

**AGENDA - REGULAR MONTHLY MEETING  
GLENCOE PUBLIC LIBRARY BOARD OF TRUSTEES  
WEDNESDAY, AUGUST 5, 2020 - 7:00 PM  
VIRTUAL MEETING**

The Glencoe Public Library Board of Trustees Committee of the Whole meeting will be held remotely, without a physical quorum present, authorized by Executive Order of the Governor (COVID-19 Executive Order No. 5, March 16, 2020).

To submit public comment, either join the meeting using the link below, or send an email with your comments to Executive Director Andrew Kim at [akim@glencoelibrary.org](mailto:akim@glencoelibrary.org) at any time before the meeting. All comments will be read aloud during the meeting.

Join meeting online: <https://us02web.zoom.us/j/85446890592>

Call in: +1-312-626-6799 Meeting ID: 854 4689 0592

- 1) CALL TO ORDER - 7:00 p.m.
- 2) ROLL CALL
- 3) ADDITIONS TO THE AGENDA
- 4) PUBLIC COMMENT
- 5) NEW BUSINESS
  - a. Personnel planning presentation

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- 6) CLOSED SESSION
  - 5 ILCS 120, the Library Board of Trustees may vote to go into closed session to discuss matters pertaining to any/all of the Open Meetings Act exceptions.
- 7) ADJOURNMENT
  - Next Regular Board meeting: Wednesday, August 19, 2020
  - Next Committee of the Whole meeting: Wednesday, September 2, 2020

The Glencoe 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 Library 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 facility are requested to contact Andrew Kim at (847) 835-5056 promptly to allow the Library to make reasonable accommodations for those persons.

## Memorandum

To: Glencoe Public Library Board of Trustees  
Cc:  
From: Andy Kim, Executive Director  
Date: July 31, 2020  
Re: Personnel Planning: Proposed Staffing Modifications to Meet Library Service and Support Needs

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Enclosed is a presentation packet that summarizes ongoing management team personnel planning discussions.

Moving into the second half of the stub fiscal year, there will be a salaries and wages surplus due to recent staff resignations and retirements. The management team has taken this opportunity to assess library service and support needs, and determine if they can be addressed through changes to staffing. The COVID-19 pandemic has also required the library to pivot how it provides and delivers services, programs, collections, and space use. What has been quickly understood, is that the library is capable of adapting, and improving each of its facets to meet the shifting patron needs and community landscape.

In initial discussions, four key needs were identified:

- Increased facilities maintenance and management
- Better service and support by separating network responsibilities from digital services
- Adopt a standard of hiring technology-savvy employees for public service departments
- Invest in programs and communications department to create and maintain a library brand

Through personnel, the management team continues planning discussions to address these needs. As the library approaches levy and budgeting season for the upcoming fiscal year, it is important for the Library Board to be aware of changes of all degrees of significance.

The following are the personnel goals being discussed by the management team, and shared with the Library Board:

- Hire a facilities team to restore the building to past standards
- Hire a qualified supervisor to support network responsibilities
- Create a digital services team of qualified, current staff
- Promote Grace Hayek to Head of Programs & Communications and build a team to reestablish the library's brand and manage public relations

The management team will continue personnel discussions through the summer, and hope to take action steps in early fall 2020.

Sincerely,  
Andy Kim



# Personnel Planning

Proposed Staffing Modifications to Meet Library Service and Support Needs

July 20, 2020

## Overview

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The COVID-19 pandemic and subsequent temporary building closure has provided an opportunity to address staffing needs. The resignation and retirement of key staff members has provided a chance for the management team to reassess the community's needs and support them with new and/or modified positions. Library programs, increased technologies, and adopting retail business models have changed the way patrons interact with the library and necessitate a shift in staff responsibilities. Some new patron needs were not fully supported with current staffing and positions.

On March 1, 2020, the library began the fiscal year with 37 regularly scheduled employees. As of July 24, 2020, five (5) employees have either retired or resigned for reasons ranging from new employment to decisions determined by the pandemic. Surprisingly, this year's turnover rate is consistent with the average annual turnover rate since 2013.

Year	Number of Employees at Beginning of Year	Separations <sup>1</sup>	Turnover Rate
2013	38	6	15.8%
2014	38	7	18.4%
2015	34	7	20.6%
2016	36	2	5.6%
2017	36	7	19.4%
2018	36	2	5.6%
2019	36	3	8.3%
2020 <sup>2</sup>	37	5	13.5%
Average Turnover Rate			13.4%

Traditionally, the protocol for newly open staff positions is to create job postings on the RAILS and library websites, interview the best available applicants, and select the best candidate to accomplish the vacant job responsibilities. Each Department Head has exemplary interview and personnel skills that has led to the hiring and eventual success of many current and former staff members.

This year, the management team has taken this opportunity to utilize the open staff positions and projected surplus in salaries and wages to attempt to address both longstanding and newfound patron service needs that are tied to the library's current strategic plan. Initial discussion has led to identifying these key patron service needs:

- **Increased facilities maintenance and management**  
*Strategic Plan, Strategy 1.5 – Continue to pursue and implement recommendations from the Facilities Assessment Report calling for renovation, improvement, and remediation of the library's physical infrastructure*
- **Better service and support by separating network responsibilities from digital services**
- **Adopt a standard of hiring technology-savvy employees for public service departments**  
*Strategic Plan, Goal 4 – Use existing and new technologies to provide opportunities to and better access for patrons to learn, create, explore, and connect*

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<sup>1</sup> "Separation" includes retirements, resignations, and involuntary termination of employment

<sup>2</sup> 2020 turnover rate through July 24, 2020

- **Invest in programs & communications department to create a library brand**  
*Strategic Plan, Goal 2 – Strengthen and increase patron engagement by redeveloping library communications, promotional tools, outreach, and collaborations.*

Based on these needs, the management will continue discussing potential changes in personnel. Onset discussion has led to the following goals to begin in Fiscal Stub Year 2020:

- **Hire a qualified facilities team** to restore building to past standards
- **Hire a qualified supervisor to support network responsibilities**
- **Create a digital services team of qualified, current staff**
- **Promote Grace Hayek to Head of Programs & Communications and build team** to reestablish the library’s brand and manage public relations

## Goal 1

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### Facilities Team

First opened in 1941, the library building has time and again been referred to as the jewel of Downtown Glencoe. As expected with an aging building, facility issues grew exponentially and beyond the capabilities of the former Facilities Supervisor. Along with that, the facilities position evolved to be responsible for secondary tasks such as program set-ups, on-call cleaning and repair, and board packet delivery. The workload has become too great for one individual. To return the building to its past standard and to meet both patron and staff needs, a facilities team of qualified and skilled individuals must be hired.

The library hired Joseph Faust as its new Facilities Supervisor on July 24, 2020. J. Faust’s start date is August 10, 2020, and he will bring over 20 years of experience as a master carpenter, over seven years of experience working for public libraries, and a knowledge of and desire to work in our community.

The library will also seek to hire a Facilities Associate to work with J. Faust. The Facilities Associate position will be salaried and non-exempt. It was decided that a full-time position would be more attractive to potential applicants, especially when paired with the library’s benefits package and continued education philosophy. The Facilities Associate position will be slotted into Grade 5 of the library’s Employee Classification and Salary Scale (*adopted October 16, 2019*).

The Facilities Associate reports directly to the Facilities Supervisor. Qualifications include demonstrated maintenance work experience; familiarity with the fundamentals of electrical, plumbing, HVAC, and general carpentry; and knowledge of the use and care of manual and power tools.

## Goal 2 & 3

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### Network Supervisor and Digital Services Team

In 2015, the Network Administrator position was created to manage the library’s local area network. Over the years, the position grew to include overseeing emerging technologies including 3D printing. In 2019, the Network Administrator position transitioned to the Head of the Digital Services Department. It seemed the best direction because the position was fast becoming front-facing with responsibilities that included

circulating collections, services, and programs. In 2020, Justin Franklin accepted the newly created Digital Services Librarian position to work alongside the Head of Digital Services.

In May 2020, the Head of Digital Services resigned. The resignation gave the management team the opportunity to regroup and adjust the workload and workflow. Key responsibilities were bundled and delegated to other management team members as well as J. Franklin.

*Network* – Becky Halcli, Collection Services Manager

*Digital Services* – Justin Franklin, Digital Services Librarian

*E-newsletter and social media* – Grace Hayek, Programs & Community Engagement Librarian

The other management team members stepped in to take on other projects and tasks as needed. Danny Burdett, Ann Finstad, and Liz McClain took initiative to manage new tasks including Zoom, creating temporary signage, and managing content for library websites.

As the management team worked through the former Head of Digital Services' exit, it was quickly realized that separating network responsibilities from Digital Services served the patrons and staff best.

The scope of responsibilities and workload were too much for one department. Network and digital services responsibilities are also different from one another, and do not always run parallel. Network and digital services are two different focuses and priorities, and could not be sustained if they both remained with one department.

Digital services was the result of the former Network Administrator's interests, and the lack of prudent planning by the Executive Director. There is no argument that technologies such as 3D printing, streaming services, and e-collections have a prominent place within the library, but it does not seem to warrant a separate department in this environment. To provide greater flexibility to departments, creating a team of interdepartmental staff was deemed better fitting. The decision was made to separate them.

Having a person managing the library's network is mission critical. B. Halcli has managed this in the past, but should not be required to do so again. Her responsibilities already touch several key facets including collections and administration; and the addition of network responsibilities isn't prudent. Instead, the library will revise the former Network Administrator position into a supervisory position. The key difference between the former and new is that the new position will not be part of the management team.

Support departments, such as Facilities and Technical Services, are integral to the development and sustainability of the library. The work required to manage the life cycle of collections; to ensure that the building is equipped with proper hardware and software; and to possess skilled personnel that can operate and troubleshoot building systems, bolsters and benefits patron services. These important roles should make the library consider allocating more personnel funding to them. The mechanics of the library are symbiotic with its services.

The Network Supervisor position being hourly or salaried has not been determined yet. A full-time position is certainly more appealing to applicants, but the management team must first determine if there is enough work to carry a full-time position. Initial discussion has identified an ample workload in the beginning, but shifting to maintaining responsibilities may not warrant a 37.5 hours work week.

Network Supervisor will be slotted into Grade 9 of the library's Employee Classification and Salary Scale. The final decision to determine the position's immediate supervisor is still in discussion. The Network Supervisor will report directly to the Executive Director (or Collection Services Manager), and will work in cooperation with the management team in pursuit of library goals.

J. Franklin has done admirable work since joining the library's staff in 2016. He was promoted to full-time in 2017, and accepted the Digital Services Librarian position in 2020. He has demonstrated skills and traits that fit both Adult Services and Digital Services. Management team discussions led to a determination that digital services fits better as an interdepartmental group rather than a separate department.

In April 2020, J. Franklin agreed to return to Adult Services while keeping his digital services responsibilities. Prior to the end of the current fiscal year, the library will designate up to five staff members as the Digital Services team. The team will be responsible for the management of circulating and emerging technologies, providing technology services to patrons, maintaining the library's websites, helping manage the library's digital collections, and acting as network support in the absence of the Network Supervisor. Each Digital Services team member will work from Adult Services or Children's Services.

Since 2019, three part-time Adult Services Associates have either resigned or retired without being replaced. The library has opted to hire a full-time librarian to replace those associates. Another librarian position in Adult Services will provide added expertise in both reference and advisory skills, and more flexible desk coverage because a librarian can be scheduled at both service desks, while an associate only the advisory desk.

The library will hire a technology-savvy librarian to fill the open position and will be considered for the Digital Services team. Librarian positions are slotted into Grade 8 of the Employee Classification and Salary Scale.

## Goal 4

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### **Programs & Communication Department**

One half the current strategic plan revolves around the need to effectively communicate and present resources that answer the various needs of the community. It has been a long-standing goal for the library to invigorate its brand to ensure that any promotion or communication is clear and thoughtful. It's not an endeavor that is accomplished just by establishing the brand, but ongoing as promotional tools, platforms, and mediums continue to rapidly evolve.

The library staff has always had a penchant to initiate new offerings; be it programs, collections, or services. But ensuring that new initiatives are clearly promoted and communicated is not a requisite skill set of the staff. They have provided exemplary work, but the library owning a singular voice and presentation should be the overarching goal, and the responsibility of one department. And taking away tasks such as making your own signage, content copy, promotional materials, and other duties as assigned, would afford staff more time to pay to serving the patrons.

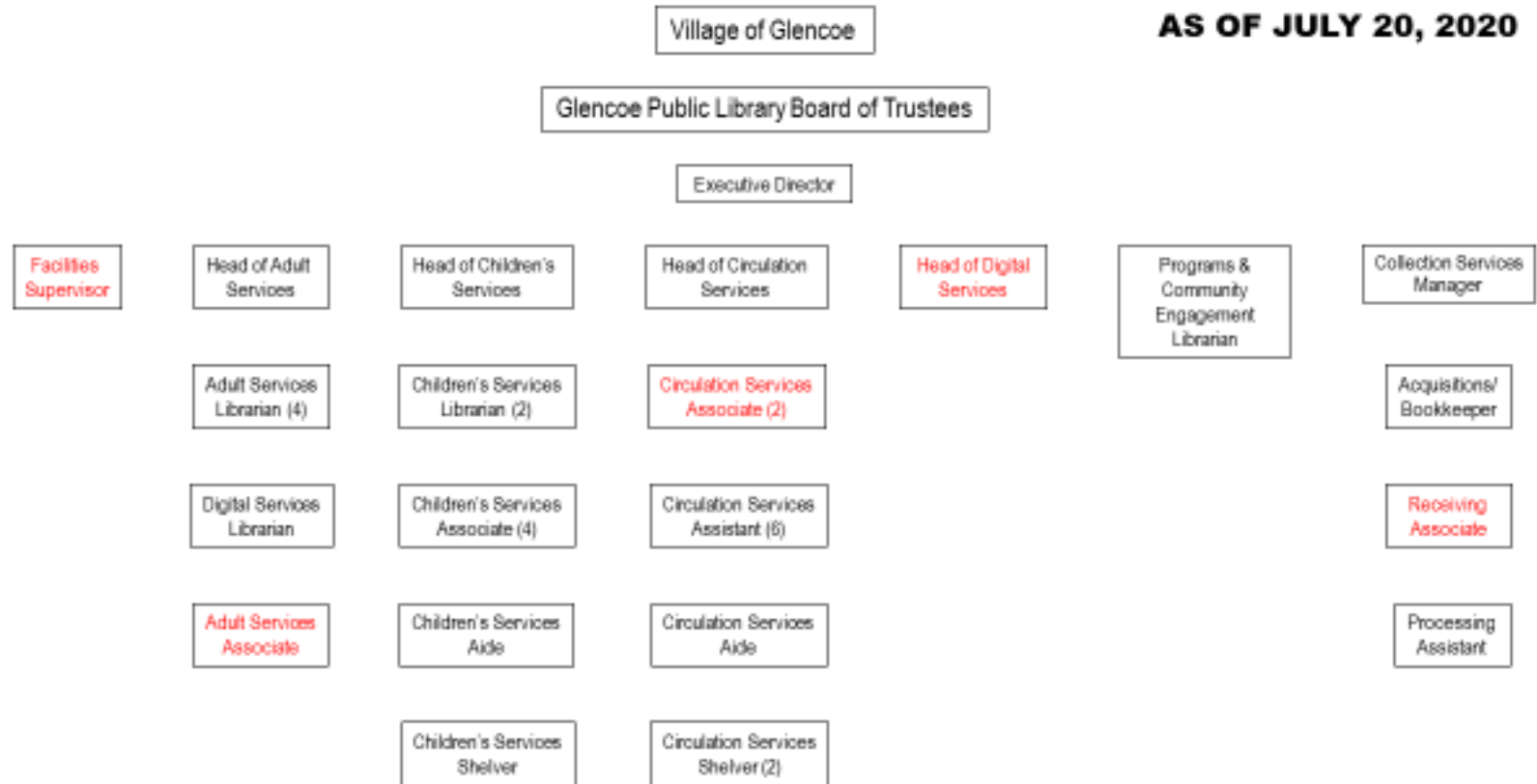
Effective August 1, 2020, Grace Hayek will be the library's new Head of the Programs & Communications Department. G. Hayek officially came aboard in 2014, and transitioned to full-time in 2017. She has



presented a yeoman's effort to continually deliver quality programming including new flagships such as Big Books. Two years ago, Grace became *Excerpts* editor, and now supervises the library e-newsletter and social media accounts. She is also the primary contact for local media outlets and prepares the library's media releases and other informational pieces. The position will be slotted into Grade 10 of the Employee Classification and Salary Scale.

To continue the library's success, the library will consider building a Programs & Communication staff. Initial planning includes a part-time Graphics Associate, and a full-time, non-exempt Programs & Communication Assistant. It's unrealistic to manage any facet of the library with one person. Hiring a graphics professional will certainly reduce staff workload, but will also provide an opportunity to refresh the brand. An assistant will also share the workload generated by the service departments. The Graphics Associate position and the Programs & Communication Assistant position will be slotted into Grade 7 and 3, respectively.

# Organizational Chart

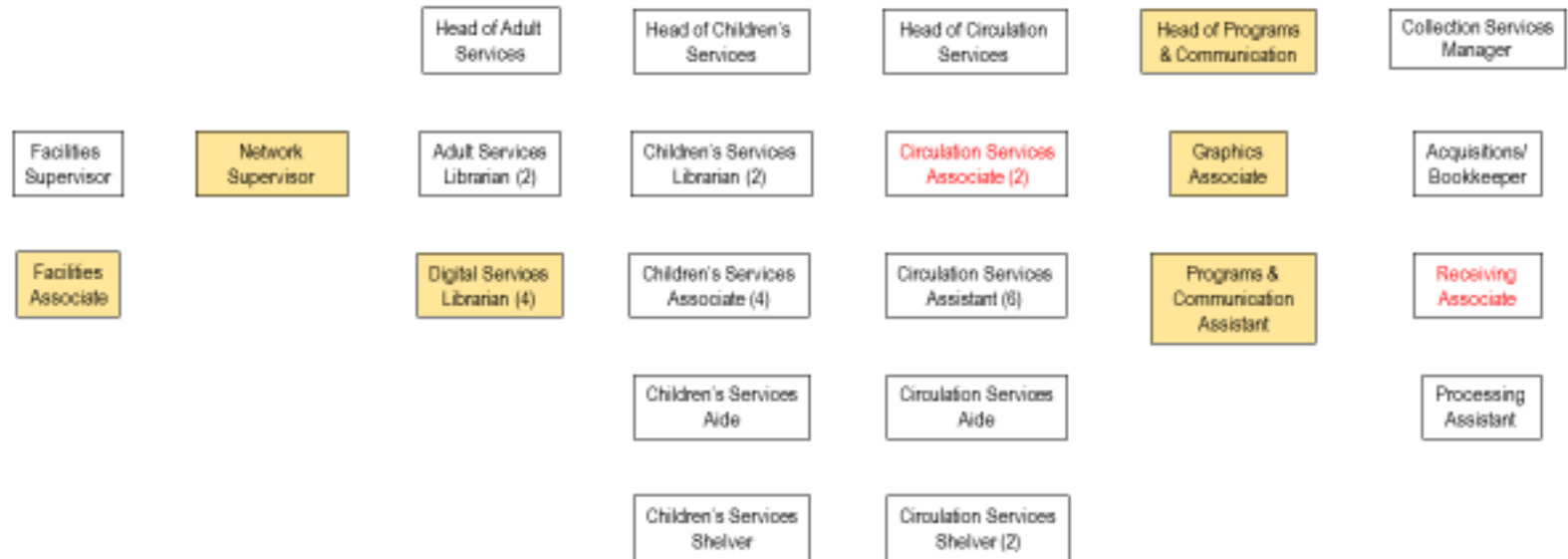


Village of Glencoe

## PROPOSED REORGANIZATION

Glencoe Public Library Board of Trustees

Executive Director



## Personnel Cost Projections

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After the Head of Programs & Communications Department promotion, and Facilities Supervisor new hire, there is an estimated surplus of \$84,052.00 in the salaries and wages account of the operating budget.

Currently, the library has posted openings for the full-time Adult Services Librarian position; full-time Facilities Associate position; and a part-time Circulation Associate position for 15 hours per week. In addition, the library will consider filling the open Receiving Associate in the Technical Services Department at 14 hours per week.

If all the open and potential new positions are filled in this fiscal year, and there are no other staff separations, staff size will increase to 40; which is anecdotally believed to be the maximum staff size. Depending on the starting rate of each potential new employee, the estimate surplus for the salaries and wages account will be between \$313.00 to \$11,539.00. Of course, there are other factors involved including paid and unpaid time off.

Fiscal Year 2021 will return to 12 operating months. To carry 40 employees at the initially estimated salaries and wages, the projected monthly expenses will increase by 9%.

Fiscal Year	Total Salaries & Wages	Monthly Budget
2020 Stub <sup>3</sup>	\$1,052,000.00	\$105,200.00
2021 (Projected)	\$1,376,000.00	\$114,666.67
Difference by Total \$	\$324,000.00	\$9,466.67
Difference by %	30.8%	9%

In the past five fiscal years, this would be the most significant investment in personnel.

FY to FY	Percentage Increase
FY20 to FY20 Stub	(14.1%)
FY19 to FY20	2.0%
FY18 to FY19	1.5%
FY17 to FY18	(0.2 %)

The landscapes for public libraries have been evolving since they adopted services such as public computers, Internet, e-content, and now streaming and emerging technologies. And more than most area libraries, Glencoe continues to be a proud stalwart and provider of traditional library services. Still, the landscape continues to evolve. This time, libraries have been tasked to adapt more quickly adopt more technology and non-library business models such as curbside service to maintain relevancy through the pandemic. The paradigm has shifted, and preparation and readiness will require a newly formed team of experts and skilled workers.

These proposed personnel changes will create better patron response and workflow. They will create a more balance workload, and provide more time and opportunity for the management team work focus on long-range planning. The changes will create a stronger foundation for services, programs, collections, and facilities.

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<sup>3</sup> Fiscal Stub Year 2020 has 10 operational months.