
UPPER ARLINGTON PUBLIC LIBRARY
BOARD OF TRUSTEES MEETING
AGENDA FOR OCTOBER 17, 2017 AT 5 PM

1. Call to Order
2. Consent Agenda
 - a. Excused Absences
 - b. Approval of September Minutes P. 1
 - c. Approval of September Financial Report P. 14
 - d. September Donations Resolution P. 16
3. Public Comments
4. Assistant Director's Report
5. Director's Report P. 17
 - a. Quarterly Staffing Report P. 18
 - b. Monthly Statistics P. 19
6. Finance Committee
 - a. Healthcare Renewal Resolution P. 20
 - b. Revised Capital Plans P. 24
 - c. Bank Signatory Resolution P. 28
7. Operations Committee
8. President's Report
 - a. Marketing Plan Draft P. 30
 - b. Appoint Ad Hoc Committee
To Review Board Applications
9. Executive Session to Consider the
Compensation of a Public Employee
10. Adjournment

Next Board Meeting: Tuesday, December 5, 2017 at 5 p.m. in Meeting Room B

**UPPER ARLINGTON PUBLIC LIBRARY
MINUTES
BOARD OF TRUSTEES MEETING
TUESDAY, SEPTEMBER 19, 2017 AT 5 PM**

The meeting was called to order at 5:09 p.m.

IN ATTENDANCE

BOARD MEMBERS: Maura Bowen, Gloria Heydlauff, Kyle McKee, Sarah Mueller

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

EXCUSED ABSENCES: John Yesso, William Shkurti, Peter Hahn

CONSENT AGENDA

In addition to approving the absence of Mr. Yesso, Mr. Shkurti, and Mr. Hahn, the consent agenda included the Minutes from the August Board of Trustees meeting, the Financial Report for August and the August Donations Resolution. The Financial report is included as an exhibit to these minutes. The donations resolution is included here.

**RESOLUTION 20-17
August 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:

Deposit Date	Amount	Fund	First Name	Last Name	Partner name	Campaign
8/2/2017	\$ 1,000.00	130	Maura	Bowen		50th Anniversary 2017
8/2/2017	\$ 500.00	130	Gary	Serrino		50th Anniversary 2017
8/2/2017	\$ 50.00	130	Katherine	Porter	Brett Porter	50th Anniversary 2017
8/2/2017	\$ 50.00	130	Bonita	DeWitt		50th Anniversary 2017
8/2/2017	\$ 500.00	130	Peter	Hahn		50th Anniversary 2017
8/3/2017	\$ 100.00	130	Pamela	Krivda		50th Anniversary 2017
8/16/2017	\$ 500.00	130	Sarah	Mueller	Kevin Mueller	50th Anniversary 2017

8/17/2017	\$	50.00	130	Marilyn	Pongonis		50th Anniversary 2017
8/17/2017	\$	500.00	130	John and Judy	Yesso	Judy Yesso	50th Anniversary 2017
8/19/2017	\$	100.00	130	Andrew	Neckers		50th Anniversary 2017
8/20/2017	\$	500.00	130	Gloria	Heydlauff	Dale Heydlauff	50th Anniversary 2017
8/23/2017	\$	100.00	130	Ahmed	Kalla		50th Anniversary 2017
8/23/2017	\$	100.00	130	Elizabeth	Kraftician		50th Anniversary 2017
8/24/2017	\$	500.00	130	Dale	Heydlauff	Gloria Heydlauff	50th Anniversary 2017
8/28/2017	\$	50.00	130	Myrlyn	Reasoner		50th Anniversary 2017
8/29/2017	\$	25.00	130	Anonymous	Anonymous		50th Anniversary 2017
8/30/2017	\$	250.00	130	Christopher	Coles		50th Anniversary 2017
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Total	\$	4,875.00					

SIGNATURE SHEET

Resolution No. 20-17

09-19-2017

Upon the motion of Trustee Gloria Heydlauff, seconded by Trustee Maura Bowen:

Voting:

Sarah Mueller, President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Kyle McKee	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

Monday, October 9th is Staff Development Day on which the Library will be closed. Signage will be placed at all three Library locations to advise Patrons ahead of time and on the day of.

The StoryWalk at Fancyburg Park has been completed and will be formally unveiled at the Fall Fest on October 8th.

October 1st is the Author Visit with Jamie Ford.

DIRECTOR'S REPORT

In addition to an update on the Library's fundraising efforts, Chris advised that during their first month with One Point of Care (OPOC) acting as the Library's health-insurance broker, there was a net savings of \$2,031.39.

MEMORANDUM OF UNDERSTANDING WITH UA HISTORICAL SOCIETY

The Board previously agreed to enter into a revised agreement with the Upper Arlington Historical Society (UAHS). The UAHS Board made some revisions to the agreement, which can be seen as an exhibit to these minutes. The Board voted on the revised agreement as follows:

21-17 RESOLUTION

To Enter Into an Agreement with the Upper Arlington Historical Society with Changes as Made by the UAHS Board

BE IT RESOLVED that the Upper Arlington Public Library Board of Trustees approves the agreement with the Upper Arlington Historical Society as set forth in the agreement document attached as a permanent exhibit to this Resolution,

AND BE IT FURTHER RESOLVED that the Upper Arlington Public Library Board of Trustees authorizes the President of the Board and the Director to sign any such document(s) as may be needed.

SIGNATURE SHEET

Resolution No. 21-17

09-19-2017

Upon the motion of Trustee Maura Bowen, seconded by Trustee Kyle McKee:

Voting:

Sarah Mueller, President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Kyle McKee	Aye

Upper Arlington Public Library Board of Trustees

Upper Arlington, Ohio

CERTIFICATION

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

MEMORANDUM OF UNDERSTANDING WITH LEADERSHIP UA

Additionally, the Board moved to enter a similar agreement with Leadership UA. The agreement can be seen as an exhibit to these minutes and the resolution as follows:

22-17 RESOLUTION

To Enter Into an Agreement with Leadership UA

BE IT RESOLVED that the Upper Arlington Public Library Board of Trustees approves the agreement with Leadership UA as set forth in the agreement document attached as a permanent exhibit to this Resolution,

AND BE IT FURTHER RESOLVED that the Upper Arlington Public Library Board of Trustees authorizes the President of the Board and the Director to sign any such document(s) as may be needed.

SIGNATURE SHEET

Resolution No. 22-17

09-19-2017

Upon the motion of Trustee Gloria Heydlauff, seconded by Trustee Maura Bowen:

Voting:

Sarah Mueller, President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Kyle McKee	Aye

Upper Arlington Public Library Board of Trustees
Upper Arlington, Ohio

CERTIFICATION

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Michael Troper, Fiscal Officer

Upper Arlington Public Library
Upper Arlington, Ohio

CHANGES TO PERSONNEL POLICY MANUAL

The Board approved changes to the Personnel Policy Manual as outlined in the exhibit to these minutes.

RESOLUTION 23-17
To Approve Changes to the Personnel Manual

BE IT RESOLVED that the Board of Trustees of the Upper Arlington Public Library hereby accepts and adopts the revisions to the Personnel Manual as presented in the Exhibit to this Resolution and recommended by the Administration of the Upper Arlington Public Library.

SIGNATURE SHEET

Resolution No. 23-17

09-19-2017

Upon the motion of Trustee Gloria Heydlauff, seconded by Trustee Kyle McKee:

Voting:

Sarah Mueller, President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Kyle McKee	Aye

Upper Arlington Public Library Board of Trustees
Upper Arlington, Ohio

CERTIFICATION

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

CHANGES TO OPERATIONS POLICY MANUAL

The Board also approved changes to the Operations Policy Manual to make election materials displayed at the Library accessible earlier. The revision can be seen in detail in the attached exhibit. The resolution is as follows:

RESOLUTION 24-17
To Approve Changes to the Operations Manual

BE IT RESOLVED that the Board of Trustees of the Upper Arlington Public Library hereby accepts and adopts the revisions to the Operations Manual as presented in the Exhibit to this Resolution and recommended by the Administration of the Upper Arlington Public Library.

SIGNATURE SHEET

Resolution No. 24-17

09-19-2017

Upon the motion of Trustee Kyle McKee, seconded by Trustee Maura Bowen:

Voting:

Sarah Mueller, President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Kyle McKee	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

FINANCE COMMITTEE

The Notes from the Finance Committee meeting are included here.

**UPPER ARLINGTON PUBLIC LIBRARY
FINANCE COMMITTEE
WEDNESDAY, SEPTEMBER 13, 2017 AT 5 PM
MEETING NOTES**

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

IN ATTENDANCE: Gloria Heydlauff, William Shkurti, Chris Taylor, Kate Porter, Michael Troper, and Diana Magee.

Financials

The Committee reviewed the financial reports for August. While the Public Library Fund once again came in higher than expected for the month, the Library still looks to end the year with less revenue than projected. The Committee accepted the reports as presented to be included in the materials for the September 19th meeting of the Board of Trustees.

Bank Reconciliations

The General and Building Fund Bank Reconciliation was not yet complete due to the time required to transition to the new accounting system over the past few weeks. Arlington Bank was bought by First Merchants and the new accounting system will reflect the change. Otherwise, there were no questions.

Budget Commission Amounts and Rates

Ohio Revised Code requires the Library adopt a resolution annually accepting the tax levy amounts and rates as certified by the County Budget Commission for the coming year. The Committee will recommend that the full Board pass the resolution.

Policy Changes Need for the New Accounting System

In order to streamline processes and take advantage of features in the new accounting system, Administration recommends the following changes to the Library's Financial Policies:

- 1. Do not require multiple quotes for purchases less than \$5,000. The Library always strives to get the best value for the best price. The change will prevent staff from spending valuable time contacting multiple vendors and waiting for responses on smaller purchases. No one on the Committee was opposed to the change, but did request details on what other libraries in the area require for small purchases.*
- 2. Allow the Fiscal Office to process invoices that are 10% greater than what was encumbered on a purchase order. Small charges like foreign transaction fees or shipping sometimes increase the expected cost of a purchase. The policy change will save time and expedite invoice payments.*
- 3. Eliminate the use of email notifications for PO changes. The current policy specifies that email will be the communication system used. The new accounting system has internal messaging and notifications that will be used in lieu of email.*

The Committee will recommend that the full Board approve the changes to the Library's Financial Policy.

Project Costs Updates

Replacing the emergency backup generator at Tremont came in at 1.4% above expected cost at \$144,561.89. An additional contingency of 6% brought the total to \$153,000. Replacing the fire panel will cost double original estimates at approximately \$59,000, and will also include a required Fire Watch service during the time the work is being completed. Both projects are necessary and costs will be offset by delaying other projects for the year and using available funds in other lines.

Staffing Updates

The Executive Assistant position will be filled by Allison Frew, an existing staff member. She will take over the position as of October 2nd with one week of overlap with Diana Magee for training. Diana will stay on until October 20th to work on special projects for the Library.

Steve Benson was selected as the new Facilities Manager and will begin on October 2nd.

As the Library transitions to a new accounting system, it is unclear how much time tasks typically assigned to the Deputy Fiscal Officer will take. The Library does not want to post the position until that is better understood. A temp has been hired to help with Fiscal Office tasks in the short term. Staff are tracking the time fiscal tasks take to better gauge the time the new accounting system will save. The Fiscal Officer will also do a cost comparison of Deputy Fiscal Officer pay vs. paying the temp.

Gas Cost Update

Through the META consortium, the Library is able to save money on natural gas. Costs for the next service year have been negotiated and are at their lowest since joining the consortium.

Adjournment

The meeting was adjourned at 5:25 p.m.

Next Meeting: Wednesday, October 11, 2017 at 5 p.m. in Meeting Room C.

ACTING DEPUTY FISCAL OFFICER

The Board passed a resolution, as seen below, to appoint Chris Taylor as the acting Deputy Fiscal Officer until the position is filled.

RESOLUTION 25-17

Resolution Appointing Chris Taylor as Acting Deputy Fiscal Officer Commencing on September 20, 2017

BE IT RESOLVED BY THE UPPER ARLINGTON BOARD OF TRUSTEES:

That Chris Taylor be appointed as the Acting Deputy Fiscal Officer of the Upper Arlington Public Library commencing on September 20, 2017 until such time as a permanent Deputy Fiscal Officer is hired.

SIGNATURE SHEET

Resolution No. 25-17

09-19-2017

Upon the motion of Trustee Kyle McKee, seconded by Trustee Gloria Heydlauff:

Voting:

Sarah Mueller, President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Kyle McKee	Aye

Upper Arlington Public Library Board of Trustees
Upper Arlington, Ohio

CERTIFICATION

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

FINANCE POLICY MANUAL EDITS

As the Library moves to a new accounting system, certain policies no longer applied as worded or needed updating for efficiency. The changes are outlined in the exhibits to these minutes. The resolution is as follows:

RESOLUTION 26-17 **To Approve Changes to the Finance Policy Manual**

BE IT RESOLVED that the Board of Trustees of the Upper Arlington Public Library hereby accepts and adopts the revisions to the Finance Policy Manual as presented in the Exhibit to this Resolution and recommended by the Administration of the Upper Arlington Public Library.

SIGNATURE SHEET

Resolution No. 26-17

09-19-2017

Upon the motion of Trustee Maura Bowen, seconded by Trustee Kyle McKee:

Voting:

Sarah Mueller, President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Kyle McKee	Aye

Upper Arlington Public Library Board of Trustees
Upper Arlington, Ohio

CERTIFICATION

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

BUDGET COMMISSION AMOUNTS AND RATES

Each year, the Library Board must approved the Budget Commission Amounts and Rates provided by the County Auditor. The resolution to approve the rates for 2018 is as follows.

RESOLUTION 27-17

To Accept Budget Commission Amounts and Rates

OHIO REVISED CODE, SECTION 5705.34, 5705.35

WHEREAS, This Board in accordance with the provisions of law has previously adopted a Tax Budget for the next succeeding fiscal year commencing January 1, 2018; and

WHEREAS, the Budget Commission of Franklin County, Ohio has certified its action thereon to this Board together with an estimate by the County Auditor of the rate of each tax necessary to be levied by this Board, and what part thereof is without, and what part within, the ten mill tax limitation; therefore be it

RESOLVED, the Board of Library Trustees of the Upper Arlington Public Library, Franklin County, Ohio, that the amounts and rates, as determined by the Budget Commission in its certification, be and the same are hereby accepted; and be it further

RESOLVED, That there by and is hereby levied on the tax duplicate of said Library the rate of each tax necessary to be levied within and without the ten mill limitation for tax year 2017 (collection year 2018) as follows:

SCHEDULE A

Summary of Amounts Required from General Property Tax Approved by the Budget Commission, and County Auditor's Estimate Tax Rates

Amount to be Derived
from Levies Outside

Estimate of Full Tax Rate
to be Levied Outside

Fund	10 Mill Limitation	10 Mill Limitation
General Fund	\$3,182, 461.76	2.00
TOTAL	\$3,182,461.76	2.00

and be it further RESOLVED, That the Clerk of this Board be and is hereby directed to certify a copy of this Resolution to the County Auditor of said County.

SIGNATURE SHEET

Resolution No. 27-17

09-19-2017

Upon the motion of Trustee Gloria Heydlauff, seconded by Trustee Maura Bowen:

Voting:

Sarah Mueller, President	Aye
Gloria Heydlauff, Secretary	Aye
Maura Bowen	Aye
Kyle McKee	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

OPERATIONS COMMITTEE

The notes from the Operations Committee meeting are included here.

*UPPER ARLINGTON PUBLIC LIBRARY
OPERATIONS COMMITTEE
September 5, 2017
MEETING NOTES*

The meeting was called to order at 5:08 pm

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

EXCUSED ABSENCES: None

PERSONEL POLICY CHANGE

Administration recommended removing the restriction that part-time staff cannot use leave time to exceed their regularly budgeted hours. Removing this restriction saves record keeping time and increases morale for those who sub regularly but were unable to take any of their earned sick and vacation leave. The Committee agreed that this was an easy change to make.

OPERATIONS MANUAL CHANGE

The library received a request from a patron to change our current policy so that the election information table can be available to the public for more than a month before the election due to absentee voting. Absentee ballots will be mailed out by October 11th this year so having the tables up a week or two before that will be our plan going forward. The Committee also decided to remove the policy language that states, "Flyer and brochures may not exceed 8 ½ x 11 in size and quantity may not exceed 500 per delivery."

UPDATE ON 50 FOR 50 CAMPAIGN

Chris M. showed the conceptual drawings that Sarah Mueller was able to have provided to the library at no charge. These drawings will be used on the letters, website and social media to provide an idea of what the new study spaces will look like. The promotional artwork on the Admin window was done by Diana. The Friends will put a blurb about the campaign in their upcoming newsletter. The El Vaquero restaurant on Riverside will be holding a fundraiser to benefit the Library on the 28th.

TriVillage magazine will be featuring a story about the Library in their upcoming issue and we will push the campaign there as well.

PROJECT UPDATES

The generator quote came in at \$153,000 without the elevator. This number includes a 6% contingency. We are waiting for the City to proceed with the project.

The fire panel permits have come back from the City. The quote for this project is much higher than the original estimate due to required changes. The new quote is \$55,361. We will need to make a budget transfer from the Furniture and Equipment lines to fund this project.

ADJORNMENT

The meeting was adjourned at 5:35 pm.

Next Meeting: Tuesday, October 3, 2017 at 5 p.m. in Meeting Room A

PRESIDENT'S REPORT

The 50 for 50 fundraising Campaign is well under way. A little over \$5,000 has been raised so far of the \$50,000 goal. El Vaquero on Riverside Drive is holding a fundraiser for the Library on September 28th and the donations and matched funds from the Columbus Foundation's Give Big will also go towards the goal. There are several activities and marketing appeals scheduled for the upcoming months.

ADJOURNMENT

Ms. Heydlauff made a motion to adjourn the meeting. Mr. McKee seconded the motion. VOTING AYE: Ms. Bowen, Mr. Hahn, Ms. Heydlauff, Mr. McKee, Ms. Mueller, Mr. Shkurti and Mr. Yesso. VOTING NAY: None.

The meeting was adjourned at 5:52 p.m.

Sarah M. Mueller, President

Gloria Heydlauff, Secretary

All Funds
Statement of Cash Position
As of September 30, 2017

Fund No.	Fund Description	1/1/2017 Balance (a)	2017 YTD Revenue (b)	2017 YTD Expended (c)	9/30/2017 Balance (a + b - c)	Outstanding Encumbrance (d)	Unencumbered Balance ((a+b)-(c+d))
1X0	General Fund-Combined	\$2,633,914	\$5,286,519	\$4,220,133	\$3,700,300	\$0	\$3,700,300
2XX	Special Revenue Fund-Combined	\$286,478	\$25,212	\$30,952	\$280,738	\$0	\$280,738
402	Building Improvement	\$453,471	\$0	\$140,083	\$313,388	\$0	\$313,388
501	Employee FSA Fund	\$5,000	\$8,360	\$9,198	\$4,162	\$0	\$4,162
GRAND TOTAL		\$3,378,863	\$5,320,091	\$4,400,366	\$4,298,588	\$0	\$4,298,588

Fund 1X0 We do not encumber funds for payroll. Outstanding encumbrances represent blanket purchase orders encumbering funds for library materials and other operating expenses. All encumbrances were closed out in September do to the transition to the new accounting system.

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.

All Funds
Statement of Cash Position
As of September, 2016

Fund No.	Fund Description	January 1, 2016 Balance (a)	2016 YTD Revenue (b)	2016 YTD Expended (c)	9/30/2016 Balance (a + b - c)	Outstanding Encumbrance (d)	Unencumbered Balance ((a+b)-(c+d))
1X0	General Fund-Combined	\$2,571,825	\$5,176,519	\$4,258,119	\$3,490,225	\$645,468	\$2,844,757
2XX	Special Revenue Fund-Combined	\$287,039	\$41,744	\$36,233	\$292,550	\$20,990	\$271,560
					\$0		
402	Building Improvement	\$355,313	\$0	\$127,472	\$227,841	\$89,552	\$138,289
GRAND TOTAL		\$3,214,177	\$5,218,262	\$4,421,823	\$4,010,616	\$756,010	\$3,254,606

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.

Note: To date there have been four quarterly book sales. In general, revenues are lower than expected. With the results of the last two books sales in, it seems that the sales are recovering quite nicely.

Upper Arlington Public Library
General Fund
Monthly Statement Includes Year-end Projections and Projected Year-end Cash Balance
As of September 30, 2017

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

General Fund Operating Revenue	Budget	YTD Revenue	Projected Year End Revenue	Over / (Under) Budget
General Property Taxes	3,163,993	3,173,521	3,163,993	(0)
Public Library Fund	2,665,249	1,905,137	2,530,000	(135,249)
Other Income	186,600	207,861	208,500	21,900
Total Revenue	6,015,842	5,286,519	5,902,493	(113,349)

General Fund Operating Expenditures	Budget	YTD Expenditures	Projected Year End Cash Expenditures	(Over) / Under Budget
Salaries & Benefits	3,954,364	2,996,638	3,899,000	55,364
Library Materials	818,000	610,370	818,000	0
Other Expenditures	946,082	613,125	946,082	(0)
Total Expenditures	5,718,446	4,220,133	5,663,082	55,364

				(Over) / Under Budget
Net Budget (Revenue less Expenditures before Cash Transfers Out)	297,396	1,066,386	239,411	(57,985)

Non-Operating Expenditures

Cash Transfers Out to Fund 402 - Building Improvement Fund	204,974	0	204,974	0
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Net Budget after Cash Transfers	92,422	1,066,386	34,437	(57,985)
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Projected Cash Balance at December 31, 2017 2,668,351

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 - September PLF came in at about 99% of projection. The new biennial state budget set the PLF at 1.68% of GRF revenue effective July 1.

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 145% of budgeted revenue for the year. We have increased the passport revenue projection to \$36,000 and the photo fees revenue to \$14,000 for a combined increase of \$21,900.

Salaries & Benefits - We have projected salary and benefits thru the end of the year. 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
September 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:

Deposit date	Amount	Fund	First Name	Last Name	Campaign	Appeal
9/1/2017	\$ 25.00	130	Susan	McNally	50th Anniversary 2017	
9/4/2017	\$ 50.00	130	Kyle & Erin	McKee	50th Anniversary 2017	
9/6/2017	\$ 100.00	130	Marilyn G.	Hood	50th Anniversary 2017	
9/14/2017	\$ 20.00	130	Linda	Thompson	50th Anniversary 2017	
9/19/2017	\$ 50.00	130	Marianne	Mitchell	50th Anniversary 2017	
9/23/2017	\$ 100.00	130	Lynn	Anderson	50th Anniversary 2017	
9/25/2017	\$ 100.00	130	Kathleen	Murphy	50th Anniversary 2017	
9/26/2017	\$ 50.00	130	Tom & Joyce	Johnson	50th Anniversary 2017	
9/27/2017	\$ 150.00	130	Adam & Laura	Gossett	50th Anniversary 2017	
9/27/2017	\$ 100.00	130	Karolyn	Braum	50th Anniversary 2017	
9/27/2017	\$ 50.00	130	Kevin & Melanie	Brown	50th Anniversary 2017	
9/27/2017	\$ 50.00	130	Eric	Seiber	50th Anniversary 2017	
9/27/2017	\$ 35.00	130	Jen	Schildmeyer	In Memory of	Pat Smith
9/28/2017	\$ 100.00	130	Smart Healthy	Vending	50th Anniversary 2017	
9/28/2017	\$ 100.00	130	Michael	Hall	50th Anniversary 2017	
9/28/2017	\$ 50.00	130	Jenny	Schoning	50th Anniversary 2017	
9/28/2017	\$ 50.00	130	Debbie & Mark	Johnson	50th Anniversary 2017	
9/28/2017	\$ 50.00	130	Ellen	Erlanger	50th Anniversary 2017	
9/29/2017	\$ 50.00	130	Jodi	Patton	50th Anniversary 2017	
9/29/2017	\$ 50.00	130	Myrlyn & Rob	Reasoner	In Memory of	Pat Smith
9/30/2017	\$ 50.00	130	Katherine	Porter	In Memory of	Pat Smith
TOTAL	\$ 1,380.00					

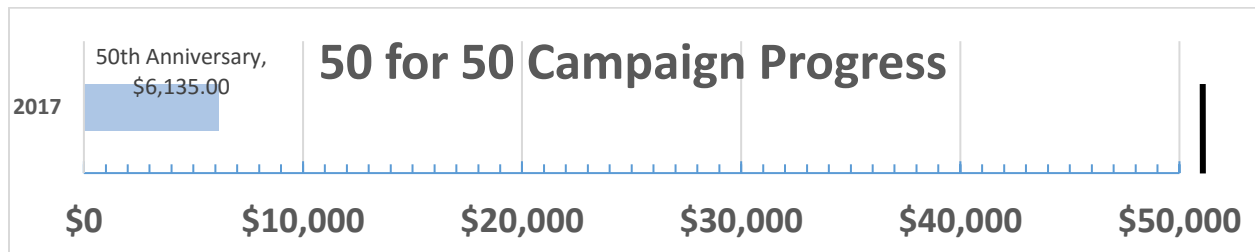
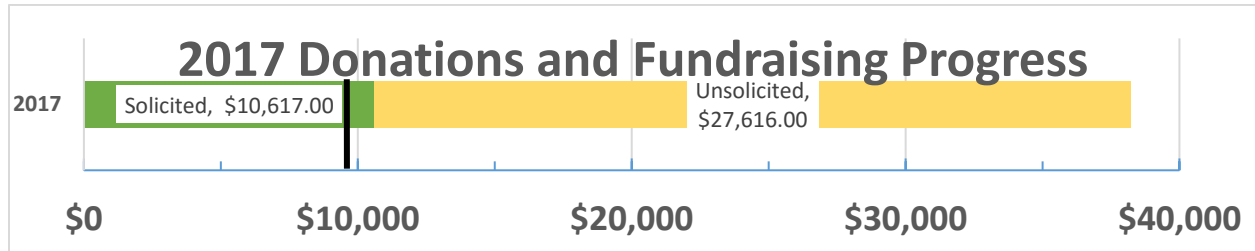


Director's Report

explore. gather. grow.

October 17, 2017

Update to 2017 Fundraising Goal



Year	Solicited	Unsolicited	50th Annivers	Grand Total
2017	\$ 10,617.00	\$ 27,616.00	\$ 6,135.00	\$ 38,233.00

Upper Arlington Public Library

3rd Quarter 2017 Staffing Report

2017 Personnel Costs vs. Budget

Through the third quarter of 2017, the total expenditures for personnel costs were \$2,996,638 which is under the budgeted amount by about \$45,000. We are anticipating ending the fiscal year under budget by about \$55,000 or about 1% of the annual salary and benefits budget.

3rd Quarter Vacancy Rate

As of September 30, 2017, we have 119 permanent positions and 7 open positions for a vacancy rate of 5.88%.

3rd Quarter Turnover

Our 3rd quarter turnover rate was 7.9%. This percentage was based upon 9 position vacancies by resignation.

Staff Resignations	Transfers	Net Change in Number of Positions	New Hires
9	6	0	7

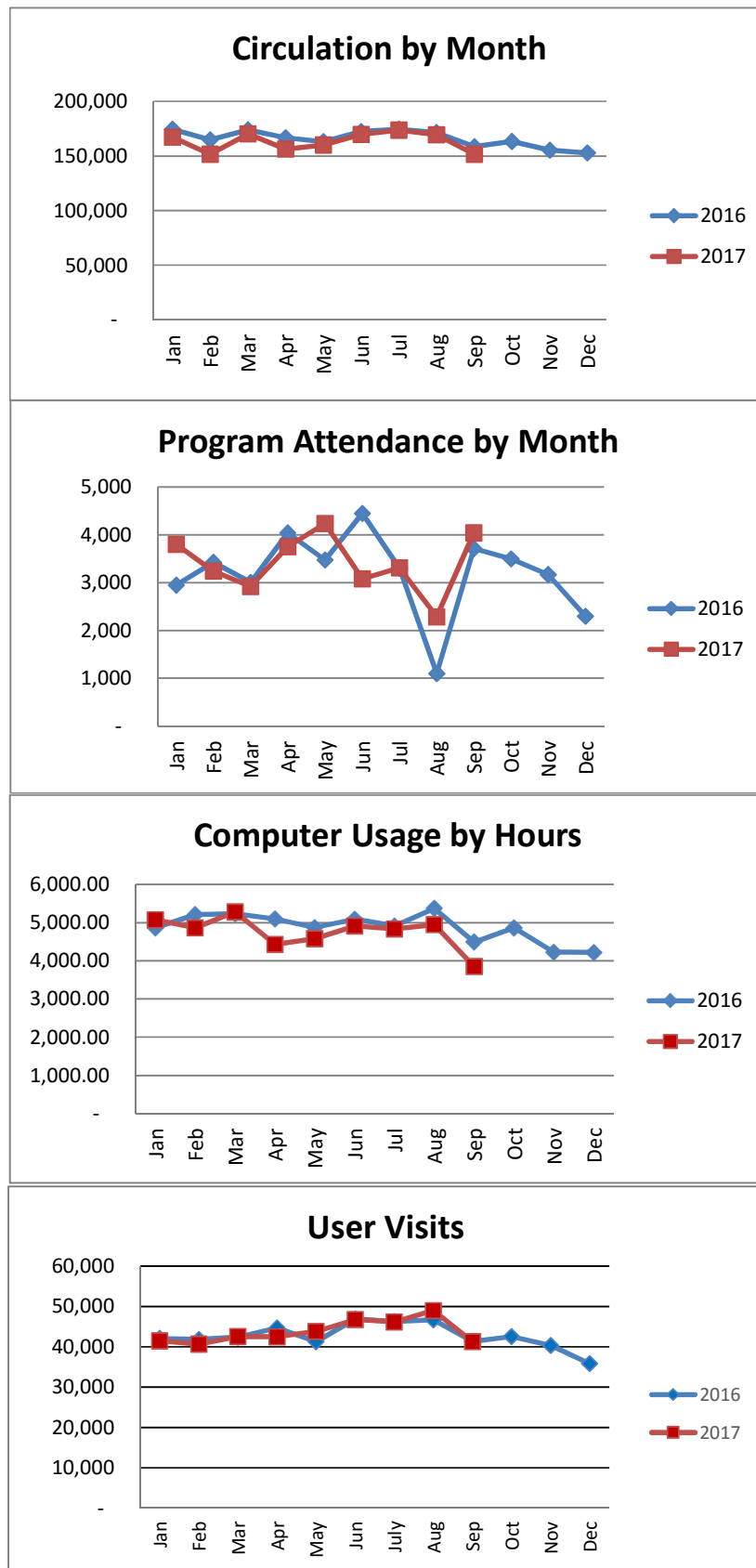
Positions unfilled as of 9/30/2017:

- Youth Services Manager FT
- (3) Shelves PT
- (2) Circulation Assistants PT
- Cataloger PT

Anticipated Staffing Changes in the Next Quarter

With the selection of our Youth Librarian to fill the Youth Services Manager position at the beginning of October, we will now have a Youth Services Librarian position to fill. We have recently filled out Facilities Manager position and Executive Assistant position and are working to acclimate both of these staff members to their new roles.

Monthly Statistical Summary as of End of September 2017



UPPER ARLINGTON PUBLIC LIBRARY
FINANCE COMMITTEE
WEDNESDAY, OCTOBER 11, 2017 AT 5 PM
MEETING NOTES

The meeting was called to order at 5:03 p.m.

IN ATTENDANCE: Gloria Heydlauff, William Shkurti, Kyle McKee, Chris Taylor, Kate Porter, Michael Troper, and Allison Frew.

Financials

Administration is transferring to a new accounting software system. Given the transfer, all purchase orders are now closed out and the year end projections are in line with expectations.

There is a typo on the General Fund Operating Expenditures table claiming Other Expenditures are \$30 over budget. The Fiscal Office states the over/under budget amount should be zero.

Bank Reconciliation

The difference listed from the accounting system is being reconciled and should be \$0 by the next meeting.

Quarterly Investment Plan

The monetary discrepancy between the Grand Total of All Funds and the Investment Report was determined to be equivalent to the total of the outstanding items listed in the reconciliation.

The Committee determined that the goal for Huntington National Bank should match one month's expenses.

Tax Advance Request Analysis

The tax advance resolution will be presented at the December Board Meeting. The Committee agrees that pulling this income monthly is the best practice.

DFO Cost Comparison with Temporary Employee

Since the study of the new accounting software is still in process, it is difficult to determine the staffing needs for the DFO position at this time. The Committee will revisit the issue.

Capital Budgets Update

Fire Watch for the Fire Panel Installation is still underway and the hardware server replacement will complete this year. Estimates for next year's purchases will be provided at the next meeting.

2018 General Fund Budget Draft

The budget draft will be presented at the next meeting.

Administration is using the data from last year to anticipate a 27% salary increase.

Once this data is known, Administration will recreate the 5-Year Plan.

2018 Health Insurance Renewal

Anthem Blue Cross Blue Shield offered a 49% increase in premiums since there were claims submitted to the company that exceeded our paid premiums. Two other companies, Humana and United Healthcare, offered quotes with 14% increases. Due to these changes, Administration has not yet made a decision.

In the last three months, our Care Center has saved our employees and our insurance company \$56,000.

Since the claims submitted this year were mostly due to an atypical event, and given the cost savings with the Care Center, Administration expects to have more bargaining power next year.

Adjournment

The meeting was adjourned at 5:44 p.m.

Next Meeting: Wednesday, November 8, 2017 at 5 p.m. in Meeting Room C.

Upper Arlington Public Library
Board of Trustees Meeting
October 17, 2017

TOPIC: Health Insurance Renewal for 12/1/2017

CONTEXT/BACKGROUND:

On August 1, 2017, the Library changed our Health Insurance Plan on the advice of our new insurance broker. Changing at that date meant that we would still go through the normal annual renewal process for our anniversary date of December 1, 2017. At the time of the change in August, our costs for health insurance premiums on a monthly basis decreased by 19.63%.

Our broker has now gone through the process of obtaining quotes from our current and other Insurance carriers for our December 1, 2017 renewal. The result were as follows:

	Current Plan	Anthem renewal of same plan	United Healthcare for similar plan	Humana for similar plan
Annual Premium	\$291,070	\$433,694	\$333,949	\$574,087
% change from current plan		49.00%	14.73%	97.23%

Aetna, Medical Mutual and National General declined to provide a proposal.

RECOMMENDATION FROM ADMINISTRATION

Library Administration recommends that we change our Health Insurance carrier to United Healthcare beginning December 1, 2017.

REQUEST OF BOARD/ACTION NEEDED:

Adoption of the resolution to accept the healthcare renewal effective 12/1/2017.

RESOLUTION xx-17

To Accept Change to United Health Care for Health Care Insurance

BE IT RESOLVED that the Board of Trustees of the Upper Arlington Public Library hereby accepts the health care insurance proposal from United Health Care to be effective as of December 1, 2017 which reflects a 14% increase in premiums and a change to a new health insurance carrier.

Upper Arlington Public Library
BOARD MEETING
October 17, 2017

TOPIC: Update on 2017 Capital Projects and Preliminary 2018 Capital Project Budget

CONTEXT/BACKGROUND:

2017 Capital Projects Update

As we have been keeping the Board informed, a number of our planned projects for 2017 are being postponed to 2018 due to the increase in cost for some projects and the addition of an unexpected project.

Please see the attached sheet for a project by project update.

2018 Draft Capital Budget

Please see the attached sheet for the first draft of the 2018 Capital Projects Budget.

ISSUES/STRATEGIC QUESTIONS:

1. What other information does the Board need regarding the 2017 Capital Projects?
2. What questions does the Board have regarding the 2018 Capital Budget?

REQUEST OF BOARD/ACTION NEEDED:

For Discussion Only.

2017 UAPL Capital Budget

As of October 12, 2017

Item		Project Estimates	Original Budget	Paid YTD	Encumbered	Expected Total YTD	Notes
GL #	402-0000-53799		\$2,000	\$0	\$0	\$0	
Professional Services							
	Legal	\$2,000					
GL #	402-0000-55400		\$265,272	\$89,603	\$188,326	\$277,929	
Building Periodic Maintenance							
	Replace Lane Rd sump pumps	\$5,420		\$0			NA. Completed in 2015.
Projects Prioritized and Scheduled by Operations							
			\$142,546				
NEW	Fire Panel			\$22,411.77	\$32,949.23		Work Began 9/25/17
	Fire Watch for Fire Panel Installation			\$1,779.44	\$2,141.36		
BPT13	Tremont Emergency Generator	\$142,546			\$153,235.60		Final Scope meeting scheduled 10/3/17
Flooring Replacement Cycle							
			\$117,306				
T	2016 Rebudgeted: Adult Department Carpet	\$69,715		\$65,411.84			Completed in 2016. Paid in 2017
L	First Floor & Office	\$24,836					Postponing to 2018
T	Main Hallway 1st Floor (lower) [HT]	\$3,234					Postponing to 2018
T	Meeting Room B	\$3,795					Postponing to 2018
T	Staff Hallway Lower Level	\$3,486					Postponing to 2018
T	Technical Services	\$12,240					Postponing to 2018
GL #	402-0000-55511		\$54,600	\$0.00	\$2,032	\$2,032	
Furniture and Equipment Replacement							
	Misc Furniture and Replacement	\$54,600					
	Replacement Stools for Laptop Bar				\$2,031.60		
GL #	402-0000-55520		\$64,500	\$45,086	\$16,333	\$64,419	
Technology Replacement Cycle-Software							
	2016 C/O: New Accounting System	\$61,500		\$45,086.16	\$16,333.09		
TP22	Replace Windows Server Software	\$3,000				\$3,000	Should complete this year.
GL #	402-0000-55540		\$148,500	\$5,393	\$0	\$126,404	
Technology Replacement Cycle-Hardware							
TP9	2016 C/O: Replace Server Hardware Lane/Miller			\$883.91			Completed in 2016. Paid in 2017
TP32	Miscellaneous Technology Initiatives	\$5,000				\$5,000	Should complete this year.
NEW	Annual Gadget Gallery Replacements	\$2,500				\$2,500	Should complete this year.
NEW	Replace UPS in Server Room	\$15,000		\$4,509.39			Complete.
TP7	Replace server Hardware - Tremont	\$50,000				\$50,000	Should complete this year.
TP13	Replace Branch MDF & IDF switching equipment	\$15,000		\$0.00			Cancel. Done in 2015.
TP14	Replace UTM/VPN [Firewall]	\$15,000				\$15,000	Should complete this year.
TP28	Replace 3 staff & 6 patron copiers (and Coin/Credit Acceptors)	\$40,000				\$42,510	Should complete this year. Machines alone cost \$33,000. Considering new acceptors for \$9,000.
TP1	Replace self-checkout PC hardware (10)	\$6,000				\$6,000	Carrying over to 2018, increasing number and amount per station.
Grand Total 2017 Capital Fund Projects		\$534,872	\$534,872	\$140,083	\$206,691	\$470,784	

2018 UAPL Capital Budget

As of October 8, 2017

Item		Project Estimates	Budget	Notes
GL #	402-0000-53799		\$2,000	
Professional Services				
	Legal	\$2,000		
GL #	402-0000-55400		\$90,030	
Building Periodic Maintenance				
			\$27,625	
L02	Replace the 2 air handling and condensing units at Lane Rd	\$22,100		
	Replace sump pumps at Miller Park	\$5,525		
Projects Prioritized and Scheduled by Operations Committee				
Flooring Replacement Cycle				
			\$62,405	
L	First Floor & Office	\$34,836		Carried over from 2017
T	Main Hallway 1st Floor (lower) [HT]	\$3,234		Carried over from 2017
T	Meeting Room B	\$3,795		Carried over from 2017
T	Staff Hallway Lower Level	\$8,300		Carried over from 2017
T	Technical Services	\$12,240		Carried over from 2017
GL #	402-0000-55511		\$54,600	
Furniture and Equipment Replacement				
	Misc Furniture and Replacement	\$54,600		
GL #	402-0000-55520		\$0	
Technology Replacement Cycle-Software				
GL #	402-0000-55540		\$154,100	
Technology Replacement Cycle-Hardware				
TP32	Miscellaneous Technology Initiatives	\$5,000		
NEW	Annual Gadget Gallery Replacements	\$2,500		
TP7	Replace server Hardware - Tremont	\$50,000		Possible C/O
TP1	Replace self-checkout PC hardware (12)	\$21,600		Carried over from 2017 & increased
TP2	Replace patron PCs (60)	\$60,000		
TP9	Replace domain controller/file server-Lane/Miller	\$15,000		
Grand Total 2018 Capital Fund Projects		\$300,730	\$300,730	



Account Number _____

Resolution XX-17
Resolution to Maintain a Bank Account
UAPL

The undersigned hereby certifies to The Huntington National Bank that: I am the

(insert official title)

and, as such, I am familiar with the records and proceedings of:

(insert name of governmental entity)

(the "Public Entity"), a governmental entity duly organized and existing under the laws of the
State of _____

the following is a true, accurate and compared copy of resolutions duly adopted by the Public Entity, and that the resolutions have not been rescinded, modified or revoked and are in full force and effect.

RESOLVED, that:

- (i) The Huntington National Bank (the "Bank"), as a national banking association, is qualified under applicable law and regulations to be a depository for the Public Entity and is hereby designated as a depository of the Public Entity;
- (ii) one or more account(s) may be opened and maintained in the name of the Public Entity, in accordance with the rules and regulations or procedures of the Bank pertaining to such accounts as amended by the Bank from time to time, or as otherwise amended by a written agreement between the Public Entity and Bank;
- (iii) any of the individuals whose names are set forth in (iv), below or, whose genuine signatures appear on separate cards dated and filed with the Bank, (collectively the "Authorized Signatories" and individually an "Authorized Signatory") are hereby authorized to act individually on behalf of the Public Entity and in its name to:
 - a. sign checks, drafts, notes, bills of exchange, acceptances, or other orders for payment of funds from any account maintained by the Public Entity;
 - b. indorse checks, drafts, notes, bills, certificates of deposit, or other instruments owned or held by the Public Entity for deposit in any such account, or for collection or discount by the Bank;
 - c. identify, approve and guarantee the indorsements of any and all checks and drafts drawn by the Public Entity;
 - d. waive demand, protest, and notice of protest, or dishonor of any check, draft, note, bill, certificates of deposit or other instruments made, drawn, or indorsed by the Public Entity;
 - e. act for the Public Entity in the transaction of all other business (whether or not it is of the kind, nature or character specified in this certificate) on the Public Entity's behalf with the Bank, including but not limited to executing contracts and delegating person to engage in transaction in connection with such contracts;
 - f. open and maintain an account in the name of the Public Entity (any account so opened shall be bound by the provisions of this certificate);
 - g. certify to the Bank the names of the Authorized Signatories and shall certify such change to the Bank, and the Bank shall be fully protected in relying on such certification, or refusing to honor the signature of any individual not so certified;
 - h. delegate other person(s) to perform any of the foregoing acts;

(iv) Names or Titles of Authorized Signatories:

(When only titles are used, this resolution must be accompanied by an Incumbency Certificate)

FURTHER RESOLVED, that:

- (i) the Bank is authorized to honor, receive, certify, or pay all instruments signed in accordance with this certificate even though drawn or indorsed to the order of any Authorized Signatory signing the same, tendered for cash, or in payment of a personal obligation or for deposit into a personal account of said Authorized Signatory and the Bank is not required or obligated to inquire into the circumstances of the issuance or use of any instrument signed in accordance with this certificate, or the application, or disposition of such instrument, or the proceeds thereof;
- (ii) overdrafts, if any, shall not be considered to be a loan; and
- (iii) the provisions of this certificate shall remain in full force and effect until written notice of its amendment or rescission shall have been received by the Bank and the Bank has a reasonable amount of time to act upon such notice, and that receipt of such notice shall not affect any action taken by the Bank prior thereto.

FURTHER RESOLVED, that the undersigned be, and hereby is, authorized and directed to certify to the Bank the foregoing resolutions and that the provisions thereof are in conformity with the laws and regulations governing the Public Entity.

I further certify that there is no provision in the law or regulations governing the Public Entity which limits the power of the Public Entity to pass the foregoing resolutions and that the same are in conformity with the law and regulations governing the Public Entity, have not be modified or rescinded and are in full force and effect.

IN WITNESS WHEREOF, I have hereunto subscribed my name this _____ day of _____, 20_____.

Public Official:

Witness:

**UPPER ARLINGTON PUBLIC LIBRARY
OPERATIONS COMMITTEE
OCTOBER 3, 2017
MEETING NOTES**

The meeting was called to order at 5:00 PM.

IN ATTENDANCE: John Yesso, Maura Bowen, Chris Taylor, Kate Porter, Greg Ramage, Chris Minx, Diana Magee and Allison Frew.

EXCUSED ABSENCES: Peter Hahn.

UPDATE ON 2017 CAPITAL PLAN PROJECTS

- Hamrick Fire Systems is currently updating the fire system at Tremont. A fire watch service patrols the building during all public service hours.
- Facilities aims to replace the generator by the end of the year.
- The Carpet Replacement schedule has been moved forward a year in an effort to fund new critical projects in this year's budget.
- The laptop bar stools ordered this year may be returned due to quality control issues.
- The new accounting system is live with managers beginning requisition input this week. Payroll is transitioning to the new system next week.

DRAFT 2018 CAPITAL BUDGET

The few capital projects planned for 2018 are largely technology hardware replacements. Because there were so few projects originally planned for 2018, even with the 2017 projects that were pushed, the worst case scenario for capital spending in 2018 is expected to be \$300,000.

MARKETING PLAN DRAFT

The Committee was pleased with the first draft and suggested some minor edits, such as adding a timeline and documenting to which of the Strategies for Success each of the activities were tied. Based on the results of an internal survey of staff-patron relations, a large part of the plan will focus on increasing staff awareness of Library events as a form of front-line marketing strategy.

The Committee also discussed creating a template for staff to create in-house/department signs without Marketing and Community Relations' involvement and highlighting the resources that differs UAPL from other libraries and entertainment venues.

ADJOURNMENT

The meeting was adjourned at 5:38 PM

Next Meeting: Tuesday, November 7, 2017 at 5 p.m. in Meeting Room A.

Upper Arlington Public Library
Board of Trustees Meeting
October 17, 2017

TOPIC: Marketing Plan

CONTEXT/BACKGROUND:

Early this year the Board of Trustees directed library staff to develop a marketing plan that would tie into strategic plan goals. A staff committee comprised of Christine Minx, Greg Ramage and Dena Little met frequently throughout the year to develop tactics that would serve to support the Library's current strategic focus. The committee paid particular attention to promoting the value of the Library, participating in the UA Centennial, and reinforcing the importance of front line marketing to staff members.

ISSUES/STRATEGIC QUESTIONS:

Does the plan include appropriate topics and methods?

REQUEST OF BOARD/ACTION NEEDED:

For Discussion Only. No Action Requested.

Upper Arlington Public Library Marketing Plan

Introduction

The Library's Strategic Plan as the Basis of our Marketing Plan

The 2016-18 Upper Arlington Public Library Strategic Plan reaffirmed our mission statement and core values, and established a new, succinct vision statement. These statements guide the work we do in all areas of our operation.

- **Our mission statement**

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

- **Our vision statement**

The Place for Integrated Learning

- **Our core values**

Integrity — We adhere to professional standards, take care with fiscal stewardship, and embrace transparency.

Knowledge — We love to learn and to support lifelong learning that transforms lives.

Service — We focus on providing the best user experience possible.

Tradition — We support and nourish Upper Arlington's spirit, imagination, history, and culture

The Strategic Plan also established six **strategies for success** which named our goals for the duration of the plan.

1. Strengthen patrons' knowledge of culture and technology through innovative programs.
2. Create a distinctive and diverse collection.
3. Position ourselves as the premier community partner.
4. Optimize the Library's staff, space and other resources to support patron needs.
5. Strengthen financial and operational outcomes.
6. Demonstrate transparency to the community.

Marketing Plan Overview

This marketing plan serves to identify areas that will receive special marketing attention. These were selected after considering the themes ("The 3 Ss") that the Library named as priorities for 2017: **spaces, special celebrations, and streamlining**. We also considered two another "S" themes — **support** and **staff**.

- **Spaces** refers to the adaptation and/or creation of physical spaces in our buildings. While activities related to our spaces are not significantly reflected in our current marketing plan, we anticipate addressing this if significant space changes occur in 2018, in particular group study space at Tremont and improvements at Lane.
- **Special celebrations** refers to events, observances and collaborations that raise or maintain our profile in the community.
- **Support** refers to activities that promote the value that residents get from their library and our important role in the community.

- **Staff** refers to ensuring library employees have the knowledge they need to act as front-line marketers of our programs and services.

Our plan consists of tactics and operational procedures to support the above areas.

The Marketing Committee based its work on the 2017 themes in anticipation of them being continued in 2018, when this plan would take effect. New tactics will be developed and added if the Library's focus alters next year.

How We Will Use the Plan

The Marketing Committee recommends revisiting this plan each year to adapt it to the areas of focus ("themes") that the Board of Trustees chooses to concentrate on. The themes will become the top priorities and other projects may be evaluated before marketing resources are devoted to them.

We have the following marketing tools at our disposal, and will use them as appropriate to each situation:

- *Insight* quarterly newsletter
- *Library Link* quarterly program guide
- www.ualibrary.org
- Social media:
 - Facebook
 - Twitter
 - YouTube
- *ThisWeek Upper Arlington News*
- Monthly eNewsletter
- Paid advertising
- In-library signage
- Staff/volunteers/advocates
- In-person staff meetings
- Community events

Possible future tools include:

- Digital signage
- Outdoor signage
- Other social media sites

Our Community

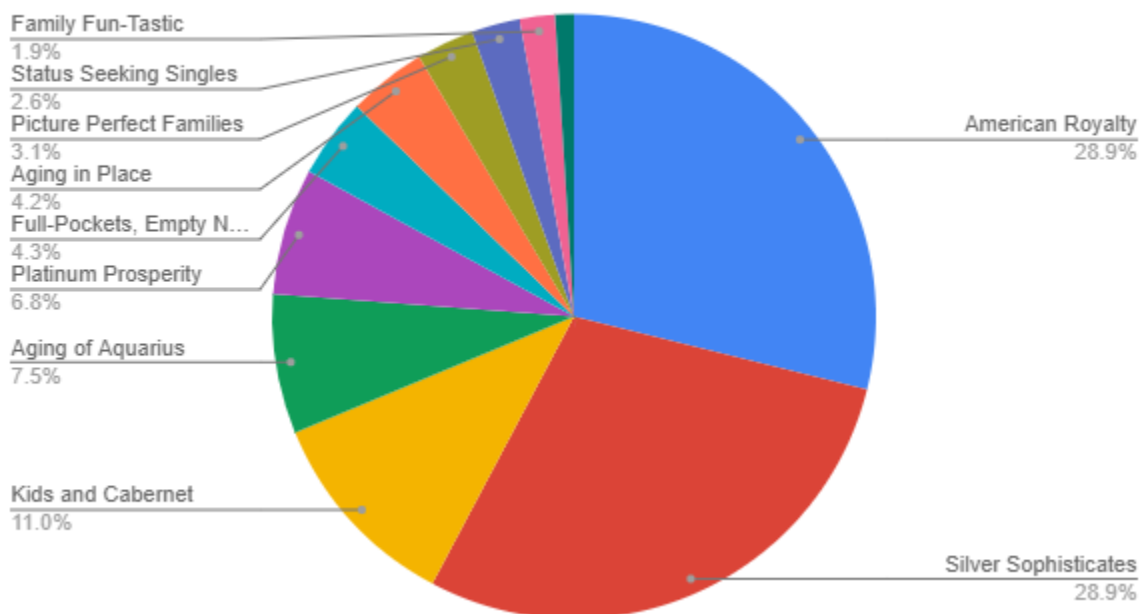
Experian, a global leader in marketing services, provides a service called Mosaic USA: a data-driven, clustering system that breaks down geographic areas into marketing segments based on consumer and lifestyle choices, preferences, and habits. The most recent study, completed in 2016, describes the nine different classification segments that make up the Upper Arlington population. The above pie chart breaks up each segment by population percentage and includes a demographic tag name that can then be referenced to a Mosaic guide which shares in-depth details regarding each group's lifestyle habits.

The Mosaic guide will allow us to best focus our marketing strategies by matching our message to the appropriate population segments. The guide goes into such detail as what types of music these groups like, where they travel to, what channels they watch, what stores they shop at, and their digital behavior.

For example, as seen in the above pie chart the majority of Upper Arlington residents fall into two demographics: *Silver Sophisticates* and *American Royalty*. By using the guide we can determine that *American Royalty* consists of significantly wealthy couples who are highly educated, have expensive tastes, and choose to spend money on luxuries and conveniences. They like to listen to Alternative Rock or classical music, shop at specialty boutiques, and like to play golf and tennis. They are politically centrist and like to participate in high-profile fundraisers and donate to a variety of causes.

Using this knowledge, our marketing team would then create a marketing campaign designed to reach this market segment in ways that match their lifestyle behaviors. For example, were the library to design a marketing plan to advertise our fundraising needs, we know that this group has a history of donating to valuable causes and it would be beneficial to focus our efforts on reaching this group using their interests, such as tennis or alternative rock, to do so.

Upper Arlington, Ohio



Current State of the Library

The 2016-18 Strategic Plan, which includes the Library's Mission, Vision, Core Values, and Strategies for Success, is used to guide library administration and staff in developing services to best meet the community's needs. This Plan includes measurable outcomes designed to satisfy the interests and desires of the community, as well as goals and suggested improvements which were discovered through surveys, focus groups, staffing studies, and comments/suggestions from staff and patrons.

The Library's resources currently include a housed collection of approximately 400,000 physical items and access to over 4 million items available for circulation through the Central Library Consortium. Patrons also have access to digital content, such as e-books, e-audiobooks, downloadable magazines, and more. The library also employs educated staff available at each location to assist patrons with research and reader's advisory needs. Patrons also can take advantage of educational programs for all ages, computers, and wi-fi, and low-cost printing, copying, scanning, and faxing. In addition, the buildings provide areas throughout for individuals and groups to read, relax, and study.

According to a 2016 PEW survey regarding the value and purpose of libraries in America, 57% of users definitely want more comfortable spaces [in their library] to read, relax, and study, with an additional 30% who say that "maybe" they would.¹ Our own 2015 survey results, in which the #2 recommendation from patrons be that we provide more areas of quiet and group study, confirm this. We recognize that one of our main marketing goals must be to take steps to support the development of these space improvements, which requires further fundraising and income opportunities.

Projected library income will satisfy operational costs required to maintain current buildings, staffing, services, and resources, however, to provide improvements and updates necessary to meet the expectations of our community, our marketing goals must also focus on providing fundraising support, as well as a stronger message to the UA community of the value and growing needs of the Library.

¹ Horrigan, J. B. (2016, September 09). Libraries 2016. Retrieved August 09, 2017, from <http://www.pewinternet.org/2016/09/09/libraries-2016/#>

Library Competitors

The Library's local competitors include coffee shops with comfortable social/group meeting spaces, which is something our patrons have requested from us over the years. Print material competitors are generally booksellers such as Barnes and Noble and Half-Price Books. Virtual streaming and e-content competitors include Netflix, Amazon, and other streaming services such as Hulu, which all require a paid subscription but offer ease of use and personal aggregation. Virtual information competitors include popular search engines such as Google, Bing, etc., which are free and easy to use but limited in scope.

We have few competitors in regards to the services we provide, such as free educational programming, research assistance, reader's advisory, and student and teacher support. However, many people in our community are not aware of some or all of our services beyond material circulation. In fact, Pew research indicates that adults aren't aware of learning and educational services and resources offered at libraries, which confirms our own estimations found through anecdotal and systematic research.²

Our competitors are typically large corporations who have significant budgets to invest in User Design, marketing, research, building improvements, and advanced technology. In order to be a stronger competitor, we must invest in marketing to strengthen our community's awareness of the resources we provide as well as the value and support the library delivers directly to the patrons and partners in our community.

² Rainie, L. (2016, April 07). Libraries and Learning. Retrieved August 09, 2017, from <http://www.pewinternet.org/2016/04/07/libraries-and-learning/>

Current state of library marketing

Marketing of programs

Currently, the Marketing and Community Relations Department does regular publicity for all programs.

- Chris M. includes all programs in each quarterly *Library Link* publication
- Chris M. includes a seasonal program highlights page in each *Library Insight* publication
- Beth creates signs, posters and quarter sheet handouts for in-library use based on a spreadsheet that Chris M. creates each quarter containing program titles, dates, location, and specific printed needs.
- Chris M. sends a weekly news release to *ThisWeek Upper Arlington*, which usually prints the information but not always.
- Chris M. creates and posts short blurbs with an accompanying image for the front page of www.ualibrary.org
- Chris M. chooses certain programs based on a variety of criteria to tweet or Facebook about.

Marketing of services

As new services are introduced, or when existing services need a boost, the M&CR Department will usually create printed pieces as needed (e.g. passports, teacher resources). We strive to have our promotional pieces be consistent with a branded, recognizable look.

Chris M. will also make social media and webpage posts about new services, or specific things we are emphasizing at the moment (e.g. Zinio). She does this with *Library Insight* articles as well.

Marketing of collection

Marketing of our collection by M&CR staff is not significant at this time. Chris M. tweets somewhat regularly about digital collections, particularly Hoopla, which is active on Twitter and is easily retweeted. She will sometimes include a related reading list with Library Insight articles (e.g. gardening in Spring 2017)

For in-library promotion, this task normally falls to individual departments. Staff members create displays of their materials, including identifying signs that frequently change, and provide one-on-one reader's advisory services.

Other marketing

We are a participant in the American Library Association's Libraries Transform campaign. The goal of this national campaign to increase public awareness of the value, impact and services provided by libraries and library professionals. Chris M. makes regular Transform Tuesday posts on social media, and Libraries Transform banners have hung in each of our buildings since April 2016. We have asked the public for their stories of how libraries have affected them, but have received little response.

Marketing Plan Tactics

These are the activities we will pursue under this plan.

Related Strategies for Success	What to Market	Audience	How to Do It	Purpose	Timeline
4	Miscellaneous timely topics as determined by planning calendar (see Supporting Operations Measures)	Staff	Improve internal communication via such methods as an enhanced Scoop staff newsletter and direct communication from Chris Taylor via staff meetings or regular emails	To ensure staff know about special events, topics and programs. To give them the info they need to share with patrons.	Ongoing
4	The value of the library and the need for excellent customer service	Staff	Create a marketing education component to the new hire onboarding process. Work with the customer service staff group to implement.	To ensure staff understand the importance of front-line marketing and the need to keep themselves informed of the latest library updates.	Work on in Fall; Debut Jan. 2018
6	The value of the library	UA Residents	Increase collection of personal stories from patrons, teachers and staff about why the Library is a valuable community resource. This can be done both by soliciting patrons and by the M&CR manager having access to public departments' monthly reports that include anecdotes.	To share the stories with the Libraries Transform campaign and to use as testimonials at levy time.	Ongoing
2 & 3	UA Archives	Facebook and Twitter users	Re-activate UA Archive's Facebook and Twitter accounts	To drive traffic to www.uaarchives.org ; to be an active participant in UA Centennial celebration	Consult Reference in Fall; Debut Jan. 2018
2 & 3	UA Archives	Visitors to Main Library	Use Main Library's art display hallway to showcase photos of UA over the last 100 years	To drive traffic to www.uaarchives.org ; to be an active participant in UA Centennial celebration	Jan. & Feb.; Aug. & Sept.
1 & 3	Summer Library Club; music collection	Parade attendees	Build a float incorporating both the 2018 SLC theme of Rock-n-Roll and the City's centennial. "UA: Rockin' for 100 Years"	To increase awareness and participation in SLC; to increase awareness and use of vinyl and streaming music collections; to be an active participant in the UA Centennial celebration.	Plan in Spring 2018; Build in May – July 2018
1 & 2	WiFi; library programs, services and collections	Visitors to shared spaces	Explore ways to communicate to people in shared public spaces (e.g. reading garden; Northam Park playground)	To increase use of WiFi and increase attendance at children's programs by communicating to a "captive" audience.	Debut in Spring 2018

Supporting Operational Measures
Create a Marketing Advisory Committee to facilitate input from public services staff and to let staff know their ideas are important
Create a year-long calendar of initiatives, publicity topics, deadlines, marketing methods and audiences
M&CR manager have regular one-on-one communication with public department managers, and attend several staff meetings each year to ensure accurate and timely information is shared with the public.

Appendix 1: Bibliography

The following resources were used to provide comparison analysis, demographic data, and general marketing plan tools.

- Anonymous. How to Build a Marketing Plan. Retrieved from Maura Bowen, UAPL Board Member.
- Gale Cengage Learning. (2017). Mosaic Population Comparison. Alteryxconnectreport2016.pdf.
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- Solomon, Laura. The Nitty Gritty Guide to Content Marketing. ALA Publications. 2016.
- Horrigan, J. B. (2016, September 09). Libraries 2016. Retrieved August 09, 2017, from <http://www.pewinternet.org/2016/09/09/libraries-2016/#>
- Rainie, L. (2016, April 07). Libraries and Learning. Retrieved August 09, 2017, from <http://www.pewinternet.org/2016/04/07/libraries-and-learning/>
- Horrigan, J. B. (2016, September 09). 2. Library usage and engagement. Retrieved August 09, 2017, from <http://www.pewinternet.org/2016/09/09/library-usage-and-engagement/>

Appendix 2: Notebook Study Review

A three-week study, performed by public and support staff at all three UA Library locations, was completed in June 2017. The study attempted to record information gathered through patron and non-patron interactions, specifically related to these three prompts:

1. *Please briefly describe any interactions with patrons that resulted in you telling them “No.”*
 - a. Data to be received from this prompt was intended to record services that we don’t provide that patrons are requesting.
2. *Please briefly describe any interactions with patrons that resulted in you telling them “I don’t know.” This could be an experience that was followed up by you finding the answer for that patron, or not--both are valuable data.*
 - a. Data to be received from this prompt was intended to help ascertain internal marketing needs.
3. *Please describe any stories or anecdotes involving the library, or libraries in general, that were shared with you by non-staff either within or outside of the library. (Ex: At a recent personal appointment I was asked by a member of their staff, “Do people still use libraries?”)*
 - a. Data to be received from this prompt was intended to highlight stereotypes and public attitude that patrons and non-patrons have of the UA Library, and libraries in general.

Staff were provided with a Steno Notebook to record their interactions with patrons during the study. Staff were given the opportunity to remain anonymous. Results from the study were provided to the Director, Assistant Director, and all members of the Marketing Committee.

Results

The results of this study provided information useful in determining areas of marketing improvement. Areas of weakness were discovered in regards to staff and patron knowledge of services, policies, and detailed library information. For example, there were multiple instances of staff not being aware of information concerning room bookings, programs, and department offerings.

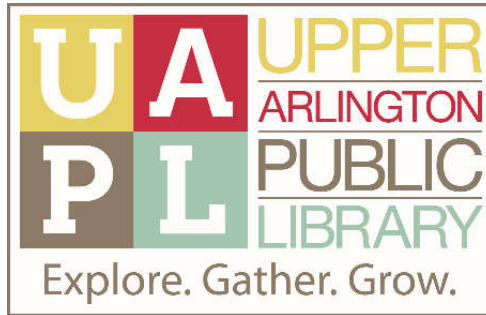
Also revealed were requests by patrons for services and conveniences that we don’t currently have. For example, there were a number of requests to pay for fines with credit card. During this study we did not offer this service, however at the completion of this Plan we will have that option available. Had we prepared a marketing tactic for this new service both staff and patron would have been more aware.

These results will allow us to better focus future marketing tactics both internally and externally.

Appendix 3: Review of Marketing Plans of Other Mid-Sized Ohio Libraries

The Marketing Team contacted nine mid-sized Ohio libraries in an attempt to evaluate marketing plans of libraries similar in size and patronage to UAPL. Of those nine, we were able to obtain Worthington Public Library's Marketing Plan from 2012, as well as Bexley Public Library's intended calendar format that will function in place of a marketing plan. All other libraries we contacted either did not have a marketing plan, or did not respond.

- Franklin-Springboro: No response
- Avon Lake: Does not have formal marketing plan, but would like to see ours.
- Mason: Does not have formal marketing plan
- Bexley: Ken Flower wrote: "We're in the process of creating a new calendar/timeline that will function as a marketing plan for us. A written plan is not really helpful for me. What's more helpful is a calendar broken down by audience, content (program or service?), and month/quarter. This is what we are developing." Two attachments also sent on March 17.
- Hudson: Does not have a written marketing plan, but would like to see ours.
- Worthington Public Library: Obtained their 2012 Marketing Plan (can include with submission to Chris/Board)
- Westerville Public Library: Does not currently have a Marketing Plan, but Marketing Manager hopes to create one in near future
- University Heights: Dead end after a few email exchanges
- Westlake: No response

**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.

THEMES:

Space, Special Celebrations, and Streamlining.

Strengthen patrons' knowledge of culture and technology through innovative programs.	<ul style="list-style-type: none"> • Maintain program attendance and patron satisfaction through increased in-house activities and greater diversification of program topics. • Present programs and events to recognize the Library's 50th Anniversary.
Create a distinctive and diverse collection.	<ul style="list-style-type: none"> • Expand our UA Archives collection. • Identify other unique collections to make best in the metro area.
Position ourselves as the premier community partner.	<ul style="list-style-type: none"> • Enhance our partnerships with local schools to be one of the best in the state. • Increase joint programming and services with other partners.
Optimize the Library's staff, space and other resources to support patron needs.	<ul style="list-style-type: none"> • Realign Library space to accommodate patrons' classic, creative, and collaborative uses. • Streamline process to save staff time and money.
Strengthen financial and operational outcomes.	<ul style="list-style-type: none"> • Develop additional revenue streams through private fund raising as specified in the fundraising plan. • Continue to explore additional income producing activities and cost saving measures.
Demonstrate transparency to the community.	<ul style="list-style-type: none"> • Prepare and distribute a comprehensive outcome oriented annual scorecard that is a national leader among libraries. • Increase knowledge and visibility about the Library in the community.