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# City of Detroit

## CITY COUNCIL

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TO: JoAnne G. Mondowney, Executive Director  
Library Commission

FROM: David Whitaker, Director  
Legislative Policy Division

DATE: March 13, 2019

RE: **2019-2020 Budget Analysis**

Attached is our budget analysis regarding your agency's budget for the upcoming 2019-2020 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on **Thursday, March 21, 2019 at 10:00 am**. We would then appreciate a written response to the issues/questions prior to your budget hearing. Please forward a copy of your responses to the Councilmembers and the City Clerk's Office as well.

Please contact us if you have any questions regarding our budget analysis.

Thank you for your cooperation in this matter.

Attachments  
Issues and Questions

cc: Councilmembers  
Auditor General's Office  
Dave Massaron, Chief Financial Officer  
Tanya Stoudemire, Budget Department  
James George, Agency Chief Financial Officer  
Stephanie Washington, Mayor's Office

## Library (72)

### FY 2019-2020 Budget Analysis by the Legislative Policy Division

#### Issues and Questions

- 1) According to the Office of the Chief Financial Officer (OCFO), the Library had eighteen vacancies through December 2018.
  - a) Please indicate your number of vacancies as of January 31, 2019.
  - b) Please indicate the titles of the vacant positions.
  - c) Please briefly describe the difficulty of filling the vacancies.
  - d) Please briefly explain the department's strategy to fill the vacant positions.
- 2) The Capital Agenda indicates the Library has \$1.1 million in capital improvements for FY 2019. Please provide an update as to the Library's progress for completing those projects.
- 3) For FY 2020, Salaries and Wages are increasing by \$1.3 million or 8.4% and Employee Benefits are increasing by \$201,324 or 3.0%. Please explain the reason for the increase.
- 4) For FY 2020, Professional and Contractual Services are decreasing by \$110,667 or 9.5%. Please explain the reason for the decrease.
- 5) For FY 2020, Operating Services are decreasing by \$263,458 or 5.2%. Please explain the reason for the decrease.
- 6) For FY 2020, Revenues from the Use of Assets are increasing by \$129,097. Please explain the reason for the increase.
- 7) For FY 2020, Fines, Forfeits, and Penalties are decreasing by \$195,961 or 26.3%. Please explain the reason for the decrease.
- 8) For FY 2020, Taxes, Assessments, and Interest are decreasing \$492,623 or 1.6%. Please explain the reason for the decrease.
- 9) Attachment I is from the Library's 2018 financial statements. Property Taxes go from \$31.1 M in 2017 to \$27.5 M in 2018, a \$3.6 M reduction. What is the budget for Property Taxes for 2019 and 2020? Please explain the main driver for the reduction from 2017 to 2018, and any major change from 2018 to 2019 and from 2019 to 2020.

## DETROIT PUBLIC LIBRARY (72)

### *AGENCY PLAN: MISSION, GOALS AND ACTIVITY SUMMARY*

#### **MISSION:**

The Detroit Public Library (DPL) enlightens and empowers people by providing Diverse and Dynamic Pathways to Literacy and Learning.

#### **DESCRIPTION:**

As Michigan's largest public library system, with a Main Library and 21 neighborhood branches, DPL is one of Detroit's most valuable and accessible public institutions. During FY 2018, there were 2.9 million visits to a DPL location and 2.6 million visits to the Library's website. The DPL serves people of all ages by providing access to critical information, opportunities to learn new skills, and enrichment through special programs. With a collection of 3.5 million items, including print and electronic books, journals, photographs, government documents, and DVDs, the Library is committed to supporting lifelong learning. On a daily basis, hundreds of people of all ages visit a DPL location to utilize the latest technology that is vital to staying connected. As important community gathering places, DPL locations offered 21,384 programs that were attended by 230,047 children, teens and adults. A bookmobile makes weekly visits to schools and community centers, and the Library for the Blind & Physically Handicapped serves those with various physical challenges.

In October 2017, Sunday service returned to Main Library after a 36-year hiatus. For the first time ever, two branches were also open on Sundays: the Redford Branch on the West side and the Laura Ingalls Wilder Branch on the East side. These libraries were open 30 Sundays from October 8, 2017 – May 20, 2018, providing an additional 360 hours of public service in FY 2018.

#### **AGENCY GOALS:**

1. Serve as a community partner for addressing literacy needs.
2. Become a destination for literary events and civic engagement.
3. Implement focused services that speak to specific customer needs.
4. Maintain, upgrade and grow existing technologies.
5. Create service environments that are consistently inviting and appealing to customers.
6. Preserve and sustain the Library's facility infrastructure.
7. Create a financially strong and stable future for the DPL.

Department Name: Detroit Public Library  
 Department #: 72

Budget Summary:

	FY 2018 Actual		FY 2019 Adopted Budget		FY 2020 Recommended Budget	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	-	32,017,064	-	31,845,648	-	32,940,811
Total Expenditures	-	31,914,104	-	31,845,648	-	32,940,811
Net Tax Cost	-	(102,960)	-	-	-	-

	FY 2021 Forecast		FY 2022 Forecast		FY 2023 Forecast	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	-	32,240,837	-	32,842,522	-	33,550,805
Total Expenditures	-	32,240,837	-	32,842,522	-	33,550,805
Net Tax Cost	-	-	-	-	-	-

Positions (by FTE):	1/1/2019 Actual	FY 2019 Adopted	FY 2020 Recommended	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast
	General Fund	-	-	-	-	-
Non-General Fund	304	322	326	326	326	326
Total Positions	304	322	326	326	326	326

## DETROIT PUBLIC LIBRARY (72)

### ACTIVITY DESCRIPTION:

#### Main Library

The Main Library, located in the heart of the Cultural Center in Midtown Detroit, is considered one of the City's architectural jewels. The Main Library is 420,000 square feet in size, making it the largest public library building in the state. It is a center for literacy support, library services, cultural programming, and technology access and computer classes. In FY 2018, the Main Library circulated approximately 263,184 items and its librarians answered 224,310 reference questions.

#### Services and Programs

- The Main Library's seven subject departments offer access to print and electronic materials on the full spectrum of topics of interest to the Detroit community. DPL's Special Collections are unrivaled by other library systems nationally or internationally:
  - ▶ The Burton Historical Collection, established in 1915, is an outstanding archival collection of materials that cover the history of Detroit and Michigan from 17th century settlement to the present. It is also a highly regarded resource for genealogical information.
  - ▶ The E. Azalia Hackley Collection of African Americans in the Performing Arts is the first of its kind in the world. Established in 1943, its holdings include over 5,000 photos, plus musical scores, rare books, manuscripts, and playbills.
  - ▶ The National Automotive History Collection, housed at the Skillman Branch, is the nation's premier public automotive archive. Established in 1953, the Collection documents the history and development of the automobile and other forms of motorized and wheeled land transportation in the United States and abroad.
- The Main Library and 21 branches offer free public access to Wi-Fi and more than 700 Internet-enabled computers. This service is one of the most important ways that the DPL serves the community.
- TIP, The Information Place, is a free community information and referral service that helps people solve the problems of everyday living. Through the TIP Database, users can access information about more than 2,000 local health and human services.
- The Technology Literacy Centers (TLC) located at the Main Library and Parkman Branch, enable DPL to address needs related to literacy, workforce development, technology training and access, and lifelong learning opportunities. Main Library's TLC is a designated GED testing site.
- Youth and children services include:
  - ▶ Once Upon a Time and More, an early literacy program designed to spark the creativity and imagination of pre-schoolers.
  - ▶ HYPE (Helping Young People Excel) Center, a dedicated space for teens to study, engage with each other, interact with the latest technology and participate in enriching experiences. HYPE's "MakerSpace" program provides the resources and support for teens to build, create, and innovate.
- In FY 2018, Main Library's Author Series featured book talks by Michael Eric Dyson, Ilyasah Shabazz, Maggie Stiefvater, Herb Boyd and Rochelle Riley.
- In FY 2018, DPL collaborated with other organizations to deliver educational and enrichment services, including hosting lectures and discussions as part of Marygrove College's Bauder Contemporary American Authors Lecture and hosting art classes for children in partnership with New York-based, ProjectArt.

## **DETROIT PUBLIC LIBRARY (72)**

### **BRANCH SERVICES**

The 21 library branches located in Detroit's neighborhoods are the heart of the Detroit Public Library system. Branches serve as important "community centers," connecting citizens to information and technology. Each library branch offers resources, services and programs tailored to fit the needs of the specific community served.

#### **Services and Programs**

- In FY 2018, people visited a DPL branch library 1.2 million times. Library card holders checked out 526,368 items, and received answers to 448,620 reference questions. Many branches also served as warming centers during the winter and cooling centers during the summer months.
- In FY 2018, 10 branches and the Main Library provided space to the Accounting Aid Society of Detroit, the American Association of Retired Persons (AARP) and the Wayne Metro Community Action Agency for free tax preparation.
- Working in partnership with FOCUS: Hope, the Parkman Branch at 1766 Oakman Boulevard, continued to grow as a Technology Literacy & Career Center, providing one-on-one tutoring, technology training and access, and lifelong learning opportunities.
- Services to children and teens included a Summer Reading Program that helps children maintain their reading skills over the summer months. The program also included a "Meet Up & Eat Up" component which provided snacks and lunches at several DPL locations.
- In FY 2018, the "Reading Teacher in the Library" program was offered at six sites. Certified reading specialists helped to improve the reading skills of children in grades K-3.
- As part of the Library's Sunday programming, the Redford and Wilder branches (and Main Library) offered Prime Time, a six-week reading, discussion and storytelling series that helps families bond around the act of reading and talking about books.
- In FY 2018, the Franklin Branch, located at 13651 E. McNichols Road, was renovated. Improvements include a new heating and cooling system, new flooring and furniture, updated lighting, ADA restroom modifications and new computers for public use.
- Major restoration work was also completed at the Skillman Branch, 121 Gratiot Avenue, following damage caused by a broken water pipe.

**CITY OF DETROIT  
BUDGET DEVELOPMENT  
EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS**

Department # - Department Name Summary Category	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
<b>72 - Detroit Public Library</b>					
Salaries & Wages	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
Employee Benefits	13,667,372	14,927,729	15,222,060	15,522,277	15,828,505
Professional & Contractual Services	6,571,926	6,773,250	6,809,925	6,847,328	6,885,482
Operating Supplies	1,159,944	1,049,277	1,049,277	1,049,277	1,049,277
Operating Services	649,663	577,354	577,354	577,354	577,354
Equipment Acquisition	5,366,296	5,102,838	5,102,838	5,102,838	5,102,838
Fixed Charges	1,985,810	2,064,495	1,033,515	1,297,580	1,661,481
Other Expenses	905,907	966,848	966,848	966,848	966,848
	1,538,730	1,479,020	1,479,020	1,479,020	1,479,020
<b>Grand Total</b>	<b>31,845,648</b>	<b>32,940,811</b>	<b>32,240,837</b>	<b>32,842,522</b>	<b>33,550,805</b>

CITY OF DETROIT  
 BUDGET DEVELOPMENT  
 REVENUES BY SUMMARY CATEGORY - ALL FUNDS

Department # - Department Name Summary Category	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
<b>72 - Detroit Public Library</b>	<b>31,845,648</b>	<b>32,940,811</b>	<b>32,240,837</b>	<b>32,842,522</b>	<b>33,550,805</b>
Grants, Shared Taxes, & Revenues	630,322	647,412	653,886	660,425	667,029
Revenues from Use of Assets	18,000	147,097	148,568	150,054	151,555
Sales & Charges for Services	398,548	499,064	504,055	509,095	514,186
Fines, Forfeits & Penalties	745,818	549,857	555,356	560,909	566,519
Sales of Assets & Compensation for Losses	-	-	-	-	-
Taxes, Assessments, & Interest	29,995,211	29,502,588	30,378,972	30,962,039	31,651,516
Contributions & Transfers	-	1,594,793	-	-	-
Miscellaneous	57,749	-	-	-	-
<b>Grand Total</b>	<b>31,845,648</b>	<b>32,940,811</b>	<b>32,240,837</b>	<b>32,842,522</b>	<b>33,550,805</b>



CITY OF DETROIT  
 BUDGET DEVELOPMENT  
 EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL

Department # - Department Name Fund # - Fund Name Summary Category	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
72 - Detroit Public Library	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
3001 - Library	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
Salaries & Wages	13,667,372	14,927,729	15,222,060	15,522,277	15,828,505
Employee Benefits	6,571,926	6,773,250	6,809,925	6,847,328	6,885,482
Professional & Contractual Services	1,159,944	1,049,277	1,049,277	1,049,277	1,049,277
Operating Supplies	649,663	577,354	577,354	577,354	577,354
Operating Services	5,366,296	5,102,838	5,102,838	5,102,838	5,102,838
Equipment Acquisition	1,985,810	2,064,495	1,033,515	1,297,580	1,661,481
Fixed Charges	905,907	966,848	966,848	966,848	966,848
Other Expenses	1,538,730	1,479,020	1,479,020	1,479,020	1,479,020
<b>Grand Total</b>	<b>31,845,648</b>	<b>32,940,811</b>	<b>32,240,837</b>	<b>32,842,522</b>	<b>33,550,805</b>

CITY OF DETROIT  
 BUDGET DEVELOPMENT  
 REVENUES BY SUMMARY CATEGORY - FUND DETAIL

Department # - Department Name Fund # - Fund Name Summary Category	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
72 - Detroit Public Library	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
3001 - Library	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
Grants, Shared Taxes, & Revenues	630,322	647,412	653,886	660,425	667,029
Revenues from Use of Assets	18,000	147,097	148,568	150,054	151,555
Sales & Charges for Services	398,548	499,064	504,055	509,095	514,186
Fines, Forfeits & Penalties	745,818	549,857	555,356	560,909	566,519
Taxes, Assessments, & Interest	29,995,211	29,502,588	30,378,972	30,962,039	31,651,516
Contributions & Transfers	-	1,594,793	-	-	-
Miscellaneous	57,749	-	-	-	-
<b>Grand Total</b>	<b>31,845,648</b>	<b>32,940,811</b>	<b>32,240,837</b>	<b>32,842,522</b>	<b>33,550,805</b>

CITY OF DETROIT  
 BUDGET DEVELOPMENT  
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER  
 EXPENDITURES

Department # - Department Name	FY2019	FY2020	FY2021	FY2022	FY2023
Fund # - Fund Name	Adopted	Recommended	Forecast	Forecast	Forecast
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
72 - Detroit Public Library	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
3001 - Library	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
00189 - Library Music, Arts, & Literature (MAL)	4,217,777	4,518,648	4,595,795	4,674,483	4,754,745
720025 - Library Circulation	141,536	162,716	165,538	168,416	171,351
720033 - Detroit Public Library – Children's Library Services	435,712	458,820	466,776	474,891	483,168
720034 - Children & Young Adult Services	88,897	131,318	133,595	135,917	138,286
720042 - Popular Library	173,761	175,545	178,589	181,693	184,860
720044 - TIP & TRC	303,265	235,242	239,321	243,481	247,725
720045 - Clerical Assistance-Main	723,800	797,625	812,362	827,394	842,726
720054 - Social Services, Education & Religion (SSER)	122,722	78,044	79,397	80,778	82,186
720114 - Business, Science, & Technology (BST)	321,768	332,136	337,895	343,769	349,760
720154 - MAL	412,360	359,134	365,361	371,712	378,191
720265 - Special Collections: Burton, MRL, Automotive	437,720	422,585	429,912	437,385	445,008
720510 - Library Data Processing	251,520	403,151	410,141	417,272	424,544
720650 - Security, Maintenance, & Shipping	804,716	962,332	976,908	991,775	1,006,940
00190 - Library Branch Services	8,016,022	8,242,594	8,387,188	8,534,668	8,685,106
720210 - Chaney	238,570	262,956	267,515	272,165	276,909
720220 - Hubbard	337,343	353,511	359,640	365,892	372,269
720230 - Redford	409,925	413,090	420,253	427,558	435,010
720240 - Campbell	341,322	377,584	384,131	390,809	397,621
720260 - Jefferson	302,060	265,991	270,603	275,307	280,105
720270 - Chase	331,106	377,726	384,276	390,956	397,770
720275 - Clerical Assistance Branches	1,633,380	1,471,943	1,499,139	1,526,879	1,555,174
720290 - Franklin	311,462	307,979	313,319	318,766	324,322
720300 - SIR/Douglass	623,568	682,370	694,201	706,269	718,579
720310 - Elmwood Park	299,459	369,281	375,684	382,215	388,877
720320 - Parkman	542,927	605,997	616,505	627,222	638,154

CITY OF DETROIT  
 BUDGET DEVELOPMENT  
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER  
 EXPENDITURES

Department # - Department Name	FY2019	FY2020	FY2021	FY2022	FY2023
Fund # - Fund Name	Adopted	Recommended	Forecast	Forecast	Forecast
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
720330 - Wilder	335,893	336,867	342,708	348,666	354,743
720340 - Conely	298,064	318,588	324,112	329,746	335,494
720350 - Chandler Park	302,060	318,588	324,112	329,746	335,494
720360 - Bowen	236,630	204,878	208,430	212,053	215,749
720370 - Knapp	365,324	388,797	395,539	402,415	409,429
720380 - Edison	173,967	330,142	335,867	341,706	347,662
720390 - Duffield	233,930	260,384	264,899	269,504	274,201
720400 - Sherwood Forest	347,566	258,499	262,981	267,553	272,216
720410 - Downtown	351,466	337,423	343,274	349,241	355,328
<b>10454 - Library Administrative Management</b>	<b>19,611,849</b>	<b>20,179,569</b>	<b>19,257,854</b>	<b>19,633,371</b>	<b>20,110,954</b>
720002 - DPL - Administrative Services	6,792,313	6,930,124	6,949,378	6,969,018	6,989,051
720012 - DPL - Library - Director of Public Services	138,373	141,140	141,140	141,140	141,140
720452 - DPL - Library Marketing Services	334,350	386,348	392,624	399,025	405,554
720462 - DPL - Director of Technical Services	162,665	178,389	181,482	184,636	187,854
720475 - DPL - Clerical Assistance Administrative Services	147,645	162,958	165,783	168,665	171,606
720482 - DPL - Bibliographic	165,161	259,118	263,611	268,194	272,868
720492 - DPL - Print Shop	109,802	131,173	133,447	135,767	138,133
720502 - DPL - Technical Processing Services	1,650,251	1,793,044	1,179,249	1,448,603	1,808,914
720532 - DPL - Director of Information Systems	1,799,567	1,561,756	1,575,595	1,589,711	1,604,109
720535 - DPL - Digital Lab	164,647	257,113	261,571	266,119	270,757
720542 - DPL - Human Resources	492,207	545,755	555,218	564,870	574,715
720572 - DPL - Director of Business & Financial Operations	2,658,551	2,718,605	2,729,415	2,740,441	2,751,687
720622 - DPL - Facilities Maintenance	3,810,673	3,962,288	3,573,331	3,596,835	3,629,795
720642 - DPL - Contract Maintenance	953,384	895,717	895,717	895,717	895,717
720662 - DPL - Shipping Services	232,260	256,041	260,293	264,630	269,054
<b>Grand Total</b>	<b>31,845,648</b>	<b>32,940,811</b>	<b>32,240,837</b>	<b>32,842,522</b>	<b>33,550,805</b>

CITY OF DETROIT  
 BUDGET DEVELOPMENT  
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER  
 REVENUES

Department # - Department Name	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
72 - Detroit Public Library	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
3001 - Library	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
10454 - Library Administrative Management	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
720002 - DPL - Administrative Services	31,845,648	32,940,811	32,240,837	32,842,522	33,550,805
<b>Grand Total</b>	<b>31,845,648</b>	<b>32,940,811</b>	<b>32,240,837</b>	<b>32,842,522</b>	<b>33,550,805</b>

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

72000-DPL-Library	FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE	FY 2021-22 FTE	FY 2022-23 FTE
Appropriation	Budget	Mayor	Forecast	Forecast	Forecast
Cost Center					
Job Code and Title					
<b>00189-Library Music, Arts, &amp; Literature (MAL)</b>					
720025-Library Circulation					
449002.Librarian - Clerk	2	1	1	1	1
449003.Librarian - Senior Clerk	0	1	1	1	1
449005.Librarian - Principal Clerk	1	1	1	1	1
<b>Total 720025-Library Circulation</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
720033-Detroit Public Library--Children's Library Services					
441001.Librarian Pre-Professional Assistant	0	1	1	1	1
441028.Librarian II	1	1	1	1	1
441038.Librarian III	2	2	2	2	2
441053.Librarian - Department Manager	1	1	1	1	1
441178.Librarian-Customer Support Assistant	1	1	1	1	1
449003.Librarian - Senior Clerk	2	1	1	1	1
<b>Total 720033-Detroit Public Library--Children's Library Services</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
720034-Children & Young Adult Services					
441055.Librarian - Coordinator of Major Library Activity - Grade I	1	1	1	1	1
449002.Librarian - Clerk	0	1	1	1	1
<b>Total 720034-Children &amp; Young Adult Services</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
720042-Popular Library					
441011.Librarian I	1	1	1	1	1
441038.Librarian III	1	1	1	1	1
449002.Librarian - Clerk	1	1	1	1	1
<b>Total 720042-Popular Library</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
720044-TIP & TRC					
441028.Librarian II	1	1	1	1	1
441038.Librarian III	2	1	1	1	1
441053.Librarian - Department Manager	1	1	1	1	1
<b>Total 720044-TIP &amp; TRC</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
720045-Clerical Assistance-Main					
441002.Librarian - Customer Support Representative I - Hourly	23	27	27	27	27

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

<b>72000-DPL-Library</b>		<b>FY 2018-19 FTE</b>	<b>FY 2019-20 FTE</b>	<b>FY 2020-21 FTE</b>	<b>FY 2021-22 FTE</b>	<b>FY 2022-23 FTE</b>
<b>Appropriation</b>		<b>Budget</b>	<b>Mayor</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Cost Center</b>	<b>Job Code and Title</b>					
	<b>Total 720045-Clerical Assistance-Main</b>	<b>23</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>
	720054-Social Services, Education and Religion (SSER)					
	441053.Library - Department Manager	1	1	1	1	1
	449002.Library - Clerk	1	0	0	0	0
	<b>Total 720054-Social Services, Education and Religion (SSER)</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	720114-Business, Science and Technology (BST)					
	441011.Librarian I	1	1	1	1	1
	441028.Librarian II	1	1	1	1	1
	441038.Librarian III	1	1	1	1	1
	441053.Library - Department Manager	1	1	1	1	1
	449002.Library - Clerk	0	1	1	1	1
	449003.Library - Senior Clerk	1	0	0	0	0
	<b>Total 720114-Business, Science and Technology (BST)</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
	720154-MAL					
	441028.Librarian II	2	1	1	1	1
	441053.Library - Department Manager	3	3	3	3	3
	449002.Library - Clerk	1	1	1	1	1
	<b>Total 720154-MAL</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
	720265-Special Collections: Burton, MRL, Automotive					
	441011.Librarian I	1	1	1	1	1
	441028.Librarian II	1	1	1	1	1
	441038.Librarian III	2	2	2	2	2
	441055.Library - Coordinator of Major Library Activity - Grade I	1	1	1	1	1
	449003.Library - Senior Clerk	2	1	1	1	1
	<b>Total 720265-Special Collections: Burton, MRL, Automotive</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
	720510-Library Data Processing					
	441011.Librarian I	0	1	1	1	1
	441038.Librarian III	1	2	2	2	2
	441053.Library - Department Manager	1	1	1	1	1
	441178.Library-Customer Support Assistant	2	2	2	2	2

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

72000-DPL-Library Appropriation Cost Center Job Code and Title	FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE	FY 2021-22 FTE	FY 2022-23 FTE
	Budget	Mayor	Forecast	Forecast	Forecast
<b>Total 720510-Library Data Processing</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
720650-Security, Maintenance, & Shipping					
449025.Library - Security Guard	13	14	14	14	14
449029.Library - Assistant Security Manager	1	1	1	1	1
449032.Library - Supervising Building Attendant - Grade I	1	1	1	1	1
449044.Library - Security Manager	1	1	1	1	1
<b>Total 720650-Security, Maintenance, &amp; Shipping</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
<b>Total 00189-Library Music, Arts, &amp; Literature (MAL)</b>	<b>81</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>85</b>
<b>00190-Library Branch Services</b>					
720210-Chaney					
441011.Librarian I	1	1	1	1	1
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	1	1	1	1
449002.Library - Clerk	1	1	1	1	1
<b>Total 720210-Chaney</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
720220-Hubbard					
441011.Librarian I	0	1	1	1	1
441028.Librarian II	1	0	0	0	0
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	1	1	1	1
441178.Library-Customer Support Assistant	1	1	1	1	1
449002.Library - Clerk	1	1	1	1	1
449060.Library - Branch Janitor	1	1	1	1	1
<b>Total 720220-Hubbard</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
720230-Redford					
441001.Library Pre-Professional Assistant	1	1	1	1	1
441011.Librarian I	1	1	1	1	1
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	1	1	1	1
441178.Library-Customer Support Assistant	1	1	1	1	1



**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

<b>72000-DPL-Library</b>		<b>FY 2018-19 FTE</b>	<b>FY 2019-20 FTE</b>	<b>FY 2020-21 FTE</b>	<b>FY 2021-22 FTE</b>	<b>FY 2022-23 FTE</b>
<b>Appropriation</b>		<b>Budget</b>	<b>Mayor</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Cost Center</b>	<b>Job Code and Title</b>					
	449002.Library - Clerk	1	1	1	1	1
	449060.Library - Branch Janitor	1	1	1	1	1
	<b>Total 720230-Redford</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
	<b>720240-Campbell</b>					
	441011.Librarian I	0	1	1	1	1
	441028.Librarian II	1	1	1	1	1
	441038.Librarian III	1	1	1	1	1
	441053.Library - Department Manager	1	1	1	1	1
	441178.Library-Customer Support Assistant	1	1	1	1	1
	449002.Library - Clerk	1	1	1	1	1
	449060.Library - Branch Janitor	1	0	0	0	0
	<b>Total 720240-Campbell</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
	<b>720260-Jefferson</b>					
	441028.Librarian II	1	1	1	1	1
	441038.Librarian III	1	1	1	1	1
	441053.Library - Department Manager	1	1	1	1	1
	449002.Library - Clerk	1	1	1	1	1
	449060.Library - Branch Janitor	1	0	0	0	0
	<b>Total 720260-Jefferson</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
	<b>720270-Chase</b>					
	441011.Librarian I	1	1	1	1	1
	441028.Librarian II	0	1	1	1	1
	441038.Librarian III	1	1	1	1	1
	441053.Library - Department Manager	1	1	1	1	1
	441178.Library-Customer Support Assistant	1	1	1	1	1
	449002.Library - Clerk	1	1	1	1	1
	449060.Library - Branch Janitor	1	0	0	0	0
	<b>Total 720270-Chase</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
	<b>720275-Clerical Assistance Branches</b>					
	441002.Library - Customer Support Representative I - Hourly	54	54	54	54	54

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

72000-DPL-Library	FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE	FY 2021-22 FTE	FY 2022-23 FTE
Appropriation	Budget	Mayor	Forecast	Forecast	Forecast
Cost Center					
Job Code and Title					
<b>Total 720275-Clerical Assistance Branches</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>
720290-Franklin					
441028.Librarian II	1	1	1	1	1
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	2	2	2	2
441178.Library-Customer Support Assistant	1	0	0	0	0
449002.Library - Clerk	1	0	0	0	0
<b>Total 720290-Franklin</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
720300-SIR/Douglass					
441028.Librarian II	2	2	2	2	2
441038.Librarian III	2	2	2	2	2
441055.Library - Coordinator of Major Library Activity - Grade I	1	1	1	1	1
441178.Library-Customer Support Assistant	1	1	1	1	1
449002.Library - Clerk	1	1	1	1	1
449003.Library - Senior Clerk	1	1	1	1	1
449024.Library - Bookmobile Operator	2	2	2	2	2
449060.Library - Branch Janitor	1	1	1	1	1
<b>Total 720300-SIR/Douglass</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
720310-Elmwood Park					
441028.Librarian II	1	1	1	1	1
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	1	1	1	1
441178.Library-Customer Support Assistant	1	1	1	1	1
449002.Library - Clerk	1	2	2	2	2
<b>Total 720310-Elmwood Park</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
720320-Parkman					
441001.Library Pre-Professional Assistant	2	2	2	2	2
441028.Librarian II	2	1	1	1	1
441038.Librarian III	0	2	2	2	2
441053.Library - Department Manager	1	1	1	1	1

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

<u>72000-DPL-Library</u>	<u>FY 2018-19 FTE</u>	<u>FY 2019-20 FTE</u>	<u>FY 2020-21 FTE</u>	<u>FY 2021-22 FTE</u>	<u>FY 2022-23 FTE</u>
<u>Appropriation</u>	<u>Budget</u>	<u>Mayor</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<u>Cost Center</u>					
<u>Job Code and Title</u>					
441178.Library-Customer Support Assistant	3	2	2	2	2
449002.Library - Clerk	1	1	1	1	1
449094.Library - Boiler Operator Low Pressure	1	1	1	1	1
<b>Total 720320-Parkman</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>720330-Wilder</b>					
441028.Librarian II	1	1	1	1	1
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	1	1	1	1
441178.Library-Customer Support Assistant	1	1	1	1	1
449002.Library - Clerk	1	1	1	1	1
<b>Total 720330-Wilder</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>720340-Conely</b>					
441028.Librarian II	1	1	1	1	1
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	1	1	1	1
449002.Library - Clerk	1	1	1	1	1
449060.Library - Branch Janitor	1	1	1	1	1
<b>Total 720340-Conely</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>720350-Chandler Park</b>					
441028.Librarian II	1	1	1	1	1
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	1	1	1	1
449002.Library - Clerk	1	1	1	1	1
449060.Library - Branch Janitor	1	1	1	1	1
<b>Total 720350-Chandler Park</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>720360-Bowen</b>					
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	1	1	1	1	1
449002.Library - Clerk	1	1	1	1	1
449060.Library - Branch Janitor	1	0	0	0	0

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

72000-DPL-Library		FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE	FY 2021-22 FTE	FY 2022-23 FTE
Appropriation		Budget	Mayor	Forecast	Forecast	Forecast
Cost Center	Job Code and Title					
	<b>Total 720360-Bowen</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
	720370-Knapp					
	441028.Librarian II	2	2	2	2	2
	441038.Librarian III	1	1	1	1	1
	441053.Library - Department Manager	1	1	1	1	1
	449002.Library - Clerk	1	1	1	1	1
	449060.Library - Branch Janitor	1	1	1	1	1
	<b>Total 720370-Knapp</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
	720380-Edison					
	441028.Librarian II	0	1	1	1	1
	441038.Librarian III	0	1	1	1	1
	441053.Library - Department Manager	1	1	1	1	1
	441178.Library-Customer Support Assistant	1	1	1	1	1
	449002.Library - Clerk	1	1	1	1	1
	<b>Total 720380-Edison</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
	720390-Duffield					
	441038.Librarian III	1	1	1	1	1
	441053.Library - Department Manager	1	1	1	1	1
	441178.Library-Customer Support Assistant	1	1	1	1	1
	449002.Library - Clerk	1	1	1	1	1
	<b>Total 720390-Duffield</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
	720400-Sherwood Forest					
	441038.Librarian III	2	1	1	1	1
	441053.Library - Department Manager	1	1	1	1	1
	441178.Library-Customer Support Assistant	1	1	1	1	1
	449002.Library - Clerk	1	1	1	1	1
	449060.Library - Branch Janitor	1	0	0	0	0
	<b>Total 720400-Sherwood Forest</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
	720410-Downtown					
	441011.Librarian I	0	1	1	1	1

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

72000-DPL-Library	FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE	FY 2021-22 FTE	FY 2022-23 FTE
Appropriation	Budget	Mayor	Forecast	Forecast	Forecast
Cost Center					
Job Code and Title					
441028.Librarian II	1	0	0	0	0
441038.Librarian III	1	0	0	0	0
441053.Library - Department Manager	1	1	1	1	1
441178.Library-Customer Support Assistant	1	1	1	1	1
449002.Library - Clerk	1	1	1	1	1
449003.Library - Senior Clerk	0	1	1	1	1
449060.Library - Branch Janitor	1	1	1	1	1
<b>Total 720410-Downtown</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Total 00190-Library Branch Services</b>	<b>163</b>	<b>161</b>	<b>161</b>	<b>161</b>	<b>161</b>
<b>10454-Library Administrative Management</b>					
720002-DPL-Administrative Services					
441056.Library-Assistant Director	1	1	1	1	1
441065.Library - Director of Public Services	0	1	1	1	1
441080.Library Deputy Director	1	0	0	0	0
441085.Library - Director and Chief Operating Officer	1	1	1	1	1
441088.Library-Chief Administrative and Technology Officer	1	1	1	1	1
449010.Library - Administrative Assistant II	2	2	2	2	2
449098.Library - Administrative Projects Specialist	3	3	3	3	3
<b>Total 720002-DPL-Administrative Services</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
720452-DPL-Library Marketing Services					
441056.Library-Assistant Director	1	1	1	1	1
449010.Library - Administrative Assistant II	1	1	1	1	1
449039.Library - Publications Specialist	1	1	1	1	1
449045.Library - Publications Manager	1	1	1	1	1
<b>Total 720452-DPL-Library Marketing Services</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
720462-DPL-Director of Technical Services					
441056.Library-Assistant Director	1	1	1	1	1
449003.Library - Senior Clerk	1	1	1	1	1
<b>Total 720462-DPL-Director of Technical Services</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
720475-DPL-Clerical Assistance Administrative Services					
441056.Library-Assistant Director	1	1	1	1	1
449003.Library - Senior Clerk	1	1	1	1	1
<b>Total 720475-DPL-Clerical Assistance Administrative Services</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

72000-DPL-Library	FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE	FY 2021-22 FTE	FY 2022-23 FTE
Appropriation	Budget	Mayor	Forecast	Forecast	Forecast
Cost Center					
Job Code and Title					
441002.Library - Customer Support Representative I - Hourly	5	5	5	5	5
<b>Total 720475-DPL-Clerical Assistance Administrative Services</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
720482-DPL-Bibliographic.					
441038.Librarian III	1	2	2	2	2
449042.Library - Technical Services Assistant	2	2	2	2	2
<b>Total 720482-DPL-Bibliographic.</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
720492-DPL-Print Shop					
441125.Library-Copy Center Supervisor	1	1	1	1	1
449016.Senior Duplicating Devices Operator	1	1	1	1	1
<b>Total 720492-DPL-Print Shop</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
720502-DPL-Technical Processing Services					
441053.Library - Department Manager	1	1	1	1	1
441172.Library - Processing Manager	1	1	1	1	1
449003.Library - Senior Clerk	4	3	3	3	3
<b>Total 720502-DPL-Technical Processing Services</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
720532-DPL -Director of Information Systems					
441056.Library-Assistant Director	1	1	1	1	1
441183.Library-Information Systems Support Specialist	1	1	1	1	1
449046.Library - Networks Administrator	1	1	1	1	1
449047.Library - Senior Pc/Network Maintenance Technician	2	2	2	2	2
449080.Library-Systems Specialist	1	1	1	1	1
449085.Library - Webmaster	0	1	1	1	1
449097.Library - Pc/Network Maintenance Technician	2	2	2	2	2
<b>Total 720532-DPL -Director of Information Systems</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
720535-DPL-Digital Lab					
441038.Librarian III	1	1	1	1	1
441053.Library - Department Manager	0	1	1	1	1
449042.Library - Technical Services Assistant	2	2	2	2	2
<b>Total 720535-DPL-Digital Lab</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
720542-DPL-Human Resources					

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

<b>72000-DPL-Library</b>		<b>FY 2018-19 FTE</b>	<b>FY 2019-20 FTE</b>	<b>FY 2020-21 FTE</b>	<b>FY 2021-22 FTE</b>	<b>FY 2022-23 FTE</b>
<b>Appropriation</b>		<b>Budget</b>	<b>Mayor</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Cost Center</b>	<b>Job Code and Title</b>					
441090.Library - Associate Director		1	1	1	1	1
441152.Library Human Resources Manager		1	1	1	1	1
449002.Library - Clerk		1	1	1	1	1
449010.Library - Administrative Assistant II		1	1	1	1	1
449036.Library - Staff Development Specialist		1	1	1	1	1
449088.Library - Senior Payroll Specialist		1	1	1	1	1
<b>Total 720542-DPL-Human Resources</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>720572-DPL-Director of Business &amp; Financial Operations</b>						
441090.Library - Associate Director		1	1	1	1	1
441155.Library - Senior Accountant		2	2	2	2	2
441175.Library - Accounts Payable Manager		1	1	1	1	1
449003.Library - Senior Clerk		1	2	2	2	2
449006.Library - Senior Voucher Audit Clerk		1	1	1	1	1
449089.Library - Purchasing Manager		1	1	1	1	1
<b>Total 720572-DPL-Director of Business &amp; Financial Operations</b>		<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>720622-DPL-Facilities Maintenance</b>						
441056.Library-Assistant Director		1	1	1	1	1
449009.Library - Administrative Assistant I		1	1	1	1	1
449033.Library - Facilities Manager		1	1	1	1	1
449043.Library - Chief Refrigeration Equipment Operator - First Class		1	1	1	1	1
449051.Library HVAC Technician		0	1	1	1	1
449056.Library - Park Maintenance Worker		2	0	0	0	0
449057.Library - Park Maintenance Foreman		0	1	1	1	1
449060.Library - Branch Janitor		1	0	0	0	0
449063.Library - Building Trades Worker General		2	3	3	3	3
449065.Library - Finish Carpenter		3	2	2	2	2
449067.Library - Finish Painter		1	1	1	1	1
449069.Library-Plumber		2	2	2	2	2
449070.Library - Electrician		1	1	1	1	1

**CITY OF DETROIT**  
**FY2020 - 2023 Positions - Mayor**

72000-DPL-Library	FY 2018-19 FTE Budget	FY 2019-20 FTE Mayor	FY 2020-21 FTE Forecast	FY 2021-22 FTE Forecast	FY 2022-23 FTE Forecast
Appropriation	2	2	2	2	2
Cost Center	18	17	17	17	17
Job Code and Title					
449093.Library - Refrigeration Equipment Operfor - First Class					
<b>Total 720622-DPL-Facilities Maintenance</b>					
720662-DPL-Shipping Services					
449002.Library - Clerk	1	1	1	1	1
449005.Library - Principal Clerk	1	1	1	1	1
449023.Library - Delivery Driver	3	3	3	3	3
<b>Total 720662-DPL-Shipping Services</b>	5	5	5	5	5
<b>Total 10454-Library Administrative Management</b>	78	80	80	80	80
<b>Agency Total</b>	322	326	326	326	326



# Attachment I

## DETROIT PUBLIC LIBRARY

Management's Discussion and Analysis (Continued)  
June 30, 2018

### The Library as a Whole

The following table shows, in condensed format, the net position as of June 30, 2018 and 2017.

	2018	2017
<b>Assets</b>		
Current and Other Assets	\$ 50,009,307	\$ 53,104,146
Capital Assets	21,821,062	22,007,373
<b>Total Assets</b>	71,830,369	75,111,519
<b>Deferred Outflows of Resources</b>	3,542,781	9,906,505
<b>Liabilities</b>		
Current Liabilities	10,805,763	11,977,155
Noncurrent Liabilities	34,449,441	33,089,602
<b>Total Liabilities</b>	45,255,204	45,066,757
<b>Deferred Inflows of Resources</b>	702,470	8,139,005
<b>Net Position</b>		
Net Investment in Capital Assets	21,821,062	22,007,373
Restricted	11,134,912	10,708,298
Unrestricted	(3,540,498)	(903,409)
<b>Total Net Position</b>	\$ 29,415,476	\$ 31,812,262

The Library's total net position was \$29,415,476 at June 30, 2018, a decrease of \$2,396,786, over the total net position at the end of the previous fiscal year. Revenues exceeded expenses during the year by \$3,154,214, however, beginning net position was restated from \$31,812,262 to \$26,261,262 due to a settlement between the Library and its union members giving each Library retiree an additional payment for 15 years.

The following table shows the changes in net position during the current and previous years.

	2018	2017
<b>Revenues</b>		
Program Revenue:		
Charges for Services	\$ 319,006	\$ 328,459
Operating Grants and Contributions	1,057,183	1,407,552
General Revenue:		
* Property Taxes	27,516,636	31,117,720
Other Taxes	1,576,666	2,354,799
Penal Fines	406,596	356,140
Investment Earnings	887,141	908,644
Miscellaneous	600,309	136,205
<b>Total General Revenue</b>	30,987,348	34,873,508
<b>Expenses</b>		
Library Services/Recreation and Culture	33,732,263	31,585,908
Pension Expense	(4,522,940)	(5,833,839)
<b>Change in Net Position</b>	\$ 3,154,214	\$ 10,857,450