

FY21 Budget Process
City Council Information Request
Department: Library Department

GENERAL INFORMATION:

1. Summary Budget for FY21 - *See Separate Attachment (Appendix A)*
2. Detail on “Other” or “Misc” Line Items (53900, 54900, & 55900)

BUDGET NARRATIVE:

3. Three Largest Budget Reductions from FY20 in dollars and %
4. Three Largest Budget Increases from FY20 in dollars and %
5. Detail on Other Significant Budget Expansions or Reductions
6. Any New Responsibilities Assigned to Department in the Last Two Years
7. Any Responsibilities Transferred Out of Department in Last Two Years
8. Actual YTD FY20 Spending - *See Separate Attachment (Appendix B)*
9. Any Savings Realized by Department in FY20
10. Any Changes to External Funds
11. List of 5 Major Accomplishments in FY20 – *See Separate Attachment (Appendix C & D)*
12. Chief FY21 Goals, Ongoing and New Initiatives – *See Separate Attachment (Appendix C & D)*
13. Multi-year Projects or Investments, Discuss FY20 Ramp-up or Wind-down in Spending, and Future Year Plan
14. Any Expanded Budget Authority Not Granted, But Plan to Resubmit in Future
15. Departmental Financial and Personnel Resources Devoted to Language Access

PERSONNEL INFORMATION:

- 16. Five Year Analysis of Full Time Employees (FTEs)
- 17. Breakdown of Employees on Leave
- 18. Five Year Analysis of the Total Number of Positions
- 19. A. Breakdown of Employees by Race and Gender
 B. Breakdown of Top 10 Wage Earners by Race and Gender
- 20. Breakdown of Employees with Language Competency Other Than English
- 21. Five Year Analysis of Overtime
- 22. Amount and Justification of Any Stipends
- 23. Any Hiring Challenges Experienced This Year

CONTRACTS - See Separate Attachment (Appendix E)

- 24. Overview of Current Contracts
- 25. Breakdown of Contracts
- 26. Any Barriers to Contractor Diversity in Department Contracts
- 27. Narrative on Contracts Over \$100,000

PERFORMANCE MEASURES

REVOLVING FUNDS - N/A

2) Detail on "Other" and "Misc" Line Items

Account	Account Descr	Amount	Details
53900	Misc Supplies and Materials	3,300,168	Books and collections materials
54900	Other Current Charges	497,249	State certificates and inspections \$8K Dumpster rental \$10K Fine Arts gap insurance \$38K Software \$209K (cut \$60K) New: \$228k chargeback for RBT program
55900	Misc Equipment	35,000	IT equipment: cameras, projectors, telephones, TV monitors and other computer hardware

3) Three Largest Budget Reductions from FY20

	Account	Account Description	Amount	% Change	Explanation
1.	52700	Repairs & Service to Equipment	(50,000)	-22.3%	Reduced equipment maintenance in IT department
2.	52100	Communications	(21,500)	-17.8%	Reduced phone services
3.	52800	Transportation of Persons	(6,960)	-10.1%	Reduced overall T pass reimbursement amount

4) Three Largest Budget Increases from FY20

	Account	Account Description	Amount	% Change	Explanation
1.	51000	Permanent Employees	472,468	1.8%	Wage increases; net addition of positions
2.	52200	Utilities	340,361	9.2%	OBM projection; Burke MOU
3.	54900	Current Charges	168,439	51.2%	Renew Boston Trust equipment (net of \$60k software reduction)

- 5) Other Significant Budget Expansions or Reductions** - \$100K additional funding for new contract for EDIC Boston Saves program
- 6) Any New Responsibilities Assigned to Department in the Last Two Years** - N/A
- 7) Any Responsibilities Transferred Out of Department in Last Two Years** - No responsibilities were transferred out during the past two years.
- 8) Actual YTD FY20 Spending** - *See Separate Attachment (Appendix B)*
- 9) FY20 Savings Realized by Department** - N/A
- 10) Changes to External Funds** - Relative to the FY20 Appropriation, budgeted external funds are up \$427,000 and FTEs are level. We expect changes.
- 11) List of 5 Major Accomplishments - FY20** – *See Separate Attachment (Appendix C & D)*
- 12) Chief FY21 Goals, Ongoing and New Initiatives** – *See Separate Attachment (Appendix C & D)*

13) Multi-year Projects or Investments, Discuss FY20 Ramp-up or Wind-down in Spending, and Future Year Plan - See Separate Attachment (Appendix C & D) for more details

FY18-FY20 City Investments	Cumulative Investment Amount
Collection Increases	660,000
Chinatown Temporary Services	328,044
Additional Staff	272,088
Increased Security Contract	487,487
Outreach Services	100,000
Increased IT Equipment	118,707
Total	1,966,326

14) Any Expanded Budget Authority Not Granted, But Plan to Resubmit in Future - N/A

15) Departmental Financial and Personnel Resources Devoted to Language Access

- Translated Acceptable Use Policy and library card applications in top five languages spoken in Boston through the LACA Department.
- Two staff members provide Spanish Language assistance and translation in-house. We also have Russian-speaking staff members to provide translation assistance.
- The addition of a Literacy Instructor has seen a growth in Literacy classes, both beginning and intermediate, writing classes for ESL students, and resume assistance for ESL learners.
- Spent over \$75,000 on language learning resources and collection materials in other languages.
- The Library maintains a number of positions with a required or recommended second language capability, which are reviewed on a role or neighborhood basis.

16) Five Year Analysis of Full-Time Equivalents as of January 1

	FY17	FY18	FY19	FY20	FY21 Projected
FTEs	388.5	386.6	384.0	381.9	389.4

17) Breakdown of Instances of Employees on Leave

Leave Type	FY19	FY20 (Through 3/23/20)
FMLA	106	79
Unpaid Leave	3	5

18) Five Year Analysis of the Total Number of Positions

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Recommended
Total Position Quota (Permanent)	490	486	492	488	490

19A) Breakdown of Employees by Race and Gender

Active Employees as of April 1, 2020

	Female	Male	Not-Specified	Total	% of Total
Asian	45	20	-	65	14.1%
Black	48	36	-	84	18.2%
Hispanic	20	15	-	35	7.6%
Not Specified	5	1	-	6	1.3%
White	185	85	1	271	58.8%
Total	303	157	1	461	100.0%
% of Total	65.7%	34.1%	0.2%	100.0%	

19B) Breakdown of Top Ten Dept Salaries by Race and Gender

Active Employees as of April 1, 2020

	Female	Male	Total	% of Total
Asian	-	2	2	15%
White	6	5	11	85%
Total	6	7	13	100%
% of Total	46%	54%	100	

20) Employee Counts with Language Competency in the Volunteer Pool

Language	# of employees
Azerbaijani	1
Spanish	1
Russian	1

21) Five Year Overtime History

FY17	FY18	FY19	FY20 Approp	FY20 YTD (through March)	FY21 Recom
\$564,051	\$519,530	\$686,146	\$325,000	\$526,063	\$325,000

22) Amount and Justification of Any Stipends - N/A

23) Any Hiring Challenges Experienced This Year - The Library continues to focus on improving vacancy management, to drive down the total number of vacancies open at any one time and to reduce the overall time frame for individual positions being vacant, from identification of need or expected vacancy through to the start of employment for a new employee.

- Different stages of the workflow are affected by variables in the control of Library management, City of Boston approvers, Labor, and the candidate.
- Library management continues to work to improve collaboration and information-sharing with City of Boston approvers to drive towards more timely results.
- Unfilled vacancies have a direct effect on operational effectiveness, overtime obligations and costs, customer satisfaction, and staff morale.
- For some number of specialized positions such as IT positions, Specialized Cataloguers, Children's Librarians and others, the library experiences difficulty in hiring due to the real world cumulative effect of: Boston cost of living, residency requirements, housing cost and shortages, and position competitiveness, often due to the large number of universities and IT firms in the general Greater Boston area.

24, 25, 26, 27) Breakdown of contracts, contracts over \$100k - See Separate Attachment (Appendix E)

Performance Measures

Measure	FY18 Actual	FY19 Actual	FY20 Proj	FY21 Target	Comments on Targets	Trend Narrative
% of satisfied program exit surveys	87%	82%	83%	85%	Exit surveys are being added to some of our more popular programs, such as the Lowell Lectures series, and author programs. Percentages expected to go up.	After initial high satisfaction, there was a slight dip, but as additional exit surveys have been added to more programs, the numbers have slowly begun to rise again.
% of satisfied customer surveys	83%	91%	90%	90%	Customer surveys are currently stationed in the Central Library and the Jamaica Plain branch. It is hoped that they will be installed at Dudley when it reopens, and each renovated branch thereafter. This target is expected to hold.	With each new renovated branch a bump is expected, followed by a slight levelling as the novelty wears off. In addition to beautiful spaces, staff is usually refreshed and more customer-friendly in a newly built or renovated space.
Average number of ebook holds	42,545	73,742	81,500	81,500	The target is to hold steady at this number, but in reality, it will likely continue to climb based on industry trends.	Ebook demand has skyrocketed, at the same time that publishers are making it harder and harder for libraries to purchase them, by setting up embargoes, and raising prices for libraries. FY20 saw the first time digital borrowing outpaced physical borrowing for one quarter.

Performance Measures

Measure	FY18 Actual	FY19 Actual	FY20 Proj	FY21 Target	Comments on Targets	Trend Narrative
Average daily library users	8,404	8,669	9,000	9,000	Despite having both Adams Street and the Roslindale branch closed for renovation, heavy use of the newly renovated Dudley Branch is expected.	With the opening of the Jamaica Plain branch in FY18, the number of average daily library users rose and stayed strong in FY19 despite the closure of the Adams Street Branch.
Library card daily usage	3.03M	3.12M	3.3M	3.3M	With the projected opening of the Dudley branch we expect to see daily card usage rise.	Library card use changes rapidly, but continues to remain very strong. We see more and more library card use for digital content.
Library reach	9.61M	9.82M	10M	10M	Reach fluctuates widely when branches close and reopen from construction projects. Dudley was always a busy branch, so its return to open status is sure to see a strong increase despite the Adams Street and Roslindale closings.	Library reach is a measure that combines visits, checkouts, program attendance, computer use, and wireless access use. It is a testament to the power and relevance of libraries that this number just continues to grow.

Performance Measures

Measure	FY18 Actual	FY19 Actual	FY20 Proj	FY21 Target	Comments on Targets	Trend Narrative
Participants in early literacy program	32,065	43,503	25,000	30,000	With the filling of vacant positions. in our Central Children's Library in FY20, the numbers are expected to rebound some in the upcoming fiscal year.	BPL has experienced personnel shortages in the Children's Library, including for maternity leave. As a result, everything but the most basic programming was curtailed for much of the summer and fall of FY20. Two key positions were filled recently that will have a direct and major impact on early literacy programming. The measure should tick up as these two positions get settled in.

Revolving Fund(s) - N/A

Department History

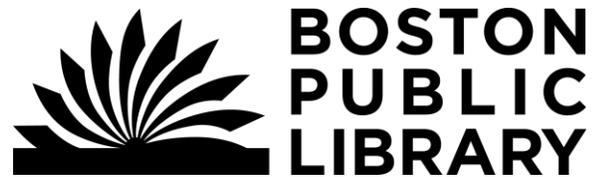
Personnel Services	FY18 Expenditure	FY19 Expenditure	FY20 Appropriation	FY21 Recommended	Inc/Dec 20 vs 21
51000 Permanent Employees	23,798,818	25,549,158	26,928,869	27,401,338	472,469
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	519,528	668,148	325,000	325,000	0
51600 Unemployment Compensation	22,247	84,026	20,000	20,000	0
51700 Workers' Compensation	47,878	68,176	79,000	79,000	0
Total Personnel Services	24,388,471	26,369,508	27,352,869	27,825,338	472,469
Contractual Services	FY18 Expenditure	FY19 Expenditure	FY20 Appropriation	FY21 Recommended	Inc/Dec 20 vs 21
52100 Communications	96,134	165,871	120,618	99,118	-21,500
52200 Utilities	3,472,854	3,810,386	3,706,128	4,046,488	340,360
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	2,191,913	2,273,731	2,537,150	2,537,150	0
52700 Repairs & Service of Equipment	177,881	89,222	224,100	174,100	-50,000
52800 Transportation of Persons	58,208	61,707	68,960	62,000	-6,960
52900 Contracted Services	1,694,391	1,963,332	2,421,588	2,580,588	159,000
Total Contractual Services	7,691,381	8,364,249	9,078,544	9,499,444	420,900
Supplies & Materials	FY18 Expenditure	FY19 Expenditure	FY20 Appropriation	FY21 Recommended	Inc/Dec 20 vs 21
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	820	909	7,500	7,500	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	17,340	17,340	17,340	17,340	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	3,128,959	3,300,168	3,300,168	3,300,168	0
Total Supplies & Materials	3,147,119	3,318,417	3,325,008	3,325,008	0
Current Chgs & Oblig	FY18 Expenditure	FY19 Expenditure	FY20 Appropriation	FY21 Recommended	Inc/Dec 20 vs 21
54300 Workers' Comp Medical	13,537	50,295	10,000	10,000	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	273,698	262,071	328,810	497,249	168,439
Total Current Chgs & Oblig	287,235	312,366	338,810	507,249	168,439
Equipment	FY18 Expenditure	FY19 Expenditure	FY20 Appropriation	FY21 Recommended	Inc/Dec 20 vs 21
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	191,488	245,743	369,669	405,868	36,199
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	17,788	19,578	35,000	35,000	0
Total Equipment	209,276	265,321	404,669	440,868	36,199
Other	FY18 Expenditure	FY19 Expenditure	FY20 Appropriation	FY21 Recommended	Inc/Dec 20 vs 21
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	35,000	33,999	35,000	35,000	0
Total Other	35,000	33,999	35,000	35,000	0
Grand Total	35,758,482	38,663,860	40,534,900	41,632,907	1,098,007

Appendix B

**City of Boston
Summarized Appropriations by Department
Budget Year 2020
as of March 31, 2020**

<u>Fund</u>	<u>Descr</u>	<u>Dept</u>	<u>Description</u>	<u>Acct</u>	<u>Descr</u>	<u>Bdgtd</u>	<u>Encumb</u>	<u>Expend</u>	<u>Avail</u>	
100	General	Fund	110000	Library Department	51000	Permanent Employees	26,928,872.00	-	18,105,956.11	8,822,915.89
100	General	Fund	110000	Library Department	51200	Overtime	325,000.00	-	522,960.34	(197,960.34)
100	General	Fund	110000	Library Department	51600	Unemployment Compensa	20,000.00	-	-	20,000.00
100	General	Fund	110000	Library Department	51700	Workers Compensation	79,000.00	-	35,246.34	43,753.66
100	General	Fund	110000	Library Department	52100	Telecommunications	120,618.00	11,240.00	52,276.58	57,101.42
100	General	Fund	110000	Library Department	52200	Utilities	3,706,128.00	-	1,866,619.98	1,839,508.02
100	General	Fund	110000	Library Department	52600	Repairs/Maintenance	2,557,150.00	936,174.04	1,610,621.12	10,354.84
100	General	Fund	110000	Library Department	52700	Repair/Service Equip	193,100.00	28,696.36	9,292.64	155,111.00
100	General	Fund	110000	Library Department	52800	Transportation/Travel	68,960.00	-	43,625.77	25,334.23
100	General	Fund	110000	Library Department	52900	Contracted Services	2,421,588.00	830,937.76	1,196,147.42	394,502.82
100	General	Fund	110000	Library Department	53400	Custodial Supplies	7,500.00	611.70	-	6,888.30
100	General	Fund	110000	Library Department	53600	Office Supplies	17,340.00	273.36	14,226.64	2,840.00
100	General	Fund	110000	Library Department	53900	Misc Supplies/Materia	3,300,168.00	1,353,747.07	1,635,752.93	310,668.00
100	General	Fund	110000	Library Department	54300	Workers Comp Medical	10,000.00	-	5,767.32	4,232.68
100	General	Fund	110000	Library Department	54900	Current Charges	357,810.00	13,972.02	199,340.84	144,497.14
100	General	Fund	110000	Library Department	55400	Lease Purchase Debt S	369,669.00	-	149,992.13	219,676.87
100	General	Fund	110000	Library Department	55900	Equipment	17,000.00	3,526.70	10,371.07	3,102.23
100	General	Fund	110000	Library Department	58000	Land & Non-Structural	35,000.00	-	18,999.00	16,001.00
				Library Department Total			40,534,903.00	3,179,179.01	25,477,196.23	11,878,527.76

**The Boston Public Library
FY20 Accomplishments and FY21 Goals &
Initiatives Report**



Appendix C - FY20 Major Accomplishments

I. Core Services & Robust Demand

The BPL continues to see increasing demand for our services and collections. In a rapidly-changing world, public libraries across the nation see more patrons coming through their doors, signing up for services, and utilizing the library's resources. Below are some illustrative data points about the robustness of Library usage:

Although physical materials circulation has declined slightly, it remains robust, and has been mitigated by a corresponding increase in digital circulation. It is notable that 2020 will be the first year in BPL's history that digital circulation will surpass physical circulation

Physical circulation:

2016	3.6 million
2017	3.3 million
2018	3.0 million
2019	2.8 million
2020 (est.)	2.6 million

Digital circulation:

2016	1.3 million
2017	1.6 million
2018	1.8 million
2019	2.2 million
2020 (est)	2.8 million

In-person visits

Although digital lending is increasing rapidly, patrons still find extraordinary value in coming to the library to spend time. As the original co-working space, the BPL is well positioned to serve as a "third space" in this time of changing work patterns.

In addition, the Library is in the midst of a robust capital improvement period. Data show that every time a library space is renovated or improved, there is a marked increase in traffic following its reopening. For example, after the reopening of the Central Library’s Johnson Building, visits increased by as much as 40 percent.

Visitors to the Library

2016	3.5 million
2017	3.8 million
2018	3.5 million
2019	3.5 million
2020 (est)	3.7 million

New library cards issued

2016	74,737
2017	82,911
2018	85,902
2019	93,994
2020	74,000 (through March 31)

II. Improving neighborhood presence & services through purposeful capital projects

We are grateful to Mayor Walsh for his most recent 5-year, \$140 million commitment to Boston Public Library system improvements. When completed, every branch in the system will have received meaningful improvements, if not a complete renovation. FY20 was a particularly busy year for capital improvements, with significant progress made on many critical projects systemwide that will substantially improve our ability to deliver services.

Note: A full list of projects recently completed and currently underway is provided later in this document.

III. Increased service to underserved + vulnerable communities

Our Library Services Division focused on underserved populations and vulnerable communities, including immigrants and ESL communities;

the under-employed; seniors; returning citizens; and veterans by creating a new **Community Learning Department** focused on adult learning in these populations.

The Library continues its **partnership with Pine Street Inn**, which will now engage two Outreach Navigators, who support the homeless community around the Central Library and in Copley Square, with plans to expand to branches. New this year were the establishment of open office hours, where homeless people can find support, including housing counseling and recovery services; and the addition of two Social work interns through a three-way partnership with Simmons University's School of Social Work.

Regular outreach visits by our **Health and Human Services Librarian** to Pine St. Inn, Women's Lunch Place, Victory Programs, and Black Seed Writer's Group have connected many in vulnerable communities to library collections and services.

In FY20, the Library continued serving adult learners with technology through the **Tech Goes Home** program, which enables participants who complete a certain number of hours of training to purchase a new Chromebook for just \$50. This program graduated eleven individuals in the first half of the fiscal year.

We have expanded **Literacy Classes and Conversation Circles for ESL Learners**, which have grown in attendance, and have added creative writing classes and a chorus for ESL students. Resume and cover letter clinics, and one-on-one assistance has grown as serving the unemployed and underemployed remains a major focus of our work, leveraging both the resources of the Kirstein Business Library and innovation Center, and the Community Learning department.

During the onset of the recent pandemic and public health crisis, the **Community Learning Team** pivoted to online services very quickly, and continued to reach out to vulnerable communities with direct outreach where possible.

IV. First All-Staff meeting: Building culture & setting a course

With the support of the City of Boston and the Library's Board of Trustees, on November 15th, the Boston Public Library held its first ever All-Staff meeting at the Central Library in Copley Square.

As the Library had been through significant change in the past several years, including the re-opening of the Johnson building, changes in leadership, and updates to many of our operational departments and procedures, this was an ideal time to reflect together on our mission, purpose, priorities and future initiatives.

At the meeting, we began important professional development work, focused on our patrons and organizational culture, and rolled out an update to the Library's roadmap for work over the next several years.

The meeting was a positive experience for Library staff, allowing many people the opportunity to connect with colleagues across the system.

Follow ups to the meeting and the rollout of the new roadmap will continue through FY21 and beyond.

V. Response to Covid-19

Once closed, the Library immediately began to pivot, expanding online collections and moving as many programs and services online as possible. Within approximately one week, all 450 staff members had received outreach from management, assigned work where possible, and provided with appropriate technology to do their work from home.

As a response to Covid-19, the Library has aligned itself with the City's focus on vulnerable populations and children, and has focused its work in four key areas:

- Bringing new in-person programs online
- Expanding online content available to patrons
- Where possible and necessary, providing new physical books to those most in need
- Ensuring the safety of our physical spaces

Examples of this work include:

- The BPL **Facilities Department and Security Team** played a critical role in the library's response to the crisis, both before and after the closure of physical spaces to the public.

Management worked closely with the Boston Office of Health and Human Services, Boston Public Health Commission, and the City's Office of Emergency Management to ensure that we were following best practices related to cleaning and responding to incidents. Custodians modified cleaning protocols and increased the frequency of cleaning to protect the staff and public.

Staff deployed barriers, signage and equipment to promote social distancing and good hygiene. Administrative staff worked with multiple vendors to ensure that we had all of the necessary supplies and equipment. We were able to work with our Security vendor and modify our security contract to assist in the standing up of two COB treatment and isolation facilities for homeless residents dealing with COVID 19.

After the closure we shared supplies and equipment with multiple City departments to fill gaps in their inventory. Security staff have managed building access and protected assets throughout the crisis. Security staff have worked closely with partners from Pine Street Inn to ensure that homeless patrons sleeping or spending time on the campus are connected with appropriate resources.

- **Books For Boston** - The Boston Public Library is leading an initiative to deliver new children's and adult books, curated and purchased by the Library, safely to a variety of non-profit organizations serving individuals in the City of Boston who are at especially high-risk during this pandemic.

This initiative provides brand new books for communities at risk, including those dealing with homelessness, seniors, those living in shelters, seniors, and youth & families. By working with independent bookstores, we are also supporting small businesses. We have already purchased and distributed nearly 1,500 books to nine organizations, including Boston Hope, the supplemental Medical Center in the

Boston Convention & Exhibition Center, with a waiting list of several more.

- The Library continues to support **youth & families** by:
 - Scheduling a slate of up to 12 virtual story times per week, and our Children’s Librarians also initiated the ‘Creative Challenge of the Week.’ Every Wednesday, they engage families through Facebook. The program was recently featured in the Boston Globe.
 - Engaging with teens through a Twitch channel twice a week.
 - Creating twice monthly book talks for an alternative school pilot we already work with.
 - Connecting with Snowden in offering school virtual visits monthly
 - Bringing in best-selling author of teen books, Laurie Stolarz, to two schools
 - Enhancing our ability to provide online Homework Help

- **New, innovative supports** include:
 - Phone and e-mail services are available for reference questions, basic technical assistance, resume and cover letter assistance, legal assistance, and support for small businesses.
 - Offering concerts, author appearances, and yoga online.
 - Book discussions and book talks are being held virtually.
 - Our Beginning and Intermediate literacy classes and English Conversation Circles have transitioned online and are seeing upwards of 30 – 40 participants per class.

- **Expanding Online Collections:** The BPL offers several hundred thousand ebooks, audiobooks, movies, tv shows, and music through downloadable and streaming media services. In the first month after the library closed to the public, an additional 12,000 ebooks and audiobooks were added to the collection to provide new content and reduce wait times for popular titles. Staff create new book lists regularly and provide personalized recommendations to people looking for something to read.

- **Program Partners:** The library has continued to pay and work with external partners, both individuals and organizations, through the fiscal year, as we migrate to online service delivery.

Appendix D - Key FY21 Goals: Ongoing and New Initiatives

As part of our planning work in FY20, the Library focused on uncovering those areas most in need of attention, and those most likely to have the most significant and lasting impact on the BPL's ability to serve its patrons well, and created a draft strategy document outlining principle focus areas, that, combined, will enable us to:

- Give our patrons the information, confidence, and power to improve and enrich their lives;
- Remove the barriers that could keep them from their goals; and
- Connect them to their community and to our democratic society as a whole.

The Boston Public Library will focus on the following seven priorities for the next several years, which serve as both an update to and a refocusing of the library's last strategic plan and its Compass principles:

1. We will raise our profile on the local and national level, raising patron awareness of the programs and services we offer, while supporting increased private funding and re-establishing ourselves as a foremost research institution.
2. We will provide welcoming spaces for patrons and staff that are safe, clean, and sustainable, while incorporating the latest and most appropriate technologies and strategies to do so.
3. We will build and maintain collections that meet and anticipate users' interests, and practice responsible stewardship of all our collections.
4. We will provide opportunities and services for all visitors, with a special focus on immigrants and underserved communities and on the areas of workforce development, citizenship, public health, and personal success.

We will also deliver experiences that foster community connection, civic engagement, and 21st century learning; foster the love of reading in children from birth to 18; and engage youth in education, culture, civics, STEAM and developmental skills.

5. We will develop and implement a digital, technological, and innovation plan that will support our programs and services, will enable the Library's operations to run seamlessly and preserve our digital collections, and help eliminate the digital equity gap
6. Our staff are the underpinning to all that the Library does, and are key to the Library's success. We will develop efforts and initiatives that will not only improve the Library's organizational culture, but will also enable us to become an organization that recognizes and implements our obligations with respect to diversity, equity, and inclusion.
7. We will expect -- and plan for -- the unexpected, so that our Library can continue to operate with minimal disruptions to patrons, even when we are faced with operational or communications challenges.

Following on these library-wide goals, we are presenting the following selected departmental goals for FY21:

Library Services

- Open the (currently named) Dudley Branch, including the Nutrition Lab, Percent for Art projects, and King Boston partnership;
- Refine and develop a plan to address the workforce development and financial literacy needs of library users system-wide;
- Develop an Early Literacy Strategy to increase the number of pre-school and early grade-school children who are prepared to read at the third grade reading level;
- Develop a customer-service focused plan to improve Borrower and Delivery Desk Services;
- Evaluate and expand Homework Help/Out of school Programming;

- Expand library usage by providing library services in the community, with a focus on non-library users and underserved populations throughout the neighborhoods of Boston.

Collections

- Plan for successful completion and reopening of new Rare Books & Manuscripts Department space and program, Central Library;
- Develop plan to revitalize and re-open Special Collections to the public;
- Focus Content Discovery Department on expanded discovery of and public access to BPL collections;
- Develop enhanced strategy to support patron reading needs, selection procedures and general collection development needs, systemwide.
- Develop medium-term plan to urgently and sustainably relieve research collections space crisis, including shared storage opportunities.

Operations and Technology

- Successful completion of all capital projects, Major Projects and system-wide initiatives;
- Completion of the Facilities Department Restructuring and the modernization of methods, tools, equipment and the enhancement of facilities technology;
- Enhancement of security posture including the adoption and implementation of best practices in the protection of physical collections and assets;
- The completion of a technology plan which will serve as a roadmap for the organization and which will inform the thoughtful adoption of new technology for patrons and staff.

Multi-year Projects or Investments: FY20 ramp up/wind down & future plans

Restructuring of Facilities Department

Last year, the Library restructured the Facilities Department, and filled the final vacant management position in FY20. With the department now staffed close to capacity, the Library will embark on a review of all service models, staffing levels, practices and procedures. The ultimate goal will be to modernize the organization's approach to facilities management, with full utilization of the latest tools, technology, and methodology in the profession.

With the positions being filled and the new FY21 facilities-related requests, the BPL will realize its goals for excellence in the maintenance, cleanliness, efficiency, and sustainability of all of our buildings and assets.

Restructuring of Special Collections Department

The Special Collections Restructuring began in 2017 with a focus on building the necessary staffing and expertise needed to provide stewardship to the Library's vast and renowned special collections.

In 2019, the Library completed negotiations with both unions and hired staff in significant positions, including Stacks Coordinator, Manager of the Arts, Manager of Rare Books and Manuscripts, and Lead Archivist.

Completion of Special Collections Inventories

The inventory of the BPL's print collection began in July 2015 and completed three years later at the end of June 2018. A separate project, the inventory and digitization of the photograph collection, began in July 2017 and ended in December 2019. The combined inventories accounted for more than 350,000 items.

These two inventory projects produced item-by-item listings of the works in the collection with specific shelf locations -- a critical level of access and control that was never previously available.

The data collected for the inventory forms the basis for future cataloging records, is structured to be readily exported to a more robust data management system, and

provides staff access to items awaiting further cataloging. In addition, more than 20,000 digitized prints from the collection are now available online through Digital Commonwealth.

Continuation and Completion of Capital Projects

Adams Street	Started construction of a new branch building in August 2019
Chinatown P12	Began test fit study for BPDA Parcel P12 January 2020
Dudley	In construction; substantial completion achieved March 2020
Faneuil Branch	Started design phase of a renovation and addition to the branch in Summer 2019
Fields Corner	Completed programming study January 2020
Hyde Park	Waterproofing project started design Fall 2019
Johnson Building	Started construction of new roof for the Johnson building at the Central Library December 2019
Johnson Building	Started design of a new locker room, January 2020
McKim Building	Started design for repair of courtyard fountain, Fall 2019
Rare Books	Started construction August 2019
Roslindale	Completed design Summer 2019; construction started December 2019
South Boston	Completed construction of courtyard redesign September 2019
South End	Completed refresh of branch in February 2020
Uphams Corner	Completed programming study in January 2020

Appendix E

Appendix E 24) BPL Contracts

Vendor Name	Contract Description	Begin Dt	Expire Dt	Max Amt	Vendor City
EMCOR Service-Northeast d/b/a	BPL HVAC Repair & Maintenance	7/1/2019	6/30/2022	6,736,446	Stoughton
G4S Secure Solutions (USA) Inc.	BPL Guard & Patrol Svcs. (Mult	5/8/2018	5/8/2021	3,736,943	Waltham
BTAC Acquisition Corp.	Provide Library Materials	7/1/2019	6/30/2020	3,000,000	Charlotte
Midwest Tape, LLC	Provide Library Materials	7/1/2019	6/30/2020	1,500,000	Holland
OverDrive, Inc.	Provide Library Materials	7/1/2019	6/30/2020	1,500,000	Cleveland
EBSCO Subscription Services	Provide Books & Other Library Materials	7/1/2019	6/30/2020	1,000,000	Tinton Falls
United Elevator Co. Inc.	BPL - Elevator Maintenance	7/1/2019	6/30/2022	402,228	Marshfield
E D I C / Boston	EDIC Read Boston FY20	7/1/2019	6/30/2020	315,000	Boston
ProQuest LLC	Provide Library Materials	7/1/2019	6/30/2020	300,000	Ann Arbor
American Service Company	BPL Fire Alarm & Sprinkler Svc.	6/30/2019	6/30/2022	279,960	Quincy
Recorded Books Inc.	Provide Library Materials	7/1/2019	6/30/2020	150,000	Prince Frederick
Kanopy LLC	Provide Library Materials	7/1/2019	6/30/2020	75,000	San Francisco
CherryRoad Technologies Inc	Internet Access for MBLN	11/1/2019	6/30/2020	48,240	Morris Plains
Merrimack Education Center, Inc.	Internet Access for MBLN	11/1/2019	6/30/2020	48,240	Chelmsford
Ingram Library Services Inc.	Provide Lib.Books & Materials	10/1/2019	6/30/2020	20,000	La Vergne
Custom Computer Specialists, Inc.	Maint. of Int. Conn.-Switches	7/1/2019	6/30/2020	16,000	Lincoln

Appendix E 25) BPL Certified Contracts

Vendor Name	Contract Description	Begin Dt	Expire Dt	Max Amt	Minority	Women	Minority/Women	Small	Small Local	VOSBE	SDVOSBE	Vendor City
United Elevator Co. Inc.	BPL - Elevator Maintenance	7/1/2019	6/30/2022	402,228		Y						Marshfield

Appendix E 26) Any Barriers to Contract Diversity

Current State-certified vendors to apply for City certification.

Appendix E 27) BPL Contracts >\$100k

Vendor Name	Begin Dt	Expire Dt	Max Amt	Narrative Section
EMCOR Service-Northeast d/b/a	7/1/2019	6/30/2022	6,736,446	Preventive Maintenance and Repair of H.V.A.C. Systems throughout the Public Library System of the City of Boston.
G4S Secure Solutions (USA) Inc.	5/8/2018	5/8/2021	3,736,943	Furnishing Guard & Patrol Services in Various Library Buildings, as specified.
BTAC Acquisition Corp.	7/1/2019	6/30/2020	3,000,000	Provide Books & Other Library Materials
Midwest Tape, LLC	7/1/2019	6/30/2020	1,500,000	Provide Books & Other Library Materials
OverDrive, Inc.	7/1/2019	6/30/2020	1,500,000	Provide Books & Other Library Materials
EBSCO Subscription Services	7/1/2019	6/30/2020	1,000,000	Provide Books & Other Library Materials
United Elevator Co. Inc.	7/1/2019	6/30/2022	402,228	FY20 Inspection, Testing, Servicing and Full Preventive Maintenance of Elevator Equipment in Various Buildings, as specified, for the Boston Public Library.
E D I C / Boston	7/1/2019	6/30/2020	315,000	ReadBoston/Boston Saves MOU with Office of Workforce Development
ProQuest LLC	7/1/2019	6/30/2020	300,000	Provide Books & Other Library Materials
American Service Company	6/30/2019	6/30/2022	279,960	Inspection, Testing & Servicing of Fire Alarm Systems & Sprinkler Systems at the Central Library and at certain Branch Libraries of the Boston Public Library System.
Recorded Books Inc.	7/1/2019	6/30/2020	150,000	Provide Books & Other Library Materials