Normal Public Library Board of Trustees
Agenda for Monthly Board Meeting
November 28, 2018 at 5:00 PM

Location: Normal Public Library - Board Room | 206 W. College Ave., Normal, IL 61761

1. Review of the Agenda: Corrections or Additions
2. Approval of the Minutes of the Previous Meeting (Action)
3. Approval of Expenditures (Action)
4. President's Report
5. Public Comment
6. Library Director's Report
7. Foundation Report

8. New Business

   A. Town Financial Update (Discussion)
   B. Special Reserve Fund – Creation (Action)
   C. Special Reserve Fund – Funding Goal (Action)
   D. Per Capita Grant Requirements (Discussion)
   E. Executive Session: Review and Approval of Executive Session Minutes [Section 2(c)(21)]

9. Unfinished Business (None)

10. Suggested Items for the Next Agenda
11. Next Meeting Date: December 19, 2018
12. Adjournment

The Board of Trustees of Normal Public Library may attend the regular meetings of the Normal Town Council, which take place at 7:00 pm on the first and third Monday of each month at City Hall, Fourth Floor, 11 Uptown Circle, Normal, IL 61761. Parking is available in the Uptown Station Parking Deck. The Board may also attend special Council meetings, work sessions and other events, all scheduled as needed.

Minutes of the Board of Trustees
Normal Public Library
October 24, 2018

Call to order: A regular meeting of the Board of Trustees of the Normal Public Library was held in the Board Room of the Normal Public Library, Normal, Illinois on Wednesday, October 24. The meeting convened at 5:04 pm, Vice President Terry Lindberg presiding, and Jd Davis, secretary.

Members Present: Terry Lindberg, Vice President, Jd Davis, Secretary, Pam Lewis, Joel Studebaker, and Shawn Woodson, Treasurer.

Members Absent: Jess Ray, President, Katelyn Trunnell

Library Staff and Members of the Public Present: Brian Chase, Library Director, Jeanne Moonan, Technical Services and AV Manager, John Fischer, Adult Services and Circulation Manager, and Derek Beigh, Pantagraph.

Review of the Agenda: New Business Agenda Item B is tabled until the November meeting.

Approval of Minutes: Ms. Lewis moved to approve the minutes of the September 26, 2018 meeting. Mr. Studebaker seconded. Motion carried 5-0.

Approval of Expenditures: Ms. Lewis moved to approve expenditures in the amount of $55,655.73, and payroll in the amount of $152,247.29 be paid. Ms. Davis seconded. Motion carried 5-0.

President's Report: In Mr. Ray's absence, Mr. Lindberg gave a short report. He invited all to the Child Protection Network fundraiser at noon on Friday, October 31.

Public Comment: None.

Library Director's Report: Mr. Chase noted that the door count was up recently. The new parking lot is successful, but a new place is needed to dump snow.

Mr. Chase informed the Board that he is still waiting on the per capita grant to become available. Ms. Lewis volunteered to do one section of the requirements for this grant.

Giving Tuesday information will be sent to all trustees.

Foundation Report: Ms. Lewis told the Board that the Annual Campaign will launch this November. The Foundation's next meeting is the second week of November.

New Business:

A. Approval of Architectural Services (Action)
   Mr. Chase would like to retain the services of Product Architecture & Design to determine what is possible concerning accessibility and staff spacing in the current library. This is to complete the research required for the grant application that is due January 11. The Board will see the results during the

December meeting. Mr. Studebaker asked if the Library was seeking to go above and beyond a focus only on compliance, and Mr. Chase stated that the goal was for significant accessibility improvements. Ms. Lewis moved to approve the measure, and Mr. Studebaker seconded. Motion passed 5-0.

Unfinished Business: None noted.

Suggested Items for Next Agenda

A. Library Budget Discussion.
B. Enter Executive Session to review Executive Session minutes.
C. Report from Ms. Trunnell about the ILA conference.

Adjournment: Ms. Lewis moved to adjourn the meeting, and Mr. Studebaker seconded. Motion carried 5-0. Meeting adjourned at 5:34pm.

The next regularly scheduled meeting will be Wednesday, November 28, 2018 at 5:00pm in the board room of the Normal Public Library.

Town of Normal Expenditures to be approved for Payments Between Oct 18, 2018 and Nov 14, 2018

Library Fund

Vendor Name	Payment Description	Transaction Amount
Galva Public Library	A36504552637 - PROCESSING	5.00
Galva Public Library	A36504552637-DEAD WRONG -	27.00
ILLINOIS DEPARTMENT OF REVENUE	SALES TAX PAYMENT	43.00
ILLINOIS STATE TREASURER	UNCLAIMED CHECKS - LIB	315.26
Library Fund	- Total	390.26

Library Fund Library Administration

Vendor Name	Payment Description	Transaction Amount
AMERICAN LIBRARY ASSOCIATION	ALA MEMBERSHIP RENEWAL/BR	270.00
AMERICAN LIBRARY ASSOCIATION	ALA TECHSOUP SUBS. RENEWA	389.00
APRIL L FISHER	LEGO SETS	125.00
B/N ECONOMIC DEVELOPMENT COUNCIL	REGISTRATION FOR 6 BOARD	360.00
BAKER & TAYLOR COMPANIES	ADULT BOOKS	3,392.01
BAKER & TAYLOR COMPANIES	AY BOOKS	139.42
BAKER & TAYLOR COMPANIES	AY GRAPHIC NOVELS	6.02
BAKER & TAYLOR COMPANIES	BOOK ORDER	766.65
BAKER & TAYLOR COMPANIES	BOOKS	450.09
BAKER & TAYLOR COMPANIES	CHILDRENS BOOKS	2,705.15
BAKER & TAYLOR COMPANIES	CREDIT ON ACCT	-8.23
BAKER & TAYLOR CONTINUATION	BOOK ORDER	117.03
BAKER & TAYLOR CONTINUATION	TRAVEL GUIDES	556.76
BARDON DATA SYSTEMS	MAINTENANCE	207.00
BLACKSTONE PUBLISHING	AUDIOBOOKS	40.00
BLACKSTONE PUBLISHING	BOOK ON CD - FEAR	80.00
BRODART COMPANY	ADULT BOOKS	12.49
CENGAGE LEARNING INC	DIST 6 PLAN/BOOKS	22.50
CENGAGE LEARNING INC	LARGE PRINT DIST 6 PLAN	126.73
CENGAGE LEARNING INC	OCT BASIC 8 PLAN	28.49
CENGAGE LEARNING INC	OCT CHRISTIAN FICTION 4PL	171.68
CENGAGE LEARNING INC	OCT CHRISTIAN ROMANCE 2	47.23
CENGAGE LEARNING INC	OCT CORE 8 PLAN	56.23
CENGAGE LEARNING INC	OCT MYSTERY SAMPLER 3	67.47
CENGAGE LEARNING INC	OCT REVIEWERS CHOICE 2PLN	47.23
CENGAGE LEARNING INC	OCT WHEELER HRDCVR 5 PLAN	28.49
CENGAGE LEARNING INC	PEER PICKS 2 PLAN/BOOKS	47.23
CENTER POINT LARGE PRINT	LARGE PRINT BOOKS	273.24
CENTER POINT LARGE PRINT	LG PRINT BOOKS	45.00

Town of Normal Expenditures to be approved for Payments Between Oct 18, 2018 and Nov 14, 2018

Vendor Name	Payment Description	Transaction Amount
CIRBN, LLC	INTERNET SERVICE MONTHLY	76.08
COMCAST CORPORATION	TV ADAPTERS	35.82
COMMUNICATION REVOLVING FUND	COMMUNICATIONS CHARGES	50.00
CONSTELLATION ENERGY SERVICES INC	ENERGY USAGE	15,727.72
DARNALL PRINTING	ENVELOPES	1,326.50
DEX MEDIA	ADVERTISING CHARGE	34.15
DIVERSIFIED MECHANICAL INC	TEMPERATURE CONTROL	712.10
EBSCO SUBSCRIPTION SERVICES	EBSCO PACKAGE	4,778.00
Enoch Kindseth	BREAKFAST/COFFEE ON 10/11	5.71
Enoch Kindseth	CROWNE PLAZA - BREAKFAST	5.71
Enoch Kindseth	MILEAGE ROUND TRIP -2 DAY	155.00
Enoch Kindseth	MILEAGE TO/FROM SPRINGFIE	77.50
FACTS ON FILE INC	BLOOM'S ONLINE REFERENCE	1,075.83
FINDAWAY WORLD LLC	BOOKS/AUDIOBOOKS	1,151.06
FINDAWAY WORLD LLC	PLAYAWAYS	19.99
FRONTIER	PHONE SERVICE MONTHLY - L	127.92
HILL & HILL PLUMBING & HEATING INC	REBUILD FAUCET & HANDLE	456.00
ILLINOIS LIBRARY ASSOCIATION	ILA ANNUAL CONFERENCE-TRU	200.00
ILLINOIS LIBRARY ASSOCIATION	MEMBERSHIP FOR 2018	75.00
INTERSTATE ALL BATTERY CENTER	BATTERIES	265.95
INTERSTATE ALL BATTERY CENTER	CREDIT	-161.55
John Fischer	R/T TO RSA FOR MTG. ON 10	34.88
John Fischer	ROUNDTRIP TO RSA FOR MTG.	34.88
JUNIOR LIBRARY GUILD	YOUNG ADULT BOOKS	2,564.88
Karen McClure	TO/FROM USERS GROUP MEETI	33.79
KATELYN TRUNNELL	ILA TRUSTEE DAY MILEAGE T	42.51
KAVANAGH,SCULLY,SUDOW,WHITE	LEGAL SERVICES	225.00
KROGER-INDY CUSTOMER CHARGES	SEPT STMT/MISC SUPPLIES	597.01
MANGO LANGUAGES	MANGO SUBSCRIPTION RENEW	3,737.15
MENARDS	MISC SUPPLIES	193.13
MENARDS	POWER STRIPS,USB OUTLET	41.96
MIDWEST TAPE	AUDIOBOOKS	14.99
MIDWEST TAPE	CREDIT	-8.99
MIDWEST TAPE	DVD'S	375.80
MIDWEST TAPE	DVDS	107.44
MIDWEST TAPE	MUSIC CD'S	103.92
MIDWEST TAPE	MUSIC CDS	14.99
MILLER JANITOR SUPPLY	JANITORIAL SUPPLIES	164.41

Town of Normal Expenditures to be approved for Payments Between Oct 18, 2018 and Nov 14, 2018

Vendor Name	Payment Description	Transaction Amount
MUSIC SHOPPE INC	CLEAN&RE-STRING GUITAR	36.00
NORMAL ROTARY CLUB	4 - POINSTTIAS FOR LIBRAR	40.00
ORKIN EXTERMINATING CO	ANNUAL ORKIN PEST CONTROL	707.44
PURITAN SPRINGS WATER	WATER SERVICE/NPL	30.02
Randi Sutter	KROGER - PROGRAM SUPPLIES	15.00
RECORDED BOOKS LLC	AUDIOBOOKS	350.00
RECORDED BOOKS LLC	CD'S	271.35
RECORDED BOOKS LLC	INSPIRATIONAL CDS	944.80
SAMS CLUB	OCT STMT/MISC SUPPLIES	464.28
Silvia Schuh	ONLINE ORDER: BACKDROP FO	16.18
SILVIA SCHUH	REIMB. TO SILVIA S. FOR P	11.99
Silvia Schuh	SUPPLIES FOR PROGRAMS & S	55.23
STUARD & ASSOCIATES INC	HYDRAULIC ELEVATOR INSPEC	215.00
TODAYS BUSINESS SOLUTIONS TBS INC	ANNUAL SERVICE CHARGE	795.00
TUMBLEWEED PRESS INC	AUDIOBOOK CLOUD RENEWAL	350.00
ULVERSCROFT LARGE PRINT BOOKS	LARGE PRINT BOOKS	94.44
UNIQUE MANAGEMENT SERVICES INC	32 PLACEMENTS	286.40
US BANK/P-CARD	2018 ILA Conference Reg.	425.00
US BANK/P-CARD	Board Packets mailed	9.94
US BANK/P-CARD	Book - Cravings: Hungry f	17.99
US BANK/P-CARD	Book - The Towns by Kathl	23.00
US BANK/P-CARD	Cake & Fruit for Lauren &	28.24
US BANK/P-CARD	Cookie Cutter Set for Din	63.94
US BANK/P-CARD	Crafts for Adult Event -	32.94
US BANK/P-CARD	Dell 3010cn Black Toner	34.49
US BANK/P-CARD	Dell 3010cn Toner Cartrid	149.97
US BANK/P-CARD	Dino Tea Program Supplies	10.00
US BANK/P-CARD	Disinfecting Wipes Large	55.02
US BANK/P-CARD	DVD - Good Witch S.3	12.99
US BANK/P-CARD	Endust Cleaning Wipes (5)	33.10
US BANK/P-CARD	Food for Foundation Meeti	55.56
US BANK/P-CARD	Gift Card for Lauren & Ki	60.00
US BANK/P-CARD	Google Cardboard Virtual	17.13
US BANK/P-CARD	Guitar (for children's pr	454.75
US BANK/P-CARD	Halloween Music CD	10.19
US BANK/P-CARD	Holiday Music - Magical C	9.90
US BANK/P-CARD	Holiday Music CD - Merrie	11.78
US BANK/P-CARD	ILA membership Dues for J	150.00

Town of Normal Expenditures to be approved for Payments Between Oct 18, 2018 and Nov 14, 2018

Vendor Name	Payment Description	Transaction Amount
US BANK/P-CARD	Instant Film for Instax M	75.18
US BANK/P-CARD	LED Bulbs (9)	76.53
US BANK/P-CARD	Marketing Supplies - Lens	125.00
US BANK/P-CARD	New DVD Release - Anne of	23.28
US BANK/P-CARD	New DVD Release - Madam S	59.58
US BANK/P-CARD	New DVD Release - Miniatu	28.58
US BANK/P-CARD	New DVD Release - Solo: A	282.80
US BANK/P-CARD	New Music Rel.-Desperate	11.88
US BANK/P-CARD	New Music Release	11.99
US BANK/P-CARD	New Rel. - Catcher was a	61.64
US BANK/P-CARD	New Rel. - Good Witch S.	14.99
US BANK/P-CARD	New Rel. - The 12th Man D	35.97
US BANK/P-CARD	New Rel. DVD - Destinatio	14.93
US BANK/P-CARD	New Rel. DVD - Scooby-Doo	11.78
US BANK/P-CARD	New Rel. DVD - Transylvan	159.92
US BANK/P-CARD	New Rel. DVD (1)	14.68
US BANK/P-CARD	New Rel. DVD (6)	89.94
US BANK/P-CARD	New Rel. DVDs (2)	34.38
US BANK/P-CARD	New Rel. Music - A Star i	13.99
US BANK/P-CARD	New Rel. Music - Elements	13.98
US BANK/P-CARD	New Rel. Music - Hiding P	9.87
US BANK/P-CARD	New Release DVD - The Fir	29.92
US BANK/P-CARD	New Release DVD (2)	27.98
US BANK/P-CARD	Office Supplies - Deskpad	9.99
US BANK/P-CARD	Office Supplies for Circ	28.88
US BANK/P-CARD	Patron Req. - DVD/Paper T	14.29
US BANK/P-CARD	Patron Req. - Erainne	6.61
US BANK/P-CARD	Patron Req. - Heartland S	17.99
US BANK/P-CARD	Patron Req. Heartland Sea	23.58
US BANK/P-CARD	Patron Req. Smallville Se	17.89
US BANK/P-CARD	Pizza for volunteers help	124.95
US BANK/P-CARD	Pizza for Volunteers on P	59.72
US BANK/P-CARD	Program Supplies for Chil	26.00
US BANK/P-CARD	Promotional items	371.55
US BANK/P-CARD	Promotional items for lib	743.14
US BANK/P-CARD	Renewal Magazine subscrip	60.00
US BANK/P-CARD	Repl. DVD - Halloween (19	25.08
US BANK/P-CARD	Repl. DVD - Halloweentown	9.99

Town of Normal Expenditures to be approved for Payments Between Oct 18, 2018 and Nov 14, 2018

Vendor Name	Payment Description	Transaction Amount
US BANK/P-CARD	Repl. DVD - Princess Diar	14.43
US BANK/P-CARD	Repl. DVD/Patron Req. Hal	26.35
US BANK/P-CARD	Repl. Music CD - More Dir	5.89
US BANK/P-CARD	Scott Hard Roll Towels (c	159.92
US BANK/P-CARD	Scott Jumbo Toilet paper	253.65
US BANK/P-CARD	Scott Toilet Paper (case	96.58
US BANK/P-CARD	Supplies	91.55
US BANK/P-CARD	Sylvania 32 Watt Fluoresc	98.53
US BANK/P-CARD	Testing Credit Card Machi	0.01
US BANK/P-CARD	Testing New Credit Card M	0.02
US BANK/P-CARD	Training Session - Laura	28.45
US BANK/P-CARD	Water hose for flowers	10.85
VERIZON WIRELESS - PA	ACCT.# 880398978-00001	155.71
VERIZON WIRELESS - PA	ACCT.# 880398978-00002	277.67
WALMART COMMUNITY BRC	SEPT STMT/MISC SUPPLIES	1,592.34
WATTS COPY SYSTEMS, INC.	IMAGE CHARGES/NPL	1,466.61
WATTS COPY SYSTEMS, INC.	PRINTER CHARGES	151.42
Library Fund Library Administration - Total		58,589.64
Overall - Total		58,979.90

Director's Report
November 28, 2018

1. **Monthly Financial Report**
   Revenue: The October revenues are up just under 1% compared to this time last year.
   Expenses: An expenditures report as of November 14 is included in this packet.

2. **Circulation**
   Circulation was up from October 2017 by 1,565 transactions, an increase of 2.7%. YTD circulation is up 9,566 transactions, an increase of 2.3%.

3. **Board Email Addresses**
   Please regularly check your normalpl.org email addresses and let me know if you need any assistance.

4. **Unit 5 Initiative**
   All of the 1,954 new library accounts for Unit 5 junior high and high school students have been created.

5. **Parking**
   The community continues to respond very positively to our additional parking. We are working on a parking policy to allow staff to manage parking, as necessary.

6. **FY2019 Live and Learn Grant Opportunity**
   We plan to apply for an accessibility grant via the FY2019 Live and Learn Construction Grant Program. We are currently working with Product Architecture to complete preliminary work and create design documents required for the application. The grant application is due January 11, 2019.

7. **FY2019 Per Capita Grant Application**
   To prepare for the FY2019 Per Capita Grant application, the Board must complete the following:
   - The Library Director and the Board of Trustees shall review and report on progress in meeting Chapter 8, "Public Services: Reference and Reader's Advisory Services," of "Serving Our Public 3.0: Standards for Illinois Public Libraries, 2014" (enclosed). Review the checklist at the end of the chapter and report on progress toward meeting any items left unchecked.
   - Review chapters 6-10 of the "Trustee Facts File," either 3rd or 4th edition (enclosed), placing particular emphasis on Chapter 8, "Human Resources." Indicate any modification to current practices or policies that may occur in the forthcoming year.

- Library staff and at least one trustee must complete an educational program in calendar year 2018 focused on meeting the needs of patrons with challenges or disabilities. Providers may include ISL, ILA, PLA, ALA, etc. and the opportunities may be in-person or online. Report on the library's commitment to serving patrons with challenges, disabilities or differences.
- Review services provided by the Illinois Veterans' History Project: https://www.cyberdriveillinois.com/departments/library/public/veteransproject.html. Describe how the library connects with, serves and supports veterans and military families.

8. Special Reserve Fund

I propose we create a Special Reserve Fund to help provide funding for future facility projects. Andrew Huhn, Town Finance Manager, will be present at our meeting to discuss initial funding.

9. Normal Public Library Foundation Annual Campaign

The Normal Public Library Foundation is embarking on its first-ever annual campaign.

Town of Normal
Statement of Revenues - Library Fund
Budget and Actual
As of October 31, 2018

	Current Budget	YTD Revenues	% of Current Budget	Last Years Actual	% Change From Last Year
LIBRARY FUND 221					
Property Tax	$ 3,903,800	$ 3,794,687	97.20	$ 3,811,534	(0.44)
State Replacement Taxes	103,000	81,221	78.86	89,576	(9.33)
State Library Aid	40,000	65,621	164.05	-	100.00
Fees	35,000	24,813	70.89	20,752	19.57
Fines	20,000	8,963	44.82	12,457	(28.05)
Investment Income	40,500	27,696	68.38	21,777	27.18
Contributions & Donations	200	720	360.00	5,235	(86.25)
Miscellaneous Revenue	200	1,157	578.29	52	2,124.19
Transfers	-	-	100.00	-	-
Sale of Assets	6,000	-	-	4,194	(100.00)
Library Fund Total	4,148,700	4,004,878	96.53	3,965,577	0.99
LIBRARY REPLACEMENT FUND 222					
Investment Income	13,000	10,180	78.31	7,662	32.86
Miscellaneous Revenue	-	-	100.00	-	-
Transfers	204,000	119,000	58.33	122,319	(2.71)
Library Replacement Fund Total	217,000	129,180	59.53	129,981	(0.62)
Total For All Funds	$ 4,365,700	$ 4,134,058	94.69	$ 4,095,558	0.94

Town of Normal
Statement of Cash and Investment Balances
Library Funds
As of October 31, 2018

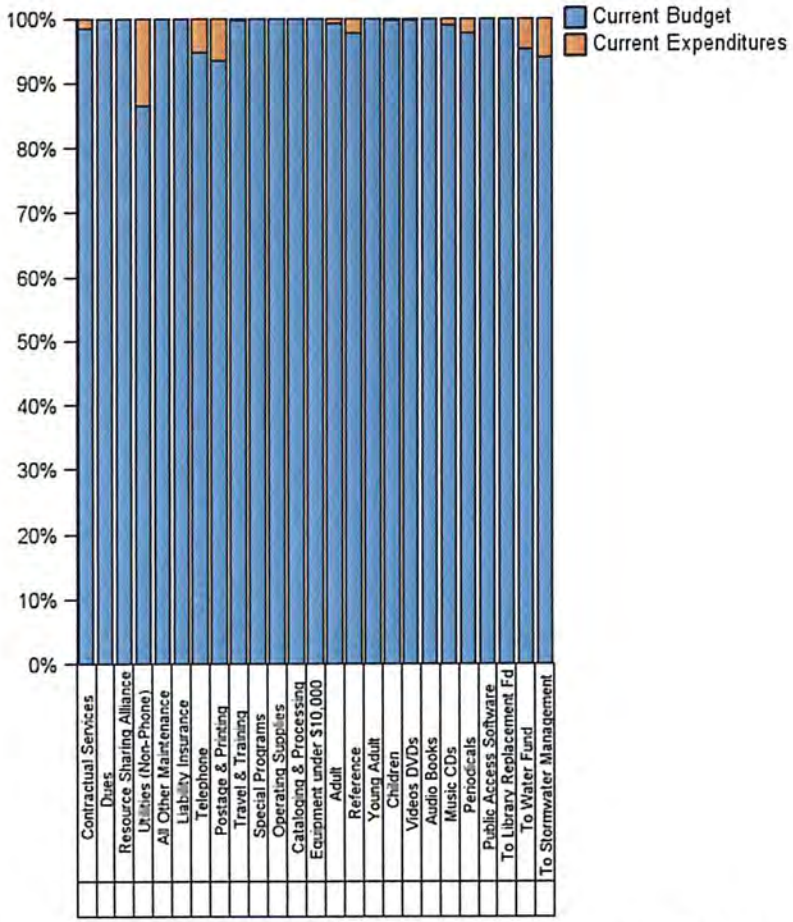
		As of October 31, 2018	As of March 31, 2018	Net Change
221	Library Fund	$ 4,998,097.44	$ 3,221,657.76	$ 1,776,439.68
222	Library Replacement Fund	$ 1,822,981.16	$ 1,545,205.07	$ 277,776.09
	Totals	$ 6,821,078.60	$ 4,766,862.83	$ 2,054,215.77

Town of Normal
Statement of Expenditures - Library Fund
Budget and Actual
As of October 31, 2018

	Current Budget	YTD Expenses	Encumbered	Balance	Last Years Actual	% Remaining
LIBRARY FUND 221						
Administration	$ 4,139,275	$ 1,983,070	$ 185,057	$ 1,971,149	$ 1,917,412	47.62
Library Fund Total	4,139,275	1,983,070	185,057	1,971,149	1,917,412	47.62
						-
LIBRARY REPLACEMENT FUND 222						-
Administration	422,566	7,200	1,313	414,053	201,946	97.99
Library Replacement Fund Total	422,566	7,200	1,313	414,053	201,946	97.99
						-
Total For All Funds	$ 4,561,841	$ 1,990,270	$ 186,370	$ 2,385,202	$ 2,119,358	52.29

Budget to Actual Expenditures

Library - Administration (Library Fund)

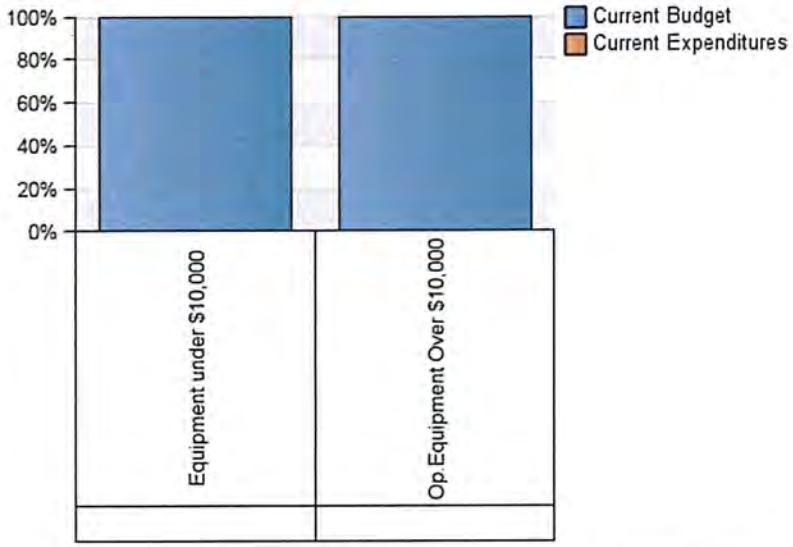


					Current Expenditures	Year to Date Expenditures	Current Encumbered Amount	*Current Budget*	*Variance*	Original Budget	% Remaining	*Exp + Enc*
Library Fund	Library	Administration	221-9010-455.20-10	Contractual Services	$1,640.84	$64,507.96	$10,297.64	*$107,104.00*	*$30,657.56*	$107,023.00	29%	*$11,938.48*
			221-9010-455.20-20	Dues	$0.00	$3,263.00	$0.00	*$5,150.00*	*$1,887.00*	$5,150.00	37%	*$0.00*
			221-9010-455.24-10	Resource Sharing Alliance	$0.00	$60,744.00	$0.00	*$60,744.00*	*$0.00*	$60,572.00	0%	*$0.00*
			221-9010-455.25-10	Utilities (Non-Phone)	$8,205.01	$16,368.08	$0.00	*$53,040.00*	*$28,466.91*	$53,040.00	54%	*$8,205.01*

221-9010-455.25-60	All Other Maintenance	$70.02	$13,907.11	$20,314.02	*$65,851.00*	*$31,559.85*	$65,851.00	48%	*$20,384.04*
221-9010-455.30-10	Liability Insurance	$0.00	$30,366.00	$1,023.00	*$31,389.00*	*$0.00*	$31,253.00	0%	*$1,023.00*
221-9010-455.30-15	Telephone	$637.38	$4,567.99	$447.10	*$11,608.00*	*$5,955.53*	$11,744.00	51%	*$1,084.48*
221-9010-455.30-25	Postage & Printing	$1,326.50	$7,866.74	$7,030.99	*$19,165.00*	*$2,940.77*	$18,999.00	15%	*$8,357.49*
221-9010-455.30-35	Travel & Training	$33.79	$7,713.80	$0.00	*$15,431.00*	*$7,683.41*	$15,431.00	50%	*$33.79*
221-9010-455.30-40	Special Programs	$0.00	$756.65	$2,265.35	*$7,633.00*	*$4,611.00*	$7,633.00	60%	*$2,265.35*
221-9010-455.35-10	Operating Supplies	$11.99	$25,761.95	$11,852.72	*$41,386.00*	*$3,759.34*	$41,386.00	9%	*$11,864.71*
221-9010-455.35-15	Cataloging & Processing	$0.00	$4,249.13	$8,413.48	*$17,177.00*	*$4,514.39*	$17,349.00	26%	*$8,413.48*
221-9010-455.35-80	Equipment under $10,000	$0.00	$0.00	$0.00	*$1,000.00*	*$1,000.00*	$1,000.00	100%	*$0.00*
221-9010-455.36-10	Adult	$800.95	$51,467.94	$29,531.72	*$105,065.00*	*$23,264.39*	$105,000.00	22%	*$30,332.67*
221-9010-455.36-15	Reference	$206.63	$5,829.45	$2,684.62	*$9,000.00*	*$279.30*	$9,000.00	3%	*$2,891.25*
221-9010-455.36-20	Young Adult	$0.00	$6,762.63	$5,057.26	*$12,000.00*	*$180.11*	$12,000.00	2%	*$5,057.26*
221-9010-455.36-25	Children	$165.13	$30,688.36	$34,658.07	*$83,988.00*	*$18,476.44*	$83,988.00	22%	*$34,823.20*
221-9010-455.37-15	Videos DVDs	$186.68	$18,220.44	$12,719.60	*$47,460.00*	*$16,333.28*	$47,460.00	34%	*$12,906.28*
221-9010-455.37-20	Audio Books	$0.00	$13,799.74	$23,606.08	*$54,471.00*	*$17,065.18*	$53,211.00	31%	*$23,606.08*
221-9010-455.37-30	Music CDs	$103.92	$2,117.58	$3,261.91	*$10,292.00*	*$4,808.59*	$10,292.00	47%	*$3,365.83*
221-9010-455.38-10	Periodicals	$389.00	$3,499.76	$11,823.24	*$17,100.00*	*$1,388.00*	$17,100.00	8%	*$12,212.24*
221-9010-455.38-20	Public Access Software	$0.00	$87,166.05	$1,034.16	*$127,034.00*	*$38,833.79*	$126,000.00	31%	*$1,034.16*
221-9010-455.92-22	To Library Replacement Fd	$0.00	$119,000.00	$0.00	*$204,000.00*	*$85,000.00*	$204,000.00	42%	*$0.00*
221-9010-455.95-02	To Water Fund	$189.87	$1,506.16	$0.00	*$3,700.00*	*$2,003.97*	$3,700.00	54%	*$189.87*
221-9010-455.95-10	To Stormwater Management	$50.60	$273.24	$0.00	*$773.00*	*$449.16*	$773.00	58%	*$50.60*
Summary		**14,018.31**	**580,403.76**	**186,020.96**	***1,111,561.00***	***331,117.97***	**1,108,955.00**	**0.30**	***200,039.27***

Budget to Actual Expenditures

Library	- Administration	(Library Replacement Fund



Expenditure Fiscal Year

					Current Expenditures	Year to Date Expenditures	Current Encumbered Amount	*Current Budget*	*Variance*	Original Budget	% Remaining	*Exp + Enc*
Library Replacement Fund	Library	Administration	222-9010-455.35-80	Equipment under $10,000	$0.00	$7,200.00	$0.00	*$96,700.00*	*$89,500.00*	$96,700.00	93%	*$0.00*
			222-9010-455.75-10	Op.Equipment Over $10,000	$0.00	$0.00	$0.00	*$325,866.00*	*$325,866.00*	$321,843.00	100%	*$0.00*
			Summary		**0.00**	**7,200.00**	**4,023.00**	***422,566.00***	***411,343.00***	**418,543.00**	**0.97**	***4,023.00***

OCTOBER 2018

Monthly Statistics

Normal Public Library

Circulation - FY 2018-2019

	FY 2018-2019		FY 2017-2018		FY 2016-2017	
	OCTOBER	YTD	OCTOBER	YTD	OCTOBER	YTD
Juvenile - Fiction	12,405	90,066	11,589	84,367	10,831	81,910
Nonfiction	4,996	31,221	4,782	29,536	4,287	26,553
Paperbacks	14,626	111,470	14,609	110,500	14,201	108,535
Magazines	56	454	55	347	85	519
Juvenile - AV	1,015	6,572	776	5,732	642	5,650
Juvenile - Other	26	184	15	114	10	106
Juvenile - Total	33,124	239,967	31,826	230,596	30,056	223,273
Teen - Fiction	1,052	10,331	1,132	9,537	1,172	9,420
Paperbacks	115	1,029	115	1,188	172	2,585
Magazines	-	31	1	27	3	13
Teen - Total	1,167	11,391	1,248	10,752	1,347	12,018
Adult - Fiction	4,357	32,962	3,977	31,262	3,985	31,237
Nonfiction	2,872	23,666	3,389	25,526	3,872	27,611
Paperbacks	840	6,543	946	7,139	956	8,303
L.P. paperbacks	84	460	71	521	52	367
Large Print	2,012	13,752	1,683	12,787	1,728	13,809
Magazines	402	2,762	307	3,211	364	2,603
Other	595	5,113	663	5,303	710	5,578
Adult - Total	11,162	85,258	11,036	85,749	11,667	89,508
DVD	3,358	25,438	3,924	28,456	3,789	29,857
CD	1,108	7,481	1,233	9,692	1,887	13,425
Books on CD	988	6,939	953	7,984	1,203	8,747
MP3	88	635	85	730	97	559
Streaming Video	94	729	71	492	57	591
Downloadable Music	748	5,949	721	5,233	801	6,332
eAudiobooks	1,290	8,462	718	4,968	545	3,689
eBooks	1,982	14,634	1,750	10,560	1,348	10,344
Zinio eMagazines	64	367	68	441	78	470
Playaways	373	2,875	408	2,658	390	2,834
Software/Hardware	101	741	118	683	22	83
Video Games	292	2,588	215	2,294	283	2,705
AV - Total	10,486	76,838	10,264	74,191	10,500	79,636
Subtotal - Circulation	55,939	413,454	54,374	401,288	53,570	404,435
<Add deposits: 1500>	1,500	9,000	1,500	10,500	1,500	10,500
<Add in-library use: 1100>	1,100	6,600	1,100	7,700	1,100	7,700
Total Circ	**58,539**	**429,054**	**56,974**	**419,488**	**56,170**	**422,635**

OCTOBER 2018 **Normal Public Library**

Monthly Statistics

	Registration - FY 2018-2019						
	Beginning count (YTD)	Registered	Purged	Cards in force YTD	2019 YTD	2018 YTD	2017 YTD
Adult	30,191	373	9	30,555	30,555	27,339	23,891
Teen	1,782	1,260	-	3,042	3,042	1,621	1,399
Juvenile	6,944	600	14	7,530	7,530	5,028	4,439
		(Unit 5)					
Total	38,917	2,233	23	41,127	41,127	33,988	29,729

	Patron Count			
Patron Count: Month	24,093			
Offsite programs (est)	-			
Previous Month YTD	152,949	177,042	172,611	176,518

	Interlibrary Loan and System Holds				
	OCTOBER 2018	Previous Month YTD			
Borrowed/Rec'd	1,170	7,120	8,290	7,053	5,979
Loaned	1,316	7,566	8,882	7,763	7,824
Reciprocal borrowing	19,263	121,100	140,363	145,131	141,844

Public PC Area	Total Uses	Total Time (hrs)	Average Session (min)	YTD Uses
Children	429	326	46	2,925
Main Adult	1,691	1,301	46	12,489
Public Laptop	156	195	75	1,275
Quick-Use	102	15	9	694
TOTALS	2,378	1,837	46	17,383

OCTOBER 2018 **Normal Public Library**

Monthly Statistics **Collection Development - FY 2018-2019**

			Current Month		YTD	
	Beginning Total	Ending Total	Added (+)	Withdrawn (-)	Added (+)	Withdrawn (-)
Juvenile - Fiction	28,838	28,694	215	359	1,627	859
Nonfiction	18,955	19,091	145	9	797	347
Paperbacks	32,376	32,721	540	195	2,489	1,982
Magazines	299	317	20	2	102	5
Juvenile - AV	2,348	2,351	3	-	184	48
Juvenile - Other	84	84	-	-	5	-
Juvenile - YTD Total	82,900	83,258	923	565	5,204	3,241
Teen - Fiction	5,611	5,635	47	23	372	60
Paperbacks	1,063	1,024	4	43	13	55
Magazines	85	87	2	-	19	-
YTD Total	6,759	6,746	53	66	404	115
Adult - Fiction	23,446	23,209	160	397	1,154	997
Nonfiction	21,833	21,681	121	273	794	1,540
Paperbacks	7,689	7,665	55	79	361	450
LP paperbacks	717	723	7	1	39	1
Large Print	9,486	9,528	67	25	470	513
Magazines	3,267	3,388	126	5	1,082	308
Other	1,059	1,105	46	-	46	1
YTD Total	67,497	67,299	582	780	3,946	3,810
DVD	16,868	16,750	157	275	1,128	351
CD	10,023	10,060	38	1	136	17
Books on CD	6,317	6,348	32	1	153	45
MP3	987	968	-	19	3	203
Playaways	1,736	1,760	24	-	187	62
Software/Hardware	46	46	-	-	1	1
eContent	8,436	8,630	194	-	3,153	-
Video Games	620	620	-	-	72	24
YTD AV Total	45,033	45,182	445	296	4,833	703
Total Collection	202,189	202,485	2,003	1,707	14,387	7,869

Special Reserve Fund Ordinance
Normal Public Library

Ordinance No. 2018 - 2

BE IT ORDAINED that a Special Reserve Fund, as provided by 75 ILCS 5/5-8, will be established into which will be transferred thereto each year the unexpended balances of the proceeds received annually from annual public library taxes not in excess of statutory limits.

BE IT FURTHER ORDAINED that the Board will resolve to develop and adopt a plan or plans pursuant to the provisions of 75 ILCS 5/5-8.

BE IT FURTHER ORDAINED that the Board will provide in the annual appropriation for accumulation of such unexpended balances in order to carry out that plan.

This Ordinance to be effective immediately.

Passed by the Board of Trustees of the Normal Public Library and approved by the President thereof this 28th day of November, 2018.

Board of Trustees of Normal Public Library

Posted: _____

By: _____

President, Board of Trustees

ATTEST:

_____

Secretary, Board of Trustees

Special Reserve Fund Plan Ordinance
Normal Public Library

Ordinance No. 2018 - 3

WHEREAS, unexpended yearly funding balances have been accumulated in the Special Reserve Fund pursuant to Ordinance No. 2018 - 2 as authorized by 75 ILCS 5/5-8;

NOW, THEREFORE, BE IT ORDAINED that the Board of Trustees of the Normal Public Library adopt the following plan of purpose for said Special Reserve Fund:

> The plan and purpose for said Special Reserve Fund shall be for the expansion and improvement of library service by the development of a modern comprehensive library facility through expert studies and/or consultants, purchase of real estate site for buildings, construction of facility or the remodeling, repairing, improving, or addition to existing facilities, or for the purchase of necessary equipment and materials for or in anticipation of such expanded library facilities, or all of these objects. It being the purpose of the Board of Trustees of the Normal Public Library to provide to the public within said library convenient and extensive library facilities all for the use of the public.

BE IT FURTHER ORDAINED that the amount to be accumulated in said Special Reserve Fund shall be $_____or that amount which the Board of Trustees of the Normal Public Library may from time to time determine to be in the best interests of the public in securing the purposes of said Special Reserve Fund.

This Ordinance to be effective immediately.

Adopted at Regular Meeting November 28, 2018.

Posted_____.

Board of Trustees of

Normal Public Library

By :_____

President, Board of Trustees

ATTEST:

_____Secretary, Board

Chapter 8 [Public Services: Reference and Reader's Advisory Services]

Through public services, a library offers assistance to patrons in the use of its collections and resources. The library also provides patrons with resources beyond those owned by the library through interlibrary loan and other resource-sharing arrangements. Basic public services include reference and reader's advisory. These services should be provided to all age groups.

APPLICABLE CORE STANDARDS – Please see Core Standards 1, 11, 16, 17, 18, 19, 22, and 24 in Chapter 1.

REFERENCE SERVICES

Reference service is the provision of information in response to a patron's question. All Illinois public libraries should provide reference service for their patrons.

REFERENCE SERVICES STANDARDS

1. All basic services are available when the library is open. For the purpose of this document, basic services are circulation, reference, reader's advisory, and computer/Internet access.
2. The library has a board-approved reference service policy developed by reference staff and administration and it is reviewed biennially. (See Appendix R)
3. The library provides staff trained in reference services to meet the needs of patrons who have challenges with disabilities, language, and literacy.
4. The library participates in interlibrary loan and resource sharing to help provide accurate and timely reference service.
5. The library is aware of the importance of accuracy in reference service and relies on information sources of demonstrated currency and authority.
6. The library supports training in the use of technologies necessary to access electronic resources, including training for persons with disabilities in the use of adaptive equipment and software.
7. The library provides easy access to accurate and up-to-date community information/resource files.
8. The library provides current issues of at least one community or local newspaper and retains hard copy or online back issues for a minimum of six months.
9. The library provides access to local ordinances or codes of all municipalities within its service boundaries.
10. The library provides access to local and state maps.
11. The library strives to provide access to the minutes of local government meetings. These include but are not limited to municipal (village, township, or city) and school board meetings.
12. The library provides voter information, including precinct boundaries and location of polling places.
13. The library provides information about local history and events.
14. The library has telephone books for the local calling area and any other frequently requested areas.
15. The library will include at least one current reference resource for each subject area. Electronic resources may fulfill this requirement. (See Appendix T)
16. Staff has access to a telephone or computer to receive and respond to requests for information and materials and to contact other agencies for information.
17. Staff members are encouraged to attend at least one relevant continuing education event each year.
18. The library accepts and responds to reference requests received in all formats, including electronic, print, and phone.
19. The library annually evaluates its reference service for accuracy, timeliness, staff friendliness, and patron ease. (See Appendix S)

REFERENCE SERVICES CHECKLIST

- ❑ All basic services are available when the library is open.
- ❑ The library has a reference service policy.
- ❑ The library provides staff trained in reference services to meet the needs of patrons who have challenges with disabilities, language, and literacy.
- ❑ The library participates in interlibrary loan and resource sharing to help provide accurate and timely reference service.
- ❑ The library is aware of the importance of accuracy in reference service and relies on information sources of demonstrated currency and authority.
- ❑ The library supports training in the use of technologies necessary to access electronic resources, including training for persons with disabilities in the use of adaptive equipment and software.
- ❑ The library provides easy access to accurate and up-to-date community information.
- ❑ The library provides current issues of at least one community or local newspaper and retains hard copy or online back issues for a minimum of six months.
- ❑ The library provides access to local ordinances or codes of all municipalities within its service boundaries.
- ❑ The library provides access to local and state maps.
- ❑ The library provides access to the minutes of local government meetings. These include but are not limited to municipal (village, township, or city) and school board meetings.
- ❑ The library provides voter information, including precinct boundaries and location of polling places.
- ❑ The library provides information about local history and events.
- ❑ The library has telephone books for the local calling area and any other frequently requested areas.
- ❑ The library has at least one current reference resource for each subject area.
- ❑ Staff has access to a telephone or computer to receive and respond to requests for information and materials and to contact other agencies for information.
- ❑ Staff members are encouraged to attend at least one relevant continuing education event each year.
- ❑ The library evaluates its reference service on an annual basis.

BIBLIOGRAPHY

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Eberhart, George. *Whole Library Handbook 5: Current Data, Professional Advice, and Curiosa About Libraries and Library Services.* Chicago: American Library Association, 2011.

Johnson, Peggy. *Fundamentals of Collection Development and Management.* 2nd ed. Chicago: American Library Association, 2009.

Kresh, Diane. *The Whole Digital Library Handbook.* Chicago: American Library Association, 2007.

O'Gorman, Jack, ed. *Reference Sources for Small and Medium-sized Libraries.* 7th ed. Chicago: American Library Association, 2008.

Thomsett-Scott, Beth C., ed. *Implementing Virtual Reference.* Chicago: American Library Association, 2013.

READER'S ADVISORY SERVICES

Reader's Advisory Services is a patron-oriented service that promotes and encourages recreational reading. It is a service that offers advice, suggestions, recommendations, and selections to library users regarding authors, titles, and genres. It is a service that strives to respond to the recreational reading tastes of individual readers using the resources of the library to link readers and books.

All Illinois public libraries should provide some sort of reader's advisory service to their patrons. This can be done formally with a separate designated service desk, through conversation with a librarian, or informally at the library's circulation desk where library staff members get to know the library patron's reading preferences and are able to suggest similar titles that the patron might enjoy reading.

READER'S ADVISORY STANDARDS

1. All basic services are available when the library is open. For the purposes of this document, basic services are circulation and reference and reader's advisory services. If reference and reader's advisory services are provided to children and adults from two separate points, then the library provides adequate staffing at both locations at all hours the library is open.
2. The library has competently trained staff that has thorough knowledge of popular authors and titles.
3. The library participates in interlibrary loan and resource sharing to help provide accurate and timely reader's advisory service.
4. The library is aware of the importance of accuracy in reader's advisory service and relies on information sources of demonstrated currency and authority.
5. Staff has access to a telephone or computer to receive and respond to requests for information and materials and to contact other agencies for information.
6. Staff members who are responsible for reader's advisory services in their library should attempt to stay current with community events by participating in community organizations, clubs, or councils.
7. Staff members who are responsible for reader's advisory services in their library should attempt to attend as many workshops, reading roundtables, or continuing education events as possible to stay current.
8. The library accepts and responds to reader's advisory requests received via e-mail, IM (instant messaging), texting, and/or virtual reference.

READER'S ADVISORY SERVICES CHECKLIST

- ❑ All basic services are available when the library is open.
- ❑ The library has competently trained staff that has thorough knowledge of popular authors and titles.
- ❑ The library maintains a well-rounded collection of both fiction and nonfiction titles.
- ❑ The library has a reader's advisory services policy.
- ❑ The library promotes the importance of leisure reading to its community members.
- ❑ The library participates in interlibrary loan and resource sharing to help provide accurate and timely reference service.
- ❑ The library maintains a basic collection of reader's advisory reference materials.
- ❑ All staff members attend at least one relevant continuing education event each year.
- ❑ Staff members who are responsible for reader's advisory services in their library join at least one community organization, club, or council.
- ❑ Staff members who are responsible for reader's advisory services in their library attend at least one workshop, reading roundtable, or continuing education event.
- ❑ The library accepts and responds to reader's advisory requests received via e-mail, IM (instant messaging), texting, and/or virtual reference.

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Okobi, Elsie A. Rogers Halliday. *Library Services for Adults in the 21st Century.* Westport, CT: Libraries Unlimited, 2013.

Orr, Cynthia and Diana Tixier Herald. *Genreflecting: A Guide to Popular Reading Interests.* 7th ed. Westport, CT: Libraries Unlimited, 2013.

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Roberts, Ann and Stephanie G. Bauman. *Crash Course in Library Services for Seniors.* Westport, CT: Libraries Unlimited, 2012.

Saricks, Joyce. *Reader's Advisory Guide to Genre Fiction.* Chicago: American Library Association, 2009.

Zabel, Diane. *Reference Reborn: Breathing New Life into Public Services Librarianship.* Westport, CT: Libraries Unlimited, 2010.

WEBSITES

NoveList Plus – EBSCO
www.ebscohost.com/novelist/our-products/novelist-plus

The Reader's Advisory Online – Libraries Unlimited
rainfo.lu.com/

Chapter 6

INTELLECTUAL FREEDOM

So proclaims the First Amendment to the United States Constitution, part of the Bill of Rights—the group of ten amendments protecting personal liberties—ratified in 1791 in the infancy of the United States of America. Since that time, federal and state courts have invoked the First Amendment countless times in a wide variety of situations and have extended freedom of speech and of the press to a broader concept of freedom of information, the right of every citizen to have unrestrained access to all kinds of information. This basic right is also known as intellectual freedom. (A brief glossary of terms relevant to intellectual freedom is appended at the end of this chapter.) At odds with these concepts of freedom of speech, the press, and access to information is the concept that one person or a group of persons may, under certain conditions, deprive access of others to various information. This idea is known as censorship.

Library Trusteeship and Censorship

Public libraries fulfill a unique role in the preservation of our constitutionally grounded democracy. They provide an environment in which all people can explore ideas and pursue knowledge without any government-imposed restrictions or restraints. The existence of such a resource attests to our collective belief that ordinary citizens, relying on their own critical judgment, can and should make their own choices and value judgments.

As a library trustee, you are committed to freedom of information by the oath of office that you took. Steadfastly upholding this freedom is sometimes challenging. You must freely tolerate ideas that may offend your sensibilities or contradict your personal beliefs. You may even be called upon to defend public access to such information. The willingness to do so is the ultimate test of your commitment as a library trustee.

The Selection Policy

Commitment to the principle of unfettered access to information imposes on library trustees and staff the responsibility of choosing materials in as open and unbiased manner as possible. The board of trustees is responsible for shaping a materials selection policy. This policy should include, at minimum, a clear statement of intellectual freedom and delegation of actual selection tasks to the library director or other staff.

In preparing a library materials selection policy, trustees might refer to the following American Library Association (ALA) statements on intellectual freedom (copies of these documents will be found in the Appendices section of the document you are now reading):

- ALA *Library Bill of Rights*
- ALA *Freedom to Read*
- *Freedom to View Statement*

Having a clear written statement of selection principles is a well-grounded first step in dealing with challenges to library materials.

Why Challenges Occur

Public libraries are repositories of our culture—the good and the bad. In our free society, forces contend and controversies arise. It is not surprising that the public library sometimes becomes a focus for a clash of philosophies and ideologies. People's motivations for imposing censorship may be well intentioned, but the fact remains that censors try to limit the freedom of others to choose what they read, see, or hear. Most censors' objections concern sex, profanity, and racism, and most involve concerns about children's exposure to material in these categories. While the intent to protect children is commendable, censorship itself contains hazards far greater that the "evil" against which the protection is leveled. U.S. Supreme Court Justice William Brennan, in *Texas v. Johnson*, said, "If there is a bedrock principle underlying the First Amendment, it is the Government may not prohibit the expression of an idea simply because society finds the idea itself offensive or disagreeable." Individuals may restrict what they themselves or their children read, but they must not call on governmental or public agencies to prevent others from reading or seeing that material.

A Policy to Handle Challenges

It is critically important for library administration to have on hand a written policy for responding to challenges. That policy should document a two-phase response to challenges: the first, by staff, most likely the library director; and the second, an appeal (if desired) to the board of trustees.

Adhering to such a policy ensures that the complaint will be heard, understood, and registered properly; that library representatives will have a satisfactory forum for responding to the challenge; and that complainants will emerge from the challenge process convinced that they have been taken seriously—even if the final decision goes against them.

A sample policy for responding to materials challenges is outlined here. Trustees and staff should receive training in the policy to ensure that all are prepared to handle a challenge if one should come.

Policy for Responding to a Challenge . . .

Phase 1: Library director or other staff responds

- When an individual complains verbally about a material to a staff member, the staff member directs the complainant to a senior staff member who has been trained to respond to a "Request for Reconsideration" of specific material in the library's collection. The patron should be invited to discuss his/her concerns in a nonpublic area and be thanked for taking time and effort to share them with library staff. At the end of the meeting, the staff member should request that the complainant submit his/her concerns in writing, and the staff member should explain why it is important for library personnel to have a written record of the complaints. Copies of the challenged material remain available to the public during the review process.
- The library director or other designated staff member responds to the complaint within the specified span of time and communicates a decision on the challenged material.

Though the response may be either verbal or written, as appropriate, the staff member should make a written record of the response to file permanently with the submitted written complaint.

Phase 2: Appeal to the board of trustees

- Members of the public must have recourse to a hearing before the board of trustees if they are not satisfied with the decision rendered by the library director or other staff member. The board or its designated committee should invite the complainant to appear at an open meeting to express his or her concern.
- Within a specified time period after the hearing in an open meeting, the board renders its decision, in writing, to the complainant. The board's decision is final.

Most critically, all library representatives—staff or trustees—must treat the complainant with utmost respect and politeness. The interaction should be regarded as an occasion for exchange of ideas and an educational opportunity.

Access to the Internet

The medium of the Internet is truly a "brave new world" of mass media. Anyone who doubts its power as a communications medium should consider that many of the biggest news stories in our time filter through the Internet before they hit many of the more traditional media.

As powerful a presence as it is, the Internet has often been characterized as an electronic "Wild West." Any individual or entity may freely post a website to broadcast any conceivable message, verbal or visual.

For public libraries, the Internet poses a special challenge. Unlike books and audio and video recordings, which are professionally published and reviewed, the Internet bypasses all professional principles of selection. The medium places the burden—or opportunity—of selection entirely on users.

Many parents and other child advocates have expressed concerns that the Internet affords access to material deemed unsuitable or harmful for children. They cite websites that are pornographic in nature or sites that promote hatred and violence. Some of these concerned individuals and associations advocate imposing varying degrees of censorship on Internet use by minors in public libraries.

The ALA, while fully sharing concerns for the welfare of children, opposes any such moves toward Internet censorship. The ALA's position is clearly expressed in the publication, *Libraries and the Internet Toolkit*. To obtain an electronic copy of this publication, go online to the ALA Office for Intellectual Freedom, http://www.ala.org/alaorg/oif, and select **Intellectual Freedom Toolkits**. The publication also contains useful guidelines for Internet use addressed to parents, children, and other public library users.

The Illinois Library Association (ILA) asserts that Internet policy is appropriately developed at the level of the local library rather than at the state or federal level.

Filtering Software

Some telecommunications companies and software manufacturers, responding to a perceived need in the marketplace, have developed filtering software programs. While search engines separate the relevant from the irrelevant, filtering software programs block websites considered "objectionable" according to the manufacturer's own, often undisclosed, criteria.

Companies use filtering software to control what their employees access on the Internet. Parents often use filtering software to limit what their children can access at home.

Filtering software has limitations, however. The software programs are not intelligent enough to evaluate every context in which information is embedded. For example, a filtering

program may block the source websites for these titles, based on identification of the letter clusters s-e-x and n-u-d-i:

- Congress Subpoenas Ex-Secretary
- Photos of Nudibranch Specimens, Also Known as Sea Slugs

On the other hand, purveyors of pornography or other objectionable material on the web quickly adapt and defend against filtering techniques—such that even with filtering software, some of the objectionable material gets through. Filtering software may over time become more discriminating and effective, but it is unlikely ever to be foolproof.

Children's Internet Protection Act (CIPA)

The debate about children's access to the Internet entered the political arena by the late 1990s. In 2000, Congress passed, and President Bill Clinton signed, the Children's Internet Protection Act (CIPA).

CIPA ties public libraries' federal grants for telecommunications and Internet funding to implementation of filtering software on all their Internet-enabled computers, with the intent of protecting minors from objectionable Internet-based material. The so-called e-rate program, funded by a federal tax on phone companies (which is passed on to customers of those companies), provides substantial grants to public libraries to enable them to provide Internet service and other technology-based services to patrons. Many public libraries, especially those in rural or disadvantaged areas, depend primarily on this e-rate funding to provide such services.

A lawsuit contested CIPA's constitutionality in the federal courts, and the U.S. Supreme Court ultimately took up the issue. The high court ruled in June 2003 that CIPA is constitutional, but only if adult patrons in public libraries can have filtering software disabled promptly upon their making such a request. This narrow ruling left open the door for further challenges to CIPA.

What Does It All Mean for Us?

As of the publication date of this document in 2012, CIPA is the law of the land. To ensure eligibility for e-rate funding, public libraries must therefore implement filtering software on their Internet-enabled computers. Some library boards have determined that the amount of e-rate money for which they qualify is not sufficient to warrant filtered access to the Internet on all library work stations.

In general, the law requires that the public library craft and write a general policy on use of the Internet. A model of such a policy is available at the Illinois State Library's Administrative Ready Reference. Go online to http://www.webjunction.org/partners/Illinois/il-topics/ready-ref.html: select **Policy Model**. Then select **Patron Service Policies**; select **Public Access to Electronic Information Networks**.

Patrons' Right to Privacy

Along with intellectual freedom, states and localities have long upheld library patrons' right to privacy. Specifically, individuals who access information in public libraries are held to have the right to keep private all records concerning such access.

Law enforcement officials may legally gain access to library records by executing a court-issued subpoena, or by obtaining a search warrant from a judge. In Illinois, a law enforcement officer may request registration records without a court order when it is impractical to get an order and there is an emergency where the officer has probable cause to believe that there is imminent danger of physical harm. With implementation of the USA Patriot Act, passed by Congress in the wake of the September 11, 2001, terrorist attacks on the United States, the likeli-

hood of library staff being presented with a search warrant has increased. Provisions of the act lower the threshold of probable cause in the issuance of a search warrant in cases where national security may be involved. Hypothetically, law enforcement officials might wish to access library records of an individual believed to have sought information about making explosives, for example.

Presentation of a search warrant to library staff demands a prompt, orderly response. Legally, authorities have the right to execute a search warrant without delay. However, library and legal experts advise library staff to request a brief delay and immediately seek legal counsel from the library's attorney. At the very least, the attorney should be able to validate the warrant's legality—that it is properly filled out and signed by a judge or magistrate. If the warrant is not properly prepared and signed, it may well not have legal force.

Ideally, the library administration (trustees and library director) will have the opportunity to develop a policy for responding to requests for information from law enforcement authorities before such time as a search warrant may be presented. ALA and other library advocates strongly advise public library administrators to develop such policies and train staff to implement them. An example of such a policy is available online through LLRX.com, a free web journal that provides information for administrative professionals including library professionals.

Resources

The American Library Association maintains a broad program for the promotion and defense of intellectual freedom. The ALA Intellectual Freedom Committee recommends policy to the ALA Council and sponsors educational programs.

The ALA Office for Intellectual Freedom (OIF) implements policy concerning the concept of intellectual freedom as embodied in the *Library Bill of Rights*. The OIF provides advice and consultation to individuals and libraries in the throes of potential or actual censorship controversies. The office provides reviews and information about the author of the challenged materials, applicable ALA policies, advice about the implementation of reconsideration policies, and other counsel specific to the situation at hand.

If needed, the OIF will provide a written position statement defending the principles of intellectual freedom in materials selection. As requested, the OIF provides the names of persons available to offer testimony or support before library boards. The options chosen are always the prerogative of the individual requesting assistance. The office maintains an active website (www.ala.org/oif) with many practical materials and suggestions to help cope with challenges.

The Freedom to Read Foundation (www.ftrf.org) was incorporated as a separate organization in 1969 by ALA to act as its legal defense arm for intellectual freedom in libraries. The foundation's work has been divided into two primary activities: 1) the allocation and disbursement of grants to individuals and groups primarily for the purpose of aiding them in litigation; and 2) direct participation in litigation dealing with freedom of speech and of the press.

The Illinois Library Association has an Intellectual Freedom Committee, which also provides support to those facing potential or actual censorship controversies. The committee is also charged with working with other organizations to build a state coalition in defense of intellectual and academic freedom. The current chair and committee members are listed on the ILA website (www.ila.org).

For current topics, see:

http://www.ila.org/committees/intellectual-freedom-committee

http://www.ila.org/advocacy/banned-books

Specific Titles

Doyle, Robert P. *Banned Books*. Chicago: American Library Association, 2010.
_____. "Confidentiality: A Case Study in Progress," *ILA Reporter*, February 2005, pp. 18-23.
_____. "Libraries as Sanctuaries for Criminals?," *ILA Reporter*, December 2006, pp. 12-17.
Nye, Valerie and Kathy Barco. *True Stories of Censorship Battles*. Chicago: American Library Association, 2012.
Office for Intellectual Freedom. *Intellectual Freedom Manual*, eighth ed. Chicago: American Library Association, 2010.
Pinnell-Stephens, June. *Protecting Intellectual Freedom in Your Public Library*. Chicago: American Library Association, 2012.

Intellectual Freedom Terms

Intellectual freedom is the right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of ideas through which any and all sides of a question, cause, or movement may be explored. Intellectual freedom encompasses the freedom to hold, receive, and disseminate ideas.

At the 1986 American Library Association (ALA) Annual Conference, the ALA Intellectual Freedom Committee adopted the following operative definitions of some terms frequently used to describe the various levels of incidents that may or may not lead to censorship.

Censorship: A change in the access status of material, made by a governing authority or its representatives. Such changes include: exclusion, restriction, removal, or age/grade level changes.

Expression of Concern: An inquiry that has judgmental overtones.

Oral Complaint: An oral challenge to the presence and/or appropriateness of the material in question.

Public Attack: A publicly disseminated statement challenging the value of the material, presented to the media and/or others outside the institutional organization in order to gain public support for further action.

Written Complaint: A formal, written complaint filed with the institution (library, school, etc.) challenging the presence and/or appropriateness of specific material.

The following definitions are from: Peck, Robert S. *Libraries, the First Amendment, and Cyberspace: What You Need to Know*. Chicago: American Library Association, 1999.

Child Pornography: Special category of sexual material that the U.S. Supreme Court has said can be prohibited in the interest of preventing commerce in the abusive use of children as subjects of pornography.

Fighting Words: Those words "which by their very utterance inflict injury or tend to incite an immediate breach of the peace." Such words must be uttered as a direct personal insult in a face-to-face confrontation and are calculated or highly likely to result in an immediate violent physical reaction.

Hate Speech: This category of "speech" receives considerable constitutional protection because the government cannot prescribe which thoughts we can think or which political philosophies we can advocate. The U.S. Supreme Court has said that the "fighting words doctrine" is not a tool to cleanse public debate or regulate words that give offense.

Libel: A written libel or an oral slander defames an individual and has the effect of ruining that person's reputation, standing in the community, or ability to associate with others. Because of the adverse economic consequences that false accusations can have, the courts can award damages to compensate an individual injured by those false accusations. By contrast, truthful yet harmful accusations incur no similar damage and are not actionable.

Nudity: Obscenity and nudity are not synonymous. Although obscene materials, which is a very narrow category of hardcore sexual acts that have a tendency to excite lustful thoughts, can be illegal, a law that prohibited the circulation or exposure of materials that

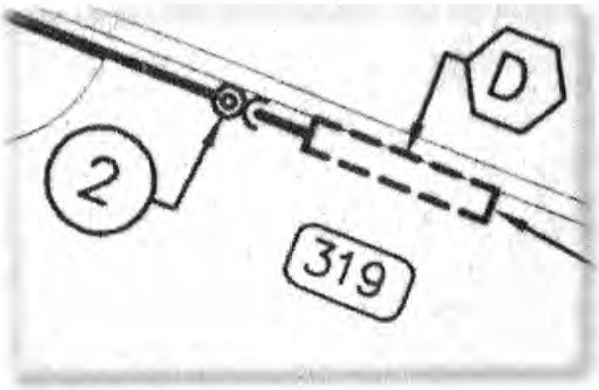
contained nudity would not be constitutional. In fact, in 1975, the U.S. Supreme Court struck down a law that banned nudity in movies shown in drive-in theaters when the screen was visible from the street.

Obscenity: To be obscene, a court or jury must determine that 1) the average person, applying contemporary community standards, would find that the work, taken as a whole, appeals to the prurient interest; 2) the work depicts or describes, in a patently offensive way, sexual conduct specifically defined by the applicable law; 3) the work, taken as a whole, lacks serious literary, artistic, political, or scientific value.

Pornography: In legal terms, obscenity and pornography are not synonyms. Pornography is a form of protected speech. The U.S. Supreme Court has recognized that erotic messages are within the First Amendment's protections. The court's obscenity decisions comprehend that sex is a subject in well-regarded literature and art and a mysterious force that commands great human attention. The court therefore decided that society's concerns about obscenity should not be a vehicle to interfere with serious artistic or scientific endeavors.

Chapter 7

PLANNING



Planning is part of most our daily activities. We make a list before visiting the grocery store. We cluster errands together on days off to dispatch them as efficiently and quickly as possible. We consult the calendar to plan a social event.

Collaborative activities require greater planning efforts. As a new member of a library board, you probably are already aware of some of the planning involved in library trusteeship. At the very least, someone must schedule meetings and notify participants in a timely fashion.

All of these scenarios describe day-to-day or week-to-week planning. We might call this kind of planning "subsistence" planning. It is the planning that must be done just to get by.

There is another kind of planning. It involves looking well ahead into the future. It often requires thinking in "broad brush-strokes." This kind of planning we can call "strategic" planning.

This chapter is about strategic, or long-term, planning.

If you need to be convinced of the value and importance strategic planning in your role as a library trustee, consider:

- In the modern era, societal roles are constantly changing. We continually adapt to new expectations and opportunities. Attitudes to gender, race, disability, and other human attributes need frequent updating. In the public arena, you and your fellow trustees can't afford to fall out of step.
- We are living in the midst of a technology revolution. Whatever is "latest and greatest" today is tomorrow's has-been. In terms of technology, you and your fellow trustees simply can't afford to sit still or stand pat.
- Governments from top to bottom operate under chronic money pressures. As recipients of public appropriations, public libraries are constantly challenged to justify funding requests. If you and your fellow trustees have a clear strategic vision for the future and a well-written plan to back up that vision, you will be in a good position to advocate funding for your library.

Of course, there are many other good reasons to embrace strategic planning and do it well:

- Assures that services and activities continue to reflect the library's mission.

- Provides a context for setting priorities.
- Identifies achievements for the period and provides a "yard stick" to measure progress.
- Provides a strong foundation for decision-making if library funding or the community environment alters quickly.

The Planning Process

To do effective planning, you will need to proceed according to a rational process. The following sections summarize planning process. For more detail about planning process, consult the resources listed at the end of the chapter.

The planning process can be reduced to five basic questions.

1. What timetable will we set for ourselves?
2. Where are we now?
3. Where do we need to go, based on community needs?
4. How do we get there?
5. How will we measure our progress?

Setting the Planning Horizon

What timetable will your plan follow? What horizon will you set as the date by which stated goals will be accomplished?

A three-to-five year horizon is probably standard among most libraries. With the acceleration of technological change in our time, some library boards are opting for relatively short planning horizons. However, bear in mind the practical realities. A plan that has no hope of being achieved is sure to frustrate and disappoint. Think through this step in the planning process carefully, with ample board discussion and in full consultation with the library director.

Assessing Where We Are Now

"Know thyself," admonished the inscription at the Delphic Oracle in ancient Greece. It is still good advice.

Any serious attempt at strategic planning must start with a clear understanding of the current state of things. For you as a trustee, that probably means getting to know the library as thoroughly as you can. For the board as a whole, it may mean maintaining an up-to-date profile of library holdings, services, and programs.

An effective board should have a finger on the "pulse" of the library. Measuring that pulse will entail making at least the following evaluations, in consultation with the library director:

- List of services and programs currently offered
- Circulation and other usage statistics, including any trends that emerge over time
- Composition and age of the collection, broken down by media type and classification
- Patron service areas (for example, reference or juvenile sections)
- Staff working areas
- Technology-based offerings

And since library services are highly dependent upon available facilities, a good profile should include a physical evaluation. Input from the library director and other staff members will be critical in making such an evaluation:

- Shelving capacity
- Accessibility of all public areas to disabled persons
- Ability to meet all government codes
- Quality of lighting
- Energy efficiency
- Adequate and appropriate signage
- Security

- Parking
- Convenience of location to the community at large

Assessing Needs

A public library is, above all, answerable to the community it serves. Priority number one for library administration—the library director and the board of trustees—is to anticipate community needs and act decisively to meet them. This is a challenging, but not impossible, task.

The key is maintaining relationships and open communication with community members. The library administration should keep lines of communication active and open with "stakeholders"—some or all of the following people or groups:

- Library staff
- Current library users
- Non-user members of the community
- Business organizations, such as the chamber of commerce
- Literacy advocacy groups
- Representatives of schools and other educational institutions
- Governmental agencies
- Community planning committee
- Ethnic community organizations, especially those representing significant minorities within the community
- Family service organizations, such as a county department of social services
- Financial institutions, such as banks and credit unions
- Public health officials and representatives of hospitals and clinics
- Representatives of neighboring or regional libraries
- Representatives from media in the community
- Advocacy organizations for the disabled
- Religious groups
- Senior centers, senior service organizations, and senior housing sites
- Youth service organizations such as Boy Scouts and Girl Scouts

Obtaining Information

In addition to communicating with stakeholders, your library board will probably need to access statistical data. For example, U.S. census data provides valuable information about the makeup of communities on the basis of age, race, gender, economic status, and other measures. Another good source is the Illinois Public Library Annual Statistics, http://www.cyberdriveillinois.com/departments/library/libraries/IPLAR/home.html.

Consider carefully what other types of information is necessary to make planning decisions. You may need to conduct interviews or conduct a formal survey to elicit information more specific to your community and library. Seek only the information you need and will use, as surveys can be costly and time-consuming. Professional help is valuable, perhaps necessary.

Obtaining meaningful information in a survey can be tricky. For data to be representative of public opinion, the sample group surveyed must be randomly selected and contain enough responses. Questions must be crafted carefully to elicit useful information. The obvious question may not be the best way to encourage meaningful responses. The following is a simple example.

How To Phrase Survey Questions

Wrong way	What changes would you like to see in your public library?
Responses	Participants are likely to answer based on their own preconceptions about the library.
Right way	What do you do (occupation)? What do you enjoy doing? What are your goals for the next year?
Responses	Participants are likely to yield useful information about their own needs.

When all the data have been collected, the board will need to conduct a formal needs assessment.

A Plan That Will Get Us There

The very first part of a strategic plan is a mission statement. Your library probably already has one. Creating or reviewing the mission statement should be the starting point for planning.

A mission statement is a crystal-clear, jargon-free, concise statement of an organization's purpose, function, and values. Guidelines for writing a mission statement are widely available. You can get help from the following sources:

- *Strategic Planning for Results* by Sandra Nelson
  Source: Public Library Association, 2008
- http://www.tgci.com
  Source: The Grantsmanship Center, a company that trains people in writing grant proposals
- http://www.nonprofits.org
  Source: The Internet Nonprofit Center, sponsored by The Evergreen State Society, a civic organization based in Seattle, Washington

The library mission statement should be disseminated to everyone—trustees, staff, and community. It should be revisited and revised periodically, perhaps every three years.

Goals, Objectives, and Activities

Out of the needs assessment conducted by the board flow goals, objectives, and activities. These components form the core of a meaningful strategic plan.

Data amassed is of little practical value unless and until it can be turned into useful tools for action. A well-done needs assessment should prepare planners to turn the focus to the business of defining goals, objectives, and activities, which will in turn, enable planners to identify and embrace an appropriate action plan.

- A **goal** is a general outcome that a target population (or the entire population served) will receive through library programs and services.
- An **objective** is the way in which the library will measure progress toward a specified goal. An objective consists of a measure, a standard for comparing the measure, and a timeframe.
- **Activities** are groups of related actions that the library will carry out in order to achieve goals and objectives.

The following table provides an example to illustrate goal/objective/activity relationships.

Goal	Computer-challenged adults in the community will have access to programs to help them gain a measure of computer literacy.
Objective	During fiscal year _____, as many as 100 adults will receive basic hands-on computer training.

Activity A two-session computer literacy class will be offered one weeknight and one Saturday in each of four "semesters."

The goals-and-objectives paradigm is common to many types of planning. The interpretation presented here is inspired by the Public Library Association's *The New Planning for Results*, by Sandra Nelson. See the Resources section at the end of this chapter for bibliographical information about this work.

Specialized Planning

Some library activities require special planning efforts, perhaps assignment to a committee of the board. Two areas of library activity that might be candidates for special attention are technology planning and disaster planning. Both of these special plans have been required by the Illinois State Library.

Components of Technology Planning . . .

- Telephone service/voice mail/faxes/e-mail
- Internet connection service and email
- Equipment: photocopiers, fax machines, microfilm readers, printers
- Computers for staff use
- Computers for patron use
- Local area network to link computers within the library
- Circulation control software; online catalogs; automated acquisitions and cataloging
- Participation in regional computer networks and databases, if applicable
- System administrator to keep all computer systems going
- Library websites
- TTY service for the hearing impaired

Components for Disaster Planning . . .

- Staff knowledge about how properly to handle medical emergencies
- Strategies in case of fire, tornado, or terrorism emergencies
- Strategy for salvaging library resources in an emergency in which the facilities are under threat
- Resource lists of services and products to aid in recovery from emergencies
- Communication plans:
  - for staff instructions
  - for informing the community

Resources

Board Source. *Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives*, third ed. Washington, D.C.: Board Source, 2012.

Brawner, Lee B., and Donald K. Beck, Jr. *Determining Your Public Library's Future Size: A Needs Assessment & Planning Mode*. Chicago: American Library Association, 1996.

Buschman, John E. *Dismantling the Public Sphere: Situating and Sustaining Librarianship in the Age of the New Public Philosophy*. Westport, Conn.: Libraries Unlimited, 2003.

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Illinois Library Association. *Serving Our Public 2.0: Standards for Illinois Public Libraries*. Chicago: Illinois Library Association, 2009.

Matthews, Joseph R. *Measuring for Results: The Dimensions of Public Library Effectiveness.* Westport, Conn.: Libraries Unlimited, 2004.

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Yankey, John A. and Amy McClellan. *The Nonprofit Board's Role in Mission, Planning and Evaluation*, second ed. Washington, D.C.: Board Source, 2009.

Chapter 8

HUMAN RESOURCES

On par with a library's holdings are its human resources. Without appropriately trained staff, library resources would be inaccessible and useless to the community. Trustees on the library board hire and evaluate the library director, who has the major responsibility for library operations and oversight of library staff. The trustees, in turn, set policies to govern human resources issues affecting all staff.

The single most important decision a library board makes is to hire a library director. The success of the library's mission—its programs and services—depends upon the competence and commitment of that one professional more than any other factor.

Obtaining—and keeping—a successful library director must be a top priority for the library board. Along the same lines, the board must ensure that salary and benefits remain competitive, within the library's means. The familiar adage, "you get what you pay for," is as applicable to library management as to any other field requiring advanced education and high professional standards.

The issue of benefits looms especially large these days. With the health insurance industry in a state of high fluidity and under intense cost pressures, providing solid, satisfactory health coverage poses a major challenge to all employers. Moreover, Illinois requires that a retirement plan be provided for full-time municipal employees. Some plans may include some part-time staff as well. In addition, many employees wish to participate in tax deferred compensation programs that can be authorized by the library board as an attractive, virtually no-cost benefit. Library boards must take all these expectations into account when designing benefit plans.

Maintaining open, positive relations with staff also must be a high priority for library boards. Regular performance reviews for the library director, maintaining proper relations with subordinate staff, and handling grievances all fall under this broad umbrella.

Note: The Illinois Open Meeting Law, 5 ILCS 120, mandates that meetings of library boards be open to the public. However, the law does allow for closed meetings for discussion of sensitive topics such as interviewing of candidates, performance evaluations, hearing of grievances, and union negotiations. See the section, "Board Meetings the the Open Meetings Act," in Chapter 3 for the circumstances under which a closed meeting may be called.

Hiring a Library Director

Before any recruiting begins, the library board must draft a comprehensive and accurate job description.

Job Description

The table on page 33 summarizes the type of information that a job description for library director should contain. The job description must be kept current, as it is the basis not only for hiring but also for performance evaluations.

Prioritizing Goals

Before recruiting begins, the board should revisit the long-range, strategic plan for the library. (See Chapter 7, "Planning.") What are the main goals in the plan? What activities do they emphasize? Perhaps a goal calls for expanding inadequate facilities. Or perhaps the library board has embraced a long-term objective of reaching out to a growing and underserved minority in the community.

Make a one-page bullet list to emphasize the major goals that the board has endorsed for future direction. This information will be useful in the recruiting process and in interviews.

Recruiting

For larger libraries, one of the most effective ways to advertise availability of a library director position is to place ads in professional journals such as the *Library Journal* and *American Libraries*. Joblines—online job-search resources—are also available and can be used effectively by libraries of all sizes. Both the ALA and the ILA websites have joblines. Regional library systems also post position vacancies on their websites, which draw a great number of local inquiries.

Joblines

Online Job-Search Resources

ALA	joblist.ala.org
ILA	http://www.ila.org Select Jobline

A job ad should include statistics indicating the scope of the job and salary information. A salary figure may be "ballparked" if the board wishes to leave room for negotiation. The ad might also highlight one or two major goals in the board's strategic plan for the library. The following is a sample job ad.

Legal Requirements

Library trustees, like other employers, must comply with state and federal laws that prohibit discrimination in hiring. It is illegal to discriminate on the basis of sex, race, creed, color, religion, age, country of national origin, individual lifestyle, or physical disability. If possible, have a legal advisor preview questions for and written communications to candidates.

Interviewing candidates

Interviewing is an art, as many people intuitively realize. There are library consulting firms that specialize in recruiting and advising institutions on effective and recommended recruitment practices. The process generally follows the steps below.

A library board should delegate interviewing tasks to a committee of the board. The same individuals should participate in all the interviews. Before any interview is conducted, the

committee should draft a list of questions that will be asked of each interviewee. Some of the questions should pertain to the long-range goals that the board has previously identified.

The committee should provide time after each interview for interviewers to make written notes of their impressions.

The committee submits its recommendation to the whole board. Final candidates should meet with the full board, and if possible, with key staff members. When the board has reached consensus on a candidate, references should be checked. The job offer should specify salary and benefits along with the preferred starting date. There may be some flexibility involved, but a deadline should be clear. The other candidates should be notified of the selection only after the chosen candidate has accepted.

Job Title: Library Director

I. Job Responsibilities

Note: Depending on the size of the library, some of the duties may be delegated to the staff, but the responsibility for the successful completion of the work remains with the library director.

- Administrative role: Hire and supervise library staff; implement policies as established by the board; receive and expend funds according to budget; oversee services.
- General advisory role: Advise the board on issues from policymaking to budget preparation; inform the board about developments in the library field.
- Financial role: Prepare draft budget for consideration by the board; participate in presentation of the annual budget to municipal officials; prepare grant applications.
- Reportorial role: Prepare periodic budget reports and reports on circulation statistics or other relevant data; prepare annual report for ultimate submission to state library.
- Collection management role: Oversee selection of all materials; catalogue and process materials according to accepted standards; weed materials in accordance with policies established by the library board; advise the board on collection development issues.
- Facilities management role: Oversee maintenance of grounds and buildings; oversee custodial staff; oversee safety programs and state and federal regulations.
- Public relations role: Interface with community members and groups to develop support for the library; prepare publicity plans and handle media relations.

II. Qualities the Board is Seeking

- Excellent interpersonal skills, with the ability to facilitate discussion and build consensus.
- Excellent communications skills, including public speaking ability.
- Administrative skill, especially the ability to supervise staff and delegate responsibility, fairly and in accordance with board policies and state and federal laws.
- Ability to work well within lines of authority and to accept decisions made by the board.
- Excellent analytical skills. Ability to work with and manipulate statistical data.
- Ability to work with electronic media, including computers and the Internet.
- Ability to handle complaints and controversy with objectivity.
- Ability to plan and handle multiple, competing priorities, and accommodate deadlines.

III. Education and Experience

- Bachelor's degree; Master of Library Science degree preferred.

Performance Evaluations

Evaluation of the library director is an ongoing process, as is evaluation of the library's total

offering of programs and services. The board should conduct such evaluations on at least an annual basis. The first such evaluation for a new director might occur at the end of a probationary period of several months.

The evaluation can be guided by a standard checklist of performance criteria. At least a couple of the performance criteria should be tied to goals in the library's long-range plan. The board and the library director should review the performance criteria at the beginning of the year so the basis of the future review is clear to all parties.

Setting Goals

No performance evaluation is complete without an eye to the future. The trustees and director should identify several objectives, based on goals in the long-range plan, for the director to work on in the coming months. These objectives then become inputs for future performance reviews.

Evaluation of the library director's performance should be based broadly on the following three factors.

Factors for Performance Evaluation

Job Description: Performance of the director as evaluated according to the written job description

Objectives: The director's progress carrying out previously identified objectives, in conjunction with specific long-range goals

Leadership: The success of the library in carrying out service programs, under the leadership of the director

Written Components

For reasons of consistency and legal viability, a formal performance evaluation should generate written records. These records should consist of

- a formal written evaluation by the board, signed by a representative of the board.
- a signed self-assessment submitted by the library director.

The written records are legal protection for both parties in the event that a disagreement involving the director's performance of duties should arise. They also provide a baseline for future performance evaluations.

Records Confidentiality

Human resources records require sensitive handling. Personal details of an employee's record are private and confidential in nature. Medical information is especially sensitive and should be kept separately from general personnel records. Management and use of human resources records are governed by the Personnel Record Review Act: 820 ILCS 40. For a sample personnel records request form, go to the Illinois State Library Administrative Ready Reference, http://www.webjunction.org/partners/Illinois/il-topics/readyref.html: select **Policy Model**. Then select **Personnel Policies;** select **Model Library Personnel Record Policy.**

Terminating Employment

For any number of reasons, the board and/or the director may decide that it is time for the director to go. Though the director may have been hired under contract, that contract may not be legally enforceable. If the director wants to resign, it is probably best for the board to accept that decision, even if there was a written or oral agreement about a longer period of employment.

If the board faces the delicate task of terminating the director's employment, it is highly advisable for the board to consult a legal advisor before firing a director. Illinois is an "at will

employment" state, and most directors serve at the pleasure of the board. To avoid the possibility of litigation, a legal advisor will advise the board whether to document cause for termination of an employee or terminate the director "at will."

Whatever the cause of the parting, the board should conduct an exit interview with the director. A frank and open discussion of differences can identify problem areas that the board may want to remedy in future director relationships, or at the least, pitfalls to avoid in the next round of hiring.

Trustee Relationships with Subordinate Staff

The library board works directly with the library director in the administration of the library, and the director is directly answerable to the board. However, the situation with subordinate staff is quite different. These staff members will have been hired by the library director (past or present) and report directly to her or him. Therefore it is important that trustees avoid interference in the lines of authority between director and subordinate staff.

Occasionally, an aggrieved employee may approach a trustee with a complaint. The proper response on the trustee's part is to direct the employee to take up the problem with the library director.

The board should have a clearcut, written policy for handling staff grievances. If the problem cannot be solved at the director's level, then it may have to come before the board—but only according to an established, written policy.

For a sample grievance policy, go to the Illinois State Library Administrative Ready Reference: http://www.webjunction.org/partners/illinois/il-topics/readyref.html: select **Policy Model.** Then select **Personnel Policies;** select **Grievance Procedure Policy.**

Salary and Benefits

Determining appropriate salary levels involves two hard realities of economics: available resources and supply-and-demand competition among the available pool of personnel. To attract good people, the board of trustees should offer a competitive salary for the range of duties each position entails. The board sets the compensation structures and the level of each job with a minimum and maximum salary for the position; the director administers the salary and benefit program for the other employees, according to the board's policies. The board confirms new hires and salaries.

The Illinois Library Association advocates fair compensation for library employees within these guidelines:

- A qualified, entry-level librarian should be compensated at no less than the same rate as an entry-level public school teacher with a master's degree, with adjustment to reflect a librarian's 12-month (rather than teacher's 10-month) work year.
- All other library staff should be compensated at levels that are competitive with salaries paid for equivalent positions in other public agencies within the same or approximately the same service area.

For additional help in setting appropriate salary for staff positions:

- confer with other comparable libraries in your library system or region and other local governmental agencies.
- seek input from other libraries of similar size, from school districts, or from the municipality.

Benefits are becoming an ever bigger part of the total rewards package. The cost of health insurance continues to rise at rates far ahead of annual inflation. If possible, the board should consult with a benefits specialist to find the best, most cost-effective combination of benefits. Some certified public accountants (CPA's) now offer benefits consulting as part of their ser-

vices. Also seek options to join cooperatives to get good benefits at a more competitive price.

Human Resources Policy Manual

A necessary tool for employer and employees alike is a human resources policy manual. Such a manual might be prepared and maintained by a board committee in close consultation with the library director.

Document salary grades, benefits, paid holidays, vacation, and any other information relevant to staff in the manual. Distribute the manual to all staff members and have them sign a statement indicating that they received a copy. The manual is a guide to the policies of the library. Do not consider it or imply that it is a contract.

Union Negotiations

Public employees in Illinois have the right to join unions to bargain collectively for salary, benefits, and working conditions. In libraries in which staff members are unionized, it is the board's responsibility to negotiate terms of employment with union representatives. The library director should, of course, have input to these negotiations. In the final event, however, it is the board that will have to reach agreement in collective bargaining.

It is critically important that trustees adhere to state and federal laws governing labor relations when negotiating with union representatives. It is equally important that the board observe legally proper conduct during union organization and election activities.

It is highly recommended that the board may consult with an attorney with expertise in labor relations. The following resources may also be useful.

National Labor Relations Board: http://www.nlrb.gov/
American Arbitration Association: http://www.adr.org

Resources

Baldwin, David A. *The Library Compensation Handbook: A Guide for Administrators, Librarians and Staff.* Westport, Conn.: Libraries Unlimited, 2003.

Cole, Jack and Suzanne Mahmoodi. *Selecting a Library Director: A Workbook for Members of a Selection Committee,* revised 1998. St. Paul, Minn.: Friends of the Library Development and Services, the Minnesota State Library Agency, a unit of the Minnesota Department of Education, 1998.

Cravey, Pamela. *Protecting Library Staff, Users, Collections and Facilities: A How-to-Do-It Manual.* New York: Neal-Schuman Publishers, 2001.

Evans, G. Edward. *Performance Management and Appraisal: A How-To-Do-it Manual for Trustees and Librarians.* New York: Neal-Schuman Publishers, 2004.

Chapter 9

FACILITIES

A public library serves people of all ages, widely varied educational experience, and multiple linguistic backgrounds. It endeavors to meet educational and cultural needs of these diverse communities against a backdrop of rapid and continual technological change. No wonder libraries and the facilities that house them tend to become mismatched over time. Consider any of the following scenarios in a public library. Do any sound familiar?

An Ill-fitting Suit . . .

- The library director has just catalogued and processed a major publisher's new eight-volume series of books on global warming and climate change. When library staff members attempt to shelve this timely and valuable source in the appropriate number range in the reference stacks, there is no room for shifting books on the shelves to accommodate the series. The director and staff now have to come up with a makeshift solution to their space problem.
- The local community has experienced something of a "baby boom" within the last decade; as a result, the Saturday story hour for children is popular as never before. Two years ago, the library split the 11 A.M. Saturday story hour into two story hours on Saturday, at 11 A.M. and 2 P.M. Now, both of the children's story sessions are overcrowded.
- Because of space and wiring limitations, the library can accommodate only two online catalogue computer terminals. Five years ago, that level of support was adequate. Now, at high-use times, patrons have to take a number and wait in line to use the computerized card catalogue.
- When the library was built in 1914, large floor-to-ceiling windows were incorporated into the design to provide ample natural lighting in the main reading room. Then in the 1970s, the cost of energy and the cost of replacing large, custom panes of glass convinced the library board of that era to close up most of the window space and install small, standard-sized windows. Ever since, patrons have complained about the dark gloom in the reading room and the eerie, unpleasant shadows cast by the fluorescent lighting.

A Cautionary Tale

In the 1970s, the main library of the Chicago Public Library was moved out of its long-time, 1897 Beaux-Arts home, which the city then transformed into a downtown cultural center. The library was temporarily housed in the Mandel

Building on Chicago's major commercial thoroughfare, Michigan Avenue. The library's holdings were scattered among several floors, challenging and confusing staff and patrons alike. Many users of the main library remember the 1970s as a frustrating era of misshelved or missing books. In 1982, the city moved the main library to occupy the recently vacated Goldblatt department store on the city's traditional Loop shopping street, State Street—another temporary and less than ideal arrangement.

Through careful planning with the city and a re-assessment of user needs, this story does have a happy ending. In 1991, Chicago dedicated the magnificent Harold Washington Library Center. The structure fittingly hosts the main collection of the nation's "second city" and lends a dignified, stable presence to Chicago's South Loop area.

In Chapter 7, "Planning," you read about the importance of long-range, or strategic, library planning. Adept, timely planning may enable you to avoid unhappy scenarios such as those described above. Conversely, inadequate planning will surely land you sooner or later in one unhappy scenario or another (or many).

An important part of the library board's duties is providing and maintaining physical facilities. This responsibility involves monitoring existing facilities and—when necessary and appropriate—planning and budgeting for renovation or construction of facilities.

Evaluating Library Facilities

Staying one step ahead of the forces at work in our contemporary world challenges the most meticulous and thoughtful of planners. Demographic shifts alter communities; technological change renders yesterday's practices and procedures obsolete.

To stay on top of things, a board of trustees must keep a finger on the pulse of the library and community. One good way to do this, of course, is to solicit staff, patron, and community feedback, and to incorporate such feedback into the library's strategic planning. Another way to "take the pulse" is to conduct an annual evaluation of library facilities, possibly with the help of a professional library building consultant. The consultant is typically an experienced librarian who has extensive experience planning and implementing library building projects. At the heart of the planning process are the following questions:

- What are our users' needs?
- What services are we offering to meet those needs? What needs are we not meeting?
- Do our library facilities adequately support library services?

The final question, about facilities, is closely related to the first three. If trustees, library director, and staff find they cannot provide services to meet community needs in existing physical facilities, then facility changes of one kind or another will be necessary.

Evaluating physical space can become quite technical. Knowledge about library design and ergonomics (how space and facilities can be maximized for safe, efficient use by the human body) is critically important. As finances and professional availability allow, libraries are well advised to engage the services of a building consultant for facilities evaluation, especially if a building program appears to be in the offing.

Another online resource for library consultants is LibraryConsultants.org at http://www.library-consultants. org.

Of course, the library director and staff will have major parts to play in any evaluation of library facilities, as they observe the daily use patterns of patrons and are aware of inadequacies that reoccur.

Precise metrics for determining library space needs are available in Appendix L of *Serving Our Public 2.0.* To obtain an electronic copy of this document go online to the Illinois State Library Administrative Ready Reference, http://www.webjunction.org/partners/Illinois/il-top-

ics/readyref.html: select **Serving Our Public**.

Library Facility Evaluation Guidelines . . .

- Conformance to state and federal laws regarding access by persons with disabilities, particularly the Americans with Disabilities Act (ADA)
- ADA became federal law in 1990. ADA establishes specific building codes to ensure accessibility for disabled people.
- For more information, access "ADA Accessibility Guidelines for Buildings and Facilities" at the following federal government-sponsored website: www.access-board.gov/adaag/html/adaag.htm.
- Shelving space

  A board-established policy of "weeding out" old materials should clear the way for new materials. However, if new exceeds old, library staff will face a shelving crunch and solutions will be needed.
- Adequacy of display furniture

  Display furniture such as periodical or paperback racks take up floor space, but are important inclusions to store materials appropriately and attract patrons' interest.
- Staff usage areas

  Staff members need adequate working space. A computer workstation and adequate desk and file space are the minimal requirements. Staff also need amenities such as a break area with table and chairs.
- Facilities for technology support

  At minimum, a library needs computer terminal(s) for online card catalogue access, computer(s) for Internet access, photocopier(s), telephones, and fax machine(s); and adequate wiring support for all equipment requirements. Moreover, many patrons regard electrical outlets for their laptop computers as a necessity.
- Lighting

  Adequate artificial lighting is critical for use of materials as well as vision health. Additionally, natural light enhances the library environment aesthetically. Natural light must not, however, be strongly intrusive, as in direct morning or afternoon sunlight, especially in areas where computers will be in use.
- Circulation/checkout areas

  Counter space should be adequate to accommodate the flow of patrons. The checkout desk must have at least one station to accommodate wheelchair height, according to ADA regulations. This station will also be at a friendly height for young children.
- Reference

  If possible, a separate service point should be created for patrons to interact with the reference librarian. A study area, preferably with computers offering Internet access, should be in proximity of the reference librarian so personal assistance can be readily provided.
- Children's Services

  A separate area should be created for children that reflects their special interests, accommodates their collections, and allows for their youthful chatter. Staff assistance should be nearby to help children and parents in selecting age-appropriate materials. The space should accommodate school visits and programs, if possible.
- Meeting Room

  Although not all facilities can provide a space for library programs and community groups, it should be a goal for planning. The library can enhance its value to the community by providing programs of interest to children and adults. By offering a meeting place to civic groups, the library will become the "heart of the community" and a relevant resource in people's lives.

- Storage, Mechanical Equipment and Maintenance Areas
  A surprising amount of space is required for non-public service functions in a library. Storage is needed for supplies used in ordering and processing, for required retention of records, and for materials awaiting cataloguing or repair. Cleaning supplies and equipment must be stored safely, and convenient access to a "janitor's closet" with sink is essential for maintenance activities. Areas for heating and cooling equipment should be located in safe areas with attention given to the impact of noise of operation on the library service areas and neighbors.
- Special service areas
  If space is available, some libraries provide a quiet study room, a business resources room, or a local history room. Allocation of special spaces is determined by local needs and building layouts.
- Amenities
  Restrooms and water fountains must be clean and accessible to everyone, including the disabled. The number and/or size of bathrooms should accommodate patrons at all times without imposing long waits. Local zoning codes should be consulted.
- Climate control
  The library should provide a comfortable environment year-round. Heating and cooling systems must be clean and safe to protect against buildup of molds, bacteria, or other pathogens. The library should retain the regular services of a reputable heating/AC (HVAC) company.
- Cleaning service
  The importance of maintaining a clean environment has been highlighted in recent years by press stories about possible links between rising asthma rates in children and the dusty environments in which many children live. Library officials should continually monitor the adequacy of cleaning the library, whether done by janitorial staff or a service.
- General appearance and condition of building(s)
  The trustees should be alert to any evidence of possible structural problems. Where concerns arise, a structural engineer should be retained to make appropriate inspections. Facilities that look dated or shabby may turn away patrons: is it time for a major redecoration? An engineer can also prepare a schedule for structural maintenance (tuckpointing, window re-sealing, etc.) and systems maintenance (HVAC, electrical, etc.) for planning and budgeting purposes.
- Security
  The library should have adequate protection during off-hours, such as an appropriately alarmed and monitored security system. Security staff may also be needed to assure a safe, positive environment for patrons and staff when the library is open. The library might choose to hire an on-site security guard during certain hours, particularly in busy periods and closing hours.
- Protection against fire
  Most municipalities have fire codes. Library trustees should verify that library facilities meet all such codes. In particular, care should be taken with flammable materials, and fire extinguishers and alarms should be installed according to code. Emergency exits should be well-marked and lit. Staff should have an evacuation plan and a storm "take-over" plan and practice it from time to time.
- Location in community
  Towns, cities, and communities change. Is the library still in a central, reasonably accessible location for the whole community? If not, should branch outlets or mobile service be considered?
- Parking

Fifty years ago, far fewer people drove cars in their daily activities than today. Patrons expect to be able to drive to the library and park; otherwise, many will opt for some other activity. Verify that parking is adequate for the library hours of greatest use. Verify that disabled parking spaces are provided, in accordance with ADA regulations. There may be local guidelines or zoning codes regarding the number of parking spaces needed.

What Next?

A thorough, annual facilities evaluation might lead the trustees to any of several conclusions. For example, finding facilities to be adequate might lead them to identify a few minor improvements to be made. On the other hand, the trustees might identify major shortcomings in the facilities that can be remedied only by a building program. That program might take the shape of an expansion of existing facilities or the construction of an entirely new library.

Deciding To Build

A building program is a long, complex process. The potential payoff for the library's mission and future is huge, but the potential pitfalls are numerous.

A Building Committee

When trustees have concluded that fulfilling the library's mission in the community calls for new facilities, the board should form a building committee. This committee should embrace at least some of the trustees, members of the community, and the library director.

In the early stages, this committee might be called a Building Study Committee to reflect its pre-commitment function. Once an architect has been hired, plans have been approved, and a contractor has been hired, the committee might evolve into a Construction Committee.

Library Building Program Statement

A building committee's first major task is to draft a building program statement. This is a carefully written document that describes the general building requirements necessary to satisfy the library's functional needs (which, of course, should be based on community service needs identified in the library's strategic plan). Library building consultants can be very helpful with this process and may be required for library construction grants.

The building program statement will answer four questions, elaborating in considerable detail:

- What are the library's overall space needs?
- How should the space be broken down into departments or service areas?
- How should these areas relate to one another?
- What furniture and equipment will be needed in each area to function efficiently and respond to user needs?

The building committee will use the building program statement as a checklist for evaluating plans submitted by an architect later in the life of the project. A well-written building program statement will help ensure that the architect "gets it right" and should minimize or avoid disputes and confusion among the committee members about "what we decided on."

Hiring an Architect

Once the trustees have made a clear commitment to building and have prepared a building program statement, the board's next step will be to engage the services of an architect. A good way to approach this critically important task is to visit libraries that have recently completed building programs. Also see the "Resources" section at the end of this chapter.

The board should solicit presentations by several architects. Each candidate should be interviewed and examples of his or her work on similar projects should be reviewed. Establishing a harmonious working relationship between architect and building committee members is critically important.

When the board has made its selection, the architect and board will work out a formal written contract. The board will want to make provisions for attorney review of the contract.

Additionally, the board may need to include a contingency provision in the contract to allow for the outcome of a public referendum, if such is required. If the referendum fails, how will the architect be compensated? How can the board limit its financial outlay to accommodate this unwished-for outcome?

Funding a Building Program

Library funding comes from several sources. The following sections detail funding sources that may be available for a building program.

Levies

The Illinois Local Library Act establishes that governmental units such as cities, towns, and villages that maintain public libraries may decide, by referendum, to levy 0.02 percent of property taxes for construction projects in addition to taxes allocated for support of libraries. (See 75 ILCS 5/3-1.)

Likewise, library districts may levy 0.02 percent of property taxes for construction projects. The additional levy requires a referendum if the requisite percentage of voters in the district petition for one. (See 75 ILCS 16/35-5.)

Bond Issues

Municipalities or library districts may issue bonds to fund construction programs. A bond issue requires voter approval in a referendum.

- For information about bond issues for libraries in municipalities, see 75 ILCS 5/5; 75 ILCS 35.
- For information about bond issues in library districts, see 75 ILCS 16/40-10, 15, 20.

There are financial consultants available to help estimate costs and plan for a referendum.

Grants

State construction grants may be available through the Illinois State Library. For information on such grants, go online to the Illinois State Library Administrative Ready Reference: http://www.webjunction.org/partners/illinois/il-topics/readyref.html: select **Planning for Grants.**

Additionally, there are many opportunities available through national and local governmental agencies, not-for-profit organizations, foundations, and professional associations.

Resources

Cravey, Pamela. *Protecting Library Staff, Users, Collections and Facilities: A How-to-Do-It Manual.* New York: Neal-Schuman Publishers, 2001.

McCabe, Gerard B., and James R. Kennedy, eds. *Planning the Modern Public Library Building.* Westport, Conn.: Greenwood, 2003.

Sannwald, William W. *Checklist of Library Building Design Considerations,* fifth ed. Chicago: American Library Association, 2008.

Woodward, Jeannette. *Countdown to a New Library: Managing the Building Project,* second ed. Chicago: American Library Association, 2010.

Chapter 10

BUDGETING AND FINANCIAL MANAGEMENT

Most people understand the basic logic of budgeting: you take in money, called income or revenue; and you spend money, called expenditure, to obtain goods and services. In a healthy, well-regulated economy—whether a home, business, or government—expenditure does not exceed income.

A public library is largely dependent on the governing authority for its tax support, whether the governing authority is the host municipality or township, or in the case of library districts, the revenue generating taxing authority of the district itself. No less than other economies, the budgetary and financial health of a public library relies on the basic budgetary logic of revenue and expenditures.

Within budgetary constraints, library officials seek adequate revenues; authorize appropriate expenditures; and keep careful track of money flow. These activities are all part of a program of financial management.

Income for Public Libraries

Most of the income for public libraries comes from taxation on the part of the governing authority. For most Illinois public libraries, that authority is a city, town, village, county, or township. In district libraries, the library district is itself the taxing authority.

Revenue from Property Taxes

The primary source of revenue for most public libraries in Illinois is local property taxes. The Illinois Local Library Act establishes that governmental units such as cities, towns, and villages that maintain public libraries will allocate 0.15 percent of property taxes to funding of those libraries. Communities may choose by referendum to raise the library tax rate to any percentage up to and including 0.60 percent.

Additionally, communities may decide, by referendum, to levy an additional 0.02 percent "maintenance levy" for maintenance, repairs, and alterations of library buildings and equipment.

Library districts may levy the same tax rates as the municipal libraries. The only difference

is that a district library is its own taxing authority. Library districts receive their taxes directly from the county. In the case of a home rule municipality that hosts its municipal library, the library may be given the same power to levy.

In recent years, some Illinois counties, including Cook County and the Chicago metropolitan "collar" counties have adopted so-call "tax caps," more properly called the Property Tax Extension Limitation Law (PTELL) 35 ILCS 200/18-185. This law constrains the rate of growth in property tax collection in neighborhoods where property values are rising rapidly. As a result of PTELL, revenues available to public libraries in some locales are growing at a slower rate than formerly. For some libraries, revenues are actually decreasing due to the implementation of PTELL.

For more information, see http://www.ila.org/advocacy/tax-cap-information.

All of this becomes relevant and important when the time comes to estimate revenue in a budgeting cycle. To obtain reasonably reliable revenue projections, library trustees should work with municipal finance officers.

Supplemental Taxes

Public libraries are eligible to levy several additional taxes. These additional taxes are usually referred to as supplemental or special taxes. The special taxes provide additional funding sources for the costs of items such as insurance, Social Security, Illinois Municipal Retirement Fund (IMRF), building/maintenance, and risk management. For those libraries located in a Property Tax Extension Limitation Law (PTELL) county, sometimes known as a property tax county, some special taxes may require a referendum. Contact the county clerk to determine if the ordinances may be levied with or without a referendum.

The following list indicates types of taxes and the applicable citation:

General Corporate (Library)
75 ILCS 5/3-1 for municipal libraries; 75 ILCS 16/35-10 for district libraries

Building & Maintenance
75 ILCS 5/3-1 for municipal libraries; 75 ILCS 16/35-5 for district libraries

Tort & Immunity (Insurance) Fund
745 ILCS 10/9-107 for municipal and district libraries; also see 75 ILCS 5/4-14

Audit
65 ILCS 5/8-8-8 for municipal and district libraries

Illinois Municipal Retirement Fund (IMRF)
40 ILCS 5/7-171 for municipal and district libraries

Social Security
40 ILCS 5/21-110 and 21-110.1 for municipal and district libraries

Medicare
40 ILCS 5/21-110 and 21-110.1 for municipal and district libraries

Working Cash Fund
75 ILCS 5/3-9 and 75 ILCS 5/4-13 for municipal libraries; 75 ILCS 16/35-35 &16/30-95 for district libraries

Special Reserve Fund
75 ILCS 5/5-8 for municipal libraries; 75 ILCS 16/40-50 & 16/40-5 for district libraries

State Grants and Federal LSTA Grants

In addition to taxes, a number of state and federal grants are available to public libraries as potential revenue streams. In Illinois, most of these grants are administered through the Illinois State Library in Springfield.

The U.S. Congress allocates federal grants to public libraries through the Library Services and Technology Act (LSTA). This federal source of funding has been available in one form or

another since 1956. In Illinois, public libraries apply for LSTA through the Illinois State Library.

Soliciting grants requires special skills and thorough knowledge of the grant application process. The library director or other staff member who is experienced in applying for grants should prepare and submit all grant applications.

To apply for federal or state grants, visit the website of the Illinois State Library. A good place to start is the Administrative Ready Reference, http://www.webjunction.org/partners/illinois/il-topics/readyref.html: select **Planning for Grants**.

Grants from Other Organizations

There are many opportunities available through national, state, and local governmental agencies, not-for-profit organizations, and foundations, in addition to professional associations.

E-rate Funding from the Federal Government

The U.S. Congress passed legislation in 1996 to help public libraries cope with financial demands of the technological revolution, such as buying computers and leasing Internet service. The legislation set up the so-called "e-fund." According to provisions in the law, the e-fund is funded by a special federal tax on phone companies. The Federal Communications Commission (FCC) is charged with accepting applications for e-fund grants, approving grants, and distributing the money through the School and Library Division. More information on the application process can be obtained from the Universal Service Administrative Company website, www.sl.universalservice.org.

Note that acceptance of e-fund grants requires libraries to adhere to certain federal regulations. Public libraries must install and maintain filtering software on computers that support Internet connections, in compliance with the Children's Internet Protection Act (CIPA), passed by Congress in 2000. For more information on CIPA, see Chapter 6, "Intellectual Freedom."

Charitable Donations

Public libraries encourage charitable donations from private citizens and companies. (This topic is discussed in more detail in Chapter 11, "Fundraising.")

Public libraries may receive tax exempt charitable gifts in their role as part of a municipality or as a sovereign political subdivision (in the case of district libraries). Any such donation vests in the library board of trustees. The board of trustees automatically becomes a special trustee of the donated property. No special incorporation is required.

Another way in which a library may choose to accept charitable gifts is to set up a tax exempt foundation under Internal Revenue Service Code §501(c)(3). This approach has inherent costs, such as incorporation fees and accountant fees for preparing federal tax returns. Some libraries may find the foundation structure helpful in conducting development campaigns.

For more details about accepting charitable donations as a public library, go online to the Administrative Ready Reference (previously cited): select **Charitable Giving**.

Library Expenditures

As we all know, everything costs. The services that a public library provides require staff, facilities, resources, and many other costly inputs. The following list summarizes the main categories of expenditures for a typical public library.

Library Expenditures

- Staff salaries and benefits
  - Because libraries are service-driven organizations, expenses associated with obtaining and keeping competent, qualified staff will be the largest entry in the accounts ledger.
- Materials
  - Books, e-books, DVDs, audio books, and periodicals are all examples of library materials.
- Operations
  - This category includes building maintenance, utilities, supplies used by staff and patrons, and many other items.
- Technology
  - All the computers, scanners, printers, photocopiers, Internet connections, regional database connections, local area networks, and telecommunications fall into this category. Of course, technology needs are continually growing and changing and require frequent reinvesting to upgrade and improve services.
- Additionally, public libraries may have special, significant expenditures at particular times, such as expenditures associated with building a new library structure.

The Budgeting Process

Budgeting is a complex, collaborative process. It requires many different inputs and achieves best results when many voices expressing various viewpoints are heard. A budget should reflect the appropriate mix of visionary creativity and well informed fiscal reality.

In the broadest sense, two inputs are required to fashion a budget: (1) a needs and goals assessment, and (2) an estimate of available resources.

The needs and goals assessment comes directly from the library board's long-range plan. Planning and budgeting go hand-in-hand. "The budget is the long-range plan in numbers, and the long-range plan is the budget in words," as some library administrators have observed.

Lines of Responsibility

Although budgeting is a collaborative responsibility, ultimately the library board must put its stamp of approval on a budget and submit it to the governing (funding) authority. (Note that the ultimate funding authority in a library district is the library board itself. These comments apply to municipal libraries.)

The board has ultimate responsibility for the budget. However, trustees will not be able to do this job without significant input from staff, especially the library director.

The director, in turn, will probably depend upon other staff to help collect pertinent data and assess library needs. All these players should have a say.

Finally, the governing authority gives a thumbs up or down on budget matters, based on their understanding of community needs and interests.

Steps in the Budgeting Process

Budgeting is an ongoing activity in library management. The following list is intended only to suggest the broadest outline of the budgeting process.

Budgeting Guidelines . . .

- Begin well in advance of deadlines.
- Evaluate last year's budget. Ask: How well did it support services? How well did it enable library staff and trustees to carry out long-range plans?
- Consider salaries and benefits early in the process; these costs will rank among the highest in the budget. (See the "Library Expenditures" list earlier in this chapter.)

- Continually evaluate budget decisions in light of goals and objectives established during the planning process. (See Chapter 7, "Planning.")
- Earmark annually, if possible, a sum for a new program or service enhancement.
- Try to anticipate next year's problem areas and obtain preliminary estimates.
- Develop a multi-year plan to fund building and equipment repairs and replacement. Proactive planning will significantly reduce costly, unbudgeted capital expenses.
- Don't try to hide the budget: work to obtain staff and community buy-in.
- When the board has approved the budget, prepare to make a professional presentation to the appropriate funding authorities. Be prepared to explain and justify costs to municipal officials. Persuade authorities that they have a stake in the library's success in the community.

Financial Management of the Library

In general terms, financial management is all the things a library board, director, and staff members do to implement the budget. It is an ongoing daily, weekly, and monthly task.

Funds must be dispersed and collected continually to keep a public library running. State statutes and library board bylaws specify procedures for making purchases and dispersing funds. For example, a provision in the bylaws may grant the treasurer of the board check-writing privileges for expenses up to a certain amount; it may require joint signatures of both the treasurer and the board president for large expenses.

Typically a public library has an operating fund, out of which ongoing, regular expenses are paid. Additionally, libraries may have a capital fund and, perhaps an endowment fund. The following table summarizes types of library funds.

Types of Library Funds

Fund	Purpose
Operating	To pay day-to-day expenses and deposit regular sources of income
Capital	To pay for special, large expenses such as for a building program, major equipment purchase, or structural improvements
Endowment	May be established to receive and invest monetary charitable donations
Working Cash	Enables libraries to have in its funds, at all times, sufficient money to meet demands for ordinary and necessary and committed expenditures for library purposes. (75 ILCS 5/3-9 and 5/4-13; for district libraries, 75 ILCS 16/30-95 and 16/35-35)

Periodic Reports and Audits

Tracking the collection and dispersal of funds on a regular, rational basis is critically important. Personnel should file with the board regular financial reports reflecting standard accounting practices. Such reports might be generated by the library director or the director in collaboration with the board treasurer, for example. Reports might be presented on a quarterly basis for smaller operations, or on a monthly basis for larger libraries. Financial reports should be organized in useful categories with sufficient information to monitor expenses. Categories generally include:

- Salaries
- Benefit costs
- Commodities (supplies)
- Contractual expenses

- Capital expenses

More descriptive account lines may be added to each category to track expenses.

Public libraries in Illinois are required by law to submit an annual report to the principal funding agency (village, township, city, or library district) and to submit a duplicate copy to the Illinois State Library.

Public libraries are also advised to contract with a qualified professional to conduct an annual audit. Municipal public libraries with income of $850,000 or greater are required by law in Illinois to conduct an annual audit. District libraries must submit a comptroller's report even if they do not conduct an audit. These mandated records are public documents that must be retained and made available to the public.

Resources

The Illinois State Library's Administrative Ready Reference Menu (previously cited) offers several resources related to budgeting and financial management of a public library. The following items may be especially useful:

- Charitable Giving
  - General guidelines and samples of letters to donors
- Non-Resident Fee Calculation
  - A formula for calculating library fees to charge non-residents
- Ordinances
  - Under "Financial" subhead: Illinois laws concerning financial aspects of library management
- Planning for Grants
  - Information about grants available to public libraries through the Illinois State Library
- Policy Model
  - Under "Financial" subhead: coverage on topics including budget and finance policy; division of financial responsibilities between the board and the library director; and investment of public funds
- Property Tax Extension Limitation Law (PTELL)
  - Details about PTELL, popularly known as "tax caps" (See the subsection, "Revenue from Property Taxes," near the beginning of this chapter.)

Specific Titles

Berger, Steven. *Understanding Nonprofit Financial Statements,* third ed. Washington, D.C.: Board Source, 2008.

Diamond, Stewart H. and W. Britt Isaly. *Financial Manual for Illinois Public Libraries.* Chicago: Illinois Library Association, 2007.

Fry, Robert P. *Minding the Money: An Investment Guide for Nonprofit Board Members.* Washington, D.C.: Board Source, 2004.

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Prentice, Ann E. *Financial Planning for Libraries,* second ed. Lanham, Md.: Scarecrow Press, 1996.