

AGENDA

OXFORD COUNTY LIBRARY BOARD BOARD MEETING

Monday, October 19, 2020, 1:00 p.m.

Council Chamber, Oxford County Administration Building, Woodstock

1. CALL TO ORDER
2. APPROVAL OF AGENDA
3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
4. ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING
 - 4.1. September 21, 2020
5. DELEGATIONS AND PRESENTATIONS
6. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS
7. CONSIDERATION OF CORRESPONDENCE
8. REPORTS
 - 8.1. Statistics
RECOMMENDATION
 1. That the Statistics for the nine months ending September 30, 2020 be accepted.
 - 8.2. Financial Reports
RECOMMENDATION
 1. That the COVID-19 September 2020 update be accepted.
 - 8.3. 2020-21 Librarian's Report
RECOMMENDATION
 1. That the Board receive Report No. 2020-21 for information and discussion purposes.
 - 8.4. 2020-22 2021 Library Budget
RECOMMENDATION

1. That the Board recommends that County Council approve the 2021 Oxford County Library Business Plan and budget to provide a levy of \$_____, subject to possible minor adjustments to interdepartmental charges.

9. UNFINISHED BUSINESS
10. NOTICE OF MOTIONS
11. NEW BUSINESS / ENQUIRIES / COMMENTS
12. CLOSED SESSION
13. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION
14. ADJOURNMENT

OXFORD COUNTY LIBRARY BOARD

MINUTES

September 21, 2020

Council Chamber, Oxford County Administration Building, Woodstock

Members Present	Chair Marcus Ryan Vice-Chair David Mayberry Warden Larry Martin Laura Langford Regina Smith
Staff Absent	Councillor Don McKay
Staff Present	L. Miettinen, CEO/Chief Librarian L. Buchner, Director of Corporate Services

1. CALL TO ORDER

1:00 p.m. with Marcus Ryan in the chair.

2. APPROVAL OF AGENDA

RESOLUTION NO. 1

Moved By: Larry Martin
Seconded By: Laura Langford

That the Agenda be approved.

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

NIL

4. ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING

4.1 August 17, 2020

RESOLUTION NO. 2

Moved By: Regina Smith
Seconded By: Laura Langford

Resolved that the Library Board minutes of August 17, 2020 be accepted.

DISPOSITION: Motion Carried

5. DELEGATIONS AND PRESENTATIONS

NIL

6. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS

NIL

7. CONSIDERATION OF CORRESPONDENCE

NIL

8. REPORTS

8.1 Statistics

RESOLUTION NO. 3

Moved by: David Mayberry

Seconded by: Regina Smith

That the statistics for the seven months ending August 31, 2020 be accepted.

DISPOSITION: Motion Carried

8.2 Financial Reports

RESOLUTION NO. 4

Moved By: Larry Martin

Seconded By: Regina Smith

That the COVID-19 Monthly Financial Update be accepted.

DISPOSITION: Motion Carried

8.3 2020-18 Librarian's Report

RESOLUTION NO. 5

Moved By: David Mayberry

Seconded By: Regina Smith

That the Board receive Report No. 2020-18 for information and discussion purposes.

DISPOSITION: Motion Carried

8.4 2020-19 Programming Survey Comments

RESOLUTION NO. 6

Moved By: David Mayberry

Seconded By: Laura Langford

That Report No. 2020-19 entitled "Programming Survey Comments" be received for information and discussion purposes.

DISPOSITION: Motion Carried

8.5 2020-20 2021 Library Business Plan Goals and Objectives

RESOLUTION NO. 7

Moved By: David Mayberry

Seconded By: Regina Smith

1. That the Oxford County Library Board approve the 2021 Business Plan goals and objectives as set forth in Report No. 2020-20.

DISPOSITION: Motion Carried

9. UNFINISHED BUSINESS

NIL

10. NOTICE OF MOTIONS

NIL

11. NEW BUSINESS / ENQUIRIES / COMMENTS

L. Buchner outlined the process for conducting the annual CEO Performance Appraisal. A sub-committee of the Board for this purpose will consist of Chair Marcus Ryan and Board member Laura Langford.

12. CLOSED SESSION

NIL

13. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

NIL

14. ADJOURNMENT

Library Board adjourns at 2:06 p.m.

CHAIR

SECRETARY

OXFORD COUNTY LIBRARY MATERIALS CIRCULATION STATISTICS													2020	TOTAL to Date	2019 TOTAL
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
BROWNSVILLE	2019	197	156	326	240	189	235	252	254	199	258	240	195	2,048	2,741
	2020	295	220	146	66	0	15	16	20	23				801	
BURGESSVILLE	2019	1,805	1,504	1,715	1,685	1,482	1,454	1,731	1,759	1,666	1,755	1,657	1,030	14,801	19,243
	2020	1,622	1,635	767	23	19	44	529	709	646				5,994	
EMBRO	2019	664	566	605	623	611	577	614	640	510	628	542	470	5,410	7,050
	2020	573	590	190	6	28	71	138	160	485				2,241	
HARRINGTON	2019	204	119	241	145	172	214	383	247	197	182	257	286	1,922	2,647
	2020	289	244	189	11	1	19	172	168	186				1,279	
INGERSOLL	2019	10,247	8,563	10,320	8,815	8,713	8,591	12,338	11,258	9,006	9,265	8,936	7,910	87,851	113,962
	2020	9,652	8,752	4,932	82	606	2,648	3,221	3,012	4,058				36,963	
INNERKIP	2019	1,632	1,269	1,600	1,699	1,443	1,613	1,649	1,576	1,222	1,618	1,407	1,165	13,703	17,893
	2020	1,503	1,619	671	106	1	114	409	685	738				5,846	
MOUNT ELGIN	2019	654	642	801	770	927	698	864	887	759	691	718	612	7,002	9,023
	2020	912	467	443	72	37	114	247	306	331				2,929	
NORWICH	2019	5,380	4,657	4,906	4,179	4,387	4,508	5,649	5,421	4,237	4,970	5,132	4,023	43,324	57,449
	2020	5,791	5,120	2,596	12	27	2,312	2,191	1,980	2,140				22,169	
OTTERVILLE	2019	955	973	890	981	805	1,241	1,535	1,430	1,176	1,170	1,160	847	9,986	13,163
	2020	1,083	1,426	369	76	1	42	392	608	691				4,688	
PLATTSVILLE	2019	1,293	1,164	1,210	1,498	1,366	1,213	1,555	1,399	1,266	1,381	1,260	991	11,964	15,596
	2020	1,421	1,407	716	142	2	344	865	835	866				6,598	
PRINCETON	2019	623	686	746	802	760	667	898	791	637	606	508	488	6,610	8,212
	2020	696	756	388	45	0	91	458	541	703				3,678	
TAVISTOCK	2019	1,517	1,339	1,689	1,768	1,686	1,794	2,390	2,395	1,750	1,833	1,679	1,243	16,328	21,083
	2020	1,882	1,844	843	22	17	859	753	804	854				7,878	
THAMESFORD	2019	1,393	1,190	1,363	1,278	1,159	1,146	1,551	1,498	1,239	1,511	1,622	957	11,817	15,907
	2020	1,651	1,527	836	42	7	803	1,163	1,197	1,009				8,235	
TILLSONBURG	2019	9,678	8,280	9,222	8,478	8,068	7,931	10,393	9,503	7,474	8,248	7,717	6,891	79,027	101,883
	2020	8,861	8,507	4,349	325	732	2,890	4,102	3,926	4,372				38,064	
TOTALS:	2019	36,242	31,108	35,634	32,961	31,768	31,882	41,802	39,058	31,338	34,116	32,835	27,108	311,793	405,852
	2020	36,231	34,114	17,435	1,030	1,478	10,366	14,656	14,951	17,102	0	0	0	147,363	
Annual Change:		0.0%	9.7%	-51.1%	-96.9%	-95.3%	-67.5%	-64.9%	-61.7%	-45.4%				-52.7%	
Digital TV & Movies	2019	231	259	238	227	222	198	222	204	220	236	252	272	2,021	2,781
	2020	258	272	491	649	518	387	402	410	322				3,709	
Zinio (Magazines)	2019	282	294	357	270	280	281	203	298	299	93	406	255	2,564	3,318
	2020	248	334	409	482	638	487	551	747	762				4,658	
Tumble Books	2019	1,190	1,705	1,871	1,470	1,322	763	180	171	454	584	1,272	868	9,126	11,850
	2020	910	548	891	1,422	703	364	373	394	592				6,197	
Digital Music	2019	2,890	2,157	2,748	3,531	2,598	2,824	3,151	3,277	2,859	2,300	2,100	2,753	26,035	33,188
	2020	2,472	2,049	2,916	2,876	2,622	2,748	2,606	3,297	1,934				23,520	
Digital Audiobooks	2019	3,336	3,185	3,570	3,382	3,403	3,337	3,658	3,921	3,763	3,805	3,796	3,660	31,555	42,816
	2020	4,300	4,209	4,649	5,457	5,816	5,362	5,302	5,311	5,100				45,506	
Digital ebooks	2019	5,086	4,728	5,082	4,740	4,738	4,522	5,101	5,151	4,862	4,801	4,736	4,796	44,010	58,343
	2020	5,383	5,150	6,154	7,873	8,014	6,885	7,055	7,075	6,508				60,097	
TOTALS: Audio and ebooks	2019	8,422	7,913	8,652	8,122	8,141	7,859	8,759	9,072	8,625	8,606	8,532	8,456	75,565	101,159
	2020	9,683	9,359	10,803	13,330	13,830	12,247	12,357	12,386	11,608	0	0	0	105,603	
Annual Change:		15.0%	18.3%	24.9%	64.1%	69.9%	55.8%	41.1%	36.5%	34.6%				39.8%	

OXFORD COUNTY LIBRARY - COMPUTER USE BY PUBLIC														2020	TOTAL	2019
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	to Date	TOTAL	
BROWNSVILLE		2019	4	4	6	5	3	12	71	49	40	59	43	24	194	320
		2020	51	70	25	0	0	0	0	0	0				146	
	Wireless	2019	68	15	65	33	79	54	54	67	44	47	42	34	479	602
		2020	12	10	13	2	14	19	12	12	17				111	
BURGESSVILLE		2019	14	17	8	28	12	6	3	12	8	7	9	2	108	126
		2020	5	4	3	0	0	0	0	0	0				12	
	Wireless	2019	251	110	182	124	193	219	221	235	310	242	253	190	1,845	2,530
		2020	270	160	200	156	163	150	197	126	213				1,635	
EMBRO		2019	34	51	33	46	62	49	45	43	53	47	20	10	416	493
		2020	21	29	10	0	0	0	0	0	0				60	
	Wireless	2019	39	22	54	32	56	69	348	66	83	100	126	39	769	1,034
		2020	42	47	32	24	24	13	17	11	24				234	
HARRINGTON		2019	2	1	2	4	1	2	0	10	2	5	0	9	24	38
		2020	4	5	4	0	0	0	0	0	0				13	
	Wireless	2019	20	9	24	7	14	25	25	35	13	10	40	13	172	235
		2020	11	11	12	2	8	7	16	8	12				87	
INGERSOLL		2019	1,165	806	987	946	803	699	1,018	983	746	823	906	763	8,153	10,645
		2020	950	875		0	0	0	0	0	67				1,892	
	Wireless	2019	899	313	856	461	634	722	934	846	752	747	699	537	6,417	8,400
		2020	595	634	337	98	96	70	107	109	103				2,149	
INNERKIP		2019	63	47	66	46	60	55	54	59	58	71	59	49	508	687
		2020	67	62	24	0	0	0	0	0	0				153	
	Wireless	2019	38	31	35	31	131	156	177	91	69	75	61	92	759	987
		2020	47	47	38	48	41	45	60	66	62				454	
MOUNT ELGIN		2019	9	10	12	8	7	7	4	5	12	10	9	5	74	98
		2020	9	6	4	0	0	0	0	0	0				19	
	Wireless	2019	42	28	29	12	15	45	16	16	48	34	31	63	251	379
		2020	22	22	12	0	0	1	5	6	12				80	
NORWICH		2019	492	337	345	256	270	426	611	578	452	378	335	267	3,767	4,747
		2020	234	301	129	0	0	0	0	0	0				664	
	Wireless	2019	689	238	620	339	678	630	621	659	636	581	588	439	5,110	6,718
		2020	424	411	511	483	606	634	605	588	580				4,842	
OTTERVILLE		2019	32	24	24	35	34	34	37	46	43	28	15	12	309	364
		2020	24	30	7	0	0	0	0	0	0				61	
	Wireless	2019	51	17	75	30	53	134	134	118	160	182	127	188	772	1,269
		2020	120	69	62	30	35	59	39	22	32				468	
PLATTSVILLE		2019	77	75	115	86	102	102	88	79	92	114	85	22	816	1,037
		2020	58	74	43	0	0	0	0	0	0				175	
	Wireless	2019	293	100	237	212	419	249	67	57	168	135	133	31	1,802	2,101
		2020	113	87	69	4	5	6	19	26	68				397	
PRINCETON		2019	25	49	59	34	46	55	34	33	45	49	38	34	380	501
		2020	57	34	13	0	0	0	0	0	0				104	
	Wireless	2019	41	14	50	31	55	146	164	170	80	74	57	40	751	922
		2020	48	79	30	17	12	26	25	13	29				279	
TAVISTOCK		2019	70	57	83	81	96	86	141	115	117	87	69	74	846	1,076
		2020	87	69	22	0	0	0	0	0	0				178	
	Wireless	2019	346	170	276	170	363	380	331	278	174	283	262	209	2,488	3,242
		2020	267	205	186	160	175	185	146	104	116				1,544	
THAMESFORD		2019	128	115	118	126	139	108	153	177	168	199	156	122	1,232	1,709
		2020	138	162	47	0	0	0	0	0	0				347	
	Wireless	2019	167	84	248	114	225	180	223	234	204	233	143	175	1,679	2,230
		2020	164	192	138	210	201	128	96	112	66				1,307	
TILLSONBURG		2019	1,067	847	1,158	1,086	1,128	994	1,033	1,112	986	1,090	986	762	9,411	12,249
		2020	1,086	962	460	0	0	0	95	163	205				2,971	
	Wireless	2019	1,799	611	1,885	1,089	1,591	1,536	1,622	1,534	1,366	1,645	1,473	1119	13,033	17,270
		2020	1,435	1,264	806	209	255	292	452	455	509				5,677	
TOTALS:		2019	7,925	4,202	7,652	5,472	7,269	7,180	8,229	7,707	6,929	7,355	6,765	5,324	62,565	82,009
		2020	6,361	5,921	3,237	1,443	1,635	1,635	1,891	1,821	2,115	0	0	0	26,059	
Annual Change:			-19.7%	40.9%	-57.7%	-73.6%	-77.5%	-77.2%	-77.0%	-76.4%	-69.5%				-58.3%	

OXFORD COUNTY LIBRARY ATTENDANCE STATISTICS													TOTAL to Date	2019 TOTAL	
		JAN	FEB	MAR	APR	MAY	JUN	JUL	2020 AUG	SEP	OCT	NOV			DEC
BROWNSVILLE	2019	90	69	120	107	90	124	167	148	121	149	128	97	1,036	1,410
	2020	107	132	50	0	0	0	0	0	0				289	
BURGESSVILLE	2019	443	414	452	432	367	466	467	524	412	532	459	279	3,977	5,247
	2020	499	421	205	0	0	0	67	105	107				1,404	
EMBRO	2019	197	192	211	203	214	188	346	225	233	308	168	117	2,009	2,602
	2020	187	176	83	0	0	0	0	11	60				517	
HARRINGTON	2019	60	46	66	55	78	54	132	159	66	69	160	84	716	1,029
	2020	107	100	31	0	0	0	49	31	42				360	
INGERSOLL	2019	8,274	6,908	8,698	8,430	7,549	7,333	7,714	7,205	6,286	6,644	6,548	5,313	68,397	86,902
	2020	6,680	6,365	2,966	0	126	671	1,038	1,084	944				19,874	
INNERKIP	2019	466	408	515	489	510	438	551	557	445	662	465	379	4,379	5,885
	2020	459	495	199	0	0	0	104	153	175				1,585	
MOUNT ELGIN	2019	185	156	182	170	212	160	259	198	166	171	175	144	1,688	2,178
	2020	157	153	68	0	0	285		55	63				781	
NORWICH	2019	1,851	1,674	1,966	1,687	1,743	1,762	2,207	2,137	2,239	1,939	2,008	1,431	17,266	22,644
	2020	1,953	1,880	898	0	0	0	305	308	324				5,668	
OTTERVILLE	2019	336	314	364	337	342	369	473	545	400	404	326	276	3,480	4,486
	2020	383	455	133	0	0	0	76	121	127				1,295	
PLATTSVILLE	2019	660	611	797	923	860	802	1,127	902	789	939	790	629	7,471	9,829
	2020	855	758	372	0	0	89	245	209	243				2,771	
PRINCETON	2019	323	273	408	450	417	438	603	422	391	477	401	286	3,725	4,889
	2020	412	375	182	0	0	0	57	88	100				1,214	
TAVISTOCK	2019	1026	741	1,083	940	1,014	927	1,300	1,226	879	1,079	918	757	9,136	11,890
	2020	1062	1,040	508	0	0	148	195	185	221				3,359	
THAMESFORD	2019	882	717	913	902	993	750	1,202	1,246	814	1,147	1,041	787	8,419	11,394
	2020	1,138	1,044	461	0	0	204	204	173	193				3,417	
TILLSONBURG	2019	7,866	6,408	9,328	8,104	7,759	7,329	8,650	8,037	7,227	10,209	7,430	5,991	70,708	94,338
	2020	7,480	7,067	3,626	0	109	718	1,359	2,173	2,276				24,808	
TOTALS:	2019	22,659	18,931	25,103	23,229	22,148	21,140	25,198	23,531	20,468	24,729	21,017	16,570	202,407	264,723
	2020	21,479	20,461	9,782	0	235	2,115	3,699	4,696	4,875	0	0	0	67,342	
Annual Change:		-5.2%	8.1%	-61.0%			-90.0%	-85.3%	-80.0%	-76.2%				-66.7%	

Operations/Service Level

- Provincial Government issued Order closing public library services effective March 24th
- Delivery of virtual programming and technical support – refer to calendar of programs and events www.ocl.net/Programs-events/Calendar
- Provincial Government announces stage one of their Framework for Reopening our Province
 - Public libraries permitted to open or expand their services on May 19 for curbside pickup and delivery
 - Public libraries permitted to reopen with limited on-site services, such as computer access and contactless book pickup and drop-off – in adherence with public health guidelines
 - In Stage 3, libraries may reopen for all on-site services, as long as materials that are circulated, returned or used for more than light browsing are disinfected or quarantined before being recirculated
- Oxford County Library Recovery Plan
 - Curbside pickup and delivery
 - Large branches – began May 27th
 - Medium branches – began June 10th
 - Small branches – began July 14
 - “limited on-site services” in place in Tillsonburg – began July 13
 - Stage 3 reopening in Ingersoll and Tillsonburg – began late-September
 - Holds pick-up, browsing, computer use
 - Visits of no more than one hour encouraged
 - Limited use of meeting rooms by community partners

Staffing

BUDGET FTE – 35.43 (Adjusted for seasonality)

Current Staffing Level	FTE	Comments
Active - Productive	29.83	Limited administrative staff working at HQ; others working from home; branch staff working alone or in controlled staff “bubbles” in branches, staff team remotely monitoring social media and e-mail accounts to support SCE, responding to patron queries and registering/renewing accounts; and virtual programming (Facebook Live) done remotely. Increased curbside pickups for certain locations and the establishment of curbside service at Embro in mid-August.
Redeployed – Out	0.40	Deployed to Paramedic Services PPE HUB
Inactive - Unpaid Leave	5.20	Staff on DEL due to lack of work, some part-time staff working reduced hours. Staff on DEL scheduled to return to work in early September.

Key Performance Indicators

	2020 Forecast	2020 Budget	Impact
Number of active library cards	16,000	16,800	Increase in card requests in order to access online resources should mitigate any significant decline in accounts

	2020 Forecast	2020 Budget	Impact
% of collection purchase requests filled	80.0%	85.0%	Reduced purchasing of print material in 2020 is anticipated
Physical & electronic materials circulation	450,000	590,000	Electronic downloads will increase; physical circulation will decrease due to the closures, mitigated by curbside pickup and the anticipated reopening of at least some branches
Branch attendance	80,000	290,000	Branches closed as of March 13; expected that not all branches will reopen until physical distancing limits are lifted; reduced occupancy rates anticipated
Number of programs offered	500	2,900	Upon reopening, limitations on in-person, in-branch events will impact our ability to provide programming; however, virtual programming will occur
Attendance at programs	5,000	34,000	Upon reopening, limitations on in-person, in-branch events will impact our ability to provide programming
Attendance at Tech Coaching Sessions	500	1,500	Upon reopening, occupancy limitations will impact our ability to provide tech help. Tech help is available virtually via Webex, by appointment. FAQ sheets available in branch to assist computer users with common issues.

Financial Forecast Period ending September 30, 2020

	YTD ACTUAL	FORECAST	APPROVED BUDGET	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(152,561)	(152,812)	(178,389)	(25,577)	14.3%	85.5%
CAPITAL REVENUES	(35,808)	(210,222)	(198,222)	12,000	(6.1)	18.1
TOTAL REVENUES	(188,369)	(363,034)	(376,611)	(13,577)	3.6	50.0
EXPENSES						
SALARIES AND BENEFITS	1,503,306	2,048,099	2,481,471	433,372	17.5%	60.6%
OPERATING EXPENSES	417,066	582,532	597,101	14,569	2.4	69.8
DEBT REPAYMENT	153,222	152,441	152,441	-	-	100.5
CAPITAL EXPENSES	4,274	67,000	70,000	3,000	4.3	6.1
OTHER EXPENSES	50,250	498,059	67,000	(431,059)	(643.4)	75.0
INTERDEPARTMENTAL CHARGES	675,280	1,008,911	1,002,606	(6,305)	(0.6)	67.4
TOTAL EXPENSES	2,803,398	4,357,042	4,370,619	13,577	0.3	64.1
TOTAL LIBRARY	2,615,029	3,994,008	3,994,008	-	-	65.5

Comments

- Due to the closure of Libraries during the COVID-19 Pandemic
 - **General Revenues:** reduction in service recoveries and \$3,000 in room rentals
 - **Salaries and Benefits:** surplus continues to trend upward increasing \$40,000 from last month due to reduced services
 - **Operating Expenses:** increase estimated \$50,000 for re-open costs
 - **Other Expenses:** estimated year end surplus
- **Capital:** Fire Alarm to be purchased for Ingersoll, funded from Reserves – funded by Other Revenues – Facilities Reserve – defer self-check kiosks \$15,000 to 2021

Next Steps/Mitigation Efforts

- Staff will continue to monitor and respond to new provincial orders and directives as they arise
- Staff will continue to aspire to find innovative ideas and solutions to deliver the best possible library services within permitted restrictions, while ensuring staff and the public we serve are well protected in accordance with public health guidelines
- Training for all front-line staff on preventing COVID-related behavior issues
- Planning for re-opening Medium branches under controlled conditions
- Staff will continue to provide the Board and Council with monthly updates of the COVID-19 impact on service levels and the 2020 budget

To: Oxford County Library Board

From: CEO/Chief Librarian

Librarian's Report – October 2020

RECOMMENDATION

1. That the Board receive Report No. 2020-21 for information and discussion purposes.

Virtual Programming

The Virtual Programming staff committee are meeting in November to evaluate the programs held to date and set targets for virtual programming throughout the winter months. In the meantime, a range of excellent programming has been put together for this fall:

Future Oxford Zero Waste Speaker Series

Sarah McDonald has been working with Dennis Guy, Manager of Strategic Initiatives, and the Strategic Communications Team on a series of panel discussions featuring local zero waste innovators. OCL is hosting and facilitating all three events, using our Facebook be.live platform:

Wednesday, October 14 | 7-8:30pm

Zero Waste in the Commercial Sector

Guests: Nancy Roberts of Red Buttons, and Danielle Paluska of Wild Comfort Body Care

Thursday, October 22 | 7-8:30 pm

Zero Waste in the Industrial Sector

Guest: Rolan Lewis, Environmental Engineer at General Motors

Tuesday, October 27 | 7-8:30pm

Zero Waste in Education and Other Institutions

Guests: Tom Butler, educator, environmentalist and farmer. Other speakers tbd.

Oxford Reads events on Facebook Live

“Hoopla Hangout” monthly online Book Club: October's title is Mary Shelley's Frankenstein

Crafty Night In – adult craft program. Kits are available for pick-up ahead of time at the Ingersoll branch; participants follow along with staff making the crafts on Webex

Learning Support Group – a patron-drive support group offering a monthly online discussion forum for families navigating home learning. In October, Casandra DiBenedetto from the Canadian Mental Health Association who will discuss ways to manage COVID anxiety including

stressors associated with online learning and learning with COVID measures in place at the schools.

Winter Reading Challenge – geared for teens, but open to adults as well, as the YA genre has crossover appeal.

Virtual Storybook Pumpkin Contest.

During the past week, we completed virtual interviewing for the vacant programming position at Tillsonburg. Once hired, the new staff person will form part of the virtual programming team. We look forward to being able to have a full slate of programming available to offer to Tillsonburg residents once again.

Phased Reopenings – next steps

Throughout October, Cristina and I have been visiting Medium and Small branches and meeting with branch supervisors to discuss what the next step in service delivery should look like at each branch. We are assessing building occupancy limits, equipment requirements, and what physical layout adjustments need to be made.

During our Plattsville visit, we met with the school principal. At this time, students are not permitted inside the school library. Our next phase at Plattsville will be limited to a modified curbside model, located inside the front foyer. We were able to see the craft/activity kits that Plattsville Branch Supervisor Kathy Hofstetter is preparing and giving out at curbside. Kathy is not alone in this effort – branch staff across the county are being very creative and enhancing the book pick-up experience for families through activity kits and “Surprise Bags” of books pre-selected by staff, based on age ranges and genre reading interests. This has proven to be an effective way to reduce the amount of time patrons must spend and reduces the handling of materials. It also gets more items out the door.

Staff training and development

We have held two virtual Staff Development Days so far this year and plan to hold one more in early December. This year, we will be unable to have the traditional in-person December meeting which has always been an enjoyable opportunity to spend time together as a lead-up to the holiday season. However, we will try to make the meeting as inspiring and entertaining as possible, offering engaging speakers on topics such as Readers Advisory and book talks on upcoming anticipated titles.

Cristina and I are both attending Homewood Health webinars later this month on “The Second Wave and your mental health”. We are seeing an increased level of anxiety amongst staff in this second wave, and hope that this course and other available resources will better enable us to support our staff as we continue to deal with operating in the COVID-19 environment.

Other courses that have been completed in the past month include:

SOLS. Leading Libraries in Challenging Times: staff engagement and morale.
Workplace Violence and COVID-19: what employers in the retail/food service sector need to know.

Congratulations to Cristina McLaren who completed the AMCTO Executive Municipal Leadership Program.

SIGNATURE

Departmental Approval:

“Lisa Miettinen”

Lisa Miettinen
CEO/Chief Librarian

To: Oxford County Library Board

From: Director of Corporate Services

2021 Library Budget

RECOMMENDATION

1. That the Board recommends that County Council approve the 2021 Oxford County Library Business Plan and budget to provide a levy of \$_____, subject to possible minor adjustments to interdepartmental charges.

REPORT HIGHLIGHTS

- 2021 Library levy \$4.0 million – nil increase over 2020
- 2021 goals and objectives will proceed on the basis of the 6 goals and objectives identified for 2020 that were unable to be fulfilled due to the shutdown of library services in response to COVID-19
- New initiative – RFID Technology Project to install workstations in all 14 branches, including self-check kiosks in the Ingersoll and Tillsonburg branches
- Staffing impact - 0.2 FTE decrease

Implementation Points

The proposed schedule for Oxford County Council presentations and deliberations of the draft 2021 business plans and budgets, including the Library Business Plan and Budget is as follows:

Budget Meeting	Date	Time
Special Council Meeting #1	Wednesday, November 18, 2020	9:00am - 12:00pm
Special Council Meeting #2	Wednesday, November 25, 2020	2:00pm - 6:00pm
Special Council Meeting #3	Monday, November 30, 2020	9:00am - 12:00pm
Regular Council Meeting	Wednesday, December 9, 2020	9:30 a.m. -

Financial Impact

The draft budget proposes a \$0 increase in the levy (\$87,073 increase in 2020) to be collected from property owners within the Area Municipalities that participate in the County library system. This represents a 0% increase from the 2020 levy.

The Treasurer has prepared this report.

Risks/Implications

The rationale and any potential implications associated with the proposed 2021 goals and objectives were presented as part of Report No. 2020-20 received and approved by the Board at their September 21, 2020 meeting.

Delay in approval of the 2021 business plans and budget may have an impact on the ability to complete approved goals and objectives by their expected completion date.

Strategic Plan (2015 – 2018)

County Council adopted the County of Oxford Strategic Plan (2015-2018) at its regular meeting held May 27, 2015. The initiative contained within this report supports the Values and Strategic Directions as set out in the Strategic Plan as it pertains to the following Strategic Directions:

3. *iii. A County that Thinks Ahead and Wisely Shapes the Future* - Demonstrated commitment to sustainability by:
- *Ensuring that all significant decisions are informed by assessing all options with regard to the community, economic and environmental implications including:*
 - o *Life cycle costs and benefit/costs, including debt, tax and reserve levels and implications*

DISCUSSION

Background

At the regular meeting of the Board held September 21, 2020, the Board considered the draft 2020 Library Business Plan and passed the following resolution:

“That the Oxford County Library Board approve the 2021 Library Business Plan goals and objectives as set forth in Report No. 2020-20.”

Table 1 presents the goals and objectives adopted by the Board for 2021.

Report No: 2020-22
CORPORATE SERVICES
Board Date: October 19, 2020

Table 1 – 2021 Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Undertake community and stakeholder consultations</p> <p>Articulate the value and impacts of existing library services. Understand community needs and service gaps. Identify community-driven program and service opportunities.</p>		●		A County that Informs and Engages	<p><i>FutureOxford</i></p> <p>Community Sustainability Plan</p>
<p>Comprehensive review and inventory of technology resources and services</p> <p>Conduct a thorough IT inventory. Study best practices, new material formats, accessibility issues, and advances in information technology. Develop an IT Plan.</p>	●	●		A County that is Well Connected	
<p>Technology Leadership – develop staff expertise</p> <p>Establish technology core competencies. Identify staff training needs and opportunities. Develop staff training program.</p>	●	●		A County that Employs People Who Make a Positive Difference	
<p>Development of a Communications and Awareness Plan based on the Library Brand: Connect. Discover. Share. Become.</p> <p>Will build on the efforts of Goal #1 (community and stakeholder consultations). Patron stories and value statements will form the basis of marketing efforts.</p>	●	●		A County that Informs and Engages	<p><i>FutureOxford</i></p> <p>Community Sustainability Plan</p>
<p>Pursue Provincial Reaccreditation</p> <p>Ontario Public Library Guidelines 7th ed. Deadline Q4 2021</p>	●			A County that Performs and Delivers Results	
<p>Policy Review</p> <p>Adopt the Turning Outward approach to policy review. Review policies through a variety of lenses. Engage with public and staff. Identify and discuss policies, practices, services and attitudes that inhibit inclusion.</p>	●	●		A County that Performs and Delivers Results	<p>Committed to </p> <p>100% RE Zero Waste Zero Poverty</p>

Report No: 2020-22
CORPORATE SERVICES
Board Date: October 19, 2020

Comments

Overview

Attachment No. 1 to this report is the Library 2021 Draft Budget Report. The annual process for developing the budget begins with preparation of a business plan based on the Board's direction. Finance staff then provides assistance in developing the base budget reflecting adjustments to service levels approved by the Board in the prior year. Staff then considers the goals and objectives forming part of the business plan to determine the resources required to deliver the service.

As a result, the 2021 draft budget proposes a levy requirement of \$3,994,008 (\$3,994,008 – 2020) for libraries, representing an increase of 0% over 2020 (2.2% increase - 2020). The total budget (gross expenditures) is \$4,885,603 (\$4,370,619 – 2020) which is \$514,984 increase over 2020 or 11.8%.

Although the draft budget proposes an increase of \$514,984, the library levy is remaining the same as the 2020 levy, resulting in no increase for taxpayers. This variance is explained in Table 2 – Budget Impact.

Table 2 – Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	4,295,619	75,000	4,370,619	376,611	3,994,008	
Base Budget Changes	75,504	278,000	353,504	502,788	(149,284)	(3.7%)
New Initiative						
LIB-RFID Technology	21,650	94,983	116,633	12,195	104,438	2.6%
	21,650	94,983	116,633	12,195	104,438	2.6%
Service Level						
LIB-Branch Hour Adjustments	9,847	-	9,847	-	9,847	0.2%
	9,847	-	9,847	-	9,847	0.2%
COVID						
LIB-COVID Supplies and PPE Expenses	-	35,000	35,000	-	35,000	0.9%
	-	35,000	35,000	-	35,000	0.9%
2021 Requested Budget	4,402,620	482,983	4,885,603	891,594	3,994,009	0.0%
\$	107,001	407,983	514,984	514,983	1	
%	2.5%	544.0%	11.8%	136.7%	0.0%	

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2021 Capital Projects

Included in the budget changes identified in Table 2 above, the 2021 draft budget proposes an increase of \$338,965 in capital investment. Table 3 presents the list of capital items that are included in the 2021 draft budget and the levy impact. Of the total capital budget cost of \$408,965, \$343,000 is facilities related which will be funded by reserves with the exception of \$12,000 for the brick masonry work on the Thamesford Branch which will be funded by the Township of Zorra as joint owner of the facility. The furnishings and equipment totalling \$65,965 will be funded by the Library General reserve, therefore no impact on the levy.

Table 3 – 2021 Capital Projects and Levy Impact

Library Branch	Project Description	Budget
Norwich	Replace MVAC component	\$5,000
Thamesford	Brick masonry repair	30,000
Tillsonburg	Install remote controls	20,000
Tillsonburg	HVAC control and book drop box replacement	8,000
Ingersoll	Replace HVAC systems (roof top units) and carpet	280,000
Furnishings & Equipment		
All branches	Chromebooks and iPads for public use	10,000
Ingersoll	Self- check kiosk	12,165
Tillsonburg	Self-check kiosk	13,150
All branches	19 RFID shielded workstations	30,650
Total capital costs		408,965
Funding Sources		
Reserves	Capital	(331,000)
Capital contribution	Zorra Township – Thamesford Library Resource Centre repair	(12,000)
Reserves	Library General – RFID capital \$55,965 and 10 Chromebooks and iPads (public use) \$10,000	(65,965)
Net levy requirement		\$0

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CORPORATE SERVICES
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2019 Forecast Surplus

The 2020 year end library operating budget forecast is positioned for a significant surplus, expecting to be \$532,438 as of the date of this report, predominantly due to branch closures and changes to service delivery in response to the pandemic. As a cautionary note, these year-end predictions are subject to change as the impacts of the pandemic demand fluid change to react to public health guidelines and directives.

Table 4 –2019 Forecast Year-End Surplus

Revenue/Expense	Explanation	Amount
Revenues – Service Recovery Fees	Copying, faxing, lost items, replacement cards – reduction in fees due to branch closures	\$(25,577)
Development Charges	Development charges realized	128,968
Salaries & benefits	Reduction due to branch closures and two staff reallocated to Paramedic Services for approximately 4 months	433,372
Operating expenses	Advertising/promotion, training, travel expenses, programs and supplies	47,069
COVID-19 expenses	Unanticipated costs related to re-opening services – plexiglass barriers, hand sanitizer, masks, stanchions, floor stickers, PPE for staff	(34,000)
Interdepartmental charges	Facilities	(20,199)
Capital	Ingersoll Library Branch projects savings \$11,000 net of Tillsonburg Library Branch project deficit \$8,000	2,805
Forecast Year-End Surplus		\$532,438

During County Council's 2018 reserves year end allocations and policy review, in an effort to reduce the funding gap in the County's Asset Management Plan, County Council made a commitment to transfer annual program/service specific operating surpluses as follows:

- 1. Library surplus allocated to Library Facilities Reserve in order to meet funding needs for planned capital requirements.**
2. County general year end operating surplus allocated to specific reserves to assist in funding our community's infrastructure and tax stabilization:
 - a. 25% to Corporate General Reserve
 - b. 50% to Roads Capital Reserve
 - c. 15% to Bridge Capital Reserve
 - d. 5% to Facilities Capital Reserve
 - e. 5% to Housing Capital Reserve.

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Prior to the 2018 Reserve Policy amendment, the annual County general operating surplus had been allocated to the Corporate General Reserve which also serves as the tax stabilization reserve and Library operating surpluses were carried forward to reduce the following year's levy requirement. The proposed allocation strategy was designed to assist with asset management requirements while ensuring tax stabilization measures are available from an operational perspective.

As a result, in 2018 there was a Library budget surplus of \$295,972 followed by a surplus of \$224,137 in 2019 that increased the Library facilities reserve to a healthier position of \$794,166.

The County's Asset Management Plan indicates that annual funding requirements to pay for future improvements and replacements for library facilities is \$250,000 with a target balance of \$1,250,000. The actual annual contributions have been fixed for years at \$67,000, representing investments of \$5,000 for each of the branches owned, or jointly owned, by the County, including Ingersoll, Norwich, Plattsville, Thamesford, and Tillsonburg, and an additional \$42,000 contribution that previously funded annual debt repayment obligations for the Ingersoll Town Centre that was retired in 2017. Factoring interest income earned on the reserve balance, the net shortfall in annual funding is approximately \$174,000.

Considering the local and global economic impacts that our community has experienced and is likely to continue to experience for an undeterminable amount of time, staff are recommending that the 2020 forecast surplus of \$532,438 be allocated as set out in Table 4:

Table 4 – 2020 Forecast Surplus Allocation

	Explanation	Amount
General Library Reserve	Stabilization reserve for future use	\$370,723
2021 Budget	Surplus carryover to eliminate a levy increase	161,715
2020 Forecast surplus		\$532,438

Allocating \$370,723 to the General Library stabilization reserve will result in taxpayers paying no more for Library Services in 2021 than paid in 2020, and will ensure funds are available for the next few years to maintain a steady, predictable levy. Alternatively, if the estimated 2020 surplus were to be fully applied to the 2021 draft budget as revenue, it would result in a 9.2% decrease in levy from 2020 which would then require the same amount of increase to the levy in 2022 to fund the current service level.

This approach not only assists in avoiding significant fluctuations in levy requirements, it secures some emergency funding to respond to challenges and opportunities that may arise as the pandemic remains a threat to society and the delivery of library services. It is important to note that reserving the 2020 operating budget surplus does not mean that funds from the Library general reserve cannot be reallocated to the Library facilities reserve to address the funding gap in the future. In the meantime, the proposed allocation of the 2020 surplus will result in forecast closing balances in the Library general reserve of \$771,888 and the Library facilities reserve of \$813,832 – refer to Attachment 2 for details.

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Full-time Equivalent Analysis

Table 5 provides a comparison of full time equivalent (FTE) staff resources between 2020 and 2021.

Table 5 – Full-time Equivalent Analysis

2020			2021			
FTE	Student	Budget	FTE	Temp	Budget	Inc(Dec)
35.9	0.0	35.9	35.5	0.2	35.7	(0.2)

(0.4) FTE Overall Reduction All Locations Part-time - resulting primarily from small decreases in the allotment of part-time Page hours in several branches, more accurately reflecting demonstrated need.

0.2 FTE RFID Temporary Employees Part-time - additional staff hours that would represent additional project-related salary costs throughout the conversion. **[NI 2021-03]**

New Initiative – RFID Technology Project

At its July 20, 2020 meeting, the Library Board authorized staff to prepare a Modernization Funding Request for the undertaking of an RFID Conversion Project, for the purposes of modernizing service delivery and addressing identified needs that have become more critical as a result of the COVID-19 pandemic.

Attached as Attachment 4, is New Initiative Report No. 3 that highlights the benefits of installing RFID workstations at each of the library branches and includes self-check kiosks in the Ingersoll and Tillsonburg branches. The resources required to implement the new technology requires 0.2 FTE and a 2021 budgetary commitment of \$104,438 plus ongoing annual costs thereafter of \$21,650.

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Debt Repayment

Future years' debt requirement projections are incorporated with current debt obligations in the repayment schedule covering years 2021 to 2024 as set out in Table 5 below. Considering there are no plans at present to increase debt in the ten-year planning horizon, all current debt will be fully retired by the end of 2023 – see Table 6.

As we implemented at the time the Ingersoll Town Centre debt obligation was retired in 2017, it has been planned to commit these annual contributions to the capital facilities reserve for future improvements and replacements.

Table 6 – Debt Repayment Obligations

Library Branch	2021	2022	2023	2024
Norwich	\$56,777	\$27,289	\$-	\$-
Tillsonburg	90,420	87,731	84,730	-
Annual Debt Repayment	\$147,197	\$115,020	\$84,730	\$-

Reserves

Attachment No. 2 to this report is the Library Reserve Continuity Schedule that illustrates the proposed uses and contributions to each of the respective reserves reflected in the draft budget.

Nonetheless, this balance does not leave any contingency for emergent requirements and does not meet the funding gap for our long term Asset Management Plan requirements. In order to address these issues it is important to continue to monitor budget performance for opportunities to strengthen the Facilities Reserve for long term sustainability, with a target balance of \$1.25M.

The projected Facilities Reserve balance is \$449,414 at the end of 2024 – refer to the “Long Term Reserve Continuity Report” included in Attachment No. 2. The five year projection provides a mid-term view of the Library’s ability to fund planned capital projects required to maintain County owned facilities specific to Library services. As previously mentioned, these projections do not include contingencies for emergent unplanned facility matters that may arise from time to time.

Conclusions

The 2021 Draft Budget Report focuses on enhancing the quality of programs and services as we continue to strive to *adapt our programs, services and facilities to reflect evolving community needs*¹.

SIGNATURES

Approved for submission:

Original signed by

Lynn S. Buchner, CPA, CGA
Director of Corporate Services

Approved for submission:

Original signed by

Lisa Miettinen
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 – Library 2021 Draft Budget Report
Attachment 2 – New Initiative – RFID Technology Project
Attachment 3 – Library Reserve Continuity Schedule

¹ County of Oxford Strategic Plan – 1.ii. – Enhance the quality of life for all of our citizens, May 27, 2015.

LIBRARY 2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(138,904)	(138,904)	(138,904)	-	- %
USER FEES AND CHARGES	(12,908)	(35,885)	(21,520)	14,365	(40.0%)
NET INVESTMENT INCOME	(1,000)	-	-	-	- %
OTHER REVENUE	-	(3,600)	(1,800)	1,800	(50.0%)
TOTAL GENERAL REVENUES	(152,812)	(178,389)	(162,224)	16,165	(9.1%)
OTHER REVENUES					
RESERVE TRANSFER	-	-	(173,909)	(173,909)	- %
DEVELOPMENT CHARGES	(282,190)	-	(212,461)	(212,461)	- %
TOTAL OTHER REVENUES	(282,190)	-	(386,370)	(386,370)	- %
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(57,000)	(45,000)	(331,000)	(286,000)	635.6%
DEVELOPMENT CHARGES	-	(153,222)	-	153,222	(100.0%)
CAPITAL CONTRIBUTIONS	-	-	(12,000)	(12,000)	- %
TOTAL CAPITAL REVENUES	(57,000)	(198,222)	(343,000)	(144,778)	73.0%
TOTAL REVENUES	(492,002)	(376,611)	(891,594)	(514,983)	136.7%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	1,673,314	2,034,026	2,079,434	45,408	2.2%
BENEFITS	374,785	447,445	466,349	18,904	4.2%
TOTAL SALARIES AND BENEFITS	2,048,099	2,481,471	2,545,783	64,312	2.6%
OPERATING EXPENSES					
MATERIALS	564,140	572,209	650,737	78,528	13.7%
CONTRACTED SERVICES	19,892	24,892	28,972	4,080	16.4%
TOTAL OPERATING EXPENSES	584,032	597,101	679,709	82,608	13.8%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	137,458	137,458	137,458	-	- %
INTEREST REPAYMENT	14,983	14,983	9,740	(5,243)	(35.0%)
TOTAL DEBT REPAYMENT	152,441	152,441	147,198	(5,243)	(3.4%)
CAPITAL EXPENSES					
BUILDING	57,000	45,000	343,000	298,000	662.2%
FURNISHINGS AND EQUIPMENT	10,000	25,000	65,965	40,965	163.9%
TOTAL CAPITAL EXPENSES	67,000	70,000	408,965	338,965	484.2%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	544,633	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	67,000	67,000	67,000	-	- %
TOTAL OTHER EXPENSES	611,633	67,000	67,000	-	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	1,022,805	1,002,606	1,036,948	34,342	3.4%
TOTAL INTERDEPARTMENTAL CHARGES	1,022,805	1,002,606	1,036,948	34,342	3.4%
TOTAL EXPENSES	4,486,010	4,370,619	4,885,603	514,984	11.8%
TOTAL LIBRARY	3,994,008	3,994,008	3,994,009	1	- %



2021 BUDGET – NEW INITIATIVE 03

New Initiative:	RFID Technology Project
Department/Division:	Corporate Services - Library
Strategic Plan Focus:	A County that Performs and Delivers Results
Strategic Plan Objective:	<i>5. ii. Deliver exceptional services by: Regularly reviewing service level standards to assess potential for improved access to services / amenities</i>

DESCRIPTION OF REQUEST

Oxford County Library wishes to undertake RFID conversion of its collection items, to install RFID workstations in all 14 branches, and self-check kiosks in the Ingersoll and Tillsonburg branches.

DISCUSSION

Background

At its July 20, 2020 meeting, the Library Board authorized staff to prepare a Modernization Funding Request for the undertaking of an RFID Conversion Project, for the purposes of modernizing service delivery and addressing identified needs that have become more critical as a result of the COVID-19 pandemic.

The 2019 Service Delivery Review identified opportunities for modernizing library services, including:

- Explore opportunities to provide library services outside of dedicated facilities and to accommodate after-hours use of program rooms for community use.
- Explore cost-benefit of utilizing technology such as RFID or self-serve kiosks/non-staffed libraries.

RFID (Radio Frequency Identification) is a technology that uses electromagnetic tags to identify library materials. Key benefits of RFID in libraries include efficiency, enhanced customer service, and improved management and security of library materials. RFID tags provide better inventory and retrieval processes. A 10-second scan of a shelf of books produces an inventory of contents and identifies mis-shelved items, reducing staff time spent searching for items and speeding up retrieval. RFID allows for multiple items to be checked out and checked in simultaneously, eliminating repetitive motion. Circulation transactions can be done by the patron themselves, using self-check-out or the mobile app on their own device. RFID provides improved security when used in conjunction with RFID gates, alerting staff when materials that have not been checked in or out pass through the gates.

In branches with a high volume of circulation transactions (both check-outs and returns), staff spend large amounts of time on repetitive tasks, which can result in health and safety issues. In the past three years, five OCL employees have suffered repetitive strain/carpal tunnel injuries, one requiring surgery. Aside from these health and safety considerations, reducing materials handling by staff frees them up to do more value-added tasks and one-on-one service delivery.

During this pandemic, all returned items have had to be quarantined for 72 hours before being handled by staff. This means that the items remain checked out on the patrons' accounts for several days, and patrons checking their accounts or receiving e-mails about overdue items become anxious. Staff must spend time each day responding to a large number of phone calls and e-mails about this problem. With RFID, items would be checked in promptly – prior to being placed in quarantine -- without staff having to handle each item.

Branch operational hours have had to be reduced in order to protect staff bubbles established to ensure that our staffing resources are not overly vulnerable should one or more staff members test positive or come into contact with a positive case.

The COVID-19 pandemic has drastically heightened concerns around the need to reduce physical interactions with common touch surfaces. The current pandemic, and the anticipated impact of subsequent waves or future pandemics, has accelerated the need to introduce self-serve technologies at libraries and other places of business.

Comments

The COVID-19 pandemic had not been imagined when these Service Delivery Review recommendations were proposed, but this public health emergency has reinforced their worth and timeliness. The current pandemic and fear of subsequent waves has made it likely that business will not return to “normal” and new ways of delivering services must be explored. The pandemic has placed limits on the ways our buildings can be accessed, what our occupancy rates can be, and how many hours we can be open, given the need to maintain staff bubbles to minimize the impact of cross-contamination.

Should subsequent waves materialize, necessitating further clawbacks of services, RFID capabilities would place the library in a stronger position to be able to establish new methods of service delivery, such as book lockers and lending kiosks in easily accessible locations in our communities, such as Community Centres and Arenas.

The Value of Social Purpose Spaces

In a series of recent [webinars](#), United Way Centraide Canada, Future of Good, and Community Foundations of Canada joined together to explore the future of “social purpose spaces” and the potential they hold to help communities recover from COVID-19. Public libraries are considered prime examples of social purpose spaces. Past discussions at Board meetings have touched on the possibility of using technology to extend access to library facilities and collections.

Prior to the pandemic, Oxford County Library was developing a partnership with Oxford's Rural Economic Development Corporation (ROEDC), hosting networking events for rural entrepreneurs and discussing the potential of making rural branches available after-hours for networking space and as entrepreneurial social innovation spaces with access to workstations and Wifi.

Presently, Ingersoll and Tillsonburg branches are preparing to open under Stage 3. One of the priorities for program rooms and study rooms, particularly when library programming will be extremely limited, is to allow use of the space (in accordance with COVID-19 health and safety protocols) by our community partners who have relied on free use of library space and the neutral, safe environment the library provides. RFID would allow these partners and their clients the ability to check out library materials outside of open hours, but also without having to interact with staff. Often, individuals are discouraged from borrowing items on sensitive topics for fear of being identified and stigmatized. RFID borrowing provides greater privacy and dignity.

Conclusions

RFID is a strategic investment in a public library's future, given that an increasing number of new access technologies require it, such as kiosks that dispense books and other library materials and book lockers for Holds pickup in community spaces such as Community Centres and Arenas, and mobile checkout apps, whereby patrons can check out items anywhere in the library using their own device.

RFID technology and hardware at every branch location would give every branch location self-checkout capabilities, including after-hours self-check for community groups using the space. It would open the door to future, community-based uses of our library branch facilities, particularly in our small, rural communities which do not have many if any other neutral public spaces.

RFID-dependent technologies improve staff productivity and expand the library's presence and use.

RISKS/IMPLICATIONS

Modernization funding would provide the required capital infrastructure to enable the library to implement RFID functionality. After the initial capital outlay, the ongoing consumable costs (RFID tags for incoming collection materials) would be incorporated into the annual operating budget (cataloguing supplies). Moving forward, RFID capabilities would enable us to increase services without increasing operational costs. Reducing the volume of materials-handling required of front-line staff would protect our staff, and would also free up staff time for more value-added customer service, such as one-on-one Readers Advisory, Caring Calls, tech help, provision of community information, and programming.

Accountability to our Public

The public will hold us accountable for these public spaces – our library branches – and unless we can adapt the way we deliver services and increase access to those services, their relevance and value will be diminished.

BUDGET REQUIREMENTS

	One-time	Base	Total 2021 Budget
Revenues			
Reserve funding - Equipment ¹	\$(12,195)		\$(12,195)
Total Revenues	(12,195)	-	(12,195)
Salaries and Benefits	13,828	-	13,828
Operating Expenses			
Purchased Services: RFID workstation mobile (3 month lease)	4,580	-	4,580
Supplies: RFID book tags @ \$0.15	20,610	1,375	21,985
Software: 14 cloudLibrary Modules (Mobile App)	-	11,970	11,970
Repairs & Maintenance: Annual Maintenance Cost	-	8,305	8,305
Total Expenses	25,190	21,650	46,840
Capital			
Furniture: RFID shielded workstations	30,650	-	30,650
Equipment: RFID Desktop and Kiosks	25,315	-	25,315
Total Capital	55,965	-	55,965
Library Levy	\$82,788	\$21,650	\$104,438

STAFF REQUIREMENTS

Given the number of estimated items to be tagged, the conversion project would require an estimated 42 days over a three month period, using two-person teams. Existing staff members would be selected to conduct the work. Full-time staff would remain involved in the project, for quality assurance purposes and technical expertise, however, existing part-time staff would undertake the majority of the project hours. It is these additional part-time staff hours that would represent additional project-related salary costs.

Staff Requirements (FTE)	2021 One-time
RFID Conversion Clerks - Part-time	0.2
Total Staff Requirement	0.2

¹ A self-check desktop unit for Ingersoll was originally included in the 2020 Approved budget for the amount of \$15,000. The selfCheck 500 Desktop to be purchased for Ingersoll during this project will cost \$12,195. Since the unit will not be purchased in 2020, this amount was added to the 2020 reserves and will come out of the reserve in 2021.

RESERVE CONTINUITY REPORT 2021 BUDGET

	2020	2020	2020	2020	2020	2020 FORECAST	2021	2021	2021	2021 BUDGET	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	RESERVE	CLOSING	BUDGET	BUDGET	BUDGET	CLOSING	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	REALIGNMEN	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
DEVELOPMENT CHARGES - LIBRARY	444,755	4,700	125,193	(282,190)	-	292,458	3,400	128,948	(212,461)	212,345	-	-
R - LIBRARIES	239,450	-	532,438	-	-	771,888	-	-	(161,714)	610,174	200,000	(410,174)
R - OCL NORWICH CAPITAL	40,466	-	-	-	-	40,466	-	-	-	40,466	-	-
R - OCL - FACILITIES	794,166	11,186	79,195	(70,815)	-	813,732	9,633	67,000	(354,195)	536,170	1,250,000	713,830
TOTAL RESERVES	1,518,837	15,886	736,826	(353,005)	-	1,918,544	13,033	195,948	(728,370)	1,399,155	1,450,000	303,656

FIVE YEAR RESERVE CONTINUITY REPORT 2021 BUDGET

	2020	2020	2021	2022	2023	2024 BUDGET	2025
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	CLOSING	BUDGET
	BALANCE	CLOSING	CLOSING	CLOSING	CLOSING	BALANCE	CLOSING
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
DEVELOPMENT CHARGES - LIBRARY	444,755	292,458	212,345	168,077	158,283	238,504	324,153
R - LIBRARIES	239,450	771,888	610,174	610,174	610,174	610,174	610,174
R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
R - OCL - FACILITIES	794,166	813,732	536,170	521,036	591,724	528,441	593,175
TOTAL RESERVES	1,518,837	1,918,544	1,399,155	1,339,753	1,400,647	1,417,585	1,567,968