

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

The  
INDIANAPOLIS PUBLIC  
Library



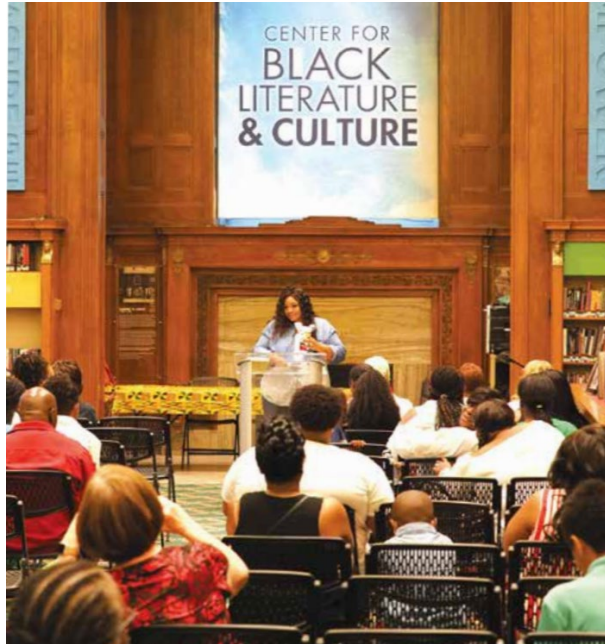
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# **Introduction and Overview**

### **Our Mission**

The Indianapolis Public Library enriches everyone and strengthens communities by inspiring lifelong learning.

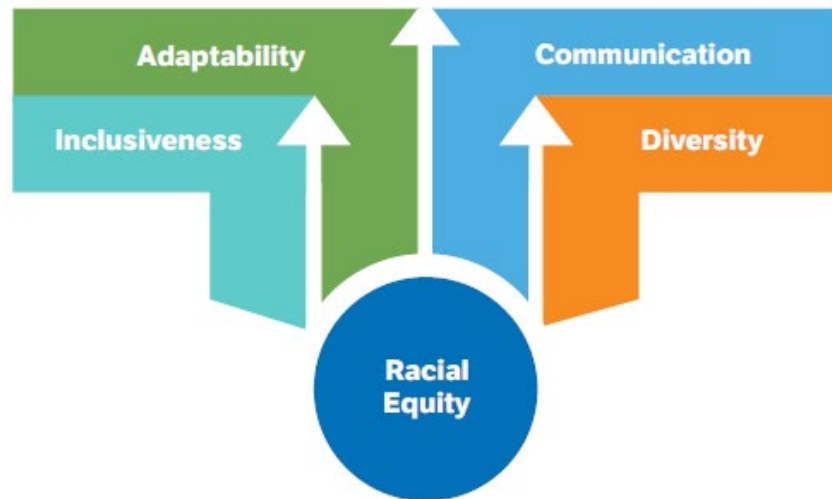


### **Our Vision**

To be a center of knowledge, community life, and innovation for everyone in Indianapolis.



## **The Library's Values**



### **Racial Equity** – *“Leading with Race by Being Race Explicit, Not Race Exclusive”*

Prioritizing the impact of race and intersectional identities that impact the lived experiences of the community and staff such that one’s identity can no longer be used as a predictor of how one fares.

### **Adaptability** – *“Ready for Progress”*

Being proactive, nimble, and innovative, with the flexibility to anticipate and respond to change quickly and positively.

### **Communication** – *“Listening and Sharing”*

Listening actively and ensuring an equitable and timely flow of information to and from patrons and colleagues that is clear, consistent, honest, open, and respectful.

### **Diversity** – *“Embracing Uniqueness”*

Recognizing and valuing all the ways in which people differ, both seen and unseen, while embracing all the characteristics that make one individual or group different from or the same as another.

### **Inclusiveness** – *“Acknowledging and Addressing Biases”*

Fostering an environment, collection, and services where everyone is treated fairly.



## **The Library's Strategic Priorities**

The Library has a new strategic plan for 2021-2023 which will guide the Library decision making during these years. With this Strategic Plan, the Library contemplates how it can help build a city that is just and fair with opportunity for all; a city, where the color of one's skin, or one's zip code, cannot be used as a predictor for how one fares in life. The Library's strategic priorities have been identified based on extensive community analysis, input and discussion.

### **1. Racial Equity**

The Library acknowledges the work ahead needed to improve racial equity efforts within the organization and in the community by listening and providing a platform to continue the conversation and improve opportunities and outcomes for everyone. We will utilize the Government Alliance on Race and Equity (GARE) framework prioritizing the importance of being "race explicit, not race exclusive," thereby emphasizing the importance of working through an intersectional lens. We will be mindful of areas of overlapping marginalization (race, gender, socioeconomics, language, ability, etc.) that impact the lived experiences of our community and staff and contribute to disproportionate outcomes.

### **Racial Equity Strategic Objectives**

- Create a more diverse collection by designating a specific amount of the annual collection budget for African American (30%), Latinx (10%), and LGBTQ+ (5%) materials.
- Apply the Library Racial Equity Toolkit in designing 100% of programs annually.
- Increase vendor diversity by updating processes and enhancing outreach to ensure 27% of annual vendor expenditures are paid to city certified XBEs.
- Increase staff diversity by spending 50% of the annual recruitment budget on diverse recruitment efforts
- Continually and intentionally work toward an organization where racial equity is embedded in our culture.

## 2. Partnerships

Partnerships are central to effectively delivering resources and programs to the Indianapolis community. The Library is committed to enriching our relationships with our current partners and developing new partnerships around the city to enhance and supplement the exceptional grassroots and educational work underway in the community.

### Partnerships Strategic Objectives

- Engage and collaborate with educators to create semi-annual youth-focused marketing aimed at increasing youth awareness of the Library and its resources.
- Create partnerships with culturally diverse community members, leaders, and organizations on at least 75% of our Community Action Plans annually through outreach and engagement.
- Intentionally seek input, collaboration, and feedback from community leaders to ensure we are meeting the needs of the diverse Indianapolis community.



### **3. Information and Literacies**

Providing access to all available Information and resources for multiple literacies is a central function of all public libraries. Through the continued development of our physical and electronic collections, programming, partnerships, and initiatives, The Library will provide access to information resources and intentionally develop resources to promote continued and improved literacy of all types with a focus on the following five areas for 2021-2023:

#### **Information and Literacies Strategic Objectives**

##### **Digital/Technology**

- Expand support for digital literacy and skills training by delivering at least 600 technology and computer training sessions annually across the system, providing additional technology training to staff, and deploying laptops to branches.
- Complete the Digital Inclusion Roadmap by the end of 2021 through outreach and engagement with community leaders and organizations regarding digital/technology inclusion and the digital divide.
- Create an up-to-date space for exploration of contemporary technology by redesigning The Learning Curve at Central Library.
- Continue to provide high-quality STEAM programs system-wide.

##### **Education**

- Promote resource sharing between schools and the Library through teacher and administrator outreach efforts, and enhance marketing and public relations efforts resulting in 2% annual growth in shared system circulation.
- Identify the needs and assets of educators (Pre-K-to-16 and adult education) by administering a survey by the end of 2021.
- Beginning in 2022, annually deliver at least 15 sessions of high-quality professional development for educators through engagement with various community partners.



### **Reading and Writing**

- Increase community awareness and accessibility to achieve 20% of service area population as active cardholders by the end of 2023 by continuing to remove barriers, enhancing marketing and public relations efforts, and providing excellent customer service.
- Increase usage of cards created as a result of Library card campaigns to 25% annually through enhanced marketing.
- Increase community awareness and accessibility, remove barriers, enhance marketing and public relations efforts, and provide excellent customer service to drive total circulation (checkouts + renewals) to 10.5 million in 2023.

### **Health and Wellness**

- Expand the health and wellness offerings to at least 15 class sessions annually by making internally available classes available to the public.
- Expand the health and wellness collection by 25% by the end of 2023 through targeted collection management.
- Deliver one system-wide health and wellness event annually with a focus on the disproportionate impact of many health issues on Black, Indigenous, Asian, Latinx, and all people of color.
- Connect with community health partners semi-annually to identify the best ways to partner and promote healthy living and resources.

### **Financial Literacy**

- Expand online financial literacy and management classes to at least 15 class sessions annually.
- Expand immigrant and refugee financial literacy programming to at least 20 class sessions annually.
- Expand financial management collection by 25% by the end of 2023 through targeted collection management.

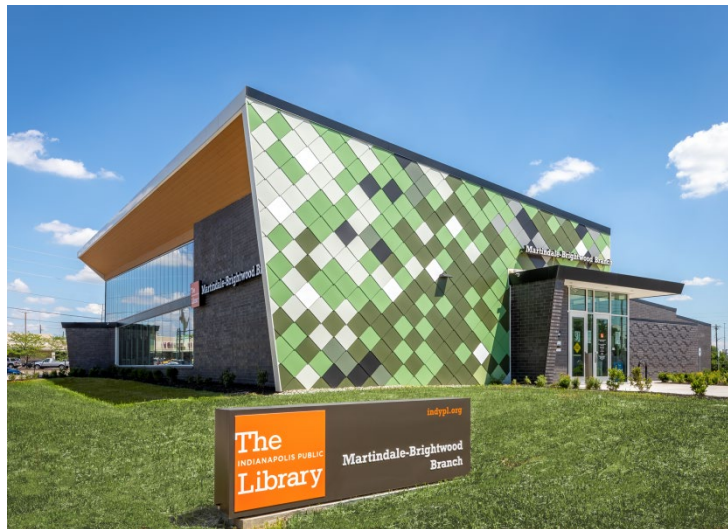
#### 4. Other Strategic Initiatives

##### Partnerships with Library Foundation

- Digital Encyclopedia of Indianapolis
- Racial Equity Training for Library staff
- Sustainability of the Center for Black Literature and Culture

##### Building Library Capacity

- West Perry Branch Library – opening summer 2021
- Glendale Branch Library – construction to begin in Fall of 2021
- Fort Ben branch Library – construction to begin at the end of 2021
- Redesign of the Learning Curve at Central Library



August 11, 2020

TO: Citizens of the Indianapolis-Marion County Public Library District  
Board Members of the Indianapolis-Marion County Public Library  
And their appointing authorities:  
The City-County Council  
The County Commissioners  
Board of School Commissioners of Indianapolis Public Schools.

We are pleased to present the proposed budget of the Indianapolis-Marion County Public Library (the "Library") for the fiscal year ending December 31, 2021.

The Library has begun efforts on a new 3-year Strategic Plan for 2021-2023 but has set priorities for the 2021 budget year. The total annually appropriated budget being presented for adoption by the Library Board and the Indianapolis-Marion County City-County Council and approved by the Department of Local Government Finance (DLGF) totals \$71,089,456 for the year ended December 31, 2021. This budget includes additional resources to support the opening of the new West Perry branch. As always, the challenge of meeting increased demand for library services as revenue sources decrease may result in the need to rely upon the Library's fund balance to fill the gap for 2021. This budget maintains a collections budget for physical materials of \$3.2 million and \$3.1 million for digital resources (together "Collection Materials"). Collection Materials make up 13% of the budget. The largest portion of the Library budget, 59%, is for salaries and benefits.

Comparison of the 2021 proposed budget with the 2020 adopted budget is as follows:

| Library Funds                    | 2021                 | 2020                 | Variance            |
|----------------------------------|----------------------|----------------------|---------------------|
| General Fund                     | \$ 49,968,376        | \$ 48,658,498        | \$ 1,309,878        |
| Debt Service Fund                | 16,867,416           | 16,646,603           | 1,474,477           |
| Rainy Day Fund                   | 3,000,000            | 2,000,000            | 1,000,000           |
| Library Improvement Reserve Fund | -                    | 600,000              | (600,000)           |
| <b>Total</b>                     | <b>\$ 69,835,792</b> | <b>\$ 67,905,101</b> | <b>\$ 3,184,355</b> |

## **2021 Priorities**

The priorities and short term goals for 2021 are primarily in line with priorities in 2020. The Library's 2021 priorities include five major areas.

1. Removing barriers to and increasing racial equity in all aspects of Library Services
  - Recruit and retain a talented workforce representative of the community while addressing racial disparities in hiring, access to promotions, staff development, and retention creating an inclusive, equitable work environment.
  - Meet the diverse needs of community members by evaluating services to the public through collection development, outreach, programs, services, and literacy initiatives to promote a more equitable experience for all.
  - Strengthen relationships with local organizations, neighborhoods, and businesses prioritizing partnerships with BIPOC communities.
2. Retain and attract high quality and knowledgeable staff to serve patron needs
  - Increase in tuition reimbursement
  - Add a social worker to the Central Library team
  - Customer service training focus
3. Providing a welcoming, clean, safe and accessible branch locations for all patrons
  - Continue to create operational changes that maximize safety in a COVID-19 environment
  - Opening of new West Perry Branch
  - Sell bonds for construction of new Glendale branch
  - Design and approvals for new Fort Benjamin Harrison Branch
  - Evaluate security approach
4. Increasing collaboration with schools and support of e-learning
  - Intentional focus on improving reading levels
  - Maintain a robust collection of databases and e-resources with remote access to support remote learning
  - Addressing the digital divide

5. Adapting Library services and leveraging technology to meet patron needs in changing environment
  - Continue to build a comprehensive digital collection and meet demand for physical books and materials
  - Digital Encyclopedia of Indianapolis
  - Planning for re-design of Learning Curve technology at Central Library
  - Continue curbside service
  - CBLC Phase II digital project
  - Robust online programming

### **2021 Challenges**

Challenges for the Library's 2021 Budget include challenges in predictability of revenue due to the Covid-19 recession. In addition, the Library continues to have the challenge of limited growth due to the circuit breaker loss. Annual growth in the levy is limited by Indiana's statewide "circuit breaker" legislation that is intended to limit the tax liability for property owners. The circuit breaker loss has historically limited the long term growth in the revenues and the ability of revenue growth for the Library to keep with the expenditure growth. The library system has limited legal ability to raise additional revenues to compensate for the stagnant growth in property taxes, which make up about 80% of the budgeted revenues. Any increases in local income tax allocations must be initiated through the Indianapolis-Marion County City-County Council.



The increase in cost of electronic resources, increases in personnel costs, as well as the need for increased security presented challenges in allocating costs for the 2021 budget.

The Library is addressing the challenge of the cost of library services growing at a pace faster than revenues by maintaining conservative budgeting practices as well as maintaining adequate reserves to allow for flexibility in timing of any necessary changes to expenditure levels. The Library continues to update and monitor its five year financial plan to ensure its sustainability and to live within its means.

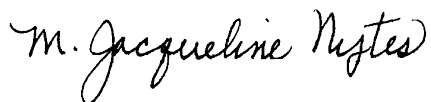
### **Conclusion**

The Library's stewardship of taxpayer dollars is exemplified by the Library's Aa1 rating from Moody's Investor's Service and the AA+ rating from Fitch.

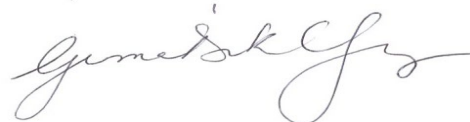
This adopted 2021 Budget provides the Library the opportunity to keep tax rates low while continuing our mission of enriching everyone and strengthening communities by inspiring lifelong learning. The Library not only serves as a bridge between individuals and information, but it successfully partners with many community organizations, acts as an economic stimulus in neighborhoods, and provides a welcoming place for newly-arrived immigrants. Its free and accessible spaces foster a learning community.

We wish to express our appreciation to the dedicated service of the entire Library staff.

Respectfully submitted,



M. Jacqueline Nytes  
Chief Executive Officer



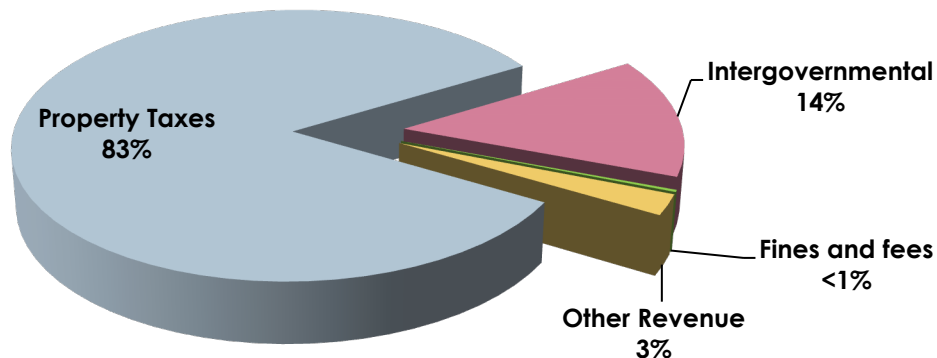
Ijeoma Dike Young, CPA  
Treasurer, Chief Financial Officer



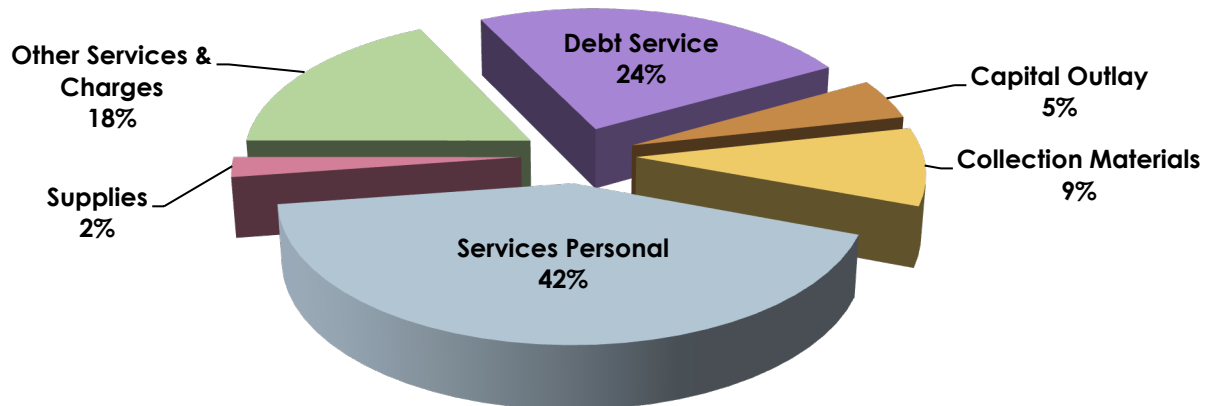
## 2021 Budget Overview

2021 Estimated Revenues  
\$61,288,507

| 2021 Anticipated Tax Rates |        |
|----------------------------|--------|
| Operating                  | 0.1016 |
| Debt                       | 0.0318 |
| Total – IndyPL             | 0.1334 |



2021 Adopted Budget  
\$69,835,792\*



\*There is a planned spend down of cash for the Debt Service and Library Improvement Reserve Funds. The goal is to manage expenditures to leave 5% of General Fund budget unspent.

## Budget Focus

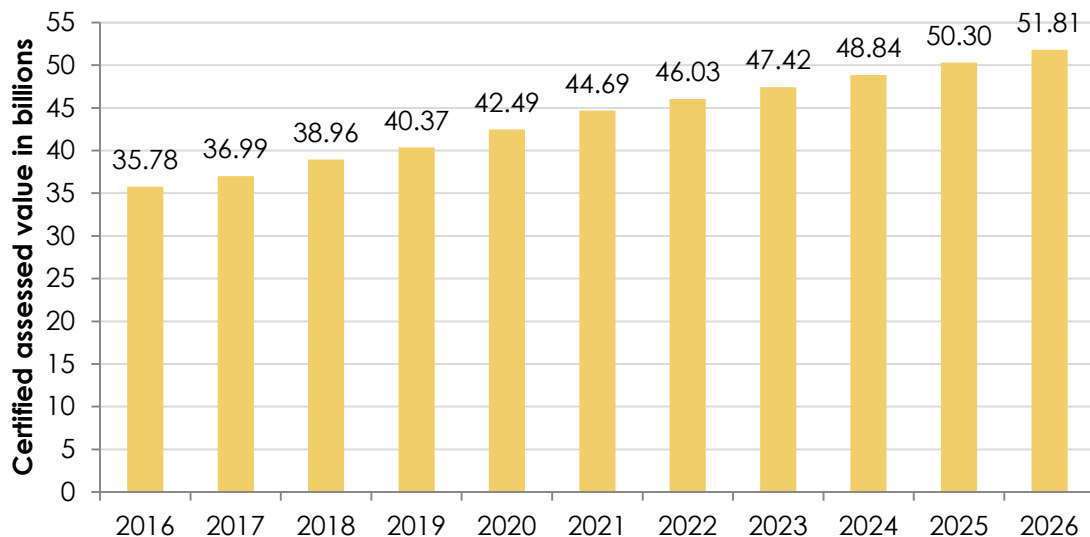
- Remove barriers to and increase racial equity
- Retain and attract high quality and knowledgeable staff to serve patron needs
- Provide welcoming, clean, safe and accessible locations for all patrons
- Increase collaboration with schools and support of e-learning
- Adapt Library services and leverage technology to meet patron needs in changing environment

## **Summary of Significant Assumptions**

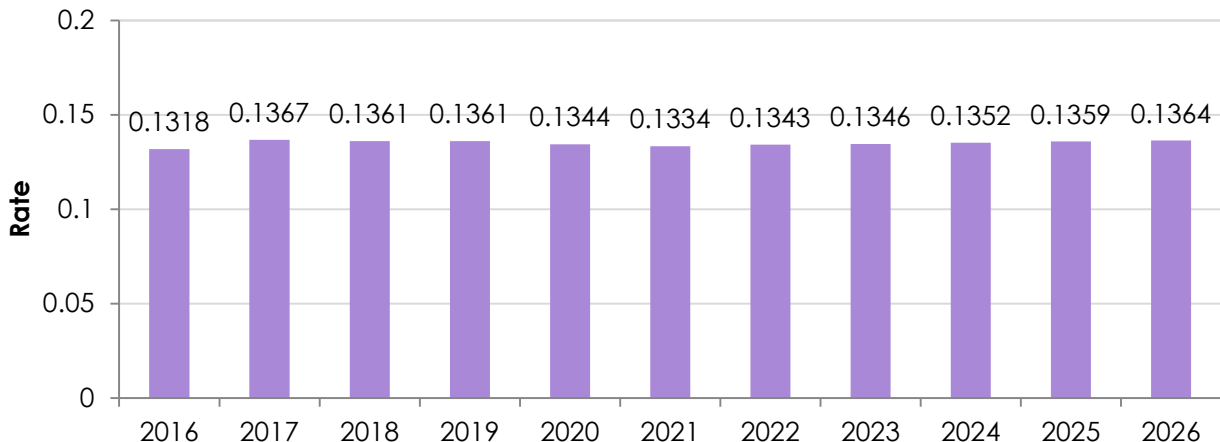
### **Property Taxes**

Net property taxes are projected to grow by 2.9% net of the Property Tax Cap Loss. Gross property tax revenue in the General Fund is projected to grow by 4.2% which is the growth quotient provided by the Department of Local government Finance and is based on the six year non-farm personal income growth. Property tax revenue for the Debt Service Funds is estimated to grow by 5.3%. The following charts show the tax rate and assessed value history and long term projections which both influence the 2021 budget.

**Actual and Projected Assessed Valuation**



**Rate History**



### **Salaries and Benefits**

Salaries and benefits overall are projected to increase by approximately 2.5%.

**Salaries:** 2% has been set aside for salary increases.

**Health Care:** Health care premiums are projected to increase by 2.7% – based on current year projected cost and expected medical expenses for 2021.

**Retirement Plan:** The employer's required contribution to the Indiana Public Retirement System remains the same as 2020 at 11.2% of appointed staff salaries. The employee contribution, which the Library also pays, remains at 3% for a total of 14.2% of appointed staff salaries.

### **Other Services and Charges**

**Utilities:** Increase of \$93,046 based on expected rate increases from the various utility providers – 14% for gas, 4% for electricity, 4% for water, 14% for stormwater, and 4% for sewage. Included in the budget are expected increases due to the new branches – Martindale-Brightwood, Eagle, and West Perry.

**Repairs & Maintenance:** Increase of \$38,178 – includes maintenance of the Library's elevators/escalators, electrical services, general maintenance – carpet replacement, roof replacements, parking lot repairs, painting, lighting upgrades, vehicle maintenance, janitorial services for all locations, conveyor system support and mechanical maintenance.

**Rental:** Decrease due to termination of leases at Brightwood and Fountain Square branches.

**Other:** Increases due to Polaris (Integrated Library System), consulting services (Diversity & Inclusion consultant, Government Alliance on Race & Equality (GARE) membership), security services, snow removal, and lawn and landscaping.

### **Collection Materials**

Increased 1.8% or \$109,251. In order to meet demand for e-resources, \$1,000,000 has been moved from physical books and materials budget to the e-resources budget.

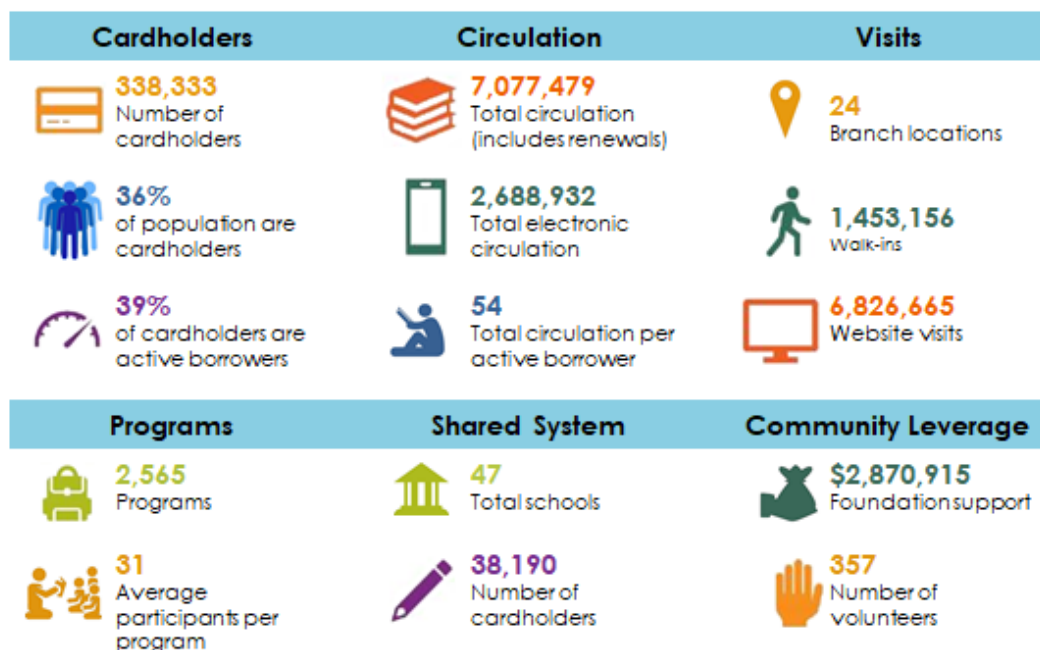
### **Debt Service**

Although the total debt service budget is higher than prior year, the debt service tax rate will be the same as prior year due to a planned use of fund balance as a result of a reduction in the operating cash balance as required by statute.

### **Profile of the Library**

The Indianapolis-Marion County Public Library is an independent municipal corporation pursuant to Indiana Code 36-12. The Library district includes all of Marion County (including the city of Indianapolis), except for the town of Speedway which has their own library district. The Library system consists of the Central Library, 24 branches and the Library Services Center. The Library system services a population of approximately 942,511 residents of Marion County. In addition, many residents of neighboring communities, as well as persons throughout the United States, visit our facilities each year. The Library was formed in 1968 by the merger of the Indianapolis Public Library, a division of the Indianapolis Public Schools, organized in 1873, and the Marion County Public Library, formed in 1966.

## **The Library at a Glance, 2020**



The Library is governed by a seven-member Board appointed by the Indianapolis Public Schools Board of Commissioners (2), Commissioners of Marion County (3), and City-

County Council (2) to serve staggered terms of four years each. The Library operates as a separate, financially independent unit with its appointed officials being directly and separately (from City and County officials) responsible for the financial management, operations and accountability of fiscal matters. Therefore, the Library is a separate entity for financial reporting purposes in accordance with standards promulgated by the Government Accounting Standards Board.

The Indianapolis-Marion County Public Library provides library services to all individuals in order to meet the educational, informational and recreational interests and needs of the public. Library service includes collecting and organizing books and other library materials, including electronic resources, and providing reference, loan and related services to Library patrons. These library services are supported by public funds.

As a community place, the Library is where individuals can not only check out physical books and e-books, but can also attend programs, learn new computer skills, research the job market, enjoy a classical concert, or meet their favorite authors, all free with the use of a library card.



2020 Program  
*Meet the Artists XXXII*

The Board adopts its own resolutions, having the effect of local law governing Library matters, and issues its own general obligation bonds subject to approval by the City-County Council. The Library Board has the authority to adopt the budget and recommend a tax levy. Final budget approval and tax levy must be approved by the City-County Council. The budget serves as the foundation for the Library's financial planning and control. Under Indiana State guidelines, the Board is responsible for adopting a budget for the General Fund, the Debt Service Funds, Library Improvement Reserve Fund, and the Rainy Day Fund by August 31 for the next fiscal year.



The Indianapolis-Marion County Public Library falls within the boundaries of the City of Indianapolis which is the capital of the State of Indiana.

### **General Characteristics of Indianapolis**

The Library is an important factor in the Indianapolis community's quality of life, providing spaces to gather, to learn, and to share at any age.

The Indiana Economic Development Corporation ("IEDC") reports the CNBC's Ranking of America's Top States for Business 2019, ranks Indiana infrastructure second in the nation and fourth in cost of doing business. Indianapolis is the 17th largest city in the U.S., the third largest city in the Midwest (behind Columbus, Ohio). According to a Downtown Indy, Inc., a KPMG study ranks the city of Indianapolis as the third most cost-effective city for business in the nation and *Time Magazine* ranks Indianapolis as one of the top 10 Cities to start a new career. In 2017, *Forbes* ranked Indianapolis the fifth city for creating the most tech jobs, *Money Magazine* ranked Indianapolis as the second best city for jobs and Business.org ranked Indianapolis the 15th best city for Entrepreneurs and start-ups in 2018. In the March/April issue of Inc. Magazine, Indianapolis was featured as the next big startup city and named the "top 10 markets for future tech growth" by Zillow in 2020.

The Indianapolis Chamber of Commerce reported 67 successful relocation and expansion projects in 2019, leading to 10,877 jobs attracted or retained with \$558 million in capital investment. The unemployment rate for the Indianapolis Metropolitan area as of December 2019 was 2.6%. The unemployment rate increased with the Covid-19 recession in 2020 but has been on a steady decline. The unemployment rate as of December 2020 was 5.1%, down from 14% in May 2020.

Indianapolis has a strong service sector, including tourism, convention, hospital, logistics, insurance, and computer related industries. Advanced manufacturing, life sciences and research industries are also prevalent in the Indianapolis area with Eli Lilly and Company, Allison Transmissions, Rolls-Royce, Roche Diagnostics Corporation, and Dow

Agro-Sciences located in the City. A report from the Indiana Business Research Center and BioCrossroads notes that Indiana is the second largest life-science-exporting state in the U.S., behind only California.

With four interstate highways intersecting in Indianapolis, the region ranks first among metro areas in interstate access. This makes it a great location for distribution and shipping. The railroad system in the state ranks ninth in the nation for total mileage (4,178). Indianapolis International Airport is home to the second-largest FedEx hub in the world and is the eighth-largest cargo airport in North America. FedEx has announced a \$1.5 billion investment in its Indianapolis hub over the next seven years, adding 800 additional jobs. The Indianapolis airport was voted Best Airport in North America by Airports Council International for the ninth consecutive year, in March 2021 and Best Airport in the U.S. by readers of Condé Nast Traveler. These strategic advantages, along with the collaboration of the government and the private sector, make the Indianapolis region a great place to do business.

Indianapolis continues to establish itself as a mecca of major sporting events. The city plays host to two of the biggest single-day sporting events in the world – the Indianapolis 500 and the All-State 400 at the Brickyard – which pour hundreds of millions of dollars into the local economy each year. In addition, Indianapolis is home to the Indianapolis Colts and the Indiana Pacers. Indianapolis hosted the Super Bowl in 2012 and received great reviews by the NFL and all the fans that attended. Indianapolis will host the 2021 NBA All-Star Game and the 2021 NCAA Men's final four. Indianapolis is also known as the amateur sports capital of the United States. Several venues provide spectator sporting events as well as facilities open to the public for swimming, tennis, and bicycling.

The City of Indianapolis provides a wide variety of cultural offerings, including the Indianapolis Symphony Orchestra, Indianapolis School of Ballet, the Indianapolis Children's Choir, Newfields (formerly known as the Indianapolis Museum of Art), the Indiana State Museum, the Eiteljorg Museum of American Indian and Western Art, the Indiana Repertory Theatre, and the Children's Museum of Indianapolis. Indiana is the

home to the International Violin Competition and the American Pianist Association's Jazz and Classical Competition, among many other well-known cultural activities.

There is an extensive system of greenways that includes rivers, rail corridors, a historic canal towpath and trails providing 175 miles of activity for residents of the Indianapolis area. The Indianapolis Cultural Trail is a world class urban bike and pedestrian path that connects neighborhoods, cultural districts and entertainment amenities and serves as the downtown hub for the entire Indiana Greenway system. Completed in 2012, the Cultural Trail encompasses eight miles of public art displays, restaurants, shops and culture. Several Library branch locations are included along this trail, allowing patrons the opportunity to ride their bike to the Library.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Indianapolis-Marion County Public Library  
Indiana**

For the Fiscal Year Beginning

**January 1, 2020**

Executive Director

## **Financial Structure, Policy, and Process**

**Board of Trustees**

as of 12/31/20

**Judge Jose D. Salinas**  
President



**Curtis W. Bigsbee**  
Vice President



**Raymond J. Biederman**  
Secretary



**Dr. Terri Jett**  
Trustee Member



**Dr. Khaula Murtadha**  
Trustee Member



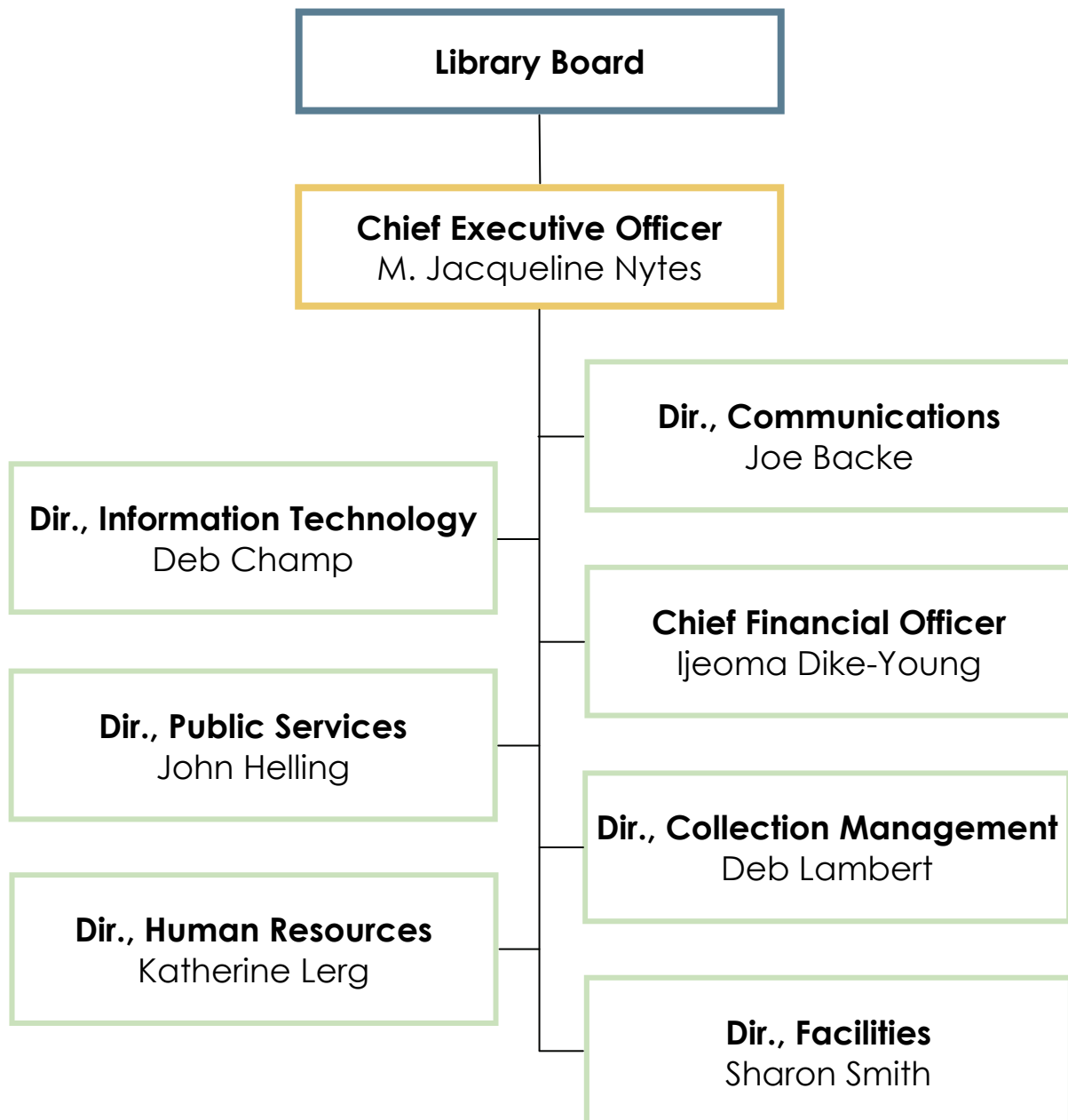
**Patricia A. Payne**  
Trustee Member

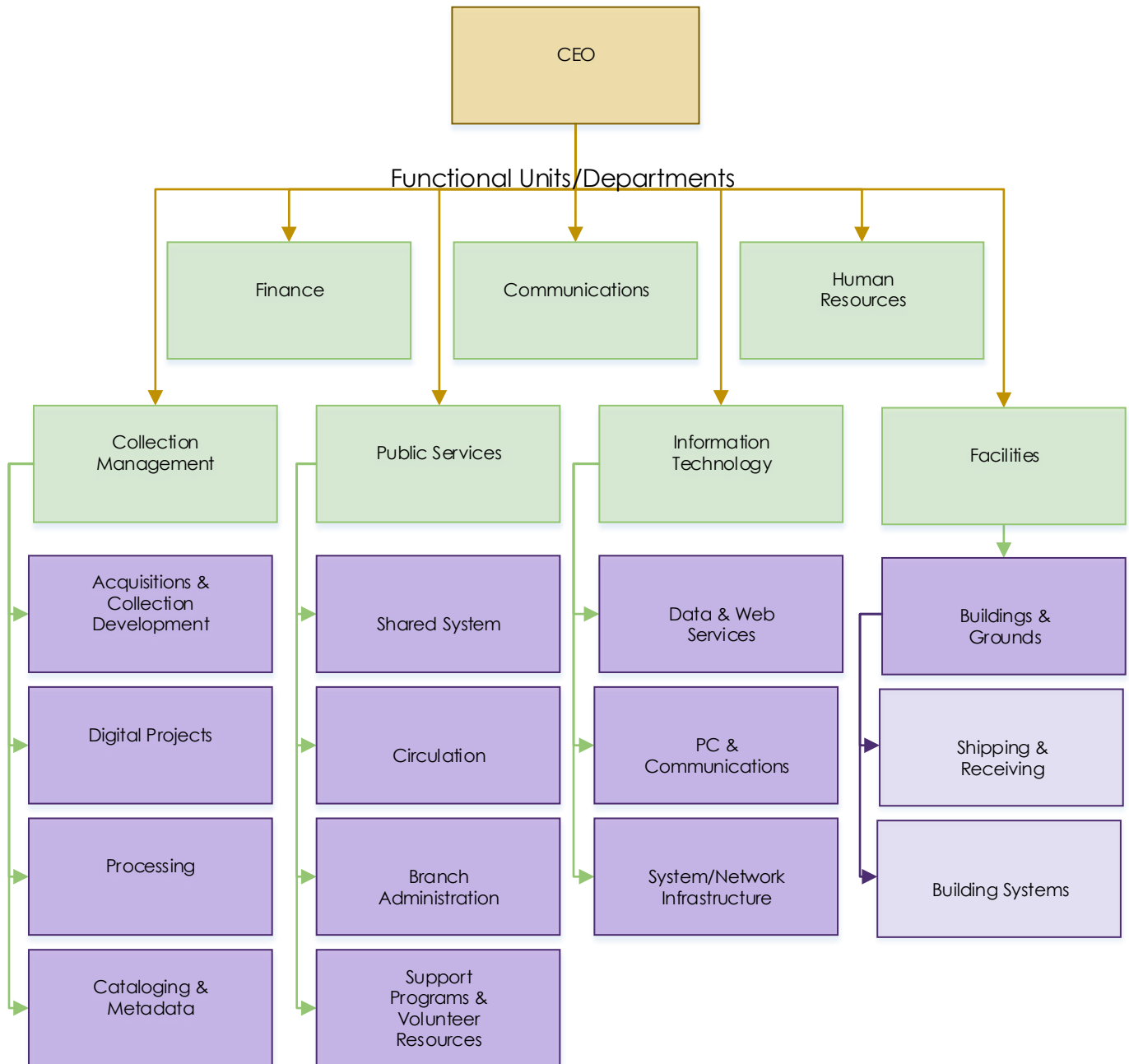


**Rev. T.D. Robinson**  
Trustee Member









## **Financial Policies**

These financial policies, in accordance with State guidelines, describe how the Library receives funds to operate, how those funds are accounted for, and how the Library's Board of Trustees (Board) allocate those funds.

In support of the Library's mission, in service to the community at large and all stakeholders, including all employees, board members, and the City-County Council, and in a spirit of excellence, integrity, and teamwork, the Library is committed to safeguarding the assets of the Library, complying with regulatory requirements, and providing timely, accurate, relevant, and complete information and analysis to promote informed decision-making. The Library's financial management policies provide a framework to ensure the long term financial health of the Library.

The following are summaries of significant accounting policies to be adhered to.

## **Budgeting**

The Library is an independent taxing unit and as the governing body of such, the Board shall set the budget for the proper operation of the Library and levy the necessary property taxes to meet the budget within the property tax controls of the State in accordance with IC 36-12-3-12.

The Board shall, upon the recommendation of the Chief Executive Officer (CEO) and after statutory public review, establish an annual budget to meet service needs, implement policy, and maintain established standards of Library facilities. The Board may make adjustments to the budget during the year by adopting a Resolution in a public meeting. The Board may only increase the budget above the original adopted budget by conducting a public hearing, adopting a resolution, obtaining approval of the City-County Council, and the DLGF. The budget established by the Board shall meet the long-term financial sustainability of the Library and maintain the goal of the Library's adopted Fund Balance Policy.

In accordance with the standards and strategic objectives determined by the Board, the CEO will determine in advance the amount needed to carry on the services of the Library during the coming calendar year and to maintain and augment its physical assets.

Following public hearings as required by law, the Board shall adopt a budget and establish a tax levy necessary to meet the annual budget in accordance with State levy limitations and support the decision before the legally prescribed reviewing bodies.

In accordance with IC 36-12-3-12 and IC 36-3-6-9, the rate of taxation is determined by the tax levy established by the Board and approved by the City-County Council. The DLGF reviews budgets and sets the tax levies of all governmental agencies in the State. Upon the DLGF's determination of the tax levy for the Library, a final budget order is issued. After the issuance of the final budget order, the Board reserves the right to adjust appropriations.

The Library budgets conservatively, but plans on unused appropriations to achieve a balanced budget. The Library defines a balanced budget as a budget in which the estimated receipts of that current year are equal to or greater than the estimated expenditures of the same year.

### **Finance Operations**

The Treasurer shall be the custodian of the funds and be responsible for their safekeeping and accounting, issue and present warrants for the Board's approval, and compile monthly financial reports for the Board. The Treasurer is also responsible for establishing procedures that meet the accounting guidelines of the Indiana State Board of Accounts (ISBOA) in accordance with IC 36-12-2-22. The Board shall annually designate a member of the Library staff to serve as Treasurer of the Library. The Chief Financial Officer is typically designated as the Treasurer. The Treasurer shall represent the Board in all financial matters and, with their prior approval, act on their behalf.

All employees will follow the accounting procedures outlined in the Library's Accounting Manual in accordance with the accounting guidelines established by the SBOA. The manual is reviewed on an annual basis.

#### **Minimum Level of Internal Control Standards**

The Library shall comply with the minimum level of internal control standards as required by IC 5-11-1-27 and as described in the Uniform Internal Control Standards for Indiana Political Subdivisions guidance document from the State Board of Accounts, dated September 2015, which includes five standards and seventeen explanatory principles to promote government accountability and transparency.

#### **Investment Policy**

The Board authorizes the Treasurer to invest funds according to the guidelines set forth in approved policy. The investment policies adopted by the Board are in compliance with IC 5-13-9 et.seq. Monthly cash flow for the year will be projected and monitored in order to maximize interest earnings. The Library shall diversify its investments to the best of its ability based on the type of funds invested and the cash flow needs of those funds.

#### **Capital Asset Policy**

The Board authorizes a Capital Asset Policy that meets the requirements under Government Accounting Standards Statement No. 34. The Board adopted a revised Capital Asset Policy effective January 1, 2018.

The following schedule will be followed for the different types of capital assets:

| Asset Type                                 | Capitalize/Depreciation* |
|--|--------------------------|
| Land                                       | All/Capitalize only      |
| Land Improvements                          | \$5,000/ Straight-line   |
| Building                                   | \$5,000/ Straight-line   |
| Building Improvements                      | \$5,000/ Straight-line   |
| Works of art and other appreciating assets | All/Capitalize only      |
| Machinery and Equipment                    | \$5,000/ Straight-line   |
| Vehicle                                    | \$5,000/ Straight-line   |
| Furniture                                  | \$5,000/ Straight-line   |
| Library Materials                          | All/Composite grouping   |

*\*Depreciation is based on the useful lives outlined in the capital policy*

Construction in Progress will be tracked from start to finish for each project. Upon completion, these dollars will be transferred out of Construction in Progress and onto a physical asset.

### **General (Operating) Fund Balance Policy**

The Board adopted a revised Fund Balance Policy in April 2012. This policy governs the amount of fund balance on hand in the General Fund. The Library will establish an unrestricted minimum fund balance in the General (Operating) Fund equivalent to the amount necessary to avoid the need for tax anticipation warrants during the budget year, thereby eliminating any need to borrow to fund operations.

### **Debt Management**

The Library incurs and issues debt primarily to finance major purchases of equipment, for construction and renovation of branches, and other capital improvement projects.

The Library primarily uses general obligation debt and bids the bond issues competitively as required by statute. The Library will maintain good communication with the bond rating agencies and will strive to maintain its debt rating of AA+ from

Fitch and aa1 from Moody's. All Library debt is to be reported to the DLGF through the DLGF gateway.

The Library will maintain a long term debt plan to manage the liability, the debt service obligations, as well as the debt service tax rate. The debt service tax rate will be managed with a goal of staying flat and for compliance with keeping to rates promised to the City-County Council. All debt issuance and spending of proceeds will comply with Federal, State, and local requirements including all IRS regulations regarding post-issuance compliance. Compliance with the Library's Continuing Disclosure contracts is managed by the Library Controller.

### **Revenue Policies**

The Library receives revenue primarily through Electronic Funds Transfers as authorized by the Board. The Library also will request tax advances from the County Treasurer pursuant to IC 5-13-6-3. The Library shall perpetually review new revenue sources and evaluate the efficiency of the current revenue sources. Generally, all funds must be deposited not later than the next business day following receipt of the funds. Daily deposit is not required when funds on hand do not exceed \$500.

### **Expenditure Policies**

The Library maintains a budgetary control monitoring system to ensure adherence to the budget. The finance department reviews the actual to budget monthly. Funds for all claims must be appropriated and available. All financial transactions shall be properly authorized, certified, and supported with adequate documentation in accordance with the SBOA Accounting and Uniform Compliance Guideline Manual.

### **Accounting, Auditing, and Financial Reporting Policies**

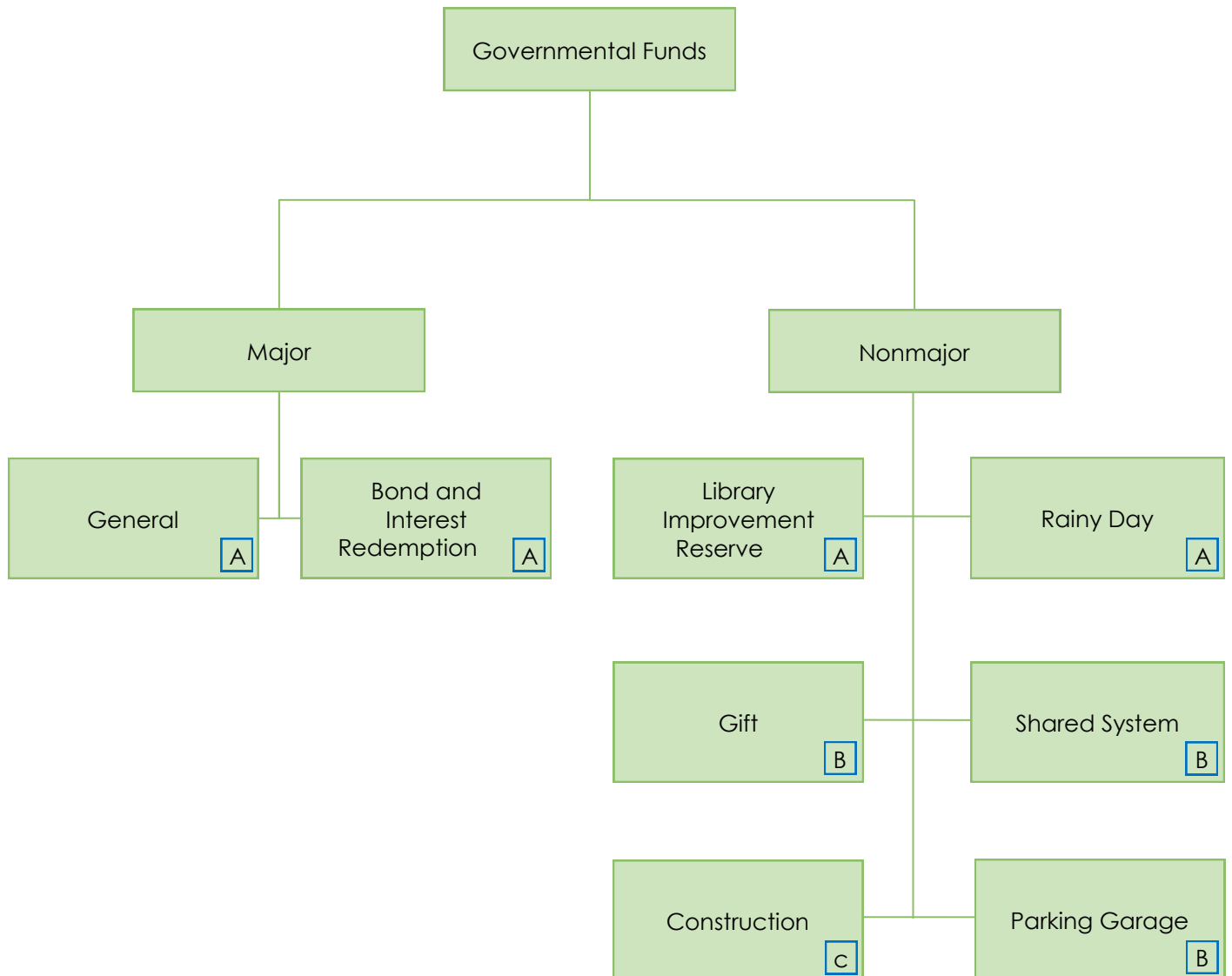
The Library conforms to the Generally Accepted Accounting Principles (GAAP) and the standards defined by the Governmental Accounting Standards Board (GASB).



The Library's accounting system is organized on a fund basis accounting system. Monthly reports for the funds are presented on a cash basis method of accounting at the monthly Board meetings.

The State Board of Accounts performs an annual audit on the Library's funds and this audit report is included in a Comprehensive Annual Financial Report (CAFR) which is prepared in accordance with Generally Accepted Accounting Principles (GAAP) and published on the Library's website.

Write offs for bad debts are calculated by the Chief Financial Officer and approved by the Board.



A. Annually appropriated fund  
B. Non-appropriated fund  
C. Multi-year appropriated fund

All functional units/departments are affected by all major funds, nonmajor funds, and fiduciary funds in the aggregate.

### **Major Governmental Funds**

For the Library's annually appropriated budgets, the major funds are the General Fund and Bond and Interest Redemption Funds.

**General:** this is the primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

**Bond and Interest Redemption:** this fund accounts for all money derived from the taxes levied for the purpose of retiring bonds.

### **Nonmajor Governmental Funds**

For the Library's annually appropriated budgets, the nonmajor funds are the Library Improvement Fund and Rainy Day Fund.

**Library Improvement Reserve Fund:** this fund is used to accumulate money for the purpose of anticipating necessary future capital expenditures such as the purchase of land, the purchase and construction of buildings or structures, the construction of additions or improvements to existing structures, the purchase of equipment, and all repairs or replacements of buildings or equipment.

**Rainy Day:** this fund accounts for the funds received through, but not limited to, a subsequent transfer of unused and unencumbered balance of any fund of the Library. The funds may be used to pay for any or all of the costs incurred in connection with the acquisition of land, the construction, renovation, expansion or equipping of any building or structure to be operated by the Library and/or any improvement of any land operated or occupied by the Library. In addition, funds may be used for any other purpose for which the Library now expends funds provided that the Board, prior to making such expenditure, must determine and declare an emergency exists.

### **Other Non-Appropriated and Multi-Year Appropriated Funds**

The Library's other non-appropriated and multi-year appropriated funds are the Construction Fund, Shared System Fund, Parking Garage Fund, and Gift Fund.

**Construction:** this fund accounts for all the money received from the sale of bonds for the purpose of construction, reconstruction or alteration of library buildings.

**Shared System:** this fund is used to account for money received from participating Indianapolis schools for computerizing, cataloging and processing library materials.

**Parking Garage:** this fund is used to account for money received from the Central Library's parking garage.

**Gift:** this fund is used to account for funds received from the Library Foundation.

### **Basis of Budgeting and Accounting**

The basis of budgeting is on a cash basis, while the basis of accounting is on a modified accrual basis. On a cash basis, revenues and expenditures are recorded when they are received and paid. On a modified accrual basis, revenues are recorded when measurable and available within 60 days after year end. Expenses are recorded when incurred and paid within 60 days after year end.

### **Calendar and Approval Process for the 2021 Budget**

In April, the CFO begins preparing revenue estimates for the budget year based on information provided by the City of Indianapolis, the Department of Local Government Finance (DLGF), and Policy Analytics. By April 30<sup>th</sup>, CFO submits a pre-budget to the DLGF. Due to the COVID-19 pandemic, the deadline to submit the 2021 pre-budget was extended to May 30<sup>th</sup>, 2020.

The CFO meets with department heads to discuss budget needs as well as review long term financial plans during the first half of May. Managers and Directors submit their budget requests by the end of May in order for the budget to be reviewed by the Executive Committee. The budget is revised and reviewed again prior to the presentation of a draft budget to the Library Board at the July Joint Library Board Committee Meeting.

A public hearing is held at the August Joint Library Board Committee Meeting. The budget is then approved by the Library Board at their August Board Meeting. In early September, the budget is introduced at the City-County Council meeting. The Municipal Corporations Committee holds a hearing on the Library's budget in mid-September and the City-County Council holds a final public hearing on the budget at the end of September. Once the City-County Council holds their public hearing, the Municipal Corporations Committee reviews and passes the Library's budget. After the Municipal Corporations Committee approves the budget, the City-County Council adopts it. The Library then submits the adopted budget in Gateway for the City Controller to submit to DLGF for final approval. The Library receives its final approved budget from the DLGF in January 2021.

In order to amend the overall original adopted budget, the Library Board must conduct a public hearing, adopt a resolution, and obtain approval of the City-County Council and the DLGF. Additionally, transfers between budget characters require Library Board approval.

|         |   |
|---------|---|
| May 30  | Pre-Budget submitted to DLGF.   |
| June 9  | Review of high level budget at Joint Library Board Committee Meeting.   |
| July 14 | Draft review of budget at Board Committee Meeting.  |
| July 31 | Budgets are advertised for the first time.  |
| Aug 7   | Budgets are advertised for the second time.   |
| Aug 11  | Public Hearing on 2021 Budget at the Joint Library Board Committee Meeting (as noticed in July 31 <sup>st</sup> and August 7 <sup>th</sup> public notices).                           |
| Aug 24  | Board adopts budget at the Library Board Meeting (as noticed in July 31 <sup>st</sup> and August 7 <sup>th</sup> public notices).   |
| Sept 2  | Last day for Board to approve Budget. Board must submit adopted budget and tax levies along with detailed accounts to council clerk before close of business.                         |
| Sept 14 | Budget introduced at City-County Council meeting. Last day to submit notice of publication for 2020 budget and tax levies through Gateway.  |
| Sept 18 | The notice, publication, and submission to the Department of Local Government Finance of the estimated budget and public hearing must occur before September 14 of the calendar year. |
| Sept 24 | Municipal Corporations Committee hearing on the 2020 budget (Per City-County Council schedule).   |
| Sept 28 | Public hearing on the 2021 budget at City-County Council meeting.   |
| Sept 30 | Review and pass budget by the Municipal Corporations Committee.   |
| Oct 12  | City-County Council adopts Budgets for 2021.  |
| Oct 17  | Library files approved budget via Gateway for the City Controller to submit.  |
|         | Two (2) days after budget is signed by mayor or veto of budget is overridden, adopted budget ordinances must be filed by City-County Council Clerk with Board of Tax Adjustment.      |

## **Financial Summaries**



**Summary of Revenues & Expenditures**

| <b>Combined Major &amp;<br/>Nonmajor Funds<sup>1</sup></b> | <b>2019 Actual</b>   | <b>2020 Budget</b>   | <b>2021 Budget</b>   |
|--|----------------------|----------------------|----------------------|
| <b>Revenues</b>  |                      |                      |                      |
| Property Taxes<br>(less Property Tax Caps)                 | \$ 48,131,923        | \$ 48,639,526        | \$ 50,918,080        |
| Intergovernmental  | 8,980,820            | 8,829,275            | 8,714,435            |
| Other Revenue  | 3,701,224            | 2,129,600            | 1,655,992            |
| <b>Total Revenues</b>                                      | <b>60,813,967</b>    | <b>59,598,401</b>    | <b>61,288,507</b>    |
| <b>Expenditures</b>  |                      |                      |                      |
| Personal Services  | 24,823,475           | 28,725,984           | 29,454,382           |
| Supplies   | 897,500              | 1,289,896            | 1,599,490            |
| Other Charges & Services                                   | 27,216,135           | 32,226,279           | 32,351,124           |
| Capital  | 5,171,457            | 5,666,250            | 6,430,796            |
| <b>Total Expenditures</b>                                  | <b>\$ 58,108,567</b> | <b>\$ 67,908,409</b> | <b>\$ 69,835,792</b> |

<sup>1</sup> Includes General, Debt Service, Rainy Day, and Library Improvement Reserve Funds.

**Summary of Revenues & Expenditures - Major Funds**

| <b>General Fund</b>                             | <b>2019 Actual</b> | <b>2020 Budget</b> | <b>2021 Budget</b> |
|---|--------------------|--------------------|--------------------|
| <b>Beginning Fund Balance</b>                   | \$ 22,972,161      | \$ 25,079,087      | \$ 24,608,524      |
| <b>Revenues</b>                                 |                    |                    |                    |
| Property Taxes<br>(less Property Tax Caps)      | 35,241,287         | 35,756,871         | 36,781,204         |
| Intergovernmental                               | 8,034,031          | 7,938,539          | 7,717,063          |
| Other Revenue                                   | 2,871,482          | 2,059,600          | 1,655,992          |
| <b>Total Revenues</b>                           | <b>46,146,800</b>  | <b>45,755,010</b>  | <b>46,154,259</b>  |
| <b>Expenditures</b>                             |                    |                    |                    |
| Personal Services                               | 24,823,475         | 28,725,984         | 29,454,382         |
| Supplies  | 897,500            | 1,289,896          | 1,599,490          |
| Other Charges & Services                        | 13,211,138         | 14,491,368         | 15,483,708         |
| Capital   | 5,107,761          | 4,151,250          | 3,430,796          |
| <b>Total Expenditures</b>                       | <b>44,039,874</b>  | <b>48,658,498</b>  | <b>49,968,376</b>  |
| <b>Surplus/(Deficit)</b>                        | 2,106,926          | (2,903,488)        | (3,814,117)        |
| <b>Transfers/Planned Unspent Appropriations</b> | -                  | 2,432,925          | 2,498,419          |
| <b>Ending Fund Balance</b>                      | \$ 25,079,087      | \$ 24,608,524      | \$ 23,292,826      |
| <b>Change in Fund Balance</b>                   |                    | -2%                | -5% <sup>1</sup>   |

<sup>1</sup> Like most governmental units, the Library budgets conservatively, plans for unused appropriations, and expects a balanced budget in 2020 and 2021.

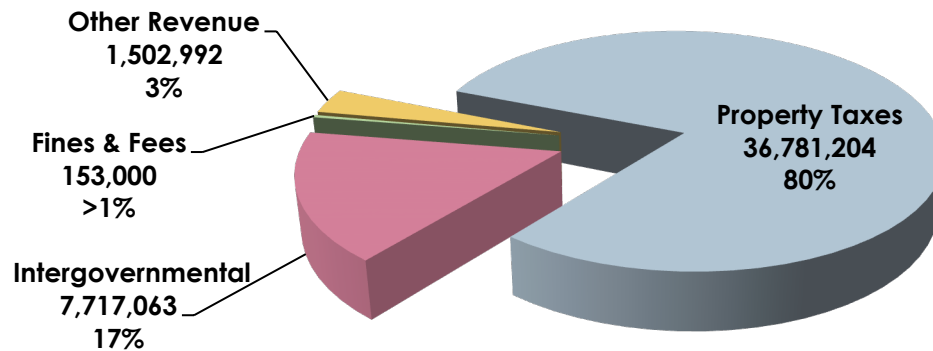
**Summary of Revenues & Expenditures - Major Funds**

| <b><u>Bond and Interest Redemption Funds</u></b> | <b><u>2019 Actual</u></b> | <b><u>2020 Budget</u></b> | <b><u>2021 Budget</u></b> |
|--|---------------------------|---------------------------|---------------------------|
| <b>Beginning Fund Balance</b>                    | \$ 5,914,323              | \$ 6,227,562              | \$ 3,351,042              |
| <b>Revenues</b>                                  |                           |                           |                           |
| Property Taxes<br>(less Property Tax Caps)       | 12,890,636                | 12,882,655                | 14,136,876                |
| Intergovernmental                                | 946,789                   | 890,736                   | 997,372                   |
| Other Revenue                                    | 103,094                   | -                         | -                         |
| <b>Total Revenues</b>                            | <b>13,940,519</b>         | <b>13,773,391</b>         | <b>15,134,248</b>         |
| <b>Expenditures</b>                              |                           |                           |                           |
| Personal Services                                | -                         | -                         | -                         |
| Supplies   | -                         | -                         | -                         |
| Other Charges & Services                         | 13,627,280                | 16,649,911                | 16,867,416                |
| Capital  | -                         | -                         | -                         |
| <b>Total Expenditures</b>                        | <b>13,627,280</b>         | <b>16,649,911</b>         | <b>16,867,416</b>         |
| <b>Surplus/(Deficit)</b>                         | 313,239                   | (2,876,520)               | (1,733,168)               |
| <b>Transfers/Planned Unspent Appropriations</b>  | -                         | -                         | -                         |
| <b>Ending Fund Balance</b>                       | \$ 6,227,562              | \$ 3,351,042              | \$ 1,617,874              |
| <b>Change in Fund Balance</b>                    |                           | -46%                      | -52% <sup>1</sup>         |

<sup>1</sup> Change in fund balance is primarily due to statutory requirement that operating balances in the debt service fund may not exceed 15% of the budget for the year after the budget year on debts incurred after June 30, 2014. On debts incurred prior to June 30, 2014, operating balances may not exceed 50% of the budget for the year after the budget year. IC 6-1.1-17-22. As debts issued prior to June 30, 2014 are paid off, the statutorily allowed cash balance decreases.

## **General Fund Revenue Sources**

**2021 Estimated Revenue  
\$ 46,154,259**



### **Property Taxes**

Property taxes make up 80% of the 2021 General Fund total estimated revenues. The General Fund is the general fund from which an annual appropriation is made for the day to day operations of the Library. This fund is used to pay staff and associated fringe benefits, supplies, utilities, maintenance, and collection materials. The 2020 pay 2021 estimated General Fund tax rate is \$0.1016 based on the Certified Net Assessed Value of \$44,694,125,087 and the maximum permissible levy calculated by the DLGF.

The current estimated maximum levy for the General Fund (2021) allowed by law for the Indianapolis-Marion County Public Library is \$45,436,527. This represents a 4.2% levy increase over 2020 property tax levy based on the allowable growth rate per the Department of Local Government Finance (DLGF). The estimated maximum levy for the General Fund for 2021 is \$45,436,527 less the estimated property tax cap loss of \$8,173,662 resulting in net property taxes of \$37,262,865, which is a 4.2% net increase over the 2020 budgeted net property tax revenue. The property tax cap loss is difficult to estimate as there are many factors that influence the amount. The estimated loss calculated by the DLGF is much higher at an amount of \$9,161,750.

Property Tax Caps also known as "circuit breaker" was enacted by the Indiana General

Assembly in 2008 and subsequently amended into the Indiana Constitution. The property tax cap guarantees that property taxes cannot exceed a certain capped percent of the parcel's gross assessed value. The property tax cap loss amount represents property tax liability waived because it is above the level allowed under the property tax caps. The property tax caps are as follows:

1% - for Homestead property

2% - for other residential property and agricultural land

3% - for commercial and industrial property

### **Other Intergovernmental Revenue**

#### **Local Income Tax – LOIT Property Tax Relief**

During the summer of 2007, the Governor suggested local governments increase the local income tax for property tax relief. The Marion County City-County Council adopted an increase in August of 2007 which provided funding for public safety along with property tax relief. As a result of this action, the Library was required to keep their tax levy for years 2007 – 2010 at the rate approved for 2007. The difference between the levy adopted by the Library and the maximum allowed would be made up from the increase in the local income tax as a Local Option Income Tax (LOIT). This Local Option Income Tax is not additional revenue for the Library but a property tax replacement that is deducted from the Library's maximum levy as calculated by the DLGF. For 2021 the amount anticipated to be received by the Library is \$3,469,126.

#### **Local Income Tax – LIT Certified Shares (COIT)**

In 2011, legislation was changed allowing the Library's fiscal body (City-County Council) to distribute a share of COIT revenue to the Library. This allocation was increased from one tenth of one percent in 2019 to two tenths of one percent in 2020. For 2021, the amount of revenue from COIT included in our projections is \$508,744.

### **Motor Vehicle Excise Tax**

Motor Vehicle Excise Tax projected for 2021 is \$2,694,752 for the Library's General Fund. This tax is in lieu of a personal property tax on vehicles, and it is paid at the same time annual license plates are obtained. Yearly renewals of plates and payments of this excise tax are normally handled by mail. The rate of tax varies based on the initial "factory advertised delivered price" of the vehicle in the year which it was new. The tax is then computed lower per year of manufacture. Changes in recent legislation have reduced the amount of tax collected through this mechanism. Replacement funds are provided from gambling proceeds and from the general fund, if necessary, to make up the difference for units of local government.

Commercial Vehicle Excise Tax (CVET) projected for 2021 is \$289,648 for the Library's General Fund.

### **Financial Institutions Tax**

The library's share of tax monies received from banks and savings and loan associations is projected at \$332,860 in 2021 for the Library's General Fund.

### **Sources of Additional Revenue**

#### **Public Library Access Card (PLAC)**

As a result of legislative action, a Statewide Library Card (PLAC) was made available beginning January 1, 1993. For 2021, PLAC revenue is projected at \$55,000.

### **Fines and Fees**

Fines and fees projected in 2021 for lost and damaged materials are \$153,000. In 2020, the Library Board approved a plan for the Library to become fine free beginning January 2021. Per day late fines are no longer assessed. Print and copy revenue is projected to generate \$303,631 in revenue and fax usage is projected to bring in \$62,553. Due to the demand for meeting rooms and the popularity of using Central as a venue, the Library's meeting room income is projected at \$239,990 in 2021.

### **Interest**

This represents the investment income earned on cash held by the Library during the year. Investments are limited by statute to government backed instruments such as CDs. For 2021, interest income is projected at \$90,000 for the General Fund.

### **Grants/Contributions**

Annual support for the InfoZone Library Branch for 2021 is projected at \$225,000. The Library maintains Grant/Gift funds for all other grant/gifts in accordance with State Accounting Guidelines.



# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Financial Summaries



#### Summary of System-wide Staffing

| Job Title                                      | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|--|----------------|-------------------------|------------------------|
| Accountant                                     | 3.0            |                         |                        |
| Accounting Assistant                           |                |                         | 1.0                    |
| Accounts Payable Assistant                     | 1.0            | 1.0                     | 1.0                    |
| Accounts Receivable Clerk                      | 1.0            | 1.0                     |                        |
| Activity Guide                                 | 6.5            | 6.5                     | 5.0                    |
| Administrative Assistant                       | 6.0            | 6.0                     |                        |
| Administrative Assistant I                     |                |                         | 3.5                    |
| Administrative Assistant II                    |                |                         | 4.0                    |
| Area Resource Manager                          | 6.0            | 6.0                     | 6.0                    |
| Artist-in-Residence                            | 1.0            | 1.0                     | 1.0                    |
| Auditorium Technician                          | 1.0            | 1.0                     | 1.0                    |
| Bookmobile Driver/Clerk                        | 2.0            | 2.0                     | 2.0                    |
| Budget Analyst                                 | 1.0            | 1.0                     | 1.0                    |
| Building Steward                               | 1.0            | 1.0                     | 1.0                    |
| Business Analyst                               | 1.0            | 1.0                     | 1.0                    |
| Cataloger                                      | 5.0            |                         |                        |
| Cataloging and Metadata Librarian              |                | 5.0                     | 5.0                    |
| Cataloging Assistant                           | 1.0            | 1.0                     |                        |
| Chief Executive Officer                        | 1.0            | 1.0                     | 1.0                    |
| Chief Financial Officer                        | 1.0            | 1.0                     | 1.0                    |
| Circulation Supervisor I                       | 14.6           | 14.6                    | 14.0                   |
| Circulation Supervisor II                      | 9.0            | 9.0                     | 11.0                   |
| Collection Development Librarian               | 4.0            | 4.0                     | 4.0                    |
| Computer Lab Assistant II                      | 19.6           | 19.6                    | 18.1                   |
| Control Room Technician                        |                | 6.0                     | 6.0                    |
| Controller                                     | 1.0            | 1.0                     | 1.0                    |
| Data Base Administrator                        | 1.0            | 1.0                     |                        |
| Digital Marketing Specialist                   | 1.0            | 1.0                     | 1.0                    |
| Digital Projects Coordinator                   | 1.0            | 1.0                     | 1.0                    |
| Director, Human Resources                      | 1.0            | 1.0                     | 1.0                    |
| Director, Collection Management                | 1.0            | 1.0                     | 1.0                    |
| Director, Communications                       | 1.0            | 1.0                     | 1.0                    |
| Director, Facilities                           | 1.0            | 1.0                     | 1.0                    |
| Director, Information Technology               | 1.0            | 1.0                     | 1.0                    |
| Director, Public Services                      | 1.0            | 1.0                     | 1.0                    |
| Director, Strategic Planning<br>& Assessment   |                |                         |                        |
| Diversity & Inclusion Officer                  | 1.0            | 1.0                     | 1.0                    |
| Diversity Fellow                               | 2.0            | 2.0                     | 1.0                    |
| Electronic Resources Librarian                 | 1.0            | 1.0                     | 1.0                    |
| Executive Assistant                            | 1.0            | 1.0                     | 1.0                    |
| Facilities Technical Assistant                 | 1.0            | 1.0                     | 1.0                    |
| Front End Web Developer                        |                | 1.0                     | 1.0                    |
| Gifts and Grants Specialist                    |                |                         | 1.0                    |
| HR Generalist                                  | 2.0            | 2.0                     | 2.0                    |
| Indy Library Store Assistant Coordinator       | 0.5            | 0.5                     | 0.5                    |
| Indy Library Store Coordinator                 | 1.0            | 1.0                     | 1.0                    |
| Inter-Library Loan Assistant                   | 1.0            | 1.0                     | 1.0                    |
| LAN System Administrator                       | 1.0            | 1.0                     | 1.0                    |
| Lead Office Assistant                          | 1.0            | 1.0                     | 1.0                    |
| Library Assistant I                            | 3.3            | 3.3                     | 3.3                    |
| Library Assistant II                           | 57.1           | 57.1                    | 56.5                   |
| Library Assistant III                          | 14.6           | 14.6                    | 12.6                   |
| Manager, Acquisitions & Collection Development | 1.0            | 1.0                     | 1.0                    |

**Indianapolis-Marion County Public Library**  
**2021 Adopted Budget**  
**Financial Summaries**



| <b>Job Title</b>                                  | <b>2019<br/>Actual</b> | <b>2020<br/>Original Budget</b> | <b>2021<br/>Adopted Budget</b> |
|---|------------------------|---------------------------------|--------------------------------|
| Manager, Building & Grounds                       | 1.0                    | 1.0                             | 1.0                            |
| Manager, Cataloging & Metadata                    | 1.0                    | 1.0                             | 1.0                            |
| Manager, Central Adult Services                   | 1.0                    | 1.0                             | 1.0                            |
| Manager, Central Services                         | 1.0                    | 1.0                             | 1.0                            |
| Manager, Circulation                              | 1.0                    | 1.0                             | 1.0                            |
| Manager, Community Branch                         | 8.0                    | 9.0                             | 7.0                            |
| Manager, Data & Web Services                      | 1.0                    | 1.0                             | 1.0                            |
| Manager, Digital Projects                         | 1.0                    | 1.0                             | 1.0                            |
| Manager, Events                                   | 1.0                    | 1.0                             | 1.0                            |
| Manager, Facilities Projects                      | 1.0                    | 1.0                             | 1.0                            |
| Manager, Learning Curve                           | 1.0                    | 1.0                             | 1.0                            |
| Manager, Neighborhood Branch                      | 6.0                    | 5.0                             | 5.0                            |
| Manager, Organizational Learning & Development    | 1.0                    | 1.0                             | 1.0                            |
| Manager, Outreach                                 | 1.0                    | 1.0                             | 1.0                            |
| Manager, Payroll                                  | 1.0                    | 1.0                             | 1.0                            |
| Manager, PC & Communications                      | 1.0                    | 1.0                             | 1.0                            |
| Manager, Processing                               | 1.0                    | 1.0                             | 1.0                            |
| Manager, Regional Branch                          | 9.0                    | 9.0                             | 11.0                           |
| Manager, Support Programs and Volunteer Resources | 1.0                    | 1.0                             | 1.0                            |
| Manager, Sys/Network Infrastructure               | 1.0                    | 1.0                             | 1.0                            |
| Media Specialist                                  | 1.0                    | 1.0                             | 1.0                            |
| Metadata Specialist                               | 1.0                    | 1.0                             |                                |
| Network PC Technician                             | 1.0                    | 1.0                             | 1.0                            |
| Network Systems Analyst                           | 1.0                    | 1.0                             | 1.0                            |
| Office Assistant                                  | 2.0                    | 2.0                             | 2.0                            |
| Order Fulfillment Assistant                       |                        | 0.5                             | 0.5                            |
| Order Specialist                                  | 2.0                    | 2.0                             | 2.0                            |
| Organizational Learning & Development Coordinator |                        | 1.0                             | 1.0                            |
| Payroll Specialist                                | 1.0                    | 1.0                             | 1.0                            |
| PC/LAN Specialist                                 | 1.0                    | 1.0                             | 1.0                            |
| Processing Assistant                              | 15.5                   | 15.5                            |                                |
| Processing Assistant I                            |                        |                                 | 12.5                           |
| Processing Assistant II                           |                        |                                 | 2.0                            |
| Processing Unpacking Assistant                    | 1.0                    | 1.0                             | 1.0                            |
| Program Specialist                                | 4.0                    | 4.0                             | 4.0                            |
| Project & Grant Specialist                        | 1.0                    | 1.0                             |                                |
| Project Coordinator                               | 1.0                    | 1.0                             | 1.0                            |
| Project Manager                                   |                        |                                 | 1.0                            |
| Public Relations Specialist                       | 1.0                    | 1.0                             | 1.0                            |
| Public Services Associate I                       |                        | 1.0                             |                                |
| Public Services Associate II                      | 21.6                   | 21.6                            | 17.1                           |
| Public Services Librarian                         | 69.5                   | 69.5                            | 65.8                           |
| Purchasing Agent                                  | 1.0                    | 1.0                             | 1.0                            |
| Receptionist                                      | 1.0                    | 1.0                             |                                |
| Safety & Security Officer                         | 1.0                    | 1.0                             | 1.0                            |
| Security and Maintenance Dispatcher               | 6.0                    |                                 |                                |
| Senior Accountant                                 |                        | 1.0                             | 1.0                            |
| Serials Specialist                                | 1.0                    | 1.0                             | 1.0                            |
| Software Engineer                                 |                        | 1.0                             | 1.0                            |
| Special Collections Librarian                     | 1.0                    | 1.0                             | 1.0                            |
| Staff Accountant                                  |                        | 1.0                             | 1.0                            |

**Indianapolis-Marion County Public Library**  
**2021 Adopted Budget**  
**Financial Summaries**



| <b>Job Title</b>                        | <b>2019<br/>Actual</b> | <b>2020<br/>Original Budget</b> | <b>2021<br/>Adopted Budget</b> |
|---|------------------------|---------------------------------|--------------------------------|
| Strategic Planning & Assessment Officer | 1.0                    | 1.0                             | 1.0                            |
| Supervisor Librarian                    | 14.0                   | 14.0                            | 13.0                           |
| Supervisor, Accounting                  |                        | 1.0                             | 1.0                            |
| Supervisor, Building Systems            | 1.0                    | 1.0                             | 1.0                            |
| Supervisor, Computer Instruction        | 1.0                    | 1.0                             | 1.0                            |
| Supervisor, Shipping/Receiving          | 1.0                    | 1.0                             | 1.0                            |
| Team Member                             | 7.5                    | 7.5                             | 5.0                            |
| Technical Support Assistant             | 1.0                    | 1.0                             | 1.0                            |
| Venue Coordinator                       | 1.0                    | 1.0                             | 0.5                            |
| Volunteer Resource Specialist           | 1.0                    | 1.0                             | 1.0                            |
| Web Content Specialist                  | 1.0                    | 1.0                             | 1.0                            |
| Web Developer                           | 3.0                    | 1.0                             | 1.0                            |
| <b>Total General Fund Budgeted</b>      | <b>392.3</b>           | <b>394.8</b>                    | <b>373.9</b>                   |
| Manager, Digital Encyclopedia           |                        | 1.0                             | 1.0                            |
| Manager, Shared Systems                 | 1.0                    | 1.0                             | 1.0                            |
| ILS Project Manager                     | 1.0                    | 1.0                             |                                |
| Program Specialist                      | 1.0                    | 1.0                             | 1.0                            |
| Special Collections Librarian           | 1.0                    | 1.0                             | 1.0                            |
| <b>Total Other Funds</b>                | <b>4.0</b>             | <b>5.0</b>                      | <b>4.0</b>                     |
| <b>Total FTE <sup>1</sup></b>           | <b>396.3</b>           | <b>399.8</b>                    | <b>377.9</b>                   |

<sup>1</sup> This does not include temporary staffing used throughout the system. When temporary staff is included, the total number of employees in the system is 604.

**Summary of Revenues & Expenditures - Nonmajor Funds**

| <b><u>All Nonmajor Funds<sup>1</sup></u></b> | <b><u>2019 Actual</u></b> | <b><u>2020 Budget</u></b> | <b><u>2021 Budget</u></b> |
|--|---------------------------|---------------------------|---------------------------|
| <b>Beginning Fund Balance</b>                | \$ 7,714,472              | \$ 8,029,849              | \$ 5,499,849              |
| <b>Revenues</b>                              |                           |                           |                           |
| Property Taxes<br>(less Property Tax Caps)   | -                         | -                         | -                         |
| Intergovernmental                            | -                         | -                         | -                         |
| Other Revenue                                | 726,648                   | 70,000                    | -                         |
| <b>Total Revenues</b>                        | <b>726,648</b>            | <b>70,000</b>             | <b>-</b>                  |
| <b>Expenditures</b>                          |                           |                           |                           |
| Personal Services                            | -                         | -                         | -                         |
| Supplies                                     | -                         | -                         | -                         |
| Other Charges & Services                     | 377,717                   | 1,085,000                 | -                         |
| Capital                                      | 63,696                    | 1,515,000                 | 3,000,000                 |
| <b>Total Expenditures</b>                    | <b>441,413</b>            | <b>2,600,000</b>          | <b>3,000,000</b>          |
| <b>Surplus/(Deficit)</b>                     | 285,235                   | (2,530,000)               | (3,000,000)               |
| <b>Transfers</b>                             | 30,142                    | -                         | -                         |
| <b>Ending Fund Balance</b>                   | \$ 8,029,849              | \$ 5,499,849              | \$ 2,499,849              |
| <b>Change in Fund Balance</b>                |                           | -32%                      | -55% <sup>2</sup>         |

<sup>1</sup> Includes the following annually appropriated funds: Rainy Day and Library Improvement Reserve Funds.

<sup>2</sup> Changes in fund balance in 2020 and 2021 are both due to planned expenditures that will be reimbursed by bond funds once bonds are sold.

## **Capital and Debt**

## **Bond and Interest Redemption Fund (Debt Service Funds)**

### **General Obligation Bonds**

The Library issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities as well as major maintenance and the purchase of computer equipment. General obligation bonds are direct obligations and pledge the full faith and credit of the government.

### **Debt Capacity**

The amount of general obligation debt a political subdivision of the State of Indiana can incur is controlled by the constitutional debt limit, which is an amount equal to 2% of the value of taxable property within the political subdivision. Pursuant to Indiana Code 36-1-15, the value of taxable property within the political subdivision is divided by three for the purposes of this calculation.

|                                    |                |
|------------------------------------|----------------|
| Legal Debt Limit:                  |                |
| 1/3 of 2% of 2020 Certified Net AV | \$ 268,164,750 |
| Current outstanding balance        | 48,305,000     |
| Available Debt Capacity            | \$ 219,859,750 |

### **Current Bond Ratings**

The Library's general obligation bonds have always been rated very favorably, due in part to the low level of debt that the Library has carried.

In February 2017, Moody's Investors Service upgraded the Library's rating from Aa2 to Aa1. The new rating was applied to all outstanding debt. Moody's last rated the Library in June 2018.

In November 2019, Fitch rated the Library and stated the following:

*The 'AA+' Issuer Default Rating (IDR) and GO bond ratings for the library system reflect the system's history of solid operating performance and broad spending flexibility, the latter of which, Fitch believes, will enable the system to successfully manage through periods of revenue stress with moderate impacts on service levels. The ratings also reflect a low long-term liability burden relative to economic resources, a solid financial cushion and good revenue growth prospects despite the system's limited independent ability to raise new recurring revenues.*

#### **Revenues for the Bond and Interest Redemption Fund (Fund 301)**

Property tax receipts for the Bond and Interest Redemption Fund is projected to be \$6,807,039 in 2021. Other sources of income include:

|                               |                   |
|-------------------------------|-------------------|
| Commercial Vehicle Excise Tax | \$ 40,151         |
| Excise Tax License            | 387,139           |
| Financial Institutions Tax    | 50,126            |
| In-lieu-of Property Taxes     | <u>4,629</u>      |
|                               | <u>\$ 482,045</u> |

#### **Revenues for the Bond and Interest Redemption Fund#2 (Fund 321)**

Due to the merger of Beech Grove into the Indianapolis Public Library system, only new debt issued after the effective date of the merger is passed on to the residents of the Beech Grove district. Therefore, the Library now has two debt service funds – one with the Assessed Value (AV) from the previous Library district and one with the combined AV due to the merger.

Property taxes are estimated to be \$7,329,837 and other revenue is projected to be:

|                               |                   |
|-------------------------------|-------------------|
| Commercial Vehicle Excise Tax | \$ 42,765         |
| Excise Tax License            | 416,135           |
| Financial Institutions Tax    | 53,389            |
| In-lieu-of Property Taxes     | <u>3,038</u>      |
|                               | <u>\$ 515,327</u> |



**General obligation bonds currently outstanding along with the corresponding debt service due in 2021 are as follows:**

*(Outstanding balances are projected as of 12/31/20)*

|   | <b>Outstanding<br/>Balance</b> | <b>Principal to be<br/>paid in 2021</b> | <b>Interest to be<br/>paid in 2021</b> | <b>Total 2021<br/>Debt Service</b> |
|---|--------------------------------|---|--|------------------------------------|
| <b>Fund 301</b>   |                                |   |  |                                    |
| 2010 Central Library<br>Project/ Refunding                              | \$ 4,180,000                   | \$ 2,715,000                            | \$ 124,780                             | \$ 2,839,780                       |
| 2011 Central Library<br>Project/ Refunding                              | 4,530,000                      | 2,460,000                               | 129,525                                | 2,589,525                          |
| 2013 Central Library<br>Project/ Refunding                              | 5,455,000                      | 100,000                                 | 270,000                                | 370,000                            |
| 2014 Bonds - East<br>Washington, Southport,<br>and Warren Renovations   | 3,370,000                      | 3,240,000                               | 77,025                                 | 3,317,025                          |
| Fees  |                                |   |  | 4,750                              |
| <b>Fund 301 Total</b>   | <b>\$ 17,535,000</b>           | <b>\$ 8,515,000</b>                     | <b>\$ 601,330</b>                      | <b>\$ 9,121,080</b>                |
| <b>Fund 321</b>   |                                |   |  |                                    |
| 2016 Bonds – Michigan<br>Road Branch                                    | \$ 7,490,000                   | \$ 20,000                               | \$ 205,838                             | \$ 225,838                         |
| 2017A Bonds –<br>Brightwood Branch                                      | 5,870,000                      | 20,000                                  | 149,558                                | 169,558                            |
| 2017B Bonds – Eagle<br>Branch   | 5,905,000                      | -                                       | 140,831                                | 140,831                            |
| 2018A Bonds – ILS, new<br>branch materials, and<br>facility improvement | 1,425,000                      | 1,425,000                               | 29,960                                 | 1,454,960                          |
| 2018B Bonds – West Perry<br>Branch                                      | 8,700,000                      | -                                       | 261,000                                | 261,000                            |
| 2019 Bonds – Lawrence &<br>Wayne Renovations                            | 1,380,000                      | 1,380,000                               | 52,000                                 | 1,432,000                          |
| 2020 Bonds - Multi-Facility<br>Renovation and<br>Equipment Acquisition  | 5,350,000                      | 4,025,000                               | 27,149                                 | 4,052,149                          |
| Fees  |                                |   |  | 10,000                             |
| <b>Fund 321 Total</b>   | <b>\$ 36,120,000</b>           | <b>\$ 6,870,000</b>                     | <b>\$ 866,336</b>                      | <b>\$ 7,746,336</b>                |
| <b>Bond &amp; Interest<br/>Redemption Funds Total</b>                   | <b>\$ 53,655,000</b>           | <b>\$ 15,385,000</b>                    | <b>\$ 1,467,666</b>                    | <b>\$ 16,867,416</b>               |

Indianapolis-Marion County Public Library  
2021 Adopted Budget  
Capital and Debt



| Purpose  | Original Amount | Interest Rates | Budget Year Of Final Payment |
|--|-----------------|----------------|------------------------------|
| 2010 Central library project – refunding                       | 23,630,000      | 2.0% to 5.0%   | 2022                         |
| 2011 Central library project – refunding                       | 8,310,000       | 1.55% to 3.0%  | 2022                         |
| 2013 Central library project - refunding                       | 30,725,000      | 1.5% to 5.0%   | 2022                         |
| 2014 Multi-branch facilities improvements                      | 4,755,000       | 2.0% to 3.0%   | 2022                         |
| 2016 General Obligation Bonds                                  | 7,565,000       | 2.75%          | 2028                         |
| 2017A Brightwood Branch Project Bonds                          | 5,945,000       | 2.55%          | 2025                         |
| 2017B Eagle Branch Project Bonds                               | 7,660,000       | 2.0% to 3.0%   | 2029                         |
| 2018A Multi-facility Improvement/ILS/AHS Bonds                 | 5,000,000       | 2.80%          | 2021                         |
| 2018B West Perry Branch Project Bonds                          | 9,365,000       | 3.00%          | 2030                         |
| 2019 Multi-facility Improvement Bonds                          | 3,040,000       | 5.0%           | 2021                         |
| 2020 Multi-facility Renovation and Equipment Acquisition Bonds | 5,340,000       | .20% to .35%   | 2022                         |

| Year Ended 31-Dec | Principal           | Interest           | Total               |
|-------------------|---------------------|--------------------|---------------------|
| 2021              | 15,385,000          | 1,467,665          | 16,852,665          |
| 2022              | 10,375,000          | 1,032,666          | 11,407,666          |
| 2023              | 3,860,000           | 730,728            | 4,590,728           |
| 2024              | 3,945,000           | 631,409            | 4,576,409           |
| 2025              | 4,050,000           | 529,678            | 4,579,678           |
| 2026-2030         | 16,030,000          | 1,039,934          | 17,069,934          |
| <b>Totals</b>     | <b>\$53,645,000</b> | <b>\$5,432,079</b> | <b>\$59,077,079</b> |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Capital and Debt



#### **2021 Projected Capital Expenditures**

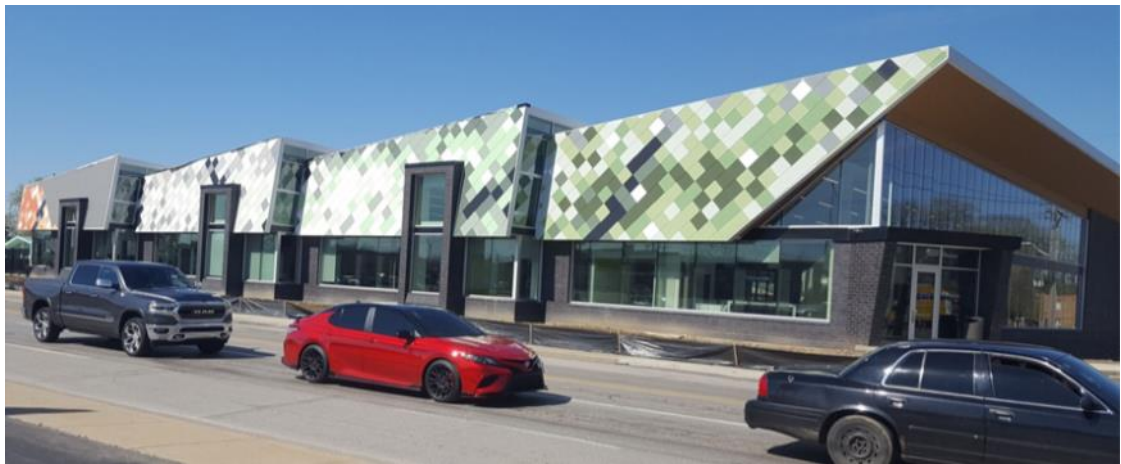
| <b>Projects</b>   | <b>Bond Proceeds</b> | <b>Rainy Day Fund</b> | <b>General Fund</b> | <b>Parking Garage Fund</b> | <b>Total</b>         |
|---|----------------------|-----------------------|---------------------|----------------------------|----------------------|
| <b><u>New Branches/Renovations</u></b>                  |                      |                       |                     |                            |                      |
| West Perry Branch                                       | 2,237,441            | -                     | -                   | -                          | <b>2,237,441</b>     |
| Ft. Harrison Branch                                     | -                    | 200,000               | -                   | -                          | <b>200,000</b>       |
| Glendale Branch   | -                    | 2,658,675             | -                   | -                          | <b>2,658,675</b>     |
| <b>New Branches/Renovations Subtotal</b>                | <b>2,237,441</b>     | <b>2,858,675</b>      | <b>-</b>            | <b>-</b>                   | <b>5,096,116</b>     |
| <b><u>Technology/Collections</u></b>                    |                      |                       |                     |                            |                      |
| Network & Infrastructure Improvements                   | -                    | -                     | 40,000              | -                          | <b>40,000</b>        |
| Core Network Equipment                                  | -                    | -                     | 230,000             | -                          | <b>230,000</b>       |
| PCs, Laptops and AWEs                                   | -                    | -                     | 802,350             | -                          | <b>802,350</b>       |
| Special Technical Projects                              | -                    | -                     | 245,000             | -                          | <b>245,000</b>       |
| Technical Consultants                                   | -                    | -                     | 33,400              | -                          | <b>33,400</b>        |
| Opening Day Collection - W. Perry Branch                | 1,000,000            | -                     | -                   | -                          | <b>1,000,000</b>     |
| Collection Materials                                    | 650,000              | -                     | -                   | -                          | <b>650,000</b>       |
| Center for Black Literature and Culture Digital Project | 500,000              | -                     | -                   | -                          | <b>500,000</b>       |
| Learning Curve Design - Central                         | 500,000              | -                     | -                   | -                          | <b>500,000</b>       |
| <b>Technology/Collections Subtotal</b>                  | <b>2,650,000</b>     | <b>-</b>              | <b>1,350,750</b>    | <b>-</b>                   | <b>4,000,750</b>     |
| <b><u>Facilities</u></b>                                |                      |                       |                     |                            |                      |
| Parking Garage Equipment - Central                      | -                    | -                     | -                   | 184,446                    | <b>184,446</b>       |
| Boiler work - Library Services Center                   | 125,000              | -                     | -                   | -                          | <b>125,000</b>       |
| Upgrade Projects - Pike & Nora                          | 800,000              | -                     | -                   | -                          | <b>800,000</b>       |
| Parking Lots  | 505,000              | -                     | -                   | -                          | <b>505,000</b>       |
| Lighting Upgrade - Central Atrium & Spades Park         | 120,000              | -                     | -                   | -                          | <b>120,000</b>       |
| Replace Carpet - Central Tower & Atrium                 | 150,000              | -                     | -                   | -                          | <b>150,000</b>       |
| Furniture Update - Lawrence                             | 100,000              | -                     | -                   | -                          | <b>100,000</b>       |
| Furniture and Equipment - W. Perry                      | 485,000              | -                     | -                   | -                          | <b>485,000</b>       |
| Solar Panels - W. Perry                                 | 300,000              | -                     | -                   | -                          | <b>300,000</b>       |
| <b>Facilities Subtotal</b>                              | <b>2,585,000</b>     | <b>-</b>              | <b>-</b>            | <b>184,446</b>             | <b>2,769,446</b>     |
| <b>Grand Total</b>                                      | <b>\$ 7,472,441</b>  | <b>\$ 2,858,675</b>   | <b>\$ 1,350,750</b> | <b>\$ 184,446</b>          | <b>\$ 11,866,312</b> |

#### **Significant Capital Expenditures for 2021**

The Library's significant capital expenditures for 2021 are all primarily related to the long-term capital plan developed in 2014 for expansion and/or replacement of branches within our system. In 2021, the Library plans to issue bonds in order to fund the construction of two branches - Glendale and Fort Benjamin Harrison. The Glendale branch will replace the current facility that is housed in a leased space within the Glendale Mall. The Fort Benjamin Harrison branch will be a new branch to the system, serving patrons on the northeast side of Indianapolis. Other planned capital expenditures include upgrade projects to the Pike and Nora branches, the addition of study rooms in various smaller library branches (such as Garfield Park), the design of new technology for the Learning Curve in the Central Library, and the replacement of parking garage equipment at the Central Library. The addition of the Fort Benjamin Harrison branch will result in an increase to operating expenditures including salaries, utilities and repairs and maintenance. Other capital expenditures, such as the addition of solar panels, will result in a reduction in operating costs. The impacts on the operating costs have been accounted for in the Library's long term financial plan.



Wayne Branch Renovation completed in June 2020



Martindale-Brightwood opened June 2020



West Perry Branch Design

## **Departmental Information**

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### **Department 1000 - Chief Executive Officer**

#### **Department Purpose**

The Chief Executive Officer's department is responsible for the strategic direction and leadership of the Library, as well as for the development of the Library's strategic plan. During the upcoming year, the department will begin to implement the programs and projects outlined under the Library's 2021-2023 strategic plan.

|                                | 2019<br>Actual      | 2020<br>Original Budget | 2021<br>Adopted Budget | Budget Variance<br>2020-2021 | %<br>Change |
|--------------------------------|---------------------|-------------------------|------------------------|------------------------------|-------------|
| <b>Expenditures by Type</b>    |                     |                         |                        |                              |             |
| Personal Services              | \$ 373,686          | \$ 1,200,724            | \$ 440,691             | \$ (760,033)                 | -63%        |
| Supplies                       | 1,016               | -                       | 2,000                  | 2,000                        | 0%          |
| Professional Services          | 221,284             | 274,000                 | 273,920                | (80)                         | 0%          |
| Communication & Transportation | 14,098              | 21,000                  | 5,200                  | (15,800)                     | -75%        |
| Printing & Advertising         | -                   | -                       | -                      | -                            | 0%          |
| Insurance                      | -                   | -                       | -                      | -                            | 0%          |
| Utilities                      | -                   | -                       | -                      | -                            | 0%          |
| Repairs & Maintenance          | -                   | -                       | -                      | -                            | 0%          |
| Rentals                        | -                   | -                       | -                      | -                            | 0%          |
| Other Services & Charges       | 643,044             | 47,500                  | 50,580                 | 3,080                        | 6%          |
| Other Capital Outlay           | -                   | -                       | -                      | -                            | 0%          |
| <b>Total Expenditures</b>      | <b>\$ 1,253,128</b> | <b>\$ 1,543,224</b>     | <b>\$ 772,391</b>      | <b>\$ (770,833)</b>          | <b>-50%</b> |

#### **Explanation of Significant Expenditure Changes**

- Personal Services: The 2020 CEO budget included \$800,000 to implement adjustments to salaries resulting from a 2019 compensation study. In the 2021 budget, the increases are distributed across all departments.
- Communication & Transportation: Beginning in 2021, the budget for training and professional development will be managed by human resources (HR) rather than each individual department. This decrease in this line item is as a result of the consolidation.

|   | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|---|----------------|-------------------------|------------------------|
| <b>Staffing</b>                         |                |                         |                        |
| Chief Executive Officer                 | 1.0            | 1.0                     | 1.0                    |
| Diversity & Inclusion Officer           |                | 1.0                     | 1.0                    |
| Executive Assistant                     | 1.0            | 1.0                     | 1.0                    |
| Administrative Assistant                | 1.0            |                         |                        |
| Administrative Assistant II             |                | 1.0                     | 1.0                    |
| Strategic Planning & Assessment Officer | 1.0            | 1.0                     | 1.0                    |
| <b>Total Staff</b>                      | <b>4.0</b>     | <b>5.0</b>              | <b>5.0</b>             |

#### **2020 Accomplishments & Outcomes**

- Covid-19 Pandemic response
- Launched development of the Digital Encyclopedia of Indianapolis
- Opened new 25,000 square foot Martindale-Brightwood Branch
- Developed 2021-2023 Strategic Plan
- Formed Indianapolis Public Library Equity Council to improve organizational outcomes by reflecting on library resources and services through an equity lens

**Indianapolis-Marion County Public Library**  
**2021 Adopted Budget**  
**Departmental Information**



**Department 1000 - Chief Executive Officer**

| <b><u>2021 Department Goals &amp; Objectives</u></b>  | <b><u>Performance Measures</u></b>  |
|---|---|
| <ul style="list-style-type: none"> <li>▪ 2021-2023 Strategic plan education and implementation</li> <li>▪ Implementation of Center for Black Literature and Culture Digital Project</li> <li>▪ Increase supplier diversity</li> <li>▪ Empower Equity Council</li> <li>▪ Enhance data driven decision making capabilities</li> <li>▪ Monitor Employee Satisfaction</li> <li>▪ Transition the Digital Encyclopedia of Indianapolis to new environment</li> <li>▪ Solidify school collaboration</li> </ul> | <ul style="list-style-type: none"> <li>▪ Overall Strategic Plan targets and 90% of managers will show good knowledge of plan in survey at end of 2021.</li> <li>▪ Launch in October 2021</li> <li>▪ 27% of expenditures will be spent with City Certified XBEs</li> <li>▪ To be measured by successful implementation of three goals determined by Equity Council</li> <li>▪ Deploy by the end of 2021</li> <li>▪ 90% of respondents agree/strongly agree to overall satisfaction in semi-annual survey</li> <li>▪ Successful completion</li> <li>▪ Creation of School Services department</li> </ul> |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### **Department 1100 - Information Technology**

#### **Department Purpose**

The Information Technology (IT) department is responsible for the management and security of the infrastructure, hardware, software, and networking of computers in the Library System. The IT department provides maintenance and support of IT assets to all library branches and departments in the Library System as well as monitors and establishes policy and procedures.

|                                | 2019<br>Actual      | 2020<br>Original Budget | 2021<br>Adopted Budget | Budget Variance<br>2020-2021 | %<br>Change |
|--------------------------------|---------------------|-------------------------|------------------------|------------------------------|-------------|
| <b>Expenditures by Type</b>    |                     |                         |                        |                              |             |
| Personal Services              | \$ 917,821          | \$ 978,519              | \$ 933,393             | \$ (45,126)                  | -5%         |
| Supplies                       | 236,058             | 365,500                 | 783,800                | 418,300                      | 114%        |
| Professional Services          | 32,667              | 39,000                  | 29,500                 | (9,500)                      | -24%        |
| Communication & Transportation | 282,324             | 292,390                 | 280,950                | (11,440)                     | -4%         |
| Printing & Advertising         | -                   | -                       | -                      | -                            | 0%          |
| Insurance                      | -                   | -                       | -                      | -                            | 0%          |
| Utilities                      | -                   | -                       | -                      | -                            | 0%          |
| Repairs & Maintenance          | 267,236             | 298,500                 | 292,000                | (6,500)                      | -2%         |
| Rentals                        | 56,393              | 56,400                  | 59,220                 | 2,820                        | 5%          |
| Other Services & Charges       | 295,976             | 297,500                 | 365,000                | 67,500                       | 23%         |
| Other Capital Outlay           | 292,618             | 50,000                  | 270,500                | 220,500                      | 441%        |
| <b>Total Expenditures</b>      | <b>\$ 2,381,093</b> | <b>\$ 2,377,809</b>     | <b>\$ 3,014,363</b>    | <b>\$ 636,554</b>            | <b>27%</b>  |

#### **Explanation of Significant Expenditure Changes**

- Increase in Supplies due to planned PC refresh
- Increase in Other Services & Charges due to new firewall service
- Increase in Other Capital Outlay due to replacement of core network equipment

|                                     | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|-------------------------------------|----------------|-------------------------|------------------------|
| <b>Staffing</b>                     |                |                         |                        |
| Business Analyst                    | 1.0            | 1.0                     | 1.0                    |
| Data Base Administrator             | 1.0            | 1.0                     | 1.0                    |
| Director, Information Technology    | 1.0            | 1.0                     | 1.0                    |
| Front End Web Developer             |                | 1.0                     | 1.0                    |
| LAN System Administrator            | 1.0            | 1.0                     | 1.0                    |
| Manager, Data & Web Services        | 1.0            | 1.0                     | 1.0                    |
| Manager, PC & Communications        | 1.0            | 1.0                     | 1.0                    |
| Manager, Sys/Network Infrastructure | 1.0            | 1.0                     | 1.0                    |
| Network PC Technician               | 1.0            | 1.0                     | 1.0                    |
| Network Systems Analyst             | 1.0            | 1.0                     | 1.0                    |
| PC/LAN Specialist                   | 1.0            | 1.0                     | 1.0                    |
| Software Engineer                   |                | 1.0                     | 1.0                    |
| Technical Support Assistant         | 1.0            | 1.0                     | 1.0                    |
| Web Developer                       | 3.0            | 1.0                     | 1.0                    |
| <b>Total Staff</b>                  | <b>14.0</b>    | <b>14.0</b>             | <b>14.0</b>            |

#### **2020 Accomplishments & Outcomes**

- Successful implementation of new integrated Library System which replaced a 20 year old system
- Setup all technology needs for new Martindale-Brightwood Library Branch - PCs, network, wifi, internet, printing, building systems support such as solar panel connectivity



Indianapolis-Marion County Public Library  
2021 Adopted Budget  
Departmental Information



**Department 1100 - Information Technology**

| 2021 Department Goals & Objectives   | Performance Measures  |
|--|---|
| <ul style="list-style-type: none"><li>▪ Completion of Digital Inclusion roadmap in partnership with Public Services Department</li><li>▪ Ensure technology capabilities by doing an IT audit</li><li>▪ Migrate reporting to new integrated Library</li><li>▪ Maintain stable network environment</li></ul> | <ul style="list-style-type: none"><li>▪ Complete roadmap by end of 2021</li><li>▪ Completion of project</li><li>▪ 90% of needed reports available by the end of 2021</li><li>▪ Less than 1% down time during open hours in 2021</li></ul> |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### **Department 1200 - Collection Management**

#### **Department Purpose**

The Collection Management department is responsible for the centralized selection, cataloging, and processing of all materials added to the Library's collection. Collection Management also works with community organizations to digitize historic Indianapolis documents and images. Selection of materials is based upon strategic service priorities following the guidelines established in the Materials Selection Collection Development Policy. Collection Management selects and coordinates materials in a wide range of formats including electronic databases, eMedia, audio books, periodicals, CDs, DVDs, and print materials. It is also responsible for re-evaluating and analyzing weaknesses and strengths in the collection to ensure a balanced and diverse collection.

|                                | 2019<br>Actual      | 2020<br>Original Budget | 2021<br>Adopted Budget | Budget Variance<br>2020-2021 | %<br>Change |
|--------------------------------|---------------------|-------------------------|------------------------|------------------------------|-------------|
| <b>Expenditures by Type</b>    |                     |                         |                        |                              |             |
| Personal Services              | \$ 1,639,399        | \$ 1,699,377            | \$ 1,748,988           | \$ 49,611                    | 3%          |
| Supplies                       | 84,971              | 212,500                 | 115,000                | (97,500)                     | -46%        |
| Professional Services          | 3,934               | -                       | -                      | -                            | 0%          |
| Communication & Transportation | 11,237              | 25,420                  | 1,000                  | (24,420)                     | -96%        |
| Printing & Advertising         | -                   | -                       | -                      | -                            | 0%          |
| Insurance                      | -                   | -                       | -                      | -                            | 0%          |
| Utilities                      | -                   | -                       | -                      | -                            | 0%          |
| Repairs & Maintenance          | 650                 | -                       | -                      | -                            | 0%          |
| Rentals                        | -                   | -                       | -                      | -                            | 0%          |
| Other Services & Charges       | 2,311,139           | 2,307,070               | 3,257,471              | 950,401                      | 41%         |
| Other Capital Outlay           | 3,819,338           | 4,007,750               | 3,160,296              | (847,454)                    | -21%        |
| <b>Total Expenditures</b>      | <b>\$ 7,870,668</b> | <b>\$ 8,252,117</b>     | <b>\$ 8,282,755</b>    | <b>\$ 30,638</b>             | <b>0%</b>   |

#### **Explanation of Significant Expenditure Changes**

- Decrease in Communication & Transportation is due to the budget for training and professional development being consolidated in the human resources (HR) department rather than each individual department.
- Increase in Other Services & Charges and decrease to Other Capital Outlay is due increasing the budget for e-resources and decreasing the budget for physical collection materials.
- A decrease in the amount of physical materials purchased also results in a decrease in Supplies necessary in order to process physical collection materials.

|                                   | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|-----------------------------------|----------------|-------------------------|------------------------|
| <b>Staffing</b>                   |                |                         |                        |
| Administrative Assistant          | 1.0            | 1.0                     | 1.0                    |
| Cataloger                         | 5.0            |                         |                        |
| Cataloging Assistant              | 1.0            | 1.0                     | 1.0                    |
| Cataloging and Metadata Librarian |                | 5.0                     | 5.0                    |
| Collection Development Librarian  | 4.0            | 4.0                     | 4.0                    |
| Digital Projects Coordinator      | 1.0            | 1.0                     | 1.0                    |
| Director, Collection Management   | 1.0            | 1.0                     | 1.0                    |
| Electronic Resources Librarian    | 1.0            | 1.0                     | 1.0                    |
| Manager, Acquisitions & Collectio | 1.0            | 1.0                     | 1.0                    |
| Manager, Cataloging & Metadata    | 1.0            | 1.0                     | 1.0                    |
| Manager, Digital Projects         | 1.0            | 1.0                     | 1.0                    |
| Manager, Processing               | 1.0            | 1.0                     | 1.0                    |
| Metadata Specialist               | 1.0            | 1.0                     | 1.0                    |
| Order Specialist                  | 2.0            | 2.0                     | 2.0                    |
| Processing Assistant              | 15.5           | 15.5                    | 15.5                   |
| Processing Unpacking Assistant    | 1.0            | 1.0                     | 1.0                    |
| Serials Specialist                | 1.0            | 1.0                     | 1.0                    |
| <b>Total Staff</b>                | <b>38.5</b>    | <b>38.5</b>             | <b>38.5</b>            |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### **Department 1200 - Collection Management**

#### **2020 Accomplishments & Outcomes**

- Successfully implemented Acquisitions and Cataloging modules of new Integrated Library System
- Martindale-Brightwood Opening Day Collection
- Developed core collections for children's award-winning books and classic literature at all locations
- Collection diversity audit completed
- Developed a system-wide weeding and collection redistribution training program

| <b><u>2021 Department Goals &amp; Objectives</u></b>  | <b><u>Performance Measures</u></b>  |
|---|---|
| <ul style="list-style-type: none"> <li>▪ Increase the diversity of the collection, by intentionally purchasing, tracking and promoting materials by and about African Americans, the LGBTQ+ community, and Spanish speakers</li> <li>▪ Maintain a robust collection of databases and e-resources with remote access to support remote learning</li> <li>▪ Build an adult, teen and children's non-fiction core collection that provides important titles for every library branch.</li> <li>▪ West Perry Opening Day Collection</li> <li>▪ Collaborative collection development with schools</li> </ul> | <ul style="list-style-type: none"> <li>▪ Designate specific amount of annual collection budget for African American (30%), Latinx (10%), and LGBTQ+ (5%) materials</li> <li>▪ Completion of project</li> <li>▪ Spend 50% of designated funds in 2021</li> <li>▪ Completion of project</li> <li>▪ 30% of schools in Indianapolis participating in Axis 360 shared e-book platform</li> </ul> |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### Department 1300 - Finance

#### Department Purpose

The Finance Department plans, directs and manages the Library's overall strategic financial plans and policies. It is responsible for establishing effective financial management processes for the Library system and preparing and analyzing the annual budget projections and long range financial projections. It is also responsible for all financial reporting, preparing all Library financial reports in compliance with appropriate accounting rules and regulations as well as State and Federal laws. The finance department is in charge of the reporting, budgeting, purchasing, accounts payable, accounts receivable, general ledger, cash management, investments, and debt management functions of the Library.

|                               | 2019<br>Actual      | 2020<br>Original Budget | 2021<br>Adopted Budget | Budget Variance<br>2020-2021 | %<br>Change |
|-------------------------------|---------------------|-------------------------|------------------------|------------------------------|-------------|
| <b>Expenditures by Type</b>   |                     |                         |                        |                              |             |
| Personal Services             | \$ 509,523          | \$ 539,748              | \$ 566,429             | \$ 26,681                    | 5%          |
| Supplies                      | 11,770              | 204,096                 | 211,950                | 7,854                        | 4%          |
| Professional Services         | 39,968              | 30,000                  | 30,000                 | -                            | 0%          |
| Communication & Transportatio | 7,280               | 13,400                  | 6,400                  | (7,000)                      | -52%        |
| Printing & Advertising        | 1,791               | 2,300                   | 2,300                  | -                            | 0%          |
| Insurance                     | 314,185             | 527,696                 | 513,687                | (14,009)                     | -3%         |
| Utilities                     | -                   | -                       | -                      | -                            | 0%          |
| Repairs & Maintenance         | 28,237              | 55,000                  | 55,000                 | -                            | 0%          |
| Rentals                       | -                   | -                       | -                      | -                            | 0%          |
| Other Services & Charges      | 327,311             | 376,000                 | 408,200                | 32,200                       | 9%          |
| Other Capital Outlay          | -                   | -                       | -                      | -                            | 0%          |
| <b>Total Expenditures</b>     | <b>\$ 1,240,065</b> | <b>\$ 1,748,240</b>     | <b>\$ 1,793,966</b>    | <b>\$ 45,726</b>             | <b>3%</b>   |

#### Explanation of Significant Expenditure Changes

- Beginning in 2021, the budget for training and professional development will be managed by human resources (HR) rather than each individual department. This consolidation results in a decrease to the budget for Communication & Transportation in this department.

|                             | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|-----------------------------|----------------|-------------------------|------------------------|
| <b>Staffing</b>             |                |                         |                        |
| Accountant                  | 3.0            |                         |                        |
| Accounts Payable Assistant  | 1.0            | 1.0                     | 1.0                    |
| Accounts Receivable Clerk   | 1.0            |                         |                        |
| Accounting Assistant        |                | 1.0                     | 1.0                    |
| Budget Analyst              | 1.0            | 1.0                     | 1.0                    |
| Chief Financial Officer     | 1.0            | 1.0                     | 1.0                    |
| Controller                  | 1.0            | 1.0                     | 1.0                    |
| Order Fulfillment Assistant |                | 0.5                     | 0.5                    |
| Purchasing Agent            | 1.0            | 1.0                     | 1.0                    |
| Senior Accountant           |                | 1.0                     | 1.0                    |
| Staff Accountant            |                | 1.0                     | 1.0                    |
| Supervisor, Accounting      |                | 1.0                     | 1.0                    |
| <b>Total Staff</b>          | <b>9.0</b>     | <b>9.5</b>              | <b>9.5</b>             |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### **Department 1300 - Finance**

#### **2020 Accomplishments & Outcomes**

- Strengthened internal audit and internal control procedures
- GFOA approved budget book
- Bonds issued for financing various capital improvement projects and collection materials
- Reduced expenditures in order to weather pandemic by implementing hiring freeze, suspending the use of substitute staff, reallocating funds in order to better meet patron needs while access to library facilities was fully or partially restricted
- COVID-19 planning and response, including review of CARES Act research, tracking of related expenses for reimbursement, and review of policies to accommodate remote work

| <b><u>2021 Department Goals &amp; Objectives</u></b>   | <b><u>Performance Measures</u></b>  |
|--|---|
| <ul style="list-style-type: none"> <li>▪ Update purchasing process</li> <li>▪ Increase support of capital projects with bond issues</li> <li>▪ Hire Purchasing and Supplier Diversity Manager in order to support the Library's supplier diversity goals</li> <li>▪ Increase available revenue</li> <li>▪ Maintain a fiscally balanced year</li> <li>▪ Evaluation and refining of internal controls</li> </ul> | <ul style="list-style-type: none"> <li>▪ Deployed by January 1, 2022</li> <li>▪ Complete three bond issues in 2021 for key capital improvement projects and collection materials, replacement Glendale branch, and new Fort Benjamin Harrison branch</li> <li>▪ New hire in place by May 3, 2021</li> <li>▪ 1% increase in funding through grants or other innovative means</li> <li>▪ Manage expenditures with a goal of at least 5% of budget reverted</li> <li>▪ Complete internal control audit, correction of any deficiencies and document procedures for Collection acquisition and payroll processes</li> </ul> |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### **Department 1600 - Communications**

#### **Department Purpose**

The Communications department designs and implements strategies to increase awareness of the Library's mission and purpose, and to promote its programs, products, and services. The department is responsible for media and public relations, website content, social media, advertising, print publication, and promotional materials.

|                               | 2019<br>Actual    | 2020<br>Original Budget | 2021<br>Adopted Budget | Budget Variance<br>2020-2021 | %<br>Change |
|-------------------------------|-------------------|-------------------------|------------------------|------------------------------|-------------|
| <b>Expenditures by Type</b>   |                   |                         |                        |                              |             |
| Personal Services             | \$ 328,057        | \$ 360,902              | \$ 373,384             | \$ 12,482                    | 3%          |
| Supplies                      | 16,991            | 2,000                   | 2,200                  | 200                          | 10%         |
| Professional Services         | 16,638            | 25,000                  | 27,000                 | 2,000                        | 8%          |
| Communication & Transportatio | 2,483             | 11,600                  | 1,740                  | (9,860)                      | -85%        |
| Printing & Advertising        | 168,409           | 153,116                 | 150,000                | (3,116)                      | -2%         |
| Insurance                     | -                 | -                       | -                      | -                            | 0%          |
| Utilities                     | -                 | -                       | -                      | -                            | 0%          |
| Repairs & Maintenance         | -                 | -                       | -                      | -                            | 0%          |
| Rentals                       | -                 | -                       | -                      | -                            | 0%          |
| Other Services & Charges      | 45,353            | 80,173                  | 94,700                 | 14,527                       | 18%         |
| Other Capital Outlay          | -                 | -                       | -                      | -                            | 0%          |
| <b>Total Expenditures</b>     | <b>\$ 577,931</b> | <b>\$ 632,791</b>       | <b>\$ 649,024</b>      | <b>\$ 16,233</b>             | <b>3%</b>   |

#### **Explanation of Significant Expenditure Changes**

- Decrease in Communication & Transportation is due to the budget for training and professional development being consolidated in the human resources (HR) department rather than each individual department.

|                              | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|------------------------------|----------------|-------------------------|------------------------|
| <b>Staffing</b>              |                |                         |                        |
| Digital Marketing Specialist | 1.0            | 1.0                     | 1.0                    |
| Director, Communications     | 1.0            | 1.0                     | 1.0                    |
| Media Specialist             | 1.0            | 1.0                     | 1.0                    |
| Project Coordinator          | 1.0            | 1.0                     | 1.0                    |
| Public Relations Specialist  | 1.0            | 1.0                     | 1.0                    |
| Web Content Specialist       | 1.0            | 1.0                     | 1.0                    |
| <b>Total Staff</b>           | <b>6.0</b>     | <b>6.0</b>              | <b>6.0</b>             |

#### **2020 Accomplishments & Outcomes**

- Communicated critical pandemic-related information internally and externally
- Pivoted to promote and host programs online while in-person programming was suspended
- Developed an online curbside-pickup scheduling tool
- Initiated projects for development of external newsletter and late fine free promotion

| <b><u>2021 Department Goals &amp; Objectives</u></b>  | <b><u>Performance Measures</u></b>   |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Enewsletter creation/launch</li> <li>▪ Improve internal communication with bi-weekly staff newsletter</li> <li>▪ Review of website and print language accessibility for ESL patrons</li> <li>▪ Communication of Library Strategic Plan</li> <li>▪ Create standardized operating procedures for marketing requests</li> </ul> | <ul style="list-style-type: none"> <li>▪ Establish targeted public newsletters by January 1, 2022</li> <li>▪ 65% open rate by January 1, 2022</li> <li>▪ Completion of project</li> <li>▪ 1% increase in funding through grants or other innovative means</li> <li>▪ Complete documented procedures</li> </ul> |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### **Department 1700 - Human Resources**

#### **Department Purpose**

The Human Resources is responsible for managing the Library System's staffing, staff development, compensation, benefits administration, labor relations, and overall employee work experience. This includes managing the organization's adherence to labor laws, the employee policy handbook as well as the administration of the AFSCME bargaining agreement.

|                               | 2019<br>Actual      | 2020<br>Original Budget | 2021<br>Adopted Budget | Budget Variance<br>2020-2021 | %<br>Change |
|-------------------------------|---------------------|-------------------------|------------------------|------------------------------|-------------|
| <b>Expenditures by Type</b>   |                     |                         |                        |                              |             |
| Personal Services             | \$ 6,882,269        | \$ 9,502,620            | \$ 9,723,771           | \$ 221,151                   | 2%          |
| Supplies                      | 3,050               | 3,500                   | 5,000                  | 1,500                        | 43%         |
| Professional Services         | 134,493             | 82,000                  | 82,000                 | -                            | 0%          |
| Communication & Transportatio | 54,963              | 89,540                  | 207,500                | 117,960                      | 132%        |
| Printing & Advertising        | -                   | -                       | -                      | -                            | 0%          |
| Insurance                     | -                   | -                       | -                      | -                            | 0%          |
| Utilities                     | -                   | -                       | -                      | -                            | 0%          |
| Repairs & Maintenance         | -                   | -                       | -                      | -                            | 0%          |
| Rentals                       | 4,569               | 9,000                   | 9,000                  | -                            | 0%          |
| Other Services & Charges      | 144,112             | 191,000                 | 171,000                | (20,000)                     | -10%        |
| Other Capital Outlay          | -                   | -                       | -                      | -                            | 0%          |
| <b>Total Expenditures</b>     | <b>\$ 7,223,456</b> | <b>\$ 9,877,660</b>     | <b>\$ 10,198,271</b>   | <b>\$ 320,611</b>            | <b>3%</b>   |

#### **Explanation of Significant Expenditure Changes**

- Decrease in Communication & Transportation is due to the budget for training and professional development being consolidated in the human resources (HR) department rather than each individual department.

|  | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|--|----------------|-------------------------|------------------------|
| <b>Staffing</b>                                      |                |                         |                        |
| Director, Human Resources                            | 1.0            | 1.0                     | 1.0                    |
| Administrative Assistant                             | 2.0            | 1.0                     | 1.0                    |
| Diversity Fellow                                     | 2.0            | 2.0                     | 2.0                    |
| HR Generalist  | 2.0            | 2.0                     | 2.0                    |
| Manager, Organizational<br>Learning & Development    | 1.0            | 1.0                     | 1.0                    |
| Manager, Payroll                                     | 1.0            | 1.0                     | 1.0                    |
| Organizational Learning &<br>Development Coordinator |                | 1.0                     | 1.0                    |
| Payroll Specialist                                   | 1.0            | 1.0                     | 1.0                    |
| <b>Total Staff</b>                                   | <b>10.0</b>    | <b>10.0</b>             | <b>10.0</b>            |

#### **2020 Accomplishments & Outcomes**

- Performance Appraisal re-design
- Establishing policies and procedures in response to the COVID-19 pandemic

| <b><u>2021 Department Goals &amp; Objectives</u></b>   | <b><u>Performance Measures</u></b>  |
|--|---|
| <ul style="list-style-type: none"> <li>▪ Creating an organization-wide annual training program for racial equity</li> <li>▪ Develop and implement new manager training</li> <li>▪ Create strategy for recruitment to ensure Library staff reflect the service community</li> <li>▪ Launch mentoring program</li> </ul> | <ul style="list-style-type: none"> <li>▪ 100% of staff completing annual racial equity training</li> <li>▪ 100% of newly hired managers undergo training within 6 months of hire</li> <li>▪ Staff demographics align with most recent 5-year census Race and Gender figures</li> <li>▪ Launch program by January 1, 2022</li> </ul> |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### Department 1800 - Facilities

#### Department Purpose

The Facilities department oversees the day to day operation, maintenance and management of the Library system's physical infrastructure including buildings and vehicles. The department manages the security of patrons, personnel and assets as well as the shipping and receiving of library materials between branches and shared system schools. The department also sources and oversees contracts and service providers for functions such as cleaning, general maintenance, landscape maintenance, and security and advises the leadership on measures to improve the efficiency and cost-effectiveness of the facility.

|                                | 2019<br>Actual      | 2020<br>Original Budget | 2021<br>Adopted Budget | Budget Variance<br>2020-2021 | %<br>Change |
|--------------------------------|---------------------|-------------------------|------------------------|------------------------------|-------------|
| <b>Expenditures by Type</b>    |                     |                         |                        |                              |             |
| Personal Services              | \$ 891,095          | \$ 947,928              | \$ 1,016,265           | \$ 68,337                    | 7%          |
| Supplies                       | 238,914             | 177,000                 | 180,540                | 3,540                        | 2%          |
| Professional Services          | 20,708              | 75,000                  | 50,000                 | (25,000)                     | -33%        |
| Communication & Transportation | 9,747               | 74,500                  | 72,215                 | (2,285)                      | -3%         |
| Printing & Advertising         | 1,299               | 1,000                   | 1,010                  | 10                           | 1%          |
| Insurance                      | -                   | -                       | -                      | -                            | 0%          |
| Utilities                      | 1,962,629           | 2,501,198               | 2,594,244              | 93,046                       | 4%          |
| Repairs & Maintenance          | 3,087,653           | 3,335,811               | 3,432,114              | 96,303                       | 3%          |
| Rentals                        | 5,452               | 15,125                  | 17,913                 | 2,788                        | 18%         |
| Other Services & Charges       | 1,881,532           | 2,239,521               | 2,204,639              | (34,882)                     | -2%         |
| Other Capital Outlay           | 985,680             | 80,000                  | -                      | (80,000)                     | -100%       |
| <b>Total Expenditures</b>      | <b>\$ 9,084,709</b> | <b>\$ 9,447,083</b>     | <b>\$ 9,568,940</b>    | <b>\$ 121,857</b>            | <b>1%</b>   |

#### Explanation of Significant Expenditure Changes

- Decrease in Professional Services due to the use of consultants on energy savings, not needed in 2021
- Increase in Rentals due to the addition of postage machine
- Decrease in Other Capital Outlay is due to capital purchases being funded by bond proceeds rather than the General Fund.

|                                 | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|---------------------------------|----------------|-------------------------|------------------------|
| <b>Staffing</b>                 |                |                         |                        |
| Administrative Assistant        | 1.0            | 1.0                     | 1.0                    |
| Building Steward                | 1.0            | 1.0                     | 1.0                    |
| Control Room Technician         |                | 6.0                     | 6.0                    |
| Director, Facilities            | 1.0            | 1.0                     | 1.0                    |
| Facilities Technical Assistant  | 1.0            | 1.0                     | 1.0                    |
| Manager, Building & Grounds     | 1.0            | 1.0                     | 1.0                    |
| Manager, Facilities Projects    | 1.0            | 1.0                     | 1.0                    |
| Safety & Security Officer       | 1.0            | 1.0                     | 1.0                    |
| Security and Maintenance Dispat | 6.0            |                         |                        |
| Supervisor, Building Systems    | 1.0            | 1.0                     | 1.0                    |
| Supervisor, Shipping/Receiving  | 1.0            | 1.0                     | 1.0                    |
| Team Member                     | 7.5            | 7.5                     | 7.5                    |
| <b>Total Staff</b>              | <b>22.5</b>    | <b>22.5</b>             | <b>22.5</b>            |

#### 2020 Accomplishments & Outcomes

- Opened new Martindale-Brightwood Library Branch
- Land purchase deposit made for replacement Glendale Library Branch
- Completed renovations of Lawrence Library Branch and Wayne Library Branch



Indianapolis-Marion County Public Library  
2021 Adopted Budget  
Departmental Information



**Department 1800 - Facilities**

| <b><u>2021 Department Goals &amp; Objectives</u></b>   | <b><u>Performance Measures</u></b>   |
|--|--|
| <ul style="list-style-type: none"><li>▪ Update Emergency Response Plan</li><li>▪ Reduce operating costs by improving efficiencies</li><li>▪ Improve Facilities responsiveness</li><li>▪ Construction of replacement Glendale Branch</li><li>▪ Completion of West Perry Branch</li><li>▪ Design and start construction of new Fort Benjamin Harrison Branch</li></ul> | <ul style="list-style-type: none"><li>▪ Deployed by January 1, 2022</li><li>▪ Complete lighting controls project for energy efficiency in 2021</li><li>▪ Resolve 95% of work order submissions within 3 days</li><li>▪ Staying on project schedule for substantial completion in December 2022</li><li>▪ Branch open in June 2021</li><li>▪ Staying on project schedule for substantial completion in May 2023</li></ul> |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### Department 2000 - Public Services

#### Department Purpose

The Public Services department is responsible for coordinating the services in all branches to ensure that library services are delivered equitably and in a consistent manner across the Library's service area. The Public Services department oversees all branch operations including Adult Services, Youth Services, Outreach, Shared System Services, Volunteer Resources, Programming and Circulation.

|                                | 2019<br>Actual       | 2020<br>Original Budget | 2021<br>Adopted Budget | Budget Variance<br>2020-2021 | %<br>Change |
|--------------------------------|----------------------|-------------------------|------------------------|------------------------------|-------------|
| <b>Expenditures by Type</b>    |                      |                         |                        |                              |             |
| Personal Services              | \$ 13,281,625        | \$ 13,496,166           | \$ 14,651,461          | \$ 1,155,295                 | 9%          |
| Supplies                       | 304,731              | 325,300                 | 299,000                | (26,300)                     | -8%         |
| Professional Services          | -                    | 4,900                   | 4,900                  | -                            | 0%          |
| Communication & Transportation | 76,815               | 111,820                 | 29,900                 | (81,920)                     | -73%        |
| Printing & Advertising         | 250                  | 22,500                  | 2,500                  | (20,000)                     | -89%        |
| Insurance                      | -                    | -                       | -                      | -                            | 0%          |
| Utilities                      | -                    | -                       | -                      | -                            | 0%          |
| Repairs & Maintenance          | 17,757               | 26,100                  | 26,100                 | -                            | 0%          |
| Rentals                        | 438,638              | 451,733                 | 344,350                | (107,383)                    | -24%        |
| Other Services & Charges       | 278,886              | 327,555                 | 330,455                | 2,900                        | 1%          |
| Other Capital Outlay           | 10,124               | 13,500                  | -                      | (13,500)                     | -100%       |
| <b>Total Expenditures</b>      | <b>\$ 14,408,826</b> | <b>\$ 14,779,574</b>    | <b>\$ 15,688,666</b>   | <b>\$ 909,092</b>            | <b>6%</b>   |

#### Explanation of Significant Expenditure Changes

- Decrease in Communication & Transportation is due to the budget for training and professional development being consolidated in the human resources (HR )department rather than each individual department.
- Due to the pandemic, the Library's printing budget was reduced
- Decrease in Rentals due to the termination of leases at Brightwood and Fountain Square Library Branches

|  | 2019<br>Actual | 2020<br>Original Budget | 2021<br>Adopted Budget |
|--|----------------|-------------------------|------------------------|
| <b>Staffing</b>                          |                |                         |                        |
| Director, Public Services                | 1.0            | 1.0                     | 1.0                    |
| Activity Guide                           | 6.5            | 6.5                     | 6.5                    |
| Administrative Assistant                 | 2.0            | 2.0                     | 2.5                    |
| Area Resource Manager                    | 6.0            | 6.0                     | 6.0                    |
| Artist-in-Residence                      | 1.0            | 1.0                     | 1.0                    |
| Auditorium Technician                    | 1.0            | 1.0                     | 1.0                    |
| Bookmobile Driver/Clerk                  | 2.0            | 2.0                     | 2.0                    |
| Circulation Supervisor I                 | 14.6           | 14.6                    | 14.6                   |
| Circulation Supervisor II                | 9.0            | 9.0                     | 9.0                    |
| Computer Lab Assistant II                | 19.6           | 19.6                    | 20.6                   |
| Indy Library Store Coordinator           | 1.0            | 1.0                     | 1.0                    |
| Indy Library Store Assistant Coordinator | 0.5            | 0.5                     | 0.5                    |
| Inter-Library Loan Assistant             | 1.0            | 1.0                     | 1.0                    |
| Lead Office Assistant                    | 1.0            | 1.0                     | 1.0                    |
| Library Assistant I                      | 3.3            | 3.3                     | 3.3                    |
| Library Assistant II                     | 57.1           | 57.1                    | 56.6                   |
| Library Assistant III                    | 14.6           | 14.6                    | 14.6                   |
| Library Greeter                          |                |                         | 1.0                    |
| Manager, Central Adult Services          | 1.0            | 1.0                     | 1.0                    |
| Manager, Central Services                | 1.0            | 1.0                     | 1.0                    |
| Manager, Circulation                     | 1.0            | 1.0                     | 1.0                    |
| Manager, Community Branch                | 8.0            | 9.0                     | 9.0                    |
| Manager, Events                          | 1.0            | 1.0                     | 1.0                    |
| Manager, Learning Curve                  | 1.0            | 1.0                     | 1.0                    |
| Manager, Neighborhood Branch             | 6.0            | 5.0                     | 5.0                    |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### Department 2000 - Public Services

| Staffing  | 2019            | 2020            | 2021           |
|---|-----------------|-----------------|----------------|
|   | Original Budget | Original Budget | Adopted Budget |
| Manager, Outreach                                 | 1.0             | 1.0             | 1.0            |
| Manager, Regional Branch                          | 9.0             | 9.0             | 9.0            |
| Manager, Support Programs and Volunteer Resources | 1.0             | 1.0             | 1.0            |
| Office Assistant                                  | 2.0             | 2.0             | 2.0            |
| Program Specialist                                | 4.0             | 4.0             | 4.0            |
| Project & Grant Specialist                        | 1.0             | 1.0             | 1.0            |
| Project Manager                                   |                 |                 | 1.0            |
| Public Services Associate I                       |                 | 1.0             | 1.0            |
| Public Services Associate II                      | 21.6            | 21.6            | 21.6           |
| Public Services Librarian                         | 69.5            | 69.5            | 69.5           |
| Receptionist                                      | 1.0             | 1.0             | 1.0            |
| Special Collections Librarian                     | 1.0             | 1.0             | 1.0            |
| Supervisor Librarian                              | 14.0            | 14.0            | 15.0           |
| Supervisor, Computer Instruction                  | 1.0             | 1.0             | 1.0            |
| Venue Coordinator                                 | 1.0             | 1.0             | 0.5            |
| Volunteer Resource Specialist                     | 1.0             | 1.0             | 1.0            |
| <b>Total Staff</b>                                | <b>288.3</b>    | <b>289.3</b>    | <b>292.8</b>   |

#### Explanation of Staffing Changes

- Project Manager position is budget neutral because it will replace a vacant position in IT (+1 FTE)
- Venue Coordinator position revised from full time to part time (-.5 FTE)
- Library Assistant II position converted to Computer Lab Assistant II position (net 0 FTE)
- Administrative Assistant position at Central increased from part time to full time (+.5 FTE)
- Library Greeter position created (+1 FTE)

#### 2020 Accomplishments & Outcomes

- Analysis and elimination of overdue fines
- Review of unprocessed book system
- School Library Card program – Perry and Wayne Township schools
- Grand opening of new Martindale-Brightwood branch
- Pandemic related shut-down and pivot to online curbside service and home deliveries

| <u>2021 Department Goals &amp; Objectives</u>   | <u>Performance Measures</u>   |
|---|---|
| <ul style="list-style-type: none"> <li>▪ Create School Services department</li> <li>▪ Begin operations at new West Perry Branch</li> <li>▪ Hire Social Worker at Central</li> <li>▪ Align programs with the strategic plan</li> </ul> | <ul style="list-style-type: none"> <li>▪ Completed by December 2021</li> <li>▪ Grand opening in June 2021</li> <li>▪ New hire in place by June 2021</li> <li>▪ Various performance measures for various strategic priorities (see below)</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Effectively apply racial equity toolkit to all programs</li> </ul>   | <ul style="list-style-type: none"> <li>▪ 100% of staff trained on racial equity toolkit</li> </ul>  |

| <u>Strategic Objectives</u>                        | <u>Metrics</u>                    | <u>Targets</u>   |
|--|-----------------------------------|--|
| Increase Health and Wellness Programming           | Health and Wellness Classes       | 15+ Classes Available Annually                           |
| Increase Health and Wellness Awareness             | Health and Wellness Events        | One System-wide Event Annually                           |
| Enhance Connections with Community Health Partners | Health and Wellness Partnerships  | Connect with Community Health Partnerships Semi-annually |
| Provide More Professional Development              | Professional Development Sessions | 15 Sessions Annually                                     |

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Departmental Information



#### **Department 2000 - Public Services**

| <b>Strategic Objectives</b>                                 | <b>Metrics</b>                                    | <b>Targets</b>  |
|---|---|---|
| Increase Partner Utilization                                | Partnerships                                      | Engage with Community Leaders and Partners on Design of at least 75% of Community Action Plans (CAPs) |
| Expand Support for Digital Literacy and Skills Training     | Technology and Computer Training Programs         | 600 Technology and Computer Training Program Sessions Annually  |
| Expand Online Financial Literacy Programming                | Financial Literacy and Management Classes         | 15+ Classes (sessions) Available Annually   |
| Expand Immigrant and Refugee Financial Literacy Programming | Diverse Financial Literacy and Management Classes | 20+ Classes (sessions) Available Annually   |

## **Long Term Fiscal Plan**

# Indianapolis-Marion County Public Library 2021 Adopted Budget Long Term Fiscal Plan



## Long Term Fiscal Plan Combined Funds

|   | Actual<br>2019       | Original Budget<br>2020 | Original Budget<br>2021 | Projected<br>2022   | Projected<br>2023    | Projected<br>2024    | Projected<br>2025    |
|---|----------------------|-------------------------|-------------------------|---------------------|----------------------|----------------------|----------------------|
| <b>Beginning Operating Balance</b>            | \$ 36,600,956        | \$ 39,409,135           | \$ 25,222,044           | \$ 10,625,893       | \$ 4,845,300         | \$ 20,785,211        | \$ 38,127,932        |
| <b>Revenues</b>                               |                      |                         |                         |                     |                      |                      |                      |
| Property Tax                                  | 54,836,244           | 56,487,767              | 59,546,107              | 61,878,904          | 63,991,339           | 66,203,680           | 68,492,923           |
| Loss from circuit breaker                     | (7,579,000)          | (7,848,241)             | (8,173,662)             | (8,489,361)         | (8,777,999)          | (9,094,007)          | (9,421,391)          |
| Property tax delinquent/appeals and penalties | 874,679              | -                       | (454,365)               | 500,000             | 500,000              | 500,000              | 500,000              |
| Financial institutions tax                    | 430,582              | 333,289                 | 436,375                 | 430,779             | 422,698              | 415,448              | 408,327              |
| Auto & aircraft excise tax                    | 3,500,796            | 3,525,468               | 3,498,026               | 3,562,281           | 3,609,512            | 3,659,785            | 3,710,780            |
| CVET  | 381,733              | 362,324                 | 372,564                 | 379,389             | 384,054              | 389,421              | 394,864              |
| Payment in lieu of taxes                      | 33,051               | 37,881                  | 34,600                  | 34,600              | 29,971               | 29,971               | 29,971               |
| Erate   | 378,942              | 248,400                 | 395,000                 | 395,000             | 395,000              | 395,000              | 395,000              |
| COIT  | 233,093              | 467,329                 | 508,744                 | 496,311             | 533,535              | 560,211              | 588,222              |
| LIT   | 4,022,623            | 3,854,584               | 3,469,126               | 3,761,641           | 3,854,584            | 3,854,584            | 3,854,584            |
| Other receipts                                | 3,701,224            | 2,129,600               | 1,655,992               | 1,795,716           | 1,795,716            | 1,795,716            | 1,795,716            |
| <b>Total Revenues</b>                         | <b>60,813,967</b>    | <b>59,598,401</b>       | <b>61,288,507</b>       | <b>64,745,260</b>   | <b>66,738,410</b>    | <b>68,709,809</b>    | <b>70,748,996</b>    |
| <b>Expenditures</b>                           |                      |                         |                         |                     |                      |                      |                      |
| Personal Services                             | 24,823,475           | 28,725,984              | 29,454,382              | 31,290,131          | 32,245,912           | 33,304,313           | 34,406,833           |
| Supplies                                      | 897,500              | 1,289,896               | 1,599,490               | 1,631,479           | 1,664,110            | 1,697,391            | 1,731,340            |
| Other services and charges                    | 27,216,135           | 32,226,279              | 32,351,124              | 32,592,758          | 22,761,141           | 22,972,444           | 23,241,748           |
| Capital outlay                                | 5,171,457            | 5,666,250               | 6,430,796               | 3,430,796           | 3,430,796            | 3,430,796            | 3,430,796            |
| <b>Total Expenditures</b>                     | <b>58,108,567</b>    | <b>67,908,409</b>       | <b>69,835,792</b>       | <b>68,945,164</b>   | <b>60,101,959</b>    | <b>61,404,944</b>    | <b>62,810,717</b>    |
| Total planned unused appropriation            |                      | 2,432,925               | 2,498,419               | 2,619,215           | 2,667,009            | 2,732,991            | 2,803,085            |
| Surplus/(Deficit) <sup>1</sup>                | 2,705,400            | (5,877,083)             | (6,048,866)             | (1,580,689)         | 9,303,460            | 10,037,856           | 10,741,364           |
| Transfers                                     | 102,779              |                         |                         |                     |                      |                      |                      |
| <b>Ending Operating Balance</b>               | <b>\$ 39,409,135</b> | <b>\$ 25,222,044</b>    | <b>\$ 10,625,893</b>    | <b>\$ 4,845,300</b> | <b>\$ 20,785,211</b> | <b>\$ 38,127,932</b> | <b>\$ 56,807,575</b> |

<sup>1</sup> Deficits after transfers are primarily a result of statutory required reduction in cash balance.

# Indianapolis-Marion County Public Library 2021 Adopted Budget Long Term Fiscal Plan



## Long Term Fiscal Plan Fund 101

|   | Actual<br>2019    | Original Budget<br>2020 | Original Budget<br>2021 | Projected<br>2022 | Projected<br>2023 | Projected<br>2024 | Projected<br>2025 |
|---|-------------------|-------------------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Beginning Operating Balance</b>              | \$ 22,971,161     | \$ 25,078,087           | \$ 24,607,524           | \$ 23,291,826     | \$ 22,542,201     | \$ 22,364,210     | \$ 22,440,770     |
| <b>Revenues</b>                                 |                   |                         |                         |                   |                   |                   |                   |
| Property Tax                                    | 42,109,199        | 43,605,112              | 45,409,231              | 47,163,115        | 48,766,661        | 50,522,261        | 52,341,062        |
| Loss from circuit breaker                       | (7,579,000)       | (7,848,241)             | (8,173,662)             | (8,489,361)       | (8,777,999)       | (9,094,007)       | (9,421,391)       |
| Property tax delinquent/appeals and penalties   | 711,088           | -                       | (454,365)               | 500,000           | 500,000           | 500,000           | 500,000           |
| Financial institutions tax                      | 336,411           | 261,850                 | 332,860                 | 328,430           | 322,617           | 317,519           | 312,503           |
| Auto & aircraft excise tax                      | 2,740,196         | 2,774,272               | 2,694,752               | 2,742,857         | 2,779,392         | 2,821,861         | 2,864,979         |
| CVET  | 298,245           | 302,664                 | 289,648                 | 294,818           | 298,745           | 303,310           | 307,944           |
| Payment in lieu of taxes                        | 24,521            | 29,440                  | 26,933                  | 26,933            | 26,933            | 26,933            | 26,933            |
| Erate   | 378,942           | 248,400                 | 395,000                 | 395,000           | 395,000           | 395,000           | 395,000           |
| COIT  | 233,093           | 467,329                 | 508,744                 | 496,311           | 533,535           | 560,211           | 588,222           |
| LIT   | 4,022,623         | 3,854,584               | 3,469,126               | 3,761,641         | 3,854,584         | 3,854,584         | 3,854,584         |
| Other receipts                                  | 2,871,482         | 2,059,600               | 1,655,992               | 1,795,716         | 1,795,716         | 1,795,716         | 1,795,716         |
| <b>Total Revenues</b>                           | <b>46,146,800</b> | <b>45,755,010</b>       | <b>46,154,259</b>       | <b>49,015,460</b> | <b>50,495,184</b> | <b>52,003,388</b> | <b>53,565,552</b> |
| <b>Expenditures</b>                             |                   |                         |                         |                   |                   |                   |                   |
| Personal Services                               | 24,823,475        | 28,725,984              | 29,454,382              | 31,290,131        | 32,245,912        | 33,304,313        | 34,406,833        |
| Supplies  | 897,500           | 1,289,896               | 1,599,490               | 1,631,479         | 1,664,110         | 1,697,391         | 1,731,340         |
| Other services and charges                      | 13,211,138        | 14,491,368              | 15,483,708              | 16,031,894        | 15,999,366        | 16,227,319        | 16,492,737        |
| Capital outlay                                  | 5,107,761         | 4,151,250               | 3,430,796               | 3,430,796         | 3,430,796         | 3,430,796         | 3,430,796         |
| <b>Total Expenditures</b>                       | <b>44,039,874</b> | <b>48,658,498</b>       | <b>49,968,376</b>       | <b>52,384,300</b> | <b>53,340,184</b> | <b>54,659,819</b> | <b>56,061,706</b> |
| Total planned unused appropriation <sup>1</sup> |                   | 2,432,925               | 2,498,419               | 2,619,215         | 2,667,009         | 2,732,991         | 2,803,085         |
| Surplus/(Deficit)                               | 2,106,926         | (470,563)               | (1,315,698)             | (749,625)         | (177,991)         | 76,560            | 306,931           |
| <b>Ending Operating Balance</b>                 | \$ 25,078,087     | \$ 24,607,524           | \$ 23,291,826           | \$ 22,542,201     | \$ 22,364,210     | \$ 22,440,770     | \$ 22,747,701     |

<sup>1</sup> Planned unused appropriation is as a result of the Library's goal to manage expenditures such that 5% of the General Fund budget is unspent.

## **Library Trends and Demographic Information**



**Indianapolis-Marion County Public Library**  
**2021 Adopted Budget**  
**Library Trends and Demographic Information**



**Principal Property Taxpayers**

| <u>Taxpayer</u>                                   | <u>Type of Business</u>            | <u>2018 Pay 2019</u>          |   |
|---|------------------------------------|-------------------------------|---|
|   |                                    | <u>Taxable Assessed Value</u> | <u>Percentage of Total Assessed Value</u> |
| Eli Lilly and Company                             | Pharmaceuticals mfg. and research  | \$ 1,506,959                  | 3.61%                                     |
| Citizens Gas & Coke Utility                       | Gas utility                        | 578,946                       | 1.39                                      |
| Indianapolis Power & Light Co.                    | Electric utility                   | 481,637                       | 1.16                                      |
| White Legacy Properties, LLC                      | Hotels & restaurant                | 285,783                       | 0.69                                      |
| Simon Property Group                              | Property Management                | 271,715                       | 0.65                                      |
| Federal Express Corporation                       | Courier services                   | 261,566                       | 0.63                                      |
| Hertz Indianapolis 111 Monument LLC               | Property mgmt./office buildings    | 156,921                       | 0.38                                      |
| The Dow Chemical Company                          | Chemical manufacturing             | 156,449                       | 0.38                                      |
| AT&T/Indiana Bell Telephone Co./Southwestern Bell | Telephone utility                  | 150,421                       | 0.36                                      |
| Roche Diagnostics Corp.                           | Health care mfg./biochemical sales | 136,988                       | 0.33                                      |
| Macquarie Office Monument                         | Real estate investment             | -                             | 0.00                                      |
| American United Life                              | Insurance/Office Building          | -                             | 0.00                                      |
| Methodist Hospital                                | Hospitals                          | -                             | 0.00                                      |
| Hub Properties GA                                 | Real estate investment             | -                             | 0.00                                      |
| National Starch                                   | Chemical manufacturing             | -                             | 0.00                                      |
| VV USA City                                       | Property Management                | -                             | 0.00                                      |
| Total Top Ten Principal Taxpayers                 |                                    | <u>\$ 3,987,385</u>           | <u>9.56%</u>                              |
| Total Assessed Valuation                          |                                    | \$ 41,692,419                 | 100.00%                                   |

**Source:** Township Assessors in Marion County

Indianapolis-Marion County Public Library  
2021 Adopted Budget  
Library Trends and Demographic Information



**Ratios of Outstanding Debt by Type**  
**Last Five Fiscal Years**

| <u>Year</u> <sup>1</sup> | <u>Service Area Population</u> <sup>2</sup> | <u>Assessed Value</u>       | <u>General Obligation Debt</u> | <u>Ratio of General Obligation Debt to Assessed Value</u> | <u>Debt Per Capita</u> | <u>% of Personal Income</u> |
|--------------------------|---|-----------------------------|--------------------------------|---|------------------------|-----------------------------|
| <b>2015</b>              | 909,076                                     | 35,872,739,097              | 69,554,004                     | 0.19%   | 77                     | 1.56%                       |
| <b>2016</b>              | 929,127                                     | 36,172,878,039 <sup>3</sup> | 66,732,960                     | 0.18%   | 72                     | 1.47%                       |
| <b>2017</b>              | 937,980                                     | 36,995,952,545              | 70,474,042                     | 0.19%   | 75                     | 1.46%                       |
| <b>2018</b>              | 937,942                                     | 38,958,770,110              | 73,794,493                     | 0.19%   | 79                     | 1.49%                       |
| <b>2019</b>              | 932,335                                     | 40,373,153,619              | 65,020,186                     | 0.15%   | 65                     | 1.31%                       |

**Notes:**

<sup>1</sup> Year indicates when taxes are due and payable for assessments as of January 1 of the prior year.

<sup>2</sup> The Indianapolis-Marion County Public Library service area is all of Marion County except for the City of Beech Grove and the Town of Speedway through 2015. Due to the merger with Beech Grove Library, 2016 population is all of Marion County except for the Town of Speedway.

<sup>3</sup> This includes the 2016 Certified AV for the Beech Grove Library in the amount of \$388,385,402 due to the merger.

# Indianapolis-Marion County Public Library

## 2021 Adopted Budget

### Library Trends and Demographic Information



#### **Demographic and Economic Information**

#### **Last Five Fiscal Years**

| Calendar<br>Year | Population <sup>1</sup> | Personal<br>Income <sup>2</sup> | Per Capita<br>Personal<br>Income | Unemployment<br>Rate | Households           |                   | Median<br>Age     | School<br>Enrollment |
|------------------|-------------------------|---------------------------------|----------------------------------|----------------------|----------------------|-------------------|-------------------|----------------------|
|                  |                         |                                 |                                  |                      | Total                | Average Size      |                   |                      |
| 2015             | 909,076                 | 44,610,603                      | 47,508                           | 5.1                  | 365,296              | 2.52              | 34.1              | 151,755              |
| 2016             | 929,127 <sup>3</sup>    | 45,416,786                      | 48,253                           | 4.4                  | 365,472              | 2.50              | 34.1              | 164,428              |
| 2017             | 937,980                 | 48,413,129                      | 50,957                           | 3.6                  | 369,122              | 2.53              | 34.4              | 162,908              |
| 2018             | 937,942                 | 49,585,841                      | 51,940                           | 3.4                  | 369,033              | 2.59              | 34.4              | 165,150              |
| 2019             | 932,335                 | 49,585,841 <sup>4</sup>         | 51,940 <sup>4</sup>              | 3.3                  | 369,033 <sup>4</sup> | 2.59 <sup>4</sup> | 34.4 <sup>4</sup> | 165,150 <sup>4</sup> |

<sup>1</sup>Estimated population of I-MCPL service area which until June 1, 2016 was all of Marion County except for the City of Beech Grove and Speedway.

<sup>2</sup>Amounts expressed in thousands.

<sup>3</sup>Starting in 2016, estimated population includes Beech Grove.

<sup>4</sup>Amounts used are from 2018, since 2019 data is not yet available.

**Source:** U.S. Bureau of Economic Analysis, U.S. Census Bureau, Demographics U.S.A. and U.S. Department of Labor, Bureau of Labor Statistics

**Principal Employers**

| Employer   | 2019          |                                |
|--|---------------|--------------------------------|
|  | Employees     | Percentage of Total Employment |
| Indiana University Health                            | 23,187        | 4.73%                          |
| St. Vincent Hospitals and Health Care Centers        | 17,398        | 3.55%                          |
| Community Health Network                             | 11,328        | 2.31%                          |
| Eli Lilly and Company                                | 10,525        | 2.14%                          |
| Wal-Mart   | 8,926         | 1.82%                          |
| Kroger Company                                       | 7,675         | 1.56%                          |
| Federal Express                                      | 5,000         | 1.02%                          |
| Anthem   | 4,866         | 0.99%                          |
| Eskenazi Health                                      | 4,620         | 0.94%                          |
| Meijer   | 4,594         | 0.94%                          |
| Indiana University-Purdue University at Indianapolis |               | 0.00%                          |
| Roche Diagnostic                                     |               |                                |
| Rolls Royce Allison                                  |               |                                |
| Stifel Nicolaus                                      |               |                                |
| Wellpoint  |               |                                |
|  | <u>98,119</u> | <u>20.00%</u>                  |

**Source:** The Indy Partnership

**Indianapolis-Marion County Public Library**  
**2021 Adopted Budget**  
**Library Trends and Demographic Information**



**Circulation by Location**  
**Last Five Fiscal Years**

| <b>Location</b>                                 | <b>2015</b>       | <b>2016</b> <sup>1</sup> | <b>2017</b> <sup>1</sup> | <b>2018</b> <sup>1</sup> | <b>2019</b> <sup>1, 3</sup> |
|---|-------------------|--------------------------|--------------------------|--------------------------|-----------------------------|
| Beech Grove Library <sup>1</sup>                | n/a               | 76,706                   | 138,925                  | 156,741                  | 150,827                     |
| Brightwood Library                              | 111,736           | 132,537                  | 115,297                  | 95,139                   | 62,376                      |
| Central Library                                 | 1,141,922         | 1,008,083                | 832,015                  | 796,003                  | 846,293                     |
| College Avenue Library                          | 529,645           | 564,920                  | 486,813                  | 446,166                  | 493,815                     |
| Decatur Library                                 | 350,650           | 290,623                  | 246,256                  | 217,592                  | 174,518                     |
| Eagle Library                                   | 277,691           | 237,122                  | 201,885                  | 191,480                  | 150,473                     |
| East 38th Street Library                        | 170,991           | 167,670                  | 118,939                  | 106,400                  | 75,269                      |
| East Washington Library                         | 101,451           | 46,007                   | 70,122                   | 74,948                   | 51,954                      |
| Flanner House Library <sup>2</sup>              | 73,934            | 85,242                   | 73,092                   | 44,617                   | -                           |
| Fountain Square Library                         | 137,038           | 114,093                  | 81,822                   | 71,192                   | 59,154                      |
| Franklin Road Library                           | 798,109           | 741,727                  | 669,534                  | 637,831                  | 668,305                     |
| Garfield Park Library (Formerly Shelby Library) | 270,785           | 275,370                  | 226,327                  | 169,876                  | 126,994                     |
| Glendale Library                                | 868,776           | 778,337                  | 721,752                  | 644,061                  | 591,839                     |
| Haughville Library                              | 193,161           | 133,970                  | 135,160                  | 114,817                  | 91,620                      |
| InfoZone (at The Children's Museum)             | 116,426           | 109,010                  | 107,485                  | 88,664                   | 93,877                      |
| Irvington Library                               | 672,852           | 599,195                  | 495,853                  | 445,107                  | 385,613                     |
| Lawrence Library                                | 1,213,260         | 1,038,874                | 923,412                  | 806,400                  | 835,917                     |
| Michigan Road Library <sup>2</sup>              | n/a               | n/a                      | n/a                      | 9,673                    | 332,290                     |
| Nora Library                                    | 1,056,716         | 948,411                  | 833,728                  | 760,409                  | 701,496                     |
| Outreach Service Section                        | 438,743           | 280,110                  | 271,501                  | 224,457                  | 41,749                      |
| Pike Library                                    | 983,206           | 822,318                  | 713,252                  | 585,995                  | 467,827                     |
| Southport Library                               | 1,066,127         | 849,837                  | 855,376                  | 814,865                  | 674,265                     |
| Spades Park Library                             | 122,872           | 96,067                   | 90,816                   | 84,326                   | 69,188                      |
| Warren Library                                  | 760,000           | 575,085                  | 504,431                  | 446,247                  | 308,331                     |
| Wayne Library                                   | 642,093           | 556,025                  | 458,430                  | 383,992                  | 331,700                     |
| Web - Downloadables                             | 1,426,041         | 1,775,173                | 2,024,555                | 2,110,014                | 1,826,964                   |
| West Indianapolis Library                       | 129,432           | 102,340                  | 79,392                   | 66,946                   | 40,291                      |
| <b>Total</b>                                    | <b>13,653,657</b> | <b>12,404,852</b>        | <b>11,476,170</b>        | <b>10,593,958</b>        | <b>9,652,945</b>            |

**Notes:**

<sup>1</sup> Beech Grove Library merged with the Indianapolis-Marion County Public Library in 2016.

<sup>2</sup> In 2018 Flanner House Library's location was closed and operations moved to the new Michigan Road Library.

<sup>3</sup> Circulation by branch is approximate

**Source:** The Indianapolis-Marion County Public Library

**Service Location Information**

| <b>Library Branch</b>                  | <b>Current Address</b>                           | <b>Current Status</b> | <b>Square Footage</b> |
|--|--|-----------------------|-----------------------|
| Beech Grove Library                    | 1102 Main Street<br>46107                        | O                     | 27,620                |
| Brightwood Library                     | 2435 N. Sherman Dr.<br>Indianapolis, IN 46218    | L                     | 5,400                 |
| Central Library                        | 40 E. Saint Clair St.<br>Indianapolis, IN 46204  | O                     | 292,183               |
| College Avenue Library                 | 4180 N. College Ave.<br>Indianapolis, IN 46205   | O                     | 15,970                |
| Decatur Library                        | 5301 Kentucky Ave.<br>Indianapolis, IN 46221     | O                     | 11,300                |
| Eagle Library                          | 3905 Moller Road<br>Indianapolis, IN 46254       | O                     | 20,000                |
| East 38th Street Library               | 5420 E. 38th St.<br>Indianapolis, IN 46218       | O                     | 15,900                |
| East Washington Library                | 2822 E. Washington St.<br>Indianapolis, IN 46201 | O                     | 9,566                 |
| Franklin Road Library                  | 5550 S. Franklin Rd.<br>Indianapolis, IN 46239   | O                     | 18,345                |
| Garfield Park Library                  | 2502 Shelby St.<br>Indianapolis, IN 46203        | O                     | 6,435                 |
| Glendale Library                       | 6101 N. Keystone Ave.<br>Indianapolis, IN 46220  | L                     | 29,338                |
| Haughville Library                     | 2121 W. Michigan St.<br>Indianapolis, IN 46222   | O                     | 11,600                |
| InfoZone (at The<br>Children's Museum) | 3000 N. Meridian St.<br>Indianapolis, IN 46208   | L                     | 4,133                 |

**Service Location Information (continued)**

| <b>Library Branch</b>     | <b>Current Address</b>                            | <b>Current Status</b> | <b>Square Footage</b> |
|---------------------------|---|-----------------------|-----------------------|
| Irvington Branch Library  | 5625 E. Washington St.<br>Indianapolis, IN 46219  | ○                     | 16,050                |
| Lawrence Library          | 7898 N. Hague Rd.<br>Indianapolis, IN 46256       | ○                     | 13,500                |
| Michigan Road Library     | 6201 Michigan Rd.<br>Indianapolis, IN 46268       | ○                     | 20,000                |
| Nora Library              | 8625 Guilford Ave.<br>Indianapolis, IN 46240      | ○                     | 18,500                |
| Outreach Service Section  | 2450 N. Meridian St.<br>Indianapolis, IN 46208    | ○                     | 8,195                 |
| Pike Library              | 6525 Zionsville Rd.<br>Indianapolis, IN 46268     | ○                     | 20,000                |
| Southport Library         | 2630 East Stop 11 Rd.<br>Indianapolis, In 46227   | ○                     | 16,310                |
| Spades Park Library       | 1801 Nowland Ave.<br>Indianapolis, IN 46201       | ○                     | 7,560                 |
| Warren Library            | 9701 E. 21st St.<br>Indianapolis, IN 46229        | ○                     | 16,310                |
| Wayne Library             | 198 S. Girls School Rd.<br>Indianapolis, IN 46231 | ○                     | 13,500                |
| West Indianapolis Library | 1216 S. Kappes St.<br>Indianapolis, In 46221      | ○                     | 5,010                 |

**SUPPORT SERVICES**

|                        |  |   |        |
|------------------------|--|---|--------|
| Library Service Center | 2450 N. Meridian St.<br>Indianapolis, IN 46208 | ○ | 71,725 |
|------------------------|--|---|--------|

○ = Owned. L = Leased.

**Source:** The Indianapolis-Marion County Public Library

## **Glossary**



**Appropriation:** An expenditure authorization made by the Library Board and the City-County Council, which permits charges against specified funding sources. Appropriations are usually made for fixed amounts and are typically approved for the entire fiscal year unless otherwise amended by the Library Board and the City-County Council.

**Approved/Adopted Budget:** The Library's budget & expenditure authority as adopted by the City-County Council in a vote after a required public hearings to collect public input on the proposed budget.

**Assessed Valuation:** The estimated value placed upon real and personal property by the County Assessor.

**Assets:** Property owned by the Library, which has monetary value.

**Bond (Debt Instrument):** A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital improvements.

**Budget Transfer:** Adjustments made to the budget or approved expenditure authority during the fiscal year by the City-County Council to properly account for unanticipated changes, which occur either in revenues or expenditures or for programs or policy objectives initially approved for the fiscal year.

**Budget (Operating):** A plan of financial operations embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceiling under which the Library and its departments operate.

**Budget Basis:** The basis by which a Library determines its budget. The budget basis may be cash, accrual, modified accrual, or some other basis. The Library uses cash basis for budgeting.

**Budget Calendar:** The schedule of key dates or milestones that the Library follows in the preparation and adoption of the budget.

**Budgetary Control:** The level at which expenditures cannot legally exceed the appropriated amounts.

**Budgeted Funds:** Funds that are planned for certain uses. The budget document that is submitted for City-County Council approval is composed of budgeted funds.

**Budget Overview:** A general summary of the proposed budget including the principle budget issues, anticipated tax rates, and significant assumptions.

**Capital Expenditures:** The expenditures for the acquisition of capital assets; whether major assets with long-term useful life spans or shorter-term operational capital needs such as office equipment, small tools, and machinery. The expenditures are financed by either debt or fund balance. Generally, equipment with a cost of \$5,000 or more and a useful life of at least one year is considered a capital expenditure.

**Cash Management:** The management of cash necessary to pay for government services while investing temporarily idle cash in order to earn interest. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds safely in order to achieve the highest interest on temporary cash balances.

**City-County Council:** The legislative branch of Indianapolis' local government. In addition to adopting budgets, levying taxes, and authorizing financial appropriations to fund city and county operations, the council is responsible for enacting, repealing, and amending local laws. The council also appoints members to the Library Board.

**COIT:** Abbreviation for County Option Income Tax, now known as Local Income Tax. COIT is based on wages paid by the residents of the county.

**Contractual Services:** Items of expenditure from services that the Library receives from an outside company. HVAC, maintenance, custodial services, landscaping, and snow removal are examples of contractual services.

**Debt Service:** the Library's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Department:** A major activity of the Library, which indicates overall management responsibility for an operation of a group of related operations within a functional area.

**Depreciation:** That portion of the cost of a capital asset, used during the year to provide service.

**DLGF:** Abbreviation for the Indiana Department of Local Government Finance. The DLGF is a state agency that approves the budgets and property tax rates.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.

**Expenditure:** The cost of Governmental Fund goods delivered and services rendered, whether paid or unpaid.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance:** For financial reporting, fund balance is the difference between assets and liabilities in a governmental fund. Fund balance is required to be reported in two components – reserved and unreserved. When fund balance is reserved, it either means that the resources are in a form that cannot be appropriated and spent or that the resources are legally limited to being used for a particular purpose. For budgeting, fund balance is equal to cash balance as the Library utilizes the cash basis of budgeting.

**GAAP:** Abbreviation for Generally Accepted Accounting Principles.

**GASB:** The Governmental Accounting Standards Board, which provides direction in accounting and reporting requirements for units of government.

**Gateway:** The State of Indiana budget and financial reporting program that local units of government are required to use.

**General Fund:** The largest fund within the Library, the General Fund accounts for most of the financial resources of the government that may be used for any lawful purpose. General Fund revenues include property taxes, service charges, and other types of revenue.

**General Obligation Bonds:** When the Library pledges its full faith and credit to the repayment of the bonds it issues, those bonds are General Obligation (G.O.) bonds.

**GFOA:** Abbreviation for Government Finance Officers Association.

**Investment:** Securities purchased and held for the production of income in the form of interest.

**Liabilities:** Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

**Long Term Debt:** Debt with a maturity of more than one year.

**Maturities:** The date on which the principal or stated values of investments or debt obligation mature and may be reclaimed.

**Net Assessed Value:** Total value of property less certain deductions like homestead deductions, tax abatements, exempt property, and TIF property.

**Per Capita Basis:** Per unit of population.

**Revenue:** An addition to the assets of a fund, which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in an enterprise.

**SBOA:** Abbreviation for the Indiana State Board of Accounts. The SBOA is a state agency that performs the function of private accounting firms in other states.

**Tax Base:** The total value of taxable property in the Marion County, except Speedway.

**Transfers – In/Out:** A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

**Trust and Agency Fund:** Trust and Agency funds are used to account for assets held by the Library in a trustee capacity or as an agent for individuals, organizations, other governments, or other funds.

**XBE:** Used to reference MBE/WBE/DOBE/VBE businesses as a group. It minimizes the need to reference all certified business categories individually.

MBE/WBE/VBE/DOBE refers to Minority-Owned Business Enterprise (MBE), women-owned Business Enterprise (WBE), disability-owned Business Enterprise (DOBE), and veteran-owned Business Enterprise (VBE), respectively. These are for-profit enterprises which are certified to be at least 51 percent or more owned and controlled by a minority group, woman, disabled person, or veteran.

# Indianapolis-Marion County Public Libraries

## **Central Library**

40 East St. Clair Street  
Indianapolis, Indiana 46204  
317-275-4100

## **Beech Grove Branch Library**

1102 Main St  
Beech Grove, IN 46107  
317-275-4560

## **College Avenue Branch Library**

4180 North College Avenue  
Indianapolis, Indiana 46205  
317-275-4320

## **Decatur Branch Library**

5301 Kentucky Avenue  
Indianapolis, Indiana 46221  
317-275-4330

## **Eagle Branch Library**

3905 Moller Road  
Indianapolis, Indiana 46254  
317-275-4340

## **East Thirty-Eighth Street Branch Library**

5420 East 38<sup>th</sup> Street  
Indianapolis, Indiana 46218  
317-275-4350

## **East Washington Branch Library**

2822 East Washington Street  
Indianapolis, Indiana 46201  
317-275-4360

## **Franklin Road Branch Library**

5550 South Franklin Road  
Indianapolis, Indiana 46239  
317-275-4380

## **Garfield Park Branch Library**

2502 Shelby Street  
Indianapolis, Indiana 46203  
317-275-4490

## **Glendale Branch Library**

6101 North Keystone Avenue  
Indianapolis, Indiana 46220  
317-275-4410

## **Haughville Branch Library**

2121 West Michigan Street  
Indianapolis, Indiana 46222  
317-275-4420

## **InfoZone Branch Library**

at The Children's Museum  
3000 North Meridian Street  
Indianapolis, Indiana 46208  
317-275-4430

## **Irvington Branch Library**

5625 East Washington Street  
Indianapolis, Indiana 46219  
317-275-4450

## **Lawrence Branch Library**

7898 North Hague Road  
Indianapolis, Indiana 46256  
317-275-4460

## **Martindale-Brightwood Branch Library**

2434 North Sherman Drive  
Indianapolis, Indiana 46218  
317-275-4310

## **Michigan Road Branch Library**

6201 Michigan Road  
Indianapolis, IN 46268  
317-275-4370

## **Nora Branch Library**

8625 Guilford Avenue  
Indianapolis, Indiana 46240  
317-275-4470

## **Pike Branch Library**

6525 Zionsville Road  
Indianapolis, Indiana 46268  
317-275-4480

## **Southport Branch Library**

2630 East Stop 11 Road  
Indianapolis, Indiana 46227  
317-275-4510

## **Spades Park Branch Library**

1801 Nowland Avenue  
Indianapolis, Indiana 46201  
317-275-4520

## **Warren Branch Library**

9701 East 21<sup>st</sup> Street  
Indianapolis, Indiana 46229  
317-275-4550

## **Wayne Branch Library**

198 South Girls School Road  
Indianapolis, Indiana 46231  
317-275-4530

## **West Indianapolis Branch Library**

1216 South Kappes Street  
Indianapolis, Indiana 46221  
317-275-4540

