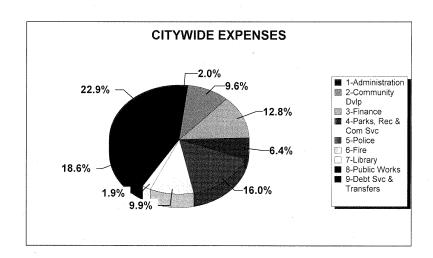
## Board Packet 11/17/08—Budget Discussions and Succession Planning

## I. <u>Library's Share of General Fund Revenue</u>

According to "City of Woodland Preliminary Budget 2008-2009" (July 18, 2008), the Library's \$1,784,252 budget accounts for 1.9% of the citywide budget:

#### CITYWIDE Expenses by DEPARTMENT

09
\$1,937,358
\$9,103,878
\$12,185,677
\$6,097,409
\$15,207,978
\$9,455,914
\$1,784,252
\$17,727,930
\$21,771,719
\$95,272,116



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#### II. Staff and Fringe Costs

Within the Citywide General Fund budget, labor & fringes accounts for 61.4% of the overall budget. For the Library General Fund, labor & fringes accounts for 62.9%.

## <u>Library Employee/Staff Expenditures 10/31/08 (33.33% of fiscal year)</u>

5110	Salaries Permanent FT	\$179,074.73	31.46%
5111	<b>Hourly Wages Permanent</b>	9,215.37	32.80%
5113	Hourly Wages Temporary	36,686.46	45.82%

4,498.75 Temporary Hours (includes all shelving, special projects for collection cleanup, significant children's and media desk coverage, and substitutes as required due to vacations, sick leave or training). A thorough review of the charges indicates anticipated and projected usage in shelving/page and librarian; however, in analyzing the Library Technical Assistant (LTA) expenditures, the Library Board authorized funding from 917 for special projects and coverage from both media and children's desk. LTA hours used through October 31, 2008 is 3,969.5 In looking at the job assignments, staff recommends the transfer of 6 part-time LTAs from General Fund 101 to Library Fund 917,effective 11/21/08, resulting in a 39% savings to the General Fund.

The Library Staff & Fringes budget includes 11 FTE as well as part-time, temporary hours. In addition, the Library added a .75% FTE (Literacy Coordinator) this year that is paid exclusively from non-General Funds (301). As of 10/31/08, the citywide vacancies of authorized positions were as follows by department:

	# Vacancies	# Authorized FTE	Vacancy Rate
Community Development	8	54	14.8%
Finance	2	21	9.5%
Fire	7	62	11.3%
Library	0	12 (11 Gen. Fun	d) 0%
Parks	8	42	19%
Police	8	99	8%
Public Works	<u>9</u>	<u>85</u>	<u>10.58%</u>
Total	42	375	11.2%

### III. Succession Planning for Retirements

Although the library is in excellent shape currently with full staffing, 1 FTE was lost between 2007 and 2008, and upcoming retirements will pose a significant challenge.

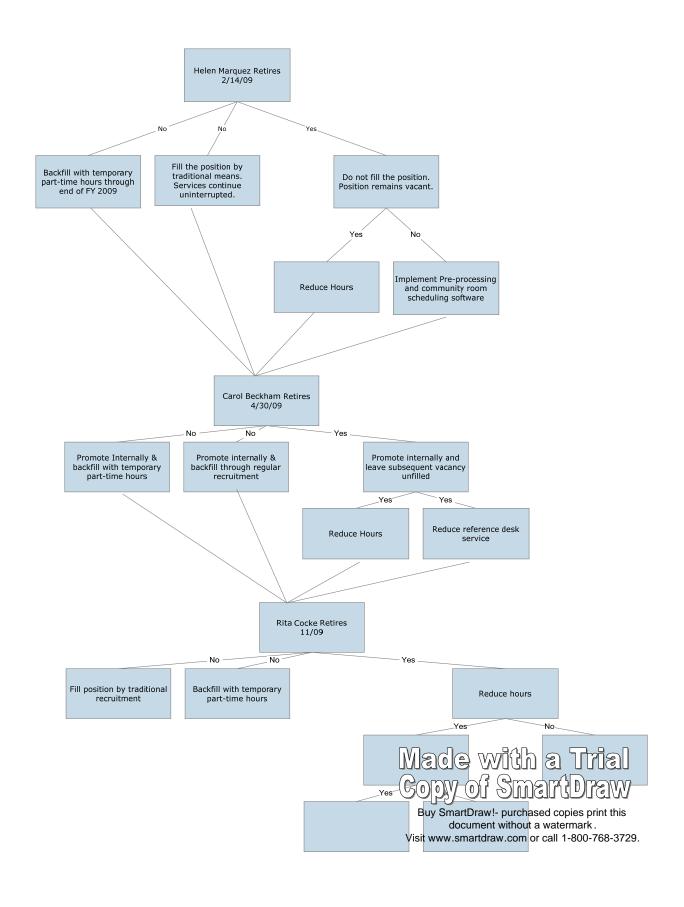
Library's Upcoming Retirements and Succession Planning FY 09:

•	Helen Marquez (1979-2009)	30 years	February 14, 2009	9%
•	Carol Beckham (1983-2009)	26 years	April 20, 2009	18.2%

Library's Upcoming Retirements and Succession Planning FY 10:

					_		
•	Rita Cocke (	(1980-2009)	30	years	Nov	ember 200	9 27.3%

The following decision tree represents the options identified by staff at each of the retirement intervals. The range of options includes "business as usual," minimal short-term impact with most cost effective alternatives and ultimate reductions in service(s). The library staff and Board is interested in working with the City Council and City Manager to craft solutions to the current budgetary challenges that minimize the impact to the public, represent the priorities expressed by the community, and recognize the essential value of all services in the creation of quality of life.



- **IV.** <u>Library Staff Recommendations:</u> All permanent staff met on 11/5/08 to review the budgetary challenges and brainstorm alternatives. Following the brainstorming in each category, voting determined staff priorities. The votes were amazingly consistent and included the following priorities:
  - A. Reduction in hours: if upcoming vacancies are unfilled, reductions in service hours will be necessary. If service hour reductions are necessary, the unanimous choice is to reduce hours in order to employ only one shift per day.
  - **B.** Reduction in workload:
    - 1. contract materials processing to vendor: 82%
    - 2. automate telephone answering: 91%
    - 3. one staff at circulation: 45%
  - **C.** Other ideas with less concurrence
    - 1. eliminate order cards; streamline acquisitions
    - 2. automate Leake Community Room scheduling
    - 3. increase volunteer usage
    - 4. eliminate calling on holds
    - 5. review all material expenditures with circulation/usage
    - 6. return DVDs to shelf

### V. Library Board's Recent History in Relieving the General Fund Burden

A. Materials Cost: In FY 2008, the Board budgeted 46% of the overall \$284,151 from Fund 917. The remaining 54% was funded by General Fund (18%) and Developer Fees (36%). With the FY 2009 budget reductions (approved and proposed), the proportionate share will shift substantially. With a reduction to \$25,000 in General Fund and a proposed reduction from \$85,000 to \$55,000 in Developer Fees the spread would be as follows:

\$25,000	General Fund	12%
\$55,000	Developer Fees	26%
\$134,900	Fund 917	<u>62%</u>
\$214.900	Total Materials	100%

Materials are the primary infrastructure of a library. Gaps resulting from budget cuts are rarely corrected.

- B. Authorized FTE decreased from 12 to 11 in General Fund between 2007 and 2008.
- C. Authorization of part-time temporary wages for Special Projects and desk coverage from Fund 917. Immediate action will result in 39% savings in General Fund temporary hourly wages and fringe.
- D. Authorization of \$13,000 from Fund 917 for the upgrade and increase of self-check equipment to reduce reliance on staff at circulation desk.
- E. The 2005 interior renovation costs were funded by 917.
- F. Fund 917 has historically been a reserve account; however, planned expenditures developed in 2005 will exhaust reserves in 2010.

# VI. Other Financial Support Leveraged to Reduce General Fund

- a. Furniture: Woodland Friends of the Library purchased \$10,000 in furnishings during the 2005 renovation
- b. Programming: The Woodland Friends of the Library contribute over \$10,000 per year for children's, young adult and humanities programming.
- c. Basic Facility Maintenance and Upkeep: The Woodland Friends of the Library recently contributed \$5,000 for the replacement of the water softener.