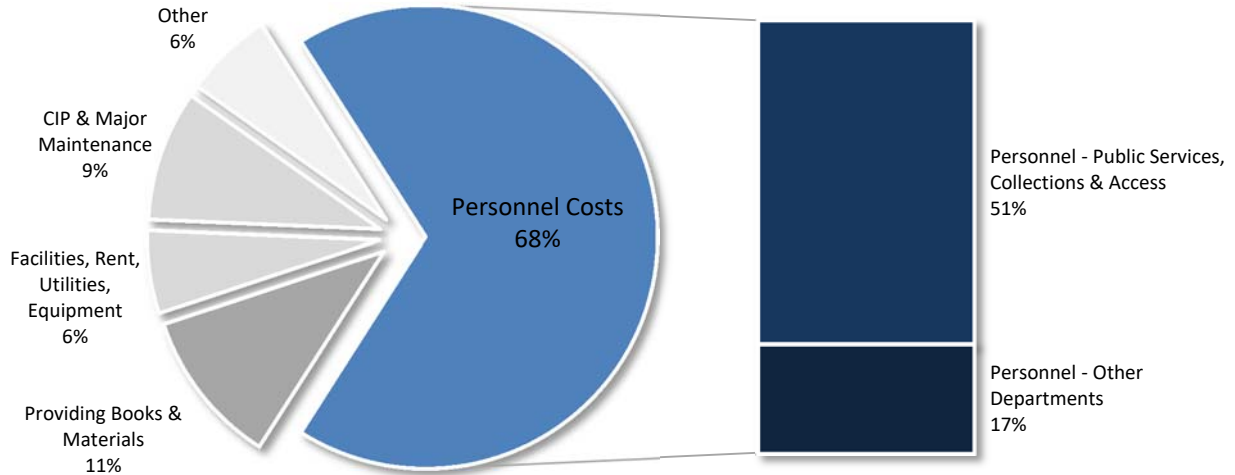
- **\$3,000,000 for Green Lake Branch seismic retrofit (year 2)**

Year two of funding for the Green Lake Branch seismic retrofit project, which will continue with planning and design for an early 2022 construction start.

Operations Plan Overview by Personnel, Collections, and Buildings

The Library supports the aforementioned priority areas by way of: 1) personnel, 2) books and materials, and 3) buildings. Relative investments of Library resources among each of these categories are shown below, with department level budget information included as Attachment 1.

Figure 3: Library-wide Proposed Budget

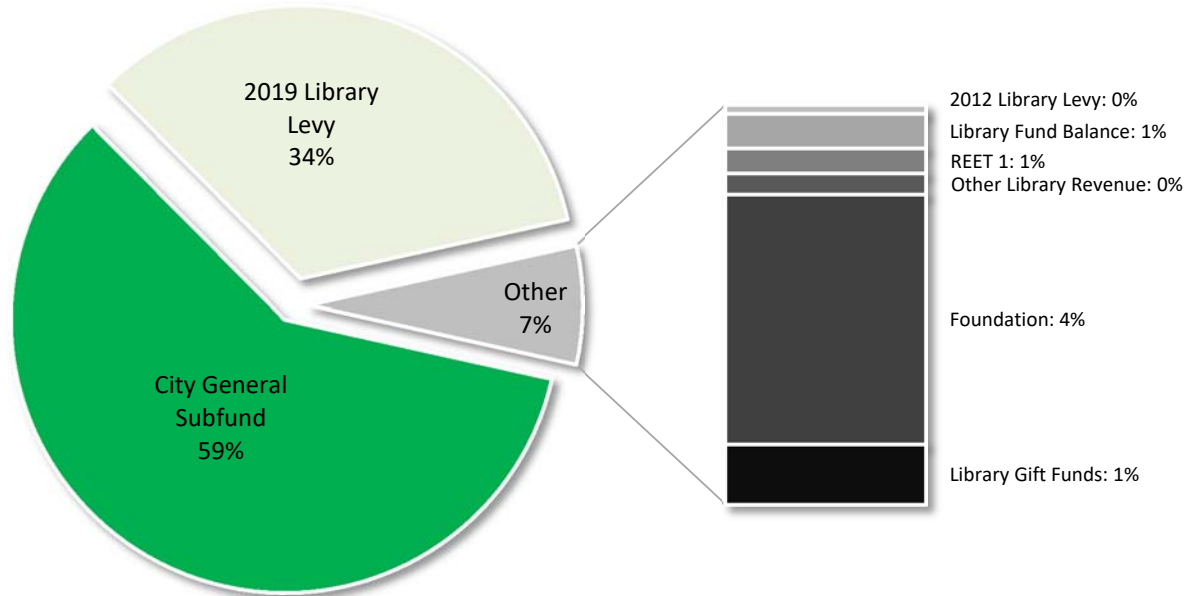


Amounts in \$1,000s	2021 Proposed	% of Total
Personnel		
Public Services, Collections & Access	\$46,613	51%
All Other Departments	\$16,038	17%
Sub-Total	\$62,650	68%
Providing Books and Materials		
Books & Materials Collection	\$8,734	10%
Collection Processing & Distribution	\$1,116	1%
Sub-Total	\$9,850	11%
Buildings		
Utilities, Maintenance, Rent, Equipment	\$5,214	6%
Capital Improvements & Major Maintenance	\$8,283	9%
Sub-Total	\$13,497	15%
Other		
Direct Programming Supplies	\$1,393	2%
City Central Costs	\$2,445	3%
Software	\$680	0%
Other	\$1,361	1%
Sub-Total	\$5,879	6%
Total	\$91,876	

Operations Plan Highlights by Funding Source

The design and development of the Library budget occurs against a backdrop of equity impacts associated with the City Language Access Plan (Library plan included as Attachment 4), as well as the City’s Race and Social Justice Initiative and the Library Board Policy on Race and Social Justice (Attachment 5). Library operations are supported by three main funding sources: City appropriation of General Fund support, an annual allocation from the seven-year, voter-approved Library Levy, and private gift funds—which include annual grants from The Seattle Public Library Foundation.

Figure 4: Operations Plan by Funding Source



Amounts in \$1,000s	2020 Adopted	2021 Proposed	% Change
Operating Fund			
City General Sub-fund	\$58,876	\$54,302	-8%
2019 Library Levy (Operating)	\$21,185	\$22,343	5%
2012 Library Levy (Operating)	-	\$138	100%
Other Library Revenue	\$866	\$307	-65%
Interdepartmental Support	\$26	\$26	-
Use of Library Fund Balance	-	\$559	100%
Operating Fund Sub-Total	\$80,953	\$77,675	-4%
CIP			
2019 Library Levy (CIP)	\$4,701	\$8,837	88%
REET I (CIP)	\$578	\$400	-31%
CIP Sub-Total	\$5,279	\$9,237	75%
Gifts and Grants			
Seattle Public Library Foundation*	\$4,062	\$4,000	-2%
Gift Funds (Balch, Bunn, other)	\$1,455	\$964	-34%
Gifts and Grants Sub-Total	\$5,517	\$4,964	-10%
Total	\$91,749	\$91,876	0%

* Grant awards approved by The Seattle Public Library Foundation Board of Directors

General Fund

As previously discussed, the COVID-19 pandemic destabilized City revenues and resulted in reductions to General Fund support Citywide. For the Library, this resulted in a \$5.8 million cut to General Fund resources. A reduction of this magnitude cut across the entire organization and resulted in reductions to travel and training, technology purchases, the physical and digital materials collection, building maintenance and facility support, and staffing support.

Even with the 2021 budget cut, the Library is still largely supported by the General Fund, with 59% of resources being provided via this source (down from 64% in 2020)—this is to say that the Library’s financial well-being is closely tied to the performance of the local and national economy. As an economic recovery begins to take shape, it will be essential for the organization to advocate with the City regarding restoration of funding that has been lost.

Amounts in \$1,000s	2020 Adopted	2021 Proposed	% Change
Hours & Access	\$28,598	\$25,185	-14%
Providing Books & Materials	\$13,041	\$11,574	-13%
Technology & Online Services	\$3,380	\$3,499	4%
Literacy & Early Learning	\$372	\$383	3%
Building & Facility Support	\$6,351	\$6,921	1%
Administration	\$4,084	\$4,295	-3%
City Central Costs	\$2,194	\$2,445	10%
Total	\$58,876	\$54,302	-8%

Library Levy Fund

In August 2019, Seattle voters approved a seven-year, \$219.1 million “Libraries for All” levy to support, maintain, and expand core Library services, renewing a \$122 million Library Levy that was first passed in 2012. Each year, the Library Board of Trustees allocates available levy funds through the Operations Plan. More information on 2019 Library Levy categories can be found on Attachment 6.

Amounts in \$1,000s	2020 Adopted	2021 Proposed	% Change
Hours & Access	\$11,667	\$11,868	2%
Providing Books & Materials*	\$5,695	\$5,816	2%
Technology & Online Services^	\$1,104	\$2,493	126%
Literacy & Early Learning	\$405	\$202	-50%
Building & Facility Support	\$1,784	\$1,676	-6%
Major Maintenance (CIP)	\$4,701	\$8,837	47%
Administration	\$530	\$426	-20%
Total	\$25,886	\$31,318	21%

* 2021 Proposed Budget includes \$138,000 in 2012 Library levy authority

^ Marketing personnel re-categorized from “Hours & Access” to “Technology & Online Services” for 2021

Levy – Operating Fund

The 2019 Library Levy promised 10,000 additional branch hours per year starting in June 2020. Due to the closure of Library facilities in response to the COVID-19 pandemic and reduced General Fund resources, the Library will not expand operating hours as originally planned through 2021, but will

work with modifications as the pandemic relents or allows. The Library will also defer launching the levy-funded community resource specialist program for youth until July 2021. Additional Play and Learn programs were originally slated to start in June 2020, but have been delayed due to our building closures. The 2021 budget assumes the launch of these programs will be further delayed until July 2021. Savings related to the delays will be used to fund baseline operating hours and staffing previously provided by the General Fund, along with hiring a project manager to support K-5 remote learning in Seattle Public Schools.

Additionally, levy resources will be used to fund the deferred Library of the Future study, along with restoring \$138,000 in support for digital materials and streaming services via Library Board approved use of 2012 Library levy budget authority.

Levy – Capital Improvement Program

Of the Library's 26 branch locations, seven are Carnegie-era branches that are considered historic city and state landmarks. These branches—Douglass-Truth, Columbia, Fremont, Green Lake, University, Queen Anne, and West Seattle—are unreinforced masonry buildings, which means the buildings are at an increased risk for damage during a seismic event. The current seven-year levy, passed by voters in 2019, includes funding for seismic retrofits at the three most vulnerable branches: Green Lake, University, and Columbia. The 2021 Levy budget includes ongoing funding for the Green Lake Branch seismic retrofit project, which will continue with planning and design for an early 2022 construction start.

The levy also continues to provide capital funding for the Library's major maintenance program, performing critical maintenance to ensure the Library's 28 facilities are in good repair and are preserved for future generations. Major projects include roof repair and mechanical systems repair/replacement at the Capitol Hill Branch, mechanical systems upgrades at the Broadview Branch, and ADA accessibility improvements at multiple sites. The Library's 2021 Levy Capital budget also includes budget authority for large IT infrastructure projects, such as the Integrated Library System replacement. The 2021 capital project plan across all funding sources is included as Attachment 7.

Real Estate Excise Tax (REET) – Capital Improvement Program

The Operations Plan includes a total of \$400,000 in REET funding, which is tax revenue generated from property sales in Seattle. The original endorsed 2021 REET budget had been \$760,000, but the allocation was reduced by the City Budget Office to comply with COVID-19 related cuts. The \$400,000 for 2021 is dedicated to ongoing planning and design costs associated with the Green Lake Branch seismic retrofit project, as well as possible initial planning costs for the University Branch and/or Columbia Branch seismic projects.

It is important to note that capital improvement projects may carry large fund balances as timelines shift, influenced by project complexity and availability of qualified contractors in a competitive local construction market. Projects require ample planning and are often multi-year by nature, and may have carryforward resources that span multiple fiscal years. Long-term capital fund expenditures are based on the Library's annual submittal of the long-term capital improvement program to the City Budget Office (Attachment 8).

The Seattle Public Library Foundation

The Seattle Public Library Foundation helps the Library enhance its collections, offer activities for all ages, pilot new and innovative initiatives, and enrich our program of service for our community. It supports the Library by securing and managing donations from individuals, businesses, and other foundations to enhance levels of Library service beyond what public funding alone is able to provide. The Foundation’s goal is to expand the reach of the Library, not to supplant funding for core Library operations. The Library submits grant requests and provides support where needed, however the final award amount, as well as the efforts funded, is at the discretion of an independent Seattle Public Library Foundation Board of Directors.

Amounts in \$1,000s	2020 Adopted	2021 Proposed	% Change
Hours & Access	\$923	\$1,184	22%
Providing Books & Materials	\$1,422	\$1,420	0%
Technology & Online Services	\$391	\$206	-90%
Literacy & Early Learning	\$855	\$719	-19%
Major Maintenance (CIP)	\$200	\$200	0%
Administration	\$271	\$271	0%
Total	\$4,062	\$4,000	-2%

Library Gift Funds

The Library receives investment earnings from two main funds, the Robert C. Bunn Trust and the Albert S. Balch Trust, which are used to enhance Library services and support new initiatives. There are also designated contributions that were made to the Library and are spent in accordance with donor restrictions. The allocation and approval for spending authority of Library gift funds occurs as part of the Operations Plan. Detail on items funded for 2021 can be found on Attachment 9.

Library Earned Revenue

There are Library generated revenue streams which help support core operations. These funding sources will provide approximately 0.3% of the Library’s 2021 budget. In 2020, the Library faced tremendous pressure on internally generated revenues owing to closed locations, drastically reduced demand for parking in the downtown core, and a non-existent private event rental market. The reopening of Library locations in 2021 may offer optimism for limited revenue generation opportunities—but there is still much uncertainty as to what shape economic and operational recovery will take. The Library finance team will track and report on revenue activity as part the monthly board financial reports.

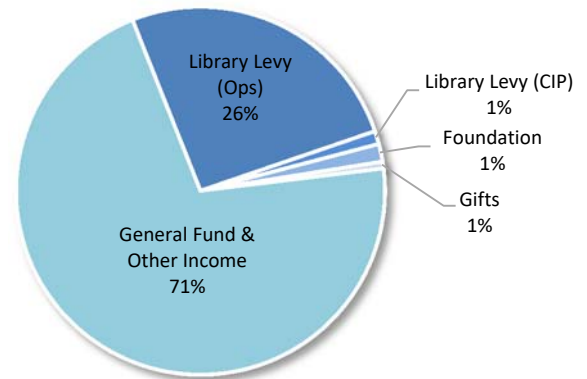
Amounts in \$1,000s	2020 Adopted	2021 Proposed	% Change
Central Library Parking Garage Fees	\$300	\$100	-200%
Copy Services/Pay for Print	\$180	\$60	-200%
Space Rental	\$187	\$35	-434%
Lost Material Fees	\$187	\$63	-200%
Consignment Fees	\$5	\$48	89%
Miscellaneous Revenue	\$7	\$2	-250%
Total	\$866	\$308	-184%

Staffing Levels by Funding Source

The 2021 Library budget contains 647 positions (554.7 FTE), which are funded via multiple sources (Figure 5). Historically, enhancing Library operating hours to provide greater public access to resources has been a priority. The Library had planned to expand operating hours with 2019 Levy funds. However, due to the COVID-19 budget reduction, the Library instead saw a reduction in force of 50 positions. Reductions were experienced systemwide, but due to its size, the Public Services Department experienced the vast majority of the reduction in force. For the 2021 budget, the Library Board approved an emergency reallocation of 2019 Library Levy funds intended for open hours and programming expansions to instead be redirected to offset some of the staffing hours lost to the reduction in force.

	2020 FTE	2021 FTE	% Change
General Fund & Other Income	440.8	393.1	-12%
Library Levy (Operations)	129.1	142.9	10%
Library Levy (CIP)	6.4	6.4	-
Foundation	8.4	8.7	3%
Gift Funds (Bunn & Balch)	3.3	3.6	10%
Total	588.0	554.7	-6%

Figure 5: Positions by Funding Source



In line with historical vacancy rates at the Library, a 3% salary savings assumption is included as part of the 2021 budget. Actual savings and expenditures will be closely monitored to ensure the Library's appropriation authority is not over-expended.

Potential Risks

In any given year, the Library is faced with risks that can range from changing economic conditions to shifts in renewing service agreements. Three priority risk areas have been analyzed as part of the Operations Plan and are covered as part of this section, while additional risks are included in Attachment 10.

Operational impacts of COVID-19

Due to the pandemic in 2020, the Library moved from operating 27 locations to full shutdown of all services. The Library has had to review all of its physical spaces and mechanical systems to optimize them to safely return staff to in-building work and to move to a variety of contactless services for the public. The Library has expended considerable resources in obtaining appropriate protective equipment for its staff and the public, as well as committing considerable resources to reconfigure spaces to accommodate social distancing requirements for the staff and public while creating completely new service models that have had to adapt to new health guidance or surges in COVID-19 cases.

The Library has followed phased guidance from the Governor's office and met mayoral requests to provide specific services in portions of the city. Currently in Phase 2.5, the Library now safely offers a

number of contactless, pandemic response services, including public restroom access for the insecurely housed, curbside pick-up services, materials return locations, Mobile Services, inter-library loan, Equity, Learning and Engagement services, virtual programming (all ages), online chat, email and phone information services. The current guidance permits the public to be in buildings for other services at 25% capacity, but the guidance was issued prior to the fall and holiday COVID-19 surges. The Library anticipates that it will be able to offer some in-building services in 2021 and more fully once a vaccine is commonly available and the surges diminish. There is no set timeline for when these in-building services will be available, however, we are working toward offering some in-building services in January pending decreases in COVID-19 cases. In the meantime, the Library will likely be able to safely increase the number of curbside pick-up locations sometime after the first of the year and will continue to work on planning for expanded services. There are a number of staffing issues to resolve due to a considerable reduction in force, a need for vacancy savings, and a number of high-risk staff who may or may not be able to return to in-building work.

COVID-19 safety protocols, reduced budget and staffing capacity will limit the Library in reliably operating all of its 27 locations in 2021. It is likely that several locations will not open for service in 2021, and opening these locations could be further delayed in 2022 due to continued budget and staffing constraints. With the redirection of 2019 Library Levy hours and programming expansion resources offsetting the impacts to the reduction in force, it may be some time before these funds are available for their voter promised intent of additional open hours. In both the short and long term, the Library needs to review its physical footprint, hours of operations, and program and service priorities all with an equity perspective that includes an outcome of supporting communities and prioritized audiences impacted the most severely during the pandemic.

COVID-19 and the risk of not delivering on levy promises

To address both the 2020 and 2021 General Fund budget cuts related to the COVID-19 pandemic, the Library has relied in part on the 2019 Library Levy to maintain core services and staffing. The Library has now deferred expanding levy-funded hours and programming to realize savings to support baseline operations for the first two years of the levy. Seattle residents identified additional open hours as their number one priority in a 2018 community survey, and this priority was reflected in the 2019 Library Levy as a promise to provide 10,000 additional branch hours per year starting in June 2020, with a focus on equity branches. Unless General Fund resources are restored in the 2022 budget, the Library will not be able to support its existing schedule of services, and at the same time, expand hours as promised. This is of particular concern because many of the additional hours are in locations where Seattle residents have the highest barriers to accessing Library services.

Short-term and long-term financial challenges

Short-term: Ongoing economic impacts of COVID-19 and mid-year cut to the General Fund budget

The City Budget Office has requested the Library either achieve an underspend target, or meet a mid-year budget reduction for seven out of the last 10 years. Considering the high level of uncertainty regarding economic recovery and potential federal aid, the risk of the City requesting an additional 2021 budget reduction is very real. To help provide mid-year budget reduction options that minimize impacts on the Library's program of service, the organization will closely monitor labor savings from vacancies and other personnel shifts systemwide.

Long-term: 2021 reduction being sustained through the out-years in the SPL budget

The recession brought on by COVID-19 and the specter of its economic impact loom large when considering strategies that extend beyond 2021. Per the City of Seattle's August 2020 revenue forecast, recovery to pre-virus levels cannot be reasonably anticipated until 2023 and 2024. Exercising prudence and maintaining a focus on conservative, sustainable budget decisions will be a key tenet of upcoming out-year resource considerations. This should be viewed as a multi-year challenge, rather than a short-term sprint. While working within these confines, it will be essential for the Library to keep historically marginalized communities and prioritized audiences who rely on Library services at the forefront of policy and programming decisions. Relatedly, ongoing advocacy with the City will be essential for the restoration of General Fund support as recovery takes hold across the region.

Future Opportunities

While the Library is faced with risks each year, we are also presented with opportunities. Three priority areas of opportunity have been analyzed as part of the Operations Plan and are covered as part of this section, while additional opportunities are covered in Attachment 11.

Partnerships

In 2021 and beyond, the Library intends to engage more systematically with Seattle Public Schools. The Library will also expand relationships with community-based organizations and other service providers offering support to children, parents, and caregivers. Due to the ongoing COVID-19 pandemic, the Library will prioritize ways it can reach youth and their caregivers at home and at daycare centers. Some initial partnerships being developed include:

- A partnership developed by the Early Learning Program manager with Seattle Public Schools to increase the number of Head Starts enrolled in the Raising-A-Reader program. This work has led to participation increasing from 200 children in 10 programs, to 360 children in 18 programs for the 2020-2021 school year. This important programming helps to ensure children receive a similar type of introduction to reading concepts and support as they would receive in face to face instruction, and from an outcome perspective that they are able to acquire the necessary foundational skills as they enter kindergarten.
- Through onboarding a kindergarten - 3rd grade Student Success Program manager, the Library has been able to survey the existing landscape, identify needs, and see how the Library can serve families in ways that align with our mission and values. This has led to a growing partnership with the Seattle Housing Authority, which houses more than 7,000 Seattle Public Schools students. Early stages of this partnership have resulted in a series of videos and other materials created to promote Library services—such as Tutor.com. These services are being offered in multiple languages so adults who do not speak English as a first language, and have low digital literacy skills, can be made aware of and shown how to utilize homework assistance in lieu of a face to face Homework Help program.

A 2021 goal for the Library continues to be a formalized long-term strategic alliance with Seattle Public Schools that showcases the alignment of our missions, while also tying the relationship back

to the Library's strategic priorities and the school district's new strategic plan. Enhancing and formalizing a partnership with Seattle Public Schools, and other public agencies, may better position the organization to engage private partners who are more apt to support collective approaches to systemic challenges with larger, longer-term funding.

Online/digital Library programs and services

Online and digital programming

In 2021 and beyond, the Library intends to provide impactful online programming of interest to a diverse array of residents, including but not limited to children and their caregivers, teens, seniors, job seekers, readers of all genres, as well as those interested in current and historical events. Staff will expand the impact of online programming by continuing to gather input from community members, community-based organizations, institutional partners and other city agencies, such as Africa Town, the Vera Project, Seattle Art Museum, South Seattle College, Seattle Public Schools, the Office of Arts and Culture, and Seattle Parks and Recreation.

Through strategic partnerships, the Library seeks to expand service beyond its physical spaces to provide access to educational and recreational opportunities showcasing community voices and addressing community needs. Collaboration with other organizations and public agencies will also allow the Library to leverage both private and public funding to develop programs with a further reach than what the entities might have individually been able to accomplish.

Digital materials

As a result of the pandemic and Library closures, patrons are seeking to use the Library in new ways. Patrons that were previously only using our physical collection are now turning to digital materials and gaining confidence and satisfaction with new formats—and those that were comfortable with digital materials are enjoying them at greater rates. This presents a digital equity opportunity to continue to foster interest in digital collections by building a broader range of materials, increasing copies of popular materials to reduce wait times, promoting them to a wider audience, supporting technical skills and engagement with these materials, and possibly connecting them with other Library services, digital or otherwise. There is also an opportunity to connect patrons through the hotspot program, either through general or outreach hotspot collections, which are necessary to use these electronic formats. As students and families continue to learn from home, and as many other audiences continue to be in isolation (like older adults), the Library has the opportunity to reach and connect them with educational and research resources, entertainment, and opportunity.

Budget development

Budgeting can represent many things to an organization; it can be a mechanism to align operations with a strategic direction, used as a means to see how managers manage, evaluate if and how resources are connected to priorities, and be a way to gather feedback from key stakeholders about successes and failures.

The Library utilizes an incremental process in developing the operating budget and priority-based budgeting for private resources. Incremental budgeting is a methodology that is widely utilized across the governmental sector (including by the City of Seattle), and by most large bureaucratic institutions. This approach means each year's budget is an incremental increase or decrease from

the prior year’s base budget (the increment being inflation or an annual wage increase). While there are alternative budgeting theories that could be considered by the organization, each carry their own set of trade-offs and consideration of these trade-offs are important as they help inform sound policy-based decisions. Regardless of the tact taken by an organization, a shift in budget philosophy should be carefully considered through a policy lens, while also being viewed by a longitudinal, multi-year perspective. For out-year budget development, the Library will collaborate with the Board to develop a high level road map related to resource planning.

Closing Summary

Uncertainty will continue to play a large role in the coming year. Voter approval of the 2019 Library Levy has provided important resources related to ongoing Library programs and services. However, a focus on restoring cut General Fund support and ultimately realizing expansions to hours and programming, as included in the levy, will need to be a constant organizational priority.

Attachments

1	2021 Operations Plan compared to 2020 Adopted Budget
2	Key Changes in 2021 relative to 2020 Adopted Budget
3	2021 COVID-19 Budget Cuts
4	Library Language Access Plan
5	Library Board Race and Social Justice Policy
6	2019 Library Levy Categories & Budget Cross-walk
7	2021 Capital Improvement Projects
8	Long-Term Capital Improvement Program Plan
9	Library Gift Fund Project Listing
10	Additional Risks
11	Additional Opportunities
12	Library Organizational Chart

Attachment 1

2021 Operations Plan Compared to 2020 Adopted

LIBRARY FUND & LIBRARY LEVY OPERATING

	2020 Adopted	FTE	2021 Proposed	FTE	% Change	FTE Change
CHIEF LIBRARIAN'S OFFICE	\$783,000	2.8	\$695,000	2.8	-11%	-
INSTITUTIONAL & STRATEGIC ADVANCEMENT						
Institutional & Strategic Advancement Administration	201,000	1.0	216,000	1.0	7%	-
Communications	329,000	2.0	348,000	2.0	6%	-
Marketing and Online Services	1,124,000	7.0	1,074,000	7.0	-4%	-
Institutional & Strategic Advancement Sub-Total	\$1,654,000	10.0	\$1,638,000	10.0	-1%	-
HUMAN RESOURCES						
Human Resources	2,481,000	10.0	2,307,000	9.0	-7%	(1.0)
Health & Safety Services	-	-	72,000	0.5	100%	0.5
Human Resources Sub-Total	\$2,481,000	10.0	\$2,379,000	9.5	-4%	(0.5)
ADMINISTRATIVE SERVICES						
Admin Services Administration	499,000	2.7	499,000	2.7	0%	-
Business Office & Finance	1,722,000	6.7	1,536,000	6.3	-11%	(0.4)
Event & Program Services	528,000	5.0	504,000	5.0	-5%	-
Facilities & Building Maintenance	7,680,000	53.0	7,685,000	51.5	0%	(1.5)
Security Services	2,130,000	20.0	2,062,000	19.0	-3%	(1.0)
Administrative Services Sub-Total	\$12,559,000	87.4	\$12,286,000	84.5	-2%	(2.9)
LIBRARY PROGRAMS & SERVICES						
LIBRARY PROGRAMS & SERVICES ADMINISTRATION						
Library Programs & Services Administration	1,128,000	6.0	1,230,000	6.0	9%	-
Sub-Total	\$1,128,000	6.0	\$1,230,000	6.0	9%	-
COLLECTIONS & ACCESS						
Circulation Services	3,306,000	37.2	3,178,000	33.5	-4%	(3.7)
Materials Distribution Services	2,207,000	17.3	2,137,000	16.4	-3%	(0.9)
Technical & Collection Services	12,569,000	35.2	12,029,000	35.2	-4%	-
Special Collections	899,000	7.0	636,000	5.0	-29%	(2.0)
Sub-Total	\$18,981,000	96.6	\$17,980,000	90.1	-5%	(6.6)
INFORMATION TECHNOLOGY						
Information Technology	5,514,000	17.0	5,292,000	16.0	-4%	(1.0)
Sub-Total	\$5,514,000	17.0	\$5,292,000	16.0	-4%	(1.0)
PUBLIC SERVICES						
Branch & Central Library Operations	36,593,000	320.9	34,888,000	297.9	-5%	(23.0)
Service Units						
Community Engagement Services	1,462,000	9.6	1,425,000	9.6	-3%	-
Virtual & Instruction Services	798,000	5.9	821,000	5.9	3%	-
Youth & Family Learning Services	645,000	3.8	596,000	3.8	-8%	-
Sub-Total	\$39,498,000	340.2	\$37,730,000	317.2	-4%	(23.0)
Library Programs & Services Sub-Total	\$65,121,000	459.8	\$62,232,000	429.3	-4%	(30.6)
Projected Budget Savings	(\$1,645,000)		(\$1,555,000)			
LIBRARY FUND & LIBRARY LEVY OPERATING TOTAL	\$80,953,000	569.9	\$77,675,000	536.0	-4%	(34.0)

Attachment 1 (cont.)

2021 Operations Plan Compared to 2020 Adopted

CIP, FOUNDATION, & GIFT FUNDS

	2020 Adopted	FTE	2021 Proposed	FTE	% Change	FTE Change
CHIEF LIBRARIAN'S OFFICE	\$296,000	1.0	\$302,000	1.0	2%	-
INSTITUTIONAL & STRATEGIC ADVANCEMENT						
Communications	141,000	1.0	128,000	1.0	-9%	-
Community Partnerships & Government Relations	189,000	1.0	96,000	0.5	-49%	(0.5)
Marketing and Online Services	280,000	-	260,000	-	-7%	-
Institutional & Strategic Advancement Sub-Total	\$610,000	2.0	\$484,000	1.5	-21%	(0.5)
HUMAN RESOURCES						
Human Resources	8,000	0.0	10,000	-	25%	-
Health & Safety Services	-	-	69,000	0.5	100%	0.5
Human Resources Sub-Total	\$8,000	0.0	\$79,000	0.5	888%	0.5
ADMINISTRATIVE SERVICES						
Admin Services Administration	498,000	0.6	82,000	0.6	-84%	-
Business Office & Finance	240,000	1.3	324,000	1.7	35%	0.4
Event & Program Services	36,000	-	60,000	-	67%	-
Facilities & Building Maintenance	78,000	-	30,000	-	-62%	-
Capital Improvement Program	4,683,000	4.5	7,106,000	4.0	52%	(0.5)
Security Services	18,000	-	30,000	-	67%	-
Administrative Services Sub-Total	\$5,553,000	6.4	\$7,632,000	6.3	37%	(0.1)
LIBRARY PROGRAMS & SERVICES						
LIBRARY PROGRAMS & SERVICES ADMINISTRATION						
Library Programs & Services Administration	75,000	-	76,000	-	1%	-
Sub-Total	\$75,000	-	\$76,000	-	1%	-
COLLECTIONS & ACCESS						
Circulation Services	18,000	-	33,000	-	83%	-
Materials Distribution Services	25,000	-	25,000	-	0%	-
Technical & Collection Services	1,232,000	0.5	1,133,000	0.5	-8%	-
Special Collections	181,000	0.75	180,000	0.75	-1%	-
Sub-Total	\$1,456,000	1.3	\$1,371,000	1.3	-6%	-
INFORMATION TECHNOLOGY						
Information Technology	511,000	-	2,000,000	-	291%	-
Sub-Total	\$511,000	-	\$2,000,000	-	291%	-
PUBLIC SERVICES						
Branch & Central Library Operations	78,000	-	17,000	-	-78%	-
Service Units						
Community Engagement Services	720,000	3.4	776,000	3.2	8%	(0.2)
Virtual & Instruction Services	506,000	2.0	535,000	3.0	6%	1.0
Youth & Family Learning Services	983,000	2.0	929,000	2.0	-5%	-
Sub-Total	\$2,287,000	7.4	\$2,257,000	8.2	-1%	0.8
Library Programs & Services Sub-Total	\$4,329,000	8.7	\$5,704,000	9.5	32%	0.8
CIP, FOUNDATION & GIFT FUND TOTAL	\$10,796,000	18.1	\$14,201,000	18.7	32%	0.7

TOTAL LIBRARY OPERATIONS PLAN BUDGET

TOTAL LIBRARY OPERATIONS PLAN	\$91,749,000	588.0	\$91,876,000	554.7	0%	(33.3)
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Attachment 2

Key Operating Budget Changes in 2021 Relative to the 2020 Adopted Operations Plan

All changes detailed below account for a salary step increases of up to 5% for eligible employees. This also reflects a 2020 AWI of 2.9%. Technical changes are related to inflation, rate adjustments, and healthcare.

LIBRARY FUND & LIBRARY LEVY OPERATING

	2020 Adopted	2021 Proposed	Net Budget Change	% Chg	FTE Chg
CHIEF LIBRARIAN'S OFFICE					
Technical Adjustments	558,000	558,000	0	0%	-
2019 Library Levy: Library of the Future Study	200,000	100,000	(100,000)	-50%	-
City of Seattle Central Costs	25,000	37,000	12,000	48%	-
Chief Librarian's Office Sub-Total	\$783,000	\$695,000	(\$88,000)	-11%	-
INSTITUTIONAL & STRATEGIC ADVANCEMENT					
Technical Adjustments	1,654,000	1,718,000	64,000	4%	-
2021 Reductions: Marketing Communication Support	-	(80,000)	(80,000)	-100%	-
Institutional & Strategic Advancement Sub-Total	\$1,654,000	\$1,638,000	(\$16,000)	-1%	-
HUMAN RESOURCES					
Technical Adjustments	1,695,000	1,792,000	97,000	6%	-
Transfer of Safety Program to HR	-	72,000	72,000	100%	0.5
2021 Reductions: Human Resources	-	(201,000)	(201,000)	-100%	(1.0)
City of Seattle Central Costs	786,000	716,000	(70,000)	-9%	-
Human Resources Sub-Total	\$2,481,000	\$2,379,000	(\$102,000)	-4%	(0.5)
ADMINISTRATIVE SERVICES					
Technical Adjustments	12,140,000	12,100,300	(39,700)	0%	-
Transfer of Safety Program to HR	-	(72,000)	(72,000)	-100%	(0.5)
2021 Reductions: Facilities, Security, and Admin Support	-	(445,300)	(445,300)	-100%	(2.4)
City of Seattle Central Costs	419,000	703,000	284,000	68%	-
Administrative Services Sub-Total	\$12,559,000	\$12,286,000	(\$273,000)	-2%	(2.9)
LIBRARY PROGRAMS & SERVICES					
Technical Adjustments	64,155,000	66,216,200	2,061,200	3%	-
2021 Reductions: Public Svc, Collections, IT, LPSD	-	(5,111,200)	(5,111,200)	-100%	(30.6)
2021 Restoration: Digital Materials	-	138,000	138,000	100%	-
City of Seattle Central Costs	966,000	989,000	23,000	2%	-
Library Programs & Services Sub-Total	\$65,121,000	\$62,232,000	(\$2,889,000)	-4%	(30.6)
Vacancy Savings	(\$1,645,000)	(\$1,555,000)			
LIBRARY FUND & LIBRARY LEVY OPERATING TOTAL	\$80,953,000	\$77,675,000	(\$3,278,000)	-4%	(34.0)

Attachment 3**2021 Library COVID-19 Budget Reduction Overview**

	Labor Reduction	Non-Labor Reduction	Total
Operating Budget			
Reduction to Travel & Training	-	(117,000)	(117,000)
Reduction to Technology Purchases & Staffing Support	(93,000)	(200,000)	(293,000)
Reduction to Building Maintenance & Staffing Support	(198,000)	(150,000)	(348,000)
Reduction to Other Administrative & Staffing Support	(490,500)	(111,000)	(601,500)
Reduction to Books and Materials Collection & Staffing Support	(588,000)	(808,000)	(1,396,000)
Reduction to Library Open Hours and Staffing Support	(3,082,000)	-	(3,082,000)
Operating Budget Sub-Total	(\$4,451,500)	(\$1,386,000)	(\$5,837,500)
Capital Budget			
Reduction to REET Capital Support	-	(360,000)	(360,000)
Capital Budget Sub-Total	\$0	(\$360,000)	(\$360,000)
Total City Budget Reduction	(\$4,451,500)	(\$1,746,000)	(\$6,197,500)

Language Access Plan Cover Page

This cover page should be completed and attached to all completed division plans. This cover page should be filled out by the Department Liaison(s) for Language Access and approved by the department director.

Mission

The mission of The Seattle Public Library is to bring people, information and ideas together to enrich lives and build community.

Language Access Policy

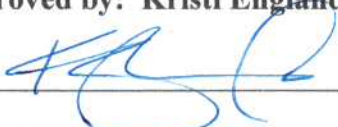
The Library does not currently have an official organization-wide policy on language access. However, we provide the following as needed for patrons with limited English proficiency:

- The Library employs a significant number of public facing staff who speak languages beyond English, with an emphasis on neighborhoods with higher populations of LEP patrons.
- The Library's World Languages unit provides print materials (books, magazines and newspapers) in 44 languages. It also has dedicated librarians in the World Languages department who can assist with translation and interpretation in Russian, Chinese, and Spanish.
- Library staff access to Language Line when serving LEP patrons in person or on the phone
- When working with program managers, our marketing team uses a strategic framework to help evaluate language needs for the intended audience and how to best meet those needs with translation or original creation in each language. Considerations in addition to audience needs include the Library's ability to deliver service in other languages, project timelines, and content complexity and longevity.
- The Library regularly offers programs and services in four of the seven Tier 1 languages identified by OIRA: Chinese, Somali, Spanish, and Vietnamese. These offerings are supported by staff who speak these languages natively, community members, or both.
- In 2018-19, the Library plans to translate vital documents including basic information about using the Library and transactional emails to at least the four languages where we have strong capacity to deliver services (Chinese, Somali, Spanish, Vietnamese)



The Seattle Public Library

Board Policy

RACE AND SOCIAL JUSTICE	Adopted by the Library Board Jan. 27, 2018
Owner: Executive Director and Chief Librarian	
Approved by: Kristi England, Library Board President 	

BACKGROUND

The Race and Social Justice Initiative (RSJI) is the City of Seattle’s longstanding commitment to eliminate racial disparities and achieve racial equity in Seattle. This important effort recognizes that ending institutional racism involves more than simply developing programs to help people of color. The initiative works to address biases built into institutions and society, and end the underlying structural racism that perpetuates racial and social inequities.

In response to this initiative and its importance in the Library’s particular work, the Board of Trustees of The Seattle Public Library (SPL) has committed itself to addressing the Library’s role for doing the same in and through its programs, services and staff. To best serve the public and assist staff, the board has created an enhanced, Library-specific Race and Social Justice Policy to support this mission and the Library’s work.

This policy provides guidance to Library staff to underscore the organization’s ongoing RSJI efforts, support staff understanding, guide the use of resources, and highlight the Library’s unique role in addressing this challenging issue.

POLICY STATEMENT

The Seattle Public Library actively commits its programs and resources to eliminate institutional racism by ensuring that barriers to access by staff and the public are eliminated, by supporting broader public access to Library programs and services, and by providing the public and staff equitable opportunities for growth through employment and education. The key concepts of this policy include:

- Making a system wide commitment;
- Naming institutional racism;
- Acknowledging that there are barriers that need elimination;
- Affirmatively supporting programs to achieve these ends; and
- Making sure that there is equitable access to skills training and employment opportunities for staff and the public.

DEFINITIONS

Individual/Interpersonal racism: Pre-judgement, bias, stereotypes or generalizations about an individual or group based on race.

Institutional racism: Policies, practices, and procedures that work to the benefit of white people and the detriment of people of color, usually unintentionally or inadvertently.

Structural racism: The interplay of policies, practices and programs of differing institutions which leads to adverse outcomes and conditions, occurring within the context of racialized historical and cultural conditions, for communities of color compared to white communities.

APPLICABILITY

This policy applies to any and all Library activities.

RELATED LAWS, POLICIES AND PROCEDURES

Board Policy, *Diversity*.

Administrative Procedure, *Diversity Action Plan*.

Seattle City Council Resolution 31164, *Affirming the City's Race and Social Justice Work*.

Attachment 6

2019 Library Levy Categories & Budget Cross-walk

2019 Library Levy Ordinance (Section 4) – Six Categories of Library Services

Levy investments will be made in six categories of Library services. Program elements, in subsections A through F of this ordinance, are illustrative examples. In accordance with the annual City budget process, each year the Library Board shall adopt an annual operations plan and capital budget. The Chief Librarian and the Library Board shall submit to the Mayor and the City Council an annual levy expenditure plan that will supplement, maintain, and improve the core Library services identified in this section. Levy proceeds will be used, in combination with the annual budget appropriation of City General Fund, Real Estate Excise Tax, and other City funds as available to the Library, for Library services.

A. Hours and Access

Major program elements include: supporting Library operating hours in neighborhood branches and the Central Library; providing access to Library programs and services in the community; and outreach and engagement services throughout the city.

B. Collections

Major program elements include: increasing the variety, depth, and accessibility of collections with new titles and additional copies in various physical and digital formats; providing additional online resources as new platforms and services emerge; curating a local history collection and making those resources more widely available through digitization; providing fine-free access to the Library's collections; and continuing innovative approaches to collection distribution and to fulfilling patron material requests.

C. Technology

Major program elements include: replacing and upgrading the Library's technology infrastructure, including its Integrated Library System, the Library's main business platform for procuring, processing, and tracking Library materials; its enterprise network that provides high-speed internet and Wi-Fi access to the Central Library and all 26 branches; and its technology equipment, such as switches, routers, servers, cabling, computers, tablets, printers, copiers, scanners and widescreen monitors, and other audiovisual equipment for newly emerging technologies, such as virtual and augmented reality. Further, this category maintains and enhances the SPL.org website and catalog, with a focus on language accessibility, as well as device compatibility and compliance with the Americans with Disabilities Act. The technology program also supports the Library's digital equity efforts, including digital literacy instruction and provision and support of internet access devices for use within Library buildings and for check-out.

D. Maintenance

Major program elements include enhanced resources to provide routine, preventive, and major maintenance for the Library's heavily-used buildings as they age, to prolong their useful life. Maintenance also includes funding to seismically retrofit three landmarked branches identified as high-vulnerability in the City's Unreinforced Masonry Building Study.

E. Administration

Administration program elements include supporting implementation and accountability measures for Levy programs and annual reporting to the public on Levy outcomes.

F. Supporting children

Program elements include support for programming targeted toward children ages 0 - 5.

2021 Library Priority to 2019 Library Levy Category Cross-Walk

Library Priorities	Levy Category	2021 Proposed*
Hours & Access	Hours & Access	\$11,868
Providing Books & Materials	Collections	\$5,816
Technology & Online Services	Technology	\$2,493
Literacy & Early Learning	Supporting Children	\$202
Building & Facility Support	Maintenance	\$1,676
Major Maintenance (CIP)	Maintenance	\$8,837
Administration	Administration	\$426
	Total	\$31,318

**Amounts in \$1,000s*

Attachment 7

2021 Capital Improvement Projects

Project Description	Fund	2021 Budget
Seismic Retrofit/Unreinforced Masonry (Levy & REET) - continuing planning and design costs associated with the Green Lake seismic retrofit project; possible initial planning costs for University and/or Columbia branch seismic projects.	Levy	4,600,000
	REET	400,000
Roof/Exterior/Window/Wall repairs, branches (Levy) - roof repair at Capitol Hill; parking lot accessibility improvements at Montlake; parking lot resealing at multiple sites. Potential emergent building envelope repairs (including roofs, exterior walls and windows).	Levy	810,000
Mechanical & building systems, branches - mechanical system repair/replacement at Broadview, Capitol Hill and Northeast (if funding permits); also for emergent needs or as-needed branch repairs.	Levy	1,162,000
Regulatory, Accessibility & Public Service Improvements - general accessibility/ADA compliance projects, mostly involving branch restrooms at multiple sites.	Levy	265,000
IT enterprise equipment upgrades - Integrated Library System (ILS) replacement	Levy	2,000,000
	2021 Subtotal Levy	\$8,837,000
	2021 Subtotal REET	\$400,000
Total Library 2021 Capital Improvement Program		\$9,237,000

**Personnel costs have been prorated*

Attachment 8

2021 - 2026 Capital Improvement Program Plan

Project	2021	2022	2023	2024	2025	2026
Library Major Maintenance (REET)	400,000	500,000	600,000	459,000	474,000	673,000
Library Major Maintenance (Levy)	3,837,000	3,991,000	4,150,000	4,316,000	4,489,000	4,669,000
Unreinforced Masonry/Seismic Retrofit (Levy)	3,000,000	1,033,000	3,000,000	928,000	3,500,000	1,839,000
IT Integrated Library System Replacement (Levy)	2,000,000	2,000,000	-	-	-	-
IT Enterprise Equipment (Levy)	-	1,191,000	1,209,000	615,000	-	474,000
Total	9,237,000	8,715,000	8,959,000	6,318,000	8,463,000	7,655,000

**Attachment 9
Interest Earnings and Gift Fund Budget**

Non-Labor Detail

	2021
Robert C. Bunn Trust	
Hours & Access	
Content strategy & creation	110,000
Targeted advertising & communication	50,000
Targeted Marketing for Non-ESL	50,000
SDOT Library Street Signage	6,000
Promotional printing	14,000
Admin	
CLO Speaker Series	10,000
Strategic Direction Support	5,000
Professional Board Training and Conferences	15,000
CPGR Support (A)	1,400
CPGR Support (B)	1,100
Board Consultant for CLO Review	4,500
All Staff Day Event	75,000
Robert C. Bunn Trust Non-Labor Total	342,000

Interest Earnings

Hours & Access	
Marketing Outreach Giveaways	30,000
Admin	
Mayoral/City-wide initiatives	20,000
Legal Services and Support	25,000
RSJI Change Team Budget	13,500
Employee Engagement Committee	5,000
Interest Earnings Non-Labor Total	93,500

Misc Gifts

Providing Books & Materials	
Gustave J. Snelling Trust	8,200
Helen Snelling Trust	8,200
Halvor Holbeck Estate	25,000
Misc Gifts Non-Labor Total	41,400

Labor Detail (A)

	2021
Albert S. Balch Trust	
Providing Books & Materials	
Librn-A	86,154
Albert S. Balch Trust Labor Total	86,154

Robert C. Bunn Trust

Admin	
Com Prtnshps&GovRltnsPrgm Mgr	68,109
DigCommStrat	128,489
Fin&OpsAnalysMgr	64,017
Strategy&Policy Advsr, CLO	144,044
Robert C. Bunn Trust Labor Total	404,659

Labor Detail (B)

	2021
Other Gifts	
Hours & Access	
Rinehart Gift	1,200
Other Gifts Labor Total	1,200

Attachment 10

Additional Risks

Digital books and materials collection

With the closure of libraries in March of 2020, Library users had their access to the physical collection come to an abrupt end, which then lasted for several months. During that time, many patrons that would not typically have used digital materials turned to them as an alternative to print, and many patrons that already used digital materials used them more during an unusual period of shutdown and isolation.

Demand for digital materials

The end-result of these unexpected pandemic conditions on the Library collection was a roughly 35% increase in the use of digital materials. As libraries are likely to continue to be closed or only offer reduced service levels in 2021 due to COVID-19, we expect the trend of increased adoption and usage rates of e-material to continue. Because e-material can cost between three to five times more than the physical formats and are often licensed to public libraries under restrictive terms, the budgetary implications are substantial. Whereas the usage rate increased about 35%, spending on digital material increased about 65% due to these factors. These trends will continue to put pressure on the Library materials budget, particularly as print materials purchasing and usage continues to grow, curbside pickup expands and in-building services begin. Given the budget reduction of \$670,000 to the Library materials budget (\$139,000 reduction in digital material and \$531,000 reduction in print material), there is a significant budgetary risk.

In addition, the publishing industry continues to grapple with evolving reading habits and disruptive market conditions also strained by the pandemic. Near the end of 2020, it was announced that Penguin-Random House would be acquiring Simon & Schuster, resulting in a larger publishing conglomerate of the largest publishers in the country. What was once the “Big Six” publishing houses, then the “Big Five” in 2013, will now be the “Big Four,” introducing concern among libraries that this could result in greater control of the market and, more specifically, licensing terms and pricing models.

Inequalities and the collection

At the same time, the inequity of access to the physical collection cannot be overstated. For many Library patrons, use of a particular format (print versus digital) is not a choice, but a necessity either due to age, physiological, economic and/or socio-cultural factors. While the Library has made efforts to connect these communities with print materials through creative approaches to purchasing and distribution, it is only reaching a fraction of the patrons it did when open pre-COVID. While we strive to maintain a strong digital collection, it will be important to continue to serve patrons who need or prefer print, at the risk of losing those patrons and Library supporters.

Aging critical Library infrastructure

Automated Materials Handling System

The automated materials handling system processes, sorts and distributes Library materials for the system from the centralized processing facility in the Central Library. While cutting edge when it was installed in 2004, the mechanical technology has experienced substantial wear and tear and is now

outdated and increasingly prone to failure. These failures result in a direct compromise of customer service in the form of increased wait times for materials and inefficient fulfillment logistics, in addition to non-functioning service points, such as the automated book returns at the Central Library. A project team conducted an analysis of system needs and a competitive process for identifying a vendor to install a new system, which is expected to be under way in 2021.

Information Technology software systems and the Integrated Library System

The Library utilizes software that includes vendor support, and this vendor support mitigates risk. However, once support for a product ends, there is a sharp jump in both the likelihood of failures and staff time needed to maintain the software. Multiple instances of current software are nearing the end of designed lifecycles; which means upgrades or replacements will be needed within the next two years. Further complicating risk mitigation and institutional planning is that some vendors are in the midst of redefining their licensing models. Further, financial constraints may also limit the choices when the organization selects replacement or upgraded software.

The Library IT department and key organization executives are aggressively assessing and determining the steps to take toward next generation capabilities. Work is currently focused on the most critical vendors, including Microsoft and the current Integrated Library System supplier, Sirsi Dynix. Microsoft is transitioning from donating licenses to offering discounts on cloud-based subscriptions. The Library Foundation is facilitating this transition over a 5-year period. Major software upgrades like these represent significant projects in terms of costs, staff time, and project duration. An extensive needs analysis—both business and technical—is essential to avoid expensive and harmful missteps. The organization is currently in the analysis phase, and will continue to be throughout 2021.

Adjusting to a changing climate and the impact on Library buildings and locations

A changing climate constitutes a current and ongoing challenge facing the Library. Several branches—including most of the landmarked branches—are not air-conditioned, and rising summer temperatures can lead to closures due to heat and/or wildfire smoke which impact patrons, staff and Library operations. Since 2016, Seattle has experienced yearly record heat or adverse air quality events, and this trend will likely continue. The Library is exploring logistics and funding options to add air conditioning to high-use branches that currently lack air-conditioning.

Library facilities are also subject to the mayor's directive to transition City buildings away from fossil fuels as a source of heat, cooling and lighting. This transition will entail substantial near-term cost and will be subject to available funding. The Library is exploring various strategies, such as electrification of sites that formerly used natural gas for heating, and heat pumps for both cooling and domestic hot water. Increased insulation, conversion to LED lighting and enhanced lighting controls can also reduce energy consumption at Library facilities. Once implemented, these steps should decrease building energy use (and associated carbon emissions); reduce high temperature summer closures due to extreme heat events, and improve comfort for patrons and staff during normal operations.

Payouts for settlements and employee retirements/separations

The ranks of Library employees reaching retirement age, but who have yet to announce their retirement, are significant. As of November 2020, The Library had 129 employees eligible for retirement, with an estimated liability of \$1.3 million. While the Library has been able to manage these payouts within our annual appropriation (against agency-wide vacancy savings), this current approach is not a guarantee of sufficient funding against this future liability.

Pensions are paid from the Employees’ Retirement System administered by the City Retirement Board. Retirees are entitled to a full payout of accrued vacation leave and 35% of accumulated sick leave. The Library’s bargaining unit has voted to participate in the Health Reimbursement Arrangement Voluntary Employee Benefit Associate (HRA VEBA), which mandates that 35% of accrued sick leave be cashed out to the VEBA account for future health care expenses. Non-represented Library employees have the option of cashing out 25% of their accrued sick leave, or contributing 35% of their accrued balance to their City deferred compensation account. Library separation payouts over the past three years have been as follows:

	2017		2018		2019	
	Count	Amount	Count	Amount	Count	Amount
Separation Payouts	31	\$146,295	39	\$74,170	33	\$102,858
Retirement Payouts	10	\$112,370	13	\$320,353	21	\$223,719
Total	41	\$258,665	53	\$394,523	54	\$326,577

Attachment 11

Additional Opportunities

Leveraging public and private grants to support community needs

The Seattle Public Library, in partnership with The Seattle Public Library Foundation, will continue to explore opportunities for public and private sector grants to support Library programs, services, operations and facilities. Although the pandemic and its associated economic uncertainty have impacted the resources available to grant-making entities and their funding focus, opportunities will exist in 2021 for the Library to secure public and private sector grants, especially if related to COVID response.

The Foundation, aided by the technical expertise of the Library, often takes a lead role in the grant application and submission process for private grants or local public sector backed grants. The Library, however, assumes the lead in instances where only governmental agencies are allowed to apply. In 2020 the Library successfully partnered with the Foundation to obtain grant funds and we will continue to do so in 2021.

Review the Library's physical footprint, staffing models, and priorities

The pandemic has forced the Library to review its physical spaces from top to bottom in regards to adequate social distancing space in both public and staff areas, as well as ventilation systems in every location. During much of 2021, there may be a number of branches that are not able to reopen due to their lack of size—which would disallow proper social distancing. Further, the reduction in force in Public Services has adversely affected the Library's ability to operate all buildings fully and reliably. The Library has the opportunity to review its physical footprint, staffing models, and priorities as it builds toward a post-pandemic operating profile. Relatedly, another opportunity exists to consider staffing prioritization to better accommodate equity work and shift resources to regions, areas, and efforts to support our prioritized audiences as they face the disproportionate educational and economic impacts from the pandemic.

Attachment 12
Library Organizational Chart

The Seattle Public Library

