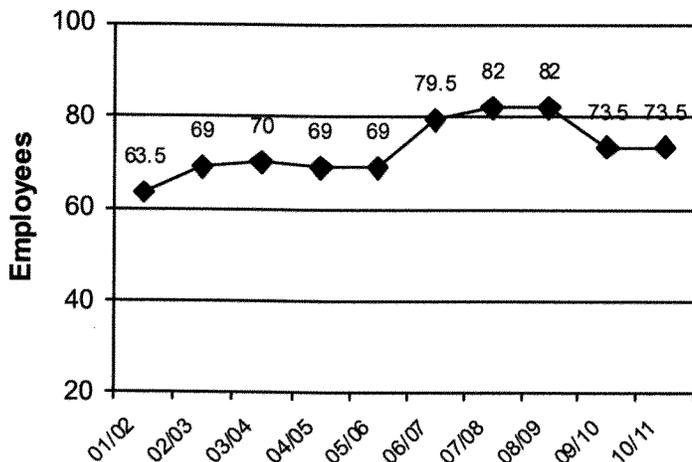


**MISSION STATEMENT**

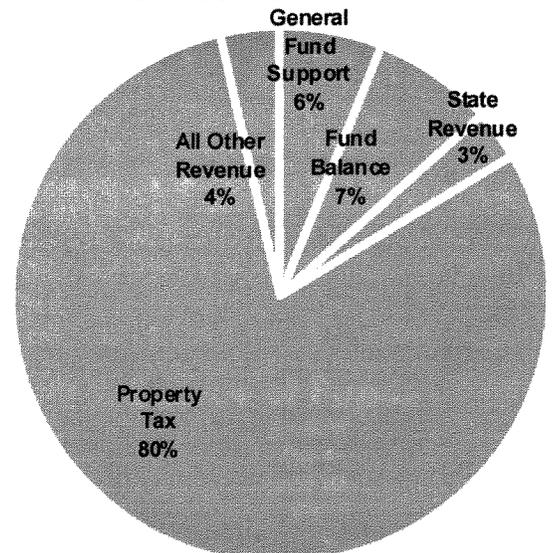
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the library may use those materials and services to the maximum extent possible.

Financial Summary	2008-09	2009-10	2010-11	2010-11	2010-11
	Actual	Actual	Requested	Recommended	Adopted
Taxes	\$ 7,065,452	\$ 6,918,951	\$ 6,827,387	\$ 6,839,327	\$ 6,839,327
Revenue from Use of Money & Property	62,106	15,192	18,000	18,000	18,000
Intergovernmental Revenue	248,465	255,130	250,069	246,429	246,429
Charges for Current Services	210,703	313,130	275,000	275,000	275,000
Other Revenues	164,363	359,306	20,000	20,000	20,000
Other Financing Sources	717,750	2,627,652	674,114	529,361	529,361
Interfund	240	0	0	0	0
<b>Total Revenue</b>	<b>\$ 8,469,079</b>	<b>\$ 10,489,361</b>	<b>\$ 8,064,570</b>	<b>\$ 7,928,117</b>	<b>\$ 7,928,117</b>
Fund Balance Available	\$ 382,318	\$ 666,581	\$ 368,658	\$ 368,658	\$ 614,971
Cancelled Reserves	380,722	1,033,321	27,474	113,927	113,927
<b>Total Financing Sources</b>	<b>\$ 9,232,119</b>	<b>\$ 12,189,263</b>	<b>\$ 8,460,702</b>	<b>\$ 8,410,702</b>	<b>\$ 8,657,015</b>
Salary and Benefits	\$ 6,067,167	\$ 5,640,197	\$ 5,810,486	\$ 5,810,486	\$ 5,810,486
Services and Supplies	2,937,709	2,735,761	2,547,716	2,497,716	2,497,716
Other Charges	46,700	124,896	2,500	2,500	2,500
Fixed Assets	150,000	2,800,000	0	0	0
<b>Gross Expenditures</b>	<b>\$ 9,201,576</b>	<b>\$ 11,300,854</b>	<b>\$ 8,360,702</b>	<b>\$ 8,310,702</b>	<b>\$ 8,310,702</b>
Contingencies	0	0	100,000	100,000	220,000
New Reserves	0	520,418	0	0	126,313
<b>Total Financing Requirements</b>	<b>\$ 9,201,576</b>	<b>\$ 11,821,272</b>	<b>\$ 8,460,702</b>	<b>\$ 8,410,702</b>	<b>\$ 8,657,015</b>

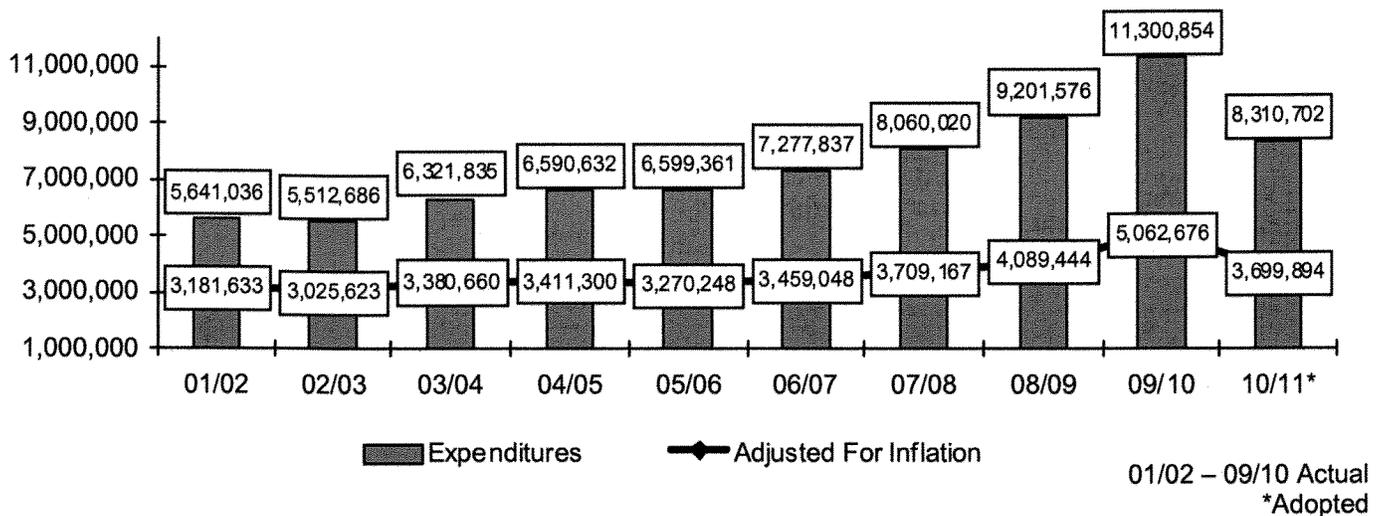
**Number of Employees**  
 (Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Library**

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries and a bookmobile, to provide books, materials, and services, to effectively and efficiently meet community needs. Design and implement customized library services to meet the needs of specific locales and groups including youth/children, Spanish speakers, seniors, and off-site users.

Total Expenditures: \$8,310,702 Total Staffing (FTE): 73.50

**DEPARTMENT COMMENTS**

**Customer Service**

**FY 2009-10**

- Formally launched building expansion projects in Cambria and Atascadero. A new, larger Cayucos Library opened in April, 2010.
- Began monthly live, on-air radio book discussion group, "Book Waves," in partnership with KCBX FM.
- Most measures of library use are up substantially over previous years. Some examples include book/materials circulation up 6%; library card registrations up 10%; number of events up 37%; and event attendance, up 47%.

**FY 2010-11**

- Will strive to maintain existing open hour schedule
- Will create some pilot Positive Youth Development (PYD) projects, in cooperation with 4H and other youth-service agencies.

**Internal Business Processes**

**FY 2009-10**

- Purchased property for a new library site in Cambria.
- Received from General Services a system-wide maintenance/repair building audit.

**Community Services**

FY 2010-11

- Will create a "mission critical" volunteer recruitment/training program. Volunteers will be engaged in tasks critical to opening/operating/closing a branch library; something the Library has not done before.
- Strive to reduce Workers' Compensation claims by 10% via improved attention to safety issues, an enhanced training program, and accident investigation activities.

**Financial Health**

FY 2009-10

- Achieved about \$200,000 in savings in salary expense and contingencies due to the staff vacancies.
- Helped launch a Library Foundation fund raising effort with a goal of \$25,000.
- Received over \$80,000 from Cambria & Atascadero Friends for building expansion projects.

FY 2010-11

- Receive ongoing contributions from Friends' groups for their 50% share of the cost of capital projects in Cambria and Atascadero.
- Minimize operating expenses in general, and especially salary costs by utilizing at least 15 "mission critical" volunteers by September 2010.

**Learning & Growth**

FY 2009-10

- Conducted initial Positive Youth Development (PYD) training for all staff at All Staff Day in September 2009.

FY 2010-11

- Provide additional, more detailed PYD training for selected branch library staff.
- Create a list of library staff and volunteer talents/gifts which they would be willing to share at work in order to improve productivity and customer service.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Overall, the recommended budget reflects financing sources and expenditures that are decreasing by \$627,259 (6%) and a General Fund support level that is decreasing by \$27,861 (5%) compared to the FY 2009-10 Adopted Budget. The General Fund support recommended for the Library is \$529,361. The department's Status Quo budget request would have required a minor increase in expenditures and financing sources of \$43,159 (less than 1%) and \$116,892 (20%) in General Fund support.

The significant reduction in financing sources and expenditures compared to the FY 2009-10 Adopted budget is primarily due to the addition of \$520,418 to the Facilities Planning Reserve in FY 2009-10. In FY 2002-03, \$600,000 had been budgeted from the Library's General Reserve to fund the County's portion of a branch expansion project in Los Osos. This project had been delayed several years due to environmental issues which prevented construction on the site. The funds that had been budgeted for this project but not used were encumbered each year. In FY 2009-10 this encumbrance was released and the balance (\$520,418) was deposited in the Library's Facilities Planning Reserve.

The Library is primarily dependent on revenue from property taxes to fund its operation. As a result of the continued sluggish housing market, property tax revenues are budgeted to decline by approximately \$55,900 (1%) rather than grow as they had prior to the economic downturn. In FY 2009-10 the decline in property taxes led to the elimination of 8.5 full-time equivalent positions and a contraction in Library service levels. The recommended budget should allow the Library to sustain this reduced service level without further reductions in staffing or branch open hours. To achieve a balanced budget, staff recommends cancelation of approximately \$114,000 in reserves; \$93,376 from the Library's General Reserve - leaving a balance of \$93,377- and \$20,551 from the Facilities Planning Reserve - leaving a balance of \$1,722,412. (Note: a loan of approximately \$631,000 was made from the Facilities Planning Reserve to purchase the "McKinney" property for the new Cambria library

which temporarily reduces the balance of this reserve to approximately \$1,111,179. This will be repaid from proceeds of the sale of the existing library and Cornwall property sites and from funds raised by the Cambria Friends of the Library to fund the community's 50% share of this project.)

Salary and benefit accounts are recommended to increase by \$57,556 (less than 1%) compared to the FY 2009-10 Adopted budget. This funding level is equal to the requested budget and results in no reduction in staffing levels, as noted above.

Services and supplies accounts are recommended to decrease by \$65,147 (2%) in order to balance the budget. This reduction is substantially less significant compared to that made in the FY 2009-10 Adopted budget. The most significant changes compared to the FY 2009-10 Adopted Budget include a \$25,000 (4%) reduction for purchase of library materials and a \$20,000 (3%) reduction in Professional Services. The Library hopes to offset the \$25,000 reduction in funding for library materials with funds raised by the Friends of the Library organizations. The reduction in Professional Services is not expected to affect service levels given that this expenditure cut was made to contingency funds rather than to a specific need. Other accounts are increasing or decreasing by smaller dollar amounts.

Contingencies in the amount of \$100,000 have been recommended to allow the department to fund any prevailing wage increases that may be approved in FY 2010-11, or other unanticipated expenditures.

The Library did not request any budget augmentations for FY 2010-11.

**BOARD ADOPTED CHANGES**

The Library ended the FY 2009-10 fiscal year with a Fund Balance Available (FBA) of \$614,971, which is \$246,313 more than estimated in the Adopted budget. This was due to a combination of unanticipated revenue from the Cambria Friends of the Library, for payment toward their 50% share of the cost to purchase the new building on Main Street for a new library, and additional expenditure savings. The contribution from the Cambria Friends of the Library (\$125,000) was allocated to the Library's Facilities Planning Reserve, \$120,000 was added to the Library's Contingency to cover expected salary and benefit expenditures, and the balance (\$1,313) was allocated to the Library's General Reserve.

**GOALS AND PERFORMANCE MEASURES**

<b>Department Goal:</b> Maximize onsite and remote public access to library materials, services and programs.						
<b>Communitywide Result Link:</b> A livable community.						
<b>1. Performance Measure: Annual expenditures per capita for total Library budget.</b>						
05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
\$28.34	\$31.07	\$33.75	\$38.43	\$35.25	\$35.35	\$36.00
<b>What:</b> The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$37.81. One hundred ninety seven public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample ( <i>Public Library Data Service 2009</i> ).						
<b>Why:</b> Adequate funding is vital to providing excellent library service. Public library funding pays for two services, above all else, 1) staff salaries/benefits, which enables branch libraries to be open to the public and, 2) current books and other library materials. More funding creates more open hours and newer materials for consultation and borrowing. Less funding has the opposite effect. For example, all branch libraries are now closed on Mondays due to inadequate funding.						

**How are we doing?** The total FY 2009-10 per capita expenditures for the Library were slightly below the average for public libraries with comparable populations as reported in a survey by the Public Library Data Service (Statistical Report 2009). This report shows the upper quartile (75%) to be \$47.98 and the lower quartile (25%) to be \$22.24 with a mean of \$37.81. The Library strives to move into the upper quartile. Additional funding would enable the San Luis Obispo County Library to reach its goals of offering adequate, convenient and dependable open hours, materials, and services. Fundraising efforts will continue and may increase the per capita expenditure in the future. The Library's 09-10 amount of \$35.35 was calculated using an estimated population of 240,480 (as provided by the CA Public Library Fund.) and an \$8,500,853 expenditure amount. *Note – the population of the City of Paso Robles is not included given that the City operates its own library.*

**2. Performance Measure: Percentage of hours per week the 15 Branch libraries and the Bookmobile are open to the public as compared to an ideal schedule of hours.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
312 = 58%	335 = 62%	367 = 68%	375 = 70%	382 = 71%	364 = 68%	360 = 67%

**What:** As noted in the Library's staffing plan, the ideal weekly schedule of open hours is defined by the size of the library (square footage) and the population served. Using these criteria, five library levels have been defined. Ideal open hours per week for the regional branches, (San Luis Obispo City, Atascadero and Arroyo Grande), is 60; large library branches (Los Osos, Morro Bay and Nipomo) is 54; mid-sized library branch (Cambria) is 46; 20 for the small libraries (Cayucos, Creston, Oceano, Santa Margarita, San Miguel, Shandon, and Shell Beach) and 10 hours for Simmler. The total ideal weekly schedule of open hours, system wide, is 538.

**Why:** Ideal open hours ensure maximum access and utilization by community members.

**How are we doing?** The Library continues to work towards improving service by creating open schedules that are easier to remember for the public, and offer the maximum number of hours possible with the existing Library staff. As of July 2009 the Library's Bookmobile's schedule was reduced to one day a week from four days per week. With possible additional budget cuts in the near future, the Library's challenge is to keep open hours at existing levels.

**Department Goal:** To provide a diverse collection of books, materials and resources to meet research, educational and recreational needs of the community.

**Communitywide Result Link:** A livable community.

**3. Performance Measure: Annual number of items circulated per capita.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
6.0	7.0	7.5	9.2	8.25	9.4	9.3

**What:** The average annual number of items circulated per resident for public libraries serving comparable populations is 8.39. One hundred ninety eight public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2009*).

**Why:** High circulation reflects success in meeting the educational, and informational needs and recreational reading viewing and listening interests of the community.

**How are we doing?** The Library exceeds the average annual number of items circulated per resident for public libraries serving comparable populations. Items circulated rates continue to increase as a result of a new approach to displaying and marketing materials to entice the public and encourage browsing (i.e. displaying materials similar to a retail book store and improving the overall décor of the facility). Morro Bay, Oceano, Arroyo Grande and Santa Margarita Libraries have fully incorporated these user-friendly approaches to how services are provided. Other branches will be renovated over the next 5 years. The Library's FY 2009-10 amount of 9.4 is based on an estimated population of 240,480 (as provided by the CA Public Library Fund) and a total circulation of 2,271,335. *Note – the population of the City of Paso Robles is not included given that the City operates its own library.*

**4. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
\$2.71	\$3.39	\$3.39	\$3.40	\$2.50	\$2.74	\$2.80

**What:** The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.55. One hundred ninety nine public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2009*).

**Why:** Adequate per capita spending is needed to keep a viable and current collection of library materials.

**How are we doing?** Expenditures per capita continue to be low compared to similar public libraries throughout the nation. The Library is below the national average of \$4.55 as noted above. A future challenge for the Library will be to find additional book/material funding, considering the downsizing of the real estate market and a decrease in property tax revenue (a significant source of funding for the Library). Unfortunately, it is expected the per capita spending growth rate will be slower than hoped in the next few years. The above FY 2009-10 amount reflects a \$156,000 decrease in the Library's materials budget from the prior year (from \$754,031 to \$597,100). Library support group contributions increased the materials budget such that \$658,742 was spent for the fiscal year. The Library's FY 2009-10 amount of \$2.74 was calculated using an estimated population of 240,480 (as provided by the CA Public Library Fund) and the \$658,742 expenditure total. *Note – the population of the City of Paso Robles is not included given that the City operates its own library.*

**5. Performance Measure: Percentage of the science, technology, consumer law and consumer health materials, system wide, which are current.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
66%	77%	Not Available	Not Available	80%	77%	83%

**What:** Consumer health and medicine, computer technology and software, and consumer law materials, system wide, should be current. Current is defined as published within the last 5 years, although some materials (e.g. consumer law) go out of date more rapidly.

**Why:** These subjects are time critical and become obsolete quickly.

**How are we doing?** Library staff have worked hard and have been very successful in both their efforts to remove outdated materials in these critical areas of the collection and in adding current titles. The Library continues its efforts to be vigilant in maintaining an up-to-date collection. Due to a computer software change, the FY 2007-08 and FY 2008-09 Actual Results statistic could not be generated.

**Department Goal:** To provide excellent customer service (access to library services and programs, reference assistance and advice on finding reading materials) to County residents, both in person and electronically via home and business computers.

**Communitywide Result Link:** A livable community.

**6. Performance Measure: Percentage of library users who are extremely or very satisfied with library services in the county.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
90.9%	Biennial Survey	93%	Biennial Survey	94%	92%	Biennial Survey

**What:** This measures the extent to which library users are satisfied with library service in the County.

**Why:** Libraries provide access to information in a wide variety of formats that increase the educational, cultural and recreational opportunities in a community. This measure is our report card from our customers, telling us not only how we are doing, but giving us specific, useful feedback that we use to further improve our service to the community.

**How are we doing?** The Library worked with Taylor Consulting Group to develop and distribute customer satisfaction exit surveys on a regular biennial basis. Library users were "extremely satisfied" (62%) or "very satisfied" (30%) with overall library service when surveyed in May 2010 (total 92%). 1,340 Library visitors received and returned complete and useable survey forms. The continuing high percent in "extremely/very satisfied" responses is an indication that the emphasis placed on excellent customer service and training to support staff in their efforts has proven to be beneficial for library visitors. One interesting point disclosed by the survey was, that although the average Library visit is only 30 minutes, more than one-half of the visitors were asked if they needed help. The next scheduled exit survey will be conducted in May 2012.