



# Building on Our Strong Foundation



**Fiscal Year 2016/17  
Adopted Financial Plan for  
Community Services and  
Budget Memos**



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# Champaign Public Library

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*The Champaign Public Library connects our community with the power of knowledge, the world of culture and ideas, and the joy of reading. We support the essential role of reading for success in life and work, the need for easy and equal access to lifelong learning, and the value of enriching and inspiring experiences.*

## Departmental Overview

### Organization

The Champaign Public Library is a semi-autonomous administrative agency of the City of Champaign established in 1876. The Library is governed by the Board of Trustees of the Champaign Public Library, comprised of nine residents of Champaign, one of whom is a current member of the City Council. The trustees are appointed by the Mayor and approved by the City Council for staggered terms of three years. The Board of Trustees establishes policy for the Library and appoints the Library Director, who serves as the Library's chief executive officer.

The Library receives more than 92% of its operating funding from the property tax levy. This levy is set by the City Council, which has final approval of the Library's operating budget.

### Administration

The Library Director is responsible for the overall administration of the Library and provides direction for all Library functions. The Library Director supervises eleven department managers.

### Departments

*The Accounting Manager* manages Accounting Services, Purchasing Services, and Administrative Assistant Services, and assists with personnel matters.

*The Collection Manager* manages the adult and teen circulating print, eBooks, CDs, digital magazines, periodicals, and audiobook collections.

*The Development Director* manages all fundraising activities, coordinates all grants, works with the Foundation Board of Directors, serves as staff liaison to the Library Friends, and assists with other Library administrative duties

*The Security Manager* is responsible for maintaining a safe and secure atmosphere for customers and staff at the Main Library and Douglass Branch.

*Technology Services* manages library-wide applications of technology, including public and staff computers, printers, scanners, servers, switches routers, and various other network related equipment, and the shared catalog with Urbana Free Library.

*Maintenance Services* manages maintenance for the buildings and grounds.

*Promotional Services* is responsible for promoting and advertising the activities and services of the Library, producing the newsletter and other publications, managing the Library's website and social media, and maintaining a continuous program of public relations.

*Adult Services* provides reference, information, and reader's advisory services, programming for adults and teens, interlibrary loan and computer assistance to customers of all ages.

*Circulation Services* issues Library cards, checks out materials to customers, checks in and shelves all materials, collects overdue fees, and provides general information.

*Children's Services* provides reader's advisory, information services, programming, and computer assistance for children, birth through fifth grade, and the adults who serve them.

*Technical Services* orders, receives, catalogs, processes, and repairs all books and other materials in the Library's collection.

*Douglass Branch Library* provides reader's advisory, information services, and computer assistance to customers of all ages, maintains a collection of popular materials for all ages, and provides programming for children and adults.

### **Contact Information**

The Champaign Public Library's Administration Office is located at 200 W. Green Street. The Library's website is [www.champaign.org](http://www.champaign.org); email address is [librarian@champaign.org](mailto:librarian@champaign.org); phone (217) 403-2050; fax (217) 403-2053.

The Douglass Branch is located at 504 E. Grove Street; phone (217) 403-2090; fax (217) 356-9561.

## **Key Projects in Support of Council Goals**

### **Our City promotes quality of life for all citizens**

- ◆ Maintain high quality, up-to-date collections that support the reading and educational needs of community members of all ages.
- ◆ Continue to develop programs and collections that help young children develop pre-reading skills and interest in reading.

- ◆ Continue to provide computer and high-speed Internet access, including Wi-Fi, to community members of all ages.
- ◆ Continue to develop programs of interest to families and individuals, supported by our rich collection of resources.
- ◆ Maintain outreach efforts with local schools to optimize educational opportunities at all levels.
- ◆ Reinstigate free meeting rooms for Champaign-based non-profit groups.

#### **Our City promotes first-rate services**

- ◆ Strive to maintain its four-star rating from Library Journal by providing high-quality collections, programs and services.
- ◆ Make it a priority to provide attractive, clean, well-kept, safe spaces for the public at the Main Library and Douglass Branch.

#### **Our City promotes fiscal responsibility**

- ◆ Maintain a balanced budget by keeping staff positions vacant and continuing reduced hours open to the public at both Main Library and Douglass Branch
- ◆ Maintain shared catalog with Urbana Free Library for annual cost savings and better service to community members.

#### **Our City promotes economic opportunity**

- ◆ Continue to provide technology-related instruction to individuals who lack basic computer skills or need assistance with online searching and resources.
- ◆ Continue to provide resources and assistance to individuals seeking employment or GED and other testing preparation.
- ◆ Continue to provide trade school, college, and career-related resources and information.
- ◆ Continue to provide business-related resources and information.
- ◆ Continue to provide investment and financial resources and information.

#### **Our City promotes environmental sustainability**

- ◆ Preserve and maintain features of the Main Library that promote sustainability, including extensive use of natural light, a “smart” lighting system, efficient glass, sun shading structures, high efficiency HVAC systems, a white roof to reduce need for AC, and trees in parking area to reduce heat island effect.
- ◆ Implemented changes to increase energy efficiency and cost savings based on an energy audit conducted in 2014.

## **Our City promotes honest, transparent, and inclusive government**

- ◆ Continue public access to Library board and committee meetings by ensuring that meeting materials and budget documents are available on the Library's website.
- ◆ Publish news and activities in an electronic monthly newsletter that is sent to more than 15,000 individuals and is available on the Library's website.
- ◆ Post information and news on social media sites, including Facebook and Twitter.

## **Department Baseline Service Levels, Goals and Initiatives by Activity**

Administration Services (Performance Center 11-00)
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### ***Current Service Levels:***

- ◆ Supervise the daily operations of the Library.
- ◆ Provide personnel and Equal Employment Opportunity services.
- ◆ Manage overall, library-wide collection development activities.
- ◆ Coordinate the Library's planning process.
- ◆ Manage the Library's accounting functions, including accounts receivable, accounts payable, and investments.
- ◆ Prepare and monitor the Library's budget.
- ◆ Measure and report on the activity and growth of the Library by collecting and maintaining accurate records (financial, statistical, etc.), monthly and annually.
- ◆ Maintain the fixed-assets inventory, adding new items within seven days of purchase.
- ◆ Provide a safe environment in all facilities by using security staff and well-trained Library staff to monitor facilities on an ongoing basis and responding promptly to prevent incidents involving the Library's Rules of Conduct and/or the personal safety of customers and/or employees.
- ◆ Provide a clean, safe, and attractive public institution by maintaining the Library's buildings and grounds of 122,000 square feet for the Main Library and 6,000 square feet for the Douglass Branch Library.
- ◆ Promote and advertise the activities and services of the Library by maintaining a continuous program of public relations by issuing news releases, posting Library events on local media calendars, updating the Library website, social media, and lobby video screens.
- ◆ Disseminate information by and about the Library and its resources and services by publishing 12 issues of a Library email newsletter annually.
- ◆ Facilitate internal communications and access to Library documents and information through a regularly updated staff Intranet.

- ◆ Identify Library service points and collections with architectural and graphic consistency and in a thematic, unified, and aesthetically appealing manner by coordinating a library-wide signage program.
- ◆ Manage and maintain library-wide technology, including 24 servers, 19 service desk computers, 100 staff computers, 99 public computers, 30 iPads for public use, 29 catalog stations, 25 circulating Kindles, and 15 support computers and iPads.
- ◆ Manage the Library catalog system, shared with Urbana Free Library, including providing staff support for system administration and maintenance of nine dedicated servers.
- ◆ Work with the Champaign Public Library Foundation and Friends to manage an ongoing fundraising program targeting specific service needs and building the endowment fund for collections and programs.
- ◆ Strengthen programming, collections, and technology by seeking grant opportunities and sponsorships.

***Departmental Goals and New Initiatives:***

- ◆ Enhance the quality of life in the City by providing its citizens with consistently top quality, forward looking, responsive, and technologically innovative services targeting all income and educational levels.
- ◆ Maintain our position among the top tier of libraries nationally and our designation as a Library Journal “Star” Library.
- ◆ Use feedback provided by focus group participants in the Library’s visioning process in planning programs and services for community members.
- ◆ Monitor staffing levels and implement adjustments based on changing use patterns, budget constraints, and developing needs especially in the areas of circulation support, public service, security, and administrative support to ensure that customers enjoy a safe and positive experience in the Library.
- ◆ Complete major upgrade of the Library’s website to make use of current technology and provide optimal viewing across multiple platforms.

Technical Services (Performance Center 12-00)
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***Current Service Levels:***

- ◆ Ensure that all materials are easily accessible and made available for customer use in a timely manner by:
  - Managing the ordering, receiving, cataloging, and physical preparation of approximately 6,600 items per month.
  - Generating and maintaining the bibliographic classification and inventory data for all items in our collection of over 400,000 on a daily basis.

- ◆ Ensure adherence to national standards in the process of generating and maintaining bibliographic and authority records.

***Departmental Goals and New Initiatives:***

- ◆ Expedite preparation time for the increasing number of new materials to ensure prompt delivery to customers.
  - Continue the use of automated Internet-based vendor products in order to increase efficiency in selecting and purchasing books and other materials.
  - Expand and improve mobile access to online library resources, such as databases.

Main Library (Performance Center 13-00)
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***Current Service Levels:***

- ◆ Respond to questions and requests for service (customer advisory, informational, policy issues, complaints, etc.) and address the concerns of the public before the Library closes each day, or as arranged with each customer.
  - Provide responses to reference requests in two hours or less, Adult Services: approximately 90,000 per year; Children’s Services: approximately 20,000 per year.
  - Improve customer service by responding to all patron comments when necessary within 48 hours or less.
  - Supplement Library collections by providing library users with approximately 6,000 items borrowed annually from Illinois Heartland Library System libraries and other libraries throughout the United States.
  - Provide approximately 20 online electronic information sources and evaluate their effectiveness by measuring customer use annually.
- ◆ Maintain a well-balanced diversity of materials for all ages by managing and developing designated collections, including eBooks, digital magazines, and streaming media.
- ◆ Circulate approximately 2 million print and non-print items annually.
  - Ensure the highest level of available items by checking in all items on the day of return and shelving all items within one day of return.
  - Processing approximately 400 periodical and newspaper subscriptions so that they are available for use on the day of arrival.
  - Processing approximately 170,000 reserved materials annually.
- ◆ Introduce the community to the diversity of collections and services available at the Library by providing programming attended by approximately 4,000 adults, 6,000 teens, and 30,000 children throughout the year.

- ◆ Coordinate the Library’s volunteer program, which consists of approximately 12,000 volunteer hours annually.

***Departmental Goals and New Initiatives:***

- ◆ Offer tech-related programming for teens after school and during the summer months.
- ◆ Continue to expand the Library’s ability to satisfy community interest in eBooks and other downloadable offerings, by continued purchasing in those formats and by providing assistance to users with their devices and selections.
- ◆ Bring excitement about books and reading into the schools with visits by children’s librarians to every K-5 classroom in Unit 4.
- ◆ Using private funding, foster early literacy and school readiness by providing “Ready, Set, Read” materials for all Head Start and Unit 4 Early Childhood Center students.
- ◆ Offer technology-related programs for older adults.

<b><i>Douglass Branch Library (Performance Center 15-00)</i></b>
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***Current Service Levels:***

- ◆ Respond annually to approximately 2,000 informational questions and requests for service and address the concerns of the public before the Library closes each day, or as arranged with each customer, referring questions that cannot be answered at the Douglass Branch Library to the appropriate resource.
- ◆ Maintain a well-balanced collection of materials for all ages, purchasing to satisfy the interest of Branch customers.
- ◆ Circulate approximately 40,000 print and non-print items annually.
- ◆ Introduce the community to the diversity of collections and services available at the Library by providing programming attended by approximately 5,000 children and adults each year.

***Departmental Goals and New Initiatives:***

- ◆ Initiate a program to generate excitement about books and reading in third-grade classrooms at Stratton Elementary with grant funding from Rotary Club of Champaign.
- ◆ Continue Project Next Generation program in which mentors work with middle school students to develop technology skills. Funding for this program comes from a \$6,250 grant from the Illinois Secretary of State.
- ◆ Continue to provide basic technology instruction and assistance for library users

## REPORT TO CITY COUNCIL

FROM: Donna Pittman, Library Director

DATE: July 1, 2016

SUBJECT: LIBRARY BUDGET FY2016/2017

**A. Introduction:** The purpose of this memo is to present a FY2016/17 Library Budget that reflects current property tax revenue projections. It includes a rebalancing of debt service payments between the Library Improvement and Library Operating Funds and a one-time transfer from the City's General Fund in the amount of \$76,000, as recommended by the City Manager and City Finance Director.

**B. Action Taken:** The Library Administration and Library Board of Trustees approved the Library's 2016/2017 annual budget.

**C. Prior Council Action:**

- At the August 16, 2005 Council meeting, Council adopted CB2005-222, approving the Amended Cooperative Agreement (Main Library Project) between the City and the Board of Library Trustees to address construction and financing of the new library building.
- Included in the FY2012/13 budget, Council transferred \$250,000 from the City's General Fund to the Library's Capital Fund for capital outlay needs.
- As a result of the May 10, 2013 Study Session SS2013-024, the Council directed \$500,000 in General Fund revenue to the Library's Operating Fund in FY2013/14 to address a budget shortfall that would have required laying off staff and reducing hours at the Main Library and Douglass Branch.
- As a result of the February 25, 2014 Council Study Session SS2014-007, the Council directed approximately \$277,000 in City General Fund revenue to pay the Library Operating Fund debt service for one year.
- At the May 12, 2015 Council meeting, the Council approved the Library's FY2015/16 proposed budget including a 2.60 FTE reduction in the Library's workforce achieved by reducing weekly hours of operation by seven hours at the Main Library and four hours at the Douglass Branch.

**D. Background:** Property taxes are the primary source of funding for the Library's Operating Fund providing 92% of revenues. A decline in property values starting in 2009 followed by slow growth and coupled with rising costs resulted in the Library facing annual funding gaps since FY2009/10. With reduced property revenues, the Library balanced its budget each year by reducing costs including a cumulative 12.875 FTE staff reduction (20 positions) and assistance from the City's General Fund for FY2013/14 and FY2014/15.

The Library received \$500,000 in supplemental funding from the City Council for FY2013/14 from the City's General Fund, funded by a portion of the 0.25% increase in local sales tax, in order to maintain current hours of service, preserve the materials budget, and fill two of the 14 vacant positions.

The City Council agreed to provide funding in FY2014/15 for the Library's Operating Fund portion of debt service or approximately \$277,000. To achieve a balanced budget in FY2015/16 the Library further reduced its workforce by 2.60 FTE. With this staff reduction it was necessary for the Library to decrease the hours of operation at both the Main Library and the Douglass Branch Library.

**E. Budget Preparation:** This budget is based on current service levels and includes:

- a) **2015 Property Tax Levy Extension:** The 2015 extended levy exceeded the 2014 extended levy due to a 1.6% increase in the equalized assessed valuation (taxable property). Annually, City staff from Finance, Planning and Development, and Legal Departments meet with the Township Assessor, Unit 4 School District officials, Library staff and Board Members, and the Park District to discuss the Board of Review decisions, development, and any other relevant information for that year. The information obtained in this meeting tends to drive City Finance staff's estimate for the change in EAV. For the 2015 levy, City staff's estimate was a 2.7 percent increase which is greater than the actual increase of 1.6 percent. This reduced the Library's anticipated revenue for operations by \$31,000 in FY2015/16 and \$63,000 in FY2016/17.
- b) **State of Illinois Library Per Capita Grant:** Annually, the Library has been fortunate to receive a per capita grant originally estimated at \$1.25 per capita or \$101,319 for FY2016/17. The State has reduced library funding in their budget and the per capita grant is now estimated at \$0.77 or \$62,481 for FY2016/17.
- c) **New Munis Software Maintenance:** Includes \$14,400 for Library's share of annual maintenance for the City's new financial software which the Library will use for accounting, payroll and other HR functions.
- d) **Reduce Library Capital Fund Transfer:** Reduce the Library Operating Fund transfer to the Library Capital Fund for FYI 7-20 from 3% of revenues to 2.5% to provide the Library with an additional estimated \$30,000 in operating funds each year. This change will maintain an adequate fund balance for the Capital Fund and assist the Library Operating Fund with expenses while sustaining an adequate fund balance.
- e) **Continue Reduced Hours of Operation:** Continue FY2015/16 reduction in hours of operation at the Main Library and Douglass Branch Library by 7 hours and 4 hours per week, respectively.

**F. Main Library Building Debt Service Obligation:** The City issued a General Obligation Bond Series in FY 2005/06 for \$24.02 million to finance construction of the new main library combined with about \$6 million in cash. In 2012 and 2013, the City refunded (refinanced) portions of the 2005 bond series, reducing debt service payments. Debt service payments for the main Library Building are split among the City's Library Improvement Fund, the City's General Fund, and the Library's Operating Fund. The City's General Fund will cover Library debt service payments averaging \$1.1 million annually over the remaining life of the bonds. In accordance with the Governance Ordinance between the City Council and the Library Board, the City's Library Improvement Fund and the Library's Operating Fund combined will cover \$700,000 annually.

- a) Rebalancing of Debt Service Payments: Restructure payments between the City's Library Improvement Fund and the Library Operating Fund beginning in FY2015/16 and ending in FY2025/26 to keep annual payments from Library Operating Fund more consistent as recommended by City Manager and City Finance Director.
- b) One-time Funding from the City's General Fund: As recommended by City Manager and City Finance Director, the Library Operating Fund will receive a one-time payment of \$76,000 for the Library Operating and Library Improvement Funds portion of the debt refunding savings from previous years.

**G. Impact on Library Personnel and Service:** The FY2016/17 library budget includes a personnel complement of 69.90 FTE, up from 69.60 FTE funded in FY2015/16. This 0.30 FTE increase brings seven 19-hour employees to 20-hour per week with benefits and gives the Library an additional seven hours of staff time per week with increased flexibility in scheduling to better meet public service needs. However, to balance service needs and funding available, the FY2016/17 budget delays the hiring of the Children's Services Manager until January 2017 and not filling the Assistant Director position until the start of FY2017/18.

**H. Conclusion:** The Library Board of Trustees budget plan for FY2016/17 maintains current service levels and creates a solid foundation for the Library's budget going forward. The Library Board and Administration appreciate the assistance of the City Manager and City Finance Staff in creating this plan and will continue to work closely with City Administration on budget planning beyond FY2016/17.

Prepared by:



Donna Pittman  
Library Director

## LIBRARY BUDGET SUMMARY 2016 - 2017

	PROPOSED EXPENDITURES	PROPOSED CONTINGENCY	FUND TOTALS
LIBRARY OPERATING FUND	6,829,951	672,698	7,502,649
LIBRARY CAPITAL FUND	344,882	468,236	813,118
27TH PAY DATE FUND	139,200	146	139,346
GIFT AND ENDOWMENT FUND	132,300	0	132,300
SPECIAL PROGRAMS FUND	10,250	3,194	13,444
PER CAPITA GRANT FUND	62,481	62,481	124,962
GRANT FUND	6,290	1,072	7,362
TOTALS	7,525,354	1,207,827	8,733,181

**STATEMENT OF REVENUES,  
EXPENDITURES AND BALANCES  
2016 - 2017**

**CHAMPAIGN PUBLIC LIBRARY  
LIBRARY OPERATING FUND  
FUND 01**

REVENUES	ACTUAL FY 2014/15	ADOPTED BUDGET FY 2015/16	REVISED BUDGET FY 2015/16	ADOPTED BUDGET FY 2016/17
Beginning Balance	939,602	893,482	893,482	644,824
3000 Internal Transfer - 27th PayDate	0	133,702	0	139,200
3001 City General Fund Transfer	0	0	0	76,000
3010 Property Tax	5,867,668	5,794,434	5,841,847	6,181,062
3020 Corporate Replacement Tax	93,957	92,779	95,776	88,173
3050 General Fines and Fees	279,097	286,340	265,000	248,000
3080 Materials Rental Income	77,440	80,890	75,000	76,500
3100 Photocopy Income	23,871	23,575	23,500	23,970
3110 Interest Income	968	1,000	750	1,000
3920 Miscellaneous Income	647	500	2,600	700
3930 Urbana Free Library	12,000	12,000	12,000	12,000
3960 Leased Property	13,215	12,782	11,000	11,220
TOTAL REVENUES	6,368,863	6,438,002	6,327,473	6,857,825
 EXPENDITURES				
PERSONNEL SERVICES (100)	4,683,802	4,688,732	4,423,863	4,722,994
COMMODITIES (200)	893,194	930,298	999,994	966,893
CONTRACTUAL SERVICES (300)	636,112	701,743	697,522	714,506
FUND TRANSFERS	201,875	203,098	200,260	171,066
DEBT SERVICE PAYMENT	0	274,609	254,492	254,492
TOTAL EXPENDITURES	6,414,983	6,798,480	6,576,131	6,829,951
RESERVES	893,482	533,004	644,824	672,698
GRAND TOTAL	7,308,465	7,331,484	7,220,955	7,502,649

**STATEMENTS OF REVENUES,  
EXPENDITURES AND BALANCES  
2016 - 2017**

**CHAMPAIGN PUBLIC LIBRARY  
LIBRARY CAPITAL FUND  
FUND 02**

REVENUES	ACTUAL FY 2014/15	ADOPTED BUDGET FY 2015/16	REVISED BUDGET 2015/2016	ADOPTED BUDGET FY 2016/17
Beginning Balance	1,155,812	752,914	784,856	646,052
3001 Operating Fund Transfer	192,375	193,598	190,760	166,066
3110 Interest Income	1,115	1,300	700	1,000
3920 Miscellaneous Income	300	0	0	0
3030 Urbana Free Library Reimb.	3,657	3,657	3,657	0
TOTAL REVENUES	197,447	198,555	195,117	167,066
 EXPENDITURES				
CONTRACTUAL SERVICES (300)	13,800	12,128	12,417	12,705
CAPITAL (400)	554,603	464,552	321,504	332,177
TOTAL EXPENDITURES	568,403	476,680	333,921	344,882
RESERVES	784,856	474,789	646,052	468,236
GRAND TOTAL	1,353,259	951,469	979,973	813,118

**STATEMENT OF REVENUES,  
EXPENDITURES AND BALANCES  
2016 - 2017**

**CHAMPAIGN PUBLIC LIBRARY  
LIBRARY OTHER FUNDS  
FUNDS 03 - 15**

REVENUES	ACTUAL FY 2014/15	ADOPTED BUDGET FY 2015/16	REVISED BUDGET FY 2015/16	ADOPTED BUDGET FY 2016/17
Beginning Balance	152,805	134,021	136,323	202,258
3001 Operating Fund Transfer	9,500	9,500	9,500	5,000
3007 Gift Fund Transfer - Foundation	65,451	61,000	99,455	67,300
3008 Gift Fund Transfer - Friends	86,505	73,000	73,000	74,000
3040 State Per Capita Grant	101,319	101,319	62,481	62,481
3110 Interest Income	165	200	124	125
3800 LSTA Grant	12,500	12,500	6,250	6,250
TOTAL REVENUES	275,440	257,519	250,810	215,156
 EXPENDITURES				
PERSONAL SERVICES (100)	7,646	8,250	4,910	3,910
COMMODITIES (200)	238,512	221,669	154,195	190,441
CONTRACTUAL SERVICES (300)	45,764	19,650	25,770	16,970
FUND TRANSFERS (700)	0	133,702	0	139,200
TOTAL EXPENDITURES	291,922	383,271	184,875	350,521
RESERVES	136,323	8,269	202,258	66,893
GRAND TOTAL	428,245	391,540	387,133	417,414