

The Seattle Public Library
Board of Trustees Meeting
12:00 p.m. Thursday, December 14, 2023

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

Remote Listen Line:

Dial: 213-282-4570 / Phone conference ID: 288 479 703#

Watch Live:

<https://www.microsoft.com/microsoft-teams/join-a-meeting>

Meeting ID: 248 476 791 296 / Passcode: MUCqwp

-To submit public comment in writing, email: library.board@spl.org.

-To provide public comment in person at the Central Library, sign up in the meeting room.

-To provide public comment remotely, join meeting with link above and enter your full name in Q&A.

Agenda

A. CALL TO ORDER

B. APPROVAL OF AGENDA

C. PUBLIC COMMENT

D. CONSENT

1. Minutes of November 16, 2023 Library Board Meeting
2. October 2023 Finance Report

E. CHIEF LIBRARIAN REPORT

1. Chief Librarian Report

F. OLD BUSINESS

G. NEW BUSINESS

1. Proposed 2024 Operations Plan
2. Election of 2024 Library Board Officers
3. Library Board 2024 Friends/Foundation Liaisons
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: January 25, 2024

(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
November 16, 2023

CALL TO ORDER

The regular meeting of The Seattle Public Library (SPL) Board of Trustees was held on November 16, 2023. Library Board President Carmen Bendixen called the meeting to order at 12:04 p.m. Vice President Tali Hairston and trustees Jay Reich, Ron Chew, and Yazmin Mehdi were in attendance. The meeting was conducted with a remote attendance option via video conference.

APPROVAL OF AGENDA

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

PUBLIC COMMENT

Public comment was accepted via email, in person at the Central Library, and online in the remote meeting. There were no public comments.

CONSENT

It was moved and seconded to approve the consent agenda as published; the motion carried with one abstention with regard to November 1, 2023 meeting minutes.

CHIEF LIBRARIAN REPORT

Chief Librarian Report

Mr. Fay said the Foundation hosted their annual Legacy Society lunch on October 23. He said the Legacy Society is made up of people who have included the Foundation as a named beneficiary in their estate plans. He said approximately 120 people attended to hear an exciting conversation with author Tim Eagan and Foundation Board member Sam Howe Verhovek.

Mr. Fay said the Urban Libraries Council held a forum in Seattle at the end of October and he thanked trustees who were able to attend the evening reception on October 26. He said about 200 people from across North America attended. He said the same evening the Library also hosted National Archivist, Dr. Colleen Shogan. Mr. Fay said in his 40 years of library service, he has only met three National Archivists, so it was a privilege and honor to meet and spend time with Ms. Shogan who is the first woman National Archivist.

Mr. Fay said on November 1 he spoke to the Leschi Community Council about their various interests in libraries and where SPL is headed. He said approximately 50 members attended the session and enjoyed it. He said he also spoke at the Friends' Annual Meeting on November 4. He said they had a robust turnout and enjoyed a presentation by local author Bonnie Rough. Mr. Fay said he was also asked to speak on November 6 at the 75th Annual Nevada Library Association (NLA) conference. He said he joined Washington State Librarian Sara Jones and California State Librarian Greg Lucas to kick off their session with a talk focused around combating book banning, and the program was well-received. He said the program also recognized him along with a small group of colleagues who had all been Nevada Librarians of the Year and NLA presidents.

Mr. Fay said he continues to work with Strategy and Policy Advisor Jessica Smith to visit all of the regions. He said they have been able to speak with regional managers and staff to get good insight on daily issues occurring at each location. He said he always makes rounds through the system over the course of the year and the regional visits have been a good opportunity to do so.

He said there will be more opportunities to get out to branches as the new director positions are filled and new directors are introduced to staff.

Mr. Fay said the Director of Administrative Services position has been offered to and accepted by Rob Gannon, the former manager of King County Metro, and most recently Deputy Superintendent for Seattle Public Schools. He said Mr. Gannon has a wealth and breadth of background in a number of areas that are key for Administrative Services including security, capital improvements, janitorial and custodial, and finance and budgets. Mr. Fay said Mr. Gannon will be a valuable thought partner. Mr. Fay said Mr. Gannon's first day will be December 11. He said the recruitment for the Human Resources Director is in the final stages and he hopes to make an offer soon after Thanksgiving. He said more candidates have applied for the Director of Library Programs and Services position. He said screening interviews will be scheduled in early December with a hope of conducting final interviews either before the holidays or in the first part of January. Mr. Fay thanked SPL's Human Resources team for their work in these recruitments. He said many team members are in out-of-class positions, as there is an interim HR Director, and they have been doing amazing work.

Mr. Fay said there are good written reports in the meeting packet from Economic Development Services and Information Technology (IT). He said the IT report is a good snapshot of a portion of the projects that IT staff are working on.

Library Board Vice President Tali Hairston asked Mr. Fay if the presentation he gave in Nevada was available to share. Mr. Fay said it was an organic conversation and was not recorded. Mr. Fay said he will be participating in another panel with a group of library directors working on a national level on banned books on December 19. Mr. Fay said he will share the information for that presentation.

NEW BUSINESS

Draft 2024 Operations Plan

Head of Finance and Accounting Nick Merkner said he is seeking feedback on the draft plan. Mr. Merkner said City Councilmembers will vote on final budget legislation and technical amendments on Nov. 20, and then it will go to the full City Council on Nov. 21 for budget adoption. He said the City adopts the budget at a high level for the Library, and then the Library Board will vote on the Operations Plan, which is the detailed budget, at their Dec. 14 meeting.

Library Board Trustee Yazmin Mehdi said the draft shows SPL yielded higher than projected general fund revenues, and asked about an expected drop off in 2025-2026. Mr. Fay said the City paid for pandemic expenses through one-time funds while the service changes created ongoing processes and costs. He said the ongoing costs and structural components are causing problems for 2025-2026 funding. He said growth in the economy or revenues will help offset the structural debt, but it won't be completely eliminated. He said current estimates are upwards of \$250 million per year in both 2025 and 2026. He said things like large concerts and sporting events will boost revenue, and workers returning to the office will have an impact. He said the mayor has been pushing economic development and trying to boost revenue. Ms. Mehdi asked if the draft Operations Plan could provide more context in that area to explain careful spending in 2024 and future levy concerns. Ms. Mehdi asked if the report could also contain more context around the liability of workforce retirements. Mr. Merkner said information made available last week shows the Library's liability for 128 employees currently eligible to retire is more than \$1 million. He said the Library manages retirements through existing resources from the City as positions are vacated to help offset cost for a separation payout. He said there is a large liability due to the Library's aging workforce, and he will add more information to that section. Mr. Fay said usually a full liability wouldn't be felt at one time, but it's good to be aware of the total amount, and it's also helpful for projecting recruitment needs over the coming five years. Library

Board Trustee Jay Reich asked if the City or the Library pays for retirement. Mr. Merkner said when a staff member separates from employment, they are eligible to get a payout for vacation leave, and they may also be eligible for a cash payout of a certain percentage of accrued sick leave. He said the Library is responsible for these payments.

Mr. Reich asked a question regarding the top of page 2 of the draft plan. He said the budget number shown in the 2024 Library budget and the 2023 Levy Report do not match. Mr. Merkner said the Levy Report is reporting on the revised budget, which includes all carry-forward; and the Operations Plan the Library Board will vote on is only the adopted budget. He said the Board decides how to assign the new budget authority provided by the City. He said the Levy Report information includes capital that was budgeted in prior years for long term capital projects that are still in progress and still being paid out. Mr. Reich asked if the work being done outside of the budget should be reflected in the Operations Plan. Mr. Merkner said the Library Board's vote is on the allocation of the Council appropriation of the budget authority for 2024. He said City Council has approved \$98 million in appropriation authority for the Library, and the Library Board will determine how it should be spent on operating, salaries, capital, non-labor costs, etc. Mr. Reich asked who the audience is for the Operations Plan. Ms. Mehdi said the document is an accounting of what SPL will do with the resources allocated by the City for 2024. Mr. Fay said it does not represent the full dollar amount that might be in play with rollovers which would be done through a supplemental process with City Council. Mr. Fay said it represents the annual budget authority provided by the Mayor and Council to the Library.

Mr. Reich said there is a sentence or two that suggest the City could drop the amount of allocation mid-year or next year and that the Library carefully manages accumulations from vacancies and other areas. He said the language should be reviewed to ensure it doesn't invite cuts on the assumption the Library has funds to take care of that. He said budget staff will know what flexibility exists, but to the extent the document is disseminated more broadly and is a political document, the language should not give inappropriate signals. Mr. Merkner said he will review the language.

Mr. Hairston asked about language in a section regarding future risk and maintenance to aging buildings. He said with his background in universities, his is aware this has been an issue for university libraries across the country; he asked for clarification on this area. Mr. Merkner said the goal of this section is to highlight this as an area of consideration that has come before the Board during COVID and budget reductions. He said he will speak further with Head of Buildings, Facilities and CIP Dennis Reddinger and Capital Planning and Partnerships Manager Jay Donahue to further develop the language, looking again at the audience and intent.

Mr. Reich said he recalled that a capital plan was being worked on and asked if that information would be covered in strategic planning or another area. Mr. Fay said the Library has a Comprehensive Facilities Plan that looks at all of the Library's buildings and maintenance projections about ten years out. He said that gives a total for potential capital maintenance and improvement needs. He said it is currently about \$250 million, of which \$150 million will be needed for the Central Library. He said the plan looks over ten years and considers escalation to construction costs and anticipated inflationary factors. He said the Plan is a working document. Mr. Fay said elements of it can go into the Operations Plan, as it is an important piece of the Library's work. He said the Library wants to make sure it receives a proportional allocation of Real Estate Excise Tax from the City when that rebounds because the Library is a City department with a lot of property to manage.

Mr. Reich said he doesn't remember the Board talking about the plan. He said he would like to understand the numbers and also asked who the audience is and how the information will be contextualized. He said some work is already under way with seismic upgrades, and the Board should understand the long term needs and liability. Mr. Fay said the Library will bring that

information to the Board. He said the report was nearing completion when former Administrative Services Director Alex Yoon separated from the Library. He said the new director will start soon and will be brought up to speed, and the topic will then be brought to the Board. He said the needs are not small and cannot be fixed with just one financial mechanism. He said prioritization will be necessary, and the Library has to build capacity through a capital bond, private Foundation campaign, and careful planning of major projects. He said the costs for remodels and seismic upgrades have escalated significantly from about \$800,000 to the multimillions.

Library Board Trustee Ron Chew asked (via Chief Librarian Tom Fay due to technical difficulties) whether the Library might want to hint in the 2024 Operations Plan about some of the work that was done in the Foresight Project looking out ten years. Mr. Fay said Mr. Chew asked about whether it should hint at things the Library may choose to pivot in the future, such as the potential of not operating some buildings, or repurposing buildings for a different function, and what costs may be associated. Ms. Mehdi said it might be useful for the Operations Plan to reference the Strategic Planning effort in more detail. She agreed with Mr. Reich that it is worthwhile to think about the audience for the Operations Plan vs. the Levy Report vs. the Strategic Plan. She said the Operations Plan is intended as a one-year document as opposed to a forward-thinking multi-year document, so perhaps is not the place for the detail Mr. Chew is interested in. Ms. Mehdi said she is also interested in the information Mr. Chew asked about.

Mr. Fay said the audience for the reports is the public. He said a staff member from the City Budget Office was in attendance today at the meeting, which is what the Library wants, so that the City knows where the Library is headed and what some of the challenges are. He said the document covers what the Library sees today, what it knows is happening, has a few mentions around the Strategic Plan, and includes what issues the Library will start to look toward. He said the Strategic Plan will not lay out what will be done with every building, but it will say the Library will start to have those discussions and make operational decisions. He said a bit of language can be added to foreshadow that, but it can't be in great detail because that information won't be known until deeper work is done, which will include Board involvement and public process. Mr. Fay said to Mr. Chew's point, a little bit of language could be added; and to Ms. Mehdi's point, language in the Operations Plan around other efforts should not be so robust as to supersede other documents and work to come. Library Board President Carmen Bendixen said the risks and opportunities section at the end of the Operations Plan is a good place for very high level information. Mr. Merkner thanked the Board for their discussion and feedback.

Third Quarter 2023 Levy Report

Levy Administrator Jan Oscherwitz said on page 15 of the levy report, there is a crosswalk between the Operations Plan budget and the Levy Report for levy funds. She said if there is something in that presentation the trustees would like to make more clear, she will work in future reports to address it. Ms. Oscherwitz said the Library is in the fourth year of a seven year \$219 million levy. She said the report covers spending in the Levy focus areas as well as the Strategic Planning process, as the levy is funding the consultant for the Strategic Planning process. She said through the third quarter, SPL has spent 45% of the revised levy budget for the year, which is 38% of the \$132 million. She said the total levy budget is \$49.5 million for the year after all the carry forwards. She said spending is only at 45% because capital projects are multi-year; she said the projects are in progress and some of the dollars will be spent in future years.

Ms. Oscherwitz reviewed the information presented in the "Third Quarter 2023 Levy Report" memo in the meeting packet. In the area of Technology and Access, Ms. Oscherwitz added that the Library is in the process of right-sizing its desktop fleet. She said IT staff have looked at computer and device use in branches, and changes will be made in the next six months to ensure the right balance of equipment. She said this will mean fewer desktops and more laptops and print stations. In the area of Children's Programming, she said the Library is offering Play and Learn

programs at six locations and a seventh will be added this fall. She said there are some long term challenges in terms of the costs of operating those programs.

Ms. Mehdi said the Library is spending resources to add air-conditioning to several branches, and there must be concomitant cost with the increased energy use. She asked what the incremental change is and whether those costs are built into future budgets. She also asked, as the Library moves to laptops instead of desktops, whether there is a loss rate expectation for the laptops. Mr. Fay said in some cases, the number of desktops will be reduced without replacements. He said more careful planning is going into situations where the Library knows laptops will be needed, such as Homework Help and environments where use will be popular. He said because it will not be a one-to-one replacement, there will be a reduction in long term costs. He said Library Technology Officer Charles Wesley and the IT team have worked hard to understand the total cost of ownership. In response to the question about energy costs, Mr. Fay said responding to the City's mandate on electrification will create additional cost in electricity, which may be higher or lower than the cost of fossil fuels, and will be dependent on a number of factors. He said the Library recently received electrical rate increase information, and Mr. Merknor will watch for that information annually and will have those figures calculated in. He said electrification will be environmentally better, and the Library works with the Office of Sustainability and the Environment to look for efficiencies, such as potential future solar options.

Mr. Reich said the report is terrific. He said the report does a good job of telling the story of what was promised in the levy, what has been delivered, and why certain elements may have fallen short. He said he hoped that others appreciate what a good job the Library does in terms of accountability and transparency, which gives the Library even more credibility. Ms. Oscherwitz said the report is a team effort. Mr. Fay said it creates a narrative as the Library looks out long term. He said as the Library puts together the next levy, the reports provide a transparent history. He said there is a lot of team input, and Ms. Oscherwitz does a lot of work to make sure all of the information ties together. He said Ms. Oscherwitz makes sure that elements that have an impact on the General Fund or Operations Plan are highlighted separately in the report. Mr. Reich said it creates a record of achievement when we ask people to invest in the Library's future. Mr. Reich thanked the team for their good work. Ms. Mehdi agreed. She said the link to the Strategic Foresight page seems to be broken, and Ms. Oscherwitz said she will take a look and fix the link before the report is posted electronically.

It was moved and seconded to approve the Third Quarter 2023
Levy Report as published; the motion carried unanimously.

Proposed 2024 Library Board Regular Meeting Dates

Ms. Bendixen said proposed regular meeting dates for 2024 are included in the meeting packet. Mr. Reich asked whether the Board should consider resuming in-person meetings and whether any feedback had been received that something is being lost by meeting remotely; he said the remote meetings are convenient. Mr. Fay said he will be asking to have a certain number of meetings in person in 2024; he said Executive Assistant Amy Lawson is working with the IT division on technology solutions. He said trustees would each have a laptop in front of them so that the presentation mode is the same in the hybrid environment. He said trustees will have tools available to refer to documents electronically. Mr. Fay said he didn't have a hard date yet, but he hoped to have one in-person meeting in first quarter 2024.

It was moved and seconded to approve the Proposed 2024 Library
Board Regular Meeting Dates as published; the motion carried
unanimously.

Library Foundation and Friends of the Library Updates

Mr. Fay said the Library Foundation Board met during the month. He said as of October 31,

\$2.55 million was raised against their \$3.05 million goal. He said they are at 84% of their goal, which is on par with 2022. He said it has been a good year for the Foundation. He said the Foundation Board approved their 2024 budget, and the Library will receive a notification letter, allowing that information to be included in the 2024 Operations Plan. He said the Foundation is granting the Library \$4.4 million, and there are anticipated additives that may range between \$300,000 and \$600,000 for special projects the Foundation is willing to support. Mr. Fay said Foundation's fundraising goal for 2024 is \$3.3 million, which does not include estate giving. He said estate gifts range from the hundreds of thousands to the millions, and the Foundation is looking into using those funds to increase or support the endowment. Mr. Fay said the Foundation Board's DEI Statement was approved and will be posted on their website. He said he will ask Ms. Lawson to share it with the Library Board. He said the Foundation Board presented the results of their board assessment survey and they will be going through that more thoroughly in committee work. He said the Foundation Board acknowledged outgoing members and invited them to join the Emeritus Board: Lauren Dudley served 2019-2023, Grace Nordhoff served 2011-2023, Susan Potts served 2012-2023, Bill Stafford served 2012-2023, and Pat Walker served 2010-2023.

Mr. Reich said the Foundation Board had been working on a very deep dive into DEI with a consultant. He asked if that effort had been completed and what the products, surprises and benefits are. Mr. Fay said the Foundation Board is still working on how to integrate that work into all of the Foundation's work. He said they have worked it into their grant making and are aligning with the Library's efforts around equity and race and social justice. He said formalizing their DEI Statement is a big piece, and their upcoming strategic planning will also integrate DEI components throughout, and they will take it into consideration as they look at governance, committees, and member recruitment. He said it is an extensive effort that will take some time. He said the Foundation acknowledges, like the Library, it has a long way to go in the work, and they will be in better alignment going forward. He said a lot of good work has been done.

Ms. Mehdi said the Friends Board did not have a regular meeting in November, and will not have one in December. Mr. Fay agreed and said they did hold their annual meeting on November 4. He said the Friends Board honored Carla Bremner and Laurie Hooper as volunteers of the year. He said they voted in their 2024 slate of officers: President Angel Sauls, Vice President Sarina Tewari-Rodriguez, Co-Secretaries Mary Weese and Monish Shah, and Treasurer Lauren Abraham. He said current trustee Devon O'Neill was re-elected to a three-year term, and new trustees elected to a three-year term are: Monish Shah, Smadar Ben-Natan, Jennifer Lo, Wendy Overton, Jada Pock, Sarina Tewari-Rodriguez, and Julio Rodríguez Vázquez.

ADJOURN

Board President Carmen Bendixen adjourned the meeting at 1:17 p.m.



The Seattle Public Library

Memorandum

Date: December 14, 2023

To: The Seattle Public Library Board of Trustees

From: Tom Fay, Executive Director and Chief Librarian
Nicholas Merkner, Head of Finance and Accounting

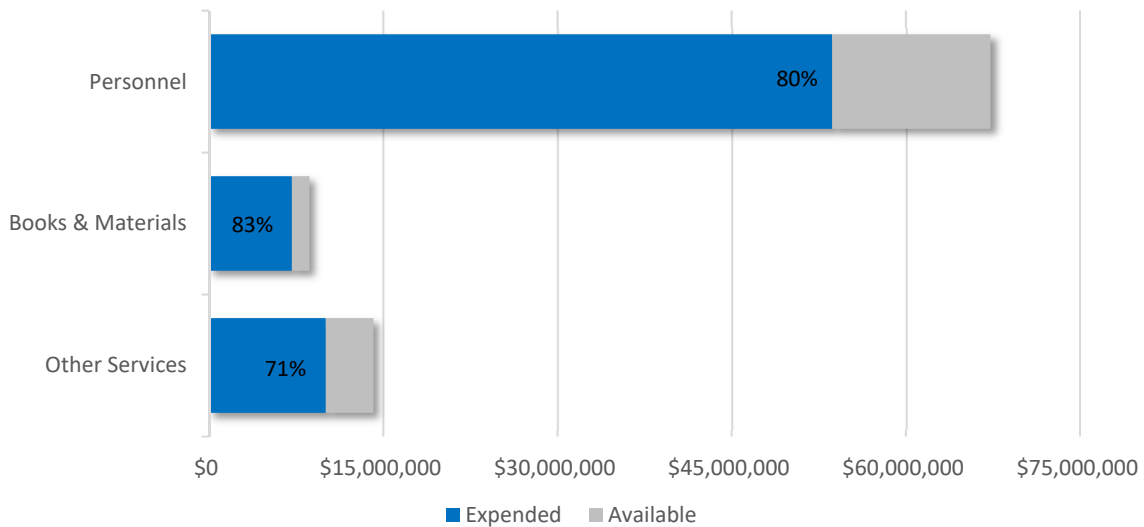
Subject: **October 2023 Financial Reporting**

Overview

Overall, the Library has expended **79%** of its operating budget with **83%** of the year elapsed. This is well ahead of the prior year when the Library had expended **75%** of the operating budget at this point in the year. Total expenditures at the end of the month were \$70.1 million.

The chart below provides a high level overview of year-to-date spending by budget group, and also helps to illustrate relative sizes within the Library's operating budget.

YTD Spending vs. Budget (% Spent)



Personnel Services

Personnel costs represent the largest category of expenses at the Library and make up 75% of the revised operating budget. As of this report there have been **22 pay periods processed**, so we expect 82% of the personnel budget to be expended—spending is slightly behind target at **80%**.

Non-Personnel Services

The largest individual category of expenditures within the non-personnel budget is related to library books and materials—this category represents 9% of the revised operating budget. Spending is as expected at **83%**.

Other accounts which represent 16% of the adopted budget—and include equipment, services, and supplies—are **71%** expended.

Revenues

Library generated revenues collected during the period under review are **\$40,000**—bringing year-to-date collection to **\$599,000 (103%** of our target).

As has been noted on previous reports—but is still important to identify from a longitudinal stability perspective—the Library’s 2023 revenue budget of \$584,000 is \$282,000 short of the Library’s pre-COVID revenues of \$866,000. This \$282,000 delta has been funded through use of accumulated Library Fund Balance. This means any excess revenue collection during Q4 will directly offset use of Fund Balance, preserving it for use in upcoming budget periods.

Action Requested: Library Board consideration of October 2023 Operating Budget financial reporting for approval at December 14, 2023 meeting. Comments or feedback are welcome.

Expenditure Control for October 2023

Amounts in \$1,000s	Revised Budget*	Current Month Expenditures	Year to Date Expenditures	% Expend	Balance of Budget
Personnel Services					
Salaries	43,632	3,227	34,747	80%	8,885
Benefits	23,659	1,823	18,915	80%	4,745
Personnel Services Sub-Total	\$67,291	\$5,050	\$53,662	80%	\$13,630
Books and Library Materials					
Books & Materials	8,651	1,076	7,142	83%	1,509
Books and Library Materials Sub-Total	\$8,651	\$1,076	\$7,142	83%	\$1,509
Other Services and Charges					
Central Costs	2,814	232	2,340	83%	474
Equipment - IT & Facilities	2,709	410	1,829	68%	880
Office Supplies, Printing & Postage	314	19	205	65%	109
Operating Supplies	509	47	399	78%	110
Other Expenses	743	73	350	47%	393
Other Maintenance	773	24	566	73%	206
Phone, Wireless & Internet	546	59	350	64%	196
Professional Services	764	18	581	76%	183
Software	857	59	515	60%	342
Staff Training & Travel	334	6	96	29%	239
Vehicle Costs	280	31	291	104%	(11)
Facilities - Space Rental & Utilities	1,768	77	1,592	90%	176
Facilities - Building & Grounds Maint	1,303	59	554	42%	750
Facilities - Garage Debt Service	450	-	386	86%	64
Other Services and Charges Sub-Total	\$14,165	\$1,114	\$10,053	71%	\$4,112
TOTAL LIBRARY OPERATING BUDGET	\$90,108	\$7,240	\$70,857	79%	\$19,251

Footnotes:

* Includes \$1.2M in prior year encumbrance and grant budget authority; \$838k in legislated carry-forward and mid-year supplemental authority

Revenue Control for October 2023

	Revenue Budget	Current Month Revenue	Year to Date Revenue Collected	% Collected
Operations Plan Other Library Revenue				
Lost Material Fees	110,000	8,610	101,932	93%
Central Library Parking Garage Fees	240,000	-	233,915	97%
Copy Services/Pay for Print	110,000	15,641	85,812	78%
Space Rental (Private & Inter-Departmental)	76,050	10,485	110,940	146%
Book Sale Consignment	45,000	4,736	58,598	130%
Coffee Cart & Miscellaneous (vending machines, etc.)	3,000	783	8,082	269%
TOTAL LIBRARY GENERATED REVENUES				
	\$584,050	\$40,254	\$599,279	103%

Footnotes:

The Library's 2023 revenue budget of \$584k is \$282k below pre-COVID revenues (\$866k)



The Seattle Public Library

Date: December 14, 2023
To: Library Board of Trustees
From: Tom Fay, Executive Director and Chief Librarian
Re: December 2023 Chief Librarian's Report

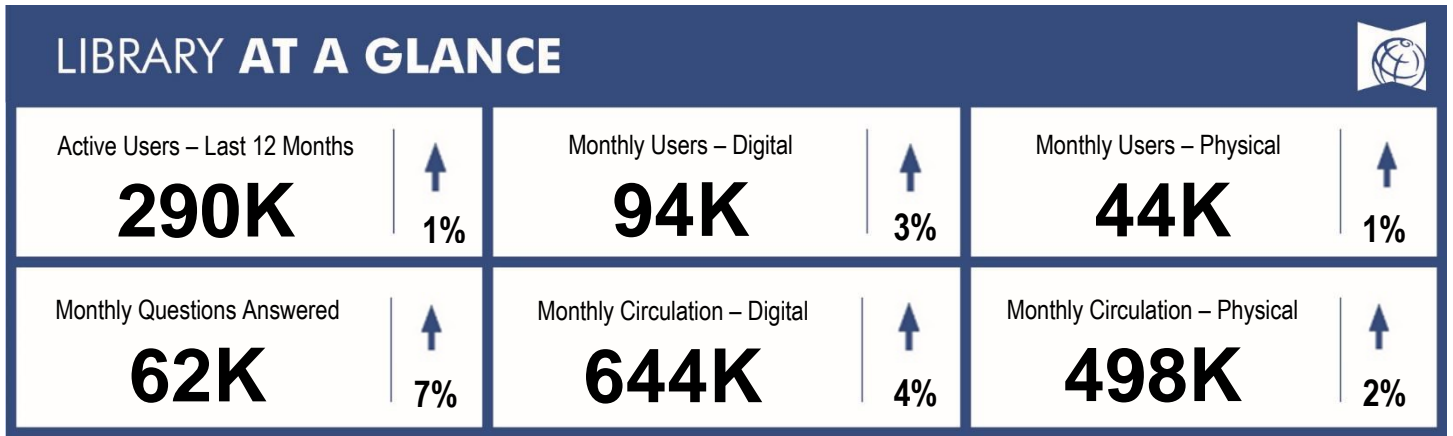
1. On November 28 – Giving Tuesday 2023 – the Foundation raised \$83,000 against a goal of \$80,000. They received gifts from 840 donors this year, compared with 743 in 2022, marking a 13% increase, bucking a trend reported by the Nonprofit Times and other industry publications of a roughly 10% decline in number of donors with an increase in the average donation size. Through November, the Foundation has already met and exceeded their 2023 overall fundraising goal, having raised \$4.9 million against a goal of \$3.05 million, led by generous bequest donations.
2. Strategy and Policy Advisor Jessica Smith and I continue to undertake regional visits throughout the system. On November 29, we visited the Northeast Region with Northeast Regional Manager Rachel Scott. We visited the Lake City, Northgate, and University Branches to connect with managers and staff to discuss issues specific to individual locations.
3. On December 1, the Library's Employee Engagement Committee sponsored an evening "Tacos at Twilight" gathering at the Northgate Branch. Staff from around the system joined their colleagues for tacos, board games, fishbowl charades, and karaoke! There was a craft table for all ages, and guests and children were welcome.
4. On December 6, Head of Communications Laura Gentry and I presented the Library's 2022-2023 RSJI Report to the City Council's Public Assets and Homelessness Committee. The Committee was appreciative of the report. We will be sharing the report with the Library Board at your January meeting.
5. I am pleased to report that the roles of Administrative Services Director and Human Resources Director have been filled. Rob Gannon joins the Library on December 11 as Administrative Services Director, bringing a compelling mix of executive experience and strategic leadership skills honed in complex, political, public-sector organizations. Most recently, he served as Deputy Superintendent for Seattle Public Schools, overseeing all central administrative, operational and financial services for the state's largest school district. He also served as the General Manager of King County Metro, a regional transit agency that provides wide-ranging mobility services to residents in the metropolitan Seattle area.

Joining us on December 20 as Human Resources Director, Brian Sharkey most recently served as the Deputy HR Director at the Finance and Administrative Services Department (FAS) with the City of Seattle where he oversaw labor relations, employee relations, safety, leave administration, ADA accommodations, and risk management. He specializes in resolving complex matters and partnered with 14 different labor unions, including AFSCME Council 2. Prior to his arrival at FAS, Brian worked on the Seattle Human Resources (SHR) Service Delivery team and was the primary strategic partner for SHR, the Office of Emergency Management, and the Community Police Commission.

I want to thank interim directors Valerie Wonder and Heather Delaney, and all of the Administrative Services and Human Resources team members for their flexibility and adaptability during the past several months. A number of staff have stepped into out of class roles to help keep the organization moving forward during this transitional period, and the Library is stronger for their efforts.

Meetings and events during this reporting period:

- a. Board Meetings: Monthly Library Board of Trustees meeting; Monthly calls with Library Board President; 1:2 meetings with trustees; monthly meeting of Library and Friends leadership.
- b. Standing Meetings: Compensation Committee; Senior Management Team; Monthly Managers meeting; Union/Leadership meetings; Long-Term Sustainability meeting; Foundation CEO/Chief Librarian bi-monthly meetings; Strategic Planning 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; Puget Sound Directors quarterly check in.
- d. City Meetings, Events and Programs: Mayor's Cabinet; Mayor's Emergency Executive Board meeting.



The percent of change is a comparison to prior month data. Physical circulation includes renewals.

IN FOCUS: Business Legal Help

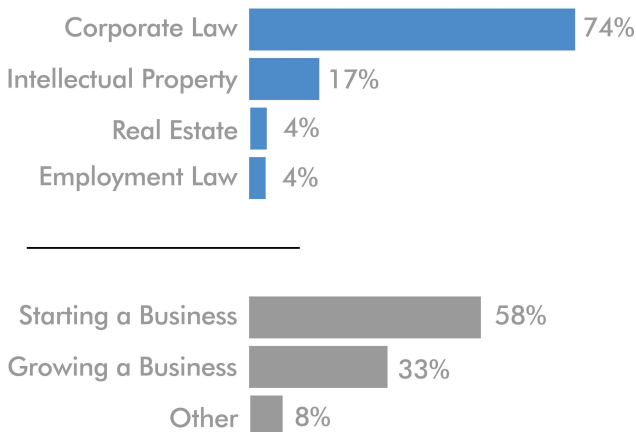
Library to Business provides free business legal support through virtual one-on-one consultations with local entrepreneurs.

Overview: Legal Help

Library to Business (L2B) partners with volunteer legal professionals and community organizations to offer free legal consultations to entrepreneurs.

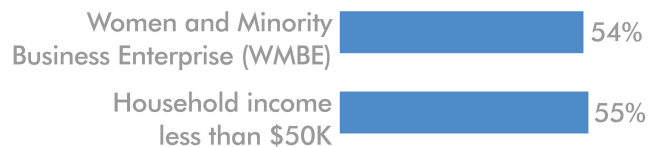
These 30-minute sessions cover a spectrum of topics including corporate, intellectual property, employment, and real estate law. Over 500 legal consults were provided to entrepreneurs in the first 10 months of 2023, including 30+ sessions provided in translation to entrepreneurs with limited English.

Consultation Topics & Business Stage



The most common information sought at one-on-one consultations is how to legally structure and license a new business. Existing small businesses often seek information on how to grow their business, such as how to hire their first employees.

Diverse Participation



In 2023, most entrepreneurs using legal consultations were certified as WMBE or self-identified as people of color. The majority of the entrepreneurs who disclosed earnings information made under \$50K annually.

How Entrepreneurs Used the Legal Consults

Jared, who owns a family-run restaurant, improved his knowledge of contract law and tenant responsibilities, which informed his decision-making and problem-solving in managing the business.

Efrain, who owns a cleaning business, gained insights into employment law and began transitioning his business to an LLC and enhanced his hiring process.

Victor, who wanted to open an auto repair shop, gained a better grasp of contracts, tenant rights, and necessary insurance — all critical information for starting his business.

Safety and Security Services

November 28, 2023

Valerie Wonder, Interim Administrative Services Director

Impact Areas

Safety and Security: *Staff and public feel safe and secure at all 27 library locations and the Maintenance and Operations Center.*

Security at The Seattle Public Library

The Security Team is responsible for the safety and security of staff, patrons, and vendors of The Seattle Public Library. The team provides security staffing at all locations, conducts staff training and education on Rules of Conduct, escalation, evacuation and safety procedures, and are responsible for system access controls.

Approach

In alignment with Library values, Security staff go to great lengths to promote access to our spaces and resources, and to uplift patron privacy and dignity. Officers are committed to de-escalation and model those strategies for staff. They engage patrons actively and remind those who are struggling with Rules of Conduct that the Library wants them to be here. When there is a need to ask someone to leave for the day or longer, Security officers give patrons space and dignity – often delivering the message with compassion, and then stepping away so the patron has time to collect their things and leave on their own terms. The security team shares these strategies with library staff through a mandatory online Safe Environment Training (SET) as well as an in-person De-escalation training. In 2023 Security has offered 13 De-escalation trainings to staff across the system and aims to expand this number in 2024. While de-escalation is not new to our Security Team and staff, the commitment to practicing it has become the standard in recent years. One testament to this approach: While we have seen some increase in the severity of Rules of Conduct violations following the pandemic, our overall exclusions have decreased as officers and staff go above and beyond to keep patrons successful in our spaces. Exclusions of youth have also decreased dramatically in recent years. Officers have also taken part in community events, such as the Central Library’s weekly Coffee & Conversations, designed to build community and trust between unhoused patrons and staff.



Coverage

The Security team supports staff and patrons across Seattle. While Security staff are on site at the Central Library during all open hours and many more, branch coverage varies. On well-staffed days, Security is able to assign several officers to patrol neighborhood regions, and schedule one or more Emphasis Patrol Officers (EPOs). Officers in the field generally stop by 4-5 branches daily to do safety checks establish and maintain relationships with staff, and get to know regular patrons. When possible, we schedule EPOs for several hours or entire days at branches that tend to have high rates of security incidents, or at branches that have recently experienced a particularly challenging security event.

In 2023 officers visited branches an average of 400 times per month. While the workforce has grown to 17 officers and two lead officers thanks to the investment of levy funding in recent years, we are often unable to keep pace with the requests and needs of branches. With sick calls and other leaves it is not uncommon to have just one or two officers available for branch coverage in the evenings and on weekends.

Reporting

To support branches and Central even when an officer is not in the immediate vicinity, the Security team monitors Central Radios and takes calls from Branches 102.5 hours per week.* During the first nine months of 2023 they received

3,915 calls for service. Incident reports are completed whenever a significant Rule of Conduct violation occurs, and also to report accidents, medical emergencies, or other notable events. Across our 27 locations, Security and public services staff completed 893 incident reports during the first 9 months of 2023, 455 of which were associated with patron exclusions lasting anywhere from one day to two years depending on the violation.

Morning patrols

In June of this year, the Security team began scheduling staff for early morning patrols of high-incident branches to ensure our buildings are clean and safe before opening. Two officers leave Central at 6:45 a.m. to visit between one and five branches. To date officers have made 642 branch visits during morning patrols, during which 850 patrons were contacted. Stops often involve humanely encouraging those sleeping on library or adjacent properties to move on so that library operations can commence, and sometimes helping excluded patrons to move from

property to avoid further repercussions. Officers often provide water and kind words to regulars with whom they have developed a rapport. Officers generally return to the Central Library by 9:30 a.m. to provide support for opening the building. Zero use-of-force incidents occurred during those patrols, illustrating how well officers manage what can be high-stress interactions for all involved.

Type of Exclusion	Count
Harassment/Intimidation/Threats/Stalking	156
Drug/Alcohol Related	80
Disruptive Behavior	61
Other Offenses	60
Assault/Fighting	52
Indecent Acts/Lewd Conduct	23
Property Damage	19
Return During Active Exclusion	4
Grand Total	455

Challenges

Security concerns at SPL mirror those found in the city as a whole. Since 2019, Seattle has experienced a significant increase in the number of drug-related issues including fentanyl and meth-related overdoses. While substance abuse among patrons is not new, the rise of fentanyl in the region and nation has resulted in more overdoses among users and air quality issues for staff and other patrons. Drug smoking in restrooms has resulted in frequent restroom closures and the installation of a Verkada system in Lake City. The library also tested for meth residue in several Central and Branch restrooms across the city in spring of 2023, which resulted in many closures for abatement. The Security team also began distributing narcan to branches and Central locations and tracking usage. From November 2022-2023 SPL staff administered narcan 4 times. This does not include the cases of medics administering narcan or taking other measures to address overdoses. We do not have a reliable count for that, but work is being done to improve data collection around drug incidents.

Appreciation

Library staff frequently share stories and appreciation for the security team’s commitment to a compassionate, human-centered approach to safety in the face of many challenges. Here are a few quotes shared on infoNET:

- *Thank you for your dedication and resiliency in tough situations. Your work doesn’t go unnoticed.*
- *This level of concern is a true indication of the thoughtfulness and caring that all of our Security staff exhibit each and every day, regardless of circumstances.*
- *This level of compassion and display of empathy was exactly what the patron needed to feel heard and to gather their composure. In just a few minutes, the patron calmed down and left the building.*

*Security officers are scheduled 6am-9:30pm Monday through Friday and 7am-7:30pm Saturday and Sunday.

Downtown Region Weekly Report -- November 2023

Submitted by: Linda Johns, interim Downtown Regional Manager

First, a brief explanation of what the Downtown Region is: We are the front-facing public services staff at the Central Library – the ones staffing reference and circulation desks, helping patrons in the building and online, as well as doing outreach and designing programs.

Those of us in the Downtown Region have taken to heart Mayor Bruce Harrell's goal to increase the number of people coming to downtown Seattle, and we've been quite successful in hosting programs that draw people from all parts of the city. We strive to balance these broader (and sometimes large-scale) author, history and cultural programs with what we do to serve patrons we see frequently/daily inside the building, many of whom are among the most vulnerable residents of our city. We'd like to share how we have activated spaces inside the Central Library differently to provide social services, support, and enrichment.

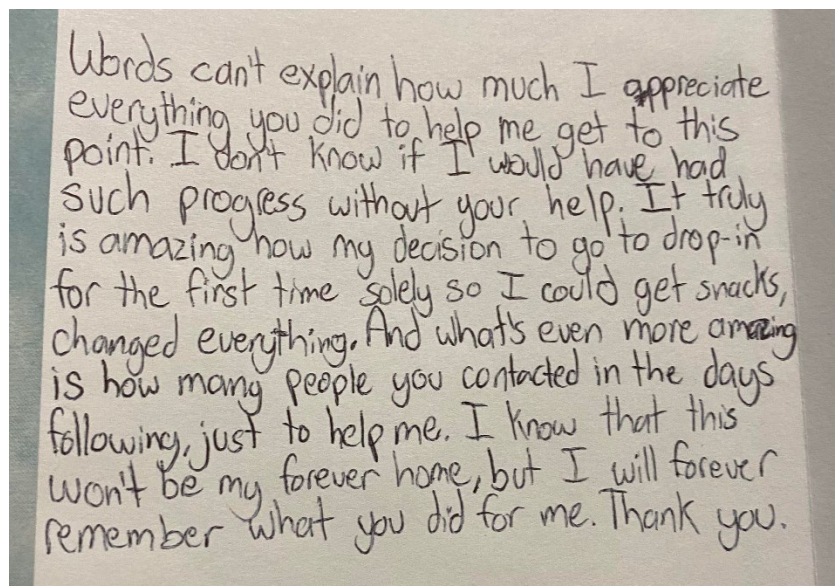
Connecting with patrons and providing social services on Level 3

Level 3, a.k.a. "The Living Room," is a beautiful and well-used space, as well as a main entry point to the Library – and it's an ideal spot for the Social Services team to connect patrons with resources. Examples of pop-up type programming are monthly ORCA Lift enrollment events to help patrons access low cost/free transit passes and vaccine clinics, including a COVID-19 vaccination clinic in November.

The Living Room is also the spot for **Coffee & Conversations**, which began as a biweekly program in August and is now offered each Wednesday morning to provide space for patrons to positively and authentically connect with each other and with Library staff. Community partners have included Washington Health Care Authority (Apple Health enrollment); Neighborhood House (HIV and Hep-C testing); and Seattle King County Coalition on Homelessness (voter enrollment).

Young Adult Drop-In is a weekly program on Level 3 serving insecurely housed patrons (up to age 26). Through a partnership with Teen Feed, hot meals are available at each Drop-in, along with snacks, coffee and tea. The space itself is conducive to socializing or having opportunities to have space to oneself; there's comfy seating, a Nintendo Switch, TV, puzzles, and art supplies. An adjacent private area allows for confidential social service referrals.

Staff have helped teens and young adults find shelter for the night, waive their library fines, access learning resources through LinkedIn Learning, find pick up soccer leagues, connect to ways to retrieve academic transcripts from another country, and find resources for pet care.



Activating and refining programs in Central Library spaces

The [Eulalie and Carlo Scanduzzi Writers' Room](#) program on Level 9 now houses a Writers in Residence program. There are 31 writers in the 2023 cohort, including poets, playwrights, novelists, nonfiction writers, and memoirists. Many of the residents are researching their projects at the Central Library and are working closely with reference librarians. One writer said, "The vast resources of the Library have been a boon for my research needs. It has been a wonderfully productive year for my novel."

The public can access the [ZAPP Zine Collection on Level 7](#) via an appointment with a librarian. Visitors this year included groups from local high schools and colleges as well as independent researchers interested in a wide variety of topics including queer and trans zines from the 1990s, riot grrrl and feminist zines, and zines on environmental justice and radical protest movements. Open house hours during Pride Month highlighted queer and trans zines, and a second open house in the fall featured time with our zinester-in-residence (a pilot project), who is working with feminist zines on reproductive justice and bodily autonomy.

The **Monthly Movie** series returned to Level 4 as a way to engage the Central Library's daily users. This year the focus is on documentaries and discussion, and attendance is steadily growing.

The **Job Resource Center** on Level 7 provides access to computers and one-on-one staff help for job searching and applications, and career exploration. Working one-on-one, staff can determine a patron's unique needs to provide barrier-free access to tools and assistance. Through our partnership with WorkSource, SPL provides free access to highly desirable tools like Jobscan and Coursera.

Level 8's two **Music Practice Rooms** -- the only free spaces of this kind in the city -- are available to book all hours the Library is open, with heavy use and much appreciation from patrons. The [Level 8 Gallery](#) featured exhibits throughout the year, including Meet Me at Higo, in partnership with the Wing Luke Museum; a retrospect of 25 years of Seattle Reads; and Black Activism in Print.

In response to the post pandemic Zoom world, we opened one more **Video Conferencing Room** on Level 1 for a total of three small (small!) carrels that can be booked by patrons to use for Zoom, Teams or other types of online meetings.

Babies are back in the building for weekly **Baby Storytimes**, which are proving quite popular. We have reduced the number of storytimes offered at the Central Library in response to a need to increase outreach, storytimes, and resource support for young children and caregivers at downtown area shelters and agencies.

In the **Faye G. Allen Children's Center**, staff are seeing an uptick in supervised visitations with parents, their young children, and social workers. The Library is a welcoming space for these visits to occur because families can stay for extended periods of time, make themselves comfortable, and are not required to buy anything. As one librarian said, "The Library plays a key role in supporting families to stay connected in this way, and it makes me very proud."



Featured in the Level 8 Gallery in winter 2023: "Meet Me at Higo," a traveling exhibit on loan from the Wing Luke Museum.



The Seattle Public Library

Memorandum

Date: December 14, 2023

To: The Seattle Public Library Board of Trustees

From: Tom Fay, Executive Director and Chief Librarian
Nicholas Merkner, Head of Finance and Accounting

Subject: **Proposed 2024 Operations Plan**

The Revised Code of Washington (RCW 27.12.240) and the City Charter (Article XII, Section 5) grant the Board of Trustees "exclusive control of library expenditures for library purposes." The Library Board adopts an annual Operations Plan in December after the City Council approves the Library's operating and capital budget appropriations. The purpose of the Operations Plan is to present a picture of the Library's planned spending over the coming year inclusive of all funding sources. This document represents the Library Board of Trustees' adopted budget and functions as the guiding financial document for operations for the upcoming period.

On November 21, 2023, the City Council approved the 2024 budget, including \$90.1 million in operating and \$5.9 million in capital budget appropriations for the Library—Council appropriations included \$25.2 million in operating support and \$5.9 million in capital funding provided by the 2019 Library Levy. Grants approved by The Seattle Public Library Foundation Board of Directors and other Library gifts total \$6.2 million—these private resources enhance high quality and innovative Library programs for Seattle residents. The 2024 Library budget across all funding sources—including private gift and grant support—is \$102.2 million.

We reviewed the Operations Plan framework at your September Library Board meeting, and brought a draft to the November board meeting. The enclosed documents reflect board feedback and comments collected during those periods.

Attachment: Proposed 2024 Operations Plan

Action Requested: Library Board approval of 2024 Operations Plan at December 14, 2023 Library Board meeting. Comments or feedback are welcome.



The Seattle Public Library

2024 Operations Plan

The Seattle Public Library's 2024 Operations Plan reflects the second year of the City's biennial 2023-2024 budget cycle and the fifth year of a seven-year, voter-approved, \$219.1 million Library Levy. This plan summarizes planned spending information across the City's 2024 Adopted Budget (General Fund, Library Levy, Library-generated revenue, Real Estate Excise Tax), in addition to private funding resources from Library gift funds and grant awards provided by The Seattle Public Library Foundation. The Library Board of Trustees 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—help guide the use of these funds and all aspects of Library operations. The Library budget team participated in a City-wide equitable budgeting rubric project, has independently conducted interviews with peer organizations, and has undertaken a literature review to learn how other organizations center equity in their budget development process. We anticipate information gathered through this process will inform and shape our budget development philosophy in future periods.

Economy and Revenue

The City yielded higher than projected General Fund revenues in 2023, a trend which is expected to continue into 2024. These factors influenced a 2024 budgeting process where the City General Fund was balanced as a starting point—meaning the Library was not asked to provide target reduction proposals. The other side of that coin is the Library's non-grant budgets did not have changes beyond those associated with known spending plan variations, adjustments for central costs and benefit rates, and limited allowances for inflationary support.

Unexpected strength in employment and growth in Gross Domestic Product avoided the recession predicted last fall. However, the Federal Reserve's restrictive monetary policy (keeping interest rates high) is expected to remain in place through the first part of 2024—while this helps control inflation, it can also restrict economic growth. These factors, along with cooling technology, professional service, and business service sectors, have shifted the longer-term regional outlook toward slower and flatter economic and revenue growth. Several City revenue streams have yet to fully rebound coming out of COVID-19, meaning a slower recovery creates pressure on future periods. The City's latest projections on revenues, and the impact of generation-high inflation, indicate the City will face a \$251 million deficit for the 2025 fiscal year.

City Council Budget Actions

The City Council approved a budget action to reduce funding for employer contribution to the Seattle City Employees Retirement System (SCERS) in alignment the SCERS Board of Administration's recommendation. The City's 2024 Proposed Budget initially used a rate of 16.22%, which was

derived prior to updated actuarial results being known. The recommended SCERS Board rate is representative of these updated actuarial calculations and has been approved at 15.82%.

Overview of the 2024 Operations Plan relative to the Adopted 2023 Plan

To provide a comprehensive picture of the Library’s 2024 planned spending, the Operations Plan includes both Operating and Capital budgets. The 2024 Library budget across all funding sources—including private gift and grant support—is \$102.2 million. This amount is \$2.5 million lower than the prior year (a 2% decrease). This net decrease is due to variation in the 2024 Capital Budget, nearly all of which is in accordance with the long-term capital financial plan. Some of the high level changes to the Library’s 2024 budget are as follows (summarized view of year-to-year changes provided as Attachments 1 and 2):

Operating Budget Changes

- A continuation of \$700,000, and a one-time redirection of \$1 million, in prior period budget authority to offset City General Fund revenue reductions associated with COVID-19
- \$247,000 in additional gifts and grants from The Seattle Public Library Foundation and other private sources for collections, programming, and early learning
- Adjustments to Central Costs, annual wage increases, benefit rate changes, health care, and other inflationary changes added \$550,000 in operating resources. These resources are largely dedicated to designated cost pools and do not carry programming flexibility.

Capital Budget Changes

- Removal of a one-time, \$1 million supplement from the JumpStart Payroll Expense Tax—which helped fund de-carbonization efforts via branch electrification and other measures
- Library Levy capital support decreased by \$3 million. This is in accordance with the long-term capital plan as the 2023 budget included one-time increases to account for IT infrastructure purchases, seismic retrofit and unreinforced masonry project costs.
- REET capital project support decreased by \$870,000. 94% of this reduction is in alignment with what was laid out in the City’s long-term capital financial plan. The Library was asked to make an additional reduction of \$53,000 for 2024 owing to REET revenues that are projected to fall short of previous estimates.

I. Priority Areas within Library Operations

The Library is currently assessing our strategic direction, which may result in changes to how the budget is structured in future periods. There is additional information as it relates to the strategic plan included in the Opportunities section of this document (Page 12, Section VI)—although the shape and form of said plan are still being developed. For the upcoming year, the Library will continue to utilize the five fundamental areas of our operations as reaffirmed by the community through a 2021 survey. Additional information as it relates to each of the existing priority areas, along with notable investments, will be discussed in the proceeding sections.

A. Hours and Access

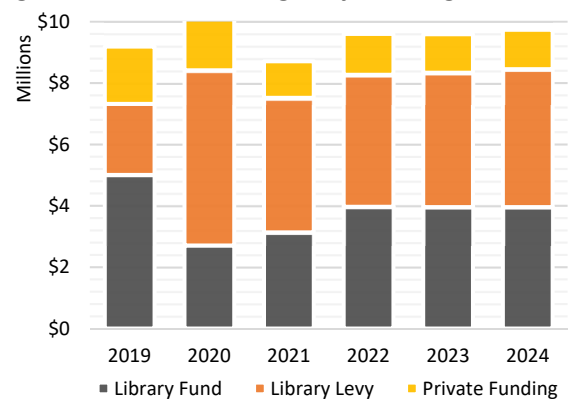
Library open hours mean access to technology, collections and resources, programs and knowledgeable staff for information and referral. To this end, Public Services staff are versed in the role the Library plays in creating a more equitable community with increased opportunity for low income and historically marginalized individuals and families in Seattle. The Library's largest expenditure is related to personnel, representing \$73 million, or 71% of total Library resources. One of the Library's key investments in this area is:

\$70,000 to offer programs for adult learners, such as English for Speakers of Other Languages classes, Adult Education Tutoring, digital literacy and English classes, family literacy classes, citizenship classes and tutoring, and community outreach. *(funded by The Seattle Public Library Foundation)*

B. Books and Materials

When considering the purchase of materials to be added to the collection, the Collection Services 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. Circulation trends have rebounded, and over 1.1 million items are circulated per month.

Figure 1: Materials Budget by Funding Source



The Library provides \$11.2 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 investments in the 2024 books and materials budget include:

\$100,000 for Books Unbanned, which is a partnership with other library systems to fight censorship and champion intellectual freedom by offering a free e-card allowing access to the Library's catalogue for teens and young adults (ages 13 to 26) nationwide *(funded by The Seattle Public Library Foundation)*

\$124,000 for archiving and processing the Paul Dorpat collection to make it discoverable and accessible to the public *(funded by The Seattle Public Library Foundation)*

C. Technology and Online Services

The digital environment provides increasing opportunities to participate in the information society, although some individuals and families 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 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 investments in this area for 2024 include:

\$250,000 for the finalization of a Microsoft 365 migration project *(funded by the General Fund and The Seattle Public Library Foundation)*

\$615,000 for IT enterprise equipment upgrades to repair and replace core and central switches to maintain and improve the Library's network *(funded by the 2019 Library Levy)*

D. Literacy and Early Learning

Libraries play an important role in fostering literacy, particularly for those who have historically faced barriers to access, such as immigrants and refugees, and those developing literacy skills, such as preschool and elementary students. A key investment in this priority area for 2024:

\$52,500 for Global Reading Challenge, a reading incentive program for 4th and 5th graders enrolled in Seattle Public Schools. Students form teams and read selected books, then take part in a trivia competition—semi-finals and the City-wide final take place at the Central Library in the spring *(funded by The Seattle Public Library Foundation)*

E. 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 COVID-19 pandemic, several 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 present in the Library property portfolio.

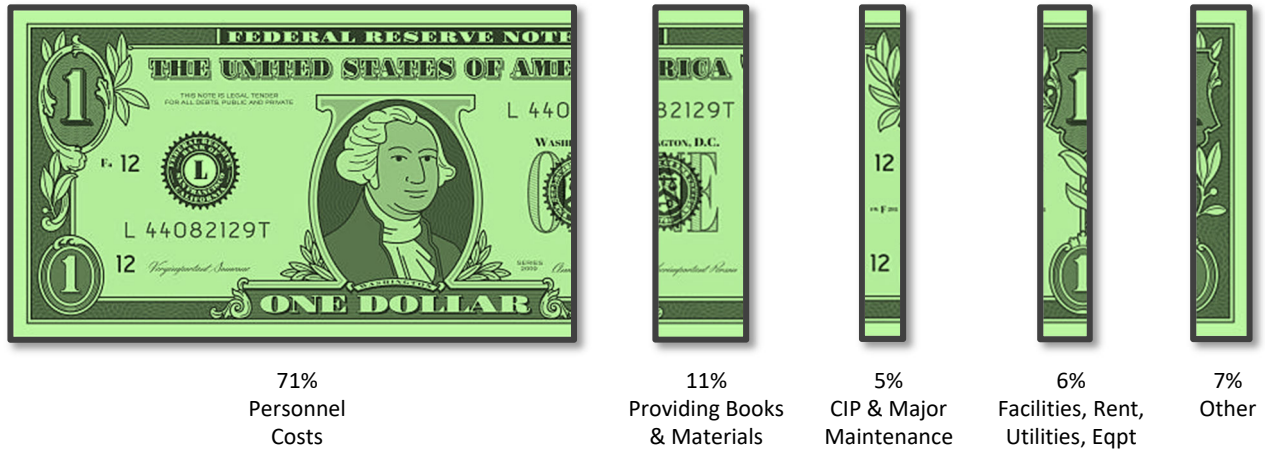
Our buildings provide a forum where patrons can read or study in a comfortable environment, listen to interesting and engaging speakers, participate in meaningful community events, or find daytime respite. \$15.9 million, or 15% of Library resources, support keeping our facilities open, clean, functional, and welcoming to all. A key investment in our building operations are:

\$2,078,000 for utilities across 28 library locations (27 neighborhood libraries and a Maintenance and Operations Center). 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. *(funded by the General Fund and the 2019 Library Levy)*

II. 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 using this lens. Due to the unique nature of Library services and how they are provided to the public, Library work is inherently people-oriented—meaning the majority of our resources are dedicated toward personnel. Additional department level budget information can be seen on Attachment 1.

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

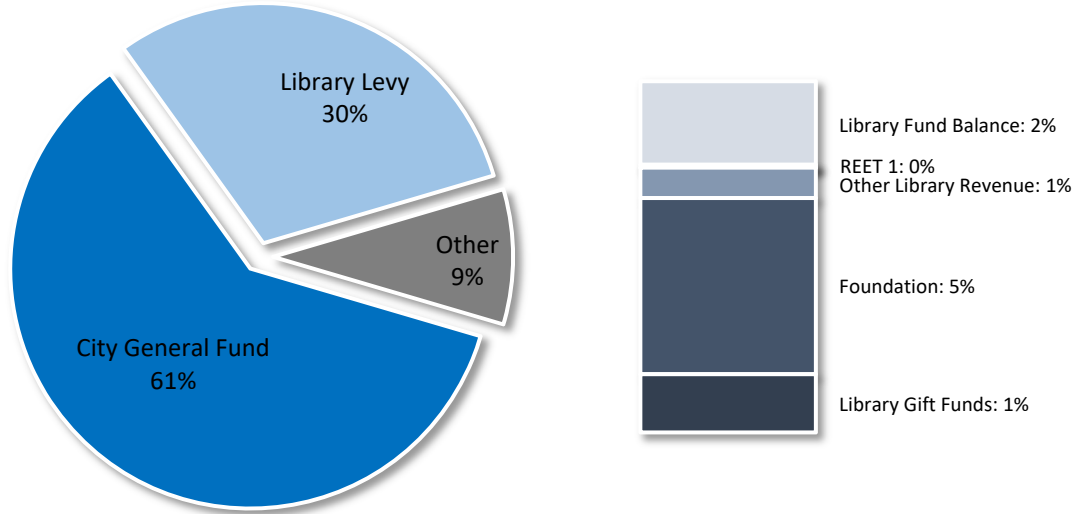


Amounts in \$1,000s	2024 Proposed	%
<i>Personnel</i>		
Public Services, Collections & Access	\$53,438	52%
All Other Departments	\$19,577	19%
<i>Personnel Sub-Total</i>	<i>\$73,015</i>	<i>71%</i>
<i>Providing Books & Materials</i>		
Books & Materials Collection	\$10,222	10%
Collection Processing & Distribution	\$989	1%
<i>Providing Books & Materials Sub-Total</i>	<i>\$11,211</i>	<i>11%</i>
<i>Buildings</i>		
Capital Improvements & Major Maintenance	\$4,878	5%
Utilities, Maintenance, Rent, Equipment	\$5,905	6%
<i>Other</i>		
Direct Programming Supplies	\$1,650	2%
City Central Costs	\$3,030	3%
Software	\$940	1%
Other	\$1,604	1%
<i>Other Sub-Total</i>	<i>\$7,224</i>	<i>7%</i>
Total	\$102,233	

III. 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’s Language Access Plan (Library plan included as Attachment 3), as well as the City’s Race and Social Justice Ordinance 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	2023 Adopted	2024 Proposed	% Change
<i>Operating Fund</i>			
City General Fund (Operating)	\$60,105	\$61,883	3%
2019 Library Levy (Operating)	\$24,079	\$25,234	5%
Other Library Revenue	\$553	\$778	41%
Interdepartmental Support	\$31	\$27	-13%
Use of Library Fund Balance	\$3,331	\$2,212	-34%
<i>Operating Fund Sub-Total</i>	<i>\$88,099</i>	<i>\$90,134</i>	<i>2%</i>
<i>CIP</i>			
2019 Library Levy (CIP)	\$8,894	\$5,859	-34%
REET I (CIP)	\$948	\$78	-92%
JumpStart Payroll Expense Tax (CIP)	\$1,000	\$0	-100%
<i>CIP Sub-Total</i>	<i>\$10,842</i>	<i>\$5,937</i>	<i>-45%</i>
<i>Gifts and Grants</i>			
Seattle Public Library Foundation*	\$4,425	\$4,672	6%
Gift Funds (Balch, Bunn, other)	\$1,416	\$1,490	9%
<i>Gifts and Grants Sub-Total</i>	<i>\$5,841</i>	<i>\$6,162</i>	<i>6%</i>
Total	\$104,782	\$102,233	-2%

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

A. General Fund

The majority of the Library’s funding is provided by the City General Fund, with 61% 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	2023 Adopted	2024 Proposed	% Change
Hours & Access	\$26,746	\$28,444	6%
Providing Books & Materials	\$13,502	\$13,425	-1%
Technology & Online Services	\$4,349	\$4,358	0%
Literacy & Early Learning	\$539	\$560	4%
Building & Facility Support	\$7,559	\$7,516	-1%
Administration	\$4,591	\$4,817	3%
City Central Costs	\$2,819	\$2,764	-2%
Total	\$60,105	\$61,884	3%

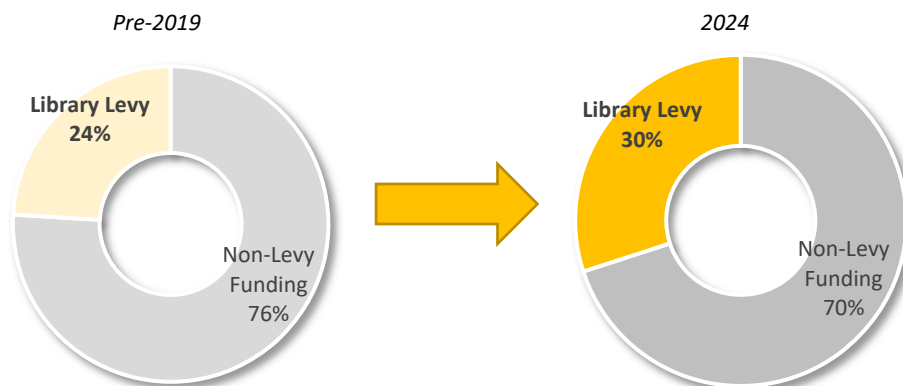
In 2023, the local economy outperformed the City’s forecasting models, resulting in additional General Fund revenues of nearly \$76 million. Because of this, the City Budget Office was able to maintain 2024 Endorsed Budget commitments and no additional reductions were requested for the mid-biennium. With that being said, the City’s 2023-2024 biennial budget does include a one-time use of \$2.2 million in accumulated Library fund balance in lieu of service reductions. Considering the projected \$251 million shortfall in the City’s 2025 fiscal year, a priority and hurdle for the Library and City will be to secure baseline General Fund in support of our operations. It will be essential to keep historically marginalized communities and prioritized audiences who rely on Library services at the forefront of upcoming budget, policy, and programming decisions.

The City Budget Office requested the Library achieve an underspend target or meet a mid-year budget reduction for five out of the last 10 years. Considering the economic landscape, the risk of the City requesting a mid-year 2024 budget reduction should not be understated. In the event a mid-year reduction occurs, the Library has controls in place to closely monitor non-labor expenditure activity in addition to vacancies and other system-wide personnel shifts.

B. 2019 Library Levy

In August 2019, Seattle voters approved a seven-year, \$219.1 million 2019 Library Levy renewal 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.

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.

Amounts in \$1,000s	2023 Adopted	2024 Proposed	% Change
Hours & Access	\$13,283	\$13,722	3%
Providing Books & Materials	\$5,800	\$5,933	2%
Technology & Online Services	\$2,563	\$2,673	4%
Literacy & Early Learning	\$301	\$381	27%
Building & Facility Support	\$1,832	\$1,950	6%
Major Maintenance (CIP)	\$7,747	\$5,244	-32%
Major Maintenance (IT)	\$1,147	\$615	-46%
Administration	\$300	\$575	92%
Total	\$32,973	\$31,093	-6%

Levy – Operating Fund

In 2024, the Library continues to fulfill levy commitments. Once the Green Lake Branch reopens after completion of the seismic retrofit project, the Library will be scheduled to open 10% more hours per week than in 2019 before the start of the 2019 levy. Air conditioned public spaces have become an increasingly important community need throughout the city as summer temperatures climb, wildfire smoke becomes more prevalent, and many lack air conditioning in their homes. With the installation of air conditioning at four branches in late 2023, unscheduled closures due to excessive heat in the summer should be reduced. In 2024, we will also be offering seven weekly play and learn groups, exceeding our levy commitment to fund up to six groups. We will also continue to offer social service support to at-risk youth through our community resource specialist program.

2024 brings expanded City-wide Central Costs allocations to the Library Levy—these costs have previously been funded by the General Fund, but represent expenditures associated with City IT, labor relations, payroll, financial system licensing, and other forms of centralized support. Other highlights of levy funding for 2024 include fine-free access to the books and materials collection, investment in e-materials and our no-holds no-wait Peak Picks collection, digital equity through the Wi-Fi hot spot program, and enhanced levels of building maintenance and branch security.

Levy – Capital Improvement Program

Of the Library’s 26 neighborhood branches, seven are Carnegie-era branches that are considered historic city and state landmarks. These branches—Douglass-Truth, Columbia, Fremont, Green Lake, Queen Anne, University, 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, included planned funding for seismic retrofits at the three of the most vulnerable branches: Green Lake, University and Columbia. The 2024 budget includes levy funding for the University branch seismic retrofit project, which continues planning, design and permitting. Seismic retrofit projects will also allow installation of air conditioning in these Carnegie-era branches.

Mechanical systems replacement, repair and electrification of branch libraries will continue in 2024—with emphasis on the highest priority sites to fulfill the 2030 Mayoral electrification mandate to reduce City reliance on fossil fuels. Branch electrification is prioritized based on immediate maintenance needs, air-conditioning status, years since last remodel, and proximity to other branches. Specific site selection is dependent upon pending federal grant funding outcomes, which have been delayed at the federal level. The Library’s 2024 capital IT infrastructure budget includes \$615,000 to replace existing end of life wireless access points at both Central and branches, accounting for over 300 discrete access points—which provide wireless signals for the public, staff and partner networks. The 2024 capital project plan is included as Attachment 6.

C. Other Capital Improvement Program Support

Capital improvement projects may carry large fund balances as timelines shift and are influenced by external factors (such as COVID-19), project complexity, supply chain disruptions and materials shortages (more likely with historically-landmarked buildings), and the availability of qualified contractors in a competitive local construction market (also often related to historically-landmarked buildings). 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 each year and is included as Attachment 7.

Real Estate Excise Tax (REET) – Capital Improvement Program

The 2024 Operations Plan includes a total of \$78,000 in REET funding, which is tax revenue generated from property sales in Seattle. The total \$78,000 is dedicated to ongoing planning, design and construction costs associated with the University Branch seismic retrofit project (which includes upgrades to, and electrification of, the branch’s mechanical and HVAC systems).

D. The Seattle Public Library Foundation

The Seattle Public Library Foundation helps the Library equitably 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 The Seattle Public Library Foundation Board of Directors.

Amounts in \$1,000s	2023 Adopted	2024 Proposed	% Change
Hours & Access	\$1,197	\$1,322	11%
Providing Books & Materials	\$1,642	\$1,735	6%
Technology & Online Services	\$318	\$428	35%
Literacy & Early Learning	\$779	\$698	-10%
Major Maintenance (CIP)	\$200	\$210	5%
Administration	\$289	\$279	-3%
Total	\$4,425	\$4,672	6%

E. 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 2024 can be found on Attachment 8.

F. Library Enterprise Revenues

The Library has limited opportunities for revenue generation, with said resources used to help support core operations. Library enterprise revenues have been on a slow path to recovery. 2024 revenue projections place the Library at 90% of pre-pandemic revenues, with full revenue recovery (\$866,000) expected for 2025. These funding sources provide approximately 0.8% of the Library’s 2024 budget.

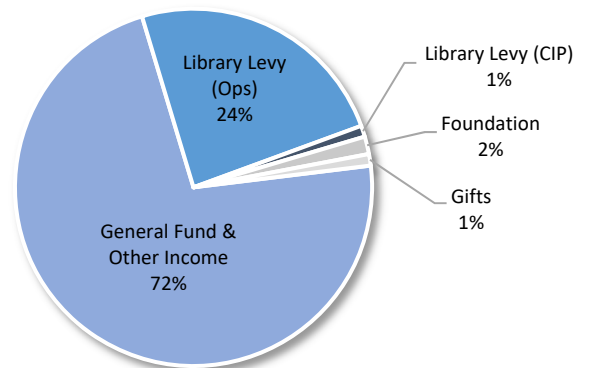
Amounts in \$1,000s	2023 Adopted	2024 Proposed	% Change
Lost Material Fees	\$110	\$115	4%
Central Library Parking Garage Fees	\$235	\$345	32%
Copy Services/Pay for Print	\$110	\$95	-16%
Space Rental	\$50	\$135	63%
Consignment Fees	\$45	\$85	47%
Miscellaneous Revenue	\$3	\$3	0%
Total	\$553	\$778	29%

IV. Staffing Levels by Funding Source

The 2024 Library budget contains 709 positions (608.1 FTE)—funded via multiple sources (Figure 5).

Figure 5: FTE by Funding Source

	2023 FTE	2024 FTE	% Change
General Fund & Other Income	440.2	439.1	0%
Library Levy (Operations)	146.8	146.7	0%
Library Levy (CIP)	6.2	6.2	0%
Foundation	8.7	9.7	10%
Gift Funds (Bunn & Balch)	6.4	6.4	0%
Total	608.3	608.1	0%



A. Vacancies

As Library employees leave for reasons such as retirement or in search of other opportunities, their position will go unfilled for a period of time—in the simplest of terms, this period when a position is unfilled represents a period of vacancy. Assuming full employment for an entire year is unrealistic, as such a salary savings assumption is built into the budget that forecasts an

organization-level vacancy rate. A 4% salary savings assumption is included as part of the 2024 budget—this rate is in line with historical vacancy rates at the Library. Actual savings and expenditures will be closely monitored to ensure appropriation authority is not over-expended.

B. Accrued Vacation and Sick Leave Payouts for Retirement & Other Separations

Staff turnover due to cyclical separations jumped in 2021, however 2022 represented a return to pre-pandemic averages. While staff retirements remained relatively steady, the ranks of Library employees reaching retirement age, but who have yet to announce their retirement, are significant. As of November 2023, The Library had 128 employees eligible for retirement (compared to 150 employees in November 2022), with an estimated liability of \$1.4 million (compared to \$1.6 million in November 2022).

While the Library has been able to manage these payouts within our annual appropriation (against agency-wide vacancy savings), this approach is not a guarantee of sufficient resources regarding the future liability. Library separation and retirement payouts over the past three years are as follows:

	2020		2021		2022	
	Count	Amount	Count	Amount	Count	Amount
Separation Payouts	19	\$39,086	61	\$190,877	33	\$136,808
Retirement Payouts	11	\$179,223	15	\$206,542	12	\$151,425
Total	30	\$218,309	76	\$397,418	45	\$288,234

V. Future Risks

In any given year, the Library is faced with risks that can impact our operations in a multitude of ways. Two high priority risk areas have been included as part of this section.

A. Pressures of Social Issues on Staff and Safety/Security in our Buildings

The Library serves a critical role in providing daytime respite and engagement for people who are insecurely housed, unemployed, or out of school. Keeping libraries safe and clean ensures everyone in the city has a welcoming and attractive place to learn, to access the internet, search for a job, and connect with friends and family, or to simply be. However, providing open access to all also brings with it all the challenges our community faces outside of our doors, including mental health struggles, addiction issues, crime, violence, and insecure housing conditions.

These socio-economic challenges have introduced severe pressures on the Library and Library staff. There has been increased frequency and severity of disruptive patron behaviors, such as assaults, drug use, and harassment, as well as increased vandalism and intentional destruction of Library property. Immediate and ongoing impacts are on staff safety, operations and facilities. If this trend continues, the Library faces serious risks: we will need to hire additional security officers and we will have to continue to evolve staffing models to have more public services staff onsite to manage a more complex environment—potentially resulting in reduced hours, service levels and programs; increased costs for property damage and repair; and more unplanned closures due to violent and unpredictable incidents and facilities disruptions.

These impacts are also felt by the general public who may feel unsafe when such incidents and disruptions occur. Additionally, unplanned closures may create a sense of unreliability and erode public trust in an institution that is known for its high-level of service, excellence of resources and programs, and caring and compassionate staff. This may lead to a longer-term concern for reputation, access to information and resources, and overall sustainability.

B. Aging Library Building Portfolio

Library buildings are among the most intensively-used City facilities in Seattle. Prior to the pandemic, the Central Library hosted over 1.2 million visitors annually, with library branches serving over 3.6 million visitors. The Library's historic landmark buildings have unique features such as brick facades, slate roofs and other details. When undertaking maintenance and repair work, it is essential to use designs and materials consistent with their landmark status—all factors that increase major maintenance costs. Additionally, the economic disruption stemming from the pandemic skewed supply and demand for raw materials and services, forcing either reexamination of individual project scope or reprioritization of larger Library projects. Contractors are charging more; public project bids, such as those for the Green Lake seismic retrofit and Capitol Hill roof and mechanical system replacement, came in far above architectural estimates—resulting in delays and/or potential scope revisions. Additional risks and challenges associated with working on the Library's building portfolio can include, but are not limited to:

- Unforeseen conditions often found in century-old buildings
- Expected near-term changes to seismic building codes, likely to be more stringent than current codes
- Potential near-term changes to ADA/accessibility building codes, likely to be more stringent than current codes
- The Mayor's Executive Order seeking to eliminate the City's use of fossil fuels
- A highly active local construction market, leading to heightened competition for a limited number of qualified contractors

The Central Library will enter its third decade of service during 2024, and its systems are aging. A building of the Central Library's size, complexity, and intensity of use requires significant annual maintenance to preserve core functionality and continually improve building efficiency. Updating Central's mechanical and HVAC systems to align with current City policy (including the Mayoral order to eliminate fossil fuels) and lessen its carbon footprint will require significant funding beyond the annual Levy major maintenance allocation.

A system-wide internal evaluation of major maintenance needs was completed two years ago. Those needs were projected at roughly \$250 million for the next decade, with a roughly 60%/40% split between the costs projected at Central/branches. The bulk of the costs (~70%) would involve asset preservation in the categories of building envelope, roof and window repair/replacement, and mechanical systems (including HVAC and plumbing). While the \$250 million figure seems sizable, it is also quite possibly too low as inflation at the time was estimated at 4% annually (construction inflation has trended much higher recently), and there may be larger issues beyond the scope of major maintenance/asset preservation, such as potential seismic retrofits or full system-wide conversion from dependence on fossil fuels.

VI. Opportunities

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

A. Strategic Planning

Guided by an internal core team and with staff, community, and partner input, a “Future of the Library” strategic foresight study was conducted in early 2023. Input for the Strategic Foresight process was gathered through multiple core team meetings, staff and community workshops with dozens of Library staff and community stakeholders participating, and a community and stakeholder survey for those who could not participate in person.

Using understandings from that study, the Library has engaged a consultant to lead the organization through an extensive strategic planning initiative. In support of this, the Library has engaged patrons, community partners serving Seattle’s many diverse communities, staff and key stakeholders. The Library has also had this feedback analyzed by a third-party qualitative analyst to ensure our understanding of the feedback is accurate and reflected in the direction of the plan. The plan is expected to be available in early 2024.

B. Capital Grants, Campaigns, and Alternative Funding Mechanisms

As the Library’s building portfolio continues to age, leveraging alternative funding mechanisms will have to be strategically employed by the organization to keep pace with accelerating needs. Increased research into the capital grant sphere, targeted capital campaigns, and bond issuance will all need to receive consideration by the organization. Organizational readiness of the Library and the Foundation must be assessed, a clear plan with a compelling case needs to be developed, and strong leadership to focus on longitudinal goals will all be essential. While there is much work to be done in this realm, there is also a great deal of promise and opportunity.

Closing Summary

Stable funding going into 2024 allows the Library to focus on longer term planning efforts. While the levy provides necessary resources to support ongoing Library programs and services, it is set to end in 2026. Internal planning on how to approach a future levy is already underway. Additionally, considering the upcoming 2025-2026 biennium and the City’s \$251 million projected revenue shortfall, it will be critical to work collaboratively with other leaders to develop a sustainable plan regarding funding over the long term.

Attachments

1	2024 Operations Plan compared to 2023 Adopted Budget
2	Key Changes in 2024 relative to 2023 Adopted Budget
3	Library Language Access Plan
4	Library Board Race and Social Justice Policy
5	2019 Library Levy Categories & Budget Cross-walk
6	2024 Capital Improvement Projects
7	Long-Term Capital Improvement Program Plan
8	Library Gift Fund Project Listing
9	Library Organizational Chart

Attachment 1

2024 Operations Plan Compared to 2023 Adopted

LIBRARY FUND & LIBRARY LEVY OPERATING

	2023 Adopted	FTE	2024 Proposed	FTE	% Change	FTE Change
CHIEF LIBRARIAN'S OFFICE	\$486,000	2.0	\$728,000	2.8	50%	0.8
INSTITUTIONAL & STRATEGIC ADVANCEMENT						
Institutional & Strategic Advancement Administration	231,000	1.0	234,000	1.0	1%	-
Communications	428,000	2.8	443,000	2.8	4%	-
Marketing and Online Services	1,229,500	7.0	1,258,000	7.2	2%	0.2
Institutional & Strategic Advancement Sub-Total	\$1,888,500	10.8	\$1,935,000	11.0	2%	0.2
HUMAN RESOURCES						
Human Resources	2,517,000	10.0	2,702,000	10.0	7%	-
Health & Safety Services	171,000	1.0	161,000	1.0	-6%	-
Human Resources Sub-Total	\$2,688,000	11.0	\$2,863,000	11.0	7%	0.0
ADMINISTRATIVE SERVICES						
Admin Services Administration	617,000	3.4	409,000	2.2	-34%	(1.3)
Financial Services	1,615,000	7.1	1,737,000	7.1	8%	-
Event Services	597,000	5.0	587,000	5.0	-2%	-
Facilities & Building Maintenance	8,544,000	53.5	8,704,000	54.0	2%	0.5
Security Services	2,467,000	21.0	2,531,000	21.0	3%	-
Administrative Services Sub-Total	\$13,840,000	90.0	\$13,968,000	89.2	1%	(0.8)
LIBRARY PROGRAMS & SERVICES						
LIBRARY PROGRAMS & SERVICES ADMINISTRATION						
Library Programs & Services Administration	2,078,300	12.4	2,231,000	13.1	7%	0.7
Sub-Total	\$2,078,300	12.4	\$2,231,000	13.1	7%	0.7
COLLECTIONS & ACCESS						
Circulation Services	3,480,000	37.0	3,554,000	36.2	2%	(0.9)
Materials Distribution Services	2,370,000	16.3	2,164,000	15.9	-9%	(0.4)
Technical & Collection Services	13,420,000	35.1	13,621,000	35.1	1%	-
Special Collections	900,000	6.3	925,000	6.3	3%	-
Sub-Total	\$20,170,000	94.7	\$20,264,000	93.4	0%	(1.3)
INFORMATION TECHNOLOGY						
Information Technology	6,508,000	16.7	6,585,000	16.7	1%	-
Sub-Total	\$6,508,000	16.7	\$6,585,000	16.7	1%	0.0
PUBLIC SERVICES						
Branch & Central Library Operations	40,237,000	330.2	41,346,000	329.3	3%	(0.9)
Sub-Total	\$40,237,000	330.2	41,346,000	329.3	3%	(0.9)
EQUITY, LEARNING, & ENGAGEMENT SERVICES						
Community Engagement & Economic Dev	1,278,000	8.9	1,324,000	8.9	4%	-
Lifelong Access	729,000	5.6	751,000	5.6	3%	-
Youth & Family Learning Services	860,000	5.0	959,000	5.0	12%	-
Sub-Total	\$2,867,000	19.5	3,034,000	19.5	6%	0.0
Library Programs & Services Sub-Total	\$71,860,300	473.4	\$73,460,000	472.0	2%	(1.5)
Projected Budget Savings	(\$2,663,000)		(\$2,820,000)			
LIBRARY FUND & LIBRARY LEVY OPERATING TOTAL	\$88,099,800	587.1	\$90,134,000	585.9	2%	(1.3)

Attachment 1 (cont.)

2024 Operations Plan Compared to 2023 Adopted

CIP, FOUNDATION, & GIFT FUNDS

	2023 Adopted	FTE	2024 Proposed	FTE	% Change	FTE Change
CHIEF LIBRARIAN'S OFFICE	\$369,000	1.0	\$377,000	1.0	2%	0.0
INSTITUTIONAL & STRATEGIC ADVANCEMENT						
Communications	125,000	1.0	132,000	1.0	6%	-
Community Partnerships & Government Relations	98,000	1.0	102,000	1.0	4%	-
Marketing and Online Services	372,000	1.0	362,000	1.0	-3%	-
Institutional & Strategic Advancement Sub-Total	\$595,000	3.0	\$596,000	3.0	0%	0.0
HUMAN RESOURCES						
Human Resources	179,000	1.4	188,000	1.4	5%	-
Human Resources Sub-Total	\$179,000	1.4	\$188,000	1.4	5%	0.0
ADMINISTRATIVE SERVICES						
Admin Services Administration	270,000	0.6	225,000	0.1	-17%	(0.5)
Financial Services	269,000	2.0	244,000	2.0	-9%	-
Capital Improvement Program	9,698,000	4.3	5,393,000	4.8	-44%	0.5
Administrative Services Sub-Total	\$10,237,000	6.8	\$5,862,000	6.8	-43%	0.0
LIBRARY PROGRAMS & SERVICES						
LIBRARY PROGRAMS & SERVICES ADMINISTRATION						
Library Programs & Services Administration	160,000	-	102,000	-	-36%	-
Sub-Total	\$160,000	-	\$102,000	-	-36%	-
COLLECTIONS & ACCESS						
Circulation Services	-	-	-	-	0%	-
Materials Distribution Services	25,000	-	25,000	-	0%	-
Technical & Collection Services	1,186,000	-	1,284,000	-	8%	-
Special Collections	223,000	0.5	274,000	1.5	23%	1.0
Sub-Total	\$1,434,000	0.5	\$1,583,000	1.5	10%	1.0
INFORMATION TECHNOLOGY						
Information Technology	1,145,000	0.4	711,000	0.4	-38%	-
Sub-Total	\$1,145,000	0.4	\$711,000	0.4	-38%	0.0
PUBLIC SERVICES						
Branch & Central Library Operations	19,000	-	30,000	-	58%	-
Sub-Total	19,000	-	30,000	-	58%	0.0
EQUITY, LEARNING, & ENGAGEMENT SERVICES						
Community Engagement & Economic Dev	1,212,500	4.0	1,393,000	4.0	15%	-
Lifelong Access	289,000	2.2	280,000	2.2	-3%	-
Youth & Family Learning Services	1,044,000	2.0	977,000	2.0	-6%	-
Sub-Total	\$2,545,500	8.2	2,650,000	8.2	4%	0.0
Library Programs & Services Sub-Total	\$5,303,500	9.1	\$5,076,000	10.1	-4%	1.0
CIP, FOUNDATION & GIFT FUND TOTAL	\$16,683,500	21.2	\$12,099,000	22.2	-27%	1.0

TOTAL LIBRARY OPERATIONS PLAN BUDGET

TOTAL LIBRARY OPERATIONS PLAN	\$104,783,300	608.3	\$102,233,000	608.1	-2%	(0.2)
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Attachment 2

Key Operating Budget Changes in 2024 Relative to the 2023 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. A 2023 & 2024 AWI under negotiation by the City--rate TBD.

LIBRARY FUND & LIBRARY LEVY OPERATING

	2023 Adopted	2024 Proposed	Net Budget Change	% Chg	FTE Chg
CHIEF LIBRARIAN'S OFFICE					
Technical Adjustments	486,000	491,000	5,000	1%	-
Levy Admin transferred to CLO	-	153,000	153,000	-100%	0.8
Language Premium budget centralized under CLO	-	84,000	84,000	-100%	-
Chief Librarian's Office Sub-Total	\$486,000	\$728,000	\$242,000	50%	0.8
INSTITUTIONAL & STRATEGIC ADVANCEMENT					
Technical Adjustments	1,868,500	1,913,000	44,500	2%	-
SPL.com website support	20,000	22,000	2,000	10%	0.2
Institutional & Strategic Advancement Sub-Total	\$1,888,500	\$1,935,000	\$46,500	2%	0.2
HUMAN RESOURCES					
Technical Adjustments	1,904,000	1,966,000	62,000	3%	-
City of Seattle Central Costs	784,000	897,000	113,000	14%	-
Human Resources Sub-Total	\$2,688,000	\$2,863,000	\$175,000	7%	-
ADMINISTRATIVE SERVICES					
Technical Adjustments	13,174,000	13,384,000	210,000	2%	-
Levy Admin transferred to CLO	-	(153,000)	(153,000)	100%	(0.8)
City of Seattle Central Costs	665,000	737,000	72,000	11%	-
Administrative Services Sub-Total	\$13,839,000	\$13,968,000	\$129,000	1%	(0.8)
LIBRARY PROGRAMS & SERVICES					
Technical Adjustments	70,394,000	71,917,000	1,523,000	2%	(1.5)
MS365 Conversion Funding Sunset from SPLF	100,000	150,000	50,000	50%	-
City of Seattle Central Costs	1,366,000	1,393,000	27,000	2%	-
Library Programs & Services Sub-Total	\$71,860,300	\$73,460,000	\$1,599,700	2%	(1.5)
Vacancy Savings	(\$2,663,000)	(\$2,820,000)			
LIBRARY FUND & LIBRARY LEVY OPERATING TOTAL	\$88,098,800	\$90,134,000	\$2,035,200	2%	(1.3)

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

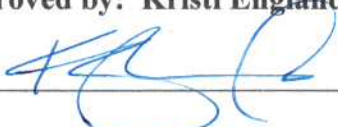
The Library provides the following as needed for patrons with Limited English Proficiency (LEP):

- 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

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

BACKGROUND

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

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

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

POLICY STATEMENT

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

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

DEFINITIONS

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

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

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

APPLICABILITY

This policy applies to any and all Library activities.

RELATED LAWS, POLICIES AND PROCEDURES

Board Policy, *Diversity*.

Administrative Procedure, *Diversity Action Plan*.

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

Attachment 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 2024 Library Priority Cross-Walk

2019 Library Levy Category	Library Priorities	2024 Proposed*
Hours & Access	Hours & Access	\$13,722
Collections	Providing Books & Materials	\$5,933
Technology	Technology & Online Services	\$2,673
Supporting Children	Literacy & Early Learning	\$381
Maintenance	Building & Facility Support	\$1,950
Maintenance	Major Maintenance (CIP)	\$5,244
Technology	Major Maintenance (IT)	\$615
Administration	Administration	\$575
Total		\$31,093

**Amounts in \$1,000s*

Attachment 6
2024 Capital Improvement Projects

Project Description	Fund	2024 Budget
Seismic Retrofit/Unreinforced Masonry (Levy & REET) - continuing design and construction costs associated with the University and Columbia branch seismic retrofit projects. Levy portion includes dedicated seismic allocation plus carve out from the base major maintenance budget.	Levy	1,928,000
	REET	78,000
Mechanical & building systems, branches - mechanical system repair, replacement and/or electrification at priority branches (selection dependent upon pending federal grant funding decisions); also for emergent needs or as-needed branch repairs.	Levy	3,316,000
IT enterprise equipment upgrades - Wireless Access Point replacement at Central and branches	Levy	615,000
	Subtotal	Levy \$5,859,000
	Subtotal	REET \$78,000
	Total	\$5,937,000

**Personnel costs have been prorated*

Attachment 7
2024 to 2029 Capital Improvement Program Plan

Project	2024	2025	2026	2027	2028	2029
Library Major Maintenance (REET)	78,000	386,000	605,000	785,000	975,000	685,000
Library Major Maintenance (Levy)	4,316,000	4,489,000	4,669,000	-	-	-
Unreinforced Masonry/Seismic Retrofit (Dedicated Levy)	928,000	3,500,000	1,839,000	-	-	-
IT Enterprise Equipment (Levy)	615,000	-	474,000	-	-	-
Total	5,937,000	8,375,000	7,587,000	785,000	975,000	685,000

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

Non-Labor Detail

	Budget
Robert C. Bunn Trust	
Hours & Access	
Content strategy & creation	100,250
Translation & language support	20,000
Targeted advertising & communication	52,000
Targeted Marketing	52,000
Promotional printing	15,000
SDOT Library Street Signage	6,000
Admin	
All Staff Day Event	102,000
CLO Speaker Series	20,000
Strategic Direction Support	20,000
Professional Board Training and Conferences	15,000
Board Consultant for CLO Review	4,500
CPGR Programming Support	700
Total	407,450

Interest Earnings

Hours & Access	
Marketing Outreach Giveaways	30,000
Intern stipends, refreshments, feminine hygiene, ha	11,000
Admin	
Mayoral/City-wide initiatives	20,000
Legal Services and Support	25,000
RSJI Change Team Budget	13,500
Employee Engagement Committee	5,000
CLO Dues and Memberships	35,000
Total	139,500

Misc Gifts

Providing Books & Materials	
Gustave J. Snelling Trust	8,000
Helen Snelling Trust	8,000
Halvor Holbeck Estate - Materials Distribution	25,000
Brown Estate - Special Collections	13,000
Dowse Bequest - Special Collections	7,000
Total	61,000

Labor Detail (A)

	Budget
Albert S. Balch Trust	
Providing Books & Materials	
Librn-A	65,000
Total	65,000
Robert C. Bunn Trust - Baseline	
Admin	
Com Prtnshps&GovRltnsPrgm Mgr	89,000
DigCommStrat	143,000
Strategy&Policy Advsr, CLO	163,000
Total	395,000
Robert C. Bunn Trust - 2-year Pilot	
Admin	
STA	18,000
Human Resources Manager	172,000
Procurement Support	137,000
Technology & Online Services	
SocMediaSpec	95,000
Total	422,000

**Attachment 9
Library Organizational Chart**

The Seattle Public Library

