



 The City Library
THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

APPROVED BUDGET

FISCAL YEAR 2016

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.

LOCATIONS

Main Library 210 East 400 South 801-524-8200	Chapman Branch 577 South 900 West 801-594-8623	Glendale Branch 1375 South Concord 801-594-8660	Sprague Branch 2131 South 1100 East 801-594-8640
Anderson-Foothill Branch 1135 South 2100 East 801-594-8611	Day-Riverside Branch 1575 West 1000 North 801-594-8632	Marmalade Branch 300 West 500 North <i>Opening 2015</i>	Sweet Branch 455 F Street 801-594-8651

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Maurice Sendak Exhibition Opening Party

BY THE NUMBERS

Salt Lake City Population¹
191,180

Salt Lake City Residents with a Library Card²
106,968

Total Number of Registered Card Holders²
179,205

New Library Card Registrations³
23,158

Total Library Locations
7

Hours Open Every Week, Systemwide
442

Full-Time Equivalent Staff²
184.225

Public Access Computers²
231

Website Visits⁴
909,246

Items in the Collection²
749,046

Items Loaned⁴
3,187,178

Library Programs⁴
2,175

Library Program Attendance⁴
77,005

Hours of Public Internet Time Provided Annually⁴
314,418

¹ quickfacts.census.gov/qfd/states/49/4967000.html, U.S. Census Bureau, 2013 estimate

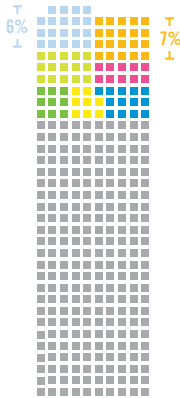
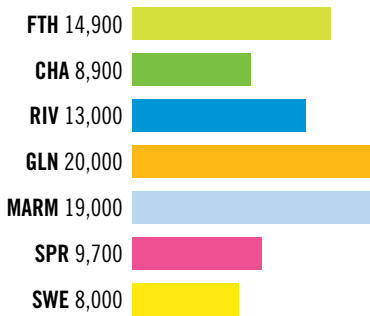
² as of March 25, 2015

³ data collected between March 26, 2014 and March 25, 2015

⁴ data collected between July 1, 2013 and June 30, 2014

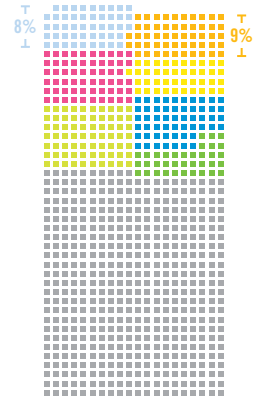
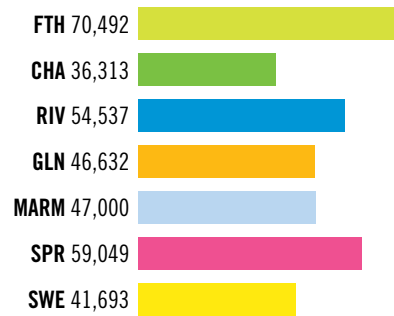
TOTAL SQUARE FOOTAGE

BY LOCATION



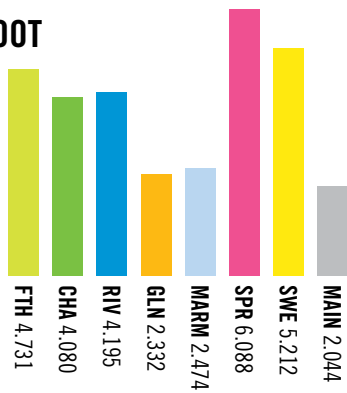
TOTAL ITEMS IN COLLECTION

BY LOCATION



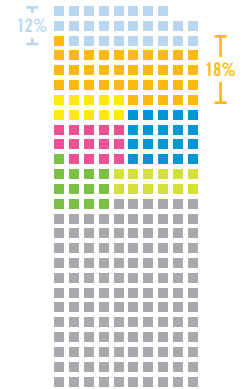
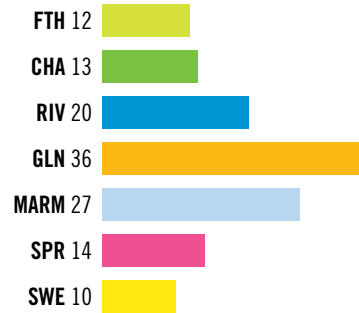
TOTAL ITEMS PER SQUARE FOOT

BY LOCATION



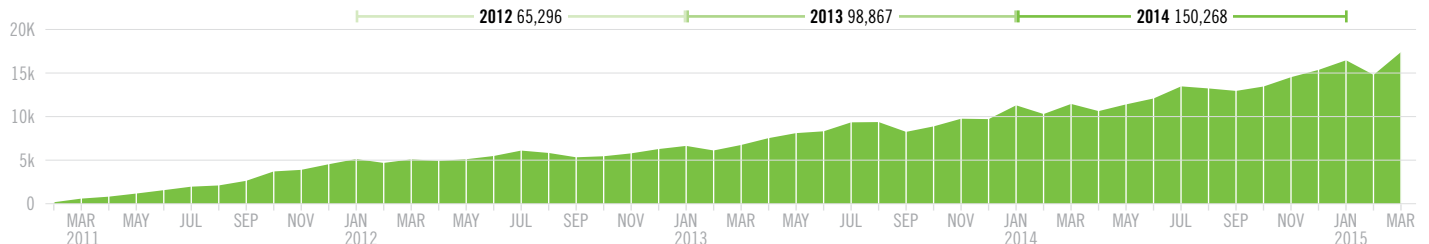
TOTAL PUBLIC COMPUTERS

BY LOCATION



EBOOK & AUDIOBOOK CIRCULATION

BY MONTH



LETTER FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR

April 2015

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

Throughout its history, the Salt Lake City Public Library has worked with the residents of our city to provide a vast array of resources and services. With the opening of the Glendale Branch in February, The City Library entered a new era of service that reflects the changing nature of how people view and use public libraries. From the open floorplan and emphasis on community meeting space to the increase in technology and reduced size of the physical collection, the Glendale Branch was planned to address the shift in services desired by its users. As a result of the involvement of the community in the design of this facility, the Glendale Branch was the first in Utah to obtain SEED (Social Economic Environmental Design) certification, and the Board and staff of The City Library are devoted to ensuring that the aspirations of the community continue to guide the evolution of the Glendale Branch and all of our facilities well into the future.

The opportunities that are presented to The City Library to assist the residents of Salt Lake City in realizing their dreams and aspirations will rely on ensuring that the Library properly maintains its aging facilities, continues to attract and retain the exceptional staff that it is known for, and offers a robust array of technological offerings that reflect the societal move from consumption to creation. The opening of the Marmalade Branch in FY16 will bring The City Library to eight locations, and improved efficiency through increased automation and staff consolidation and reorganization will allow the Library to operate the Glendale and Marmalade Branches with only a small increase in total staff. These efficiencies and the utilization of a portion of our fund balance will allow The City Library to forgo a request for an increase in tax revenue in the coming year, but additional funding will be required in future years.

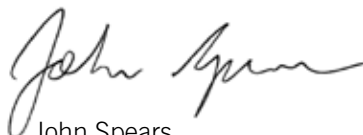
The coming year will see the creation of maker spaces in several of our locations, the completion of a digital media studio at the Main Library, and an expansion of our partnerships and programming with other agencies and organizations. It will also see the implementation of a new Strategic Plan—our first since 2008—that will be developed utilizing the direct input of our city's residents, business, and institutions.

On behalf of the Board, Administration, and staff of The City Library, we would like to express our sincere appreciation for your continued support in our desire to provide the highest level of service possible to our community.

Sincerely,



Emilie Charles
Library Board President



John Spears
Executive Director

EXECUTIVE SUMMARY

Fiscal Year 2015 (FY15) saw the opening of the Glendale Branch, a pilot project at the Chapman Branch to test a methodology for determining ideal hours for our neighborhood branches, the establishment of our first media center, a cooperative effort with the Salt Lake City School District to allow parents to obtain library privileges for their children during online school registration, and a reorganization of Administration and Main Library staff. The Library Service Model Team—composed of more than 50 staff members at all levels led by a core group of ten Administrators, Managers, and staff—was chartered to explore ten key areas of Library operations, and their work has informed decisions in areas as diverse as the application of technology for both the public and staff, optimum staffing levels, internal communication, and the roles of the various position within the Library. As that group finishes its charge, their recommendations will lay the groundwork for the Library's next round of strategic planning.

Social, demographic, and technological changes provide libraries with countless opportunities to adapt to the evolving needs of those they serve. The Glendale Branch exemplifies the changing nature of how people use public libraries and the increasingly central role that public libraries are playing in their communities. Many of the decisions that were made during the planning of the Glendale Branch were designed to reflect these changes: a smaller physical collection, more public computers, a creative space with robust technological offerings, more group study rooms, and a more open floorplan. With the opening of the Marmalade Branch in the fall of 2015, the Library will grow to a system of seven branches (with collections and services designed for their specific neighborhood communities), and a flagship Main Library.

The preparation of the FY16 Budget was guided by six priorities established by the Library Board:

1. Provide an increase in pay for staff in recognition of their work.

A 2% increase in pay for eligible staff is budgeted for FY16 in recognition of the outstanding service that City Library staff continue to provide. This is an improvement over the 1.5% provided during FY15.

2. Ensure adequate staffing in all locations and departments.

Many positions were reallocated from departments and branches to the Glendale and Marmalade Branches in order to open these facilities with as small an increase in total staffing as possible. After examining the effects of these reductions in staff, the Library is well positioned to meet this goal and ensure the public continues to receive the excellent service they have come to expect from The City Library. A 7.275 FTE increase in total staffing and \$230,024 in salaries and benefits for new positions, upgrades to existing positions, or additional hours is included in this budget.

3. Provide adequate funding for capital projects and building maintenance.

A three-year plan was developed to address building maintenance and prioritize capital projects. The increased funding budgeted for maintenance and many lines within the Capital Budget will allow the Library to institute regular cleaning schedules, replace worn furniture, continue developing the infrastructure and technology required by services such as the Digital Media Lab, redevelop our website, recommission the heating and cooling system at the Main Library, and fund many smaller projects that will improve the public's enjoyment of our facilities and their safety.

4. Increase funding of electronic materials.

The use of electronic materials continues to grow at a rate faster than any other area of our collection. The materials budget will not increase from FY15, but the funds within that budget are reallocated to provide an 11% increase in funding for downloadable and electronic materials.

5. Hold staff harmless.

The Library has been recognized as a Five Star Library by *Library Journal*, a designation given to less than 1% of public libraries in the United States. The single greatest factor that led to this is the quality of Library staff. Despite increased costs in other areas, no benefits were removed from staff or reduced in the construction of this budget.

6. Establish an internal grant program to foster creativity and innovation.

An additional \$30,000 is allocated to the Administration budget to allow for this program to fund projects proposed by staff through a competitive internal grant process. This program is designed to generate new, innovative, and creative ideas; develop grant writing and leadership skills; and demonstrate support for staff in their pursuit of new or improved services.

Additional factors that will have an impact on FY16 expenses include projected higher utility costs, a transfer of \$1,064,800 to the Debt Service Fund, and larger allocations to programming and other public services. It is expected, though, that these higher expenditures will be largely offset by the merger of the property tax stream designated in previous budgets for the Glendale and Marmalade Branches into the property tax stream designated for the General Fund, and projected incremental increases in other revenue streams.

The Library will not request a tax increase for FY16, as the use of \$2,184,700 of its Fund Balance will provide the funding necessary to meet the objectives established within this budget. It is projected that this will maintain a Fund Balance in the General Fund equal to 19% of the FY16 budget. This use of these funds in FY16 will allow the Library to base any request for additional tax revenues on the completion of our building program with the opening of the Marmalade Branch, the completion of the work of the Library Service Model Team and the strategic planning process that it has begun, and the continued examination of internal efficiencies.

STRATEGIC PLANNING

The current strategic planning process began with the chartering of the Library Service Model Team, a group composed of over 50 staff members from all levels of the Library tasked with examining ten key areas:

1. Roles of staff charged with overseeing system-wide 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

At the completion of this Team's charge in the last quarter of FY15, the Library will embark on the final phase of its strategic planning utilizing Turning Outward, a three-month process established by the Harwood Institute for Public Innovation in partnership with the American Library Association. This process is a component of the American Library Association's highly successful Libraries Transforming Communities initiative and provides public libraries a framework to understand their communities, establish processes to make conversations more community-focused, become more proactive in tackling community issues, and put community aspirations at the center of all they do. The development of the strategic plan will be led, under the guidance of the Library Board, by four staff members trained by the Harwood Institute and is expected to be completed in the first quarter of FY16.

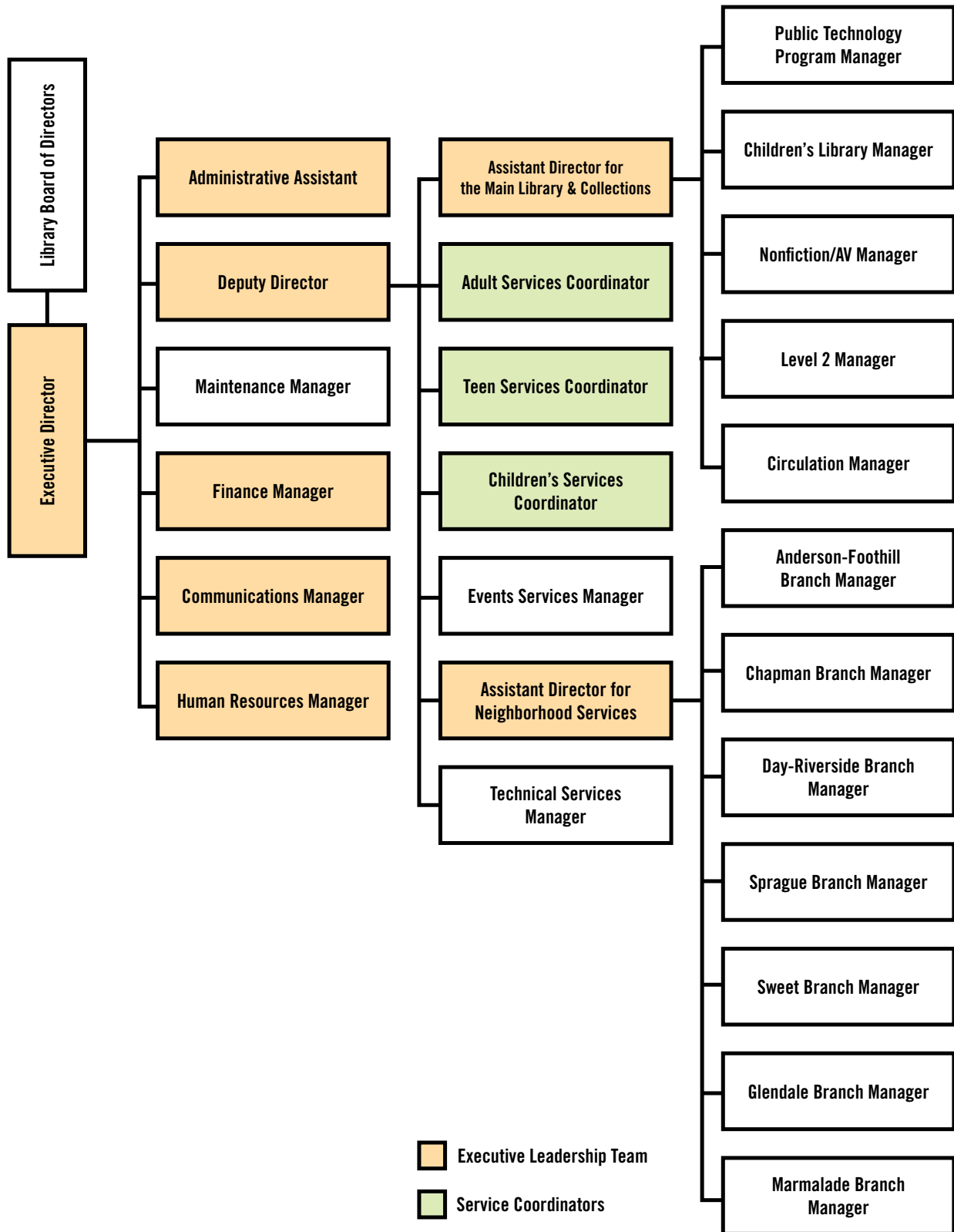


Chapman Branch



Harvesting Rooftop Honey

ORGANIZATIONAL CHART



STAFFING PROFILE

POSITION	FY15	FY16	DIFFERENCE
Accountant	1	1	—
Accounting Specialist	1	1	—
Administrative Assistant	1	1	—
Administrative Manager	3	3	—
Artist/Designer	2	0	(2)
Assistant Director	2	2	—
Associate Librarian	14.175	15	.825
Branch Custodian	4.05	4.05	—
Cataloger	2	2	—
Circulation Specialist	3	0	(3)
Circulation Supervisor	0	3	3
Comm/Marketing Specialist	2	3	1
Computer Assistant	1.55	1.55	—
Computer Associate	1	1.95	.95
Custodial Specialist	1	0	(1)
Custodial Supervisor	0	1	1
Custodian	10.05	10.05	—
Delivery Driver	2	2	—
Deputy Director	1	1	—
Events Assistant	1.25	.25	(1)
Events Specialist	1	2	1
Executive Director	1	1	—
Human Resource Associate	2	2	—
Library Store	1.45	1.45	—
Librarian	27.2	31.35	4.15
Library Aide	31.175	32.775	1.6
Library Assistant	40.525	39.325	(1.2)
Maintenance Technician	5	5	—
Manager	14	15	1
Production Designer	0	.95	.95
Service Coordinator	0	3	3
Service Manager	5	0	(5)
Senior Designer	0	1	1
Senior Librarian	0.8	0.8	—
Technical Services Specialist	2	2	—
Trainer	0	1	1
TOTAL	184.225	191.5	7.275

The approved FY16 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.

The bulk of the positions added this year are for public service departments.

When the Marmalade Branch opens, the current Browsing Library staff from the Main Library will transition to working in that location. An additional 3 Librarians and 2.25 FTE Library Aides will round out the staffing of the Marmalade Branch.

The Glendale Branch is budgeted to be staffed at the same levels as its opening day, February 7, 2015. Staffing will be monitored throughout FY16 to determine if desired staffing levels have been achieved and any adjustments needed.

The 7.275 net increase in staff includes 3 Librarian positions, 1 Computer Associate, .475 Associate Librarian at Day-Riverside Branch, an increase of .4 for a Librarian at Sprague Branch, and 1 Communications and Marketing Specialist. The remaining 1.4 FTE reflects adjustments that took place over the course of FY15 and minimal hour adjustments for public service staffing.

The following reclassifications have or will take place:

- Main Library Circulation Specialists have been reclassified to Circulation Supervisors
- 1 Day-Riverside Branch Circulation Specialist has been reclassified to Librarian
- 1 Events Assistant has been reclassified to Events Specialist
- .45 FTE Library Aide at Anderson-Foothill Branch has been reclassified to Associate Librarian
- Artist/Designer positions have been retitled to Production Designer and Senior Designer
- Custodial Specialist has been retitled to Custodial Supervisor
- 5 Service Managers have been retitled to 3 Service Coordinators, 1 Program Manager, and 1 reclassified to Trainer

The City Library will continue to evaluate 20-30 hour positions with benefits and seek to transition them to either 40-hour benefitted positions or less than 20-hour non-benefitted positions.

GENERAL FUND REVENUE

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
TAX REVENUES						
Current Year Property Taxes	11,063,087	11,199,345	11,379,152	12,245,885	1,046,540	9.3%
Personal Property Taxes	1,362,275	1,126,635	1,573,324	1,281,565	154,930	13.8%
Delinquent Property Taxes	425,096	425,000	349,218	400,000	(25,000)	(5.9%)
Motor Vehicle Taxes	551,326	582,000	571,392	575,000	(7,000)	(1.2%)
Judgment Levy	140,736	86,625	113,097	110,000	23,375	27%
SUBTOTAL	13,542,520	13,419,605	13,986,183	14,612,450	1,192,845	8.9%
INTERGOVERNMENTAL REVENUES						
Grants—Federal	—	20,000	12,000	—	(20,000)	(100%)
Reimbursements—E-Rate	82,801	11,520	83,031	53,600	42,080	365.3%
Grants—State	40,405	16,000	16,000	117,000	101,000	631.3%
Grants—Local Governments	—	1,000	1,000	4,000	3,000	300%
RDA Rebate	294,978	215,000	215,000	290,000	75,000	34.9%
SUBTOTAL	418,184	263,520	327,031	464,600	201,080	76.3%
CHARGES FOR SERVICES						
Printer Revenues	16,112	16,000	18,474	17,000	1,000	6.3%
Copier Revenues	10,341	10,000	10,205	10,000	—	—
Non-Resident Fees	14,357	12,500	14,132	15,000	2,500	20%
Reimbursements—Friends	87,938	83,780	83,780	86,080	2,300	2.7%
SUBTOTAL	128,748	122,280	126,591	128,080	5,800	4.7%
FINES	277,251	253,000	311,490	275,000	22,000	8.7%
MISCELLANEOUS						
Rents—Facilities	97,454	80,000	75,132	80,000	—	—
Rents—Commercial Space	49,003	60,000	43,010	55,000	(5,000)	(8.3%)
Interest	47,276	33,000	37,596	40,000	7,000	21.2%
Sundry	7,960	2,000	2,677	4,000	2,000	100%
SUBTOTAL	201,693	175,000	158,415	179,000	4,000	2.3%
CONTRIBUTIONS & TRANSFERS						
Transfers	—	342,610	342,610	—	(342,610)	(100%)
Donations	75,460	101,500	101,500	104,600	3,100	3.1%
Fund Balance—Appropriated	—	504,010	—	2,184,700	1,680,690	333.5%
SUBTOTAL	75,460	948,120	444,110	2,289,300	1,341,180	141.5%
TOTAL REVENUES	14,643,856	15,181,525	15,353,820	17,948,430	2,766,905	18.2%

GENERAL FUND REVENUE OVERVIEW

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 2014 certified tax rate. Our current property tax rate is .000782, which is 78.2% 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 2010	Tax Year 2011	Tax Year 2012	Tax Year 2013	Tax Year 2014
Residential property	\$107.46	\$110.99	\$114.93	\$111.40	\$106.23
Commercial property	\$195.38	\$201.80	\$208.96	\$202.54	\$193.15

TAX REVENUES

Current Year Property Taxes includes the amount previously budgeted in the Capital Project Fund for the Glendale and Marmalade Branches. Current Year and Personal Property Taxes are budgeted at the amount generated by the 2014 certified tax rate. Delinquent Property Taxes and Motor Vehicle Taxes are based on current year projections. The Judgement Levy budget is set by the City Council during adoption of the budget.



The Children's Library

INTERGOVERNMENTAL REVENUES

FY15 anticipated the receipt of the Big Read grant through the National Endowment for the Arts; the FY16 budget anticipates no federal grants. The E-Rate reimbursement through Utah Education Network (UEN) was previously based on net receipts after subtracting the telecommunications bill; the FY16 budget reflects gross E-Rate reimbursement, instead. The City Library anticipates an increase in State Grants for Community Library Enhancement Fund (CLEF) and Workforce Services grants and an increase in Local Grants for Adult Services programming. 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 FY15 receipts. The Friends' Reimbursement directly reflects personnel costs for staff of The Library Store.

FINES

Fine revenues are expected to be higher based on projected FY15 receipts.

MISCELLANEOUS

Revenues from fees collected for private space rental and commercial filming has been budgeted in FY16 based on projected FY15 receipts. A slight reduction in Commercial Space Rent is budgeted based on tenant occupancy and anticipated vacancies. Interest revenue is expect to increased based on a larger cash balance earning more interest. Sundry revenues are expected to increase based on current year projections.

CONTRIBUTIONS & TRANSFERS

No transfers from other Library funds are anticipated. The Fund Balance Appropriation reflects:

- \$32,500 from the restricted fund balance
- \$1,006,275 for capital purchases
- \$1,145,925 to balance the General Fund and meet debt payment obligations

GENERAL FUND EXPENDITURES

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
PERSONNEL						
Salaries & Wages—Regular	6,432,107	6,855,700	6,855,700	7,206,500	350,800	5.1%
Salaries & Wages—Flex	142,333	222,060	222,060	210,055	(12,005)	(5.4%)
Social Security—Regular	474,404	525,380	525,380	552,400	27,020	5.1%
Social Security—Flex	10,887	17,025	17,025	16,130	(895)	(5.3%)
Employee Insurance	586,317	839,900	839,900	997,900	158,000	18.8%
Retiree Insurance	46,750	50,000	50,000	50,000	—	—
State Retirement	812,309	933,200	933,200	962,500	29,300	3.1%
Workers Compensation	41,541	37,900	37,900	40,000	2,100	5.5%
Unemployment Insurance	2,537	8,000	8,000	8,000	—	—
Other Employee Benefits	18,802	28,930	28,930	26,695	(2,235)	(7.7%)
Staff Incentives	3,688	4,170	4,170	4,350	180	4.3%
SUBTOTAL	8,571,675	9,522,265	9,522,265	10,074,530	552,265	5.8%
MATERIALS & SUPPLIES						
Subscriptions & Memberships	14,224	16,885	16,885	24,210	7,325	43.4%
Publicity	51,082	60,000	60,000	66,500	6,500	10.8%
Travel & Training	83,065	89,015	89,015	98,675	9,660	10.9%
Office Supplies & Expense	18,834	22,500	22,500	19,500	(3,000)	(13.3%)
Postage	16,541	22,650	22,650	22,500	(150)	(0.7%)
Special Department Supplies	157,438	228,190	228,190	222,160	(6,030)	(2.6%)
Copier/Printer Paper	4,831	8,800	8,800	6,000	(2,800)	(31.8%)
Copier/Printer Toner	5,242	12,700	12,700	12,000	(700)	(5.5%)
SUBTOTAL	351,257	460,740	460,740	471,545	10,805	2.3%
MAINTENANCE & UTILITIES						
Fuel	8,543	9,000	9,000	12,000	3,000	33.3%
Maintenance—Equipment	8,533	10,890	10,890	11,450	560	5.1%
Maintenance—Vehicles	4,255	5,000	5,000	5,000	—	—
Maintenance Contracts	43,229	260,130	260,130	335,445	75,315	29.0%
Maintenance—Buildings & Grounds	355,712	384,145	384,145	455,175	71,030	18.5%
Utilities—Boiler Operations	101,809	88,000	88,000	130,000	42,000	47.7%
Utilities—Electricity	436,161	472,140	472,140	527,500	55,360	11.7%
Utilities—Gas	95,062	122,330	122,330	108,600	(13,730)	(11.2%)
Utilities—Water	43,991	55,875	55,875	65,600	9,725	17.4%
Utilities—Garbage	23,808	25,170	25,170	26,320	1,150	4.6%
Utilities—Telecommunications	108,535	33,600	33,600	134,000	100,400	298.8%
SUBTOTAL	1,229,638	1,466,280	1,466,280	1,811,090	344,810	23.5%

GENERAL FUND EXPENDITURES

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
SERVICES						
Prof & Tech Services	407,300	424,500	424,500	496,100	71,600	16.9%
Prof & Tech Services—Attorney	4,543	20,000	20,000	20,000	—	—
Security	155,888	172,700	172,700	163,600	(9,100)	(5.3%)
City Administrative Charges	15,557	24,000	24,000	26,000	2,000	8.3%
Payroll Processing	12,381	—	—	—	—	—
Background Checks	557	1,500	1,500	1,500	—	—
Cataloging Charges	77,642	78,000	78,000	78,000	—	—
Materials Processing	7,842	14,000	14,000	17,000	3,000	21.4%
Drug Testing	375	1,000	1,000	500	(500)	(50%)
Staff Training & Development	18,136	23,400	23,400	23,400	—	—
Programming	145,882	177,080	177,080	204,065	26,985	15.2%
Program—Center For The Book	—	3,000	3,000	3,000	—	—
Art Exhibit Display Committee	4,132	8,000	8,000	8,000	—	—
Board Development	9,194	4,000	4,000	4,000	—	—
SUBTOTAL	859,429	951,180	951,180	1,045,165	93,985	9.9%
OTHER CHARGES						
Insurance	205,095	244,600	244,600	244,600	—	—
Collection Costs	20,370	25,000	25,000	25,000	—	—
Interlibrary Loan	286	400	400	400	—	—
Sundry	23,621	24,300	24,300	27,425	3,125	12.9%
Executive Discretion	7,604	25,000	25,000	55,000	30,000	120%
SUBTOTAL	256,976	319,300	319,300	352,425	33,125	10.4%
COLLECTIONS						
Cap Outlay—Building Capital Repairs	45,455	—	—	—	—	—
Cap Outlay—Improvements	17,815	—	—	—	—	—
Cap Outlay—Equipment	81,972	—	—	—	—	—
Cap Outlay—Book & Ref Material	654,028	640,000	640,000	645,000	5,000	0.8%
Cap Outlay—Audio Materials	174,582	220,000	220,000	190,000	(30,000)	(13.6%)
Cap Outlay—Visual Materials	329,476	370,000	370,000	350,000	(20,000)	(5.4%)
Cap Outlay—Computer Ref Sources	152,301	170,000	170,000	200,000	30,000	17.6%
Cap Outlay—Downloadable Materials	288,615	340,000	340,000	365,000	25,000	7.4%
Cap Outlay—Periodicals	98,279	125,000	125,000	115,000	(10,000)	(8.0%)
SUBTOTAL	1,842,523	1,865,000	1,865,000	1,865,000	—	—
TRANSFERS, GRANTS & DONATIONS						
Transfer To Capital Project Fund	45,415	425,375	425,375	1,006,275	580,900	136.6%
Transfer to Debt Service Fund	—	—	—	1,064,800	1,064,800	—
Grants—Federal	—	20,000	20,000	—	(20,000)	(100%)
Grants—State	—	16,000	16,000	117,000	101,000	631.3%
Grants—Local	—	1,000	1,000	4,000	3,000	300%
Donations	77,145	134,385	134,385	136,600	2,215	1.6%
SUBTOTAL	122,560	596,760	596,760	2,328,675	1,731,915	290.2%
TOTAL EXPENDITURES	13,234,058	15,181,525	15,181,525	17,948,430	2,766,905	18.2%

GENERAL FUND EXPENDITURES

PERSONNEL

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Salaries & Wages—Regular	6,432,107	6,855,700	6,855,700	7,206,500	350,800	5.1%
Salaries & Wages—Flex	142,333	222,060	222,060	210,055	(12,005)	(5.4%)
Social Security—Regular	474,404	525,380	525,380	552,400	27,020	5.1%
Social Security—Flex	10,887	17,025	17,025	16,130	(895)	(5.3%)
Employee Insurance	586,317	839,900	839,900	997,900	158,000	18.8%
Retiree Insurance	46,750	50,000	50,000	50,000	—	—
State Retirement	812,309	933,200	933,200	962,500	29,300	3.1%
Workers Compensation	41,541	37,900	37,900	40,000	2,100	5.5%
Unemployment Insurance	2,537	8,000	8,000	8,000	—	—
Other Employee Benefits	18,802	28,930	28,930	26,695	(2,235)	(7.7%)
Staff Incentives	3,688	4,170	4,170	4,350	180	4.3%
SUBTOTAL	8,571,675	9,522,265	9,522,265	10,074,530	552,265	5.8%

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 FY16, personnel expenditures account for approximately 56% of the Library's overall General Fund budget, as compared to 63% in FY15.

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

SALARIES & WAGES

This budget includes a staffing increase of 7.275 FTE and proposes a 2% salary increase. Substitute employee costs (Flex) will remain separate 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. The slight change in Flex Wages is due to reallocation of the pool to departments.

SOCIAL SECURITY

Social Security costs are expected to change in tandem with their respective changes in salaries and wages.

INSURANCE

The City Library will continue to offer a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) contribution. The FY16 budget reflects FY15 actual employee plan selection, no increase in medical insurance costs, a 5% increase in dental insurance costs, and an overall increase in benefitted employees.

Retiree insurance will continue to be budgeted separately to allow for better long-term accounting; no change is anticipated.

RETIREMENT

Full-time Library employees are members of Utah Retirement Systems. Retirement costs are projected to increase in FY16 due to an increase in benefitted employees.

WORKERS COMPENSATION

The Workers Compensation rate is determined as a function of wages.

OTHER EMPLOYEE BENEFITS

The City Library offers reimbursement of employees' costs for public transportation use. The FY16 budget for this benefit is based on FY15 projections.

STAFF INCENTIVES

Small staff incentives are allocated to individual department accounts on a per-employee basis.



GENERAL FUND EXPENDITURES

MATERIALS & SUPPLIES

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Subscriptions & Memberships	14,224	16,885	16,885	24,210	7,325	43.4%
Publicity	51,082	60,000	60,000	66,500	6,500	10.8%
Travel & Training	83,065	89,015	89,015	98,675	9,660	10.9%
Office Supplies & Expense	18,834	22,500	22,500	19,500	(3,000)	(13.3%)
Postage	16,541	22,650	22,650	22,500	(150)	(0.7%)
Special Department Supplies	157,438	228,190	228,190	222,160	(6,030)	(2.6%)
Copier/Printer Paper	4,831	8,800	8,800	6,000	(2,800)	(31.8%)
Copier/Printer Toner	5,242	12,700	12,700	12,000	(700)	(5.5%)
SUBTOTAL	351,257	460,740	460,740	471,545	10,805	2.3%

SUBSCRIPTIONS & MEMBERSHIPS

The City Library will pay for memberships to professional organizations for Managers and staff who attend conferences.

PUBLICITY

The Publicity budget has been increased for a greater focus on service promotions and system-wide merchandising.

TRAVEL & TRAINING

This account allows for staff conference attendance. In-house training funds are budgeted separately in Staff Development. The Public Library Association (PLA) biannual conference takes place in FY16. The increase in the Travel & Training budget reflects an addition of 26 conference attendees over FY15 and factors in costs based on the locations of conferences.

OFFICE SUPPLIES & EXPENSE

The FY16 budget predicts a \$3,000 decrease based on current year projections.

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 budgeted decrease is based on department requests.

COPIER/PRINTER PAPER & TONER

Decreases in Copier/Printer Paper & Toner are based on FY15 projections.



Studying on Level 4 of the Main Library

GENERAL FUND EXPENDITURES

MAINTENANCE & UTILITIES

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Fuel	8,543	9,000	9,000	12,000	3,000	33.3%
Maintenance—Equipment	8,533	10,890	10,890	11,450	560	5.1%
Maintenance—Vehicles	4,255	5,000	5,000	5,000	—	—
Maintenance Contracts	43,229	260,130	260,130	335,445	75,315	29.0%
Maintenance—Buildings & Grounds	355,712	384,145	384,145	455,175	71,030	18.5%
Utilities—Boiler Operations	101,809	88,000	88,000	130,000	42,000	47.7%
Utilities—Electricity	436,161	472,140	472,140	527,500	55,360	11.7%
Utilities—Gas	95,062	122,330	122,330	108,600	(13,730)	(11.2%)
Utilities—Water	43,991	55,875	55,875	65,600	9,725	17.4%
Utilities—Garbage	23,808	25,170	25,170	26,320	1,150	4.6%
Utilities—Telecommunications	108,535	33,600	33,600	134,000	100,400	298.8%
SUBTOTAL	1,229,638	1,466,280	1,466,280	1,811,090	344,810	23.5%

BUILDINGS AND GROUNDS OVERVIEW

The Buildings and Grounds operating expense budget shows a 23.5% increase for FY16 and reflects costs associated with operating Glendale and Marmalade Branches and an emphasis on the maintenance of existing facilities.

FUEL

The addition of two branches in FY15 and FY16 necessitates additional delivery routes and increased fuel costs.

MAINTENANCE—EQUIPMENT

This account includes maintenance for equipment such as copy machines, microfilm equipment, and projectors. An increase is budgeted for maintenance of equipment at the new branch locations.

MAINTENANCE CONTRACTS

This account includes technology maintenance and subscription contracts which are anticipated to increase during FY16.

MAINTENANCE—BUILDINGS & GROUNDS

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

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

These accounts are budgeted based on projected FY15 expenditures and the addition of the Glendale and Marmalade Branches.

UTILITIES—TELECOMMUNICATIONS

The increase reflects gross telecommunications costs before the E-Rate grant reimbursement rather than the FY15 method of reflecting costs net of E-Rate grant reimbursement. A corresponding increase in E-Rate Reimbursement revenue can be found in the “Intergovernmental Revenues” line.



Day-Riverside Branch

GENERAL FUND EXPENDITURES

SERVICES

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Prof & Tech Services	407,300	424,500	424,500	496,100	71,600	16.9%
Prof & Tech Services—Attorney	4,543	20,000	20,000	20,000	—	—
Security	155,888	172,700	172,700	163,600	(9,100)	(5.3%)
City Administrative Charges	15,557	24,000	24,000	26,000	2,000	8.3%
Payroll Processing	12,381	—	—	—	—	—
Background Checks	557	1,500	1,500	1,500	—	—
Cataloging Charges	77,642	78,000	78,000	78,000	—	—
Materials Processing	7,842	14,000	14,000	17,000	3,000	21.4%
Drug Testing	375	1,000	1,000	500	(500)	(50%)
Staff Training & Development	18,136	23,400	23,400	23,400	—	—
Programming	145,882	177,080	177,080	204,065	26,985	15.2%
Program—Center For The Book		3,000	3,000	3,000	—	—
Art Exhibit Display Committee	4,132	8,000	8,000	8,000	—	—
Board Development	9,194	4,000	4,000	4,000	—	—
SUBTOTAL	859,429	951,180	951,180	1,045,165	93,985	9.9%

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 FY16 account reflects an increase in the Salt Lake City IMS contract.

SECURITY

This account has been decreased based on projected FY15 expenditures.

CITY ADMINISTRATIVE CHARGES

This account has been increased based on projected FY15 expenditures.

PAYROLL PROCESSING

The City Library eliminated third-party payroll processing in FY15.

MATERIALS PROCESSING

The City Library anticipates more third-party materials processing in FY16.

PROGRAMMING

An increase in Programming costs is expected to support increases to Employee Wellness, Children's, and Adult programming.



Performance Art Festival 2014

GENERAL FUND EXPENDITURES

OTHER CHARGES

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Insurance	205,095	244,600	244,600	244,600	—	—
Collection Costs	20,370	25,000	25,000	25,000	—	—
Interlibrary Loan	286	400	400	400	—	—
Sundry	23,621	24,300	24,300	27,425	3,125	12.9%
Executive Discretion	7,604	25,000	25,000	55,000	30,000	120%
SUBTOTAL	256,976	319,300	319,300	352,425	33,125	10.4%

SUNDRY

The Sundry account has been increased slightly because departments were given nominal amounts for miscellaneous expenditures.

EXECUTIVE DISCRETION

This account is allocated for unanticipated projects and services for the Director and Library Board to use as needed. The increase reflects \$30,000 for internal innovation grant opportunities.

GENERAL FUND EXPENDITURES

COLLECTIONS

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Cap Outlay—Building Capital Repairs	45,455	—	—	—	—	—
Cap Outlay—Improvements	17,815	—	—	—	—	—
Cap Outlay—Equipment	81,972	—	—	—	—	—
Cap Outlay—Book & Ref Material	654,028	640,000	640,000	645,000	5,000	0.8%
Cap Outlay—Audio Materials	174,582	220,000	220,000	190,000	(30,000)	(13.6%)
Cap Outlay—Visual Materials	329,476	370,000	370,000	350,000	(20,000)	(5.4%)
Cap Outlay—Computer Ref Sources	152,301	170,000	170,000	200,000	30,000	17.6%
Cap Outlay—Downloadable Materials	288,615	340,000	340,000	365,000	25,000	7.4%
Cap Outlay—Periodicals	98,279	125,000	125,000	115,000	(10,000)	(8.0%)
SUBTOTAL	1,842,523	1,865,000	1,865,000	1,865,000	—	—

BUILDING CAPITAL REPAIRS AND CAPITAL IMPROVEMENTS

In FY14, these accounts were established to fund ongoing building-related repair and replacement projects. In FY15 and FY16, these costs were 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 and FY16, these costs have been accounted for in the Capital Project Fund budget.

COLLECTIONS

The FY16 Collections budget is flat but reflects a reallocation of the budget for an increased emphasis on digital materials.



Sprague Branch

GENERAL FUND EXPENDITURES

TRANSFERS, GRANTS, & DONATIONS

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Transfer to Capital Project Fund	45,415	425,375	425,375	1,006,275	580,900	136.6%
Transfer to Debt Service Fund	—	—	—	1,064,800	1,064,800	—
Grants—Federal	—	20,000	20,000	—	(20,000)	(100%)
Grants—State	—	16,000	16,000	117,000	101,000	631.3%
Grants—Local	—	1,000	1,000	4,000	3,000	300%
Donations	77,145	134,385	134,385	136,600	2,215	1.6%
SUBTOTAL	122,560	596,760	596,760	2,328,675	1,731,915	290.2%

TRANSFERS

The FY16 budget includes an increased transfer from the General Fund to the Capital Project Fund for requested capital acquisitions. The transfer to the Debt Service Fund is for the debt obligations associated with the Glendale and Marmalade Branches.

GRANTS & DONATIONS

The City Library continues to identify and pursue grants, which can act as sparkplugs for innovation. FY15 anticipated the receipt of the Big Read grant through the National Endowment for the Arts; the FY16 budget anticipates no federal grants. The City Library anticipates an increase in State Grants for CLEF and Workforce Services grants and an increase in Local Grants for Adult Services programming. If these grants are awarded, the expenditures associated with these grants go into these account. The Library additionally anticipates a slight increase in private donations.



Alt Press Fest 2014

CAPITAL PROJECT FUND BUDGET

	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Current Year Property Taxes	1,223,985	1,201,466	1,270,701	—	(1,201,466)	(100%)
Interest	27,775	15,000	26,199	6,000	(9,000)	(60%)
Sundry	193,412	—	—	—	—	—
Transfer From General Fund	—	425,375	425,375	1,006,275	580,900	136.6%
Private Donations	505	—	—	—	—	—
Fund Balance—Assigned	—	85,000	34,469	—	(85,000)	(100%)
Fund Balance—Glendale	—	2,468,329	2,468,329	—	(2,468,329)	(100%)
Fund Balance—Marmalade	—	1,861,995	1,861,995	—	(1,861,995)	(100%)
Fund Balance—Appropriated Foothill	—	5,000	70,853	33,750	28,750	575%
TOTAL REVENUES	1,445,677	6,062,165	6,157,921	1,046,025	(5,016,140)	(82.7%)

CURRENT YEAR PROPERTY TAXES

Previous fiscal year Property Tax Revenues were generated from a specific portion of the Library's certified tax rate designated for the Glendale and Marmalade branch development. These revenues are now reflected in the General Fund Revenues.

INTEREST

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

TRANSFER FROM GENERAL FUND

The FY16 budget includes an increased transfer from the General Fund to the Capital Project Fund for requested capital acquisitions. The transfer to the Debt Service Fund is for the debt obligations associated with the Glendale and Marmalade Branches.

FUND BALANCES

No capital projects are budgeted to come from the Capital Project Assigned Fund Balance. In FY16, the Glendale Branch building project should be complete and closed out. The Marmalade Branch building project funds will be carried over from prior years until the project is complete (projected completion date in FY16).

In FY14, an account was established to track donated funds 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 Anderson-Foothill Branch. In FY16, the account includes funds for improvements and furniture at the branch.

EXPENDITURES

Budgeted Capital Project Expenditures are unique from year-to-year based on needs and requests.

Capital Projects anticipated for FY16 include:

- book scan stations at Main Library and Anderson-Foothill Branch
- public meeting room equipment and improvements at Main Library and Anderson-Foothill, Day-Riverside, Marmalade, Sprague, and Sweet Branches
- HVAC system improvements at Main Library and Sprague and Sweet Branches
- external infrastructural improvements at Main Library and Anderson-Foothill, Chapman, and Sprague Branches
- systemwide website development
- digital media studio and maker spaces



Dog Days Afternoons

CAPITAL PROJECT FUND BUDGET

EXPENDITURES	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Cap Outlay—Building (Main)	—	78,110	78,110	139,150	61,040	78.1%
Cap Outlay—Building (Foothill)	—	8,000	8,000	5,000	(3,000)	(37.5%)
Cap Outlay—Building (Riverside)	—	—	—	8,500	8,500	—
Cap Outlay—Building (Sweet)	—	8,000	8,000	—	(8,000)	(100%)
Cap Outlay—Glendale Branch	51,630	2,099,000	2,099,000	—	(2,099,000)	(100%)
Cap Outlay—Marmalade Branch	79,382	2,051,000	2,051,000	83,500	(1,967,500)	(95.9%)
Cap Outlay—Improvements (System)	—	—	—	25,000	25,000	—
Cap Outlay—Improvements (Main)	—	26,920	26,920	57,070	30,150	112.0%
Cap Outlay—Improvements (Foothill)	—	—	—	13,750	13,750	—
Cap Outlay—Improvements (Chapman)	—	—	—	18,000	18,000	—
Cap Outlay—Improvements (Riverside)	—	—	—	29,500	29,500	—
Cap Outlay—Improvements (Sprague)	—	—	—	15,000	15,000	—
Cap Outlay—Improvements (Sweet)	—	5,200	5,200	12,000	6,800	130.8%
Cap Outlay—Equipment (System)	—	40,000	40,000	—	(40,000)	(100%)
Cap Outlay—Equipment (Main)	—	40,870	40,870	76,790	35,920	87.9%
Cap Outlay—Equipment (Foothill)	—	—	—	5,750	5,750	—
Cap Outlay—Equipment (Riverside)	—	16,000	16,000	6,000	(10,000)	(62.5%)
Cap Outlay—Equipment (Sprague)	—	—	—	18,000	18,000	—
Cap Outlay—Equipment (Sweet)	—	—	—	12,000	12,000	—
Cap Outlay—Furniture (Main)	—	56,275	56,275	96,700	40,425	71.8%
Cap Outlay—Furniture (Foothill)	—	—	—	6,500	6,500	—
Cap Outlay—Furniture (Riverside)	—	—	—	6,500	6,500	—
Cap Outlay—Furniture (Sprague)	—	—	—	7,800	7,800	—
Cap Outlay—Technology (System)	—	137,500	137,500	348,965	211,465	153.8%
Cap Outlay—Technology (Main)	—	108,500	108,500	5,400	(103,100)	(95%)
Cap Outlay—Technology (Foothill)	—	—	—	5,400	5,400	—
Cap Outlay—Network System Upgrade	418,386	—	29,893	—	—	—
Cap Outlay—RFID System	883,019	—	—	—	—	—
Cap Outlay—Computers	200,134	—	10	—	—	—
Cap Outlay—Technology (Sprague)	—	—	—	10,000	10,000	—
Cap Outlay—Foothill Donation Funds	105,680	—	65,853	33,750	33,750	—
Transfer To General Fund	—	342,610	342,610	—	(342,610)	(100%)
Transfer To Debt Service Fund	—	1,044,180	1,044,180	—	(1,044,180)	(100%)
TOTAL EXPENDITURES	1,738,231	6,062,165	6,157,921	1,046,025	(5,016,140)	-82.7%

DEBT SERVICE FUND BUDGET

REVENUES	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Transfer from Capital Project Fund	—	1,044,180	1,044,180	—	(1,044,180)	(100%)
Transfer from General Fund	—	—	—	1,051,100	1,051,100	—
Fund Balance—Glendale	—	—	—	—	—	—
Fund Balance—Marmalade	—	—	—	—	—	—
TOTAL REVENUES	—	1,044,180	1,044,180	1,051,100	6,920	0.7%

EXPENDITURES	FY14 Actual	FY15 Budget	FY15 Projected	FY16 Budget	FY15 to FY16 Budget Diff.	Percentage Difference
Principal—Glendale Bond	—	—	—	265,000	265,000	—
Principal—Marmalade Bond	—	—	—	245,000	245,000	—
Interest—Glendale Bond	—	125,165	125,165	247,675	122,510	97.9%
Interest—Marmalade Bond	—	—	—	136,840	138,840	—
Administration Fee—Glendale	—	—	—	10,000	10,000	—
Administration Fee—Marmalade	—	—	—	10,000	10,000	—
Fund Balance—Unappropriated	—	919,015	919,015	136,585	(782,430)	(85.1%)
TOTAL EXPENDITURES	—	1,044,180	1,044,180	1,051,100	6,920	0.7%

DEBT SERVICE FUND BUDGET

Funds necessary to meet the debt payments on the Glendale and Marmalade Branches are derived from a portion of the Library's certified tax rate designated for such. Prior to FY16, the designated revenues were accumulated in the Capital Project Fund to be used for construction of the branches. Beginning in FY16, the designated revenues will be deposited in the General Fund. The amount needed to meet the debt payments will be transferred to the Debt Service Fund with excess amounts going toward the operating costs of the two branches.



Marmalade Branch Groundbreaking

