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# SALT LAKE CITY COUNCIL STAFF REPORT

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**Date:** May 9, 2008

**Subject:** Proposed Budget Salt Lake City Library System 2008-2009

**Affected Council Districts:** All

**Staff Report By:** Russell Weeks

**Administrative Dept. and Contact Person:** Salt Lake City Public Library, Beth Elder

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## **KEY ELEMENTS:**

- The Salt Lake City Public Library System's proposed budget for Fiscal Year 2008-2009 – including operating and capital budgets – represents a 1.45 percent increase over the current year, according to City Council staff calculations.
- Given the apparent flat revenue projections, the Library System's proposed budget generally involves moving relatively small amounts of money from one place to another to fund necessary projects and programs.
- The proposed budget also may reflect a conservative approach to budgeting given the time span between the retirement of former Library Director Nancy Tessman and the hiring of new Library Director Beth Elder.

## **POTENTIAL OPTIONS:**

- Adopt the proposed Library System budget as part of Salt Lake City's budget for Fiscal Year 2008-2009.
- Amend the proposed budget.

## **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 2008-2009. (This motion is the most likely motion the City Council will use. It assumes that any budget amendment that might occur will have been approved by the City Council by the time the motion is necessary.)

## DISCUSSION:

### PROJECTED REVENUE

| Major Category              | Adopted 2007-2008    | Proposed 2008-2009   | Difference        | Percent Change |
|-----------------------------|----------------------|----------------------|-------------------|----------------|
| Property Tax                | \$ 12,245,805        | \$ 12,445,448        | \$ 199,643        | 2%             |
| Interest Income             | 325,000              | 350,000              | 25,000            | 8%             |
| Grants/Donations/Rebates    | 275,000              | 175,000              | -100,000          | -36%           |
| Fines/Charges/Leases/Events | 605,000              | 605,000              | 0                 | 0%             |
| Capital Fund Balance        | 3,380,000            | 3,500,000            | 120,000           | 4%             |
| <b>TOTAL</b>                | <b>\$ 16,830,805</b> | <b>\$ 17,075,488</b> | <b>\$ 244,643</b> | <b>1.45%</b>   |

As the table above indicates projected revenue, particularly property tax revenue, is expected to remain fairly flat in Fiscal Year 2008-2009.

It should be noted that property tax is by far the largest source of revenue. The source is authorized by Utah State law.

The largest decline in revenue indicated in the chart is a \$100,000 decline in the Grants/Donations/Rebates line. The figure stems from the end of a three-year agreement with the Salt Lake City Redevelopment Agency in which the Library System received about \$100,000 a year for agreeing to extend the life of the RDA Central Business District. As a property taxing district separate from the City's General Fund, the Library System is one of several entities with the authority to collect property taxes that the Salt Lake City RDA must negotiate with in extending the lives of districts in which the RDA collects tax increment.

The proposed budget notes that the final 2007 property tax settlement resulted in property tax revenue exceeding original estimates by \$441,690. System administrators plan to put the extra revenue into the capital fund balance. The bulk of the capital fund balance generally is allocated to the System's branch building fund. The Library System lists "continuing the development of plan for a branch library in the Glendale area" and continuing to study "the possibility of branch library service in the West Capitol Hill area" as two priorities in the new fiscal year.

### PROJECTED EXPENDITURES

| Major Category        | Adopted 2007-2008    | Proposed 2008-2009   | Difference        | Percent Change |
|-----------------------|----------------------|----------------------|-------------------|----------------|
| Employee Services     | \$ 8,833,000         | \$ 9,017,643         | \$ 184,643        | 2%             |
| Materials             | 1,878,805            | 1,878,805            | 0                 | 0%             |
| Buildings & Grounds   | 1,258,000            | 1,278,000            | 20000             | 2%             |
| Services              | 1,151,000            | 1,151,000            | 0                 | 0%             |
| Operating Contingency | 80,000               | 50,000               | -30000            | -38%           |
| Capital Expenditures  | 3,630,000            | 3,700,000            | 70000             | 2%             |
| <b>TOTAL</b>          | <b>\$ 16,830,805</b> | <b>\$ 17,075,488</b> | <b>\$ 244,643</b> | <b>1.45%</b>   |

Employee services – wages, insurance, Social Security and other items – make up about 53 percent of the Library System’s projected total budget for the next fiscal year, and about 67 percent of the proposed \$13,375,448 operating budget. The proposed budget contains a 2 percent across-the-board salary increase in January for employees. The Library System employs 274 full- and part-time regular employees. The number equals about 180 full-time equivalent employees.

The budget also projects an 8.22 percent increase in health insurance costs. In addition, the proposed budget notes that Workers Compensation insurance coverage is expected to increase significantly.<sup>1</sup> The increase is due to “several” long-term workers’ compensation claims over roughly the last two years, according to System Administrators. Administrators say they have met with Workers Compensation Fund representatives to discuss ways to lower insurance costs.

Capital expenditures make up about 22 percent of the projected total budget. Again the bulk of the capital expenditures category roughly corresponds to the capital fund balance line in the projected revenue section.

The Library System’s materials category includes money allocated to purchase books, periodicals, audio and visual recordings and other items. Although the proposed budget indicates a trend toward purchasing more on-line reference sources and audio and visual recordings, the Library System purchased 62,854 books in the last 12 months. In addition, the Library System, working with the Friends of the Library, reviewed books donated to the Library and placed 5,425 items into the book collection, according to the proposed budget.

It should be noted that the budget proposes to cut funds allocated to buying periodicals even though the budget notes that periodical use is heavy within the System.<sup>2</sup> Administrators indicate that more people are reading periodicals using sources such as the Internet, making it less necessary to buy printed periodicals. In addition, the System subscribes to on-line resources that provide indexing and archive services and to on-line magazines that charge for reading them.

It should be noted that the Library System plans discontinue its collection of photographic slides. It plans to sell the collection at the Friends of the Library fall book sale.

Expenditures for buildings and grounds maintenance are projected to increase by \$20,000 to \$1,278,000. The increase is allocated to pay higher electrical light and power costs.

It should be noted that Library System and City officials continue to negotiate an agreement over financial and other responsibilities over the maintenance of what is known as Library Square. The site includes the Main Library, the old Main Library housing The Leonardo, the four-acre park, the paved square and the underground parking garage. Mutual utility costs are part of the negotiation. Another point in the agreement involves the City’s assumption of maintaining the parking garage.

## **BACKGROUND**

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.

The following is the Salt Lake City Code chapter pertaining to the Library Board:

**Chapter 2.28**  
**LIBRARY BOARD**

**2.28.010 Public Library Established:**

There is established the city public library. (Prior code § 25-23-1)

**2.28.020 Library Board of Directors-Appointment-Membership-Compensation:**

The Mayor, with the advice and consent of the Council, shall appoint a Library Board of Directors chosen from the citizens of the City at large with reference to fitness for such office. The Board of Directors shall consist of not less than five (5) members nor more than nine (9) members. Not more than one member of the City Council shall be, at any one time, a member of such Board. The directors shall serve without compensation, but their actual necessary expenses incurred in the performance of their official duties may be paid from library funds. (Prior code § 25-23-2)

**2.28.030 Library Board Of Directors-Terms-Election Of Officers-Removal And Vacancies:**

- A. Directors shall be appointed for three (3) years. Initial appointments and terms of office shall be those of the current Library Board. Annually thereafter the Board of Directors shall, before July 1 of each year, appoint for three (3) year terms directors to take the place of retiring directors. Directors shall not serve for more than two (2) full terms in succession.
- B. Following such appointments, the directors shall meet and elect a chairman and such other officers as they deem necessary for one year terms.
- C. The Mayor may remove any director for misconduct or neglect of duty.
- D. Vacancies in the Board of Directors shall be filled for the unexpired term in the same manner as the original appointments. (Ord. 95-90 § 3, 1990; prior code § 25-23-3)

**2.28.040 Librarian and Other Personnel-Appointment-Compensation:**

The Library Board of Directors shall appoint a competent person as the librarian to have immediate charge of the library, to have such duties and compensation for services as it shall fix and determine. The librarian shall act as the executive officer of the Library Board. The Board shall appoint, upon the recommendation of the librarian, other personnel as needed. (Prior code § 25-23-7)

**2.28.050 Cooperation With Other Local Library Boards:**

The Board of Directors of the City library is given authority to cooperate with other local library boards to provide library services. (Prior code § 25-23-9)

**2.28.060 Library Use-Rules and Regulations:**

**Use of library to be free, subject to rules.** The Library Board of Directors shall make and adopt rules and regulations not inconsistent with the law for the governing of the library. The library established under the provisions of this Chapter shall be free for the use of the inhabitants of the City subject to the rules and regulations adopted by the Board. The Board may exclude from the use of the library any and all persons who shall willfully violate such rules. The Board may extend the privileges and use of the library to persons residing outside of the City upon such terms and conditions as it may prescribe by its regulations. (Prior code § 25-23-5)

**2.28.070 Donations of Money or Property:**

Any person desiring to make donations of money, personal property or real estate for the benefit of such library shall have the right to vest the title to the money, personal property or real estate so donated in the Board of Directors of the City library to be held and controlled by such Board, when accepted, according to the terms of the deed, gift, devise or bequest of such property

and as to such property, the Board shall be held and considered to be trustees. (Prior code § 25-23-8)

**2.28.080 Library Fund Deposits and Disbursements:**

The Library Board of Directors shall have control of the expenditure of the Library Fund, construction, lease, sale of library buildings and land, and of the operation and care of the libraries and branches. All tax monies received for such libraries shall be deposited in the City Treasury to the credit of the Library Fund and shall not be used for any purpose except that of the City library. The funds shall be drawn upon by the authorized officers of the City upon presentation of properly authenticated vouchers of the Library Board. All monies collected by the library shall be deposited to the credit of the Library Fund. The Library Board shall purchase, lease and sell land and purchase, lease and erect or sell buildings for the benefit of the library. The Board shall be responsible for the maintenance and care of the library and shall establish policies for its operation. (Prior code § 25-23-4)

**2.28.090 Annual Reports:**

The Library Board of Directors shall make an annual report to Mayor and City Council on the condition and operation of the library, including financial statements. The Board of Directors shall also provide for the keeping of such records as shall be required by the State Library Commission and its request for an annual report from public libraries and shall submit such annual report to the State Library Commission. (Prior code § 25-23-6)

**Cc: Cindy Gust-Jenson, Beth Elder, David Everitt, Lyn Creswell, Esther Hunter, Ed Rutan, Steve Fawcett, Jennifer Bruno, Susan Salvesen, Britton Lund, Susan Callaway, Kay Christensen, Laura Kirwan**

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

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<sup>1</sup> Operating and Capital Budget, Page 19.

<sup>2</sup> Ibid. Page 15.



MAY 06 2008

# The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

TO: Salt Lake City Council

- Jill Remington Love, Chair
- Carlton J. Christensen
- Luke Garrott
- K. Eric Jergensen
- J. T. Martin
- Van Blair Turner
- Søren D. Simonsen

FROM: Beth Elder, Director *BE*  
Salt Lake City Public Library

RE: CITY LIBRARY'S BUDGET PROPOSAL FOR 2008-09

DATE: May 6, 2008

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It is my [first time] pleasure to offer on behalf of the Board of Directors of the Salt Lake City Public Library copies of the City Library's budget proposal for the 2008-09 fiscal year. The Board approved the budget proposal at its regularly scheduled meeting on April 17, 2008, and has made the budget available for public review.

Small growth was seen in property tax revenues for the last fiscal year, but balancing the budget remains a difficult challenge as use of services, facilities, and collections continue to increase. Fixed costs, such as health insurance premiums, continue to increase at much greater levels. Partnerships for cooperative projects and programs will continue to be sought, and the City Library plans to begin the programming phase for a new branch library in the Glendale neighborhood. Additional funds will be necessary to operate the new library, and it will be imperative that a tax rate increase be addressed in 2009-10.

We welcome your questions and comments and look forward to meeting with you on May 13, 2008, for our budget presentation.

Enc.

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

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



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The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

# Operating and Capital Budget

Fiscal Year  
2008-2009

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# The City Library

Salt Lake City Public Library System

## **OPERATING AND CAPITAL BUDGET**

APPROVED BY  
LIBRARY BOARD OF DIRECTORS  
APRIL 17, 2008

**FISCAL YEAR  
2008-2009**

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# The City Library

## SALT LAKE CITY PUBLIC LIBRARY SYSTEM

### EXECUTIVE SUMMARY

Small growth was seen in property tax revenues for 2007-08, 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 2008-09, the Operating Contingency was reduced and property tax revenues were shifted from capital to operating. This will be the last year that the City Library can sustain service levels without a tax increase. Additional funds will also be necessary to operate a new Glendale Branch Library. Although the Library will not ask for an increase to the tax rate this year, it will be imperative that a tax rate increase be addressed in 2009-10.

Priorities for 2008-09 include:

- Revitalization and renewal – in the finest sense – as the Board provides a community-wide orientation for the new Library Director.
- Bringing the City Library's web site up to industry standards.
- Managing of increased use without increased staff.
- Seeking additional partnerships and cooperative projects to continue excellent programs and events.
- Beginning the programming phase of the new branch of the library in the Glendale neighborhood and proceeding into the design phase of this new facility, as much as the Library's budget will support.

# 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 proposed Operating Budget maintains an assumption of little growth in revenues attributed to the numerous properties off the market in the downtown area, the relatively flat revenues from property taxes, and lower interest rates. We have seen very small increases in fine revenue collections. No increase to the tax rate is requested for 2008-09. However, in 2009-10, it will be imperative to increase the tax rate in order to maintain current levels of service and to complete and operate a branch library in the Glendale area.

The City Library continues to be met with minimal natural growth in property taxes and consistent inflation in costs for human resources, such as health insurance premiums and performance-based merit costs. Other fixed costs, such as utilities, have seen increases that present challenges in our budget planning. While maintenance and repair of library buildings is a top priority, the supplies and services necessary to maintain the standard necessary for our public buildings are continually rising in cost.

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. The Library is ready to begin the programming phase of this project during the 2008-09 budget year and will proceed with design, construction, and operation of this new facility as budget and funding allow.

# INCOME AND REVENUES

## THE PRESENT

The revenue picture for 2008-09 is somewhat encouraging for the City Library. The certified tax rate for 2007-08 reflected 1.25% in new growth. The final 2007 tax settlement resulted in property taxes exceeding original estimates based on the certified tax rate of .000657 by \$441,690 or 3.61%. However, interest rates are discouraging, decreasing from 5%+ to 3%+. The costs associated with Unique Management (UMI) collections system to assist in collecting overdue accounts have been offset by increased fine collections, thus resulting in marginal increases in fine collections. The ability for patrons to pay online with a credit card has been well used.

## THE FUTURE

Legislation several years ago limited windfall revenues when property tax growth was good and also protected revenues when property tax growth is less than projected. The result is property tax revenue estimates which are based on the prior year's budget determined by the prior year's certified tax rate. The City Library is hopeful some new growth will be realized when the 2008 certified tax rate is set in June 2008. The Library's budget for property tax revenues reflects a very modest 0.75% in new growth.

**SALT LAKE CITY PUBLIC LIBRARY**

**SUMMARY OF GENERAL PROPERTY TAX REQUEST  
2008-2009 BUDGET**

|                                   | 2006-07<br><u>ACTUAL</u>   | 2007-08<br><u>BUDGET</u>   | 2008-09<br><u>BUDGET</u>   |
|-----------------------------------|----------------------------|----------------------------|----------------------------|
| Operating                         | \$12,727,250               | \$12,220,805               | \$12,445,448               |
| Capital                           | 25,000                     | 25,000                     | —                          |
| <b>TOTAL GENERAL PROPERTY TAX</b> | <b><u>\$12,752,250</u></b> | <b><u>\$12,245,805</u></b> | <b><u>\$12,445,448</u></b> |

**REVENUE SOURCES OPERATING FUND AND CAPITAL FUND  
2008-2009 BUDGET**

|                                   | 2006-07<br><u>ACTUAL</u>   | 2007-08<br><u>BUDGET</u>   | 2008-09<br><u>BUDGET</u>   |
|-----------------------------------|----------------------------|----------------------------|----------------------------|
| <b>OPERATING REVENUE</b>          |                            |                            |                            |
| General Property Tax              | \$12,727,250               | \$12,220,805               | \$12,445,448               |
| Copier/Printer and Sundry Revenue | 92,429                     | 70,000                     | 70,000                     |
| Fines and Collections             | 395,850                    | 425,000                    | 425,000                    |
| Interest                          | 269,918                    | 250,000                    | 200,000                    |
| Grants                            | 23,560                     | 25,000                     | 25,000                     |
| Donations                         | 72,093                     | 100,000                    | 100,000                    |
| Leases                            | 66,762                     | 70,000                     | 70,000                     |
| Events/Conferences                | 44,737                     | 40,000                     | 40,000                     |
| <b>TOTAL OPERATING REVENUE</b>    | <b><u>\$13,692,599</u></b> | <b><u>\$13,200,805</u></b> | <b><u>\$13,375,448</u></b> |
| <b>CAPITAL REVENUE</b>            |                            |                            |                            |
| General Property Tax              | \$ 25,000                  | \$ 25,000                  | \$ —                       |
| RDA Rebate                        | 110,491                    | 100,000                    | —                          |
| Interest                          | 101,765                    | 75,000                     | 150,000                    |
| Prior Year Capital Fund Balance   | —                          | est. 3,380,000             | est. 3,500,000             |
| Donations and Grants              | 480,400                    | 50,000                     | 50,000                     |
| Miscellaneous/Sundry Revenue      | 36,993                     | —                          | —                          |
| <b>TOTAL CAPITAL REVENUE</b>      | <b><u>\$ 754,649</u></b>   | <b><u>\$ 3,630,000</u></b> | <b><u>\$ 3,700,000</u></b> |
| <b>TOTAL BUDGET</b>               | <b><u>\$14,447,248</u></b> | <b><u>\$16,830,805</u></b> | <b><u>\$17,075,448</u></b> |

## **GENERAL PROPERTY TAX**

Property tax revenues for 2007-08 included very moderate new growth. Based on property tax revenues received for 2007, the City Library is hopeful that the revenue picture for 2008-09 will include some new growth and is projecting that growth conservatively at approximately 0.75%.

## **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**

The cost of collecting overdue materials and accounts through Unique Management (UMI) collections system has offset any projected increases in revenues received. However, a significant number of materials have been returned and this provides better patron service, which is the ultimate goal. Indirect cost savings are realized by not reordering and processing popular materials which are not returned. Also, patrons now have the ability to pay fines, charges, and make donations online with credit cards.

## **INTEREST**

The continuing decrease in interest rates over this past year has resulted in a loss of anticipated revenues. The Library is currently earning 3.5982% on funds invested in the Public Treasurer's Investment Fund. The same time last year, interest earnings were at 5.2384%.

## **GRANTS**

The City Library continues its efforts to raise private funds to supplement tax and fee revenues. This year, efforts will again be made to apply for grants with 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 few years. Although these funds cannot 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

|   | 2006-07<br><u>ACTUAL</u> | 2007-08<br><u>BUDGET</u> | 2008-09<br><u>BUDGET</u> |
|---|--------------------------|--------------------------|--------------------------|
| <b>BUILDINGS AND GROUNDS</b>              |                          |                          |                          |
| Buildings–Maintenance                     | \$ 207,293               | \$ 195,000               | \$ 195,000               |
| Equipment–Maintenance                     | 51,763                   | 55,000                   | 55,000                   |
| Buildings and Equipment–Contract Services | 269,327                  | 315,000                  | 315,000                  |
| Building Security                         | 110,672                  | 120,000                  | 120,000                  |
| Equipment Purchases                       | 28,260                   | 25,000                   | 25,000                   |
| Heating and Fuel                          | 144,296                  | 155,000                  | 155,000                  |
| Lights and Power                          | 337,854                  | 340,000                  | 360,000                  |
| Motor Equipment–Service and Maintenance   | 11,076                   | 6,000                    | 6,000                    |
| Rent–Property and Equipment               | 3,056                    | 5,000                    | 5,000                    |
| Water                                     | 40,921                   | 42,000                   | 42,000                   |
| <b>TOTAL BUILDINGS AND GROUNDS</b>        | <b>\$ 1,204,518</b>      | <b>\$ 1,258,000</b>      | <b>\$ 1,278,000</b>      |
| <b>MATERIALS</b>                          |                          |                          |                          |
| Binding                                   | \$ 6,304                 | \$ 6,000                 | \$ 6,000                 |
| Books and Reference Sources               | 957,173                  | 948,305                  | 887,305                  |
| CD-ROMS                                   | 2,962                    | 2,000                    | 2,000                    |
| Computer Reference Sources                | 149,776                  | 155,000                  | 180,000                  |
| Downloadable Audio                        | —                        | 32,500                   | 32,500                   |
| Maps                                      | 809                      | 1,000                    | 1,000                    |
| Periodicals                               | 104,378                  | 134,000                  | 120,000                  |
| Sound Recordings                          | 353,944                  | 300,000                  | 325,000                  |
| Visual Recordings                         | 327,765                  | 300,000                  | 325,000                  |
| <b>TOTAL MATERIALS</b>                    | <b>\$ 1,903,111</b>      | <b>\$ 1,878,805</b>      | <b>\$ 1,878,805</b>      |
| <b>PERSONNEL</b>                          |                          |                          |                          |
| Salaries and Wages                        | \$ 6,529,395             | \$ 6,850,000             | \$ 6,945,643             |
| Employees' Insurance                      | 745,133                  | 813,000                  | 900,000                  |
| Social Security                           | 481,277                  | 506,000                  | 508,000                  |
| Retirement                                | 601,913                  | 640,000                  | 640,000                  |
| Unemployment Compensation                 | 1,791                    | 6,000                    | 6,000                    |
| Other                                     | 11,782                   | 18,000                   | 18,000                   |
| <b>TOTAL PERSONNEL</b>                    | <b>\$ 8,371,291</b>      | <b>\$ 8,833,000</b>      | <b>\$ 9,017,643</b>      |

|                                     | 2006-07<br><u>ACTUAL</u>   | 2007-08<br><u>BUDGET</u>   | 2008-09<br><u>BUDGET</u>   |
|-------------------------------------|----------------------------|----------------------------|----------------------------|
| <b>SERVICES</b>                     |                            |                            |                            |
| Cataloging Charges                  | \$ 76,290                  | \$ 80,000                  | \$ 80,000                  |
| City Administrative Charge          | 20,502                     | 20,000                     | 20,000                     |
| Copier-Printer Supplies             | 29,442                     | 30,000                     | 30,000                     |
| Insurance                           | 203,696                    | 220,000                    | 220,000                    |
| Library Supplies                    | 205,618                    | 175,000                    | 175,000                    |
| Office Supplies                     | 10,121                     | 14,000                     | 14,000                     |
| Payroll Processing Charge           | 12,181                     | 15,000                     | 15,000                     |
| Postage                             | 103,381                    | 130,000                    | 130,000                    |
| Professional and Technical          | 40,195                     | 61,000                     | 61,000                     |
| Professional and Technical-Attorney | 2,959                      | 8,000                      | 8,000                      |
| Programming                         | 175,752                    | 140,000                    | 140,000                    |
| Publicity                           | 60,839                     | 60,000                     | 60,000                     |
| Staff Training and Development      | 24,942                     | 25,000                     | 25,000                     |
| Sundry Expense                      | 52,935                     | 27,000                     | 27,000                     |
| Telephone                           | 111,974                    | 125,000                    | 125,000                    |
| Travel                              | 14,323                     | 21,000                     | 21,000                     |
| <b>TOTAL SERVICES</b>               | <b>\$ 1,145,150</b>        | <b>\$ 1,151,000</b>        | <b>\$ 1,151,000</b>        |
| <b>TOTAL OPERATING EXPENDITURES</b> | <b>\$12,624,070</b>        | <b>\$13,120,805</b>        | <b>\$13,325,448</b>        |
| <b>CONTINGENCY</b>                  | <b>—</b>                   | <b>80,000</b>              | <b>50,000</b>              |
| <b>TOTAL</b>                        | <b><u>\$12,624,070</u></b> | <b><u>\$13,200,805</u></b> | <b><u>\$13,375,448</u></b> |

# BUILDINGS AND GROUNDS

## HIGHLIGHTS

General use of the Main Library and all of its branches continues to increase as does the use of the meeting room facilities at all locations. The demand this places on both maintenance staff and the facilities of the City Library System is significant. Skilled upkeep and general maintenance and care provide that the overall condition of the facilities continues to be very good. In order to ensure responsible upkeep of all facilities, additional attention must be paid to preventative maintenance, rest rooms, cleaning, and painting. While these efforts are of utmost importance, the Library's goal is to carry out these responsibilities with no additional funding this year. There was a moderate increase in the 2008-09 Buildings Maintenance budget line to support the increase in the cost of utilities. Our expectations of CBI, the company that provides security at 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, and additional changes will continue to be explored to provide the best protection and care we can offer.

## FUTURE PRIORITIES

Priorities for 2008-09 include:

- Continuing use of efficiencies to conserve in the expense of time and money while providing safe, comfortable buildings.
- Providing security for the Main Library through continued expectations of CBI and defining procedures that provide the best, possible outcome.
- Initiating the programming phase and beginning the design phase for building a branch library in the Glendale area.

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

|   | <u>2007-08</u><br><u>BUDGET</u> | <u>2008-09</u><br><u>BUDGET</u> |
|---|---------------------------------|---------------------------------|
| Buildings–Maintenance                     | \$ 195,000                      | \$ 195,000                      |
| Equipment–Maintenance                     | 55,000                          | 55,000                          |
| Buildings and Equipment–Contract Services | 315,000                         | 315,000                         |
| Building Security                         | 120,000                         | 120,000                         |
| Equipment Purchases                       | 25,000                          | 25,000                          |
| Heating and Fuel                          | 155,000                         | 155,000                         |
| Lights and Power                          | 340,000                         | 360,000                         |
| Motor Equipment–Service and Maintenance   | 6,000                           | 6,000                           |
| Rent–Property and Equipment               | 5,000                           | 5,000                           |
| Water                                     | <u>42,000</u>                   | <u>42,000</u>                   |
| <b>TOTAL BUILDINGS AND GROUNDS</b>        | <b>\$1,258,000</b>              | <b>\$1,278,000</b>              |

**BUILDINGS–MAINTENANCE**

Increased use of all facilities has an impact on building maintenance. The Main Library is now over five 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 (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**

The security contract with CBI includes a scheduled presence at only the Main Library with visits to the branches on a varied and rotating basis or 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 and will continue to be explored. Scheduling changes will soon offer coverage by two officers at all times.

## **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. An increase in the lights and power budget is based on current projected costs.

## **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**

Currents funds in this budget center should be adequate for the upcoming year.

# MATERIALS

Circulation for the City Library System continues to exceed 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 use of online databases continues to climb – “pages” viewed monthly average around 300,000. Due to a flat budget, funds are not available to increase the materials budget this year. The \$50,000 reduction in the materials budget for 2007-08 cannot be recouped this year. The percentage of the total budget spent on materials has dropped to 14%.

## HIGHLIGHTS

In 2007-08, the City Library:

- Expanded the periodicals collection to better meet the needs of patrons by purchasing additional copies of the most popular titles in response to increasing demand.
- Targeted the Salt Lake City business community with enhanced reference service. The Library expanded and upgraded its business reference resources. Emphasis was placed 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.

Found success in the downloadable audio collection, which are also known as e-audiobooks. Included are a variety of popular and classic fiction, nonfiction, young adult, children’s, and international language audiobooks. This service is available from home for patrons with computer and Internet access. PADs, predownloaded audiobooks, have been added and have immediately found a patron base.

- Increased and enriched collections and services for patrons with remote electronic access, both from within the Library as well as from home. New databases were added to meet the needs of patrons and the business community, including *Standard and Poor’s Net Advantage* and *Business Decisions*, which has no print equivalent, and can be the ultimate tool for the placement of new or expanded businesses.
- Refreshed the Art Print collection, a unique collection that supports Salt Lake’s art and educational community.

## FUTURE PRIORITIES

Priorities for 2008-09 include:

- The continuing development of the highly used international collection of over 80 languages in both fiction and nonfiction for adult patrons.
- Making available literacy materials to all patrons and development of an EZ collection at the Chapman Branch Library. Although this service originated at the Main Library, it will be monitored as a possibility for other branches in the future.

Adding video to the downloadable products that are heavily used by library patrons.

- Continuing development of the new format called Playaways. This preloaded digital audio player has completed a successful trial period.

## EFFORTS TO CONTROL COSTS

- The City Library continually streamlines its acquisition process and takes advantage of online ordering tools so that we are able to buy more materials with fewer staff, maximize available discounts, and provide new materials to patrons faster.
- The City Library's centralized selection process continues to pay dividends in efficiency by eliminating unnecessary duplication of titles and achieving better distribution of titles to branches.
- By offering downloadable resources, the City Library keeps up with the new, in-demand technologies and is able to deliver materials and resources more quickly and with less labor.
- By cooperating with the Friends of the Library organization and systematically reviewing those books that are received as donated gifts, the City Library pulled 5,425 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 booksales.

## SALT LAKE CITY PUBLIC LIBRARY

### MATERIALS BUDGET

|                             | <u>2007-08</u><br><u>BUDGET</u> | <u>2008-09</u><br><u>BUDGET</u> |
|-----------------------------|---------------------------------|---------------------------------|
| Binding                     | \$ 6,000                        | \$ 6,000                        |
| Books and Reference Sources | 948,305                         | 887,305                         |
| CD-ROMS                     | 2,000                           | 2,000                           |
| Computer Reference Sources  | 155,000                         | 180,000                         |
| Downloadable Audio          | 32,500                          | 32,500                          |
| Maps                        | 1,000                           | 1,000                           |
| Periodicals                 | 134,000                         | 120,000                         |
| Sound Recordings            | 300,000                         | 325,000                         |
| Visual Recordings           | <u>300,000</u>                  | <u>325,000</u>                  |
| <b>TOTAL MATERIALS</b>      | <b>\$1,878,805</b>              | <b>\$1,878,805</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. The Materials budget line remains flat this year, even though it was cut by \$50,000 last year due to a certified tax rate which was less than the projected growth in the approved budget. The 2008-09 budget readjusts categories to reflect the change in format use by the public.

#### BINDING

This budget reflects the 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**

While use of traditional print resources continues to grow and the Library strives to sustain book collections, this budget also responds to the demand for other formats. The number of patrons using library resources from home is outstanding. In 2007, more than three million pages were viewed. The City Library will continue the successful push to target the Salt Lake City business community with enhanced reference service in both print and online services.

## **CD-ROMS**

Demand for this format is felt primarily in children's educational materials. Finding license-free materials creates a challenge in developing this collection.

## **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 and yet can serve more patrons. 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 international language audiobooks. This service is available from home for patrons with computer and Internet access. The start-up collection has been well used and 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 heavy.

## **SOUND RECORDINGS**

Circulation in the area of compact discs and books-on-CD continue to rise. Increasing demand in the CD format has required the City Library to carefully consider the proportion of the materials budget spent on audiovisual formats.

## **VISUAL RECORDINGS**

The demand for the DVD format continues to grow. The need for more nonfiction issues and topics continues to increase. Patrons requiring information on international topics and the increased use of more expensive selections for training and development by the business community contribute to create demand.

## **SLIDES**

This year the slide collection, existing primarily of art photos, will be discontinued and sold at the Friends of the Library fall booksale.

# 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.
- Added a Web Services Manager position to manage digital content and web delivery services such as databases and resources, a great web site, 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.
- Increased efforts to hire staff with 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.
- Replaced the human resources online employee information system, resulting in financial savings and better communication.

Expansion of a Staff Wellness program and activities to encourage good health, reduced use of sick leave, fewer work-related injuries, and reduced turnover.

## FUTURE PRIORITIES

Priorities for 2008-09 include:

- Completing a staff utilization and salary study with the help of outside consultants.
- Without an increase in cost, seeking a more effective counseling service for staff.
- Expanding the mentoring program with an additional goal of building the next librarians for Salt Lake City.
- Using community input, find ways to increase the City Library staff's ethnic diversity.

## 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 will add more options for health insurance that allow for lower premiums with higher deductibles.
- The City Library will continue use of volunteer help where appropriate.
- The City Library will continue to encourage staff 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>2007-08</u><br><u>BUDGET</u> | <u>2008-09</u><br><u>BUDGET</u> |
|---------------------------|---------------------------------|---------------------------------|
| Salaries and Wages        | \$6,850,000                     | \$6,945,643                     |
| Employees' Insurance      | 813,000                         | 900,000                         |
| Social Security           | 506,000                         | 508,000                         |
| Retirement                | 640,000                         | 640,000                         |
| Unemployment Compensation | 6,000                           | 6,000                           |
| Other                     | <u>18,000</u>                   | <u>18,000</u>                   |
| <b>TOTAL PERSONNEL</b>    | <b>\$8,833,000</b>              | <b>\$9,017,643</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 includes a 2% across-the-board wage adjustment half way through the fiscal year in January 2009 to maintain competitive salaries.

#### EMPLOYEES' INSURANCE

City Library employees are covered by PEHP's Local Governments Risk Pool. Health care costs for 2008-09 increased by 8.22%. The Library desires to contribute an equal amount for each salaried staff member to support insurance. Workers Compensation insurance coverage for April 1, 2008, to April 1, 2009, increased significantly. Staff are working with Workers Compensation Fund of Utah to reduce future costs where possible.

## **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/flexible spending).

## **RETIREMENT**

Benefited library employees are covered under the Utah Retirement System Public Employees Noncontributory Retirement System. This year, the retirement rate for local government employers remains at 11.62%. The Library continues to pay 2.65% or 1.40% into a 401(k) plan for 23 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 supports employee use of public transit by reimbursing employees a portion of monthly transit pass costs. As gasoline prices remain high, library staff continue to take advantage of this great benefit. Funds are also allocated, when available, for flu and hepatitis shots to help reduce illness among staff members.

# SERVICES

## HIGHLIGHTS

### Major highlights of 2007-08:

- 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:

Continued the expansion of partnerships by working with community groups such as the University of Utah's Museum of Natural History and the Utah Humanities Council.

Hosted the successful Comic Book Conference with local and national participation including *The Simpson's* Bill Morrison.

Hosted the third Thinking Ahead futures conference in the spring with librarians and information professionals from throughout the country.

Hosted the Inventor's Fair, inviting community members to share their work and learn from experts, such as Jake Vandermeide from UtahInventor.org.

Hosted Intercambio de Idiomas/Language Exchange, which combines students of English and Spanish for practice of their new languages during a friendly hour of conversation.

### Other highlights include:

- The September Literacy Fair – a day of education, experience, and discussion regarding the life of the illiterate and how we can be of help to them.
- Strings Attached: Celebrating the Art of Puppetry – a two-day smash hit featuring the nationally known Cashore Marionettes in addition to Utah puppeteers.
- A senior focus – offering specific information on resources offered by the Library and beginning a film series.
- Building a presence with the business community, such as the Downtown Alliance, Chamber of Commerce, and Vest Pocket Coalition. Business outreach services in both English and Spanish have been well received.

- Crowns Photo Exhibit – held in June, this exhibit is inspired by the book *Crowns: Portraits of Black Women in Church Hats* by Michael Cunningham and Craig Marberry.

### **FUTURE PRIORITIES**

- This fall, the Dewey Lecture Series will kick off the *We Shall Remain* project as the Library partners with organizations such as KUED, the Salt Lake Film Center, the Museum of Natural History, the Utah Humanities Council, and the Utah Division of Indian Affairs.
- A major package of programming, events, and displays will promote the Environmental/Sustainable Living program with Richard Louv, author of *Last Child in the Woods*. The Library will seek partners in the community.
- Gaming for teens has been a success at all library locations. A tournament for teens will increase the participation.
- Completing a staff utilization and compensation study to ensure the best use of human resources and reasonable benefits and compensation.

### **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 having implemented an online bill-pay system, establishing the ability to accept credit cards online and at every location.



**SALT LAKE CITY PUBLIC LIBRARY**

**SERVICES BUDGET**

|                                     | <u>2007-08</u><br><u>BUDGET</u> | <u>2008-09</u><br><u>BUDGET</u> |
|-------------------------------------|---------------------------------|---------------------------------|
| Cataloging Charges                  | \$ 80,000                       | \$ 80,000                       |
| City Administrative Charge          | 20,000                          | 20,000                          |
| Copier-Printer Supplies             | 30,000                          | 30,000                          |
| Insurance                           | 220,000                         | 220,000                         |
| Library Supplies                    | 175,000                         | 175,000                         |
| Office Supplies                     | 14,000                          | 14,000                          |
| Payroll Processing Charge           | 15,000                          | 15,000                          |
| Postage                             | 130,000                         | 130,000                         |
| Professional and Technical          | 61,000                          | 61,000                          |
| Professional and Technical-Attorney | 8,000                           | 8,000                           |
| Programming                         | 140,000                         | 140,000                         |
| Publicity                           | 60,000                          | 60,000                          |
| Staff Training and Development      | 25,000                          | 25,000                          |
| Sundry Expense                      | 27,000                          | 27,000                          |
| Telephone                           | 125,000                         | 125,000                         |
| Travel                              | <u>21,000</u>                   | <u>21,000</u>                   |
| <b>TOTAL SERVICES</b>               | <b>\$1,151,000</b>              | <b>\$1,151,000</b>              |

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**CATALOGING CHARGES**

The majority of these expenditures are applied to 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 80+ international languages represented in the Library's collection.

**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.

### **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 covers the costs of paper for public copiers throughout the City Library System as well as other related supplies.

### **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 current policy includes earthquake and terrorism coverage. With insurance costs becoming more stable, minimal rate increases for 2009 are probable.

### **LIBRARY SUPPLIES**

No change is planned in this budget center as the materials budget will not increase this year. 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.

### **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 decrease postage costs. In addition, the Library is now able to provide automated calls for most notifications when that is the patron's preference. This system will save a significant amount of postage. These savings should cover the May 2008 postal increase. 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. Over the years, a donation from the Friends of the Library has supported the postage costs for this mailing.

## **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 Eid al-Fitr and Nowruz draw hundreds of people from diverse backgrounds. Spanish language programming is included. 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.

### **TELEPHONE**

Although this budget center does not change, the Library will replace the telephone system with a Voice-over IP system with expanded functionality. Features include an increase of speed in branch bandwidth and voice mail for management staff.

### **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 2007-08, the City Library:

- Installed carpet on the walls in the Main Library Circulation back area to protect them from damage due to book bins, crates, and carts.
- Enhanced lettering on directional signage at the Main Library.
- Made capital repairs to the Chapman Branch Library, including replacement/addition of carpeting, an air conditioning unit, a sprinkling system, large outside flower pots, and signage at the entrance to the building.
- Purchased ADA-approved doors for the Main Library Level 5 rooftop, Sprague and Sweet Branch Libraries.
- Installed shelving backstops for all locations.

## FUTURE PRIORITIES

Priorities for 2008-09 include:

- Continuing the development of plans for a branch library on the Glendale area and further explore the possibility of branch library service in the West Capitol Hill area.
- Installing self-check out equipment at all branches.
- Implementing self-service holds pickup at all locations.
- Installing new carpet at the Sweet Branch Library.

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

|                                     | <u>2008-09</u><br><u>BUDGET</u> |
|-------------------------------------|---------------------------------|
| <b>CAPITAL IMPROVEMENTS PROGRAM</b> |                                 |
| Main Library                        | \$ 50,000                       |
| Branch Building Fund                | 3,300,000                       |
| <b>TECHNOLOGY ENHANCEMENT</b>       |                                 |
| Systems Fund                        | 100,000                         |
| <b>QWEST LEASE AGREEMENT</b>        | 50,000                          |
| <b>BUILDINGS AND GROUNDS</b>        |                                 |
| Capital Repairs                     | 100,000                         |
| <b>PRIOR YEAR/CONTINGENCY</b>       | <u>100,000</u>                  |
| <b>TOTAL CAPITAL EXPENDITURES</b>   | <b><u>\$3,700,000</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 in the Glendale area.

### **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 check out stations at all branches. Self-check out at the Main Library supports the circulation of nearly 30,000 items a month, an amount comparable to the monthly circulation at Sprague.

### **QWEST LEASE AGREEMENT**

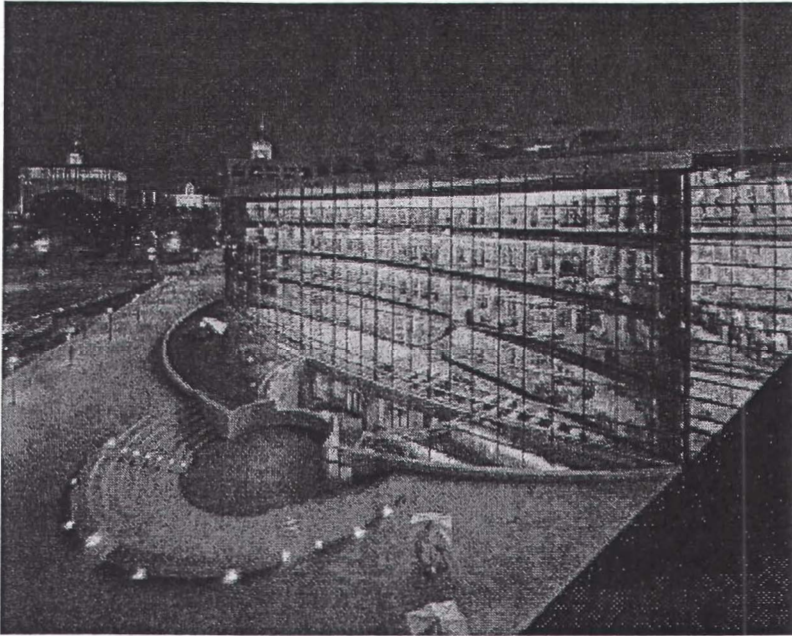
The City Library entered into a contract with Qwest in March 2008 to purchase Voice-over IP for all library locations. This project is designed to accomplish two things. First, it increases bandwidth for faster computer access at branch locations and second, it upgrades the current, seven-year old telephone system to Voice-over IP, which will allow the Library to expand the features that a modern telephone system offers such as voice mail and easily customizable messages. The cost of the service at the Anderson-Foothill Branch Library was expended from an estate donation in 2007 for the exclusive use at the branch. The cost of hardware, installation, and entrance facilities for the Main Library and remaining four branches is included in a five-year lease agreement at 3.73% interest.

### **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**

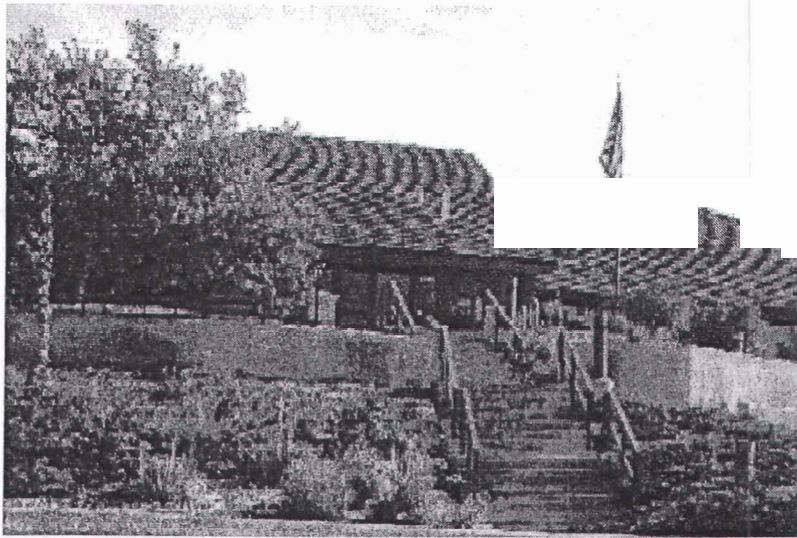
**LOCATION**

**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 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 2007–2009

## PREFACE

Every three years, Salt Lake City Public Library employees and board members 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. Our 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, and our community has come to expect it. Always eager to raise the bar, staff members have spent the past 18 months in a rigorous process of self-inquiry that 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 services 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 library services must be driven by community need and interest.

We believe programs should provide additional information, encourage life-long learning, and foster 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 web site to meet the growing and changing technological expectations of 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 continue to 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 offering 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 solve 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 using library resources effectively.

**Management:** We will create a document that defines the values, goals, and objectives of the Management Team. This document will be highly responsive to the changing needs of the organization.

**Leadership Transition:** We will increase the leadership capacity within the organization in preparing 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 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 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 Salt Lake 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 explore the possibility of extending Main Library hours one Friday per month to better serve our patrons, participate in the community Gallery Stroll, and provide additional programming to draw people together. We will advocate for the inclusion of the library stop in the Trax Free Fare Zone.

### New Locations:

We recognize the branch library as a cornerstone of any neighborhood. We will continue to explore the need for additional locations as our city grows.

### 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 web site 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 our patrons.

### Diverse Workforce:

We will remain committed to hiring a workforce that mirrors the diversity of the community we serve.

### Training:

We will continue to train staff to demonstrate civility and professionalism toward 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 Salt Lake 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 that clearly identify the necessary steps to attain our goals. These plans will be designed to meet the needs of our diverse neighborhoods and patrons.

## MANAGEMENT VALUES

Library managers are committed to maintaining an atmosphere of integrity. We are instrumental in creating a culture which values, supports, and rewards truth-telling, transparent and open discussion, and direct feedback that is timely, constructive, and respectful. We foster growth when we actively encourage personal development, assess performance consistently and fairly, allow staff to take risks and make mistakes, and hold ourselves to the same expectations of accountability as the staff we supervise. We encourage excellence in others when we strive for excellence ourselves and focus on solutions. We promote integrity when we practice integrity. We empower others by trusting them in their areas of responsibility and by balancing honest assessment with support for the decisions they make. We will treat our staff and each other with the same careful and compassionate attention we give to our patrons.