

BOARD WORK PLAN 2016-2017

And Strategic Retreat Report

THE KANSAS CITY PUBLIC LIBRARY BOARD OF TRUSTEES

June - July 2016

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BOARD WORK PLAN 2016 -2017

The Board of Trustees and Library staff participated in a retreat-style discussion led by a facilitator to inform the strategic priorities for the Board of Trustees in the coming year. The conclusions of the retreat were paired with the 2009 Strategic Plan Goals and formed into a Work Plan.

Where possible, the Work Plan actions are tied to references from the retreat discussion. The summary of the retreat discussions, including the “Facilitator Led Discussion” section (identified as **DP #**) or the “Parking Lot” section (identified as **PL #**), can be found starting at **Page 4**.

2009 Strategic Plan Goals

- **Stabilize and enhance funding**
- **Inspire and champion Kansas City as a community of readers**
- **Create a deeper, richer collection that is aligned with current and future community needs**
- **Enhance the use of technology to serve current and future community needs**
- **Be recognized as a leader in public discourse**

BOARD WORK PLAN

Work Plan 1. Desired Outcome: Achieve and sustain financial stability

Strategic Plan Goal: Stabilize and enhance funding

Championed by Library Board, Crosby Kemper III (Chief Executive), Debbie Siragusa (Deputy Director of Administration / Chief Financial Officer), Kristin Nelson (Development Director)

Actions

- 1.1. Increase understanding and advocacy efforts to ensure the tax incentive policy of Kansas City is transparent and equitable. **[DP 1.3, DP 1.4]**

- 1.2. Determine whether the Library should seek a tax levy increase or seek changes in the Hancock Amendment rollback provision. **[PL 2]**
- 1.3. Focus and increase fundraising efforts.

Work Plan 2. Desired Outcome: Increased community awareness of the Library’s value

Strategic Plan Goal: Inspire and champion Kansas City as a community of readers

Championed by Library Board, Crosby Kemper III (Chief Executive), Carrie Coogan (Deputy Director for Public Affairs and Community Engagement), Joel Jones (Deputy Director Library Services)

Actions

- 2.1. Generate Board advocacy talking points. **[DP 2.9] [PL 3]**
- 2.2. Develop a public relations plan to “**Tell our story**” (to help bring people in; help address funding and promote a sense of ownership). **[DP 1.3]**
- 2.3. Establish and evaluate measurable goals and celebrate milestones. **[DP 1.3]**

Work Plan 3. Desired Outcome: Services and collections are aligned with current and future community needs

Strategic Plan Goal: Create a deeper, richer collection that is aligned with current and future community needs

Strategic Plan Goal: Enhance the use of technology to serve current and future community needs

Championed by Library Board, Crosby Kemper III (Chief Executive), Joel Jones (Deputy Director Library Services), Crystal Faris (Director of Youth & Family Engagement)

Actions

- 3.1. Survey the Library District population to identify community needs. **[DP 1.2, DP 2.7, DP 3.3]**
- 3.2. Clarify the Library’s community role in literacy development and learning. **[DP 2.3, DP 2.4, DP 2.6]**
- 3.3. Create a Branch Manager and Youth Services “Play Book” to identify best practices and lead community engagement for development of services and collections. **[DP 1.5]**

- 3.4. Evaluate if services and collections are meeting information and access needs of the “vulnerable” populations. **[DP 1.1]**
- 3.5. Support City youth exposure to meaningful literature by collaborating with K-12 educators to identify and provide resources. **[DP 2.3]**

Work Plan 4. Desired Outcome: Fostering the enjoyment of learning through programming.

Strategic Plan Goal: Be recognized as a leader in public discourse

Championed by Library Board, Crosby Kemper III (Chief Executive), Carrie Coogan (Deputy Director for Public Affairs and Community Engagement), Crystal Faris (Director of Youth & Family Engagement)

Actions

- 4.1. Create priorities for re-aligning Library services and programming to meet the needs of the vulnerable population. **[DP 1.6, DP 2.8] [PL 7]**

Work Plan 5. Desired Outcome: Enhanced communication and engagement between Library Director and Trustees

NEW INITIATIVE

Championed by Library Board, Crosby Kemper III (Chief Executive), Debbie Siragusa (Deputy Director of Administration / Chief Financial Officer)

Actions

- 5.1. Facilitate opportunities both at the Board meetings and outside the meetings to foster deeper understanding and collegiality. **[DP 2.9]**
- 5.2. Restructure Board meetings materials and presentations. **[PL 3, PL 9]**
- 5.3. Revise Director evaluation process and tools to focus on measures and assessment of outcomes (Note: this is work for the Executive committee). **[PL 9]**

SUMMARY - FACILITATOR LED DISCUSSION

DP 1. Branch Service Models

DP 1.1. Focus on the needs of the underserved – vulnerable populations

Bring people together
They may not see the Library as a resource for them
Reach them in new ways
Broaden the reach

DP 1.2. Keep in mind that neighborhoods are different

They serve different populations
Clarify and test our beliefs and assumptions?
Need to focus (articulate) and appreciate the differences
Do a more formal survey of the populations

DP 1.3. Success in services

Identify examples
Show impact and results
Reinforces conversation with Kansas City about financing
Map them

DP 1.4. Clarify who the decision makers are – Individuals and Entities

Where should the deep dive happen?
Whom do we need to reach?

DP 1.5. Is there a set of best practices or a playbook for the branch manager role/work?

See the development of one for KCPL as a possible model for other libraries

DP 1.6. Library's role in civic engagement

Extend engagement
Identify and understand our partners

DP 2. Youth Initiatives

DP 2.1. More interaction among older children and younger ones

Create opportunity for older ones to teach/work with younger ones
Younger ones are most vulnerable
Community service (structured time)
Model for involvement of other schools

DP 2.2. Reach out to young families / Multigenerational family approach

Increase parents' comfort level
Bring in young parents and engage them as well as their children
Continuing education/GED classes
Adult literacy

Note: area for us to tell our story – describe our role and work in the continuum of learning and activity

DP 2.3. Conduct a survey of teachers to find out what reading materials kids should be exposed to at certain grade levels

KCPL should issue lists
More work with summer reading

DP 2.4. Will KCPL be an educational or learning organization/place?

Board - Clarify KCPL's role in literacy development work with our partners
Differentiate KCPL's role from the role of the school
Define role of KCPL in "remedial" area for education (gap)

DP 2.5. Connect youth based on what they want /seek

Help them see the continuum of learning
KCPL role as a 'safe place' option

DP 2.6. Foster enjoyment of learning

Engage private schools
Home schools – monitor
Non-traditional families

DP 2.7. Host community dialogues on key Kansas City issues (youth)

DP 2.8. Expand programming for youth (especially teens)

DP 2.9. Determine how best to keep the Board informed about current activities

DP 3. Digital Initiatives

DP 3.1. We need to embrace digital technology (and ensure that it is enabling)

DP 3.2. Close the divide

Connect Ed / Connect Home
Continue Hotspots

DP 3.3. Stay ahead of the curve

Build on current set of partnerships
Involve key people in the community
Survey Patrons – (Possible work for the Google Fellow)
Prepare the Board (with information and options) for deeper discussion/choice

DP 3.4. Ensure effective co-existence of digital and physical/and synergies

PARKING LOT

The following comments/ideas were notable but not directly related to the specific retreat topics.

- PL 1. **Consider volunteers and Friends** -- Utilize volunteers and library advocates to enhance services and position them in the community to help to increase our reach.
- PL 2. **Lay out what KCPL would do with more financial resources** -- Develop a list of desired projects and initiatives (including cost) that can be used in both fundraising and property tax initiative efforts.
- PL 3. **Help the Board understand the current set of partners and the work done with them** -
- Develop a strategy to inform the Board on Library partnerships and how they align with our mission.
- PL 4. **Detail KCPL's current work in literacy** -- Identify for the Board how the Library does and may in the future address gaps in education/learning.
- PL 5. **Develop a "Young person's guide to KCPL"** -- Create a resource for youth to easily discover the library.
- PL 6. **Identify "life-changing" field trips (in person and virtual)** -- Construct opportunities for library district youth to expand world views and increase civic awareness.
- PL 7. **Promote programs for youth** -- Assess resource allocation for programming and publicity.
- PL 8. **Do a "what's going on" communication** -- Create a simplified communication tool and provide it consistently to a wider audience.
- PL 9. **Look at evaluation of the CEO and KCPL organization** -- Establish a goal-oriented evaluation tool for the CEO and launch a process to evaluate the Library as an organization. Acknowledge what we can do with current resources, identify the things we want and produce the list of desired objectives and actions.

STRATEGIC RETREAT BACKGROUND

In 2007, the Library Board approved a strategic plan which established several touchstones for the Library's purpose. These were:

- Strategy One: Catalyst For Community Aspirations / Library as Third Place
- Strategy Two: Responsive to the community in our collections, services, and programs
- Strategy Three: Forum for community discussion / Community Conversation
- Strategy Four: Center for Reading / Reading, Literacy, Numeracy
- Strategy Five: Hub for community knowledge / Portal to Knowledge
- Strategy Six: Economic Development

In 2009, the Library Board refined the strategic plan for the Library. Those goals were:

- Be recognized as a leader in public discourse
- Enhance the use of technology to serve current and future community needs
- Create a deeper, richer collection that is aligned with current and future community needs
- Stabilize and enhance funding
- Inspire and champion Kansas City as a community of readers

Both plans successfully laid out aspirational goals and helped to identify areas of commitment. These goals have evolved into the Library's rallying cry and understood purpose:

To create a literate, knowledgeable citizenry, to help people develop skills to connect to information, and to enhance people's lives with knowledge of and services from the community.

From these two plans is distilled a list of essential purposes for the Library:

- ✓ Be a Repository of Civilization
- ✓ Contain Useful Knowledge for People
- ✓ Promote Reading and Literacy
- ✓ Encourage Lifelong Learning
- ✓ Facilitate Civic Discourse
- ✓ Provide a Public Square

2016 BOARD RETREAT PREPARATION

In 2015 the Library Board began a planning process to revisit and enhance the strategic plan for the Library. To that end, the Library Board determined the need for a strategic retreat to allow the Board to review and provide input on the Library's priorities (current and near-future) and the Board's role in accomplishing them.

Facilitator

Maureen Sullivan was selected to facilitate the Board Retreat. Maureen is an organization development consultant whose practice focuses on the delivery of consulting and training services to libraries and other information organizations. Her background, rooted in the library profession, includes extensive leadership appointments such as American Library Association (ALA) Past-President, and program facilitator and subcommittee co-chair for the ALA Emerging Leaders program. She has worked with a number of libraries in the development of their strategic plans.

Educational Materials

The following materials were provided to the Library Board and staff to review in preparation for the day of the retreat:

Horrigan, John. "Libraries at the Crossroads", Pew Research Center, September 2015.

Putnam, Robert D., *Our Kids: The American Dream in Crisis*, 2015.

Excerpts from the following:

Putnam, Robert D., *Better Together*, 2003.

(Chapter 2 – "Branch Libraries: The Heartbeat of the Community")

Palfrey, John, *BiblioTech: Why Libraries Matter More Than Ever in the Age of Google*, 2015.

(Chapter 10 – "Conclusion: What's at Stake")

"Rising to the Challenge: Re-Envisioning Public Libraries," The Aspen Institute, October 2014.

Speakers

Noted author and scholar Robert Putman was invited to give a presentation on June 8, 2016, about his book *Our Kids* and the "opportunity gap" that has emerged in the U.S. over the last quarter century.

Noted Pew Research Center senior researcher and internet and technology expert John Horrigan was invited to give a presentation on May 18, 2016, titled "Libraries, the Public, and Lifelong Learning."

SOAR Analysis (Strengths, Opportunities, Aspirations and Results)

Staff, with the assistance of the facilitator, conducted a SOAR analysis for the three areas identified for the Retreat.

The summarized documents begin at **Page 13**.

Financial Overview

Library finance staff prepared a financial overview reflecting the historical trends and projections for the Library's finances and major revenue source.

The presentation is provided at **Page 20**.

SUMMARY OF RETREAT

Agenda
Linda Hall Library
June 22, 2016
10 am – 4 pm

| | | |
|----------|--|-------------|
| 10:00 am | Opening Remarks - Board President | 15 minutes |
| 10:15 am | Director Comments | 15 Minutes |
| 10:30 am | Financial Overview | 15 Minutes |
| 10:45 am | Facilitator Comments Opening Questions | 15 Minutes |
| 11:00 am | Working Session | 60 minutes |
| | Branch Service Models: the L.H. Bluford Branch as a study | |
| 12:00 pm | Lunch | 30 minutes |
| 12:30 pm | Working Session Continued (with a break) | 150 Minutes |
| | Early Childhood, Youth, and Teen Initiatives Digital Branch and Digital Inclusion Efforts | |
| 3:00 pm | Final Takeaways | 60 minutes |

ATTENDEES

Board Members:

Jonathan Kemper
David Mayta
Claudia Oñate Greim
Rose Marie Bell
Leon Dixon, Jr.
Olivia Dorsey
Billie Howard Barnes
Marilou Joyner
Susie Kenney

Staff:

Crosby Kemper
Debbie Siragusa
Joel Jones
Carrie Coogan
Crystal Faris
Kristin Nelson

Staff:

Heather Zoellner
Melissa Carle
Ritchie Momon
April Roy
Jamie Mayo
David LaCrone
Andrea Ellis

The Kansas City Public Library Board of Trustees planned a retreat that took place on June 22, 2016, at the Linda Hall Library. The goals of the retreat were for the Board to provide input on the Library's priorities and the Board's role in accomplishing them with a focus on Branch Services, Youth Initiatives and Digital Initiatives. The retreat was also an opportunity to foster working relationships between Trustees and senior staff.

OPENING REMARKS AND PRESENTATIONS

The Library Board President gave opening remarks noting the following:

The Library Board is a statutory board and an oversight board.

The Board provides understanding and guidance, but does not manage the Library.

The Board sets CEO Strategy – sets goals, evaluates achievement of goals, advocates the role of Board Trustees.

Desired Outcomes of the Retreat:

Establish work-plan for Board for coming year

Provide focus to discussions (aspirations & goals)

Foster collegiality (common understanding, sense of trust, why this work is important)

The Library Director gave opening remarks to frame the conversation by noting areas of importance in understanding the role of the Library – highlights are presented below:

The Library has achieved special place in life of our community and is perceived as a leader.

We fill a traditional role as a repository for the people of Kansas City to learn citizenship, for people to make a better life for themselves. The library is a gift of civilization, a repository of great ideas, and promotes civic ownership & heritage.

It is important to remember the serendipity of the library, the delight of the library.

Need to end the attitude at the city level that we are doing just fine.

Increase advocacy, find more effective ways of telling our stories.

Focus on maintaining what we do well and add more depth, more reach, more resources:

Foster engagement with the community at all levels and in all services

Integrate the skill of reading into everything we are doing

Connect digital services to development of the underlying skill of reading & literacy
(this continues to be a core skill in the modern world)

Focus on the neighborhood aspect of branch libraries

Expand partnerships essential to serving neighborhood needs
Move from a transactional encounter with patrons to increasing the skill of aspiration –
a transformational encounter
Always remember whom we serve

The financial overview and a brief review of the SOAR analysis were presented.

FACILITATOR LED DISCUSSION

The facilitator led a discussion in each topic area asking each Board member to:

“Identify what you think is important for the Library to pursue - as you think about strengthening the Library’s role in the community”

The major discussion points made by the Board and Staff are outlined in the Work Plan. Some comments/ideas that were notable but not directly related to the specific retreat topics were recorded as part of a “Parking Lot” for later consideration, this list is also outlined in the Work Plan.

Follow-Up & Next Steps from Retreat

The discussion came out of asking a question - **Identify what you think is important for the Library to pursue.** The next steps include the opportunity to confirm what the Library will do in the aspirations area to get to results. The Board’s responsibility is to be very clear about vision and purpose – **develop goals of strategy** to move to an **action plan**. This process was completed and incorporated into the Board Work Plan included as part of this document.

- ✓ Learn what is currently being done in each initiative area (presented in a form that will inform discussion to move forward)
- ✓ Review the Board meeting approach and practice to identify improvements
 - Staff updates
 - Lunch & Learn
- ✓ Plan events for Board participation
- ✓ Framework - Convene Board discussion to determine the strategic initiatives
- ✓ Address the need to improve how we **‘tell our story’**

STAFF SOAR SESSIONS

June 2, 2016

For each topic, the working group members came prepared to:

1. Identify the **Strengths** (internal and external) already used to develop their topic
Include physical assets, staff proficiencies and capabilities, and other topics that have created success in the topic area
2. Explain the **Opportunities** that have yet to be seized for their topic
Include external factors that could increase success, make the topic more sustainable, identify burgeoning areas of interest
3. Present the **Aspirations** for future impact of this topic
Include how the group understands the purpose of their topic in the strategic and mission goals of the Library, which may include a vision for the future, and not just the present
4. Describe the **Results** associated with success, whether they are quantitative or qualitative
Include tangible, measurable items that identify how strengths and opportunities align with aspirations to create achievement

BRANCH SERVICES

Strengths

- Bluford provides a working model for service redevelopment
 - Notable public programming on special topics (Health & Wellness)
 - Established, community focal point
 - Hospitality customer service model
 - Teen space that encourages Library use by giving a sense of Place
 - Branch Manager actively engaged in outreach and marketing
 - Staff buy-in with patron self-service model
- Facilities located throughout the service district, reachable by reliable public transit, welcoming over 6,000 people each day
- Branches extend essential services into neighborhoods
- Locations observe, identify, and meet needs of their neighbors and facilitate deployment of system resources in a nimble fashion
- Pull together disparate neighborhoods into one community

Opportunities

- Empower managers to assess neighborhood needs and train staff to find ways to meet those needs
- Deliver more services and programming outside of buildings while increasing community awareness of the Library
- Renovate branch spaces to increase sense of local pride and respect for property
- Reconfigure spaces to make a more welcoming environment and increase a sense of security
- Desk staff spend more time per interaction to heighten the depth and quality of service
- Provide Readers' Advisory tools that empower staff to incorporate diversity of reading opportunities
- Provide more tools and training for patrons in digital literacy
- Branches serve as generators for sustainable System partnerships to embed Library services

BRANCH SERVICES

Aspirations

- Connect city's most vulnerable populations—who are on the doorstep of neighborhood branches—to the empowerment of reading
- Assess space use with professional support and neighborhood input to maximize building resources, increase community excitement, and facilitate dialog
- Provide consistent security that identifies the Library as a safe place and invest the neighborhood in maintaining that identity
- Material collections and digital resources meet the needs of the local population
- Each Branch identifies a service focus that receives dedicated resources in addition to receiving resources to sustain essential Library services for every stage of life and learning
- Innovative branch teams that share the day to day tasks of managing a facility
- Saying yes to a reasonable service request when it makes sense to do so
- Recognition by civic groups that a Library branch exists for a use by the citizens

Results

- Patron use is not a one dimensional interaction.
- Patrons explore rich and authentic content aided by knowledgeable, supportive staff in a safe and trusted setting
- Patrons develop ownership of their impact in the community and in the city
- More people in the neighborhood come into the Library
- Programming and services at each branch reinforce the importance of the Materials Collection and prompts further exploration
- Patrons can rely on a highly trained, consistent staff team
- Success of services in neighborhoods reinforces conversations with City about financing

YOUTH INITIATIVES

Strengths

- Welcoming to youth
- Advocates for youth in the Library and the community
- Active engagement on the ground with partners and patrons nurtured over time and sustained by the Library's high reputation in the community
- Established and growing connection to KC Public Schools
- Trusted spaces with technology access located throughout the city
- Strong youth Materials collection and staff knowledgeable with the collection
- Creative staff committed to their own learning
- Staff capacity to deploy lean resources by evaluating trends and defining what has resonance for the City and the Library
- Staff dedicated to youth development, literacy, and learning from infants to young adults
- Institutional agility able to take advantage of opportunities as they arise
- Locally and nationally perceived as leaders with expertise necessary to advance important youth initiatives

Opportunities

- Harness enthusiasm of patron base to promote the Library
- Identify youth who do not currently use Library services but have a need the Library can address
- Leverage connections to area schools to promote Library resources and access
- Send staff along with materials into every Books To Go Classroom partner
- Determine how to re-allocate and focus resources for more impactful outcomes
- Work across departments to articulate clear paths for patron engagement with the Library from birth - forward
- Better tell the story of how the Library impacts youth in our city so civic leaders and funders view the Library as indispensable
- Facilitate collaboration efforts between youth serving agencies across our city to maximize impact

YOUTH INITIATIVES

Aspirations

- Every Child and Teen in Kansas City knows the first name of a Library person
- Every Child and Teen in our community is literate
- Every Child and Teen has access to mentors to develop their passions
- Connect youth to their City so they can explore beyond their neighborhoods
- Remove the barriers of transportation access for youth
- Every branch is a center for creativity and innovation that best fit the needs of our youth and their families
- Host spaces for youth and their families in all Library locations to foster exploring, creating, and playing

Results

- Kansas City youth see Reading as an essential skill and use the Library's Collections as essential tools for realizing life success
- The Library creates an easily navigable continuum of learning that youth recognize as a fun and vital part of their lives and their success
- 90% of city youth have face-time with the Library each month
- The Library empowers youth to identify their own story and advocate for their own interests
- Demonstrated relationship between Summer Reading Program participation and scholastic achievement
- Youth service success stories are celebrated internally and shared out
- Businesses partner with the Library to shepherd youth into the workforce
- Civic leaders, funders, and other community leaders see the Library as essential for youth development and education

DIGITAL INITIATIVES

Strengths

- Patrons perceive Library as a source of digital access
- Regional authorities on placing primary source material into digital realm
- Participation in White House Connect ED/Home programs
- Local and national success with first installment of City Encyclopedia project (Civil War)
- Well-developed Materials Collection of e-content
- Able to identify and address digital divide/access for patrons
- Able to identify and move to addressing digital literacy with patrons
- Digital branch staff excel at collaborating within the Library, like with Collection Development and Youth and Family Engagement
- Solid IT staff that is responsive to addressing internal access
- National and City recognition as leaders in digital inclusion
- Adopting new tools for digital readers advisory and digital historical research

Opportunities

- Broaden awareness in civic community of scope of digital illiteracy
- Identify and construct Creative Spaces in our branches that serve more than transactional digital needs
- Google Fiber could be more fully developed as a tool
- Give more patrons more open access in Hotspot Program
- Involve all Library staff deeply in roll-out of new digital tools (main, catalog, history websites) to better support engagement with and exploration by the community
- Identify with White House and other Connect Partners the next set of digital services provided from government to citizens
- Reaching out to business community on how to use creative spaces in order to elevate digital literacy throughout the city and workforce

DIGITAL INITIATIVES

Aspirations

- Remove barriers to the rich access of the Library, overcoming issues of information access or literacy, even when these are due to technology inequities
- Vibrant, active, and full technology and digital literacy information in all Library locations supported by knowledgeable desk staff
- The innovative nature of the Library's work will identify funding partners to help underwrite the cost of service development
- Integrate more Library-generated content into our digital properties for a better patron discovery experience
- Locations and staff seen as a first-line community resource to answer technology and digital literacy questions
- Staff are engaging patrons at whatever level they are and helping them raise their skills on the continuum of learning

Results

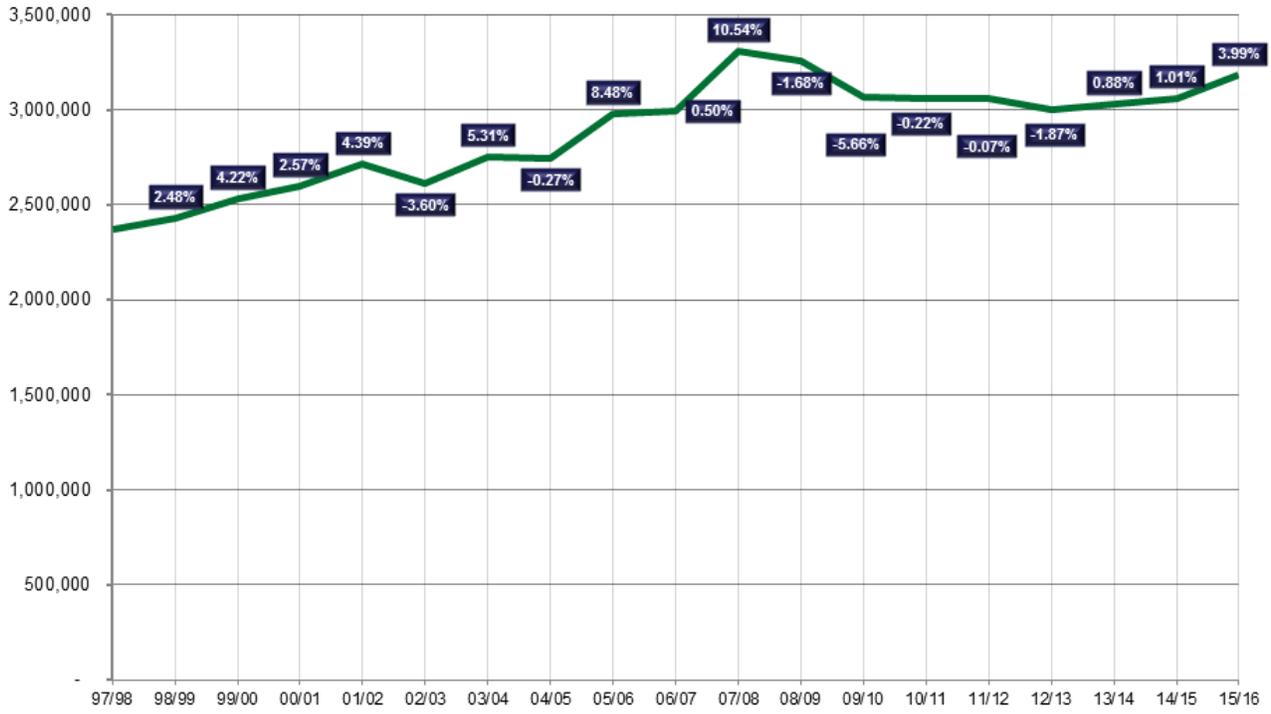
- Known as an open community for informal education
- Local employers hiring local young people who acquired digital literacy skills in a non-formal learning environment
- Youth have digital profiles which detail the skills they have acquired through Library learning
- Library provides a co-working space for entrepreneurs throughout the city
- The City Encyclopedia inspires further preservation of Kansas City's historical voices
- Library is a contributor to the national conversation about the next generation of digital services to citizens from government organizations

FINANCIAL OVERVIEW

Board Retreat
June 2016

THE KANSAS CITY PUBLIC LIBRARY

Total Assessed Value of Taxable Property
(in Thousands)

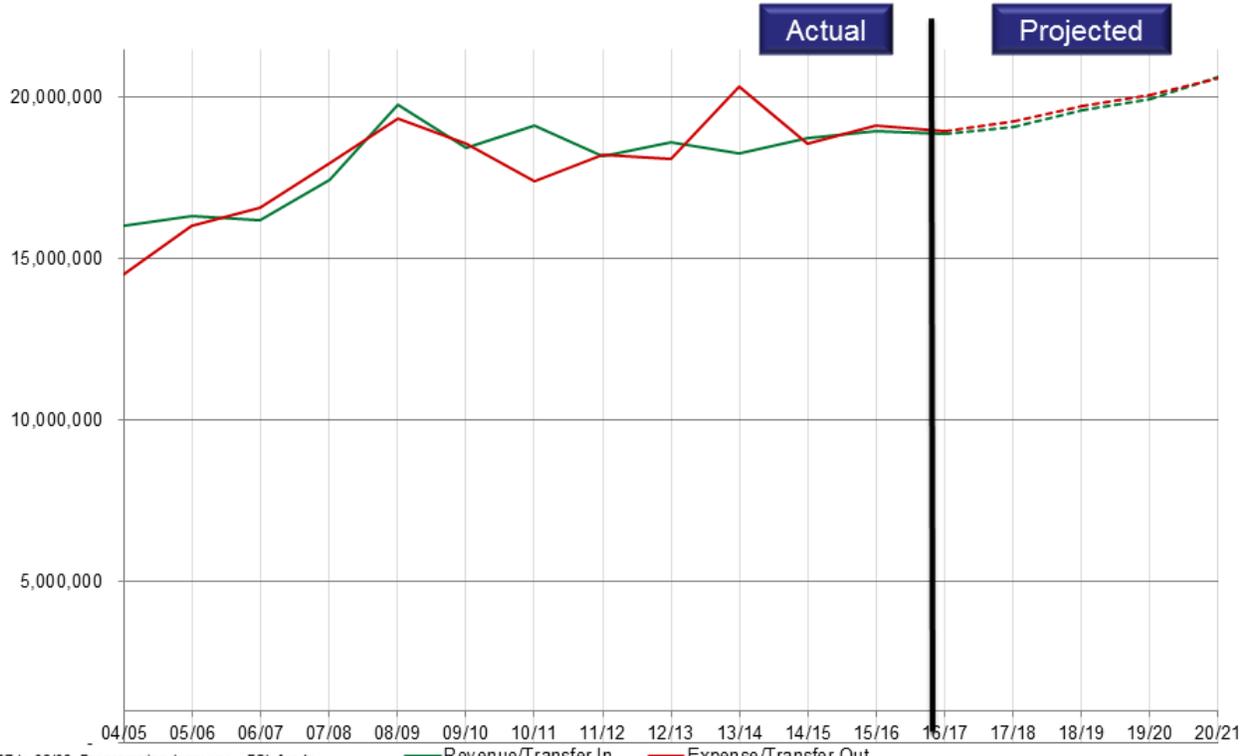


THE KANSAS CITY PUBLIC LIBRARY

Total Assessed Value of Taxable Property
(In Thousands)

| Fiscal Year | Total Assessed Value | % Change | Levy | CPI | New Construction |
|-------------------|----------------------------------|-------------|--------|------|------------------|
| 2000 - 2001 | 2,598,422 | 2.57% | 0.5000 | 3.3% | 12,592 |
| 2001 - 2002 | 2,712,577 | 4.39% | 0.5000 | 3.3% | 47,598 |
| 2002 - 2003 | 2,614,990 | -3.60% | 0.5000 | 1.6% | 19,597 |
| 2003 - 2004 | 2,753,944 | 5.31% | 0.4863 | 2.2% | 6,153 |
| 2004 - 2005 | 2,746,559 | -0.27% | 0.4897 | 2.3% | 11,879 |
| 2005 - 2006 | 2,979,502 | 8.48% | 0.4690 | 3.5% | 11,119 |
| 2006 - 2007 | 2,994,521 | 0.50% | 0.4701 | 3.5% | 22,050 |
| 2007 - 2008 | 3,310,010 | 10.54% | 0.4493 | 2.6% | 27,253 |
| 2008 - 2009 | 3,254,405 | -1.68% | 0.4731 | 3.9% | 20,986 |
| 2009 - 2010 | 3,070,202 | -5.66% | 0.4991 | 0.1% | 18,523 |
| 2010 - 2011 | 3,063,419 | -0.22% | 0.4999 | 2.7% | 23,180 |
| 2011 - 2012 | 3,061,318 | -0.07% | 0.5000 | 1.5% | 11,604 |
| 2012 - 2013 | 3,004,195 | -1.87% | 0.5000 | 3.0% | 10,493 |
| 2013 - 2014 | 3,030,706 | 0.88% | 0.5000 | 1.7% | 17,012 |
| 2014 - 2015 | 3,061,262 | 1.01% | 0.5000 | 1.5% | 16,198 |
| 2015 - 2016 | \$ 3,183,261 | 3.99% | 0.4933 | 0.8% | \$ 17,813 |
| 2016 - 2017 | No new data at this time \$ - | | | 0.7% | |
| 5 Year Chg | \$ 119,842 | 3.91% | | | |
| Avg annual | | 0.8% | | | |
| 10 Year Chg | \$ 203,759 | 6.8% | | | |
| Avg annual | | 0.7% | | | |
| 15 Year Chg | \$ 584,839 | 22.5% | | | |
| Avg annual | | 1.5% | | | |

Five Year Budget Projection
General Operating Fund



06/07 to 08/09 Programming Increase - ESI funds
10/11 Unexpected Tax Receipts
13/14 Bond Payoff

— Revenue/Transfer In — Expense/Transfer Out

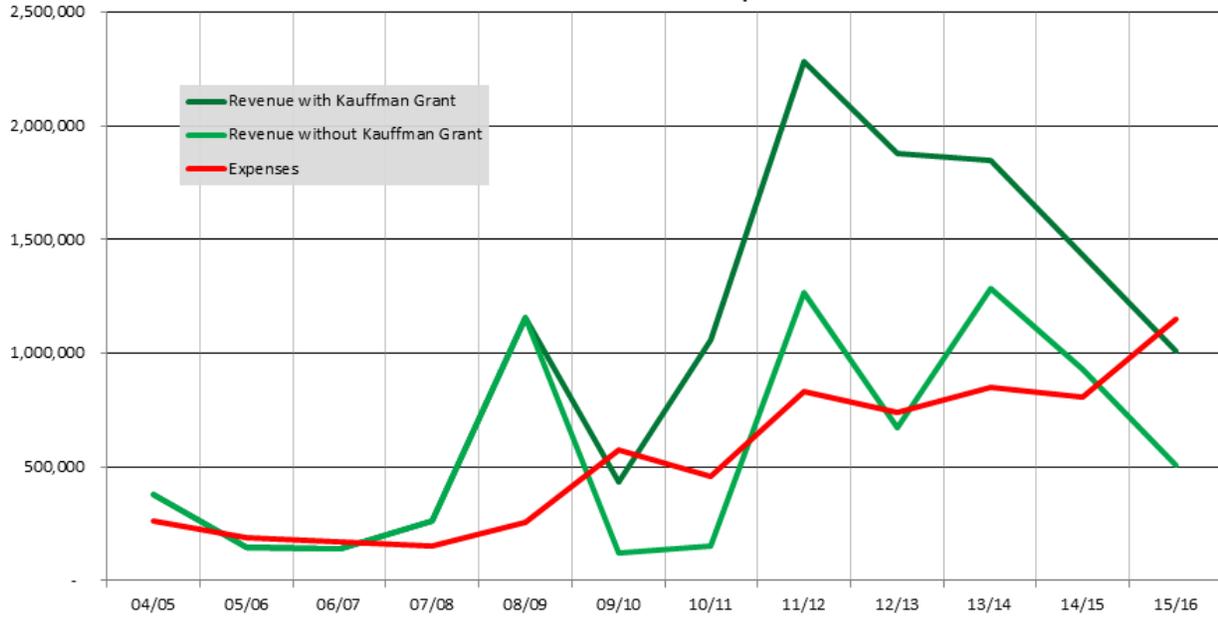
THE KANSAS CITY PUBLIC LIBRARY

General Fund Operating Budget

| Actuals | | | Projected | | | | | |
|------------------|-----------------|-------------------|---|------------------------------------|---------------------|---------------------|--------------------|------------------|
| 10 Yr Avg Change | 3 Yr Avg Change | Current Yr Change | | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 |
| | | | Revenues | <i>Property Tax Proj. Increase</i> | 1% | 3% | 1.5% | 3% |
| 1.2% | 1.1% | 0.9% | Total Revenues | 18,088,486.00 | 18,334,299.66 | 18,838,820.85 | 19,192,393.62 | 19,799,160.60 |
| | | | Expenses | | | | | |
| 3.3% | 2.4% | 7.6% | Total Salaries | 8,817,523.27 | 8,991,273.74 | 9,257,111.95 | 9,439,654.19 | 9,718,943.81 |
| 3.7% | 5.7% | 8.3% | Total Fringe Benefits | 2,366,583.15 | 2,408,454.40 | 2,480,131.13 | 2,540,708.01 | 2,616,352.35 |
| 0.02% | -2.8% | -5.9% | Total Library Materials | 2,087,920.00 | 2,087,920.00 | 2,108,799.20 | 2,129,887.19 | 2,151,186.06 |
| 1.2% | -3.6% | -0.9% | Total General Operating | 2,499,267.95 | 2,537,759.47 | 2,576,880.39 | 2,616,642.76 | 2,657,058.97 |
| -3.1% | 1.8% | 4.9% | Total Building Operations and Maintenance | 2,228,838.00 | 2,281,423.76 | 2,335,301.51 | 2,390,504.28 | 2,447,066.02 |
| 37.1% | 55.2% | 79.0% | Total Capital Outlay | 439,500.00 | 448,290.00 | 457,255.80 | 466,400.92 | 475,728.93 |
| -77.6% | -268.4% | -161.9% | Total Transfers | (248,208.00) | (263,428.00) | (278,952.40) | (294,787.29) | (310,938.87) |
| | | | NET SURPLUS(DEFICIT) | (102,938.37) | (157,393.70) | (97,706.72) | (96,616.44) | 43,763.32 |
| | | | | | | Cumulative Subtotal | (454,655.24) | |

THE KANSAS CITY PUBLIC LIBRARY

Gift/Grant Revenue & Expenditures



Year 08/09

| | |
|--------------------|---------|
| H & R Block Center | 476,692 |
| Bluford Renovation | 430,000 |
| Plaza Lower Level | 405,500 |

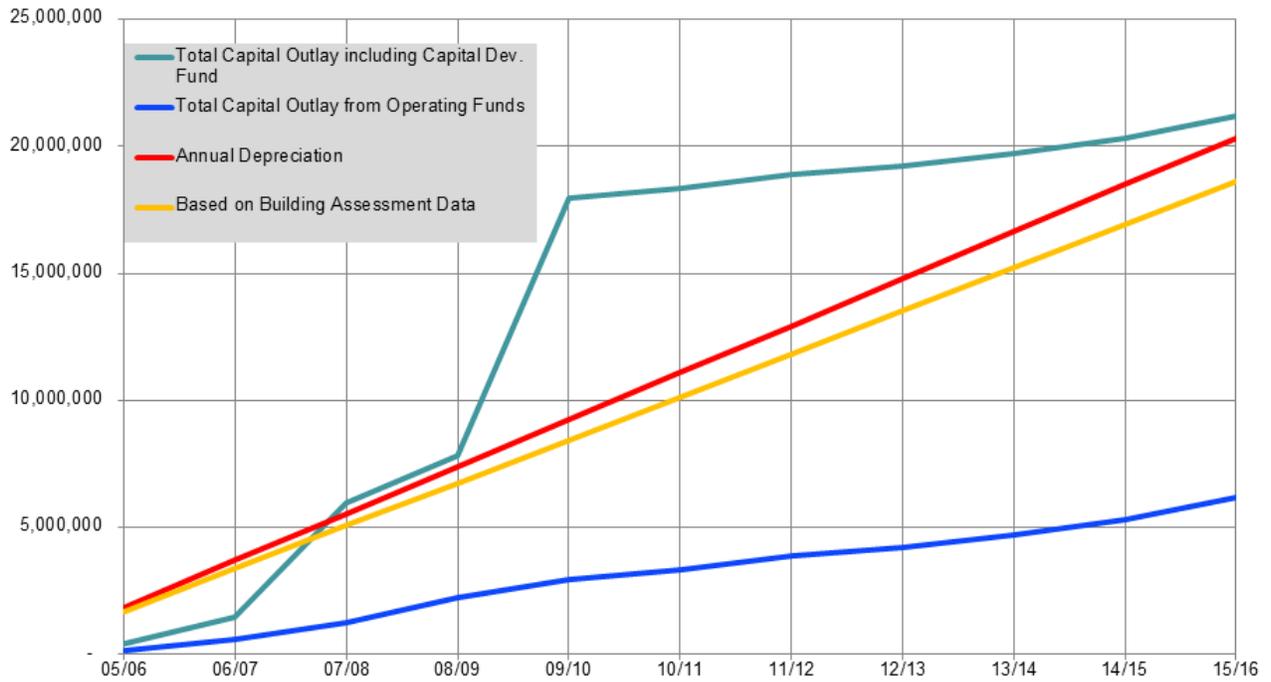
Year 11/12

| | |
|--|---------|
| Betty Widmier Estate Trails West | 182,822 |
| Building a Community of Readers | 175,000 |
| WT Kemper Foundation - MO/KS Border Wars | 150,000 |
| Kauffman Book Fund Distribution | 187,000 |
| Helen Nelson Distribution | 130,000 |

Year 13/14

| | |
|---|---------|
| Maria Rosa Menocal Public Lecture Series | 115,000 |
| KC Stockyard Collection | 101,000 |
| WT Kemper Foundation - Branch Renovations | 100,000 |
| Building a Community of Readers | 177,250 |
| Kauffman Book Fund Distribution | 216,409 |
| KC Digital Inclusion | 98,400 |

Cumulative Balance – Capital Outlay



07/08 Plaza Lower Level
09/10 Bond Issuance