

**WESTCHESTER PUBLIC LIBRARY
PLAN OF SERVICE
2017**

December 15, 2016

**Leea Yelich
Director**

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LIBRARY MISSION

Knowledge is essential for the maintenance and the continuous evolution of human society. It is the mission of the Westchester Public Library to be a dynamic library providing free and unprejudiced access to knowledge and information to improve the quality of life, learning, and the economy of the community.

INTRODUCTION – The years 2016 and 2017 have and will be times of adjustment at the Westchester Public Library. The former Library Director retired at the end of August 2015. Leea Yelich began her tenure as the new leader of the Library on September 1, 2015. Other changes in key staff in 2015 included a new Circulation Manager, new Thomas Branch Librarian and new Reference Manager. Changes include more teen programming and participation in more outreach opportunities.

There have been a number of changes in key personnel over the past few years in Information Technology, Circulation Services, Children’s Services, and Adult and Young Adult Services. No new, major personnel changes are anticipated for 2017.

Today, the economic health of the Westchester Public Library continues to be very good. It should remain so unless the economy implodes further, outside forces take steps to remove the library’s financial independence and cut the budget, or should the library itself choose to chart a course in a new financial direction.

BASIC BUDGETARY PLANS – The basic budgetary plans for 2017 are as follows:

1. Adopt a 2017 budget and property tax levy just below the average growth quotient. The assessed value growth quotient (AVGQ) is 3.8% for 2017. Circuit breaker caps and shortfalls in collections might serve to reduce the library’s levy even further below the growth factor.
2. Operate throughout 2017 without borrowing and invest cash not needed for current operations in secure investment instruments.
3. Maintain current operating hours. Increase staffing levels slightly, increase material acquisitions, and programming services, but plan for possible reductions if necessary.
4. Transfer unexpended revenue to reserve funds at the end of the year where it will be available for future repairs, remodeling, and library service.

LEGISLATION

The Porter County Council no longer has a non-binding review of the budget. (There is currently no non-binding or binding review of the budget to be conducted by the Porter County Council.) Budget hearings are now advertised on the online Gateway system and are no longer required to be printed in newspapers.

The State Board of Accounts has drafted a set of internal financial controls to be implemented in 2016. The library must pass internal controls policies before the end of 2016 and provide staff internal controls training in order to be in compliance.

No other major legislation worthy of note was approved.

CURRENT BUDGET - 2016

The library received its official 2016 Budget Order in January. The approved 2016 Operating Budget is \$3,184,993. The Department of Local Government Finance also approved an Operating Fund Levy of \$2,837,812 for 2016.

LEVY, RATE, AND BUDGET CALCULATIONS for 2016

Legislation imposes a cap on the total amount budget expenditures can grow annually based upon the average growth in nonfarm income in the state. All funds receiving income from taxes (Operating, LCPF, LIRF, BIRF) are added together when determining the total permissible expenditure.

The amount that can be raised by tax levy is also controlled.

The 2017 growth quotient will be 3.8%.

Current and projected levies, rates and total budgets are as follow:

	2016 Approved	2017 Proposed
Assessed Valuation	\$1,608,736,746	\$1,229,557,638
Levy	\$2,837,812	\$2,953,070
Rate	\$0.1764	\$0.2401
Budget	\$3,184,993	\$3,306,002

Another factor controlling the amount that can be spent is the caps on the amount of tax that can be levied on a property. These are the 1% - 2% - 3% circuit breaker caps. The impact of circuit breaker credits on the 2016 levy has been reported to be an estimated reduction of \$240,996.00.

The Department of Local Government Finance has not yet projected the impact of the circuit breaker credits which will be a reduction in property tax collections for the 2017 budget year. These reductions are not factored into any of our budget calculations.

2017

The total budget amount that can be expended in 2017 after factoring in the 3.8% growth factor is estimated to be about \$3,306,002. The 2017 maximum levy is projected to be \$2,953,070.

The 2017 advertised assessment was reduced to be 80% of the 2015 approved assessment to insure that if the assessment does fall due to some recent changes in how property will be assessed and other factors. The advertised rate should be high enough to compensate for the decrease in assessment. The budget for publication has been calculated accordingly which has resulted in a very high tax rate to be advertised. (This was what was done in 2016 as well. The 2015 approved assessment proved to be higher than our advertised assessment, which meant the tax rate dropped while providing the same bottom line.)

OPERATING EXPENDITURE – The proposed 2017 Operating Fund budget of \$3,306,002 includes expenditures totaling \$3,210,026 not including the \$95,976 transfer to the Library Improvement Reserve Fund. The basic budget is more than what is expected to be the maximum amount able to be raised by the tax levy, Circuit Breaker caps notwithstanding.

OPERATING FUND BALANCE – An Operating Fund balance of \$245,897 for the end of 2017 has been included in budget calculations.

TRANSFER TO LIBRARY IMPROVEMENT RESERVE FUND – As noted previously, a transfer of \$95,976 to the Library Improvement Reserve Fund has been planned to be made at the end of 2017. The planned transfer for 2017 can be reduced and more expended for other projects as may be determined by the Library Director and the Library Board.

LIBRARY CAPITAL PROJECTS FUND – 2011 was the last year of having an appropriation for the Library Capital Projects Fund. The library spent the fund down to \$0 in 2012 and the fund is now dormant.

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

LIBRARY IMPROVEMENT RESERVE FUND – The library does not intend to appropriate any portion of the Library Improvement Reserve Fund. The library may continue to transfer unexpended funds to the Library Improvement Reserve Fund to be used for future capital expenditures. The Library Improvement Reserve Fund balance on June 30, of 2016 was \$229,720.12. Combined investments totaled \$7,250,000.00 as of June 30, 2016.

RAINY DAY FUND – The library does not intend to appropriate any portion of the Rainy Day

Fund. The library may transfer an amount up to an unexpended balance of 10% from the Operating Fund to the Rainy Day Fund at the end of the year, depending upon the amount left unexpended. The Rainy Day Fund balance was \$380,970.45 on June 30, 2016. Combined investments totaled \$7,250,000.00 as of June 30, 2016.

Total reserves in LIRF and Rainy Day are \$7,860,690.57

INVESTMENTS – The library currently has investments from the Library Improvement Reserve Fund and the Rainy Day Fund. Interest earned from the investments of funds must be placed in the fund of origin.

The library is currently works with Horizon Trust and Investment Management to purchase Certificates of Deposits in increments of \$250,000 to insure the library’s investments against possible loss by limiting individual investments to amounts covered by the Federal Deposit Insurance Corporation.

PUBLIC LIBRARY STANDARDS – The state has 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 standards are in the process of being revised.

The library reported to the Indiana State Library that it met the standards in 2016 and expects it will continue to be able to meet the 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 Baugher 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 2016. 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 Thursday, 9:00 am to 7:00 pm on Friday, and 1:00 pm to 5:00 pm on Saturday.

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.

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

STAFFING – The budget proposes the library employ 4 full-time professional Librarians, 14 other full-time employees and 65 part-time assistants for a total staff of 82 full and part time. Part-time employees will be assigned to work from 10 to 27 hours per week with the large majority of part-time employees working 20 hours per week. There will be a maximum total of 1,861 employee hours worked per week in all library buildings.

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.

Two members of the Automation and Information Technology staff will continue to be offered the opportunity to attend the annual Internet Librarian Conference to keep informed about the latest advances in technology in libraries.

PERSONAL SERVICES

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. The budget draft calculates an increase in wages for all library staff. A salary study continues to be ongoing. Focus is now shifting away from analyzing full-timers' salaries to the wages paid to part-time staff. A tiered structure for part-time staff has been proposed based upon responsibility and specialization of duties.

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 2017 Salary Schedule.

Benefits such as the employer's share of F.I.C.A. (Social Security) and P.E.R.F. (retirement fund) have been calculated accordingly. The ultimate impact of the Affordable Care Act on the library's health insurance premium is still in flux. At the start of 2016 we didn't continue with our previous provider, but switched to Anthem. This was due to major plan changes beginning January 1, 2016 by the current provider at that time, as well as them no longer offering us insurance coverage beginning in June 2016. A small life insurance benefit is available to full time employees also.

The line for Other Employee Benefits continues to be budgeted to reimburse employees for tuition for library related classes.

SUPPLIES

The amount budgeted for all categories have remained the same as last year.

OTHER SERVICES AND CHARGES

The amount budgeted legal services increased while the lines for online services and databases, and downloadable collections have remained the same. The line for telephone charges has remained the same as last year. The line for other insurance is the same as well as the line for repairs to buildings and structures. Taxes and assessments and programming fees have also remained the same.

In 2015 the transfer to the Library Improvement Reserve Fund was \$49,132. In 2016 the end of the year transfer is set at \$122,793. At the end of 2017 we have planned to transfer \$95,976 to LIRF. This amount may be transferred at the end of the years or expended for other purposes as the Library Board may determine is necessary.

The library will renew membership in the Duneland Chamber of Commerce, Indiana Association of Museums and the Indiana Library Federation for 2017.

CAPITAL OUTLAYS

The proposed budget for books and non-print materials is the same as last year.

LIBRARY GOVERNANCE – The terms of Kathryn Cochran (School Board, term 1) and Michael Livovich (County Council, term 1) will expire in 2017. They are both eligible for reappointment.

SERVICE FUNCTIONS

No dramatic changes in the library's departmental service functions are expected to be made. Services are expected to be maintained at near current levels or improved if possible. We saw an increase in outreach in 2016 and anticipate increased participation in outreach activities in 2017.

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. The Library Director will review library policies and make recommendations for potential changes as deemed desirable.

AUDIO-VISUAL SERVICES – Audio Visual services will continue to purchase new DVD's. Additional unabridged audio books on CD will continue to be emphasized. The library will continue to subscribe to downloadable audio book, e-book, and music services for residents.

New audio CD's will continue to be acquired as well as a small collection of electronic games. The department will seek to increase total audiovisual circulation by 5%.

AUTOMATION SERVICES – The library's Information Technician and staff 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 developed, and additional new online subscription services will be evaluated and added if appropriate. The library's ILS (integrated library system), called Polaris was recently upgraded. An automated program registration module will also be explored. Computer classes will continue to be offered. The long term goal of the department is to be able to provide technical help during all library operating hours at Thomas.

The library hopes to be able to offer patrons the ability to pay for fines and fees with credit and debit cards before the end of 2017.

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. A circulation increase of 5% will be pursued.

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. The department will seek to increase circulation and program attendance by 5%.

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

GRAPHICS AND PUBLICITY – The Graphics Clerks will continue providing the support services of printing, preparing press releases, online postings and other employing other public relations activities. New methods for publicizing library programs and services such as greater utilization of social media will be explored and exploited, as well as seeking additional outreach opportunities. A full-time manager of this department will be sought for 2017.

HAGEMAN SERVICES – Branch services will continue with an emphasis on service to families and children. An increase of 5% in circulation and program attendance will be sought.

HOMEBOUND SERVICES – The library will continue to deliver materials to homebound residents and residents residing in a nursing home in the library district.

PUBLIC SERVICES – Adult and young adult programming will continue and will be targeted to expand by 5%.

REFERENCE SERVICES – The Branch Librarian will be encouraged to continue to develop her administrative and service skills and will be assigned to continue her work with young adult programming. The Reference Manager will provide a full range of reference services including reference response, material reserve, interlibrary loan, and SRCS services. The Manager will also be largely responsible for adult programming. The Reference Department will continue to proctor tests for students when requested.

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. Tax help and unemployment compensation filing assistance will continue. Programming in the new MakerSpace Lab area will be expanded.

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

WESTCHESTER TOWNSHIP MUSEUM – The Museum Curator will continue to maintain a strong program of history programming, new exhibits and collection development and maintenance. History summer camp for children will continue.

MEETING ROOM SERVICES – Meeting room services at three facilities will continue to be provided to community non-profit organizations without charge.

CHESTERTON ADULT LEARNING CENTER - The Adult Learning Center will continue to be housed and operate in the Baugher 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 Baugher Center.

FRIENDS OF THE LIBRARY – The Friends of the Library will continue to hold two book sales during the year and periodic technology sales, donating proceeds back to the library for programming, and staff and volunteer recognition events.

STAFF TRAINING – The library will continue to offer staff continuing education opportunities through approving staff attendance at workshops and conferences. Supervisory staff will be encouraged to attend both the annual district meeting and the annual meeting of the Indiana Library Federation. Selected technical staff will be allowed to attend the annual Internet Librarian Conference. Attendance at the conferences presented by the American Library Association will depend on the location of the conference, the perceived value of the sessions, and the value of attendance for the individual employee and the library.

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. The library will also maintain its participation in the State Reciprocal Borrowing Agreement. The Director and other staff members will continue to meet with their counterpart groups and the library will continue to participate in NILBA (the Northwest Indiana Library Boards Association). The library will continue to participate in SRCS (Indiana's Statewide Remote Circulation System).

SPECIAL PROJECTS – The following special projects will be considered for 2017:

Work to attain a matched contribution through e-rate for pulling cable at our buildings.

Assess and make a determination about the proper course of action for the Hageman parking lot.

Reseal and restripe parking lots at all library owned parking lots.

Update the landscaping at all locations to match the new exterior signs.

Create a new library website.

Replace the sidewalk in the front of the Thomas Library.

Explore the possible acquisition of higher capacity replacement shelving for the audio-visual collection.

Consider replacing the rear door at the Thomas Library and Hageman Library.

Build a larger shed at Hageman Library.

Consider replacing the street lighting in front of the Baugher Center with fixtures that match other street lighting in the area.