



# The Seattle Public Library

## Memorandum

Date: December 16, 2021

To: The Seattle Public Library Board of Trustees

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

Subject: **Proposed 2022 Operations Plan**

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The Revised Code of Washington (RCW 27.12.240) and the City Charter (Article XII, Section 5) grant the Board of Trustees "exclusive control of library expenditures for library purposes." The Library Board adopts an annual Operations Plan in December after the City Council approves the Library's operating and capital budget appropriations. On November 22, 2021, the City Council approved the 2022 budget, including \$86 million in operating and \$11 million in capital budget appropriations for the Library—Council appropriations included \$23 million in operating support and \$8 million in capital funding provided by the 2019 Library Levy. The Operations Plan also summarizes 2022 grant awards provided by The Seattle Public Library Foundation, as well as Library gift funds that enhance our ability to provide high quality innovative Library programs and services for Seattle residents—2022 private gifts and grants total \$5.7 million.

We reviewed the Operations Plan framework at your September Library Board meeting, and brought the first draft to the November board meeting. The enclosed documents reflects board feedback and comments collected during those periods. A separate Executive Summary has been included with the Operations Plan this year, in addition to the actual detailed plan itself.

*Attachment: Proposed 2022 Operations Plan Executive Summary*

*Attachment: Proposed 2022 Operations Plan*

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**Action Requested:** Library Board approval of 2022 Operations Plan at December 16, 2021 Library Board meeting. Comments or feedback are welcome.



# The Seattle Public Library

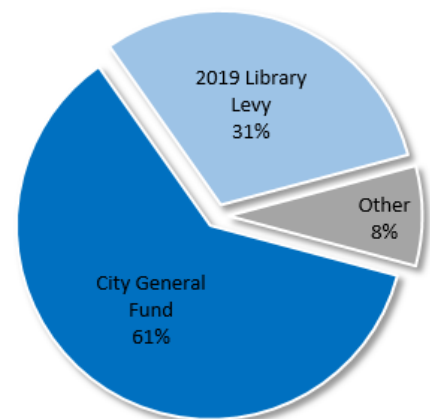
## 2022 Operations Plan Executive Summary

The 2022 budget is proposed at \$102.8 million—a \$10.9 million (12%) increase over 2021. The Mayor restored \$5.1 million to the Library as part of her budget package while also approving \$700,000 in 2021 budget authority to be redirected to help fully restore pre-COVID-19 operations in 2022. Building off this restoration, the Library is poised to fulfill our levy promise to add 10,000 additional open hours to the system. As part of City Council budget deliberations, \$2.28 million in General Fund support and Coronavirus Local Fiscal Recovery Funding was added to support Wi-Fi hot spots, vandalism repair, and the installation of air conditioning at the Northeast and Southwest branches. Further additions for 2022 include Real Estate Excise Tax funding for seismic retrofits and energy efficiency projects, General Fund for central cost and personnel benefit rate increases, and Foundation grants for the collection, equity work, and early learning support.

The 2022 budget cycle represented the first year of expanded city-wide budget communications to include department Race and Social Justice Change Team co-leads. With a goal of bringing additional voices of representation to the table, the Finance Team began meeting with Change Team members over the summer. Work is underway to 1) refine the equity tools utilized for budget development and 2) root out inherent biases present in longitudinal financial management strategies. Further, the Library is charting a roadmap to help achieve more just and equitable policy outcomes, uncover institutional biases, and dismantle the structures that allow racial and social inequities to perpetuate. As our operations emerge from a pandemic environment and the organization prepares for the arrival of a new Chief Librarian, an opportunity exists to advance our equity work.

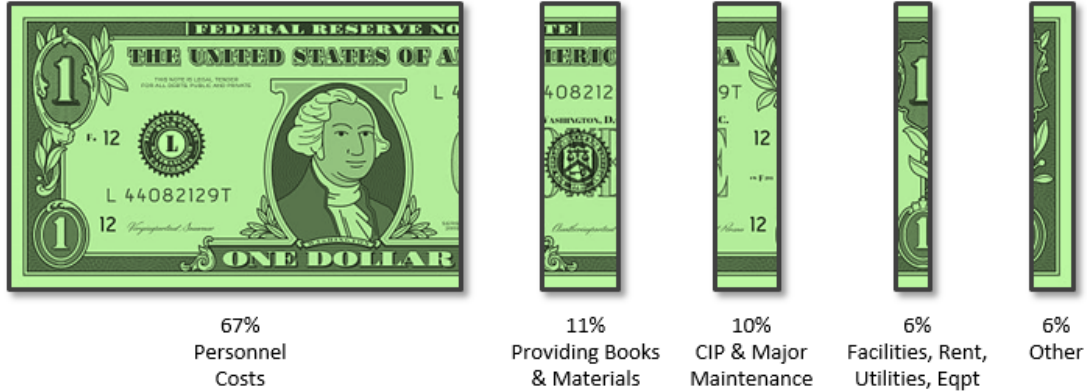
### Funding Sources and Spending at the Library

Since the passage of the 2019 Library Levy, the portion of our funding base reliant on voter-approved time-limited support has grown to 31% (up from 24% pre-2019 Levy). With that being said, the General Fund is set to provide 61% of our total 2022 resources, meaning we are still heavily dependent on the City of Seattle’s fiscal health and the performance of the local and national economy. Additionally, we rely on our partnership with The Seattle Public Library Foundation to provide funding for collection and program enhancements that would not otherwise be possible—the Foundation Board adopted a grant award of \$4.1 million for 2022.



While the Library’s budget is proposed at \$102.8 million, it is important to understand how these resources are spent. Due to the unique nature of Library services and how they are

provided to the public, Library work is inherently people oriented—which is represented by 67% of all costs being related to personnel. From there, 11% is to provide books and materials, 16% to support our buildings, and the remaining 6% is related to City central costs and direct patron programming, among other areas.



**Potential Risks and Opportunities Facing the Organization**

COVID-19 continues to cast a shadow across another year with uncertainty expected to be a common theme. Several risks were amplified by the pandemic, including the risks of operating in a COVID-19 environment, the short and long-term financial impacts of the pandemic, and the risks of not achieving levy promises. Another risk was brought on by our changing climate and the impact it carries on Library buildings. However, several opportunities have also emerged during this time, including the way in which we innovate our programs, expand our alternative service models, and strengthen our community partnerships. Approval of the 2019 Library Levy provided important resources for the organization, and delivering on the associated voter promises will be a priority for the coming year.



# The Seattle Public Library

## 2022 Operations Plan

While 2022 would typically represent the second year of a biennium, owing to the COVID-19 pandemic, the City treated 2022 as a standalone budget year. This will also mark the third year of a seven-year, voter-approved, \$219.1 million Library Levy. This plan summarizes information about ongoing Library operations.

The Library Board is responsible for monitoring Library funds appropriated through the City's budget. The Library Board Policy on Race and Social Justice and the City of Seattle's Race and Social Justice Initiative—a commitment to eliminate racial disparities and achieve racial equity—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. In 2022, staff will review monthly revenue and expenditure reports for the Operating Fund with the Library Board.

### **COVID-19**

The economic slowdown and decline in City revenues caused by COVID-19 forced a significant reallocation of City resources in both 2020 and 2021. The proceeds from voter-approved property tax measures, including the 2019 Library Levy, were redirected from their originally intended purpose to offset cuts made to the City's General Fund. This represented a significant policy choice by the Library Board of Trustees and the City's elected officials. Resources intended to enhance programming, expand major maintenance, and support various capital investments were instead used to pay salaries and other baseline costs as libraries operated in a pandemic environment. To authorize spending in a manner that was not originally intended by the voters, it requires approval by the Library Board along with a supermajority vote of the City Council.

With the above context in mind, restoration of cut General Fund resources were identified as a priority by the Library and the City early in the 2022 budget development process—ultimately resulting in a \$5.1 million baseline General Fund restoration. Additionally, the Library was approved to redirect \$700,000 in 2021 budget authority to achieve a full \$5.8 million restoration. This funding approach will allow the Library to honor and restore the original intent of voters related to the 2019 Library Levy for the coming budget year.

### **Council Budget Actions**

During City Council budget deliberations, \$2.3 million was added to the 2022 Library budget in support of Wi-Fi hotspots, installation of air conditioning at Northeast and Southeast Branch libraries, and for vandalism repair.

### **Overview of the 2022 Operations Plan relative to the Adopted 2021 Plan**

To provide a comprehensive picture of the Library's 2022 planned spending, the Operations Plan includes both the Operating and Capital Budget, which combine funding resources appropriated through the City's 2022 Adopted Budget (General Fund and Real Estate Excise Tax (REET) revenues,

levy funds, and Library-generated income), in addition to resources from Library gift funds and grant awards from The Seattle Public Library Foundation.

The 2022 Library budget across all funding sources—including private gift and grant support—is \$102.8 million. This amount is \$10.9 million higher than the prior year (a 12% increase). The 2022 Capital Budget had a net increase with additional City General Fund and REET funding to help fund seismic retrofits, energy efficiency projects, and A/C installations. At a high level, the Library’s 2022 \$102.8 million budget reflects the following key year-to-year changes:

Operating Budget Changes:

- Library operating General Fund support was restored by \$5.1 million
- Redirection of \$700,000 in 2021 budget authority to 2022 to restore the remainder of COVID-19 reductions
- City Council addition of \$533,000 in General Fund and Coronavirus Local Fiscal Recovery Funds for Wi-Fi hot spots and vandalism repair
- \$707,000 in additional gifts and grants from The Seattle Public Library Foundation and other private sources for the collection, programming, and early learning
- 2022 adjustments to Central Costs, annual wage increases, benefit rate changes, health care, and other inflationary changes added \$1.9 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 decreased by \$622,000. This change is in alignment with the 2019 Library Levy spending plan for the continuation of work on the Green Lake Branch seismic retrofit project and upgrades to IT enterprise equipment
- City Council addition of \$1.7 million in General Fund support to provide air conditioning at the Northeast and Southwest branches
- REET capital project support increased by \$787,000

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

## **Racial Equity Impacts and Budget Development**

The interim Executive Director and Chief Librarian is developing an organizational roadmap related to equity, which includes an assessment on the Library’s diversity, equity, and inclusion needs. Additionally, in 2021, the City expanded eligibility on budget related communication to include department Race and Social Justice Change Teams. The Library Finance Team is partnering with Library Race and Social Justice Change Team co-leads to learn more about equity tools that can be further embedded in the budget process and how engagement can be improved. Sustained expansion of budget level communication will be an important area to monitor as the upcoming mayoral transition occurs. Additional directional information related to the Library and equity is included in the “Opportunities” section on pages 13 and 14.

## **Priority Areas within Library Operations**

The Library undertook an assessment of programs and services in 2018 and is currently gathering input to better understand what the community’s current library needs are. A survey was

administered during the fourth quarter of 2021, and the results will help the organization prioritize the use of levy funds in the short-term, as well as through the remainder of the levy—which expires in 2026. The survey was marketed through all Library communication channels, including the website, social media, newsletters, and media outreach—and was offered in eight languages; English, Spanish, Vietnamese, Traditional Chinese, Somali, Amharic, Tigrinya, and Oromo.

The current priority areas for the Library include library open hours when patrons need them, a robust collection of books and materials, improved computer and online services, expanded early learning programs for children ages zero to five, and well-maintained buildings for the next generation. Information that maps these priority areas back to budget level investments are included in the subsequent 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 \$69 million, or 67% of total Library resources. Some impactful changes related to access and Library operations are as follows:

**\$3,400,000** to restore Library open hours resulting from COVID-19 budget reductions. As COVID-19 vaccinations have become available and public health guidance changed, the Library was able to reopen the Central Library and all 26 neighborhood library branches. *(General Fund)*

**\$1,260,000** to add 10,000 additional open hours to the Library system. *(Library Levy)*

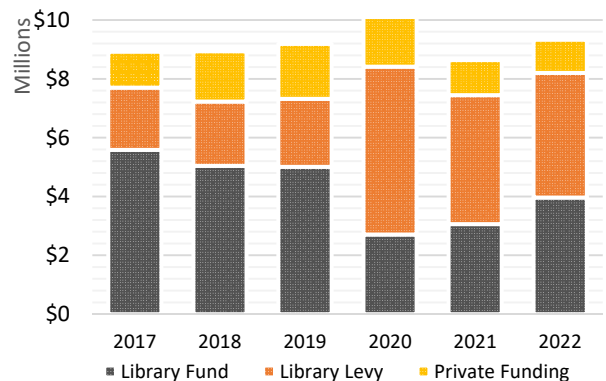
**\$120,000** to engage a consultant to help assess the Library’s diversity, equity and inclusion needs. This information will guide the organizations roadmap when it comes to equity and services. *(Private Funding)*

**\$35,000** to improve downtown social service support. In 2016, the Library began supporting a Community Resource Specialist to connect patrons seeking social services to resources that meet their needs. The additional resources will help the program improve services and support an internship program. *(Private Funding)*

**Books and Materials**

Looking at non-pandemic operations, Seattle residents borrow over 12.5 million items annually. 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.

**Figure 1: Materials Budget by Funding Source**



The Library provides \$11 million (11% of the overall budget) to support the purchase of books and materials, and the movement of those materials across the system. These resources are provided 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 2022 books and materials budget include:

**\$821,000** to restore books and materials cut as a result of COVID-19 budget reductions. These resources will support high-demand e-materials, e-audiobooks, e-magazines, streaming, digital license for genealogy/ancestry databases, language learning software, physical materials associated juvenile series and readers, English as a Second Language, world languages, and large print, among others. *(General Fund; Library Fund Balance)*

**\$80,000** for an additional holds pickup locker to be procured and installed at the Wallingford Branch. The Wallingford Branch has a high proportion of circulation dedicated to holds—while being challenged by limited square footage. *(Private Funding)*

**\$150,000** for special collections shelving at the Library Maintenance and Operations Center. This will provide a long-term, safe, secure and stable preservation, storage and retrieval solution for our growing special collection materials—which carry local cultural and historical significance. *(Private Funding)*

### **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 recent Library survey, 32% of Seattle residents said they relied on Library computers or Wi-Fi networks to access the internet and other digital resources. The Library provides free access to 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. The Library provides free wireless internet access, which has experienced exponential growth as patron preferences shift toward mobile access—and patrons can use their Library card to check out a portable Wi-Fi hot spot. Key changes to the 2022 technology budget include:

**\$248,000** to restore COVID-19 budget cuts related to Library computing. These resources will be used to return the Library to a four-year replacement cycle on devices and restore an IT PC support position. Keeping public and staff devices current helps minimize cyber security exploits that may be present via dated hardware. *(General Fund; Library Fund Balance)*

**\$99,000** added by the City Council to continue funding for 235 reserved hot spots. These resources will allow the Library to maintain the same level of service to patrons and partner organizations coming out of sun-setting CARES Act grants. *(General Fund)*

### **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 2022 include:

**\$110,000** to offer World Story Time, which targets and promotes story times to communities that speak languages other than English. Programs are conducted in Mandarin, Spanish and Somali—with virtual offerings also in Mandarin and Spanish. *(Private Funding)*

**\$20,000** for K-5 student success programming. In partnership with community stakeholders the Library engages and provides culturally responsive learning opportunities for youth and families the furthest away from educational and digital justice. *(Private Funding)*

### **Building and Facility Support**

Our buildings provide a forum where patrons can read or study in a comfortable environment, listen to interesting and engaging speakers, participate in meaningful community events, or find daytime respite. \$16 million, or 16% of Library resources, support keeping our facilities open, clean and welcoming to all. Key investments related to our facilities include:

**\$434,000** added by the City Council for vandalism repair. During the pandemic, the Library experienced increased instances of vandalism to our buildings. This supplemental support will help cover unexpected and costly repairs to our windows and physical structures. *(Coronavirus Local Fiscal Recovery Funds)*

**\$1,743,000** added by the City Council to install air conditioning as a climate adaptation measure. Air conditioning will be installed at the Northeast and Southwest branches. *(General Fund)*

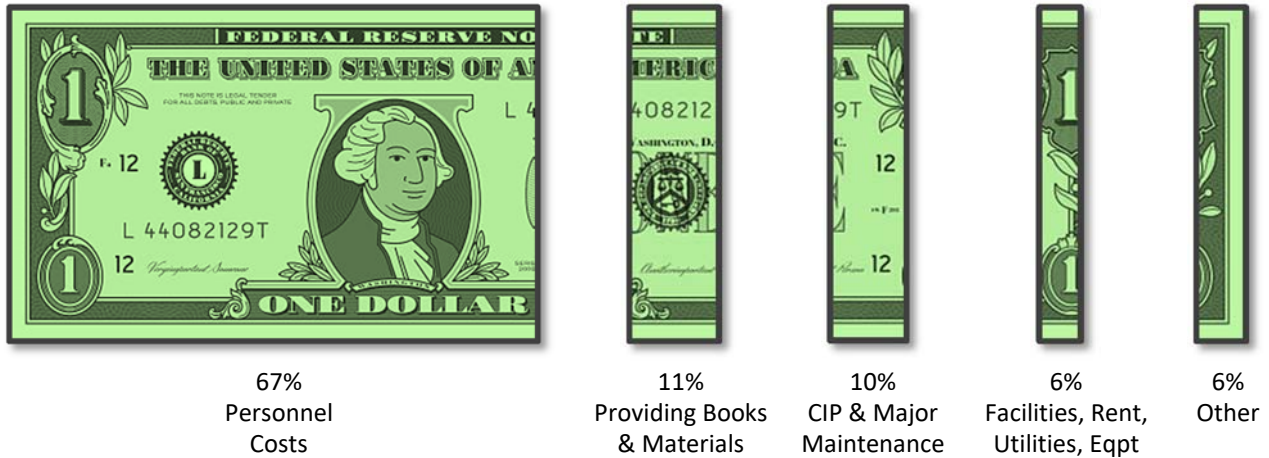
**\$1,573,000** for utilities across 28 library locations. Library facilities serve an important role of not only housing our collection of books and materials, but also providing welcoming and functional spaces for all members of the community. Heating, cooling and lighting are central elements of our buildings being open and operational. *(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 included as Attachment 1.

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

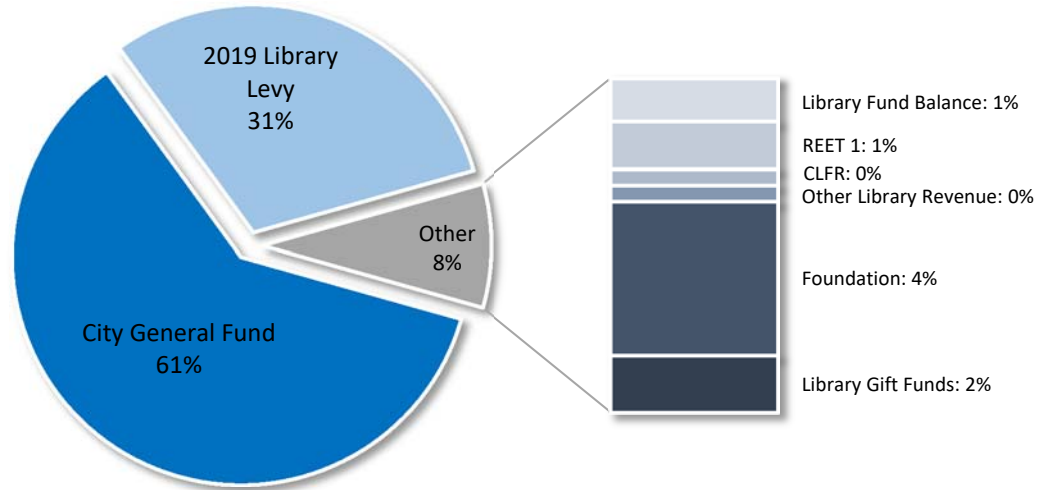


Amounts in \$1,000s	2022 Proposed	%
<i>Personnel</i>		
Public Services, Collections & Access	\$50,998	50%
All Other Departments	\$17,701	17%
<i>Personnel Sub-Total</i>	<i>\$68,699</i>	<i>67%</i>
<i>Providing Books &amp; Materials</i>		
Books & Materials Collection	\$1,204	1%
Collection Processing & Distribution	\$9,853	10%
<i>Providing Books &amp; Materials Sub-Total</i>	<i>\$11,057</i>	<i>11%</i>
<i>Buildings</i>		
<i>Capital Improvements &amp; Major Maintenance</i>	<i>\$10,347</i>	<i>10%</i>
<i>Utilities, Maintenance, Rent, Equipment</i>	<i>\$6,072</i>	<i>6%</i>
<i>Other</i>		
Direct Programming Supplies	\$1,348	1%
City Central Costs	\$2,698	2%
Software	\$706	1%
Other	\$1,838	2%
<i>Other Sub-Total</i>	<i>\$6,590</i>	<i>6%</i>
<b>Total</b>	<b>\$102,765</b>	

## Operations Plan Highlights by Funding Source

The design and development of the Library budget occurs against a backdrop of equity impacts associated with the City Language Access Plan (Library plan included as Attachment 3), as well as the City’s Race and Social Justice Initiative and the Library Board policy on Race and Social Justice (Attachment 4). 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	2021 Adopted	2022 Proposed	% Change
<i>Operating Fund</i>			
City General Fund (Operating)	\$54,302	\$60,591	12%
2019 Library Levy (Operating)	\$22,343	\$23,236	4%
2012 Library Levy (Operating)	\$138	\$0	-100%
Coronavirus Local Fiscal Recovery	\$0	\$434	100%
Other Library Revenue	\$307	\$408	33%
Interdepartmental Support	\$26	\$26	0%
Use of Library Fund Balance	\$559	\$1,155	107%
<i>Operating Fund Sub-Total</i>	<i>\$77,675</i>	<i>\$85,850</i>	<i>11%</i>
<i>CIP</i>			
2019 Library Levy (CIP)	\$8,837	\$8,215	-7%
City General Fund (CIP)	\$0	\$1,742	100%
REET I (CIP)	\$400	\$1,287	222%
<i>CIP Sub-Total</i>	<i>\$9,237</i>	<i>\$11,244</i>	<i>22%</i>
<i>Gifts and Grants</i>			
Seattle Public Library Foundation*	\$4,000	\$4,128	3%
Gift Funds (Balch, Bunn, other)	\$964	\$1,543	60%
<i>Gifts and Grants Sub-Total</i>	<i>\$4,964</i>	<i>\$5,671</i>	<i>14%</i>
<b>Total</b>	<b>\$91,876</b>	<b>\$102,765</b>	<b>12%</b>

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

**General Fund**

The COVID-19 pandemic destabilized City revenues and resulted in a \$5.8 million reduction to Library General Fund support in 2021. Over the past year, a slow City-wide economic recovery—bolstered by federal support—chartered a path for a \$5.1 million partial General Fund budget restoration. This restoration will help bring the organization back to pre-pandemic service levels, although continued advocacy will be essential to ensure a full restoration takes place in the upcoming budget cycle. The City Council added \$1.4 million in General Fund resources to support Wi-Fi hot spots and adding air conditioning at the Northeast and Southwest branches. Nearly 80% of General Fund resources are dedicated in support of personnel, highlighting the importance this funding source plays in our ability to deliver basic services to the public.

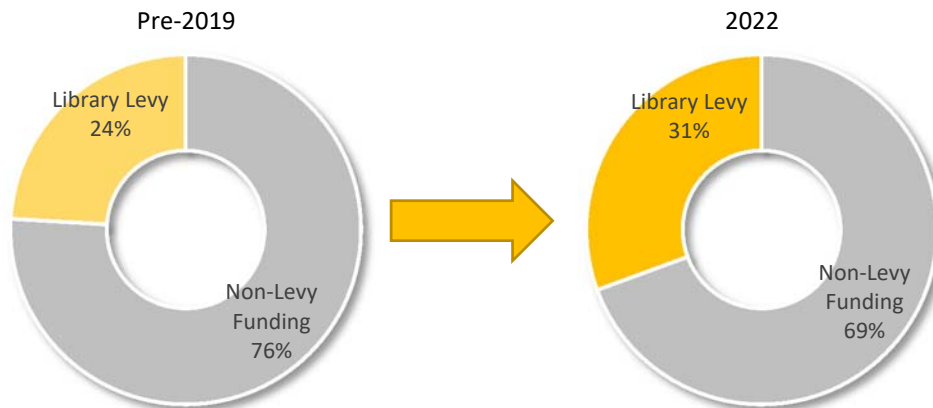
The Library is still largely supported by the General Fund, with 61% of resources provided via this source (up from 59% in 2021)—this is to say the Library’s financial well-being is closely tied to the performance of the local and national economy.

Amounts in \$1,000s	2021 Adopted	2022 Proposed	% Change
Hours & Access	\$25,185	\$27,957	10%
Providing Books & Materials	\$11,574	\$13,319	13%
Technology & Online Services	\$3,499	\$4,118	15%
Literacy & Early Learning	\$383	\$521	26%
Building & Facility Support	\$6,921	\$7,345	11%
Major Maintenance (CIP)	\$0	\$1,743	100%
Administration	\$4,295	\$4,632	7%
City Central Costs	\$2,445	\$2,698	9%
<b>Total</b>	<b>\$54,302</b>	<b>\$62,333</b>	<b>11%</b>

**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 2022, 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 5.

<b>Amounts in \$1,000s</b>	<b>2021 Adopted</b>	<b>2022 Proposed</b>	<b>% Change</b>
Hours & Access	\$11,868	\$12,671	7%
Providing Books & Materials*	\$5,816	\$5,648	-1%
Technology & Online Services	\$2,493	\$2,461	-1%
Literacy & Early Learning	\$202	\$284	41%
Building & Facility Support	\$1,676	\$1,883	12%
Major Maintenance (CIP)	\$6,837	\$5,024	-27%
Major Maintenance (IT)	\$2,000	\$3,191	60%
Administration	\$426	\$289	-32%
<b>Total</b>	<b>\$31,318</b>	<b>\$31,451</b>	<b>1%</b>

*\* 2021 Adopted Budget includes \$138,000 in 2012 Library Levy authority*

### Levy – Operating Fund

With the restoration of General Fund to 2019 levels, the Library is positioned to fulfill its levy promise of 10,000 additional open hours in 2022. Open hours are anticipated to be restored to pre-pandemic levels at most locations by December 2021, with expanded hours beginning in early 2022. The original levy plan proposed five additional hours per week at each of the 26 branches (130 hours) and a total of 70 additional hours per week at Delridge, Green Lake, High Point, International District/ Chinatown, NewHolly, South Park and Wallingford branches. Given the changes in how patrons have accessed the Library since March 2020, a public survey was made available to the community in October 2021 with the interest of learning how best to fulfill the original promises made related to hours expansions. Survey results will help inform the Library’s hours expansion plans.

The 2019 Library Levy also promised a community resource specialist program for youth and up to six additional Play and Learn programs. Both of these programs were deferred through 2021 because of the pandemic. We anticipate launching these programs in early 2022. Other highlights of levy funding in 2022 include fine free access to the books and materials collection, investment in e-materials and Peak Picks, digital equity through the Wi-Fi hotspot program, and enhanced levels of building maintenance.

### Levy – Capital Improvement Program

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

The levy also continues to provide capital funding for the Library’s major maintenance program, performing critical maintenance to ensure the Library’s 28 facilities are in good repair and preserved for future generations. Major 2022 projects include mechanical systems replacement, repair and electrification at the West Seattle and Fremont branches—the highest priority sites to fulfill the 2030 Mayoral electrification mandate to reduce the City’s reliance on fossil fuels. Smaller projects include fire panel and ADA accessibility improvements at multiple sites. The Library’s 2022 Levy Capital budget also includes budget authority for large IT infrastructure projects, such as the Integrated Library System replacement, wireless controller, and branch switch systemic upgrades. The 2022 capital project plan across all funding sources is included as Attachment 6.

**Real Estate Excise Tax (REET) – Capital Improvement Program**

The 2022 Operations Plan includes a total of \$1,287,000 in REET funding, which is tax revenue generated from property sales in Seattle. Of the total \$1,287,000, \$1,162,000 is dedicated to ongoing design and construction costs associated with the Green Lake Branch seismic retrofit project (which includes upgrades to, and electrification of, the branch’s mechanical and HVAC systems), as well as initial planning costs for the University Branch and/or Columbia Branch seismic projects. The remaining \$125,000 of REET provides partial funding of HVAC upgrade/electrification at the Broadview Branch.

It is important to note that capital improvement projects may carry large fund balances as timelines shift and are influenced by external factors (such as COVID-19), project complexity, and the availability of qualified contractors in a competitive local construction market. Projects require ample planning and are often multi-year in nature—as a result, the Library may have carryforward resources that span multiple fiscal years. A long-term capital improvement program is submitted to the City Budget Office year and is included as Attachment 7.

**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.

<b>Amounts in \$1,000s</b>	<b>2021 Adopted</b>	<b>2022 Proposed</b>	<b>% Change</b>
Hours & Access	\$1,126	\$1,099	-2%
Providing Books & Materials	\$1,420	\$1,437	1%
Technology & Online Services	\$317	\$270	-15%
Literacy & Early Learning	\$719	\$722	0%
Major Maintenance (CIP)	\$200	\$200	0%
Administration	\$271	\$400	0%
<b>Total</b>	<b>\$4,053</b>	<b>\$4,128</b>	<b>2%</b>

### 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 2022 can be found on Attachment 8.

### Other Library Earned Revenue

There are Library generated revenue streams which help support core operations. These funding sources will provide approximately 0.4% of the Library’s 2022 budget. In 2021, the Library faced tremendous pressure on internally generated revenues owing to closed locations, significantly reduced demand for parking in the downtown core, and a non-existent private event rental market. The reopening of Library locations is anticipated to provide a slow revenue recovery in 2022—but much uncertainty remains regarding the shape this recovery will take. The Library Finance Team will track and report on revenue activity as part the monthly board financial reports.

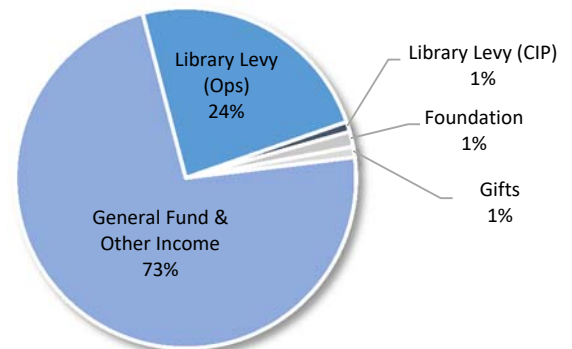
Amounts in \$1,000s	2021 Adopted	2022 Proposed	% Change
Lost Material Fees	\$63	\$110	43%
Central Library Parking Garage Fees	\$100	\$75	-33%
Copy Services/Pay for Print	\$60	\$90	33%
Space Rental	\$35	\$75	53%
Consignment Fees	\$47	\$55	14%
Miscellaneous Revenue	\$2	\$3	50%
<b>Total</b>	<b>\$307</b>	<b>\$408</b>	<b>25%</b>

### Staffing Levels by Funding Source

The 2022, the Library budget contains 707 positions (605.1 FTE), which are funded via multiple sources (Figure 5). The City General Fund restoration allowed the Library to restore pre-pandemic open hours and in concert with Levy funded hours expansion, FTE’s increased by 8% from the prior year. Achieving this level of staffing has been the Library’s intent since passage of the 2019 Library Levy. In line with historical vacancy rates at the Library, a 4% salary savings assumption is included as part of the 2022 budget. Actual savings and expenditures will be closely monitored to ensure the Library’s appropriation authority is not over-expended.

	2021 FTE	2022 FTE	% Change
General Fund & Other Income	393.1	440.9	11%
Library Levy (Operations)	142.9	143.6	0%
Library Levy (CIP)	6.4	5.8	-10%
Foundation	8.7	8.7	0%
Gift Funds (Bunn & Balch)	3.6	6.1	40%
<b>Total</b>	<b>554.7</b>	<b>605.1</b>	<b>8%</b>

Figure 5: FTE by Funding Source



## **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 have been analyzed as part of this section, while additional risks are discussed in Attachment 9.

### **Operational Impacts of COVID-19**

COVID-19 is likely to continue presenting significant operational impacts to the Library in 2022. These impacts may include lower usage rates of services and programs, reduced or varied levels of services and programs, challenges with defining and delivery on equity goals, and ongoing safety and security issues with the service environment.

While physical circulation is rebounding with full reopening in 2021, there continues to be a trend toward digital materials usage and overall declines in physical material usage, resulting in lower day-to-day onsite collection use and activities. As patrons have become more acclimated to remote access, we may also see longer term interest in virtual programs and services, and possibly lower attendance and usage of in-person services and programs. Despite vaccination being required among staff and high vaccination rates among the public, there are still unknowns with longer term vaccination efficacy and COVID-19 variants, particularly relating to impacts on children and vulnerable populations. These unknowns may result in disruption of staffing levels and service continuity, continued safety restrictions related to masks, physical distancing and in-person programming, and also a reduced ability to conduct equity related outreach and programming.

COVID-19 will also have lasting impacts on the communities we serve through the coming year, particularly insecurely housed communities that have increased in population due to continued economic impacts of the pandemic alongside rapid urbanization. These socioeconomic challenges, coupled with the management of safety measures like mask requirements, have increased the frequency and severity of behavioral incidents in our libraries, which draws on library resources and impacts staff morale. Many safety measures established during the pandemic will also likely stay in place for Library staff, even as restrictions for the public might decrease. This could limit service levels and impact our ability to offer programs or public access to meeting and study rooms for programming or community activities. Also, continuing COVID-19 related restrictions will likely impact the implementation of Levy promises, especially in the delivery of Early Learning programming and our goals for increased access.

The Library's increased commitment to equity and race and social justice stands to benefit communities most impacted by the pandemic, if resources and priorities can be more closely aligned with these values. At the same time, because of various staffing challenges and stressors, it may be still difficult to develop and implement plans and timelines for some equity projects and initiatives.

### **Adjusting To a Changing Climate and the Impact on Library Buildings**

A changing climate constitutes a current and ongoing challenge facing the Library. Several branches—including most of the landmarked branches—are not air-conditioned, and rising summer temperatures can lead to closures due to heat and/or wildfire smoke, which impacts patrons, staff and Library operations. Since 2016, Seattle has experienced yearly record heat or adverse air quality

events. As this trend continues, City leadership and the public are placing increasing reliance on Library facilities for both climate and general emergency response. The Library is exploring logistics and funding options to add a cooling component to high-use branches that currently lack air-conditioning (Northeast, Southwest and seven Carnegie-era landmarked buildings). Funding for HVAC upgrades at Northeast and Southwest branches has been provided by City Council in the 2022 budget, and the Library secured additional funding to include a mechanical upgrade for an electrified HVAC system at the Green Lake Branch.

Library facilities are also subject to the Mayor's directive to transition City buildings away from fossil fuels as a source of heat, cooling and lighting. The Library has engaged with an external consultant to conduct a gap analysis of all buildings to meet the Mayor's directive to reduce fossil fuel consumption by 2030. This analysis indicated that the Library has 20 locations that require a major upgrade in the mechanical systems in order to meet this mandate. The Library is exploring various strategies, such as electrification of sites that formerly used natural gas for heating, and heat pumps for both cooling and domestic hot water. Increased insulation, conversion to LED lighting and enhanced lighting controls can also reduce energy consumption at Library facilities. Once implemented, these steps should decrease building energy use (and associated carbon emissions); reduce high temperature summer closures due to extreme heat events, and improve comfort for patrons and staff during normal operations. The Library will need to identify significant funding for mechanical system upgrades as they relate to the Mayor's electrification mandate. This represents a multi-year fundraising project that will require advocacy with the Mayor's Office, City Council, City partners, and The Seattle Public Library Foundation.

**Additional Risks (covered in Attachment 9):**

- Short and long-term financial challenges
- Risks to delivering on levy promises
- Payouts for employee retirements/separations

**Opportunities**

While the Library is faced with risks each year, we are also presented with opportunities. Three priority opportunity areas are analyzed in the following sections. Additional opportunity areas are discussed in Attachment 10.

**Equity Review and Organizational Direction**

The Library's commitment to race and social justice must extend beyond developing equitable programs and services for the communities we serve. This work also requires uncovering institutional biases that persist within our own organization and dismantling the structures that allow these racial and social inequities to perpetuate within our city and within the Library. As our operations emerge from a pandemic environment and the organization prepares for the arrival of a new Chief Librarian, an opportunity exists to advance the Library's equity work by engaging our communities once again and listening to the needs in communities most disproportionately affected by the pandemic.



To further advance our equity work and break down structural racism, the Library seeks to become a more diverse, equitable, inclusive and accessible workplace. A roadmap is currently being developed to guide the organization in achieving more just and equitable budget and policy outcomes, with the goal of improved accountability over the coming year. We recognize that achieving gains when it comes to equity requires careful assessment of both internal and public policies and procedures, investment in training and workforce development, leadership commitment, and continued transparency. Three areas of focus have been identified to help actualize this work. Some examples of the type of efforts that will be made related to each is as follows:

#### Workforce development

A new Diversity, Equity, Inclusion and Accessibility policy was approved in October after a several year delay. The Library will roll out its Equity, Diversity, Inclusion and Accessibility Workplace Plan at the beginning of 2022 and new trainings are being considered and developed that may include topics such as the fundamentals of Race and Social Justice, allyship, implicit bias, caucusing and improved utilization of the City's Racial Equity Toolkit at all levels of management and Library leadership.

#### Budget and policy

To help increase investments in prioritized communities and yield more equitable outcomes, stronger connections are being built between the Library's RSJI Change Team, Library Finance Team, and other City cohorts. A Rules of Conduct Task Force will reconvene in 2022 to undertake a thorough review of the content and application of the Library's Rules of Conduct. The Senior Management Team has a December retreat and one of the items to be discussed is 2022 Racial Equity Toolkits, along with 2023 budget planning.

#### Reporting and accountability

The Library is working to increase visibility and transparency related to the organization's equity objectives. This work may include updates on the Library's Race and Social Justice efforts, including progress made, areas identified for improvement and next steps. When developing new programs and services, the Library will ensure that Racial Equity Toolkits are applied when appropriate and that the Library determines methods for tracking the budgets of work focused on equity and Race and Social Justice.

#### **Expanding and Innovating Alternative Programming Models**

In 2022 and beyond, the Library intends to provide impactful, relevant and meaningful online programming to a diverse array of residents. These include, but are not limited to, children and their caregivers, teens, seniors, job seekers, readers of all genres, as well as those interested in current and historical events. Staff will incorporate input gathered from community members, community-based organizations, institutional partners, other city agencies, as well as lessons learned in 2020 and 2021 regarding how residents' lives are evolving as things shift from a pandemic to endemic state.

As public health conditions and staffing capacity allow, staff will begin transitioning toward a hybrid model of programming where some events will be in person; others will be online; and some may offer both modes of participation. Expanding accessibility for those with disabilities will be a top

priority. Potential partners include Wa Na Wari, API CHAYA, Seattle Jobs Initiative, Literacy Source, Ventures, Seattle Art Museum, South Seattle College, Seattle Public Schools, the Office of Arts and Culture and Seattle Parks and Recreation.

### **Partnerships and Government Relations**

The Library is in listening mode to hear what needs are present in the community. The organization has an interest in leveraging and expanding on areas of interest and expertise of our patrons and communities. Additionally, the Library will focus on enhancing partnerships in the governmental and public sector to expand the reach and magnify the impact of our work.

#### Government relations

The Library plans to develop relationships with the new mayoral administration while strengthening existing partnerships with Seattle City Council, state legislators, and the Washington State federal legislative delegation. The new mayoral administration and at least one new City Council member provide an opportunity for the Library to create new partnerships focused on ways to best serve the community. These relationships will extend to developing closer bonds with council members on the Public Assets & Native Communities Committee as the Library is within their oversight responsibilities. The Library will also work alongside the Public Libraries of Washington to actively influence legislation at the state level and better connect to the federal delegation.

#### Partnerships – Community

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

#### Key Partnerships Breakout – The Seattle Public Library Foundation and Early Learning

##### *A. The Seattle Public Library Foundation*

The Library will also seek to enhance its collaboration with The Seattle Public Library Foundation to increase the support this affiliation provides. As the Foundation engages more broadly in the community, the Library will work closely to ensure our collaborative efforts drive long-term support for the institution. This includes supporting the Foundation's more active role in public policy development, highlighting the Library's success stories to drive fundraising, and maintaining regular communications to support financial flexibility and adaptability in responding to the changing realities of a post-pandemic society.

##### *B. Early Learning*

The long-lasting impacts of the pandemic on childhood development are far reaching, and the Library will prioritize work with school children in adaptive ways to reach students where it is most needed. Acknowledging that family engagement is key to success in school, the Library plans to reinforce its existing relationships with Seattle Housing Authority and Seattle Public Schools (SPS). The goal is to expand support for the 7,000 SPS students and their families as the partnership builds a continuous stair step approach to learning from birth to high school graduation.

**Additional Opportunities (covered in Attachment 10):**

- Continued digital collection enhancements (although accompanied by a higher cost factor)
- Leverage public and private grants in support of community needs and capital projects

**Closing Summary**

Uncertainty is expected to be a common theme when it comes to Library operations and services in 2022. Voter approval of the 2019 Library Levy provided important resources related to programs and services, and adjusting focus to ensure we are able to deliver on these promises represents a priority for the coming year.

**Attachments**

1	2022 Operations Plan compared to 2021 Adopted Budget
2	Key Changes in 2022 relative to 2021 Adopted Budget
3	Library Language Access Plan
4	Library Board Race and Social Justice Policy
5	2019 Library Levy Categories & Budget Cross-walk
6	2022 Capital Improvement Projects
7	Long-Term Capital Improvement Program Plan
8	Library Gift Fund Project Listing
9	Additional Risks
10	Additional Opportunities
11	Library Organizational Chart

Attachment 1

2022 Operations Plan Compared to 2021 Adopted

**LIBRARY FUND & LIBRARY LEVY OPERATING**

	2021 Adopted	FTE	2022 Proposed	FTE	% Change	FTE Change
<b>CHIEF LIBRARIAN'S OFFICE</b>	<b>\$695,000</b>	<b>2.8</b>	<b>\$549,000</b>	<b>2.8</b>	<b>-21%</b>	<b>-</b>
<b>INSTITUTIONAL &amp; STRATEGIC ADVANCEMENT</b>						
Institutional & Strategic Advancement Administration	216,000	1.0	217,000	1.0	0%	-
Communications	348,000	2.0	315,000	2.0	-9%	-
Community Partnerships & Government Relations	-	-	-	-	-	-
Marketing and Online Services	1,074,000	7.0	1,199,000	7.0	12%	-
<b>Institutional &amp; Strategic Advancement Sub-Total</b>	<b>\$1,638,000</b>	<b>10.0</b>	<b>\$1,731,000</b>	<b>10.0</b>	<b>6%</b>	<b>-</b>
<b>HUMAN RESOURCES</b>						
Human Resources	2,307,000	9.0	2,544,000	10.0	10%	1.0
Health & Safety Services	72,000	0.5	169,000	1.0	135%	0.5
<b>Human Resources Sub-Total</b>	<b>\$2,379,000</b>	<b>9.5</b>	<b>\$2,713,000</b>	<b>11.0</b>	<b>14%</b>	<b>1.5</b>
<b>ADMINISTRATIVE SERVICES</b>						
Admin Services Administration	499,000	2.7	578,000	3.4	16%	0.8
Business Office & Finance	1,536,000	6.3	1,722,000	7.1	12%	0.7
Event Services	504,000	5.0	584,000	5.0	16%	-
Facilities & Building Maintenance	7,685,000	51.5	8,620,000	53.5	12%	2.0
Security Services	2,062,000	19.0	2,136,000	19.0	4%	-
<b>Administrative Services Sub-Total</b>	<b>\$12,286,000</b>	<b>84.5</b>	<b>\$13,640,000</b>	<b>88.0</b>	<b>11%</b>	<b>3.5</b>
<b>LIBRARY PROGRAMS &amp; SERVICES</b>						
<b>LIBRARY PROGRAMS &amp; SERVICES ADMINISTRATION</b>						
Library Programs & Services Administration	1,230,000	6.0	1,855,000	11.4	51%	5.4
<b>Sub-Total</b>	<b>\$1,230,000</b>	<b>6.0</b>	<b>\$1,855,000</b>	<b>11.4</b>	<b>51%</b>	<b>5.4</b>
<b>COLLECTIONS &amp; ACCESS</b>						
Circulation Services	3,178,000	33.5	3,432,000	37.2	8%	3.7
Materials Distribution Services	2,137,000	16.4	2,317,000	17.3	8%	0.9
Technical & Collection Services	12,029,000	35.2	13,265,000	35.1	10%	(0.1)
Special Collections	636,000	5.0	859,000	6.2	35%	1.2
<b>Sub-Total</b>	<b>\$17,980,000</b>	<b>90.1</b>	<b>\$19,873,000</b>	<b>95.7</b>	<b>11%</b>	<b>5.7</b>
<b>INFORMATION TECHNOLOGY</b>						
Information Technology	5,292,000	16.0	5,941,000	17.0	12%	1.0
<b>Sub-Total</b>	<b>\$5,292,000</b>	<b>16.0</b>	<b>\$5,941,000</b>	<b>17.0</b>	<b>12%</b>	<b>1.0</b>
<b>PUBLIC SERVICES</b>						
Branch & Central Library Operations	34,888,000	297.9	38,878,000	329.3	11%	31.3
Equity, Learning, and Engagement Services						
Community Engagement Services	1,425,000	9.6	1,409,000	9.6	-1%	-
Virtual & Instruction Services	821,000	5.9	665,000	4.9	-19%	(1.0)
Youth & Family Learning Services	596,000	3.8	821,000	5.0	38%	1.3
<b>Sub-Total</b>	<b>\$37,730,000</b>	<b>317.2</b>	<b>\$41,773,000</b>	<b>348.8</b>	<b>11%</b>	<b>31.6</b>
<b>Library Programs &amp; Services Sub-Total</b>	<b>\$62,232,000</b>	<b>429.3</b>	<b>\$69,442,000</b>	<b>472.9</b>	<b>12%</b>	<b>43.6</b>
<b>Projected Budget Savings</b>	<b>(\$1,555,000)</b>		<b>(\$2,225,000)</b>			
<b>LIBRARY FUND &amp; LIBRARY LEVY OPERATING TOTAL</b>	<b>\$77,675,000</b>	<b>536.0</b>	<b>\$85,850,000</b>	<b>584.6</b>	<b>11%</b>	<b>48.6</b>

Attachment 1 (cont.)

2022 Operations Plan Compared to 2021 Adopted

CIP, FOUNDATION, & GIFT FUNDS

	2021 Adopted	FTE	2022 Proposed	FTE	% Change	FTE Change
<b>CHIEF LIBRARIAN'S OFFICE</b>	<b>\$302,000</b>	<b>1.0</b>	<b>\$441,000</b>	<b>1.0</b>	<b>46%</b>	<b>-</b>
<b>INSTITUTIONAL &amp; STRATEGIC ADVANCEMENT</b>						
Institutional & Strategic Advancement Administration	-	-	-	-	-	-
Communications	128,000	1.0	139,000	1.0	9%	-
Community Partnerships & Government Relations	96,000	0.5	181,000	1.0	89%	0.5
Marketing and Online Services	260,000	-	401,000	1.0	54%	1.0
<b>Institutional &amp; Strategic Advancement Sub-Total</b>	<b>\$484,000</b>	<b>1.5</b>	<b>\$721,000</b>	<b>3.0</b>	<b>49%</b>	<b>1.5</b>
<b>HUMAN RESOURCES</b>						
Human Resources	11,000	0.0	181,000	1.0	1545%	1.0
Health & Safety Services	69,000	0.5	-	-	-100%	(0.5)
<b>Human Resources Sub-Total</b>	<b>\$80,000</b>	<b>0.5</b>	<b>\$181,000</b>	<b>1.0</b>	<b>126%</b>	<b>0.5</b>
<b>ADMINISTRATIVE SERVICES</b>						
Admin Services Administration	82,000	0.6	201,000	1.6	145%	1.0
Business Office & Finance	324,000	1.7	186,000	1.0	-43%	(0.7)
Event Services	60,000	-	-	-	-100%	-
Facilities & Building Maintenance	30,000	-	22,000	-	-27%	-
Capital Improvement Program	7,106,000	4.0	8,046,000	4.3	13%	0.3
Security Services	30,000	-	22,000	-	-27%	-
<b>Administrative Services Sub-Total</b>	<b>\$7,632,000</b>	<b>6.3</b>	<b>\$8,477,000</b>	<b>6.8</b>	<b>11%</b>	<b>0.5</b>
<b>LIBRARY PROGRAMS &amp; SERVICES</b>						
<b>LIBRARY PROGRAMS &amp; SERVICES ADMINISTRATION</b>						
Library Programs & Services Administration	75,000	-	75,000	-	0%	-
<b>Sub-Total</b>	<b>\$75,000</b>	<b>-</b>	<b>\$75,000</b>	<b>-</b>	<b>0%</b>	<b>-</b>
<b>COLLECTIONS &amp; ACCESS</b>						
Circulation Services	33,000	-	25,000	-	-24%	-
Materials Distribution Services	25,000	-	25,000	-	0%	-
Technical & Collection Services	1,133,000	0.5	1,180,000	-	4%	(0.5)
Special Collections	180,000	0.75	279,000	0.6	55%	(0.2)
<b>Sub-Total</b>	<b>\$1,371,000</b>	<b>1.3</b>	<b>\$1,509,000</b>	<b>0.6</b>	<b>10%</b>	<b>(0.7)</b>
<b>INFORMATION TECHNOLOGY</b>						
Information Technology	2,000,000	-	3,191,000	-	60%	-
<b>Sub-Total</b>	<b>\$2,000,000</b>	<b>-</b>	<b>\$3,191,000</b>	<b>-</b>	<b>60%</b>	<b>-</b>
<b>PUBLIC SERVICES</b>						
Branch & Central Library Operations	17,000	-	17,000	-	0%	-
Equity, Learning, and Engagement Services						
Community Engagement Services	776,000	3.2	882,000	3.2	14%	-
Virtual & Instruction Services	535,000	3.0	492,000	3.0	-8%	-
Youth & Family Learning Services	929,000	2.0	929,000	2.0	0%	-
<b>Sub-Total</b>	<b>\$2,257,000</b>	<b>8.2</b>	<b>\$2,320,000</b>	<b>8.2</b>	<b>3%</b>	<b>-</b>
<b>Library Programs &amp; Services Sub-Total</b>	<b>\$5,703,000</b>	<b>9.5</b>	<b>\$7,095,000</b>	<b>8.8</b>	<b>24%</b>	<b>(0.7)</b>
<b>CIP, FOUNDATION &amp; GIFT FUND TOTAL</b>	<b>\$14,201,000</b>	<b>18.7</b>	<b>\$16,915,000</b>	<b>20.6</b>	<b>19%</b>	<b>1.8</b>

TOTAL LIBRARY OPERATIONS PLAN BUDGET

<b>TOTAL LIBRARY OPERATIONS PLAN</b>	<b>\$91,876,000</b>	<b>554.7</b>	<b>\$102,765,000</b>	<b>605.1</b>	<b>12%</b>	<b>50.4</b>
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**Attachment 2**

**Key Operating Budget Changes in 2022 Relative to the 2021 Adopted Operations Plan**

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

**LIBRARY FUND & LIBRARY LEVY OPERATING**

	<b>2021 Adopted</b>	<b>2022 Proposed</b>	<b>Net Budget Change</b>	<b>% Chg</b>	<b>FTE Chg</b>
<b>CHIEF LIBRARIAN'S OFFICE</b>					
Technical Adjustments	595,000	549,000	(46,000)	-8%	-
Library of the Future Study	100,000	-	(100,000)	-100%	-
<b>Chief Librarian's Office Sub-Total</b>	<b>\$695,000</b>	<b>\$549,000</b>	<b>(\$146,000)</b>	<b>-21%</b>	<b>-</b>
<b>INSTITUTIONAL &amp; STRATEGIC ADVANCEMENT</b>					
Technical Adjustments	1,638,000	1,631,000	(7,000)	0%	-
2022 Restoration: Marketing Communication Support	-	100,000	100,000	-100%	-
<b>Institutional &amp; Strategic Advancement Sub-Total</b>	<b>\$1,638,000</b>	<b>\$1,731,000</b>	<b>\$93,000</b>	<b>6%</b>	<b>-</b>
<b>HUMAN RESOURCES</b>					
Technical Adjustments	1,663,000	1,671,000	8,000	0%	-
2022 Restoration: Senior HR Generalist	-	138,000	138,000	100%	1.0
2022 Restoration: Non-Union Training	-	93,000	93,000	100%	-
Complete transfer of Safety Manager to HR	-	60,000	60,000	100%	0.5
Establish Safety Program Non-Labor Budget	-	23,000	23,000	100%	-
City of Seattle Central Costs	716,000	728,000	12,000	2%	-
<b>Human Resources Sub-Total</b>	<b>\$2,379,000</b>	<b>\$2,713,000</b>	<b>\$334,000</b>	<b>14%</b>	<b>1.5</b>
<b>ADMINISTRATIVE SERVICES</b>					
Technical Adjustments	11,583,000	11,877,000	294,000	3%	-
2022 Restoration: Facilities, Security, and Admin Support	-	481,000	481,000	100%	2.5
2022 Council Budget Action: Vandalism Repair	-	434,000	434,000	100%	-
2022 Levy Hours Expansion: Custodial Support	-	90,000	90,000	100%	1.0
City of Seattle Central Costs	703,000	758,000	55,000	8%	-
<b>Administrative Services Sub-Total</b>	<b>\$12,286,000</b>	<b>\$13,640,000</b>	<b>\$1,354,000</b>	<b>11%</b>	<b>3.5</b>
<b>LIBRARY PROGRAMS &amp; SERVICES</b>					
Technical Adjustments	61,243,000	61,879,000	636,000	1%	-
2022 Restoration: Public Services Personnel & Support	-	3,550,000	3,550,000	100%	28.3
2022 Restoration: Collections & Access Personnel	-	460,000	460,000	100%	5.7
2022 Restoration: Books & Materials	-	821,000	821,000	100%	-
2022 Restoration: IT Personnel & Computing Support	-	250,000	250,000	100%	1.0
2022 Council Budget Action: Wi-Fi Hotspots	-	99,000	99,000	100%	-
2022 Levy Hours Expansion: Branch Open Hours	-	1,170,000	1,170,000	100%	8.6
City of Seattle Central Costs	989,000	1,213,000	224,000	23%	-
<b>Library Programs &amp; Services Sub-Total</b>	<b>\$62,232,000</b>	<b>\$69,442,000</b>	<b>\$7,210,000</b>	<b>12%</b>	<b>43.6</b>
<b>Vacancy Savings</b>	<b>(\$1,555,000)</b>	<b>(\$2,225,000)</b>			
<b>LIBRARY FUND &amp; LIBRARY LEVY OPERATING TOTAL</b>	<b>\$77,675,000</b>	<b>\$85,850,000</b>	<b>\$8,175,000</b>	<b>11%</b>	<b>48.6</b>

### **Attachment 3**

#### **Library Language Access Plan Summary**

#### **Mission**

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

#### **Language Access Plan**

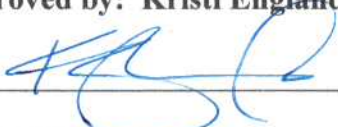
The Library provides the following as needed for patrons with Limited English Proficiency (LEP):

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



The Seattle Public Library

**Board Policy**

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

**BACKGROUND**

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

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

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

**POLICY STATEMENT**

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

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



## **DEFINITIONS**

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

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

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

## **APPLICABILITY**

This policy applies to any and all Library activities.

## **RELATED LAWS, POLICIES AND PROCEDURES**

Board Policy, *Diversity*.

Administrative Procedure, *Diversity Action Plan*.

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

## **Attachment 5**

### **2019 Library Levy Categories & Budget Cross-walk**

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

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

#### Hours and Access

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

#### Collections

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

#### Technology

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

#### Maintenance

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

#### Supporting children

Program elements include support for programming targeted toward children ages zero to five.

Administration

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

**2019 Library Levy Category to 2022 Library Priority Cross-Walk**

<b>2019 Library Levy Category</b>	<b>Library Priorities</b>	<b>2022 Proposed*</b>
Hours & Access	Hours & Access	\$12,671
Collections	Providing Books & Materials	\$5,648
Technology	Technology & Online Services	\$2,461
Supporting Children	Literacy & Early Learning	\$284
Maintenance	Building & Facility Support	\$1,883
Maintenance	Major Maintenance (CIP)	\$5,024
Technology	Major Maintenance (IT)	\$3,191
Administration	Administration	\$289
<b>Total</b>		<b>\$31,451</b>

*\*Amounts in \$1,000s*

**Attachment 6**

**2022 Capital Improvement Projects**

<b>Project Description</b>	<b>Fund</b>	<b>2022 Budget</b>
<b>Seismic Retrofit/Unreinforced Masonry (Levy &amp; REET)</b> - continuing design and construction costs associated with the Green Lake seismic retrofit project; initial planning costs for University and/or Columbia branch seismic projects.	Levy	2,033,000
	REET	1,162,000
<b>Mechanical &amp; building systems, branches</b> - mechanical system repair, replacement and/or electrification at West Seattle and Fremont (work at additional branches may be possible if qualified bids allow); also for emergent needs or as-needed branch repairs.	Levy	2,745,870
<b>Regulatory, Accessibility, Safety &amp; Public Service Improvements</b> - fire panel upgrades at multiple branches and general accessibility/ADA compliance projects.	Levy	245,130
<b>Mechanical &amp; building systems, branches</b> - mechanical system repair/replacement/electrification at Broadview (partial project cost; funds from OSE).	REET	125,000
<b>Mechanical &amp; building systems, branches</b> - added by City Council during 2022 budget process to install air conditioning as a climate adaptation measure at the Northeast and Southwest Library branch locations.	General Fund	1,743,000
<b>IT enterprise equipment upgrades</b> - Branch Switches & Wireless Controller Repair/Maintenance	Levy	1,191,000
<b>IT enterprise equipment upgrades</b> - Integrated Library System (ILS) replacement	Levy	2,000,000
	Subtotal	Levy \$8,215,000
	Subtotal	General Fund \$1,743,000
	Subtotal	REET \$1,287,000
	<b>Total</b>	<b>\$11,245,000</b>

*\*Personnel costs have been prorated*

**Attachment 7**

**2022 - 2027 Capital Improvement Program Plan**

<b>Project</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Library Major Maintenance (REET)	1,287,000	598,000	401,000	418,000	637,000	685,000
Library Major Maintenance (Levy)	3,991,000	4,150,000	4,316,000	4,489,000	4,669,000	-
Unreinforced Masonry/Seismic Retrofit (Levy)	1,033,000	3,000,000	928,000	3,500,000	1,839,000	-
IT Integrated Library System Replacement (Levy)	2,000,000	-	-	-	-	-
City Council 2022 HVAC Budget Addition (General Fund)	1,743,000	-	-	-	-	-
IT Enterprise Equipment (Levy)	1,191,000	1,209,000	615,000	-	474,000	-
<b>Total</b>	<b>11,245,000</b>	<b>8,957,000</b>	<b>6,260,000</b>	<b>8,407,000</b>	<b>7,619,000</b>	<b>685,000</b>

**Attachment 8  
Interest Earnings and Gift Fund Budget**

**Non-Labor Detail**

	<b>Budget</b>
<b>Robert C. Bunn Trust</b>	
<b>Hours &amp; Access</b>	
Content strategy & creation	114,000
Translation & language support	20,000
Targeted advertising & communication	52,000
Targeted Marketing	52,000
Promotional printing	15,000
SDOT Library Street Signage	6,000
<b>Providing Books &amp; Materials</b>	
Special Collections Shelving at MOC	150,000
<b>Admin</b>	
All Staff Day Event	75,000
CLO Speaker Series	10,000
Strategic Direction Support	5,000
Professional Board Training and Conferences	15,000
Board Consultant for CLO Review	4,500
CPGR Support (A)	-
CPGR Support (B)	700
<b>Total</b>	<b>519,200</b>

**Interest Earnings**

<b>Hours &amp; Access</b>	
Marketing Outreach Giveaways	30,000
Intern stipends, refreshments, feminine hygiene, ha	11,000
<b>Admin</b>	
Mayoral/City-wide initiatives	20,000
Legal Services and Support	25,000
RSJI Change Team Budget	13,500
Employee Engagement Committee	5,000
<b>Total</b>	<b>104,500</b>

**Misc Gifts**

<b>Providing Books &amp; Materials</b>	
Gustave J. Snelling Trust	8,200
Helen Snelling Trust	8,200
Halvor Holbeck Estate	25,000
<b>Total</b>	<b>41,400</b>

**Labor Detail (A)**

	<b>Budget</b>
<b>Albert S. Balch Trust</b>	
<b>Providing Books &amp; Materials</b>	
Librn-A	65,000
<b>Total</b>	<b>65,000</b>
<b>Robert C. Bunn Trust - Baseline</b>	
<b>Admin</b>	
Com Prtnshps&GovRltnsPrgm Mgr	88,000
DigCommStrat	139,000
Strategy&Policy Advsr, CLO	164,000
<b>Total</b>	<b>391,000</b>
<b>Robert C. Bunn Trust - 2-year Pilot</b>	
<b>Admin</b>	
HR Investigator	167,000
Continuous Process Imprv	125,000
<b>Technology &amp; Online Services</b>	
Dig Comm Spec - Social Media	112,000
<b>Total</b>	<b>404,000</b>

**Labor Detail (B)**

	<b>Budget</b>
<b>Other Gifts</b>	
<b>Hours &amp; Access</b>	
Rinehart Gift	1,200
<b>Total</b>	<b>1,200</b>

## **Attachment 9**

### **Additional Risks**

#### **Short-Term and Long-Term Financial Challenges**

##### Short-term: Inflation and a mid-year cut to the General Fund budget

Inflation in 2021 has more than doubled the Fed's 2% target. Ongoing supply chain issues, coupled with a recent rise in COVID-19 cases and the emergence of a new variant (Omicron), pose downside risks to economic activity and increased uncertainty related to future inflation. Health related concerns could reduce people's willingness to work in person, slowing progress in the labor market, and intensifying supply-chain disruptions. While the Fed has committed to price-stability, prolonged inflation will reduce the purchasing power of Library resources, potentially resulting in trade-offs when purchasing goods and services in 2022.

The City Budget Office has requested the Library either achieve an underspend target, or meet a mid-year budget reduction for six out of the last 10 years. Taking into account the uncertainty regarding economic recovery, the risk of the City requesting an additional 2022 budget reduction should not be understated. The organization will closely monitor labor savings from vacancies and other personnel shifts systemwide in order to provide mid-year budget reduction options that minimize the impact on our program of service.

##### Long-term: 2021 reduction not being fully restored in 2023-2024 biennial budget

The recession brought on by COVID-19 and the ongoing economic impact cast a long shadow. Per the City of Seattle's recent revenue forecasts, recovery to pre-virus levels cannot be reasonably anticipated until 2023 and 2024. The budget should be viewed as a multi-year challenge, rather than a short-term sprint. While working within these confines, it will be essential for the Library to keep historically marginalized communities and prioritized audiences who rely on Library services at the forefront of policy and programming decisions. Ongoing advocacy with the City will be essential for full restoration of General Fund support as recovery expands.

#### **Risks to Delivering on Levy Promises**

With the restoration of General Fund cut in the 2020 and 2021 budget due to the COVID-19 pandemic, the Library is positioned to fulfill its 2019 Library Levy promises to expand hours and programming in 2022. Seattle residents identified additional open hours as their number one priority in a 2018 community survey, and this priority was reflected in the levy as a promise to provide 10,000 additional branch hours per year starting in June 2020, with a focus on equity branches. The levy also promised to expand the Library's Play and Learn program for children ages zero to five, and extend the Community Resource Specialist program to youth. Both expanded hours and additional programming were deferred in 2020 and 2021 due to COVID-19 restrictions and savings related to these deferrals were re-programmed to support baseline operations. The Library intends to deliver on these promises through the remaining years of the levy, however, this is dependent on the Library's ability to safely provide expanded hours and programs in the continued COVID-19 environment and our ability to hire staff to support this level of service.

Another risk to fulfilling levy promises is the risk that inflation for the remainder of the levy period will exceed the 4% allowance we built into the levy. At current levels (over 5% per year), inflation will erode the buying power of our levy dollars. We can mitigate the impacts of higher than

expected inflation by reserving some of the levy savings we accumulated in the first two years of the levy in an inflation reserve.

**Payouts for Settlements and Employee Retirements/Separations**

The ranks of Library employees reaching retirement age, but who have yet to announce their retirement, are significant. As of November 2021, The Library had 139 employees eligible for retirement (up from 129 employees in November 2020), with an estimated liability of \$1.5 million (up from \$1.3 million in November 2020). While the Library has been able to manage these payouts within our annual appropriation (against agency-wide vacancy savings), this current approach is not a guarantee of sufficient funding against this future liability—particularly considering the impact of the COVID-19 pandemic.

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

	2018		2019		2020	
	Count	Amount	Count	Amount	Count	Amount
Separation Payouts	39	\$74,170	33	\$102,858	19	\$39,086
Retirement Payouts	13	\$320,353	21	\$223,719	11	\$179,223
<b>Total</b>	<b>53</b>	<b>\$394,523</b>	<b>54</b>	<b>\$326,577</b>	<b>30</b>	<b>\$218,309</b>

## **Attachment 10**

### **Additional Opportunities**

#### **Continued Digital Collection Enhancements (Although Accompanied by a Higher Cost Factor)**

There has been a significant change in checkouts of digital materials compared to physical materials over that last two years. In 2021, checkouts of digital materials represent a higher percentage of total checkouts than before the library closures due to the pandemic. In Q3 of 2021, checkouts of digital materials represented 54% of overall checkouts compared to Q3 of 2019 when checkouts of digital materials represented 44% of total checkouts. Digital materials, especially digital books, often cost two to three times what their physical counterparts cost. This combination of the reversal of usage of lower cost physical materials compared to digital, and higher cost digital materials, results in higher costs for the Library going forward. Additionally, external market forces and media consolidations will continue to have an impact on digital book licensing terms, costs and availability. The Penguin Random House acquisition of Simon & Schuster, the OverDrive acquisition of Kanopy and RB digital, and the continual growth of Amazon exclusive publishing will continue to disrupt the library market. Some of these developments may materialize in 2022, and therefore could increase costs of digital books and media, and also decrease availability of new publishing output.

With continued digital collection enhancement, the Library will be able to maintain reduced wait times realized with the implementation of the levy. And, we will be able to continue to add newly published, in-demand titles to the collection. In Q3 2021, 23,947 books were added to the OverDrive collection. Total digital checkouts for OverDrive in Q3 2021 was 1,092,902 checkouts.

#### **Leverage Federal, State, and Private Funding Opportunities in Support of Community Needs and Capital Projects**

The Seattle Public Library, in partnership with The Seattle Public Library Foundation, will continue to explore opportunities for public and private sector grants to support Library programs, services, operations, and facilities. Action at the state and federal level prompted by an interest in additional domestic investment creates potential grant funding opportunities for the Library and Foundation to explore in 2022. There are also additional openings to secure public and private sector grants as they relate to a broader definition of infrastructure and COVID related adaptations.

A 2022 goal for the Library continues to be a formalized long-term strategic alliance with Seattle Public Schools that showcases the alignment of our missions, while also tying the relationship back to the Library's strategic priorities and the school district's strategic plan. Enhancing and formalizing a partnership with Seattle Public Schools, and other public agencies, may better position the organization to engage private partners who are more apt to support collective approaches to systemic challenges with larger, longer-term funding.



**Attachment 11**  
**Library Organizational Chart**

# The Seattle Public Library

