Date: August 14, 2017
To: RCPL Board of Trustees
From: Faye Bice, Finance Committee Vice-Chair
Re: 2018 Library Budget Request

Date: August 10, 2017
To: Faye Bice, Finance Committee Vice-Chair
From: Terri Davis, Library Director
Re: 2018 Library Budget Request

Motion:
Move to acknowledge the updated 2018 Budget Request as submitted to the City of Rapid City.

Background:
After meeting with the Mayor and other department directors in July and early August, the library's original request for 2018 was reduced by $178,654. Other city departments were expected to make similar reductions in order to meet the revenue projections.
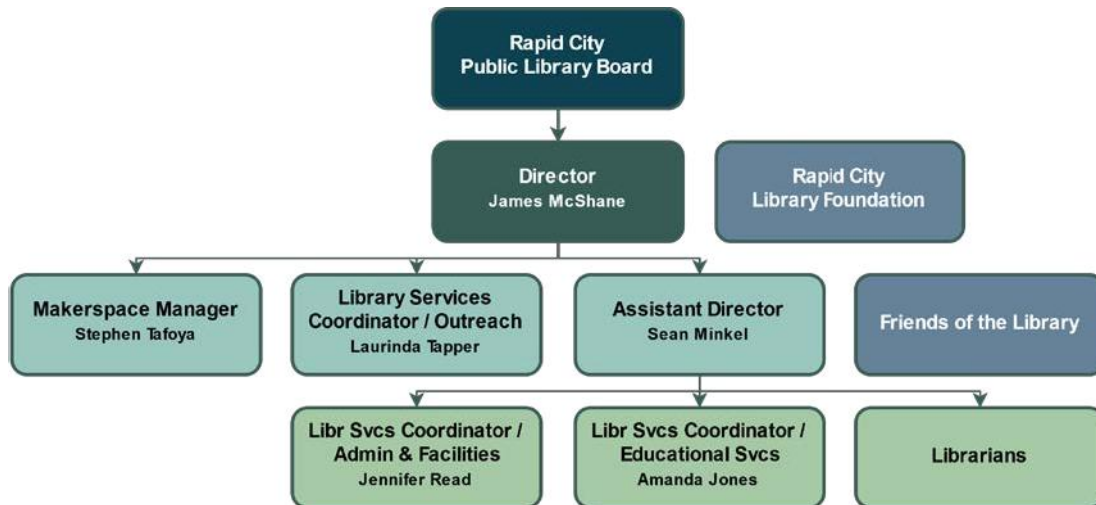
These savings were realized by making the following adjustments to the original request.

Budget Category	Reduction	Notes
Salaries & Wages	$38,403	Savings anticipated through vacancies and/or retirements.
Benefits	$12,362	Savings anticipated through vacancies and/or retirements.
Professional Services/Fees	$2,000	Professional window cleanings were reduced in frequency.
Repair & Maintenance	$19,888	Areas in need of new paint and replacement of some bathroom fixtures were prioritized; other maintenance may be deferred.
Supplies & Materials	$3,199	Reduction in office supplies budget.
Travel & Training	$6,000	Out of state attendance at ALA, PLA, etc. will be limited to only those staff required to go for library accreditation. The focus will shift further towards the train-the-trainer model and in-state training which is less expensive.
Other Current Expenses	$24,216	Deferred replacement of office equipment and removal of low priority computer equipment such as iPads.
Other Capital Outlay	$72,586	Elimination or deferred construction of building enhancements such as the small business & homeschool office. Reduction in furniture & minor equipment budget.

The budget document that was submitted to City Council is included in its entirety on the following pages.

Mission Statement
Inspire innovation and curiosity, build relationships and communities, and connect community to a global world.

Department Overview
Rapid City Public Library provides library services to the citizens of Rapid City and Pennington County through the main library downtown, the North branch at General Beadle and online through downloadable materials and research databases. In addition to providing computer, internet and meeting room access, the library has a collection of over 683,000 physical and digital materials including nearly 300,000 digital music albums and access to 40 research databases. Irreplaceable materials regarding local history, the 1972 flood, and the Black Hills are maintained in the Local History Room. Adult, teen and children's programming and exhibits are provided to promote literacy, culture, and lifelong learning. The library's major partners are the Library Foundation and Friends of the Library – both of which raise money in support of enhanced library services. The library also partners with 42 other local organizations to provide outreach services and access to shared resources. The majority of funding for the library is provided by the City of Rapid City and Pennington County.

What We Do:
Administration
- Oversees the daily operation of the library including supervision of staff, facility upkeep, collection development, budgeting and public communication.
- Advises the Library Board as to the operation of the library, strategic planning, policy considerations and budgetary matters.
- Works with multiple partner organizations such as the Library Foundation, Friends of the Library, Literacy Council and Rapid City Area Schools to provide collaborative and enhanced services to the community.
- Develops and maintains the library website and online catalog.

Educational Services
- Promotes literacy for all ages through programming, outreach and access to a broad range of reading materials and resources.
- Provides computer and technology help to patrons on an as needed or appointment basis.
- Provides proctoring services for local students.
- Provides new employee and continuing education training to all staff members.

Administrative and Facilities
- Approves and tracks all purchases, subscriptions and other recurring fees.

- Provides internal and external administrative service support to include errands and supply ordering.
- Processes daily revenue and incoming invoices for payment.
- Maintains library facilities including cleaning and general repairs.
- Provides support for programming events set-up.

Outreach Services
- Works within the community to provide services, programming, activities, and education, and to promote library awareness in adults, children and teens.
- Creates digital and print marketing publications in order to promote the library and engage our community.
- Facilitates volunteer activity and library material delivery services to those with transportation barriers.
- Promotes library services and responds to patron inquiries utilizing social networking tools.

Makerspace Services
- Provides innovative programming and education regarding Science, Technology, Engineering, Art and Math (STEAM).
- Promotes local interest for technology and engineering career paths.
- Develops outreach opportunities to foster partnerships with local organizations.
- Provides access to fabrication tools like 3D printers and laser cutters.

Library Services
- Maintains a collection of over 147,000 physical materials, including books, audiobooks, movies and other formats, as well as more than 538,000 digital eBooks, audiobooks, videos and music.
- Maintains a collection of 110 national and local newspapers and magazines.
- Assists with research services through 40 databases, microfilm and online archives.
- Provides individualized book-a-librarian appointments to assist with community needs, which include technology education, resume assistance and Pennington County Jail visit booking.
- The Local History Room contains rare books, electronic resources and archives relevant to the history of the Black Hills.
- Provides study rooms during operating hours and public meeting rooms for groups before, during and after hours.
- Provides community digital access through public computers, Wi-Fi and in-house laptop and iPad checkouts. This includes access to printing, scanning and copying.
- Provides no-cost Notary Public services.
- The library's partnership with the Black Hills Knowledge Network provides local information and resources as well as digital archives.

Public Library FTE Summary by Position - All Funds

	2016 Authorized	2017 Authorized	2018 Proposed	FTE Change
Asst Library Director	1.00	1.00	1.00	0.00
Librarian I	3.00	3.00	3.00	0.00
Library Admin Secretary	1.50	1.50	1.50	0.00
Library Associate I	17.38	17.50	17.50	0.00
Library Associate II	3.00	3.00	3.00	0.00
Library Cust Maint Worker I	1.00	1.00	1.00	0.00
Library Cust Maint Worker II	2.00	2.00	2.00	0.00
Library Cust Service Specialist	5.00	4.88	4.88	0.00
Library Director	1.00	1.00	1.00	0.00
Library Makerspace Manager	1.00	1.00	1.00	0.00
Library Services Coordinator	3.00	3.00	3.00	0.00
Total	**38.88**	**38.88**	**38.88**	**0.00**

Public Library Financial Summary by Object - All Funds

	2016 Actual	2017 Budget	2018 Request	Variance Over 2017	Percent Change
Salaries & Wages	$ 1,601,397	$ 1,532,425	$ 1,649,202	$ 116,777	7.62%
Benefits	$ 455,414	$ 433,880	$ 495,084	$ 61,204	14.11%
Insurance	$ 22,685	$ 32,678	$ 35,946	$ 3,268	10.00%
Professional Services	$ 156,709	$ 139,719	$ 165,554	$ 25,835	18.49%
Publishing	$ 152	$ 1,026	$ 525	$ (501)	-48.83%
Rentals	$ 21,231	$ 19,366	$ 25,366	$ 6,000	30.98%
Repairs & Maintenance	$ 120,578	$ 234,908	$ 133,212	$ (101,696)	-43.29%
Supplies & Materials	$ 45,592	$ 78,939	$ 73,663	$ (5,276)	-6.68%
Travel & Training	$ 25,451	$ 22,000	$ 17,500	$ (4,500)	-20.45%
Utilities	$ 124,900	$ 180,506	$ 163,519	$ (16,987)	-9.41%
Other Current Expenses	$ 210,394	$ 228,845	$ 279,600	$ 50,755	22.18%
Capital Outlays	$ 355,560	$ 489,941	$ 419,923	$ (70,018)	-14.29%
Debt Service	$ -	$ -	$ -	$ -	-
Other Expenditures	$ 22,152	$ 17,500	$ 22,000	$ 4,500	25.71%
Other Program Support	$ -	$ -	$ -	$ -	-
Interdepartmental Charges	$ 132,756	$ 132,749	$ 132,749	$ -	0.00%
Total	**$ 3,294,971**	**$ 3,544,482**	**$ 3,613,843**	**$ 69,361**	**1.96%**

Organizational Codes: 10100609, 10100610, 99600971

2017 Priority Based Budgeting Public Library Programs

Rapid City Public Library Programs by Resource Alignment Quartile

Quartile	Amount
Most Aligned (Q1)	$678,426
More Aligned (Q2)	$2,189,935
Less Aligned (Q3)	$393,199
Least Aligned (Q4)	$196,425

2017 Public Library Programs by Resource Alignment Quartile (Excludes Fixed and Admin Costs)

#	Program	Quartile	Program Cost	Allocated FTE
331	Technology Education	1	$ 421,764	3.59
292	Library Safety and Security	1	$ 69,240	0.66
323	Makerspace	1	$ 36,617	0.24
309	Makerspace Programming	1	$ 35,124	0.23
308	Makerspace Outreach	1	$ 29,587	0.27
326	Teen Programming	1	$ 29,124	0.25
329	Patron Computers	1	$ 20,411	0.21
327	Interactive Science, Technology, Engineering, Art, Math (STEAM) Hardware	1	$ 19,197	0.20
328	Interactive Science, Technology, Engineering, Art, Math (STEAM) Software	1	$ 9,140	0.10
330	Patron Internet Access	1	$ 8,222	0.10
Q1 Total			**$ 678,426**	**5.85**
298	Books and Collections: Adult	2	$ 389,644	3.28
314	Readers Advisory Services	2	$ 217,194	2.20
299	Books and Collections: Children	2	$ 191,936	1.63
293	Marketing	2	$ 170,329	1.75
289	Facilities Cleaning and Upkeep	2	$ 133,500	1.72
306	Library Card Registration and Patron Verification	2	$ 108,059	1.42
320	Children's Programming	2	$ 94,943	0.82

#	Program	Quartile	Program Cost	Allocated FTE
310	Meeting Rooms Management	2	$ 91,772	1.08
290	Facilities Maintenance	2	$ 90,707	1.15
305	Inter Library Loan Services	2	$ 65,801	0.66
315	Research Services	2	$ 65,359	0.58
307	Literacy Education	2	$ 60,223	0.52
295	Public Awareness Networking and Events	2	$ 55,730	0.53
277	Collection Development - Digital Materials	2	$ 54,183	0.61
280	Collection Development - Print Materials	2	$ 48,793	0.61
319	Adult Programming	2	$ 47,763	0.41
312	News Aggregating Services	2	$ 41,832	0.49
300	Books and Collections: Teen	2	$ 39,762	0.33
296	Social Networking	2	$ 35,001	0.42
322	Homeschool Services	2	$ 28,022	0.20
317	Subscription Databases Administration	2	$ 25,397	0.33
316	Study Rooms	2	$ 24,792	0.32
297	Book-a-Librarian	2	$ 24,081	0.30
304	Homebound Outreach Services	2	$ 23,348	0.23
321	General Programming	2	$ 22,303	0.16
294	Press Releases	2	$ 20,524	0.19
302	Exhibits	2	$ 12,873	0.14
325	Small Business Center	2	$ 6,064	0.05
Q2 Total			**$ 2,189,935**	**22.10**
276	Cataloging, Receiving and Processing Materials	3	$ 123,743	1.62
288	Shelving and Shelf Reading	3	$ 56,385	0.25
313	Online Catalog	3	$ 43,596	0.50125
285	Historical Preservation and Research Services	3	$ 26,500	0.32875
324	Proctoring Administration and Services	3	$ 24,438	0.25125
287	Rapid City Historical Room	3	$ 22,985	0.23
278	Collection Development - Interactive Materials	3	$ 19,646	0.21
279	Collection Development - Multimedia	3	$ 17,453	0.22
281	Collection Development - Subscriptions and Databases	3	$ 16,035	0.15
318	Volunteer Outreach Activities	3	$ 14,981	0.225
311	Mobile Library Branch Outreach	3	$ 11,908	0.18
283	Genealogy Resource Management	3	$ 8,454	0.1
291	Furniture Repair and Replacement	3	$ 3,773	0.03
284	Historic Records Microfilming	3	$ 3,302	0.04
Q3 Total			**$ 393,199**	**4.34**
275	Statistic Gathering and Analysis	4	$ 87,057	0.92
282	Fines and Fees Administration	4	$ 47,020	0.55
286	Notices	4	$ 40,726	0.51
303	Gaming	4	$ 17,442	0.17
301	Café	4	$ 4,180	0.03
Q4 Total			**$ 196,425**	**2.19**
Total Allocations			**$ 3,457,985**	**34.465**

2018 Public Library Major Initiatives, Goals, and Objectives

While traditional library services continue to be a majority of the demand from patrons, there has been increased interest in technology and literacy education, hands-on programming, technology access and community space. The library is in the process of creating a new strategic plan based on public feedback and polling. The goals below may be adjusted depending upon the final report expected in late 2017.

- The library website will be updated to improve usability and focus on patron digital expectations. This is similar to the websites maintained by the Airport and Civic Center where patron expectations and ease of use necessitate a different overall layout.
- Increase technology and literacy education through enhanced hands-on programming and Makerspace activities and resources.
- Complete an update of library bathroom facilities to improve functionality and cleanliness of services.
- Complete an update in the downtown lobby area as this location is starting to show significant wear and tear to the carpets. This will coincide with new self-service desks to replace existing desks, which have been modified multiple times to be more ADA compliant.
- Furniture and shelving at the downtown library will be rearranged upstairs to better serve teens and young adults who have indicated that more separation from the younger children would improve their library experience.

2017 Public Library Accomplishments

- Completed an update to the main floor of the downtown library, which included new carpet, paint and a bookshelf reconfiguration designed to simplify browsing of the nonfiction collection.
- Addition of a collection of Experience Bags providing books and related material. For example, patrons may check out a collection including a telescope and astronomy materials, musical instruments and beginner's guides, gardening tools, etc.
- Initiated a service allowing patrons to check out laptops for in-house use.
- Record-breaking attendance at the Summer Reading Program with over 1,100 people attending the kick-off event.
- Developed CAMP CHAOS program to provide project-based learning that supports STEAM standards for kids and teens. All camp sign-up lists and wait lists were full within the first two weeks.
- Fostered CHAOS partnerships with Club for Boys, East of 5th, Girl Scouts, Central States Fair and local homeschool groups to provide project-based programming for kids and teens.
- Implemented computer coding programs (Scratch Club, Girls Who Code) utilizing MIT's and Girls Who Code curriculum in CHAOS.

2018 Public Library Budget Notes and Significant Changes

- The requested increase to Salaries & Wages and Benefits corresponds to the changes started in 2016 when the library began shifting FTE from the County/Rural (610) Budget to the City (609) Budget. There is no increase in the total number of FTE – only a change in the cost centers employees are paid from. Operational costs were shifted to the County Budget to offset this transfer. The increase noted in 2018 is due to the 2017 approved budget, which did not include the requested funds.
- The increase in Other Current Expenses is due to the replacement cycle of computers and technology. Once computers are outside of their 5-year warranty period, they are no longer supported by City IT and must be replaced. As possible, the library's replacement cycle is being normalized so that there are fewer large variations from year to year.

Public Library - General

Purpose: To provide library services to the citizens of Rapid City.

Public Library - General Financial Summary by Object - General Fund

	2016 Actual	2017 Budget	2018 Request	Variance Over 2017	Percent Change
Salaries & Wages	$ 1,451,676	$ 1,500,000	$ 1,616,777	$ 116,777	7.79%
Benefits	$ 424,232	$ 431,209	$ 492,413	$ 61,204	14.19%
Insurance	$ 22,685	$ 32,678	$ 35,946	$ 3,268	10.00%
Professional Services	$ 136,285	$ 71,214	$ 70,554	$ (660)	-0.93%
Publishing	$ 152	$ 513	$ 525	$ 12	2.34%
Rentals	$ 9,665	$ 4,188	$ 500	$ (3,688)	-88.06%
Repairs & Maintenance	$ 102,890	$ 147,010	$ 96,600	$ (50,410)	-34.29%
Supplies & Materials	$ 37,309	$ 41,162	$ 37,300	$ (3,862)	-9.38%
Travel & Training	$ 19,497	$ 11,000	$ 6,000	$ (5,000)	-45.45%
Utilities	$ 106,341	$ 157,544	$ 163,519	$ 5,975	3.79%
Other Current Expenses	$ 191,184	$ 124,617	$ 140,463	$ 15,846	12.72%
Capital Outlays	$ 285,927	$ 401,524	$ 321,488	$ (80,036)	-19.93%
Debt Service	$ -	$ -	$ -	$ -	-
Other Expenditures	$ 180	$ -	$ -	$ -	-
Other Program Support	$ -	$ -	$ -	$ -	-
Interdepartmental Charges	$ 79,980	$ 132,749	$ 132,749	$ -	0.00%
Total	**$ 2,868,004**	**$ 3,055,408**	**$ 3,114,834**	**$ 59,426**	**1.94%**

Organizational Code: 10100609

2018 Public Library - General Budget Notes and Significant Changes

- In 2016, the library began moving a portion of operational costs to the County (610) budget and all salary costs to the City (609) budget in an effort to simplify the budgeting process. This accounts for the increase in Salaries & Wages ($116,777) and Benefits ($61,204) requested for 2018. While the same request was made for the 2017 budget, it was not approved. The Library absorbed this cut in 2017 by moving items back on the replacement schedule and holding off on filling vacancies for longer than normal. We also realized savings in the library update costing less than anticipated.
- The increase in Other Current Expenses ($15,846) is due to annual differences in the replacement schedule for items such as computers, furniture, and electronics. The library continues to work towards normalizing this schedule so that large swings are less frequent.

Public Library – Rural/County

Purpose: To provide library services to the citizens of Pennington County living outside of Rapid City and other municipalities which already have library services.

Public Library - Rural Financial Summary by Object - General Fund

	2016 Actual	2017 Budget	2018 Request	Variance Over 2017	Percent Change
Salaries & Wages	$ 128,404	$ -	$ -	$ -	-
Benefits	$ 29,551	$ -	$ -	$ -	-
Insurance	$ -	$ -	$ -	$ -	-
Professional Services	$ 20,424	$ 68,505	$ 95,000	$ 26,495	38.68%
Publishing	$ -	$ 513	$ -	$ (513)	-100.00%
Rentals	$ 353	$ 500	$ 10,188	$ 9,688	1937.60%
Repairs & Maintenance	$ 13,630	$ 78,098	$ 26,812	$ (51,286)	-65.67%
Supplies & Materials	$ 8,284	$ 37,777	$ 36,363	$ (1,414)	-3.74%
Travel & Training	$ 5,954	$ 11,000	$ 11,500	$ 500	4.55%
Utilities	$ 18,559	$ 22,962	$ -	$ (22,962)	-100.00%
Other Current Expenses	$ 19,210	$ 104,228	$ 139,137	$ 34,909	33.49%
Capital Outlays	$ 69,633	$ 88,417	$ 93,000	$ 4,583	5.18%
Debt Service	$ -	$ -	$ -	$ -	-
Other Expenditures	$ -	$ -	$ -	$ -	-
Other Program Support	$ -	$ -	$ -	$ -	-
Interdepartmental Charges	$ 52,776	$ -	$ -	$ -	-
Total	**$ 366,777**	**$ 412,000**	**$ 412,000**	**$ -**	**0.00%**

Organizational Code: 10100610

2018 Public Library - Rural Budget Notes and Significant Changes

- In 2016, the library began moving a portion of operational costs to the County (610) budget and all salary costs to the City (609) budget in an effort to simplify the budgeting process. This is shown by the decrease from 2016 to 2017 for Salaries & Wages ($128,404) and Benefits ($29,551) and continued in 2018.

Public Library – Library Board

Purpose: To enhance library services by providing for three temporary library page positions and supplementing the City and County budgets.

Public Library - Library Board Financial Summary by Object - Library Board Fund

	2016 Actual	2017 Budget	2018 Request	Variance Over 2017	Percent Change
Salaries & Wages	$ 21,317	$ 32,425	$ 32,425	$ 32,425	0.00%
Benefits	$ 1,631	$ 2,671	$ 2,671	$ 2,671	0.00%
Insurance	$ -	$ -	$ -	$ -	-
Professional Services	$ -	$ -	$ -	$ -	-
Publishing	$ -	$ -	$ -	$ -	-
Rentals	$ 11,212	$ 14,678	$ 14,678	$ 14,678	0.00%
Repairs & Maintenance	$ 4,058	$ 9,800	$ 9,800	$ 9,800	0.00%
Supplies & Materials	$ -	$ -	$ -	$ -	-
Travel & Training	$ -	$ -	$ -	$ -	-
Utilities	$ -	$ -	$ -	$ -	-
Other Current Expenses	$ -	$ -	$ -	$ -	-
Capital Outlays	$ -	$ -	$ 5,435	$ 5,435	-
Debt Service	$ -	$ -	$ -	$ -	-
Other Expenditures	$ 21,972	$ 17,500	$ 22,000	$ 22,000	25.71%
Other Program Support	$ -	$ -	$ -	$ -	-
Interdepartmental Charges	$ -	$ -	$ -	$ -	-
Total	**$ 60,190**	**$ 77,074**	**$ 87,009**	**$ 9,935**	**12.89%**

Organizational Code: 99600971

2018 Public Library – Library Board Budget Notes and Significant Changes

- An additional $5,435 is requested in 2018 to assist with facility capital expenditures according to the Library's replacement schedule for items that are to be replaced in 2018.
- Other expenditures increased by $4,500 based on actual numbers in 2016. This line item is used as a pass through for the Friends of the Library.