

## NORTHBROOK PUBLIC LIBRARY BOARD MEETING

October 16, 2025 | 7:00 p.m.

Northbrook Public Library | Civic

### Regular Monthly Meeting Agenda

- 1 Call Regular Meeting to Order
- 2 Board of Trustees Roll Call
- 3 Consent Agenda
  - 3.1 Approval of the Agenda
  - 3.2 Approve Regular Session Minutes – September 18, 2025
  - 3.3 Approve Cash Balances & Income Statement September 2025
  - 3.4 Approve Bills and Charges from September 2025 in the amount of \$697,024.53
- 4 Public Comments
- 5 Staff Reports
  - 5.1 Benefits Review Process
- 6 Board Member Reports
- 7 Unfinished Business
  - 7.1 Data Professional Development Proposal Update
  - 7.2 Approve FY27 Levy
- 8 New Business
  - 8.1 RFP Recommendation for Access control
  - 8.2 Review New Service Standards - Per Capita Grant requirements
  - 8.3 Quarterly Strategic Plan Report Check-In
- 9 Closed Session
- 10 Agenda Building
- 11 Adjourn

FINAL VOTE OR ACTION MAY BE TAKEN AT THE MEETING ON ANY AGENDA ITEM SUBJECT MATTER LISTED ABOVE, UNLESS THE AGENDA LINE ITEM SPECIFICALLY STATES OTHERWISE.

The Northbrook Public Library is subject to the Requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend any meetings of the Board and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of these meetings or the facilities are requested contact 847-272-7074 promptly to allow the Northbrook Public Library to make reasonable accommodations for those persons. Hearing impaired individuals may establish TDD contact by calling 847-272-7074.

**NORTHBROOK PUBLIC LIBRARY  
CASH BALANCES  
9/30/2025**

		<b>Beginning Balance</b>	<b>Cash Receipts</b>	<b>Expenditures</b>	<b>Ending Balance</b>
<b><u>Operating</u></b>					
	General	6,667,230.62	31,469.94	640,004.33	6,058,696.23
	Restricted	379,333.93	10,025.36	1,366.68	387,992.61
	IMRF	822,229.12	858.72	28,614.64	794,473.20
	FICA	55,743.49	734.43	26,650.98	29,826.94
	Total Operating	<u>\$ 7,924,537.16</u>	<u>\$ 43,088.45</u>	<u>\$ 696,636.63</u>	<u>\$ 7,270,988.98</u>
<b>Capital Improvement</b>		\$ 7,596,102.65	\$ 3,260.26	\$ 387.90	\$ 7,598,975.01
<b>Debt Service</b>		\$ 4,053.68			\$ 4,053.68

<b>Cash Detail</b>	<b>Operating</b>	<b>Capital Improvement</b>	<b>Debt Service</b>
NB&T - Checking	328,971.86	55,442.09	4,053.68
PayPal	4,974.42	-	-
First Bank of Chicago	255,951.37	-	-
Fifth Third - Checking/Money Market	6,668,541.17	7,542,937.74	-
US Bancorp	12,120.63	595.18	-
INB	120.86		
Petty Cash	475.00	-	-
Total	<u>\$ 7,271,155.31</u>	<u>\$7,598,975.01</u>	<u>\$ 4,053.68</u>

NB&T = Northbrook Bank & Trust

Northbrook Public Library  
Income Statement  
September 2025

	PY Month	CY Month	PY YTD	CY YTD	CY Budget	41.67%
<b>01 - General Operating Fund</b>						
<b>Revenues</b>						
<b>Undesignated Revenue</b>						
Property Tax Levy	\$0.00	\$20,042.17	\$8,130,825.72	\$4,594,211.72	\$8,869,000.00	51.80%
Replacement Tax	\$0.00	\$0.00	\$105,615.39	\$0.00	\$150,000.00	0.00%
Impact Fees	\$0.00	\$0.00	\$0.00	\$3,119.87	\$0.00	0.00%
Fines, Fees & Rentals	\$4,070.68	\$3,367.74	\$27,025.10	\$25,620.72	\$40,000.00	64.05%
Interest Income	\$6,000.06	\$2,884.23	\$31,456.81	\$17,913.00	\$30,000.00	59.71%
Other Income	\$2,868.56	\$390.25	\$5,509.02	\$2,191.64	\$100,000.00	2.19%
<b>Total Undesignated Revenue</b>	<b>\$12,939.30</b>	<b>\$26,684.39</b>	<b>\$8,300,432.04</b>	<b>\$4,643,056.95</b>	<b>\$9,189,000.00</b>	<b>50.53%</b>
<b>Designated Revenue</b>						
Gifts & Other Designated Income	\$12,783.93	\$9,319.95	\$548,571.97	\$797,773.98	\$100,000.00	797.77%
Designated Interest Income	\$1,083.69	\$871.62	\$4,684.14	\$3,773.95	\$5,000.00	75.48%
<b>Total Designated Revenue</b>	<b>\$13,867.62</b>	<b>\$10,191.57</b>	<b>\$553,256.11</b>	<b>\$801,547.93</b>	<b>\$105,000.00</b>	<b>763.38%</b>
<b>Total Revenues</b>	<b>\$26,806.92</b>	<b>\$36,875.96</b>	<b>\$8,853,688.15</b>	<b>\$5,444,604.88</b>	<b>\$9,294,000.00</b>	<b>58.58%</b>
<b>Expenses</b>						
<b>Undesignated Expenses</b>						
<b>Materials &amp; Services</b>	<b>\$77,396.45</b>	<b>\$72,938.14</b>	<b>\$424,863.36</b>	<b>\$427,725.79</b>	<b>\$1,050,000.00</b>	<b>40.74%</b>
Books	\$68,926.35	\$67,953.21	\$387,155.16	\$397,217.49		
Audio Visual	\$3,912.62	\$1,475.97	\$14,781.61	\$13,521.48		
Videos/DVDs	\$4,557.48	\$3,508.96	\$22,926.59	\$16,986.82		
Programs	\$3,849.50	\$7,958.11	\$39,477.61	\$61,271.81	\$124,000.00	49.41%
OCLC	\$15.52	\$25.26	\$10,169.61	\$10,105.67	\$29,000.00	34.85%
CCS Shared Costs	\$210.06	\$0.00	\$30,173.58	\$29,536.08	\$76,000.00	38.86%
<b>Total Materials &amp; Services</b>	<b>\$81,471.53</b>	<b>\$80,921.51</b>	<b>\$504,684.16</b>	<b>\$528,639.35</b>	<b>\$1,279,000.00</b>	<b>41.33%</b>
<b>Human Resources</b>						
General Salaries and Wages	\$365,648.05	\$353,788.36	\$1,860,319.88	\$1,774,776.65	\$4,740,000.00	37.44%
Maintenance Salaries & Wages	\$12,854.55	\$7,838.80	\$77,794.43	\$44,707.26	\$103,000.00	43.41%
Group Insurance	\$61,849.95	\$67,953.02	\$316,148.76	\$328,704.45	\$880,000.00	37.35%
Unemployment/Worker's Comp	\$459.21	\$0.00	\$19,086.81	\$12,781.87	\$18,000.00	71.01%
Staff Development	\$7,084.77	\$2,880.00	\$55,201.05	\$37,643.10	\$74,000.00	50.87%
<b>Total Human Resources</b>	<b>\$447,896.53</b>	<b>\$432,460.18</b>	<b>\$2,328,550.93</b>	<b>\$2,198,613.33</b>	<b>\$5,815,000.00</b>	<b>37.81%</b>

Northbrook Public Library  
Income Statement  
September 2025

	PY Month	CY Month	PY YTD	CY YTD	CY Budget	41.67%
<b>Operating Costs</b>						
Photocopy	\$4,100.88	\$4,747.54	\$14,219.87	\$9,657.10	\$18,000.00	53.65%
Office & Library Supplies	\$3,594.21	\$2,345.13	\$26,232.23	\$16,052.32	\$70,000.00	22.93%
Software	\$6,669.63	\$6,645.51	\$71,139.13	\$57,008.65	\$110,000.00	51.83%
Postage	\$182.35	(\$28.14)	\$15,777.27	\$15,083.77	\$20,000.00	75.42%
General Insurance	\$0.00	\$0.00	\$67,524.20	\$70,476.06	\$88,000.00	80.09%
Telephone/Internet	\$18.74	\$18.95	\$18,372.30	\$17,986.74	\$40,000.00	44.97%
Professional Services	\$22,951.27	\$44,724.17	\$163,268.73	\$233,007.02	\$630,000.00	36.99%
Furniture, Equipment	\$591.97	\$0.00	\$4,081.57	\$20,132.18	\$75,000.00	26.84%
Equipment Rental & Maintenance	\$594.93	\$0.00	\$30,924.15	\$34,881.46	\$53,000.00	65.81%
Community Relations	\$1,265.48	\$3,167.53	\$21,436.07	\$33,981.50	\$55,000.00	61.78%
<b>Total Operating Costs</b>	<b>\$39,969.46</b>	<b>\$61,620.69</b>	<b>\$432,975.52</b>	<b>\$508,266.80</b>	<b>\$1,159,000.00</b>	<b>43.85%</b>
<b>Maintenance</b>						
Vehicle Expense	\$92.59	\$0.00	\$598.40	\$1,516.46	\$3,000.00	50.55%
Janitorial Supplies	\$3,490.72	\$3,488.99	\$15,096.97	\$16,751.51	\$45,000.00	37.23%
Utilities	\$2,344.78	\$4,373.25	\$13,317.84	\$14,991.07	\$60,000.00	24.99%
Building Repairs	\$4,805.00	\$0.00	\$8,588.95	\$8,566.00	\$35,000.00	24.47%
Contracted Services	\$9,178.08	\$11,379.15	\$73,604.74	\$94,301.48	\$245,000.00	38.49%
<b>Total Maintenance</b>	<b>\$19,911.17</b>	<b>\$19,241.39</b>	<b>\$111,206.90</b>	<b>\$136,126.52</b>	<b>\$388,000.00</b>	<b>35.08%</b>
<b>Other Expenses</b>						
Recruiting	\$0.00	\$0.00	\$100.00	\$825.50	\$1,000.00	82.55%
Contingency & Misc Exp	\$1,098.55	\$548.76	\$4,570.65	\$5,426.82	\$100,000.00	5.43%
Board Development	\$0.00	\$0.00	\$336.57	\$1,172.93	\$1,000.00	117.29%
<b>Total Other Expenses</b>	<b>\$1,098.55</b>	<b>\$548.76</b>	<b>\$5,007.22</b>	<b>\$7,425.25</b>	<b>\$102,000.00</b>	<b>7.28%</b>
<b>Total Undesignated Expenses</b>	<b>\$590,347.24</b>	<b>\$594,792.53</b>	<b>\$3,382,424.73</b>	<b>\$3,379,071.25</b>	<b>\$8,743,000.00</b>	<b>38.65%</b>
<b>Designated Expenses</b>						
Miscellaneous Designated Expenses	\$1,436.37	(\$1,256.36)	\$581,266.69	\$699,615.27	\$100,000.00	699.62%
Designated Materials Expense	\$556.63	\$0.00	\$574.98	\$0.00	\$0.00	0.00%
Designated Capital Expense	\$0.00	\$0.00	\$0.00	\$2,500.00	\$0.00	0.00%
Designated Program Expense	\$5,301.92	\$2,623.00	\$49,053.14	\$39,980.00	\$0.00	0.00%
<b>Total Designated Expenses</b>	<b>\$7,294.92</b>	<b>\$1,366.64</b>	<b>\$630,894.81</b>	<b>\$742,095.27</b>	<b>\$100,000.00</b>	<b>742.10%</b>
<b>Transfers &amp; Other Financing Uses</b>						
Transfer to CIF	\$0.00	\$0.00	\$0.00	\$0.00	\$425,000.00	0.00%
Transfer to Debt Service	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	0.00%
<b>Total Transfers &amp; Other Financing Uses</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$450,000.00</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$597,642.16</b>	<b>\$596,159.17</b>	<b>\$4,013,319.54</b>	<b>\$4,121,166.52</b>	<b>\$9,293,000.00</b>	<b>44.35%</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$570,835.24)</b>	<b>(\$559,283.21)</b>	<b>\$4,840,368.61</b>	<b>\$1,323,438.36</b>	<b>\$1,000.00</b>	

Northbrook Public Library  
Income Statement  
September 2025

	PY Month	CY Month	PY YTD	CY YTD	CY Budget	41.67%
<b>02 - IMRF/FICA Fund</b>						
<b>Revenues</b>						
<b>Undesignated Revenue</b>						
Property Tax Levy-IMRF	\$0.00	\$858.72	\$385,033.33	\$196,842.99	\$380,000.00	51.80%
Property Tax Levy FICA	\$0.00	\$734.30	\$269,523.34	\$168,352.41	\$325,000.00	51.80%
Interest Income IMRF	\$0.00	\$0.00	\$255.16	\$0.00	\$2,000.00	0.00%
Interest Income FICA	\$0.00	\$0.00	\$178.61	\$0.00	\$500.00	0.00%
<b>Total Undesignated Revenue</b>	<b>\$0.00</b>	<b>\$1,593.02</b>	<b>\$654,990.44</b>	<b>\$365,195.40</b>	<b>\$707,500.00</b>	<b>51.62%</b>
<b>Total Revenues</b>	<b>\$0.00</b>	<b>\$1,593.02</b>	<b>\$654,990.44</b>	<b>\$365,195.40</b>	<b>\$707,500.00</b>	<b>51.62%</b>
<b>Expenses</b>						
<b>Undesignated Expenses</b>						
<b>Human Resources</b>						
Employer IMRF	\$28,947.71	\$28,614.64	\$149,433.73	\$153,390.17	\$365,000.00	42.02%
Employer FICA	\$28,063.54	\$26,650.98	\$143,756.45	\$144,551.89	\$340,000.00	42.52%
<b>Total Human Resources</b>	<b>\$57,011.25</b>	<b>\$55,265.62</b>	<b>\$293,190.18</b>	<b>\$297,942.06</b>	<b>\$705,000.00</b>	<b>42.26%</b>
<b>Total Undesignated Expenses</b>	<b>\$57,011.25</b>	<b>\$55,265.62</b>	<b>\$293,190.18</b>	<b>\$297,942.06</b>	<b>\$705,000.00</b>	<b>42.26%</b>
<b>Total Expenses</b>	<b>\$57,011.25</b>	<b>\$55,265.62</b>	<b>\$293,190.18</b>	<b>\$297,942.06</b>	<b>\$705,000.00</b>	<b>42.26%</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$57,011.25)</b>	<b>(\$53,672.60)</b>	<b>\$361,800.26</b>	<b>\$67,253.34</b>	<b>\$2,500.00</b>	

Northbrook Public Library  
Income Statement  
September 2025

	PY Month	CY Month	PY YTD	CY YTD	CY Budget	41.67%
<b>03 - Capital Improvements Fund</b>						
<b>Revenues</b>						
<b>Undesignated Revenue</b>						
Interest Income	\$3,600.99	\$3,260.26	\$18,539.36	\$17,228.27	\$20,000.00	86.14%
<b>Total Undesignated Revenue</b>	<b>\$3,600.99</b>	<b>\$3,260.26</b>	<b>\$18,539.36</b>	<b>\$17,228.27</b>	<b>\$20,000.00</b>	<b>86.14%</b>
<b>Transfers &amp; Other Financing Sources</b>						
Transfer from General fund	\$0.00	\$0.00	\$0.00	\$0.00	\$425,000.00	0.00%
<b>Total Transfers &amp; Other Financing Sources</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$425,000.00</b>	<b>0.00%</b>
<b>Total Revenues</b>	<b>\$3,600.99</b>	<b>\$3,260.26</b>	<b>\$18,539.36</b>	<b>\$17,228.27</b>	<b>\$445,000.00</b>	<b>3.87%</b>
<b>Expenses</b>						
<b>Undesignated Expenses</b>						
<b>Capital Projects &amp; Bond Expenses</b>						
Renovation/Repair	\$27,166.50	\$140.40	\$291,272.71	\$16,093.93	\$715,000.00	2.25%
Professional Fees	\$180.00	\$247.50	\$2,580.00	\$838.75	\$50,000.00	1.68%
Furniture & Equipment	\$0.00	\$0.00	\$1,230.96	\$0.00	\$0.00	0.00%
<b>Total Capital &amp; Bond Expenses</b>	<b>\$27,346.50</b>	<b>\$387.90</b>	<b>\$295,083.67</b>	<b>\$16,932.68</b>	<b>\$765,000.00</b>	<b>2.21%</b>
<b>Total Undesignated Expenses</b>	<b>\$27,346.50</b>	<b>\$387.90</b>	<b>\$295,083.67</b>	<b>\$16,932.68</b>	<b>\$765,000.00</b>	<b>2.21%</b>
<b>Total Expenses</b>	<b>\$27,346.50</b>	<b>\$387.90</b>	<b>\$295,083.67</b>	<b>\$16,932.68</b>	<b>\$765,000.00</b>	<b>2.21%</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$23,745.51)</b>	<b>\$2,872.36</b>	<b>(\$276,544.31)</b>	<b>\$295.59</b>	<b>(\$320,000.00)</b>	

Northbrook Public Library  
Income Statement  
September 2025

	PY Month	CY Month	PY YTD	CY YTD	CY Budget	41.67%
05 - Debt Service Fund						
Revenues						
Undesignated Revenue						
Property Tax Levy	\$0.00	\$1,740.05	\$729,975.05	\$398,866.05	\$770,000.00	51.80%
Interest Income	\$0.00	\$0.00	\$483.74	\$0.00	\$0.00	0.00%
Total Undesignated Revenue	\$0.00	\$1,740.05	\$730,458.79	\$398,866.05	\$770,000.00	51.80%
Total Revenues	\$0.00	\$1,740.05	\$730,458.79	\$398,866.05	\$770,000.00	51.80%
Expenses						
Undesignated Expenses						
Capital Projects & Bond Expenses						
Interest Payments	\$0.00	\$0.00	\$166,675.00	\$162,500.00	\$325,000.00	50.00%
Principal Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$445,000.00	0.00%
Total Capital & Bond Expenses	\$0.00	\$0.00	\$166,675.00	\$162,500.00	\$770,000.00	21.10%
Total Undesignated Expenses	\$0.00	\$0.00	\$166,675.00	\$162,500.00	\$770,000.00	21.10%
Transfers & Other Financing Uses						
Other Financing Uses	\$0.00	\$0.00	\$475.00	\$0.00	\$0.00	0.00%
Total Transfers & Other Financing Uses	\$0.00	\$0.00	\$475.00	\$0.00	\$0.00	0.00%
Total Expenses	\$0.00	\$0.00	\$167,150.00	\$162,500.00	\$770,000.00	21.10%
NET SURPLUS/(DEFICIT)	\$0.00	\$1,740.05	\$563,308.79	\$236,366.05	\$0.00	

## SEPTEMBER 2025 FINANCIAL SUMMARY

As a reminder, the General Fund budget is allocated evenly across all 12 months. However, actual revenues and expenditures are recorded on a cash basis, meaning they reflect when payments are received or made. This timing difference can create variances early in the fiscal year.

**Total General Fund revenues collected to date is \$5,444,604.**

- **Property Taxes** – 51.80% of property taxes have been collected
  - Cook County's second installment property tax bills will be delayed due to the transition from an old mainframe to a new computer system.
- **Fines, Fees, and Rentals:** Actual receipts have exceeded the conservative budget estimate.
- **Interest Income:** Actual receipts have exceeded the conservative budget estimate.

**Total General Fund expenditures to date are \$4,121,166.**

Several expenditure categories show variances to budget, primarily due to the timing of annual or multi-month payments being recorded early in the fiscal year:

- **Unemployment/Workers Compensation:** Higher than budget as the amount recorded represents approximately 10 months of expense.
- **Office & Library Supplies:** Lower than budget due to lower spending than anticipated.
- **Postage:** Higher than budget due to the annual postage deposit being paid.
- **General Insurance:** Higher than budget as the amount recorded represents approximately 10 months of expense.
- **Furniture, Equipment:** Lower than budget due to items not being purchased evenly throughout the year.
- **Equipment Rental & Maintenance:** Higher than budget due to full-year RFID and AMH maintenance fees being recorded in May.
- **Community Relations:** Higher than budget due to the formation of a meeting room policy work group, which worked with outside consultants to ensure the community had a voice in the process.
- **Utilities:** Lower than budget due to gas costs being higher in winter months compared to summer months.
- **Building Repairs:** Lower than budget due to repairs being recorded when incurred not evenly throughout the year.
- **Recruiting:** Higher than budget due to reimbursing an out of state candidate for traveling costs.
- **Board Development:** Higher than budget due to recording membership costs to ALA and ILA for new trustees and ILA Annual Conference Registration costs.

**Northbrook Public Library**  
**Bills, Charges and Transfers for Board of Trustee Approval**  
**Month of September 2025**

**Operating Funds**

Library Claims List	\$	177,100.32
Librarian's Claims List	\$	11,943.59
Payroll	\$	367,039.92
Fica/IMRF	\$	55,265.62
ACH to IPBC	\$	85,280.58
ACH to ADP	\$	6.60
<b>Total Operating Funds</b>	<b>\$</b>	<b>696,636.63</b>

**Capital Improvement Fund**

Claims List	\$	387.90
	<b>\$</b>	<b>387.90</b>

**Debt Service Fund**

<b>Grand Total Library</b>	<b>\$</b>	<b>697,024.53</b>
----------------------------	-----------	-------------------

Northbrook Public Library  
Bank Register Report  
Northbrook Bank & Trust General Checking

Transaction Number	Transaction Date	Vendor	Amount	Description
26977	9/18/2025	VOID - CollectionHQ		
26978	9/18/2025	VOID - Sylvia de la Cerna		
26979	9/18/2025	VOID - First Bankcard		
26980	9/18/2025	VOID - LastPass US LP		
26981	9/18/2025	VOID - Symmetry Energy Solutions, LLC		
26982	9/18/2025	VOID - Tango with Winnie		
26983	9/18/2025	VOID - Village of Northbrook Water Dept.		
26984	9/18/2025	VOID - WM Corporate Services Inc.		
26985	09/18/2025	CollectionHQ	\$3,750.00	Annual Payment - Materials
26986	09/18/2025	Sylvia de la Cerna	\$1,500.00	Monthly Paymnet - Programming
26987	09/18/2025	First Bankcard	\$6,217.33	Monthly Payment- Supplies
26988	09/18/2025	LastPass US LP	\$18,354.60	Annual Payment - Software
26989	09/18/2025	Symmetry Energy Solutions, LLC	\$2,307.82	Monthly Payment - Utilities
26990	09/18/2025	Tango with Winnie	\$1,000.00	Monthly Payment - Programming
26991	09/18/2025	Village of Northbrook Water Dept.	\$3,621.80	Quarterly Payment - Utilities
26992	09/18/2025	WM Corporate Services Inc.	\$751.45	Monthly Payment - Utilities
26993	09/26/2025	ABM Industry Groups LLC	\$21,363.92	Monthly Payment - Contracted Services
26994	09/26/2025	Ancel Glink P.C.	\$2,527.50	Monthly Payment - Professional Fees
26995	09/26/2025	Baker & Taylor	\$6,086.11	Monthly Payment - Materials
26996	09/26/2025	Best Quality Cleaning	\$5,982.68	Monthly Payment - Contracted Services
26997	09/26/2025	Cooperative Computer Service	\$4,262.00	Annual Payment - Materials

Northbrook Public Library  
Bank Register Report  
Northbrook Bank & Trust General Checking

Transaction Number	Transaction Date	Vendor	Amount	Description
26998	09/26/2025	Demco	\$799.71	Monthly Payment - Supplies
26999	09/26/2025	Fast Forward Libraries LLC	\$1,200.00	Annual Payment - Staff Development
27000	09/26/2025	Donna Herula, LTD	\$850.00	Monthly Payment - Programming
27001	09/26/2025	Impact Networking LLC	\$2,050.07	Quarterly Payment - Photocopy
27002	09/26/2025	Ingram Library Services	\$1,808.52	Monthly Payment - Materials
27003	09/26/2025	LaForce	\$850.00	Annual Payment - Janitorial
27004	09/26/2025	Mango Languages	\$3,538.00	Annual Payment - Materials
27005	09/26/2025	Suzanne Marcus	\$1,680.00	Annual Payment - Staff Development
27006	09/26/2025	Mergent, Inc.	\$805.00	Monthly Payment - Materials
27007	09/26/2025	Midwest Tape LLC	\$5,080.95	Monthly Payment - Materials
27008	09/26/2025	NewsBank, Inc.	\$7,696.00	Annual Payment - Materials
27009	09/26/2025	Niche Academy	\$1,354.50	Annual Payment - Materials
27010	09/26/2025	North American Corp of Illinois	\$1,104.85	Monthly Payment - Janitorial Supplies
27011	09/26/2025	Outsource Solutions Group, Inc.	\$22,308.92	Monthly Payment - Professional Services
27012	09/26/2025	Overdrive	\$18,202.79	Monthly Payment - Materials
27013	09/26/2025	Proquest	\$12,225.67	Annual Payment - Materials
27014	09/26/2025	RELX Inc. DBA LexisNexis	\$5,136.89	Annual Payment - Materials
27015	09/26/2025	Siemens Industry Inc.	\$2,555.00	Annual Payment - Contracted Services
27016	09/26/2025	Today's Business Solutions, Inc.	\$5,885.40	Annual Payment - Photocopy
27017	09/26/2025	WEPA Libros LLC	\$2,180.00	Annual Payment - Materials
27018	09/26/2025	Wex Health Inc.	\$2,062.84	Monthly Payment - Flexible Spending, Dedendant Care and Commuter Benefit

\$ 177,100.32

Northbrook Public Library  
Bank Register Report  
Northbrook Bank & Trust Librarian Checking

Transaction Number	Transaction Date	Vendor	Amount
54885	09/26/2025	A Slice of Pie Productions LLC	\$300.00
54886	09/26/2025	A-Z Mindfulness	\$150.00
54887	09/26/2025	Alert Protective Services	\$162.03
54888	09/26/2025	Aquatic Works LTD	\$185.00
54889	09/26/2025	Zbigniew Banas	\$250.00
54890	09/26/2025	Bayscan Technologies	\$389.12
54891	09/26/2025	Children's Plus Inc	\$370.52
54892	09/26/2025	Cintas	\$555.70
54893	09/26/2025	City Lit Theater Company	\$500.00
54894	09/26/2025	D&Z House of Books	\$81.88
54895	09/26/2025	Kenneth Dombrowski	\$300.00
54896	09/26/2025	Fifth Star Collective, PLLC	\$450.00
54897	09/26/2025	Folias Music LLC	\$500.00
54898	09/26/2025	Gale/Cengage Learning Inc.	\$86.37
54899	09/26/2025	Glenview Chess Club LLC	\$300.00
54900	09/26/2025	Glenview Chess Club LLC	\$200.00
54901	09/26/2025	Benjamin Goluboff	\$250.00
54902	09/26/2025	Angela Gonzalez	\$300.00
54903	09/26/2025	Grainger	\$597.89
54904	09/26/2025	George Grunditz	\$250.00
54905	09/26/2025	Happiness Forward LLC	\$150.00
54906	09/26/2025	Sarang Heo	\$150.00
54907	09/26/2025	Jayne Herring	\$450.00
54908	09/26/2025	Jayne Herring	\$450.00
54909	09/26/2025	Illinois Heartland Library System-OCLC	\$25.26
54910	09/26/2025	Image Specialties of Glenview, Inc.	\$16.00

Northbrook Public Library  
Bank Register Report  
Northbrook Bank & Trust Librarian Checking

Transaction Number	Transaction Date	Vendor	Amount
54911	09/26/2025	Lechner Services	\$116.80
54912	09/26/2025	Juan Lucero	\$500.00
54913	09/26/2025	Kathleen Jo Zeigler Mitchem	\$250.00
54914	09/26/2025	Northbrook Hardware	\$138.39
54915	09/26/2025	Northbrook Star	\$39.49
54916	09/26/2025	Osnat Netzer	\$250.00
54917	09/26/2025	Panera, LLC	\$145.96
54918	09/26/2025	Petty Cash Custodian	\$90.00
54919	09/26/2025	Quill LLC	\$79.47
54920	09/26/2025	Olga Rudiak	\$500.00
54921	09/26/2025	Sherwin-Williams Company	\$504.98
54922	09/26/2025	Betty Stogner	\$2.00
54923	09/26/2025	Sullivan's Law Directory	\$153.29
54924	09/26/2025	Sunset Food Mart, Inc.	\$17.47
54925	09/26/2025	Swank Motion Pictures Inc.	\$596.00
54926	09/26/2025	Teacher Dan	\$250.00
54927	09/26/2025	Warehouse Direct Inc.	\$459.06
54928	09/26/2025	Robert Waterbury	\$50.00
54929	09/26/2025	Wisconsin Glacier Springs Company	\$53.50
54930	09/26/2025	Yami Vending Inc.	\$327.41
			<u>\$11,943.59</u>

Northbrook Public Library  
Bank Register Report  
Northbrook Bank & Trust Capital Improvements

Transaction Number	Transaction Date	Vendor	Amount	Description
1943	09/26/25	Ancel Glink P.C.	\$ 247.50	Security Project
1944	09/26/25	Paddock Publications Inc	\$ 140.40	Security Project
			<u>\$ 387.90</u>	

# Director's Report

October 2025

## Agenda Items

### 5 Staff Reports

#### 5.1 Benefits Review Process

One of my annual goals is to do a complete review of the staff insurance. Becky is leading this project and will be giving the board an overview on the work we will be doing and the timeline for the board's review.

### 7 Unfinished Business

#### 7.1 Data Professional Development Proposal Update

Mallory has put together a proposal for professional development that is tied into our strategic plan outcomes and based on staff needs. It is included in the packet.

#### 7.2 Approve FY27 Levy

Anna has prepared a memo with updated information for the board on the levy. Requesting board to approve a levy increase for FY27.

### 8 New Business

#### 8.1 RFP Recommendation for Access control

We received 6 bids for the access control and intrusion alert system, with 2 complete submissions. Joffe Emergency Services will provide a report and recommendations at the board meeting. Requesting board to approve lowest responsible bidder.

#### 8.2 Review New Service Standards - Per Capita Grant requirements

The Illinois Library Association publishes the Illinois Public Library standards and has just released new standards. The standards along with my commentary are included in the packet. There is no action needed except for a discussion by the board of how we are or aren't meeting the standards in order to apply for our Per Capita Grant.

#### 8.3 Quarterly Strategic Plan Report Check-In

A report with updates on strategic plan progress from July-September 2025 is included in the packet. No action needed.

## 10 Agenda Building

Next month, we will have the following on the agenda:

- Health Insurance Benefits Review
- Per Capita Grant Application (consent)
- Review Closed Meeting Minutes for past 6 months per 5 ILCS 120/2.05 (consent)

## Board Update

### Kate Vacation

I will be on vacation from November 3-12 visiting Italy for my 20<sup>th</sup> wedding anniversary. Kelly Durov will be in charge in my absence.

### One Book One Northbrook

Our community wide read programming has started and we are expecting a large turnout for the author event on October 15 at 7pm. The talk will be followed by a book signing with the Book Bin present to sell books.

All of the events are listed on our One Book web page: <https://www.northbrook.info/one-book-one-northbrook>

## ILA Executive Board President Nomination

I wanted to share that after talking with peers, I have decided to submit an application to be nominated for the Illinois Library Association (ILA) Executive Board President position. This opportunity comes at a strategic time for both our library and the state's library community.

The organizational realignment we completed this year—with public service managers now reporting to Kelly and back-of-house operations consolidated under Anna—has created the capacity for me to engage at this level. This structure allows me to operate more strategically while our strong leadership team manages day-to-day operations.

Serving in this role would benefit Northbrook Public Library in several important ways:

#### Enhanced Advocacy & Influence

- Direct access to state-level legislative discussions and policy development
- Stronger relationships with state legislators and library advocates
- Early awareness of funding opportunities and legislative threats

## Increased Visibility & Recognition

- Positioning NPL as a leader among Illinois libraries
- Showcasing our innovations in equity, programming, and community engagement
- Strengthening our reputation with potential partners and donors

## Professional Networks & Resources

- Connections with library directors, trustees, and advocates statewide
- Access to best practices and emerging trends across diverse library systems
- Opportunities to pilot new initiatives and secure grants

## The Vision for Illinois Libraries

The platform I'm supporting focuses on positioning Illinois libraries as national leaders through:

- Proactive Legislative Leadership – Drafting and championing legislation that strengthens library protections before crises emerge
- Amplified Advocacy – Equipping local library leaders and building a rapid-response network
- Strategic Direction – Setting long-term priorities and building lasting infrastructure for advocacy

In an era of increasing censorship attempts, funding challenges, and barriers to access, Illinois has the opportunity to lead differently as one of the more pro-library states in the nation.

The nomination process is currently underway and I will learn if I am chosen to run in early 2026. The Presidency would be from July 2027-June 2028. I will keep the Board informed as this progresses and welcome any questions about how this opportunity aligns with our library's strategic priorities.

# Updates

## Patron Feedback

We are now including the patron feedback in the link below. This will take you to the data dashboard and the most recent month's patron feedback is at the top of the page.

[Northbrook Public Library Patron Feedback Link](#)

# Connect with Our Community

## Collections

- We have just received note that our main book supplier is closing in December. We had expected something along these lines and have been taking steps to redistribute our purchasing to other vendors. This will still require some shifts in our workflows and access to resources for selectors which we are working through with staff. Here is a

good summary of what is going on:

<https://americanlibrariesmagazine.org/2025/10/08/baker-taylor-to-cease-operations/>

- Technical Services continues to increase utilization of Ingram and Amazon to fill materials delayed or unavailable through Baker & Taylor. Baker & Taylor's fulfillment rate has declined from 82% in June to 57% in September.
- Due to the pending and failed sale of Baker & Taylor, product fulfillment of digital material for Boundless has been paused since September 16. School and Supported Services Librarian Julianne Medel has notified school librarians about this situation.
- With the addition of Vernon Area Public Library to the consortium over Labor Day weekend, the Circulation Department handled 5,630 items and processed 437 holds on September 3rd alone. Thanks to the efficiency of the shelving team, materials were returned to their proper locations within 48 hours, and circulation clerks successfully caught up on all in-transit items, holds, and check-ins within 24 hours.
- Using data from CollectionHQ, Youth Services decided to discontinue the YA Magazine Collection. Most of the magazines were no longer in print or were not circulating. This space will be used to house the YA Audio and Award Collections.
- Adult Services staff are currently testing the new Chicago Tribune website access (similar to the NY Times). We are planning a soft launch in late October/early November, followed by full promotion next year.
- Volunteers finished shifting the Audiobook CDs and Playaways. All top and bottom shelves are clear, providing easier access to materials for patrons. There is also a cleaner break between the Audiobook CD and Playaway collections.

## Outreach & Partnerships

- I gave two presentations at the Northshore Senior Center in September to full houses of about 100-130 people. I have been invited back to do this annually.
  - One with Lindsey Dorfman, Executive Director at Glenview Library, and Monica Dombrowski, Executive Director at Winnetka-Northfield Library, on banned books
  - The second was on Trends in Libraries
- Progress was made on the potential IGA for shared facilities/joint programming with the Park District, with the Library's legal counsel reviewing the draft and providing proposed revisions after Kelly and I met again with the Park District.
- Circulation Coordinator Andi Goese and Circulation Clerks Liz B. and Stephanie M. issued Teacher Library Cards across Northbrook District schools. We have welcomed 60 new teachers this month for a total of 88 cards.
- This year's school library card registration process has been very successful. We've added a new section of Northbrook homes whose students attend CCSD21. While no students from this area registered this year, the agreement itself reflects the library's continued commitment to expanding access and building connections. In total, we received 1,031 entries and issued 462 new Cards for Kids.

- Assistant Manager Donna Beach and Neil Davilo are participating in Leadership Northbrook, a program that started in September and will continue through May, providing participants with the opportunity to learn about the village, explore local businesses, and expand their professional network.

- Staff represented the library at Shermerfest on Sunday, September 21, promoting One Book, One Northbrook and Northbrook Voices. We received positive feedback about the library and its programs, and general excitement about the One Book programming and book.



- The library partnered with the Village's Community Commission and Braver Angels to bring "Skills for Disagreeing Better" to the library on September 14. The workshop focused on building skills to have better, more respectful conversations—especially with people whose perspectives differ from your own.
- Youth Services School and Supported Services Librarian Julianne Medel and Elementary School Librarian Jason Waclawik provided outreach to the Science Fair class at Wood Oaks Junior High. Students received a tutorial on accessing and utilizing the library's online databases for their science fair projects.
- In partnership with Adult Services, Cielito Lindo performed on Saturday, September 20 as part of the library's celebration of Hispanic Heritage. The Lucero family played a 45-minute concert of modern and traditional mariachi music.
- Adult Services Assistant Manager Lev Kalmens presented our One Book One Northbrook programs to the Village Board as part of the Community Commission's report.
- Our lobby display cases featured items from The Northbrook Historical Society, celebrating their upcoming 125th anniversary in 2026.

## Programs

### Adult Services

- The September Silent Film Series with live piano accompaniment by David Drazin showcased four diverse genres from the 1920s and the foundations of film storytelling. It was well attended with attendance exceeding registrations.
- Adult Services Librarian Jill Franklin hosted "The History of Jewish Desserts," featuring humorous anecdotes about rugelach, apple cake, and babka. 64 patrons attended.
- Adult Services Librarian Lori Siegel presented on the book "Walt Disney: The Man Behind the Mouse" to a group of 35 Axelson Assisted Living residents.

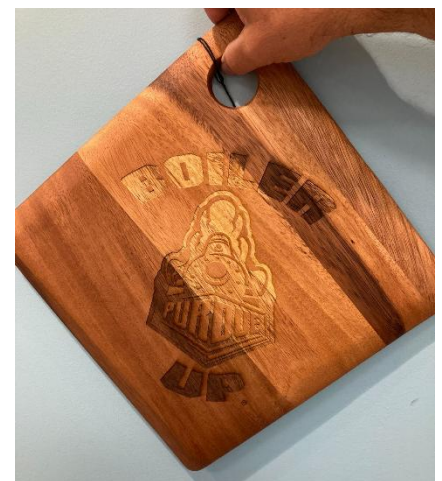
## Youth Services

- Library Assistants Liz Becker and Sean Collins started a Fiber Arts program for grades 4-8. In this 3-class program, patrons are learning how to knit. Future plans include crochet and weaving.
- School and Supported Services Librarian Julianne Medel started a new program for grades 3-5 called Mythological Science, which uses modern children's books with Roman and Greek mythology and examines the science behind the story.
- Library Assistant Kim Yen created a new program for grades 4-6 called Hands on History, exploring ancient civilizations and cultures while giving participants the opportunity for hands-on learning such as building aqueducts, pyramids, and other structures.
- Teen Librarian Stephanie Bremner and Assistant Director Kelly Durov were interviewed by teen reporters from GBN's Torch newspaper on the topic of Banned Books.
- Youth Services created a Hispanic Heritage book display for Hispanic Heritage Month.
- Early Childhood Librarian Amanda Lopez created a "Name That Tune" display in Youth Services featuring a floor piano for patrons to play, in advance of One Book One Northbrook events for Symphony of Secrets.



## Collaboratory Projects

- Maker Specialist Megan Hollister helped a patron with their Adobe Illustrator design for laser engraving on a cutting board. The project required lots of adjusting and measuring to ensure the exact center of the design lined up with the diagonal midsection of the cutting board.
- Maker Specialist Eric Flowers helped a patron create an icon design for shirts using the Cricut. After determining that sublimation wouldn't work for the black cotton shirts, Eric helped trace the icon into vectors and advised on splitting it into just 2 colors for layering.



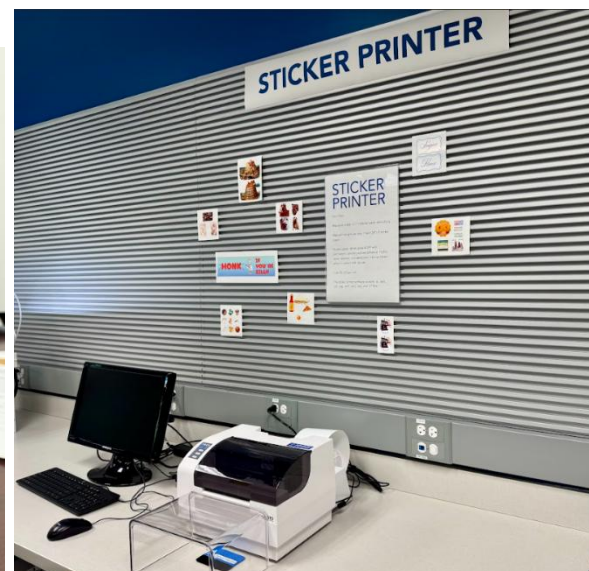
- Maker Specialist Dylan McDowell worked with a family to use the Cricut to create a personalized label for their child's lunch box. The young child helped pick out the font and design.

- Daniel Choi led the program "Citrus Pressed Tea Towels" where patrons made customized tea towels. They learned how to create fabric paint using fabric medium and acrylic paint, then used cut citrus fruits as stamps.

- Eric Flowers led a 3-5th grade "Try & Fail" engineering activity where participants built bridges of index cards, tape, and straws and tested what they could carry, with the caveat that they could not secure their bridges to the table.



- The Collaboratory said goodbye to the Carvey CNC machine and welcomed a new LX610 label printer from Primera. Patrons can now make labels or stickers that are 4" wide and up to 12" long for \$0.25/inch. The PTCreat Pro software makes it easy to create a contoured or standard shaped kiss-cut around any design.



# Social Media

Popular Social media posts:



**Northbrook Public Library**

Published by **Linda Vering** ·

September 8 at 2:18 PM ·

Game day spirit is in the air, and some of our staff celebrated by wearing their favorite te... [See more](#)



...

Facebook: Game day spirit is in the air

9/8/25

Reach: 1,621

Views: 2,548

Interactions: 38

Shares: 1

Facebook

Video: Over

5,000 items

returned

9/5/25

Reach: 1,152

Views: 1,303

Interactions: 30

Shares: 1



TikTok: What are some of your favorite teen reads?

9/3/25

Likes: 32

Views: 952



## Build an Inclusive Culture

- HR Director Becky Moore collaborated with Lily Zheng of Zheng Consulting to design and launch the EDI Follow-Up Assessment for all library staff. The survey, launched on September 29th, will help us comprehensively assess the library's progress on equity, diversity, and inclusion over the past two years. We expect to receive a report from Zheng Consulting before December 2025 and begin department- and library-wide discussions on the findings in early 2026.
- In partnership with the Village, Wellness Days took place on September 15 and September 22. HR was on-site both days and 25+ employees scheduled appointments for flu shots and/or wellness screenings.

## CE & Training

- HR Manager Laurie Prioletti coordinated an all-day Mental Health First Aid training on September 9 with Erin Tegge from Peer Services presenting to 27 PICs. The goal was to provide staff tools to recognize when a patron or co-worker is experiencing a mental health issue and a plan for how to respond.
- School and Supported Services Librarian Julianne Medel attended "Beyond Fidgets & Headphones: Serving neurodivergent families at the library."
- Youth Services Librarian Sean Collins attended the LACONI Professional Development event at the DuPage Children's Museum.
- Adult Services Supervisor Linnéa Lundberg conducted a workshop for Circulation leadership on effective information sharing using Google Sites. Circulation is exploring an update to their Toolkit and partnered with Linnéa to develop best practices for sharing content and supporting staff through this transition.
- Circulation Manager Kim Hegelund was selected to be a member of the CCS Circulation & Interlibrary Loan Advisory Group. This group consults with CCS on potential system configuration changes, assists with research and testing, and recommends policy changes and best practices to the technical group.
- HR Director Becky Moore and HR Manager Laurie Prioletti collaborated on updating ADP guidance and training materials for staff and managers. The updated materials will first be shared with managers for review and feedback before being rolled out to the full staff.
- We have a few staff presenting at ILA next week:
  - Courageous Belonging about how we navigated the room booking crisis which includes me, Kelly Durov, Linda Vering, Stacy Oliver, Liz Rupert,
  - Kelly Durov will be doing a program on supporting staff and patrons who are neurodiverse with Amy Henkels from Ela library and Emily Raming from Total Link 2 Community

- A monthly data dashboard presentation with Kim Hegelund, Susan Wolf, and Mallory Edgar from Fifth Star Collection.

## Personnel

### Hires

- Barb Mayer, part-time seasonal Technical Services Cataloging Librarian (TS) joined effective September 2.
  - Ronald Mangus, part-time Security Monitor (FAC) joined effective September 12.
- Replacement

### Departures

- None

## Create Spaces to Belong

### Safety

- As part of our security updates and initiatives, we are adjusting how we schedule Persons in Charge (PIC). We have embarked on a many-months process to make these changes in order to allow for all 44 of our PIC staff to share feedback on the proposed changes and make adjustments based on their concerns.
- The RFP for intrusion alert and access control had a mandatory walk-through on 9/5/25 with 17 companies in attendance. Bids were due 9/26/25. We received 6 bids, 2 were complete. We will have a report and recommendations from Joffe Emergency Services to review at the 10/16/25 Library Board meeting.
- As part of our continuing support of the community and due to an Illinois law, we will begin providing Naloxone as part of our first aid supplies in October. Members of the public can ask staff for Naloxone and we can provide it free of charge. Naloxone procedures are complete and supplies have been received.

### Operations

- Following the Meeting Room policy update by the board, I have been working on updating the Public Code of Behavior. We are reviewing language to better balance First Amendment rights with the Library's ability to ensure a safe and non-disruptive environment for patrons and staff. Managers, EDI Committee, and Persons in Charge are all engaging in facilitated conversations around the policy. A draft policy will be brought to the board in November.
- Continued to participate in the Illinois Library Association Public Policy Committee. Our legislative priorities have been approved by the ILA board.

## Facilities & Technology

- Jason Halack continued to work with Colley Elevator, TK Elevator and Vertical Assets to ensure elevators are operating properly.
- Jason Halack met with Dan from Sterling Cleaning. Walked the library and went over carpet cleaning, and increased frequency of the carpet cleaning.
- OSG is managing a phased rollout of Google's Gemini AI tool as a strategic initiative:
  - September: AI guidelines shared with managers; Gemini access granted to managers, assistant managers, and select staff
  - September 25: AI guidelines presented to all staff
  - October: Gemini overview presentation at staff meeting; early adopter program launched
  - November: Feedback review and department-specific training assessments
  - January 2026: Full staff access to Gemini
- New remote work guidelines were finalized and communicated in October. Individual staff members will receive notifications about equipment that needs to be returned, with a transition period through early December to allow departments to establish equipment banks and complete remote work agreements.
- IT is rolling out the uBlock Origin ad blocker extension to improve security and user experience. Managers will beta test the extension in November, with full staff rollout planned by year-end based on feedback.

## Finance

- Last we heard, Cook County is planning to release property tax bills November 1.

Kate Hall, Executive Director

# Fiscal Year-to-Date Statistics Dashboard



This dashboard displays fiscal year-to-date (FYTD) statistics for key data categories tracked by the Northbrook Public Library (NPL). Alongside the definition of each statistic, an FYTD total is provided, with an indicator denoting the percentage change comparing the current FYTD total to the same time period the previous fiscal year.

## Connecting with Our Community

**Cardholders**  
The number of unexpired NPL cardholders as of the last day of the previous month

21,929  
↑ 5.6%

**Building Visits**  
The number of in-person patron visits to the NPL building

140,737  
↑ 6.3%

**Community Outreach**  
The number of outreach events/activities conducted by NPL staff, and the number of community members reached

Events	People Reached
25 ↓ -43.2%	1,815 ↓ -25.4%

**Staff Continuing Education**  
The number of continuing education hours completed by NPL staff

1,063  
↓ -21.0%

## Sharing Books & Materials

**Physical Collections**  
The number of physical materials owned by NPL as of the last day of the previous month

224,427  
↓ -0.8%

**Circulation**  
The number of checkouts of physical and downloadable materials from NPL collections

Physical	Downloadable
316,015 ↓ -3.5%	102,763 ↑ 11.7%

## Using Spaces & Services

**Computer Use**  
The number of hours that public NPL computers were used by patrons

7,922  
↑ 3.5%

**WiFi Use**  
The number of unique devices that access NPL WiFi each day

63,047  
↑ 21.1%

**Study Room Use**  
The number of NPL study room reservations made by patrons

7,022  
↑ 14.2%

**Meeting Room Use**  
The number of NPL meeting room reservations made by patrons

Total	Auditorium
213 ↑ 5.4%	1 ↑ N/A

**Program Engagement**  
The number of programs offered by NPL, and the number of patrons who attend

Events	Attendance
390 ↑ 24.2%	10,909 ↑ 16.1%

**One-on-Ones**  
The number of one-on-one learning sessions (pre-scheduled or walk-in) lasting 15 minutes or more offered to NPL patrons

1,543  
↓ -63.4%

# Monthly Statistics Dashboard (Page 1 of 3)



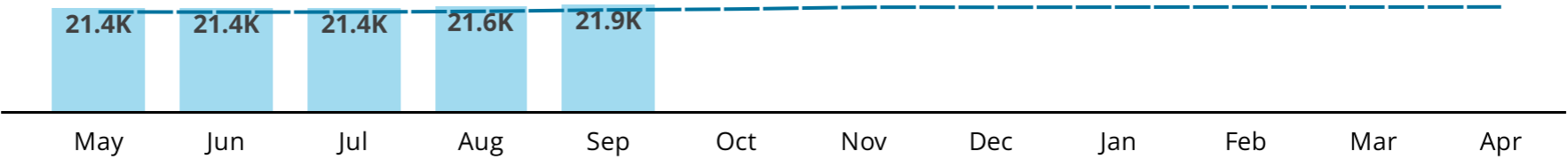
This dashboard displays monthly statistics for key data categories tracked by the Northbrook Public Library (NPL). For each statistic, a combo chart displays the current fiscal year's data as light blue columns and the previous fiscal year's data as a dark blue dashed line, for comparison purposes. A fiscal year-to-date (FYTD) total is also provided to the right of each combo chart, with an indicator denoting the percentage change comparing the current FYTD total to the same time period the previous fiscal year.

## Connecting with Our Community



### Cardholders

The number of unexpired NPL cardholders as of the last day of the previous month



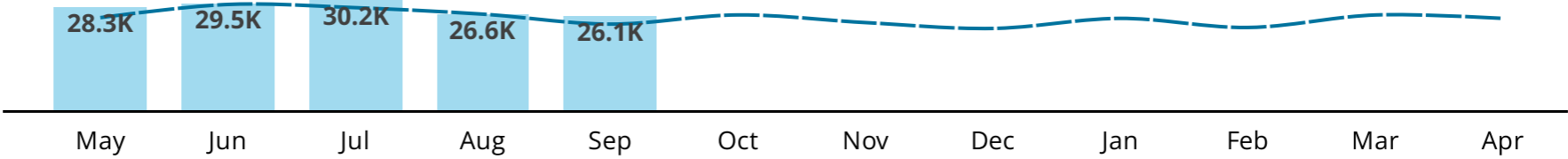
### FYTD Totals

21,929  
↑ 5.6%



### Building Visits

The number of in-person patron visits to the NPL building



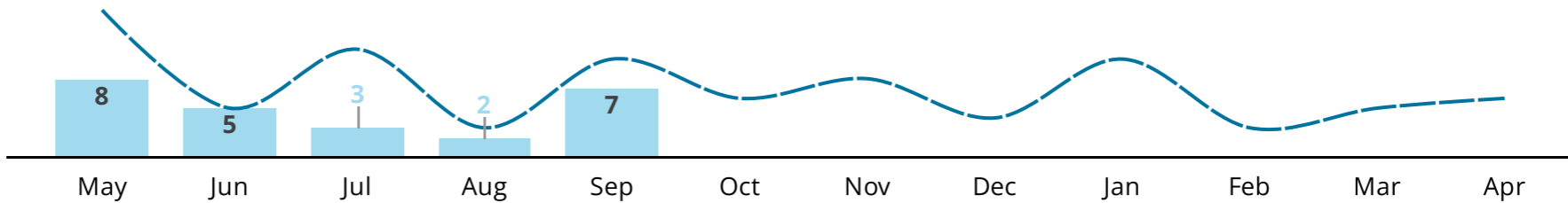
140,737  
↑ 6.3%



### Community Outreach

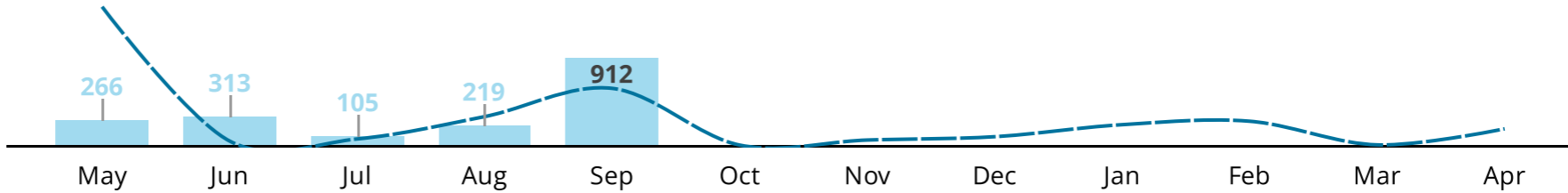
The number of outreach events/activities conducted by NPL staff, and the number of community members reached

#### Events



25  
↓ -43.2%

#### People Reached

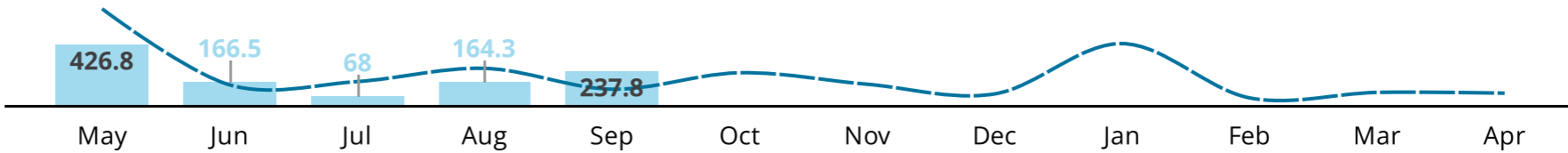


1,815  
↓ -25.4%



### Staff Continuing Education

The number of continuing education hours completed by NPL staff



1,063  
↓ -21.0%

# Monthly Statistics Dashboard (Page 2 of 3)



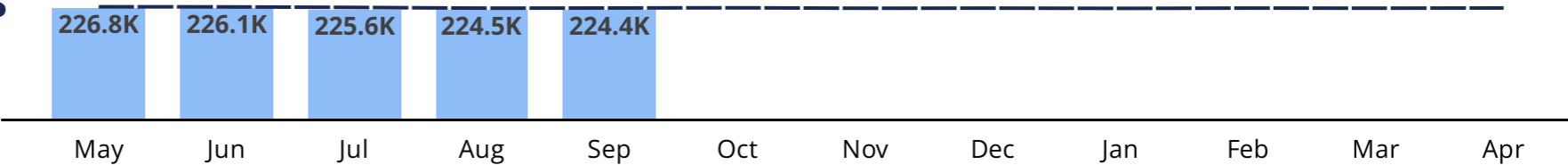
This dashboard displays monthly statistics for key data categories tracked by the Northbrook Public Library (NPL). For each statistic, a combo chart displays the current fiscal year's data as light green or light purple columns and the previous fiscal year's data as a dark green or dark purple dashed line, for comparison purposes. A fiscal year-to-date (FYTD) total is also provided to the right of each combo chart, with an indicator denoting the percentage change comparing the current FYTD total to the same time period the previous fiscal year.

## Sharing Books & Materials



### Physical Collections

The number of physical materials owned by NPL as of the last day of the previous month



### FYTD Totals

224,427

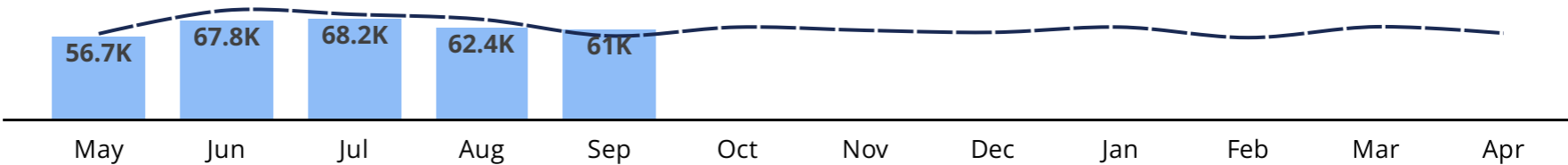
↓ -0.8%



### Circulation

The number of checkouts of physical and downloadable materials from NPL collections

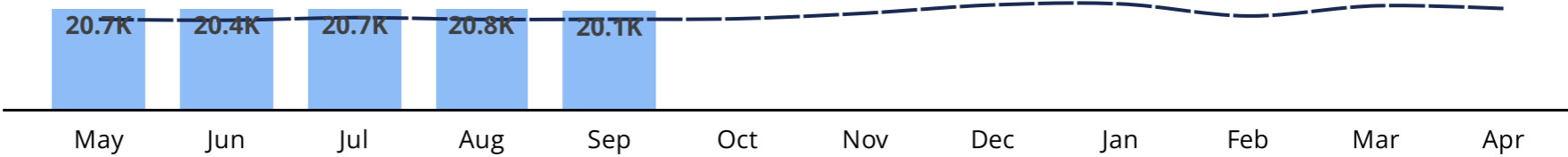
#### Physical



316,015

↓ -3.5%

#### Downloadable



102,763

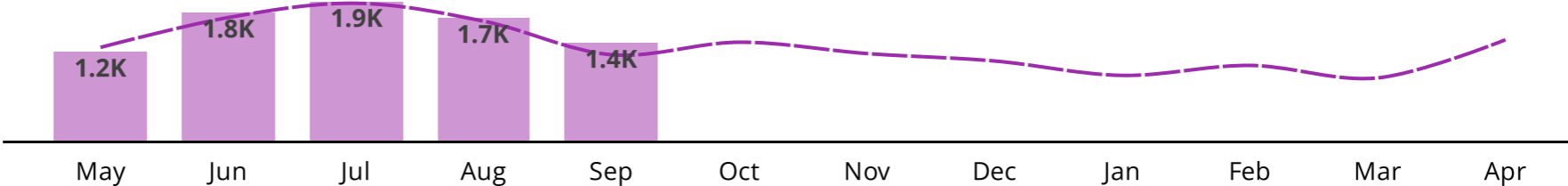
↑ 11.7%

## Using Spaces & Services



### Computer Use

The number of hours that public NPL computers were used by patrons



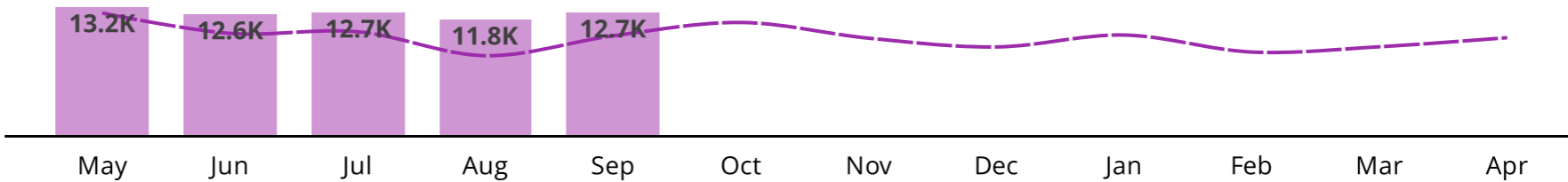
7,922

↑ 3.5%



### WiFi Use

The number of unique devices that access NPL WiFi each day



63,047

↑ 21.1%

# Monthly Statistics Dashboard (Page 3 of 3)



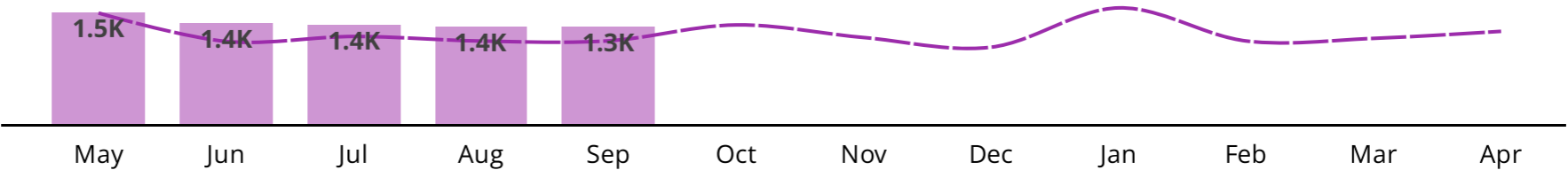
This dashboard displays monthly statistics for key data categories tracked by the Northbrook Public Library (NPL). For each statistic, a combo chart displays the current fiscal year's data as light purple columns and the previous fiscal year's data as a dark purple dashed line, for comparison purposes. A fiscal year-to-date (FYTD) total is also provided to the right of each combo chart, with an indicator denoting the percentage change comparing the current FYTD total to the same time period the previous fiscal year.

## Using Spaces & Services



### Study Room Use

The number of NPL study room reservations made by patrons



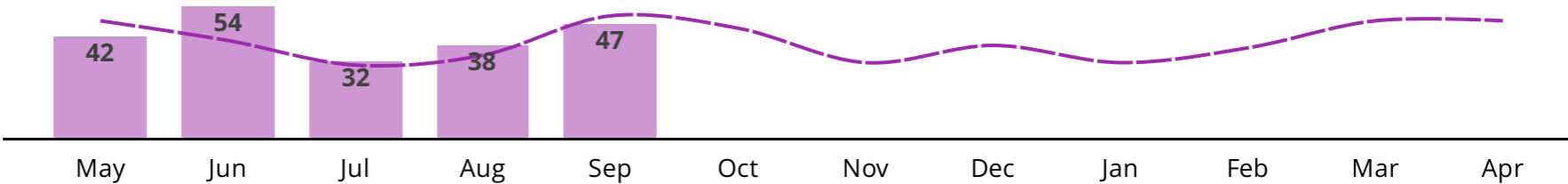
### FYTD Totals

7,022  
↑ 14.2%



### Meeting Room Use

The number of NPL meeting room reservations made by patrons



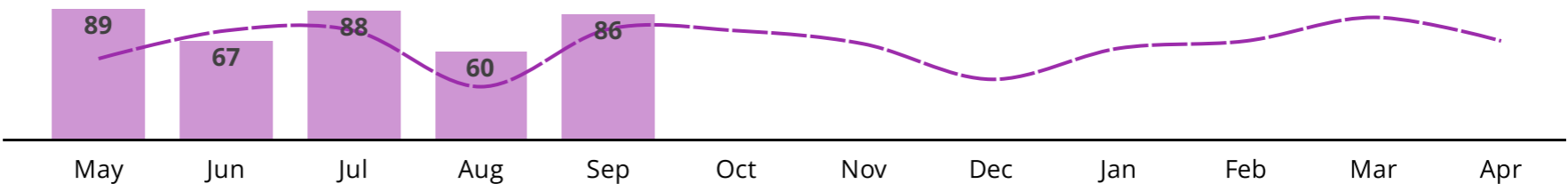
213  
↑ 5.4%



### Program Engagement

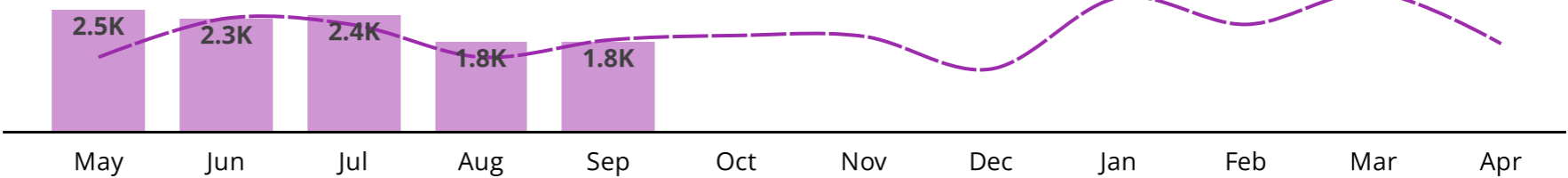
The number of programs offered by NPL, and the number of patrons who attend

#### Events



390  
↑ 24.2%

#### Attendance

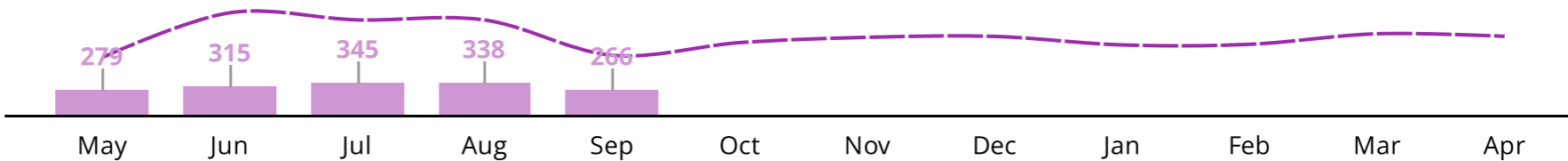


10,909  
↑ 16.1%



### One-on-Ones

The number of one-on-one learning sessions (pre-scheduled or walk-in) lasting 15 minutes or more offered to NPL patrons



1,543  
↓ -63.4%



Mallory S. Edgar, MPH  
1748 North Kimball Avenue, Suite 202b  
Chicago, IL 60647  
217-257-3698  
[mallory@fifthstarcollective.com](mailto:mallory@fifthstarcollective.com)

## Service Contract — Northbrook Public Library

### Professional Development Support

October 8, 2025

#### Introduction

Thank you for the opportunity to work with Northbrook Public Library! This document outlines the Services, fees, and terms for a contract in which Fifth Star Collective, PLLC (hereafter referred to as "FSC") will provide data- and evaluation-related professional development to Northbrook Public Library (hereafter referred to as "NPL") staff, as outlined herein.

This Agreement for Consultation Services ("Contract") is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2025 ("Effective Date"), by and between Fifth Star Collective ("FSC"), an Illinois professional limited liability company, and Northbrook Public Library ("NPL"), an Illinois public library. Hereafter, FSC and NPL may collectively be referred to as "parties," or individually as a "party."

NOW THEREFORE, in consideration of the mutual promises and covenants contained herein, and for other good and valuable consideration, the receipt of which is hereby mutually acknowledged, the parties agree as follows:

#### Consultant Background

**Fifth Star Collective** is a consulting company that works primarily with nonprofit organizations in the public health, human service, and public library fields, supporting teams in developing their capacity to plan for and evaluate the important work they do with and for communities. FSC's service portfolio includes strategic planning, program design and development, monitoring and evaluation, and data Services, as well as support with technical writing and editing.

FSC is a two-person team with nearly 30 years of combined experience in the public health and social work fields. Co-Founder & Consultant, **Mallory Edgar**, has more than a decade of experience in nonprofit, governmental, and academic settings in the public health field and over five years of experience in the public library field. During this time, she has held a variety of positions, with her work including program planning, evaluation, data analytics and visualization, mixed methods research, direct service, and people and project management. Mallory has a Master of Public Health from the University of Michigan and a Bachelor of Arts in sociology and gender & women's studies from the University of Illinois at Urbana-Champaign.

## Services & Deliverables

As of the effective date named in this Contract between FSC and NPL, FSC will be available to provide the following Services, with work anticipated to begin in Spring 2026. All Services described below will be performed solely by FSC Co-Founder & Consultant Mallory Edgar. Other related tasks not specifically outlined below may also be completed, as mutually agreed upon by FSC and NPL in writing.

In conversation with the NPL Executive Director in September-October 2025 and informed by the results of a brief professional development survey shared with NPL staff in September 2025, four topic areas were identified as priorities for staff professional development: **1) Evaluation Planning, 2) Survey Methods, 3) Quantitative & Qualitative Data Analysis, and 4) Data Visualization & Reporting.** The table below provides additional details about these training opportunities, including draft learning objectives, along with estimates for the amount of consultant time required for preparing and delivering professional development sessions about these topics and the estimated cost associated with the work.

It is proposed that the four topics outlined below be covered in a series of professional development sessions offered to three groups of NPL staff: **1) Managers & Assistant Managers, 2) Programmers, and 3) Selectors.**

For each audience, a different “case study” that is relevant to the current NPL Strategic Plan will be used throughout the training series, helping staff to directly connect what they are learning to a strategic project for the library: **1) Managers & Assistant Managers = Materials, Programs, Services Needs Assessment, 2) Programmers = Program Survey, 3) Selectors = Collections Diversity Audit.**

Description	Estimated Time	Estimated Cost
<p><b>Evaluation Planning</b> — This training will focus on providing staff with the foundational knowledge, skills, and tools necessary to confidently and effectively create an evaluation plan for a program, project, service, or other library initiative.</p> <p><b>Draft Learning Objectives:</b></p> <ul style="list-style-type: none"><li>• Understand the importance of thoughtful evaluation planning</li><li>• Understand the different types of evaluation and their purposes</li><li>• Identify key elements of an effective and comprehensive evaluation plan</li><li>• Develop SMART goals and success indicators for a program/project/service/initiative that can be used to assess progress/success in an evaluation</li><li>• Develop clear evaluation questions that align with the goals/objectives of the program/project/service/initiative being evaluated</li><li>• Identify appropriate data collection tools and methods based on evaluation type and goals</li></ul>	<p>Prep: 20–25 hours</p> <p>Delivery: 4.5–7.5 hours <i>(training for three audiences at 1.5–2.5 hours each)</i></p> <p><b>TOTAL: 24.5 – 32.5 hours</b></p>	<p><b>\$3,675 – \$4,875</b></p>

<ul style="list-style-type: none"> <li>Recognize common challenges in evaluation planning and strategies to address them</li> </ul>		
<p><b>Survey Methods</b> — This training will focus on the fundamentals of designing and implementing effective surveys, from defining a survey's purpose to crafting quality questions to developing and implementing a plan for survey administration.</p> <p><b>Draft Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>Understand the advantages and challenges of using surveys for data collection</li> <li>Identify when a survey is the most appropriate and effective tool to use for data-gathering (and when other methods may be preferred)</li> <li>Understand and apply best practices for developing clear, high-quality survey items</li> <li>Identify key elements of a thoughtful and comprehensive survey administration plan</li> <li>Identify appropriate survey formats and distribution methods based on target audiences and available resources</li> <li>Recognize common pitfalls in survey design and implementation and how to avoid them</li> </ul> <p><i><b>NOTE:</b> This training session will not be a requirement for all three staff audiences. Programmers are the only priority group for this training, given their associated "case study" noted above. Non-Programmers will be welcome to join if interested. The time and cost estimates listed at right reflect delivery of only a single session.</i></p>	<p>Prep: 6–10 hours</p> <p>Delivery: 1–2 hours</p> <p><b>TOTAL: 7 – 12 hours</b></p>	<p><b>\$1,050 – \$1,800</b></p>
<p><b>Data Analysis (Quantitative &amp; Qualitative)</b> — This training will focus on the fundamentals of analyzing both quantitative and qualitative data. The training will cover how to use basic statistical methods to analyze numerical or categorical data and identify patterns and insights, as well as basic methods for analyzing non-numerical data (e.g., interviews, focus groups, observations, open-ended survey responses) to identify patterns, themes, and insights.</p> <p><b>Draft Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>Understand the distinction between different types of data (numerical, categorical, qualitative)</li> <li>Identify appropriate methods to use for analyzing different types of data</li> <li>Use descriptive statistics to organize and analyze quantitative data</li> <li>Use thematic analysis to identify key themes and patterns in qualitative data</li> </ul>	<p>Prep: 30–40 hours</p> <p>Delivery: 9–18 hours (training for three audiences at 3–6 hours each)</p> <p><b>TOTAL: 39 – 58 hours</b></p>	<p><b>\$5,850 – \$8,700</b></p>

<ul style="list-style-type: none"> <li>Recognize common missteps, challenges, and limitations with different types of data analysis and how to address them</li> </ul>		
<p><b>Data Visualization &amp; Reporting</b> — This training will focus on providing staff with foundational knowledge and skills necessary for effectively presenting data through clear, engaging visualizations and reports.</p> <p><b>Draft Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>Understand the purpose and value of using data visualization to communicate the results of data collection and evaluation efforts</li> <li>Understand and apply best practices and design principles for creating clear and effective charts, graphs, and other visuals to present data</li> <li>Identify appropriate visual formats (e.g., bar chart, line graph, pie chart, table) to use based on the type of data being presented and the message to be conveyed</li> <li>Identify effective report formats/styles for sharing data with different audience types</li> <li>Understand some of the basic tools and software available for creating high-quality data visualizations and dashboards</li> <li>Recognize common pitfalls in data visualization and reporting and how to avoid them</li> </ul>	<p>Prep: 30–40 hours</p> <p>Delivery: 9–12 hours <i>(training for three audiences at 3-4 hours each)</i></p> <p><b>TOTAL: 39 – 52 hours</b></p>	<p><b>\$5,850 – \$7,800</b></p>

### Compensation & Payment Terms

For the Services outlined above, NPL will be billed at FSC's current hourly rate of \$150. **Based on the estimated contract hours for all professional development support described above (109.5 – 154.5 hours total), the estimated total cost for support is in the range of \$16,425 to \$23,175.**

Hours will be billed on a monthly basis, with invoices submitted by the first day of the month for work performed during the previous month. Invoices will be submitted electronically unless otherwise specified, with payment due in accordance with the Local Government Prompt Payment Act. Should any tasks require less time than estimated above, actual time will be reflected in submitted invoices. Should any tasks require more time than estimated above, written pre-approval from NPL will be required to accept any additional charges.

Payments may be submitted via electronic bank transfer (preferred method) or via paper check mailed to the address provided on the invoice. If paying via paper check, FSC requests that NPL use a mailing service that includes tracking and provide this tracking information to FSC.

If payment is not received within the terms outlined above and in monthly invoices, a late fee will be charged on any overdue and unpaid balances. After an initial grace period of 30 days past the original payment due date (60 days from the date of invoice), late fees will begin to accrue at a rate of 1%, applied weekly until the balance is paid. Accrued late fees

will be added to the next monthly invoice, with the standard net 30 terms.

### **Confidentiality of Information**

In completing the work described above, FSC is required to comply with any and all NPL data privacy and confidentiality policies. FSC shall maintain all information received, viewed, transmitted, or otherwise accessed from NPL in the strictest confidence. Further, FSC shall not disclose, transmit, release, copy, publish, or use the information except as permitted by this Contract, notwithstanding any provisions in the Contract to the contrary. FSC shall use the same degree of care to avoid unauthorized disclosure of the confidential information as it uses with respect to its own confidential proprietary information of like quality and nature, but employing no less than a reasonable standard of care. On termination or expiration of this Contract, FSC will promptly return to NPL or securely discard all materials containing NPL's confidential information, including all copies, unless otherwise agreed by NPL.

### **Freedom of Information Act**

FSC agrees to maintain, without charge to NPL, all records and documents relating to this Contract in compliance with the Freedom of Information Act ("FOIA"), 5 ILCS 140/1 et seq. In addition, FSC must produce records which are responsive to a request received by NPL under the Freedom of Information Act so that NPL may provide records to those requesting them within the time frames required. If additional time is necessary to compile records in response to a request, then FSC must notify NPL and if possible, NPL will request an extension so as to comply with the Act. If FSC believes that any record, or part thereof, may be confidential, proprietary, privileged, or otherwise exempt from disclosure, FSC must furnish those records under an express claim that the records are proprietary, confidential, or privileged. NPL is solely responsible for determining whether a record, or part thereof, is exempt from disclosure under FOIA. In the event that NPL is found to have not complied with FOIA due to FSC's failure to disclose documents or otherwise appropriately respond to a request under FOIA, then FSC will indemnify and hold NPL harmless, and pay all amounts determined to be due including but not limited to fines, costs, attorneys' fees, and penalties.

### **Workers' Compensation**

FSC agrees to provide workers' compensation insurance for FSC's employees and agents and agrees to hold harmless and indemnify NPL for any and all claims arising out of any injury, disability, or death of any of FSC's employees or agents.

### **Obligations of NPL**

NPL agrees to meet the terms of all reasonable requests of FSC necessary to the performance of FSC's duties under this Contract.

### **Assignment**

Neither this Contract nor any duties or obligations under this Contract may be assigned by NPL or FSC without the prior written consent of NPL and FSC.

### **Renewal & Termination**

Either party may terminate this Contract at any time and for any reasons upon the giving of at least thirty (30) days' prior written notice to the other party. Termination will become effective on the 31<sup>st</sup> day from the giving of such notice or, if later, the date specified in the notice. All fees and expenses accrued to this date will be due and payable upon receipt of a final invoice. FSC shall only be entitled to compensation for work actually performed and accepted by NPL up to the date of such early termination.

## **Notices**

Any notices to be given hereunder by either party to the other may be made either by personal delivery or by email with read receipt or by mail, registered or certified, postage prepaid with return receipt requested. Emailed or mailed notices shall be addressed to the parties at the following addresses:

### *The Library:*

Kate Hall, Executive Director

[khall@northbrook.info](mailto:khall@northbrook.info)

Northbrook Public Library, 1201 Cedar Lane, Northbrook, IL 60062

### *The Contractor:*

Mallory S. Edgar, Managing Member

[mallory@fifthstarcollective.com](mailto:mallory@fifthstarcollective.com)

Fifth Star Collective, PLLC, 1748 North Kimball Avenue, Suite 202b, Chicago, IL 60647

Each party may change the above address by written notice in accordance with this paragraph. Notices delivered personally shall be deemed communicated as of the date of actual receipt; emailed and mailed notices shall be deemed communicated as of three (3) days after the date of mailing.

## **Relationship of FSC and NPL**

NPL hereby engages FSC as an independent contractor to perform the Services described in this Contract. Nothing contained in this Contract shall be deemed or construed to create any relationship of principal and agent, or of limited or general partnership, or of joint venture, or of any association by and between NPL and FSC.

## **Indemnification**

FSC acknowledges and agrees that FSC shall indemnify, save harmless, and defend NPL its elected or appointed officials, officers, and employees against all damages, liability, claims, losses, and expenses (including attorneys' fees and costs of appeal) that may arise, or be alleged to have arisen, out of or in connection with FSC's performance of, or failure to perform, the Services or any part thereof set forth in this Contract.

## **Entire Agreement**

This Contract supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the performance of Services by FSC for NPL, and contains all of the covenants and agreements between the parties with respect to the rendering of such Services in any manner whatsoever. Each party to this Contract acknowledges that no representations, inducements, promises, or agreements, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which are not embodied herein, and that no other agreement, statement, or promise not contained in this Contract shall be valid or binding. Any modification of this Contract will be effective only if it is in writing and signed by the authorized officer of the party to be charged.

## **Counterparts**

This Contract may be executed in counterparts, each of which will be deemed an original and all of which together will constitute one and the same instrument.

**Partial Invalidity**

If any provision of this Contract is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions shall nevertheless continue in full force without being impaired or invalidated in any way.

**Compliance with Laws**

The Services, and all of its components, must be provided, performed, and completed in compliance with, and FSC agrees to be bound by, all applicable federal, state, and local laws, orders, rules, and regulations, as they may be modified or amended from time to time, including, without limitation, the Prevailing Wage Act, 820 ILCS 130/0.01 et seq., if applicable; any other prevailing wage laws; any statutes requiring preference to laborers of specified classes; any statutes prohibiting discrimination because of, or requiring affirmative action based on, race, creed, color, national origin, age, sex, or other prohibited classification; and any statutes regarding safety or the performance of the Services. Further, FSC must have a written sexual harassment policy in compliance with Section 2-105 of the Illinois Human Rights Act during the course of the work.

**Governing Law; Venue**

This Contract shall be governed by, construed, and enforced in accordance with the laws of the State of Illinois. Venue for any action arising out of or due to this Contract shall be in the Cook County Circuit Court

FOR: **Northbrook Public Library**

Print Name	Title
Signature	Date

FOR: **Fifth Star Collective, PLLC**

Print Name	Title
Signature	Date



1201 Cedar Lane, Northbrook, IL 60062  
847-272-6224

---

DATE: 10/10/2025  
TO: Trustees  
FROM: Anna Amen  
RE: 2025 Levy for FY27

At the September board meeting, we presented the following 2025 proposed tax levy options for FY27:

- operating levy decreases \$950 & overall tax levy remains flat
- operating levy remains flat & overall tax levy increases \$950
- operating levy increases by 3% & overall tax levy increases by 2.8%
- operating levy increases by 4% & overall tax levy increases by 3.7%
- operating levy increases by 5% & overall tax levy increases by 4.6%

After considering rising operational costs, strategic priorities, and the long-term needs of the Library, I am recommending the board approve the operating levy increase of 5% and overall tax levy increase of 4.6%.

Here is a quick summary of the key reasons behind this choice:

- Costs are rising across the board – Healthcare, insurance, staffing, materials, digital content, and technology are all seeing significant increases. Some library-specific vendor costs are increasing by 6% or more.
- Strategic priorities need funding – We’re making important progress on our Strategic Plan, including AI literacy, hybrid programs, inclusive services, and implementation of the Facilities Master Plan. These initiatives require continued investment.
- We’ve been conservative in recent years – Even though property values (EAV) have gone up nearly 19% since 2020, our levy growth has stayed well below that. This proposal keeps us below the total inflation over that same period while helping us catch up where needed.
- We’re planning for the future – This increase ensures we can continue offering excellent service, support staff equitably, and maintain and improve our facilities without deferring critical needs.

This levy increase is a responsible option that allows us to stay aligned with community needs and our long-term goals.

# Northbrook Public Library Property Tax Levy History

Levy Year	Fiscal Year	General	IMRF	FICA	Total Operating	Debt Service	Total Library	% Increase
2025 - operating levy increases by 5% / overall tax levy increases by 4.6%	26-27	9,332,700	380,000	340,000	10,052,700	770,950	10,823,650	4.6%
2025 - operating levy increases by 4% / overall tax levy increases by 3.7%	26-27	9,236,960	380,000	340,000	9,956,960	770,950	10,727,910	3.7%
2025 - operating levy increases by 3% / overall tax levy increases by 2.8%	26-27	9,141,220	380,000	340,000	9,861,220	770,950	10,632,170	2.8%
2025 - operating levy remains flat - overall tax levy increases \$950	26-27	8,854,000	380,000	340,000	9,574,000	770,950	10,344,950	0%
2025 - operating levy decreases \$950 overall tax levy remains flat	26-27	8,868,050	365,000	340,000	9,573,050	770,950	10,344,000	0%
2024	25-26	8,869,000	380,000	325,000	9,574,000	770,000	10,344,000	4.6%
2023	24-25	8,446,880	400,000	280,000	9,126,880	758,350	9,885,230	3.0%
2022	23-24	8,122,000	425,000	289,000	8,836,000	760,900	9,596,900	5.3%
2021	22-23	7,641,000	425,000	289,000	8,355,000	757,550	9,112,550	2.5%
2020	21-22	7,439,188	400,000	289,000	8,128,188	758,249	8,886,437	1.6%
2019	20-21	7,439,188	490,000	289,000	8,218,188	527,476	8,745,664	-0.4%
2018	19-20	7,479,000	490,000	280,000	8,249,000	528,404	8,777,404	3.0%
2017	18-19	7,219,783	490,000	280,000	7,989,783	528,137	8,517,920	4.2%
2016	17-18	6,411,000	475,000	270,000	7,156,000	1,016,420	8,172,420	2.4%
2015	16-17	6,235,000	470,000	265,000	6,970,000	1,010,891	7,980,891	2.6%
2014	15-16	6,069,135	440,000	260,000	6,769,135	1,008,141	7,777,276	1.0%
2013	14-15	6,015,000	410,000	255,000	6,680,000	1,019,486	7,699,486	6.0%
2012	13-14	5,845,000	380,000	250,000	6,475,000	787,970	7,262,970	4.1%
2011	12-13	5,625,000	320,000	240,000	6,185,000	789,566	6,974,566	5.0%
2010	11-12	5,355,490	275,000	236,000	5,866,490	777,385	6,643,875	3.0%
2009	10-11	5,194,000	261,000	228,000	5,683,000	768,889	6,451,889	6.0%
2008	09-10	4,850,000	255,000	218,000	5,323,000	765,664	6,088,664	6.1%
2007	08-09	4,526,100	240,000	208,000	4,974,100	765,702	5,739,802	6.1%
2006	07-08	4,230,000	240,000	180,000	4,650,000	760,189	5,410,189	3.2%
2005	06-07	4,080,000	213,000	180,000	4,473,000	767,099	5,240,099	3.7%
2004	05-06	3,880,000	206,000	186,000	4,272,000	782,763	5,054,763	4.9%
2003	04-05	3,682,000	156,000	158,000	3,996,000	822,450	4,818,450	9.0%



## Recommendation Memorandum

To: Northbrook Public Library Staff

From: Elizabeth A. Rupert, Senior Consultant, Joffe Emergency Services

Date: October 5, 2025

### Subject: Intrusion Alert and Access Control System Upgrade Proposals Review and Recommendation

#### Recommendation

Based on the evaluation of technical compliance, references, and pricing, I recommend that the Northbrook Public Library award the Intrusion Alert and Access Control System Project to Total Automations Concepts, Inc. (TAC) for the base bid amount of \$232,390.00 with a 10% contingency of \$23,239.00 to accommodate minor construction variances and scope adjustments, and the inclusion of Alternate #3 (Glass Collaboratory Doors) for a total project cost of \$265,874.00.

#### Alternate Evaluation - Recommended Bid Only

Three alternate configurations were evaluated to determine the appropriate level of security integration relative to cost, implementation complexity, and operational benefit:

Bidder Name	Base Bid	Base Bid + 10% Contingency	Alternate 2 (East and West Sliding Doors)	Alternate 3 (Collaboratory Doors)	Total
Total Automation Concepts Inc	\$ 232,390.00	\$255,629.00	\$8,850.00	\$10,245.00	\$274,724.00
Recommended Options: Lowest, Responsible Bid: Total Automation Concepts, Inc					
	Base Bid	Base Bid + 10%	Alternate 2 (East	Alternate 3 (Collaborat	Total

*Intrusion Alert and Access Control System Upgrade Proposals Review and Recommendation*

		Contingency	and West Sliding Doors)	ory Doors)	
Option 1: Base Bid +10% Contingency	\$ 232,390.00	\$255,629.00	0	0	\$255,629.00
Option 2: Base Bid +10% Contingency + Alternate 3 (Collaboratory Doors)	\$ 232,390.00	\$255,629.00	0	\$10,245.00	\$265,874.00
Option 3: Base Bid + 10% Contingency + Alternate 2 (Sliding Doors) + Alternate 3 (Collaboratory Doors)	\$ 232,390.00	\$255,629.00	\$8,850.00	\$10,245.00	\$274,724.00

1. Base Bid + 10% Contingency: Allocates an additional 10% project contingency for hardware, labor, or unforeseen field conditions. **Cost: \$255,629.00**
  - a. Pros: Provides risk protection and flexibility during installation.
  - b. Cons: Collaboratory Doors and Glass Sliders are excluded from incorporation into the new access control management system.
2. Base Bid + 10% + Alternate #3 ("Glass Collaboratory Doors): Adds badge-controlled access on interior doors serving the Collaboratory, improving security within shared staff/patron zones. **Cost: \$265,874.00**
  - a. Pros: Significantly enhances controlled access in the dynamic area and reduces the need for manual lockdown procedures during an active threat.
  - b. Cons: Slightly increases total project cost and requires minor wiring and finish work near interior door frames.
3. Base Bid + 10% + Alternate #3 ("Glass Collaboratory Doors)+ Alternate #2 ("Main East and West Entrance Sliding Doors"): Expands access control to include glass slider doors at the main entrances and Collaboratory Doors. **Cost: \$274,724.00**
  - a. Pros: Provides the highest possible security coverage, extending electronic control to all major entry points.
  - b. Cons: Highest total cost and greater construction impact. Duplicates the coverage to be installed as part of the Intrusion Alert System, increasing complexity without a proportionate increase in operational benefit.

## Summary of Evaluation

### Background

The Northbrook Public Library issued a [Request for Proposal \(RFP\)](#) for the upgrade of its Intrusion Alert and Access Control System. The project seeks to replace existing systems with a modern, integrated solution that provides electronic access control, intrusion monitoring, and centralized management through a secure, cloud-based platform.

The RFP outlined technical and legal requirements in accordance with Illinois local government procurement standards (75 ILCS 5/ and 50 ILCS 505), emphasizing cloud management capability, interoperability, encryption standards, fail-secure configuration, and ADA compliance, as specified under *RFP Section 3.0 – Project Goals, paragraph 4* (page 3), which requires implementation of a unified, cloud-management platform for intrusion and access control with audit capabilities and real-time monitoring.

### Bid Receipt and Review for Completeness

A total of six bids were received in response to the RFP. Two were complete and four were incomplete. All bids, including details regarding the missing components of the incomplete bids, can be in the Board packet in the document called [“Bid Opening Log 9.26.25”](#).

The complete proposals are:

1. [SMG Security Holdings, LLC \(SMG\), Elk Grove Village, IL.](#)
2. [Total Automation Concepts, Inc. \(TAC\), Downers Grove, IL.](#)

For the remainder of the Memorandum, “proposals” shall refer only to the complete bids.

### Review Process

Following receipt of proposals, I conducted a detailed evaluation in collaboration with the IT and Facilities Departments to assess both the technical and practical feasibility of the systems. IT provided input regarding cybersecurity, cloud compliance, and network integration, while Facilities reviewed construction impact, wiring and cabling demands, and the operational implications of each vendor’s proposed design.

### Comparison of TAC and SMG Proposals

Evaluation Area	TAC	SMG
Cloud Architecture and Security	Fully compliant (unified, encrypted, MFA/SSO)	Not compliant (VPN dependent)
Access Control and Fail-Secure Requirements	Fully compliant	Partially compliant/unclear

IT Network Independence	Meets specifications	Adds It burden/dependency
Power and Construction Feasibility	Efficient, low impact	Higher cabling and labor complexity
Cost Transparency	Clear and itemized	Opaque; mentioned in reference feedback
Schedule and Licensing	Complete and compliant	Missing timeline; unclear licensing
References	High favorable (2 positive)	Mixed; one favorable, one mildly critical
Training and Documentation	Included and sufficient	Not defined
Responsiveness and Responsibility	Meets all criteria	Partially compliant; higher risk

TAC's proposal provides the only submission with sufficient documentation to verify compliance with the RFP's technical, operational, and legal requirements. The proposed Verkada system provides a cloud-native, unified platform for both access control and intrusion, with verifiable cybersecurity standards, integrated redundancy, and clear implementation sequencing. The proposal demonstrates a strong understanding of the Library's operational needs and technical infrastructure, offering a scalable and user-friendly solution that reduces ongoing IT and maintenance demands.

By contrast, SMG's proposal did not provide sufficient technical specificity to verify compliance with several key RFP requirements, including system architecture, encryption, redundancy, and project timeline. As such, SMG's proposal cannot be verified as fully compliant with the RFP's technical and operability criteria based on the information submitted.

TAC's solution therefore represents the lowest responsible and responsive bid, aligning with the Library's long-term operational goals and offering a reliable and modernized security platform.

## **References**

Three references were provided by each firm (six total). Two for each were reached successfully and provided a response to the reference requested (four total). The remaining two (one for each company) were provided with a voicemail and email

requesting follow-up by October 8, 2025. Should additional information from those references be received and deemed material to the evaluation, an addendum to this recommendation will be issued.

Of the references successfully contacted, SMG received a favorable rating, with one client noting challenges in obtaining accurate pricing and stock information. Installation and support quality were described as satisfactory by both SMG references. For TAC, both references were highly favorable, mentioning excellent service, timely completion, and a user-friendly finished product. Given that TAC's previous installations are substantially similar to the system proposed for this project, the positive reference feedback can be considered a strong indicator of expected performance.

### **Analysis of Proposal Specificity and Technical Verification**

The proposal submitted by SMG did not provide sufficient technical specificity or supporting documentation to verify compliance with several mandatory RFP requirements. Key areas lacking detail included system architecture and integration methodology, encryption and credential management standards, fail-secure door configurations, power redundancy, project schedule, and warranty and training provisions. While product model numbers were listed, the proposal did not include adequate narrative explanation or technical data to demonstrate how these components would meet the operational and performance requirements specified in the RFP. As a result, this review was unable to confirm that the proposed system would function as intended or align with the Library's established IT, facilities, and security standards. Accordingly, based on the documentation provided, SMG's bid lacks sufficient specificity to verify compliance with mandatory RFP requirements and would require significant clarification to be deemed fully responsive.

The proposal submitted by TAC provided clear and comprehensive documentation sufficient to verify compliance with all major RFP requirements. The submittal identified specific hardware and software components, including the Verkada Command cloud-based platform and AC62 multi-door controllers, and described their operational functions, power configurations, and integration methods, as documented in TAC's proposal and product specifications for the Verkada Command platform. TAC's documentation addressed encryption standards, user credential management, and system redundancy, as well as fail-secure door behavior and data retention. The proposal also included a defined project schedule, warranty terms, and training plan, allowing the validation of both technical operability and implementation feasibility. During the proposal review, TAC was confirmed to align with the RFP's intent for a unified, scalable, and cloud-managed solution. Based on the level of detail provided and the system's

demonstrated compatibility with Library requirements, TAC's proposal is deemed fully responsive to both the technical and operational specifications of the RFP.

## **Detailed Evaluation Against RFP Requirements**

### **Technical Compliance and Cloud Architecture**

The RFP required that the upgraded system be cloud-based or hybrid and capable of providing both access control and intrusion functionality through a single unified management interface. It also required encryption at rest and in transit, secure credential management, role-based administration, and integration through documented APIs.

TAC's proposal, built around the Verkada Command cloud platform, meets these criteria. The system provides centralized, web-based management for both access control and intrusion alerting, supports Single Sign-On (SSO) with Multi-Factor Authentication (MFA), and includes an extensive API for interoperability with third-party software. TAC's submission demonstrates compliance with TLS 1.2+ encryption, patch management standards, and data-retention options for up to three years.

SMG's proposal utilizes a more traditional architecture, featuring on-premises access control equipment with connectivity to SMG's SecureCom network via a site-to-site VPN. This approach introduces additional dependencies on the Library's internal network and IT staff for firewall, VPN, and server configurations. As proposed, SMG's architecture relies on on-premises access control and VPN-managed intrusion connectivity, which does not meet the RFP requirement for a unified cloud-managed platform covering both systems.

### **Access Control, Intrusion Integration, and Fail-Secure Requirements**

The RFP called for approximately forty-six RFID-controlled doors, all configured as fail-secure during power loss, and for the access control and intrusion systems to function seamlessly together. The specifications also required integration with TK Elevator for floor control and emergency bypass, as well as the ability to assign "double-badge" privileges for select personnel.

TAC's proposal identifies Verkada AC62 multi-door controllers and corresponding readers capable of supporting fail-secure operation and elevator relay integration. The system allows for role-based privileges and local caching so that doors remain operational even if the cloud connection is temporarily lost.

SMG's design relies on X1-8 controllers and HID Signo readers, but the submittal does not specify fail-secure status for each door or integration methods with TK Elevator systems.

### **IT Network Independence and Security Standards**

*RFP Section 4.0 – Technical Specifications, paragraph 5 (page 4)* required that system communications operate independent of existing Library IT networks while maintaining secure connections (TLS 1.2+ encryption, MFA, and SIEM integration). Both Facilities and IT reviewed this component closely due to its impact on infrastructure planning.

TAC's Verkada system operates using a dedicated network segment or VLAN, minimizing the burden on Library IT resources and maintaining compliance with encryption and remote-access requirements. The system does not rely on a VPN or internal server.

SMG's system, however, requires IT to configure and maintain a site-to-site VPN connection with SMG's monitoring servers, which introduces additional potential failure points and appears inconsistent with the RFP clause requiring system communications between door controllers and management software to be independent from existing IT networks, while permitting secure remote access via VPN or MFA for administrative use.

### **Power Redundancy and Construction Feasibility**

Both proposals were reviewed for construction feasibility, including conduit runs, power supplies, and integration with the Library's existing generator system. *RFP Section 4.0 – Technical Specifications, paragraph 7 (page 4)* specifies that each door or panel include sufficient battery backup to bridge generator startup during a power outage.

TAC's layout requires fewer controllers (three total) and less cabling, which reduces both installation impact and long-term maintenance. SMG's configuration requires six controllers, more extensive wiring, and heavier electrical coordination. Neither vendor provided detailed runtime calculations for door-level battery backup.

### **Transparency and Ongoing Costs**

The RFP required detailed line-item pricing, including installation, licensing, warranty, and support costs. SMG's proposal includes an annual cost of \$19,004.00, combining licensing fees, support, and 24/7 alarm monitoring through SMG's central station. While this technically offers a bundled monitoring option, it exceeds the Library's operational needs and introduces reliance on a proprietary monitoring provider. Additionally, references cited concerns with SMG's pricing transparency and product availability.

In contrast, TAC's proposal provides transparent pricing and identifies its annual cloud licensing and support fee of \$10,500.00, covering all software, firmware updates, and remote support.

### **Schedule, Licensing, and References**

The RFP required a defined installation timeline, current Illinois Private Alarm Contractor Licensing (and Private Security Contractor licensing if live monitoring is included), and three references include one governmental client.

TAC submitted a clear project schedule aligning with the Library's desired timeframe and holds the appropriate Illinois licensing. Two references provided were highly favorable, emphasizing responsiveness, adherence to scheduling, and user satisfaction with the final result. The third reference has not responded.

SMG did not include a project timeline and must verify the required Security Contractor license due to inclusion of monitoring. Of the two references contacted, both were overall positive, but noted difficulties with pricing accuracy, parts availability, and/or transparency.

### **Training, Documentation, and Post-Installation Support**

Both vendors were required to provide training for Library staff, documentation, and as-built drawings. TAC's Verkada platform includes interactive online training resources and direct customer support as part of the annual license. SMG's training plan and documentation deliverables were not clearly detailed.

### **Conclusion**

Following comprehensive review of the proposals received, it is my recommendation that the Northbrook Public Library award the Intrusion Alert and Access Control System Upgrade Project to Total Automation Concepts, Inc. (TAC) as the lowest responsive and responsible bidder. Additionally, I recommend adopting Option 2 as the final project scope, which includes Base Bid + 10% Contingency + Alternate #3 for a total proposed cost of \$265,874.00.

As such, the Library Board of Trustees is respectfully requested to:

1. Approve the award of the Intrusion Alert and Access Control System Upgrade Project to Total Automations Concepts, Inc. (TAC); and
2. Select one of the project configurations, as described in "Evaluation of Alternates - Recommended Bid Only."

TAC's proposal meets all mandatory specifications and provides a unified, cloud-based management platform that will significantly enhance the safety and security of the Library. The proposed system offers scalable integration, efficient user management, and strong cybersecurity protections consistent with industry best practices.

PROJECT BID OPENING																√--Document submitted and complete	X-- Document missing or incomplete			
Bidder Name, Contact Info	Total Bid Amount	Attended Mandatory Walkthrough 9/5/25	Cost proposal pg 17-24 of RFP and/or Exhibit B pg. 54	Bid Bond (10%)	List of Independent Contractors	Reference List (min. 3, 1 gov't entity)	Certificate of Bidder Eligibility	Certificate of Compliance with Illinois Drug Free Act	Certificate Regarding Sexual Harassment Policy	Certificate Regarding Equal Employment Opportunity	Non Collusion Affidavit	Illinois Drug Free Workplace Statement	Qualifications and Licencing - note which eg Proof of IL Alarm Contractor Licence, private security contractor license	Alternate 1	Alternate 2	Alternate 3	All Alternates	Additional Notes		
Midwest Integrated Solutions	\$ 226,740.00	yes	\$ 183,282.00	yes	none	no	yes	yes	yes	yes	yes	yes	yes but included two	\$ 20,458.00	\$ 10,470.00	\$ 12,530.00	\$ 43,458.00			
SMG, Security Holdings LLC	\$ 240,567.00	yes	\$ 182,567.00	yes	none	yes	yes	yes	yes	yes	yes	yes	yes	\$ 37,000.00	\$ 11,000.00	\$ 10,000.00	\$ 58,000.00			
Imperial Surveillance	\$ 255,027.25	yes	\$ 183,351.29	yes	TK and TJ	yes	yes	yes	yes	yes	no	yes	no	\$ 44,618.96	\$ 18,099.23	\$ 8,957.77	\$ 71,675.96			
Total Automation Concepts Inc	\$ 280,865.00	yes	\$ 232,390.00	yes	TK, Suburban	yes	yes	yes	yes	yes	yes	yes	yes	\$ 29,380.00	\$ 8,850.00	\$ 10,245.00	\$ 48,475.00			
Video and Sound Service Inc	\$ 313,800.00	yes	\$ 260,800.00	no	none	yes	yes	yes	yes	yes	yes	yes	no	\$ 31,200.00	\$ 9,200.00	\$ 12,600.00	\$ 53,000.00			
Convergent Technologies	\$ 389,365.87	yes	\$ 293,785.67	no	none	yes	yes	yes	yes	yes	yes	yes	no				\$ 95,580.20			
	Required documents included																			
	Missing required documents																			

# Illinois Public Library Standards Compliance Checklist

**Illinois Public Library Standards** is a newly revised, online edition of benchmarks replacing *Serving Our Public 4.0: Standards for Illinois Public Libraries*. This version provides core, intermediate, and advanced levels for libraries to develop the services they provide to their community members. Twelve essential subjects are covered and each section includes an action plan and appendix for staff and trustees. The *Illinois Public Library Standards* is a resource for measuring success.

<https://www.ila.org/publications/illinois-public-library-standards>

## Table of Contents

Illinois Public Library Standards Compliance Checklist ..... 1

    Standard 1: Access ..... 2

    Standard 2: Advocacy & Community Engagement ..... 6

    Standard 3: Buildings & Grounds..... 8

    Standard 4: Collection Management..... 11

    Standard 5: Finance & Budget..... 14

    Standard 6: Governance & Administration ..... 18

    Standard 7: Human Resources..... 22

    Standard 8: Information Services..... 25

    Standard 9: Marketing & Promotion ..... 28

    Standard 10: Programming..... 31

    Standard 11: Safety & Emergency Preparedness..... 33

    Standard 12: Technology..... 36

## Executive Director Note

For those that have reviewed Serving Our Public in the past, you will see many similarities on what things we are doing well and what we need to continue to grow in. There are now different levels. Unlike most leveling processes, there are times when we may be core and advanced but not intermediate. We meet all core standards and I have marked the levels for each standard we are meeting. There are some items highlighted that we are still working on or are new standards that we are looking at. This came out this Fall so we are still reviewing as a management team.

One of the requirements for our Per Capita Grant is reviewing the standards annually. That is what this review is at the October board meeting. Please review the new standards website (see above) and read through the standards and my comments below. I look forward to discussing these with the board at the meeting.

## Standard 1: Access

The physical library remains central to successful service and while no one model can meet every need, some common requirements will help to create a functional and enjoyable environment for both staff and patrons. These include adequate and accessible layouts to house and circulate the collections, comfortable and light filled areas for the public and staff, meeting and study rooms for both group and individual use, and youth spaces that inspire children and teens. Libraries should review the long-term spatial needs of the library in conjunction with their current strategic plan.

Standard	Core	Intermediate	Advanced
1	The library follows all local, state and federal laws relating to access, including the Americans with Disabilities Act.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
2	The library is open a minimum of 15 hours per week [23 Ill. Adm. Code 3030.110].	The library is open to the public with daytime, evening and weekend hours.	The library is open 7 days a week, for most of the year.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3	The library regularly reviews long term space needs.	The library addresses long term space needs in its strategic plan.	The library conducts a community needs survey and includes library spaces in the questionnaire.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4	The library provides an exterior book return that is open 24/7.	The library provides alternate methods for picking up and returning materials (e.g., drive-up book drop, curbside pickup, drive-through window).	The library provides off-site pick up and return of materials (e.g. homebound delivery, book mobiles, kiosks, automated lockers).
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	The library provides adequate, safe, well-lit, and convenient parking during all hours of service.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A

6	The library's entrance is clearly visible, easily identified, and well illuminated for both vehicles and pedestrians.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
7	The library's interior spaces are adequately illuminated.	Natural light is utilized as much as possible.	The library has energy efficient lighting throughout its buildings.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8	The library provides signage to identify collections, services, and amenities.	In multilingual communities, signage is provided in relevant languages throughout the building.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
9	The library provides designated spaces for youth and adults.	The library provides dedicated space for teens.	The library provides dedicated spaces for other specific populations (e.g., sensory space, comfort room, mother's room).
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10	The library has adequate and appropriately sized shelving to provide easy access to patrons of all ages.	N/A	N/A
	<input checked="" type="checkbox"/>		
11	The library has sturdy and comfortable furnishings in sufficient quantities and sizes to meet the needs of patrons of all ages.		
	<input checked="" type="checkbox"/>		
12	The library provides accessible spaces for library programs, meetings, and individual and group study.	The library has rooms designated for programs, meetings, and individual and group study.	
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

**Comments/Improvement Plans:**

While we have made improvements in lighting, we do not have everything switched to LED. We also do not have a room for nursing, sensory space, or dedicated spaces for specific populations but look forward to adding some of these spaces when we renovate.

## Standard 2: Advocacy & Community Engagement

Advocacy and community engagement are vital for libraries to ensure continued support, relevance and sustainability. Advocacy helps secure necessary funding and public support by demonstrating the library's value to policymakers and stakeholders. Community engagement fosters deeper connections and ensures that programs and services address the evolving needs of the people it serves. By actively engaging with diverse populations, libraries promote the message that they provide learning opportunities, services, and programs that are free, inclusive and welcoming to all. Together, advocacy and community engagement ensure that libraries remain essential resources.

Standard	Core	Intermediate	Advanced
1	The director and board are knowledgeable of state-wide advocacy training tools.	Training in advocacy skills is offered to staff, the board, and/or other stakeholders, such as Friends of the Library and Foundation groups.	Library staff, board and community stakeholders have the skills and knowledge to be proactive advocates on behalf of the library and community.
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2	The director and staff actively network with community organizations, businesses and institutions (e.g., Chamber of Commerce, Rotary, Kiwanis).	The director and staff present at school, business and community meetings on library initiatives, programs, collections and services.	The director and staff invite community leaders, organizations, partners and stakeholders to the library for tours, coffees, and/or information meetings to showcase what the library offers.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3	The director and staff collect and analyze data to measure how community members use the library.	Using data collected and analyzed, the director and staff communicate the library's impact and advocate for programs, personnel, and spaces.	The library annually highlights data, stories and accomplishments from the year and disseminates it to external and internal stakeholders.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4	The director and board know their local, state and federal elected officials.	The library includes local, state and federal elected officials on mailing lists and invites them to events.	The library partners with elected officials to co-host events and informational sessions to promote civic engagement.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	The director and board and/or staff are informed of Illinois Library Association (ILA) and American	The director, board and/or staff actively participate in the local, state, and national legislative	The director, board and/or staff serve on forums, committees, and boards of ILA and ALA.

	Library Association (ALA) legislative priorities and promote those priorities when needed.	campaigns and events organized by ILA and ALA.	
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6	The director, staff and board are aware of current community projects and economic planning and seek opportunities for library engagement.	The director, staff and board use their community engagement to inform the library's strategic plan.	The library is a sought-after partner in working with and developing community initiatives.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b><u>Comments/Improvement Plans:</u></b> While we currently make advocacy training available to staff and board, we have not done so in the past for the Friends. Moving forward, I will share training I am made aware of with the FOL President.			

## Standard 3: Buildings & Grounds

Stewardship of public library buildings involves designing, constructing and preserving facilities to ensure accessibility, safety, and functionality, for staff and users. This includes site selection, architectural planning for space efficiency, furniture and fixtures that meet patron and staff needs, and incorporating modern technology and sustainability features. Operational responsibilities include routine cleaning, grounds maintenance, structural repairs, HVAC upkeep, and technology updates to provide a comfortable and welcoming interior and exterior environment. Long-term financial planning is needed for libraries to ensure that it remains a well-equipped and inviting space for learning, research and community engagement.

Standard	Core	Intermediate	Advanced
1	The library's operating budget includes dedicated funds for regular maintenance of buildings and grounds.	The library establishes a special reserve fund with the goal of financing future capital projects, including repairs, remodeling, renovations, or a new building.	The library contributes annually to a special reserve fund to have sufficient financial resources to cover the costs of future capital projects.
	☒	☒	☒
2	The library has a capital improvement plan that defines and forecasts repair and replacement of major equipment and infrastructure.	The library regularly reviews the capital improvement plan.	The library hires a qualified architect or engineer to perform a long-term facility assessment to inform the capital improvement plan.
	☒	☒	☒
3	The library conducts a walkthrough to assess the condition of furniture and equipment on an annual basis.	The library keeps a current inventory of all furniture, fixtures, and equipment.	The library periodically conducts an appraisal of all furniture, fixtures and equipment with an accredited appraisal company.
	☒	☒	☒
4	The library has liability insurance that will cover replacement costs of the facility and its contents.	The library reviews its insurance coverage annually to ensure proper valuation of the facility and its contents.	N/A
	☒	☒	N/A

5	Staff and trustees receive a tour of the library's buildings and grounds.	Key staff receive training on building systems appropriate to their roles.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
6	The library has a building and grounds maintenance checklist that is annually reviewed and updated.	The library has a facilities maintenance manual that includes instructions for operation of all building systems.	N/A
	<input type="checkbox"/>	<input type="checkbox"/>	N/A
7	The library keeps a copy of all maintenance documents, blueprints of the original building, and all subsequent renovations and warranties.	The library keeps a digital copy of all maintenance documents, all documents related to the construction for the original building and all subsequent renovations and warranties.	N/A
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A
8	The library hires staff, contractors, or vendors to maintain the building and grounds and maintains a list of contacts for building systems.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
9	The library has a master key box and a password list for access to the building and its systems.	The library has a security protocol for the distribution of keys and passwords, including regular password changes.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
10	The library strives to make its buildings and grounds as environmentally friendly as possible (e.g., LED lighting, recycling, energy efficient equipment, solar panels, EV chargers).	The library has a plan to improve environmental efficiency and sustainability.	The library seeks local, state, and national accreditations for environmental standards (e.g., LEED, Energy Star).

	<input checked="checked" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b><u>Comments/Improvement Plans:</u></b></p> <p>Jason Halack is working hard to formalize the documentation we have around grounds and facilities maintenance. We have digitized some of our old blueprints but still have a significant number that are not digitized. We do not currently have a plan to improve the buildings environmental efficient and sustainability and plan to include aspects of this in the master plan. We have not sought accreditation for environmental standards and have instead focused on making positive changes as many of the accreditation programs are very costly.</p>			

## Standard 4: Collection Management

Libraries select, maintain, and provide access to information and materials in a variety of formats for all ages of the community to fulfill their educational, informational, recreational, and cultural needs. Libraries have a policy that addresses the selection and evaluation of materials and their weeding process.

Collections may be expanded beyond the physical boundaries of libraries through resource sharing, cooperative collection management, electronic resources and virtual collections. Libraries are encouraged to enhance their collections by participating in interlibrary loan practices and utilizing digital resources through national, state, regional, and local cooperative programs.

Standard	Core	Intermediate	Advanced
<b>1</b>	The library has a Board-approved collection management policy that affirms the American Library Association's Library Bill of Rights and represents the community it serves. The policy is reviewed bi-annually. [75 ILCS 5/4-7.2; 75 ILCS 16/30-60]	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
<b>2</b>	The library's budget has a designated budget line item for collection management.	Annual expenditure for materials for any size library ranges from 8 to 12% of the operating budget.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
<b>3</b>	The library has a process in place for collection management.	The library has staff who are responsible for collection management and are trained in the general principles of selection, inventory and weeding of materials.	Staff who are responsible for collection management are proficient in specific genres, age levels, and subjects.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>4</b>	The library agrees to make their resources, information and expertise available via interlibrary loan,	N/A	N/A

	reciprocal borrowing, and other formal cooperative agreements; and participate in system delivery.		
	<input checked="" type="checkbox"/>	N/A	N/A
5	The library abides by the ILLINET Interlibrary Loan Code as well as other formal regional/consortial agreements.	The library publicizes and promotes interlibrary loan to its patrons.	The library provides patrons with the ability to make their own interlibrary loan requests with little mediation.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6	The library strives to provide a collection that reflects the needs and interests of the community as well as the diversity of human experience.	The library regularly reviews the collection to ensure its inclusivity.	The library implements a comprehensive collection maintenance plan that includes a 2-3 year schedule for evaluation and maintenance of every area of the collection.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
7	The library provides access to materials in a variety of formats for individuals of all ages, interests, and abilities (e.g., print, digital, audio, video, large print).	The library circulates physical objects and digital tools (a.k.a. "Library of Things").	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
8	Materials are cataloged according to standard library practices.	Staff are aware of the importance of culturally sensitive cataloging terminology.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
9	The library has a reconsideration of materials policy and process.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
10	The library serves as a repository for local history.	The library provides access to genealogy resources.	The library's special collections are digitized to preserve and provide broad access to these resources.

	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b><u>Comments/Improvement Plans:</u></b></p> <p>We have no areas for improvement in this category.</p>			

## Standard 5: Finance & Budget

Illinois public libraries receive the bulk of their funding from local property tax revenues. Additional funding may come from grants and other miscellaneous revenue streams. Because public tax dollars fund library services, all libraries should strive for strong financial policies and transparent documentation. Board-approved policies and transparency are critical for maintaining public trust, ensuring legal compliance, and fostering responsible stewardship of taxpayer funds. Given the trust that taxpayers put in the library administration to be good stewards of the public monies, extensive training for the director and board of trustees is recommended.

The fiscal well-being of a public library is paramount to serving the community's residents. A library's well-managed finances—through strong policies, procedures, and oversight—allow administration to maintain the facility and collections, hire and retain qualified and competent staff, and provide a variety of programs and services that stakeholders desire. Creating and managing the annual budget is one of the core tasks of the director, and oversight of library finances is one of the most important responsibilities of the board.

Audits are a best practice for maintaining fiscal integrity. Libraries with a budget of \$850,000 or more are required by Illinois statute (50 ILCS 310/1) to conduct an annual audit. It is a best practice recommendation that libraries under that budgetary limit still conduct an annual audit. Audits may be done in conjunction with the library's funding agency (city, village) or independently (districts).

Standard	Core	Intermediate	Advanced
1	The library has a written budget that is developed by administration and approved by the board.	The library has the budget in an electronic spreadsheet format.	The library includes legacy data in the spreadsheet to project future revenues and expenditures.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2	The library keeps a current accounting of its revenues and expenditures, and the board reviews and approves all monthly expenditures (e.g., invoices, electronic payments and transfers, insurances, payroll, pension/retirement, and tax obligations).	The board reviews actual revenues and expenses against the monthly budget and discusses variances with the director.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A

3	The board's bylaws emphasize the importance of financial oversight and the creation of board-approved financial policies.	The library board regularly reviews and updates financial policies to reflect best practices.	The library board utilizes financial professionals to review and make recommendations to strengthen financial policies and procedures.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4	The library has a process for adding/removing signers from all financial accounts (e.g., bank accounts, credit cards, and online accounts).	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
5	The director and board have an understanding of the fundamental principles of library funding, financial reports, and budgeting. The library uses professionally accepted bookkeeping practices.	The director and board pursue continuing education to enhance their understanding of library funding, financial reports, and budgeting.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
6	The library follows all legal requirements for financial reporting. If applicable, the library follows all GASB (General Accounting Standards Board) accounting principles as required by the auditor.	The library actively maintains a transparency webpage where it posts its reporting requirements, ordinances, and audit status.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
7	The library strives to ensure adequate funding for library operations, staffing, programming, services, and facility needs using local funding.	The library seeks grants through Friends groups, foundations, library systems, and state programs to supplement the annual budget as needed. The library has an established donations and gifts program.	The library seeks non-traditional sources for fundraising (e.g., corporate sponsors/donations, endowments, investments) to supplement the annual budget.

	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>8</b>	The library conducts an annual audit if the budget is \$850,000 or more. Depending on the type of library, the funding agent may do this as part of their annual audit.	The library board reviews and approves the annual audit, making the audit findings available to the public.	The board utilizes audit findings to enhance financial policies, improve efficiency, and mitigate risks.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>9</b>	The library or its funding agent (city, village) provides a treasurer's bond in the amount of 10% of the annual budget or the approved alternative of appropriate insurance as described in the statute (75 ILCS 5/4-9).	The library provides additional liability insurance coverage for its director, board, and others handling library money and/or financial transactions.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
<b>10</b>	The library utilizes internal controls to prevent fraud.	The board and director regularly review the library's internal controls.	If the library utilizes an auditor, they review the library's internal controls.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>11</b>	The library securely stores financial documents (e.g., checks, payroll, credit cards).	The library utilizes fraud protection measures (e.g., Positive Pay, payment by Automated Clearing House [ACH]).	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
<b>12</b>	The library has a long-term financial plan.	The long-term financial plan includes an allowance for the building's capital needs, future projects, and projected expenses.	The long-term financial plan includes strategies for additional revenue streams (e.g., bequests, endowments, bond retirements, Tax Increment Financing [TIF]).
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b><u>Comments/Improvement Plans:</u></b>			

--

## Standard 6: Governance & Administration

Illinois public libraries are governed by locally elected or appointed boards, which operate under the Illinois Local Library Act (75 ILCS 5) or the Illinois Public Library District Act (75 ILCS 16). The library board sets policies, oversees budgets and hires a director to manage day to day operations. Libraries may be municipal, district, or part of other government entities, and they receive funding through local property taxes, state grants and other sources. The Illinois State Library, under the Secretary of State, provides oversight with guidance and funding support. Additionally, regional library systems assist with resource sharing and professional development.

The library director serves as the chief administrator responsible for managing daily operations, maintaining building and grounds, implementing board policies, and ensuring the library meets community needs. They oversee staff, budgeting, strategic planning and compliance with state and local regulations. The director works closely with the board by providing reports and recommendations and advocates for funding and community partnerships. Additionally, they facilitate programming, collection development, and technology initiatives to enhance public services.

Standard	Core	Intermediate	Advanced
1	The board has an approved set of bylaws that outline its rules and procedures.	The board bylaws are reviewed at least every 3-5 years.	An attorney reviews the board bylaws periodically.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2	The library complies with local, state and federal laws. This includes the Illinois Open Meetings Act [5 ILCS 120] and the Freedom of Information Act. Per these statutes, the library has an OMA designee and one or more FOIA officers.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
3	The board meets regularly to conduct the business of the library in accordance with the Illinois Compiled Statutes.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A

4	At each regular meeting, the board reviews and approves minutes and financial reports.	At each regular meeting, the library director presents to the board a report of library activities and statistics.	At each regular meeting, the library director presents supplemental materials to the board (e.g., departmental reports, analysis of statistics).
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	The library has a board-approved mission statement.	The mission statement is reviewed periodically by the board, director, and staff.	The library creates a vision or values statement.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6	Trustees represent the needs, interests, and aspirations of the community.	Trustees solicit input on library activities from the community.	Trustees serve on other local committees and forums acting as a bridge from the library to the community.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
7	The library prepares and submits the Illinois Public Library Annual Report (IPLAR), as required by statute. [75 ILCS 16/30-65]	The IPLAR is prepared by administration and presented to the board of trustees at a public meeting.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
8	The library has public and internal policies that are approved by the board.	The director regularly includes relevant staff in the drafting and review of policies. The board reviews these policies on a regular rotation.	Library policies are regularly reviewed by an attorney or expert on the relevant topic.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
9	The library has a strategic plan that is developed by the board, director, and staff.	The strategic plan is reviewed regularly by the board, director and staff.	The library includes members of the community in strategic plan development.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
10	The library has a succession plan for the director.	The library has a succession plan for the director and key staff.	The succession plan is reviewed with the board and administration and updated as needed.
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

11	The board and director develop an orientation program for new trustees.	The board actively participates in ongoing continuing education activities.	N/A
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A
12	The library maintains insurance coverage for property damage, general liability, professional liability, cyber liability, workers' compensation, treasurer's bond/government crime, and directors and officers. Coverage needs may vary based on library size, location, and services provided.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
13	The board, as an advocate for the library, identifies community priorities, ensures proper funding, and plans for the future.	The board advocates for the library with local stakeholders.	The board advocates for the library with state and federal stakeholders.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
14	The library board, director, and staff are aware of the services offered by the regional library systems, the Illinois State Library and the Illinois Library Association.	The library board, director, and staff are engaged with the regional library systems, the Illinois State Library and the Illinois Library Association (e.g., attend workshops, meetings, and conferences, and subscribe to library system e-news, ILA Reporter).	The library board, director, and staff participate as members of professional boards, committees, task forces, advisory councils of the regional library system, the Illinois State Library and the Illinois Library Association.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
15	The director participates in professional development activities, including Directors University for first time Illinois directors.	The library provides financial support for the director's membership in professional organizations.	The director contributes to the profession by committee service, presentations, and authorship.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**Comments/Improvement Plans:**

We have a succession plan for the Executive Director but need one for other key staff. This is on my to do list for the year.

## Standard 7: Human Resources

Staff are essential to the success and effectiveness of the library. To be successful, staff should be paid competitive wages, have a thorough understanding of policies and procedures, and be provided continuing education and professional growth opportunities. A skilled, qualified, and empowered staff ensure that the library is a welcoming, vibrant, relevant, inclusive, and trusted community resource.

Standard	Core	Intermediate	Advanced
1	The library has sufficient staff for the hours that the library is open.	Staffing levels are sufficient to carry out the library's mission, to develop and implement strategic plan initiatives, and to provide services.	Library staff represent community demographics, especially focusing on cultural and multilingual diversity.
	☒	☒	☒
2	The library has a set of board approved personnel policies.	The personnel policies are reviewed on a regular schedule by the director and key staff.	The personnel policies are reviewed by an attorney.
	☒	☒	☒
3	The library provides job descriptions for all positions.	Job descriptions are reviewed as needed in order to align strengths, education, and expertise of staff with open positions and operational needs.	Job descriptions are reviewed by an HR professional.
	☒	☒	☒
4	The library compensates staff in a fair, equitable, and competitive manner. The library allocates up to 70% of the operating budget for salaries and benefits. This includes FICA, pension and health benefits.	The library has a salary schedule that includes all positions. The schedule is reviewed and adjusted to reflect cost of living and industry benchmarking.	The library conducts a market benchmarking study every 3-5 years, with pay ranges, conducted by a human resources professional, to determine current competitive pay practices.
	☒	☒	☒
5	The library provides employee benefits as directed by federal, state, and local law.	The library provides employees an expanded benefits package that may include healthcare and wellness	The library contributes to the premiums of healthcare and wellness benefits for employees and their dependents.

		benefits, tuition reimbursement, and/or pension or retirement savings. The library contributes to the premiums of any associated costs.	
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6	The library follows state and federal laws in recruiting, hiring, onboarding, supervising, and terminating employees.	Key library staff keep abreast of current HR laws and trends (e.g., attending webinars, engaging an attorney or reputable HR consulting firm).	The library employs a staff member who is dedicated to human resource management.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
7	Staff members receive coaching, feedback, and support for their own development at least annually.	The library has a performance appraisal system that provides staff with an annual evaluation of current performance and guidance in improving or developing new skills according to their job description.	The performance appraisal system develops work goals and activities that align with the strategic plan.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
8	New employees receive a thorough orientation and job training. The library complies with all state-mandated training requirements.	The library supports and encourages staff to acquire new skills, keep current with new developments in public libraries, and renew their enthusiasm for library work.	The library provides paid work time and funding for conference attendance, tuition assistance, and other skill and leadership development.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
9	The library has a succession plan for the director.	The library has a succession plan for staff with specialized knowledge (e.g., assistant director, facilities manager, IT manager, business manager) that includes procedural job task instructions and checklists.	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

**Comments/Improvement Plans:**

As mentioned above, we need to create succession plans for other key staff. We have been working for several years on creating procedure manuals for specialized tasks and duties.

## Standard 8: Information Services

Information services include circulation, reference, reader's advisory, and technology assistance and instruction. Circulation activities may include library card registration, check-out and check-in of materials, management of patron accounts, hold placement, and interlibrary loan. Reference services primarily focus on answering informational questions, whether for school research projects, personal interest, or daily life needs. Reader's advisory encourages the use of collections for recreational purposes, including the suggestion of books and other media through one-on-one conversations, booklists, displays, and other means. Technology assistance and instruction may range from basic internet access, to device assistance, to computer classes, to high-tech digital media labs. These activities may be performed in separate departments or provided at a variety of service points using a range of service models.

In addition, information services may include referral to social service agencies, which, for some libraries, may mean branching into social work services. It may also include facilitation of the use of library spaces like meeting and study rooms and maker spaces. Libraries may opt to provide other services, such as notary, passport applications, or license plate renewal.

Standard	Core	Intermediate	Advanced
1	All basic information services are available when the library is open. These include: circulation, reference, reader's advisory, and technology assistance (including with personal devices) either through brief transactions or longer 1:1 sessions.	If the library provides additional information service offerings (e.g., notary, passports, digital media lab, maker space), an adequate number of trained staff are available to assist patrons in these areas.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
2	Staff provide accurate, timely, and courteous service.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
3	The library has policies that guide the provision of information services, such as a Circulation Policy and Reference & Reader's Advisory Policy.	If additional services are offered, such as notary, passports, digital media lab, or maker space, the library has policies and/or clear procedures guiding their use.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

4	Staff have access to appropriate technology (e.g., phones, computers, work email, printers, scanners) to receive and respond to patron inquiries.	The library provides a variety of self-service information service resources via its website or library apps 24/7.	The library provides information services by chat or phone outside of the hours the library is open.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5	Staff are familiar with all the library's offerings and other resources available to answer patron queries (e.g., print media, online subscription resources, reliable free internet sites, governmental and nonprofit agencies, local history materials).	The library provides staff who specialize in areas of information services (e.g., children's, teen, or adult services, or specific subject areas, such as business or technology).	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
6	Staff are aware of local and statewide agencies as resources to which they can refer patrons in need.	The library hosts representatives of local and statewide agencies to provide information about their services and/or meet with the public within the library space.	The library may go beyond basic referrals to social service agencies by providing services by social workers or social work interns.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7	Staff recognize the wide array of individual information needs within the community and strive to offer services for all.	The library provides opportunities for staff to expand their knowledge and sensitivity in providing information services to all people.	The library employs staff with expertise in services specific to the needs of the community it serves (e.g., individuals with dementia or autism or people experiencing homelessness).
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
8	The library seeks to eliminate barriers to services and information access (e.g., fines and fees, age restrictions).	In multilingual communities, the library strives to provide information services in languages relevant to patron needs.	In multilingual communities, the library employs staff who speak languages relevant to patron needs or contracts interpreting services to supplement staff's multilingual expertise.

	<input checked="checked" type="checkbox"/>	<input checked="checked" type="checkbox"/>	<input checked="checked" type="checkbox"/>
<p><b><u>Comments/Improvement Plans:</u></b></p> <p>We have no plans to offer chat or phone outside library hours. We also do not have any plans to hire social workers considering the very strong social work team at the police department who we already work closely with.</p>			

## Standard 9: Marketing & Promotion

Marketing and promotion play a critical role in the success and sustainability of public libraries. It is more important than ever for public libraries to tell their stories, collect data and measure success in order to sustain interest and support within their communities. When libraries utilize a variety of digital, print and face-to-face interactions, they not only raise awareness of their services, programs and collections but also retain and increase library users. Libraries that invest in marketing and promotion practices will successfully showcase value, impact, and return on investment to their communities.

Standard	Core	Intermediate	Advanced
1	The library uses a variety of print, digital and interpersonal methods to actively promote its collections, programs, and services to the community.	The library has a marketing guide that outlines where and how the library will market its services, programs and collections.	The library adopts a formal marketing plan.
	☒	☒	☒
2	The board, director and staff are familiar with public relations and marketing initiatives developed by the regional library systems, the Illinois State Library, the Illinois Library Association, and the American Library Association (e.g., iREAD, Banned Books Week, National Library Week, Library Card Signup Month).	The library provides training opportunities for the director, staff, and/or board to learn effective methods to promote library services in consistent and strategic ways.	The library has one or more dedicated employees for marketing and graphic design.
	☒	☒	☒
3	The library allocates funds for marketing and promotion.	N/A	N/A
	☒	N/A	N/A
4	The library adopts an easily recognizable logo that represents the library's brand.	The library uses its logo consistently across all print and digital marketing platforms.	The library adopts a brand style guide to unify the library's representation in all

			communications (e.g., color palette, fonts).
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	The library's print and digital marketing materials comply with all local, state and federal accessibility laws and standards.	The library strives to make its marketing materials accessible to individuals of all ages, abilities, reading levels and relevant language backgrounds.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
6	The library understands the community it serves and designs its marketing efforts to reach all residents.	The library identifies underserved populations and uses targeted marketing methods to conduct outreach to those communities.	N/A
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A
7	The library has board approved policies that govern its marketing and promotional method (e.g., social media, bulletin board).	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
8	The library collects data, stories and photos that illustrate the value of the library.	The library uses collected data, stories, and photos to communicate the value of the library to the community.	The library develops an annual report that uses data, stories, and photos to showcase the library's value and impact.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
9	The library regularly evaluates the effectiveness of its marketing efforts.	The library uses data (e.g., resource usage, program attendees, and cardholders) to measure and analyze the impact of its marketing efforts and to inform future marketing.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
<b>Comments/Improvement Plans:</b>			

We have this as a goal in the strategic plan.

## Standard 10: Programming

Programming is one of the channels through which libraries fulfill their mission of bringing people together for educational, recreational, and civic or community purposes. Literacy initiatives such as storytimes and book discussions encourage a love of reading and provide an opportunity to highlight library collections. Lifelong learning programs empower patrons with new information and improved skills that support their academic and vocational advancement, as well as their personal growth. Cultural programs promote appreciation of the arts and introduce participants to a variety of world traditions. Arts and crafts and do-it-yourself workshops foster creativity and ingenuity. Recreational programs combat social isolation and encourage interaction with others in the community. Programming can also serve as outreach to the community and promotion of the library's services by offering a wide variety of events that appeal to both regular and new users. Programs may be in-person, virtual, or hybrid; they may include traditional presenter-led events as well as opportunities for self-directed activities by patrons. Programming must strive to welcome people of all ages, abilities, identities, and backgrounds.

Standard	Core	Intermediate	Advanced
1	The library provides programs for all ages free of charge or on a cost recovery basis.	The library provides virtual or hybrid programs where appropriate.	N/A
	☒	☒	N/A
2	The library follows all local, state, and federal accessibility requirements in the presentation of in-person and virtual programs.	The library strives to provide various modes of program participation to accommodate patrons of all abilities (e.g., low lighting, enhanced audio).	The library designs dedicated programs for patrons with specific needs (e.g., autism, dementia, low vision).
	☒	☒	☒
3	The library has a board-approved programming policy for all ages that includes a protocol for response to challenges.	N/A	N/A
	☒	N/A	N/A
4	The library regularly assesses the needs of its community, either formally or informally, to inform its program planning.	The library partners with local educational, social, cultural, and recreational organizations in order to present programs that address the community's needs.	The library draws on its community partnerships to provide programs in alternate venues in order to reach specific populations who cannot visit the library.

	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	The library evaluates programs based on criteria such as attendance, guest feedback, and participant outcomes and adjusts its future programs based on this evaluation.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
6	The library is aware of the diversity of its community and strives to offer programs that are inclusive. While library programs represent diverse viewpoints, library programs do not necessarily constitute an endorsement of the ideas or viewpoints expressed in their programs.	The library provides staff training in best practices for meeting the programming needs of a diverse community.	The library offers dedicated programs that address the specific cultures, life experiences and interests of its community.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b><u>Comments/Improvement Plans:</u></b>  We have no standards we do not meet in this category.			

## Standard 11: Safety & Emergency Preparedness

Public libraries strive to be welcoming community centers safe for all who enter. Libraries should have written plans and policies to manage safety and security concerns, emergencies, and disaster recovery. Library staff should be well-versed in all emergency and safety plans, policies and protocols and have training on how to handle difficult situations with patrons. Local, state and federal safety and emergency laws should be reviewed on a regular basis. It is also critical that libraries maintain open lines of communication with the community and first responders.

Standard	Core	Intermediate	Advanced
1	The library has a communication protocol to keep the board, staff and public informed in the event of a disaster or emergency.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
2	Staff have ready access to emergency call information for police, fire, director, board, and other relevant staff.	The library staff have ready access to all library key service providers (plumbing, electric, roofing).	The library has a designated team that works to provide safety and emergency training, protocols and communications to both staff and public.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3	The library provides training for staff on safety and emergency preparedness.	The library includes safety and emergency training in new employee on-boarding procedures.	In addition to safety and emergency training procedures, the library also offers medical training for staff (first aid, CPR, AED, etc.).
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4	The library has a board approved Patron Conduct Policy.	The library staff is aware of the Patron Conduct Policy and understands how to implement it.	The library has a dedicated security staff person and/or a security surveillance system.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	Library entrances, exits, evacuation routes, locations of designated tornado shelters, emergency supplies, fire alarms and fire	Floor plans with designated emergency routes and equipment are displayed and shared with first responders.	The library has thorough documentation for emergency responders that includes location of mechanical, electric, plumbing, ladders, and current building blueprints.

	extinguishers are clearly marked and visible for staff and the public.		
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6	The library maintains a stock of emergency supplies, which are stored in a clearly marked, designated location and are easily accessible to staff.	N/A	N/A
	<input checked="" type="checkbox"/>	N/A	N/A
7	The library has an emergency and disaster preparedness manual that is easily accessible to staff.	The library annually reviews and updates the library emergency and preparedness manual.	The library has a separate emergency and safety procedure manual for the public that is posted in public spaces.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8	The library has a disaster recovery plan that is kept in an off-site location.	The library has a technology recovery plan, in the event of a physical disaster or cyberattack.	N/A
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
9	The library complies with local, state and federal emergency and safety guidelines, ordinances and laws.	The library seeks to be included in community plans and works with local agencies on contingencies for various crises (flood, snow, pandemic, active shooter) in which the library can play an essential role.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
10	The library follows all local and state requirements for emergency systems and equipment inspections.	The library has a maintenance protocol for all emergency systems and equipment that is reviewed on a regular basis.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
<b><u>Comments/Improvement Plans:</u></b> We have not posted out emergency and safety manual for the public but will look into doing this.			

--

## Standard 12: Technology

Technology is an integral part of any library. Technology transforms the library into a dynamic hub of information, learning, and community engagement. Libraries offer a wide array of digital services and tools that cater to the diverse needs of their communities. From providing access to e-books, high-speed internet, and online learning platforms to offering maker spaces equipped with 3D printers and coding workshops, technology has expanded the role of libraries far beyond traditional boundaries. By bridging the digital divide, fostering lifelong learning, and supporting innovation, technology ensures that libraries remain relevant and accessible in an increasingly digital world.

Standard	Core	Intermediate	Advanced
<b>1</b>	The library has a dedicated budget for technology equipment & services.	The library has a technology replacement schedule and/or technology plan.	The library conducts a technology needs assessment that examines current & emerging trends & includes community input.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>2</b>	The library has a board approved internet and computer use policy.	The library reviews and updates computer use policies on a regular basis.	N/A
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
<b>3</b>	The library provides a sufficient number of public use computers.	The library offers laptops or tablets for the public to use in-house.	The library allows laptops or tablets to be checked out by the public.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>4</b>	The library has access to a trained individual to maintain all technology.	The library has a trained staff person or contractual service to maintain the technology infrastructure.	The library has a dedicated IT department.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>5</b>	The library takes steps to protect the integrity, safety and security of all technology. This may include antivirus software, firewalls, authentication, routine upgrades, patches, and scheduled data backup. The library provides staff training for	The library takes steps to protect the integrity, safety and security of all technology. This may include antivirus software, firewalls, authentication, routine upgrades, patches, and scheduled data backup. The library provides staff training for	The library takes steps to protect the integrity, safety and security of all technology. This may include antivirus software, firewalls, authentication, routine upgrades, patches, and scheduled data backup. The library provides staff training for best practices in computer safety and

	best practices in computer safety and includes cyber security in its liability insurance. The library conducts annual penetration testing to evaluate security measures to determine if improvements or upgrades are needed.	best practices in computer safety and includes cyber security in its liability insurance. The library conducts annual penetration testing to evaluate security measures to determine if improvements or upgrades are needed.	includes cyber security in its liability insurance. The library conducts annual penetration testing to evaluate security measures to determine if improvements or upgrades are needed.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>6</b>	Staff are aware of adaptive features available in library equipment and software and are able to facilitate their use by patrons of all abilities (e.g., narration, captioning, magnification, color contrast adjustment).	The library provides adaptive equipment for individuals of all abilities (e.g., large print keyboards, large trackball mice) and guides patrons in their use.	The library provides adaptive equipment for individuals of all abilities for checkout.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>7</b>	The library provides internet access, wired and wireless, with sufficient capacity to meet the needs of both the staff and the public.	The library annually evaluates and updates its internet connectivity options for service impact and cost effectiveness	The library has multiple internet service providers available for failover back-up purposes and offers mobile hotspot checkout.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>8</b>	The library has basic communication tools, such as telephones, photocopiers and printers for both staff and public use.	The library offers facsimile, mobile printing, and scanners.	The library offers video conferencing equipment and space.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>9</b>	The library is aware of emerging technology trends such as the maker movement.	The library offers maker tools (e.g., video cameras, 3D printers, digital conversion devices) either for in-house use or check-out.	The library offers a maker space with a dedicated staff who are knowledgeable of the equipment.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**Comments/Improvement Plans:**

We do conduct technology needs assessments but have not sought community input in the past.

# Strategic Plan Report

October 2025

This quarterly update on our progress toward the goals outlined in the library's Strategic Plan reflects the continued dedication of both the Board and staff to move this work forward thoughtfully and actively. Over the past quarter, staff across departments have contributed their time, energy, and creativity to advancing the plan's goals, and their efforts are reflected in the highlights below.

Enclosed in the packet is the list of activities identified by library staff to support Strategic Plan implementation. I have included the column outlining who is accountable for heading up each activity. We use the RACI model for project planning which identifies:

- who is accountable for making sure the work is done,
- who is responsible for doing the work,
- who should be consulted on the project
- who should be informed on work being done

The summary below highlights actions taken between July-September 2025 that align with those activities. I have a section on completed activities and have also added the following signal to identify activities that do not have a start and end but will be

ongoing: 

We recognize that the Strategic Plan is a living document—one that allows us to remain responsive and adaptive. This flexibility ensures that we can continue to make thoughtful progress while remaining attentive to the evolving needs of our community and staff.



## Completed Tasks



### Connect with Our Community

**Goal 1.1 Position ourselves as the community's center for**  
information needs.

- *Strategic Plan Activity: Offer the auditorium as a rental space for residents to foster community engagement and resource utilization.*
- *Year 3 Strategic Plan Activity: Conduct a public computer usage study to determine the optimal number of computers needed to meet community demand.*

### Build an Inclusive Culture

**Goal 2.3 Embed Equity, Diversity, and Inclusion in Operations**

- *Strategic Plan Activity: Review and set expectations for effective and inclusive meeting norms.*
- *Strategic Plan Activity: Collaborate with an external vendor to reestablish methodology and reporting for monthly statistics.*
- *Strategic Plan Activity: Perform a comprehensive pay equity audit to ensure fair compensation across all roles.*

## Create Spaces to Belong

Goal 3.1 Reimagine our spaces to increase flexibility and opportunities to explore and connect.

- *Strategic Plan Activity: Create a Civic Room hybrid meeting room to support flexible, hybrid meetings and events.*

Goal 3.3 Improve access to facilities, programs, and materials to better serve all populations.

- *Strategic Plan Activity: Launch the "Find More Illinois" initiative to provide access to more materials statewide.*

## Current Updates

## Connect with Our Community

**Goal 1.1 Position ourselves as the community's center for** information needs.



*Strategic Plan Activity: Make data-driven decisions to optimize and expand collections based on community needs.*

- Ongoing work using tools like Collection HQ and Simply Reports to optimize collections.
- Youth Services used data from CollectionHQ to discontinue the YA Magazine Collection and CD Picture Book Collection, repurposing space for more popular formats.

- Face-out picture book shelving space needs is being analyzed using data to inform decisions on number of shelves to order.

 *Strategic Plan Activity: Develop and implement programs to educate the community on AI.*

- Running a successful two-part series (lecture + hands-on) every quarter with strong attendance; will continue offering until demand decreases.
- Adult Services hosted "The Environmental Impact of AI" program on August 27 with high engagement, covering topics like data center resource usage and environmental impacts.
- No AI programs identified specifically for children at this time.

*Year 2 Strategic Plan Activity: Update the website to better meet staff and community information needs, with a focus on increasing accessibility.*

- Website work group is working on evaluating vendors and identifying must haves and wish list items.

*Other activities that serve this goal:*

- Adult Services: Represented library at Northbrook Chamber of Commerce Business Expo promoting One Book One Northbrook; hosted Introduction to Fermenting Vegetables food demonstration program; Jonas Friddle Bluegrass concert on August 25; September Silent Film Series with David Drazin; History of Jewish Desserts program with 64 attendees.
- Marketing: Worked with community partners on display cases (Northbrook Civic Foundation, Go Green Northbrook, The Harbour, Northbrook Historical Society); featured Northbrook Symphony Orchestra conductor for One Book One Northbrook; coordinated Veterans Center donation drive.
- Youth Services: Summer Reading Challenge had highest completion rate since pre-pandemic (2,272 registered, 1,317 completed); Teen Summer Volunteer Program largest in history (117 volunteers, 1,315.35 hours); partnerships with Bright Horizons, St. Norberts, Sunshine preschools, Westmoor Elementary, Wood Oaks Junior High, and Northbrook Park District.

- Circulation: Issued teacher library cards across Northbrook District schools (88 total, 60 new teachers in September); Summer Youth Volunteers stuffed 1,400+ Welcome Kits.
- Investigating iPad fleet for programs and 1-on-1 technology help to expand Apple learning device offerings (led by Adult Services Supervisor Linnéa Lundberg and Lucy Gray with IT support).
- Technical Services expanded Library of Things Collection: Added telescope, green screen and lighting kit, 2 large projector screens, bicycle repair tool kit, 2 travel adapters, 2 Nintendo Switch lite, 2 Kindle Paperwhite, and 1 laser level.

Goal 1.2 Provide exposure to new experiences and ways of looking at the world.

*Strategic Plan Activity: Develop a comprehensive programming plan that caters to diverse interests and age groups, ensuring a balance of educational, recreational, and cultural content.*

- Meeting scheduled to review final suggested changes with expected completion by November/December.

## Build an Inclusive Culture

Goal 2.1 Align staff roles and responsibilities and improve decision making processes across the organization.



*Strategic Plan Activity: Integrate equity, diversity, and inclusion (EDI) principles into decision-making processes.*

- EDI Follow-Up Assessment launched September 29, 2025, with full report from Zheng Consulting anticipated before December 2025; department and library-wide discussions scheduled for early 2026.



*Strategic Plan Activity: Identify activities that can be sunsetted with an eye toward meeting strategic goals and increasing staff capacity.*

- *Youth Services: Sunsetted reader's corner newsletter (low engagement), New Year's Eve kits (low pickup rates), and reduced number of displays while keeping major ones.*
- *Adult Services: Conducted staff survey for suggestions, attempted dry erase marker checkout changes (unsuccessful), evaluating film programming based on moviegoer survey, and streamlining contract/check request processes for repeat performers.*
- *Tech Services: Sunsetted tool cases for music CDs in favor of more durable cases, saving processing time.*
- *HR: Streamlined new hire benefits enrollment with Employee Self Service; considering consolidating Bamboo HR into ADP system in the future.*
- *Circulation: Ongoing discussions about package cards and special projects with focus on creating efficiencies department-wide.*
- *Finance/Facilities: Streamlining preventative maintenance to be more proactive than reactive, reducing emergencies.*
- *Marketing: Created templates and graphics for departments to use independently (end caps, signage), reducing graphics team workload and paper/printing needs.*
- *Director's Office: Created data dashboard streamlining monthly statistics, completed role alignment work, Civic room completion streamlined meeting processes, and expanding PIC coverage during the day.*
- *Maker Services: Replaced aging Carvey CNC machine with new LX610 full-color sticker printer, improving service offerings and reducing maintenance issues.*

## Goal 2.2 Foster a culture of shared growth and learning.



*Strategic Plan Activity: Continue to implement regular training sessions for staff development.*

- Staff completed Mental Health First Aid training in January with recertification scheduled for September
- Safety training held August 1 covering EOP with Joffe Emergency Services and Naloxone training with GNCY.
- New PIC onboarding and refresher training held September 10; PIC Quarterly meeting September 11.
- Naloxone procedures completed with go-live in October per Illinois law which requires go live by January 2026.

*Strategic Plan Activity: Staff learn about AI tools and look into integrating AI tools into library operations.*

- We rolled out Gemini to Managers and Assistant managers and are rolling out by EOY for staff
- Adult Services conducting biweekly AI segments at department meetings;
- Many staff attended RAILS webinar on Generative AI in Libraries.
- Additional training on AI like Niche Academy classroom made available; comprehensive document of AI training resources being compiled for all staff;
- AI chat channel created for staff to have conversations across the library on responsible AI usage

## Goal 2.3 Embed Equity, Diversity, and Inclusion in Operations

*Strategic Plan Activity: Reassess and redistribute EDI-related workstreams to ensure balanced workload and effective implementation.*

- EDI committee has refocused their work with goal of integrating EDI into roles and responsibilities documents to show how EDI work is distributed differently across all library positions.
- Marketing met with EDI Committee in September to discuss use of EDI symbol on programs.

## Create Spaces to Belong

Goal 3.1 Reimagine our spaces to increase flexibility and opportunities to explore and connect.

*Strategic Plan Activity: Review and update the Master Facilities Plan to reflect current and future needs.*

- Put on pause; updated timeline to be developed in fall as board priority.
- Replaced with Security Technology Upgrades project and Facilities Manager outsourcing; RFP released for intrusion alert and access control upgrades, bid recommendation in board packet for October.

*Year 2 Strategic Plan Activity: Explore and implement new internet service provider to support community needs and select the best provider for our library.*

- E-rate process started with Anna and OSG overseeing implementation to support community needs and select best provider.

## Goal 3.2 Cultivate an inclusive and welcoming library environment.



*Strategic Plan Activity: Continue to organize programs that celebrate cultural diversity and foster an inclusive community.*

- Monthly Hebrew, Spanish, and Korean Language Storytimes continuing successfully
- Cielito Lindo mariachi concert on September 20 with 45-minute performance for Hispanic Heritage celebration
- New Hands on History program series for Grades 4-6 to explore ancient civilizations and cultures
- Highlighted Pride Month and Juneteenth with social media and web pages linking to library resources
- Día de los Muertos Ofrenda display in development with staff and patron participation

## Strategic Plan 2025-2027 Activity Plan

### Connect with Our Community

#### Goal 1.1 Position ourselves as the community's center for information needs.

<u>Project or Ongoing Focus</u>	<u>Timeline</u>	<u>Activity</u>	<u>A(ccountable)</u>	<u>Outcome Reflections</u>
Ongoing Focus	Year 1	Make data-driven decisions to optimize and expand collections based on community needs.	Adult & Youth Services Managers	Increased circulation; Holds ratios are in line with current collection development policy and users report satisfaction with wait times and availability of materials
Ongoing Focus	Year 1	Develop and implement programs to educate the community on AI.	AS/MS/YS Managers	4 AI programs held annually across library; 80% of participants report increased understanding of AI.
Project	Year 1	Offer the auditorium as a rental space for residents to foster community engagement and resource utilization.	Events Production Manager	Documented procedures in place. 90% of renters report satisfaction with the facility at the end of year 1.
Ongoing Focus	Year 2	Revise the Collection Development Policy to reflect current community needs and trends.	AS/YS Managers	Policy updated and approved by the board; Selectors report understanding and alignment with the new policy.
Project	Year 2	Lead initiatives to promote civil civic engagement and strengthen community connections through library programs and partnerships.	Adult Services Manager	Offer at least 2 programs annually where we partner with other groups; 75% of participants report feeling more connected to the community.
Project	Year 2	Update the website to better meet staff and community information needs, with a focus on increasing accessibility.	Marketing Manager	Website is WCAG compliant and 85% of surveyed users report improved accessibility and usability.
Project	Year 3	Conduct a public computer usage study to determine the optimal number of computers needed to meet community demand.	Adult Services Manager	Study completed and recommendations implemented; Computer usage analysis shows sufficient access to meet demand

### Goal 1.2 Provide exposure to new experiences and ways of looking at the world.

<u>Project or Ongoing Focus</u>	<u>Timeline</u>	<u>Activity</u>	<u>A(ccountable)</u>	<u>Outcome Reflections</u>
Ongoing Focus	Year 1	Develop a comprehensive programming plan that caters to diverse interests and age groups, ensuring a balance of educational, recreational, and cultural content.	Programming Managers	Plan for each programming department and library wide is completed; Staff report on different categories annually including reflections on what was learned
Ongoing Focus	Year 2	Establish a framework to evaluate whether programs offer new perspectives and ways of looking at the world.	Programming Committee & AS/MS/YS Managers	Creation of implementation framework
Project	Year 2	Offer access to new equipment, software, programs, and techniques to make a variety of items.	Maker Services Manager	Staff share patron stories that illustrate impact with new equipment, etc; Patron requests are assessed and implemented where feasible to acquire new equipment, software, programs, etc.
	Year 3	Implement framework to evaluate whether programs offer new perspectives and ways of looking at the world.	Programming Committee & AS/MS/YS Managers	80% positive feedback from program attendees
Project	Year 3	Conduct regular assessments of program formats and preferences, including online versus in-person attendance, and adapt based on community feedback.	Programming Committee & AS/MS/YS Managers	Semiannual analysis completed and recommendations implemented based on community feedback
Project	Year 3	Design and implement intergenerational programs that foster engagement across different age groups.	Programming Committee & AS/MS/YS Managers	Offered at least 4 successful intergenerational events per year with 85% positive feedback on participant surveys.

### Build an Inclusive Culture

#### Goal 2.1 Align staff roles and responsibilities and improve decision making processes across the organization.

<u>Project or Ongoing Focus</u>	<u>Timeline</u>	<u>Activity</u>	<u>A(ccountable)</u>	<u>Outcome Reflections</u>
Ongoing focus	Year 1	Integrate equity, diversity, and inclusion (EDI) principles into decision-making processes.	HR Director	8% increase from 2023 Baseline in Pulse survey responses on staff reporting integration of EDI principles into decision making processes
Project	Year 1	Identify activities that can be sunsetted with an eye toward meeting strategic goals and increasing staff capacity.	Management Team	Staff reports increased capacity in pulse survey and each department has reviewed one activity to sunset or streamline
Project	Year 2	Formalize and communicate decision-making roles and responsibilities across the organization.	HR Director	A decision tree or similar with clearly outlined decision making roles and responsibilities is created; 90% of staff report understanding roles and responsibilities across the organization;
Project	Year 2	Assess the feasibility and benefits of outsourcing security operations.	Assistant Director	Analysis completed; decision on next steps made based on short and long term needs and finances of the library.
Project	Year 3	Establish a structured feedback system for continuous improvement in decision-making.	HR Director	Regular feedback mechanisms established; 90% of staff engage with the system annually. Staff pulse surveys report 90% agreement on good feedback structures in place across the organization
Project	Year 3	Develop and implement succession plans for key positions.	HR Director	Succession plans in place for all key positions; reduced downtime in leadership transitions.

### Goal 2.2 Foster a culture of shared growth and learning.

<u>Project or Ongoing Focus</u>	<u>Timeline</u>	<u>Activity</u>	<u>A(ccountable)</u>	<u>Outcome Reflections</u>
Ongoing Focus	Year 1	Continue to implement regular safety training sessions for staff development.	Assistant Director	90% staff participation in training sessions; 80% of participants report improved skills and knowledge.
Project	Year 1	Staff learn about AI tools and look into integrating AI tools into library operations.	HR Director	Each staff members attends one program to learn more about AI
Ongoing Focus	Year 1	Collaborate with an external vendor to reestablish methodology and reporting for monthly statistics.	Executive Director	New reporting system implemented; Increased efficiency in reporting and decrease staff time for compiling monthly stats
Project	Year 2	Create a supportive environment that encourages staff to experiment with new ideas and programs.	Executive Director	Staff report experiments at all staff meetings; Staff report on learning from failures in 1:1 with managers; 75% of staff feel supported in their innovative efforts.
Project	Year 2	Organize and engage in regular staff dialogues with peer institutions to share best practices and foster community.	HR Director	Have an annual peer institution partnering opportunity; staff report understanding the value of meeting with other libraries and learning from what they do
Project	Year 2	Review and enhance current manager/leadership accountability practices to ensure autonomy and encourage experimentation.	Executive Director	90% of managers report having the autonomy to make decisions; regular sharing of experimental learnings with the management team and biannual review of what we learned from failures
Project	Year 3	Develop standard feedback processes and integrate feedback training into existing staff and manager training programs.	HR Director	Feedback processes established; 75% of staff and managers report understanding and use of effective feedback techniques.

### Goal 2.3 Embed Equity, Diversity, and Inclusion in Operations

<u>Project or Ongoing Focus</u>	<u>Timeline</u>	<u>Activity</u>	<u>A(ccountable)</u>	<u>Outcome Reflections</u>
Ongoing Focus	Year 1	Reassess and redistribute EDI-related workstreams to ensure balanced workload and effective implementation.	HR Director	EDI workstreams reassigned and balanced; 8% increase in pulse survey responses on staff capacity over base survey.
Ongoing Focus	Year 1	Review and set expectations for effective and inclusive meeting norms.	Executive Director	Meeting guidelines established and implemented
Ongoing Focus	Year 1	Perform a comprehensive pay equity audit to ensure fair compensation across all roles.	HR Director	Pay equity audit completed; Identified disparities addressed.
	Year 2	Provide staff training on EDI principles and best practices.	HR Director	100% of staff complete at least one EDI training; 85% of participants report increased understanding and application of EDI principles.
	Year 2	Assess staffing needs across all departments to ensure equitable distribution of resources.	Executive Director	Staffing assessment completed; Plan established to address any identified issues.
Project	Year 3	Improve internal and external communications to reflect EDI principles.	Management Team	Communication guidelines updated; 75% of staff and community feedback indicate improved clarity and inclusivity.
Project	Year 3	Task individual departments with creating their own EDI workstreams relevant to their daily operations.	Managers	Each department develops and implements an EDI workstream; 85% of departments report successful integration of EDI practices.
Project	Year 3	Conduct a diversity audit of the collection to ensure it reflects the community and the wider world.	AS/YS Managers	Diversity audit completed; 20% increase in diverse collection items; 90% of community feedback indicates satisfaction with collection diversity.

## Create Spaces to Belong

### Goal 3.1 Reimagine our spaces to increase flexibility and opportunities to explore and connect.

<u>Project or Ongoing Focus</u>	<u>Timeline</u>	<u>Activity</u>	<u>A(countable)</u>	<u>Outcome Reflections</u>
Ongoing Focus	Year 1	Review and update the Master Facilities Plan to reflect current and future needs.	Finance & Operations Director	Updated Master Facilities Plan approved
Ongoing Focus	Year 1	Create a Civic Room hybrid meeting room to support flexible, hybrid meetings and events.	Assistant Director	Civic Room Hybrid Meeting room established
Ongoing Focus	Year 2	Develop programs focused on bringing people together, reducing social isolation, and creating community bonds.	Programming Committee & AS/MS/YS Managers	80% of participants report feeling more connected in identified programs
Project	Year 2	Explore and implement new internet service provider to support community needs and select the best provider for our library.	Finance & Operations Director	New internet service provider is implemented. Internet bandwidth is monitored and we have 99% uptime for public internet. Patrons do not report issues with bandwidth or capabilities of public wifi
Project	Year 2	Execute the updated Master Facilities Plan to improve library infrastructure and services.	Executive Director	80% of planned updates completed on schedule and within budget; 85% of staff and community report satisfaction with improvements.
Project	Year 3	Create a long-term vision and plan for evolving the auditorium into a more flexible, multi-use space.	Events Production Manager	Long term vision is created
Project	Year 3	Develop and implement a sustainable landscaping plan to enhance the library's outdoor spaces.	Finance & Operations Director	Landscaping plan implemented; 70% of community feedback indicates satisfaction with outdoor spaces.

### Goal 3.2 Cultivate an inclusive and welcoming library environment.

<u>Project or Ongoing Focus</u>	<u>Timeline</u>	<u>Activity</u>	<u>A(ccountable)</u>	<u>Outcome Reflections</u>
Ongoing Focus	Year 1	Continue to organize programs that celebrate cultural diversity and foster an inclusive community.	Programming Committee & AS/MS/YS Managers	85% of participants in cultural programs report feeling more included.
Ongoing Focus	Year 2	Enhance the volunteer program to ensure accessibility and inclusivity for all, including court-ordered volunteers.	Volunteer Coordinator	Every department has long and short term volunteers. Increase volunteer placement by 10% across the library
Project	Year 2	Prioritize customer service excellence in order to foster a welcoming atmosphere.	Management Team	95% of visitors rate customer service as excellent
Project	Year 2	Develop and implement a plan to welcome new library card holders and inform them about the different ways the library can meet their needs.	Marketing Manager	100% of new card holders receive welcome information; 70% of new card holders engage with library services within the first month.
Project	Year 3	Assess the feasibility of offering Maker programs in other languages spoken in our community.	Maker Services Manager	Feasibility analysis completed; recommendations implemented
Project	Year 3	Develop and implement a marketing plan to increase awareness of library programs and services for multilingual households.	Marketing Manager	20% increase in program participation from multilingual households; 80% of multilingual users report awareness of services.
Project	Year 3	Expand the World Language collection to better reflect the community's linguistic diversity.	AS/YS Managers	Work with partners to identify languages served and develop a plan to meet needs of these audiences. Increased usage of the world language collections

### Goal 3.3 Improve access to facilities, programs, and materials to better serve all populations.

<u>Project or Ongoing Focus</u>	<u>Timeline</u>	<u>Activity</u>	<u>A(ccountable)</u>	<u>Outcome Reflections</u>
Ongoing Focus	Year 1	Launch the "Find More Illinois" initiative to provide access to more materials statewide.	Circulation Manager	Initiative launched; staff report understanding and familiarity with new process; Staff work with CCS on assessing patron satisfaction
Ongoing Focus	Year 2	Implement ways to make the library more accessible to people with disabilities.	TBD	Analysis of accessibility needs conducted and patrons with disabilities and their families surveyed to identify ways to make the library more accessible. Patrons with disabilities and their families report greater accessibility.
Project	Year 2	Upgrade security cameras, alarm, door locks, and the paging system.	Assistant Director	Security upgrades completed; Police assessment reports reduction in safety concerns for library
Project	Year 2	Increase availability of hours and programs in the Collaboratory.	Maker Services Manager	Patron needs assessment is completed and plan to increase hours is created.
Project	Year 3	Offer programs at various times to accommodate different schedules and increase accessibility.	Programming Committee	75% of participants report satisfaction with program timing.
Project	Year 3	Improve wayfinding/merchandising on 3rd floor to help patrons find materials more efficiently.	Marketing & Communications Manager	Install face out picture book shelving in YS; increase display shelves on 2nd and 3rd floors; reduction in questions from patrons on where to find items; Redesign Stack Maps signage for uniformity and improved usability for patrons