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# SALT LAKE CITY COUNCIL STAFF REPORT

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**Date:** May 2, 2005

**Subject:** Proposed Budget: Salt Lake City Library System 2005-2006

**Affected Council Districts:** All

**Staff Report By:** Russell Weeks

**Administrative Dept. and Contact Person:** Salt Lake City Library System, Nancy Tessman

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## **KEY ELEMENTS:**

- The Salt Lake City Library System proposed budget for Fiscal Year 2005-2006 appears aimed largely at bulking up contingency funds and increasing capital expenditures while spending modestly in operational areas.
- Reasons for a marked increase in contingency funds include: receipt of about \$390,000 in unanticipated property tax revenue at the end of March; the first \$100,000 of a rebate from the Salt Lake City Redevelopment Agency as part of the agreement to extend the life of the Central Business District project area; a disinclination to put either of the two revenue sources into the Library System's base budget; and a modest forecast growth in property tax revenues in the next fiscal year.
- As a result, the proposed Library System budget for the next fiscal year includes a \$300,000 increase in the System's Branch Building Fund, a \$100,000 increase in capital improvements for the Main Library, a \$100,000 increase in the Technology Enhancement Fund, a \$70,000 increase in its Capital Repairs fund, and a \$175,000 increase in the System's Prior-Year Contingency Fund.
- The proposed budget contemplates a roughly 3 percent -- \$211,000 -- increase in salaries and wages for the System's 266 (176.5 full-time equivalent) employees, and a 17.9 percent -- \$105,000 -- increase in health insurance.
- The Library System contemplates having its planned Internet management and filtering system completely operational by July 1.

## **POTENTIAL OPTIONS:**

- Adopt the proposed budget after the public hearing May 17.

- Amend the proposed budget after the public hearing May 17.

**POTENTIAL MOTIONS:**

City Council staff will prepare motions after the City Council’s discussion May 5.

**MATTERS AT ISSUE/QUESTIONS FOR CONSIDERATION:**

- Library System administrators have voiced concerns that issues involving centrally assessed properties may have an adverse effect on the Library System in the future. The concern is one reason System administrators allocated much of the unanticipated revenue it received in the current fiscal year to capital and contingency accounts.
- Library administrators told the Library Board at its April meeting that one goal for the System will be to install security gates at the branch libraries. A large number of books and other material at the branch libraries are equipped to indicate whether they have been checked out. However, security gates like those at the Main Library have to be installed to detect unchecked books and material. The security gates also will allow branch patrons to check out books and material by themselves if they wish.
- The proposed agreement between the City and the Library System that would define asset ownership and responsibilities for the Main Library and Library Square remains unsigned. Library administrators said some issues are unresolved. In particular, administrators remain concerned about financial responsibility for the underground parking garage and some of the electric lighting on the Library Square plaza and park.

**DISCUSSION**

**REVIEW OF PROPOSED BUDGET FOR FISCAL YEAR 2005-2006**

**REVENUE**

<b>Major Category</b>	<b>Adopted 2004-2005</b>	<b>Proposed 2005-2006</b>	<b>Difference</b>	<b>Percent</b>
Property tax	\$11,934,338	<b>\$12,509,000</b>	\$574,662	4.82%
Interest	45,000	<b>60,000</b>	\$15,000	33.33%
Grants/Donations	185,000	<b>185,000</b>	\$0	0.00%
Fines/Copy Charges/Intergovernmental	532,000	<b>527,000</b>	(\$5,000)	-0.94%
Capital Fund Balances	250,000	<b>990,000</b>	\$740,000	296.00%
<b>TOTAL</b>	<b>12,946,338</b>	<b>14,271,000</b>	<b>1,324,662</b>	<b>10.23%</b>

Table indicates the effect of carry-over and additional revenue discussed in other sections of the memorandum. The projected revenue budget almost wholly is the result of projected “natural growth” in property tax revenue and the increase in capital fund balances. Although interest earnings show a large percentage increase, the additional \$15,000 in growth is relatively negligible among the projected total budget.

The decrease in the Fines/Copy Charges/Intergovernmental revenue category may be the result of people bringing books and material back on time as a result of the increase in fines during the current fiscal year.

While donations in the Grants/Donations category are not projected to rise in the next fiscal year, the Library System is relatively close to reaching its goal of \$120,000 for the current fiscal year. As of the April Library Board meeting, the Library System had received \$98,000 in donations. At least one Board Member said he would like to continue to discuss fund-raising and making fund-raising an institutional part of the Library System's operation.

**EXPENSES**

Major Category	Adopted 2004-2005	Proposed 2005-2006	Difference	Percent Change
Personnel	\$ 7,964,637	\$ 8,307,000	\$ 342,363	4.30%
Materials	1,858,701	1,945,000	86,299	4.64%
Charges/Services	1,115,000	1,156,000	41,000	3.68%
Capital Outlay/Buildings & Grounds	1,643,000	2,273,000	630,000	38.00%
Operating Contingency	300,000	350,000	50,000	16.67%
Prior Year Capital Contingency	65,000	240,000	175,000	269.23%
	\$ 12,946,338	\$ 14,271,000	\$ 1,324,662	10.23%

Again, one can see the effect of projected and unanticipated revenue if one looks at the Capital Outlay/Buildings & Grounds and Prior Year Capital Contingency sections. Although the proposed budget would increase the Library System's operating contingency by a healthy percentage, the \$350,000 total is roughly 2.7 percent of the proposed \$12.97 million operating budget.

By far the largest fund allocation under capital improvements is \$500,000 for the Branch Building Fund. The Library System historically has saved funds to build new branch libraries. System Administrators anticipate building future branch libraries in City Council districts 2 and 3.

The Technology Enhancement Fund contains money earmarked to "upgrade and expand" the System's computer system. Computers at the Main Library are now three years old, and some may be replaced in the next fiscal year. Once the Internet management and filtering system is installed fully, it will receive periodic upgrades. Money to install security devices and self-checkout systems in branches will come from the fund.

Other capital projects include painting woodwork at some branches and covering stairways in the Main Library.

**Cc:** Cindy Gust-Jenson, Rocky Fluhart, Steven Fawcett, DJ Baxter, Laurie Donnell

**File Location:** Salt Lake City Library System



# The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

TO: Salt Lake City Council

- Dale Lambert, Chair
- David L. Buhler
- Carlton J. Christensen
- K. Eric Jergensen
- Jill Remington Love
- Nancy Saxton
- Van Blair Turner

FROM: Nancy Tessman, Director *NT*  
Salt Lake City Public Library

RE: CITY LIBRARY'S BUDGET PROPOSAL FOR 2005-2006

DATE: April 27, 2005

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On behalf of the Board of Directors of the Salt Lake City Public Library, we herewith provide copies of the City Library's budget proposal for the 2005-2006 fiscal year. The Board approved the budget proposal at their regularly scheduled meeting on April 21, 2005. We welcome your questions and comments and look forward to meeting with you on May 5, 2005, for further discussion.

Enc.

cc: Cindy Gust-Jenson  
Gary Mumford  
Russell Weeks  
Board of Directors

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Salt Lake City  
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Hearing impaired: 801-364-4669  
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Salt Lake City  
Utah 84108  
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F: 801-322-8181

Chapman  
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Utah 84104  
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F: 801-322-8180

Day-Riverside  
1575 West 1000 North  
Salt Lake City  
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Sprague  
2131 South 1100 East  
Salt Lake City  
Utah 84106  
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Corinne & Jack Sweet  
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# The City Library

The Salt Lake City Public Library System

## **OPERATING AND CAPITAL BUDGET**

APPROVED BY  
LIBRARY BOARD OF DIRECTORS  
APRIL 21, 2005

**FISCAL YEAR  
2005-2006**

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# The City Library

## THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

### EXECUTIVE SUMMARY

The 2005-2006 budget proposal is based upon a base of the current revenues and projected growth in property taxes of a modest 1.5%. No increase in the tax rate is requested.

Last year's increase to the tax rate and increases to fines and fees have enabled the City Library System to maintain current service levels. The Library has also implemented plans to manage Internet access more effectively, thereby conserving staff time and recovering costs for printing from these public access computers. Efforts have also been made to reduce postage costs by e-mail notification of holds and overdue items, and interlibrary loan costs have been reduced through revised guidelines and reduction of loans for audiovisual and new materials.

Priorities for 2005-2006 include:

- Effective management of increased use of services, collections, and facilities to control future costs.
- Particular attention to long-term capital repairs needed at branch locations, such as painting, waterproofing, and roof repairs. Increased impact on all facilities requires increases to maintenance support.
- Initiation of a three-year plan to install a materials security system at all branches.
- Funding for a consultant to conduct a compensation and classification study to enable the Library to more effectively establish plans to organize most efficiently and contain future benefit costs. The last independent study was conducted in 1996.

# INTRODUCTION TO PLANS AND PRIORITIES

## MISSION STATEMENT

**The Salt Lake City Public Library is a Dynamic Civic Resource  
That Promotes Free and Open Access to Information, Materials and Services  
To All Members of the Community to  
Advance Knowledge  
Foster Creativity  
Encourage the Exchange of Ideas  
Strengthen Community  
and  
Enhance the Quality of Life**

The City Library System continues to enjoy phenomenal success and increased use. The Library has been recognized as the sixth best of 329 in the nation serving populations of 100,000 to 249,999 by the Hennen Index, a standard measure of library performance. Use of library collections, circulation of materials, attendance at programs, reference questions answered, and per capita visits all exceed the national averages by a significant degree.

This success comes with all the associated impacts to facilities, services, collections, and staffing. Last year's tax increase helped to ensure that basic services and hours could be maintained. This year, the healthier revenue outlook will enable the Library to provide much needed additional (although minimal) support to areas of custodial care, circulation assistance, meeting room and program support staff. The Library also proposes an addition of 18 hours per week for literacy coordination to work more effectively with schools and community agencies on the growing crisis of reading education and information literacy in our community. Increased costs for health benefits, insurance, and building maintenance must also be added to the budget this year.

The Library will continue efforts to control costs with the installation of a print-cost recovery system, continued heavy use of volunteers, emphasis on self-service circulation at the Main Library, ongoing monitoring and adjusting of utilities to conserve use, and cross-training of employees to enable more flexible staff utilization.



# INCOME AND REVENUES

## THE PRESENT

The revenue picture for 2005-2006 is a bit brighter than the past five years. With the tax increase last year and an improvement in property tax revenues attributed to economic growth, the City Library System is in a more stable position for the coming year. Revenues that exceeded the original budget for 2004-2005 will be added to the capital fund balance for use in 2005-2006.

Increases to fees and fines have not resulted in all the projected increases. Fewer out-of-city residents are purchasing cards at \$80.00 per year, and more patrons are returning materials on time. Projected revenues have been adjusted to reflect this pattern, although the increased fines and fees do appear to be generating at least \$50,000 more per year than in 2003-2004.

Implementation of a print-cost recovery system for Internet printing will help underwrite the costs associated with both paper and toner for these heavily used machines.

Fund raising for the year is projected to exceed initial estimates for donations to the operating budget. Once capital projects are more clearly identified, this area of the capital budget will be further developed. This year, the Library Board of Directors accepted a \$100,000 bequest and split the funds between the operating budget and the establishment of a program endowment targeted at \$1,000,000 to be reached over the next few years, if possible.

Revenues for leased spaces and event fees are on target for the year.

The Library is grateful for the rebate from the Salt Lake City Redevelopment Agency for the next three years. This source of revenue has been included as a capital investment to ensure that these funds are recognized as shorter term and not relied upon for ongoing operating expenditures.

## THE FUTURE

It is becoming increasingly difficult to project property tax revenues. Based upon the increase to revenues seen in the current year, the Library is predicating this budget on an assumption of a 1.5% increase in property tax revenues in the coming year. This amount is protected in the contingencies in the event the revenues do not materialize for the year.

**SALT LAKE CITY PUBLIC LIBRARY**

**SUMMARY OF GENERAL PROPERTY TAX REQUEST  
2005-2006 BUDGET**

	2003-2004 <u>ACTUAL</u>	2004-2005 <u>BUDGET</u>	2005-2006 <u>BUDGET</u>
Operating	\$10,342,587	\$11,684,338	\$12,259,000
Capital / Facilities	100,000	100,000	250,000
Capital / Technology	—	150,000	—
<b>TOTAL GENERAL PROPERTY TAX</b>	<b><u>\$10,442,587</u></b>	<b><u>\$11,934,338</u></b>	<b><u>\$12,509,000</u></b>

**REVENUE SOURCES OPERATING FUND AND CAPITAL FUND  
2005-2006 BUDGET**

	2003-2004 <u>ACTUAL</u>	2004-2005 <u>BUDGET</u>	2005-2006 <u>BUDGET</u>
<b>OPERATING REVENUE</b>			
General Property Tax	\$10,342,587	\$11,684,338	\$12,259,000
Copy Machines and Sundry Revenue	83,072	62,000	67,000
Fines and Collections	299,404	370,000	360,000
Interest	39,387	40,000	50,000
Grants-LSTA/BCR	34,000	15,000	15,000
Utah Library Development Grant	15,007	—	—
Utah Interlibrary Loan Reimbursement	5,575	—	—
Donations/Other Grants	102,785	120,000	120,000
Leases	60,631	60,000	60,000
Events/Conferences	<u>42,076</u>	<u>40,000</u>	<u>40,000</u>
<b>TOTAL OPERATING REVENUE</b>	<b><u>\$11,024,524</u></b>	<b><u>\$12,391,338</u></b>	<b><u>\$12,971,000</u></b>
<b>CAPITAL REVENUE</b>			
General Property Tax	\$ 100,000	\$ 250,000	\$ 250,000
RDA Rebate	—	—	100,000
Interest	10,740	5,000	10,000
Prior Year Capital Fund Balance	—	250,000	890,000
Donations and Grants	<u>82,345</u>	<u>50,000</u>	<u>50,000</u>
<b>TOTAL CAPITAL REVENUE</b>	<b><u>\$ 193,085</u></b>	<b><u>\$ 555,000</u></b>	<b><u>\$ 1,300,000</u></b>
<b>TOTAL BUDGET</b>	<b><u>\$11,217,609</u></b>	<b><u>\$12,946,338</u></b>	<b><u>\$14,271,000</u></b>

\*2003-2004 capital contribution from the City (Bond) was \$301,857 to complete the Main Library.

BOARD RECOMMENDATION  
04/21/05

**GENERAL PROPERTY TAX**

Property tax revenue growth has been very weak over the past few years. This year's final settlement indicates a more positive picture. However, the City Library is still gathering information on the source of that change. Last year's tax increase was a significant help and enabled the Library to maintain service levels and restore funds to the material budget. For 2005-2006, the Library foresees some moderate growth of possibly 1.5% in property tax revenues, and the Library will realize the additional benefit of a Redevelopment Agency rebate of approximately \$100,000 for the next three years.

**COPY MACHINES AND SUNDRY REVENUE**

Copy machines are provided at each location and continue to produce revenue at a level that funds their continued operation and maintenance. This year, the Library will begin realizing some revenue from the installation of a print-cost recovery system for Internet printing.

**FINES AND COLLECTIONS**

The Library Board of Directors raised fines and fees last year, which resulted in a moderate increase in revenues in this category from 2003-2004 levels. However, the pattern has not resulted in the level of increase the Library had hoped to see and, therefore, this number has been adjusted for 2005-2006.

**INTEREST**

Interest rates are on the rise. This is good news from this particular vantage of the budget.

**DONATIONS**

The Library has been successful in raising funds for special programs and projects with the continued support of the Friends of the Library and private foundations and individuals. A significant portion of the costs associated with the Dewey Lecture Series has been underwritten by generous partners.

## **GRANTS**

The Library continues its efforts to raise private funds to supplement tax and fee revenues. This year, efforts will be made to apply for grants with a particular emphasis upon strengthening our capacity to cooperate with other agencies on literacy services.

## **LEASES**

The Library receives rent from the shops at Library Square.

## **EVENTS/CONFERENCES**

Frequent use of library facilities, both during and after library hours, has resulted in revenue from rental fees.

# SUMMARY OF OPERATING BUDGET EXPENDITURES

	2003-2004 <u>ACTUAL</u>	2004-2005 <u>BUDGET</u>	2005-2006 <u>BUDGET</u>
<b>BUILDINGS AND GROUNDS</b>			
Buildings and Grounds-Maintenance	\$ 159,352	\$ 150,000	\$ 180,000
Equipment-Maintenance	33,504	50,000	55,000
Buildings and Equipment-Contract Services	356,978	305,000	320,000
Building Security	—	145,000	145,000
Equipment Purchases	3,065	25,000	25,000
Heating and Fuel	105,813	115,000	126,000
Lights and Power	315,022	310,000	310,000
Motor Equipment-Service and Maintenance	8,677	6,000	6,000
Rent-Property and Equipment	4,540	7,000	6,000
Water	41,370	40,000	40,000
<b>TOTAL BUILDINGS AND GROUNDS</b>	<b>\$ 1,028,321</b>	<b>\$ 1,153,000</b>	<b>\$ 1,213,000</b>
<b>MATERIALS</b>			
Binding	\$ 3,108	\$ 6,000	\$ 6,000
Books and Reference Sources	841,128	1,065,201	1,078,000
CD-ROMS/Circulating	7,318	3,000	3,000
Computer Reference Sources	59,406	63,000	104,000
Fee-based Reference Services	131	1,000	1,000
Maps	—	500	1,000
Periodicals	89,556	120,000	132,000
Sound Recordings	153,117	300,000	310,000
Visual Recordings	136,867	300,000	310,000
<b>TOTAL MATERIALS</b>	<b>\$ 1,290,631</b>	<b>\$ 1,858,701</b>	<b>\$ 1,945,000</b>
<b>PERSONNEL</b>			
Salaries and Wages	\$ 6,037,993	\$ 6,309,000	\$ 6,520,000
Employees' Insurance	475,334	585,000	690,000
Social Security	449,148	466,235	482,000
Retirement	491,071	580,402	593,000
State Unemployment Compensation	21,920	15,000	10,000
Other-UTA, Flu Shots	8,450	9,000	12,000
<b>TOTAL PERSONNEL</b>	<b>\$ 7,483,916</b>	<b>\$ 7,964,637</b>	<b>\$ 8,307,000</b>

	2003-2004 <u>ACTUAL</u>	2004-2005 <u>BUDGET</u>	2005-2006 <u>BUDGET</u>
<b>SERVICES</b>			
Cataloging Charges	\$ 56,550	\$ 80,000	\$ 75,000
City Administrative Charge	25,320	27,000	27,000
Copier/Printer Supplies	90,132	80,000	70,000
Insurance	185,792	200,000	215,000
Library Supplies	100,576	135,000	145,000
Office Supplies	19,574	16,000	19,000
Payroll Processing Charge	11,811	15,000	15,000
Postage	142,763	115,000	115,000
Professional and Technical	31,258	36,000	61,000
Professional and Technical/Attorney	12,480	5,000	8,000
Programming	162,897	150,000	150,000
Publicity	45,581	60,000	60,000
Staff Training and Development	7,238	25,000	25,000
Sundry Expense	20,079	25,000	25,000
Telephone	118,962	125,000	125,000
Travel	<u>8,702</u>	<u>21,000</u>	<u>21,000</u>
<b>TOTAL SERVICES</b>	<b>\$ 1,039,715</b>	<b>\$ 1,115,000</b>	<b>\$ 1,156,000</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$10,842,583</b>	<b>\$12,091,338</b>	<b>\$12,621,000</b>
<b>CONTINGENCY</b>	<b><u>—</u></b>	<b><u>300,000</u></b>	<b><u>350,000</u></b>
<b>TOTAL</b>	<b><u>\$10,842,583</u></b>	<b><u>\$12,391,338</u></b>	<b><u>\$12,971,000</u></b>

# BUILDINGS AND GROUNDS

## HIGHLIGHTS

The continued heavy use of both the Main Library and all the branches is placing considerable demands upon both the maintenance staff and physical facilities of the City Library System. The personnel budget includes the addition of one more full-time custodian, and this budget area has been increased by 5% to recognize both inflationary increases and growing replacement and repair costs. Given the high and continuing pressures on the facilities, the overall condition of the facilities remains good. However, increased attention must be paid to restrooms, cleaning, and preventative maintenance to ensure responsible, long-term building care.

The major outstanding issue from the Main Library project is the replacement of the plaza stone. Plans have been developed to completely replace the current, failing product with granite pavers over the course of the summer. Replacement costs will be the responsibility of the architects and the company who provided the deficient stone.

## FUTURE PRIORITIES

Priorities for 2005-2006 will include:

- Continual use of efficiencies to save costs and provide safe, comfortable buildings.
- Careful attention to maintenance, cleaning, and ongoing capital repairs at all facilities.
- Ensure commitment to ongoing capital improvement funding and plan.

## EFFORTS TO CONTROL COSTS

- Refine use of automated control systems to reduce costs for lighting, heating, and cooling.
- Revisit all service contracts to maintain the most competitive prices.

**SALT LAKE CITY PUBLIC LIBRARY**

**BUILDINGS, GROUNDS AND EQUIPMENT BUDGET**

	<u>2004-2005</u> <u>BUDGET</u>	<u>2005-2006</u> <u>BUDGET</u>
Buildings and Grounds-Maintenance	\$ 150,000	\$ 180,000
Equipment-Maintenance	50,000	55,000
Buildings and Equipment-Contract Services	305,000	320,000
Building Security	145,000	145,000
Equipment Purchases	25,000	25,000
Heating and Fuel	115,000	126,000
Lights and Power	310,000	310,000
Motor Equipment-Service and Maintenance	6,000	6,000
Rent-Property and Equipment	7,000	6,000
Water	<u>40,000</u>	<u>40,000</u>
<b>TOTAL BUILDINGS AND GROUNDS</b>	<b>\$1,153,000</b>	<b>\$1,213,000</b>

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**BUILDINGS AND GROUNDS-MAINTENANCE**

Increased use of all facilities has an impact on building maintenance. This increase is needed to meet price increases and to continue to ensure that problems are dealt with quickly and effectively. The Main Library is now over two years old and requires some repainting and upkeep due to heavy use and traffic.

**EQUIPMENT-MAINTENANCE**

This budget supports ongoing maintenance costs of all equipment, including computer equipment (not currently on maintenance contracts).

**BUILDINGS AND EQUIPMENT-CONTRACT SERVICES**

The City Library routinely contracts for a variety of services when outsourcing is a more efficient and economical solution. This category includes such things as computer service and maintenance contracts, elevator maintenance, garbage removal, recycling, indoor plant maintenance, copier and alarm service contracts, and window washing. Austerity measures are implemented to reduce the frequency and scope of some contracts where possible.



**BUILDING SECURITY**

Increased use of facilities, high attendance, and increased patterns of misbehavior have prompted the need for security services at all locations.

**EQUIPMENT PURCHASES**

Minor equipment purchases unrelated to computers come from this category, such as display cubes and paperback racks. This budget level maintains the ability to fund minor equipment requests which are usually prioritized in April.

**UTILITIES**

The budget for utilities is always challenging. The Library is refining and metering costs for electrical service to the parking and plaza areas and believe this will shift some costs back to Salt Lake City as originally agreed.

**MOTOR EQUIPMENT-SERVICE AND MAINTENANCE**

This account covers operational and maintenance costs related to the City Library's three delivery and maintenance vehicles.

**RENT-PROPERTY AND EQUIPMENT**

The small decrease is based on current expenditures.

**WATER**

The current funding level should be adequate for 2005-2006 water usage.

# MATERIALS

Circulation for the City Library System continues to climb. Funding for the acquisition of new materials was reduced in 2003-2004 when allocations were cut to only 12% of the operating budget, a serious reduction from our goal of 16% outlined in the City Library's 2002-2005 Strategic Plan. In the 2004-2005 budget, approximately \$500,000 was restored to the fund, bringing the amount to 15% of the proposed operating budget. This year's request continues to fund materials at that level of 15%.

## HIGHLIGHTS

In 2004-2005:

- The restoration of the materials budget allowed the Library to be more responsive to the requests of patrons for popular materials. The Library was able to purchase multiple copies of high-demand items to reduce the waiting time for such materials. The Library was better able to replace dated materials and to maintain the depth and range of its collections.
- Since opening the new Main Library, circulation of children's materials has nearly doubled. Over 3,000 people attended a celebration of the publication of the most recent Harry Potter book. Participation in children's programming and summer reading continues to increase. The restored budget has helped the Library to encourage children to read early and become lifetime readers.
- The Library was able to spend more on on-line resources that are more convenient for its users and more economical than print versions. For example, *Morningstar* is a valuable investment tool that patrons can use more conveniently at home in its on-line format than in the Library. The electronic version also has much more depth and information than the print version, and it is definitely available in a timelier manner. The newest edition of the *Oxford English Dictionary* is only available in electronic format, but the Library's purchase in that format allows patrons access from home and at every branch.
- Demand for materials produced in international languages is increasing exponentially as diverse communities grow and gravitate to the Library for services and resources. The Library has seen increased demand for Russian and Chinese language materials, along with Spanish and many others. The Library now circulates materials in over 40 languages.

## **FUTURE PRIORITIES**

Priorities for 2005-2006 will include:

- The Library will continually examine its priorities, the way resources are being used, and new formats to understand how best to serve the information needs of patrons. The Library will investigate future plans to initiate an electronic book collection.
- The Library will continually analyze the collection to keep it current and to maintain the depth and range of information, formats, and genres that are clearly in patron demand.
- The Library will place increased efforts toward acquiring and promoting materials and computer resources of benefit to the business community.

## **EFFORTS TO CONTROL COSTS**

- The Library has streamlined its acquisition process and taken advantage of on-line ordering tools so that it is able to buy more materials with fewer staff, maximize available discounts, and get new materials to patrons faster.
- The Library's centralized selection process is paying off. It is eliminating unnecessary duplication of titles and achieving better distribution of titles to branches. The Library is purchasing materials in a more consistent way which has made the workflow for catalogers and other processors more efficient.
- By cooperating with the Friends of the Library organization and systematically reviewing those books they receive as donated gifts, the Library pulled 9,000 items into the collection that did not need to be purchased. Materials not added to the Library's collection are sold by the Friends at semiannual booksales.
- The Library has reviewed its interlibrary loan policy and procedures and is revising the process to make this popular but expensive service that impacts its collection more efficient, less costly, and more effective. This is an important service but expensive and, as analysis shows, a service that is often misunderstood and, therefore, used unnecessarily. The Library has already reduced the workload on its staff considerably without affecting services to City residents. More changes will be implemented in 2005 that will reduce the cost of interlibrary loan and lessen its impact on the collection while improving reference service to patrons.

## SALT LAKE CITY PUBLIC LIBRARY

### MATERIALS BUDGET

	2004-2005 <u>BUDGET</u>	2005-2006 <u>BUDGET</u>
Binding	\$ 6,000	\$ 6,000
Books and Reference Sources	1,065,201	1,078,000
CD-ROMS/Circulating	3,000	3,000
Computer Reference Sources	63,000	104,000
Fee-based Reference Services	1,000	1,000
Maps	500	1,000
Periodicals	120,000	132,000
Sound Recordings	300,000	310,000
Visual Recordings	<u>300,000</u>	<u>310,000</u>
<b>TOTAL MATERIALS</b>	<b>\$1,858,701</b>	<b>\$1,945,000</b>

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The primary mission of the City Library is to provide access to information and ideas through materials and services for all members of the community. The Library's ability to fund the materials budget at adequate levels is a continual challenge under the most optimal circumstances due to increased fixed costs, the continually rising cost of materials, and increasing demand for materials in a growing variety of formats. This budget request keeps the materials budget to a level of 15% of the operating budget.

#### **BINDING**

This budget reflects a minimal amount required to bind back issues of well used magazines. Binding periodicals is vital for the City Library's ability to organize and protect its in-depth magazine collection.

#### **BOOKS AND REFERENCE SOURCES**

The Library will be targeting the City business community for enhanced reference service. The Library is expanding and upgrading its business reference resources and training staff to use them effectively. The Library is conducting outreach to the business community to understand its needs and to make individuals and businesses aware of what resources the Library

has and how it can be of assistance. The Library will conduct training for the community as needed. Reference staff are developing “pathways” to help patrons find available resources in various formats for topics and questions that are frequently pursued — for example, how to start a business — to ensure maximum use of the resources the Library acquires. Use of traditional print resources continues to grow, and the City Library strives to sustain book collections while also experiencing exponential demand for other formats.

### **CD-ROMS/CIRCULATING**

Demand for this format is felt primarily in children’s materials.

### **COMPUTER REFERENCE SOURCES**

Many reference resources that were once available both in print and on-line are now only available as a computer reference source. Often, the cost of the on-line version is much more expensive. The Library is always evaluating the best delivery method and seeks to extend availability to home and business users whenever possible.

### **FEE-BASED REFERENCE SERVICES**

Fee-based reference services provide access to hundreds of data bases containing both bibliographic and primary source information in a wide range of subjects. In recent years, some of this material has been made available over the Internet at no cost, thus allowing significant cost containment in this budget area.

### **MAPS**

Funds are allocated to keep this ongoing collection current.

### **PERIODICALS**

Magazines and newspapers remain a timely and popular source of current and historical information for patrons. Use of the magazine collections throughout the City Library System is already heavy. Over the past few years, the number of titles being collected has been reduced, but annual increases in subscription costs require additional funding to maintain current service.

## **SOUND RECORDINGS**

Circulation in sound recordings continues to rise at all locations, especially in the area of compact discs and recorded books. Emphasis is placed on CDs; however, recorded books on cassette still is a popular format. Increasing demand in the CD format will continue to force the Library to increase the proportion of the entire materials budget spent on audiovisual formats.

## **VISUAL RECORDINGS**

Demand for materials in the videocassette format is declining to the same degree that the DVD format becomes more common and popular. However, both formats are very popular and heavily used. Hold lists for popular items are long; and with such heavy use, standard titles must be replaced on an ongoing basis. Also, growing use by the business community creates demand for more expensive selections for training and development.

# PERSONNEL

## HIGHLIGHTS

The most valuable and most costly budget category for the City Library System is personnel. The Library spends 50% of the operating budget on salaries, which is just below the national average. Spiraling health insurance costs are a great concern for the Library as with all organizations both public and private. The Library continually seeks to control personnel costs while providing fair and competitive compensation for all employees. Highlights of the year include:

- Continued gradual adjustment of the employee portion of insurance premiums to provide equal compensation and reduce the library contribution for health insurance coverage for doubles and families.
- Continued use of volunteer help – over 28,000 hours were contributed in 2004, the equivalent of 13.5 FTEs.

## FUTURE PRIORITIES

- Begin succession planning program to develop future leaders and potential managers as baby-boomer generation begins to retire.
- Minimally increase staff to provide support for custodial services, circulation support at Anderson-Foothill, Day-Riverside and Sprague (the busiest branches), provide additional support for community meeting rooms and programs in light of continuing high demand.
- Devote 18 hours of professional coordination for literacy services and programs. This important support for an increasingly diverse community will help improve English language skills and information literacy, particularly for adults and new immigrants. The Library intends to work with local schools and agencies to improve services, resources, and benefit coordination to the entire community. Funds will be sought during 2005-2006 to underwrite this service in the future.
- Complete a staff utilization and compensation study using an outside consultant to help develop long-term plans for effective staff utilization and compensation, especially with regard to the growing crisis to control health insurance costs for both the Library and employees.

## **EFFORTS TO CONTROL COSTS**

- Cautious addition of positions to control cost of benefits.
- Reduction of subsidies for those employees covering doubles and families with health insurance.
- Expansion of self-checkout equipment at the branches over the next five years.
- Continued use of volunteer help where appropriate.
- Cross-train staff in service areas to allow for greater flexibility – this has included custodians who can provide circulation backup, computer technicians who can work public services desks, and technical services staff who support programs and events.



**SALT LAKE CITY PUBLIC LIBRARY**

**PERSONNEL BUDGET**

	<u>2004-2005</u> <u>BUDGET</u>	<u>2005-2006</u> <u>BUDGET</u>
Salaries and Wages	\$6,309,000	\$6,520,000
Employees' Insurance	585,000	690,000
Social Security	466,235	482,000
Retirement	580,402	593,000
State Unemployment Compensation	15,000	10,000
Other-UTA, Flu Shots	<u>9,000</u>	<u>12,000</u>
<b>TOTAL PERSONNEL</b>	<b>\$7,964,637</b>	<b>\$8,307,000</b>

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The City Library has reason to be proud of the caliber of its workforce. During another demanding year, the staff continue to be willing to work hard while being flexible and committed to the growing mission of the Library.

**SALARIES AND WAGES**

This budget recognizes the increases necessary to maintain salaries and benefits, including the performance-based merit system. It also includes a 2% across-the-board wage adjustment in January 2006 to maintain competitive salaries.

**EMPLOYEES' INSURANCE**

City Library employees are covered by the PEHP Utah Local Governments Trust. Health care costs for 2005-2006 are increasing at staggering rates. As a cost containment measure, the Library continues to realign the staff portion of health insurance premiums. The Library desires to eventually contribute an equal amount for each salaried staff member to support insurance. Although this helps contain costs, it also shifts a greater burden to the employee for insurance coverage. Workers Compensation insurance for April 1, 2005, to April 1, 2006, increased 6.19%.

## **SOCIAL SECURITY**

The rate for Social Security is 7.65%. However, the City Library experiences a lower overall rate in Social Security benefits due to increased staff use of pretax dollars for health care costs (cafeteria plan).

## **RETIREMENT**

Effective July 1, 2004, the City Library's rate increased to 11.09% of covered wages with the Utah State Retirement System. The Library continues to pay 2.65% or 1.40% into a 401(k) plan for employees who switched from the contributory to noncontributory retirement plan.

## **STATE UNEMPLOYMENT COMPENSATION**

The City Library continues to pay direct costs for unemployment rather than a percentage of gross wages.

## **OTHER-UTA, FLU SHOTS**

The City Library will continue to promote its transit pass program to encourage staff use of alternate transportation. As gasoline prices continue to rise, more library staff will take advantage of this great benefit. Funds are also allocated for flu shots in the late fall to help reduce illness among staff members and thereby reduce use of sick leave.

# SERVICES

## HIGHLIGHTS

Major highlights of 2004-2005:

- Attendance at programs hosted by the City Library System continues to increase. Many organizations and agencies approach the Library for cosponsored programs which enables the Library to enrich program opportunities while containing costs. Of particular note in this area:
  - The Library has developed a particularly fruitful relationship with the University of Utah. This year, three major University events were extended to the general population through lectures and programs at the Main Library, and many other cooperative programs were developed with KUED and other university departments.
  - The Library continues to develop strong relationships with ethnic communities throughout the valley. In association with the Salt Lake City Film Center, international films of both popular interest and artistic merit are being shown in the Main Library auditorium.
  - Major festivals continue to gravitate to Library Square, complete with complementary events and programming at the Library.
  - The Dewey lecture series continues to be very successful. Tickets for most speakers are distributed within a matter of hours of availability.
  - Community Exploration Card launched in May 2005. Library users can check-out a card which will allow them to have free access to a variety of cultural activities in Salt Lake City, including the Utah Museum of Natural History and Red Butte Gardens.
- Heavy use of Internet computers at all locations continues. By July 2005, the scheduling and print-cost recovery systems will be implemented which will enable the Library to provide more equitable access and some cost recovery. With the generous help of XMission, the Library also plans to extend wireless access at the branches in the coming year. Training classes in the computer lab continue to be very popular.
- Meeting rooms are booked at an unprecedented rate, and many outside organizations are hosting their events at the Library to reach a larger and more diverse audience.
- Implemented an e-mail notification system to provide improved communication and reduce postage costs.

## **FUTURE PRIORITIES**

Priorities for 2005-2006 include:

- Monitor use of new scheduling and print-cost recovery system to ensure public services objectives are met.
- Complete a staff utilization and compensation study to ensure the best use of human resources and reasonable benefits and compensation. Seek long-term solutions to continual pressures of health insurance costs.
- Develop a program series in support of the local business community and their needs and interests.

## **EFFORTS TO CONTROL COSTS**

- Recover costs for printing from computer stations to underwrite costs and reduce waste.
- Create partnerships with more community groups to share programming costs.
- Further partnership with XMission to provide wireless service at all branches.

## SALT LAKE CITY PUBLIC LIBRARY

### SERVICES BUDGET

	2004-2005 <u>BUDGET</u>	2005-2006 <u>BUDGET</u>
Cataloging Charges	\$ 80,000	\$ 75,000
City Administrative Charge	27,000	27,000
Copier/Printer Supplies	80,000	70,000
Insurance	200,000	215,000
Library Supplies	135,000	145,000
Office Supplies	16,000	19,000
Payroll Processing Charge	15,000	15,000
Postage	115,000	115,000
Professional and Technical	36,000	61,000
Professional and Technical/Attorney	5,000	8,000
Programming	150,000	150,000
Publicity	60,000	60,000
Staff Training and Development	25,000	25,000
Sundry Expense	25,000	25,000
Telephone	125,000	125,000
Travel	<u>21,000</u>	<u>21,000</u>
<b>TOTAL SERVICES</b>	<b>\$1,115,000</b>	<b>\$1,156,000</b>

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#### CATALOGING CHARGES

The majority of these expenditures are spent through the City Library's contract with OCLC (On-line Computer Library Center, Inc.), who provides BCR (Bibliographic Center for Research) pricing plans for cataloging library materials. In addition to OCLC charges, the Library uses this fund to pay for outsourcing the acquisition and cataloging of many of the 90 international languages represented in the Library's collection. The decrease in this budget center is a result of more efficient and cost-saving methods of searching OCLC.

#### CITY ADMINISTRATIVE CHARGE

These charges from Salt Lake City Corporation are administrative fees for the City Library's related costs for cash management, City Council, and budget/policy review. Current

conversations with the City Administration may lead to a change in this process, but projections for now will remain the same.

### **COPIER/PRINTER SUPPLIES**

Cost recovery on printing should reduce costs associated with the large number of computers systemwide and the high volume of Internet use. Excessive and often wasteful use linked to public printing should decline as patrons share in costs related to printing from the Internet. This budget covers the costs of toner and paper for public computer printers and public copiers throughout the City Library System. Due to the popularity of the Internet, use of public printers has increased significantly while copier use has declined. In an effort to reduce toner costs for the public computer printers, the Library purchases remanufactured toner cartridges when possible.

### **INSURANCE**

The City Library practices careful application of risk management principles and regular competitive bidding to ensure the best coverage for the lowest cost, which resulted in a nominal 3% increase in insurance premiums for the 2005 renewal. With insurance costs becoming more stable, minimal rate increases for 2006 are probable. The current policy includes earthquake and terrorism coverage.

### **LIBRARY SUPPLIES**

The change in this budget center mirrors the change in funds allocated to purchase materials. Supplies are purchased in bulk in order to contain costs and to obtain favorable discounts, but packaging and processing materials in the newer, more popular formats (CD-ROMs, CDs and recorded books) cost more.

### **OFFICE SUPPLIES**

Every effort is made to contain costs by purchasing through vendors with State of Utah negotiated pricing; however, additional funds are needed in this budget center.

### **PAYROLL PROCESSING CHARGE**

The City Library uses independent vendors to process payroll checks and administer the Library's Section 125 Cafeteria Plan.

### **POSTAGE**

With increased library circulation which results in more overdue notices, this budget center traditionally needs to be increased. However, current funding for this budget center should be adequate for 2005-2006 as a result of the Library implementing e-mail notification for those patrons with computer access. However, a substantial number of notices and other communications still need to be mailed. The Library also mails *The City Library News*, the Library's quarterly newsletter, to all Salt Lake City residents once each year to keep them informed of the Library and its services

### **PROFESSIONAL AND TECHNICAL**

This budget supports funding for the annual financial audit, attorneys' fees, memberships in professional activities and organizations, and the occasional use of an outside consultant for library projects. During this budget year, an outside consultant will be used to perform an evaluation of the Library's salary and benefits structure. A portion of this increase is also related to the increase in attorney consultations for employee-related issues and retail contracts.

### **PROGRAMMING**

Patron interest in high quality programs and interpretive events at the Library continues to be very positive. The current budget funding level still recognizes and supports a moderate level of programming in order to continue the momentum of visitors at all facilities. The Library has been successful in developing funding partners for such programs as the Dewey lecture series. Efforts will continue to seek underwriting in the future.

### **PUBLICITY**

The current budget level should be adequate to maintain publicity and printing needs for 2005-2006.

### **STAFF TRAINING AND DEVELOPMENT**

The City Library continues to build an excellent staff and support a training program that encourages staff to expand their expertise and knowledge in support of library goals.

### **SUNDRY EXPENSE**

There are a number of various, small expenses that are not easily categorized, such as advertising for procurement bids, advertising for job openings, staff identification badges, and miscellaneous expenses. This budget center supports these expenses. Other sundry expense items continue to be monitored in an effort to control costs in this budget center.

### **TELEPHONE**

With the upgrade and expansion of the telephone system in 2001, the City Library is better able to serve its patrons. Steps have been taken to make the best use of telephone equipment in an effort to maintain costs, and the Library consistently seeks the most competitive rates for service available.

### **TRAVEL**

This account pays the travel-related expenses for library staff and board members to attend conferences, meetings, and workshops. In addition, all mileage allowances are paid out of this budget center at the reimbursement rate of 37 cents per mile.



# CAPITAL BUDGET EXPENDITURES

## HIGHLIGHTS

During 2004-2005, the City Library System:

- Continued work on final outstanding projects of the new Main Library. The most serious outstanding issue is the replacement of the stone on the entire plaza, a project being completed this calendar year.
- Procured a new software system to manage scheduling on high-demand Internet stations and enable cost-recovery for printing.
- Began projects to repaint the outside woodwork at the Chapman and Sprague Branch Libraries.
- Continued planning discussions for two future branch libraries.

## FUTURE PRIORITIES

During 2005-2006, the City Library will:

- Further develop plans for two new branch libraries.
- Begin process to gradually install materials security and self-check out equipment at all branches.
- Replace some worn-out computer equipment.
- Proceed with a few additional improvements to the new Main Library, such as covering the concrete of the grand staircase with an epoxy finish and adding some lighting to the children's area.
- Set aside funds for future capital repairs.

**SALT LAKE CITY PUBLIC LIBRARY**  
**SUMMARY OF CAPITAL BUDGET EXPENDITURES**

	<u>2005-2006</u> <u>BUDGET</u>
<b>CAPITAL IMPROVEMENTS PROGRAM</b>	
Main Library	\$ 150,000
Branch Building Fund	500,000
<b>TECHNOLOGY ENHANCEMENT</b>	
Systems Fund	250,000
<b>VEHICLE REPLACEMENT FUND</b>	10,000
<b>BUILDINGS AND GROUNDS</b>	
Capital Repairs	150,000
<b>PRIOR YEAR/CONTINGENCY</b>	<u>240,000</u>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b><u>\$1,300,000</u></b>

## **CAPITAL IMPROVEMENTS PROGRAM**

The major initiatives for the Library's current Capital Improvements program were completed with the opening of the new Main Library and expansions at the Anderson-Foothill and Sprague Branch Libraries. Early planning is ongoing for proposed branches in Glendale and West Capitol Hill.

## **TECHNOLOGY ENHANCEMENT**

Funds are needed on an annual basis to upgrade and expand the computer system. Computer equipment is being so heavily used that some equipment is already wearing out. The Library also needs to install materials security systems and work toward installation of self-service check-out stations at all branches. Self-checkout at the Main Library supports the circulation of over 30,000 items a month, an amount comparable to the monthly circulation at Sprague.

## **VEHICLE REPLACEMENT FUND**

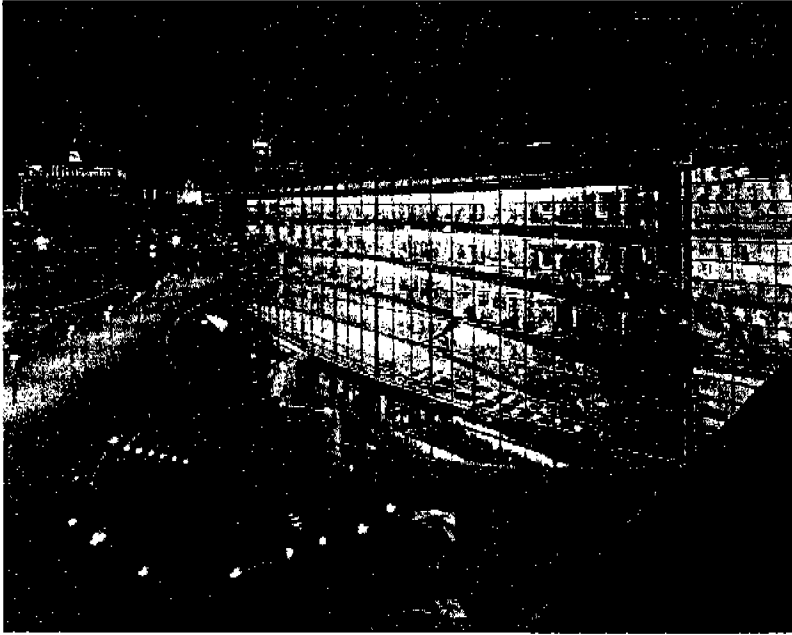
The City Library will need to replace one van during 2004-2005. Savings from previous years will supplement this additional amount to purchase the vehicle.

## **BUILDINGS AND GROUNDS**

This fund supports ongoing major capital repairs at all locations, as needed.

## **PRIOR YEAR/CONTINGENCY**

This fund is maintained to deal with carryover projects and emergency or unanticipated expenses.



NAME

**MAIN LIBRARY**

LOCATION

**210 East 400 South  
Salt Lake City, Utah  
84111**

Anchoring Salt Lake City's civic core, Library Square provides a connection and transition from the Central Business District to the residential neighborhoods adjacent to downtown. One of the most heavily used main libraries in the United States, the new Main Library has become a major attraction for residents and visitors since its opening on February 8, 2003.

A 240,000 square-foot concrete and glass structure with exceptional views of Salt Lake City and surrounding mountains, the new Main Library features book, periodical and media collections of over 500,000 items; reading galleries; a technology center; 315-seat auditorium and adjoining meeting spaces; small conference rooms; and selected community shops designed to enhance the City Library's mission. The adjoining plaza features a reflecting pool, garden, and granite fountain. Underground parking for approximately 600 vehicles provides parking for city and library employees, as well as library visitors.



NAME

**ANDERSON-  
FOOTHILL  
BRANCH**

LOCATION

**1135 South 2100 East  
Salt Lake City, Utah  
84108**

The Anderson-Foothill Branch has a high profile location on the east bench, oriented to take best advantage of its passive solar design.

The pleasing design of the branch has two unique elements as part of its plan. The first is a passive solar energy design that includes earth berming, window placement for solar heating, and zone supplemental heating/cooling. The second element of this 14,900 square-foot community library built in 1985, expanded in 1992 and in 2002, is a modular design.



NAME

**CHAPMAN  
BRANCH**

LOCATION

**577 South 900 West  
Salt Lake City, Utah  
84104**

Serving a multiethnic community on the west side of Salt Lake City, the Chapman Branch is located on a major street with a north-south orientation.

Considered to be one of the finest Carnegie Libraries in the West, this 8,900 square-foot library has two levels. Since its opening in 1918, it has been an important part of city services to westside residents. The Library was completely renovated, including updated HVAC, following the roof collapse during January 1993. A major remodel of the basement level meeting space in 2002 resulted in a much needed children's area and expanded service and collection space for adults on the ground level.



NAME

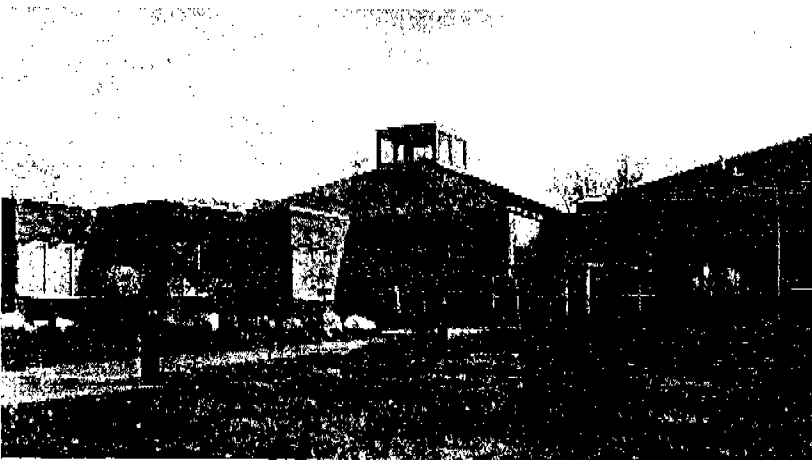
**THE CORINNE  
AND JACK  
SWEET LIBRARY**

LOCATION

**455 'F' Street  
Salt Lake City, UT  
84103**

Built in 1985, the Corinne and Jack Sweet Library was expanded and remodeled to meet ADA requirements during 1993-1994. It serves the Avenues neighborhood and is situated in the heart of the community.

The Sweet/Avenues Branch is the sister branch of the Anderson-Foothill Branch using the same modular design. The branch contains over 8,000 square-feet of service space, including a community program and meeting space.



NAME

**DAY-RIVERSIDE  
BRANCH**

LOCATION

**1575 West 1000 North  
Salt Lake City, Utah  
84116**

This 13,000+ square-foot branch library opened in September 1996.

This beautiful facility was designed to complement the residential neighborhood with sensitivity to its site on the Jordan River Parkway. An open space plan, with a large community meeting room and outside deck area, will accommodate this growing community for many years.





NAME

**SPRAGUE  
BRANCH**

LOCATION

**2131 South 1100 East  
Salt Lake City, Utah  
84106**

The Sprague Branch is situated in the very center of the Business area of Sugar House.

The high-gabled English Tudor-style building has served the Sugar House community for three generations. The building was selected by the American Library Association in 1935 as the "Most Beautiful Branch Library in America." The two-level facility was renovated in 1989-1990. The Reading Room on the first floor was remodeled in 1993-1994. A new slate roof was installed in the fall of 1996. An expansion project to add a new, larger meeting room and remodel the building was completed in April 2001, which increased the square footage to 9,700.

# APPENDIX A

# STRATEGIC PLAN 2002-2005

## I. SERVICES

### **Improve, Expand, and Enhance Access to Resources and Programs**

- Empower patrons to use the City Library more effectively by providing them with instruction, beginning with English and Spanish, on how to use the Library, the catalog, electronic resources, the Internet, and on-line databases. Develop a monitoring and evaluation system to gauge the success of the instruction.
- Implement the Service Evaluation Committee's annual recommendations and continually evaluate all services.
- Introduce expanded weekend evening hours at Library Square, providing a gathering place for patrons and a variety of programming options, particularly for teens.
- Expand telephone reference hours in 2004. Explore offering on-line reference 24/7 in 2004.
- During 2003-2004, evaluate opening all branches on Sundays.

### **Expand and Enrich Outreach to the Community**

- Evaluate existing, and develop effective, community partnerships targeting areas of the community the Library is not reaching.
- Expand and coordinate Outreach Services, providing more outreach to diverse populations through an annual plan.
- Launch a library card campaign by August 2002 with the goal of issuing a library card to each city resident. Double library visits in 2003.
- Capitalize on opportunities to enhance the Library's image locally, regionally, nationally, and within the library profession through positive media driven by a spectacular new building, logo design, and expanded programming.
- Improve services to teens immediately through targeted marketing and more effective outreach.

### **Provide Quality Programs**

- Continue to offer quality programs and coordinate them more effectively. Establish the Adult Services Committee in 2002.
- Create a Programming position focusing on coordinated programs and exhibitions.
- Increase effective coordination with existing programs targeted to youth.
- Stimulate civic dialogue by bringing nationally acclaimed speakers before the community through the Dewey Lecture Series of Distinguished Guests beginning in March 2003.
- Encourage the sharing of ideas and creativity through the Performing Arts Series beginning in April 2003.
- Offer quality exhibits throughout the City Library System, including an enhanced traveling exhibit program.
- Present the traveling exhibits *Surrealist Visions* and *Dali: The Halsman Photographs* in 2003.
- Host the national traveling exhibit *Frankenstein: Penetrating the Secrets of Nature* by 2005.

### **Develop Literacy Programs and Partnerships**

- Review and improve existing literacy resources and services in 2003.
- Identify potential partners among literacy service providers and improve service coordination.

### **Expand the Library's Role as a Center for Civic Dialogue**

- Create a venue at Library Square where ideas and opinions can be shared and tested.
- Enrich the civic culture of Salt Lake City by hosting, promoting, and facilitating open debates, dialogues, and discussions on current and compelling issues.

## II. RESOURCES

### Collections

- Maintain 16% of the operating budget for materials.
- Purchase and expand collections in new and on-line formats that are viable and have an extended life span.
- Centralize collection development to provide better collections to the public by developing a core group of selectors in 2002.
- Increase the current Training Plan by including annual collection development and maintenance training sessions in 2003.

### Technology

- Assess and enhance existing and potential software components to improve communication and personalized service, including Web-based information.
- Provide training and information for the public related to various uses of technology, including hardware and software.
- Dedicate select public computer stations for express electronic mail use.
- Redesign and create effective management of the Web page.
- Review and potentially upgrade the Integrated Library System (on-line catalog) in 2003.
- Offer word processing service at all locations for patrons in 2003.
- Convert Main Library materials to the radio-frequency controlled Checkpoint System (security/inventory) by January 2003.
- Begin operation of a Technology Center in the new Main Library, including Gates Foundation computers, in 2003.
- Expand wireless technology within the City Library System to include all branches by 2004.
- Review Centrex Prime Phone System in 2004.
- Install Checkpoint System (security/inventory) and convert materials in all branches by 2005.

## **Human Resources**

- Emphasize the hiring and retention of a well qualified and diverse staff.
- Maintain competitive salaries and benefits by conducting a formal compensation survey in 2003.
- Provide ongoing training for all staff, with an emphasis on technology training, through the City Library's comprehensive Training Plan.
- Adjust staffing levels annually to reflect strategic plan priorities.
- Increase hours in support of programming to manage and coordinate systemwide programs and Library Square events.
- Expand the number of volunteers, along with their roles, in anticipation of the move into a new Main Library.
- Manage staff allocations to create systemwide collection development positions for improved selection.
- Provide adequate staffing for weekend hours at Library Square.

## **Facilities and Capital Planning**

- Open the new Main Library as the centerpiece of Library Square in January 2003.
- Work in concert with Salt Lake City and other interested parties to complete development of the library square block.
- Develop and sustain creative and complementary partnerships with future tenants of the existing Main Library.
- Acquire City Council approval of a 15-Year Capital Improvements Plan during 2002-2003.
- Conduct a post-occupancy survey of the new Main Library by January 2004.
- Ensure commitment to ongoing capital improvement funding and plan.
- Develop an ongoing technology upgrade fund in the capital budget to assure the City Library's ability to meet the growing demands of upgrading hardware and software.
- Plan a new branch in the southwest area of Salt Lake City by 2005.

### **III. IMPROVED MANAGEMENT**

#### **Improve and Enhance Communication**

- Improve delivery of information to staff concerning library directions, decisions, and activities.
- Improve the Performance Plan system by providing training to managers on coaching and evaluation, and by including these items as a systemwide standard.
- Enhance coordination within library departments so that access to materials and services for teens are improved.

#### **Promote a Learning Environment for Staff**

- Build reciprocal relationships to broaden learning opportunities, both within and outside the City Library System, by encouraging and promoting staff exchanges.
- Develop a cohesive method for staff to report on information and skills gained at conferences and training sessions.

#### **Strengthen the Organizational Structure**

- Regularly evaluate and modify the Library's management structure to maintain its responsiveness to the dynamic and changing needs of the organization.
- Implement staffing structure for new Main Library in 2002. Evaluate effectiveness of staffing structure at new Main Library by December 2003.
- Review the committee process and make needed improvements. Develop an evaluation model for committees in 2003.

#### **Expand Fiscal Planning**

- Implement a multifaceted, long-term fund raising plan which focuses on individuals, corporations, and foundations.
- Pursue grants and private funding to enhance technological resources.
- Raise \$3 million to support a program endowment fund, operating expenses, and program sponsorship by 2005.
- Prepare and submit a \$250,000 NEH Challenge Grant Proposal by 2003.

CITY LIBRARY EMPLOYEE HEALTH INSURANCE  
**UTAH LOCAL GOVERNMENTS TRUST 2005-06**  
**YEAR 1 OF 3 YEARS TO EQUALIZE INSURANCE BENEFITS**  
*(Library pays for Advantage Single coverage + \$25 = \$371.32)*

EMPLOYEE / PAY PERIOD COST				GOAL			2005-06 / MONTHLY COST						ACTUAL		
				A	B	C	D	E	F	G	H	I	LIB	LIB	
NEW	OLD	2005-06	% OF	(B+C)			(C-D)	(E/3)	(D+F)	(A-G)	(A-B)				
EMPLOYEE	EMPLOYEE	EMPLOYEE	CHANGE	NEW MONTHLY	LIB PAID EQUIV	EMPLOYEE	CHANGE	INCREASE	EMPLOYEE	LIBRARY	EMPLOYEE	LIB	LIB		
PAY PERIOD	PAY PERIOD	CHANGE		PREMIUM	SINGLE COV	COST	LAST YEAR	1/3 COST	TOTAL COST	COST	CREDIT	LAST YEAR	% OF		
													CHANGE		
<b>MEDICAL PLANS</b>															
<b>PREFERRED</b>															
FAMILY	238.59	179.08	59.51	33%	1,146.18	371.32	774.86	388.00	386.86	128.95	516.95	629.23	N/A	452.58	39%
DOUBLE	152.80	119.34	33.46	28%	847.35	371.32	476.03	258.58	217.45	72.48	331.06	516.29	N/A	362.85	42%
SINGLE	17.55	19.36	(1.81)	-9%	409.35	371.32	38.03	41.94	(3.91)		38.03	371.32	N/A	258.27	44%
<b>ADVANTAGE</b>															
FAMILY	185.45	148.08	37.37	25%	935.07	371.32	563.75	320.84	242.91	80.97	401.81	533.26	N/A	393.65	35%
DOUBLE	117.98	96.43	21.55	22%	720.35	371.32	349.03	208.93	140.10	46.70	255.63	464.72	N/A	319.29	46%
SINGLE	(11.54)	0.00	(11.54)		346.32	371.32	(25.00)	0.00			0.00	371.32	(25.00)	255.18	46%
<b>SUMMIT</b>															
FAMILY	162.66	133.92	28.74	21%	848.29	371.32	476.97	290.17	186.80	62.27	352.44	495.85	N/A	382.3	30%
DOUBLE	93.59	81.35	12.24	15%	627.13	371.32	255.81	176.26	79.55	26.52	202.78	424.35	N/A	320.89	32%
SINGLE	(31.55)	(6.93)	(24.62)		302.98	371.32	(68.36)	-	-	-	-	371.32	(68.36)	255.18	46%
	925.54	770.63	154.91		6,183.00	3,341.88	2,841.12	1,684.72	1,249.76	417.89	2,098.70	4,177.66	(93.36)	3,000.19	
				<b>NEW MONTHLY PREMIUM</b>											
<b>DENTAL PLANS</b>															
<b>PREFERRED CHOICE</b>															
FAMILY	40.41	39.62	0.79		87.55		87.55	85.84	1.71		87.55	0.00			
DOUBLE	27.75	27.21	0.54		60.13		60.13	58.95	1.18		60.13	0.00			
SINGLE	21.85	21.42	0.43		47.35		47.35	46.42	0.93		47.35	0.00			
<b>TRADITIONAL</b>															
FAMILY	44.89	44.01	0.88		97.27		97.27	95.36	1.91		97.27	0.00			
DOUBLE	30.83	30.22	0.61		66.79		66.79	65.48	1.31		66.79	0.00			
SINGLE	24.27	23.80	0.47		52.59		52.59	51.56	1.03		52.59	0.00			