**CAPITAL PROJECTS.** Our building is beautiful and well used and utilized, but needs work. Here is a list of upcoming anticipated capital expenses we must consider. This can come from our investments but will reduce the amount of investment return we can devote to operating costs as a result.

* HVAC Control systems need updating.
* Stair treads and flooring in the back stairwells due for replacement.
* Broken glass in fire alarm box.
* Broken windows in 2 hallways.
* Multiple chairs throughout library need repair or replacement.
* Broken glass floor tiles in glass floor.
* New faucet in Milne Room sink. (Current faucet dripping.)
* Replacement of router panel anticipated. (Past life cycle.)
* Tentative: Parking lot may need repair in the near future
* New awning on back door
* Awning on emergency door. (Per fire marshal.)
* Gate or blockade on emergency concrete slab (At recommendation of police.)
* Wheelchair elevator out of order.
* Take down dead tree.
* Wheelchair button to open back door is broken.
* Misc small repairs needed at East Barre location. (Paint, Front Door, Water pipe heaters)

**OVERHEAD AND MAINTENANCE.**  In addition to capital expenses, we need to dedicate more to maintaining our building systems and reducing future needs for replacement. Here are some overlooked expenses we must incorporate into our operating budget.

* Regular carpet cleaning needed in building. (Currently averaging 3 years.)
* Maintenance contracts needed for HVAC, elevator, boilers, and sewer.
* Maintenance needed for parking lot sanding and cleaning (plowing offered in kind, additional services overlooked)
* Maintenance contract needed to address trees on property (dead wood)
* Maintenance contract or service needed to address light fixtures
* Maintenance contract or service needed to inspect and repair stair railings (at least 2 are broken or loose.)

**SERVICES REDUCED.** We have not incorporated the above costs in order to meet a basic operating budget. Additional cuts in costs include:

* **Public Computers.** Public computer maintenance and replacement budget has decreased over the years. We have now scaled our public computer offerings back from XX to 19, with Office offered on only 8 due to cost considerations.
* **Utilities.** We have worked with our current HVAC controls to the best of our ability to limit the use of heat and/or AC in the building. We currently set controls at 64 – 68 degrees during peak use time and reduce heat to 55 when unoccupied. Lights have been switched to LED to conserve electricity, and large fixtures have every other light in use. Additionally, rooms with special use, such as the Milne room, have lights turned off during the day, and we utilize daylight when possible in the Teen and Children’s rooms.
* **Reductions in Staff.** When our budgeted income fell below the expected expense this year, we balanced the budget with a voluntary layoff of one part time employee, and redistributed employee work hours by 10 hours per week to cover our staffing shortage.

**The future of the library**

* We have expanded hours and maximized our utility for staffing in the process. These consistent hours come with no additional cost to operations.
* Programs and Collection Development are largely supported by restricted funds.
* STAFFING. Staff costs represent the bulk of our budget.
* Wages are fair/below average.
* We fall below the average in all but one job category. (Substitute)
* We utilize shelver volunteers, or absorb this work between other employees. Three of the top 10 libraries pay additional staff for this work.
* Of the ten largest VT libraries, six have additional administrative staff. (Assistant Director)
* A reduction in hours or programs won’t help without reduction in staff. Reductions in force (RIF) is the last mechanism we will have to stay solvent if funding is not given at our need.