

## Directors Report – September 26<sup>th</sup>, 2019

### Building and Grounds

- Awaiting AC Install
- Parking Lot work completed
- Access to Secure System regained
- Review of spreadsheet

### Monthly Successes

- Teen Laser Tag after hours
- Many new families attending storylines which are back in full swing
- Children's Room outreach to schools begins for the school year. Will start visiting Belmont Co-op Nursery school regularly

### General Update

- 5<sup>th</sup> grade card drive to commence again
- Letter from Principals to Kindergarten families was approved and will go out soon from school
- FY21 Budget Process underway. Extension granted for submission from October 3<sup>rd</sup> to 10<sup>th</sup>
- Teen Room Renovation nearing completion. Phased approach worked well. Should be completed by end of September

### Incidents

- 8/4/19 – Behavior Policy Violation
- 8/13/19 – Staff reported patron from another town being inappropriate on a call (after being banned from their home library)
- 8/14/19 – Patron fell in the reference room. No injuries reported, patron did not want help or to call 911
- 8/30/19 – Library Director shared conversation with a mentally ill patient, documented for good measure.
- 9/03/19 – Behavior Policy Violation
- 9/06/19 – Behavior Policy Violation.

# Current Fiscal Year Data Comparison



## Key Performance Indicators

|   | Current month | Last Year        |               |               |               |               |               |               |               |               |               |               |               |
|---|---------------|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|   |               | Month comparison | Jul 2019      | Jun 2019      | May 2019      | Apr 2019      | Mar 2019      | Feb 2019      | Jan 2019      | Dec 2018      | Nov 2018      | Oct 2018      | Sep 2018      |
| Circulation - Total   | 54,942        | 52,631           | <b>56,736</b> | <b>53,701</b> | <b>51,937</b> | <b>51,999</b> | <b>54,694</b> | <b>48,446</b> | <b>52,558</b> | <b>46,821</b> | <b>40,976</b> | <b>49,518</b> | <b>44,123</b> |
| Circulation - Adult (books/magazines)                             | 10,283        | 10,944           | 10,747        | 9,829         | 10,278        | 10,180        | 10,734        | 9,430         | 10,620        | 9,713         | 9,079         | 9,771         | 9,078         |
| Circulation - YA print (books/magazines)                          | 2,545         | 2,744            | 2,854         | 2,521         | 1,600         | 1,355         | 1,729         | 1,442         | 1,515         | 1,504         | 1,408         | 1,547         | 1,641         |
| Circulation - Children's print (books/magazines)                  | 19,518        | 19,350           | 21,719        | 19,370        | 19,119        | 19,633        | 21,921        | 18,344        | 18,949        | 15,778        | 11,030        | 19,752        | 17,220        |
| Circulation - Adult Audio Visual                                  | 7,581         | 8,287            | 7,795         | 5,886         | 8,012         | 7,947         | 6,486         | 7,621         | 8,817         | 8,803         | 7,436         | 7,061         | 6,951         |
| Circulation - YA Audio Visual                                     | 52            | 73               | 64            | 69            | 39            | 48            | 48            | 44            | 47            | 68            | 43            | 35            | 41            |
| Circulation - Children's Audio Visual                             | 2,229         | 2,375            | 2,096         | 2,047         | 1,903         | 2,071         | 2,049         | 1,861         | 2,061         | 1,886         | 1,048         | 2,106         | 1,758         |
| Circulation - downloads & streams (eBooks/eAudiobooks/eMaterials) | 12,515        | 8,656            | <b>11,208</b> | <b>11,921</b> | <b>10,789</b> | <b>10,538</b> | <b>9,779</b>  | <b>9,391</b>  | <b>10,212</b> | <b>8,776</b>  | <b>10,677</b> | <b>8,871</b>  | <b>7,107</b>  |
| Reference Questions   | 2,126         | 3,733            | 2,163         | 1,830         | 1,854         | 1,895         | 2,022         | 2,056         | 2,218         | 2,109         | 2,955         | 2,980         | 2,616         |
| Programs Offered (total)  | 59            | 51               | 64            | 59            | 82            | 71            | 81            | 61            | 77            | 55            | 60            | 71            | 51            |
| Adult Programs  | 20            | 20               | 19            | 23            | 31            | 25            | 28            | 21            | 21            | 20            | 25            | 27            | 18            |
| YA Programs   | 12            | 10               | 11            | 13            | 10            | 6             | 9             | 11            | 13            | 7             | 8             | 10            | 7             |
| Children's Programs   | 27            | 21               | 34            | 23            | 41            | 40            | 44            | 29            | 43            | 28            | 27            | 34            | 26            |
| Programs Attendance (total)                                       | 1,154         | 1,116            | 1,761         | 1,365         | 1,837         | 1,942         | 1,852         | 1,507         | 1,740         | 1,242         | 1,075         | 1,706         | 1,212         |
| Adult Programs Attendance   | 250           | 260              | 125           | 295           | 396           | 379           | 359           | 273           | 198           | 158           | 285           | 492           | 156           |
| YA Programs Attendance  | 120           | 71               | 88            | 135           | 101           | 41            | 69            | 121           | 108           | 55            | 52            | 92            | 58            |
| Children's Programs Attendance                                    | 784           | 785              | 1,548         | 935           | 1,340         | 1,522         | 1,424         | 1,113         | 1,434         | 1,029         | 738           | 1,122         | 998           |
| Meeting Room Use  | 70            | 57               | 73            | 75            | 101           | 92            | 100           | 75            | 97            | 72            | 69            | 80            | 63            |
| Museum Pass Use   | 277           | 274              | 262           | 265           | 198           | 228           | 197           | 203           | 205           | 188           | 177           | 154           | 179           |
| Use of Library Computers  | 1,774         | 1,543            | 1,694         | 1,666         | 1,785         | 1,776         | 1,827         | 1,241         | 1,536         | 1,454         | 1,359         | 1,607         | 1,346         |
| Active Volunteers   |               | 13               |               |               |               | 5             | 5             | 6             | 4             | 5             | 13            | 13            | 13            |
| Volunteer hours worked  |               | 112.00           |               |               |               | 36.50         | 45.00         | 46.50         | 44.50         | 21.25         | 154.00        | 182.50        | 146.00        |



## Current Fiscal Year Data Comparison

### Key Performance Indicators

|  | FY19           | FY18         | FY17         | FY16         | FY15         |
|--|----------------|--------------|--------------|--------------|--------------|
|  | Total Annual   | Total Annual | Total Annual | Total Annual | Total Annual |
| Circulation - Total                              | <b>599,254</b> | 548,782      | 562,579      | 557,469      | 536,824      |
| Circulation - Adult (books/magazines)            | 120,223        | 118,589      | 121,002      | 124,061      | 120,027      |
| Circulation - YA print (books/magazines)         | 21,572         | 23,095       | 23,424       | 21,516       | 20,486       |
| Circulation - Children's print (books/magazines) | 219,135        | 225,480      | 233,689      | 226,867      | 219,182      |
| Circulation - Adult Audio Visual                 | 90,878         | 102,538      | 108,748      | 110,921      | 106,847      |
| Circulation - YA Audio Visual                    | 612            | 733          | 870          | 894          | 1,029        |
| Circulation - Children's Audio Visual            | 23,354         | 28,360       | 33,572       | 36,809       | 43,901       |
| Circulation - downloads (eBooks/eAudiobooks)     | <b>116,660</b> | 46,351       | 38,552       | 34,639       | 24,441       |
| Reference Questions                              | 29,754         | 39,004       | 36,646       | 37,526       | 34,883       |
| Programs Offered (total)                         | 772            | 681          | 645          | 566          | 495          |
| Adult Programs                                   | 278            | 246          | 156          | 139          | 101          |
| YA Programs                                      | 115            | 107          | 117          | 91           | 55           |
| Children's Programs                              | 379            | 328          | 372          | 336          | 339          |
| Programs Attendance (total)                      | 18,084         | 17,700       | 19,186       | 16,620       | 14,012       |
| Adult Programs Attendance                        | 3,353          | 3,721        | 3,061        | 2,517        | 940          |
| YA Programs Attendance                           | 1,052          | 1,181        | 1,900        | 1,213        | 799          |
| Children's Programs Attendance                   | 13,679         | 12,798       | 14,225       | 12,890       | 12,273       |
| Meeting Room Use                                 | 941            | 878          | 855          | 781          | 695          |
| Museum Pass Use                                  | 2,531          | 2,477        | 2,525        | 2,592        | 2,473        |
| Use of Library Computers                         | 18,418         | 20,473       | 21,116       | 22,343       | 21,019       |
| Active Volunteers                                |                | 145          | 500          | 244          |              |
| Volunteer hours worked                           |                | 1503.75      | 2,580.00     | 1,265.30     |              |

## Patron Traffic

Month: August 2019

|    | Main<br>Entrance | Childrens<br>Room | Assembly<br>Room | Daily<br>Total |
|----|------------------|-------------------|------------------|----------------|
| 1  | 609              | 810               | 350              | 1,769          |
| 2  | 700              | 853               | 316              | 1,869          |
| 3  | 617              | 608               | 149              | 1,374          |
| 4  | 322              | 423               | 156              | 901            |
| 5  | 256              | 429               | 71               | 756            |
| 6  | 745              | 954               | 248              | 1,947          |
| 7  | 680              | 982               | 278              | 1,940          |
| 8  | 658              | 984               | 299              | 1,941          |
| 9  | 708              | 1,056             | 470              | 2,234          |
| 10 | 456              | 618               | 138              | 1,212          |
| 11 | 285              | 376               | 79               | 740            |
| 12 | 296              | 354               | 48               | 698            |
| 13 | 753              | 986               | 219              | 1,958          |
| 14 | 750              | 896               | 321              | 1,967          |
| 15 |                  |                   |                  |                |
| 16 |                  |                   |                  |                |
| 17 | 1,812            | 2,700             | 821              | 5,333          |
| 18 | 267              | 335               | 45               | 647            |
| 19 | 269              | 323               | 91               | 683            |
| 20 | 655              | 858               | 194              | 1,707          |
| 21 | 627              | 876               | 223              | 1,726          |
| 22 | 673              | 912               | 276              | 1,861          |
| 23 | 668              | 751               | 211              | 1,630          |
| 24 | 549              | 776               | 144              | 1,469          |
| 25 | 385              | 292               | 42               | 719            |
| 26 | 393              | 203               | 67               | 663            |
| 27 | 692              | 879               | 193              | 1,764          |
| 28 | 667              | 738               | 227              | 1,632          |
| 29 | 596              | 719               | 175              | 1,490          |
| 30 | 645              | 756               | 182              | 1,583          |
| 31 | 527              | 618               | 127              | 1,272          |

**Monthly total****45,485**

| BELMONT PUBLIC LIBRARY EXPENDITURES |                        |          |                 |            |                 |            |                    |        |                   |
|-------------------------------------|------------------------|----------|-----------------|------------|-----------------|------------|--------------------|--------|-------------------|
| SEPT 2019                           |                        |          |                 |            |                 |            |                    |        |                   |
|                                     | ORIG./ADJ. APPROPRTNS. | TRANSFER | ADJUSTED BUDGET | SPENT SEPT | SPENT JULY-SEPT | BALANCE    | PROJECTED 3 MONTHS | % EXP  | 25-Sep-19 4:25 PM |
| <b>LIBRARY ADMINISTRATION</b>       |                        |          |                 |            |                 |            |                    |        |                   |
| <b>16111</b>                        |                        |          |                 |            |                 |            |                    |        |                   |
| 511000                              | 178,455.00             |          | 178,455.00      | 13,727.24  | 41,181.74       | 137,273.26 | 44,613.75          | 23.1%  |                   |
| 514800                              | 925.00                 |          | 925.00          | 0.00       | 0.00            | 925.00     | 231.25             | 0.0%   |                   |
| <b>16112</b>                        |                        |          |                 |            |                 |            |                    |        |                   |
| 524500                              | 8,972.66               |          | 8,972.66        | 0.00       | 6,523.66        | 2,449.00   | 2,243.17           | 72.7%  |                   |
| 530001                              | 780.00                 |          | 780.00          | 0.00       | 195.00          | 585.00     | 195.00             | 25.0%  |                   |
| 531700                              | 500.00                 |          | 500.00          | 0.00       | 0.00            | 500.00     | 125.00             | 0.0%   |                   |
| 531900                              | 500.00                 |          | 500.00          | 0.00       | 0.00            | 500.00     | 125.00             | 0.0%   |                   |
| 534500                              | 2,800.00               |          | 2,800.00        | 14.71      | 505.41          | 2,294.59   | 700.00             | 18.1%  |                   |
| 534700                              | 1,575.00               |          | 1,575.00        | 104.58     | 136.44          | 1,438.56   | 393.75             | 8.7%   |                   |
| 542100                              | 975.00                 |          | 975.00          | 10.88      | 73.95           | 901.05     | 243.75             | 7.6%   |                   |
| 571000                              | 500.00                 |          | 500.00          | 0.00       | 61.60           | 438.40     | 125.00             | 12.3%  |                   |
| 573000                              | 610.00                 |          | 610.00          | 0.00       | 220.00          | 390.00     | 152.50             | 36.1%  |                   |
|                                     | 196,592.66             | 0.00     | 196,592.66      | 13,857.41  | 48,897.50       | 147,694.86 | 49,148.17          | 24.9%  |                   |
|                                     |                        |          |                 |            |                 |            |                    |        |                   |
| <b>LIBRARY PLANT OPERATIONS</b>     |                        |          |                 |            |                 |            |                    |        |                   |
| <b>16141</b>                        |                        |          |                 |            |                 |            |                    |        |                   |
| 511000                              | 58,989.00              |          | 58,989.00       | 4,537.04   | 13,611.12       | 45,377.88  | 14,747.25          | 23.1%  |                   |
| 511100                              | 9,306.00               |          | 9,306.00        | 1,650.95   | 2,867.95        | 6,438.05   | 2,326.50           | 30.8%  |                   |
| 513000                              | 10,559.00              |          | 10,559.00       | 0.00       | 1,290.22        | 9,268.78   | 2,639.75           | 12.2%  |                   |
| 514100                              | 260.00                 |          | 260.00          | 20.00      | 60.00           | 200.00     | 65.00              | 23.1%  |                   |
| 514800                              | 1,050.00               |          | 1,050.00        | 0.00       | 0.00            | 1,050.00   | 262.50             | 0.0%   |                   |
| 519900                              | 820.00                 |          | 820.00          | 0.00       | 820.00          | 0.00       | 205.00             | 100.0% |                   |
| <b>16142</b>                        |                        |          |                 |            |                 |            |                    |        |                   |
| 522800                              | 22,168.00              |          | 22,168.00       | 137.71     | 421.16          | 21,746.84  | 5,542.00           | 1.9%   |                   |
| 522900                              | 50,603.98              |          | 50,603.98       | 4,019.67   | 12,488.19       | 38,115.79  | 12,651.00          | 24.7%  |                   |
| 523100                              | 5,512.00               |          | 5,512.00        | 0.00       | 0.00            | 5,512.00   | 1,378.00           | 0.0%   |                   |
| 523400                              | 8,690.00               |          | 8,690.00        | 0.00       | 0.00            | 8,690.00   | 2,172.50           | 0.0%   |                   |
| 524300                              | 125,608.00             |          | 125,608.00      | 1,741.09   | 5,029.27        | 120,578.73 | 31,402.00          | 4.0%   |                   |
| 524306                              | 17,974.00              |          | 17,974.00       | 0.00       | 0.00            | 17,974.00  | 4,493.50           | 0.0%   |                   |
| 545000                              | 13,590.00              |          | 13,590.00       | 0.00       | 0.00            | 13,590.00  | 3,397.50           | 0.0%   |                   |
| 548900                              | 398.00                 |          | 398.00          | 0.00       | 0.00            | 398.00     | 99.50              | 0.0%   |                   |
|                                     | 325,527.98             | 0.00     | 325,527.98      | 12,106.46  | 36,587.91       | 288,940.07 | 81,382.00          | 11.2%  |                   |

|                                   | ORIG./ADJ.<br>APPROPTNS. | TRANSFER    | ADJUSTED<br>BUDGET  | SPENT<br>SEPT     | SPENT<br>JULY-SEPT | BALANCE             | PROJECTED<br>3 MONTHS | %<br>EXP     |
|-----------------------------------|--------------------------|-------------|---------------------|-------------------|--------------------|---------------------|-----------------------|--------------|
| <b>LIBRARY PUBLIC SERVICE</b>     |                          |             |                     |                   |                    |                     |                       |              |
| <b>16121</b>                      |                          |             |                     |                   |                    |                     |                       |              |
| 511000                            | 807,237.00               |             | 807,237.00          | 56,622.22         | 175,290.65         | 631,946.35          | 201,809.25            | 21.7%        |
| 511100                            | 247,708.00               |             | 247,708.00          | 15,748.66         | 47,473.45          | 200,234.55          | 61,927.00             | 19.2%        |
| 513000                            | 10,000.00                |             | 10,000.00           | 730.01            | 2,022.34           | 7,977.66            | 2,500.00              | 20.2%        |
| 514800                            | 6,721.00                 |             | 6,721.00            | 0.00              | 0.00               | 6,721.00            | 1,680.25              | 0.0%         |
| <b>16122</b>                      |                          |             |                     |                   |                    |                     |                       |              |
| 530000                            | 1,976.00                 |             | 1,976.00            | 261.00            | 301.00             | 1,675.00            | 494.00                | 15.2%        |
| 534100                            | 9,053.00                 |             | 9,053.00            | 328.21            | 655.49             | 8,397.51            | 2,263.25              | 7.2%         |
| 552900                            | 356,825.00               |             | 356,825.00          | 22,819.81         | 80,541.00          | 276,284.00          | 89,206.25             | 22.6%        |
| 573000                            | 1,020.00                 |             | 1,020.00            | 0.00              | 0.00               | 1,020.00            | 255.00                | 0.0%         |
|                                   | <b>1,440,540.00</b>      | <b>0.00</b> | <b>1,440,540.00</b> | <b>96,509.91</b>  | <b>306,283.93</b>  | <b>1,134,256.07</b> | <b>360,135.00</b>     | <b>21.3%</b> |
| <b>LIBRARY TECHNICAL SERVICES</b> |                          |             |                     |                   |                    |                     |                       |              |
| <b>16131</b>                      |                          |             |                     |                   |                    |                     |                       |              |
| 511000                            | 175,395.00               |             | 175,395.00          | 13,406.02         | 37,605.36          | 137,789.64          | 43,848.75             | 21.4%        |
| 511100                            | 12,736.00                |             | 12,736.00           | 1,448.87          | 4,101.71           | 8,634.29            | 3,184.00              | 32.2%        |
| 514800                            | 2,825.00                 |             | 2,825.00            | 0.00              | 0.00               | 2,825.00            | 706.25                | 0.0%         |
| <b>16132</b>                      |                          |             |                     |                   |                    |                     |                       |              |
| 530600                            | 76,994.00                |             | 76,994.00           | 0.00              | 62,051.24          | 14,942.76           | 19,248.50             | 80.6%        |
| 542200                            | 12,740.00                |             | 12,740.00           | 1,007.61          | 4,654.24           | 8,085.76            | 3,185.00              | 36.5%        |
| 573000                            | 0.00                     |             | 0.00                | 0.00              | 0.00               | 0.00                | 0.00                  | #DIV/0!      |
|                                   | <b>280,690.00</b>        | <b>0.00</b> | <b>280,690.00</b>   | <b>15,862.50</b>  | <b>108,412.55</b>  | <b>172,277.45</b>   | <b>70,172.50</b>      | <b>38.6%</b> |
| <b>LIBRARY CAPITAL</b>            |                          |             |                     |                   |                    |                     |                       |              |
| <b>16133</b>                      |                          |             |                     |                   |                    |                     |                       |              |
| 587100                            | 12,500.00                |             | 12,500.00           | 0.00              | 0.00               | 12,500.00           | 3,125.00              | 0.0%         |
|                                   | <b>2,255,850.64</b>      | <b>0.00</b> | <b>2,255,850.64</b> | <b>138,336.28</b> | <b>500,182.19</b>  | <b>1,755,668.45</b> | <b>563,962.66</b>     | <b>22.2%</b> |



9/26/2019

#### January

- Budget Review Begins with Town Admin Team
- Annual Report writing continues

#### February

- Budget Review Continues with additional committees
- Preparation for Town Meeting

#### March

- Budget Review Continues with additional committees
- Preparation for Town Meeting (check due dates for warrant articles / updates)
- ITAC Rep Check In

#### April

- Annual Election (Two Trustees each year)
- Annual Trustees meeting – Vote new officers
- Friends Annual meeting

#### May

- Selectmen Liaison Check In
- Annual Town Meeting (Warrants)
  - Update from Library if needed

#### June

- Annual Town Meeting (Financials)
- ITAC Rep Check In

#### July

- Minuteman Contract – Sign and Submit

#### August

- Community Preservation
- Meet Belmont
- ARIS Report due to MBLC

#### September

- Financial Report due to MBLC
- Budget Considerations begin
- ITAC Rep Check In

#### October

- Trust Fund Review
- Holiday hours review for upcoming year

9/26/2019

- Friends annual book sale review
- Financial Report due to MBLC
- Forthcoming FY Budget Due (new as of 2019)

November

- Special Town meeting
- Holiday hours review for upcoming year
- Budget Narrative work in progress
- Friends annual book sale review

December

- Annual Report writing begins
- ITAC Rep Check In

9/26/2019

Inventory of Belmont Public Library Policies

Fall 2019

- Ads and Informational Material in the Library – **Approved May 2008\***
- Behavior Policy for Patrons – **Amended April 2017**
- Children’s Room Technology Policy – **Amended December 2015, January 2017**
- Circulation Policy – **Amended February 2017**
- Collection Policy for Tangible Gifts – **Amended August 2018**
- Exhibit and Display Policy – **Date of creation unknown\***
- Food and Drink Policy – **Date of creation unknown\***
- Homebound Delivery Policy – **Approved August of 2015**
- Internet/Computer Acceptable Use Policy – **Date of creation unknown\***
- Materials Selection Policy – **Approved October 2012\***
- Meeting Room Policy – **Date of creation unknown**
- Museum Pass Policy – **Amended 2015**
- Naming Rights Policy – **Adopted November 2018**
- Privacy Policy – **Amended June 2019**
- Special Collections Access Policy – **Adopted January 2018**
- Unattended Children Policy – **Adopted March 2017, Amended March 2019**

For review in September: Ads and Informational Material in the Library

# The Fine Free Library: One Year Later



The City Library [Follow](#)

Aug 9, 2018 · 4 min read



Zion holds her Little House on the Prairie-inspired ragdoll, Charlotte.

Tonight, Pam and her daughter Zion are going to have a supper of homemade bread and baked beans, then sit down to read a book from the series that inspired the meal, *Little House on the Prairie*. The pair visits The Big Library in the City every day. Zion, age 6, sports a big smile as she runs around the Children's Library at Main and adds books to her stack. This summer, they're working their way through both the *Little House on the Prairie* books and the DVDs, and Zion even has a ragdoll named Charlotte, just like Laura Ingalls. "Getting rid of fines has really changed the way we use the Library," Pam said, adding that their frequent visits wouldn't have been possible in the era of late fees. "I'm a

single mom and I simply couldn't afford to come to the Library if there were still late fees. But this has taken so much stress off of me. I'm not afraid to take books out anymore. Coming to the Library is such a pleasure."

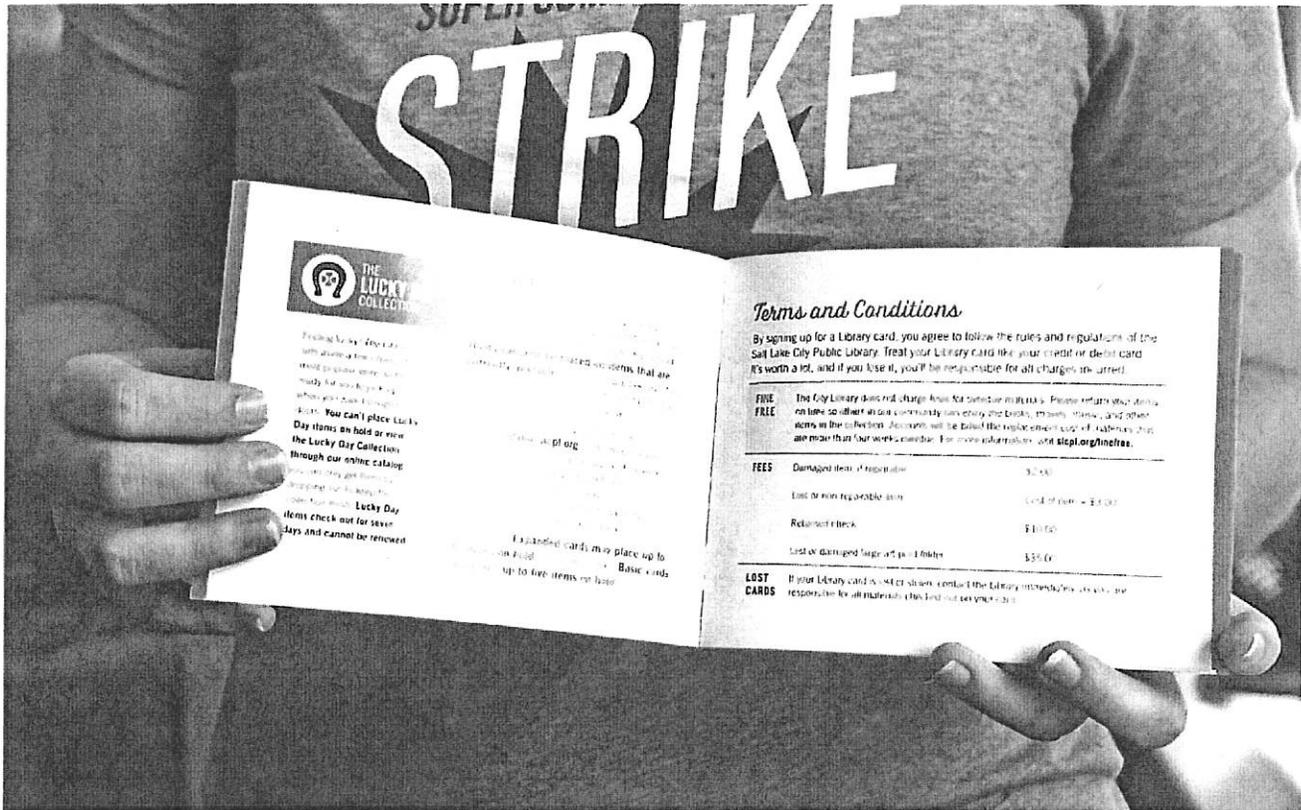
Every few years, a news story pops up about someone returning a book to the public library that's been overdue for decades and the astronomical late fees that have accrued. There's a reason this is a popular story: anyone who has used a library in the last century is familiar with the sting of late fees. Some people — like Pam — are all too familiar, and a forgotten book here or there in the life of a busy mom can lead her to stop using libraries altogether.

The Salt Lake City Public Library recognizes that in this ever-changing world, libraries need to listen closely to the community and adapt to their needs. While traveling to a library conference in 2017, City Library Executive Director Peter Bromberg asked his Lyft driver for her thoughts on libraries. According to the Salt Lake Tribune, "She told him she grew up loving her library, but now, with three kids ages 7 to 15, the late fees were 'like having an extra credit card bill that we couldn't afford at the end of the month.'"



Checking out books can be challenging if you're worried about overdue fines.

In May of 2017, The City Library Board of Directors voted to eliminate late fees at all eight Library locations. The Fine Free policy went into effect on July 1, 2017. Prior to the policy change, late fees accounted for just 0.3% of The City Library's total revenue.



The revised City Library Cardholder's Guide, updated to include the Fine Free policy.

Libraries across the country have acknowledged the barrier that fines can create between them and the community they serve. American Libraries Magazine described a February 2018 conference panel discussion between Bromberg and other Library leaders: "Sarah Houghton, director of San Rafael (Calif.) Public Library, said fines get in the way of a library's mission to serve the entire community, regardless of socio-economic standing. Barriers exist for some populations to pay fines, and by enforcing them, libraries are subverting their core values."

The benefits of eliminating overdue fines have been clear. At the February panel, Bromberg said that checkouts were on the rise at Salt Lake City Public Library, and the

number of new cardholders rose 3.5%. “Getting rid of fines brought new people into the library and allowed previous users to return,” he said.



Happy customers, happy Library staff.

Now that a full year has passed since it went into effect, it's more clear how the Fine Free policy is affecting the culture of The City Library. “Without fines, more community members are stepping into the Library, and this allows us to better fulfill our mission,” said Tommy Hamby, The City Library's Data Coordinator. “The number of items checked out during the 17–18 fiscal year increased 16% from the previous year. We also signed up nearly 26,000 new cardholders.”

“When a mother of four brings in a stack of picture books a week late and wants to know if she can get some new ones, I get to say, ‘Yes!’,” said Tanya Platt, Circulation Assistant at the Main Library. “All those ‘yesses’ contribute to building a better relationship with our customers because they can see us as allies. And that feels really good!”



Thank you, Zion and Charlotte!

Libraries   Fine Free   No More Late Fees   Salt Lake City   Utah

**Salt Lake City Public Library Director's Report - April 23, 2018**

**FINE FREE REPORT STATUS REPORT**

**Impact of Going Fine-Free on Checkouts, Number of Borrowers, and New Card Registrations.**

We have significant seen increases in all areas. We have reversed the downward trend in checkouts and number of unique borrowers.

| <b>CHECKOUTS</b> | <b>FY16</b> | <b>FY17</b> | <b>FY 16/17 Avg</b> | <b>FY18</b> | <b>Change FY 18 v. 16/17</b> |
|------------------|-------------|-------------|---------------------|-------------|------------------------------|
| July             | 288,375     | 269,794     | 279084.5            | 318,787     | 14.2%                        |
| August           | 285490      | 275552      | 280521              | 306768      | 9.4%                         |
| September        | 249,538     | 240,717     | 245127.5            | 269,248     | 9.8%                         |
| October          | 272915      | 261974      | 267444.5            | 298883      | 11.8%                        |
| November         | 249605      | 246206      | 247905.5            | 281619      | 13.6%                        |
| December         | 291576      | 245385      | 268480.5            | 252894      | -5.8%                        |
| January          | 260897      | 243338      | 252117.5            | 297460      | 18.0%                        |
| February         | 259731      | 221519      | 240625              | 266403      | 10.7%                        |
| March            | 269254      | 250751      | 260002.5            | 302118      | 16.2%                        |
|                  |             |             |                     |             | <b>10.9% increase</b>        |
|                  |             |             |                     |             |                              |
| <b>BORROWERS</b> | <b>FY16</b> | <b>FY17</b> | <b>FY 16/17 Avg</b> | <b>FY18</b> | <b>Change FY 18 v. 16/17</b> |
| July             | 22,332      | 22,217      | 22274.5             | 23,754      | 6.6%                         |
| August           | 25959       | 26791       | 26375               | 28561       | 8.3%                         |
| September        | 24,969      | 25,307      | 25138               | 27,436      | 9.1%                         |
| October          | 21184       | 21667       | 21425.5             | 26273       | 22.6%                        |
| November         | 23888       | 24307       | 24097.5             | 26941       | 11.8%                        |
| December         | 22344       | 23389       | 22866.5             | 25659       | 12.2%                        |
| January          | 24223       | 23896       | 24059.5             | 26848       | 11.6%                        |
| February         | 25107       | 24065       | 24586               | 26045       | 5.9%                         |
| March            | 26597       | 24344       | 25470.5             | 27857       | 9.4%                         |
|                  |             |             |                     |             | <b>10.8% increase</b>        |
|                  |             |             |                     |             |                              |
| <b>NEW CARDS</b> | <b>FY16</b> | <b>FY17</b> | <b>FY 16/17 Avg</b> | <b>FY18</b> | <b>Change FY 18 v. 16/17</b> |
| July             | 2,064       | 1,931       | 1997.5              | 2,172       | 8.7%                         |
| August           | 2164        | 2256        | 2210                | 2262        | 2.4%                         |
| September        | 1,830       | 2,371       | 2100.5              | 2,141       | 1.9%                         |
| October          | 1852        | 2334        | 2093                | 2121        | 1.3%                         |
| November         | 1510        | 190 8       | 1709                | 1851        | 8.3%                         |
| December         | 1343        | 1660        | 1501.5              | 1642        | 9.4%                         |
| January          | 1849        | 2044        | 1946.5              | 2187        | 12.4%                        |
| February         | 1595        | 2189        | 1892                | 1761        | -6.9%                        |
| March            | 1941        | 2148        | 2044.5              | 1940        | -5.1%                        |
|                  |             |             |                     |             | <b>3.6% increase</b>         |

**Salt Lake City Public Library Director's Report - April 23, 2018**

**Comparison of dollars collected for lost materials Q1-Q3 FY17 compared to Q1-Q3 FY18**

- FY17: July 1, 2016 - March 31, 2017: **\$36,360** (with late fines)
- FY18: July 1, 2017 - March 31, 2018: **\$35,943** (fine free)

**Impact of Going Fine-Free on Hold Wait Times**

We went Fine Free on July 1<sup>st</sup> 2017. The following is a comparison of hold wait times for Q1-Q3, FY18 (beginning July 1, 2017), compared to Q1-Q3, FY17.

- Since going fine free, hold times have remained virtually unchanged.
- Three out of 9 months, hold times were down as compared to same period last FY

| <b>Q 1-3 FY18</b> |                           |                | <b>Q 1-3 FY17</b> |                           |                |
|-------------------|---------------------------|----------------|-------------------|---------------------------|----------------|
| Month/<br>Year    | Avg. Days To Fill<br>Hold | Total<br>Holds | Month/<br>Year    | Avg. Days To Fill<br>Hold | Total<br>Holds |
| Jul-17            | 9.41                      | 42424          | Jul-16            | 8.8                       | 42791          |
| Aug-17            | 8.62                      | 40363          | Aug-16            | 9.37                      | 49209          |
| Sep-17            | 10.03                     | 41110          | Sep-16            | 9.2                       | 45458          |
| Oct-17            | 9.95                      | 42464          | Oct-16            | 10.01                     | 45710          |
| Nov-17            | 10.49                     | 37898          | Nov-16            | 9.31                      | 43170          |
| Dec-17            | 10.27                     | 35001          | Dec-16            | 10.03                     | 43877          |
| Jan-18            | 9.31                      | 40399          | Jan-17            | 9.92                      | 46882          |
| Feb-18            | 9.73                      | 35001          | Feb-17            | 9.02                      | 42481          |
| Mar-18            | 10.55                     | 39095          | Mar-17            | 10.39                     | 47991          |
| <b>AVG</b>        | <b>9.8 Days</b>           | <b>39306</b>   | <b>AVG</b>        | <b>9.6 Days</b>           | <b>45285</b>   |

*Note: Due to the flooding of the Sprague branch in late July, 2017, hold times for Sprague have not been included in this analysis.*

**Passage of SB234**

The Governor has signed SB 234 "The Utah Inland Port Authority Act", establishing an inland port authority in the city's northwest quadrant. The Act does the following:

1. The law creates the inland port authority, a new separate legal entity that will be governed by an 11 member board. The Act does not allow for any appointments by the Salt Lake City Mayor.

customer service a bit further, by offering programming that patrons can experience in the comfort of their own homes. I am sure that you will find what they have to say, as exciting as I did.

## The Power of Yes

Peter Struzziero, Library Director, Robbins Library, Arlington (MA), pstruzziero@minlib.net

*Editor's note: At the time this piece was written, Struzziero was Director of the Winthrop (MA) Library and Museum.*

Hi, I'm a library director. I'm a rookie, I won't lie. I've been working in libraries for eleven years, which is less than 90 percent of the staff who work in my library. I'll start right off by saying that in the time I've been here, a little over a year, I've learned from them every day.

Once upon a time I was taught to take care of my patrons. This is the story of how I'm trying to do just that.

I work at a great little library just north of Boston. When I got here, the place needed some help and support, and some rules and regulations needed updating. Not everything was bad. The patrons had said in many ways over the years that they loved this library, and two things were in great working order and didn't need any changes: the staff and the trustees.

I can say without reservation, that I've never worked with a more dedicated staff in all my life. In our little town the budget is tight, the pay is low, the resources are few, and the demand is high. When I tell you that these people working at the library give their blood, sweat, and tears to the patrons of this community, I mean exactly that. Most have worked for this institution two or three times as long as I have worked in libraries period. One has been here even longer than I've been alive. That is dedication. These people are my daily role models. Without them, no changes would succeed, and no adjustments would be possible. Their number one priority was made very clear to me as soon as I began as director. For them, it was all about the patrons.

In addition to having an excellent staff, I am blessed to work with a phenomenal group of trustees. I have never worked with—or for—a more supportive, involved, and invested group of people. They understand what is needed in our institution. They know the town. They know our limitations. They trust new ideas and are willing to try them.

How about a little background on me? I grew up with a dedicated, hardworking, single mother. She grew up poor but didn't realize she was poor. The reason is because she was kept happy, and part of the reason she was so happy was because of her library. When she grew up and had her own children, that tradition continued. My brother and I never really knew what we didn't have, because we got so much from our public library.

One day we were going to the library. It was the Christmas season and I was about five years old. As I explained, we didn't have much, so Christmas wasn't as big of a to-do in terms of presents and gifts as it was for the other kids I knew. I didn't realize it though, because Christmas time was a big library time for us. At the beginning of Christmas vacation, we would make a visit to our local public library to stock up on great books for our time off from school. On this particular visit however, I would begin my path to librarianship.

We went up to the circulation desk, our arms completely full of children's books, excited about a week full of story-times. When the librarian looked up my mother's account, she quietly said, "I'm sorry ma'am, but it looks like you have \$35.00 in late fees, you'll need to clear this up before you can check out any more books."

Whatever the home situation, I can't be completely sure, though I know we were broke, it took its toll on my hard-working mother. The stress no doubt had mounted just a few days before another small Christmas was about to commence, and she broke down in tears right at the desk.

She looked this librarian in the face, two kids at her side, sobbing and explained that these books were our Christ-

mas. "I don't have any money to pay these fees, and I'm not going to have any. I don't know what to do."

Not three seconds went by, before the librarian put her hand on my mother's hand and said, "You know what, don't worry about it, take the books, Merry Christmas."

It was like we had won a million dollars. It changed the whole Christmas season for us, and it changed me even more. That's customer service. That's our job as librarians. The answer is yes. We can help and we will help. We were already steady library users, but after that, we were there a lot more often. On that day, a little boy grew up. Guess what? He became a librarian.

Fast forward twenty-five years, and now I'm the director of a wonderful library in Winthrop, MA. I never forgot that story of the librarian who changed our Christmas. When I took the reins in the summer of 2013, I noticed that lot of rules and regulations existed that had been set forth by decades of library directors past, many of whom didn't support the patrons in the way public libraries are expected to these days. Lots of restrictions existed, and some unfriendly language existed here on signage in the building.

No cell phones allowed. Three-dollar fines on late movies. No computer time extensions. No movie renewals. You may only take out the new movies for two days. "We can't do that here" and "I'm sorry but you can't do that" were common utterances.

It wasn't that the staff was restrictive, it was just that some of these outdated patron regulations were in place. What's wrong with this picture? Why didn't our rules support us more fully in our intent to provide excellent customer service?

Not every regulation was out of whack. Many provided our patrons with freedom. For instance, we would see patrons come in with dogs sometimes and not even bat an eye. We'd allow patrons to enjoy a snack or beverage inside the building, too. We would even let them into primarily staff-only areas to retrieve books or movies in storage due to our space restraints.

Little tweaks and adjustments were all it took to allow even more patron freedom and at the end of the day, the statistics really showed how much we had gained in the process.

We did away with the no cell phone rule. It didn't really create a great deal of cell phone usage. It just gave our patrons the option to make quiet phone calls. Most people still take it outside and now we don't have "No Cell Phone" signs hanging everywhere.

We did away with two-day film borrowing and three-dollar-a-day late fees on films. Over the course of the year, we raised the number of films that you could check out to three at a time. Eventually we changed that to five films at a time. We simply started purchasing more DVDs. This created a great increase in our circulation numbers and put smiles on the faces of patrons who could now enjoy more movies. They now had more time to watch them too, without as high a penalty if they were a little late with returns.

We created a new guest pass policy for computer usage and allowed patrons the opportunity to spend more time online. A few other things like this happened, just little adjustments.

With these changes in place, we just went about our days, essentially the same way they had been before and waited to see the results of taking a chance and trying something new.

At the end of the year, the proof was in the numbers. The adjustments resulted in some significant gains. Identifying opportunities for change in the building and tweaking policies paid off dramatically. When our annual statistics came back, we noticed the following:

- Active cardholders increased by 6 percent
- Non-resident circulation increased by 26 percent
- e-book circulation increased by 40 percent
- Overdrive audiobook circulation increased by 360 percent
- Program offerings increased by 12.5 percent
- Program attendance increased by 23 percent

- Reference transactions increased by 49 percent

We were seeing more people in the building, and they were using the library more effectively. On top of that, they had smiles on their faces. These powerful gains weren't the best part. The best part was the patron comments:

- "I love what you've been doing at the library."
- "You are doing a great job here."
- "Five Movies? Really?"
- "Things look really great around here. I love the changes."

Nothing incredible needed to change. The tweaks in process have only accentuated how great this library really can be. In addition to the updates in process, we added patron-friendly policies for circulation, computer use, homebound patron delivery, and user behavior. We also created a new library website that saw more than 20,000 hits in its first few months, and added patron counters to see that more than 10,000 visits a month occurred.

These are proud accomplishments for our community's library. All focused on saying "yes" to the patron.

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### Serving the Frantically Busy

Nicolette Warisse Sosulski, Business Librarian,  
Portage (MI) District Library, [librista@gmail.com](mailto:librista@gmail.com)

Like most of us in the public library arena, I worry about programming and outreach for the group that I think of as the Frantically Busy (FBs): those people between twentysomething and retirement who are juggling careers, education, personal lives, and sometimes eldercare and kinder-transport. I fit squarely into this FB demographic and see so many things that I would like to do but for which I have schedule interference. These people are also my patrons, and my mission is to figure out how to reach them and provide library programming that they can schedule whenever and wherever they want. As Yul Brynner said in *The King and I*, "It is a puzzlement."

I manage the cookbook collection for my library, and my colleague, program-

ming librarian Marsha Meyer, has for years been pulling in a sizeable number of people for her "Meet the Chef" series of cooking classes—but for every person we saw in the full sessions, I heard a moan from an FB that they could not make it because of soccer practice, driving obligations, or late work. After I had finished an armchair travel display, a desk shift with a run on *Mad Men*, and a foodie movie, it hit me: What if we packaged a foodie movie or cult TV series, with cookbooks to match, tunes, and maybe drinks ideas into one package so that a patron could check out his or her own party bag? I took DVDs with a strong sense of place, smell, or taste and started brainstorming. And so, Weekend Experience Bags were born.

The set of required elements codified:

1. a film or TV show with cult appeal;
2. a strong local or period atmosphere;
3. a related food tradition; and
4. a soundtrack to eat by.

Optional but enriching are:

1. costuming or decorating options; and
2. theme drinks.

A Weekend Experience Bag checks out for two weeks. I wanted one weekend available for the patron to be able to browse books and grocery shop, with the following weekend for the main event. I try to pick groupings that will attract a wide variety of people, of course, and solicit suggestions from everybody—babysitters to cookbook authors. I want events that will be doable for:

- somebody who just wants to do this for himself or herself (we had one patron throw herself an Elvis-movie-and-peanut butter-banana-bacon-marshmallow-fluff-sandwich party);
- that date night where it is your turn to pick something to do when you might not know the other person that well;
- that date night when things have gotten routine with somebody you know well;
- a girls' (or guys') night in; or
- a dinner or cocktail party complete with dress code.

I placed all of the items in zippered

|  | Comments | Status |
|--|----------|--------|
| <p><b>Leadership Recommendations for Consideration</b></p>   |          |        |
| <p>1. Start with surveys and follow-up meetings to give staff an opportunity to voice their opinion on the biggest block to better service. Give them a chance to "own" the changes. Also have staff suggest how to celebrate milestones toward the new goals.</p> |          |        |
| <p>2. Imbed the concept of the beta test with one or two trial runs of new ideas to help eliminate the fear factor of going forward. Try out new practices for a week or a month.</p>  |          |        |
| <p>3. Establish cross-functional teams to tackle new goals</p>   |          |        |
| <p>4. Have training in meeting-running skills and rotate that role.</p>  |          |        |
| <p>5. Redo the organizational chart for current, mid-term, and future aspirations</p>  |          |        |
| <p>6. Establish cross-training for management team and staff</p>   |          |        |
| <p>7. Explore vocabulary that detracts from the mission such as "yes, but", clerk/librarian, and "on desk".</p>  |          |        |
| <p>8. Have a contest for what to call desk time to focus it on the patron rather than the furnishings.</p>   |          |        |
| <p>9. Create an inventory of skills of all staff members such as languages spoken, outside interests and proficiencies, reading, viewing, and listening.</p>   |          |        |
| <p>10. Identify all the barriers to service such as large desks, computer screens, and book stacks that might be eliminated so that there is space in every location for community to gather.</p>  |          |        |
| <p>11. Enhance the stacks with handwritten signs for recommendations. Take a field trip to exemplary bookstores and liquor stores for suggestions of how to make handwritten signs.</p>  |          |        |
| <p>12. Form task forces to investigate how similar libraries handle open computer access, food and drink, and fine free service.</p>   |          |        |
| <p>13. Have visible timelines for public/staff when a goal is in process</p>   |          |        |
| <p>14. Look at job titles and consider giving people alternative, unofficial titles that solidify the goals you want to achieve.</p>   |          |        |

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| 15. Take staff out of the library with you to give them status and a wider perspective on your goals and challenges.  |  |
| 16. Because several services are offered at the reference desk, consider changing the name to a less formal term.   |  |
| 17. Create logs at all locations for staff to write triumphs.   |  |
| 18. Circulate the story of the month/week/day as an inspiration to others and as fodder for public relations.   |  |
| 19. Use software such as Slack for sharing stories that show positive impact staff have made  |  |
| 20. Determine a budget amount for anticipated loss of materials and let staff know that loss is part of doing business to relieve the stress on getting fine payments.  |  |
| 21. Be clear on the skills people will need in order to work at BPL now and into the future.  |  |
| 22. Create new protocols for recruitment and interviewing.  |  |
| 23. Institute a personal improvement plan for each such as visiting other libraries incognito, calling other libraries to ask a question and taking notes on how the phone is answered, going to places with good customer service such as the Apple Store or others you are aware of.  |  |
| 24. Be aware that each introduction of new ways of operating will bring resistance and hit it head on with creativity and humor. Ask the resisters to do research and report back on positive finding and challenges. Be aware that some staff need to raise flags to impede progress as a defense mechanism. Give them a success to own. |  |
| 25. Begin a listening tour by inviting key staff influencers who don't normally have contact with the administration to coffee or lunch to hear how they are doing and what they are thinking. Try out ideas with them.   |  |
| 26. Script samples of verbal responses of staff to questions about looming topics they will have to respond to  |  |
| 27. Widely circulate any and all positive feedback from patrons so that the staff members responsible will recognize their contribution.  |  |

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| <p>28. Form a task force of staff to identify community organizations to partner with and to communicate to. Do an inventory of the connections staff have to the community including where they shop, get their hair cut, worship, enjoy time off, etc., and then use that list to have them make introductions to outreach staff.</p>  |  |
| <p>29. Make a list of easy wins—establishing a credit card account, creating a false patron card for those without cards or IDs, installing remote printing—and celebrate them. Take pictures or videos of the first users of new services.</p>  |  |
| <p>30. Review the statistics you keep and revise them to include behavior-based incentives such as counting each time a conversation is initiated by a staff member, counting each time a staff member adds information to the interaction, counting each time someone learns and patron's name and interest, and each time a staff member started to say "no" and turned it into "yes."</p> |  |
| <p>31. Work alongside staff to model the behavior you want them to practice.</p>   |  |
| <p>32. Keep emphasizing people first and object second. The staff needs to hear that over and over.</p>  |  |
| <p>33. Celebrate the wins, learn from every experience with follow-up conversations</p>  |  |
| <p><b>Observations of Space and Services</b></p>   |  |
| <p>Observed many positive outcomes</p>   |  |
| <p>Exceptional staff and patron interaction at every point of service</p>  |  |
| <p><b>Entrance experience</b></p>  |  |
| <p><b>Lower entrance.</b> Drove-was guided to park by a sign at the driveway. Easily found parking.</p>  |  |
| <p>Noticed outside signage about a new building survey.</p>  |  |
| <p>Could not read the sign on the door indicating open hours from car</p>  |  |
| <p>No staff or welcome sign by door on lower level</p>   |  |
| <p><b>Lower Lobby.</b> Upon entering, not clear where I was or how to orient self</p>  |  |

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| <p>Passing a parked double-stroller, down deserted long hall with a community-painted mural, proceeded to Assembly Room passing bathrooms, staff restricted areas. Framed prints from recent town "read" <b>Assembly Room.</b> Across from door offering no public access, looked into Assembly Room.</p> <p>Assumed it is place where programs are held. Room was plain, utilitarian, did not enhance the content of programs or activities.</p> <p>Experienced room as presenter. Wiring, podium, set-up not conducive</p> <p><b>Children's Room.</b> Cramped space made smaller by large, high circulation desk</p> <p>Logically arranged sections of books, a few toys, a small fish tank, bulletin board photos of kids, a few computers, and a separate room for media. One wall had stained glass windows of interest.</p> <p>Limited seating for people.</p> <p>Signage not decipherable (J FIC HAR-HYD) to non-library worker.</p> <p><b>Elevator.</b></p> <p>Sign for homebound services strategically placed inside.</p> <p>No signage differentiating the floors above lower lobby</p> <p>Elevator lacked security gates, possible to leave without checking out materials but prominent security gates at upper entrance and stairways</p> <p><b>Upper outside entrance.</b></p> <p>Peeling columns held colorful flags. There were prominent security gates here and at stairways.</p> <p>Outer lobby had no welcoming sign</p> <p>Entrance size made it difficult for more than three people to enter/exit at once. Doors stuck, required a determined pull.</p> <p><b>Circulation area:</b> Large desk with large computer monitors and one/two staff standing waiting to serve. Difficult for staff to get out from the desk to assist patrons. Self-check machine placed unobtrusively around the corner</p> <p><b>Teen space:</b> Well-placed. Suitable for multiple uses at different times of day. Teens' use after school hours and on weekends.</p> |  |  |
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| <p><b>Computer area.</b> Tried to log on as a guest with no results. It asked for “credentials” without defining what that meant. I continued to try other computers.</p>   |  |  |
| <p>The Express sign offered some hope but did not allow me to log on either.</p>  |  |  |
| <p>My positioning meant that when I looked up, I was looking at a person diagonally across from me a few times which could have been extremely uncomfortable situation for her if I continued to stare or try to engage her.</p>  |  |  |
| <p>I found the equipment dated and the hard drive easy to kick with my leg.</p>   |  |  |
| <p>I observed a user requesting more time. She needed to leave her screen and her belongings and wait for a staff member to assist her.</p>   |  |  |
| <p><b>Reference assistance</b></p>  |  |  |
| <p>I had to go far into the building to find staff assistance. That one staff member sitting low in a chair with a computer monitor obscuring staff faces from many angles.</p>   |  |  |
| <p>Any phone or in-person conversations between the public and staff members could be heard throughout the space. Phones were answered and the responses reverberated all over the room where people were concentrating on the public computers and personal devices.</p> |  |  |
| <p><b>Adult collection</b> The collection seemed logically arranged but uninspiring.</p>  |  |  |
| <p>An abundance of media—dvd's, cds, playaways, and audiobooks--were on the shelves.</p>  |  |  |
| <p>Some collections were segmented and one sign stated “foreign language” which is a term no longer used in libraries.</p>  |  |  |
| <p>The non-circulating reference collection circled the room and likely saw little use</p>  |  |  |
| <p>The metal freestanding book stacks are from an older era but have good signage at the ends incorporating Dewey Numbers and descriptive words.</p>  |  |  |
| <p><b>Clafin Room</b> I observed a closed room operated in conjunction with the Historical Society and handsome photos on the walls outside the room.</p>   |  |  |
| <p><b>Books for sale</b> There were well-stocked shelves with books for sale and instructions on how to pay. An onerous surveillance sign was posted nearby.</p>  |  |  |

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| <p><b>Upper level</b> This level was primarily for older fiction well arranged. There was an area adjacent to the elevator for potential other uses.</p>   |  |
| <p><b>Technology</b> It was easy to get onto the wifi network. I found the website excellent.</p>  |  |
| <p>The BPL social media presence was robust in posting but less engagement than optimum with users.</p>  |  |
| <p><b>Building recommendations: The entrance experience:</b><br/>Create welcoming entrances with signage, color, and graphics</p>  |  |
| <p>Turn off the security system for materials. Minimal loss is normal and the labor to desensitize materials is likely more costly than the minimal loss.</p>  |  |
| <p>Add screens on lower level to welcome entrants and list activities</p>  |  |
| <p>Reduce the size of all service desks to small service points</p>  |  |
| <p>Remove/reduce the size of screens from service desks</p>  |  |
| <p><b>Non-occupied spaces:</b><br/>Spaces that are not in use are still spaces of curiosity. Add a "what's in here next" type of sign to let people know and also tell them how to book the space for their needs.</p> |  |
| <p><b>Furnishings/equipment:</b> Replace the podium in the Assembly Room with a mobile, lighter one with a flat surface to place a computer.</p>   |  |
| <p>Review the wiring and access to electricity, sound, and projection to limit trip hazards and interference by passersby.</p>   |  |
| <p>Change all service points to small footprints</p>   |  |
| <p>In the children's room, change the desk to a small service point to allow staff to interact with more ease.</p>   |  |
| <p>Make self-check the norm for children's materials.</p>  |  |
| <p>Change all signage language to be more readily understandable</p>   |  |
| <p><b>Computer set-up:</b> Update the computers and offer a variety of navigation tools in addition to a mouse.</p>  |  |
| <p>Replace the hard drives with thin clients for ease in updating software.</p>  |  |
| <p><b>The collection:</b> Make content come alive from the reference collection to inspire and engage. Open up to interesting pages which relate to current themes. Weed unused volumes</p>                            |  |

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| Consider weeding media   |  |
| change the foreign language sign to state the languages available.   |  |
| Weed all collections heavily.  |  |
| <b>Noise:</b> The building reverberates with sounds of normal uses. Embrace it. Change from an expectation of quiet with some spaces to talk to noisy with some spaces for quiet. This helps build the case for new space.   |  |
| <b>Signage:</b> Make a visual/signage connection between all floors so people are enticed to explore what is not evident.  |  |
| The outside signage regarding the building survey should be moved periodically to different locations. The entrance to the parking lot is not the ideal placement to stop and read.  |  |
| Reconsider the need for the surveillance sign near the book sales.   |  |
| A very appealing general logo was in use and adapted for different social media uses. Carry the logo throughout the building for various uses. Use the logo on paper instead of reused scrap paper near computers. There were 'Donated by the Friends of the Library' signs throughout. Revisit that need. |  |
| The term "ask at the reference desk" or "drop it off at the reference desk" missed an opportunity to humanize an interaction. Consider "drop it off with a staff member at any service point."   |  |
| Post signs listing hours that can be read from the car.  |  |
| Create more signs for inside the elevator for navigation to each floor and a listing of sample service offerings.  |  |
| Reword the sign that says "Authorized Personnel Only" to an equivalent message delivered in a more friendly manner.  |  |
| On the upper level at a table for one person there is a "Quiet please" sign that should be removed.  |  |
| <b>Service recommendations:</b> Have staff cross-trained to handle the most common requests  |  |
| Eliminate any practices at the circulation desk that impede use such as asking borrowers to name your due date/say "give me what you think is fair"  |  |

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| when there is a charge/establish a grace period/move toward being fine free/implement automatic renewal.   |  |  |
| Consider the use of computers as a basic right and need for all patrons and eliminate the need for guest passes and library cards.   |  |  |
| Consider lending out computers to be used in the building.   |  |  |
| Consider new placement of terminals in a row rather than across for the existing service.  |  |  |
| Move some collections from the area near the circulation desk to provide space for welcoming activities, demonstrations, samples of upcoming services or events.               |  |  |
| Wear something that identifies staff as available to assist the public.  |  |  |
| Have no more than one staff member at a service point with a second roaming nearby (see attached article)  |  |  |
| Experiment with self-directed, drop-in programs on weekends to satisfy some demand   |  |  |
| Practice deflection and staff conversations in the case of book challenges and censorship issues.  |  |  |
| Get lists of people whose businesses make home visits for technology help to respond to that frequent request of staff to make home visits.                                    |  |  |
| To move toward having food and drink in the library as a normal practice, start by occasionally serving refreshments from the circulation desk area to celebrate new services. |  |  |
| Invite local vendors to supply refreshments and get exposure in the community  |  |  |
| <b>Back of house</b> Have phones answered elsewhere than in earshot of the public when possible.   |  |  |
| Always answer using the staff member's name. For example, "You've reached the Belmont Public Library, this is Jonathan speaking. How may I help you?"                          |  |  |
| Implement RFID for ease in check-in, check-out and shelf-reading.  |  |  |
| Install the ability for wireless printing.   |  |  |

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| <p>Try out simple Motorola devices for staff to be able to roam and be in touch with other staff members.</p>   |  |
| <p>Stop time-consuming processing of magazines and treat as them as ephemeral.</p>  |  |
| <p>Explore preprocessing of materials.</p>  |  |
| <p>Right-size the collection by heavy and careful weeding.</p>  |  |
| <p>Rethink how statistics are kept.</p>   |  |
| <p>Capture every encounter with a library staff member no matter where it occurs.</p>   |  |
| <p><b>Staff workshop.</b> The emphasis was on the ability of each staff member to make a difference in the experience of the library user. Exercises included: identifying individual talents and strengths, looking a space from different perspective, and imaging using the BPL through persona exercises. Staff was asked to list what services they are unable to deliver and what they say “No, I’m sorry” to on a regular basis. At the conclusion, we reviewed the “no” situations and suggestions for turning them into “yes” were noted. To follow up, staff should begin to identify the areas of changing no to yes that they would like to work on to research and test out.</p> |  |