



Budgeting : Part One

Priority-Setting; Planning and Setting up a Workable
Budget

John Thompson, Director, Indianhead Federated Library
System

Introduction

- Today we will be focusing on the process of crafting a library budget. The numbers are only a part of the budget picture. The budget reflects the service priorities of the library. We will share some tips on gathering information to shape the services that will be reflected in the budget.

Determine your community needs

- What do you want to find out about the library?
 - Essential Services
 - New Services
 - Facility Improvements
 - Service Improvements
 - New Technology
 - Staffing
 - Programming
 - Trends affecting the library

Gathering the Information

- Focus Groups & Community Conversations
- Suggestion Box
- Visiting with Patrons
- Take a look around the municipality and the surrounding area to see what changes might be occurring.
 - A variety of resources available resources may have already gathered this information.
 - A drive around the community can also prove useful especially in areas that you don't normally travel.

Gathering the Information

Library Resources

- Library's Current Long Range Plan
- Wisconsin Public Library Standards http://pld.dpi.wi.gov/pld_standard
- ILS Data
- Library Annual Reports

Library Standards

- Voluntary Wisconsin Public Library Standards http://pld.dpi.wi.gov/pld_standard
 - Service Standards (Chapters 4-8) focus on
 - Governance
 - Staffing
 - Staff Development
 - Access and Facility
 - Collection and Resources
 - Services
 - Youth Services
 - Special Needs (Now referred to as Special Populations/Special Services)
 - Reference

Library Standards

- Quantitative Standards
 - Staffing Levels
 - Collections
 - Open Hours
 - Expenditures

ILS Data

- What data is available from your ILS?
 - Patron registration numbers
 - Demographics
 - Time of day use
 - Collection size
 - Material use

Budget Development Introduction

- The budget plots the course for the library in the coming year
- It is best to be proactive and not reactive
- Highlight new programs and services or important services or activities
- The library's long range plan is reflected in the budget

Budget Development

- Developing a budget appropriation request is essential in providing the Municipality with the information they need to provide the library with adequate funding to carry out the library's goals for the following year.
- One of the library board's most important responsibilities is to work to obtain adequate financial support so that the library can provide a meaningful program of services for the residents of the area.

<http://pld.dpi.wi.gov/files/pld/pdf/te01.pdf>

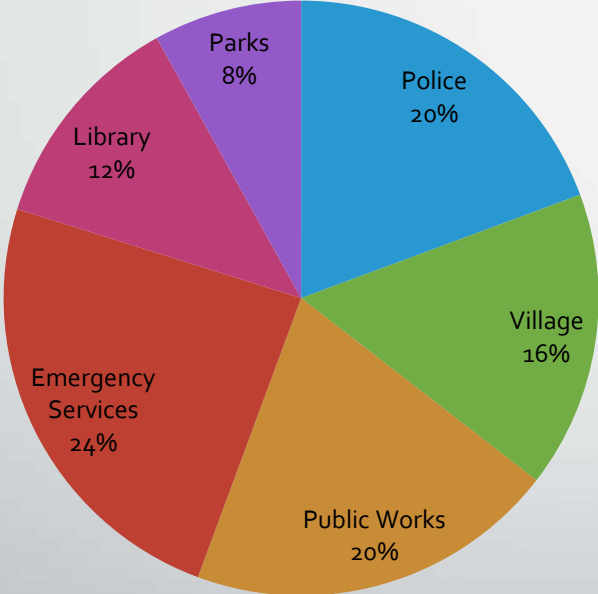
Budget Development Process

- Budget Development Process (Director with Library Board input)
 - Determine what the library hopes to accomplish next year
 - Determine financial resources needed for the next budget year
 - Draft budget document (Director)
 - Present draft to Library Board for their approval
 - Present budget request to Municipality

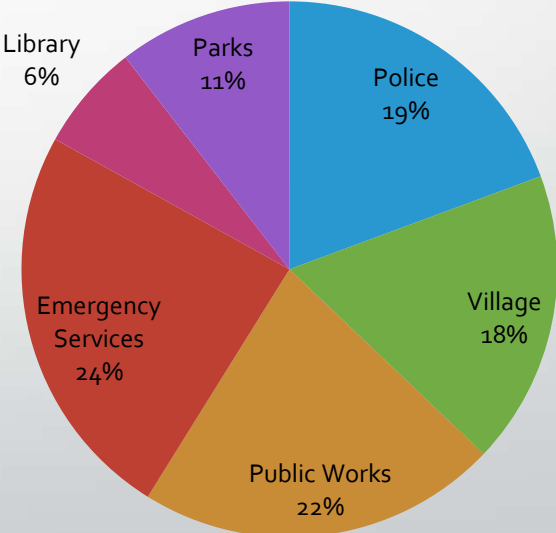
Budget Development

Even in tight budget years it is important to communicate the library's needs

2015 Budget



2015 Budget without request



Budget Revenue

- Sources of Funding/Revenue (Public Funds that must be deposited with municipality)
 - Municipality Appropriation
 - County (ACT 150/420)
 - Funds carried forward (under normal circumstances these should be minimal) (Per 2006 Attorney General Opinion—“...once monies are appropriated for a library board, the library board may not give (or lapse) the funds back to the appropriating authority.”)

Budget Revenue

- Sources of Funding/Revenue (Public Funds that must be deposited with municipality)
 - Fines and Fees (copier or printing fees)
 - State Funds or Federal Funds, if any

Budget Revenue

- Sources of Funding/Revenue (Private Funds)
 - Gifts and Donations, if known amount at budget time
 - This type of fund normally would be from an endowment that provides a known amount each year

Budget Expenditures

- Salaries and Wages
- Benefits
- Materials
 - Books
 - Periodicals
 - Video Materials
 - Audio Materials
 - E-materials
 - Software

Budget Expenditures

- Expenditures
 - Contracted Services
 - Continuing Education
 - Programming
 - Telecommunications
 - Utilities
 - Equipment repair
 - Supplies
 - Computer/Equipment Replacement

Setting up a Budget

- Excel
- Quick Books
- Municipal Software Programs
- Format to meet municipal needs

Sample Budget

Operating Revenue	2015 Budget Request
Municipal appropriation request	\$59,200.00
Home County	\$36,814.00
Other Counties	\$956.00
Fines and Fees	\$1,500.00
Operating Revenue TOTAL	\$98,470.00
Operating Expenditures	2015 Budget Request
Payroll	\$56,370.00
Employee Benefits	\$6,758.00
Books	\$8,000.00
Magazines	\$900.00
Audiovisual/E-Resources	\$4,000.00
Telephones/Internet	\$1,700.00
Supplies	\$2,200.00
Technology/ILS	\$4,400.00
Continuing Education	\$3,000.00
Programming	\$1,500.00
Public Relations/Advertising	\$642.00
Copier Lease/Maint.	\$1,000.00
Building Utilities/Maint.	\$8,000.00
Operating Expenditures Total	\$98,470.00

Prioritize Budget Allocations

- Where to spend the money
 - Services
 - Materials
 - Hours
 - Staffing

Services

- Potential areas of need
 - Business support
 - English Language Learners (ELL) support
 - Creativity/Maker spaces
 - Meeting rooms
 - Early literacy

Services

- Library Programs
 - What are the community needs
 - What other programs are offered in the community
 - Potential partners
- Evaluating programs
 - Program Attendance
 - Feedback from attendees

Services

- Considerations
 - Staff time – additional staff or reallocations
 - Library based vs. outreach
 - Supplies
 - Potential partners
 - Grant or other revenue sources

Materials

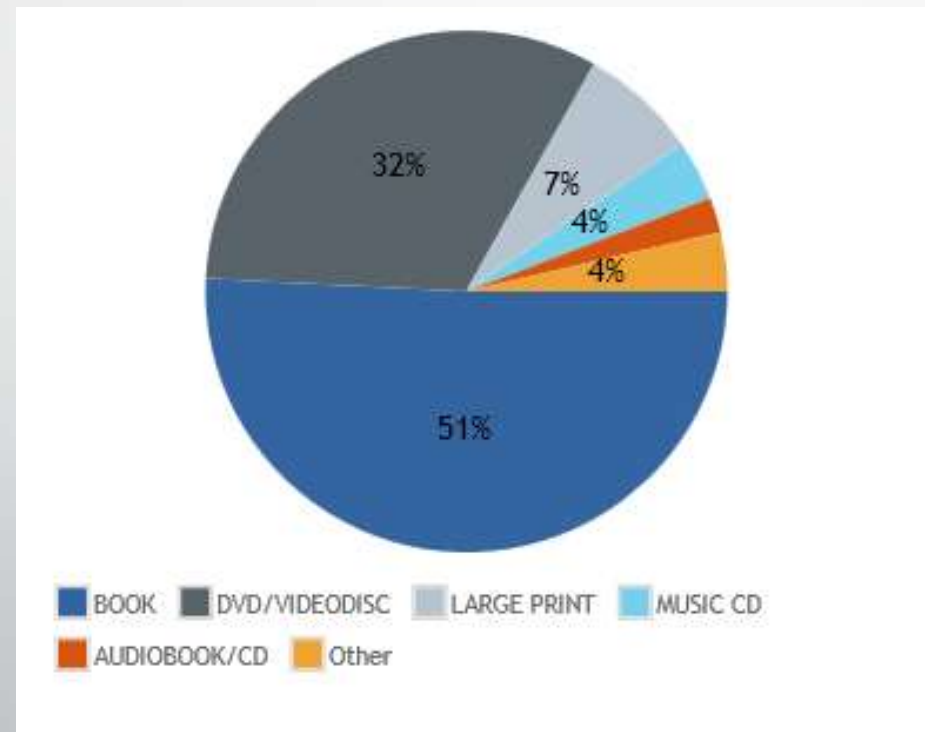
- Where to spend the money?
- Each community is different
 - Commuter
 - Audio books vs. Print
 - Rural or suburban
 - Demographics
 - Large Print or children's materials

Materials

- Considerations
 - Collections allocations
 - Community needs
 - Age of collection
 - Need to update/replace collections
 - High demand items
 - Unique items
 - Availability of materials from other libraries or agencies
 - Cost of the materials
 - Paperback easy readers while in high demand are cheaper than hardcover picture books
 - Space

Materials

ILS Data -- Checkout by Format

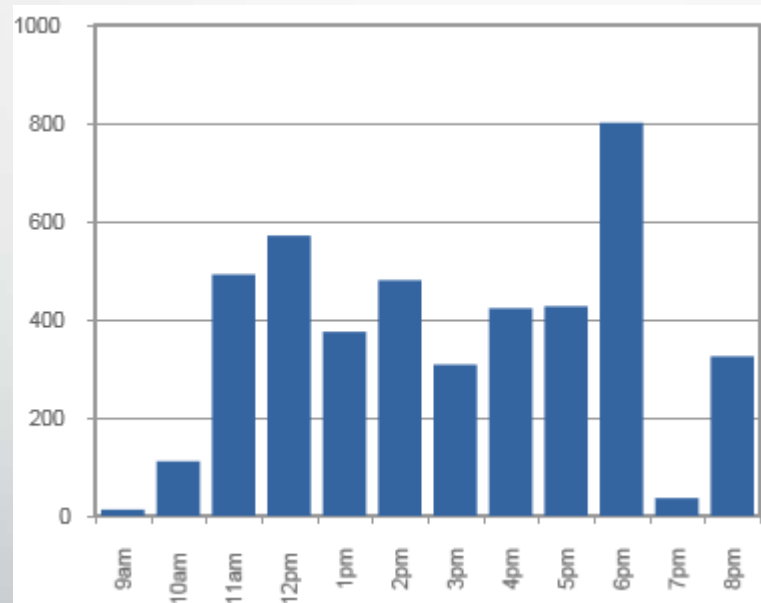


Hours

- Compare peers
 - Annual reports
 - Websites
- Community needs
 - Commuter
 - Community employers

Hours

ILS Data --Checkout by Hour



Hours

- Considerations
 - Consistent hours for patrons
 - Community needs
 - Evening and weekend hours
 - Seniors
 - Parents/small children
 - Afterschool

Staffing

- Staffing levels and training adequate for services and hours?
 - Reallocation of current staff
 - Hire additional staff
 - Staff training and/or hiring needs
 - Foreign languages
 - Literacy
 - Technology
 - Youth services
 - Seniors

Staffing

- Considerations
 - Part-time vs. full-time
 - Benefit costs
 - Ability to hire qualified candidates
 - Longevity
 - Wages of peer libraries; other municipal employees; and community
 - Flexibility/availability of staff members



Part Two

- Presentation Format—Tips on presenting the information to share
- Advocating for the Budget



Resources

Budget Development Resources

- Wisconsin Library Trustee Essentials http://pld.dpi.wi.gov/pld_handbook
- Developing the Library Budget Trustee Essentials <http://pld.dpi.wi.gov/files/pld/pdf/teo8.pdf>
- Wisconsin State Statute Chapter 43 Libraries <http://www.legis.state.wi.us/statutes/statoo43.pdf>



Planning Resources

Planning

Long range planning should be a partnership between the library board and staff to ensure that both groups share the common goals and mission for the community.

Fit library plan into community needs.


Share the plan with the stakeholders and community.

Planning Overview

- Planning Models
- Planning Process
 - Gathering the Information
 - Know Your Community
 - Develop Plan

Basic Planning Model

- Where are we?
 - Library and Community Background
 - Current status of library services; facility and community
- Where do we want to go?
 - Determine plan length
 - Possible changes in the community
- Who is involved?
 - Planning Committee - representative group of community members, library board and staff
 - Library Board and Staff
 - Outside Facilitator—library system staff, UW- Extension, consultants



Planning Models

- Long Range Plans
- Short Term Plans
- Multi-year versus single year Plans

Planning Resources--Gathering the Information

Data

- General Sources
 - Census <http://quickfacts.census.gov/qfd/index.html> State and County Information
 - Wisconsin Data <http://www.doa.state.wi.us/Divisions/Intergovernmental-Relations/Demographic-Services-Center>
 - Discovering Your Data - Jamie McCanless & Tessa Michaelson Schmidt (DPI Public Library Development Team)
 - <http://wla.wisconsinlibraries.org/images/Discovering%20Your%20Data.pdf>
 - UW-Extension County Offices
- Budget – Operating and Capital



Planning Resources--Gathering the Information

Other Information Sources

- Municipal Website
- Comprehensive Plan
- School District

Planning Resources

- Wisconsin Public Library Standards
http://pld.dpi.wi.gov/pld_standard
- <http://pld.dpi.wi.gov/files/pld/pdf/te11.pdf> Trustee Essentials Planning for the Library's Future
- <http://owlsweb.org/l4l/planning> OWLS Library Planning

Contact Information

- John Thompson, Director, Indianhead Federated Library System
 - thompson@ifls.lib.wi.us
 - 715-839-5082 ext 116