



2016 Year End Library Levy Report

The Library levy measure approved by Seattle voters in August 2012 presented a clear framework for how the public investment would be used to restore, maintain and improve core Library services. This report continues the series of ongoing quarterly updates for the Library's leadership team and board of trustees to document implementation of the levy priorities and documents spending and accomplishments in 2016. This report focuses on providing specific confirmation of delivery on levy service commitments, as well as more substantive information about how Library services are being improved and what that means for Library patrons and the community.

We have completed our fourth year of implementing the Library levy. We have made substantial progress in all areas, including providing additional open hours, adding numerous online and print resources, upgrading public computers, printers and Wi-Fi, and completing important daily and major maintenance projects across the system. In 2016, the Library spent \$16.4 million in levy funds to support investment in Library services and facilities. Financial details are provided at the end of this report.

2016 Progress

Preserve existing core services

Levy funding replaced a reduction in the Library's General Fund support beginning in 2013. The levy provides \$4.6 million of annual funding for baseline Library services. Without these funds, service reductions such as closing branches and cutting even deeper into the budget for books, technology and maintenance would have been required.

Hours and Access

The Library is focusing on engaging with our communities in new ways, and providing rich, innovative experiences for all ages, in and out of our libraries, in response to the public's desire that we become a greater presence in the community. Thanks to over \$3.6 million of levy-funded additional hours and staffing, coupled with grant support from The Seattle Public Library Foundation, we were able to offer more programs and services at the Central Library and neighborhood branches in 2016. Some highlights are listed below:

- In 2015, the Library Board prioritized adding open hours at several branches when funds became available from levy inflation savings. The board approved opening up to four additional branches on Fridays through the 2016 Library Operations Plan. On July 1, 2016, the High Point, International District/Chinatown, University and South Park branches began offering Friday service, for a total of 32 additional open hours per week. Attendance on Fridays has been building steadily since launch and many patrons have said how pleased they are to have their branches open seven days a week.
- Nearly 7,400 people applied for Library cards in September during Library Card Sign-Up Month. The first phase of the "With My Library Card I Can..." campaign promoted resources and services that patrons can access with a Library card. The second phase of the "With My Library Card I Can..."

campaign promoted awareness of services that patrons can access with or without a Library card. The campaign used social media and ethnic media outlets to reach new audiences and was seen by more than 40,000 individuals online.

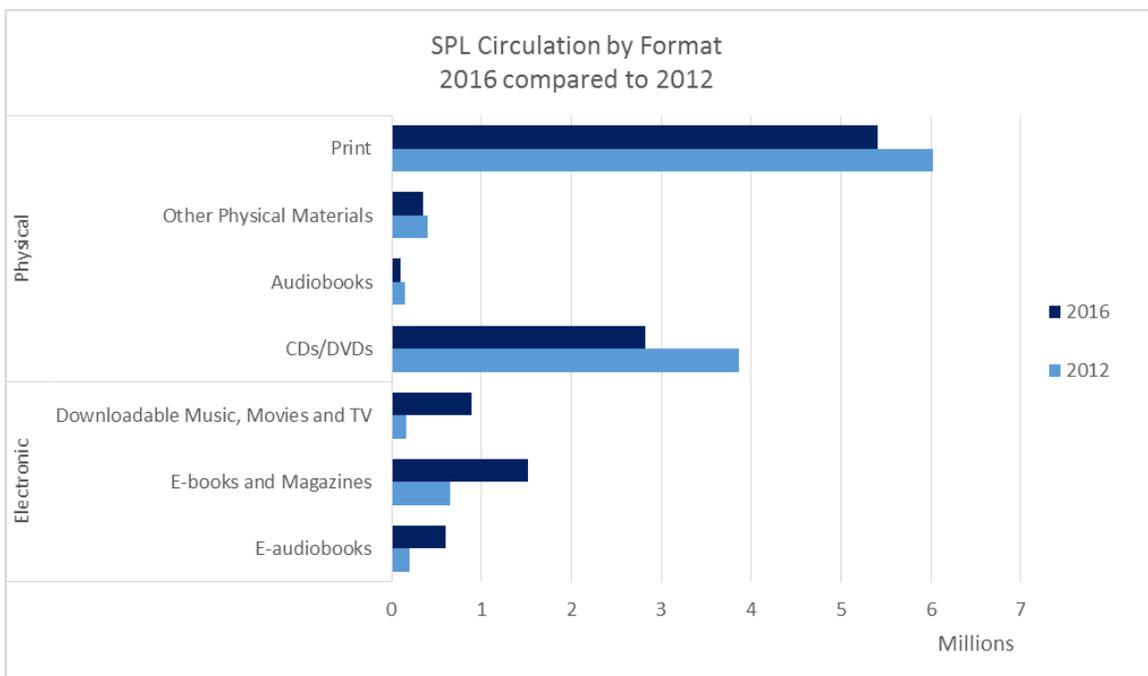
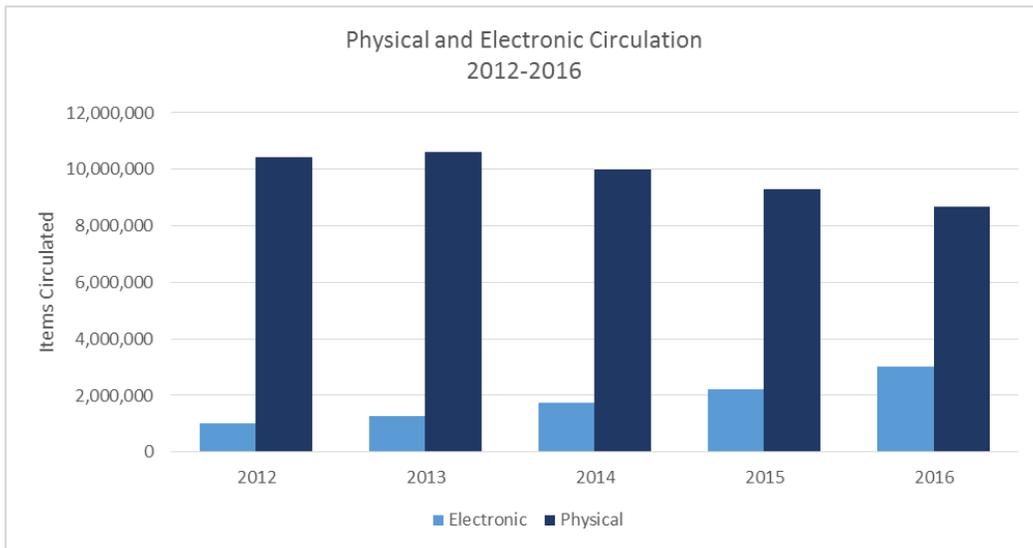
Earlier accomplishments include:

- **Restored Sunday hours at 15 branches.**
- **Eliminated annual week-long closure of entire Library system.**
- **Expanded service at Columbia and Northgate branches from five days to seven days.**
- **Enhanced information services and staffing at eight of our smallest branches.**
- **Added staff at the Central Library to assist with demand for computer literacy.**
- **Increased security staff to help ensure libraries are comfortable and safe.**
- **Added classes, workshops and outreach events throughout the system.**

Collections

The levy provided over \$2.7 million for collections in 2016, with a particular emphasis on supporting the Library's digital collection. In 2016, we added \$300,000 annually through the life of levy to support the growing demand for digital materials. The Library spent over \$800,000 in levy funds on its digital collection in 2016.

While physical materials (books, CDs, DVDs, etc.) still account for more than 74% of Library circulation, the key growth area is the digital collection, which now represents nearly 26% of all circulation. Circulation of digital material through 2016 is 35% higher than through 2015 and nearly 199% higher than through 2012. In contrast, circulation of physical materials through 2016 is down nearly 7% compared to 2015 and down nearly 17% from 2012. Overall, total circulation in 2016 is up 1% from last year and up more than 2% compared to 2012. CDs/DVDs and audiobooks are falling faster than print materials in the physical collection. Downloadable/streaming music, TV, and movies and e-audiobooks are increasing faster than e-books.



Progress toward meeting levy-funded commitments in collections is described below.

- Increase the variety and depth of the physical collection.** The Library added 43,299 new titles in 2016. Each quarter, the Library has key areas of focus in its materials acquisition. In the fourth quarter, acquisitions included urban fiction, books on African American history and culture in anticipation of Martin Luther King Jr. Day 2017; and materials related to ESL, literacy, and citizenship. For children, we added a new series featuring various Native American tribes, numerous titles focusing on the real-life science behind superheroes, statistics for a variety of sports, and ordered children’s biographies on a wide range of subjects including significant Hispanic Americans, Pope Francis, Ruth Bader Ginsberg, and members of the gold medal Olympic gymnastics team. For our youngest patrons, we added new storybook collections featuring numerous popular Disney titles and Marvel superheroes. We also refurbished our collection of plays at the Central Library, bringing a fresh supply of acting guides for approximately 300 classic and contemporary plays.

We acquired a rich assortment of material for the Seattle Collection in the fourth quarter of 2016. Purchases related to Seattle's music scene, for example, include a 1924 photograph of the Seattle Police Band, a poster advertising Jimi Hendrix's 1968 concert at the Seattle Center Coliseum, a copy of the 1894 booklet *Republican Campaign Songs* published in Seattle, and early photographs of the Seattle Symphony Orchestra.

Several unique items were purchased for the collection including a leather bound volume containing the handwritten minutes of the 1890-1895 meetings of the Seattle Knights Templar Commandery No. 2, formed in 1883 and still meeting today. The volume provides a window into 19th century Seattle and the inner workings of a local fraternal organization. We also acquired an album documenting the William O. McKay Ford Dealership through the first half of the 20th century. The album includes 38 original silver gelatin photos by noted local photographers and nearly 100 letters and other print materials. Together the photographs and documents provide a unique visual and documentary record of the growth and success of a local business.

- **Buy more copies of popular materials to shorten wait times.** We added 33,814 copies of popular materials in 2016 to shorten wait times. By the end of 2016, 92% of new, recently published books and 100% of new title DVDs had a holds-to-copy ratio of 5:1 or less.
- **Expand our digital collection.** In 2016, we added 28,462 titles and 56,481 files to our e-media collection, which currently totals 359,520 files. The Library now offers the best in publishing output from all five of the largest U.S. publishers. We also added comics to the digital collection in November 2016. This collection includes thousands of titles from top publishers like DC, Image, Vertigo, Boom, and many more. We also launched PlayBack, a new local digital music collection, with 50 albums in August.
- **Increase online access to resources.** In 2016, we added streaming music to the Freegal music service, allowing Library patrons to stream up to 3 hours of music per day. Last year, our patrons streamed over 500,000 songs using this service. In addition, we have also seen steady increases in patron use of lynda.com, our online training database, which offers more than 1,900 courses, covering animation, audio, video, business, design, photography, programming, and more. In 2016, 5,562 Library patrons completed 7,549 lynda.com courses, and viewed 42,429 hours of video.
- **Digitize more of the Seattle Room special collections to increase access.** In 2016, we added 5,080 new digital items, growing our holdings by nearly 20 percent and experiencing a 65% increase in usage over 2015. In April, we launched the [George Gulacsik Photograph Collection](#), featuring over 2,400 images of the Space Needle's construction. This collection drew unprecedented media coverage, making it our most popular collection since we began offering digital collections in 2008. Other new collections added in 2016 include the [Seattle Regrade Photograph Collection](#), the [Northwest Subject Index Collection](#), and the [Bungalow Magazine Collection](#). We also continued to add materials to some of our most popular collections including the [Seattle City Directory Collection](#), the [Werner Lenggenhager Photograph Collection](#) and the [Maps and Atlases Collection](#). From July to November, we rented an overhead scanner to digitize bound periodicals from the Seattle Room Collection and other oversize materials. With the help of three student assistants, we scanned nearly 40,000 pages of materials including *Bungalow Magazine* (1912-1918) and *Town Crier* (1912-1938), *Seattle Mail and Herald* (1901-1906), *Pacific Builder and Engineer* (1906-1909), maps, atlases and panoramic photographs. We also

digitized a variety of materials related to the Washington Ship Canal in preparation for the centennial celebration next July.

In 2016, the Library continued to pilot a floating collection management model for DVDs and children's readers. The floating collection model does not assign items to "owning" locations and instead allows materials to move around the system based on patron activity. Materials stay at a branch until they get checked out and returned to a different branch or are delivered to another branch to fulfill a patron hold request. Floating collections reduce the number of items in transit and can improve the browsing experience for patrons. Based on the successful results of the pilot, the Library will expand the floating collection model in the branch libraries over the course of 2017 to include large print, mysteries, and all media (including all audiobooks and children's DVDs and CDs).

Earlier accomplishments include:

- **Increased the number of items a person may place on hold from 25 to 50.** In 2016, holds were down 4% compared to 2015. Physical holds were down 6%, while e-holds were up 4% compared to 2015. Overall holds in 2016 are up 12% and e-holds are up 130% compared to 2012.
- **Launched Hoopla, a video and music streaming service, and Zinio, a digital newsstand in early 2013.**
- **Launched Pike Place Market, Frank Kunishige, George Gulacsik and Northwest Index digital collections.**
- **Enhanced the Neighborhood History Project.**
- **Launched SELF-e publishing platform.**
- **Launched service to make it easy to find e-books and e-audiobooks available for immediate checkout.**

Technology/Online Services

We spent over \$1.2 million of levy funds on Technology and Online Services in 2016. Progress toward meeting levy-funded commitments in technology/online services is described below.

- **Install audio/visual equipment, including new widescreen TVs, for meeting rooms at the Central Library and in the neighborhood branches.** We installed widescreen TVs in the meeting rooms at the Rainier Beach, Ballard, West Seattle and Northgate branches at the end of 2015. In 2016, we added cable TV service to those meeting rooms and trained staff to use the equipment. We've received positive feedback from patrons and staff on the image quality and the ease of use. In December, we installed a widescreen TV and sound equipment in the meeting room at the High Point branch as part of the refurbishment effort. We will be adding widescreen TVs to Beacon Hill and other branch meeting rooms in 2017.
- **Enhance self-checkout systems.** By the end of the second quarter of 2016, all branches and the Central Library had received new checkout systems. The new public checkout systems are more responsive and user-friendly. These new systems include a larger touch screen, improved accessibility (text size and high contrast mode), instructions in multiple languages, an email

receipt option and allow items to be stacked. Staff members are continuing to review self-checkout locations at some branches and also are preparing to replace circulation systems used by staff to process materials.

- **Make it easier to use Library digital materials and resources by creating a true virtual library with improved website design, functionality, integration and accessibility.** We continue to improve our patrons' ability to find and access Library materials. Our online catalog is now fully responsive to mobile devices. Our online catalog vendor, Bibliocommons, rolled out enhanced capabilities for Library staff to develop curated content and interact both privately and publicly with Library patrons. Library patrons now have additional ways to contribute and share feedback and comment upon Library materials, as well as have a more personalized online experience. Work continues on redesigning our spl.org website. In 2016, we made good progress on updating our 13-year old website. We completed a patron survey and our web design vendor (Domain7) completed the discovery phase and presented their findings and recommendations in the fourth quarter of 2016. These will guide our work as we begin the information architecture and design work in 2017.
- **Keeping our computer technology current:** In the first year of the levy, we replaced all internet-enabled public computers. We are now beginning to replace those machines, swapping out 123 with levy funds in 2016. In certain locations, we are replacing desktops with laptops to create more flexibility in our spaces and allow for larger monitors at the remaining workstations. We anticipate replacing all internet-enabled computers by the end of 2017. We are also beginning to install all-in-one touchscreen catalog computers at the end of shelving units in branches that are undergoing interior remodeling. With devices attached to the shelving units, patrons will be able to search the catalog on larger screens, while freeing up space previously used to house the desktop unit.

Earlier accomplishments include:

- **Replaced all internet-enabled public desktop computers and staff computers with new PC hardware, larger monitors and more software options and put them on a three-year replacement cycle.**
- **Added digital media software to all internet computers for the public. Upgraded RAM in 450 public internet workstations from 8GB to 16GB to improve performance of Adobe Creative Suite applications.**
- **Upgraded Wi-Fi infrastructure systemwide to provide faster and more reliable internet service.**
- **Deployed color printing to the Central Library and every branch location. Also, all branches received a new Lexmark copier that offers color/duplexing copying as well as scanning to USB.**

Routine Maintenance

In 2016, Library maintenance staff spent over \$900,000 of levy funds to perform preventive and seasonal work such as servicing air handling units, furnaces, boilers, and plumbing systems, maintaining the Automated Materials Handling System, inspecting furniture, plumbing, windows, roofs, drains, and gutters, and

maintaining landscapes. Additional examples of emergency work, preventive work and one-time enhancements are shown in the following table with emphasis on activity for the fourth quarter:

Work Performed	Location	Frequency
Repaired doors	Central Library and South Park and Rainer Beach branches	As needed
Repaired roof	Green Lake and Rainier Beach branches	As needed
Repaired backflow systems	Central Library and Beacon Hill, Ballard, and Capitol Hill branches	As needed
Water penetration remediation in meeting room	Greenwood Branch	As needed
Interior window cleaning	Central Library	Twice yearly
Carpet cleaning, window washing and upholstery cleaning	Central Library and all branches	Twice yearly
Seasonal pressure washing, high gutter and drain cleaning	Multiple branches	Twice yearly
Branch high dusting	All branches	Annually

Progress toward meeting levy commitments in routine maintenance is described below.

- **Ensure libraries are clean, welcoming and functional.** Levy funding enabled us to do some targeted maintenance throughout the system.
- **Fully fund a responsible program of repairs to extend the life of all libraries.** We continue to make progress on our preventive maintenance programs across the system.

Major Maintenance

In 2016, the Library worked on more than 50 capital improvement projects (CIP) across the system, in addition to completing an organization-wide upgrade of the Library's access control security system.

- **Fund major maintenance and building improvements to maintain buildings for the next generation.** The Library spent over \$3 million on major maintenance in 2016. Where possible, through our Reimagining Spaces service priority, we leverage levy major maintenance funds with other resources to make our spaces more flexible and responsive to better meet the needs of our current and future patrons. Larger 2016 CIP projects funded (or made possible) by the levy included:

Project	Location	Status
Curtain wall	Central Library	Interior curtain wall project options to be assessed in completion of Level 3 flooring upgrades.
Fifth Avenue door replacement	Central Library	Work completion in Q4.
Level 4-5 stairwell/handrail safety improvements	Central Library	On hold.
Exterior access, sewer & storm drain improvements	University Branch	Work completed.

Project	Location	Status
Window repairs, phase II	University Branch	Currently in permitting; scheduled for public bid in Q1 2017.
Building re-commissioning	Central Library	Planning completed Q4, work set to begin shortly after Energy Service Performance Contract is finalized in early Q1 2017.
Level 3 restrooms	Central Library	Design development stage.
Reimagining project	High Point Branch	Work completed; re-opened Q1 2017.
Reimagining projects	Beacon Hill and Greenwood branches	Construction to begin Q1 2017.
Roof/exterior repairs	Fremont Branch	Work completed in Q4.
Roof/exterior repairs	Queen Anne and Green Lake branches	Design development stage; construction to begin by Q2 2017.
Stair repair/upgrade	Fremont Branch	Work completed Q3 except punch list.
Exterior lighting upgrades	Ballard Branch	Bid complete, contractor selected; work scheduled to begin Q1 2017.
Level 3 raised floor upgrades	Central Library	Design development stage.
Level 6-9 Spiral lighting upgrades	Central Library	Work began in Q4; now completed.
Digital signage (electrical) Levels 1, 3 & 10	Central Library	Work completed in Q4.
Loading dock door replacement	Central Library	Permitting stage, construction to begin mid-2017.

Earlier accomplishments for daily and major maintenance include:

- **Provide building, custodial and engineering services every day of the week and during most evenings.**
- **Implemented a robust preventive maintenance program to reduce breakdowns for critical equipment.**
- **Developed specialty service agreements to extend the life of our assets.**
- **Upgraded security and safety infrastructure at Central Library, Ballard, Capitol Hill and Douglass-Truth branches and completed security system upgrades at multiple branches.**
- **Completed interior renovations at Ballard, Capitol Hill, Northgate and High Point branches.**
- **Replaced north and south 5th Avenue doors at Central Library**
- **Installed systemwide digital signage.**
- **Retreaded all escalators and refurbished all public elevators at Central Library.**
- **Improved parking lots at Columbia and Southwest branches.**
- **Replaced ceiling light fixtures and lighting inverter at Douglass-Truth branch.**
- **Repaired and upgraded interior stairs at Fremont branch.**
- **Renovated restrooms at Ballard and Fremont branches.**
- **Added pole lighting on Level 3 at Central Library.**
- **Upgraded gallery space and added security features on Central Library Level 8 to host Shakespeare Folio exhibit.**
- **Replaced worn furniture at 18 locations.**

- **Completed exterior work: relocated exterior signs and upgraded lighting at Lake City Branch; refinished exterior beam/rafters at Broadview Branch; repaired soffit at Southwest Branch and access improvements at West Seattle Branch (with leveraged ADA REET funding).**
- **Remodeled Rainier Beach Branch as part of Re-Imagined Spaces Service Priority, along with roof and window wall major maintenance (with leveraged Real Estate Excise Tax and private funds).**

Leveraging Levy Investments

The levy provides the Library with a solid foundation that allows it to restore core services and experiment with new programs and outreach to respond to the evolving needs and expectations of patrons. The following highlight some key new directions the Library is undertaking as it implements its five Service Priorities, which are guiding the planning and decision-making for the future development of new programs and services.

- **First Folio!** From March 21- April 17, 2016, the Library hosted First Folio! The Book That Gave Us Shakespeare (Folio), a national traveling exhibit organized by the Folger Shakespeare Library in Washington, D.C., to commemorate the 400th anniversary of Shakespeare’s death. The Central Library was the only venue for this exhibit in Washington state, and we were one of only a handful of public libraries to host the Folio. In addition to providing free ticketed access to the exhibit during open hours at the Central Library, we showcased “Shakespeare in Seattle” exhibits in the Seattle Room and on the 8th floor of the Library. We also hosted numerous related events at branches and the Central Library, including a well-attended public lecture by the levy-funded curator of the Seattle Room which explored the history of Seattle through a richly illustrated presentation of photographs, theater programs and newspaper reviews. Over 15,000 people viewed the Folio exhibit or attended a Shakespeare-related program at the Library.
- **Library Link:** The Library and Seattle Public Schools have launched a pilot project at three middle schools designed to increase student access to the Library’s electronic resources. All the students at the participating schools – Aki Kurose, Denny and Asa Mercer– will receive an e-card that will provide access to electronic databases, Overdrive, and other electronic resources, such as downloadable audiobooks, music and video. If this pilot is successful, the Library hopes to expand this access to other schools in 2017.
- **Borrowing the internet:** Thanks to grants from Google and financial support from the Mayor and City Council, in 2016, the Library lent 575 Wi-Fi hotspots to patrons through general circulation and 200 hotspots through its outreach programs. The hotspot program has been very popular with patrons, with total checkouts exceeding 7,000 last year. The program has also met our digital equity goals to reach a portion of the 15% of Seattle residents who do not have the internet at home. In 2016, over 40% of our patrons who checked out hotspots and responded to our hotspot survey indicated that they did not have access to the internet at home. In June 2016, the Library’s hotspot program was awarded an additional \$165,000 from the Department of Neighborhood’s Youth Choice, Youth Vote participatory budgeting initiative, allowing the Library to add 50 additional hotspots to the outreach program and continue associated digital literacy efforts in 2017.
- **Serving people who are homeless or insecurely housed:** We believe the Library is well-positioned to not only directly serve people in crisis, but to influence how the community talks about homelessness, its root causes, and potential solutions. In 2016, we checked out Wi-Fi hotspots to residents of tent cities in Ballard and Othello Village, hosted Summer of Learning science activities at the Sacred Heart

Shelter, and provided monthly library services at adult day centers, including Mary's Place and Union Gospel Mission. We also are working with diverse partners to identify new ways to empower victims of the homelessness crisis and provide meaningful opportunities for public education and dialogue. Staff are experimenting with everything from convening listening sessions in tent cities to hosting a series of public discussions centered on topical art exhibits. In the fall, we hosted "Streetwise Revisited," a photography exhibit and series of events that examine youth and family homelessness, using one family's 30-year journey and the work of documentarians Mary Ellen Mark and Martin Bell. The exhibit was accompanied by a number of public programs, including film screenings at the Central Library and other community locations, an art history talk, interactive workshops on using art and social media to address homelessness, and a look at the history of homelessness in Seattle. This exhibit and associated programming was funded through a grant from Bill and Melinda Gates Foundation to The Seattle Public Library Foundation and was attended by nearly 15,000 people.

In March 2016, we also used a two-year grant provided by The Seattle Public Library Foundation to hire a community resource specialist to offer social service program information and referrals to Library patrons at the Central Library and the Ballard Branch. The community resource specialist is connecting hundreds of patrons with shelter, housing, food assistance, and many other services.

- **PlayBack:** In 2016, the Library launched PlayBack, a new, curated collection of local music. During the first submission period in May, local musicians and bands submitted a total of nearly 300 entries. A jury of well-known local music community members and Library staff reviewed, rated, and selected 50 artists to include in PlayBack's inaugural collection, which launched in August. During the second submission period in November, the Library received 200 entries and an additional 50 albums will be added to the collection in February 2017. This two-year pilot program is funded through a grant from The Seattle Public Library Foundation.

As we move forward, we will continue to engage the community in providing the best possible service to our entire patron base.

2016 Levy Financial Summary

In its fourth year, the levy provided over \$22.5 million in 2016 spending authority for the Library. This included over \$6.2 million of prior year carryforward, of which nearly \$1.4 million represents prior year levy savings that has been allocated as part of the city's 2017 adopted and 2018 endorsed budget and incorporated into the 2017 Library Board-approved Operations Plan. Any levy funds unspent in 2016 will be carried forward and used to support emergent needs in levy priority areas in 2017 and beyond.

	2016 Adopted Budget	Carryfwd, AWI and other adj	2016 Revised Budget	2016 Expenses	Available	% Expend
Preserve Core Svc	4,590,876	-	4,590,876	4,590,876	-	100%
Hours & Access	3,658,478	173,432	3,831,910	3,657,350	174,560	95%
Collections	2,486,849	432,181	2,919,030	2,700,127	218,903	93%
Routine Maintenance	1,326,927	16,846	1,343,773	931,202	412,571	69%
Technology & Online Svc	1,314,847	956,208	2,271,055	1,231,189	1,039,866	54%
Levy Administration	287,860	7,349	295,209	227,365	67,844	77%
Operating Fund Subtotal	13,665,837	1,586,016	15,251,853	13,338,109	1,913,744	87%
Major Maintenance	2,242,000	3,615,202	5,857,202	3,082,814	2,775,793	53%
Major Maintenance Subtotal	2,242,000	3,615,202	5,857,202	3,082,814	2,775,793	53%
Unallocated Prior Year Savings	-	1,407,712	1,407,712	-	1,407,712	0%
Unallocated Subtotal	-		1,407,712	-	1,407,712	0%
Total	15,907,837	6,608,930	22,516,767	16,420,092	4,689,537	73%

Excluding the \$1.4 million of prior year levy savings assigned to the 2017 and 2018 budgets, levy expenditures in the Operating Fund are 87% spent overall in 2016. The Major Maintenance budget is 53% spent.

Hours and Access (95% spent) Spending was slightly less than planned due to a delay in start date to re-establish Friday hours at University, South Park, International District/Chinatown, and High Point branches. In the Operations Plan, additional hours were anticipated to begin in the second quarter. Expanded service began July 1, 2016. The remaining balance in Hours and Access will be pooled with other savings and reallocated to levy priorities in 2017 and beyond.

Collections (93% spent) Spending was less than planned due to position vacancies and the decision to conduct our collection development plan in house rather than use an outside consultant. The Library added significant additional levy resources in 2016 to keep up with the demand for electronic materials. Any remaining balances in the 2016 Collections budget will carry forward to 2017 to support acquisitions of additional electronic materials.

Routine Maintenance (69%) In 2016, the Library continued to work to establish service agreements for specialized maintenance activities funded by the levy. Underspensing in this area was due to delays in establishing service agreements for our commercial storefront and rollup doors, difficulty in securing a contractor to perform exterior window cleaning at the Central Library, delays in our project to refurbish historic doors at five of our Carnegie libraries, and a need to defer the purchase of bins for our Automated

Materials Handling system due to poor product performance. Budget authority associated with historic doors, Central Library window cleaning and AMH bins will carry forward into 2017. Other remaining 2016 budget authority in Routine Maintenance will be pooled and reallocated to levy priorities in 2017 and beyond.

Technology and Online Services (54%). The Library reallocated \$250,000 of levy resources to Technology and Online Services in mid-2016 to accelerate the replacement of public computers. The Library's public computers are now on a three-year replacement cycle. Spending in Technology and Online Services in 2016 was less than budget as work continued on several multi-year efforts, including web redesign and meeting room improvements. The web redesign effort is underway and we expect to launch the new website at the end of 2017. We also made good progress on upgrading our audiovisual equipment in several meeting rooms. Cable service was installed to serve the widescreen TVs at Ballard, Northgate, West Seattle, and Rainier Beach branches and a widescreen TV and sound equipment was installed at High Point Branch. In early 2017, we will install a widescreen TV and other audiovisual upgrades at Beacon Hill and anticipate making improvements to other branches as the year progresses. The remaining balance in the Technology and Online Services budget will carry forward into 2017.

Levy Administration (77%). Underspending in this category is due to salary savings. The remaining balance in Levy Administration will be pooled and reallocated to levy priorities in 2017 and beyond.

Major Maintenance (53%) With major projects underway, the Library spent its full 2016 adopted levy budget in Major Maintenance and began to spend the prior year carry forward budget. Completed Levy-funded or Levy-enabled 2016 projects included Reimagining Spaces projects at Ballard and High Point, ceiling light fixture replacement and lighting inverter installation at Douglass-Truth, interior stair repair at Fremont, meeting room enhancements at Northgate, digital signage infrastructure at multiple branches and security system upgrades at multiple branches. Major completed projects at Central Library include replacement of the 5th Avenue door, additional pole lighting on Level 3, escalator skirt and handrail replacement with LED light upgrades, as well as functional and security enhancements to the Level 8 Gallery to host the Shakespeare First Folio exhibit.