

**FREDERICK COUNTY PUBLIC LIBRARIES BOARD OF TRUSTEES  
MINUTES OF MEETING  
SEPTEMBER 4, 2019**

The Frederick County Public Libraries Board of Trustees Meeting convened at 7:00 p.m. on September 4, 2019 at the C. Burr Artz Library, Frederick, Maryland.

**BOARD MEMBERS PRESENT:** J. D'Agostino, C. Greenway, G. Laugelli, M. O'Leary, C. Smith, K. Spertzel, and S. White.

**BOARD MEMBERS ABSENT:** County Liaison, J. Donald.

**STAFF PRESENT:** J. Kelly, Director; S. McDuff, Associate Director; C. Hall, Associate Director; J. Vogel, Youth Services Coordinator; S. Lauchner, Coordinator – Library Collections; J. Marshall, Manager-Systems; B. Hissong, Community Services Coordinator; B. McDermott, Finance Manager; J. El-Zeftawy, Communications Manager; C. Brohawn, Project Coordinator; B. Heltebridle, Branch Administrator – C. Burr Artz Library; B. Bradley, Branch Administrator – Middletown Library; J. Diaz, Branch Administrator – Brunswick Library; R. Frecker, Branch Administrator – Walkersville Library; T. Lebherz, Branch Administrator – Urbana Regional Library/Point of Rocks Library; M. Currens, Branch Administrator, Myersville Library; A. Whitney, Branch Administrator – Thurmont Regional Library/Emmitsburg Library; A. Moser, Assistant Branch Administrator – C. Burr Artz Library; L. Branson, Circulation Supervisor – C. Burr Artz Library; and L. Tibbs, Recording Secretary.

**CITIZEN REMARKS:** None.

**APPROVAL OF MINUTES:** G. Laugelli made a motion to approve the Minutes from June 5, 2019; seconded by M. O'Leary. No further discussion. VOTE: Unanimous.

**CHAIR'S REPORT:** C. Smith noted that it has not been a quiet summer at Frederick County Public Libraries. She welcomed three new members of the FCPL Board Trustees, Jenny D'Agostino, Karyn Spertzel, and Suzette White. Ms. Smith encouraged everyone to introduce themselves to the new board members.

Thereafter, Ms. Smith noted that the opening of the Myersville Library was amazing. The place was wall-to-wall people. She added that she was very impressed with staff and they were busy the entire time helping people. She thanked Marian Currens and her staff and all library staff for

their hard work.

Ms. Smith also thanked Janet Vogel for the successful summer reading program. Members of the FCPL Board of Trustees were invited to a Frederick Keys game and enjoyed a delicious buffet luncheon.

## **DIRECTOR'S REPORT:**

**a. FCPL – Update:** Mr. Kelly, on behalf of library staff, welcomed the three new board members and thanked them for their service on the Board and to the community.

He thereafter noted that although the FCPL Board of Trustees do not meet in July or August, these are some of our busiest months at the branches.

The opening day at the Myersville Library was very successful. He thanked those members of the FCPL Board of Trustees who attended the ribbon cutting. He also thanked FCPL staff who worked behind the scenes to make sure all of the little details were taken care of leading up to the ribbon cutting and making sure that everything was perfect. He added that he has heard nothing but good things from the community.

Mr. Kelly advised that now that the Myersville Library is open, we no longer have a need for bookmobile service in that community so we have had an opportunity to select a new bookmobile stop. He thanked Chris Long, bookmobile driver, and our Community Services Manager, Bryan Hissong for electing to place a new bookmobile stop near Waverly Elementary, north of the Golden Mile. This service will start on Tuesday, September 10, 2019. This stop is in addition to the bookmobile stop near Hillcrest Elementary. Staff will be handing out tote bags that day as well. He noted that, as was recently discussed at the Board Retreat, the community in West Frederick is under-served. These two bookmobile stops allow FCPL to increase library service while undertaking the process of advocating for a new library to be added to the County's Capital Plan.

Since the June meeting, FCPL has completed another successful Summer Challenge program. He noted that many of you may have seen yesterday's Facebook post which noted that FCPL had over 11,000 participants who read more than 4 million minutes combined. FCPL's dedicated staff worked in collaboration with many community partners to help make this program a success. A more comprehensive report on the Summer Challenge program will be heard at next month's meeting.

Thereafter, Mr. Kelly noted that some of you may have read an article in The Frederick News-Post that the County commissioned a new 14-acre solar array at the Reichs Ford Road Landfill. Through a process called net metering, electricity from the solar array is sent to Potomac Edison's power grid. This generates credits which offset the cost of power at other county

facilities. Among the facilities the County has selected to benefit from this project are three libraries - Urbana, Emmitsburg, and the C. Burr Artz Library. Through net metering, these three libraries are running on 100% renewable energy. He added that FCPL is very excited to be a part of that program.

Mr. Kelly noted that last summer he advised that the Enoch Pratt Library in Baltimore had decided to do away with fines. Since the last meeting in June, three more library systems have made similar announcements. Calvert County Libraries made an announcement about two weeks ago that they were going fine-free. Loudoun County made an announcement last week that they are also going fine-free. And, yesterday, Caroline County Libraries made an announcement that they were going fine-free. This follows a nationwide trend but Mr. Kelly thought it was particularly noteworthy since these examples are in our own backyard.

Mr. Kelly thereafter reviewed some statistical highlights. He noted that June 30, 2019 marked the end of Fiscal Year 2019. Visits for the year were up 23% (2.3 million visits total). Circulation topped 3 million for the first time in our history. E-content circulation accounted for 28% of the total circulation figure, which is another record. Program attendance was up 10% for the year.

Thereafter, Mr. Kelly reviewed July, 2019 figures. July is the first month of the new fiscal year so it is a little premature to start making predictions about trends. Visits, circulation and registrations are all up for the month of July. In addition, program attendance was up. J. Vogel advised that this is likely because of our highly successful Apollopooza program. Mr. Kelly noted that he was surprised by the turn-out given how hot it was that day but the community and our partners loved that program.

**b. CIP/Budget – Update:** Mr. Kelly noted that September is a very interesting time for a budget update, because he will be sharing information about three different budgets.

Fiscal Year 2019 – The County is still posting transactions so we do not have final figures yet. We have been advised that the final numbers should be available by November.

Fiscal Year 2020 – B. McDermott will update everyone on where we are in the Fiscal Year 2020 budget later this evening.

Fiscal Year 2021 – Planning is underway. Director's staff have been meeting with B. McDermott on a bi-weekly basis and reviewing departmental requests. Mr. Kelly added that this work will determine the draft budget that we will be presenting to the Board's Finance Committee for consideration in early January and then we will share this information with the full Board for a vote in February, 2020.

Mr. Kelly noted that FCPL's leadership team had an opportunity to meet with the new head of County Budget, Kelly Weaver. We were able to share trends in library use and challenges in the

revenue outlook. Conversations are ongoing and my goal, as always, is to make incremental steps toward a more stable and sustainable funding model for the library system.

Mr. Kelly thereafter noted that the big news related to the CIP is our Facilities Master Plan. This evening we will hear from HBM, the firm who created the plan. Their findings will help us advocate for county and state support of projects in future years. Mr. Kelly provided members of the FCPL Board of Trustees with a flash drive that contains the complete report from HBM Architects.

Mr. Kelly advised that last week he, Sheila, and Catie had their first meeting on the Fiscal Year 2021 CIP. We discussed projects in the current CIP (Middletown and Linganore) and we also discussed new proposed projects including an expansion of the 2<sup>nd</sup> floor at the existing Point of Rocks facility, a West Frederick City branch to serve the communities north and south of the Golden Mile and a renovation of the C. Burr Artz branch. He noted that these projects are conceivably far beyond the scope of the current CIP, but is never too early to begin discussing them with our County partners.

Mr. Kelly noted that there is a renovation currently in progress at the Point of Rocks branch. It is going well and we plan to reopen the space on September 21, 2019.

Thereafter, Mr. Kelly advised that the City of Frederick is starting work on their long-range planning document. The 2020 comprehensive plan will help guide decisions on land use, transportation, environment and a host of other topics including libraries. He noted that it might be confusing as to why the City is discussing the future of libraries since our libraries are built by the County. This is because if we want to see a new library inside the city limits, advocating for that library as part of the long range plan is a meaningful part of that process. The City may be in a position to give land to the County to build a library branch. Mr. Kelly provided a website for the City's comprehensive planning process: <http://www.cityoffrederick.com/2020compplan>. He noted that the website provides a link to a community survey where you can provide feedback on a wide range of issues and there is an opportunity in the narrative sections to advocate for library services in West Frederick City. In addition, the website also lists 4 upcoming outreach events where the city will discuss the planning process. The website will also be the place to find details about public comment meetings to discuss drafts of the plan as they are released. Mr. Kelly added that as Board members, he knows that advocacy is one of your major roles and this survey is a great way to ensure that your voice is heard.

In closing, Mr. Kelly noted that the next FCPL Board of Trustees meeting will be held the second Wednesday in October (October 9, 2019) instead of the first Wednesday due to a conflict with a MAPLA Conference.

Mr. Laugelli noted that Frederick County just passed Livable Frederick and inquired what effect that will have on our libraries. Mr. Kelly stated that Livable Frederick, as he understands it, is to make sure growth is in opportunity zones. The City of Frederick is doing a ten year comprehensive plan. Livable Frederick is the County's plan. Ideally, those two things will be in

alignment but that remains to be seen until the City's product is complete.

## **NEW BUSINESS:**

**a. Financial Report:** B. McDermott reviewed the latest financial statement which includes data through July 31, 2019. Revenues are at 0% but she noted that we have actually received revenue in the amount of \$26,000 but it has not been posted as yet. The expenditures are at 5%. Grants awarded are currently at 0. Grants submitted are at \$325,000. FCPL has received \$20,356 from donations and other revenue/endowments are at \$45.00. This gives a grant total of \$20,400.

**b. Facilities Master Plan:** Stephanie Shook and Renee Moldovansky of HBM Architects provided an overview of the Facilities Master Plan for FCPL.

They thanked everyone for giving HBM Architects the opportunity to work on the Facilities Master Plan. They noted that it has been a pleasure working with Catie Hall who was a great resource. They added that they worked with James Kelly and Sheila McDuff as well and spoke with all of the Branch Administrators at the various library branches to obtain their input. All of the information was compiled together and developed into four different sections for the recommendations/priorities. The Myersville Branch was not included in the current Master Plan because it was under construction at the time.

It is hoped that the Master Plan will be used as a tool when looking at future projects. Many factors were reviewed including the Strategic Plan. Maryland, as well as National library standards, were used as guidelines. Circulation was flat prior to 2017 but there has been a big jump since that time. There was also a big jump in library visits. Everything is being used across the board which is a good thing. Looking at short term goals, mid-term goals and long term goals, we try to determine if the goals align with our findings. Looking at Maryland itself, the square foot per capital is at .56 and the National figure is at 1.0 square foot per capital. It has gone up over the years because libraries are now incorporating more components such as larger meeting rooms, program rooms, study rooms, etc. FCPL is at .56 so there is room to expand. There is more of a breakdown on this subject in the actual Master Plan. It boils down to what you are looking at for your libraries versus national standards. This changes from branch-to-branch because the communities are different from branch-to-branch.

Priorities are looked at in three different ways. We look at the facility condition, functionality and by magnitude. The C. Burr Artz Library was at the top of each category. Urbana Regional Library is another one that rose to the top. Recommendations were included in our report for each branch. Some of the recommendations are quite long and some are short. It is broken out by construction, furniture, fixtures, equipment, mechanical and plumbing. Not all branches have everything but there is a mixture of recommendations for each branch. Observations were also made at each branch in many different ways including the condition of the building, the flow of

the building, noise levels and a lot of other variables from branch-to-branch. A site by site comparison was done for all of the branches. Surveys from Branch Administrators at the various branches were also reviewed and incorporated into the observations. From these observations, we have included some renovations that may not be too costly to change over. It was noted that the Urbana Regional Library is basically cut in half by the atrium which lets the noise travel between the floors. One of the recommendations is to remove the atrium at the Urbana Regional Library.

A data analysis was made by looking at as much data as possible. We looked at circulation by zip code, age demographics, and visits per square foot. It was noted that although the Urbana Regional Library has a Senior Center in its facility, the Walkersville and Emmitsburg Libraries out-paced Urbana as far as the older population is concerned. There is a lot of information in the final report that will help with any decisions that will be made as far as upgrades, budgets, collections, etc. Impactful programs are on the rise. There are fewer programs but more impactful programs. Computer usage is down in some of the library branches so possibly reducing the number of computers at some of the branches might be a good idea for the future. An analysis was also made of how spaces are being utilized (collections vs. seating areas). Many of the branches are collection-heavy. These are just a few of the recommendations for the future.

As far as under-served areas, we looked at where libraries may be built to be the most impactful to the community.

One of the final components of the report is the cost which is broken down by the magnitude of the work per branch. The costs included construction (which included furniture, fixtures and finishes). There are some renovations that are strictly cosmetic. Major renovations would also include design services, engineering, etc. and they do not fall under the construction cost category but are a part of any project.

Additional information on new branches can be added to the report as things progress.

C. Smith inquired whether the analysis of the Middletown Library was done on the current facility or the planned facility. Mr. Kelly advised that the analysis was done on the current building and the findings will help us advocate for support from the State Library Capital Grant pool and locally.

C. Greenway inquired whether staff provided all the data for the analysis. Mr. Kelly stated that staff from HBM Architects did site visits at each facility and they provided recommendations for each library branch.

Mr. Laugelli noted that he was struck by the depth of the effort. It helps to have other eyes look at what is being done and this can be beneficial. Mr. Laugelli inquired as to where we go from here with this report. Mr. Kelly noted that although we received an overview this evening, the full document is on the flash drive provided to members of the FCPL Board of Trustees. Part of the recommendations will be handled by the Director's staff setting priorities and figuring out

what we can do with our existing budget. Some of the items will need to be put in the capital plan for the County and other things might be submitted to the State Library to try and get construction/design money in order to carry some of these projects forward. As you look at some of the recommendations and costs that are associated with the recommendations, there are some things that FCPL will be able to do on its own and there will be other things that we cannot do on our own.

Mr. Kelly noted that in the case of Middletown, the recommendations that were made are to help us advocate for the new building and not in fixing the problems at the current Middletown location.

Mr. Laugelli stated that he is anxious to look through the entire report. Mr. Kelly stated that the group from HBM Architects was wonderful to work with and they work with libraries nationwide. Some of the recommendations that were proposed, were through the lens of what other systems are doing locally and nationally.

C. Greenway inquired whether this kind of analysis has ever been done before. Mr. Kelly stated that it has not been done before for FCPL. The State agreed to pay for half of the analysis in order for an outside architectural firm to come in and do this kind of assessment for us.

Ms. Greenway further inquired what impact this study will have on the Strategic Plan. Mr. Kelly stated that it should be in alignment with the Strategic Plan. Part of the priorities in the Strategic Plan are about increasing access and sparking excitement so we want to have the facilities that will allow us to do that. Ms. Greenway inquired whether the Strategic Plan has been completed. Mr. Kelly noted that the priorities of the next three year plan were shared at the last meeting. The Strategic Plan that is in place right now is for 3 years and the study encompasses approximately 30 years. The strategy will change but the long range vision will not change every three years. Mr. Kelly added that we would want to build facilities that would provide that flexibility to be able to change over time as community needs and interests change.

Mr. O'Leary inquired whether staff has had a chance to review the recommendations in depth. Mr. Kelly noted that the document was received over a month ago but this is the first meeting that we have had since then to present an overview to members of the FCPL Board of Trustees.

Mr. O'Leary inquired whether there will be any effort to incorporate any recommendations into the current Strategic Plan. Mr. Kelly noted that there are hundreds of recommendations in the report from HBM Architects but using the Strategic Plan as an overlay, it will help us set priorities. We will need to prioritize the recommendations and the Strategic Plan priorities will help us to do that.

J. D'Agostino inquired how much budget is available to implement the recommendations. Mr. Kelly stated that there is very little budget available. Most of what the document is good for is going to County elected officials and State funders and advocating for that money. The State Library oversees a pot of money for capital projects and they are also the ones that funded this

study. They want us to be able to point to an outside firm making recommendations so that when we come to them to ask for capital grants, we can say that the recommendations came from this study.

C. Greenway inquired whether it is a trend for states to be building more libraries. Mr. Kelly stated that it depends on county-by-county. It depends on the growth of a particular county. She further inquired about other states besides Maryland. Again, Mr. Kelly stated that it is difficult to say. In Frederick County, Maryland, libraries have a certain footprint. He further noted that it is how we utilize the existing space and whether there is work to be done. Middletown Library will be a 15,000 square foot facility but how we utilize that 15,000 square feet, is the question. We won't be able to go back and say that we want a 25,000 square foot facility. We need to make the spaces flexible and responsive to the community's needs and try to focus how they might evolve.

Ms. Greenway noted that she thought this sort of presentation was done during a retreat several years ago as well. S. Lauchner noted that she gave a presentation about 7 years ago but it was geared to the space at the old Walkersville Library. Ms. Greenway inquired whether the ideas that were suggested years ago were incorporated into this report. Ms. Lauchner said her presentation was geared to Walkersville Library and we were talking about ways to utilize the space at the old Walkersville Library. When the new Walkersville Library was built, some of the ideas were incorporated into the new facility at Walkersville as well as at the new Myersville Library.

S. White noted that she thinks it is extremely important that we have an independent consultant and that we use our Strategic Plan to overlay with their report. She added that she thinks it is very helpful to FCPL that this firm has worked with other library systems but noted that we will have to adapt the report to FCPL's strategy.

C. Smith inquired about how much planned, future growth in the County was used in making recommendations. Mr. Kelly noted that during discussions we were able to provide information on under-served portions of our community but they also looked at census data to determine changes in demographics.

J. D'Agostino noted that the report from the architects will be a very helpful document when we get to the advocacy part.

M. O'Leary stated that there are many recommendations included in the report and he inquired whether staff has the discretion to prioritize the recommendations. Mr. Kelly advised that we can set priorities with this report as a guide from year-to-year. If we see FCPL's budget picture change and we are able to do some of these things with a less expensive cost, we will jump on those. However, Mr. Kelly noted that there is a laundry list of things that are wrong with the current Middletown Library facility and because we will be getting a new facility shortly in Middletown, that will not be a priority for us. The Middletown Library will go from 2,500 square feet to 15,000 square feet and a lot of the issues will be addressed with the new facility.



Mr. Kelly added that our partners at HBM identified issues and it is up to FCPL to set the priorities locally. There are a lot of things that may cause issues to rise or fall that are on the list. As an example, the new Walkersville Library was recently opened with programming space that is already at capacity on a daily basis. There is a recommendation from HBM to add more meeting space at Walkersville. Mr. Kelly stated that it is not practical from a political standpoint to request that. The lesson, however, is that when we build a new facility at Middletown we need to question if we need as much floor space for collections or do we need to double the space for programming knowing that this is the way folks want to use our libraries now.

C. Smith inquired whether any action needs to be taken by the Board. Mr. Kelly noted that part of our agreement with HBM was for them to make a presentation to members of the FCPL Board of Trustees so that you could hear from them directly and that is what tonight was about.

**c. Fiscal Year 2017-2019 Strategic Plan Assessment:** C. Hall provided a summary of some of the work that was done over the last three years as it relates to the 2017-2019 Strategic Plan. She noted that in Fiscal Year 2016, Mr. Kelly came on board and decided that one of the things he could help with is not only put together a Strategic Plan but look at FCPL's branding. The Strategic Plan that was developed for Fiscal Year 2017-2019 was the first Strategic Plan for FCPL. The Fiscal Year for 2017-2019 laid out three priorities: 1) Inspire a Culture of Learning; 2) Strengthen Community Connection and 3) Cultivate the Library as a Destination.

The first priority – Inspire a Culture of Learning - this was a way to make sure that the work that we are doing is reaching all community members wherever they are and whatever their needs are. She noted that there was a 69% increase in website use. Circulation increased from 2,794,149 in Fiscal Year 2017 to over 3,000,000 in Fiscal Year 2019. There was also a 48% increase in e-content usage. Another thing that falls in this category is FCPL's partnership with Frederick Community College and offering free courses such as history and creative writing. We also brought in high demand speakers such as Jose Andres. In addition, a new logo was created and our website was redesigned.

The second priority – Strengthen Community Connections – this is about who FCPL really is. She noted that she is very proud of the work that FCPL does within the community. FCPL had 1,290 community visits. This number reflects how many times staff were out in the community over the last three years by manning outreach tables, school visits, etc. One of the reasons we decided to do this is because we decided that this was a priority and we put resources towards that. In concert with that, FCPL has over 150 community partners and we are very proud of this. As an organization, we are able to work with our partners for programming. It allows us to be seen as a stakeholder in Frederick. We were able to strengthen our relationship with community partners. FCPL started the Student Success Card which has been very popular. This allows every student in Frederick County to have access to the public library. We also had the opportunity to start new partnerships such as with the Flying Dog Brewery. She noted that FCPL also has 14,201 subscribers to our newsletter. With the newsletter we can get the word out about what we are doing. At the start of the plan, FCPL had 5,000 subscribers and at the conclusion of

the three years we had over 14,000 subscribers.

The third priority was to “Cultivate the Library as a Destination”. This is perfect that it comes on the heels of the Facilities Master Plan because we just heard about all the ways the buildings that house our libraries are so important and making sure the spaces are welcoming. It is important that we provide different ways to utilize our buildings. Branch visits increased 11% during Fiscal Year 2017 – 2019. We also did the “Hello Again” campaign which was the amnesty weekend where we welcomed our customers back. Another way we can tell if people are using our libraries and if we are offering the types of programs people want, is by program attendance. In Fiscal Year 2017 there was a big increase in program attendance and there has been a gradual increase each year. This proves that when you put priorities on something, it makes a huge difference. We are focusing on quality programs, adult programs and big signature events such as The Frederick Speaker Series. She noted that meeting room usage averaged a 14% increase annually. Meeting rooms are used by organizations such as The Girl Scouts, The Lions Club, theater groups, and other organizations that are helping our community.

Ms. Hall noted that at this time we are starting to work on the new Strategic Plan and we will share that work with members of the FCPL Board of Trustees as we move along.

Ms. Smith inquired whether FCPL gets positive feedback from the newsletter as opposed to social media outreach. Ms. Hall replied that she feels it is worthwhile. The newsletter is monthly but we also do some stand-alone newsletters to let people know when we are opening a new branch or a big event is coming up. J. El-Zeftawy uses the newsletter for donor development. She added that we often speak to our readers so we definitely think it is worthwhile. Mr. Kelly noted that by the number of people that stop him in the grocery store and note that they recognize his face from the newsletter, he would say that people are reading the newsletter.

Mr. O’Leary requested a copy of the presentation from this evening be sent to members of the Board. Ms. Hall noted that she will send a copy of the presentation to everyone.

Mr. Kelly introduced Courtney Brohawn who is FCPL’s Project Coordinator. She does all the numbers/calculations for us and he wanted to make sure everyone knows the amount of hard work that goes into everything we ask for her to do. She does the monthly Dashboards and puts together all the statistics for us.

S. White inquired if there were any reasons known why circulation has decreased nationally and why FCPL’s circulation is showing an increase. Ms. Hall stated that there are a lot of reasons circulation is down nationally and some of it has to do with competitors and all the ways people can get information. The library is not always the source for people to go to any longer. FCPL wants to be sure everyone has access. Circulation is only one number in what we do overall. Libraries have not always been very good at telling that part of the story. FCPL is lucky that our circulation is going up but at some point, the national trend will probably catch us.

Mr. Kelly noted that in addition to all of the changes that you have seen, FCPL is pretty nimble when it comes to responsiveness to collections. We are quick to drop databases that are not used. FCPL is lucky that we have an organization that works that way and trying to respond to community needs. Some of the cause for FCPL's climb in circulation is that we are being responsive to what the public wants. FCPL has seen that climb at the same time that we have had to cut collections. FCPL is not able to buy everything that we know that our patrons want. The 3,000,000 circulation number would be much higher, if we had a greater revenue to put towards collections. He noted that we are doing great things with the money that we have but we could do even more, if we could buy more of what people wanted. Ms. D'Agostino stated that she knows that there are statistics regarding electronic materials vs. hardback materials but inquired whether any statistics are done to track by department. Ms. Lauchner and her team review every Dewey class at least quarterly and determine where we need to allocate more money in terms of our collection. Ms. Lauchner noted that DVDs and CDs are trending downward because people no longer have DVD/CD players. She noted that this is where we do shifts in our collections.

**d. Policy Updates:** Ms. McDuff noted that we had some recent discussions about policies and changes and we obtained some feedback from everyone after the retreat. There were additional changes based on those discussions. She noted that she sent out a final draft last week of all of the changes to the policies based on feedback that had been received. She noted that, hopefully, we will be able to get a vote on the proposed policies. Ms. Smith noted that the Board is to vote on reaffirming those policies that had no changes and approve the changes that were discussed. Ms. McDuff noted that the easiest way to do it would be to approve the Manual "as is" in its entirety or it can be approved with some additional changes noted that are not in there at this time.

Mr. O'Leary noted that he spent a good bit of time looking over the Policy Manual before and after the retreat particularly with respect to conduct. He noted that this is the biggest change as far as he is concerned with his analysis. The proposed policy removes specific examples of conduct with more general language. This was discussed at the retreat. Mr. O'Leary stated that he agrees with the general principle but specific types and examples of "misconduct" will continue to occur. In the absence of specific examples of those types of misconduct, he inquired what guidelines or protocols will staff have toward responding to examples of improper conduct. Ms. McDuff noted that we have tried to outline in the general policy that staff are going to address any situation where people may feel unsafe by having a conversation with a particular person. Staff may ask that person to "stop" whatever it is going on. This is the first step – just having a conversation. The real issues come into play when the customer is not abiding by what the staff member has asked them to do. The recommended policy says they have to respect what a staff member asks them to do and, if not, we may have to ask them to leave or ban them from the library. There is no way to come up with a list of all of the things that someone can/cannot do in a public library. FCPL staff are dealing with this every day. Under the current Rules of Conduct, staff are already having these conversations every day. It doesn't matter that the current Rules of Conduct have a list of things because there are other things that need to be addressed.

Ms. McDuff noted the concern and understands that we need to be sure staff will be fair in addressing situations in the most appropriate way. Staff already do that and if they didn't, members of the FCPL Board of Trustees would know about it. Staff are provided with a lot of training on customer service and conflict resolution. What we wanted to do was to make a pretty strong philosophical change on what the Rules of Conduct look like to give staff more lead way in having those conversations and not responding to things that they don't need to respond to. Ms. McDuff stated that we feel comfortable with the way it is written and staff can address the things they need to address in a way that they have been trained to do.

Mr. Laugelli inquired whether the Rules of Conduct have ever been posted publicly. Ms. McDuff stated that the Rules of Conduct are posted in every single library. We have instances when a patron does something and they point out that whatever they were doing is not listed on the Rules of Conduct and tell staff they can't do anything about it. This is precisely what we are trying to avoid. The revised Rules of Conduct will be posted as well but we may do it in a way that shows what our expectations are. Mr. Laugelli stated that he is still not entirely convinced that it has to be either or. Ms. McDuff noted that this policy change came from our staff. Staff feel that the revision to the Rules of Conduct would give them more lead way to handle situations.

Mr. O'Leary noted that at the retreat it was mentioned that this is a component of staff training because one of the concerns at the retreat was the issue of consistency. He asked Ms. McDuff if she could provide details about the training or discussions amongst employees across the entire system that provides consistency from staff member to staff member and from location to location. Ms. McDuff stated that we do our best to provide system expectations to staff members and provide lots of training. One thing to remember is that no staff member ever goes into a tense situation alone. Our staff members work together and work as a team. Having a highly trained staff makes things make things consistent. We are kind and connecting to people. Our goal is to have happy customers that want to come back to the library. Branch Administrators hold staff to high customer service. Ms. McDuff noted that if there is an instance where we think something could have been handled in a better way, we have those conversations with staff. Staff create Incident Reports for many things. Every time we need to make someone leave the building, an Incident Report is created. If there is a conversation with a patron and it goes nowhere and we have to ask someone to leave or we ban someone, we have a whole process for that. If someone is injured, an Incident Report is also completed for that. Ms. Smith inquired whether all of this information is shared with the Branch Administrators. Ms. McDuff noted that administration receives copies of all Incident Reports and bannings of patrons go on the Intranet. We do share banning information with everyone so that all branches are aware because FCPL's policy is if someone is banned from one facility, then that person is banned from all facilities. Ms. McDuff noted that bans start at one day. She added that we try to keep people in the libraries. Mr. O'Leary stated that there is consistency in application even if there is a list or not.

Mr. O'Leary noted that something that is causing him the most is concern is the issue of the unattended child. He inquired that if an unattended child would somehow encounter some peril, what responsibility might the library have for that situation. Ms. McDuff stated that the Code of

Maryland outlines unattended children and the law says what can happen. Library staff are always aware when there is a child that is alone. Staff know exactly what to do, if they are unable to find the parents. It is pretty cut and dry when it comes to the law and staff do call the authorities, if needed. Mr. O'Leary questioned to what degree is library staff expected to act in that situation. He further inquired what guidelines employees have for that situation. Ms. McDuff asked Mr. O'Leary if he was asking how staff address a situation when a child is left alone in the library or how do we address the behavior issue of a child who is alone and unattended. Mr. Laugelli stated that when you work in a place day after day, you visually get a sense as to what is normal and what is not normal and staff become acutely aware of what is going on. Ms. McDuff advised that the practice follows what is in the Code and we expect that everyone will be comfortable and safe. If a situation presents itself that makes staff become involved with a child, the first question asked would be "Where are your parents?" If the parent is not there, staff would deal with that situation (how to locate the parents, etc.). The other part is that staff have to abide by State and local laws. She added that staff deal with behavior issues involving children every day and relatively frequently children are left alone in the library. Staff have had to deal with issues such as the parent not arriving before the library closes to pick up their children. At that point, a sensitive conversation takes place with the parents wherein staff advise the parents that they would need to call the authorities after a certain period of time, if the child is not picked up. Mr. O'Leary stated that he just wanted to bring this issue up due to liability and responsibility issues. Mr. Laugelli inquired whether the general guidelines cover staff sufficiently, if someone would challenge the library. Ms. McDuff stated that generally what staff are dealing with is not legally actionable subjects. Staff are not typically denying access to the library for an extended period of time, however, if it is for an extended period of time, it is done in conjunction with a local law enforcement agency. She further noted that if a patron is banned and they don't think it is justified, the patron normally contacts her or James Kelly and we will have a conversation with the patron at that time. Mr. Laugelli stated that the bottom line is that staff would like to give this a shot.

C. Greenway made a motion to accept the policy updates as written; seconded by K. Spertzel. Mr. Laugelli noted that the one change that sticks in his head is the recommendation to waive fines of children. There doesn't seem to be any hard and fast numbers to go by. He added that he thinks the members of the FCPL Board of Trustees should have the right to expect metrics to analyze the success and impact of this policy. He thinks a baseline should be established and then review this in a year. Mr. Kelly stated that it is difficult to quantify that and that it is a philosophical decision vs. the practical implications of the fines. Mr. Kelly noted that 41% of children in Frederick County that entered kindergarten did not have the skills they needed to be successful. FCPL is a big part of the help with early literacy and we are trying to improve access to materials. The children that get fines cannot always bring the books back. Mr. Kelly stated that this is philosophically, in his opinion, the right thing to do. The question that has been asked as to data would require a pilot of some kind. We would not have to have fines for six months and then be able to come back with a projection to say this could be implications in the long terms of revenue. He stated that he thinks it is the right thing to do and then deal with the revenue side separately. Mr. Laugelli added that the policies are reviewed every year by members of the FCPL Board of Trustees and they should be able to inquire as to how things are

going. K. Spertzel noted that this is being done to increase circulation for children and inquired if there is any way that we can tell over a six month period (once it has been advertised), that there is an increase in circulation or participation by people with children. Mr. Kelly stated that we should be able to track whether certain circulations went up in a given time period. Mr. Kelly inquired of Mr. Laugelli as to whether regular updates should be provided. Mr. Laugelli stated that philosophically, if a change is to be made to make an improvement, you should be able to quantify that this has changed for the better. Ms. Smith stated that since we reaffirm the policies every year, whenever we make a change to a policy in the prior year, perhaps we could look at the impact of any changes.

VOTE: Unanimous.

**e. Holiday Schedule:** Mr. Kelly advised that the proposed 2020 holiday schedule follows the County holiday schedule and no changes have been made from last year. The last change we made was three years ago when we brought before the board to close the library on Columbus Day for Staff Day and there have been no other changes since then.

M. O'Leary made a motion to approve the 2020 holiday schedule; seconded by G. Laugelli.

VOTE: Unanimous.

**f. Library Board Committee Assignments:** Ms. Smith noted that we have two standing committees: The Evaluation/Nomination Committee and the Finance Committee. Typically, we have new board members sit on the Finance Committee. This year we cannot do that because then we would not have a veteran board member on the Finance Committee. One of the tasks that the Evaluation/Nomination Committee was asked to take on this year is to take a look at the director evaluation process. Members of the FCPL Board of Trustees review the director's performance annually. Ms. Smith noted that we have received some models from other boards that are used. Ms. Smith asked George Laugelli to chair that committee since we will have a vacancy on the Board, when Mr. Laugelli's second term is up. Thereafter, Ms. Smith proposed the following committee assignments:

Evaluation/Nomination Committee: George Laugelli (Chair), Mick O'Leary and Jenny D'Agostino.

Finance Committee: Candy Greenway (Chair), Karen Spertzel and Suzette White

She further noted that she and James Kelly will be ex officio members of both committees.

Ms. Smith further advised that there will be an ad hoc committee to review the By-Laws and procedures since it has been some time since they have been reviewed. Mr. O'Leary will head up this committee. We will wait until we receive the State Trustees Manual so it can be used as a standard before we get into this.

**BOARD QUESTIONS AND COMMENTS:** None.

**OTHER CITIZEN REMARKS:** None

The next meeting will be held on Wednesday, October 9, 2019 at 7:00 p.m. at the C. Burr Artz Library – 110 E. Patrick Street, Frederick, MD.

C. Greenway made a motion to adjourn the meeting; seconded by J. D'Agostino. No further discussion. VOTE: Unanimous.

The meeting adjourned at 8:45 p.m.

A handwritten signature in black ink, appearing to read 'M. O'Leary', is written over a horizontal line.

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M. O'Leary, Vice-Chair  
Frederick County Public Libraries Board of Trustees