



Department Description

The San Diego Public Library System serves the residents of the City of San Diego which encompasses an area of 342 square miles. The Library System consists of the Central Library, 35 branch libraries, and the adult literacy program office (READ/San Diego). The Department serves the educational, cultural, business, and recreational needs of San Diego's diverse communities through its collection of more than 3.6 million books and audio-visual materials, 4,012 periodical subscriptions, 1.6 million government documents, and over 273,000 books in 25 languages other than English. The library catalog and many index and full-text databases can be accessed electronically in all library facilities and via the Internet.

The Department's mission is:

To inspire lifelong learning through connections to knowledge and each other

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Create inspiring places that are accessible, safe, and a source of pride

Creating and maintaining facilities that are valued for their accessibility, comfort, and beauty is a high priority for the Department. The Department wants all libraries to have a welcoming environment that encourages use by all members of the community. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Provide an appropriately-sized library system
- Improve library facilities and their accessibility

Goal 2: Effectively manage library collections

Having a well-managed library collection ensures that a diverse range of books and other media are readily available to its patrons. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Assure collection meets the needs of customers
- Improve access to library materials

Library

Goal 3: Provide high quality library programs and services

Providing quality programs and services allows the Library to meet the various needs of its patrons. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Develop and offer programs that address the needs and interests of our community
- Improve the delivery of information and readers advisory services
- Sustain or improve total operating hours

Goal 4: Develop and sustain a thriving library system

Maintaining the necessary funding and resources is essential to the operation of a library system capable of supporting one of the largest cities in the United States. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Maintain and expand external revenue sources through the San Diego Library Foundation and other sources
- Incorporate state-of-the-art technology to optimize efficiency

Goal 5: Provide a trained, skilled, and responsive workforce

Building and developing a trained and skilled workforce is essential to the success of the Department. Ensuring that its employees are trained and have access to the necessary resources the library needs will create a higher performing organization that operates more efficiently and effectively. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Create a learning organization structure for the Department
- Encourage career development and advancement

Service Efforts and Accomplishments

In Fiscal Year 2008, more than 6.2 million patrons visited City libraries, borrowed over 7.3 million items, used an additional 1.8 million items in libraries, and had over 1.6 million reference questions answered by library staff. More than 1.7 million customers signed up to use the Internet on a library workstation and over 820,000 online database searches were conducted. Library attendance increased for the third consecutive year, attracting more than 6.0 million visitors, more than the attendance at all San Diego professional sports teams' home games combined. The Library Department also had 5,781 adult and juvenile programs with 189,189 attendees at those programs.

The San Diego Public Library offered a variety of innovative and award-winning programs in 2008. READ/San Diego, the Adult Literacy Program, continues to serve as a model for the country. The Digital Cinema Showcase, which received a grant from the California State Library and is in a partnership with the San Diego Media Arts Center, is an innovative program that uses new technologies and equipment to download the latest independent films, documentaries, and foreign movies for free community screenings. The Central Library's outstanding film program was awarded the 2008 Kyle Counts Award by the San Diego Film Critics' Society. The *One Book, One San Diego* community reading campaign, which circulated 4,400 books and had 4,450 attendees at author lectures in 2008, won the California Association of Teachers of English (CATE) Award of Merit for its outstanding contribution toward improvement of teaching English/language arts. The first annual 2008 Children's Book Festival, which had more than a dozen of the nation's top authors and illustrators, 50 vendors, and over 5,000 participants, won second place in the California Library Association's 2008 PReXcellence Award for its outreach program.

Partnering with other organizations continues to be a highly-effective way to leverage limited resources. In 2008, San Diego Public Library partnered with KPBS, San Diego State University Common Experience, and other community partners on the *One Book One San Diego* outreach campaign. The Opera Insight series is a partnership with the San Diego Opera. The Digital Storytelling Station offers a means for community members to share their stories and experiences. This project is made possible by a partnership with the Media Arts Center, KPBS, and the Campaign for Love & Forgiveness. Generous corporate sponsors and private donors fund the purchase of library materials throughout the library system, and numerous programs including the Children's Book Festival and the Summer Reading Program, which circulated 4,400 books and encouraged 6,891 children and teen participants.

Library

The Library Foundation and the Friends of the Library also actively support the library by volunteering their time and providing much-needed resources that extend the library’s reach far beyond what can be achieved through General Fund resources. With a gift from CP Kelco, the Logan Heights Friends made a \$50,000 gift to support collections in the new Logan Heights library, which is scheduled to open in fall 2009.

Three existing branch libraries received refurbishments from donor gifts.

- The San Ysidro Branch, through a private donation from Lloyd and Caroline de Llamas, received new carpeting and tile throughout the facility. The donation also allowed the branch to purchase new books and other materials for their collection, new stand-alone shelves, and displays for the ends of some of their shelves to better highlight the collection.
- The Allied Gardens/Benjamin Branch received funds from its Friends group to repaint and recarpet its meeting room and pay for two new computers and computer furniture.
- The Scripps Ranch Library will benefit from an \$11,000 donation from the Scripps Ranch Friends of the Library’s “Adopt-A-Chair” campaign, which will help defray the cost of reupholstering 65 armchairs.

In 2008, use of technology has contributed significantly to the library’s ability to meet the increased demands of the public and improve efficiencies.

- In 2008, enhancements to the Integrated Library System (ILS) improved the functioning of the library’s catalog, added a digital archive, and provided staff with reports for improved decision-making.
- More services are offered via the web such as online reservations, renewals, and searches at various levels.
- Pay for Print, which allows patrons to manage their own printing from computers, is being implemented at the Central Library and Branch Libraries. Using this technology increases self-service options for patrons and reduces the time it takes for staff to collect money and handle printouts.
- Thirty-nine Express Check machines were installed in libraries to allow patrons to check out their own library materials. This self-service option is responsive to patron demands for quick access to library resources. It allows staff to help with more complex reference questions and to provide programming. It offers cost avoidance protection by reducing the need to add more staff in the future as library use increases.
- The Library began offering the Digital Media Library downloadable audio books. It later added downloadable videos, each of which is available 24/7 to PCs from home or remote sites. They also can be used on other portable devices including iPods.
- In partnership with the San Diego Unified School District, the Library actively promoted *Electronic Resources for Student Success* which includes *Live Homework Help* (online tutoring); *SchoolRooms-* a portal technology that aggregates school-related information by grade level; *Ask Now-* 24/7 access to reference librarians; and research databases which link to more than 80 databases including encyclopedias, photos, biographies, maps, science projects, and more.

The San Diego Public Library prides itself in offering great books and programs, friendly, knowledgeable staff, timely information, and a sense of place for community-building. This is reflected in the latest library user survey in which the library received a 94 percent satisfaction rating with staff’s customer service delivery. The Library has evolved over the years, providing services in response to changes in the way information is created and delivered. It will continue in the coming year to build on this year’s successes.

Budget Dollars at Work: Performance Expectations

Goal 1: Create inspiring places that are accessible, safe, and a source of pride

| Performance Measure | Baseline FY2008 | Estimated FY2009 | Target FY2010 |
|---|--------------------|---------------------|------------------|
| 1. Total operating hours for branches | 73,785 | 73,785 | 73,785 |
| 2. Total operating hours for the Central Library | 2,604 | 2,604 | 2,604 |
| 3. Percent of survey respondents who find library facilities accessible and in satisfactory condition | N/A | 90% | 90% |

Library

Goal 2: Effectively manage library collections

| Performance Measure | Baseline FY2008 | Estimated FY2009 | Target FY2010 |
|---|-----------------|-------------------|-------------------|
| 1. Circulation per capita | 5.44 | 5.52 ¹ | 5.25 ² |
| 2. Number of users of the library's website, catalog, and databases | 3,529,874 | 3,706,368 | 3,706,368 |

Goal 3: Provide high quality library programs and services

| Performance Measure | Baseline FY2008 | Estimated FY2009 | Target FY2010 |
|---|-----------------|------------------|---------------|
| 1. Attendance at adult programs | 44,614 | 44,614 | 44,614 |
| 2. Attendance at juvenile programs | 144,575 | 144,575 | 144,575 |
| 3. Percent of survey respondents who find that Library programs meet the needs and interests of the community | N/A | 90% | 90% |
| 4. Number of juvenile library card holders | 116,616 | 122,447 | 122,447 |
| 5. Percent of survey respondents who find reference services provided satisfactory | N/A | 90% | 90% |

Goal 4: Develop and sustain a thriving library system

| Performance Measure | Baseline FY2008 | Estimated FY2009 | Target FY2010 |
|--|-----------------|----------------------|-----------------|
| 1. Total funds secured (income) for donations and grants from non-General Fund sources | \$2.02M | \$1.05M ³ | \$2.01M |
| 2. Number of individual contributors | 5,246 | N/A ⁴ | NA ³ |
| 3. Percent of Express Check plan implemented | 26.5% | 100.0% | NA ⁵ |
| 4. Percent of items checked out via Express Check machines | 4.8% | 40.0% | 40% |
| 5. Customer satisfaction rating on library technology | N/A | 90% | 90% |
| 6. Percent of hold and overdue notices sent via phone and email | 56.2% | 60.0% | 75% |
| 7. Percent of renewals automated | 61.1% | 70.0% | 70% |

Goal 5: Provide a trained, skilled, and responsive workforce

| Performance Measure | Baseline FY2008 | Estimated FY2009 | Target FY2010 |
|---|-----------------|------------------|---------------|
| 1. Average number of hours of training per employee per month | N/A | .33 | .33 |

¹ Adjusted from 5.44 due to use of the more precise SANDAG population figure of 1,336,685 rather than rounded number of 1.3 million. This adjustment also correlates to circulation reported to the State Library.

² 7,167,104 (estimated 2010 circulation) divided by 1,365,130 (SANDAG estimated population for 2010)

³ Prior to mid-year cuts, this was \$1.3 million. \$250,000 in matching funds was cut during the mid-year budget cuts.

⁴ The San Diego Library Foundation, which raises funds for the Library, maintains this statistic. It was previously a part of the City, but no longer reports to the Library.

⁵ Express Check machine installation will be complete in FY2009, so this performance measure no longer applies.

Budget Dollars at Work: Sizing, Workload and Utilization Data

| | Actual FY2006 | Actual FY2007 | Actual FY2008 | Estimated FY2009 | Target FY2010 |
|--|------------------|------------------|------------------|---------------------|------------------|
| Sizing Data | | | | | |
| Amount of square footage for branches | 382,339 | 393,105 | 408,105 | 408,105 | 430,399 |
| Amount of square footage for the Central Library | 144,524 | 144,524 | 144,524 | 144,524 | 144,524 |
| Amount of square footage per capita | 0.40 | 0.40 | 0.40 | 0.40 | 0.42 |
| Number of public access workstations | 706 | 744 | 824 | 769 | 879 |
| Number of periodical subscriptions | 4,122 | 4,012 | 4,012 | 4,012 | 4,012 |
| Number of government documents | 1,612,364 | 1,632,277 | 1,644,687 | 1,673,340 | 1,685,340 |
| Number of available books in foreign languages | 245,564 | 264,217 | 273,268 | 268,140 | 291,338 |
| Library materials expenditures per capita ⁶ | \$4.20 | \$2.86 | \$2.86 | \$2.86 | \$2.94 |
| Workload Data | | | | | |
| Number of library facilities operated | 35 | 35 | 36 | 36 | 36 |
| Number of reference questions answered | 1,694,801 | 1,643,873 | 1,648,196 | 1,514,832 | 1,574,220 |
| Number of new books and media added | 270,565 | 256,952 | 241,254 | 244,104 | 244,104 |
| Number of books and audio-visual items maintained | 3,409,831 | 3,428,594 | 3,626,002 | 3,497,500 | 4,040,736 |
| Utilization Data | | | | | |
| Number of patron visits | 6,017,790 | 6,040,091 | 6,234,038 | 6,062,440 | 6,062,440 |
| Number of Central Library visits | 603,229 | 562,610 | 563,370 | 573,860 | 573,860 |
| Number of registered borrowers served ⁷ | 464,679 | 437,047 | 528,855 | 441,420 | 441,420 |
| Amount of Central Library circulation | 627,163 | 698,711 | 635,198 | 755,655 | 755,655 |
| Amount of annual circulation (check-outs) | 7,003,040 | 7,167,104 | 7,374,378 | 7,167,104 | 7,167,104 |
| Number of patrons signed up to use the Internet on a Library workstation | 1,418,525 | 1,667,308 | 1,782,612 | 1,782,612 | 1,782,612 |
| Number of online database searches conducted | 1,039,144 | 691,585 | 821,354 | 698,500 | 1,545,6340 |

⁶ The per capita calculation is based on the San Diego population of 1,316,837 from the San Diego Association of Governments (SANDAG) current estimates (2007).

⁷ Database purged of inactive borrowers in Fiscal Year 2006.

Department Summary

| Library | | | | |
|-----------------------|-------------------|-------------------|----------------------|------------------------|
| | FY 2008 BUDGET | FY 2009 BUDGET | FY 2010 PROPOSED | FY 2009-2010 CHANGE |
| Positions | 388.36 | 375.21 | 378.46 | 3.25 |
| Personnel Expense | \$ 28,840,999 | \$ 27,800,936 | \$ 27,819,717 | \$ 18,781 |
| Non-Personnel Expense | \$ 9,521,038 | \$ 9,212,621 | \$ 10,950,918 | \$ 1,738,297 |
| TOTAL | \$ 38,362,037 | \$ 37,013,557 | \$ 38,770,635 | \$ 1,757,078 |

Department Staffing

| | FY 2008 BUDGET | FY 2009 BUDGET | FY 2010 PROPOSED |
|----------------------------|-------------------|-------------------|---------------------|
| GENERAL FUND | | | |
| Library | | | |
| Administration | 19.00 | 17.00 | 16.00 |
| Branch Libraries | 226.51 | 224.27 | 228.02 |
| Building Services | 6.00 | 6.00 | 6.00 |
| Central Library | 75.50 | 75.44 | 75.94 |
| Development Program | 3.25 | 1.00 | 1.00 |
| READ/San Diego | 5.50 | 6.00 | 6.00 |
| Technical Services | 44.00 | 45.50 | 45.50 |
| Total | 379.76 | 375.21 | 378.46 |
| LIBRARY GRANTS FUND | | | |
| Library Grant Funds | | | |
| State Library Foundation | 8.60 | 0.00 | 0.00 |
| Total | 8.60 | 0.00 | 0.00 |
| DEPARTMENT TOTAL | 388.36 | 375.21 | 378.46 |

Department Expenditures

| | FY 2008 BUDGET | FY 2009 BUDGET | FY 2010 PROPOSED |
|---------------------|-------------------|-------------------|----------------------|
| GENERAL FUND | | | |
| Library | | | |
| Administration | \$ 1,840,178 | \$ 1,743,008 | \$ 1,713,093 |
| Branch Libraries | \$ 17,720,420 | \$ 17,831,303 | \$ 17,913,133 |
| Building Services | \$ 4,649,727 | \$ 4,652,701 | \$ 5,177,655 |
| Central Library | \$ 6,829,359 | \$ 7,003,006 | \$ 6,877,361 |
| Development Program | \$ 1,422,870 | \$ 1,623,964 | \$ 1,392,110 |
| Library Department | \$ 179,691 | \$ (612,688) | \$ (594,768) |
| READ/San Diego | \$ 501,684 | \$ 543,461 | \$ 548,483 |

Library

Department Expenditures

| | FY 2008 BUDGET | FY 2009 BUDGET | FY 2010 PROPOSED |
|----------------------------|----------------------|----------------------|----------------------|
| GENERAL FUND | | | |
| Library | | | |
| Technical Services | \$ 4,486,735 | \$ 4,228,802 | \$ 5,288,568 |
| Total | \$ 37,630,664 | \$ 37,013,557 | \$ 38,315,635 |
| LIBRARY GRANTS FUND | | | |
| Library Grant Funds | | | |
| State Library Foundation | \$ 731,373 | \$ - | \$ 455,000 |
| Total | \$ 731,373 | \$ - | \$ 455,000 |
| DEPARTMENT TOTAL | \$ 38,362,037 | \$ 37,013,557 | \$ 38,770,635 |

Significant Budget Adjustments

GENERAL FUND

| Library | Positions | Cost | Revenue |
|---|-----------|--------------|---------|
| Salary and Benefit Adjustments | 0.00 | \$ 156,999 | \$ 0 |
| Adjustments to reflect the annualization of the Fiscal Year 2009 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and fringe adjustments. | | | |
| Equipment/Support for Information Technology | 0.00 | \$ 1,332,238 | \$ 0 |
| Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses. | | | |
| Support for Logan Heights Library | 4.25 | \$ 599,215 | \$ 0 |
| Addition of 1.00 Librarian II, 1.00 Library Assistant, 1.25 Library Aide, and 1.00 Library Clerk and associated non-personnel expenses for the operation of this new Logan Heights Library. | | | |
| Non-Discretionary Adjustment | 0.00 | \$ 167,392 | \$ 0 |
| Adjustments to expense allocations that are determined outside of the department's direct control. These adjustments are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent. | | | |
| Funding of Terminal Leave | 0.00 | \$ 119,556 | \$ 0 |
| Funding of additional personnel expenditures for terminal leave paid to employees who, upon conclusion of their tenure with the City, possess a large leave balance. | | | |

Significant Budget Adjustments

GENERAL FUND

| Library | Positions | Cost | Revenue |
|---|-----------|--------------|-----------|
| Revised Revenue | 0.00 \$ | 0 \$ | (50,000) |
| Adjustment to reflect Fiscal Year 2010 revenue projections. | | | |
| Budget Process Re-engineering (BPR) Adjustment | 0.00 \$ | (4,000) \$ | 3,870 |
| Expenditure savings and revenue reduction related to overdue fines due to BPR service enhancements. | | | |
| Removal of Funding for Photocopy Service | 0.00 \$ | (130,692) \$ | (160,000) |
| Removal of funding for the photocopy service, which was provided by a vendor whose services absorb photocopy expenses and collect the revenue for photocopy fees. | | | |
| Fiscal Year 2009 Budget Amendment | (1.00) \$ | (343,862) \$ | 0 |
| Adjustments to personnel and non-personnel expenses, and revenue as a result of the Fiscal Year 2009 Budget Amendment. These adjustments are further discussed in Volume 1: Budget Overview and Schedules. | | | |
| Vacancy Savings | 0.00 \$ | (594,768) \$ | 0 |
| Adjustments to personnel expenses to reflect the anticipated savings resulting from positions projected to be vacant for any period of the fiscal year due to personnel attrition and salary differentials for new employees. | | | |

LIBRARY GRANTS FUND

| Library Grant Funds | Positions | Cost | Revenue |
|--|-----------|------------|---------|
| Library Grant Funds Reinstatement | 0.00 \$ | 455,000 \$ | 455,000 |
| Adjustment reflects an increase in Public Library Fund (PLF) funding to public libraries from the State Library. | | | |

Expenditures by Category

| | FY 2008 BUDGET | FY 2009 BUDGET | FY 2010 PROPOSED |
|---------------------------|-------------------|-------------------|---------------------|
| PERSONNEL | | | |
| Salaries & Wages | \$ 18,563,737 | 18,053,308 | 18,210,679 |
| Fringe Benefits | \$ 10,277,262 | 9,747,628 | 9,609,038 |
| SUBTOTAL PERSONNEL | 28,840,999 | 27,800,936 | 27,819,717 |
| NON-PERSONNEL | | | |
| Supplies & Services | \$ 6,862,828 | 7,284,843 | 7,467,152 |
| Information Technology | \$ 1,139,763 | 453,453 | 1,694,312 |
| Energy/Utilities | \$ 1,462,447 | 1,420,325 | 1,714,454 |

Library

Expenditures by Category

| | FY 2008 BUDGET | FY 2009 BUDGET | FY 2010 PROPOSED |
|-------------------------------|-------------------|-------------------|---------------------|
| NON-PERSONNEL | | | |
| Equipment Outlay | \$ 56,000 | 54,000 | 75,000 |
| SUBTOTAL NON-PERSONNEL | 9,521,038 | 9,212,621 | 10,950,918 |
| TOTAL | 38,362,037 | 37,013,557 | 38,770,635 |

Revenues by Category

| | FY 2008 BUDGET | FY 2009 BUDGET | FY 2010 PROPOSED |
|-------------------------------|-------------------|-------------------|---------------------|
| GENERAL FUND | | | |
| Revenue from Money & Property | \$ 95,000 | \$ 95,000 | \$ - |
| Charges for Current Services | \$ 1,599,422 | \$ 1,650,548 | \$ 1,539,418 |
| TOTAL | \$ 1,694,422 | \$ 1,745,548 | \$ 1,539,418 |

Salary Schedule

GENERAL FUND

Library

| <i>Class</i> | <i>Position Title</i> | <i>FY 2009 Positions</i> | <i>FY 2010 Positions</i> | <i>Salary</i> | <i>Total</i> |
|--------------|---------------------------------|------------------------------|------------------------------|---------------|--------------|
| 1104 | Account Clerk | 3.00 | 3.00 | \$ 37,814 | \$ 113,442 |
| 1106 | Sr Management Analyst | 2.00 | 2.00 | \$ 71,273 | \$ 142,545 |
| 1107 | Administrative Aide II | 4.00 | 4.00 | \$ 50,409 | \$ 201,636 |
| 1132 | Asst Management Analyst | 4.00 | 4.00 | \$ 51,814 | \$ 207,255 |
| 1218 | Assoc Management Analyst | 2.00 | 1.00 | \$ 63,595 | \$ 63,595 |
| 1236 | Auto Messenger | 6.00 | 6.00 | \$ 31,137 | \$ 186,822 |
| 1273 | Building Maintenance Supv | 1.00 | 1.00 | \$ 74,804 | \$ 74,804 |
| 1280 | Building Service Technician | 3.00 | 3.00 | \$ 39,666 | \$ 118,997 |
| 1348 | Info Systems Analyst II | 1.00 | 1.00 | \$ 63,270 | \$ 63,270 |
| 1349 | Info Systems Analyst III | 1.00 | 1.00 | \$ 71,601 | \$ 71,601 |
| 1389 | Custodian II | 2.00 | 2.00 | \$ 31,108 | \$ 62,215 |
| 1401 | Info Systems Technician | 2.00 | 2.00 | \$ 49,208 | \$ 98,416 |
| 1584 | Librarian II | 44.50 | 45.50 | \$ 59,164 | \$ 2,691,975 |
| 15841 | Librarian II Hrlly | 1.48 | 1.48 | \$ 59,066 | \$ 87,418 |
| 1585 | Librarian IV | 24.00 | 24.00 | \$ 73,550 | \$ 1,765,190 |
| 1586 | Library Asst | 40.50 | 41.50 | \$ 48,428 | \$ 2,009,777 |
| 15861 | Library Assistant | 2.02 | 2.02 | \$ 49,254 | \$ 99,494 |
| 1588 | Library Aide | 55.24 | 56.49 | \$ 24,216 | \$ 1,367,942 |
| 15881 | Library Aide | 14.01 | 14.01 | \$ 24,216 | \$ 339,261 |
| 1590 | Library Clerk | 96.54 | 97.54 | \$ 38,284 | \$ 3,734,268 |
| 15901 | Library Clerk | 1.92 | 1.92 | \$ 38,366 | \$ 73,663 |
| 1614 | Org Effectiveness Specialist II | 1.00 | 1.00 | \$ 64,734 | \$ 64,734 |
| 1648 | Payroll Specialist II | 2.00 | 2.00 | \$ 41,507 | \$ 83,013 |

Library

Revenue and Expense Statement (Non-General Fund)

LIBRARY GRANTS FUND

| | FY 2008* BUDGET | FY 2009* BUDGET | FY 2010 PROPOSED |
|--|--------------------|--------------------|---------------------|
| BEGINNING BALANCE AND RESERVE | | | |
| Balance from Prior Year | \$ 218,824 | \$ - | \$ 72,809 |
| TOTAL BALANCE | \$ 218,824 | \$ - | \$ 72,809 |
| REVENUE | | | |
| Grant Receipts | \$ 753,000 | \$ - | \$ 455,000 |
| TOTAL REVENUE | \$ 753,000 | \$ - | \$ 455,000 |
| TOTAL BALANCE AND REVENUE | \$ 971,824 | \$ - | \$ 527,809 |
| OPERATING EXPENSE | | | |
| Personnel and Non-Personnel Expense | \$ 731,373 | \$ - | \$ 455,000 |
| TOTAL OPERATING EXPENSE | \$ 731,373 | \$ - | \$ 455,000 |
| TOTAL EXPENSE | \$ 731,373 | \$ - | \$ 455,000 |
| BALANCE | \$ 240,451 | \$ - | \$ 72,809 |
| TOTAL EXPENSE, RESERVE, AND BALANCE | \$ 971,824 | \$ - | \$ 527,809 |

* At the time of publication, audited financial statements for Fiscal Year 2008 were not available. Therefore, the Fiscal Years 2008 and 2009 columns reflect final budget amounts from the Fiscal Year 2008 and 2009 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.