

The City Library

SALT LAKE CITY PUBLIC LIBRARY SYSTEM

**OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2010-2011**



The City Library



The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

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

Let me begin by thanking you for your patronage and support of the Salt Lake City Public Library. This year, The City Library has exceeded all previous records for use of books and materials, attendance at events and programs, and hours utilizing public computers. We believe the high demand is in part due to the effects of the economic downturn, which makes library services even more valuable to the community. While revenue forecasts for 2010-11 will be conservative, we expect use of the library to continue to be “off the charts.”

The City Library proudly received the highest commendation by *Library Journal* this past year, one of only 84 libraries to receive a five-star rating. It was also the top-rated city service with a score of 7.33 out of 8. We are delighted by these accolades, but are often most touched by the stories of how The City Library has changed people’s lives. The library receives letters and e-mails every day complimenting the services, humanity, and compassion of the staff and the beautiful surroundings in which people find themselves inspired to discover and learn.

In the coming year, the library continues to advance its mission, particularly in the area of “building community.” We start by providing people with tools for engagement, whether that be learning to read, write, or use technology. Then, we encourage participation through exchange and dialogue at community meetings, programs, or on the library’s Twitter or Facebook pages.

This will be a year of innovation for the library as the planning continues for the design of new branch libraries in the Glendale and Marmalade neighborhoods.

Let me thank the Mayor and City Council for their ongoing support of The City Library, “the place where democracy happens.”

Sincerely,

Sincerely,

Hugh Gillilan
Library Board President

Beth Elder
Library Director

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BUDGET DEVELOPMENT TIMELINE

JANUARY

Library administration develops goals and targets for Strategic Outcomes and internal development projects

FEBRUARY

Outcome committees develop outcome plans for upcoming fiscal year to accomplish targets—including budgetary needs for staff, programming, technology, equipment and training

MARCH

Department managers provide outcome committees with any additional budgetary needs for staff, program, technology, equipment, and training

Library Board reviews preliminary proposed budget revenues and expenditures for next fiscal year, including capital projects

Budget briefing with Mayor and staff

APRIL

Library receives confirmation of property tax revenues

Board approves proposed library budget for next fiscal year

City Council office and city administration receive proposed budget for transmittal

MAY

Library's proposed budget on display at all library public services desks and City Recorder's Office

Proposed budget presented to City Council

City Council public hearing on proposed budget

JUNE

County provides tax rate to government entities, including library

City Council approves proposed library budget and property tax rate for next fiscal year

JULY

Library's fiscal year budget effective

AUGUST

Truth-in-taxation hearings for government entities requesting a tax increase

INCOME AND REVENUES

Financial Picture and 2010-11 Projections

The downturn in the economy over the last year was greatly reflected in property tax revenues for 2009-10. General property tax revenues in the operating fund were below the budgeted amount. Motor vehicle fees and delinquent collections were also less than budgeted. The largest impact was Miscellaneous Collections, which includes Board Letter Refunds, with a negative balance at final settlement. The overall operating budget property tax line resulted in a total shortfall of \$833,302 (6.37%) from the budgeted \$13,072,034. The library also experienced decreases in budgeted revenue from fines and copier revenue, and interest has dropped to less than one half of one percent.

Balancing the budget remains a difficult challenge as use of services, facilities, and collections continues to increase. Health insurance premiums, retirement costs and worker's compensation will show the largest increases. For 2010-11, the library has taken a very conservative approach to budgeting revenues. Since legislation several years ago limited windfall revenues when property tax growth was good and also protected revenues when property tax growth is less than projected, we are anticipating the restoration of 2009-10 levels in general property tax through the certified tax rate. Also, forecasted funding that is most uncertain will be set aside in the operating contingency fund to minimize the possibility of a shortfall in 2010-11 property tax revenues.

The capital budget includes funds from property taxes (\$556,466) to be set aside for the construction of a new Glendale Branch Library and the planning for a new Marmalade Branch. Other capital projects will continue to be funded through the capital fund balance and other revenue sources. Goals set forward in the Strategic Plan may create new opportunities for funding from individuals, corporations, foundations, and state and federal granting agencies. All opportunities will be explored along with in-kind donations.

The library is not requesting a tax rate increase this year but will request a tax rate increase to fund construction of the Marmalade Branch Library in 2011-12, along with an increase in 2012-13 to operate both the Glendale and Marmalade Libraries.

Summary of General Property Tax Request • 2010-2011 Budget

	2008-09 Actual	Revised 2009-10 Budget	2010-11 Budget
Operating	\$12,579,569	\$ 13,072,034	\$ 12,734,845
Capital	—	556,466	556,466
Total General Property Tax	\$12,579,569	\$ 13,628,500	\$ 13,291,311
<i>2008-09 Operating Unreserved Fund Balance</i>	<i>\$2,348,314</i>		
<i>2008-09 Capital Unreserved Fund Balance</i>	<i>\$3,340,088</i>		

Revenue Sources Operating Fund and Capital Fund • 2010-2011 Budget

	2008-09 Actual	Revised 2009-10 Budget	2010-11 Budget
OPERATING REVENUE			
General Property Tax	\$12,579,569	\$13,072,034	\$12,774,649
Operating Fund Balance from Prior Year	—	—	—
Copier/Printer and Sundry Revenue	42,141	60,000	45,000
Fines and Collections	380,499	385,000	340,000
Interest	106,269	27,534	20,000
Grants	4,974	25,000	50,000
Donations	71,464	100,000	75,000
Leases	49,351	60,000	60,000
Events/Conferences	62,248	50,000	50,000
Total Operating Revenue	\$13,296,515	\$ 13,779,568	\$13,414,649
CAPITAL REVENUE			
General Property Tax	—	\$ 556,466	\$ 556,466
RDA Rebate	\$ 28,531	28,500	23,425
Interest	99,317	100,000	25,000
Prior Year Capital Fund Balance	68,029	1,000,000	1,000,000
Donations and Grants; Sundry Revenue	81,298	50,000	—
Total Operating Revenue	\$ 277,175	\$ 1,734,966	\$ 1,604,891

GENERAL PROPERTY TAX

Traditionally, the library uses the revenue figures from the prior year to establish revenue figures for the upcoming year. Conservative estimates will be used for 2010-11 revenues::

- General Property Tax revenues—Despite a shortfall in General Property Tax in 2009-10, it is anticipated the tax rate will be reset to produce the budgeted level of last year.
- Property Tax—Miscellaneous Collections—Due to a 2009-10 unanticipated negative balance of \$157,661, predictions in this area are uncertain. A larger than typical contingency fund has been established to reserve some funds should this occur again. If revenues are higher than expected, the Library Board and City Council will be asked to approve the use of contingency funds for operating purposes.
- Property Tax—Fee In Lieu and Age-Based Revenues—Estimates are based on 2009-10 receipts which were down slightly from the prior year.

Copier/printer and Sundry Revenue

Revenues included in this budget center are computer printing, copy machines, and fees charged for the use of library locations for photographs and filming. The Main Library and Chapman Branch continue to be desired locations for film crews.

Fines and Collections

Fine revenues are expected to continue to decline based on current economic conditions. The library maintains its contract with Unique Management (UMI) collections system for collecting overdue materials and accounts. Although this has not generated any increased revenues from fines, it has resulted in more materials being returned. The return of popular materials provide better patron service, which is the ultimate goal. Indirect cost savings are realized when popular items do not need to be replaced.

Interest

A continuing decrease in interest rates over this past year has resulted in a loss of anticipated revenues. As of March 2010, the library is earning .5518% on funds invested in the Public Treasurer's Investment Fund. At this same time last year, interest earnings were at 1.246%.

Grants

Efforts will be made to increase grant and foundation opportunities that are a good match for current library initiatives. This will require either hiring or contracting with a grant writer.

Donations

The City Library has been successful in raising funds for special programs and projects with the continued support of the Friends of the Library and individuals. The library will support Friends of the Library in any enhancements to fundraising approaches.

Leases

The City Library receives rent from the shops on Library Square which are currently fully occupied.

Events/Conferences

Frequent use of library facilities, both during and after library hours, has resulted in revenue from rental fees. Larger events this past year have continued to provide the projected revenues in this budget center. The Library will evaluate the fee schedule to ensure that rental fees are competitive with other rental facilities and evaluate if advertising the availability of library rental spaces for meetings and events is cost-effective.

Summary of Operating Budget Expenditures

	2008-09 Actual	Revised 2009-10 Budget	2010-11 Budget
BUILDINGS AND GROUNDS			
Buildings–Maintenance	\$ 198,925	\$ 221,100	\$ 181,100
City Boiler Operations	—	103,900	108,900
Equipment–Maintenance	27,669	50,000	40,000
Buildings and Equipment–Contract Services	272,108	300,000	282,000
Building Security	119,304	150,000	150,000
Equipment Purchases	8,868	25,000	25,000
Heating and Fuel	90,898	100,000	100,000
Lights and Power	344,660	343,000	343,000
Motor Equipment–Service and Maintenance	8,702	9,000	9,000
Rent–Property and Equipment	2,741	3,500	2,300
Water	38,184	38,000	38,000
Total Buildings and Grounds	\$ 1,112,059	\$ 1,343,500	\$ 1,279,300
MATERIALS			
Art Prints	\$ —	\$ 1,000	\$ 1,000
Binding	2,733	4,000	4,000
Books and Reference Sources	937,988	935,068	735,068
CD-ROMS	2,167	—	—
Online Databases	216,707	200,000	180,000
Downloadable Audio	0	31,000	31,000
Maps	27	1,000	1,000
Periodicals	116,776	120,000	108,000
Music and Audio Books	358,006	400,000	360,000
DVDs	302,200	375,000	347,000
Total Materials	\$ 1,936,604	\$ 2,067,068	\$ 1,767,068
PERSONNEL			
Salaries and Wages	\$ 6,744,119	\$ 7,012,000	\$ 6,679,281
Wages-Flex	—	75,000	150,000
Employees' Insurance	835,953	974,000	1,042,000
Social Security	496,144	517,000	513,000
Retirement	604,492	635,000	710,000
Unemployment Compensation	13,778	12,000	12,000
Other	12,141	15,000	15,000
Total Personnel	\$ 8,706,627	\$ 9,240,000	\$ 9,121,281

	2008-09 Actual	Revised 2009-10 Budget	2010-11 Budget
SERVICES			
Cataloging Charges	\$ 86,374	\$ 80,000	\$ 80,000
City Administrative Charge	25,648	20,000	20,000
Copier-Printer Supplies	29,410	25,000	25,000
Insurance	198,166	203,000	208,000
Library Supplies	151,292	175,000	160,000
Office Supplies	6,895	8,000	8,000
Payroll Processing Charge	12,591	13,000	15,000
Postage	24,420	40,000	40,000
Professional and Technical	34,143	133,000	98,000
Professional and Technical-Attorney	12,272	8,000	8,000
Programming	94,350	140,000	126,000
Publicity	38,408	65,000	65,000
Staff Training and Development	27,198	25,000	20,000
Sundry Expense	19,431	20,000	20,000
Telephone	132,618	128,000	128,000
Travel	3,906	21,000	12,000
Board Development	—	—	4,000
Total Services	\$ 897,122	\$ 1,104,000	\$ 1,037,000
TOTAL OPERATING EXPENDITURES	\$12,652,412	\$13,754,568	\$13,204,649
CONTINGENCY	—	25,000	210,000
TOTAL	\$12,652,412	\$13,779,568	\$13,414,649

BUILDINGS AND GROUNDS

Accomplishments in 2009-10

Once again this year, use of library facilities increased, placing an even greater demand on maintenance and facilities staff. Existing staff worked harder and smarter to keep 295,000 square feet of interiors and outdoor grounds at six locations clean and well maintained. Due to a 2009-10 mid-year budget shortfall, contracts with several vendors were eliminated or significantly reduced and the work was picked up by current staff. In an effort to conserve energy, the library increased the use of eco-friendly, water-saving cleaning products and reduced electricity usage at the Main Library by turning off selected lights. Essential, preventive maintenance projects were completed and all other projects were carefully evaluated to realize as much savings as possible in the Buildings and Grounds budget. The security budget will remain at 2009-10 levels.

Priorities for 2010-2011

To support the library's goal of increased sustainability and a reduced carbon footprint, the Facilities Manager will become LEED certified. The benefit to existing facilities will be immediate and the knowledge will be invaluable as plans for the new branches move forward. In an effort to save energy, the Library will replace an aging van with an energy efficient hybrid vehicle, remove T12 light fixtures and replace them with energy efficient, longer lasting T5 fixtures, convert branch parking lot lights to LED fixtures, seek out "green" vendors and products, and participate in Rocky Mountain Power's Cool Keepers program at qualifying branch libraries.

	Revised 2009-10 Budget	2010-11 Budget
BUILDINGS AND GROUNDS BUDGET		
Buildings–Maintenance	\$221,100	\$181,000
City Boiler Operations	103,900	108,900
Equipment–Maintenance	50,000	40,000
Buildings and Equipment–Contract Services	300,000	282,000
Building Security	150,000	150,000
Equipment Purchases	25,000	25,000
Heating and Fuel	100,000	100,000
Lights and Power	343,000	343,000
Motor Equipment–Service and Maintenance	9,000	9,000
Rent–Property and Equipment	3,500	2,300
Water	38,000	38,000
Total Buildings and Grounds	\$ 1,343,509	\$1,249,300

Buildings–Maintenance

Increased use of all facilities has an impact on building maintenance. However, the library will make every effort to reduce this budget by focusing on preventive, essential maintenance projects and by carefully evaluating all other projects without compromising quality.

City Boiler Operations

The library anticipates a \$5,000 cost increase for boiler operations.

Equipment–Maintenance

This budget supports ongoing maintenance costs of all equipment (not currently on maintenance contracts), including computer equipment. Public computers were replaced in 2009-10 which should result in a savings in this budget.

Buildings and Equipment–Contracts Services

The City Library routinely contracts for a variety of services when outsourcing is a more efficient and economical solution. This category includes computer service and maintenance contracts, elevator maintenance, garbage removal, copier and alarm service contracts, and window washing. The library has eliminated, reduced or re-negotiated several contracts, including window washing and plant maintenance, resulting in an \$18,000 savings.

Building Security

The security contract with CBI includes a scheduled presence at the Main Library with visits to the branches on a varied and rotating basis or as needed. The expectations of CBI have been fine-tuned and will continue to reflect adjustments as necessary. This budget was increased in 2009-2010 in response to increased use of the library, and will be maintained at the same level in 2010-11.

Equipment Purchases

Minor equipment purchases unrelated to computers come from this budget center.

Utilities

Utilities include Lights and Power and Heating and Fuel. The library's Strategic Plan calls for a reduction in the library's carbon footprint. With this goal in mind, this budget was reduced in 2009-2010. The library has made efforts to curb energy use by installing more efficient, lower wattage light bulbs, participating in Rocky Mountain Power's Cool Keepers program, and continuing to monitor usage.

Motor Equipment–Service and Maintenance

This account covers operational and maintenance costs related to The City Library's five delivery and maintenance vehicles.

Rent–Property and Equipment

The decrease in this budget reflects current needs.

Water

The library will make a concerted effort to reduce water usage by 2%.

**MATERIALS
BUDGET****Accomplishments in 2009-10**

Circulation for The City Library System now exceeds 3.6 million items per year—nearly three times the national average per capita for libraries of its size. Demand for materials in all formats continues to grow. Circulation has increased 5.1% YTD. Hold requests for materials has increased 14.7% YTD. There is an increased demand in a variety of formats including cd, dvd and downloadable print and audio. The use of online databases continues to climb and pages viewed averages 350,000 per month. The materials purchases are guided by the needs of the community as expressed by the Strategic Plan.

In 2009-2010, The City Library

- Expanded the adult nonfiction collection by adding titles in new areas and replacing and updating others to support Strategic Plan Outcomes.
- Continued to build and evaluate the International Languages Collection and implemented an expansion of the collections in Chinese and Spanish that move from branch to branch.
- Expanded CD formats to replace outgoing cassette formats in fiction, non-fiction, and language collections.
- Initiated the USB format for language learning collections for children and adults.
- Used the system collection maintenance recommendations to keep collections fresh and up-to-date.
- Enhanced early literacy collections of ABC books, counting books, board books and easy readers.

Priorities for 2010-11

Due to a lower revenues forecast and conservative budgeting in 2010-11, 15% of the materials budget (\$300,000) will be held back pending revenue news in January 2011. Strategic evaluation is underway to identify reductions that will minimize the impact to the public. Paper reference, periodicals, online databases and replacements that receive less use or are redundant will be carefully evaluated by Selectors in partnership with Staff at all locations. Patterns of use, hold requests, and collection composition will be closely monitored to ensure that the 2010-11

materials budget is utilized most efficiently to meet increasing demand. Every effort will be made to streamline the selection and acquisition process to maximize discounts from vendors. Additionally, all books donated to the Friends of the Library organization are systematically reviewed to enlarge and augment The City Library's collections.

Purchasing priorities include

- Materials that support the Strategic Plan Outcomes and increase the percentage of card holders who use their cards.
- Early literacy materials targeted to families with children under the age of 5, especially board books, picture books, and early reader collections to support and increase the circulation of these collections by 20-30%.
- Popular book and audiovisual collections to meet increased demand from the community.
- Downloadable e-books.
- Selected standing order, periodical and automatic collections that best meet the information and enjoyment needs of the community.

	Revised 2009-10 Budget	2010-11 Budget
BUILDINGS AND GROUNDS BUDGET		
Art Prints	\$1,000	\$1,000
Binding	4,000	4,000
Books and Reference Sources	935,068	735,068
Online Databases	200,000	180,000
Downloadable Audio	31,000	31,000
Maps	1,000	1,000
Periodicals	120,000	108,000
Music and Audio Books	400,000	360,000
DVDs	375,000	347,000
Total Buildings and Grounds	\$ 2,067,068	\$1,767,068

Art Prints

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

Binding

This budget funds the binding of back issues of magazines. Binding periodicals is vital for The City Library's ability to organize and protect its in-depth magazine collection.

Books and Reference Sources

Books continue to be in high demand in the community. This budget supports new and replacement adult books, children's books, and reference sources. A reduction of \$200,000 from 2009-10 budgeted levels will be held back pending revenue news in January 2011.

Online Databases

A large number of patrons use library resources from home, work or school via the library's Web site which includes a large collection of online databases. While online subscriptions can be expensive, they can serve many simultaneous users, save paper and space and benefit from continuous updating. A reduction of \$20,000 from 2009-10 budgeted levels will be held back pending revenue news in January 2011.

Downloadable Audio

Downloadable audio (also known as e-audiobooks) allows library patrons to download and listen to a variety of popular and classic fiction, nonfiction, young adult, children's, and international language audiobooks. This service is available from home for patrons with Internet access. New vendors and services will be evaluated in 2010-11.

Maps

Funds an ongoing collection.

Periodicals

Magazines and newspapers remain a timely and popular source of current and historical information for patrons. Use of the magazine collections throughout The City Library System is high. A reduction of \$12,000 from 2009-10 budgeted levels will be held back pending revenue news in January, 2011.

Music and Audio Books

Music and books-on-CD are in high demand. A reduction of \$40,000 from 2009-10 budgeted levels will be held back pending revenue news in January, 2011.

DVDs

DVDs are one of the most popular areas of library use and include both entertainment and educational topics. A reduction of \$28,000 from 2009-10 budgeted levels will be held back pending revenue news in January, 2011.

PERSONNEL

Accomplishments in 2009-10

For the second year in a row, The City Library received top honors from *Library Journal*, a five star rating based on per capita number of library visits, circulation, program attendance, and public Internet use. This is in large part due to the customer-focused philosophy and innovative spirit of The City Library staff. Despite an unanticipated mid-year budget shortfall, library staff continued to provide excellent customer service and further strategic plan initiatives with a shortage of staff created by a freeze on all vacancies. In March 2010, the library's circulation topped 340,000—the highest circulation total for one month in the library's history.

A major early literacy initiative was launched this year in collaboration with the Friends of the Library. City Library staff visited approximately 30 early childhood centers per month to promote the library and provide information to parents and teachers of young children. The Friends and Staff distributed thousands of books to children at Headstart centers, day cares, WIC clinics and Salt Lake City public school kindergarten classes.

Sustainability is a focus of the Strategic Plan and staff have reduced paper, conserved energy, increased "green commutes," and developed public programs around the community's environmental interests.

Initiatives in support of staff included deploying a new Human Resources Information System to allow staff greater online access to their employment information and benefits. The Library Employees Organization and Wellness Committee initiated a large variety of events, socials and a “Wellness Challenge.”

Priorities for 2010-11

With a reduced personnel budget and higher circulation anticipated in 2010-11, a number of approaches will be explored to maintain high levels of service and continue to bring staff focus to the Strategic Plan. These will include the following:

- Identifying automated solutions for some repetitive materials handling functions.
- Strategically evaluating all future vacancies, making adjustments in salaries and staffing levels and identifying creative ways to maintain service levels.
- Providing staff with training opportunities to enhance their skills.
- Researching the most cost-effective benefit options, yet remaining competitive with local agencies.
- Increasing the use of volunteers.

	Revised 2009-10 Budget	2010-11 Budget
PERSONNEL BUDGET		
Salaries and Wages	\$7,012,000	\$6,670,477
Wages-Flex	75,000	150,000
Employees’ Insurance	974,000	1,042,000
Social Security	517,000	513,000
Retirement	635,000	710,000
Unemployment Compensation	12,000	12,000
Other	15,000	15,000
Total Personnel	\$ 9,240,000	\$ 9,112,477

Salaries and Wages

This budget shows a reduction which will be achieved through the continued freeze on 7.75 FTE vacancies. Decisions will be deferred regarding merit increases (typically received in August) and wage adjustment (typically received in January) until the revenue picture is clearer in January 2011.

Wages-Flex

Flexible wages allow for filling critical vacancies with substitute or temporary workers. As staffing levels at all locations have been reduced to the minimum, flex hours have been increased to provide for the staffing levels necessary to open buildings. This is a cost-effective means of managing personnel costs.

Employees' Insurance

City Library employees are covered by Public Employees Health Program. Health care costs for 2010-11 will increase by 12%. The library continues to cover the premium for the employee but does not contribute to the coverage for doubles or families. Workers Compensation Insurance coverage for April 1, 2010 to April 1, 2011 will increase by 14%. Staff members continue to attend training sessions and work with Workers Compensation Fund of Utah to reduce future costs where possible.

Social Security

The rate for Social Security is 7.65%. The City Library experiences a lower overall rate in Social Security benefits due to increased staff use of pretax dollars for health care costs (cafeteria plan/flexible spending).

Retirement

Benefited library employees are covered under the Utah Retirement System Public Employees Noncontributory Retirement System. This year, the retirement rate for local government non-contributory employers increased significantly from 11.66% to 13.37%. The library continues to contribute either 2.65% or 1.40% into a 401(k) plan for 21 employees who switched from the contributory to noncontributory retirement plan.

Unemployment Compensation

The City Library's unemployment costs are not anticipated to increase from 2009-2010 levels.

Other

This budget center supports employee use of public transit by reimbursing employees a portion of monthly transit pass costs. Funds are also allocated, when available, for flu and hepatitis shots to help reduce illness among staff members.

SERVICES

Accomplishments in 2009-10

The Services Budget includes a variety of costs related to supporting library functions. Several important achievements were made using funding from this area in 2009-10.

In 2009-10, the Professional and Technical budget was used strategically to hire an architectural consultant to refresh interiors, suggest solutions to workflow issues, and select new furnishings. This accelerated many capital projects. A consultant was hired to develop a Web-enabled online community archive and write a planning grant that was submitted to the Institute of Museum and Library Services (successful projects will receive grant awards in August 2010).

The library's programming supported Strategic Plan Outcomes. Hundreds of programs were originally produced by staff or provided in collaboration with community organizations. Accidental experiences with art and culture included recent performances by DanceBrazil and arias in the Urban Room performed by members of the Utah Opera. This year, the Dewey Lecture Series continued with Jane and Michael Stern, staff writers John Harris and Chad Nackers from The Onion, and NPR's Scott Simon.

Staff training remains a high priority. This year, all staff were trained in new security policies and procedures. Staff and Library Board members were participants and often presenters representing Salt Lake City and The City Library at a number of important local and national conferences:

-
- American Library Association Annual Conference, Chicago, IL
 - BYU Symposium on Books for Young Readers, Provo, UT
 - Inclusion Center Summit, Tooele, UT
 - Thinking Ahead Symposium, SLC, UT
 - National Book Festival, Washington, D.C
 - Sustainability Summit, SLC, UT
 - Utah Library Association Fall Workshop, Huntsville, UT
 - Library and Information Technology Association Conference, SLC, UT
 - Utah State Library Summer Reading Workshop, SLC, UT
 - American Library Association Midwinter Conference, Boston, MA
 - Worksite Health Promotion Conference, Davis County, UT
 - Internet Librarian Conference, Monterey, CA
 - Feria Internacional Del Libro, Guadalajara, Mexico
 - Rangeview Library District – Anythink Libraries Visit, Adams County, CO
 - Library Journal Design Institute Going Green Conference, Dallas, Texas
 - Public Library Association Conference, Portland, OR
 - Oklahoma Library Association/Mountains and Plains Library Association Joint Conference, Oklahoma City, OK
 - Utah Library Association Conference, St. George, UT

Priorities in 2010-11

Loss and Liability Insurance is anticipated to increase in 2010-11 and reductions will be made in several categories to address reduced revenues. The supplies budget will be reduced due to fewer materials to process. Programming will also be reduced with the hope staff can work even more closely with community partners. Professional and Technical and Staff Travel and Training will also be reduced.

Publicity of library programs and events has begun a shift from paper to electronic. Plasma screens were placed behind all circulation desks to enable publicity of upcoming events and new titles. The Web site will become the place to find the most up-to-date information on library happenings and staff are beginning to use social networking utilities like Twitter and Facebook to reach new audiences.

	Revised 2009-10 Budget	2010-11 Budget
SERVICES BUDGET		
Cataloging Charges	\$ 80,000	\$ 80,000
City Administrative Charge	20,000	20,000
Copier–Printer Supplies	25,000	25,000
Insurance	203,000	208,000
Library Supplies	175,000	160,000
Office Supplies	8,000	8,000
Payroll Processing Charge	13,000	15,000
Postage	40,000	40,000
Professional and Technical	133,000	98,000
Professional and Technical–Attorney	8,000	8,000
Programming	140,000	126,000
Publicity	65,000	65,000
Staff Training and Development	25,000	20,000
Sundry Expense	20,000	20,000
Telephone	128,000	128,000
Travel	21,000	12,000
Board Development	—	4,000
Total Services	\$ 1,104,000	\$ 1,037,000

Cataloging Charges

The majority of these expenditures are applied to The City Library’s contract with Online Computer Library Center, Inc., (OCLC) who provides Bibliographic Center for Research (BCR) pricing plans for cataloging library materials. In addition to OCLC charges, the library uses this fund to pay for outsourcing the acquisition and cataloging of many of the 80+ international languages represented in the library’s collection.

City Administrative Charge

These charges from Salt Lake City Corporation are administrative fees for The City Library’s related costs for cash management, City Council, and budget/policy review.

Copier–Printer Supplies

The cost recovery on printing has reduced the paper and toner costs for the public printers. This budget covers the costs of paper for printers and copiers throughout The City Library System, as well as other related supplies.

Insurance

The City Library practices careful application of risk management principles and regular competitive bidding to ensure the best coverage for the lowest cost. A slight increase is anticipated as a result of standard increased building values. The current policy includes earthquake and terrorism coverage.

Library Supplies

This decrease is a result of a lower materials budget. Supplies are purchased in bulk in order to contain costs and to obtain favorable discounts. The library closely monitors the cost of packaging and processing newer, more popular formats such as DVDs, CDs, and recorded books, which can be more expensive than traditional library materials.

Office Supplies

Every effort is made to contain costs by purchasing through vendors with state of Utah negotiated pricing. As a result, the library will be able to maintain this budget center at current levels.

Payroll Processing Charge

The City Library uses an independent vendor to process payroll checks. The library anticipates an increase in cost this year.

Postage

The implementation of e-mail and automated calling for patron notifications has resulted in a substantial decrease in postage costs. The current level should be adequate for this budget year. The City Library mails *The City Library News*, the library's newsletter, to all Salt Lake City residents once a year to keep them informed of the library and its services. Over the years, the Friends of the Library have supported the postage costs for this mailing.

Professional and Technical

This budget supports funding for the annual financial audit, attorneys' fees, memberships in professional activities and organizations, and the use of outside consultants for library projects. A decrease in this budget center will still allow for the use of consultants and specialists to provide targeted services. Use of experts in areas associated with the Strategic Plan will continue to fuel new directions and supplement the skills that currently exist in the organization.

Programming

The quality of public programs and the community's enthusiasm continues to be very high. Nationally known authors attract audiences that fill the Main Library's auditorium. Cultural celebrations such as Eid al-Fitr, Chinese New Year, and Norouz draw hundreds of people from diverse backgrounds. The library will continue to work with established community partners and seek out new partners in an effort to stretch the programming budget which will see a decrease this year.

Publicity

This budget covers the cost of printing the Library's newsletter six times a year and also to produce all other promotional materials.

Staff Training Development

The City Library continues to build an excellent staff and supports a training program that encourages staff to expand their expertise and knowledge in support of library goals. This budget center also supports the extensive volunteer program which will expand in 2010-11. The Friends of the Library staff scholarship program supplements the Library's staff development efforts.

Sundry Expense

This account includes such expenses as advertising for job openings and procurement bids, staff identification badges, and other miscellaneous expenses. Sundry expense items are monitored closely.

Telephone

It is anticipated that this budget center will not increase.

Travel

The decrease in this budget center will sustain some travel-related expenses for library administration and staff attendance at state and national conferences, such as ALA, MPLA and ULA. In addition, all mileage allowances are paid from this budget center at the reimbursement rate of 37.5 cents per mile.

Board Development

This new budget line will help to dedicate some funding for costs associated with Library Board members. These funds cover membership fees in professional organizations (ALA, MPLA, ULA, etc.) and travel expenses to attend library conferences.

CAPITAL BUDGET

Accomplishments in 2009-10

With the assistance of an architectural design consultant, the library identified and addressed a number of overdue capital improvements and repairs. The Sprague Branch Library interiors were completely repainted. The Sweet Branch received new carpet, a more efficient service desk, fresh paint, and new meeting room chairs. Worn furniture at several locations was re-upholstered or replaced. Greater circulation led to a need for additional and improved storage and shelving at several branches. New stack end signs were installed at all branches as were LCD screens that will advertise library programs and announce new services. Computers in the Children’s Library at Main were moved closer to the service desk and the space was reorganized to provide better sight lines for librarians.

Planning for the future Glendale and Marmalade Branch Libraries began by establishing community-based steering committees for both projects. The library issued an RFP for a programming consultant for the Glendale Branch with an option to extend the contract for the Marmalade project. The library expects to have a project manager in place by the end of the fiscal year.

Capital Projects anticipated in 2010-2011 include

- Exploration, pilot, and possible installation of automated methods for sorting and circulating materials.
- Refreshed interior at the Day-Riverside Branch.
- Exploration of a mobile library presence for express or promotional services.
- Replacement or re-upholster of worn seating at the Main Library.
- Evaluation of a way to reduce the pigeon problem at the Main Library.
- Improvement of the Chapman Library parking lot.
- Evaluation of HVAC systems at the Main Library’s Technical Services Department and Technology Lab.
- Continued development of the library’s Web site.
- Implementation of energy-saving investments.

With a Project Manager in place, the library will finalize the site for the Glendale Branch Library, select an architect, and enter into the design phase. Concurrently, the programming phase for the Marmalade Branch Library will begin and a site will be selected.

	Revised 2009-10 Budget	2010-11 Budget
SUMMARY CAPITAL BUDGET		
Glendale Branch Building Project	\$278,233	\$278,233
Marmalade Branch Building Project	278,233	278,233
Capital Improvements	628,500	475,000
Technology Infrastructure	200,000	200,000
Qwest Lease Agreement	500,000	50,000
Capital Repairs	200,000	200,000
Prior Year/Contingency	100,000	100,000
Total Capital Expenditure	\$ 1,734,966	\$1,581,466



Main Library

Anchoring Salt Lake City's civic core. Library Square provides a connection and transition from the Central Business District to the residential neighborhoods adjacent to downtown. One of the most heavily used main libraries in the United States, the Main Library has become a major attraction for residents and visitors since its opening on February 8, 2003. A 240,000 square-foot concrete and glass structure with exceptional views of Salt Lake City and surrounding mountains, the Main Library features book, periodical and media collections of over 500,000 items, reading galleries, technology center, 315-seat auditorium and adjoining meeting spaces, small conference rooms, and selected community shops designed to enhance The City Library's mission. The adjoining plaza features a reflecting pool, garden, and granite fountain. Underground parking for approximately 600 vehicles provides parking for city and library employees, as well as library visitors.



Anderson-Foothill Branch

The pleasing design of the branch has two unique elements as part of its plan. The first is a passive solar energy design that includes earth berming, window placement for solar heating, and zone supplemental heating/cooling. The second element of this 14,900 square foot community library built in 1985, expanded in 1992 and in 2002, is a modular design.



Chapman Branch

Considered to be one of the finest Carnegie Libraries in the West, this 8,900 square foot library has two levels. Since its opening in 1918, it has been an important part of city services to Westside residents. The Library was completely renovated, including an updated HVAC, following the collapse of the roof during 1993. A major remodel of the basement level meeting space in 2002 resulted in a much improved children's area and expanded service and collection space for adults on the ground level.



Corinne and Jack Sweet Branch

The Sweet Branch is the sister branch of the Anderson-Foothill Branch using the same modular design. The branch contains over 8,000 square feet of service space, including a community program and meeting space.



Day-Riverside Branch

This beautiful facility was designed to complement the residential neighborhood with sensitivity to its site on the Jordan River Parkway. An open space plan, with a large community meeting room and outside deck area, will accommodate this growing neighborhood.



Sprague Branch

This high-gabled English Tudor style building has served the Sugar House community for three generations. The building was selected by the American Library Association in 1935 as the "Most Beautiful Branch Library in America." The two-level facility was renovated in 1989-90. The Reading Room on the first floor was remodeled in 1993-94. A new slate roof was installed in the fall of 1996. An expansion project to add a new, larger meeting room and remodel the building was completed in April 2001, which increased the square footage to 9,700.

ORGANIZATION

The following chart illustrates the organization of the Salt Lake City

Salt Lake City Community • Board of Directors

Beth Elder
Director

Community Affairs/Web Content
Financial and Administrative Services
Human Resources/Volunteers

Michele Widera
Susan Callaway
Debbie Meyer

Colleen McLaughlin

Assistant Director for Library Operations

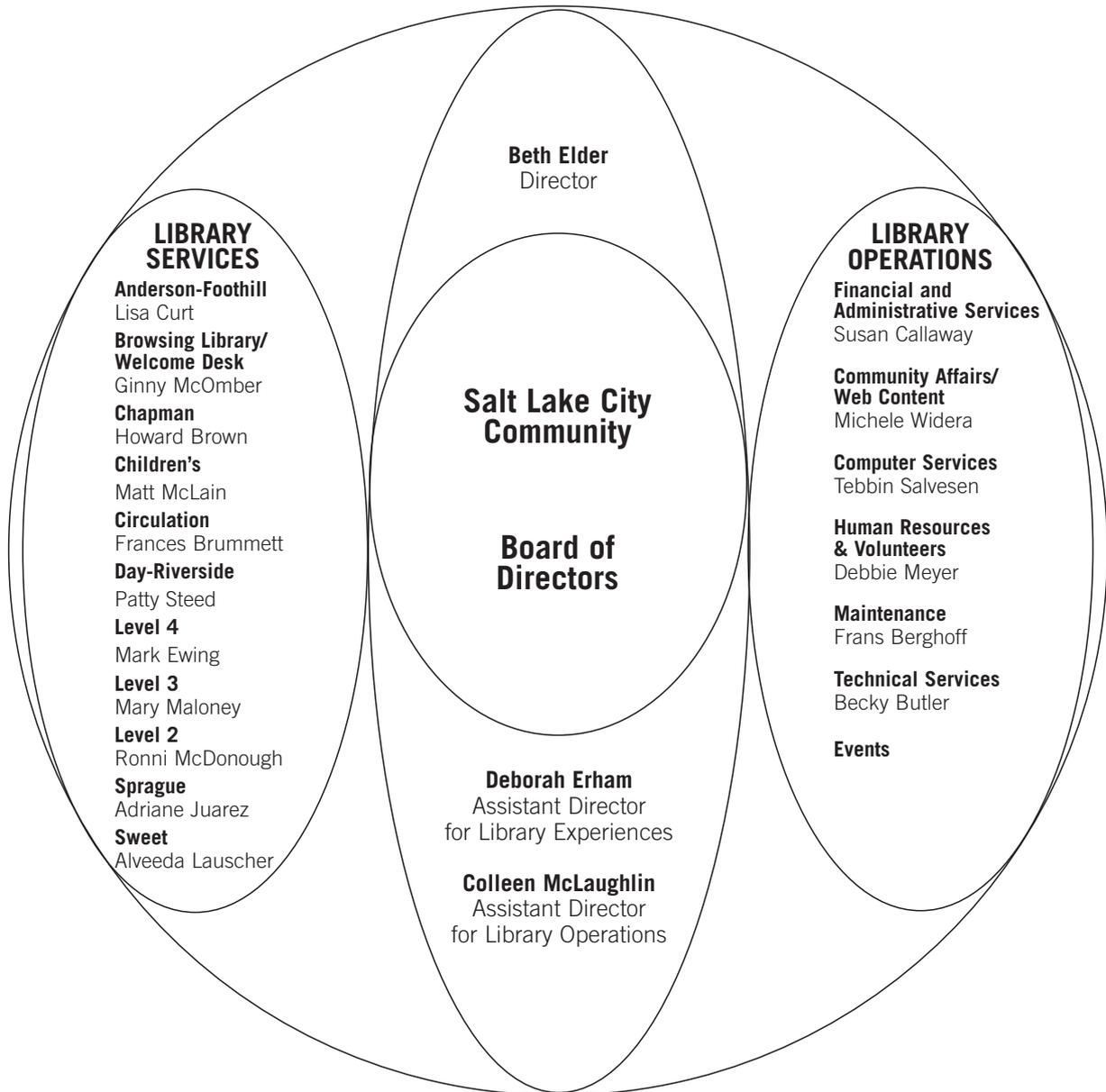
Circulation Services Frances Brummett
Computer Services Tebbin Salvesen
Events Coordination Staff
Maintenance Frans Berghoff
Technical Services Becky Butler

Deborah Ehrman

Assistant Director for Library Experiences

Children's Library Matt McLain
**Browsing Library/
Welcome Desk** Ginny McOmber
Level 2/Teen/Periodicals Ronni McDonough
Level 3/Call Center/ILL Mary Maloney
Level 4/A/V Mark Ewing
Chapman Howard Brown
Day-Riverside Patty Steed
Anderson-Foothill Lisa Curt
Sprague Adriane Juarez
Sweet Alveeda Lauscher

LIBRARY ORGANIZATION



“Organizations exist to enable ordinary people to do extraordinary things.”

-Ted Levitt

TIMELINE

The following chart illustrates the organization of the Salt Lake City



EXECUTIVE SUMMARY

The library budget for 2010-11 is strongly influenced by 2009-10 revenue figures that were significantly lower than anticipated. Property taxes which comprise 94.8% of revenues were down \$642,285 (4.91%) and other library revenues suffered as well, with a shortfall from estimates of \$70,000 (9.89%). Revenues for 2010-11 will be estimated at \$13,414,649, \$364,919 less than the 2009-10 budget.

To evaluate reduction options, a set of guiding premises was developed. The budget will

- support the library's current hours, 378 hours per week, and minimize any impact to the exceptional customer service library patrons have come to expect.
- retain the human capital of the organization, by avoiding lay-offs and reducing the personnel budget by holding vacancies.
- increase the implementation of cost-saving efficiencies in all areas of library operations.
- identify areas for reduction that would be most easily reversed should revenues exceed expectations.
- budget conservatively to avoid a major mid-year (January 2011) correction, if revenues are less than anticipated.
- continue to think strategically and advance the Strategic Plan.

Several areas of the library's budget will increase due to inflation including health insurance, retirement, worker's compensation, and loss and liability insurance. These costs, estimated at \$148,000, were added into the budget which required reductions to go deeper. To accomplish needed reductions, the library will

- hold 7.75 full-time equivalent positions open and suspend merit and wage adjustment increases, a 4.74% reduction in the personnel budget center.
- hold back \$300,000 in materials purchasing, a 14.51% reduction in the materials budget center.
- re-negotiate and reduce contracted services and delay non-critical maintenance, a 4.78% reduction in buildings and grounds budget center.
- reduce supplies, travel, professional and technical services, and programming, a 6.07% reduction in the services budget center

While the budget has been built conservatively, strategic initiatives will continue forward in ways that maximize and leverage available resources. Examples include expanding the number of library cardholders and their satisfaction in library services, continued outreach to children under the age of five, mobile technology classes, an enhanced website with a new platform for community engagement, enhanced partnerships with local businesses and organizations and support for staff wellness and green commuting.

Capital funding will be used to refresh the Day-Riverside interior, implement labor-saving improvements, create a library presence in under-served communities, enhance the Web site and make energy-saving investments.

Planning for new libraries in Glendale and Marmalade is well underway. A steering committee for each branch was established, each comprised of two Library Board members, one SLCPL staff member, one City Planning Department member and five community members. In fiscal year 2010-11, architectural programming involving a large number of community voices and perspectives will be completed along with site selection and selection of architects. The architectural design plans are scheduled for completion by July 1, 2011.

The library is not requesting a tax rate increase this year but will request an increase in FY 2011-12 for the construction of the Marmalade Branch and in FY 2012-13 for operating funds for both Glendale and Marmalade branches.

