

September 8, 1999

Minutes of the regular meeting of the Board of Trustees of the Skokie Public Library held in the Skokie Public Library Board Room, Wednesday, September 8, 1999.

CALL TO ORDER

John J. Graham, President, called the meeting to order at 7:35 p.m.

Members present: John J. Graham, President; Diana Hunter, Vice President/President Emerita; Eva D. Weiner, Secretary; Susan Greer; Zelda Rich; Richard J. Witry; Dr. John M. Wozniak; and Carolyn A. Anthony, Director.

Also present: Barbara A. Kozlowski, Associate Director for Public Services and Skokie resident, Carole Riding.

APPROVAL OF THE MINUTES OF THE REGULAR MEETING OF AUGUST 11, 1999

Mr. Witry made a motion, seconded by Dr. Wozniak, to approve the minutes of the regular meeting of August 11, 1999, subject to additions and/or corrections.

There being no additions or corrections the minutes were unanimously approved and placed on file.

CONSENT AGENDA ITEMS

FINANCIAL STATEMENTS

LIST OF BILLS

Mrs. Rich made a motion, seconded by Dr. Wozniak:

MOTION: THAT THE FINANCIAL STATEMENT FOR THE MONTH OF AUGUST, 1999, THE LIBRARY NOTE FUND AND THE YEAR-TO-DATE BUDGETARY STATUS BE ACCEPTED, AND THAT THE LIST OF BILLS BE APPROVED FOR PAYMENT, SUBJECT TO AUDIT.

The roll call vote for approval was unanimous.

CIRCULATION REPORT  
LIBRARY USE STATISTICS  
REPORT(S) FROM DEPARTMENT HEAD(S) (1)  
CORRESPONDENCE (2)  
GIFT  
PERSONNEL

Dr. Wozniak made a motion, seconded by Mrs. Rich:

- MOTION: THAT THE SKOKIE PUBLIC LIBRARY BOARD OF TRUSTEES PLACE ON FILE THE FOLLOWING CONSENT AGENDA ITEMS:
1. CIRCULATION REPORT
  2. LIBRARY USE STATISTICS
  3. REPORT(S) FROM DEPARTMENT HEAD(S)
  4. CORRESPONDENCE - Letter from Mary Radmacher; letter from Mayor George Van Dusen
  4. GIFT  
\$100 from the Illinois General Office of New York Life Insurance Company in memory of Marcy Goodman
  5. PERSONNEL  
Resignations: Thomas Cafferkey, hourly Guard, Custodial Department, effective September 4, 1999; John Strott, LAN Administrator, Technical Services Department, effective September 24, 1999; JoAnn E. Piontkowski, Information Assistant, Youth Services Department, effective September 22, 1999  
Retirement: Felice Klapman, Information Assistant, Youth Services Department, effective October 13, 1999  
Appointment: Regina Babayan, hourly Roving Technology Guide, Adult Services Department, effective September 14, 1999  
Promotion: Dmitriy Fortel, from Page, Youth Services Department to Information Services Desk Clerk, Adult Services Department, effective September 14, 1999

The motion to place the Consent Agenda items on file was unanimously approved.

DIRECTOR'S REPORT

Usage--Circulation in August was up six percent over circulation last August. Bookmobile use was up 28 percent in spite of some time off the road for servicing. Audiovisual circulation also

posted strong gains. Reciprocal borrowing was up, too, although the gate count was about the same as for last August.

E-Rate Funding--We will not receive E-rate funding this year due to a technicality. The regulations with this federal program are complex and rigid. We were disqualified because they received the second part of the application 27 days after the first part when it was due 28-45 days after the first part was submitted. We would have been eligible for about \$3,000.

NorthStarNet Kiosk--Skokie Public Library will be one of three sites for a trial, locally developed community information kiosk. As you know, we have had an objective for a couple years now to introduce one or more kiosks in the community. There is a commercially available turn-key kiosk which is both prohibitively expensive (\$35,000.) and restrictive in that all changes to information must be made through the vendor. NSLS has been working on development of a much less expensive kiosk. They have a number of elements in place, but there are functional considerations to be resolved. Gail Shaw will work with the System in resolving these issues. The first kiosk will be put in the Library lobby. Village Manager Al Rigoni and Parks Director Steve Hartman have both indicated an interest in participating in a project to place kiosks in the community after the problems have been worked out.

Marketing Committee--The Marketing Committee, chaired by Deborah Grodinsky, has been working with Sally Chapralis, an outside consultant, to plan and carry out a series of focus groups with particular groups of patrons. The first focus group, with 18 teenagers, was lively and productive, yielding useful information for staff. Other focus groups are planned with small business owners and representatives of selected ethnic groups. This project was made possible by a \$4,500 "bring in an expert grant" from the Secretary of State's Office.

Product Development--Head of Circulation Tobi Oberman is part of the Joint Application Team for Sunrise Circulation for Ameritech Library Systems. The Sunrise series of modules will replace the current Dynix technology from 2000-2001.

Memorial for Ardell Faulhaber--To recognize and perpetuate the memory of Ardell Faulhaber who passed away in May after serving in the Youth Services Department as a librarian and Department Head over eleven years, the parent/teacher collection will be named the Ardell Faulhaber Parent/Teacher collection. Ardell initiated and developed the collection so it will be an appropriate designation.

Carpet Repair--The carpet in the original building on the west side of the Library has open seams and does not lie flat in some areas since the carpet cleaning last month. Previously, we have experienced some carpet bubbles, but not to the extent as occurred this time. The original installer has reviewed the situation and found that the glue has crystallized and is no longer holding the carpet. Repair will require regluing much of the carpet and replacing some of the padding. Though disruptive, this work began at 7 a.m. Tuesday morning, September 7, with workmen taping off an area as it is worked on. Paul Steinbrecher speculated that the problem may have occurred in that portion of the Library only because we took up asbestos tile there before the carpet was laid. The surface may not have been fully clean to accept the carpet glue.

Overdues Collection--The trial collection system for overdues as approved by the Board in August will not begin until mid-October due to the time needed for implementation and training. Therefore the three month trial will extend into January.

Technopolis Evanston--The City of Evanston will become Technopolis Evanston by early 2000. A consortium of Cisco Systems, Siemens and NEC will wire the City for high speed Internet access. Cable television, Internet access and phone service will be bundled. Public education and training are a part of the initiative.

Staff Picnic--We had beautiful weather for a staff picnic in the courtyard off of Information Services September 1. A committee of Tobi Oberman, Cathy Maassen, Gin Gaiser, Dave Runge and Richard Simon shopped for salads and other picnic fixings, and cooked hamburgers, hot dogs and chicken. Staff paid \$5 each to attend. The Library provided beverages and ice cream.

New Residents' Coffee--The Library was represented at the new residents' coffee at Village Hall Tuesday evening. It was a good opportunity to talk with newcomers and give them information about the Library.

TCI Cable Show--Mrs. Anthony participated in a TCI cable program on Skokie August 25. The focus was on the new Mayor George Van Dusen and his plans for the Village. Ann Tennes, Village Marketing Director and a Park District representative were the other guests.

Staff Day December 10, 1999--This year the Staff Institute Day and Holiday Luncheon will be held at the Holiday Inn, Skokie. The Committee felt the event should be held outside the Library so all staff could participate fully. Too much staff time was spent setting up and handling arrangements when the event is held in the Library. Mrs. Anthony invited the Board to attend any or all of the programs that Friday, and they are cordially invited to the luncheon. The keynote speaker will be Dr. Debra Johnson.

Mr. Graham asked that the finalized Staff Day Agenda be sent to the Board.

#### Additional Correspondence

Mr. Graham read a letter Mrs. Hunter received from the Illinois Humanities Council congratulating her as a recipient of the Studs Terkel Humanities Service Award. Mr. Graham asked that it be included with correspondence for the record. A medal cast in bronze and engraved with Mrs. Hunter's name and her community will be presented at a ceremony – the date to be released by the Village shortly. Trustees will be notified when arrangements are finalized.

The Board congratulated Mrs. Hunter.

## NEW OFFICE LANDSCAPING FOR TECHNICAL SERVICES

Technical Services has requested new office landscaping components to reorganize and redefine workspace because of a major change in the work pattern of catalogers.

Basic pricing for OCLC was by the number of stations connected to the online utility used by the catalogers to obtain cataloging information. OCLC pricing configuration has changed and we now pay a flat fee for a direct connection and can connect as many computers as we would like. The catalogers would like to a computer in each person's work area, giving them more flexibility in planning their work and providing more private workspace.

Consulting architect Paul Steinbrecher developed drawings for a floor plan which requires some millwork by Continental Woodworking for a total of \$3,900; and office landscaping components from Business Office Systems for \$22,767.49, a total cost of \$26,667.49.

Mr. Witry asked where the funds will come from and if this was a contemplated expense. He would prefer to receive proposed capital expenditure information earlier than just prior to the Board meeting where he is expected to vote on the matter. He would like the Board to be apprised of capital expenditures well in advance, including a proposed payment schedule for the year whenever possible.

Mrs. Anthony said the funds for the office landscaping and millwork would come out of the Capital line of the budget. She said that basically the OCLC pricing reconfiguration is what has prompted reorganizing Technical Services' space. Previously catalogers had to share computers in a central location. We are also trying to provide a more quiet atmosphere for a staff member who had brain surgery to help her achieve better concentration.

Mr. Graham said the Board would take Mr. Witry's comments to heart.

Mr. Graham asked that the Board vote separately on the office landscaping and on the millwork.

Mrs. Hunter made a motion, seconded by Dr. Wozniak:

MOTION: THAT THE SKOKIE PUBLIC LIBRARY BOARD OF TRUSTEES APPROVE THE MILLWORK BY CONTINENTAL WOODWORKING AS PROPOSED IN THE AMOUNT OF \$3,900.

The roll call vote for approval was unanimous.

Mrs. Rich made a motion, seconded by Mrs. Hunter:

MOTION: THAT THE SKOKIE PUBLIC LIBRARY BOARD OF TRUSTEES APPROVE THE PURCHASE OF OFFICE LANDSCAPING COMPONENTS IN THE AMOUNT OF \$22,767.49 FROM BUSINESS OFFICE SYSTEMS AS PROPOSED.

The roll call vote for approval was unanimous.

#### PROCUREMENT OF ARCHITECTURAL SERVICES

We have been advised by our legal counsel that in the selection of an architect we must comply with the Local Government Professional Services Selection Act.

Letters will be sent to the firms with letters on file requesting consideration. We will solicit qualifications and statements of interest in a project to evaluate space needs, possibly leading to building expansion.

Mr. Graham said based on qualifications we would hope to interview firms at two special meetings of the Board on October 5 and October 6. It is hoped that the Board can make some determination at the October 13 meeting.

Mrs. Hunter said that slides and/or photographs of buildings should be presented to aid in selection of a firm.

Mrs. Rich said she will not be available for the October 13 Board meeting.

## CIRCULATION POLICY CHANGES

### School Loans

Two changes are proposed in circulation policies. One is to waive overdue fines on school loans and the other is to drop the \$1.00 fee on reserves not picked up or cancelled.

We plan to offer teachers a six-week loan of up to 30 items. With so many items checked out, fines would build up quickly in just a day or two. Youth Services would telephone teachers after three to five days if materials are not returned when due instead of waiting the usual fifteen days to send a printed notice. We will try to accommodate the teacher if just a few more days are needed to finish the unit.

After discussion Mrs. Greer made a motion, seconded by Mrs. Rich that the Board approve waiving overdue fines on school loans as recommended.

The motion was unanimously approved.

### Reserves not picked up or cancelled

The Board approved a fee of \$1.00 for reserves not picked up or cancelled at their August, 1995 Board meeting. It is now proposed to drop the \$1.00 fee on reserves not picked up or cancelled.

As we have become more automated and patrons can do more for themselves, they frequently place and cancel their own reserves. Patrons may either access their record in the Library or through dial-in from home. They believe they have cancelled a reserve, but may not have done so correctly. Naturally, they protest the fee.

After discussion Mrs. Hunter made a motion seconded by Dr. Wozniak that the Board approve rescinding the \$1.00 fee for reserves not picked up or cancelled.

The motion was unanimously approved.



The \$1.00 fee on Interlibrary Loan requests not picked up or cancelled will be retained.

### COMPENSATION PHILOSOPHY AND STRATEGY

The Compensation Philosophy and Strategy as developed by the Personnel Study Committee (John Graham, Richard Witry, Carolyn Anthony and Barbara Kozlowski), together with consultant Lynne Peters, was reviewed and discussed.

It is expected that once approved by the Board such a statement will be a key piece in improved communication with staff regarding the compensation program and its objectives. Not all staff are aware of the job evaluation process used in 1986-87 to develop the current scales. The criteria from the evaluation process continue to be applied in grading new positions or considering current positions for reclassification. On page four, the elements of the base pay system are said to include position descriptions, job evaluations, market analyses, salary ranges, supervisory training and employee communications. Position descriptions and salary ranges are printed documents that are widely distributed and known among staff.

At the time of the original job evaluation process, each staff member answered a questionnaire regarding their work and responsibilities. These were reviewed and approved by the Department Head and used as the basis for developing position descriptions.

Employees continue to have input into their position descriptions as they may ask their supervisor to consider making changes in the position description when the position evolves over time.

Consultant Lynne Peters is working on identification of comparable positions and markets and will prepare a report with her recommendations for the October Board meeting.

Supervisory training in understanding the compensation system and conducting performance reviews will be implemented after the Board has completed its review of policy.

Mr. Witry made a presentation to the Board clarifying components of the document.

After discussion Mr. Witry made a motion seconded by Mrs. Rich:

**MOTION: THAT THE SKOKIE PUBLIC LIBRARY BOARD OF TRUSTEES ACCEPT THE COMPENSATION PHILOSOPHY AND STRATEGY AS PRESENTED.**

Dr. Wozniak voiced concern with the availability of funds in the future with respect to the statement on page two of the document: "Commencing January, 2003, and every fourth year thereafter, the Board will review...".

He is not comfortable with the statement because funds may be limited.

After lengthy discussion the Board concurred for an amendment of the motion.

Dr. Wozniak made a motion, seconded by Mrs. Greer:

**MOTION: THAT THE SKOKIE PUBLIC LIBRARY BOARD OF TRUSTEES ACCEPT THE COMPENSATION PHILOSOPHY AND STRATEGY (copy attached) WITH AN AMENDMENT TO PAGE TWO, THIRD BULLET FROM THE BOTTOM OF THE PAGE:**

**"Commencing January, 2003, and every fourth year thereafter, or, at the discretion of the Board more frequently, the Board will review and affirm/modify the conceptual framework of its compensation program."**

The roll call vote for approval was unanimous.

#### COMMENTS FROM TRUSTEES

Mrs. Rich said she will be elected to the Kiwanis Board.

The Board congratulated Mrs. Hunter and Mrs. Rich on their achievements.

#### COMMENTS FROM VISITORS

Visitor Ms. Riding stated her personal views regarding the Compensation Philosophy.

Mr. Graham thanked Ms. Riding for her comments.

**COMPENSATION PHILOSOPHY AND STRATEGY**

**Skokie Public Library**

**September 8, 1999**

## **BACKGROUND**

On August 16, 1999, a subcommittee of the Board and executives of the Skokie Public Library and HR Link met to identify the organization's compensation philosophy and strategy. The draft was reviewed, amplified, and modified by the subcommittee on August 26, 1999. An approved statement will be used as the basis for a review of the Library's compensation program as authorized by the organization.

## **GENERAL ISSUES**

The Library's compensation program was implemented in 1987. Since that time, program adjustments have been made in accordance with Board directives (e.g., salary scale adjustments); and job creations/changes (e.g. IT jobs) have been integrated into the system in accordance with past practices.

Recently, the impetus to critique the current program has emerged in response to a variety of inquiries and challenges:

- The program has not been formally reviewed since its implementation.
- There is no set of Board-directed compensation principles.
- Some employees have raised issues concerning the rationale for specific position grades; other employees have raised issues as to why there are scales for some groups of jobs and not others, or why a job is assigned to a particular scale.
- The Library wishes to verify that its total compensation is competitive.

The Library recognizes the essential role the staff has in achieving the Library's strategic goals. The Library is concerned about the welfare of its employees; individuals are hired with the intention of making them a part of the organization and keeping them on a long-term basis. To ensure that this commitment is supported, the Library affirms the following overall objectives for its compensation program:

- Commencing January, 2003, and every fourth year thereafter, or at the discretion of the Board, more frequently, the Board will review and affirm/modify the conceptual framework of its compensation program.
- The Library's fundamental compensation goal is to recruit and retain competent employees and compensate them sufficiently so that they will not be easily recruited by others.
- The organization intends to ensure that current compensation strategies, programs, policies, and procedures are fully evaluated and revised consistent with the compensation philosophy.

- The Skokie Public Library, an equal opportunity employer, will treat each employee as a valued contributor to the organization's future success, enhance the ethnic and gender diversity within its professional jobs, and recognize individual employee contributions in the achievement of its organizational objectives.
- The organization affirms that communication will be accentuated to ensure a steady stream of current and accurate information regarding the compensation philosophy and strategy.

## **HUMAN RESOURCES CULTURE AND VALUES**

The Skokie Public Library affirms the following principles:

- The Library respects and wishes to accommodate the personal needs of its employees wherever possible in concert with the needs of the organization.
- The Library recognizes that turnover can be both beneficial and reasonable. Some employees will leave to fulfill career opportunities not available at the Skokie Public Library. Others who are unable to meet the standards utilized in assessing job skills will be requested to seek other employment. What the Skokie Public Library wishes to avoid is the departure of valued employees due to compensation issues and/or the lack of continuing education opportunities.
- The Library wishes to recognize individual employee contributions to the achievement of the organization's goals and realization of its values.
- Given candidates of comparable skills and experience, internal promotions are desired over hiring from the outside.
- The Library desires to be viewed as a place for employees to grow and develop so as to achieve and maintain competitive skill levels; training/development initiatives will be supported to ensure that upgraded technical, supervisory and other necessary skill sets are developed within the Library.
- The Library recognizes that there is a mutual obligation on the part of the organization and each employee to identify and acquire continuing education; the Library will allot release time and financial support to enable approved training.
- Tuition reimbursement for job-related coursework in an accredited degree program will continue to be available; reimbursement is contingent upon continued employment with the Library for a period of two years or repayment is required.

## **OVERALL COMPENSATION STRATEGY**

The Library acknowledges that the current compensation program should be reviewed with a view towards updating the program to ensure direct support of the organization's objectives. The compensation program should emphasize and communicate the following elements:

### **GENERAL PRINCIPLES**

- The Library will consider supplementing the current pay system to include other forms of compensation such as employee recognition bonuses, performance-based merit adjustments, and spot awards.
- Skokie Public Library will establish and maintain a base pay system based upon internal equity and externally competitive guidelines (see p.5 External Competitiveness).
- The Library acknowledges that there is a base pay minimum and maximum for all jobs.
- The elements of the base pay system will include position descriptions, job evaluations, market analyses, salary ranges, supervisory training, and employee communications in conformity with established administrative policies and procedures.
- All employees will receive a performance review at least annually.
- Employee recognition will include regular informal supervisory acknowledgement of employee contributions and will be expanded to include recognition through compensation.
- Performance-based merit recognition will consider individual performance of the currently assigned job and be contingent upon the identification of objective, relevant performance criteria for each job. Recognition through compensation will be funded within total available budgeted personnel funds for the year.
- A "spot award" program will be considered in the future. Tentative design parameters include:
  - the program should reward employee contributions "above and beyond" regular job duties
  - rewards could be in the form of gift certificates rather than cash
- Benefits will be targeted to equal or exceed those of the competitive library market in accordance with the external guidelines on page 5.
- The Board will consider, on a periodic basis, other measures of compensation that are mutually beneficial to the institution and employees.

### **INTERNAL EQUITY**

- "Internal equity" at the Library has been defined as the constant effort on the part of the Board and staff to ensure that pay is managed fairly across all employee scales.

- Paying a new hire more than a current employee for comparable skill sets and experience in the same job will not be permitted.
- All staff doing the same job should be compensated according to the same hourly scale.

**EXTERNAL COMPETITIVENESS**

- The pay structure will be reviewed annually and adjusted as appropriate.
- Annual pay structure adjustments will be based on the reported cost-of-labor changes rather than generic cost-of-living changes.
- Every 3 years, the Library will collect, analyze and integrate into its pay structure, rates for library benchmark positions from the competitor market.
- The organization wishes to provide competitive salaries and benefits across all jobs—defined as the **top quartile** of the following:

<i>SPL Job</i>	<i>Industry Target</i>	<i>Geographical Target</i>
Executive	Libraries	6-County Chicago Area
Professional—Librarian	Libraries	6-County Chicago Area
Professional—Support (Technology; Accounting; PR)	General Industry	6-County Chicago Area
Maintenance	General Industry	Immediate Area—North Chicago; Evanston; Niles; etc.
Administrative Support and Clerical	General Industry	Immediate Area—North Chicago; Evanston; Niles; etc.

**EMPLOYEE COMMUNICATIONS**

In the future, communications will be emphasized through the following:

- Improved communication regarding compensation and benefit programs.
- Employees will receive thorough communications regarding the total compensation program, emphasizing the organization’s compensation objectives, criteria, and competitiveness.
- All employees will be apprised of his/her job’s assigned salary range.
- Non-executive job openings will be posted unless filled through departmental promotion.
- Compensation program understanding will be reinforced through timely communication of any changes.

ADJOURNMENT

Mr. Graham asked for a motion to adjourn and that after a short break the Board reconvene for the purpose of discussing a personnel matter.

At 9:28 p.m. Mrs. Hunter made a motion, seconded by Mr. Witry to adjourn the meeting.

The motion was unanimously approved.



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Eva D. Weiner, Secretary