

**MONROE COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES**

**WORK SESSION  
Wednesday, October 19, 2011  
5:45 p.m.  
Meeting Room 1B**

**AGENDA**

1. Call to Order – Kari Isaacson, President
2. 2012 Budget ( page 1-17) – Gary Lettelleir
3. Resolution for Additional Appropriation (page 18-21) – Sara Laughlin
4. Proposal to Charge for Meeting Room Use (page 22-29) – Sara Laughlin
5. Contracts
  - a. CATS 2012 contract with Monroe County (not in packet)– Michael White
  - b. CATS 2012 contract with Town of Ellettsville (page 30-31)–Michael White
  - c. Leadership Development Proposal (page 32-40) – Kyle Wickemeyer-Hardy
6. Public Comment
7. Adjournment

## Monroe County Public Library 2012 Budget

The third draft of the 2012 budget reflects the following updates:

- The allocation of books, periodicals, non-print materials, and electronic resources
- COIT revenue updated
- A new line for A.V. supplies (014-224-00) has been added for Ellettsville and \$1,200 has been moved to this line. The corresponding reduction was to the other equipment purchases line (008-363-00). This change was related to Ellettsville's new disk cleaning equipment.

### **Accompanying Documents**

**Worksheet A** includes estimated revenue, expense, and cash balances, by fund. **Worksheet B** includes detailed 2012 line item expenditures from all five funds. **Worksheet C** shows line item expenditures in the Operating Fund, compared with 2010 actual expenditures and 2011 budget. **Worksheet D is a line item narrative** about significant changes from last year. **Worksheet E** provides Operating Fund budget detail, by department, with comments.

## 2012 Budget - estimated revenue, expense, and cash balances

Worksheet A	2011 Budget after			
	1782	2011 expected	2012 Estimates	2012 expected
<b>Operating Fund</b>				
Asses. Val.	6,118,817,228		5,506,935,505	
<b>INCOME</b>				
<i>Property Tax 2012 using growth quotient estimate 2.9%</i>			<i>\$4,592,520</i>	
Property Tax - 2011	\$ 4,521,806	0.0739%		
County Option Income Tax	\$ 2,087,229		\$ 1,980,075	
Commercial Vehicle Excise Tax	\$ 34,617		\$ 42,483	
Financial Institutions Tax	\$ 10,231		\$ 12,443	
License Excise	\$ 263,000		\$ 232,699	
Fines/Fees	\$ 160,000		\$ 175,000	
Other - misc per dlgr				
Other - meeting rooms/interest			\$ 15,000	
Other - copiers/PLAC	\$ 15,700		\$ 16,000	
<b>TOTAL</b>	<b>\$ 7,092,583</b>		<b>\$ 7,066,220</b>	
<b>EXPENSES</b>				
Personnel Services	\$ 5,158,175		\$ 5,151,056	
Supplies	\$ 132,800		\$ 176,260	
Other Services/Charges	\$ 1,066,200		\$ 1,112,730	
Capital	\$ 1,107,357		\$ 1,147,200	
<b>TOTAL</b>	<b>\$ 7,464,532</b>	<b>\$7,334,532</b>	<b>\$ 7,587,246</b>	\$ 7,562,246
<b>FUND BALANCE</b>				
Beginning	\$ 1,165,275	\$1,165,275	\$ 791,938	\$ 921,938
Encumbrance	\$ (1,388)	-\$1,388		
Income less exp.	\$ (371,949)	-\$241,949	\$ (521,026)	\$ (496,026)
Ending balance	<b>\$ 791,938</b>	<b>\$921,938</b>	<b>\$ 270,912</b>	<b>\$ 425,912</b>

## 2011 Budget after

1782 2011 expected 2012 Estimates 2012 expected

## Library Capital Projects Fund

## INCOME

Property Tax	\$	342,645	0.0056%	\$	495,000
0.0074 Commercial Vehicle Excise Tax	\$	3,268			4,579
0.003 Financial Institutions Tax	\$	775			1,341
0.0874 License Excise	\$	18,750			24,552
<b>TOTAL</b>	<b>\$</b>	<b>365,438</b>		<b>\$</b>	<b>525,472</b>

## EXPENSES

Capital	\$	361,021			
Construction, Repair, Remodel				\$	418,411
Computer Hardware-Software				\$	125,000
<b>TOTAL</b>	<b>\$</b>	<b>361,021</b>		<b>\$</b>	<b>543,411</b>

## FUND BALANCE

Beginning	\$	98,516		\$	4,417
Encumbrance	\$	(98,516)		\$	-
Income less exp.	\$	4,417		\$	(17,939)
Ending balance	\$	4,417		\$	(13,522)

## Debt Service Fund

## INCOME

Property Tax	\$	1,847,883	0.0302%	\$	235,201
0.0074 Commercial Vehicle Excise Tax	\$	12,901			2,176
0.003 Financial Institutions Tax	\$	4,181			637
0.0874 License Excise	\$	100,000			11,666
<b>TOTAL</b>	<b>\$</b>	<b>1,964,965</b>		<b>\$</b>	<b>249,680</b>

## EXPENSES

Capital	\$	1,996,000		\$	322,088
<b>TOTAL</b>	<b>\$</b>	<b>1,996,000</b>		<b>\$</b>	<b>322,088</b>

## FUND BALANCE

Beginning	\$	117,923		\$	86,887
Income less exp.	\$	(31,035)		\$	(72,408)
Ending balance	\$	86,887		\$	14,479

## 2011 Budget after

1782 2011 expected

2012 Estimates

2012 expected

## Library Improvement Reserve Fund

## INCOME

Transfer	\$	200,000	\$200,000		
Interest on Investments	\$	4,000			
<b>TOTAL</b>	<b>\$</b>	<b>204,000</b>	<b>\$200,000</b>	<b>\$</b>	<b>-</b>

## EXPENSES

Personal Services					
Supplies					
Other Services/Charges	\$	63,558		\$	100,000
Capital	\$	233,374	\$100,000	\$	250,000
<b>TOTAL</b>	<b>\$</b>	<b>296,932</b>	<b>\$100,000</b>	<b>\$</b>	<b>350,000</b>

## FUND BALANCE

Beginning	\$	1,040,847	\$1,040,847	\$	947,915	\$	1,140,847
Income less exp.	\$	(92,932)	\$100,000	\$	(350,000)		
Ending balance	\$	947,915	\$1,140,847	\$	597,915	\$	1,140,847

## Rainy Day Fund

## INCOME

Transfer				\$	200,000		
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## EXPENSES

Personal Services	\$	10,000		\$	10,000		
Supplies	\$	187,048					
Other Services/Charges	\$	140,794		\$	200,000		
Capital	\$	135,468		\$	200,000		
<b>TOTAL</b>	<b>\$</b>	<b>473,310</b>	<b>\$0</b>	<b>\$</b>	<b>410,000</b>		<b>\$0</b>

## FUND BALANCE

Beginning	\$	808,901	\$808,901	\$	335,591	\$	808,901
Income less exp.	\$	(473,310)		\$	(210,000)	\$	200,000
Ending balance	\$	335,591	\$808,901	\$	125,591	\$	1,008,901

2012 BUDGET		2012	2012	2012	2012	2012	2012
Worksheet B		OPERATING	LIRF	RAINY DAY	CAPITAL	DEBT	TOTAL
					PROJECTS	SERVICE	FUNDS
<b>PERSONNEL SERVICES</b>							
SALARIES							
	1120 ADMINISTRATION	164,792					
	1130 PROFESSIONAL/SUPERVISORS	495,967					
	1140 PROFESSIONAL ASSISTANTS	1,291,405					
	1150 SPECIALISTS & TECHNICIANS	824,582					
	1160 CLERICAL ASSISTANTS	455,807					
	1170 PAGES/MASTERCONTROLLERS	268,545					
	1180 TEMPORARY STAFF	5,000					
	1190 BUILDING MAINTENANCE	348,460					
<b>TOTAL SALARIES</b>		<b>3,854,558</b>		-		-	<b>3,854,558</b>
EMPLOYEE BENEFITS							
	1210 EMPLOYER CONTRIBUTION/FICA	239,861					
	1220 UNEMPLOYMENT COMPENSATION	-		10,000			
	1230 EMPLOYER CONTRIBUTION/PERF	386,771					
	1240 EMPLOYER CONT/INSURANCE	608,875					
	1250 EMPLOYER CONT/MEDICARE	56,691					
<b>TOTAL EMPLOYEE BENEFITS</b>		<b>1,292,198</b>		10,000			<b>1,302,198</b>
OTHER WAGES							
	1310 WORKSTUDY	4,300					
	1320 TEMPORARY STAFF	-					
	1350 STIPEND	-					
<b>TOTAL OTHER WAGES</b>		<b>4,300</b>					<b>4,300</b>
<b>TOTAL PERSONNEL SERVICES (1000s)</b>		<b>5,151,056</b>		10,000			<b>5,161,056</b>
SUPPLIES (2000s)							
OFFICE SUPPLIES							
	2110 OFFICIAL RECORDS	1,000					
	2120 STATIONERY & PRINTING	2,760					
	2130 OFFICE SUPPLIES	21,300					
	2140 DUPLICATING	24,100					
	2150 PROMOTIONAL MATERIALS	-					
<b>TOTAL OFFICE SUPPLIES</b>		<b>49,160</b>		-			<b>49,160</b>

2012 BUDGET		2012	2012	2012	2012	2012	2012
Worksheet B		OPERATING	LIRF	RAINY DAY	CAPITAL	DEBT	TOTAL
					PROJECTS	SERVICE	FUNDS
<b>OPERATING SUPPLIES</b>							
	2210 CLEANING SUPPLIES	30,650					
	2220 FUEL, OIL, & LUBRICANTS	11,000					
	2230 CATALOGING SUPPLIES	5,500					
	2240 AUDIO VISUAL SUPPLIES	10,950					
	2250 CIRCULATION SUPPLIES	33,000					
	2260 LIGHT BULBS	3,000					
	2270 RECORDING MATERIALS - CATS	-					
	2280 UNIFORMS	1,900					
	2290 DISPLAY/EXHIBIT SUPPLIES	5,400					
<b>TOTAL OPERATING SUPPLIES</b>		<b>101,400</b>		-			<b>101,400</b>
<b>REPAIR &amp; MAINTENANCE SUPPLIES</b>							
	2300 IS SUPPLIES	6,600					
	2310 BUILDING MATERIALS & SUPPLIES	15,800					
	2315 ENERGY AUDIT SUPPLIES	2,000					
	2320 PAINT & PAINTING SUPPLIES	300					
	2340 OTHER REPAIR & BINDING	1,000					
	2350 RECORDING EQUIP SUPPLIES - CATS	-					
<b>TOTAL REPAIR &amp; MAINTENANCE SUPPLIES</b>		<b>25,700</b>					<b>25,700</b>
<b>TOTAL SUPPLIES (2000s)</b>		<b>176,260</b>		-			<b>176,260</b>
<b>OTHER SERVICES/CHARGES (3000s)</b>							
<b>PROFESSIONAL SERVICES</b>							
	3110 CONSULTING SERVICES	3,000		50,000			
	3120 ENGINEERING/ARCHITECTURAL	40,000					
	3130 LEGAL SERVICES	15,500		50,000			
	3140 BUILDING SERVICES	40,000					
	3150 MAINTENANCE CONTRACTS	139,840					
	3160 OCLC & COMPUTER SERVICES	51,300					
	3170 ADMIN/ACCOUNTING SERVICES	36,500					
	3175 COLLECTION AGENCY SERVICE	24,000					
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>350,140</b>	-	<b>100,000</b>			<b>450,140</b>

2012 BUDGET		2012	2012	2012	2012	2012	2012
Worksheet B		OPERATING	LIRF	RAINY DAY	CAPITAL	DEBT	TOTAL
					PROJECTS	SERVICE	FUNDS
<b>OTHER SERVICES/CHARGES (3000s) CONTINUED</b>							
COMMUNICATION & TRANSPORTATION							
	3210 TELEPHONE	30,600					
	3220 POSTAGE	30,000					
	3230 TRAVEL EXPENSE	10,000					
	3240 PROFESSIONAL MEETINGS	10,000					
	3250 CONTINUING EDUCATION	10,000					
	3260 FREIGHT & DELIVERY	1,000					
<b>TOTAL COMMUNICATION &amp; TRANSPORTATION</b>		<b>91,600</b>					<b>91,600</b>
PRINTING & ADVERTISING							
	3310 ADVERTISING & PUBLICATION	2,900					
	3320 PRINTING	5,900					
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>8,800</b>					<b>8,800</b>
INSURANCE							
	3410 OFFICIAL BOND	700					
	3420 OTHER INSURANCE	55,400					
<b>TOTAL INSURANCE</b>		<b>56,100</b>					<b>56,100</b>
UTILITIES							
	3510 GAS	3,800					
	3520 ELECTRICITY	290,500					
	3530 WATER	17,900					
<b>TOTAL UTILITIES</b>		<b>312,200</b>					<b>312,200</b>
REPAIR & MAINTENANCE							
	3610 BUILDING REPAIR	22,000	100,000	100,000			
	3630 OTHER REPAIR	13,800					
	3640 VEHICLE REPAIR & MAINTENANCE	6,000					
	3650 MATERIALS BINDING/REPAIR	3,000					
<b>TOTAL REPAIR &amp; MAINTENANCE</b>		<b>44,800</b>	<b>100,000</b>	<b>100,000</b>			<b>244,800</b>
RENTALS							
	3710 REAL ESTATE RENTAL	33,600				322,088	
	3720 EQUIPMENT RENTAL	100					



2012 BUDGET		2012	2012	2012	2012	2012	2012
Worksheet B		OPERATING	LIRF	RAINY DAY	CAPITAL PROJECTS	DEBT SERVICE	TOTAL FUNDS
<b>TOTAL RENTALS</b>		33,700				322,088	355,788
<b>OTHER SERVICES/CHARGES (3000s) CONTINUED</b>							
OTHER CHARGES							
	3910 DUES/INSTITUTIONAL	7,590					
	3920 INTEREST/TEMPORARY LOAN	2,500					
	3930 TAXES & ASSESSMENTS	-					
	3940 TRANSFER TO LIRF	-					
	3945 TRANSFER TO RAINY DAY	200,000					
	3950 EDUCATIONAL LICENSING/SERVICES	5,300					
<b>TOTAL OTHER CHARGES</b>		215,390					215,390
<b>TOTAL OTHER SERVICES/CHARGES (3000s)</b>		1,112,730	100,000	200,000		322,088	1,734,818
<b>CAPITAL OUTLAY (4000s)</b>							
FURNITURE & EQUIPMENT							
	4410 FURNITURE	1,000		50,000			
	4420 AUDIO VISUAL EQUIPMENT	-					
	4430 OTHER EQUIPMENT	8,300	100,000	50,000			
	4440 LAND & BUILDINGS	-					
	4450 BUILDING RENOVATION -	-	150,000	100,000	418,411		
	4460 IS EQUIPMENT	-			50,000		
	4465 IS SOFTWARE	-			25,000		
	4470 EQUIPMENT - CATS	-			45,000		
	4475 SOFTWARE - CATS	-			5,000		
<b>TOTAL FURNITURE &amp; EQUIPMENT</b>		9,300	250,000	200,000	543,411		1,002,711
OTHER CAPITAL OUTLAY							
	4510 BOOKS	595,008					
	4520 PERIODICALS & NEWSPAPERS	45,971					
	4530 NONPRINT MATERIALS	368,338					
	to get to 15%						
	4540 ELECTRONIC RESOURCES	128,583					
<b>TOTAL OTHER CAPITAL OUTLAY</b>		1,137,900					1,137,900
	15.00%						
<b>TOTAL CAPITAL OUTLAY</b>		1,147,200	250,000	200,000	543,411		2,140,611

		2012	2012	2012	2012	2012	2012
	2012 BUDGET	OPERATING	LIRF	RAINY DAY	CAPITAL	DEBT	TOTAL
	Worksheet B				PROJECTS	SERVICE	FUNDS
	<b>TOTAL EXPENDITURES 2012</b>	<b>7,587,246</b>	<b>350,000</b>	<b>410,000</b>	<b>543,411</b>	<b>322,088</b>	<b>9,212,745</b>
	<b>TOTAL BUDGET 2011</b>	7,464,532	296,932	473,310	361,021	1,996,000	<b>10,591,795</b>
	Increase from 2011	1.64%	17.87%	-13.38%	50.52%	-83.86%	-13.02%

2012 BUDGET COMPARISON

Worksheet C	2012 BUDGET	2011 BUDGET	2010 ACTUAL	2010 6-30 YTD
<b>PERSONNEL SERVICES (1000'S)</b>				
<b>SALARIES</b>				
1120 ADMINISTRATION	164,792	167,000	135,206	67,924
1130 PROFESSIONAL/SUPERVIS	495,967	545,000	453,964	209,108
1140 PROFESSIONAL ASSISTAN	1,291,405	1,351,000	1,320,105	602,277
1150 SPECIALISTS & TECHNICA	824,582	814,000	764,114	343,968
1160 CLERICAL ASSISTANTS	455,807	442,000	478,551	241,156
1170 PAGES	268,545	226,000	226,989	102,710
1180 TEMPORARY STAFF	5,000			
1190 BUILDING MAINTENANCE	348,460	348,000	335,649	156,107
<b>TOTAL SALARIES</b>	<b>3,854,558</b>	<b>3,893,000</b>	<b>3,714,578</b>	<b>1,723,249</b>
<b>EMPLOYEE BENEFITS</b>				
1210 EMPLOYER CONTRIBUTION	239,861	238,100	222,333	102,914
1220 UNEMPLOYMENT COMPENSATION		-	-	
1230 EMPLOYER CONTRIBUTION	386,771	368,250	353,612	81,729
1240 EMPLOYER CONT/INSURAN	608,875	602,100	514,096	297,619
1250 EMPLOYER CONT/MEDICAL	56,691	55,725	51,997	24,069
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>1,292,198</b>	<b>1,264,175</b>	<b>1,142,038</b>	<b>506,331</b>
<b>OTHER WAGES</b>				
1310 WORKSTUDY	4,300	1,000	103	103
1180 TEMPORARY STAFF		-	52,914	20,883
1350 STIPEND/RECLASSIFICATION		-	-	-
<b>TOTAL OTHER WAGES</b>	<b>4,300</b>	<b>1,000</b>	<b>53,017</b>	<b>20,986</b>
<b>TOTAL PERSONNEL SERVICES</b>	<b>5,151,056</b>	<b>5,158,175</b>	<b>4,909,632</b>	<b>2,250,566</b>
	67.89%	69.09%		
<b>SUPPLIES (2000'S)</b>				
<b>OFFICE SUPPLIES</b>				

Worksheet C	2012 BUDGET	2011 BUDGET	2010 ACTUAL	2010 6-30 YTD
2110 OFFICIAL RECORDS	1,000	1,000	148	
2120 STATIONERY & PRINTING	2,760	1,000	2,388	2,227
2130 OFFICE SUPPLIES	21,300	18,100	14,794	8,495
2140 DUPLICATING	24,100	21,900	19,173	11,195
2150 PROMOTIONAL MATERIALS		-	-	-
<b>TOTAL OFFICE SUPPLIES</b>	<b>49,160</b>	<b>42,000</b>	<b>36,504</b>	<b>21,916</b>
<b>OPERATING SUPPLIES</b>				
2210 CLEANING SUPPLIES	30,650	28,000	28,578	14,873
2220 FUEL, OIL, & LUBRICANTS	11,000	8,500	7,532	4,381
2230 CATALOGING SUPPLIES-BC	5,500	5,500	4,842	2,523
2240 A/V SUPPLIES-CATALOGING	10,950	10,000	9,439	5,230
2250 CIRCULATION SUPPLIES	33,000	21,000	190,890	723
2260 LIGHT BULBS	3,000	3,000	4,566	1,496
2270 VIDEOTAPE - CATS		-	-	
2280 UNIFORMS	1,900	1,000	-	
2290 DISPLAY/EXHIBIT SUPPLIES	5,400	100	1,226	
<b>TOTAL OPERATING SUPPLIES</b>	<b>101,400</b>	<b>77,100</b>	<b>247,074</b>	<b>29,225</b>
<b>REPAIR &amp; MAINTENANCE SUPPLIES</b>				
2300 IS SUPPLIES	6,600	5,000	6,313	4,129
2310 BUILDING MATERIALS & SUPPLIES	15,800	8,500	12,814	7,752
2315 ENERGY AUDIT MATERIALS	2,000			
2320 PAINT & PAINTING SUPPLIES	300	200	234	79
2340 OTHER REPAIR & BINDING	1,000		38	
2350 VIDEO MATERIALS - CATS		-	-	
<b>TOTAL REPAIR &amp; MAINTENANCE SUPPLIES</b>	<b>25,700</b>	<b>13,700</b>	<b>19,399</b>	<b>11,960</b>
<b>TOTAL SUPPLIES</b>	<b>176,260</b>	<b>132,800</b>	<b>302,976</b>	<b>63,101</b>
<b>OTHER SERVICES/CHARGES (3000'S)</b>				
<b>PROFESSIONAL SERVICES</b>				
3110 CONSULTING SERVICES	3,000	3,000	8,360	6,300

## Worksheet C

	2012 BUDGET	2011 BUDGET	2010 ACTUAL	2010 6-30 YTD
3120 ENGINEERING/ARCHITECT	40,000	3,000	19,007	17,259
3130 LEGAL SERVICES	15,500	14,000	11,333	5,679
3140 BUILDING SERVICES	40,000	40,000	32,618	23,047
3150 MAINTENANCE CONTRACT	139,840	95,000	80,244	24,656
3160 COMPUTER SERVICES (OC	51,300	50,000	44,579	7,350
3170 ADMIN/ACCOUNTING SERV	36,500	47,000	61,194	19,276
3175 COLLECTION AGENCY SER	24,000			
<b>TOTAL PROFESSIONAL SERVICES</b>	<b>350,140</b>	<b>252,000</b>	<b>257,336</b>	<b>103,567</b>
<b>COMMUNICATION &amp; TRANSPORTATION</b>				
3210 TELEPHONE	30,600	26,000	29,963	16,422
3220 POSTAGE	30,000	30,000	27,049	13,738
3230 TRAVEL EXPENSE	10,000	10,000	1,226	232
3240 PROFESSIONAL MTG. (OFF	10,000	10,000	862	22
3250 CONTINUING ED. (ON-SITE	10,000	10,000	1,193	
3260 FREIGHT & DELIVERY	1,000	1,000	708	685
<b>TOTAL COMMUNICATION &amp; TRANSPORTATION</b>	<b>91,600</b>	<b>87,000</b>	<b>61,001</b>	<b>31,100</b>
<b>PRINTING &amp; ADVERTISING</b>				
3310 ADVERTISING & PUBLICATI	2,900	2,000	2,567	686
3320 PRINTING	5,900	6,000	1,817	735
<b>TOTAL PRINTING &amp; ADVERTISING</b>	<b>8,800</b>	<b>8,000</b>	<b>4,384</b>	<b>1,420</b>
<b>INSURANCE</b>				
3410 OFFICIAL BOND	700	700	660	300
3420 OTHER INSURANCE	55,400	54,000	47,405	47,405
<b>TOTAL INSURANCE</b>	<b>56,100</b>	<b>54,700</b>	<b>48,065</b>	<b>47,705</b>
<b>UTILITIES</b>				
3510 GAS	3,800	5,600	2,465	1,518
3520 ELECTRICITY	290,500	293,000	275,462	135,956
3530 WATER	17,900	15,800	16,521	6,136

Worksheet C	2012 BUDGET	2011 BUDGET	2010 ACTUAL	2010 6-30 YTD
TOTAL UTILITIES	312,200	314,400	294,448	143,610
REPAIR & MAINTENANCE				
3610 BUILDING REPAIR	22,000	22,000	16,277	14,119
3630 OTHER EQUIP/FURNITURE	13,800	70,000	28,448	13,637
3640 VEHICLE REPAIR & MAINTENANCE	6,000	7,500	10,575	7,497
3650 MATERIAL BINDING/REPAIR	3,000	3,000	2,065	1,024
TOTAL REPAIR & MAINTENANCE	44,800	102,500	57,365	36,277
RENTALS				
3710 REAL ESTATE RENTAL/PAF	33,600	32,000	31,405	29,267
3720 EQUIPMENT RENTAL	100	100	7,062	
TOTAL RENTALS	33,700	32,100	38,467	29,267
OTHER CHARGES				
3910 DUES/INSTITUTIONAL	7,590	6,500	1,303	953
3920 INTEREST/TEMPORARY LOAN	2,500	2,500	-	
3930 TAXES & ASSESSMENTS		-	-	
3940 TRANSFER TO LIRF		200,000	150,000	
3945 TRANSFER TO RAINY DAY	200,000			
3950 EDUCATIONAL SERV/LICENSE	5,300	6,500	4,620	1,497
TOTAL OTHER CHARGES	215,390	215,500	155,923	2,450
TOTAL OTHER SERVICES/CHARGES	1,112,730	1,066,200	916,989	395,396
CAPITAL OUTLAY (4000'S)				
FURNITURE & EQUIPMENT				
4410 FURNITURE	1,000	-	59,331	350
44105 ENCUMBERED FURNITURE		1,388		
4420 AUDIO VISUAL EQUIPMENT	-	-	-	
4430 OTHER EQUIPMENT	8,300	18,357	2,956	56
4440 LAND & BUILDINGS		-	-	
4450 BUILDING RENOVATIONS			155,474	26,637
4460 IS EQUIPMENT		-	-	

Worksheet C	2012 BUDGET	2011 BUDGET	2010 ACTUAL	2010 6-30 YTD
4465 IS SOFTWARE		-	3,307	3,150
4470 EQUIPMENT - CATS		-	-	
4475 SOFTWARE - CATS		-	-	
TOTAL FURNITURE & EQUIPMENT	9,300	19,745 16.32%	221,067	30,193
OTHER CAPITAL OUTLAY				
4510 BOOKS	595,008	593,000	586,780	286,090
4520 PERIODICALS & NEWSPAF	45,971	48,000	42,489	7,175
4530 NONPRINT MATERIALS	368,338	379,000	376,471	181,982
to get to 15%	-			
4540 ELECTRONIC RESOURCES	128,583	69,000	54,862	16,345
TOTAL OTHER CAPITAL OUTLAY	1,137,900	1,089,000	1,060,602	491,592
	15.00%	14.59%		
TOTAL CAPITAL OUTLAY	1,147,200	1,108,745	1,281,669	521,785
TOTAL OPERATING EXPENDITURES	7,587,246	7,465,920	7,411,266	3,230,849

**Monroe County Public Library**  
**2012 Budget: Line Item Detail Narrative**  
**Updated July 21, 2011**

**OPERATING FUND**

*(Income for this fund comes from a property tax levy, County Option Income Tax (COIT), Financial Institutions Tax, License Excise Tax, Commercial Vehicle Excise Tax, and non-tax revenue from copiers, fines, fees, Public Library Access Card reimbursements.)*

<b><u>Line</u></b>	<b><u>Comment</u></b>
1120	Includes salary for Associate Director.
1120-1190 + 1320	Salaries and wages for employees held to 1.5% increase. Reflects 2 positions eliminated through retirement, 4.8 positions not filled in first half of 2011, and reduction of Indiana Room hours. Increases webmaster to full-time in response to critical need for support for increasingly diverse web-based services.
1180	Small reserve fund set aside in order to address temporary shortages.
1230	PERF rate increases from 12.25% to 13%; library contributes employer and employee portions.
1240	Employer contribution to health insurance (10% increase). If increases are higher, employees will have to choose lower-cost options or make increased contributions.
1310	Work-study budget increased to reflect 2011 projected expenditures.
2110-2150	Slight increases to reflect projected expenditures in 2011.
2220	Reflects projected higher expenditures due to gas price increases.
2250	Circ supplies reflects projected cost of RFID tags
2280	Union agreement requires shirts for Facilities employees
2290	Displays/exhibits from 100 to 5400 – based on 2010 spending
2310	Building materials/supplies from 8500 to 15800 – based on 2010 spending
2315	Energy audit materials – new account to track energy audit related materials
3110	Does not include expense of 2013-2015 strategic planning process; consulting fees are included in 2012 Rainy Day Fund budget.
3120	Architectural/engineering services for Phase 3 and 4 of Main Renovation.



- 3150 Maintenance contracts for AMH - \$41,600 / year
- 3160 Increase Internet band-width from 10 MB to 20 MB to address afternoon slowdowns.
- 3175 Collection agency fees formerly included in 3170 now charged to this line
- 3210 From 26000 to 30600 – based on 2010 spending
- 3630 2011 budget included \$60,000 in light bulb replacements for energy audit
- 3640 Reduced amount due to expected decreases in maintenance required by new Bookmobile
- 3940 Transfer \$200,000 to Rainy Day Fund to bring it to \$1,000,000 target balance, rather than to Library Improvement Reserve Fund, which, at the end of 2011, will exceed the \$1,000,000 target balance set by the Board. The balances in these funds help cover operating expenses in advance of twice-yearly tax draws, and also ensure that the library can cope with emergencies and unexpected challenges without additional appropriations in the middle of the year.
- 4510-4540 Materials expenditures equal 15% of smaller Operating Fund budget to continue to meet State Standards at the enhanced level.
- 

**LIBRARY IMPROVEMENT RESERVE FUND (LIRF)**

*(This fund derives income from end-of-year transfers from the Operating Fund and can only be used for capital expenditures.)*

- 3610 Appropriated in case of emergency building repairs exceeding amount appropriated in Operating Fund.
- 4430 Appropriated in case of emergency equipment replacement expenditures exceeding amount appropriated in Operating Fund.
- 4450 Appropriated in case emergency building renovations are needed.
- 

**RAINY DAY FUND**

*(This fund derives income from unanticipated revenue from COIT and can be spent on any expenditures allowed by the Operating Fund.)*

- 1220 The library is self-insuring for unemployment insurance. This amount is appropriated to cover any claims during 2012.

- 3110 To cover consultant costs for 2013-2015 strategic planning.
- 3130 Appropriated in case Operating Funds are insufficient to cover legal costs.
- 3610 Appropriated to cover emergency building repairs exceeding amount appropriated in Operating Fund.
- 4430 Appropriated in case of emergency need for equipment.
- 4450 Appropriated in case building renovation exceeds amounts appropriated in Operating Fund and Library Capital Projects Fund.
- 

#### **LIBRARY CAPITAL PROJECTS FUND**

***(This fund derives its income from a separate property tax levy, as well as *Financial Institutions Tax, License Excise Tax, Commercial Vehicle Excise Tax. Funds can only be spent on equipment, renovation or construction. The 2010 LCPF budget has already been approved by the Library Board and Monroe County Council; we await final approval from the Department of Local Government Finance [DLGF].)****

- 4450 Phase 3 and 4 of Main Library renovation. (Architectural and engineering expenses are included in Operating Fund.)
- 4460 Replace computers on regular replacement schedule.
- 4465 Maintain and upgrade software.
- 4470 CATS equipment
- 4475 CATS software
- 

#### **DEBT SERVICE FUND**

***(This fund derives its income from a separate property tax levy and can only be spent to pay off bond indebtedness.)***

- 3710 Last payment in Main Library addition bond in mid 2012.

**EXCERPTS OF MINUTES OF A MEETING  
OF THE BOARD OF TRUSTEES OF  
MONROE COUNTY PUBLIC LIBRARY**

A meeting of the Board of Trustees of Monroe County Public Library was held at 303 E Kirkwood Avenue, Bloomington, Indiana, on October 26, 2011, at the hour of 5:45 P.M. (Local Time), pursuant to notice duly given to all members of the Board in accordance with the rules of the Board.

The meeting was called to order by the President of the Board, and the minutes of the meeting were recorded by the Secretary of the Board.

On call of the roll the members of the Board were shown to be present or absent as follows:

Present:

Absent:

Thomas Bunger, attorney for the library, was also present at said meeting.

(Among other proceedings had and actions  
taken were the following:)

The Secretary presented to the Board proofs of publication and posting of the notice to taxpayers of the hearing to be held at this meeting on the matter of the additional appropriation proposed to be made on account of said building project, which proofs of publication and posting show that such notice was published in *The Herald Times* and in *The Ellettsville Journal* on September 28, 2011, and October 5, 2011, and posted in three public places on September 28, 2011.

On motion duly made, seconded and unanimously carried, said proofs of publication and posting were ordered approved and made a part of the records of this Board.

The President of the Board then stated that the Board was now ready to hear all taxpayers desiring to be heard in respect to the matter of the additional appropriation in the amount of \$1,800,000 proposed to be made on account of the renovation of and improvements to Monroe County Main Library and Ellettsville Branch Library including the purchase of equipment and technology in said library district.

After hearing all taxpayers present who desired to be heard relative to said additional appropriation, on motion duly made, seconded and unanimously carried, the resolution attached hereto as Exhibit A was adopted.

On motion duly made, seconded and unanimously carried, the Secretary of the Board was directed to advertise the sale of the bonds heretofore authorized.

Upon motion made and seconded the meeting adjourned.

---

Secretary, Board of Trustees

APPROVED:

---

President, Board of Trustees

EXHIBIT A

**APPROPRIATION RESOLUTION**

WHEREAS, Monroe County Public Library is a library organized and existing under the provisions of IC 36-12-2; and

WHEREAS, the Board of Trustees of said library finds that the present facilities of the library are not adequate to provide for the proper library services for its patrons; and

WHEREAS, the Board has determined to issue bonds of the library in an amount not exceeding One Million Eight Hundred Thousand Dollars (\$1,800,000) for the purpose of procuring funds to be applied on the cost of the renovation of and improvements to Monroe County Main Library and Ellettsville Branch Library including the purchase of equipment and technology in said library district (the "Project"); and

WHEREAS, the estimated cost of the Project at the present time is in the approximate amount of One Million Eight Hundred Thousand Dollars (\$1,800,000), and the Board finds that no provision has been made on account thereof in the existing budget; that a need exists for the making of an additional appropriation for such purpose; now therefore,

BE IT RESOLVED by the Board of Trustees of Monroe County Public Library that an appropriation of the proceeds of the General Obligation Bonds of 2011 in the amount of One Million Eight Hundred Thousand Dollars (\$1,800,000) be and the same is hereby made to be applied on the cost of the Project, said appropriation to include the incidental expenses necessary to be incurred in connection with the Project and the issuance of bonds on account thereof; that said appropriation shall be in addition to all appropriations provided for in the existing budget, and shall continue in effect until the completion of the Project.

*Passed and Adopted this 26th day of October, 2011.*

\_\_\_\_\_  
President, Board of Trustees

ATTEST:

\_\_\_\_\_  
Secretary, Board of Trustees

**CERTIFICATE RE ADDITIONAL APPROPRIATION**  
**MONROE COUNTY PUBLIC LIBRARY**

To the Department of Local Government Finance:

I, Stephen C. Moberly, hereby certify that I am the duly elected, qualified and acting Secretary of the Board of Trustees of Monroe County Public Library, a library in Monroe County, Indiana, organized and existing pursuant to I.C. 36-12-2.

I further certify that attached hereto are full, true and correct copies of the following:

(a) Minutes of a meeting of the Board of Trustees of Monroe County Public Library held on October 26, 2011, which minutes include a resolution adopted by said Board authorizing an additional appropriation by said library for the purpose of providing funds to be applied on the cost of the renovation of and improvements to Monroe County Main Library and Ellettsville Branch Library including the purchase of equipment and technology in said library district.

(b) Proofs of publication and posting of the notice of a public hearing on said additional appropriation.

I further certify that the outstanding indebtedness of Monroe County Public Library, within the meaning of Article XIII, Section 1 of the Indiana Constitution, exclusive of the bonds proposed to be issued, designated "General Obligation Bonds of 2011," in the amount of \$1,800,000, is in the amount of \$1,281,617.10.

IN WITNESS WHEREOF, I have hereunto set my hand and the official seal of Monroe County Public Library on this, the 26th day of October, 2011.

\_\_\_\_\_  
Secretary

# **Monroe County Public Library**

## **Proposal to Charge for Meeting Room and Auditorium Use**

### **October 2011**

#### **Recommendation**

At the September meeting, the Board requested a revised proposal, with options for charging three audiences – not-for-profit groups, businesses, and private individuals – for use of the Library’s facilities. The details below outline how we would propose to do that.

This proposal provides details necessary for the Board to answer three questions:

1. Which customer groups will pay fees to use Library facilities?
2. What fees will each group pay?
3. What conditions of use will apply to each group?

I must also report that department managers discussed the proposal at their meeting on October 13 and they do not support the proposal. In addition to their practical concerns about managing competition for meeting room space between not-for-profits and businesses and differing rules for sales by the two groups, they shared a belief that the library should focus on use for public purposes, rather than business or private purposes.

#### **1. Which Customer Groups Will Pay Fees to Use Library Facilities?**

In order to expand access to new audiences and to use meeting rooms to their capacity, we propose to allow meeting room use by Monroe County businesses. We would plan to begin on January 1, 2012 allowing businesses to reserve the auditorium and meeting rooms 1A, 1B, 1C, 1B/1C combined at the Main Library. We have not included 2B or 2C, because those rooms are primarily used for library programs and staff meetings; Indiana Room 207 because it will be eliminated in the next phase of renovation; the Board Room because it is inaccessible after 5 p.m.; or the Ellettsville meeting room, because it is the only meeting space available at the branch and is used for library programs, library staff meetings, as well as by not-for-profit groups.

Because of the library’s mission of “strengthening community,” we do not propose to charge not-for-profit organizations for use of meeting rooms.

In response to concerns about noise and competition with not-for-profits during evening and weekend hours, we do not propose to allow meeting room use by private individuals at this time. If implementation of business use within the fee environment goes well and additional capacity remains, we may consider adding this audience in a year or two.

#### **2. What Fees Will Each Group Pay?**

To maximize income from business users, we propose that the library charge business users a rate of \$75/hour for smaller rooms and \$150/hour for the auditorium and 1B/1C combination.

**Assumptions.** We included five meeting rooms in the models (Table 1). Not included at the Main Library are the art gallery, atrium, 2B, 2C, Indiana Room 207, or Board Room. The Ellettsville Branch meeting room is also not included. Usage between June 2010 and May 2011 for the five included spaces is shown in Table 1.

<b>Table 1: Meeting Room Use by Not-for-Profit Groups, June 2010 - May 2011</b>				
<b><i>Current Patron Requests</i></b>	<b><i>Capacity</i></b>	<b><i>Requests 6/10 – 5/11</i></b>	<b><i>Uses =10% of Current Usage</i></b>	<b><i>Uses = 5% of Current Usage</i></b>
Auditorium	144	165	17	8
Room 1B+C Combo	144	38	4	2
Room 1A	20	267	27	13
Room 1B	84	99	10	5
Room 1C	60	194	19	10
<b>TOTAL</b>		<b>763</b>	<b>77</b>	<b>38</b>

We assumed that, if the Board chose to charge all three audiences, fees for not-for-profit users would be substantially less than those charged to the business and private users.

We further assumed that average length of a meeting would be 1.5 hours.

We assumed no change in the current calendar windows, with the library having exclusive access to reserving rooms for library programs in advance of the three-month window for community reservations, and not-for-profit groups, businesses, and individuals being allowed to reserve rooms no more than three months in advance.

**Revenue Projections.** To project potential revenue, we created models that assume that businesses and private individuals would account for 10% or 5% of total current use. We further assumed that, if fees were charged, use by not-for-profit groups would decrease and created models that projected 75%, 50% and 25% of current use by this group.

For each projected percent of usage, we used two pricing models:

- Fee per use, with a higher fee for auditorium and 1B/1C combined
- Fee per hour, with a higher fee for auditorium and 1B/1C combined

As Table 2 shows, potential revenue ranges from \$4,830 per year, if businesses reserved rooms 77 times and paid a per-use fee of \$50 for single meeting rooms and \$100 for double rooms or auditorium, to \$48,903 per year, if businesses and private individuals accounted for 15% of use and paid \$150/\$75 per hour fees, and not-for-profit use continued at 75% of current rates and these groups paid \$60/\$30 per-hour fees. Other combinations are detailed in the table, and possible revenue combinations are summarized beneath it.



<b>Table 2: Revenue Projections: Five Conditions</b>					
<b>Audience</b>	<b>Percent of Current Usage</b>	<b>Auditorium/Meeting</b>		<b>Range</b>	
		<b>Fee per Use</b>	<b>Fee per Hour</b>	<b>Low</b>	<b>High</b>
Businesses	10%	\$100/\$50		\$ 4,830	
Businesses	10%		\$150/\$75		\$ 10,867
Private/Social	5%	\$100/\$50		\$ 2,415	
Private/Social	5%		\$150/\$75		\$ 5,434
Not-For-Profits	75%	\$50/\$25		\$ 18,113	
Not-For-Profits	75%		\$60/\$30		\$ 32,602
Not-For-Profits	50%	\$50/\$25		\$ 12,075	
Not-For-Profits	50%		\$60/\$30		\$ 21,735
Not-For-Profits	25%	\$50/\$25		\$ 6,038	
Not-For-Profits	25%		\$60/\$30		\$ 10,867
Revenue Range: Businesses Only (10%)				\$ 4,830	\$ 10,867
Revenue Range: Businesses + Private Only				\$ 7,245	\$ 16,301
Revenue Range: Business + Private + NFP 25%				\$ 13,283	\$ 27,168
Revenue Range: Business + Private + NFP 50%				\$ 19,320	\$ 38,036
Revenue Range: Business + Private + NFP 75%				\$ 25,358	\$ 48,903

### **3. What Conditions of Use Would Apply to Each Group?**

**Policy Changes.** We have attached draft language for adapting the existing meeting room policy to accommodate use by businesses. Changes include:

- Adding language allowing business use of meeting rooms
- Reserving the right to request proof of not-for-profit status
- Defining meetings of not-for-profit groups as public and those of businesses as private, if requested
- Allowing businesses to charge admission or sell products within the meeting room
- Requiring businesses to include language in advertisements of events held at the library that make clear that the library is not a sponsor nor does it endorse the business or its products or services.
- Establishing conditions for refunds if the meeting room use is cancelled by a business or by the library.

**Reservations.** After several conversations with Evanced, our meeting room software vendor, we believe that we can employ the software in a fee-based environment to manage reservations. The cost of implementing this feature in Evanced will be \$500 for initial set-up and \$100/year for maintenance. We can configure the software to manage different fee structures for reservations by not-for-profit, business, and private groups and make the necessary adjustments to our web pages. Although Evanced does have capability to create a separate fee structure for extended hours beyond the library's normal

open hours, at present it does not allow us to create different time frames to opening reservations or to limit access to meeting room reservations within the normal operating hours of the library.

Currently, about two-thirds of meeting room reservations are completed online; the only staff time involved is in approving requests. The Evanced software will now require requesters to enter a credit card number, in addition to a library card number. The remaining one-third of not-for-profit representatives make meeting room reservations on the phone or in person; we will enter credit card information on their behalf. The credit card will be charged when the reservation is confirmed (usually within 48 hours; over holidays when the library is closed, the delay may occasionally be 72 hours).

**Equipment and Services.** Due to staffing constraints, we propose to offer the equipment and services we already provide:

- Ceiling mounted LCD projectors (but not laptop computers or other peripherals)
- Tables and chairs in a standard set-up
- Access to kitchen facilities

We will request that all groups leave the meeting rooms in the state in which they found them, with furniture re-set to the standard set-up, projector cords remaining, kitchen clean, etc. Our meeting room policy already outlines conditions in which we would assess damage charges.

# Meeting Room Policy

(showing proposed additions underlined and deletions ~~struck through~~)

Monroe County Public Library (MCPL) provides meeting rooms for public use. The Meeting Room Policy is developed in accordance with the library's mission. The meeting rooms are available to all community, nonprofit groups on equal terms regardless of opinion or affiliation free of charge. Some rooms are also available to local businesses for a fee established annually by the Board of Trustees in the library's Fee Schedule. The library does not sponsor or endorse the views of any group using the meeting rooms.

This policy is for use of the library for outside groups and does not apply to library programs, library sponsored programs, or approved use by MCPL-affiliated groups.

## General Guidelines:

The library administration has written procedures for the use and scheduling of the meeting rooms that are in the best interest of the library and the community. A meeting room application must be completed to reserve a meeting room.

The person filling out a meeting room reservation must have a library card from Monroe County Public Library.

Not-for-profit organizations and businesses may reserve meeting rooms up to three months in advance, as available, up to 20 times a year.

The meeting rooms of the library ~~will only~~ may be scheduled during hours that the library is open to the public.

The library reserves the right to:

- share the contact information of any individual/organization that books a meeting room, if a request is made by a member of the public.
- preempt or reschedule meetings when the library needs the meeting room space.
- refuse or discontinue any use which is disruptive to the normal operation of the library, destructive to the building or equipment, fails to follow the library's Behavioral Rules, or if information is falsified on the meeting room application. Meeting room use that generates excessive noise will be considered disruptive. Failure to vacate a room as scheduled will be considered disruptive.

The library may cancel scheduled room use when library policy has been or will be violated. The library's Art Display Policy shall apply in a meeting room when it is being used for an art exhibition.

## **Use by Not-for-Profit Organizations**

Not-for-profit Local groups operating in Monroe County not operating for profit may use the reserve rooms up to three months in advance. Use by not-for-profit groups is free of charge as available up to 20 times per year. Non-profit groups may be asked to provide a copy of their IRS Form 501(c)(3), Articles of Incorporation or a Tax Exempt Certificate.

The public is welcome to all meetings for which no meeting room fee is charged.

For Non-profit organizations, ~~With regard to meeting room use,~~ no charge may be made for admission and no free will collection may be made in the library. Items, services, and memberships may not be sold or promoted. There may be no mention or presence of anything that could result in income to the group or individuals involved with the group.

If Community Access Television Services (CATS) is scheduled to tape or broadcast a public meeting, it is the responsibility of an organization to contact both the library administration and CATS if the meeting has been canceled.

## **Use by Businesses**

Businesses operating in Monroe County may reserve meeting rooms. They may charge an admission fee and sell products or services within the confines of the meeting room only. No signs may be posted or brochures distributed elsewhere on library property.

Payment for use by local business groups is due when the reservation is made.

The business reserving the meeting room determines whether the gathering will be open to the public.

The library may not be identified or implied as a sponsor. All printed material advertising the meeting, including newspaper advertisement, must include the following disclaimer: "Use of library meeting space does not constitute endorsement of this organization, this program or its content by the Monroe County Public Library."

If a business cancels a reservation less than one week before the meeting was scheduled, no refund will be made. If a business cancels a reservation more than one week before the meeting was scheduled, the library will refund 50% of the fee. If a business cancels a reservation more than two weeks before the meeting was scheduled, the library will refund the entire fee. If the library cancels the meeting, the business will receive a full refund.

## **Facility Setup:**

Each meeting room has a set configuration. The library provides no setup at the Ellettsville Branch or Main Library. If a group decides to use a different room setup, the room must be returned to its original configuration upon departure. All meeting room users are responsible for meeting room setup and cleanup.

Organizations that require use of library equipment for their meeting should arrive at least a half hour before the meeting if they have any questions about equipment.

The library is not responsible for the loss of and/or damage to equipment or materials owned by groups. The library cannot store supplies or equipment belonging to a group. All materials left are turned into Lost and Found.

Light refreshments may be served during meetings in all public meeting rooms except the Auditorium. The group using the room must provide supplies and equipment for serving refreshments. The library does not have full kitchen facilities. Organizations are responsible for cleanup after a meeting.

## **Meeting Room Usage Subject to Clean-up Fees:**

If a group fails to leave a meeting room in its original configuration and condition, and/or does not vacate the room by the scheduled reservation time, it will be charged a fee, as approved annually by the Board of Trustees in the Fee Schedule.

---

*Adopted by **Board of Trustees** 4-21-04*

*Amended by Board 6-15-11*

## Monroe County Public Library 2012 Fee Schedule

Overdue Fines	\$0.25/day (Maximum \$10/item) (No charge for children's materials)
Lost items	Varies
Photocopies	\$0.10/page (No charge for first 3 pages/day)
Printing	\$0.10/page (No charge for first 3 pages/day)
Obituaries for Those Who Live Out of County	\$3/name
Genealogy Research for Those Who Live Out of County	\$10/request
Test proctoring	\$30/test
<u>Meeting Room and Auditorium Fees for Businesses Operating in Monroe County</u>	<u>\$150/hour for Auditorium and 1B/1C combined</u>
	<u>\$75/hour for 1A, 1B, 1C and Ellettsville Program Room</u>
Meeting Room Clean-up Fee	Maintenance (reset room, clean carpet, repair furniture, etc.): \$25/hour Equipment damage or replacement: Cost + \$10 service fee
CATS Dubs	\$10/dub (No charge for dubs of public meetings for elected officials from units with contracts with CATS)
Supplies	
Reusable bags	\$1/bag
Floppy discs	\$0.50
Blank CDs	\$1/disc

Adopted by the Board of Trustees December 15, 2010  
Revised August 17, 2011

2012 AGREEMENT TO PROVIDE COMMUNITY ACCESS TELEVISION SERVICE: TOWN OF ELLETTSVILLE

This Agreement is made by and between the Town of Ellettsville, hereinafter referred to as "Town", and the Monroe County Public Library, hereinafter referred to as "Library".

WHEREAS, it is the desire of the Town to aid the Library in providing services and facilities to the public for local access television programming.

NOW, THEREFORE, IT IS AGREED AS FOLLOWS:

1. To partially fund the operational expenses of the Community Access Center for the year 2012, the Town shall pay \$13,371. Such payment shall be in equal installments of \$3,342,75, payable at the beginning of each quarter of the calendar year 2012 (March 31, June 30, September 30, December 31).
2. The Library shall, by means of the Bloomington Community Access Television, telecast meetings of the Ellettsville Town Council, **Ellettsville Planning and Zoning Board, Richland-Bean Blossom Community School Corporation**, and other appropriate public meetings.
3. The Library shall provide an annual progress and financial report to the Town Council, which report shall summarize the utilization of the Town's payments.
4. This agreement is subject to an appropriation of funds by the Ellettsville Town Council.
5. Either party may terminate this agreement upon sixty (60) days written notice. Notice shall be sent to the following addresses unless such addresses are otherwise changed in writing:
 

Town of Ellettsville 221 North Sale Street Post Office Box 8 Ellettsville, IN 47429	Monroe County Public Library ATTN: Director 303 East Kirkwood Avenue Bloomington, IN 47401
--	---
6. This agreement is for a period of one year.
7. Library certifies that it is enrolled in the E-Verify program and has verified the work eligibility status of all newly hired employees through the E-Verify program, unless the E-Verify program no longer exists, and that signing this contract serves as an affidavit affirming that the Library does not knowingly employ an unauthorized alien.

IN WITNESS WHEREOF, the parties have hereunto affixed their signatures on the date indicated below.

ELLETTSVILLE TOWN COUNCIL

Signature: \_\_\_\_\_

*[Handwritten Signature]*

Name/Title: \_\_\_\_\_

DAVID B. DRAKE - PRESIDENT

Date: \_\_\_\_\_

9/26/11

Attest: \_\_\_\_\_

*[Handwritten Signature]*

Sandra C. Hash, Clerk/Treasurer

MONROE COUNTY PUBLIC LIBRARY

Signature: \_\_\_\_\_

Name/Title: \_\_\_\_\_

Date: \_\_\_\_\_

Attest: \_\_\_\_\_

Sara Laughlin, Director

Michael White, CATS Manager



## Leadership Development Series

As the next step in our staff development, we propose to contract with The Singer Group for a series as outlined in their proposal attached. We view this leadership development as another piece of the library's people management system. The outcomes we seek are:

- Confident, connected, creative managers who can lead the library in a time of rapid change.
- Consistency across the library in understanding and applying good management practice.
- A solid structure for providing support for managers.

We received three proposals and shared them with managers. The managers selected two for presentations on October 6. They selected The Singer Group for several reasons:

- Their costs were comparable to those of the other two \$35,000 compared with \$36,465 and \$38,255. We estimate travel expenses will be no more than \$5,000, higher than for the other two groups, both based in Indianapolis, and making the total costs very similar for the three.
- They promised to "co-create" the learning with us. We saw them do this for our classification and compensation study. We also saw them stick to their guns when, in their judgment, what we were proposing would not work. We think this combination of flexibility and strength will work well for us.
- We have a positive working relationship with them and they are more familiar with our culture than the other two firms, having interviewed many individuals, studied our organizational chart and individual jobs, and designed a classification and compensation system for us.
- They proposed to incorporate projects tied to our strategic initiatives; at the same time, they stressed that the point is to stretch ourselves, not to fully succeed. While the other consultants also incorporated projects, their list of suggested projects was more internally focused. Turning outward is a very important strategic shift and we would like to use every available opportunity to reinforce those behaviors.
- They mentioned learning how to impact "influencers," a sophisticated strategic positioning concept.
- Their outcomes included increased reflection. The capability of questioning ourselves as a key skill going forward.
- In addition to Paula Singer's extensive experience in management, she served as executive director of a public sector union, so she has a unique ability to provide advice and support for our managers in this environment which is new to us.

Paula Singer will be making eight visits to Bloomington. We will be taking advantage of phone, e-mail, and Skype in planning and coaching, in order to make maximum use of her time at the library.

We have tentatively scheduled the eight sessions as follows:

December 8, 2011: Initial meeting with managers to refine design, select projects, begin self-assessment, and establish communications methods

February 16, March 22, April 19, May 24, July 19, August 30, 2012: Learning sessions

November 15, 2012: Follow-up session

Budget permitting, we hope to repeat the series in 2013 with coordinators.



*Presents to*

*Monroe County Public Library*



303 E. Kirkwood Avenue  
Bloomington, IN 47408

A Proposal to Conduct

***Management Team Training and Development***

***September 6, 2011***

***We can't solve problems by using the same kind of thinking we used when we created them.—Albert Einstein***

These words have never been truer than they are for twenty-first century managers and leaders. Today's successful manager or leader is not working in the world into which he or she was born. The operating environment is increasingly unpredictable, and changes rapidly. Peter Vaill, in his book *Managing as a Performing Art*, labeled this environment "permanent whitewater". Twenty-first century leadership is neither rule-bound nor top-down; it is more team-based, networked, and collaborative (Olson and Singer, ALA 2004). Leadership fluctuates and is awarded to the person with the right knowledge, skill or ability at the time. We are all leaders in our own libraries. It follows that learning is a foundational element of effective leadership; leaders must be skilled at critical thinking and problem solving, creativity and innovation, and communication and collaboration. The most effective leaders understand that they need to continue to learn as they lead, and must lead in a way that encourages others to learn; they adopt learning as a way of being.

The Singer Group values learning that is highly experiential, interactive, skills-based, and very practical so that participants will be able to apply what they learn directly to their work. We blend experience with content in a way that speaks to the varied learning styles of participants. As you review this proposal, you will notice that we ensure the experience is customized and responsive to the group's needs and we are able to make adjustments in real time.

We are also sensitive to the evolving needs, multiple projects, and budget constraints of MCPL and will work with the Library Director, HR Director and managers to ensure that the learning experience we create together delivers the desired outcome within the framework of your time and budget.

### **Context**

MCPL aspires to be a dynamic library, essential to thoughtful, productive community life, and always meeting the evolving needs of the community. As a highly rated Top Ten American Library as ranked by Hennen's American Public Library Rating (HAPLR index), MCPL is dedicated to enriching individual lives and strengthening the community by offering equitable access to information and opportunities for literacy, learning, and enjoyment. To help move the library forward, and in consideration of its stated strategy to attract and develop top quality staff, MCPL wishes to train its 11 managers as a cohort. Many of these individuals moved up through MCPL's staff ranks as outstanding individual contributors, but have had little supervisory or management training or coaching. MCPL thinks the time is right to train the group together in management and leadership.

MCPL is unionized and management principals will be shared in this context. That is, any policies or procedures outlined in the current collective bargaining agreement will be accounted for in program design. Staff members have also completed and are working on process improvement projects. Accordingly, the ideas, values and language of process improvement will also be part of the language and design of these training and development activities. Finally, knowing that MCPL is heading into a community listening/strategic planning process in the near future, some activities might be placed in that context.

### **Desired Outcome**

Based on our conversation, the desired outcomes of the management training and development are:

- Confident, connected, creative managers who can successfully model and lead the library's focus on customer results in a time of rapid change
- Consistency across the organization in understanding and application of good management practice
- Solid structure for providing support for managers.

Learning and modeling these skills will benefit each manager, his/her team, the library as a whole, as well as the community. An additional outcome of this training and development program will be the successful completion of at least three collaborative projects that move the library's agenda, strategic initiatives, and goals forward.

## Structure

We propose that this training and development initiative consist of six face-to-face sessions over seven months, as described below supported by interim activities and a touch base/reinforcement session three months after the last session<sup>1</sup>.

Prior to the first meeting, we will communicate with MCPL's Director so that she is well aware of the goals and content of the training and can support and reinforce the learning on-the-job. There will be regular check-ins with the Library Director about the learning and the team's progress. Having said that, confidentiality and "who said what" during group discussions will be maintained.

The group will meet once a month, on Thursday mornings, for 3-5 hours or as scheduled. I will be available on Wednesday evenings for meetings as well as on Wednesday *or* Thursday afternoon for coaching individuals and projects.

Between these meetings, the members of the management team will continue their learning by interacting with each other in Lunch and Learn discussions, working on their projects, journaling their reflections, reading and reflecting on appropriate materials, and other activities. I believe this structure will best support the development of management and leadership skills and give all the time and context needed to learn from experience and reflection.

## Pre-Meeting Meeting

There have been a number of topics identified by MCPL and its managers for inclusion in this program. They include the following (not in any order):

- *Who am I as a manager? As a leader? What are my development needs?*
- *Listening/speaking; interpreting; discussion v. dialogue*
- *Hiring/Orientating/Onboarding/Setting expectations, making requests, influence skills*
- *Team development*
- *Coaching, giving feedback and staff development*
- *Compliance topics – FMLA, FLSA, personnel policies, resolving problems, positive discipline, managing under the collective bargaining agreement,*
- *Work planning, delegation, creating accountability*
- *Creating a culture that energizes*
- *Change management and managing transitions, building resilience, embracing resistance (we'd focus this around the project)*
- *Creating a positive culture, building trust (while a separate topic, it will be the theme that runs throughout all the sessions).*
- *Influence*
- *Leadership: Challenging the process, inspiring a shared vision<sup>2</sup>*
- *Leadership: Enabling others to act, modeling the way, encouraging the heart*

In addition to content, I anticipate that MCPL managers will be asked to complete two assessments designed to promote personal awareness and self-understanding of their personality preferences and managerial (or other) styles. Coaching to support results of the assessment(s) is provided in this proposal, as is additional coaching to support development throughout the program.

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<sup>1</sup> It is proposed that the pre-meeting (see below) take place in early October and sessions take place in November, early December, February, March, April and early May. If you'd like an optional January session, Laura could do a session on performance management. Please note that I am available on site during the first week of January only, and available for project and individual coaching throughout the month.

<sup>2</sup> These are the competencies identified by Kouzes and Posner as the five fundamental practices of exemplary leadership. While we've talked about both management and leadership, depending on needs and time, it could be that this topic is held for another session. Just as an aside, there is a 360 leadership practices inventory that can support individual and group learning.

*(Please note that I've grouped them in one way I might link them in a session – just preliminary thoughts; italicized topics are ones I'm suggesting)*

Because MCPL has a culture that values high participation, to fully develop the program I suggest that we invite the members of the management team to provide input into its design. One way to do this is to engage in a conversation about the issues they are facing as managers. This would lead to an identification of the topics to be covered.

In addition, or as an alternative, I can develop and send a Zoomerang needs assessment survey with the topics noted above along with other relevant topics. There would also be room for the managers and Library Director to share other learning needs. The needs assessment could not only identify topics, but could do so within an identified timeframe as well (e.g. within 3/6/18/24 months). This would help set priorities for the training and ensure that your managers' needs are met.

While soliciting input into program design, it will be acknowledged that there are certain baseline topics specified by the Library Director and HR Director that will be included, as they have a system wide or legal impact on the library.

Given time, during this pre-meeting, we will get started by talking about learning and barriers to learning for adults, self-awareness, management styles, and why all of this is important. We could also use this time to review how we will work together along with the basic components of the program. This might be the time to discuss projects, which could be selected at the next meeting. Finally, I suggest that naming this *training event* become an agenda item during this pre-session.

### **Learning Sessions**

Each meeting will be an intensive skill-building process. The process will be experiential with a theoretical framework. The content will be based on the outcome of the needs assessment.

Each session will have the following components:

Theory – about the topic

Practice – what we are learning via role playing (AKA training with feedback), case studies, assessments and/or exercises

Reflection – what did I learn? How can I apply it to my work as a manager at MCPL? In my life?

### **Projects**

Groups of three to four managers will select and work on a project that impacts the library as a system. The project might be the improvement of an important process, the collection and analysis of community data along with recommendations for changes to a library operation/program or service, the development of key community partnerships, etc.

I will work with the Library Director to identify projects. We will all work together to discuss how and when to report project progress and how and when to use the Library Director as a resource.

### **Final Session**

During the final session of the series, managers will make presentations on what they have learned over the course of the program. The meeting will be designed so the focus is not on the project they did or on “look how well I have done” but on the learning that has taken place for each of them. Each participant will articulate a Plus/Delta about their project (i.e. what went well and what they would do differently), how they worked with the team, and what they learned. We feel this is an essential learning piece that enables managers to learn from their experience and prepare to apply their learning to new situations. This might be a time for the Library Director to join the group. A celebration certainly follows this session!

## Follow-Up

This proposal includes several kinds of follow-up.

**For the Library Director:** monthly conference calls *or* face-to-face while on site of up to one hour each, to provide brief updates, discuss projects, answer questions, and address any concerns.

**For Participants:**

- I will be available for individualized attention and support for MCPL managers and projects. I will ask them to book face-to-face time in advance during periods when I am on-site.
- For each manager, an additional two hours of individual coaching over the 7 months are included in this proposal (22 hours).
- In addition, after participants receive feedback from assessments taken (up to two), I will be available (face-to-face, SKYPE or telephone) if desired for up to one-half hour (11 hours).
- I will also be available for the additional coaching at the rate noted below.
- Lunch and Learns - I will meet with participants via Skype twice to discuss what they are learning from reading assignments.

**For Projects:**

- Project coaching: I will be available to advise and/or coach each project team following each session, or the evening prior.

Note: All coaching is intended to be a supporting resource, not a mandatory obligation. The conference calls will be recorded for any group members who are not able to participate.

## Activities that will Reinforce Learning

### **Learning Journal**

An essential skill of leaders is to continually reflect, act, assess, and use feedback in order to change and grow. Each participant will be asked to keep a Learning Journal in which they reflect on what is working (or not) for them. During the pre-meeting, we can discuss how these reflections are shared and with whom.

### **Lunch and Learn Events**

The managers will also meet on their own each month to discuss a topic or reading assignment with each other.

### **Reading**

As part of this program, members of the management team will be assigned to read articles chosen for their relevance to the group's needs.

## **Investment**

The investment for management training and development along with coaching is: \$35,000 plus usual customary expenses at our cost.

This fee includes:

- Six learning sessions over seven months *plus* one pre-meeting and one follow up session three months after the last session (8 total)
- Project and individual coaching: 3 hours while on-site prior to or following each session (24+ hours)
- Zoomerang needs assessment survey design, analysis and feedback
- Customized training and development design and delivery
- Assessment selection and analysis (up to two), the development of group profiles \Up to 11 additional hours of coaching pertaining to 2 assessments<sup>3</sup>
- Up to 22 hours of coaching/ 2 additional hours per manager<sup>4</sup> over the life of the program focusing on development, work issues, or other relevant goals

<sup>3</sup> Additional coaching is available at the rates noted below.

<sup>4</sup> In addition to face-to-face coaching sessions while on-site

- One hour update conversation with Library Director each month.

*Expenses are in addition to this fee. Expenses include usual and customary travel expenses at our cost as well as the cost of the assessments.*

**Additional work** may be contracted by mutual consent at the following rates:

**On site:** \$ 2,400/day

**Off-site including coaching:** \$175/hour

**Off-site coaching in January 10 – February 8:** \$125

**Design and development of additional session:** \$2,000

If Laura conducts performance management training, the fee will be:

**On site:** \$ 1,600/day

**Off-site:** \$125/hour

I will invoice you 20% of the project cost upon acceptance of the proposal and 10% plus expenses at the completion of the pre-meeting and of each session.

We are flexible in our approach to providing Management Team Training and Development for Monroe County Public Library and are willing to discuss options and make changes as the project progresses

If you have any questions or would like more information, please do not hesitate to contact me at (410) 561-7561 or [pmsinger@singergrp.com](mailto:pmsinger@singergrp.com).

Proposal accepted by:

\_\_\_\_\_  
For Monroe County Public Library

Date: \_\_\_\_\_

**Paula M. Singer**  
For The Singer Group, Inc.

Date: September 6, 2011

The Singer Group, Inc., is a management consulting firm, established in 1983 and is wholly owned by its President, Paula M. Singer, Ph.D. Following is her bio, as well as references for similar work. We encourage you to contact any of our references for additional information.

**Dr. Paula D. Singer**  
*Present Responsibilities*

Paula M. Singer, PhD, is owner and President of The Singer Group, a management consulting firm she founded in 1983. Her individualized approach and commitment to excellence have resulted in a track record of success with an impressive client list. With expertise in compensation, classification, organization development, staffing, strategic planning, and change management, Paula brings a balance of broad perspective and specific focus to each project.

*Faculty Experience*

Paula is an Associate Faculty Member of Johns Hopkins University Carey Business School and Bloomberg School of Public Health.

*Experience*

During her 25 years of consulting, Paula has effectively directed a wide range of studies for clients in the public, private and non-profit sectors. She works with clients in a highly interactive, collaborative way to deliver customized products tailored to each client's needs.

*Education*

Before founding The Singer Group, Paula held a variety of positions in private sector and nonprofit organizations. She was the Manager of Human Resources for a subsidiary of the Bendix Corporation, worked in the corporate HR department of Commercial Credit Company, and served as Executive Director of a public sector union in Maryland.

Paula received her doctorate in Human and Organizational Systems from the Fielding Institute in Santa Barbara, CA. She also earned a Master of Arts degree in Organization Development at The Fielding Institute, and a Master of Administrative Sciences from The Johns Hopkins University. Her Bachelor of Science degree is in Industrial and Labor Relations from Cornell University.

*Professional Affiliations*

Paula is active in a number of professional organizations, civic groups and activities. In recognition of her significant accomplishments, Paula has been honored as one of Maryland's Top 100 Women in 1997, 1999 and 2001 and was a member of Leadership Maryland, class of 1999.

*Publications*

Dr. Singer wrote Developing a Compensation Plan for Your Library (2002, 2009), which details compensation and classification processes. The second edition of this publication was co-written with Laura Francisco of the Singer Group. Paula also co-wrote Winning with Library Leadership: Enhancing Services with Connection, Contribution, and Collaboration (2005) and Human Resources for Results: Putting the Right Person in the Right Job (2007). Succession Planning: Developing Leaders, Managing Change will be published in March 2010.



## References

### **Tulsa City-County Library System**

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Cheryl Gould  
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### **Metropolitan Library System**

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