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**RED DEER LIBRARY BOARD**  
**6:30 p.m. Wednesday, October 25, 2017**  
**Waskasoo-Kiwanis Board Room**

## **AGENDA**

### **Welcome & Chair's Remarks**

### **Conflict of Interest Declaration**

#### **55. Approval of Agenda**

#### **56. Approval of Minutes from September 27, 2017 Board Meeting**

#### **57. Acceptance of CEO's, Managers' Reports and Statistics**

#### **58. Report from Planning and Finance Committee**

- a. Approval of September 30, 2017 Financial Statements**
- b. Actions Arising (if any)**

#### **59. Report from Personnel and Administration Committee**

- a. Actions Arising (if any)**

#### **60. Information Items**

- a. November Board Meeting Date**
- b. Christmas Party on November 25, 2017**
- c. Actions Arising (if any)**

#### **61. Strategic Discussion and Board Development**

- a. Actions Arising (if any)**

#### **62. Adjournment**



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**RED DEER LIBRARY BOARD**  
**6:30 p.m. Wednesday, September 27, 2017**  
**Waskasoo-Kiwanis Board Room**

## **MINUTES**

**Present:** Councillor Tanya Handley, Jim Taylor, Lionel Lustgarten, Vanessa Gilbertson, Colleen Nederlof, Judy Clark and Christina Wilson (CEO)

**Regrets:** Mark Waters and Anita Thomas

### **Welcome & Chair's Remarks**

Jim called the meeting to order at 6:28 p.m

### **Conflict of Interest Declaration**

There were no conflicts of interest to declare.

#### **47. Approval of Agenda**

**MOTION:** To approve the agenda.

GILBERTSON / HANDLEY / CARRIED

#### **48. Approval of Minutes from June 28, 2017 Board Meeting**

**MOTION:** To approve the Minutes of the June 28, 2017 Board Meeting.

GILBERTSON / NEDERLOF / CARRIED

#### **49. Acceptance of CEO and Managers' Reports and Statistics**

- Question raised regarding the variability of the Daisy CD statistics which is due to the size of the collection, the type of CDs available and that they can be borrowed by those unable to use conventional print.
- A comment was made that the Dawe Branch programs are doing very well. Christina agreed, and also explained that in general, library programs across Alberta have increased in popularity. The Board also commended programming staff on their creativity, as is evident in the hiding sharks around the library to promote the Red Deer Reads program.
- Further to her report, Christina spoke about the importance of the Adult Literacy Program and how beneficial it has been to improving the lives of participants, particularly Syrian refugees, and, as Alla Mysko-Henke, Manager, Adult Literacy explained in her report, this is true of all programs like this across the Province of Alberta. In addition, Christina explained that the program outcomes are closely tracked by the Provincial Government, which requires in depth statistics, which Alla and her staff provide.
- A Board member commended the Trail Tales program, explaining that even her older child enjoys Trail Tales, showing the successfulness of this program for all ages.
- The Board praised the Summer Reading Club Coordinators for a very successful Summer Reading Program. The Board was particularly impressed with the launch and wind up parties as well as the idea to tie the Solar Eclipse in with their programming.

**MOTION:** To accept the CEO and Managers' Reports and Statistics as presented.

HANDLEY / LUSTGARTEN / CARRIED

## **50. Report from Planning and Finance Committee**

### **a. Approval of the June 30, 2017 Financial Statements**

- Christina explained that the \$288,932.58 under Department Equipment on the Statement of Operations relates to the capital grant provide by the city of Red Deer for Level 2 renovation expenses as well as the Timberlands Branch signage so this will even out with reimbursement from the City.

**MOTION:** To approve the June 30, 2017 Financial Statements as presented.

GILBERTSON / NEDERLOF / CARRIED

### **b. Approval of the July 31, 2017 Financial Statements**

**MOTION:** To approve the July 31, 2017 Financial Statements as presented.

GILBERTSON / NEDERLOF / CARRIED

### **c. Approval of the August 31, 2017 Financial Statements**

- Note that salaries and benefits are under budget, even with the CUPE/CULA increment that was given in July following the budget plan for this line. That being said, this will change slightly in October when the provincially mandated minimum wage increase takes place, which will affect our Page wages. In addition to our current very positive position, we have just renegotiated our Blue Cross benefits package, which will result in a 2% decline in the cost of the employer paid portion starting November 2017.
- Marketing is over budget as it contains costs from the retainer fee paid to the consulting firm for the CEO search and the free library card promotions.
- The Board asked if reserve funds should be shown on the monthly financial statements, and Christina explained the statements show operating budget amounts. The reserve funds are only shown in the audited financial statements.

**MOTION:** To approve the August 31, 2017 Financial Statements as presented.

GILBERTSON / LUSTGARTEN / CARRIED

### **d. Actions Arising**

- The Planning and Finance Committee recommended that the Downtown Branch be closed on Sunday December 24, 2017 and Sunday December 31, 2017 (since the Dawe and Timberlands branches are already closed on Sundays). The Board discussed and agreed.

**MOTION:** To approve the closure of the Downtown Branch on December 24 and 31, 2017 as recommended by the Planning and Finance Committee.

GILBERTSON / NEDERLOF / CARRIED

## **51. Report from Personnel and Administration Committee**

### **a. Actions Arising**

- The Personnel and Administration Committee brought forward Policy 5.6 Print Disability and Policy 9.14 Employee Recognition for approval. Policy 5.6 was changed so that the wording was more concise, but as a legislated mandatory policy, it is much the same. Policy 9.14 combines

previous policies 9.14 Long Term Employee Recognition and 9.17 Recognition for Departing Staff Members. A committee made up of several managers worked together to combine these two policies to make one concise policy and to reference recognition in the CUPE agreement. Anniversary date and other terms used to describe long service, we made consistent.

**MOTION:** To approve Policy 5.6 Print Disability with changes as presented.

HANDLEY / LUSTGARTEN / CARRIED

**MOTION:** To approved Policy 9.14 Employee Recognition with changes as presented.

HANDLEY / GILBERTSON / CARRIED

- The Committee informed the Board that they would like to move *in camera*.

**MOTION:** To move to *in camera* at 7:08 p.m.

LUSTGARTEN / NEDERLOF / CARRIED

**MOTION:** To move out of *in camera* at 9:01 p.m.

LUSTGARTEN / GILBERTSON / CARRIED

**MOTION:** To approve the CEO Contract as discussed and amended *in camera*.

NEDERLOF / CLARK / CARRIED

**MOTION:** To approve the expenditure of funds for applicant travel for CEO Search interviews.

NEDERLOF / LUSTGARTEN / CARRIED

- Councillor Tanya Handley left during the in camera session at 7:45 pm.
- Discussion regarding the date of the second round of interviews, which will likely take place at 10:00 am on October 23, 2017.

## 52. Information Items

### a. Correspondence

- Christina presented the Board with a proposal from Red Deer Public Library Social Committee. The Committee requested \$500.00 from the Board to help fund the annual Christmas party taking place on November 25, 2017 as well as other positive workplace initiatives throughout the year. The Board discussed and agreed to grant the Social Committee the requested amount of \$500.00.

**MOTION:** To approve the Social Committee's request for funding of \$500.00.

GILBERTSON / NEDERLOF / CARRIED

- Christina requested Board approval to appoint the CEO, Red Deer Public Library as the proxy for The Alberta Library (TAL), in keeping with recent changes to TAL's articles of association.

**MOTION:** To appoint the CEO, Red Deer Public Library, as the proxy for The Alberta Library.

LUSTGARTEN / NEDERLOF / CARRIED

## 53. Strategic Discussion and Board Development

### a. Advocacy

Discussion regarding the Boards role in advocating during the library during the municipal election. Christina explained that Bonnie Marchuk, Adult Services Library Assistant, is coordinating the Library's involvement with the election, and is keeping a binder of questions and answers. The Board would like to post the questions and answers to the website.

The Board recognized and thanked Councilor Tanya Handley for her participation and assistance to the Board the past year.

**54. Adjournment**

Vanessa motioned to adjourn at 9:18 p.m.

Approved: \_\_\_\_\_  
Jim Taylor (Chair)

## **CEO's Report – September 2017**

### **Satisfy Curiosity**

On Friday, September 22, along with all Library Staff, I participated in our annual Staff Development Day, held at the Dawe Branch. This year's theme "At Your Service" featured Red Deer College Library staff and social media maven, Ann Marie Watson, presenting on social media tips for libraries and an in-depth training session on our "social" catalogue, provided by Bibliocommons staff. In addition, library staff themselves showcased their own unique skills and talents with activities, intellectual, physical and cultural. Other notable events included acknowledging Dorine Lewis with a long term service award for her ten years of service working for the Member Services Department. Our intrepid United Way Committee (Kareena Fulton and her many helpers, Tatiana Tilly and I) raised funds and brought joy by providing nutritious and delicious snacks for the break. For me, it was a rewarding RDPL Staff Development Day and, as my last one, the impressions of the day and the staff's enthusiastic enjoyment will also be lasting.

The following Monday, I was pleased to be a co-presenter at Parkland (Regional) Library Systems (PRL) annual Development Day, held at the Lacombe Memorial Center. In collaboration with Rhonda O'Neil, PRLS Consultant and Rebecca Jones, Brampton Public Library (via Skype), we presented a half-day session to approximately 40 library directors and library board trustees serving surrounding area public libraries on using outcomes measures to achieve change in public libraries. We hope to present this session again at the Alberta Library Conference in Jasper, 2018.

### **Welcoming Space (Physical and Virtual)**

We continue to improve spaces at our branches. Two key projects undertaken this month were system-wide migration to Windows 10 (detailed further in the Managers' reports) and the development of the Level 2 furniture needs. Both meet our Plan of Service goals: digital services learning and working towards improved physical and virtual spaces. Linnea Lawton, Manager, Digital Literacy, introduced all staff with a Windows 10 introductory tutorial and provided the Level 2 project team (Jodi Crompton, Group2 Architects, Briana Ehnes, Manager, Adult Services, Cory Stier and me) with a digital literacy vision document to assist with furnishing this part of Level 2. Furniture goals for Level 2 are durability, attractiveness, functionality and mobility so that the area can be used for multiple purposes, including comfortable seating, accommodating technology (personal use and library-provided) and allowing for work spaces that can be both collaborative and individual.

The Downtown Branch was much less welcoming, accessible and functional due the elevator being out of service for almost 2 weeks. While there were no safety issues with the elevator, which was completely inoperable, it meant that visitors and staff had to use the stairs to access public washrooms (lower floor and Level 4), Adult and Teen program spaces (Kiwaniis Gallery, Snell Auditorium, the mezz and Waskasoo Board room) public access computers and all of the Adult and Teen collections. The elevator is used to transport people to the 4 levels of the Downtown Branch, but also library materials and equipment, affecting the efficiency of library operations. Library staff, community partners and library customers must be congratulated for coping so well during this time. Refurbishing the Downtown Branch elevator is one of the Library's 2018 capital funds requests to the City of Red Deer. In addition, we have submitted an application for federal government funds under an accessibility grant program. Many community groups supported the Library's request, underscoring the importance of a reliable and functional elevator for assisting our visitors in using the multi-storey, Downtown Branch.

### **RDPL by the Numbers:**

The library use figures for September, 2017 are affected across the board by the closure of all branches due to Staff Development Day (SDD). In 2016, SDD took place in November. In addition, the lack of elevator access to Downtown library collections, spaces and services (such as Adult reference) affected use. At the Dawe Branch, the community centre-side gate counter was out of service, affecting the visitor counts. Despite these issues which chiefly affected materials circulation and reference questions, September's visits (physical and virtual), program attendance and public access computer use are fairly positive in all locations. Worth noting is the 40% increase in memberships, both new and renewed, likely due to the free Adult resident card program that was launched on July 1 as a Canada 150 celebratory program. Teen and Childrens' cards are free and will continue to be free in 2018.

## Library Statistics – September 2017

	Sept 2017	Sept 2016	% Difference	2017 YTD	2016 YTD	% Difference
<b>CIRCULATION</b>						
<b>Total Circulation</b>	71,817	80,737	-11.0%	655,307	699,811	-6.4%
<b>Adult Materials</b>	35,197	39,967	-11.9%	312,993	356,653	-12.2%
<b>Paperback</b>	1,499	1,720	-12.8%	13,318	15,694	-15.1%
<b>Fiction</b>	4,947	5,078	-2.6%	44,863	48,773	-8.0%
<b>Non-Fiction</b>	3,583	3,850	-6.9%	34,910	37,901	-7.9%
<b>Large Print</b>	1,390	1,626	-14.5%	10,135	12,184	-16.8%
<b>Teen</b>	2,365	3,141	-24.7%	21,557	27,210	-20.8%
<b>Audio-visual</b>	16,051	19,109	-16.0%	141,582	170,009	-16.7%
<b>Magazines</b>	780	954	-18.2%	7,635	8,727	-12.5%
<b>Other Languages</b>	17	17	0.0%	628	380	65.3%
<b>Daisy CDs</b>	66	72	-8.3%	447	881	-49.3%
<b>eBooks</b>	4,297	4,174	2.9%	36,278	34,668	4.6%
<b>Children's Materials</b>	16,655	17,574	-5.2%	151,578	167,916	-9.7%
<b>Paperback</b>	1,946	1,593	22.2%	16,376	15,232	7.5%
<b>Non-Fiction</b>	1,257	1,395	-9.9%	12,858	14,152	-9.1%
<b>Other Languages</b>	369	414	-10.9%	2,997	3,061	-2.1%
<b>Fiction</b>	1,332	1,314	1.4%	12,939	13,366	-3.2%
<b>Easy</b>	6,442	7,256	-11.2%	59,217	61,881	-4.3%
<b>Audio-visual</b>	4,726	4,973	-5.0%	41,726	50,356	-17.1%
<b>Magazines Comics</b>	381	405	-5.9%	3,172	4,611	-31.2%
<b>eBooks</b>	202	224	-9.8%	2,293	5,257	-56.4%
<b>Timberlands Circ</b>	7,578	6,938	9.2%	67,459	59,126	14.1%
<b>Dawe Circulation</b>	12,387	16,258	-23.8%	123,277	116,116	6.2%
<b>Visits-</b>						
<b>Timberlands</b>	4,703	4,666	0.8%	43,053	42,262	1.9%
<b>Downtown</b>	30,352	27,778	9.3%	219,473	238,593	-8.0%
<b>Dawe</b>	12,486	13,680	-8.7%	119,149	119,935	-0.7%
<b>Website Visits</b>	71,288	66,389	7.4%	640,695	641,473	-0.1%
<b>Total Visits</b>	114,126	107,847	5.8%	979,317	1,000,001	-2.1%
<b>Interlibrary Loans</b>						
<b>ILL In</b>	384	500	-23.2%	4,150	3,905	6.3%
<b>ILL Out</b>	202	226	-10.6%	1,640	2,133	-23.1%
<b>Total</b>	586	726	-19.3%	5,790	6,038	-4.1%
<b>New Memberships</b>	1201	830	44.7%	7,268	7,736	-6.0%
<b>Renewals</b>	181	165	9.7%	1,478	1,564	-5.5%
<b>Total</b>	1,382	995	38.9%	8,746	9,300	-6.0%



	Sept 2017	Sept 2016	% Difference	2017 YTD	2016 YTD	% Difference
<b>REFERENCE</b>						
Adult Total	5,317	6,757	-21.3%	49,474	61,383	-19.4%
Juv Total	1,756	1,545	13.7%	14,248	16,304	-12.6%
Timberlands Total	750	565	32.7%	7,274	5,778	25.9%
Dawe Total	1,270	1,226	3.6%	12,673	10,109	25.4%
<b>Total Ref</b>						
Questions	9,093	10,093	-9.9%	83,669	93,574	-10.6%
Database Queries	932	1,849	-49.6%	11,259	17,115	-34.2%
Total Questions	10,025	11,942	-16.1%	94,928	110,389	-14.0%
<b>PROGRAMS</b>						
Teen Programs	9	0			0	
Adult Programs	9	17		86	148	
Adult Attendance	216	220		1,765	1,898	
Teen Attendance	88	0			0	
Youth Programs	29	41		364	399	
Youth Attendance	615	744		7,439	11,883	
TL Programs	85	58		775	651	
Dawe Programs *	71	85		1,050	715	
Dawe Attendance	1,366	1,497		21,343	14,827	
TL Attendance	1,811	1,202		14,854	13,382	
Total Lib Programs	203	201	1.0%	2,315	1,913	21.0%
Total Attendance	4,096	3,663	11.8%	45,749	41,990	9.0%
<b>VOLUNTEER HOURS</b>						
Friends	85	34		507	374	
Library *	611	727		7,030	7,260	
Library Board	58	43		465	410	
Total	754	804	-6.2%	8,002	8,044	-0.5%
<b>PUBLIC INTERNET</b>						
Timberlands	514	292		3,875	2,833	
Adult Sessions	3,519	2,746		26,464	25,405	
Youth Sessions	711	644		6,133	4,182	
Dawe Sessions	1,829	1,239		14,901	10,252	
Total Sessions	6,573	4,921	33.6%	51,373	42,672	20.4%
<b>* Includes Adult Literacy Stats</b>						
Tutors	170	150	13.3%			
Hours	538	682	-21.1%	6,232	6,159	1.2%
Students	288	254	13.4%			
Hours	551	800	-31.1%	6,888	6,278	9.7%

## Managers Reports – September 2017

### I. Create Young Readers: Early Literacy

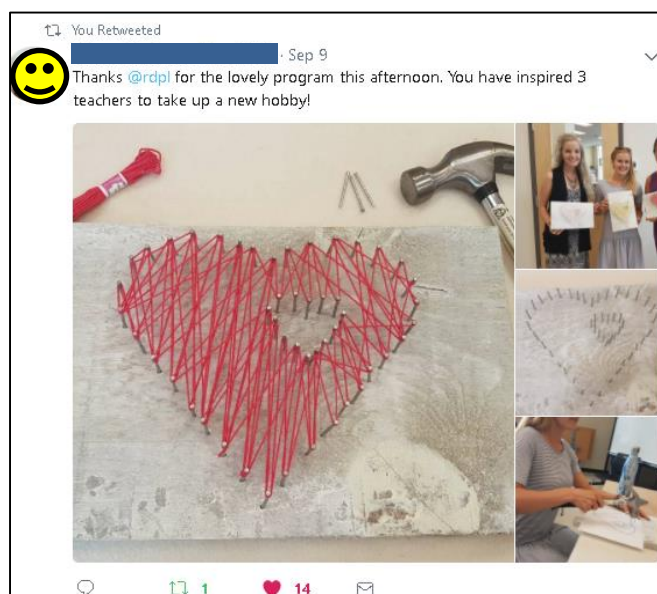
#### ***RDPL Activity / Outcome for this period:***

- The Canada 150 children’s TD Summer Reading Club wound up on September 16, the final day for children to claim their book prizes for reading over the summer. The prevailing comment from our survey was how much parents and children loved receiving a book as a prize, rather than a tiny plastic incentive. Thanks to the assistance of the generous Friends of the Red Deer Public Library and Nova Chemicals, we gave away close to 500 books since June.
- Red Deer Public School District has jumped on board with our 1000 Books Before Kindergarten program. The District has purchased books specifically for their school population and are promoting it with parents who have children in pre-kindergarten and are not yet 6 years old in kindergarten to boost the literacy rate of children entering the public school system. Parents must bring in or mention a coupon given to them by the school, at any of our branches, and we will register them for the program and give them one of the books the District has purchased. Rachelle McComb, Youth Services Library Assistant, was the catalyst for this partnership and we are thrilled to be a part of the RDPSD literacy mandate.
- The Dawe Branch successfully debuted two new ongoing preschool literacy programs in September: Puppet Fun and Stretch and Story Fun. Both programs, led by Anna Wolkowski, Dawe Branch Library Assistant and Lucinda Sheardown, Dawe Branch Library Assistant, respectively, have been attended very well and help to develop early physical literacy in addition to the more traditional story component of a library storytime.

### 2. Express Creativity: Create and Share Content

#### ***RDPL Activity / Outcome for this period:***

- P.S. I Made That, a popular adult crafting program put on by Claire Brown, Timberlands Branch Library Assistant, started up again for the season. September’s project was “String Art,” and each of the 15 participants left with a beautiful handmade project to take home. A number of participants showed off their projects on social media, including an appreciative group of teachers (pictured below).



### 3. Satisfy Curiosity: Lifelong Learning

#### ***RDPL Activity / Outcome for this period:***

- In the month of September, the Adult Literacy Program registered 11 new learners and 9 new tutors. The program matched 14 pairs.
- Adult Literacy offered a variety of classes: Conversation and Vocabulary, Speechcraft (in collaboration with Toastmasters), International English Language Testing System (IELTS), and Basic Computer Skills for Refugees. 49 learners are currently enrolled in these classes.
- On September 7, the Dawe Branch in collaboration with Adult Literacy, held The Human Library: Don't Judge a Book by Its Cover evening to celebrate International Literacy Day (pictured right). The purpose of this event was to promote dialogue, reduce prejudices and encourage understanding about diverse members of the Red Deer community. A German Canadian and a French Canadian shared their stories as well as other speakers from Syria, South Sudan, North Korea, India, Italy, Russia, Ukraine and Guatemala. Listeners were also able to meet a Canadian who has travelled to every province, lived in all three territories and spoke about Canada's North. This event gave Red Deerians the opportunity to learn something new as well as connect with others in the community. 13 "Living books" and 20 "learners" attended the event.
- Linnea Lawton, Manager, Digital Literacy began offering a weekly Tech Help Drop-In program at the Downtown branch, targeted at patrons who have more complicated technical issues or require more intense, personalized help. The program attracted 21 attendees in its premier month with an average of 6 attendees and 12 advanced questions solved per session.



### 4. Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

#### ***RDPL Activity / Outcome for this period:***

- Adult Services, Adult Literacy, and Youth Services combined forces to promote free library cards and library service on the Diversity Stage in City Hall Park as part of Alberta Culture Days. Priscilla McLaughlin, Adult Services Library Assistant, promoted Red Deer Reads (RDR) by reading a passage from the winning title, *We're All In This Together* by Amy Jones, Alla Mysko-Henke, Manager, Adult Literacy Program, spoke about her programs, and Shannon Lirondelle, Youth Services Library Assistant and Jill Griffith, Manager, Youth Services, performed two

puppet shows promoting free library cards and services at all branches of RDPL. We also gave out “swag” including copies of the RDR book, Canada 150 bags, and t-shirts.

- The Dawe Branch held its annual Scholastic Fair and was able to keep \$1600 worth of high interest materials as commission payment for the fair from Scholastic.

## 5. Visit a Comfortable Space

### *RDPL Activity / Outcome for this period:*

- The Dawe Branch relocated some special collections to make it easier for students and public to find them. The Wade Courtice Reading Pals Memorial collection ([https://rdpl.bibliocommons.com/search?custom\\_query=no%3A\(%22Wade+Courtice+Reading+Pals+collection%22\)&suppress=true&custom\\_edit=true](https://rdpl.bibliocommons.com/search?custom_query=no%3A(%22Wade+Courtice+Reading+Pals+collection%22)&suppress=true&custom_edit=true)) now has a special place at the Branch and emerging readers can now find engaging materials that cater to different reading needs in one place.

## 6. Other

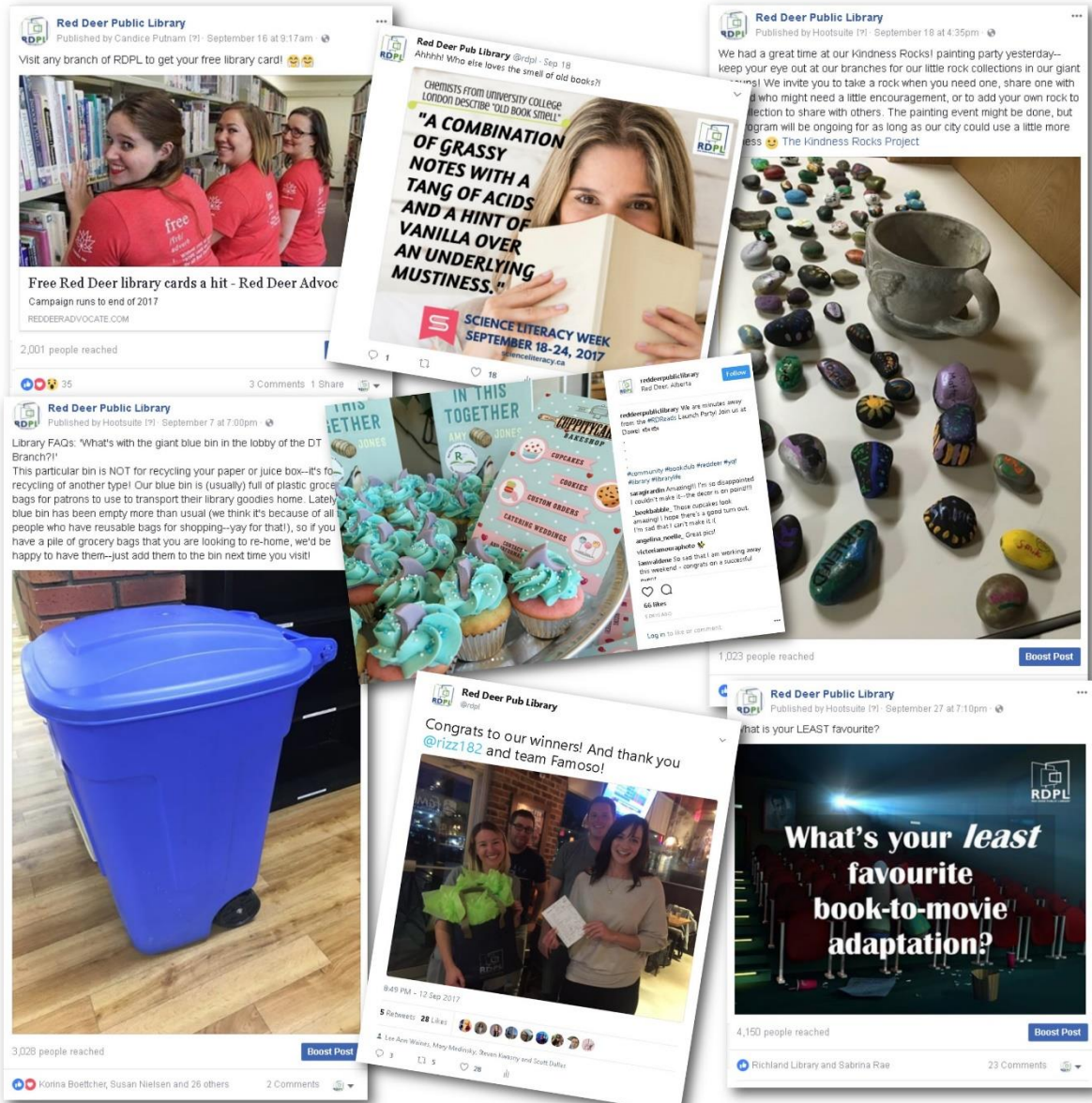
- In order to accommodate the needs of learners on the waitlist, the Adult Literacy Program focused on Volunteer Recruitment this month. Alla Mysko-Henke, Manager, Adult Literacy Program, promoted volunteering with the program at the Farmers’ Market. This opportunity was co-sponsored by Volunteer Central and connected the program to many community members. Adult Literacy also hosted a Community Information session on September 12. As a result, 9 registered as new volunteers and many have expressed interest in the program.



- The annual Red Deer Public Library Staff Development Day (SDD) was held on September 22 at the Dawe Branch Library. The theme was “At Your Service” and saw staff presenting approximately 10 sessions to staff. We have a wealth of knowledge among RDPL staff, and it was amazing to see presentations as varied as Chair Yoga and Alcohol Ink on Tiles demonstrating art to relieve stress, social media, diversity, Victim Services information and the power of positive thinking, among others. The United Way Committee provided goodies as a fundraiser, as well as a 50/50 draw, and the SDD Committee provided a delicious BBQ lunch. It was a great model and hopefully we can replicate it in the future. We thank the Board for the opportunity to have this full day of learning and connecting with co-workers across the branches.



- Staff from the Timberlands and Downtown Branches teamed up to put on a Canada 150 Trivia Night at Famoso Pizzeria. Ten teams of up to four people participated, and the event was well-received by all involved! We look forward to the possibility of future pub trivia nights at Famoso.
- The Social Media Team found interesting ways to promote library programs, free library cards, and Red Deer Reads in the month of September on Facebook, Twitter, and Instagram (see image below for some examples). In addition, our Facebook fans had a lot to say about their *least favourite book-to-movie adaptations*! Check out the comments on the September 27 Facebook post to find out what everyone had to say.



- The caring workers from Nova Chemicals came to the Dawe Branch again this year to renovate and redesign our stationary puppet stage to meet the Branch needs. We are very thankful and delighted to have a puppet stage that will allow us to deliver comprehensive puppet shows to

the public and classes. The stage is now on wheels, sporting two options for different backgrounds, has shelves on both sides and easy clip-ons for puppets used in a show.

- In July 2017, full-time Cataloguing Specialist, Sharlene Garden, retired after 29 years of service to Red Deer Public Library, and part-time Cataloguing Specialist, Tuyet (Sue) Choi, filled the full time vacancy in Technical Services. In September 2017, Jillian Metchooyeah, a past Member Services employee and Page, was hired as the new part-time Cataloguing Specialist in Technical Services.
- IT Services Specialists Robert Bastell, D'Lane Reiswig, and Jared Hoppus successfully migrated the entire organization to the latest versions of Windows (10) and Office (2016) in September. It may sound like a simple thing to do an upgrade such as this (File, click, Upgrade to Windows 10) but there is a ton of work that goes on in advance of an upgrade like this in an organization our size. There was a great deal of research and learning that was done in preparation to ensure that everything would work optimally in a networked environment. This was followed by upgrades to all the behind the scenes computer architecture (servers, etc...). And then a great deal of testing was done to minimize the amount of potential issues that might occur (although there always ends up being something that comes up when you go live in the real world). Planning, training, and document development were also a large part of the process. And finally there's the time put in to do the actual upgrade, all of which occurred outside the operating hours of the library, so that they could minimize the amount of down time required preventing everyone from doing their jobs. All in all, the IT Services team has been working toward this week for well over 6 months now and have done a fantastic job in rolling out this new software.