

THRIVING IN THE NEW NORMAL: THE TRUSTEES' ROLE

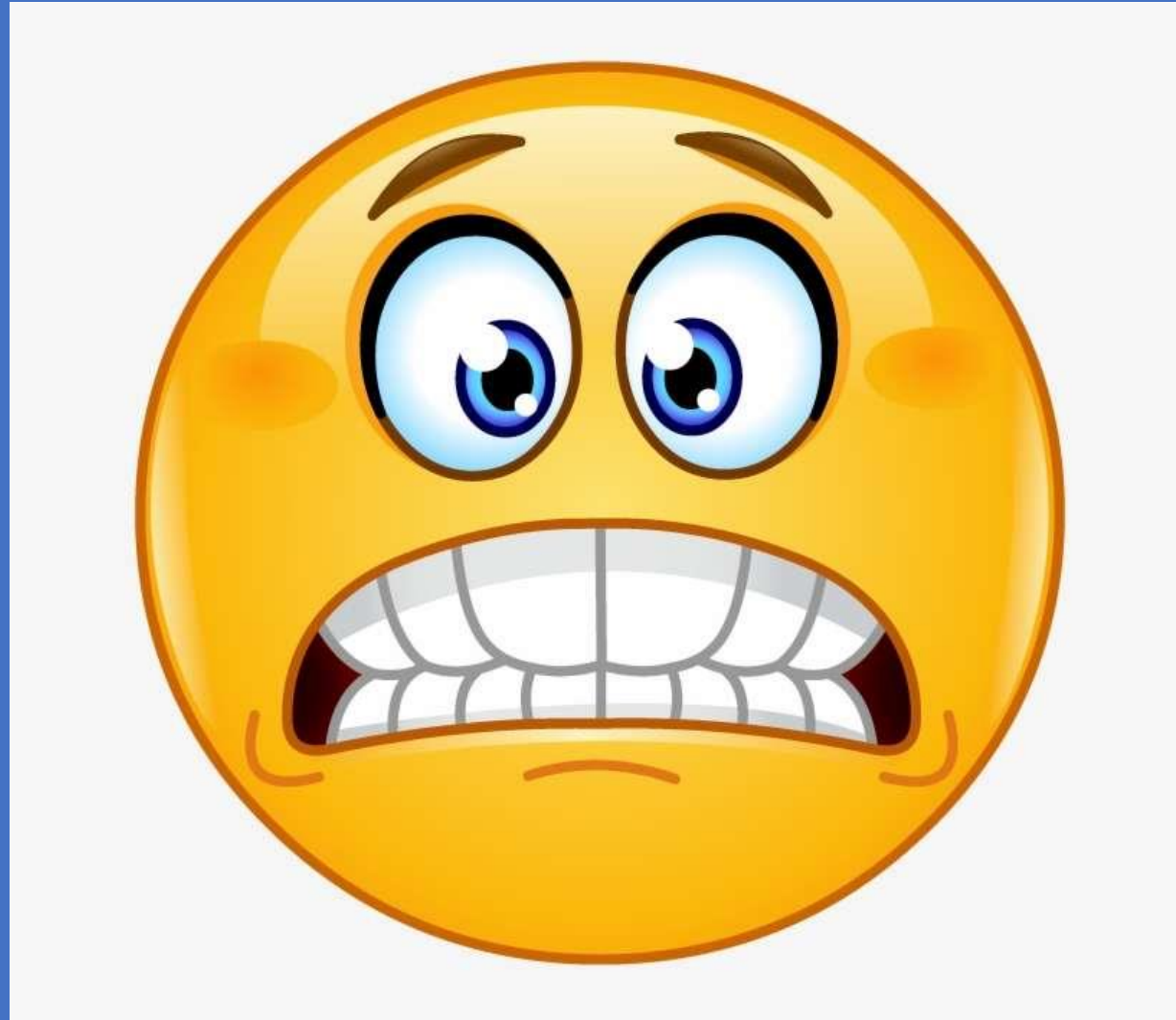
Ohio Library Council
New Trustee's Workshop
March 4, 2023
William J. Shkurti

QUESTIONS TO BE ADDRESSED

- What Is The New Normal?
- What Are The Tools for Success?
 - What's the Trustees' Role?



The New Normal---Yikes!



TOOLS FOR SUCCESS



1. Focus on Sustainability
2. Lengthen Time Frame
3. Broaden the Horizon

1. Sustainability

- Acknowledge the business cycle
- Think ahead
- Do better with less, not more with less.



2. Lengthen the Time Frame Put Time On Your Side

- Fixed v
Variable Costs
- Temporary v
Permanent
Fixes



3. Broaden the Horizon

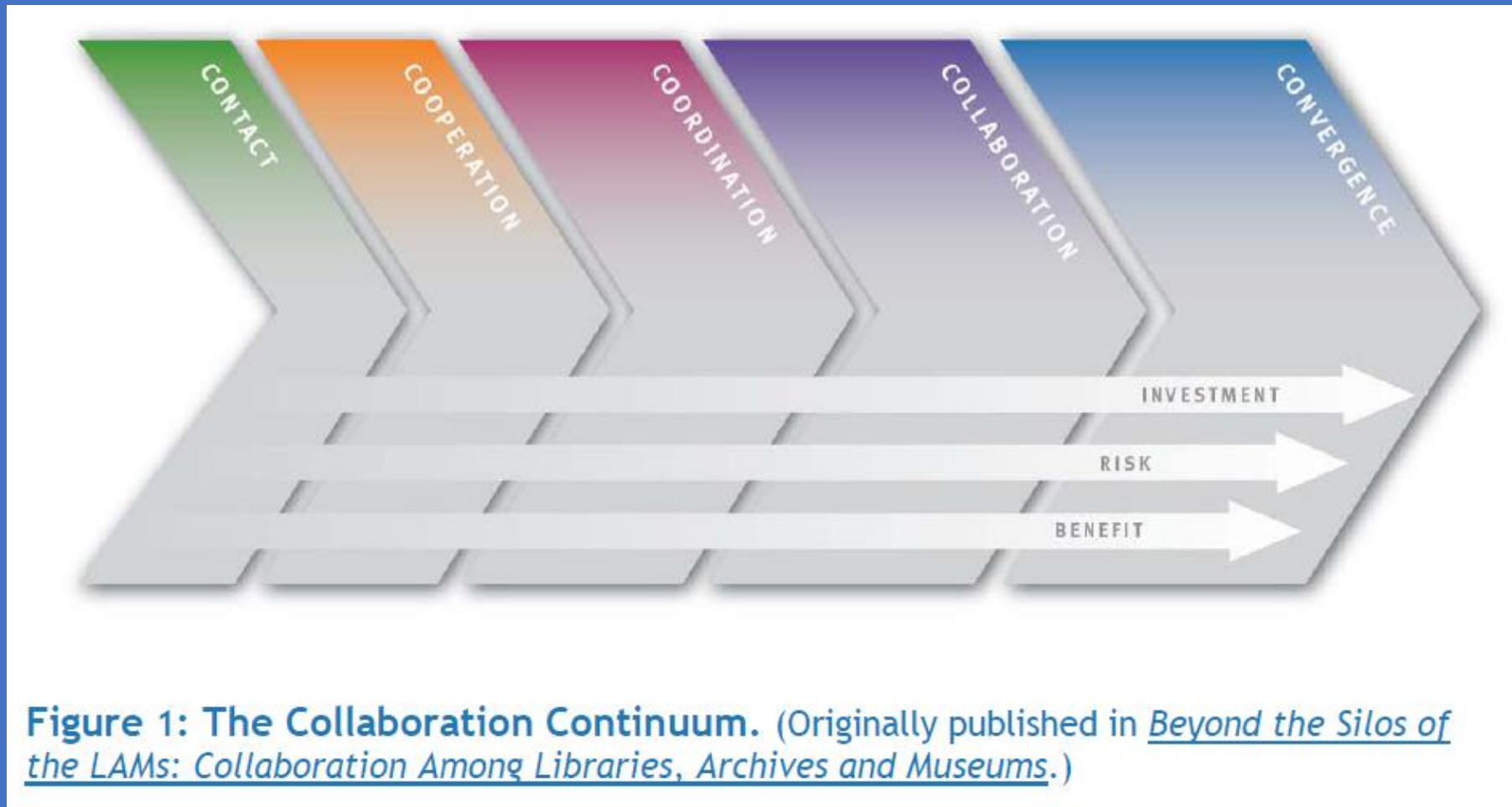


Figure 1: The Collaboration Continuum. (Originally published in *Beyond the Silos of the LAMs: Collaboration Among Libraries, Archives and Museums.*)

BOARD'S ROLE

BOARD OF TRUSTEES

From Left: Bill Shkurti, Board President Gloria Heydlauff, Stephen Flynn, John Yesso, Kevin Fix, Kate Hare and Vice President Peter Hahn



In general, meetings of the Upper Arlington Public Library Board of Trustees begin at 5 pm on the third Tuesday of each month in Meeting Room B of the Main Library. All meetings of the Board and its committees, with the exception of executive sessions, are open to the public. You can sign up to receive email notification of upcoming Board meetings at www.ualibrary.org/pages/

Upcoming Meeting Dates:

- Tuesday, March 17 at 5 pm
- Tuesday, April 21 at 5 pm

Key Board Responsibilities

- ✓ To make sure things get done; not to do.
- ✓ Set clear expectations up front.
- ✓ Support senior management in doing what needs to be done.
- ✓ Hold management accountable.
- ✓ Start by asking the right questions.

SIX QUESTIONS TRUSTEES SHOULD ALWAYS ASK



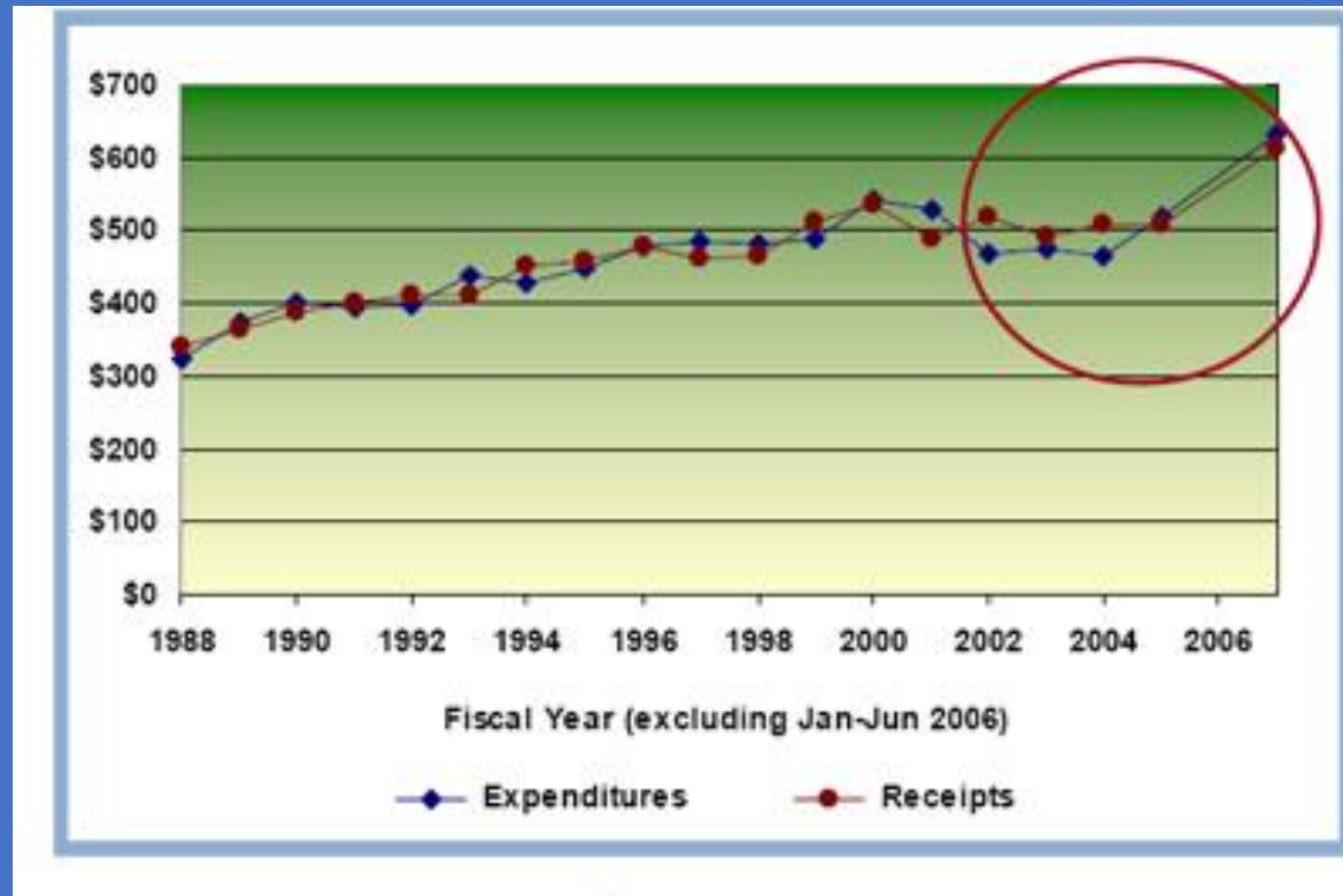
1. How are financial resources aligned with strategic objectives?



- Should be done annually.
- Be sure to include capital budget.

2. How are We Doing Compared to Budget?

- Frequency should be risk-based.
- Always do a year end reconciliation.



Sample Budget v Actual Table

All figures in 1,000's

item	Projected	Actual	Difference	Notes
Revenues				
Prop Tax	\$3,000	2,800	(200)	Delayed collections
State	3,000	3,000		
Other	<u>300</u>	<u>310</u>	<u>10</u>	Gift
Sub Total	6,300	6,110	(190)	
Expense				
Personnel	4,000	3,700	(300)	Unfilled positions
Collections	1,200	1,200		
Other	<u>1,000</u>	<u>1,100</u>	<u>(100)</u>	Utility bills
Sub Total	6,200	6,000	(200)	
NET	100	110	10	

3. Are we in Structural Balance?



- Do current revenues support current expenses?
- Strategic use of reserves.

4. Are we looking ahead 3-5 Years?



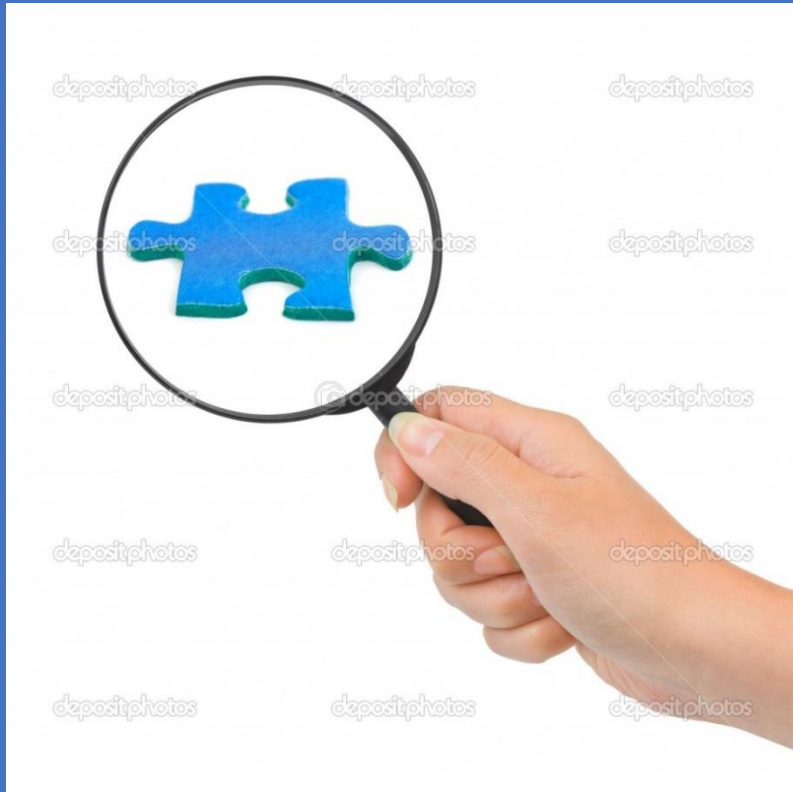
- Where are our greatest opportunities?
- What are our greatest risks?
- What are we doing about it?

5. What are we doing to reduce costs?



- What are key cost drivers?
- Longer lead time = greater flexibility.
- A dollar saved is under your control forever.

6. Are Internal Controls working?



- Checks & balances.
- External auditor's role.
- Board needs to makes sure admin follows up.

Some Common Pitfalls

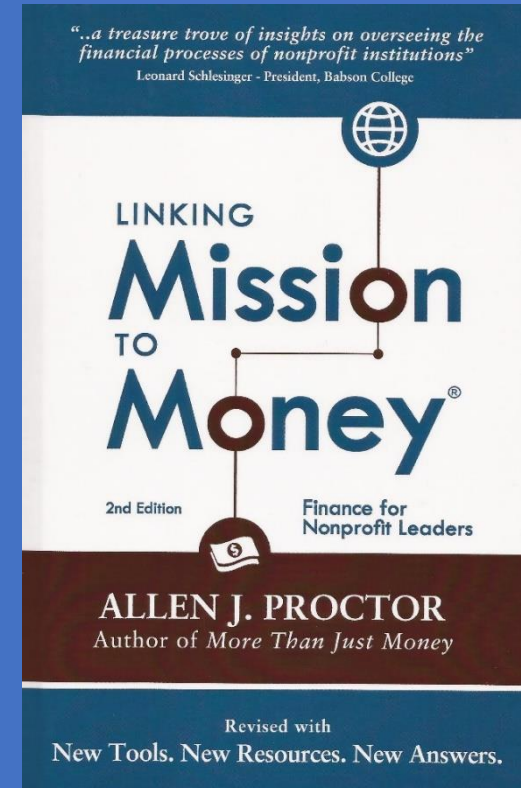
- Confusing detail with substance.
- All numbers and no narrative.
- Focus not risk based.
- Board fails to help management think ahead.

CONCLUSIONS

- The “New Normal” will present continuing challenges.
- Good financial decision-making is a powerful tool to meet those challenges.
- The board plays a critical role in making sure the library uses those tools to think plan and act strategically.

Learn More About It

- Allen Proctor, *Linking Mission to Money*, www.linkingmissiontomoney.com
- La Pieana Consulting, “Strategic restructuring,” www.lapiana.org



The Road to the Future Belongs to Those Who are Prepared

