

Brooks Free Library Board of Trustees
Wed. Sept. 1, 2021 at 7 pm
739 Main St., Harwich MA 02645

Agenda

1. Call to Order/Attendance
2. Vote to Approve Minutes of August 4, 2021
3. Public Comment
4. Reports:
 - A. Chairman
 - B. Library Director
 - C. Assistant Director
 - D. Review of Other Staff Reports or Information in Meeting Packet
 - E. Building & Grounds Committee
 - F. Liaison from Board of Selectmen
5. Correspondence
 - A. Aug 24 2021 Email from Town Administrator re: Oct. 18 2021 Special Town Meeting
6. Old Business:
 - A. Draft letter re: procurement and project management responsibilities - discussion and possible vote
7. New Business
 - A. Vote to Accept Monetary Donations
8. Trustee Reports and Requests for Next Meeting's Agenda
9. Upcoming Meetings/Events
 - A. Library Board of Trustees – 7 pm on Oct. 6, 2021, and Nov. 3, 2021
 - B. Non-Resident Taxpayers Meeting - TBD
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, and Library website, www.brooksfreelibrary.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 brooksfreelibrary@clamsnet.org.*

Brooks Free Library Board of Trustees
Wed. August 4, 2021 at 7 pm
739 Main St., Harwich MA 02645

DRAFT MINUTES

1. Call to Order/Attendance-7:07 pm - not present W. Crowell, J. McCarty, K. Remillard.
Present were J. Brown, L. Cebula, J. Wheeler, B. Waystack. Library Director Hewitt and Assistant Director Milan were also present.

2. Vote to Approve Minutes of July 7, 2021
Motion: L. Cebula second: J. Wheeler passed with one abstention (B. Waystack)

3. Public Comment- none

4. Reports:
 - A. Chair- None
 - B. Library Director- In addition to the written report, Hewitt reported that her email related to insurance valuation (included in the packet) was forwarded to MIAA. A MIAA representative has been in contact and wants to reinspect the building. The Board expressed concern over the return of project management to department heads as reported in Hewitt's written report. It was agreed the Trustees would send a letter outlining their concerns.
 - C. Assistant Director- Milan reported that training and orientation of new hires was progressing well and was aided by remote orientation and onboarding projects, assignments and videos. Also reported that a new software has been selected to replace Library Insight and that the library will return to using the scheduling product When 2 Work. Finally, Milan reported that the first outdoor youth program featuring Big Ryan the Storyteller brought a crowd of 51.
 - D. Review of Other Staff Reports or Information in Meeting Packet
 - E. Building & Grounds Committee
 - F. Liaison from Board of Selectmen

5. Correspondence- None

6. Old Business:
 - A. Review of Open Procurement Projects- the Board reviewed the status of projects (spreadsheet included in packet). Hewitt reported that projects are awaiting DPW action. Cebula asked about \$25k for flooring. Hewitt explained that was related to the re-carpeting project and those funds were reallocated at the completion of the project to be used for replacing other floor types.
 - B. Vote to Dispose of Surplus Property
Motion: Cebula second: Wheeler Motion passed unanimously
 - C. Feedback on Traffic Calming and Pedestrian Safety Improvements - discussion and possible vote- topic carried to next meeting
 - D. Library Director Evaluation and discussion of FY22 Goals: the Board discussed difficulties in completing the previous year's goals due to extenuating circumstances related to the pandemic but praised Hewitt for her handling of the pandemic. Also discussed potential goals to be included in Hewitt's annual performance evaluation.

7. New Business

- A. Discussion of Potential FY23 and FY24-27 Needs, Projects and Priorities: Hewitt shared her outline of potential future projects and priorities for coming years.
- B. Committee Assignments- discussion postponed until next meeting
 - A. Building and Grounds
 - B. Finance - or "Budget Development"
- C. Vote to Accept Monetary Donations- Motion to accept a donation in the amount of \$300 from Jeffrey Hershey
Motion: Waystack second: Wheeler unanimously approved

8. Trustee Reports and Requests for Next Meeting's Agenda

- a. none

9. Upcoming Meetings/Events

- A. Library Board of Trustees – 7 pm on Sept. 1, 2021 and Oct. 6, 2021
- B. Non-Resident Taxpayers Meeting - TBD

Hewitt and Milan left the meeting at 8:55 p.m. for the Trustees to discuss the annual performance evaluation of the library director.

10. Adjournment - Motion to adjourn at 9:06 p.m.

Motion: Waystack Second: Wheeler unanimously passed.

Respectfully Submitted,

Emily Milan

Library Director's Report for
Sept. 1, 2021 Board of Trustees Meeting

8.26.21

ARIS Report

I've submitted the Annual Report and Information Survey (ARIS) to the Mass. Board of Library Commissioners. A spreadsheet of statistics based on this information is included in your packet.

Senior Library Technician job posting

We are currently advertising for the vacant part-time Senior Library Technician position, which has been vacant since Feb. when Jamie Thornton was promoted to Staff Librarian. We expect to be able to fill this position internally so it won't be open to anyone not already working for the Town. The posting closes on Sept. 3. The incumbent will work primarily in Reference and Circulation so Asst. Director Emily Milan and Reference Librarian Jennifer Pickett will do the interviewing.

Friends of Brooks Free Library

The Friends' monthly meetings will resume in Sept., with the first meeting being held on Thurs. Sept. 16 at 10 AM. One item on the agenda will be potential resumption of book sale operations.

Facilities Updates

The air conditioning system has not been working for various periods of time this summer, for a variety of reasons (not the same recurring issue.) Most recently off-gassing from aging batteries in the fire alarm panel in the lobby caused a fire alarm and we evacuated the building until the fire department responded and investigated. It was several days before Johnson Controls arrived to reset the alarm panel, which cleared the fault on the air exchange and allowed the AC to work again. This was the second service call related to the batteries but they have not yet been replaced, as requested. The Facilities Manager is following up to ensure this is accomplished.

Even when operating correctly, humidity in the building has been high. We have been keeping a temperature and humidity tracking sheet for the past three weeks. We purchased two dehumidifiers for the Cahoon Room in July when we noticed a mold smell during a period where the air conditioning was not working for several days, and two more for the basement, which now has a total of three dehumidifiers. The dehumidifiers in the Cahoon have made a difference, bringing the humidity down from the high 60's to low 70's to an average of 59 in the last few weeks when the AC is working. Overall, the average humidity has been 63% in the building when the AC is working, which is a long term concern. This summer may be more humid than usual so we will have to see if this is a longer term trend for more humid summers on the Cape.

DPW is arranging for the broken glass in the historic front door of Brooks Block to be replaced. It was cracked again, likely by crews using a weed-whacker on the grass in the sidewalk.

DPW installed a new child seat in the Children's restroom. It's intended for parents and caregivers to put their toddler in while using the restroom or attending to another child. Two more will be installed in the restrooms outside the meeting room.

Input re: FY23 and FY24-27 Potential Projects and Funding Requests

As discussed at your last meeting, department heads were asked to submit information on potential projects and articles for next year, FY23, and for FY24-27 for the Town Administrator to utilize in preparing his next Five Year Plan. This was to include projects already on the Capital Plan as well as potential additions or articles that might need additional funding. The Town Administrator wanted a "wish list" - what needs do departments have if funding was no object. Obviously the items listed will not all be funded, and some will never even be requested, because funding is not unlimited. For example, when staff turnover occurs we will use that opportunity to reorganize and create needed positions rather than simply requesting funding for new positions. With this direction from the Town Administrator I submitted a letter (included in your packet) outlining potential needs.

The purpose of this exercise was to give the Town Administrator a better idea of potential initiatives, projects, staffing, added services, etc. that would require funding so that he's aware of departments' needs and plans and can prioritize them and provide guidance to department heads on what may/may not be possible or ways to accomplish their objective without additional funding.

Purchasing training

The Town has arranged online purchasing training on COMMBUYS, otherwise known as "the state bid list." Assistant Director Emily Milan and Executive Assistant Megan will attend the session on Sept. 14th and I'll attend the one on Sept. 16th. We purchase our library materials (books, audiobooks, etc.) and supplies through cooperative purchasing consortiums of the Mass. Library System/Mass.Higher Education Consortium and the County bid list so COMMBUYS will provide an alternative group purchasing source.

Respectfully submitted,

Virginia Hewitt
Library Director

FY22 Budget Balances

8/26/2021

AREA OF EXPENDITURE	Appropriated Amt	Spent	Remaining Balance	Percent Spent
Advertising	\$180.00	\$0.00	\$180.00	0%
Dues, Subs & Travel	\$3,524.00	\$429.00	\$3,095.00	12%
Library Materials	\$157,660.00	\$24,444.55	\$133,215.45	16%
Electric	\$25,741.00	\$5,656.39	\$20,084.61	22%
Employee Fringe Benefits	\$300.00	\$0.00	\$300.00	0%
Gas	\$10,601.00	\$8.92	\$10,592.08	0%
Library Supplies	\$13,000.00	\$1,050.98	\$11,949.02	8%
Maintenance & Repair	\$5,700.00	\$1,149.79	\$4,550.21	20%
Office Supplies	\$5,750.00	\$356.85	\$5,393.15	6%
Professional & Tech	\$50,973.00	\$41,271.33	\$9,701.67	81%
Water	\$1,391.00	\$0.00	\$1,391.00	0%
Total Library Expenses	\$274,820.00	\$74,367.81	\$200,452.19	27%
Wages & Salaries	\$737,977.00	\$103,388.43	\$634,588.57	14%
TOTAL	\$1,012,797.00	\$177,756.24	\$835,040.76	18%

Assistant Director's Report
August 25, 2021

Collection Development: This month I began selection for the large print collection. I am currently in the process of evaluating all of our standing order plans in order to determine what changes might be beneficial. Our current standing order plans from Thorndike and Center Point include fiction and nonfiction and provide approximately 20 titles per month. In future months, I will be adding additional standing order plans as well as utilizing discounts on individual title purchases to better meet the needs of users.

This month I utilized our McNaughton leasing subscription to order duplicate copies of the high demand titles in fiction, non-fiction and large print in order to bring back our Express collection. Prior to the pandemic our Express collection was very popular and offered on-demand, non-requestable, non-renewable copies of titles with long waitlists. I used reporting features embedded in our ILS and Decision Center to determine which titles to include in the collection. We hope to unveil this collection by mid-September.

Staff Development: On Thursday, August 19th we held a virtual staff meeting where we covered best practices and updates to library procedures and policies. As we continue to return to pre-pandemic operations, I believe it is important to routinely have these meetings where we can address any issues that arise from transitioning to normal operations as well as integrating new staff members. The virtual platform allows all staff members to participate even if they are not scheduled to work in the library at that time of day so we will continue to use that format to increase participation. Our next staff meeting is scheduled for September 23rd.

Involvement of full-time staff in the day to day operations of the circulation function was a necessary part of our pandemic and cohort models of service but that is no longer the case as we resume normal operations. In order to facilitate the transition of full-time staff out of circulation operations, I have been utilizing weekly emails to Senior Library Technicians to provide feedback and coaching on the training of new Library Assistants.

Programming: We are excited to begin planning for the return of in-person programming for adults this Fall. Beginning in October, our book groups will return to meeting in person. We will

also be offering a virtual book group for any community members who find the virtual format more suitable to their needs and availability. This virtual book group will meet on the 3rd Tuesday at 7pm. Also in October, we will be hosting a Four Agreement Discussion Group on Wednesdays at 6 pm. This group will be followed with a Fifth Agreement Discussion Group in November. Finally, I will begin recording the next series of Know Your Town podcasts in late September when I begin interviewing the Chairs of all town boards and committees. Also included in this series will be quarterly updates from Town Administration which will be released in September, December, March, and June.

Respectfully submitted,

Emily Milan
Assistant Director

Youth Services Report

August 25, 2021

Summer Reading Program

As of this writing, and with about a week left in the Summer Reading Program, we have 300 young people signed up for the program, 217 of whom have returned to log in the time they spent reading. They have collectively read 2,370 hours. While this is a massive increase from last year's Pandemic Reading Program (where we had 104 people sign up and read for 1,352 minutes), it is still a significant decline from "normal". In the three years pre-pandemic we were averaging about 440 participants reading for 4,900 hours, so this year's numbers are roughly half what we would see in a "typical" year.

Summer Programming

The TL;DR (Too Long; Didn't Read) for this section is that attendance at our summer programming has been about what we would expect to see during a typical summer for similar styles of programming.

Our Outdoor Storytimes were hugely popular this summer, and so far only one has had to be canceled because of inclement weather. Since the start of July we have not had less than 50 people at a Storytime, though I expect that number will fall sharply as many visitors return to their homes, the weather starts to become cooler, and many of the attendees begin preschool or kindergarten in September. This is actually slightly higher than average summer storytime attendance in the past, though this might be because we were essentially running the program twice a week in the past, and adding together the attendance from previous years' Story Time and Mother Goose on the Loose programs equals the 50-80 people we have been getting at this year's single weekly Story Time.

The outdoor craft programs have likewise been successful, drawing crowds in line with what we would have seen for a craft program pre-pandemic. All but the first craft had 30-40 people attend. Our special Ladybug Release program likewise saw attendance numbers similar to those we've seen in the past when running the same program.

The Friends of the Brooks Free Library funded four special programs by outside performers, and the three we have held so far have all been successful. The attendance so far has been on the lower side of normal for special summer performances, but still well within our "normal" range, especially when taking into consideration that we purposefully selected to not hire some of our most popular programs (such as live animal shows or magic shows) to ensure that crowd size was manageable.

Fall programming

We have determined that we will keep children's programming outdoors as long as the weather will permit. The target audience for these programs are unable to be vaccinated. Some of the programs, such as Story Time and Preschool Projects, either target children too young to wear a mask, or the children are attending with younger siblings too young to wear a mask. The

recreation department has approved our use of the Brooks Park field through October for Story Time. Preschool Projects will be held in the back parking of the library, which has been a successful space for us for crafts this summer. I will also begin offering a monthly Homeschool Activity and Homeschool Book Group outdoors in that space.

After School Programming

We will once again be a stop on the Community Bus/Express Bus that runs from the Monomoy Middle School to the Brooks Free Library, Eldredge Library, Harwich Community Center, and Chatham Community Center Mondays through Thursdays. We will also be a stop on the middle school late bus Mondays through Thursdays. We have asked not to be a stop on any bus route on Fridays, as we close within ten minutes of a typical bus dropoff.

We plan to have after school programming aimed at the middle school students we anticipate will be coming to the library, but have not finalized details on those programs.

Respectfully submitted,

Ann Carpenter
Youth Services Librarian

Staff Librarian
September 2021
Report to the Trustees of Brooks Free Library

Social Media/PR: Created a Favicon for the BFL website, using the Brooks logo. The favicon is the small image or icon associated with a website, and will show the icon on the tab that the website is opened as well as if the site is bookmarked. Assisted staff in using Facebook Business Suite, allowing full-time staff to post on Instagram and facebook, as well as see current statistics and post performance. Instructed in the use of post timing, image sizes, hashtags, and other social media-specific methods.

Technology: Trained my first student David Burke on the accessibility platform ZoomText. I also researched the Useful system and added a surge power protector and battery backup to Useful and printer stations. In addition, I updated the Useful software and prepared to update the Useful server. I also replaced my desktop computer with a docking station and laptop, increasing portability and further functionality. Checked on and updated a document with Emily listing our network router locations and IP addresses, and reset a faulty router. Lastly, I prepared 4 chromebooks to be used as homework centers in the Youth Services department.

Staff: Updated the BFL Staff website, improving functionality, design and ease of access to necessary resources.

Collection Development: Added 18 eaudiobooks and 58 ebooks to our collection

Future work

Continue to improve my knowledge of Useful functionality, replace the old useful server computer with a newer model, ensure staff comfort with using Facebook Business Suite, and research new routers to replace or act as backup for the current routers.

Respectfully submitted,
Jamie Thornton
Staff Librarian

Brooks Free Library Statistics

	Oper. Hours	Items Checked Out	Use of Electronic Resources	Total Use of Collection	Inter-library Loans	Items in Collection	Number of Card-holders	Harwich Residents w/ Library Card	Reference Questions
FY02	2076	128462			14677	58439	10867		6053
FY03	2078	132869			24363	56833	12094	7811	8955
FY04	2066	145212			29264	55784	11661	7838	11416
FY05	2038	151871			33236	59565	12308	7574	12263
FY06	1848	156630			37849	63041	13108	8043	12126
FY07	1796	169529			44147	66393	13370	8289	13866
FY08	1980	193024			52435	68620	14298	8457	13183
FY09	1970	211719			61304	70454	11936	8682	15035
FY10	1978	225385			65829	72620	12606	9014	15471
FY11	1993	233533	<i>New item in</i>		71517	76093	12702	8983	15626
FY12	2004	235597	<i>state report</i>		70730	81688	12573	8814	15861
FY13	1981	235941	<i>for FY2015</i>		68663	85450	12379	8898	16472
FY14	1940	237565			66801	90739	12511	8948	16656
FY15	1922	237876	24564	262440	62515	93757	13231	9555	16840
FY16	2192	229141	32328	261469	61328	93159	13801	9950	17770
FY17	1931	218229	25028	243257	60831	131973	13831	9906	17738
FY18	2357	223840	25278	249118	55670	138677	13410	9709	18304
FY19	2367	227722	30629	258351	56550	107511	13617	9613	18780
FY20	1669	196445	69206	265651	37989	103803	12810	9203	13146
FY21	371	170589	97869	268458	47139	109704	9897	7560	11941

	Library Visits	Adult Programs	Adult Program Attendance	Youth Programs	Youth Program Attendance	Children's Programs	Children's Program Attendance	Total Programs	Total Program Attendance
FY02	82569	71	673			234	8255	305	8928
FY03	83627	235	1916	<i>included in</i>	<i>Adult count</i>	285	8338	520	10254
FY04	85677	341	2592	<i>until</i>	<i>FY2010</i>	284	6759	625	9351
FY05	86990	496	2826			249	5939	745	8765
FY06	82334	602	2608			254	7317	856	9925
FY07	113584	396	1065			269	7303	665	8368
FY08	129326	323	2460			286	8306	609	10766
FY09	141852	534	3776			304	7701	838	11477
FY10	151008	575	4047	42	273	317	6541	934	10861
FY11	156535	602	3638	40	244	336	6775	978	10657
FY12	157849	534	4340	30	519	330	7131	894	11990
FY13	158081	701	4121	35	242	283	6357	1019	10720
FY14	159388	572	4396	29	305	305	8493	906	13086
FY15	159377	532	5097	65	348	257	7146	854	12591
FY16	167987	540	4222	92	512	319	7883	951	12617
FY17	152760	567	3482	84	428	561	12814	1212	16724
FY18	156688	551	4046	59	592	668	13589	1278	18227
FY19	159405	620	3786	47	324	584	15376	1251	19486
FY20	137892	361	2240	53	254	562	10882	976	13376
FY21	19257	187	2545	24	653	138	2188	349	5386

Brooks Free Library

739 Main St., Harwich MA 02645

www.brooksfreelibrary.org

vhewitt@clamsnet.org

Ginny Hewitt

From: Ginny Hewitt, Library Director

To: Joe Powers, Interim Town Administrator

CC: JoAnne Brown, Chair, Brooks Free Library Board of Trustees
Megan Eldredge, Assistant Town Administrator
Carol Coppola, Finance Director

Subj: Input on FY23 and FY24-27 Needs and Potential Funding Requests

Encl: FY22 Organization Chart for Brooks Free Library

Date: August 17, 2021

As requested I am submitting my projections of FY23 requests as well as a preliminary forecast of FY24-27 needs and requests. I presented my thoughts to the Trustees at their meeting on August 4th, but this was the first time they were learning of this request and they may have additional input to provide as they consider our future plans and priorities.

FY23

Unless unexpected needs arise the Library does not anticipate applying for CPC funding or submitting financial articles for FY23.

FY24-27

1. Replace Air Handlers and Chiller

Facilities Manager Sean Libby will submit an article for the Capital Plan to replace the air handlers and the chiller, which are fast approaching the end of life. The Library is the only Town building to have a chiller, which does not do as good a job at removing humidity as direct expansion systems. Our system is having a harder time maintaining appropriate temperature and humidity levels as it ages.

The Northeast Document Conservation Center recommends libraries maintain a stable temperature no higher than 70°F and a stable relative humidity between a minimum of 30% and a maximum of 50%. This summer the humidity levels have been much higher than that. We purchased four dehumidifiers in July and with their help humidity levels have been reduced from what they were earlier in the summer. Humidity levels are now between 60 and 70%, which is still too high. This is huge concern in a library since such prolonged indoor humidity levels can cause a mold bloom in the collection, which is difficult and expensive (almost impossible) to remediate.

Since the air handlers and chillers are due for replacement, Sean will be recommending replacing them with a direct expansion system, which is more suited for our climate and will do a much better job at ensuring humidity levels remain within acceptable levels.

While this will be a DPW project, I'm including it here because this project is a very high priority for the Library. Humidity levels this summer have been at alarmingly high levels. It's likely this project will need to be funded earlier in the Capital Plan, not just enter the Plan at Year 5.

2. Interior Modifications

This project is currently on the Capital Plan with \$40K in FY24 for a study/plans and \$150K in FY25 to complete the work. Some interior modifications were accomplished last fall using CARES Act funds to enclose alcoves and create additional office space, but other needs remain.

- Internal technology infrastructure and electrical work is needed (lack of data jacks and power outlets in many areas of the building.)
- Reconfigure first floor, moving Circulation Desk to a more central location
- Consolidate the Young Adult collection and space in one area (currently on opposite corners of the main room of the first floor)
- Additional space or better use of space for staff work areas
- Storage space for administrative materials
- Storage space for collections
- Small meeting rooms to meet demand from patrons

The study and plans will not be developed until FY24, which is great since it gives us the time post-pandemic to assess if our needs and the needs and interests of community members and the ways patrons use the Library have changed.

3. Technology Article

The \$10,000 remaining Article 28 of the May 2019 ATM for Library Technology will provide \$5000/year for FY22 and FY23 so we will not be submitting a new Technology article for FY23.

History of Library Technology articles:

Article 29 of May 2013 ATM - \$29,000 for Library Technology

Article 28 of May 2019 ATM - \$21,322 for Library Technology

For FY24 we will submit another article for \$25,000, which we would expect to use over 5 years before submitting another article. (I will be looking for direction on whether you prefer a smaller article for a shorter time period - \$10,000 every two years, for ex.)

4. Custodial Service

The Library is a heavily used public building and it has always been a concern that we had no custodial service in the afternoon, evenings and on Saturdays. This has been a major source of discontent for staff members who often have to deal with clogged toilets and messes in the restrooms, cleaning up blood, vomit and bodily fluids in all areas of the building, and shoveling snow in the afternoon, evenings and on Saturdays.

The reallocation of custodial resources during the pandemic provided us with a few additional hours of custodial service and something the Library has never had – restroom cleaning on Saturdays. While it's only one hour of custodial service, at least the day starts with restrooms that are clean, sanitized and fully stocked with toilet paper and hand towels.

Our priority for FY23 is keeping the 39 hours per week of custodial service we currently have - Monday to Friday 6 am to 2 pm (with two hours on Tuesday cleaning another Town building) and Saturday for 1 hour prior to opening. Staff members would strenuously object, I am sure, if we lose that hour of custodial service on Saturdays.

The Library is currently open for 28 hours per week without custodial service. The Community Center has, from its inception, had at least one custodian in the building every hour they are open. The Library also services all ages from the very young babies to the oldest and frailest seniors. Patrons have a variety of health and medical needs and ability to care for and clean up after themselves. Large numbers of unaccompanied tweens and teens come to the Library after school (note: unlike other Town departments, these young people are not registered for a paid program where their behavior and activities are supervised.)

I realize it is unlikely there would be funding for this but if the same standard was applied to all of heavily utilized public buildings in Town we would have a custodian in the building during all open hours. For FY24-27 our "pipe dream" would be full custodial coverage for all open hours.

5. Staffing Changes/Reorganizations

I worked as a Personnel Manager and Management Analyst for the Navy and Marine Corps in my first career, and I have utilized that knowledge to plan and implement four major reorganizations in my 20 years as Library Director in addition to smaller changes along the way. I don't need assistance in looking at our organizational structure or how to realign duties and responsibilities. We are planning to utilize opportunities to reorganize when turnover occurs in the next few years, but if we had the ability (funding) to do so now these are some of the changes we are considering:

1. Reduce our reliance on part-time staffing

Only a handful of departments that have any part-time year round staffing, but they are a staple of Library operations. We have 26 employees – 7 full-time and 19 part-time - 73% of employees are part-time. (See attached organization chart). Part-time staffing accounts for 41% of our budgeted staff hours. This is not the most efficient way to operate – additional time is required to manage staff, for scheduling, finding coverage, ensuring information is relayed to everyone and everyone is well trained so that high quality and consistent assistance is provided to the public by all staff members.

We have been fortunate in that we have not had much turnover in our permanent part-time HEA positions (the Shift Supervisor and 6 Senior Library Technicians.) 1 position is vacant but the other six have been here for 8 -15 years. Five of the six could "retire" at any point and I have recently realized that we may face substantial difficulty in finding replacements. The housing crisis has limited the ability of working age people to stay on the Cape, and those who are here will have many opportunities for employment and won't have to settle for a part-time position, without benefits, where they have to work nights and Saturdays. This has added a new urgency to the need to reduce reliance on part-time staffing.

How to Reduce Reliance on Part-time Positions:

- A. Combining positions – (one Senior Library Tech is 24 hours so that position already has health benefits)
- B. Retirements /Resignations- chance to reorganize (salary savings to offset added cost of benefits)
- C. Requesting additional funding to consolidate several PT positions into FT positions (additional funding needed for benefits)

2. Potential Reorganizations/ Additional Staffing Needs

- A. FY23 or FY24 – Reorganize to reflect the way the organization really functions, with all professional librarians reporting to the Assistant Director.
 - 1. Assistant Director job description to be rewritten to reflect additional supervisory responsibility and Reference and Youth Services Librarians amended to reflect change in supervisor.
 - 2. Salary data from comparable positions in the labor market indicates the Assistant Director position is under-graded even without this change in supervisory responsibility.
- B. Create Circulation Supervisor position - (all part-timers, need higher level position to take responsibility for managing Circulation functions)
 - 1. Wish list – create a new position at grade 7, however, this could happen by reorganizing when an existing Staff Librarian, Shift Supervisor or 24 hour/week Senior Library Tech becomes vacant.
 - 2. Ideally, this position would be full-time. At least 30 hours/week minimum. (After-school/evenings and alternating Fri and Sat.)
- C. Dedicated Reference Assistant (currently several Senior Lib Techs cover, not one consistent person) 19.5 hours. Grade 5.
- D. Teen/Youth Librarian for after-school (currently various staff members cover Youth Services. This position would fill in gaps in services – we are not connecting enough with tweens and very little with teenagers. Grade 7. Full-time (including evenings Mon-Thurs, alternating Friday and Saturday)

I would be happy to provide additional information if needed and to meet with you to discuss these potential projects and funding requests.

FY22 Brooks Free Library Organizational Chart

7.19.21

Board of Trustees

JoAnne Brown, Chair
 Joan McCarty, Vice Chair
 William Crowell, Treasurer
 Kathleen Remillard, Secretary
 Jeannie Wheeler, Chair, Buildings & Grounds
 Bernadette Waystack
 Linda Cebula

Library Director - Ginny Hewitt

Assistant Library Director - 35 hours-
 Emily Milan

Executive Assistant - 35 hours
 Megan Green

Staff Librarian (Grade 7) - 35 hours - Jamie Thornton

Circulation

Shift Supervisor (Grade 5) - 17 hours - Phil Inman

Senior Library Technicians (Grade 4) - part-time *

Joanne Clingan, Lee Kelley, Pam Paine, vacant

Circulation Assistants - 22 hours/wk & substitutes (PT3)

Alan Caughey, Caroline Crowell, Lauren Elliot-Grunes,
 Sue Henken, Cathy Howard, Jackie Leach, Pam North
 Judy Nichols, John Parker, Kimberly Sauter, Melissa Stello

Reference

Reference Librarian (Grade 8) - 35 hours - Jennifer Pickett

Assistive Tech Coordinator (Grade 6) - 14 hours - Carla Burke

Senior Library Techs (Grade 4) part-time *

Jack Sheedy, Vacant

Youth Services

Youth Services Librarian (Grade 8) - Ann Carpenter

Senior Library Technician* (Grade 4) * - Carey Sims

Technical Services

Staff Librarian (Grade 7) - 35 hours - Suzanne Martell

* Note: Senior Library Technicians -may work in multiple departments; 110 hours/week total in all departments



Virginia Hewitt <vhewitt@clamsnet.org>

SPECIAL TOWN MEETING CALLED FOR OCTOBER 18, 2021 6:30PM COMMUNITY CENTER

Joe Powers <jpowers@town.harwich.ma.us>

Tue, Aug 24, 2021 at 8:25 AM

To: Amy Bullock <abullock@town.harwich.ma.us>, Amy Usowski <ausowski@town.harwich.ma.us>, Anita Doucette <adoucette@town.harwich.ma.us>, Carol Coppola <ccoppola@town.harwich.ma.us>, Carolyn Carey <ccarey@town.harwich.ma.us>, "Chief David J. Guillemette" <dguillemette@harwichpolice.com>, Craig Thornton <c.thornton@harwichfire.com>, David LeBlanc <d.leblanc@harwichfire.com>, Deputy Chief Kevin Considine <kconsidine@harwichpolice.com>, Donna Molino <dmolino@town.harwich.ma.us>, "dpelletier@harwichwater.com" <dpelletier@harwichwater.com>, Emily Mitchell <emitchell@town.harwich.ma.us>, Eric Beebe <ebeebe@town.harwich.ma.us>, Foster Banford <fbanford@town.harwich.ma.us>, Ginny Hewitt <vhewitt@clamsnet.org>, Heinz Proft <hproft@town.harwich.ma.us>, Jamie Goodwin <jgoodwin@town.harwich.ma.us>, John Rendon <jrendon@town.harwich.ma.us>, Kathleen O'Neill <koneill@town.harwich.ma.us>, Link Hooper <lhooper@harwichdpw.com>, Robbin Kelley <rkelley@town.harwich.ma.us>, Roman Greer <rgreer@town.harwich.ma.us>, Shawn Fernandez <sfernandez@town.harwich.ma.us>, Sheila House <shouse@town.harwich.ma.us>, Jon Idman <jidman@town.harwich.ma.us>, Jay Briggs <jbriggs@town.harwich.ma.us>

Cc: "Michael D. Ford - Ford & Ford Attorneys at Law (mike@fordandfordattorneys.com)" <mike@fordandfordattorneys.com>, "John W. Giorgio - KP Law (JGiorgio@k-plaw.com)" <JGiorgio@k-plaw.com>, Meggan Eldredge <meldredge@town.harwich.ma.us>, Danielle Delaney <dldelaney@town.harwich.ma.us>, Ellen Powell <epowell@town.harwich.ma.us>

BLIND COPY TO THE BOARD OF SELECTMEN

Good morning:

As you may know, the Board of Selectmen voted last night to call a Special Town Meeting to be held on MONDAY, OCTOBER 18, 2021 AT 6:30PM IN THE COMMUNITY CENTER. I have attached the working list I have of prospective articles for the Board to consider adding to the warrant.

Please review this list and share with any boards, commissions or committees with whom you interact.

Please send any additional prospective articles to me (copying Meggan, Danielle and Ellen) by 4:00pm on Wednesday, September 1, 2021 (next week). This Town Meeting is 55 days away so time is tight and there are many deadlines to meet ahead of that date.

Thank you,

Joe

Joseph F. Powers, ICMA-CM
Town Administrator
Town of Harwich
732 Main Street
Harwich, MA 02645
Office: (508) 430-7513
Mobile: (774) 801-8202

Draft articles under consideration for the

Special Town Meeting

October 18, 2021 6:30pm

Community Center Gymnasium

- An article to consider an appropriation to fund costs related to amending the Comprehensive Wastewater Management Plan (CWMP);
- An article to consider an appropriation for additional wastewater design and/or construction work in East Harwich as well as other locations within the town;
- An article to consider expanding the hotel/motel/short-term rental tax to 6%;
- An article to consider establishing a Special Stabilization Fund for revenue related to wastewater infrastructure work and for a portion of the revenue to come from hotel/motel/short-term rental tax revenue;
- An article to consider amendments to demolition delay bylaw (General Bylaws: Chapter 131);
- An article to consider an appropriation to fund recent collectively-bargained agreements with certain collective bargaining associations;
- An article from bond counsel to consider a transfer of surplus bond proceeds related to the Quint fire vehicle;
- An article to consider conveying certain parcels of land to the care, custody and control of the Board of Selectmen;
- An article to consider amendments to hazardous materials bylaws relative to fireworks (General Bylaws: Chapter 122);
- An article to consider amendments to water dependent structures bylaw (General Bylaws: Chapter 304);
- An article to consider amendments to the wetlands protection bylaw (General Bylaws: Chapter 310)