

**NASHUA PUBLIC LIBRARY
2 COURT STREET
NASHUA, NEW HAMPSHIRE 03060**

LIBRARY BOARD OF TRUSTEES MEETING

March 2, 2021
7:00 P.M.

WEBEX Meeting Information:

Join by phone

1-415-655-0001 US Toll

Meeting number: 1420219724 Meeting password: 69793336

AGENDA

1. Review of monthly bills and trust fund requests
2. Approval of Minutes from February meeting
3. FY2022 Budget proposal
4. Strategic and facilities planning discussion
5. Updates to investment policy
6. Other business

REGULAR MEETING OF THE BOARD OF TRUSTEES
OF THE NASHUA PUBLIC LIBRARY

A regular meeting of the Board of Library Trustees was held at 7:00 pm on February 2, 2021. Due to the library's closure to the public related to COVID-19 the meeting was held virtually using Cisco Webex Meetings.

Trustees present were:

Linda Laflamme (Chairman)
David Pinsonneault
Scott Jaquith
Kristin Kane
Paul Bergeron
Padmaja Kunapareddy

Also present were Library Director Jennifer McCormack, Assistant Director Jenn Hosking, who took the minutes. Two members of the public joined via phone.

Chairman Laflamme called the meeting to order at 7:01 pm.

The Board examined the bills and, upon a motion duly made by Mr. Pinsonneault, seconded by Mr. Bergeron, unanimously:

RESOLVED that bills in the amount of **\$21,113.09** be approved for payment from the FY2020 **Regular** budget and **\$650 be expended from Miscellaneous Donations** to purchase staff summer reading t-shirts and a permanent sign for the Children's room cuddle corner.

The vote was taken by voice roll call which resulted as follows:

Yea: Linda Laflamme (Chairman)
Scott Jaquith
Kristin Kane
Paul Bergeron
David Pinsonneault
Padmaja Kunapareddy

Upon a motion duly made by Mr. Pinsonneault, seconded by Mr. Espitia, the Board unanimously **approved the minutes of the January 5, 2020 meeting.**

The vote was taken by voice roll call which resulted as follows:

Yea: Linda Laflamme (Chairman)
Scott Jaquith
Kristin Kane
Paul Bergeron
David Pinsonneault
Padmaja Kunapareddy

Director McCormack shared the Nashua School District's COVID metric dashboard along with the benchmarks which will determine it is safe for the next phase of reopening the schools. Two of the 3 metrics must remain at a yellow (moderate) or green (low) status for 14 consecutive days. The Board instructed Director McCormack to continue to watch the Nashua School District's metrics and follow their model to determine when it is safe for a limited reopening of the library with a target date set at March 1, 2021. Director McCormack will continue to monitor the data metrics and reevaluate library services if they trend up.

The Board discussed a memo from Mayor Donchess regarding the FY22 budget outlook. Director McCormack shared her current budget strategy pending formal guidelines from the Mayor.

In other business, Director McCormack shared plans for the 50th anniversary celebration of the library building taking place this September which will include both a virtual and physical display of library memorabilia and photographs as well as a large outdoor banner. Additional programming will be planned if it is safe to do so.

There being no further business to come before the Board, upon a motion duly made by Mr. Pinsonneault and seconded by Mr. Bergeron, the Trustees unanimously:

RESOLVED: That the meeting be adjourned at 7:45 pm.

Attest _____

David K. Pinsonneault, Secretary



March 2, 2021
Director's Report

Department updates:

- The 2021 spring calendar was released this week, it's full of online programs, computer classes and take-and-make crafts. You can grab a copy the next time you are in the building or view it online here : <https://www.nashualibrary.org/attend/current-programs/> Highlight include a couple of virtual concerts, a Holocaust Remembrance program and the NH Humanities council program "Does Truth Matter"
- Out of State Interlibrary Loan service resumes this week now that we are open, in-state ILL was reinstated in the fall.
- The Youth Services team is working with the Friends of the Library to plan a youth component to Nashua Reads for this year, they will be picking some age appropriate titles related to this year's theme and including related programming in the fall calendar.

Building maintenance:

- We have a lovely display of some new graffiti on the retaining wall out in the plaza area, Larry is waiting for warmer weather to paint over it. The Police were notified, a similar design has been seen elsewhere in the city.
- More signage is going up in the Children's room to accompany the shelving that was ordered over the winter and we have ordered a permanent sign for the cuddle corner.

Administration updates:

- Our doors reopened Monday, 3/1! Computers are available by appointment and browsing the stacks is permitted during certain periods of time with no appointment necessary. Customers may pick up their holds and browse new materials.
- Brendan Chella, part-time Reference Librarian, has resigned to pursue a full time opportunity. I have requested permission to combine 2 PT positions and post the vacancy as a full time opportunity.
- Volunteers from the United Way will be here during our normal hours answering questions about free tax help. We expect this important service to remain in place throughout the tax season.
- Budget instructions from the Mayor's office were received on 2/11/2021, a proposed budget for FY2022 is included in this month's packet.

| Date of Creation | Fund # | Name of Trust Fund | Purpose of Trust Fund |
|-------------------------|---------------|---------------------------------|---|
| 2004 | 7048 | Historical Books | to fund printing costs of The History of the City of Nashua & other historical books |
| 2004 | 7549 | Miscellaneous Library Donations | donated funds to be used at discretion of the Trustees |
| 1892 | 7535 | John M. Hunt Memorial | building of library |
| 1906 | 7536 | Daniel Hussey | general library purposes |
| 1916 | 7537 | Almira Jaquith | general library purposes |
| 2000 | 7538 | Nanna M. Rose | general library purposes |
| 1990 | 7539 | Martha C. Cramer | general library purposes |
| 1991 | 7540 | U.S. Constitution | to promote a greater understanding and appreciation of the U.S. Constitution and The Bill of Rights |
| 1974 | 7541 | Marion Fairfield | general library purposes |
| 2000 | 7544 | Frank B. Clancy | general library purposes |
| 1996 | 7545 | Genevieve Nesmith | purchase of books |
| 1996 | 7546 | Virginia Carr Bloomfield | general library purposes |
| 1979 | 8050 | Charles Zylonis | educate/inform the public about Lithuania |
| 1962 | 8052 | Alfred Everett Smith | non-fiction and/or art book purchases |
| 1935 | 8054 | Ira F. Harris Fund | purchase of books |
| 1965 | 8056 | Ada Harkaway Trust | purchase of children's books with emphasis on fairy tales and myths |
| 1932 | 8059 | Leonard Freeman Burbank | purchase of works of art by living artists |
| 1988 | 8063 | Henry Stearns Fund | purchase of reading matter |
| 2004 | 8065 | Raymond Avard | for the purchase of French-Canadian books, literature, tapes, CDs and any and all electronic materials concerning French-Canadian culture and history |

LIBRARY
FY22 BUDGET

| Acct Unit Description | Acct Unit | Account | Account Description | 2020 Adpt Bud | 2020 Avail Bud | 2020 Actual | 2021 Adpt Bud | 2021 Avail Bud | 2021 Actual thru 01/31/21 | FY22 Budget |
|---------------------------|-----------|---------|--|------------------|-------------------|----------------|------------------|-------------------|---------------------------------|----------------|
| REVENUES | | | | | | | | | | |
| LIBRARY-ADMIN | 79.1.500 | 44184 | PHOTOCOPIES | (1,500) | (1,500) | (360) | (1,500) | (1,500) | - | |
| LIBRARY-ADMIN | 79.1.500 | 44268 | SALE OF BOOKS | (500) | (500) | (26) | (500) | (500) | - | |
| LIBRARY-ADMIN | 79.1.500 | 44296 | NON RESIDENT LIBRARY CARDS | (1,500) | (1,500) | (999) | (1,500) | (1,500) | (60) | |
| TOTAL REVENUES | | | | (3,500) | (3,500) | (1,385) | (3,500) | (3,500) | (60) | - |
| APPROPRIATIONS | | | | | | | | | | |
| LIBRARY-ADMIN | 79.1.500 | 51100 | WAGES FULL TIME | 303,689 | 303,689 | 284,493 | 305,778 | 305,778 | 181,818 | 314,366 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 51100 | WAGES FULL TIME | 114,686 | 114,686 | 104,750 | 112,396 | 112,396 | 67,023 | 126,167 |
| LIBRARY-ADULT SERVICES | 79.1.745 | 51100 | WAGES FULL TIME | 223,712 | 223,712 | 220,173 | 220,572 | 220,572 | 130,479 | 264,689 |
| LIBRARY-YOUTH SERVICES | 79.1.750 | 51100 | WAGES FULL TIME | 288,685 | 288,685 | 241,537 | 296,434 | 296,434 | 118,392 | 279,681 |
| LIBRARY-MEDIA SERVICES | 79.1.755 | 51100 | WAGES FULL TIME | 40,952 | 40,952 | 40,944 | 40,952 | 40,952 | 24,413 | 44,914 |
| LIBRARY-BOOKS & MATERIALS | 79.1.760 | 51100 | WAGES FULL TIME | 57,881 | 57,881 | 57,739 | 57,881 | 57,881 | 34,506 | 66,639 |
| LIBRARY-CIRCULATION | 79.1.765 | 51100 | WAGES FULL TIME | 455,955 | 455,955 | 453,567 | 452,002 | 452,002 | 244,561 | 501,448 |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 51100 | WAGES FULL TIME | 237,526 | 237,526 | 227,915 | 237,525 | 237,525 | 132,099 | 230,757 |
| LIBRARY-ADMIN | 79.1.500 | 51200 | WAGES PART TIME | 95,129 | 95,129 | 63,375 | 71,048 | 71,048 | - | 32,800 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 51200 | WAGES PART TIME | 33,997 | 33,997 | 33,202 | 36,652 | 36,652 | 19,232 | 41,463 |
| LIBRARY-ADULT SERVICES | 79.1.745 | 51200 | WAGES PART TIME | 29,532 | 29,532 | 27,579 | 40,703 | 40,703 | 15,280 | 48,614 |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 51200 | WAGES PART TIME | 24,072 | 24,072 | 24,056 | 24,072 | 24,072 | 14,257 | 73,528 |
| LIBRARY-ADMIN | 79.1.500 | 51300 | OVERTIME | 68,000 | 68,000 | 2,518 | 69,360 | 69,360 | 679 | 64,000 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 51300 | OVERTIME | - | - | 6,830 | - | - | 923 | |
| LIBRARY-ADULT SERVICES | 79.1.745 | 51300 | OVERTIME | - | - | 3,771 | - | - | 807 | |
| LIBRARY-YOUTH SERVICES | 79.1.750 | 51300 | OVERTIME | - | - | 8,277 | - | - | 5,481 | |
| LIBRARY-MEDIA SERVICES | 79.1.755 | 51300 | OVERTIME | - | - | 2,653 | - | - | 44 | |
| LIBRARY-BOOKS & MATERIALS | 79.1.760 | 51300 | OVERTIME | - | - | 1,033 | - | - | - | |
| LIBRARY-CIRCULATION | 79.1.765 | 51300 | OVERTIME | - | - | 16,786 | - | - | 2,467 | |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 51300 | OVERTIME | - | - | 235 | - | - | 1,079 | |
| LIBRARY-ADMIN | 79.1.500 | 51750 | RETIREMENT & SEPARATION PAY | - | 408 | 408 | - | 11,214 | - | - |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 51750 | RETIREMENT & SEPARATION PAY | - | - | 2,470 | - | - | - | - |
| LIBRARY-ADULT SERVICES | 79.1.745 | 51750 | RETIREMENT & SEPARATION PAY | - | - | 1,161 | - | - | - | - |
| LIBRARY-YOUTH SERVICES | 79.1.750 | 51750 | RETIREMENT & SEPARATION PAY | - | 21,274 | 21,274 | - | - | 11,214 | - |
| LIBRARY-CIRCULATION | 79.1.765 | 51750 | RETIREMENT & SEPARATION PAY | - | - | 12,811 | - | 11,057 | 11,057 | - |
| LIBRARY-ADMIN | 79.1.500 | 51900 | SALARY ADJUSTMENTS | - | - | - | 116,000 | 116,000 | - | - |
| LIBRARY-ADMIN | 79.1.500 | 51990 | YEAR END PAYROLL PARTIAL WEEK CHARGEBACK | 5,236 | 5,236 | 172 | 5,718 | 5,718 | - | 954 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 51990 | YEAR END PAYROLL PARTIAL WEEK CHARGEBACK | - | - | 583 | - | - | - | 461 |
| LIBRARY-ADULT SERVICES | 79.1.745 | 51990 | YEAR END PAYROLL PARTIAL WEEK CHARGEBACK | - | - | 463 | - | - | - | 861 |
| LIBRARY-YOUTH SERVICES | 79.1.750 | 51990 | YEAR END PAYROLL PARTIAL WEEK CHARGEBACK | - | - | (176) | - | - | - | 768 |
| LIBRARY-MEDIA SERVICES | 79.1.755 | 51990 | YEAR END PAYROLL PARTIAL WEEK CHARGEBACK | - | - | 42 | - | - | - | 123 |
| LIBRARY-BOOKS & MATERIALS | 79.1.760 | 51990 | YEAR END PAYROLL PARTIAL WEEK CHARGEBACK | - | - | 176 | - | - | - | 183 |
| LIBRARY-CIRCULATION | 79.1.765 | 51990 | YEAR END PAYROLL PARTIAL WEEK CHARGEBACK | - | - | 403 | - | - | - | 1,378 |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 51990 | YEAR END PAYROLL PARTIAL WEEK CHARGEBACK | - | - | 791 | - | - | - | 836 |
| TOTAL SALARIES & WAGES | | | | 1,979,052 | 2,000,735 | 1,862,011 | 2,087,093 | 2,109,364 | 1,015,811 | 2,094,629 |

| Acct Unit Description | Acct Unit | Account | Account Description | 2020 Adpt Bud | 2020 Avail Bud | 2020 Actual | 2021 Adpt Bud | 2021 Avail Bud | 2021 Actual thru 01/31/21 | FY22 Budget |
|---------------------------|-----------|---------|---------------------------------|------------------|-------------------|----------------|------------------|-------------------|---------------------------------|----------------|
| LIBRARY-ADMIN | 79.1.500 | 52100 | FICA/MEDICARE | 36,112 | 36,112 | 25,227 | 43,008 | 43,008 | 13,010 | |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 52100 | FICA/MEDICARE | 11,374 | 11,374 | 10,741 | 11,403 | 11,403 | 6,364 | |
| LIBRARY-ADULT SERVICES | 79.1.745 | 52100 | FICA/MEDICARE | 19,373 | 19,373 | 18,111 | 19,988 | 19,988 | 10,381 | |
| LIBRARY-YOUTH SERVICES | 79.1.750 | 52100 | FICA/MEDICARE | 22,084 | 22,084 | 19,105 | 22,678 | 22,678 | 9,548 | |
| LIBRARY-MEDIA SERVICES | 79.1.755 | 52100 | FICA/MEDICARE | 3,133 | 3,133 | 3,057 | 3,133 | 3,133 | 1,700 | |
| LIBRARY-BOOKS & MATERIALS | 79.1.760 | 52100 | FICA/MEDICARE | 4,428 | 4,428 | 3,890 | 4,428 | 4,428 | 2,232 | |
| LIBRARY-CIRCULATION | 79.1.765 | 52100 | FICA/MEDICARE | 34,881 | 34,881 | 34,445 | 34,579 | 34,579 | 18,397 | |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 52100 | FICA/MEDICARE | 20,012 | 20,012 | 16,091 | 20,013 | 20,013 | 9,613 | |
| LIBRARY-ADMIN | 79.1.500 | 52150 | PENSION EXPENSE | 37,200 | 37,200 | 31,811 | 54,861 | 54,861 | 20,385 | |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 52150 | PENSION EXPENSE | 12,810 | 12,810 | 12,459 | 12,555 | 12,555 | 7,579 | |
| LIBRARY-ADULT SERVICES | 79.1.745 | 52150 | PENSION EXPENSE | 24,989 | 24,989 | 24,912 | 24,638 | 24,638 | 14,667 | |
| LIBRARY-YOUTH SERVICES | 79.1.750 | 52150 | PENSION EXPENSE | 32,246 | 32,246 | 30,281 | 33,112 | 33,112 | 15,070 | |
| LIBRARY-MEDIA SERVICES | 79.1.755 | 52150 | PENSION EXPENSE | 4,574 | 4,574 | 4,870 | 4,575 | 4,575 | 2,742 | |
| LIBRARY-BOOKS & MATERIALS | 79.1.760 | 52150 | PENSION EXPENSE | 6,465 | 6,465 | 6,565 | 6,466 | 6,466 | 3,854 | |
| LIBRARY-CIRCULATION | 79.1.765 | 52150 | PENSION EXPENSE | 50,930 | 50,930 | 53,969 | 50,489 | 50,489 | 28,828 | |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 52150 | PENSION EXPENSE | 26,531 | 26,531 | 25,484 | 26,532 | 26,532 | 14,866 | |
| LIBRARY-ADMIN | 79.1.500 | 52300 | BENEFITS | 77,657 | 76,145 | 76,145 | 79,395 | 79,395 | 34,945 | |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 52300 | BENEFITS | 29,798 | 28,677 | 28,677 | 30,269 | 30,269 | 17,641 | |
| LIBRARY-ADULT SERVICES | 79.1.745 | 52300 | BENEFITS | 64,821 | 63,116 | 63,116 | 69,516 | 69,516 | 40,623 | |
| LIBRARY-YOUTH SERVICES | 79.1.750 | 52300 | BENEFITS | 88,636 | 73,898 | 73,898 | 81,551 | 81,551 | 41,518 | |
| LIBRARY-MEDIA SERVICES | 79.1.755 | 52300 | BENEFITS | 26,428 | 9,868 | 9,868 | 10,603 | 10,603 | 6,157 | |
| LIBRARY-BOOKS & MATERIALS | 79.1.760 | 52300 | BENEFITS | 17,420 | 16,881 | 16,881 | 36,365 | 36,365 | 10,465 | |
| LIBRARY-CIRCULATION | 79.1.765 | 52300 | BENEFITS | 115,232 | 127,133 | 127,133 | 137,411 | 137,411 | 67,830 | |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 52300 | BENEFITS | 115,284 | 116,796 | 116,796 | 124,735 | 124,735 | 60,047 | |
| | | | TOTAL BENEFITS | 882,418 | 859,657 | 833,532 | 942,303 | 942,303 | 458,463 | - |
| LIBRARY-ADMIN | 79.1.500 | 52800 | EDUCATIONAL ASSISTANCE | 5,000 | 5,000 | 480 | 5,000 | 5,000 | 1,500 | 5,000 |
| LIBRARY-CIRCULATION | 79.1.765 | 52800 | EDUCATIONAL ASSISTANCE | - | - | 375 | - | - | - | - |
| LIBRARY-BOOKS & MATERIALS | 79.1.760 | 53479 | MICROFILM, MICROFICHE | 5,000 | 5,000 | 749 | 4,000 | 4,000 | - | 3,000 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 54100 | ELECTRICITY | 87,500 | 87,500 | 84,230 | 89,250 | 89,250 | 42,658 | 89,250 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 54114 | HEATING GAS | 15,500 | 15,500 | 18,666 | 15,810 | 15,810 | 6,226 | 15,810 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 54141 | WATER | 5,930 | 5,930 | 3,649 | 5,930 | 5,930 | 1,441 | 5,930 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 54243 | HVAC MAINTENANCE | 14,000 | 14,000 | 9,131 | 14,000 | 14,000 | 11,348 | 14,000 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 54280 | BUILDING/GROUNDS MAINTENANCE | 29,000 | 29,000 | 16,180 | 25,000 | 25,000 | 8,854 | 24,500 |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 54414 | HARDWARE MAINTENANCE | 61,800 | 39,800 | 19,210 | - | - | - | - |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 54421 | COPIER MAINTENANCE CONTRACTS | - | - | 1,528 | - | - | 1,605 | 2,500 |
| LIBRARY-TECH & AUTOMATION | 79.1.770 | 54428 | TECHNOLOGY OPERATIONS | 36,050 | 36,050 | 37,089 | 96,100 | 96,100 | 75,803 | 99,500 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 54487 | EQUIPMENT REPAIRS & MAINTENANCE | 1,000 | 1,000 | 636 | 1,000 | 1,000 | 130 | 1,000 |
| LIBRARY-BLDGS & GROUNDS | 79.1.720 | 54600 | VEHICLE REPAIRS & MAINTENANCE | 500 | 500 | - | - | - | - | - |
| LIBRARY-ADMIN | 79.1.500 | 55109 | TELEPHONE-VOICE | 500 | 500 | 604 | 600 | 600 | 302 | 600 |
| LIBRARY-ADMIN | 79.1.500 | 55200 | DUES AND MEMBERSHIPS | 4,000 | 4,000 | 2,535 | 4,000 | 4,000 | 2,595 | 4,000 |
| LIBRARY-ADMIN | 79.1.500 | 55300 | TRAVEL | 2,000 | 2,000 | 740 | 2,000 | 2,000 | - | 2,000 |
| LIBRARY-ADMIN | 79.1.500 | 55307 | MILEAGE REIMBURSEMENTS | 1,800 | 1,800 | 479 | 1,800 | 1,800 | 91 | 1,800 |
| LIBRARY-ADMIN | 79.1.500 | 55400 | CONFERENCES AND SEMINARS | 3,000 | 3,000 | 2,721 | 3,000 | 3,000 | - | 3,000 |
| LIBRARY-ADMIN | 79.1.500 | 55607 | POSTAGE & DELIVERY | 5,500 | 5,500 | 2,482 | 5,500 | 5,500 | 4,236 | 6,500 |
| LIBRARY-ADMIN | 79.1.500 | 61100 | OFFICE SUPPLIES | 6,800 | 6,800 | 6,420 | 5,000 | 5,000 | 2,786 | 5,000 |

| LIBRARY PAYROLL | | | | | | | | | | | | | | |
|-----------------|---------------|------------|--------------------------------|----------|-------|------|---------|----------|----------|---------|-------|----------------|---------------------|---------------------|
| FY22 | | | | | | | | | | | | | | |
| EMPLOYEE | LAST NAME | FIRST NAME | DESCRIPTION | UNION | GRADE | STEP | STD HRS | ADJ_DOH | HM-AU | ACCOUNT | FTE | CURRENT SALARY | FY22 SALARY ROUNDUP | TOTAL BY AU/ACCOUNT |
| 2143 | HOSKING | JENNIFER | ASSISTANT DIRECTOR LIBRARY | MERIT | 16 | 8 | 40.00 | 5/3/04 | 79.1.500 | 51100 | 1.00 | 88,880.27 | 90,391 | |
| 10752 | KOLBENSON | ELENA | EXECUTIVE ASST OFFICE MANAGER | MERIT | 11 | 5 | 40.00 | 7/2/18 | 79.1.500 | 51100 | 1.00 | 51,120.78 | 54,072 | |
| 2147 | MCCORMACK | JENNIFER | DIRECTOR LIBRARY | MERIT | 19 | 8 | 40.00 | 1/25/10 | 79.1.500 | 51100 | 1.00 | 117,112.74 | 119,104 | |
| 2133 | WALKER | LINDA | PAGE & COLLECTION COORDINATOR | LIBUNION | 04 | 0 | 40.00 | 5/10/99 | 79.1.500 | 51100 | 1.00 | 49,681.01 | 50,799 | |
| | | | | | | | | | | | | | | 314,366 |
| | VACANT | | Library Page | | | | | | 79.1.500 | 51200 | 0.375 | | 8,200 | |
| | VACANT | | Library Page | | | | | | 79.1.500 | 51200 | 0.375 | | 8,200 | |
| | VACANT | | Library Page | | | | | | 79.1.500 | 51200 | 0.375 | | 8,200 | |
| | VACANT | | Library Page | | | | | | 79.1.500 | 51200 | 0.375 | | 8,200 | |
| | | | | | | | | | | | | | | 32,800 |
| 2117 | CASE | LARRY | MAINTENANCE SUPV | LIBUNION | 02 | 0 | 40.00 | 7/5/88 | 79.1.720 | 51100 | 1.00 | 54,022.18 | 55,238 | |
| 11608 | CURRAN | RYAN | SECURITY LIBRARY | LIBUNION | 02 | 0 | 40.00 | 9/23/19 | 79.1.720 | 51100 | 1.00 | 37,091.39 | 37,926 | |
| 11650 | ROSS | BRITTANY | JANITOR | LIBUNION | 01 | 0 | 40.00 | 10/21/19 | 79.1.720 | 51100 | 1.00 | 32,276.19 | 33,003 | |
| | | | | | | | | | | | | | | 126,167 |
| 10672 | CARRIER | DESIREE | JANITOR | LIBUNION | 01 | 0 | 40.00 | 5/29/18 | 79.1.720 | 51200 | 0.60 | 16,460.25 | 16,831 | |
| 8584 | LITTLE | ROBERT | SECURITY LIBRARY | LIBUNION | 02 | 0 | 24.00 | 5/4/15 | 79.1.720 | 51200 | 0.60 | 24,089.02 | 24,632 | |
| | | | | | | | | | | | | | | 41,463 |
| 2155 | ANDREWS | JULIE | REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | 0 | 40.00 | 7/1/08 | 79.1.745 | 51100 | 1.00 | 48,982.13 | 50,085 | |
| 10532 | CARTER-GILSON | MARY ELLEN | REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | 0 | 40.00 | 2/5/18 | 79.1.745 | 51100 | 1.00 | 48,982.13 | 50,085 | |
| 10195 | ESTABROOK | ALEX | REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | 0 | 40.00 | 8/7/17 | 79.1.745 | 51100 | 1.00 | 48,982.13 | 50,085 | |
| 8437 | KLEMENTS | MARITA | LIBRARIAN ADULT SERVICES | LIBUNION | 07 | 0 | 40.00 | 12/9/14 | 79.1.745 | 51100 | 1.00 | 56,736.58 | 58,014 | |
| 2163 | MATERA | KERSTEN | REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | 0 | 40.00 | 3/9/09 | 79.1.745 | 51100 | 1.00 | 55,178.03 | 56,420 | |
| | | | | | | | | | | | | | | 264,689 |
| | VACANT | | Reference Librarian Adult Serv | | 5 | | 15.00 | VACANT | | | 0.38 | 17,829.00 | 18,230 | |
| 11755 | CHELLA | BRENDAN | REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | 0 | 25.00 | 1/6/20 | 79.1.745 | 51200 | 0.63 | 29,715.01 | 30,384 | 48,614 |
| 11759 | CLOUTIER | MEGHAN | LIBRARY ASSISTANT YOUTH SERVIC | LIBUNION | 03 | 0 | 40.00 | 1/6/20 | 79.1.750 | 51100 | 1.00 | 37,849.14 | 38,701 | |
| 2120 | JACKSON | LINDSEY | LIBRARY ASSISTANT YOUTH SERVIC | LIBUNION | 03 | 0 | 40.00 | 12/9/02 | 79.1.750 | 51100 | 1.00 | 43,925.44 | 44,914 | |
| 8492 | LYKANSION | ASHLEE | LIBRARY ASSISTANT YOUTH SERVIC | LIBUNION | 03 | 0 | 40.00 | 1/12/15 | 79.1.750 | 51100 | 1.00 | 40,774.24 | 41,692 | |
| 7112 | MURPHY | KRISTEN | LIBRARIAN YOUTH SERVICES | LIBUNION | 05 | 0 | 40.00 | 8/20/12 | 79.1.750 | 51100 | 1.00 | 48,258.29 | 49,345 | |
| 9671 | NORWOOD | ASHLEE | LIBRARIAN YOUTH SERVICES | LIBUNION | 05 | 0 | 40.00 | 9/12/16 | 79.1.750 | 51100 | 1.00 | 49,717.20 | 50,836 | |
| | VACANT | | Librarian Youth Services | | 7 | | 40.00 | VACANT | | | | 53,000.00 | 54,193 | |
| | | | | | | | | | | | | | | 279,681 |
| 2115 | LOWE | STEVEN | LIBRARY ASSISTANT MEDIA SERVIC | LIBUNION | 03 | 0 | 40.00 | 1/2/01 | 79.1.755 | 51100 | 1.00 | 43,925.44 | 44,914 | 44,914 |
| 2154 | EYMAN | CAROL | LIBRARIAN OUTREACH SVS | LIBUNION | 07 | 0 | 40.00 | 7/7/03 | 79.1.760 | 51100 | 1.00 | 65,172.43 | 66,639 | 66,639 |

| EMPLOYEE | LAST NAME | FIRST NAME | DESCRIPTION | UNION | GRADE | STEP | STD HRS | ADJ_DOH | HM-AU | ACCOUNT | FTE | CURRENT SALARY | FY22 SALARY ROUNDUP | TOTAL BY AU/ACCOUNT |
|----------|-------------|------------|--------------------------------|----------|-------|------|---------|----------|----------|---------|------|----------------|---------------------|---------------------|
| 2123 | RAMASWAMY | SANTHI | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 40.00 | 5/12/08 | 79.1.765 | 51100 | 1.00 | 43,925.44 | 44,914 | |
| 2134 | TOUCHETTE | LEA | ASSISTANT LIBRARIAN CIRCULATIO | LIBUNION | 04 | 0 | 40.00 | 10/15/76 | 79.1.765 | 51100 | 1.00 | 58,227.52 | 59,538 | |
| 2135 | ROSSON | LOREN | LIBRARIAN CIRCULATION | LIBUNION | 07 | 0 | 40.00 | 3/27/95 | 79.1.765 | 51100 | 1.00 | 65,172.43 | 66,639 | |
| 2151 | KING | MARK | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 40.00 | 4/16/08 | 79.1.765 | 51100 | 1.00 | 43,925.44 | 44,914 | |
| 2153 | BEAVER | KAREN | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 40.00 | 2/10/03 | 79.1.765 | 51100 | 1.00 | 43,925.44 | 44,914 | |
| 8080 | FRANZEK | JULIANNE | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 40.00 | 4/28/14 | 79.1.765 | 51100 | 1.00 | 41,386.18 | 42,318 | |
| 8699 | EPPERSON | NICOLE | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 24.00 | 8/3/15 | 79.1.765 | 51100 | 1.00 | 39,578.03 | 40,469 | |
| 9716 | KITTREDGE | TRACY | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 40.00 | 10/12/20 | 79.1.765 | 51100 | 1.00 | 37,849.14 | 38,701 | |
| 9762 | DEMOSTHENES | GEORGE | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 40.00 | 10/25/16 | 79.1.765 | 51100 | 1.00 | 38,993.14 | 39,871 | |
| 9784 | HARGROVE | KYLIE | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 40.00 | 11/7/16 | 79.1.765 | 51100 | 1.00 | 39,578.03 | 40,469 | |
| 12144 | JOSEPH | DANIEL | LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | 0 | 40.00 | 10/19/20 | 79.1.765 | 51100 | 1.00 | 37,849.14 | 38,701 | |
| | | | | | | | | | | | | | | 501,448 |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| 2160 | ALLEN | CAROLINE | REFERENCE LIBRARIAN TECH SVS | LIBUNION | 05 | 0 | 40.00 | 5/1/07 | 79.1.770 | 51100 | 1.00 | 55,178.03 | 56,420 | |
| 9219 | BENT | WESTON | IT COORDINATOR | LIBUNION | 06 | 0 | 40.00 | 3/14/16 | 79.1.770 | 51100 | 1.00 | 57,369.10 | 58,660 | |
| 2124 | GLEESON | MARGARET | LIBRARIAN TECH SERVICES | LIBUNION | 07 | 0 | 40.00 | 2/10/97 | 79.1.770 | 51100 | 1.00 | 65,172.43 | 66,639 | |
| 2118 | SULLIVAN | HOLLY | LIBRARY ASSISTANT TECH SVS | LIBUNION | 03 | 0 | 40.00 | 1/5/87 | 79.1.770 | 51100 | 1.00 | 47,958.14 | 49,038 | |
| | | | | | | | | | | | | | | 230,757 |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| 2119 | DARAH | MANDY | LIBRARY ASSISTANT TECH SVS | LIBUNION | 03 | 0 | 25.00 | 1/29/07 | 79.1.770 | 51200 | 0.63 | 27,453.01 | 28,071 | |
| 9902 | GUALCO | RACHEL | ASSISTANT LIBRARIAN TECH SVS | LIBUNION | 04 | 0 | 40.00 | 1/3/17 | 79.1.770 | 51100 | 1.00 | 44,456.00 | 45,457 | |
| | | | | | | | | | | | | | | 73,528 |
| | | | | | | | | | | | | 1,947,757.66 | 347,166 | 2,025,066 |

LIBRARY PAYROLL
 FY22

| FUND | DEPT# | DEPARTME | EMPLOYEE LAST NAME | FIRST NAME |
|------|-------|----------|---------------------|------------|
| 1000 | 179 | LIBRARY | 2147 MCCORMACK | JENNIFER |
| 1000 | 179 | LIBRARY | 2143 HOSKING | JENNIFER |
| 1000 | 179 | LIBRARY | 10752 KOLBENSON | ELENA |
| 1000 | 179 | LIBRARY | 2154 EYMAN | CAROL |
| 1000 | 179 | LIBRARY | 2124 GLEESON | MARGARET |
| 1000 | 179 | LIBRARY | 8437 KLEMENTS | MARITA |
| 1000 | 179 | LIBRARY | 2135 ROSSON | LOREN |
| 1000 | 179 | LIBRARY | 9219 BENT | WESTON |
| 1000 | 179 | LIBRARY | 2160 ALLEN | CAROLINE |
| 1000 | 179 | LIBRARY | 2155 ANDREWS | JULIE |
| 1000 | 179 | LIBRARY | 10532 CARTER-GILSON | MARY ELLEN |
| 1000 | 179 | LIBRARY | 11755 CHELLA | BRENDAN |
| 1000 | 179 | LIBRARY | 10195 ESTABROOK | ALEX |
| 1000 | 179 | LIBRARY | 2163 MATERA | KERSTEN |
| 1000 | 179 | LIBRARY | 7112 MURPHY | KRISTEN |
| 1000 | 179 | LIBRARY | 9671 NORWOOD | ASHLEE |
| 1000 | 179 | LIBRARY | 9902 GUALCO | RACHEL |
| 1000 | 179 | LIBRARY | 2134 TOUCHETTE | LEA |
| 1000 | 179 | LIBRARY | 2133 WALKER | LINDA |
| 1000 | 179 | LIBRARY | 2153 BEAVER | KAREN |
| 1000 | 179 | LIBRARY | 11759 CLOUTIER | MEGHAN |
| 1000 | 179 | LIBRARY | 2119 DARAH | MANDY |
| 1000 | 179 | LIBRARY | 9762 DEMOSTHENES | GEORGE |
| 1000 | 179 | LIBRARY | 8699 EPPERSON | NICOLE |
| 1000 | 179 | LIBRARY | 8080 FRANZEK | JULIANNE |
| 1000 | 179 | LIBRARY | 9784 HARGROVE | KYLIE |
| 1000 | 179 | LIBRARY | 2120 JACKSON | LINDSEY |
| 1000 | 179 | LIBRARY | 12144 JOSEPH | DANIEL |
| 1000 | 179 | LIBRARY | 2151 KING | MARK |
| 1000 | 179 | LIBRARY | 9716 KITTREDGE | TRACY |
| 1000 | 179 | LIBRARY | 2115 LOWE | STEVEN |
| 1000 | 179 | LIBRARY | 8492 LYKANSION | ASHLEE |
| 1000 | 179 | LIBRARY | 2123 RAMASWAMY | SANTHI |
| 1000 | 179 | LIBRARY | 2118 SULLIVAN | HOLLY |
| 1000 | 179 | LIBRARY | 2117 CASE | LARRY |
| 1000 | 179 | LIBRARY | 11608 CURRAN | RYAN |
| 1000 | 179 | LIBRARY | 8584 LITTLE | ROBERT |
| 1000 | 179 | LIBRARY | 10672 CARRIER | DESIREE |
| 1000 | 179 | LIBRARY | 11650 ROSS | BRITTANY |

| DESCRIPTION | UNION | GRADE | STEP | STD HRS | DOH | ADJ_DOH | |
|--------------------------------|----------|-------|------|---------|-------|----------|----------|
| DIRECTOR LIBRARY | MERIT | 19 | | 8 | 40.00 | 1/25/10 | 1/25/10 |
| ASSISTANT DIRECTOR LIBRARY | MERIT | 16 | | 8 | 40.00 | 5/3/04 | 5/3/04 |
| EXECUTIVE ASST OFFICE MANAGER | MERIT | 11 | | 5 | 40.00 | 7/2/18 | 7/2/18 |
| LIBRARIAN OUTREACH SVS | LIBUNION | 07 | | 0 | 40.00 | 7/7/03 | 7/7/03 |
| LIBRARIAN TECH SERVICES | LIBUNION | 07 | | 0 | 40.00 | 2/10/97 | 2/10/97 |
| LIBRARIAN ADULT SERVICES | LIBUNION | 07 | | 0 | 40.00 | 12/9/14 | 12/9/14 |
| LIBRARIAN CIRCULATION | LIBUNION | 07 | | 0 | 40.00 | 3/27/95 | 3/27/95 |
| IT COORDINATOR | LIBUNION | 06 | | 0 | 40.00 | 3/14/16 | 3/14/16 |
| REFERENCE LIBRARIAN TECH SVS | LIBUNION | 05 | | 0 | 40.00 | 5/1/07 | 5/1/07 |
| REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | | 0 | 40.00 | 10/11/07 | 7/1/08 |
| REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | | 0 | 40.00 | 2/5/18 | 2/5/18 |
| REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | | 0 | 25.00 | 1/6/20 | 1/6/20 |
| REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | | 0 | 40.00 | 8/7/17 | 8/7/17 |
| REFERENCE LIBRARIAN ADULT SERV | LIBUNION | 05 | | 0 | 40.00 | 3/9/09 | 3/9/09 |
| LIBRARIAN YOUTH SERVICES | LIBUNION | 05 | | 0 | 40.00 | 8/20/12 | 8/20/12 |
| LIBRARIAN YOUTH SERVICES | LIBUNION | 05 | | 0 | 40.00 | 9/12/16 | 9/12/16 |
| ASSISTANT LIBRARIAN TECH SVS | LIBUNION | 04 | | 0 | 25.00 | 1/3/17 | 1/3/17 |
| ASSISTANT LIBRARIAN CIRCULATIO | LIBUNION | 04 | | 0 | 40.00 | 10/15/76 | 10/15/76 |
| PAGE & COLLECTION COORDINATOR | LIBUNION | 04 | | 0 | 40.00 | 5/10/99 | 5/10/99 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 40.00 | 2/10/03 | 2/10/03 |
| LIBRARY ASSISTANT YOUTH SERVIC | LIBUNION | 03 | | 0 | 40.00 | 1/6/20 | 1/6/20 |
| LIBRARY ASSISTANT TECH SVS | LIBUNION | 03 | | 0 | 25.00 | 1/29/07 | 1/29/07 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 40.00 | 10/25/16 | 10/25/16 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 24.00 | 8/3/15 | 8/3/15 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 40.00 | 4/28/14 | 4/28/14 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 40.00 | 11/7/16 | 11/7/16 |
| LIBRARY ASSISTANT YOUTH SERVIC | LIBUNION | 03 | | 0 | 40.00 | 12/9/02 | 12/9/02 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 40.00 | 10/19/20 | 10/19/20 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 40.00 | 4/16/08 | 4/16/08 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 40.00 | 10/11/16 | 10/12/20 |
| LIBRARY ASSISTANT MEDIA SERVIC | LIBUNION | 03 | | 0 | 40.00 | 1/2/01 | 1/2/01 |
| LIBRARY ASSISTANT YOUTH SERVIC | LIBUNION | 03 | | 0 | 40.00 | 1/12/15 | 1/12/15 |
| LIBRARY ASSISTANT CIRCULATION | LIBUNION | 03 | | 0 | 40.00 | 5/12/08 | 5/12/08 |
| LIBRARY ASSISTANT TECH SVS | LIBUNION | 03 | | 0 | 40.00 | 1/5/87 | 1/5/87 |
| MAINTENANCE SUPV | LIBUNION | 02 | | 0 | 40.00 | 7/5/88 | 7/5/88 |
| SECURITY LIBRARY | LIBUNION | 02 | | 0 | 40.00 | 9/23/19 | 9/23/19 |
| SECURITY LIBRARY | LIBUNION | 02 | | 0 | 24.00 | 5/4/15 | 5/4/15 |
| JANITOR | LIBUNION | 01 | | 0 | 40.00 | 5/29/18 | 5/29/18 |
| JANITOR | LIBUNION | 01 | | 0 | 40.00 | 10/21/19 | 10/21/19 |

FY21

| HM-AU | ACCOUNT | FTE | CURRENT SALARY | FY22 SALARY | FY22 SALARY ROUNDUP |
|----------|---------|------|----------------|-------------|---------------------|
| 79.1.500 | 51100 | 1.00 | 117,112.74 | 119,104.00 | 119,104 |
| 79.1.500 | 51100 | 1.00 | 88,880.27 | 90,391.00 | 90,391 |
| 79.1.500 | 51100 | 1.00 | 51,120.78 | 54,072.00 | 54,072 |
| 79.1.760 | 51100 | 1.00 | 65,172.43 | 66,638.81 | 66,639 |
| 79.1.770 | 51100 | 1.00 | 65,172.43 | 66,638.81 | 66,639 |
| 79.1.745 | 51100 | 1.00 | 56,736.58 | 58,013.15 | 58,014 |
| 79.1.765 | 51100 | 1.00 | 65,172.43 | 66,638.81 | 66,639 |
| 79.1.770 | 51100 | 1.00 | 57,369.10 | 58,659.90 | 58,660 |
| 79.1.770 | 51100 | 1.00 | 55,178.03 | 56,419.54 | 56,420 |
| 79.1.745 | 51100 | 1.00 | 48,982.13 | 50,084.23 | 50,085 |
| 79.1.745 | 51100 | 1.00 | 48,982.13 | 50,084.23 | 50,085 |
| 79.1.745 | 51200 | 0.63 | 29,715.01 | 30,383.60 | 30,384 |
| 79.1.745 | 51100 | 1.00 | 48,982.13 | 50,084.23 | 50,085 |
| 79.1.745 | 51100 | 1.00 | 55,178.03 | 56,419.54 | 56,420 |
| 79.1.750 | 51100 | 1.00 | 48,258.29 | 49,344.10 | 49,345 |
| 79.1.750 | 51100 | 1.00 | 49,717.20 | 50,835.84 | 50,836 |
| 79.1.770 | 51100 | 0.63 | 27,785.29 | 28,410.46 | 28,411 |
| 79.1.765 | 51100 | 1.00 | 58,227.52 | 59,537.64 | 59,538 |
| 79.1.500 | 51100 | 1.00 | 49,681.01 | 50,798.83 | 50,799 |
| 79.1.765 | 51100 | 1.00 | 43,925.44 | 44,913.76 | 44,914 |
| 79.1.750 | 51100 | 1.00 | 37,849.14 | 38,700.75 | 38,701 |
| 79.1.770 | 51200 | 0.63 | 27,453.01 | 28,070.70 | 28,071 |
| 79.1.765 | 51100 | 1.00 | 38,993.14 | 39,870.49 | 39,871 |
| 79.1.765 | 51100 | 1.00 | 39,578.03 | 40,468.54 | 40,469 |
| 79.1.765 | 51100 | 1.00 | 41,386.18 | 42,317.37 | 42,318 |
| 79.1.765 | 51100 | 1.00 | 39,578.03 | 40,468.54 | 40,469 |
| 79.1.750 | 51100 | 1.00 | 43,925.44 | 44,913.76 | 44,914 |
| 79.1.765 | 51100 | 1.00 | 37,849.14 | 38,700.75 | 38,701 |
| 79.1.765 | 51100 | 1.00 | 43,925.44 | 44,913.76 | 44,914 |
| 79.1.765 | 51100 | 1.00 | 37,849.14 | 38,700.75 | 38,701 |
| 79.1.755 | 51100 | 1.00 | 43,925.44 | 44,913.76 | 44,914 |
| 79.1.750 | 51100 | 1.00 | 40,774.24 | 41,691.66 | 41,692 |
| 79.1.765 | 51100 | 1.00 | 43,925.44 | 44,913.76 | 44,914 |
| 79.1.770 | 51100 | 1.00 | 47,958.14 | 49,037.20 | 49,038 |
| 79.1.720 | 51100 | 1.00 | 54,022.18 | 55,237.68 | 55,238 |
| 79.1.720 | 51100 | 1.00 | 37,091.39 | 37,925.95 | 37,926 |
| 79.1.720 | 51200 | 0.60 | 24,089.02 | 24,631.02 | 24,632 |
| 79.1.720 | 51200 | 0.60 | 16,460.25 | 16,830.61 | 16,831 |
| 79.1.720 | 51100 | 1.00 | 32,276.19 | 33,002.40 | 33,003 |

1,860,257.95

| | |
|----------------------------|--------------|
| FY21 FT Salaries in Budget | 1,723,540.00 |
| FY21 PT Salaries in Budget | 172,475.00 |
| Supplemental Appropriation | 116,000.00 |

2,012,015.00



March 2, 2020

To: Library Board of Trustees

From: Jen McCormack, Director

Re: Budget proposal memo

On 2/11/2021 the Mayor issued his budget guidelines to city division directors. Most divisions, including the library, were asked to submit a level funded budget (the School Department being the only exception). For us that posed a particular challenge due to the salary corrections that were negotiated in the latest contract, but the large amount that we had budgeted for contingency last year (\$116,000) provided us something of a buffer.

The **salary portion** of the attached proposal includes funding for:

- All of our current staff, including their negotiated 2.25% COLA for FY2022
- The vacant supervisor position in Youth Services
- The now vacant Reference Librarian position
- 4 Pages (15 hour per week positions)
- Sufficient overtime for the library to open on Sundays from September through April. I've budgeted Sundays at a higher rate than in the past due to the negotiated salary increases and the elimination of the double time provision in the contract. (You may recall that 2019 was the first year we were open on Sundays year round)

In this proposal 5 library page positions will remain vacant, the equivalent of 1.25 full time employees, which may impact our operating schedule as we move toward a return to normal operations.

In the **operating expenses** portion of the budget I prioritized spending on digital collections and online resources and reduced the budgets for print materials and program expenses. Here are some highlights worth noting:

- **Technology operations:** an **increase of \$3,400** to cover anticipated increases in software costs. This line funds our ILS, the software for our online reading programs, our online calendar and museum pass reservations and various other software purchases.
- **Subscriptions:** an **increase of \$5,500** to expand budgeted amounts for Hoopla and Kanopy, cover anticipated cost increases for databases and update our virtual reference collection. This line funds all of our online databases and eLearning resources like Universal Class and Transparent Language.
- **Publications (Books):** a **reduction of \$7,000**, this reflects a decline in the circulation of print materials over the past several years.
- **Media (DVDs, Books on CD, Music CDs):** a **reduction of \$4,500**, approximately 20%. This reflects the steady decline in media circulation over the past several years.
- **Program expenses:** a **reduction of \$5,000** for adult programs and **\$3,000** for youth services programs.
- **Utility costs:** these increases are dictated by contracts negotiated by the city
- **Postage:** **\$1,000 increase** to accommodate expanded eligibility criteria for the Books by Mail service.

In the (unlikely) event that more funds become available I would strongly advocate for being open on additional Sundays during the year and then hiring more pages.

Investment Policy Statement

Effective ~~July 31 2014~~ February 2021

Overview

This Statement of Investment Objectives and Guidelines was developed to assist the Trustees of the Nashua Public Library of Nashua, N.H., hereafter referred to as the Trustees, in carrying out their fiduciary responsibility to provide investment management oversight of the endowment fund assets. It is necessary for the Trustees, and those who manage assets on their behalf to have a clear, mutual understanding of the purpose and objectives in managing the assets.

To this end, this document will:

- Establish formal yet flexible investment guidelines incorporating prudent asset allocation and realistic total return goals;
- Identify standards of investment performance by which the Investment Manager agrees to be measured;
- Outline the investment related responsibilities of the Trustees and the Investment Manager retained to manage the assets;
- Provide a framework for regular constructive communication between the Trustees and the Investment Manager.

Background & Purpose

The purpose of the funds is to provide resources above those provided by the City of Nashua for the purpose of providing material and programs and the completion of projects that enhance the library and its collections in order to better serve the citizens of Nashua.

Investment Objectives

The investment portfolio has a perpetual investment horizon and the Trustees have adopted a moderate, growth-oriented, investment policy. The primary investment objectives of the portfolio are to:

- Maintain the real purchasing power of the portfolio after inflation, costs and spending;
- Provide a stable source of liquidity and financial support for the Library; and
- Maximize the portfolio's risk-adjusted returns;
- Conform with RSA 387:6a and the General Standards of Prudent Investment, NH RSA 564-A:3-b (Prudent Investor Act – effective date January 1, 1999).

Investment Philosophy

While acknowledging the importance of preserving capital, the Trustees recognize the need to accept risk for the portfolio to meet its long-term objectives. The Trustees also recognize the need to diversify plan investments as a necessary means to manage risk in the portfolio. Asset allocation decisions should be made within the context of balancing long-term opportunities against shorter-term volatility and liquidity needs; risks taken within the portfolio should be commensurate with the portfolio's goals.

Return Objective

The primary return objective of the portfolio is to preserve the value of plan assets, defined by not violating corpus and by growing the assets by at least the rate of inflation over consecutive three year

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periods. A secondary goal is to generate the income and capital appreciation necessary to allow the Library to accomplish its primary mission.

Thus, the Trustees have established a long-term return objective equal to inflation (as measured by the Consumer Price Index) plus 3%.

Risk

Risk within the portfolio should be measured and managed within the context of the volatility of portfolio returns, with portfolio risk evaluated against the following dimensions:

- Probability of achieving the total return objective over a short-term (3 year) and long-term (10 year) horizon;
- Portfolio construction should be efficient, meaning annual expected volatility (standard deviation) should be minimized given the return objective;
- Preservation of capital is of extreme importance – expected returns should be measured against expected risk with a view to protecting portfolio value during times of stress.

Asset Allocation

The portfolio shall be diversified both by asset class and within asset classes. Within each asset class, investments shall be diversified further among economic sector, industry, quality and size. The purpose of this diversification is to provide a reasonable assurance that no single security or class of securities will have a disproportionate impact – positive or negative – on the overall performance of the portfolio.

Target Asset Allocation

Asset allocation will be managed on a structural (long-term), strategic (intermediate term) and tactical (short term) basis. Structural allocations represent the long term target allocations intended to allow the portfolio to meet its risk and return objectives. Strategic and tactical allocations will allow the investment manager to position the portfolio within an acceptable range around the long term target for each asset class to either take advantage of market conditions or protect principal value during difficult markets. The table below outlines the allowable asset classes and provides the target, minimum and maximum allocations for each asset class.

| Asset Class | Minimum | Target | Maximum |
|--------------------------------|----------------|-------------------|-------------------|
| Cash & Equivalents | 0% | 0% | 10% |
| US Large Cap Equity | 40% | 55 50% | 70 60% |
| <u>US Small Cap Equity</u> | <u>0%</u> | <u>10%</u> | <u>20%</u> |
| Fixed Income | 20% | 35 30% | 50 40% |
| Liquid Alternative Investments | 5% | 10% | 15% |

US Large Cap Core Equity

The primary objective of the U.S. large cap equity portfolio is inflation protection and long term growth. The portfolio will invest in companies traded on U.S. exchanges, including those domiciled in the U.S., cross registered on U.S. exchanges and foreign shares trading in the U.S. via American Depositary Receipts. The portfolio will be fully diversified based on market cap, economic sector, company and number of holdings. The portfolio will be benchmarked to the S&P 500 Index for performance, risk control and portfolio construction purposes.

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US Small Cap Core Equity

The primary objective of the U.S. large cap equity portfolio is inflation protection and long term growth. The portfolio will invest in companies traded on U.S. exchanges, including those domiciled in the U.S., cross registered on U.S. exchanges and foreign shares trading in the U.S. via American Depository Receipts. The portfolio will be fully diversified based on market cap, economic sector, company and number of holdings. The portfolio will be benchmarked to the Russell 2000 Index for performance, risk control and portfolio construction purposes.

US Core Fixed Income

The primary objective of the fixed income portfolio is to generate portfolio income and minimize long term volatility. The portfolio will invest in investment grade U.S. dollar denominated bonds with a focus on U.S. Government, U.S. Agency, credit obligations, municipal bonds, other dollar-denominated investment grade obligations and/or exchange traded products whose underlying securities are invested in - or track the returns of - similar obligations. Securitized obligations (mortgage backed securities, asset backed securities, etc.) are not allowable. The U.S. fixed income portfolio will be benchmarked to the Barclays Capital U.S. Government/Credit Index.

Liquid Alternative Investments

The primary objective of the liquid alternatives allocation is inflation protection, long term moderate growth and diversification. The selected strategy will invest primarily in liquid investments such as exchange traded funds across a wide array of asset classes, including global equity, global fixed income, commodities, currencies and global real estate. The tactical nature of the strategy will allow the managers to shift allocations to take advantage of market opportunities or protect the downside, while the inclusion of non-traditional asset classes such as commodities and currencies should reduce total portfolio risk through the inclusion of a moderate volatility strategy with lower correlation to traditional stocks and bonds. The liquid alternatives strategy will be benchmarked to three month US Treasury Bills plus 3%.

Investment Holding Guidelines

The Trustees will establish guidelines for the Investment Manager in order to specify the level of risk (in terms of standard deviation) that is acceptable in the investment portfolios. It is expected that the Investment Manager will adhere to these guidelines, unless modifications have been authorized in writing by the Trustees.

Equity

It is understood that in order to achieve a rate of return greater than the Standard & Poor's 500 Index for the equity portfolio, it may be necessary to posture a commensurate or higher risk level than such Index. Both variability of return and volatility of return may deviate from the market on a continuing basis. It must be understood, however, that portfolio risk levels substantially higher than the Index over an extended period of time are to be avoided without prior consultation with the Trustees.

In addition, the portfolio manager will adhere to the following policies:

- Securities which are convertible into stock shall be considered equities;
- Short selling is prohibited;

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- Investments into warrants or rights are not permitted and if issued should be sold or exercised within 90 days;
- Investments shall not be made using margin, unless for non-tactical short-term portfolio management needs;
- Investments into American Depository Receipts are permissible;
- Securities denominated in foreign currencies, futures or options positions, margin purchases, lending or borrowing of funds, letter stock, private or direct placements, limited partnerships, illiquid investments, thinly traded securities and securities of the investment manager, the Trustees, their parents or subsidiaries or any other security that could be considered self-dealing are all prohibited;
- Equity investments shall be made in securities which are publically traded;
- At no time shall the portfolio consist of fewer than 20 holdings that are diversified by economic sectors and industry sub-sectors, unless the portfolio is invested in exchange traded products that themselves hold more than 15 securities;
- At no time shall more than 5% of the total market value of equity investments be held in the equity securities of any one issuer;
- Not more than 2% of the outstanding market value of the voting stock of any one issuer can be purchased or held in the portfolio;
- Sector weights of the portfolio shall not differ from the benchmark by more than ten percentage points;
- Turnover is not constrained; however, portfolio turnover should be monitored to ensure that it has a positive impact on portfolio performance.

Fixed Income

With respect to the cash equivalent and fixed income portions of the account, the quality ratings of Standard & Poor's and Moody's will be the primary guide, as will be defined below.

- All new purchases must maintain an investment grade rating (BBB- / Baa3 or higher) from at least one nationally recognized rating agency; split ratings (one investment grade, one below investment grade) are not allowable.
- Fixed income investments shall be made only in issuers with outstanding debt of at least \$50 million at the time of purchase;
- Short selling is prohibited;
- Private placements are not permitted. Securities issued under regulation 144A are permitted if applicable;
- At no time shall the portfolio consist of fewer than 15 holdings that are diversified by economic sectors and industry sub-sectors, unless the portfolio is invested in exchange traded products that themselves hold more than 15 securities;
- A maximum of 5% of the portfolio, at the time of purchase, may be invested in the securities of any non-U.S. government issuer;
- No more than 20% of the portfolio shall be invested in any one industry sector;
- Debt obligations which are downgraded by one or more recognized rating services to below Baa(-) must be sold within a reasonable period not to exceed one year.

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- The maximum effective maturity of an individual bond within the portfolio is not to exceed 30 years;
- The modified duration of the portfolio should remain within a range of +/- 20% of the modified duration of the benchmark

Liquid Alternatives

Liquid alternative investments such as global tactical asset allocation and other liquid, non-traditional investment strategies are allowable as an asset class in the portfolio. Alternative products may not utilize explicit leverage, although modest indirect leverage may be used internally to a portfolio. Investments in alternatives will not count against the allowable allocation for a particular asset (i.e. allocations to equity within the strategy will not count against the equity asset allocation). Allowable asset classes for liquid alternatives include global equity, global fixed income, commodities, currencies, global real estate and other non-traditional investment strategies.

Performance Measurement

The Investment Manager is expected to achieve the long-term investment performance objectives over a full market cycle of approximately three to five years. The investment managers' performance will be reviewed quarterly to ensure compliance with these standards.

Performance shall be measured on a time-weighted basis. Total portfolio performance shall be compared on an absolute basis against the long term return objective of the portfolio, as well as against a custom benchmark derived from the target allocations for each asset class (as outlined in the table below) on both an absolute and risk-adjusted basis. Individual asset class performance will be measured against its respective benchmark on an absolute and risk-adjusted basis.

| Benchmark | Target |
|----------------------------------|-------------------|
| S&P 500 Index | 55 50% |
| <u>Russell 2000 Index</u> | <u>10%</u> |
| Barclays Government/Credit Index | 35 30% |
| US 3-Month T-Bills + 3% | 10% |

Spending Policy

The Trust has no set spending policy for the consolidated portfolio. Individual trusts may have specific spending requirements, and the Trustees may elect to disburse funds as needed or in accordance with the terms of an individual underlying trust.

Legal Considerations

The Nashua Public Library is governed by the laws of New Hampshire and is exempt from Federal income tax as an entity of the City of Nashua. Management of the funds must conform with RSA 387:6a, and the General Standards of Prudent Investment, NH RSA 564-A:3-b (Prudent Investor Act - effective date January 1, 1999).

Fees and Service Providers

Boston Advisors, LLC is the designated Investment Adviser for the portfolio. BA has full discretion regarding individual security selection and trading.

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Fidelity Investments has been designated by the Trustees to act as custodian and primary broker of the securities and other assets of the Trust.

Responsibilities

The Trustees acknowledge their responsibility as endowment fund fiduciaries. In this regard, they must act prudently and for the exclusive interest of the fund. More specifically, the Trustees' responsibilities include:

- Compliance: To comply with the provisions of the various N.H. RSA statutes referred to in this document.
- Standards: To develop investment objectives, guidelines, and performance measurement standards which are consistent with the fund's goals.
- Appointments: To evaluate and appoint an Investment Manager as needed to invest and manage fund assets.
- Communication: To communicate investment goals, objectives, and standards to the Investment Manager, including any material changes that may subsequently occur. This should be done at a minimum on an annual basis.
- Manager Funding: To deploy existing assets and new monies to the Investment Manager.
- Evaluation: To review and evaluate investment results semi-annually in the context of established performance standards.
- Corrective Action: To take whatever action is deemed prudent and appropriate when the Investment Manager fails to meet mutually-accepted performance standards.

The Investment Manager, in recognition of their role as a fiduciary of the fund, shall assume the following responsibilities:

- Investment Responsibility: To issue / propose investment recommendations with respect to the assets under management.
- Compliance: To comply with this statement and any other written instructions provided by the Trustees. Furthermore, to adhere to the prudent investor and diversification of investments provisions of the State of New Hampshire RSA 564-A:3-b, RSA 387:6a, RSA 387:1 XVI and New Hampshire RSA 387:14 as well as all federal regulations pertaining to the investment of such assets.
- Voting of Proxies: To vote all proxies with respect to stock owned in the fund unless directed otherwise by the Trustees.
- Notification of Changes: To inform the Trustees of any material changes in the Manager's outlook, policy, tactics, or in the firm's structure including ownership, financial condition, and personnel changes.
- Reporting: To provide a quarterly report, listing of all holdings and transactions to the Trustees. Periodically provide a report comparing portfolio performance to the relative indices. Finally, provide discussion of the portfolio and market as well as the investment managers' economic and market outlook.

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- Availability for Meetings: To meet at such times as the Trustees may reasonably request to discuss investment outlook, performance, strategy and tactics, organizational and personnel changes, and other pertinent matters.

Procedures for Amending Investment Guidelines

Investment guidelines may be temporarily amended should prevailing market or economic conditions warrant such changes. To amend guidelines, the manager must submit in writing the requested amendments, the reasons for requesting the amendments, and the time period for which the amendments will be in effect. The Board will review the amendment request and upon majority vote and written confirmation of the Board's acceptance of the amendment, the amendment will be in effect. The Board maintains the right to unilaterally amend the investment guidelines.

Accepted:

Investment Manager _____ Date

Nashua Public Library _____ Date



March 2, 2020

To: Trustees

From: Jen McCormack, Director

RE: Planning recommendations

Based on the research I've done since the last meeting I have 2 recommendations for the Board regarding planning.

First I am recommending that we begin a strategic planning process this spring: either of the building planning processes I discuss below should incorporate the priorities identified in a strategic plan and ours is out of date and incomplete. (The draft strategic plan that we created nearly 6 years ago is attached to this report) Strategic planning is work that we definitely can do in-house but hiring a consultant to facilitate data gathering, analyze that data and help us generate a complete and thorough plan in a timely fashion would be a good investment. A budget of **\$15,000 - \$20,000** is reasonable for this work including writing the final report.

My second recommendation would be to hire a firm to conduct a facilities assessment and help us create a facility master plan to guide repairs and improvements to the library building and grounds over the next 10-15 years. This plan would include a schedule of repairs and/or necessary capital improvements and budget estimates for those improvements. This plan would give us a good foundation to begin advocating for the necessary funding.

In communities where a new library building or expansion is planned a "community needs assessment" is generally done by a library consultant. This type of assessment would identify additional space needed to satisfy current community needs and would include an assessment of the physical plant but would not a schedule of needed repairs and budget estimates for those. That is an approach we could take if we wanted to explore the possibility of library branches in underserved parts of the city, and hire someone different to take the findings from the needs assessment to help us create a facilities master plan.

Based on data I've found in the MA central register and other municipal sites a budget of **\$30,000 - \$40,000** seems appropriate for this work.

Funding for both of these planning projects could come from these unrestricted trusts that have significant expendable balances available. I believe that they can and should be done concurrently.

| Trust name | Expendable balance |
|-------------------|---------------------------|
| Bloomfield | 58,969 |
| Cramer | 5,445 |
| Rose | 6,505 |
| Clancy | 11,880 |
| Misc. Donations | 35,166 |

GOALS 2016-2018 **DRAFT**

The Nashua Public Library will use new and emerging technologies to connect with our customers online, deliver traditional services in new ways, provide collections in a variety of digital formats and expand the range and type of services we offer.

- Local history online searchable database
- Streaming film and music
- Digital content creation
- Online registration
- Sound system and other systems in NPL theater
- Self-service pick up of reserved materials

The Nashua Public Library will be a welcoming space for users of all ages, physical abilities and country of origin.

- Universal signage
- Culturally inclusive subject headings
- Digital board at front desk/Kiosk at entrance
- Branding for Teen space, other distinct service areas
- Fully staffed Teen desk
- Collections in other languages
- Hiring bilingual staff or staff from other countries of origin
- Collaborating with One Greater Nashua to grow/develop the Cultural Navigators program
- Increase focus/visibility of resources regarding citizenship
- Parking: cost and availability
- Condition of building and grounds

NPL staff will be involved in the life of the community through collaboration with city agencies, groups and nonprofits in order to contribute to the vitality of our city and learn more about the needs and interests of Nashua residents

- One Greater Nashua
- School collaboration
- Provide support or have a presence at community activities and events
- Use these opportunities for “word of mouth” marketing,

The Nashua Public Library will develop an educated and engaged staff that is encouraged to learn and improve through both formal and informal learning opportunities.

- Participation in state, regional and national professional organizations

- Access to training opportunities that aren't directly library related but that can increase skills/knowledge/understanding of trends and issues that affect us
- Cross training between/among departments

The Nashua Public Library will pursue opportunities to provide service outside our walls.

- “Branch” locations like Tiny Little libraries and vending machines
- expanded work with school libraries,
- physical presence at Adult Learning center
- offering programs off site at agencies or other community partner locations (computer classes at the senior center or book discussions at BGCGN or drop in help at farmers market, community gardens, etc)

NPL will embrace/pursue/ a shift in our service model toward a creative/learning commons model that encourages creative collaboration and invites entrepreneurs to use our space and resources..

- Digital content creation
- More one on one help
- Meeting room policy changes to permit use by businesses or individuals
- Relationship with Make-it labs
- How to Center, help people with more than just finding information. Job hunting, device help, government resource help, etc.

Written a plan that plays upon our strengths, takes advantage of the opportunities presented by technology, community collaboration and changing demographics and still values focusing on some of the things our library has always done (superior customer service, collections that reflect the reading tastes and learning priorities of our community) .

Data gathering: complete “raw” data is available in the appendices to this plan. Library staff gathered information over a period of about 5 months as part of our regular contact and collaboration with outside groups and agencies. Some data we gathered is specifically about the library and our services and collections but other crucial data related to the community at large and programs/initiatives taking place in the city and state. Included here is a list of the community groups that we interacted with during the planning process:

Downtown merchants

Public access TV

Hispanic outreach

Gate City initiative
Chamber
GAD
ALC
City Departments
City Arts Commission
Hunt Building
United Way
B&G Club
PAL
Nashua Police
Emergency management
OGN

Part of the planning process included soliciting input from staff via a strengths and weaknesses workshop conducted in June, 2015. Complete results of that workshop are attached to this document but the major threats and opportunities identified included: Panhandling, heroin/other drug abuse and overdoses, housing, downtown improvements, increased housing downtown, performing arts center, Picker building/artist gallery space, rail initiative, educated workforce. Additional benefit of working during a mayoral and early presidential campaign, news full of the issues that most meaningful and important to our community.

Input from staff re: work in regional and state professional associations

Input from staff / senior staff: SWOT exercises, goal setting

Input major notes from June staff exercise , notes re: August senior staff and new objectives/goals added then.

Input from Friends Executive Board: SWOT exercises, future plans for East Wing area

Notes from meeting on 11/19 and other meeting if required.

Survey data: customers and non-users in both English and Spanish. We received over 2,000 responses, 65% from people who use us at least monthly, 60% of respondents are between ages of 30 -64, 80% have education beyond high school.

We asked them what would make them use the library more often, an almost equal number of respondents indicated that the ability to use more services at home or programs at a more convenient time would get them into the library more often. Interesting responses came in the "other" category: 776 people took the time to enter a response here, 37% of the total responses. Of that category 121 indicated that parking here was an issue, either the cost or the time limit on the meters. Another 119 of these "other" responses related to the type and number of materials we have, both in print and electronic format. We will also pay close attention to the 48 detailed responses that included specific suggestions for programs and events, and the 52 responses that related to the building and grounds.

Another question related to what services are most important to our users (and potential users): we offered 10 possible answers and respondents were able to choose as many as were relevant/appropriate/desired. Clear winner was no surprise, 67% of respondents replied that the materials they can borrow are our most valuable service. Next in line at 38% of the responses were our downloadable Ebooks and audiobooks, followed closely by museum passes and our events and programs.

When we asked about what new services were the most interesting/appealing the top responses went to: Streaming films, self-pickup of reserved materials, and offsite locations to borrow and/or return materials, 15% of the respondents went on to add their own suggestions L