

The Ferguson Library



Michael J. Cacace, Esq., Chair
Ernest N. Abate, Esq., Vice Chair
Thomas M. Cassone, Esq., Treasurer
Sandy Goldstein, Secretary

Ernest A. DiMattia, Jr., President

MEMORANDUM

To: Members of the Fiscal Committee
Stamford Board of Representatives

From: Michael J. Cacace, Esq., Chair
Board of Trustees
The Ferguson Library

Date: April 4, 2014

RE: 2014-2015 Budget Presentation

In anticipation to our budget presentation to the Fiscal Committee on April 16, 2014, we are enclosing 15 copies of the complete budget information package that was provided to Mayor Martin, the Office of Policy and Management, and the Board of Finance.

We look forward to meeting with you on April 16th.

The Ferguson Library



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Ernest A. DiMattia, Jr., President

MEMORANDUM

To: Members of the Board of Finance

From: Michael J. Cacace, Esq., Chair
Ferguson Library Board of Trustees

Date: March 18, 2014

RE: Proposed 2014-2015 Operating and Capital Budgets

We are very pleased to submit for your review our proposed Operating and Capital Budgets for 2014-2015 as submitted to Mayor Martin, along with related information supporting our requests.

Our operating budget request to the Mayor has two important components:

- We have projected an increase in salary and benefits, due in part to a contracted salary increase to bargaining unit staff, a projected increase in employee benefits cost, and additional staff for branch hours, programming and technology service expansion.
- An increase in the budget for the purchase of library materials: books, ebooks, databases, periodicals, etc. This will provide \$700,000 for these purchases, still less than the 2009-2010 budget for this purpose.

In the terms of the capital budget request, important projects like the Main Library Renovation, technology and vehicles received funding.

We believe the budget information requested by the Board of Finance has been largely addressed in the enclosed Memorandum to Mayor Martin dated January 10, 2014. Of course, we will also be pleased to respond to your questions at our presentation on March 25, 2014.

The Ferguson Library



Michael J. Cacace, Esq., Chair
Ernest N. Abate, Esq., Vice Chair
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Ernest A. DiMattia, Jr., President

MEMORANDUM

TO: Mayor David Martin
City of Stamford

FROM: Michael J. Cacace, Esq., Chair
Board of Trustees

RE: Proposed Operating and Capital Budgets

DATE: January 10, 2014

CC: Michael Pollard, Chief of Staff, City of Stamford
Michael Handler, Director of Administration, City of Stamford
James Hricay, OPM Director, City of Stamford

We are enclosing with this memo the following information regarding our 2014-2015 budget requests:

- Proposed 2014 – 2015 Operating Budget;
- Operating Budget Narrative;
- Capital Budget Request Summary;
- Capital Budget Narrative;
- 2012 – 2013 Operating Budget, with results through June 30, 2013;
- Projected Operating Results for 2013-2014
- Audited Financial Statements for the year-ending June 30, 2013;
- 2014 – 2017 Long Range Plan (draft form, expect to present to Board of Trustees in February for approval);
- Organization Chart;
- 2012 Community Survey Executive Summary;
- Building Envelope Condition Survey.

**2014-2015 OPERATING BUDGET
PROPOSED**

	2009-2010 Budget	2013-2014 Budget	2014-2015 Change vs. 2013-2014 Budget			NOTES
			ANNUAL BUDGET	Dollars	Percent	
INCOME:						
City of Stamford	\$7,841,360	\$7,140,000	\$7,850,000	\$710,000	9.94%	Calculation based on revenue and expense assumptions
Fines	\$137,000	\$95,000	\$104,000	\$9,000	9.47%	Based on 2013-14 forecast
Other						
Contributions	\$195,000	\$653,000	\$685,650	\$32,650	5.00%	Assume +5% over this year's budget
State Aid	\$8,600	\$3,560	\$3,560	\$0	0.00%	
Equipment Income	\$19,000	\$16,000	\$16,000	\$0	0.00%	
Passport Agency	\$255,000	\$263,000	\$294,000	\$31,000	11.79%	Use 2013-2014 forecast
Starbucks	\$47,000	\$42,000	\$28,000	-\$14,000	-33.33%	Lease extension expires 2/28/15
Grants	\$85,000	\$50,000	\$50,000	\$0	0.00%	Offset by Salaries
Misc. Income	\$1,625	\$1,825	\$1,825	\$0	0.00%	
Subtotal	\$611,225	\$1,029,385	\$1,079,035	\$49,650	4.82%	
TOTAL INCOME	\$8,589,585	\$8,264,385	\$9,033,035	\$768,650	9.30%	
EXPENSES:						
Salaries & Related Costs						
Salaries	\$4,864,000	\$4,726,776	\$5,117,333	\$390,557	8.26%	See attached.
Social Security	\$353,000	\$354,508	\$383,800	\$29,292	8.26%	
Medical, Dental, Life	\$988,000	\$1,021,344	\$1,204,550	\$183,206	17.94%	Assume +20% medical, +7% dental; add'l covered staff
Pension	\$302,500	\$319,000	\$291,000	-\$28,000	-8.78%	Actuary's recommendation
Subtotal	\$6,507,500	\$6,421,628	\$6,996,683	\$575,055	8.95%	
Library Resources						
Books	\$382,000	\$227,722	\$225,000	-\$2,722	-1.20%	
E-Books		\$44,434	\$100,000	\$55,566	125.05%	
Online Databases	\$198,000	\$133,301	\$195,000	\$61,699	46.29%	
Periodicals	\$66,000	\$27,770	\$30,000	\$2,230	8.03%	
DVD	\$107,000	\$72,205	\$90,000	\$17,795	24.65%	
Audio	\$73,000	\$49,988	\$60,000	\$10,012	20.03%	
Subtotal	\$826,000	\$555,420	\$700,000	\$144,580	26.03%	

**2014-2015 OPERATING BUDGET
PROPOSED**

	2009-2010 Budget	2013-2014 Budget	2014-2015 Change vs. 2013-2014 Budget			NOTES
			ANNUAL BUDGET	Dollars	Percent	
Occupancy						
General Insurance	\$126,000	\$128,000	\$134,400	\$6,400	5.00%	
Maint. of Building	\$140,000	\$175,000	\$175,000	\$0	0.00%	
Building Repairs	\$0	\$40,000	\$40,000	\$0	0.00%	
Utilities	\$344,000	\$295,000	\$295,000	\$0	0.00%	
Telephone	\$56,500	\$49,000	\$49,000	\$0	0.00%	
Subtotal	\$666,500	\$687,000	\$693,400	\$0	0.00%	
General Operating						
Maint. of Vehicles	\$25,000	\$19,000	\$19,000	\$0	0.00%	
Maint. of Equipment	\$46,000	\$40,000	\$60,000	\$20,000	50.00%	Expected new ILS
New Equipment	\$2,000	\$2,500	\$2,500	\$0	0.00%	
Equipment Rental	\$85,000	\$84,000	\$66,000	-\$18,000	-21.43%	New copier leases
Communications	\$32,500	\$30,000	\$30,000	\$0	0.00%	
Postage	\$22,500	\$13,000	\$13,000	\$0	0.00%	
Clerical/Library Supplies	\$107,500	\$95,000	\$95,000	\$0	0.00%	
Conf. & Training	\$15,000	\$15,000	\$20,000	\$5,000	33.33%	
Membership Dues	\$6,000	\$9,000	\$10,000	\$1,000	11.11%	
Program Services	\$50,000	\$50,000	\$50,000	\$0	0.00%	
Prof. Audit Services	\$23,000	\$23,000	\$23,000	\$0	0.00%	
Prof. Computer Svcs.	\$56,500	\$57,000	\$57,000	\$0	0.00%	
Fundraising	\$0	\$55,000	\$60,000	\$5,000	9.09%	
Cataloging/Processing	\$56,000	\$92,836	\$119,000	\$26,164	28.18%	Based on add'l materials purchased
Misc. Contingency	\$12,000	\$15,000	\$18,000	\$3,000	20.00%	
Subtotal	\$539,000	\$600,336	\$642,500	\$42,164	7.02%	
TOTAL EXPENSES	\$8,539,000	\$8,264,384	\$9,032,583	\$761,799	9.22%	
TOTAL REVENUES LESS	\$50,585	\$1	\$452			
TOTAL EXPENSES						

PROPOSED OPERATING BUDGET 2014 – 2015 BUDGET NARRATIVE

We received and reviewed Mr. Hricay's memorandum of December 10, 2013, which advised department and outside agencies "not to ask for additional funds or program expansions". Nonetheless, the Library's Board of Trustees felt that it was important to express what our budget issues are and how important it is to restore a portion of the services that were cut over the past four years.

OVERALL OPERATING BUDGET

We are requesting \$7,850,000 from the City in 2014-2015, a 9.94% increase over current funding, but an amount comparable to the 2009-2010 level of City support. Please note that, unlike other municipal agencies, our union contract increases and increased medical costs are also included in the proposed increase.

You will see in our accompanying budget presentation that we have provided details on the 2009-2010 budget, along with the 2013-2014 budget and the proposed 2014-2015 budget. The operating allocation from the City to the Library in 2009-2010 was \$7,841,360. In the following four fiscal years we received funding of \$7,000,000; 7,000,000; \$7,140,000; and \$7,140,000. That averages \$7,070,000 yearly, a 10% reduction from 2009-2010. We reduced service at all facilities in October 2010 to deal with part of the budget cut. These reductions are still in place.

However, we also undertook an aggressive fundraising effort which has had significant results. In 2008-2009 we raised \$331,999 from contributions and grants; in 2012-2013 those sources produced \$647,228, a 95% increase in 4-years. This is in addition to the almost \$500,000 raised through the Friends' Used Book Shop, U.S. Passport Applications, and rent from Starbucks. We developed a creative development program and have received support from the broad community, businesses, and foundations. We appointed a full-time Director of Development and Communication and plan to continue to seek alternative funding sources. But as successful as these programs are, we are sure you understand that it does not, and probably cannot, make up the reduction in City support. If we had received just a 2% increase in City funding in each of the past four years to address normal operating cost increases, our current allocation would be closer to \$8.5 million. Instead, it is barely over \$7 million. We do not believe we can make up that \$1.5 million gap with fundraising.

Interestingly, in the summer of 2012 when we asked the Stamford community to evaluate library service (Community Survey Executive Summary is enclosed), the user

The Ferguson Library

respondents to the survey noted that operating hours were most important to their use of the Library and was the aspect of service they were the least satisfied with. In the same survey, the Library's collection/materials were "very important" to 77% of the user respondents, yet only 51% were satisfied with those collections.

Clearly the community of Library users feels there is a gap between the level of library service they desire and what they receive.

So, this proposed operating budget addresses expanded service to the community in the form of additional hours at the following locations:

- Main Library: 2 additional hours per day, 5 days per week;
- Harry Bennett Branch: 2 additional hours per day, 3 days per week;
- Weed Memorial & Hollander Branch: 2 additional hours per day, 2 days per week;
- South End Branch: 2 additional hours per day, 3 days per week;
- Bookmobile: 1 additional day on the road per week.

Further, the proposed City operating allocation includes a budget of \$700,000 in new materials, up 26% over the current year's budget of \$555,420, but still substantially less than the \$826,000 budget in 2009-2010, the year before the drastic funding reduction.

BACKGROUND FOR PROPOSED OPERATING REQUEST

Income:

- The \$710,000 (9.94%) increase in City funding is largely driven by an increase in public service hours and funding for new materials.
- We are assuming a 5% growth in contributions.
- We are projecting a nearly 12% increase in passport revenue based on actual experience for the first 5-months of the current year.
- The lease to Starbucks terminates on February 28, 2015 unless they exercise their option to remain in the space. To be conservative, the budget assumes they will vacate the space, but we will make every effort to retain them or find a replacement tenant.

Expenses:

- The Employee Bargaining Unit contract provides for a 3% salary increase in 2014-2015, the last year of the current contract. It should be noted that while a

The Ferguson Library

3% wage increase may appear high if looked at in isolation, the actual average wage increase will be 1.57% in the five years from July 1, 2010 through June 30, 2015. Through this period, staff has agreed to forfeit increases, taken reduced increases and in one year accepted a nearly 4% salary reduction (through a two-week furlough). There are currently four unfilled full-time positions. We did this to help balance this year's budget, yet it is having a serious effect on our services. We expect to fill two of these positions (librarians) and convert the cost of the other two positions to part-time hours to address the staffing needs of expanded hours proposed in this budget.

- We are forecasting a 20% increase in medical premiums based on the advice of our benefits consultant. Thankfully, our actuary is recommending an 8.8% decrease in our contribution to the pension plan. (It should be noted that the Library does not provide healthcare to retirees.)
- Increased costs for the Library's union contract and medical insurance are a part of our budgeted expenses, and not separately accounted for in any of the City's other categories.
- In 2013-2014, our budget for the purchase of new materials is \$555,420, a third lower than it was in 2009-2010, in spite of the increasing demand and cost of new digital media: e-books, e-audio, more online databases. We are proposing a 26% increase, to \$700,000, to address the community need.
- We expect to generally be able to hold other occupancy and operating expenses to this year's levels, except in cataloging/processing costs, which is related to the proposed increase in materials purchases.

**THE FERGUSON LIBRARY
2014/2021
CAPITAL PROJECTS REQUEST**

<u>Project Title</u>	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>TOTAL</u>
1 <u>Main Library Building Restoration</u> To largely address exterior issues arising from completed envelope study	\$2,450,000							\$2,450,000
2 <u>Bennett Library Renovation</u> To develop and implement a renovation plan for this 13-year-old facility which will reflect new community needs like meeting rooms.	\$500,000							\$500,000
3 <u>Digitization and Preservation of Local Documents</u> To fund the second half of this previously approved project. Subsequently, begin digitizing local documents.	\$320,000	\$200,000						\$520,000
4 <u>Feasibility Study for Branch Expansion</u> To determine South End Branch's need to meet current and/or future population patterns and development of that area of Stamford.	\$50,000							\$50,000
5 <u>Material Control System for Branches</u> Provide a materials security system at the Weed and South End branches for better control over circulated materials, especially multimedia.		\$102,000						\$102,000
6 <u>Establish Community Center Libraries</u> To provide funding for furniture, equipment and materials to establish and operate three branch libraries in community centers.		\$100,000	\$100,000	\$100,000				\$300,000
7 <u>Bookmobile Replacement</u> Replace the 1999 vehicle - a mobile branch - which is equipped with both traditional and library materials as well as mobile technology		\$300,000						\$300,000
<u>Short-Term Technology</u>								
1 <u>PC Network</u> For new and replacement equipment for public computer network	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000		\$570,000
2 <u>Material Dispensing Kiosk</u> To acquire "vending" equipment for books and other circulating items which will provide access to popular materials when library is closed.	\$50,000	\$50,000	\$50,000					\$150,000
3 <u>Computer System Infrastructure</u> For major system upgrades to integrated library automation system	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$600,000

**THE FERGUSON LIBRARY
2014/2021
CAPITAL PROJECTS REQUEST**

<u>Project Title</u>		<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>TOTAL</u>
<u>Short-Term Vehicle</u>									
<input checked="" type="checkbox"/> 1	<u>Bus Replacement</u> Replace the 1996 vehicle used to transport elementary school students to the library for orientations and research projects.	\$100,000							\$100,000
<input checked="" type="checkbox"/> 2	<u>Delivery Passenger Van - Short-Term Capital</u> To replace vehicle used to transport staff and materials between branches. Current 1996 Dodge Caravan is in serious disrepair.	\$30,000							\$30,000
TOTAL		\$3,695,000	\$947,000	\$345,000	\$295,000	\$195,000	\$195,000		\$5,672,000

PROPOSED CAPITAL BUDGET 2014 – 2015 BUDGET NARRATIVE

We presented the Library's 2014-2021 Capital Budget request to the Planning Board on November 19, 2013.

Regarding projects for 2014-2015 funding, we request your consideration of the following:

Long Term Financing

Main Library Renovation: \$2,450,000

This request is largely driven by the Building Envelope Condition Survey of the Main Library (copy enclosed) completed in the summer of 2012. The requested funds primarily will be allocated to completing the restoration of the façade of the 1913 building and to waterproof all building elevations (notably brick and marble façade), replacing windows and miscellaneous roof replacement. A portion of the funds will be used to replace one of the two boilers and remaining interior projects, notably 3rd floor furniture and various lighting improvements. A detailed renovation budget for 2013-2014 and 2014-2015 has been developed and can be reviewed with your staff at their request.

Harry Bennett Branch Renovation: \$500,000

The Harry Bennett Branch is no longer a "new" building. It was completed in 1999 and is used by hundreds of thousands of people each year. It is in need of some physical changes based on how the building is used today, as well as typical renovation items.

Digitization and Preservation of Local Documents: \$320,000

The second half of the \$640,000 project to digitize the full run of *The Advocate* (back to 1829) is due July 1, 2014. The first half's funding was approved in the spring of 2013.

Feasibility Study for Branch Expansion: \$50,000

The focus of this proposed study would be the South End Branch, operating in inadequate space to serve the growth and diverse needs of the new South End neighborhood.

Short Term Financing – Vehicles

Vehicle Replacement: \$130,000

The budget includes two vehicles: \$100,000 to replace the "Purple Bus" (used to replace a 1996 vehicle which brings school classes to the Library) and \$30,000 to replace a 1996 delivery van.

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Short Term Financing – Technology/Equipment

Three Technology Projects: \$315,000

The budget would provide funding for:

- PC (and related equipment) replacement - \$95,000;
- Material dispensing kiosk - \$50,000;
- Computer system infrastructure costs - \$100,000.

**2012-2013 OPERATING FUND
YEAR-END RESULTS
Cash Basis
June 30, 2013**

	BUDGET	ACTUAL
REVENUE		
CITY	\$7,140,000	\$7,140,000
FINES	\$105,000	\$94,427
CONTRIBUTIONS	\$610,500	\$618,653
INTEREST	\$325	\$54
MISC.	\$1,500	\$1,500
STATE	\$3,560	\$3,168
EQUIP. INCOME	\$16,000	\$16,888
PASSPORT	\$228,000	\$262,605
STARBUCKS	\$42,000	\$42,603
GRANTS	\$50,000	\$16,075
SUB-TOTAL	\$951,885	\$961,546
TOTAL REVENUE	\$8,196,885	\$8,195,973
EXPENSE		
SALARIES	\$4,620,000	\$4,615,298
SOCIAL SECURITY	\$341,000	\$338,846
MEDICAL & LIFE	\$945,000	\$949,466
PENSION	\$310,000	\$310,000
SUB-TOTAL	\$6,216,000	\$6,213,610
BOOKS	\$295,080	\$320,860
E-BOOKS	\$38,000	\$26,201
ONLINE DATABASES	\$189,800	\$132,866
PERIODICALS	\$42,030	\$61,096
DVD	\$100,900	\$54,204
AUDIO	\$66,190	\$56,247
SUB-TOTAL	\$732,000	\$651,474
GENERAL INSURANCE	\$145,000	\$132,219
MAINT. OF BUILD.	\$145,000	\$194,380
BUILDING REPAIRS	\$40,000	\$0
UTILITIES	\$300,000	\$313,025
TELEPHONE	\$49,000	\$61,887
SUB-TOTAL	\$679,000	\$701,511
MAINT. OF VEHICLE	\$19,000	\$13,508
MAINT. OF EQUIP.	\$40,000	\$31,092
NEW EQUIPMENT	\$2,500	\$685
EQUIPMENT RENTAL	\$92,000	\$99,277
COMMUNICATIONS	\$25,000	\$61,604
POSTAGE	\$13,000	\$13,474
SUPPLIES	\$85,000	\$100,162
CONF. & TRAINING	\$15,000	\$27,553
MEMBERSHIP DUES	\$6,000	\$9,309
PROGRAM SERVICES	\$50,000	\$71,608
AUDIT SERVICES	\$23,000	\$23,055
COMPUTER SERVICES	\$57,000	\$72,386
FUNDRAISING	\$55,000	\$57,847
MISC. CONTINGENCY	\$15,000	\$30,048
CATALOG/PROCESS	\$70,000	\$83,019
SUB-TOTAL	\$567,500	\$694,625
TOTAL EXPENSES	\$8,194,500	\$8,281,220
REVENUES LESS EXPENSES	\$2,385	-\$65,247

*Advance from line of credit; repaid 8/1/13.

**2013-2014 OPERATING FUND
FORECAST FOR YEAR-END
AS OF OCTOBER 31, 2013**

PREPARED 12/10/13

	ANNUAL BUDGET		CHANGE	FOUR MONTHS		RECEIVABLE/ PAYABLE	ACTUAL + RECEIVABLE/ PAYABLE	FORECAST YEAR-END	VARIANCE: FAVORABLE/ (UNFAVOR.)	NOTES
	AS ADOPTED	IMPLEMENTED		ACTUAL						
REVENUE										
CITY	\$7,140,000	\$7,140,000	\$0	\$2,785,000			\$2,785,000	\$7,140,000	\$0	Approved allocation
CITY - SUPPLEMENTAL	\$419,000		-\$419,000							
FINES	\$95,000	\$95,000	\$0	\$35,256			\$35,256	\$104,056	\$9,056	Based on 4 months actual
CONTRIBUTIONS	\$653,000	\$653,000	\$0	\$91,839			\$91,839	\$653,839	\$839	Assume budget is achieved
MISC.	\$1,825	\$1,825	\$0	\$326			\$326	\$1,876	\$1	Assume budget is achieved
STATE	\$3,560	\$3,560	\$0	\$0			\$0	\$3,650	\$90	Assume budget is achieved
EQUIP. INCOME	\$16,000	\$16,000	\$0	\$4,987			\$4,987	\$14,987	(\$1,013)	Based on 4 months actual
PASSPORT	\$263,000	\$263,000	\$0	\$78,366			\$78,366	\$294,414	\$31,414	+12% in forecast; actual +17%
STARBUCKS	\$42,000	\$42,000	\$0	\$8,514			\$8,514	\$41,514	(\$486)	Assume budget is achieved
GRANTS	\$50,000	\$50,000	\$0	\$16,000			\$16,000	\$50,000	\$0	Assume budget is achieved
SUB-TOTAL	\$1,029,385	\$1,029,385	\$0	\$200,032		\$0	\$200,032	\$1,060,230	\$30,845	
TOTAL REVENUE	\$8,683,385	\$8,264,385	-\$419,000	\$3,020,288		\$0	\$3,020,288	\$8,304,286	(\$379,099)	
EXPENSE										
SALARIES	\$4,871,000	\$4,726,776	-\$144,224	\$1,587,949			\$1,587,949	\$4,673,080	\$53,696	Variant position continues
SOCIAL SECURITY	\$365,325	\$354,508	-\$10,817	\$117,542			\$117,542	\$348,927	\$5,581	
MEDICAL & LIFE	\$1,057,000	\$1,021,344	-\$35,656	\$327,850			\$327,850	\$1,003,950	\$17,394	Variant position continues
PENSION	\$319,000	\$319,000	\$0	\$106,360			\$106,360	\$319,000	\$0	
SUB-TOTAL	\$6,612,325	\$6,421,628	-\$190,697	\$2,139,701		\$0	\$2,139,701	\$6,344,957	\$267,368	
BOOKS	\$321,080	\$277,772	-\$43,308	\$124,354						
E-BOOKS	\$63,000	\$44,434	-\$18,566	\$4,599						
ONLINE DATABASES	\$189,800	\$133,301	-\$56,499	\$61,060						
PERIODICALS	\$42,030	\$27,770	-\$14,260	\$7,379						
DVD	\$100,900	\$72,205	-\$28,695	\$17,109						
AUDIO	\$66,190	\$49,988	-\$16,202	\$15,953						
SUB-TOTAL	\$783,000	\$555,420	-\$227,580	\$230,454		\$144,175	\$374,629	\$793,629	(\$238,209)	
GENERAL INSURANCE	\$128,000	\$128,000	\$0	\$61,397			\$61,397	\$132,181	(\$4,181)	WPC audit adjustment = \$4,988
MAINT. OF BUILD.	\$175,000	\$175,000	\$0	\$61,922		\$11,431	\$73,353	\$169,353	\$5,647	600/13 payables = \$51,941
BUILDING REPAIRS	\$40,000	\$40,000	\$0	\$0			\$0	\$70,000	\$70,000	Spring trench repair?
UTILITIES	\$295,000	\$295,000	\$0	\$109,998		\$25,817	\$135,615	\$315,615	(\$20,615)	Use budget for forecast period
TELEPHONE	\$49,000	\$49,000	\$0	-\$3,587		\$7,595	\$4,008	\$6,508	\$42,492	Net of E-Rate grant
SUB-TOTAL	\$687,000	\$687,000	\$0	\$229,730		\$44,643	\$274,373	\$643,657	\$43,343	

	ANNUAL BUDGET			FOUR MONTHS ACTUAL	RECEIVABLE/ PAYABLE	ACTUAL + RECEIVABLE/ PAYABLE	FORECAST YEAR-END	VARIANCE/ FAVORABLE/ (UNFAVOR.)	
	AS ADOPTED	IMPLEMENTED	CHANGE						
MAINT. OF VEHICLE	\$19,000	\$19,000	\$0	\$7,325		\$7,325	\$19,325	(\$325)	Use budget for forecast period
MAINT. OF EQUIP.	\$40,000	\$40,000	\$0	\$35,419		\$35,419	\$39,419	\$581	Use budget for forecast period
NEW EQUIPMENT	\$2,500	\$2,500	\$0	\$4,026		\$4,026	\$4,026	(\$1,526)	2 new equipment orders in summer
EQUIPMENT RENTAL	\$84,000	\$84,000	\$0	\$31,859	\$5,808	\$37,667	\$82,667	\$1,333	New copier lease 12/1/13
COMMUNICATIONS	\$30,000	\$30,000	\$0	\$8,223	\$1,838	\$10,059	\$44,059	(\$14,059)	Assume budget is achieved
POSTAGE	\$13,000	\$13,000	\$0	\$463		\$463	\$8,463	\$4,537	Use budget for forecast period
SUPPLIES	\$95,000	\$95,000	\$0	\$41,132	\$5,484	\$46,616	\$104,616	(\$9,616)	Use budget for forecast period
CONF. & TRAINING	\$15,000	\$15,000	\$0	\$11,702		\$11,702	\$21,702	(\$6,702)	Use budget for forecast period
MEMBERSHIP DUES	\$9,000	\$9,000	\$0	\$5,495		\$5,495	\$11,495	(\$2,495)	Use budget for forecast period
PROGRAM SERVICES	\$50,000	\$50,000	\$0	\$37,238	\$688	\$37,906	\$62,906	(\$12,906)	Use budget for forecast period
AUDIT SERVICES	\$23,000	\$23,000	\$0	\$24,000		\$24,000	\$48,000	(\$25,000)	600/13 Payables = \$23,055
COMPUTER SERVICES	\$57,000	\$57,000	\$0	\$27,525	\$3,948	\$31,473	\$65,073	(\$8,073)	600/13 Payables = \$18,178
FUNDRAISING	\$55,000	\$55,000	\$0	\$6,000	\$1,750	\$7,750	\$55,750	(\$750)	Use budget for forecast period
MISC. CONTINGENCY	\$15,000	\$15,000	\$0	\$7,886		\$7,886	\$15,886	(\$886)	Use budget for forecast period
CATALOG/PROCESS	\$92,836	\$92,836	\$0	\$28,596	\$17,878	\$46,474	\$98,430	(\$5,594)	Use budget for forecast period
SUB-TOTAL	\$600,336	\$600,336	\$0	\$276,889	\$37,372	\$314,261	\$681,817	(\$81,481)	11.4% of all purchases
TOTAL EXPENSES	\$8,882,661	\$8,264,384	-\$418,277	\$2,876,774	\$226,190	\$3,102,964	\$8,464,960		
REVENUES LESS EXPENSES	\$724	\$1		\$143,514		-\$32,876	-\$159,774		
LOAN REPAYMENT				-\$90,000			-\$90,000		
OPERATING CASH SURPLUS/(DEFICIT)				\$53,514			-\$249,774		
				2013-2014 EXPENSE ACCRUAL GOAL			-\$250,000		
				2012-2013 EXPENSE ACCRUAL ACTUAL*			-\$241,348		

* 4/30/13 Operating Expenses (audit)
 Line of credit for audit expense payments
 \$37,000
 E-rate grant outstanding at 4/30/13
 -\$241,348



The Ferguson Library
Stamford's Public Library

FERGUSON LIBRARY STRATEGIC PLAN

2014-2017

The Ferguson Library has had a long tradition of strategic planning for the future, as well as adopting major changes in the industry. At the conclusion of its 2006-2011 strategic plan, we found the library at a crossroads: municipal funding had decreased while use of the Library was changing and increasing. The Board and the community responded to the financial crisis by increasing fund-raising by 107%. The staff changed many of its programs in response to the financial crisis, helping users apply for jobs, hosting career fairs, and connecting users to social services.

Library services, however, were changing in other ways as well. There has been a renewed focus on children and literacy; libraries programs have changed to reflect the most recent research on brain development. The Stamford school system has adopted the Common Core standards which will have an impact on student library needs. Our traditional book discussions are a perfect complement to the Common Core but other programs need to be revamped. While we have begun to offer more programs emphasizing science and technology, we have noted that other libraries have created production labs or maker spaces for their communities.

The Ferguson Library has offered remote access to digital resources since the mid-1990s and eBooks since 2000.

In addition, libraries have been dealing with alternative formats for several years. In the last 13 years, we have struggled, as have libraries nationally, to offer a comprehensive collection of eBooks to our community. Even when we are able to offer the latest bestseller, the price is significantly more than the print version. Public libraries have tried several different models to address this problem. Some have created their own platforms and collect ematerial from any publisher that will work with them. For the first time, space was not an issue, so libraries have begun to actively collect self-published authors.

As we were preparing for the next plan, we decided to look ahead 50 years: where did we see The Ferguson Library is 2063? How were we going to address the changes in library service and plan for the next major change? Meanwhile, this three-year strategic plan would begin to build the foundation for obtaining that futuristic vision. Moreover, this plan would not address those core services that would remain the same. All five of the goals reflect areas where we want to grow or alter current services.

Any plan such as this cannot be done without input from the community. In preparation for the development of this strategic plan, the Library has gathered input from community members, stakeholders and partners, staff, and Board of Trustee members. The Ferguson Library embarked on a critical strategic planning process to establish a commonly understood Vision and actionable strategies for the future of the Library.

These inputs include:

- **Community Survey (2012)** In 2012 The Ferguson Library conducted a community survey to learn more about how its customers use the Library, their views of the Library's relative strengths and weaknesses, and their priorities and preferences for future services. The primary instrument was an online survey, although print versions were also available. Over 2,700 Library users and non-users participated in the survey, which represents over 2% of Stamford's population over five years of age.
- **Stakeholder Interviews (2013)** In May and June of 2013, The Ferguson Library contracted with BERK to conduct telephone interviews with ten stakeholders from the Stamford community. The interviews involved frank conversations with key partners and potential funders of The Ferguson Library, and included representation from community centers, schools, advocacy groups, business associations, and other community-based organizations. Conversations touched on a range of topics, including the Library's strengths, weaknesses, and opportunities; the Library's role in the community; resources and services; partnerships with community-based organizations; and communication channels.
- **Staff Focus Groups (2013)** In May 2013, three staff focus groups were held to obtain input on a broad array of topics, including Library strengths and weaknesses, customer service, equity, budgeting, partnerships, rewarding and challenging aspects of working at the Library, and the future of the Library. An invitation to participate was extended to all staff other than administrators and supervisors, with a total of 45 staff members attending. The same basic questions addressing the topics noted above were asked at each discussion
- **Board of Trustees Retreat (2013)** In June 2013 all ten members of The Ferguson Library Board of Trustees participated in a facilitated retreat where they reviewed the Library's Mission and Vision statements and discussed issues relating to collections, programming, services, hours of operation, staff development, and operational sustainability.

Some of the key findings (for a full report please see Appendix A, "Ferguson Library Strategic Plan: Situation Assessment" prepared by Berk Consulting) include:

1. **The Library does a lot of things well** and should continue to build on its strengths. Some of its more notable strengths include: the Library's broad inclusivity and its ability to adapt to Stamford's rapidly changing demographics; its role as a community gathering space that helps bridge the gap between different racial and cultural groups; and excellent customer service via a staff that is knowledgeable, helpful, and readily available.

2. **Geographic inequity** is a major challenge facing the Library, as its current branch locations do not cover all neighborhoods. This is significantly affecting the Library's ability to provide access to a growing number of communities throughout the City, especially lower income ones facing mobility challenges. Opportunities to address geographic inequity include increasing the scope and hours of the bookmobile and increasing partnering with schools and community-based organizations to establish a Library presence in neighborhoods without a nearby branch.
3. **Funding issues** have posed a significant challenge to the Library and have negatively impacted its services, collections, and hours of operation. The Library should improve its fundraising efforts by reaching out to a broader and more diverse group of donors and more effectively messaging its value to the community at large. More could be done to promote and build awareness around the Library's offerings (see #8).
4. **Limited hours of operation** are currently not meeting the needs of the community and are restricting access for those who are not available when their local branch is open. Survey respondents noted hours of operation as the aspect of the Library they are least satisfied with.
5. **Programming** is becoming increasingly popular and there is growing demand for a broader range and greater quantity of programming to be offered at the Library. Potential options for program expansion include children's programming, classes for job-seekers, forums to discuss important social and health issues, author talks, and programs for immigrants, seniors, and young adults. As the Library does not have unlimited programming capacity, it should avoid redundancy when possible and "act as a hub with spokes" to connect users with other organizations that specialize in certain types of programs.
6. **Attracting a younger demographic** is critical to maintaining the Library's vibrancy and relevancy and ensuring it continues to be valued and supported by the Stamford community. More attempts should be made to reach out to, provide programming for, and hire young adults. The Library should continue to seek opportunities to include young adults in planning and decision-making processes, as well as partner with other organizations that have a stronger youth presence.
7. **Expanding and strengthening partnerships** represents an important opportunity for the Library. While the Library has generally done a good job of establishing partnerships with community organizations, there are opportunities for improvement. There is work to be done in terms of ensuring that partnerships exist with organizations across the socioeconomic and cultural spectrum, and that as many constituents and geographic areas as possible are represented in those partnerships. The Library should also develop stronger and more integrated partnerships with schools at all levels, from pre-K to higher education. Additional efforts should involve making Library services, resources, and facilities as available as possible to schools, as well as supporting and complementing school curricula.

8. **A multi-faceted and tailored communication approach**, sensitive to factors such as age and frequency of library use, would be most effective in promoting events, building awareness around Library services, and communicating important updates or news. In addition, carefully targeted communications may encourage more use by populations or organizations who are currently underutilizing the Library.

DATA

Potential Vision Statements

Inspire, promote and foster lifelong learning and personal growth.

Inspiring lifelong learning and personal growth.

Potential Mission Statements

Provide free and equal access to information, ideas, books and technology to educate and enrich the entire Stamford community.

Provide free and equal access to information, ideas, books and technology to enrich the entire Stamford community.

Core Values

Advance Literacy and a Love of Reading: Celebrate literacy and life-long learning.

Access: Provide convenient hours and locations for the Stamford community and remote access via our website.

Accountability: Provide quality customer-driven services.

Connections: Build relationships between individuals and community groups.

Creativity/Innovation & Technology: Encourage creativity, experimentation and innovation while integrating the latest technology.

Diversity: Embrace the numerous cultures and races in the community.

Equality: Freedom from bias or favoritism

Intellectual Freedom: Facilitate the free exchange of information and ideas in a democratic society.

Atmosphere: Create a safe, inviting and comfortable environment that is conducive to reading, studying, learning and engagement.

Core Services

- Offer relevant, inspiring, and timely collections and information resources that meet the needs of the Stamford community.
- Promote and support reading for all ages, with a special focus on early childhood literacy.
- Advocate and support literacy, in particular for those where English is a Second Language.
- Make available community space for meetings and collaborative learning.
- Be Stamford's source for high quality programs for all ages.
- Be an outlet for government programs and information.
- Provide U.S. Passport Acceptance Service.
- Promote digital and computer literacy through technology training and access to the Internet.

- Actively support the Friends Book Shop.

Overall Goals

1. Promote Learning at All Ages and All Stages of Life

This goal addresses the ways the Library encourages and supports learning. With a significant percent of the community holding a bachelor's degree or higher, and three higher education institutions within Stamford, this community is a hub of learning. Beginning with baby story times, and continuing through adult workshops, the Library encourages learning at all levels. The Library provides resources to support the school system and its students. The Library is a place of books and resources as well as conversation, or community building, providing a space for discussing current and important social and political issues. It is an incubator of ideas via programs and a lab (that provides the tools for idea generating).

A. Encourage, advocate for early learning and school success.

1. Expand early childhood literacy efforts.
2. Join civic efforts to close educational achievement gaps.
3. Provide seamless connection among schools, families, and the public library.

B. Support learning opportunities tailored for users of different ages, abilities and interests.

1. Engage, serve and empower teens through a high energy, innovative program of service.
2. Build community around books.
3. Generate civic conversations on political, social, environmental issues

C. Be Stamford's source for high quality programs for all ages.

1. Build a diverse set of program offerings to meet the overall needs and interests of our community.

D. Serve as an incubator for ideas and innovation.

1. Create a state-of-the-art digital lab that is both interactive and collaborative and that expands the library's role as the educational and technological hub of the community.

In 2013, what do we mean by "books?" Is it the revered printed word or is it virtual document we read on a device? For The Ferguson Library, we are committed to providing content in all formats.

Libraries are becoming creation hubs—whether it is a photo collage made from local historical photos, a video of a local thought leader, or even a book. The 21st century library is the place to support all of those endeavors.

2. Provide Superior and Easy to Discover Collections

This goal is about making sure that the Library has a vibrant print and digital collection and that it is easy for the end user

to discover/find items. The librarians are connecting users to the desired information/book. The Library has the resources, space, and expertise to help those who want to create content. And that ultimately, the Library becomes a publisher for local authors and subjects.

- A. Look for new opportunities to build relevant collections.
 - 1. With accurate and comprehensive statistics, ensure that Library's collection reflect needs of the community.
 - 2. Explore ways to offer content in new formats.
- B. Provide unique local collections to and about the Stamford community.
 - 1. Partner with local organizations such as the Historical Society, Stamford Art Association, etc., to establish/publish collections of unique interest to Stamford.
 - 2. Record and digitize special Library and/or Stamford events and make available for circulation/download.
 - 3. Invite individuals to contribute and/or create (print or audio) local Stamford content and make available for circulation.
- C. Improve/invest in connecting people with the best book for their needs.
 - 1. Library users can make appointments with librarians for reading suggestions.
 - 2. Develop an online form for users to ask for reading recommendations.
- D. Reconstitute our catalog to become the gateway to all the resources that The Ferguson Library collects, curates, and maintains.
 - 1. Review current procedures to ensure that we are using best practices in the catalog.
 - 2. Research traditional and non-traditional Integrated Library Systems to ensure that our systems incorporate the latest trends.
- E. Invite users in and help them navigate Library facilities and resources.
 - 1. Investigate ways to improve signage for each facility.
 - 2. Develop a help desk near or within eyesight of each entrance.

3. Increase Access to Library and Community Resources

This goal concerns providing access to the entire Stamford community, including areas not in close proximity to a physical library. In addition to providing resources, the Library intends to be a hub and link to other community resources. In order for this goal to be effective, the Library needs to become more outward looking, actively partnering with other organizations. Finally, it needs to make our offerings more visible to users and nonusers.

- A. Address geographic and socioeconomic inequalities in Library accessibility.

1. Explore options for providing library services by meeting with community leaders or organizations.
2. Partner with existing facilities (community centers and/or schools) to provide library services.

B. Increase Library presence throughout Stamford.

1. Increase partnerships with community organizations.
2. Launch the Librarian Outreach Program.

C. Connect Library users with community resources.

1. Create a database that lists and describes services provided by local resources.

D. Promote the visibility of the Library and its resources.

1. Increase awareness of the Library.
2. Create compelling messages/variety of platforms.

4. Strengthen the Library Organization

This goal addresses the internal needs of the Library so the organization can meet the first three goals, as well as grow. Staff development and internal communication are the most important aspects of this goal.

A. Strengthen our culture and systems to be an effective learning organization.

1. Improve internal communication channels.
2. Continue to foster a participatory environment with staff input in decision-making.

B. Guarantee that staff has access to continuing education, workshops, and in-house training opportunities.

1. Encourage cross training.
2. Build teams for learning.

5. Pursue the Library's Financial Sustainability

This goal addresses the critical need to have stable funding from a variety of sources, recognizing that the City is and should always be the Library's primary funder.

A. Work with City leadership to develop an appropriate and predictable level of municipal funding for the library.

B. Seek new and innovative sources of revenues that are appropriate for a public library.

1. Review best practices from other nonprofits, especially hospitals, for adaptation by The Ferguson Library.

Librarians on the Go... It is easier than ever for librarians to provide services in the community. Some libraries have partnered with Red Box, others use pop up store, vans, and even bicycles. We are no longer limited by our facilities.

- C. Make The Ferguson Library one of Stamford's principal giving priorities.
 - 1. Explore options for growing the community of givers.
- D. Plan for and fund capital investments in the Library.
 - 1. Develop and fund a capital plan for all facilities which anticipates the costs of ongoing capital maintenance, improvements and technology.
 - 2. Work with the City and private donors to have a functioning funding plan for capital expenses.



THE FERGUSON LIBRARY
FINANCIAL STATEMENTS
AND SUPPLEMENTARY INFORMATION

AT JUNE 30, 2013 AND FOR
THE YEAR THEN ENDED

THE FERGUSON LIBRARY

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Notes to Financial Statements

VAN BRUNT, DUBIAGO & COMPANY, LLC
CERTIFIED PUBLIC ACCOUNTANTS

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INDEPENDENT AUDITORS' REPORT

**TO THE BOARD OF DIRECTORS OF
THE FERGUSON LIBRARY**

We have audited the accompanying financial statements of The Ferguson Library (a nonprofit organization), which comprise the statement of financial position as of June 30, 2013, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Ferguson Library as of June 30, 2013, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited The Ferguson Library's 2012 financial statements, and our report dated October 19, 2012, expressed an unmodified opinion on those audited financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2012, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Van Brunt, Dubiago & Company, LLC
Stamford, Connecticut
October 10, 2013

THE FERGUSON LIBRARY
STATEMENT OF FINANCIAL POSITION
AT JUNE 30, 2013
(WITH COMPARATIVE TOTALS AT JUNE 30, 2012)

	<u>2013</u>	<u>2012</u>
ASSETS		
Cash and Cash Equivalents	\$ 128,284	\$ 115,100
Accounts and Other Receivables	170,433	187,219
Promise to Give - Restricted for the Purchase of		
Land, Buildings and Equipment	100,000	-
- Childrens Program	70,311	-
Interest in Net Assets of The Ferguson Library		
Foundation, Inc. - Reader's Digest	160,556	146,568
Land, Buildings and Equipment (Net)	<u>22,942,944</u>	<u>23,541,416</u>
TOTAL ASSETS	<u>\$ 23,572,528</u>	<u>\$ 23,990,303</u>
 LIABILITIES AND NET ASSETS		
LIABILITIES		
Accrued Expenses	\$ 642,975	\$ 788,966
Pension Liability	3,677,123	4,465,466
Credit Line - First County Bank	90,000	-
State Bonding Liability - Weed Branch	<u>299,676</u>	<u>399,568</u>
TOTAL LIABILITIES	<u>4,709,774</u>	<u>5,654,000</u>
 NET ASSETS		
Unrestricted	18,500,090	18,118,381
Temporarily Restricted	217,956	73,214
Permanently Restricted	<u>144,708</u>	<u>144,708</u>
TOTAL NET ASSETS	<u>18,862,754</u>	<u>18,336,303</u>
 TOTAL LIABILITIES AND NET ASSETS	<u>\$ 23,572,528</u>	<u>\$ 23,990,303</u>

THE ACCOMPANYING NOTES AND AUDITORS' REPORT SHOULD BE READ IN
CONJUNCTION WITH THESE FINANCIAL STATEMENTS

THE FERGUSON LIBRARY

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2013
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2012)

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2013	2012
REVENUE AND OTHER SUPPORT					
City of Stamford – Operating	\$ 7,140,000	\$ -	\$ -	\$ 7,140,000	\$ 7,000,000
City of Stamford – Capital	407,068	-	-	407,068	165,152
Fines	94,384	-	-	94,384	102,141
State of Connecticut	103,060	-	-	103,060	217,267
Equipment Income	17,088	-	-	17,088	16,348
Miscellaneous	25,955	-	-	25,955	1,694
Contributions	647,708	180,686	-	828,394	720,450
Passports and Photographs	262,605	-	-	262,605	234,192
Grants	16,075	-	-	16,075	7,500
Rents	30,000	-	-	30,000	30,000
Increase (Decrease) in Interest in Net Assets of The Ferguson Library Foundation, Inc.	3,458	10,530	-	13,988	(7,271)
Net Assets Released From Restrictions					
Satisfaction of Program Restricted	46,474	(46,474)	-	-	-
TOTAL REVENUES AND OTHER SUPPORT	\$ 8,793,875	\$ 144,742	\$ -	\$ 8,938,617	\$ 8,487,473

Exhibit B

THE ACCOMPANYING NOTES AND AUDITORS' REPORT SHOULD BE READ IN CONJUNCTION WITH THESE FINANCIAL STATEMENTS

THE FERGUSON LIBRARY
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2013
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2012)
(Continued)

	<u>UNRESTRICTED</u>	<u>TEMPORARILY RESTRICTED</u>	<u>PERMANENTLY RESTRICTED</u>	<u>2013</u>	<u>2012</u>
EXPENSES					
Salaries and Related Costs:					
Salaries	\$ 4,579,887	\$ -	\$ -	\$ 4,579,887	\$ 4,553,038
Pensions	591,460	-	-	591,460	396,173
Payroll Taxes	338,846	-	-	338,846	330,684
Group Insurance & Other Benefits	948,251	-	-	948,251	923,104
Library Resources:					
Books and Periodicals	418,481	-	-	418,481	454,945
Videos and Recordings	114,402	-	-	114,402	116,385
Electronic Media	155,123	-	-	155,123	203,223
Occupancy:					
General Insurance	132,219	-	-	132,219	144,433
Building Maintenance	184,944	-	-	184,944	156,199
Utilities	288,945	-	-	288,945	269,007
Telephone	55,574	-	-	55,574	52,575
General Operating:					
Professional Fees	89,800	-	-	89,800	84,579
Fund Raising	55,364	-	-	55,364	56,322
Supplies	93,208	-	-	93,208	99,106
Other	395,695	-	-	395,695	414,629
TOTAL EXPENSES BEFORE DEPRECIATION	8,442,199	-	-	8,442,199	8,254,402
Depreciation	1,039,770	-	-	1,039,770	1,030,702
TOTAL EXPENSES	9,481,969	-	-	9,481,969	9,285,104
Change in Net Assets	(688,094)	144,742	-	(543,352)	(797,631)
Adjustment for Pension	1,069,803	-	-	1,069,803	(1,667,919)
NET ASSETS AT BEGINNING OF YEAR	18,118,381	73,214	144,708	18,336,303	20,801,853
NET ASSETS AT END OF YEAR	\$ 18,500,090	\$ 217,956	\$ 144,708	\$ 18,862,754	\$ 18,336,303

THE ACCOMPANYING NOTES AND AUDITORS' REPORT SHOULD BE READ IN CONJUNCTION WITH THESE FINANCIAL STATEMENTS

THE FERGUSON LIBRARY

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2013
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2012)

	<u>2013</u>	<u>2012</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	\$ 426,559	\$ (2,565,442)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Adjustment for Pension		
Depreciation	1,039,770	1,030,702
Decrease in Accounts and Other Receivables	16,786	27,066
Unconditional Promise to Give	(170,311)	-
Increase Decrease in Accounts Payable and Accrued Expenses	(145,991)	30,808
(Decrease) Increase in Pension Liability	<u>(788,343)</u>	<u>1,752,092</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>378,470</u>	<u>275,226</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Fixed Assets	(441,298)	(285,127)
Interest in Net Assets of The Ferguson Library Foundation, Inc. – Permanently Restricted	<u>(13,988)</u>	<u>7,271</u>
NET CASH USED FOR INVESTING ACTIVITIES	<u>(455,286)</u>	<u>(277,856)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from Borrowings:		
Credit Line: First County Bank	<u>90,000</u>	<u>-</u>
NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>90,000</u>	<u>-</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	13,184	(2,630)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>115,100</u>	<u>117,730</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 128,284</u>	<u>\$ 115,100</u>
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Interest Paid	<u>\$ 301</u>	<u>\$ -</u>

THE ACCOMPANYING NOTES AND AUDITORS' REPORT SHOULD BE READ IN
CONJUNCTION WITH THESE FINANCIAL STATEMENTS

THE FERGUSON LIBRARY
NOTES TO FINANCIAL STATEMENTS

The Ferguson Library (the "Library"), is a nonprofit organization, as described in Internal Revenue Code Section 501(c)(3), and is exempt from Federal and State income taxes. The Library's main purpose is to make available books, films, recordings and other materials and provide various programs and services to the community.

1. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared using the accrual basis method of accounting.

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted net assets depending on the existence or nature of any donor restrictions. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Books, periodicals, audio/video materials and electronic media are charged to expense when purchased.

Supplies used in the daily operating routine of the Library have been charged to expense when purchased. No attempt has been made to inventory items on hand at year end because of the relative insignificance in the overall program.

It is the Library's policy to capitalize property and equipment over \$1,000. Lesser amounts are expensed. Purchased property and equipment is capitalized at cost. Donations of property and equipment are recorded as contributions at their estimated fair value. Such donations are reported as unrestricted contributions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the Library reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Library reclassifies temporarily restricted net assets at that time.

Depreciation of fixed assets has been provided in the financial statements in conformity with recommendations of the American Institute of Certified Public Accountants. Neither the amount of current year depreciation nor the accumulated prior year depreciation has been funded. The straight-line method of computing depreciation has been used. The estimated useful lives of the assets range from five to fifty years depending on the nature of the asset.

The Library reports cash and certain liquid investments with maturities of ninety (90) days or less as cash in these financial statements.

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from these estimates.

Continued...

THE FERGUSON LIBRARY
NOTES TO FINANCIAL STATEMENTS

1. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

The Library considers accounts receivable to be fully collectible; accordingly, no allowance for doubtful accounts is required. If amounts become uncollectible, they will be charged to operations when that determination is made.

Contributions are recognized when the donor makes a promise to give to the Library that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

The financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended June 30, 2011, from which the summarized information was derived.

2. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets are available for the following purposes:

For Use in Future Periods	\$ 16,000
General Library Purposes	11,906
Staff Development	12,495
Land, Buildings and Equipment	94,375
Programs for Children	72,650
Books	<u>10,530</u>
	<u>\$217,956</u>

3. NET ASSETS RELEASED FROM DONOR RESTRICTIONS

Assets were released from donor restrictions during the year ended June 30, 2013 for the following purposes:

Lapse of Time Restrictions	\$ 45,000
General Library Purposes	<u>1,474</u>
	<u>\$ 46,474</u>

Continued...

THE FERGUSON LIBRARY
NOTES TO FINANCIAL STATEMENTS

4. UNCONDITIONAL PROMISES TO GIVE

Unconditional promises to give at June 30, 2013 and 2012 included the following:

	<u>2013</u>	<u>2012</u>
Steven A. & Alexandra M. Cohen Foundation	\$ 75,000	\$ -
Rosenthal Family Foundation	<u>100,000</u>	<u>-</u>
	175,000	-
Less Unamortized Discount	<u>(4,689)</u>	<u>-</u>
	<u>\$ 170,311</u>	<u>\$ -</u>
Amounts Due In:		
Less than One Year	\$ 124,202	\$ -
	<u>46,109</u>	<u>-</u>
	<u>\$ 170,311</u>	<u>\$ -</u>

Unconditional promises to give in more than one year are reflected at the present value of estimated future cash flows using a discount rate of 3.25%.

All unconditional promises to give are considered to be collectible. Accordingly, no provision is made for uncollectible amounts.

5. INVESTMENT IN NET ASSETS OF THE FERGUSON LIBRARY FOUNDATION

On July 1, 2004 the Library transferred \$145,845 of cash and securities to The Ferguson Library Foundation. The investment return on these assets will be distributed to the Library upon request to fund various programs. The Foundation has not been granted any variance power with regard to these assets. At June 30, 2013 the fair market value of the Library's interest in the net assets of The Ferguson Library Foundation was \$160,556.

6. FAIR VALUE MEASUREMENTS

The Library's investments are reported at fair value in the accompanying statements of financial position. The methods used to measure fair value may produce an amount that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Library believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

Continued...

THE FERGUSON LIBRARY
NOTES TO FINANCIAL STATEMENTS

6. FAIR VALUE MEASUREMENTS (Cont'd)

	Fair Value	Quoted Prices in Active Markets for Identical Assets (Level 1)
June 30, 2013		
Interest in Net Assets of Ferguson Library Foundation, Inc.	<u>\$ 160,556</u>	<u>\$ 160,556</u>
June 30, 2012		
Interest in Net Assets of Ferguson Library Foundation, Inc.	<u>\$ 146,568</u>	<u>\$ 146,568</u>

The fair value measurement accounting literature establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. This hierarchy consists of three broad levels: Level 1 inputs consist of unadjusted quoted prices in active markets for identical assets and have the highest priority, and Level 3 inputs have the lowest priority. The Library uses appropriate valuation techniques based on the available inputs to measure the fair value of its investments. When available, the Plan measures fair value using Level 1 inputs because they generally provide the most reliable evidence of fair value. No Level 2 or Level 3 inputs were available to the Library.

Level 1 Fair Value Measurements

The fair value of mutual funds in which the net assets are invested is based on quoted market prices.

7. LAND, BUILDINGS AND EQUIPMENT

Asset cost and accumulated depreciation at June 30, 2013 and June 30, 2012 consist of the following:

	<u>2013</u>	<u>2012</u>
Land	\$ 228,500	\$ 228,500
Buildings & Improvements	30,119,910	29,867,865
Equipment	4,350,265	4,161,011
Vehicles	<u>366,749</u>	<u>366,749</u>
	35,065,424	34,624,125
Accumulated Depreciation	<u>12,122,480</u>	<u>11,082,709</u>
	<u>\$ 22,942,944</u>	<u>\$ 23,541,416</u>

Continued...

THE FERGUSON LIBRARY

NOTES TO FINANCIAL STATEMENTS

8. PENSION PLAN

The Library has a contributory defined benefit pension plan for all salaried employees. Benefits to participants are equal to 2% of the average of the compensation for the two highest years out of the last five for each year of service to a maximum of thirty three years. The Library's policy is to fund costs currently in amounts recommended by the actuarial consultants. Funding for the year ended June 30, 2013 was \$310,000.

Funding for Year Ended June 30, 2013	\$ 310,000
Adjustment to Pension Expense per valuation	<u>281,460</u>
Pension Expense – Exhibit B	<u>\$ 591,460</u>

Total participant contributions for the year ended June 30, 2013 were \$178,194.

Total employer and employee contributions expected to be paid during the next fiscal year are \$319,000 and \$ 184,000 respectively.

Net pension expense included the following components:

Service Cost	\$ 521,023
Interest Cost	531,019
Expected Return on Plan Assets	(643,571)
Recognized Net (Gain) Loss	255,474
Amortization of Prior Service Cost	<u>(72,485)</u>
Net Pension Benefit Expense	<u>\$ 591,460</u>

Amounts not yet recognized as components of net periodic benefit costs:

Prior Service Cost	\$ (494,744)
Net (Gain) Loss	<u>2,085,627</u>
Total	<u>\$ 1,590,883</u>

Assumptions used for disclosure information:

	<u>2013</u>	<u>2014</u> <u>and Beyond</u>
Expected Rate of Return	7.75%	
Weighted Average Discount Rates	4.50%	
Rates of Increase in Compensation Levels	3.75%	3.50%

The expected long term rate of return on assets is determined by first assigning plan assets to several categories. A rate of return is then projected for each category. An expected long term rate of return is then calculated by calculating a weighted average of asset category, weighted by the actual asset allocation of the plan. This weighted average is then reduced by expected investment expenses.

Continued...

THE FERGUSON LIBRARY
NOTES TO FINANCIAL STATEMENTS

8. PENSION PLAN (Cont'd)

The following table sets forth the funded status for the Library's pension plan:

	<u>2013</u>
Accumulated Benefit Obligation	<u>\$11,992,028</u>
Projected Benefit Obligation	\$13,673,902
Plan Assets at Market Value	<u>9,996,779</u>
Plan Assets in Excess (Deficit) of Projected Benefit Obligation	<u>\$ (3,677,123)</u>

Benefits expected to be paid in each of the next five years and in the aggregate for the five fiscal years thereafter are as follows:

<u>Fiscal Year End</u>	<u>Amount</u>
June 30, 2014	\$ 2,407,000
June 30, 2015	\$ 416,000
June 30, 2016	\$ 1,190,000
June 30, 2017	\$ 1,286,000
June 30, 2018	\$ 422,000
June 30, 2019 – 2023	\$ 5,852,000

The percentage of the fair value of total plan assets of each major category of plan assets is as follows at June 30, 2013:

Cash and Equivalents	4.8%
Fixed Income	29.1%
Equities	64.0%
Other	<u>2.1%</u>
Total	<u>100%</u>

The Library has retained Morgan Stanley to manage the plan's portfolio. The Library's Board will review investment performance and asset allocation periodically.

9. CREDIT FACILITY

On March 11, 2013 the Library entered into an agreement with First County Bank for a \$250,000 revolving line of credit which may be used for operating needs. Amounts borrowed accrue interest at The Wall Street Journal prime rate. The facility requires monthly interest payments with any unpaid principal and interest accrued thereon due on demand.

The interest rate at June 30, 2013 was 3.25%.

Amounts due under this facility at June 30, 2013, and 2012 were \$90,000 and 0 respectively.

Interest incurred under this facility for the years ended June 30, 2013 and 2012 was \$301 and 0 respectively.

Continued...

THE FERGUSON LIBRARY
NOTES TO FINANCIAL STATEMENTS

10. PERMANENTLY RESTRICTED FUNDS

The Library received a contribution during the fiscal year 2002 in the amount of \$144,708. The contribution was designated by the donor to be maintained in perpetuity as a restricted endowment. Any subsequent income earned from these funds may be used to purchase books for the Library's collection; however, the principal may not be invaded.

On July 1, 2004, the Library, with permission from the original donor, transferred these funds to The Ferguson Library Foundation, subject to all the conditions accepted by the Library at the original grant date. The Ferguson Library Foundation is a private foundation whose focus is to fund and/or enhance various library programs.

11. LEASE COMMITMENTS

The Library, on August 20, 2009, agreed to amend its lease with Starbucks Corporation (Starbucks). Starbucks leases approximately 1730 square feet of space on the Library's main floor. The original lease contained two five year options, the first of which was to commence March 1, 2010 at an annual rent of \$51,381. In consideration of Starbucks exercise of this first five year option the Library agreed to a reduction of the annual rent to \$30,000 per year through February 28, 2015. The annual rent for the second five year option March 1, 2015 through February 28, 2020 shall remain at \$59,080 per year.

Amounts due each year under the terms of the lease are as follows:

<u>Years</u>	<u>Amounts</u>
March 1, 2010 through February 28, 2015	\$ 30,000
March 1, 2015 through February 28, 2020	\$ 59,080

The lease also contains an early termination clause whereby Starbucks can terminate the lease at any date on or after March 10, 2010 by giving the Library written notice of termination at least one hundred and eighty (180) days before the early termination date.

On March 25, 2011, the Library entered into an agreement with Konica Minolta Premier Finance for the lease of its copier equipment. The terms of the lease require thirty-six (36) monthly payments of \$5,808 and cannot be canceled or terminated.

Amounts due under the terms of the lease are as follows:

<u>Year Ended</u>	<u>Amount</u>
6/30/2014	\$52,272

Continued...

THE FERGUSON LIBRARY

NOTES TO FINANCIAL STATEMENTS

12. SECURITIES – PRIVATE CORPORATION

The Library owns 343,877 shares of Class B non-voting stock of a privately held corporation. As of the date of these financial statements, the fair value of these assets, and the likelihood of a sale, and the amount that could be realized upon sale cannot be ascertained therefore, they are not presented on the statement of financial position.

13. MORTGAGE PAYABLE

The Library received a grant in the amount of \$1,000,000 from the State of Connecticut Department of Social Services to aid in the construction of the new Weed Branch. As a condition of receiving this grant the Library was required to execute a lien against the real property in favor of the State. The Library would be required to return monies received if it were to cease operations at the facility within ten years of the date of final payment. The amount of repayment would be equal to the grant award minus ten percent for each full year of continuous operation. At June 30, 2013 the Library had a contingent liability to the State of Connecticut in the amount of \$299,676.

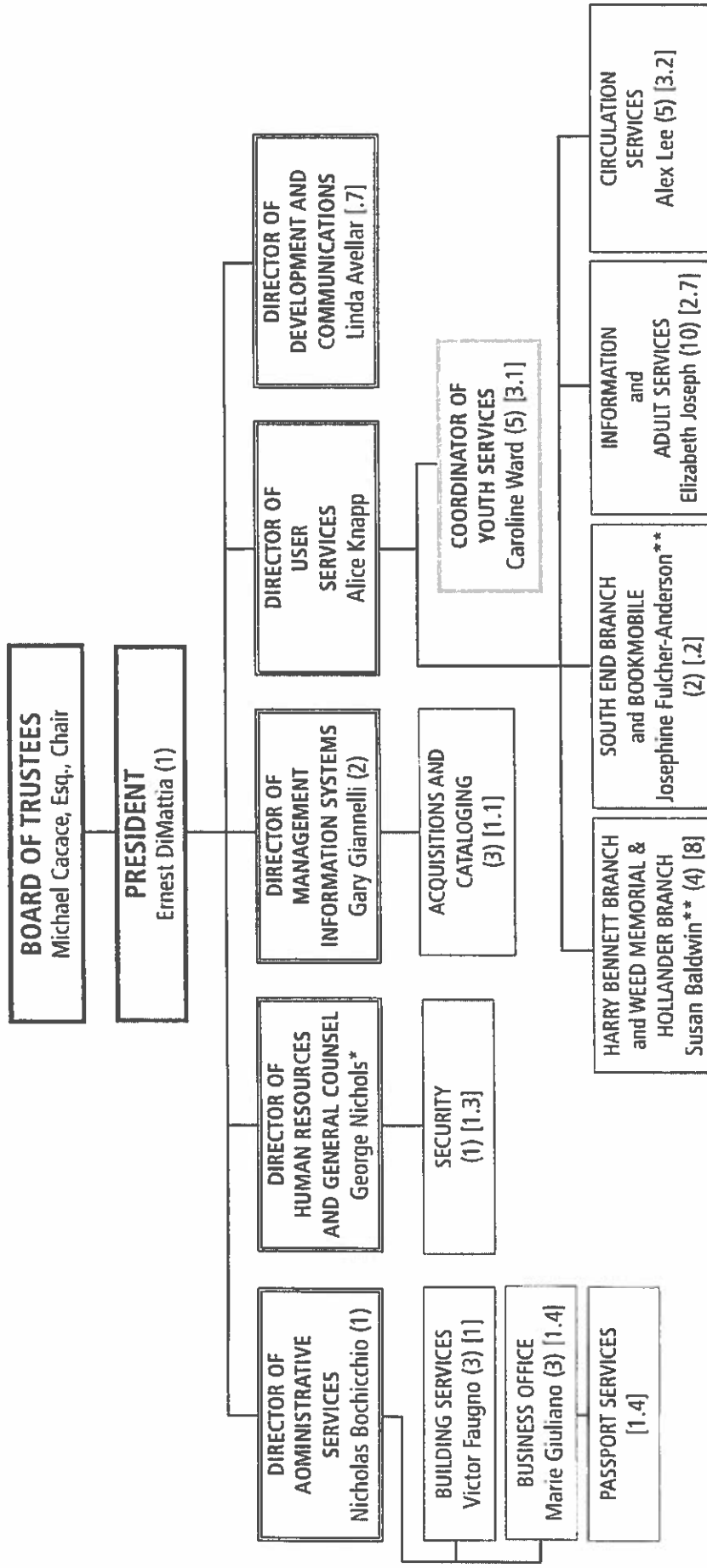
14. SUPPLEMENTAL CASH FLOW INFORMATION

Schedule of non-cash investing and financing transactions:

	<u>2013</u>	<u>2012</u>
Amortization of Mortgage Payable		
State of Connecticut	<u>\$ 99,892</u>	<u>\$ 99,892</u>

15. SUBSEQUENT EVENTS

Management has evaluated subsequent events through October 10, 2013, the date which the financial statements were available for issue.



*Part-time position

**One supervisor is responsible for both the Harry Bennett and Weed Memorial & Hollander Branches.

One supervisor is responsible for the South End Branch and the Bookmobile. Staff is shared by these facilities as well.

Number in parenthesis () following Administrator's/Supervisor's name represents additional full-time positions in the department.

The number in brackets [] represents the average number of part-time employees expressed by FTE's.



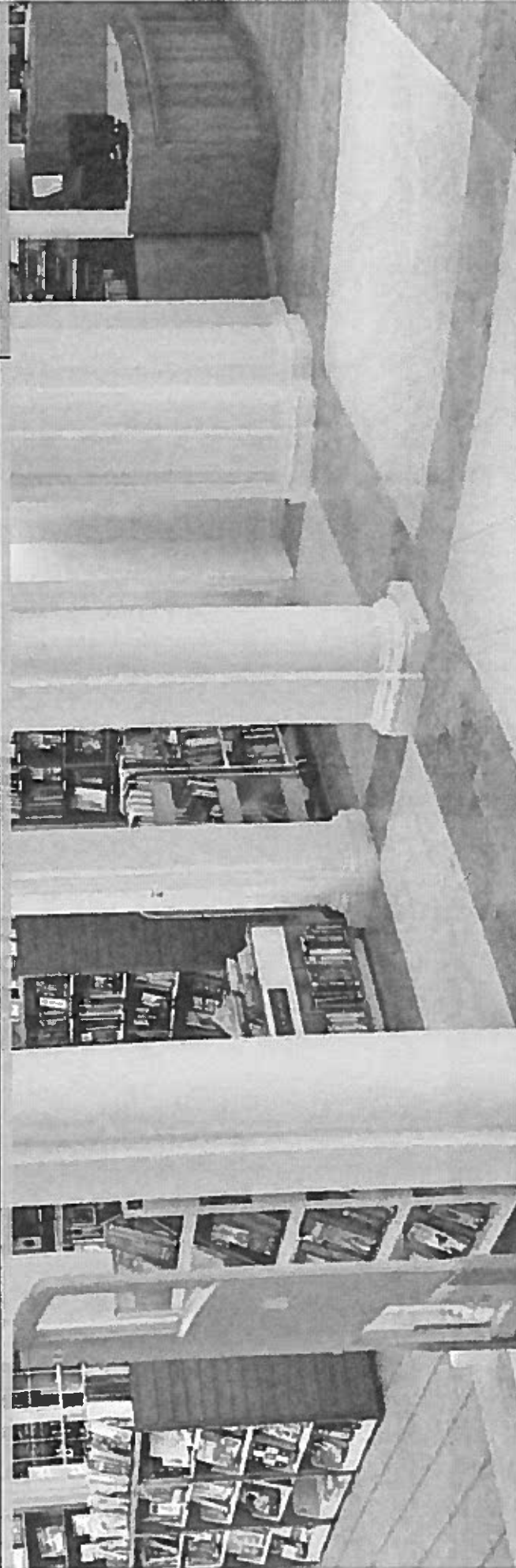
The Ferguson Library
January 2014



The Ferguson Library

DECEMBER 2012

COMMUNITY SURVEY
EXECUTIVE
SUMMARY



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About the Survey

In preparation for the development of a new strategic plan, The Ferguson Library conducted a community survey to learn more about how its customers use the Library, their priorities and preferences for future services, and their views of the Library's relative strengths and weaknesses. The survey was generously funded by the Friends of The Ferguson Library.

The primary survey instrument was an online survey, which was selected and proactively promoted throughout the community to gain input from as many individuals as possible. Recognizing that not everyone is comfortable responding to an online tool, printed surveys were produced as well. The survey was translated into Haitian-Creole, Russian, and Spanish and made available online and in print to ensure access for speakers of these languages.

With input from more than 2,700 respondents, it is clear that we achieved our goal of engaging in meaningful conversation with many users and non-users of the Library. This community input, summarized in this report, provides rich and nuanced insight into the practices, preferences, and levels of satisfaction of many of our users and will be extremely useful in ongoing efforts to adapt library services to the evolving needs of our customers, as well as in an upcoming strategic planning process. As survey respondents were self-selected, they are not a statistically representative sample of the Stamford population or of Library users and the results of the survey should be interpreted carefully, and augmented with continuing conversations with different groups of users and non-users. As we consider and act on the strategic implications of survey findings, we should keep in mind the characteristics of our response pool as described below and in Attachment A of the full report. By testing and augmenting these findings with practical insights based on our cumulative library experience, we will better appreciate the needs of library users and non-users.



Survey Respondents

A total of 2,708 people responded to The Ferguson Library Community Survey, which is just over 2% of Stamford's population over five years of age. Respondents included both active library users (93% of total respondents and referred to in this report as "user respondents") and people who do not actively use The Ferguson Library (7% of total respondents and referred to here as "non-library users"). In general, user respondents tended to be older, more educated and wealthier than the overall Stamford population. Our respondent pool also had a much higher percentage of female respondents than Stamford overall. The following library usage patterns further describe who our user respondents are:

- User respondents primarily use the Library for checking out books and other materials.
- Most user respondents visit the Library at least once a month, and many visit more than five times per month.
- The vast majority of user respondents use the Main Library or the Harry Bennett Branch most often.



..... EXECUTIVE SUMMARY

Survey Findings: Key Takeaways

The survey provided detailed findings on an array of topics, including library operations, library collections and programming, prioritizing library services, new service options, strengths, and areas for improvements. The most significant findings to inform library operations and upcoming strategic planning include the following:

Operating Hours are One of the Most Important, but Least Satisfying Aspects of the Library.

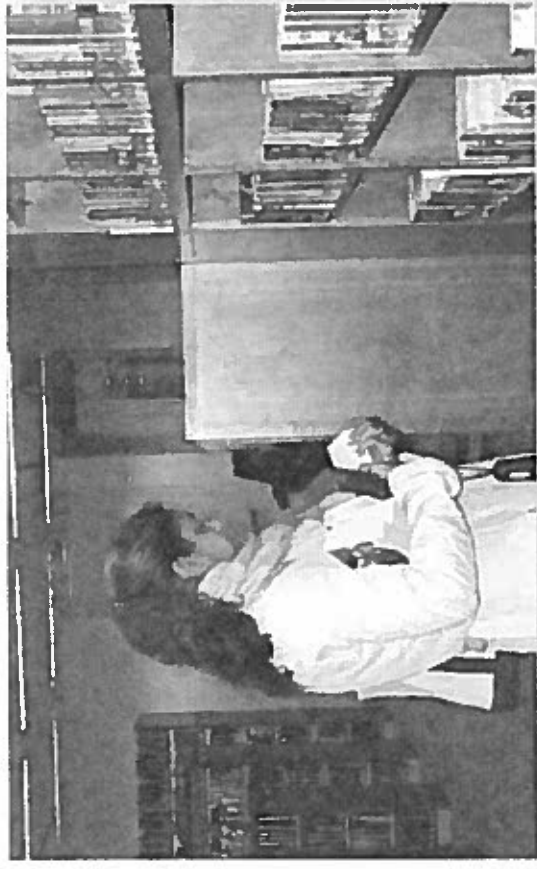
User respondents noted the importance of hours of operation in their personal use of the Library, but also highlighted that it is the aspect of the Library they are least satisfied with. More than 60% of user respondents who sometimes frequent other libraries said their other library has better hours of operation than Ferguson.

The Provision of Materials is the Library's Most Important Function, Substantially More So Than Programming, Computer Access, or Training and Classes.

When asked which aspect of the Library is most important to their personal use of the Library, as well as to the community as a whole, user respondents most often selected providing materials. Similarly, many user respondents felt that providing access to materials and technology for those who may otherwise not have it was also an important function of the Library.

Books are Still the Most Important of the Library's Collections.

When asked to identify which of the Library's collections was most important to them, nearly 90% of user respondents selected books as one of their choices (far more than any of the other options). This demonstrates that while the Library is continually offering a broader range of collections and services (including more digital content), books remain a top priority for our users.



..... EXECUTIVE SUMMARY

There is Interest in a Broad Range of Programming. User respondents demonstrated relatively strong interest in a broad, diverse array of programs. Although author talks and other literary events for adults and educational programming for children and teens were slightly more popular than the other alternatives, no one category of programming stood out as being substantially more important than the others.

The Library Has Many Strengths to Build on, Including the Helpfulness and Availability of Library Staff and the Usability of the Website.

Appreciation for the helpfulness and availability of Library staff was a theme across several questions and clearly a strength of The Ferguson Library. In addition, users felt the website is relatively easy to navigate and user-friendly.

Email is By Far the Most Preferred Method of Communication by User Respondents.

More than three-quarters of user respondents expressed a preference for receiving library communication via email compared to other methods of communication. About a third of respondents prefer the website and about a quarter prefer communication with via printed materials.

Over One Third of User Respondents Visit the Book Shop Regularly, and Those Who Do Frequently Make Purchases.

38% of user respondents said they visit the book shop once a month or more. 45% of those who do said they make a purchase more than half of the time they visit.

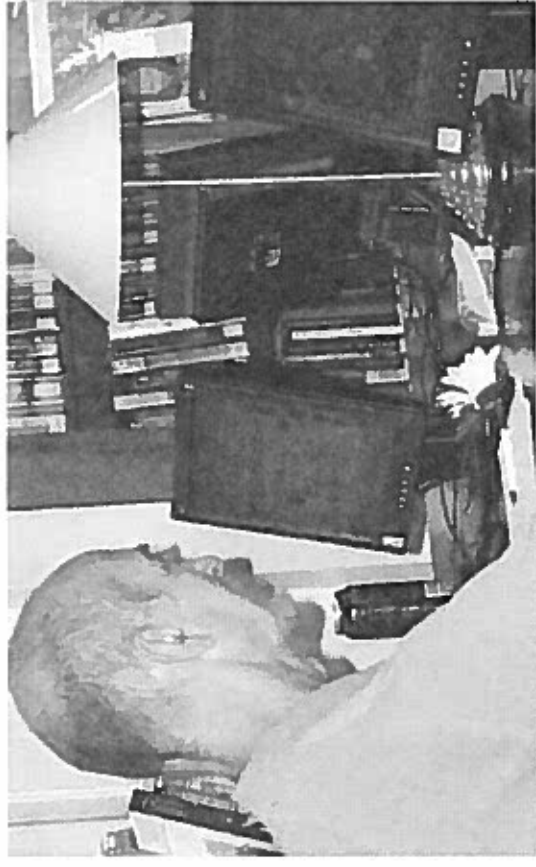


EXECUTIVE SUMMARY

Respondents Are Interested in a Broad Array of Potential New Services, Especially Online Access to The Advocate and Vending Machines for Books and DVDs.

A majority of respondents expressed interest in each of five potential new services. The concepts that generated the most interest were an online archive of the local newspaper, The Advocate, and vending machines for books and DVDs.

Many Non-User Respondents Identified Parking Challenges as a Key Reason They Do Not Use the Library. 32% of the non-user respondents said they do not use the Library because "parking near the Library is difficult," and many stated that easier parking would make them more likely to become users. 30% of the non-users said they have no need for a library because they get everything they need elsewhere.



..... EXECUTIVE SUMMARY

Additional Findings for Non-Users

In addition to the above key takeaways, there were other findings related to non-users:

Most Non-user Respondents Do Not regularly Use a Different Library System.

When asked if they use any other libraries regularly (Question 23), 57% of non-user respondents said they do not and 9% said they “do not know.” None of the library alternatives were selected by more than 9% of non-user respondents, with Greenwich Library (9%) and Perrot Library in Old Greenwich (7%) being the most popular.

Non-user Respondents Believe Providing Access to Technology and Materials for all is the Library’s Most Important Function in Terms of Serving the Needs of the Community. Providing Materials and Providing Education and Training are Also Seen as Important.

When asked which three services provided by the Library are most important to serving the needs of the Stamford community as a whole (Question 28), 63% selected “providing technology and materials for people who might otherwise not have access,” 60% selected “providing materials,” and 52% selected “providing education and training to library patrons.”

The entire survey is available online at
www.fergusonlibrary.org/communitysurvey.pdf

