

**FY22 Budget Process**  
**City Council Information Request**  
**Department:** Boston Public Library (BPL)

**GENERAL INFORMATION:**

1. Summary Budget for FY22 - *See Separate Attachment (Appendix A)*
2. Detail on “Other” or “Misc” Line Items (53900, 54900, & 55900)

**BUDGET NARRATIVE:**

3. Three Largest Budget Reductions from FY21 in dollars and %
4. Three Largest Budget Increases from FY21 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 FY21 Spending - *See Separate Attachment (Appendix B)*
9. Any Savings Realized by Department in FY21
- 10a. Any Changes to External Funds
- 10b. Federal funds related to COVID in FY21 and FY22
11. List of 5 Major Accomplishments in FY21 – *See Separate Attachment (Appendix C)*
12. Chief FY22 Goals, Ongoing and New Initiatives – *See Separate Attachment (Appendix D)*
13. Multi-year Projects or Investments, Discuss FY21 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 - See Separate Attachment (Appendix F)**

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

<b>Account</b>	<b>Account Descr</b>	<b>Amount</b>	<b>Details</b>
53900	Misc Supplies and Materials	3,300,168	Books and other collections materials
54900	Other Current Charges	601,404	Chargeback Renew Boston Trust, misc. rent, software licensing, state certificates and inspections
55900	Misc Equipment	47,000	IT equipment, small finishing touch equipment

### 3) Three Largest Budget Reductions from FY21

	<b>Account</b>	<b>Account Description</b>	<b>Amount</b>	<b>% Change</b>	<b>Explanation</b>
1.	52200	Utilities	(477,370)	-14%	Adjustments per Renew Boston Trust and OBM projection
2.	51700	Tot. Workers' Compensation	(29,000)	-58%	Decreased based on fewer employees on Workers' Comp.
3.	55400	Lease Purchase	(17,792)	-5%	Reduced current year lease purchase request

#### 4) Three Largest Budget Increases from FY21

	<b>Account</b>	<b>Account Description</b>	<b>Amount</b>	<b>% Change</b>	<b>Explanation</b>
1.	51000	Permanent Employees	725,856	3%	Steps increases; net addition of positions; increase in other salary expenses
2.	52900	Contracted Services	438,061	15%	Increase due to bidding of contract; investments in Equity and Outreach Programming, Reopening with Expanded Services
3.	54900	Current Charges	104,155	17%	Increase in Renew Boston Trust and Software Licensing costs

- 5) Other Significant Budget Expansions or Reductions** - \$34k increase in communications budget
- 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** - N/A
- 8) Actual YTD FY21 Spending** - *See Separate Attachment (Appendix B)*
- 9) FY21 Savings Realized by Department** - Savings in Utilities and Personnel (Permanent Employees) due to branch closures from COVID-19.
- 10a) Changes to External Funds** - Relative to the FY21 Appropriation, budgeted external funds are down \$300,000 and FTEs are level. We expect changes.
- 10b) Federal Funds related to COVID in FY21 and FY22** - CARES for unbudgeted Security Services costs for branches under BPL to Go model.
- 11) List of 5 Major Accomplishments - FY21** – *See Separate Attachment (Appendix C & D)*
- 12) Chief FY22 Goals, Ongoing and New Initiatives** – *See Separate Attachment (Appendix C & D)*

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

- Continuation and completion of capital projects
- Additional projects at the BPL that are run by other departments
  - Percent for the Arts
  - Renew Boston Trust Energy Projects
- Collections
- Library Services

#### **14) Any Expanded Budget Authority Not Granted, But Plan to Resubmit in Future - NA**

#### **15) Departmental Financial and Personnel Resources Devoted to Language Access**

**FY21 Language Communications Access (LCA) Allocation (in ONS Budget) - \$1,500**

#### **Other Financial and Personnel Resources -**

- Website, library policies, and library card applications are available in top five languages spoken in Boston.
- 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.
- There is a portion of the budget dedicated to 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

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 Projected</b>
FTEs	386.6	384.0	381.9	381.6	383.6

## 17) Breakdown of Instances of Employees on Leave

<b>Leave Type</b>	<b>FY20</b>	<b>FY21 (Through March)</b>
FMLA	66	26
Paid Administrative Leave	-	-
Unpaid Leave	-	-

## 18) Five Year Analysis of the Total Number of Positions

	<b>FY18 Adopted</b>	<b>FY19 Adopted</b>	<b>FY20 Adopted</b>	<b>FY21 Adopted</b>	<b>FY22 Recommended</b>
<b>Total Position Quota (Permanent)</b>	486	492	488	490	487

## 19A) Breakdown of Employees by Race and Gender

*Active Employees as of April 1, 2021*

	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>% of Total</b>
<b>Asian</b>	43	19	62	14%
<b>Black</b>	43	35	78	18%
<b>Hispanic</b>	23	14	37	8%
<b>Not Specified</b>	7	2	9	2%
<b>White</b>	175	82	257	58%
<b>Total</b>	291	152	443	100%
<b>% of Total</b>	66%	34%	100%	

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

*Active Employees as of April 1, 2021*

	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>% of Total</b>
<b>Asian</b>		1	1	7%
<b>White</b>	7	6	13	93%
<b>Total</b>	7	7	14	100%
<b>% of Total</b>	50%	50%	100%	

## 20) Employee Counts with Language Competency in the Volunteer Pool

Language	# of employees
Azerbaijan	1
Russian	1
Spanish	1

## 21) Five Year Overtime History

<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21 Approp</b>	<b>FY21 YTD (through March)</b>	<b>FY22 Recom</b>
\$519,530	\$668,146	\$539,475	\$325,000	\$102,878	\$325,000

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

**23) Any Hiring Challenges Experienced This Year** - Together with the City, the Library developed a more strategic personnel review through the hiring freeze in FY21, filling vacancies that are marked critical/essential first, and holding those that did not need to be filled prior to reopening. 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 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	FY19 Actual	FY20 Actual	FY21 Proj	FY22 Target	Comments on Targets	Trend Narrative
% of Satisfied program exit surveys	82%	82%	85%	88%	Exit surveys are added to some of our more popular programs. Percentages expected to go up in future years.	Exit survey data is limited due to disruption to programming caused by COVID-19.
% of Satisfied customer surveys	91%	95%	93%	90%	Our satisfied customer surveys are collected in person by users visiting the library. As we have been closed to the public for the past year, data is limited for this year.	Customer surveys were suspended due to COVID-19.
Average number of EBook holds	73,742	82,300	100,000	95,000	The target is growing slightly to reflect industry trends and increased use of digital materials due to COVID closures.	Demand for ebooks increased due to COVID-19. BPL purchased more digital materials to help meet this demand and expects increased use of digital materials even after branches reopen.

## Performance Measures

Measure	FY19 Actual	FY20 Actual	FY21 Proj	FY22 Target	Comments on Targets	Trend Narrative
Average Daily Library Users	8,669	9,452	10,000	9,500	The target remains mostly level as COVID-19 closures have seen high usage of online services and programming, which may dip to pre-COVID-19 levels as the City reopens.	With the reopening of branches (from COVID and renovations), the number of average daily library users is expected to stay strong in FY22.
Library Card Daily Usage	3,120,980	3,450,149	3,500,000	3,400,000	With the library closed due to COVID-19, in person library card usage is non-existent but online usage is up. We expect in person usage to bounce back slowly in FY22.	Library card usage for digital content was on the rise even before COVID-19 but may depress as the City reopens and patrons return to in-person activities.

## Performance Measures

Measure	FY19 Actual	FY20 Actual	FY21 Proj	FY22 Target	Comments on Targets	Trend Narrative
Library Reach	9,815,213	8,497,940	5,500,000	7,500,000	Reach fluctuates widely when branches close and reopen from construction projects. The target reflects some increase in reach due to branch reopenings from COVID in FY22 but less than a full return.	COVID-19 depressed in-person programming and computer usage, offset in part by increased usage of digital material and virtual programming.
Participants in Early Literacy Program	43,503	48,505	45,000	45,000	FY21 data includes virtual attendees and playbacks after the fact as early literacy programming moved online.	Due to the virtual nature of programming, more people were able to experience our early literacy focused storytimes and other related programming. When we reopen, we expect a dip unless we are able to continue with virtual programming as well.

**Revolving Fund(s) - N/A**

# Department History

Personnel Services	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
51000 Permanent Employees	25,549,158	25,736,524	27,254,938	27,980,795	725,857
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	668,148	539,476	325,000	325,000	0
51600 Unemployment Compensation	84,026	0	20,000	20,000	0
51700 Workers' Compensation	68,176	54,366	79,000	50,000	-29,000
<b>Total Personnel Services</b>	<b>26,369,508</b>	<b>26,330,366</b>	<b>27,678,938</b>	<b>28,375,795</b>	<b>696,857</b>
Contractual Services	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
52100 Communications	165,871	135,680	99,118	133,556	34,438
52200 Utilities	3,810,386	2,671,521	3,946,488	3,469,119	-477,369
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	2,273,731	2,671,244	2,537,150	2,537,150	0
52700 Repairs & Service of Equipment	89,222	37,989	174,100	174,100	0
52800 Transportation of Persons	61,707	59,559	62,000	62,000	0
52900 Contracted Services	1,963,332	2,411,138	2,580,588	3,018,649	438,061
<b>Total Contractual Services</b>	<b>8,364,249</b>	<b>7,987,131</b>	<b>9,399,444</b>	<b>9,394,574</b>	<b>-4,870</b>
Supplies & Materials	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	909	6,312	7,500	7,500	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	17,340	14,500	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	3,300,168	4,038,621	3,300,168	3,300,168	0
<b>Total Supplies &amp; Materials</b>	<b>3,318,417</b>	<b>4,059,433</b>	<b>3,325,008</b>	<b>3,325,008</b>	<b>0</b>
Current Chgs & Oblig	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
54300 Workers' Comp Medical	50,295	7,910	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	262,071	369,043	497,249	601,404	104,155
<b>Total Current Chgs &amp; Oblig</b>	<b>312,366</b>	<b>376,953</b>	<b>507,249</b>	<b>611,404</b>	<b>104,155</b>
Equipment	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	245,743	325,728	405,868	388,076	-17,792
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	19,578	13,898	35,000	47,000	12,000
<b>Total Equipment</b>	<b>265,321</b>	<b>339,626</b>	<b>440,868</b>	<b>435,076</b>	<b>-5,792</b>
Other	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	33,999	26,122	35,000	35,000	0
<b>Total Other</b>	<b>33,999</b>	<b>26,122</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>
<b>Grand Total</b>	<b>38,663,860</b>	<b>39,119,631</b>	<b>41,386,507</b>	<b>42,176,857</b>	<b>790,350</b>

# Appendix B

City of Boston  
Summarized Appropriations by Department  
Budget Year 2021  
as of March 31, 2021

<u>Fund</u>	<u>Descr</u>	<u>Dept</u>	<u>Descr</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	26,504,940.00	0	18,105,488.59	8,399,451.41
100	General	Fund	110000	Library Department	51200	Overtime	325,000.00	0	100,577.55	224,422.45
100	General	Fund	110000	Library Department	51600	Unemployment Compensa	20,000.00	0	0	20,000.00
100	General	Fund	110000	Library Department	51700	Workers Compensation	79,000.00	0	66,500.21	12,499.79
100	General	Fund	110000	Library Department	52100	Telecommunications	99,118.00	0	47,137.43	51,980.57
100	General	Fund	110000	Library Department	52200	Utilities	3,946,488.00	0	1,918,201.66	2,028,286.34
100	General	Fund	110000	Library Department	52600	Repairs/Maintenance	2,537,150.00	956,255.34	1,549,801.07	31,093.59
100	General	Fund	110000	Library Department	52700	Repair/Service Equip	174,100.00	17,745.09	5,847.55	150,507.36
100	General	Fund	110000	Library Department	52800	Transportation/Travel	62,000.00	54,745.45	18,331.03	-11,076.48
100	General	Fund	110000	Library Department	52900	Contracted Services	2,580,588.00	425,789.06	1,171,407.20	983,391.74
100	General	Fund	110000	Library Department	53400	Custodial Supplies	7,500.00	0	4,798.15	2,701.85
100	General	Fund	110000	Library Department	53600	Office Supplies	17,340.00	4,991.59	12,348.41	0
100	General	Fund	110000	Library Department	53900	Misc Supplies/Materia	4,050,168.00	1,672,530.38	2,237,033.62	140,604.00
100	General	Fund	110000	Library Department	54300	Workers Comp Medical	10,000.00	0	33,729.71	-23,729.71
100	General	Fund	110000	Library Department	54900	Current Charges	497,249.00	48,265.85	183,984.32	264,998.83
100	General	Fund	110000	Library Department	55400	Lease Purchase Debt S	405,868.00	0	175,736.21	230,131.79
100	General	Fund	110000	Library Department	55900	Equipment	35,000.00	0	34,985.75	14.25
100	General	Fund	110000	Library Department	58000	Land & Non-Structural	35,000.00	950	8,000.00	26,050.00
				<b>Library Department</b>	<b>Total</b>		<b>41,386,509.00</b>	<b>3181272.76</b>	<b>25,673,908.46</b>	<b>12,531,327.78</b>

# **Boston Public Library**

## **FY21 Overview**

*Prepared for the Boston City Council*

*May, 2021*



## Overview

Although an unprecedented year in terms of impacted Library operations, FY2021 was also a year that the BPL will be able to point to with pride. Far from being stymied by the continuing challenges of the COVID-19 pandemic, BPL staff brought their most creative and innovative thinking to ways in which the library could continue to provide critical services to our patrons, with a special focus on those most in need. Work continued on ongoing projects and initiatives, including new strategies, capital projects, and a continued commitment to growing, learning and becoming an anti-racist institution.

We are pleased to present this brief overview of the BPL's FY2021 accomplishments to the Boston City Council, and look forward to discussing this at our hearing.

## FY21 Major Accomplishments

### *Innovative COVID-19 programming and services*

**Book Bundles** – With patrons unable to enter branch libraries and browse for the books they needed, library staff quickly took to creating bundles of books based on genre, subject, and reading level to have on hand for circulation. For example, if a parent of a four-year old came to a branch and asked for some books for their child, the library could respond with a pre-selected bundle of books that could just be checked out. Similarly, if a patron wanted some dystopian science fiction and a few graphic novels, that could be supplied as well. Library staff created an innovative way to get patrons what they needed without necessitating in-person browsing.

**Craft Kits** – Many of the programs geared toward children involved a craft. While librarians focused on incorporating simple crafts into their virtual storytimes that only necessitated basic household items, they also recognized that there was a need to provide materials for crafts, especially to households that might not have this type of material on-hand. Children's Librarians in branches have been creating kits with craft materials related to storytimes and distributing them through BPL to Go and at Storywalks around the City.

**Virtual access to the McKim Building** – With the popular Art & Architecture tours on pause during the pandemic, staff created virtual ways for the public to enjoy our historic building and learn more about some of the key design features. With the new video tour "[Highlights of the McKim Building](#)" and the beautiful [Art & Architecture Virtual Booklet](#), visitors near and far can virtually



explore our National Historic Landmark and learn more about the BPL's stunning spaces and world class library services.

### ***Digital Equity Initiatives:***

As part of BPL to Go, the BPL's program of services available during the pandemic, BPL launched the ***Public Computer Access*** program, which allowed residents to sign up for a two-hour appointment to use library computers in a socially distanced space within the Central Library in Copley Square.

At the same time, working with the Mayor's Office of New Urban Mechanics, BPL also expanded its Wi-Fi access to create the ***Outdoor Wi-Fi Program***, providing 24-hour outdoor internet access at nine BPL branch locations across the city, allowing users to socially distance while accessing the Internet for free.

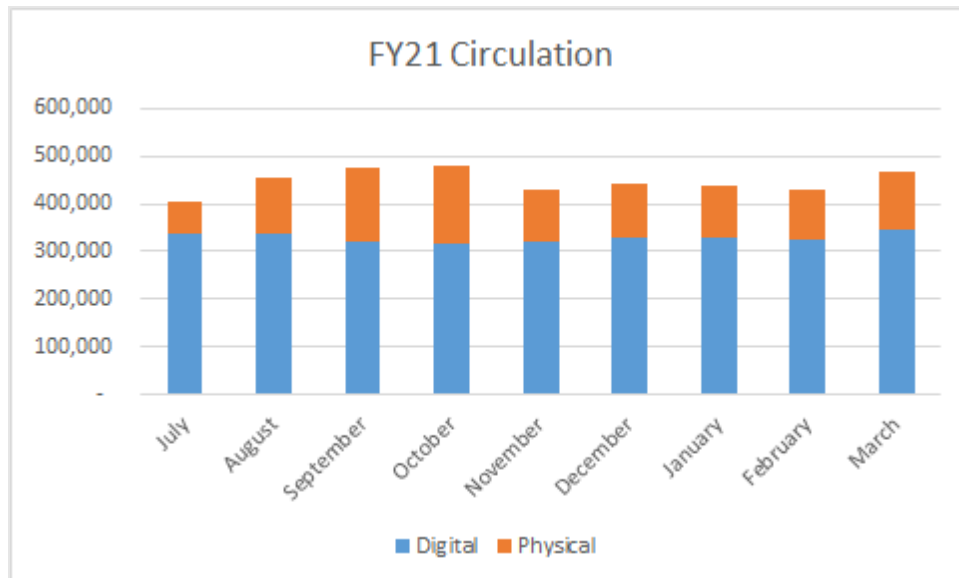
BPL also created and rolled out ***Printing To Go***, a free print-on-demand service, to all open BPL branches. Patrons can upload documents they need printed by filling out a [form](#) at [bpl.org/printing-to-go](http://bpl.org/printing-to-go), selecting their location, and picking up their print jobs 72 hours later at the branches, or 24 hours later at the Central Library in Copley Square.

BPL's most recent expansion of its digital initiatives came with the recently launched ***Connectivity Kits***. Connectivity Kits are designed to help patrons bridge the digital divide by providing free, reliable internet access in any location. The kits include a 14" Chromebook, a hotspot, and a mouse, as well as the necessary chargers and a quick start guide, all in a BPL bag for easy access and transportation. While the BPL continues to offer Public Computer Access at the Central Library in Copley Square, Connectivity Kits extend this service into patrons' homes and neighborhoods, on a schedule that works for them.

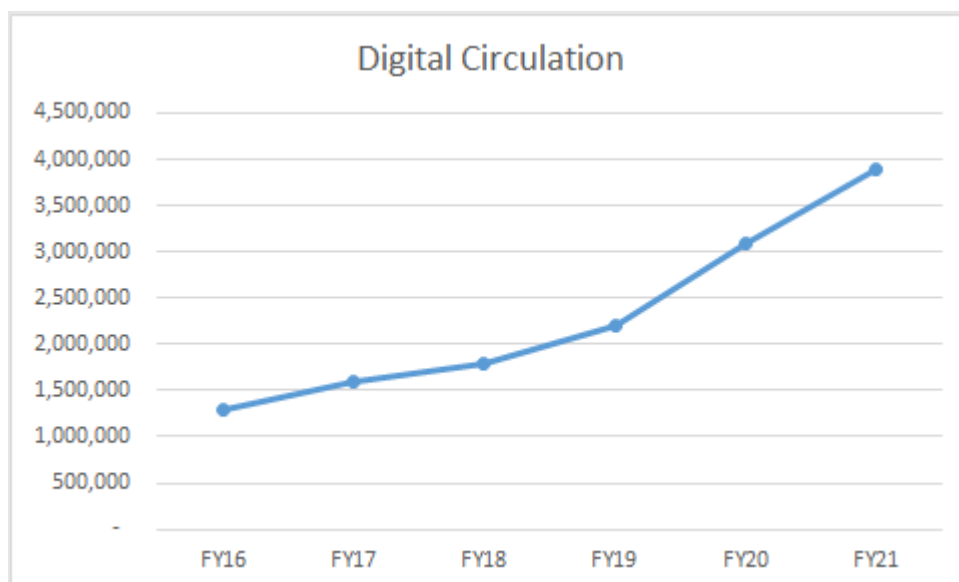
## ***Continued robust demand for services***

### ***Record levels of circulation***

It is remarkable to note that even with our buildings closed to in-person service for the last year, BPL's total circulation -- physical and digital combined -- for FY21 is estimated to be our **highest total at 5.2 million**.



In recent years BPL has also seen a growing demand for digital content. When the pandemic hit and library doors temporarily closed, digital collections became the only materials we could lend, and demand skyrocketed. **In FY21, we expect to double the circulation of digital items from just 3 years ago.**



**Physical circulation**

FY17	3.3 million
FY18	3.0 million
FY19	2.8 million
FY20	2.0 million
FY21	1.3 million (est)

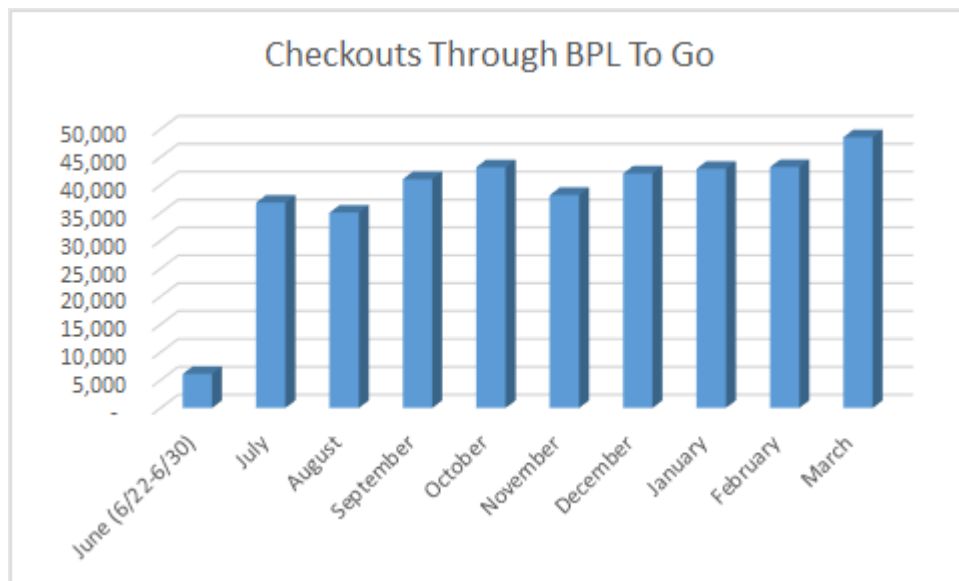
**Digital Circulation**

FY17	1.6 million
FY18	1.8 million
FY19	2.2 million
FY20	3.1 million
FY21	3.9 million (est)

**BPL to Go**

Locations with the most physical checkouts through the BPL to Go program

1. Central Library
2. Jamaica Plain
3. West Roxbury
4. Brighton
5. Connolly



Since the launch of BPL to Go at the end of June, BPL has seen a steady increase of materials checked out. In March we saw the highest total, with 48,555 items picked up at locations across the city.

**Visitors to the Library**

FY16 3.5 million  
FY17 3.8 million  
FY18 3.5 million  
FY19 3.5 million  
FY20 2.4 million

### *New library cards issued*

In FY21, the primary way that people signed up for a new library card was online through BPL's e-card program. More than **77,000** patrons signed up for new e-cards in the last 12 months, which is an increase of **66 percent** over the previous year.

FY16 74,737  
FY17 82,911  
FY18 85,902  
FY19 93,994  
FY20 97,364  
FY21 50,952 (*through March 31*)

## *Diversity, Equity, and Inclusion*

In November, the Board of Trustees of the Boston Public Library unanimously ratified the Library's [Statement and Action Plan on Racial Equity](#). This document, drafted to align with City of Boston's declaration of [racism as a public health crisis](#), was created with the input of Library staff, the Board of Trustees, and the City's Chief of Equity. It establishes the BPL's commitment to becoming an anti-racist organization and outlines clear next steps in this work.

The Library has also reviewed its acquisition policy to ensure the BPL's collections are developed with an intentional focus on raising the voices of people of color through representation, inclusivity, and diversity. In support of this effort, [the Boston Public Library Fund](#) (BPLF) — the primary philanthropic arm of the BPL — sought and received an anonymous \$75,000 grant to support expanded access to the BPL's [Antiracist reading list](#). This funding allowed the BPL to add additional digital copies of books on the Antiracist reading list, significantly reducing patron wait times and increasing accessibility to these items.

Following the murder of George Floyd and the ensuing national and local conversations, the Library saw an increase of more than 500 percent increase in checkouts and holds on the most popular Black Lives Matter and anti-racism titles. Wait times on many of these titles had risen to more than 12 weeks, while hold queues for two of the most popular titles - [\*White Fragility: Why It's So Hard for White People to Talk About Racism\*](#) by Robin DiAngelo and [\*How to be an Antiracist\*](#) by Ibram X. Kendi reached more than 1,200 patrons at one point. To that end, the BPL had already spent \$75,000 on purchasing more than 2,000 new works and additional copies and licenses of in-demand titles for all ages.

In September, the Library also began working with [YW Boston](#), consultants in leading organizations through change as they focus on diversity, equity, and inclusion. This engagement will assist staff and Library administration to incorporate an equity perspective into all of the BPL's services, programs, offerings, and policies.

The Library has also committed to analyzing its recruitment strategies to develop better practices and programs as part of this work. Currently, the BPL is further exploring professional development opportunities that prepare staff for potential career advancement

## *Improving neighborhood presence & services through purposeful capital projects*

Working with the Public Facilities Department, we are currently executing a 5-year, 130 million capital plan. We are grateful for the City of Boston's support, which means that when completed, every branch in the system will have received meaningful improvements, if not a complete renovation. Although slowed by the pandemic, we were able to continue significant capital progress in FY21, including reopening the Roxbury Branch for BPL to Go services. A complete list is to be found further down in this document.

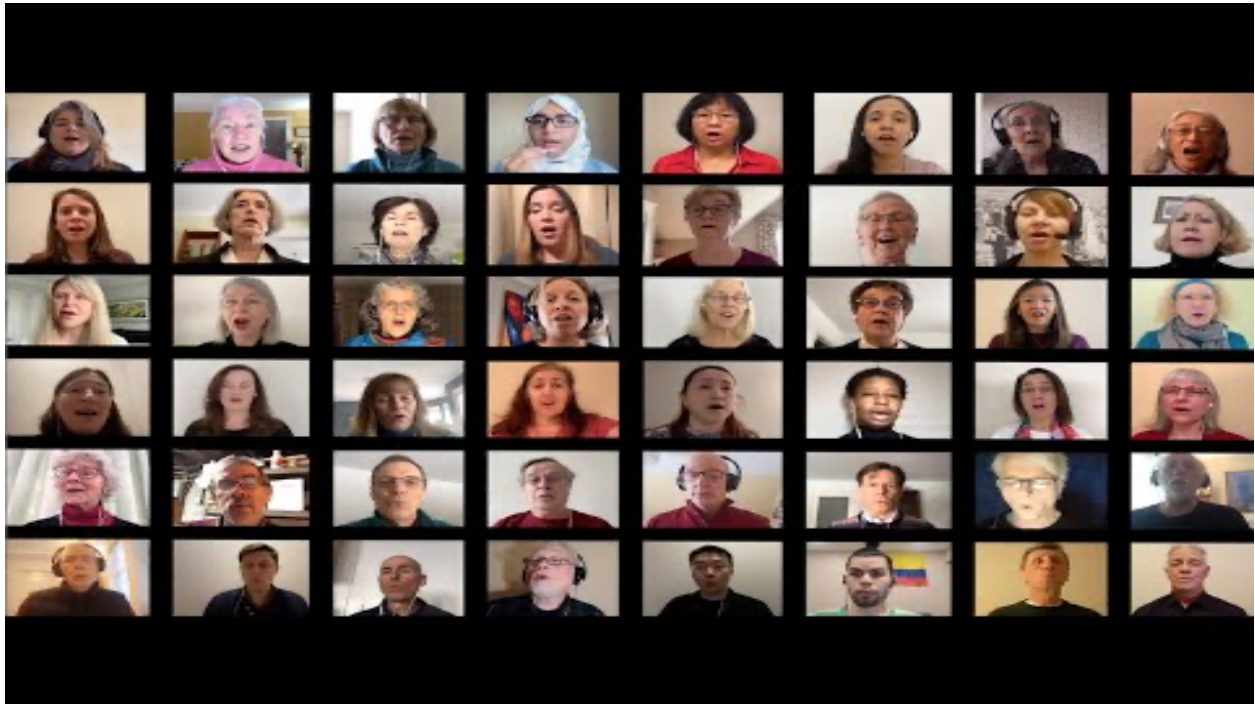
## *Increased service to underserved and vulnerable communities*

*Tech Goes Home*, a partnership that provides digital literacy skills and a deeply discounted Chromebook to participants after completing 15 hours of basic computer training, pivoted from an in-person to an online learning experience. To facilitate this program, the discounted cost of the Chromebook was waived for the participants, and they were delivered in advance of the computer training. The challenge was helping first-time computer users to set up their equipment and prepare for virtual learning. Library staff made themselves available to provide

set up assistance over the phone, or sometimes, from the street to a learner at their second-floor apartment window.

*ESL Conversation Circles* flourished during the pandemic as participants could join virtually to keep their English language skills practiced, and to combat isolation. Virtual English practice sessions swelled beyond capacity and the library significantly increased the number of volunteers available to facilitate these sessions.

Even the Back Bay Bridges Chorale group, a partnership between the BPL and the Back Bay Chorale, soldiered on through the pandemic, providing our ESL community an innovative opportunity to connect and practice their English through singing. [Bridges ESL Chorus: "We Shall Overcome", arr. Tesfa Yohannes Wondemagegnehu](#)



Despite having to pivot to virtual learning and spend hours experiencing through school through Zoom, the library's *Homework Assistance Program (HAP)* made a successful transition to an online experience. The program, where teen mentors are provided special training and are available to work with younger students who need help with their homework, started off slowly, but as the days grew colder, and promotional efforts through the BPS increased, more and more students found their way to the virtual HAP space to get help with their homework, participate in

a fun and educational program after their homework was completed, or just to talk with their mentor and maintain some social connections.

The Library successfully pivoted most of its *programming to an online experience*, from Concerts in the Courtyard and Friday morning Yoga to Author Talks and Small Business Assistance clinics. Children's Services led the way, taking their storytimes online almost immediately after shutting down.

The Library also launched the [Future Readers Club](#), a program promoting the importance of early literacy. Special storytimes branded as Future Readers Club, explained the importance of reading to younger children to the caregivers watching, and directed them to a special app that encouraged children to read 1,000 books before entering kindergarten, and provided tools to assist them. While all the library's storytimes were successful, those marked as Future Readers Club sessions drew significantly more views, climbing into the hundreds over the course of three to four weeks.

The library also launched [Repairing America](#) as an overarching theme for the majority of its programming and services for the year. Racism, anti-immigrant sentiment, homophobia, and other forms of intolerance have divided our nation, while basic issues of public health and pandemic response have become politicized. Massive gaps between the haves and have-nots are nearly impossible to cross. As one of the United States' last truly democratic institutions, the BPL has a responsibility to help bridge these divisions. This year, the library is focusing its institutional priorities on finding ways to help Americans become more resilient and able to face the challenges of today.

Marquee speakers included:

[January 14, 2021, Lowell Lecture: Alicia Garza](#) (*founder, Black Lives Matter*)

The Purpose of Power: How We Come Together When We Fall Apart

[January 26, 2021: Lindsay Peoples Wagner](#) (*editor, Teen Vogue*)

The Pandemic & Black Lives Matter: How Young People Are Building A New Normal

[February 9, 2021, Lowell Lecture: Sybrina Fulton](#) (*Trayvon Martin's mother*)

We Are All Trayvon

[February 25, 2021: Neha Sangwan, MD](#)

How to Use the Disruptive Energy of a Pandemic to Make Your Business Thrive

[March 9, 2021, Lowell Lecture: Esther Choo](#)

Racism as a Public Health Crisis

[March 25, 2021: Nomi Prins](#)

Central Bank Collusion & the Financial Crisis: A Decade Later

[April 6, 2021, Lowell Lecture: Seema Yasmin](#)

Inside the Outbreaks

[April 22, 2021: Debra Lee](#)

Embracing Change & Triumphant Over Disruption

## ***Creation of a five-year roadmap***

The work of the BPL requires a strong, stable institution. To best serve our patrons and staff, BPL is putting a plan in place to guide us through the next five years in order to further strengthen the institution, its culture, and its offerings and clarify our mission, priorities, and initiatives. This plan will allow the library to fully and successfully serve all patrons -- regardless of age, identity, ability, physical need, economic status, or how they connect to the library.

The roadmap provides a bridge from the previous 'Compass' Strategic Plan to a future strategic planning exercise with deep and robust stakeholder engagement.

The roadmap outlines seven key priorities:

### ***Becoming an anti-racist organization***

We will do everything in our power to become an organization that recognizes our challenges and fulfills our obligations to staff and patrons alike with respect to diversity, equity, and inclusion. We commit to following all actions outlined in the BPL Statement on Racial Equity, and building a staff culture for all based on respect and professional development.

### ***Delivering programs and services that build and maintain equity***

We will continue providing opportunities, programs, and services for all patrons, while growing our special focus on the challenges and inequities faced by people of color, immigrants, and other underserved or disenfranchised communities.

We will specifically focus on the areas of workforce preparedness and development, civic engagement, and public health. We will continue to foster the love of reading in children from birth to 18; and to engage youth in education, culture, civics, STEAM, and social and emotional learning.



### ***Building and maintaining our collections***

We will maintain, build, and make accessible collections that are diverse, inclusive and geared to understand and close equity gaps, that anticipate users' interests and needs, and will practice responsible stewardship of all our collections.

### ***Expanding our impact***

We will raise awareness on the local, regional and national level of our value as a preeminent urban public library and research institution. Through promoting our collections, programs, and services, and telling the story of their impact, we will also support efforts to increase private funding – funding that secures and expands our ability to play a role in patrons' lives.

### ***Providing inspiring spaces to all***

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.

### ***Creating connections through technology***

We will develop and implement an innovative technology plan that will support our programs and services, enable the Library's operations to run seamlessly, and help eliminate the digital equity gap. We will deliver a range of accessible online offerings and digital collections, balancing preservation of our collections with increased accessibility and user engagement.

### ***Expecting the unexpected***

We will expect -- and plan for -- the unexpected, so that our library can continue to operate with minimal disruptions to patrons, even when we face operational or communications challenges.

## ***Expanded digital access to collections***

Work from home projects transformed the way the public can learn about and interact with some of our previously hidden collections. Even though many staff couldn't interact with our physical collections, they spent the last year making information about our collections available online and searchable for the first time.

Because of this work, patrons can learn about our materials without having to come into the building. BPL was able to make about virtually every manuscript and manuscript collection in the BPL Rare Books and Manuscripts department findable online for the first time. To make this happen, staff created 30,000 new entries in our database, covering an estimated 100,000 individual manuscripts.

# Key FY22 Goals: Ongoing and New Initiatives

## *Fine elimination*

On March 18th, the Board of Trustees of the Boston Public Library is expected to vote to move forward with the permanent elimination of overdue fines. As part of the City of Boston's proposed budget, this removal of late fines is supported by \$125,000 of 'revenue relief' in the FY22 budget and will go into effect on July 1, 2021. The policy change will remove barriers and increase access to BPL resources for patrons across the City of Boston.

Under this policy change, BPL will also remove all pending overdue fines from patrons' accounts. Moving forward, patrons will not face monetary penalties for returning books late, although they will still be required to return any overdue books in order to check out additional materials. While card holders will no longer incur fines for late returns, they will still be responsible for replacement costs if a book is lost or not returned.

## *Library Services*

- Define a plan for youth engagement work, including expanding the Homework Assistance Program, and developing school support programs to improve children's scholastic success in a virtual world.
- Expand a client-based service model piloted by Community Learning to better assist patrons with their life goals.
- Expand programs and services that support patrons who need assistance in the areas of workforce development, and the health and human service needs of our vulnerable communities, both virtually and in person where possible.
- Expand early literacy programs through the Future Readers Club, including books for newborns, and explore new, innovative ways of promoting the importance of early literacy.
- Work with the BPL Fund to further expand services to support workforce development and economic recovery by increasing outreach services, partnership opportunities, and career placement services.
- Focus on adding additional out-of-school time programs, with a focus on non-users and underserved populations.
- Explore stronger collaborations with the Boston Public Schools to better provide scholastic support and racial equity.

## *Collections*

- Plan for successful completion and reopening of new Rare Books & Manuscripts Department space and program, Central Library
- Conduct assessment of collection storage needs through the capital – funded Research Collection Space and Storage Study.
- Improve the security of our collections, especially in preparation for the return of Special Collections by developing and implementing a Collections Security Policy and procedures
- Continue work of defining goals and principles to guide our collections strategy in order to more formally incorporate our diversity, equity and inclusion values.
- Develop digital preservation plan and identify short term measures to address collections most in need.

## *President's Office*

***Reopening, recovery, and renewal:*** The key systemwide activity of the next several months will be our continued focus on Covid response, the transition to reopening, and then beyond into renewal. The library looks forward to playing a vital and critical role in the City of Boston's recovery with key priorities focused on youth engagement, workforce development, and equity.

***Development Support and Affiliate Collaboration:*** While the library hopes to enjoy continued support from both the City of Boston and the Commonwealth of Massachusetts, we expect that the greatest promise for substantially increased support will come from private philanthropy. BPL will continue to deepen its collaboration with the relaunched Boston Public Library Fund, as its primary philanthropic partner, while also strengthening its relationships with the major affiliates: The Normal Leventhal Map and Education Center, the Associates of the Boston Public Library, as well as the Citywide Friends of the Boston Public Library and local branches' Friends groups.

***Equity Work: Launch of new Budgeted Equity Coordinator Position.*** The work of Summer 2020 culminated in a strong racial equity statement and a commitment to an equity action plan. The past year led to an engagement with YW Boston as experts in leading meaningful organizational change through a diversity, equity, and inclusion lens.

These activities will deliver a refined and convergent action plan, the execution of which will be led by the Library's new Equity Coordinator, a new position proposed in the City of Boston's FY22 Budget. In parallel, the library continues to participate in the City-wide efforts for employee training on racial equity.

Develop a more transparent and clear **strategic partnerships program**. A strong and healthy partnership program is key to the library's future success. The library is in the process of defining and strengthening a variety of ways in which national and local organizations could potentially partner with the BPL, along with clarifying what "strategic partnership" will mean across a number of areas of specialization, such as programs, collections, and fundraising.

**Trustee Engagement:** The President's office also looks forward to working with five new recently appointed Trustees, the existing members of the Board of Trustees, and uncovering opportunities for deeper Trustee engagement under the leadership of newly elected Board Chair, Priscilla Douglas. Already, it is clear that these new initiatives will include the creation of a strategic planning and community engagement committee.

## ***Operations and Technology***

The new BPL **Technology Plan** was completed and approved by the BPL Board of Trustees in 2021. At a high level it serves to create alignment and understanding across the organization of how the IT department operates and what it is focused on by sharing our mission and goals around technology. Each goal is subsequently broken down into various initiatives that are being done or are being planned in support of the department's goals.

Continued enhancement of **security** posture including the adoption and implementation of best practices in the protection of physical collections and assets.

- Created a new position dedicated to collection security. This position will be critical to the reopening of the Rare Books and Manuscripts department.
- Awarded our security contract to a new vendor for officer and patrol services throughout the library system.

Modernization of methods, tools, equipment and the enhancement of **facilities management technology**

- Realized the long-term goal of having a dedicated custodian at each of neighborhood branches. Previously we had multiple branches where one custodian was covering 2 locations. This will result in cleaner buildings and better experiences for our staff and patrons.
- In addition to adopting and carrying out all the COVID 19 cleaning requirements, the custodial staff has taken advantage of the time with limited patrons in the buildings refinish and shampoo floors throughout the Central Library and neighborhood branches in preparation for reopening.

Successful **completion** of all **capital projects, major projects, and systemwide initiatives**

# **Multi-Year Projects or Investments:**

## **FY22 ramp up/wind down + future plans**

### *Continuation and completion of capital projects*

#### *Projects anticipated to be completed in FY22:*

- Adams Branch (new construction)
- Roslindale Branch Renovation
- Central Library Rare Books Renovation
- Central Library McKim Master Plan Programming Study
- West End Programming Study
- Egleston Branch Programming Study
- Central Library McKim Fountain Renovation
- Central Library Womens Locker Room Renovation

#### *Projects that will continue in FY22*

- Faneuil Branch Renovation
- McKim Fire Panel Replacement
- Codman Square Branch Programming Study
- Research Collections Preservation and Storage Plan
- Chinatown Branch (new location)
- Uphams Corner Branch (new location)

#### *Projects to kick off in FY 22*

- Fields Corner Design
- South End Branch Programming Study
- North End Branch Programming Study
- South Boston Branch Programming Study
- Central Library Facade Study and Repairs

### ***Additional Projects at the BPL that are run by other departments***

- Percent for the Arts
  - Jamaica Plain Branch
  - Roxbury Branch
  - Adams Branch
  - Mattapan Branch
- Renew Boston Trust Energy Projects (HVAC Updates)
  - Central Library
  - Honan Allston Branch
  - Hyde Park Branch
  - Lower Mills Branch
  - Brighton Branch
  - Charlestown Branch
  - Mattapan Branch

### ***Collections***

The Library has received \$2.1 million in private funding to revitalize the library's ***Founding Research Collection***. These funds will enable the library to clean, catalog, and preserve 400,000 volumes of the collection, making them fully accessible to the public for the first time in the digital era. The initial stage of the project will soon be underway and we anticipate phase one will continue through 2023. Once the first phase of the project is complete, the BPL intends to continue this important work with the remainder of the Founding Research Collection.

### ***Library Services***

In FY22, the library will focus efforts on a ***transition from virtual service*** to a hybrid of virtual service and full in-person service.

- The library will be phasing in in-person public services in all locations through the end of FY21 and the beginning of FY22. Programs and services will be enhanced by the best practices learned while providing virtual services during the shut-down to expand our reach to include a hybrid model of in-person and virtual service.

Revamp and implement a ***system-wide outreach plan*** based on library priorities

- The library will begin gathering information on the existing community partners we are working with, explore opportunities to create more in areas where we prioritize. The Community Learning and Youth Services Teams will work with Neighborhood Services to

begin a comprehensive plan on providing services and programs directly in the community through our outreach partners.

Working with multiple City of Boston departments, we will launch the *Library as Economic Hub pilot* in three branches

- Workforce preparedness and development will be the focus of a pilot project in the East Boston, Mattapan, and Roxbury branches. The library is working with the Boston Public Library Fund to support expanded workforce development support and in conversation with the City to create a placement/case management support system at the library

Working with the Boston Public Library Fund to *expand services to patrons in need of social services* at the library.

- The Library seeks to create a Peer Navigator program to help vulnerable populations that incorporates a social worker, and peer navigators, certified individuals who have overcome hardships in their own lives and use their experiences to assist other.

# Appendix E

## Appendix E 24) Library Contracts

Vendor Name	Contract Description	Begin Dt	Expire Dt	Max Amt	Vendor City
CTA Construction Managers LLC	Dudley BPL Renovations	2/2/2018	6/1/2021	\$ 12,875,791.48	Waltham
G4S Secure Solutions (USA) Inc.	BPL Guard & Patrol Svcs. (Mult	5/8/2018	5/8/2021	\$ 4,671,179.20	Waltham
Clancy Moving Systems Inc.	BPL - Rare Books Dept. Coll. M	6/15/2018	6/15/2021	\$ 2,137,615.45	Patterson
United Elevator Co. Inc.	BPL - Elevator Maintenance	7/1/2019	6/30/2022	\$ 402,228.00	Marshfield
EMCOR Service-Northeast d/b/a	BPL HVAC Repair & Maintenance	7/1/2019	6/30/2022	\$ 6,736,446.48	Stoughton
American Service Company	BPL Fire Alarm & Sprinkler Svc.	6/30/2019	6/30/2022	\$ 279,960.00	Quincy
Boston Building & Bridge Corp.	Rare Books Improvements to BPL	7/31/2019	9/1/2021	\$ 13,546,746.69	Milton
J & J Contractors, Inc.	Adams Branch BPL Renovations	6/28/2019	7/7/2021	\$ 12,001,334.67	North Billerica
Oudens Ello Architecture LLC	Faneuil Branch Library	7/1/2019	7/1/2021	\$ 1,051,862.00	Boston
William B. Meyer, Inc.	RO Br. - Coll. Move & Storage	7/23/2019	5/31/2021	\$ 47,150.00	Stratford
Northern Contracting Corp.	Roslindale BPL Renovations	11/18/2019	6/30/2021	\$ 8,901,962.43	Canton
BTAC Acquisition Corp.	Provide Library Materials	7/1/2020	6/30/2021	\$ 3,000,000.00	Charlotte
BIB Trucks LLC	BPL Branch Lanscaping	6/15/2020	6/30/2021	\$ 28,050.00	Sharon
EBSCO Subscription Services	Provide Library Materials	7/1/2020	6/30/2021	\$ 1,000,000.00	Tinton Falls
Midwest Tape, LLC	Provide Library Materials	7/1/2020	6/30/2021	\$ 1,500,000.00	Holland
Paul J Rogan Company Inc	Repairs to Hyde Park Library	6/29/2020	6/29/2022	\$ 614,000.00	Braintree
OverDrive, Inc.	Provide Library Materials	7/1/2020	6/30/2021	\$ 3,000,000.00	Cleveland
ProQuest LLC	Provide Library Materials	7/1/2020	6/30/2021	\$ 300,000.00	Ann Arbor
Recorded Books Inc.	Provide Library Materials	7/1/2020	6/30/2021	\$ 150,000.00	Prince Frederick
ePlus Technology, Inc.	Microsoft Teams and Cisco Int.	8/12/2020	6/30/2021	\$ 17,510.00	Herndon
ePlus Technology, Inc.	Microsoft Teams and Cisco Int.	8/12/2020	6/30/2021	\$ 17,510.00	Herndon
Kanopy LLC	Provide Library Materials	7/1/2020	6/30/2021	\$ 200,000.00	San Francisco
NELM Corp.	McKim Courtyard Fountain	9/22/2020	9/22/2022	\$ 1,212,000.00	Rockland
Ingram Library Services Inc.	Provide Lib.Books & Materials	9/1/2020	6/30/2022	\$ 40,000.00	La Vergne
William B. Meyer, Inc.	FA Br. - Coll. Move & Storage	12/20/2020	4/30/2022	\$ 48,531.25	Stratford
F L Caulfield & Sons Inc.	BPL Johnson Locker Room Reno	12/7/2020	6/15/2021	\$ 582,089.00	Quincy
Lectorum Publications Inc.	Provide Lib.Books & Material	10/1/2020	6/30/2021	\$ 25,000.00	Lyndhurst
Boston Building & Bridge Corp.	BPI Faneuil Library Renovation	2/13/2021	5/2/2022	\$ 9,593,000.00	Milton
Scholastic Library Publishing Inc.	Provide Lib.Books & Material	1/14/2021	6/30/2021	\$ 40,000.00	New York
Donnegan Systems, Inc.	BPL Rare Books Archival Shelvi	3/2/2021	6/30/2022	\$ 765,195.00	Northboro
Cengage Learning, Inc.	BPL Library Materials	3/22/2021	8/30/2022	\$ 100,000.00	Florence





**Appendix E 27) Library Contracts >\$100k**

Vendor Name	Begin Dt	Expire Dt	Max Amt	Narrative Section	manager	Project
American Service Company	6/30/2019	6/30/2022	\$279,960.00	Inspection and Maintenance of fire systems	Library	
Boston Building & Bridge Corp.	7/31/2019	9/1/2021	\$13,546,746.69	General Contractor	PFD	Rare Books Improvements to BPL
Boston Building & Bridge Corp.	2/13/2021	5/2/2022	\$9,593,000.00	General Contractor	PFD	BPI Faneuil Library Renovation
BTAC Acquisition Corp.	7/1/2020	6/30/2021	\$3,000,000.00	Library Materials- Books for adults, teens, and children.	Library	
Cengage Learning, Inc.	3/22/2021	8/30/2022	100000	Library Materials - Digital Learning and on line textbooks	Library	
Clancy Moving Systems Inc.	6/15/2018	6/15/2021	\$2,137,615.45	Moving of items for rare book project	Library	BPL - Rare Books Dept. Coll. M
CTA Construction Managers LLC	2/2/2018	6/1/2021	\$12,875,791.48	General Contractor	PFD	Dudley BPL Renovations
Donnegan Systems, Inc.	3/2/2021	6/30/2022	\$765,195.00	Rare Books archiving		
EBSCO Subscription Services	7/1/2020	6/30/2021	\$1,000,000.00	Library Materials -Physical and Digital Magazines, Online Databases	Library	
EMCOR Service-Northeast d/b/a	7/1/2019	6/30/2022	\$6,736,446.48	HVAC Vendor for Central and Branches	Library	
F L Caulfield & Sons Inc.	12/7/2020	6/15/2021	\$582,089.00	BPL Locker room		BPL Johnson Locker Room Reno
G4S Secure Solutions (USA) Inc.	5/8/2018	5/8/2021	\$4,671,179.20	Guard and Patrol	Library	
J & J Contractors, Inc.	6/28/2019	7/7/2021	\$12,001,334.67	General Contractor	PFD	Adams St
Kanopy LLC	7/1/2020	6/30/2021	\$200,000.00	Library Materials - Streaming Video	Library	
Midwest Tape, LLC	7/1/2020	6/30/2021	\$1,500,000.00	Library Materials - Physical DVDs and Audiobooks, Streaming and Downloadable video, eBooks, and music	Library	
NELM Corp.	9/22/2020	9/22/2022	\$1,212,000.00	General Contractor	PFD	McKim Fountain
Northern Contracting Corp.	11/18/2019	6/30/2021	\$8,901,962.43	General Contractor	PFD	Roslindale
Oudens Ello Architecture LLC	7/1/2019	7/1/2021	\$1,051,862.00	Architect for Fields Corner, including programming study	PFD	Fields Corner
OverDrive, Inc.	7/1/2020	6/30/2021	\$3,000,000.00	Library Materials - Downloadable eBooks, eAudiobooks, and Online Databases	Library	
Paul J Rogan Company Inc	6/29/2020	6/29/2022	\$614,000.00	Waterproofing project, Hyde Park	PFD	Hyde Park
ProQuest LLC	7/1/2020	6/30/2021	\$300,000.00	Library Materials Online Databases and journals, Digital Learning	Library	
Recorded Books Inc.	7/1/2020	6/30/2021	\$150,000.00	Library Materials - eAudiobooks, and Online Databases	Library	
United Elevator Co. Inc.	7/1/2019	6/30/2022	\$402,228.00	Elevator Maintenance vendor	Library	