

# The Seattle Public Library

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## Department Overview

The Seattle Public Library, founded in 1891, includes the Central Library, 26 neighborhood libraries, the Center for the Book, and a robust "virtual library" available on a 24/7 basis through the Library's website. The system-wide services program, located at the Central Library, develops and manages services available across the city including borrower services, outreach and public information, specialized services for children, teens, and adults as well as immigrant and refugee populations, and marketing, public education and programming. The Central Library and branch libraries provide Library services, materials, and programs close to where people live, go to school, and work, and serve as focal points for community engagement and lifelong learning.

The Library is governed by a five-member Board of Trustees, appointed by the Mayor and confirmed by the City Council. Board members serve five-year terms and meet every other month. 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 Operation Plan in December after the City Council approves the Library's budget appropriation.

The Seattle Public Library had more than 5.1 million visits in person in 2017, and 5.7 million virtual visits through the Library's catalog and website. As the center of Seattle's information network, the Library provides a vast array of resources and services to the public (2017 usage noted), including:

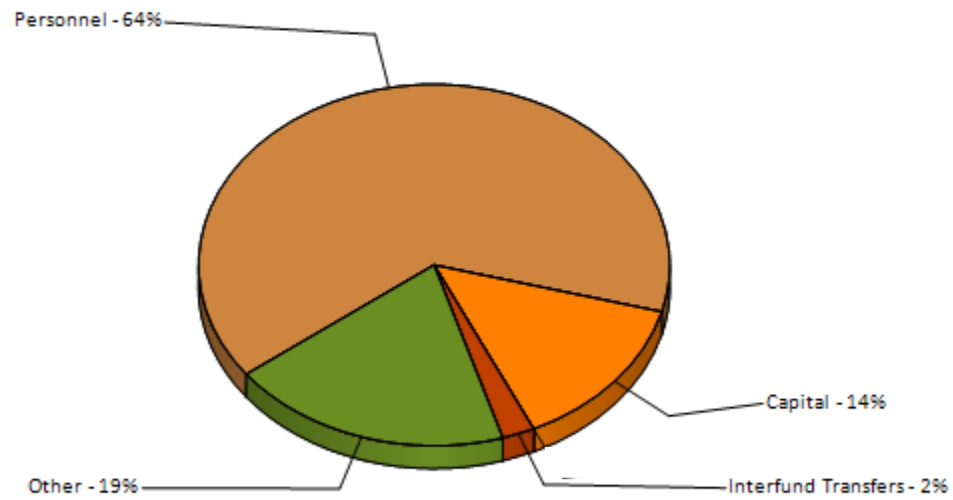
- 11.6 million Library materials checked out; including 5.2 million print books, magazines, and newspapers, 2.6 million DVDs and CDs, 2.3 million e-books, e-audiobooks, and digital comics, over 980,000 streamed or download music and videos and 450,000 other physical library materials;
- assisted information services in-person, virtual, and telephone (740,000 responses);
- on-site Internet access and classes (900,000 patron Internet sessions);
- sheet music and small practice rooms;
- electronic databases (356,000 sessions);
- an extensive multilingual collection;
- English as a Second Language (ESL) and literacy services;
- outreach and accessible services and resources for people with disabilities or special needs;
- 10,300 literary and other programs and activities attended by 313,000 children, teens, and adults;
- Homework Help (over 11,000 in-person student visits during the 2016-2017 academic year);
- 23 neighborhood meeting rooms (5,700 meetings by neighborhood groups and members of the public);
- a large Central Library auditorium and 12 meeting rooms (547 meetings by external groups with over 21,000 participants); and
- Quick Information Center telephone reference service (386-INFO).

# The Seattle Public Library

## Budget Snapshot

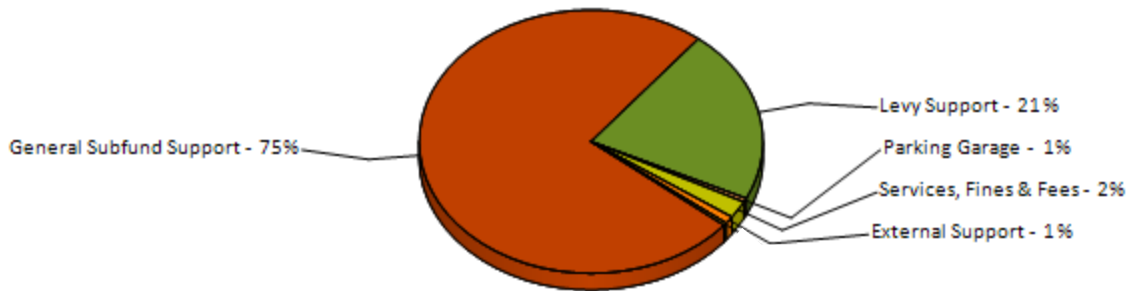
Department Support	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Adopted
General Fund Support	\$51,989,193	\$52,321,519	\$53,516,033	\$53,912,040
Other Funding - Operating	\$15,686,170	\$17,371,101	\$17,619,702	\$19,916,937
<b>Total Operations</b>	<b>\$67,675,363</b>	<b>\$69,692,620</b>	<b>\$71,135,735</b>	<b>\$73,828,977</b>
Other funding - Capital	\$4,101,994	\$5,557,000	\$4,322,000	\$7,477,000
<b>Total Appropriations</b>	<b>\$71,777,357</b>	<b>\$75,249,620</b>	<b>\$75,457,735</b>	<b>\$81,305,977</b>

## 2018 Adopted Budget - Expenditure by Category



# The Seattle Public Library

## 2018 Adopted Budget - Revenue by Category



### Budget Overview

With more than 5.4 million visits annually, the Seattle Public Library's 27 locations are among the most heavily used public spaces in the city. Open and welcoming, libraries serve as a haven for some of the city's most vulnerable residents. For individuals experiencing homelessness, libraries provide safe, comfortable, quiet spaces during daytime hours when many shelters are closed; they are often the only daytime shelter individuals have during inclement weather. Also, libraries are frequently the only source of internet access for many patrons, providing the means to search for employment and connect with friends and family through email and social media. With Seattle's growing homelessness crisis, pressure on library resources has intensified along with the need to serve patrons whose immediate needs go well beyond traditional library services. In response to similar pressures, library systems throughout the United States have implemented a variety of programs from peer social services navigators to licensed mental health professionals.

In 2016, the Seattle Public Library Foundation funded the development, implementation and evaluation of a pilot program—the Community Resource Specialist program—to address these urgent needs. The program provides information and referral services to patrons who need housing, shelter, health care or other community resources. During the 2016-2017 pilot phase, the Community Resource Specialist helped hundreds of individuals by providing connections to City, County and community agencies for emergency shelter, permanent housing, employment assistance, transportation and healthcare. The 2018 Adopted Budget provides ongoing General Fund support for this program.

The 2018 Adopted Budget also makes changes to the Library's Collection and Access Services Program. The budget includes a budget-neutral shift from Central and Branch Operations to the Collection Services area, transferring three Library Technician II positions. The work of these three positions is closely tied to acquisitions and Technical and Collection Service functions. The reporting structure change will deliver operational benefits

# The Seattle Public Library

through more direct alignment, coordination and communication. In addition, the Library constantly re-evaluates available funding, demand for different information resources, and the breadth of the collection, adjusting purchasing of materials accordingly. For 2018, the Library will not renew subscriptions to seven of its highest-cost, lowest-use databases, reprioritizing this funding to support the critical information and referral service work of the Community Resource Specialist.

In February 2017, the Library and American Federation of State, County, and Municipal Employees (AFSCME) Local 2083 agreed to reclassify six positions supporting the Central Library. The change from Public Services Technician (PST) classification to Library Associate IVs, affords the Library greater flexibility to staff various service points and programs, to increase the Library's ability to provide technical assistance to library patrons and to meet emergent needs throughout the Central Library. The 2018 Adopted Budget includes General Fund and library levy resources reflecting the change in Library costs to support ongoing operations.

The Library also continues to manage the public's growing preference for digital media rather than print media. As demand shifts, revenues from fines and fees decline because digital materials do not incur late fines. Compounding the loss of this revenue to support Library operations, the cost of e-books and e-audiobooks places additional pressure on the Library's collection budget. The Library incurs strikingly different materials costs based on the format purchased; a digital item can carry a cost per copy that is almost five or six times higher than its physical counterpart. The Library has addressed some of these pressures in the past with one-time funding from fund balance and library levy resources, but lacks an ongoing mechanism to address the price discrepancy.

The Library also continues to explore ways to better use facility space and align function with location. In 2017, the Library sold its Queen Anne storage facility, the proceeds from which will be applied to the future acquisition of another permanent facility. However, given the competitiveness of the local real estate market, the Library is having difficulty identifying an appropriate and affordable site in which to consolidate shop, storage and materials handling functions. During budget deliberations, the City Council added a new CIP project for this facility so that the Library can expend funds once a suitable site is located. In the absence of a permanent facility, the Library will move forward with the replacement of the Automated Materials Handling System (AMHS) at its current Central Library location. In operation since 2004, this critical piece of equipment checks in, sorts and distributes nearly 80% of all circulating materials in The Seattle Public Library system. The budget includes funding for system maintenance and repair through full system replacement in late 2018. A new system is expected to deliver significant performance improvements and to address a current security weakness that prevents book drops from operating 24 hours a day. The 2018 Adopted Budget appropriates money from Library fund balance for the maintenance and replacement of the AMHS.

The 2018 Adopted Budget also funds capital work at the Central Library and branch libraries. Security camera upgrades are planned throughout the Central Library and additional security and storage improvements are planned for the Seattle Room/Special Collections on the Central Library's 10th floor. Continuing work began in 2017, the Library will also complete an assessment of the glass and steel "curtain wall." Capital work at the branches includes funding for upgrades and/or replacements to HVAC, mechanical, electrical and plumbing systems, with a focus on the Library's landmarked branches. Reimagining projects at Lake City and South Park are scheduled for 2018. A public service improvement project, Douglass-Truth exterior ramp and stairs access upgrades, is also scheduled for 2018. While these projects mostly fall under public service improvements, they also contribute to other thematic priorities such as asset preservation and building safety.

## **Budget Performance Measures**

The Seattle Public Library participated in the Budget Performance Measures pilot. This pilot explores use of the annual budget book to discuss and display performance measures and related financial information for City departments. A more in-depth description of this pilot and its objectives can be found in the Budget Performance Measures section in the 2018 Adopted Budget introduction.

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As part of this project, the Library worked with the City Budget Office to:

1. identify and present service area workload performance measures;
2. present actual and estimated achievements for each measure; and
3. present specific budgetary appropriations and position authorities associated with each measure, as appropriate.

The Budget Performance Measures section in the 2018 Adopted Budget introduction contains detailed descriptions of the Library's performance measures, including:

- Library collections
- Internet access to Seattle residents
- English classes and literacy services
- Homework help

## City Council Changes to the Proposed Budget

The Council added General Fund resources to expand the popular Wi-Fi hotspot check out program and increase the number of hotspots in general circulation. This program allows Library patrons to check-out Wi-Fi hotspots as they would any other library material so patrons can access the internet on their Wi-Fi enabled devices.

The Council also added a CIP project for a Library Multi-Use Facility, which will fund acquisition of a new site intended to consolidate the maintenance shop, storage and vehicle fleet parking to maximize operational efficiencies. A site has not yet been located for this facility, but some funds are available in the Library Capital Subfund balance. This CIP project allows the Library to expend funds once a suitable location is found.

Finally, the Council made technical adjustments to correct the amount of fund balance in the Library Operating Fund planned to be expended and to correct the transfer from the 2012 Library Levy Fund to the Library Operating Fund.

## Incremental Budget Changes

### The Seattle Public Library

	<b>2018 Budget</b>
<b>Total 2018 Endorsed Budget</b>	<b>\$ 71,135,735</b>
<b>Baseline Changes</b>	
Citywide Adjustments for Standard Cost Changes	\$ 221,172
<b>Proposed Changes</b>	
Community Resource Specialist	\$ 110,000
General Fund Reductions	-\$ 72,500
Replacement of Automated Materials Handling System	\$ 1,745,450
Citywide Summit Re-Implementation Project	\$ 90,000

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## Proposed Technical Changes

Staff Reclassification and Reorganization to Better Support Library Operations	\$ 47,000
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## Council Changes

Additional Wi-Fi Hotspot Devices	\$ 51,750
Increase Appropriation for Library Operations	\$ 500,370

<b>Total Incremental Changes</b>	<b>\$ 2,693,242</b>
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<b>2018 Adopted Budget</b>	<b>\$ 73,828,977</b>
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## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$221,172**

Citywide technical adjustments made in the baseline phase reflect changes to internal services costs, health care, and industrial insurance charges for the department. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Community Resource Specialist - \$110,000**

Like most urban public library systems, the Seattle Public Library often serves patrons whose immediate needs go beyond information provision and information literacy. In 2016, the Seattle Public Library Foundation funded the development, implementation and evaluation of a program to address these unmet needs. Based on the pilot program's success, this item provides ongoing General Fund support for the Library's Community Resource Specialist Program which expands and improves information and referral services to patrons who are in need of housing, shelter, health care or other community resources. The Library will contract with a human services provider to station a social services information professional, the Community Resource Specialist, in key Library locations, including the Central Library and Ballard branch, with expansion planned for the Capitol Hill branch.

#### **General Fund Reductions - (\$72,500)**

The 2017 Adopted budget provides collections funding to support 86 online database subscriptions. These online resources are selected, monitored, and organized by the Library. At each subscription renewal opportunity, the Library evaluates these resources for usage, cost and available alternatives, determining whether to maintain or suspend service.

This item reduces collections funding in the 2018 Adopted Budget for seven of the Library's highest-cost, lowest-use databases. These databases provide access to a variety of information, ranging from health and wellness subjects to literary criticism. Similar content is available through other services, but to a lesser degree of specialty and presentation. Funding will be diverted to the Library's Community Resource Specialist Program.

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## **Replacement of Automated Materials Handling System - \$1,745,450**

The Library's Automated Materials Handling System (AMHS) has been in operation since the opening of the Central Library in 2004. This essential piece of equipment checks in, sorts and distributes nearly 80% of all circulating materials in The Seattle Public Library system. The AMHS has reached the end of its useful life and repair and maintenance costs for the 13-year-old system continue to increase. Ad-hoc modifications and short-term fixes are no longer feasible, leading to increased system downtime and diminished customer service for library patrons.

Investment in a replacement system will also allow the Library to benefit from industry advances since the last time the AMHS was replaced. A new system is expected to double the existing processing rate, with the ability to run 24 hours a day, 7 days a week. It will also be able to verify each item as a library item prior to accepting it into the system, addressing a current security weakness that prevents book drops from operating 24 hours a day. The estimated \$1,700,000 necessary to replace the system will be funded with Library fund balance.

To provide critical near-term system repairs, reduce operational downtime and prevent system failure the Library must also purchase a maintenance plan from the current AMHS system manufacturer. This \$45,450 plan includes system review and recertification, mechanical and software support, maintenance, performance adjustments, and staff training to help ensure the system remains operational while plans for a replacement are underway. This will be funded with Library fund balance

## **Citywide Summit Re-Implementation Project - \$90,000**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

### **Proposed Technical Changes**

#### **Staff Reclassification and Reorganization to Better Support Library Operations - \$47,000**

This adjustment reflects the change in Library costs to support ongoing operations and provides \$36,000 of General Fund and \$11,000 of Library Levy funding due to reclassification of six positions supporting the Central Library from Public Services Technician (PST) classification to Library Associate IVs.

This adjustment also includes a budget neutral realignment of three Library Technician II positions between Library program and services areas. The reorganization shifts positions from Programs and Services - Central and Branch Operations to Collection and Access Services. The work of these three positions is closely tied to acquisitions and Technical and Collection Service functions and the reporting structure change will deliver operational benefits through more direct alignment, coordination and communication.

### **Council Changes**

#### **Additional Wi-Fi Hotspot Devices - \$51,750**

The Council added General Fund resources to fund approximately 100 Wi-Fi hotspots for general circulation, bringing the total number of devices to 925, including 675 in general circulation and 250 which are targeted towards specific populations. Library patrons can check out hotspots like any other Library material in order to access the internet on their Wi-Fi enabled devices such as laptops, tablets and mobile phones.

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## Increase Appropriation for Library Operations - \$500,370

This one-time appropriation increase is in recognition of the transfer of Library Levy funds already included in the 2018 budget, increases the balance in the Library fund in the amount of \$500,370 and increases appropriation authority in 2018 for the cabling project at the Central Library.

## City Council Provisos

There are no Council provisos.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
<b>Administrative Services</b>					
Administrative Services Director		748,183	808,405	712,625	757,345
Event Services		497,857	541,614	557,571	559,782
Facilities and Security Services		8,012,626	8,708,720	8,917,995	8,943,616
Finance Services		1,360,476	822,437	831,036	854,857
<b>Total</b>	<b>B1ADM</b>	<b>10,619,141</b>	<b>10,881,176</b>	<b>11,019,227</b>	<b>11,115,600</b>
<b>Chief Librarian's Office</b>					
Chief Librarian		518,656	494,004	507,363	508,474
<b>Total</b>	<b>B2CTL</b>	<b>518,656</b>	<b>494,004</b>	<b>507,363</b>	<b>508,474</b>
<b>Human Resources</b>	<b>B5HRS</b>	<b>1,297,135</b>	<b>1,384,907</b>	<b>1,421,738</b>	<b>1,453,704</b>
<b>Institutional and Strategic Advancement</b>					
Communications		313,889	339,244	349,029	350,133
Institutional & Strategic Advancement		1,136	199,120	204,753	205,124
Marketing and Online Services		1,036,797	918,840	941,333	943,554
<b>Total</b>	<b>B7STR</b>	<b>1,351,822</b>	<b>1,457,204</b>	<b>1,495,115</b>	<b>1,498,811</b>
<b>Library Programs and Services</b>					
Collection and Access Services		15,683,882	15,338,649	15,903,896	17,851,332
Information Technology		4,406,939	5,675,227	5,336,393	5,394,437
Library Programs and Services Director		941,374	1,474,846	1,496,346	1,498,198
Program and Services - Systemwide Services		2,570,475	2,757,465	2,840,998	2,959,707
Programs and Services - Central and Branch Operations		30,285,938	30,229,142	31,114,659	31,548,714
<b>Total</b>	<b>B4PUB</b>	<b>53,888,609</b>	<b>55,475,329</b>	<b>56,692,292</b>	<b>59,252,388</b>
<b>Department Total</b>		<b>67,675,363</b>	<b>69,692,620</b>	<b>71,135,735</b>	<b>73,828,977</b>



# The Seattle Public Library

## Revenue Overview

### 2018 Estimated Revenues

Summit Code	Source	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Adopted
542810	Cable Franchise Fees	530,000	640,000	642,000	642,000
587165	Operating Transfer In (DON)	0	0	0	0
	<b>Total External Support</b>	<b>530,000</b>	<b>640,000</b>	<b>642,000</b>	<b>642,000</b>
462400	Space Rentals	170,763	197,500	197,500	185,000
469112	Sale of Fixed Assets	52,332	55,000	55,000	55,000
	<b>Total Facility Revenues</b>	<b>223,095</b>	<b>252,500</b>	<b>252,500</b>	<b>240,000</b>
587001	General Subfund Support	51,990,217	52,321,519	53,516,033	53,912,040
	<b>Total General Subfund Support</b>	<b>51,990,217</b>	<b>52,321,519</b>	<b>53,516,033</b>	<b>53,912,040</b>
587104	Library Levy	13,340,239	15,441,161	15,711,132	15,406,132
	<b>Total Levy Support</b>	<b>13,340,239</b>	<b>15,441,161</b>	<b>15,711,132</b>	<b>15,406,132</b>
462300	Parking Revenue	365,230	380,000	380,000	365,000
	<b>Total Parking Garage</b>	<b>365,230</b>	<b>380,000</b>	<b>380,000</b>	<b>365,000</b>
441610	Copy Services	187,561	175,000	180,000	192,500
441610	Pay for Print	43,912	55,000	55,000	42,500
459700	Fines and Fees	1,365,908	1,336,000	1,288,000	1,288,000
462800	Coffee Cart	4,366	3,000	3,000	4,000
469990	Misc. Revenue	3,379	3,000	3,000	2,000
	<b>Total Services, Fines &amp; Fees</b>	<b>1,605,126</b>	<b>1,572,000</b>	<b>1,529,000</b>	<b>1,529,000</b>
	<b>Total Revenues</b>	<b>68,053,907</b>	<b>70,607,180</b>	<b>72,030,665</b>	<b>72,094,172</b>
379100	Use of (Contribution To) Fund Balance	-378,544	-914,560	-894,930	1,734,805
	<b>Total Use of (Contribution To) Fund Balance</b>	<b>-378,544</b>	<b>-914,560</b>	<b>-894,930</b>	<b>1,734,805</b>
	<b>Total Resources</b>	<b>67,675,363</b>	<b>69,692,620</b>	<b>71,135,735</b>	<b>73,828,977</b>

# The Seattle Public Library

## Appropriations By Program

### Administrative Services

The purpose of the Administrative Services Program is to support the delivery of library services to the public.

<b>Program Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Administrative Services Director	748,183	808,405	712,625	757,345
Event Services	497,857	541,614	557,571	559,782
Facilities and Security Services	8,012,626	8,708,720	8,917,995	8,943,616
Finance Services	1,360,476	822,437	831,036	854,857
<b>Total</b>	<b>10,619,141</b>	<b>10,881,176</b>	<b>11,019,227</b>	<b>11,115,600</b>

*The following information summarizes the programs in Administrative Services:*

#### **Administrative Services Director Program**

The purpose of the Administrative Services Director Program is to administer the financial, facilities, event services, and safety and security operations of the Library system so that Library services are provided effectively and efficiently.

<b>Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Administrative Services Director	748,183	808,405	712,625	757,345

#### **Event Services Program**

The purpose of the Events Services Program is to support Library-hosted as well as private events and programs in order to make Library facilities and meeting rooms more available to the public.

<b>Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Event Services	497,857	541,614	557,571	559,782

#### **Facilities and Security Services Program**

The purpose of the Facilities and Security Services Program is to maintain and secure the Library's buildings and grounds so that library services are delivered in safe, secure, clean, well-functioning and comfortable environments.

<b>Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Facilities and Security Services	8,012,626	8,708,720	8,917,995	8,943,616

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## Finance Services Program

The purpose of the Finance Services Program is to provide accurate financial, purchasing, and budget services to, and on behalf of, the Library so that it is accountable for maximizing its resources in carrying out its mission.

	2016	2017	2018	2018
Expenditures	Actuals	Adopted	Endorsed	Adopted
Finance Services	1,360,476	822,437	831,036	854,857

## Chief Librarian's Office

The purpose of the Chief Librarian's Office is to provide leadership for the Library in the implementation of policies and strategic directions set by the Library Board of Trustees.

Program Expenditures	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Adopted
Chief Librarian	518,656	494,004	507,363	508,474
<b>Total</b>	<b>518,656</b>	<b>494,004</b>	<b>507,363</b>	<b>508,474</b>

*The following information summarizes the programs in Chief Librarian's Office:*

## Chief Librarian Program

The purpose of the Chief Librarian's Office is to provide leadership for the Library in implementing the policies and strategic direction set by the Library Board of Trustees, and in securing the necessary financial resources to operate the Library in an effective and efficient manner. The Chief Librarian's Office serves as the primary link between the community and the Library, and integrates community needs and expectations with Library resources and policies.

	2016	2017	2018	2018
Expenditures	Actuals	Adopted	Endorsed	Adopted
Chief Librarian	518,656	494,004	507,363	508,474

## Human Resources

The purpose of Human Resources is to provide responsive and equitable services, including human resources policy development, recruitment, classification and compensation, payroll, labor and employee relations, volunteer services, and staff training services so that the Library maintains a productive and well-supported work force.

Program Expenditures	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Adopted
Human Resources	1,297,135	1,384,907	1,421,738	1,453,704
<b>Total</b>	<b>1,297,135</b>	<b>1,384,907</b>	<b>1,421,738</b>	<b>1,453,704</b>

# The Seattle Public Library

## **Institutional and Strategic Advancement**

The purpose of the Institutional and Strategic Advancement division is to provide planning and support functions, including strategic analysis, government relations, community partnerships and external and internal communication, to help the Executive Director and Chief Librarian shape the strategic direction, work and culture of the Library in pursuit of its mission. The division ensures that the public is informed about services and programs offered by the Library.

<b>Program Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Communications	313,889	339,244	349,029	350,133
Institutional & Strategic Advancement	1,136	199,120	204,753	205,124
Marketing and Online Services	1,036,797	918,840	941,333	943,554
<b>Total</b>	<b>1,351,822</b>	<b>1,457,204</b>	<b>1,495,115</b>	<b>1,498,811</b>

*The following information summarizes the programs in Institutional and Strategic Advancement:*

### **Communications Program**

The purpose of the Communications Program is to ensure that the public and Library staff are fully informed about Library operations, which includes over 10,000 annual public programs. The office contributes to the Library's website, a 24/7 portal to Library services, and provides timely and accurate information through a variety of other methods.

As part of the 2017 reorganization, the Communications department was moved from the City Librarian's Office to the newly created Institutional & Strategic Advancement division.

<b>Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Communications	313,889	339,244	349,029	350,133

### **Institutional & Strategic Advancement Program**

The purpose of the Institutional & Strategic Advancement Director Program is to assist in the administration of Library operations and play an essential role in shaping the strategic direction, work and culture of the Library.

<b>Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Institutional & Strategic Advancement	1,136	199,120	204,753	205,124

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## Marketing and Online Services Program

The purpose of the Marketing and Online Services Program is to develop the Library's online services and employ innovative strategies for connecting patrons and community organizations to Library services and resources. The program develops marketing tools to enable the Library to reach new users and help current users discover all the new ways the Library can enrich their lives.

As part of the 2017 reorganization, the Marketing & Online Services program was moved to the newly created Institutional & Strategic Advancement division.

<b>Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Marketing and Online Services	1,036,797	918,840	941,333	943,554

## Library Programs and Services

The purpose of the Library Programs and Services Division is to provide services, materials, and programs that benefit and are valued by Library patrons. Library Programs and Services provides technical and collection services and materials delivery systems to make Library resources and materials accessible to all patrons.

<b>Program Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Collection and Access Services	15,683,882	15,338,649	15,903,896	17,851,332
Information Technology	4,406,939	5,675,227	5,336,393	5,394,437
Library Programs and Services Director	941,374	1,474,846	1,496,346	1,498,198
Program and Services - Systemwide Services	2,570,475	2,757,465	2,840,998	2,959,707
Programs and Services - Central and Branch Operations	30,285,938	30,229,142	31,114,659	31,548,714
<b>Total</b>	<b>53,888,609</b>	<b>55,475,329</b>	<b>56,692,292</b>	<b>59,252,388</b>

*The following information summarizes the programs in Library Programs and Services:*

## Collection and Access Services Program

The purpose of the Collection and Access Services Program is to make library books, materials, databases, downloadable materials, and the library catalog available to patrons and to provide a delivery system that makes Library materials locally available.

<b>Expenditures</b>	<b>2016 Actuals</b>	<b>2017 Adopted</b>	<b>2018 Endorsed</b>	<b>2018 Adopted</b>
Collection and Access Services	15,683,882	15,338,649	15,903,896	17,851,332

# The Seattle Public Library

## Information Technology Program

The purpose of the Information Technology Program is to provide public and staff technology, data processing infrastructure and services.

As part of the 2017 reorganization, the Information Technology division was moved to the Library Programs and Services division.

	2016	2017	2018	2018
Expenditures	Actuals	Adopted	Endorsed	Adopted
Information Technology	4,406,939	5,675,227	5,336,393	5,394,437

## Library Programs and Services Director Program

The purpose of the Library Programs and Services Director Program is to administer public services, programs, and collection development and access.

	2016	2017	2018	2018
Expenditures	Actuals	Adopted	Endorsed	Adopted
Library Programs and Services Director	941,374	1,474,846	1,496,346	1,498,198

## Program and Services - Systemwide Services Program

The purpose of the Library Programs and Services - Systemwide Services Program is to provide systemwide services including borrower services, specialized services for children, teens and adults, community engagement, special collections, and public education and programming. This program also provides in-depth information and service coordination to patrons and staff at branches so they have access to more extensive resources than would otherwise be available at a single branch.

	2016	2017	2018	2018
Expenditures	Actuals	Adopted	Endorsed	Adopted
Program and Services - Systemwide Services	2,570,475	2,757,465	2,840,998	2,959,707

## Programs and Services - Central and Branch Operations Program

The purpose of the Central and Branch Libraries Program is to provide services, materials, and programs close to where people live and work to support lifelong learning, cultural enrichment, recreational reading and community engagement.

	2016	2017	2018	2018
Expenditures	Actuals	Adopted	Endorsed	Adopted
Programs and Services - Central and Branch Operations	30,285,938	30,229,142	31,114,659	31,548,714

# The Seattle Public Library

## Library Fund Table

### Library Fund (10410)

	2016	2017	2017	2018	2018
	Actuals	Adopted	Revised	Endorsed	Adopted
<b>Beginning Fund Balance</b>	<b>2,733,062</b>	<b>2,329,227</b>	<b>3,111,607</b>	<b>3,243,787</b>	<b>3,268,116</b>
<b>Accounting and Technical Adjustments</b>				(938,000)	(938,000)
Plus: Actual and Estimated Revenue	68,053,907	70,607,180	72,343,579	72,030,665	72,094,172
Less: Actual and Budgeted Expenditures	67,675,363	69,692,620	72,187,070	71,135,735	73,828,977
<b>Ending Fund Balance</b>	<b>3,111,607</b>	<b>3,243,787</b>	<b>3,268,116</b>	<b>3,200,717</b>	<b>595,311</b>
Known Liability	10,836				
Planning Reserve					
Continuing Appropriations	217,209	938,000	938,000	805,370	-
<b>Total Reserves</b>	<b>228,045</b>	<b>938,000</b>	<b>938,000</b>	<b>805,370</b>	<b>-</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,883,562</b>	<b>2,305,787</b>	<b>2,330,116</b>	<b>2,395,347</b>	<b>595,311</b>

# The Seattle Public Library

## Capital Improvement Program Highlights

The Library CIP program supports asset preservation of structures, building systems, interior elements such as casework and flooring, security, lighting, signage and grounds for the Central Library and 26 branch libraries, encompassing over 600,000 square feet of heavily-used space. Work is prioritized based on its impact on safety, building integrity, and our ability to provide efficient services to the public in comfortable and welcoming places.

Several larger projects are either starting or continuing in 2018 at both the Central Library and the branches. Branch projects scheduled to begin during 2018 include major HVAC work (split system replacement to upgrade IT room cooling) at multiple branches, with emphasis on landmarked branches; roof repair, along with other major maintenance improvements, at Lake City to coincide with the interior Reimagining of that branch (currently in planning stages); Reimagining the South Park branch; exterior access improvements at Douglass-Truth branch (currently in planning stages); and updating the elevator at Green Lake.

Multi-year projects at branches that will carry over from 2017 into 2018 include varying degrees of building envelope and window restoration at three century-old Carnegie branches (Queen Anne, Columbia and Fremont); Phase 2 of window replacement at another Carnegie-era branch (University); and garage lighting upgrades at Capitol Hill, Montlake and Greenwood.

The iconic Central Library requires a significant portion of CIP funds, which are often distributed over multi-year projects. Larger, complex and challenging projects such as the Level 3 flooring upgrades and interior curtain wall assessment/maintenance are planned and staged sequentially to minimize the impact on Library services to patrons. These are multi-year projects which require careful logistical coordination as Central Library is one of the City's most frequently visited (and visible) facilities. The Library's goal is to keep the building open during construction although access to some areas will be restricted. Flooring work began in 2017 and may continue into 2018; it is necessary to strengthen the raised flooring pedestal supports to accommodate a high-access lift to assess both the fire suppression system and the interior curtain wall. Additional projects planned for later 2017 or 2018 include security and storage improvements on Level 10 for the Seattle Room/Special Collections; security camera upgrades throughout the building; and repainting on Level 4.

Real Estate Excise Tax (REET) revenue plays a vital role in supporting projects beyond the scope of the Library's Levy-funded major maintenance program. REET will fund significant capital efforts in 2018:

- \$550,000 will support the Library's "Re-imagining Spaces" efforts, to modify Library spaces and better address patron and community uses of libraries. Planned sites include Lake City and South Park.
- Prior year allocations totaling \$1.5 million provided support for the continuing Level 3 raised flooring upgrades, which could finish by year-end 2017 but may extend into Q1 2018. The existing raised, continuous wood flooring is highly worn and it prevents full access to the plenum space below. The current flooring cannot support equipment that will allow high-access to ceiling-level lighting and for inspecting the fire suppression system, as well as providing safe and easy access for the staging of major programs and exhibits. Replacing and reinforcing the raised pedestal floor plenum system required funding beyond routine maintenance costs.
- A prior year allocation of \$500,000 to assess the Central Library's interior glass and steel curtain wall will be expended after completion of the Level 3 flooring upgrades, as the flooring upgrades are necessary to support lift equipment required to evaluate both the fire suppression system and the curtain wall.

Council also added a CIP project for a Library Multi-Use Facility, which is a new site intended to consolidate the maintenance shop, storage and vehicle fleet parking at one location to maximize operational efficiencies. A site



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has not yet been located for this facility, but some funds are available in the Library Capital Subfund balance. This CIP project appropriates this balance so that the Library can expend funds once a suitable location is found.

## Capital Improvement Program Appropriation

Budget Control Level	2018 Endorsed	2018 Adopted
<b>Library Major Maintenance: B301111</b>		
2012 Library Levy Fund (18100)	3,772,000	4,072,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	550,000	550,000
Library Capital Subfund (10450)	0	2,855,000
<b>Subtotal</b>	<b>4,322,000</b>	<b>7,477,000</b>
<b>Total Capital Improvement Program Appropriation</b>	<b>4,322,000</b>	<b>7,477,000</b>

