

The Seattle Public Library
Board of Trustees Meeting
12:00 p.m. Thursday, November 17, 2022

Washington Mutual Foundation Meeting Room 1, Level 4
1000 Fourth Ave., Seattle, WA 98104

Remote Listen Line:

Dial: 206-207-1700 / Access code: 2492 524 6156

Watch Live:

<https://seattle.webex.com/seattle/j.php?MTID=m4f70c66b4204d8591ce47fe0115e4f57>

Password: PublicMeeting (78254263 from phones)

Public Comments Received Via: library.board@spl.org

Agenda

- A. CALL TO ORDER
- B. APPROVAL OF AGENDA
- C. PUBLIC COMMENT
- D. CONSENT
 - 1. Minutes of October 27, 2022 Library Board Special Meeting
- E. CHIEF LIBRARIAN REPORT
 - 1. Chief Librarian Report
- F. OLD BUSINESS
- G. NEW BUSINESS
 - 1. Third Quarter 2022 Levy Report
 - 2. Draft 2023 Operations Plan
 - 3. 2023 Library Board Regular Meeting Dates
 - 4. Library Foundation and Friends of the Library Updates
 - 5. Updates from Library Board Members
- H. EXECUTIVE SESSION
- I. ADJOURN
- J. NEXT LIBRARY BOARD MEETING: December 15, 2022

(For more information, call Laura Gentry, head of the Communications Office, at 206-915-9028.)

Unapproved Board Minutes

Board of Trustees Meeting

The Seattle Public Library

October 27, 2022

CALL TO ORDER

The regular meeting of The Seattle Public Library (SPL) Board of Trustees was held on October 27, 2022. Library Board President Carmen Bendixen called the meeting to order at 12:02 p.m. Vice President Jay Reich and trustees Ron Chew, W. Tali Hairston, and Yazmin Mehdi were in attendance. The meeting was conducted with a remote attendance option via video conference.

APPROVAL OF AGENDA

The agenda was approved as published.

PUBLIC COMMENT

There were no public comments.

CONSENT

It was moved and seconded to approve the consent agenda as published; the motion carried unanimously.

CHIEF LIBRARIAN REPORT

Chief Librarian Report

Library Board Vice President Jay Reich said he had been out of the country and missed the September meeting. He thanked Executive Assistant Amy Lawson for the meeting minutes which were helpful in providing tone and content of the meeting.

Executive Director and Chief Librarian Tom Fay said the mayor's budget was favorable for the Library, and the City Council process is going smoothly. He said the budget will close out in November, and he will update the Board with any changes. Mr. Fay said the Library's Foresight consultant has been conducting interviews and compiling survey information from internal stakeholders and community partners. He said the Core Team continues to meet and is preparing for November and December workshops. He said a mini workshop the week before at the monthly managers' meeting was interesting and opened people's mind to the process.

Mr. Fay said he attended a virtual Public Library Leadership Council meeting with colleagues from across the world to talk about challenges and innovative work being done in the profession worldwide. He said he also attended the Washington Public Library Directors meeting in Spokane, WA, at the end of September, which allowed for deeper discussions on topics affecting Washington libraries, as well as welcoming new directors across the state. He said it is the first time the group has come together in person since the pandemic began. Mr. Fay said he held Community Conversations at the Greenwood and Lake City branches and received good feedback from attendees. He said information will be compiled and made available on the website as the Library continues to track public input for the strategic planning process. He said there will be more Community Conversations in the first quarter of 2023 as the Library transitions into the fuller strategic planning process.

Mr. Fay said the Library Foundation held its annual State of the Library event on October 2 at the Central Library with a couple hundred attendees. He said the Library greatly appreciates the donors and the generosity of the Foundation. He said it was the first time many of the attendees had come back to the Central Library, and it was good to see so many people downtown and in the Library.

Mr. Fay said the Library held a “Staff Day Local” on October 13. He said this year’s staff day took a new approach, using the opportunity to allow staff groups in every location to team-build as well as have a little bit of fun. He said it was a good opportunity for many new staff to meet colleagues, and a sense of joy and networking was accomplished throughout the day. Mr. Fay said he visited with staff groups throughout the Central Library and observed many types of team-building exercises engaged in by different units, including a waffle station set up by Shelving Operations staff.

Mr. Fay said the Foundation held a celebration in honor of the Library’s receipt of a number of valuable historic maps from Fox Rothschild and Douglass Raff. He said Mr. Raff has been a generous donor to the Library for a number of years. He said the Library is very proud to have the Arrowsmith Map in its collection, as well as a number of other maps ranging in age from the 1730s to 1804. Mr. Fay said all of the maps represent some portion of North America, most importantly including the Northwest in its various states of topography.

Mr. Fay introduced Director of Intuition and Strategic Advancement Rick Sheridan. Mr. Sheridan said the Library had made a decision to allow staff to use Naloxone (the generic name for Narcan) on a volunteer basis. He said Naloxone rapidly counteracts the effects of drug overdoses and can be used in the absence of trained medical personnel to address overdose situations. He said the Library reviewed legal and safety issues as well as reviewing other city department practices. He said after receiving updated guidance on legal liability, the Library decided to allow staff, on a volunteer basis, to administer Naloxone to patrons who appear to be overdose victims who are located on Library grounds. He said Naloxone doses will be placed in first aid kits, at each location, for staff use only. He said the Library has scheduled two classes to train staff volunteers on the use of the medication. Mr. Sheridan said Public Health – Seattle and King County has connected the Library with an overdose education consultant from the Washington State Department of Health who will conduct the training sessions. He said more classes will be scheduled in the future for interested staff. He said, with input from the Union, the Library drafted guidance documents to support staff volunteers. He said the guidance underscores that the first step when finding a nonresponsive patron is to call 911 and request medical assistance from the Seattle Fire Department, prior to using Naloxone. Mr. Sheridan said Naloxone will only be administered by trained volunteers from Library staff, and there is no guarantee that a staff member will be available at every Library location or across all shifts. He said that information has been included in messaging to the public. He said the implementation date has yet to be determined, and will be announced following the opportunity for staff to receive training which will begin in November.

Mr. Reich said he was glad the Library is taking this action, as he was aware the Philadelphia library system is as well. He asked if there is anything the Board should do to protect employees from legal liability, and said the Board could formally approve the action. Mr. Fay said the City Attorney’s Office reviewed the issue. He said the executive order from the governor expands upon the Good Samaritan law and provides protection from liability. Mr. Fay said if the Board would like to see the issue as an official action, he would think about how it would relate to a policy and follow up with the Library Board president. Mr. Reich said he would favor that to make sure the Library has full advantage of the executive order.

Trustee Yazmin Mehdi said she trusts that the Library has vetted all possible issues that could arise and has reviewed how best to protect staff. She asked how many staff were interested in being trained; she said there is a danger of the public thinking there are trained staff if only a few staff members want to do it. Ms. Mehdi asked if the first aid kits would be at risk if people know Naloxone is in them. Mr. Sheridan said two classes of 33 staff were filled, and there is a small waiting list remaining. He said the Library could probably fill an additional class. He said for an organization with 700 employees, there is a fairly sizeable number of interested staff members. He

said the Library has a contractor that provides kit management. He said the first aid kits are under staff control, and are placed in staff areas, not available to the general public. Mr. Sheridan said the Library will look at additional training over time to provide the opportunity for new staff, as well as a refresher for current staff. Mr. Fay said the Library is looking at different training providers and considering whether it might be done at a Staff Day. Mr. Fay said the training will address the possible outcomes from administration of the product and how to prepare for the experience and do it safely. He said the Library has protocols and procedures around how to handle an overdose situation including calling 911 and responding to the incident in pairs.

Mr. Fay said the Library hosted a visit and tours with a South Korean delegation this month. He said it is good to see international groups coming back to the Library. He said, at the request of Mayor Harrell's Office, the Library would be hosting a visit from the mayor from Kobe, Japan, as part of the Sister City program. He said the Library currently had colleagues visiting from the Houston Public Library who are exploring the possibility of a remodel or a new central library. Mr. Fay said these visits always provide a two-way exchange of information.

Mr. Fay encouraged the Board members to read this month's staff reports, if they hadn't already had the chance. He said one report contains data points that tell how unscheduled closures impact the way patrons utilize the Library. He said the numbers show how frequently patrons are coming back, and how service interruptions from heat, smoke, and cold affect usage. He said the statistical report lays out these numbers across the system, and the Library is always monitoring that information. He said the the Library is pushing to get air conditioning and improvement in air handling systems to maximize the number of hours it is open.

Mr. Fay said Government Relations and Community Partnership Manager Kiersten Nielsen's report lays out the Library's approach to government relations components. He said Interim Circulation Services Manager Kevin Tracy's report is on the replacement of the circulation processing system with an equipment upgrade. He said this work is a component of a larger ecosystem, and the upgrade has been under discussion several years. He said it is one of the many things the Library needs to do to have a stronger technology foundation moving forward. He said the Library also has an automated material handling system update underway, as well as looking at the integrated library system.

System Reports

Friends of the Library Update

Mr. Fay introduced the Friends of The Seattle Public Library's board president, Amy VanderZanden. Ms. VanderZanden said the Friends' programs and operations have changed substantially in the last two and a half years. She said as part of this change, the Friends have revised their mission and vision statements to better reflect their current state and future aspirations. She said the Friends' new mission is, "to elevate the Library and inspire the love of reading in our communities," and their vision is, "vibrant and equitable communities connected through a flourishing library." She said the new language was approved at the Friends Board's October meeting, and will soon be updated across their website and materials. Ms. VanderZanden said more than half of the Friends Board's 18 members have joined since the start of the pandemic. She said it has been exciting to strategize and revision with fresh faces and ideas, and also daunting to test their onboarding and knowledge transfer. She thanked the trustees who have stepped up, including a new board treasurer who will officially step in next month bringing on a new contract bookkeeper and contract communication specialist. She said the Friends will set up two new book sales spaces, expand the planning and execution of their communications and outreach work, develop and execute a grassroots advocacy plan, lead a program-focused fundraiser to expand the reach of their "Books for Teachers" operation, and audit and improve their board recruitment and onboarding processes.

Ms. VanderZanden said the Friends continue to invest in their “Books for Teachers” and Owls Tote programs. She said each year about 5,000 tote bags are distributed to children receiving their first library cards. She said the program was suspended while the Library was closed in 2020, but has been back on track for the past two years. She said the Books for Teachers delivery mechanism has adapted to change and continues to operate successfully. She said so far this year 32 teachers from Title 1 schools in Seattle have received more than 3,000 books at no cost to them. She said the Friends look forward to beginning to host monthly events for teachers to receive free books in the Friends’ new space. She said from January through September the Friends have received more than 47,000 donated books, of which they have sold approximately 14,000, and have circulated nearly 14,000 more back into the community through donations to the Ballard Food Bank, Books for Prisoners, Books for Teachers, Little Free Libraries, the SPL rainbow wall at the Capitol Hill Branch, and the International Rescue Committee. She said this year the Friends provided a grant to support Book Bingo and they look forward to becoming ongoing sponsors. She said the Friends have been providing headphones and memory sticks to sell at cost in braches, but starting next week they will be providing this service as a grant for the Library to purchase and disperse these items as needed.

Ms. VanderZanden said the Friends continue to align with the Library through monthly meetings with the Chief Librarian, quarterly Three Presidents meetings, Joint Advocacy Committee work, and regular communications meetings. She said the Friends opened two new spaces in January, one of which is a stand-alone space at Lander Street Vintage that focuses on rare, antique, and collectible books. She said the books-only space covers its cost and then some. She said the Friends also added a small new space in Georgetown for book processing and storage, Books for Teachers programming, and monthly book sale events. She said they have a monthly themed book sale at this location, featuring mysteries and thrillers in October, nonfiction in November, and gift books in December. She said they continue to think creatively about opportunities for events in their spaces.

Ms. VanderZanden said over the summer and fall, they hosted FriendShop pop-ups at the High Point, Greenwood, Beacon Hill, and Northeast branches. She said they are seeking more opportunities for engagement at community events around the city. She said they had a table at Pride in the Park this past June, where they gave away 2,200 books, and they plan to do more similar activities.

Ms. VanderZanden said in alignment with the work that was already being accomplished, the Friends promoted their FriendShop manager to Business Director. She said they also created and filled a communications specialist contract position to be responsible for social media, web, and marketing materials. She said the Friends’ staff and contract workers are exceptional and truly allow the Friends to engage in activities needed to achieve their mission, and she thanked them for their dedication and work. She said the Friends have nearly three dozen volunteers who help to run the FriendShop, process book donations, and help make the book sales happen. She said to date this year, the Friends have received just shy of 3,000 hours of volunteer time, and she thanked all of the volunteers.

Ms. Mehdi said the Friends’ huge book sales at Magnuson Park in the past had a unique ability to match people with niche books and topics. She said the Friends are now having to replicate that one big weekend sale in multiple smaller ways, and she asked if the Friends are still able to find the right people for the right books. Ms. VanderZanden said one of the nice things about having three spaces is that it allows them to find an audience for an array of books. She said having storage space is very important because they can build up niche books for themed book sales. She said a cookbook sale in August was successful. Ms. VanderZanden said that donated books that don’t appeal to anyone might be recycled. She said that is the worst case scenario, but it is part of the work of parting with books, and the Friends are happy to do the hard part of that separation for people.

Mr. Reich thanked Ms. VanderZanden for her report and enthusiasm. He said the Friends have made an enormous pivot and transition, and the Library is grateful for her leadership, as well as the work of

the Friends to support the Library, including through the FriendShop and processing donated books. Ms. VanderZanden said the Friends are pleased to be in a place that feels sustainable. Mr. Fay congratulated the Friends on having done a great deal of work, creating new positions, and opening new spaces. He said the communication person will be helpful to sync communications between the Library, Friends, and Foundation. He thanked Ms. VanderZanden for her availability and hard work.

Mr. Fay introduced The Seattle Public Library Foundation's board president, Justo González. Mr. González said the Foundation's mission is: "The Seattle Public Library Foundation inspires the community's philanthropic support, advocacy for, and pride in the Library." He said they accomplish that in three ways: invest, cultivate relationships, and advocate. He said the Foundation invests about \$5 million annually, supporting approximately 40 Library programs, above and beyond public funding. He said Foundation grants focus funding on education, enrichment, and economic opportunity. He said the Foundation cultivates relationships that bring funding resources and opportunities to the Library; and as advocates, the Foundation provides an external voice for the Library, primarily to secure public investment.

Mr. González said the Foundation has four 2022 strategic plan priorities: to deepen and strengthen collaborative partnerships with the Library; to plan for an established capacity to fundraise for the Library of the future; to develop and execute on a strategic advocacy plan in partnership with the Library; and to build the Foundation's organizational capacity. He said the Foundation has a healthy, reciprocal relationship with the Library, the Chief Librarian, and Library leadership. He said the Foundation has hosted successful events to introduce Mr. Fay to donors, including at branches, and at house parties. He said the Foundation has expanded the scope of their collaboration and working groups around operations, communications, advocacy, diversity and equity initiatives, and more. He said they have increased grant funding by moving to a trust-based philanthropy model, working with the Chief Librarian and his team. He said events have required the Library to be nimble, and the Foundation has been with the Library to provide resources to help.

Mr. González said in an uncertain economic environment, the Foundation is still surpassing its fundraising goals and building capacity to do more. He said, to date, the Foundation has met upwards of 75% of the goal through September, which compares with 66% at the same time last year. He said, in absolute dollars, the Foundation has raised about \$2.6 million. He said as of the end of September, Foundation board members themselves had raised \$123,000 dollars, surpassing their goal of \$50,000. Mr. González thanked his fellow board members who have led fundraising house parties and corporate events to smash their goal and build for the future. He said 2023 planning is building on this year's success, aiming for higher goals, and more engagement face-to-face. He thanked Executive Director Jonna Ward and Deputy Executive Director Brian Lawrence for their leadership.

Mr. González said the Foundation has a deep commitment and collaborative strategy with the Library and the Friends of the Library. He said the Foundation has formed a joint committee on advocacy with the Friends, and has hired a communications and advocacy director. He said they are building a grassroots network for action alerts and contacting elected officials in partnership with the Friends. He said the Public Library Action Network launched in September and has had good results in terms of citizen sign-ups and using the platform to message the mayor about his budget proposal. He said the Foundation Board also held a training on advocacy with great participation where they added to skills for advocacy and how to be ambassadors for the Library. He said they plan to expand the scope of advocacy to the state and federal levels and to increase in community connections. He said the Foundation, together with the Library, is embracing its role as national leaders in the sector and believes the library support network can improve advocacy nationally. He said the Foundation can provide a model for libraries to increase their support.

Mr. González said, with regard to organizational capacity building, the Foundation has enjoyed increased flexibility working with the Library to fund programs and be nimble, and has successfully moved to a remote hybrid environment, while also having meetings and events in person. He said the Foundation has revitalized the Emeritus Board and is reactivating engagement with past Foundation board members. He said the Foundation is making great progress on Diversity, Equity and Inclusion (DEI) initiatives and hired consultant Damaris Price to work with a core group of leaders which underscores their commitment to equity at every level of the Foundation and how their work is defined and measured. Mr. Gonzales said he is excited for the future of the Library and for the Foundation's role in supporting that future.

Ms. Mehdi said she attended the State of the Library event which was very inspiring. She said it was good to speak with Foundation Board members in person, and was impressed by the engagement by volunteers, fundraisers, and advocates from the Foundation and Friends. Mr. Fay thanked Mr. González for his leadership and work with the Foundation to develop challenge initiatives. He said the relationship and partnership with the Library is greatly appreciated. He said SPL is the envy of the public library world when it comes to foundation support. He said the Library and Foundation work hard to build and re-establish their relationship and to be transparent. He said the Foundation has stepped in to support challenges that have come up for the Library. Mr. Fay said the Foundation having allowed him and Assistant Director for Equity, Learning and Engagement Services Valerie Garrett-Turner to attend the DEI development process has changed their ideas about how the Library might incorporate some of that learning to make a better DEI assessment and approach for the Library. He said the relationship is a very beneficial partnership for the Library. Ms. Bendixen thanked the Foundation for a wonderful hybrid Seattle Reads program the week before.

NEW BUSINESS

Library Foundation and Friends of the Library Updates

Ms. Bendixen said the Foundation Board did not meet last month. Mr. Fay said he attended the October 12 Friends Board meeting. He said the Friends will be participating in the Gates Foundation Giving Marketplace on December 2 and 3. He said their board voted unanimously to approve their new mission and vision statements with a very engaged conversation. He said the Friends Board approved the transfer of signatures from the current treasurer Julie Sandygren to the incoming treasurer Lauren Abraham. He thanked Ms. Sandygren for her hard work during an uncertain time, as well as thanking Ms. Abraham for stepping into the position.

Updates from Library Board Members

Mr. Reich said he received a notice from Councilmember Lewis about a budget discussion involving constituents. He said he forwarded the notice to the Foundation and then saw a message come through to the Public Library Action Network encouraging people to testify in support of the budget; he said it is a wonderful demonstration of the Foundation's advocacy efforts. Mr. Reich said he and his wife attended the Foundation's donor reception and public Seattle Reads author event. He said author Luis Alberto Urrea was charismatic and entertaining and the book was very interesting. He said this was the 24th year of Seattle Reads, which began in Seattle and is now a worldwide literary program. Mr. Fay said the 25th year will shift the program back to the spring time and will have many exciting components. He said Program and Events Manager Stesha Brandon will report more on the 2023 program soon. Mr. Reich said the Library worked very hard to make the literature selections and develop community involvement for the program. He said this year's program included music as well as an author program provided entirely in Spanish to reinforce connection with the Latinx community. Mr. Fay said the number of attendees at the Central Library and Lake City Branch programs was impressive. He said people were hungry to have in-person events to connect with others again to discuss the material. Mr. Fay thanked the trustees for attending a number of events over the past month and for their continued support.

Ms. Mehdi said she enjoyed the presentations on the Foresight process at the joint meeting of the Library Board, Foundation Board, and Friends Board the week prior. She said she is excited to go through the planning process and the presentations did a great job of illustrating how the approach considers different future horizons, as well as presenting real world examples of timely considerations and impacts. Ms. Mehdi agreed with Mr. Reich about the benefit of the Public Library Action Network to quickly notify advocates of opportunities to support the Library.

Trustee Ron Chew said he finished “The House of Broken Angels” the night before and found it to be an excellent read with a powerful ending. He said he was part of the organizing committee for an event later that evening hosted by the International Examiner to honor, among other people, former Library Board trustee Theresa Fujiwara for community involvement. He said Ms. Fujiwara would be receiving a lifetime achievement award for her long-time advocacy in the equity and social justice space. Mr. Fay asked Mr. Chew to send his congratulations to Ms. Fujiwara at the sold-out event.

EXECUTIVE SESSION

An executive session was held to discuss with legal counsel actual or potential litigation that may affect the Library and to review confidential personnel matters. No decisions were made during the closed session.

ADJOURN

The meeting was called back into public session at 1:34 p.m., and Board President Carmen Bendixen adjourned the meeting at 1:35 p.m.



The Seattle Public Library

Date: November 17, 2022

To: Library Board of Trustees

From: Tom Fay, Executive Director and Chief Librarian

Re: November 2022 Chief Librarian's Report

1. On October 19, we held the annual joint meeting of the Library Board, Friends Board, and Foundation Board. The popular meeting is an opportunity for members of the three boards to come together for discussions on issues of shared importance to the Library and its supporting organizations. This year's meeting featured a guest presentations from Andy Hines of Houston Foresight and from Elizabeth Merritt, Vice President, Strategic Foresight and Founding Director, Center for the Future of Museums at the American Alliance of Museums. Both presenters shared expert insights into the application of the Foresight process. Board members engaged and appreciated a deeper look into the process. The Library's Foresight effort continued with a mini-workshop for Library managers on October 21, followed by a Foresight Scenario Workshop for internal stakeholders on November 3 at the Central Library, and a second workshop for community partners on November 4 at the Columbia Branch.
2. The 2022 Seattle Reads program, featuring "The House of Broken Angels" by Luis Alberto Urrea, was a great success. This was the first in-person Seattle Reads program since 2019, and it was also the first with a concurrent livestream during the main program on October 20. Three public programs drew crowds of 40 to 200 people, and 1,300 uncatalogued copies of the book in English and Spanish were distributed throughout the branches and through prioritized community engagement. An additional 370 copies were made available through Peak Picks and the Library catalog. Two of the three public programs featured Urrea speaking about the book and chatting with luminaries from the community. These programs also featured music by Correo Aereo. The Library was thrilled to host one of these public programs in Spanish. Big thanks go to Programs and Events Manager Stesha Brandon for her leadership, and a great many staff throughout the organization for their hard work in support of the program. The Library is also grateful to partnerships with La Sala, Seattle Escribe, El Centro de la Raza, the Centilia Cultural Center, Elliott Bay Book Company, and Third Place Books for an exciting and successful bilingual Seattle Reads.
3. On October 25, I held a Community Conversation at the Lake City Branch to discuss the impacts of the pandemic and the future of the Library. This was the last in the 2022 series of Community Conversations to inform the Library's development of a new strategic plan. The conversations brought together community members in discussion about how the Library has navigated the pandemic, how the pandemic has changed the patron experience, and how the Library is preparing for the future. We will hold more conversations later into 2023 as we progress through the strategic planning effort.

4. Early this month we held two staff trainings on administering naloxone to patrons on Library grounds who appear to be opioid overdose victims. The Library has received a supply of naloxone and has begun its deployment across the system. Naloxone doses will be available in first aid kits, for staff use only, and staff who would like to be able to administer Naloxone on the job must attend a Library-sponsored training session. The Library will be clear on messaging that there is no guarantee a trained staff member will be available at every Library facility or across all shifts. As always, the first step after finding a patron who is non-responsive will remain calling 911 to request medical assistance from the Seattle Fire Department before attempting to provide any aid, and notifying the Library's Security team.
5. On November 1, I gave a presentation to the Skyline Retirement Community at their "branch social." The event was well attended, both in person and virtually, by an engaged audience of residents and donors who came to listen to updates from the Foundation and the Library. The same evening, I also gave a presentation to the Rainier Club's Literary Happy Hour on the library of the future. Both groups of participants are avid readers who love the Library and have an active interest in the opportunities and challenges of our services.
6. November brings a number of internal meetings, interviews, and planning sessions as we move further into the RFP process and look at transitioning from the Foresight process to a full strategic planning process in 2023.

Meetings and events during this reporting period:

- a. Board Meetings: Monthly Library Board of Trustees meeting; Monthly calls with Board President; Friends of The Seattle Public Library's Annual Meeting; The Seattle Public Library Foundation Board meeting.
- b. Standing Meetings: Compensation Committee; Leadership Team; Senior Management Team; Monthly Managers meeting; Union/Leadership meetings; Long-Term Sustainability meeting; Foundation CEO/Chief Librarian monthly meeting; Friends Board President/Chief Librarian monthly meeting; Strategic Foresight Core Team meetings.
- c. Library Talks, Meetings, Interviews and Visits: KCLS Director meetings; Metro area library director meetings, Meetings with Washington library directors and State Librarian; Urban Libraries Council Director/CEO meeting; meeting with Yakima Valley Libraries director.
- d. City Meetings, Events and Programs: Mayor's Monthly Cabinet; Deputy Mayor's monthly meeting.

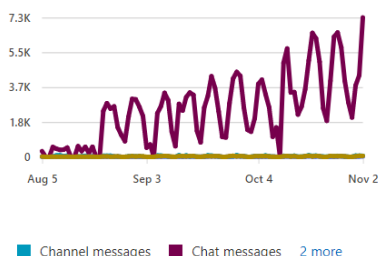
Outcome Statement: Connect staff across SPL using Microsoft Teams for virtual and hybrid communication and collaboration.

Coming together here, there, and everywhere

During the pandemic, SPL learned how to work remotely by leveraging technology to increase virtual programming and operations. Technology companies converted hard learned remote work lessons into more capable tools. Emerging from the pandemic, we are bringing these new ways of serving patrons with us. Increasing in-person services, connecting staff across all 27 locations, and helping remote patrons engage with their library here, there, and everywhere.

Microsoft Teams, more than just a Skype upgrade

Number of activities by type for total users



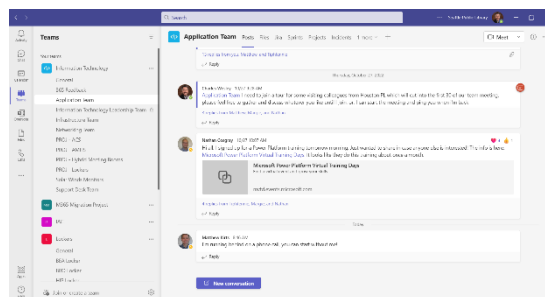
After many years of service, Microsoft retired Skype to make way for Teams. SPL launched Microsoft Teams for SPL staff on August 22nd, and retired Skype on October 10th.

Adoption has increased week over week, with over 85% of staff already using the platform. Over 221,000 team or private chat messages have been sent, 1,617 meetings, and over 650 video calls held in Teams.

Putting the “team” into Teams

Unlike Skype, Microsoft Teams is not just a chatting or calling platform. It is a true collaboration hub. Each “team” organizes collaboration across multiple topic-based channels, shared files that can be live edited in real time by multiple users, and an integrated search bar to help find information quickly.

Currently 49 teams have been created, with future growth expected as the rollout continues for branch staff.



Our hybrid future



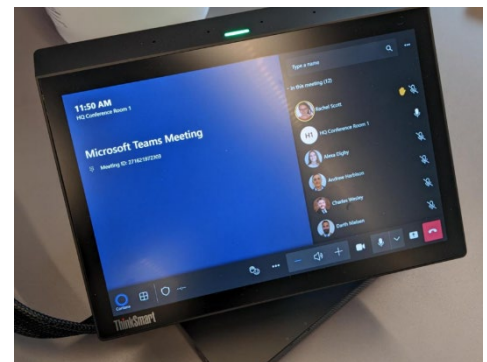
A meeting with everyone sitting around a table is great. A meeting with everyone logged into teams is fantastic. A meeting with some people face to face in a room interacting with one or more remote people is the future.

Having equal access to a meeting regardless of physical location is hybrid success defined. Microsoft Teams paired with the right technology can strike that balance. SPL's Information Technology department has piloted technology from Lenovo to find the right balance of high quality meeting experience, ease of use for remote and in-person attendees, and cost.

These pilot meetings have ranged from small team meetings, larger team meetings, and larger hybrid training events. These meetings have received very positive feedback, and the technology has proven to exceed expectations.

Expanding hybrid meeting support for staff is underway, with additional support for the Central Library as well as expanding the pilot to select branches in each region.

Opportunities for expanded hybrid public programming will benefit from this internal phase as staff can identify the challenges and opportunities hybrid meeting technology.



Your Next Job

November 2022

Elizabeth Iaukea, Workforce Development & Adult Basic Education Program Manager

Service Priority: Community Engagement Community Engagement

The Library's Community Engagement impacts rely on listening and relationship building to develop Library programs, services, and collections that reflect community needs and interests, feature community voices, and create meaningful experiences that bring people, information and ideas together to enrich lives and build community. This Community Engagement vision builds on the Library's strong history in our community, and opens up an exciting new chapter in our work to serve the people of Seattle.

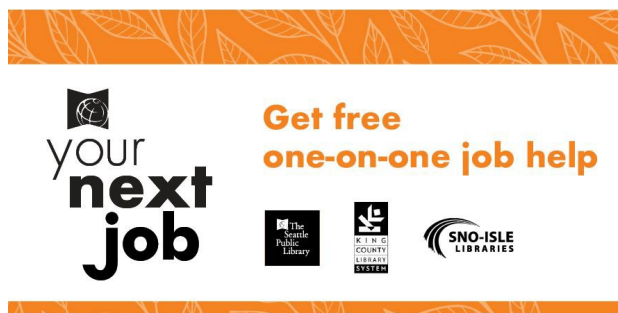
Outcomes:

- Community members see themselves reflected in the library
- People of color in the community believe the library is an inclusive institution
- Community members with barriers to opportunity are able to use library services, materials, and programs.
- Library services, materials, and programs address specific needs and interests of people with barriers to opportunity.

Evolving Workforce Development/Job Seeker Support Services: *Your Next Job 2.0*

[Your Next Job \(YNJ\)](#) began as a pilot in 2020 in response to the immediate crisis of job loss in our community due to COVID-19, and the need to provide a higher-level of support to those being left out of federal unemployment relief due to language, literacy, and accessibility barriers. Our goal was to expand our workforce support services to offer 1:1 reference appointments for (1) digital literacy, (2) employment resources and information literacy skills (navigating websites with key resources for unemployment and job seekers), (3) online learning for upskilling, and (4) referrals to system navigators who can provide 1:1 case management support

in the areas of career and education pathways, job help, and financial assistance for basic needs. Even prior to COVID BIPOC communities are often the most lacking in access to services and opportunities, so a key component of YNJ was providing services in-language. The program has been a regional partnership with [Sno-Isle Libraries](#) (SIL) and [King County Library System](#) (KCLS), and the [Seattle-King County WorkSource](#) (Sea-King WS) system.



Although the service priorities remain the same, some changes have been made over YNJ's 2+ years, primarily to the in-language services offered. Reference staff from the 3 library systems now only provide job and career navigation services in English and Spanish. Staff attrition forced us to discontinue service in Russian and temporarily, Korean; community-partner [Asian Counseling and Referral Service](#), who also provides YNJ services in Chinese and Vietnamese, also supports our Korean-speaking patrons. SPL contracts with community organization Building Our Bridge (BOB) for Amharic, Arabic, Oromo, and Tigrinya; the 3 BOB navigators also translate and interpret for patrons, and conduct program outreach in their communities. In 2021, Evaluation Coordinator Liz Wurster was contracted to track patron, appointment, and demographic information to help us more effectively analyze progress toward our goals. In addition, the original YNJ program manager left SPL last December (2021); Elizabeth Iaukea joined SPL in May 2022, she also oversees the Library's adult basic education program, which include ESOL, citizenship, and adult tutoring.

Over the last 6 months Elizabeth's YNJ focus has been to:

- Learn about and better understand community needs, centering racial equity and social justice
- Determine - through analysis of the evaluation data and talking with the evaluator, navigators, and other workforce development staff, and ultimately patrons - whether and to what extent YNJ is uniquely meeting any

of those needs, while maintaining an equity and inclusion focus, specifically but not limited to digital and language access, and

- For YNJ and SPL's overall workforce development program of service, make changes to current services and discontinue and begin services where appropriate, so that we are providing and delivering services *not otherwise available in Seattle's WFD ecosystem, or which are delivered in such a way to not be accessible by our most vulnerable populations*. Answering such questions as, where does SPL fit within the City's existing workforce development system? What gaps does the library uniquely fill, what needs do we alone meet for our communities?

As the Library and the YNJ program have evolved, so has the Sea-King WS system. Pre-COVID most interactions and appointments were in-person, with limited phone and almost no virtual services. Seemingly overnight, COVID-necessitated closures caused an unprecedented loss of employment, and with it a dramatic spike in new unemployment insurance claims, temporarily crippling workforce development systems at all levels. Of all system partners, libraries were among the best equipped to transition from in-person to virtual services. SPL in particular was early to recognize and with YNJ respond to the specific needs of those unable to get online (lacking internet or devices and sufficient digital skills to use them), and those unable to communicate effectively by phone or virtually due to language barriers.

In-Language Job & Career Services Improve, More Digital Skills Training Needed

Since March 2022 the Sea-King WS system has pivoted successfully to virtual services, and in their ability to serve those with limited English proficiency by adding in-language job and career coaching and job search classes in 8 non-English languages. At this time, the only overlap in in-language services are Amharic, Spanish, and Tigrinya, but as additional languages are added we may decide to scale back on the in-language component of YNJ. However, although there's been progress by the Sea-King WDS in improving digital equity, the need for digital skills training remains critical, especially for those lacking the most basic skills, and it's in this area that we intend to concentrate, with:

- Host 2 AmeriCorps volunteers to provide instruction for very basic digital skills, using a specific service model where a digital skills navigator provides (at least initially) 1:1 in-person instruction, and uses a case-management approach that begins with helping individuals identify goals and the steps to achieve them, and continues with support and instruction as-needed, ideally by the same navigator or a small group of navigators.
- Increase our support for BIPOC-supporting community-based organizations (CBOs) with onboarding and staff training for them to use library-provided resources like [Northstar digital literacy](#), and for those with more high-level digital skills, LinkedIn Learning, and IT/software certification. These CBOs' strong, existing trust relationships within their communities, often literally speaking the same language, can result in a higher level of impact than what's achievable by the library alone.
- Help identify and support small changes to library services and processes that can increase digital equity.
- Improve outcomes for community members by supporting an initiative to map our region's digital equity assets and opportunities, to make and facilitate better and more frequent referrals for individuals between partners.

Role as a WorkSource Connection Partner Remains Valuable

Libraries continue to play an important role in increasing access to job seeker and career services for those who feel more welcome and comfortable using the library and asking library staff for help, rather than formal workforce development entities like WorkSource who are still seen by many as 'the unemployment office.' Strengthening our position as a WorkSource Connection site means training a larger number of staff to provide basic job search services, additional staff to provide more specialized services like using career research and exploration resources, and for all, knowing when and how to refer patrons to other partners. Doing so with existing, limited staff resources will be possible by eliminating the complicated and time-consuming appointment scheduling process needed to share technology and staff for English and Spanish YNJ appointments between the three library systems. YNJ scheduling had become a unique process, outside of any used by any of the 3 libraries. In late October we agreed to discontinue this aspect of our collaboration and instead each use our own staff and the service models already in use by each system to provide other, non-YNJ library services. The aspects of our partnership that brought the most value will continue - the YNJ brand, and in-language navigation - but while costs and responsibility for these had been the sole responsibility of SPL, going forward these will be more equitably shared by all 3 libraries. And we'll continue to meet regularly to share ideas and best practices.



A proud partner of the [AmericanJobCenter](#) network



The Seattle Public Library

Date: November 17, 2022

To: Library Board of Trustees

From: Tom Fay, Executive Director and Chief Librarian
Alex Yoon, Director of Administrative Services
Jan Oscherwitz, Library Levy Administrator

Re: **3rd Quarter 2022 Levy Report**

Background

We are in the third year of our seven-year 2019 Library Levy. This report, which covers activities and spending for the third quarter of 2022, continues the series of ongoing updates for the Library's leadership team and board of trustees to document implementation of the levy priorities and accomplishments. In August 2019, Seattle voters overwhelmingly approved a seven-year \$219.1 million property tax increase to maintain and enhance Library services through 2026. While the Library laid out a clear framework for how 2019 Levy proceeds would be used, the COVID-19 pandemic has caused massive disruption across all sectors and impacted the way people interact with all institutions, including the Library. This report describes the way the Library has responded to the ongoing impacts of the pandemic and has used levy funds to promote investment objectives in the levy categories of Hours and Access, Collections, Technology and Online Services, Children's Programming and Maintenance.

2022 3rd Quarter Levy Report Overview

The levy provides 35% of the Library's revised total budget of \$124.9 million in 2022. The Library spent \$17.2 million through the third quarter of 2022, or 40% of the revised levy budget. Much of the year-to-date lag in spending is associated with the capital improvement program, which has experienced pandemic-related delays.

Hours and Access: We promised to keep libraries open when patrons need them

Through the third quarter, the pandemic continued to impact our ability to fully restore operating hours at our Library locations. Like many other institutions, our operations have been affected by successive waves of COVID-19. While we expanded operating hours in the spring, a surge in COVID cases in May and June resulted in temporary hours reductions through the summer. In addition, extreme heat resulted in unscheduled closures. For many branches, 3Q meant library hours that were near normal, but for the nine branches without air conditioning, library doors were frequently closed. Staff moved nimbly to communicate updates on unexpected closures to patrons and increase hours where possible in branches with air conditioning, but our summer closures were frustrating to staff and patrons alike. To address this problem, the Library is directing levy resources to support air conditioning at Green Lake Branch as part of the seismic retrofit project and is seeking federal and other funds to support air conditioning at other branches.

Collections: We promised a robust collection of books and materials

We continued to make significant investments in both digital and physical materials. We purchased 29,000 digital files and 4,500 copies of Peak Picks titles in Q3.

Technology and Access: We promised to improve computer and online services

Our levy-funded hot spot program continues to provide internet access through our general collection and through targeted outreach. The hot spots in our general collection were checked out nearly 2,000 times in Q3. We worked with community organizations to loan 89 hot spots to provide long-term internet access to communities disproportionately impacted by the digital divide. In Q3, we added Chief Seattle Club at Eagle Village and the Harborview Abuse and Trauma Center to our list of community hot spot partners.

Children's Programming: We promised to add more programming for children ages 0-5.

We continue to offer a robust selection of virtual programs on our [Kids' YouTube channel](#) as we prepare to start in-person Play and Learn groups in Q4. We also continued to support our community partners who offered in-person programming with books and other materials.

Maintenance: We promised to maintain buildings for the next generation

The COVID-19 pandemic continues to present unique challenges and opportunities for keeping the Library clean, safe and accessible. In addition to their regular work, our facilities and custodial teams have had to deal with increased vandalism to our properties.

Our Capital Improvement Program continues to experience unfortunate delays due to widespread supply chain issues, labor shortages and higher-than-expected bids. The Green Lake project, which received only one qualified bid in July, will be rebid in Q4, and construction is now scheduled to begin in Q1 2023. In Q3, we made progress on two significant projects under construction, the slate roof replacement project at the Queen Anne Branch and the exterior access improvements project at the Douglass-Truth Branch.

Action required/requested: Request Board review and consideration of 3rd Quarter 2022 Levy Report for approval at the November Library Board meeting.

The Seattle Public Library



“Year of Wonder” cover art by Erin Shigaki

EXECUTIVE SUMMARY

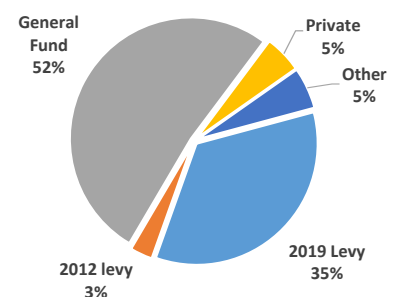
Expanding services and navigating transitions

Levy background

In August 2019, Seattle voters overwhelmingly approved (76%) a seven-year, \$219.1 million property tax levy to maintain and enhance Library services from 2020 through 2026, renewing a seven-year \$122.6 million levy that expired at the end of 2019.

In 2022, the 2019 Levy accounts for \$42.9 million (35%) of the Library's total revised budget of \$124.9 million. The City General Fund provides \$65 million (52%), and other sources, including The Seattle Public Library Foundation, federal grants, and Library fund balance provide the remainder. As part of its proposal to voters, **the Library laid out a clear framework for how 2019 Levy proceeds would be used to maintain services that had been funded by the 2012 Levy and provide additional services and programs over the seven-year levy period.** This report, which covers levy activities and spending for Q3 2022, continues the series of quarterly levy updates the Library has provided for the Board of Trustees and the public since 2013.

2022 Library Revised Budget (\$124.9 M)



Beyond renewing 2012 levy commitments, the 2019 Levy provides support for additional Library hours which have been delayed through 2022 due to the pandemic; elimination of overdue fines; improved collections and technology; safer, cleaner buildings; specialized programming and services for children; and development of a plan for the future of library service.

Q3 2022 highlights: staffing and weather challenges

In 2022, the Library has experienced the same staffing, operational and environmental challenges as other government agencies, businesses and organizations around the region, country and world. The ripple effects of COVID-19 continued to disrupt day-to-day operations and this summer, we also struggled with extreme temperatures which affected open hours for the nine branches without air conditioning. Our goals within this challenging environment were to keep most locations open every day, gradually increase hours and service levels, and serve our patrons with a robust portfolio of resources and services that they could access both in-person and online. When faced with unplanned closures, our staff try to be nimble in communicating schedule changes with patrons, but we know this situation has been frustrating. As you'll read in this report, in the third quarter, we have continued to adapt to our new operating environment to meet the needs of Seattle residents in the levy investment areas of



Hot Weather Closure Possible

This branch is not equipped with air conditioning and may close early due to excessive and sustained indoor temperatures.



For a list of libraries with air conditioning, please visit www.spl.org/Shelter. Thank you for your patience.

Hours and Access, Collections, Technology and Online Services, Children's Programming and Maintenance. This summer, while we rolled back some hours and faced unscheduled closures due to heat, we restored some in-person programming and laid the groundwork to make more in-person services available to our patrons, including our community resource specialist program for youth and adults and our weekly Play and Learn programs for children ages 0 -5. We also continued to seek funding to add air conditioning to all branches, which we consider essential as climate change impacts and extreme weather may increase.

Planning for the future of the Library

Since being appointed Executive Director and Chief Librarian by the Library Board of Trustees in March 2022, Tom Fay has laid out his initial priorities and developed comprehensive plans to pursue them. Key priorities include developing a sustainable building improvement strategy; creating and implementing an organizational roadmap that advances progress for equity, diversity, inclusion and accessibility work; engaging with community members to inform the future of Library services; preserving intellectual freedom in Library collections, programs and services; and maintaining safe and inclusive spaces where everyone feels a sense of belonging.



Chief Librarian Tom Fay leads a Community Conversation at Rainier Beach Branch

As Fay gears up to led the development of a new long-term strategic plan, he has been conducting listening and strategy sessions with patrons, staff, the Library board, partners and other stakeholders to inform the plan. Fay held Community Conversations in Q3 at the High Point and Rainier Beach branches, which patrons and community partners attended and shared feedback on everything from how Library meeting rooms can be used to Library services they'd like to see in the future to how the Library conducts community outreach. Additional Community Conversations were held this fall and more may be planned for 2023.

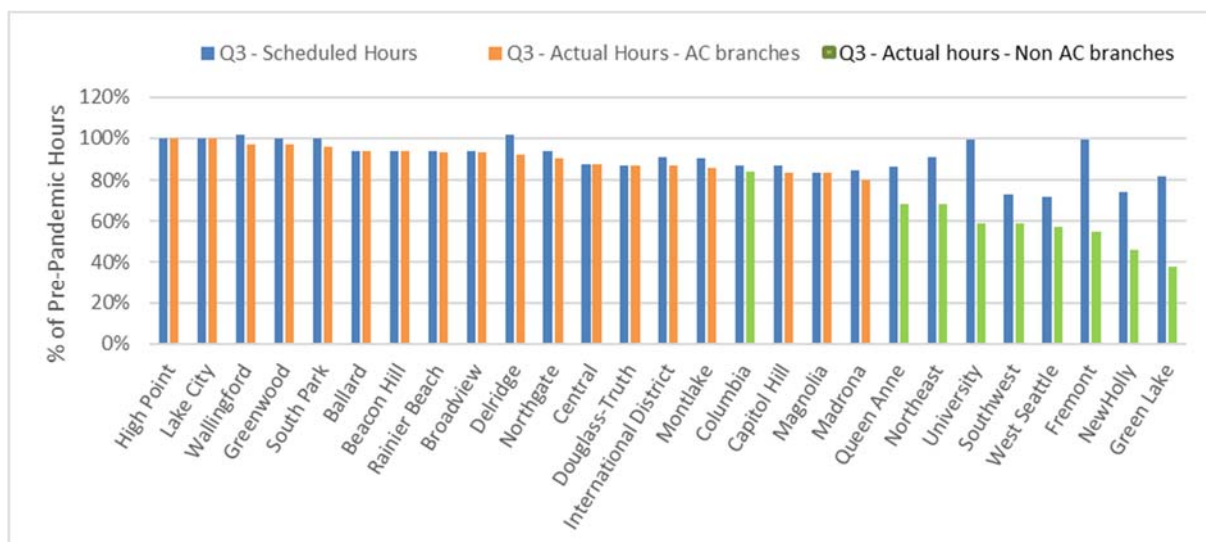
To inform this planning effort, a levy-supported strategic foresight study will provide a better understanding of the future drivers of change in library work, as well as plausible future scenarios that are likely to present challenges and opportunities for library spaces, resources, technology, and staffing. While this project will not tell us what our future will be, it will prepare us for likely future scenarios, and it will help us identify what our preferred future looks like. We have engaged Houston Foresight to guide staff and community stakeholders through this visioning process. This project will serve as the basis for the Library's strategic planning initiative in 2023.

Increasing access

The Hours and Access category of the 2019 Levy supports 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. Many elements of this levy category relate to increasing access to Library services through measures such as eliminating late fees and adding open hours. The revised levy budget in 2022 for the Hours and Access category is \$13.2 million.

We started 2020 by eliminating overdue fines and opening our branches one hour earlier on Sundays, the first step in what was intended to be more than 10,000 new Library hours each year funded by the levy. Since the onset of the COVID-19 pandemic in March 2020, we have had to defer our promise of providing additional open hours as we continue to work toward re-establishing pre-pandemic service levels.

By the end of 2021, our locations were operating at 95% of our pre-pandemic schedules. Due to a surge in omicron cases in the winter, however, we temporarily reduced schedules in late January 2022. By the end of March as the winter omicron surge receded, we were able to restore hours to 93%. Another surge of omicron forced us to reduce hours once again at the beginning of July. Through the summer we posted scheduled hours at 90% or more of our pre-pandemic levels, but this time high temperatures in July and August caused additional unplanned closures, resulting in our libraries being open only 82% of our pre-pandemic levels. For many branches, this summer brought a return to near normal library open hours, but for those branches without air conditioning, library doors were frequently closed. We are actively working to secure city and federal funding to install air conditioning at those branches without it, and are using levy resources to install air conditioning as part of the Green Lake seismic retrofit project.



Despite setbacks in restoring and expanding open hours, the Library has made strides in bringing back in-person services. We restarted our popular in-person tutoring program, [Homework Help](#), at six branches in September. We also completed the hiring for our new social services team, which includes a social services librarian, a senior community resource specialist and the levy-funded community resource specialist who will be the expert on services for youth up to age 26. This team will provide expertise to the Library on social service resources, coordinate with other providers, work closely with our security team to support staff in de-escalation and trauma-informed practices and assist patrons in need of referrals or who are in crisis.



Homework Help restarted at six branches. Photo by Anthony Martinez

With the addition of this team, we have shifted from a contract model (with Downtown Emergency Service Center) to an in-house model. Our hope is that this shift will promote greater integration with our structure and services, more flexibility and longer staff tenure. The social services librarian has been on board since late May. The two new community resource specialists will join the Library in Q4.

We also restored six-day-a-week service at the NewHolly Branch. Our current plan is to continue to restore open hours to pre-pandemic levels through 2022 and expand hours to meet levy commitments in 2023.

In-person and virtual programming and services

We continued to offer in-person programming in the Central Library auditorium, hosting several events in the third quarter. Highlights included an author program with Daniel James Brown to celebrate the paperback release of "Facing the Mountain," which tells the stories of four Japanese-American soldiers during World War II; and a four-night festival at the end of September featuring two improv groups, the Bibliophilia Players and Unexpected Productions, who performed book-related themes nightly including "Heathcliff Letters," "Bestsellers," "Vonnegut" and "Bibliophilia Quiz Show."

In August, the Library hosted a free weeklong writing day camp in partnership with Young Women Empowered for young women and trans, nonbinary and gender-expansive youth ages 14-19. The camp offered three tracks —songwriting, poetry and screenwriting — taught by local luminaries. About 30 youth and 10 adults participated in the camp, which was hosted at the Central Library on Level 4. In addition to the writing program, the youth received a tour from our teen and children's librarians and participated in a scavenger hunt to help them get to know the Library. This program, like the author events, was funded by The Seattle Public Library Foundation.

"Youth felt so welcome. They really enjoyed the tour. They were excited to get library cards, and want to come back to just hang out at the library."

- Reagan Jackson - Executive Director of Young Women Empowered

As we restore access to in-person programs and services, we continue to offer essential services and programs in virtual formats. We offered over 100 virtual programs in the third quarter, including, weekly English classes, workshops to support aspiring entrepreneurs and art classes for people over age 50.

Beyond virtual programming, we strengthened our online presence by helping patrons rediscover the Library through our “Year of Wonder” marketing campaign (www.spl.org/Wonder), highlighting each season with a handpicked mix of programs, services and collections to celebrate the many wonders of the Library. In Q3 we launched our summer installment, which highlighted Book Bingo in English and Spanish, Summer of Learning (with materials in eight languages), Outdoor Recreation, Your Next Skill and Legendary Children, an event curated by QTBIPOC (Queer and Trans Black Indigenous and People of Color) communities. In August, we collaborated with artist Erin Shigaki and distributed postcards of her artwork at our branches.



In September, we launched our Library Card Sign Up Month campaign and, for the first time, focused our campaign on a particular age group – youth aged 16 -25. Young adults make up the largest portion of our “avoider” market segment, and have been significantly impacted by the pandemic. As we continue to re-engage patrons and re-launch programming, Library Card Sign Up Month presented an opportunity to begin to test messages and strategies to better reach this age group. The campaign included youth-focused imagery, language and outreach items, as well as social media content. Animated stickers with the campaign imagery and taglines were viewed and used on Instagram 75 times. Social media posts promoting the campaign imagery received 1,700 impressions.

LEVY ACCOMPLISHMENTS: COLLECTIONS

Building robust collections in print and digital formats

The 2019 Levy commits resources to maintaining and expanding the Library’s collection of physical and digital materials. The levy includes additional funding for e-books, e-audiobooks and streaming services; continuation of Peak Picks; and funds to support the acquisition and digitization of local history items. In 2022, the 2019 Levy provides 45% of the Library’s total budget of \$9.5 million for books and materials.

Digital collections reaching more people

More patrons continue to access our electronic resources. Over 103,000 patrons downloaded more than one million digital books (e-books and e-audiobooks) through OverDrive in Q3, an increase of 11% in users and 12% in items checked out compared to Q3 2021. Use of our streaming services was up as well with 4% more patrons using Kanopy, our video streaming service, and 5% more using hoopla, our service for streaming music and comics, compared to Q3 2021.

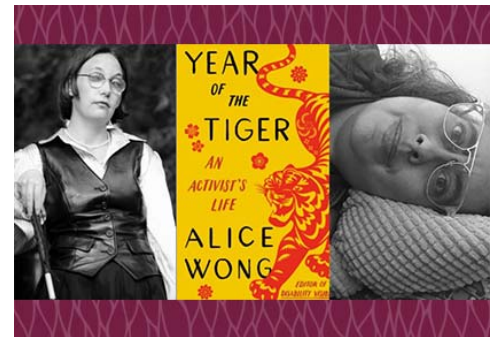
We purchased more than 29,000 digital copies during Q3 2022, 27% more than we purchased in the third quarter of 2021, creating a selection of new material of greater depth and breadth.

Building physical collections, adding language, and making holds available 24/7

In Q3, we circulated over 1.4 million items, about the same as Q2 and up 10% from Q3 2021. As patron demand returns for physical materials, we continue to deliver on our levy promise of more materials when patrons want them.

After five years, [Peak Picks](#) – the Library’s popular no-holds, no-wait collection of high-interest titles – remains very popular with Library users. Nearly 36,000 Peak Picks were checked out in Q3, up 6% from Q2. While Peak Picks circulation has not yet returned to pre-pandemic levels, it remains a very popular service.

We added 27 Peak Picks titles and 4,500 copies in Q3, including our [Seattle Reads](#) book “The House of Broken Angels,” by Luis Alberto Urrea; Maggie O’Farrell’s fictionalized tale of Renaissance Italy, “The Marriage Portrait;” “The Neuroscience of You: How Every Brain is Different and How to Understand Yours” by University of Washington Professor Dr. Chantel Prat; National Book Award finalist “The Man Who Could Move Clouds: A Memoir” by Ingrid Rojas Contreras; and “The Year of the Tiger” by Disability Visibility project founder Alice Wong, which was celebrated at an online event co-presented with Seattle Arts & Lectures.



In the third quarter we used levy funds to purchase 20 children’s fiction and nonfiction titles focusing on Pacific Island nations, particularly Tonga and Samoa. This order added 85 copies across the library system and was completed at the suggestion of a Children’s Services Librarian to help meet the interests of community members from those countries.

With the generous support of The Seattle Public Library Foundation (SPLF), in 2021, the Library purchased and deployed holds pick-up lockers at Rainier Beach and High Point libraries to enhance access to collections. Lockers allow patrons to pick up their holds at any time. In the first year of operation, over 31% of patrons using lockers at High Point branch and 24% of those at Rainier Beach branch picked up their materials when the branch was closed. We will be adding lockers at Northeast, Beacon Hill and Broadview branches. Two of the new lockers are funded with American Rescue Plan Act (ARPA) funds through the Washington State Library and a third is being funded by SPLF.

Adding to local history collections

At the start of the quarter, we began digitizing the Maid Adams Collection of Seattle Congress of Racial Equality Materials. This collection is one of several that will be scanned and added to our [Black Culture and History Collection](#) with grant funding provided by the Washington State Library. Maid Adams was member of the Congress of Racial Equality (CORE) and co-author of “Seattle in Black and White: The Congress of Racial Equality and the Fight for Equal Opportunity.” The collection includes materials documenting CORE’s civil rights campaigns to promote equitable hiring among Seattle businesses and school desegregation (among other initiatives) during the 1960s. The digitized content will be available online in late 2022.

This quarter we also worked to make our public domain digital collections materials more widely

accessible. In 2021, we added several collections to the [Digital Public Library of America \(DPLA\)](#), which provides access to image thumbnails and metadata while linking back to our digital collections site to access the full-size image. In the third quarter, public domain materials from those collections were also added to [Wikimedia Commons](#). This allows immediate access to the full-size image for any use; makes them more broadly searchable among other Wikimedia contributors; and more easily embedded in Wikipedia articles.

We also continued to acquire physical material of significance to our region's history. One of the most delightful additions to the Seattle Collection is a set of 76 photographs that documents a 1916 transcontinental trip by truck, sponsored by the Seattle Chamber of Commerce and Washington's Carnation Milk Company. The Chamber's goal was to promote travel to Washington via the nearly completed National Parks Highway. The Chamber believed that if people saw that a loaded 1.5 ton truck could make it across the National Parks Highway, they would be enticed to travel by car to Washington via the highway. The truck was loaded with 1,000 pounds of Carnation canned milk that had been ordered by a New York business. The truck driver encountered floods, washouts and snow on the trip, all of which are documented in the photos. Despite the difficulties and delays, the truck driver and his cargo made it safely to New York City. Local newspapers across the country covered the journey, giving the Seattle Chamber of Commerce the desired publicity about travel to Washington.



Seattle Chamber of Commerce sponsored truck returns to Seattle after delivering 1,000 pounds of Carnation milk to New York City in 1916

LEVY ACCOMPLISHMENTS: TECHNOLOGY

Keeping our technology up to date

The 2019 Levy promises around technology include dedicated funding for digital equity offerings; replacing infrastructure for public internet access; replacing outdated technology for acquisition and circulation; and maintaining and upgrading public technologies and the spl.org website. Since the start of the pandemic, our presence online has grown. The levy provides \$2.5 million to support technology operating expenses in 2022 and \$5.7 million, including \$2.5 million in carryforward, for the technology capital program.

Digital equity and the HotSpot circulation program

Internet access is a critical need for everything from job-seeking help to social connection to remote learning. The 2019 Levy is the primary funding source for our [HotSpot program](#), and we have been able to leverage levy funding with additional Foundation and federal funds to offer more hotspots in the community.

In Q3, our hotspots in the general collection were checked out nearly 2,000 times. We also loaned 89 hotspots for long-term access. We continued our partnerships with organizations such as Literacy Source, API Chaya, FEEST and the Low Income Housing Institute's (LIHI) Tiny House Villages, providing long-term access to internet and resources to communities disproportionately impacted by the digital divide. We developed new partnerships with Chief Seattle Club at Eagle Village and the Harborview Abuse and Trauma Center. Chief Seattle Club's Eagle Village is a modular housing project providing housing, care and holistic wraparound services to residents, many of whom are elders. The Harborview Abuse and Trauma Center works with people who have experienced a traumatic incident, offering support including virtual counseling sessions to survivors. Both groups foster digital inclusion.

"This has made such a difference in my life - I wouldn't be able to contact my family without it."

- API Chaya program participant

As hotspot program partners increased opportunities to connect in person, our team responded through outreach. In July, staff visited Casa Latina, which borrows hotspots to support access to job and educational opportunities, in order to build connections with members and share Library resources. Attendees signed up for new Library cards, asked questions about their accounts, picked up Spanish and English language uncatalogued books and learned about resources available through the Library they can access directly. We also resumed in-person outreach visits with several of our Tiny House Village neighbors throughout the city.

Outreach hotspot partners shared stories highlighting the impacts of this collaborative program. This quarter, participants have been able to search and apply for jobs, attend online English classes, connect with family overseas, access medical appointments and information, sign up for utility and rental assistance programs, access claims for unpaid overtime, participate in online digital literacy classes and support their children's education with online learning materials.

Expanding access to computers, scanners and more

In the third quarter, our technology team continued to modernize and improve patron-facing technology. We upgraded 82 public computers in the third quarter, with 260 more scheduled for upgrade in 2023. These computers replace existing stations that have reached the end of their useful lives. The ScanEZ stations we installed earlier in the year are proving popular with patrons who can use them to make free scans and copies, send faxes and translate scanned text to 100 different languages. We currently have 22 stations in place and plan to install five additional units at branches that do not currently have them in early 2023. We have also been modifying our computer policies to make them more responsive to library users. Based on staff suggestions, we extended session limits on the 55 express internet computers in our branches and at the Central Library from 15 to 30 minutes. This gives computer users more time on the express terminals, which is especially helpful when the computers with two-hour use limits are at capacity.

Behind the scenes, we completed a long-planned upgrade to the automated checkout system that installed new RFID hardware and checkout software for staff work rooms and service desks at all Library branches. Over 700,000 items have been processed using this new equipment. We have also added five new core infrastructure servers which increased our server fleet by 22%. This expanded capacity supports outreach, helps us prepare for the Integrated Library System (ILS) upgrade or replacement, improves public computing and printing resiliency, and supports other key Library functions.

The technology team continues to plan for public meeting space upgrades to support hybrid meetings. Sample hardware has been ordered, and we are evaluating the market to find the best option to meet patrons' needs.

LEVY ACCOMPLISHMENTS: SUPPORTING CHILDREN

Expanding early learning options for children

Play and Learn programs gearing up, virtual programs continue

The 2019 Levy promised additional support for Library early learning programs for children ages 0 to 5, providing about \$280,000 to support this effort in 2022. The SPL Early Learning program manager continues to work with existing Play and Learn partners to support their work. One longtime partner, Denise Louie Education Center, continues to offer weekly programming online and will begin to offer programs at Columbia, Lake City and Rainier Beach branches in October. The Chinese Information and Service Center will begin a weekly Play and Learn group at Beacon Hill branch and Villa Comunitaria will start a weekly group at South Park Branch in November. Our goal is to add up to six weekly Play and Learn programs at Library locations.

Children's Services Librarians have been busy reconnecting with community partners. We delivered over 500 books to Open Arms Perinatal Services, Families of Color Seattle, and Mother Africa in Q3. The Library and Woodland Park Zoo partnered to host an inclusion festival which featured a Bilingual Spanish/ English story time and distribution of over 100 books.

We continued to offer a robust menu of virtual programs through our [Kids' YouTube channel](#), including over 196 different videos of story times, Play and Learn programs, Early Learning at Home programs, and children's activities online that are available to the public to enjoy at any time. Our most popular virtual program is a tour of a fire truck in Spanish, first published in 2020, which drew 888 views in Q3. In Q3, we added three new story time videos, including sensory-friendly Story Walks in Spanish and English. We now have a total of 92 virtual story times in English, 36 in Mandarin and 18 in Spanish.

"Thank you for the opportunity to present at this summer's Inclusion Festival. Being back in the community with families and library staff makes my heart happy."

- Tania Hino, SPL Spanish Storyteller

LEVY ACCOMPLISHMENTS: MAINTENANCE

Protecting our investments

The 2019 Levy promised to maintain Library buildings, preserve funding for major maintenance and add resources to undertake earthquake retrofits for the [historic Columbia, Green Lake and University branches](#). The 2019 Levy provides about \$2 million in 2022 to support routine maintenance and \$12.9 million to support major maintenance and seismic work.

Routine maintenance: Keeping our facilities clean and safe

The COVID-19 pandemic continues to present unique challenges and opportunities for keeping the Library clean, safe and accessible, another important levy priority. The facilities team completed over 2,200 work orders in Q3, performing preventative maintenance as well as continuing to address an increase in vandalism across our branches. Highlights of Q3 activities include semi-annual boiler maintenance and annual backflow prevention testing at all Library locations.

Our custodial/janitorial teams also kept busy in Q3. In addition to daily cleaning of all Library locations, the team pressure-washed the plazas bi-weekly at the Central Library and weekly at the Ballard Branch. All branches also were deep-cleaned and had their windows washed in Q3.

Major maintenance: Preserving libraries for the next generation

The 2019 Levy provides \$5 million in 2022 budget authority and \$7.9 million in carryforward authority for major maintenance and seismic work. The 2012 levy provides an additional \$3.5 million in carryforward authority. In Q3, the Library spent over \$500,000 of 2019 levy funds (\$1.9 million year-to-date) and over \$900,000 of 2012 levy funds (\$1.07 million year-to-date).

Our Capital Improvement Program (CIP) continues to experience unfortunate delays. Widespread supply chain issues have slowed -- or temporarily suspended -- progress, as have labor shortages created by the COVID pandemic. The heightened materials cost and scarcity and general construction inflation have added pressure to already tight project budgets.



Progress was made on exterior improvements to the Douglass-Truth Branch

Despite these challenges, the Library made progress on the seismic retrofit projects at Green Lake and University branches. The Green Lake project, which received only one qualified bid in July, will be re-bid in Q4, and construction is now scheduled to begin in Q1 2023. SHKS Architects are continuing with the design (with Library leadership review) for the seismic retrofit project at the University Branch.

Also during Q3, the Library made progress on several other significant projects under construction, including the slate roof replacement project at the Queen Anne Branch and the exterior access improvements project at the Douglass-Truth Branch, which had been delayed earlier in the year by a concrete shortage and federal funding decisions.

We are continuing to build out our Maintenance and Operations Center (MOC) space and expect to install our new automated materials handling system (AMHS) there in Q4. Moving the AMHS from the Central Library where it is currently housed to the MOC provides the following benefits: It relocates our delivery and distribution operations from the heavy traffic and congestion in the downtown core to a less congested area in Georgetown where our delivery trucks are parked; it offers a flexible space that

has allowed us to design a new system with safety, ergonomics and logistics in mind; and will allow us to reconfigure and modify the space in the future to meet changing circulation and distribution needs. It also frees up space in the Central Library that can be repurposed for other needs.

Finally, the contract has been awarded for the construction phase of the Capitol Hill Branch roof and mechanical systems replacement project. We will complete this project, scheduled to begin in Q4, in phases, due to supply chain issues causing procurement delays for both HVAC equipment and roofing materials.

Risks, opportunities and the path ahead:

Ongoing challenges related to enduring COVID impacts, staffing and extreme weather have delayed the delivery of some of our levy promises, particularly in the area of expanded hours and completion of construction projects. At the same time, we are actively pursuing opportunities to secure federal funds to help us add air conditioning to branches that lack it.

As you'll read in our 2022 fourth quarter and annual report, our staff continue to adapt, enhance and launch services and programs to help our community respond to the COVID-19 crisis and beyond. Here's a quick preview:

- Continued restoration of pre-pandemic hours and plan for expanded hours
 - Successful Seattle Reads events in Spanish and English
 - Expansion of pickup locker service to new locations
 - Status of federal funding opportunities
-

2022 Financials

The 2019 Levy accounts for \$42.9 million (35%) of the Library's total revised 2022 budget of \$124.9 million. The City General Fund provides \$65 million (52%), and other sources, including The Seattle Public Library Foundation, fund the remainder.

Spending tables below show the 2022 Operations Plan Budget plus encumbrances and unspent budget authority from 2021 in the revised budget columns. Budget authority of nearly \$10.5 million from the 2019 levy and nearly \$3.7 million from the 2012 levy are available for spending in 2022. Through September, we have spent 40% of the 2019 Levy's revised 2022 budget authority and 32% of the 2012 Levy's revised 2022 budget authority.

2019 Levy	2022 Ops Plan	2022 Revised	% Revised Budget		
	Budget	Budget*	2022 Exp	Available	Spent
Hours & Access	12,671,000	13,152,390	8,029,885	5,122,504	61%
Collections	5,648,000	5,801,139	4,073,254	1,727,886	70%
Technology & Online Services	2,461,000	2,519,078	1,750,182	768,895	69%
Children's Programming	284,000	280,397	106,657	173,740	38%
Maintenance	1,883,000	2,026,880	1,118,728	908,151	55%
Administration	289,000	495,232	210,824	284,408	43%
CIP	8,215,000	18,642,499	1,948,638	16,693,861	10%
Total	31,451,000	42,917,614	17,238,169	25,679,445	40%

* Revised budget includes encumbrances and carryforward authority from 2021.

2012 Levy	2022 Ops Plan	2022 Revised	% Revised Budget		
	Budget	Budget*	2022 Exp	Available	Spent
Technology & Online Services	-	110,211	87,423	22,788	79%
Buildings & Facilities Support	-	12,000	1,997	10,003	17%
CIP	-	3,539,327	1,067,973	2,471,354	30%
Total	-	3,661,538	1,157,393	2,504,145	32%

*Revised budget authority includes automatic carryforward authority from 2021

Table 1. Weekly hours in 2022 compared to pre-pandemic service levels

Location	Pre Pandemic	Jan 1 - Jan 20, 2022	Jan 21 - Mar 29, 2022	Mar 30 - May 10, 2022	May 11 - Jul 4, 2022	Jul 5 - Aug 20, 2022	Aug 21 - Sep 30, 2022
Ballard Branch	61	61	57	61	61	57	57
Beacon Hill Branch	61	61	53	59	59	57	57
Broadview Branch	61	61	57	61	61	57	57
Capitol Hill Branch	61	53	40	53	53	53	53
Central Library	62	58	58	58	58	54	54
Columbia Branch	61	61	45	59	59	53	53
Delridge Branch	40	40	33	40	40	40	40
Douglass-Truth Branch	61	53	45	53	53	53	53
Fremont Branch	40	40	26	40	40	40	40
Green Lake Branch	40	40	28	40	40	33	33
Greenwood Branch	61	61	45	61	61	61	61
High Point Branch	47	47	47	47	47	47	47
International District/Chinatown Branch	47	47	35	47	47	42	42
Lake City Branch	61	61	52	53	61	61	61
Madrona-Sally Goldmark Branch	40	40	26	33	40	33	33
Magnolia Branch	40	40	19	40	33	33	33
Montlake Branch	40	40	21	40	40	35	35
NewHolly Branch	40	40	28	28	28	28	33
Northeast Branch	61	45	45	53	61	57	57
Northgate Branch	61	45	29	45	61	57	57
Queen Anne Branch	40	40	28	35	35	35	35
Rainier Beach Branch	61	61	53	59	59	57	57
South Park Branch	47	47	42	47	47	47	47
Southwest Branch	61	53	53	53	53	45	45
University Branch	47	47	28	40	47	47	47
Wallingford Branch	40	40	21	40	40	40	40
West Seattle Branch	61	53	45	53	53	45	45
Total Weekly Hours	1403	1335	1059	1298	1337	1267	1272
Hours as a % of pre- pandemic		95%	75%	93%	95%	90%	91%



The Seattle Public Library

Memorandum

Date: November 17, 2022

To: The Seattle Public Library Board of Trustees

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

Subject: **2023 Operations Plan—First Draft**

The first draft of the Operations Plan provides a preview of how the document is beginning to take shape count of Board review of the framework. Broad strokes of feedback are welcome at this stage and the document will be undergoing continuous work between now and the end of November—leading to the final version being presented to the Board at your December meeting. Budget information included at this stage is in draft form and is subject to change in ensuing versions.

Key Remaining Dates in Budget Process

A summary of the remaining key milestones and schedule to complete the 2023 budget development process are provided below.

November

- Wednesday, November 9th – SPLF Board approves grant requests from the Library
- Monday, November 14th – Council Budget Chair presents budget balancing package
- November TBD – Council Budget Committee vote on balancing package and amendments
- **Thursday, November 17th – Library Board reviews Operations Plan First Draft**
- Tuesday, November 29th – City Council Adopts Budget

December

- Thursday, December 8th – Operations Plan submitted for Board review
- Thursday, December 15th – Library Board adopts Operations Plan

Attachment: 2023 Operations Plan—First Draft

Action Requested: Presented for informational purposes only. Comments or feedback are welcome.



The Seattle Public Library

2023 Operations Plan—First Draft

The Seattle Public Library's 2023 Operations Plan reflects the first year of the City's biennial 2023-2024 budget cycle and the fourth year of a seven-year, voter-approved, \$219.1 million Library Levy. This plan summarizes information about ongoing Library operations. The 2023 Library Budget investments focus on taking action to address the Library's most urgent needs

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—helps 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.

Economic Impacts: COVID-19, Inflation, and City Budget Development

While employment levels and consumer spending in Puget Sound have been quite strong, continued effects from COVID-19 variants, the war in Ukraine, federal fiscal stimulus measures, and inflation have combined to create a great deal of economic churn. The effects on City financials have been mixed, but largely negative, and pushed the City even further into what has been a structural deficit.

Entering into the City 2023 budget development process, the Library was asked to submit a proposal for a 6% reduction in General Fund revenues (a \$3.7 million target). Our priorities in working with the City were related to impacts of COVID-19 on our operations, safety in our buildings, levy promises made to voters, equity and our organizational direction, and baseline operations. Through partnership with the City Budget Office, we landed on an outcome that did not result in direct reductions to our programs and services. Instead, savings associated with ongoing recruitment and hiring timelines were re-directed to offset potential cuts. While this means we will have \$2.95 million less in General Fund revenue from the City in 2023, this is considered to be a good news budget for the Library.

Council Budget Actions

Any council budget actions taken will be discussed here.

Overview of the 2023 Operations Plan relative to the Adopted 2022 Plan

To provide a comprehensive picture of the Library's 2023 planned spending, the Operations Plan includes both the Operating and Capital Budget. These combine funding resources appropriated through the City's 2023 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, governmental grants, and private funding from The Seattle Public Library Foundation.

The 2023 Library budget across all funding sources—including private gift and grant support—is \$107.3 million. This amount is \$4.5 million higher than the prior year (a 4% increase). The 2023 Capital Budget had a net increase largely centered on JumpStart Payroll Expense Tax proceeds for climate resilience projects. At a high level, the Library’s 2023 \$107.3 million budget reflects the following key year-to-year changes:

Operating Budget Changes:

- A continuation of \$700,000 and a one-time redirection of \$2.25 million in prior period budget authority to offset City General Fund revenue reductions associated with COVID-19
- Library Levy support increased by \$452,500 to account for higher-than-expected inflation and to fund the addition of 2.0 FTE Security Officers
- \$150,000 in additional gifts and grants from The Seattle Public Library Foundation and other private sources for our collections, programming, and early learning
- Adjustments to Central Costs, annual wage increases, benefit rate changes, health care, and other inflationary changes added \$1.4 million in operating resources. These resources are largely dedicated to designated cost pools and do not carry programming flexibility.

Capital Budget Changes:

- Library Levy capital support increased by \$679,000. This change is in alignment with the 2019 Library Levy spending plan and account for higher-than-expected inflation
- \$3.5 million in JumpStart Payroll Expense Tax resources to help the Library reduce reliance on fossil fuels and decarbonize our branches through electrification and other measures
- REET capital project support changed by \$TBD

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

Racial Equity Impacts and Budget Development

There is significant evidence that the opportunities Seattle residents can access, and the quality of life they experience, are both directly related to their race and where they live. People of color and other under-represented groups in the Library workforce face similar issues. In 2018, the Library Board adopted their Race and Social Justice Policy (Attachment 4), which focuses on eliminating institutional racism. Institutional racism exists when an organization’s programs, policies, and spending work to the benefit of white people and to the detriment of people of color, usually unintentionally or inadvertently.

The Executive Director and Chief Librarian has guided advances in our equity work over the past year, although ongoing assessment of the Library’s diversity, equity, and inclusion needs are essential. This work requires uncovering institutional biases that persist within our own organization and dismantling the structures that allow these inequities to perpetuate. Our communities will continue to be engaged with and listened to in order to identify areas with the highest need.

Some examples from the Library’s 2023 proposed budget that illustrate how the Library is using policies, programs, and investments to change racial equity outcomes and develop a workforce that is inclusive of people of color and other marginalized or under-represented groups are as follows:

- Increased investments in the books and materials collection intended to expand perspectives and identities represented in the collection
- Capital investments to reduce reliance on fossil fuels in our branches, which is part of a broader strategy to address the climate crisis and the disparate impacts of climate change on communities of color and the economically disadvantaged
- A Rules of Conduct Task Force is engaging with community members to review and modify existing Library Rules of Conduct in order to minimize exclusions to those who may be disproportionately impacted racially and socially
- Adoption of a Library Diversity, Equity, Inclusion, and Accessibility Workplace Policy
- Trainings for the Senior Management and Library Leadership Team will be noted here
- Budget Team partnership with Race and Social Justice Change Team co-leads to identify equity centered approaches that can be embedded in the budget process and how to improve engagement
- During 2022 a consultant was engaged to lead and collect input from equity cohorts within the Senior Management Team, Library Leadership Team, community partners, and key organizational teams and stakeholders. The findings of this work will be shared with the Executive Director and Chief Librarian and help provide guidance on the future direction of this work and the Library.

Priority Areas within Library Operations

Based on community input, the Library has identified five fundamental areas of our operations. Additional information as it relates to each of these, along with notable 2023 investments are discussed in the proceeding sections.

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 \$71.3 million, or 66% of total Library resources. Some impactful changes related to access and Library operations are as follows:

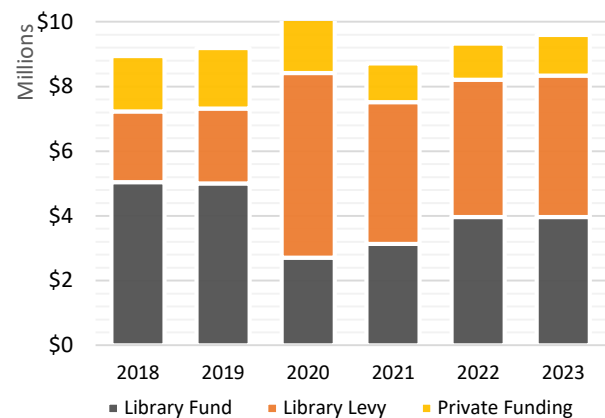
\$75,000 for captioning technology expansion. The Library uses Communication Access Realtime Translation—known as “CART”—to provide a textual representation of communication during meetings and events. While not a substitute for ASL interpretation or other accommodations, it provides live captioning for virtual, hybrid, and in-person programming, and increases access to programming for deaf patrons, those with hearing loss, learning and other cognitive disabilities or processing issues, and non-native speakers of English. (*Private Grant*)

\$244,500 to add 2.0 FTE Security Officers. These additional Security Officers will allow the team to increase support at high-need branches to deter and deescalate adversarial situations and mitigate their impacts on staff and patrons. (*Library Levy*)

Books and Materials

When considering the purchase of materials to be added to the collection, the acquisitions team applies an equity lens that factors in 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. Over the course of the past year, monthly circulation trends are once again nearing pre-pandemic volumes—over 1 million items circulated per month.

Figure 1: Materials Budget by Funding Source



The Library provides \$TBD million (TBD% 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 via a combination of General Fund, Library Levy and private gifts (a summary of which can be seen in Figure 1). Key changes to the 2023 books and materials budget include:

\$50,000 to continue a Collection Diversity Audit. This will allow the Library to continue to build the collection to be more inclusive and representative of a wider-range of perspectives and identities, and will have a positive racial equity impact on communities of color. (*Library Levy*)

\$50,000 for Read-Along Books, which are a new picture book format with a talking component (MP3) attached to the inside of the front cover the book. This supplementary funding will enable the purchase of Read-Along Books in Spanish/English and Chinese/English, while also expanding the English-only part of the collection. (*Private Grant*)

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. The Library plays an important role in helping bridge the digital divide by providing access to patrons who lack this capability at home.

According to a survey conducted by the Library, one-third 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 a combined 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. Our wireless internet access is provided free to patrons and has experienced exponential growth as patron preferences shift toward mobile access. Additionally, patrons can use their Library card to check out a portable Wi-Fi hot spot. Key changes to the 2023 technology budget include:

\$1,209,000 for IT enterprise equipment upgrades. (*Library Levy*)

\$TBD for the continuation and roadmap development for the Integrated Library System
(*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. Key investments in this priority area for 2023 include:

\$25,000 for a youth and family learning services “Innovation Fund”. This will be dedicated to new programs and services that serve our prioritized audiences for youth of all ages and their families. This will provide flexibility to create culturally responsive programming in a more nimble fashion. (*Private Grant*)

\$30,000 for Kindergarten through 5th grade programming and services. Goals of this programming include creating engagement with K-5 students and families farthest away from justice in learning opportunities, center parent and family engagement to increase awareness of library resources in support of youth development and student success, and work in partnership with community stakeholders to enhance library led literacy efforts and the expansion of K-3 Developing Reader Kits. (*Private Grant*)

Building and Facility Support

As part of the 1998 Library’s-for-All capital campaign, the Library remodeled and replaced a number of our branches. Many of these renovations and buildings are now over 20 years old and in need of ongoing and careful oversight and maintenance to protect the public investment. The Library utilizes an internally developed and actively managed Comprehensive Facilities Plan to surface and direct where investments are needed throughout the system. However, resulting from budget reductions taken during the outset of the COVID-19 pandemic, a number of building maintenance projects were deferred to future periods. This is not an optimal approach as timely and ongoing maintenance is less expensive than emergency repairs and replacements—this is particularly salient when considering the iconic and unique buildings that are present in the Library property portfolio.

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. \$TBD million, or TBD% of Library resources, support keeping our facilities open, clean, functional, and welcoming to all. Key investments in our facilities for 2023 include:

\$300,000 to help fund the electrification and installation of air conditioning at the Northeast and Southwest branches. This funding was identified through partnership and by the direction of the Office of Sustainability and Environment. (*Real Estate Excise Tax*)

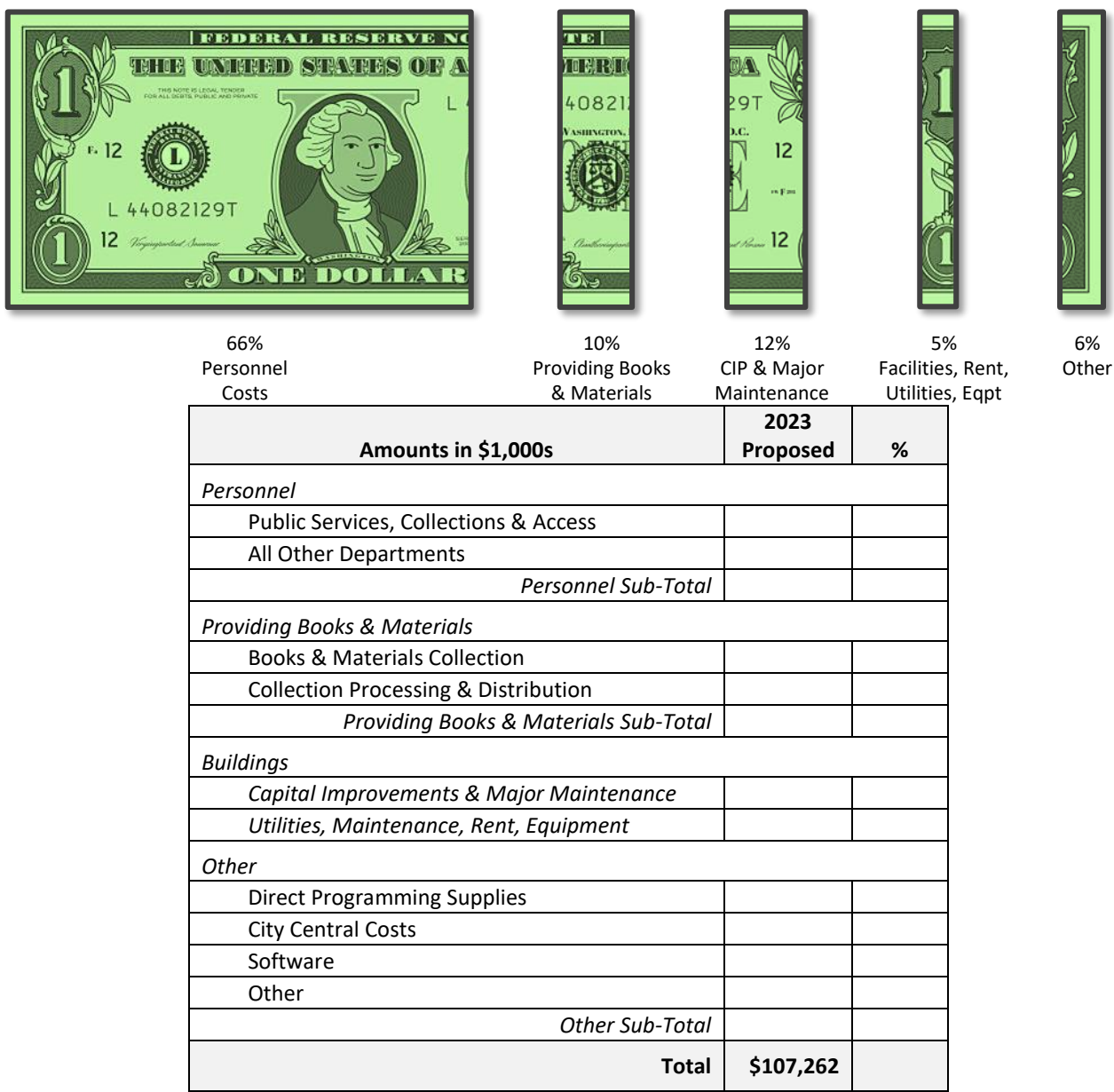
\$100,000 for a “tune-up” of the Central Library HVAC, building, and controls systems. This type of building commissioning is needed once every five years. (*General Fund*)

Operations Plan Overview by Personnel, Collections and Buildings

There is an overarching and larger scale framework within which our priority areas fall, these consist of: 1) personnel, 2) books and materials, and 3) buildings. Relative investments of Library resources

among these categories are shown below, along with an illustration of how \$1.00 is spent at the Library through this lens. Due to the unique nature of Library services and how they are provided to the public, Library work is inherently people oriented. Additional department level budget information can be seen on Attachment TBD.

Figure 2: How \$1.00 is spent at the Library and the Proposed Budget

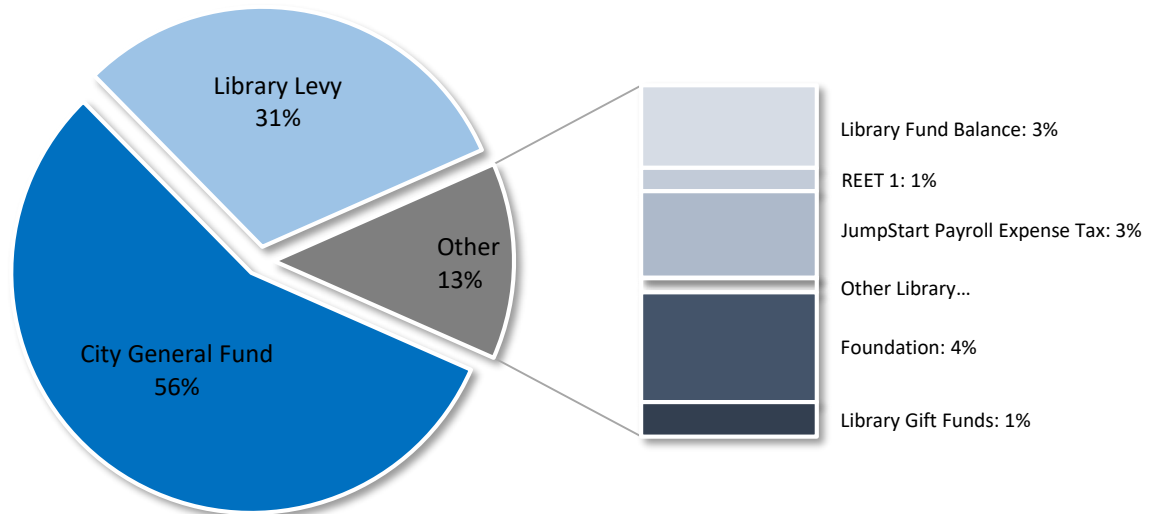


Operations Plan Overview by Funding Source

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 TBD), as well as the City’s Race and Social Justice Initiative and the Library Board policy on Race and Social Justice (Attachment TBD). 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 3: Operations Plan by Funding Source



Amounts in \$1,000s	2022 Adopted	2023 Proposed	% Change
<i>Operating Fund</i>			
City General Fund (Operating)	\$60,591	\$60,105	-1%
2019 Library Levy (Operating)	\$23,236	\$24,079	4%
Other Library Revenue	\$408	\$553	26%
Interdepartmental Support	\$26	\$31	16%
Use of Library Fund Balance	\$1,155	\$3,331	188%
Coronavirus Local Fiscal Recovery	\$434	\$0	-100%
<i>Operating Fund Sub-Total</i>	<i>\$85,850</i>	<i>\$88,099</i>	<i>3%</i>
<i>CIP</i>			
2019 Library Levy (CIP)	\$8,215	\$8,894	8%
REET I (CIP)	\$1,287	\$948	-26%
JumpStart Payroll Expense Tax (CIP)	\$0	\$3,500	100%
City General Fund (CIP)	\$1,742	\$0	-100%
<i>CIP Sub-Total</i>	<i>\$11,244</i>	<i>\$13,342</i>	<i>19%</i>
<i>Gifts and Grants</i>			
Seattle Public Library Foundation*	\$4,128	\$4,425	7%
Gift Funds (Balch, Bunn, other)	\$1,543	\$1,396	-10%
<i>Gifts and Grants Sub-Total</i>	<i>\$5,671</i>	<i>\$5,821</i>	<i>3%</i>
Total	\$102,765	\$107,262	4%

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

General Fund

The year 2022 has been filled with considerable economic instability and uncertainty both nationally and locally. The City’s General Fund revenues continued to experience negative impacts from the pandemic, while emergency COVID-related funding support from the Federal Government ended. As a result, when developing the 2023 budget, City departments were asked to prepare reduction proposals of up to 6%--of which the Library was in the 6% bracket. Through partnership, negotiation, and ultimately advocacy by the City Budget Office, the Library was able to stave off budget and service cuts for 2023 by redirecting savings derived from prolonged recruitment and hiring timelines. What this means is that the Library will be offsetting \$2.95 million in City General Fund support with a one-time use of accumulated fund balance. Realigning this aspect of the budget with the City General Fund will represent a major priority and hurdle for the organization as budget development work is embarked upon in the future.

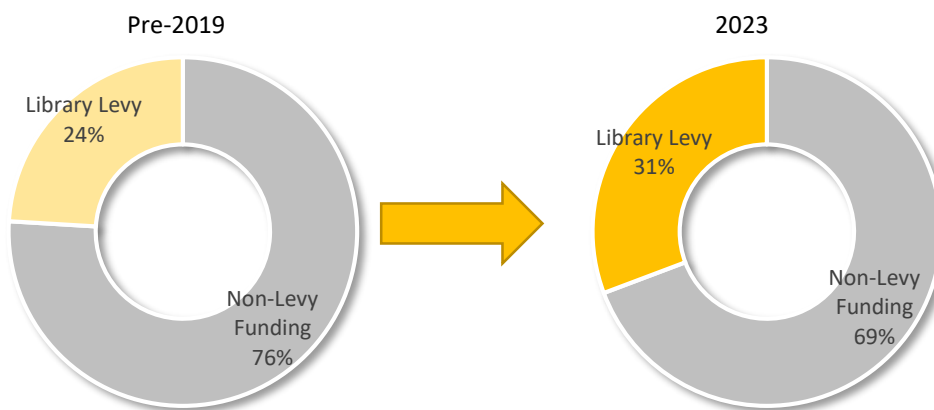
The majority of the Library’s funding is provided by the City General Fund, with 56% of the budget provided by this resource. The Library’s financial well-being and our ability to deliver services to the public is closely tied to the performance of the local and national economy.

Amounts in \$1,000s	2022 Adopted	2023 Proposed	% Change
Hours & Access	\$27,957		
Providing Books & Materials	\$13,319		
Technology & Online Services	\$4,118		
Literacy & Early Learning	\$521		
Building & Facility Support	\$7,345		
Major Maintenance (CIP)	\$1,743		
Administration	\$4,632		
City Central Costs	\$2,698		
Total	\$62,333	\$60,105	-1%

2019 Library Levy

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. With the passage of the 2019 Library Levy, the Library increased our dependence on time-limited voter-approved funding. In 2023, the levy will provide 31% of the Library’s total budget, which is up from 24% pre-2019 Library Levy.

Figure 4: Pre-2019 Library Levy Budget % Compared to Current-Year Budget %



Each year, the Library Board of Trustees allocates available levy funds through the Operations Plan. More information on 2019 Library Levy categories, including how they map back to the budget can be found on Attachment TBD.

Amounts in \$1,000s	2022 Adopted	2023 Proposed	% Change
Hours & Access	\$12,671		
Providing Books & Materials*	\$5,648		
Technology & Online Services	\$2,461		
Literacy & Early Learning	\$284		
Building & Facility Support	\$1,883		
Major Maintenance (CIP)	\$5,024		
Major Maintenance (IT)	\$3,191		
Administration	\$289		
Total	\$31,451	\$32,964	5%

Levy – Operating Fund

Section to provide brief overview of levy operating support.

Levy – Capital Improvement Program

Section to provide brief overview of levy capital support.

Real Estate Excise Tax (REET) – Capital Improvement Program

Section to provide brief overview of REET funding.

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	2022 Adopted	2023 Proposed	% Change
Hours & Access	\$1,099	\$1,197	8%
Providing Books & Materials	\$1,437	\$1,642	13%
Technology & Online Services	\$270	\$318	15%
Literacy & Early Learning	\$722	\$779	7%
Major Maintenance (CIP)	\$200	\$200	0%
Administration	\$400	\$289	-37%
Total	\$4,128	\$4,425	7%

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 2023 can be found on Attachment TBD.

Other Library Earned Revenue

There are Library generated revenue streams which help support core operations. These funding sources will provide approximately 0.5% of the Library's 2023 budget. Library enterprise revenues are on a slow path to recovery. The organization is projected to improve upon 2022 figures by 27%, however this will still only place us at 2/3 of pre-pandemic revenues.

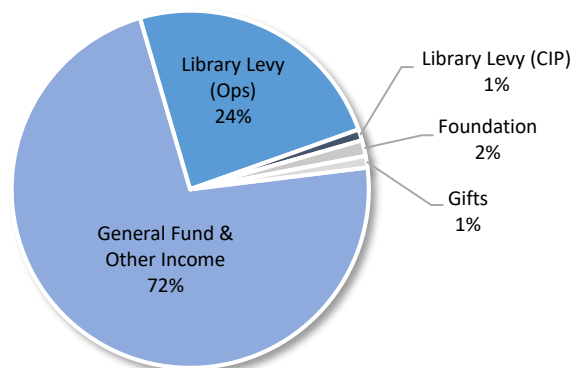
Amounts in \$1,000s	2022 Adopted	2023 Proposed	% Change
Lost Material Fees	\$110	\$110	0%
Central Library Parking Garage Fees	\$75	\$235	68%
Copy Services/Pay for Print	\$90	\$110	18%
Space Rental	\$75	\$50	-50%
Consignment Fees	\$55	\$45	-22%
Miscellaneous Revenue	\$3	\$3	0%
Total	\$408	\$553	26%

Staffing Levels by Funding Source

The 2023, the Library budget contains 713 positions (609.3 FTE), which are funded via multiple sources (Figure 5). In line with historical vacancy rates at the Library, a 4% salary savings assumption is included as part of the 2023 budget. Actual savings and expenditures will be closely monitored to ensure appropriation authority is not over-expended.

Figure 5: FTE by Funding Source

	2022 FTE	2023 FTE	% Change
General Fund & Other Income	440.9	441.2	0%
Library Levy (Operations)	143.6	146.9	2%
Library Levy (CIP)	5.8	6.2	6%
Foundation	8.7	8.7	0%
Gift Funds (Bunn & Balch)	6.1	6.3	5%
Total	605.1	609.3	1%



Potential Risks

In any given year, the Library is faced with risks that can range from changing economic conditions to operational restrictions. Two high priority risk areas will be analyzed as part of this section.

Opportunities

While the Library is faced with risks each year, we are also presented with opportunities. Two priority opportunity areas will be analyzed as part of this section.

Closing Summary

Brief overview of 2023 landscape of future horizon.

Attachments

1	2023 Operations Plan compared to 2022 Adopted Budget
2	Key Changes in 2023 relative to 2022 Adopted Budget
3	Library Language Access Plan
4	Library Board Race and Social Justice Policy
5	2019 Library Levy Categories & Budget Cross-walk
6	2023 Capital Improvement Projects
7	Long-Term Capital Improvement Program Plan
8	Library Gift Fund Project Listing
9	Library Organizational Chart



The Seattle Public Library

Date: November 17, 2022

To: Library Board of Trustees

From: Tom Fay, Executive Director and Chief Librarian
Amy Lawson, Executive Assistant/Library Board Staff Liaison

Subject: Proposed Library Board Meeting Schedule 2023

Listed below are proposed dates for the regular Library Board meetings in 2023. Meetings are proposed at noon on the last Thursday of the month, with exceptions made for earlier meeting dates in November and December to accommodate winter holidays. Meetings are to be held in a “hybrid” platform at the Central Library and via remote connection. Any reinstatement of a pandemic emergency may result in virtual meeting requirements.

Trustees will consider preferences for potential special meeting dates (“retreats”) to be scheduled separately.

Proposed 2023 Regular Meetings of The Seattle Public Library Board of Trustees:

Thursday, January 26, 12:00 p.m.

Thursday, February 23, 12:00 p.m.

Thursday, March 30, 12:00 p.m.

Thursday, April 27, 12:00 p.m.

Thursday, May 25, 12:00 p.m.

Thursday, June 29, 12:00 p.m.

Thursday, July 27, 12:00 p.m.

Thursday, August 31, 12:00 p.m.

Thursday, September 28, 12:00 p.m.

Thursday, October 26, 12:00 p.m.

Thursday, November 16, 12:00 p.m.

Thursday, December 14, 12:00 p.m.

Action Required/Requested: Request Board consideration of proposed 2023 meeting dates for approval at November 2022 meeting.