

**Brooks Free Library Board of Trustees**  
**Wed. Dec. 2, 2020 at 7 pm**

This meeting will be held VIA REMOTE PARTICIPATION and recorded for later broadcast.  
The public can access the meeting online at <https://global.gotomeeting.com/join/514376613>  
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**Agenda**

1. Call to Order/Attendance
2. Vote to Approve Minutes of November 4, 2020
3. Public Comment
4. Reports:
  - A. Chairman
  - B. Library Director
  - C. Building & Grounds Committee
  - D. Liaison from Board of Selectmen
5. Correspondence
6. Old Business:
  - A. Update on Library Operations during COVID-19 pandemic
7. New Business:
  - A. Eliminate Requirement for Trustees to sign payrolls and invoices - discussion and possible vote
  - B. Vote to Accept Monetary Donations
  - C. Preparation of FY22 Budget
  - D. FY22 - 28 Capital Plan
  - E. Staff Appreciation discussion
  - F. Holiday Wreaths for the front windows
8. Trustee Reports and Requests for Next Meeting's Agenda
9. Upcoming Meetings/Events
  - A. Trustees Annual Meeting with Board of Selectmen - Dec. 21, 2020 (remote meeting)
  - B. Library Board of Trustees – January 6, 2021, Feb. 3, 2021, March 3, 2021
  - C. Note: Selectmen's budget schedule does not include the usual BOS/FinCom Budget hearings in Feb or March this year
10. Adjournment

Authorized posting officer

Virginia A. Hewitt

Brooks Free Library

Posted by

\_\_\_\_\_  
Town Clerk's Office

Agenda submitted electronically to Town for posting. The full packet - Agenda, Minutes & Reports – will be posted on the Town website, [www.harwich-ma.gov/brooks-free-library-board-of-trustees](http://www.harwich-ma.gov/brooks-free-library-board-of-trustees), and Library website, [www.brooksfreeibrary.org/brooks-free-library-board-of-trustees](http://www.brooksfreeibrary.org/brooks-free-library-board-of-trustees) on the Friday preceding the meeting.

*\* Per the Attorney General's Office: Boards/Commissions may hold an open session for topics not reasonably anticipated by the Chair 48 hours in advance of the meeting following "New Business." If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Library at 508-430-7562 or [brooksfreeibrary@clamsnet.org](mailto:brooksfreeibrary@clamsnet.org).*

**Brooks Free Library Board of Trustees**  
**Wed. Nov. 4, 2020 at 7 pm**

**DRAFT Minutes**

1. Call to Order/Attendance: Chair JoAnne called the meeting to order at 7:03 pm. Linda Cebula, Joan McCarty, Kathleen Remillard, Bernadette Waystack and Jeannie Wheeler were present. Bill Crowell arrived at 7:12 p.m. Also in attendance were Library Director Virginia Hewitt and Assistant Director Emily Milan.
2. Vote to Approve Minutes of October 7, 2020: Joan McCarty made a motion to correct minutes to include all who were present. Bill Crowell seconded and the motion passed unanimously.
3. Public Comment: none
4. Reports:
  - A. Chairman: none
  - B. Library Director: In addition to her written report, Ms. Hewitt indicated that restoration of the Rogers group statues has been delayed due to Covid-related closures. A formal written extension will be sent to the conservator. Ms. Hewitt also indicated that the report from Rockland Trust, which was included in the packet, was the latest report received. Ms. Hewitt also asked the board if they prefer to receive the report in the packet or by email. The general consensus was to send the report via email. Ms. Hewitt also included a second spreadsheet in the packet which included the balance of other library funds such as state aid, articles and gift funds. The board was asked how frequently this information should be included and the consensus was to provide this information quarterly. Ms. Hewitt indicated that the town has procured new software that allows for electronic document signing. Executive Assistant Megan Green has been involved in a work group investigating this option. The Finance Director has raised the question as to why the Trustees sign every invoice and payroll submitted. Ms. Hewitt indicated that this was a past practice over the last 20 years. Previously a quorum of signatures was required. The practice was limited to the elected boards by the previous town accountant who only required one signature rather than a quorum. Ms. Hewitt stated that signatures will no longer be required by the Town but we can continue to provide monthly or a more in depth financial reports to the board in the future. Ms. Hewitt also suggested adding the topic of signatures to the agenda for the December board meeting for a more in depth discussion and it was agreed that the topic would be discussed in December. Ms. Hewitt referred to written reports from other staff members which were included in the packet. Chair Brown thanked the staff for hard work and rising to the occasion. Assistant Director Emily Milan also provided a report on individual staff check-ins which took place in October as the staff transitioned into in-person services.
  - C. Building & Grounds Committee: Jeannie Wheeler reported that she, along with JoAnne Brown, Emily Milan, and Virginia Hewitt met with Beth Williams to discuss staff needs in the circulation office. Ms. Williams was given a tour of the building to highlight changes that have been made in recent months. The group discussed potential changes to the circulation office to make better use of space. During that visit, Ms. Wheeler also noticed the gutter was disconnected from the building, and the issue was reported to the Facilities Manager. The issue has since been fixed. It was also reported that the committee met with Town Engineer Griffin Ryder regarding the sidewalk project. The group reviewed the plans and Mr. Ryder indicated that more specific plans were needed before undertaking the project to repair sidewalks and to remove and replace trees

causing damage. Mr. Ryder will work on obtaining more detailed engineering plans and specifications and hopes to have a report by the spring. Mr. Ryder also indicated that it is likely that additional funds will be needed to complete the project. The committee indicated their confidence in his execution of the project from here on out.

- D. Liaison from Board of Selectmen: none
5. Correspondence: none
6. Old Business:
- A. Update on Library Operations during COVID-19 Pandemic: Ms. Hewitt reported upcoming changes to the full day schedule as of the week of November 16th. Hours will be Tuesday and Thursday from 10am - 7pm and Saturday 10am - 4pm (pre-Covid Hours).
  - B. Follow-up on Rockland Trust Report: The board indicated that they would like an annual meeting with the Rockland Trust as they have in previous years. It was also decided that Ms. Cebula would receive via email all financial reports.
7. New Business:
- A. Vote to Accept Monetary Donations: Joan McCarty made a motion to accept a donation of \$100 from Duff Campbell. Jeannie Wheeler seconded and the motion passed unanimously.
  - B. Preparation of FY22 Budget: Ms. Hewitt reported that the Town Administrator held several Department Head meetings related to the FY 22 budget. The budget message will be forwarded to the board via email. Ms. Hewitt is still awaiting more specific budget instructions from the Town Administrator and she expects those in the coming weeks.
  - C. FY22 - 28 Capital Plan submission: Last month the board voted to push back the interior reconfiguration for several years. Ms. Hewitt indicated that typically we would have already met with the Capital Outlay committee to discuss pending and proposed projects. However, they don't plan to solicit for any new projects this year and those meetings will not take place. Budget instructions will cover the capital plan as well.
8. Trustee Reports and Requests for Next Meeting's Agenda: Ms. Cebula extended kudos to Megan Green in regards to the state aid report provided to the board. No further reports or additions to next month's agenda were proposed.
9. Upcoming Meetings/Events
- A. Trustees Annual Meeting with Board of Selectmen - December 21st, 2020
  - B. Library Board of Trustees – December 2, 2020 and January 2, 2021
10. Adjournment: There being no further business Ms. McCarty made a motion to adjourn which was seconded by Jeannie Wheeler. The meeting was adjourned at 7:50 p.m.

Respectfully Submitted,

Emily Milan

### Update on Inside Hours and Curbside Pickup

- On Nov. 17<sup>th</sup> we expanded hours for Inside access days. The Library is now open for patrons to come inside for short visits, browse the collections and select materials to check out on Tuesdays and Thursdays 10 am to 7 pm and Saturdays 10 am to 4 pm.
- Access continues to be limited to the first floor. The children's play area and the 2<sup>nd</sup> floor are closed but browsing collections of picture books, audiobooks, and non-fiction DVDs have been set up in the main area of the first floor.
- The Library continues to offer no-contact Curbside Pickup on Mondays and Wednesdays from 10 am to 6:30 pm and Fridays from 10 am to 3:30 pm.
- One staff member has just finished a 14-day quarantine after being exposed to a COVID19 positive person elsewhere. Our staff member did not experience any symptoms and tested negative but they followed the guidelines for the 14-day quarantine before returning to work.
- This incident served as a good reminder to all of the need to not become lax about following COVID precautions. We have been vigilant about the mask requirement, even when only two staff members are in the building, but it is easy to get lax about maintaining social distance from co-workers and other requirements as time goes on.
- This incident also made me review our operations again to ensure we are being as safe as possible. I noted one deficiency – we did not have a plexiglass panel at the Greeter station in the lobby. That station had originally been outside, where the greeter was not close to patrons and had plenty of fresh air. The station moved inside, into the lobby, when the weather got colder and it was an oversight that we hadn't added a panel when we moved inside.
- I also asked the Health Director to conduct a site visit and review our operations, which she very willingly did.

### Health Director Site Visit

- Health Director Meggan Eldredge conducted a site visit on Nov. 12<sup>th</sup> and observed operations during the busiest hour of Inside Hours, Thursdays from 3 to 4 pm.
- She was a "secret shopper" observing activity, then had a lengthy meeting with me.
- Meggan was very complimentary about how well staff and patrons were following the rules. Patrons were not crowding each other in the aisles and were spacing out when waiting in line to check out. All necessary precautions are in place.
- One suggestion Meggan had was that we limit staff cross-traffic through the Circulation area as much as possible. We are not exceeding the occupancy limit in that area but it would still be wise to do so.

- We've advised staff who do not work in Circulation to store their coats and bags at their desks or in offices on other floors, rather than using the closets in the Circulation office, which has reduced the amount of traffic into that area.
- We are also setting up a mini-supply area on the second floor so staff members do not need to access the supplies in the Circulation office as frequently.
- Staff members not working in Circulation have been advised to work at their own desks in other areas on Curbside days so staff members will be more spread out.

#### Further COVID-related changes

Given the rise in community spread of COVID19 cases, some changes may be needed in Town operations. We are working on plans and adaptations for the Library that would still allow us to provide both inside hours and curbside pickup, but this will depend on conditions in the community as well as what action the Town takes.

#### Requirement for Trustees to Sign Documents

As discussed last month, I recently learned that the Town ceased the practice of having the Selectmen sign payroll and invoices some years ago. Other elected boards were not aware of this change, which came to light as we are investigating how the Town will implement online document signing.

I have included a separate document in your packet which provides background information on what documents a member of the Board of Trustees currently signs along with background information on dates of related votes on signing and approval authority and delegation of authority. This document isn't a full discussion on financial matters and procurement, but it provides an overview.

This subject is on your agenda for a vote:

- I recommend the Trustees no longer sign invoices and payrolls. You receive regular financial reports showing monthly activity, and timesheets, payroll records and binders with spreadsheets and invoices are available for review at any time.
- I recommend that a Trustee continues to sign personnel actions.
  - The Charter provides you with the authority for personnel matters and some actions require independent judgement, such as what step a new employee is hired or whether to grant a leave of absence, so they should receive your approval before they're submitted to Town Hall for processing.
  - As I understand it, the Town Administrator's role in reviewing Library personnel actions is to ensure that they comply with the provisions of the union agreement and Personnel By-Law and other Town policies.
  - Having Trustee review of areas where judgement is exercised is important and in my opinion should continue.

This attached document also includes information on my understanding of the submission process for the budget and projects with financial impact, which sometimes occur between

### Expense Budget

- I am submitting a budget for the Expense side that is level funded.
- Some lines are up slightly while others are down slightly based on actual expenses in FY20 and year-to-date in FY21.
- We made significant reductions in both Electric and Gas lines for FY21 based on savings from two energy efficiency projects but it is too early to know if those lines can be further reduced, so I did not make additional reductions in those lines.
- To keep the overall Expense budget level, I reduced the Dues, Subscription and Travel line by \$327 through small reductions in the Mileage and Conference/Workshop categories.

### Municipal Appropriation Requirement

- The projected Municipal Appropriation Requirement for the Town to maintain library certification is \$1,029,113.67.
- For Brooks Free Library to meet that standard the FY22 budget would need to increase \$23,364 (2.32%).
- If the traditional article providing \$20,000 to the Harwich Port and Chase libraries passes at Town Meeting then the Brooks Free Library budget would only need to increase \$3,409 (0.34%) to meet the MAR. Town officials would need to be aware, however, that if that article does not pass or if the funding is reduced, then the Town would not meet state certification standards.
- I have reminded the Town Administrator of the Municipal Appropriation Requirement during our department head budget meetings. He understands the importance of this and I am hopeful that, if possible, he will present a budget to the Selectmen that enables the Town to meet that standard so we can retain certification.

### Budget Process

- Department Heads must enter their budgets into MUNIS by Dec. 4th.
- The Town Administrator and Finance Director will then hold online meetings with individual departments (normally attended by the Chair of the Trustees, me and the Assistant Director.)
- Departments will have the opportunity to object to any budget cuts or make our case for any needed increases prior to the Town Administrator presenting his budget to the Selectmen in February.
- The Selectmen do not plan on holding the traditional budget joint hearings with the Finance Committee.
- I do not know if the Finance Committee plans to meet with each department.

Respectfully submitted,

Virginia A. Hewitt  
Library Director

## FY21 Budget Balances

11/30/2020

AREA OF EXPENDITURE	Appropriated Amt	Spent	Remaining Balance	Percent Spent
Advertising	\$180.00	\$0.00	\$180.00	0%
Dues, Subs & Travel	\$3,845.00	\$450.00	\$3,395.00	12%
Library Materials	\$157,660.06	\$45,851.96	\$111,808.10	29%
Electric	\$25,741.00	\$9,414.82	\$16,326.18	37%
Employee Fringe Benefits	\$300.00	\$0.00	\$300.00	0%
Gas	\$10,601.00	\$131.91	\$10,469.09	1%
Library Supplies	\$13,000.00	\$10,819.00	\$2,181.00	83%
Maintenance & Repair	\$5,700.00	\$575.42	\$5,124.58	10%
Office Supplies	\$5,750.00	\$1,345.89	\$4,404.11	23%
Professional & Tech	\$50,725.00	\$22,908.49	\$27,816.51	45%
Water	\$1,315.00	\$467.86	\$847.14	36%
Total Library Expenses	\$274,817.06	\$91,965.35	\$182,851.71	33%
Wages & Salaries	\$730,884.71	\$273,346.93	\$457,537.78	37%
<b>TOTAL</b>	<b>\$1,005,701.77</b>	<b>\$365,312.28</b>	<b>\$640,389.49</b>	<b>36%</b>

## Reference Librarian's Report Dec 2020

### The Information Desk

Over the past month we set up a new 'Information Desk' on the first floor near the circulation area. The info desk is going to be staffed during our inside open hours. While I have been dealing with a lot of reference questions and referral over the phone and via email I now have more of a chance to help people find the information they want in person while taking some of the burden off the circulation staff who are now mostly trying to stay behind the circulation desk. The info desk is where people go to put requests in for books, to ask for a nonfiction title (so I can run upstairs and get it), to check out keyboards for the public computer (I help to monitor their time), to ask for books that are not in Clams (Comcat/ILL/purchase requests), and to ask reference questions.

With the addition of the new offices and some changes in the staff schedule, I have been able to work downstairs more and help with the flow of circulation work on some curbside days. Previous to these changes there just was not space for me to do this so I was mostly working upstairs. Mondays are especially busy - [people still need to call us if they are picking up via curbside so the phones are busy and the load of items from delivery and book drop are massive] but at least I now feel like I know the procedures and can help effectively.

### In-house technology

We have worked on refining procedures for patrons booking the **public computer**. We have a rotating set of keyboards that patrons borrow, we give reminders with the help of a little timer at the info desk, and our staff librarian is making sure the computer is secure and our patrons can use it safely. Even after we expanded our open hours we still only have an average of 3 or 4 people using it on open days. At this point we feel we have a good system in place and don't feel the need to expand it or significantly change it.

We now have 7 **Chromebooks** available for circulation with user agreements and procedures in place. They must be picked up and returned in person and will be quarantined when returned. I am currently writing an article for the Chronicle that is scheduled to appear in the newspaper on December 2 that includes some information on Chromebooks and encourages our patrons to come and try one.

I have been asked to look at **printing/copy services** for the public to determine our needs for next fiscal year. This has proved to be a very complex and difficult task for me. At this time, many libraries are offering free printing to their patrons because they don't want to deal with handling cash and/or because their patrons don't have access to their usual computers/print management systems. I am finding that a lot of the 'solutions' that are out there are not ones that work well in a small/medium sized town run library like Brooks. We were experiencing a lot of problems with our printing and photocopying services before Covid - they were often not functioning and staff were spending an excessive amount of time on these services - so it was time to reevaluate. I will give a more detailed update of my findings when they are more complete.



### **Reference Roundtable**

The Clams group of Reference librarians is now meeting regularly again (via zoom of course). There are a lot of new, younger members who are bringing new ideas and contributions so this group remains a valuable resource to me professionally. At our last meeting the group met with representatives from MLS and MBLC as they are looking for feedback as they start the multi-year process of going out to bid for new electronic resources contacts. They are putting together a state-wide group of reference folks to help with this ongoing process and I was appointed to be the representative from the Clams network. I have been pushing for better state-wide resources for many years- from ebooks to newspapers- and my strong feelings are shared by most of the members of our group so I am excited to serve in this capacity. I hope to advocate for the state to pick up more of the resources that we all feel pressure to buy on our own - Consumer Reports, Newspapers (Wall Street Journal/Boston Globe - digital/Cape Cod Times) - things our patrons really use that we all can use help paying for.

Respectfully submitted,

Jennifer Pickett  
Reference Librarian

Staff Librarian  
December 2, 2020  
Report to the Trustees of Brooks Free Library

*Current Activities*

As mentioned in my last report I have been working on replacing all staff workstations within the Circulation Department. During this process it became apparent that our network printer, which is used by nearly every computer in the library as a backup, and is relied upon heavily for daily tasks in Circulation, is no longer compatible with Windows 10. The printer also began demonstrating signs that it was reaching the end of its life, and was frequently causing interruptions in the day-to-day workflow for Circulation staff. As a result, I have purchased a new network printer capable of handling high volume usage through our Staples Business Advantage account. I am currently working with CLAMS support to set up the new printer, as it is experiencing unknown compatibility issues with our ILS, Sierra.

In addition to the printer and computer changeover, I have been assisting Youth Services Librarian Ann Carpenter with the creation and running of a weekly virtual gaming program for children, teens, and young adults. In order to build a community online where we could announce game times and create a safe, welcoming environment for players, I have created a Discord server for Brooks Free Library. For reference, Discord is a platform that was designed for creating communities. Users communicate via instant messaging, voice calls, file sharing, etc. on individual servers.

I see the potential for Discord to become a useful platform for us in the future, as it gives the capability to reach current and potential library users in a new way. Within our server we could create any number of specific "rooms" or channels, as they're called, dedicated to programs such as book groups, social hours, etc.

*Future Activities*

It is my hope that after I wrap up the above technology projects I will be able to refocus my attention on social media. I intend to resume producing video content for our various platforms, and providing daily posts about the library and library-adjacent topics. I also intend to continue assisting the Youth Services Librarian with our weekly virtual game night program.

Respectfully submitted,

Emily Carta  
Staff Librarian

## **INFORMATION ON SIGNING AUTHORITY AND PROCEDURES**

VH / 11.22.2020

### **PRIOR VOTES & BACKGROUND**

1. Trustees voted on June 20, 2018 to approve a staff Chain of Command, which includes signing authority (included in your packet).
2. Trustee voted on Nov. 14, 2018 to delegate contract signing authority to the Library Director up to \$25,000.
3. Trustee voted on Feb. 13, 2019 to designate State Aid to Libraries funds for use in conjunction with the interior modifications project currently on the Capital Plan.
4. After review by Town Counsel, Trustees voted on Feb. 13, 2019 to approve the re-stated Membership Agreement with Cape Libraries Automated Materials Sharing (CLAMS) consortium. Yearly membership assessment results from membership in this consortium.
5. Since the centralization of the facilities maintenance function and related funding, all procurement and contracting on the building, building systems and grounds are the responsibility of the Dept. of Public Works. The Library is not responsible for authorizing procurement or contracts for this work.
6. The Library complies with Mass. procurement law in all purchasing, procurement or contracting. Materials, supplies and equipment are primarily purchased through cooperative purchasing agreements such as the Mass. Library System and Mass. Higher Education Consortium, and state and county contracts. When these sources are not used, quotes and bids are obtained, as appropriate.

### **CURRENT PROCEDURE FOR INVOICES, PAYROLL AND PERSONNEL ACTIONS**

All invoices, payrolls and personnel actions are signed by Library Director (or other senior staff according to Chain of Command) and one member of the Board of Trustees prior to submission to the Finance Dept. and/or Town Administrator.

### **RECOMMENDED PROCEDURE FOR INVOICES, PAYROLL AND PERSONNEL ACTIONS**

#### **INVOICES AND PAYROLLS**

Invoices and payrolls to be signed by Library Director (or other senior staff according to Chain of Command). If approved, a member of the Trustees would no longer sign these documents.

#### **PERSONNEL ACTIONS**

Personnel Actions continue to be signed by Library Director (or other senior staff according to Chain of Command) and one member of the Board of Trustees prior to submission to the Town Administrator.

## **INFO ON OTHER SUBMISSIONS TO THE TOWN**

- Budget**      May be entered into MUNIS by Library Director prior to approval of Library Trustees if timing of meeting does not permit advance approval, but must be voted by Library Trustees to be the Library's official submission
- Budget Meeting with Town Administrator and Finance Director - to be attended by Library Director, Chair of Trustees or his/her designee
- Budget Meetings with Selectmen and/or Finance Committee - to be attended by Library Director, Chair of Trustees or his/her designee and as many members of the Board of Trustees as are available
- Capital Plan**      May be submitted by Library Director to Capital Outlay Committee prior to approval of Library Trustees if timing of meeting does not permit advance approval, but must be voted by Library Trustees to be the Library's official submission
- Capital Plan Meetings - to be attended by Library Director, Chair of Trustees or his/her designee and as many members of the Board of Trustees as are available
- Request for Community Preservation Act Funds**
- May be submitted by Library Director to Capital Outlay Committee prior to approval of Library Trustees if timing of meeting does not permit advance approval, but must be voted by Library Trustees to be the Library's official submission
- Meetings with Community Preservation Committee - to be attended by Library Director, Chair of Trustees or his/her designee and as many members of the Board of Trustees as are available
- Applications to Town Regulatory Boards**
- May be submitted by Library Director to town regulatory boards (Historic District Historical Commission, Planning Board, etc.) prior to approval of Library Trustees if timing of meeting does not permit advance approval, but must be voted by Library Trustees to be the Library's official submission
- Meetings with regulatory boards to be attended by Library Director, Chair of Trustees or his/her designee and as many members of the Board of Trustees as are available

## **APPLICATIONS TO NON-TOWN ENTITIES**

### **Non-town Grant Applications**

May be submitted by Library Director without approval of the Board of Trustees if no local financial contribution is required. If a local financial contribution or matching funds are required, Board of Trustees must approve project request or the grant application will be withdrawn.

**BROOKS FREE LIBRARY CHAIN OF COMMAND**

6.20.18

The following chain of command is in place for directing staff, signing payroll and invoices and assuming responsibility for responding to security incidents, immediate maintenance needs and disaster response in the absence of higher level personnel in the chain of command.

*Approved by Board  
of Trustees 6.20.18*

*Vigyan A Hewitt, Library Director 6/20/18  
Mary Ward  
Chair, Board of Trustees  
6-20-18*

	<u>Position</u>	<u>Name</u>	<u>Work Phone</u>	<u>Cell/Home Phone</u>	<u>Email</u>
1	Library Director	Ginny Hewitt	508-430-7562 ext. 8	508-237-8848	<a href="mailto:vhewitt@clamsnet.org">vhewitt@clamsnet.org</a>
2	Asst. Director	Emily Milan	508-430-7562 ext. 7	774-316-0300	<a href="mailto:emilan@clamsnet.org">emilan@clamsnet.org</a>
3	Reference Librarian	Jennifer Pickett	508-430-7562 ext. 3	774-207-8786	<a href="mailto:jpickett@clamsnet.org">jpickett@clamsnet.org</a>
4	Youth Services Librarian	Ann Carpenter	508-430-7562 ext. 2	508-280-9166	<a href="mailto:acarpenter@clamsnet.org">acarpenter@clamsnet.org</a>
5	Staff Librarian	Suzanne Martell	508-430-7562 ext. 4	774-316-1352	<a href="mailto:smartell@clamsnet.org">smartell@clamsnet.org</a>
6	Staff Librarian	Emily Carta	508-430-7562 ext. 4	203-217-6046	<a href="mailto:ecarta@clamsnet.org">ecarta@clamsnet.org</a>
7	Shift Supervisor	Phil Inman	508-430-7562 ext. 1	508-247-7679	<a href="mailto:pinman@clamsnet.org">pinman@clamsnet.org</a>
8	Administrative Assistant	Megan Green	508-430-7562 ext. 6	508-246-8461	<a href="mailto:mgreen@clamsnet.org">mgreen@clamsnet.org</a>

**FY22 BROOKS FREE LIBRARY - BUDGET SUMMARY**

SALARIES AND WAGES			
ORG:16100			
511100	TRUSTEES STIPEND	7000	
511800	PART TIME YEAR ROUND SALARIES AND WA	223837.58	
5119	SALARIES AND WAGES (full-time)	470147.99	
514000	LONGEVITY	23623.63	
515007	SICK LEAVE BONUS	2800	
519030	TRAINING/PROF DEV	3475.8	
		730,885.00	FY22 TOTAL
		730,885.00	FY21 VOTED
		0.00	Increase

**EXPENSES**

Line Item		FY21 Voted	F22 Request	Notes
5179	Other Fringe Benefits	300	300	Level funded. 2 pre-employment physicals- \$150 each.
5211	Electric	25,741	25,741	Level funded. Made significant reduction for FY21. Need time to see if further reductions can be made or if this was too much of a reduction.
5212	Gas	10,601	10,601	Level funded. Made significant reduction for FY21. Need time to see if further reductions can be made or if this was too much of a reduction.
5230	Water	1315	1391	Based on water use calculations and rate information provided by Water Dept.
5243	Maint & Repair	5,700	5,700	Level fund. Categories: Trash \$500; Building Equip/Physical Plant \$1600; Misc. Custodial \$900, Furniture Replacement (broken/damaged) \$2700.
5309	Prof/ Tech Serv	50,728	50,973	Categories: CLAMS Membership & ILS \$43200, Website & Hosting - \$1993, Internet Access - \$1459, Library Software - \$3141, Assistive Software \$1180
5341	Advertising	180	180	Level funded. Required advertising for vacant positions.
5420	Office Supplies	5,750	5,750	Level funded. Categories: Paper \$700, toner \$3900, Misc. Consumables \$950, other \$300
5580	Other Supplies NEC (Lib Supp & Tech)	13,000	13,000	Level funded. Categories: Technology -\$9200, Materials proc/prot \$1900; Circ supplies \$700, Info mats/Signage-\$1500, Other \$100.
5730	Dues, Subscriptions & Travel	3,845	3,518	FY22 reduced \$327 (mileage & conf) to level fund Expense budget. Categories: Mileage \$1400, Memberships \$1345, conf/ workshops
5100	Library Materials	157,660	157,666	Level Funded. Materials for library collection.
Expense Total		274,820	274,820	Expense Total

FY22 TOTAL 1,005,705.06  
 FY21 VOTED 1,005,705.06  
 0 increase

FY22 MUNICIPAL APPROPRIATION REQUIREMENT - \$1,029,114



The Harwich Board of Selectmen submits the following budget message to the citizens of the town of Harwich to establish priorities for Fiscal Year 2022.

Selectmen require a budget that is at most 2% higher than FY2021; the starting point will be to develop a level funded budget to provide some relief to Harwich's taxpayers. It is recognized that some larger projects are forthcoming which required detailed and broad discussion to implement within this stated budget desire.

We fully understand the impact that previous borrowings have had on taxpayers. Taxpayers have yet to realize the full impact of bonding for current projects such as Cape Cod Technical High School, Phase Two of the Comprehensive Wastewater Management Plan, and the Saquatucket Harbor projects. Further, the Town is committed to additional work (resulting in more borrowing) for upcoming CWMP implementation phases. A Dennis/Harwich/Yarmouth Regional Sewer Plant is being discussed and analyzed. Although cost-savings is of paramount importance implementation of the CWMP is driven by our desire to avoid potential legal actions against Federal and State regulatory agencies which if pursued as threatened would greatly increase wastewater costs. We also strongly believe it is our duty to take action to protect the environment.

The COVID19 pandemic has profoundly affected both revenue and expenses. While local receipts were down approximately 12% from last year, the addition of two one-time payments (tornado and COVID-19 funds) total revenues were ~ 1.2% less than last year. Prudent budgeting directs us to plan based ongoing revenues not one-time revenues. Although we were able to hold expenses with a hiring freeze, delay of capital projects and other operational budget cuts it will be difficult to maintain these as the pandemic often increases service expenses and delay of capital projects are not always possible. Expected FY2022 fiscal restraints requires that every hire and expense be examined to minimize tax increases. Although delayed capital projects often increase future costs it is best to delay projects until economic growth and revenues have rebounded.

The Board realized even before the pandemic that budgets needed to be carefully examined to reduce future spending increases to a minimum to ensure financial sustainability. The pre-Pandemic budget forecasted a positive budget of ~ \$340,000 in FY2021 which then decreased over the five-year budget plan to a negative ~ \$2.7 M. This assumes annual 2.5% tax levy and \$300,000 growth increases. Clearly expenses need to be curtailed to avoid or minimize 2 ½ over-rides.

With the uncertainty surrounding the COVID-19 pandemic the Board will develop a conservative budget as a "worse-case" planning guide as it is easier to increase spending if additional revenues are available than to reduce promised spending.

Financial control will be difficult. We are proud of past infrastructure improvements through our wastewater initiatives; commitment to improve accessibility and safety to all members of our town by investing in water and landslide improvements at Saquatucket Harbor; support of Monomoy Regional School System; Cape Cod Regional Highschool and the quality of our roads. Investment in our

infrastructure signifies an investment and commitment to the future of Harwich. We have had at least ten years of growth and infrastructure improvements. COVID-19 related financial pressures call for a pause in infrastructure spending.

Financial control includes the careful vetting of any possible new hires, additional hours for part-time employees, revaluations, and overtime to be sure they are within budget limits or are documented to benefit or improve efficiencies of town operations. Funding sources must be identified. To help effectively manage department budgets we suggest the allocation of indirect costs to each department. It is necessary to review total department costs including those that are carried out by another department. The intent is to provide a better understanding of the total costs to operate each department.

The Board continues to face the difficult issue of an aging population and a dissolving younger population. We must continue to develop better strategies to assist our aging population to remain in place while simultaneously improving housing and job opportunities to maintain and attract a younger population. It is our duty to address the need for economic development, increased access to affordable and workforce housing since the youth are the future of Harwich. We understand the need to protect the quintessential New England flavor Harwich offers but must begin to focus internally on how to address zoning limitations that cause urban sprawl and the physical disconnection of our community.

Fundamentally, the Board's mission within financial constraints is to ensure public safety, upgrade and maintain the town's critical infrastructure, support our well respected school systems, advocate for additional housing, and ensure the local business community finds a welcoming environment all while ensuring we protect our proud heritage.

Harwich has had ten years growth but is currently in the midst of a pandemic. A portion of our taxpayers are struggling and losing businesses, families are having child-care issues and often are working fewer hours resulting in reduced pay. The board recognizes this and will be as fiscally responsible as possible.

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Larry G Ballantine, Chairman

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Stephen P. Ford, Vice Chairman

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Michael D. MacAskill, Clerk

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Donald F. Howell

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Edward J. McManus





**TOWN OF HARWICH**  
**732 MAIN STREET, HARWICH, MA 02645**  
**TEL: 508-430-7518 FAX: 508-430-7504**

*MEMORANDUM*

November 20, 2020

TO: Department Heads

CC: Joseph Powers  
Executive Assistants

FROM: Carol Coppola

Re: FY 2022 Budget Information

Departments are able to access the FY 2022 Budget Projection in Munis, please use projection number 20221 for all budgets. I have also included, as an email attachment, Munis budget instructions for your reference.

When calculating your salaries and wages and based on the Board of Selectmen's conclusion for fiscal year 2021 Personnel By-law employees, please factor in the following:

HEA and HMEA – add a one percent increase for all expired contracts in the current fiscal year and use this as your base salaries & wages for the upcoming budget. Using this base, factor in a zero percent increase for fiscal year 2022,

All other union contracts that expire in the current fiscal year – factor in a zero percent increase for fiscal year 2022,

Personnel By-law employees – for all positions that received a one percent increase in fiscal year 2021, factor in a zero percent increase for fiscal year 2022. For seasonal workers, factor in a one percent increase for fiscal year 2022,

Contract employees – factor in a zero percent increase,

All contracts that that do not or have not expired by June 30, 2021, follow the cost increases contained within each agreement.

When calculating your salary & wages for all non-exempt employees who work a Monday – Friday schedule, your budget will be based on 52 weeks and 1 day (52.2) and calculated as follows:

35 hours/week = 1827 hours                      40 hours/week = 2088 hours

The number of days may be different for employees who work other schedules, (i.e. Sundays) so please check with Nancy Knepper (Assistant Treasurer/Collector) if you have any questions.

For all exempt employees (Department heads, By-law & Contract employees), the annual salary be budgeted, this also pertains to police and fire employees.

Please make sure that longevity is calculated correctly and entered into the longevity object (514000), and also make sure to enter the sick bonus into object 515007.

If your department anticipates retirements, please budget those costs in your departmental budget under 515000 for vacation and sick buy-out at 515005. I will move those budgets to a central location after you have submitted your budget request.

I have also analyzed utilities over a four year period, with minimal exceptions, I believe increases in budgets for electricity, natural gas and bulk fuel are not necessary in fiscal year 2022. The only departments I identified requiring possible increases are electricity for Recreation and perhaps bulk fuel in DPW.

I included my summary as an attachment and welcome your comments regarding the same.

If I can be of any assistance during this process, please don't hesitate contacting me at your convenience.