

2020 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Administration and Marketing ▼

SERVICE NUMBER:

505

SERVICE DESCRIPTION:

This service provides for the system-wide Administrative and Marketing costs for the Library. This includes staffing costs for system-wide management and operational staff, system-wide supplies, and marketing tools. The purpose of this service is to segregate these types of costs from the day-to-day operations of Madison Public Library and its branches.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>						
General-Net						\$4,257,078
Other-Expenditures						
Total	\$0	\$0	\$0	\$0	\$0	\$4,257,078
<i>Budget by Major</i>						
Revenue						(\$56,070)
Personnel						\$1,270,215
Non-Personnel						\$3,042,933
Agency Billings						
Total	\$0	\$0	\$0	\$0	\$0	\$4,257,078
FTEs						12.00

PRIORITY

Citywide Element Effective Government ▼

Describe how this service advances the Citywide Element:

The Administration and Marketing Service of Madison Public Library provides for the system-wide leadership of the library across all departments, along with the marketing and web services that promote the library's nine locations. This service supports the area of Effective Government, specifically in advancing strategy 7, which is ensuring that the City of Madison government is transparent and accountable. This service is responsible for determining the library's service provision using community-driven engagement practices; collecting and analyzing data to support City and Library data initiatives such as Results Madison and the East Side Plan; effectively managing the Library's finances; and providing oversight, management, and support to Library staff. The Library Administration and Marketing Service actively contributes to City-wide initiatives such as Performance Excellence and Neighborhood Resource Teams, and assists with city-wide communication plans and social media consulting. We actively seek out opportunities to work with other City agencies to build capacity in delivering our services.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Payment to Debt Service	68%	The Library's Debt Service payment of \$2.9 million comes out of service 505.
Library System-wide Management	23%	A large part of the remaining funds in 505 is used for salaries of system-wide managers and paying for supplies that are used across the system.
Library Marketing and Web Services	6%	The Library Marketing Department includes 3.0 FTE and funds for advertising and printing.

Library Finance Department

3%

The Library Finance Department includes 2.0 FTE.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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What are the service level impacts of the proposed funding changes?

This is a newly created service allowing Madison Public Library to generate financial statements that reflect the true cost of individual library operations. In the past, these expenses had been recorded in Public Services for Central Library. To view the true cost of Central Library operations there were many manual calculations and review to remove the Administrative and Marketing costs from the financial statement. This new service increase reduces Public Services budgetary needs.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? Yes

Type	Fund	Amount	Description
Perm Wages	1200	\$954,130	Marketing/Communication Specialist, Library Media Coordinator, Library Computer Specialist 2, Admin Clerk 2, Admin Clerk 1, Library Press Operator, Library Director, Program Assistant 1, Accountant 1, Account Technician 1, Library Program Supervisor, Library Associate Director all previously recorded in Public Services.
Benefits	1200	\$234,726	
Total		\$1,188,856	

Explain the assumptions behind the allocation change.

These staff positions previously were classified 100% as Central Library Public Service, being included in the operational costs for the Central Library.

What is the justification behind the allocation change?

In order to have more accurate and true reporting of the operational cost for the Central Library, these positions have been segregated to the Administration and Marketing Service of Madison Public Library.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
1200	42	\$2,826	2020 IRS Interest Credit payments.
1200	43	\$53,244	Marketing production charges to outside entities.

Insert item

Explain the assumptions behind the change to budgeted revenue.

Administrative and Marketing revenues were previously being reported as 100% Central Library Branch operations.

What is the justification behind the proposed change?

By segregating these revenues the Central Library Branch financial reporting is a more accurate representation of the branch revenues.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes ▼

Fund	Major	Amount	Description
1200	53	\$18,900	Administrative and Marketing supplies
1200	54	\$76,518	Administrative and Marketing purchased services
1200	57	\$121,139	Insurance and workers comp interagency charges
1200	59	\$2,826,376	Debt service payments

Insert item

Explain the assumptions behind the requested funding.

Administrative and Marketing revenues were previously being reported as 100% Central Library Branch operations.

What is the justification behind the proposed change?

By segregating these revenues the Central Library Branch financial reporting is a more accurate representation of the branch revenues.

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

As technology grows and changes at amazing speeds, the Library has struggled to meet the demands of its patrons and staff. Part of the issue is that no manager has the capacity to take charge of planning for and supporting technology in library spaces. With a 2.5% funding increase in Administration and Marketing, the Library would create a Director of Technology position to lead this work.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

We would place this position at an 18-10 level, so we would increase personnel by between \$69,000 - \$83,000.

Would the changes include an increase to permanent staffing levels for this service? Yes ▼ If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

City residents would see more consistently updated and current devices; more efficient services like printing, copying, and faxing; additional software offerings to meet a variety of community needs; and programming to teach residents how to better use technology.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

We will institute an equity-based furlough system to save \$27,000. A scale that ranges from one day per month (at the Director level) to two days per year (at the Library Assistant level) would help us to save money while also keeping library operations open to the public. Because the system is equity-based, no positions under the Library Assistant level would be furloughed. We would also have to reduce Administration and Marketing by one position, ideally through attrition. Any additional decrease would be taken out of the marketing budget.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

\$87,000 - \$105,000 would be taken out of personnel, depending upon the position vacated and left unfilled. Any remaining reduction would be taken from marketing.

Would the changes include a decrease to permanent staffing levels for this service? Yes ▼ If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

Reducing the presence of management either through furlough or through the reduction of staff would result in a slow erosion of leadership across the library system, leading to staff that does not feel well supported and patrons whose needs are not being met. If marketing funds are reduced, it will also make it more difficult for residents and visitors to maintain awareness of all the library has to offer, and fewer patrons will take advantage of the library's wide array of resources.

Submit