

**MONROE COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES**

**WORK SESSION  
Wednesday, June 9, 2010  
Meeting Room 1B  
5:45 p.m.**

**AGENDA**

1. Call to Order – President Fred Risinger
2. Resolution to Permit Transfer of Library Improvement and Reserve Fund to the Operating, Debt Service, and Library Capital Projects Funds (page 1)
3. 2011 Budget Timeline and Priorities (page 2-5)
4. Public Comment
5. Adjournment

**MONROE COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES  
RESOLUTION**

**PERMIT THE TRANSFER OF LIBRARY IMPROVEMENT &  
RESERVE FUND TO THE OPERATING, DEBT SERVICE, AND  
LIBRARY CAPITAL PROJECT FUNDS**

BE IT RESOLVED that the Board of Trustees of Monroe County Public Library, 303 E. Kirkwood Avenue, Bloomington, Indiana shall permit the transfer of \$1,000,000.00 to the Operating, Debt Service Fund, and/or Library Capital Projects Fund from the Library Improvement and Reserve Fund (LIRF) for cash flow purposes. Due to the tax settlement possibly not received in a timely manner, it may be necessary to transfer money from one fund to enhance the three funds in need of cash. This amount due to LIRF will be carried forward until the receipt of the first settlement of 2010. The transfer will be reversed upon immediate receipt of the property tax settlement check from the County Auditor.

BE IT FURTHER RESOLVED that this resolution will become effective immediately.

ADOPTED THIS \_\_\_\_\_ 23rd \_\_\_\_\_ DAY OF \_\_\_\_\_ June \_\_\_\_\_, 2010

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## Monroe County Public Library: 2011 Budget Work Plan

<i>Step</i>	<i>State Requirement</i>	<i>MCPL Date</i>
State Library/DLGF workshop		6/3
<b>Board work session</b>		<b>6/16</b>
<b>Board meeting</b>		<b>6/23</b>
Input from managers		6/30
<b>Board work session</b>		<b>7/14</b>
<b>Board meeting</b>		<b>7/21</b>
AVGQ announced		7/15
Monroe County AV available		8/1
<b>Board work session</b>		<b>8/11</b>
<b>Board meeting</b>	<b>Approve budget for advertising;</b>	<b>8/18</b>
Submit budget to County Council for non-binding recommendation	Submit to County Council before 9/17 and 45 days before meeting	8/27
Advertise budget and appeal for first time	Before 9/2 and at least 10 days before public hearing	
Send to HT and ELL Journal		8/27
Confirm correct printing in both papers		9/1
Advertise budget and appeal for second time	Before 9/9 and at least 3 days before public hearing	
Confirm correct printing in both papers		9/8
<b>Board work session</b>		<b>9/8</b>
<b>Library Public Hearing</b>	<b>Before 10/22 and at least 10 days before board adoption</b>	<b>9/15</b>
Objection Petition filed by 10 or more taxpayers	No more than 7 days after public hearing	9/22
County Council meeting	By 10/15 and at least 15 days before Library Adoption	10/12
<b>Board work session</b>		<b>10/13</b>
<b>Board meeting: Adopt budget</b>	<b>Last day for Board to adopt 10/31 and at least 15 days after County Council's recommendation</b>	<b>10/27 4<sup>th</sup> Wed</b>

# **Monroe County Public Library**

## **Strategies for Funding our Future**

### **Goals**

The Monroe County Public Library has long enjoyed solid community support. In the past decade, circulation has increased 77% and visits to the library by 41%. The use of the Library's public access computers and wi-fi network has increased exponentially.

At this point, the Library faces new challenges to funding, with the loss of \$500,000 in operating funds in 2012, stagnant personal income tax, and property tax levy limits and caps that will constrain future growth. At the same time, the Library must continue to meet newly strengthened Indiana Public Library Standards.

In the face of high expectations for service and a challenging fiscal climate, the Library commits itself to two goals:

1. Maintain quality library service for Monroe County residents.
2. Retain library employees.

In order to achieve these goals, the Library will follow the strategy outlined below.

### **Core Services**

In 2008, the Library conducted a community survey. Three thousand surveys were mailed to a random sample of Monroe County residents; 701 responses were received. Respondents were asked to select three from a list of eight possible roles the Library should emphasize in the next few years (Chart 9). The top four roles they selected were:

“Provide education/literacy for children/adults” (67 percent)

“Serve as a source of free information (50 percent)

“Provide a quiet oasis for reading and study” (42 percent)

“Resource for reading/listening/viewing pleasure” (41 percent)

For these core services, the Library will provide full support, to the extent allowed by resources available, including staffing, collections, programming, and facility space. Services beyond these areas will receive less emphasis. We haven't completed a detailed service assessment at this point.

## **Budget Allocation**

Three elements are essential to providing these services:

Current, attractive collections

Safe, well-maintained facilities

Staff who are knowledgeable, courteous and efficient, and who meet performance expectations and certification requirements for their positions

Target percentages of Operating Fund to be expended for each are:

<b><i>Budget Category</i></b>	<b><i>2009</i></b>	<b><i>2010</i></b>	<b><i>2011</i></b>	<b><i>2012</i></b>
Personnel	71%	69%	68%	68%
Collections <sup>1</sup>	16%	15%	15%	15%
Facilities, Equipment, Operations <sup>2</sup>	13%	16%	17%	17%

## **Cost Containment**

In order to maintain quality library service and retain employees, the library will employ a tiered approach to reducing expenditures.

### **Tier One (beginning 2010)**

1. Begin strategic staffing realignment, matching employees' strengths with operational goals and building on new flexibilities.
2. Careful review of every open position to review and prioritize tasks. If tasks can be eliminated or absorbed by existing employees, do not fill position. If position is to be filled, delay start date for new employee for at least 2 weeks after former employee leaves library payroll.
3. Cover public service desks by adjusting scheduling and increasing cross training within and among departments.
4. Shift or reduce positions after implementation of technology, including express checks and automated payroll.
5. Reduce energy costs through efficiency measures recommended during audit.
6. Increase fee recovery through implementation of collection agency.
7. Create development office to focus on increasing private support for the Library.

<sup>1</sup> To meet Indiana Public Library Standards at the enhanced level.

<sup>2</sup> Additional expenditures for technology and facilities are expected to be provided through the Library Capital Projects Fund and occasional bond issues.

8. Continue process improvement, standardizing and improving processes and procedures within and across units.

**Tier Two (beginning 2011)**

1. Library-wide participation in implementing administration-approved recommendations for improvement or discontinuance of low priority activities not aligned with strategic goals.
2. Hiring moratorium, with hiring/replacement for key operational positions only. No new employees or positions are added. Tasks must be absorbed by existing employees or discontinued.
3. Staff may be reassigned to cover public service needs.
4. Shift or reduce positions after implementation of technology, including automated materials handling.
5. Reduce energy costs through efficiency measures recommended during audit.
6. Increase fee recovery through addition of charges for meeting rooms and auditorium.
7. Increase private support.

**Tier Three (if additional savings are needed)**

1. Hiring freeze. Core service tasks can no longer be absorbed by existing employees, even with library-wide reassignment.
2. Loss of staff necessitates reduction of library hours.
3. Increase private support.
4. Reduce collection budget, capturing lower losses as result of RFID implementation and recognizing lower total budget.