

WESTCHESTER PUBLIC LIBRARY

PLAN OF SERVICE 2012

Approved August 11, 2011

INTRODUCTION – 2012 will be the library's tenth year of recovery since the bankruptcy of Bethlehem Steel. In the years since the bankruptcy, the library reduced expenditures significantly until it regained a more secure financial position and was able to restore operating hours, staffing, material acquisitions and programming to pre-bankruptcy levels.

The nation's economy also began a very serious decline in 2008. A major economic recovery isn't expected to occur soon and some prognosticators predict the economy will get worse before it gets better.

When there is an economic decline, many citizens turn to their public libraries for a variety of services. Cash strapped families seek recreation, workers seek retraining, and the unemployed seek employment. All of these factors contribute to strong library use during tough times.

The library's current financial position is very strong, especially if compared to other public libraries or local units of government, but library finances should always be monitored. The library has no short or long-term debt and has balances in the Operating Fund, the Rainy Day Fund, and the Library Improvement Reserve Fund to fund future repairs and remodeling of facilities.

As property values in a poor economy decline, the ability of local government to increase budgets in response to increased demands for services declines also. The property tax circuit breaker caps are now permanent and will further decrease the library's ability to raise revenues. Property values have also declined and are expected to have a negative impact for some years to come. Most importantly, a poor economy decreases the ability of taxpayers to pay their taxes. All of these factors will cause the library to plan its future with extreme caution.

BASIC BUDGETARY PLANS – The basic budgetary plans for 2012 are as follows:

1. Adopt a 2012 budget levy below the average growth quotient. The quotient is expected to be 2.9%. Circuit breaker caps are expected to reduce the library's levy even further below the growth factor.

2. Operate throughout 2011 without borrowing and invest cash not needed for current operations.

3. Maintain current operating hours, staffing levels, material acquisitions, and programming services, but plan for possible reductions if necessary.

4. Adopt a basic budget plan that expends only slightly less than what is anticipated to be raised by property taxes alone, not including any transfers to the Library Improvement Reserve Fund or the Rainy Day Fund.

5. Transfer unexpended revenue to reserve funds at the end of the year where it will be available for future repairs, remodeling, and library service.

CURRENT BUDGET

The library has received its official 2011 Budget Order. The approved 2011 Operating Budget is \$2,876,143 and the Library Capital Projects Fund is \$150,000. The Department of Local Government Finance approved an Operating Fund Levy of \$2,379,735, but didn't approve any levy for the Library Capital Projects Fund which will result in a cash shortfall if the library was to spend the approved appropriation.

COMBINED OPERATING FUND AND LIBRARY CAPITAL PROJECTS FUND

2011 is the last year the library plans to seek appropriations for both the Operating Fund and the Library Capital Projects Fund. Total expenditures are capped so the library won't lose either levy or spending capacity by moving all of the usual Library Capital Projects Fund expenditures to the Operating Fund. The moved will eliminate the need to draft documents and seek appropriation approval for two different funds. There is also an advantage in unifying the funds in one because expenditures from the Operating Fund can be made for all legal purposes and expenditures from the Library Capital Projects Fund are supposed to only be made for capital expenditures.

LEVY, RATE, AND BUDGET CALCULATIONS for 2012

Recent legislation applied a cap on the total amount total budget expenditures could grow based upon the average growth in nonfarm income in the state. All funds (Operating, LCPF, LIRF, BIRF) are added together when determining the total permissible expenditure.

The new growth quotient is expected to be 2.9%.

Projected levies, rates and total budgets are as follow:

Assessed Valuation	Approved 1,588,607,867	Proposed 1,190,000,000
	2011 Levy	2012 Levy
Operating	2,379,735	2,580,000
Library Capital Projects	0	0
Total	2,379,735	2,580,000

	2011 Rate	2012 Rate
Operating	0.1498	0.2168
Library Capital Projects	0.0000	0.0000
Total	0.1498	0.2168

	2011 Budget	2012 Budget
Operating	2,873,673	3,111,359
Library Capital Projects	150,000	0
Total	3,023,673	3,111,359

Another factor controlling the amount that can be spent are the caps on the amount of tax that be levied on a property. These are the 1% - 2% - 3% circuit breaker caps. The final impact on levies is still unknown, but they are expected to hold budgets below the average growth quotient.

2012

The total budget amount that can be expended in 2012 after factoring in the 2.9% growth factor is estimated to be about \$3,111,359. The advertised assessment was sharply reduced to insure that if the assessment did fall, the advertised rate would be high enough to compensate for the decrease. The budget for publication has been calculated accordingly.

OPERATING EXPENDITURE – The proposed Base Operating Fund budget includes basic expenditures totaling \$2,563,070 not including the \$548,289 transfer to the Library Improvement Reserve Fund. The budget for publication will include an appropriate transfer to LIRF. The basic budget is slightly less than what is expected to be the maximum amount able to be raised by the tax levy, Circuit Breaker caps notwithstanding.

LIBRARY CAPITAL PROJECTS FUND – 2011 is planned to be the last year of having an appropriation for the Library Capital Projects Fund. The library expects to spend the balance of the fund down to \$0 by the end of 2011, after which time the fund will be dormant.

BOND AND INTEREST REDEMPTION FUND - The library has no bonded debt and does not intend to acquire any in the immediate future.

LIBRARY IMPROVEMENT RESERVE FUND – The library does not intend to appropriate any portion of the Library Improvement Reserve Fund. The library hopes to continue to transfer unexpended funds to the Library Improvement Reserve Fund to be used for future repairs and remodeling of the library’s facilities.

RAINY DAY FUND – The library does not intend to appropriate any portion of the Rainy Day Fund and plans to transfer unexpended funds to the fund at the end of 2011 and 2012 if possible.

INVESTMENTS – The library currently has investments from the Library Improvement Reserve Fund, the Rainy Day Fund, and the Leslie Pratt Trust Account of the Library Gift Fund. Interest earned from the investments of these funds will be placed in the fund of origin.

LOANS – The library has no outstanding short or long term loans and doesn't anticipate the need to make any.

PUBLIC LIBRARY STANDARDS – The state has adopted a number of standards for public libraries. Libraries unwilling or unable to meet minimum standards will be penalized by being declared ineligible for state funds.

The library expects it will be able to meet the new minimum standards without any great difficulty or additional expenditure.

FACILITIES - The library will continue to own its three existing facilities, the Thomas Library in Chesterton, the Hageman Library in Porter, and the Library Service Center.

The George Brown Mansion is being leased from the Duneland School Corporation for use by the library as a local history center and museum. Lease payments will continue to be made from the Gift Fund.

OPERATING HOURS – It is proposed that library operating hours remain the same as in 2011. The Thomas Library will operate 9:00 am to 9:00 pm on Monday through Friday and from 9:00 am to 5:00 pm on Saturday. It will also be open from 1:00 pm to 5:00 pm on Sunday.

The Hageman Library will continue to operate from 9:00 am to 5:00 pm Monday through Friday and 1:00 pm to 5:00 pm on Saturday.

The Adult Learning Center and the Township Trustee will continue to operate in the Library Service Center for their normal operating hours.

Although the Brown Mansion will be staffed for much of the regular work week, the official operating hours of the Westchester Township Museum are 1:00 pm to 5:00 pm Wednesday through Sunday.

STAFFING – The budget proposes the library employ 16 full-time employees for the year and 54 part-time assistants. The budget includes funding for an additional 4 part-time fill-in positions.

LIBRARY CERTIFICATION AND STAFF TRAINING – The library will continue to require that employees mandated by the state to be certified continue to meet the appropriate certification requirements.

The library will continue to assist its employees meet requirements by continuing its program of staff training, workshop and conference attendance.

Library Managers will continue to be offered the opportunity to attend the state and regional conference of the Indiana Library Federation and to attend area counterparts meetings.

COMPENSATION – In order to both attract new employees and retain experienced employees in positions requiring certification, the library will attempt to insure it pays competitive wages.

An increase of 2% for the staff will be advertised, but the library's ability to grant an increase will be dependent upon economic conditions and the library's financial solvency.

Employees who have been with the library for 6 months would be eligible for an increase in compensation in January. Other employees will receive their scheduled increase after their first 6 months of service. Please see the proposed 2012 Salary Schedule.

HEALTH INSURANCE - The library will continue to provide a health insurance benefit for full-time employees and their dependents and a program of contribution to a health savings account for covered employees.

OTHER INSURANCE – The library will retain its property and liability insurance coverage at current levels.

UTILITIES – The budget for utilities is considered adequate. The library will budget an amount sufficient enough to cover all internet connectivity costs.

OTHER CONTRACTUAL SERVICES – The library will continue to pay for waste disposal services, snow removal services, and the maintenance of grounds in 2012.

MEMBERSHIPS – The library will renew membership in the Duneland Chamber of Commerce, Indiana Association of Museums and the Indiana Library Federation for 2012.

TRANSFER TO LIBRARY IMPROVEMENT RESERVE FUND – will be budgeted for publication, but may not be made or may be reduced depending on levy collections and other economic conditions.

COLLECTIONS – Material allocations are proposed to remain the same.

LIBRARY GOVERNANCE – The term of Michele Corazzo will expire in 2012.

SERVICE FUNCTIONS

No major changes in the library's departmental service functions are expected to be made. Services are expected to be maintained at near current levels.

ADMINISTRATIVE SERVICES - Administrative Services will continue to be responsible for administering and managing the library on a day-to-day basis. The department will continue

to be responsible for all of the library's finances and for interpreting and enforcing library policy.

AUDIO-VISUAL SERVICES – Audio Visual services will continue to purchase new DVD's and additional DVD's to replace core video tape titles to replace weeded titles. Additional unabridged audio books on CD will continue to be emphasized. The library will continue to subscribe to downloadable audio book and e-book services for residents. New audio CD's will

AUTOMATION SERVICES – The library's Information Technician will continue to maintain and upgrade the library's automated system. A portion of the library's old workstations will be upgraded or replaced. The library's web site will continue to be updated and additional new online subscription services will be evaluated. The library's ILS (integrated library system), called Polaris will be upgraded as upgrades become available. Computer classes will continue to be offered.

CIRCULATION SERVICES – The Circulation Manager will continue to coordinate all circulation services for the library and schedule clerical employees on all public service desks. The Manager will also be responsible for data collection and preparing performance reports for the administration.

CHILDREN'S SERVICES – The Children's Manager will continue to provide an expanding schedule of children's programming activities including story hours and a summer reading club program.

CUSTODIAL AND MAINTENANCE SERVICES – Two full time employees with the assistance of four part-time employees will continue to provide custodial, maintenance, and material transport services for all four library facilities.

GRAPHICS AND PUBLICITY – The Graphic Clerk will be moved to the graphics workroom in the Library Service Center and will be responsible for continuing the support services of printing, preparing press releases, online postings and other employing other public relations activities.

HAGEMAN SERVICES – Branch services will continue with an emphasis on service to families and children.

PUBLIC SERVICES – Adult programming will continue and expand. Outreach material delivery service to homebound patrons will continue.

REFERENCE SERVICES – A new Branch Librarian will be encouraged to develop his or her administrative and service skills. A full range of reference services will be provided including reference response, material reserve and interlibrary loan. The department will plan to continue the development of programming for adults and young adults.

SERIALS SERVICES – The Serials Manager will continue to coordinate serials services including public access to the Internet for adults and children. Public automation classes will continue to be provided.

TECHNICAL SERVICES – The Technical Services and Processing Managers will continue to provide material acquisition, processing, cataloging, filing and material repair services with the assistance of their assigned staff and volunteers.

WESTCHESTER TOWNSHIP MUSEUM – The new Museum Curator should be in place by the beginning of the year and should be developing his or her skills and services. The museum will continue to operate at the Brown Mansion, providing public access to historical research, new exhibits and public programming.

MEETING ROOM SERVICES – Meeting room services at three facilities will continue to be provided to community non-profit organizations.

CHESTERTON ADULT LEARNING CENTER - The Adult Learning Center will continue to be housed and operate in the Library Service Center. The library will continue to provide space, minor maintenance, utilities, and technology support to the center free of charge to insure the program will continue to be made available to area residents.

TOWNSHIP TRUSTEE – The Township Trustee will continue to rent space in the Library Service Center.

FRIENDS OF THE LIBRARY – The Friends of the Library will continue to hold two book sales during the year.

COOPERATIVE EFFORTS – The library will continue to work in cooperation with the Porter County Public Library and serve nonresident patrons of the library district through free reciprocal borrowing agreements.

SPECIAL PROJECTS – The library will consider undertaking a project to remodel the lower level rest rooms at the Thomas Library to make them more accessible and a project to improve the unused northern parking area at the Hageman Library.

FUTURE NEEDS – Some of the future needs of the library are as follow:

THOMAS LIBRARY - Replace boiler with more efficient unit - Replace telephone system - Install new security system

HAGEMAN LIBRARY - Replace telephone system - Install new security system

LIBRARY SERVICE CENTER - Repaint interior walls - Replace telephone system – Install new security system