



# Human Resources for Libraries

**April 4, 2019**



Larry Neal, Director  
Clinton-Macomb Public Library



Karen Knox, Director  
Orion Township Public Library

**And you, there are many right answers!**



# Topics

- 1. Budget forecasting and planning**
- 2. Compensation**
- 3. Benefits packages**
- 4. Job descriptions**
- 5. Organizational charts**

**Library director's view of the annual budget:**

**“How do I keep the collections current, pay for utilities and snow removal, upgrade the public computers, replace the nasty carpeting in the storytime room, give the staff a raise and encourage people to break state laws in my county to generate more penal fine revenue?”**



**Staff's view of the annual budget:**

**“How much is my raise this year? I hope we get more staff! I need more money for the collection. How am I supposed to do my job with my staff computer running Office 2010?”**



# Topics

- 1. Budget forecasting and planning**
2. Compensation
3. Benefits packages
4. Job descriptions
5. Organizational charts



**Meet “Mel” the  
\$280,000  
librarian!**



# Example

- **Imagine Mel is hired as a librarian with a starting salary of \$40,000 with the following employer paid benefits: health insurance (80%), 5% pension paid based on salary, 10 vacation days, 8 sick days, other standard insurance. How much should the library budget for Mel's annual expenses? What will Mel's take home pay be?**



# Library budget for Mel

Item	Amount
Salary	\$40,000
Federal Insurance Act Contributions tax (7.65%)	3,060
Health Insurance (80% of cost)	5,000
Pension (5% of salary)	2,000
Sub hours to cover sick/vacation	2,900
Long term, life, workers comp insurance	350
Professional development and memberships	250
<b>TOTAL</b>	<b>\$53,560</b>

# Mel's take home pay



Item	Amount
Salary	\$40,000
Less 20% health insurance co-pay	-1,240
Less 3% voluntary 457 pension deduction	-1,200
Less social security/Medicare taxes (7.65%)	-2,873
Less federal income tax (15% bracket)	-4,242
Less state income tax (4% sample)	-1,502
<b>TOTAL</b>	<b>\$28,943</b>

## Library's perspective

Item	Amount
Salary	\$40,000
FICA (7.65%)	3,060
Health Insurance (80% of cost)	5,000
Pension (5% of salary)	2,000
Sub hours to cover sick/vacation	2,900
Other ins and prof dev	600
<b>TOTAL</b>	<b>\$53,560</b>

## Mel's perspective

Item	Amount
Salary	\$40,000
Less 20% health ins co-pay	-1,240
Less 3% voluntary 457 pension	-1,200
Less SS/Medicare taxes (7.65%)	-2,873
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Less state income tax (4% sample)	-1,502
<b>TOTAL</b>	<b>\$28,943</b>

 **gap = \$24,617** 

# **forecasting - defined**

- **prediction or estimate relying mainly on data from the past and present and analysis of trends.**

**Forecasting starts with assumptions based on management's experience, knowledge, and judgment.**

# **Value of forecasting**

- **Sets an educated target for revenues and expenditures**
- **Creates an environment of deliberate managerial actions rather than a crisis response to unplanned events**
- **Allows time to make incremental adjustments over multiple years**
- **Provides perspective**

# **Limitations of forecasting**

- **Is an estimate**
- **The longer into the future the more opportunity for variability**
- **Is not a replacement for continuous, ongoing financial oversight and planning**

# CMPL long-term forecast (see handout)

## CMPL Financial Forecast 2018-29

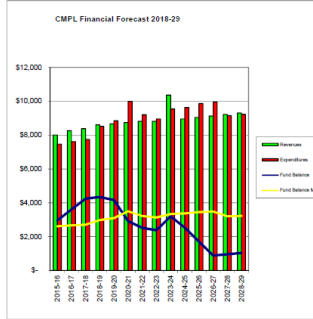
Assumes \$13M bond for new North | \$1M bond + \$1M cash Main refresh | millage renewed in 2020

Denotes estimated amendment

	2015-16	2016-17	2017-18	Estimated Annual Percentage Change										
	Actual	Actual	Approved	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
<b>REVENUES</b>														
Property Taxes	\$ 7,244	\$ 7,297	\$ 7,464	-4%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
State Aid	\$ 111	\$ 111	\$ 118	-13%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Penal Fines	\$ 150	\$ 136	\$ 147	-19%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fines & Fees	\$ 115	\$ 89	\$ 92	-11%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rent Income	\$ 100	\$ 100	\$ 98	0%	0%	0%	0%	0%	-100%	0%	0%	0%	0%	0%
Contract Income	\$ 150	\$ 154	\$ 153	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Interest Income	\$ 5	\$ 13	\$ 5	300%	10%	10%	1%	1%	1%	1%	1%	1%	1%	1%
Contributions and Donations	\$ 81	\$ 100	\$ 80	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	\$ 51	\$ 262	\$ 226	-33%	-17%	-10%	-10%	-10%	0%	0%	0%	0%	0%	0%
Sale of old North	\$ -	\$ -	\$ -						sell					
<b>Total Revenues</b>	<b>\$ 8,007</b>	<b>\$ 8,262</b>	<b>\$ 8,383</b>											
<b>EXPENDITURES</b>														
Salaries & Wages	\$ 2,505	\$ 2,631	\$ 2,728	3.0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Employee Benefits (w/o Med)	\$ 527	\$ 530	\$ 341	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Medical Insurance	\$ -	\$ -	\$ 244	17%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Professional Development	\$ 54	\$ 36	\$ 19	16%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%
Volunteer Recognition	\$ 5	\$ 5	\$ 5	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Operating Supplies	\$ 78	\$ 76	\$ 90	-9%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Professional Services	\$ 169	\$ 180	\$ 188	1%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Voice and Data Services	\$ 98	\$ 87	\$ 103	0%	1%	1%	5%	1%	1%	1%	1%	1%	1%	1%
Tax Refunds	\$ 9	\$ 7	\$ 10	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Miscellaneous	\$ 20	\$ 19	\$ 20	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Insurance	\$ 52	\$ 52	\$ 59	2%	10%	8%	1%	1%	-8%	1%	1%	1%	1%	1%
Service Contracts	\$ 84	\$ 83	\$ 82	15%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Facilities Maintenance	\$ 325	\$ 329	\$ 379	7%	2%	6%	2%	2%	2%	2%	2%	2%	2%	2%
Utilities	\$ 257	\$ 201	\$ 364	-23%	1%	10%	1%	1%	1%	1%	1%	1%	1%	1%
Property Tax	\$ 12	\$ 12	\$ 13	2%	2%	2%	2%	2%	0%	-100%	0%	0%	0%	0%
Programs	\$ 54	\$ 76	\$ 73	5%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Publicity	\$ 85	\$ 53	\$ 82	-1%	3%	3%	1%	1%	1%	1%	1%	1%	1%	1%
Debt Service - Main	\$ 1,178	\$ 1,031	\$ 1,007	6%	-3%	-4%	6%	-5%	5%	-4%	5%	-6%	-100%	0%
Debt Service - North	\$ 163	\$ 182	\$ 224	174%	97%	4%	3%	-32%	54%	0%	0%	0%	0%	0%
Debt Service - South	\$ 291	\$ 313	\$ 305	13%	0%	3%	2%	-1%	6%	-2%	5%	-2%	4%	-26%
Capital Outlay	\$ 523	\$ 574	\$ 232	92%	-13%	250%	-75%	2%	2%	2%	2%	2%	2%	2%
Materials	\$ 842	\$ 980	\$ 1,000	-3%	-5%	0%	0%	0%	0%	0%	0%	0%	0%	0%
MLBPH@CMPL	\$ 138	\$ 156	\$ 153	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Contingency	\$ -	\$ -	\$ -	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Total Expenditures</b>	<b>\$ 7,469</b>	<b>\$ 7,613</b>	<b>\$ 7,741</b>											
<b>Net Revenues (Expenditures)</b>	<b>\$ 538</b>	<b>\$ 649</b>	<b>\$ 642</b>											
<b>Ending Fund Balance</b>	<b>\$ 2,955</b>	<b>\$ 3,604</b>	<b>\$ 4,246</b>											
<b>Fund Balance Min. (35%)</b>	<b>\$ 2,614</b>	<b>\$ 2,665</b>	<b>\$ 2,709</b>											

Updated: 9/12/2018

## CMPL Financial Forecast 2018-29



This financial estimating tool was developed by John Kaczor at Municipal Analytics in cooperation with the Michigan Department of Treasury's Bureau of Local Government Services.

Updated: 9/12/2018

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	Proposed	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
<b>REVENUES</b>											
Property Taxes	\$ 7,763	\$ 7,840	\$ 7,919	\$ 7,998	\$ 8,078	\$ 8,159	\$ 8,240	\$ 8,323	\$ 8,406	\$ 8,490	\$ 8,575
State Aid	\$ 133	\$ 133	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135
Penal Fines	\$ 119	\$ 119	\$ 119	\$ 119	\$ 119	\$ 119	\$ 119	\$ 119	\$ 119	\$ 119	\$ 119
Fines & Fees	\$ 82	\$ 82	\$ 82	\$ 82	\$ 82	\$ 82	\$ 82	\$ 82	\$ 82	\$ 82	\$ 82
Rent Income	\$ 98	\$ 98	\$ 98	\$ 98	\$ 98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Income	\$ 156	\$ 160	\$ 163	\$ 167	\$ 171	\$ 174	\$ 178	\$ 182	\$ 186	\$ 190	\$ 194
Interest Income	\$ 20	\$ 22	\$ 24	\$ 24	\$ 25	\$ 25	\$ 25	\$ 26	\$ 26	\$ 26	\$ 26
Contributions and Donations	\$ 88	\$ 88	\$ 88	\$ 88	\$ 88	\$ 88	\$ 88	\$ 88	\$ 88	\$ 88	\$ 88
Other Revenues	\$ 151	\$ 126	\$ 113	\$ 102	\$ 92	\$ 92	\$ 92	\$ 92	\$ 92	\$ 92	\$ 92
Sale of old North	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 8,611</b>	<b>\$ 8,668</b>	<b>\$ 8,741</b>	<b>\$ 8,813</b>	<b>\$ 8,813</b>	<b>\$ 10,373</b>	<b>\$ 8,959</b>	<b>\$ 9,045</b>	<b>\$ 9,133</b>	<b>\$ 9,221</b>	<b>\$ 9,311</b>
<b>EXPENDITURES</b>											
Salaries & Wages	\$ 2,810	\$ 2,866	\$ 2,923	\$ 2,982	\$ 3,041	\$ 3,102	\$ 3,164	\$ 3,228	\$ 3,292	\$ 3,358	\$ 3,425
Employee Benefits (w/o Med)	\$ 348	\$ 355	\$ 362	\$ 369	\$ 376	\$ 384	\$ 392	\$ 400	\$ 408	\$ 416	\$ 424
Medical Insurance	\$ 285	\$ 314	\$ 345	\$ 380	\$ 418	\$ 460	\$ 506	\$ 556	\$ 612	\$ 675	\$ 740
Professional Development	\$ 45	\$ 45	\$ 45	\$ 46	\$ 46	\$ 47	\$ 47	\$ 48	\$ 48	\$ 49	\$ 49
Volunteer Recognition	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
Operating Supplies	\$ 82	\$ 84	\$ 85	\$ 87	\$ 89	\$ 90	\$ 92	\$ 94	\$ 96	\$ 98	\$ 100
Professional Services	\$ 190	\$ 194	\$ 198	\$ 202	\$ 206	\$ 210	\$ 214	\$ 218	\$ 222	\$ 227	\$ 231
Voice and Data Services	\$ 103	\$ 104	\$ 105	\$ 110	\$ 111	\$ 113	\$ 114	\$ 119	\$ 121	\$ 122	\$ 123
Tax Refunds	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10
Miscellaneous	\$ 21	\$ 21	\$ 21	\$ 21	\$ 21	\$ 21	\$ 21	\$ 21	\$ 21	\$ 21	\$ 21
Insurance	\$ 60	\$ 66	\$ 71	\$ 72	\$ 73	\$ 73	\$ 68	\$ 68	\$ 69	\$ 70	\$ 71
Service Contracts	\$ 84	\$ 97	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119	\$ 123	\$ 127
Facilities Maintenance	\$ 406	\$ 414	\$ 438	\$ 447	\$ 456	\$ 465	\$ 475	\$ 484	\$ 494	\$ 504	\$ 514
Utilities	\$ 280	\$ 283	\$ 311	\$ 315	\$ 319	\$ 321	\$ 324	\$ 327	\$ 331	\$ 334	\$ 337
Property Tax	\$ 13	\$ 14	\$ 14	\$ 14	\$ 14	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ -
Programs	\$ 77	\$ 78	\$ 80	\$ 81	\$ 83	\$ 85	\$ 86	\$ 88	\$ 90	\$ 92	\$ 93
Publicity	\$ 81	\$ 84	\$ 86	\$ 87	\$ 88	\$ 89	\$ 90	\$ 91	\$ 91	\$ 92	\$ 93
Debt Service - Main	\$ 1,067	\$ 1,035	\$ 994	\$ 1,004	\$ 1,001	\$ 1,051	\$ 1,009	\$ 1,009	\$ 996	\$ -	\$ -
Debt Service - North	\$ 614	\$ 864	\$ 1,002	\$ 1,032	\$ 702	\$ 1,081	\$ 1,081	\$ 1,081	\$ 1,081	\$ 1,081	\$ 1,081
Debt Service - South	\$ 345	\$ 345	\$ 355	\$ 362	\$ 358	\$ 380	\$ 372	\$ 391	\$ 383	\$ 399	\$ 405
Capital Outlay	\$ 445	\$ 385	\$ 1,556	\$ 339	\$ 346	\$ 353	\$ 360	\$ 367	\$ 374	\$ 382	\$ 390
Materials	\$ 975	\$ 926	\$ 926	\$ 926	\$ 926	\$ 926	\$ 926	\$ 926	\$ 926	\$ 926	\$ 926
MLBPH@CMPL	\$ 156	\$ 158	\$ 159	\$ 161	\$ 162	\$ 164	\$ 166	\$ 167	\$ 169	\$ 171	\$ 172
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 8,512</b>	<b>\$ 8,847</b>	<b>\$ 9,993</b>	<b>\$ 9,204</b>	<b>\$ 8,957</b>	<b>\$ 9,546</b>	<b>\$ 9,633</b>	<b>\$ 9,864</b>	<b>\$ 9,958</b>	<b>\$ 10,150</b>	<b>\$ 9,227</b>
<b>Net Revenues (Expenditures)</b>	<b>\$ 98</b>	<b>\$ (179)</b>	<b>\$ (1,253)</b>	<b>\$ (392)</b>	<b>\$ (145)</b>	<b>\$ 827</b>	<b>\$ (674)</b>	<b>\$ (819)</b>	<b>\$ (825)</b>	<b>\$ 71</b>	<b>\$ 83</b>
<b>Ending Fund Balance</b>	<b>\$ 4,345</b>	<b>\$ 4,165</b>	<b>\$ 2,913</b>	<b>\$ 2,521</b>	<b>\$ 2,376</b>	<b>\$ 3,203</b>	<b>\$ 2,529</b>	<b>\$ 1,710</b>	<b>\$ 885</b>	<b>\$ 956</b>	<b>\$ 1,039</b>
<b>Fund Balance Min. (35%)</b>	<b>\$ 2,979</b>	<b>\$ 3,097</b>	<b>\$ 3,498</b>	<b>\$ 3,222</b>	<b>\$ 3,135</b>	<b>\$ 3,341</b>	<b>\$ 3,372</b>	<b>\$ 3,453</b>	<b>\$ 3,485</b>	<b>\$ 3,203</b>	<b>\$ 3,230</b>

# CMPL annual budget/3 year forecast

REVENUES					
	ACTUAL FY 2016	APPROVED FY 2017	PROPOSED FY 2018	PROJECTED FY 2019	PROJECTED FY 2020
Property Tax Levy	\$6,979,315	\$7,230,900	\$7,281,200	\$7,354,012	\$7,427,552
State Aid	100,004	111,300	111,300	111,300	111,300
Fines and Fees	180,495	150,000	125,000	125,000	125,000
Interest	4,441	5,000	5,000	5,000	5,000
Contributions and Donations	92,051	72,800	84,000	85,200	87,200
Miscellaneous	53,051	54,000	33,000	33,000	33,000
<b>TOTAL</b>	<b>\$7,409,357</b>	<b>\$7,624,000</b>	<b>\$7,639,500</b>	<b>\$7,713,512</b>	<b>\$7,789,052</b>



## EXPENDITURES

ITEM	ACTUAL FY 2016	APPROVED FY 2017	PROPOSED FY 2018	PROJECTED FY 2019	PROJECTED FY 2020
Salaries and Wages	\$2,337,510	\$2,513,000	\$2,690,800	\$2,744,616	\$2,813,231
Employee Benefits	555,555	617,600	603,000	629,000	666,761
Professional Development	31,143	42,200	28,400	43,000	35,000
Operating Supplies	53,753	130,700	104,600	107,738	110,970
Professional Services	161,538	213,000	199,500	205,485	211,650
Voice and Data Services	85,270	80,900	89,900	92,597	95,375
Insurance	48,914	49,500	56,800	58,504	60,259
Service Contracts	89,737	129,600	75,600	77,868	80,204
Facilities Maintenance	344,976	403,100	419,300	384,300	395,829
Utilities	250,947	284,200	284,200	284,200	284,200
Programs	81,461	47,800	58,800	60,000	62,000
Publicity	67,771	85,100	79,500	81,885	84,342
Debt Service	1,537,357	1,637,200	1,298,300	1,536,271	1,677,266
Capital Outlay	302,640	446,000	532,500	300,000	200,000
Materials	767,524	852,700	1,000,000	1,000,000	1,000,000
<b>TOTAL EXPENDITURES</b>	<b>\$6,716,096</b>	<b>\$7,532,600</b>	<b>\$7,521,200</b>	<b>\$7,605,464</b>	<b>\$7,777,087</b>

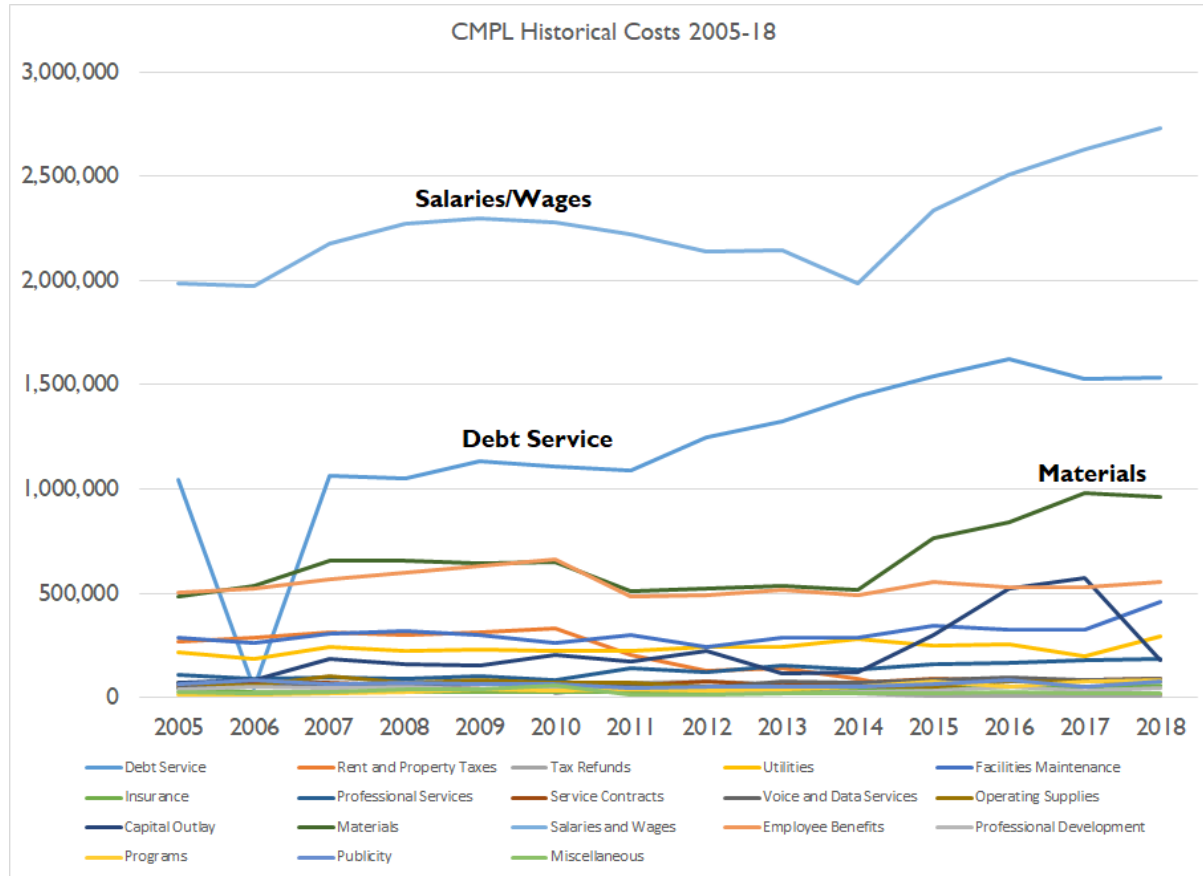
# Forecasting factors

- **Fixed payment schedule**
- **Historical data**
- **Inflation factor**
- **Anticipated changes in operations, regulations**
- **Estimate high/contingency/fund balance**

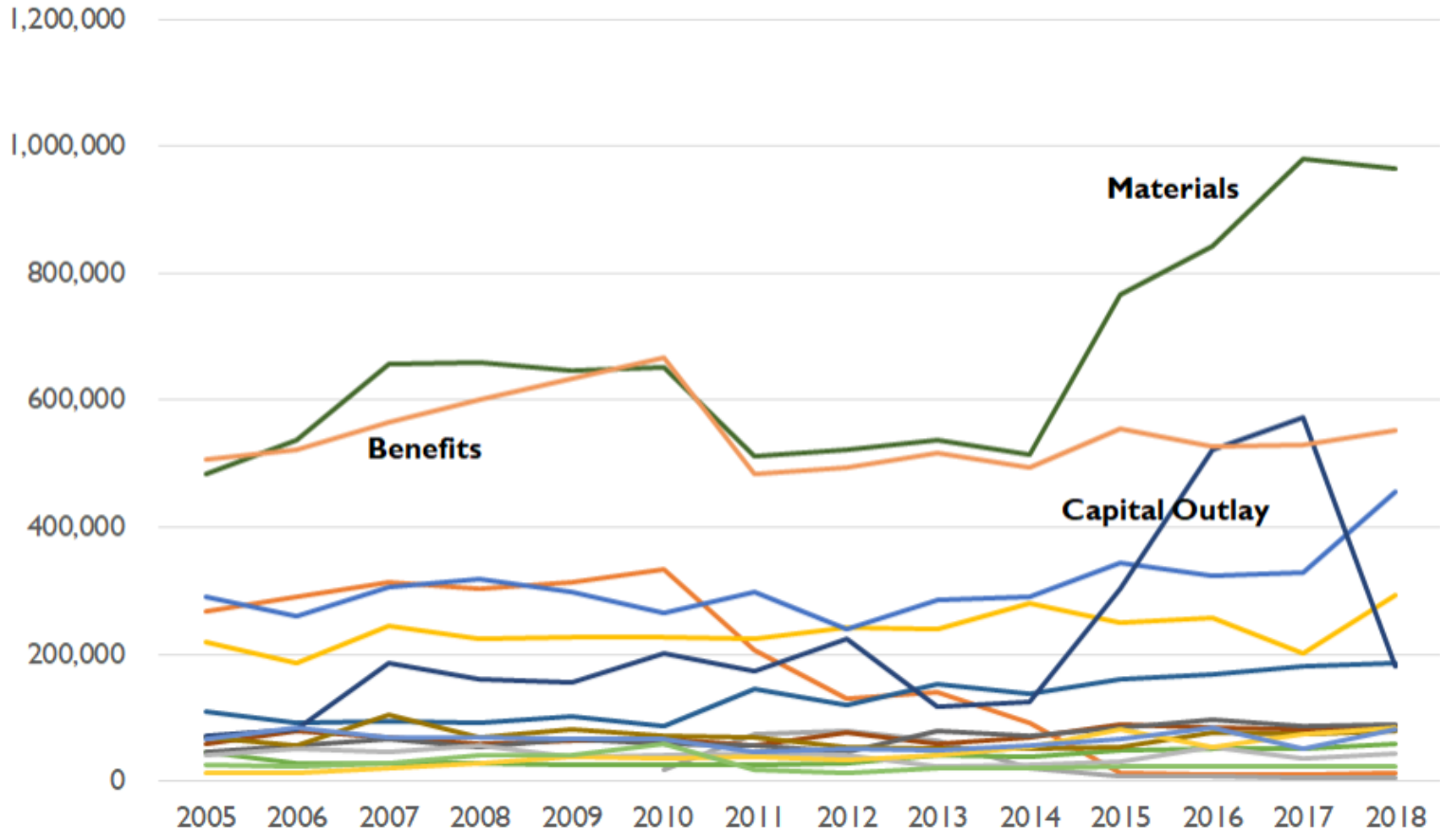
# Historical data

- **Average?**
- **What about outliers?**
- **How far to go back?**

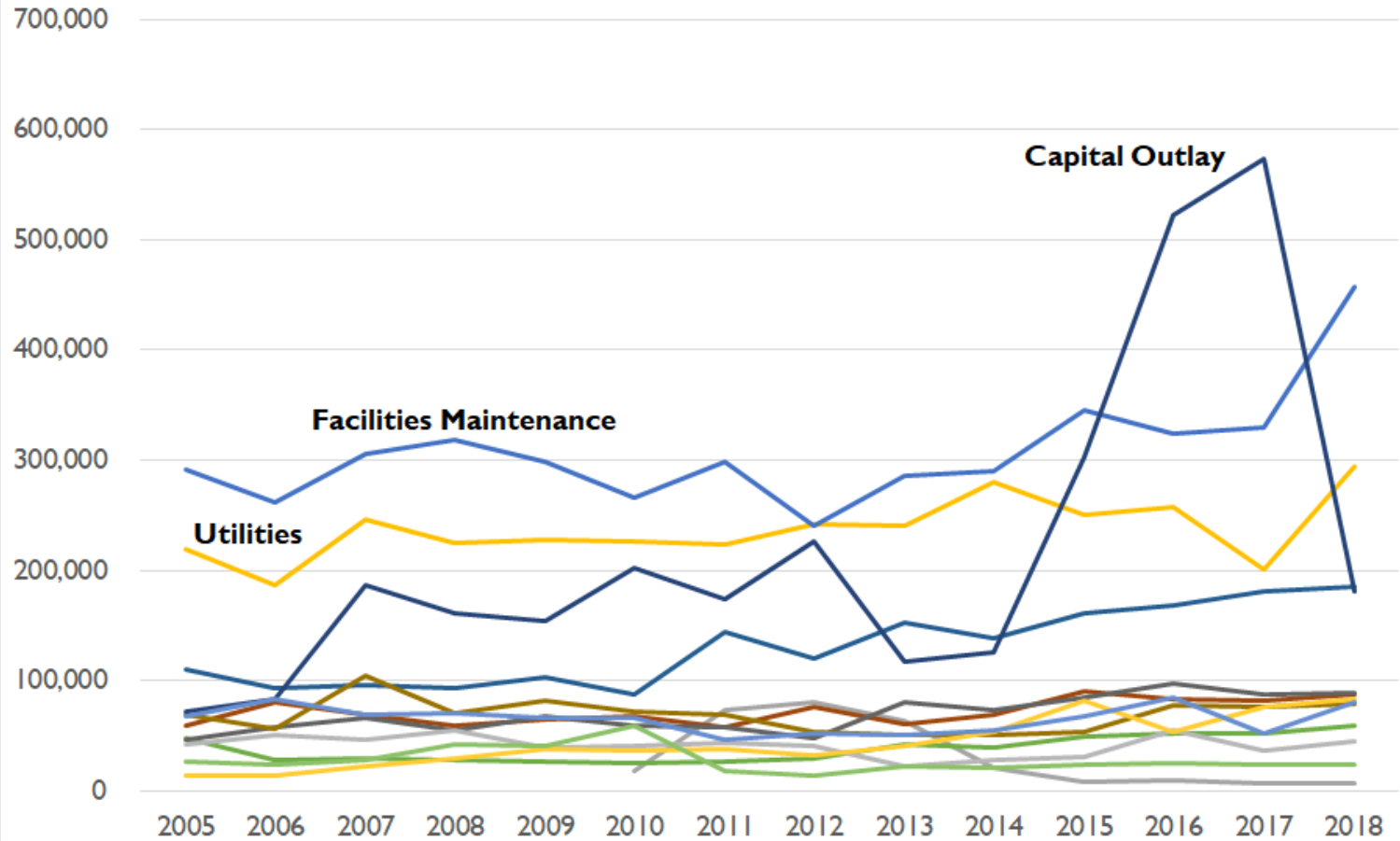
# Historical data



CMPL Historical Costs 2005-18



CMPL Historical Costs 2005-18



# **Inflation factor**

- **Consumer Price Index**
- **But watch out for anomalies, e.g. health care**

## **CPI – All urban consumers – Detroit/Warren/Dearborn**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Avg.</b>
Annual change	-0.6%	0.8%	3.3%	2.0%	1.6%	1.0%	-1.4%	1.6%	2.1%	2.4%	1.3%

**Maximum over past 50 years – 15.9% in 1980**



# Anticipated changes in operations, regulations

- **Examples**
  - *Change in days or hours of service*
  - *Minimum wage law changes*
  - *Utility costs*
  - *Expanded, remodeled or new facility*

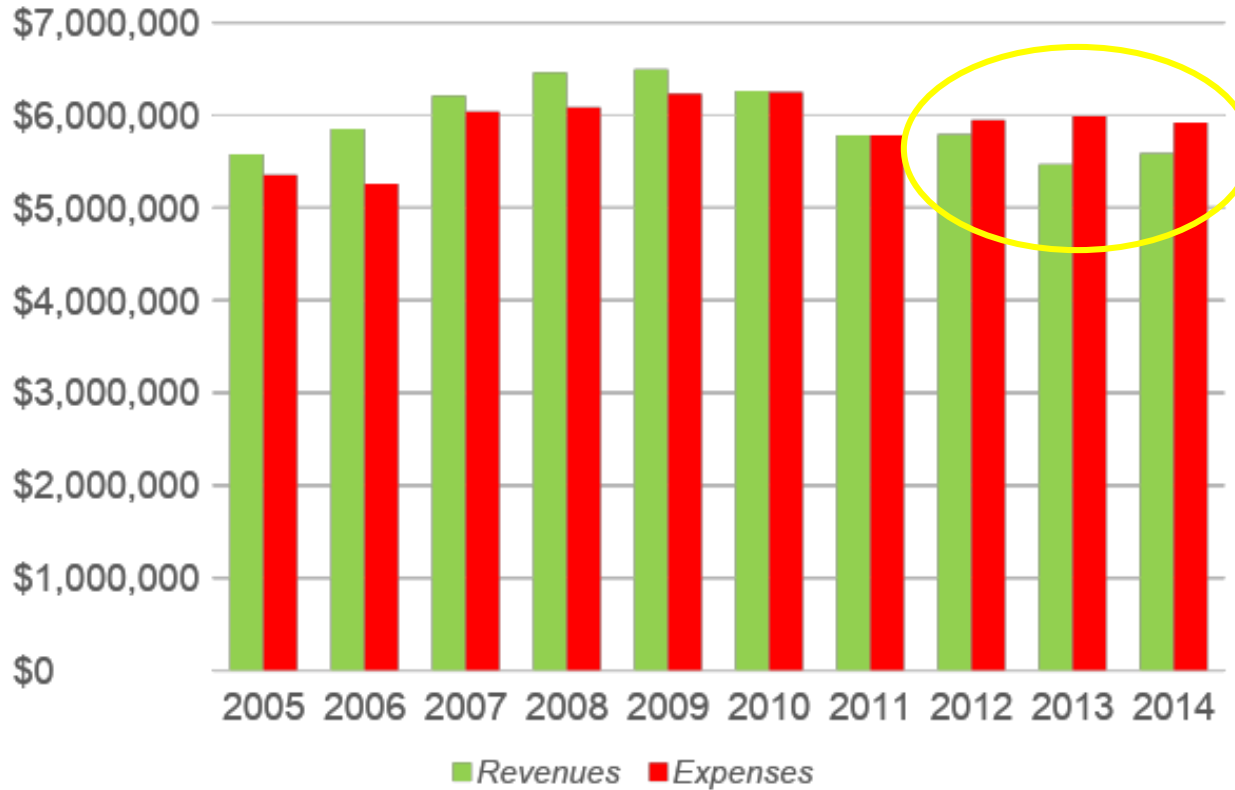
# Michigan Minimum Wage

	2009	...	2019	2020	2021	2022	2023	2024	...	2030
Rate	\$7.14		\$9.45	\$9.65	\$9.87	\$10.10	\$10.33	\$10.56		\$12.05
% change			32.4%	2.1%	2.3%	2.3%	2.3%	2.2%		14.1%

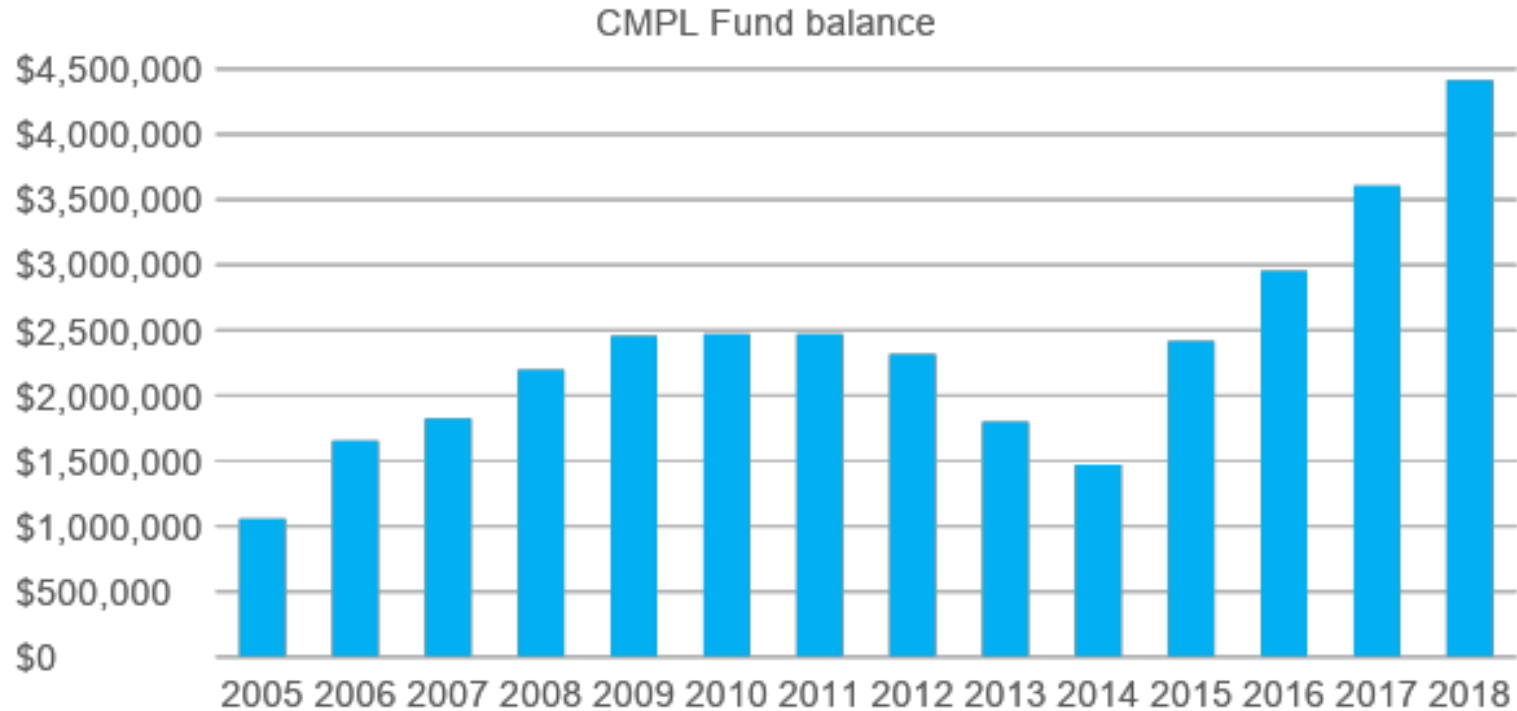
## **Example: Inflation factors ranging from 2% to 8% over 10 years on a base of \$5,000**

<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>	<b>Yr 6</b>	<b>Yr 7</b>	<b>Yr 8</b>	<b>Yr 9</b>	<b>Yr 10</b>	<b>Incr.</b>
5,000	5,100	5,202	5,306	5,412	5,520	5,630	5,743	5,858	5,975	2%
5,000	5,200	5,408	5,624	5,849	6,083	6,326	6,579	6,842	7,116	4%
5,000	5,300	5,618	5,955	6,312	6,691	7,092	7,518	7,969	8,447	6%
5,000	5,400	5,832	6,298	6,802	7,346	7,934	8,569	9,265	9,995	8%

# How CMPL's fund balance saved jobs



# Fund balance



# Fund balance

## Notes to the Basic Financial Statements

November 30, 2017

### 9. Assigned Fund Balance

The Library Board has the authority to assign a portion of the unassigned fund balance for specified purposes. The following is a summary of those assignments that the Library Board has adopted as of November 30, 2017:

Purpose	Amount
Facilities maintenance	\$ 1,000,000
Technology replacement	1,000,000
Compensated absences	206,978
Short-term disability	25,000
Unemployment compensation	80,000
	<u>\$ 2,311,978</u>

# What about your library?



# Topics

1. Budget forecasting and planning
- 2. Compensation**
3. Benefits packages
4. Job descriptions
5. Organizational charts





**Remember Mel?**

**Librarian**  
**\$40,000**



## **But what does that mean?**

### **Librarian:**

- **What are the required qualifications?**
- **What is the job description?**
- **What is the contribution of the job to the library as a whole? What does Mel do?**
- **Where is the job located?**
- **How big is the library/job responsibilities?**

## **Compare against market data**

- **DSLRT Salary Survey**
- **State Aid**

## **Narrow by similarities**

- **Library class size**
- **Geographic location**

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW

Clipboard Font Alignment Number Styles Cells Editing

Calibri 11 A A Wrap Text Custom Normal 2 2 2 Normal\_FT S... Normal\_PT S... sCurrency sDate sDecimal

Conditional Formatting Format as Table

Insert Delete Format

AutoSum Fill Clear Sort & Find & Filter Select

	A	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD
	Library Name	Department /Branch Head	Department /Branch Head	Department /Branch Head	FT Salary Dept Head Min	FT Salary Dept Head Max	FT Salary Circ Head Min	FT Salary Circ Head Max	FT Salary Librarian Min	FT Salary Librarian Max	PT Librarian Hourly Min	PT Librarian Hourly Max	FT Salary Preprof Min	FT Salary Preprof Max	Senior Level Librarian Average Hrs/Wk	Senior Level Librarian Minimum Salary
	Green - DSLRT (compiled Fall 2017)															
	White - State Aid (compiled in 2018)															
	Reporting Year: 2016															
2	Orion Township Public Library	38	\$48,500	\$61,700	\$48,500	\$63,700	\$37,000	\$54,000	\$36,500	\$48,000	\$18.70	\$24.60	\$30,713	\$34,613	38	\$36
3	Auburn Hills Public Library	40	\$48,000	\$53,975											40	\$45
4	Brandon Township Public Library	40	\$40,726	\$48,672	\$44,304	\$52,957	\$36,192	\$43,243	\$35,672	\$42,640	\$17.15	\$20.50	\$33,280	\$39,770	40	\$35
5	Oxford Public Library	40	\$42,000	\$52,000	\$42,000	\$52,000	\$35,000	\$45,000	\$34,320	\$44,720	\$16.50	\$21.50	\$28,080	\$34,320	40	\$34
6	Allen Park Public Library															
7	Allendale Township Library	40	\$26	\$35											20	\$10
8	Alpena County Library	40	\$29,120	\$43,680											29	\$15
9	Baldwin Public Library	40	\$47,727	\$66,818	\$47,727	\$66,818	\$47,727	\$66,818	\$38,512	\$55,432	\$18.51	\$26.65	\$29,562	\$38,424	40	\$43
10	Bellefonte Area District Library	40	\$45,000	\$58,000	\$45,000	\$58,000	\$37,000	\$50,000	\$40,000	\$52,000	\$18.00	\$24.00	\$0	\$0	40	\$46
11	Bloomfield Township Public Library	38	\$53,138	\$70,200	\$54,732	\$72,306	\$44,689	\$60,757	\$41,676	\$57,744	\$21.37	\$29.61	\$33,638	\$40,677	38	\$40
12	Branch District Library	40	\$40,000	\$48,000											0	
13	Brighton District Library	40	\$38,000	\$65,000											30	\$20
14	Cadillac-Wexford County Public Library	40	\$26,520	\$41,184											40	\$40
15	Cass District Library	40	\$33,072	\$33,072											40	\$27
16	Chesterfield Township Library	38	\$40,000	\$50,000	\$50,000	\$60,000	40000	\$50,000	\$40,000	\$50,000	\$18.00	\$20.00	\$0	\$0		
17	Clarkston Independence District Library	0	\$40,000	\$58,000	\$40,000	\$58,000	\$40,000	\$58,000	\$37,000	\$48,000	\$16.00	\$22.00	\$0	\$0	40	\$37
18	Commerce Township Community Library	38	\$49,187	\$44,737												\$44
19	Community District Library	26	\$13,378	\$19,968												
20	Cromaine District Library	40	\$43,909	\$71,968	\$45,760	\$71,968	\$33,530	\$46,176	\$39,520	\$50,149	\$19.00	\$24.11	\$0	\$0	40	\$45
21	Delta Township District Library	40	\$49,515	\$59,419											0	
22	DeWitt District Library															
23	Dickinson County Library														37	\$26
24	East Lansing Public Library	45	\$51,896	\$72,717											31	\$45
25	Eastpointe Memorial Library	40	\$41,996	\$54,595												
26	Garden City Public Library				0	0	0	0	\$35,360	\$37,440	\$16.00	\$16.50	0	0		
27	Georgetown Township Public Library	40	\$48,000	\$52,000											20	\$21

Salary Comp

READY

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You have new unread e-mail messages.

4/3/2019

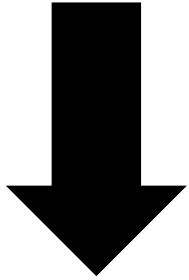
## **PROs:**

- **Data is easily accessible**
- **Data is geographically relevant**

## **CONs:**

- **Comparing only job titles, which are not consistent from library to library**
- **Not including context of job description**

**Board HR Committee reviews market data**



**Maybe minor changes,  
Staff still declare**



**So, at OTPL, we hired an outside voice, a management consulting firm who works with library compensation programs.**



## **PROs:**

- **Is an outside voice, an expert**
- **Over 20 years experience working with public libraries**
- **Focused on management of organizations**

## **CONs:**

- **Is an investment**



## **Expectations:**

- 1. Conduct a job evaluation process for each job in the library, leading to a pay grade structure**
- 2. Review market data & apply it to the pay grade structure**
- 3. Use a performance management model to place individuals in the pay grade structure**

## Implications of Changes in Michigan Minimum Wage

	2009	...	2019	2020	2021	2022	2023	2024	...	2030
Rate	\$7.14		\$9.45	\$9.65	\$9.87	\$10.10	\$10.33	\$10.56		\$12.05
% change			32.4%	2.1%	2.3%	2.3%	2.3%	2.2%		14.1%

**Goal:**  
**To provide all employees  
with compensation that is  
fair, equitable, and consistent**

# What about your library?



# Topics

1. Budget forecasting and planning
2. Compensation
- 3. Benefits packages**
4. Job descriptions
5. Organizational charts

EMPLOYEE  
BENEFITS



**All of the puzzle pieces that make up an employee:**

- **Salary**
- **Social security/Medicare**
- **Health & dental insurance**
- **Pension contribution**
- **Life insurance**
- **Disability insurance**
- **Paid time off**
- **Continuing education, membership dues**



# Library budget for Mel

Item	Amount
Salary	\$40,000
Federal Insurance Act Contributions tax (7.65%)	3,060
Health Insurance (80% of cost)	5,000
Pension (5% of salary)	2,000
Sub hours to cover sick/vacation	2,900
Long term, life, workers comp insurance	350
Professional development and memberships	250
<b>TOTAL</b>	<b>\$53,560</b>

# The cost of Mel over 5 years

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Assumption
Salary	\$40,000	\$40,800	\$41,616	\$42,448	\$43,297	2% annual incr.
FICA (7.65%)	3,060	3,121	3,183	3,247	3,312	
Health Insurance	5,000	5,400	5,832	6,298	6,802	8% annual incr.
Pension	2,000	2,040	2,080	2,122	2,164	
Sub hours to cover sick/vacation	2,900	2,958	3,017	3,077	3,139	2% annual inc.
Other ins./prof dev	600	603	607	610	614	1% annual incr.
<b>TOTAL</b>	<b>\$53,560</b>	<b>\$54,922</b>	<b>\$56,335</b>	<b>\$57,802</b>	<b>\$59,338</b>	<b>\$281,957</b>



## CMPL health insurance annual rates

	2010	2011	2012	2013	2014	2015*	2016*	2017*	2018*	2019	10-yr Change
Single	6,912	6,008	5,812	6,867	7,580	6,900	6,900	6,876	6,540	5,975	-13.5%
2-person	15,553	13,139	12,656	14,977	16,545	18,696	16,068	11,400	13,992	15,635	.5%
Full Family	18,663	16,528	16,021	18,940	20,900	15,792	17,088	16,752	16,716	20,281	8.6%

**\*Average due to age-based ratings from 2015-18.**

## CMPL health plans

	2010	2019
Plan	Priority PPO	Priority PPO
Deductible individual/family	\$500/\$1,000	\$500/\$1,000
Out-of-pocket max ind/fam	\$1,500/\$3,000	\$7,350/\$14,700
Prescript – generic/brand	\$10/\$40	\$15/\$30
Emergency room	\$50	\$150

# What about your library?



# Topics

1. Budget forecasting and planning
2. Compensation
3. Benefits packages
- 4. Job descriptions**
5. Organizational charts



**We know you were expecting Josie Parker but she's only available “on demand” today!**



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## **Job Descriptions may contain:**

- **job title**
- **supervisor/supervises**
- **position summary**
- **essential job functions**
- **required knowledge, skills, abilities,  
minimum qualifications**
- **physical demands/work environment**
- **hours**

Orion Twp Hourly Technology Assistant [Compatibility Mode] - Word

Karen Knox

**FILE** **HOME** **INSERT** **DESIGN** **PAGE LAYOUT** **REFERENCES** **MAILINGS** **REVIEW** **VIEW**

Read Mode Print Layout Web Layout Views

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Zoom 100% One Page Multiple Pages Page Width Zoom

New Window Arrange All Split Window

View Side by Side Synchronous Scrolling Reset Window Position Window

Switch Windows Macros

# HOURLY TECHNOLOGY ASSISTANT

**Supervised by:** Head of Information Technology

**Supervises:** No supervisory responsibility

**Position Summary:**

Under general supervision by the Head of Information Technology, maintains and troubleshoots computer software, hardware, and network, supports information systems users, and provides technical training to staff, volunteers and patrons.

**Essential Job Functions:**

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, and individual must be able to perform each assigned essential function satisfactorily.

1. Provides first level technical support to the library's local area network and computer systems, including: sets up and troubleshoots hardware and software problems, installs patches and upgrades and resolves system errors. Processes

PAGE 1 OF 3 794 WORDS

Type here to search

12:01 PM 4/3/2019

## Job Descriptions



PERF-1

### Job Description - Cataloging Manager

**Classification:** Cataloging Manager

**Reports to:** Associate Director

This person is responsible for hiring, supervising, training and evaluation of cataloging staff. This person manages the department and is responsible for all tasks related to receiving and processing items added to the library's collections, and maintains an accurate inventory of the library's print and electronic holdings. This manager-level role collaborates with other library departments and staff.

#### **Primary Job Duties:**

- Responsible for the management of the cataloging staff (hiring, quality control, scheduling, time card approval, performance reviews, emergency preparedness, and supervision)
- Provides expertise on acquisitions workflow (ordering, invoicing, importing records)



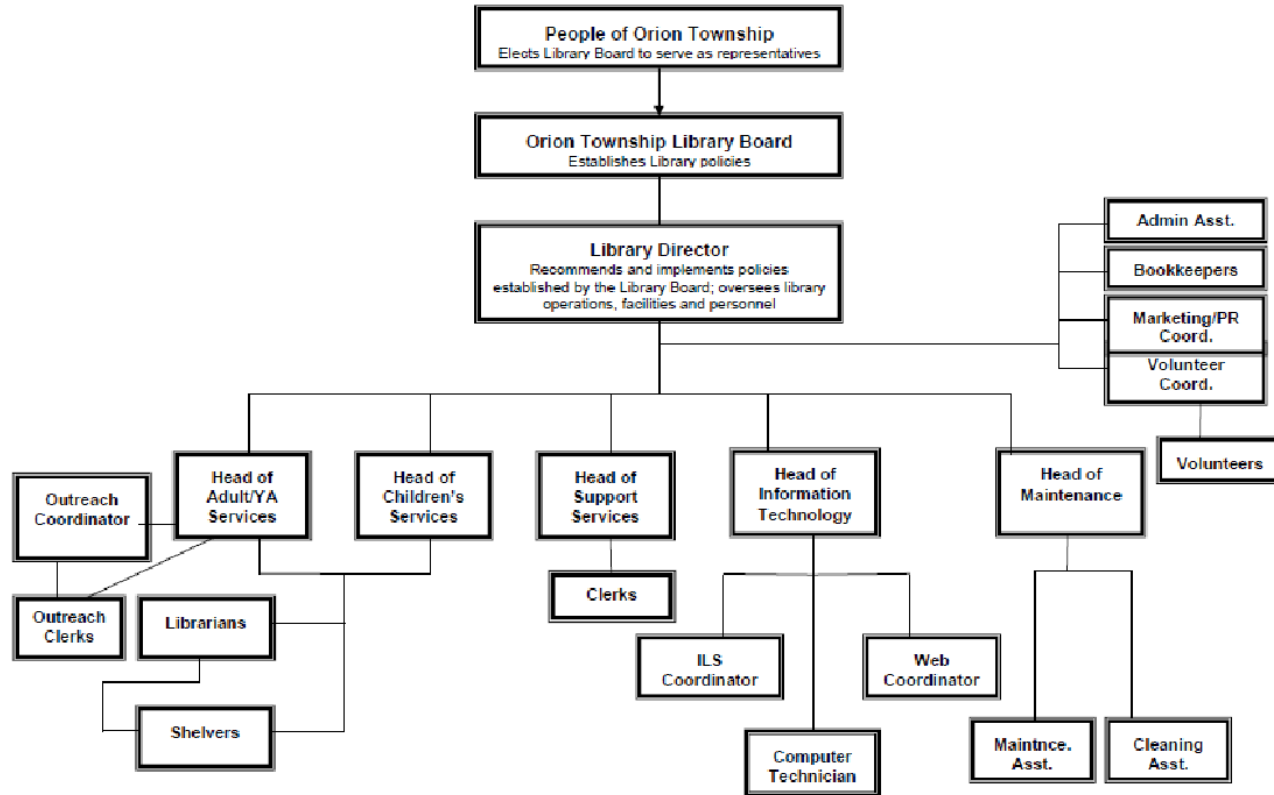
# What about your library?



# Topics

1. Budget forecasting and planning
2. Compensation
3. Benefits packages
4. Job descriptions
- 5. Organizational charts**

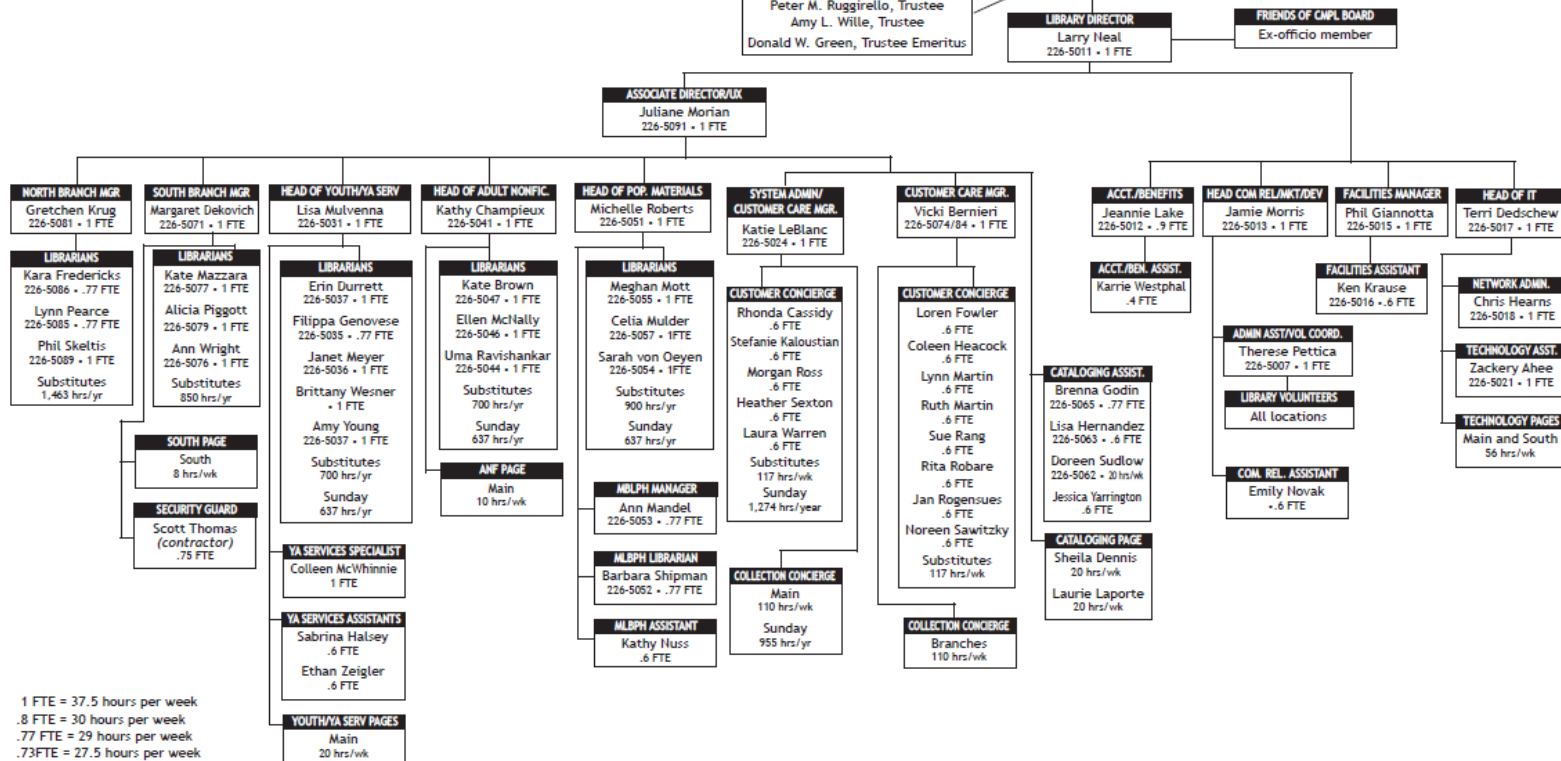
## ORGANIZATIONAL CHART OF THE ORION TOWNSHIP PUBLIC LIBRARY



# Organizational Chart

CLINTON-MACOMB PUBLIC LIBRARY

Revised: 4/3/2019



1 FTE = 37.5 hours per week  
 .8 FTE = 30 hours per week  
 .77 FTE = 29 hours per week  
 .73 FTE = 27.5 hours per week  
 .6 FTE = 22.5 hours per week  
 .4 FTE = 15 hours per week  
 .2 FTE = 7.5 hours per week

# 5 TAKEAWAYS



# TAKEAWAY

A yellow sticky note with a black border and a black number '1' written on it, tilted slightly to the right.

1

- **The worst thing you could ever have to do in your career is to lay off a perfectly good employee because the library could no longer afford to keep her/him.**

# TAKEAWAY



- **Think about sustainability when hiring staff, by doing multiple-year budgets and by having a sufficient fund balance.**

# TAKEAWAY



- **If you can have one, leverage your fund balance to proactively maintain your library building and equipment, to keep line items as constant as possible from year to year and to serve as a rainy day fund. It will rain again in the future!**



# TAKEAWAY



- **Provide all employees with compensation that is fair, equitable, and consistent.**

# TAKEAWAY

A yellow sticky note with a black outline of the number 5, slightly tilted and overlapping the word TAKEAWAY.

5

- **There are many right ways to manage human resources. What works best for Larry and Karen may be different from what works best for you!**



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