The Ferguson Library

MEMORANDUM

To: Members of the Fiscal Committee
Board of Representatives

From: Ellen Bromley, Chair
The Ferguson Library Board of Trustees

Date: April 13, 2017

Re: Status of available services
2017-2018 Budget

We are pleased to provide you with the budget material we submitted to the Mayor to support our 2017-2018 Operating and Capital requests.

Please note these changes subsequent to that budget request:

Operating:

The Mayor's budget provides the library with a 3.5% operating increase for FY-2018. While this is less than our 7.9% request, we understand the other pressures on the City's operating budget, and we are grateful for the increase.

Through aggressive fundraising (we are actively competing for grants and seeking contributions to reach our budgeted fundraising goal of $1,000,000), and barring further cuts we will be able to sustain service hours and maintain our current materials budget. We will not, however, be able to fully satisfy the community's need for additional hours or the purchase of new, relevant and diverse materials in needed quantities.

Capital:

We also appreciate the Planning Board's and the Mayor's inclusion of one of the seven items in our original request: 60,000 in short-term funding for much needed PC replacements.

We look forward to the opportunity to review our needs and answer your questions on the 26th.

The Ferguson Library

January 9, 2017

Mayor David R. Martin
City of Stamford
Stamford Government Center
888 Washington Boulevard, 10th fl.
Stamford, CT 06901

RE: Ferguson Library Budget Request
       Fiscal Year 2017/2018

Dear Mayor Martin:

In the enclosed budget packet for FY 2017/18 you will note some of the additional services that The Ferguson Library has been able to provide due to increased City funding and our own fundraising efforts. Please accept our ongoing thanks for your consistent support and allow us to share some details about how The Ferguson Library story goes beyond the data.

This past year, The Ferguson Library was honored to have been chosen to partner with the Aspen Institute on two different projects.

First, we organized a series of programs for "What Every American Should Know," an initiative to develop a new definition of what it means to be an American today. Within this series, two programs of particular note were: the panel discussion on civic and cultural literacy in which you participated; and the community screening of the film, "Get in the Way: The Journey of John Lewis," attended by a diverse audience of 150, including many young people.

Additionally, The Ferguson Library was one of 23 libraries selected from around the country to pilot the Institute's *Action Guide for Re-Envisioning Your Public Library*. By way of background, in 2013, prompted by the concern that many people were at risk of being left behind in this digital age, the **Bill & Melinda Gates Foundation** awarded the Communications and Society Program of the Aspen Institute a grant to conduct a national dialogue for shaping a new value proposition for public libraries. To prepare communities for this work, in 2014 the Institute issued *Rising to the Challenge: Re-Envisioning Public Libraries,* a report which expressed the aspirations and ideals of what libraries can be and do in their communities. Connecticut was one of a handful of states chosen to pilot the dialogue project. Stamford was one of three communities asked to participate.

The Ferguson Library conducted one of the first public dialogues on the future role of libraries in March 2015.

One significant outcome of these early dialogues was the development of the *Action Guide*, released in January 2016. This guide takes libraries through a set of self-assessment activities, which culminate in the above-mentioned dialogues with the community and its leaders, resulting in "forward-thinking action steps" libraries and communities can take to transform experiences and opportunities.

We have held six public conversations/dialogues and are planning to hold several more this spring. Thus far, we have learned that the public is interested in programs that center on families and in those that celebrate Stamford's diverse cultures. We have heard that The Ferguson Library plays a pivotal role in hosting informed conversations, such as our Civility Series; we know that there is an opportunity for rich community engagement with the library at the center. The community conversations, along with a survey we are in the process of conducting, will help us develop our next long range plan accordingly. We are well-poised to play an active role in fostering deeper connections between people throughout our community as we move forward.

In this upcoming year I look forward to having The Ferguson Library be your close partner in making our city a stronger one.

Sincerely,

Ellen E. Bromley, Esq.
Chair

The Ferguson Library

MEMORANDUM

TO: Mayor David Martin
City of Stamford

FROM: Ellen E. Bromley, Esq., Chair
Board of Trustees

RE: Proposed Operating and Capital Budgets

DATE: January 9, 2017

CC: Jay Fountain, Interim OPM Director, City of Stamford

We are enclosing with this memo the following information regarding our 2017-2018 budget requests:

- Proposed 2017 – 2018 Operating Budget;

- Operating Budget Narrative;

- Capital Budget Narrative;

- Projected Operating Results for 2016 – 2017.

- Audited Financial Statements for the year-ending June 30, 2016;

- 2014 – 2017 Long Range Plan with annual update;

- 2014 – 2017 Technology Plan;

- Organization Chart.

2017-2018 OPERATING BUDGET
PROPOSED

	2016-2017 Budget	2017-2018 ANNUAL BUDGET	Change vs. 2016-2017 Budget		NOTES
			Dollars	Percent	
INCOME:					
City of Stamford	$7,904,000	$8,530,500	$626,500	7.93%	
Fines	$89,000	$84,000	-$5,000	-5.62%	Annualized 4 months actual
Other					
Contributions & Grants	$812,000	$870,000	$58,000	7.14%	Expect 7% add'l funds
State Aid	$3,200	$3,200	$0	0.00%	Use FY 2017 budget
Equipment Income	$21,000	$27,000	$6,000	28.57%	Annualized 4 months actual
Passport Agency	$248,000	$235,600	-$12,400	-5.00%	Based on current volume decline
Starbucks	$42,000	$42,000	$0	0.00%	
Misc. Income	$5,000	$5,000	$0	0.00%	
Subtotal	$1,131,200	$1,182,800	$51,600	4.56%	
TOTAL INCOME	$9,124,200	$9,797,300	$673,100	7.38%	
EXPENSES:					
Salaries & Related Costs					
Salaries	$5,269,000	$5,525,500	$256,500	4.87%	+2.5% all staff; add'l branch hours
Social Security	$395,175	$414,413	$19,238	4.87%	
Medical, Dental, Life	$860,000	$1,045,000	$185,000	21.51%	+7.5% premium, 15% ee contrib., other add'l costs
Pension	$262,500	$299,000	$36,500	13.90%	Actuary's recommendation
Subtotal	$6,786,675	$7,283,913	$497,238	7.33%	
Library Resources					
Books	$283,650	$346,000	$62,350	21.98%	
E-Books	$50,000	$97,000	$47,000	94.00%	
Online Databases	$238,650	$233,000	-$5,650	-2.37%	
Periodicals	$26,000	$26,000	$0	0.00%	
DVD	$60,900	$60,900	$0	0.00%	
Audio	$40,800	$40,800	$0	0.00%	
Subtotal	$700,000	$803,700	$103,700	14.81%	

2017-2018 OPERATING BUDGET
PROPOSED

PAGE 2

	2016-2017 Budget	2017-2018 ANNUAL BUDGET	Change vs. 2016-2017 Budget Dollars	Change vs. 2016-2017 Budget Percent	NOTES
Occupancy					
General Insurance	$128,000	$150,000	$22,000	17.19%	Current yr. actual ~ $144,000; plus 5%
Maint. of Building	$201,000	$201,000	$0	0.00%	
Building Repairs	$50,000	$75,000	$25,000	50.00%	Reserve for HBB carpet, Weed roof
Security Service	$160,000	$164,000	$4,000	2.50%	2.5% increase
Utilties	$284,176	$284,176	$0	0.00%	
Telephone	$40,000	$60,000	$20,000	50.00%	No e-rate for telephone
Subtotal	$863,176	$934,176	$71,000	8.23%	
General Operating					
Maint. of Vehicles	$25,000	$25,000	$0	0.00%	
Maint. of Equip/Software	$105,000	$105,000	$0	0.00%	
New Equipment	$2,500	$2,500	$0	0.00%	
Equipment Rental	$80,000	$80,000	$0	0.00%	
Communications	$32,000	$32,000	$0	0.00%	
Postage	$14,000	$14,000	$0	0.00%	
Clerical/Library Supplies	$105,000	$105,000	$0	0.00%	
Conf. & Training	$32,500	$32,500	$0	0.00%	
Membership Dues	$6,000	$6,000	$0	0.00%	
Program Services	$50,000	$50,000	$0	0.00%	
Prof. Services	$24,000	$45,000	$21,000	87.50%	Outsource legal services
Prof. Computer Svcs.	$95,000	$75,000	-$20,000	-21.05%	Effect of new financial/payroll system
Fundraising	$103,000	$103,000	$0	0.00%	
Cataloging/Processing	$74,000	$74,000	$0	0.00%	
Misc. Contingency	$25,000	$25,000	$0	0.00%	
Subtotal	$773,000	$774,000	$1,000	0.13%	
TOTAL EXPENSES	$9,122,851	$9,795,789	$672,938	7.38%	
TOTAL REVENUES LESS TOTAL EXPENSES	$1,349	$1,512			

PROPOSED OPERATING BUDGET
2017 – 2018
BUDGET NARRATIVE

Over the past three fiscal years The Ferguson Library has been able to:

- Restore 45.5 additional weekly hours at the main library and branches (a 33.6% increase);
- Increase bookmobile service by two days per week;
- Increase the budget for new materials by 26%;
- Purchase a new "purple bus" to bring school classes to the library;
- Add the service of a grant consultant to find additional funding opportunities;
- Obtain a new financial and payroll system to improve information, add efficiencies and reduce cost;
- Provide direct student access to library materials in a pilot program at two public schools.
- Continue to provide important services to support the city's growth and diversity, like literacy and technology training, as well as host other services for the community like Access Health.

These improvements, as well as delivery of a continued high level core services, have been accomplished through an overall 10.7% increase in city funding since 2013 – 2014, supplemented by added support from the Ferguson Library Foundation, the Friends of the Ferguson Library, dozens of Stamford businesses and foundations, and thousands of private supporters.

With continued City support in 2017-2018, and further generous giving by the community, we hope to further increase operating hours and access to new materials. We also will complete our next three-year plan which will be adopted by the Board in June.

OVERALL OPERATING BUDGET

We are requesting $8,530,500 from the City's operating budget in 2017 – 2018, a 7.93% increase over current funding.

We wish to take further steps to increase operating hours at our three branches:

- Harry Bennett Branch: open Tuesdays from 1 PM to 6 PM (currently closed Tuesdays);

- Weed Memorial & Hollander Branch: add 4 hours to Monday (making it a full day operation);

- South End Branch: open Mondays from 10 AM to 5:30 PM (currently closed Mondays).

Further, we want to improve the current collections with timely and relevant resources, provide $75,000 to fund long overdue building repair and maintenance projects in the branches (specifically flooring at the Bennett Branch and roof repairs at the Weed Branch) for which city capital funds are not available, and take significant steps to accomplish other goals established for the third year of our 3-year strategic plan.

HIGHLIGHTS OF PROPOSED OPERATING REQUEST

Income:

- The $626,500 (7.93%) increase in City funding is necessitated by an increase in salary and benefit costs (+7.33%), and funding for new materials (+14.81%).

- The Board of Trustees has committed to a 7.14% growth in contributions and grants. This increase exceeds our "normal" growth of 3 to 4 %.

- We are expecting an increase in Equipment Income (fees paid for use of printers, copiers and fax machines), but a decrease in Passport revenue consistent with the current volume decline.

Expenses:

- We have used a 2½% salary increase in the proposed budget, the wage increase for bargaining unit staff in the current labor contract. No new full-time positions are anticipated in FY 2018.

- The only additional staffing in the budget is associated with increased service hours, and this would be accomplished through the use of part-timers.

- We have assumed a 7½ % increase in medical insurance premium (Connecticut Partnership 2.0 Plan). The employee contribution to the premium cost will increase to 15% (from 14%) on July 1, 2017. We are also projecting costs for a full year of coverage for full-time positions added in FY 2017.

- The pension cost is the actuary's recommended employer contribution to the plan. The increase is largely attributed to a more conservative investment return assumption. Employees contribute 5.5% of wages to the plan.

- In 2013 – 2014, our budget for the purchase of new materials was $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, online databases. We pushed the budget up to $700,000 for 2016 – 2017, and would like to increase it to $803,700 in 2017

– 2018. This would still be 5% lower than the 2009-2010 budget. With these additional funds, we will;

- Better meet the demand for current materials;

- Increase our digital resources;

- Provide more content in a variety of formats (print, large-type, audio) in other languages spoken by the citizens of Stamford.

- In Occupancy Expenses, we expect to have a modest increase in commercial insurance premiums (due to a likely workers compensation insurance increase), building repairs (in the branches, as noted earlier), and telephone (due to reduction in federal e-rate grant funds).

- We expect General Operating costs to be flat. A possible increase in legal fees (due to the retirement of our Director of Human Resources and General Counsel) will be offset by improvements in accounting and payroll operations.

We certainly understand the continuing demands on the City's resources. The Ferguson Library will work with the City to address many of its priorities such as being a resource for the small business community and providing bookmobile visits and outreach services to community centers and to pre-schools to assist with early childhood literacy. And we continue to work with the Stamford Public Schools to share our resources by delivering books to 4 schools currently, a number we plan to increase to 8 by the end of this year.

We look forward to meeting you with you discuss our plans for FY 2018.

PROPOSED CAPITAL BUDGET
2017 – 2018
BUDGET NARRATIVE

Recognizing the city's overall capital funding pressure in the upcoming year, we have limited our long-term capital request to seven projects totaling $830,000, presented here in order of priority:

Long Term Financing

Main Library Renovation: $350,000
This request is largely driven by the Building Envelope Condition Survey of the Main Library completed in the summer of 2012. The funds will address urgent waterproofing issues where we actually have water infiltration into the building. This includes three elevations on the 1980 addition where water penetrates around windows and the marble plates. Specifications have already been developed for this work and we can bid the project as soon as funds are approved and bonded.

Establish Community Center Libraries: $100,000
This will provide funding for furniture, equipment, and materials to establish and operate branch libraries in community centers. Leveraging existing community center facilities would allow for the cost-effective delivery of needed library services to residents in neighborhoods that have difficulty reaching the existing libraries. It is a way to address the geographic inequities of library service pointed out in our 2012 community survey. Funds would be used largely for library furniture and equipment in each of these facilities.

Harry Bennett Branch Flooring: $120,000
The Bennett Branch, opened 15 years ago, has suffered from noise issues due to its open space concept (few full height interior walls, high ceilings). Acoustical flooring has been recommended to absorb sound from programming and meetings throughout the building. It would also address the current floor condition. The identified product has a 40 year life, is washable and is "green" (water-based dyes/inks, recycled content, low-energy manufacturing).

Short Term Financing

PC Network: $60,000
Replace, upgrade and expand units throughout the public and staff network.

Computer System Technology Infrastructure: $100,000
For major new technology enhancements and upgrades to the library integrated information system and technology infrastructure.

Material Dispensing Kiosk: $50,000

The Ferguson Library

Purchase "vending equipment" for books and other circulating items which will provide access to popular materials when the library is closed. Vending-style equipment is a reasonable way to address this: place popular materials in dispensing machines accessed with a library card that customers can use 24-hours a day. Initially the devices would be placed outside or accessible vestibules at library facilities.

Feasibility studies for Branch and Community Libraries: $50,000
Funds for feasibility both Bennett and South End Branches would focus on the new community needs vs. current design/use in both locations. The project would include designing space reuse, construction, furniture, technology use and energy efficiency (lighting, hvac, etc.). Expect output would include a capital needs assessment for next 10 years. Study would also explore the need for library service in current community centers, as a cost effective to serve certain neighborhoods.

2016-2017 OPERATING BUDGET
YEAR-END FORECAST
AS OF OCTOBER 31, 2016

	ANNUAL BUDGET	FOUR MONTHS ACTUAL	EIGHT MONTHS FORECAST	YEAR END FORECAST
REVENUE				
CITY	$7,904,000	$2,844,000	$5,060,000	$7,904,000
FINES	$89,000	$31,289	$57,711	$89,000
CONTRIBUTIONS	$732,000	$218,617	$513,383	$732,000
MISC.	$5,000	$625	$4,375	$5,000
STATE	$3,200		$3,200	$3,200
EQUIP. INCOME	$21,000	$8,923	$12,077	$21,000
PASSPORT	$248,000	$60,968	$187,032	$248,000
STARBUCKS	$42,000	$12,066	$29,934	$42,000
GRANTS	$80,000	$46,917	$33,083	$80,000
SUB-TOTAL	$1,131,200	$348,116	$783,084	$1,131,200
TOTAL REVENUE	$9,124,200	$3,223,405	$5,900,795	$9,124,200
EXPENSE				
SALARIES	$5,269,000	$1,780,332	$3,488,668	$5,269,000
SOCIAL SECURITY	$395,175	$132,700	$262,475	$395,175
MEDICAL & LIFE	$860,000	$292,875	$567,125	$860,000
PENSION	$262,500	$87,500	$175,000	$262,500
SUB-TOTAL	$6,786,675	$2,293,407	$4,493,268	$6,786,675
BOOKS	$283,650	$81,354	$202,296	$283,650
E-BOOKS	$50,000	$37,430	$12,570	$50,000
ONLINE DATABASES	$238,650	$66,393	$172,257	$238,650
PERIODICALS	$26,000	$16,689	$9,311	$26,000
DVD	$60,900	$24,127	$36,773	$60,900
AUDIO	$40,800	$12,810	$27,990	$40,800
SUB-TOTAL	$700,000	$238,803	$461,197	$700,000
GENERAL INSURANCE	$128,000	$61,850	$66,150	$128,000
MAINT. OF BUILD.	$201,000	$91,666	$109,334	$201,000
BUILDING REPAIRS	$50,000	$550	$49,440	$50,000
SECURITY SERVICES	$160,000	$56,372	$103,628	$160,000
UTILITIES	$284,176	$112,987	$171,189	$284,176
TELEPHONE	$40,000	-$1,017	$41,017	$40,000
SUB-TOTAL	$863,176	$322,418	$540,758	$863,176
MAINT. OF VEHICLE	$25,000	$10,247	$14,753	$25,000
MAINT. OF EQUIP.	$105,000	$79,647	$25,353	$105,000
NEW EQUIPMENT	$2,500	$1,600	$900	$2,500
EQUIPMENT RENTAL	$80,000	$15,372	$64,628	$80,000
COMMUNICATIONS	$32,000	$18,000	$14,000	$32,000
POSTAGE	$14,000	$4,960	$9,040	$14,000
SUPPLIES	$105,000	$26,601	$78,399	$105,000
CONF. & TRAINING	$32,500	$19,107	$13,393	$32,500
MEMBERSHIP DUES	$6,000	$2,559	$3,441	$6,000
PROGRAM SERVICES	$50,000	$58,061	-$8,061	$50,000
AUDIT SERVICES	$24,000	$24,661	-$661	$24,000
COMPUTER SERVICES	$95,000	$29,738	$65,262	$95,000
FUNDRAISING	$103,000	$23,246	$79,754	$103,000
MISC. CONTINGENCY	$25,000	$13,651	$11,349	$25,000
CATALOG/PROCESS	$74,000	$23,053	$50,947	$74,000
SUB-TOTAL	$773,000	$350,503	$422,497	$773,000
TOTAL EXPENSES	$9,122,851	$3,205,131	$5,917,720	$9,122,851
REVENUES LESS EXPENSES	$1,349	$18,274	-$16,925	$1,349

THE FERGUSON LIBRARY

FINANCIAL STATEMENTS

AT JUNE 30, 2016 AND FOR
THE YEAR THEN ENDED

THE FERGUSON LIBRARY

TABLE OF CONTENTS

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, 2016, 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, 2016, 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 2015 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated December 3, 2015. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2015, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Van Brunt, DuBiago & Company, LLC

Stamford, Connecticut
December 1, 2016

THE FERGUSON LIBRARY

STATEMENT OF FINANCIAL POSITION
AT JUNE 30, 2016
(WITH COMPARATIVE TOTALS AT JUNE 30, 2015)

	2016	2015
ASSETS		
Cash and Cash Equivalents	$ 39,903	$ 128,978
Accounts and Other Receivables	374,838	223,624
Unconditional Promises to Give - Restricted for		
the Purchase of Land, Buildings and Equipment	-	100,000
- Children's Program	-	22,680
Interest in Net Assets of The Ferguson Library		
Foundation, Inc. - Reader's Digest	171,200	178,713
- National Review	241,342	247,796
Land, Buildings and Equipment (Net)	22,262,083	22,273,559
TOTAL ASSETS	$ 23,089,366	$ 23,175,350
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable and Accrued Expenses	$ 949,245	$ 884,492
Pension Liability	6,757,079	3,095,501
Note Payable - First County Bank	15,882	19,748
Credit Line - First County Bank	90,000	90,000
State Bonding Liability - Weed Branch	-	99,892
TOTAL LIABILITIES	7,812,206	4,189,633
NET ASSETS		
Unrestricted	14,950,259	18,665,045
Temporarily Restricted	182,193	175,964
Permanently Restricted	144,708	144,708
TOTAL NET ASSETS	15,277,160	18,985,717
TOTAL LIABILITIES AND NET ASSETS	$ 23,089,366	$ 23,175,350

THE ACCOMPANYING NOTES SHOULD BE READ IN
CONJUNCTION WITH THESE FINANCIAL STATEMENTS

THE FERGUSON LIBRARY

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2016
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2015)

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2016	2015
REVENUE AND OTHER SUPPORT					
City of Stamford – Operating	$ 7,668,350	$ -	$ -	$ 7,668,350	$ 7,445,000
City of Stamford – Capital	829,379	-	-	829,379	950,475
Fines	88,179	-	-	88,179	80,313
State of Connecticut	103,541	-	-	103,541	103,029
Equipment Income	22,433	-	-	22,433	20,900
Miscellaneous	23,097	-	-	23,097	13,381
Contributions	697,900	114,073	-	811,973	743,239
Passports and Photographs	251,066	-	-	251,066	250,726
Grants	24,583	-	-	24,583	8,100
Rents	29,999	-	-	29,999	29,999
Sale of Securities	-	-	-	-	250,000
Decrease in Interest in Net Assets of					
The Ferguson Library Foundation, Inc.	(6,454)	(6,048)	-	(12,502)	(3,596)
Net Assets Released From Restrictions					
Lapse of Time Restrictions	97,680	(97,680)	-	-	-
Satisfaction of Program Restrictions	4,116	(4,116)	-	-	-
TOTAL REVENUE AND OTHER SUPPORT	$ 9,833,869	$ 6,229	$ -	$ 9,840,098	$ 9,895,974

THE ACCOMPANYING NOTES SHOULD BE READ IN CONJUNCTION WITH THESE FINANCIAL STATEMENTS

THE FERGUSON LIBRARY

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2016
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2015)
(Continued)

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2016	2015
EXPENSES					
Salaries and Related Costs:					
Salaries	$ 5,029,741	$ -	$ -	$ 5,029,741	$ 4,868,464
Pensions	431,334	-	-	431,334	386,978
Payroll Taxes	365,516	-	-	365,516	357,494
Group Insurance & Other Benefits	971,173	-	-	971,173	993,855
Library Resources:					
Books and Periodicals	367,727	-	-	367,727	333,508
Videos and Recordings	125,360	-	-	125,360	111,503
Electronic Media	298,591	-	-	298,591	240,398
Occupancy:					
General Insurance	124,329	-	-	124,329	136,039
Building Maintenance	258,326	-	-	258,326	221,358
Utilities	316,980	-	-	316,980	336,464
Telephone	38,909	-	-	38,909	29,992
Security Services	172,371	-	-	172,371	-
General Operating:					
Professional Fees	98,729	-	-	98,729	118,704
Fund Raising	102,957	-	-	102,957	73,302
Supplies	94,563	-	-	94,563	113,326
Other	455,635	-	-	455,635	563,170
TOTAL EXPENSES BEFORE DEPRECIATION	9,252,241	-	-	9,252,241	8,884,555
Depreciation	833,170	-	-	833,170	997,595
TOTAL EXPENSES	10,085,411	-	-	10,085,411	9,882,150
Change in Net Assets	(251,542)	6,229	-	(245,313)	13,824
Adjustment for Pension	(3,463,244)	-	-	(3,463,244)	201,433
NET ASSETS AT BEGINNING OF YEAR	18,665,045	175,964	144,708	18,985,717	18,770,460
NET ASSETS AT END OF YEAR	$ 14,950,259	$ 182,193	$ 144,708	$ 15,277,160	$ 18,985,717

THE ACCOMPANYING NOTES SHOULD BE READ IN CONJUNCTION WITH THESE FINANCIAL STATEMENTS

Exhibit C

THE FERGUSON LIBRARY

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2016
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2015)

	2016	2015
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	$ (245,313)	$ 13,824
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Amortization of Mortgage Payable - State of Connecticut	(99,892)	(99,892)
Adjustment for Pension	(3,463,244)	201,433
Depreciation	833,170	997,595
Decrease in Accounts and Other Receivables	(151,214)	(26,904)
Decrease in Unconditional Promises to Give	122,680	23,429
Increase in Accounts Payable and Accrued Expenses	64,753	208,899
(Decrease) Increase in Pension Liability	3,661,578	(105,455)
NET CASH PROVIDED BY OPERATING ACTIVITIES	722,518	1,212,929
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Fixed Assets	(821,694)	(917,285)
Interest in Net Assets of The Ferguson Library		
Foundation, Inc. – Readers Digest	7,512	1,392
– National Review	6,455	(247,795)
NET CASH USED FOR INVESTING ACTIVITIES	(807,727)	(1,163,688)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from Borrowings:		
Note Payable – First County Bank	-	21,000
Payment of Debt:		
Note Payable – First County Bank	(3,866)	(1,252)
NET CASH PROVIDED BY (USED FOR) FINANCING ACTIVITIES	(3,866)	19,748
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(89,075)	68,989
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	128,978	59,989
CASH AND CASH EQUIVALENTS AT END OF YEAR	$ 39,903	$ 128,978
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Interest Paid	$ 1,477	$ 953

THE ACCOMPANYING NOTES SHOULD BE READ IN
CONJUNCTION WITH THESE FINANCIAL STATEMENTS

THE FERGUSON LIBRARY

NOTES TO FINANCIAL STATEMENTS

The Ferguson Library's (the "Library"), main purpose is to make available books, films, recordings and other materials and provide various programs and services to the community. The Library's main sources of revenue are the city of Stamford and corporate donors in the Stamford area.

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 Library reports investments at fair value (see Note 6) and reflects any gains or losses in the statements of activities. Gains and losses are considered unrestricted unless restricted by donor stipulation or law. Investment income and gains restricted by donors are reported as increases in unrestricted net assets if the restrictions are met (either a stipulated time period ends or a purpose restriction is accomplished) in the reporting period in which the income and gains are recognized.

   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.

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, 2015, from which the summarized information was derived.

The Ferguson Library is a nonprofit organization, as described in Internal Revenue Code Section 501 (c)(3) and is exempt from federal and state income taxes. As of the date of these financial statements, information returns for the years ending June 30, 2013, 2014 and 2015 remain subject to examination by federal and state of Connecticut taxing jurisdictions.

2.   TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets are available for the following purposes:

For Use in Future Periods	$ 80,000
General Library Purposes	20,634
Staff Development	11,729
Land, Buildings and Equipment	-
Programs for Children/Young Adults	11,843
Books	34,273
Ernest DiMattia Memorial Contributions	23,714
	$ 182,193

3.   NET ASSETS RELEASED FROM DONOR RESTRICTIONS

Assets were released from donor restrictions during the year ended June 30, 2016 for the following purposes:

Lapse of Time Restrictions	$ 97,680
General Library Purposes	4,116
	$ 101,796

4. **UNCONDITIONAL PROMISES TO GIVE**

Unconditional promises to give at June 30, 2016 and 2015 included the following:

	2016	2015
Steven A. & Alexandra M. Cohen Foundation	$ -	$ 25,000
Rosenthal Family Foundation	-	100,000
	-	125,000
Less Unamortized Discount	-	(2,320)
	$ -	$ 122,680
Amounts Due In: Less than One Year	$ -	$ 122,680
	-	-
	$ -	$ 122,680

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, 2016 the fair market value of the Library's interest in these assets was $171,200.

On February 15, 2015 the Library transferred $250,000 to The Ferguson Library Foundation, received from the sale of 343,877 shares Class B non-voting stock of National Review, which were donated to the Library over a number of years. These funds can 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. The fair market value of the Library's interest in these assets is $241,342 at June 30, 2016.

6. **FAIR VALUE MEASUREMENTS**

The Library values its financial assets and liabilities based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In order to increase consistency and comparability in fair value measurements, a fair value hierarchy that prioritizes observable and unobservable inputs is used to measure fair value into three broad levels, which are described below:

6. **FAIR VALUE MEASUREMENTS (Cont'd)**

Level 1: Quoted prices (unadjusted) in active markets that are accessible at the measurement date for identical assets or liabilities. The fair value Hierarchy gives the highest priority to Level 1 inputs.

Level 2: Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in inactive markets; or model-derived valuations in which all significant inputs are observable or can be derived principally from or corroborated with observable market data. If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3: Unobservable inputs are used when little or no market data is available. The fair value hierarchy gives the lowest priority to Level 3 inputs.

In determining fair value, the Library utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible in its assessment of fair value. There have been no changes in the methodologies used at June 30, 2016 and 2015.

	Fair Value	(Level 3)
June 30, 2016		
Interest in Net Assets of Ferguson Library Foundation, Inc.	$ 412,542	$ 412,542
June 30, 2015		
Interest in Net Assets of Ferguson Library Foundation, Inc.	$ 426,509	$ 426,509

The Library's interest in the net assets of the Ferguson Library Foundation (the Foundation) are classified as Level 3. The fair value of the Library's interest is based on the fair value of the underlying investments which are established by the Foundation using fair values for identical assets in an active market for similar assets.

The preceding method may produce a fair value calculation 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.

Changes in assets measured at fair value using Level 3 inputs for the year ended June 30, 2016 and 2015 are as follows:

	2016	2015
Balance, Beginning of Year	$ 426,509	$ 180,105
Proceeds of Sale of National Review Stock	-	250,000
Transfer to Library	(1,465)	(1,392)
Change in Value of Assets	(12,502)	(2,204)
Balance, End of Year	$ 412,542	$ 426,509

7. LAND, BUILDINGS AND EQUIPMENT

Asset cost and accumulated depreciation at June 30, 2016 and June 30, 2015 consist of the following:

	2016	2015
Land	$ 228,500	$ 228,500
Buildings & Improvements	30,897,203	30,380,242
Equipment	5,692,014	5,451,275
Vehicles	431,252	367,257
	37,248,969	36,427,274
Accumulated Depreciation	14,986,886	14,153,715
	$ 22,262,083	$ 22,273,559

8. PENSION PLAN

The Library has a contributory defined benefit pension plan for all salaried employees. Benefits to participants are based on average compensation for the two highest years out of the last five for each year of service to a maximum of thirty three years. The annual benefit is 2% for all years of service prior to July 1, 2007, 2.125% for years of service between July 1, 2007 and June 30, 2010 and 2.25% for years of service after July 1, 2010. The Library's policy is to fund costs currently in amounts recommended by the actuarial consultants.

Funding for Year Ended June 30, 2016	$ 233,000
Adjustment to Pension Expense per valuation	198,334
Pension Expense – Exhibit B	$ 431,334

Total participant contributions were $168,432 and total benefits paid were $419,251 for the year ended June 30, 2016.

Total employer and employee contributions expected to be paid during the next fiscal year are $262,500 and $186,000 respectively.

Net periodic benefit cost included the following components:

Service Cost	$ 428,775
Interest Cost	613,070
Expected Return on Plan Assets	(690,142)
Recognized Net (Gain) Loss	152,116
Amortization of Prior Service Cost	(72,485)
Net Pension Benefit Expense	$ 431,334

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

Prior Service Cost	$ (277,289)
Net (Gain) Loss	4,488,514
Total	$ 4,211,225

8. **PENSION PLAN (Cont'd)**

Amounts expected to be recognized as components of net periodic benefit cost in fiscal year end June 30. 2017:

Amortization of Prior Service Cost (Credit)	$ (72,485)

Other amounts recognized as changes in unrestricted net assets:

Change in Net Loss (Gain)	$ 3,542,875
Amortization of Prior Service (Cost) Credit	72,485
Amortization of Net (Loss) Gain	(152,116)
Total Recognized in Unrestricted Net Assets at June 30, 2016	$ 3,463,244

Assumptions used for disclosure information:

	2016	
Expected Rate of Return	7.50%	
Weighted Average Discount Rates	3.50%	
Rates of Increase in Compensation Levels	3.00%	Plus 1.5% merit for first 10 years

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.

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

	2016
Accumulated Benefit Obligation	$13,766,198
Projected Benefit Obligation	$17,410,453
Plan Assets at Market Value	10,653,374
Plan Assets in Excess (Deficit) of Projected Benefit Obligation	$ (6,757,079)

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:

Fiscal Year End	Amount
June 30, 2017	$ 777,000
June 30, 2018	$ 789,000
June 30, 2019	$ 867,000
June 30, 2020	$ 838,000
June 30, 2021	$ 927,000
June 30, 2022 – 2026	$ 5,007,000

Continued . . .

8. PENSION PLAN (Cont'd)

The percentage of the total plan assets and fair market value of each major category of plan assets is as follows at June 30, 2016:

	Percentage	Fair Market Value
Cash and Equivalents	3.05%	$ 324,616
Corporate and Foreign Bonds	10.05%	1,070,264
Exchange Traded Funds	8.50%	905,757
Equities	67.08%	7,146,389
Equity Mutual Funds	1.72%	183,275
Other	9.60%	1,023,073
Total	100.00%	$10,653,374

The fair value hierarchy of plan assets are as follows:

	Level 1	Level 2	Level 3	Total
Cash and Equivalents	$ 126,661	$ 197,955	$ -	$ 324,616
Corporate and Foreign Bonds	-	1,070,264	-	1,070,264
Exchange Traded Funds	905,757	-	-	905,757
Equities	7,146,389	-	-	7,146,389
Equity Mutual Funds	183,275	-	-	183,275
Other	-	-	1,023,073	1,023,073
	$8,362,082	$1,268,219	$1,023,073	$10,653,374

The responsibility for investment strategy and asset allocation is vested in the Pension Committee. The Pension Committee is responsible for determining what types of assets will be allowed and prohibited as investments for the plan and also what the allocation among these allowable investments will be. The investment strategy will seek to provide; conservation of capital, current income from dividends and interest, and long term growth.

The Committee is also authorized to delegate certain responsibilities to professional experts in various fields. Morgan Stanley Wealth Management has been retained as the investment advisor and custodian.

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, 2016 was 3.50%.

Amounts due under this facility at June 30, 2016, and 2015 were $90,000 and $90,000 respectively.

Interest incurred under this facility for the years ended June 30, 2016 and 2015 was $669 and $414 respectively.

10. **NOTE PAYABLE - FIRST COUNTY BANK**

On February 26, 2015 the Library entered into an agreement for a commercial note in the amount of $21,000 to fund the purchase of an automobile. The terms of the note require the Library to make 60 monthly payments of principle and interest, which shall accrue at 4.9% per year. The outstanding balance of this note at June 30, 2016 was $15,882.

Amounts due over the next 5 years are as follows:

Fiscal Year Ending	Amount
June 30, 2017	$4,064
June 30, 2018	$4,268
June 30, 2019	$4,481
June 30, 2020	$3,069
Total	$15,882

11. **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.

12. **LEASE COMMITMENTS**

On November 5, 2014, the Library entered into an agreement with Starbucks Corporation to extend the tenants current lease, for the use of approximately 1,730 square feet of space on the Library's main floor. The lease is extended for one (1) five year term commencing March 1, 2015 and expiring February 29, 2020. The tenant also has the option to extend the lease for two additional five year periods.

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

Years	Amounts
03/01/2015–02/28/2019	$ 29,998
03/01/2019–02/29/2020	$ 35,998
03/01/2020–02/28/2023	$ 35,998
03/01/2023–02/28/2025	$ 41,398
03/01/2025–02/28/2030	$ 45,537

12. **LEASE COMMITMENTS (Cont'd)**

On November 4, 2013, the Library entered into an agreement with Konica Minolta Premier Finance for the lease of its copier equipment. The terms of the lease require sixty (60) monthly payments of $5,500 and cannot be canceled or terminated.

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

Year Ended	Amounts
6/30/2017	$ 66,000
6/30/2018	$ 66,000
6/30/2019	$ 22,000
	$ 154,000

13. **STATE BONDING LIABILITY**

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, 2016 the Library had no remaining liability to the State of Connecticut.

14. **SUBSEQUENT EVENTS**

Management has evaluated subsequent events through December 1, 2016, the date which the financial statements were available for issue.

Quarterly Dashboard Assessment

Presentation to the Ferguson Library Board of Directors
June 2016

Introduction
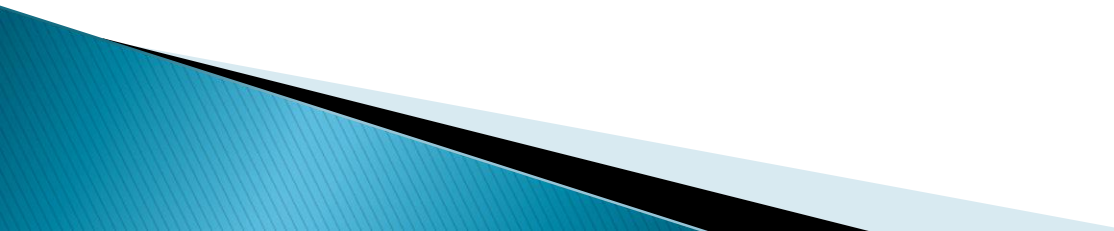
The Ferguson Library Strategic Plan was adopted by the Board of Trustees in March 2014. This document looks at the top 13 of the 22 strategies we identified to achieve the goals outlined in our Strategic Plan for the first two full years.

These 13 were ranked the most important by Library leadership and staff in a day-long workshop held for this purpose. For each, we set performance benchmarks and rate our progress with a color-coded system:

- Green means that the area is performing on target
- Yellow means caution; work is proceeding, but below target levels
- Red means little progress has been made and follow-up is a priority

The goal is to provide the Ferguson Library staff and Board with a tool to asses organizational health and to zero in on problem areas.

The Five Goals in the Strategic Plan

1) Promote learning at all ages and all stages of life

2) Provide superior and easy to discover collections

3) Increase access to Library and community resources

4) Strengthen the Library organization

5) Pursue the Library's financial sustainability

Strategies

GOAL 1: *Promote learning at all ages and all stages of life*

1) Support early learning and school success
2) Be the source of high-quality programs for people of all ages
3) Serve as an incubator of ideas and innovation

GOAL 2: *Provide superior and easy to discover collections*

1) Build relevant collections
2) Enhance methods for discovery of library materials

GOAL 3: *Increase access to Library and community resources*

1) Facilitate easier navigation of our facilities and resources
2) Increase Library presence throughout Stamford
3) Address inequalities in Library accessibility

Strategies

GOAL 4: *Strengthen the Library organization*

1) Empower the staff through access to continuing education, workshops, and in-house training opportunities

1) Strengthen the Board and Friends

GOAL 5: *Pursue the Library's financial sustainability*

1) Work with city leadership to develop an appropriate and predictable level of municipal funding for the Library

2) Seek new revenue streams

3) Make the Library one of Stamford's giving priorities

Performance Benchmarks for Goal 1 Strategies to:

support early learning and school success; be the source of high-quality programs
for people of all ages; and serve as an incubator of ideas and innovation

	Early childhood literacy programs: average monthly number of programs and attendance for each period		Total number of MakerSpace programs in the period		Average monthly number of programs and attendance-all ages	
July 2014 – June 2015	G	56 / 887	G	33	Y	186 / 4879
July 2015 – June 2016	G	74 / 1114	G	61	G	214 / 5740

Notes:

Early childhood programs served by the Bookmobile and Purple Bus visits.

G **Rule:** To be green, the level of programming has been maintained or exceeded last year's measure.

MakerSpace programs are for children and teens for this time period. They include electronics, crafts, building, coding projects, etc. to foster problem-solving and creative thinking skills.

G **Rule:** To be green, programs show growth in the number of programs.

Program and attendance numbers combine in-house and outreach adult and children's programs system-wide.

G **Rule:** To be green, the level of programming increases by 6% from since the previous comparable measurement period.

Performance Benchmarks for Goal 2 Strategies to:

build relevant collections and enhance methods for discovery of library materials

	Check the shelves using the inventory and usage tool, collectionHQ, to ensure that the catalog aligns with holdings	Balance funds with demand and purchase accordingly for each area of the collection	Materials usage: total annual circulation during the measurement period	
July 2014 – June 2105	Y	G	Y	869,677
July 2015 – June 2106	Y	G	R	813,901

Notes:

CollectionHQ is analytical tool that provides information on library materials and usage for collection alignment

(G) **Rule:** Match physical inventory to catalog records for the 1/3 of the collection showing the largest discrepancy by the end of this fiscal year (June 2015.)

CollectionHQ creates a budget for each area of the collection based on demand

(G) **Rule:** Ongoing review of allocations and demand; provides ability to purchase new items on the leading edge

Circulation numbers combine adult and children's circulation system-wide

(G) **Rule:** Circulation increases year over year by 5% to reach or exceed 2014 statewide per capita average by end of FY 2015. This has not happened. In fact, the gap between the state number and ours has grown larger in the past year.

Performance Benchmarks for Goal 3 Strategies to:

increase Library presence throughout Stamford; promote the visibility of the Library; address inequalities in Library accessibility

	Average monthly number of outreach visits for adults and children—number of places programs		Number of community events at which we have a presence		Average monthly number of library card registrations is an indication of "saturation"	
July 2014 – June 2015	G	83	G	12	G	540
July 2015 – June 2016	G	94	G	15	G	550

Notes:

Program and attendance numbers combine outreach programs for adults and children system-wide.

G **Rule:** Level of programming increases since the previous comparable measurement period and year over year.

Examples include Bookmobile visits to the Chelsea Pier community event; a "bookstore" at Stamford's Back to School Shop day serving financially disadvantaged elementary school children

G **Rule:** Number shows increase year over year

More library card holders reflect a greater reach in our community

G **Rule:** Number of registrations increase since the previous measurement period

Performance Benchmarks for Goal 4 Strategies to:

empower the staff with access to continuing education, workshops, and in-house training opportunities; strengthen the Board and Friends

Baseline: FY 2014	Participation in professional development opportunities—number of staff; number of classes workshops and webinars, etc.	Staff memberships in professional associations, committees, and community organizations and consortia	Strengthen the Library Board and Friends of the Ferguson Library
Baseline: FY 2014	**G** 19 of 25 public services staff members participated in such activities	**Y** 8 memberships across the 25 public services staff members	
FY 2015	**G** 8 of these public services staff members participated in more of them than last year	**G** 20 memberships across the same 25 public services staff members	**G** 100% participation; Friends membership dues up 59% YTD over last year
FY 2016	**G** 13 of 28 public services staff members participated in more of them than last year	**G** 27 memberships across 28 public services staff members	**Y** 100% participation; Friends membership dues up 1% from last year, but # of members down.

Notes: Staff participation in professional development activities: numbers are from a recent survey

G **Rule:** Level of participation increases since the previous measurement period

Total staff memberships in such organizations

G **Rule:** Number shows increase year over year

Board and Friends support the Library with their time, talent, and money

G **Rule:** Board **-** 100% participation on a board-level committee and in supporting the annual appeal

Board and Friends have a succession plan in place; Friends grow their membership

Performance Benchmarks for Goal 5 Strategies to:

work with city leadership to develop an appropriate and predictable level of municipal funding for the Library; seek innovative sources of revenue; make the Library one of Stamford's giving priorities

	Strengthen existing and develop new relationships with City leadership	Research and develop ideas for new revenue streams	Grow private funding
Baseline: FY 2014	n/a	R	G Annual budget: $653,000
FY 2015	G	Y	G Annual budget: $686,000**
FY 2016	G	Y	G Annual budget: $710,300**

Notes:

Library president meets regularly with the Mayor's office, boards, and commissions

> **G** **Rule:** Periodic meetings take place with all government bodies with oversight over the Library's budget

Research and develop ideas for new revenue streams

> **G** **Rule:** Make a recommendation to the Board in June about alternative funding sources.

Grow private funding:

> **G** **Rule:** Private contribution amount for the current year is on or favorable to budget. **The private contribution amount exceeded the budgeted amount for the years ending June 30, 2015 ($711,409) and June 30, 2016 ($736,865.)

The Ferguson Library

STRATEGIC PLAN 2014 - 2017 · MARCH 2014

Contributors to The Ferguson Library Strategic Plan

Board of Trustees

- Michael J. Cacace, Esq., Chair
- Ernest N. Abate, Esq., Vice Chair
- Thomas M. Cassone, Esq., Treasurer
- Sandra Goldstein, Secretary
- Ellen Bromley, Esq., Member
- Steven M. Frederick, Esq., Member
- Moira K. Lyons, Member
- Laurence C. Morse, Ph.D., Member
- Lee J. Rizzuto, Jr., Member
- Edward H. Schuster, M.D., Member
- Ernest A. DiMattia, Jr., Ferguson Library President, Ex Officio

Citizen Advisors

- Christopher P. Bruhl
- Greg Caggainello
- William S. Callion, Jr.
- Saul Cohen
- John D. Freeman
- Reyno A. Giallongo, Jr.
- Dr. Winifred (Winnie) Hamilton
- George B. Harvey
- Gail Malloy
- Stephen Perry
- James Smith
- Hon. Mary Sommer
- Merle Spiegel
- Len Vlahos
- Kathleen E. Walsh
- Dudley N. Williams, Jr.
- Steven Wise

Friends Liaison

- Margaret Metwally

Committee Members

- Charles A. Guinta
- William W. Warrick

Friends of the Ferguson Library Board of Directors

- Margaret Metwally, President
- Marie Belfiore
- Gail Carreiro
- Joyce Chavkin
- Susan DiMattia
- Grace Fainelli
- Donna Getreuer
- Janet Greenwood
- Sam Hammock
- Gail Malloy
- Ricki Miller
- Anne Mochulsky
- Eileen Rosner
- Janet Schneider
- Ann M. Sexton
- Hillary Zitter

Long Range Planning Committee Members

- Sandra Goldstein, Chair
- Christopher P. Bruhl
- Ellen Bromley, Esq.
- Michael J. Cacace, Esq.
- Greg Caggainello
- Saul Cohen
- Kathryn Emmett, Esq.
- Steven M. Frederick, Esq.
- George B. Harvey
- Moira K. Lyons
- Gail Malloy
- Laurence C. Morse, Ph.D.
- Lee J. Rizzuto, Jr.
- Edward H. Schuster, M.D.
- James Smith
- Hon. Mary Sommer
- Len Vlahos

Ferguson Library Foundation Trustees

- Thomas M. Cassone, Esq., Chair
- George B. Harvey, Vice Chair
- Dudley N. Williams, Jr., Secretary
- Theodore E. Payne, Treasurer
- Ernest N. Abate, Esq.
- Greg Caggainello
- William S. Callion, Jr.

Management Team

- Ernest DiMattia, President
- Nicholas Bochicchio, Director of Administrative Services
- Gary Giannelli, Director of MIS
- Alice Knapp, Director of User Services
- George Nichols, Director of Human Resources and General Counsel

Consultant Team

- Brian Murphy, Project Manager, BERK Consulting
- Gary Simonson, Analyst, BERK Consulting
- Michele Eakins-TeSelle, Layout and Editing, BERK Consulting

Acknowledgment

This strategic plan was generously underwritten in part by The Friends of the Ferguson Library and received professional contribution from Stephen Perry.

TABLE OF CONTENTS

LETTER FROM THE CHAIR OF THE BOARD OF TRUSTEES

I am extremely pleased to share with you The Ferguson Library's Strategic Plan for 2014-2017. It is the culmination of an eighteen-month project which included a community survey, multiple stakeholder interviews, staff focus groups, and a Board of Trustees retreat, all occurring during 2012 and 2013. The result is a comprehensive long range plan to further grow and strengthen the Library's role as the educational, informational and cultural center of Stamford. Countless hours were spent in gathering and evaluating data, measuring the effectiveness of current collections and services, and identifying and developing the goals that will guide the future of The Ferguson Library. Special features of this plan include the crafting of new mission and vision statements, as well as updating our core values, and delineating our core services.

It is our hope, indeed expectation, that this plan will provide our entire city with an understanding of the direction in which the Library is headed, and how it expects to achieve its objectives. The efforts of our entire Ferguson Library system are focused on meeting the changing needs of its users, and the lifelong learning and continuing education of every member of the Stamford community.

Michael J. Cacace, Esq.

Chair, Ferguson Library Board of Trustees

VISION, MISSION, & CORE VALUES

Vision

Inspire, promote and foster lifelong learning and personal growth.

Mission

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

Core Values

Advance Literacy: Nurture and encourage literacy.

Inspire a Love of Reading: Celebrate life-long learning.

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

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

Accountability: Responsibility for providing quality customer-driven services.

Connections: Build relationships among and between individuals and community groups.

Creativity/Innovation & Technology: Encourage creativity, experimentation and innovation while utilizing 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.

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, including a special focus on early childhood literacy.

- Encourage digital and computer literacy through technology training and access to the Internet.

- 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.

- Actively support the Friends Book Shop.
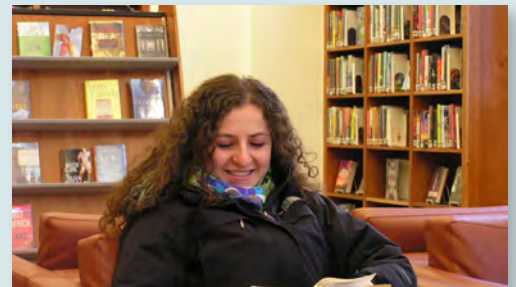
GOAL 1: PROMOTE LEARNING AT ALL AGES AND ALL STAGES OF LIFE

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 digital resources as well as conversation, and 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 2014, what do we mean by "books?" Is it the revered printed word or is it virtual document we read on a device? The Ferguson Library is committed to providing content in all formats.

GOAL 2: PROVIDE SUPERIOR AND EASY TO DISCOVER COLLECTIONS

The Library has a vibrant print and digital collection that ensures it is easy for the end user to discover/find items. Our librarians connect users to the desired information/book and also provide resources and expertise to help those who want to create content. Ultimately, the Library will become a publisher for local authors and subjects.

A.   Look for new opportunities to build relevant collections.

    1.   With accurate and comprehensive statistics, ensure that the Library's collections reflect the 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 or 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 books 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.

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.

GOAL 3: INCREASE ACCESS TO LIBRARY AND COMMUNITY RESOURCES

Provide 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. The Library needs to become more outward looking, actively partnering with other organizations, and ensuring our offerings are 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 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 on a variety of platforms.

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.

GOAL 4: STRENGTHEN THE LIBRARY ORGANIZATION

We need to address 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.   Empower the staff through access to continuing education, workshops, and in-house training opportunities.

    1.   Encourage cross training.

    2.   Build teams for learning.

C. **Ensure the Board of Trustees and Citizen Advisors are in tune with the community and the Library.**

    1. Recruit talented members who represent various aspects of Stamford's community.

    2. Continue to nurture open communication between Board and the community.

D. **Strengthen the Friends of The Ferguson Library, our advocacy and support group, so members are our ambassadors.**

    1. Help the Friends recruit board members who have the necessary skills and experience.

    2. Improve communication channels between the Library and The Friends of the Ferguson Library.

GOAL 5: PURSUE THE LIBRARY'S FINANCIAL SUSTAINABILITY

It is critical 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.

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.

E. Help our affiliated organizations, the Friends and Foundation, fulfill their mission of supporting the Library.

1. Assist The Ferguson Library Foundation in implementing a development plan. Assist the Friends in developing a reliable income stream as the book shop is impacted by the changes in publishing, purchasing habits, and other future societal fluctuations.

DEVELOPING THE PLAN

The Ferguson Library has a long tradition of strategic planning for the future, as well as adopting major changes in the industry. At the conclusion of the 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 fundraising 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 were changing in other ways as well. There has been a renewed focus on children and literacy; library 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.

Libraries have been dealing with alternative material 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 is 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 realizing that futuristic vision. Moreover, this plan would not address those core services that are integral to our mission and 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 achieved without community input. In preparation for the development of this strategic plan, the Library gathered feedback 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.

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

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) 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 significantly affects the Library's ability to provide access to a growing number of communities throughout the city, especially lower income residents who face mobility challenges. Opportunities to address geographic inequity include increasing the scope and hours of the bookmobile and increased partnerships 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 do not currently meet the needs of the community and restrict 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 with which they are least satisfied.

5. Programming is becoming increasingly popular and there is growing demand for a broader range and greater quantity of library programming. 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 ensure it continues to be valued 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.

THE FERGUSON LIBRARY TECHNOLOGY PLAN
October 1, 2014-October 1, 2017

VISION STATEMENT

Inspire, promote and foster lifelong learning and personal growth.

MISSION STATEMENT

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

In support of this mission, computer technology is currently used to provide access to: an automated circulation system and online catalog; the Internet, and the Library's website; workstations for children – preschool and elementary – and adults (research, or specific subject areas), and a local area network for many library functions, including Acquisitions, Business Office, Public Relations, and Cataloging. A computer language lab allows users to practice their language skills on computers equipped with language skills software (Ellis and Tell Me More). Tell Me More is also available to remote access users.

Technology Goals for 2014-2017

Goal: Library will enable wireless printing for patrons using their own devices in the library. *(June 2015)*

> ***Objective***: Library will enable wireless printing as a further enhancement to its wifi service.
> ***Improvement***: Wireless printing will provide users with the means to get hard copies of the documents they are accessing/creating via the wifi network.
> ***Action Steps***
> Public Services staff will research various wireless printing approaches.
> IT staff will evaluate the technical considerations of offering wireless printing in the buildings.
> IT staff will install wireless printing software for staff experimentation.

Goal: Library will install a public area for technology experimentation. *(June 2015)*

> ***Objective***: Library will create a space for patrons to experiment with emerging technologies.
> ***Improvement***: An experimentation space will allow patrons to explore or become experienced in technologies, such as 3D modeling technologies that are just reaching the market and may not be affordable for home or small business users.

Action Steps

Adult Services staff will research public's needs for different technologies.
IT staff will evaluate the technical considerations of offering various new technologies to the public for experimentation.
IT staff will install various devices for staff experimentation.

Goal: Library will install public charging stations for a variety of devices. *(December 2015)*

Objective: Library will provide areas equipped with a variety of charging devices to accommodate a wide range of tablets and phones.
Improvement: A charging area would provide a valuable service for patrons who need to use their devices inside the Library for longer periods than their batteries allow. It would also serve an important community function in the event of a large scale power outage.

Action Steps

Public Services staff will research public's needs for different charging technologies.
IT staff will evaluate the technical considerations of installing charging stations.
IT staff will install charging stations.

Goal: Library will install self-check stations at Weed and South End Branches. *(June 2016)*

Objective: Library will install self-check units at two branches.
Improvement: Self-check stations will make the checkout process faster and easier for patrons at branches, while freeing staff to work on more demanding tasks.

Action Steps

IT staff will install self-check kiosks.

Goal: Library will make portable translation devices and or software available on all public desks. *(December 2016)*

Objective: Library will install translation devices at all staff stations.
Improvement: Translation devices will go a long way toward facilitating patron/staff interactions in situations where English may not be the patron's native language.

Action Steps

Public Services staff will research translation software.
IT staff will install recommended software for experimentation.
Public services will use translation software.

Goal: Library will install scheduling software. *(June 2015)*

> *Objective:* Library will use scheduling software to facilitate the creation and modification of staff schedules.
>
> *Improvement:* Scheduling software will add efficiency and speed to the staff scheduling process, while allowing instant notification of scheduling changes.
>
> *Action Steps*
> HR Services and Public Services staffs will research scheduling packages.
> IT staff will evaluate the technical considerations of offering various packages.
> IT staff will install software.

Goal: Library will use the problem log to create a knowledgebase for staff to troubleshoot issues connected with newer technologies. *(October 2017)*

> *Objective:* Using the problem log, staff will be able to search for recurring issues, such as problems associated with downloading ebooks to a variety of devices.
>
> *Improvement:* Because ebooks are becoming so prevalent, it is important for staff to be able to advise the public on the differences between various ereaders, and be able to help patrons download content and use it on a variety of devices.
>
> *Action Steps*
> IT staff will build knowledgebase portal for staff.
> Adult Services staff will train general staff on portal use.

Goal: The Library will add technology to aid the hearing impaired to the auditorium. *(October 2016)*

> *Objective:* Library will add hardware to assist the hearing impaired who attend auditorium presentations.
>
> *Improvement:* The new enhancements will give hearing-impaired patrons greater access to a variety of programs.
>
> *Action Steps*
> Admin staff will evaluate commercial hardware designed to facilitate the hearing impaired in auditorium settings.
> Full implementation.

Goal: Add video teleconferencing capabilities the Rotary Room. *(June 2015)*

> *Objective:* Library will install equipment to provide video conferencing capabilities for users of the Rotary Room.
>
> *Improvement:* There is increasing demand for video conferencing. For community members who can't afford this option or who want to use state of the art equipment for small meetings, this would be a valuable offering.
>
> *Action Steps*
> Staff will explore video conferencing solutions.
> Installation of equipment.

Goal: Upgrade Computer Lab equipment with smartboard app, ceiling mounted projector. *(December 2016)*

> ***Objective***: Library will install software that makes smartboard-like capabilities available in the lab.
>
> ***Improvement***: Smartboard software improves on the smartboard model by adding group collaboration capabilities and instant archiving of smartboard entries. For instructors, the software can serve as a record of class discussion and achievement. For organizations that can't afford such technology, the Library can provide a state of the art teaching environment.
>
> ***Action Steps***
> Staff will explore smartboard software.
> Installation of equipment.

Goal: Add technology to enable video download and recording of auditorium presentations. *(October 2015)*

> ***Objective***: Library will install equipment to video record auditorium presentations.
>
> ***Improvement***: Video recording of auditorium programs will enable the Library to compile an archive of presentations for on-demand viewing.
>
> ***Action Steps***
> Staff will explore video recording solutions.
> Installation of equipment.

PROFESSIONAL DEVELOPMENT *(Ongoing)*

➤ Training in using latest ereaders - Training will be done by Reference staff.
➤ Training in using 3D model maker - Training will be done by IT staff and outside consultants.

NEEDS ASSESSMENT

Description of Current Environment

Teledata

The Ferguson Library participates with the city of Stamford in an integrated city/school/library teledata network. The Library receives its Internet connectivity through the city from the Connecticut Education Network. The Library's facilities are connected to the city's teledata network through a combination of the fiber optic, T-1, and cable lines. The costs of non-fiber lines are an on-going operating expense of the Library, as are the PRIs and the service contract on the telephone hardware. The Library contracts for these services directly with the provider.

The Library has 122 telephone extensions on the city's phone system, as well as nine telephone lines for fax and modem connections.

Computers

The Main Library is connected via a gigabit connection to a state-supplied data pipe, which gives us a 350 mbs connection to the Internet. Our Bennett, South End and Weed Branches are each tied directly to the Internet via 10 mbs cable connections provided by Cablevision, Stamford's cable television provider. The Bookmobile uses two wireless broadband connections from Verizon to connect their staff and public laptops to the Internet.

Because of the high capacity of our connection to the Internet, the Library is currently able to provide the community with basic high-speed Internet access that is highly reliable. PCs throughout the system either run Windows 7, or are about to be upgraded to Windows 7, and are equipped with Microsoft Office.

Public PCs are also configured with software that enables patrons to use them in much the same manner they would at home. Most public machines allow users to save documents to external storage media and attach such devices as mp3 players. Because all user data is erased at the end of each user session, patrons are able to perform most web based functions without restrictions. Patrons routinely use the public computers to access email, participate in chat groups, and perform online financial transactions.

Wifi access is offered at the Main Library and all the branches. The Main Library and Harry Bennett Branch are equipped with commercial grade wifi equipment that provides robust wireless access simultaneously to dozens of users. Weed and South End Branches are outfitted with high end routers that provide 10 mbs wireless access. Wifi access throughout the system is connected via Cablevision.

NEW TECH NEEDS

Replacement of Servers

Servers that run the email system, dns server, proxy server and firewall are several years old and need to be replaced with up-to-date hardware.

Self-Check Kiosks

The Main Library needs at least two more self-check kiosks. An additional three kiosks are needed for the branches.

EVALUATION PROCESS

Under the guidance of the Director of MIS, staff will review goals progress on a yearly basis and identify:

➢ Goals that are no longer relevant
➢ New technology needs
➢ Success of established goals

Teledata/Computer Budget

Annual

Local and Long Distance	$40,000
Data Communications	$6,500
Repairs (Hardware & Lines)	$15,000
E-Rate Consulting	$5,000
Cell Phones	$12,000
Less: E-Rate Grant	($30,000)
Total	**$48,500**
Computer Hardware/Software	$100,000
ILS Vendor	$70,000
Staff Training	$5,000

BOARD OF TRUSTEES
Ellen Bromley, Chair

PRESIDENT
Alice Knapp

DIRECTOR OF ADMINISTRATIVE SERVICES
Nicholas Bochicchio

DIRECTOR OF HUMAN RESOURCES AND GENERAL COUNSEL AND SECURITY
George Nichols

DIRECTOR OF PUBLIC SERVICES
Susan LaPerla

DIRECTOR OF DEVELOPMENT AND COMMUNICATION
Linda Avellar

COORDINATOR OF INFORMATION AND ADULT SERVICES
Elizabeth Joseph

COORDINATOR OF YOUTH SERVICES
Caroline Ward

BUILDING SERVICES
Victor Faugno

BUSINESS OFFICE & PASSPORT SERVICES
Cheryl Harper

TECHNICAL SERVICES
William Miller

HARRY BENNETT BRANCH and WEED MEMORIAL & HOLLANDER BRANCH
Erin Shea

SOUTH END BRANCH and BOOKMOBILE
Josephine Fulcher-Anderson

CIRCULATION SERVICES
Alex Lee

The Ferguson Library
September 2016