



 **The City Library**
THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

APPROVED BUDGET, FISCAL YEAR 2015





Glendale Branch artist's rendering



Marmalade Branch artist's rendering

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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Main Library Urban Room

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.

BY THE NUMBERS

Salt Lake City Population¹
189,314

Total Library Locations
6

Items in the Collection²
732,736

¹ google.com/publicdata,
Source: U.S. Census Bureau, 2012

**Salt Lake City Residents
with a Library Card²**
112,931

**Hours Open Every Week,
Systemwide**
378

Items Loaned⁴
3,306,316

² as of February 27, 2014

**Total Number of
Registered Card Holders²**
174,424

Full-Time Equivalent Staff
179.95

Library Programs⁴
3,032

³ data collected between February
27, 2013 and February 27, 2014

**New Library Card
Registrations³**
25,679

Public Access Computers
250

Library Program Attendance⁴
98,225

⁴ data collected between
July 1, 2012 and June 30, 2013

Website Visits⁴
1,069,190

**Hours of Public Internet
Time Provided Annually⁴**
357,570

LETTER FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR

March 2014

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

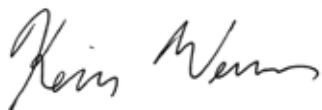
For over a century, the Salt Lake City Public Library has provided an array of resources and services dedicated to educating, entertaining, and enriching the lives of the residents of and visitors to our city. The past year saw a change in leadership, significant turn-over on the Board, a fundamental shift in how library materials are handled, and the sunsetting of our current Strategic Plan. The City Library has maintained its award-winning standards of service throughout these changes.

Many challenges face both the Library and the community, including rapidly evolving services and technology, meeting deferred maintenance, opening two new branches and making them relevant to the communities they serve, and supporting our talented staff. The Library Board and Administration recognize that there are difficult choices yet to be made in the years ahead. By improving efficiency through the increased use of automation, the reorganization of staff, and the use of a portion of our fund balance, we will not be seeking an increase in tax revenue during the coming year. To continue providing services at the levels that Salt Lake City residents have come to expect, and to grow services in new and innovative ways to meet future demands, we will require additional funding in the years to come. In particular, we plan to seek a tax revenue increase during FY16 to support operations of the new branches and to meet the service requirements of our community for years to come.

The opening of two new facilities, in the Glendale and Marmalade neighborhoods, demonstrate our recognition that we are a city of remarkable diversity. The City Library is a cornerstone of development not just for the city as a whole, but for the many communities that comprise it. Every community and every individual that make up this city have their dreams and aspirations, and in the next year we will be engaging the residents, businesses, and institutions of Salt Lake City in a robust dialog to determine how we can best aid them in realizing their aspirations. This Strategic Planning process has already begun, and we look forward to working with city government and the community members we all serve to develop our next Strategic Plan over the coming year.

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
Library Board President



John Spears
Executive Director

EXECUTIVE SUMMARY

The City Library implemented many changes during Fiscal Year 2014 (FY14) in preparation for opening two new branches in FY15: Glendale in winter of 2014 and Marmalade in summer of 2015. The past year was one of exploring how to best utilize technology in order to better serve our users. The installation of self-check machines and automated materials handlers has allowed us to provide more efficient service, more opportunities and options for the public in how they receive service, and greater opportunities for our staff to interact with and engage the public. August 22, 2013, our “go live” date with this technology, marked a milestone for The City Library, and the increased efficiencies realized through the use of these automated processes will also allow us to open our two newest facilities with a minimal increase in total staffing.

The role of the Library continues to evolve, and FY15 will be one in which The City Library explores the ways in which it can best respond to the many changes that are affecting society—demographic, technological, and social. Over 50 staff members, led by a core group of ten administrators, managers, and staff, have been tasked with beginning the Strategic Planning process by engaging the community in a robust discussion of how we provide services. Their work will guide the Library for years to come as we continue to provide the award-winning services that our users have come to expect. This budget reflects our dedication to provide the services, resources, and collections desired by the residents of Salt Lake City in as cost-effective a manner as possible.

Even as we bring on two new branches during FY15, The City Library will not seek a tax increase. \$706,415 in fund balance of the General Fund will be utilized to provide the Library with the additional resources necessary in FY15 as we explore additional efficiencies, complete a comprehensive evaluation of capital assets, assess the staffing levels necessary to meet the changing expectations of our users, and fully realize the impact of moving to a system of eight locations. We will then be prepared to enter FY16 with the critical information necessary to ensure sufficient resources to maintain our aging infrastructure, adequately staff all of our facilities, and provide the collections, programs, technology, and services desired by the community.

While tax revenues will be held relatively steady, we are projecting a continued decline in revenue generated through fines, copying, and printing. Brought on by changes in technology, the increased ubiquity of mobile devices, and declining circulation of physical materials, the reduction in expected revenue from these sources will be a continuing trend for most public libraries over the coming years. Just as the fluctuation in these revenues is a direct result of the changing nature of how the community uses public libraries, a corresponding increase in revenue from the use of Library facilities is occurring.

A 3% increase in personnel costs reflects both our recognition of the outstanding work performed by our staff through a 1.5% merit increase and the efficiencies realized through a planned reorganization of the Main Library and the utilization of technological automation for many library processes. As previously stated, two new facilities will be opened during this fiscal year with a net increase of only 5.75 FTEs at the system level. Additional costs in this area for mandatory contributions to the Utah Retirement System will be somewhat offset by decreases in workers compensation, unemployment insurance, and health insurance costs.

Maintenance of library facilities continues to be a priority, and as our facilities age, the cost of maintaining them will continue to increase. Increased utility costs and the need to continue the process of upgrading the Library's technological infrastructure have also been identified as priority areas, leading to a 13.6% increase in these areas. The Main Library is a focal point of downtown Salt Lake City and the five (soon to be seven) neighborhood branches continue to be sources of pride and community identity for the areas in which they are located. FY15 will bring a rigorous examination of Library buildings, and a comprehensive Capital Needs Assessment will be completed during this period to quantify and prioritize the Library's necessary investment to maintain its buildings.

FY15 will see the return of \$200,000 for library materials, with nearly \$1.9 million devoted to physical materials, online databases, and electronic content. Downloadable materials have seen a tremendous increase in use—FY14 reflected a 58% increase in electronic materials circulation over FY13. The 41.7% increased investment in this area reflects the evolving nature of how public libraries are supplying materials to their users.

This budget proposes using previously collected and FY15 tax receipts designated for the Glendale and Marmalade Branches for the completion of those branches, their FY15 operating expenditures, and the associated debt service obligations for FY15 and FY16. Since the annual debt payments associated with the new branches are less than the annual designated tax receipts, the difference is proposed to be used to assist with the future annual operating expenditures of the two new branches, which will reduce the amount of additional tax revenue the Library will seek in FY16.

EFFICIENCIES & COST REDUCTIONS

The City Library continually strives to increase efficiency and reduce costs in order to be proactive in addressing long-term budget challenges. We will work with Salt Lake City government and our community to find the best solutions and opportunities for responsible growth. With the planned opening of two new branches in FY15, the Library has explored both technological and structural changes that would enable these facilities to utilize existing staff from throughout the Library without negatively impacting the services provided to the community. The implementation of self-checkout at all locations and automated materials handling at the Main Library, Day-Riverside Branch, and Anderson-Foothill Branch in August 2013 has automated many of the tasks involved with the circulation of materials and provided our users with several new options for how to receive service at all City Library locations. Additional efficiencies will be realized through a reorganization at the Main Library in July 2015. These efficiencies will allow the Library to open these new facilities with the addition of 5.75 FTEs.

STRATEGIC PLANNING

For several years, the Salt Lake City Public Library has operated under a Strategic Plan first developed in 2008. Since that time, the Library has seen drastic changes in how its collections and services are utilized, the technology made available, and public expectations for how services should be provided. As the first step in engaging in a community-based, aspirational Strategic Planning process, the Library Board, administration, and staff are exploring best practices and engaging the community in a discussion to determine service priorities and necessary structural modifications.

A Library Service Model Team, composed of over 50 staff members at all levels, has been tasked with examining ten key areas:

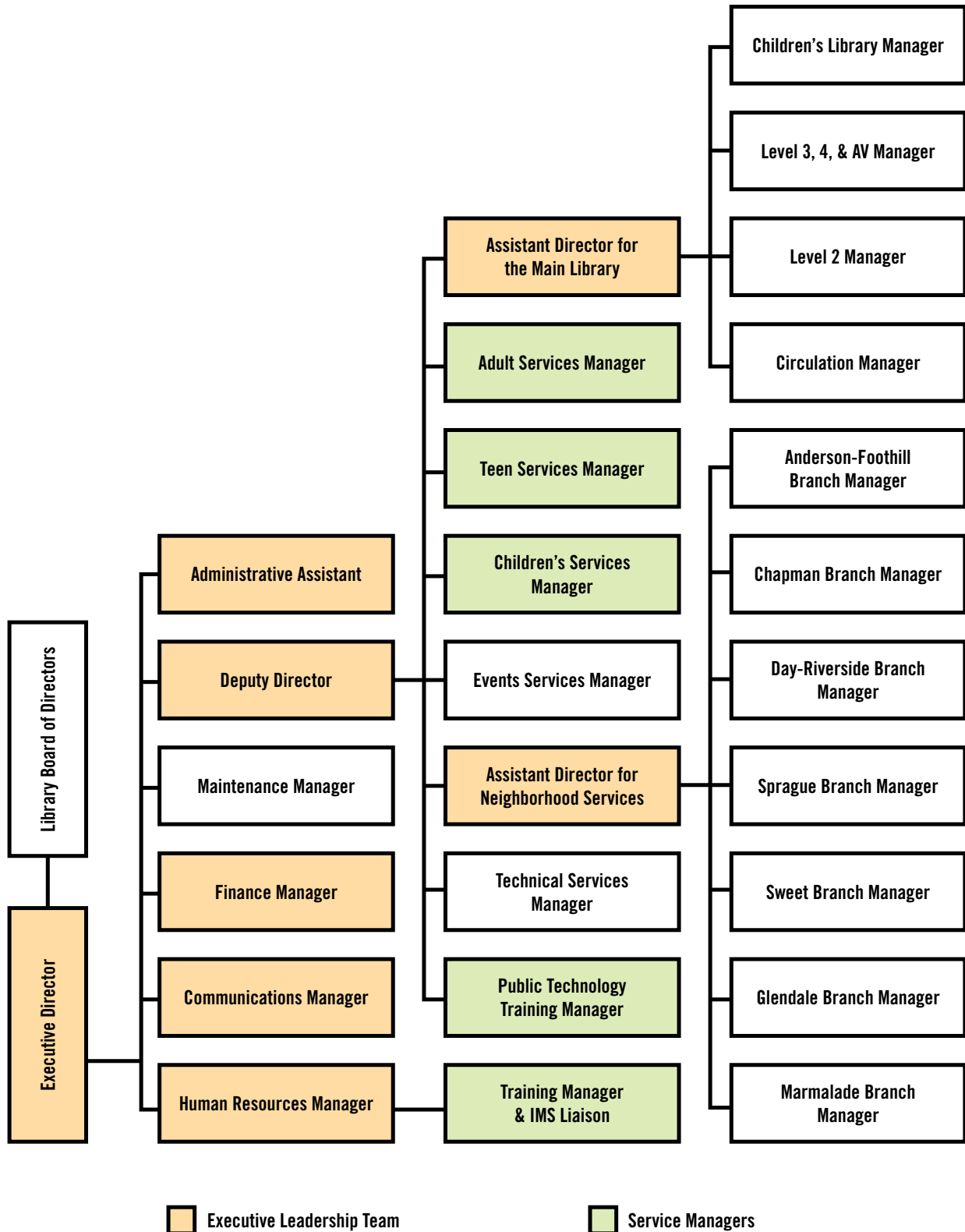
1. The roles of staff charged with overseeing systemwide Public Technology, Training, Adult, Teen, and Children's Services
2. Ideal service hours at the branch and departmental levels
3. Role of middle management
4. Optimum staffing levels for each branch and department
5. Optimum methods of collection development, including the role of staff involved with selecting materials and the size and nature of our collections
6. Role of the Communications Department
7. Appropriate use of technology
8. Library Mission and Vision statements
9. Avenues of cooperation with area libraries and organizations
10. Organization and reporting structure

The work of this Team will extend through much of FY15 and will enable the Library to complete its next Strategic Planning process with a firm understanding of community expectations and available resources.



Chapman Branch

ORGANIZATIONAL CHART



STAFFING PROFILE

POSITION	FY14	FY15	DIFFERENCE
Accountant	1	1	—
Accounting Specialist	1	1	—
Acting Director	0.25	0	(0.25)
Administrative Secretary	1	0	(1)
Administrative Assistant	0	1	1
Administrative Manager	3	3	—
Artist/Designer	0.8	2	1.2
Assistant Director	0	2	2
Associate Director	2	0	(2)
Associate Librarian	19.175	14.175	(5)
Branch Custodian	2.55	4.05	1.5
Cataloger	1.75	2	.25
Circulation Specialist	3	3	—
Comm/Outcome Associate	1	0	(1)
Comm/Marketing Specialist	0	2	2
Computer Assistant	1.5	1.55	.05
Computer Associate	1	1	—
Custodial Specialist	1	1	—
Custodian	10.05	10.05	—
Delivery Driver	1.45	2	.55
Deputy Director	0	1	1
Digital Media Specialist	1	0	(1)
Director	1	0	(1)
Events Assistant	1.7	1.25	(.45)
Events Services Coordinator	1	0	(1)
Events Services Manager	0	1	1
Events Specialist	1	1	—
Executive Director	0	1	1
Human Resource Associate	2	2	—
Library Store	1.75	1.45	(0.3)
Librarian	20.45	27.2	6.75
Library Aide	31.55	31.175	(0.375)
Library Assistant	40.175	40.525	0.35
Maintenance Manager	1	1	—
Maintenance Technician	5	5	—
Manager	12	12	—
Service Manager	5	5	—
Senior Creative Producer	1	0	(1)
Senior Librarian	0.8	0.8	—
Technical Services Specialist	2	2	—
TOTAL DIFFERENCE	179.95	184.225	4.275

The FY15 budget maintains the pay-range system implemented with the compensation study conducted in 2012. The overall workforce has been maintained, with some adjustments to support the most effective use of staff talent and reallocation of duties.

Some positions have assumed increased responsibilities as part of the reorganization presented to the Library Board in January 2014, effective July 2014, as well as shifting of duties to better utilize staff talents. While some positions appear to have been eliminated in this spreadsheet, in fact many were simply reclassified.

The budget also reflects staffing of the Glendale Branch beginning in October 2014 and Marmalade Branch in April 2015 with minimal increase in systemwide staffing.

The 4.275 net increase in staff includes 3 Librarian positions, 1 new FTE in Communications for an Artist/Designer, and 1 Manager position for the new branches.

As part of the reorganization proposed in January 2014, the following reclassifications will take place:

- 1 Manager will be reclassified to Assistant Director
- 1 Associate Director will be reclassified to Assistant Director
- 1 Associate Director will be reclassified to Deputy Director
- 4 Associate Librarians will be reclassified to Librarians
- The Events Services Coordinator will be reclassified to Events Services Manager

As 20–30 hour part-time employees vacate positions, The City Library will continue the practice to seek to fill those vacancies with employees working under 20 hours per week, saving benefit costs.

GENERAL FUND REVENUE

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
TAX REVENUES						
Current Year Property Taxes	10,779,015	10,966,000	10,966,000	11,003,200	37,200	0.3%
Personal Property Taxes	1,285,601	1,187,215	1,458,615	1,107,000	(80,215)	(6.8%)
Delinquent Property Taxes	419,902	420,000	425,096	425,000	5,000	1.2%
Motor Vehicle Taxes	582,330	582,000	582,000	582,000	0	0.0%
Judgment Levy	204,101	100,000	150,813	100,000	0	0.0%
SUBTOTAL	13,270,949	13,255,215	13,582,524	13,217,200	(38,015)	(0.3%)
INTERGOVERNMENTAL REVENUES						
Grants—Federal				20,000	20,000	
Reimbursements—E-Rate	63,043	109,120	109,120	11,520	(97,600)	(89.4%)
Grants—State	10,000	8,520	8,520	16,000	7,480	87.8%
Grants—Local Governments				1,000	1,000	
RDA Rebate	226,303	100,000	100,000	215,000	115,000	115.0%
SUBTOTAL	299,346	217,640	217,640	263,520	45,880	21.1%
CHARGES FOR SERVICES						
Printer Revenues	17,441	17,000	16,042	16,000	(1,000)	(5.9%)
Copier Revenues	12,330	12,000	9,948	10,000	(2,000)	(16.7%)
Non-Resident Fees	14,244	13,000	12,280	12,500	(500)	(3.8%)
Reimbursements—Friends		101,635	101,635	83,780	(17,855)	(17.6%)
SUBTOTAL	44,015	143,635	139,905	122,280	(21,355)	(14.9%)
FINES	251,021	305,000	252,748	253,000	(52,000)	(17.0%)
MISCELLANEOUS						
Rents—Facilities	63,422	65,000	83,789	80,000	15,000	23.1%
Rents—Commercial Space	60,878	62,000	60,000	60,000	(2,000)	(3.2%)
Interest	39,462	28,000	28,000	33,000	5,000	17.9%
Sundry	8,349	5,000		2,000	(3,000)	(60.0%)
SUBTOTAL	172,111	160,000	171,789	175,000	15,000	9.4%
CONTRIBUTIONS & TRANSFERS						
Transfers				342,610	342,610	
Donations	77,875	77,190	77,190	101,500	24,310	31.5%
Fund Balance—Appropriated		7,790	7,790	706,415	698,625	8968.2%
SUBTOTAL	77,875	84,980	84,980	1,150,525	1,065,545	1253.9%
TOTAL REVENUES	14,115,316	14,166,470	14,449,586	15,181,525	1,015,055	7.2%

GENERAL FUND REVENUE OVERVIEW

Operating revenues for FY15 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 property taxes. Property tax revenues have been budgeted at the amount to be generated by the FY12 certified tax rate. Our current property tax rate is .000820, which is 82% 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.

	Tax Year 2009	Tax Year 2010	Tax Year 2011	Tax Year 2012	Tax Year 2013
Residential property	\$103.25	\$107.46	\$110.99	\$114.93	\$111.40
Commercial property	\$187.72	\$195.38	\$201.80	\$208.96	\$202.54

INTERGOVERNMENTAL REVENUES

The Library has applied for a \$20,000 grant through the National Endowment for the Arts’ “The Big Read” project. The E-Rate reimbursement amount has been decreased because UEN deducts their share of the reimbursement before billing the Library. The City Library anticipates an increase in State Grants for ebooks as well as increases in State and Local Grants for our participation in the Center for the Book project. The RDA Rebate amount has been determined based on historic trend.

CHARGES FOR SERVICES

Revenues for public printing, copier, and non-resident fees have been budgeted based on projected FY14 receipts. The Friends’ reimbursement has been reduced to reflect lower personnel costs in the Library Store.

FINES

Fine revenues are expected to be lower based on projected FY14 receipts.

MISCELLANEOUS

A slight increase in facility rents, fees collected for private space rental, and commercial filming has been budgeted in FY15 based on projected FY14 receipts. A slight reduction in Commercial Space Rent is budgeted based on tenant occupancy. Interest revenue is expect to increased based on a larger cash balance earning more interest. Sundry revenues are expected to decrease based on current year projections.

CONTRIBUTIONS & TRANSFERS

Tax receipts designated for Glendale and Marmalade will be transferred to cover partial opening-year costs of the new branches. The City Library anticipates a higher donation from the Friends organization in FY15. The Fund Balance Appropriation reflects \$28,385 from the restricted fund balance, \$252,655 to balance the General Fund, and \$425,375 for capital purchases.



Day-Riverside Branch

GENERAL FUND EXPENDITURES

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
PERSONNEL						
Salaries & Wages—Regular	6,180,289	6,670,700	6,670,700	6,868,700	198,000	3.0%
Salaries & Wages—Flex	207,361	208,005	208,005	210,060	2,055	1.0%
Social Security—Regular	474,156	511,400	511,400	526,300	14,900	2.9%
Social Security—Flex		15,970	15,970	16,105	135	0.8%
Employee Insurance	791,380	865,300	865,300	839,900	(25,400)	(2.9%)
Retiree Insurance	44,284	55,200	55,200	50,000	(5,200)	(9.4%)
State Retirement	721,537	834,200	834,200	933,200	99,000	11.9%
Workers Compensation		45,800	45,800	37,900	(7,900)	(17.2%)
Unemployment Insurance	10,461	12,000	12,000	8,000	(4,000)	(33.3%)
Other Employee Benefits	11,102	26,125	26,125	28,930	2,805	10.7%
Staff Incentives	2,671	5,560	5,560	4,170	(1,390)	(25.0%)
SUBTOTAL	8,443,241	9,250,260	9,250,260	9,523,265	273,005	3.0%
MATERIALS & SUPPLIES						
Subscriptions & Memberships		16,435	16,435	16,885	450	2.7%
Publicity	39,238	51,300	51,300	60,000	8,700	17.0%
Travel & Training	40,520	103,855	103,855	90,015	(13,840)	(13.3%)
Office Supplies & Expense	14,069	25,000	25,000	22,500	(2,500)	(10.0%)
Postage	23,992	29,130	29,130	22,650	(6,480)	(22.2%)
Special Department Supplies	158,549	193,160	193,160	226,190	33,030	17.1%
Copier/Printer Paper	9,103	8,800	8,800	8,800	0	0.0%
Copier/Printer Toner	12,329	13,200	13,200	12,700	(500)	(3.8%)
SUBTOTAL	297,800	440,880	440,880	459,740	18,860	4.3%
BUILDING & GROUNDS						
Fuel		9,000	9,000	9,000	0	0.0%
Maintenance—Equipment	3,254	12,560	12,560	10,890	(1,670)	(13.3%)
Maintenance—Vehicles	13,228	5,000	5,000	5,000	0	0.0%
Maintenance Contracts	6,958	96,100	96,100	260,130	164,030	170.7%
Maintenance—Buildings & Grounds	320,427	340,250	340,250	384,145	43,895	12.9%
Utilities—Boiler Operations	91,663	95,000	95,000	88,000	(7,000)	(7.4%)
Utilities—Electricity	431,828	426,500	426,500	472,140	45,640	10.7%
Utilities—Gas	82,594	94,000	94,000	122,330	28,330	30.1%
Utilities—Water	47,383	52,300	52,300	55,875	3,575	6.8%
Utilities—Garbage		23,820	23,820	25,170	1,350	5.7%
Utilities—Telecommunications	99,866	136,400	136,400	33,600	(102,800)	(75.4%)
SUBTOTAL	1,097,201	1,290,930	1,290,930	1,466,280	175,350	13.6%

GENERAL FUND EXPENDITURES

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
SERVICES						
Prof & Tech Services	777,025	415,000	415,000	424,500	9,500	2.3%
Prof & Tech Services—Attorney	8,517	25,000	25,000	20,000	(5,000)	(20.0%)
Security	139,584	168,300	168,300	172,700	4,400	2.6%
City Administrative Charges	24,968	20,000	20,000	24,000	4,000	20.0%
Payroll Processing	12,252	12,000	12,000		(12,000)	(100.0%)
Background Checks	14	3,000	3,000	1,500	(1,500)	(50.0%)
Cataloging Charges	76,206	80,000	80,000	78,000	(2,000)	(2.5%)
Materials Processing		14,000	14,000	14,000	0	0.0%
Drug Testing		8,500	8,500	1,000	(7,500)	(88.2%)
Staff Training & Development	40,921	23,400	23,400	23,400	0	0.0%
Programming	110,720	158,800	158,800	177,080	18,280	11.5%
Program—Center For The Book		5,000	5,000	3,000	(2,000)	(40.0%)
Art Exhibit Display Committee	8,022	8,800	8,800	8,000	(800)	(9.1%)
Board Development	3,334	9,000	9,000	4,000	(5,000)	(55.6%)
SUBTOTAL	1,201,563	950,800	950,800	951,180	380	0.0%
OTHER CHARGES						
Insurance	201,343	205,000	205,000	244,600	39,600	19.3%
Collection Costs		25,000	25,000	25,000	0	0.0%
Sundry	53,793	24,330	24,330	24,700	370	1.5%
Executive Discretion	90	20,000	20,000	25,000	5,000	25.0%
SUBTOTAL	255,226	274,330	274,330	319,300	44,970	16.4%
COLLECTIONS						
Cap Outlay—Building Capital Repairs		106,000	106,000		(106,000)	(100.0%)
Cap Outlay—Improvements		20,000	20,000		(20,000)	(100.0%)
Cap Outlay—Equipment	67,227	71,000	71,000		(71,000)	(100.0%)
Cap Outlay—Book & Ref Material	775,278	602,990	602,990	640,000	37,010	6.1%
Cap Outlay—Audio Materials	223,084	209,300	209,300	220,000	10,700	5.1%
Cap Outlay—Visual Materials	343,170	346,400	346,400	370,000	23,600	6.8%
Cap Outlay—Computer Ref Sources	159,755	159,080	159,080	170,000	10,920	6.9%
Cap Outlay—Downloadable Materials	219,999	240,000	240,000	340,000	100,000	41.7%
Cap Outlay—Periodicals	109,036	108,000	108,000	125,000	17,000	15.7%
SUBTOTAL	1,897,549	1,862,770	1,862,770	1,865,000	2,230	0.1%
TRANSFERS, GRANTS & DONATIONS						
Transfer To Capital Project Fund		3,000	3,000	425,375	422,375	14079.2%
Grants—Federal				20,000	20,000	
Grants—State		13,520	13,520	16,000	2,480	18.3%
Grants—Local				1,000	1,000	
Donations	33,311	79,980	79,980	134,385	54,405	68.0%
SUBTOTAL	33,311	96,500	96,500	596,760	500,260	518.4%
TOTAL EXPENDITURES	13,225,891	14,166,470	14,166,470	15,181,525	1,015,055	7.2%

GENERAL FUND EXPENDITURES

PERSONNEL

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Salaries & Wages—Regular	6,180,289	6,670,700	6,670,700	6,868,700	198,000	3.0%
Salaries & Wages—Flex	207,361	208,005	208,005	210,060	2,055	1.0%
Social Security—Regular	474,156	511,400	511,400	526,300	14,900	2.9%
Social Security—Flex		15,970	15,970	16,105	135	0.8%
Employee Insurance	791,380	865,300	865,300	839,900	(25,400)	(2.9%)
Retiree Insurance	44,284	55,200	55,200	50,000	(5,200)	(9.4%)
State Retirement	721,537	834,200	834,200	933,200	99,000	11.9%
Workers Compensation		45,800	45,800	37,900	(7,900)	(17.2%)
Unemployment Insurance	10,461	12,000	12,000	8,000	(4,000)	(33.3%)
Other Employee Benefits	11,102	26,125	26,125	28,930	2,805	10.7%
Staff Incentives	2,671	5,560	5,560	4,170	(1,390)	(25.0%)
SUBTOTAL	8,443,241	9,250,260	9,250,260	9,523,265	273,005	3.0%

PERSONNEL OVERVIEW

The City Library will maintain the pay-range system from the independent compensation study conducted in 2012 with some modifications for reclassifications based on increased responsibilities. In FY15, personnel expenditures account for approximately 63% of the Library's overall operating budget, as compared to 65% in FY14.

For details on the Library's staffing, refer to the Staffing Profile on page 9.

SALARIES & WAGES

This budget proposes a 1.5% merit increase. The increase in wages takes into account the recent restructuring of the organization and four new full-time positions to complete the staffing of the new branch libraries. Substitute employee costs will remain separated from regular salaries to allow funding at a more consistent level with actual expenses. This will continue to provide Managers more oversight of their personnel costs.

SOCIAL SECURITY

Social Security costs are expected to increase in tandem with the increase in salaries and wages.

INSURANCE

In FY14, with adding the High Deductible Health Plan (HDHP), the budget was determined using conservative assumptions based on the highest election amount possible for each employee. For the FY15 budget, The City Library used FY14 actual employee elections.

A 2.9% decrease was budgeted based on employees' current insurance plan selections. The Library will continue to offer an HDHP with an HSA contribution. Retiree insurance will continue to be budgeted separately to allow for better long-term accounting. In accord with the City Council, The City Library will also offer insurance to adult designees.

RETIREMENT

Full-time Library employees are members of Utah Retirement Systems. Retirement costs are projected to increase in FY15 due to an anticipated URS employer contribution rate increase from 17.29% to 18.47% for employees in Tier I.

WORKERS COMPENSATION

The Workers Compensation rate has been lowered, facilitating a 17.2% decrease in budget.

UNEMPLOYMENT INSURANCE

A 33.3% reduction in Unemployment Insurance costs are expected, based on current year projections.

OTHER EMPLOYEE BENEFITS

The City Library offers reimbursement of employees' costs for the HIVE Pass and other public transportation use. The FY15 budget reflects increased utilization of this benefit.

STAFF INCENTIVES

Small staff incentives will be allocated to individual department accounts.

GENERAL FUND EXPENDITURES

MATERIALS & SUPPLIES

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Subscriptions & Memberships		16,435	16,435	16,885	450	2.7%
Publicity	39,238	51,300	51,300	60,000	8,700	17.0%
Travel & Training	40,520	103,855	103,855	90,015	(13,840)	(13.3%)
Office Supplies & Expense	14,069	25,000	25,000	22,500	(2,500)	(10.0%)
Postage	23,992	29,130	29,130	22,650	(6,480)	(22.2%)
Special Department Supplies	158,549	193,160	193,160	226,190	33,030	17.1%
Copier/Printer Paper	9,103	8,800	8,800	8,800	0	0.0%
Copier/Printer Toner	12,329	13,200	13,200	12,700	(500)	(3.8%)
SUBTOTAL	297,800	440,880	440,880	459,740	18,860	4.3%

PUBLICITY

The Publicity budget has been increased to facilitate the marketing of Glendale and Marmalade branch libraries.

TRAVEL & TRAINING

This account allows for staff conference attendance. In-house training funds are budgeted separately in Staff Development. In FY14, this budget line was increased significantly to signal an emphasis on employee development and facilitate attendance at the Public Library Association (PLA) biannual conference. The FY15 budget decreases slightly as there is no PLA conference.

OFFICE SUPPLIES & EXPENSE

The FY15 budget predicts a \$3,000 decrease because of a reduction in shredding costs.

POSTAGE

This account has decreased based on projected FY14 expenditures.

SPECIAL DEPARTMENT SUPPLIES

The bulk of this account 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. The increase will cover additional department requests for supplies, small furniture, and equipment items.



Sweet Branch

GENERAL FUND EXPENDITURES

BUILDINGS & GROUNDS

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Fuel		9,000	9,000	9,000	0	0.0%
Maintenance—Equipment	3,254	12,560	12,560	10,890	(1,670)	(13.3%)
Maintenance—Vehicles	13,228	5,000	5,000	5,000	0	0.0%
Maintenance Contracts	6,958	96,100	96,100	260,130	164,030	170.7%
Maintenance—Buildings & Grounds	320,427	340,250	340,250	384,145	43,895	12.9%
Utilities—Boiler Operations	91,663	95,000	95,000	88,000	(7,000)	(7.4%)
Utilities—Electricity	431,828	426,500	426,500	472,140	45,640	10.7%
Utilities—Gas	82,594	94,000	94,000	122,330	28,330	30.1%
Utilities—Water	47,383	52,300	52,300	55,875	3,575	6.8%
Utilities—Garbage		23,820	23,820	25,170	1,350	5.7%
Utilities—Telecommunications	99,866	136,400	136,400	33,600	(102,800)	(75.4%)
SUBTOTAL	1,097,201	1,290,930	1,290,930	1,466,280	175,350	13.6%

BUILDINGS AND GROUNDS OVERVIEW

The Buildings and Grounds operating expense budget shows a 13.6% increase for FY15. An increase for maintaining the Library's facilities has been budgeted to account for maintenance to software and hardware for functions like RFID, the opening of two new branches in FY15, and as part of the organization's focus on facilities maintenance.

MAINTENANCE—EQUIPMENT

This account includes maintenance for equipment such as copy machines, microfilm equipment, and projectors.

MAINTENANCE—CONTRACTS

This account includes technology maintenance and subscription contracts and has been increased to include additional contracts associated with RFID (materials security and automation) and Integrated Library System (ILS) functions. Due to the migration to Polaris (ILS) in FY14, ILS contract costs were not incurred.

MAINTENANCE—BUILDINGS & GROUNDS

Additional funds have been added to this account for the opening and maintenance of the Glendale and Marmalade branches. The account has also been increased for repairs at all current facilities.

UTILITIES: BOILER, ELECTRICITY, GAS, WATER, & GARBAGE

These accounts are budgeted based on projected FY14 expenditures.

UTILITIES—TELECOMMUNICATIONS

UEN, The City Library's Internet Service Provider, captures E-Rate subsidies before billing the Library. The reduction in this account reflects this arrangement.



Main Library Materials Sorter

GENERAL FUND EXPENDITURES

SERVICES

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Prof & Tech Services	777,025	415,000	415,000	424,500	9,500	2.3%
Prof & Tech Services— Attorney	8,517	25,000	25,000	20,000	(5,000)	(20.0%)
Security	139,584	168,300	168,300	172,700	4,400	2.6%
City Administrative Charges	24,968	20,000	20,000	24,000	4,000	20.0%
Payroll Processing	12,252	12,000	12,000		(12,000)	(100.0%)
Background Checks	14	3,000	3,000	1,500	(1,500)	(50.0%)
Cataloging Charges	76,206	80,000	80,000	78,000	(2,000)	(2.5%)
Materials Processing		14,000	14,000	14,000	0	0.0%
Drug Testing		8,500	8,500	1,000	(7,500)	(88.2%)
Staff Training & Development	40,921	23,400	23,400	23,400	0	0.0%
Programming	110,720	158,800	158,800	177,080	18,280	11.5%
Program—Center For The Book		5,000	5,000	3,000	(2,000)	(40.0%)
Art Exhibit Display Committee	8,022	8,800	8,800	8,000	(800)	(9.1%)
Board Development	3,334	9,000	9,000	4,000	(5,000)	(55.6%)
SUBTOTAL	1,201,563	950,800	950,800	951,180	380	0.0%

PROFESSIONAL & TECHNICAL SERVICES

This account funds professional services such as the annual financial audit, consultants for Library projects, Strategic Planning costs, and IMS fees for IT support. The FY15 account is increased to pay for a routine actuarial study for OPEB (Other Post-Employment Benefits). The Attorney account has been lowered to align with historical expenses.

SECURITY

The Security account has been increased to reflect increased compensation costs.

CITY ADMINISTRATIVE CHARGES

This account has been increased based on projected FY14 expenditures.

PAYROLL PROCESSING

Starting in FY15, The City Library will eliminate third-party payroll processing.

BACKGROUND CHECKS/DRUG TESTING

These accounts have been decreased based on FY14 projections for background checks and a Library Board change in drug testing policy.

CATALOGING CHARGES

The third-party providers for catalog records has lowered their fees. This decrease in fees has been budgeted for FY15.

PROGRAMMING

An increase in Programming costs is expected with the opening of the Glendale and Marmalade branches.

PROGRAM—CENTER FOR THE BOOK

The Library partners with the Utah Humanities Council to host the Utah Center for the Book. Costs for this program are expected to decrease.

BOARD DEVELOPMENT

\$5,000 has been reallocated to the Executive Discretion account (Other Charges).

GENERAL FUND EXPENDITURES

OTHER CHARGES

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Insurance	201,343	205,000	205,000	244,600	39,600	19.3%
Collection Costs		25,000	25,000	25,000	0	0.0%
Sundry	53,793	24,330	24,330	24,700	370	1.5%
Executive Discretion	90	20,000	20,000	25,000	5,000	25.0%
SUBTOTAL	255,226	274,330	274,330	319,300	44,970	16.4%

INSURANCE

The City Library's Insurance costs are expected to increase based on conversations with insurance carriers and the opening of Glendale and Marmalade branches.

EXECUTIVE DISCRETION

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

GENERAL FUND EXPENDITURES

COLLECTIONS

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Cap Outlay—Building Capital Repairs		106,000	106,000		(106,000)	(100.0%)
Cap Outlay—Improvements		20,000	20,000		(20,000)	(100.0%)
Cap Outlay—Equipment	67,227	71,000	71,000		(71,000)	(100.0%)
Cap Outlay—Book & Ref Material	775,278	602,990	602,990	640,000	37,010	6.1%
Cap Outlay—Audio Materials	223,084	209,300	209,300	220,000	10,700	5.1%
Cap Outlay—Visual Materials	343,170	346,400	346,400	370,000	23,600	6.8%
Cap Outlay—Computer Ref Sources	159,755	159,080	159,080	170,000	10,920	6.9%
Cap Outlay—Downloadable Materials	219,999	240,000	240,000	340,000	100,000	41.7%
Cap Outlay—Periodicals	109,036	108,000	108,000	125,000	17,000	15.7%
SUBTOTAL	1,897,549	1,862,770	1,862,770	1,865,000	2,230	0.1%

BUILDING CAPITAL REPAIRS

In FY14, account was established to fund ongoing building-related repair and replacement projects. In FY15, these costs have been accounted for in Building Maintenance and the Capital Project Fund budget.

CAPITAL IMPROVEMENTS

In FY15, these costs have been accounted for in Building Maintenance and the Capital Project Fund budget.

EQUIPMENT

In prior years, this account funded one-time equipment purchases such as copy machines, furniture, and telecommunications equipment. In FY15, these costs have been accounted for in the Capital Project Fund budget.

COLLECTIONS

A \$200,000 one-time reduction in collection funding was included in the FY14 budget in order to support immediate and critical technology investment needs. The FY15 budget restores the overall Collections accounts to previous levels.

GENERAL FUND EXPENDITURES

TRANSFERS, GRANTS, & DONATIONS

	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Transfer To Capital Project Fund		3,000	3,000	425,375	422,375	14079.2%
Grants—Federal				20,000	20,000	
Grants—State		13,520	13,520	16,000	2,480	18.3%
Grants—Local				1,000	1,000	
Donations	33,311	79,980	79,980	134,385	54,405	68.0%
SUBTOTAL	33,311	96,500	96,500	596,760	500,260	518.4%

TRANSFER TO CAPITAL PROJECT FUND

Funds for projects which in prior years had been accounted for in Capital Repairs & Replacement in the General Fund will be transferred to the Capital Project Fund.

GRANTS & DONATIONS

The City Library continues to identify and pursue grants, which can act as sparkplugs for innovation. The Library has applied for a \$20,000 grant through the National Endowment for the Arts' "The Big Read" project. We anticipate an increase in State Grants for filtering and an increase in Local Grants for our participation in the Center for the Book project. If these grants are awarded, the expenditures associated with these grants go into these account.



Sprague Branch

CAPITAL PROJECT FUND BUDGET

REVENUES	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Current Year Property Taxes	1,194,991	1,201,466	1,224,706	1,201,466	0	0.0%
Interest	30,170	40,000	40,000	15,000	(25,000)	(62.5%)
Transfer From General Fund		3,000	3,000	425,375	422,375	14079.2%
Fund Balance—Unrestricted		1,850,000	1,850,000	85,000	(1,765,000)	(95.4%)
Fund Balance—Glendale		1,929,483	1,929,483	2,468,329	538,846	27.9%
Fund Balance—Marmalade		763,949	763,949	1,861,995	1,098,046	143.7%
Fund Balance—Appropriated Foothill		254,460	254,460	5,000	(249,460)	(98.0%)
TOTAL REVENUES	1,225,161	6,042,358	6,065,598	6,062,165	19,807	0.3%

EXPENDITURES	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Building & Grounds Capital Repair	108,475				0	
Capital Improvements	3,926				0	
Cap Outlay—Building (Main)				88,000	88,000	
Cap Outlay—Building (Foothill)				8,000	8,000	
Cap Outlay—Building (Sweet)				8,000	8,000	
Cap Outlay—Glendale Branch	28,841	2,485,949	2,485,949	2,099,000	(386,949)	(15.6%)
Cap Outlay—Marmalade Branch	135	1,408,949	1,408,949	2,051,000	642,051	45.6%
Cap Outlay—Improvements (Main)				18,250	18,250	
Cap Outlay—Improvements (Sweet)				5,200	5,200	
Cap Outlay—Equipment (System)	44,995	6,315	6,315	40,000	33,685	533.4%
Cap Outlay—Equipment (Main)				39,650	39,650	
Cap Outlay—Equipment (Day-Riverside)				16,000	16,000	
Cap Outlay—Furniture (Main)				56,275	56,275	
Cap Outlay—RFID System	1,536,964	867,410	867,410		(867,410)	(100.0%)
Cap Outlay—Computers		249,575	249,575		(249,575)	(100.0%)
Cap Outlay—Network System Upgrade		769,700	769,700		(769,700)	(100.0%)
Cap Outlay—Technology (System)				137,500	137,500	
Cap Outlay—Technology (Main)				108,500	108,500	
Cap Outlay—Foothill Branch		254,460	254,460		(254,460)	(100.0%)
Transfer To General Fund				342,610	342,610	
Transfer To Debt Service Fund				1,044,180	1,044,180	
TOTAL EXPENDITURES	1,723,336	6,042,358	6,042,358	6,062,165	19,807	0.3%

CAPITAL PROJECT FUND BUDGET REVENUES

Property tax revenues are generated from a specific portion of the Library's certified tax rate designated for the Glendale and Marmalade branches.

Interest revenue is expected to decrease due to a lower cash balance as funds are spent on the Glendale and Marmalade branches.

The FY15 Transfer from the General Fund covers capital acquisitions which, in FY14, were budgeted for in the General Fund's Capital Repairs & Replacement accounts.

Fund Balance accounts for Glendale and Marmalade identify amounts of prior year accumulated funds needed to cover construction, FY15 operating costs, and FY15 & 16 debt service requirements.

In FY14, an account was 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. In FY15, the account includes funds for an anniversary celebration at the branch.

CAPITAL PROJECT FUND BUDGET EXPENDITURES OVERVIEW

Capital Project Funds accounts are established to fund specific projects in any given fiscal year, often making year-to-year comparisons difficult. The accounts that reflect a 100% reduction in FY15 were established in FY14 for specific projects that were completed in that fiscal year, including the installation of RFID systems, computer replacement, a critical network system upgrade, and renovations to the Anderson-Foothill Branch.

CAPITAL OUTLAY ACCOUNTS

FY15 Capital Projects include the following:

- Phase I of a SharePoint Intranet site
- The Polaris LEAP product, which allows greater use of mobile technology for all Circulation functions
- Phase II of a systemwide telephone upgrade
- A Digital Media Center and Mobile Lab upgrade
- Furniture repairs
- Upgrade to the camera and PA systems at the Main Library
- HVAC repair at the Day-Riverside Branch
- Microfilm machine replacements
- Vehicle replacement
- Main Library facilities repairs, including paint, lighting, sound system, Crystal Cave wall repairs, and others
- Roof oiling at Sweet and Anderson-Foothill Branches

TRANSFER TO GENERAL FUND

Tax receipts designated for Glendale and Marmalade will be transferred to cover partial opening-year costs of the new branches.

TRANSFER TO DEBT SERVICE FUND

Designated funds for Glendale and Marmalade Branches will be transferred to a Debt Service Fund to cover FY15 and FY16 debt payments.

DEBT SERVICE FUND BUDGET

REVENUES	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Current Year Property Taxes						
Interest						
Transfer From Capital Project Fund				1,044,180	1,044,180	
Fund Balance—Glendale						
Fund Balance—Marmalade						
TOTAL REVENUES				1,044,180	1,044,180	

EXPENDITURES	FY13 Actual	FY14 Budget	FY14 Projected	FY15 Budget	Budget FY14 to FY15 Difference	Percentage Difference
Principal—Glendale Bond						
Principal—Marmalade Bond						
Interest—Glendale Bond				125,165	125,165	
Interest—Marmalade Bond						
Fund Balance—Unappropriated				919,015	919,015	
TOTAL EXPENDITURES				1,044,180	1,044,180	

DEBT SERVICE FUND BUDGET

Property Tax receipts designated for the Glendale and Marmalade Branches have been deposited into the Capital Project Fund. As the buildings open in FY15, adequate funds will be transferred to the Debt Service Fund to cover debt service payments associated with both new branches for FY15 and FY16.



Anderson-Foothill Branch

