
SALT LAKE CITY COUNCIL STAFF REPORT

Date: May 6, 2009

Subject: Proposed Budget Salt Lake City Library System 2009-2010

Affected Council Districts: All

Staff Report By: Russell Weeks

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

KEY ELEMENTS:

- The Salt Lake City Public Library System's proposed operating budget for Fiscal Year 2009-2010 – not including the System's contingencies, capital budget or fund balances – represents a projected 2.6 percent (\$354,120) increase in expenditures over fiscal year 2008-2009, according to City Council staff calculations.
- The proposed budget notes that, following a national trend, "visits and circulation are up 12 percent throughout the Library System."¹
- Although the adopted budget for the 2008-2009 fiscal year indicated that the Library System intended to seek a property tax increase for Fiscal Year 2009-2010 to meet System-wide needs, the proposed budget does not contain it. The proposed budget includes provisions to use operating and capital fund balances in Fiscal Year 2009-2010 instead. However, the proposed budget says, "The City Library will need to request a tax increase next year to sustain current levels of service."²
- The proposed budget also is intended to fund projects to advance the Library System's new strategic plan for the people it serves.

POTENTIAL OPTIONS:

- Adopt the proposed Library System budget as part of Salt Lake City's budget for Fiscal Year 2009-2010.
- 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 2009-2010. (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 Budget 2008-2009	Requested Budget 2009- 2010	Difference	Percent Change
Property Tax	\$ 12,445,448	\$ 12,499,568	\$ 54,120	0%
Interest Income	350,000	200,000	-150,000	-43%
Grants/Donations/Rebates	175,000	203,500	28,500	16%
Fines/Charges/Leases/Events	605,000	555,000	-50,000	-8%
Operating Fund Balance	0	500,000	500,000	
Capital Fund Balance	3,500,000	1,000,000	-2,500,000	-71%
TOTAL	\$ 17,075,448	\$ 14,958,068	\$ (2,117,380)	-7%

As the table above indicates, except for projected revenue from property taxes, there appears to be a wide fluctuation in the increase and diminishment in revenue sources. However, most of the large increases and drops reflect the Library System’s projected use of fund balances for the 2009-1010 fiscal year.

It might be noted that the \$12,499,568 in projected property tax revenue makes up 90.7 percent of the projected \$13,779,568 listed as total operating revenue.

Interest income and revenue from fines, charges, leases and events are projected to decline in the next fiscal year. The proposed budget notes that the Library System as of March 2009 was earning 1.25 percent on funds invested in the Public Treasurer’s Investment Fund – down from 3.6 percent at the same time in 2008 and down from 5.2 percent in March 2007.³ Revenue from fines and collections is projected to drop by \$40,000 (9 percent) in the next fiscal year. According to the proposed budget, the System’s contract with a collection company to collect overdue accounts and material “has not generated any increased revenue from fines.”⁴ However, it appears to have resulted in the return of overdue material, resulting in more items available for patrons and less need to replace overdue or missing items. Most of the rest of projected revenue sources appear to remain relatively flat. A \$28,500 rebate from the Salt Lake City Redevelopment Agency accounts for the 16 percent projected boost in the Grants/Donations and Rebates category.

The largest projected increase depicted by the table is the projected use of \$500,000 from the Library System’s Operating Fund Balance. Library System administrators note that the System has an unreserved fund balance in its operating budget of \$1,698,033. The System plans to use \$500,000 of the unreserved fund balance to fund operating expenditures in the 2009-2010

fiscal year and set aside another 5 percent (\$698,033) to meet the state legal requirement for maintaining fund balances.

Similarly, the largest decrease depicted in the table is a roughly \$2.5 million drop in the capital fund balance. It should be noted that the Operating and Capital Budget for Fiscal Year 2008-2009 listed \$3.3 million as Branch Building Fund line item in Capital Improvements Program Expenditures.⁵ Library System administrators note that in prior years the System has budgeted the entire unreserved capital fund balance as a revenue source in anticipation of moving toward building a branch library in the Glendale area. Although the System remains fully committed to a branch library in Glendale, it appeared to administrators that it is unlikely there will be any additional progress on the Glendale or Capitol Hill branches this year. Also, after meeting with the City Council Finance Subcommittee, it appears that the probability of a tax increase or bond to fund new branches was unlikely this year. In addition, the Subcommittee and Library System administrators agreed that the Library could never set aside enough money to build a branch or branches without issuing a bond. Following the advice of the Subcommittee, the System budgeted \$1 million of about \$3.4 million in unreserved capital fund balance for other projects. Administrators indicate that the remaining \$2.4 million in unreserved funds will stay in the capital fund balance for use at a later time.

LIBRARY SYSTEM GOALS

Projected expenditures for the 2009-2010 include initial efforts to meet new goals in the Library System's strategic plan that will guide the System's direction for the next three years. The Library Board of Directors and staff have set six priorities on which to focus:

- **Early Literacy** – To help children have opportunities to read and learn.
- **Technology Access and Skills** – To help everyone in the community to have access to computers and the skills to use them.
- **Local Solutions** – To bring people together to address sustainability and city, state, and national urban initiatives.
- **Enjoying Life** – To help people “lighten up, enjoy life and unlock creativity.”
- **Exploring New Ideas** – To provide forums to discuss ideas the community “may never have encountered before.”
- **Bridging Divides** – To help the community find ways “to bridge the east/west racial, cultural and socio-economic divides to strengthen” Salt Lake City.⁶

Projected expenditures also are targeted toward meeting greater public demand for material and use of facilities. It might be noted that the Library System was awarded five stars in the *Library Journal* February 15, 2009 issue – the publication's top rating for public libraries. The rating was based on per capita number of library visits, circulation, program attendance, and public Internet use. It was one of a handful of libraries nationwide to receive the rating.⁷

On average, the Library System saw increases in materials circulation as much as 12 percent, a 10 percent increase in the number of library cards issued, and a 3 percent increase in the use of computers available to the public.⁸

Projected Expenditures

Major Category	Adopted Budget 2008-2009	Requested Budget 2009- 2010	Difference	Percent Change
Employee Services	\$ 9,017,643	\$ 9,240,000	\$ 222,357	2%
Materials	1,878,805	2,067,068	188,263	10%
Buildings & Grounds	1,278,000	1,268,500	-9,500	-1%
Services	1,151,000	1,104,000	-47,000	-4%
Operating Contingency	50,000	100,000	50,000	100%
Capital	3,700,000	1,178,500	-2,521,500	68%
TOTAL	\$ 17,075,448	\$ 14,958,068	\$ (2,117,380)	-7%

One way to describe the projected expenditures outlined in the table above is reprioritizing minimal spending increases to start meeting goals outlined in the strategic plan while addressing greater demand by the public for materials and services.

Employee services – wages, benefits, insurance – make up 67 percent of the \$13,779,568 in total operating expenditures minus contingencies. The \$222,357 projected increase includes a \$141,357 increase in salaries and wages. According to Library System administrators, the bulk of the proposed increase is to fund additional staff that would:

- Conduct technology classes and training to the public.
- Provide literacy outreach to children five years old and younger.
- Develop a new Internet Web page and manage its content.⁹

Administrators also indicate that there are “some funds available which could be used for a very conservative merit increase for eligible staff.” It might be noted that Library System employees did not receive a salary increase during the current fiscal year.

In addition, health care costs under the Public Employees Health Program Local Governments Risk Pool are projected to increase by 9.5 percent. They increased 8.22 percent in the 2008-2009 fiscal year. Workers compensation insurance coverage for April 1, 2009 to April 1, 2010 also increased significantly.¹⁰ It is at least the second annual increase. According to Library System administrators rates have increased due to several long-term claims. Administrators expect to see a leveling off or reduction in premiums in about two years. Meanwhile, System staff plans to continue to work with the Workers Compensation Fund of Utah to reduce future costs.

Materials – shows a roughly 10 percent increase to bring the materials budget back to 15 percent of the total operating budget. The budget projects relatively significant increases – respectively \$75,000 and \$50,000 – for sound and visual recordings. The increases are intended to meet increased demand for compact discs, books on compact discs, and non-fiction items in DVD format. The budget also projects a roughly \$48,000 increase for books and reference sources. The increase would be used to buy more “traditional print resources” and electronic reference sources accessible by the Internet.¹¹

Buildings and Grounds – Although the category shows a slight decrease in projected expenditures, the Library System has redirected allocations in significant areas. Building

maintenance is projected to receive a \$55,000 boost to \$250,000 “to adequately address the maintenance and upkeep due to heavy use and traffic throughout the Library System.”¹²

The allocation for building security also is projected to increase by \$30,000 to \$150,000 to provide an increase in security officers “during high-traffic times and continue to provide safe, secure buildings for staff, patrons, and library tenants,” particularly in the Main Library.¹³

The budget projects cutting \$72,000 from the current fiscal year’s \$515,000 allocations for heating and fuel, lights and power as part of its effort to reduce the System’s carbon footprint. It might be noted that the 2009-2010 fiscal year also is the first year in which the System will pay 70 percent of the cost of operating and maintaining the boiler room that houses the heating and cooling system for the Main Library, the City & County Building, and The Leonardo. Under an agreement between the Library System and the City, those costs are allocated on a percentage-of-use basis. It also should be noted that the City will take over operation of the underground parking garage on July 1.

Finally, the Library System plans to use non-toxic cleaning products, install more efficient thermostats and increase recycling for staff and patrons at all libraries.¹⁴

Services – The most significant cost allocation in the Services category is a projected \$90,000 cut in postage costs to \$40,000. According to the proposed budget, “The implementation of electronic mail notification for patrons with computer access, and automated calls for most notifications has resulted in substantial decreases in postage costs.” That will be offset by a \$72,000 increase to \$133,000 for professional and technical contracts. The increase is projected to be used for “consultants and specialists to provide a marketing evaluation, training and consulting for grant writing and translation services.” The professional and technical cost center also pays for the annual financial audit, attorney’s fees, memberships in professional activities and organizations.”¹⁵

Capital Improvements – Major capital improvements planned for Fiscal Year 2009-2010 include improvements to the Children’s Library at the Main Library; designing and building a new website; replacing heating and cooling systems at the Sprague, Sweet, and Anderson-Foothill branch libraries; installing self-check-out equipment at all branch libraries; and installing LCD message screens at all branch libraries.¹⁶

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, Ed Rutan, Frank Gray, Gordon Hoskins, Jennifer Bruno, Susan Callaway, Gina Chamness, Kay Christensen

File Location: Salt Lake City Library System

¹ Operating and Capital Budget, Page 10.

² Ibid. Page 4.

³ Ibid. Page 6, and Operating and Capital Budget Fiscal Year 2008-2009, Page 5.

⁴ Operating and Capital Budget Fiscal Year 2009-2010, Page 6.

⁵ Operating and Capital Budget for Fiscal Year 2008-2009, Page 28.

⁶ Operating and Capital Budget Fiscal Year 2009-2010, Pages 2 and 3.

⁷ Ibid, Page 18.

⁸ Ibid, Page 18.

⁹ Ibid, Page 19.

¹⁰ Ibid, Page 20.

¹¹ Ibid, Pages 16 and 17.

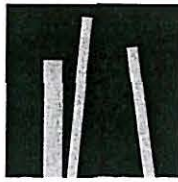
¹² Ibid, Page 11.

¹³ Ibid, Page 10.

¹⁴ Ibid, Page 10.

¹⁵ Ibid, Page 26.

¹⁶ Ibid. Page 28.



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The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

TO: Salt Lake City Council

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

FROM: Beth Elder, Director
Salt Lake City Public Library

RE: CITY LIBRARY'S BUDGET PROPOSAL FOR 2009-10

DATE: May 5, 2009

On behalf of the Board of Directors of the Salt Lake City Public Library, we herewith offer copies of The City Library's budget proposal for the 2009-10 fiscal year. The Board approved the budget proposal at its regularly scheduled meeting on April 16, 2009, and has made the budget available for public review.

Historically, public library use increases in a poor economy. The City Library is experiencing unprecedented demand for services, programs, and collections. Given the current economic climate, the Library's 2009-10 budget proposal does not reflect a needed tax increase. Efficiencies and reductions have been made in many Operating Fund budget centers, but increases in other areas necessitate using \$500,000 from the Library's Operating Fund balance as a revenue source. In addition, \$1,000,000 is being used from the Library's Capital Fund balance to fund the anticipated needs in the capital budget.

We welcome your questions and comments and look forward to meeting with you on May 12, 2009.

Enc.

cc: **Cindy Gust-Jenson**
Russell Weeks
Board of Directors

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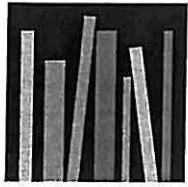
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The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

Operating and Capital Budget

Fiscal Year
2009-2010



The City Library

Salt Lake City Public Library System

OPERATING AND CAPITAL BUDGET

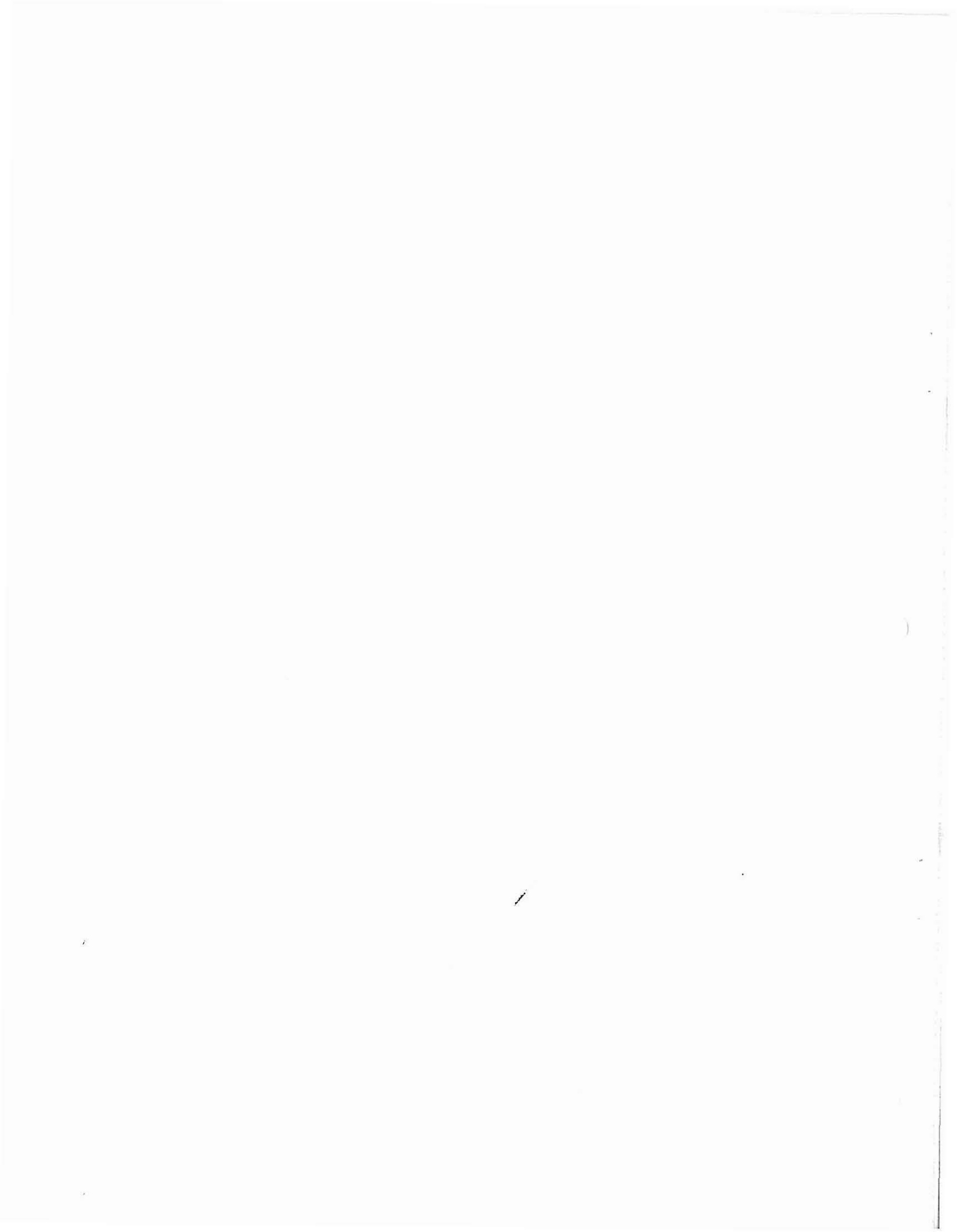
APPROVED BY
LIBRARY BOARD OF DIRECTORS
APRIL 16, 2009

**FISCAL YEAR
2009-2010**



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The City Library

SALT LAKE CITY PUBLIC LIBRARY SYSTEM

EXECUTIVE SUMMARY

While The City Library suffered the general effects of the economic downturn, it was encouraging to have property tax revenues grow ever so slightly during 2008-09. Other revenues, such as interest, fines, grants and gifts, declined significantly enough to eliminate the effects of the small property tax revenue increase. Economic uncertainty continues to make projecting revenues for 2009-10 challenging, especially with annual increases in employee health insurance, workers compensation, and inflation for materials and supplies.

Meanwhile, The City Library is experiencing unprecedented demand for services, programs, and collections. These demands and a changing community have strongly influenced the development of a new Strategic Plan to redesign services for maximum impact and effectiveness. The 2009-10 budget reflects many changes to challenge the organization to peak efficiency while making investments in staff, materials, and technology that will sustain the Library's reputation as one of the country's finest library systems.

Given unfortunate financial timing, we do not anticipate a tax rate increase and, therefore, recommend that funds from both the Operating Fund and the Capital Fund balances be used to sustain the Library through the next year.

Priorities for 2009-10 include:

- Achieving measurable advances in the goals set forward in the Library's Strategic Plan, including significantly addressing the literacy needs of low-income children, bridging the digital divide, reducing the Library's and the City's carbon footprint, and changing the perceptions east and west side residents may have of each other.
- Securing bond funding for Glendale and Capitol Hill Branch Libraries construction and a tax rate increase to provide for the materials and operating costs of two new locations.
- Launching a new City Library website to utilize the newest technologies for providing easy access and navigation of content necessary and meaningful to residents of Salt Lake City.
- Supporting and sustaining partners in cultural, arts, and education organizations with shared programming and events, collaborative grant-seeking, and promotion via the Library's website, newsletters, television, radio and social networking sites like Facebook and Twitter.

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 focus of this year's budget is to sustain service excellence and also fund projects to advance the Library's new Strategic Plan. Through an intensive series of meetings and conversations with community leaders, the Library Board of Directors and library staff, a plan has emerged that prioritizes six key community outcomes to focus on over the next three years. With a foundation of effective operations, well designed spaces, and a robust network of community partnerships, the Library can now stretch in new directions, especially in its ongoing efforts to bring services to those who need the Library the most. The identified outcomes in the Strategic Plan include:

Early Literacy

Every child has an equal chance to succeed. The youngest children in the community have expansive early literacy and early learning opportunities.

Technology Access and Skills

Everyone in the community has access to computers and the skills to use them.

Local Solutions

Everyone shares a sense of responsibility for the future. The community works together to address challenges and generate innovative solutions to create and sustain the best place to live, and then makes it happen. Our focus will be on sustainability and city, state, and national urban initiatives.

Enjoying Life

People make time for entertainment to lighten up, enjoy life, and unlock creativity.

Exploring New Ideas

The community openly explores ideas and engages in conversation, discussion and dialogue, especially about ideas they may have never encountered before.

Bridging Divides

The community finds ways to bridge the east/west racial, cultural and socio-economic divide to strengthen the City.

CAPITAL IMPROVEMENTS

With a consistent and ongoing effort to control costs and save any unexpended revenues over the past few years, the Library has built a strong Capital Fund to help strengthen the Library's infrastructure. Capital funds will be necessary to fund four key infrastructure projects:

- To build community support, secure locations, and funding for construction and operations for two new branch libraries in the Glendale and Capitol Hill areas of Salt Lake City. With current economic conditions, it will be particularly important to collaborate with City Planning and Community Development efforts.
- To implement the staff design for an innovative new website that provides simple functionality, a new means for connecting the Salt Lake City community, and new tools and technologies for advancing the Library's Mission and Strategic Plan.
- To collaborate with Salt Lake City, The Leonardo, and Library Square tenants to further plan and implement the full realization of the Library Square "campus."
- To engage experts in architectural consulting for capital project planning.

INCOME AND REVENUES

THE PRESENT

Last year's budget emphasized the need for a tax increase to fund the 2009-10 library budget in order "to maintain levels of service and operate a branch library in the Glendale area." Due to the uncertain economic climate, property tax increases associated with School Equalization and other City infrastructure projects, a tax increase for this coming year for The City Library does not look feasible. Therefore, \$500,000 has been budgeted from the Operating Fund balance to supplement revenues this coming year.

The revenue picture for 2009-10 is uncertain. The certified tax rate for 2008-09 reflected minimal new growth. The final 2008 tax settlement resulted in property taxes exceeding original estimates based on the certified tax rate of .000618 by \$76,413 or 0.69%. However, interest rates are discouraging, decreasing from March 2008 at 3.60% to March 2009 at 1.25%. The costs associated with Unique Management (UMI) collections system to assist in collecting overdue accounts have been marginal at best. However, a significant number of materials are being returned which results in better patron service.

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 will need to request a tax increase next year to sustain current levels of service.

Goals set forward in the Strategic Plan may create new opportunities, funding from private individuals, foundations, and state and federal granting agencies. All opportunities will be explored along with in-kind donations.

SALT LAKE CITY PUBLIC LIBRARY

**SUMMARY OF GENERAL PROPERTY TAX REQUEST
2009-2010 BUDGET**

	2007-08 <u>ACTUAL</u>	2008-09 <u>BUDGET</u>	2009-10 <u>BUDGET</u>
Operating	\$12,670,293	\$12,445,448	\$12,499,568
Capital	25,000	—	—
TOTAL GENERAL PROPERTY TAX	<u>\$12,695,293</u>	<u>\$12,445,448</u>	<u>\$12,499,568</u>

**REVENUE SOURCES OPERATING FUND AND CAPITAL FUND
2009-2010 BUDGET**

	2007-08 <u>ACTUAL</u>	2008-09 <u>BUDGET</u>	2009-10 <u>BUDGET</u>
OPERATING REVENUE			
General Property Tax	\$12,670,293	\$12,445,448	\$12,499,568
Operating Fund Balance from Prior Year	—	—	500,000
Copier/Printer and Sundry Revenue	63,741	70,000	60,000
Fines and Collections	393,973	425,000	385,000
Interest	195,515	200,000	100,000
Grants	10,013	25,000	25,000
Donations	53,143	100,000	100,000
Leases	63,222	70,000	60,000
Events/Conferences	65,804	40,000	50,000
TOTAL OPERATING REVENUE	<u>\$13,515,704</u>	<u>\$13,375,448</u>	<u>\$13,779,568</u>
CAPITAL REVENUE			
General Property Tax	\$ 25,000	\$ —	\$ —
RDA Rebate	110,802	—	28,500
Interest	141,164	150,000	100,000
Prior Year Capital Fund Balance	—	est. 3,500,000	1,000,000
Donations and Grants	120,134	50,000	50,000
Miscellaneous/Sundry Revenue	500	—	—
TOTAL CAPITAL REVENUE	<u>\$ 397,600</u>	<u>\$ 3,700,000</u>	<u>\$ 1,178,500</u>
TOTAL BUDGET	<u>\$13,913,304</u>	<u>\$17,075,448</u>	<u>\$14,958,068</u>

GENERAL PROPERTY TAX

Property tax revenues received for 2008-09 included very moderate new growth. However, the certified tax rate is limited to the prior year's budget of \$11,125,968 set by the Salt Lake County Auditor's Office. The small increase in this budget center is based on additional tax revenues from miscellaneous, delinquent, and motor vehicle collections.

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 Library renewed its contract with Unique Management (UMI) collections system for collecting overdue materials and accounts. Although this has not generated any increased revenues from fines, it has resulted in more materials being returned. The return of popular materials provides better patron service, which is the ultimate goal. Indirect cost savings are realized when popular items do not need to be replaced.

INTEREST

The continuing decrease in interest rates over this past year has resulted in a loss of anticipated revenues. As of March 2009, the Library is earning 1.25% on funds invested in the Public Treasurer's Investment Fund. The same time last year, interest earnings were at 3.60%.

GRANTS

The City Library continues its efforts to raise private funds to supplement tax and fee revenues. In 2008-09, a grant was received from the Division of Workforce Services. In the coming year, efforts will be made to apply for grants with particular emphasis upon strengthening the Library's capacity to cooperate with other agencies on early literacy and to support public programs such as the Dewey Lecture series.

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 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 included The City Library in their estate planning. The Library will seek in-kind donations for reading incentives, media promotion, welcome literature for new city residents, and incentives for staff wellness efforts.

LEASES

The City Library receives rent from the shops on Library Square.

EVENTS/CONFERENCES

Frequent use of library facilities, both during and after library hours, has resulted in revenue from rental fees. Income from this budget center has increased in 2009-10.

SUMMARY OF OPERATING BUDGET EXPENDITURES

	2007-08 <u>ACTUAL</u>	2008-09 <u>BUDGET</u>	2009-10 <u>BUDGET</u>
BUILDINGS AND GROUNDS			
Buildings–Maintenance	\$ 246,996	\$ 195,000	\$ 250,000
Equipment–Maintenance	52,491	55,000	50,000
Buildings and Equipment–Contract Services	269,053	315,000	300,000
Building Security	121,142	120,000	150,000
Equipment Purchases	26,913	25,000	25,000
Heating and Fuel	106,332	155,000	100,000
Lights and Power	322,703	360,000	343,000
Motor Equipment–Service and Maintenance	14,339	6,000	9,000
Rent–Property and Equipment	2,839	5,000	3,500
Water	38,879	42,000	38,000
TOTAL BUILDINGS AND GROUNDS	\$ 1,201,687	\$ 1,278,000	\$ 1,268,500
MATERIALS			
Art Prints	–	–	\$ 1,000
Binding	\$ 5,336	\$ 6,000	4,000
Books and Reference Sources	884,125	887,305	935,068
CD-ROMS	3,171	2,000	–
Computer Reference Sources	180,667	180,000	200,000
Downloadable Audio	30,667	32,500	31,000
Maps	1,160	1,000	1,000
Periodicals	114,591	120,000	120,000
Sound Recordings	338,823	325,000	400,000
Visual Recordings	322,860	325,000	375,000
TOTAL MATERIALS	\$ 1,881,400	\$ 1,878,805	\$ 2,067,068
PERSONNEL			
Salaries and Wages	\$ 6,621,896	\$ 6,945,643	\$ 7,087,000
Employees' Insurance	780,113	900,000	974,000
Social Security	489,540	508,000	517,000
Retirement	599,421	640,000	635,000
Unemployment Compensation	3,312	6,000	12,000
Other	12,772	18,000	15,000
TOTAL PERSONNEL	\$ 8,507,054	\$ 9,017,643	\$ 9,240,000

2007-08

2008-09

2009-10

	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
SERVICES			
Cataloging Charges	\$ 92,753	\$ 80,000	\$ 80,000
City Administrative Charge	16,231	20,000	20,000
Copier-Printer Supplies	17,541	30,000	25,000
Insurance	200,979	220,000	203,000
Library Supplies	168,658	175,000	175,000
Office Supplies	8,135	14,000	8,000
Payroll Processing Charge	12,735	15,000	13,000
Postage	77,449	130,000	40,000
Professional and Technical	38,942	61,000	133,000
Professional and Technical-Attorney	13,710	8,000	8,000
Programming	111,229	140,000	140,000
Publicity	51,491	60,000	65,000
Staff Training and Development	27,081	25,000	25,000
Sundry Expense	41,337	27,000	20,000
Telephone	111,544	125,000	128,000
Travel	12,305	21,000	21,000
TOTAL SERVICES	<u>\$ 1,002,120</u>	<u>\$ 1,151,000</u>	<u>\$ 1,104,000</u>
TOTAL OPERATING EXPENDITURES	\$12,592,261	\$13,325,448	\$13,679,568
CONTINGENCY	<u>—</u>	<u>50,000</u>	<u>100,000</u>
TOTAL	<u>\$12,592,261</u>	<u>\$13,375,448</u>	<u>\$13,779,568</u>

BUILDINGS AND GROUNDS

HIGHLIGHTS

Use of public libraries throughout the nation is booming. The City Library is no exception. Visits and circulation are up 12% throughout the Library System, placing added demands on maintenance and facilities staff. Because the Library is significantly busier than a year ago, the Maintenance budget covering upkeep and repairs will need to be increased. However, the Library will practice efficiencies in all areas, including the use energy-saving products and procedures, and will strive for a 2% annual reduction in energy use at all locations. Skilled upkeep in addition to preventive maintenance will ensure that the overall condition of the facilities remains very good. One area of increase is security for the Main Library, which is contracted through CBI Security. An increase in the number of people using the Library means the need for a greater security presence to ensure the safety and well being of patrons, staff, and tenants.

FUTURE PRIORITIES

Priorities for 2009-10 include:

- The Library's Strategic Plan for 2009-12 has identified Local Solutions as one key community outcome. The Library's focus will be on sustainability and city, state, and national urban initiatives. We will use nontoxic cleaning products, install more efficient thermostats, and increase recycling for staff and patrons.
- Working in conjunction with CBI Security, the Library will increase security during high-traffic times and continue to provide safe, secure buildings for staff, patrons, and library tenants.
- Increased use at all locations has an impact on building maintenance. The Library will develop a comprehensive plan to provide the necessary upkeep (i.e., repainting in select areas, furniture repair, etc.) due to heavy use and traffic.

SALT LAKE CITY PUBLIC LIBRARY
BUILDINGS AND GROUNDS BUDGET

	<u>2008-09</u> <u>BUDGET</u>	<u>2009-10</u> <u>BUDGET</u>
Buildings–Maintenance	\$ 195,000	\$ 250,000
Equipment–Maintenance	55,000	50,000
Buildings and Equipment–Contract Services	315,000	300,000
Building Security	120,000	150,000
Equipment Purchases	25,000	25,000
Heating and Fuel	155,000	100,000
Lights and Power	360,000	343,000
Motor Equipment–Service and Maintenance	6,000	9,000
Rent–Property and Equipment	5,000	3,500
Water	<u>42,000</u>	<u>38,000</u>
TOTAL BUILDINGS AND GROUNDS	\$1,278,000	\$1,268,500

BUILDINGS–MAINTENANCE

Increased use of all facilities has an impact on building maintenance. Based on current expenditures, an increase in this budget center is necessary to adequately address the maintenance and upkeep due to heavy use and traffic throughout the Library System.

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, copier and alarm service contracts, and window washing. Austerity measures and careful review of all contracts will be continued 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. An increase in this budget is necessary to respond to greater numbers of people in the Main Library. Coverage will be increased from the usual two officers to three when conditions warrant.

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 generally prioritized in April each year.

UTILITIES

The budget for utilities is always challenging. The Library's Strategic Plan calls for a reduction in the Library's carbon footprint. With this goal in mind, The City Library will continue to monitor usage and look for ways to reduce costs and increase efficiencies and, in addition, challenge itself to achieve a 2% reduction in fuel and power usage.

MOTOR EQUIPMENT-SERVICE AND MAINTENANCE

This account covers operational and maintenance costs related to The City Library's five delivery and maintenance vehicles. The increase to this budget is needed to address additional maintenance costs associated with aging vehicles.

RENT-PROPERTY AND EQUIPMENT

The decrease in this budget reflects current needs.

WATER

The Library will make a concerted effort to reduce water usage and challenge itself to reduce costs by 2%.

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 of its 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. Given the high usage and wear and tear on materials, it is necessary to increase the materials budget by \$188,000. This will bring expenditures on materials in line with other library systems at approximately 15% of the total operating budget.

HIGHLIGHTS

In 2008-09, the City Library:

- Expanded the adult nonfiction collection by adding titles in new areas and replacing and updating others.
- Engaged the assistance of Mary Bushing, a nationally recognized collection weeding specialist, who offered many suggestions for refreshing and enlivening the collection through weeding of the collection and enhanced displays of materials.
- Found success in the downloadable audio collection, which is 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.
- 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 the very popular Mango Language Learning Program.

FUTURE PRIORITIES

Priorities for 2009-10 include:

- Continued development of the highly used international collection of over 80 languages in both fiction and nonfiction for adult patrons.
- Increased availability of early literacy materials targeted to families with children ages 0-5. Increased purchasing in this area will provide for materials to be used for early literacy outreach in the community as well.
- Creation of a collection of materials that highlight sustainability, environmentalism, and “green” efforts.
- Enhancement of popular book and audiovisual collections for increased circulation.

EFFORTS TO CONTROL COSTS

- The City Library continually streamlines its acquisition process and takes advantage of online ordering tools to purchase 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 books received as donated gifts, The City Library pulls thousands of items into the collection for circulation. Materials not added to the Library’s collection are sold by the Friends at semiannual booksales.

SALT LAKE CITY PUBLIC LIBRARY

MATERIALS BUDGET

	<u>2008-09</u> <u>BUDGET</u>	<u>2009-10</u> <u>BUDGET</u>
Art Prints	-	\$ 1,000
Binding	\$ 6,000	4,000
Books and Reference Sources	887,305	935,068
CD-ROMS	2,000	-
Computer Reference Sources	180,000	200,000
Downloadable Audio	32,500	31,000
Maps	1,000	1,000
Periodicals	120,000	120,000
Sound Recordings	325,000	400,000
Visual Recordings	<u>325,000</u>	<u>375,000</u>
TOTAL MATERIALS	\$1,878,805	\$2,067,068

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 will grow by \$188,000, which will supplement both book and audiovisual purchasing. This will bring the materials budget to 15% of the operating budget.

ART PRINTS

This budget allocates funds for replacement of the most popular prints that become damaged with use.

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. The Library's new website will make electronic reference sources even easier to use.

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 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 requesting information on international topics and the growing use of more expensive materials for training and development by the business community contribute to create demand.

PERSONNEL

HIGHLIGHTS

The City Library received top honors from *Library Journal* in its February 15, 2009, issue. It was honored as one of only a handful of libraries to receive five stars – the top rating for public libraries based on per capita number of library visits, circulation, program attendance, and public Internet use. Staff commitment and involvement in organizational development, library innovation, and customer service excellence are all factors that influence high levels of library use in Salt Lake City.

In a year of economic downturn, libraries around the country saw an increase in numbers at all levels – materials check out, library visits, and an increase in computer usage. On average, The City Library saw increases – materials circulation increased as much as 12%; library cards issued increased by 10%; and computer usage increased by 3%. Despite these growing numbers, staff of The City Library absorbed the increases, kept smiling, and maintained the exceptional level of service community members have come to expect.

Highlights of the year included:

- Human Resources staff conducted a staff survey that compared City Library salaries and benefits with libraries along the Wasatch Front, as well as three library systems in the United States with similar budgets and number of locations.
- A Web Design Team comprised of various staff levels and expertise drafted a plan for the future of the Library's online presence.
- The City Library received a \$10,000 grant from the Department of Workforce Services Incumbent Worker Training Program to increase the number of library staff members sent to training at the Professional Education program at the University of Utah and the Hablemos Spanish Language Academy.
- The City Library implemented a new Flexible Spending program with PEHP, which allows all staff to utilize the flexible spending options to maximize their pretax dollars.
- One hundred thirty staff members participated in the American Heart Association Start! Walking program.

FUTURE PRIORITIES

Priorities for 2009-10 include:

- The Strategic Plan provides for new outcomes which requires a small increase in staff in the following areas:
 - Computer Services staff to conduct technology classes and training.
 - Children's Services staff to provide literacy outreach to children ages 0-5.
 - Web page development and continued content management staff.
- Research health insurance providers and costs in an effort to lower the cost of health insurance premiums for employees and their families.
- Continue to evaluate the level of staffing needed to achieve Strategic Plan outcomes while providing quality customer service at each service point.
- Rewrite job descriptions and minimum standards to reflect what skills and education are essential for each position.
- Evaluate support services duties and continue to look for short-term and long-term efficiencies.

EFFORTS TO CONTROL COSTS

- City Library employees did not receive a budgeted 2% wage adjustment in January 2009.
- Continue to research, evaluate, and recommend salaries and benefits for staff members based on data from local agencies and libraries throughout the United States.
- Evaluate positions as they become open, making adjustments in salaries and staffing levels whenever possible.
- Align vacation time and benefits with local libraries and city agencies.
- Normalize and implement a pay scale for City Library substitutes.
- Continue to find efficiencies while providing new and innovative ways to continue the level of excellent customer service provided to library patrons.
- Increase the use of volunteers.

SALT LAKE CITY PUBLIC LIBRARY

PERSONNEL BUDGET

	<u>2008-09</u> <u>BUDGET</u>	<u>2009-10</u> <u>BUDGET</u>
Salaries and Wages	\$6,945,643	\$7,087,000
Employees' Insurance	900,000	974,000
Social Security	508,000	517,000
Retirement	640,000	635,000
Unemployment Compensation	6,000	12,000
Other	<u>18,000</u>	<u>15,000</u>
TOTAL PERSONNEL	\$9,017,643	\$9,240,000

SALARIES AND WAGES

This budget recognizes the increases necessary to maintain salaries and benefits, including a conservative performance-based merit system.

EMPLOYEES' INSURANCE

City Library employees are covered by Public Employees Health Program. Health care costs for 2009-10 will increase by 9.5%. The Library continues to contribute an equal amount for each salaried staff member to support insurance. Workers Compensation insurance coverage for April 1, 2009, to April 1, 2010, increased significantly. Staff continue to work 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 increased slightly to 11.66%. The Library continues to pay 2.65% or 1.40% into a 401(k) plan for 22 employees who switched from the contributory to noncontributory retirement plan.

UNEMPLOYMENT COMPENSATION

The City Library's unemployment costs rose in 2008-09; therefore, this budget center will increase.

OTHER

This budget center supports employee use of public transit by reimbursing employees a portion of monthly transit pass costs. The Local Solutions outcome supports finding ways to make UTA passes available to staff at a reduced cost.

Funds are also allocated, when available, for flu and hepatitis shots to help reduce illness among staff members. The Enjoying Life Outcome Committee, working with the Wellness Committee and Human Resources, are finding ways to encourage healthy incentive programs for library staff, such as the American Heart Association Start! Walking program.

SERVICES

HIGHLIGHTS

Salt Lake City residents continue to view The City Library as the place to gather for civic dialogue, cultural exploration, community celebration, and life-long learning. The Library works with many community organizations and offers a wide range of programs on a variety of topics. Highlights from 2008-09 are below:

- Participated in the *We Shall Remain* project with more than a dozen community organizations including KUED, Utah Humanities Council, Utah Museum of Natural History, and the Utah State Division of Indian Affairs. This primetime PBS series on Native American history was the impetus for a statewide effort to examine historical and contemporary issues of Native Americans both locally and nationally. The kick-off took place in November 2008 at the Main Library.
- Hosted the very successful *Salt Lake City Mayors Speak*. The Library brought together Jake Garn, Ted Wilson, Palmer DePaulis, Deedee Corradini, Rocky Anderson, and Ralph Becker to discuss Salt Lake City's past, present, and future.
- Hosted a *Business Fair* with more than a dozen small business resource agencies who conducted workshops and provided information on their services. Participants learned how the Library's resources can support the goals of existing businesses and provide valuable information for those starting a new business.
- Welcomed Richard Louv, author of *Last Child in the Woods*, to Salt Lake City. He introduced the community to the rapidly growing *Leave No Child Inside* movement which seeks to reconnect children to nature.
- Coordinated a series of *ECO I.Q.* programs which focused on sustainable living. Topics ranged from sustainable gardening to green businesses, commuting without cars to water conservation. Dr. Dayna Baumeister, co-founder of the Biomimicry Guild, presented some of the latest technologies inspired by nature.
- Participated in the Wallace Stegner community-wide centennial celebration. A Stegner quote installed at Library Square was unveiled on February 18, 2009, and will serve as a permanent reminder of his legacy.
- Hosted the *Library Square Festival of Science and Art* in conjunction with Mineral Collectors of Utah, YouthCity Artways, The Leonardo, the Utah Museum of Natural History, the University of Utah Geology and Geophysics Department, and the Wasatch Gem Society.
- Hosted the *Alternative Press Fest*. Participants met fellow zinesters, attended workshops, listened to music, and enjoyed a poetry slam.

- From September 19, 2008, until January 11, 2009, The Leonardo on Library Square hosted Gunther von Hagens *BODY WORLDS 3 & the Story of the Heart*. More than 290,000 visitors attended the exhibition, including more than 26,000 field trip students and visitors from every state in the nation and several foreign countries. The Main Library saw a marked increase in patron visits. In conjunction with *Body Worlds*, and in partnership with the University of Utah Health Care Radiology Department, the Library hosted three lectures and a photograph exhibit.

FUTURE PRIORITIES

- Partner with the SLCC Community Writing Center to develop and coordinate writing workshops and mentoring partnerships with a focus on bridging cultural, racial, and socio-economic divides.
- Begin a new series called Conversation Café to provide an opportunity for people to meet informally and discuss new ideas and topics of local, regional, and national interest.
- Increase the number and topics of computer training classes to expand and enhance the technology skills of patrons.
- Create a *Green Topic Center* at the Main Library to provide the public with information and local resources on environmental issues and sustainable living.
- Continue the Dewey Lecture series in the fall with *Road Food* authors and NPR contributors Jane and Michael Stern, *Onion* editor Joe Randazzo, and writer Chad Nackers.

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 careful renegotiation of the Library's insurance policy resulted in a significant savings in this area without losing any coverage.

SALT LAKE CITY PUBLIC LIBRARY

SERVICES BUDGET

	<u>2008-09</u> <u>BUDGET</u>	<u>2009-10</u> <u>BUDGET</u>
Cataloging Charges	\$ 80,000	\$ 80,000
City Administrative Charge	20,000	20,000
Copier-Printer Supplies	30,000	25,000
Insurance	220,000	203,000
Library Supplies	175,000	175,000
Office Supplies	14,000	8,000
Payroll Processing Charge	15,000	13,000
Postage	130,000	40,000
Professional and Technical	61,000	133,000
Professional and Technical-Attorney	8,000	8,000
Programming	140,000	140,000
Publicity	60,000	65,000
Staff Training and Development	25,000	25,000
Sundry Expense	27,000	20,000
Telephone	125,000	128,000
Travel	<u>21,000</u>	<u>21,000</u>
TOTAL SERVICES	\$1,151,000	\$1,104,000

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 printers and 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. A newly negotiated contract will result in a savings with no change to the Library's coverage. The current policy includes earthquake and terrorism coverage.

LIBRARY SUPPLIES

While materials purchasing will see an increase, the increased supply costs can be accommodated. Supplies are purchased in bulk in order to contain costs and to obtain favorable discounts. The Library closely monitors the cost of packaging and processing newer, more popular formats such as DVDs, CDs, and recorded books, which can be more expensive than traditional library materials.

OFFICE SUPPLIES

Every effort is made to contain costs by purchasing through vendors with state of Utah negotiated pricing. As a result, the Library will realize a substantial reduction in this budget center.

PAYROLL PROCESSING CHARGE

The City Library uses independent vendors to process payroll checks and administer the Library's Section 125 Cafeteria Plan. The Library anticipates a small decrease in 2009-10.

POSTAGE

The implementation of electronic mail notification for patrons with computer access and automated calls for most notifications has resulted in substantial decreases in postage costs. These savings, along with wise planning in 2009-10, will allow the Library to reduce this budget center significantly in spite of a postage rate increase in May 2009. The City Library mails *The City Library News*, the Library's newsletter, to all Salt Lake City residents once a 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 use of outside consultants for library projects. In the coming year, a significant increase is planned in this budget center to enlist the talents of consultants and specialists to provide a marketing evaluation, training and consulting for grant writing, and translation services. Use of experts in some targeted areas associated with the Strategic Plan will fuel new directions and supplement the skills that currently exist in the organization.

PROGRAMMING

The quality of public programs and the community's enthusiasm continues to be very high. Nationally known authors attract audiences that fill the Main Library's auditorium. Cultural celebrations such as Eid al-Fitr, Chinese New Year, and Norouz draw hundreds of people from diverse backgrounds. The Library will continue to work with established community partners and seek out new partners in an effort to stretch the programming budget which will see no change this year.

PUBLICITY

This budget will increase by \$5,000 to cover the cost of printing the Library's newsletter six times a year rather than four and to explore the use of recycled paper.

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 which will expand in 2009-10. A Friends of the Library staff scholarship program supplements the Library's staff development efforts.

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 were monitored closely over the last two years resulting in a decrease to this budget.

TELEPHONE

This year, the Library replaced the telephone system with a Voice-over IP system with expanded functionality, which includes voice mail for managers. The Library anticipates only a small increase in 2009-10.

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 from this budget center at the reimbursement rate of 37.5 cents per mile. This budget remains unchanged.

CAPITAL BUDGET EXPENDITURES

HIGHLIGHTS

During 2008-09, the City Library:

- Replaced the outdoor deck at the Day-Riverside Branch Library.
- Waterproofed the reflecting pool at the Main Library.
- Installed a new air condenser in the Computer Services Department.
- Repainted the interior of the Sprague Branch Library.

FUTURE PRIORITIES

Priorities for 2009-10 include:

- Refresh and enhance the Children's Library.
- Design and build the Library's new website.
- Install self-check out equipment at all branches.
- Replace HVAC units at the Sprague, Sweet, and Anderson-Foothill branch libraries.
- Install permanent outdoor lighted signage for Main Library tenants.
- Install LCD message screens at all branch locations.
- Install new carpet and a reconfigured circulation desk at the Sweet Branch Library.
- Construct a structure at the Day-Riverside Branch Library to house Bike Collective equipment.
- Invest in new technologies that help save energy.

SALT LAKE CITY PUBLIC LIBRARY
SUMMARY OF CAPITAL BUDGET EXPENDITURES

	<u>2009-10 BUDGET</u>
CAPITAL IMPROVEMENTS	\$ 628,500
TECHNOLOGY INFRASTRUCTURE	200,000
QWEST LEASE AGREEMENT	50,000
CAPITAL REPAIRS	200,000
PRIOR YEAR/CONTINGENCY	<u>100,000</u>
TOTAL CAPITAL EXPENDITURES	<u>\$1,178,500</u>

CAPITAL IMPROVEMENTS

The City Library's Capital Improvements program will continue to hold in the highest priority the ongoing development of plans for branch libraries in the Glendale and Capitol Hill neighborhoods. Capital improvement expenditures may include program development, architectural services, land procurement, or other planning needs. This fund will also provide for the development of the Library's new website, enhancements to the Children's Library, and collaboration for the continued improvement of Library Square.

TECHNOLOGY INFRASTRUCTURE

Computer equipment is heavily used, and funds are needed on an annual basis, to upgrade and expand the computer system. Because technology advances at such a rapid pace, anticipating more than a year out is difficult. The Library will 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 AGEEMENT

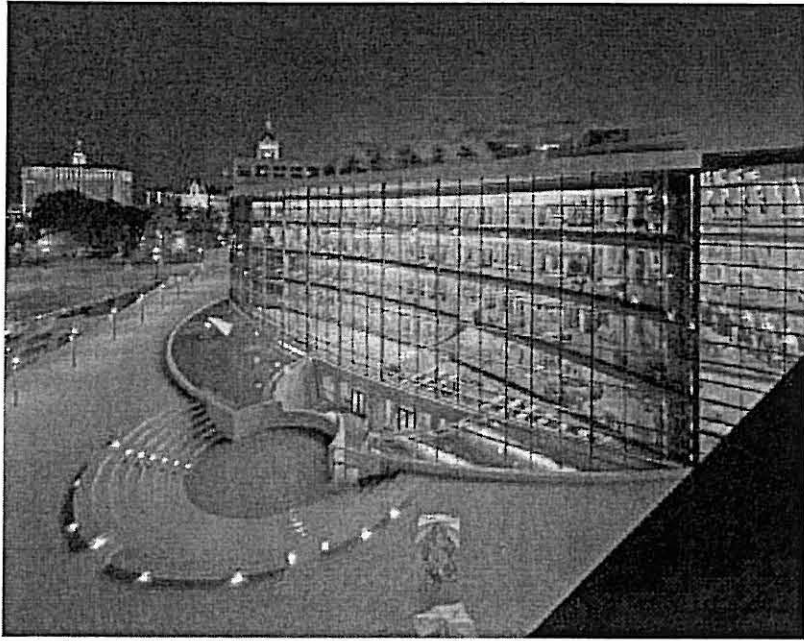
The City Library entered into a contract with Qwest in March 2008 to purchase Voice-over IP for all library locations. Bandwidth increased from 1.544 megabits to 30 megabits resulting in significantly faster computer access at branch locations. Voice-over IP also provided expanded features to the Library's seven-year old phone system, including voice mail and easily customizable messages. The cost of hardware, installation, and entrance facilities for the Main Library and four branches is included in a five-year lease agreement at 3.73% interest.

CAPITAL REPAIRS

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**

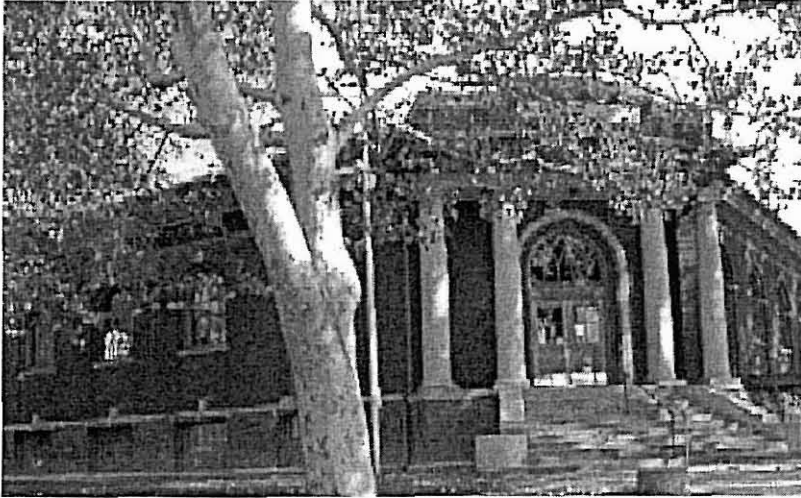
LOCATION

**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 requirements 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



STRATEGIC PLAN 2009-2012

ETHICS STATEMENT

We believe that free and open access to information, ideas and diverse perspectives forms the foundation of a democratic society.

We promote intellectual freedom and empower our community by facilitating the information needs of individuals.

We respect our patrons' privacy and honor the trust placed in us.

We engage every patron and fellow staff member as an individual with compassion and respect for their uniqueness.

We use our access to library resources judiciously and with honorable intent.

We hold ourselves accountable for the quality of information and service we provide.

We make decisions and conduct our operations with integrity and transparency.

We build excellence by supporting our colleagues' training, skill building, education, personal and professional development.

We continually grow by learning and adapting to the needs of a changing community.

We are a collaborative organization that provides a safe environment where staff ideas are encouraged and concerns are addressed.

STRATEGIC PLAN 2009-2012

OUTCOME: EARLY LITERACY

Every child has an equal chance to succeed. The youngest children in the community have expansive early literacy and early learning opportunities.

MEASURES:

Increase the percentage of children who arrive at kindergarten ready to read.
Increase circulation of children's board books, jP and jR.

STRATEGIES

Make an early connection with new parents.

Deliver direct services to 0-5 age children in need.
Increase number of books in the homes of children age 0-5.
Offer incentives to advance family literacy.
Create family friendly policies.

OUTCOME: TECHNOLOGY ACCESS AND SKILLS

Everyone in the community has access to computers and the skills to use them.

MEASURES

Decrease the percentage of people who have never used a computer.
Increase the percentage of users with expanded technology competencies.
Increase number of attendances at technology training classes.
Increase the number of class types.

STRATEGIES

Expand the number of citywide access points.
Teach technology skills with innovative, user-centered, subject-centered methods.
Use the Library's website to build patron technology skills.

OUTCOME: LOCAL SOLUTIONS

Everyone shares a sense of responsibility for the future. The community works together to address challenges and generate innovative solutions to create and sustain the best place to live and then makes it happen. The Library's focus will be on sustainability and city, state, and national urban initiatives.

MEASURES

Improve rank on U.S. City Sustainability Index.
Reduce Salt Lake City's carbon footprint in line with Mayor's goal.
Reduce Library's carbon footprint.
Increase the number of organizations with whom the Library collaborates on Local Solutions.
Increase attendance at programs on Local Solution topics.

STRATEGIES

Provide action-centered activities and resources.
Be a catalyst for collaboration between organizations.
Acknowledge individual and group actions through awards and sponsorships.

OUTCOME: ENJOYING LIFE

People make time for entertainment to lighten up, enjoy life, and unlock creativity.

MEASURES:

Improve ranking on Best Places to Live Index.
Improve ranking on Literate Cities Index.
Increase the percentage of cardholders (children, teens and adults) who used the Library within the last three months.

Improve results of the Patron Satisfaction Survey amongst children, teens and adults.
Increase total circulation.

STRATEGIES:

Provide warm and responsive customer service.
Eliminate barriers to use of library services.
Creatively increase satisfaction while managing costs.
Create cool, interactive environments with 'Wow' factor.
Create connections to groups that enhance quality and enjoyment of life.

OUTCOME: EXPLORING NEW IDEAS

The community openly explores ideas and engages in conversation, discussion and dialogue, especially about ideas they may have never encountered before.

MEASURES:

Increase community participation as measured on Community Involvement Survey.
Increase the number of collaborations and co-sponsors on Exploring New Ideas topics.
Increase attendance at programs that feature Exploring New Ideas.
Improve results of the Patron Satisfaction Survey in areas of learning and dialogue.

STRATEGIES:

Provide information and encourage engagement in city-wide events.
Encourage curiosity.
Connect staff and community experts with learners.
Provide thought-provoking events with the opportunity for dialogue.
Facilitate the transition of a new use for the former Main Library building and the continued development of Library Square.

OUTCOME: BRIDGING DIVIDES

The community finds ways to bridge the east/west racial, cultural, and socio-economic divide to strengthen the City.

MEASURES:

Increase positive perceptions of each other by east and west-side residents.
Increase attendance at east-side programs by west-side residents and attendance at west-side programs by east-side residents.

STRATEGIES

Make personal contacts with diverse communities.
Explore and implement ideas from successful models for bridging divides.
Encourage opportunities for the telling of personal stories to emphasize how we are alike and to honor our differences.
Create enhanced library experiences on the west side, including building a new Glendale Branch Library.
Provide services that promote interaction across the divide.

