

**Hartford Public Library System
Special Review
October 2008**



**City of Hartford Internal Audit Commission
Internal Audit Department**



Hartford Public Library Special Review

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HPL Management Response, Mission, Strategic Performance Report, Cost Allocation, Strategic Planning Matrix and The Chief Librarian's Quarterly Report dated September 2008 follow page 34.

+Date: October 30, 2008

To: Hartford Court of Common Council
From: H. Patrick Campbell – Chief Auditor

Craig S. Trujillo, Deputy Chief Auditor

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Hartford Public Library Special Review

EXECUTIVE SUMMARY

In July, 2008 The Court of Common Council formally requested that the Internal Audit Commission review the operations of the Hartford Public Library System (HPL) so that the Council can better perform its budgetary and policy making role. The purpose of the review was specifically to provide sufficient data and analysis to satisfy the questions raised by the Court of Common Council members in their request letter dated July 8, 2008. The contents of this report were reviewed in detail with Louise Blalock; Chief Librarian and other responsible members of HPL management. The Chief Librarian's written response and the related exhibits she wished to attach follow our report.

Based on the results of our review, on a strictly financial basis, the HPL system is the more costly library system of the five major cities in Connecticut and the two large cities of Springfield MA and Providence RI in neighboring states. HPL has the highest adopted budget, \$8,191,580, the highest per capita cost (\$68) and is second to Providence in authorized full time employees (114). HPL is third in total hours open per week at 271 – HPL was first at 384 hours open per week until recent adjustments to branch operating due to budget reductions and a \$200,000 donation from the State of Connecticut. HPL, Springfield MA and Providence RI all have 10 locations while New Haven has five, Stamford and Bridgeport have four and Waterbury has only two.

It is important to note, however, that evaluating these libraries on strictly a cost basis does not necessarily give a complete picture of the organization's accounts and operations because it does not take in to consideration the specific programs and services provided by these separate and distinct entities. You will note in the details of this report that HPL provides a significant number of programs and services for the money it spends. This is not to say that this is more or less, better, or worse than the programs or services provided by other Library systems. Unfortunately, given time and other constraints we were unable to evaluate each of the Library systems we reviewed on a programmatic basis. This, however, gets to the root cause of the dilemma HPL faces today. That is, what programs and services can reasonably be provided by HPL given the existing economic environment and financial constraints? It is not ours to say that the City can or should provide additional funds to HPL. Conversely, it is not ours to say that HPL can provide the same level of service it would like to its customers at flat or reduced funding levels. These considerations are more appropriately addressed by City and HPL management and officials.

Although not included in the request from City Council, we considered attempting to identify line item budget reductions. However, with the exception of reducing payroll and related costs (78% of HPL's total budget) we do not believe that this would achieve the desired results nor do we feel that it is our place to recommend what should be cut without adversely affecting library operations. HPL's main costs are payroll/benefit (employees), infrastructure (buildings) and program/service related. It is readily apparent that without additional revenue, the costs associated with one or more of these three main operating components have to be maintained at existing levels or reduced. In light of this, consideration must be given to reengineering HPL's business model by changing the mix of these three major components.

- **Infrastructure (Buildings)** – A number of options has been discussed regarding HPL's main and branch libraries. This includes moving more

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branches into existing schools, consolidating branches into fewer larger mega-branches or the outright closure of branches. The Health and Human Resources Department used the consolidation model for Senior Centers combining numerous small outlying Senior Center facilities into three strategically located Mega-Senior Centers. Each of these options presents its own set of challenges not the least of which is opposition from the HPL customer base. Restructuring the HPL branches would likely save varying degrees of employee/benefit, program/service and operating costs.

- Programs/Services – As previously noted, HPL provides a wide range of programs and services. You will note later in this report that 32 of the 46 or 70% of the programs and services provided by HPL are also provided in some manner by other local organizations. This creates an opportunity for HPL to consider eliminating certain programs and services that are already being provided by other organizations or working with these organizations to leverage resources and funding for them. This could potentially eliminate or reduce payroll/benefit and other operating costs associated with these programs and services. In addition, this may be a more acceptable option to HPL customers than the previous closing or consolidation of branches.
- Reducing Operating Hours – This cost saving option has already been implemented to a certain degree by HPL management. Reducing operating hours primarily reduces payroll/benefit costs but also some operating costs.

Again, we do not believe it is our place to suggest or recommend which of these or other options should be pursued or implemented to address current or future HPL budget shortfalls. This is clearly the role and responsibility of HPL management and the Board of Directors.

Starting on Page four are the questions presented by City Council and the results of our work.

BACKGROUND

The Hartford Public Library (HPL) is a not-for-profit corporation governed by a Board of Directors who are elected by the Board of Corporators. Corporators represent Hartford's corporate, government, civic, academic and cultural communities and must reside in Hartford. The Mayor of the City of Hartford (the City) is an EX Officio Board of Director and a Corporator of the HPL. The HPL is exempt from Federal income Tax under section 503(c) (3) of the IRS code. According to the HPL mission statement, its purpose is to promote and support literacy and learning; provide free and open access to information and ideas and to help people participate in a democratic society. The HPL consists of a central library, nine branches and a bookmobile. Eighty eight percent (\$8,191,580) of HPL's operating budget totaling \$9,283,320 for the fiscal year ending June 30, 2009 will be funded by the City and the balance from grants, donations, investment income from Endowment principal and other sources. About 77%, percent of the operating budget or 88% of the Adopted Budget respectively is for employee costs. Although HPL is legally a separate entity from the City, it receives most of its operating revenues from the City's adopted budget. The City owns or rents the HPL buildings. The City also provides cost free in-kind services to the HPL. The HPL's financial statements are prepared on a cash

SCOPE

The scope of our examination was limited to the questions and areas for review noted in the Court of Common Council's letter dated July 8, 2008 to the Internal Audit Commission. Those areas requested to be reviewed included:

- Funding of the Hartford Public Library System
- Governance of the Hartford Public Library System
- Nature and Size of Endowments
- Employees and their funding
- Programs of Service
- Payments from the Library to the City
- Data Comparison amongst the five largest Cities in CT, Providence RI & Springfield MA

In addition, we performed limited reviews of the expenses incurred by HPL during the fiscal year ended June 30, 2008.

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basis of accounting and audited annually by a local CPA firm. According to HPL estimates people will visit the HPL's 10 locations about 900,000 times, participate in HPL programs 12,000 times, receive answers to 550,000 questions, use HPL personal computers 315,000 times, and borrow 650,000 books and media during the fiscal year ending June 30, 2009. In addition, HPL management estimates that youth will attend out-of-school programs 64,500 times and receive homework assistance 78,500 times during the same period.

Funding of the Hartford Public Library System

Question: What are the sources of funding for the HPL (grants, endowment, capital, city general fund, fees etc.)?

Results: For the fiscal year ended June 30, 2008 HPL was funded in the following manner:

<u>Budget</u>		<u>Actual</u>	
<u>2008/2009</u>	<u>%</u>	<u>2007/2008</u>	<u>%</u>

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City of Hartford Adopted Budget allocation to the HPL	\$8,191,580	88.2 %	\$8,441,580	91.7%
Bank Funds (Investment Income from Endowment Principal)	\$ 286,700	3.1	\$ 286,702	3.1
Desk & Other Receipts	\$ 56,000	.6	\$ 56,423	.6
State Grants & State Appropriation of \$200,000	\$ 237,000	2.5	\$ 37,689	.4
Federal Grants	\$ 122,250	1.4	\$ 45,435	.5
Gifts and Miscellaneous	\$ 83,000	.9	\$ 83,397	.9
Other Grants	\$ 306,790	3.3	\$ 133,000	1.4
State department of Education	\$ -0-		\$ 95,337	1.0
Hartford Public Schools (Web Site)	\$ <u>-0-</u>		\$ <u>25,000</u>	<u>.3</u>
 Total Twelve Months Revenue	 \$ <u>9,283,320</u>	 <u>100%</u>	 \$ <u>9,204,563</u>	 <u>100%</u>

Bank of America HPL Library Checking Account

- Total deposits \$260,493 less those received from the City and Investment Income for reimbursable expenses \$213,571 = miscellaneous donations. \$ 46,922
- Checking account balance as of September 22, 2008 \$ 79,375

The Central Library Capital Improvement Project Fund is funded by Individuals, Corporations, Corporate Foundations and State grants. Balance at June 30, 2008 \$1,113,629

Question: What City Funds are expended on the HPL that are above the General Fund Allocations?

Results: On an annual basis the City’s Management and Budget Department compiles the costs associated with providing services without charge to the Board of Education. Although the City provides many of the same services to HPL the cost of these in-kind services are not being calculated in a fashion similar to that of the Board of Education. Based on various discussions with City management, most in-kind services such as Legal, Payroll and Accounts Payable processing, Procurement, Management & Budget and Department of Public Works that are provided to HPL are not of a material nature. However, utility costs paid by the City on behalf of the HPL but not charged against the adopted budget could be considered significant as indicated below:

Totals for FYE June 30, 2008

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• Steam for Heating Main Library	\$ 174,500
• Steam for cooling Main Library	\$ 187,175
• Electric for the Main Library	\$ 55,267
• Gas for the Main Library	<u>\$ 415</u>
<u>Totals</u>	<u>\$ 417,357</u>

It should be noted that the HPL provides in-kind services to the City and the Board of Education as indicated below:

- In-kind services provided to the Board of Education per the Management and Budget ED-001 report for Fiscal Year 2007 - 2008

1. Salaries and Benefits related to services provided	\$ 584,604
2. Purchased Services for the Board of Education	163,060
3. Equipment	33,626
4. Other	<u>194,371</u>
<u>Totals</u>	<u>\$ 975,661</u>

- In-kind services in support of the City per HPL management. Dollar estimates for these services was not computed.

Mayor's Office

1. Maintenance of the City website
2. How to programs for Home Ownership
3. Program partner to the Office of Young Children
4. Program partner to the Office of Youth Services

Human Resources

1. Model agency in re-enrollment for Medical Insurances

Public Works

1. Partner – Recycle Bank

Health & Human Services

1. Consumer Health databases

Partners for a variety of programs

1. Dance to Wellness
2. Asthma Awareness
3. Summer Lunch Program

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Office of the Registrars of Voters

1. Voter Registration
2. Polling Place – 2 sites
3. Candidates Forums

De facto Immigration Services

1. English for Speakers of Other Languages
2. Citizenship assistance and information
3. Naturalization Ceremonies
4. Passport Services

Other support programs critical to citizens and city organizations

1. VITA and Earned Income filing
2. FAFSA and scholarship support
3. How-to programs for non-profits
4. How-to programs for small businesses

Question: **How do these amounts compare to other urban library systems in Connecticut?**

Results: Noted below is a comparison of funding for the five largest Connecticut Cities, Springfield MA and Providence RI.

City Name	2008/2009 Budget Revenue General Fund	2007/2008 Budget Revenue General Fund	2008/2009 Revenue All Sources	2008/2009 Staff FTE's	Locations #	Hours per Wk.	Sq. Miles	Population	Revenue per Capita
Bridgeport	\$3,843,775	\$4,099,131	\$4,038,775	(3) 55	4	160	19	138,000	\$ 28

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New Haven	\$4,084,673	\$4,045,126	\$4,584,673 (3)	45	5	186	20	124,000	\$ 33
Hartford Additional	\$8,191,580 200,000 (1)	\$8,441,580	\$9,283,320	114	10	271 (new)	18	125,000	\$ 68
Stamford	\$7,761,360	\$7,548,899	\$8,551,000 (3)	100	4	160	52	124,000	\$ 63
Waterbury	\$2,080,163	\$1,920,137	\$2,164,163 (3)	32	2	67	29	109,000	\$ 19
Springfield MA	\$4,229,189	\$4,074,010	\$6,518,498	90	10	277	32	151,176	\$ 28
Providence RI City Funding	\$3,415,500	\$3,000,000	\$8,395,068	124	10	360	20	172,459	\$ 49
Other Sources	\$4,979,568 (2)	\$5,354,492 (2)							

- (1) Additional \$200,000 from the State of Connecticut to reopen branches closed in July 2008.
- (2) Includes Endowment contribution
- (3) Employee Benefits are not included

HPL has the highest per capita revenue for providing library services compared to the other four largest CT cities, including Springfield MA and Providence RI even though Hartford's population and size per square mile is about the same or less than the other cities. HPL also has at least twice as many locations as these other CT city libraries. Although both Providence RI and Springfield MA also have ten library locations both have lower per capita revenue than HPL's.

Results: Noted below is a comparison of FYE 2009 Budgeted Expenses for the five largest Connecticut Cities, Springfield MA and Providence RI.

City Name	Budgeted Expenses	Personnel Expenses	Books Materials	Other Expenses	Professional Staff % of Exp.	Expense Per Capita
Bridgeport	\$4,038,925	\$2,959,405	\$ 513,350	\$ 566,170	35%	\$ 29
New Haven	\$3,884,673	\$2,804,265	\$ 309,450	\$ 770,958	46%	\$ 37
Hartford	\$9,283,320	\$7,152,717	\$ 802,800	\$1,327,803	16%	\$ 74

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Stamford	\$8,500,000	\$6,437,000	\$ 826,000	\$1,237,000	33%	\$ 69
Waterbury	\$2,164,163	\$1,494,962	\$ 385,000	\$ 284,201	44%	\$ 20
Springfield MA	\$6,297,198	\$4,406,529	\$ 615,000	\$1,275,669	NA	\$ 43
Providence RI	\$9,779,745	\$6,718,529	\$1,096,576	\$1,964,640	29%	\$ 49

HPL has the highest per capita expense for providing library services compared to the other four largest CT cities, including Springfield MA and Providence RI even though Hartford's population and size per square mile is about the same or less than the other cities. HPL also has at least twice as many locations as these other CT city libraries. Although both Providence RI and Springfield MA also have ten library locations both have a lower per capita expenses than HPL's.

Governance of the Hartford Public Library System

Question: **Under what authority does the HPL Board operate and how does this compare to other public libraries in the state?**

Results: As previously noted HPL is a not-for-profit corporation governed by a Board of Directors elected by the Board of Corporators. Corporators represent Hartford's corporate, government, civic, academic and cultural communities and must reside in Hartford. The City's Mayor is an EX Officio Board of Director and a Corporator of the HPL. The Board of Directors currently consists of 13 individuals. HPL is exempt from Federal income Tax under section 503(c) (3) of the IRS code. Noted below is a comparison of the operating authority for the five largest Connecticut Cities, Providence RI and Springfield MA.

<u>City Name</u>	<u>Type of Entity</u>	<u>Governance</u>	<u>Method</u>
Bridgeport	City Department	Board of Directors	City Code
New Haven	City Department	City management	City Code

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Hartford	Not-for-Profit Corp.	Board of Directors	By-Laws
Stamford	Not-for-Profit Corp.	Board of Trustees	By-Laws
Waterbury	City Department	Town Management	City Code
Springfield MA	City Department	Town Health & Human Services Library Commission	City Code
Providence RI	Not-for-Profit Corp.	Board of Directors	By-Laws

As noted above the libraries we reviewed operated as either as not-for-profit corporations (3) or city departments (4) which was slightly more common

Question: **What procedures does the HPL Board use to conduct oversight of HPL operations, budgets, etc.?**

Results: The HPL Board of Directors conducts quarterly meetings attended by the Chief Librarian and other responsible HPL staff members. An agenda is followed and minutes are taken while conducting the meetings in accordance with Roberts Rules of Order. Agenda items and related documents typically consist of the approval of prior Board meeting minutes, Announcements and Communications, the President's Report and Committee (Building, Development, Finance, and Nominating) Reports, the Strategic Performance Report, New Program Fliers, The Endowment Fund Investment Advisor's Quarterly Report, Budget Reports, Old Business and Other Business. Attendance is taken and documented.

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Endowments

Question: What is the size and nature of the Endowment how was it acquired, how is it disbursed and what are its investment practices?

Results: HPL has two separate Endowment Funds designated as A & B. The A funds are restricted funds where the investment income is used to purchase specific library materials or services as designated in the individual endowment fund agreements. The B funds are restricted funds where the investment income is remitted to the City quarterly to supplement the library's operating account with the City. The HPL is not permitted to reduce the principle of any of the funds unless the fund has a specific project with a specific completion date.

The Market Value of the funds as of June 30, 2008 per the custodian, Bank of America is as follows:

Total Restricted A	\$ 1,062,420
Total Unrestricted A	<u>\$ 2,865,690</u>
	\$ 3,928,110
Total Restricted B	\$ 10,475,230

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Capital Improvement Unrestricted	<u>\$ 1,113,629</u>
Total Endowment June 2008	<u>\$ 15,516,969</u>

The following is the source and stipulations of the Endowments including the investment income that was available to be expended in the 2007/2008 year. The amounts available to spend for the 2008/2009 year have not been determined as of September 19, 2008.

<u>Collection Fund:</u>			Market Value per Bank of America 06/30/08	Investment Income Available to spend in 2007/2008
Alice C. Bacon Fund	1958	For the purchase of new books, only the income of said fund shall be utilized.	\$64,234	\$2,360
F.A. Brown Fund	1972	Income to be used for purchase of books (under terms of legacy to Wadsworth Athenaeum from Martha W. Brown).	44,745	1,567
Mary C. Burr Fund	1931	The income there from to be used...for the purchase ...of books devoted to or descriptive of Art.	37,780	1,294
Calla Hickox Burr Fund	1988	Income to be used for the purchase of books on gardening, travel, horticulture, history and biography.	978,309	36,701
Paul Dorweiler Fund	1970	(No stipulation)Resolved by the Library Board that income to be used to purchase books on business.	31,641	1,120
William E. Glynn Fund	1987	Income to be used for the purchase of books.	1,003	34

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Drayton Hillyer Fund	1925	Income thereof only to be used for the purchase of books reference given to the purchase of works on industrial arts.	438,838	16,211
Herman P. Kopplemann Fund	1955	Income to be used for the purchase of books appropriate for readers between the ages of twelve and eighteen on diversified subjects, with preference given to books having historic or scientific interest.	55,887	2,121
Magnus K. Kristoffersen Fund	1961	Income thereof used for the purchase of books of permanent value and in diversified fields.	31,914	1,174
Richard E. Mooney Fund	1979	Income to be used for the purchase of books.	31,594	1,158
Morton & Marilyn Elsner Fund	2006	Income to be used for the purchase of books and literacy materials	437,896	2,766
Henry A. Perkins Fund	1960	Income there from to be used for the purchase of books.	55,504	1,914
Samuel D. Prentice Fund	1925	Income thereof to be used for the purchase of books of substantial and permanent worth.	68,733	2,436
Ruth P. Raymond Fund	1983	Income to be used for the purchase of books at the Mark Twain Branch.	6,049	206
Pauline W. Shulman Fund	1976	Income to be used for the purchase of books on Art.	32,273	1,106
Genevieve H. Goodwin Fund	1989	Income to be used for the purchase of books and supplies for the Hartford Collection.	140,004	5,113
Hartford Collection Fund	1989	Stipulation stated in name of fund	18,871	718
Dorothy Drysdale Fund	1998	Income to be used for the purchase of books and the maintenance of the Hartford Collection.	10,490	382
Adelaide Stoughton Fund	1971	No stipulation Resolved by the Library Board that Income to be used to purchase library materials appropriate to the Hartford Collection.	113,822	4,140
<u>Hewins Fund:</u>				
Caroline M. Hewins Fund	No Data	Income supports a scholarship given annually to a library student majoring in children's work. Income may be used for continuing education of children's librarians here at the Hartford Public Library, and for children's services.	266,103	9,656
<u>Restricted Principal Fund II</u>				
Sarah S. Eddy Fund	1957	For the benefit of the Children's Department. The interest to secure an author, an artist or a puppeteer during children's Book Week or any other	13,810	472

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time.

Goodwin/Trumbull Fund	1984	Income to be used for Central and branch library improvements.	85,321	2,934
Mildred E. Small Fund	No Data	Income only may be used to benefit the Campfield branch.	5,573	191
Helen G. Ulrich Fund	1973	Income is used for Central and branch library improvements.	653,396	24,191
Frances G.W. Williams	1953	The income there from to be spent for the purchase of books or other library purposes.	27,973	956
John C. Parsons	2005	Income to be used for the general purposes of the library at the direction of its Board of Directors	36,948	778
<u>Unrestricted Principal Fund</u>				
Second Century Project Fund	1993	To be used for the construction of the Hartford Collection Room at the Central Library.	1,188	812
Central Library Capital Improvement Fund	1997	To be used for the renovation and expansion of the Central Library	(245)	
Kathleen A. Murrett Memorial Library Fund	No Data	No Data	18,672	628
The Head to the Library Fund	No Data	No Data	97	94
NEH Programming Endowment	No Data	No Data	84,535	3,057
NEH Collection Endowment	No Data	No Data	<u>135,152</u>	<u>4,687</u>
Total Restricted & Unrestricted A:			<u>\$3,928,110</u>	<u>\$130,977</u>

Restricted Principal Fund B

Mabel A. Bingham Fund	1941	To be added to the permanent invested funds of the Library.	\$570,923	
Isabel G. Buck Fund	1940	The income to be used at the discretion of the managers of the Library.	35,932	
Clarkson N. Fowler Fund	1949	Income only to be used for general purposes.	258,611	
Anna M. Goodwin Fund	1941	Income only to be used for general purposes.	1,242,217	

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Charles L. Goodwin Fund	1941	Income used for general purposes.	1,906,033
Wilbur F. Gordy Fund	1955	Income only to be used for general purposes.	283,195
Leonard M. Morse Fund	1916	Income shall be used in meeting ordinary expenses and outlay.	22,486
Henry L. Robinson Fund	1932	Income used for general purposes.	76,429
Sheldon & Olcott Memorial Fund	1922	The interest only to be used as a Sheldon & Olcott Memorial.	71,943
Betsy Tuttle Fund	1914	Income thereof only to be for the use and purpose of said Library and Art Gallery, which is, or may be connected with said Library.	4,517
William J. Wood Memorial Fund	1929	Income used for general purposes.	35,933
John Spencer Camp/ Louise Cogswell Cushman Fund	1982	Income is paid by the Treasurer directly into the City's Library Fund to be applied to operating expense, but does not supplant City appropriation.	3,037,648

General Funds:

Louise Beulah Coates Fund	1953	No known stipulation	
Bessie Franklyn Fund	1961	Unrestricted	
Henry P.Hitchcock Fund	1919-25	For general uses and purposes.	
Charles M. Joslyn Fund	1950	No known stipulation	
James M. Thomson Fund	1912	No known stipulation	
Annie E. Trumbull Fund	1950	No known stipulation	
Jane Tuttle Fund	1941	No known stipulation	
Frank D. Woodruff Fund	1949	No known stipulation	
			\$2,929,363

Trust Funds:

Edward H. Bingham	1953	No Data
Edward H. Case	No Data	No Data
K. Lenora Polacek	1985	No Data

Total Restricted B **\$10,475,230**

Capital Improvement

Central Library Improvement project - Unrestricted **\$1,113,629**

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**Total Market Value of Endowment Funds at 06/30/08 per Bank of
America**

\$15,516,969

\$130,997

Asset Allocation per the HPL's Asset Manager as of June 30, 2008

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<u>Fund Name</u>	<u>Asset Class</u>	<u>HPL Endow A</u>	<u>HPL Endow B</u>	<u>Combined</u>
Columbia Bank of America	Money Market	\$ 93,007	\$ 46,112	\$ 139,119
Harbor Bond	Fixed Income	\$ 468,513	\$ 1,270,507	\$ 1,739,020
Vanguard 500 Index Signal	Large Cap Equity	\$ 157,720	\$ 453,152	\$ 610,872
Vanguard Windsor II Admiral	Large Cap Equity	\$ 229,089	\$ 720,593	\$ 949,682
Columbia Marsico Growth Z	Large Cap Equity	\$ 262,069	\$ 727,404	\$ 989,473
Columbia Small Cap Core Z	Small Cap Equity	\$ 260,511	\$ 558,062	\$ 818,573
GMO Global Balanced - 50% Fixed Income & 50% Equity	Asset Allocation	\$ 1,555,923	\$ 4,176,915	\$ 5,732,838
TIFF Multi Asset Fund	Asset Allocation	\$ 860,768	\$ 2,418,514	\$ 3,279,282
Capital Improvement Fund				\$ 1,113,629
Total Market Value Endowment Funds at 06/30/08 per Fiduciary Investment Advisors, LLC		<u>\$ 3,887,600</u>	<u>\$ 10,371,259</u>	<u>\$ 15,372,488</u>

It should be noted that the total market value of the Endowment Funds at June 30, 2008 reported by the custodian, Bank of America is \$144,481 higher than the market value of the Endowment Funds at that date reported by the Investment Advisor. After HPL management queried the Investment Advisor about the difference we were informed by HPL management that there is a lag of one month between the bank's report, which includes the TIFF Multi Asset Fund market value, and the asset manager's report. The bank's report shows the distribution of the various assets through all the subaccounts. The manager's report is as of June 30, the bank's is as of May 31. The manager told HPL management that the TIFF fund lost about 4.5% in June, which would be the difference of \$144,481.

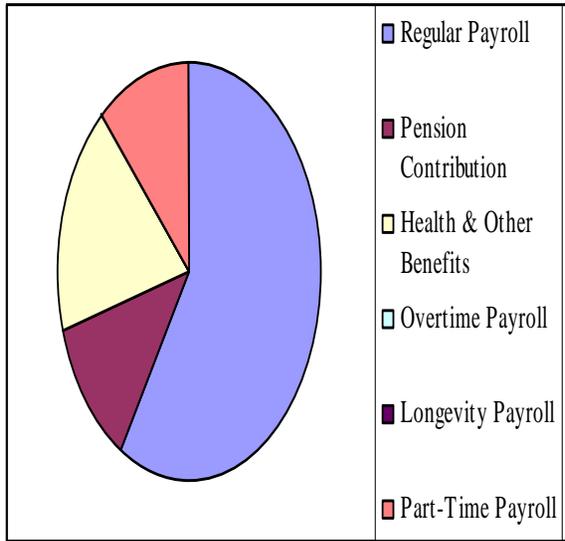
We also noted that HPL Board of Directors does not have an Investment Committee to oversee the Endowment funds. Considering the size of the Endowment funds, \$15 million, the HPL may want to adopt a best practice by establishing an Investment Committee.

Employees

Question: **How many full time employees does the HPL have and how are they funded (city and general fund, grant and endowment)?**

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Results: As of September 19, 2008, the HPL has 114.5 Full Time Equivalent employees. Payroll and benefit costs are \$7,152,717 or 77% of HPL’s operating budget of \$9,283,320 for the Fiscal Year 2008/2009. The following chart details the 2008/2009 Budget and Grant funding for employee costs.



Employee Costs	Budget 2008-2009	Grant Funded
Regular Payroll	\$ 4,185,941	\$ 3,043
Pension Contribution	\$ 830,000	
Health & Other Benefits	\$ 1,287,806	\$ 2,562
Overtime Payroll	\$ 7,900	
Longevity Payroll	\$ 10,425	
Part-Time Payroll	<u>\$ 727,972</u>	<u>\$ 97,068</u>
Total Personnel Services	<u>\$ 7,050,044</u>	<u>\$ 102,673</u>
	<u>\$ 7,152,717</u>	

Programs

Question: What is the number, nature, cost and type of each program the HPL provides?

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Results: The HPL provides services to the Hartford community through the HPL Program of Service. Within this framework, the Associate Librarian assigned to the service area develops specific programs. The following chart depicts the core framework of the Program of Service and the related one time estimated cost allocation submitted to the Mayor during the Fiscal Year 2009 budget process. The allocations for Direct Costs, Administration, Facility and IT were based on their relationships to Salary and Benefits, the number of full Time Employee Equivalents, Square Footage and the Number of Personal Computers, respectively. It should be noted that the total program costs totaling \$10,083,626 per the schedule below was a budget proposal and therefore does not agree to HPL's final 2009 operating budget totaling \$9,283,320.

Name of Service Program	Program Associate Librarian	Direct Costs	Allocation of Admin	Allocation of Facility	Allocation of IT	Total Program Costs	Percentage of total costs	Payroll - Included in Direct Costs
<p>Adult Learner: Help people acquire basic skills for jobs, family, and community life including business, financial, homeownership and citizenship workshops; ESOL classes; and, internet and computer use training.</p>	Mary Albro	\$1,022,971	\$132,308	\$296,221	\$213,189	\$1,664,689	16.51%	\$951,385
<p>Information and Reference: Meet constituents' specific information needs by providing comprehensive access to information, acquiring appropriate resources, developing primary content, and ensuring expert assistance.</p>	Mary Albro	1,595,747	206,986	176,395	46,234	2,025,362	20.09%	1,488,367

Hartford Public Library Special Review

Community Development and Civic Services:

Provide a gateway to information about issues important to people who live and work in Hartford and facilitate the interpretation and use of information, particularly for community-building and policy development

Richard Frieder	444,761	56,875	107,813	23,117	632,566	6.27%	408,968
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Reader Services: Support free-choice learning, providing books, music and film that educate, enrich, inspire and support Hartford as the number one city for culture.

Mary Billings	2,017,013	260,593	596,788	148,975	3,023,369	29.98%	1,873,840
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Family Literacy/Early Literacy: Help children acquire age-appropriate literacy skills, and helps parents and other caregivers expand their own skills in support of their children's language development.

Deborah Perry	402,853	52,118	156,878	71,919	683,768	6.78%	374,764
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School Success: Help youth stay in school, build reading and writing skills, increase academic achievement, go on to higher education, and have options for the future.

Deborah Perry	<u>1,208,558</u>	<u>156,354</u>	<u>470,634</u>	<u>218,326</u>	<u>2,053,872</u>	<u>20.37%</u>	<u>1,124,291</u>
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<u>Totals</u>	<u>\$ 6,691,903</u>	<u>\$ 865,234</u>	<u>\$ 1,804,729</u>	<u>\$ 721,760</u>	<u>\$10,083,626</u>	<u>100.00%</u>	<u>\$ 6,221,615</u>
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Hartford Public Library Special Review

Question: **How many of these programs are offered by other community groups or City agencies?**

Results: As indicated by the chart below, 32 of the 46 or 70% of the programs provided by HPL are also, in some similar form, provided by other organizations in Connecticut or the City. Due to current and future anticipated budget constraints, HPL may have to consider formulating a plan to reduce the number of programs and services they provide and the associated costs, by leveraging the funding and resources of these other organizations.

Program

Offered Else Where in Hartford and Connecticut

Adult Learner Services

Hartford Public Library Special Review

Adult Learner Center	Not to HPL managements' knowledge
Math Tutoring	Not to HPL managements' knowledge
ESOL Classes and conversation groups	Not on the week-ends per HPL management
Immigration Assistance	Yes by the International Institute of Connecticut - fee-based counseling only
Citizenship Preparation	Yes by Literacy volunteers and Hartford Adult Education offers one class a semester.
Multicultural Website	Not to HPL managements' knowledge
Immigration Workshops	Not to HPL managements' knowledge
As Explored Through Diverse Cultures	Not to HPL managements' knowledge
Deaf Awareness Training and Cultural Programs	Not to HPL managements' knowledge
One World Hartford Educator Series	Not to HPL managements' knowledge
Armchair Travelers Series	Not to HPL managements' knowledge
Annual Commemoration of World Refugee Day	Not to HPL managements' knowledge
Passport Services	Yes the US Post Office
Nonprofit Workshops	Yes the Connecticut Association of Nonprofits for a nominal fee
QuickBooks for Nonprofits	Not to HPL managements' knowledge
Foundation Center Collaborative Collection	Yes the Greenwich, New Haven, New Milford and Westport Public Libraries
Personal Finance/Financial Aid (FAFSA)	Yes the Hartford Public Schools
Personal Finance/VITA	Yes numerous Government and not-for-profit Agencies including the IRS
Personal Finance/Homeownership	Yes numerous Government and not-for-profit Agencies including the Urban League
Personal Finance	Yes the Co-opportunity Inc.
Small Business Workshops	Yes numerous Government and not-for-profit Agencies including the Urban League
QuickBooks	Yes by Community colleges and other various non-for-profit agencies
Job and Career Workshops	Yes the Connecticut Department of Labor and other organizations
Computer Classes	Yes numerous Government and not-for-profit Agencies
Health and Wellness Events	Yes by the Hartford Health and Human Services Department of the City
Active Seniors	Yes by various Senior Centers and Housing Facilities
Hispanic Heritage Month	Yes a similar program put on by the Institute of Community Research
Poetry Recitation and Workshops	Not to HPL managements' knowledge
 <u>Community Development and Civic Services</u>	
Community Forums	Yes various organizations including the Hartford Courant and Trinity College
Community Meetings	Yes various organizations including Trinity College and recreation centers

Hartford Public Library Special Review

Hartfordinfo.org

No

Voter Registration

Yes, but the HPL is mandated by State law to offer voter registration

Research Services

Yes various other organizations, agencies and learning institutions

Website Development

Yes numerous organizations

Reader Services

Author Events

Yes various organizations and bookstores

Book Discussions

None that are readily open to the public according the HPL management

Film Screenings

Yes for an admission fee at theaters

Music and dance Performances

Yes for an admission fee at various venues

Panel Discussions

Yes at Academic institutions

Poetry Readings

Yes at Academic institutions

Writing Workshops

Yes the Hartford Courant and the Connecticut Authors and Publishers Association

Youth Services/School Success

Homework Assistance

Yes the Hartford Public Schools

Reading Guidance

Yes the Hartford Public Schools

OST Enrichment

Yes the Hartford Public Schools and numerous other organizations

College Preparation

Yes the Hartford Public Schools

My Word, My Space

Yes Trinfo Café

Payments to the City

Question: **What are the payments the HPL has made to the City identified on the HPL IRS Tax Form 990 and identified in public statements by the HPL management?**

Results: These amounts represent investment income from Endowment fund B that HPL, through the custodian, Bank of America bank, gives back to the City to cover HPL expenses not included in the City budget allocation to HPL. The amount returned to the City is calculated by

Hartford Public Library Special Review

averaging investment results over 12 quarters using a return on investment of 4%. However, the actual amount remitted to the City is based on a return of 3% while HPL retains the difference to pay other expenses from the separate HPL bank account noted on page 34 of this report. During FYE 2008, Bank of America transferred \$286,702 to the City's General Account in quarterly remittances of \$71,675.50. These funds are recorded in the City's general ledger HPL operating account #2012, which is used exclusively for HPL activities.

Hartford Public Library Location Data

As noted below, three branch locations are City owned, four are located in leased properties and two are located in City schools.

Branch Name	Building	Site Picture 09/02/08	Hours Open as of 9/15/08	Square Feet	Items	Computers	Visits per Month	Items Borrowed	Program Attendance	Questions Answered	Population Served
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Hartford Public Library Special Review

Hartford Central	City Owned		58	145,000	400,000	148	39,000	25,350	10,175	13,680	All of Hartford
Albany	City Owned		33	5400	24000	13	4215	1820	1062	7394	6583
Barbour	Leased		19	1775	20471	7	1921	1759	474	2256	10137
Blue Hills	Leased		19	1425	16234	8	1792	1865	396	2040	10440
Camp Field	City Owned		19	4500	22409	10	8050	5322	284	3522	26456

Hartford Public Library Special Review

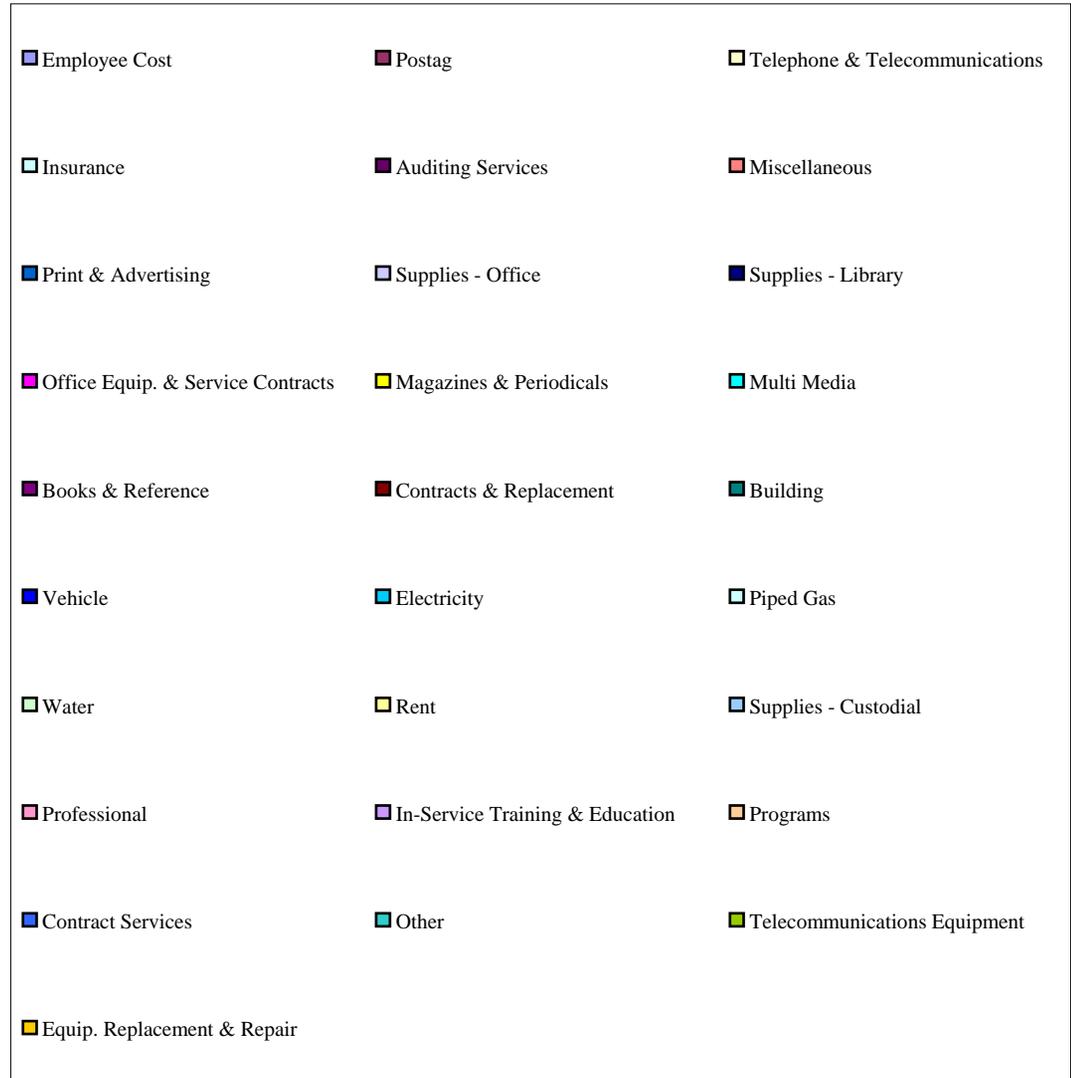
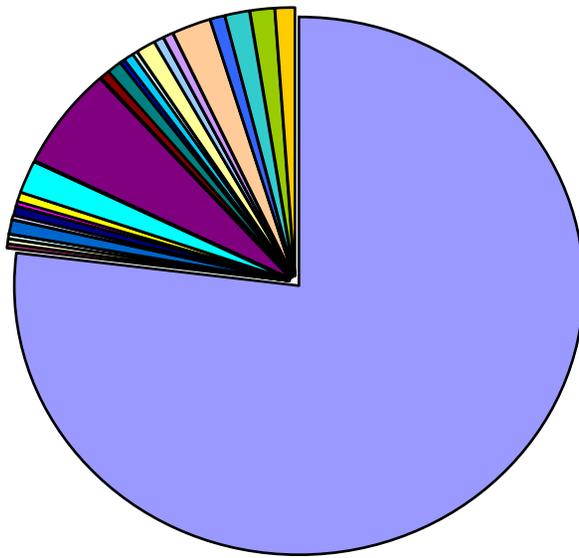
Dwight	In City School		19	2160	15431	7	2300	2659	441	1493	5206
Goodwin	City Owned		33	4200	15173	11	1520	3006	237	980	15930
Mark Twain	Leased		19	4000	21402	17	2446	2535	298	1059	20631
Park	Leased		19	2000	24118	7	1656	3131	130	1125	9323
Ropkins	Located in the Sand Grammar School		<u>33</u>	<u>5600</u>	<u>24807</u>	<u>12</u>	<u>9869</u>	<u>1491</u>	<u>485</u>	<u>3010</u>	<u>3516</u>

Hartford Public Library Special Review

Totals	<u>271</u>	<u>176,060</u>	<u>584,045</u>	<u>240</u>	<u>72,769</u>	<u>48,938</u>	<u>13,982</u>	<u>36,559</u>	<u>125,000</u>
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Hartford Public Library Budgeted Expenses Graph for FYE June 2009 are \$9,283,320

Hartford Public Library Special Review



Hartford Public Library Budgeted Expenses Details for FYE June 2009

Hartford Public Library Special Review

Expenses	Budget Includes Grants 2008-2009	Grants Funded
PERSONNEL SERVICES		
Regular Payroll	\$4,188,984	\$ 3,043
Pension Contribution	830,000	
Health & Other Benefits	1,290,368	2,562
Overtime Payroll	7,900	
Longevity Payroll	10,425	
Part-Time Payroll	825,040	97,068
Total Employee Costs	\$7,152,717	\$102,673
 GENERAL ADMINISTRATION		
Postage	\$ 20,000	
Telephone & Telecommunications	31,000	
Insurance	4,000	
Auditing Services	7,500	
Miscellaneous	2,000	
Print & Advertising	83,486	16,000
Supplies - Office	31,000	
Supplies - Library	40,000	
Office Equip. & Service Contracts	21,500	-
Total - General Administration	\$ 240,486	\$ 16,000
 LIBRARY MATERIALS		
	Budget 2008 - 2009	Grant Funded
Magazines & Periodicals	\$ 68,000	

Hartford Public Library Special Review

Multi Media	177,000	
Books & Reference Services	<u>557,800</u>	<u>-</u>
Total - Library Materials	\$ 802,800	-
 PLANT MAINTENANCE		
Contracts & Replacement	52,000	
Building	94,000	
Vehicle	<u>1,000</u>	
Total - Plant Maintenance	\$ 147,000	-
 PLANT OPERATION		
Electricity	\$ 65,000	
Piped Gas	28,000	
Water	3,500	
Rent	101,500	
Supplies - Custodial	<u>35,900</u>	<u>-</u>
Total - Plant Operation	\$ 233,900	
 STAFF DEVELOPMENT		
Professional Affiliations	\$ 13,500	
In-Service Training & Education	<u>48,500</u>	<u>-</u>
Total - Staff Development	\$ 62,000	
 PUBLIC PROGRAMS		
<u>Programs</u>	<u>\$ 197,280</u>	<u>\$ 86,997</u>

Budget 2008 - 2009

Grant Funded

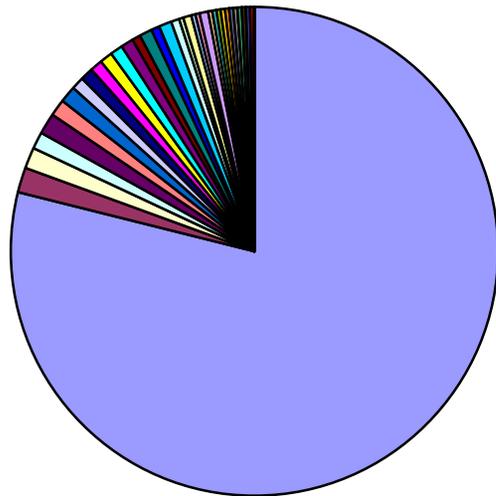
TECH. & PROF. SERVICES

Hartford Public Library Special Review

Contract Services	\$ 83,700	
Other	<u>122,032</u>	<u>53,270</u>
Total - Tech. & Professional Services	\$ 205,732	\$ 53,270
OUTLAY		
Telecommunications Equipment	\$ 134,272	100,100
Equip. Replacement & Repair	<u>107,133</u>	<u>70,000</u>
Total - Outlay	\$ 241,405	\$ 170,100
PROGRAM TOTAL (Grant Funded \$429,040 included in Total budget total \$9,283,320)	<u>\$9,283,320</u>	<u>\$429,040</u>

Hartford Public Library Graph of Actual Expenses Recorded by the City for FYE June 2008

Hartford Public Library Special Review



Hartford Public Library Details of Actual Expenses Recorded by the City for FYE June 2008

Hartford Public Library Special Review

<u>Description</u>	<u>Total Expenses</u>	<u>Percentage of Total</u>
Total Expenses Recorded by the City	<u>\$ 9,288,372</u>	<u>100.0000%</u>
Employee Costs	\$ 7,317,125	78.7773%
Reference Data Bases	153,193	1.6493%
Films and Film Strips	130,368	1.4036%
Books - Adult Non - Fiction	125,843	1.3548%
Books - Juvenile nonfiction	111,936	1.2051%
Library Programs	110,819	1.1931%
Rent - Library Operations	90,214	0.9713%
Books - Adult Fiction	85,886	0.9247%
Advertising	83,893	0.9032%
Bldg. Maint & Repair	80,834	0.8703%
Children's Programs	77,683	0.8363%
reference Books	73,756	0.7941%
Other Tech & Prof Service	69,367	0.7468%
Mags and Period non sub	67,715	0.7290%
Electricity	62,972	0.6780%
Other Equipment Maintenance	61,812	0.6655%
EDP Equipment Over \$1,000	59,244	0.6378%
EDP Software	57,354	0.6175%
Other Equipment under \$1,000	42,435	0.4569%
Library Supplies	39,518	0.4255%
Custodial Supplies	31,789	0.3422%
Tele & Telegraph	30,981	0.3335%
Compact Disks	28,142	0.3030%
Piped Gas	26,109	0.2811%
A/C Refrig. Plumb & Heating	22,600	0.2433%
EDP Services	22,000	0.2369%
Unallocated P - Card Expenses	21,162	0.2278%

Hartford Public Library Special Review

Office Equipment - Service Contracts	21,103	0.2272%
Books on Tape	18,758	0.2020%
Staff Training Services	18,116	0.1950%
Attend At Professional Conferences	17,434	0.1877%
Postage	17,159	0.1847%
General Office Supplies	16,883	0.1818%
Printing Paper Supplies	14,048	0.1512%
Prof & Tech Assoc. Dues	13,363	0.1439%
Business Meetings Lunch/Diner	10,867	0.1170%
Books - project book find	9,011	0.0970%
Alarm Devices	8,117	0.0874%
Snowplowing and removal	7,720	0.0831%
Public Official S Liab	6,760	0.0728%
Custodial Services	4,157	0.0448%
Books - Reference Service	3,876	0.0417%
Water	3,365	0.0362%
Mileage & Travel Allow - City	3,175	0.0342%
Freight & Express Charges	3,095	0.0333%
Attend at educational institutions	2,940	0.0317%
Other Expenses	2,423	0.0261%
Motor Vehicle Maint & Repair	888	0.0096%
Photo Copy Supplies	227	0.0024%
Other Supplies	99	0.0011%
rounding	28	0.0003%
Window Cleaning Services	<u>10</u>	<u>0.0001%</u>
Totals	\$ <u>9,288,372</u>	<u>100.0000%</u>

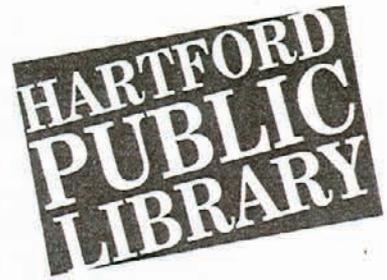
Revenue and Expense Recorded in the HPL's Separate Check Book

Hartford Public Library Special Review

The HPL maintains a checking account with Bank of America primarily for paying miscellaneous expenses in an expedient manner. For the FYE June 2008 there were 584 check transactions totaling \$ 335,690 and 66 deposit transactions totaling \$260,494. Disbursement transactions reflect payments to vendors for approved expenses. Deposit transactions reflect miscellaneous fund raising, expense reimbursements from the City Adopted budget and expense reimbursements received from Endowment Fund Income. The above deposits totaled \$244,259. The balance in the account as of as of September 22, 2008 was \$79,395. There are four authorized check signers; Chief and Deputy Chief Librarians and two senior managers. Each check requires two authorized signatures.

Distribution:

Hartford Public Library Board Members
Internal Audit Commission Members
L. Blalock, Chief Librarian
L. Erdman, Chief Operating Officer
E. Perez, Mayor



Date: 3 October 2008

To: Patrick Campbell, Chief Auditor
Craig Trujillo, Deputy Chief Auditor
City of Hartford

From: Louise Blalock, Chief Librarian
Hartford Public Library

Louise Blalock

Louise Blalock
Chief Librarian

Subject: Response to the Draft – “Special Review” of the Hartford Public Library by the City Internal Audit Department

Over the last decades the role of libraries has undergone a paradigm shift from asset managers to advocacy for access and action. Today’s libraries help people use information and ideas to empower themselves, their community and society. Some libraries are lagging in New England, but this is not true across the country as a whole. All over America libraries are recognized for their response to the needs and interests of the community -- in early literacy, school success, adult learners, civic engagement, services to immigrants and refugees, teen achievement, and a wide range of information-based services to entrepreneurs, small businesses and non-profits. The Hartford Public Library is highly productive. In comparison to libraries across the country serving population of 125,000, Hartford has 127% more visits, 470% more reference transactions, and 145% more users of public internet computers.

Stated Limitations of Internal Audit’s Special Review

The report has a “Scope” section but not a section on limitations. Nonetheless, the report does state some limitations, particularly in the Executive Summary, chiefly:

- With regard to the cost comparisons of different urban library systems: “evaluating these libraries on a strictly cost basis does not necessarily give a complete picture of the organization’s accounts and operations, because it does not take into consideration the specific programs and services provided by these separate and distinct entities.”
- “Unfortunately, given the time and other constraints we were unable to evaluate each of the Library’s systems we reviewed on a programmatic basis.”

The Library has consistently, at the initiative of management, worked to manage for results and has collected and used data to review performance including a Balanced Scorecard (Exhibit A), Quarterly and Annual Strategic Performance report (Exhibit B), documented cost allocation (Exhibit C) and participated in the City of Hartford Strategic Planning Matrix (Exhibit D) to align library services to the Mayor’s Goals and Objectives. Managers and staff use the data to understand the performance of the organization, to eliminate low yield services and programs and to focus on achievements, making course corrections as needed. In addition to the Strategic Performance Report which goes to the Board and the Mayor on a quarterly basis, the Chief Librarian prepares a quarterly report to the Board (Exhibit E). For more than a decade the Library has consistently made a sustained effort to be responsive to community interests and concerns. Staff has maintained productive contact with neighborhood civic associations and organizations. The Library consistently receives the highest rating for public service in the City’s citizen survey.

Unstated Limitations

The more serious limitations are unstated:

- This "Special Review" has not provided the City Council or the Library Board or management with a basis for determining the value that would be lost to the city and people of Hartford should funding decisions force the Library to significantly reduce its efforts. By "lost value" I am referring to the loss in the quantity and quality of services for the money spent and, perhaps more important, the amount of community need that will not be fulfilled due to service reductions. This limitation is *implied* by the stated limitations above. But, as the special report seems intended to support potential funding and service reduction decisions, it is a serious limitation that is important to make explicit.
- No basis for comparison is provided for assessing whether, in fact, there is any comparability of the "programs and services provided by the library [that] are also provided in some manner by other local organizations." This is an extremely serious limitation, especially because the potential elimination of some of these programs and services is presented as a serious option for reducing the library's costs.

The programs at the Library are available evenings, weekends, and during school vacation. Programs are free (there are no fees) and open to all.

The programs at the Library are a bridge to the Library's resources, occur in a content rich environment and extend opportunity to learn beyond the specific topic or subject of the workshop, seminar, or program attended. Library programs engaged people in free voluntary reading, the hallmark of literacy. A few examples: a participant of the home ownership workshops successfully purchased a home and returned to the Library for how-to books on remodeling and electrical and plumbing repair. A Peruvian mother enrolled in ESOL classes became a regular visitor with her three children to the Youth Library. Her son especially enjoyed the storybooks about animals. A recent parolee came to view the film *Pete and Omar* (about parolees reentry into community) and returned to use resources that connected him to a job training program for construction workers.

Programs offered at the Library may also be offered by other agencies, but there may be limited access at other agencies. Homework Help, for example, is only a dedicated program at six out of 32 schools. In contrast the homework assistance at the Library is available in late-afternoons, evenings, weekends, and during school vacations at all sites. The Library sees 1,200 students everyday.

Librarians bring special knowledge and expertise to the programs and services they provide. For example, the Library and the Language Arts department of the schools worked closely together on the 2008 Summer Reading Program. The schools' staff provided written assignment materials, which supported skills tested by the CMTs. The Library developed the reading list, purchased and circulated the books, supported the assigned reading through programming, and rewarded student effort. Reading folders, maintained at the Library, were sent to the participants' schools and the principals awarded the certificates. There is no alternative source of free materials and support to complete the Hartford Public Schools summer reading assignments.

On an average 60 percent of the Library's programs are either grant funded (for example, Catch-Up to Literacy) or donated (no cost) services such as programs on homeownership, financial literacy, and VITA. The Library has 243 program partnerships which have enabled the Library to leverage resources and services.

This extraordinary outreach was recognized in 2002, when the library received an award for excellence from the Institute of Museum and Library Service based on a review by National

Commission of Library Information Services, for its comprehensive and well-integrated program of service.

“Program Elimination Option”

- The “Special Review” provides no way of knowing whether this is a viable option. Certainly, costs can be cut by eliminating programs, but there is no basis in the Internal Audit report for determining whether the people served by Library programs that would be eliminated would be served at all by other organizations that provide similar-sounding programs. And, if Library customers did find their way to these other providers, there is no basis for knowing if their needs would be met as well as the Library currently meets them.
- The “Special Review” does not state whether other program providers have the capacity to serve people who are now library customers.
- The “Special Review” does not indicate whether programs are operating at or near capacity, indicating a strong demand for the programs at their current levels.
- The “Special Review” just indicates that other organizations provide programs “in some similar form” without providing the information needed to know whether those programs are in any way comparable to programs in quality, or in being targeted to meeting the needs of the customer base for those programs.
- For some programs, where other providers charge fees, would customers be “priced out” of receiving these services?
- For some programs, such as “Community Development and Civic Services,” the community especially benefits when there are numerous ways for people to be engaged, pulling more energy of residents into improving the community. Even though other organizations also are involved in civic participation, what will be lost by eliminating the library’s important channel for community engagement?

Funding limitations may be imposed on Hartford Public Library in the future. This Special Review gives no basis for the City Council, the Library Board, or Library management to understand what value will be lost to the city and its people as a result of such limitations. There is no basis for understanding the value lost in human terms of unmet service needs and demands. There is no basis for understanding the civic costs of a serious reduction in the capabilities of a popular public service provider, stimulator of civic engagement and cultural force in the community.

- Exhibits:
- A. Balanced Scorecard
 - B. Strategic Performance Review
 - C. Cost Allocation
 - D. Strategic Planning Matrix
 - E. Chief Librarian’s First Quarter Report 2008

Funding for Library Page 4

Statement "Endowment Interest withdrawals to pay for selected expenses \$105,000" should be deleted. Funds are moved at various times during the year in order to pay for budgeted expenses. This may be looked at as an additional \$105,000 was withdrawn.

Note: Budget does not include \$50,000 supplemental appropriation from City Council.

Funding for Library Page 7

The additional \$50,000 City appropriation is included, but the total differs from page 4 budget.

See changes as noted in comparison and supplemental information.

Employees Page 15

Total personnel budget is incorrectly listed at \$7,255,390. The correct amount is \$7,152,717. Grant funded was added in twice.

Budget FY 2008-2009 Pages 25-27

Note: Expenditure does not reflect \$50,000 supplemental appropriation from City Council.

Library's expenditures for FY 2007-2008 Pages 29-30

It should be noted that the expenditures include the expenditures for the GHLC. As of the date of the audit the GHLC had total expenditures of \$157,039 (excluding fringes) and revenue of \$124,898. This leaves the GHLC over expended by \$32,141 (excluding fringes). The library has in the past absorbed the GHLC fringe expenditures.

The fringe cost included in the Employee Costs line should be reviewed and adjusted as needed. It should be noted that the City has not closed FY 2007-2008, and there could be changes when it is finalized. For example: there are three journal entries dated 6/30/08 that have no detail as to what they are for. There seems to be no debit for the health insurance co-pay that the library employees pay: in the first year (FY 2007) that the library was responsible for fringe costs the debit was \$75,000.

*Audit
Report
Corrected
CST*

Verification of Audit Figures and Facts

HPL Checkbook Page 31-34

The library's checkbook is mainly used for reimbursements from either the City or Bank of America. Reimbursements from the City come from the library's operating account. The City's reimbursements are for purchases or services where there is a need for quick turn around and the vendor must be paid at the time of the purchase or service performed. The circumstances are similar when the reimbursement is from the Bank of America. The bank would be reimbursing the library from one of the library's endowment funds.

Detail →
deleted
by audit
CST

The line by line detail should be deleted.

Other Library Systems in New England

City Name	2008/2009 Income All Sources	Percentage Professional Staff	Personnel Expenses	Books Materials Expenses	All Other Expenses	Total Expenses	Per Capita All Sources
Bridgeport	4,038,775 ¹	35	2,959,405	513,350	566,170	4,038,925	29
New Haven	4,584,673 ¹	46	2,804,265	309,450	770,958	3,884,673	37
Hartford	9,283,320 ²	16	7,152,717	802,800	1,327,803	9,283,320	74
Stamford	8,551,000 ¹	33	6,437,000	826,000	1,237,000	8,500,000	69
Waterbury	2,164,163 ¹	44	1,494,962	385,000	284,201	2,164,163	20
Springfield, MA	6,518,498		4,406,529	615,000	1,275,669	6,297,198	43
Providence, RI	8,395,068 ³	29	6,718,529	1,096,576	1,964,640	9,779,745	49

¹ Fringe benefits are not included

² Includes fringe benefits

³ Includes endowment contribution

Question: How do these amounts compare to other urban library systems in New England?

Results: Noted below is a comparison of funding for the five largest Connecticut cities, Springfield MA and Providence RI.

City Name	2008/2009 Budget General Fund	2007/2008 Budget General Fund	Authorized Staff 08/09 FTE	Locations	Hours Per Week	Sq. Miles	Population	Cost Per Capita 2008/2009
Bridgeport	3,843,775	4,099,131	55	4	160	19	138,000	28
New Haven	4,084,673	4,045,126	45	5	186	20	124,000	33
Hartford	8,441,580 ¹	8,441,580	114	10	271	18	125,000	68
Stamford	7,761,360	7,548,899	100	4	160	52	124,000	63
Waterbury	2,080,163	1,945,137	32	2	67	29	109,000	19
Springfield, MA	4,229,189	4,074,010	90	10	277	32	151,176	28
Providence, RI	3,415,500 4,979,568 ²	3,000,000 5,354,492 ²	124	10	360	20	172,459	49

¹ Includes \$50,000 from City Council and \$200,000 from State of Connecticut

² Endowment contribution

Updated Draft
Feb 27, 2006

Hartford Public Library Mission

Promote Literacy
& Learning

Free, Open Access
to Info & Ideas

Aid Participation
in Democracy

High Value
to Community

Improve Hartford
Quality of Life

LIBRARY-WIDE STRATEGIC OBJECTIVES

End Results
Perspective

The Library
is a
Community
Place

Children &
Families
Achieve
Early
Literacy

Enrich
Education and
Development
of K-12 Youth

Customers
Connect
with the
Humanities
& Literature

The Library
is a Center
for Adult
Learning and
Achievement

Build Civic
Participation
and Pride
in the
Community

Processes &
Practices
Perspective

Children &
Families
Experience
Library as
Nurturing
Place

Accommodate
Diverse Lifestyles,
Learning Styles,
Languages, Barriers,
Cultures and Needs

Meet High
Standards of
Reference
Assistance &
Reader
Services

Develop
Performance
Measurement
& Learning
Capability

Ensure
Reliable
Technology
and
Support

Partner,
Leverage
Other
Organi-
zations

Learning &
Growth
Perspective

Build Staff
Capacity in
Diverse
Ways

Align Staff with
Library Goals,
Objectives &
Expectations

Develop Collections to
Support Strategic Objectives
& Respond to Community
Needs and Interests

Invest in, Create the
Best Library Buildings
for Current & Future
Community Needs

Leadership &
Development
Perspective

Protect Privacy &
Guarantee Equal,
Open Access

Engage Decision
Makers & Ensure
Financial Resources

Give a Public Face to
the Library

**HARTFORD PUBLIC LIBRARY
COST ALLOCATION
FY 2008-2009**

	Administration	Facilities	Technology	Reader	Reference	Early Liter	School Succ	Adult Lrng	Comm Dev	Total
Direct costs	667,966	1,319,440	338,106	2,017,013	1,595,747	402,853	1,208,558	1,022,971	444,761	9,017,415
Indirect Costs	412,086	325,420	328,707							1,066,213
Payroll		1,234,155	310,529	1,873,840	1,488,367	374,764	1,124,291	951,385	408,968	7,766,299
% of Total		15.8912%	3.9984%	24.1278%	19.1644%	4.8255%	14.4765%	12.2502%	5.2659%	100.00%
Allocation of Admin Cost Previous		171,633	43,185	260,593	206,986	52,118	156,354	132,308	56,875	1,080,052
Dept Cost New Dept		1,644,860	666,813	2,017,013	1,595,747	402,853	1,208,558	1,022,971	444,761	9,003,576
Totals		1,816,493	709,998	2,277,606	1,802,733	454,971	1,364,912	1,155,279	501,636	10,083,628
Total Square Footage			1,080	54,795	16,196	14,404	43,212	27,198	9,899	166,784
% of Total			0.6475%	32.8539%	9.7108%	8.6363%	25.9090%	16.3073%	5.9352%	100.00%
Allocation of Facility Cost New Dept			11,763	596,788	176,395	156,878	470,634	296,221	107,813	1,816,493
Totals			721,761	2,874,394	1,979,128	611,849	1,835,546	1,451,501	609,449	10,083,628
Total PC's			58	18	28	85	83	9		281
% of Total			20.6406%	6.4057%	9.9644%	30.2491%	29.5374%	3.2028%		100.00%
Allocation of Technology New Dept			148,975	46,234	71,919	218,326	213,189	23,117		721,761
Totals			3,023,370	2,025,362	683,768	2,053,873	1,664,690	632,566		10,083,628
Percentage of Total			29.98%	20.09%	6.78%	20.37%	16.51%	6.27%		100.00%

Strategic Performance Report – FY 07-08

Fourth Quarter 2007-08

Department: **Hartford Public Library**

Mission Statement: The mission of Hartford Public Library is to promote and support literacy and learning, to provide free and open access to information and ideas, and to help people participate in our democratic society.

Balanced Scorecard Strategy: Performance indicators are organized under "Perspectives" and "Strategic Objectives" as part of the library's strategy to manage for results using a balanced scorecard, as depicted in the strategy map on the back page.

End Results Perspective (E)

Strategic Objective E1: The Library Is a Community Place

(1) Registered borrowers: +12%

Registered borrowers are counted annually. Higher numbers (+21% youth; +9% adult) correlate with increased attendance and more people using computers and materials. School registration has risen (+36%) as 3 middle schools and 3 high schools have been added to the library's database.

Registered Borrowers	
<u>YTD 07-08</u>	<u>YTD 06-07</u>
81,763	72,759

(2) Visits and Hours Open:

Downtown visits: +73% 4Q; 63% YTD, Hours open – no change

Visits: Visits to the Downtown Library continued in the 4Q at the same rate as the previous two quarters, a 73% increase over the previous year. The media attention about safety and security issues, as well as the seasonally warmer weather, had no negative impact.

Hours: No change

Visits			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
117,563	67,846	420,502	258,317
Hours and Days Open Weekly			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
58	58	57	54

Branch visits +8% 4Q, +2% YTD, Hours open: no change

Visits: Increases in the 4 Q are attributable to healthy rises in youth visits (+38% Blue Hills, +13% Mark Twain, +12% Barbour, +7% Park) and adult visits (+11% Barbour, +13% Mark Twain, +6% Park). The year to date increase in visits is reflected in the usage of library services: PC Use (up at six of the nine branches); numbers of programs and workshops (up at all branches); attendance at programs (up at seven branches); numbers of questions asked (up at six branches); and circulation (up at seven branches.)

Hours: No change

Visits:			
Larger Branches (Albany, Camp Field, Dwight, Ropkins, Goodwin)			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
79,025	79,479	303,781	275,803
Smaller Branches (Barbour, Blue Hills, Mark Twain, Park)			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
56,058	45,959	202,020	194,857
Hours and Days Open Weekly:			
Larger Branches (Albany, Camp Field, Dwight, Ropkins, Goodwin)			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
38	38	38	38
Smaller Branches (Barbour, Blue Hills, Mark Twain, Park)			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
34	34	34	34

Satisfaction % with Hours and Days Open Weekly - percentage rating	
A satisfaction survey is taken annually.	
Downtown	
<u>YTD 07-08</u>	<u>YTD 06-07</u>
50	100
Branches (Albany, Camp Field, Dwight, Ropkins, Goodwin)	
<u>YTD 07-08</u>	<u>YTD 06-07</u>
40	40
Branches (Barbour, Blue Hills, Mark Twain, Park)	
<u>YTD 07-08</u>	<u>YTD 06-07</u>
25	0

(3) Maintenance: No change

Routine maintenance continues to be completed in a timely fashion.

Maintenance (%)			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
90	89	90	89

(4) Safety and Security: Downtown -3% 4Q & YTD, Branches +10% 4Q & YTD

27 incident reports were filed during the fourth quarter: 21 at the Downtown Library, 3 at Dwight, 1 at Ropkins, and 1 at Blue Hills. The Hartford Police Department responded to three incidents: an assault on the front plaza, a truant youth at the Downtown Library, and a customer harassment issue at Blue Hills. 911 responded to three medical emergencies for intoxication (2) and an unknown health condition. 11 people were banned from the Library during this fiscal year.

Staff members filed 100 incident reports during this fiscal year compared to 64 last year, an increase of 56.3%. The increase is directly related to the dramatic rise in library usage since the Downtown Library's Grand Opening in January 2008. Management's increased focus on safety and security, which included training on documentation of incidents in a timely and consistent manner, also influenced the increase.

Safety and Security (%)			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
90	88	90	88

Strategic Objective E2: Youth & Families Achieve Early Literacy

(1) Emergent and Family Literacy Program Participation: Adults +53% and youth +38% 4Q; adults +19% and youth +10% YTD

Strong partnerships and attractive new programs resulted in adult and youth attendance gains. The usual 1st Q dip in preschool classroom attendance at library programs did not occur this year, due to our work in strengthening relations with preschool providers. Collaborations with the Mayor's Office for Young Children allowed us to reach hundreds of adults through the 4th Q Family Fair and Hartford Early Childhood Conference, offsetting our withdrawal from the Latino Expo. Scheduled book selection periods for preschool classrooms, the First Friends play group, afternoon story times, and family nights attracted new child and caregiver customers. Downtown, Ropkins, and Camp Field were primary sites of the new programs, and accounted for the majority of the gains, but Dwight, Goodwin, and Blue Hills also showed substantial attendance increases at early childhood events.

Adults	<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
	2,677	1,750	6,484	5,452
Youth	<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
	6,894	5,005	19,877	18,040

**(2) Referrals to other agencies or services through the expertise of the youth services staff:
Adults + 98% and youth +57% 4Q; adults +7% and youth +8% YTD**

We have found that the number of referrals correlates in a strongly positive fashion with the number of individuals attending early and family literacy programs. This is in line with our observation that families who become familiar with the Youth Services staff through programs are more apt to approach staff with questions about obtaining needed services. The increases for the quarter and the year are therefore to be expected, given the increase in program attendance noted above.

Another factor in the increase may be an improvement in the quality of our referrals. Over the past year, Youth Services staff members have strongly participated in the Mayor's Office for Young Children - Family Support Network monthly meetings and trainings. The monthly meetings, which are held at the Albany, Camp Field, and Goodwin branches, gather all the providers of services to children and families in the immediate neighborhoods to exchange information and ideas. The trainings, which are held quarterly, focus on working with families to obtain services in areas identified as priorities during the monthly meetings.

Youth	<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
	1,469	936	11,057	10,270
Adults	<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
	2,028	1,027	12,346	11,583

Strategic Objective E3: Enrich Education and Development of K-12 Youth

(1) Youth receive reading guidance and assistance: Reading guidance +28%, homework assistance +28%, Live Homework Help +274%, number of questions answered +9% 4Q; reading guidance +2%, homework assistance +7%, Live Homework Help +7%, number of questions answered +16% YTD

Youth attendance, which drives the amount of reading guidance and homework assistance which is given, was up markedly for the quarter (Downtown +82%, and branches +43%) and up slightly for the year (Downtown +1%, branches up 2%). Interestingly, Albany, Camp Field, and Ropkins, which together account for close to 50% of branch youth attendance, showed stability in youth attendance, homework assistance, and reading guidance for the both the quarter and the year. It appears that the physical space and the staff at these sites are at capacity, particularly in the after-school period. Fluctuations continue in the number of reference transactions, and the sites that experience increases and decreases. Increases for the quarter are the result of increases at Downtown (+25%), Dwight, Park, and Ropkins; the remaining sites were stable or decreased slightly. Increases for the year occurred at Downtown, Barbour, and Goodwin (which was not open during all of FY06-07). Differing school assignments would seem to account for some of this variation – e.g., a large school in the Goodwin neighborhood might not participate in the state-wide science fair process one year, but participate in the next, resulting in great differences in reference activity.

Number of times youth receive reading guidance			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
26,355	20,652	129,612	126,570
Number of times youth and teens receive homework assistance			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
32,943	25,815	101,649	94,738
Number of times youth and teens use computer assisted homework help			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
703	188	2,028	2,184
Number of questions answered			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
46,709	42,930	206,757	178,520

(2) Number of times youth and teens participate in out-of-school (OST) programs: +32% 4Q; +30% YTD

Branch libraries continue to attract the interest of youth through enrichment programs, book discussions, arts and crafts activities, and positive youth development programs. For the quarter branch programs increased 57%, and attendance increased 52%. For the year as a whole, Branch OST activity increased substantially at all sites except Blue Hills, which remained stable. Downtown experienced a moderate decrease in program numbers, attributable to the cut-backs that occurred in the Moylan program, for both the quarter and the year. Attendance at Downtown OST programs did increase for the quarter, but decreased moderately for the whole year, for the same reason.

Youth and Teen Participation in OST			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
35,646	26,950	81,252	62,623

Strategic Objective E4: Customers Connect with the Humanities & Literature

(1) Cultural Programs and Attendance: Total Programs: -40% 4Q; -5% YTD; Attendance: -2% 4Q; +41% YTD

The number of cultural programs declined (-40%) compared with the 4th qtr 06-07 because of less writing and creative arts workshops. Large audiences at the World Refugee Day celebration, the Jackie McClean International Arts Festival kickoff and the Letters about Literature awards ceremony kept attendance numbers stable. While the annual number of programs declined (-5%), attendance numbers increased (+41%), indicating the success of more cohesive programming.

Number of Cultural Programs			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
50	84	271	286
Attendance at Cultural Programs			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
1,609	1,635	7,582	5,375
Number of Bilingual Cultural Programs			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
1	6	3	8
Attendance at Bilingual Cultural Programs			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
-	43	90	99

<p>Strategic Objective E5: The Library Is a Center for Adult Learning and Achievement</p>
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(1) Classes, Workshops, and Participation – Adult Learner Classes: +4% 4Q; no change YTD, Attendance: +9% 4Q & YTD, Bilingual Classes: +12% 4Q; -16% YTD, Attendance: +9% 4Q; -18% YTD

The increase in the number of classes/programs and participation in the 4Q is due to offering more ESOL classes at the Downtown Library (+35%), grant-funded immigration-support/citizenship classes (+154%), grant-funded classes and events targeting active, older adults, and small business workshops (+67%). Wide variations in students' English proficiency necessitated splitting some ESOL classes. Resumption of our collaboration with the Small Business Development Center increased not only the number of workshops but also attendance, up 148%. The increase in the number of bilingual classes (+12%) and participation (+9%) reflects the popularity of computer instruction in Spanish at the Downtown Library and the above-mentioned splitting of ESOL classes. Activity in the branches decreased due to an open computer instructor position (-59%) and decreased attendance at ESOL classes at the Dwight branch (-38%).

Number of Adult Learner Classes and Workshops			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
364	349	1,295	1,292
Participation in Instructional/Educational Programs			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
3,893	3,578	13,983	12,801
Number of Bilingual Classes (including ESOL) and Workshops			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
131	117	446	528
Participation in Bilingual Adult Learner Classes (including ESOL) and Workshops			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
1,231	1,126	4,954	6,059
% of ESOL students tested who achieve improved language skills score			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
84	55	74	64
% who say library programs helped them accomplish their goals			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
100	91	95	90

Strategic Objective E6: Build Civic Participation and Pride in the Community

(1) Neighborhood Meetings and Community Attendance – Meetings: -6% 4Q; +4% YTD, Attendance: -12% 4Q, +9% YTD

The number of meetings attended was down 6%, a small decrease compared to last year, and remained stable for the year at up 4%.

Number of neighborhood meetings attended by Neighborhood Team members			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
80	85	284	272
Attendance at meetings attended by Neighborhood Team members			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
1,804	2,046	6,805	6,226

(2) The Library Helps Organizations Achieve Specific Accomplishments: No change

Eleven community organizations were surveyed in the fourth quarter and all reported that the Library helped them achieve their objectives. Some examples of how the Library helped include: assisted the Laurel Corner Neighborhood Association in presenting a gardening program; helped seniors at the Parkville Senior Center work with computers; assisted a CSS/CON ad hoc committee research issues related to homelessness and sex offenders; collaborated with the Community Renewal Team (CRT) on children’s programs; helped Mitchell House plan and present a Mother’s Day program; assisted the South Downtown NRZ with marketing and promoting the Ramon Park community garden; worked with CSS/CON youth to present “Youth Make an Impact” program; and presented “Brain Power” workshops to seniors at the Parkville Senior Center and Mitchell House. In addition, the Library assisted several NRZs (including North Frog Hollow, Clay Arsenal, South End, MARG) in updating their strategic plans.

Percentage of organizations that can point to specific accomplishments (%)			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
100%	100%	96%	100%

(3) Number of Hits on Community-based Library Web Sites: HartfordInfo.org +29% 4Q; +44% YTD

A number of documents were added to HartfordInfo.org in the fourth quarter, several of which are not available electronically anywhere else. New additions include: City of Hartford 3rd Quarter Quality of Life Report; Get on the Bus (a paper about the Hartford bus system); Upper Albany: Looking Forward; Comparison of Existing Anti-Blight Ordinance with Amendments Adopted by Hartford City Council March 24, 2008 & June 9, 2008; and Where Have All the Children Gone? (a new report from the Connecticut State Data Center about the decline in school-aged population). Also, several recent community programs offered by the Library have been added to the site, including Hartford in the Global Economy: Can We Compete for Jobs, Talent, and Capital?; The Subprime Lending Crisis: What Does It Mean for Hartford and the Region?; What Is the Future of I-84 in Hartford? Part II: A Citizen's Forum; and Charter Reform 101.

HartfordInfo.org			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
2,337,248	1,814,236	8,192,993	5,682,711

(4) People who Use the Library as a Center for Citizenship - Number of people assisted with voter registration: +129% 4Q; 10% YTD, Number of passport applicants assisted: +101% 4Q; +35% YTD, Number of income tax filers assisted: +862% 4Q; +95% YTD, Number of people who used library as a polling place: no activity 4Q; +336% YTD

The three indicators for people using the Library as a Center for Citizenship continued to show increases this quarter, as they did in the third quarter. Voter registration was up significantly due to the upcoming presidential election. Use of the passport service rose due to increased staff, expanded hours, and new passport requirements for U.S. citizens. The number of tax filers assisted was up dramatically due to an increase in the number of concurrent tax preparers (4) using the quiet study rooms at the Downtown Library. The collaboration with Casey Family Services was also successful in reaching those with disabilities through well-publicized outreach days.

The Number of People who use the Library as a Polling Place			
<u>YTD 07-08</u>	<u>YTD 06-07</u>		
7,223	1,658		
Number of people assisted with Voter registration			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
183	80	727	660
The Number of Passport Applicants Assisted			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
278	138	740	548
The Number of Income Tax Filers Assisted (VITA)			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
250	26	594	304

Processes & Practices Perspective (P)

Strategic Objective P1: Youth & Families Experience Library as a Nurturing Place

Program has been written, and staff training has started.

Strategic Objective P2: The Libraries Policies and Practices Support Accommodating Diverse Customer Lifestyles, Learning Styles, Languages, Barriers, Cultures, and Needs

(1) Library Sites with a Cultural Heritage Focus

In order to meet consistent demand for audio materials, the library acquired more language learning CDs and the most recent selections from the Recorded Books Modern Scholar series, and also placed an order for a start-up collection of Russian language fiction and nonfiction books.

Number of sites with committed cultural heritage focus			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
4	4	4	4

(2) Staff Language Capabilities

Twenty-one languages are spoken by the staff. The library also offers over-the-phone interpretation for 250 languages through Language Line.

Percent of staff who speak a language other than English	
<u>FY 07-08</u>	<u>FY 06-07</u>
26	27

<p>Strategic Objective P3: Meet High Standards of Reference Assistance & Reader Services</p>

(1) Number of Questions Answered and Referrals to other agencies/services – Questions: +19% 4Q (+7% downtown, +34% branches); +11% YTD (+16 % downtown, +6% branches), Referrals: -27% 4Q (-33% Downtown, -19% branches); -20% YTD (-13% downtown, -28% branches)

At Downtown, the increase in the number of questions reflects an increase in the number of adult visits, as well as adjustments made to the data collection process in the 3 Q for rovers who now carry tally sheets, and the staff's increased expertise in their role as rovers. At the branches, the increase in the 4 Q is also attributable to a focus on better record keeping, and a reflection of the increase in visits. The decrease in referrals indicates a need for staff training on the definition of the indicator and on resources for making referrals.

Adults			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
79,638	66,768	314,418	282,464
Number of Referrals to Other Agencies/Services			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
6,968	9,607	29,432	36,686

(2) Lending Services: System wide +4% 4Q; +5% YTD

Downtown adult book circulation is up (+44%) for the 4Q with substantial increases in both new books (+14%) and in the general fiction and nonfiction collections (+31%), which is attributed in part to easier access to all collections and reconfiguring the shelving in the new book area. On the whole book circulation is up (+20%) for the year. Adult media circulation is stable overall with a big increase (+43%) in audio book activity. Downtown youth activity showed a slight decline overall (-4%) for the 4Q, but an increase (+10%) for the year. Young adult activity downtown grew (+23%) over the 4Q and (+37%) for the year. Branches recorded stable book circulation and an increase (+6%) in media in adult branch collections for the 4Q, and showed steady activity in all formats for the year. Youth media and young adult circulation both increased (+19%) at the branches but overall branch youth activity was off (-11%) for the 4Q. Composite annual activity showed a (+5%) increase.

Adult Circulation			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
94,720	86,083	386,534	370,027
Youth Circulation			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
38,536	41,895	168,603	158,030

(3) Document Delivery – ILL activity: +5%, Project BookFind turnaround time: 11 days, ILL turnaround time: 9 days, Holds turnaround time: 3 days

Holds turnaround time decreased by one day as staff continues to maintain this year's gains in reducing the number of days customers wait for materials. Project Bookfind turnaround increased by 4 days due to title availability and staffing priorities, while ILL turnaround remained unchanged.

Total Interlibrary Loan Activity			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
712	680	2,886	2,217
Project BookFind Turnaround Time			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
11	7	9	9
Interlibrary Loan Turnaround Time			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
12	13	12	13

(4) Electronic Data Searches - Database searches: – 23% 4Q; -5% YTD, Websites: +26% 4Q; +30% YTD

Variations in vendor reporting have occurred from 06-07 to 07-08 to reduce the amount of spam counted, calling into question the accuracy of comparatives to the same quarter last year for OPAC searches (-25% Q, -5% YTD). Promotions on the website and in Hog River Journal have been implemented this quarter to increase awareness of online resources.

Use of the Hartford Public Library, Hartford.gov and HartfordInfo.org websites continue to increase, reflecting the nationwide trend.

Hplct.org			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
5,299,582	4,525,747	22,981,834	19,562,171
Hartford.gov			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
9,644,528	7,240,000	30,639,065	22,187,131
HartfordInfo.org			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
2,337,248	1,814,236	8,192,993	5,682,711

Strategic Objective P4: Develop HPL Performance Measurement & Learning Capability
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Strategic Objective P5: Ensure Reliable Technology and Support

(1) People use computers and the Internet at all sites - PC use: +45% 4Q; +35% YTD

The substantial increase in PC use at the Downtown Library this quarter (+67% adults, +261% youth) is due to the increase in visits and the addition of 56 new computers since last year, as well as the addition of the very popular My Word, My Space for teens. PC use at the branches remained stable for adults (+3%) and increased for youth (+11%) due to more usage at Blue Hills, Goodwin, Mark Twain and Ropkins. Tech support has imaged spare public pcs so that any removed for repair can be immediately replaced.

Number of Personal Access Computer (PAC) Uses			
Adults			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
59,175	43,931	218,357	161,373
Youth			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
37,100	22,542	127,291	95,251
Average Wait Time for Computer Use - indicator under development			
Hours per Month Public Access Computers are Available - indicator under development			

(2) Technology Assistance - New Indicator

Information Technology Services (ITS) personnel provide desktop support 87% of the time the Downtown Library is open and are available 86% of the time branches are open. ITS staff can be contacted at all times the library is open at an emergency cell phone number.

Percent of time the Library is open that ITS staff are available	
Downtown	
<u>YTD 07-08</u>	<u>YTD 06-07</u>
87	n/a
Branches	
<u>YTD 07-08</u>	<u>YTD 06-07</u>
86	n/a
Percent of time the Library is open when trained staff are available to coach PAC users	
<u>YTD 07-08</u>	<u>YTD 06-07</u>
100	n/a

Strategic Objective P6: Partner, Leverage, Other Organizations

(1) Active Collaborations with other Organizations - Program Partners: +10%, Financial Partners: +9%

The Library works with and depends on program and financial partners to deliver quality programs. Partners contribute a specified level of effort to achieve the objectives of a program. Partners may provide, among other things, expertise, new resources, and direct links to targeted audiences. This modest growth in the 3rd year of measurement indicates that staff has maintained existing relationships and added a few appropriate partners. The extraordinary growth in the 2nd year of measurements was the result of managers understanding the objective and accurately capturing the data.

Number of active programmatic collaborations the library has with other organizations			
<u>YTD 07-08</u>		<u>YTD 06-07</u>	
243		220	
Number of active financial collaborations the library has with other organizations			
<u>YTD 07-08</u>		<u>YTD 06-07</u>	
120		110	

Learning & Growth Perspective (LG)

Strategic Objective LG1: Build Staff Capacity in Diverse Ways

(1) Training and Development Relevant to Customers' Diverse Cultures and Needs

Narrative (indicator in development)

Percent of Staff who have participated in training or development activities within the last 3 years relevant to accommodating diverse customer cultures or needs			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
-	-	-	-
Number of in-service training programs relevant to accommodating diverse customer cultures or needs			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
-	-	-	-

(2) Connecting Customers to Programs and Services

Program has been written, and staff training has started.

Percent of staff who can connect customers to programs and services			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
-	-	-	-

Strategic Objective LG2: Align Staff & Library Goals, Objectives, & Expectations

Strategic Objective LG3: Develop Collections to Support Strategic Objectives & Respond to Community Needs & Interests

Strategic Objective LG4: Invest In & Create the Best Library Buildings for Current & Future Community Needs

Leadership & Development Perspective (LD)

Strategic Objective LD1: Protect Privacy & Guarantee Equal, Open Access

Strategic Objective LD2: Engage Decision Makers & Ensure Financial Resources

Strategic Objective LD3: Give a Public Face to the Library

(1) Public Appearances: No change 4Q; +40% YTD; Attendance: +154% 4Q; 199% YTD, Community Events: -27% 4Q; -35% YTD; Attendance: +20% 4Q; -8% YTD

Indicates staff continues to seize opportunities to appear publicly and library staff involvement is valued by the community.

This measurement will continue to fluctuate because the number of community events always changes.

A downward trend may indicate decreased community activity. While the decrease in events could indicate decline in opportunities, the average attendance at each event is approximately 20 attendees higher. Organizations may be maximizing efforts.

Number of Public Appearances by Library staff			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
11	11	42	30
Attendance at Public Appearances			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
1,476	581	4,749	1,587
Number of community events and programs attended by Library staff			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
72	98	274	419
Attendance at community events and programs attended by Library staff			
<u>4Q 07-08</u>	<u>4Q 06-07</u>	<u>YTD 07-08</u>	<u>YTD 06-07</u>
7,869	6,542	19,546	21,144

City of Hartford: Strategic Planning Matrix

City-Wide Goals FY2008-2009											
City-Wide Strategies											
Department Objectives											
Dept #	Department: Library										
				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline				
							Q1	Q2	Q3	Q4	
1	Make Hartford A Safer Place										
1	1	Instill a community policing philosophy throughout the Police Department that engages and empowers the public and City departments in helping to make Hartford a safer place to live, work and play.									
1	1	1	Collaborate with PD/HHS to create emergency response manual for library staff	1	% of staff who are more confident in handling emergencies	Library as a Community Place		x			
1	1	2	Complete two training cycles	1	% of staff trained	Library as a Community Place		x		x	
1	2	Create neighborhoods and business districts that are safe, welcoming and visitor friendly by investing in and maintaining the integrity of the City's public infrastructure and facilities while enforcing conduct that maximizes the quality of life.									
1	2	1	Initiate & monitor comprehensive maintenance program for all facilities	1	% of maintenance completed	Library as a Community Place				x	
1	3	Implement programs that enhance response times to all calls for public safety service.									
1	3	1	Provide feedback for calls to public safety	1	# of 911 calls	Library as Community Place				x	

City of Hartford: Strategic Planning Matrix

City of Hartford: Strategic Planning Matrix										
City-Wide Goals FY2008-2009										
City-Wide Strategies										
Department Objectives										
Dept #	Department: Library									
				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline			
							Q1	Q2	Q3	Q4
1	3	1		2	# of 911 calls responded to	Library as Community Place				x
1	3	1		3	# of minutes to respond	Library as Community Place				x
2	Provide Quality Education for Workforce Development									
2	1	In alignment with the goals of the public school system, aggressively expand quality infant, toddler and preschool opportunities for Hartford young children and their families and caregivers to foster health and wellness, and early success in school and life.								
2	1	1	Deliver workshops that teach parents and caregivers the six key early literacy skills.	1	30% of participating parents or caregivers can name at least three skills.	Family Literacy/Early Literacy				x
2	1	2	Deliver workshops that teach parents and caregivers specific techniques and activities to promote early literacy acquisition.	1	30% of participating parents or caregivers can name at least three specific techniques or activities.	Family Literacy/Early Literacy				x
2	1	3	Deliver workshops that help parents and caregivers read aloud with children more frequently, from a greater variety of books, and for longer periods of time.	1	75% of participants increase in two of these three areas: number of reading sessions per week, number of different books read from each week, the number of minutes spent reading each week.	Family Literacy/Early Literacy				x

City of Hartford: Strategic Planning Matrix

City of Hartford: Strategic Planning Matrix										
City-Wide Goals FY2008-2009										
City-Wide Strategies										
Department Objectives										
Department: Library										
Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline			
							Q1	Q2	Q3	Q4
	2	1	4	1	25% of workshop participants increase the number of children's books and magazines in their homes/classrooms	Family Literacy/Early Literacy				x
	2	1	4	2	Circulation of board and picture books increases by 10%	Family Literacy/Early Literacy				x
	2	1	4	3	10% increase in number of families and caregiver/child groups reading and using dramatic play areas in Library	Family Literacy/Early Literacy				x
	2	1	5	1	Target early/family literacy outreach to children and families in crises, young parents, home day providers, and families learning English; increase number of programs to serve these populations.	Family Literacy/Early Literacy				x
	2	2			In alignment with the goals of the public school system, ensure the provision of quality opportunities for youth to engage in activities that build social, emotional and intellectual skills, increase health awareness and promote community involvement.					

City of Hartford: Strategic Planning Matrix

City of Hartford: Strategic Planning Matrix													
City-Wide Goals FY2008-2009													
City-Wide Strategies													
Department Objectives													
Department: Library													
Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline						
							Q1	Q2	Q3	Q4			
	2	2	1	1	30% increase in percentage of participating students reporting that they complete homework all or most of the time.	School Success							x
	2	2	2	1	50% of youth participating in the summer program read a least one title from the summer reading list by August 15.	School Success	x						
	2	2	3	1	50% of youth participating in enrichment OST programs increase knowledge and skills in areas identified in the Connecticut Curriculum Standards.	School Success							x
	2	2	4	1	50% of youth participating in enrichment OST programs report an increase in time spent in independent reading.	School Success							x
	2	2	4	2	Circulation of juvenile and YA print materials increases 10%.	School Success							x
	2	2	5	1	5% of youth attending Library OST programs demonstrate an increased understanding of healthy lifestyle choices.	School Success							x

City of Hartford: Strategic Planning Matrix

City-Wide Goals FY2008-2009				Department: Library							
City-Wide Strategies				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline				
Department Objectives							Q1	Q2	Q3	Q4	
Dept #											
2	2	5		2	10% of youth attending Library OST programs demonstrate an increased understanding of individual responsibility for making healthy lifestyle choices.	School Success					x
	2	6	Add one targeted program at each site to reach youth English language learners.	1	12% increase in out-of-school (OST) programs, 8% increase in OST program attendance.	School Success					x
2	3	In alignment with the goals of the public school system, leverage resources and services among City and community agencies to achieve better outcomes for Hartford's children and youth.									
2	3	1	Deliver Library programs in collaboration with other agencies to increase youth's awareness of academic and career opportunities.	1	75% of participants become more aware of academic and career opportunities.	School Success					x

City of Hartford: Strategic Planning Matrix

City-Wide Goals FY2008-2009

City-Wide Strategies

Department Objectives

Department: Library

Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline			
							Q1	Q2	Q3	Q4
2	3	2	Deliver Library programs in collaboration with other agencies to increase youth understanding of healthy lifestyle choices.	1	10% of youth report that they are more aware of their individual role in making healthy lifestyle choices.	School Success				x
2	4		Support parents and caregivers with resources and services that enable them to actively participate in their children's learning and development so they become productive citizens ready for school and work.							
2	4	1	Deliver informational programs which help parents and caregivers see new opportunities to support their children's academic and career development, and act on these opportunities.	1	30% of parents and caregivers who participate report that they learned new ways to support their children's academic and career development	School Success				x
2	4	1		2	Increase of 10% in circulation of college and career preparation materials	School Success				x
2	5		Provide quality alternatives routes to educational training and attainment							

City of Hartford: Strategic Planning Matrix

City-Wide Goals FY2008-2009											
City-Wide Strategies											
Department Objectives				Department: Library							
Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline				
							Q1	Q2	Q3	Q4	
2	5	1	Offer classes in existing and emerging technologies for people to acquire new, or improve existing, skills.	1	85% of students tested demonstrate learning gains	Adult Learner					x
2	5	2	Offer English classes to help adults acquire and improve their English language abilities.	1	75% of students tested achieve improved literacy scores	Adult Learner					x
2	5	3	Provide training and guidance in the use of self-paced, instructional software for pre-GED, GED, and literacy learning all hours that the library is open.	1	75% of students tested achieve improved scores	Adult Learner					x
2	5	4	Help immigrants to become U.S. citizens by providing U.S. history and civics classes.	1	85% of students tested demonstrate learning gains	Adult Learner					x
3	Create Jobs Through Economic Development										
3	1		Increase economic development by partnering with state and regional agencies to aggressively market the City to key industries and their real estate representatives.								
3	1	1	Collaborate with city departments to develop webpages that showcase Hartford to developers	1	# of webpages developed	Information and Reference Services					x
3	2		Increase economic and job development opportunities for residents, small businesses and Hartford based contractors through a variety of City and community-based programs and services.								
3	2	1	Reach more Hartford entrepreneurs by aggressively marketing workshops and resources (print and online) in starting, managing, and growing small businesses	1	85% of participants report learning gains	Adult Learner					x
3	2	2	Provide 35 workshops and resources (print and online) for job seekers in job-searching strategies, interviewing, and career development	1	85% of participants report learning gains	Adult Learner					x

City of Hartford: Strategic Planning Matrix

City of Hartford: Strategic Planning Matrix										
City-Wide Goals FY2008-2009										
City-Wide Strategies										
Department Objectives										
Dept #	Department: Library									
	Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009				Completion Timeline		
				Q1	Q2	Q3	Q4			
3	2	3	In collaboration with the Hartford Foundation for Public Giving, provide workshops and resources (print and online) to small, nonprofits that are not reached by other agencies in starting, funding, managing, and sustaining an organization.	1	85% of participants report learning gains	Adult Learner				X
3	2	4	Deliver an employment, job skill development, and mentoring program for Hartford teens.		100% of participants report gains in job skills, goal development, and self-esteem.	School Success				X
3	3		Identify multiple sources of funding that will increase the ability of the redevelopment agency to spur infill development.							
3	4		Increase the supply of affordable and safe parking opportunities in downtown Hartford to support job creation.							
3	5		Enhance the approval processes for securing zoning, planning and building permits to facilitate capital investments.							
4	Improve Customer Services Through Quality Management									
4	1		Raise the level of customer confidence and satisfaction through improved processes that result in the successful and timely completion of service requests.							
4	1	1	Develop and implement a new model of customer service using a voice-activated communication system (Vocera), enabling staff to provide assistance from any location in the building.	1	% of staff trained to use Vocera	Information and Reference Services				X
4	1	2	Move with customers throughout the Library to provide service (roving).	1	% of staff trained for roving	Information and Reference Services				X

City of Hartford: Strategic Planning Matrix										
City-Wide Goals FY2008-2009										
City-Wide Strategies										
Department Objectives										
Department: Library										
Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline			
							Q1	Q2	Q3	Q4
	4	1	2	2	# of questions asked	Information and Reference Services				x
	4	1	3	1	Schedule a Manager-in-Charge (MIC) all hours that the Downtown Library is open to respond to customer concerns.	# of MIC hours	The Library as a Community Place	x		
	4	1	4	1	Implement online registration for library programs through Evanced	# of online registrations	Information and Reference Services	x		
	4	1	5	1	Implement email notification for overdue materials	# of patrons receiving emails	Information and Reference Services	x		

City of Hartford: Strategic Planning Matrix

City of Hartford: Strategic Planning Matrix										
City-Wide Goals FY2008-2009										
City-Wide Strategies										
Department Objectives										
Department: Library										
Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline			
							Q1	Q2	Q3	Q4
	4	2	Identify and implement appropriate technology and training to deliver faster and more efficient service to customers, producing accurate information resulting in accountable and professional governance.							
	4	2	1	Implement egov enhancements to hartford.gov websites; add interactive forms to each department/division page; explore web based service options with departments	1	# of city services available online	Community Development & Civic Services			X
	4	2	1		2	# of visits to online services	Community Development & Civic Services			X
	4	2	2	Provide Web 2.0 training to city and library web editors	1	# of interactive pages added	all			X
	4	2	2		2	# of visits to interactive pages	all			X
	4	2	3	Migrate Hplct.org and hartford.gov content to Sharepoint service	1	# of pages completed	all			X
		2	4	Train city and library web editors to use Sharepoint Designer	1	# of staff trained	all			X
	4	3	Implement programs to attain and maintain the highest level of customer service and ethics in all City employees.							
	4	3	1	Deliver library specific customer service training to staff and provide ongoing feedback	1	% of staff completing customer service training	all			X
	4	3	1		2	Average # of positive behaviors during sample period	all			X

City of Hartford: Strategic Planning Matrix

City-Wide Goals FY2008-2009

City-Wide Strategies

Department Objectives

Department: Library

Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline			
							Q1	Q2	Q3	Q4
4	3	2	Discuss ethical issues related to library service at various staff meetings	1	# of discussions Adult Services Youth Services Neighborhood Services Total Meetings	all				x
4	3	2	Deliver professional development workshops and programs about Hartford's varied populations and cultures	1	70 library & external staff attending sessions on serving customers from diverse cultural backgrounds	all				x
4	3	3	Deliver community conversations for library staff and community leaders to discuss community issues and concerns	1	2 programs offered	all				x
4	3	5	Offer online access to local information and resources about Hartford's varied cultures	1	# of ethnic/cultural groups entered	Adult Learner Services Community Development and Civic Services				x
4	4		Increase staff ability to successfully integrate best practices through implementation of process improvement initiatives.							
4	4	1	Public Service staff improve consistency in delivering welcoming and nurturing customer service to youth and families based on the library's standard of behavior.	1	% of staff trained	all			x	
4	4	1		2	% of staff demonstrating positive welcoming, nurturing behaviors	all			x	
4	4	1		3	% of customers experiencing welcoming, nurturing behaviors	all				x

City of Hartford: Strategic Planning Matrix

City of Hartford: Strategic Planning Matrix											
	City-Wide Goals FY2008-2009										
	City-Wide Strategies										
	Department Objectives										
Dept #				Department: Library			2008 - 2009 Completion Timeline				
				Performance Measure #	Performance Measure(s)	Program Associated with Objective	Q1	Q2	Q3	Q4	
	4	4	2	1	Public Service staff proactively connect customers to programs, resources, and services, using library tools and customer service behaviors	% of staff trained	all				X
	4	4	2	2		% of staff demonstrating connecting behaviors	all				X
	4	4	2	3		# of connections made	all				X
		4	2	4		% of customers receiving connecting customer service	all				X
	5	Improve City Health and Cleanliness									

City of Hartford: Strategic Planning Matrix

City-Wide Goals FY2008-2009										
City-Wide Strategies										
Department Objectives										
Department: Library										
Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline			
							Q1	Q2	Q3	Q4
5	1	Improve the enforcement of housing, building, fire and sanitation codes by enhancing the inspection, enforcement, information-sharing and remediation programs across all departments, bringing about safer, more secure and healthier housing, and places of public commerce and recreation.								
5	2	Promote civic pride by encouraging community participation in anti-litter and beautification efforts, including educating children and adults, to create more attractive and welcoming neighborhoods, parks and business districts.								
5	2	1	Eleven Neighborhood Teams participate in one neighborhood clean-up each to help promote civic pride.		1	# of neighborhood clean-ups in which Neighborhood Teams participated.	Community Development & Civic Services			x
5	2	2	Deliver OST beautification and informational programs that increase youth pride in the community.		1	50% of youth participants report increased pride in their community.	School Success			x
5	2	3	Increase awareness of the City's parklands		1	# of workshops, field trips	School Success	x		
5	2	4	Provide workshops and resources on gardening, landscaping, and home improvement		1	# of attendees	Adult Learner			x
5	2	5	Model good recycling practices		1	Amount of material recycled	Library as a Community Place			x
5	3	Promote healthier residents by implementing a comprehensive public health campaign through the partnering of City-departments and community-based organizations.								

City of Hartford: Strategic Planning Matrix

City-Wide Goals FY2008-2009										
City-Wide Strategies										
Department Objectives										
Dept #	Department: Library									
	Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009				Completion Timeline		
				Q1	Q2	Q3	Q4			
5	3	1	Partner with agencies to develop online consumer and public health information content	1	# of Web pages	Information and Reference Services				x
5	3	2	Collaborate with City departments and community-based organizations to offer health and wellness events and workshops.	1	# of collaborations with City departments and community-based organizations	Adult Learner Services				x
5	4		Strengthen City relationships with healthcare and preventive care providers to increase resident access to health and preventive care.							
5	4	1	Deliver information during workshops and OST programs that helps parents, caregivers, and youth be aware of/understand Infoline.	1	10% of program participants report increased awareness/understanding of Infoline.	School Success				x
6	Stimulate Residential Development									
6	1		Identify, assemble and market properties appropriate for residential development in collaboration with other City departments.							
6	2		Invest in homeownership and rental programs that result in increased mixed income and affordable housing.							
6	3		Create a diverse and accessible retail environment along our commercial corridors to make the City a more desirable place to live.							
6	3	1	Implement café/bookstore at the Downtown Library	1	Operation sustained	Library as a Community Place				x
	3	1		2	# of people using café/bookstore	Library as a Community Place				x

City of Hartford: Strategic Planning Matrix

City of Hartford: Strategic Planning Matrix										
	City-Wide Goals FY2008-2009									
	City-Wide Strategies									
	Department Objectives									
	Department: Library									
Dept #				Performance Measure #	Performance Measure(s)	Program Associated with Objective	2008 - 2009 Completion Timeline			
							Q1	Q2	Q3	Q4
7	Improve Financial Health and Fiscal Accountability									
7	1	Improve the City's financial position in order to enhance the City's bond rating and make the City more attractive to investors.								
7	2	Improve fiscal discipline of expenditures and maximize revenues to make efficient use of resources to enhance services.								
7	2	1	Leverage revenues by completing 20 competitive applications for program grants and new computer equipment.	1	# of applications completed	Library as a Community Place				x

City of Hartford: Strategic Planning Matrix

City-Wide Goals FY2008-2009

City-Wide Strategies

Department Objectives

Department: Library

Dept #

Performance Measure #

Performance Measure(s)

Program Associated with Objective

2008 - 2009

Completion Timeline

Q1

Q2

Q3

Q4

7 2 1

2

% of successful applications

Library as a Community Place

x

7 2 2

Plan & develop enterprises to increase revenue

1

\$ raised

Community Development & Civic Services

x

7 3

Improve fiscal accountability by controlling and managing the City's capital debt, liabilities and financial obligations.

7 4

Implement best practices and improve internal controls to enhance operational efficiency and effectiveness.

Chief Librarian's Quarterly Report September 2008

Fiscal

The library ended the fiscal year 2007-2008 with revenue and expenditures in balance at \$9,204,563. The report for personnel (salary and wages) is on an accrual basis; all other categorical expenses are reported on a cash basis in accord with the fiscal systems of the city's finance department. The city anticipates that FY 2007-2008 will be closed and final by the end of the first quarter of the current fiscal year. The library's budget report for FY 2007-2008 is provisional pending the completed fiscal year from the city.

Expenditures

Expenditure for Personnel Services came in as budgeted. General Administration came in six percent under budget. Library Materials came in six percent over budget due to a timing issue in city procurement. Plant Maintenance came in eight percent under budget due to staff shortages which caused project delays. A new city program for utilities created savings in Plant Operation. Additional staff training expenditure in the 4th quarter brought Staff Development in over budget. Public Programs came in under budget. Technical & Professional Services came in under budget. Outlay came in on budget.

Revenues

Bank funds came in on budget. Desk and Other Receipts increased with the new lease-to-owner copier contract. State reimbursement payment for Connecticut increased, bringing State Grants up 52 percent over budget. Federal Grants (LSTA) were awarded at 15 percent less than anticipated. Gifts and Miscellaneous were 14 percent less than projected. Hartford Public Schools and Connecticut Department of Education came in on budget. Grants were twelve percent under budget due to timing of receipts from grantors.

Facilities

Central Library Construction Project

The city continues to work with the bonding company to resolve issues of incomplete and disputed work on the building including case work and terrace pavers installation. The city has again initiated proceedings to pull the bond which would enable the city to complete the work independent of the contractor. Authorization has been given to Sevigny Architects to prepare construction documents for the Community Room; the bid for the work is expected to be issued before year end.

Branches

Albany/Upper Albany

Construction documents are 98 percent complete; however, construction cost estimates exceed budget and the City Director of Capital Projects has asked for a redesign. The architect will develop a new schedule for the project.

Dwight/Parkville

Corporation Council has prepared the contract for architectural work. Design development work will begin in September, and a project schedule will be forthcoming.

Mark Twain/Asylum Hill, West End

The city option to purchase 279 Farmington Avenue (Tai Soo Kim building) expires at the end of September. To assist the city with decision making, the library will provide a fundraising schedule for redesign and retrofit of the building to be used as a library branch, and the architect/owner will provide a project schedule and preliminary design. The intent is to provide for a completed project, eliminating the need for a phase II and added capital requirements.

Park/Frog Hollow

Park Babcock LLC, current landlord of the existing leased facility at 744 Park Street, has agreed to making infrastructure improvements, including a handicapped assessable lavatory, as part of a new lease retroactive to from November 1, 2007 through October 31, 2010.

Strategic Performance Report – Fourth Quarter FY 07-08

In the fourth quarter, the most significant increase to objectives that support the Hartford Public Library's mission occurred in providing free and open access to information and ideas. The Downtown Library's Grand Opening continues to impact the library's physical space and electronic services at similar rates as the previous two quarters. Visits to the Downtown Library were up (+73%) with almost 50,000 more people this quarter compared to the same quarter last year. The addition of 56 computers at the Downtown Library contributed to the increase in adult PC use (+67%). Youth PC use at the Downtown Library also increased significantly (+261%) due to My Word, My Space taking place in the Learning Lab five afternoons each week, as well as this age group's high interest in social networking. In addition, the volume of activity rose for the web sites that the Information Technology Department creates, maintains, and hosts (Hplct.org +17%; Hartford.gov +33%; HartfordInfo.org +29%).

Departments that posted increases for objectives promoting and supporting literacy and learning include Youth Services, Adult Reader Services, and Adult Learner Services. Youth Services programs increased system wide (+40% programs, +46% attendance), particularly due to branches continuing to attract the interest of youth through enrichment programs, book discussions, arts and crafts activities, and positive youth development programs (+57% programs, +52% attendance.) In particular, Albany, Camp Field and Ropkins account for close to 50% of branch youth activity and are at capacity in after-school hours. The Downtown Library and the branches continue to see an increase in the circulation of YA books (+23% Downtown, +19% branches), as well as the

number of youth receiving homework assistance (+28% system wide). Increases in services to adults are noticeable in materials circulation, reference, and programming. The increase in circulation noted last quarter at the Downtown Library in books and magazines continued this quarter with a 44% increase over the same period last year. Circulation is particularly strong at the Park, Goodwin, Dwight and Camp Field branches where items circulated are greater than half the number of visits. At the branches, where adult visits and circulation remain stable, the number of question asked increased (+34%) due to a concerted effort by staff. Due to increased demand, Adult Learner Services offered more business workshops, immigration support/citizenship classes, and ESOL classes over the same quarter last year, resulting in corresponding rises in attendance (+148% business, +86% immigration, 21% ESOL.)

Initiatives supporting objectives to help people participate in our democratic society this quarter included assisting customers with tax preparation, voter registration, and passport applications. With four quiet study rooms at the Downtown Library available for Volunteer Income Tax Assistance (VITA) tax preparers and well-publicized outreach by Casey Family Services, 225 people were assisted in the first two weeks of April. Due to the upcoming presidential election, voter registration increased significantly (+129%). Use of the passport service rose due to increased staff, expanded hours, and new passport requirements for U.S. citizens (+101%).

Safety and Security Task Force

The safety and security of our employees and customers continues to be a priority for all managers and staff. Throughout the quarter we have made significant progress towards creating a positive workplace for employees and a welcoming and safe environment for all who enter our facilities.

Three staff members are working on the board's task force on safety and security during the quarter, which began its work in late July.

A security and safety committee comprised of employees throughout the library continues its work. The committee has begun developing its charter and will outline its objectives in the coming months as the library introduces new safety and security measures.

Reprinted, bolder “Zero Tolerance” signs were posted at all service desks throughout the library system and at the guard stations at the entrances to the Downtown Library.

The library engaged the Crime Prevention Institute (CPI) to produce a training program entitled, *Respect, Service and Safety at Work*. This program will help employees acquire skills that build confidence in effectively dealing with irrational, angry, or hostile people internal or external to the library. 50 employees were trained in July and ten managers were certified as instructors. Those certified have trained an additional 52 employees. Only a few employees need to take the course which is likely to occur in early September.

Managers solicited employee feedback on a draft of guidelines for addressing unwanted workplace behavior. After analyzing this broad input, the library is preparing a new set of guidelines that will help facilitate interactions with the public. These guidelines in concert with the skills acquired in the CPI training course will be a solid foundation for operating effectively each day.

The library hired Jim Clark from Clark Security Group in Ohio to create an assessment of safety and security at the Downtown Library. Mr. Clark, who has performed similar assessments for the Seattle Public Library, the Salt Lake City Public Library, the Detroit Free Public Library and many others, spent 4 days onsite and interviewed nearly forty managers and staff. His final assessment is expected in September. Mr. Clark will also prepare a strategic operating plan for security and safety at the library.

Adult Services

Adult Learners

During the summer, when most sites suspend instruction, the library offered six ESOL classes for three literacy levels, including a class at the intermediate level. ESOL students and others also used the Adult Learner Center, a technology-rich independent study center, currently used primarily by those seeking to improve English, basic reading, basic math, typing, and GED knowledge and skills. Citizenship services included classes, orientations to citizenship resources, and mock interviews. One older woman from China passed the citizenship exam after coming in several times to simulate being interviewed and tested. In addition to passport services during scheduled hours, these services were offered to new citizens twice a month, immediately following their naturalization ceremonies. New events in September and October will be an immigration resource fair, a dominoes tournament, and a panel discussion of the H 1-B visa program.

Collaborating with the city's Health and Human Services Department of the City and the University of Connecticut's Department of Nutritional Sciences, the library offered informational sessions, in both English and Spanish, about a free, online, foundation course in food safety. It is a state requirement that any store that serves cooked food have at least one qualified food handler. Attendees included bodega owners and employees, Hispanic Health Council staff members, and students from the Connecticut Culinary Institute. Computers in the Adult Learner Center made it possible for many to participate. To date, 15 students have completed the course. The next level of training, to be offered in the fall, will result in successful students earning their qualified food operator certificates, evidence of marketable training in the food service industry. Also, in the fall, *Dance for Wellness* will continue and there will be a yoga course and several programs, including an author event, relevant to *National Breast Cancer Awareness Month*, in October.

Due to the budget shortfall and consequent staff reductions, most computer instruction was canceled in July and August. The library scheduled classes for a fall term, since grant money was identified to fund them. Programming for nonprofit organizations and small businesses resumes in September. Many nonprofits are struggling to remain viable as they compete for less and less funding. Workshops on sustainability and grantsmanship are popular with their staffs. Economic downturns often result in an increase in the number of business start-ups. Owners of these new businesses benefit from information provided in the Library's workshops and resources.

Community Development and Civic Services

The library's *Democracy in Action* program got an early start this year. The library played a key role in making information available to voters for the August 12 primary. On July 30, the library hosted a State Senators & Representatives Candidate Forum co-sponsored by Hartford 2000 and the MetroHartford Alliance and moderated by Tom Condon of the *Hartford Courant*, which attracted 130 people. On August 7, the library hosted a forum for candidates for the Democratic and Republican Hartford Registrar of Voters co-sponsored by Hartford 2000, the MetroHartford Alliance, and the League of Women Voter with Sandy Fry, past president of the League, moderating. Both forums were taped and later aired by Hartford Public Access TV. Once again, three library locations (Downtown, Ropkins, and Camp Field) served as polling places on Primary Election Day. Another *Democracy in Action* event, *Charter Reform 101*, took place on July 24. The program was offered in collaboration with Councilman Matt Ritter, Chairman of the City Council's Legislative Affairs Committee.

Additions to HartfordInfo.org include: *City of Hartford 3rd Quarter Quality of Life Report*, *Get on the Bus* (a paper about the Hartford bus system); *Upper Albany: Looking Forward*, *Comparison of Existing Anti-Blight Ordinance with Amendments Adopted by Hartford City Council March 24, 2008 & June 9, 2008*; and, *Where Have All the Children Gone?* (a new report from the Connecticut

State Data Center about the decline in school-aged population). Also added to the site were videos of several recent community programs offered by the library including *Hartford in the Global Economy: Can We Compete for Jobs, Talent, and Capital?*; *The Subprime Lending Crisis: What Does It Mean for Hartford and the Region?*; *What Is the Future of I-84 in Hartford? Part II: A Citizen's Forum*; and *Charter Reform 101*.

Readers Services

Collection Development

Downtown Library staff continued evaluating materials and shifting books from the main floor to the ground floor in order to free up space on the new book shelves. With the exception of newer titles, the mysteries, science fiction and westerns are now located on the ground floor with the large type materials. Display shelving is in place to highlight these collections. We are currently reviewing our print reference sources and conducting our annual evaluation for replacement of materials.

Reader Services and Technical Services staff continues to work very hard balancing significant behind-the-scenes work with additional hours assigned to public service in order to provide customers materials they are looking for in a timely manner. The annual accounting of new titles and items acquired, cataloged and distributed throughout the system remained stable in both the number of unique book titles, copy numbers and in the multimedia formats compared with last year, which was a record high for the library.

Arts and Cultural Programs

Working in collaboration with the city, the library noted Caribbean American Heritage Day with a documentary film screening: *Africa Unite: A Celebration of Bob Marley's Vision, 2007*. June also marked another informative and celebratory World Refugee Day at the Downtown Library. This summer, the library continued the previously successful dance series with the spotlight on

beginner Argentina tango. The opening session featured an afternoon talk on the history and culture of Argentina and displays of related youth and adult materials.

This fall's 2008 One Book for Greater Hartford began with the kick-off on Saturday, August 16th and will culminate with Manil Suri's visit on Friday, October 24. Events will showcase Indian culture and will include book discussions, a sari fashion show, family yoga, a kathak dance workshop, a Mehndi hand painting workshop, and screenings of "Bollywood" films.

Connecticut Center for the Book (CCB)

The Letters about Literature awards ceremony was held in the atrium on 1 June. 185 students attended with their families and teachers. Author/illustrator Barbara McClintock was the guest speaker. Target, the national corporate sponsor, sent a representative to present the \$10,000 check to one of six national winners, a Farmington student; the prize money will go to the student's school library.

The seventh annual Connecticut Book Awards will be held in the atrium on 21 September. The awards program will be free and open to the public; tickets for the reception and signings to follow will still cost \$40 per person. Colin McEnroe (winner of a CBA for Memoir) will be the keynote speaker and John Cole, director of the Center for the Book in the Library of Congress, will also speak. Sam Pickering will present the Lifetime Achievement award to Suzy Staubach, General Books Manager of the UConn Co-op.

Hartford History Center

Hartford History Center has had a number of visits since it opened May 27. Research requests included: examining the letters of Lydia Sigourney; providing assistance to Capital Community College students creating personal documentaries on their lives in Hartford projects; assisting middle school students with research materials on the Ancient Burying Ground and Hartford Public Library Teen Leaders in the making of a Dutch Point mural; providing

Pope Park photographs for the fall 2008 “Memories of Pope Park” Friends of Pope Park exhibition to be displayed in the Pope Park Recreational Center as well as providing Buckeley Bridge photographs to be displayed in the Connecticut Department of Transportation’s upcoming October exhibition celebrating the bridge’s 100-year anniversary; and, supplying author Virginia Hale with the cover photograph for her soon-to-be published book *A Woman in Business*, focusing on the life of Beatrice Fox Auerbach.

Hartford History Center’s first Open Read was held June 26 and showcased five Hartford authors and their industry-published or self-published work. Open Read is a new opportunity for Hartford authors or for those who write about Hartford to read their material before a live audience and hold a Q & A on their work. The June 26 program was taped for Hartford Public Access Television.

The new *Hartford Courant* Historical database, for the years 1923-1984, which went live May 1 of this year, has had over 1,700 article hits and is an immensely popular research tool.

The Hartford Collection continues to grow. Soon to be available for researchers is the Southside Media photograph collection from the mid-1970s. This is a wonderful continuation of the library’s photograph collection. The history center will now have a solid collection of images dating from the 1800s to present day, with a strong *Hartford Times* collection covering 1955-1976. With the Southside Media collection, our images will continue from 1977 on.

With respect to the *Hartford Times* photograph collection, the Hartford History Center is working with Kathleen Foulke, project director for Connecticut History Online and collaborator on the Encyclopedia of Connecticut History, to showcase a number of *Hartford Times* photographs via these collaborative projects. This will provide greater public access to the Hartford Times collection and increased opportunities for research.

On exhibit now in the Hartford History Center is the photographic essay “Hartford Remembers,” focusing on Memorial Days from Hartford’s past. In collaboration with the American School for the Deaf (ASD), the center is hosting a glass case exhibition showcasing the history of ASD. Currently on exhibit in the Peter’s Reading Room are photographs from the history center’s Mark-Yves Regis collection entitled “Hartford As Home.”

Information Technology Services

In July, the Associate Librarian for Information Technology Services attended the American Library Association Annual Conference in Anaheim and the Urban Libraries Council Foresight 2020 Conference, which focused on how public libraries may align resources and services to meet the learning needs and preferences of the next generation; how can we better understand where people need information access and assistance; and how can we be the leaders in the library profession by creating the future and not reacting to it. As the Libramation self check machines at the Downtown Library now need to be replaced, she visited the San Jose Public Library to observe their trial of the 3M Self Check System. The added features are touch screen; fine payment; item renewal, and remote web based monitoring/troubleshooting of the units. The units interface with the Innovative Interfaces, Inc. integrated library software used by the library, and provide a tested model for us to follow.

Tech Support

In addition to routine maintenance, ITS staff has been working with the new Senior Systems Analyst to review and document all functions of the department. Documentation on all accounts and procedures in the SharePoint IT wiki is almost complete. New technology implemented this quarter includes: a people counter interface for recording visits to the library; a graphics workstation for shared staff use; and, an upgrade to the online events calendar, Evanced.

Web Services

Web Support staff continues support of updates for the Hartford Public Library and the City of Hartford departmental sites. New pages on the Hartford Public Library site include the Reader's Guide for the One Book for Greater Hartford 2008 selection. Social networking features have been integrated with both sites. For One Book for Greater Hartford 2008, staff created an interactive wiki for online discussion of Manil Suri's *The Death of Vishnu*, as well a a Meetup Group promoting events. A blog, YouTube videos and an RSS feed have been added to the Hartford Police Department site.

Youth Services

"Outside in the City, A fuera en la ciudad" this year's summer program, offered children and teens the opportunity to attend over 200 puppet shows, outdoor scavenger hunts, nature walks, musical performances, animal information sessions, cooking activities, and craft activities. All participants were strongly encouraged to read books from the Hartford Public Schools–Hartford Public Library summer reading list. The 383 students who read from the list, and completed at least one written activity about the book, were invited to attend our celebratory "nature" themed field trips. These trips, to Dinosaur State Park, Salmon River State Forest, and East Matunuck State Beach in Rhode Island, let us connect other books and materials from the collection to the interests and experience of participants. For example, during the Salmon River trips, we used the maps in the *Connecticut Walk Book: Eastern Edition*, the United States Geological Survey maps found online, tree identification guides, and books about the Eastern Woodland Native Americans. These latter depict stone works built in rivers to assist in catching fish, which the students were able to see for themselves in the Salmon River. Students who completed their summer reading assignment at the library will also have their work recognized at their schools, by the awarding of certificates there in September, and by the gift of a nature book in their honor to each school media center.

The fourth annual summer lunch program served 5,400 meals, despite the closure of Blue Hills and Mark Twain branches. As in past years, children who came to the library for lunch often found themselves staying for and participating in an enrichment program they would not have otherwise tried. Twenty-one “Teen Leaders” helped the Youth Services staff deliver the lunch service, maintain the busy program schedule, and work one-on-one with children to encourage reading.

Another highlight of the summer for teens is the 2008 Dutch Point Mural Project. The project represents a collaboration between the Coalition to Strengthen the Sheldon/Charter Oak Neighborhood, Community Builders (developers of the new Dutch Point), and the library. Hartford teens are working on four large canvases to express the theme of “Transformation,” using paint, copies of photographs of the old Dutch Point from the Hartford History Center collection, and photographs they have taken in the neighborhood this summer. The murals will be on display in the Community Center of the new Dutch Point starting in September of this year.

Personnel

Appointments

Matthew K. Poland was appointed Deputy Administrator effective June 26, 2008 after serving as the interim Deputy Administrator since May 27, 2008. Matt has nearly thirty years experience in HR and management in the newspaper and financial services industries.

Resignations

Kristin Allukian, Literacy Council Liaison, resigned effective July 3, 2008. Kristin worked for the library for nearly two years.

Santelmo Vasquez, Library Assistant, resigned effective August 4, 2008.

Santelmo worked for the library for three and a half years.

Retirements

David Bognar, Media Specialist, retired effective July 30 2008. Dave worked for the library for five years.

Ed Jagielski, Facilities Manager, retired effective June 30, 2008. Ed worked for the library for five years.

Development

Grantsmanship

An award of \$110,000 for replacement computers will come from the Bill and Melinda Gates Foundation. The computer program for distressed municipalities is administered by Nelineet and will replace the computers originally purchased in 2004 with Gates dollars.

The library has been awarded \$2,500 in support of the Author Event of One Book for Greater Hartford. The funding comes through the Greater Hartford Arts Council Community Event grant program. The arts council has been a partner to One Book since its inception.

A third year of funding has been awarded to support the public programs of the CT Center for the Book. The CT Commission on Culture and Tourism will provide funding of \$4,217 for FY08-09.

A mini-grant of \$1,500 was awarded to Youth Services to work with teens to create a mural. The mural will be installed in a community room in the Dutch Point neighborhood by Community Builders.

The library is awaiting word from the Connecticut Department of Education which will provide \$35,000 for a comprehensive civics program for English language learners. Conversations with the program officer have been positive.

The library was awarded \$20,000 to support a collaborative effort between the Hartford History Center and Amistad Center for Art & Culture by Libraries for the Future. The project will explore age and aging in America.

Development Assessment and Plan

Clemow Consulting Group, LLP has been hired to conduct a Development Assessment and create a Development Plan. As part of this process, Susan Clemow from Clemow Consulting Group, LLP will interview a group of donors to gather perceptions about library's current situation and future direction.

Cultivation

The annual tented event was a smash success. 175 library friends and donors gathered to enjoy renowned chef Jacques Pépin and good food and good conversation.

Public Relations

The library continues to receive attention both positive and negative about the unfortunate budget crisis. A July 1, 2008 *Hartford Courant* editorial stated "The \$8.2 million library budget is less than 1.5 per cent of the city budget. Would that more of the budget were so well spent."