Woodland Library Board of Trustees 1/21/10 Item VI. C.



W00DLAND PUBLIC LIBRARY

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To: Woodland Literacy Council

From: Sandra Briggs, Library Services Director

Date: January 11, 2010

Subject: Update on Woodland Library Literacy Services Budget

In the past month, I have been working with Literacy Coordinator Sue Bigelow and members of the City of Woodland Finance Department in an effort to increase the Literacy Coordinator position from the current 75% to 100% at the direction of the Woodland Library Board of Trustees.

In preparation for the potential change, a careful analysis of revenues as well as expenditures was necessary, yielding disheartening results. Despite the tremendous work of the Literacy Coordinator in soliciting for funding during FY 08-09, the results actually fell short of the plan developed for budget in the spring of 2008. The original revenue projections are indicated below:

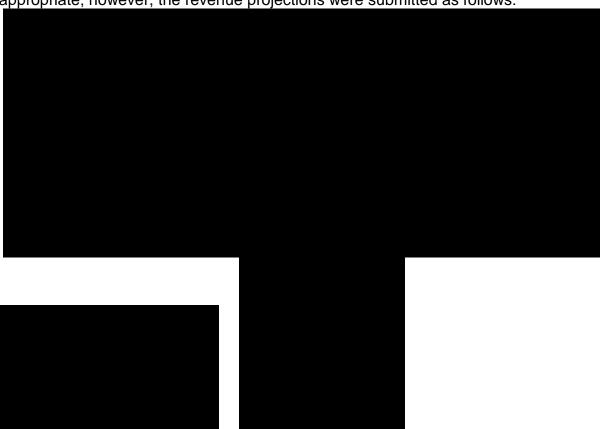
| ACCOUNT SUMMARY & PROJECTION | | | | | | | | |
|------------------------------|------|---------|------------------------------|-------|-----------------|----|-------------------------|--|
| Dept | Fund | Account | Account Title FY 06 Actua | FY 07 | FY 08 Budget | ı | FY 09 Budget Projection | |
| Lit | 301 | 4550 | Rev from Local Agencies | | \$30,000.00 | \$ | 41,300.00 | |
| Lit | 301 | 4570 | Adult Ed Revenue | | \$8,000.00 | \$ | 8,000.00 | |
| Lit | 301 | 4548 | Other State Grants (CLLS) | | 50000 | \$ | 30,000.00 | |
| Lit | 301 | 4901 | Gen Transfer Rev (city) | | 7500 | \$ | 7,500.00 | |
| Lit | 301 | 4904 | GenTransfer Rev (lib fund) | | 10000 | \$ | 10,000.00 | |
| Lit | 301 | 4810 | Donations | | 500 | \$ | - | |
| Lit | 301 | 4906 | Enhanced Retirement Transfer | | 0 | \$ | _ | |
| Lit | 301 | 4739 | Reimbursements | | \$0.00 | \$ | - | |

| | Detail for 4550 | |
|--|-------------------------------|-------|
| | County Sheriff | 23000 |
| | Yolo Lit Council | 3300 |
| | Cty Clerk Voting Info Prog | 5000 |
| | Rumsey Grant | 10000 |
| | Total | 41300 |

Buoyed by the early success of fund-raising and motivated by the desire to transition the Literacy Coordinator position, a realistic midyear adjustment was made in January 2009 at the time the Literacy Coordinator position was designated permanent 75% FTE. The following is a summary of the revenue projections submitted in January 2009:



In February 2009, the budget process for the current year 2010-11 began. The crisis surrounding the City's General fund and the imminent threat to library operations completely consumed my energy and attention during this time. The Literacy Services Budget had just been completely reworked for the midyear budget adjustments, and it was resubmitted for 2010-2011. I take full responsibility for the oversight and resulting crisis. The expenditure portion of the budget was accurate and appropriate; however, the revenue projections were submitted as follows:



As result, significant amounts of revenue were double counted at both the mid-year budget adjustment for 2008-2009 and the current year budget 2009-2010. Revenues counted twice include the following:

Literacy Council \$3000
United Way \$2500
Rumsey \$5000
Van Loben \$5000
Cty Clerk Voting \$5,000
Total \$20,500

To further exacerbate the problem, the revenue for the Sheriff's Department reflects the total possible amount but can only be billed as specific milestones are achieved. This fluctuates based upon

participation at Monroe Center and Juvenile Hall. The extent of the problem can be summarized below:

Total Literacy

136,993.95

projected expenditures Sue's reconciled

-121553 income

15441 deficit 10079 Fund Balance

5362

With status quo operations, including maintaining the Literacy Coordinator at 75% FTE, expenditures for literacy programs (traditional and Wayfarer) are realistically projected at \$136,994. Reconciled, non-duplicative, and realistic revenues for the current year are \$121,553, creating an operating deficit of \$15,441. With reserves (or Fund Balance) at \$10,079, Woodland Library Literacy Services will finish 2009-2010 with a deficit of \$5,362, assuming that no new grant monies are obtained. The state of the City's General Fund makes City coverage unrealistic. Needless to say, I am unable to recommend an increase in expenditures necessary to increase the Literacy Coordinator position from 75% to 100%. I have discussed alternatives for augmenting this year's revenue with Sue Bigelow including potentially billing a small portion of her time to the block grant program, soliciting for support from No Barriers to cover the cost of the program, decreasing efforts at Wayfarer to those specifically funded, and asking the Woodland Literacy Council to increase its contribution this year. Please consider this communication as my formal request for your consideration of an increased contribution this fiscal year.

Thank you for your ongoing support of literacy. I believe we will weather this challenge; however, I remain gravely concerned about next year's operation (2010-2011) with no reserves or fund balance. It will require extraordinary focus, determination and deliberate action to begin the re-building process again.

cc: Woodland Library Board of Trustees

City Manager Mark Deven advised all departments to reduce current services and supplies budgets by 10% of the unexpended and unencumbered (as of 11/30/09) as one strategy to close the 2009-2010 budget gap estimated at approximately \$3 million. The impact to each department is indicated below with the estimation of library's reduction as \$4,479.

Summary of Unexpended and unencumbered Services and Supplies by Department

| | Total | 10% of Total |
|-----------------------|-----------|--------------|
| Administration | 278,498 | 27,850 |
| Community Development | 152,130 | 15,213 |
| Finance | 109,403 | 10,940 |
| Parks | 474,796 | 47,480 |
| Police | 431,240 | 43,124 |
| Fire | 127,520 | 12,752 |
| Library | 44,791 | 4,479 |
| Public Works | 203,922 | 20,392 |
| Totals = | 1,822,300 | 182,230 |
| Total Per Report | 1,822,301 | |
| Difference (Rounding) | (1) | |

The above expenditures include all General Fund 52xx accounts except for the following:

- 1 Reimbursable Liability Programs starting with "87"
- 2 Nondiscretionary Accounts (5228, 5235, 5249, 5281, 5282)

Initial Budget Submissions for 2010-2011

On January 19, 2010, eight of the required budgetary forms were due detailing permanent personnel, temporary/part-time personnel, acting pay, revenue projections, vehicle allocation, vehicle/equipment replacement, consulting services, and prioritization of programs for each funding source—101, 301, 917. Copies of the forms will be available at the Board meeting. The following is a summary of the submissions in each area:

Permanent Personnel: All positions from this current fiscal year were listed, including Sue Peterson and Rita Cocke's position which were listed as vacant. I am sure they will be removed. The Library Services Director was listed as vacant but noted that it was to be refilled 7/01/10. Sue Bigelow continues to be listed as 75% in 301.

<u>Part-time Personnel</u>: The original budget submission for 101 in 2009-2010 included 6,550 hours of part-time help for a total of \$74,429.50. During the negotiations (20 to 40 hours) the part time hours were reduced by 55% as one strategy to achieve the current \$1.13 million budget. As a result, this year's initial submission reflects the final from last year \$2,948. Based upon actual need, I have slightly reduced the 917 part-time hours from the current year's 8,033 to 7,430. Literacy remains the same with one part-time staff for a maximum of 959 hours.

Overtime, Acting and Standby Pay: As in the past two years, acting pay is budgeted at \$700. Revenue Projections: For 101, the only source of revenue is fines and fees. Based on this year's actual amount, the projection for FY 11 is reduced to \$17,000 from FY 10's 22,660. For literacy, revenues are more complicated. However, Sue Bigelow and I have worked diligently to insure that the projections for FY 11 are non-duplicative and conservative in nature to insure it will be met. However, it results in an overall projection for FY 11 of \$123,335. This will need to be closely monitored and expenditures reduced accordingly as the expenditures for FY 10 are estimated at approximately \$137,000. In this program, revenues must equal expenditures as we anticipate operating with on reserves or fund balance. In 917, the revenues are anticipated to remain stable at \$172,000 including Public Library Fund (PLF) at \$20,000 and \$150,000 for Transaction Based Reimbursements (TBR) including Interlibrary Loan (ILL) and Direct Loan (DL). Interest on reserves or Fund Balance is expected to decline as principal is drawn down and interest rates are lower. As a result, projections were lowered from \$2,000 in FY 10 to \$1,000 in FY 11. Total revenue projections for 917 are \$171,000.

Equipment Requirements: Given the budget, it was submitted as none anticipated although we do need to plan ahead for additional self-check equipment for both growth and replacement. It can probably be deferred for one more year.

Vehicle Replacement: None requested

<u>Consulting/Contract Services:</u> Expenditures are limited to the Literacy Program where contracts with GED providers, instructors, and testers amount to \$40,600. Each contractor is funded by MOU or Purchase Order with a funding source.

<u>Prioritization of Programs:</u> The Library has only two identified programs—general library administration and literacy. Since Literacy is predominantly grant funded, no prioritization is appropriate.

On January 25, 2010, Budget Accomplishments, Goals and Objectives are due. I am attaching a proposed draft to be used for both 101 and 917 as they support the General Library Administration.

DEPARTMENT GOALS FISCAL YEAR 2010 / 2011

DEPARTMENT TITLE: Library

DEPARTMENT NUMBER: 71

FUND NUMBER: 101

Library Administration. This program administers and conducts all local library activities along the lines established for American free public libraries as early as the mid-1800s, when society realized that the industrial revolution demanded an educated workforce. Since 1891, when the Woodland Public Library was established by the City of Woodland, the library has been the prime educational service of the city, providing aids to parents of pre-readers, early reader assistance, and supplemental books to help students, and a full range of books, other items, and services to assist all residents in their life-long learning efforts. The library also provides recreational and cultural materials in print and non-print forms, and seeks to foster informed democratic involvement by collecting materials from many points of view on the important issues facing the electorate.

Local library activities include the following: selection, ordering and processing of materials, patron registration, checkout of items, patron assistance, readers advice, electronic services (internet, online databases, and public catalog), public programs, interlibrary borrowing and lending, cataloging, classification of materials, etc. Also oversees the use of the Development Fund (570-79-9445) and Library Fund (917-71-7715), which supplement library funding as well as the Literacy Program (301-71-7720 and 301-71-7729).

MAJOR ACCOMPLISHMENTS FOR FISCAL YEAR 2008/2009

 $1. \ \ List your department's major accomplishments for FY 2008/2009$

Increase circulation of library materials by 5%: Library circulation (checkouts and renewals) rose from 334,037 in FY 2008 to 348,254 in 2009 (a 5% growth), the fifth year of consecutive increases. Door count for FY 2009 (not including program attendees in the Leake Center) was 263,065, an average of 22,000 per month (up approximately 2,000 per month from 2008) with the all-time record set in April with 26,850 visits. With voluntary visits to the library exceeding ¼ million for education, information and entertainment, visits translate to a rate of 5 per year per capita. The rate of interlibrary loan requests filled is an excellent indicator of the health of a collection. Woodland Public Library consistently filled the highs number of loan requests per month among partner libraries (Sacramento, Folsom, Sutter and Yuba) with a total of 72,681. In addition to the recognition of quality of collection, the reimbursements from State Library resulted in income generation of approximately \$119,000 with is used to continuously refresh collection.

2. List another accomplishment

Increase the use of patron self checkout from current 20% to 50% by promoting the newly installed equipment and thereby freeing staff from repetitive and mundane tasks. In July 2008, staff assisted checkout accounted for 83% of circulation with self-check activity stable at around 17%. The installation of 2 additional self-check stations and the subsequent public education has produced a substantial shift, exceeding the original goal. In September 2009, staff assisted checkout accounted for 46% if circulation with self-check activity equaling 54%.

3. List another accomplishment

Completed the cost benefit analysis of using vendor pre-processed or shelf-ready materials in order to reduce staff time in routine, repetitive and mundane tasks. Cost benefit analysis included time and motion studies of both processing and cataloging tasks, research of vendor services and costs, decision-making for implementation, detailed profiling and specification of each step and task, sample ordering and corrections,

DEPARTMENT GOALS FOR FISCAL YEAR 2010 / 2011

1. List your department's goals for the year.

Provide the Woodland community with the core library services necessary to facilitate engagement in lifelong learning, full participation in a democratic society, and access to technology to bridge the digital divide.

2. List another goal

Promote civic engagement and capitalize on the assets of community members to provide volunteer support for library services.

3. List another goal

Facilitate online library use via website portal to compensate for decreased number of open hours.

Program 1; Library Admin

PROGRAM 1—LIBRARY ADMINISTRATION OUTCOMES/OBJECTIVES **Outcomes/Objectives Authorized** 1. List an outcome/objective FTE's Minimize the reductions in library visits to the proportionate reduction in library service hours. 6 Automated door counters are recorded daily. Staff track and analysis visits by year, month and day and compare with previous year, months and days. On-going excellent customer service and public education will insure demand equal to past despite reduction in hours. 2. List another outcome/objective Minimize the reductions in circulation of library materials to the proportionate reduction in library service hours. The library's automation system counts all transactions automatically. We can accomplish this through determined listening to patrons requests and expressed desires, by inventorying and study of system reports as to what is going out, by carefully observing what books and other items are being highly reviewed and/or selling well. 3. List another outcome/objective Woodland Public Library Team to complete "Get Involved" Institute for maximizing volunteers through California State Library Certificates of completion 4. List another outcome/objective Implement pilot project using high impact volunteer to fully manage one aspect of volunteer program including development of goals and procedures, recruitment, training, supervision, scheduling, etc. 5. Identify and implement changes to library website that increase usability. Survey high demand library sites, conduct focus groups with library users, brainstorm and prioritize recommendations for changes to interface and high demand content. Coordinate with IT for implementation