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UPPER ARLINGTON PUBLIC LIBRARY  
BOARD OF TRUSTEES MEETING  
AGENDA FOR TUESDAY APRIL 18, 2017 AT 5 PM

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1. Call to Order
2. Consent Agenda
  - a. Excused Absences
  - b. Approval of Minutes of March 21, 2017 P. 1-7
  - c. Approval of March Financial Report P. 8-9
  - d. March Donations Resolution P. 10
3. Public Comments
4. Assistant Director's Report
5. Director's Report P. 11
  - a. Quarterly Staffing Report P. 12
  - b. E-Rate Overview & Shared Fiber P. 13
  - c. Changes to Concealed Carry Law P. 14
  - d. Meeting Room Policy Review P. 15-18
  - e. Monthly Statistics P. 19
6. Finance Committee
  - a. April Meeting Minutes P. 20
  - b. Insurance Broker Recommendation P. 21
7. Operations Committee
  - a. April Meeting Minutes P. 22
8. President's Report
  - a. 2016 Tactics – Final Report P. 23-28
  - b. Draft 2017 Tactics P. 29-33
9. Adjournment

**Next Board Meeting:** Tuesday, May 16, 2017 at 5 p.m. in Meeting Room B



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**UPPER ARLINGTON PUBLIC LIBRARY  
MINUTES  
BOARD OF TRUSTEES MEETING  
Tuesday, March 21, 2017 at 5 PM**

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The meeting was called to order at 5:01 p.m.

***IN ATTENDANCE***

BOARD MEMBERS: Maura Bowen, Peter Hahn, Gloria Heydlauff, Kyle McKee, William J. Shkurti, and John M. Yesso.

ALSO PRESENT: Chris Taylor, Director; Kate Porter, Assistant Director; Michael Troper, Fiscal Officer; Chris Minx, Marketing and Community Relations Manager; Dena Little, Youth Services Manager; and Diana Magee, Executive Assistant

EXCUSED ABSENCE: Sarah Mueller

***CONSENT AGENDA***

The consent agenda included the Minutes from the February 21, 2017 Board of Trustees Organizational and normal meetings, the Financial Report for February 2017 and the February Donations Resolution. The Financial report is included as an exhibit to these minutes. The donations resolution is included here.

**RESOLUTION 09-17  
February 2017 DONATIONS**

BE IT RESOLVED that the Board of Trustees of the Upper Arlington Public Library acknowledges and accepts into the fund listed below the following donations with sincere thanks:

<b>Gift amount</b>	<b>Fund</b>	<b>First Name</b>	<b>Last Name</b>	<b>Campaign</b>
\$ 250.00	130	Melodee	Kornacker	
\$ 100.00	130	Lynn	Early	Library Lovers' Month 2017
\$ 50.00	130	Bradley	Britton	Library Lovers' Month 2017
\$ 30.00	130	William	Grant	Library Lovers' Month 2017
\$ 25.00	130	Lorraine	Clark	Library Lovers' Month 2017
\$ 20.00	130	David & Nancy	Evans	Library Lovers' Month 2017
\$ 14,399.00	In Kind	Mary	Burkey	Audiobooks
\$ 500.00	130	Gloria	Heydlauff	Library Lovers' Month 2017
\$ 100.00	130	John and Judy	Yesso	Library Lovers' Month 2017
\$ 100.00	130	John and Susan	Yutzey	Library Lovers' Month 2017
\$ 100.00	130	Kelle	Eubank	Library Lovers' Month 2017
\$ 50.00	130	Michael and Merry	Troper	Library Lovers' Month 2017
\$ 25.00	130	John & Betty	Messenger	Library Lovers' Month 2017
\$ 100.00	130	Michael	Kohr	Library Lovers' Month 2017
\$ 25.00	130	Kate	Albers	Library Lovers' Month 2017
\$ 20.00	130	Anonymous		Via the Columbus Foundation

\$	20.00	130	Alice	Lane	Library Lovers' Month 2017
\$	40.00	130	James	Dowell	Library Lovers' Month 2017
\$	25.00	130	Joe	Schinner	Library Lovers' Month 2017
\$	5.00	130	Karolyne	Starr	Library Lovers' Month 2017
\$	500.00	130	Iris	de la Motte	Library Lovers' Month 2017
\$	500.00	130	Tremont Center Company		Library Lovers' Month 2017
\$	50.00	130	Mike and Charlene	Buckner	Library Lovers' Month 2017
\$	35.00	130	Thomas and Jean	Hayward	Library Lovers' Month 2017
\$	50.00	130	Brian and Wendy	Jasper	Library Lovers' Month 2017
\$	25.00	130	Patrick and Kathy	Green	Library Lovers' Month 2017
\$	20.00	130	Sandra	Grasso	Library Lovers' Month 2017

**SIGNATURE SHEET**

Resolution No. 09-17

3/21/2017

Upon the motion of Trustee, Peter Han seconded by Trustee William Shkurti to pass the consent agenda:

Voting:

John Yesso, Vice President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Peter Hahn	Aye
Kyle McKee	Aye
William Shkurti	Aye

Upper Arlington Public Library Board of Trustees  
Upper Arlington, Ohio

**CERTIFICATION**

IT IS HEREBY CERTIFIED that the foregoing is a true and correct transcript of a resolution acted upon by the Upper Arlington Public Library Board of Trustees, Upper Arlington, Ohio on the date noted above.

\_\_\_\_\_  
Michael Troper, Fiscal Officer  
Upper Arlington Public Library  
Upper Arlington, Ohio

***ASSISTANT DIRECTOR'S REPORT***

Annual Partnership Review

The Library continues to partner with the City, Schools, and other community organizations on events and projects. The City will be honoring John Dunkel, who was instrumental in the creation of the Upper Arlington Public Library, at the May Wall of Honor Ceremony. The Library will be using the event as a soft-launch of the 50<sup>th</sup> Anniversary Fundraising Campaign. The Library is also working with the City on a ribbon-cutting ceremony for the new reading garden.

Staff are working on more partnerships for author visits and reaching ESOL patrons through school talks.

The Board suggested looking at the lists of partnerships and collaborations with the following questions in mind:

1. Out of all of the partnerships and collaborations, which do the staff think are most successful and why? What is needed to keep them successful?
2. Of the items left on the lists, which have the most promise and what is needed to develop them?
3. What potential collaborations are not on the list?
4. Are there any overlaps on the list? What can be consolidated or possibly dropped as new collaborations are pursued.
5. Where are we generating additional revenue or saving money?

The Board requested this as a high-level summary, no more than a page in length.

## ***DIRECTOR'S REPORT***

### Passport Services

The Board requested an estimate of staff time spent on passports in order to factor the cost into the net revenue of the service.

### Annual Scorecard and Strategic Goal Overview

In consideration of the Strategic Goals, the Board posited a question of what makes the Upper Arlington Public Library special and what is its brand? Collaborations, older adult programming, leaders in strategic planning and measuring success, and guardians of history were offered as suggestions. The Library is also increasingly a place where people gather.

Ms. Bowen recommended looking at the future of the Library from a marketing standpoint: What do patrons want or need? How can the Library fulfill those wants or needs and do so better than the competition, if there is competition for those services. For the Library, competition usually is not another library or organization, rather patrons' schedules and available time.

### Monthly Statistics

Circulation showed a very slight decrease. Circulation of physical items was down 9% in February from the previous year and digital circulation increased by only 6% instead of the double-digit increase we had been experiencing. Program attendance was significantly higher in January and slightly lower in February than in 2016. This was likely due to 19% more programs offered in January and 4% fewer in February than last year. Computer Usage and User Visits continue to trend similarly to last year.

## ***OPERATIONS COMMITTEE***

*UPPER ARLINGTON PUBLIC LIBRARY  
OPERATIONS COMMITTEE  
TUESDAY MARCH 7, 2017 AT 4 PM  
MEETING NOTES*

*The meeting was called to order at 4:02 p.m.*

*IN ATTENDANCE: Peter Hahn, Maura Bowen, John Yesso, Chris Taylor, Kate Porter, Chris Minx, and Diana Magee*

*EXCUSED ABSENCES: None*

### ***ANNUAL REVIEW OF SECURITY INCIDENT REPORTS***

*Overall, incidents dropped in 2016 compared to the prior three years. Incident reporting became consistent practice beginning in 2012.*

*The Committee asked for clarification of incidents that would be categorized as Patron – Other rather than Patron – Behavior. Children accidentally locked in a car in the parking lot or abandoned property were examples of this category.*

#### **2017 LIBRARY LOVERS' MONTH REVIEW**

*The Committee and staff were pleased with the results of the campaign. Elements that seemed to make the campaign effective were:*

- *Targeting known or likely Library supporters*
- *Having a specific purpose for the donation*
- *Providing preaddressed envelopes for easy donation*

*In the future, we will implement a donation webpage for easy electronic donations. The webpage will be specific to the campaign and integrate with the donor management software.*

#### **2017 FUNDRAISING ACTIVITIES UPDATE**

*The Fundraising Committee is currently preparing for the upcoming Thank You Breakfast on April 11th. Invitations will be mailed within the next week. Since this is the Library's 50th Anniversary year, former Board members, UAPL Foundation members, Upper Arlington City officials, and Upper Arlington School officials were invited, as well. The Upper Arlington Community Foundation is also holding an event the morning of the 11th, but the Library was unable to reschedule once the conflict was discovered.*

*Chris Taylor, Kate, and Diana will be visiting the Geauga Public Library from which we will borrow custom putt-putt equipment for the Get Loud @ The Library Event on November 4th. We will also be gleaning wisdom from Geauga on aspects of their event such as staggering start times, getting sponsorship for holes, and any other advice they might have to offer.*

*The 50th Anniversary campaign will have a soft-launch at the City's Wall of Honor Ceremony in May. A 50th Anniversary Committee has determined a list of activities and displays from May until December 11th to publicize the anniversary and campaign. Specific plans for how donations will be encouraged will be discussed at the March 20th Fundraising Committee meeting.*

#### **FIRE PANEL REPLACEMENT**

*Two quotes have been received, both in the range of 15K-16K. The Simplex quote only included replacement of the Fire Panel while Hamrick's was inclusive of accompanying equipment, design, and testing. An opportunity to edit their quote to include the same items as Hamrick's was offered to Simplex. The third vendor has not yet responded.*

*The Committee reviewed the 2017 Capital budget and planned projects to determine where the money for the unplanned fire panel replacement should come. All agreed that the Furniture and Equipment money would be used, and if other projects come in under budget, the surplus would be used to replenish Furniture and Equipment.*

#### **MARKETING STRATEGY**

*Maura will send templates and examples to Chris Minx. Additionally, Chris has pulled some examples from other libraries and assembled a small committee to work on the Marketing Plan. Chris will be the lead with Greg Ramage, Director of Support Services, and Dena Little, Youth Services Manager, supporting. Chris Taylor and Kate Porter will act as advisors.*

#### **FRIENDS OF THE LIBRARY AND FUNDRAISING**

*A few members of the Friends Board have voiced interest in fundraising ideas, including paid programs at the Library. The Committee and staff agreed that this could be confusing to patrons*

who have come to expect free programming from the Library. Additionally, as the Library has several fundraising campaigns and events this year, any other in-building events could confuse the purpose of those campaigns or make patrons feel overwhelmed with donation requests.

The Friends fund the Library's programming as well as special projects and are greatly appreciated. Administration will work to create a list of possible fundraising ideas that could provide an opportunity to raise more money without creating too much additional work for the Friends or confusion for the patrons. Additional promotion of existing revenue opportunities such as memberships was suggested by the Committee.

#### **MEETING SCHEDULE**

The Committee will continue to meet on the first Tuesday of the month at 4 p.m.

#### **ADJOURNMENT**

The meeting was adjourned at 4:51 p.m.

### **FINANCE COMMITTEE**

UPPER ARLINGTON PUBLIC LIBRARY  
FINANCE COMMITTEE  
WEDNESDAY MARCH 8, 2017 AT 5 PM  
MEETING NOTES

The meeting was called to order at 5:04 p.m.

*IN ATTENDANCE: Gloria Heydluaff, Kyle McKee, William Shkurti, Chris Taylor, Kate Porter, Michael Troper, and Diana Magee.*

#### *Financials*

*The Committee reviewed the financial reports for February. Expenses are trending on projections but revenue is trending low. Part of this is due to not requesting an advance on property taxes. The Public Library Fund was also recertified in January at \$6,026.85 less than the certification in August 2016, on which the budget was based. The Committee accepted the reports as presented to be included in the materials for the March meeting of the Board of Trustees.*

#### *Bank Reconciliations*

*Chris and Michael continue to work on reconciling January and February, with Michael now taking the lead. There is approximately a 14K difference between the accounting system and the bank account. November 2016 reconciled to zero and December to a difference of \$15.*

#### *Update on Audit*

*The Hinkle report was filed on time, by the 28th of February. The audit should be completed by the March 10th.*

#### *Update on Deputy Fiscal Officer Search*

*Three candidates were interviewed by Chris, Michael, and Julie Whitt, Human Resources manager. One candidate has been selected and Julie is in the process of checking references and getting a background check prior to offering the position.*

#### *Update on Accounting System*

*Training for power-users of the accounting system will begin in April.*

#### *Update on Transition*

*The Committee recommended the following list of priorities for Michael to address:*

*Hiring and training the Deputy Fiscal Officer*

*Completion and follow-up on the audit*

*Implementation of the new accounting system*

*Bank Reconciliations*

*Determine amount of money for fixed cost expenditures lost due to clawbacks or affected by 2016 purchase orders that were closed and had to be paid out of 2017 funds*

*Determine a target percentage between budgeted and actual expenditures*

*Review 5-Year Financial Plan*

*Research savings opportunities for healthcare*

*Smart Money Manager*

#### *Fire Panel*

*Two quotes have been received, both in the range of 15K-16K. The Simplex quote only included replacement of the Fire Panel while Hamrick's was inclusive of accompanying equipment, design, and testing. An opportunity to edit their quote to include the same items as Hamrick's was offered to Simplex. The third vendor has not yet responded.*

*The Operations committee reviewed the 2017 Capital budget and planned projects to determine where the money for the unplanned fire panel replacement should come. All agreed that the Furniture and Equipment money would be used, and if other projects come in under budget, the surplus would be used to replenish Furniture and Equipment.*

#### *Adjournment*

*The meeting adjourned at 5:26 p.m.*

*Next Meeting: Wednesday, April 12th at 5 p.m. in Meeting Room C*

#### Audit Status

The audit is still in process. Michael contacts the auditors regularly for status and to verify all necessary documents have been received.

#### Deputy Fiscal Officer Position

The Library will welcome Anna Lu on April 3<sup>rd</sup> as the new Deputy Fiscal Officer.

#### OPOC (One Point of Care)

Administration met with a representative from OPOC, a potential health insurance broker. OPOC analyzes organizations' current health plans and usage and then designs a plan to suit those needs. Insurance companies are then asked to match the newly designed plan, usually resulting in savings. The savings would be shared by the Library and OPOC in addition to the normal broker's fees. OPOC does guarantee that the insurance will not cost any more than the Library already pays. The Board requested that Administration find local clients that they have worked with OPOC for the past few years for references.

### **ADJOURNMENT**

Maura Bowen made a motion to adjourn the meeting. Peter Hahn seconded the motion.

Voting:

John Yesso, Vice President	Aye
Gloria Heydlauff, Secretary	Aye
Peter Hahn	Aye
Kyle McKee	Aye
Maura Bowen	Aye
William Shkurti	Aye



The meeting adjourned at 6:21 p.m.

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John Yesso, Vice-President

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Gloria Heydlauff, Secretary

**All Funds**  
**Statement of Cash Position**  
As of March 31, 2017

Fund No.	Fund Description	1/1/2017 Balance (a)	2017 YTD Revenue (b)	2017 YTD Expended (c)	3/31/2017 Balance (a + b - c)	Outstanding Encumbrance (d)	Unencumbered Balance ((a+b)-(c+d))
1X0	General Fund-Combined	\$2,633,914	\$2,240,314	\$1,645,333	\$3,228,895	\$1,164,572	\$2,064,323
2XX	Special Revenue Fund-Combined	\$286,478	\$11,829	\$12,252	\$286,056	\$25,759	\$260,297
402	Building Improvement	\$453,471	\$0	\$83,831	\$369,640	\$49,277	\$320,362
501	Employee FSA Fund	\$5,000	\$3,620	\$3,500	\$5,120	\$0	\$5,120
<b>GRAND TOTAL</b>		<b>\$3,378,863</b>	<b>\$2,255,763</b>	<b>\$1,744,915</b>	<b>\$3,889,711</b>	<b>\$1,239,608</b>	<b>\$2,650,103</b>

*Fund 1X0 We do not encumber funds for payroll. Outstanding encumbrances represent blanket purchase orders encumbering funds for library materials and other operating expenses.*

*Fund 2XX Special Revenue Fund is used to track donations to the Library by the Friends and other private sources as well as the corresponding expenditures. Like the General Fund, this information provided summarizes the data into one Special Revenue Fund and is noted as such.*

*Fund 402 the Building Improvement Fund is used for building and technology improvements.*

*Fund 501 Employee FSA Fund is a restricted fund used for Employee FSA contributions that the Library maintains in house.*

**Upper Arlington Public Library**  
**All Funds**  
**Statement of Cash Position**  
As of March 31, 2016

Fund No.	Fund Description	January 1, 2016 Balance (a)	2016 YTD Revenue (b)	2016 YTD Expended (c)	3/31/2016 Balance (a + b - c)	Outstanding Encumbrance (d)	Unencumbered Balance ((a+b)-(c+d))
1X0	General Fund-Combined	\$2,571,825	\$2,175,572	\$1,493,873	\$3,253,524	\$1,354,490	\$1,436,870
2XX	Special Revenue Fund-Combined	\$287,039	\$19,797	\$14,832	\$292,005	\$22,743	\$268,607
					\$0		
402	Building Improvement	\$355,313	\$0	\$97,452	\$257,860	\$6,650	\$257,600
403	Miller Park Renovation		\$0	\$0	\$0	\$0	\$0
<b>GRAND TOTAL</b>		<b>\$3,214,177</b>	<b>\$2,195,369</b>	<b>\$1,606,157</b>	<b>\$3,803,389</b>	<b>\$1,383,883</b>	<b>\$2,419,507</b>

*Fund 1X0 General Fund is used to track expenditures related to the Library's daily operations. As of 2014, sub-funds have been created within the General Fund to track Donations & Grants. This information provided summarizes the data into one General Fund and is noted as such.*

*Fund 2XX Special Revenue Fund is used to track donations to the Library by the Friends and other private sources as well as the corresponding expenditures. Like the General Fund, this information provided summarizes the data into one Special Revenue Fund and is noted as such.*

**Upper Arlington Public Library**  
**General Fund**  
**Monthly Statement Includes Year-end Projections and Projected Year-end Cash Balance**  
As of March 31, 2017

**Beginning Cash Balance as of January 1, 2017**                      **2,633,914**

<b>General Fund Operating Revenue</b>	<b>Budget</b>	<b>YTD Revenue</b>	<b>Projected Year End Revenue</b>	<b>Over / (Under) Budget</b>
General Property Taxes	3,163,993	1,543,643	3,163,993	(0)
Public Library Fund	2,665,249	633,817	2,659,222	(6,027)
Other Income	186,600	62,854	186,600	0
<b>Total Revenue</b>	<b>6,015,842</b>	<b>2,240,314</b>	<b>6,009,815</b>	<b>(6,027)</b>

<b>General Fund Operating Expenditures</b>	<b>Budget</b>	<b>YTD Expenditures</b>	<b>Projected Year End Cash Expenditures</b>	<b>(Over) / Under Budget</b>
Salaries & Benefits	3,954,364	1,044,923	3,954,364	0
Library Materials	851,000	308,879	851,000	0
Other Expenditures	<u>837,082</u>	<u>291,531</u>	<u>837,082</u>	<u>0</u>
<b>Total Expenditures</b>	<b>5,642,446</b>	<b>1,645,333</b>	<b>5,642,446</b>	<b>0</b>

<b>Net Budget (Revenue less Expenditures before Cash Transfers Out)</b>	<b>373,396</b>	<b>594,981</b>	<b>367,369</b>	<b>(6,027)</b>
				<b>(Over) / Under Budget</b>

**Non-Operating Expenditures**

Cash Transfers Out to Fund 402 - Building Improvement Fund	304,974	0	304,974	0
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<b>Net Budget after Cash Transfers</b>	<b>68,422</b>	<b>594,981</b>	<b>62,395</b>	<b>(6,027)</b>
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**Projected Cash Balance at December 31, 2017**                      **2,696,309**

**Budget** represents current budget and does not include any prior year encumbrances.

**General Property Tax** - Revenue from the existing 2.0 mil levy is received in March and August of every fiscal year.

**Public Library Fund** - The most recent certification from the Franklin County Budget Commission on 1/10/17 estimates our revenue as \$2,659,222.01 which is \$6,026.85 less than the prior certification on 8/1/16 on which the budget is based. The year end revenue is based upon the most recent certification but may be less depending on the funding in new biennial budget which begins 7/1/2017.

**Other Income** - consists of revenue from passport services and passport photo sales, fines, fees, unrestricted donations, interest earnings, and cataloging services for the Bexley Public Library. Passport service (\$21,500 budgeted) and photo fees (\$6,600 budgeted) came in at about 62% of budgeted revenue for the year. The high passport income may be due to a seasonal effect.

**Salaries & Benefits** - Currently we expect to spend our full budget for salaries and benefits. Vacancy credits, based upon prior year savings, were included in the current budgeted amounts.

**Library Materials** - Expenditures are currently projected to meet the appropriations allocated to this budget category.

**Other Expenditures** - Expenditures are currently projected to meet the appropriations allocated to this budget category.

**Cash Transfers Out to Fund 402** - Building Improvement Fund is the line that allows the Library to fund the capital plans by moving money from the General Fund to the Building Improvement Fund. The State considers transfers an expenditure and must be part of the approved budget.

**Net Budget After Cash Transfers Out** - A negative number indicates that the Library will be moving / transferring / spending the cash balance in the fund. A positive number indicates that we will be increasing the cash balance.

RESOLUTION XX-17  
**March 2017 DONATIONS**

BE IT RESOLVED that the Board of Trustees of the Upper Arlington Public Library acknowledges and accepts into the fund listed below the following donations with sincere thanks:

<b>Amount</b>	<b>Fund</b>	<b>First Name</b>	<b>Last Name</b>	<b>Campaign</b>
\$ 110.00	130	Technical	Services	In Memory of Lenore Mastracci
\$ 1.00	130	Diana	Magee	Test of new online donation software
\$ 1.00	130	Diana	Magee	Test of new online donation software
\$ 50.00	130	Ed & Marcie	Seidel	Library Lover's Month
\$ 100.00	130	Carol	Baker	Library Lover's Month
\$ 20.00	130	Dorothy	Gallen	Library Lover's Month



# Director's Report

explore. gather. grow.

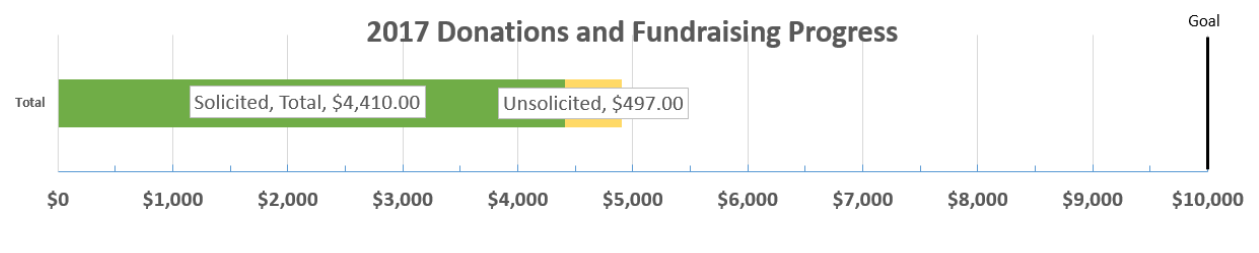
## Passport Services Update

From July through December 2016, we made a net revenue of \$14,743.18. For January through March of 2017, our revenue is as follows:

<b>Time Period</b>	<b>Gross Revenue</b>
January 2017	\$5,190.00
February 2017	\$5,140.00
March 2017	\$5,030.00
<b>Gross Revenue</b>	<b>\$15,360.00</b>
Expenses*	\$1,638.28
<b>Net Revenue</b>	<b>\$13,721.72</b>

\*Includes sales tax, postage, and supplies

## Fundraising Update



**Upper Arlington Public Library**  
**1<sup>st</sup> Quarter 2017 Staffing Report**

**2017 Personnel Costs vs. Budget**

Quarter	Budget	Actual Expenditures	% of Budget
1 <sup>st</sup> Quarter	\$1,064,636	\$1,044,923	24.0%

Savings of approximately \$20,000 were realized in the first quarter due to vacancies including the Fiscal Officer position which was vacant until January 18<sup>th</sup> and the Deputy Fiscal Officer position which was vacant for most of the quarter.

**1<sup>st</sup> Quarter Vacancy Rate**

As of March 31, 2017, we have 117 permanent positions and 3 open positions for a vacancy rate of 2.56%.

**1<sup>st</sup> Quarter Turnover**

Our 1<sup>st</sup> quarter turnover rate was 3.6%. This percentage was based upon 4 position vacancies by resignation.

Staff Resignations	Transfers	Net Change in Number of Positions	New Hires
4	1	0	8

Positions unfilled as of 3/31/2017:

- 
- Public Services Assoc.–Adult Services FT
  - Reference Librarian - PT
  - Acquisitions Assistant - PT

**Anticipated Staffing Changes in the Next Quarter**

As mentioned at year-end, we do anticipate shifting some of the work in Circulation to additional part-time Library Aide positions. This change will allow us to add additional passport appointments each week by freeing up Circulation Assistants to serve as passport agents. In addition, this will allow us to provide additional support to our public service departments in processing holds. We are currently working to structure these new positions, which will be added using vacant Shelver hours.

Upper Arlington Public Library  
**Board of Trustees Meeting**  
April 18, 2017

**TOPIC: E-Rate Program & Fiber Network**

**CONTEXT/BACKGROUND:**

The E-Rate program was initiated by Congress in 1996 and is administered by the Federal Communications Commission. The intent of the program is to help schools and libraries obtain access to state of the art services and technologies at discounted rates. Originally, this meant providing all Americans reliable local telephone service, with a focus on the disparities of this service in rural areas. The focus is now on improving wireless internet infrastructure.

In the past, the Library received reimbursements from the E-Rate program for our telephone access at all three locations and our internet access at Lane Road and Miller Park. The Main Library's internet access was, and still is, provided through OPLIN for free. In 2014, E-Rate began phasing out telephone services as eligible for reimbursement. After doing a cost-analysis of the amount reimbursed versus the amount of staff-time involved, the Library stopped applying for phone service reimbursements, as it was no longer cost-effective.

There is a specific application and bidding process all applicants and vendors must go through in order to qualify for E-Rate refunds. Part of this process includes the vendor of an eligible service being registered and then assigned a Service Provider Identification Number (SPIN). This process can severely restrict an applicant's choice in vendors.

In 2017, the fiber network provided by the City allowed all three buildings to share the free OPLIN Internet Connection, nullifying the need for paid internet service for the branches. The City is not an approved E-Rate vendor, and therefore, the cost of the fiber network is ineligible for reimbursement through E-Rate.

Our annual cost for internet service prior to joining the shared fiber network was \$17,616. We were reimbursed at a rate of 40% or \$7,046.40. Our contract with the City for shared fiber states that we will not be charged any more than we were already paying for internet access.

If the Library attempted to purchase the much-needed fiber network on its own, it would likely cost a great deal more than the \$17,616 per year. Our branches can now connect 100 times faster than they could before resulting in much faster internet responsiveness for patrons and the Library's internal needs. Additionally, by joining the fiber network, we were able to downsize from six firewalls to two, eliminating periodic replacement and maintenance costs. Therefore, even though the cost is no longer eligible for reimbursement, the Library still made the most cost-effective decision.

**ISSUES/STRATEGIC QUESTIONS:**

1. What other information does the Board need?

**REQUEST OF BOARD/ACTION NEEDED:**

For information only.

Upper Arlington Public Library  
**Board of Trustees Meeting**  
April 18, 2017

**TOPIC: Concealed Carry Law Update**

**CONTEXT/BACKGROUND:**

At the end of 2016 during the final 36 hours of the lame duck session, the Senate added language to House Bill 48. The change would have mandated that conceal carry license holders (CCW) be allowed to carry guns into unsecured government buildings including public libraries. Eventually, the House amended the conceal carry language they preferred into SB 199. They chose to NOT include the mandatory language allowing guns into unsecured government buildings. Instead, they restored previously discussed language that does NOT allow CCW holders to bring guns into government buildings unless the local officials want to allow it - restoring local control. SB 199 was then approved by both chambers. The governor eventually signed the law and it went into effect on March 20, 2017.

What did the bill (SB 199) change?

It allows governing bodies of political subdivisions (including governmental public library boards of trustees) to pass a statute, ordinance or policy that permits CCW holders to carry a concealed handgun into their buildings - if they want to allow it. This would require an affirmative action by the board and is at the board's discretion.

What did the bill (SB 199) NOT change?

The bill does not make any changes to ORC 2923.1212 (A)(9) which requires political subdivision buildings (including public libraries) to post signage prohibiting concealed handguns.

Currently our Operations Manual does not allow for any weapons on our property and we have the required signs:

OP – 6.1.1: Weapons

Weapons are strictly prohibited on any Upper Arlington Public Library property. Ohio Revised Code Section 2923.1212 states “Unless otherwise authorized by law, pursuant to the Ohio Revised Code, no person shall knowingly possess, have under the person’s control, convey, or attempt to convey a deadly weapon or dangerous ordnance onto these premises.”

**ISSUES/STRATEGIC QUESTIONS:**

1. Given the recent change in law, does the Board wish to allow conceal carry license holders to bring their weapons into our buildings?

**REQUEST OF BOARD/ACTION NEEDED:**

For Discussion and approval if the Board would like to make changes.



Upper Arlington Public Library  
**Board of Trustees Meeting**  
April 18, 2017

**TOPIC: Updates to the Meeting Room Policy**

**CONTEXT/BACKGROUND:**

At the beginning of 2017, the Library was able to make available an additional meeting room at the Main Library. In addition, we are in the process of fundraising this year in order to be able to add group study areas to the Adult Department next year. With these new and emerging spaces, now is a good time to review our Meeting Room Policy.

While there have been some slight modifications over the years, many of the conditions for use have been unchanged since the 1970s and 80s. For example, meeting rooms at the Main Library were meant primarily for Library use when the large addition was added in the 1980s, which is why they are not accessible after hours. Since then, we have seen an increased focus in public libraries in general toward providing more space for community gathering.

In addition, our Meeting Room Policy is quite long and contains many rules and procedural items that are not policy in nature. On the other hand, we have some very specific types of banned usage listed but lack a good definition of what a “non-profit purpose” for using the rooms are for businesses who wish to use our rooms.

**RECOMMENDATION FROM ADMINISTRATION:**

Library Administration recommends that we bring back a revised Meeting Room Policy that removes items that are procedural in nature. Those items will be incorporated in to an Expectations document for staff and Meeting Room Guidelines for customers.

Based on Board input, we may also make changes to permitted use of our rooms.

**ISSUES/STRATEGIC QUESTIONS:**

See the following page for a list of strategic questions we would like to discuss with the Board followed by a copy of our current policy.

**REQUEST OF BOARD/ACTION NEEDED:**

For Discussion Only. Library Administration will bring back a draft policy next month based on the Board’s discussion.

## Meeting Room use strategic questions:

### 1) What is the criteria for a “nonprofit meeting”?

We frequently receive reservation requests from both businesses and individuals who wish to conduct a variety of business-related activities in our meeting rooms. Historically we have been very narrow in our definition of “nonprofit reason” and do not allow paid tutors to meet with students nor businesses to meet with client.

Examples of typical requests:

- Professionals wishing to meet privately with clients (paid tutors, small business owners)
- Businesses that hold staff meetings, training, and hiring events that do not directly involve an interaction with a customer or the general public
- Businesses or groups holding public informational/educational sessions that may include hard- or soft-sell elements (realtors meeting with closing companies and others for CE credit; individuals holding “info sessions” on Medicare, real estate and other topics)

### 2) Is the purpose of our rooms for public discourse or to be a convenience to our residents?

Currently our policy requires that meetings must be open to the public and no fee can be charged for attending. Is this still important? Does the nature of the Public Library being “open to all” mean we should not allow closed meetings, private parties, or those that require a paid admission?

- ### 3) Currently there are some other rules that we could reevaluate. The new policy will address the following questions based on tonight’s Board input:
- i) Must meetings continue to be open to any member of the public?
  - ii) Must meetings continue to have have no charge associated with them?

## Additional information to consider:

- The rooms at Tremont are currently used only about half of the time they are available
- Businesses are typically looking to use meeting rooms during weekday, daytime hours when our rooms are more likely to be vacant
- Small businesses do not have easy or affordable access to meeting space
- We promote ourselves as a gathering place, including in our tagline of “Explore. Gather. Grow.”

Based on these considerations, Library staff recommend allowing nonprofit organizations, businesses and individuals equal access to meeting rooms for purposes not directly related to selling products or services. No soliciting will be permitted.

## **Current UAPL Meeting Room Policy**

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### **OP – 1.8: MEETING ROOMS**

The Upper Arlington Public Library follows all applicable laws and legal decisions regarding the use of public space by outside groups. Any request for use of meeting space may be referred to the Director for approval.

As an institution of education for democratic living, the Library welcomes the use of its meeting rooms for cultural activities and discussion of public questions and social issues. Our meeting rooms are available on equal terms to all groups in the community regardless of the beliefs and affiliations of their members, provided that the meeting is open to the public and no fee is charged for attending the meeting.

When they are not scheduled for Library functions, the meeting rooms at Tremont and Lane Road are available for use without charge by any group associated with the City of Upper Arlington or any not-for-profit, tax exempt group. The rooms may also be used by other groups and businesses meeting for a non-profit reason.

The Library Board of Trustees has determined that workshops or seminars on financial, estate or retirement planning, and related topics will be considered “for profit” ventures and, therefore, sponsoring groups or individuals will not be permitted to use the Library meeting rooms.

Organizations using Library facilities are required to abide by the rules and regulations established by the Library. A representative of each group is expected to read these policies at the time of booking and will be required to electronically sign an “Acceptance of Responsibility” form. The form assigns responsibility for loss or damages (to the room, furniture or audiovisual equipment) to the group or person sponsoring the meeting.

#### **OP – 1.8.1: Occupancy Limits**

Strict adherence to these limits is necessary due to Fire Codes.

Main Library:            Meeting Room A — 14 people  
                                 Meeting Room B — 40 people  
                                 Friends Theater — 75 people

Lane Road Library:   Meeting Room — 65 people

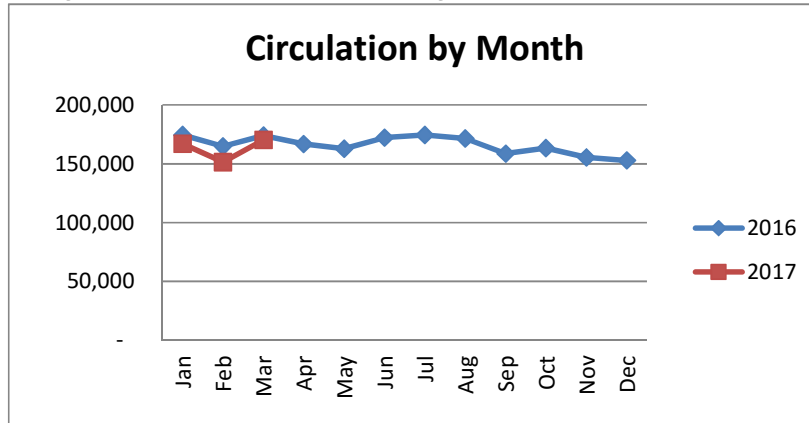
#### **OP – 1.8.2: Meeting Room Rules**

1. The meeting rooms are available on a first-come, first-served basis. Library meetings take precedence over all other use. The Library reserves the right to change meeting rooms or cancel use of meeting rooms by an outside organization if the Director or Board of Trustees determines the space is needed for Library purposes.
2. No part of a meeting may be soliciting (either directly or indirectly) in nature.
3. Meeting rooms may be scheduled no more than 60 days in advance.
4. The meeting rooms are available for use during regular Library hours only. Set-up and clean-up times should be included in the reservation time when scheduling meetings. All meetings must end 15 minutes before Library closing time.

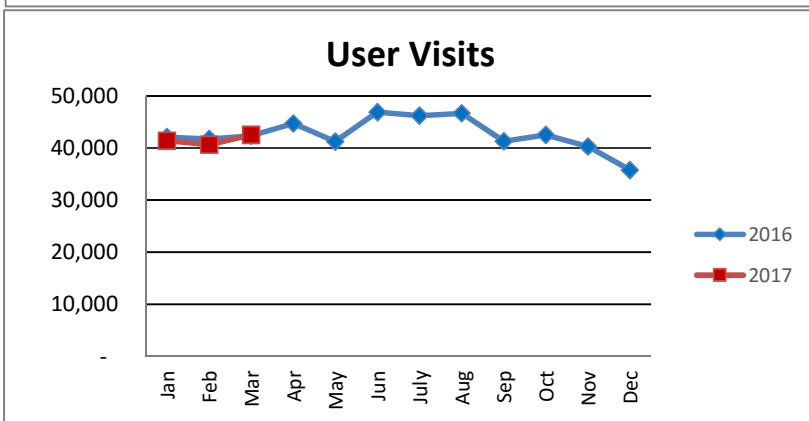
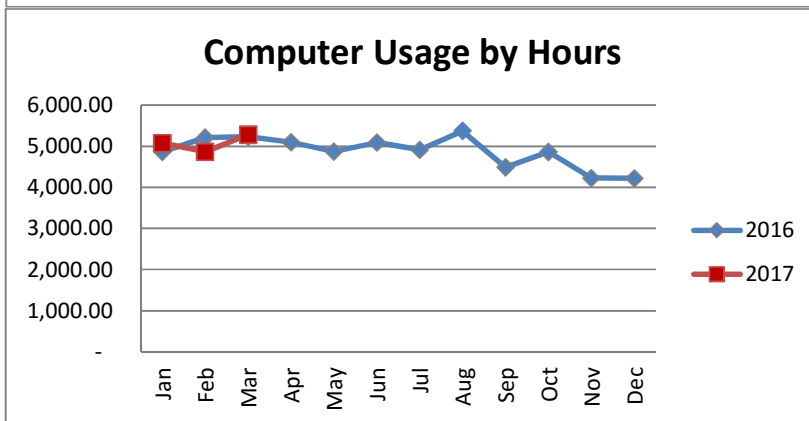
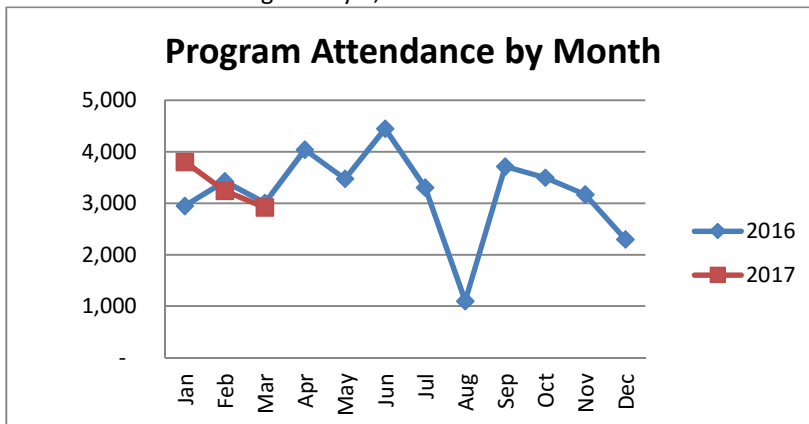
5. Groups cannot occupy their scheduled meeting room before or after their specified time without prior arrangement with the Marketing & Community Relations Department.
6. Meeting rooms are not available for receptions or private parties.
7. Persons scheduling the meeting rooms must be at least 18 years old. An adult must be present during the meeting.
8. Room setup and arrangement should be stated when a room is scheduled.
9. Each group using a room is responsible for clean-up and returning the room to its original set up.
10. Certain Library audiovisual equipment is available for use during meetings held at the Library. Equipment must be reserved when a meeting is scheduled. A list of available equipment can be found on our website.
11. Light refreshments are permissible in meeting rooms. Groups must supply their own coffee pots, utensils, serving trays and related items.
12. Groups may not word publicity to imply that the Library is a sponsor of the event or use the Library as a contact for more information.
13. Groups are responsible for transporting, setting up and operating their own equipment. A cart can be provided upon request for bringing such equipment into the building.
14. Groups may not store or leave their equipment at the Library overnight.
15. The Library's staff lounges are for staff use and are off limits to all meeting room guests.
16. Library staff members will not be responsible for taking telephone messages for guests attending meetings in Library meeting rooms.
17. Cancellation of a meeting should be given to the Library 24 hours in advance, when possible.
18. There is no smoking or alcoholic beverages in the Library at any time.
19. Events held in the Library's meeting rooms must be conducted with a minimum of noise so as not to disturb other Library patrons. Meetings and breaks must be restricted to the scheduled rooms.
20. Adults must be present at a meeting and assume responsibility for children in their group.
21. Children must not be left unattended in the Library while their parents attend a meeting per our Youth Safety Policy in section 6.3.
22. Meeting room guests are not permitted to tack, tape or post any signs or materials on meeting room doors, walls, windows or elsewhere in the Library. An easel or clipboard is available on request.
23. The Library will not be held responsible for any personal items lost or stolen before, during or after a meeting.
24. Library meeting rooms are public spaces and all meetings held in them must be open to any member of the public who wishes to attend free of charge.

Any group, organization or individual failing to comply with these rules will be denied future meeting room privileges. Reinstatement of privileges can be granted only by action of the Upper Arlington Public Library Board of Trustees.

## Monthly Statistical Summary as of End of March 2017



Automatic renewals began May 1, 2015.



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UPPER ARLINGTON PUBLIC LIBRARY  
FINANCE COMMITTEE  
WEDNESDAY APRIL 12, 2017 AT 5PM  
MEETING NOTES

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The meeting was called to order at 5:00 p.m.

**IN ATTENDANCE:** Kyle McKee, William Shkurti, Chris Taylor, Kate Porter, Michael Troper, and Diana Magee.

### **Financials**

The Committee reviewed the financial reports for March. The Public Library Fund continues to trend lower than estimated. However, Passport Services has been more profitable than anticipated. The Library will continue to look at ways to save money to compensate for the possible lower state budget and PLF. The Committee accepted the reports as presented to be included in the materials for the April 18<sup>th</sup> meeting of the Board of Trustees.

### **Bank Reconciliations**

There is still a current amount of about \$700 that does not match between the accounting system and the main bank account. Staff are still researching the discrepancy.

### **Fiscal Officer Priorities**

The Committee reviewed the progress on the priorities recommended for Michael to focus on.

One of the priorities that had particular conversation was identifying a goal percentage for the difference between budgeted and actual expenditures. Staff will need to look historically to see what the difference has been and then consider what percentage strikes a balance between budgeting enough to cover needs without having unnecessary excess at the end of each year.

### **Audit Results**

The Committee reviewed the audit draft which was clean with no suggestions for improvement.

### **Update on OPOC**

The Committee reviewed the information and recommendations provided. The Committee will recommend to the full Board that the Library adopt OPOC as its health insurance broker. They would like to know how long OPOC has been in business as well as reviews from third parties such as Better Business Bureau. The information will be brought to the April Board meeting.

### **Adjournment**

The meeting was adjourned at 5:36 p.m.

**Next Meeting:** Wednesday, May 10, 2017 at 5 p.m. in Meeting Room C

Upper Arlington Public Library  
**Board of Trustees Meeting**  
April 18, 2017

**TOPIC:** Update on OPOC (One Point of Care)

**CONTEXT/BACKGROUND:**

At the March Finance Committee meeting, I discussed switching to OPOC as our insurance broker. OPOC is not a traditional insurance broker that provides quotes for different levels of coverage based upon our covered employees. Instead, OPOC will carefully analyze the utilization of health insurance based upon our employees' actual usage. It will then negotiate with insurance companies to offer us plans that best reflect our actual needs. OPOC will share in the savings from our current plan with OPOC receiving 45% of the savings and the Library receiving the other 55% of the savings. We shared three references I collected from current OPOC customers with the Finance Committee. On average, the customers have saved \$92,000 to date and have been with OPOC for 3.5 years. They have been very happy with the customer service from OPOC.

One of my priorities established by the Finance Committee has been to research savings opportunities for healthcare. I believe that OPOC will provide us those savings. Chris, Julie and I visited OPOC's office in Worthington on Friday April 7<sup>th</sup> and discussed our recommendation with Finance Committee in our April 12<sup>th</sup> meeting. The Committee was in favor of using OPOC.

**RECOMMENDATION FROM ADMINISTRATION:**

Administration recommends that we switch our insurance broker to OPOC.

**REQUEST OF BOARD/ACTION NEEDED:**

Motion to approve OPOC as the Library's new Health Insurance Broker.

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**UPPER ARLINGTON PUBLIC LIBRARY  
OPERATIONS COMMITTEE  
TUESDAY, APRIL 4, 2017 AT 4PM  
MEETING NOTES**

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The meeting was called to order at 4:07 p.m.

IN ATTENDANCE: John Yesso, Peter Hahn, Maura Bowen, Chris Taylor, Chris Minx, Greg Ramage, and Diana Magee.

EXCUSED ABSENCES: None

**IAP and Capital Projects**

IAP is a project management company chosen by the State. They charge the actual cost of construction plus an 8% fee. While 1.5-2.5% on public service projects is more typical, Chair Peter Hahn advised that on smaller scale projects, like the Library's capital projects, a higher fee is not surprising. After meeting with the IAP representatives and receiving several positive reviews from three Ohio libraries, the Committee agreed with using IAP on an upcoming capital project, pending review of their terms and conditions, and depending on the outcome and quality of service, on future projects. Director of Support Services, Greg Ramage, recommended having them start on a smaller scale, more straight forward project such as the Tremont Road generator replacement.

An IAP overview will be provided to the full Board in April, although the involved costs do not require Board approval.

**50<sup>th</sup> Anniversary Activities**

The Committee reviewed a list of the intended activities the Library will offer to commemorate the Library's 50<sup>th</sup> anniversary this year. A 50<sup>th</sup> Anniversary Committee, comprised of staff from all three Library locations, brainstormed the activities and will help execute them. The activities dovetail with the Fundraising Committee's plans regarding the 50<sup>th</sup> Anniversary, as well.

The meeting was adjourned at 4:37 p.m.

**Next Meeting: Tuesday, June 6<sup>th</sup> at 4 p.m. in Meeting Room A**



Upper Arlington Public Library  
**Board of Trustees Meeting**  
April 18, 2017

**TOPIC: 2016 Tactics Year End Update**

**CONTEXT/BACKGROUND:**

Last year was the first year of our new strategic plan. The current plan includes six Strategies for Success each with a number of Measurable Outcomes. See the next page for a reminder of what those are. In addition, our process is to create individual tactics each year to specify how we will meet our Outcomes and Strategies. Included is also an update of our 2016 Tactics and the progress made on each. This list also includes additional projects that were completed last year which also support our Strategic Plan.

Three main themes emerged last year:

First, we experimented with **new program topics** and added new programming partners. We increased the number of craft programs for adults, local author programming and technology training. We also began a new Author Visit partnership that we plan to continue this year.

Our second theme improved the **technology we offer to our patrons**. We added new hardware (scanners) and software (photo editing) to our public computers. We expanded our one-on-one training to include tablets and other personal devices in addition to eReaders. We also increased technology training topics offered and relocated a copier to the first floor of the Main Library to improve customer convenience.

Our third theme revolved around **financial process and income creation**. We selected a new accounting system and revamped money-handling processes. We joined OhioCheckbook.com and now publish our financials on that website. We became a Passport Acceptance agency and added IT (Information Technology) support to the list of services offered, for a fee, to another partner library.

Many other tactics were accomplished and just a few are carrying over to 2017.

We would be happy to answer any questions you have about the 2016 Tactics.

**REQUEST OF BOARD/ACTION NEEDED:**

For Information Only.

## OVERVIEW



### MISSION:

The threefold mission of the Upper Arlington Public Library is to help the community explore current topics, UA heritage, and world issues; to provide a central place for citizens of UA to gather and share ideas; and to encourage its residents to grow through a lifetime of learning.

### VISION:

The Place for Integrated Learning.

<p><b>Strengthen patrons' knowledge of culture and technology through innovative programs.</b></p>	<ul style="list-style-type: none"> <li>● Increase program attendance and patron satisfaction through:             <ul style="list-style-type: none"> <li>▪ Increasing the number of music programs.</li> <li>▪ Increasing the number of technology programs.</li> </ul> </li> <li>● Identify new services to help adults master technological skills.</li> </ul>
<p><b>Create a distinctive and diverse collection.</b></p>	<ul style="list-style-type: none"> <li>● Enhance our already strong music collection by introducing additional formats.</li> <li>● Expand our UA Archives collection.</li> <li>● Identify other unique collections to make best in the metro area.</li> </ul>
<p><b>Position ourselves as the premier community partner.</b></p>	<ul style="list-style-type: none"> <li>● Enhance our partnerships with local schools to be one of the best in the state.</li> <li>● Increase joint programming and services with other partners.</li> </ul>
<p><b>Optimize the Library's staff, space and other resources to support patron needs.</b></p>	<ul style="list-style-type: none"> <li>● Realign Library space to accommodate patrons' classic, creative, and collaborative uses.</li> </ul>
<p><b>Strengthen financial and operational outcomes.</b></p>	<ul style="list-style-type: none"> <li>● Develop additional revenue streams through private fund raising as specified in the fundraising plan.</li> </ul>
<p><b>Demonstrate transparency to the community.</b></p>	<ul style="list-style-type: none"> <li>● Implement the State of Ohio's open checkbook.</li> <li>● Prepare and distribute a comprehensive outcome oriented annual scorecard that is a national leader among libraries.</li> </ul>

## STRATEGIES FOR SUCCESS

## 2016 MEASURABLE OUTCOMES

## UAPL 2016 Tactics – Year End Update

Strategy	Tactic	Update
1	Incorporate Local Artist exhibits into our mix by January 31, 2016	Completed. Community Art Quilts were on display Dec 1 2015- January 31, 2016. UAHS Capstone student will exhibit March 14-April 12, 2016. We will again host the UAHS AP Art Students' show and reception.
1	Enhance the "storytime at the pool" experience by June 1, 2016.	Completed. Storytimes were presented at both UA pools.
1	Add two youth Early Literacy tablets at Miller Park by June 30, 2016.	Canceled. Adding electrical outlets to the area designated for these devices proved to be excessively difficult.
1	Add photo editing software to select library computers by October 31, 2016.	Completed. Paint.net, Inkscape, and GIMP, three free applications, were added to all public PCs.
1	Improve meeting room technology by December 31, 2016.	In Progress. Wireless device connections were tested but not implemented due to delays in furniture installation in MR C. More testing to happen in 2017. Hearing Loop installed in the Friends Theater.
1	Install scanners or scanning service at branches by December 31, 2016.	Completed. Scanners added at Lane Rd and Miller Park in February 2016.
1	Increase craft programs for adults by December 31, 2016.	Completed. We offered several new programs for adults including a Pinterest craft series at Lane and Bring Your Own Craft (BYOC) at Tremont. BYOC participants could bring a project to work on while talking about books and making recommendations to each other. Adult Services also set-up large coloring sheets in the department for patrons to color on a drop in basis as an in-house activity.
1	Increase Local Author programming and services by December 31, 2016.	Completed. We hosted author Kathleen Grissom in May. We partnered with the Burkhart Center at First Community Church to bring author Piper Kerman in December. We also partnered with the City to host the second annual Write Stuff writer's workshop in the fall. The library presented 3 Ohioanna authors in the Spring to help promote the annual Ohioanna Book Festival. The library hosted local authors of the books Wicked Columbus and Writing from a Small Publisher Perspective.

## UAPL 2016 Tactics – Year End Update

Strategy	Tactic	Update
1	Increase the amount of technology training offered in person and online by December 31, 2016.	Completed. The library increased technology training for adults. Examples include: Longer drop-in technology training to help patrons with immediate technology needs, Start Learning to Code program for Adults, Minecraft EDU for Parents program, Privacy for Seniors program, A Few Notes About Streaming Music program and Tech Assist Saturday programs.
2	Devise a plan for the purchase of mobile hotspots for circulation by March 31, 2016	Completed. Based on a cost per circulation analysis and research into the percent of homes with internet access in Upper Arlington, decided not to pursue.
2	Implement a vinyl circulating collection by March 31, 2016.	Completed. Collection was made available to patrons on March 15, 2016.
2	Implement a Listen Columbus, a music streaming service, by September 30, 2016.	Completed. Service launched November 8, 2016.
2	Evaluate collection usage for Music CDs and Magazines and their electronic equivalents by March 31, 2016. Change spending according to usage.	Completed. Analysis of cost per use for music downloads and streaming from our Hoopla and Freegal products resulted in the decision to discontinue one and reallocate future spending to the other. Zinio, our electronic magazine product, will be analyzed by our consortium later in the year when the 3 year contract ends.
3	Present our 5th Annual Author Event in partnership with the UA Community Foundation and other UA organizations. Bill Clegg is scheduled for Sunday October 2, 2016.	Completed. 225 patrons attended the Author Talk and 37 attended the reception.
4	Relocate a copier to the first floor at Tremont by March 31, 2016.	Completed. Adult staff are trained to assist patrons with the copier relocated to the Atrium near their desk.
4	Define noise level expectations in the various areas of Tremont by March 31, 2016.	Survey completed with additional information about the number of computers and seats being used at different times of the day. Still need to examine the data and decide how to proceed.
4	Create a group study area in the atrium by March 31, 2016.	Decided this is not the best place based on outcome of the noise level observations. Looking to add group study areas to the North side of the Adult Department instead.
4	Create a plan and determine costs for adding a technology training room and small rooms for customer use by 12/31/2016.	Completed. Hired a consultant to provide cost estimates and rough floor plans. Opted to pursue group study areas but not a technology training room at this time.

## UAPL 2016 Tactics – Year End Update

Strategy	Tactic	Update
4	Install new doors at the entrance to the Reference Department and add doors to the Ohio Room to create an additional meeting space by December 31, 2016.	Elected not to add doors to the Ohio Room. Created a new public meeting from the former Youth Department office.
4	Install flooring according to plan by TBD 2016.	Completed. Project initiated in 2016 and installed in 2017.
5	Conduct our first donor campaign during February, National Library Love month 2016.	Completed. Raised \$330.00.
5	Prepare library information to assist with Levy planning by March 31, 2016.	Completed and shared with the Board.
5	Create Marketing Plan by March 31, 2016 then implement.	Completed. Moving forward using the ALA Libraries Transform multi-year campaign. Debuting with the Donor Appreciation Breakfast 4/14/16.
5	Update 5 year financial plan by March 31, 2016.	Completed.
5	Conduct our first Donor Appreciation breakfast on Thursday morning of National Library week 2016.	Completed 4/14/16.
5	Revise the Financial Policies currently found in the Operations Manual and create a stand-alone Financial Manual by May 31, 2016.	Completed. Board approved the new Finance Manual on May 17, 2016 and the revisions to the Operations Manual on September 20, 2016.
5	Revise the Operations Manual by May 31, 2016.	
5	Replace security cameras at Tremont and add at Branches by June 1, 2016.	Completed.
5	Establish costs for list of fundable projects/items by June 30, 2016.	Completed. Project cost estimates shared with the Operations Committee and Board in October 2016. One project was included in the 2017 budget. Another was selected to be the subject of our 2017 fundraising efforts and a third was preliminarily approved by the Friends of the Library for funding.
5	Define, document and communicate our Customer Service Philosophy by Inservice Day 2016. (Oct 10, 2016)	Completed.
5	Contain our increase of the cost of Health Insurance to no higher than 7.5% by December 1, 2016.	Completed. Added a High Deductible plan as slightly lower cost option and increased employee share of premiums. Max increase would be 7.3% if all staff stayed with the PPO.
5	Implement year one of our private fund raising strategy.	Completed. Surpassed the goal to raise \$7,000. Solicited donations equaled \$350. Total donations equaled \$30,578.05.

## UAPL 2016 Tactics – Year End Update

Strategy	Tactic	Update
5	Replace the existing accounting system by December 31, 2016.	In Progress. System selected and purchased. Training begins in 2 <sup>nd</sup> quarter 2017 with implementation by the end of 2017.
5	Refine purchasing and revenue processing to reduce staff and management time allocated to these tasks by December 31, 2016.	Completed. Added a virtual vault and check scanner. Branch and Circulation staff time spend on processing cash and checks has been reduced.
5	Implement Credit Card acceptance in house according to the CLC schedule.	In Progress. Equipment has been received and is functioning, staff have been trained. Awaiting additional merchant accounts. Anticipate going live by June 1, 2017
6	Implement OhioCheckbook.com by April 30, 2016	Completed April 4, 2016. Information available for Fiscal Years 2011-2015.
6	Finalize our success scorecard based on the 2016-2018 strategic plan by March 31, 2016.	Completed.
<b>The Following items were not on the original list of tactics however they were also completed</b>		
2	Began circulation device chargers for in Library use to patrons who need to recharge their phones or other devices.	
3	Expanded our Library Card drive to the Middle Schools.	
3	Presented Piper Kerman Author Visit with new community partners.	
3	Fiber installation between the City, School and Library buildings was complete.	
5	Review Inter Library Loan (ILL) policies and practices. A more detailed list of policies and procedures have been created and shared with patron and staff including limiting ILL service to Franklin County Residents.	
5	Review pay ranges for select positions. Six specific job descriptions were evaluated by our consultant.	
5	Provide a larger Activity Room in the Tremont Youth Department. By rearranging and removing shelving in the department, a larger Activity Area was created in the Tremont Youth department which was needed due to the increasing size of the Storytime audience.	
5	Become a Passport Acceptance Agency. Patrons report that it is a much more pleasant experience applying for passports at the Library. This is also a new income stream.	

Upper Arlington Public Library  
**Board of Trustees Meeting**  
April 18, 2017

**TOPIC: Draft 2017 Tactics**

**CONTEXT/BACKGROUND:**

In creating our new 2016-2018 Strategic plan, we established a set of Strategies for Success that we intend to stay the same for the duration of the plan. We plan to reevaluate the accompanying Measurable Outcomes each year and then establish corresponding Tactics.

On the next page, we present our suggestions for the 2016 Measurable Outcomes to remove from the 2017 plan. These were completed in 2016. Removing them does not mean we intend to drop all work on them, rather that they are now in maintain mode. On the page after, we present our additions to the Measurable Outcomes for 2017 and then finally, our draft list of 2017 tactics.

**ISSUES/STRATEGIC QUESTIONS:**

1. Looking at our new 2017 Measureable Outcomes, what suggestions for change do you have?
2. Looking at our Draft 2017 Tactics, are there any we should:
  - a. Add?
  - b. Delete?
  - c. Modify?
3. What other observations and suggestions do you have concerning our 2017 Measurable Outcomes and Tactics?

**REQUEST OF BOARD/ACTION NEEDED:**

For Discussion.

## OVERVIEW



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## STRATEGIES FOR SUCCESS

## 2016 MEASURABLE OUTCOMES



**OVERVIEW**



**MISSION:**

The threefold mission of the Upper Arlington Public Library is to help the community explore current topics, UA heritage, and world issues; to provide a central place for citizens of UA to gather and share ideas; and to encourage its residents to grow through a lifetime of learning.

**VISION:**

The Place for Integrated Learning.

**2017 MEASURABLE OUTCOMES**

**STRATEGIES FOR SUCCESS**

<p><b>Strengthen patrons’ knowledge of culture and technology through innovative programs.</b></p>	<ul style="list-style-type: none"> <li>● Increase program attendance and patron satisfaction through:             <ul style="list-style-type: none"> <li>○ Increasing the number of home, garden, travel and lifestyle type programs for adults.</li> </ul> </li> <li>● Present programs and events to recognize the Library’s 50<sup>th</sup> Anniversary.</li> </ul>
<p><b>Create a distinctive and diverse collection.</b></p>	<ul style="list-style-type: none"> <li>● Expand our UA Archives collection.</li> <li>● Identify other unique collections to make best in the metro area.</li> </ul>
<p><b>Position ourselves as the premier community partner.</b></p>	<ul style="list-style-type: none"> <li>● Enhance our partnerships with local schools to be one of the best in the state.</li> <li>● Increase joint programming and services with other partners.</li> </ul>
<p><b>Optimize the Library’s staff, space and other resources to support patron needs.</b></p>	<ul style="list-style-type: none"> <li>● Realign Library space to accommodate patrons’ classic, creative, and collaborative uses.</li> </ul>
<p><b>Strengthen financial and operational outcomes.</b></p>	<ul style="list-style-type: none"> <li>● Develop additional revenue streams through private fund raising as specified in the fundraising plan.</li> <li>● Continue to explore additional income producing activities and cost saving measures.</li> </ul>
<p><b>Demonstrate transparency to the community.</b></p>	<ul style="list-style-type: none"> <li>● Prepare and distribute a comprehensive outcome oriented annual scorecard that is a national leader among libraries.</li> </ul>

<b>Strategy</b>	<b>Tactic (to complete by December 31, 2017 unless otherwise noted)</b>
1	Complete installation of technology in MR C at the Main Library by 9/30/2017. (Carry Over)
1	Add meeting room technology to MR A at the Main Library.
1	Replace meeting room technology at the Main Library in MR B and the Theater.
1	Increase the number of home, garden, travel and lifestyle programs for adults.
1	Present programs and events to recognize the Library's 50th Anniversary.
1	Continue planning for the Library's activities to celebrate the City's Centennial in 2018.
2	Identify unique collections and create a plan to make them the best in the metro area.
2	Continue to recruit new bands for Listen Columbus.
3	Present our 6th Annual Author Event in partnership with the UA Community Foundation and other UA organizations. Jamie Ford is scheduled for Sunday October 1, 2017.
3	Present a second joint Author Visit with the Center for Spiritual Search in 2017.
3	Continue planning for a joint, countywide author visit in 2018 with the other surrounding libraries.
3	Expand the UA Schools Library card programs. Investigate using school ID as a Library card number.
3	Increase the number of remote library services at community events.
3	Review the Memorandum of Understanding between the UA Historical Society and the Library.
4	Fully encrypt all web traffic to improve security and privacy.
4	Implement a new meeting room scheduling system.
4	Plan for the Lane Road interior reconfiguration project and exterior book drop relocation.
4	Replace our staff and patron copiers.
4	Add public scanning services to patron copiers.
4	New staff training programs will be housed on Niche Academy (including customer service training).
4	Review existing staff training and create a plan to migrate to Niche Academy.
4	Create a welcome email for new card signups, advertising our services and (maybe) programs.
4	Design group study areas in the North section of the Adult Department.
4	Install new doors at the entrance to the Reference Department.
4	Install flooring according to 2017 Flooring Plan.
4	Continue to add services to support our increasing ESOL patrons.
4	Redo our public webpage pending the outcome of the Marketing Plan.

<b>Strategy</b>	<b>Tactic (to complete by December 31, 2017 unless otherwise noted)</b>
5	Conduct our second annual donor campaign during February, National Library Lovers month 2017.
5	Create Marketing Plan by December 31, 2017
5	Update 5-year financial plan.
5	Conduct our second Thank You Breakfast on Tuesday morning of National Library week 2017.
5	Provide training to support our Customer Service Philosophy by Staff Development Day 2017. (Oct 9, 2017)
5	Decrease the cost of Health Insurance by December 1, 2017.
5	Implement year two of our private fund raising strategy. (2017 goal is \$10,000)
5	Implement the new accounting system by December 31, 2017.
5	Evaluate the Technical Service Department staffing to determine if we can take on cataloging for another small CLC partner library.
5	Implement Smart Money Manager including Credit Card acceptance in house by June 1, 2017. (Carry Over)
5	Perform a Legal Review of our Personnel Manual.
5	Transition to statistical software in place of Word documents and Excel Spreadsheets for keeping track of statistics.
5	Implement additional cost savings (1-2% annually)
5	Evaluate and adjust merit pay program as necessary
5	Review and update the strategic plan to identify the unique strengths and capabilities of the UAPL and tie to marketing plan.
5	Increase Passport acceptance hours to improve customer satisfaction.
5	Analyze Holds processing and streamline.
5	Complete a Financial processes review and revise as necessary to streamline and decrease risk.
<b>Looking forward to 2018</b>	
2018	Relocate one row of patron PCs from the Reference Department to first floor of Tremont in the Media Department.
2018	Conduct an audit of our facilities.