

# Action.

## Strategic Direction & Plans for 2007

### **Public Budget Presentations • November 2006**

For many years, KCLS has based its budget on a set of Board-adopted priorities. These priorities, and the ensuing allocation of resources to various programs and services, form the strategies for how KCLS will accomplish its Vision and Mission during the coming year.

Describing how a budget comes together for an organization as complex as KCLS (with 1,200 employees, 43 libraries and an operating budget of more than \$80 million) is not an easy task. The preliminary budget is organized and detailed by department; however, this overview summarizes the new or significant elements for 2007 as they relate to the budget priorities.



kcls.org

## **Budget Priority #1**

### **Implement initiatives outlined in Strategic Blueprint developed from the Patron Experience Transformation Project**

KCLS conducted extensive research last year to gauge our patrons' overall experience with KCLS. From that research, a number of initiatives were adopted (as outlined in the Strategic Blueprint) to aid in improving the Library System.

In 2007, the budget will support:

- Way-Finding Project, to develop more patron-oriented interior arrangements, displays and marketing in the libraries (\$500,000)
- Redesign of KCLS' Web site, to simplify the navigation of virtual KCLS services (\$60,000)
- Other Web-related projects, including online patron registration, training modules for staff development and enhancements to the KCLS catalog (\$221,000)
- Staff development, continuing education and conference funding to ensure KCLS staff is adept (\$400,000+)
- Patron survey research, replicated from 2005, to measure progress in each of the initiative areas (\$125,000)

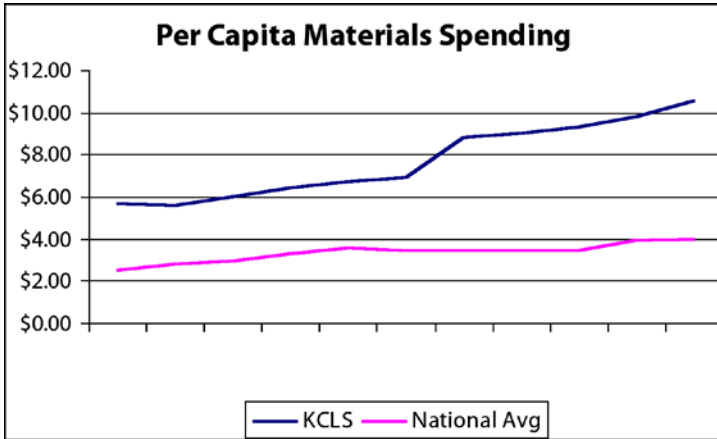
---

*Notes/Questions:*

## Budget Priority #2

### Improve and promote collections in all formats

The size and breadth of KCLS' collection is a significant incentive for patrons to visit the library. KCLS will continue to support collection development with a per capita spending ratio that is nearly three times that of similar sized U.S. libraries.



The 2007 collections budget, which will increase by 8.8%, will include:

- Funds to update old and out-of-date materials (\$500,000)
- A 20% increase in music, audio book and DVD expenditures
- Increased expenditures for downloadable music, audio books and DVDs
- Support of the Choice Reads paperback collection (\$455,000)

## Budget Priority #3

### Implement staff development and support programs that facilitate gold standard customer service

Patrons have emphasized that KCLS staff provides unparalleled customer service. To maintain that level of service, KCLS will continue to support an adept staff that can help patrons become adept library users.

To do so, KCLS will fund:

- Internal training opportunities (\$156,000)
- Staff member participation at conferences and in professional associations (\$107,000)
- The tuition assistance program (\$150,000)

A large part of staff development consists of employee retention. To keep KCLS salaries among the highest and most competitive in the market, the 2007 Budget includes:

- A 3.0% general wage increase (subject to union negotiation)
- A 14.7% increase in benefits expenditures



## **Budget Priority #4**

### **Explore and develop technology and staffing solutions to address increased workload and customer service needs**

During the last decade, the workload at KCLS libraries has consistently increased while the level of staffing has remained relatively flat. Much of the resulting productivity is due to technologies that have improved the way KCLS handles circulation and holds.

In 2007, KCLS will continue to address increased workload and customer service needs by:

- Installing Self-Check In systems at the Redmond Regional and Shoreline libraries
- Replacing "Thin Client" workstations with traditional PCs (\$420,000)
- Investigating the development of circulation software that is easier for the staff and the public to use
- Conducting surveys aimed at soliciting feedback from the public about KCLS' performance in various functional areas (\$15,000)

The 2007 Budget also includes a new position to assist the Public Services Team with research and projects related to the functional roles of KCLS.

---

*Notes/Questions:*

## **Budget Priority #5**

### **Expand outreach for procurement, employment and all library activities to encourage participation by the diverse populations served by KCLS**

To respond to changing demographics, KCLS will develop services for the segments of the community and align its operations to reflect them.

In 2007, this will include:

- Working with the Urban League of Metropolitan Seattle and other public entities to conduct outreach to diverse businesses
- Advertising KCLS contracts and projects in publications that focus on diverse audiences (\$38,000)

Human Resources will also fund activities to connect recruitment efforts to more diverse populations, including:

- Diversity-specific advertising at job fairs and conferences (\$12,000)
- Recruitment at Library Information Schools (\$13,800)
- Intercultural communication and awareness training for staff, and diversity training for interviewers (\$12,000)

In 2007, KCLS programs and services will also reflect diversity by:

- Supporting ESL classes, AmeriCorps Literacy coordinators, translation of materials and Story Times in several languages (\$46,500)
- Increasing the budget for world language materials by 10%
- Funding electronic access to newspapers from 50 countries and in 30 languages (\$5,400)
- Offering same day, print-on-demand access to 72 newspapers from around the world through Newspaper Direct (\$40,000)

## **Budget Priority #6**

### **Work with schools and support student achievement**

Since 1993, KCLS has formally recognized the need to work closely with staff and students in 17 school districts. School libraries are typically under-funded and understaffed, so students rely on KCLS for their homework and school projects.

For 2007, KCLS has budgeted:

- More than \$600,000 for children's and teen nonfiction
- About \$283,000 for databases of reference materials
- About \$27,000 on curriculum or reading-based programs

KCLS will also continue to offer:

- Study Zones at 26 libraries
- Global Reading Challenge
- SAT preparation classes (\$19,000)

Students who are unable to get to a library can access:

- Live Homework Help (\$100,000),
- After-hours electronic reference services (\$17,000)

The most significant program each year is the Summer Reading Program which attracted more than 33,000 participants per year for the past two years. Through funding from the KCLS Foundation, students in summer school programs will be bussed to the library to participate. In 2006, 1,200 students participated through this summer school partnership.

---

*Notes/Questions:*

## **Budget Priority #7**

**Support the development of Early Literacy in children, newborn to age five, with emphasis on outreach services**

To broaden the reach of its Early Literacy services, KCLS is partnering with community groups to ensure children five years and younger have the necessary reading skills to become successful students.



It is estimated that there are 38,000 households in KCLS' service area with children in this age range. While some of these families will visit the library, many will not. To reach those who would greatly benefit from hearing the Early Literacy message, KCLS will:

- Raise awareness of Early Literacy through advertising (\$50,000)
- Produce "Season 2" of the Dewey and Sketch Story Times
- Offer Early Literacy training in Spanish and for childcare providers (\$23,500)
- Support Books to Grow On Kits (\$25,870)

Children's Librarians conduct hundreds of Story Times throughout the year to help parents, caregivers and children access KCLS' collection of board and picture books.

In 2007, KCLS will:

- Purchase Early Literacy materials (\$276,000)
- Refurbish the picture book collections (\$383,500)
- Refresh the ABC Express bookmobile collections (\$24,725)

---

*Notes/Questions:*

## **Budget Priority #8**

### **Support issues and interests of local communities through programming**

In 2006, KCLS was offered a unique opportunity to host a major exhibit about orphans left behind by AIDS throughout the world. In 2007, KCLS will budget \$50,000 to support similar thought-provoking programs at KCLS libraries.

In addition, KCLS will also continue programming focused on certain segments of the population:

- Many Voices, One Land (\$15,000)
- Author events (\$10,000)
- Game On! program at 24 libraries (\$30,000)
- The Kim Lafferty Lecture Series (\$3,000)
- "Playing with Words" program (\$15,000)

## **Budget Priority #9**

### **Increase awareness and use of KCLS programs and services through a strategic communications program**

A strategic communications program encompasses many elements. In 2007, the Community Relations/Graphics Department will be involved in:

- Implementing the initiatives of Way-Finding Project
- Researching customers to assess the library's functions (\$15,000)
- Conducting a follow-up patron experience survey
- Promoting specific KCLS programs and initiatives (\$155,000)
- Producing in-house promotions such as posters, newsletters, brochures, book bags and other print materials (\$231,000)
- Promoting Early Literacy and the Summer Reading Program

In addition, partnerships with media outlets such as Comcast Cable will generate in-kind support estimated at more than \$2 million.

## Budget Priority #10

### Retain adequate fund balance to preclude levy lid lift until 2010

While budgeted expenditures are anticipated to exceed revenues next year, KCLS has maintained an adequate fund balance to avoid going back to voters for a levy lid lift until 2010.

- Expenditures will increase by 4.9% to about \$86 million
- Revenue is anticipated to increase by 3.5% to about \$82 million

As the 2007/2008 forecast (see insert) shows, KCLS must keep the budgeted fund balance at the end of 2007 above \$14 million.

It should be noted that these analyses only apply to KCLS' operations budget. KCLS sold and is paying off \$63.6 million in bonds from the 2004 measure with a general levy rate of \$0.05. The 1988 bond issue is winding down with an additional levy of \$0.03. The 1988 levy only applies to communities and properties that were part of the Library District in 1988.



*Notes/Questions:*

## Budget Priority #11

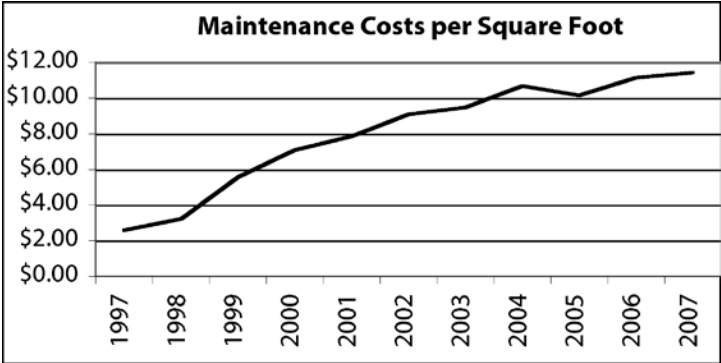
### Keep facilities in good repair (Facilities Maintenance)

Maintenance costs per square foot will increase slightly in 2007 for KCLS' 500,000+ square feet of libraries. Much of that increase is related to higher energy costs and an expansion of KCLS' contracted maintenance services.

The absence of any major library renovations, however, will keep costs relatively flat in 2007.

Overall, KCLS will spend \$2.4 million on contracted services:

- Utilities budget to be about the same as in 2006
- Prescribed infrastructure repairs at six sites (\$611,000)
- General repairs and upgrades (\$2.6 million)
- The first year of Way-Finding Project initiatives (\$500,000)



Notes/Questions:

Questions or comments?

Contact Jennifer Wiseman:

425.369.3233 or [jlwiseman@kcls.org](mailto:jlwiseman@kcls.org)



kcls.org