



ALBANY PUBLIC LIBRARY BOARD OF TRUSTEES MEETING

**October 9, 2018 | 6:00 pm
Howe Branch | 105 Schuyler St.**

❖ *Albany Public Library educates, entertains, and empowers our community.* ❖

Call to Order

Adoption of Agenda

Public Comment *(comments limited to no more than 5 minutes per person)*

Minutes

Treasurer's Report and Check Register

Committee and Liaison Reports

- Policy & Governance Committee with Finance Committee: Report on Joint Meeting Regarding Fines
- UHLS
- PEG

Review Policies and Procedures Grid

Director's Report

Unfinished Business

- Report on Quarterly Evaluation of Board Meeting

New Business

- M/C Staff Assessments & Compensation
- Approve 2018 UHLS Central Library Development Aid Budget
- Quarterly Update on Strategic Plan

Public Comment *(comments limited to no more than 5 minutes per person)*

Executive Session *(if necessary)*

Adjournment

Next Meeting – November 13 (Tues) | Bach Branch | 6:00 pm

DRAFT MINUTES

Meeting of the Board of Trustees of the Albany Public Library September 11, 2018 North Albany Branch

TRUSTEES IN ATTENDANCE: Karen Strong (president), Alison Calacone (vice president for finance), Elissa Kane, Michael Neppl, Matthew Finn, Sarah Shearer, Jenna Pitera

LATE: Andrew Bechard (vice president) (6:05 pm)

ABSENT: Brenda Robinson (secretary)

ALSO IN ATTENDANCE: Scott Jarzombek (executive director), Melanie Metzger (assistant director), Mary Cullinan (chief fiscal officer), Stephanie Simon (public information officer), Rebecca Lubin (head of east branches), Lisa Neuman (head of youth services), Robert Schofield (counsel)

CALL TO ORDER: Strong called the meeting to order at 6:03 pm.

ADOPTION OF AGENDA: Pitera made a motion, seconded by _____, to approve the agenda as written. The motion was approved unanimously.

PUBLIC COMMENT: No members of the public were present.

MINUTES: The draft minutes from the Aug. 14 regular board meeting were reviewed. Calacone made a motion, seconded by Shearer, to accept the minutes as written. The motion was approved unanimously.

TREASURER'S REPORT AND CHECK REGISTER: An overview of the treasurer's report (covering finances from Jan. 1 through July 31, 2018) was presented.

The updated check register (Aug. 16 through Sept. 12, 2018) was reviewed by the trustees. Kane made a motion, seconded by Calacone, to accept the check register and approve it for payment. The motion was approved unanimously.

COMMITTEE REPORTS:

FACILITIES COMMITTEE: The committee did not meet, but brought the facility vehicle purchase to the full board for review and action during the new business portion of the meeting.

PEG BOARD: Metzger discussed the PEG Board's most recent meeting.

POLICIES AND PROCEDURES REVIEW: There were no updates as the Policy & Governance Committee did not meet in the previous month.

EXECUTIVE DIRECTOR'S REPORT: The report was provided in the pre-meeting packet and reviewed at the meeting by Jarzombek. He fielded questions about recent youth behavior issues at the Arbor Hill/West Hill Branch, which transitioned into a full board discussion about this topic.

UNFINISHED BUSINESS: There were no unfinished business items.

NEW BUSINESS:

2019 SCHEDULE OF SERVICE: The board briefly reviewed the proposed schedule of service for next year. Calacone made a motion, seconded by Bechard, to approve the 2019 schedule of service. The motion was approved unanimously.

CLOSE HOWE BRANCH ON OCT. 20 AT 3 PM FOR APL FOUNDATION GALA:

Administration proposed closing the Howe Branch early, at 3 pm, on Saturday, Oct. 20, to allow staff and volunteers to prepare for that evening's APL Foundation Literary Legends Gala. The other branches would be open with regular hours that day. Pitera made a motion, seconded by Shearer, to allow the Howe Branch to close at 3 pm on Oct. 20, 2018. The motion was approved unanimously.

M/C ANNUAL ASSESSMENTS: Jarzombek said he will be bringing the performance assessments of management/confidential employees to the board for approval starting this month. He said Rebecca Lubin, head of east branches, and Marjorie Reinhart, human resources and finance manager, passed their annual performance reviews and he was recommending a 3.5 percent raise for each of them. Bechard made a motion, seconded by Neppl, to approve the assessments and raises for Lubin and Reinhart. The motion was approved unanimously.

MARY CULLINAN AGREEMENT: Jarzombek asked the board to approve an agreement with Mary Cullinan, chief financial officer, that would allow her to retire from the library several months early with her health insurance benefits. Kane made a motion, seconded by Bechard, to approve the retirement agreement with Cullinan. The motion was approved unanimously. Cullinan's last day will be Dec. 7, 2018.

DECOMMISSIONED PRINTERS: Jarzombek requested approval from the board to give six decommissioned printers to non-profit community partners and other libraries in the region. Kane made a motion, seconded by Bechard, to allow administration to give these decommissioned printers to community partners. The motion was approved unanimously.

NEW FACILITY DEPARTMENT VEHICLE: Jarzombek presented the board with a proposal to purchase one new van for facility department use. The vehicle would replace an aging and ailing van, at a cost not to exceed \$37,500. The 2018 budget includes the replacement of one facility vehicle. After a discussion, Bechard made a motion, seconded by Calacone, to approve the vehicle purchase. The motion was approved unanimously.

SUMMER READING PROGRAM PRESENTATION: Neuman provided a presentation to the board about the 2018 Summer Reading Program. She indicated that APL exceeded the registration goal of 1,200 students by 24 percent, and had an overall participation rate of 46 percent. There was a 130 percent increase in the number of participants getting to the 10-hours-of-reading mark. And, the library saw 122 children and teens complete the 50-hour reading challenge goal. The trustees engaged in a discussion about the program's particulars and accomplishments.

QUARTERLY EVALUATION OF BOARD MEETING: Trustees completed surveys about the September meeting. The evaluation report will be shared at the October meeting.

PUBLIC COMMENT: No members of the public were present.

ADJOURNMENT: Pitera made a motion, seconded by Kane, to adjourn the meeting. The motion was approved unanimously and the meeting adjourned at 7:29 pm.

NEXT MEETING: Tuesday, October 9 | Howe Branch at 6:00 pm

ALBANY PUBLIC LIBRARY
TREASURER'S REPORT
FOR THE EIGHT MONTHS ENDED
AUGUST 31, 2018

	ANNUAL BUDGET	CURRENT MONTH	YEAR TO DATE	% BUDGET EXPENDED
Support and Revenue				
Tax Levy-Library Operations	6,981,872	581,823	4,654,583	66.67%
Tax Levy- Branch Improvement Plan	1,650,594	137,550	1,100,396	66.67%
Future Operations Income		7,131	57,049	FAV
NYS Grants & Aid	214,000	22,480	180,950	84.56%
NYS Construction Grant				
Federal Grants & Aid	38,000	3,321	26,571	69.92%
Fine Income	85,000	6,647	43,352	51.00%
Fees Income	55,000	11,955	53,079	96.51%
Book Sales	0	846	3,491	
Interest Income	20,000	15,972	17,050	85.25%
Foundation Contributions	25,000	-	-	0.00%
Rental income	0	8,247	30,419	
Miscellaneous income & Aid	5,000	761	5,945	
Fund Balance Used	288,990			
Total Support and Revenue	9,363,456	796,733	6,172,885	65.93%
Expenditures				
Payroll and Related costs	5,706,862	423,626	3,494,131	61.23%
Occupancy Costs	597,500	37,254	434,540	72.73%
Materials and Services	655,000	32,053	431,108	65.82%
Administration and Miscellaneous	443,500	26,195	246,401	55.56%
Information Technology	310,000	29,413	299,527	96.62%
Contingency	-		-	
Total Expenditures	7,712,862	548,541	4,905,707	63.60%
Debt Service	1,650,594	137,750	1,100,396	66.67%
Net Income (Loss)	-	110,442	166,782	

ALBANY PUBLIC LIBRARY
 DETAIL OF EXPENDITURES
 FOR THE SEVEN MONTHS ENDED
 JULY 31, 2018

	ANNUAL BUDGET	MONTH	YEAR TO DATE	% BUDGET EXPENDED
PAYROLL AND RELATED COSTS				
Salaries	3,945,995	280,020	2,401,958	60.87%
NYS Retirement System	486,067	36,573	292,582	60.19%
Payroll Taxes	278,133	20,711	177,504	63.82%
Hospital Insurance	956,306	76,030	593,558	62.07%
Payroll processing Costs	20,000	1,457	11,681	58.41%
Employee Bus Passes	18,861	8,835	16,844	89.31%
Unemployment Insurance	1,500	-	4	0.27%
TOTAL	5,706,862	423,626	3,494,131	61.23%
OCCUPANCY COSTS				
Occupancy Costs	20,000	1,600	15,140	75.70%
Utilities & Telephone	180,000	17,023	124,065	68.93%
Maintenance & Repairs	246,000	9,946	233,055	94.74%
Maintenance Supplies	64,000	3,365	34,805	54.38%
Security	20,000	-	-	0.00%
NYS Construction Grant	17,500	-	11,922	68.13%
Furniture/Building Improvements	50,000	5,320	15,553	31.11%
TOTAL	597,500	37,254	434,540	72.73%
MATERIALS and SERVICES				
Books, etc.	440,000	27,699	345,019	78.41%
Periodicals	45,000	-	51,940	115.42%
Central Library Data Base	100,000	3,269	22,271	22.27%
Central Library Book Aid	25,000	-	-	0.00%
Digital Content	45,000	1,085	11,878	26.40%
TOTAL	655,000	32,053	431,108	65.82%
ADMINISTRATIVE and MISC.				
Office & Library Supplies	60,000	4,799	57,680	96.13%
Postage	5,000	289	3,714	74.28%
Publicity, Printing	35,000	3,797	20,280	57.94%
Training and Travel	18,500	2,936	14,457	78.15%
Community Activities	7,000	136	6,263	89.47%
Professional Services	185,000	2,595	68,728	37.15%
Misc Grant Expense	0	-	-	0.00%
Programming Activities	68,000	5,582	30,622	45.03%
Insurance	65,000	6,061	44,657	68.70%
TOTAL	443,500	26,195	246,401	55.56%
INFORMATION TECHNOLOGY				
Information Technology Services	195,000	19,146	181,427	93.04%
Information Technology Software	15,000	3,518	27,390	182.60%
Information Technology Hardware	100,000	6,749	90,710	90.71%
TOTAL	310,000	29,413	299,527	96.62%
CONTINGENCY	0	-	-	0.00%
DEBT SERVICE PAYMENT	1,650,594	137,750	1,100,396	66.67%
TOTAL EXPENDITURES	9,363,456	686,291	6,006,103	64.14%

ALBANY PUBLIC LIBRARY I

Check Register

For the Period From Sep 13, 2018 to Oct 10, 2018

Filter Criteria includes: Report order is by Date.

Check #	Date	Payee	Amount	Description
8954	9/13/18	National Grid	3,127.55	Heat, Light and Power
8955	9/17/18	First Light Fiber	5,420.60	IT Services
8956	9/17/18	National Grid	4,970.48	Heat, Light and Power
8957	9/20/18	CSEA	1,858.58	Union Fees
8958	9/20/18	CSEA Employee Benefit Fund	20.17	Insurance-Hospitalization
8959	9/20/18	MetLife-TSA Contribution	1,826.00	403b
8960	9/20/18	NYS Deferred Comp Plan	2,236.72	NYS Def. Comp. Plan
8961	9/20/18	Pearl Carroll & Associates LLC	12.01	Short Term Disability
8962	9/20/18	The Travelers	1,295.00	403b
8963	10/10/18	OverDrive, Inc.	6,236.53	Central Library Book Aid/Electronic Databases
8964	10/10/18	Baker & Taylor	4,791.70	Books-Adult
8965	10/10/18	Midwest Tape	763.47	Audio/Visual
8966	10/10/18	Midwest Tape	1,115.81	Audio/Visual
8967	10/10/18	Midwest Tape	2,148.54	Audio/Visual
8968	10/10/18	OverDrive, Inc.	8,392.91	Central Library Book Aid/Electronic Databases
8969	10/10/18	Baker & Taylor	4,770.33	Books-Adult
8970	10/10/18	Ingram Library Services	195.58	Books-Adult
8971	10/10/18	MicroMarketing LLC	609.16	Books-Audio
8972	10/4/18	CSEA	1,858.58	Union Fees
8973	10/4/18	CSEA Employee Benefit Fund	20.17	Insurance-Hospitalization
8974	10/4/18	First Light Fiber	831.01	Telephone Expense
8975	10/4/18	MetLife-TSA Contribution	1,826.00	403b
8976	10/4/18	NYS Deferred Comp Plan	2,236.72	NYS Def. Comp. Plan
8977	10/4/18	Pearl Carroll & Associates LLC	12.01	Short Term Disability
8978	10/4/18	The Travelers	1,295.00	403b
8979	10/10/18	Accuprint	637.89	Publicity and Printing
8980	10/10/18	Allied Administrators for Delta Dental	3,866.91	Insurance-Hospitalization
8981	10/10/18	Apple Inc.	1,196.00	IT Hardware
8982	10/10/18	Barbara Reina Productions, LLC	71.96	Programming Wash.
8983	10/10/18	Blick Art Materials	215.09	Programming PH
8984	10/10/18	CDPHP	8,900.06	Insurance-Hospitalization
8985	10/10/18	Chris Reach	100.00	Programming Wash.
8986	10/10/18	Chubb	1,120.00	Insurance-Liability
8987	10/10/18	Demco, Inc.	559.73	Office/Processing Supplies
8988	10/10/18	Eye Med Vision Care	610.80	Insurance-Hospitalization
8989	10/10/18	Family & Children's Service	525.00	Travel/Staff Development
8990	10/10/18	Findaway World, LLC	209.96	Books-Audio
8991	10/10/18	The Hartford	4,832.00	Insurance-Liability
8992	10/10/18	Lisa Fasulo	150.00	Programming Howe
8993	10/10/18	Midwest Tape	523.61	Audio/Visual
8994	10/10/18	MVP Health Care, Inc.	52,541.94	Insurance-Hospitalization
8995	10/10/18	Nichole Rogers	400.00	Programming Wash.
8996	10/10/18	New York Library Association	511.00	Travel/Staff Development
8997	10/10/18	Oriental Trading Company, Inc.	44.97	Programming PH
8998	10/10/18	Richard Waugh	444.97	Insurance-Medicare Reimb.
8999	10/10/18	Robert Omer	65.70	Insurance-Medicare Reimb.
9000	10/10/18	Shirley Sinsabaugh	131.40	Insurance-Medicare Reimb.
9001	10/10/18	SkillPath/NST Seminars	179.00	Travel/Staff Development
9002	10/10/18	Staples Advantage	51.45	Office Supplies
9003	10/10/18	Stephanie Anderson	9.87	Programming NA
9004	10/10/18	Sutherland Consulting Group, Inc.	5,250.00	Contracted Services
9005	10/10/18	The Hammock Way of Life, LLC	250.00	Programming Wash.
9006	10/10/18	Tim Smith	100.00	Programming Wash.
9007	10/10/18	US Toy Co/Constructive Playthings	241.47	Programming Bach
9008	10/10/18	W.B.Mason Co., Inc.	774.65	Office Supplies
9009	10/10/18	WMHT	50.00	Programming AH
9010	10/10/18	Joan Hetler Photography	500.00	Programming Wash.
9011	10/10/18	De Lage Landen Financial Services, Inc	956.12	Contracted Services
9012	10/10/18	Ronco Communications	390.00	IT Services

ALBANY PUBLIC LIBRARY I

Check Register

For the Period From Sep 13, 2018 to Oct 10, 2018

Filter Criteria includes: Report order is by Date.

Check #	Date	Payee	Amount	Description
9013	10/10/18	T-Mobile	615.82	IT Services
9014	10/10/18	Upper Hudson Library System	14,482.48	IT Services
9015	10/10/18	Verizon Wireless	1,023.75	IT Services
Total			160,404.23	

Policy Master List

Updated 9/5/18

Most Policies Set For Review Every 2 Years

Item	Policy	Procedure	Completed	To Be Completed	Date Completed /Reviewed	Date for Review	Comments
SAFETY							
Safety Mission Statement	X		X		Aug. 2016	Aug. 2018	Safety Cmt.
First Aid	X		X		Aug. 2016	Aug. 2018	Safety Cmt.
Blood Borne Pathogens Exposure Control Plan	X		X		Aug. 2016	Aug. 2018	Safety Cmt.
Hazardous Materials Policy	X				Feb. 2018	Feb. 2020	Safety Cmt.
Emergency Action Plan for Each Building		X	X		Dec.2015	Dec. 2017	Safety Cmt.
Employee Safety	X		X		Nov. 2017	Nov. 2019	
Workplace Violence Prevention and Incident Reporting	X		X		Sept 2017	Sept 2019	HR

Item	Policy	Procedure	Completed	To Be Completed	Date Completed /Reviewed	Date for Review	Comments
SERVICES TO PUBLIC							
Social Media	X		X		April 2018	April 2020	Web Devel. Cmt.
Website Privacy	X		X		April 2018	April 2020	Web Devel. Cmt.
Washington Library Closing		X	X		Dec. 2016	Dec. 2017	Public Serv. Cmt.
Fine Limit		X	X		May 2015	May 2017	Pub. Serv. (next Kaizan?)
Library Card Registration		X			Oct. 2016	Oct. 2018	Pub. Serv.
Overdue Fine Structure		X	X		May 2015	May 2017	Pub. Serv. (next Kaizan?)
Children's Card		X	X		June 2014	June 2016	Public Serv. Cmt.
Banning Re-Entry		X	X		June 2016	June 2018	Safety Cmt.
Wireless Use	X		X		Oct. 2016	Oct. 2018	Public Serv. Cmt
Tutoring	X		X		Oct. 2016	Oct. 2018	Public Serv. Cmt
Displays, Exhibits & Public Notices	X		X		April 2018	April 2020	Public Serv. Cmt *Update if FFAPL merger
Internet Use	X		X		April 2018	April 2020	IT Dept.

Meeting Room Use	X		X		June 2016	June 2018	Public Serv. Cmt. – Discussing Registration Form (Need Board Discussion)
Materials Selection	X		X		Mar. 2017	Mar. 2019	CMS
Behavior	X		X		April 2018	April 2020	Safety Cmt. / Public
Public Comments at Board Meetings	X		X		Mar. 2017	Mar. 2019	Board
Tobacco Use	X		X		June 2018	June 2020	Safety Cmt.
Art Exhibition	X		X		Sept. 2017	Sept 2019	Art Exhibition Cmt.
Art Acquisition	X		X		Oct. 2016	Oct. 2018	P&G Committee (With Art Exhib.)
Nondiscrimination	X		X		Oct. 2017	Oct. 2019	HR
Confidentiality of Records	X		X		Sept. 2017	Sept. 2019	Web Devel. Cmt.
Service to Children	X		X		Nov. 2017	Nov. 2019	Youth Services
Group Visit Policy	X		X		Oct. 2017	Oct. 2019	Youth Services
Public Access to Library Information and Records	X		X		Mar. 2017	Mar. 2019	Web Devel. Cmt.
Albany Made	X		X		Feb. 2018	Feb. 2020	Albany Made Cmt.

Item	Policy	Procedure	Completed	To Be Completed	Date Completed /Reviewed	Date for Review	Comments
INTERNAL							
Comp Time and Flex Policy for Admin Staff	X		X		April 2018	April 2020	Keep to coincide with MOU
Travel Reimbursement (policy and form)	X		X		Sept. 2017	Sept. 2019	HR/Admin
Use of Equipment and Technology by Staff	X		X		Dec. 2016	Dec. 2018	Admin
Purchasing	X		X		Nov. 2017	Nov. 2019	Legal - Finance
Whistle Blower	X		X		Mar. 2017	Mar. 2019	Admin – P&G
Conflict of Interest	X		X		Mar. 2017	Mar. 2019	Admin – P&G
Investment	X		X		Oct. 2016	Oct. 2018	Legal – Finance
EEO / Anti-Discrimination / Anti-Harassment	X		X		Nov. 2017	Nov. 2019	HR
Unrepresented Employee Evaluation	X		X		Oct. 2017	Oct. 2019	HR

Item	Policy	Procedure	Completed	To Be Completed	Date Completed /Reviewed	Date of Review	Comments
BOARD							
Board Member Excused/Absent	X		X		Apr. 2018	Apr. 2020	Board
Fund Balance/Reserve Fund	X		X		Mar. 2017	Mar. 2019	Board
Board Member Expectations		X	X				(Full Board Discussion needed)
Board Code of Conduct	X		X				(Full Board Discussion needed)
Dissemination of Library Information	X		X		Oct. 2017	Oct. 2019	Board
Evaluation of Board of Trustees Operational Procedures		X	X		Oct. 2017	Oct. 2019	Board
Community Relations Goals		X	X		Oct. 2017	Oct. 2019	Board
Evaluation of the Executive Director	X		X		Oct. 2017	Oct. 2019	Board

EXECUTIVE DIRECTOR'S REPORT OCTOBER 2018

EXECUTIVE SUMMARY



Overview

In September, the library was at the Albany Institute of History and Art for the “Tales of Birds and Beasts” program, facilitating a well-received storytime based on a special exhibit at the Institute. Several libraries report seeing UHLS 36ers Expedition visitors. A youth Services librarian participated in a discussion about the Big Read and the importance of early literacy on WAMC’s “The Roundtable” radio broadcast. Librarians were at several schools, including Albany High School, doing on-site library card registration for Library Card Sign-Up Month. APL tabled at the annual Sheridan Hollow Block Party,

Movies Under the Stars screenings, Madison Street Fair, and were a featured part of the first Albany Book Fair.

The Washington Ave. Branch hosted a reading and signing by local author John A. Miller for his book *Historic Theaters of the Capital District*. The branch also started a “Machine Cooking for Teens” program, where they learn to cook simple meals or snacks with small, handy household appliances. **The Arbor Hill/West Hill Branch** began a program called “Plays of Family Life,” where participants discussed three plays about American families, including “Raisin in the Sun.” The branch has also begun an “Afterschool Teen Time” program to help with the saturation of teens during the 3:30-5:00 pm period.

The Bach Branch has started a “Cook the Book Recipe Swap” monthly program. The branch also began its school-aged Saturday programming for this school year. **The Pine Hills Branch** reports they have seen quite a few Library Expeditioners. The branch also hosted a mother/daughter “paint ‘n’ sip” class.

The Delaware Branch’s No. 331 Detective’s Book Club continues to be popular. The branch also hosted a “Llama Llama Meet-and-Greet” to kick off UHLS’s Library Expedition. **The Howe Branch** screened the documentary film “Al Helm - Martin Luther King in Palestine” in partnership with several local organizations representing different faith communities. The branch also offered a special “Pre-School Storytime with the Music Studio” with reading, singing, and dancing. **The North Albany Branch** hosted a Financial Planning class, an Iced Tea Tasting program and one of the new Adult Craft Social Hours. The branch is already scheduling visits from North Albany Academy classrooms.

Operations

The Business Office developed an in-depth model to forecast salaries with exact dates per the CSEA agreement. The **Facilities Department** is happy to report that all of the vehicles in our fleet are lettered for identification. **IT** has deployed new print services to half of the branches, with the rest expected to be operational before the first week of October.

Development

The APL Foundation is busy preparing for the Oct. 20 Literary Legends Gala at the Howe Branch. We encourage everyone who is able to purchase a ticket to attend this fundraiser, which benefits special projects and programs at the library. This year's honorees are authors Frankie Bailey and Alice Green. More information is available at albanypubliclibraryfoundation.org.

Looking Forward

The Pine Hills Branch will be hosting a series on "British Poetry from World War I" with retired St. Rose professor and South End writer Paul Lamar (Tuesdays, Oct. 2, 9, 16, 23, 30 at 2 pm). The Capital District Educational Opportunity Center, which offers no-cost academic courses for the high school equivalency exam and vocational training for entry-level professional fields, will be tabling at **the Arbor Hill/West Hill Branch** (Monday, Oct. 22, at 2pm). There will be "Free HIV & Hep C Rapid Testing & Information" at **The Howe Branch** (Thursday, Oct. 11, 3-6 pm). The **Washington Ave. Branch** will have a program on building your personal and professional brand (Thursday, Oct. 11, at 6-7:30 pm). At **The North Albany Branch**, codeNORTH tweens and teens will use Little Bits and iPads to tinker, create new inventions, and practice coding skills (Monday, Oct. 15, 3:30-4:30 pm).

Executive Director's Report

- Met with City School District of Albany administrative staff, including the superintendent, to discuss youth behavior.
- Attended City School District's Convocation.
- Met with the Arbor Hill Neighborhood Association about teen behavior at the branch.
- Met with the CEO of the YMCA to discuss the North Albany Branch.
- Presented at the Amigos Online Conference about being an embedded director.
- Participated in the New York ACLU Read Out for Banned Books Week as a guest reader.

Statistics for SEPTEMBER Included at End of This Report

SERVICES

Central Services Area

WASHINGTON AVE. BRANCH

Adult Services

- Two dozen people attended a book reading and signing by local author John A. Miller in the Local History Room on Sept. 16. *Historic Theaters of the Capital District* covered the history of theaters of Schenectady, Troy, and Albany. Miller focused on Albany's theaters, specifically the Harmanus Bleecker Hall, which stood on the site of the Washington Ave. Branch. The event was promoted over the summer on the Albany Made Podcast.
- The NYCLU partnered with Albany Public Library to present the "Banned Books Week Read Out!" on Sept. 26. This year's readers included APL's executive director and Assemblywoman Pat Fahy, as well as local musicians, artists, and community members.

Youth Services

- We have started a "Machine Cooking for Teens" program where we cook simple meals or snacks with small, handy household appliances including waffle irons, blenders, electric skillet, and quesadilla makers. This program has proven to be popular.
- We are starting the third year of the Girls Who Code club, this time at our Washington Ave. location.

ARBOR HILL/WEST HILL BRANCH

Adult Services:

- We have started a fiber program on Tuesday nights.
- Thursday afternoons we have had Paul Lamar running a program called “Plays of Family Life,” where participants discussed three plays about American families, including “Raisin in the Sun.”
- We also arranged for the Capital District EOC to table twice a month.
- We hosted a League of Women Voters informational table at the beginning of the month.

Youth Services:

- Regular youth programming, including “Friday Fun Time” and “Minecraft,” continues to be popular.
- We have just started an “Afterschool Teen Time” program to help with the saturation of teens during the 3:30-5:00 pm period. So far, the program is unstructured, but we have been putting out card games and craft supplies for the teens.
- We had a scavenger hunt to celebrate Library Card Sign-up Month with 37 kids and teens participated.
- Staff gave a storytime at the Albany Institute of History and Art for the “Tales of Birds and Beasts” program. More than 40 people attended and had fun listening to books and singing songs about farm animals.

West Services Area

BACH BRANCH

Adult Services

- A new program, the monthly “Cook the Book Recipe Swap,” began in September with four participants and one NNORC representative plus the adult services librarian. The group discussed the program and took home recipes to try from the featured cookbook.
- Patrons continue to stop by the information desk for help with downloading eBooks and general phone/tablet assistance. There has been a noticeable increase in reference desk questions and requests for help at the public computers this September.
- The Upper Hudson Library System Expedition program has been very popular with numerous enthusiastic people of all ages stopping by the information desk for stamping, and a small number for prizes, too. Some have mentioned they have never visited the Bach Branch before.

Youth Services

- This month’s storytimes have been very popular. Toddler Storytime had its largest crowds yet, with 40 people in attendance on Sept. 24. Pajama Storytime on Tuesday evenings has two dozen regular attendees. We are adding a Baby Bounce storytime on Wednesday mornings at the end of the September.
- Programming for school-age children begins at the end of September, with the first of our regular Saturday activities. “Slime Saturday” was a huge success with more than 20 kids and their parents making two different kinds of slime.
- New blocks were added to the picture book area. We removed the traditional puzzles, as the pieces are constantly getting lost under the shelves and between the slats of the heating vents. In their place, we have “World Building” blocks and “Mouse Shapes” puzzle/sorting game. They are a huge hit and are more difficult to lose.
- Youth services librarian participated in “The Roundtable” discussion on WAMC about the Big Read and the importance of early literacy.

PINE HILLS BRANCH

Adult Services

- The adult summer reading program has officially wrapped up. Interestingly, we had the same number of participants as we did last summer, but they read almost 100 more books.
- We've been getting quite a few Library Expeditioners—at least one or two every day, and some days more than that. People seem very enthusiastic and excited about the program.
- Adult programming is in full swing after a break for the summer months. We have started back up with a weekly Tai Chi class and our BOCES and Literacy NY ESL classes. The first "Coffee and Culture" session of the fall was very successful, with lots of positive patron feedback for a World War I reenactor. Our art classes and adult craft nights are already full with long waiting lists. We also hosted a session on real-estate investing, and "Dungeons & Dragons" returned with a new volunteer to host.
- The Pine Hills Branch hosted a pop-up library at the Upper Madison Street Fair. The weather was beautiful, so the fair was very crowded. In addition to promoting library programs and checking out books, we issued 14 new library cards. Thanks to IT and Maintenance for helping us with the set-up for the fair.

Youth Services

- Youth services librarians from Pine Hills and Washington Ave. spent a day at Albany High School. They issued new library cards in honor of Library Card Sign-Up Month and talked with the students about the library.
- In addition to the regularly scheduled after school programs (yoga classes, Kids Club, LEGO Club and Video Game Club), we hosted a mother/daughter paint and sip.

East Services Area

DELAWARE BRANCH

Adult Services

- The most recent "No. 331 Delaware Detective's Book Club" meeting attracted six participants to discuss *The Ex* by Alafair Burke, which takes place in New York City. We enjoyed homemade black-and-white cookies, a New York city favorite, with our discussion.
- We are continuing to deliver books, DVDs, and CDs to the residents at the Veterans Administration through Library Links. To date, we have delivered 165 different items. In addition, we have delivered several boxes of donated materials, which along with donated materials from other libraries, have filled up bookcases at different locations at the VA. These donated materials are available for the residents to use without concern about how long it takes to finish reading or watching.
- "Paint 'n' Sip" attracted half-a-dozen participants.

Youth Services

- We helped kick off UHLS's Library Expedition at our branch during a special *Llama Llama* storytime. We've had folks visit the library every day on the Expedition since it began, with more than 53 adults and 33 children visiting so far. There are undoubtedly lots of library lovers in the Capital Region.
- Twenty kids enjoyed our first ever "Life-Sized Pac-Man" game in the community room. Participants had to pick up all the "coins" in the maze before the "ghosties" caught them!
- Tutors have returned to the library. We have four tutors at our branch, one of whom is conversant in Spanish to ensure that Delaware Community School dual-language students will have someone to help with homework in English and Spanish. We have alerted a parent group from the dual-language program, so it can spread the word about this resource.

HOWE BRANCH

Adult Services

- Our *Social Justice Film Series* continues with strong attendance. For September, we had a special screening of the film “Al Helm - Martin Luther King in Palestine” in partnership with several local organizations representing different faith communities. There was a large turnout, and several participants expressed interest in other social justice events and appreciation that the library was offering these.
- “With Pen in Hand” continues to thrive, and we are planning an upcoming reading and taking concrete steps toward publishing the group’s work for circulation.
- “Sew! What?” has resumed, with attendance clearly showing it was missed!

Youth Services

- To kick off our fall season of storytimes, we offered a special “Pre-School Storytime with the Music Studio.” It was very well attended, with a big group of local families and kids from area daycares reading, singing, and dancing together.
- Howe’s first “Snack and Paint” program was a great success, with 19 kids and adults creating their own fall-themed masterpieces.
- Our current session of snare drum and piano lessons for beginners is successful, with far more demand than we can meet and waitlists for both current and future sessions.
- Our new “Costume Madness!” program is going wonderfully, with kids and teens creating their own superhero costumes and more from fabric, foam, and other unusual materials.

NORTH ALBANY BRANCH

Adult Services

- Adult Programs have been successful so far, including a “Financial Planning” class, an “Iced Tea Tasting” program, and one of the new “Adult Craft Social Hours” (for adults with caregivers).
- The UHLS Library Expedition has been great for our foot traffic. North has seen 50 expeditioners so far! Today, for example, we had a team stop in dressed up as unicorns. They were librarians from Bethlehem who had never visited this branch before.

Youth Services

- The return to school has brought a round of quiet to the library. There are a steady stream of tweens from the neighborhood, but attendance from children and teens for after-school programs has been low due to starting school and a shift in routines.
- Teachers are already scheduling visits from North Albany Academy classrooms, with 16 scheduled over a two-week period. The focus this year is to build on what we accomplished last year. The teachers will visit once a month to check out and return library books. It works best if classes come to the branch either before or after their gym period in the YCMA. This way, students have consistent access to reading materials if they are unable to get to their neighborhood library branches.

OPERATIONS

FINANCE

- Developed in-depth model to forecast salaries with exact dates per CSEA agreement.
- Wrote a detailed monthly calendar of all CFO duties as a reference document for the executive director and budget manager.

- Contacted Albany City Schools Business Office and had the tax levy wired to the library's account.
- Set up meeting with the new KeyBank government banker facilitating introduction to executive director and budget manager.

HUMAN RESOURCES

- Began staff wellness step challenge
- Set up staff flu clinic for October 2018
- Continued work on digital onboarding in Paylocity
- Hired administrative assistant and account clerk for administrative team

	Number	YTD Change
Full Time	65	
Part Time/Temp	65	
Hired	3	
Promoted	0	
Resignation	1	
Termination	0	
Vacancy	12	
Staff Size	130	
Training	7 staff/29.5 hours	

COMMUNITY ENGAGEMENT

	Number	YTD Change
Outreach		
Volunteers	36/123.5 hrs	

- Tabled at the annual Sheridan Hollow Block Party, Movies Under the Stars screenings, Madison Street Fair, and were a featured part of the first Albany Book Fair.
- Storytimes at the Albany Institute of Art and History began.
- Several staff presented at a CDLC RIO panel regarding outreach services.
- A youth services librarian participated in a panel on WAMC "The Roundtable" to promote the book fair.
- Hosted staff from NAMI to promote their services during Suicide Prevention Month.
- Hosted students and staff from the College of St. Rose to promote voter registration.

FACILITIES

	Number	YTD Change
Work Orders	116	

- IT has located to its new office area. Friends of the Library and APL Foundation have moved to their new office space.
- Work is underway to begin the next phase of offices on the third floor of Washington Ave.
- Creighton Manning has now finished the CDTA project and vacated the rooms on the 2nd floor of Washington Ave.
- Library vehicles now are lettered for identification.

COLLECTION MANAGEMENT SERVICES

- Work has begun on standardizing the cataloging and processing of the collection in preparation for complete centralized ordering.
- DVD genres and labeling are being finalized this week and new standards will be rolling out in early October.
- We, unfortunately, are losing a member of the team, Katie Farrell, and have decided to replace the L1 position with an L2 who will oversee the centralization.

INFORMATION TECHNOLOGY

- Resolved 32 help desk ticket incidents.
- Spectrum failover internet service deployed to all branches.
- Repaired failed support units (ACs, batteries, etc.) in server rooms across branches.
- Deployed new print services to half of branches. Expected to be finished library-wide before first week of October.

PUBLIC RELATIONS

	Number	YTD Change
Unique Pageviews	37,787	+14%
Facebook Likes	3,774	+17%
Twitter Followers	3,045	+7%
Instagram Followers	3,182	+6%
Online Contacts	40	+21%
Press Releases	4	+100%

- Content: Digital and print promotional materials including: Banned Books Week, local author talk, UHLS Library Expedition, Literary Legends Gala, Adirondack lecture series, Albany Made podcast, Girls Who Code. eNotes featured articles including: Adirondacks and historic local theater focus of upcoming talks, “Tales of Birds & Beasts” family storytimes at Albany Institute, volunteer to coordinate free tax assistance program, closed on Yom Kippur, Banned Books Week highlight is Read Out, marketing workshop for artists & musicians, Silent Film Spectacular shows in October, and financial help workshops.
- Notable Social Media: Facebook: Congratulations to first UHLS 36er (1,068 reach, 85 reactions/comments/shares). Twitter: Congratulations to first UHLS 36er (1,252 impressions, 34 engagements). Instagram: #BookFaceFriday “Whatever you believe it, there’s a book for you.” (44 likes, 2 comments).
- Media Coverage: The Great American Read (WAMC’s “The Roundtable”), Leadership Tech Valley Class of 2019 Announced (Capital Region Chamber), Remembering the man who gave us Nipper (Times Union), Inaugural Albany Book Festival celebrates all things written (Times Union).

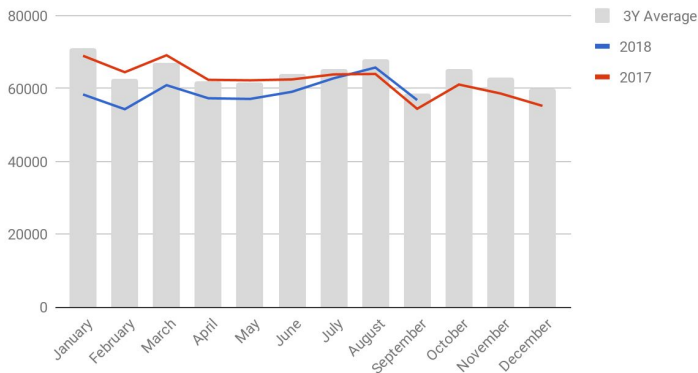
PATRON CULTURE

	Number	YTD Change
Incidents	24	-5%
Positive Comments	2	-74%
Neutral Comments	3	+1%
Negative Comments	0	+50%



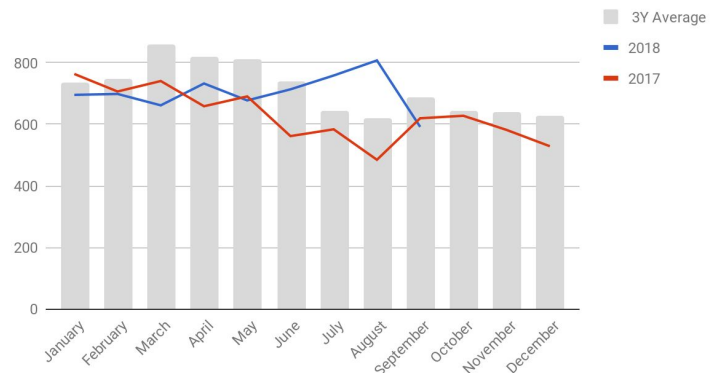
Monthly APL Statistics Report: September 2018

Monthly E and Physical (at desk) Circulation Trends



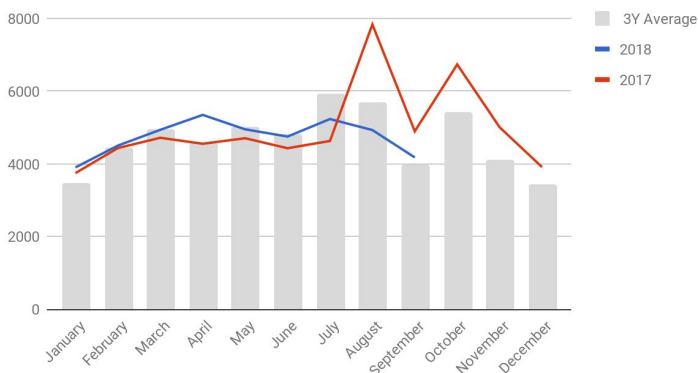
Circulation trended higher than the previous year for the second month since we began reporting statistics. This is driven by Pine Hills, Arbor Hill, and Howe. Ebook circulation is down.

Room Usage APL



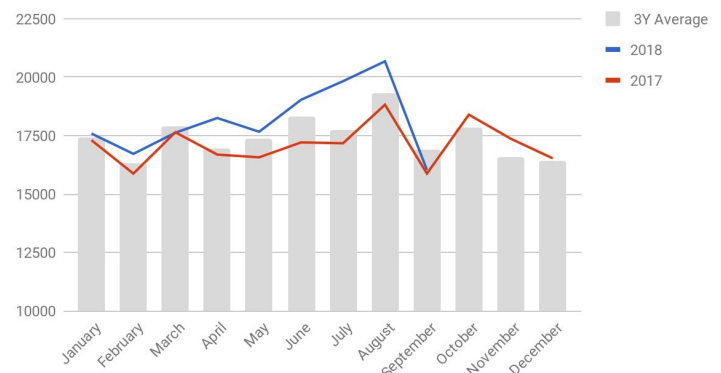
Room usage dropped across the entire district, lead by meeting room usage. Study rooms stayed flat.

Program Participation APL



Program participation dropped in September. The drop was mostly in children's programming.

Computer Usage (Wifi & Desktop Sign Ins)

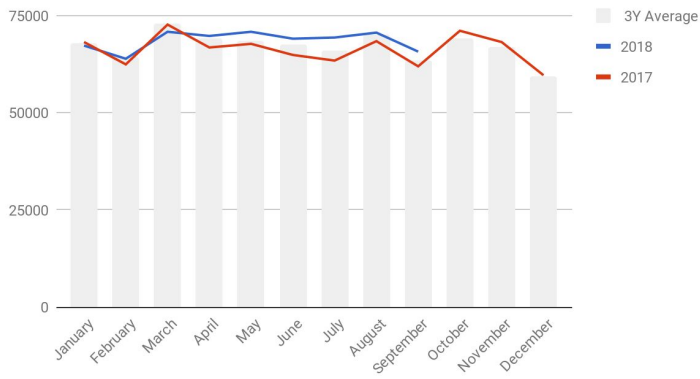


Computer usage dropped. It is back in line with where it was last year. The elimination of one gaming platform may be the cause.



Monthly APL Statistics Report: September 2018

Door Count



Door count remains steady and remains 3% over last year.

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BOARD OF TRUSTEES MEETING EVALUATION RESULTS FOR SEPTEMBER 11, 2018

Were your expectations met for the following:	Met	Not Met	Details
1. The board packet contained useful information in a form that helped trustees understand the issues.	6		
2. All trustees came to the meeting fully prepared.	4.5	1.5	The check register issue was disconcerting; there were no committee reports and memos were handed out at the meeting that were not in the packet
3. The agenda focused on important issues.	6		
4. Trustees had ample opportunity to ask questions and express their opinions.	6		
5. The board meeting was efficient and effective.	5.5	.5	Discussion goes a bit long sometimes;

6. What worked well at this meeting?

Director kept to agenda; good discussion, lots of questions but didn't get bogged down in details unnecessarily; Plenty of time to discuss important issues (i.e., facilities purchasing, issues at Arbor Hill); Good discussion about behavior issues @Arbor Hill. Great work on Summer Reading; Presentation by Summer Reading staff;

7. What did you like least about the meeting?

I found one of the tables confusing on summer reading, but decided to go with the flow. Summer Reading presentation last, I prefer presentations at the beginning of meetings; People need to explain more on certain things. Go into the details to explain more, don't use acronyms or if you do, please spell them out. Sometimes people won't ask for things explained; Discussion went a bit long at times. Maybe look at consent agenda for the first part of the meeting and just staying on topic better in the later part of the meeting; Some discussion could be more streamlined;

8. There were many committee meetings this month. Please share your thoughts about the committee meetings and committee structure.

Two committees chaired by the same person? and one chaired by the President why not have other leaders; Actually it sounds like there weren't, but it was August. It would be helpful to have set committee dates - too many meetings get scheduled and then cancelled; No thoughts;

2018 UHLS Central Library Development Aid Budget (Proposed by CLAC)

Central Book Aid

Adult, Non-fiction e-content (e-books, audio books, magazines, video)	\$36,454
Overdrive Platform Subscription	\$12,000
Mango Foreign Languages Database	<u>\$19,145</u>
Total CBA (2017 NYS Aid level)	\$67,599*

Central Library Development Grant

Ancestry.com Database	\$25,792
Flipster (EBSCO) emagazines (estimated, not to exceed)	\$45,000
UHLS Mobile App (DEMCO)	\$18,265
Staffing - Collection Development Support (1 FTE Libn 1)	<u>\$49,326</u>
Total CLDG (2017 NYS Aid level)	\$140,269*

Total Central Library Development Aid **\$207,868***

* Total aid based on 2017 CLDA funding levels. Note that any change in CLDA funding that is the result of a change in annual State aid will be applied to non-fiction e-content purchases.

Recommended by UHLS Central Library Advisory Council: **9/27/18**

Albany Public Library Board of Trustees Review:

UHLS Board of Trustees Services Committee Review:

Approved by the UHLS Board of Trustees:

Albany Public Library STRATEGIC PLAN | 2018-2020

TACTICS

UPDATE | Fourth Quarter 2018

Presented to APL Board of Trustees | October 9, 2018

GOAL 1 | MEETING COMMUNITY NEEDS

GOAL STATEMENT | We intend to align services with community needs by providing exceptional programs, material, outreach, and public interactions that promote literacy, lifelong learning and civic participation.

OBJECTIVE 1 | Develop multiple types of literacy in the community, including digital literacy, early literacy, cultural literacy, and life skills.

TACTIC 1 | Define all of the types of literacy associated with this objective.

- **Success Indicator:** Identify and define all types of literacy. Create a guidance document to share with staff and board. Identify programming and services that align with these literacy types.
- **Point Persons:** Librarian 3s (L3s)
- **Metric/Tangible Outcome:** Completion and distribution of literacy services guide.

TACTIC 2 | Standardize, formalize, and create a curriculum for early literacy programs across the organization.

- **Success Indicator:** Create a guidance document to share with staff and board. Identify programming and services that align with this curriculum.
- **Point Person:** Head of Youth Services
- **Metric/Tangible Outcome:** Completion and distribution of guide.

TACTIC 3 | Standardize, formalize, and create a curriculum for adult literacy programs across the organization.

- **Success Indicator:** Create a guidance document to share with staff and board. Identify programming and services that align with this curriculum.
- **Point Person:** L3s
- **Metric/Tangible Outcome:** Completion and distribution of guide.

OBJECTIVE 2 | Regularly assess the needs of users and non-users by using varying forms of engagement.

TACTIC 1 | Develop a measurement tool to make sure we're hitting the metrics at all branch locations.

- **Success Indicator:** Select 5-6 statistics to report to the board and staff about success. Make them available online and in reports.
- **Point Person:** Executive Director (ED)
- **Metric/Tangible Outcome:** Completion of online statistics resource: stats.albanypubliclibrary.org

TACTIC 2 | Create dynamic surveys that focus on specific user types.

- **Success Indicator:** Calendar of surveys is created. Surveys are diversified by user type.
- **Point Person:** Public Information Officer (PIO)
- **Metric/Tangible Outcome:** Improve survey participation by 20%.

TACTIC 3 | Patron requests and suggestions.

- **Success Indicator:** Create system-wide “Request for Order of Materials,” “Request for Programs,” and “What Can We Do for You?” request/comment cards for library users. All cards will be prominently displayed at service desks and suggested to patrons by front-line staff.
- **Point Person:** PIO
- **Metric/Tangible Outcome:** Increase patron input. 20% increase in comment cards.

OBJECTIVE 3 | Evaluate and strengthen programs and services to best meet community needs and work within organizational capacity.

TACTIC 1 | Develop standards and resources for core programs.

- **Success Indicator:** Create a program manual to aid in consistency across all programs and platforms. Identify and create databases of applicable programming categories and resources
- Point person:** Community Programs & Partnerships Manager (CPP) and Programming Committee
- **Metric/Tangible Outcome:** Program manual.

TACTIC 2 | Create an evaluation metric/template for all programs. [Dovetail Goal 1/Objective 2/Tactic 1]

- **Success Indicator:** Select 5-6 statistics to report to the board and staff about success, with one of those metrics focusing on programs, including ROI. Make them available online and in reports.
- **Point Person:** ED
- **Metric/Tangible Outcome:** Completion of stats.albanypubliclibrary.org

OBJECTIVE 4 | Build broad awareness about the diverse services we provide and promote the impact of our quality programming.

TACTIC 1 | Research and identify new ways to reach out to the community.

- **Success Indicator:** Survey library patrons, partners, and general community to determine where they learn information about important Albany service organizations. (Methods may include: email, program guide, fliers, direct mail, social media posts, pop-up libraries, outreach events, etc.) Develop plan to engage these audiences using communication methods that have the potential widest reach and highest engagement rate.
- **Point Person:** PIO, CPP

- **Metric/Tangible Outcome:** 20% overall response rate to survey.

TACTIC 2 | Broaden E-newsletter and program guide distribution with more focused content.

- **Success Indicator:** New email newsletters with more specific, tailored content will be developed and distributed to select target audiences. Examine and update printed program guide content focus, plus distribution cycle and outlets.
- **Point Person:** PIO, ED
- **Metric/Tangible Outcome:** Identify three audiences for new targeted email newsletters; develop unique look, content calendar, and distribution lists for each of the email newsletters; and begin regular distribution.

TACTIC 3 | Identify community partners where we can promote APL.

- **Success Indicator:** Comprehensive list of community partner organizations with individualized engagement plan. Regular attendance at action-level meetings of identified key community partner organizations.
- **Point Person:** PIO, CPP
- **Metric/Tangible Outcome:** Increase communication with organizations that provide direct service to targeted audiences via a quarterly curated email newsletter to their leadership teams and staff who work directly with clients.

GOAL 2 | COMMUNITY LEARNING PLATFORM

Goal Statement | We intend to enhance the library's space, tools, and resources as a platform for community learning, creativity, and engagement.

Objective 1 | Develop physical resources to support emerging trends in library use and expand services outside of library buildings.

TACTIC 1 | Sponsor WiFi services throughout the community.

- **Success Indicator:** Public WiFi is available throughout the city in viable spaces.
- **Point Person:** Assistant Director (AD)
- **Metric/Tangible Outcome:** WiFi usage numbers increase.

TACTIC 2 | Implement outreach delivery options

- **Success Indicator:** Expansion of Library Links program that provides book delivery to homebound seniors. Addition of outreach options for retired and homebound adults.
- **Point Person:** CPP
- **Metric/Tangible Outcome:** Increase in Library Links circulation via delivery by 30%.

TACTIC 3 | Identify the necessary physical resources to support services. [G4/O1/T1]

- **Success Indicator:** Completion of 5-year facility plan.
- **Point Person:** Head of Facilities, Facilities Committee Chair
- **Metric/Tangible Outcome:** Completion of a plan.

OBJECTIVE 2 | Promote the idea of the library as a platform for innovation, dialogue, and social interaction.

TACTIC 1 | Align with appropriate community committees so our voice is heard.

- **Success Indicator:** Each appropriate community committee has a staff member assigned.
- **Point Person:** CPP, L3s
- **Metric/Tangible Outcome:** The library having representation at 5 major community committees.

TACTIC 2 | Ensure consistent messaging regarding space, programming, and services across system.

- **Success Indicator:** Conduct an audit of the library's naming and descriptions of signage, programs, services, and rooms. Standardize across all locations wherever appropriate to make it easier for patrons to find and use library resources at our different branches. Revise promotional materials as necessary.

- **Point Person:** PIO, L3s, CPP
- **Metric/Tangible Outcome:** Uniformity in naming, descriptions, and messaging across platforms and branches.

OBJECTIVE 3 | Expand our leading role in bridging the digital divide in the City of Albany.

TACTIC 1 | Increase bandwidth at all of our locations.

- **Success Indicator:** Bandwidth has been increased.
- **Point Person:** AD
- **Metric/Tangible Outcome:** Bandwidth has been more than doubled for the public.

TACTIC 2 | Add additional hotspots into circulation.

- **Success Indicator:** Number of hotspots doubled.
- **Point Person:** AD
- **Metric/Tangible Outcome:** Number of hotspots doubled.

Tactic 3 | Sponsor Wi-Fi services throughout the community. [G2/O1/T1]

- **Success Indicator:** Public WiFi is available throughout the city in viable spaces.
- **Point Person:** AD
- **Metric/Tangible Outcome:** WiFi usage numbers increase.

GOAL 3 | CULTIVATING LEADERSHIP

Goal Statement | We intend to develop and empower strong, capable, flexible, and vocal users, staff, volunteers, and board members who embody the values of the organization.

OBJECTIVE 1 | Ensure that APL has adequate staffing and staff expertise to address current and emerging trends in public libraries.

TACTIC 1 | Creation of Diversity Taskforce to do an analysis of the current hiring processes and how they can be changed to make our workforce more diverse and reflective of the community.

- **Success Indicator:** New process for creating positions, promoting openings, and hiring.
- **Point Person:** Human Resources (HR)
- **Metric/Tangible Outcome:** Staff percentages of race and ethnicity in line with the city's population.

TACTIC 2 | Simplify the hiring process. Mitigate Civil Service obstacles by working with City Civil Service to remove barriers to employment.

- **Success Indicator:** More robust Civil Service lists by creating a program around job opportunities at the library. Create an onboarding process.
- **Point Person:** HR
- **Metric/Tangible Outcome:** Decrease time in which positions remain vacant. Improve employee retention among entry-level positions.

TACTIC 3 | Identify gaps and new roles to supplement emerging library needs.

- **Success Indicator:** An annual mapping of needs to resources is completed each year to inform new positions.
- **Point Person:** HR
- **Metric/Tangible Outcome:** Increase in positions that reflect the change in library services.

OBJECTIVE 2 | Create and implement engagement strategies that elevate the user to a patron and develop community champions.

TACTIC 1 | Develop and implement a standard welcome to new library users.

- **Success Indicator:** Welcome packet is created and handed out to all new cardholders. Staff are trained in how to welcome a new user.
- **Point Person:** CPP, PIO, Senior Clerks
- **Metric/Tangible Outcome:** Increase active cardholders by 15%.

TACTIC 2 | Include “Friends and Foundation” marketing material in the welcome process. [G4/O3/T1]

- **Success Indicator:** Friends materials are included in welcoming packet. Staff are trained in how to identify and recruit people to the Friends and Foundation of APL.
- **Point Person:** CPP, PIO, Branch Librarians
- **Metric/Tangible Outcome:** Increase Friends membership by 50%.

TACTIC 3 | Implement a patron referral.

- **Success Indicator:** Incentive for recommending a new library card holder.
- **Point Person:** CPP, PIO, L3s
- **Metric/Tangible Outcome:** Increase active cardholders by 15 percent.

OBJECTIVE 3 | Board of Trustees are engaged advocates and regularly assess their effectiveness.

TACTIC 1 |

- **Success Indicator:**
- **Point Person:**
- **Metric/Tangible Outcome:**

TACTIC 2 |

- **Success Indicator:**
- **Point Person:**
- **Metric/Tangible Outcome:**

TACTIC 3 |

- **Success Indicator:**
- **Point Person:**
- **Metric/Tangible Outcome:**

GOAL 4 | LONG-TERM SUSTAINABILITY

Goal Statement | We intend to ensure the public's investment is maximized through the efficient, creative, and intelligent management of resources.

OBJECTIVE 1 | Ensure that physical spaces are inspiring, environmentally responsible, and maintained cost effectively.

TACTIC 1 | Create and regularly review the facilities plan. [G2/O1/T3]

- **Success Indicator:** The creation of a 5-year facilities plan that is updated annually and used to inform the budget process.
- **Point Person:** Head of Facilities, ED
- **Metric/Tangible Outcome:** Creation of document.

TACTIC 2 | Create an intranet-based workflow document for facilities management.

- **Success Indicator:** Create an intranet-based workflow document for facilities management.
- **Point Person:** Head of Facilities
- **Metric/Tangible Outcome:** Procedure document created to simplify the process. Reduce Facility Department's response time by a third.

TACTIC 3 | Find new avenues to sustainability by participating in the New York Library Association's sustainability initiative.

- **Success Indicator:** Two branches complete the process.
 - **Point Person:** L3s, Head of Facilities
 - **Metric/Tangible Outcome:** Two branches become certified.
-

OBJECTIVE 2 | Strengthen and align formal partnerships to build our capacity to meet community needs.

Tactic 1 | Make sure all community partnerships are valued-added.

- **Success Indicator:** Evaluation tool created and implemented.
- **Point Person:** CPP
- **Metric/Tangible Outcome:** Evaluation tool created.

TACTIC 2 | Identify the community partnerships that already provide a service, so it isn't duplicated.

- **Success Indicator:** Database/inventory created and shared in a resource guide.
- **Point Person:** CPP

- **Metric/Tangible Outcome:** Creation of community resource guide.

TACTIC 3 | Formalize APL internship program with local universities.

- **Success Indicator:** Program created with a formal partnership between local universities and library.
- **Point Person:** CPP
- **Metric/Tangible Outcome:** Increase interns at APL by 25% in year 1.

OBJECTIVE 3 | Create a coordinated development approach with the Friends and the Foundation that incorporates diversified revenue streams.

TACTIC 1 | Include Friends and Foundation marketing material in the welcome process. [G3/O2/T2]

- **Success Indicator:** Friends materials are included in new cardholder welcome packet. Staff are trained in how to identify and recruit Friends.
- **Point Person:** CPP, PIO, Branch Librarians
- **Metric/Tangible Outcome:** Increase Friends membership by 50%.

TACTIC 2 | Identify programming the Foundation can fund and highlight.

- **Success Indicator:** Application process for program funding.
- **Point Person:** ED, APL Foundation ED
- **Metric/Tangible Outcome:** All money provided to the library by the Foundation be connected to a specific program. Metrics attached to programs specifically underwritten by the Foundation.

OBJECTIVE 4 | Reduce dependence on fund balance in budget projections.

TACTIC 1 | Explore and tap into the Albany Industrial Development Agency's Payments in Lieu of Taxes program.

- **Success Indicator:** Collect PILOT payments.
- **Point Person:** ED
- **Metric/Tangible Outcome:** Projected 50% reduction in use of fund balance in 2019 and 2020 (based on 2017 estimate).

TACTIC 2 | Improve ROI for programs and circulation.

- **Success Indicator:** 15% increase in RIO for both services.
- **Point Person:** AD, L3s, Collection Development Librarian
- **Metric/Tangible Outcome:** 15% increase in RIO for both services.