

Executive Director's Report

July 2015

ADMINISTRATION

By Holly Carroll

July 4th Parade

Kudos to staff, volunteers and trustees who marched alongside the STREAM van for the July 4th parade in Fort Collins. What a great turn-out. Over 40 folks joined us as we celebrated superheroes and our summer reading challenge. Special thanks to Cynthia Langren for coordinating the event and driving the van and all the other staff who contributed in so many ways to the event.



Strategic Planning Sessions

The strategic planning team met on July 22, August 3 and 4 to develop strategies and tactics to achieve the four overarching goals drafted by the board. Members of the team are: Jean Bosch, Karla Cribari, Kristen Draper, Carol Gyger, Anne Macdonald, and Johanna Ulloa. These individuals were nominated by peers, managers and supervisors. Linda Gabel and I joined the team to represent the administration and board. Lauren Trainer facilitated all three meetings. Team members spent several hours reading articles, websites and research pertinent to the goals and library trends prior to attending the first session. Comments on readings and committee work were shared on Google documents.

Planning sessions were intensive. As a group we identified targeted communities (audiences), articulated the community needs that are addressed by serving these communities and the tactics that we will use to achieve the strategies. A draft of the plan is being emailed for initial review. During the board meeting on August 10 I will present additional information on the targeted audiences and community needs as well as review the draft. I

recommend that the board wait until the September meeting to approve the document to allow sufficient time for thorough review and comment.

The planning team will meet in mid-August to discuss a roll-out to library staff. The group will meet again later this year with Laureen Trainer to determine measures for success and timeline.

HR Manager Search and Compensation Study

The vacancy for the HR Manager will be posted mid-August. I have been working with the Singer Group to assist us with the recruitment and screening process. The Singer Group is a management consulting firm that specializes in human resources and organizational development. It works with many libraries across the nation. A tentative timeline has initial phone interviews of 10 -12 candidates scheduled in mid-September, in-person interviews in early October and a final offer no later than the end of October.

The salary compensation study that Ellen Lake began for the Library District is on hold until a new HR professional is hired. Administration's recommendation to the board is to complete the compensation plan in early 2016 and implement any salary adjustments mid-year. For budgeting purposes, Jeff is using the preliminary pay scales that had been completed to estimate additional funds for this purpose next year. In the meantime, the job descriptions that were developed as part of the compensation study are being reviewed and will be finalized this fall.

Broadband

The City of Fort Collins is exploring its options to make available affordable "Next Generation" broadband to its residents. As we all know, the more dependent we become on online applications for information, business, education and recreation, the greater the need and expectations for reliable, affordable and high-speed Internet access. Affordable NextGen broadband would allow greater access to all of our online library services and applications but before the City can further consider if and how to provide broadband, it must ask voter approval of a ballot measure to exempt it from SB152; 2005 state legislation that limits local government involvement in providing broadband services. The City will be placing an initiative on the November 3, 2015 ballot seeking an exemption to the law. SeonAh Kendall, Economic Policy & Project Manager, City of Fort Collins, will make a brief presentation about the City's broadband strategic plan and the upcoming ballot initiative at the August board meeting.

Other Activities

I attended the July meeting of the Community Development Block Grant Commission and co-presented with Chair, Margaret Long, a revised work plan to Council at its July 14 work session.

On July 20 I attended a Bohemian Foundation community meeting to learn of the foundation's programs and revised funding goals and attended a monthly meeting of the City of Fort Collins Broadband Steering Committee.

I participated in a focus group organized by the Health District to help evaluate the Health District's role in the rollout of the Affordable Health Care in Larimer County.

Ken Draves and I attended the open house for the Summitstone Crisis Center.

I met with colleagues at a Front Range Public Library Director's meeting on July 17 and Metro Public Library Directors meeting on July 28.

Volunteer Coordinator Highlights:

- Worked with Verified Volunteers to run Level 2 background checks instead of Level 1; this is up and running;
- Contacted all volunteers about background check renewals every 2 years; these are trickling in;
- Updated the library volunteer webpage;
- Created a dynamic volunteer webpage with up-to-date volunteer opportunities;
- Connected with the Workforce Center about paid internships; other college interns are making contact also;
- Working with Meals on Wheels to gauge interest with their clients in book delivery;
- Working with Kristen Draper, Ken Draves and Bob Viscount (lead volunteer) on a program that uses volunteers as computer/lab/technology assistants;
- Continuing to train volunteers on how to log hours online;
- Working with Friends of the Library to accurately record their hours themselves, and send totals to me;
- Started process to be a Certified Organization of the Presidential awards.

COMMUNICATIONS OFFICE

By Paula Watson-Lakamp

- Completed monthly/weekly goals of Communication Plan
- Organizing, managing and supervising all graphic design work for the District
- Co-facilitator of the Programming Team
- Working with OrangeBoy on dashboard and Savannah messaging system.
- Working on new social media promotions and platforms, “The River’s Mouth”, updating
- Worked with local media on various stories
- Working with Library Trust PR committee and Board
- Doing video work with mascots and library services... see our YouTube channel details
- Collaborating with local organizations on Fort Collins Comic Con in September
- Summer Reading Challenge materials and promotion
- Promotions for Summer Booths
- Preparation for fall - back to school promotions

OUTREACH SERVICES

By Johanna Ulloa

Outreach Core

Here are some pictures from our Summer Reading Program in the community. We visited many places including Granada Heights, Hickory Village, Care Housing at Greenbriar, CLC at Genesis, Rincón de Cuentos at Harmony Mobile Homes, Canyon Ridge Baptist Church Family Center, and Salud Clinic. We also provided services at Bears and the Frogs Teaching Tree, Fairbrooke, Swallow, and Windtrail CARE Housing, Eagle Tree and Provincetown CARE Housing, Timnath Presbyterian Church and Coach Light Apartments among many other locations.

June and July we did 130 storytimes. We haven’t finished with our stats but so far we have provided storytimes in the community to 655 children, 117 teens, and 347 adults. So if you see a member of the outreach team please make sure to remark on these amazing numbers!!



Kathie Young de Herrera continues to work on the TALES kits and the translations for the Spanish kits as pictured on the left.



The highlight of month comes from Trainer Evaluations regarding our 3-D Printing class.

Based on the evaluation results, 3-D printing was the most successful module of the STREAM Lab program when compared with Minecraft and Lego Robotics.

The 3-D printing class had the most effective combination of learning about the hardware (the printer and materials) and engaging in the creative process from an idea to a finished product. Based on the evaluation results, it also appears that the class was able to generate a high level of excitement among the students for a library program – they saw the class as “cool” and they had “fun.”

The Outreach Manager identified the following outcomes for the 3-D printing class:

- Participants increase their knowledge of basic concepts of 3-D printing.
- Participants identify the Axis the 3-D printer uses.
- Participants are able to identify the parts of a 3-D printer.
- Participants increase awareness on how 3-D printer technology works.
- Participants understand the process of conceptualizing an object, modifying digitally, and printing their creation.
- Participants perceive the library as a place where fun 3-D programming occurs.

Again, based on the evaluation results, it can be said that this program successfully reached its stated outcomes. Students were able to understand design concepts and use their time in the lab to produce a finished product.

100% of students **designed** a 3-D object during STREAM lab!

100% of students **completed and printed** a 3-D object during STREAM lab!

Students were also asked a series of more “technical” questions to gauge their understanding of the parts of a 3-D printer and how the printer works. This material was an important part of the STREAM lab and complemented their design work and their actual product. The program designers wanted to ensure that the students could take away some of the vocabulary and technical understanding of a 3-D printer. And based on the results the students did learn the more technical aspects of the 3-D printing.

88%

of students correctly identified the definition of **extruding**

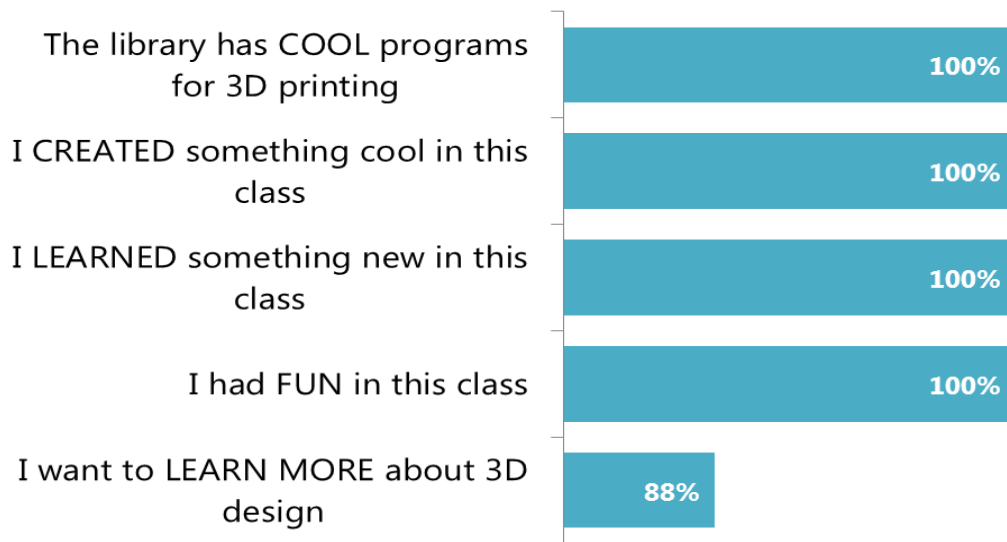
100%

of students could identify the **material** 3D printers use to print

of students could identify the **axis** used in the process of 3D printing

of students knew that the **Z axis** moves up & down

of students could identify the **temperature** of the extruder



Students were asked to rate each of these statements on a scale of Yes, Kind Of, and No. It appears that the students not only enjoyed the class and thought that 3-D printing was a cool thing to do; they also learned something new in the class. This sense of learning is verified in the results from the technical questions. Perhaps most importantly, the students want to continue learning about 3-D design and printing. It seems that the class was able to spark some interest in the topic and generated excitement that may extend beyond the class.

It is also important that the students see the Library as a place for cool programs, as it increases the chances that they have a positive association of the Library and with learning and that they might return for future classes or resources. One can also hope, based on these results, that these students will tell their friends and family about the fun class they attended at the Library.

Sylvia Garcia worked with the Senior Law Day committee. She participated in the fair and represented the Library District with a great booth. She attended the Homeless Community Conversation at Old Town Library and participated in the Northern Colorado Pride Coalition meeting; a brainstorming session with other community non-profits on gaps in service for the LGBT community. Joanne Ginal, [State Representative- House District 52](#), spoke to the PFLAG group (Parents & Friends of Lesbians and Gays) about issues concerning the LGBT community that she is addressing at the state level.

Sylvia also created a topical booklist for our web page, prepared a display of materials and books at the program for the last session on Mental Health Forum, and participated in the International Apartment Life Staff Training Resource Fair at CSU.

COLLECTION DEVELOPMENT

By Tova Aragon


On the recommendation of the Collection Advisory Team, along with several Children’s librarians, Accelerated Reader and Lexile levels have been added to bibliographic records. Through a new automated process created by Victor Zuniga, we were able to add Accelerated Reader and Lexile information to 44,000 juvenile and teen bib records. The information is provided by the vendor, Marcive.

Accelerated Reader (AR) is a proprietary, computer based program that most of the Poudre School District Elementary schools use as a way of tracking students' reading. Kids take a placement test and are given a reading range. After reading a book, kids take an AR test and earn points based on their tests. Many teachers have requirements about how many points kids gather. Kids usually are required to read within their "reading range"

as established by the test. That is why it is helpful to know the AR level for a book, especially during the school year when kids come in and need a book for AR. Lexile is another way to state reading level. Here is a link to Lexile-to-Grade Correspondence. <https://lexile.com/about-lexile/grade-equivalent/grade-equivalent-chart/>

Having the information in the record saves staff and patrons time eliminating the need to go to an outside website.

Before:



The village of round and square houses / Ann Grifalconi
Grifalconi, Ann.

Book | Little, Brown | c1986

Available at OLD TOWN JUV Nonfiction (Call number: 398.27096711 Grifalconi, A. 1986) plus 1 more

[f](#) [t](#) [p](#) [e](#) [s](#) [+](#)

Items

| Location | Call No. | Status |
|-----------------------------|----------------------------------|--------|
| OLD TOWN JUV Nonfiction | 398.27096711 Grifalconi, A. 1986 | CHECK |
| COUNCIL TREE JUV Nonfiction | 398.27096711 Grifalconi, A. 1986 | CHECK |

Details

Description 1 v. (unpaged) : col. ill. ; 24 x 27 cm.

Subject Folklore -- Cameroon.
Folklore -- Cameroon -- Juvenile literature.

After:



Author Grifalconi, Ann.

Title The village of round and square houses / Ann Grifalconi.

Publisher Boston : Little, Brown, c1986.

| LOCATION | CALL # | Last Checked In |
|-----------------------------|----------------------------------|-----------------|
| OLD TOWN JUV Nonfiction | 398.27096711 Grifalconi, A. 1986 | 07-02-15 |
| COUNCIL TREE JUV Nonfiction | 398.27096711 Grifalconi, A. 1986 | 04-09-15 |

Description 1 v. (unpaged) : col. ill. ; 24 x 27 cm.

Subject Folklore -- Cameroon.
Folklore -- Cameroon -- Juvenile literature.

Audience AD 850 Lexile.

Note Accelerated Reader AR LG 4.4 0.5 6098.

In July, we added eBooks and comics to our Hoopla subscription. They can be read on a computer or through an app on mobile devices. With this launch, Hoopla rolled out their Action View technology that enables the comics to be read in full page and panel-by-panel views.

In mid-August, we will be launching lynda.com. Lynda.com offers training video courses to learn technology, creative and business skills. It contains thousands of courses including web development, video and audio production, presentation skills, leadership and management strategies, animation, photography and technology skills for teachers. Courses can be taken on any desktop, laptop or tablet.

SYSTEMS ADMINISTRATION

By Carol Gyger

No report this month.

HARMONY LIBRARY HIGHLIGHTS

By Ken Draves

FRCC-Larimer Campus News

From Annie Fox, FRCC-Larimer Campus Librarian

Dr. Jean Runyon is the new vice president of the Larimer Campus of Front Range Community College (FRCC). She joins FRCC from Anne Arundel Community College in Maryland, where she was associate vice president for learning advancement and the Virtual Campus and interim dean of the college's School of Business and Law. She succeeds Bruce Walthers, who retired after three and a half years at the Larimer Campus and more than 30 years as a higher education administrator.

A major remodel is almost complete at FRCC. Redcloud Peak (formerly home of automotive/welding/ natural resources) has been transformed into an art/music/ CAD/ design center. Removing all the interior walls and rebuilding into a new configuration has allowed state-of-the-art upgrades to the various disciplines housed in this 29,000-square-foot facility. Improvements include an updated atrium passage traveling from east to west as well as an adjacent student "landing area" lounge for collaborative gatherings of students and faculty.

Included in the design are: Ceramics/Metals Lab, Painting & Drawing Lab, Printmaking and Darkroom Labs/Digital Imaging, CAD/AEC labs, AEC/HLT studio, Interior Design studio and library, keyboarding and recording studio, and performing arts studio. Redcloud Peak has been designed to achieve LEED certification (green approval). Finally, Redcloud Peak also has a new brick-veneer exterior.

FRCC recently provided \$13,000 in computer refresh funds to keep Harmony computers up-to-date.

Teen Services

Reported by Diane Tuccillo

- 7/7: Teen Superheroes Recycle & Recreate--teen craft program using repurposed materials (Louise & Sue-Ellen). 12 teens attended.
- 7/14: Babysitting 101 program--20 teens attended this 5-hour program on babysitting skills and running a successful babysitting business. I led this program, Vicky & Millie assisted, and the 3 FRCC EMT instructors did the first aid/emergencies/CPR segment.
- 7/18: Teen IRS meeting--15 teens attended this regularly scheduled meeting which included book sharing time. I led this meeting.

7/18 & 7/31: Minecraft for Teens--one of several programs led by Amy Holzworth and assisting library staff and teen volunteers. 20 teen limit per program (which is always full).

7/21: Teen Sphero Maze Mayhem!--19 teens created a maze, learned to program the Spheros using iPads, and had a culminating race to see which team could navigate the maze successfully. Kristen led this program and I assisted.

Business and Careers Services

Reported by Molly Thompson:

- Attended the three day Global Career Development Conference in Denver
Highlights
 - Keynote speaker Marc Freedman – Founder of Encore.org & author of *Encore : finding work that matters in the second half of life*
 - *Reimagining How to Teach Job Search Skills* (Breakout session)
 - *ATS-Friendly Resumes: Tips and Traps* (Breakout session)
- Taught an Excel class at the Old Town Library
- Planned and Scheduled the following job and career classes for September-December
 - Job Search Strategies
 - Resume Lab (three sessions)
 - Secrets to a Great Job Interview
 - Authentic Connections—A Natural Approach to Networking
 - Compete and Succeed at Any Age
 - LinkedIn for Job Searching
- Compiled the following suggestions from staff on possible breakout sessions/speakers for the May 2016 Staff Day. (The Learning Organization Team is in the process of exploring ideas.)
 - Intellectual Freedom
 - Publishing/Writing
 - Virtual Quick Facts
 - Hands-on 3-D Printing
 - Biofeedback
 - Davita Training
 - Library & Community
 - SRC Training
 - Dynamic Team Infrastructure: The Science and the Practice
 - Digital Footprints
 - Dr. Toni Zimmerman/Diversity and Inclusion
 - Reader's Advisory
 - Life-cycle of a Library Book
 - Effective use of Outlook
 - Improv for staff
 - Suzi Q. Colorado Poet
 - Office yoga or tai chi
 - Learning about departments
 - Computer program training
 - Book talks

Reported by Anne Macdonald:

Presentations:

- Presentation to NoCoNet (Northern Colorado Networking), a networking group for unemployed professionals – July 17. Topic: Employer Research Using Business Resources.
- New Value Line Website -- workshop for Council Tree and Harmony staff.

Business, Industry and Market Research projects:

- More Accountable Care Organization (ACO) information (returning customers are good)
- Three online retail businesses
- Printing business
- Customer development and innovation in a startup
- “Local Food” movement
- 2 wellness clinics
- Log homes
- Fine art business
- Customer valuation models
- Coconut Oil industry
- Coffee roasting industry
- Social success and social enterprise models
- Group homes
- Small and large bone fractures
- Future of Innovation
- Digital forensics – returning customer
- Consignment shops – returning customer
- Computer security

Financial Literacy: A partnership program with Rocky Mountain Chapter of Credit Unions. Northern Colorado libraries provide the venue and the Credit Unions provide the program, publicity and flyers. Third Wednesday of each month – Old Town Library

- Money Matters: Financial Literacy Library Series. July 15 – Estate Planning
- Beginning October, the programs will be held in the Harmony Library Community Room 3rd Wednesday of each month

OLD TOWN LIBRARY HIGHLIGHTS

By Jean Bosch

Programs and Events

Early Literacy Librarian Vicky Hays developed and held three “Little Heroes” early literacy programs to help teach parents about the five early literacy skills – talking, singing, reading, writing, and playing. Activity stations were developed to encourage children and parents to work and learn these skills together while having fun.

Old Town Library Manager Jean Bosch helped Homeward 2020 host the summer Community Conversation on Homelessness in the Community Rooms. There were about 46 in attendance; the crowd included concerned community members, City staff, library staff, and some persons experiencing or formerly experiencing homelessness. It was a very informative discussion that started



more conversations about the community's purchase and implementation of a citywide housing management information system; how other communities provide services to this vulnerable population; and the upcoming "Right to Rest" legislation. Homeward 2020 considers the library to be a great location for these conversations, so they have scheduled the next quarterly follow-up conversation for Thursday, October 8 from 6:30-8:30 p.m.

Librarian Nicole Burchfield had 25 tweens at the "Heroes of Olympus" program that enjoyed activities related to the world of Percy Jackson and the Lightning Thief.

Librarian Amy Holzworth continued the highly popular Minecraft programs - seven events with nearly 140 kids of all ages! Gabe Johnson and Amy presented a session for parents called "Minecraft for Parents - What are Kids Really Learning in Minecraft?" on July 16 – attendance was low, but they used the opportunity to practice the presentation which we hope to give again in the future at conferences, workshops, and/or other learning venues.

Vicky also helped Librarians Diane Tuccillo and Millie Kridler with two "Babysitting 101" classes.

Jean and Library Assistant Erin Lucero met with several members of the Fort Collins Creator Hub. We are exploring a partnership with this active group in order to provide exciting and innovative high tech programs to form the STREAM Lab at Old Town Library. The Lab won't be a permanent presence, but will be created whenever and wherever we schedule makerspace activities onsite. Partnered programs will start happening as early as late July.

Outreach and Embedded Staff

Congratulations to Nonprofit Services Librarian Sarah Scobey who became a certified Small Business Development Center consultant. She has already met with a client at the SBDC. She also met with three nonprofit patrons and compiled research for them.

Sarah also participated in a meeting in Estes Park with Estes Park library staff, Amanda Armstrong (Loveland PL), and Jill Lancaster to discuss cosponsoring a "Pen to Paperwork Grant Writing" three-day workshop for Larimer County.

Sarah and Amanda Armstrong were also presenters at the Allied Women Entrepreneurs workshop on July 22.

Continuing Education and Learning Opportunities

Vicky attended a webinar on media mentorship.

Amy attended a conference in Denver - the 14th annual Gurian Institute Summer Institute, which explored gender and learning. The keynote speakers and sessions focused mainly on how those who work with boys and their families can adjust learning environments to better support their needs.

Miscellaneous

Sarah is designing a new nonprofit webpage to be implemented in the fall.

The 3-D printer's soft rollout happened in mid-July at Old Town Library. Our library district now offers 3-D printing for a very nominal fee for the public. More information and details about the service can be found at <http://www.poudrelibraries.org/3dprinting/>. Many thanks to Systems Administration Manager Carol Gyger, Circulation Supervisor Holly Bucks, Digital Literacy Librarian Kristen Draper, and Library Assistant Erin Lucero for helping Old Town Library make this a reality.

Jean met with Homeless Gear/Hand Up representative Linda Nuss and Dedicated Navigators Program coordinator Anne Wilberton to discuss partnering. These organizations skilled volunteers and interns assist individuals and

families in completing the critical forms required for housing assistance, job assistance, medical care, etc. Old Town Library would provide the space for them to work together as well as some publicity for the partnership. The partnership is likely to roll out in August.

Deputy Director Ken Draves, Finance Officer Jeff Barnes, and Jean met with a provider to discuss security possibilities. Security cameras (indoors and outdoors), panic buttons, and a public address system are being considered for Old Town Library and security cameras are being considered for Webster House Administrative Center.

After increased communications with and provision of 24/7 fob access for the District 1 Police, greater police presence has been onsite at Old Town Library and Library Park this summer. Due to the number of and severity of security issues this spring/summer, an additional contract security guard has been working at Old Town as well. During this time, the numbers of incidents has decreased considerably.

Library Facilities worked with a vendor to complete the HDMI work needed to make the audiovisual components more up-to-date and functional in the Community Rooms.

COUNCIL TREE LIBRARY HIGHLIGHTS

By Currie Meyer

Millie Kridler Retirement, July 6

Council Tree Children’s Librarian Millie Kridler announced her retirement on July 6. Millie served PRPLD for over six years, and was much respected and appreciated by her co-workers across the District. Millie’s husband Norm Fitzpatrick announced his retirement simultaneously. Millie and Norm plan to retire to Hawaii, where Millie was born and raised, and where the couple first met. Jean and I organized a retirement breakfast for Millie and Norm on July 16, and more than 50 staff attended. Below is a thank-you email from Millie.

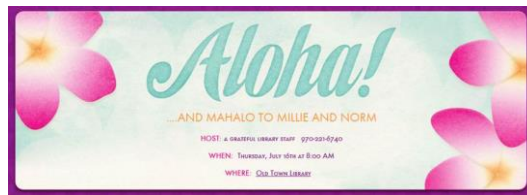
Dearest Staff and Friends,

Thank you all so much for the fabulous breakfast Thursday morning, and for sharing the special occasion with us. Your wishes for our retirement and new adventure is very much appreciated. The thoughtful cards, gifts, delicious last day snacks, and art-work are very touching and will bring us smiles and tears throughout the years.



It has been a pleasure working with everyone and we will miss you.

*Aloha nui loa. A hui hou kakou,
~ Millie and Norm*



Recruitment Planning For Vacant CTL Librarian Position Started

Currie, Jean and Ken met on July 7 to discuss strategy and timeline for hiring to fill the positions vacated by Millie and Norm. We agreed that the position at CTL should now incorporate expertise in teen services in addition to delivering children’s services. The position, Children’s and Teen Services Librarian, requires a Master’s degree in Library and Information Science (MLS), and at least three years of professional experience working with youth, from babies to teens. The position was officially posted at www.fcgov.com/jobs on July 21, and will expire on August 10. As of today, the position has garnered 12 qualified applicants from around the country.

July Special Programming With Millie

During her last few weeks at CTL, Millie facilitated or implemented the following programs for children, teens and families:

- ✓ 7/8 School Age Program *Power of Art* at OT. Presented a school age program at Old Town Library featuring superhero art projects. Attendance: 23 5-8 year olds. Crafts included capes, masks, finger-puppets, power-bands, and comics.
- ✓ 7/14 Presented a session on simple crafts for teen babysitters at Harmony Library.
- ✓ 7/2, 7/9, 7/16, 7/30 Thursday evening family programs at Council Tree: World music program, Rub a Reptile, Raptors - vultures, and a Children's chamber music concert.
- ✓ 7/18 Hosted Superfoods for Kids at CT. Attendance: 20, 6-12 year olds. Banana burritos, Chia seed tea, smoothies, and chili were created by Sapna Von Reich and the children eagerly devoured.
- ✓ 7/21 The Programming Team sponsored a Sundae treat day for staff to recognize all the help with the Summer Reading Challenge.



Remodel Projects Wrapping Up In July

This month, a few remaining remodel items were completed or continued to progress. Chris Bauman worked with Comcast to connect our new flat screen TV to cable TV; I proposed and received approval to order additional cabinets for the shared office, and I approved final specs for circulation area improvements from Azar's Woodcraft. I look forward to delivery/install of these items in the coming month to six weeks.

Evacuation Drill, July 9

At the monthly CTL classified staff meeting, I facilitated our annual alarmed evacuation drill. All staff, including hourly staff, was encouraged to attend. I let staff know about the drill about two weeks ahead of time, and provided current CTL procedures for their review. This drill helped all of us physically re-learn the process for evacuation, and clarify procedures as a group. The drill helped me reassess the procedures I wrote in 2009, and have refined ever since.

Webinar "Service Design: A Toolkit For Assessment, Insight, And Improvement", Attended July 30

Currie attended this 90-minute webinar, offered by ALA, described as: "You've conducted usability studies on your website, tweaked your catalog, and measured transaction times at the circulation desk... But have you ever considered these touchpoints as a whole library experience? The fairly new field of service design encourages librarians to explore the *full ecology of services* – including the physical space, touchpoints, interactions, and people to improve the patron experience."

