FREE LIBRARY
FISCAL YEAR 2022 BUDGET TESTIMONY
MAY 5, 2021

INTRODUCTION

Good morning, President Clarke and Members of City Council. I am Leslie Walker, Interim Director of the Free Library of Philadelphia. Joining me today is Folasade A. Olanipekun-Lewis, Chair Elect of the Free Library Board of Trustees. I am pleased to provide testimony on the Free Library of Philadelphia's Fiscal Year 2022 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Free Library of Philadelphia (FLP) advances literacy, guides learning, and inspires curiosity.

Plans for Fiscal Year 2022:

For FY22, the Library will continue to provide programs and services which meet the needs and wants of Philadelphians in dynamic and innovative ways. We will continue to place staff health and safety at the forefront as we increase the number of staff working onsite and as we continue to reopen our buildings to the public.

We are also committed to continuing our progress towards addressing diversity, equity, and inclusion. We are pleased to share news that the Library has hired Dr. Guy Sims as the full-time Diversity and Inclusion Officer. We will continue to develop long-term sustainable responses to improving diversity, equity, and inclusion within the Library. The Concerned Black Workers of the Free Library among other staff articulated the Library's role within upholding systemic structures of racism and inequities. We have acknowledged our part and have begun to act.

During FY22 we plan to refresh our public computing installation, increase access to public computers in combination with digital literacy programming throughout the library system.

Overall, FY22 will be a pivotal year for the Library. We will continue to open libraries to the public as public health guidelines permit as access to our physical spaces has been deeply missed by residents. With increased funding of $2.4M in Class 100, we will be able to provide stable five-day service as we begin to restore services to their full potential such as LEAP, our evergreen after school program, which has provided homework support, literacy activities, and more to Philadelphia's children and teens for over 30 years. We will be able to increase staff capacity, so stable public library service is provided for all Philadelphians. We will especially bolster our services in neighborhoods where access to and resources for education, employment, and health and wellness are deployed in a way to increase equity and opportunity.

Additionally, the Library will be ushering in new leadership during FY22 with a new Chair and an Executive Committee of the Board of Trustees along with a new Director of the Library. This new leadership will reinvigorate our organization by nurturing us through the healing and the mending of relationships; by supporting us in further developing equity internally with staff and externally with those we serve; and lastly, by guiding us on the path which defines and redefines the Free Library as an essential and critical service to the City of Philadelphia today and tomorrow.

BUDGET SUMMARY & OTHER BUDGET DRIVERS

Please refer to attached FY22 Budget Hearing Summary Charts in section 1: Staff Demographics Summary, section 2; Employment Levels, section 3: Financial Summary by Class, section 6: Participation Rate and Goal.

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

The proposed Fiscal Year 2022 General Fund budget totals $42,629,007, an increase of $2,978,274 over Fiscal Year 2021 estimated obligation levels. This increase is primarily due to providing stable 5 Day Service, After School Leap Program, Regional Operations Lease, and an additional exempt position of Budget Director.

The proposed budget includes:

- $38,171,857 in Class 100, a $2,622,514 increase over FY21. This funding will provide stable 5-day service, LEAP Afterschool Program, and an exempt position of Budget Director.

- $2,615,022 in Class 200, a $355,760 increase over FY21. This funding will be used for the Regional Operations Center lease.

- $1,842,128 in Class 300/400, level with FY21. This funding will enable us to provide needed library materials to all Philadelphia neighborhoods.

STAFFING LEVELS

The department is requesting 715 budgeted positions for FY22, an increase of 57 positions over FY21.

The increase is attributed to additional funding for stable 5-day service, After School LEAP Program, and a new exempt position of Budget Director.

NEW HIRES

Please refer to attached FY22 Budget Hearing Summary Charts in section 8: New Hires Information.

PERFORMANCE, CHALLENGES, AND INITIATIVES

Administration

Measure	📅 FY20 ACTUAL	◎ FY21 TARGET	◎ FY22 TARGET
Social media usage: Facebook, Twitter, Instagram, YouTube	80,340	89,000	90,000
Departmental M/W/DSBE participation rate[1]	52%	40%	40%
Percentage of staff completing Customer Service training	0.0%	25%	25%
Percentage of staff completing two sessions of Diversity, Equity, and Inclusion training[2]	100%	25%	25%

[1]*The FY21 and FY22 targets are based on restrictions resulting from the City's procurement process; the FY20 increase was unusual. The Library was permitted to restrict bids to only WBE and MBE vendors, which represented the increase.*

[2]*All staff were trained in FY20; as new staff are onboarded and new trainings become available, these staff will be trained as well, hence the decrease in percentage.*

Program FY22 Strategic Goals
- Launch a two-year strategic plan built on robust staff and community input and crafted with an eye toward impactful efforts achievable in uncertain times.
- Instill diverse and inclusive practices and procedures at all levels of the organization.
- Focus on transparency by growing internal communications, build staff-inclusive feedback supports, and implementing and improving HR and DEI policies and procedures.

Customer Engagement

Measure	📅 FY20 ACTUAL	◎ FY21 TARGET	◎ FY22 TARGET[1]
In-person visits	3,841,395	2,300,000	2,500,000
Percentage of Philadelphians who have Library cards	47.4%	50%	55%
Preschool Program Attendance	172,958	67,000	70,000

Children's Program Attendance	285,366	163,000	165,000
Teen Program Attendance	68,327	36,000	38,000
Adult Program Attendance	290,003	113,500	115,500
Senior Program Attendance	15,156	8,500	10,500
Hours of service	79,094	62,450	65,000
Program attendance	737,413	388,000	399,000
Circulation counts (collection use statistics)	5,207,069	2,950,000	3,200,000

[1]The FY22 targets are conservative estimates based on potential continued closures due to COVID-19.

Program FY22 Strategic Goals
- Expand programming for 4th-8th grades to extend Read By 4th successes.
- Expansion of literacy support to childcare providers (from three to seven locations across the city) to kickstart language and literacy development for children before they start school.
- Implement the Chronicling Resistance project, a multi-year archival research and public exhibitions project culminating in a citywide exhibition in 2022 and build a new model for exhibitions that center under-told stories and neighborhood library access.
- Sustain and grow Hear Me Out, a new statewide civic dialogue program that connects Pennsylvanians across distances and differences for facilitated online discussions through their local library, to reach 100 participants across Pennsylvania each month.

Information Technology and Digital Strategies

Measure	FY20 ACTUAL	FY21 TARGET	FY22 TARGET
Virtual visits via FLP website	6,099,144	3,857,852	4,200,000[1]
Digital access	3,843,475	3,204,000	3,400,000

[1]Virtual visits include those using freelibrary.org at FLP locations; extended closures in FY21 and potential closures in FY22 due to COVID-19 account for these targets.

Program FY22 Strategic Goals
- Improve customer experience by offering text/SMS messages that communicate about the availability of library materials and pending overdue materials.

- Digital content and communication capabilities will be enhanced through the onboarding of a new robust content management system, responsible for the freelibrary.org and other digital assets.
- To improve the effectiveness of material lending services, cloud-based data analysis tools will be introduced and made available to organizational decision makers. The services will enable report generation and strategic trend analysis to enhance data-driven decision making.

Property Management

Measure	FY20 ACTUAL	FY21 TARGET	FY22 TARGET
Building Service Requests (totals)	2,602	3,500	3,700
Median turnaround time (days to completion) for building service requests[1]	8.2	14.0	12.0
Number of events supported by property management	4,630	1,000	2,000

[1]*The increase in FY21 and FY22 targets is due to vacancy rates among staff.*

Program FY22 Strategic Goals
- Expand capacity of the material sorting system ("the super sorter") to improve shipping and delivery times of materials.
- Develop strategies and budget to address ADA compliance issues in neighborhood libraries.
- Address key neighborhood libraries improvements, including installation of energy-saving building automation systems in several locations and addressing 12 library HVAC ventilation issues with system modifications that improve air quality.
- Prepare all facilities for safe re-opening relative to COVID-19 protocols.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

The Free Library receives about $500K in reimbursements for IT-related expenses through the federal E Rate program administered by the FCC. E Rate accounts for our ability to provide Internet service free of charge on over 1,000 public computers. It also accounts for our Wide Area Network (WAN) service which covers all of our data transport within the Library system, and our hardware including wireless access points, switches and routers, and firewall appliances. We are looking to refresh our public computing installation, increase access to public computers in combination with digital literacy programming throughout the library system.

The Free Library frequently receives funding from the Institute of Museum and Library Services (IMLS), which is a federal agency that supports the work of libraries and museums nation-wide. Currently, IMLS funding is supporting a Community Catalyst ($286K over 2 years) grant to continue and enhance the Paschalville Partnership work, a 3-year grant that ended in September 2019 and the Laura Bush 21st Century Librarian Program to develop a curriculum for skills for community-centered librarianship ($480K over 3 years).

The Commonwealth of Pennsylvania provides additional funding for collections, furniture and equipment, and operating expenditures. For FY21, this amounts to $8.4M, which is what we received in FY20. The Free Library also receives Library Services and Technology Act (LSTA) funds to support programs annually, most notably for the Library for the Blind and Physically Handicapped ($1M). The LSTA funds are actually administered and dispensed by IMLS to State Libraries to support library activities statewide.

CONTRACTING EXPERIENCE

Please refer to attached FY22 Budget Hearing Summary Charts in section 4: Contracts Summary.

EMPLOYEE DATA

Please refer to attached FY22 Budget Hearing Summary Charts in section 7: Staff Demographics

LANGUAGE ACCESS

1. **Provide the name of your language access coordinator, the date of your last department training, and a link to the posting of your language access plan.**

   Joe Benford, Deputy Director of Customer Engagement. The Free Library includes language access training in our onboarding process for new staff. The Free Library's plan is posted on the City's website (https:.//www.phila.gov/documents/language-access-plans/)

2. **Breakdown new hires and existing staff by race and language. Breakdown how many front-line personnel are trained to provide language access services.**

   There have been 8 new hires since July 1, 2020 through December. Of these, 4 are Black, 3 are White and 1 is other. Existing staff breakdowns are 302 Black, 301 are White, 25 are Hispanic; 25 are Asian; and 8 are Other. Of these staff over 7% are bilingual. Over 75% of staff is trained in providing language access services.

3. **How many requests for language access services did your department receive in the past year? How many language access services were delivered by staff? Breakdown language access services provided, by language, including but not limited to the language line, translation of public notices and documents, website language services, and advertisement/publication services.**

   We translated over 20 documents in six of the most prevalent languages over the past year that included Spanish, Chinese (Simplified), Arabic, French, Russian, and Vietnamese. In addition we had 3 occurrences of interpretation requests. Twelve percent of our staff are bilingual and assist with the interpretation services on site and also by telephone.

4. **Explain what your department has done to improve language access services over the past year.**

   The Free Library continues to upload translations of vital documents to our website. Language access training has been added to new staff orientations and over 75% of our staff has had language access training. All staff knows how to access telephonic interpretation and how to request document translation.

CLIMATE CHANGE

1. **How has climate change affected your department's provision of services?**

    The increase in severe weather as a result of climate change does impact the library facilities but the impact at this time is minimal.

2. **How might worsening climate change increase costs and demands for your department?**

    Worsening climate change will impact our ability to maintain vital heating and cooling infrastructure without incurring additional costs mainly in Class 200. Maintenance costs will also increase with worsening building envelope infrastructure impacting class 200.

3. **How does your department intend to mitigate and adapt to climate change?**

    Due to the age of the library facilities and long periods of deferred maintenance, the libraries are some of the more vulnerable city assets. It is not likely that substantial capital investments will materialize in the next 5 years, therefore it is imperative that the library pursue a significant reduction in its carbon footprint. It is generally recognized that approximately 40% of all the energy consumed by buildings worldwide is with regards to heating or cooling space. The Property Management Division has implemented climate control systems in 16 of our 53 facilities. It is critical that additional sites be brought on line to reduce the energy costs in conjunction with key investments in roof and building envelope improvements.

1. Staff Demographics Summary

Staff Demographics Summary (as of December 2020)				
	Total	Minority	White	Female
Number of Full-Time Staff	661	360	301	391
Number of Exempt Staff	4	2	2	1
Number of Executive Staff (deputy level and above)	4	2	2	1
Average Salary, Full-Time Staff	$52,960	$46,946	$60,153	$54,680
Average Salary, Exempt Staff	$129,758	$132,500	$127,015	$150,000
Average Salary, Executive Staff	$129,758	$132,500	$127,015	$150,000
Median Salary, Full-Time Staff	$44,289	$41,450	$62,975	$50,857
Median Salary, Exempt Staff	$126,265	$132,500	$127,015	$150,000
Median Salary, Executive Staff	$126,265	$132,500	$127,015	$150,000

2. Employment Levels

Employment Levels (as of December 2020)		
	Budgeted	Filled
Number of Full-Time Positions	756	661
Number of Part-Time Positions	70	39
Number of Exempt Positions	6	4
Number of Executive Positions (deputy level and above)	6	4
Average Salary of All Full-Time Positions	$52,960	$52,960
Median Salary of All Full-Time Positions	$44,289	$44,289

3. Financial Summary by Class

Some departments may also want to provide financial summary tables for other funds, such as the Grants Fund.

Departments should delete any budget lines that have $0 in every year (i.e. if a department has no Class 500 appropriations, actuals, or proposed appropriations, the Class 500 row should be deleted).

General Fund Financial Summary by Class						
	FY20 Original Appropriations	FY20 Actual Obligations	FY21 Original Appropriations	FY21 Estimated Obligations	FY22 Proposed Appropriations	Difference: FY22-FY21
Class 100 - Employee Compensation	$40,633,647	$41,221,658	$35,549,343	$35,549,343	$38,171,857	$2,622,514
Class 200 - Purchase of Services	$2,824,077	$2,799,033	$2,259,262	$2,259,262	$2,615,022	$355,760
Class 300/400 - Materials, Supplies & Equipment	$2,302,659	$2,248,160	$1,842,128	$1,842,128	$1,842,128	$0
	$45,760,383	$46,268,851	$39,650,733	$39,650,733	$42,629,007	$2,978,274

4. Contracts Summary

This table focuses on large professional services contracts with for-profit vendors.

"Large" is defined as meaning that an RFP was required.

Departments should focus on contracts that have been conformed to date.

Any departments that have large contracts with non-profit providers are encouraged to provide board makeup information in the optional "Non-Profit Vendor Demographics" table below.

M/W/DSBE Participation on Large Professional Services Contracts												
Top Five Largest Contracts, FY21												
Vendor Name	Service Provided	Dollar Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	$ Value of M/W/DSBE Participation	Total % Participation - All DSBEs	Total $ Value Participation - All DSBEs	Local Business (principal place of business located within City limits) *[yes / no]*	Waiver for Living Wage Compliance? *[yes / no]*
Verizon	Wide Area Network	$860,938	2/17/2017	7/1/2017	MBE: 0%	0%	$0	0%	$0		
					WBE: 0%	0%	$0				
					DSBE: 0%	0%	$0			yes	no
Unique Management	Overdue Mailing Service	$70,004			MBE: 0%	0%	$0	0%	$0		
					WBE: 0%	0%	$0				
			11/4/2020	1/1/2021	DSBE: 0%	0%	$0			no	no
Copy Systems	Cash management	$96,000			MBE: 0%	0%	$0	0%	$0		
					WBE: 0%	0%	$0				
			10/8/2018	1/1/2019	DSBE: 0%	0%	$0			no	no
Project HOME	Restroom and Dish Washer Attendant Service - Community Outreach progeam	$237,870			MBE: 0%	0%	$0	0%	$0		
					WBE: 0%	0%	$0				
			4/23/2020	7/1/2020	DSBE: 0%	0%	$0			yes	no

Note: All FY21 contracts are paid out of the General Fund

Non-Profit Vendor Demographics		
Project HOME	Minority %	Female %
Workforce	63.00%	68.00%
Executive	10.00%	100.00%
Board	25.00%	58.00%

5. Performance Measures Table

Please refer to the FY22 Budget Testimony narrative for Performance Measure data.

6. Participation Rate and Goal

The Contract Participation Goal table is for **all** contracts (Public Works, SS&E, and Professional Services, combined).

Contracts Summary (Professional Services only)						
	FY18	FY19	FY20	FY21	FY22	FY21 YTD (Q1 & Q2)
Total amount of contracts	$834,702	$891,286	$638,177	$1,838,576	$785,000	$439,605
Total amount to M/W/DSBE	$401,252	$351,038	$394,401	$668,860	$314,000	$236,810
Participation Rate	48%	39%	62%	36%	40%	54%

NOTE: The participation rates were achieved thru small order purchases and SSE contracts. The larger professional service contracts were exempt due to the RFPs being issued with best effort OEO participation.

Total M/W/DSBE Contract Participation Goal (Public Works; Services, Supplies & Equipment; and Professional Services combined)			
	FY20	FY21	FY22
M/W/DSBE Contract Participation Goal	35%	38%	40%

7. Staff Demographics

Biracial employees should be included under "Other."

Staff Demographics (as of December 2020)						
Full-Time Staff			**Executive Staff**			
	Male	Female		Male	Female	
	African-American	African-American		African-American	African-American	
Total	132	170	Total	1	1	
% of Total	20%	26%	% of Total	25%	25%	
Average Salary	$44,891	$47,054	Average Salary	$115,000	$150,000	
Median Salary	$41,540	$40,288	Median Salary	$115,000	$150,000	
	White	White		White	White	
Total	109	192	Total	2	0	
% of Total	16%	29%	% of Total	50%	0%	
Average Salary	$57,427	$61,802	Average Salary	$127,015	N/A	
Median Salary	$52,487	$62,975	Median Salary	$127,015	N/A	
	Hispanic	Hispanic		Hispanic	Hispanic	
Total	13	12	Total	0	0	
% of Total	2%	2%	% of Total	0%	0%	
Average Salary	$48,694	$50,350	Average Salary	N/A	N/A	
Median Salary	$41,540	$42,906	Median Salary	N/A	N/A	
	Asian	Asian		Asian	Asian	
Total	10	15	Total	0	0	
% of Total	2%	2%	% of Total	0%	0%	
Average Salary	$56,437	$54,657	Average Salary	N/A	N/A	
Median Salary	$51,855	$52,028	Median Salary	N/A	N/A	
	Other	Other		Other	Other	
Total	6	2	Total	0	0	
% of Total	1%	0%	% of Total	0%	0%	
Average Salary	$43,915	$45,329	Average Salary	N/A	N/A	
Median Salary	$42,906	$45,329	Median Salary	N/A	N/A	
	Bilingual	Bilingual		Bilingual	Bilingual	
Total	23	28	Total	0	0	
% of Total	3%	4%	% of Total	0%	0%	
Average Salary	$57,254	$60,235	Average Salary	N/A	N/A	
Median Salary	$52,685	$58,974	Median Salary	N/A	N/A	
	Male	Female		Male	Female	
Total	270	391	Total	3	1	
% of Total	41%	59%	% of Total	75%	25%	
Average Salary	$50,273	$51,838	Average Salary	$123,000	$150,000	
Median Salary	$46,066	$48,705	Median Salary	$126,765	$150,000	

Detail for non-binary employees, if applicable: N/A

8. New Hire Information

Date range is 7/1/20 to December 2020 increment run. Detail for any hires since then can be added in the text box below the table.

New Hires (from 7/1/2020 to December 2020)

	Total Number of New Hires	German
Black or African American	4	0
Asian	0	0
Hispanic or Latino	0	0
White	3	1
Other	1	0
Total	8	1

All Staff

	Spanish	French	Hindi	Cantonese & Mandarin	Russian
Black or African American	2	0	0	0	0
Asian	0	0	3	3	0
Hispanic or Latino	7	2	0	0	0
White	3	6	1	1	2
Other	0	0	0	0	0
Total	12	8	4	4	2
	Malayalam	Tamil	Russian	Japanese	Portugese
Black or African American	0	0	0	0	0
Asian	3	2	0	2	0
Hispanic or Latino	0	0	0	0	3
White	0	0	2	0	0
Other	0	0	0	0	0
Total	3	2	2	2	3
	German	Arabic	Romanian	Punjabi	Hebrew
Black or African American	0	0	0	0	0
Asian	0	1	0	2	0
Hispanic or Latino	0	0	0	0	0
White	3	0	1	0	2
Other	0	0	0	0	0
Total	3	1	1	2	2

Frontline Staff					
	Spanish	French	Hindi	Cantonese & Mandarin	Russian
Black or African American	2	0	0	0	0
Asian	0	0	3	2	0
Hispanic or Latino	7	2	0	0	0
White	3	4	1	1	2
Other		0	0	0	0
Total	12	6	4	3	2
	Malayalam	Tamil	Russian	Japanese	Portugese
Black or African American	0	0	0	0	0
Asian	2	2	0	1	0
Hispanic or Latino	0	0	0	0	2
White	0	0	2	0	0
Other	0	0	0	0	0
Total	2	2	2	1	2
	German	Arabic	Romanian	Punjabi	Hebrew
Black or African American	0	0	0	0	0
Asian	0	1	0	1	0
Hispanic or Latino	0	0	0	0	0
White	3	0	1	0	1
Other	0	0	0	0	0
Total	3	1	1	1	1