

# **BUDGET MESSAGE**

## **2011-12**

Mid-Continent Public Library finds itself in unfamiliar territory. Over the past three decades, increases in assessed valuation, new construction, and the strength of the economy have worked to smooth over previous declines in revenue due to aggressive tax abatement or recessionary economic cycles. The Library will be challenged to manage through the first significant year-over-year decrease in revenue in recent memory. Although this is a new experience for Mid-Continent Public Library, this has been commonplace for most governmental subdivisions since 2008. In addition, Mid-Continent Public Library has been preparing for this eventuality. Before explaining how the Library will face this challenge, it is important to relay several of the important proposals within this budget.

Mid-Continent Public Library undertook a major change in culture and employee compensation in 2006. Since that time, the Library has moved from a tenure based compensation strategy to compensation that centers on performance-based management. Since moving in this direction, the Library staff has become more proactive, more service-oriented, has performed at a higher level, and has been responsible for significant increases in output. At the same time, the Library has been able to amass several unfilled positions throughout the Library system and was able to reassign several technical services employees to areas of greater need. However, as the Library started to see the benefits of a performance-based, customer-centered culture, the economy slowed. To be cautious, the past two years included no increase to base salaries. High performance must be rewarded. Accordingly, this budget includes a pool equal to two percent of salary expenses that will be allocated to the base salary of high performing-employees. Is this move contradictory when revenues are seen as decreasing? We do not think so. Employees are doing more with less and are helping the Library identify economies of scale and savings through efficiencies, allowing the Library to reach more people and to be more relevant while decreasing overhead costs. It is only fair to reward and to incent the Library's employees to continue this program if further belt-tightening is required.

In the coming year, Mid-Continent Public Library will continue to be a leader among our peers and in the region. The Library will spend close to twenty-three percent of the operating revenue to buy library material, to license online content, and to purchase downloadable audiobooks and eBooks. This commitment assures that Mid-Continent Public Library will be able to provide library service to the people of the library district when, where, and how they demand it. Mid-Continent Public Library truly is a library that is virtually everywhere.

In addition, Mid-Continent Public Library will continue to lead by working with state and local governments to create favorable economic development conditions. This means that the Library will continue to defend its tax base and assure that library revenues are not squandered by other governments in an attempt to lure new businesses to the region. At the same time, the Library will work cooperatively to enhance opportunities for small business and entrepreneurs in our district through outreach and through our resources. The Library will also continue to work with the local and regional

business advocacy groups to create favorable economic development without unnecessarily decreasing the library's revenue stream. If successful, the combined effort could increase the Library's revenues for years to come.

Mid-Continent Public Library always tries to be in position to take advantage of opportunity. Over several years, the Library has been able to build a reserve fund. This can be seen in the "Capital Projects Fund." Prudent leadership would suggest that this "one-time fund" should only be used for "one-time expenses." Construction dollars are stretching further today compared to any time in recent memory. At the same time, many census projections and needs indicators suggest that there is a need for additional library service in the Shoal Creek region. Accordingly, Mid-Continent Public Library has been working on a plan for a *twenty-first century library* that will become a great community asset on the remains of the Woodneath Farm. Early in the budget year, the Board will decide whether to operationalize the new building plan. If the Board decides that the bids are favorable, the Library may be able to move forward with site work and initial construction before the end of the calendar year.

Several of the points above either suggest a possible increase in expenses or at least no decrease in expenses. Since projected revenues and assessed valuation appear to be decreasing, and since the "windfall" around the Iatan Power Plant construction has ended, Mid-Continent Public Library must decrease expenses in some areas. In the 2011-12 Annual Budget, the Library is looking at controlling costs in the following ways.

First, in 2011, the Library moved from a traditional, fully funded health insurance benefit to a "cost-plus" system. While this may or may not result in actual dollar savings, it does put the Library in a position to better manage longer term health care expenses. In addition, when successful, the Library will be allowed to "keep" the savings.

Second and somewhat related, in 2012, those employees taking advantage of the Library's health insurance benefit will be required to nominally share in premium costs. However, this shared expense can be waived if the employee participates in a "health risk assessment." Since the Library believes that a healthy workplace is a benefit to all, we will also allow any employee to participate in the health risk assessment program whether or not he or she take advantage of the employee insurance benefit.

Third, the Library will defer maintenance and capital replacement projects in 2012. Thanks to the Board's leadership, the Library is well ahead of schedule on the capital replacement plan. Accordingly, the decision to delay these projects by one year will likely have no adverse effect on the Library's ability to provide service.

Fourth, the Library will be able to take advantage of several credits that we recently discovered. Spending the credit memo with one of our Summer Reading Program partners will allow us to decrease the annual budget within this account, without actually decreasing the amount or the quality of the incentives that we will provide.

Fifth, the Library has been working with an industrial engineer to enhance several activities. In one area, he has identified potential savings in effort that could be equated to about \$600,000 in salaries annually. It is the Library's intent to implement this program as soon as possible. This is just the first of many such projects designed to shave overhead expenses while allowing the Library to provide outstanding service.

Sixth, the Library has been evaluating all job openings. At this point, there are approximately twelve funded and budgeted positions that are not filled. Ideally, these positions will be used to staff the new Library mentioned above. However, if revenues are not as positive as we project, this cushion can be used to balance the budget.

Seventh, the Library undertook a development campaign readiness review in 2011. The conclusion was that the philanthropic community may have \$3 million or more for the Library project in Shoal Creek. Presuming that the Library will be able to operationalize parts (if not all) of this plan, the additional revenue could significantly help the Library restore some of the cuts for one-time project in the 2012 budget.

I am very excited about 2012. The Library is in a position to do great things, to become an even greater part of our community, and to be even more relevant to the people of Greater Kansas City.

A handwritten signature in black ink that reads "Steven V. Potter". The signature is written in a cursive, flowing style.

Steven V. Potter

Director of Libraries

## **CRITICAL ISSUE STATEMENTS**

### **Methods of Service Delivery**

We will provide efficient, effective and customer friendly delivery of library service that meets the diverse needs of our current and future customers, in our programming, facilities, technology, materials and information.

### **Facilities**

We will ensure that our facilities meet the changing needs of our customers within the framework of our resources, mission and vision.

### **Finance**

We will preserve long-term financial viability for MCPL with funding mechanisms designed to meet strategic needs and to ensure financial flexibility.

### **Marketing**

We will increase public awareness and use of the library by providing programs and services that meet the needs of the communities we serve.

### **Organizational Development**

We will deliver exceptional customer service by developing a diverse workforce and a culture of accountability.

“\*” Items with this symbol following the description were either completed or underway in the 2010-11 year

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**Methods of Service Delivery:** We will provide efficient, effective and customer friendly delivery of library service that meets the diverse needs of our current and future customers, in our programming, facilities, technology, materials and information.

Strategic Direction 1. Articulate new vision of service.

Objective 1.1. Develop methods to measure customer satisfaction and evaluate results.

1.1.1 Determine if the public is asking for new services, etc.\*

1.1.2 Study alternate measurement tools and collection methods

1.1.2.1 Create a program where customers interviewed in exchange for some item of value (e.g. free shredding service, etc.).

1.1.2.2 Examine ways to push a one to three question tool to self-check, website, etc.

Objective 1.2. Establish new efficient and cost effective ways to provide service.

1.2.1 Investigate areas where staff may be empowered\*

1.2.2 Explore how to create and to simplify operational procedures and practices to incorporate\*

1.2.3 Explore the Fritch Near-Vert automatic sorting and delivery system

Objective 1.3. Explore options to expand 24/7 service.

1.3.1 Downloadable content\*

1.3.2 Equipment\*

1.3.3 Partnerships\*

Strategic Direction 2. Ensure that MCPL services are appropriate for communities served.

Objective 2.1. Evaluate policies with regard to days and hours of service.

2.1.1 Gather internal use stats

2.1.2 Question patrons

2.1.3 Determine if shifting times or days is beneficial

Objective 2.2. Explore other opportunities to implement Library-To-Go.\*

Objective 2.3. Study and plan ways to more effectively and quickly provide services to the public.

2.3.1 Holds studies

2.3.1.1 Hold shelf lag, mail notice lag, not retrieved holds

2.3.2 Evaluate whether sorter and driver specialization might increase delivery efficiency.

Strategic Direction 3. Ensure that MCPL remains current with technologies that meet the needs of our customers.

Objective 3.1. Assess need for portable computers available for public use.\*

Objective 3.2. Evaluate feasibility of additional computer workstations.\*

Objective 3.3. Evaluate service policies with regard to computer workstations.\*

Objective 3.4. Assess need and make recommendations regarding kids-only computers.

Objective 3.5. Evaluate computer game usage in the library.

Objective 3.6. Assess feasibility of implementing bestseller vending machines.

Objective 3.7. Create virtual library for variety of communities, e.g., seniors, business, teens, etc.\*

Objective 3.8. Examine alternate web methods for delivering service, for example, through cell phones.\*

Objective 3.9. Initiate training programs so customers can learn new technology and applications.

3.9.1 Could coordinate with specialized staff program

Objective 3.10 Investigate antitheft systems.

**Facilities:** We will ensure that our facilities meet the changing needs of our customers within the framework of our resources, mission and vision.

Strategic Direction 1. Ensure existing library facilities are well-maintained, functional and attractive.

Objective 1.1. Complete the existing Capital Improvement Plan and develop a new ten-year Capital Improvement plan.

- 1.1.1. Review and complete all necessary remaining projects on the current plan as the budget allows.\*
- 1.1.2. Create an environmental replacement plan and implement as the budget allows.
  - 1.1.2.1. Create a plan including HVAC, lighting, window replacement, window treatments, and other similar projects through the end of the planning cycle.
  - 1.1.2.2. Plan will include pricing and timetable for projects
- 1.1.3. Create a new replacement plan from 2014-2024.\*

Objective 1.2. Complete the Branch Enhancement Plan.

- 1.2.1 Complete the final nine branches in the first enhancement plan as budget allows\*
  - 1.2.1.1 Establish a budget for each
  - 1.2.1.2 Establish a timetable for completion
- 1.2.2 Explore a second round of enhancements
  - 1.2.2.1 Identify scope for a new round of enhancements
  - 1.2.2.2 Establish a budget for each branch and a timetable for the project.

Objective 1.3. Explore opportunities to enhance the library experience of customers with special needs.

- 1.3.1 Undertake a system-wide ADA compliance audit
- 1.3.2 Undertake a system-wide needs assessment to determine any building or environmental issues that prevent or limit library use

Strategic Direction 2. Develop a comprehensive 10 year facilities plan to include evaluation of new Library models that correspond with the library's service delivery methods.

Objective 2.1. Engage outside resources as needed to assist with the development of the 10-year facility plan.\*

- 2.1.1 Determine appropriate service delivery methods for the future
- 2.1.2 Identify possible outside resources to aid in developing a plan
- 2.1.3 Using the gathered information, develop a plan with the Building Committee of the Board

Objective 2.2. Develop a plan, including timeframe, for Woodneath.

- 2.2.1 Explore and implement a site development plan including grading, creation of access aprons, etc.\*
- 2.2.2 Explore potential program and development partners
- 2.2.3 Develop an operations strategy for Woodneath\*
- 2.2.4 Implement SDA's building schedule\*

Objective 2.3. Plan to increase Library-To-Go throughout the library system.

2.3.1 Identify potential partners for future installations\*

2.3.2 Install additional instances as budget allows\*

Objective 2.4. Evaluate the consolidation and/or expansion of facilities.

2.4.1 Establish criteria for evaluating library service and delivery systems

2.4.2 Evaluate current library service models

2.4.3 Evaluate new library service models

Objective 2.5. Evaluate new building projects on environmental impact. Meet LEED or Energy Star standards that provide long-term benefits.

2.5.1 Engage an outside resource to develop a strategy for new sustainable buildings\*

**Finance:** We will preserve long-term financial viability for MCPL with funding mechanisms designed to meet strategic needs and to ensure financial flexibility.

Strategic Direction 1. Develop a funding plan that includes sources and uses for all library buildings and operational initiatives set forth in the strategic plan.

Objective 1.1. Develop a 5-year operating forecast and a 5-year capital forecast each year.

1.1.1. Define what expenditures are part of the capital projections\*

1.1.2. Create a rolling five year projection as part of the annual budget\*

Objective 1.2. Library Board will evaluate alternative funding for the Libraries in addition to the existing tax levy as needed.

1.2.1 Based on the 10 year capital plan and the 5 year projections, determine the revenue needed to fund these

1.2.2 Create budget options to determine various methods various to fund projections

Objective 1.3. Establish a fundraising plan to supplement tax resources.

1.3.1 Determine fundraising feasibility for future library projects\*

1.3.2 Create a long-term plan for sustainable fund development

Objective 1.4. Examine cost savings through consolidation or other efficiency possibilities.

1.4.1 Explore outsourcing more operations that are not central to the library's mission

1.4.2 Conduct an annual audit and workflow redesign on a system-level effort.\*

Strategic Direction 2. The Library will take an active role to protect its taxed-based revenue.

Objective 2.1. Encourage reform of present laws to ensure fairness to all involved entities.

2.1.1 MCPL staff will serve on TIF commissions and advisory panels as possible\*

2.1.2 MCPL will be a leader among the other ad valorem tax jurisdictions\*

2.1.3 MCPL will work cooperatively with other ad valorem tax jurisdictions\*

Objective 2.2. Identify consultants to assist MCPL in efforts regarding tax diversion programs.

**Marketing:** We will increase public awareness and use of the library by providing programs and services that meet the needs of the communities we serve.

Strategic Direction 1. Establish brand identity.

Objective 1.1. Create improved exterior signage.

1.1.1. Research local ordinance requirements for exterior signage

1.1.2. Establish sign guidelines, design, and styles that incorporate universal identification of MCPL.\*

1.1.3. Establish a multi-year installation plan for exterior signage.

Objective 1.2. Use stories on how we influence customers' lives to promote the library.

1.2.1. Develop a formal plan to collect patron testimonies.\*

1.2.2. Develop a formal plan to distribute those comments on the website, bulletin boards, annual report, and other sources.

Objective 1.3. Develop continual staff training opportunities to include a consistent message for all staff to use in face-to-face interactions.

1.3.1. Identify and prioritize the various possible areas and messages for training.

1.3.1.1. Identify a set of key messages that all staff should know.

1.3.2. Develop a training plan that includes empowerment and ownership of these messages.

Objective 1.4. Promote size and breadth of services to targeted communities.

1.4.1. Identify at least one new community annually.\*

1.4.2. Develop a strategy to develop and promote library services for that community.

1.4.3. Evaluate identified communities and determine the appropriateness of continued focus on those communities.

Strategic Direction 2. Develop an online communication plan to guide the development/ enhancement of new website.

Objective 2.1 Evaluate and establish plan for email communication with customers.\*

Objective 2.2 Evaluate and establish plan for text communication with customers.\*

Objective 2.3 Evaluate and establish plan for a Social Networking presence and the acceptable use of it.\*

Strategic Direction 3. Identify opportunities to establish community partnerships.

Objective 3.1. Collaborate with other libraries to promote mutual message.

3.1.1. Identify other libraries to work with on common messages.

3.1.2. Develop common messages with other libraries and create strategies to promote those messages.

Objective 3.2. Collaborate with other organizations to host programs.

- 3.2.1. Annually recruit at least one new organization whose programming the Library could host.\*
- 3.2.2. Annually develop several programs for MCPL to offer that can be hosted at a partner's location.\*
- 3.2.3. Increase the outreach program offerings by 25 percent at places like Library-To-Go, Daycares and the like.

Objective 3.3. Collaborate with appropriate partners, such as businesses, non-profits and other organizations to create mutually beneficial marketing opportunities.

- 3.3.1. Identify at least ten opportunities annually that can be beneficial for MCPL\*.
- 3.3.2. Explore reviving the Publicity efforts through KCMLIN and MLA.

Strategic Direction 4. Develop and implement a comprehensive community/media relations plan.

Objective 4.1. Utilize Speakers Bureau to promote library in community organizations.

- 4.1.1. Utilize Speakers Bureau to promote library in community organizations.
  - 4.1.1.1. Increase visibility and promotion of the library's existing speakers and programs.
  - 4.1.1.2. Explore creating a team of volunteers to promote the Library as part of the Speakers Bureau.
  - 4.1.1.3. Establish several training and presentation standards the speakers.

Objective 4.2. Develop a formal and comprehensive system for submitting articles to the press.

- 4.2.1 Draft a plan and implement\*

Objective 4.3. Build a positive reputation both locally and nationally.

- 4.3.1 Establish a practice to be included in the program of previously identified national library conferences.\*
- 4.3.2 Submit articles illustrating key innovations from MCPL to appropriate publications
- 4.3.3 Have meetings of introduction with other similarly situated government and quasi-government organizations in the region.\*

Objective 4.4. Measure effectiveness of marketing efforts.

- 4.4.1 Identify what measurements and indicators we will use to determine effectiveness
- 4.4.2 Create metrics to determine the effectiveness of marketing efforts and track those metrics month to month and year over year.

Objective 4.5. Assess the effectiveness of internally produced library publications (e.g., Beyond the Books).

- 4.5.1 Develop a verbal style guide for MCPL publications items for external audiences\*
- 4.5.2 Develop a more visually oriented style guide for MCPL publications for external audiences\*

**Organizational Development:** We will deliver exceptional customer service by developing a diverse workforce and a culture of accountability.

Strategic Direction 1. Review and update employee resource systems and processes as needed.

Objective 1.1. Conduct a review of the job descriptions and job standards and revise as needed.

1.1.1 ER will develop a process for updating job descriptions\*

1.1.2 Define job standards and documenting job standards

1.1.3 Consult with the Personnel Committee about the standards before any implementation

Objective 1.2. Employ an outside agency to evaluate the library jobs and conduct a market survey.

1.2.1 Hire consultant for a market survey and study for FY 2011-2012

Strategic Direction 2. Have a workforce that is reflective of the diversity of the Library District

Objective 2.1. Evaluate an MCPL diversity scholarship and cooperate / collaborate with national programs for minority candidates.

2.1.1 Identify the ALA Spectrum Scholars (or other similar programs) annually and offer mentoring opportunities

2.1.2 Investigate repurposing the Leathers Scholarship to attract applicants that are more diverse

2.1.3 Subject to the annual approval of the budget, MCPL should supplement the fund to assure the scholarship can be awarded annually

2.1.4 Work with SISLT to identify and recruit practicum students

Objective 2.2. Continue development of recruitment plan to increase diversity of the applicant pool.

2.2.1 Develop a program to enhance ad hoc recruitment by all employees

2.2.1.1 Task Marketing to develop simple collateral for employees to give potential applicants

2.2.2 Develop a plan to get more people into the community (or high schools or community colleges) to actively recruit

2.2.2.1 Task specific branch managers to cooperate with specific institutions and specific programs to enhance diversity opportunities.

2.2.3 Target minority teachers for summer month employment

2.2.4 Evaluate the staff's "Diversity Plan" and consider implementation of identified activities\*

Strategic Direction 3. Update the library's organizational structure to assure that it addresses the current needs of the library.

Objective 3.1. Evaluate staff sharing and "floating" positions across branches/departments.

3.1.1 Evaluate positions, programs and services eligible for floating\*

3.1.2 Evaluate wage and hour implications of floating and specialized employees\*

Objective 3.2. Evaluate the existing organizational structure relative to training and retention costs as well as quality of service.

3.2.1 Evaluate compensation, evaluation and grading of shared employees

3.2.2 Evaluate enrichment opportunities for employee leaders and for high performing employees\*

Objective 3.3 Evaluate the library's supervisory span of control to determine appropriateness.

3.3.1 Establish "team leaders" as an additional level between established management and the staff

3.3.2 Explore increasing the "exempt" status among positions with leadership and operational oversight responsibility\*

Strategic Direction 4. Develop an audit plan for improving library processes and customer service.

Objective 4.1. Oversight committee consisting of Administrative staff.

4.1.1 Select a system-level matter annually

4.1.2 Determine impact on customer service\*

4.1.3 Determine overall costs\*

Objective 4.2. Select function central to the library's mission to implement prototype audit processes and procedures.\*

4.2.1 2009-2010 materials processing study will be used as a prototype

Objective 4.3. Use outside consultants as necessary.\*

Strategic Direction 5. Articulate organizational philosophy on professional development.

Objective 5.1. Review the tuition reimbursement program and the Leathers scholarship program to determine effectiveness in encouraging professional development.

5.1.1 Determine what professional development is

5.1.2 Determine how the Library benefits from specific types of development

5.1.3 Undertake a study to determine the effectiveness of the MCPL programs and identify any new programs

5.1.3.1 Consider a formal professional development mentoring program

Objective 5.2. Professional development, career advancement and job enrichment will become part of the performance management process.

5.2.1 Re-evaluate national conference participation

5.2.1.1 ALA/PLA rotations

5.2.2 When appropriate and as one type of reward and enrichment, and as part of the performance review process, sr. mgmt. can encourage/assign high-level performers to participate in state and national committees

5.2.3 Health and Wellness\*

5.2.4 Employee rewards and recognition\*

Strategic Direction 6. Incorporate customer service philosophy into all aspects of MCPL activity and ensure consistency of service across the library system.

Objective 6.1 Customer service steering committee will coordinate effort.

Strategic Direction 7. Review and update strategic plan 3 years from adoption.

## **BUDGET STRUCTURE**

The Library's budget and accounting system is organized on a "fund basis." Each fund is a separate self-balancing accounting entity. For budgeting purposes, the Library reports on a Generally Accepted Accounting Principles (GAAP) basis except for capital lease obligations. Under this basis, governmental funds' revenues are recognized in the accounting period in which they become measurable and available, and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable. The proprietary fund's revenues are recognized when earned (including unbilled revenue) and expenses are recorded when liabilities are incurred.

Budgets are prepared for each of the following fund types:

### **Governmental Funds:**

- **General Fund** – This fund is the principal operating fund of the Library that accounts for all financial transactions not accounted for in other funds. The majority of the current operating expenditures of the Library are financed through revenues received by the General Fund. The fund balance of this fund is available to the Library for any purpose provided it is expended or transferred according to the Missouri Statutes.
- **Capital Project Fund** – This fund is used to account for financial resources to be used for the acquisition of significant capital assets or the construction/repair of library facilities.
- **Special Revenue Funds** – These funds are used to account for revenues derived from specific grants, contributions, or other restricted revenue sources. The uses and limitations of each special revenue fund are specified by the Library Board, federal and state statutes, or other external restrictions.
  - Grants and Gifts Fund
  - James A. Leathers Scholarship Fund
  - Summer Reading Program Fund
- **Permanent Fund** – The Library currently has one permanent fund: Genealogy Endowment Fund. This fund is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used to support the Library.

### **Proprietary Fund:**

- **Internal Service Fund (Self-funded Health Insurance)** – This fund is used to account for the financing of goods or services provided by one department or agency to other departments or branches of the Library on a cost-reimbursement basis.

Annual budgets are prepared for the General Fund and Special Revenue Funds. The Capital Project Fund is budgeted on a project basis and any remaining unreserved project fund balances are re-appropriated at the beginning of each year and included in the annual budget. The Permanent Fund is also budgeted annually so that expenditures cannot exceed the unrestricted income.

The Board of Trustees of the Library (the Board) reviews and approves the budget prior to the beginning of each year and establishes the appropriations for each fund. At any time during the budget year, the Board may approve a project to be funded from the Capital Projects Fund. After the Board has adopted the budget, any revisions that alter the total appropriations within any fund must be approved by the Board. The Board has delegated purchase and expenditure approval to the library's administration for the daily operational needs.

## **Budgetary Policies**

All budgetary policies are established by Missouri Statutes and/or the library board policy. Budgetary procedures are established by the library administration. The implementation of policies and procedures is the responsibility of the Director of Libraries.

### **Applies to All Funds:**

- The Library is required by Missouri Statutes to prepare budgets for all funds. The final budget for the year must be filed with the county commission or county executive office of Clay, Jackson and Platte County.
- On the third Tuesday of May, the Director of Libraries submits to the Board a proposed budget for the fiscal year commencing the following July 1. On the third Tuesday of June, the Board adopts the final budget. If the Board fails to adopt the budget on or before that date, the budget as submitted or amended, goes into effect.
- The level at which the Board approves each budget becomes the "legal level of control." This is the level at which transfers of appropriation requires Board actions. For the General Fund, the Board approves the budget at the activity level, as follows: Payroll and Benefits, Library Materials, and Library Operations. All other funds are budgeted at the total expenditure level.
- Every year, each county provides a notice of aggregate assessed valuation for the Library to set the property tax levy. A public hearing on the tax levy is conducted at the Library to obtain taxpayer comments before the approval of the final budget.
- All rates for customer fines, fees, and other charges are established by the Board. Unencumbered appropriations lapse at year-end, and may be re-appropriated at the beginning of the succeeding budget year.
- Library revenues and expenditures are monitored and reported to the Board monthly by the Finance and Facilities Manager to determine if they are on target with estimates.

### **Applies to only the General Fund, "the principle operating fund:"**

- By adopted Board Policy, the target range of this fund's unassigned fund balance is 20% to 50% of the subsequent year's budget. In the event funds are not available to maintain the minimum balance, a designated amount in the General Fund's budget shall be proposed to cover the deficiency over a period not to exceed five fiscal years. In the event the unassigned fund balance

exceeds the maximum balance requirement, the excess may be utilized for any lawful purpose approved by the Board, including being transferred to the Capital Project Fund.

**Applies to only the Capital Project Fund:**

- This fund is used to account for major capital projects only, typically defined as individual projects with a budget in excess of \$50,000.
- Whenever real properties are sold, the proceeds are credited to the Capital Project Fund.
- The debt payment of any alternative financing used on the capital projects will be paid out of this fund.

**Applies to only the Permanent Fund, the “Genealogy Endowment Fund”:**

- Contributions made to the Genealogy Endowment Fund need to be deposited in this fund. One-third of the interest earnings are to be added to the principal and the remaining two-thirds are to be spent on the collections at the Midwest Genealogy Center.

**Applies to only the Internal Service Fund, the “Self-funded Medical Insurance Fund”:**

- This fund is used to account the transactions of the library employees’ health insurance plan. The Library is responsible for paying all claims under the plan but purchase specific and aggregate stop loss to cover catastrophic events.
- The Library is intended to build up a contingency reserve as part of the net asset of the fund. Although it is an estimate for an event that has not, and may never occur, the contingency reserve can help maintain cost effective and competitive benefits during periods of economic downturn, and/or high medical trend and rate increase occurring simultaneously. It also allows the medical plan more options when calculating the degree and amount of risk the Library is willing to assume on a self-funded basis.
- The Library Board may authorize necessary fund transfers to this fund from the General Fund to cover any unexpected claims or to restore the contingency reserve.

## **Budget Calendar:**

- March     Budget Request forms are submitted to the Finance and Facilities Manager.
- April     The proposed personnel budget is presented to the Library Board.  
Estimated tax levy is submitted to Jackson County.
- May       The Proposed Annual Budget is presented to the Library Board, and made available to the Public.  
Board Committees review and modify the Proposed Annual Budget.
- June      A public hearing on tax levy shall be held at the Library's Administrative Headquarters.  
Public comment on the budget is encouraged as part of the hearing.  
The final Annual Budget is approved by the Library Board.
- August    The final tax levy is submitted to Clay, Jackson, and Platte counties.

## **Library Organization & Structure**

Mid-Continent Public Library's reporting entity has been defined in accordance with Chapter 182.610 of Missouri Revised Statutes as a Consolidated Public Library District. The mission of the Library is to provide exceptional customer service and expanding access to materials, programs, and technology including world class genealogy and family history library. The Library is governed by a twelve member Board of Trustees. By Missouri Statutes, each county in the library district appoints four representatives with a 4-year term to the Board. The Clay and Platte County Commissions and the Jackson County Executive make these appointments.

The history of Mid-Continent Public Library begins with the history of the individual county library districts. The amount of the operating levy is an important part of the history, because the operating levy had to be the same in each district in order for them to consolidate.

Jackson County Public Library was established in 1947. In April 1963, its operating levy was increased from 10 cents to 20 cents per 100 dollar valuation. Platte County Public Library District, the first county library district in Missouri, was established in 1941 with 10 cents per 100 dollar valuation operating levy. Clay County Public Library District was not established until April 1965 with an operating levy of 20 cents per 100 dollar valuation.

On November 10, 1965, the recently established Clay County Public Library District and the Jackson County Public Library District agreed to operate jointly as defined by Chapter 182.080 and Chapter 70.210 to 70.320 of the Missouri Revised Statutes and formed the Mid-Continent Public Library Service.

In order to become a full partner with Mid-Continent, Platte County asked its voters to raise the tax levy from 10 to 20 cents. In April of 1968, the levy was approved. On May 21, 1968, a new agreement was signed that included the three county Library districts, Clay, Jackson and Platte. On September 17, 1968, the name was shortened from Mid-Continent Public Library Service to Mid-Continent Public Library.

In 1971, the Missouri Legislature passed the Consolidated Public Library law. Seven years later, on December 27, 1978 the Clay County Library District consolidated with the Jackson County Library District forming Consolidated Public Library District No. 3. On February 20, 1979, the Platte County Court voted to consolidate the Platte County Library District with Consolidated Public Library District No. 3, known as the Mid-Continent Public Library.

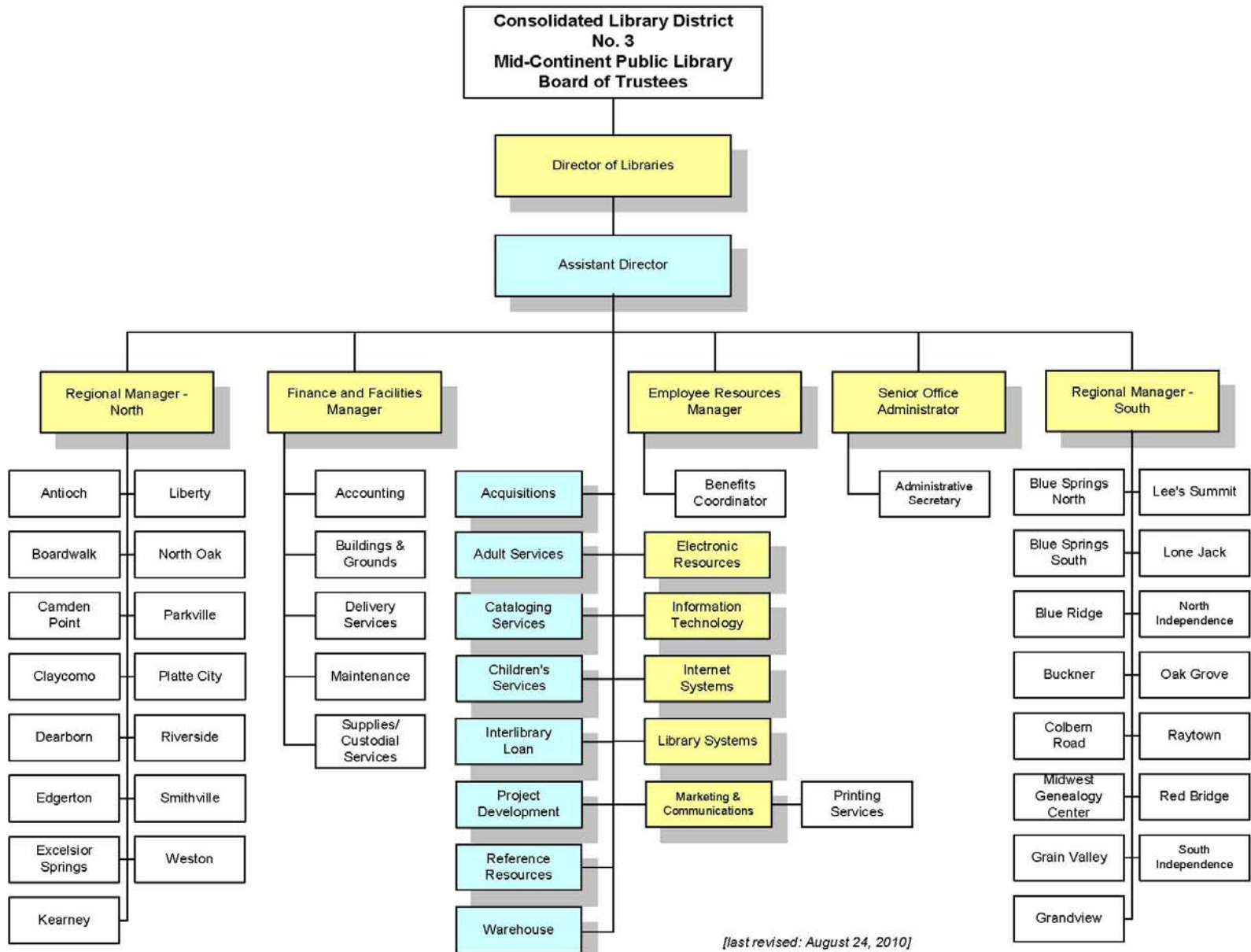
The Library has reciprocity agreements with the North Kansas City Public Library, Ray County Public Library District and Rolling Hills Consolidated Public Library to extend our Library use privileges to customers in those library districts. Reciprocity is also extended to customers serviced by any public library that has delivery service and belongs to the Mid-America Library Alliance.

Mid-Continent Public Library system consists of the following thirty branch libraries totaling 440,000 square feet:

Antioch	Edgerton	North Oak
Blue Ridge	Excelsior Springs	Oak Grove
Blue Springs North	Grain Valley	Parkville
Blue Springs South	Grandview	Platte City
Boardwalk	Kearney	Ray town
Buckner	Lee's Summit	Red Bridge
Camden Point	Liberty	Riverside
Clay como	Lone Jack	Smithville
Colbern Road	North Independence	South Independence
Dearborn	Midwest Genealogy Center	Weston

All above branches offer a wide variety of programs and services aimed at meeting expectations of customers ranging from pre-school to senior citizen.

In addition, the Library operates three unstaffed self-service branch libraries, called "Library-To-Go". The services at the "Library-To-Go" sites consist of an automated materials handling system, and computers with access to the library catalog, databases, and internet. Although abbreviated services, the Library considers Library-To-Go sites to be branch libraries, as well. This new concept in library service is offered at the locations of three local community centers: Hillcrest Community Center, Marlborough Community Center, and Platte County Resource Center.



## **Consolidated Public Library District No.3**

**Known as**

### **Mid-Continent Public Library**

#### **Board of Trustees**

**June 30, 2011**

Mr. Kurt Killen, Platte County, President  
Mr. Brent Schondelmeyer, Jackson County, Vice President  
Mrs. Joycelyn Tucker Burgo, Jackson County, Treasurer  
Mr. Stephen Hilliard, Platte County  
Mrs. Beth Humphreys, Clay County  
Mr. John W. Laney, Jackson County  
Mr. Noel Shull, Clay County  
Mr. Trent Skaggs, Clay County  
Mr. Paul Thomson, Jackson County  
Mr. Jeff Vandel, Platte County  
Mr. Marvin Weishaar, Clay County

#### **Administrative Staff**

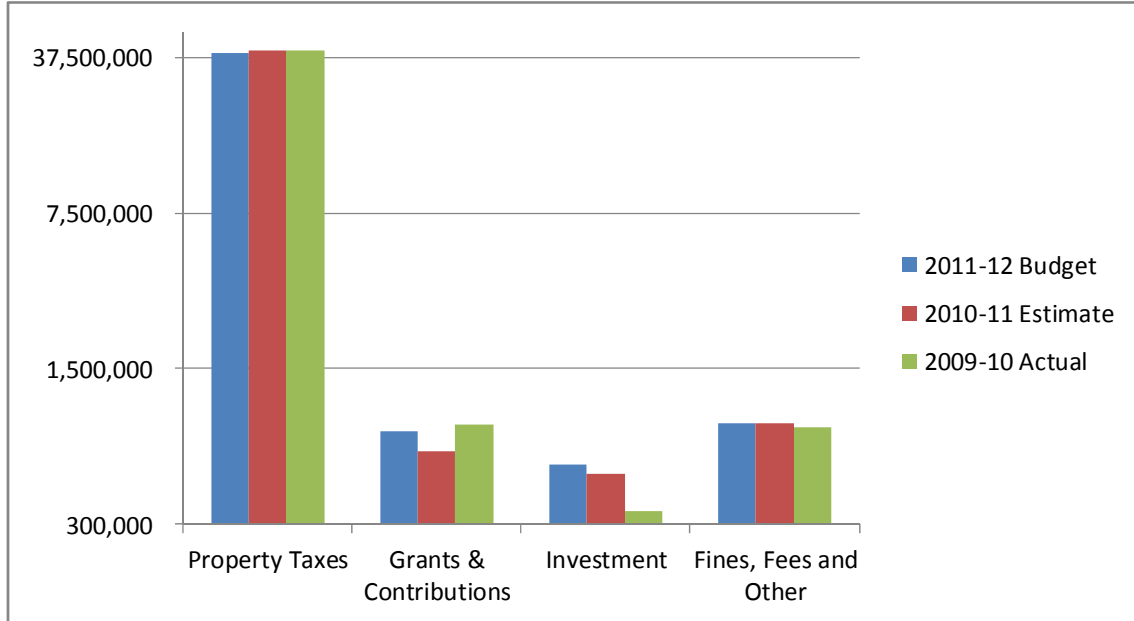
Steven Potter	Director of Libraries
Susan Wray	Assistant Library Director
Vicky Baker	North Area Regional Manager
John Martin	South Area Regional Manager
Don Bridgforth	Employee Resource Manager
Qun Fang	Finance and Facilities Manager
Teresa Johnson	Senior Office Administrator and Board Secretary
Jim Staley	Marketing and Communications Manager

**Summary of Revenues, Expenditures and Changes in Fund Balance - All Governmental Funds**

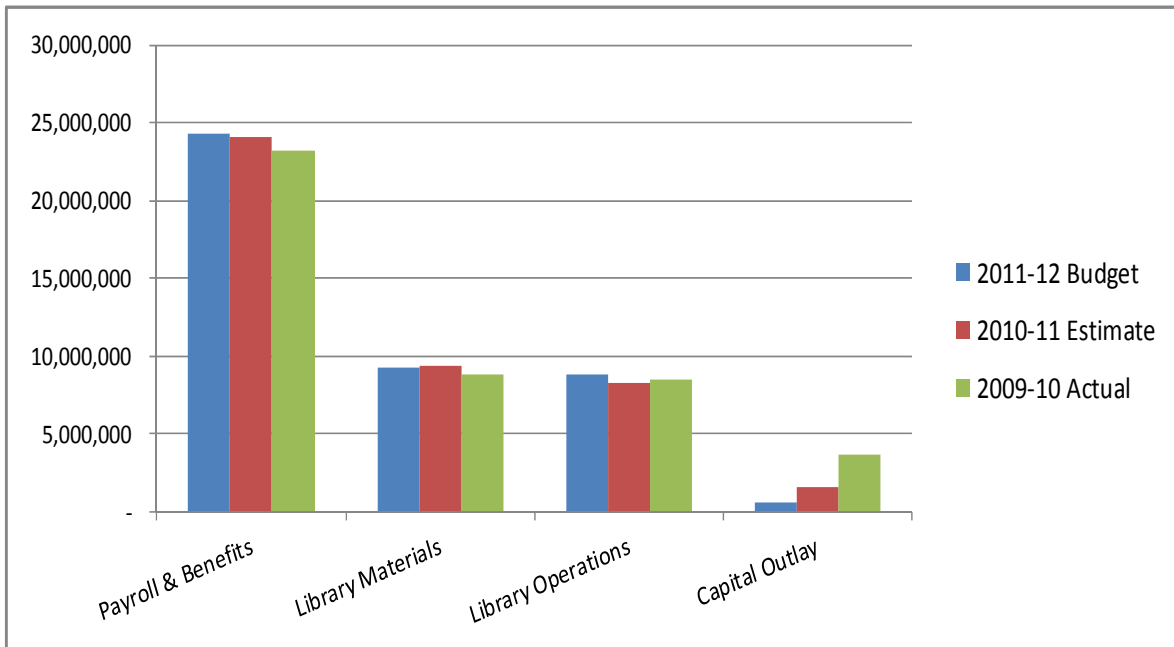
**For FY 2011-12**

	<u>General Fund</u>	<u>Capital Project Fund</u>	<u>Grants &amp; Gifts Fund</u>	<u>James A. Leathers Scholarship Fund</u>	<u>Summer Reading Program</u>	<u>Endowment Fund</u>	<u>Total Final Budget</u>
Beginning Fund Balance	\$ 23,523,412	\$ 19,900,000	\$ 59,800	\$ 13,000	\$ 19,000	\$ 31,000	\$ 43,546,212
Revenues:							
Property Taxes	39,252,031	-	-	-	-		39,252,031
Grants & Contributions	657,714	100,000	25,000	-	2,000	1,500	786,214
Interest on Investments	300,000	250,000	2,000	200	1,000	150	553,350
Fines, Fees, and Other	800,000	-	-	-			800,000
Miscellaneous Income	50,000	-	-	-			50,000
<b>Total Revenues</b>	<b>41,059,745</b>	<b>350,000</b>	<b>27,000</b>	<b>200</b>	<b>3,000</b>	<b>1,650</b>	<b>41,441,595</b>
Expenditures:							
Payroll and Benefits	24,315,202	-	-	-	-	-	24,315,202
Library Materials	9,229,500	-	-	-	-	-	9,229,500
Library Operations	7,515,043	1,339,893	-	-	-	-	8,854,936
Capital Projects	-	600,000	-	-	-	-	600,000
<b>Total Expenditures</b>	<b>41,059,745</b>	<b>1,939,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42,999,638</b>
Transfers in (out)	(3,000,000)	3,000,000	-	-	-	-	-
<b>Changes in Fund Balance</b>	<b>(3,000,000)</b>	<b>1,410,107</b>	<b>27,000</b>	<b>200</b>	<b>3,000</b>	<b>1,650</b>	<b>(1,558,043)</b>
<b>Ending Fund Balance</b>	<b>\$ 20,523,412</b>	<b>\$ 21,310,107</b>	<b>\$ 86,800</b>	<b>\$ 13,200</b>	<b>\$ 22,000</b>	<b>\$ 32,650</b>	<b>41,988,169</b>

**Revenues – All Governmental Funds**  
**2010-11 Estimates vs. Prior Year Actuals**  
**(Excludes Transfers between Funds)**



**Expenditures – All Governmental Funds**  
**2010-11 Estimates vs. Prior Year Actuals**  
**(Excludes Transfers between Funds)**



## General Fund

### Fund Description:

The General Fund represents the Library's operating budget. It is used to account for all financial resources, except those required to be accounted for in another fund. It reflects most of the critical issues affecting the Library, from establishing the level of service to determining the needs for staffing and benefits.

The new fiscal year will start with a beginning fund balance of \$23,523,412. Before the substantial tax revenues for FY 2011-12 are received beginning in December 2011, the Library needs to utilize this fund balance to operate. During the fiscal year, the Library will transfer \$3,000,000 to the Capital Project Fund based on the fund balance policy, anticipating an ending fund balance of \$20,523,412.

### Revenues:

FY 2011-12 General Fund budgeted revenues as compared to the previous year's actual revenues are as follow:

<u>Source</u>	<u>2011-12 Budget</u>	<u>2010-11 Estimate</u>	<u>% Inc/-Dec</u>
Property Tax	\$ 39,252,031	\$ 39,729,760	-1.2%
Grants & Contributions	657,714	607,714	8.2%
Fines, Fees and Other	800,000	800,000	0.0%
Investment Income	300,000	250,000	20.0%
Miscellaneous Income	50,000	50,000	0.0%
Totals	\$ 41,059,745	\$ 41,437,474	-0.9%

As can be seen from the above projection, the General Fund revenues are expected to have a small decrease from the previous year's estimate. The budgeted Property Tax revenue is based on a levy of 32-cent per \$100 assessed valuation.

### The Underlying Revenue Assumptions for these Revenue Sources are as follows:

Property Tax – Clay - This source of revenue is all taxes from Clay County, including: Real Estate, Personal, Railroad & Utilities, Financial Institution, Replacement, Payment in Lieu of Taxes, and Interests. Based on the county assessment and the historical trend, the Library projects a 0.5% increase in tax revenues.

Property Tax – Jackson - This source of revenue is all taxes from Jackson County, including: Real Estate, Personal, Railroad & Utilities, Financial Institution, Replacement, Payment in Lieu of Taxes,

and Interests. Based on the county's initial assessment and the historical trend, the Library projects a 4% decrease in tax revenues.

Property Tax – Platte - This source of revenue is all taxes from Platte County, including: Real Estate, Personal, Railroad & Utilities, Financial Institution, Replacement, Payment in Lieu of Taxes, and Interests. Based on the county's initial assessment, the total property valuation is declined at least 5% over last year. This decline is largely due to the removal of Iatan Power Plant as indicated in the Budget Message. However, since the "windfall" revenue from Iatan Power Plant last year was recoded under the Capital Project Fund instead of the General Fund, the decline in the property valuation has little impact on the General Fund's tax revenues from the county.

Grants & Contributions - Missouri Entertainment Tax and State Aid are appropriated by the state general assembly and administrated by the State Library. Telecom E-Rate Discount is a federal grant to offset the telecommunication cost, approximately 50% of the cost of the eligible services. Both Grants and Contributions are budgeted based on past experiences and fundraising efforts.

Fines, Fees, and Other – This source of revenue is expected to have no increase, due to the small decline in circulation and no big increase in demand for printing and copying. The Library will continue to have a contracted service for collecting late fees and lost materials.

Investment Income – The Library invests its funds in a manner that will provide the highest investment return with the maximum security, while meeting the daily cash flow needs and complying with all state statutes governing the investment of public funds. Under the current market condition, the anticipated return is around 1%.

Miscellaneous Income – The majority of this revenue is from the sale of discarded library materials. The proceeds will be spent on acquiring new library materials. However, with the economic downturn, the sales have been slower.

The total budgeted operating revenues is \$41,059,745, or 0.9% decrease from the previous year's estimate.

**Expenditures:**

FY 2011-12 General Fund budgeted expenditures as compared to the previous year’s actual expenditures are as follow:

<u>Activites</u>	<u>2011-12 Budget</u>	<u>2010-11 Estimate</u>	<u>% Inc/- Dec</u>
Payroll and Benefits	\$24,315,202	\$ 24,085,687	1.0%
Library Materials	9,229,500	9,379,500	-1.6%
Library Operations	7,515,043	7,008,052	7.2%
Totals	\$41,059,745	\$ 40,473,239	1.4%

Expenditures of \$41,059,745 are proposed for FY 2011-12 based on the above revenue projections.

Payroll and Benefits – The new budget of Payroll and Benefits is increased by 1%. This increase will allow high-performing salaried employees to receive an average of 2% base pay raise with no change in the total FTEs. For further information, please refer to the Employee Resources section.

Library Materials – Although this budget is decreased by 1.6%, it will still be one of the highest in the nation in terms of the percentage of overall budget, according to the Public Library Data Services. For further information, please refer to the Library Materials section.

Library Operations – The increase in this fund category is \$506,991 over FY 2010-11’s estimate. Of the increase, \$500,000 is budgeted as the Library’s contingency fund. No expenditure is incurred directly from this fund account; fund transfers can be made by board actions to the other accounts during the year.

Below are a few fund accounts that warrant mention:

*Advertising and Promotion (5430):* The Library believes that service to our customers and public includes informing them about new services and offerings, as well as ensuring easy access to the library service. Activities in this account include promotion of programming, public information initiatives, and the creation of tools to facilitate library use. Highlights for the next year’s budget include further development of the Library’s online presence, additional services to mobile devices, and quarterly publications of “Beyond the Books” as one of the Library’s largest promotion marketing tools. In addition, there are funds set aside for general library awareness, genealogy promotion, and other promotions aimed at library audiences. Within those categories, the Library will promote other initiatives like Library-To-Go, major exhibits at the Midwest Genealogy Center, and new digital online resources. The total budget for this account is \$296,900.

*Reading Initiatives (5440):* The Library offers one of the most successful Summer Reading Programs (SRP) in the nation and a winter family reading program: Read Aloud Family Time (RAFT). Through the incentive, the Library encourages all children to read during the summer and winter

months to enhance the reading skills learned at the school. Last year, there were 36,701 and 7,181 children registered for the SRP and RAFT, respectively. Next year, by utilizing the existing inventory credit, the Library will be able to manage the same programs at a much lower cost of \$225,000.

*Professional Fees (5460):* The Library contracts certain professionals to perform specific activities or to provide professional advices. Identified professional services for the new fiscal year are summarized as below:

Consultants	\$	20,000
Branch Security		146,000
Legal		20,000
Auditing		32,000
Collection		30,000
Banking		14,400
Card Merchant Services		35,600
Total	\$	298,000

*Continuing Education & Convention (5470):* The Library values education and training. Examples of educational opportunities for our employees and the board trustees include attending conferences presented by the American Library Association, Public Library Association, Missouri Library Association, and other professional associations. Equally beneficial are workshops presented by the Mid-America Library Alliance, the Missouri Library Network Corporation, and other events based on the Library’s need. The total budget for this is \$100,000 with \$70,250 for conferences and \$29,750 for workshops.

*Postage and Freight (5540):* Part of this account budget is to provide a free service called “Library-by-Mail.” The Library sends library materials, such as books, CDs, and DVDs, by mail to those customers who cannot get to a library branch because of health, mobility, or age. For the past twelve months, Library-by-Mail served 600 customers with nearly 10,000 library items. The postage budget for this service is \$12,000. The Library has taken several opportunities to help reduce the shipping cost, including outsourcing most customer notices. The total budget for next year is \$522,000.

*Travel and Transportation (5740):* The Library reimburses its employees and board trustees using personal vehicles when conducting library business at the standard rate set by the Internal Revenue Service. By providing library vehicles and utilizing the teleconference system, the Library will be able to control the cost increase significantly below the growth rate of fuel.

Further information about the Library Operations budget can be found in the Technology and Capital Improvement Plan section. The total Library Operations budget is \$7,515,043, or 18.3% of the total operating budget.

The Library's proposed operating budget represents staff's best judgment for providing the highest level of service to the public, while remaining within the tax levy authorized by the district voters. This proposal is consistent with the Library's Strategic Plan, and should enable us to fulfill our commitment to quality service for the community both now and in the future.

## General Fund Detail Statement of Revenues and Expenditures

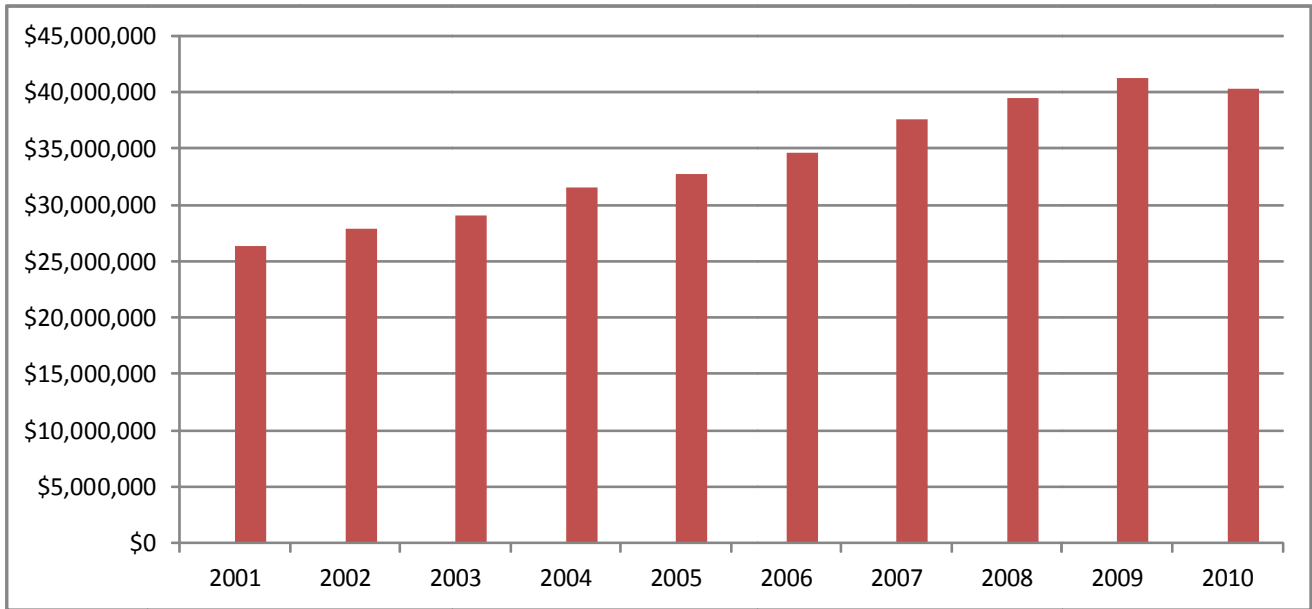
<u>Account Number</u>	<u>Actual</u> 2009-10	<u>Estimate</u> 2010-11	<u>Budget</u> 2011-12
<b><u>Revenues:</u></b>			
3210 Property Tax - Clay	\$ 11,575,930	\$ 11,663,587	\$ 11,721,164
3230 Property Tax - Jackson	20,831,327	20,895,784	20,067,623
3250 Property Tax - Platte	7,466,898	7,170,389	7,463,244
<b>Property Taxes</b>	<b>40,313,378</b>	<b>39,729,760</b>	<b>39,252,031</b>
3290 State of MO Entertainment Tax	46,426	-	30,000
3330 Grants	1,186	20,000	20,000
3350 State Aid	367,635	334,214	334,214
3430 Telecom E-Rate Discount	398,267	250,000	270,000
3500 Contributions	4,118	3,500	3,500
<b>Grants &amp; Contributions</b>	<b>817,632</b>	<b>607,714</b>	<b>657,714</b>
3370 Investment Income	168,044	250,000	300,000
3390 Fines, Fees and Other	782,989	800,000	800,000
3800 Miscellaneous Income	36,376	50,000	50,000
<b>Total Revenues</b>	<b><u>\$ 42,118,419</u></b>	<b><u>\$ 41,437,474</u></b>	<b><u>\$ 41,059,745</u></b>
<b><u>Expenditures:</u></b>			
5010 Personnel - Salaried	\$ 14,224,788	\$ 14,238,366	\$ 13,898,326
5020 Personnel - Hourly	3,166,236	3,483,578	3,589,336
5030 Social Security	1,300,899	1,355,729	1,337,806
5050 Unemployment Compensation	9,570	28,000	80,000
5060 Tuition Reimbursement	15,121	15,000	15,000
5070 Retirement	2,163,213	2,350,000	2,418,309
5080 Medical Insurance	2,287,939	2,462,573	2,740,776
5090 Life and Disability Insurance	66,255	57,441	54,370
5100 Employee Assistance Program	5,466	10,000	10,179
5110 Employee Resources	-	85,000	171,100
<b>Payroll and Benefits</b>	<b>23,239,487</b>	<b>24,085,687</b>	<b>24,315,202</b>
5150 Books	4,144,267	4,400,000	3,738,000
5160 Electronic Books	-	-	550,000
5180 Periodicals	337,038	350,000	300,000
5190 Microfilm	95,519	50,000	50,000
5200 Electronic Resources	2,511,961	2,400,000	2,250,000
5230 A-V Materials	1,704,856	2,000,000	2,162,000
5250 Live Programs	179,500	179,500	179,500
<b>Library Materials</b>	<b>8,973,141</b>	<b>9,379,500</b>	<b>9,229,500</b>

(Continued)

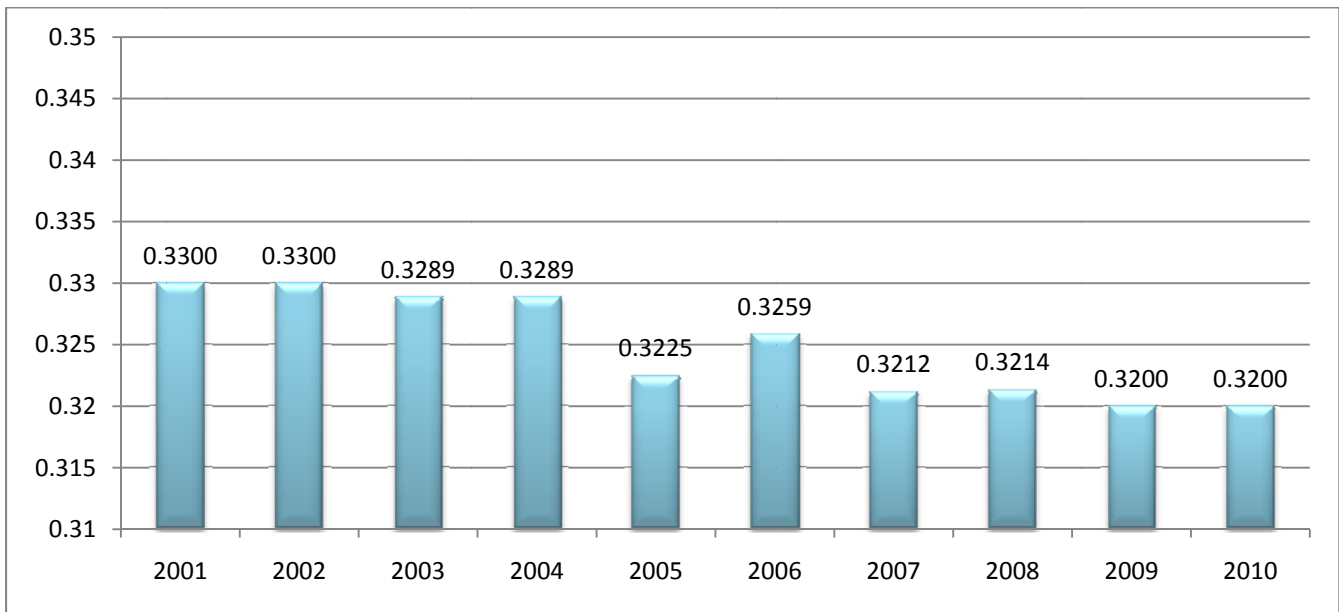
## General Fund Detail Statement of Revenues and Expenditures

<u>Account Number</u>	<u>Actual</u> 2009-10	<u>Estimate</u> 2010-11	<u>Budget</u> 2011-12
5260 Rent - Branches	1,800	10,000	25,800
5270 Rent - Equipment	420,798	400,000	504,504
5300 Furniture and Equipment	438,905	300,000	453,700
5320 Vehicles	2,233	59,552	27,000
5330 Automated Circulation System	620,043	600,000	583,750
5340 Online Computer Library Center	124,396	135,000	175,000
5350 Custodial Supplies	98,854	95,000	98,500
5380 Office Supplies and Printing	492,118	500,000	523,000
5430 Advertising and Promotion	275,551	280,000	296,900
5440 Reading Initiatives	444,155	370,500	225,000
5460 Professional Fees	312,236	250,000	298,000
5470 Continuing Educ. & Conventions	156,158	90,000	100,000
5490 Membership and Dues	32,538	30,000	30,000
5510 Utilities	862,443	980,000	1,044,899
5540 Postage and Freight	578,037	550,000	522,000
5570 Telephone & Telecommunication	711,967	645,000	650,000
5600 Binding	32,734	50,000	30,000
5630 FF&E Repair and Maintenance	29,906	30,000	30,000
5660 Building Repair & Maintenance	1,001,247	1,150,000	866,990
5690 Automotive Repairs	12,787	20,000	20,000
5710 Gas, Oil, and Lubrication	55,907	65,000	70,000
5740 Travel and Transportation	127,882	110,000	130,000
5770 Insurance	274,815	280,000	300,000
5800 Refunds and Miscellaneous	7,161	8,000	10,000
5990 Contingency	-	-	500,000
<b>Library Operations</b>	<b>7,114,671</b>	<b>7,008,052</b>	<b>7,515,043</b>
<b>Total Expenditures</b>	<b><u>\$ 40,138,370</u></b>	<b><u>\$ 40,473,239</u></b>	<b><u>\$ 41,059,745</u></b>
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<b><u>\$ 2,791,120</u></b>	<b><u>\$ 964,235</u></b>	<b><u>\$ -</u></b>
<b>Transfer out</b>	<b>\$ (3,000,000)</b>	<b>\$ (4,000,000)</b>	<b>\$ (3,000,000)</b>

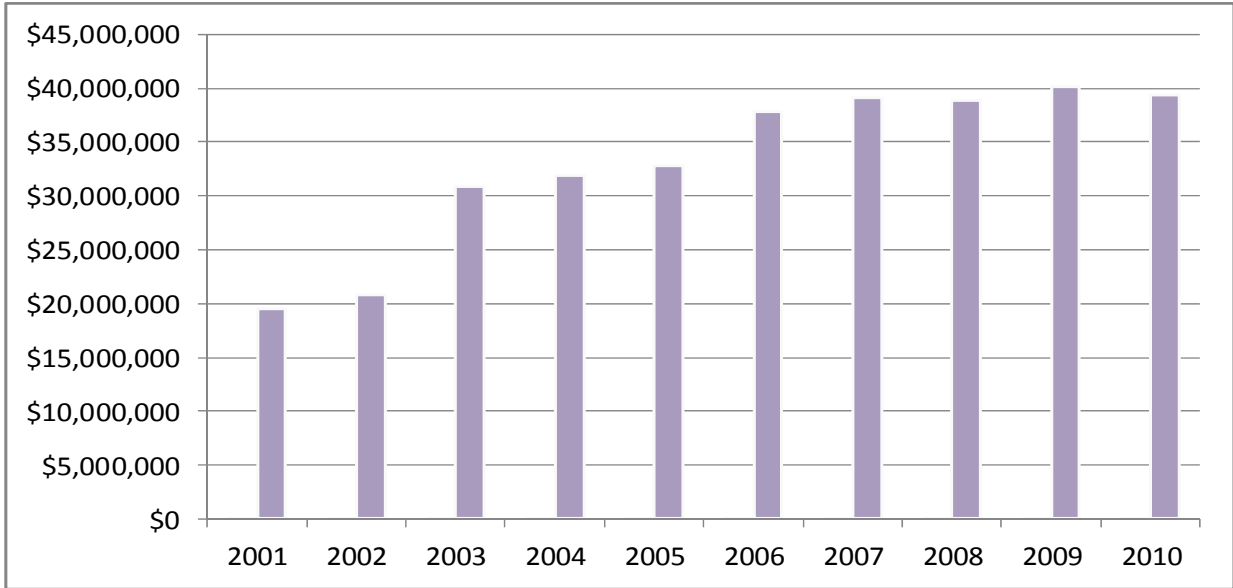
### Trend of General Fund Tax Revenues



### Trend of Tax Levy



### Trend of General Fund Expenditures



## **Employee Resources**

### **Staffing**

The salaried staffing budget, annual salary adjustments, and salary range structure movement are based on the recommendations of the library administration and were presented to the Board of Trustees at the April 2011 meeting.

Salaried staffing levels will remain unchanged at 407 Full Time Equivalents (FTEs). Base salaries will increase approximately 2% in the form of a performance payout pool of approximately \$278,000. The payouts will be made to high-performing employees on the basis of non-exempt performance scores and exempt percentage of goals accomplishment for fiscal year 2010-2011. The 2010-2011 performance payouts will be supplemented by an approximately 4% lump sum allocation of \$556,000 accrued in FY 2010-11 and paid in FY 2011-12. These funds will be allocated based on the same performance criteria as the 2% addition to base pay using one formula for both funding amounts.

Substitute Clerk and Page hourly rates of pay will remain unchanged at \$11.20 and \$7.45 per hour. Total hours allocated for fiscal year 2011-12 will be approximately 406,000 hours or 195 FTEs. Hourly employees are not authorized by position, but by budgeted hours. The number of hourly employees who work in a given pay period varies by scheduling priorities.

### **Benefits**

The Library participates in the Missouri Local Government Employees Retirement System (LAGERS), a multiple-employer public employee retirement system that acts as a common investment and administrative agent for local government entities in Missouri. LAGERS is a defined benefit pension plan which provides retirement benefits to plan members and beneficiaries. The Library's cost for this employee benefit will be 17.4% of covered earnings for fiscal year 2011-2012. The contribution rate is actuarially determined each year and can increase or decrease not more than 1% based on many factors with investment earnings being the primary factor.

Another major component of the full-time salaried employee benefit program is the health and dental insurance plans. This benefit is also extended to a few qualified retirees. Half-time salaried employees have access to these plans, but must pay the full premium costs. Effective January 1, 2011, the Library began self-funding health plan benefits through the use of the Blue Cross Cost-Plus funding model. This will allow the Library to benefit from good claims experience and insure its risk when claims experience is unfavorable. Please refer to the section of Other Funds for more information on the Self-Funded Health Insurance Fund.

The Library also provides access to an Employee Assistance Program (EAP) for all employees and family members living with them. This confidential service addresses many issues that can distract an employee from being productive at work such as marital, emotional, legal or financial problems. This

program can divert potential medical plan claims and provide supervisors with a tool to help employees experiencing problems that interfere with their home and work lives.

### **Staff Development**

The Library provides ongoing leadership training to managers and supervisors in both the classroom and on the job. Customer service training is provided to all employees in order to continually promote a world class customer service culture. The Library will continue with diversity training and recruiting efforts when opportunities present themselves. The Library will also commence ongoing harassment training for all employees. Work will continue on further developing a rewards and recognition program that was initiated in the fiscal year 2010-11.

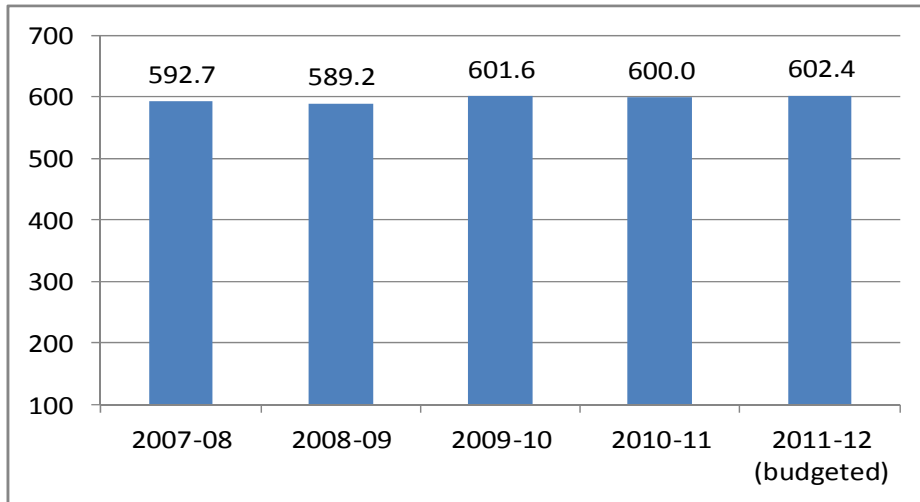
The Library has a tuition reimbursement program for eligible employees who are enrolled in a graduate library science degree program or other job-appropriate college courses. The number of courses eligible under the program will be limited by the availability of budgeted funds. Employees will be reimbursed on a first come, first serve basis.

This budget includes funding for a project to calibrate job evaluations and positions in the public and private sector labor markets. It has been seven years since this important process was last performed. Job descriptions will be updated during this project and job standards developed.

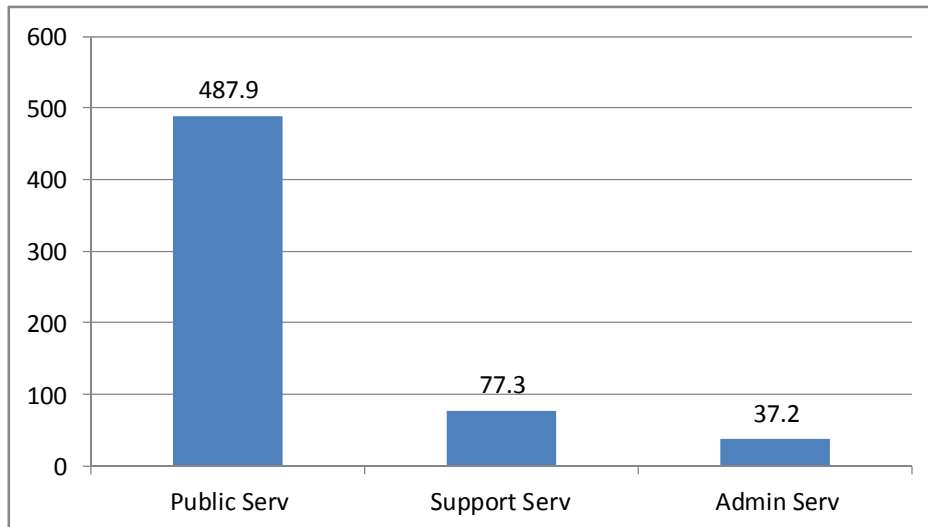
The Library maintains an online employment application system that allows hiring managers to efficiently review the hundreds of applications that can be received for one job posting. Background checks are performed on all newly hired employees 19 years of age and older.

The total payroll and benefits budget for FY 2011-12 is \$24,315,202, or 59.2% of the total General Fund budget.

**Number of Full Time Equivalent Staff  
From 2007 to 2012**



**Staffing by Functions for FY 2011-12**



## **Library Materials:**

### **Library Collection**

Mid-Continent Public Library is dedicated to allocating a significant percentage of annual revenue to the acquisition of new library materials. If the Library cannot purchase new and high-demand items, it will quickly lose relevance. According to the *Public Library Data Service*, when comparing other libraries in North America that also serve between 500,000 and 1,000,000 people, Mid-Continent routinely allocates the largest percentage of its revenue to this purpose. In addition, according to the latest report of peer library statistics, Mid-Continent Public Library also allocated more resources in actual dollars on library materials than any other library serving between 500,000 and 1,000,000 people.

#### Books:

As part of Mid-Continent Public Library's material budget, Books include the purchase of books for children, youth, and adults. In addition, print reference books, standing order titles, and books sent as part of the approvals plan are purchased from this account. According to the *Public Library Data Service*, only one public library in the nation allocated more resources in actual dollars on print material than Mid-Continent Public Library. The Library's print selection process is significantly decentralized. Branch Managers from each library location make choices and selections based on his or her knowledge of that specific community.

#### Electronic Books:

As part of Mid-Continent Public Library's material budget, Electronic Books (eBooks) are titles that are purchased individually (e.g., not in a collection) and are intended and formatted to be used individually. There are several annual reference items purchased in this format that in the past would have been purchased in print format. The advantage to the eBooks format is that it is frequently easier to search and to use, and can often be accessed from any Mid-Continent Public Library location or from a customer's home. In addition, Mid-Continent Public Library purchases downloadable eBooks titles from this account. Such titles are popular among readers of "best sellers" and genre fiction and can be read on computers, smartphones, tablet computers, and eBooks reading devices.

#### Periodicals:

As part of Mid-Continent Public Library's material budget, this account includes magazines and newspaper subscriptions. This budget has been slowly decreasing as the Library refocuses its strategy around magazine subscriptions, and as publishers of magazines, newspapers and journals reposition their products. For the most part, these actions have resulted in libraries no longer having to purchase expensive scholarly journals and out-of-town newspapers. Those titles are routinely included in online aggregated databases and are much more cost-effective to access this way. These points, however, are not necessarily true when considering genealogy and family history periodicals.

### Microfilm:

As part of Mid-Continent Public Library's material budget, this account includes magazines and newspapers on microfilm, census microfilm, and microfiche. Generally, Mid-Continent Public Library believes that microforms are losing importance as a delivery method of most archival information. With the exception of certain genealogy resources, much of the archival information that is needed by most of the Library's users is better delivered through electronic resources.

### Electronic Resources:

As part of Mid-Continent Public Library's material budget, this account includes several high-quality, evaluated, digital resources. According to the *Public Library Data Service 2010*, Mid-Continent Public Library allocated more resources in actual dollars on electronic resources than any other library serving between 500,000 and 1,000,000 people. Nearly all of the Library's licensed resources are available to the people of the library district from their own homes twenty-four hours a day, seven days a week. Some reference items previously purchased in print format are better provided to the public in a digital format. Many of these resources include indexes and collections that cover many topics or are added to annually. In addition, Mid-Continent Public Library subscribes to several online services through this account including, the *Live Homework Help* service, *Learning Express Library* test preparation service, the *Safari Online* aggregated books service, and the *Tumblebooks* online reading and activity service, to name a few.

### Audiovisual Materials:

As part of Mid-Continent Public Library's material budget, this account includes non-print media such as DVDs, and spoken word or music on compact discs. In addition, Mid-Continent Public Library provides access to downloadable audiobooks that customers can listen to on a home computer, MP3 player or smartphone. The Library has increased its purchase of "feature film" content on DVD to help satisfy demand from customers of the library district. According to the *Public Library Data Service 2010*, Mid-Continent Public Library was in the top ten of library resource allocation for audiovisual resources in actual dollars among libraries serving between 500,000 and 1,000,000 people.

### Live Programs:

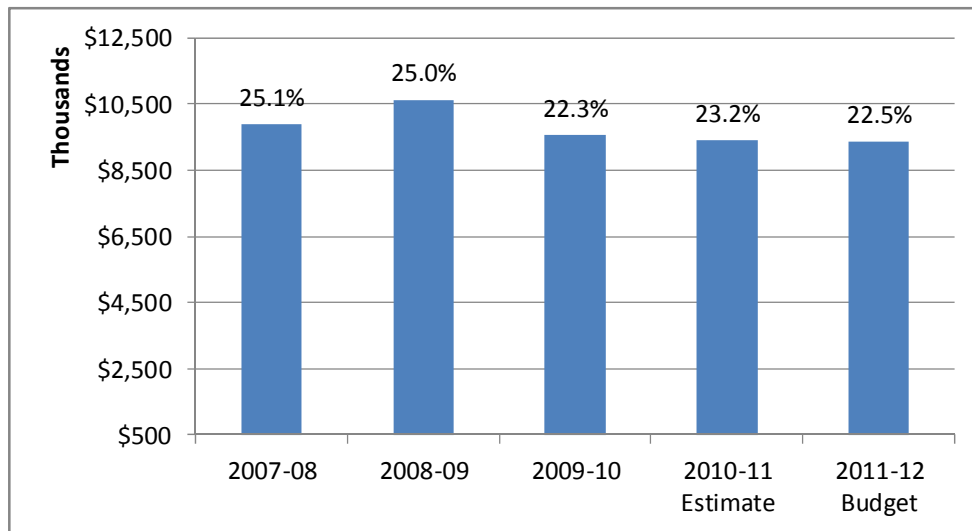
As part of Mid-Continent Public Library's material budget, this account includes paid performers and speakers. The Library believes that live programming is just another media to provide information, like print books, DVD movies, or spoken word audiobooks.

The Library promotes lifelong learning to the public via live programming, special events, outside exhibits, support displays, study groups, book clubs, and literacy programs throughout the entire system. Programs, in essence, are a "living library" to stimulate education, advance knowledge, and enhance recreation. Customers are served across the entire spectrum of interests, abilities, and ages. The selection of programs is based on geo-demographic criteria, trends and developments, and current need

or interest. Special Events are held to commemorate events such as George Caleb Bingham’s birthday, the annual Veterans Tribute, and Youth Achievement Days for Boy and Girl Scouts, etc. Literacy programs are focused on adult education such as the GED study groups, school assistance, phonics, and storytelling. Over 3,000 children, teen, and adult programs will be provided in the fiscal year of 2011-12 with a budget of \$179,500.

### Library Materials Expenditures with the Percentage of Total Operating Expenditures

From 2007 to 2012



## Technology and Capital Improvement

### Technology

The goal of the Library's technology budget is to enhance and create new services to better serve the educational, recreational, and informational needs of the library users. During the new fiscal year, the Library will continue to upgrade and update its data processing equipment, automated circulation system, and online information networks.

The computer lease programs allow the Library to "buy and swap" over 1,000 PCs and laptops for both staff and public use without creating a surplus inventory issue with discarded computers. The Software/Hardware contracts cover the maintenance/upgrade of over 50 servers, library operating system, financial management, and all other applications. The Internal Data Connection is the contracted service provided by local telephone companies to connect all branches and Library-To-Go sites with the Administrative Headquarters over a combination of optic cable and frame relay network.

Identified projects or purchases for the fiscal year 2011-12 are summarized as below with the source of funding within the General Fund:

<u>Projects/purchases</u>	<u>Budget</u>	<u>Funding Account</u>
Software/Hardware maintenance contracts	\$ 494,195	5330
Computer accessories, equipment, and repair	89,555	5330
Computers and Printers lease and buyout	324,004	5270
Copiers for public use	32,000	5270
Internal data connection	518,220	5570
Video conference	8,812	5570
Public Wifi	19,200	5570
Total:	\$ 1,485,986	

## **Capital Improvement Plan:**

The expenditure items covered under the Capital Improvement Plan include equipment, furniture, repair and maintenance, and other assets that will improve or maintain the value of library facilities. The funding for this plan is from the General Fund.

### Branch Enhancement:

The Library Board has approved a program to improve all branch library facilities in regards to aesthetics, space allocation, lighting and furniture. In the fiscal year of 2011-12, the Library will conclude this multi-year program by enhancing the last six branches: Liberty, Lee's Summit, Colbern Road, Blue Springs North, Dearborn, and Camden Point.

### Library-To-Go:

A new concept in library service was inaugurated through a partnership with the local community centers. Unstaffed library service points were established in two Kansas City community centers and one in the Platte County Resources Center. Library customers are able to request materials to be delivered to these locations for pickup or browse items from a collection of DVD movies. Materials are accessible through an automated vending system. During the new fiscal year, the Library will explore new locations through new partnership with other local entities.

### Building Repair and Maintenance:

The Library will replace the carpet and paint the interior/exterior walls at the locations specified in the table below, in addition to the routing maintenance needs. The Library will also upgrade the system-wide keycard access software.

During the new fiscal year, the Library will contract local companies to provide lawn care, snow removal, and some cleaning/pest control services.

**2010-11 Budget for Capital Improvement Plan**

<u>Projects</u>	<u>Budget</u>	<u>Funding Account</u>
<b>Branch Enhancement:</b>		
Furniture and Equipment	\$ 326,584	5300
Moving/Shelving	14,321	5660
Subtotal	\$ 340,905	
 <b>Building Repair and Maintenance:</b>		
HVAC Maintenance	\$ 15,490	5660
Carpeting/Painting	243,930	5660
(Weston, Dearborn, Edgerton, Camden Point, & HQ)		
Keycard Access Upgrade	25,000	
Snow Removal	100,000	5660
Lawn Care	125,000	5660
Cleaning/Pest Control	45,000	5660
Other Routine Maintenance	298,250	5660
Subtotal	\$ 852,670	
 <b>Total Capital Improvement Budget:</b>	 <b>\$ 1,193,575</b>	

## Capital Project Fund

### Fund Description:

The Capital Project Fund is used to account for financial resources set aside for the purchase and/or construction and renovation of library properties. The revenues for this fund are derived from transfers from the General Fund, special taxes, investment income, real properties, grants, and contributions.

Budgetary control over individual projects is established on a project basis for the life of the project, and lapse only when the project is reduced or closed out by Board action. However, any remaining unreserved project fund balance at the end of the fiscal year is re-appropriated at the beginning of each year and included in the annual budget.

On March 1, 2007, the Library issued Series 2007 Certificates of Participation Bonds for \$10,000,000 to finance the construction of a new library branch, Midwest Genealogy Center. The Certificates mature on various dates through 2017 at interest rates varying from 3.65% to 3.9%. The annual debt service requirements to amortize the Library's bonds at June 30, 2011, are as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	975,000	244,893	1,219,893
2013	1,010,000	207,300	1,217,300
2014	1,050,000	169,930	1,219,930
2015	1,090,000	130,555	1,220,555
2016-2017	<u>2,300,000</u>	<u>134,765</u>	<u>2,434,765</u>
Total	<u>\$ 6,425,000</u>	<u>\$ 887,443</u>	<u>\$ 7,312,443</u>

Mid-Continent Public Library is planning a new library in the Shoal Creek area of Kansas City. Near Liberty, this area is one of the fastest growing places in the library service area. Anticipating this growth, the Library purchased a 30-acre Antebellum farm on Flintlock Road in 2008. The Library saw the property as an opportunity to combine a commitment to history with a desire to see growth in the future of the northland.

The Library has contracted with Sapp Design Associates (SDA) to create a library that incorporates the 1850s home with a 21st century library. The plan includes the use of the home as meeting space and the adjoining library as a place to serve the needs of a contemporary library user. SDA and the Library will work with the Kansas City Landmarks Commission to ensure the historic character of the property is preserved.

The new library building will be the most advanced in the Mid-Continent Public Library system. New technology will be integrated into the building, and public space will be a focus of the library. The Library also intends to build the facility to LEED specifications. The total cost of

the project is estimated at approximately \$11.8 million: \$2.3 million for the property, \$6.5 million for the construction, and \$3 million for the architect, furniture fixture & equipment, and other expenses. In addition to the total project cost, renovation and adaptive reuse of the 1850s house will be done through the Library’s fundraising effort.

The Board has allocated resources from this Fund not to exceed \$120,000 for the Library to initiate a development and fundraising capacity. This initiative should correspond with the 2012 budget and will not be extended without Board authorization.

Based on the Library’s fund balance policy, \$3,000,000 will be transferred from the General Fund to this fund.

**Capital Project Fund Detail Statement of Revenues and Expenditures**

	<u>Budget</u> <u>2011-12</u>	
<b><u>Revenues:</u></b>		
3500 Contributions	\$	100,000
3370 Investment Income		<u>250,000</u>
<b>Total Revenues</b>	<b>\$</b>	<b><u>350,000</u></b>
 <b><u>Expenditures:</u></b>		
	<u>Project to date</u> <u>as of 6/30/2011</u>	<u>Remaining</u> <u>Balance</u>
Woodneath	\$ 2,500,000	\$ 500,000 \$ 8,800,000
Capital Campaign	-	120,000 -
Contingency	-	<u>100,000</u> -
<b>Capital Outlay</b>		<b>\$ <u>720,000</u></b>
Debt Payments		1,219,893
<b>Total Expenditures</b>		<b>\$ <u>1,939,893</u></b>
<b>Excess (Deficiency) of Revenues Over (Under)</b>		
<b>Expenditures:</b>		<b><u>\$(1,589,893)</u></b>
<b>Transfer in</b>		<b>\$ 3,000,000</b>

## Special Revenue Fund

### Fund Description:

The Library has established various fund accounts at the Greater Kansas City Community Foundation and The Truman Heartland Community Foundation to solicit donations and grants for the special purposes of the library. The community foundations manage these funds and report fund activities regularly to the Library.

**Grants & Gifts Fund** of the Special Revenue Fund currently has four sub-funds: library general, Genealogy Capital Campaign, Genealogy programs, and Woodneath library. The budgeted revenues are based on the past experience and the pledged contributions. The Library has no plan to spend any of those funds next year.

### Grants & Gifts Fund Detail Statement of Revenues and Expenditures

	<u>Actual</u> <u>2009-10</u>	<u>Estimated</u> <u>2010-11</u>	<u>Budget</u> <u>2011-12</u>
<b>Revenues:</b>			
Grants and Contributions	\$ 12,655	\$ 20,000	\$ 25,000
Investment Income	267	421	2,000
<b>Total Revenues</b>	<b><u>12,922</u></b>	<b><u>20,421</u></b>	<b><u>27,000</u></b>
<b>Expenditures:</b>			
	-	20,000	-
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<b><u>12,922</u></b>	<b><u>421</u></b>	<b><u>27,000</u></b>
Beginning Fund Balance	46,457	59,379	59,800
Ending Fund Balance			
Library General	\$ 21,254	\$ 40,421	\$ 62,421
Genealogy Capital Campaign	\$ 35,162	\$ 15,300	\$ 15,300
Genealogy Programs	\$ 2,963	\$ 4,079	\$ 9,079
Woodneath Library	\$ -	\$ -	\$ -

**James A. Leathers Scholarship Fund** of the Special Revenue Fund was established by the Library Board to provide funds to a student working toward a graduate degree in Library Science. The guidelines are as follow:

1. Missouri resident
2. Financial need
3. Scholastic ability and achievement
4. Full-time student
5. Must be interested in entering the public library field.

Depends on funds availability and candidates' qualifications, the Library Board decides annually whether to award the scholarship.

**James A. Leathers Scholarship Fund Detail Statement of Revenues and Expenditures**

	<u>Actual</u> <u>2009-10</u>	<u>Estimated</u> <u>2010-11</u>	<u>Budget</u> <u>2011-12</u>
<b>Revenues:</b>			
Grants and Contributions	\$ -	\$ -	\$ -
Investment Income	<u>301</u>	<u>185</u>	<u>200</u>
<b>Total Revenues</b>	<b><u>301</u></b>	<b><u>185</u></b>	<b><u>200</u></b>
<b>Expenditures:</b>	2,000	-	-
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<b><u>(1,699)</u></b>	<b><u>185</u></b>	<b><u>200</u></b>
Beginning Fund Balance	14,514	12,815	13,000
Ending Fund Balance	<u>\$ 12,815</u>	<u>\$ 13,000</u>	<u>\$ 13,200</u>

**Summer Reading Program** of the Special Revenue Fund was established in 2009 at the Truman Heartland Community Foundation. This program fund will provide additional financial resources to the Library's well-received summer reading program. The spending policy is that up to 5% of the three-year rolling average of the market value of the fund may be distributed as long as the fund balance is over \$25,000.

**Summer Reading Program Fund Detail Statement of Revenues and Expenditures**

	<u>Actual</u> <u>2009-10</u>	<u>Estimated</u> <u>2010-11</u>	<u>Budget</u> <u>2011-12</u>
<b>Revenues:</b>			
Grants and Contributions	\$ 14,068	\$ 4,000	\$ 2,000
Investment Income	<u>203</u>	<u>729</u>	<u>1,000</u>
<b>Total Revenues</b>	<b><u>14,271</u></b>	<b><u>4,729</u></b>	<b><u>3,000</u></b>
<b>Expenditures:</b>			
	-	-	-
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<b><u>14,271</u></b>	<b><u>4,729</u></b>	<b><u>3,000</u></b>
Beginning Fund Balance	-	14,271	19,000
Ending Fund Balance	<u>\$ 14,271</u>	<u>\$ 19,000</u>	<u>\$ 22,000</u>

## Permanent Fund - Genealogy Endowment Fund

### Fund Description:

This fund is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes of providing additional maintenance and support for the Midwest Genealogy Center, specifically including, but not limited to: 1. Support of the genealogy circulating collection, and 2. Support of the family research collection.

The expenditures may be made at the sole discretion of the library administration from the income of the fund. One-third of the income produced by the fund in any fiscal year shall be added to the corpus of the fund.

The Library does not plan to spend any money from this endowment in fiscal year 2011-12.

### Genealogy Endowment Fund Detail Statement of Revenues and Expenditures

	<u>Actual</u> <u>2009-10</u>	<u>Estimated</u> <u>2010-11</u>	<u>Budget</u> <u>2011-12</u>
<b>Revenues:</b>			
Grants and Contributions	\$ 503	\$ 1,686	\$ 1,500
Investment Income	<u>120</u>	<u>150</u>	<u>150</u>
<b>Total Revenues</b>	<b><u>623</u></b>	<b><u>1,836</u></b>	<b><u>1,650</u></b>
<b>Expenditures:</b>			
	-	-	-
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<b><u>623</u></b>	<b><u>1,836</u></b>	<b><u>1,650</u></b>
Beginning Fund Balance	28,541	29,164	31,000
Ending Fund Balance	<u>\$ 29,164</u>	<u>\$ 31,000</u>	<u>\$ 32,650</u>

## Internal Service Fund - Self-funded Health Insurance

### Fund Description

This fund is used to account for the expenses of health claims experience plus related fixed fees and access fees. The Library has adopted a four-tier premium model called “Cost-Plus” offered by Blue Cross Blue Shield of Kansas City. This funding model allows the Library to take on the risks and rewards around the Library’s claims experience. The insurance company maintains fiduciary responsibility and the Library’s risk can be decreased by purchasing reinsurance and maintaining an adequate reserve fund.

### Health Insurance Fund Detail Statement of Revenues and Expenditures

	Estimated <u>2010-11</u>	Budget <u>2011-12</u>
<b>Revenues:</b>		
Charges for Service	\$ 1,260,000	\$ 2,583,000
Investment Income	<u>1,752</u>	<u>2,000</u>
<b>Total Revenues</b>	<b><u>1,261,752</u></b>	<b><u>2,585,000</u></b>
<b>Expenditures:</b>		
Professional Fees	220,070	450,000
Claims Expenses	<u>1,000,000</u>	<u>2,174,569</u>
<b>Total Expenses</b>	<b><u>1,220,070</u></b>	<b><u>2,624,569</u></b>
<b>Excess (Deficiency) of Revenues Over (Under)</b>		
<b>Expenditures:</b>	<b><u>\$ 41,682</u></b>	<b><u>\$ (39,569)</u></b>
Beginning Fund Balance	-	41,682
Ending Fund Balance	\$ 41,682	\$ 2,113

## Miscellaneous Statistical Data

From 2000 to 2010

<u>Fiscal Year</u>	<u>Number of Volumes Owned</u>	<u>Number of Materials Circulated (1)</u>	<u>Number of Registered Borrowers</u>	<u>Population (2)</u>
2000-2001	2,977,759	7,412,049	397,069	668,428
2001-2002	3,011,133	7,496,778	400,300	668,428
2002-2003	3,104,783	7,563,190	347,988	668,428
2003-2004	3,329,842	7,676,097	475,001	668,428
2004-2005	3,448,146	8,003,080	415,615	668,428
2005-2006	3,503,464	8,320,986	463,700	668,428
2006-2007	3,537,916	8,860,919	448,727	668,428
2007-2008	3,435,518	8,260,899	462,579	668,428
2008-2009	3,565,744	9,182,417	466,344	668,428
2009-2010	3,419,516	9,455,412	481,050	668,428

(1) Effective July 1, 2007, the number of materials circulated excludes those materials checked out by the staff and used in-house.

(2) Based on 2000 US census

Miscellaneous Statistical Data

Schedule of Service Locations

June 30, 2010

<u>Branch Libraries</u>	<u>Address</u>	<u>Owned (O) Leased (L)</u>	<u>Square Feet</u>	<u>Open Hours per Week</u>
Antioch	6060 N. Chestnut Gladstone, MO 64119	O	22,783	65
Blue Ridge	9253 Blue Ridge Blvd Kansas City, MO 64138	O	21,280	65
Blue Springs North	850 NW Hunter Dr Blue Springs, MO 64015	O	15,204	65
Blue Springs South	2220 S 7 Highway Blue Springs, MO 64014	O	17,896	65
Boardwalk	8656 N Ambassador Dr. Kansas City, MO 64154	O	14,961	65
Buckner	19 E Jefferson Buckner, MO 64016	O	5,518	59
Camden Point	401 Hardesty St Camden Point, MO 64018	O	3,080	56
Claycomo	309 NE 69 Highway Claycomo, MO 64119	O	9,733	59
Colbern Road	1000 NE Colbern Road Lee's Summit, MO 64086	O	15,204	65
Dearborn	206 Maple Leaf Ave Dearborn, MO 64439	O	3,080	56
Edgerton	404 Frank St Edgerton, MO 64444	O	3,013	56
Excelsior Springs	1460 Kearney Road Excelsior Springs, MO 64024	O	10,133	65
Grain Valley	110 Front St. Grain Valley, MO 64029	O	4,200	59
Grandview	12930 Booth Ln Grandview, MO 64030	O	12,744	65

(Continued)

## Miscellaneous Statistical Data

### Schedule of Service Locations

June 30, 2010

Branch Libraries	Address	Owned (O) Leased (L)	Square Feet	Open Hours per Week
Kearney	100 S Platte-Clay Way Kearney, MO 64060	O	15,000	65
Lee's Summit	150 NW Oldham Parkway Lee's Summit, MO 64081	O	17,500	65
Liberty	1000 Kent St. Liberty, MO 64068	O	17,300	65
Lone Jack	211 N Bynum Road Lone Jack, MO	O	7,500	59
Midwest Genealogy Center	3440 S. Lee's Summit Independence, MO 64055	O	52,000	69
North Independence	317 W 24 Highway Independence, MO 64050	O	33,770	65
North Oak	8700 N Oak Street Trafficway Kansas City, MO 64155	O	15,580	65
Oak Grove	2320 S. Broadway Oak Grove, MO 64075	O	7,000	59
Parkville	8815 Tomn Watson Parkway Parkville, MO 64152	O	17,664	65
Platte City	2702 Prairie View Road Platte City, MO 64079	O	15,638	59
Raytown	6131 Raytown Road Raytown, MO 64133	O	22,910	65
Red Bridge	11140 Locus Kansas City, MO 64131	O	12,314	65
Riverside	2700 NW Vivion Road Riverside, MO 64150	O	15,112	59
Smithville	120 Richardson St Smithville, MO 64089	O	15,000	59
South Independence	13700 E 35th Street Independence, MO 64055	O	17,887	65

(Continued)

Miscellaneous Statistical Data

Schedule of Service Locations

June 30, 2010

Branch Libraries	Address	Owned (O) Leased (L)	Square Feet	Open Hours per Week
Weston	18204 Library Drive Weston, MO 64098	O	7,244	59
Library-To-Go 1	Hillcrest Community Center 10401 Hillcrest Road Kansas City, MO 64134	L	150	76
Library-To-Go 2	Marlborough Community Center 8200 Paseo Blvd. Kansas City MO 64131	L	150	46.5
Library-To-Go 3	Platte County Resource Center 11724 NW Plaze Circle, #200 Kansas City, MO 64153	L	N/A	45