A. MOTION TO APPROVE Broward County Libraries Division Long Range Plan 2015-2019 as required by the State of Florida for receipt of State Aid Funding for Fiscal Year 2015.

ACTION: (T-10:17AM) Approved.

VOTE: 7-0. Commissioners Jacobs and LaMarca were not present.

ACTION: (T-10:57AM) The Board reconsidered the Consent Agenda to pull item 67. (Refer to minutes for full discussion.)

VOTE: 8-0. Commissioner Jacobs was not present.

ACTION: (T-10:58AM) Approved. (Refer to minutes for full discussion.)

VOTE: 7-0. Commissioners Jacobs and Kiar were not present.

B. MOTION TO APPROVE Grant Agreement between Broward County and the Florida Department of State, Division of Library and Information Services, for the State Aid to Libraries Grant Program in the estimated amount of $2,119,212 for the purpose of operating public library services, beginning October 1, 2014 through September 30, 2015; and authorize the County Administrator to make modifications to the application, if necessary, and to take all administrative or budgetary actions to implement the grant; and authorize the Mayor and Clerk to execute same.

ACTION: (T-10:17AM) Approved.

VOTE: 7-0. Commissioners Jacobs and LaMarca were not present.

ACTION: (T-10:57AM) The Board reconsidered the Consent Agenda to pull item 67. (Refer to minutes for full discussion.)

VOTE: 8-0. Commissioner Jacobs was not present.

ACTION: (T-10:58AM) Approved. (Refer to minutes for full discussion.)

VOTE: 7-0. Commissioners Jacobs and Kiar were not present.

Why Action is Necessary
The State requires that the Board of County Commissioner approve the Libraries Division Long Range Plan Fiscal Year 2015-Fiscal Year 2019 and the Grant Agreement as necessary to meet the funding requirement for the State Aid to Libraries Grant Program.

What Action Accomplishes
Meets the State’s requirement of the grantee having to submit a long range plan as part of the application process to receive State Aid to Libraries. It will also secure the estimated amount of $2,119,212 of operational funds for the Libraries Division for Fiscal Year 2015.
Established Commission Goal

Previous Action Taken
None

Summary Explanation/ Background

THE LIBRARIES DIVISION RECOMMENDS APPROVAL OF THE ABOVE MOTIONS.

The Libraries Division has prepared a Long Range Plan for 2015-2019 (Exhibit 3) that meets the State’s requirement as part of the State Aid to Libraries application process. This plan is consistent with the Commission Goal to maintain a network of parks and libraries that provides a variety of recreational and learning opportunities.

The State Aid to Libraries Grant Program is administered by the State of Florida and is awarded to qualifying governing bodies throughout the State pursuant to Florida Statutes Chapter 257 and the Florida Administrative Code Chapter IB-2.001, for the purpose of operating and maintaining libraries. The Libraries Division has been receiving State Aid funds since 1974. It is estimated that for this award period, the County will receive funding in the amount of $2,119,212 an increase of $466,200 (28.2%) over the grant award of 1,653,012 received in Fiscal Year 2014.

The State Aid to Library Grant agreement (Exhibit 2) must be submitted annually with certification of local expenditures (Application Exhibit 3) for the previous year. The State prepares the forms and requires that the governing authority for the grantee sign first. The Agreement with the signature of the governing authority must be postmarked on or before October 1, 2014.

This agreement is a State form and does not incorporate changes recommended by the County Attorney's Office which were stylistic in nature and not substantive. Additionally, the venue for any litigation that may arise from this agreement is Leon County. The Office of the County Attorney has reviewed and approved as to form.

Fiscal Impact

Fiscal Impact/Cost Summary:
It is anticipated that the Broward County Libraries Division will receive approximately $2,119,212 in State Aid for Fiscal Year 2015. The funds will be deposited into the General Fund.

Attachments

Exhibit 1 - Agreement Summary
Exhibit 2 - Agreement
Exhibit 3 - Long Range Plan
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V. FINANCIAL OVERVIEW  
   - Budget Summary  
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What a wonderful journey it has been to serve as the Director of Broward County Libraries Division (BCL); the timing could not be more perfect. In 2014, BCL is celebrating our 40th year anniversary of service to the community. This anniversary offers us a chance to reflect on our exponential growth and to connect with stakeholders in planning for the future. Library customers, volunteers, County Government, and educational partners are embracing the technological revolution that drives the many ways Libraries meets our customers’ informational and recreational needs in the 21st Century. All while customers still borrow over 10 million library materials annually.

The future is today and BCL wholly embraces the amazing opportunities to create and to innovate within our brick and mortar walls. New technology enables libraries to streamline service delivery. Our approach to library service allows BCL to offer more access by serving as the link to creative education for the public. The skill set that is required for today’s industries challenges the way Libraries supports the educational needs of the community.

The venue of the free public library has provided a service vital to supporting the common good, through equalizing access to resources, promoting self-directed lifelong learning, and as a community resource center. We need to promote library services more aggressively and find creative ways to remain front and center in the minds of the community.

In my first year, I spent many hours listening to the community, explaining our areas of focus, gathering feedback and making a plan that would answer the needs expressed through staff SWOT Analysis, participating in a critique from our Advisory Board, meeting with the community through seven Vision Sessions across the County, meeting with each County Commissioner and presenting for different local organizations. I have met with nearly every partner in the County and gathered data. Many of the ideas are represented in the Long Range Plan.

The Charter of Broward County established the designation of library services as a regional function of the government. And 40 years of service later, BCL remains committed to enhancing our programs offered to the public, promoting the County brand, and ensuring that libraries continue to serve as a valuable resource to customers in the 21st Century.

Skye Patrick, Libraries Division Director
Mission Statement

Broward County Library’s mission is to provide convenient access to a full range of innovative and cost-effective services that satisfy the changing needs of the people of Broward County for information, education and recreation.

Vision Statement

The Broward County Libraries Division will be the model of the 21st Century Library: Innovative, Creative, Flexible, Inspiring, Resource full.
Recent Successes and Recognition

- Reopened the Main Library on Saturdays with nominal budget increase.

- Created a new program to repurpose aging tablets for use in Library homework help programs and also, loading with public domain literature classics for public checkout.

- In 2012, BCL opened the Young at Art Museum/Broward County Library a unique facility that has received numerous awards. First Annual American Institute of Architects) Florida People’s Choice Competition - The Young At Art Museum/Broward County Library named one of the top 10 buildings in Florida. US Green Building Council 2012 Outstanding Leadership in Energy & Environmental Design (LEED) New Construction. Urban Land Institute Southeast Florida/Caribbean’s 2013 Vision Award for Young at Art Museum/Broward County Library.

- Created and launched new branding with the BCL WoW [without walls] concept. A National Association of Counties (NACo) award-winning project. The BCL WoW app increases accessibility to library resources (print and digital) through mobile devices. The app allows customers to place holds, renew items, find their nearest
library, and more. We have also expanded this concept to include a new branding of our newsletter, WoW Update.

- Library circulation exceeded 10 million for the past several years.

- Hosted the U.S. Department of State - American Corners program for a full day of training which included a tour of four library locations, and sessions on library services to teens (pictured below), technology, fundraising, and partnerships.

- Created iPad pilot projects at the North Regional and Northwest Regional Youth Services sections for preschool-age children featuring new learning app daily.

- In FY13, over 8.7 million customers visited BCL locations and close to 1.1 million items (books, music, and magazines) were digitally downloaded.

- Florida Library Association Lifetime Achievement Award - Former Broward County Library Associate Director Julie Hunter awarded in 2014.

- Broward County Libraries was recognized by the Urban Libraries Council 2013 Innovations: Customer Experience QR Quest. Also, visitors to Broward County
(even without a library card account) can scan a QR Code at an airport kiosk to download a book while waiting for their flight.

- Launched two of five Creation Stations this year, with a third currently under development Creation Station: Business. Creation Stations provide an avenue for library customers to discover and innovate using high tech tools, including 3D printers for fabrication. Staff and professionals in the field provide Discovery Sessions that introduce the public to the latest equipment and software available. The Creation Station: Business will focus on small businesses, entrepreneurs, and telecommuting populations of Broward County. In 2015, the Library will invite business professionals to hold meetings in new state of the art rooms, complete with web conferencing capabilities, smart boards, color printers and scanners. The Broward County Library was recognized by the Urban Libraries Council and the White House for our commitment to makerspaces (collaborative space and hands on learning).

- Library Journal "Mover and Shaker" award to Broward County Library's E-Services and Marketing Manager Stephen Grubb. Under his leadership BCL has received numerous National Association of County Information Officers (NACIO) Awards of Excellence for a variety of publications – print and digital formats.

- Library volunteer, Shawn Ebanks and Marti Wein created a public service announcement, “The Places You’ll Go” and entered it in the Collaborative Summer Library Program “Spark a Reaction” 2014 Teen Video Challenge. Their entry was selected as the winner from Florida; it promotes library services to teens, it can be viewed on line at [http://cslpreads.org/programs/young-adult-program/teen-video-challenge/2014-teen-video-winners.html](http://cslpreads.org/programs/young-adult-program/teen-video-challenge/2014-teen-video-winners.html) or on YouTube.

- Broward County Libraries was recognized in 2012 by the Florida Library Association for the Best Public Library Web Site.
Libraries Division Connection to Commission's Vision

The Libraries Division provides cultural, educational, and historical amenities in support of Commission Goals. A long tradition of partnering with community and educational partners has served to expand the use of library resources. Additionally, the Libraries Division has a strong commitment to outreach efforts that encourage new library users and broadly distributes information about library resources to underserved populations and agencies serving their needs. The Division directly supports the following Vision Statements:

Vision Two: A Community with Accessible, Vibrant Arts and Culture, Recreation and Learning Opportunities.
The Libraries Division provides the public with learning opportunities at every library location through the use of resources, innovative programming, collaborative learning space design and new tutoring rooms. Additionally quality meeting room space, auditoriums and equipment support artistic endeavors year round.

Vision Three: Social Safety Net: An Accessible Collaborative Approach to Health and Human Services
The Libraries Division provides free access to library computers and Wi-Fi, essential tools that meet the public’s needs to access human service organizations, public assistance, and unemployment compensation, in addition to the Information & Referral services that are provided by Reference Librarians at all locations. BCL is nurturing relationships with numerous local social service agencies, including: Women in Distress, Homeless Providers and Stakeholders Council, and the Broward Regional Florida Department of Juvenile Justice.

Vision Four: A Pristine, Healthy Environment
The development of the Library app is just one initiative to encourage conservation of natural resources that makes real time information about available library materials to reduce unnecessary trips to search for the right book. Libraries are the premiere recycle and re-use agency as a matter of general operating principles. Plans for a Library Garden at Main will offer numerous opportunities to learn about the environment. Additionally, the Library serves as more than a great resource for information about conservation and sustainability, and will provide solar charging stations for smart devices.

Vision Five: Unlimited Economic Opportunities
The service, Creation Station: Business, currently under development will put the resources needed to develop new businesses, support entrepreneurs and start-ups including teleconferencing equipment, smart boards, small meeting rooms and the best in business reference materials as a resource. Libraries will serve as a vital source of information for new businesses to learn grow and develop the skills needed for success.
Vision Seven: Fiscally Sustainable and Transparent Government
The core of library services is specifically about access to information and resources. BCL raises awareness of services through multiple platforms (print, web, and social media) and with every circulation transaction reinforces to the borrower the value of library services. BCL continually refines processes to increase effectiveness and speed of service delivery.

Division Overview
Lines of Business
BCL was formed in 1974 with four libraries. Currently, BCL offers over 1.5 million square feet of library space at 39 library locations, funded with a $60 million dollar annual operating budget. BCL provides materials and services in a variety of languages for over 1.8 million residents. Over 10 million items were borrowed from the library annually over the past several years. BCL maintains a crucial role in the community and each library location strives to anticipate and meet the needs of its customer base by creating and presenting programs and activities that reflect the community it serves.

Public Services: This section provides SUNsational customer service to the diverse population of Broward County, including children, teens, adults, multi-ethnic groups, and newcomers through quality of life programs, library services, and computer instruction at 39 library locations in person, on the telephone, or through the Libraries Division's Website: www.broward.org/library. This section also serves students and faculty at those libraries participating in partnerships with educational facilities, such as public and charter schools, colleges, and universities.

Public Services Section provide for all ages:
Engagement opportunities…
  Outreach Services, Citizenship classes, volunteer opportunities, public programming, early voting and polling place
Learning opportunities…
  Career Centers, Adult literacy, Homework Assistance, Internet access, Afterschool @ Your Library, Computer Classes, One on one and online homework help, English classes, test prep for GED, SAT and ACT, Spanish classes, summer learning programs
Literary opportunities…
  Center for the Book, author programs, writer’s workshops, book clubs, classical literature, foreign language materials, children’s reading festivals, and South Florida BookFest
Research opportunities…
  Academic research in print, eBooks, and digital databases, legal, and government resources
Creativity opportunities…
  STEM & STEAM programming, Creation Stations, art exhibits, discovery sessions, robotics
Financial and Administrative Services: This section ensures continued efficiency, productivity and compliance with County policies and goals. This section provides fiscal and administrative support to the Division in the areas of financial reporting, collection development, budgeting, cash management, marketing, information technology, contracts, inter-local agreements, grant administration, payroll, personnel processing, purchasing, payment processing, receiving and delivery of library materials.

Libraries Administration: This section provides leadership and direction for communication with County, State, and Federal governments. This section manages the various public services, financial and administrative activities of the Libraries Division to ensure the continued high level of customer service and compliance to Commission goals and policies.
Community Engagement is the key to viable and relevant libraries...
In the past year, the Libraries Division has made a concerted effort to collect input from Library customers, elected officials, educational partners (and potential partners), staff, Friends Boards, the Library Foundation, and the Library Advisory Board. Gathering feedback and new ideas was accomplished through a variety of mechanisms including surveys (in person and online), a series of Vision Sessions to introduce the public to the Division’s Strategic Business Plan and get their input for future planning purposes. Face to face interactions and speaking engagements contribute to increasing awareness of the Libraries’ new services and opportunities. Recent engagements include: participation in events of the local Broward Business community including the Greater Fort Lauderdale Alliance and the Broward Executive Women’s group; local non-profits organizations, (YMCA and Boys & Girls Club); and the professional group MetroLAB.

Vision Sessions
The Library Director personally met with members of the public at a series of Vision Sessions; held across the County at the Main Library, African-American Research Library & Cultural Center and all five Regional Library locations. These sessions provided an opportunity to share information with the public and stakeholders about the recently developed Libraries Division Strategic Business Plan (SBP) for 2014-2016; and to receive meaningful input for future planning.

Attendees were excited to learn about the Division’s plans and were most interested in seeing: BCL allocate space for small tutoring rooms; encouraging more and different types of programming (including political and social discourse); greater and more varied volunteer opportunities; reading groups in addition to Book Clubs; more innovative programs like Destination Fridays (pictured left); greater connection between libraries and cultural events; increased hours of operation; improved publicity of library services; and more computer classes.

Working with Educational Partners
BCL has numerous long standing partnerships with educational institutions, including: the Broward County School Board, Broward College, Florida Atlantic University, and Nova Southeastern University. An intentional approach to working with partners has generated increased exposure for BCL. Schools across Broward have added obtaining a free Broward County Library card to their school supply lists and marketed free homework assistance offered by the Library to parents through the school newsletters. Continuous engagement with educational partners ensures that the Library remains relevant
in meeting their needs and generates new creative opportunities to collaborate in achieving our mission and vision.

**Engagement with Libraries Locally and Statewide**

The Libraries Division has been actively involved in Executive Board of Southeast Florida Library Information Network for information sharing, the State Library for project planning, and Urban Libraries Council and Public Library Association for new industry developments.

**Libraries Customer/Stakeholder Profile**

As the ninth largest library system in the nation by population served 1.8 million; the Library has nearly one million customers with library cards and circulates over 10 million materials annually. The Library provides SUNsational customer service in person, on the telephone or through the library’s website to the diverse populations of Broward County, including children, teens, adults, multi-ethnic groups, and newcomers. Broward County Library also serves students and faculty at those libraries participating in partnerships with educational facilities, such as public and charter schools, colleges, universities, and community organizations. Stakeholders – Their opinion counts at BCL. The Library provides many ways for customers to provide feedback and input into the Division services, through surveys, planning sessions, online and print forms, ongoing meetings with stakeholders and educational partners.
Economic and Demographic Factors Impacting Service Delivery

BCL’s services and programs directly reflect the needs of a diverse community. In Broward, according to the U.S. Census Bureau’s 2011 American Community Survey for Broward County: over 261,443 (14.8%) of our residents currently live below the poverty level. BCL offers 2,100 computers for public use. Volunteers provide approximately 90 computer classes at library locations monthly.

Broward County is a multicultural community comprised of people from 166 countries of origin that speak 84 different languages. Nearly 1 in 3 Broward County residents come from a foreign country, far exceeding the national average. BCL offers numerous programs that provide an opportunity to our newest residents to practice their English conversation skills. According to the National Institute for Literacy, 22% of Broward’s adult population reads at the lowest literacy level. The BCL – Each One, Teach One literacy program helps adults acquire reading skills. Ten Literacy Help Centers, with funding provided through a Library Services Technology Act Grant, offered career assistance to over 1,100 adults in the last year.
Employee Profile

The Libraries Division’s greatest strengths are our diverse, knowledgeable, and customer-friendly staff members. Libraries offer a highly educated, well trained and professional staff team of 636, which meets the public’s needs. Staff provides diverse opportunities for educational and recreational materials, resources, and programs. Libraries staff frequently meet customers’ needs in their native language.

Organizational Chart
SWOT Analysis

All Libraries staff were invited to participate in the Divisions SWOT analysis. This is the first time that the organizational assessment was open to all staff and volunteers representing all levels of the organization and program units. Approximately, 25% of the staff responded to the call for input.
Key Initiatives & Action Steps

To invest in technology that will streamline library plan of service.

Goals:
Reduce Customer Wait Time, Increase Self-Service Circulation, Maximize Use of Mobile App

Action Steps:

- Engage an outside consultant to study and create a plan to implement Radio Frequency Identification (RFID) technologies. (2014)

- Enable BCL to focus resources and retool staff to support 21st Century initiatives through investments in RFID and the family of technology offerings commonly referred to as Automated Materials Handling (AMH). (2017)


- Complete pilot projects for Thermal Customer Counter and expand use to the 10 largest BCL locations. (2016-2019)

- Expand Self Service Holds from 4 locations to 9 locations (2015), increase to all neighborhood branch libraries. (2018)

- Enhance electronic content and accessibility through the WoW application and update to include online payment. Provide a Spanish language version of the app for download. (2016)

- Expanding eContent collection and accessibility by working with publishers and the American Library Association (ALA). (2016)

- Increase partnership opportunities with Broward County Public Schools and work cooperatively to identify potential funding sources for shared electronic resources, such as eBooks. (2014-2019)
Key Initiatives & Action Steps

To provide innovative programming that will entice new users and enhance our visibility through a broader community scope.

Goals:
Broaden Customer Base to include non-traditional library patrons,

- Create a centralized position that will redefine and enhance the Library’s offerings. (2014)
- Identify non-traditional library users and develop new programs and services to increase customer base by partnering with other community-focused agencies. (2014-2019)
- Establish Creation Station: Business at the Main Library in support of entrepreneurs, small businesses, and start-ups. (2015)
- Develop both internal and external master plans for the Main Library. (2015)
- Reorganize the flagship Main Library to provide increased opportunities for programming and community engagement and develop new amenities: (2016-2019)
  - Reorganize the following functional areas: Children’s area, Cultural Division, Cyber Commons, create The Garden Park. This is a planned outdoor area (fenced and landscaped) on the north side of the library offering programming for children and adults in a controlled environment. This new amenity will serve the needs of the growing downtown residential community.
  - Develop a career center and Hispanic Cultural Education Center.
- Increase access to Historical Commission archival documents and research materials by relocating collection to the Main Library. (2016)
- Increase accessibility to Library’s mobile app with a Spanish Language version (2016)
- Target Marketing Strategies, using social networking and mobile advertising displays (2017)
Key Initiatives & Action Steps

To provide the community with collaborative and educational space.

Goals: Create a sense of place in each library, a warm, welcoming and safe environment at all library locations. Establish a new public lounge space at the Main Library offering easy access for customers with mobile technology to plug in and play. Enhance the African-American Research Library and Cultural Center auditorium to better support the cultural communities’ needs. Design spaces that meet the specific needs of teens.

- Maximize the use of library space and technological resources by designing space for collaborative projects. (2015-2018)

- Develop Creation Stations and mobile pop-up studios encouraging use of imagination, education, and creation. (2016-2019)

- Support digital literacy initiatives and expand summer learning activities to include STEM and STEAM related programs. (2015-2018)

- Expand the partnership with Broward County Public Schools to create an electronic educational portal. (2016)

- Create memorable Teen Spaces (physical and digital), in support of discovery, creativity, and educational. (2015-2019)

- Explore the use of Main Library restaurant space as a collaborative venture with local educational institutions for culinary programs for students and the public. (2015-2016)

- Complete Branch Replacement Projects for Pompano Beach, Lauderhill Central Park, and Beach Branch. (2014-2017)
  - Create YouMedia Teen Space
  - Pompano: open with fully operational RFID and AMH systems in place

- Create a system-wide security plan for library locations, with a standardized security platform and functionality. (2015-2017)
Key Initiatives & Action Steps

To create service delivery models that reflect current trends

Goals: Provide more flexible staffing models for peak trends, increase the speed of service delivery and availability of library materials, explore pilot projects for service delivery

  - Evaluate workload data: door count, circulation, and programming
  - Community served: demographics and service needs

- Increase accessibility through expanded/modified hours of operation. (2014-2015)

- Experiment with new services (data driven from Thermal Customer Counter project): for example, roving reference. (2018)

- Expand the use of single-point of service desks. (2017)

- Enhance digital service delivery and encourage electronic access; in support of green initiatives while identifying ways to minimize technology waste. (2016-2019)

- Promote and Develop Online Video/Meeting Collaboration Tools as an alternative to time consuming staff travel for meetings. (2015-2017)

- Create online Book Buddies and/or Clubs for library customer interaction through social media. (2017)
# Financial Overview

## Broward County Libraries
Selected Financial Information

### FY15

<table>
<thead>
<tr>
<th>DIVISION SUMMARY</th>
<th>Recommended*</th>
<th>FY16 Forecast*</th>
<th>FY17 Forecast*</th>
<th>FY18 Forecast*</th>
<th>FY19 Forecast*</th>
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<td><strong>Total</strong></td>
<td><strong>$ 59,703,760</strong></td>
<td><strong>$ 60,749,369</strong></td>
<td><strong>$ 61,815,891</strong></td>
<td><strong>$ 62,903,743</strong></td>
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### REVENUES

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<td>Fines &amp; Forfeitures</td>
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### APPROPRIATION

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<td>7,423,290</td>
<td>7,423,290</td>
<td>7,423,290</td>
<td>7,423,290</td>
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<tr>
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<td><strong>$ 59,703,760</strong></td>
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<td><strong>$ 62,903,743</strong></td>
<td><strong>$ 64,013,352</strong></td>
</tr>
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* Assumes 2% CPI on wages and 1% on revenues.
<table>
<thead>
<tr>
<th>PERFORMANCE MEASURES</th>
<th>FY13 Actual</th>
<th>FY14 Budget</th>
<th>FY15 Projected</th>
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<td>Number of Libraries Internet page views</td>
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<td>Number of digital downloads (eBooks and audiobooks)</td>
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<td>Number of patrons using computers</td>
<td>2,747,537</td>
<td>2,769,964</td>
<td>2,700,000</td>
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<td>Libraries program attendance</td>
<td>455,025</td>
<td>392,343</td>
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<td>External customer satisfaction rating</td>
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<td>4.0%</td>
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<td>Library materials circulated</td>
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<td>10,629,838</td>
<td>10,500,000</td>
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<tr>
<td>Number of customers served</td>
<td>8,722,522</td>
<td>8,749,429</td>
<td>8,700,000</td>
</tr>
<tr>
<td>Number of customers with cards¹</td>
<td>938,731</td>
<td>854,250</td>
<td>960,000</td>
</tr>
<tr>
<td>Cumulative library materials circulated per circulation FTE</td>
<td>26,152</td>
<td>26,410</td>
<td>25,500</td>
</tr>
<tr>
<td>Cumulative reference questions per professional MLS FTE</td>
<td>11,276</td>
<td>10,840</td>
<td>10,500</td>
</tr>
<tr>
<td>Number of volunteers</td>
<td>14,469</td>
<td>14,270</td>
<td>14,000</td>
</tr>
<tr>
<td>Number of volunteer hours</td>
<td>134,146</td>
<td>125,750</td>
<td>127,000</td>
</tr>
<tr>
<td>Internal customer satisfaction rating</td>
<td>N/A</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Percent of new &quot;Hot&quot; titles available within 5 business days of receipt</td>
<td>80%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>Percent of new &quot;all other public library&quot; materials available within 10 business days of receipt</td>
<td>77%</td>
<td>75%</td>
<td>80%</td>
</tr>
</tbody>
</table>

¹ The Libraries Division purges the database of accountholders every two years in accordance with industry standards.