



The City Library  
THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

# SALT LAKE CITY PUBLIC LIBRARY APPROVED BUDGET FISCAL YEAR 2013–14



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## MISSION STATEMENT

The City 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, build community, and enhance the quality of life.

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## BY THE NUMBERS

**Salt Lake City Population<sup>1</sup>**  
189,899

**Salt Lake City Residents with a Library Card<sup>2</sup>**  
106,482

**Total Number of Registered Card Holders<sup>2</sup>**  
154,716

**New Circulating Library Card Registrations<sup>3</sup>**  
28,833

**Total Library Locations**  
6

**Hours Open Every Week, Systemwide**  
378

**Full-Time Equivalent Staff**  
179.95

**Public Access Computers**  
215

**Website Visits<sup>4</sup>**  
1,509,227

**Items in the Collection<sup>2</sup>**  
910,970

**Items Loaned<sup>4</sup>**  
3,679,326

**Library Programs<sup>4</sup>**  
3,037

**Library Program Attendance<sup>4</sup>**  
125,338

**Hours of Public Internet Time Provided Annually<sup>4</sup>**  
402,244

<sup>1</sup> google.com/publicdata, Source: U.S. Census Bureau, 2011

<sup>2</sup> as of February 19, 2013

<sup>3</sup> data collected between February 20, 2012 and February 19, 2013

<sup>4</sup> data collected between July 1, 2011 and June 30, 2012

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## LOCATIONS

Main Library  
210 East 400 South  
801-524-8200

Anderson-Foothill Branch  
1135 South 2100 East  
801-594-8611

Chapman Branch  
577 South 900 West  
801-594-8623

Day-Riverside Branch  
1575 West 1000 North  
801-594-8632

Sprague Branch  
2131 South 1100 East  
801-594-8640

Sweet Branch  
455 F Street  
801-594-8651

## FUTURE LOCATIONS

Glendale Branch  
1365 Concord Street  
(1250 West)

Marmalade Branch  
300 West 500 North



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**Chapman Branch**



# LETTER FROM THE BOARD PRESIDENT & DIRECTOR

March 2013

Mayor Becker, City Council Members, and Residents of Salt Lake City,

The past year has been an important year of transition and introspection for The City Library. We witnessed important milestones in our transition plan through the completion of performance and compensation study, and while there is significant work yet to do, we are making strides to respond to the findings of both. While we were all disappointed by the results of our failed Director search last summer, we are embracing both a new approach to another Director search as well as the additional transition time to continue to improve library policies and procedures. Also during the last year, we fully professionalized the leadership ranks in our support services staff and entered into new and important relationships with Salt Lake City government to bolster library technology capabilities.

Through this transition, the Library continues to be a gathering place for the community and a beacon of knowledge for locals residents and visitors alike. This story is as evident through the statistics presented in this budget as it is to a visitor at any of our locations. This is due in no small part to the efforts of our talented and dedicated workforce and volunteers. Our organization would not be what it is without them.

The next year will be an important one for The City Library. As we transition to new leadership, we face increasingly difficult budget choices. Over the past year, we have meticulously documented needs for technology upgrades, salary and benefit increases, facility maintenance, and material budgets. Of course we also plan to break ground on both the Glendale and Marmalade branches. Opening and operating these new branches will require additional revenues. While we are actively seeking to reduce costs through more efficient processes and technology, we recognize that we cannot realize the savings needed to meet all the needs we have identified. Difficult choices face this organization and the community. We look forward to engaging with the community we all serve as we seek to maximize future investments in this important civic institution that you have entrusted us to direct.

On behalf of everyone at The City Library, we deeply appreciate the continued support and trust that you and the Salt Lake City community place in this important institution.

Sincerely,

Kevin Werner & Linda Hamilton

Library Board President & Acting Director

# EXECUTIVE SUMMARY

In many ways, fiscal year 2012–13 has been a year of preparation for The City Library. We are making plans to bring two new branches online in 2014, investigating ways to improve how we move materials throughout the system efficiently, changing our approach to programming for a more comprehensive approach that will result in broader community impact, and investing in technologies that will allow the Library to serve our users more effectively with both how we deploy staff and the types of resources we offer.

The City Library has been witnessing the changing role of public libraries in our community over the last several years, and it has been the hallmark of our award-winning system to respond and adapt. These changes have never been more apparent than in the past year. The circulation of physical materials was 5% lower between 2010 and 2011, and 10% between 2011 and 2012. This is a national trend resulting from the proliferation of electronic information. While the demand for physical materials is reducing, our locations are busier than ever, with people using our spaces to study, meet, and attend programs and events. With the rapid adoption of mobile and tablet devices across all generations and socio-economic classes, the demand for Internet access is higher than ever before. Additionally, e-book downloads have exploded: in calendar year 2012, almost 68,000 titles were checked out, compared with 23,000 in calendar year 2011.

The dramatic shift in how people use the Library has called us to evaluate how we align our resources with the community's needs. In order to continue to serve our users sustainably for years to come, The City Library staff recognizes that we need to make data-driven and holistic decisions about how we move forward. Informed by an independent performance audit conducted in 2012, we have made, and will continue to make, changes to internal operations to maximize service while minimizing costs. A thorough evaluation of our infrastructure by our IT support provider, Salt Lake City's Information Management Services, has been completed. The fiscal year 2013–14 approved budget allows the Library to build the foundation for the future.

The budget process was also changed for this year. One of the goals for the FY13–14 budget was to involve department and branch managers in the budget process and to allocate the Library's budget to department and branch managers for their oversight. Since this method was new to all involved, the budget process began in November 2012 with meetings to explain the role of managers in the process and to provide background on how the budget would be compiled. Managers were given instructions and tools to use in beginning the budget process. In addition to preparing an operating budget for their respective department or branch, managers also met with representatives from facilities management and technology to coordinate building maintenance projects and technology needs, respectively. From these meetings, prioritized lists of capital requests were generated.

After preparing their operating budgets, Managers met individually with their supervising Associate Director and the Finance Manager to review their requests. Significant time was also spent breaking out branch expenditures and gaining an understanding of the types of expenditures historically being grouped together in budgeted accounts. After all of the information was compiled and revenue projections finalized, the Executive Leadership Team met to review the requests and bring revenues and expenditures into balance.

## CRITICAL TECHNOLOGY INVESTMENT

In FY12–13, the Library contracted for IT services with Salt Lake City's IMS department. Their technical experts have worked tirelessly to support our staff and users, maintaining outdated equipment and systems that exceeded their useful life years ago while trying to create a robust framework that will support our immediate and near future needs. The pace of technology change has out-stripped our investment for the last ten years.

Our technology position is crippling the Library in numerous ways. An aging, fragile network cannot bear the impact of two additional branches. Failing equipment creates a costly domino effect: when one component is replaced, the older equipment it interoperates with often is not compatible and then needs to be replaced, as well. Maintaining old systems is severely resource intensive and takes time away from other important work we need IMS staff to focus on. Library staff cannot take advantage of modern technologies to make good use of their time, making for an inefficient workplace. Finally and most importantly, responding to changing public demands or employing new innovative service models is unattainable with the technology we have today.

A robust technology infrastructure is no longer a luxury for The City Library, it is a necessity that we cannot ignore. The FY13–14 budget supports a significant technology investment. Among other things, funds will be used to:

- Upgrade the Library's network to support more bandwidth
- Upgrade the Library's wireless network for the public, and provide a staff wireless network
- Replace the Library's outdated telephone system
- Replace failing servers and bring network components in line with current standards
- Install automated material handling sorters to support a more efficient method to move materials throughout the Library system
- Replace the public computers

This costly but critical investment will be funded in a number of ways.

We have budgeted for a one-time reduction in materials in order to supplement revenue necessary for essential IT investments. A new integrated library system will provide invaluable data about material usage so we can be more intentional about the types of materials we purchase in the future. Also, the Library is an active participant in the ReadersFirst initiative ([www.readersfirst.org](http://www.readersfirst.org)), and we expect to find a solution that makes e-book discovery and access much simpler, giving us greater return on our investment of electronic materials. Additionally, with the advice of Library staff and an industry expert, the Library is evaluating our call number system to make discovery easier for our users and save material processing costs. Finally, as we implement a self-checkout and automated materials handling solution to free staff from time-intensive material handling work, it is an opportunity for us to observe how the significant shift to self-service and automated materials handling impacts our collection configuration and public service model.

Funding for the technology investment is proposed to come from two main sources within the capital project fund. First, approximately \$400,000 of unrestricted fund balance would be appropriated. Second, an alternative source of funding for the Glendale collections is being proposed so the \$1.5 million set aside for the Glendale collections can be reallocated. The proposal follows.

When the certified tax rate was increased to accommodate the debt service anticipated with the Glendale branch, the Library committed to set aside \$1.5 million of capital project fund balance, which was on hand, for the Glendale collections. Since that time, the \$1.5 million has resided in an account committed for Glendale collections. The budget for the collections has since been revised to \$800,000.

Since the Glendale branch was not immediately constructed, the tax revenues generated from the Glendale certified tax rate will have accumulated to an estimated \$2 million by the end of FY12–13. Originally, the hope was to use these funds to reduce the amount of the construction bond for the branch. However, with the dire technology needs, this budget proposes funding the Glendale branch collections from the accumulated certified tax rate monies and increasing the amount of the bond by approximately \$860,000 to free up the \$1.5 million for technology.



**Day-Riverside Branch**

## **OTHER BUDGET HIGHLIGHTS**

While the technology investment is a significant factor in the FY13–14 budget, there are a number of other things to note.

### **Changes in the Budget Structure**

The Library has made changes to the structure of the budget, breaking costs out by department to give managers more oversight and providing the Library a clearer understanding of the true cost of our operations and facilities. In this process, some accounts were changed and funds were reallocated to align the budget structure with State Uniform Accounting Manual.

### **Facilities Maintenance**

Similar to technology, the budget increases investment in facilities maintenance in FY13–14. Our buildings are being used more than ever for meetings and events, places for people to study or access the Internet, and places for people to be inspired. Our system is well loved by our community and visitors from around the world, and to ensure our libraries remain cornerstones to our community, we must invest to keep them comfortable, clean, and beautiful. A new maintenance work order system will support making our facilities pleasant environments.

### **Investment in Library Human Resources**

A 2% merit-based salary increase is included in the approved FY13–14 budget. The Library has implemented a new performance plan program that will ensure employees who are performing at or above expectations are rewarded for their work. Additionally, budgets for travel and training to attend conferences and internal training for professional development have been increased.

### **Changes to Employee Health Insurance Plan**

On July 1, 2013, this budget proposes that the Library make changes to the health insurance plan offered to eligible employees. A staff committee was tasked with finding ways to respond to rising healthcare costs while providing more affordable access. The committee's proposal accomplishes both, not only saving the Library money by adding a high deductible plan, but also providing families with healthcare at more reasonable prices. In the long term, the solution will help with recruitment and create a more diverse workforce.

# EFFICIENCIES & COST REDUCTIONS

## **EFFICIENCIES AND COST REDUCTIONS WITHIN THE LAST 12 MONTHS**

In the last year, the Library has implemented many strategies to increase efficiency, reduce costs, and increase revenue in the short-term. The most significant of these short-term initiatives are:

- The implementation of self-checkout and automated materials handling (RFID) is imminent with the first equipment being installed in April 2013 and completion of installation no later than December 2013. It is currently estimated that this will free up 20-22 FTEs, which will almost fully staff the new Glendale and Marmalade branches.
- We are currently conducting a review of our Technical Services Department. The Technical Services Department catalogs all materials and places orders for materials in conjunction with the selectors. Additionally, Technical Services prepares all materials for the shelves by putting call numbers on the spines, attaching bar codes, security tags, and putting the covers on books. We are going to shorten our call numbers, which will make it cost effective to outsource much of this work. That will free up staff resources for other priorities.
- Contracting for services with the City Attorney has saved ongoing costs estimated at \$10,000 to \$15,000 annually.
- In fiscal year 2013–14 we have changed the health insurance plans we are offering. We are offering a high deductible plan with significantly lower premiums, but have added the incentive of \$1,000 annually into employees Health Savings Accounts for those opting for the high deductible plan. We have also retained a traditional plan, but have tripled the deductible to encourage employees to move to the high deductible plan. This will produce modest short-term savings, but should have a very positive affect on long-term health insurance costs.
- Our new draft employee handbook has eliminated holiday pay for part-time employees hired on or after July 1, 2013. Cost savings will accrue with staff attrition, ultimately saving more than \$79,000 annually.
- We have implemented filtering for pornography bringing us into compliance with both state and federal law. As a result, we are receiving approximately \$110,000 in new revenue annually.
- In the next six months, the Library Administration will be prepared with recommendations for changing hours of operations in order to cut costs. This is one of the few avenues left to reduce costs.

Long-term cost containment initiatives are included in the Employee Handbook, which is in draft form and still being reviewed by the employees. These initiatives are:

- Eliminating employee retiree health benefits after providing a limited window for current employees.
- Reduction in vacation accrual for employees hired after July 1, 2013.



# STRATEGIC PLAN

## STRATEGIC PLAN OUTCOMES

- 😊 **Enjoying Life**
- 🌱 **Local Solutions/Bridging Divides**
- 📖 **Ensuring Early Literacy**
- 💻 **Accessing Technology**
- 🌐 **Exploring New Ideas**
- ★ **Achieving Organizational Excellence**

For more information, visit [slcpl.org/about/mission/](http://slcpl.org/about/mission/)

In 2012, the Library Board extended the Library's Strategic Plan.

The intent of The City Library's Strategic Plan is to guide all of the services, programming, and resources we offer to our community. Previously, five Program Managers were charged with achieving the objectives of individual tenets in the plan. Each Program Manager supported staff committees that worked on programming related to the outcome. Since the model was established, our programming and partnerships have flourished.

The Library offers far more than programming, however, and so in early 2013, three Service Managers were announced to take the place of Program Managers. These Service Managers bring together the Library's comprehensive offerings by audience (adult, teens, children), ensuring that resources, collections, programming, events, and service models cohesively address the objectives of the Strategic Plan and the needs of the community in meaningful ways.

By taking this holistic approach to Strategic Plan implementation, several things are accomplished:

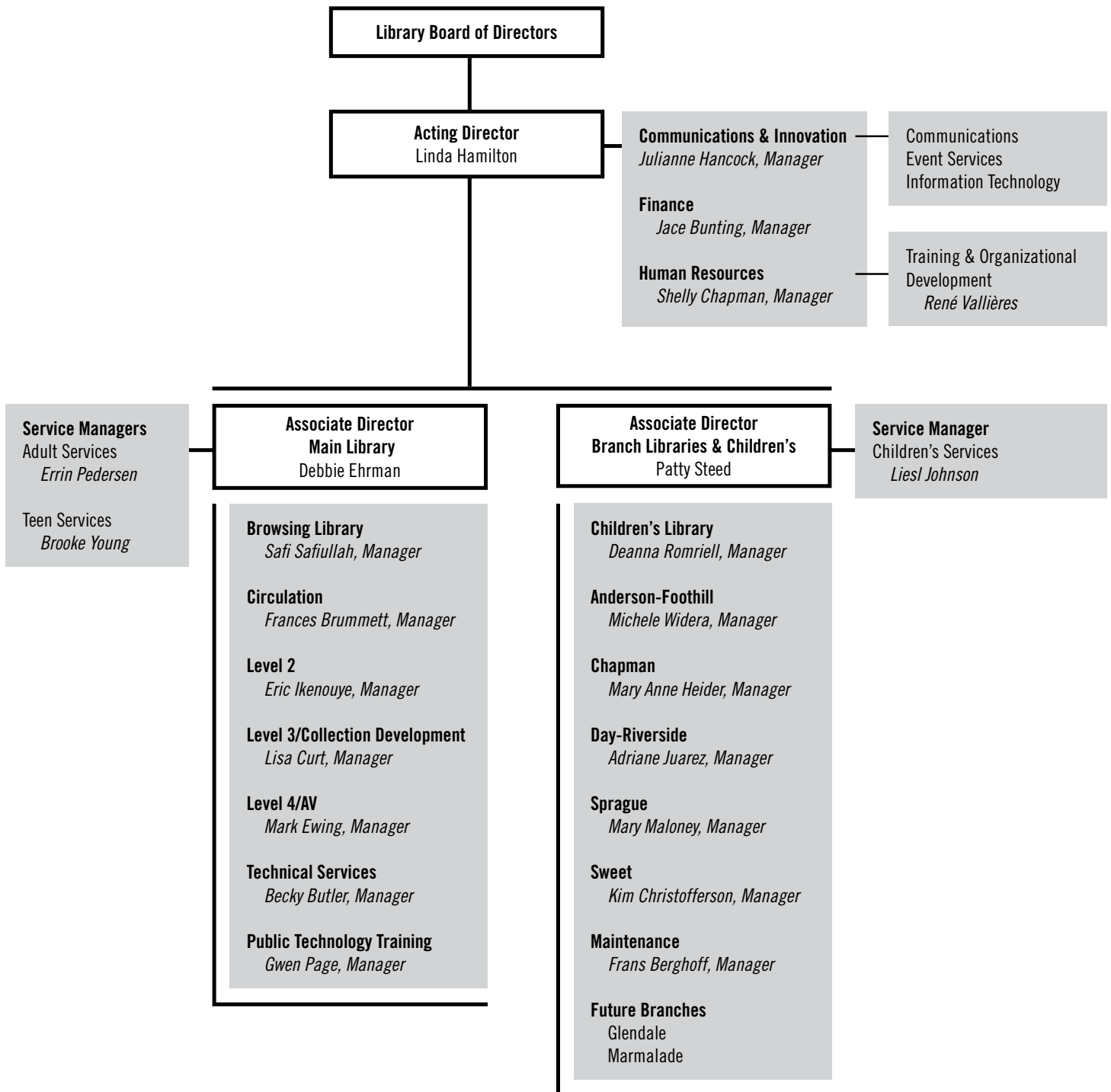
- **Broader community impact:** Cohesive programs, collections, and services have a greater, more measurable impact for our users.
- **Effective staff deployment:** Organizing committees under aged-based Service Managers reduces redundancies and increases efficiency, allowing for focused work that produces substantial results.
- **Improved partnerships:** Structuring committee work in this way aligns with other community organizations, including the Salt Lake City Mayor's Capital City Education initiative. When we can collaborate with partners and community leaders who are providing services to specific audiences, we strengthen ourselves, our partners, and our community.
- **Complete staff participation:** By including all aspects of Library work, all staff members at all locations and departments are engaged with the Strategic Plan. Ultimately, a unified organization with staff who are enthusiastic about their contribution will result in better services for our neighborhoods and community as a whole.

In this change, the Accessing Technology Program Manager has become the Public Technology Training Manager and the Achieving Organizational Excellence Program Manager is now the Staff Training and Organizational Development Manager.



Main Library

# ORGANIZATIONAL CHART



# STAFFING PROFILE

POSITION	2012–13	2013–14	DIFFERENCE
Accountant		1	1
Accounting Specialist	1	1	—
Acting Director		0.25	0.25
Administrative Secretary	1	1	—
Administrative Manager		3	3
Artist/Designer		0.8	0.8
Associate Director	2	2	—
Associate Librarian	23.3	19.175	(4.125)
Branch Custodian	3	2.55	(0.45)
Cataloger		1.75	1.75
Circulation Specialist	3	3	—
Communication Specialist	1		(1)
Comm/Outcome Associate		1	1
Computer Assistant	2.7	1.5	(1.2)
Computer Associate	0	1	1
Custodial Specialist	1	1	—
Custodian	11.05	10.05	(1)
Delivery Driver		1.45	1.45
Deputy Director	0.25	0	(0.25)
Digital Media Specialist		1	1
Director	1	1	—
Events Assistant		1.7	1.7
Events Coordinator		1	1
Events Specialist		1	1
Executive Assistant	1	0	(1)
Human Resource Associate		2	2
Library Store	1.75	1.75	—
Librarian	20.65	20.45	(0.2)
Library Aide	28.25	31.55	3.3
Library Assistant	35.95	40.175	4.225
Maintenance Manager		1	1
Maintenance Technician	5	5	—
Manager	16	12	(4)
Processing Aide	3.45		(3.45)
Program Manager	6	5	(1)
Senior Creative Producer		1	1
Senior Librarian	0.8	0.8	—
Support Services Specialist	1.9	0	(1.9)
Support Services Associate	5.35	0	(5.35)
Technical Services Specialist	2.45	2	(.45)
Technical Services Assistant	2	0	(2)
<b>TOTAL DIFFERENCE</b>	<b>180.85</b>	<b>179.95</b>	<b>(1.9)</b>

The approved fiscal year 2013–14 budget reflects the recommendations included in the performance audit and compensation study, both conducted in 2012. The overall workforce has been maintained, with some adjustments to support the most effective use of staff talent.

With the help of an independent compensation expert, the Library implemented a new pay scale system. As part of that process, position titles were evaluated and new pay ranges have been assigned based on market data. These changes may create a misimpression that positions have been eliminated or added in the staffing profile.

The reduction of 1.9 FTE in FY13–14 is a result of:

- The change from outcome-based Program Managers to audience-based Service Managers eliminated the need for the Local Solutions/Bridging Divides Program Manager. This position was vacated in FY12–13.
- The Communications Department will combine 1.25 FTE (Graphic Designer and Event Assistant positions) to create 1 FTE (Graphic and Video Designer).

The Library will increase a Human Resources Associate from .75 to 1 FTE.

Finally, as 20–30 hour part-time employees vacate positions, the Library seeks to fill those vacancies with employees working under 20 hours per week, saving benefit costs.



City Library Staff

# GENERAL FUND REVENUE

	2011-12 Actual	2012-13 Budget	2012-13 Proj. Year End	2013-14 Requested	Difference	% Diff.
<b>TAX REVENUES</b>						
Current Year Property Taxes	12,800,967	10,905,371	10,905,371	10,966,000	60,629	1%
Personal Property Taxes		1,204,740	1,265,397	1,187,215	(17,525)	(1%)
Delinquent Property Taxes		405,334	419,000	420,000	14,666	4%
Motor Vehicle Taxes		622,204	581,000	582,000	(40,204)	(6%)
Judgment Levy	120,671	173,082	202,110	100,000	(73,082)	(42%)
<b>SUBTOTAL</b>	<b>12,921,637</b>	<b>13,310,731</b>	<b>13,372,878</b>	<b>13,255,215</b>	<b>(55,516)</b>	<b>0%</b>
<b>INTERGOVERNMENTAL REVENUES</b>						
Grants	1,900	5,500	6,270	0	(5,500)	(100%)
Grants-Federal				20,000	20,000	—
Reimbursements-E-Rate				109,120	109,120	—
Grants-State				2,000	2,000	—
Grants-Local Governments				1,000	1,000	—
RDA Rebate	87,848	109,000	109,000	100,000	(9,000)	(8%)
<b>SUBTOTAL</b>	<b>89,748</b>	<b>114,500</b>	<b>115,270</b>	<b>232,120</b>	<b>117,620</b>	<b>103%</b>
<b>CHARGES FOR SERVICES</b>						
Printer Revenues	18,708	20,487	16,495	17,000	(3,487)	(17%)
Copier Revenues	13,246	13,792	11,980	12,000	(1,792)	(13%)
Non-Resident Fees	14,338	1,500	13,070	13,000	11,500	767%
Reimbursements-Friends				101,635	101,635	—
<b>SUBTOTAL</b>	<b>46,292</b>	<b>35,779</b>	<b>41,545</b>	<b>143,635</b>	<b>107,856</b>	<b>301%</b>
<b>FINES</b>	293,724	324,716	274,380	305,000	(19,716)	(6%)
<b>MISCELLANEOUS</b>						
Rents-Facilities	61,199	62,000	67,285	65,000	3,000	5%
Rents-Commercial Space	63,428	60,000	69,560	62,000	2,000	3%
Interest	46,283	20,000	29,685	28,000	8,000	40%
Sundry	351,995	13,721	4,550	5,000	(8,721)	(64%)
<b>SUBTOTAL</b>	<b>522,905</b>	<b>155,721</b>	<b>171,080</b>	<b>160,000</b>	<b>4,279</b>	<b>3%</b>
<b>CONTRIBUTIONS &amp; TRANSFERS</b>						
Donations	61,140	94,000	69,000	70,500	(23,500)	(25%)
Fund Balance-Appropriated		34,383	0	0	(34,383)	(100%)
<b>SUBTOTAL</b>	<b>61,140</b>	<b>128,383</b>	<b>69,000</b>	<b>70,500</b>	<b>(57,883)</b>	<b>(45%)</b>
<b>TOTAL REVENUES</b>	<b>13,935,447</b>	<b>14,069,830</b>	<b>14,044,153</b>	<b>14,166,470</b>	<b>96,640</b>	<b>1%</b>



Operating revenues for fiscal year 2013–14 are expected to be essentially flat. Most revenue categories have been budgeted based on current year projections.

The Library's primary source of funding is from property taxes. Property tax revenues have been budgeted at the amount to be generated by the FY12–13 certified tax rate, with a slight increase anticipated as the housing market continues to improve. This increase is offset by an anticipated reduction in motor vehicle taxes based on current year projections and with a conservative judgment levy budget, which is adopted by the City Council as part of the certified tax rate.

Our current property tax rate is .000846, which is 84.6% of the ceiling established by the Utah State Legislature.

The following chart shows the property tax amount as it relates to a property value at \$247,000.

	<b>Tax Year 2008</b>	<b>Tax Year 2009</b>	<b>Tax Year 2010</b>	<b>Tax Year 2011</b>	<b>Tax Year 2012</b>
Residential property	\$83.96	\$103.25	\$107.46	\$110.99	\$114.93
Commercial property	\$152.65	\$187.72	\$195.38	\$201.80	\$208.96

In the past, the Library has netted revenues that offset specific expenses against those respective expense accounts. For FY13–14, these revenues have been budgeted in operating revenues. The most significant example of this change is in E-Rate reimbursements. The Library receives reimbursements for telecommunications and Internet services from the federal government for being compliant with the Children's Internet Protection Act. In FY12–13, the Library's telephone expense budget was offset by the reimbursement amount. In FY13–14, telecommunications expenses have been budgeted for the full amount, and the reimbursements have been budgeted in intergovernmental revenues.

## **INTERGOVERNMENTAL REVENUES**

The Library has broken grant revenues into specific categories. In addition to accounting for E-Rate reimbursements for telecommunications services, the Library anticipates grant revenues for programs. The Library has been working with a grant writer employed with the City and anticipates growing success in securing grants.

## **CHARGES FOR SERVICES**

Revenues for public printing, copier, and non-resident fees have been budgeted based on FY12–13 projections. The Library has budgeted for reimbursements from the Friends of The City Library for personnel costs. In prior years, this reimbursement was netted against the personnel expenses.

## **FINES**

Fines revenues are expected to be lower based on current year projections.

## **MISCELLANEOUS**

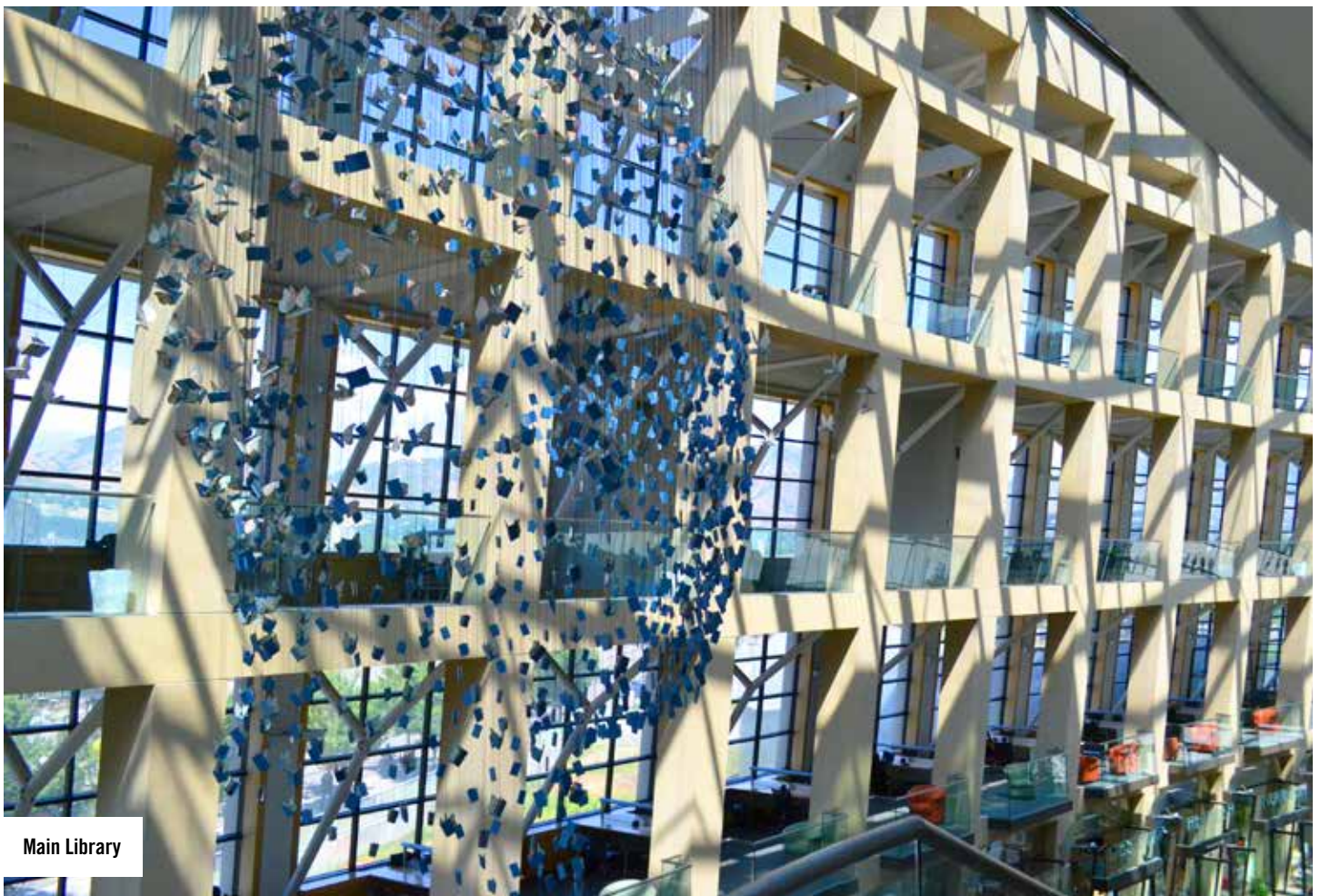
A slight increase in facility rents, fees collected for private space rental, and commercial filming, has been budgeted in FY13–14 based on current year projections, as have commercial space fees and interest. Sundry revenues are expected to decrease based on current year projections.

## **CONTRIBUTIONS & TRANSFERS**

The Friends of The City Library's annual donation in FY12–13 was \$25,000 lower than budgeted, which was partially offset by an anonymous \$19,000 private donation. In FY13–14, the Library has reduced its donation budget based on the FY12–13 reduced Friends' gift. The Library will not appropriate fund balance in FY13–14 as it did in the previous year.

# GENERAL FUND EXPENDITURES

	2011-12 Actual	2012-13 Budget	2012-13 Proj. Year End	2013-14 Requested	Difference	% Diff.
<b>PERSONNEL</b> <i>Details, Pg. 15</i>	8,602,184	9,076,016	7,961,079	9,251,460	175,444	2%
<b>MATERIALS &amp; SUPPLIES</b> <i>Details, Pg. 16</i>	289,267	272,000	277,000	437,380	165,380	61%
<b>BUILDINGS &amp; GROUNDS</b> <i>Details, Pg. 17</i>	1,217,302	1,000,352	1,060,889	1,293,230	292,878	29%
<b>SERVICES</b> <i>Details, Pg. 18</i>	726,970	1,364,073	1,296,435	945,800	(418,273)	(31%)
<b>OTHER CHARGES</b> <i>Details, Pg. 19</i>	214,840	250,000	220,000	279,330	29,330	12%
<b>CAPITAL REPAIRS &amp; REPLACEMENT</b> <i>Details, Pg. 20</i>	1,934,565	2,011,389	2,009,089	1,862,770	(148,619)	(7%)
<b>TRANSFERS, GRANTS, &amp; DONATIONS</b> <i>Details, Pg. 21</i>	0	96,000	0	96,500	500	1%
<b>TOTAL EXPENDITURES</b>	<b>12,985,128</b>	<b>14,069,830</b>	<b>12,824,492</b>	<b>14,166,470</b>	<b>96,640</b>	<b>1%</b>



Main Library

# PERSONNEL

	2011–12 Actual	2012–13 Budget	2012–13 Proj. Year End	2013–14 Requested	Difference	% Diff.
Salaries & Wages-Regular	6,397,382	6,756,610	5,836,900	6,670,700	(85,910)	(1%)
Salaries & Wages-Flex	195,245		175,220	208,005	208,005	—
Social Security-Regular	479,936	500,539	446,525	511,400	10,861	2%
Social Security-Flex			13,404	15,970	15,970	—
Employee Insurance	882,108	1,017,819	776,725	866,500	(151,319)	(15%)
Retiree Insurance				55,200	55,200	—
State Retirement	633,738	774,048	691,160	834,200	60,152	8%
Workers Compensation				45,800	45,800	—
Unemployment Insurance	2,928	12,000	10,070	12,000	0	0%
Other Employee Benefits	10,847	15,000	11,075	26,125	11,125	74%
Staff Incentives				5,560	5,560	—
<b>SUBTOTAL</b>	<b>8,602,184</b>	<b>9,076,016</b>	<b>7,961,079</b>	<b>9,251,460</b>	<b>175,444</b>	<b>2%</b>

Following an independent compensation study, the Library implemented a new pay range system in FY12–13. All Library employees received a pay increase or a small bonus in FY12–13. In FY13–14, personnel expenditures account for approximately 65% of the Library's overall operating budget, as compared to 66% in FY12–13. Overall, personnel costs have been budgeted to increase slightly in FY13–14.

For details on the Library's staffing, refer to the Staffing Profile on page 11.

## SALARIES & WAGES

This budget proposes a 2% merit. Substitute employee costs have been separated from regular salaries to allow funding at a more consistent level with actual expenses. This will also provide Managers more oversight of their personnel costs.

## INSURANCE

In July 2013, this budget proposes changes in its employee insurance offering, expanding family benefits while reducing costs. Retiree insurance will be budgeted separately beginning in FY13–14 to allow for better long-term accounting.

## RETIREMENT

Full-time Library employees are members of Utah Retirement Systems. Retirement costs are projected to increase in FY13–14 due to an anticipated URS employer contribution rate increase from 16.04% to 17.29%.

## WORKERS COMPENSATION

Workers compensation costs were previously accounted for in the employee insurance account. Beginning in FY13–14, these costs have been separated.

## OTHER EMPLOYEE BENEFITS

Based on FY12–13 projections, the approved budget has increased its budget for increased public transportation reimbursements. In addition, beginning in FY13–14, this account includes the Executive Director car allowance, which was previously included in salaries.

## STAFF INCENTIVES

In previous years, funds for providing small employee incentives were accounted for in the sundry budget. Beginning in FY13–14, staff incentives will be allocated from a new account.

# MATERIALS & SUPPLIES

	2011-12 Actual	2012-13 Budget	2012-13 Proj. Year End	2013-14 Requested	Difference	% Diff.
Subscriptions & Memberships				16,435	16,435	—
Publicity	48,640	40,000	40,000	51,300	11,300	28%
Travel	40,411	39,000	39,000	0	(39,000)	(100%)
Travel & Training				102,655	102,655	—
Office Supplies & Expense	11,245	24,000	20,000	27,000	3,000	13%
Postage	9,641	20,000	29,000	29,130	9,130	46%
Library Supplies	157,359	124,000	124,000	0	(124,000)	(100%)
Binding	3,587	3,000	3,000	0	(3,000)	(100%)
Special Department Supplies				188,860	188,860	—
Copier Supplies	7,155	8,800	8,800	8,800	0	0%
Printer Supplies	11,230	13,200	13,200	13,200	0	0%
<b>SUBTOTAL</b>	<b>289,267</b>	<b>272,000</b>	<b>277,000</b>	<b>437,380</b>	<b>165,380</b>	<b>61%</b>

Historically, the Supplies expense category included Library lending materials. In FY13-14, these expenses are found under Capital Repairs and Replacement, as they are capitalized expenses.

Supply expenses are budgeted to increase 61% in FY13-14, mostly because of increased travel and training, special department supplies, and moving subscriptions and memberships into their own account from professional and technical services.

## SUBSCRIPTIONS & MEMBERSHIPS

Subscriptions and memberships were previously accounted for in Professional and Technical Services. This new account includes professional memberships for the Library system, the Executive Director, and Library staff.

## PUBLICITY

The Publicity budget has been increased for telephone book advertising, which was previously accounted for in the telephone budget.

## TRAVEL & TRAINING

Previously, travel for conference attendance was separate from the training and development accounts. In FY13-14, the travel budget has been eliminated, and travel and training has been combined. This account allows for staff conference attendance. In-house training funds have been budgeted separately in Staff Development. An increase for conference attendance has been budgeted. All of these increases are a result of the Board's policy emphasis on employee development.

## SPECIAL DEPARTMENT SUPPLIES

This new account provides special supplies for departments. The bulk of the budget is allocated to Technical Services and technology. Technical Services' supplies are used to prepare library materials for lending, including RFID tags for self-checkout and automated materials handling, barcodes, and labels. The technology allocation will be used for non-capital purchases such as printers and barcode scanners.



# BUILDINGS & GROUNDS

	2011–12 Actual	2012–13 Budget	2012–13 Proj. Year End	2013–14 Requested	Difference	% Diff.
Fuel				9,000	9,000	—
Maintenance-Equipment	55,116	5,000	2,575	14,860	9,860	197%
Maintenance-Vehicles	12,782	11,000	9,164	5,000	(6,000)	(55%)
Maintenance Contracts	250,897	160,252	148,000	96,100	(64,152)	(40%)
Maintenance-Buildings & Grounds	258,476	214,000	202,485	340,250	126,250	59%
Utilities-Boiler Operations	63,314	90,000	96,125	95,000	5,000	6%
Utilities-Electricity	336,303	338,000	424,175	426,500	88,500	26%
Utilities-Gas	86,469	105,000	92,030	94,000	(11,000)	(10%)
Utilities-Water	44,974	41,500	50,735	52,300	10,800	26%
Utilities-Garbage				23,820	23,820	—
Utilities-Telecommunications	108,969	35,600	35,600	136,400	100,800	283%
<b>SUBTOTAL</b>	<b>1,217,302</b>	<b>1,000,352</b>	<b>1,060,889</b>	<b>1,293,230</b>	<b>292,878</b>	<b>29%</b>

The Buildings and Grounds operating expense budget shows a 29% increase for FY13–14. While much of this increase is due to the changed budget structure, an increase for maintaining the Library's facilities has been budgeted as part of the organization's focus on maintenance.

## FUEL

This new account allows vehicle fuel to be separated from vehicle maintenance. It has been increased to account for a vehicle that was purchased in 2012, which is used by non-maintenance staff.

## MAINTENANCE-EQUIPMENT

In FY12–13, this account was used for various facility-related equipment maintenance. In FY13–14, the budget includes maintenance for equipment such as copy machines, microfilm equipment, and projectors, which were previously accounted for in maintenance contracts.

## MAINTENANCE-VEHICLES

This account has been reduced as fuel has been moved to a separate account.

## MAINTENANCE-CONTRACTS

This account previously included funds for facilities maintenance contracts, such as elevators, landscaping, and HVAC systems. In FY13–14, these costs have been budgeted in the Maintenance-Buildings and Grounds account. Technology maintenance and subscription contracts remain.

## MAINTENANCE-BUILDINGS & GROUNDS

This budget has been increased for two reasons: to prioritize preventative maintenance and deep cleaning at all locations, painting of two floors at Main; and to account for facilities-related maintenance contracts such as elevators, landscaping, and HVAC systems.

## UTILITIES-GARBAGE

This new account funds waste removal for FY13–14, which was previously allocated in the Maintenance-Contracts account.

## UTILITIES-TELECOMMUNICATIONS

In FY12–13, the Library netted federal reimbursements for telephone and Internet services against this expense account. In FY13–14, a revenue account has been established for these reimbursements, and this expense account has been budgeted for the full cost.

# SERVICES

	2011-12 Actual	2012-13 Budget	2012-13 Proj. Year End	2013-14 Requested	Difference	% Diff.
Contract Services		627,560	627,560	0	(627,560)	(100%)
Prof & Tech Services	287,359	163,740	168,875	415,000	251,260	153%
Prof & Tech Services-Attorney	23,731	25,000	25,000	25,000	0	0%
Security	126,288	140,000	151,000	168,300	28,300	20%
City Administrative Charges	17,559	20,000	20,000	20,000	0	0%
Payroll Processing	10,001	12,000	12,000	12,000	0	0%
Background Checks				3,000	3,000	—
Cataloging Charges	67,907	72,000	72,000	80,000	8,000	11%
Materials Processing				14,000	14,000	—
Drug Testing				8,500	8,500	—
Staff Training & Development	50,046	56,000	56,000	23,400	(32,600)	(58%)
Programming	139,488	243,773	160,000	158,800	(84,973)	(35%)
Program-Center for the Book				5,000	5,000	—
Art Exhibit Display Committee				8,800	8,800	—
Board Development	4,591	4,000	4,000	4,000	0	0%
<b>SUBTOTAL</b>	<b>726,970</b>	<b>1,364,073</b>	<b>1,296,435</b>	<b>945,800</b>	<b>(418,273)</b>	<b>(31%)</b>

## CONTRACT SERVICES

This account was established in FY12-13 for the contract with Salt Lake City's Information Management Services department for IT services. The IMS contract has been moved to the Professional and Technical account.

## PROFESSIONAL & TECHNICAL SERVICES

This account funds professional services such as the annual financial audit and consultants for Library projects. In FY12-13, this budget also funded the Library's performance audit and the contract with a Transitional Director, both of which are not required in FY13-14. Offsetting this reduction, IMS fees for IT support have been moved into this account. IMS fees have been reduced by almost \$200,000 in FY13-14, as the Library will pay software maintenance and hardware costs directly to vendors instead of through IMS moving forward.

## SECURITY

The Library has budgeted to increase wages for its assigned security personnel, which will result in an increase in its security contract fees.

## BACKGROUND CHECKS/DRUG TESTING

These new accounts have been budgeted to fund new employee background checks and drug testing.

## CATALOGING CHARGES

The Library uses third party providers for catalog records. An increase in fees has been budgeted for FY13-14.

## MATERIALS PROCESSING

The Library uses Mylar covers to protect many of its circulating books, and will begin outsourcing this task in FY13-14.

## STAFF TRAINING & DEVELOPMENT

In prior years, this account funded registration fees for staff attending conferences. In FY13-14, all costs associated with conference attendance have been moved to the Travel account. Staff Training & Development funds in-house training opportunities and Staff Development Day.

## PROGRAMMING

The Library is shifting its program delivery approach to a more comprehensive model that includes services and collections. This change will result in greater community impact with more effective use of Library resources. There is a slight reduction in this account pending receiving information from the Friends of The City Library about the use of their donations.

## PROGRAM-CENTER FOR THE BOOK

The Library partners with the Utah Humanities Council to host the Utah Center for the Book. Previously, these funds were budgeted as a part of overall programming. In FY13-14, they have been separated.

## ART EXHIBIT DISPLAY COMMITTEE

This account supports the planning and logistics of dozens of art exhibits throughout the Library system annually. Previously, these funds were budgeted as part of overall programming. In FY13-14, they have been separated.

# OTHER CHARGES

	2011–12 Actual	2012–13 Budget	2012–13 Proj. Year End	2013–14 Requested	Difference	% Diff.
Insurance	198,019	200,000	202,000	205,000	5,000	3%
Collection Costs				25,000	25,000	—
Sundry	16,821	50,000	18,000	24,330	(25,670)	(51%)
Executive Discretion				25,000	25,000	—
<b>SUBTOTAL</b>	<b>214,840</b>	<b>250,000</b>	<b>220,000</b>	<b>279,330</b>	<b>29,330</b>	<b>12%</b>

## COLLECTION COSTS

The Library contracts with a third party for collection accounts. Previously, the collections fees were netted against the fines revenue account. Beginning in FY13–14, they are budgeted as a separate expense.

## SUNDRY

Sundry expenses have been reduced based on FY12–13 projections.

## EXECUTIVE DISCRETION

This new account has been allocated for unanticipated projects and services for the Director and Library Board to use as needed.



Sweet Branch

# CAPITAL REPAIRS & REPLACEMENT

	2011-12 Actual	2012-13 Budget	2012-13 Proj. Year End	2013-14 Requested	Difference	% Diff.
Rent-Property & Equipment	642	2,300	0	0	(2,300)	(100%)
Technical Purchases	38,338	74,986	74,986	0	(74,986)	(100%)
Cap Outlay-Building Capital Repairs				106,000	106,000	—
Cap Outlay-Improvements				20,000	20,000	—
Cap Outlay-Equipment	26,062	68,335	68,335	71,000	2,665	4%
Cap Outlay-Book & Reference Material	800,350	818,025	818,025	602,990	(215,035)	(26%)
Cap Outlay-Audio Materials	233,677	222,543	222,543	209,300	(13,243)	(6%)
Cap Outlay-Visual Materials	352,613	370,400	370,400	346,400	(24,000)	(6%)
Cap Outlay-Computer Reference Sources	202,672	134,000	134,000	159,080	25,080	19%
Cap Outlay-Downloadable Materials	170,871	201,750	201,750	240,000	38,250	19%
Cap Outlay-Periodicals	109,340	119,050	119,050	108,000	(11,050)	(9%)
<b>SUBTOTAL</b>	<b>1,934,565</b>	<b>2,011,389</b>	<b>2,009,089</b>	<b>1,862,770</b>	<b>(148,619)</b>	<b>(7%)</b>

## TECHNICAL PURCHASES

Funds in this account for technology equipment have been budgeted in the Special Department Supplies account for FY13-14.

## BUILDING CAPITAL REPAIRS

This new account funds ongoing building-related repair and replacement projects. In prior years, these costs were budgeted in the Capital Project Fund budget.

## CAPITAL IMPROVEMENTS

Funds have been budgeted to install monument signs on Library Square to support the Library's commercial tenants.

## EQUIPMENT

This account funds one-time equipment purchases such as copy machines, furniture, and telecommunications equipment.

## COLLECTION MATERIALS

To align spending with current circulation trends and support the Library's immediate and critical technology investment needs, collection budgets were adjusted between material type, and a one-time reduction in collection funding has been budgeted for FY13-14. For more information, refer to the Executive Summary.

**Books & Reference:** Reduced \$200,000 and reallocated \$15,035 to computer references sources and downloadable materials.

**Audio:** Reallocated \$13,243 to computer reference sources and downloadable materials.

**Video:** Reallocated \$24,000 to computer reference sources and downloadable materials.

**Computer Reference Sources:** Increased due to reallocation from other collection materials.

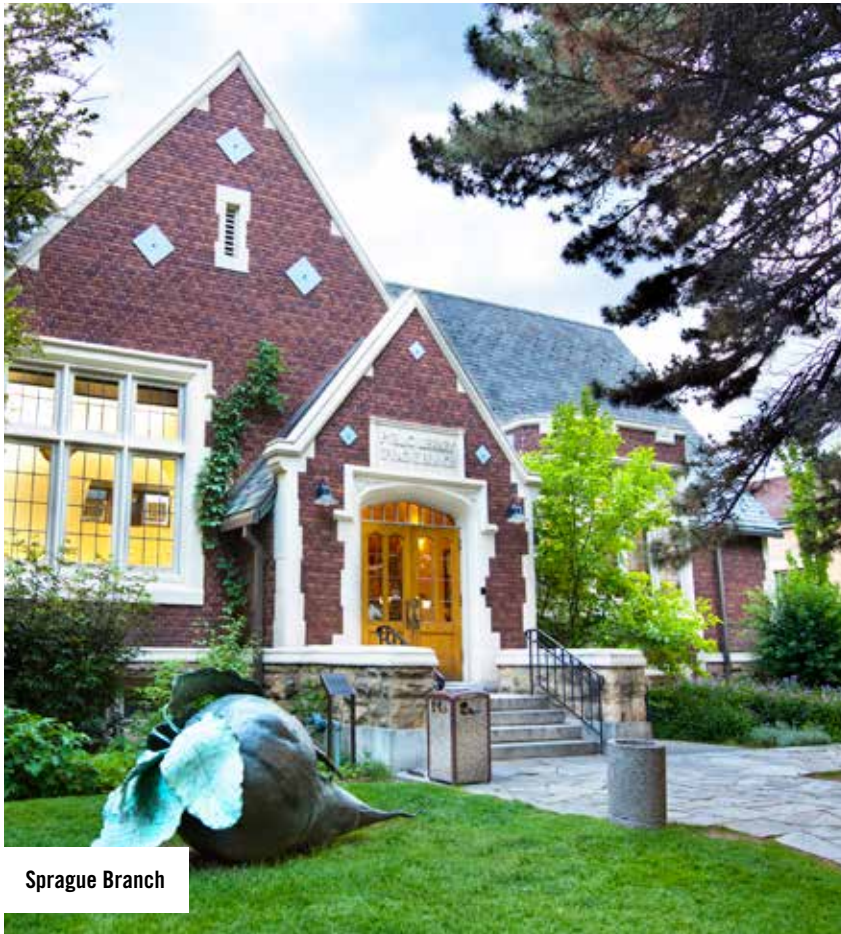
**Downloadable Materials:** Increased due to reallocation from other collection materials.

**Periodicals:** Reallocated \$11,050 to computer reference sources and downloadable materials.



# TRANSFERS, GRANTS, & DONATIONS

	2011–12 Actual	2012–13 Budget	2012–13 Proj. Year End	2013–14 Requested	Difference	% Diff.
Transfer to Capital Project Fund				3,000	3,000	—
Grants-Federal				20,000	20,000	—
Grants-State				2,000	2,000	—
Grants-Local				1,000	1,000	—
Donations				70,500	70,500	—
Contingency		96,000	0	0	(96,000)	(100%)
<b>SUBTOTAL</b>	<b>0</b>	<b>96,000</b>	<b>0</b>	<b>96,500</b>	<b>500</b>	<b>1%</b>



Sprague Branch

## TRANSFER TO CAPITAL PROJECT FUND

To support the Library's immediate and critical technology investment needs, a one-time transfer to the Capital Project Fund has been budgeted.

## GRANTS

Beginning in FY13–14, the Library will budget grant funds as revenues instead of netting the funds against their respective expense accounts. As such, expense accounts have been created to track expenditures associated with specific projects.

## DONATIONS

Similar to grants, beginning in FY13–14, the Library will budget donations as revenues instead of netting the received funds against their respective expense accounts. As such, expense accounts have been created to track expenditures of specific projects.

## CONTINGENCY

\$96,000 was budgeted in FY12–13 for contingency spending. The Library has not allocated any funds for a contingency budget for FY13–14.

# CAPITAL PROJECT FUND BUDGET

<b>REVENUES</b>	2011-12 Actual	2012-13 Budget	2012-13 Proj. Year End	2013-14 Requested	Difference	% Diff.
Current Year Property Taxes	1,185,324	1,201,466	1,183,786	1,201,466	0	0%
RDA Rebate	22,000				0	—
Interest	43,124	25,000	43,350	40,000	15,000	60%
Transfer From General Fund				3,000	3,000	—
Fund Balance-Unrestricted		1,737,137	1,637,265	1,850,000	112,863	6%
Fund Balance-Glendale		(156,466)		1,929,483	2,085,949	1333%
Fund Balance-Marmalade		(145,000)		763,949	908,949	627%
Fund Balance-Appropriated Foothill				254,460	254,460	—
<b>TOTAL REVENUES</b>	<b>1,250,448</b>	<b>2,662,137</b>	<b>2,864,402</b>	<b>6,042,358</b>	<b>3,380,221</b>	<b>127%</b>

<b>EXPENDITURES</b>	2011-12 Actual	2012-13 Budget	2012-13 Proj. Year End	2013-14 Requested	Difference	% Diff.
Prior Year Contingency		50,000	18,478		(50,000)	(100%)
Building & Grounds Capital Repair	58,046	108,000	108,000		(108,000)	(100%)
Capital Improvements	58,555	43,000	43,000		(43,000)	(100%)
Technology Systems Fund	152,947	1,511,137	1,511,137		(1,511,137)	(100%)
Cap Outlay-Glendale Branch	98,946	400,000	256,210	2,485,949	2,085,949	521%
Cap Outlay-Marmalade Branch	17,385	500,000	422,000	1,408,949	908,949	182%
Cap Outlay-Equipment	30,428			6,315	6,315	—
Cap Outlay-Computers				249,575	249,575	—
Cap Outlay-Foothill Branch				254,460	254,460	—
Cap Outlay-Network System Upgrade				769,700	769,700	—
Cap Outlay-Self-Checkout & Automat- ed Materials Handling System				867,410	867,410	—
Qwest/Cisco Lease Principal	47,836	49,000			(49,000)	(100%)
Qwest/Cisco Lease Interest	2,510	1,000			(1,000)	(100%)
<b>TOTAL EXPENDITURES</b>	<b>466,654</b>	<b>2,662,137</b>	<b>2,358,825</b>	<b>6,042,358</b>	<b>3,380,221</b>	<b>127%</b>

<b>TOTAL CAPITAL PROJECT FUND BUDGET</b>	<b>783,794</b>	<b>0</b>	<b>505,576</b>	<b>0</b>	<b>0</b>	<b>—</b>
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## CAPITAL PROJECT FUND BUDGET REVENUES

The City Library's Capital Revenue Fund is based on a certified tax rate that is independent of the Library's general fund. Restricted fund balance accounts are collecting monies for the Glendale and Marmalade Branches, which are expected to open in the second half of calendar year 2014. A new account has been established to identify funding for improvements at the Anderson-Foothill Branch. The source of the money was a generous donation from a community member, Judith Fay Whitmer, who requested that the Library use the money to enhance patron experience at the Foothill Branch.



Anderson-Foothill Branch

## BUILDING & GROUNDS CAPITAL REPAIR

This account decreases because the funds for facilities maintenance have been budgeted in the Capital Outlay-Building Capital Repairs account in the General Fund budget.

## CAPITAL IMPROVEMENTS

In the FY13–14 budget, capital improvements have been budgeted as specific capital outlay projects in the General and Capital Projects Funds.

## TECHNOLOGY SYSTEMS FUND

In the FY13–14 budget, technology investments have been budgeted in specific Capital expense accounts.

## CAP OUTLAY-EQUIPMENT

The Library has included in this budget one-time costs to increase the system's bandwidth to accommodate public demand and the impact of bringing the two new branch libraries online.

## CAP OUTLAY-COMPUTERS

215 computers are available for public use throughout the Library system. The computers have exceeded their useful life and are very limited in capabilities. This account funds the replacement of these public computers.

## CAP OUTLAY-FOOTHILL BRANCH

The Anderson-Foothill Branch was the benefactor of community member Judith Fay Whitmer who wished to contribute to the Library's long-term service to its neighborhood. These funds have been budgeted to support building renovations and equipment purchases that will improve the Library's environment and enhance the patron experience.

## CAP OUTLAY-NETWORK SYSTEM UPGRADE

As detailed in the Executive Summary, a critical network upgrade is necessary to bring the new branches online, enhance patron services, and increase staff efficiencies. This account provides for component and equipment replacement, conduit and wiring updates, and a wireless upgrade.

## CAP OUTLAY-SELF-CHECKOUT & AUTOMATED MATERIALS HANDLING SYSTEM

A portion of the funds budgeted in FY12–13 for a self-checkout and automated materials handling were reallocated to upgrade the Library's Integrated Library System. In FY13–14, the Library has budgeted to replenish those funds as well as add a more complex automated material handling sorter, which will result in drastic staff efficiencies and support the new branch staffing.

## QWEST/CISCO LEASE PRINCIPAL & INTEREST

The lease that funded portions of the Library's Voice over Internet Protocol (VoIP) phone system ended in 2013.

## GLENDALE AND MARMALADE BRANCHES

This budget continues the commitment of the Library Board to the communities of Glendale and Marmalade by providing funding for the two new branches.