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## SALT LAKE CITY COUNCIL STAFF REPORT

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**Date:** April 24, 2007

**Subject:** Proposed Budget Salt Lake City Library System 2007-2008

**Affected Council Districts:** All

**Staff Report By:** Russell Weeks

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

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This report pertains to the proposed budget of the Salt Lake City Library System for fiscal year 2007-2008. The Library Board of Directors adopted a motion on April 19 to forward the proposed budget to the City Council for consideration.

### **KEY ELEMENTS:**

- The proposed budget is \$16,930,805 – an overall increase of 7.42 percent above the current fiscal year’s budget. However, \$3.38 million is listed as prior year capital fund balance. The total operating budget is projected at \$13,300,805, a 3 percent increase over the current year’s operating budget of \$12,911,000.
- Of \$3.63 million listed on the expense side under total capital expenditures, \$2.9 million is listed in the Branch Building Fund line item. The latter sum is being accumulated to build a new branch library in the Glendale area. According to Library System administrators, the sum is not enough to build and equip a new library, and the proposed budget’s executive summary on Page 1 says in part, “plans for a new Glendale Branch Library will very likely result in a tax increase request in the next (2008-2009) budget year.”
- It should be noted that in November 2006, the Library Board adopted a motion to amend the current year budget by shifting \$2 million from the Library System’s operating fund balance to the capital fund balance. The City Council may wish to include the amendment at the City’s final budget opening for the current fiscal year in June. It should be noted that the City Council’s past practice has been to adopt motions to amend the Library System budget.
- It also should be noted that the proposed budget is the last one for Library System Executive Director Nancy Tessman. Ms. Tessman is scheduled to retire on June 30, the end of the current fiscal year. In addition, the terms of three of the nine-member Library Board are scheduled to expire shortly.

## **OPTIONS**

- Adopt the proposed Library System budget as part of the City's budget for fiscal year 2007-08.
- Amend the fiscal year 2006-07 Library System budget to reflect previous Board action.

## **POTENTIAL MOTIONS**

I move that the City Council adopt the ordinance ratifying and adopting a final budget for the Library Fund of Salt Lake City, Utah for Fiscal Year 2007-2008. (This motion is the most likely motion the City Council will use. It assumes that any budget amendments that might occur will have been approved by the City Council by the time the motion is necessary.)

## **ISSUES/QUESTIONS FOR CONSIDERATION**

- The Library System is close to having enough money in its capital expenditures account to build a branch library in the Glendale area. However, administrators project that funds are not enough to equip and stock a new library or operate it. As noted earlier, the proposed budget indicates "plans for a new Glendale Branch Library will very likely result in a tax increase request in the next budget year" (2008-2009). Administrators may ask the City Council to consider a property tax increase similar to the one the Council adopted for the new Main Library where property taxes were increased to operate the library, but while the library was under construction the increase went to buy books and other library material.
- The Library System has managed, through unanticipated property tax revenue and through thrift in its operations, to accumulate \$400,000 to \$500,000 a year in extra money. The funds have been allocated into the System's capital expenditure fund, particularly the branch building fund. At the same time the City Council has adopted property tax increases to cover judgment levies the last two fiscal years. In 2004, the City Council also increased property taxes for the Library Fund. Council Members may wish to explore whether there is a relationship between the revenue accumulation and the property tax increases. It should be noted that Library System administrators say they are cautious in projecting property tax revenue because of the uncertainty of information received from Salt Lake County.

## **Discussion**

### **PROJECTED REVENUE**

<b>Major Category</b>	<b>Adopted 2006-2007</b>	<b>Proposed 2007-2008</b>	<b>Difference</b>	<b>Percent Change</b>
Property taxes	\$ 12,139,000	\$ 12,345,805	\$ 206,805	1.70%
Interest	155,000	325,000	170,000	109.68%
Grants/Donations	185,000	175,000	(10,000)	-5.41%
Fines/Charges//Leases/Events	537,000	605,000	68,000	12.66%
RDA Rebate	100,000	100,000	-	0.00%
Capital Fund Balance	2,638,000	3,380,000	742,000	28.13%
<b>Total</b>	<b>\$ 15,754,000</b>	<b>\$ 16,930,805</b>	<b>\$ 1,176,805</b>	<b>7.47%</b>

As the table above indicates, the largest projected revenue increase actually is an accumulation of money in the capital fund balance line. The line can be found on Page 4 of the *Operating and Capital Budget Fiscal Year 2007-2008* submitted by the Library System.

Projected property tax revenue would add \$206,805 and bring total projected property tax revenue to about \$12.34 million. Property taxes would make up 72.9 percent of the System's total revenue. However, property taxes make up 92.6 percent of the operating budget.

Interest earnings are projected to increase by more than 100 percent, and revenue from fines is projected to increase due to better collection of fines from the System's contract with a collection agency and through the ability of patrons to pay fines through the Internet, according to the proposed budget.

It also should be noted that Fiscal Year 2007-2008 is the final year in which the Salt Lake City Redevelopment Agency will pay the Library System \$100,000 for agreeing to extend the life of the RDA's Central Business District.

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### **PROJECTED EXPENSES**

<b>Major Category</b>	<b>Adopted 2006-2007</b>	<b>Proposed 2007-2007</b>	<b>Difference</b>	<b>Percent Change</b>
Personal Services	\$8,541,000	\$ 8,833,000	\$ 292,000	3.42%
Materials	1,882,000	1,928,805	46,805	2.49%
Services/Supplies	1,136,000	1,151,000	15,000	1.32%
Buildings & Grounds	1,222,000	1,258,000	36,000	2.94%
Operating Contingency	130,000	130,000	-	0.00%
Capital Expenditures	2,843,000	3,630,000	787,000	27.68%
<b>Total</b>	<b>\$15,754,000</b>	<b>\$16,930,805</b>	<b>\$ 1,176,805</b>	<b>7.47%</b>

Again, the largest projected increase, by percentage and in real terms occurs in the capital expenditures category. As mentioned earlier, the bulk of the increase is in the branch building fund.

Other projected expenditures are relatively close to expenditures from the 2006-2007 adopted budget. Spending for technology enhancement is projected to drop by \$50,000 to \$200,000 and expenses for capital repairs is scheduled to rise by \$50,000 to \$200,000.

Projected expenditures for personnel are projected to rise by about 3.5 percent. Total salaries and wages are projected to rise by \$232,000 – roughly 3.5 percent. The figure includes a 2 percent across-the-board wage adjustment in January 2008 and merit pay increases.<sup>2</sup> The cost of employees' medical insurance is projected to rise by \$21,000 from \$792,000 a year to \$813,000. The insurance is provided by the Utah Local Governments Trust. Social Security and Retirement costs are projected to increase modestly.

At \$1.9 million, projected spending for library materials such as books, periodicals, computer reference sources and sound and visual recordings makes up about 14.5 percent of the \$13.3 million operating budget. Library administrators note that items the library provides is in flux, and that for the first time, System spending on books probably will drop below \$1 million in the next fiscal year. One reason for that is companies that routinely have provided published reference information and information on the Internet, have switched to providing the information only on the Internet, eliminating the need for libraries to purchase some reference books. In addition, demand for sound and video recordings remains high throughout the System.

Expenses for maintaining buildings and grounds at the Main library and its branches are projected to rise by about 3 percent from \$1.222 million to \$1.258 million. Spending on security is projected to decrease slightly due to a revised contract with the private security agency and security efforts at branch libraries, according to System administrators.<sup>3</sup>

By way of review, the authority for the City Council to review and act on the City Library System's budget appears in *Title 9, Chapter 7* of the *Utah Code*. The Chapter includes the following sections:

**9-7-401. Tax for establishment and maintenance of public library -- Library fund.**

- (1) A city governing body may establish and maintain a public library.
- (2) For this purpose, cities may levy annually a tax not to exceed .001 of taxable value of taxable property in the city. The tax is in addition to all taxes levied by cities and is not limited by the levy limitation imposed on cities by law. However, if bonds are issued for purchasing a site, or constructing or furnishing a building, then taxes sufficient for the payment of the bonds and any interest may be levied.
- (3) The taxes shall be levied and collected in the same manner as other general taxes of the city and shall constitute a fund to be known as the city library fund.
- (4) The city library fund shall receive a portion of the uniform fee on tangible personal property in accordance with the procedures established in Subsection 59-2-405(5).

**9-7-402. Library board of directors -- Expenses.**

- (1) When the city governing body decides to establish and maintain a city public library under the provisions of this part, it shall appoint a library board of directors of not less than five members and not more than nine members, chosen from the citizens of the city and based upon their fitness for the office.
- (2) Only one member of the city governing body may be, at any one time, a member of the board.

**9-7-404. Board powers and duties -- Library fund deposits and disbursements.**

- (1) The library board of directors may, with the approval of the city governing body:
  - (a) have control of the expenditure of the library fund, of construction, lease, or sale of library buildings and land, and of the operation and care of the library; and
  - (b) purchase, lease, or sell land, and purchase, lease, erect, or sell buildings for the benefit of the library.
- (2) The board shall:
  - (a) maintain and care for the library;
  - (b) establish policies for its operation; and
  - (c) in general, carry out the spirit and intent of the provisions of this part.
- (3) All tax moneys received for the library shall be deposited in the city treasury to the credit of the library fund, and may not be used for any purpose except that of the city library. These funds shall be drawn upon by the authorized officers of the city upon presentation of the properly authenticated vouchers of the library board. All moneys collected by the library shall be deposited to the credit of the library fund.

**9-7-406. Reports to governing body and State Library Board.** The library board of directors shall:

- (1) make an annual report to the city governing body on the condition and operation of the library, including a financial statement; and
- (2) provide for the keeping of records required by the State Library Board in its request for an annual report from the public libraries, and submit that annual report to the State Library Board.

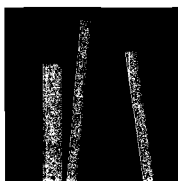
It should be noted that it is an internal City Council policy not to have City Council Members serve on City boards and commissions except in an *ex officio* capacity. However, the Council has not served on the Library Board but has in the past amended the Library System's budget.

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<sup>1</sup> *Operating and Capital Budget Fiscal Year 2007-2008*, Page 29.

<sup>2</sup> *Ibid*, Page 19.

<sup>3</sup> *Ibid*, Page 11.



APR 25 2007

# The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

TO: Salt Lake City Council

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

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

RE: CITY LIBRARY'S BUDGET PROPOSAL FOR 2007-08

DATE: April 23, 2007

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 2007-08 fiscal year. The Board approved the budget proposal at its regularly scheduled meeting on April 19, 2007.

For 2007-08, the City Library will not ask for an increase to the tax rate. Although moderate growth was seen in property tax revenues for the last fiscal year, fixed costs, such as health insurance premiums, continue to increase at much greater levels. Balancing the budget remains a difficult challenge as use of services, facilities, and collections continue to increase.

We welcome your questions and comments and look forward to meeting with you on May 8, 2007, for further discussion.

Enc.

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

LIBRARY OF THE YEAR 2006

Main Library  
210 East 400 South  
Salt Lake City  
Utah 84111  
T: 801-524-8200  
Hearing impaired: 801-364-4669  
F: 801-322-8194

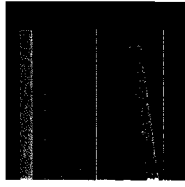
Anderson-Foothill  
1135 South 2100 East  
Salt Lake City  
Utah 84108  
T: 801-524-8200  
F: 801-322-8181

Chapman  
577 South 900 West  
Salt Lake City  
Utah 84104  
T: 801-524-8200  
F: 801-322-8180

Day-Riverside  
1575 West 1000 North  
Salt Lake City  
Utah 84116  
T: 801-524-8200  
F: 801-322-8182

Sprague  
2131 South 1100 East  
Salt Lake City  
Utah 84106  
T: 801-524-8200  
F: 801-322-8183

Corinne & Jack Sweet  
455 "F" Street  
Salt Lake City  
Utah 84103  
T: 801-524-8200  
F: 801-322-8184



The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

**Operating  
and  
Capital  
Budget**

Fiscal Year  
2007-2008

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# The City Library

Salt Lake City Public Library System

## **OPERATING AND CAPITAL BUDGET**

APPROVED BY  
LIBRARY BOARD OF DIRECTORS  
APRIL 19, 2007

**FISCAL YEAR  
2007-2008**



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# The City Library

## SALT LAKE CITY PUBLIC LIBRARY SYSTEM

### EXECUTIVE SUMMARY

Very moderate growth was seen in property tax revenues for 2006-07, and the City Library assumes that a small increase in growth will be seen again in the coming year. Balancing the budget remains a difficult challenge as use of services, facilities, and collections continue to increase. However, fixed costs, such as health insurance premiums, continue to increase at much greater levels. For 2007-08, the Library will not ask for an increase to the tax rate although plans for a new Glendale Branch Library will very likely result in a tax increase request in the next budget year.

Priorities for 2007-08 include:

- Selecting a new Library Director.
- Adding hours for a professional position to manage the expansion of digital content and services through the Library's website. Otherwise, the Library will maintain current staffing levels and support health insurance increases and modest wage adjustments.
- Maintaining service levels at all locations.
- Seeking additional partnerships and cooperative projects to continue excellent programs and events with reduced funding.
- Developing plans for construction of a new branch library in the Glendale neighborhood.

# 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 Salt Lake City Public Library was named *Library Journal's* LIBRARY OF THE YEAR for 2006 – one of the most prized accolades for a public library in the United States.

The proposed operating budget contains a modest assumption of 3.02% growth in revenues attributed to very modest growth in property taxes, higher interest rates, and small increases for fines, collections, and tenant leases. No increase to the tax rate is requested for the current year.

The Library continues to be challenged by minimal natural growth in property taxes and consistent inflation in costs for human resources, such as health insurance premiums and retirement costs. This year, health insurance premiums were increased by 6.51% – an improvement over the double digit increases of the past year, but still a frustrating fixed cost increase under the present slow growth conditions.

With a consistent effort to control costs and save any unexpended revenues over the past few years, the Library has built a strong capital fund to help support the construction of a new Glendale Branch Library. Property was purchased in April 2007, and plans will be developed for the future design and construction of the facility during 2007-08.

# INCOME AND REVENUES

## THE PRESENT

The revenue picture for 2007-08 is somewhat encouraging for the City Library. The certified tax rate for 2006-07 reflected 1.25% in new growth. The final 2006 tax settlement resulted in property taxes exceeding original estimates based on the certified tax rate of .000762 by \$318,877 or 2.89%. With interest income holding at 5%+ and fine revenues projected to increase as a result of the Library contracting with Unique Management (UMI) collections system to assist in collecting overdue accounts, the Library will be able to shift funds in some budget areas to balance the budget for this year.

This will be year three of a three-year commitment from the Salt Lake City Redevelopment Agency (RDA) to give back lost revenues from redevelopment projects. These funds, or rebate, have been included in the capital budget so they are not relied upon for ongoing operating expenses.

## THE FUTURE

Legislation several years ago limited windfall revenues when property tax growth was good and also protects revenues when property tax growth is less than projected. The result is property tax revenue estimates are based on the prior year's budget determined by the prior year's certified tax rate. We are hopeful some new growth will be realized when the 2007 certified tax rate is set in June 2007. The Library's budget for property tax revenues reflects 1.75% in new growth.

**SALT LAKE CITY PUBLIC LIBRARY**

**SUMMARY OF GENERAL PROPERTY TAX REQUEST  
2007-2008 BUDGET**

	2005-06 <u>ACTUAL</u>	2006-07 <u>BUDGET</u>	2007-08 <u>BUDGET</u>
Operating	\$11,821,954	\$12,114,000	\$12,320,805
Capital	<u>80,000</u>	<u>25,000</u>	<u>25,000</u>
<b>TOTAL GENERAL PROPERTY TAX</b>	<b><u>\$11,901,954</u></b>	<b><u>\$12,139,000</u></b>	<b><u>\$12,345,805</u></b>

**REVENUE SOURCES OPERATING FUND AND CAPITAL FUND  
2007-2008 BUDGET**

	2005-06 <u>ACTUAL</u>	2006-07 <u>BUDGET</u>	2007-08 <u>BUDGET</u>
<b>OPERATING REVENUE</b>			
General Property Tax	\$11,821,954	\$12,114,000	\$12,320,805
Copier/Printer and Sundry Revenue	85,307	60,000	70,000
Fines and Collections	418,983	377,000	425,000
Interest	209,584	125,000	250,000
Grants	7,300	25,000	25,000
Donations	194,395	110,000	100,000
Leases	34,245	60,000	70,000
Events/Conferences	<u>44,730</u>	<u>40,000</u>	<u>40,000</u>
<b>TOTAL OPERATING REVENUE</b>	<b><u>\$12,816,498</u></b>	<b><u>\$12,911,000</u></b>	<b><u>\$13,300,805</u></b>
<b>CAPITAL REVENUE</b>			
General Property Tax	\$ 80,000	\$ 25,000	\$ 25,000
RDA Rebate	116,856	100,000	100,000
Interest	37,437	30,000	75,000
Prior Year Capital Fund Balance	—	2,638,000	est. 3,380,000
Donations and Grants	9,000	50,000	50,000
Miscellaneous/Sundry Revenue	<u>40,176</u>	<u>—</u>	<u>—</u>
<b>TOTAL CAPITAL REVENUE</b>	<b><u>\$ 283,469</u></b>	<b><u>\$ 2,843,000</u></b>	<b><u>\$ 3,630,000</u></b>
<b>TOTAL BUDGET</b>	<b><u>\$13,099,967</u></b>	<b><u>\$15,754,000</u></b>	<b><u>\$16,930,805</u></b>

## **GENERAL PROPERTY TAX**

Property tax revenues for 2006-07 included very moderate new growth. The City Library is expecting that the revenue picture for 2007-08 will continue to improve and is projecting new growth of approximately 1.75%.

## **COPIER/PRINTER AND SUNDRY REVENUE**

Revenues included in this budget center are computer printing, copy machines, and filming. Cost recovery software for printing has provided an additional revenue source equal to revenues received from copy machines. The Main Library and Chapman Branch continue to be desired locations for film crews.

## **FINES AND COLLECTIONS**

Fine revenues are projected to increase due to the Library contracting in 2007 with Unique Management (UMI) collections system to assist in collecting overdue materials and accounts. The ability for patrons to pay fines and charges online with credit cards should also result in an increase in fine and collection revenues.

## **INTEREST**

The increase in interest rates over the last two years has been encouraging. The Library is currently earning about 5.25% on funds invested in the Public Treasurer's Investment Fund.

## **GRANTS**

The City 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 the Library's capacity to cooperate with other agencies on literacy services.

## **DONATIONS**

The City 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. The Library has been included as a beneficiary in several estates over the past two years.

Although these funds cannot yet be budgeted, we are grateful to patrons who have thought of the Library.

### **LEASES**

The City Library receives rent from the shops on Library Square. All spaces on Library Square are currently occupied.

### **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

	2005-06 <u>ACTUAL</u>	2006-07 <u>BUDGET</u>	2007-08 <u>BUDGET</u>
<b>BUILDINGS AND GROUNDS</b>			
Buildings–Maintenance	\$ 193,831	\$ 190,000	\$ 195,000
Equipment–Maintenance	39,650	55,000	55,000
Buildings and Equipment–Contract Services	242,828	315,000	315,000
Building Security	125,444	140,000	120,000
Equipment Purchases	4,488	25,000	25,000
Heating and Fuel	141,688	126,000	155,000
Lights and Power	332,718	320,000	340,000
Motor Equipment–Service and Maintenance	9,029	6,000	6,000
Rent–Property and Equipment	3,002	5,000	5,000
Water	<u>42,482</u>	<u>40,000</u>	<u>42,000</u>
<b>TOTAL BUILDINGS AND GROUNDS</b>	<b>\$ 1,135,160</b>	<b>\$ 1,222,000</b>	<b>\$ 1,258,000</b>
<b>MATERIALS</b>			
Binding	\$ 2,684	\$ 6,000	\$ 6,000
Books and Reference Sources	929,037	1,002,500	998,305
CD-ROMS	2,492	3,000	2,000
Computer Reference Sources	161,960	105,000	155,000
Downloadable Audio	—	32,500	32,500
Maps	1,028	1,000	1,000
Periodicals	92,263	132,000	134,000
Sound Recordings	315,271	300,000	300,000
Visual Recordings	<u>327,153</u>	<u>300,000</u>	<u>300,000</u>
<b>TOTAL MATERIALS</b>	<b>\$ 1,831,888</b>	<b>\$ 1,882,000</b>	<b>\$ 1,928,805</b>
<b>PERSONNEL</b>			
Salaries and Wages	\$ 6,396,473	\$ 6,618,000	\$ 6,850,000
Employees’ Insurance	660,866	792,000	813,000
Social Security	472,054	490,000	506,000
Retirement	574,710	619,000	640,000
Unemployment Compensation	1,817	6,000	6,000
Other	<u>14,678</u>	<u>16,000</u>	<u>18,000</u>
<b>TOTAL PERSONNEL</b>	<b>\$ 8,120,598</b>	<b>\$ 8,541,000</b>	<b>\$ 8,833,000</b>



	2005-06 <u>ACTUAL</u>	2006-07 <u>BUDGET</u>	2007-08 <u>BUDGET</u>
<b>SERVICES</b>			
Cataloging Charges	\$ 58,794	\$ 70,000	\$ 80,000
City Administrative Charge	14,943	27,000	20,000
Copier-Printer Supplies	25,881	40,000	30,000
Insurance	196,508	215,000	220,000
Library Supplies	163,524	165,000	175,000
Office Supplies	13,835	19,000	14,000
Payroll Processing Charge	12,230	15,000	15,000
Postage	115,405	125,000	130,000
Professional and Technical	40,360	61,000	61,000
Professional and Technical-Attorney	598	8,000	8,000
Programming	129,631	135,000	140,000
Publicity	47,235	60,000	60,000
Staff Training and Development	21,774	25,000	25,000
Sundry Expense	29,010	25,000	27,000
Telephone	110,233	125,000	125,000
Travel	<u>19,182</u>	<u>21,000</u>	<u>21,000</u>
<b>TOTAL SERVICES</b>	<b>\$ 999,143</b>	<b>\$ 1,136,000</b>	<b>\$ 1,151,000</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$12,086,789</b>	<b>\$12,781,000</b>	<b>\$13,170,805</b>
<b>CONTINGENCY</b>	<u>—</u>	<u>130,000</u>	<u>130,000</u>
<b>TOTAL</b>	<b><u>\$12,086,789</u></b>	<b><u>\$12,911,000</u></b>	<b><u>\$13,300,805</u></b>

# BUILDINGS AND GROUNDS

## HIGHLIGHTS

Use of the Main Library and all of its branches continues to increase. The demand this places on both maintenance staff and physical facilities of the City Library System is considerable. General maintenance and care provides that the overall condition of the facilities continues to be very good. In order to ensure responsible upkeep in all facilities, additional attention must be paid to rest rooms, cleaning, painting, and preventative maintenance. There has been a slight increase in the building maintenance budget line to support the ability to carry out this responsibility. Our expectations of CBI, the company that provides security in the Main Library, have been fine-tuned and will continue to reflect adjustments as necessary. Changes in procedure and efficiency have resulted in a lower cost to the Library without any compromise in security.

## FUTURE PRIORITIES

Priorities for 2007-08 include:

- Continual use of efficiencies to save costs and provide safe, comfortable buildings.
- Our expectations of CBI in providing security for the Main Library continue to be defined through procedures that provide the best possible outcome.
- Planning for future development of the Glendale property.

**SALT LAKE CITY PUBLIC LIBRARY**  
**BUILDINGS AND GROUNDS BUDGET**

	<u>2006-07</u> <u>BUDGET</u>	<u>2007-08</u> <u>BUDGET</u>
Buildings–Maintenance	\$ 190,000	\$ 195,000
Equipment–Maintenance	55,000	55,000
Buildings and Equipment–Contract Services	315,000	315,000
Building Security	140,000	120,000
Equipment Purchases	25,000	25,000
Heating and Fuel	126,000	155,000
Lights and Power	320,000	340,000
Motor Equipment–Service and Maintenance	6,000	6,000
Rent–Property and Equipment	5,000	5,000
Water	<u>40,000</u>	<u>42,000</u>
<b>TOTAL BUILDINGS AND GROUNDS</b>	<b>\$1,222,000</b>	<b>\$1,258,000</b>

**BUILDINGS–MAINTENANCE**

Increased use of all facilities has an impact on building maintenance. The Main Library is now over four years old and requires some repainting and upkeep due to heavy use and traffic. A minor increase is recommended to support the continuing need for attention to minor repairs and maintenance at all locations.

**EQUIPMENT–MAINTENANCE**

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

**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, 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**

Temporary security at branch locations and additional staff training has had the intended effect on patterns of misbehavior. Security has been reduced at the branches. The security contract with CBI has been renegotiated to include scheduled presence at only the Main Library with visits to the branches as needed. The expectations of CBI have been fine-tuned and will continue to reflect adjustments as necessary. Changes in procedure, coverage, and efficiency have resulted in a lower cost to the Library.

## **EQUIPMENT PURCHASES**

Minor equipment purchases unrelated to computers come from this budget center. This level maintains the ability to fund minor equipment requests which are prioritized in April each year.

## **UTILITIES**

The budget for utilities is always challenging. The City Library continues to monitor usage and looks for ways to reduce costs. Projections for these increases are based on current costs and anticipated rate increases.

## **MOTOR EQUIPMENT-SERVICE AND MAINTENANCE**

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

## **RENT-PROPERTY AND EQUIPMENT**

The amount budgeted during the past year was adequate and will sustain the Library's needs.

## **WATER**

This increase is based on current costs which are a direct result of rate increases over the last year.

# MATERIALS

Circulation for the City Library System has surpassed 3.3 million items per year – nearly three times the national average per capita for libraries our size. Demand for materials in all formats continues to grow, including rising interest in downloadable formats for music, film, and audible books – especially books on CD. The materials budget will see a very small increase to account for the rising cost of materials.

## HIGHLIGHTS

In 2006-07, the City Library:

- Further developed the nonfiction DVD collection. Demand for educational information in the visual format has increased significantly, and the City Library is responding to this demand.
- Continued purchasing online resources to enrich collections and services for patrons, both from within the Library as well as from home with remote electronic access. New databases were added to meet the needs of patrons and the business community, including *Reference USA* and *Price-it*, a reference for antiques and collectibles. The Library continues to develop options for downloadable audio and video products.
- Continued to add breadth to the Library's resources and replace and update materials throughout the collections with focus on medical reference, children's picture books, paperback fiction, and graphic novels.

## FUTURE PRIORITIES

Priorities for 2007-08 include:

- Continual examination of the City Library's priorities, the way resources are used, and deciding how best to serve the information needs of patrons. The Library will continue to consider additional databases that are available both internally and externally. The e-book collection use will be monitored and expanded when appropriate.
- Expanding the periodicals collection to better meet the needs of patrons by purchasing additional copies of the most popular titles in response to increasing demand.

- Continual review of the Library's collection to keep it current and maintaining the depth and range of information, formats, and genres that are clearly in patron demand and that meet the needs of the community. A particular focus in meeting the reference needs of the community is a priority.
- Placing increased efforts toward acquiring and promoting materials and databases of benefit to the business community.

### **EFFORTS TO CONTROL COSTS**

- The City Library has streamlined its acquisition process and taken advantage of online ordering tools so that it is able to buy more materials with fewer staff, maximize available discounts, and provide new materials to patrons faster. Specifically, the standing order process has been refined in a way that provides greater efficiency for timely receipt of dated materials.
- The City Library's centralized selection process continues to pay dividends in efficiency. 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 that are received as donated gifts, the City Library pulled 5,415 items into its collection that did not need to be purchased. Materials not added to the Library's collection are sold by the Friends at its semiannual book sales.
- The practice of transferring materials no longer needed at one location to another location through the coordination of the central selectors without the expense of reprocessing and recataloging continues to save money by conserving staff time.

## SALT LAKE CITY PUBLIC LIBRARY

### MATERIALS BUDGET

	<u>2006-07</u> <u>BUDGET</u>	<u>2007-08</u> <u>BUDGET</u>
Binding	\$ 6,000	\$ 6,000
Books and Reference Sources	1,002,500	998,305
CD-ROMS	3,000	2,000
Computer Reference Sources	105,000	155,000
Downloadable Audio	32,500	32,500
Maps	1,000	1,000
Periodicals	132,000	134,000
Sound Recordings	300,000	300,000
Visual Recordings	<u>300,000</u>	<u>300,000</u>
<b>TOTAL MATERIALS</b>	<b>\$1,882,000</b>	<b>\$1,928,805</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 increasing fixed costs, the continually rising cost of materials, and demand for materials in a growing variety of formats. This budget request increases the materials budget to \$1,928,805, an increase of \$46,805 or 2.49%.

#### **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 City Library will be targeting the Salt Lake City business community for enhanced reference service. The Library is expanding and upgrading its business reference resources and training staff to use them more effectively. The Library is putting more emphasis on outreach to the business community to understand its needs and to help individuals and businesses become

more aware of what resources the Library has and how it can be of assistance. The Library will also 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 Library strives to sustain book collections while also experiencing exponential demand for other formats. The Library will also be continuing its focus on providing both reference and circulating materials for the art community in support of the demand that currently exists with the long-range goal of participating in the community gallery stroll.

### **CD-ROMS**

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

### **COMPUTER REFERENCE SOURCES**

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

### **DOWNLOADABLE AUDIO**

Downloadable audio (also known as e-audiobooks) allows library patrons to download and listen to a variety of popular and classic fiction, nonfiction, young adult, children’s, and foreign language audiobooks. This service is available from home for patrons with computer and Internet access. It is anticipated that the start-up collection will continue to grow by adding new, unabridged titles and will branch out into additional vendors.

### **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 was reduced in response to tight budget years. Due to the high demand and increasing circulation, new titles will be added in 2007-08, and additional copies of the most popular titles will be purchased.

## **SOUND RECORDINGS**

Circulation in sound recordings continues to rise at all locations, especially in the area of compact discs and books on CD. Increasing demand in the CD format will require the City Library to carefully consider the proportion of the 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. With such heavy use, standard titles must be replaced regularly. Patron requests for items not currently owned by the City Library are evermore in the nonfiction genre of the DVD format. These titles tend to be very popular and somewhat costly. Growing use by the business community creates demand for more expensive selections for training and development.

# PERSONNEL

## HIGHLIGHTS

The City Library was named LIBRARY OF THE YEAR in 2006 by *Library Journal* primarily because of our excellent staff and their dedicated service to the community. While a great staff is our most valuable asset, personnel remains the most costly budget category for the City Library System. The Library continually seeks to control personnel costs while seeking fair and competitive compensation for all employees. Highlights of the year include:

- Focused attention on high-quality training and staff development, sponsoring a wide variety of programs to improve and expand staff skills.
- Expansion of a Staff Wellness program and activities to encourage good health, less use of sick leave, fewer work related injuries, and reduced turnover.

## FUTURE PRIORITIES

Priorities for 2007-08 include:

- Adding one staff member to manage digital content and web delivery services such as databases and resources, a great website, downloadable audio and video, literacy resources, and much more. A significant number of Salt Lake City residents now use the Library online, and the Library needs to be more responsive and equipped to respond to its growing clientele of remote users.
- Completing a staff utilization and salary study with the help of outside consultants.
- Increasing efforts to hire staff with needed language skills for an increasingly diverse community. The City Library has a history of hiring bilingual staff and maintaining a presence at ethnic community events. This year, the Library will involve the community more directly in its attempts to increase the diversity of its work force.
- Creating an online employee information system so that library staff can have easy access to their personnel information.

## EFFORTS TO CONTROL COSTS

- The City Library continues to carefully evaluate and control the current number of employees to ensure high productivity and appropriate staff utilization.
- The City Library effectively manages the costs and savings of replacing long-term staff as they become retirees.
- The City Library adds more options for health insurance that allow for lower premiums with higher deductibles.
- In this budget year, the City Library completes a three-year adjustment needed to reduce the past subsidy of health insurance benefits for those employees who choose to cover their spouse and/or family.
- The City Library continues use of volunteer help where appropriate.
- Staff are encouraged to utilize the flexible spending options to maximize their pretax dollars, which also lowers matching Social Security costs.

**SALT LAKE CITY PUBLIC LIBRARY**

**PERSONNEL BUDGET**

	<u>2006-07</u> <u>BUDGET</u>	<u>2007-08</u> <u>BUDGET</u>
Salaries and Wages	\$6,618,000	\$6,850,000
Employees' Insurance	792,000	813,000
Social Security	490,000	506,000
Retirement	619,000	640,000
Unemployment Compensation	6,000	6,000
Other	<u>16,000</u>	<u>18,000</u>
<b>TOTAL PERSONNEL</b>	<b>\$8,541,000</b>	<b>\$8,833,000</b>

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The City Library has reason to be proud of the caliber of its work force. 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 includes a 2% across-the-board wage adjustment in January 2008 to maintain competitive salaries.

**EMPLOYEES' INSURANCE**

City Library employees are covered by the Utah Local Governments Trust. Health care costs for 2007-08 increased by 6.51%. The Library desires to contribute an equal amount for each salaried staff member to support insurance. This year, the amount of money paid on each salaried employee is equal. Workers Compensation insurance for April 1, 2007, to April 1, 2008, decreased 16.6%.

## **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, 2007, the City Library's rate will increase to 11.62% (from 11.59%) 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.

## **UNEMPLOYMENT COMPENSATION**

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

## **OTHER**

This budget center shows an increase as the City Library's transit pass program has been very successful. As gasoline prices remain high, library staff continue to take advantage of this great benefit. Funds are also allocated for flu and hepatitis shots to help reduce illness among staff members.

# SERVICES

## HIGHLIGHTS

Major highlights of 2006-07:

- The City Library continued to strengthen and enhance its role as a gathering place for civic dialogue, cultural exploration, community celebration, and life-long learning. Many organizations and agencies approach the Library for cosponsored programs which enables the Library to enrich programming opportunities while containing costs. Of particular note in this area:
  - The Library continued to make the most of relationships with the University of Utah, Utah Symphony and Opera, KUED Television, and the tenants of Library Square, such as KCPW Radio, the Salt Lake Film Center and the Community Writing Center. The Leonardo is now developing as a regular programming partner.
  - The Library continued 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.
  - The Dewey Lecture Series continued to be very successful. Tickets for most speakers are distributed within a matter of hours of availability. Calvin Trillin and Mark Danner were two that were especially noteworthy. Additional programs for adults that were highlights were the Japanese Baseball exhibition, the Beckett festival, and "George Orwell's 1984 Fact or Fiction."
  - As part of the Summer Reading Program, 100 Monarch butterflies were raised in the Children's Library at Main during the summer of 2006. Hundreds of patrons came into the Library each day to view the metamorphosis. It was a combined opportunity for education, research, and experience.
  - The opportunities for city residents through the Community Exploration Card, launched in 2005, were expanded to include a Performing Arts Experience Card. Library users can checkout cards 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, Red Butte Gardens, and the Utah Symphony. These cards are highly sought after and enjoyed by patrons throughout the city.

- Teen Services introduced a gaming program for teens at the Library. This program is similar to demonstrated gaming programs from libraries around the nation. Teens are using the Library in very different ways, and it is expected that the draw of gaming will bring new teens to be users of the City Library System.
- Unique Management (UMI) collections system was implemented and has set the Library on the path to collecting monies due and recovering materials that have been out for extended periods of time. Along with the new guidelines for issuing cards, this process will make more materials available to library users.
- 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 City Library to reach a larger and more diverse audience.
- With the creation of the Literacy Coordinator position, Library participation in local literacy projects has been expanded. A Literacy Fair was held in October 2006 and will be repeated in the fall of 2007; an adult reader's group was started in partnership with the Literacy Action Center; and many other relationships have developed. The addition of the Community Writing Center as a tenant on the Library Square Plaza is also empowering literacy goals, as will the relationship with Horizonte Instruction and Training Center, Utah Kids Ready to Read, and many others.

### **FUTURE PRIORITIES**

Priorities for 2007-08 include:

- Updating scheduling and print-cost recovery system to ensure public services objectives are met.
- Installing a new server to increase backup protection of the III system.
- Completing 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 increasing health insurance costs.
- Adding a Teen Dewey Lecture Series to the popular Dewey Lecture Series.
- Developing relationships with local businesses in order to institute a program series in support of the local business community and their needs and interests.

## EFFORTS TO CONTROL COSTS

- The City Library continues to seek and create partnerships with additional community groups to share programming costs while maintaining those that have been previously established.
- The City Library facilitates ease of fine payments by implementing an online bill-pay system, establishing the ability to accept credit cards online and at every location.
- The City Library continues to use the services of UMI to facilitate the recovery of lost items and outstanding fines.



**SALT LAKE CITY PUBLIC LIBRARY**

**SERVICES BUDGET**

	<u>2006-07</u> <u>BUDGET</u>	<u>2007-08</u> <u>BUDGET</u>
Cataloging Charges	\$ 70,000	\$ 80,000
City Administrative Charge	27,000	20,000
Copier-Printer Supplies	40,000	30,000
Insurance	215,000	220,000
Library Supplies	165,000	175,000
Office Supplies	19,000	14,000
Payroll Processing Charge	15,000	15,000
Postage	125,000	130,000
Professional and Technical	61,000	61,000
Professional and Technical-Attorney	8,000	8,000
Programming	135,000	140,000
Publicity	60,000	60,000
Staff Training and Development	25,000	25,000
Sundry Expense	25,000	27,000
Telephone	125,000	125,000
Travel	21,000	21,000
<b>TOTAL SERVICES</b>	<b><u>\$1,136,000</u></b>	<b><u>\$1,151,000</u></b>

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**CATALOGING CHARGES**

The majority of these expenditures are spent through the City Library's contract with Online Computer Library Center, Inc., (OCLC) who provides Bibliographic Center for Research (BCR) 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 increase in this budget center is to purchase the downloading of authority records to continue the forward-looking project of increasing the accuracy and efficiency of the catalog, which are services purchased through 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. The amount in this budget center is now more in line with the actual cost of these services.

### **COPIER-PRINTER SUPPLIES**

The cost recovery on printing has reduced the paper and toner costs for the public printers, which has reduced the funds needed in this budget center. This budget also covers the costs of paper for public copiers throughout the City Library System.

### **INSURANCE**

The City Library practices careful application of risk management principles and regular competitive bidding to ensure the best coverage for the lowest cost. The 4% increase in insurance premiums for the 2007 renewal was a result of an increase in coverage for the buildings to reflect current replacement costs. The current policy includes earthquake and terrorism coverage. With insurance costs becoming more stable, minimal rate increases for 2008 are probable. The increase in this budget center will also cover the additional costs associated with the new Glendale property.

### **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 (DVDs, 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. The decrease in this budget is based on current spending patterns.

### **PAYROLL PROCESSING CHARGE**

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

### **POSTAGE**

The implementation of electronic mail notification for patrons with computer access has helped with postage costs. This increase is projected to cover the postal increases in May 2007. The City 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 City Library's salary and benefits structure. A portion of this budget is also related to attorney consultations for employee-related issues when needed.

### **PROGRAMMING**

The quality of public programs and the public's enthusiasm has been very high over the past year. Nationally known authors attract audiences that fill the Main Library's auditorium. Cultural celebrations such as Chinese New Year and Diwali Festival draw hundreds of people from diverse backgrounds. The increase in this budget is a beginning to restore the level of programming that the City Library has offered for many years before funds were reduced last year due to shrinking revenues. The Library will continue to partner with community organizations and seek funding to stretch the programming budget.

### **PUBLICITY**

The current budget level is adequate to maintain publicity and printing for the coming year.

## **STAFF TRAINING AND DEVELOPMENT**

The City Library continues to build an excellent staff and supports a training program that encourages staff to expand their expertise and knowledge in support of library goals. This budget center also supports the extensive volunteer program.

## **SUNDRY EXPENSE**

This account includes such expenses as advertising for job openings and procurement bids, staff identification badges, and other miscellaneous expenses. Sundry expense items continue to be monitored in an effort to control costs. However, there has been no increase in this budget center for many years. The additional funds are necessary to ensure this budget center is more in line with current actual costs.

## **TELEPHONE**

In 2001, the telephone system was upgraded and expanded. Steps continue to be taken to make the best use of telephone equipment in an effort to maintain costs, and the City 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 37.5 cents per mile.

# CAPITAL BUDGET EXPENDITURES

## HIGHLIGHTS

During 2006-07, the City Library:

- Continued work on final, outstanding projects of the new Main Library such as covering the concrete of the grand staircase, correcting the lighting in the children's area, and completing the stone replacement on the plaza.
- Replaced cooling systems at older branches.
- Acquired property for a new Glendale Branch Library.
- Replaced and upgraded network servers, upgraded outdated computer equipment, and implemented a successful online computer scheduling system.
- Reconfigured computer areas at two branch libraries to increase patron accessibility and ease of staff assistance and supervision.

## FUTURE PRIORITIES

Priorities for 2007-08 include:

- Continuing the development of plans for a branch library on the Glendale property and further explore the possibility of a branch in the West Capitol Hill area.
- Beginning the process to gradually install self-checkout equipment at all branches.
- Planning for and beginning to implement self-service holds pickup at all locations.
- Implementing the technology and processes necessary to allow for online fine payment and online patron registration.
- Replacing carpet at two branch libraries.
- Setting aside funds for future capital repairs.

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

	<u>2007-08 BUDGET</u>
<b>CAPITAL IMPROVEMENTS PROGRAM</b>	
Main Library	\$ 120,000
Branch Building Fund	2,900,000
<b>TECHNOLOGY ENHANCEMENT</b>	
Systems Fund	200,000
<b>VEHICLE REPLACEMENT FUND</b>	10,000
<b>BUILDINGS AND GROUNDS</b>	
Capital Repairs, including carpeting at branches	200,000
<b>PRIOR YEAR/CONTINGENCY</b>	<u>200,000</u>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b><u>\$3,630,000</u></b>

### **CAPITAL IMPROVEMENTS PROGRAM**

The City Library's Capital Improvements program will focus on the development of plans for a branch library to be built on the Glendale property.

### **TECHNOLOGY ENHANCEMENT**

Computer equipment is heavily used and funds are needed on an annual basis to upgrade and expand the computer system. The Library will also work toward installation of self-service checkout stations at all branches. Self-checkout at the Main Library supports the circulation of nearly-30,000 items a month, an amount comparable to the monthly circulation at Sprague.

### **VEHICLE REPLACEMENT FUND**

Continue ongoing plan of saving for vehicle replacement.

### **BUILDINGS AND GROUNDS**

This fund supports ongoing major capital repairs at all locations as needed, including carpet replacement in 2007 at both the Day-Riverside and Chapman Branch Libraries.

### **PRIOR YEAR/CONTINGENCY**

This fund is maintained to deal with carry over 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 Main Library features book, periodical and media collections of over 500,000 items; reading galleries; 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-FOOHILL  
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 after major winter storms during January 1993. A major remodel of the basement level meeting space in 2002 resulted in a much needed children's area which 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, Utah  
84103**

Built in 1985, The Corinne and Jack Sweet Library was expanded and remodeled to meet ADA requirement during 1993-94. 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**

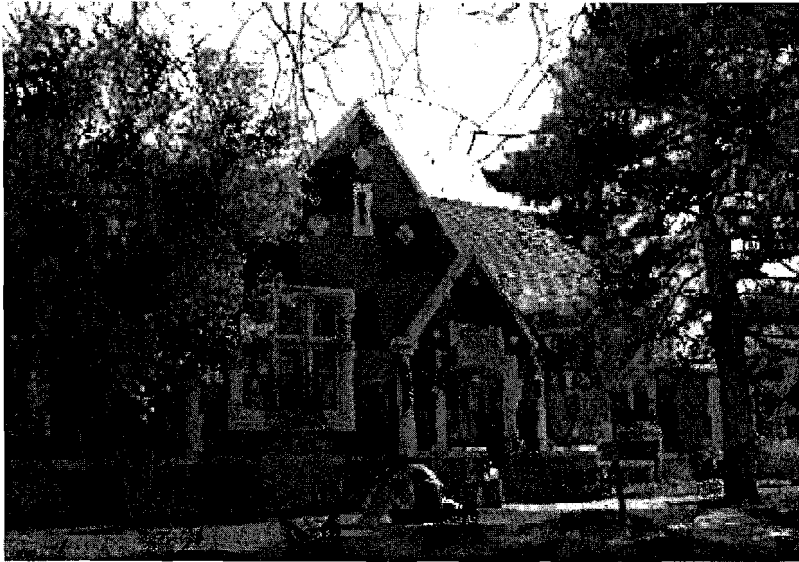
**DAY-RIVERSIDE  
BRANCH**

**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 1989-90. The Reading Room on the first floor was remodeled in 1993-94. 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 2006–2009

## PREFACE

Every three years, Salt Lake City Public Library employees and its volunteer Board of Directors take time to gather important information from and about our community, reassess our goals, and plan for the future. Technology is rapidly changing, and information is available in more formats from more sources than ever before. Libraries must quickly respond to these changes to meet the increasing needs of our community. At the same time, we must not lose sight of our role as the place people gather for thoughtful conversation, quiet contemplation, and community celebrations.

Selected national LIBRARY OF THE YEAR 2006, we have earned a reputation for excellent public service that the community has come to expect. Always eager to raise the bar, staff members have spent the last 18 months in a rigorous process of self-inquiry which resulted in a revealing look into our organization, our community, and our future. It provided significant insights that led us to develop a plan that is both inspiring and achievable. The Salt Lake City Public Library is committed to innovative planning and creative action in our organization, our profession, and our community. The plan outlined here will guide us over the next three years.

## OUR GOALS

**The Salt Lake City Public Library will sustain its commitment to providing visionary, innovative, and standard-setting library service and resources.**

We believe the community we serve is entitled to the best library services we can provide.

We believe library services should be easy for patrons to use and should eliminate barriers to access.

We believe those services must be driven by community need and interest.

We believe programs should provide additional information, encourage life-long learning, and public discourse in our community.

### **Areas of Emphasis:**

#### **Convenience:**

The Library acknowledges the community's desire for more efficient and convenient methods of checkout. We will create additional self-service options throughout the System and increase

the ease and convenience of various registration and circulation functions.

Access: We will improve the functionality and consistency of our catalog to ensure its accuracy, usability, and effectiveness.

Programs: Quality programs inform and enrich the lives of our citizens. We will continue to provide excellent programs, including the highly popular Dewey Lecture Series with a corresponding youth component. We will pursue diverse funding to support programs and exhibits which are of local, regional, and national significance.

Underserved Populations: We will find new and effective methods to reach underserved populations in our community, including seniors, immigrants, the economically disadvantaged, and the unemployed.

Collections: We will continue to expand and maintain collections that respond to community needs. We will remain a responsible steward of public funds by choosing materials and formats wisely and securing materials from damage and theft.

Technology: We will continue to upgrade equipment, software, electronic resources, and our website to meet the growing and changing technological expectations our patrons. We will meet and anticipate those expectations while balancing the Library's resources effectively.

Business Community: We will strengthen and expand services to the business community and vigorously promote the Library's business resources through the use of media, outreach, and programs.

**The Salt Lake City Public Library will hire and cultivate staff members with unparalleled levels of skill, integrity, and professional commitment.**

We believe we have outstanding staff and volunteers that help connect our organization to the communities we serve.

We believe it is a privilege to work in the library profession and this dynamic organization.

We believe in managing with vision and integrity.

We believe the staff have the right to a respectful, ethical, and participative work environment.



## **Areas of Emphasis:**

- Job Satisfaction: We will operate with integrity and manage from an ethical foundation. We are committed to offer competitive compensation and benefits.
- Communication: We will improve the quality of organizational communication and accountability through personal attention and the effective use of internal electronic communication. We will engage and coach staff to share ideas and help resolve problems. Annual Staff Town Hall meetings will be a part of this process.
- Training: We will continue to build an organizational culture committed to staff training and development. We will focus on improving instruction skills and the use of library resources.
- Leadership Transition: We will increase the leadership capacity within the organization in preparation for future changes.
- Accountability: We will foster a culture of integrity, professionalism, and accountability at all levels supported by the performance plan process.
- Volunteers: We will continue to recruit and utilize excellent volunteers from throughout the community to enhance library services.
- Commitment: We will ask our staff to embrace the challenges that realize the visions outlined here. We will ask for innovative thought and dedication to the organizational values. In return, staff can expect support and respect from the organization.

**The Salt Lake City Public Library will play a leadership role in the community and in the library profession to address and advance issues of life-long learning and intellectual freedom.**

We believe one person or organization can make a difference. We believe we have the knowledge and passion to be that organization.

We believe there are challenges ahead for public libraries and the issues we champion. It is our obligation to be a voice in support of the values and principles inherent in our mission. We believe the public library is and always will be the cornerstone of a free and democratic society.

## **Areas of Emphasis:**

Education: We will work to educate the public on issues regarding free speech, intellectual freedom, and censorship.

Library Ethics: We will continue to base decisions and actions on a solid foundation of library ethics and lead others by our example. We will review and implement the recommendations of the Library's Ethics Task Force.

Library Legislation: We will take an active role in working with the state legislature on library issues and funding.

Marketing: We will promote our vision, mission, and services more effectively.

Community Literacy: We will become a stronger participant in the literacy efforts of Salt Lake City to ensure that all members of the community can succeed in a knowledge-based society.

**The Salt Lake City Public Library will strengthen and enhance its role as a community gathering place for civic dialogue, cultural exploration, and community celebration.**

We believe the City Library is a place of tolerance, understanding, respect, inspiration, and community where civil behavior is practiced by staff and patrons.

We believe our city will continue to grow in diversity and complexity, and we have a significant role to play in celebrating that diversity and breaking down barriers between communities.

We believe in and embrace our role as an information resource and dynamic cultural institution for the city.

We believe we are a sanctuary for ideas where differing viewpoints are encouraged and respected and can be shared and explored in a variety of ways.

We believe in our growing role as the town square for our city and its neighborhoods.

## **Areas of Emphasis:**

Accessibility: We will extend hours and access to the Main Library by exploring additional weekend hours and advocating for inclusion of the library stop in the Trax Free Fare Zone.

- New Locations: We will continue to explore the need for additional locations as our city grows. We recognize the branch library as a cornerstone of any neighborhood.
- Online Presence: We recognize the Web as an important tool which serves as a virtual gathering place for people and ideas. We will enhance our website to ensure ease of use and reflect the electronic needs of the community.
- Partnerships: We will continue to cultivate and build strong partnerships with individuals, organizations, and cultural institutions in pursuit of quality programming and exhibits of interest and significance to patrons.
- Diverse Work Force: We are committed to hiring a work force that mirrors the diversity of the community we serve.
- Training: We will continue to train staff to demonstrate civility and professionalism to all patrons to create a welcoming environment.
- Growing Downtown: We will respond to the continued and future development of the downtown area by increasing our marketing efforts to new residents and enterprises.
- Cultural Experience: Through a combination of thoughtful and creative programs, exhibits, displays, collections and guides, we will enhance the library experience and strengthen our role as a major cultural resource for the city.

## **ACTION PLAN**

The far-reaching goals outlined above provide a solid framework for the next three years. From this document will come departmental action plans which clearly identify the necessary steps to attain our goals. These are designed to meet the needs of our diverse neighborhoods and patrons.