

Northbrook Public Library Board Meeting
October 19, 2023 | 7:30 p.m.
Northbrook Public Library | Pollak AB
<https://youtube.com/live/67Q-qcjKeJE?feature=share>
Regular Monthly Meeting Agenda

- 1 Call Regular Meeting to Order – Mr. Jay Glaubinger
- 2 Board of Trustees Roll Call – Ms. Jennifer McGee
- 3 Consent Agenda – Mr. Jay Glaubinger
 - 3.1 Approval of the Agenda
 - 3.2 Approve Regular and Executive Session Minutes – September 21, 2023
 - 3.3 Approve Special Session Minutes - October 4, 2023
 - 3.4 Approve Special and Executive Session Minutes - October 9, 2023
 - 3.5 Approve Cash Balances & Income Statement September 2023
 - 3.6 Approve Bills and Charges from September 2023 in the amount of \$768,621.91
 - 3.7 File account of all monies received and expended during preceding fiscal year (FY23) per 65 ILCS 6/3.1-35-65
- 4 Public Comments

Community members wishing to respectfully share thoughts about any matter concerning the Northbrook Public Library may do so during Public Comments as outlined in the [Public Comment Policy](#). The Board will not immediately respond to public comments or engage in open dialogue due to time constraints, but we are of course actively listening to your thoughts, comments, and suggestions. If follow-up communication is necessary, a staff member will contact you following the meeting. Thank you for your understanding of these guidelines.
- 5 FY23 Audit Presentation- Mr. Ed Tracy, Selden Fox
- 6 Staff Reports – Ms. Kate Hall
- 7 Board Member Reports
- 8 Unfinished Business
 - 8.1 Trustee Vacancy Appointment
 - 8.2 FY24 Tax Levy
 - 8.3 Staff Questions for Board
 - 8.4 Strategic Plan Project Update
 - 8.5 Lily Zheng Report Discussion
- 9 New Business
 - 9.1 Per Capita Grant Annual Requirements Review
 - 9.2 Staff Appreciation Week
- 10 Closed Session
- 11 Agenda Building
- 12 Adjourn

Final Vote or action may be taken at the meeting on any agenda item subject matter listed above, unless the agenda 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
9/30/2023**

		Beginning Balance	Cash Receipts	Expenditures	Ending Balance
<u>Operating</u>					
	General	8,078,860.34	26,891.68	588,135.64	7,517,616.38
	Restricted	362,235.94	4,025.76	89,793.92	276,467.78
	IMRF	755,924.51		26,713.66	729,210.85
	Fica	99,398.36		26,247.93	73,150.43
	Total Operating	<u>\$ 9,296,419.15</u>	<u>\$ 30,917.44</u>	<u>\$ 730,891.15</u>	<u>\$ 8,596,445.44</u>
<u>Capital Improvement</u>		<u>\$ 4,760,649.93</u>	<u>\$ 2,534.52</u>	<u>\$ 37,730.76</u>	<u>\$ 4,725,453.69</u>
<u>Debt Service</u>		<u>\$ 8,263.40</u>			<u>\$ 8,263.40</u>

Cash Detail	Operating	Capital Improvement	Debt Service
NB&T - Checking	148,250.85	(31,564.06)	8,263.40
PayPal	1,408.00	-	-
FBofHP	233,641.05	-	-
Fifth Third - Checking/Money Market	8,211,564.17	4,756,478.37	-
US Bancorp	998.86	539.38	-
INB	113.51		
Petty Cash	475.00	-	-
Total	<u>\$ 8,596,451.44</u>	<u>\$4,725,453.69</u>	<u>\$ 8,263.40</u>

NB&T = Northbrook Bank & Trust
FBofHP - First Bank of Highland Park
USB = US Bancorp

Northbrook Public Library						
Income Statement						
	PY Month	CY Month	PY YTD	CY YTD	CY Budget	42%
01 - General Operating Fund						
Revenues						
Undesignated Revenue						
Property Tax Levy	\$0.00	\$0.00	\$3,951,821.11	\$4,101,613.62	\$7,959,560.00	51.53%
Replacement Tax	\$0.00	\$0.00	\$0.00	\$169,846.05	\$150,000.00	113.23%
Impact Fees	\$0.00	\$2,938.00	\$5,235.47	\$4,294.00	\$0.00	
Fines, Fees & Rentals	\$2,555.19	\$2,183.48	\$21,725.91	\$22,794.27	\$35,000.00	65.13%
Interest Income	\$2,329.19	\$4,355.62	\$6,739.17	\$27,059.09	\$20,000.00	135.30%
Other Income	\$3,348.91	\$2,731.59	\$15,635.33	\$15,911.67	\$100,000.00	15.91%
Total Undesignated Revenue	\$8,233.29	\$12,208.69	\$4,001,156.99	\$4,341,518.70	\$8,264,560.00	52.53%
Designated Revenue						
Gifts & Other Designated Income	\$52,304.98	\$3,237.48	\$174,419.59	\$412,175.88	\$400,000.00	103.04%
Designated Interest Income	\$67.34	\$776.90	\$293.09	\$3,364.34	\$0.00	0.00%
Total Designated Revenue	\$52,372.32	\$4,014.38	\$174,712.68	\$415,540.22	\$400,000.00	103.89%
Total Revenues	\$60,605.61	\$16,223.07	\$4,175,869.67	\$4,757,058.92	\$8,664,560.00	54.90%
Expenses						
Undesignated Expenses						
Materials & Services						
Books	\$93,018.51	\$48,237.36	\$380,004.41	\$372,494.23	\$944,000.00	39.46%
Audio Visual	\$81,135.04	\$40,988.03	\$341,402.40	\$336,346.48		
Videos/DVDs	\$6,327.57	\$3,843.33	\$18,289.06	\$19,532.06		
Programs	\$5,555.90	\$3,406.00	\$20,312.95	\$16,615.69		
OCLC	\$4,459.64	\$7,472.08	\$29,958.16	\$38,609.73	\$103,150.00	37.43%
CCS Shared Costs	\$73.04	\$56.78	\$10,318.96	\$10,375.71	\$29,000.00	35.78%
	\$0.00	\$0.00	\$32,659.77	\$31,693.25	\$76,000.00	41.70%
Total Materials & Services	\$97,551.19	\$55,766.22	\$452,941.30	\$453,172.92	\$1,152,150.00	39.33%
Human Resources						
General Salaries and Wages	\$314,583.55	\$339,348.88	\$1,551,753.85	\$1,731,197.54	\$4,311,000.00	40.16%
Maintenance Salaries & Wages	\$13,400.84	\$15,935.31	\$65,819.71	\$80,079.51	\$189,000.00	42.37%
Group Insurance	\$56,849.42	\$61,378.63	\$278,304.35	\$296,485.81	\$750,000.00	39.53%
Unemployment/Worker's Comp	\$570.98	\$0.00	\$18,914.15	\$18,471.57	\$23,000.00	80.31%
Staff Development	\$9,718.68	\$7,533.89	\$25,096.75	\$27,346.72	\$61,000.00	44.83%
Total Human Resources	\$395,123.47	\$424,196.71	\$1,939,888.81	\$2,153,581.15	\$5,334,000.00	40.37%

Northbrook Public Library						
Income Statement						
	PY Month	CY Month	PY YTD	CY YTD	CY Budget	42%
Operating Costs						
Photocopy	\$2,668.31	\$5,439.87	\$16,059.22	\$14,793.86	\$24,000.00	61.64%
Office & Library Supplies	\$1,927.21	\$3,928.82	\$23,873.63	\$16,075.79	\$70,000.00	22.97%
Software	\$5,918.86	\$3,218.14	\$45,927.18	\$62,093.63	\$108,000.00	57.49%
Postage	(\$62.50)	\$373.10	\$16,048.04	\$16,677.69	\$20,000.00	83.39%
General Insurance	\$0.00	\$0.00	\$57,021.56	\$60,787.62	\$79,000.00	76.95%
Telephone/Internet	\$0.00	\$47.26	\$19,119.28	\$17,947.30	\$39,000.00	46.02%
Professional Services	\$36,329.10	\$37,832.89	\$168,546.56	\$176,653.57	\$402,000.00	43.94%
Furniture, Equipment	\$4,152.82	\$10,478.01	\$42,167.50	\$66,540.23	\$96,000.00	69.31%
Equipment Rental & Maintenance	\$4,531.83	\$417.20	\$32,063.41	\$29,657.62	\$43,000.00	68.97%
Community Relations	\$1,131.19	\$475.67	\$15,092.71	\$12,940.75	\$55,000.00	23.53%
Total Operating Costs	\$56,596.82	\$62,210.96	\$435,919.09	\$474,168.06	\$936,000.00	50.66%
Maintenance						
Vehicle Expense	\$258.60	\$0.00	\$418.98	\$98.48	\$3,000.00	3.28%
Janitorial Supplies	\$2,599.96	\$3,721.49	\$12,444.17	\$17,864.08	\$45,000.00	39.70%
Utilities	\$8,126.46	\$3,241.37	\$15,555.90	\$15,306.08	\$54,000.00	28.34%
Building Repairs	\$797.00	\$0.00	\$14,919.66	\$1,050.00	\$35,000.00	3.00%
Contracted Services	\$19,272.89	\$21,283.11	\$70,269.69	\$65,356.67	\$153,000.00	42.72%
Total Maintenance	\$31,054.91	\$28,245.97	\$113,608.40	\$99,675.31	\$290,000.00	34.37%
Other Expenses						
Recruiting	\$0.00	\$80.00	\$200.00	(\$120.00)	\$1,000.00	(12.00%)
Contingency & Misc Exp	\$707.20	\$625.19	\$4,831.92	\$3,476.34	\$100,000.00	3.48%
Board Development	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	0.00%
Total Other Expenses	\$707.20	\$705.19	\$5,031.92	\$3,356.34	\$101,500.00	3.31%
Total Undesignated Expenses	\$581,033.59	\$571,125.05	\$2,947,389.52	\$3,183,953.78	\$7,813,650.00	40.75%
Designated Expenses						
Miscellaneous Designated Expenses	\$6,544.66	\$8,581.84	\$100,454.28	\$348,451.17	\$400,000.00	87.11%
Designated Materials Expense	\$686.08	\$0.00	\$1,247.58	\$334.73	\$0.00	0.00%
Designated Capital Expense	\$0.00	\$75,146.38	\$0.00	\$76,276.34	\$0.00	0.00%
Designated Program Expense	\$1,808.95	\$6,054.35	\$48,641.58	\$48,468.83	\$0.00	0.00%
Total Designated Expenses	\$9,039.69	\$89,782.57	\$150,343.44	\$473,531.07	\$400,000.00	118.38%
Transfers & Other Financing Uses						
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%
Total Transfers & Other Financing Uses	\$0.00	\$0.00	\$0.00	\$0.00	\$450,000.00	0.00%
Total Expenses	\$590,073.28	\$660,907.62	\$3,097,732.96	\$3,657,484.85	\$8,663,650.00	42.22%
NET SURPLUS/(DEFICIT)	(\$529,467.67)	(\$644,684.55)	\$1,078,136.71	\$1,099,574.07	\$910.00	

Northbrook Public Library						
Income Statement						
	PY Month	CY Month	PY YTD	CY YTD	CY Budget	42%
02 - IMRF/FICA Fund						
Revenues						
Undesignated Revenue						
Property Tax Levy-IMRF	\$0.00	\$0.00	\$219,804.21	\$214,625.19	\$425,000.00	50.50%
Property Tax Levy FICA	\$0.00	\$0.00	\$149,466.87	\$145,945.13	\$289,000.00	50.50%
Interest Income IMRF	\$0.00	\$0.00	\$3.19	\$91.27	\$500.00	18.25%
Interest Income FICA	\$0.00	\$0.00	\$2.17	\$62.06	\$500.00	12.41%
Total Undesignated Revenue	\$0.00	\$0.00	\$369,276.44	\$360,723.65	\$715,000.00	50.45%
Total Revenues	\$0.00	\$0.00	\$369,276.44	\$360,723.65	\$715,000.00	50.45%
Expenses						
Undesignated Expenses						
Human Resources						
Employer IMRF	\$28,435.96	\$26,713.66	\$139,769.33	\$135,648.44	\$400,000.00	33.91%
Employer FICA	\$24,163.92	\$26,247.93	\$119,059.21	\$133,873.80	\$280,000.00	47.81%
Total Human Resources	\$52,599.88	\$52,961.59	\$258,828.54	\$269,522.24	\$680,000.00	39.64%
Total Undesignated Expenses	\$52,599.88	\$52,961.59	\$258,828.54	\$269,522.24	\$680,000.00	39.64%
Total Expenses	\$52,599.88	\$52,961.59	\$258,828.54	\$269,522.24	\$680,000.00	39.64%
NET SURPLUS/(DEFICIT)	(\$52,599.88)	(\$52,961.59)	\$110,447.90	\$91,201.41	\$35,000.00	

Northbrook Public Library						
Income Statement						
	PY Month	CY Month	PY YTD	CY YTD	CY Budget	42%
03 - Capital Improvements Fund						
Revenues						
Undesignated Revenue						
Interest Income	\$1,730.08	\$2,534.52	\$4,647.38	\$12,930.67	\$24,000.00	53.88%
Total Undesignated Revenue	\$1,730.08	\$2,534.52	\$4,647.38	\$12,930.67	\$24,000.00	53.88%
Transfers & Other Financing Sources						
Transfer from General fund	\$0.00	\$0.00	\$0.00	\$0.00	\$425,000.00	0.00%
Total Transfers & Other Financing Sources	\$0.00	\$0.00	\$0.00	\$0.00	\$425,000.00	0.00%
Total Revenues	\$1,730.08	\$2,534.52	\$4,647.38	\$12,930.67	\$449,000.00	2.88%
Expenses						
Undesignated Expenses						
Capital Projects & Bond Expenses						
Renovation/Repair	\$126.90	\$37,056.16	\$78,469.90	\$69,341.64	\$720,000.00	9.63%
Professional Fees	\$13,460.00	\$690.00	\$13,460.00	\$690.00	\$180,000.00	0.38%
Total Capital & Bond Expenses	\$13,586.90	\$37,746.16	\$91,929.90	\$70,031.64	\$900,000.00	7.78%
Total Undesignated Expenses	\$13,586.90	\$37,746.16	\$91,929.90	\$70,031.64	\$900,000.00	7.78%
Total Expenses	\$13,586.90	\$37,746.16	\$91,929.90	\$70,031.64	\$900,000.00	7.78%
NET SURPLUS/(DEFICIT)	(\$11,856.82)	(\$35,211.64)	(\$87,282.52)	(\$57,100.97)	(\$451,000.00)	

Northbrook Public Library Income Statement						
	PY Month	CY Month	PY YTD	CY YTD	CY Budget	42%
05 - Debt Service Fund						
Revenues						
Undesignated Revenue						
Property Tax Levy	\$0.00	\$0.00	\$391,794.54	\$384,254.84	\$760,900.00	50.50%
Interest Income	\$0.00	\$0.00	\$5.68	\$163.40	\$0.00	0.00%
Total Undesignated Revenue	\$0.00	\$0.00	\$391,800.22	\$384,418.24	\$760,900.00	50.52%
Total Revenues	\$0.00	\$0.00	\$391,800.22	\$384,418.24	\$760,900.00	50.52%
Expenses						
Undesignated Expenses						
Capital Projects & Bond Expenses						
Interest Payments	\$0.00	\$0.00	\$183,775.00	\$175,450.00	\$350,900.00	50.00%
Principal Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$410,000.00	0.00%
Total Capital & Bond Expenses	\$0.00	\$0.00	\$183,775.00	\$175,450.00	\$760,900.00	23.06%
Total Undesignated Expenses	\$0.00	\$0.00	\$183,775.00	\$175,450.00	\$760,900.00	23.06%
Total Expenses	\$0.00	\$0.00	\$183,775.00	\$175,450.00	\$760,900.00	23.06%
NET SURPLUS/(DEFICIT)	\$0.00	\$0.00	\$208,025.22	\$208,968.24	\$0.00	

SEPTEMBER 2023 FINANCIAL SUMMARY

I want to highlight that the budget is allocated evenly throughout the year while actual expenditures are recorded on a cash basis as paid.

Total General Fund revenues collected to date is \$4,757,058.92

- Property Taxes – 51.53% of property taxes have been collected
- Replacement Taxes – budget number is a conservative estimate – At this time allocations are higher due to legislative changes. This revenue is collected by the State of Illinois and paid to local governments to replace money that was lost by local governments when their powers to impose personal property taxes on corporations, partnerships, and other business entities were taken away.
- Impact Fees – these are collected when occupancy is granted to the builder – to be conservative we do not budget for this since we are unaware of builder timelines.
- Fines, Fees & Rentals budget is a conservative estimate – we have collected more than budget – the breakdown is as follows
 - 13% is fines and lost item / replacement collections
 - 68% is non-resident fees
 - 19% is copy machine collections
- Interest Income is a conservative estimate – we have collected more than budget

Total General Fund expenditures are \$3,657,484.85, budget differences include:

- Unemployment / Workers Compensation is greater than budget due to invoice being paid annually - the amount booked represents 10 months of expense
- Photocopy is greater than budget due to
 - Booking 8 months of copier lease expense
 - Booking 6 months of printer / copier usage
 - Booking 12 months of coin tower and scan station lease
- Supplies is less than budget due to expenses being recorded when incurred not evenly throughout the year
- Software is greater than budget due to annual renewals being recorded when paid
- Postage is greater than budget due to annual deposit being recorded when paid

- General Insurance is greater than budget due to invoice being paid annually - the amount booked represents 10 months of expense
- Furniture, Equipment is greater than budget due to purchase of technology equipment and YS furniture – costs recorded when paid
- Equipment Rental & Maintenance is greater than budget due to
 - Booking 12 months of maintenance for RFID and AMH
- Community Relations is less than budget due to expenses being recorded when incurred not evenly throughout the year
- Vehicle Expense is less than budget due to less usage and fewer repairs
- Utilities is less than budget due to gas costs being higher in the winter as compared to summer
- Building Repairs is less than budget due to costs being recorded when incurred not evenly throughout the year
- Recruiting is less than budget due to using no cost options to publish employment opportunities and voiding a check issued for background checks as we are looking for a new method; A check was cut in FY23 and voided and not reissued in FY24

**Northbrook Public Library
Bills, Charges and Transfers for Board of Trustee Approval
Month of September 23**

Operating Funds

Library Claims List	\$	245,352.73
Librarian's Claims List	\$	14,976.17
Payroll	\$	341,642.60
Fica/IMRF	\$	52,961.59
ACH to IPBC	\$	75,958.06
Total Operating Funds	\$	730,891.15

Capital Improvement Fund

Claims List	\$	37,730.76
	\$	37,730.76

Debt Service Fund

Transfer to Operating

Grand Total Library	\$	768,621.91
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**Northbrook Public Library
Bank Register Report
Northbrook Bank & Trust General Checking**

Transaction Number	Transaction Date	Vendor	Amount	Description
26028	8/17/2023	Authors Unbound Agency	(\$5,000.00)	ILP
26062	9/21/2023	Authors Unbound Agency	\$5,000.00	ILP
26063	9/21/2023	Depict Data Studio	\$997.00	ILP
26064	9/21/2023	First Bankcard	\$6,377.79	monthly payment - supplies
26065	9/21/2023	Jane Huh	\$2,307.50	annual payment - tuition reimbursement
26066	9/21/2023	Polyworks Studio Inc.	\$5,000.00	ILP
26067	9/21/2023	Wex Health Inc.	\$4,637.76	Monthly Payment - Flexible Spending, Dedendant Care and Commuter Benefit (2 months)
26068	9/29/2023	Mark Anderson	\$750.00	quarterly payment - programming (4 months of programs)
26069	9/29/2023	Argo Translation	\$687.87	annual payment - professional services - translation for strategic plan
26070	9/29/2023	Best Quality Cleaning	\$5,639.25	monthly payment - contracted services
26071	9/29/2023	Bright Plum Inc.	\$4,250.00	annual payment - professional services - website maintenance
26072	9/29/2023	Cardio Partners Inc.	\$660.26	monthly payment - supplies
26073	9/29/2023	Continental Resources, Inc	\$75,894.33	annual payment - furniture & equipment
26074	9/29/2023	Gale/Cengage Learning Inc.	\$675.78	monthly payment - materials
26075	9/29/2023	Gotham Artists Talent Services	\$1,750.00	ILP
26076	9/29/2023	Grainger	\$1,135.62	monthly payment - janitorial
26077	9/29/2023	John Grimaldi	\$600.00	annual payment - programming
26078	9/29/2023	Jayne Herring	\$900.00	monthly payment - programming
26079	9/29/2023	Jayne Herring	\$900.00	monthly payment - programming
26080	9/29/2023	HR Source	\$1,354.00	annual payment - staff development
26081	9/29/2023	Impact Networking LLC	\$2,237.69	quarterly payment - photocopy
26082	9/29/2023	Library Ideas LLC	\$638.76	annual payment - staff development
26083	9/29/2023	Thomas Lowery	\$600.00	annual payment - programming
26084	9/29/2023	Erik Matsunaga	\$800.00	annual payment - programming
26085	9/29/2023	Mergent, Inc.	\$734.00	monthly payment - materials
26086	9/29/2023	North American Corp of Illinois	\$1,782.95	monthly payment - janitorial
26087	9/29/2023	Outsource Solutions Group, Inc.	\$20,938.92	monthly payment - contracted services & software

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

Transaction Number	Transaction Date	Vendor	Amount	Description
26088	9/29/2023	Overdrive	\$15,103.60	monthly payment - materials
26089	9/29/2023	Right to Be Inc.	\$10,777.50	annual payment - staff development (portion to be paid by RAILS)
26090	9/29/2023	Runco Office Supply	\$1,742.34	monthly payment - supplies
26091	9/29/2023	Selden Fox, LTD	\$9,000.00	annual payment - professional services
26092	9/29/2023	Sentrum Marketing, LLC	\$1,462.20	monthly payment - materials
26093	9/29/2023	Service Building Maintenance, Inc.	\$9,820.00	annual payment - contracted services
26094	9/29/2023	Siemens Industry Inc.	\$2,394.34	quarterly payment - contracted services
26095	9/29/2023	Sterling Services, Inc.	\$2,736.90	tri annual payment - contracted services
26096	9/29/2023	Stories Matter Foundation	\$600.00	monthly payment - programming
26097	9/29/2023	Symmetry Energy Solutions, LLC	\$2,676.66	monthly payment - utilities
26098	9/29/2023	The Library Store	\$9,730.06	annual payment - furniture & equipment
26099	9/29/2023	Today's Business Solutions, Inc.	\$5,403.21	annual payment - photocopy and software
26100	9/29/2023	Wells Fargo Vender Fin Serv	\$765.00	monthly payment - photocopy
26101	9/29/2023	Zoobean Inc.	\$1,887.00	annual payment - software
26102	9/29/2023	Amazon Capital Services	\$3,029.48	monthly payment - supplies
26103	9/29/2023	Baker & Taylor	\$21,050.54	monthly payment - materials
26104	9/29/2023	Midwest Tape LLC	\$4,924.42	monthly payment - materials

\$245,352.73

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

Transaction Number	Transaction Date	Vendor	Amount
53250	9/29/2023	A-Z Mindfulness	\$150.00
53251	9/29/2023	Alert Protective Services	\$156.03
53252	9/29/2023	Gregory Alexander	\$200.00
53253	9/29/2023	Anna Amen	\$43.08
53254	9/29/2023	Ancel Glink P.C.	\$517.50
53255	9/29/2023	APALA	\$70.00
53256	9/29/2023	Aquatic Works LTD	\$185.00
53257	9/29/2023	Baker & Taylor Entertainment	\$414.07
53258	9/29/2023	Svetlana Belsky	\$500.00
53259	9/29/2023	Blackstone Publishing	\$41.60
53260	9/29/2023	Talia Block	\$26.65
53261	9/29/2023	Nancy Buehler	\$250.00
53262	9/29/2023	Susan Caplan SC Associates LLC	\$250.00
53263	9/29/2023	Theresa Cichocki	\$125.00
53264	9/29/2023	Cintas	\$527.51
53265	9/29/2023	Halyse Cole	\$11.38
53266	9/29/2023	Scott Compton	\$14.98
53267	9/29/2023	Theofano Davidson	\$40.00
53268	9/29/2023	Demco	\$440.72
53269	9/29/2023	Film Ideas, Inc.	\$92.90
53270	9/29/2023	Glenview Chess Club LLC	\$200.00
53271	9/29/2023	Benjamin Goluboff	\$250.00
53272	9/29/2023	Happiness Forward LLC	\$100.00
53273	9/29/2023	Kim Hegeland	\$77.79
53274	9/29/2023	Illinois Heartland Library System-OCLC	\$56.78
53275	9/29/2023	Illinois Library Association	\$250.00
53276	9/29/2023	Illinois State Police	\$80.00
53277	9/29/2023	Image Specialties of Glenview, Inc.	\$7.60
53278	9/29/2023	Japanese Culture Center	\$320.00
53279	9/29/2023	Seongheau Jeon	\$200.00
53280	9/29/2023	Kay Kyungwon Kim	\$200.00
53281	9/29/2023	Danny Lai	\$500.00
53282	9/29/2023	Carla Lasky	\$67.67
53283	9/29/2023	Lechner Services	\$116.80
53284	9/29/2023	Jeong Min Lee	\$200.00
53285	9/29/2023	Erik Matsunaga	\$500.00
53286	9/29/2023	Patrick McCallister	\$175.00
53287	9/29/2023	McMaster-Carr Supply Co.	\$64.47

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

Transaction Number	Transaction Date	Vendor	Amount
53288	9/29/2023	Kathleen Jo Zeigler Mitchem	\$500.00
53289	9/29/2023	Megan Mohrdieck	\$163.81
53290	9/29/2023	Brian Nelson	\$31.56
53291	9/29/2023	Vu Nguyen	\$22.20
53292	9/29/2023	Northbrook Hardware	\$188.54
53293	9/29/2023	Sooji Oh	\$200.00
53294	9/29/2023	Panera, LLC	\$142.73
53295	9/29/2023	Dan Petrosko	\$450.00
53296	9/29/2023	Petty Cash Custodian	\$60.80
53297	9/29/2023	Pioneer Press	\$37.49
53298	9/29/2023	Laurie Prioletti	\$244.00
53299	9/29/2023	Quick Kill Exterminating Co	\$395.00
53300	9/29/2023	Quill LLC	\$465.00
53301	9/29/2023	Heather Ross	\$227.35
53302	9/29/2023	Olga Rudiak	\$400.00
53303	9/29/2023	Lisa Schoblasky	\$200.00
53304	9/29/2023	Melissa Sen	\$21.99
53305	9/29/2023	Sheet Music Plus	\$258.32
53306	9/29/2023	Anne Shimojima	\$500.00
53307	9/29/2023	Alexandra Skinner	\$228.55
53308	9/29/2023	Sujin Song	\$100.00
53309	9/29/2023	Sunset Food Mart, Inc.	\$19.97
53310	9/29/2023	Swank Motion Pictures Inc.	\$396.00
53311	9/29/2023	Sweetwater	\$9.20
53312	9/29/2023	Tsai Fong Books, Inc.	\$480.45
53313	9/29/2023	Amy Tucker	\$10.99
53314	9/29/2023	Uline	\$276.42
53315	9/29/2023	UPS	\$292.23
53316	9/29/2023	VSP of Illinois, NFP	\$401.01
53317	9/29/2023	Robert Waterbury	\$50.00
53318	9/29/2023	WM Corporate Services Inc.	\$564.71
53319	9/29/2023	Yami Vending Inc.	\$215.32

\$14,976.17

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

Transaction Number	Transaction Date	Vendor	Amount	Description
1887	9/29/2023	Ancel Glink P.C.	\$ 690.00	chiller diagnosis
1888	9/29/2023	DeFranco Plumbing	\$ 330.00	first floor faucet replacement
1889	9/29/2023	F.E. Moran Mechanical Services	\$ 31,530.00	steam boiler project
1890	45198	Pepper Construction Co.	\$ 3,717.00	IT AC unit replacement & penthouse threshold door repairs
1891	45198	Temperature Equipment Corp.	\$ 1,463.76	chiller diagnosis
			<u>\$ 37,730.76</u>	

Northbrook Public Library
Treasurer's Report
Fiscal Year Ended April 30, 2023

Cash and Investments at April 30, 2023

	Cash	Investments	Total
General Fund	10,940,404		10,940,404
Retirement Fund	1,059,042		1,059,042
Capital Projects Fund	4,786,545		4,786,545
Debt Service Fund	395		395
Total Cash & Investments	16,786,386		16,786,386

Statement of Revenue

	General Fund	Retirement Fund	Capital Projects	Debt Service	Total Library
Property Tax	7,518,447	702,543		745,395	8,966,385
State Replacement Tax	459,160				459,160
Fines, Fees, Rentals	44,220				44,220
Interest Income	33,330	3,069	22,170	172	58,741
Gifts, Designated, Grants	97,128				97,128
Miscellaneous	28,059				28,059
Total Revenue	8,180,344	705,612	22,170	745,567	9,653,693

Summary Statement of Operations

	General Fund	Retirement Fund	Capital Projects	Debt Service	Total Library
Revenues	8,180,344	705,612	22,170	745,567	9,653,693
Expenses	(7,047,788)	(641,034)	(275,580)	(758,121)	(8,722,523)
Interfund Transfers	(1,132,554)		1,120,000	12,554	
Insurance Proceeds			25,893		25,893
Excess of Revenue & Financing Sources Over Expenditures	2	64,578	892,483		957,063

CASH DISBURSEMENTS

1000Bulbs.com - \$1,019.20; 3E Electric, Inc. - \$9,226.00; 66 Degrees, LLC - \$12,528.00; All American Entertainment - \$3,750.00; Amalgamated Bank of Chicago - \$757,550.00; Amazon - \$22,310.28; Amazon Capital Services - \$17,657.81; Anna Amen - \$2,752.03; American Library Association - \$3,235.23; American Library Association, Membership - \$3,943.00; Ancel Glink P.C. - \$4,692.50; Mark Anderson - \$2,650.00; Aquatic Works LTD - \$2,210.00; Arlington Glass & Mirror - \$6,930.00; Authors Unbound Agency - \$100,600.00; Baker & Taylor - \$308,379.92; Baker & Taylor Entertainment - \$7,459.84; BambooHR - \$7,062.37; Bayscan Technologies - \$2,088.00; Mark Bazer - \$1,000.00; Best Quality Cleaning - \$65,604.00; Bibliotheca, LLC. - \$12,441.90; Black Moon Trio LLC - \$1,000.00; Blackbaud Inc. - \$6,119.25; Book Page - \$1,080.00; Bright Plum Inc. - \$22,950.00; Nancy Buehler - \$3,000.00; Calor Design Group, Ltd. - \$13,460.00; Capitol Glass & Architectural Metals Inc. - \$101,476.00; CCI Solutions - \$1,674.30; Chicago Backflow, Inc. - \$1,260.00; Chicago Tribune - \$1,023.07; Children's Plus Inc - \$3,990.45; Louisa Chu - \$1,000.00; Cintas - \$5,563.43; Colley Elevator Co. - \$5,356.00; Comcast - \$3,763.59; Computype, Inc. - \$1,446.72; Continental Resources, Inc - \$63,041.33; Cook & Kocher Insurance Group - \$6,918.00; Cooperative Computer Service - \$105,780.46; Criterion Pictures USA - \$1,190.00; Kabir Dalawari - \$1,320.83; DeFranco Plumbing - \$1,089.76; Demco - \$17,748.52; Dornfeld Piano Tuning - \$4,080.00; David Drazin - \$1,000.00; EBSCO Information Services - \$23,054.81; Encyclopaedia Britannica, Inc. - \$1,435.00; Erickcooks, L.L.C. - \$1,500.00; F.E. Moran Mechanical Services - \$138,594.21; F.E. Moran, Inc. - Fire Protection - North - \$8,730.00; Fast Signs - \$1,787.69; Fifth Star Collective, LLC - \$8,187.50; First Bankcard - \$66,625.86; Folding Partition Services, Inc. - \$1,267.00; Gale/Cengage Learning Inc. - \$7,900.97; Garaventa USA Inc. - \$1,568.75; Ross Gay - \$5,000.00; Jo I Gayle - \$1,132.50; Mark Gelfeld - \$2,100.00; Getty Images (US), Inc. - \$1,080.00; Glenbrook HSD 225 - Business Services - \$6,410.64; Benjamin Goluboff - \$2,750.00; Grainger - \$13,729.64; Greater Talent Network, LLC d/b/a UTA Speakers - \$25,000.00; Grey House Publishing - \$2,995.00; Kathryn Hall - \$1,287.33; Jayne Herring - \$5,250.00; The Home Depot Credit Services - \$2,725.05; Jessica Hopper - \$1,500.00; HR Source - \$10,165.00; Jane Huh - \$6,392.99; Illinois Heartland Library System-OCCL - \$1,215.68; Illinois Library Association - \$4,080.00; Impact Networking LLC - \$8,002.36; Info USA Marketing - \$7,500.00; Intergovernmental Personnel Benefit Cooperative (IPBC) - \$817,053.46; It's Impressive LLC - \$2,270.35; ITsavvy LLC - \$7,752.00; J.D. Power and Associates - \$1,080.00; JCLC, Inc. - \$1,410.00; Jo-Ann Stores LLC - \$1,100.00; KA Productions - \$5,500.00; Kanopy Inc. - \$12,000.00; Kloepper Construction Inc - \$1,400.00; LaForce - \$7,251.00; LastPass US LP - \$17,820.00; Lechner Services - \$1,138.65; Library Ideas LLC - \$4,917.17; Limricc - UCGA - \$4,526.21; LinkedIn Corporation - \$7,000.00; LR Consulting LLC - \$10,000.00; Lyceum Agency - \$15,000.00; Mango Languages - \$3,435.00; Ron Mantegna - \$2,300.00; Patrick McCallister - \$2,094.01; Mergent, Inc. - \$2,922.00; Midwest Tape LLC - \$154,059.84; Kathleen Jo Zeigler Mitchem - \$2,000.00; Moore Landscapes, LLC - \$2,184.00; Morningstar, Inc. - \$15,467.00; Naxos of America Inc. - \$1,575.00; Neuco Inc. - \$2,427.15; New York Times - \$1,039.95; NewsBank,

Inc. - \$13,616.00; NFIP Direct Servicing Agent - \$5,123.00; Niche Academy - \$1,290.00; North American Corp of Illinois - \$12,551.37; Northbrook Chamber of Commerce & Industry - \$1,455.00; Northbrook Hardware - \$3,562.20; Ocooch Hardwoods - \$2,229.93; Olsson Roofing Company, Inc. - \$2,380.00; Outsource Solutions Group, Inc. - \$222,445.27; Overdrive - \$225,450.68; Pace Systems INC - \$13,122.34; Panera, LLC - \$2,316.55; PEER Services - \$1,604.65; Penguin Random House LLC - \$15,000.00; Dan Petrosko - \$1,350.00; Pitney Bowes Inc. - \$1,062.23; Promos 911, Inc. - \$5,272.19; Proquest - \$51,866.21; Reaching Across Illinois Library System - \$35,115.42; Record Information Services, Inc. - \$2,660.00; RELX Inc. DBA LexisNexis - \$8,979.96; Reserve Account - \$15,000.00; Ring Central Inc - \$25,026.16; Olga Rudiak - \$4,400.00; Runco Office Supply - \$7,704.87; Sarah Rustman - \$2,000.00; Scholastic Book Fairs - \$2,344.89; Scholastic Library Publishing - \$3,565.00; Selden Fox, LTD - \$11,000.00; Sentrum Marketing, LLC - \$1,070.80; Service Building Maintenance, Inc. - \$9,525.00; Shauna Sever - \$2,000.00; Shadeology - \$24,934.00; SHI International Corp. - \$2,275.00; Showcases - \$1,902.64; Siemens Industry Inc. - \$11,612.46; Snow Systems, Inc. - \$9,600.00; Sujin Song - \$1,000.00; StackMap LLC - \$1,325.00; Staples Business Credit - \$10,860.95; Sterling Services, Inc. - \$8,210.70; Stories Matter Foundation - \$1,800.00; Swank Motion Pictures Inc. - \$6,748.00; Symmetry Energy Solutions, LLC - \$36,845.81; Teacher Dan - \$1,650.00; The Charmm'd Foundation - \$1,350.00; The Hanover Insurance Company - \$51,283.00; The TUESDAY Agency, LLC - \$23,000.00; Today's Business Solutions, Inc. - \$6,265.42; Travelers CL Remittance Center - \$29,907.00; Tsai Fong Books, Inc. - \$2,537.83; Tumbleweed Press Inc. - \$7,200.00; Universal Film Exchanges LLC - \$1,200.00; UPS - \$2,180.44; Value Line Publishing LLC - \$18,450.00; Village of Northbrook - \$8,261.18; Village of Northbrook Water Dept. - \$5,950.34; Vis-O-Graphic, Inc. - \$44,039.54; VSP of Illinois, NFP - \$4,716.24; Warehouse Direct Inc. - \$2,592.74; Wells Fargo Vender Fin Serv - \$9,945.00; WET Solutions, Inc. - \$7,590.16; Wex Health Inc. - \$30,629.02; WM Corporate Services Inc. - \$6,279.08; Yami Vending Inc. - \$3,824.68; You Are Mortal, Inc - \$10,000.00; Zoom Video Communications Inc. - \$14,594.51;

PAYROLL:

Under \$24,999:

Abbas - \$3,357.53; Ali - \$8,274.50; Amundsen - \$4,854.51; Anne - \$8,518.12; Bae - \$1,989.00; Balog - \$8,855.63; Baran - \$19,060.24; Bass - \$14,350.30; Berkover - \$22,888.39; Born - \$547.65; Brown - \$8,610.16; Burke - \$3,200.85; Burman - \$5,368.47; Cornogg III - \$1,196.00; Cotini - \$665.65; Couch - \$4,948.80; Czechorski - \$14,499.16; D'Antico - \$2,987.60; Du - \$4,381.30; Dzianott - \$5,598.33; Edwards - \$8,968.70; Faedtke - \$20,868.60; Fragozo - \$1,678.37; Gould - \$516.75; Gutmann - \$22,773.05; Hale - \$4,87; Hannon - \$1,144.63; Haynes - \$12,789.58; Hernandez - \$793.00; Hewerdine - \$6,627.88; Homozi - \$15,389.66; Huh - \$24,520.94; Hutter - \$6,236.54; Ibardoloza - \$8,075.05; Ibardoloza - \$8,091.30; Johnson - \$2,028.00; Karahalios - \$24,675.18; Kayed - \$4,862.00; Kearns - \$12,872.20; Keaton, N - \$2,186.80; Koontz - \$14,030.22; Krause - \$712.25; Lasky - \$13,984.65; Lee, Sunkyung - \$16,388.46; Lee Seyoung- \$23,286.81; Lodkin - \$5,344.83; Maia - \$1,289.98; Malamud - \$322.08; Marek - \$12,742.20; McDonald - \$12,043.14; McGill - \$12,927.45; Miller - \$10,011.32; Mohrdieck - \$6,386.61; Mojovic - \$1,886.50; Munday - \$148.28; Oh - \$9,535.60; Perrenot - \$22,114.45; Porter - \$22,608.06; Radziewicz - \$5,446.83; Raucci - \$23,262.05; Rodriguez - \$4,393.00; Saks - \$16,679.86; Sarich - \$11,272.21; Schafer - \$9,933.35; Shapiro - \$3,303.83; Sharma - \$845.88; Simmons - \$1,148.24; Simpson - \$20,935.31; So - \$21,794.33; Suarez, K - \$2,044.25; Suarez, R - \$2,167.75; Traskina - \$4,095.30; Vi - \$1,082.35; Voronova - \$11,447.42; Wacławik - \$20,503.97; Weisenberg - \$3,478.70; Wright - \$20,781.98; Wu - \$2,968.25; Yutuc - \$4,014.83; Zwick - \$8,943.83

\$25,000 - \$49,999:

Alteri - \$35,800.00; Becker - \$26,670.66; Bremner - \$25,249.75; Chase - \$49,450.00; Cirignani - \$48,154.28; Duncan-McGee - \$49,695.04; Flowers - \$47,532.60; Goese - \$38,909.20; Gonzalez Esparza - \$29,001.39; Holland - \$46,149.68; Jaffery - \$25,737.50; Kalmens - \$38,133.39; Mayer, S - \$25,865.26; Medel - \$42,807.91; Nava - \$40,317.86; Nelson - \$47,879.49; Nguyen - \$41,799.12; Reid - \$29,540.65; Schmidt - \$28,239.14; Schwartz - \$36,381.29; Siegel - \$45,705.44; Siwinski - \$43,790.18; White - \$47,095.80;

\$50,000 - \$74,999:

Ashmann - \$51,419.53; Beach - \$54,350.00; Brugger - \$54,631.36; Collins - \$59,325.07; Franklin - \$66,572.32; Golembiewski - \$55,027.36; Hannon - \$5,2769.10; Hill - \$56,724.69; Hominick - \$59,888.93; Hovanec - \$61,603.41; Huie - \$59,695.12; Kaminski - \$55,014.88; Keaton, A - \$64,082.88; Kosuge - \$71,782.00; Lopez - \$52,686.64; Margis - \$67,758.40; Mistalski - \$51,550.00; Pekara - \$62,517.69; Raybuck - \$54,464.08; Scodius - \$58,316.93; Siegel - \$61,893.52; Vering - \$64,318.00; Vienna - \$52,942.00;

\$75,000 - \$99,999:

Doyle - \$84,576.64; Gossage - \$75,451.64; Haddad - \$91,153.05; Mayer, B - \$84,753.08; Norton - \$75,442.28; Prioletti - \$88,193.44; Schlernitzauer - \$81,964.72; Skittino - \$84,403.08; Wolf - \$91,748.00;

Over \$100,000:

Amen - \$116,752.49; Durov - \$102,699.28; Hall - \$152,909.99;

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COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

October 9, 2023

Board of Trustees
Northbrook Public Library
Northbrook, Illinois

We have audited the financial statements of the **Northbrook Public Library** (Library) as of and for the year ended April 30, 2023, and have issued our report thereon dated October 9, 2023. Professional standards require that we provide you with the following information related to our audit.

Our Responsibility Under U.S. Generally Accepted Auditing Standards

As stated in our engagement letter dated April 30, 2023, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. The financial statements are the responsibility of management with your oversight. Our audit of the financial statements does not relieve you or management of your responsibilities.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to management prior to field work beginning on July 17, 2023, in our engagement letter dated April 30, 2023, and orally during the audit engagement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit involves judgment about the number of transactions to be examined and the areas to be tested.

Our audit included obtaining an understanding of Northbrook Public Library and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to Northbrook Public Library or to acts by management or employees acting on behalf of Northbrook Public Library.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the Northbrook Public Library are described in Note I to the financial statements.

The Library adopted GASB Statement No. 87, *Leases*, in the current year. There was one agreement meeting the criteria of the new standard in the current year, which terminated in fiscal year ended April 30, 2024, and the net effect on the financial statements at April 30, 2023, was not considered material.

The Library adopted GASB Statement No. 96, *Subscription-Based Information Technology Arrangements*, in the current year. There were two agreements meeting the criteria of the new standard in the current year. In both cases, the agreements terminate in fiscal year ended April 30, 2024, and the net effect on the financial statements at April 30, 2023, was not considered material.

No other new accounting policies were adopted, and the application of existing policies was not changed during the fiscal year ended April 30, 2023. We noted no transactions entered into by the Library during the year for which there is a lack of authoritative guidance or consensus. There are no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements, and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Management's estimate of a provision for losses for uncollectible property tax is based on collections history and current economic conditions. Management's estimate that the useful lives of property and equipment range from 3 to 40 years is based on past experience. Management's valuation of its net pension obligation and OPEB liability is based on actuarial studies. We evaluated the key factors and assumptions used to develop these estimates in determining that they are reasonable in relation to the financial statements as a whole.

The disclosures in the financial statements are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit – We encountered no significant difficulties in dealing with management in performing and completing our audit.

Significant Audit Matters (cont'd)

Corrected and Uncorrected Misstatements – Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. Management provided an entry to reclassify Illinois Library Presents activity out of the Library's income and expense accounts and establish a liability for funds held on behalf of the organization. All other adjustments are included in Exhibit 1. Management has corrected all such misstatements. An uncorrected adjusting journal entry is included in Exhibit 2. Management has represented to us that the uncorrected adjustment is immaterial to the financial statements as a whole.

The uncorrected misstatement or the matters underlying it could potentially cause future period financial statements to be materially misstated, even though, in our judgment, such uncorrected misstatement is immaterial to the financial statements under audit.

Disagreements With Management – For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations – We have requested certain representations from management that are included in the management representation letter dated October 9, 2023.

Management Consultations With Other Independent Accountants – In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Library's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

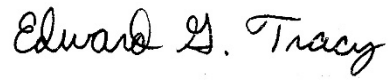
Other Audit Findings or Issues – We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Library's auditors. However, these discussions occurred in the normal course of our professional relationship, and our responses were not a condition to our retention.

Other Matters – With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of the Board of Trustees and management of the Northbrook Public Library and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

SELDEN FOX, LTD.

A handwritten signature in cursive script that reads "Edward G. Tracy".

Edward G. Tracy
Executive Vice President

EGT/cr

**Northbrook Public Library
Adjusting Journal Entries
April 30, 2023**

Account	Description	Debit	Credit	Profit (Loss) Effect
Adjusting Journal Entry # 1				
Adjust beginning net assets to actual.				
01-20110-00	Vendor Accounts Payable	\$ 55.62	\$ -	\$ -
01-30110-00	Undesignated Fund Balance		55.62	-
Adjusting Journal Entry # 2				
Adjust net pension obligation in accordance with GASB Statement No. 68 in the government-wide financial statements.				
91-19000-00	Deferred Outflows - Pension	2,203,351.00		
91-19010-00	Deferred Outflows - Pension	5,280.00		
91-29000-00	Deferred Inflows - Pension Actuarial	1,054,919.00		
91-51220-00	Pension Expense	305,002.00		
91-20320-00	Net Pension Liability		1,971,521.00	
91-30110-00	Fund Balance		1,597,031.00	(305,002.00)
Adjusting Journal Entry # 3				
Adjust net OPEB obligation in accordance with GASB Statement No. 75 in the government-wide financial statements.				
91-19015-00	Deferred Outflows - OPEB Actuarial	14,888.00		
91-20300-00	Net OPEB Liability	245,411.00		
91-20330-00	Deferred Inflows - Pension Actuarial	4,990.00		
91-51210-00	OPEB Expense	22,471.57		
91-20335-00	Deferred Inflows - OPEB Actuarial		256,045.00	
91-30110-00	Fund Balance		31,715.57	(22,471.57)
Adjusting Journal Entry # 4				
Client entry to reclassify ILP activity.				
01-47110-01	Gifts & Other Designated Income	334,795.00		
01-23160-01	Due to ILP		92,633.03	
01-77110-01	Miscellaneous Designated Expenses		220,161.97	
01-77140-01	Designated Program Expense		22,000.00	(92,633.03)

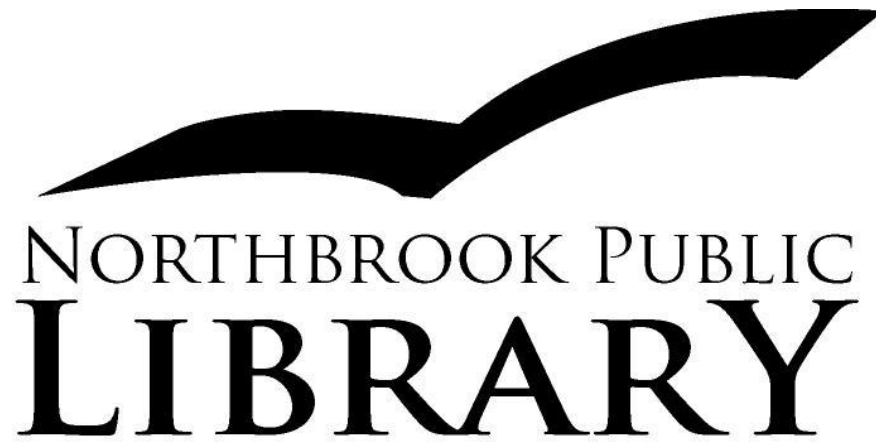
(cont'd)

**Northbrook Public Library
Adjusting Journal Entries
April 30, 2023**

Account	Description	Debit	Credit	Profit (Loss) Effect
Adjusting Journal Entry # 5				
Client entry to record February interest income and current year end transfers.				
01-79150-00	Transfer to Debt Service	\$ 548.97	\$ -	\$ -
05-23110-00	Due to/From General Fund	60.42		
05-23110-00	Due to/From General Fund	548.97		
05-44110-00	Interest Income	609.39		
01-23150-00	Due to/from Debt Service		548.97	
05-23110-00	Due to/From General Fund		609.39	
05-44110-00	Interest Income		60.42	
05-49110-00	Transfer from General Fund		548.97	(548.97)
Adjusting Journal Entry # 6				
Reclassify loss on capital asset disposal recorded in depreciation expense.				
91-49000-00	(Gain) Loss on Disposal of Capital Assets	3,243.10		
91-68110-00	Depreciation Expense		3,243.10	-
Adjusting Journal Entry # 7				
Client entry to adjust transfer from General Fund to the Capital Improvement Fund.				
01-23130-00	Due to/from CIF	90,000.00		
03-49110-00	Transfer from General fund	90,000.00		
01-79130-00	Transfer to CIF		90,000.00	
03-23110-00	Due to/from General Fund		90,000.00	-
Net effect of adjusting journal entries - government-wide financial statements				\$ (420,655.57)

Northbrook Public Library
Uncorrected Adjusting Journal Entries
April 30, 2023

Account	Description	Debit	Credit	Profit (Loss) Effect
Uncorrected Adjusting Journal Entry # 1				
Record subscription-based information technology arrangements under GASB Statement No. 96.				
91-18000-00	Subscription Asset	\$ 54,540.00	\$ -	\$ -
91-68200-00	Amortization Expense	12,540.00		
91-16180-00	Prepaid Expenses		14,355.00	
91-18100-00	Accumulated Amortization		35,085.00	
91-30110-00	Fund Balance		5,100.00	
91-52135-00	Software (Contra) Expense		12,540.00	-
Uncorrected Adjusting Journal Entry # 2				
Record operating lease arrangements under GASB Statement No. 87.				
91-18200-00	Right of Use Asset, Net	6,845.84		
91-68300-00	Amortization of Right of Use Asset	12,511.51		
91-68400-00	Lease Interest Expense	176.69		
91-26000-00	Lease Liability		6,845.84	
91-68500-00	Contra - Equipment Rental & Maintenance		12,688.20	-
Net effect of uncorrected adjusting journal entries				\$ -



**AUDIT REPORT
FOR THE YEAR ENDED APRIL 30, 2023**

**Northbrook Public Library
Audit Report
For the Year Ended April 30, 2023**

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INDEPENDENT AUDITOR'S REPORT

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INDEPENDENT AUDITOR'S REPORT

Board of Trustees
Northbrook Public Library
Northbrook, Illinois

Opinions

We have audited the accompanying financial statements of the governmental activities and each major fund of the **Northbrook Public Library** (Library), a component unit of the Village of Northbrook, Illinois, as of and for the year ended April 30, 2023, and the statements of revenues, expenditures and changes in fund balance – budget and actual for the General Fund and IMRF/FICA (major Special Revenue) Fund and the related notes to the financial statements, which collectively comprise the Library's basic financial statements as listed in the accompanying table of contents.

In our opinion, the basic financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the Northbrook Public Library as of April 30, 2023, and the respective changes in financial position and respective budgetary comparison for the General Fund and IMRF/FICA Fund (major Special Revenue) for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Library and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of Management for the Financial Statements (cont'd)

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Library's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Library's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis (pages 4-8), the multiyear schedule of changes in net pension liability and related ratios – Illinois Municipal Retirement Fund (pages 40-41), the multiyear schedule of contributions – Illinois Municipal Retirement Fund (page 42), and the multiyear schedule of changes in net OPEB liability and related ratios – other post-employment retiree healthcare plan (pages 43-44) be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Library's basic financial statements. The schedules listed as supplementary information in the accompanying table of contents are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The supplementary information on pages 45-48 is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary information is fairly stated in all material respects in relation to the basic financial statements as a whole.

Seiden Fox, Ltd.

October 9, 2023

MANAGEMENT'S DISCUSSION AND ANALYSIS

**NORTHBROOK PUBLIC LIBRARY
MANAGEMENT'S DISCUSSION AND ANALYSIS
APRIL 30, 2023**

Management of the Northbrook Public Library provides this narrative overview and analysis for the fiscal year ended April 30, 2023. It is recommended that readers consider this information in conjunction with the financial statements as a whole.

Financial Highlights

The Library's total net position as of April 30, 2023 and 2022, was \$17,771,068 and \$17,395,025, respectively. For the years ended April 30, 2023 and 2022, net position increased from operations \$376,043 and \$1,567,893, respectively. The term "net position" represents the difference between total assets/deferred outflows and total liabilities/deferred inflows of resources.

Overview of the Financial Statements

Management's Discussion and Analysis introduces the Library's basic financial statements. The basic financial statements include: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial statements. The Library also includes in this report additional information to supplement the basic financial statements.

Financial Statements

The financial statements of the Library are intended to provide the reader with an understanding of the financial position of the Library as of the close of the fiscal year and the results of activities for the year then ended. The fund financial statements focus on current financial resources while government-wide financial statements are similar to a private-sector business.

The *Statement of Net Position* and the *Governmental Funds Balance Sheet* provide information on the Library's assets/deferred outflows of resources and liabilities/deferred inflows of resources. The difference between these two represents governmental fund balances for the current financial resources reporting and net position for the government-wide reporting. Increases in fund balances and net position occur when revenues exceed expenditures/expenses. Information is presented for the government as a whole in the Statement of Net Position, and for each major fund in the fund financial statements, and shows any restrictions on the fund or net position.

The *Statement of Activities* and the *Statement of Governmental Fund Revenues, Expenditures, and Changes in Fund Balance* reflect the results of the Library's revenues, expenditures and activities during the year and the corresponding effect on fund and net position balances. These statements show the source of Library revenues and how those revenues were used to provide Library services.

Financial Statements (cont'd)

Notes to the financial statements provide additional information that is essential to a full understanding of the information provided in the basic financial statements. *Required Supplementary Information* consists of Schedules of Changes in the Net Pension Liability and Related Ratios, and Contributions for the IMRF Pension Plan, and Changes in the Net OPEB Liability and Related Ratios.

Financial Analysis

Net position may serve, over time, as a useful indicator of a government's financial position. The Library's assets/deferred outflows exceeded liabilities/deferred inflows of resources by \$17,771,068 as of the close of the year. Of the net position balance, \$10,101,706 is unrestricted, \$711,161 is restricted, and \$6,958,201 is invested in capital assets, net of related debt.

Condensed Statement of Net Position

	April 30,	
	2023	2022
Current and other assets	\$ 21,923,975	\$ 22,502,216
Capital assets, net of accumulated depreciation	16,237,722	16,884,400
Total assets	38,161,697	39,386,616
Deferred outflows	3,043,708	957,242
Current liabilities	854,035	840,548
Non-current liabilities	12,856,625	9,927,120
Total liabilities	13,710,660	10,767,668
Deferred inflows of resources	9,723,677	12,181,165
Net position:		
Net investment in capital asset	6,958,201	7,202,761
Restricted	711,161	646,583
Unrestricted	10,101,706	9,545,681
Total net position	\$ 17,771,068	\$ 17,395,025

Financial Analysis (cont'd)

Condensed Statement of Activities

	April 30,	
	2023	2022
Revenues:		
Property taxes	\$ 8,966,385	\$ 8,645,445
State replacement taxes	459,160	350,276
Investment income	58,741	8,309
Fines, fees and other	195,300	262,916
Total revenues	9,679,586	9,266,946
Expenses:		
Library services	8,955,018	7,340,235
Interest	348,525	358,818
Total expenses	9,303,543	7,699,053
Increase in net position	376,043	1,567,893
Net position, beginning of year	17,395,025	15,827,132
Net position, end of year	\$ 17,771,068	\$ 17,395,025

The following is a summary of changes in fund balances for the year ended April 30, 2023:

<u>Governmental Funds</u>	<u>Fund Balance April 30, 2022</u>	<u>Increase (Decrease)</u>	<u>Fund Balance April 30, 2023</u>
General	\$ 4,133,441	\$ 2	\$ 4,133,443
IMRF/FICA	646,583	64,578	711,161
Debt service	(9,258)	-	(9,258)
Capital improvements	6,317,446	892,483	7,209,929
Total	\$ 11,088,212	\$ 957,063	\$ 12,045,275

The General Fund transferred \$1,120,000 to the Capital Improvements Fund and \$12,554 to the Debt Service Fund during the year.

Budgetary Highlight

The Library's General Fund expended \$7,047,788 which was \$448,212 less than the budget of \$7,496,000 for the year ended April 30, 2023. Salaries and employee benefits were \$149,331 less than the budgeted amount of \$4,999,500.

Capital Assets and Debt Administration

The following is a summary of capital assets as of April 30, 2023, and 2022:

	April 30,	
	2023	2022
Land	\$ 35,000	\$ 35,000
Artwork	6,700	6,700
Construction costs	163,924	61,955
Building improvements	26,105,860	26,090,826
Land improvements	241,162	241,162
Computer equipment	594,731	574,387
Office and other equipment	817,703	829,627
Furniture and shelving	1,329,722	1,335,200
Books and other library materials	5,054,697	5,121,255
Cost of capital assets	34,349,499	34,296,112
Less accumulated depreciation	18,111,777	17,411,712
Net capital assets	\$ 16,237,722	\$ 16,884,400

For further detail of capital assets, see Note III.B on page 26.

The outstanding bonds payable at April 30, 2023, are \$8,975,000. No new bonds were issued in the current year and bond payments made during the year were \$390,000. See Note III.D on pages 27-29 for more information. The Library also records noncurrent liabilities for a deferred bond premium, net pension liability, and net OPEB liability totaling \$304,521, \$3,368,322 and \$316,639, respectively, at April 30, 2023 and 2022. The Library also recorded a net pension liability of \$3,368,322 at April 30, 2023.

Description of Current or Expected Conditions

Presently, management is not aware of any significant changes in conditions that could have a significant effect on the financial position or results of activities of the Library in the near future.

Requests for Information

This financial report is designed to provide a general overview of the Library's finances for all those with an interest in its finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Executive Director, Northbrook Public Library, 1201 Cedar Lane, Northbrook, Illinois 60062.

BASIC FINANCIAL STATEMENTS

**Northbrook Public Library
Statement of Net Position
April 30, 2023**

	Governmental Activities
<hr/>	
Assets and Deferred Outflows	
Cash and investments	\$ 16,786,386
Receivables	4,736,323
Prepaid items	401,266
Capital assets not being depreciated	205,624
Capital assets, net of accumulated depreciation	16,032,098
	<hr/>
Total assets	38,161,697
Deferred outflows (Note IV.)	3,043,708
	<hr/>
Total assets and deferred outflows	41,205,405
	<hr/>
Liabilities and Deferred Inflows	
Accounts payable	437,599
Accrued expenses	36,071
Accrued interest	145,566
Compensated absences payable	234,799
Noncurrent liabilities:	
Debt due within one year	422,773
Debt due in more than one year	8,856,748
Net pension liability	3,368,322
Net OPEB liability	208,782
	<hr/>
Total liabilities	13,710,660
Deferred inflows (Note IV.)	9,723,677
	<hr/>
Total liabilities and deferred inflows	23,434,337
	<hr/>
Net Position	
Net investment in capital assets	6,958,201
Restricted	711,161
Unrestricted	10,101,706
	<hr/>
	\$ 17,771,068
	<hr/>

See accompanying notes.

**Northbrook Public Library
Statement of Activities
For the Year Ended April 30, 2023**

Functions/Programs	Expenses	Program Revenues			Net (Expenses) Revenue and Changes in Net Position - Governmental Activities
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	
Governmental activities:					
Library activities	\$ 8,955,018	\$ 44,220	\$ 97,128	\$ -	\$ (8,813,670)
Interest	348,525	-	-	-	(348,525)
	<u>\$ 9,303,543</u>	<u>\$ 44,220</u>	<u>\$ 97,128</u>	<u>\$ -</u>	<u>(9,162,195)</u>
General revenues:					
					8,966,385
					459,160
					58,741
					<u>53,952</u>
				Total general revenues	<u>9,538,238</u>
				Changes in net position	376,043
				Net position, beginning of year	<u>17,395,025</u>
				Net position, end of the year	<u>\$ 17,771,068</u>

See accompanying notes.

**Northbrook Public Library
Balance Sheet - Governmental Funds
April 30, 2023**

	General	IMRF/FICA	Debt Service
Assets			
Cash and investments	\$ 10,940,404	\$ 1,059,042	\$ 395
Receivables, net:			
Property taxes	4,002,286	351,839	375,017
Other	7,181	-	-
Due from other funds	-	-	361,080
Prepaid expenses	401,266	-	-
Total assets	\$ 15,351,137	\$ 1,410,881	\$ 736,492
Liabilities			
Accounts payable	\$ 433,404	\$ -	\$ -
Accrued payroll	36,071	-	-
Due to other funds	2,788,659	-	-
Total liabilities	3,258,134	-	-
Deferred Inflows of Resources			
Property taxes	7,959,560	699,720	745,750
Total liabilities and deferred inflows of resources	11,217,694	699,720	745,750
Fund Balances (Deficit)			
Nonspendable	401,266	-	-
Restricted for statutory purposes	-	711,161	-
Committed for capital projects	-	-	-
Unassigned	3,732,177	-	(9,258)
Total fund balances (deficit)	4,133,443	711,161	(9,258)
Total liabilities, deferred inflows of resources, and fund balances (deficit)	\$ 15,351,137	\$ 1,410,881	\$ 736,492

See accompanying notes.

<u>Capital Improvements</u>	<u>Total Governmental Funds</u>
\$ 4,786,545	\$ 16,786,386
-	4,729,142
-	7,181
2,427,579	2,788,659
-	401,266
<u>\$ 7,214,124</u>	<u>\$ 24,712,634</u>
\$ 4,195	\$ 437,599
-	36,071
-	2,788,659
<u>4,195</u>	<u>3,262,329</u>
-	9,405,030
<u>4,195</u>	<u>12,667,359</u>
-	401,266
-	711,161
7,209,929	7,209,929
-	3,722,919
<u>7,209,929</u>	<u>12,045,275</u>
<u>\$ 7,214,124</u>	<u>\$ 24,712,634</u>

Northbrook Public Library
Reconciliation of the Governmental Funds Balance Sheet
to the Statement of Net Position
April 30, 2023

Total fund balance - governmental fund (page 12)	\$ 12,045,275
--	----------------------

Amounts reported for governmental activities in the statement of net position are different because:

Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the fund.	16,237,722
--	-------------------

Liabilities as defined under modified accrual accounting, not due and payable in the current period, are not reported in the funds.

Accrued interest	(145,566)
Compensated absences payable	(234,799)
Bonds payable	(9,279,521)
Net pension liability	(3,368,322)
Difference in pension-related items on deferred outflows	3,021,182
Difference in pension-related items on deferred inflows	(62,602)
Net other post employment benefit liability	(208,782)
Difference in OPEB-related items on deferred outflows	22,526
Difference in OPEB-related items on deferred inflows	(256,045)

Net position of governmental activities (page 9)	<u>\$ 17,771,068</u>
--	-----------------------------

See accompanying notes.

Northbrook Public Library
Statement of Revenues, Expenditures and Changes
in Fund Balances (Deficit) - Governmental Funds
For the Year Ended April 30, 2023

	General	IMRF/FICA	Debt Service
Revenues:			
Property taxes	\$ 7,518,447	\$ 702,543	\$ 745,395
State replacement taxes	459,160	-	-
Fines, fees, and rentals	44,220	-	-
Interest income	33,330	3,069	172
Gifts, designated, and grants	97,128	-	-
Miscellaneous	28,059	-	-
Total revenues	8,180,344	705,612	745,567
Expenditures:			
Salaries and employee benefits	4,850,169	641,034	-
Library materials and services	1,062,211	-	-
Operational costs	733,440	-	-
Maintenance	282,219	-	-
Other	10,779	-	-
Gifts and designated	108,970	-	-
Capital outlay	-	-	-
Debt service:			
Principal retirement	-	-	390,000
Interest and fiscal charges	-	-	368,121
Total expenditures	7,047,788	641,034	758,121
Revenues over (under) expenditures before other financing sources (uses)	1,132,556	64,578	(12,554)
Other financing sources (uses):			
Transfers in	-	-	12,554
Transfers out	(1,132,554)	-	-
Insurance proceeds	-	-	-
Total other financing sources (uses)	(1,132,554)	-	12,554
Net changes in fund balances (deficit)	2	64,578	-
Fund balances (deficit), beginning of the year	4,133,441	646,583	(9,258)
Fund balances (deficit), end of the year	\$ 4,133,443	\$ 711,161	\$ (9,258)

See accompanying notes.

<u>Capital Improvements</u>	<u>Total Governmental Funds</u>
\$ -	\$ 8,966,385
-	459,160
-	44,220
22,170	58,741
-	97,128
-	28,059
<u>22,170</u>	<u>9,653,693</u>
-	5,491,203
-	1,062,211
-	733,440
-	282,219
-	10,779
-	108,970
275,580	275,580
-	390,000
-	368,121
<u>275,580</u>	<u>8,722,523</u>
<u>(253,410)</u>	<u>931,170</u>
1,120,000	1,132,554
-	(1,132,554)
25,893	25,893
<u>1,145,893</u>	<u>25,893</u>
892,483	957,063
<u>6,317,446</u>	<u>11,088,212</u>
<u>\$ 7,209,929</u>	<u>\$ 12,045,275</u>

**Northbrook Public Library
Reconciliation of the Statement of Revenues,
Expenditures and Changes in Fund Balances (Deficit) of
Governmental Funds to the Statement of Activities
For the Year Ended April 30, 2023**

Amounts reported for governmental activities in the statement of activities
(page 10) are different because:

Net changes in fund balances - total governmental fund (page 15)	\$ 957,063
Governmental funds report capital outlays as expenditures, however, they are capitalized and depreciated in the statement of activities.	872,848
Depreciation on capital assets is reported as an expense in the statement of activities.	(1,516,342)
The change in the compensated absences liability is reported as an expense on the statement of activities.	(15,835)
The net effect of various miscellaneous transactions involving capital assets (i.e. sales, trade-ins) is to decrease net position	(3,242)
The repayment of long-term debt is reported as an expenditure when due in governmental funds but as a reduction of principal outstanding in the statement of activities.	390,000
The change in accrued interest is shown as interest expense on the statement of activities.	19,025
The net effect of changes in the net pension liability is reported as an expense in the statement of activities.	(305,002)
The net effect of changes in the net other post employment benefit liability is reported as an expense in the statement of activities.	(22,472)
Changes in net position of governmental activities (page 10)	\$ 376,043

See accompanying notes.

Northbrook Public Library
Statement of Revenues, Expenditures and Changes
in Fund Balance - Budget and Actual - General Fund
For the Year Ended April 30, 2023

	Original Budget	Final Budget	Actual	Variance Positive (Negative)
Revenues:				
Property taxes	\$ 7,439,188	\$ 7,491,000	\$ 7,518,447	\$ 27,447
State replacement taxes	125,000	125,000	459,160	334,160
Fines, fees and rentals	25,000	25,000	44,220	19,220
Interest income	25,000	5,000	33,330	28,330
Gifts, designated and grants	100,000	200,000	97,128	(102,872)
Miscellaneous	100,000	100,000	28,059	(71,941)
Total revenues	7,814,188	7,946,000	8,180,344	234,344
Expenditures:				
Salaries and employee benefits	4,830,700	4,999,500	4,850,169	149,331
Library materials and services	1,168,001	1,128,000	1,062,211	65,789
Operational costs	747,500	790,000	733,440	56,560
Maintenance	267,000	277,000	282,219	(5,219)
Other	100,500	101,500	10,779	90,721
Gifts and designated	-	200,000	108,970	91,030
Total expenditures	7,113,701	7,496,000	7,047,788	448,212
Revenues over expenditures before other financing uses	700,487	450,000	1,132,556	682,556
Other financing uses - transfers out	(450,000)	(450,000)	(1,132,554)	(682,554)
Net changes in fund balance	\$ 250,487	\$ -	2	\$ 2
Fund balance, beginning of the year			4,133,441	
Fund balance, end of the year			\$ 4,133,443	

See independent auditor's report.

Northbrook Public Library
Statement of Revenues, Expenditures and Changes in
Fund Balance - Budget and Actual - IMRF/FICA Fund
For the Year Ended April 30, 2023

	Original Budget	Final Budget	Actual	Variance Positive (Negative)
Revenues:				
Property taxes	\$ 689,000	\$ 714,000	\$ 702,543	\$ (11,457)
Interest income	100	100	3,069	2,969
Total revenues	689,100	714,100	705,612	(8,488)
Expenditures - salaries and employee benefits:				
IMRF	425,000	425,000	339,493	85,507
Social Security	289,000	289,000	301,541	(12,541)
Total expenditures	714,000	714,000	641,034	72,966
Revenues over (under) expenditures	\$ (24,900)	\$ 100	64,578	\$ 64,478
Fund balance, beginning of the year			646,583	
Fund balance, end of the year			\$ 711,161	

See independent auditor's report.

Northbrook Public Library Notes to the Financial Statements

I. Summary of Significant Accounting Policies

The financial statements of the Northbrook Public Library (Library) have been prepared in conformity with U.S. generally accepted accounting principles as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The more significant of the Library's accounting policies are described below.

A. The Reporting Entity

The Library's reporting entity includes all entities for which the Library exercised oversight responsibility as defined by the GASB.

The Library has developed criteria to determine whether outside agencies should be included within its financial reporting entity. The criteria include, but are not limited to, whether the Library (1) selects the governing authority or management, (2) has the ability to significantly influence operations, or (3) has accountability for fiscal matters (e.g., final budget approval, responsibility for funding deficits, management of assets, etc.). Using these criteria, the Library has not included in its financial statements the activities of any other entity. See Note V.D. for exclusion of Foundation.

The Library is a component unit of the Village of Northbrook (Village).

B. Government-wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the nonfiduciary activities. The effect of material interfund activity has been eliminated from these statements. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. The Library has no business-type activities.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include: (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment, and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds. Major individual governmental funds are reported as separate columns in the fund financial statements. The Library reports the following major governmental funds:

The **General Fund** is the general operating fund of the Library. It is used to account for all financial resources except those accounted for in another fund.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

I. Summary of Significant Accounting Policies (cont'd)

B. Government Wide and Fund Financial Statements (cont'd)

The **IMRF/FICA Fund** is used to account for the retirement obligations of the Library, funded by a restricted tax levy.

The **Debt Service Fund** is used to account for the payment of principal and interest on the Library's debt, funded by a restricted tax levy.

The **Capital Improvements Fund** is used to account for the Library's ongoing capital needs, funded by bond proceeds.

C. Measurement Focus, Basis of Accounting and Basis of Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when susceptible to accrual (when they are "measurable and available"). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. The Library considers all revenues available if they are collected within 60 days after year end. Expenditures are generally recorded when the related fund liability is incurred. However, expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

D. Assets/Deferred Outflows, Liabilities/Deferred Inflows and Net Position or Equity

1. Deposits and Investments

Illinois revised statutes authorize the Library to invest in securities guaranteed by the full faith and credit of the United States of America, interest-bearing savings accounts, certificates of deposit or any other investment constituting direct obligations of any bank as defined by the Illinois Banking Act, the State Treasurer's investment pool (authorized by ILCS 30, 235-2,e) and other permitted investments under paragraph 902, chapter 85 of the Statutes as amended by Public Act 86-426. Investments may only be made in banks that are insured by the Federal Deposit Insurance Corporation.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

I. Summary of Significant Accounting Policies (cont'd)

D. Assets/Deferred Outflows, Liabilities/Deferred Inflows and Net Position or Equity (cont'd)

1. Deposits and Investments (cont'd)

Investments consist of certificates of deposit and the Illinois Funds. Certificates of deposit are stated at cost.

Illinois Funds is an investment pool managed by the State of Illinois, Office of the Treasurer, which allows governments within the state to pool their funds for investment purposes. Illinois Funds is not registered with the SEC as an investment company but does operate in a manner consistent with Rule 2a7 of the Investment Company Act of 1940.

Illinois Funds meet the criteria contained in GASB Statement No. 79, *Certain Investment Pools and Pool Participants*. This allows these investments and those local governments investing in these funds to measure its investment at amortized cost. The criteria contained in GASB Statement No. 79 address (1) how the pool interacts with participants, (2) requirements for portfolio maturity, quality, diversification and liquidity, and (3) calculation and requirements of a shadow price.

2. Receivables, Payables and Interfund Activity

The Library recognizes property taxes receivable during the fiscal year in which the taxes are levied and become a legal claim of the Library; however, property taxes are not recognized as revenue until the subsequent fiscal year when the property taxes are extended by Cook County and remitted to the Library. Accordingly, the property tax levy for the 2022 tax year, including collections thereon, is recognized as deferred inflows of resources in the accompanying statement of net position.

Property tax receivables are shown net of allowances for doubtful amounts. The property tax receivable allowance is equal to 2.00% of the outstanding property taxes at year end.

All interfund transactions are reported as operating transfers.

3. Capital Assets

Capital assets, which include buildings and improvements, land improvements, furniture, equipment, books, and other library materials, are reported in the government-wide financial statements. The Library defines capital assets as assets with an initial, individual cost of more than \$500, except for books and other library materials, which are capitalized regardless of cost. Such assets are recorded at historical cost or estimated historical cost if actual is unavailable. Donated capital assets are valued at their estimated fair value on the date received.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

I. Summary of Significant Accounting Policies (cont'd)

D. Assets/Deferred Outflows, Liabilities/Deferred Inflows and Net Position or Equity (cont'd)

3. Capital Assets (cont'd)

Depreciation of all exhaustible capital assets is recorded as an allocated expense in the statement of activities, with accumulated depreciation reflected in the statement of net position. Depreciation is provided using the straight-line method over the assets' estimated useful lives as follows:

Buildings and improvements	5 – 40 years
Land improvements	10 – 20 years
Computer equipment	3 – 5 years
Office and other equipment	3 – 20 years
Furniture and shelving	7 – 20 years
Books and other library materials	7 years

In the fund financial statements, capital assets used in governmental fund operations are accounted for as capital outlay expenditures in the governmental fund upon acquisition.

4. Compensated Absences

The Library's policy permits employees to accumulate earned but unused vacation benefits, which are eligible for payment upon separation from Library service. The liability for such leave is reported as incurred in the government-wide financial statements. A liability for those amounts is recorded in the governmental funds only if the liability has matured as a result of employee resignations or retirements.

Accumulated sick leave lapses when employees leave the employment of the Library and, upon separation from service, no monetary obligation exists.

5. Deferred Outflows of Resources and Deferred Inflows of Resources

Deferred outflows of resources are defined as a consumption of net assets by the government that is applicable to a future reporting period; they increase net position, similar to assets. Note IV. provides further detail on the components of deferred outflows of resources.

Deferred inflows of resources are defined as an acquisition of net assets by the government that is applicable to a future reporting period; they decrease net position, similar to liabilities. Note IV. provides further detail on the components of deferred inflows of resources.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

I. Summary of Significant Accounting Policies (cont'd)

D. Assets/Deferred Outflows, Liabilities/Deferred Inflows and Net Position or Equity (cont'd)

6. Fund Equity and Net Position

Equity in the government-wide statements is classified as net position and displayed in three components:

- a. **Net investment in capital assets** – Consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances (excluding unspent bond proceeds) of any bonds, mortgages, notes, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets.
- b. **Restricted net position** – Consists of net position with constraints placed on its use either by: (1) external groups such as creditors, grantors, contributors, or laws or regulations of other governments, or (2) law through constitutional provisions or enabling legislation.
- c. **Unrestricted net position** – Remaining net position that does not meet the definitions of “restricted” or “net investment in capital assets.”

When both restricted and unrestricted resources are available for use, it is the Library’s policy to use restricted resources first, then unrestricted resources as they are needed.

In the governmental fund financial statements, governmental funds report fund balance as either nonspendable or spendable. Spendable fund balance is further classified as restricted, committed, assigned or unassigned, based on the relative strength of the constraints that control how specific amounts can be spent.

Restrictions of fund balance are reported for amounts constrained by legal restrictions from outside parties for use for a specific purpose or externally imposed by outside entities. The Library has fund balances restricted for specific purposes in the IMRF/FICA Fund due to property tax levies.

Committed fund balance is constrained by formal actions of the Library’s Board of Trustees, which is considered the Library’s highest level of decision-making authority. Formal action is in the form of an ordinance or resolution approved at a Board meeting. The Library’s fund balance in the Capital Improvement Fund is committed for capital projects.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

I. Summary of Significant Accounting Policies (cont'd)

D. Assets/Deferred Outflows, Liabilities/Deferred Inflows and Net Position or Equity (cont'd)

6. Fund Equity and Net Position (cont'd)

Assigned fund balance represents amounts constrained by the Library's intent to use them for a specific purpose. The authority to assign fund balance is at the Board level. Assignment of fund balance does not require passage of an ordinance. The Library has no assigned fund balance. The Debt Service Fund has a deficit fund balance that is reported as unassigned. The residual fund balance in the General Fund is reported as unassigned.

The Library assumes that funds with the highest level of constraint are expended first. If restricted or unrestricted funds are available for spending, the restricted funds are spent first. Unrestricted funds are considered spent in the following order as available - committed funds, assigned funds, and then unassigned funds.

7. Change in Accounting Principle

For fiscal year ended April 30, 2023, the Library implemented Governmental Accounting Standards Board (GASB) Statement No. 96, *Subscription-Based Information Technology Arrangements*. GASB Statement No. 96 provides guidance on accounting and financial reporting requirements for subscription-based information technology arrangements (SBITA). It establishes requirements for SBITA accounting based on the principle that SBITA are financings of the right to use an underlying asset. The Library is required to recognize an intangible subscription asset and subscription liability. At implementation, the Library did not have any such arrangements significant to the financial statements that met the criteria of GASB Statement No. 96, such that there is no recognition of a subscription asset and subscription liability at the time of implementation and as of April 30, 2023.

II. Stewardship, Compliance and Accountability

A. Budgetary Information

The budget is adopted on a basis consistent with generally accepted accounting principles. Annual budgets are adopted for the general, special revenue, debt service, and capital projects funds, except for the Construction Fund. All annual budget amounts lapse at fiscal year end. Project-length financial plans are adopted for all capital projects funds. Actual expenditures exceeded budget in the Debt Service Fund by \$571. The Library did not amend its budget during the current fiscal year.

B. Deficit Fund Balance

The Library reports a deficit fund balance in the Debt Service Fund of \$9,258. Funding is expected to come from future tax revenue or a transfer from the General Fund.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

III. Detailed Notes For All Fund Types and Account Groups

A. Deposits and Investments

Deposits – At year end, the carrying amount of the Library's deposits, excluding petty cash of \$475, was \$16,555,010, and the bank balance was \$16,744,285. The entire bank balance was covered by federal depository insurance, collateral with securities held by the pledging financial institution's agent in the Library's name, or a letter of credit.

Investments – The Library investments include an 11-month certificate of deposit with a carrying amount and bank balance of \$229,693. The Library also invests in the Illinois Funds. The monies invested by individual participants in the Illinois Funds are pooled together and invested in U.S. Treasury bills, notes backed by the full faith and credit of the U.S. Treasury, fully collateralized time deposits in Illinois financial institutions, collateralized repurchase agreements, and Treasury mutual funds that invest in U.S. Treasury obligations and collateralized repurchase agreements. The funds are available on demand to the Library which reduces interest rate risk to a negligible level. The Illinois Funds is a "AAAm" rated fund. The carrying amount of deposits in the Illinois Funds at April 30, 2023, was \$1,208.

A reconciliation of cash and investments, as shown on the balance sheet for the Library, follows:

Carrying amount of deposits	\$ 16,555,010
Carrying amount of certificate of deposit	229,693
Carrying amount of Illinois Funds	1,208
Cash on hand	<u>475</u>
Total	<u>\$ 16,786,386</u>

Interest Rate Risk – This is the risk that changes in the market interest rates will adversely affect the fair value of an investment; generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. The Library's investment policy addresses interest rate risk by requiring the majority of its funds be held in authorized investments of less than one year of maturity, and that no investment shall exceed two years of maturity.

Credit Risk – Generally, credit risk is the risk that an issuer of a debt-type instrument will not fulfill its obligation to the holder of the investment. This is measured by assignment of a rating by a nationally recognized rating organization.

Custodial Credit Risk – For deposits, this is the risk that, in the event of a bank failure, a government will not be able to recover its deposits. For investments, this is the risk that in the event of the failure of the counterparty, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party. The Library's investment policy requires all investments to be fully secured or collateralized.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

III. Detailed Notes For All Fund Types and Account Groups (cont'd)

B. Capital Assets

Capital asset activity for the year ended April 30, 2023, was as follows:

	Balances May 1	Additions	Retirements	Balances April 30
Capital assets not being depreciated:				
Land	\$ 35,000	\$ -	\$ -	\$ 35,000
Construction in progress	61,955	135,124	33,155	163,924
Artwork	6,700	-	-	6,700
	<u>103,655</u>	<u>135,124</u>	<u>33,155</u>	<u>205,624</u>
Capital assets being depreciated:				
Building and improvements	26,090,826	24,934	9,900	26,105,860
Land improvements	241,162	-	-	241,162
Computer equipment	574,387	86,782	66,438	594,731
Office and other equipment	829,627	3,973	15,897	817,703
Furniture and shelving	1,335,200	4,610	10,088	1,329,722
Books and other library materials	5,121,255	650,638	717,196	5,054,697
	<u>34,192,457</u>	<u>770,937</u>	<u>819,519</u>	<u>34,143,875</u>
Less accumulated depreciation for:				
Building and improvements	12,680,640	706,400	9,900	13,377,140
Land improvements	42,868	8,518	-	51,386
Computer equipment	511,185	48,500	66,438	493,247
Office and other equipment	393,864	63,328	15,480	441,712
Furniture and shelving	891,791	34,157	7,263	918,685
Books and other library materials	2,891,364	655,439	717,196	2,829,607
	<u>17,411,712</u>	<u>1,516,342</u>	<u>816,277</u>	<u>18,111,777</u>
Total capital assets being depreciated, net	<u>16,780,745</u>	<u>(745,405)</u>	<u>3,242</u>	<u>16,032,098</u>
Capital assets, net	<u>\$ 16,884,400</u>	<u>\$ (610,281)</u>	<u>\$ 36,397</u>	<u>\$ 16,237,722</u>

Depreciation expense was charged to Library activities' expense in the statement of activities.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

III. Detailed Notes For All Fund Types and Account Groups (cont'd)

C. Interfund Receivables, Payable and Transfers

Interfund balances consist of amounts due between funds arising from the delay in cash transfers among the funds. Balances at April 30, 2023, consist of the following:

<u>Receivable Fund</u>	<u>Amount</u>	<u>Payable Fund</u>	<u>Amount</u>
Capital Improvements	\$ 2,427,579	General	\$ 2,427,579
Debt Service	361,080	General	361,080

The Board approved transfers of \$425,000 from the General Fund to the Capital Improvements Fund to be utilized for future capital projects, and \$25,000 from the General Fund to the Debt Service Fund to fund shortfall of property taxes to debt service payments. Actual transfers were \$1,120,000 from the General Fund to the Capital Improvement Fund and \$12,554 from the General Fund to the Debt Service Fund. Transfers to the Capital Improvements Fund exceed budget due to the current year revenue exceeding budgeted amounts.

D. Long-term Liabilities

General Obligation Bonds

The Library has issued general obligation bonds to provide funds for the acquisition, construction, and renovation of its facility. In addition, some general obligation bonds have been issued to refund other general obligation bonds.

For the year ended April 30, 2023, long-term liabilities consisted of the following obligation Library bonds and other liabilities:

Northbrook Public Library
Notes to the Financial Statements (cont'd)

III. Detailed Notes For All Fund Types and Account Groups (cont'd)

D. Long-term Liabilities (cont'd)

	Balances May 1	Additions	Retirements	Balances April 30
\$3,825,000 19-year serial refunding bonds dated November 6, 2019, with interest rates ranging from 3.00% to 5.00%	\$ 3,635,000	\$ -	\$ 105,000	\$ 3,530,000
\$6,505,000 24-year serial bonds dated August 7, 2013, with interest rates ranging from 3.00% to 4.50%.	5,730,000	-	285,000	5,445,000
	9,365,000	-	390,000	8,975,000
Deferred bond premium	316,639	-	12,118	304,521
Total debt	9,681,639	-	402,118	9,279,521
Net pension liability (asset)	(2,011,717)	5,380,039	-	3,368,322
Net OPEB liability	245,481	-	36,699	208,782
	\$ 7,915,403	\$ 5,380,039	\$ 438,817	\$ 12,856,625

Issue	Amount Due Within One Year		
	Principal	Interest	Total
\$3,825,000	\$ 115,000	\$ 118,500	\$ 233,500
\$6,505,000	295,000	232,400	527,400
	\$ 410,000	\$ 350,900	\$ 760,900

Northbrook Public Library
Notes to the Financial Statements (cont'd)

III. Detailed Notes For All Fund Types and Account Groups (cont'd)

D. Long-term Liabilities (cont'd)

The annual debt service requirements to maturity are as follows:

Fiscal Year Ending April 30,	Principal	Interest	Total
2024	\$ 410,000	\$ 350,900	\$ 760,900
2025	425,000	333,350	758,350
2026	445,000	315,150	760,150
2027	465,000	296,100	761,100
2028	480,000	276,150	756,150
2028- 2032	2,710,000	1,079,925	3,789,925
2033- 2038	3,305,000	488,100	3,793,100
2039	735,000	22,050	757,050
	<u>\$ 8,975,000</u>	<u>\$ 3,161,725</u>	<u>\$ 12,136,725</u>

IV. Deferred Outflows of Resources and Deferred Inflows of Resources

The following table provides additional detail regarding deferred outflows of resources and deferred inflows of resources on the government-wide statement of net position:

Deferred outflows of resources:

Pension related:

Net difference between projected
and actual experience \$ 820,691

Net difference between projected and actual
Earnings on pension plan investments 2,092,716

Contributions subsequent to
the measurement date 107,775

OPEB related:

Change in assumptions 22,526

Total deferred outflows of resources \$ 3,043,708

Deferred inflows of resources:

Property taxes \$ 9,405,030

Pension related:

Change in assumptions 62,602

OPEB related:

Net difference between projected
and actual experience 217,695

Change in assumptions 38,350

Total deferred inflows of resources \$ 9,723,677

The change in assumptions related primarily to the change in the interest rate assumption.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information

A. Risk Management

The Library is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Library carries commercial insurance.

The Library is a member of the Library Insurance Management and Risk Control Combination (LIMRCC), an intergovernmental agreement providing unemployment insurance. LIMRCC purchases commercial insurance coverage to cover possible liabilities related to these risks. These commercial policies involve immaterial deductibles and provide sufficient coverage to reduce the risk of any material loss. Settlements have not exceeded insurance coverage in each of the past three years.

The Library purchases commercial insurance for errors and omissions coverage.

Medical and death benefits for employees and retirees are provided for through the Library's participation in the Intergovernmental Personnel Benefit Cooperative (IPBC). IPBC acts as an administrative agency to receive, process, and pay such claims as may come within the benefit program of each member. IPBC maintains specific reinsurance coverage for claims in excess of \$50,000 per individual employee participant. The Library pays premiums to IPBC based upon current employee participation and its prior experience factor with the pool. Current year overages or underages for participation in the pool are adjusted into subsequent years' experience factor for premiums.

B. Deferred Compensation Plan

The Village of Northbrook offers the Library employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457. The plan, available to all Village and Library employees, permits them to defer a portion of their salary until future years. Participation in the plan is optional. The deferred compensation plan is not available to employees until termination, retirement, death, or unforeseeable emergency. The plan assets are held in a trust. As such, plan assets are not subject to the claims of general creditors of the Library or Village.

C. Jointly Governed Organization

The Library participates in Cooperative Computer Services (CCS). CCS is an intergovernmental agency instrumentality formed by library members of the former North Suburban Library System and exists to administer a jointly owned integrated library automation system. CCS's governing board is comprised of one member from each participating library. No participant has any obligation, entitlement, or residual interest in CCS. In order to terminate membership in CCS, member libraries must provide one-year notice of termination. The Library's expenditures to CCS for the year ended April 30, 2023, were \$105,093.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

D. Foundation

During the year ended April 30, 2006, the Library created the Northbrook Public Library Foundation (Foundation), which is a federally tax exempt 501(c)(3) organization. During the year ended April 30, 2023, the Foundation received \$3,285 in donations and interest, and expended \$978 toward program and administrative costs. The Foundation had assets totaling \$68,960 as of April 30, 2023. The Foundation has not been included in the financial statements as it does not meet the requirements of a component unit.

E. Defined Benefit Pension Plan

General Information About the Pension Plan

Plan Description – The Library's defined benefit pension plan, the Illinois Municipal Retirement Fund (IMRF), provides pensions for all full-time employees of the Library. IMRF is an agent multiple-employer public employee retirement system that acts as a common investment and administrative agent for local governments and school districts in Illinois. The types of benefits, benefit levels, employee contributions, and employer contributions are governed by Illinois Compiled Statutes and can only be amended by the Illinois General Assembly. IMRF issues a publicly available financial report that includes financial statements and required supplementary information (RSI). That report may be obtained on-line at www.imrf.org. The Library participates in IMRF through the Village of Northbrook.

Benefits Provided – IMRF provides retirement and disability benefits, post-retirement increases, and death benefits to plan members and beneficiaries. All employees hired in positions that meet or exceed the prescribed annual hourly standard must be enrolled in IMRF as participating members. Participating members hired before January 1, 2011, who retire at or after age 60 with 8 years of service, are entitled to an annual retirement benefit, payable monthly for life, in an amount equal to 1-2/3 percent of their final rate (average of the highest 48 consecutive months' earnings during the last 10 years) of earnings, for each year of credited service up to 15 years, and 2 percent of each year thereafter. Employees with at least 8 years of service may retire at or after age 55 and receive a reduced benefit. For participating members hired on or after January 1, 2011, who retire at or after age 67 with 10 years of service, are entitled to an annual retirement benefit, payable monthly for life in an amount equal to 1-2/3 percent of their final rate (average of the highest 96 consecutive months' earnings during the last 10 years) of earnings, for each year of credited service, with a maximum salary cap of \$123,489 and \$119,892 at January 1, 2023 and 2022, respectively. The maximum salary cap increases each year thereafter. The monthly pension of a member hired on or after January 1, 2011, shall be increased annually, following the later of the first anniversary date of retirement or the month following the attainment of age 67, by the lesser of 3% or ½ of the consumer price index. Employees with at least 10 years of credited service may retire at or after age 62 and receive a reduced benefit. IMRF also provides death and disability benefits.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

F. Defined Benefit Pension Plan (cont'd)

General Information About the Pension Plan (cont'd)

Contributions – Employees participating in the plan are required to contribute 4.50 percent of their annual covered salary to IMRF. The employees' contribution rate is established by state statute. The Library is required to contribute the remaining amount necessary to fund the IMRF plan as specified by statute. The employer contribution and annual required contribution rate for calendar years 2022 and 2023, were 10.36 and 9.15 percent, respectively. The Library's contribution to the Plan totaled \$339,493 in the fiscal year ended April 30, 2023, which was equal to its annual required contribution.

Net Pension Asset/Liability

The Library is a component unit of the Village of Northbrook. Village management has allocated approximately 20.50% of the Village's pension responsibility to the Library based on annual employer contribution to the plan (19.32% in prior year). The Village of Northbrook's net pension liability was measured as of December 31, 2022, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date.

Actuarial Valuation and Assumptions – The actuarial assumptions used in the December 31, 2022, valuation were based on an actuarial experience study for the period January 1, 2017 – December 31, 2019, using the entry age normal actuarial cost method. The total pension liability in the December 31, 2022, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.25%
Salary increases	2.85% to 13.75%
Investment rate of return	7.25%
Post-retirement benefit increase:	
Tier 1	3.0%-simple
Tier 2	lesser of 3.0%-simple or ½ increase in CPI

The actuarial value of IMRF assets was determined using techniques that spread the effects of short-term volatility in the market value of investments over a five-year period with a 20% corridor between the actuarial and market value of assets. IMRF's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll on a closed basis. The remaining amortization period at April 30, 2023, was 21 years.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

F. Defined Benefit Pension Plan (cont'd)

Net Pension Asset/Liability

Mortality Rates – For non-disabled lives, the Pub-2010, Amount-Weighted, below-median income, General, Retiree, Male (adjusted 106%) and Female (Adjusted 105%) tables, and future mortality improvement projected using scale MP-2020. For disabled retirees, the Pub-2010, Amount-Weighted, below-median income, General, Retiree, Male and Female (both unadjusted) tables, and future mortality improvements projected using scale MP-2020. For active members, the Pub-2010, Amount-Weighted, below-median income, General, Employee, Male and Female (both unadjusted) tables, and future mortality improvements projected using scale MP-2020.

Long-term Expected Rate of Return – The long-term expected rate of return is the expected return to be earned over the entire trust portfolio based on the asset allocation of the portfolio, using best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) developed for each major asset class. The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	Long-term Expected Real Rate of Return
Equities	35.5%	6.50%
International equities	18%	7.60%
Fixed income	25.5%	4.90%
Real estate	10.5%	6.20%
Alternatives:	9.5%	
Private equity		9.90%
Commodities		6.25%
Cash equivalents	1%	4.00%

Discount Rate – The discount rate used to measure the total pension liability was 7.25%. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current contribution rate and that Township contributions will be made at rates equal to the difference between actuarially determined contribution rates and the employee rate. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees for the next 99 years. Therefore, the long-term expected rate of return on pension plan investments (7.25%) was applied to the next 99 periods of projected benefit payments, and then the municipal bond rate of 4.05% (based on an index of 20-year general obligation bonds with an average AA credit rating as of December 31, 2022) was utilized, resulting in a single discount rate of 7.25% being used to determine the total pension liability.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

F. Defined Benefit Pension Plan (cont'd)

Net Pension Asset/Liability (cont'd)

Changes in Net Pension Asset/Liability – Village of Northbrook

The change in the net pension liability for the Village of Northbrook is shown below.
The Library's percentage of the liability is 20.50%.

	Total Pension Liability	Plan Fiduciary Net Position	Net Pension (Asset) Liability
Balances 12/31/21	\$ 124,416,290	\$ 134,831,160	\$ (10,414,870)
Changes for the year:			
Service cost	1,625,216	-	1,625,216
Interest	8,796,249	-	8,796,249
Differences between expected and actual experience	2,072,239	-	2,072,239
Changes in assumptions	-	-	-
Contributions - employer	-	1,821,744	(1,821,744)
Contributions - employee	-	916,385	(916,385)
Net investment income	-	(17,977,384)	17,977,384
Benefit payments, including refunds of employee contributions	(7,802,656)	(7,802,656)	-
Other changes	-	885,371	(885,371)
Balances 12/31/22	<u>\$ 129,107,338</u>	<u>\$ 112,674,620</u>	<u>\$ 16,432,718</u>

Discount Rate Sensitivity – The following presents the net pension liability of the Village as a whole, calculated using the discount rate of 7.25%, as well as what the net pension liability would be if it were calculated using a discount rate that is one percentage point higher or lower than the current rate. **The Library's portion is approximately 20.50%:**

	1% Decrease (6.25%)	Current Discount Rate (7.25%)	1% Increase (8.25%)
Village of Northbrook net pension liability	<u>\$ 31,088,242</u>	<u>\$ 16,432,718</u>	<u>\$ 4,663,076</u>

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

F. Defined Benefit Pension Plan (cont'd)

Net Pension Asset/Liability (cont'd)

Pension Plan Fiduciary Net Position – Detailed information about the pension plan's fiduciary net position is available in the separately issued IMRF financial report.

Net Pension Liability, Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions – Library

At April 30, 2023, the Library's portion of the Village of Northbrook's net pension liability is \$3,368,322. For the year ended April 30, 2023, the Library recognized pension expense of \$644,495 in the government-wide financial statements. At April 30, 2023, the Library reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources	Net Deferred Outflows of Resources
Differences between expected and actual experience	\$ 820,691	\$ -	\$ 820,691
Changes in assumptions	-	(62,602)	(62,602)
Net difference between projected and actual earnings on pension plan investments	<u>2,092,716</u>	<u>-</u>	<u>2,092,716</u>
	2,913,407	(62,602)	2,850,805
Contributions made subsequent to the measurement date	<u>107,775</u>	<u>-</u>	<u>107,775</u>
Total	<u>\$ 3,021,182</u>	<u>\$ (62,602)</u>	<u>\$ 2,958,580</u>

Library contributions of \$107,775 will be recognized as a reduction of the net pension liability in the year ending April 30, 2024. Amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year Ending April 30,

2024	\$ 243,862
2025	645,922
2026	816,512
2027	<u>1,144,509</u>
Total	<u>\$ 2,850,805</u>

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

G. Other Post-Employment Benefits

Plan Descriptions, Provisions and Funding Policies

The Library provides post-employment health care and life insurance benefits (OPEB) for its eligible retired employees through a single employer defined benefit plan. The benefits, benefit levels, employee contributions and employer contributions are governed by the Library and can be amended by the Library through its personnel manual. The plan is not accounted for as a trust fund as an irrevocable trust has not been established to account for the plan. The plan does not issue a separate report. The activity of the plan is reported in the Library's General Fund. To be eligible for benefits, an employee must qualify for retirement through the Illinois Municipal Retirement Fund.

All health care benefits are provided through the Library's health plan. The benefit levels are the same as those afforded to active employees. Benefits include general inpatient and outpatient medical services; mental, nervous and substance abuse care, vision care dental care; and prescriptions. Upon a retiree reaching 65 years of age, Medicare becomes the primary insurer and the Library's plan becomes secondary. All retirees contribute 100% of the actuarially determined premium to the plan. At April 30, 2023, membership consisted of:

Retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits, but not yet receiving them	2
Active plan members	<u>48</u>
Total	<u>50</u>

Funding Policy – Retirees and dependents may continue coverage under the Library's group health program by contributing a monthly premium. They may participate in any plans offered to active employees. Retirees and dependents are required to pay 100% of the blended average employee cost. Premiums are the same for active and retired employees. The Library pays the difference between the actuarial cost of the health coverage for retirees and the employee group cost. There is no formal funding policy that exists for the OPEB plan as the total OPEB liabilities are currently an unfunded obligation.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

G. Other Post-Employment Benefits (cont'd)

Net OPEB Liability – The Library's net OPEB liability was initially measured as of April 30, 2023, and the total OPEB liability used to calculate the net OPEB liability was determined by an actuarial valuation as of May 1, 2022.

Total OPEB liability	\$ 208,782
Plan fiduciary net position	<u>-</u>
Net OPEB liability	<u>\$ 208,782</u>

Retiree Lapse Rates – The assumed lapse rate is 0%.

Election at Retirement – 20% of active employees are assumed to elect coverage at retirement.

Marital Status – 40% of active employees are assumed to be married and elect spousal coverage upon retirement.

Actuarial Valuation and Assumptions – The total OPEB liability was determined by an actuarial valuation using the Alternative Measurement Method as detailed in GASB Statement 75, as of May 1, 2022. The following actuarial assumptions were applied to all periods included in the measurement, unless otherwise specified:

Actuarial Cost Method	Entry Age Normal
Salary increases	4.00%
Discount rate	4.14% (3.98% in prior year)
Inflation rate	3.00%
Investment rate of return	4.10%

The health care trend rate is 5.50 percent for the HMO Plan and 5.50 percent for the PPO Plan for fiscal years 2022-2023, then decreasing over time to an ultimate rate of 4.50 percent for both plans by fiscal year 2038. The mortality rates were based on the PubG.H-2010 Mortality Table – General with mortality improvement using scale MP-2020.

Discount Rate – The discount rate used to measure the total OPEB liability is based on the ability of the fund to meet benefit obligations in the future. Because the Village does not have a dedicated trust to pay retiree healthcare benefits, the discount rate used should be a yield or index rate for 20-year, tax-exempt general obligation municipal bonds with an average rating of AA/Aa or higher. A discount rate of 4.14% is used, which is the S&P Municipal Bond 20 Year High-Grade Rate Index as of April 30, 2023.

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

G. Other Post-Employment Benefits (cont'd)

Changes in Net OPEB Liability

	Total OPEB Liability	Plan Fiduciary Net Position	Net OPEB (Asset) Liability
Balance 4/30/22	\$ 245,481	\$ -	\$ 245,481
Changes for the year:			
Service cost	12,953	-	12,953
Interest	10,784	-	10,784
Differences between expected and actual experience	(50,317)	-	(50,317)
Changes in assumptions	(35,596)	-	(35,596)
Contributions - employer	-	-	-
Net investment income	-	-	-
Benefit payments, including refunds of employee contributions	-	-	-
Other changes	25,477	-	25,477
Net changes	(36,699)	-	(36,699)
Balances at 4/30/23	\$ 208,782	\$ -	\$ 208,782

Sensitivity of the Net OPEB Liability to Changes in the Discount Rate – The following presents the net OPEB liability of the Library as of the date of the latest actuarial valuation, calculated using the discount rate of 4.14%, as well as what the Library's net OPEB liability would be if it were calculated using a discount rate that is one percentage point higher or lower than the current rate:

	1% Decrease (3.14%)	Current Discount Rate (4.14%)	1% Increase (5.14%)
Net OPEB Liability	\$ 223,098	\$ 208,782	\$ 195,409

Northbrook Public Library
Notes to the Financial Statements (cont'd)

V. Other Information (cont'd)

G. Other Post-Employment Benefits (cont'd)

Changes in Net OPEB Liability

Sensitivity of the Net OPEB Liability to Changes in the Healthcare Trend Rates – The following presents the net OPEB liability of the Library as of the date of the latest actuarial valuation, as well as what the Library's net OPEB liability would be if it were calculated using healthcare cost trend rates that are one percentage point higher or lower than the current rate:

	1% Decrease (Varies)	Current Discount Rate (Varies)	1% Increase (Varies)
Net OPEB Liability	\$ 190,503	\$ 208,782	\$ 229,458

OPEB Expense and Deferred Outflows of Resources and Inflows of Resources Related to OPEB – For the year ended April 30, 2023, the Library recognized OPEB expense of \$2,948. At April 30, 2023, the Library reported deferred outflows and inflows of resources related to OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources	Net Deferred Outflows (Inflows) of Resources
Differences between expected and actual experience	\$ -	\$ 217,695	\$ (217,695)
Assumption changes	22,526	38,350	(15,824)
Net difference between projected and actual earnings on pension plan investments	-	-	-
Total	\$ 22,526	\$ 256,045	\$ (233,519)

Amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year Ending April 30,

2024	\$ (26,685)
2025	(26,685)
2026	(26,685)
2027	(26,685)
2028	(26,685)
Thereafter	(100,094)
Total	\$ (233,519)

REQUIRED SUPPLEMENTARY INFORMATION

**Northbrook Public Library
Village of Northbrook (see Note below)
Illinois Municipal Retirement Fund
Multiyear Schedule of Changes in Net Pension Liability and Related Ratios
Calendar Year Ended December 31,**

	2022	2021
Total pension liability:		
Service cost	\$ 333,131	\$ 322,419
Interest on the total pension liability	1,679,938	1,571,483
Difference between expected and actual changes	424,760	676,308
Assumption changes	-	-
Benefit payments and refunds	<u>(1,599,361)</u>	<u>(1,379,333)</u>
Net change in total pension liability	838,468	1,190,877
Total pension liability - beginning	<u>21,990,769</u>	<u>20,799,892</u>
Total pension liability - ending	<u>\$ 22,829,237</u>	<u>\$ 21,990,769</u>
Plan fiduciary net position:		
Employer contributions	\$ 373,415	\$ 404,459
Employee contributions	187,837	159,795
Pension plan net investment income	(3,684,942)	3,811,122
Benefit payments and refunds	(1,599,361)	(1,379,333)
Other	<u>181,480</u>	<u>73,009</u>
Net change in plan fiduciary net position	(4,541,571)	3,069,052
Plan fiduciary net position - beginning	<u>24,002,486</u>	<u>20,933,434</u>
Plan fiduciary net position - ending	<u>\$ 19,460,915</u>	<u>\$ 24,002,486</u>
Net pension liability	<u>\$ 3,368,322</u>	<u>\$ (2,011,717)</u>
Plan fiduciary net position as a percentage of total pension liability	<u>85.25%</u>	<u>109.15%</u>
Covered valuation payroll	<u>\$ 3,647,888</u>	<u>\$ 3,346,086</u>
Net pension liability as a percentage of covered valuation payroll	<u>92.34%</u>	<u>-60.12%</u>

Note - The Northbrook Public Library participates in IMRF through the Village of Northbrook. It is not possible to present this schedule for the Library alone; however, the Library represents approximately 20.50% of the Village and as such the above schedule represents 20.50% of the Village's schedule. GASB 68 was adopted in fiscal year ended April 30 2016; this schedule will build a ten-year history prospectively.

See independent auditor's report.

2020	2019	2018	2017	2016	2015
\$ 253,808	\$ 328,425	\$ 295,235	\$ 305,975	\$ 308,221	\$ 305,485
834,622	1,593,150	1,406,958	1,295,578	1,401,693	1,192,367
236,935	204,009	329,023	71,088	(153,599)	(6,357)
(144,550)	-	559,318	(599,476)	(65,348)	40,891
(861,277)	(1,048,711)	(1,002,857)	(866,472)	(825,139)	(716,600)
319,538	1,076,873	1,587,677	206,693	665,828	815,786
20,480,354	19,403,481	17,815,804	17,609,111	16,943,283	16,127,497
<u>\$ 20,799,892</u>	<u>\$ 20,480,354</u>	<u>\$ 19,403,481</u>	<u>\$ 17,815,804</u>	<u>\$ 17,609,111</u>	<u>\$ 16,943,283</u>
\$ 308,178	\$ 323,235	\$ 371,707	\$ 359,385	\$ 366,360	\$ 350,861
118,435	151,375	142,976	134,781	135,300	128,054
2,203,675	3,339,697	(988,647)	2,738,317	1,040,580	72,797
(861,277)	(1,048,711)	(1,002,857)	(866,472)	(825,139)	(716,600)
80,870	117,860	406,200	(317,152)	7,890	27,116
1,849,881	2,883,456	(1,070,621)	2,048,859	724,991	(137,772)
19,083,553	16,200,097	17,270,718	15,221,859	14,496,868	14,634,640
<u>\$ 20,933,434</u>	<u>\$ 19,083,553</u>	<u>\$ 16,200,097</u>	<u>\$ 17,270,718</u>	<u>\$ 15,221,859</u>	<u>\$ 14,496,868</u>
<u>\$ (133,542)</u>	<u>\$ 1,396,801</u>	<u>\$ 3,203,384</u>	<u>\$ 545,086</u>	<u>\$ 2,387,252</u>	<u>\$ 2,446,415</u>
100.64%	93.18%	83.49%	96.94%	86.44%	85.56%
<u>\$ 3,173,489</u>	<u>\$ 3,360,028</u>	<u>\$ 3,177,666</u>	<u>\$ 2,938,462</u>	<u>\$ 2,945,889</u>	<u>\$ 2,827,246</u>
-4.21%	41.57%	100.81%	18.55%	81.04%	86.53%

**Northbrook Public Library
Illinois Municipal Retirement Fund
Required Supplementary Information -
Multiyear Schedule of Contributions
April 30, 2023**

Fiscal Year Ended April 30,	Actuarially Determined Contribution	Actual Contribution	Contribution Deficiency (Excess)	Covered Valuation Payroll	Actual Contribution as a Percentage of Covered Valuation Payroll
2023	\$ 339,493	\$ 339,493	\$ -	\$ 3,708,807	9.15 %
2022	360,907	360,907	-	3,484,320	10.36 %
2021	397,230	397,230	-	2,713,385	14.64 %
2020	349,333	349,333	-	3,394,368	10.29 %
2019	351,547	351,547	-	2,941,945	11.95 %
2018	357,325	357,325	-	2,990,876	11.95 %
2017	362,742	362,742	-	2,950,690	12.29 %
2016	350,861	350,861	-	2,827,246	12.41 %

Notes to Required Supplementary Information:

Actuarial Cost Method	Aggregate Entry Age Normal
Amortization Method	Level Percentage of Payroll (Closed)
Remaining Amortization Period	21 Years
Asset Valuation Method	5-Year Smoothed Market; 20% Corridor
Wage Growth	2.75%
Inflation	2.25%
Salary Increases	2.85% to 13.75% Including Inflation
Investment Rate of Return	7.25%
Retirement Age	Experience-based table of rates that are specific to the type of eligibility condition. Last updated for the 2020 valuation pursuant to an experience study of the period 2017-2019.
Mortality	For non-disabled retirees, the Pub-2010, Amount-Weighted, below-median income, General, Retiree, Male (adjusted 106%) and Female (adjusted 105%) tables, and future mortality improvements projected using scale MP-2020. For disabled retirees, the Pub-2010, Amount-Weighted, below-median income, General, Disabled Retiree, Male and Female (both unadjusted) tables, and future mortality improvements projected using scale MP-2020. For active members, the Pub-2010, Amount-Weighted, below-median income, General, Employee, Male and Female (both unadjusted) tables, and future mortality improvements projected using scale MP-2020.

Note: The Library adopted GASB 68 in the fiscal year ended April 30, 2016, and will build a ten-year history prospectively.

See independent auditor's report.

Northbrook Public Library
Other Postemployment Retiree Healthcare Plan
Multiyear Schedule of Changes in Net OPEB Liability and Related Ratios
Fiscal Year Ended April 30,

	2023	2022
Total OPEB liability:		
Service cost	\$ 12,953	\$ 16,766
Interest on the total pension liability	10,784	13,643
Benefit changes	-	-
Difference between expected and actual changes	(50,317)	-
Assumption changes	(35,596)	-
Benefit payments and refunds	-	(55,886)
Other changes	25,477	-
Net change in total OPEB liability	(36,699)	(25,477)
Total OPEB liability - beginning	245,481	270,958
Total OPEB liability - ending	\$ 208,782	\$ 245,481
Plan fiduciary net position:		
Employer contributions	\$ 22,472	\$ 28,097
Employee contributions	-	-
OPEB plan net investment income	-	-
Benefit payments and refunds	(22,472)	(28,097)
Other	-	-
Net change in plan fiduciary net position	-	-
Plan fiduciary net position - beginning	-	-
Plan fiduciary net position - ending	\$ -	\$ -
Net OPEB liability	\$ 208,782	\$ 245,481
Plan fiduciary net position as a percentage of total OPEB liability	0.00%	0.00%
Covered valuation payroll	\$ 2,886,643	\$ 3,484,320
Net OPEB liability as a percentage of covered valuation payroll	7.23%	7.05%

Note: The Library adopted GASB 75 in the fiscal year ended April 30, 2019, and will build a ten-year history prospectively.

See independent auditor's report.

2021	2020	2019
\$ 16,766	\$ 10,913	\$ 10,913
13,643	18,137	18,137
-	-	-
(235,444)	-	-
15,638	-	9,271
(36,728)	(66,950)	(81,844)
37,900	-	30
(188,225)	(37,900)	(43,493)
459,183	497,083	540,576
\$ 270,958	\$ 459,183	\$ 497,083
\$ 36,728	\$ 66,950	\$ 81,844
-	-	-
-	-	-
(36,728)	(66,950)	(81,844)
-	-	-
-	-	-
-	-	-
\$ -	\$ -	\$ -
\$ 270,958	\$ 459,183	\$ 497,083
0.00%	0.00%	0.00%
\$ 2,662,043	\$ 3,360,028	\$ 2,578,041
10.18%	13.67%	19.28%

-

SUPPLEMENTARY INFORMATION

Northbrook Public Library
General Fund
Schedule of Expenditures - Budget and Actual
For the Year Ended April 30, 2023

	Original Budget	Final Budget	Actual	Variance Positive (Negative)
Salaries and employee benefits:				
General salaries and wages	\$ 3,869,725	\$ 4,027,820	\$ 3,920,270	\$ 107,550
Maintenance salaries and wages	168,975	154,680	172,053	(17,373)
Group insurance	695,000	730,000	673,498	56,502
Unemployment/workers' compensation	27,000	27,000	26,047	953
Staff development	70,000	60,000	58,301	1,699
Total salaries and employee benefits	4,830,700	4,999,500	4,850,169	149,331
Library materials and services:				
Books and materials	805,104	788,103	779,686	8,417
Audio visual materials	73,027	73,027	48,723	24,304
Video/DVDs	70,870	70,870	57,584	13,286
Programs	117,000	94,000	71,125	22,875
OCLC	22,000	22,000	26,683	(4,683)
CCS shared costs	80,000	80,000	78,410	1,590
Total library materials and services	1,168,001	1,128,000	1,062,211	65,789
Operational costs:				
Photocopy	37,500	30,000	24,857	5,143
Office and library supplies	70,000	70,000	56,483	13,517
Computer software and supplies	103,000	98,000	92,146	5,854
Postage	20,000	20,000	18,556	1,444
General insurance	63,000	68,000	71,158	(3,158)
Telephone	43,000	39,000	36,442	2,558
Professional services	275,000	322,000	309,174	12,826
Furniture and equipment	50,000	50,000	30,722	19,278
Equipment rental and maintenance	42,000	42,000	46,468	(4,468)
Community relations	44,000	51,000	47,434	3,566
Total operational costs	747,500	790,000	733,440	56,560

(cont'd)

Northbrook Public Library
General Fund
Schedule of Expenditures - Budget and Actual (cont'd)
For the Year Ended April 30, 2023

	Original Budget	Final Budget	Actual	Variance Positive (Negative)
Maintenance:				
Vehicle expense	\$ 3,000	\$ 3,000	\$ 810	\$ 2,190
Janitorial supplies	45,000	45,000	44,678	322
Utilities	54,000	53,000	50,656	2,344
Building repairs	30,000	30,000	41,207	(11,207)
Contracted services	135,000	146,000	144,868	1,132
Total maintenance	267,000	277,000	282,219	(5,219)
Other:				
Recruiting	500	1,000	420	580
Contingency	100,000	100,000	9,739	90,261
Board development	-	500	620	(120)
Total other	100,500	101,500	10,779	90,721
Gifts and designated	-	200,000	108,970	91,030
Total expenditures	\$ 7,113,701	\$ 7,496,000	\$ 7,047,788	\$ 448,212

See independent auditor's report.

Northbrook Public Library
Schedule of Revenues, Expenditures and Changes in
Fund Deficit - Budget and Actual - Debt Service Fund
For the Year Ended April 30, 2023

	Original Budget	Final Budget	Actual	Variance Positive (Negative)
Revenues:				
Property taxes	\$ 758,249	\$ 757,550	\$ 745,395	\$ (12,155)
Interest income	-	-	172	172
Total revenues	758,249	757,550	745,567	(11,983)
Expenditures - debt service:				
Principal	382,172	390,000	390,000	-
Interest and fiscal charges	376,077	367,550	368,121	(571)
Total expenditures	758,249	757,550	758,121	(571)
Revenues over (under) expenditures before other financing sources	-	-	(12,554)	(12,554)
Other financing sources - transfers in	-	-	12,554	12,554
Total other financing sources (uses)	-	-	12,554	12,554
Net change in fund deficit	\$ -	\$ -	-	\$ -
Fund deficit, beginning of the year			(9,258)	
Fund deficit, end of the year			\$ (9,258)	

See independent auditor's report.

Northbrook Public Library
Schedule of Revenues, Expenditures and Changes in
Fund Balance - Budget and Actual - Capital Improvements Fund
For the Year Ended April 30, 2023

	Original Budget	Final Budget	Actual	Variance Positive (Negative)
Revenues:				
Interest income	\$ 10,000	\$ 10,000	\$ 22,170	\$ 12,170
Total revenues	<u>10,000</u>	<u>10,000</u>	<u>22,170</u>	<u>12,170</u>
Expenditures:				
Capital outlay:				
Renovations and repairs	908,000	540,725	259,387	281,338
Professional fees	75,000	75,525	16,193	59,332
Furniture and equipment	40,000	189,000	-	189,000
Total expenditures	<u>1,023,000</u>	<u>805,250</u>	<u>275,580</u>	<u>529,670</u>
Revenues under expenditures before other financing sources	(1,013,000)	(795,250)	(253,410)	541,840
Other financing sources:				
Transfers in	425,000	425,000	1,120,000	695,000
Insurance proceeds	-	-	25,893	25,893
Net change in fund balance	<u>\$ (588,000)</u>	<u>\$ (370,250)</u>	<u>892,483</u>	<u>\$ 1,236,840</u>
Fund balance, beginning of the year			<u>6,317,446</u>	
Fund balance, end of the year			<u>\$ 7,209,929</u>	

See independent auditor's report.

Director's Report

October 2023

Agenda Items

3 Consent Agenda

- 3.7 File account of all monies received and expended during preceding fiscal year (FY23) per 65 ILCS 6/3.1-35-65.
This is a record of all monies received and expended from the previous fiscal year and is required to be approved by the board.

5 FY23 Audit Presentation- Mr. Ed Tracy, Selden Fox

The audit is included in the packet. Ed Tracy will be making a presentation and answering questions.

8 Unfinished Business

- 8.1 Trustee Vacancy Appointment
The board will formally vote to fill the trustee vacancy.
- 8.2 FY24 Tax Levy
Anna has prepared additional documentation and will be available to answer any questions from the board about the proposed levy.
- 8.3 Staff Questions for Board
The board received two additional pieces of feedback from the staff after last month's questions and feedback. I have included them in the packet. The board will also finalize the response for the previously submitted questions and feedback.
- 8.4 Strategic Plan Project Update
I will provide a verbal update on the community survey and next steps on the strategic planning process.
- 8.5 Lily Zheng Report Discussion
A copy of the report is included in the packet again for the board to discuss after the presentation from Lily Zheng and Alexis Victor on October 4.

9 New Business

9.1 Per Capita Grant Annual Requirements Review

A copy of Serving Our Public and our checklists are included in the packet. The review of Serving Our Public is required annually in order to submit our Per Capita Grant request.

9.2 Staff Appreciation Week

Annually, the board does some type of recognition for staff. Until 2020, it had typically been each board member bringing food in on a different day of each week, but in 2020 the board purchased some items for the newly renovated staff lounge. In 2021, the board purchased blizzards from DQ for staff. Last year the board went back to bringing in treats each day during a month in November.

11 Agenda Building

- Trustee Swearing In
- Library of Things Collection Development Policy
- Per Capita Grant Application

Board News

Net Neutrality is Back!



Great news from ALA. In a HUGE win for libraries and advocates for an open internet, FCC Chairwoman Jessica Rosenworcel [proposed](#) the reinstatement of net neutrality rules, starting with a vote of the full commission next month! Net neutrality is essential to libraries fulfilling our public mission. Please take a moment and [Thank her for](#)

[this historic announcement.](#)

Updates

Upcoming Library Events

National Friends of Libraries Week is October 15-21. To celebrate, the Friends have planned these fun, educational, and entertaining events which board members are welcome to attend:

- **Tuesday, Oct. 17:** Enjoy a Japanese floral arrangement demo. [Register now.](#)
- **Wednesday, Oct. 18:** The Friends cosponsor "An Evening with Naomi Hirahara," a live (and streaming) event with the author of *Clark and Division*. [Register now.](#)
- **Thursday, Oct. 19:** Join us at a screening of the film *Farewell to Manzanar*, the true story of a family of Japanese descent imprisoned in the Manzanar internment camp. [Register now.](#)
- **Friday & Saturday, Oct. 20-21: Used Book Sale.** Shop for great deals on used books from 10:00am-4:00pm at the Friend's "Black Friday Book Sale."
- **Saturday, Oct. 21: MEMBER EXCLUSIVE!** Friends members are invited for a reception (dessert, fruit, and cheese) at 7:00pm in the Pollak Room followed by an Auditorium screening of the award-winning 2020 film *Minari* (PG-13), which tells the story of a Korean American family who move to the Ozarks in 1983 in search of their own American dream. Registration for this special event is limited to Friends members.

Programming

One Book One Northbrook

We had a successful kickoff event for One Book, One Northbrook on Saturday, September 30. 50 patrons attended the event, which featured live blues music from Yoko Noge, food from Kamehachi and Little Louie's and crafts for families. Many patrons shared positive comments about the band with Phil during the event. All the food from Kamehachi was enjoyed and there was only a small amount leftover from Little Louie's. The craft stations were busy throughout the event. Kate and board members helped at the One Book promo table, where patrons entered to win a copy of the book and were able to take promotional materials. Thanks to Caitlyn Hannon, Stephanie Bremner, Susan Schmidt, Kelly Kaye, and Kimberly Anne for helping plan the event.



Princess and Linda worked with Lev in Adult Services and Emma Saito Lincoln from the Japanese American Service Committee (JASC) to create the poster art for the One Book, One Northbrook Exhibit, "Thriving Beyond Injustice: The Chicago Japanese American Journey." This exhibit features 12 posters that examine the experience of Japanese Americans who were sent to Chicago after being forced from their homes and moved to incarceration sites, including Manzanar, during World War II.

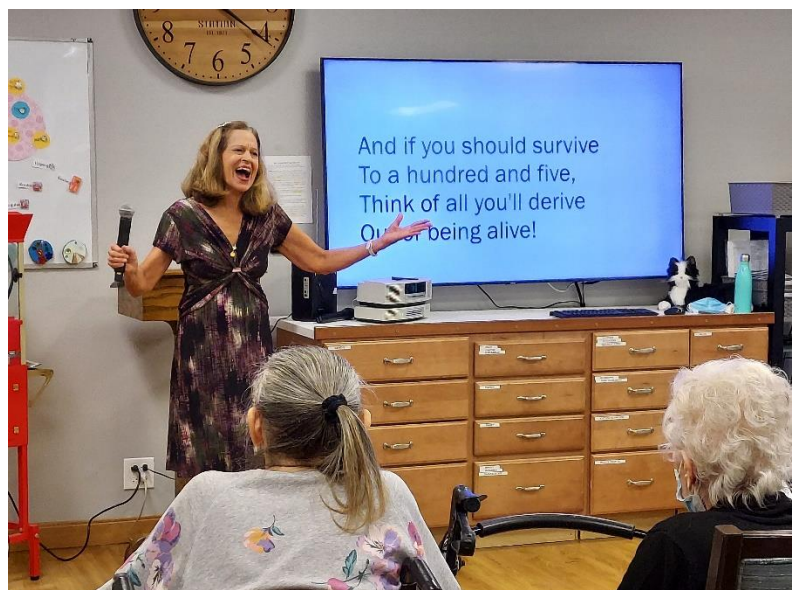
Lev and Emma in front of the One Book, One Northbrook exhibit

The photo exhibit on the Japanese American experience, created in partnership with the Japanese American Service Committee, is now on display in the second floor Reference area. This exhibit will be available for patrons to view throughout the month of One Book, One Northbrook.

Phil is working on final logistics for the day of the author event, October 18. We are looking forward to this along with the rest of the events, highlighted on our website: <https://www.northbrook.info/one-book-one-northbrook>

Adult Programming

Mary Lynn Saks and Debbie Siegel visited Covenant Living and presented a sing-along to residents in the assisted living facility. Professional singer, Mary Lynn, led 15 participants on a musical trip down memory lane as they sang old time favorites, jazz standards, pop classics and songs from **musicals**.



In September, Illinois Libraries Presents opened its season with Colson Whitehead, the author of nine novels, including his 1999 debut *The Intuitionist*; *The Underground Railroad* (2016), for which he won the 2016 National Book Award for Fiction and the 2017 Pulitzer Prize for Fiction; and *The Nickel Boys*, for which he won the Pulitzer Prize for Fiction again in 2020. We have over 200 libraries participating in the 3rd season of Illinois Libraries Present.

Youth Programming

- All our regular programming such as the book discussions, storytimes, Teen Advisory Board, and Y-Art restarted in September. We have also started a new Chess Club program for children in kindergarten through sixth grade.
- Megan Mohrdieck and Amanda Lopez created a dinosaur diorama with the YS display case and a dinosaur themed play area with dinosaur seating, fossil dig site, and a dinosaur landscape. It has been very popular with children and adults.



Volunteers

This month we have continued our slow roll out of open volunteer positions. This month we posted 3 additional positions with 4 openings, for a total of 6 positions with 14 openings. We have begun interviewing applicants and filling these roles.

Library Card Sign-Up Month

September also brought on Library Card Sign-Up Month. We had 45 patrons participate in our scavenger hunt to find the mystery word and two winners were notified to come in and pickup their \$20 Book Bin gift card. Also, over the course of the month we had 234 patrons either sign-up or do a card check-up, and six winners were drawn at random and notified they won a \$20 Book Bin gift card.

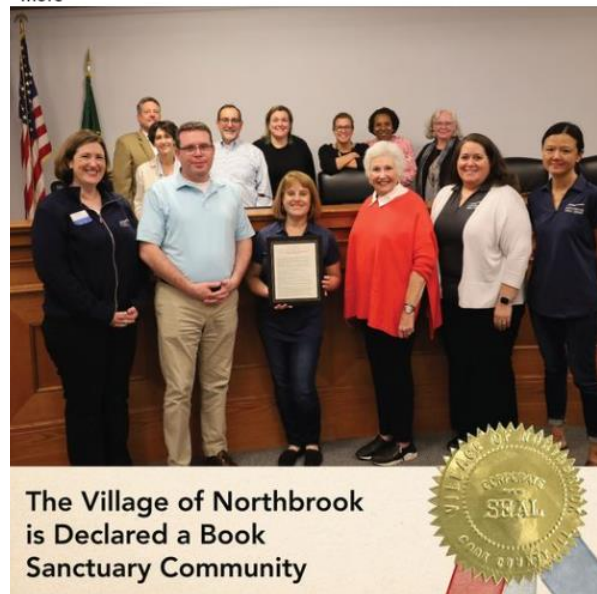
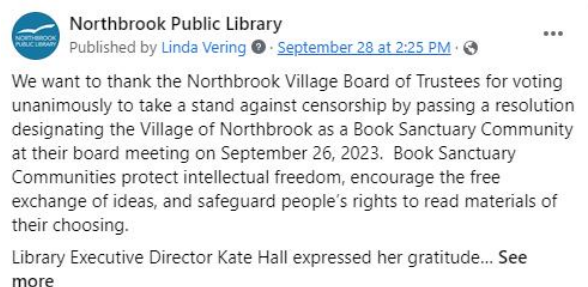
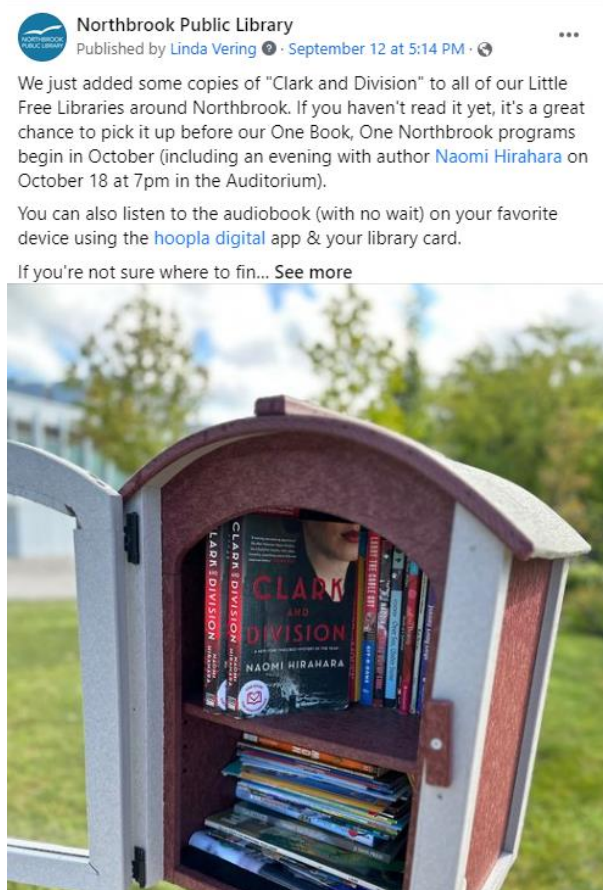
Publicity

One Book tie-in with Little Free Libraries

Posted: September 12

Facebook Reach: 2,298

Reactions: 126, 10 comments, 6 shares)



Becoming a Book Sanctuary Community

Posted: September 28

Facebook Reach: 2,046

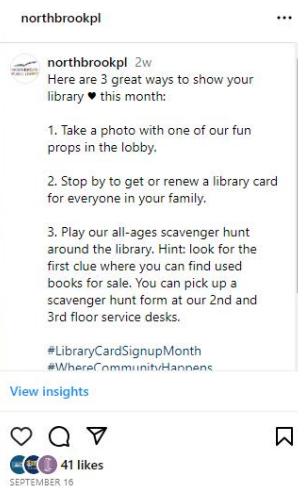
Reactions: 166, 4 comments, 15 shares)

Instagram Post: Library Card Sign-up Month

Posted September 16

Reach: 511

Reactions: 41



Instagram Post: Library Card Sign-up Month

Posted September 27

Reach: 270

Reactions: 38

Collections

- Based on a number of requests from patrons, Jill Franklin worked with Technical Services to add Ukrainian language titles to the World Language Collection. We now offer both fiction and nonfiction in Chinese, French, Korean, Polish, Russian, Spanish and Ukrainian.
- Axis 360, our downloadable ebook app for children, became Boundless on September 30. We have coordinated with the schools to roll out the new platform for students.

Partnerships

On September 11th, events production helped the village with a space usage request for the village to host Disability Training for local businesses. The village used the Pollak room for check-in and a light breakfast before they adjourned to the auditorium where events production facilitated the use of our sound system for the training and Q&A. After the training, attendees went back to the Pollak room for expo and meet and greet.

Operations

Facilities

Facilities staff worked with several vendors to do fall cleaning at the library. Inside and outside windows on all floors were cleaned and quarterly carpet cleaning happened after hours as well.

Technology

Warren-Newport Public Library was added to our consortium over Labor Day Weekend. Circulation staff worked hard leading up to the offline period to create workarounds for our patrons. We gave extensions on materials being due between August 29th and September 2nd to September 6th. This would help to prevent a large influx of materials being returned and patrons having questions about materials that were returned. Over the course of the two days (Friday/Saturday) patrons checked out 2,475 items and we processed 8 new resident cards.

Even though materials were not due, the below picture provides a quick view of the number of materials that can be returned in few days' time. Circulation staff processed 5,071 returns on Tuesday, September 6th.



Safety & Accessibility

Events Production, in conjunction with Adult Services, announced its changes to wheelchair accessible seating procedure in the Auditorium for the December-February newsletter. The process is now much more efficient for staff and patrons – allowing patrons to specifically book wheelchair accessible seating instead of request it and then have staff confirm to the patron that it is available.

As previously reported, a suspect in the area library swatting attacks has been taken into custody. We will be bringing our webforms back online and continuing to work with our web developer on limiting IP addresses to the United States.

Library Bomb Threat

Posted: September 14

Facebook Reach: 5,228

Reactions: 187, 29 comments, 14 shares

HR

Staff Arrivals

- Lucy Gray, regular part-time Adult Services Assistant, effective September 18 (replacement).

Staff Departures

- Alex Lodkin, part-time Shelver (CIRC), resigned effective September 13. She was unable to work the schedule she was hired
- Megan Brown, part-time Technical Services Assistant (TS), resigned effective September 26. She is accepted a full-time position at her home town public library.
- Sarah Romero, part-time Facilities Worker, resigned effective September 29. She accepted a position in the department of her field of study at the college she attends.

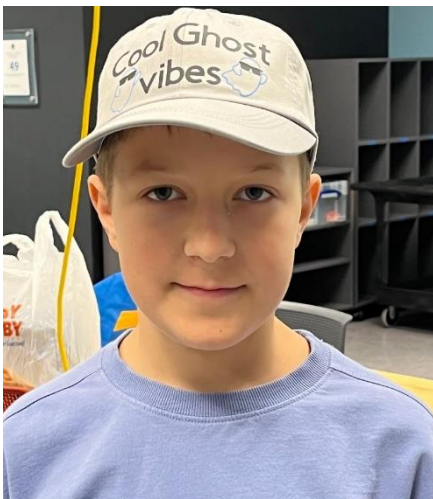
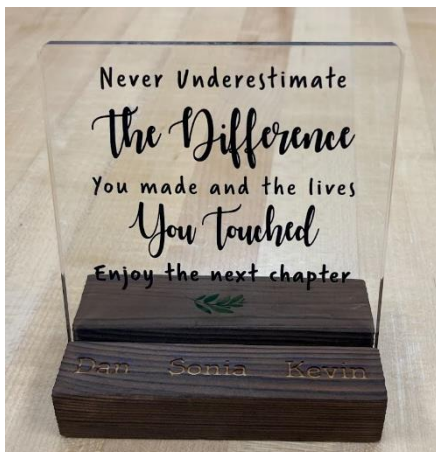
Kate Hall, Executive Director



COLLABORATORY UPDATE

Prepared by: Cathleen Doyle
September, 2023

PROJECTS



PATRON STORIES



From Assistant Manager, Michelle Mistalski: I taught a youth program to introduce basic sewing machine techniques. The program attendees have all used a sewing machine before and thoroughly enjoyed the process of creating abstract art. One of the young patrons commented that this specific program has reignited their passion for sewing, and relayed to their parents that they want to try to learn how to use their own sewing machine when they get home. The attendees shared their enthusiasm for the programs offered at the library and look forward to attending more.

From Maker Specialist Joe Cirignani: I helped a new patron scan his stencil and learn how to use Photoshop to color in areas of the design to etch better. He then lasered his design and loved it! He was very delighted by the whole process and is excited to come back.



MATERIALS

September projects by material type charged:

3D Printing	36
Acrylic	34
Cork Coasters	21
DVDs	5
Embroidery Thread	15
Glasses	8
HDPE	1
Iron-on	14
Stabilizer Sheets	33
Vinyl & Transfer Paper	14
Wood	25

3D PRINTING

We printed 42 objects for users in September.

VISITORS

449 people visited the Collaboratory in September.

Comment	Response	Staff Member Responding
Patron was contacted regarding server maintenance and a checkout. Her response regarding the library: Thank you for all your hardwork. I really cannot be without a book, as they are my good friends. When I finish one I must head to the library to pickout another friend to be with. Thank you for all you do, it is really appreciated and I hope others also compliment you on the work you do.	So happy that you find many new friends at the library. We are always happy to help and please let us know if you need recommendations for friends, as our staff is always willing to help.	Kim Hegelund
In regards to a non-public event that featured Highland Park Mayor Nancy Rotering: Dear Kelly and Arielle: Many thanks for allowing Chicago North Shore Hadassah to use the wonderful space at Northbrook Library. We had 35 in person, 80 on zoom, in a flawless evening. Of course everything worked at the library as expected, both in advance of the event and during- set up, access to Adam and the Owl- all perfect. We are so appreciative of your being in the community and all you provide. As you know, the Northbrook library has been, for years, my first choice when looking for a venue for almost any community event.	I am so glad it worked out well for the event and the event was a success! Our Events Production, Maintenance and IT staff did a great job with the set up and it was a pleasure working with you and the Northbrook Police on safety. All future meeting room bookings can go through our Adult Services department. If you would like to present a community event in partnership with the library that is open to the public, please let Arielle know. Please continue to bring any safety and security concerns to me. It was great working with you!	Kelly Durov
Thank you so much [Jill] for locating the article on multiple chemical sensitivity. This is by far the best article I have found to date. I so appreciate your efforts!	Verbal comment. No response recorded.	Susan Wolf
A patron and his young daughter were very complimentary of the library. As Glenview residents they didn't know they could also use our library and were very excited about that fact.	Verbal comment. No response recorded.	Lev Kalmens

Comment	Response	Staff Member Responding
<p>Hello</p> <p>I'm an NB Library member.</p> <p>This seems to be a pornographic book, and it's in the Teens area of the library.</p> <p>Is it supposed to be there for children to read?</p> <p>Best regards,</p> <p>Henrique <included a screenshot of the PowerPac entry for Gender Queer></p>	<p>Thanks for sharing your concern. The goal of a public library is to provide access to materials representing different views on a variety of topics. Our mission focuses on supporting intellectual freedom and meeting the needs and interests of everyone in the community. The book "Gender Queer" by Maia Kobabe is in the teen/young adult area of the library as that is the intended audience for this book. The public library provides access to information and resources based on our collection development policy and parents and caregivers have the right and responsibility to monitor and restrict access to the books for the young people in their care, but not to make that choice for the entire community.</p> <p>"Gender Queer" explores themes of gender identity, sexuality, and self-acceptance. It does contain mature themes and explicit content related to sexuality and relationships, but its primary purpose is to shed light on the author's personal experiences and struggles as a genderqueer person. It does this in a way that is straightforward and not erotic or pornographic in nature.</p> <p>As we mentioned in our response to your inquiry sent via Messenger on social media, the library has a process for reconsidering materials in our collections. You can find the form in our Materials Policy on our website. The form must be filled out entirely and submitted to the Executive Director. https://www.northbrook.info/sites/default/files/policies/500%20Compiled%20Collections%20Policies.pdf</p> <p>If you would like to discuss more about why we have the book "Gender Queer" in our teen area, I would be happy to schedule a time for us to talk over the phone or in person.</p>	<p>Kelly Durov</p>

Comment	Response	Staff Member Responding
Submitted via Facebook Messenger: Hi. You got one book in the TEENS area that contains pornographic material. It's called "Gender Queer". Was that a slip?	The library has a process for reconsidering materials in our collections. You can find the form in our Materials Policy on our website. The form must be filled out entirely and submitted to the Executive Director. https://www.northbrook.info/sites/default/files/policies/500%20Compiled%20Collections%20Policies.pdf	Linda Vering
<p>Posted on Facebook: The Northbrook Public Library is holding PORNOGRAPHIC books in the TEENS section. I cannot post the pictures of these books here since it might be even illegal as they seem to contain images of children having sex. The books are the same as in the article below. The description of these books read:</p> <p>"All Boys Aren't Blue", which includes sexual abuse, depictions of sexual encounters, and more.</p> <p>"Gender Queer" shows images of blowjobs, masturbation, and discusses sex toys and chest binders.</p> <p>"Fun Home" depicts oral sex from a self proclaimed lesbian terrorist who protested Christians.</p> <p>All these (but Fun Home) are in the TEENS section on the SECOND FLOOR, where typically children are located. They also seem to be available freely as audiobooks with no restriction.</p> <p>I am not advocating book burning but these books should be in the 3rd floor where the adults section is located, not in the same shelves where kids get their fiction books for school. I contacted the library and their response is to fill a THREE PAGE requirement to be delivered for consideration of the Executive Director. They are not concerned that this pornographic material is currently available and being checked out by our children.</p> <p>Link to Article: https://www.libsoftiktok.com/.../school-district-blocks...</p> <p>Village of Northbrook Northbrook Police Department</p> <p>-----</p> <p>He also included screen shots of the materials in our catalog on his post. He linked his post to the Village of Northbrook FB page (but used an incorrect link to a non-official page) and the Northbrook Police Department official FB page.</p>	Posted on Facebook and the library was tagged. We did not respond to this post, but have engaged in dialogue with this patron via Facebook Messenger and email.	Kelly Durov

Comment	Response	Staff Member Responding
A patron at Covenant suggested a mobility scooter for the library. She uses a motorized wheelchair but cannot bring it with her and doesn't have someone to push her in a manual wheelchair.	This is an interesting request as it could add accessibility to the library but there is expense and liability issues to consider. Administration Management staff will investigate the feasibility of adding a motorized scooter as a service to the public using the library.	Kelly Durov
You all are outstanding. Thank you for going above and beyond with my questions.	Verbal comment. No response recorded.	Cathleen Doyle
In response to being cc'd on a comment about the book "Gender Queer" emailed by a member of the public to feedback@northbrook.info on 9/26/23. Body of email: "Just to clarify, please know I did not request to be copied on the previous communications between XXXX and yourself or feedback@northbrook.info, nor did I request the communication itself. I am aware that it was he who copied me. Please know that my email was added without me being asked or notified. My family visits the library frequently and we are grateful for your work and openness to the community. I am grateful that the library has channels for concerns and feedback and for your willingness to speak with an individual about such things. Ms. Kate Hall just contacted me to clarify some of these things over the phone. But if you have any questions or concerns on your end please do not hesitate to contact me as well. Thank you for all that you do!"	Response was given over the phone by Kate Hall. Kelly Durov followed up with this email to the group of 4 people included is a response to a member of the public questioning why the book "Gender Queer" is in the teen section: As we mentioned previously, the library has a process for reconsidering materials in our collections. You can find the form in our Materials Policy on our website. The form must be filled out entirely and submitted to the Executive Director. https://www.northbrook.info/sites/default/files/policies/500%20Compiled%20Collections%20Policies.pdf If you would like to discuss more about why we have the book "Gender Queer" in our teen area, I would be happy to schedule a time for us to talk over the phone or in person.	Kelly Durov
I am calling to complement the library on their signage saying about be kind, I think it is a wonderful, wonderful idea and it will help society in general to make people realize that it is better to be kind and helpful to 1 another than to be so how shall I put it ever avaricious and and and And and and and me too is just thinking about me, me, me, but it is nice to be nice to other people. I think it is a great public relations move and I salute you and I thank you. (K) eep up the good work and and I think an award to go to whoever thought that idea.	Administrative Assistant received comment in voicemail. Forwarded to Linda Vering, Kate Hall, and Kelly Durov.	
Survey poorly designed. Not an event center in lobby please!	Received in Feedback Email re: Community Survey	Kelly Durov
Left a 5 star review on Google: It's great for studying! The second floor has floor-to-ceiling windows and lots of tables. In the kids' area, there are books, colouring supplies, toys, dollhouses, puzzles, fish tanks, storytime, and scavenger hunts.	Thank you so much for the great review, John. We're so glad you enjoyed your visit.	Linda Vering

BOARD FEEDBACK RESULTS FROM STAFF

Month/Year: 10/2023

Questions for Board of Trustees

-

Feedback for Board of Trustees

- Staff suggested board members shadow staff on public-facing desks so they can more fully understand the issues that staff face.
- Staff expressed concerns that there have been incidents of individual board members coming into the library as patrons asking for and expecting preferential treatment because of their status as a board member.



Equity, Diversity & Inclusion Survey Findings and Report **2023 Baseline**

Insights and Recommendations
for Future Action

Zheng Consulting

Lily Zheng
Alexis Victor

September 28, 2023

Executive Summary

Key Findings

Highly Effective and Engaged Staff

Library staff are highly motivated and engaged to work at the library, citing extremely positive within-department experiences. Compared to benchmark, library staff report exceptionally higher opportunities, support, resources, and higher perceived pay equity.

Strong Shared EDI Commitment, But Low Capacity Library-Wide

While virtually all staff are aligned on the need for EDI work, burnout is high and capacity is low across the library. This challenge is exacerbated by ongoing pandemic- and sociopolitical-related stress. Staff undertaking EDI-related workstreams find the workload unsustainable, and feel that without changes to how EDI work is distributed, even work that most staff agree is valuable will be unable to be carried out.

Staff-Administrative Management Inequity Drives Overall Inequity

While there are a small number of demographic-related inequities by race and sexuality, the largest driver of overall EDI challenges is the inequity between administrative management and other staff, which influences other inequities at the library. Administrative management's perception of the current state of the library is misaligned with staff perceptions, leading to challenges with EDI decision-making, communication, and implementation.

Unspoken Consequences In Lieu of Healthy Feedback or Accountability Processes

When issues with projects, performance, or interpersonal relationships arise, particularly at the manager level and above, leaders may default to taking one-sided action to change the outcome rather than openly communicate. For example, in reaction to a perceived incorrect decision taken by a manager, an administrative manager may respond by reducing the decision-making autonomy or requiring more formal permission or sign-off of similar decisions for that manager alone without communicating the reason. While this practice reduces outright conflict, it can damage trust and morale for the affected managers and/or departments and exacerbate inequity.

Over-Scoping and Over-Management of Library-Wide Projects

Library-wide projects are highly criticized by staff. The high number of projects, the heavy reliance on library staff to undertake them, the relative lack of input staff have into project selection and prioritization, and the heavy involvement of administrative management in project minutiae results in a high risk of staff burnout. Staff are strongly aligned on the perception that projects are improperly resourced and rarely completed in a timely manner.

Strategic Recommendations

The library should seek staff feedback on library-wide projects and pause the projects with the worst impact:effort ratio as soon as it is able to, for at least one year.

Across the board, library staff are overextended by work that isn't included in their job descriptions. While to some extent the emotional burden of this work can be mitigated with better communication and transparency, the most impactful way to increase staff capacity and overall project efficacy requires *doing less*. To ensure that the library maintains a focus on the highest-impact projects, administrative management should survey library staff and commit to pausing at least half of ongoing projects so the remainder can be properly prioritized.

The library should formalize and communicate the decision-making roles and responsibilities of different library constituents.

To ensure that staff are aligned on the different roles and responsibilities of non-manager staff, managers, administrative management, and the board, HR should take the lead in formally documenting and communicating this information to staff. This documentation can also be used as a guide to assess whether de facto decision-making processes or staff responsibilities align with expectations, and if they do not, inform changemaking efforts to rectify inequities.

The library should invest in management, communication, and feedback upskilling for administrative management.

To improve administrative management's ability to effectively and consistently collaborate, communicate, and lead in an inclusive and equitable way for the library, the NPL should invest in evidence-based management, feedback, and communication training for them. To ensure accountability for learning and improvement, specific questions can be added to their existing performance evaluation or to the 2024 EDI survey for staff to assess improvement.

The library should reassess and redistribute EDI-related workstreams between the volunteer EDI committee, managers, and administrative management, with HR and managers taking a greater role in the process.

Given the high volume of EDI-related work, the EDI committee, managers, and administrative management should work together to document and redistribute EDI workstreams to share the responsibility and distribute the burden appropriately. For example, the EDI committee can take on EDI event programming, managers can take on integrating EDI into their departmental work, and administrative management can take on EDI-related library-wide policies, processes, and culture. In particular, the NPL could benefit from a stronger HR presence to own personnel-related work, including many EDI-related workstreams.

The library should organize and engage in regular staff dialogues with peer institutions.

Either every quarter or twice a year, the library should organize recurring facilitated dialogues with other libraries facing similar challenges on topics including staff wellness, burnout prevention, and patron-related best practices. These dialogues can help staff build community, share and gain perspectives on EDI and related work, and develop in their roles.

Introduction

In late-Q2 2022, Northbrook Public Library (NPL) engaged with Zheng Consulting (ZC), a Diversity, Equity & Inclusion consulting and assessment firm, to develop and administer a two-year EDI assessment, following exploratory assessment work conducted by The Blackberry Collection (TBC), another EDI consulting firm. Zheng Consulting built on TBC's previous work to create a customized EDI survey via the CultureAmp platform and supplemented the data it collected with TBC's After Action Report, follow-up conversations with library managers, the chairs of the EDI committee, and members of administrative management, and additional anonymous staff feedback submitted through a Google Form.

This report summarizes: 1) Northbrook Public Library's 2023 Baseline Survey development and key factors, 2) high-level survey results and the Research Questions developed in response by Zheng Consulting 3) Zheng Consulting's deep dive analysis of quantitative and qualitative data, and 4) Zheng Consulting's recommendations for action and next steps.

Survey Development & Factors

For many of its EDI assessment projects, Zheng Consulting first conducts an exploratory assessment to understand the issues most relevant to an organization, then customizes its surveys to reflect these priorities. For the Northbrook Public Library, ZC opted to skip this exploratory assessment due to the prior work that The Blackberry Collection, another EDI consulting firm, had completed. Noting the tension following the end of NPL's partnership with TBC, ZC chose to instead gauge library staff's willingness to share additional feedback. This survey revealed that while a notable percent of library staff had lost trust in administrative management, staff largely trusted the EDI committee, their managers, and ZC to undertake additional EDI work. Based on this feedback, ZC proceeded with the baseline assessment.

For this next stage of EDI work, how much do you trust that library administration will help the NPL make progress?

49 responses

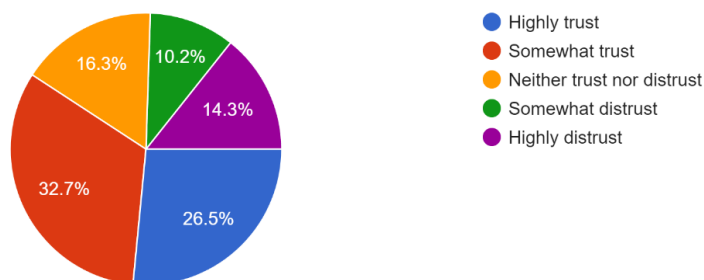


Figure 1. Of the staff that responded to the Zheng Consulting Trust Survey, roughly 60% trusted library administrative management, with roughly 25% distrusting or highly distrusting.

For this next stage of EDI work, how much do you trust that Lily will help the NPL make progress?
49 responses

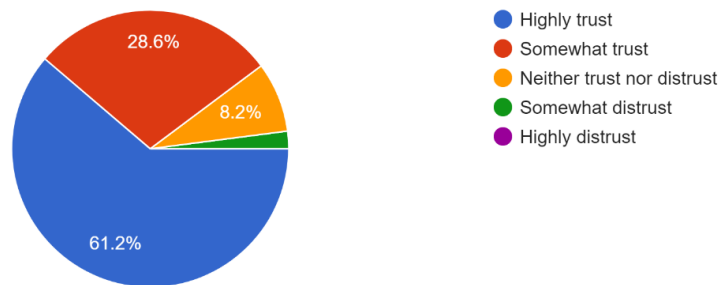


Figure 2. Of the staff that responded to the Zheng Consulting Trust Survey, roughly 90% trusted Lily and Zheng Consulting, with 2% distrusting or highly distrusting.

ZC took additional effort to ensure that the Zheng Consulting EDI survey recognized and built on the previous work undertaken by TBC. The final survey, which also integrated feedback from library partners working with ZC (Kate Hall, Michelle Mistalski, and Sara Scodius) consisted of 34 rating questions, 3 qualitative questions, 7 demographic questions, and 4 organizational questions. Rating questions collected data on 9 factors:

Belonging: The degree to which people feel valued, respected, part of a greater whole and safe to take risks or fail.

Voice: The degree to which people feel safe offering feedback and feel it is taken seriously.

Fairness: The degree to which people feel equally treated and evaluated.

Enablement: The degree to which people feel supported to succeed in their jobs.

Decision Making: The degree to which people feel represented and included in decisions impacting them.

Representation: The degree to which people feel their workplace and leadership is set up to reflect their community.

Leadership: The degree to which leaders are succeeding at ensuring a respectful workplace, offering feedback and coaching, and enabling a functional workplace.

Engagement: The degree to which people feel positively toward and participate in the workplace.

Community: The degree to which community members (patrons) feel included and members of the organizations feel supported in interacting with them.

The survey ran for two weeks and collected 90 responses for a high total response rate of 90%. Survey findings can be found on the following page.

Survey Findings

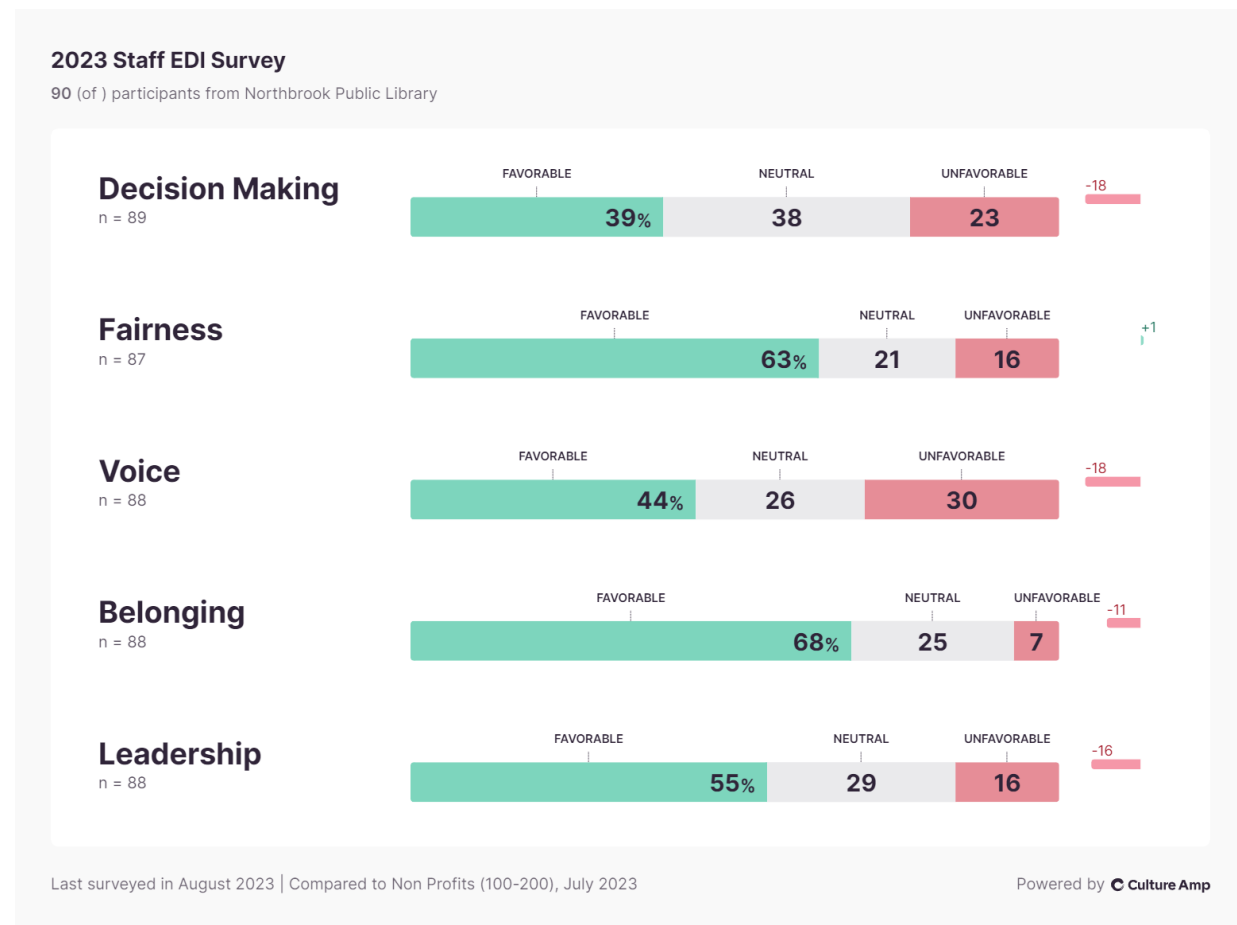


Figure 3. An overview of the five most impactful factors on the 2023 DEI Survey. Green scores indicate the percentage of positive responses. Grey scores indicate neutral responses, and red scores indicate negative responses. The Comparison column lists the degree to which NPL's scores differ from the benchmark for similar organizations.

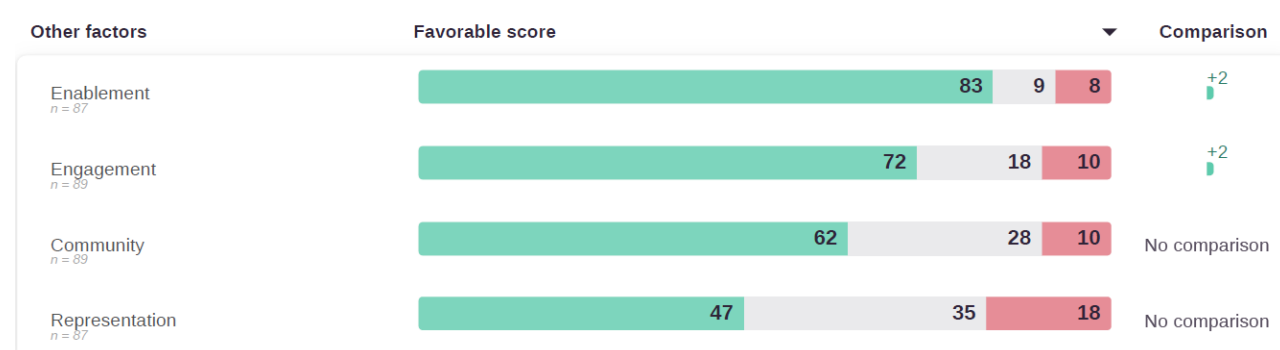


Figure 4. An overview of the four remaining factors and their scores on the 2023 DEI Survey, Enablement (83% positive), Engagement (72% positive), Community (62% positive), and Representation (47% positive).

The areas in which the Northbrook Public library is exceeding benchmark are primarily in **Fairness, Enablement, and Engagement**. Staff reported high access to opportunity and high access to the resources, tools, and information needed to do their jobs well. Staff shared feeling highly motivated and engaged to do their best while working at the library. While staff scores on pay fairness were higher than benchmark, it is worth noting that the score was still under 60%.

Focus	Impact	Question	Factor	Favorable score	Trend	Comparison
	VERY HIGH	When there are career opportunities at the library, I am aware of them	Fairness n = 88	6 77 13 1	No trend	+22
	VERY HIGH	I have access to the resources, tools, and information I need to do my job duties well	Enablement n = 88	7 90	No trend	+16
	HIGH	I am motivated and engaged to do my best working here	Engagement n = 89	12 74 19	No trend	+9
	HIGH	I believe that my total compensation (base salary+any bonuses+benefits) is fair, relative to similar staff roles here	Fairness n = 88	17 57 25 18	No trend	+7

Figure 5. Scores for the questions on the survey where the library scored higher than benchmark. “When there are career opportunities at the library, I am aware of them” (77% positive, 22 points more than benchmark), “I have access to the things I need to do my job duties well” (90% positive, 16 points more than benchmark), “I am motivated and engaged to do my best” (74% positive, 9 points more than benchmark), and “I believe that my total compensation is fair, relative to similar roles” (57% positive, 7 points more than benchmark). See accompanying CultureAmp full questions report for all questions and their scores.

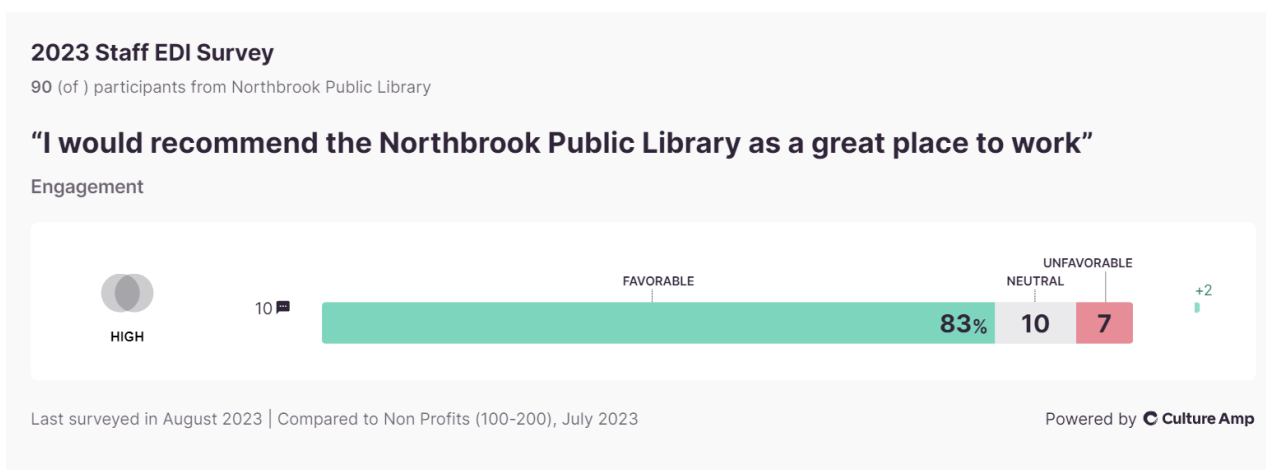


Figure 6. Scores for the question, “I would recommend the NPL as a great place to work” (83% positive).

An important metric called an employee Net Promoter Score (eNPS) is calculated by subtracting the percentage of neutral or negative scores from the percentage of strongly positive scores, to identify the percentage of staff likely to highly recommend working at the NPL. A “good” eNPS is 10-30, and a “great” eNPS is 30-50. The library’s eNPS score is **11** (28% strongly positive, 17% neutral or unfavorable), putting it at risk of not being able to attract top talent.

The NPL has a number of areas where it is substantially below benchmark, with the largest challenges in **Leadership, Voice, and Decision Making**. Staff reported a poor or ambiguous relationship to the board, were highly critical of project resourcing, and noted poor two-way communication, decision making, and safety to share critical feedback.



Figure 7. Scores for the questions on the survey where the library scored the most lower than benchmark. See alt text for specific questions and their scores, and the accompanying CultureAmp full questions report for all questions and scores.

Qualitative Data Analysis

Following the Demographic Analysis, Zheng Consulting reviewed the 181 qualitative answers to the 3 narrative questions, the 341 additional comments left on individual questions the CultureAmp survey, the dozen or so additional comments from anonymous feedback forms, and additional comments shared during supplementary focus groups with staff of various levels at the library.

All data was analyzed using a **Grounded Theory Methodology** in which holistic interpretations of each data point on its own, then in the context of all other comments, form emergent patterns in the data that are developed and evolve as more data is analyzed. Where patterns contradicted each other (e.g., comments indicated the presence of *both* strongly positive and strongly negative experiences with administrative management), additional interpretations of the data were explored (e.g., staff experience of administrative management is generalized from their relationship with the specific member of administrative management they engage with most frequently).

1. Strong Staff-Manager Relationship, At a Cost

Nearly every positive comment left on the survey referenced the strong relationships, support, trust, and camaraderie staff felt toward their managers and within their departments, but managers themselves shared common concerns of burnout, exclusion from decision-making, and challenging relationships with administrative management.

“My manager is genuinely empathetic and interested in how I am doing.”

“My manager is very supportive and helpful to all of us in this department.”

“When people are upset about a decision made by administrative management, then managers end up being the ones who need to address it.”

2. Dysfunctional Library-Wide Decision Making

Library-wide decisions were widely critiqued as being opaque, unresponsive, and disingenuous. A common concern is that decisions are “pre-decided,” but staff are still solicited for feedback in the hopes that they will “organically come to” the pre-decided decision. This pushes staff, especially those with marginalized identities, to disconnect from decision making processes or simply “give up” on sharing their disagreement. Staff also shared concerns about the heavy delays affecting library-wide decisions and the implementation of feedback, noting that decisions that they expected could be made at the manager level would frequently go through multiple rounds of administrative management review before being made.

“Feedback processes are often performative: I’m being included, but the decision is already made.”

“We seem to swing from asking for lots of input on things that are unimportant to staff, to asking for no input on things that could affect staff greatly.”

“Decision-makers are relying on being able to ‘empathize’ with marginalized groups instead of giving them a seat at the table.”

3. Inconsistent Distribution of Resources and Responsibilities

Several staff members shared the perception that resources, workload, remote working benefits, and decision-making influence differs by department, and that valuable resources seem allocated for unclear or inconsistent reasons. Some staff shared stories of colleagues receiving preferential treatment due to having a library degree, while others shared stories of colleagues being underpaid compared to others despite having both more degrees and more experience. A common theme was the perception of favoritism and inconsistent process once administrative management gets involved, in which formal processes can both deny some staff/departments requests for changes to resources, remote working benefits, roles, or responsibilities, but also be waived for some staff/departments without explanation. Administration management shared their awareness of this and discussed the value of additional and more consistently applied processes.

"There are opportunities that were created for specific people in mind and regardless of whether or not they were shared internally, those who applied were rejected."

"The way workloads are divided depends on how friendly you are with administrative management."

"There's so much work being delegated that employees no longer know what administration, managers, or assistant managers do anymore."

"Our processes are not being maintained or overseen to make sure they're being consistently applied."

4. Burnout from the Quantity and Management of Library-Wide Projects

Staff members, including but not limited to EDI committee volunteers, shared the same interpretation that library-wide projects are often taken on regardless of staff wishes and over-assigned to a small pool of library staff volunteers, with universal staff burnout listed as the single biggest obstacle to successful EDI work. Several comments indicated that while they assumed many of these projects could have been primarily led and undertaken by administrative management, with opportunities for input from staff, in actuality the dynamic is reversed. Most projects are primarily delegated to a volunteer staff to undertake (with a relatively small group of consistent volunteers), but are slowed down by cumbersome administrative management approval processes, and disengagement from other staff. These dynamics contribute to frustration and lower staff morale.

"Most of our major projects ultimately depend on the same small pool of people leading and completing most of the work, while other staff consistently disengage."

"It is impossible for us to create enough space to complete projects, because everything is important and everything needs to happen immediately. Staff are burned out and no one has the bandwidth."

"We do not sufficiently conclude one project before starting others. Rather than taking time to research and decide if a request or complaint is worth addressing and if we have the time and resources to do it, projects are started without any real idea of what they will involve."

"While we are told we can say no to new projects or programs, oftentimes we are also instructed by administration to work on projects they deem a high priority without asking for feedback about capacity first from staff."

5. Low Psychological Safety Stemming from Lack of Trust

The lack of trust in administrative management was a core theme in the qualitative data, with staff attributing their lack of trust to low transparency, poor responses to conflict or critique, project-related decisions (to start or end projects) and the perceived practice of administrative management making important resourcing or even employment decisions based on their liking or disliking of individual staff members. Few staff members feel safe sharing contrary opinions or critical feedback. Many staff cite their fear of retaliation as a primary reason, with a small number of comments indicating personal experiences of being treated differently by administrative management after sharing critique or engaging in conflict. As a result, conflict or critique tends to occur informally and passively, rather than directly. While members of administrative management are aware of this and indicate their intention to build trust and welcome critique, this intention isn't yet aligned with the existing impact.

"Many staff fear retaliation for voicing opinions that do not support administrative management's decisions."

"Oftentimes critical information is shared too late and once rumors and side discussions have already begun among staff, making it harder to counter misinformation."

"Sometimes members of administrative management will voice their opinion, and then ask for a vote. Most people will not feel safe voicing a contrary opinion. How can you get an honest vote if everyone already knows how administrative management wants the vote to go?"

6. Lack of Administrative Management Cohesion

A surprising proportion of staff, including members of administrative management themselves, mentioned the lack of alignment among the administrative management team. Different communication styles, working relationships, and decision-making styles among the team lead to challenges engaging with the staff community at large, with individual staff-related interactions, and with library-wide decision-making. Because staff often have preferences in which members of administrative management they seek out or communicate with, and members of administrative management can be more or less proactive with sharing this information with other administrative managers, the overall communication and decision-making of this team can feel severely impaired.

"I'm unsure of what is happening with administrative management for them to not all be on the same page when they speak to the rest of the employees. It often sounds like three different answers, or no answers at all."

"I can't answer whether I feel respected by administrative management as a whole. I feel varying levels of respect from each one of them."

"One member of administrative management has always answered my questions and been helpful for me, but other members of administrative management seemed like they didn't understand things that were their responsibility to, and couldn't answer my questions."

These qualitative themes, in conjunction with comprehensive quantitative data analysis, were used to fully address and answer the 10 Research Questions.

Demographic Analysis

This analysis shows the average difference between the highest-scoring group and the lowest-scoring group for each demographic or organizational category. The larger the score, the more inequity. Scores with an asterisk (*) next to them are not statistically significant (meaning that they are not likely to be reflective of systemic inequities at the library).

Category	Variation	Context
Department	47.8 pts	Worse experiences for Maker Services; better experiences for Administration & Events Production
Race	31.8 pts	Worse experiences for members of 2 or more races; no other systemic racial disparities
Staff/Mgr/Admin Mgmt	31.6 pts	Better experiences for Administrative Management; similarly worse experiences for Managers ¹ and Staff
Age	25.9 pts	Worse experiences for staff between 25-34, no other systemic age-related disparities
LGBTQ+	17.8 pts	Worse experiences for LGBTQ+ staff, particularly in Decision-Making, Engagement, and Representation
Tenure*	17.2 pts	
Income*	17 pts	
Disability*	14.6 pts	
Caregiver Status*	10.7 pts	
Hybrid/Remote*	6 pts	
Religion*	5.8	
Gender*	3.8 pts	

Figure 8. Survey factors, ranked by their impact on inequity at the NPL. Factors marked with an asterisk have point variations that are not statistically significant.

On average, analyzing any data from two or more groups will reveal some differences. For example, the Decision Making score for White staff is 42 out of 100, and for Asian staff it is 37. While both these scores are low, one is 5 points higher than the other. To determine whether the difference in scores is due to a *systemic inequity* or within the realm of “normal,” Zheng Consulting applies a statistical analysis to all survey scores by demographic traits (gender, race, LGBTQ+ status, disability, caretaker status, religion, income), and organizational traits (department, tenure, manager/non-manager/admin management, and hybrid vs. remote).

¹ Managers refers to anyone at NPL who supervises other staff and is not a member of the Administrative Management team, including supervisors, assistant managers, and managers.

Zheng Consulting found systemic inequities by **department**, with Maker Services having significantly worse experiences than other departments and Administration and Events Production having significantly better experiences than other departments, and by **administrative management status**, with administrative managers having significantly more positive experiences than both managers and non-manager staff.

We also identified isolated inequities by **race**, with members of two or more races having significantly worse experiences than staff from all other racial backgrounds (no disparities were found between any other racial groups), **age**, with staff between 25-34 years old having significantly worse experiences than staff from all other age groups. Finally, we found inconclusive evidence of inequities by **LGBTQ+** status, with the possibility that LGBTQ+ staff have worse experiences than non-LGBTQ+ staff. We explored this issue further in our deep dive.

Following the remainder of our analysis, we were able to conclude that staff do not experience *systemic* mistreatment or difference in their experiences due to their tenure, income, ability, caregiver status, hybrid vs. remote status, religion, or gender. Keep in mind that this analysis aims to identify systemic, library-wide issues. Individual library staff may have experienced mistreatment on the basis of their gender, race, disability, caretaker status, income, LGBTQ+ identity, or age that aren't reflected in this analysis, and if so, ZC unequivocally recommends immediately resolving these incidents.

Research Questions

Initial data analysis, additional open questions related to scores on the sub-questions within each factor, and focus group feedback led Zheng Consulting developed **10 Research Questions** to guide our data deep-dive:

1. **Why does administrative management have such different experiences compared to other staff?**
2. **How does one's department impact a staff member's experience at the NPL?**
3. **What makes some staff fear retaliation for speaking up?**
4. **Why do some staff feel disrespected or devalued by the library board?**
5. **What prevents projects from being well-resourced and completed in a timely manner?**
6. **What drives how workloads are assigned?**
7. **What prevents the library's internal constituent groups (staff, administrative management, board) from being seen as representative or accountable to the community?**
8. **How does race impact a staff member's experience at the NPL?**
9. **What are the unique needs of patron-facing staff?**
10. **To what extent is there a generational gap at the NPL, and if so, how does it manifest?**

These Research Questions each dive deeper into an aspect of staff experiences integral to fully understanding NPL's EDI baseline. Each question is answered with both quantitative and qualitative data in order to direct the bulk of Zheng Consulting's in depth inquiry, and the process of answering Research Questions enables Zheng Consulting's Key Findings and Strategic Recommendations.

Research Results

To answer each of the ten research questions, Zheng Consulting conducted additional quantitative and qualitative analysis with all data (including the After Action report from The Blackberry Collection), cross-referencing where possible. Our answers to each research question are below.

1. Why do administrative management have such different experiences from other staff?

Across every single high-level factor, administrative management has dramatically more positive experiences, with the largest gaps in Decision Making (gap of 61 points), Voice (gap of 44 points), and Representation (gap of 34 points). These gaps occur consistently across both *personal experience* (meaning that admin management has more positive experiences) and *perception of NPL* (meaning that admin management is more likely to evaluate NPL as a whole more positively). For example, 100% of administrative management believe their total compensation is fair, and 100% of administrative management believe that people from all backgrounds are treated fairly at NPL. By comparison, roughly 60% of non-admin management staff believe their total compensation is fair, and roughly the same percentage believe that people from all backgrounds are treated fairly at NPL.

Factor	Overall	Non-Mgr	Mgr.	A. Mgmt	Factor	Benchmark	Non-Mgr	Mgr.	A. Mgmt
Decision Making	39	38	31	92	Decision Making	72	38	31	92
Fairness	63	61	59	85	Fairness	63	61	59	85
Voice	44	45	31	75	Voice	66	45	31	75
Community	62	64	53	83	Community	70	64	53	83
Enablement	83	85	69	92	Enablement	84	85	69	92
Belonging	68	68	62	81	Belonging	84	68	62	81
Leadership	55	55	51	80	Leadership	75	55	51	80
Engagement	72	72	69	83	Engagement	71	72	69	83
Representation	47	47	43	81	Representation	77	47	43	81
Internal NPL Comparison					Nonprofit 100-200 2023 Benchmark				

Figure 9. Breakdown of factor scores and benchmarks for administrative management, managers, and other staff.

Quantitative data suggests that there are substantial “objective” differences in access to decision-making and autonomy between administrative management and other staff, and possibly as a result, substantial differences in perceptions of fairness, psychological safety, and belonging. Qualitative data indicates that members of administrative management are aware of decision-making challenges, but may be underestimating these challenges’ impact on the workplace, the normality of these challenges, and the concern they cause staff.

As a note, where administrative management and other staff *do not* have substantially different experiences are in workload, burnout, and perception of communications. Administrative managers were just as likely as other staff to report feeling overwhelmed by their workload and burned out as a result, and were similarly critical of the library’s communications being “open, honest, and 2-way.”

2. How does one's department impact one's experience at the NPL?

2023 Staff EDI Survey

90 (of) participants from Northbrook Public Library

Department

		Overall Northbrook Public L.	Circulation	Adult Services	Technical Services	Youth Services	Administration	Maker Services	Not Specified	Events Production	Marketing and Cc	Maintenance
No. of responses	90	26	17	9	9	8	8	6	3	n/a	n/a	
Decision Making	39%	33	39	52	41	79	17	33	56	n/a	n/a	
Fairness	63%	70	64	64	62	78	35	48	80	n/a	n/a	
Voice	44%	53	39	44	41	76	4	33	78	n/a	n/a	
Community	62%	64	65	58	67	81	44	50	92	n/a	n/a	
Enablement	83%	85	96	78	93	76	63	67	89	n/a	n/a	
Belonging	68%	76	82	53	75	72	41	50	83	n/a	n/a	
Leadership	55%	59	58	49	60	77	38	48	73	n/a	n/a	
Engagement	72%	74	82	63	70	83	58	67	100	n/a	n/a	
Representation	47%	47	52	64	28	88	13	30	92	n/a	n/a	

Last surveyed in August 2023

Powered by  Culture Amp

Figure 10. Score breakdowns for all survey factors by department. Maker Services has notably lower scores, while Administration and Events Production have notably higher scores compared to other departments' whose scores are similar to each other.

While different departments have different experiences, we found that only a few of these differing experiences are due to specific department-related favoritism or antagonism. **In particular, we found strong inequities affecting Maker Services, which has more negative experiences compared to other departments and critically low scores in 7 out of 9 survey factors.** These negative experiences are attributed to greater barriers targeting members of the department (including longer periods of time required to authorize decisions), perceived retaliation and disrespect, and impositions on staff time from not only administrative management, but other departments.

Most other departments are treated similarly to one another, and experience common challenges including frustrations with how workloads are divided, exclusion from decision-making, and low safety to share critical opinions. Administration and Events Production both have extremely high scores in 8 out of 9 survey factors, but Administration's high scores are likely because it includes the four members of administrative management who have overwhelmingly positive experiences at the library. We were unable to find a clear explanation for Events Production's high scores, and cannot rule out the potential for these scores to be due to chance given the small number of people (3) who shared their experiences via the survey.

While these issues are unlikely to be directly tied to department-wide favoritism or antagonism, the survey showed a number of differences between departments. **Circulation** has a low score in Decision Making driven by low satisfaction with decision-making processes, exclusion from decision making, and exclusion of perspectives. **Adult Services** has the highest scores in Enablement and Engagement and the near highest score in Belonging compared to all other departments, but the lowest scores in evaluation of two-way communication, and low scores in perception of timely project completion. **Youth Services** had the lowest scores in perception of representation, access to information, and perception of timely project completion, but similarly high scores in Enablement and Belonging. **Technical Services** has the highest scores in Decision Making, but the lowest scores in Community, Enablement, Belonging, Leadership, and Engagement, driven by low perceptions of respect, challenges with manager feedback, and lack of support addressing patron conflict.

3. What makes some library staff fear retaliation for speaking up?

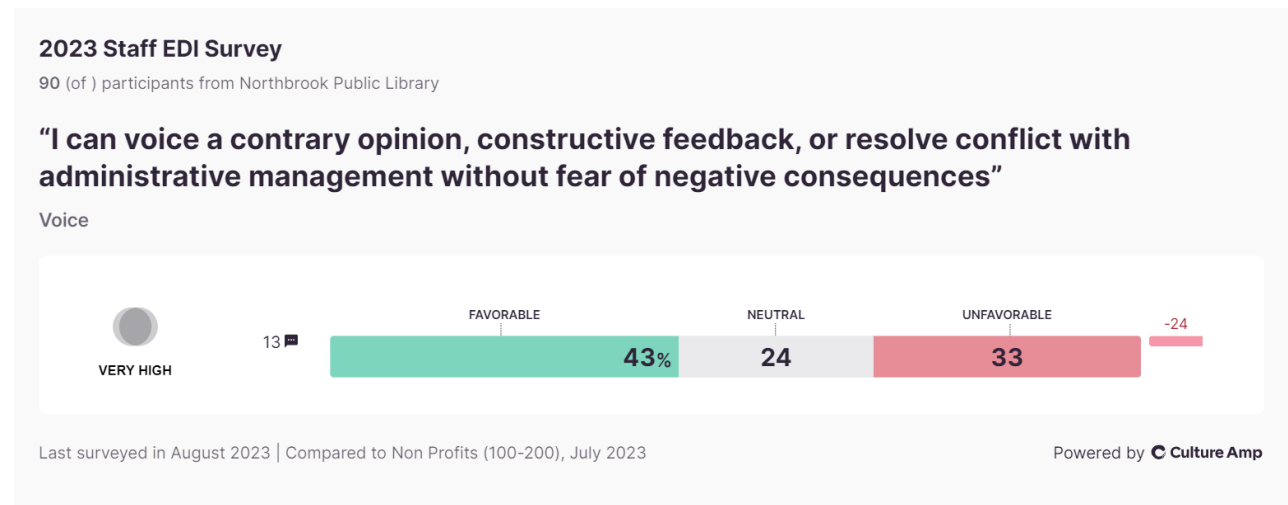


Figure 11. Score breakdown for "I can voice a contrary opinion, constructive feedback, or resolve conflict with administrative management without fear of negative consequences (43% positive, 24 points below benchmark).

Only 43% of library staff feel like they can disagree or share constructive feedback with administrative management without fear of retaliation, 24 points below benchmark. This occurs for several reasons:

1. **Library Culture of Conflict Avoidance**, where even between peers the default is often to share feedback indirectly, passively, or not at all.
2. **Low Transparency and Inconsistent Communication**, where the default approach is for administrative management to share little information regarding issues (like sudden terminations), even when it may affect many staff members.
3. **Staff Experiences of Retaliation**, where real incidents of administrative management responding poorly occur, and then become magnified as they are passed around by staff as a warning. This is exacerbated for staff who may already not feel as supported at the library, with lower scores for hybrid staff (18) compared to in-person staff (46), and Asian, Latine, or mixed staff (33, 20, and 20, respectively) compared to White staff (47).

While some attempts from administrative management have been made to repair trust and working relationships, these efforts have not yet succeeded.

4. Why do staff feel disrespected or devalued by the library board?

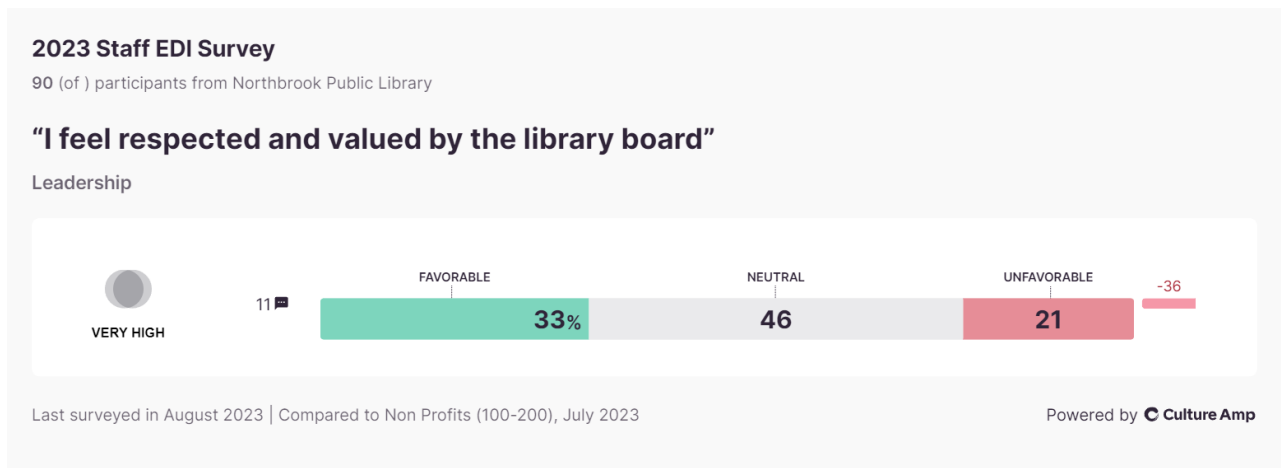


Figure 12. Score breakdown for "I feel respected and valued by the library board (33% positive, 36 points below benchmark).

In general, only 33% of staff actively feel respected and valued by the library board, with 46% of staff not having enough of a relationship with the board to answer positively or negatively, and 21% of staff feeling actively disrespected and devalued by the board. This question had the largest neutral scores out of all the survey questions, likely because many staff don't have a relationship with the board or board members, and don't expect to have such a relationship.

However, we found that the negative scores are likely tied to specific interactions staff members have witnessed during streamed board meetings, involving individual board members making disrespectful comments about staff members or marginalized groups. These incidents may be shared by staff who, in looking for support and affirmation from the board, were concerned that they found the opposite.

We also found that some frustration directed at the board related to staff feeling like there wasn't a strong advocate for staff during board meetings, and no one during board meetings that actively pushed back when disrespectful comments are made about staff members.

5. What prevents projects from being well-resourced and completed in a timely manner?

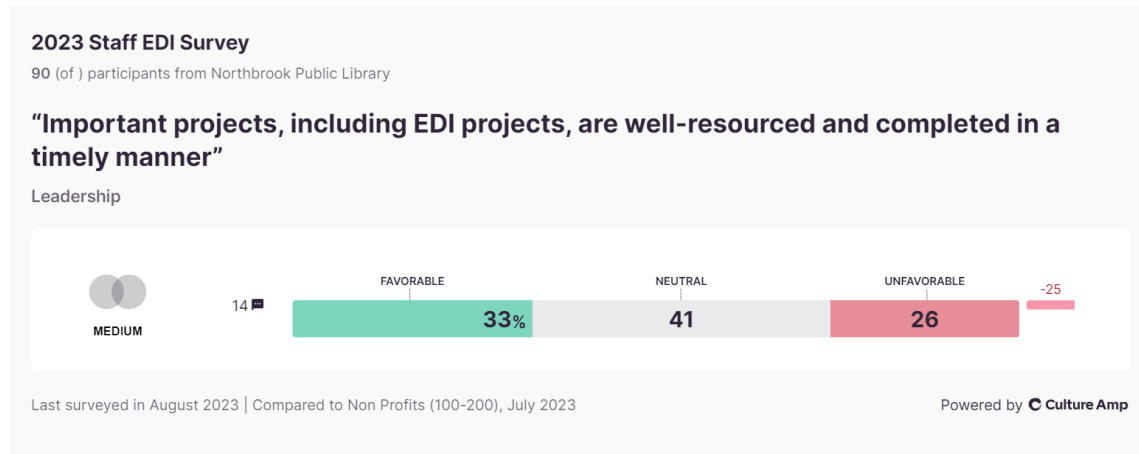


Figure 13. Score breakdown for “Important projects, including EDI projects, are well-resourced and completed in a timely manner” (33% positive, 25 points below benchmark).

Perceptions of project resourcing and timeliness are split dramatically by role, with 29% of non-management staff and 20% of managers feeling positively, but 100% of administrative management feeling positively. Because some staff members remarked that slow project completion times were normal for library environments, we conducted an additional analysis into tenure, expecting that if mismatched expectations were the issue, people with a longer tenure at Northbrook would feel more positively about project resources and timelines.

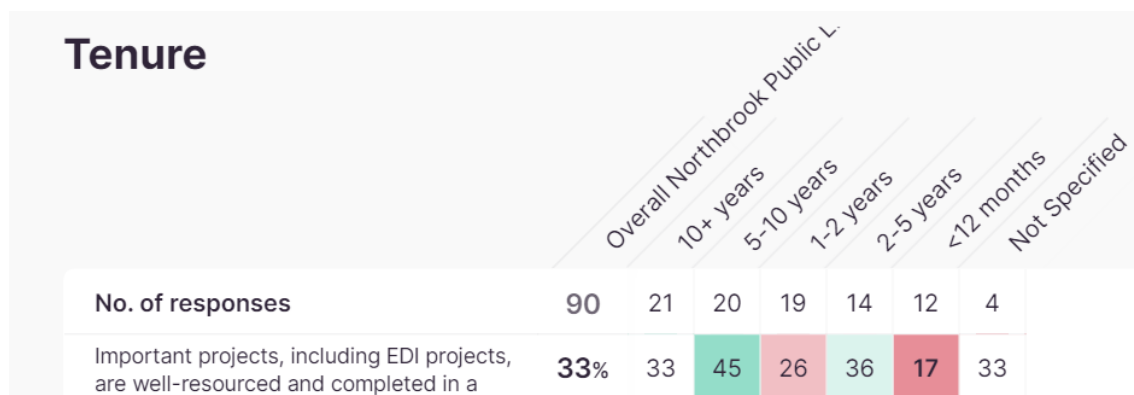


Figure 14. Score breakdown for “Important projects, including EDI projects, are well-resourced and completed in a timely manner” by tenure. All scores are under 50%.

Notably, while all groups scored under 50—indicating that project resourcing and timeliness was perceived to be an issue by staff of every tenure level—staff who have worked at the library for less than 2 years have the lowest scores. This suggests that both interpretations hold weight: that some newer staff’s expectations may be higher for how long library-wide projects may take, but at the same time, the challenges that all staff indicate are very much real. The high volume of library-wide projects, the assignment of projects despite staff capacity or interest, the overwork of a small pool of the same staff volunteers, the high delegation of project minutiae to volunteers, and the heavy requirement of administrative management approval and oversight all contribute to the problem. .

6. What drives how workloads are assigned?

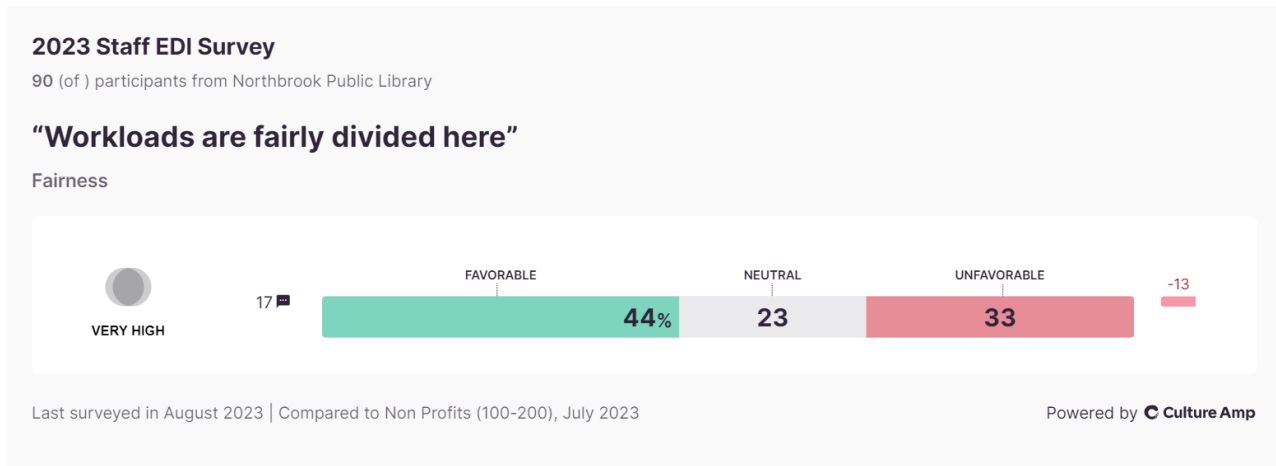


Figure 15. Score breakdown for “workloads are fairly divided here” (44% positive, 13 points below benchmark).

The low scores for workload fairness across all dimensions—whether department, tenure, administrative management status, in-person vs. hybrid, status, etc.—suggests that this is a structural issue across the library. The only organizational factor that impacts workload assignment is **department**, with Maker Services most likely to feel like their workloads are unfair. Interestingly, **income** is also a determining factor in the perception of a fair workload, with those earning less than \$20,000 dollars a year with the highest perception of fairness. This suggests that workloads are broadly perceived as unfair by paid, full-time staff across the entire library.

From qualitative data, we found that staff had several related interpretations for how workloads are assigned. These include the assertions that:

- A. While all managers and departments can be assigned heavy workloads, workloads, resourcing, and autonomy varies by managers’ and departments’ working relationships with administrative management
- B. While within-department workloads are relatively equitable, library-wide projects involving committees and administrative management participation are highly work intensive
- C. Where there is volunteer work not directly related to people’s roles, the same small group of people tends to volunteer for taking it on, often out of a belief that “if I don’t do it, no one will.”
- D. When volunteers have demonstrated that they can perform this work, they can be formally or informally assigned to do similar work in the future

Taken together, this suggests that while most managers are able to equitably divide work among their teams, not all managers are assigned the same quantity of work, are given the same resourcing/staffing available to complete, or are granted the decision-making autonomy to choose how the work happens. On top of this, when library-wide projects occur, a relatively small group of overworked staff tends to end up working on them—whether due to being selected, volunteering, or being peer pressured—resulting in highly inequitable distribution of work across the library.

7. What prevents the library’s internal constituent groups from being representative and accountable to the community?

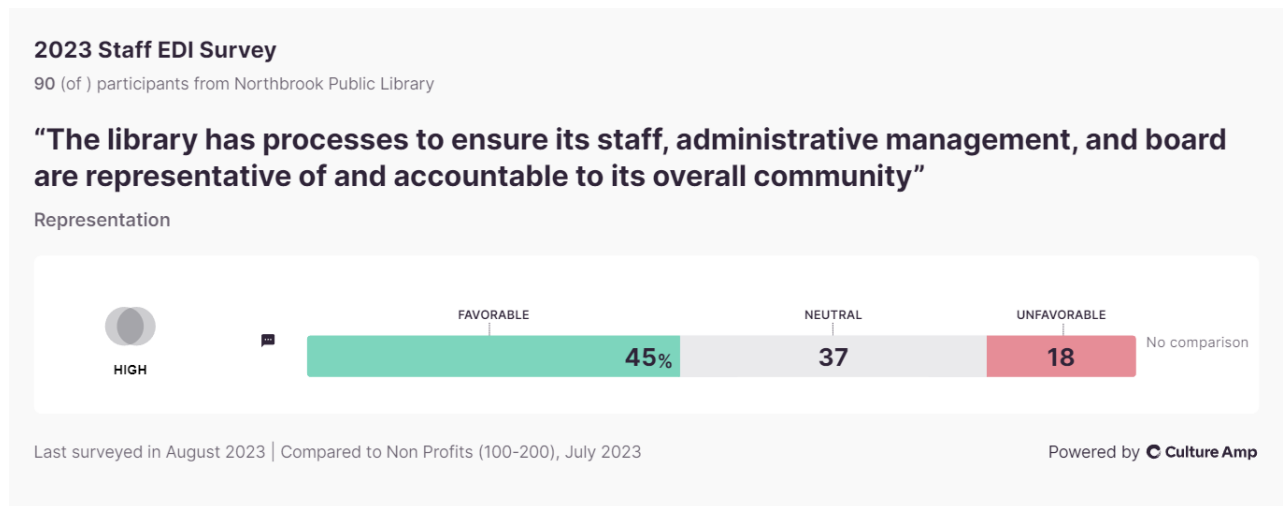


Figure 16. Score breakdown for “the library has processes to ensure its staff, administrative management, and board are representative of and accountable to its overall community” (45% positive).

While the library’s racial demographic numbers roughly reflect the local community (Northbrook’s racial demographics are roughly 79% White, 15% Asian, and 3% Latine/Hispanic, while the library staff population indicated by the survey is roughly 75% White, 10% Asian, and 6% Latine/Hispanic), and the library has many LGBTQ+ staff, a large proportion of staff recognize that the library is not yet representative and accountable to the community, and identify the importance of racial equity. This heightened awareness may be due to highly salient stories about negative interactions with NPL patrons who have made disparaging comments about historically underrepresented groups.

Where staff from marginalized groups identify issues is not only in the overall numbers of staff from marginalized communities, but also the relatively low access to decision-making that staff from these communities experience, the low representation of staff from marginalized communities in leadership positions, the perception that internal library systems (like promotion and hiring) are inequitable, and the concern across many staff that the administrative management and the board are not sufficiently acting with marginalized staff concerns in mind. Staff want not only to see people like them represented within the library, but have their needs met as a result of decisions made with their feedback and input.

8. How does race impact a staff member's experience at the NPL?

		Overall Northbrook Public L	White	East Asian, Sou...	Two or more ra...	Latine or Non-...	Not Specified
No. of responses	90	67	9	5	5		
Decision Making	39%	42	37	20	27		
Fairness	63%	67	47	36	80		
Voice	44%	46	44	7	40		
Community	62%	64	58	40	75		
Enablement	83%	83	81	80	93		
Belonging	68%	72	61	45	75		
Leadership	55%	57	58	32	56		
Engagement	72%	75	74	40	80		
Representation	47%	51	47	0	60		

Figure 17. Score breakdown for all survey factors by race.

Statistical analysis suggests that there are unlikely to be systemic differences in experiences for White, Asian, or Latine/Hispanic staff, given the similarity of scores across different factors. For mixed or multiracial staff, whose worse experiences were statistically significant, we found similar concerns to those that other staff shared around decision making, input and voice, and higher standards regarding what a safe and representative library might look like.

Even though there may not be systemic differences in staff experiences by race, we found that a consistent concern was the presence of racial acts of exclusion (also known as microaggressions) from other staff and patrons. On the staff side, the incidents staff reported tended to involve staff members minimizing the existence or impact of racism and the importance of EDI efforts. Several survey comments corroborated this, with some expressing that EDI was a waste of time and effort and others minimizing the need for this work. While only a small number of comments referred to these outlier incidents, their impact on staff experiences can be large. Many more comments noted that while challenges remain, the majority of NPL staff are making efforts to treat all staff fairly and equitably.

9. What are the unique needs of patron-facing staff?

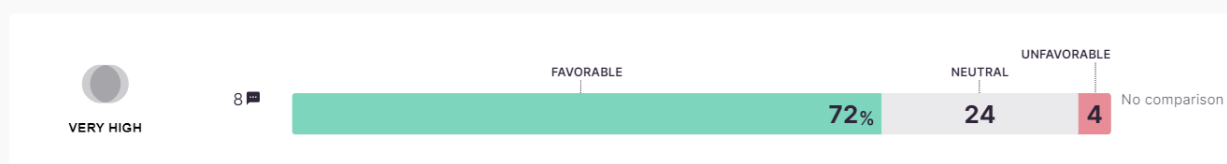
Patron-facing staff mentioned several instances where NPL patrons have made disparaging comments about marginalized groups or library events related to EDI. Notably, despite some qualitative comments mentioning that patron-facing staff feel actively unsupported, many other comments mention the opposite, and quantitative data reflects this: only 4% of survey respondents feel actively unsupported.

2023 Staff EDI Survey

90 (of) participants from Northbrook Public Library

"I feel supported in addressing and resolving conflict with patrons, when it occurs"

Community



Last surveyed in August 2023 | Compared to Non Profits (100-200), July 2023

Powered by Culture Amp

Figure 18. Score breakdown for the question, "I feel supported in addressing and resolving conflict with patrons, when it occurs" (72% positive, no benchmark).

Where patron-facing staff do mention consistent needs, they refer to wanting more formal support from administrative management—not in helping to resolve individual patron incidents, but in establishing things like a formal library-wide statement committing to EDI that can be referenced by staff, patron policies, and expectations for when to escalate their response to patron behavior.

10. To what extent is there a generational gap at the NPL, and if so, how does it manifest?

One assertion that came up several times in survey responses was that there is a gap in expectations and experiences related to age or generation. To understand whether this was the case, we analyzed survey scores by age and found that, excepting staff between 18-24 (many of whom are part-time workers), staff under 35 tend to have worse experiences, particularly related to **Voice, Belonging, Engagement, and Representation**.

Age		Overall Northbrook Public Library								Non Profits (100-200), July							
		35 - 44	25 - 34	55 - 64	45 - 54	18 - 24	65+			35 - 44	25 - 34	55 - 64	45 - 54	18 - 24	65+		
No. of responses		90	19	19	14	12	12	9	5	90	19	19	14	12	12	9	5
Decision Making	39%	40	30	43	56	28	52			57%	40	30	43	56	28	52	
Fairness	63%	65	52	63	73	68	70			62%	65	52	63	73	68	70	
Voice	44%	43	25	48	58	53	63			62%	43	25	48	58	53	63	
Community	62%	62	57	63	73	65	67			n/a	62	57	63	73	65	67	
Enablement	83%	86	75	83	81	97	93			81%	86	75	83	81	97	93	
Belonging	68%	76	55	61	73	77	83			79%	76	55	61	73	77	83	
Leadership	55%	59	47	56	67	48	71			71%	59	47	56	67	48	71	
Engagement	72%	79	54	76	86	75	81			70%	79	54	76	86	75	81	
Representation	47%	56	24	54	65	40	72			n/a	56	24	54	65	40	72	

Figure 19. Score breakdown for all survey factors, by age, comparing to overall library scores on left, and benchmark, on right.

This age cohort expects the library to take more effort to include staff opinions, seek and use staff feedback, recognize the contributions of individual staff members, and achieve EDI outcomes. They have lower tolerance for what other staff members may view as common issues within libraries, like slow decision-making, but also may be more willing to share feedback.

It is important to note that while other age cohorts may have more positive scores, for most survey factors these scores are still below benchmark. Our interpretation is not that other age cohorts are satisfied with the NPL, but rather that the 25-34 age cohort feels the most strongly toward issues that everyone shares.

Recommendations

This section sums up Zheng Consulting's recommendations based on our analysis of the Northbrook Public Library's scores on the 2023 Baseline EDI survey. While these recommendations may not entirely address every EDI challenge or inequity identified, we believe that these are actions that will have the most impact, and can be followed through on within a year to achieve measurable progress. In crafting these recommendations, we also incorporated the suggestions from The Blackberry Collection, and staff recommendations for taking action as shared through the survey.

Recommendation #1: The library should seek staff feedback on library-wide projects and pause the projects with the worst impact:effort ratio as soon as it is able to, for at least one year.

One of the most consistent points of feedback received is that staff are doing too much, and that staff across the library are struggling with overwork and burnout. Given the library's trend of taking on more and more "highly urgent, highly important" projects, the simplest way to reduce overwork and burnout is to reverse this trend.

Instead, the library should put in the effort to prioritize which of its projects are genuinely the most urgent and important, and recommit to a smaller set of projects that are less likely to overwhelm staff. To figure out these priorities, staff should be surveyed—and to ensure that staff time and effort in sharing their feedback is respected, administrative management must commit beforehand to relinquishing control over which projects the library will eventually decide on, and which it will pause.

We recommend asking staff to evaluate every existing (and proposed) project by its perceived impact and the perceived effort it will take to achieve. Projects can be ranked according to their effort-to-impact ratio, with the bottom half ranked projects paused for a year. This process can also be an opportunity for administrative management to pilot a different way of making decisions, in which staff have more feedback.

Recommendation #2: The library should formalize and communicate the decision-making roles and responsibilities of different library constituents.

Many members of staff have expressed confusion and frustration with the different roles and responsibilities that non-manager staff, managers, individual members of administrative management, administrative management more generally, and the board have in ensuring the operation and decision-making around the library. Staff concern is both that these responsibilities are not consistent, and also that some staff's de facto role and responsibility are not aligned with their intended role and responsibility.

HR should take the lead in formally documenting and communicating this information to staff, and working with all staff—including members of administrative management—to assess whether de facto decision-making processes or staff responsibilities align with expectations, and if they do not, work together with individual staff members to make their roles equitable. This recommendation should be the first step in a larger effort to implement more transparent and consistent HR processes across the library, to make the staff experience more consistent.

Recommendation #3: The library should invest in management, feedback, and communication upskilling for administrative management.

While not every critical comment was actionable, many comments referred directly to ways in which administrative management can do better at communicating transparently, pushing decision-making down where possible while making decisive top-down decisions where necessary, and giving and receiving potentially critical feedback. Our assessment confirmed that these are strong areas for growth for administrative management, and we recommend that administrative management seek out evidence-based management and communication training to improve their skills.

To ensure that this investment results in changed behavior, accountability for learning, and improvement, we recommend that specific questions be added to their existing performance evaluation, allowing others to assess their improvement, and that the board approves an incentive plan tying higher scores on the 2024 EDI survey to a 5% of base salary bonus, greater vacation time, or an equivalent incentive.

We make this recommendation in recognition that it is ultimately every staff member's responsibility to own their responsibilities within their role, and communicating, collaborating, and leading successfully is the responsibility of administrative management. Where additional resources are needed to upskill administrative management we recommend they be procured, but accountability lies with administrative management to demonstrate growth and success.

Recommendation #4: The library should reassess and redistribute EDI-related workstreams between the volunteer EDI committee, managers, and administrative management, with HR and managers taking a greater role in the process.

The more siloed and volunteer-driven EDI work, the greater the risk of burnout and the lower the likelihood of integration with an organization. If EDI is a priority for the NPL, we strongly recommend that key partners, including administrative management, the EDI committee, and all department managers, come together to reassess the EDI work to be done and redistribute it where needed to share the responsibility. For example, the EDI committee can take on EDI event programming, managers can take on integrating EDI into their departmental work, and administrative management can take on EDI-related library-wide policies, processes, and culture.

To support this, we recommend that the NPL also use this opportunity to rethink how EDI work is undertaken at the library. Our findings suggest that EDI committee members want the opportunity to give specific feedback on library-wide EDI projects (like an advisory board would), without the responsibility to undertake these projects on their own, and tend to have interest and capacity in volunteer activities like cultural events.

To enable this shift, a far greater portion of EDI work at the library should become led by administrative management and HR, with the EDI committee in an advisor role. HR can and should be the primary leader in building equitable and inclusive policies and processes, as well as identifying and administering learning and development to staff, and we also recommend ensuring that HR is resourced and supported to do so—potentially by hiring another HR specialist to assist.

Recommendation #5: The library should organize and engage in regular staff dialogues with peer institutions.

Finally, we recommend that the library organize recurring facilitated dialogues with other local library staff facing similar challenges, at least twice a year and ideally once a quarter. These facilitated dialogues can touch on topics including staff wellness, burnout prevention, EDI initiatives, and patron-related best practices, and be a valuable forum for staff to build community, share and gain perspectives on EDI and related work, and develop in their roles.

We make this recommendation to help staff feel a greater sense of connection with their roles and their profession, to support staff mental health and resilience navigating through the sociopolitical tension of the moment, and as a learning and development opportunity. We recommend at least the first few dialogues (if not all of them) consider bringing together administrative management from both libraries for their own conversation separate from the conversation non-administrative management staff have, then the staff from each respective library reconvening to share learning afterwards.

Conclusion

The vast majority of staff—83%—identify the Northbrook Public Library as a great place to work. The library is highly effective at supporting staff to do their jobs, has competent department managers that ensure high performance, and offers more opportunities than peer institutions. Its EDI challenges and areas to grow are primarily in its decision making, communication, and workload division. Quantitative and qualitative data support the conclusion that the library's existing processes can be opaque, passive, reactive, and inequitable, resulting in a strong divide between administrative management and staff.

Successful progress for the library will require a careful balance between recognizing staff excitement for EDI work and ensuring that the work itself respects the limited capacity available at present. We believe that our recommendations, if followed through, strike that balance and will create meaningful impact within a year's time. The goal is not only to reduce some of the inequities we identified, but also make the overall library experience more positive for all staff. We hope this report has helped highlight some of the complex strengths and weaknesses for the library at present, and illuminated a path forward to make tangible progress.

Zheng Consulting

Lily Zheng
Alexis Victor

Appendix

On Data and Statistical Significance

Almost all quantitative data contains variation. On average, women's scores may be different from men's scores, for example. To identify whether this variation is *meaningful*, and likely the result of a systemic difference in experiences (rather than random chance or isolated individual experiences), Zheng Consulting conducts statistical analyses on disaggregated survey scores. We use a common standard in quantitative research called a *p-value*, which is a number between 0 and 1. If the p-value from our analyses is *.05 or lower*, we can conclude that the difference isn't a coincidence and that there is a strong possibility for a disparity. If the p-value is *between .05 and .10*, we conclude that there is a weak possibility for a disparity. If the p-value is *higher than .10*, we cannot confidently conclude that there is a disparity.

Our preliminary analysis aimed to identify statistically significant variation on the basis of demographic traits (gender, race, LGBTQ+ status, disability, caretaker status, religion, income), and organizational traits (department, tenure, manager/non-manager/admin management, and hybrid vs. remote). We found the following:

- There is not likely to be a library-wide gender disparity. (p-value > .10)
- There is not likely to be a library-wide disability disparity. (p-value > .10)
- There is not likely to be a library-wide caretaker status disparity. (p-value > .10)
- There is not likely to be a library-wide class (income) disparity. (p-value > .10)
- There is not likely to be a library-wide age/generational disparity. (p-value > .10)
- There is not likely to be a library-wide tenure disparity. (p-value > .10)
- There is not likely to be a library-wide hybrid vs. remote disparity. (p-value > .10)

There is strong evidence for a library-wide departmental disparity negatively affecting Maker Services (p-value <.05), and weak evidence for a library-wide departmental disparity positively affecting Administration and Events Production. (p-value < .10)

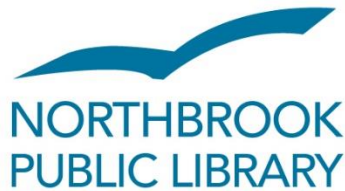
There is strong evidence for a library-wide leadership role disparity positively affecting administrative management, compared to managers and non-manager staff. (p-value <.05)

There is strong evidence for a library-wide racial disparity negatively affecting members of two or more races. (p-value < .05)

There is inconclusive evidence for a library-wide LGBTQ+ disparity negatively affecting members of the LGBTQ+ community. (p-value ~.10)

On Benchmarks

The CultureAmp platform includes hundreds of built-in benchmarks. While no library-specific benchmark exists, Zheng Consulting considered three benchmarks (Information Services, July 2023, Non Profits (100-200), July 2023, and Government North America 2022). All benchmarks had similar scores, and ZC chose the benchmark that seemed to offer the most useful comparisons for the NPL.



Memorandum

DATE: October 1, 2023

TO: Board of Trustees

FROM: Kate Hall, Executive Director

RE: FY24 Per Capita Grant Requirements

Each year there are certain requirements the board must fulfill related to the Per Capita Grant we apply for from the Illinois State Library. This year's requirement is the same as last year's, to review Serving Our Public 4.0.

A full copy of Serving Our Public is available on the board portal and included in the packet. I have also included a spreadsheet with the checklists from each chapter. We meet all the major standards and have a few items that we could do that we are not currently:

Chapter 2 Governance and Administration

- Library has a written succession plan focused on both internal and external talent development to fill anticipated needs for library leadership and other key personnel. This is a new requirement from 2020 and not something we currently have in place. Last year the board indicated that I should wait until the pandemic response was less intense before working on this. I have not made any progress on creating this.

Chapter 4 Access

- The library provides the right amount of space of the right kind to meet the provisions of its long-range/strategic plan. We are working on this as we go through the master plan.
- The library has enough shelving and other types of display and storage to provide patrons with easy access to all materials. We are working on this and will be updating shelving as we go through the master plan

Chapter 6 Safety

- A policy for security camera usage has been adopted and signage is posted. This is a new requirement form and something that we will work on as part of the security camera upgrade project.

Chapter 9 Public Services: Reference and Reader's Advisory Services

- Staff members who are responsible for reader's advisory service in their library join at least one community organization, club, or council. We do have a number of staff that are part of different groups in the community including: Chamber, Historical Society, Community Relations Commission, and Arts Commission. But not all staff that do RA participate in one of these organizations

Chapter 13 Marketing, Promotion, and Collaboration

- The library's services and programs are promoted in the community. Check the applicable publicity methods. We do not currently publicize with podcasts or through billboards and have no plans to change that in the near future.
 - Podcasting
 - Billboards

SERVING OUR PUBLIC 4.0

STANDARDS FOR ILLINOIS PUBLIC LIBRARIES

Serving Our Public 4.0

Standards for Illinois Public Libraries

The paper used in this publication meets the minimum requirements of American National Standard for Information Sciences—Permanence of Paper for Printed Library Materials, ANSI Z39.48-1992.

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Introduction

Serving Our Public 4.0: Standards for Illinois Public Libraries has been completely revised by a group of library professionals convened in 2017 by the ILA Executive Board. Months of task force work, input from public hearings, and feedback resulted in a newly designed document that is current to the changing needs of libraries and users.

To complete the revision, task force members reached out to subject matter experts for review of specific chapters. Core standards and checklists were reviewed, revised, and amended to be in line with the *Serving Our Public 4.0* standards. Draft standards were shared via survey to various on-line public library director electronic discussion lists in both the Reaching Across Illinois Library System and the Illinois Heartland Library System, and this feedback was incorporated. A hearing of the proposed standards took place at the 2018 ILA Annual Conference in Peoria, and finally, the draft was shared with the Illinois State Library for review and input. The revised standards were approved by the ILA Executive Board in June 2019.

Serving Our Public 4.0 contains 13 chapters, including new ones for Youth and Young Adult Services, Building Infrastructure and Maintenance, and Illinois Public Library Resource Sharing Responsibility; and three new appendices.

Serving Our Public 4.0 is not meant to be a one-size-fits-all document. Task force members struggled to find a balance between those libraries serving hundreds of people to those serving thousands and all of the library communities in between. Input from the Illinois library community and stakeholders served as the driving force that shaped this document.

Acknowledgements

Members of the Task Force

Betsy Adamowski, Wheaton Public Library, Co-Chair

Brian Shepard, Indian Trails Public Library District, Co-Chair

Cristy Stuepegia, LaSalle Public Library, Co-Chair

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Illinois Library Association Young Adult Services Forum

Tiffany Nash and Dan Pohrte, Product Architecture + Design

How to Use *Serving Our Public 4.0*

Overview

Statewide public library standards are designed to serve as a catalyst from which local planning can take place. The *Serving Our Public 4.0* standards are seen as a guide for librarians, library staff, and boards of trustees' discussions during budget preparation and strategic planning. The regular review of the standards helps the library evaluate its progress over several years toward becoming an ideal library for its community. As the library staff and trustees discuss the Core Standards and individual chapters, the library's strengths and weaknesses are revealed, allowing celebration of the strengths and plans to build on them; and plans to eliminate or improve the weaknesses.

There are multiple ways to use *Serving Our Public 4.0*

1. During board meetings, in-depth discussions of individual chapters provide a review, reflection, and refinement of the library's service philosophy and strategically guide library planning.
2. Each month, as part of the librarian's report, the administrator reviews a chapter checklist, sharing the library's progress, as well as recommendations for changes, with discussion and input from the board.
3. A board committee is appointed to compare the library's advancement toward achieving the standards, and a report is shared with the full board on a regular basis. As needed, the committee, with input and insight from the library administrator, proposes changes to the library's goals.
4. Library staff meetings focus on the chapter standards, allowing incorporation of *Serving Our Public* into the staff's understanding of the library's service philosophy.

Core Standards

The Core Standards are considered essential to the foundation of quality library service to Illinois residents. The Core Standards are grouped together in Chapter 1 and applicable Core Standards are repeated with each chapter. The Core Standards can be discussed as a unit or in conjunction with the chapter standards.

Chapter Standards

Chapter specific standards provide a detailed blueprint for developing, improving, or enhancing areas of library activity. While the Core Standards provide the foundation, the chapter standards provide a superstructure for the library's advancement.

Checklists

Many librarians and trustees are interested in a way to formally compare progress from year to year. A board committee, the library director, and/or the staff can complete the checklist. When a checklist is completed, it should be dated and signed. Adding related comments and notes to personalize the checklist is encouraged.

Chapter 1 (Core Standards)

National Public Library Definition

Public library statistics are collected annually from more than 9,000 public libraries through the Public Library Statistics Cooperative (PLSC) for public library data and disseminated by the Institute of Museum and Library Services (IMLS).

Descriptive statistics are collected for all public libraries. Data is available for individual public libraries and is also aggregated to state and national levels.

In order to accurately compare public library data from all fifty states, every state has agreed to collect public library data using the “PLSC Public Library Definition” as detailed below:

A public library is an entity that is established under state enabling laws or regulations to serve a community, district, or region, and that provides at least the following:

1. an organized collection of printed or other library materials or a combination thereof;
2. paid staff;
3. an established schedule in which services of the staff are available to the public;
4. the facilities necessary to support such a collection, staff, and schedule; and
5. is supported in whole or part with public funds.

Introduction

As with past editions, the *Serving Our Public 4.0* task force struggled in finding the balance between inclusivity and setting the bar at a meaningful level. The consensus of the current and former task force members is that a “one-size-fits-all” document is not plausible. Public libraries are largely locally funded and should be uniquely suited to the needs and resources of their communities and users. Nevertheless, it is in the public interest and the interest of the library community to have the word “library” signify certain standard conditions that one could expect to find. A library that does not currently meet one or more of the core or other standards might cite that deficiency in making a case for increased funding. Coming up to the standard might be the focus of one or more objectives in a library’s strategic plan. The staff and boards of libraries that meet basic standards might pose the query, “What makes a library effective?” and consider ways of enhancing the library’s effectiveness in serving its community. After reviewing the federal library standards and other states’ library standards, the task force outlined the following basic essential standards that all Illinois public libraries should work daily to uphold:

1. operate in compliance with Illinois library law*;
2. have an organized collection of information;
3. have written library policies approved by the library’s governing body;
4. have a fixed location(s) with posted regular hours of services;
5. have a trained, paid staff to manage the collection and provide access to it;
6. be supported in part or in whole by public funds; and,
7. have an identifiable library materials budget.

**Illinois law does also recognize contractual libraries.*

In addition to these essential standards, listed below are standards that have been enhanced and defined.

Illinois Public Library Core Standards

- Core 1 The library provides uniformly gracious, friendly, timely, and reliable service to all users.
- Core 2 The library is established and operates in compliance with Chapter 75 of the *Illinois Compiled Statutes*.
- Core 3 The library is governed by a board of trustees elected or appointed and constituted in compliance with the relevant sections of Chapter 75 of the *Illinois Compiled Statutes*.
- Core 4 The library complies with all other state and federal laws that affect library operations. (See Appendix A)
- Core 5 The library adopts and adheres to the principles set forth in the American Library Association's (ALA) *Library Bill of Rights* and other ALA intellectual freedom statements and interpretations.
- Core 6 The library adopts and adheres to the *Code of Ethics of the American Library Association*. The library adopts and adheres to the *Public Library Trustee Ethics Statement*, developed by United for Libraries, a division of ALA.
- Core 7 The board of trustees adopts written bylaws that outline the board's purpose and operational procedures and address conflict-of-interest issues. (See Appendix C)
- Core 8 The board of trustees appoints a qualified librarian as library administrator and delegates active management of the library to the library administrator. (For the purposes of this document, a qualified librarian is a person holding a Master of Library Science (MLS), Master Science in LIS, Master of Library and Information Science (MLIS), or other comparable degree from an ALA-accredited program and/or actively participates in continuing education opportunities each year offered by the Illinois State Library, regional library systems, and the Illinois Library Association. Library boards and communities should strive to have a minimum of one staff member holding an ALA-accredited master's degree.)
- Core 9 The board of trustees meets regularly, in accordance with the *Illinois Compiled Statutes*, with the library administrator in attendance. All board meetings and board committee meetings shall comply with the *Open Meetings Act*.
- Core 10 The board of trustees has exclusive control of the expenditure of all monies collected, donated, or appropriated for the library fund and all property owned by the library.
- Core 11 The library has a board-approved written budget. The budget is developed annually by the library administrator and the board with input from the staff.
- Core 12 The board of trustees annually determines if the library's revenues are sufficient to meet the needs of the community. If the revenues are not sufficient, the board of trustees will take action to increase the library's revenues.
- Core 13 The library has a board-approved mission statement, a long-range/strategic plan, disaster prevention and recovery plan, collection management policy, personnel policy, technology plan, and other policies as appropriate to the library's operation and regularly updates and maintains them as appropriate. (See Appendices F and H)

- Core 14 The library administrator presents written monthly reports, including statistics, on library operations to the board of trustees. In addition, monthly fiscal reports are presented by the library administrator and/or the library board treasurer.
- Core 15 The board of trustees annually reviews the performance of the library administrator.
- Core 16 The library is a member of an Illinois regional library system, fulfills the membership requirements of its system, is a responsible partner in the Illinois Library and Information Network (ILLINET), and participates in resource sharing through interlibrary loan and reciprocal borrowing.
- Core 17 The library provides access to resource sharing databases, participates in resource sharing by entering the library's collections into a regional, statewide, or national database, and actively promotes resource sharing via interlibrary loan and reciprocal borrowing.
- Core 18 The library utilizes a variety of methods to communicate with its community.
- Core 19 The library is located in a facility designed or renovated for library purposes and complies with all applicable local, state, and federal codes.
- Core 20 A library is open a minimum of fifteen hours per week according to the *Illinois Administrative Code* [23 Ill. Adm. Code 3030.110].
- Core 21 As a baseline, the library appropriates money to major budget categories (personnel, benefits, library materials, other operating expenditures) using the *Illinois Public Library Annual Report* statewide percentages analysis.
- Core 22 The library board and staff promote the collections and services available to its community.
- Core 23 At least every five years, and more frequently if necessary, the library conducts a review to determine if the library is providing facilities, collections and services in a quantity, at a time, and in a manner that meets the needs of the community.

Chapter 2 (Governance and Administration)

Public library service is provided to the people of Illinois through local tax-supported public libraries, regional library systems, the Illinois State Library, and the statewide library network (ILLINET). Illinois public libraries are governed by boards of trustees elected or appointed according to the provisions of the *Illinois Compiled Statutes* under which the libraries are established—village, city, town, district, township, etc.

For Illinois public libraries to maintain the highest standards of excellence, they shall be staffed by a qualified librarian, be administered by a board of trustees, file an *Illinois Public Library Annual Report* (IPLAR) with the Illinois State Library, have a written mission statement and a long-range/strategic plan, and periodically review policies and procedures that reflect the needs of the local community.

Library boards carry the full responsibility for the library and its policies. The three roles of a library trustee are to hire the library administrator, make library policy, and approve library budgets. Administering library policy, including management of day-to-day operations, collection management, technology plans, and staffing decisions, is delegated to the library administrator. The library administrator provides the board with clear, relevant, and timely information that will enable it to make informed decisions in regard to policy, planning, and budget.

Governance and Administration Standards

1. The mission statement and long-range/strategic plan are developed by the board, administrator, and staff and then approved by the board. These documents are based on a sound knowledge of public library service and a deep understanding of the community. Surveys, neighborhood dialogues, hearings, and input from staff members who serve the community on a daily basis provide a framework for this understanding. The process includes the difficult task of eliciting input from those who do not use the library.
2. The Library prepares, on an annual basis the *Illinois Public Library Annual Report* (IPLAR). The Illinois State Library is the agency legally required to: (1) compile, preserve and publish public library statistical information [15 ILCS 320/7(m)], and (2) compile the annual report of local public libraries and library systems submitted to the State Librarian pursuant to law [15 ILCS 320/7(n)]. In addition, all Illinois public libraries are required by statute [75 ILCS 16/30-65] to prepare an annual report. The library administrator, on a monthly basis, prepares a monthly report for the library board of trustees. This report will include, at the minimum, the minutes of the last month's meeting, monthly financial statements, administrator report, and library use statistics.
3. The board reviews most library policies every three years. The policy governing the selection and use of library materials must, by law, be reviewed biennially. [75 ILCS 5/4-7.2 or 75 ILCS 16/30-60].
4. Board members participate in relevant local, state, regional, and national decision making to effect change that will benefit libraries. This can be achieved through a variety of methods. Among these, board members can:
 - a. Write, call, or visit legislators
 - b. Attend meetings of other units of local government
 - c. Serve on ALA, ILA, or system legislative committees
 - d. Participate in other community organizations that have similar legislative interests

- e. Include the subject of legislation on board meeting agendas
 - f. Provide a forum for local community issues
- 5. The board and the library administrator develop and conduct a meaningful and comprehensive orientation program for each new board member. This can be achieved by creating a trustee orientation checklist. (See Appendix D)
- 6. On an annual basis, each trustee participates in a continuing education activity that focuses on libraries, trusteeship, or other issues pertinent to libraries and reports on this activity to the full board.
- 7. The library provides financial support for trustee membership in ILA and ALA as well as trustee attendance at workshops and conferences when fiscally possible.
- 8. In encouraging citizens to run for the position of library trustee or in recommending citizens for appointment, the standing library board of trustees can use the following as a guide:
 - a. Library trustees are selected for their interest in the library, their knowledge of the community, their ability to work well with others, their willingness to devote the time and effort necessary to carry out the duties of a trustee, their open-mindedness and respect for the opinions of others, and their ability to plan and establish policies for services.
- 9. The library keeps adequate records of library operations and follows proper procedures for disposal of records. (See Appendix B)
- 10. The library complies and keeps current with appropriate Illinois and federal laws pertaining to public libraries.
 - a. The library complies with the Illinois Open Meetings Act [5 ILCS 120] and has a written policy specifying, at a minimum, how trustee board meetings and meetings of board committees are publicly posted, how other types of notification are made, and how the public attends and may participate in board and committee meetings.
 - b. The library has a written Americans with Disabilities Act (ADA) policy.
 - c. The library has a written equal employment opportunity policy and a written workers' compensation procedure.
 - d. The library bonds all staff and trustees responsible for library finances.
- 11. The library has a board-approved set of written bylaws that govern the conduct of the board of trustees and its relationship to the library and staff. Bylaws provide the library board of trustees with guidelines that allow for consistent, organized, and productive meetings and operations. The library trustees regularly review the bylaws to ensure the library board is operating under the bylaws' guidelines and to ensure that the bylaws meet current organizational needs.
- 12. The library maintains insurance covering property and liability, including volunteer liability.
- 13. The library has a chain of command in place that will provide a smooth transition process when key members of the library staff leave the organization.

Governance and Administration Checklist

- ☐ Library has an elected or appointed board of trustees.
- ☐ Library has a qualified library administrator.
- ☐ Library administrator files an *Illinois Public Library Annual Report* (IPLAR) with the Illinois State Library.
- ☐ Library administrator prepares monthly reports (including statistics) of operations and services for the board's review.
- ☐ Library administrator and/or library board treasurer prepares monthly fiscal reports for the board's review.
- ☐ Library has a mission statement and a long-range/strategic plan.
- ☐ Library maintains an understanding of the community by surveys, hearings, and other means.
- ☐ Library board reviews library policies on a regular basis.
- ☐ Library board members participate in local, state, regional, and national decision making that will benefit libraries.
- ☐ Library develops an orientation program for new board members.
- ☐ Library board members attend local, regional, state, and national conferences pertinent to libraries when fiscally possible.
- ☐ Library keeps adequate records of library operations and follows proper procedures for disposal of records.
- ☐ Library complies and keeps current with appropriate Illinois and federal laws pertaining to public libraries.
- ☐ Library has a board-approved set of written bylaws that govern the conduct of the board of trustees and its relationship to the library and staff.
- ☐ Library maintains insurance covering property and liability, including volunteer liability.
- ☐ Library has a written succession plan focused on both internal and external talent development to fill anticipated needs for library leadership and other key personnel.

Chapter 3 (Personnel)

A good public library has a qualified staff that is paid competitive salaries. The staff is well trained through an ongoing program of staff development that includes both in-service training and participation in relevant classes, workshops, and meetings outside the library. Staff has a thorough understanding of all library policies and is able to interpret those policies to library patrons. The public has access to the services of a qualified librarian.

For the purposes of this document, a full-time equivalent employee (FTE) works 37.5 hours per week including paid breaks of 15 minutes or less but excluding paid or unpaid meal breaks of 20 minutes or more.

Personnel Standards

1. To ensure that library staff has a clear understanding of their responsibilities and rights as employees, the library has a board-approved personnel policy. The policy is developed by the library administrator with input from the staff.
2. Staffing levels are sufficient to carry out the library's mission, develop and implement the library's long-range/strategic plan, and provide adequate staff to offer all basic services during all the hours that the library is open. The library's level of self-service versus assisted staffing should be considered when calculating adequate staffing levels. Basic services include circulation and reference. (See Appendix E)
3. Job descriptions for all positions and a salary schedule are included in the personnel policy or provided elsewhere. The job descriptions and salary schedule are reviewed periodically (preferably annually, but at least every three years) and revised as needed. Staff members have access to these documents.
4. Personnel policy, job descriptions, and hiring practices are in compliance with the Equal Employment Opportunity Commission (EEOC) guidelines and the requirements of the Americans with Disabilities Act.
5. The library compensates staff in a fair and equitable manner. Salaries alone typically account for up to 60 percent of the total budget. Salaries plus fringe benefits (FICA pension and health insurance) account for up to 70 percent. The library should conduct a market benchmarking study with pay ranges, conducted by a reputable company, to determine current competitive pay practices for their library. If the library does not have the means to do such a study it should seek advice from their library system for guidance.
6. The library gives each new employee a thorough orientation and introduces the employee to the particular responsibilities of the new employee's job. The orientation includes but is not limited to the mission statement, library policies, guidelines, services of the library, employment benefits, and opportunities for continuing education.
7. The library has a performance appraisal system in place that provides staff with an annual evaluation of current performance and guidance in improving or developing new skills.
8. 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. Attendance at local, regional, state, and national conferences; relevant courses, workshops, seminars, and in-service training; and other library-related meetings provide a variety of learning experiences. The library provides paid work time and funding for

registration and related expenses. While funding constraints may limit the total number of staff who can attend conferences, the attendance of at least the library administrator at the state library association conference is encouraged and funded.

9. The library provides access to library journals and other professional literature for the staff.
10. Public library trustees and administrators are aware of federal, state, and local statutes and regulations relevant to personnel administration. Principal regulations include:
 - Fair Labor Standards Act* [29 U.S.C. 201 *et seq.*]
 - Illinois Human Rights Act* [775 ILCS 5/1-101 *et seq.*]
 - Americans with Disabilities Act* [42 U.S.C. 12101 *et seq.*]
 - Illinois Collective Bargaining Successor Employer Act* [820 ILCS 10/0.01 *et seq.*]
 - Illinois Public Labor Relations Act* [5 ILCS 315/1 *et seq.*]
 - Occupational Safety and Health Act* [29 U.S.C. 651 *et seq.*]
 - Family and Medical Leave Act of 1993* [29 U.S.C. 2601 to 2654]
 - Civil Rights Act (Title VII)* [42 U.S.C. 2000e]
11. The library complies with state and federal laws and codes that affect library operations. These laws include:
 - Environment Barriers Act* [410 ILCS 25/1 *et seq.*]
 - Illinois Accessibility Code* [71 Adm. Code 400 *et seq.*]
 - Open Meetings Act* [5 ILCS 120/1 *et seq.*]
 - Freedom of Information Act* [5 ILCS 140/1 *et seq.*]
 - Local Records Act* [50 ILCS 205/1 *et seq.*]
 - State Records Act* [5 ILCS 160/1 70/2 and 5/1-7 *et seq.*]
 - Library Records Confidentiality Act* [75 ILCS 70/1 *et seq.*]
 - Drug Free Workplace Act* [30 ILCS 580/1 *et seq.*]
 - Americans with Disabilities Act* [42 U.S.C. 12101 *et seq.*]
 - Fair Labor Standards Act* [29 U.S.C. 201 *et seq.*]
 - Bloodborne Pathogens Standard* [29 C.F.R. 1910.1030]
 - Wage Payment and Collection Act* [820 ILCS 115/1 *et seq.*]
 - Minimum Wage Act* [820 ILCS 105/1 *et seq.*]
 - Public Officer Prohibited Activities Act* [50 ILCS 105/3 *et seq.*]
 - Illinois Governmental Activities* [5 ILCS 420/4A-101 *et seq.*]
 - Personnel Record Review Act* [820 ILCS 40/0.01 *et seq.*]
 - Local Governmental Employees Political Rights Act* [50 ILCS 135/1 *et seq.*]
 - Right to Privacy in the Workplace Act* [820 ILCS 55/1 *et seq.*]
 - Victims' Economic Security and Safety Act* [820 ILCS 180/1 *et seq.*]
 - School Visitation Rights Act* [820 ILCS 147 *et seq.*]
 - Identity Protection Act* [5 ILCS 179/1 *et seq.*]

Personnel Checklist

- ☐ Library has a board-approved personnel policy.
- ☐ Library has staffing levels that are sufficient to carry out the library's mission.
- ☐ Library has job descriptions and a salary schedule for all library positions. The job descriptions and salary schedule are periodically reviewed and revised as needed.
- ☐ Library's hiring practices are in compliance with EEOC guidelines and the Americans with Disabilities Act.
- ☐ Library salaries and fringe benefits account for up to 70 percent of total operations budget.
- ☐ Library gives each new employee a thorough orientation.
- ☐ Library evaluates staff annually.
- ☐ Library staff and administration attend local, regional, state, and national conferences as well as training workshops and seminars where feasible.
- ☐ Library provides staff access to library literature and other professional development materials.
- ☐ Public library trustees and administrators are aware of federal, state, and local statutes and regulations relevant to personnel administration.
- ☐ The library complies with state and federal laws that affect library operations.

Chapter 4 (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 space to house and circulate the collections, comfortable and light filled spaces for the public and staff, meeting and study spaces for both group and individual use, and youth spaces that inspire and teach children of all ages. Every five years the board should review the long term space needs of the library in conjunction with the library's strategic plan. While planning for the expanding mission of public libraries, flexible space with a high degree of connectivity should be a central idea for future programs to be accommodated with minimal physical change.

Access Standards

1. To the greatest extent possible, the library should aim to meet the requirements of the *Americans with Disabilities Act* (ADA) in order to provide a universal experience for all patrons. This shall include parking and building access along with internal circulation including elevators, toilet rooms, and seating for both staff and patrons. Available grants should also be explored as applicable.
2. The library should provide adequate, safe, well-lighted, and convenient parking during all hours of service. The minimum number of required parking spaces is usually governed by local ordinance. In the absence of local standards, libraries should provide one space per 500 square feet of library area.
3. The library's entrance should be clearly visible, easily identified, and well illuminated for both arriving vehicles and pedestrians. When possible, the entrance should face the direction used by the majority of the patrons.
4. The library should be adequately illuminated and provide a number of lighting environments that are suitable for different uses. Natural light will be employed whenever possible.
5. The library should have clear wayfinding and adequate internal signage. All signage is in compliance with applicable federal, state, and local regulations.
6. Service points within the library should be clearly marked and visible for intuitive wayfinding relative to function and collections.
7. The ability for the public library to provide either access to current technologies is key to both the staff and patron efficiency and experience. The library should allocate funds annually as part of the capital assessment report in order to remain relevant and provide adequate services in this ever-changing environment.
8. Visually and/or physically separate spaces should be allocated for both the youth and adult collections and seating, including separate computing areas, along with a separation between the public computers for each age group. When possible, additional spaces for either teen or tween patrons can also be created with age appropriate services such as furniture for hanging out, collaboration, gaming, and art projects, gaming consoles, and dedicated AV computers.
9. The library should provide enough appropriate shelving and other types of display and storage to provide patrons with easy access and clear understanding of a variety of different materials. Shelving in each area should be appropriately scaled relative to the specific use and function.

10. The library should have sturdy and comfortable furnishings in sufficient quantity and variety to meet the needs of multiple types and ages of users. Furniture in youth areas shall be sizes appropriate for small children along with typical sized furniture for adult caregivers. Where possible, furniture shall be equipped with integrated power and data connections to facilitate mobile computing. Furniture and fabrics should be commercial grade or certified for or other high-traffic public use.
11. Ideally, a library should be open at least 25 hours per week although the minimum listed in *Illinois Administrative Code* is 15. [23 Ill. Adm. Code 3030.110] The hours are scheduled for the convenience of the community the library is serving.

Access Checklist

- ☐ The library provides the right amount of space of the right kind to meet the provisions of its long-range/strategic plan.
- ☐ At least once every five years, the board directs a review of the library's long-term space needs.
- ☐ The staff are familiar with the requirements contained in the *Americans with Disabilities Act* (ADA) and work to address deficiencies in order to provide universal access to all patrons.
- ☐ The library, including branches or other service points, is located at a site that is determined to be most convenient for the community.
- ☐ The library provides adequate, safe, well-lighted, and convenient parking during all hours of service.
- ☐ The library has the minimum required number of parking spaces.
- ☐ The library's entrance is easily identified, clearly visible, and well lighted.
- ☐ The library has an identifying sign clearly visible from the street. Additional signs guide users from arterial streets to the library.
- ☐ The library has adequate internal signage.
- ☐ The library's lighting levels comply with lighting standards.
- ☐ All signage is in compliance with applicable federal, state, and local regulations.
- ☐ The library building supports the implementation of current and future telecommunications and electronic information technologies.
- ☐ The library has sturdy and comfortable furnishings in sufficient quantity to meet user needs.
- ☐ Space is allocated for child and family use with furniture and equipment designed for use by children.
- ☐ The library has enough shelving and other types of display and storage to provide patrons with easy access to all materials.
- ☐ Shelving in the areas serving young children is scaled to their needs.

Chapter 5 (Building Infrastructure and Maintenance)

A library facility includes building and grounds, furnishings, building related equipment such as mechanical and HVAC equipment, elevators, etc. Every library is different. Some library facilities are simpler than others and may not include every component listed in these standards. These standards are written to apply to large and small libraries. In some cases, smaller library facilities are simpler, and with some basic knowledge, can be maintained by the staff.

Good facility management is fiscally responsible and will result in fewer emergencies, lowered risk, and more attractive surroundings for staff and patrons, and leads to better planning. A well-managed facility is safer, more predictable, and less stressful to manage. A well-managed facility also increases the community's trust in the library and how the community's resources are spent.

The standards indicated in this manual are primarily the library administrator's responsibility. However, the library administrator can assign certain tasks to other personnel or vendors, and implement a system to ensure they are performed. In order to properly manage the library facility, the library administrator should have sufficient knowledge and familiarity with the facility systems to decide when it is appropriate to retain a professional to assist in the inspection, evaluation, and design of various repairs to the facility.

Building Infrastructure and Maintenance Standards

1. The library maintains an inventory of all facility systems, including sufficient basic information that can be used in maintenance operations. This list should be prepared by the library administrator.
2. The library's facility inventory system list should be consolidated in an easily accessible document which is made available in electronic format such that it can be accessed by key staff at all times remotely.
3. An ongoing maintenance checklist of building maintenance that needs to be done on a routine or ongoing basis should be kept. Ongoing maintenance is a preventative measure to ensure that facility systems do not fall into a state of disrepair. Ongoing maintenance can extend the service life of many items and reduce frequency of breakdowns. As an example, elevator inspections and maintenance are typically performed based on a regular schedule and contracted through an annual maintenance contract.
4. The library's operating budget should include funds for all ongoing maintenance costs.
5. The library should maintain a periodic repair checklist of repairs to the facility that may be required on a periodic basis, typically more than one-year intervals. Periodic repairs should be performed to extend service life of certain facility systems, and to prevent further deterioration of the systems. When performed in a timely fashion, periodic repairs can address small issues before they become larger and more costly problems.
6. The library budget should allocate funds for periodic repairs in either of its operating budget or special reserve fund.
7. The library should have a list of all projected building capital projects. Capital projects are those projects that involve major repairs, rehabilitation, and/or replacement of facility systems. Such projects are implemented when a facility system has reached the end of its service life, or when defects in the original construction necessitate major repairs/replacement.

8. The library develops a capital reserve fund that will fund major capital projects. Annual contributions to such a fund will allow the library to have sufficient funding to take care of the needed project. In general any item that cannot be accounted for in the library's operating budget should be accounted for in the library's capital reserve fund.
9. The library should have a capital asset plan. This plan can be written by the library administrator or by an outside professional. A capital asset plan will project facility funding needs over a ten, fifteen, and twenty-year period.
10. The board of trustees should review the library capital plan on annual basis to ensure all projects are addressed.
11. Every three to five years, review and update the capital asset plan to be certain all costs and interest rates are current.
12. All warranties, manuals, contact information, and other such documentation should be organized and consolidated for easy access.
13. The library should strive to make its building as environmentally friendly as possible.

Building Infrastructure and Maintenance Checklists

See Appendix J (New Facility Planning) and Appendix K (Facility Management Checklists) for in-depth building infrastructure and maintenance checklists.

Chapter 6 (Safety)

Consistency and formal rules can help the library stay a safe public space. Library staff must share responsibility for the safety and security of patrons as well as staff members. The issue of library safety and security covers a wide range of concerns, from natural disasters to more serious incidents such as theft and assault. Emergencies can happen anywhere, at any time. Planning for emergencies is necessary at the most basic levels. All libraries should address emergency preparedness.

Safety Standards

1. The library provides a list of emergency call numbers at all staff phones in the library. Emergency call numbers include police and fire contacts.
2. A library floor plan shows entrances, exits, location of emergency supplies, fire alarms, and fire extinguishers.
3. The library has an emergency manual and a disaster plan that include instructions for all types of emergencies that might occur in a public library. The plan addresses: bomb threats, chemical release, earthquake, fire, gas leak, serious medical injury or illness, theft, threats to staff and patrons including active shooter, missing child, suspicious packages, severe weather, and lockdown procedures.
4. The library provides annual emergency training for staff in the following areas: fire and tornado drills, use of fire extinguishers, and location of the first aid kit. If the library has a NARCAN® kit and/or automated external defibrillator (AED), staff training is provided.
5. The library provides a call list and contact information that is reviewed biannually. Call list includes staff and library board members. Contact information is available for contractors who provide building maintenance, telecommunication support, deliveries, damage assessment, insurance benefits, landscaping and grounds support, legal advice, supplies, financial records, utilities, and disaster assistance.
6. Emergency medical supplies are stored in a designated location and are accessible to staff.
7. Emergency equipment such as electric, gas and water switches, fire extinguishers, and fire alarms are noted on a library floor plan and are tested biannually.
8. Safety of patrons and staff is paramount in an emergency. If there is time to consider property, a prioritization list shows what should be salvaged in order of importance.
9. A building safety checklist includes daily, weekly, quarterly, semi-annual, and annual safety procedures. Examples include fire and tornado drills, fire extinguisher operation, backflow test, entrances and exits clear, and leaks.
10. The library has a procedure such as a phone tree for letting staff know when it is unsafe to enter the library building.
11. The library has a designated tornado shelter.
12. Emergency exits and evacuation routes out of the library and to the tornado shelter are clearly marked for patrons throughout the library. Fire extinguisher locations are clearly marked.
13. The library provides adequate security for staff, users, and collections.
14. The library has a strong relationship with local police and community safety personnel and communicates with them on a regular basis about safety issues affecting the library.

15. At least two people (one may be a volunteer) shall be on duty during all open hours of operation.
16. Copies of the emergency manual and disaster plan are provided to community safety personnel.
17. Libraries with security cameras must have a policy for use and guidelines including real time access, archived access, and records retention. Signage notifying the use of the cameras must be displayed.

Safety Checklist

- ☐ The library provides a list of emergency call numbers at all staff phones in the library.
- ☐ The library has a floor plan that shows entrances, exits, location of emergency supplies, fire alarms, and fire extinguishers.
- ☐ The library has an emergency manual and disaster plan.
- ☐ The library provides emergency training for staff, including fire and tornado drills, use of fire extinguishers, and location of the first aid kit, NARCAN® kit, and an automated external defibrillator.
- ☐ The library provides a call list and contact information that is reviewed biannually.
- ☐ Emergency medical supplies are stored in a designated location and are accessible to staff.
- ☐ Emergency equipment such as electric, gas and water switches, fire extinguishers, and fire alarms are noted on a library floor plan and are tested biannually.
- ☐ A prioritization list shows what should be salvaged in order of importance.
- ☐ A building safety checklist includes daily, weekly, quarterly, semi-annual, and annual safety procedures.
- ☐ A procedure exists for letting staff know when it is unsafe to enter the building.
- ☐ The library has a designated tornado shelter.
- ☐ Emergency exits and evacuation routes out of the library and to the tornado shelter are clearly marked. Fire extinguishers are clearly marked.
- ☐ The library provides adequate security for staff, users, and collections.
- ☐ The library has a strong relationship with local police and community safety personnel and communicates with them on a regular basis about safety issues affecting the library.
- ☐ At least two people (one of whom may be a volunteer) shall be on duty during all open hours of operation.
- ☐ Copies of the emergency manual and disaster plan are provided to community safety personnel.
- ☐ A policy for security camera usage has been adopted and signage is posted.

Chapter 7 (Collection Management)

The purpose of the collection management standards is to ensure that Illinois public libraries offer a full range of materials and electronic resources that are current, accessible (cataloged/classified), and relevant to community needs. Collection management includes planning, selecting, and building of resources in all formats needed by a library's community. Based on community needs, the library collection development policy should address selection and evaluation of materials, purchase priorities, and weeding of the collection. Collection evaluation and weeding is an ongoing process where materials are reviewed by analyzing use, age, condition, timeliness, and general coverage in order to improve availability and comprehensiveness and to identify users' changing taste and needs. Of utmost importance, community members must have a means by which they can participate in the selection of materials.

The public library's mission is to provide a wide range of materials in a variety of formats, such as electronic content, and in sufficient quantity to meet the needs and interests of the community. If electronic readers are provided, they should be accessible for people with disabilities. Illinois libraries are best able to provide materials by developing a collection management program and participating in resource sharing. The keys to quality collection management and resource sharing are adequate funding and trained library staff.

Library collections can be expanded beyond the physical boundaries of the library through resource sharing, cooperative collection management, and electronic resources, such as e-books. No one library can provide from its own collection all the materials that are required to meet the needs of its patrons. All libraries can enhance their collection by participating in interlibrary loan practices and participating in and utilizing statewide electronic databases/resource offerings, such as OCLC membership and WorldCat, as well as regional library system and other consortial group purchase opportunities as outlined in the following chapter. Also, libraries can become more proactive information providers by using local funds to license electronic full-text databases of local interest. Libraries in close proximity to one another should consider forming a cooperative collection management plan. Cooperative collection plans coordinate selection and purchase of materials between libraries. Finally, libraries also can contribute to resource sharing by digitizing local materials. Local history materials are often unique and have interest that is not exclusive to the immediate local area. Since these materials are unique and irreplaceable, digitizing them allows for preservation as well as broad access and should be encouraged as a goal for library excellence.

Collection Management Standards

1. The library spends a minimum of 8 to 12 percent of its operating budget on materials for patrons. For the purposes of calculating spending on materials refer to Appendix I (Collection Management Worksheet).
2. The library has a board-approved, written collection management policy based on community needs and interests, demographic makeup, the diversity of American society, and on professional standards. The library's collection development policy shall address the following issues: materials selection; request for reconsideration of materials; handling of print donations, collection specialties and purchase priorities; and evaluation and weeding of the collection.
3. Staff responsible for collection management is professionally trained in general principles of selection and weeding as well as in their specific areas of responsibilities.
4. Staff responsible for collection management has access to a variety of review sources and selection tools including both print and web-based sources.

5. The library staff uses accepted professional techniques for collection management. Such techniques may include quantitative measures (i.e., circulation-per-capita and turnaround rates, weeding (i.e., the CREW method), user surveys, and questionnaires.
6. The library places a high priority on collection development. Although use of the collection and the size of the population are the primary factors, there may be additional factors that affect the size of the collection. Examples of these additional factors include local history, genealogy, and a linguistically diverse population.
7. The library provides access to materials in a variety of formats to ensure equal access for special population groups. Examples of some of these formats are e-books, audio books on CD or MP3, books in Braille, vetted information found online; and closed-captioned, described, or signed videos or DVDs.
8. The library strives to complement its print collection by purchasing electronic materials and make these materials available to all users through a variety of resources.
9. The library publicizes and promotes interlibrary loan to its patrons. The library develops procedures that ensure that interlibrary loan is a simple and effective way for patrons to receive materials and information after all local resources have been exhausted.
10. Library staff members are trained in and follow the policies and procedures relating to the ILLINET *Interlibrary Loan Code* and the ALA *Interlibrary Loan Code*.
 - a. The library agrees to be a responsible borrower. Before initiating an interlibrary loan request, requesting libraries should exhaust their own local resources.
 - b. Library budgets should put priority on purchasing materials that best serve their community.
 - c. Libraries should check statewide resource sharing databases such as OCLC FirstSearch before placing any requests and be responsible for copyright compliance.
 - d. The borrowing library is always responsible for items, including materials lost in transit or by the patron as specified by the ALA and ILLINET *Interlibrary Loan Codes*.

Collection Management Checklist

- ☐ The library board of trustees ensures that the library has a publicly funded budget to purchase materials. The minimum annual expenditure for materials for any size library should be a minimum of 8 to 12 percent of the operating budget.
- ☐ Library budgets should put priority on purchasing materials that best serve their community.
- ☐ The library has a written collection development policy approved by the board.
- ☐ Materials are cataloged according to standard library practices utilizing MARC 21, AACR2 Rules, Sears/LC subject headings, and RDA.
- ☐ Library collections are evaluated annually to measure the effectiveness of community use of the collection and weeded if deemed appropriate.
- ☐ The library considers forming a cooperative collection plan with other libraries in close proximity to one another.

- ☐ The library strives to complement its print collection by purchasing electronic materials and making them available to patrons through a variety of methods.
- ☐ The library publicizes and promotes interlibrary loan to its patrons.
- ☐ Library staff is trained in and follows policies and procedures related to the ILLINET *Interlibrary Loan Code* and the ALA *Interlibrary Loan Code*. Libraries agree to be responsible borrowers and lenders.

Chapter 8 (System Member Responsibilities and Resource Sharing)

Illinois has a rich history and a national reputation as a leader in library resource sharing, thanks in large part to the ongoing partnership between the Illinois State Library, Illinois library systems, and individual system members from libraries of all types (public, academic, school, and special) throughout the state.

A watershed moment in this history was the creation of library systems through the 1965 *Library System Act* [75 ILCS 10/]. The visionaries who established library systems knew that resource sharing would make all libraries stronger and able to provide better services to their users. Other statewide alliances that came after the creation of systems went several steps further in achieving these goals, including the Illinois Library and Information Network (ILLINET), representing the more than 3,000 Illinois library system members, and the Libraries Very Interested in Resource Sharing (LVIS) initiative, which represents the first global OCLC no charge Resource Sharing Group agreement began out of a shared goal of the Illinois State Library and the Missouri Library Network Corporation (MLNC) for the Midwest region. During the first year, LVIS members included more than 200 multi-type libraries in Illinois and Missouri. There are now more than 2,700 members, worldwide.

Illinois library systems work with their member libraries to provide services that no one library would be able to offer on its own. As a system member, a public library must agree to participate in resource sharing to the fullest extent possible through interlibrary loan, reciprocal borrowing, reciprocal access, and other cooperative activities.

Systems help libraries meet these responsibilities by administering and providing ongoing support for shared online catalogs, providing delivery service to transport materials between libraries across the state and beyond, spearheading cooperative e-book initiatives, offering continuing education designed to help libraries learn more about resource sharing philosophies and processes, and by consulting and sharing expertise between member libraries and strongly encouraging them to share their expertise and other resources with each other.

Resource sharing is fundamental to maintaining the top-notch library service the state of Illinois is known for and every library benefits from sharing resources to the fullest extent possible. The director of one of the largest libraries in Illinois who was nationally known for his innovations in library automation and cooperation, Hugh Atkinson (b.1933- d. 1986), then director of libraries at the University of Illinois at Urbana/Champaign, wrote, “My point is that one should not try to reach some kind of theoretical balance or fairness, but to build a network that will provide, by its services and arrangement, the library activities that will satisfy each of the participants, although not necessarily in the same way.” (Atkinson, H. (1987). Atkinson on networks. *American Libraries*, 18, 433.)

By continuing to work together in partnership, the Illinois library community can further these ideals and most importantly, better meet the diverse information needs of all those who live in the state.

Support for Illinois Library Systems is provided through the Secretary of State’s office with funds appropriated by the Illinois General Assembly. Library systems are governed by representatives from their member libraries as detailed in *Illinois Compiled Statutes* [75 ILCS 10/5] and system bylaws.

System Member Responsibilities and Resource Sharing Standards

1. Public library staff and library board members are aware of the services offered by the regional library systems and the Illinois State Library. Public libraries are charged with the responsibility to promote statewide cooperative services in addition to their own local services.
2. All Illinois public libraries agree to make their resources, information, and expertise available via interlibrary loan, reciprocal borrowing, and other formal cooperative agreements; and participate in system delivery.
3. All Illinois public libraries abide by the ILLINET *Interlibrary Loan Code* as well as other formal regional/consortial agreements.
4. Public library directors, library staff, and library board members actively participate as members of boards, committees, task forces, advisory councils, etc., at various levels, including the regional library system, the Illinois State Library, and the Illinois Library Association. Participants should bring a regional and statewide perspective that envisions all types of libraries, not just their local library and library type issues.
5. All public libraries, in cooperation with regional library systems and the Illinois State Library, share the responsibility for promoting statewide tax-supported public library service for every Illinois resident.
6. Every public library has a responsibility to offer its residents quality library services; therefore, any legally established public library that currently does not meet the eligibility requirements for Illinois State Library/Illinois Office of the Secretary of State grants should work in cooperation with its regional library system regarding grant eligibility and compliance.

System Member Responsibilities and Resource Sharing Checklist

- ☐ Library staff and library board members are aware of the services offered by the regional library systems and the Illinois State Library. The library promotes statewide cooperative services in addition to their own local services.
- ☐ Library resources, information, and expertise are available via interlibrary loan, reciprocal borrowing, and other formal cooperative agreements; and the library participates in system delivery.
- ☐ The library abides by the ILLINET *Interlibrary Loan Code* as well as other formal regional/consortial agreements.
- ☐ The library administrator, library staff, and library board members actively participate as members of boards, committees, task forces, advisory councils, etc., at various levels, including the regional library system, the Illinois State Library, and the Illinois Library Association, and bring a regional and statewide perspective that envisions all types of libraries, not just their local library and library type issues.
- ☐ The library, in cooperation with regional library systems and the Illinois State Library, promotes statewide tax-supported public library service for every Illinois resident.
- ☐ If a legally established public library currently does not meet the eligibility requirements for Illinois State Library/Illinois Office of the Secretary of State grants, the library should work in cooperation with its regional library system regarding grant eligibility and compliance.

Chapter 9 (Public Services: Reference and Reader's Advisory Services)

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

Reference Service

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

Reference Service Standards

1. All basic services are available when the library is open. For the purpose of this document, basic services are circulation, reference, reader's advisory, and computer/Internet access.
2. The library has a board-approved reference service policy developed by reference staff and administration and it is reviewed biennially.
3. The library provides staff trained in reference service to meet the needs of patrons who have challenges with disabilities, language, and literacy.
4. The library participates in interlibrary loan and resource sharing to help provide accurate and timely reference service.
5. The library is aware of the importance of accuracy in reference service and relies on information sources of demonstrated currency and authority.
6. The library supports training in the use of technologies necessary to access electronic resources, including training for persons with disabilities in the use of adaptive equipment and software.
7. The library provides easy access to accurate and up-to-date community information/resource files.
8. The library provides current issues of at least one community or local newspaper and retains hard copy or online back issues for a minimum of six months.
9. The library provides access to local ordinances or codes of all municipalities within its service boundaries.
10. The library provides access to local and state maps.
11. The library strives to provide access to the minutes of local government meetings. These include but are not limited to municipal (village, township, or city) and school board meetings.
12. The library provides voter information, including precinct boundaries and location of polling places.
13. The library provides information about local history and events.
14. The library will include at least one current reference resource for each subject area. Electronic resources may fulfill this requirement.

15. Staff has access to a telephone or computer to receive and respond to requests for information and materials and to contact other agencies for information.
16. Staff members are encouraged to attend at least one relevant continuing education event each year.
17. The library annually evaluates its reference service for accuracy, timeliness, staff friendliness, and patron ease.

Reference Service Checklist

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

Reader's Advisory Service

Reader's advisory service is a patron focused service that promotes and encourages the use of collections for recreational purposes, including but not limited to recreational reading, watching, and listening. Reader's advisory service offers advice, suggestions, recommendations, and selections to library users to help them identify authors, titles, and genres which they may enjoy. It should also strive to respond to the recreational reading, viewing, and listening tastes of individual patrons using the resources of the library and its staff to link readers with books, movies, and music. Reader's advisory is instrumental in creating relationships and encouraging conversations with users and the community about leisure reading, viewing, and listening needs.

All Illinois public libraries should provide some sort of reader's advisory service to their patrons. This can be done formally with a separate designated service desk, through conversation with a librarian, or informally through conversations throughout the library such as at the circulation desk where library staff members interact with patrons as they are checking out and returning materials and are able to discuss these items with them, getting to know their preferences in the process. This can lead to suggestions of similar titles that the patrons may enjoy.

Reader's Advisory Service Standards

1. All basic services are available when the library is open. For the purposes of this document, basic services are circulation and reference and reader's advisory services. If reference and reader's advisory services are provided to children and adults from two separate points, then the library provides adequate staffing at both locations all hours the library is open.
2. The library has competently trained staff that has thorough knowledge of popular authors and titles.
3. The library participates in interlibrary loan and resource sharing to help provide accurate and timely reader's advisory service.
4. The library is aware of the importance of quality in reader's advisory service and relies on information sources of demonstrated currency and authority.
5. Staff has access to a telephone and computer to receive and respond to requests for information and materials and to contact other agencies for information.
6. Staff members who are responsible for reader's advisory services should attempt to stay current with community events by participating in community organizations, clubs, or councils.
7. Staff members who are responsible for reader's advisory services should attempt to attend as many workshops, reading roundtables, or continuing education events as possible to stay current.
8. The library accepts and responds to reader's advisory requests received in person, on the phone, or electronically.
9. The library promotes and cultivates popular collections which are inclusive, representing all people and their actual experiences to provide an accurate portrayal of the diverse world in which we live.

Reader's Advisory Service Checklist

- ☐ All basic services are available when the library is open.
- ☐ The library has competently trained staff that has thorough knowledge of popular authors and titles.
- ☐ The library maintains a well-rounded collection of both fiction and nonfiction titles.
- ☐ The library participates in interlibrary loan and resource sharing to help provide accurate and timely reader's advisory service.
- ☐ The library maintains a basic collection of reader's advisory reference materials.
- ☐ All staff members attend at least one relevant continuing education event each year.
- ☐ Staff members who are responsible for reader's advisory service in their library join at least one community organization, club, or council.
- ☐ Staff members who are responsible for reader's advisory service in their library attend at least one workshop, reading roundtable, or continuing education event.
- ☐ The library accepts and responds to reader's advisory requests received in person, on the phone, or electronically.

Chapter 10 (Programming)

A library can reach out to its entire community through programming. Educational, recreational, informational, and cultural programs sponsored by the library or cosponsored with other community organizations are offered to help attract new users to the library, to welcome people from all cultures and people with disabilities, to increase awareness and use of library resources and services, and to provide a neutral public forum for the debate of issues. Library programs are a particularly effective way of introducing the community to a variety of cultures.

It is well accepted that traditional programming for younger children helps them develop reading habits and encourages them and their caregivers to use the library and its resources. Young adult programs help teens understand some of the intellectual, emotional, and social changes they are experiencing. Programs for adults and senior citizens can provide the lifelong learning skills and recreation needed in our changing society.

If the library opens its meeting rooms, display cases, and other exhibit areas to non-library-sponsored programs and non-library-sponsored exhibits and displays, policies and procedures must cover the use of these facilities. The library's attorney should review this policy as well as other library policies.

Programming Standards

1. Library programs should strive to be free of charge.
2. Library programs are located in a physically accessible location. Provisions are made, as needed, to enable people with disabilities to participate in the program. The availability of these provisions is noted with other information about the program.
3. The library considers community demographics, special populations, and the availability of programming from other social, cultural, and recreational organizations in the community when planning and evaluating programs.
4. The library presents educational, cultural, and recreational programs that reflect community needs and interests. Community members should be encouraged to offer suggestions.
5. Programming is designed to address the diversity within the community, to increase the awareness and use of library resources and services, and to attract new users.
6. The library provides outreach programs to targeted populations who cannot visit the library.
7. The library's programming seeks to serve groups such as children, parents, young adults, adults, seniors, and special constituents relevant to the area's demographics.
8. The library provides programs that will instruct their community on how to use the library. This will include training sessions or one-on-one instruction on the library's online databases and the library's online catalog. The library will also provide tours and make sure the community is comfortable with using the library.
9. Libraries are encouraged to partner with other organizations to offer programs.

Programming Checklist

- ☐ Library programs are provided free of charge, or on a cost recovery basis.
- ☐ Library programs are located in a physically accessible location.
- ☐ Provisions are made, as needed, to enable persons with disabilities to participate in the program. The availability of these provisions is noted with other information about the program.
- ☐ The library considers community demographics, special populations, and the availability of programming from other social, cultural, and recreational organizations in the community when planning and evaluating programs.
- ☐ The library presents educational, cultural, and recreational programs that reflect community needs and interests.
- ☐ Programming is designed to address the diversity within the community, to increase the awareness and use of library resources and services, and to attract new users.
- ☐ The library provides outreach programs to specific populations who cannot visit the library.
- ☐ The library has programming that seeks to serve children and their caregivers.
- ☐ The library has programming that seeks to serve young adults.
- ☐ The library has programming that seeks to serve adults and senior citizens.
- ☐ The library provides programs on library instruction for all ages. This includes online catalog and online database training opportunities.
- ☐ The library is encouraged to partner with other organizations to offer programs.

Chapter 11 (Youth/Young Adult Services)

Service for youth is the provision of all library services to young people ages 0 through 18 in the library and the community. Youth services should meet recreation and education needs with programs, print and digital collections, reader's advisory, reference, outreach, library space and furniture, and library staff.

All Illinois public libraries should provide services to youth.

Youth/Young Adult Services Standards

1. All basic services are available to all youth regardless of age, ability, gender, or sexual orientation when the library is open. For the purpose of this document, basic services are circulation, reference, reader's advisory, and computer/Internet access. If services are provided to youth and adults from two separate points, then the library provides adequate staffing at both locations at all hours the library is open.
2. The library has competently trained staff with thorough knowledge of the various developmental needs of youth, and offers services including collections and programs to reflect these needs.
3. The library has board-approved policies towards serving youth developed by administration and staff who serve children and/or young adults, which is reviewed every two years.
4. The library actively promotes respect for cultural diversity and creates an inclusive, welcoming, and respectful library atmosphere that embraces diversity.
5. The library strives to provide staff trained in serving youth to meet the needs of patrons who have challenges with disabilities, language, and literacies, including support for use of adaptive equipment and software.
6. The library seeks to eliminate barriers to provision of services and information access to youth and families, including examining content restrictions, library card signup, and Internet policies.
7. The library evaluates its services to youth for popularity, effectiveness, accuracy, timeliness, and patron ease at least once annually.
8. The library provides developmentally-appropriate educational, cultural, recreational, and entertainment programs for youth that reflect community needs and interests. Programming is designed to address the diversity within the community. Community members should be encouraged to offer suggestions.
9. Library programs should strive to be free of charge.
10. Provisions should be made to enable persons with disabilities to participate in programs. The availability of these provisions is noted with other information about the program.
11. The library considers community demographics, special populations, and the availability of resources from social, cultural, and recreational organizations in the community when planning and evaluating library services. Libraries are encouraged to partner with community organizations to offer programs.
12. The library provides services to instruct youth in research and to develop information literacy. This may include tours, training sessions, or one-on-one instruction.

13. The library is aware of the importance of accuracy and currency in reference and reader's advisory service, including knowledge of popular authors, and relies on information sources of demonstrated authority.
14. Youth staff has access to a telephone and a computer to receive and respond to requests for information and materials and to contact other agencies for information, and to accept and respond to reference requests received in all formats, including electronic, print, and phone.
15. Staff responsible for collection management are given access to a variety of reviews and tools for selecting youth materials.
16. The library will include at least one current resource for each nonfiction subject area created and intended for youth. Electronic resources may fulfill this requirement.
17. The library will provide computer access for all ages, and strives to provide guidance on digital literacy and technology use by informed, qualified, and trained staff.
18. The library provides outreach services for youth to increase the awareness and use of library services, to attract new users, and to better reach underserved populations.
19. The library is encouraged to partner with and support all schools, teachers, school libraries, and students of all types in their communities, including private schools and homeschooling families, to provide multifaceted educational opportunities for children. The library should strive for direct partnership and coordination with school librarians in providing these services.
20. Staff members responsible for youth services in their library should attempt to attend as many workshops or continuing education events as possible to stay current.
21. The library provides space allocated for use by children and families. Shelving should be appropriately sized.
22. The library provides services and programming for children and families focused on early literacy skills, including regular storytimes.
23. The library provides programming to facilitate play and fun, and strives to provide toys and other interactive materials for use in the library, during programs, and at home.
24. The library provides a summer reading opportunity to encourage reading and learning during the summer.
25. The library provides a flexible and welcoming environment for young adults both individually and in groups.
26. The library provides developmentally appropriate programming and services for young adults that fosters the development of self-concept, identity, coping mechanisms, and positive interactions with peers and adults, while also encouraging socialization and having fun.
27. The library provides materials produced for a young adult audience that is designated and intended for young adult use.
28. The library fosters young adult leadership and civic engagement.
29. Libraries are encouraged to partner with teens to create and implement teen activities. This can be done with a young adult volunteer group or advisory board.

Youth/Young Adult Services Checklist

- ☐ All basic youth services are available when the library is open.
- ☐ The library provides staff trained in serving youth.
- ☐ The library has policies towards serving youth which it reviews at least every two years, and youth staff have input in these policy revisions and creations.
- ☐ The library actively promotes respect for diversity and creates an inclusive, welcoming, and respectful library atmosphere for all patrons.
- ☐ The library provides staff trained in assisting youth with disabilities, language, and literacy barriers.
- ☐ The library provides staff trained to assist youth with adaptive equipment and software as needed to for accessibility of resources.
- ☐ The library strives to eliminate barriers of service for youth, including regularly reviewing any content restrictions, library card requirements, and Internet policies.
- ☐ The library regularly, and at least annually, evaluates its services for youth with regard to popularity, effectiveness, accuracy, timeliness, and patron ease. The library seeks input from staff serving youth—as well as the community—regarding these services.
- ☐ The library provides programming for youth which is developmentally appropriate and meets the needs of the community.
- ☐ The library's programming is designed to reflect the needs and interests of youth in the community.
- ☐ Library programs are provided free of charge or on a cost-recovery basis.
- ☐ The library makes provisions that enable persons with disabilities to attend programming, and lists these provisions with other programming information.
- ☐ The library considers community demographics, special populations, and the availability of resources from social, cultural, and recreational organizations in the community when planning and evaluating library services for youth.
- ☐ The library strives to partner with youth-facing organizations in the community.
- ☐ The library provides youth with research and information literacy instruction through tours, training sessions, and one-on-one interactions.
- ☐ The library has staff who have knowledge of popular authors, titles, and resources to provide these services.
- ☐ Youth staff have access to a telephone and computer to receive and respond to requests for information and to contact other agencies.
- ☐ Youth staff responsible for collection management have access to review journals and tools specifically targeting youth materials.

- ☐ The library includes at least one current resource created and intended for youth for each subject area. Electronic resources also fulfill this requirement.
- ☐ The library provides computer access for all youth, and provides guidance on digital literacy and technology use to youth.
- ☐ The library provides outreach services towards youth to increase awareness of services, attract new users, and reach underserved populations.
- ☐ The library strives to partner with and support local schools, including private schools and homeschoolers.
- ☐ Staff members are encouraged to attend as many continuing education workshops and events as possible to stay current on trends and best practices for serving youth.
- ☐ The library provides a space specifically for use by children and families.
- ☐ The shelving used for housing children's materials is appropriately sized to allow for easier access.
- ☐ The library provides early literacy programming, including regular story time, for children and families.
- ☐ The library provides programming which facilitates play and fun for children and families.
- ☐ The library provides toys and interactive materials for use in the library, during programs, and/or at home that facilitate play, fun, and imagination.
- ☐ The library provides a summer reading opportunity to encourage reading and learning during the summer.
- ☐ The library provides a welcoming environment for young adults both individually and in groups.
- ☐ The library provides developmentally appropriate programming for young adults that encourage self-identity and positive interactions while providing opportunities to socialize and have fun.
- ☐ The library provides materials both physical and digital for young adults that are intended for them.
- ☐ The library partners with young adults in the community to provide opportunities for leadership such as a young adult (or teen) advisory board, volunteer group, or other formal or informal opportunities.

Chapter 12 (Technology)

Technology is ubiquitous and permeates most aspects of our lives, environments, and expectations. Libraries are challenged to cope with the integration of technology solutions for all library services as well as to plan for and assess the impact of technology based on users' expectations. Technology, however, is only a tool that is interwoven into all aspects of library services, programs, and operations. The significant keys that serve as the catalyst to unlock technology, the tool, include:

- an informed, qualified, and trained staff whose direct interaction, insight, and instruction in the provision of quality patron services are imperative;
- an adequate budget to maintain and improve all aspects of the library's technological environment and services; and,
- a long-range/strategic technology plan that embraces integration of new technologies into library services, programs, and operations.

The multifaceted roles for technology in the library environment include but are not limited to:

- communications conduit(s): telephone, fax, chat, email, social media;
- providing access to relevant digital content and enabling community members to create their own digital content (workstations, printers, use of software, Internet access, email, makerspaces);
- access to resources within and beyond the local library's resources through the library's website (e-books, audio books, real-time reference);
- expedited and enhanced patron services (automated circulation systems, self-checkout, e-commerce solutions);
- 24/7 library access (via the library's website); and
- improved staff efficiency in both serving patrons and in handling day-to-day routine library functions/operations (remote servers, Cloud, off-site servers).

Technology Standards

1. Based on local technology planning, the library ensures adequate technological access and maintains appropriate hardware/software that effectively accommodates both library operations and patron needs.
2. The library must have:
 - a telephone, with a listing in the phone book and via Internet search engine;
 - a telephone voice mail and/or answering machine;
 - a fax and/or scanner;
 - a photocopier;
 - effective Internet access, with sufficient capacity to meet the needs of both the staff and the public;
 - library and/or departmental email accounts for patron communication with the library (email must be read and responded to during library hours.)
 - an *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly;
 - up-to-date computers with sufficient capacity to meet needs for staff and public access;

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 - a photocopier;
 - effective Internet access, with sufficient capacity to meet the needs of both the staff and the public;
 - library and/or departmental email accounts for patron communication with the library (email must be read and responded to during library hours.)
 - an *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly;
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- an informed, qualified, and trained staff whose direct interaction, insight, and instruction in the provision of quality patron services are imperative;
- an adequate budget to maintain and improve all aspects of the library's technological environment and services; and,
- a long-range/strategic technology plan that embraces integration of new technologies into library services, programs, and operations.

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- communications conduit(s): telephone, fax, chat, email, social media;
- providing access to relevant digital content and enabling community members to create their own digital content (workstations, printers, use of software, Internet access, email, makerspaces);
- access to resources within and beyond the local library's resources through the library's website (e-books, audio books, real-time reference);
- expedited and enhanced patron services (automated circulation systems, self-checkout, e-commerce solutions);
- 24/7 library access (via the library's website); and
- improved staff efficiency in both serving patrons and in handling day-to-day routine library functions/operations (remote servers, Cloud, off-site servers).

Technology Standards

1. Based on local technology planning, the library ensures adequate technological access and maintains appropriate hardware/software that effectively accommodates both library operations and patron needs.
2. The library must have:
 - a telephone, with a listing in the phone book and via Internet search engine;
 - a telephone voice mail and/or answering machine;
 - a fax and/or scanner;
 - a photocopier;
 - effective Internet access, with sufficient capacity to meet the needs of both the staff and the public;
 - library and/or departmental email accounts for patron communication with the library (email must be read and responded to during library hours.)
 - an *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly;
 - up-to-date computers with sufficient capacity to meet needs for staff and public access;

- up-to-date printers with sufficient capacity to meet needs for staff and public access;
 - up-to-date anti-virus protection and Internet security software installed on every library computer;
 - up-to-date Internet browsers, web applications, and plug-ins;
 - a valid email address, accessible via the library's website, for the library administrator; and
 - a website that includes basic library information such as hours, location, contact, official name of library, and content required by the *Open Meetings Act*.
3. The library provides a sufficient number of patron-accessible workstations/devices on a per capita basis. The wait time for patron-accessible workstations/devices is minimal and does not exceed 15 to 30 minutes.
 4. The library annually evaluates and, if necessary, updates its Internet connectivity options for service impact and cost-effectiveness. Illinois libraries participate in the Illinois telecommunications network/backbone, i.e., the Illinois Century Network [www.illinois.net] when such participation is economically feasible.
 5. The library provides 24/7 remote access to library services and resources through:
 - a web-accessible library catalog;
 - *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly;
 - appropriate regional, state, national, and international bibliographic databases;
 - other authenticated electronic resources that are available for direct patron use; and
 - virtual reference service, instant or text messaging services, and/or library email account.
 6. The library staff must be:
 - computer literate;
 - trained to use and assist patrons in the use of electronic resources and materials; and,
 - accessible via phone, email, and/or through messaging services.
 7. The library provides or partners with other community agencies to offer its patrons instruction (workshops, classes) in the use of computers, email, productivity software, and the Internet.
 8. The library provides web links and access to regional and/or statewide initiatives including:
 - regional library system consortial web-based catalogs;
 - the CARLI academic library catalog (I-Share);
 - Illinois State Library-sponsored databases/e-resources;
 - other electronic collections as available; and
 - virtual reference service.
 9. As an equal partner in resource sharing, the library inputs and makes its collection holdings accessible for resource sharing within a regional, statewide, national, and/or international database.
 10. The library has a board-adopted Internet acceptable use policy that is reviewed annually.
 11. The library budgets for ongoing technology needs including but not limited to: hardware and software purchases, upgrades, ongoing maintenance, services, and connectivity.

- ☐ The library provides a sufficient number of patron-accessible workstations/devices on a per capita basis.
- ☐ The wait time for patron workstations does not exceed 15 to 30 minutes.
- ☐ The library annually evaluates and, if necessary, updates its Internet connectivity options for service impact and cost-effectiveness.
- ☐ The library provides 24/7 remote access to library services and resources through:
 - a web-accessible library catalog;
 - an Americans with Disabilities Act (ADA) compliant library website that is updated at least monthly;
 - appropriate regional, state, national, and international bibliographic databases;
 - other authenticated electronic resources that are available for direct patron use; and
 - virtual reference service, and/or text messaging services, and/or a library email account.
- ☐ The library staff must be:
 - computer literate;
 - trained to use and assist patrons in the use of electronic resources and materials; and
 - accessible via email and/or through messaging services.
- ☐ The library provides or partners with other community agencies to offer its patrons instruction (workshops, classes) in the use of computers, email, productivity software, and the Internet.
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 - regional library system consortial web-based catalogs;
 - the CARLI academic library catalog (I-Share);
 - Illinois State Library-sponsored databases/e-resources;
 - other electronic collections as available; and
 - virtual reference service.
- ☐ As an equal partner in resource sharing, the library inputs and makes its collection holdings accessible for resource sharing within a regional, statewide, national, and/or international database.
- ☐ The library has a board-adopted Internet acceptable use policy.
- ☐ The Internet acceptable use policy is reviewed annually.
- ☐ The library budgets for ongoing technology needs including but not limited to: hardware and software purchases, upgrades, ongoing maintenance, services, and connectivity.
- ☐ The library maintains, troubleshoots, repairs, and replaces computer hardware and software. This ongoing maintenance is handled by trained library staff and/or via a contractual service agreement with an appropriate service provider.

- ☐ The library develops and updates, at regular intervals, a long-range/strategic plan for its future technology needs. The plan is based on community needs and priorities.
- ☐ The library continuously strives to improve its technological services, resources, and access. An ongoing planning cycle includes a needs assessment that examines current and emerging technologies and service enhancements including but not limited to:
 - wireless access (Wi-Fi);
 - Internet connectivity upgrades sufficient for patron and staff use;
 - networking (local area vs. wide area);
 - library Intranet;
 - an *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly, highlights library services and programs, includes hyperlinks, is mobile compatible, and is interactive;
 - patron self-checkout functionality;
 - new technologies/potential services; for example, social networking, makerspace, and mobile apps;
 - current and functional meeting room technology;
 - adaptive technologies that accommodate service needs for persons with disabilities and special populations, including but not limited to: accessible computer hardware, deaf interpreters, language translators, open captioning; and
 - ongoing staff continuing education/training related to all aspects of technological services.
- ☐ The library protects the integrity, safety, and security of its technological environment.
- ☐ The library's automated catalog and its components comply with current state, national, and international standards.
- ☐ The library is aware of E-rate discounts (telecommunications/connectivity services and/or Internet access) as available through the Schools and Libraries Program of the Universal Service Fund, administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC).

- up-to-date printers with sufficient capacity to meet needs for staff and public access;
 - up-to-date anti-virus protection and Internet security software installed on every library computer;
 - up-to-date Internet browsers, web applications, and plug-ins;
 - a valid email address, accessible via the library's website, for the library administrator; and
 - a website that includes basic library information such as hours, location, contact, official name of library, and content required by the *Open Meetings Act*.
3. The library provides a sufficient number of patron-accessible workstations/devices on a per capita basis. The wait time for patron-accessible workstations/devices is minimal and does not exceed 15 to 30 minutes.
 4. The library annually evaluates and, if necessary, updates its Internet connectivity options for service impact and cost-effectiveness. Illinois libraries participate in the Illinois telecommunications network/backbone, i.e., the Illinois Century Network [www.illinois.net] when such participation is economically feasible.
 5. The library provides 24/7 remote access to library services and resources through:
 - a web-accessible library catalog;
 - *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly;
 - appropriate regional, state, national, and international bibliographic databases;
 - other authenticated electronic resources that are available for direct patron use; and
 - virtual reference service, instant or text messaging services, and/or library email account.
 6. The library staff must be:
 - computer literate;
 - trained to use and assist patrons in the use of electronic resources and materials; and,
 - accessible via phone, email, and/or through messaging services.
 7. The library provides or partners with other community agencies to offer its patrons instruction (workshops, classes) in the use of computers, email, productivity software, and the Internet.
 8. The library provides web links and access to regional and/or statewide initiatives including:
 - regional library system consortial web-based catalogs;
 - the CARLI academic library catalog (I-Share);
 - Illinois State Library-sponsored databases/e-resources;
 - other electronic collections as available; and
 - virtual reference service.
 9. As an equal partner in resource sharing, the library inputs and makes its collection holdings accessible for resource sharing within a regional, statewide, national, and/or international database.
 10. The library has a board-adopted Internet acceptable use policy that is reviewed annually.
 11. The library budgets for ongoing technology needs including but not limited to: hardware and software purchases, upgrades, ongoing maintenance, services, and connectivity.

- ☐ The library provides a sufficient number of patron-accessible workstations/devices on a per capita basis.
- ☐ The wait time for patron workstations does not exceed 15 to 30 minutes.
- ☐ The library annually evaluates and, if necessary, updates its Internet connectivity options for service impact and cost-effectiveness.
- ☐ The library provides 24/7 remote access to library services and resources through:
 - a web-accessible library catalog;
 - an Americans with Disabilities Act (ADA) compliant library website that is updated at least monthly;
 - appropriate regional, state, national, and international bibliographic databases;
 - other authenticated electronic resources that are available for direct patron use; and
 - virtual reference service, and/or text messaging services, and/or a library email account.
- ☐ The library staff must be:
 - computer literate;
 - trained to use and assist patrons in the use of electronic resources and materials; and
 - accessible via email and/or through messaging services.
- ☐ The library provides or partners with other community agencies to offer its patrons instruction (workshops, classes) in the use of computers, email, productivity software, and the Internet.
- ☐ The library provides web links and access to regional and/or statewide initiatives including:
 - regional library system consortial web-based catalogs;
 - the CARLI academic library catalog (I-Share);
 - Illinois State Library-sponsored databases/e-resources;
 - other electronic collections as available; and
 - virtual reference service.
- ☐ As an equal partner in resource sharing, the library inputs and makes its collection holdings accessible for resource sharing within a regional, statewide, national, and/or international database.
- ☐ The library has a board-adopted Internet acceptable use policy.
- ☐ The Internet acceptable use policy is reviewed annually.
- ☐ The library budgets for ongoing technology needs including but not limited to: hardware and software purchases, upgrades, ongoing maintenance, services, and connectivity.
- ☐ The library maintains, troubleshoots, repairs, and replaces computer hardware and software. This ongoing maintenance is handled by trained library staff and/or via a contractual service agreement with an appropriate service provider.

- ☐ The library develops and updates, at regular intervals, a long-range/strategic plan for its future technology needs. The plan is based on community needs and priorities.
- ☐ The library continuously strives to improve its technological services, resources, and access. An ongoing planning cycle includes a needs assessment that examines current and emerging technologies and service enhancements including but not limited to:
 - wireless access (Wi-Fi);
 - Internet connectivity upgrades sufficient for patron and staff use;
 - networking (local area vs. wide area);
 - library Intranet;
 - an *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly, highlights library services and programs, includes hyperlinks, is mobile compatible, and is interactive;
 - patron self-checkout functionality;
 - new technologies/potential services; for example, social networking, makerspace, and mobile apps;
 - current and functional meeting room technology;
 - adaptive technologies that accommodate service needs for persons with disabilities and special populations, including but not limited to: accessible computer hardware, deaf interpreters, language translators, open captioning; and
 - ongoing staff continuing education/training related to all aspects of technological services.
- ☐ The library protects the integrity, safety, and security of its technological environment.
- ☐ The library's automated catalog and its components comply with current state, national, and international standards.
- ☐ The library is aware of E-rate discounts (telecommunications/connectivity services and/or Internet access) as available through the Schools and Libraries Program of the Universal Service Fund, administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC).

- up-to-date printers with sufficient capacity to meet needs for staff and public access;
 - up-to-date anti-virus protection and Internet security software installed on every library computer;
 - up-to-date Internet browsers, web applications, and plug-ins;
 - a valid email address, accessible via the library's website, for the library administrator; and
 - a website that includes basic library information such as hours, location, contact, official name of library, and content required by the *Open Meetings Act*.
3. The library provides a sufficient number of patron-accessible workstations/devices on a per capita basis. The wait time for patron-accessible workstations/devices is minimal and does not exceed 15 to 30 minutes.
 4. The library annually evaluates and, if necessary, updates its Internet connectivity options for service impact and cost-effectiveness. Illinois libraries participate in the Illinois telecommunications network/backbone, i.e., the Illinois Century Network [www.illinois.net] when such participation is economically feasible.
 5. The library provides 24/7 remote access to library services and resources through:
 - a web-accessible library catalog;
 - *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly;
 - appropriate regional, state, national, and international bibliographic databases;
 - other authenticated electronic resources that are available for direct patron use; and
 - virtual reference service, instant or text messaging services, and/or library email account.
 6. The library staff must be:
 - computer literate;
 - trained to use and assist patrons in the use of electronic resources and materials; and,
 - accessible via phone, email, and/or through messaging services.
 7. The library provides or partners with other community agencies to offer its patrons instruction (workshops, classes) in the use of computers, email, productivity software, and the Internet.
 8. The library provides web links and access to regional and/or statewide initiatives including:
 - regional library system consortial web-based catalogs;
 - the CARLI academic library catalog (I-Share);
 - Illinois State Library-sponsored databases/e-resources;
 - other electronic collections as available; and
 - virtual reference service.
 9. As an equal partner in resource sharing, the library inputs and makes its collection holdings accessible for resource sharing within a regional, statewide, national, and/or international database.
 10. The library has a board-adopted Internet acceptable use policy that is reviewed annually.
 11. The library budgets for ongoing technology needs including but not limited to: hardware and software purchases, upgrades, ongoing maintenance, services, and connectivity.

12. The library maintains, troubleshoots, repairs, and replaces computer hardware and software. This ongoing maintenance is handled by trained library staff and/or via a contractual service agreement with an appropriate service provider.
13. The library develops and updates at regular intervals a long range/strategic plan for its future technology needs based on community needs and priorities. The plan includes the date of implementation, the planned review schedule, and addresses, at a minimum, the areas noted below as required in the School and Libraries Program of the Universal Service Fund [www.universalservice.org/sl/applicants/step01/default.aspx]
 - goals and realistic strategy for using telecommunications and information technology;
 - a professional development strategy;
 - an assessment of telecommunications and information technology services, hardware, software, and other services needed;
 - budget resources; and
 - ongoing evaluation process.
14. The library continuously strives to improve its technological services, resources, and access. An ongoing planning cycle includes a needs assessment that examines current and emerging technologies, community feedback about library technology, and service enhancements including but not limited to:
 - wireless access (Wi-Fi);
 - Internet connectivity upgrades sufficient for patron and staff use;
 - networking (local vs. wide area);
 - library Intranet;
 - an *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly, highlights library services and programs, includes hyperlinks, and is interactive and mobile compatible;
 - patron self-checkout functionality;
 - new technologies/potential services; for example, social networking, makerspaces, and mobile apps;
 - current and functional meeting room technology;
 - adaptive technologies that accommodate service needs for persons with disabilities and special populations, including but not limited to: accessible computer hardware, deaf interpreters, language translators, open captioning; and
 - ongoing staff continuing education/training related to all aspects of technological services.
15. The library protects the integrity, safety, and security of its technological environment via:
 - anti-virus software and other Internet security software;
 - Firewalls with advanced threat protection;
 - authentication;
 - routine installation of upgrades, patches, etc.;
 - scheduled data backup; and
 - remote/off-site storage of data backups with a plan for redundancy in case of backup failure.

16. The library's automated catalog and its components comply with current state, national, and international standards including, for example, but not limited to:
- Illinois statewide cataloging standards [<http://www.cyberdriveillinois.com/departments/library/grants/cmc.html>]
 - MARC 21 (Machine Readable Cataloging) formats [www.dublincore.org/]
 - ANSI (American National Standards Institute);
 - NISO (National Information Standards Organization);
 - ISO (International Organization for Standardization); and
 - Specific standards including ANSI/NISO Z39.50 protocol, the Bath Profile, and ISO 16160, 10161.
17. The library is aware of E-rate discounts (telecommunications/connectivity services and/or Internet access) as available through the Schools and Libraries Program of the Universal Service Fund, administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC) and applies as determined by the local library board [www.usac.org/sl].

Technology Checklist

- ☐ Based on local technology planning, the library ensures adequate technological access and maintains appropriate hardware/software that effectively accommodates both library operations and patron needs.
- ☐ The library has:
 - a telephone, with a listing in the phone book;
 - a telephone voice mail and/or answering machine;
 - a fax and/or scanner;
 - a photocopier;
 - effective Internet access with sufficient capacity to meet the needs of both the staff and the public;
 - library and/or departmental email accounts for patron communication with the library (the library email account is reviewed and responded to during library hours);
 - an *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly;
 - up-to-date computers for staff and public access with sufficient capacity to meet needs;
 - up-to-date printers for staff and public access with sufficient capacity to meet needs;
 - up-to-date antivirus and Internet security software protection installed on every library computer;
 - up-to-date Internet browsers, web applications, and plug-ins;
 - a valid email address, accessible via the library's website, for the library administrator; and
 - a website that includes basic library information such as hours, location, contact, official name of library, and content required by the *Open Meetings Act*.

- ☐ The library provides a sufficient number of patron-accessible workstations/devices on a per capita basis.
- ☐ The wait time for patron workstations does not exceed 15 to 30 minutes.
- ☐ The library annually evaluates and, if necessary, updates its Internet connectivity options for service impact and cost-effectiveness.
- ☐ The library provides 24/7 remote access to library services and resources through:
 - a web-accessible library catalog;
 - an Americans with Disabilities Act (ADA) compliant library website that is updated at least monthly;
 - appropriate regional, state, national, and international bibliographic databases;
 - other authenticated electronic resources that are available for direct patron use; and
 - virtual reference service, and/or text messaging services, and/or a library email account.
- ☐ The library staff must be:
 - computer literate;
 - trained to use and assist patrons in the use of electronic resources and materials; and
 - accessible via email and/or through messaging services.
- ☐ The library provides or partners with other community agencies to offer its patrons instruction (workshops, classes) in the use of computers, email, productivity software, and the Internet.
- ☐ The library provides web links and access to regional and/or statewide initiatives including:
 - regional library system consortial web-based catalogs;
 - the CARLI academic library catalog (I-Share);
 - Illinois State Library-sponsored databases/e-resources;
 - other electronic collections as available; and
 - virtual reference service.
- ☐ As an equal partner in resource sharing, the library inputs and makes its collection holdings accessible for resource sharing within a regional, statewide, national, and/or international database.
- ☐ The library has a board-adopted Internet acceptable use policy.
- ☐ The Internet acceptable use policy is reviewed annually.
- ☐ The library budgets for ongoing technology needs including but not limited to: hardware and software purchases, upgrades, ongoing maintenance, services, and connectivity.
- ☐ The library maintains, troubleshoots, repairs, and replaces computer hardware and software. This ongoing maintenance is handled by trained library staff and/or via a contractual service agreement with an appropriate service provider.

- ☐ The library develops and updates, at regular intervals, a long-range/strategic plan for its future technology needs. The plan is based on community needs and priorities.
- ☐ The library continuously strives to improve its technological services, resources, and access. An ongoing planning cycle includes a needs assessment that examines current and emerging technologies and service enhancements including but not limited to:
 - wireless access (Wi-Fi);
 - Internet connectivity upgrades sufficient for patron and staff use;
 - networking (local area vs. wide area);
 - library Intranet;
 - an *Americans with Disabilities Act* (ADA) compliant library website that is updated at least monthly, highlights library services and programs, includes hyperlinks, is mobile compatible, and is interactive;
 - patron self-checkout functionality;
 - new technologies/potential services; for example, social networking, makerspace, and mobile apps;
 - current and functional meeting room technology;
 - adaptive technologies that accommodate service needs for persons with disabilities and special populations, including but not limited to: accessible computer hardware, deaf interpreters, language translators, open captioning; and
 - ongoing staff continuing education/training related to all aspects of technological services.
- ☐ The library protects the integrity, safety, and security of its technological environment.
- ☐ The library's automated catalog and its components comply with current state, national, and international standards.
- ☐ The library is aware of E-rate discounts (telecommunications/connectivity services and/or Internet access) as available through the Schools and Libraries Program of the Universal Service Fund, administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC).

Chapter 13 (Marketing, Promotion, and Collaboration)

A public that is aware of all the services and collections offered by its library and that views its library as a positive, fundamental, and indispensable part of their community is the ideal achieved through an effective public relations and marketing program. In a hyper-connected, on-demand world, libraries must market and promote their services and demonstrate all they offer to the public. The library patron must be the center of every program or service the library provides. The library staff must be aware of the variety of programs and services and learn to promote them to library patrons during reference interviews and the check out process. Of imperative importance, the community must be aware of what the library is providing, and library staff should always make sure their library patrons leave the library satisfied—since it is highly likely that a library user who is not satisfied will not return.

Marketing, Promotion, and Collaboration Standards

1. The library staff develops, adopts, and reviews a marketing plan at regular intervals that supports the library's long-range and strategic plan.
2. The library staff and trustees participate in two or more cooperative activities with other community organizations, businesses, and institutions, such as Chamber of Commerce and service organizations.
3. The library's services and programs are regularly promoted in the community by using three or more publicity methods such as flyers, newsletters, brochures, library website, social networking, community calendars, posters, banners, displays, billboards, and presentations and speeches.
4. The library should maintain a social media presence on at least one of their community's most used platforms.
5. Information about library programs and services is provided to the community either through a print newsletter or email newsletter at least three times per year.
6. The library specifically invites local, state, and federal officials to visit the library, providing them a firsthand view of the library's services.
7. The library's website is updated at least monthly to reflect current and future programs, board minutes, library policies, and new material.
8. The board, administration, and staff assess the library's appearance at least once a year, using this information to revise the library's image in the community.
9. The board, administration, and appropriate staff visit other libraries at least once a year, or review other libraries' publications and websites to learn what services and programs other libraries offer their patrons.
10. The operating budget includes funds for public relations and marketing.
11. The library considers persons with special needs when developing and delivering information about the library's collections and services.
12. The library develops strategies to reach those groups that do not use the library.
13. One member of the staff coordinates the library's marketing efforts, but all staff receive customer service and marketing training.

14. The library includes public relations and customer service as part of the orientation of all new staff and board members.
15. The library develops a brand identity and all collateral material adheres to the library's brand for the most effective messaging.
16. The library administration ensures all board and staff members receive an orientation of the library covering the library's history, funding sources, long-range/strategic plan, and services.
17. The library builds on public relations and marketing efforts developed by state and national organizations, the state library, and the community.

Marketing, Promotion, and Collaboration Checklist

- ☐ The library has a communications plan that supports the library's long-range/strategic plan.
- ☐ The library staff and trustees participate in two or more cooperative activities with other community organizations.
- ☐ The library's services and programs are promoted in the community. Check the applicable publicity methods.
 - ☐ flyers
 - ☐ brochures
 - ☐ website
 - ☐ newsletter
 - ☐ posters
 - ☐ banners
 - ☐ displays
 - ☐ podcasting
 - ☐ presentations
 - ☐ speeches
 - ☐ billboards
 - ☐ other
- ☐ The library maintains at least one social media account.
- ☐ The library invites local, state, and federal officials to visit the library.
- ☐ The library's website is updated at least monthly.
- ☐ The board, administration, and staff conduct an annual library walk-through.
- ☐ The board, administration, and appropriate staff visit other libraries.
- ☐ The budget includes funds for public relations and marketing activities.
- ☐ The library's promotional methods and services are ADA compliant.
- ☐ A designated staff member coordinates the library's marketing efforts.

Marketing, Promotion, and Collaboration

- ☐ The library's staff receives customer service and marketing training.
- ☐ The library's orientation for staff and trustees includes the library's public relations, customer service philosophy, library history, funding sources, and long-range/strategic plan.
- ☐ The library surveys patrons and the community to judge awareness of the library's programs and services.

Appendices

The appendices contain a variety of documents such as a list of topics for new trustee orientation, records retention guidance, recommended staffing levels, a glossary, and more. *For Serving Our Public 4.0*, the task force opted to eliminate appendices that consisted solely of web-published statements from ALA, ILA, and the like, in recognition that the online versions will always be more current than what would have appeared here in print. Illinois public libraries operate under the *Illinois Compiled Statutes* [ILCS], generally chapter 75 [75 ILCS], but other statutes also impact libraries. As librarians and their library board must be familiar with Illinois statutes, this appendix provides a quick reference; for further information, consult *Illinois Library Laws & Rules*, published regularly by and available from the Illinois Library Association.

New appendices in *Serving Our Public 4.0* include a collection management worksheet, a set of facility management checklists, and guidance for new facility planning.

The recommended service level tables retained the minimum, growing, established, and advanced levels to allow library boards to self-select the appropriate goals for their library. Minimum is the foundation level where all Illinois public libraries begin, but should not remain. As each chapter is read, the accompanying appendices should also be reviewed to determine the library's current service level and to decide the target level of service.

Appendix A (Useful Illinois Statutes with Citations to the Illinois Compiled Statutes)

The Illinois Compiled Statutes (ILCS) are posted online at www.ilga.gov/legislation/ilcs/ilcs.asp

Illinois Statute or Topic	Legal Citation
<i>General Provisions</i>	
<i>Open Meetings Act</i>	5 ILCS 120/1
<i>Freedom of Information Act (FOIA)</i>	5 ILCS 140/1
<i>State Records Act</i>	5 ILCS 160/1 (see also 50 ILCS 205/1)
<i>Electronic Commerce Security Act (digital signature)</i>	5 ILCS 175/1
<i>Identity Protection Act</i>	5 ILCS 179/1
<i>Intergovernmental Cooperative Act</i>	5 ILCS 220/1
<i>Oaths and Affirmations Act</i>	5 ILCS 255/0.01
<i>Illinois Public Labor Relations Act</i>	5 ILCS 315/1
<i>Illinois Governmental Ethics Act</i> (Disclosure of Economic Interests)	5 ILCS 420/4A-101
<i>State Officials and Employees Ethics Act</i>	5 ILCS 430/1-1
<i>Elections</i>	
Election Code	10 ILCS 5/1-1
Campaign Finance Reporting	10 ILCS 5/10-6.1
<i>Executive Officers</i>	
<i>State Library Act</i>	15 ILCS 320/1
<i>Illinois Literacy Act</i>	15 ILCS 322/1
<i>Finance</i>	
<i>Public Funds Statement Publication Act</i>	30 ILCS 15/1 (see also 50 ILCS 305/1)
Statement of Receipts and Disbursements	30 ILCS 15/1 (see also 50 ILCS 305/1)
<i>Public Funds Investment Act</i>	30 ILCS 235/1 (see also 50 ILCS 340/1)
Interest Rate on Public Debt	30 ILCS 305/2
<i>Local Government Debt Reform Act</i>	30 ILCS 350/1
Illinois Procurement Code	30 ILCS 500/1
<i>Joint Purchasing Act (Governmental)</i>	30 ILCS 525/1
<i>Architectural, Engineering, and</i> <i>Land Surveying Qualifications Based Selection Act</i>	30 ILCS 535/1 & 50 ILCS 510/0.01
<i>Drug Free Workplace Act</i>	30 ILCS 580/1
<i>Revenue</i>	
Property Tax Code (formerly <i>Revenue Act</i>)	35 ILCS 200/1-1
Estimate of Revenues	35 ILCS 200/18-50
<i>Truth in Taxation Law</i>	35 ILCS 200/18-55
<i>Property Tax Extension Limitation Law (PTELL)</i>	35 ILCS 200/18-185
<i>Fiscal Responsibility Report Card</i>	35 ILCS 200/30-30
<i>Pensions</i>	
Illinois Municipal Retirement Fund (IMRF)	40 ILCS 5/7-171
<i>Local Government</i>	
Conflict of Interest (<i>Public Officer Prohibited Activities Act</i>)	50 ILCS 105/3
<i>Public Officers Simultaneous Tenure Act</i>	50 ILCS 110/1
<i>Time Off for Official Meetings Act</i>	50 ILCS 115/1

<i>Local Government Employees Political Rights Act</i>	50 ILCS 135/1
<i>Local Government Wage Increase Transparency Act</i>	50 ILCS 155
<i>Local Records Act</i>	50 ILCS 205/1 (see also 5 ILCS 160/1)
<i>Local Government Financial Statement Act</i>	50 ILCS 305/1 (see also 30 ILCS 15/1)
<i>Governmental Account Audit Act</i>	50 ILCS 310/1
<i>Illinois Municipal Budget Law</i>	50 ILCS 330/1
<i>Investment of Municipal Funds Act</i>	50 ILCS 340/1 (see also 30 ILCS 235/1)
<i>Tax Anticipation Note Act</i>	50 ILCS 420/0.01
<i>Local Government Prompt Payment Act</i>	50 ILCS 505/1
<i>Local Government Professional Services Selection Act</i> (exempted in 720 ILCS 5/33E-13)	50 ILCS 510/0.01

Municipalities

Removal of Officer (appointed library board member)	65 ILCS 5/3.1-35-10
Levy and Collection of Taxes	65 ILCS 5/8-3-2
Time for Paying over of Tax Monies	65 ILCS 5/8-3-3
<i>Tax Increment Allocation Redevelopment Act</i> (TIF)	65 ILCS 5/11-74.4-1

Libraries

<i>Illinois Local Library Act</i>	75 ILCS 5/1-0.1
<i>Illinois Library System Act</i>	75 ILCS 10/1
<i>Public Library District Act of 1991</i>	75 ILCS 16/1
Nomination of Candidates (<i>Public Library District Act</i>)	75 ILCS 16/30-20
Ownership of Library Building	75 ILCS 16/10-45 & 75 ILCS 16/5-40
<i>Library Records Confidentiality Act</i>	75 ILCS 70/1

Public Health

<i>Environmental Barriers Act</i> (Illinois Accessibility Code)	410 ILCS 25/1
<i>Equitable Restrooms Act</i>	410 ILCS 35/1
<i>Smoke Free Illinois Act</i>	410 ILCS 82/1

Public Safety

<i>Firearm Concealed Carry Act</i>	430 ILCS 66/1
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Notices

<i>Notice by Publication Act</i>	715 ILCS 5/1
<i>Newspaper Legal Notice Act</i>	715 ILCS 10/1

Criminal Offenses

Theft of (Library Material)	720 ILCS 5/16-0.1 & 720 ILCS 5/16-3
<i>Official Misconduct</i>	720 ILCS 5/33-1
<i>Public Contracts Act</i> (Interference, bid rigging)	720 ILCS 5/33E-1

Civil Liabilities

<i>Parental Responsibility Law</i>	740 ILCS 115/1
<i>Right to Breastfeed Act</i>	740 ILCS 137/1
<i>Illinois Wage Assignment Act</i>	740 ILCS 170/1

Civil Immunities

<i>Local Government Employee Tort Immunity Act</i>	745 ILCS 10/1-101
<i>Employment Record Disclosure Act</i>	745 ILCS 46/1

Property

<i>Right of Publicity Act</i>	765 ILCS 1075/1
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Human Rights

Illinois Human Rights Act 775 ILCS 5/1-101

Business Transactions

Personal Information Protection Act 815 ILCS 530/5

Employment

Illinois Collective Bargaining Successor Employer Act 820 ILSC 10/0.01

Personnel Record Review Act 820 ILCS 40/0.01

Right to Privacy in the Workplace Act 820 ILCS 55/1

Employee Credit Privacy Act 820 ILCS 70/1

Minimum Wage Act 820 ILCS 105/1

Equal Pay Act 820 ILCS 112/1

Wage Payment and Collection Act 820 ILCS 115/1

Prevailing Wage Act 820 ILCS 130/0.01

One Day Rest in Seven Act 820 ILCS 140/3

School Visitation Rights Act 820 ILCS 147

Victims' Economic Security and Safety Act 820 ILCS 180/1

Workers' Compensation Act 820 ILCS 305/1

Military Related Acts

Family Military Leave Act 820 ILCS 151/1

Military Leave of Absence Act 5 ILCS 325/0.01

Public Employee Armed Services Rights Act 5 ILCS 330/1

Service Member's Employment Tenure Act 330 ILCS 60/1

Appendix B (Records to Be Retained and Disposed)

The Records Management Section of the Illinois State Archives is responsible for assisting state and local government agencies with the disposal of records. In Illinois, no public record may be disposed of without the approval of the appropriate records commission.

For more information and forms, go to Illinois State Archives website at www.cyberdriveillinois.com/departments/archives/records_management/home.html.

For information about the procedures to dispose of state records call (217) 782-2647. To dispose of local government records call (217) 782-7075.

Inquiries can be mailed, faxed, or emailed (via an email form on the website noted above) to the Illinois State Archives:

Records Management Section
Illinois State Archives
Springfield, IL 62756
Fax: (217) 557-1928

Appendix C (Topics Recommended for Inclusion in Board Bylaws)

1. Official name and location of library
2. Trustees
 - Method of election or appointment
 - Length of terms
 - Duties and responsibilities
 - Filling a vacancy
 - Conflict of interest/ethics provision
 - Removal
3. Officers
 - Definition
 - Duties
 - Nomination and election procedure and meeting
 - Filling a vacancy
 - Removal
4. Committees
 - Standing
 - Appointment of ad hoc
5. Meetings
 - Time and place of regular meetings
 - Method for calling special meeting
 - Quorum for making decisions
 - Compliance with the *Open Meetings Act*
 - Quorum for board action
 - Follow a current edition of a standard parliamentary procedure manual
6. Order of business
 - Roll call
 - Approval of previous meeting minutes
 - Correspondence and communications
 - Officers' reports
 - Committee reports
 - Financial report and approval of expenditures
 - Library administrator's report
 - Unfinished business
 - New business
 - Adjournment
7. Minutes
 - Reflect attendance and actions taken

8. Appointment/termination of library administrator
9. Amendments—procedures for repealing, amending, or adding
10. Time frame for review

Appendix D (Topics Recommended for New Trustee Orientation)

1. Mission statement, long-range/strategic plan, technology plan, and all library policies
2. Budget, budget cycle, and way in which the budget is developed, monthly financial reports; levy; and relationship between library and municipality/ies, county, and state library
3. Doyle, Robert P. and Robert N. Knight, eds. *Trustee Facts File*. 4th ed. Chicago: Illinois Library Association, 2012; or current edition
4. ALA's *Freedom to Read Statement* and *Library Bill of Rights* and its interpretations; collection management; censorship issues and the procedure for addressing a patron's request for reconsideration of library materials
5. Board bylaws, board library administrator responsibilities, and errors and omissions insurance
6. Board meetings, committee meetings, names and addresses of other trustees, sample agenda, and prior year's minutes
7. *Serving Our Public 4.0: Standards for Illinois Public Libraries*, State Library Per Capita Grant, *Illinois Public Library Annual Report* (IPLAR)
8. Current copy of *Illinois Library Laws & Rules* (St. Paul, MN: Thompson Reuters), issued periodically by and available from the Illinois Library Association
9. Latest edition of a standard parliamentary procedure manual
10. The value/benefits of membership in professional organizations such as the American Library Association and the Illinois Library Association
11. *Illinois Open Meetings Act; Illinois Ethics Act; Freedom of Information Act*
12. List of websites for such organizations as American Library Association, Illinois Library Association, and the Public Library Association
13. Diamond, Stewart H. and W. Britt Isaly. *Financial Manual for Illinois Public Libraries*. Chicago: Illinois Library Association, 2007

Appendix E (Recommended Staffing Levels)

	FTE per 1,000 in addition to base FTE	FTE per 1,000 in addition to base FTE	FTE per 1,000 in addition to base FTE	FTE per 1,000 in addition to base FTE	FTE per 1,000 in addition to base FTE
POPULATION	BASE	MINIMUM	GROWING	ESTABLISHED	ADVANCED
Less than 1,000	.15*	.25	.50	.75	1.00
1,000-2,499	1.00	.25	.50	1.00	1.50
2,500-4,999	1.00	.25	.50	1.00	1.00
5,000-9,999	2.00	.25	.50	1.00	1.50
10,000-14,999	4.00	.25	.50	1.00	1.25
15,000-24,999	8.00	.25	.50	.90	1.25
25,000-49,999	18.00	.25	.50	.75	1.00
50,000-74,999	30.00	.25	.50	.75	1.00
75,000-99,999	45.00	.25	.50	.75	1.00
Over 100,000	60.00	.25	.50	.75	1.00

Example

1. The library's jurisdictional population is 8,500.
2. The library wishes to achieve the "growing" level.
3. The library's population places it in the 5,000–9,999 population range. The "base" for this range is 2 FTE.
4. The number of additional FTEs needed to reach the "growing" level is .5 per 1,000 population. Multiply 8.5 (the library's jurisdictional population of 8,500 divided by 1,000) by .5 to get the number of additional FTEs: 4.25.
5. Add this number (4.25 FTE) to the base (2 FTE). To reach the "growing" level, the library will need a staff of 6.25 FTE.

Note: The "base" is not a level. It is a number to be used in the calculation. For the purposes of this document, an FTE works 37.5 hours per week exclusive of any meal breaks of a half hour or more but including all other breaks.

*The minimum hours a library should be open per week is 15, according to *Illinois Administrative Code* [23 Ill. Adm. Code 3030.110]; these standards recommend 25 in Chapter 4 (Access).

Appendix F (Topics Recommended for Public Use of the Library Policy)

1. Days and hours of service
2. Borrowing privileges
 - Eligibility
 - Fees for nonresidents
 - Registration
 - Reciprocal borrowing
3. Circulation
 - Length of loans
 - Limits on number of items
 - Renewals
 - Reserves
 - Interlibrary loans
 - Lost or damaged materials
 - Fines and fees
4. Access to materials
5. Reference
6. Service to patrons with disabilities
7. Confidentiality of library/patron records
8. Library property
 - Computers
 - Bathroom facilities
 - Furniture
 - Equipment
9. Use of meeting rooms, exhibit areas, bulletin boards
10. Behavior in the library

Appendix G (Recommended Hours of Service by Population)

POPULATION	MINIMUM	GROWING	ESTABLISHED	ADVANCED
Less than 1,000	25	28	32	36
1,000-2,499	28	36	40	48
2,500-4,999	36	40	56	64*
5,000-9,999	48	56	64*	72*
10,000-24,999	56	64*	68*	72**
25,000-49,999	64*	68*	72**	72**
50,000-74,999	72*	72**	72**	75**
75,000-99,999	75**	75**	75**	75**
Over 100,000	75**	75**	75**	75**

*Open Sunday, September through May

**Open Sunday all year

Note: Consideration should be given to the convenience of users in establishing hours of operation. Every library should have some evening hours past 5:00 p.m. and some weekend hours including a minimum of four hours on Saturday.

Appendix H (Topics Recommended for Collection Management Policy)

1. Description of community to be served
2. Description of user groups to be served (children, young adults, non-English speaking, adult new reader, audio and visually challenged, etc.)
3. Purpose of the collection
4. Responsibility for collection management
5. Parameters of the collection, including subject areas, formats, etc.
6. Criteria for selection, replacement, and withdrawal
7. Statement that Collection Management Policy will be reviewed every two years (75 ILCS 5/4-7.2)
8. Gifts
9. Provision for user requests
10. Reconsideration of materials
11. Statement on intellectual freedom, adopting the *Library Bill of Rights*, and other ALA intellectual freedom statements

Appendix I (Collection Management Worksheet)

Chapter 7 (Collection Management) includes a standard that states: “The library spends a minimum of 8 to 12% of its operating budget on materials for patrons.” This worksheet is provided for library staff to determine how much of the operating budget is actually spent on materials.

Enter total costs for each line reflecting library’s fiscal year. The costs will mirror the costs used on IPLAR for prior fiscal year if it is a question on the report. No two libraries are alike and some libraries will have other “special” collections that be added to this checklist or might not have some of the collections listed below, and therefore those collection types should be removed.

Materials:

Cost:

Books (print)	\$
E-Books	
Magazines/newspapers (print)	
Magazines/newspapers (electronic)	
Audio CDs	
Audio CDs (downloadable)	
DVDs	
DVDs (downloadable/streaming)	
Electronic Databases (available in-house & remotely)	
Computer Software	
Microfilm	
Local History resources	
Photographs	
Video Games	
Non-Book or Media	

Automation:

Cost:

Annual Cost for local automation system (including cataloging/circulation software as well as hardware necessary for operation)	\$
OCLC Membership costs	
MARC Records costs	
Additional consortia cost	
Virtual reference service	

Supplies:***Cost:***

Barcodes for circulating items and for patrons' cards \$ _____

User library cards _____

Processing supplies (example: spine labels, book covers,
book table, RF tags, property stamps, etc.) _____

Staffing:***Cost:***

Based on a 40-hour week, determine approximately
how many hours staff spend on task and multiply it
by pay rate x 52 weeks. (Example: Cataloger—
25 hours per week X \$10 X 52=\$13,000) \$ _____

Collection development/ordering staff _____

Cataloging staff _____

Circulation staff _____

ILL staff _____

Book page or shelver _____

Training for staff _____

Appendix J (New Facility Planning)

The construction of a new facility or expansion of an existing facility is a major milestone for any public library. When planning for construction the following guidelines should be followed.

1. Public library construction, expansion, and major renovation projects are planned by a team consisting of the board or members of the board of trustees, the library administrator and key staff, and a registered professional architect, preferably with experience in the design of libraries. A library building consultant may be utilized when there is a lack of library design experience on the design team.
2. The library, unless it is part of a home rule unit of government, must select an architect in compliance with the *Local Government Professional Services Selection Act* [50 ILCS 510/0.01 *et seq.*]
3. The library's attorney should review all contracts related to any construction project.
4. Space planning should be based on a twenty-year population projection (including probable annexation) and desired improvements in services.
5. The facility should provide the maximum possible flexibility for future changes in design, furnishings, and technology.
6. Access to the internet through data/Wi-Fi and power should be available throughout the facility.
7. All construction shall comply with federal, state, and local codes and regulations.
8. All areas of the library are designed to meet the floor-loading standard as defined by applicable codes. (Note that many existing buildings that were not designed as libraries cannot meet this requirement. Consult a building design professional whenever giving consideration to re-purposing any existing building for use as a library.)
9. Natural lighting should be used whenever possible. The availability and efficient use of natural light are an important consideration for both energy efficiency and human well-being. With proper planning, natural lighting can be incorporated into library design. All lighting, whether natural or artificial, should be designed to allow rearrangement of library furnishings.
10. Sustainable (Green) Design: Protecting our environment is only one of many compelling reasons to design and build sustainable buildings. Buildings designed in a sustainable manner can offer increased comfort for the occupants, healthier internal environments, lower energy costs, and can promote increased productivity. Libraries should take advantage of their unique educational role to be leaders in sustainable design.

The U.S. Green Building Council (USGBC) provides a method to measure sustainability in the form of the "LEED" (Leadership in Energy and Environmental Design) program, aimed at both quantifying and promoting green design. Another measurement of sustainability is offered by the "Green Globes" program put forth by the Green Building Initiative.

Each of these programs provides an objective system of measurement. Objective measurement plays a critical role in the process of designing and building sustainable buildings.

11. Technology and Library Design: Architects need to carefully integrate technology use into all aspects of the infrastructure planning for space, lighting, electrical, and HVAC. Data and power should be available throughout the facility.

12. *Serving Our Public 4.0* and other library design standards can provide a starting point for determining library design goals. It is important to note that in terms of library design, the industry is changing so quickly that published standards should be seen as a point of departure rather than a destination. A design team that is versed in the changing library environment and abreast of current trends and technology is your best asset.

Appendix K (Facility Management Checklists)

Ongoing Building Maintenance Checklist

- ☐ The library building should be maintained in a clean and sanitary condition at all times. Cleaning schedule can depend on frequency of use, and other factors.
- ☐ Elevators should be maintained at least annually, and should comply with applicable codes for safety.
- ☐ Roofs should be maintained at least twice a year or more frequently if required by the warranty. Additional inspection and maintenance work should be performed after every occasion where a contractor performs work on the roof (e.g., a rooftop chiller is replaced).
- ☐ The building facade should be inspected once a year.
- ☐ Parking lot resealing and restriping should be performed every one to three years.
- ☐ HVAC systems should be inspected and maintained at least twice a year (before summer and winter).
- ☐ Alarm system should be checked for proper operation at least once a year.
- ☐ Lighting should be inspected and replaced at least once every three months, unless they are inspected on a regular basis by the building staff. In some cases, defective lights must be replaced immediately. This includes exit lights, parking lot lights, and building exterior lights.
- ☐ Emergency lighting should be checked once a month.
- ☐ Sprinkler systems should be inspected as required by code, but at least once per year.
- ☐ Automatic doors should be inspected, adjusted and lubricated as required by code, but at least once every 6 months. Such doors may require more frequent work depending on traffic.
- ☐ Plumbing—Toilets, domestic water heater, and faucets: These systems should be maintained at least twice per year, including rodding of drain lines. Many components such as toilets may require maintenance on an as-needed basis. Sump pumps and back-up systems should be checked more frequently.
- ☐ Landscaping should be maintained weekly during season, and at least twice per year for cleanup, trimming, etc.
- ☐ Landscaping sprinklers should be checked and maintained twice a year.
- ☐ Carpet mats should be vacuumed on a regular basis, and shampooed at least once per year. Worn, loose, or torn carpeting should be replaced on an as-needed basis.
- ☐ Hard surface flooring should receive thorough cleaning and/or polishing once per year.
- ☐ Window cleaning should be performed at least once per year.

- ☐ Parking garages should be inspected and cleaned on an annual basis. Cleaning should include power washing to remove salt and other deposits.
- ☐ Other unique features, such as fountains, fireplaces, indoor planters, etc. should also be maintained on an as-required basis.
- ☐ Emergency generators should be checked for proper operation every week, and serviced as required by manufacturer.
- ☐ Snow removal should be performed on an as-needed basis (either self-performed or contracted).
- ☐ Egress paths should be checked once a month to ensure they are maintained open and free of obstructions.
- ☐ Electrical and mechanical rooms should be checked twice per year to ensure they are kept clean and clear of obstructions to reach the equipment.

Building Periodic Repair Checklist

- ☐ Tuck pointing of masonry: On an as-needed basis.
- ☐ Sealant repairs (window perimeters, masonry joints, etc.): On a three-to-five year interval.
- ☐ Interior painting and wall coverings: On an as-needed basis.
- ☐ Exterior painting including steel members that may corrode such as railings, etc.: Typically, once every three to five years.
- ☐ Wood and trim components: On an as-needed basis.
- ☐ Exterior and Interior Signage: Evaluate the appropriateness and condition of your signage once a year.
- ☐ Windows: Replace broken seals broken glass, caulking and glazing as needed.
- ☐ Parking lot: Perform patching, sidewalk repairs such as mud jacking, curb repairs, etc. as needed.
- ☐ Landscaping: Inspect trees and sod replacement every one to two years.
- ☐ Graffiti removal: Perform on an as-needed basis.
- ☐ Fencing repairs and painting: Perform on an as-needed basis. Painting is typically required every three to five years.
- ☐ Hardware: Items such as door knobs, locks, etc. should be repaired on an as-needed basis.

Capital Project Checklist

*Warranties and professional consultation should determine capital project items.

- ☐ Parking lot reconstruction (not routine sealing)
- ☐ Re-roofing
- ☐ Window replacement
- ☐ HVAC equipment replacement
- ☐ Lighting replacements and upgrades
- ☐ Building additions
- ☐ Interior remodeling (carpeting, walls, furnishings, etc.)
- ☐ Utility infrastructure including electrical feeds, cabling, fiber optics, generators, IT infrastructure, technology upgrades
- ☐ Major facade repairs
- ☐ Major code upgrades

Capital Asset Plan Item List

*Any item that is not accounted for in library operating budget should be on this list.

- ☐ Building structure
- ☐ Site elements such as parking lots, paving, site furnishings and signs
- ☐ HVAC systems
- ☐ Plumbing
- ☐ Elevators
- ☐ Building envelope including facade, windows, and roofs
- ☐ Furnishings

Environmentally Friendly Components

*The best time to upgrade for energy code conformance is when a library does replacement of library systems.

- ☐ Roof
- ☐ Mechanical systems
- ☐ Windows
- ☐ Library façade repair or replacement
- ☐ Lighting/LED
- ☐ Low-flow/water saving

Glossary (including acronyms)

24/7/365

Access to library service(s) 24 hours a day, 7 days a week, 365 days a year.

ADA

Americans with Disabilities Act. www.ada.gov

Adaptive Technologies

Adaptive technologies enable disabled persons (visual, hearing, mobility) to utilize products that they would not normally be able to use such as computers, phones, movies, etc.

ALA

American Library Association. www.ala.org

Appropriation

Public funds set aside for a specific purpose. An appropriation amount gives the library board of trustees the authority to spend the funds. The appropriation amount includes money that will be spent from all sources—tax levy, state or federal funds, interest, donations and endowments, and other library revenue including but not limited to fines and fees.

Audit

A systematic examination of the financial records of an organization conducted, as a rule, by an external party to verify the accuracy of and determine conformance to established financial criteria; a written report of such examination.

Authentication

Authentication is the verification of an individual's identity.

Back Door Referendum

The Illinois Compiled Statutes [10 ILCS 5/28-2(f)] defines a back door referendum as the submission of a public question to the voters of a political subdivision, initiated by a petition of voters or residents of such political subdivision, to determine whether an action by the governing body of such subdivision shall be adopted or rejected.

Backbone

A backbone is a major artery of networked systems. Smaller networks may be attached.

Blog

A blog is a type of website, typically in journal format, that permits user posts. The posts generally are arranged in chronological order with the most recent post at the top.

Boundaries (Library)

The library's legally defined, geographic service area from which the library receives tax support for the provision of library services.

Broadband

Broadband is high-speed Internet connectivity ranging from 256kbps (kilobits per second) and higher.

Budget

A plan for conforming expenditures to income.

Bylaws

A law, ordinance, or regulation made by a public or private corporation, or an association or unincorporated society, for the regulation of its own local or internal affairs and its dealings with others or for the governance of its members.

CARLI

Consortium of Academic and Research Libraries in Illinois. www.carli.illinois.edu

Cataloging

The preparation of bibliographic records in accordance with specific uniform principles. (See also Classification)

CD-ROM

Compact Disc Read Only Memory. The compact disc format holds text, graphics, and sound much like an audio CD but with different track formats for data. CD-ROMs hold in excess of 600 MB of data, which is equivalent to about 250,000 pages of text or 20,000 medium-resolution images. An audio CD player cannot play CD-ROMs, but CD-ROM players usually can play audio CDs.

C.F.R.

Code of Federal Regulations. www.gpoaccess.gov/cfr/index.html

Classification

Arrangement of bibliographic records by specific numbers and letters in accordance with a systematically predetermined and arranged schedule, generally by subject matter. Two commonly known and used schedules are the Dewey Decimal System and the Library of Congress Classification. (See also Cataloging)

Collection Management

The continuous review and evaluation of the library's collection to ensure that the collection is current, relevant, and useful.

Conditioned Power

Conditioned power is electrical service that is protected from line noise, voltage surges and spikes, brownouts, and blackouts.

Conflict of Interest

The *Public Officers Prohibited Activities Act* [50 ILCS 105] delineates areas with which public officers must comply in order to avoid conflicts of interest.

Cooperative Collection Development

A system for coordinating selection and purchase of materials between two or more libraries in order to avoid unnecessary duplication, complement the collections of participating libraries, and utilize public funds in a responsive manner.

Corporate Authority

The aggregate body of officers of a municipality vested with the authority in regard to the particular matters referred to by statute.

CREW

Continuous Review, Evaluation, and Weeding. An ongoing process of evaluating and weeding collections as detailed in Belinda Boon's *The CREW Method: Expanded Guidelines for Collection Evaluation and Weeding for Small and Medium Sized Public Libraries* (Texas State Library, 1995). www.tsl.state.tx.us/ld/pubs/crew/index.html

Distribution Closet

A room containing equipment racks filled with hubs and patch panels for arranging connections.

Download

The process of transferring a file from a computer on the Internet to your own computer. Things you might download include software, images, email, music, videos, podcasts, etc.

EEOC

Equal Employment Opportunity Commission. www.eeoc.gov/

E-Rate

The Schools and Libraries Program of the Universal Service Fund, commonly known as "E-Rate," is administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC), and provides discounts to assist most schools and libraries in the United States to obtain affordable telecommunications and Internet access. www.usac.org/sl/

FICA

Federal Insurance Contribution Act. FICA is the tax provisions of the *Social Security Act*, as they appear in the Internal Revenue Code. www.ssa.gov

Firewall

A firewall is a collection of security measures designed to prevent unauthorized electronic access to a networked computer system.

FTE

Full-time equivalent; full-time employee.

Hardware

Hardware is computer components such as the monitor, keyboard, central processing unit (CPU), mouse, etc.

Hub

A passive device for splitting LAN signals and distributing them among multiple computers, servers, and other network-attached devices.

HVAC

Heating Ventilating Air Conditioning.

ILA

Illinois Library Association. www.ila.org

ILCS

Illinois Compiled Statutes. www.ilga.gov/legislation/ilcs/ilcs.asp

Ill. Comp. Stat. Ann.

Illinois Compiled Statutes Annotated. Published by LexisNexis.

ILLINET

Illinois Library and Information Network.

ILLINET INTERLIBRARY LOAN CODE

The interlibrary loan code governs resource sharing among ILLINET members. www.cyberdriveillinois.com/departments/library/libraries/pdfs/illcode.pdf

IMRF

Illinois Municipal Retirement Fund. IMRF is established under statutes adopted by the Illinois General Assembly and governed by a board of seven trustees who must also be participating members. Many, but not all, Illinois public libraries participate in IMRF. Both employers and employees contribute to IMRF. www.imrf.org

Interlibrary Loan

Interlibrary loan is the process by which a library requests material from, or supplies material to, another library. The purpose of interlibrary loan is to obtain, upon request of a library user, material not available in the user's local library.

Internet

Internet is an international network of computer networks.

I-Share

I-Share is the online union catalog for CARLI member libraries and is a statewide resource-sharing database. www.vufind.carli.illinois.edu/all/vf/

LAN

Local Area Network, or collection of interconnected computers, servers, and hubs within an organization. Multiple LANs linked together form a WAN, or Wide Area Network.

LLSAP

Local Library System Automation Programs. Each regional library system's cooperative resource sharing (union catalog, OPAC, interlibrary loan) program for member libraries.

MARC

Machine Readable Cataloging. The MARC formats are standards for the representation and communication of catalog records in computerized formats. www.loc.gov/marc/

MLS/MLIS

Master's in Library Science degree/Master's in Library and Information Science degree.

Nonresident Fee Cards

Nonresidents are persons who reside outside of a tax-supported library's legal service area and, therefore, are not being assessed a tax for public library service. Public library boards may choose to extend public library services to nonresidents through a nonresident fee. Municipal libraries: 75 ILCS 5/47(12) and Public Library Districts: 75 ILCS 16/30-55.60.

OCLC

Online Computer Library Center. OCLC is an international cataloging and resource-sharing database. www.oclc.org

OPAC

Online Public Access Catalog. An OPAC is an online card catalog accessible to the public.

Open Captioning

Open captioning is on-screen text descriptions that display a video's dialogue.

Open Meetings Act

The *Open Meetings Act* [5 ILCS 120] is an Illinois law that details conduct of meetings for municipal/governmental agencies.

OSHA

Occupational Safety and Health Administration. OSHA is the main federal agency charged with the enforcement of safety and health legislation. www.osha.gov

PLA

Public Library Association, a division of the American Library Association. www.pla.org

Podcast

A podcast is a digital recording made available on the Internet for downloading to a personal audio player, including video as well as audio files. Podcast is derived from a combination of "broadcasting" and "iPod."

Premises Wiring

Premises wiring is the communications cabling within a building or individual office/tenant space.

Reciprocal Borrowing

A form of cooperative agreement between two or more libraries allowing their users onsite circulation/borrowing privileges at another library.

Referendum

A referendum is the submission of a proposed public measure or law to the vote of the people for ratification or rejection. Illinois law prescribes the details for submission of public questions.

Remote Access

Remote access is the ability for a library patron to access via computer various library resources (the library catalog, website, electronic databases, etc.) 24/7/365.

Riser (Management)

Riser (management) is the connections from the building backbone to separate multiple departments, typically in multistory buildings.

Router

A router is a special purpose, active switching device that links a LAN to a backbone or links multiple LANs to a WAN. Leading router vendors include Cisco, Nortel, and 3Com.

RSS Feeds

RSS feeds are a method of describing news or other web content that is available for “feeding” (distribution or syndication) from an online publisher to web users.

Server

A server is a computer designated as a shared resource on a LAN. Leading server vendors include Gateway, IBM, Compaq, Dell, and Hewlett-Packard.

Software

Computer programs that operate the computer system itself as well as user programs that enable the creation and manipulation of data.

Structured Cabling

Structured cabling is a complete system of wiring, connecting devices, and installation standards certified to deliver a specified data-transmission speed over a LAN.

System Integrator (SI)

Like a general contractor for computer systems, a system integrator (SI) procures and installs all the structured cabling, servers, computers, and software for a LAN.

TDD

Telecommunications Device for the Deaf. See TTY.

TRS

Telecommunications Relay Service. With TRS, an operator types what the caller says, and the person being called reads the text on a TTY. In turn, the person being called responds via TTY, and the operator reads the text aloud to the caller.

TTY

TTY is a text telephone that enables the deaf, hard of hearing, and speech-impaired to communicate via text messaging. A TTY is needed at both conversation points.

United for Libraries/ALTAF

Association for Library Trustees, Advocates, Friends and Foundations, a division of the American Library Association. www.ala.org/united/

U.S.C.

United States Code. www.gpoaccess.gov/uscode/index.html

Virtual Private Network (VPN)

A virtual private network is a private network built within a public network.

Virtual Reference

Virtual reference is a 24/7/365 collaborative web-based reference service among libraries designed to meet users' reference needs through electronic means (email, chat, instant messaging, etc.).

Voice Relay

See TRS.

WAN

Wide Area Network. A WAN is multiple LANs linked together by physical or virtual connections.

Website

A website is an entire collection of web pages and other information (such as images, sound, and video files, etc.) gathered and made available through what appears to users as a single web server. Each website is usually hosted on the same server (computer) and is maintained by the same individual, group, or organization.

Wi-Fi

Wireless networking technology.

Wiki

A wiki is a web page or collection of web pages designed to enable anyone who accesses the wiki to contribute or modify content.

Wikipedia

Wikipedia is a free, multilingual web-based encyclopedia project operated by the nonprofit Wikimedia Foundation. Its name is a combination the words wiki (a technology for creating collaborative websites) and encyclopedia. Volunteers around the world have collaboratively written Wikipedia's 30+ million articles, and almost all of its articles can be edited by anyone who can access the Wikipedia website. www.wikipedia.org

Wire Management

A system of raceways, cable trays, and/or ducts to consolidate and organize cables within and between equipment racks or office furniture.



Illinois Library Association

33 W. Grand Ave.
Suite 401
Chicago, Illinois 60654-6799

312-644-1896
Fax 312-644-1899

www.ila.org

	Meet Standard?	Notes
Core 1 The library provides uniformly gracious, friendly, timely, and reliable service to all users.	yes	
Core 2 The library is established and operates in compliance with Chapter 75 of the <i>Illinois Compiled Statutes</i> .	yes	
Core 3 The library is governed by a board of trustees elected or appointed and constituted in compliance with the relevant sections of Chapter 75 of the <i>Illinois Compiled Statutes</i> .	yes	
Core 4 The library complies with all other state and federal laws that affect library operations. (See Appendix A)	yes	
Core 5 The library adopts and adheres to the principles set forth in the American Library Association's (ALA) <i>Library Bill of Rights</i> and other ALA intellectual freedom statements and interpretations.	yes	
Core 6 The library adopts and adheres to the <i>Code of Ethics of the American Library Association</i> .	yes	
The library adopts and adheres to the <i>Public Library Trustee Ethics Statement</i> , developed by United for Libraries, a division of ALA.	yes	
Core 7 The board of trustees adopts written bylaws that outline the board's purpose and operational procedures and address conflict-of-interest issues. (See Appendix C)	yes	
Core 8 The board of trustees appoints a qualified librarian as library administrator and delegates active management of the library to the library administrator. (For the purposes of this document, a qualified librarian is a person holding a Master of Library Science (MLS), Master Science in LIS, Master of Library and Information Science (MLIS), or other comparable degree from an ALA-accredited program and/or actively participates in continuing education opportunities each year offered by the Illinois State Library, regional library systems, and the Illinois Library Association. Library boards and communities should strive to have a minimum of one staff member holding an ALA- accredited master's degree.)	yes	

	Meet Standard?	Notes
Core 9 The board of trustees meets regularly, in accordance with the <i>Illinois Compiled Statutes</i> , with the library administrator in attendance. All board meetings and board committee meetings shall comply with the <i>Open Meetings Act</i> .	yes	
Core 10 The board of trustees has exclusive control of the expenditure of all monies collected, donated, or appropriated for the library fund and all property owned by the library.	yes	
Core 11 The library has a board-approved written budget. The budget is developed annually by the library administrator and the board with input from the staff.	yes	
Core 12 The board of trustees annually determines if the library's revenues are sufficient to meet the needs of the community. If the revenues are not sufficient, the board of trustees will take action to increase the library's revenues.	yes	
Core 13 The library has a board-approved mission statement, a long-range/strategic plan, disaster prevention and recovery plan, collection management policy, personnel policy, technology plan, and other policies as appropriate to the library's operation and regularly updates and maintains them as appropriate. (See Appendices F and H)	yes	
Core 14 The library administrator presents written monthly reports, including statistics, on library operations to the board of trustees. In addition, monthly fiscal reports are presented by the library administrator and/or the library board treasurer.	yes	
Core 15 The board of trustees annually reviews the performance of the library administrator.	yes	
Core 16 The library is a member of an Illinois regional library system, fulfills the membership requirements of its system, is a responsible partner in the Illinois Library and Information Network (ILLINET), and participates in resource sharing through interlibrary loan and reciprocal borrowing.	yes	

	Meet Standard?	Notes
Core 17 The library provides access to resource sharing databases, participates in resource sharing by entering the library's collections into a regional, statewide, or national database, and actively promotes resource sharing via interlibrary loan and reciprocal borrowing.	yes	
Core 18 The library utilizes a variety of methods to communicate with its community.	yes	
Core 19 The library is located in a facility designed or renovated for library purposes and complies with all applicable local, state, and federal codes.	yes	
Core 20 A library is open a minimum of fifteen hours per week according to the <i>Illinois Administrative Code</i> [23 Ill. Adm. Code 3030.110].	yes	
Core 21 As a baseline, the library appropriates money to major budget categories (personnel, benefits, library materials, other operating expenditures) using the <i>Illinois Public Library Annual Report</i> statewide percentages analysis.	yes	
Core 22 The library board and staff promote the collections and services available to its community.	yes	
Core 23 At least every five years, and more frequently if necessary, the library conducts a review to determine if the library is providing facilities, collections and services in a quantity, at a time, and in a manner that meets the needs of the community.	yes	

	Meet Standard?	Notes
Library has an elected or appointed board of trustees.	yes	
Library has a qualified library administrator.	yes	
Library administrator files an <i>Illinois Public Library Annual Report</i> (IPLAR) with the Illinois State Library.	yes	
Library administrator prepares monthly reports (including statistics) of operations and services for the board's review.	yes	
Library administrator and/or library board treasurer prepares monthly fiscal reports for the board's review.	yes	
Library has a mission statement and a long-range/strategic plan.	yes	
Library maintains an understanding of the community by surveys, hearings, and other means.	yes	
Library board reviews library policies on a regular basis.	yes	
Library board members participate in local, state, regional, and national decision making that will benefit libraries.	yes	The board participates in combating censorship and upholding intellectual freedom and supports efforts at the state and federal level to do the same
Library develops an orientation program for new board members.	yes	
Library board members attend local, regional, state, and national conferences pertinent to libraries when fiscally possible.	yes	Generally, Trustees have attended local workshops, webinars, and occasionally ALA when it is in Chicago
Library keeps adequate records of library operations and follows proper procedures for disposal of records.	yes	We updated our Records Retention Policy with the Illinois State Archives in 2019.
Library complies and keeps current with appropriate Illinois and federal laws pertaining to public libraries.	yes	
Library has a board-approved set of written bylaws that govern the conduct of the board of trustees and its relationship to the library and staff.	yes	
Library maintains insurance covering property and liability, including volunteer liability.	yes	
Library has a written succession plan focused on both internal and external talent development to fill anticipated needs for library leadership and other key personnel.	no	At this time, we do not have a written succession plan.

	Meet Standard?	Notes
Library has a board-approved personnel policy.	yes	
Library has staffing levels that are sufficient to carry out the library's mission.	yes	
Library has job descriptions and a salary schedule for all library positions. The job descriptions and salary schedule are periodically reviewed and revised as needed.	yes	We finished our benchmarking project and job description updates this summer.
Library's hiring practices are in compliance with EEOC guidelines and the Americans with Disabilities Act.	yes	
Library salaries and fringe benefits account for up to 70 percent of total operations budget.	yes	Currently these account for 63% of our budget
Library gives each new employee a thorough orientation.	yes	
Library evaluates staff annually.	yes	
Library staff and administration attend local, regional, state, and national conferences as well as training workshops and seminars where feasible.	yes	
Library provides staff access to library literature and other professional development materials.	yes	
Public library trustees and administrators are aware of federal, state, and local statutes and regulations relevant to personnel administration.	yes	
The library complies with state and federal laws that affect library operations.	yes	

	Meet Standard?	Notes
The library provides the right amount of space of the right kind to meet the provisions of its long-range/strategic plan.	no	This is being carried out as part of the facility plan.
At least once every five years, the board directs a review of the library's long-term space needs.	yes	
The staff are familiar with the requirements contained in the <i>Americans with Disabilities Act</i> (ADA) and work to address deficiencies in order to provide universal access to all patrons.	yes	
The library, including branches or other service points, is located at a site that is determined to be most convenient for the community.	yes	
The library provides adequate, safe, well-lighted, and convenient parking during all hours of service.	yes	
The library has the minimum required number of parking spaces.	yes	
The library's entrance is easily identified, clearly visible, and well lighted.	yes	
The library has an identifying sign clearly visible from the street. Additional signs guide users from arterial streets to the library.	yes	
The library has adequate internal signage.	yes	
The library's lighting levels comply with lighting standards.	yes	
All signage is in compliance with applicable federal, state, and local regulations.	yes	
The library building supports the implementation of current and future telecommunications and electronic information technologies.	yes	
The library has sturdy and comfortable furnishings in sufficient quantity to meet user needs.	yes	
Space is allocated for child and family use with furniture and equipment designed for use by children.	yes	
The library has enough shelving and other types of display and storage to provide patrons with easy access to all materials.	no	As part of the master plan, we are creating updated display areas like we have done with the lobby remodel
Shelving in the areas serving young children is scaled to their needs.	yes	While it is generally scaled to their needs, our Juvenile Non-Fiction shelving is not child friendly. We also have spine out shelving in picture books which is typically now seen as not being conducive to browsing.

Ongoing Building Maintenance	Meet Standard?	Notes
The library building should be maintained in a clean and sanitary condition at all times. Cleaning schedule can depend on frequency of use, and other factors.	yes	
Elevators should be maintained at least annually, and should comply with applicable codes for safety.	yes	
Roofs should be maintained at least twice a year or more frequently if required by the warranty. Additional inspection and maintenance work should be performed after every occasion where a contractor performs work on the roof (e.g., a rooftop chiller is replaced).	yes	
The building facade should be inspected once a year.	yes	
Parking lot resealing and restriping should be performed every one to three years.	yes	
HVAC systems should be inspected and maintained at least twice a year (before summer and winter).	yes	
Alarm system should be checked for proper operation at least once a year.	yes	
Lighting should be inspected and replaced at least once every three months, unless they are inspected on a regular basis by the building staff. In some cases, defective lights must be replaced immediately. This includes exit lights, parking lot lights, and building exterior lights.	yes	
Emergency lighting should be checked once a month.	yes	
Sprinkler systems should be inspected as required by code, but at least once per year.	yes	
Automatic doors should be inspected, adjusted and lubricated as required by code, but at least once every 6 months. Such doors may require more frequent work depending on traffic.	yes	
Plumbing—Toilets, domestic water heater, and faucets: These systems should be maintained at least twice per year, including rodding of drain lines. Many components such as toilets may require maintenance on an as-needed basis. Sump pumps and back up systems should be checked more frequently.	yes	
Landscaping should be maintained weekly during season, and at least twice per year for cleanup, trimming, etc.	yes	
Landscaping sprinklers should be checked and maintained twice a year.	yes	
Carpet mats should be vacuumed on a regular basis, and shampooed at least once per year. Worn, loose, or torn carpeting should be replaced on an as-needed basis.	yes	

Hard surface flooring should receive thorough cleaning and/or polishing once per year.	yes	
Window cleaning should be performed at least once per year.	yes	
Parking garages should be inspected and cleaned on an annual basis. Cleaning should include power washing to remove salt and other deposits.	N/A	not applicable; parking lot is cleaned on regular basis
Other unique features, such as fountains, fireplaces, indoor planters, etc. should also be maintained on an as-required basis.	yes	
Emergency generators should be checked for proper operation every week, and serviced as required by manufacturer.	yes	
Snow removal should be performed on an as-needed basis (either self-performed or contracted).	yes	
Egress paths should be checked once a month to ensure they are maintained open and free of obstructions.	yes	
Electrical and mechanical rooms should be checked twice per year to ensure they are kept clean and clear of obstructions to reach the equipment.	yes	
Building Periodic Repair Checklist		
Tuck pointing of masonry: On an as-needed basis.	yes	
Sealant repairs (window perimeters, masonry joints, etc.): On a three-to-five year interval.	yes	
Interior painting and wall coverings: On an as-needed basis.	yes	
Exterior painting including steel members that may corrode such as railings, etc.: Typically, once every three to five years.	yes	
Wood and trim components: On an as-needed basis.	yes	
Exterior and Interior Signage: Evaluate the appropriateness and condition of your signage once a year.	yes	
Windows: Replace broken seals, broken glass, caulking and glazing as needed.	yes	
Parking lot: Perform patching, sidewalk repairs such as mud jacking, curb repairs, etc. as needed.	yes	
Landscaping: Inspect trees and sod replacement every one to two years.	yes	
Graffiti removal: Perform on an as-needed basis.	yes	
Fencing repairs and painting: Perform on an as-needed basis. Painting is typically required every three to five years.	N/A	not applicable
Hardware: Items such as door knobs, locks, etc. should be repaired on an as-needed basis.	yes	

Capital Project Checklist		
Parking lot reconstruction (not routine sealing)	yes	
Re-roofing	yes	
Window replacement	yes	
HVAC equipment replacement	yes	updates occur as renovation projects occur
Lighting replacements and upgrades	yes	updates occur as renovation projects occur
Building additions	yes	
Interior remodeling (carpeting, walls, furnishings, etc.)	yes	
Utility infrastructure including electrical feeds, cabling, fiber optics, generators, IT infrastructure, technology upgrades	yes	
Major facade repairs	yes	repaired in 2020
Major code upgrades	yes	part of 20 year facility plan

Capital Asset Plan Item List		
Building structure	yes	
Site elements such as parking lots, paving, site furnishings and signs	yes	
HVAC systems	yes	
Plumbing	yes	
Elevators	yes	
Building envelope including facade, windows, and roofs	yes	
Furnishings	yes	

Environmentally Friendly Components		
Roof	yes	
Mechanical systems	yes	
Windows	yes	
Library façade repair or replacement	yes	
Lighting/LED	yes	
Low-flow/water saving	yes	

	Meet Standard?	Notes
The library provides a list of emergency call numbers at all staff phones in the library.	yes	
The library has a floor plan that shows entrances, exits, location of emergency supplies, fire alarms, and fire extinguishers.	yes	
The library has an emergency manual and disaster plan.	yes	
The library provides emergency training for staff, including fire and tornado drills, use of fire extinguishers, and location of the first aid kit, NARCAN® kit, and an automated external defibrillator.	yes	We do not use NARCAN at this time and have spoken with Northbrook Police who do not feel it is necessary for us at this time.
The library provides a call list and contact information that is reviewed biannually.	yes	
Emergency medical supplies are stored in a designated location and are accessible to staff.	yes	
Emergency equipment such as electric, gas and water switches, fire extinguishers, and fire alarms are noted on a library floor plan and are tested biannually.	yes	
A prioritization list shows what should be salvaged in order of importance.	yes	
A building safety checklist includes daily, weekly, quarterly, semi-annual, and annual safety procedures.	yes	
A procedure exists for letting staff know when it is unsafe to enter the building.	yes	
The library has a designated tornado shelter.	yes	
Emergency exits and evacuation routes out of the library and to the tornado shelter are clearly marked. Fire extinguishers are clearly marked.	yes	
The library provides adequate security for staff, users, and collections.	yes	
The library has a strong relationship with local police and community safety personnel and communicates with them on a regular basis about safety issues affecting the library.	yes	
At least two people (one of whom may be a volunteer) shall be on duty during all open hours of operation.	yes	
Copies of the emergency manual and disaster plan are provided to community safety personnel.	yes	
A policy for security camera usage has been adopted and signage is posted.	no	We will be creating this as part of our security camera construction project

	Meet Standard?	Notes
The library board of trustees ensures that the library has a publicly funded budget to purchase materials. The minimum annual expenditure for materials for any size library should be a minimum of 8 to 12 percent of the operating budget.	yes	We generally spend 12% of the budget on materials.
Library budgets should put priority on purchasing materials that best serve their community.	yes	
The library has a written collection development policy approved by the board.	yes	This is something we will be updating in the next few years.
Materials are cataloged according to standard library practices utilizing MARC 21, AACR2 Rules, Sears/LC subject headings, and RDA.	yes	
Library collections are evaluated annually to measure the effectiveness of community use of the collection and weeded if deemed appropriate.	yes	
The library considers forming a cooperative collection plan with other libraries in close proximity to one another.	yes	

	Meet Standard?	Notes
Library staff and library board members are aware of the services offered by the regional library systems and the Illinois State Library. The library promotes statewide cooperative services in addition to their own local services.	yes	
Library resources, information, and expertise are available via interlibrary loan, reciprocal borrowing, and other formal cooperative agreements; and the library participates in system delivery.	yes	
The library abides by the ILLINET <i>Interlibrary Loan Code</i> as well as other formal regional/consortial agreements.	yes	We are als a member of CCS and abide by the agreement the board signed when we became a member over 20 years ago
The library administrator, library staff, and library board members actively participate as members of boards, committees, task forces, advisory councils, etc., at various levels, including the regional library system, the Illinois State Library, and the Illinois Library Association, and bring a regional and statewide perspective that envisions all types of libraries, not just their local library and library type issues.	yes	
The library, in cooperation with regional library systems and the Illinois State Library, promotes statewide tax-supported public library service for every Illinois resident.	yes	
If a legally established public library currently does not meet the eligibility requirements for Illinois State Library/Illinois Office of the Secretary of State grants, the library should work in cooperation with its regional library system regarding grant eligibility and compliance.	yes	

Reference Service Checklist	Meet Standard?	Notes
All basic services are available when the library is open.	yes	
The library has competently trained staff that has thorough knowledge of popular authors and titles.	yes	
The library maintains a well-rounded collection of both fiction and nonfiction titles.	yes	
The library participates in interlibrary loan and resource sharing to help provide accurate and timely reader's advisory service.	yes	
The library maintains a basic collection of reader's advisory reference materials.	yes	
All staff members attend at least one relevant continuing education event each year.	yes	
Staff members who are responsible for reader's advisory service in their library join at least one community organization, club, or council.	no	We do have a number of staff that are part of different groups in the community including: Chamber, Historical Society, Northshore Genealogical Society, and Arts Commission. But not all staff that do RA participate in one of these organizations. We have over 60 partnerships with area organizations and feel that we are fulfilling the intent behind this recommendation.
Staff members who are responsible for reader's advisory service in their library attend at least one workshop, reading roundtable, or continuing education event.	yes	
The library accepts and responds to reader's advisory requests received in person, on the phone, or electronically.	yes	

Reader's Advisory Service Checklist		
All basic services are available when the library is open.	yes	
The library has competently trained staff that has thorough knowledge of popular authors and titles.	yes	
The library maintains a well-rounded collection of both fiction and nonfiction titles.	yes	
The library participates in interlibrary loan and resource sharing to help provide accurate and timely reader's advisory service.	yes	
The library maintains a basic collection of reader's advisory reference materials.	yes	
All staff members attend at least one relevant continuing education event each year.	yes	

Reference Service Checklist	Meet Standard?	Notes
Staff members who are responsible for reader's advisory service in their library join at least one community organization, club, or council.	no	We do have a number of staff that are part of different groups in the community including: Chamber, Historical Society, Northshore Genealogical Society, and Arts Commission. But not all staff that do RA participate in one of these organizations. We have over 60 partnerships with area organizations and feel that we are fulfilling the intent behind this recommendation.
Staff members who are responsible for reader's advisory service in their library attend at least one workshop, reading roundtable, or continuing education event.	yes	
The library accepts and responds to reader's advisory requests received in person, on the phone, or electronically.	yes	

	Meet Standard?	Notes
Library programs are provided free of charge, or on a cost recovery basis.	yes	
Library programs are located in a physically accessible location.	yes	
Provisions are made, as needed, to enable persons with disabilities to participate in the program. The availability of these provisions is noted with other information about the program.	yes	We have a robust plan to ensure that we are providing programs that are accessible to all members of our community, even when doing virtual programming. This is reflected in the questions asked when people sign up for programs
The library considers community demographics, special populations, and the availability of programming from other social, cultural, and recreational organizations in the community when planning and evaluating programs.	yes	
The library presents educational, cultural, and recreational programs that reflect community needs and interests.	yes	
Programming is designed to address the diversity within the community, to increase the awareness and use of library resources and services, and to attract new users.	yes	
The library provides outreach programs to specific populations who cannot visit the library.	yes	
The library has programming that seeks to serve children and their caregivers.	yes	
The library has programming that seeks to serve young adults.	yes	
The library has programming that seeks to serve adults and senior citizens.	yes	
The library provides programs on library instruction for all ages. This includes online catalog and online database training opportunities.	yes	Although, these are generally not well attended. We tend to weave instruction into other programs and that seems to work better.
The library is encouraged to partner with other organizations to offer programs.	yes	We have over 70 organizations that we partner with.

	Meet Standard?	Notes
All basic youth services are available when the library is open.	yes	
The library provides staff trained in serving youth.	yes	
The library has policies towards serving youth which it reviews at least every two years, and youth staff have input in these policy revisions and creations.	yes	
The library actively promotes respect for diversity and creates an inclusive, welcoming, and respectful library atmosphere for all patrons.	yes	
The library provides staff trained in assisting youth with disabilities, language, and literacy barriers.	yes	We do this for the entire staff, not just YS
The library provides staff trained to assist youth with adaptive equipment and software as needed to for accessibility of resources.	yes	
The library strives to eliminate barriers of service for youth, including regularly reviewing any content restrictions, library card requirements, and Internet policies.	yes	
The library regularly, and at least annually, evaluates its services for youth with regard to popularity, effectiveness, accuracy, timeliness, and patron ease. The library seeks input from staff serving youth—as well as the community—regarding these services.	yes	
The library provides programming for youth which is developmentally appropriate and meets the needs of the community.	yes	
The library's programming is designed to reflect the needs and interests of youth in the community.	yes	
Library programs are provided free of charge or on a cost-recovery basis.	yes	
The library makes provisions that enable persons with disabilities to attend programming, and lists these provisions with other programming information.	yes	We do this for all programs, not just ones for youth
The library considers community demographics, special populations, and the availability of resources from social, cultural, and recreational organizations in the community when planning and evaluating library services for youth.	yes	
The library strives to partner with youth-facing organizations in the community.	yes	
The library provides youth with research and information literacy instruction through tours, training sessions, and one-on-one interactions.	yes	
The library has staff who have knowledge of popular authors, titles, and resources to provide these services.	yes	
Youth staff have access to a telephone and computer to receive and respond to requests for information and to contact other agencies.	yes	
Youth staff responsible for collection management have access to review journals and tools specifically targeting youth materials.	yes	
The library includes at least one current resource created and intended for youth for each subject area. Electronic resources also fulfill this requirement.	yes	
The library provides computer access for all youth, and provides guidance on digital literacy and technology use to youth.	yes	
The library provides outreach services towards youth to increase awareness of services, attract new users, and reach underserved populations.	yes	
The library strives to partner with and support local schools, including private schools and homeschoolers.	yes	

	Meet Standard?	Notes
Staff members are encouraged to attend as many continuing education workshops and events as possible to stay current on trends and best practices for serving youth.	yes	
The library provides a space specifically for use by children and families.	yes	
The shelving used for housing children's materials is appropriately sized to allow for easier access.	yes	
The library provides early literacy programming, including regular story time, for children and families.	yes	
The library provides programming which facilitates play and fun for children and families.	yes	
The library provides toys and interactive materials for use in the library, during programs, and/or at home that facilitate play, fun, and imagination.	yes	
The library provides a summer reading opportunity to encourage reading and learning during the summer.	yes	
The library provides a welcoming environment for young adults both individually and in groups.	yes	
The library provides developmentally appropriate programming for young adults that encourage self-identity and positive interactions while providing opportunities to socialize and have fun.	yes	
The library provides materials both physical and digital for young adults that are intended for them.	yes	
The library partners with young adults in the community to provide opportunities for leadership such as a young adult (or teen) advisory board, volunteer group, or other formal or informal opportunities.	yes	

	Meet Standard?	Notes
Based on local technology planning, the library ensures adequate technological access and maintains appropriate hardware/software that effectively accommodates both library operations and patron needs.	yes	
The library has:		
• a telephone, with a listing in the phone book;	yes	
• a telephone voice mail and/or answering machine;	yes	
• a fax and/or scanner;	yes	
• a photocopier;	yes	
• effective Internet access with sufficient capacity to meet the needs of both the staff and the public;	yes	
• library and/or departmental email accounts for patron communication with the library (the library email account is reviewed and responded to during library hours);	yes	
• an <i>Americans with Disabilities Act</i> (ADA) compliant library website that is updated at least monthly;	yes	
• up-to-date computers for staff and public access with sufficient capacity to meet needs;	yes	
• up-to-date printers for staff and public access with sufficient capacity to meet needs;	yes	
• up-to-date antivirus and Internet security software protection installed on every library computer;	yes	
• up-to-date Internet browsers, web applications, and plug-ins;	yes	
• a valid email address, accessible via the library's website, for the library administrator; and	yes	
• a website that includes basic library information such as hours, location, contact, official name of library, and content required by the <i>Open Meetings Act</i> .	yes	
The library provides a sufficient number of patron-accessible workstations/devices on a per capita basis.	yes	
The wait time for patron workstations does not exceed 15 to 30 minutes.	yes	
The library annually evaluates and, if necessary, updates its Internet connectivity options for service impact and cost-effectiveness.	yes	We are part of a consortium of municipal entities in our township that provides internet service.
The library provides 24/7 remote access to library services and resources through:	yes	
• a web-accessible library catalog;	yes	
• appropriate regional, state, national, and international bibliographic databases;	yes	
• other authenticated electronic resources that are available for direct patron use; and	yes	
• virtual reference service, and/or text messaging services, and/or a library email account.	yes	
The library staff must be:		

	Meet Standard?	Notes
• computer literate;	yes	
• trained to use and assist patrons in the use of electronic resources and materials; and	yes	
• accessible via email and/or through messaging services.	yes	
The library provides or partners with other community agencies to offer its patrons instruction (workshops, classes) in the use of computers, email, productivity software, and the Internet.	yes	
The library provides web links and access to regional and/or statewide initiatives including:		
• regional library system consortial web-based catalogs;	yes	
• the CARLI academic library catalog (I-Share);	yes	
• Illinois State Library-sponsored databases/e-resources;	yes	We are part of OCLC and Novelist, which are provided by the Illinois State Library
• other electronic collections as available; and	yes	
• virtual reference service.	yes	
As an equal partner in resource sharing, the library inputs and makes its collection holdings accessible for resource sharing within a regional, statewide, national, and/or international database.	yes	
The library has a board-adopted Internet acceptable use policy.	yes	
The Internet acceptable use policy is reviewed annually.	yes	
The library budgets for ongoing technology needs including but not limited to: hardware and software purchases, upgrades, ongoing maintenance, services, and connectivity.	yes	
The library maintains, troubleshoots, repairs, and replaces computer hardware and software. This ongoing maintenance is handled by trained library staff and/or via a contractual service agreement with an appropriate service provider.	yes	
The library develops and updates, at regular intervals, a long-range/strategic plan for its future technology needs. The plan is based on community needs and priorities.	yes	
The library continuously strives to improve its technological services, resources, and access. An ongoing planning cycle includes a needs assessment that examines current and emerging technologies and service enhancements including but not limited to:	yes	
• wireless access (Wi-Fi);	yes	
• Internet connectivity upgrades sufficient for patron and staff use;	yes	
• networking (local area vs. wide area);	yes	
• library Intranet;	yes	

	Meet Standard?	Notes
• an <i>Americans with Disabilities Act</i> (ADA) compliant library website that is updated at least monthly, highlights library services and programs, includes hyperlinks, is mobile compatible, and is interactive;	yes	
• patron self-checkout functionality;	yes	
• new technologies/potential services; for example, social networking, makerspace, and mobile apps;	yes	
• current and functional meeting room technology;	yes	
• adaptive technologies that accommodate service needs for persons with disabilities and special populations, including but not limited to: accessible computer hardware, deaf interpreters, language translators, open captioning; and	yes	
• ongoing staff continuing education/training related to all aspects of technological services.	yes	
The library protects the integrity, safety, and security of its technological environment.	yes	
The library's automated catalog and its components comply with current state, national, and international standards.	yes	
The library is aware of E-rate discounts (telecommunications/connectivity services and/or Internet access) as available through the Schools and Libraries Program of the Universal Service Fund, administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC).	yes	Yes, but do not use eRate

	Meet Standard?	Notes
The library has a communications plan that supports the library's long-range/strategic plan.	yes	
The library staff and trustees participate in two or more cooperative activities with other community organizations.	yes	
The library's services and programs are promoted in the community. Check the applicable publicity methods.	yes	
<input type="radio"/> flyers	yes	
<input type="radio"/> brochures	yes	
<input type="radio"/> website	yes	
<input type="radio"/> newsletter	yes	
<input type="radio"/> posters	yes	
<input type="radio"/> banners	yes	
<input type="radio"/> displays	yes	
<input type="radio"/> podcasting	no	We have chosen not to pursue this due to demand and bandwidth
<input type="radio"/> presentations	yes	
<input type="radio"/> speeches	yes	
<input type="radio"/> billboards	no	
<input type="radio"/> other	yes	Newspapers, emails, cross promotion in other agency newsletters/publications
The library maintains at least one social media account.	yes	Facebook, Instagram, YouTube
The library invites local, state, and federal officials to visit the library.	yes	
The library's website is updated at least monthly.	yes	
The board, administration, and staff conduct an annual library walk-through.	yes	
The board, administration, and appropriate staff visit other libraries.	yes	
The budget includes funds for public relations and marketing activities.	yes	
The library's promotional methods and services are ADA compliant.	yes	We take steps to ensure our website and digital presence is ADA compliant
A designated staff member coordinates the library's marketing efforts.	yes	
The library's staff receives customer service and marketing training.	yes	

	Meet Standard?	Notes
The library's orientation for staff and trustees includes the library's public relations, customer service philosophy, library history, funding sources, and long-range/strategic plan.	yes	
The library surveys patrons and the community to judge awareness of the library's programs and services.	yes	